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INCUBATE NEIGHBORHOOD CENTER

Incubate Neighborhood Center | Means Court Proposal
RFP No. 2022-023

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Incubate Neighborhood Center
532 N 13th Street
Fort Pierce, FL 34947

September 08, 2022

Fort Pierce Redevelopment Agency
City of Fort Pierce
100 North U.S. #1
Fort Pierce, FL 34950

RE: Transmittal Letter RFP No: 2022-023

Dear Fort Pierce Redevelopment Agency,

Within this proposal, you will find the scope of work for space utilization, INC's profile and qualifications, methodology, vendor implementation and supplemental documents.

Incubate Neighborhood Center (INC) a non-profit organization whose mission is to revitalize distressed communities of color, with core programs of entrepreneurship, workforce re-imagined and home ownership, proposes to utilize the 1982 square feet mentioned in RFP No: 2022-023 as a 1532 square foot Tech Hub and a 450 square foot Banking Center.

With the unexpected growth and demand for INC's Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub to improve digital literacy has become evident. Tech hubs are the backbone to growth in the technology industry to educate and encourage new talent and new ways of thinking. Community hubs provide a space where high-tech business growth can be accelerated and in turn, bring prosperity to the community. According to Nasdaq, statistically, Tech Hubs will lead to a more diverse stronger local economy. Housing this innovative Tech hub at INC will create an atmosphere where tech organizations can grow and thrive and close the "digital divide" gap inherent in distressed communities.

In addition, with the unexpected growth and demand of our home ownership program, Dream Home, its more imperative to increase financial literacy services and create a banking center to serve community residents and our program participants. Statistically, minority communities have a higher number of unbanked residents compared to communities that have less minorities. The proposed Banking Center will not only **serve as vital and necessary catalysts for economic opportunity, but also stand as powerful symbols in the fight against economic equality for the Lincoln Park residents.**

Canieria Gardner, Chief Executive Officer of Incubate Neighborhood Center is the representative of this proposal, our address is 532 N 13th Street, Fort Pierce, FL 34947, and telephone number is 772-494-7504, however Mrs. Gardner direct number is 772-971-7611.

Thank you for opportunity to submit this proposal to add a Tech Hub and Banking center in the space outline in RFP No. 2022-023 as we are committed to improving our community.

Kind regards,

Canieria Gardner

Organizational Profile and Qualifications

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 home ownership, 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 a disturbing rate of 76% within Lincoln Park, in Fort Pierce, FL. 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 multigenerational hand-up approach. This strategy was designed to revitalize poor communities and create a pathway to build wealth. INC focus areas: entrepreneurship, workforce development, affordable housing, and overall financial and physical health of residents. INC facilitates its mission through its 3 core programs of entrepreneurship, home ownership and workforce re-imagined and supporting workshops, are facilitated 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 resources to low-income disconnected youth and adults. INC's community hub, a place that Lincoln Park residents can get all their services in one location, is currently housed at the Means Court Facility. This holistic approach helps families overcome barriers to economic prosperity, the Means Court facility as INC's physical location, and centralized for the Lincoln Park community, which allows for higher volumes of client's services, deliverables and successes. Incubate Neighborhood Center is becoming the one stop shop of social services, education and empowerment. INC's inclusiveness and collaborative internal culture creates a sense of community. A place where everyone feels welcomed and valued, a high energy place where success is contagious.

Means Court facility also known as Incubate Neighborhood Center is 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 have strategically provided services and resources to low-income residents through the community hub. Incubate Neighborhood Center Incorporated (INC) has developed a unique comprehensive systematic approach to help low-income communities revitalize and its residents to exit poverty through this innovative community hub. These collective efforts are maximizing service deliverables in closing the digital divide, strengthening small business attainment, and increasing homeownership for residents.

During, November of 2021, INC entered into a 30-year lease agreement with Fort Pierce Redevelopment Agency to take possession of the Means Court Facility, this included all grounds except for the 1982 square feet mentioned in RFP No: 2022-023. We have made tremendous strides to improve the overall aesthetics of the property and to implement dynamic programming that helps residents to build generational wealth, grow minority owned small businesses, build retail infrastructure, increase home ownership, and improve overall community health of residents. Since its conceptions we have partnered with over 40 organizations that have served thousands of community residents in several capacities, like health services, food resources, health fairs, small business training and lending resources, home ownership training and lending resources, workforce development training, utility assistance, community fairs, basketball tournaments, internet accessibility and a multitude of outside community events. Several organizations also utilize the space to host events, have internal business and townhall meetings.

INC's Expertise includes program and activity development and implementation, and community mobilization that drives successful outcomes. Just this year alone, over 100 community residents have participated in our home ownership program called Dream Home. This 6-phased program is designed to increase homeownership for minorities county wide. The first phase introduces participants to the steps of

home ownership, phase 2, helps to improve overall credit, phase 3 is getting participant pre-qualified for a mortgage, phase 4, is the process of searching the resident dream home, phase 5, is closing on the home, and phase 6, is educating participant on upkeep of property and facilitating a home dedication ceremony. The average program participant is 50 years old, with a 650-credit score, that have been employed consistently for over 4 years. Even though, the participants biggest barrier is lack of down payment assistance, we have referred over 90 potential homeowners to financial institutions for mortgage lending. With the growing demand for the program, we are discovering that the financial institutions are finding it difficult to process the increased applications in a timely manner which results in delayed pre-approval process for most participants, however this delay would be less if there were banking options located on property.

Also, over 50 minority businesses have participated in our business workshops or program called Commerce Entrepreneurship and Operations (CEO) program, which is a national business model, that was created 30 years ago and currently being implemented in over 55 communities across the United States. INC was fortunate to acquire the award as a Common Good Initiative, to bring this proven national model to the City of Fort Pierce, because of its effectiveness, the program is attracting minority business owners throughout the Treasure Coast. This multigenerational program serves youth and adults. CEO 3.0 is the only program to serve youth entrepreneurs in the Tri-County area. The CEO program have a waiting list of nearly 65 businesses, and INC must expand our internal technology infrastructure to keep up with growing demand. Not only would each business need lending opportunities, but access to technology that will help their businesses thrive.

The increased demand for both the Dream Home and CEO programs, makes it necessary to have a banking center and technology hub within Incubate Neighborhood Center. The banking center will decrease the number of unbanked community residents, increase microloan, mortgages, and business loans attainment. The Tech Hub will decrease the Lincoln Park digital divide, increase accessibility to much needed technology services, introduce residents to high paying technology jobs in cyber security, coding, and digital technology; and provide a technology incubator for the tech related businesses. The domino effect of the banking center and tech hub will revitalize Edgar District, Ave D corridor and Lincoln Park by increasing home ownership, small business attainment and financial literacy.

Canieria Gardner, the CEO of INC and area expert on poverty, have done an outstanding job with identifying the needs of the community, putting together a realistic plan to resolve the barriers associated to poverty, then executing the plan at the highest level. Her innovative thinking creates opportunities and pathways to economic stability not only for Lincoln Park residents but residents from the surrounding communities. Because of her approach to a complex community problem, she and INC have received awards and recognized by St. Lucie County Upward Mobility Cohort and the NAACP. She is more than capable of supervising the work evolved in creating a banking center and technology hub, as she is knowledgeable with the building and understand its current restraints and limitations. She is also experienced with supervising a project of this magnitude as she supervised the work of the creation of the Internet Café, Business Technology Center, TV Production and Podcast Studios, Conference Rooms and Interactive Art and History Gallery that is currently housed at Incubate Neighborhood Center.

Methodology

The Incubate Neighborhood Center is a non-profit organization designed to revitalize distressed communities of color. Historically, the Lincoln Park Community is one of the poorest areas in the State of Florida, where nearly 80% of its resident's struggle to make ends meet. It has a deep concentration of poverty which results in increased barriers associated with high poverty areas, such as food, health, Wi-Fi, home ownership, entrepreneurship, technology, and banking deserts. The domino effect of these deserts causes residents to have poor financial and physical health, live in unsafe neighborhoods, unconnected to banking systems, and lack digital literacy. The long-term effect of poverty has crippled residents, some often feel stuck in a vicious

cycle. However, INC resolve is to work in the gaps and be part of the solution. We understand the unique barriers of the community and have mobilized community partners to collective work together to resolve. INC's community hub is designed to improve the financial and physical health of residents by increasing accessibility to healthcare, food, workforce, entrepreneurship, Wi-Fi, technology, financial literacy, and lending resources. This comprehensive strategy creates a bridge to the pathways of upward mobility.

In our efforts of connecting the scope of work in this RFP No. 2022-2023 to the overall plan for the Means Court facility, also known as Incubate Neighborhood Center. It is imperative that each of the 5 phases are explained in our efforts of providing contextual information on last year's proposal, that awarded INC the Means Court facility for 30 years. INC's initial 2021 Means Court proposal was for a four-phase project, however with the opportunity to take possession of the 1982 square feet mentioned in RFP No: 2022-023, the overall Means Court project have been modified to 5 phases, and this **proposal is phase 2**.

The 1982 square foot space is the only area on the 2.57-acre property that INC do not have possession of, and it's the control panel or Nucleus of the building. According to the architectural blueprints, the original administrative office is in located within the 1982 square foot area, which contains, the main fire system, data room and alarm system for the entire building. Meaning that if an emergency arises in the building, INC assume the liability of entering a tenant space to resolve, which could be problematic, long term. Even though, INC is not in possession of the 1982 square ft area out of the appropriate 26,000 total square ft main building, INC have taken financial responsibility for, in areas like property insurance, upkeep, updating of architectural rendering to include, structure, electrical, and mechanical changes needed to update the old Means Court facility, as those items can-not be separated in its overall design. In addition, even though INC is the property manager for the current tenants, the hours of operation are not the same, most often the 1982 square foot space is closed, which prevents the community resident's ability to fully utilize the space on a consistent basis. However, INC looks forward to continuously working with them and could offer a better alternative location, instead of the area where the main fire panel and other safety alarms are housed, INC needs full access to the panels, at all times, in our efforts of responding appropriately if a crisis happens.

Each phase maximizes utilization of the property and service deliverables. Phase 1.1 is complete and phase 1.2 is currently in progress. **However, phase 2 is specifically for this proposal, as the other phases are not directly connected to the RFP No. 2022-023, but collectively it outlines the overall plan to provide services and events to the community, through the community hub.**

Phase 1: This phase is to take possession and prepare the facility for utilization as the community hub, which is approximately 28,000 sq ft facilities on 2.57 acres with a 30-year lease option. Means Court was in habitable conditions but felt institutionalized. After upgrading the building, it feels warm and inviting. Phase 1.1 Provide a facility facelift which include, internal and external painting, new flooring, lighting, furnishings, community bathrooms upgrade, and landscaping. The total cost of Phase 1 was \$215,000 and INC completed this phase within 90-days of taking possession of the building.

Downstairs: Scope of work completed to date

- INC Administrative Office
- Conference Room
- Internet Cafe
- Interactive Art and History Gallery
- Business Technology Center/Commuter Lab
- Copy and Print Center
- TV Production Incubator
- Podcast Room
- Classroom
- Shared office spaces
- Library
- Bathroom Upgrade
- Interior and Exterior painting

- Replace Air Conditioners

Phase 1.2 includes adding an elevator and kitchen incubator to the property. The associated cost will be \$275,000 and we anticipate obtaining the funding from development funds, rental, federal and local grants. INC projects completion of phase 1.2 will be Winter of 2023, therefore downstairs can only be utilized by the public until this phase is complete.

Phase 2 (Explicitly for this proposal): *This phase is to take possession of and prepare for utilization specifically for the 1982 square feet mentioned in RFP No: 2022-023. The proposed intent for this space is for a 1532 square foot Tech Hub and a 450 square foot Banking Center. INC anticipates implementing this phase within 30 days of taking possession of the space, to be complete during the second quarter of 2023. The estimate cost is \$195,000 and INC will cover the cost through local grants and private philanthropy. INC is seeking this space for a term no less than 30 years to coincide with our current lease and financial obligation of the Mean Court Facility; therefore, we propose this space at a rate of zero dollars per year. Even though, INC have possession of the remainder of the building we can only serve the community on the bottom floor because of the lack of elevator, which makes the 1982 square feet, the only usable space to house the new Tech Hub and Banking center as the remainder of the downstairs is currently being utilized to serve the community in multiple ways.*

*A tech hub is a **community that promotes innovation for technology-based companies**. This hub will foster a learning technology environment, a place that technology companies can utilize as an incubator, not only will this create new jobs, but also create a tech industry within the Lincoln Park radius, which **does not exist** currently. With the unexpected growth and demand for INC's Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub to improve digital literacy has become evident. Tech hubs are the backbone to growth in the technology industry to educate and encourage new talent and new ways of thinking. Community hubs provide a space where high-tech business growth can be accelerated and in turn, bring prosperity to the community. According to Nasdaq, statistically, Tech Hubs will lead to a more diverse stronger local economy. Housing this innovative Tech hub at INC will create an atmosphere where tech organizations can grow and thrive and close the "digital divide" gap inherent in distressed communities. This type of hub will also function as a Technology Incubator, which is the development of new business ideas by providing mentorship, business services and funding connections to young tech companies. To further foster this type of growth, INC will facilitate Tech conferences, which have several benefits. A tech conference **offers a major dais to discuss anything related to technology**. One can find solutions, ideas, professional contacts by organizing and participating in tech conferences, thus often resulting in fostering growth of the tech industry. With INC's pipeline of businesses ready to fully utilize the Tech hub will exponentially increase the technology industry in the Lincoln Park and create a "economies of agglomeration"--essentially, the benefits realized when a high density of startups cluster together.*

However, insufficient access to capital, knowledge, and support ultimately leaves many Black entrepreneurs less economically mobile and limits the potential of entrepreneurship to grow wealth for Black families and communities. Therefore, INC have formed a new group of like-minded individuals called "Land the Whale" to create more equitable outcomes in assuring access to capital specifically to minority-owned businesses. As part of the Incubate Neighborhood Center's (INC), Commerce, Entrepreneurship, and Operations (CEO) program, this group is made up of successful businesses owners and directors who have accomplished what many others can only dream.

Statistically, the best way to create wealth in an economically deprived community is through entrepreneurship, and INC will utilize its Commerce, Entrepreneurship, and Operations (CEO) program to revitalize the Lincoln Park Community. It is a national business model, that is being implemented in over 55 communities across our Nation, it was developed 30 years ago by Neighborhood Development Center and has proven to be effective.

Black entrepreneurs struggle more to secure capital and access to credit. Despite strong personal credit, Black business owners and other entrepreneurs from marginalized groups are about half as likely as their white counterparts to receive full financing. Start-up capital is associated with better business performance, but Black entrepreneurs have less of it. Black entrepreneurs start their businesses with about \$35,000 of capital, white entrepreneurs with \$107,000, but the average in the Lincoln Park area is less than \$5,000. The need for a black bank in the Lincoln Park area is grave, because statistically, minority borrowers and depositors face considerable challenges when accessing financial services, and black banks statistically lend more to minorities compared to non-black banks.

In addition, to the unexpected growth and demand in our CEO program we have experienced the same in our home ownership program called Dream Home, its more imperative to increase financial lending alternatives through the comprehensive banking center to serve community residents with all their banking needs. Less than 30% of community residents own their own homes in Lincoln Park, most of the community consists of renters. One of the best ways to revitalize neighborhoods and create a thriving community is through home ownership.

*Just this year, INC have referred over 100 residents to lending institutions to secure a business or home loan, but communication is often delayed, non-consistent or not culturally component between residents and lenders. Statistically, minority communities have a higher number of unbanked residents compared to other communities. The proposed Banking Center will not only **serve as vital and necessary catalysts for economic opportunity, but also stand as powerful symbols in the fight against economic equality for the Lincoln Park residents.***

INC is currently in the process of inquiring a white label financial tech company, to be called INC Capital, which would allow INC to provide checking accounts, business, real estate, and personal loans to community residents. INC will partner with other local banks to provide financial literacy training, savings and IRA accounts, and other financial services to create the only comprehensive, but transparent banking system in Lincoln Park area.

Without the utilization of the 1982 square foot area, INC will find it difficult to house the Tech Hub and Banking center within the community hub, because space is very limited downstairs and upstairs cannot be utilized by the community until we add an elevator. Strategically, INC is the best place to house both the Tech Hub and Comprehensive Banking Center, for community utilization, because of location and other service activities.

The Tech Hub will contain:

- STEAM Learning Lab
- STEM Learning Lab
- Virtual Reality Learning Lab
- 3D Printing Lab
- Copy and Print Center
- Cyber Security Learning Center
- Coding and App Lab

The Banking Center will contain:

- Bill Pay Kiosk
- Banking Kiosk
- ATM
- Check Cashing Services
- Lending Office
- Micro Loans
- Business Loans

- *Checking and Savings Accounts*
- *Real- Estate Lending*
- *Financial Literacy Mentorship*

Phase 3: The Shoppes of the Village is a place that the community connects around food, retail, and entertainment. It will be located, outdoors on the south side of the 2.57 acres, and INC will utilize the Shoppes of the Village to maximize community connectiveness. The Shoppes of the Village is a part of the Restoring Village initiative and designed to 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 have four pillars to drive success. Phase 3 also accomplishes several goals in the Local Food Local Places action plan that was sponsored by the EPA, USDA, and U.S. Border control. INC anticipates breaking ground December-2025, with a projected cost of \$475,000. INC anticipates covering the initial costs through, federal funding, grants and development funds.

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

Phase 4: 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. Project cost of project is \$150,000 funded by events, federal and local grants, and retail income. Phase 4 also aligns with Local Food Local Places initiative.

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

Phase 5: Even though this phase is not connected to the Means Court property, I believe it is necessary to showcase it, INC is located at Means Court, but does plan to grow the organization. This phase is focused on real-estate expansion. It includes purchasing adjoining property for build out of a grocery store, condos, and retail spaces. The total cost of projected is \$2.65 million and expected to break ground in 2028, after a successful capital campaign. This will increase jobs and revitalize Ave. D and Edgar district, which is the district that Means Court is located within.

- 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 store fronts
- Build a 15,000 sq foot facility grocery store and 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.

Acknowledgement:

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

Lease of Property:

- INC is currently in a long-term lease agreement with the City of Fort Pierce Redevelopment Agency for all areas on property except the 1982 square feet outlined in RFP No. 2022-023.
- This proposal is in reference to the 1982 square feet outlined in RFP No. 2022-023; INC seeks a long-term lease that will coincide with the active lease of the Means Court facility at a rate of \$0.00, for the 1982 sq ft space.

Phase 2 increases financial literacy and accessibility to minority lending, but also decrease the “digital divide” with the only tech hub specifically located in the Lincoln Park Community geared toward youth and adults.

By INC positioning itself as a hub for innovators and big ideas aligns perfectly to with the long-term goals of the Fort Pierce Redevelopment Agency for revitalization, increase jobs attainment, home ownership and ways to attract businesses to migrate to the area. INC is actively working with the developer of the Moore’s Creek phase 2 project, which is a City of Fort Pierce initiative.

Lastly, INC have already secured tech companies to provide training that will allow residents to secure high paying jobs in the tech industry and a white label financial technology company that have been mentioned in Forbes as one of the fastest growing financial tech companies in the world to provide financial services in the Banking Center. The white label companies will manage the back of house and lending implementation, which makes the roll, which simplifies the process and reduces the risk with start-ups significantly.

Vendor Implementation – Business Plan

Executive Summary

Intersectionality is the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. Because of these factors, America’s most distressed neighborhoods are often rooted in systematic and institutionalized forms of racism and intentional disinvestment, and its residents must overcome extreme barriers of poverty and social injustices to reach success. Since President Lyndon Johnson declared war on poverty in 1964, our country has made minimal progress in eliminating these crippling conditions. While most organizations with good intentions address the symptoms of poverty by providing handouts that may help people “get by”, these efforts are often not effective in the long term, and at times do more harm than good. In contrast, Incubate Neighborhood Center (INC), has developed a comprehensive systematic approach to help low-income communities revitalize, and its 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 poorest areas in the Nation, where nearly 80% of its resident’s 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 also a food desert where up to 70% of the residents are overweight or obese and suffer from diseases associated with low access to affordable, high quality fresh food. Most residents in this community are people of color, with a median annual household income of less than \$25,000 per year, 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 successfully complete post-secondary education. The Fort Pierce Housing Authority is the Lincoln Park’s largest 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, and the unemployment rate is much higher than the national average or other parts of the county. Lastly, the community lacks an ecosystem of social agencies that collectively address these crippling barriers, specifically in Lincoln Park.

The solution: Though there are a multitude of resources available in St. Lucie County, most often those resources are not equitable and accessible among people of color. Incubate Neighborhood 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 neighborhood capacity. Creating an ecosystem of local 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 350 residents per day, totaling over 7,700 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 10 years, INC anticipates increasing homeownership, small businesses, and residents’ employability to obtain living wage jobs. Strategically targeting areas of entrepreneurship, job creation, homeownership and financial independence will result in community revitalization. By 2031, this strategy will result in millions of dollars paid to the City of Fort Pierce and St. Lucie County for taxes, fueled by over 170 new homeowners; 200 new businesses created, 793 new jobs, and 2100 jobs obtained by Lincoln Park residents with a return of millions of dollars’ worth of economic impact, and this will steward community revitalization.

INC is a self-sufficient model designed to generate 100% of its annual budget from retail and rental activities within 60 months.



1.1 Objectives 1-3-Year

- 147,000 residents served at one year, 161,000 at year two, 183,020 at year three.
- Provided 1,000 hours of technical assistance to small businesses by one year, 1,450 by year two and 1,790 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 two, 50 at year three.

1.2 Keys to Success

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

Description of Business

Company Summary: Incubate Neighborhood Center (INC) 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 and small businesses as well as create generational prosperity. INC has multi-level, multi-generational social service programs and networks that will return millions of dollars of economic impact locally, by specifically providing 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 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 homeownership, workforce development, and entrepreneurship, that utilizes a multi-generational approach. These programs will result in familial wealth, thus breaking the cycle of generational poverty. To gauge success, INC will measure the number of homeownership attainment generationally, the number of new jobs created, the number of new businesses launched, and the decrease in the unemployment rate for Lincoln Park. Statistically, the intersectionality of low-income people of color will experience multiple social injustices that will increase their barriers to them exiting poverty, which further causes difficulty for residents and minority owned businesses to achieve success.

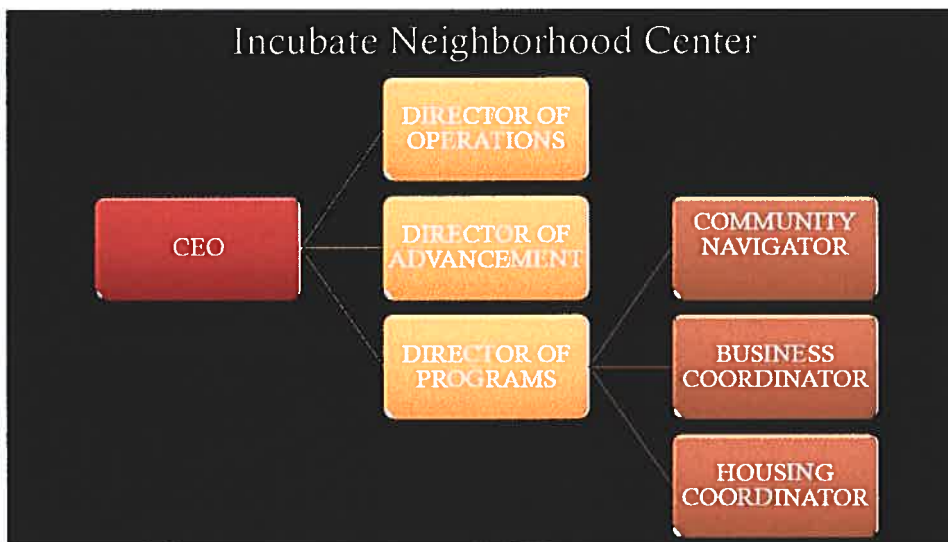
St. Lucie County is home to 51% of residents struggling to make ends meet, but in the Lincoln Park Community it is a disturbing rate of 76%. These startling statistics have not deterred the organization. Instead, it has solidified their resolve to take the neediest of an impoverished community and work alongside them and their families to help them break the cycle of poverty using the organization's multi-generational hand-up approach. This strategy was designed to revitalize poor communities and create a pathway to build wealth for its residents. INC's core focus areas include entrepreneurship, workforce development, affordable housing and social injustices. INC facilitates its mission through its three core programs and workshops which were developed as a map to help families navigate the road to self-sufficiency. Each unique program is customized to meet the client where they are on their journey toward success, and to grow minority owned small businesses, building retail infrastructure, increasing homeownership, and overall, a healthy, vibrant community.

INC is committed to developing and housing a functional ecosystem of community partners that will provide resources to disconnected youth and adults in Lincoln Park. The goal is to create a community hub, a place that Lincoln Park residents can get all their services in one location. This holistic approach will help families overcome barriers to economic prosperity. Statically, a community hub creates an environment for higher volumes of client services and success.

- **Mission Statement:** To revitalize distressed 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 equal access to, financial resources, affordable housing, business education and employment training, and where everyone can achieve a future with hope and endless possibilities.
- **Core Values:** Equity, Inclusiveness, Integrity, Consistency, Empowerment, and Collaboration
- **History:** INC was created in 2021 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, INC formed the organization to provide sensible solutions.
- **Operations:** Even though INC is a nonprofit organization, it will utilize a for-profit revenue model for sustainability. 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 implementation 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 easy accessibility reporting.

- **Hours of Operation:** Monday – Friday, 9:00am-5:00pm
- **Organizational Structure:** INC is governed by a Board of Directors that collectively have 75 years of experience in the areas of programs, education, and social services. The Board of Directors works with the Chief Executive Officer and Advisory Board to fulfill the fiduciary responsibilities and mission of the organization.



- The **Chief Executive Officer** makes all major decisions, manages overall operations and resources of the company, is the main point of communication between the Board of Directors and Operations. The CEO sets the tone, vision, culture, and is the external face of the organization.
- Director of Operations** manages the day-to-day operations of the facility, provides administration, financial and human resources support.
- Director of Advancement** creates economic opportunities, manages organizational events, and organizational donors.
- Director of Programs** manages all organizational services and product programs, data, and human capital.

Key Staff: The Chief Executive Officer, Canieria Gardner is key to short and long-term organizational objectives. She comes with an undergrad in Organizational Leadership, a master’s in business administration, 10 years’ experience in the private sector, 15 years in non-profit, 15 years of management experience and 5 years of executive leadership experience. This combination of education, skills and experience is necessary to start, scale and expand INC. Mrs. Gardner is also the Chair of the Self-Sufficiency Network under St. Lucie County Roundtable. In this capacity she works directly with a multitude of organizations that work collectively to solve and reduce poverty in St. Lucie County. This provides her the access to a functional ecosystem of community partners that will co-locate or provide services through the community hub.

Product Overview: The core programs offered by INC are small business, homeownership, workforce re-imagined, and retail programs working together to fulfill the mission. These programs are uniquely

designed to improve the lives of marginalized people and revitalize poverty-stricken neighborhoods. Each program has a financial literacy and social emotional training courses. Real estate and retail are also a product of INC. It will be utilized as a revenue source by renting and retail space to other businesses in St. Lucie County. INC will expand services to a 26,000 sq ft facility on a 2.57-acre property, as a community hub, in which it will partner with other like-minded organizations providing services and resources to low-income individuals.

Commerce Entrepreneurial Operations (CEO) Program is a business program geared toward low-income entrepreneurs. INC has contracted with the Build from Within Alliance to implement their proven business program, developed by Neighborhood Development Center over 30 years ago. It has four pillars to success which include training, lending, technical assistance, and real estate. This program is proven effective wealth building from within poverty-stricken communities.

WORKed is a Workforce Re-imagined Program designed to connect job seekers as well as the under-employed to pipelines of education and employment opportunities. The community is full of workforce development, training, and education programs. However, these entities might not always work collectively to create equitable access to marginalized people of color through an ecosystem. As such, this program helps jobseekers to eliminate barriers that would interfere with employment and training opportunities.

Dream Home is designed to help program participants to purchase their first home. The purpose of the program is to increase credit worthiness, real estate knowledge, and obtain a mortgage for a home purchase. This program is implemented through 6 phases. The first phase is training, which provides education on homeownership. The second phase is credit worthiness, in which the home buyer works one-on-one with a credit consultant to create an individualized pathway to homeownership. The third phase is mortgage readiness. This is the point in which the homebuyer has been pre-approved for a mortgage. The 4th phase is when the participant is actively looking for their dream home and offer have been accepted, the 5th phase is closing on the property, and phase 6, INC provides additional training on home maintenance and a home dedication ceremony. INC seeks to increase homeownership in the Lincoln Park Community by 30% in the next 10 years.

For Profit Programs: Residents under the 250% of the Federal Poverty level will have access to our fresh produce through the Farmers Markets and household items through the Liquidation Center, as outline as Phase 3 previously. Even, though the items are discounted, the quality will be maintained. 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 to be learned are customer service, professionalism, warehousing, distribution, and management. Also, INC will rent office, container and incubator space to support organizations, and CEO program participants, all at discount prices to facilitate additional streams of income. **Once at full capacity, INC anticipates the for-profit programs will be financially supporting the annual operational expenses by 100%. This strategy yields a higher cash flow and not dependent on grant funding to sustain the operation.**

Key Participants: INC has 7 key product partners that will provide produce and household items at wholesale. INC will resale the products at 30% markup with the final price the consumer pays at only 50% of traditional 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 families. However, for longevity, those relationships must continue to be cultivated and expanded. Also, the key partners in INC's business success are the strategic 40 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 better results to its consumer base resulting in market dominance.

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 will be 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 rental space at INC, will have a standard MOU that will explain the stipulations and terms of the lease and the recurring forms of payments accepted as Check, Debit or Credit Card. With the combination of retail and rental income, will pay 100% of the annual operating cost in 5 years. INC will also have annual fundraising events, apply for grants, and cultivate donors to support INC's internal programs, thus having multiple sources of income to increase 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 finances. 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 are the carrot that will get individuals into the building. Once there, the internal culture is what will keep them as long-term customers. Long-term goal is for INC to serve over 600 residents daily.

Process Flow:

Service and Sales Process Flow

COMMUNITY PARTNER NAVIGATOR WORKS DIRECTLY WITH CUSTOMERS AND COMMUNITY PARTNERS TO CONNECT PARTICIPANTS TO INTERNAL AND EXTERNAL RESOURCES AND SERVICES TO HELP THEM EXIT POVERTY.



INC PROGRAMS AND RETAIL OUTLETS ASSIST CUSTOMERS TO BUILD WEALTH AND RETAIN MONEY, WITH THE HOPES THAT THEY WILL UTILIZE THE SAVING FOR OTHER HOUSEHOLD BILLS

COMMUNITY PARTNERS THAT PROVIDE SERVICES AND RESOURCES TO INC CUSTOMERS, TO IMPROVE THEIR LIFE

LOW-INCOME RESIDENT OF LINCOLN PARK

Target Customer



- Youth and Adults under the 250% of the FPL
- Residents of Lincoln Park
- Individuals with extreme barriers to self-sufficiency
- Individuals that are unmotivated
- Entrepreneurial
- Individuals who are under-employed
- Individuals seeking to buy a home

INC Core Programs



Commerce Entrepreneurial Operations Program (Business)

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

Dream Flyer (Workforce Development Program)

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

1st Time (Homeowner Program)

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

The Joinery

- Low-cost produce with Farmers Market
- Low-cost household items with Liquidation Center
- Event space
- Container restaurant and retail space

Ecosystem



Potential external organizations that provide service to INC customers through the community hub.

- Financial Institutions
- Education Institutions
- CareerSource
- Department of Children and Families
- Medical Providers
- Non-profit entities
- For-profit entities

Services:

- Job Training
- Mental Health, Substance and Domestic Abuse Counseling
- Social Emotional Learning

Facility Features:

- Kitchen Incubator
- Business Incubator
- Intro-active Art Gallery
- Medical Clinic
- Copy and Print Center
- Media Studios
- Botanical and Butterfly Garden (in 2 years)
- Community Garden and/or Hydroponic Farm (in 2 years)
- The Joinery (9-12month out)
 - Low-cost produce with Farmers Market
 - Low-cost household items with Liquidation Center
 - Event space
 - Container restaurant and retail space

Interactive Art and History Gallery is also housed at Incubate Neighborhood Center that highlights the rich history of the building, prominent African American figures and local minorities that have impacted the community. The Gallery also displays local artist work, which provides them an opportunity to showcase and sell their works.

Facilities: Incubate Neighborhood Center is located at the Means Court Facility, 532 N 13th Street, Fort Pierce, FL 34947. INC currently have possession of the historic 2.57-acre property for a duration of 30 years, with a long-term lease with Fort Pierce Redevelopment Agency. Because the list of improvements is so extensive the renovations will be implemented in phases.

Phase 1: This phase was to take possession and prepare the facility for utilization as the community hub, which is approximately 28,000 sq ft facilities on 2.57 acres with a 30-year lease option. Means Court was in habitable conditions but felt institutionalized. After upgrading the building, it feels warm and inviting. Phase 1.1 Provide a facility facelift which include, internal and external painting, new flooring, lighting, furnishings, community bathrooms upgrade, and landscaping. The total cost of Phase 1 was \$215,000 and INC completed this phase within 90-days of taking possession of the building.

Downstairs: Scope of work completed to date

- INC Administrative Office
- Conference Room
- Internet Cafe
- Interactive Art and History Gallery
- Business Technology Center/Commuter Lab
- Copy and Print Center
- TV Production Incubator
- Podcast Room
- Classroom
- Shared office spaces
- Library

- Bathroom Upgrade
- Interior and Exterior painting
- Replace Air Conditioners

Phase 1.2 includes adding an elevator and kitchen incubator to the property. The associated cost will be \$275,000 and we anticipate obtaining the funding from development funds, rental, federal and local grants. INC projects completion of phase 1.2 will be Winter of 2023, therefore downstairs can only be utilized by the public until this phase is complete.

Phase 2: This phase is to take possession of and prepare for utilization specifically for the 1982 square feet mentioned in RFP No: 2022-023. The proposed intent for this space is for a 1532 square foot Tech Hub and a 450 square foot Banking Center. INC anticipates implementing this phase within 30 days of taking possession of the space, to be complete during the second quarter of 2023. The estimate cost is \$195,000 and INC will cover the cost through local grants and private philanthropy.

Just this year, INC have referred over 100 residents to lending institutions to secure a business or home loan, but communication is often delayed, non-consistent or not culturally component between residents and lenders. Statistically, minority communities have a higher number of unbanked residents compared to other communities. The proposed Banking Center will not only **serve as vital and necessary catalysts for economic opportunity, but also stand as powerful symbols in the fight against economic equality for the Lincoln Park residents.** A tech hub is **a community that promotes innovation for technology-based companies.** This hub will foster a learning technology environment, a place that technology companies can utilize as an incubator, not only will this create new jobs, but also create a tech industry within the Lincoln Park radius, which **does not exist** currently.

The Tech Hub will contain:

- STEAM Learning Lab
- STEM Learning Lab
- Virtual Reality Learning Lab
- 3D Printing Lab
- Copy and Print Center
- Cyber Security Learning Center
- Coding and App Lab

The Banking Center will contain:

- Bill Pay Kiosk
- Banking Kiosk
- ATM
- Check Cashing Services
- Lending Office
- Micro Loans
- Business Loans
- Real- Estate Lending
- Financial Literacy Mentorship

Phase 3: The Shoppes of the Village is a place that the community connects around food, retail, and entertainment. It will be located, outdoors on the south side of the 2.57 acres, and INC will utilize this space to maximize community connectiveness. The Shoppes of the Village is a part of the Restoring Village initiative, that is designed to 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 have four pillars to drive success. Phase 3

also accomplishes several goals in the Local Food Local Places action plan that was sponsored by the EPA, USDA, and U.S. Border control. INC anticipates breaking ground December-2023, with a projected cost \$475,000. INC anticipates covering the initial costs through, federal funding, grants and development funds.

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

Phase 4: 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. Project cost of project is \$150,000 funded by events, federal and local grants, and retail income. Phase 4 also aligns with Local Food Local Places initiative.

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

Phase 5: Even though this phase is not connected to the Means Court property, I believe it is necessary to showcase it, INC is located at Means Court, but does plan to grow the organization. This phase is focused on real-estate expansion. It includes purchasing adjoining property for build out of a grocery store, condos, and retail spaces. The total cost of projected is \$2.65 million and expected to break ground in 2025, after a successful capital campaign. This will increase jobs and revitalize Ave. D and Edgar district, which is the district that Means Court is located within.

- 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 store fronts
- Build a 15,000 sq foot facility grocery store and 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.

Hours of Operation:

- Monday-Friday from 9:30am-5:00pm for social services

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

- Tuesdays and Thursday's from 5:30-7:30pm for business training
- Saturday's 11:00am-5:00pm for Civic or community organizations
- Friday or Saturday evenings for cultural events as needed from 6:00pm-10:00pm

MARKET ANALYSIS

In 2019, 65% of children enrolled in public schools in St. Lucie County were eligible for free or reduced-cost lunch based on their families' income. (County Health Rankings & Roadmaps, the University of Wisconsin Population Health Institute.) The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic

hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed. Within St. Lucie County, 18.04% of people received SNAP benefits in 2011, amounting

to \$80,407,000 in benefits to program participants. Also, 51% of St. Lucie County and a jaw-dropping **78%** of Lincoln Park residents do not have enough money to cover the necessities of food, housing, healthcare, transportation, and childcare, (the ALICE Report identifies the true effects of poverty and financial struggling residents; ALICE refers to the population in our community who are Asset-Limited, Income-Constrained).

Our center is in the heart of Fort Pierce and listed as one of the poorest cities in Florida. The unemployment rate is more than 3% higher than the national average, and 46% percent of residents make less than \$25,000 annually (according to the Local Food Local Places community data profile for Fort Pierce).

Research has shown that, if a person is Black, Hispanic, or living in a low-income area, they are more likely to live in a community with limited access to a full-service supermarket, and Fort Pierce is no different, being named a food desert by the Environment Protection Agency (EPA). Based on Reinvestment Fund's 2018 analysis, there are two Limited Supermarket Access (LSA) areas within Fort Pierce. 10,134 people live in one of these LSA areas and have limited access to a supermarket.

This statistic is significant. It has an impact on the Community Economy: The estimated economic leakage for this area is \$17,312,000; this represents the amount that residents spend at stores located outside of the LSA. Further, it has a great impact on Community Health: Since transportation is a barrier, most residents utilize corner stores that lack fruits and vegetables, causing increased health problems in the community. The Centers for Disease Control (CDC) provides survey data about the health of the residents within our community - 36.49% of the population is considered overweight, and 32.38% are considered obese. According to the CDC, fruits and vegetables are critical to promoting good health. Of the adult residents in Fort Pierce, 85% reported eating fewer than five fruits and vegetables per day, and only 15% report eating five or more per day.

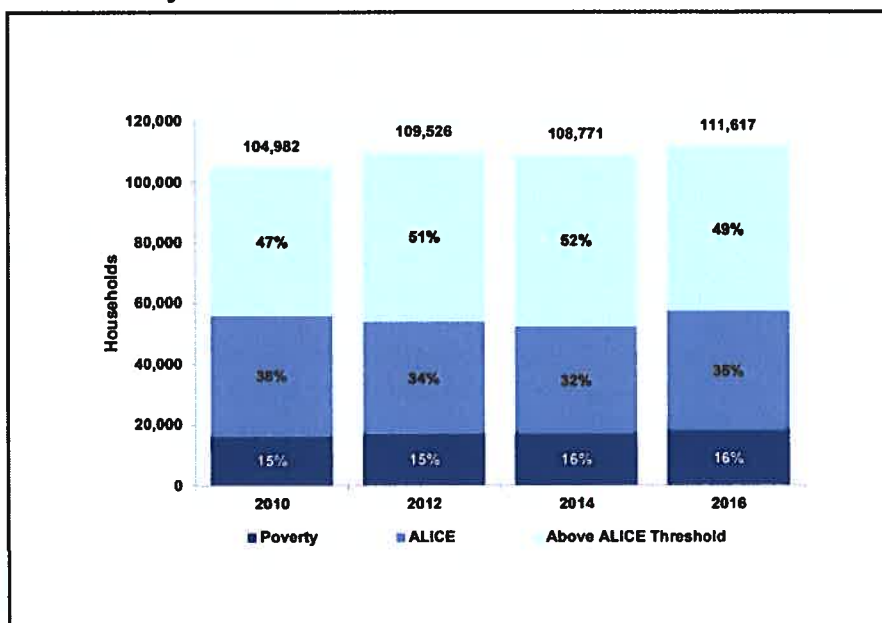
Data from an NYU study published in the journal "Public Health Nutrition" in February 2015 revealed that "food access is not the only issue at play. Increasing access to fresh food does not guarantee that people have the money, let alone the time and knowledge, to take advantage of it."

Besides a community being food insecure, Lincoln Park less than 35% of community residents are homeowners and 60% of residents live in subsidized housing. Lincoln Park also, lacks affordable housing options, which results in residents paying higher rents for subpar housing selections. In addition, the unemployment rate in Lincoln Park is much higher than the national average and other parts of the county. Lastly, there are no group of organizations strategically working together to provide equitable and accessible resources and services.

It is important to note that our facility will house several programs and services geared toward low-income families, in the Lincoln Park Community, to fill the gap for easier accessible to resources needed to exit poverty. Since nearly 80% of Lincoln Park residents are our target market, makes are services not only needed but INC this makes it easier to penetrate and dominate this market with our product and services. Our model holistically addresses the challenges of poverty and facilitates viable plans for sustainable change for multiple generations.

Market Segmentation: The following report is from an ALICE Report illustrates St. Lucie County recent measurements on 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



- Competition:** Incubate Neighborhood Center is a one-of-a-kind anti-poverty organization with three core programs designed to move people out of poverty, create new businesses, increase home ownership, and build generational wealth. INC operates within an established community ecosystem designed to expand participants' capacity to overcome barriers by connecting the disconnected community members to much-needed services. INC programs ensure low-income families will have the support that "provides a transformational and sustainable impact" in their lives. INC's sweat equity approach to its programs uniquely attacks the root causes of poverty, not the symptoms. INC's core programs work together to create a support network that helps participants receive guidance and embark on a path towards success and economic self-sufficiency for them and their families.

Indirect competitors of our Business Program are Indian River State College and WeVenture; however, INC has leverage over its competitors because those programs primarily focus on training. INC's Business program is a national proven business model that encompasses training, technical assistance, lending, and real estate, which will drive success for both youth and adults.

Indirect competitors of the Workforce Development Program include the Boys and Girls Club, CareerSource, Mustard Seed, and IRSC Career Pathways programs. INC will have leverage in the market because these competitors either serve youth or adults, whereas INC will serve both youth and adult through our multi-generational programs.

Indirect competitors of our Homeownership Program are the Fort Pierce Housing Authority and Habitat for Humanities, but INC will still have leverage over these competitors because neither competitors' programs produce a sufficient increase in homeownership.

In our one-of-a-kind organization, our primary goal is to collaborate with other community partners, including our competitors. This will create a holistic ecosystem which eliminates them as "potential competitors" and instead positions them as partners in the market. There is no other organization exactly like INC and our programs. This gives INC a competitive edge and one of the first innovators in its market because its objectives align with several key stakeholders' strategic plans. These include the Roundtable of St. Lucie County, the City of Fort Pierce, St. Lucie County and Allegany Franciscan Ministries.

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

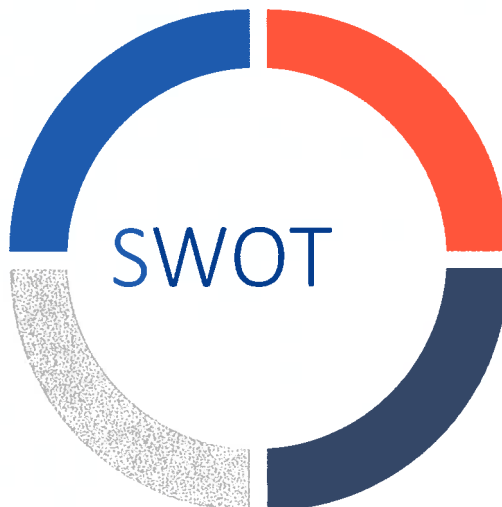
S.W.O.T Analysis: INC internal assessment of strengths, weaknesses, opportunities, and threats. This analysis directly supports a strategic strategy to gain market leverage and solidify our position as the leader in the region to reduce poverty and build our community's middle-class population. INC anticipates utilizing its strengths to maximize opportunities, such as utilizing key partnerships and initiatives to produce multiple streams of income, using value propositions to capitalize on market demands and self-sustaining model and unique programs to gain additional leverage in the market. INC's weaknesses could delay scalability because of limited staff.

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

Marketing and Sales Plan

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

INC's targeted 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/or provide services to INC program participants. To create an effective internal and external ecosystem:

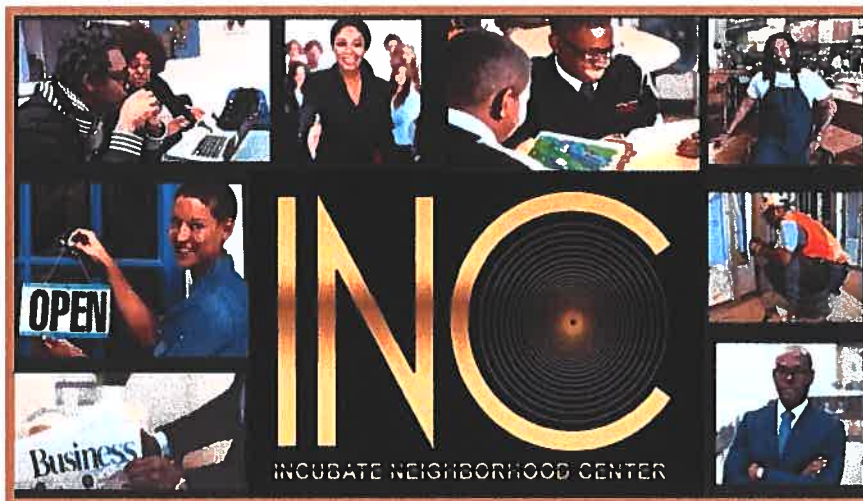
- INC will rent spaces to organizations that serve mutual clients to increase traffic flow.
- INC will invite State organizations, non-profit and for-profit organizations into the ecosystem to serve mutual clients in shared flex spaces
- Implement result driven programs to increase word of mouth
- Create inviting a culture to attract new businesses and more consumers.

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

Key Marketing Activities:

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

Key Message: "Together we can Build something new" is our key message.

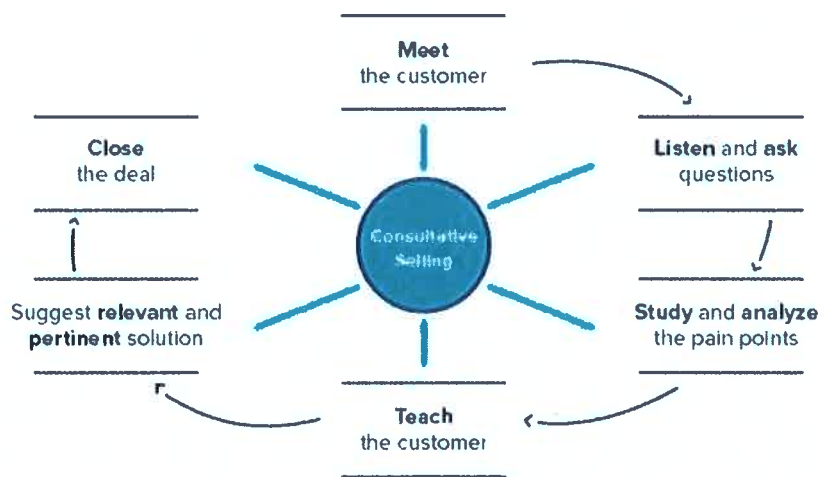


According to the “Bridges to Prosperity” methodology, lower class people value relationships over money and achievements. In essence meaning that low-income people are less likely to engage if they feel they are being treated unfairly or not liked. To overcome this, it is imperative that INC’s culture 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 it 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.**

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 in turn helps consumers retain the savings to use on other household bills.

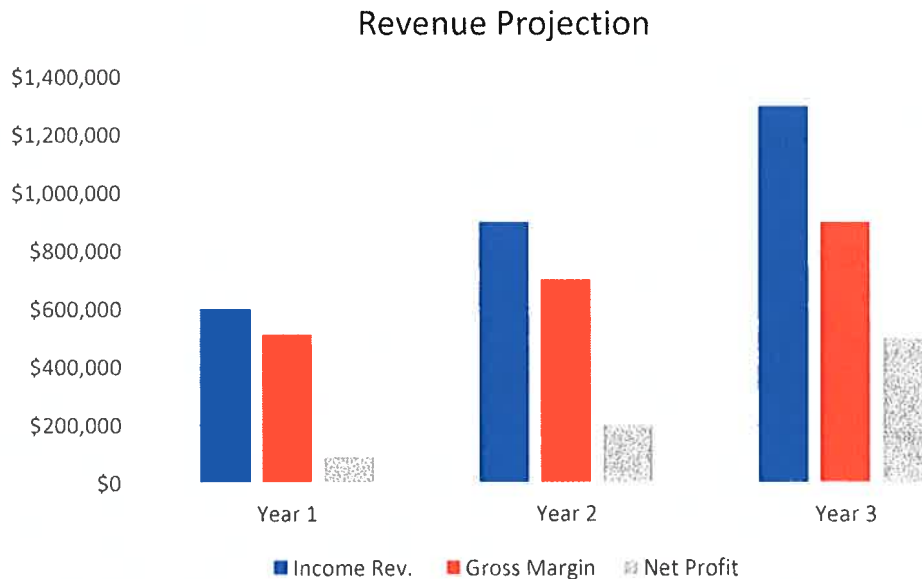
- INC will sublease space to nonprofit and for-profit organizations that provide services to Lincoln Park residents through the community hub.
- INC will provide short-term leases to CEO program participants for the “Shoppes at the Village” retail outlets on campus
- INC will purchase produce and household 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 PLAN

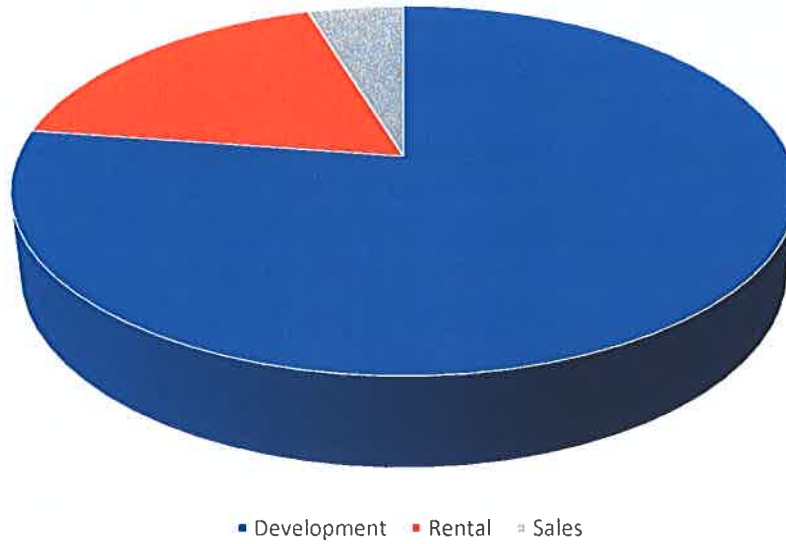
INC anticipates earning 100% of its annual operating budget from rental and retail revenue in 5 years. The high level of cash flow will make it easier to save for future growth, like Means Court, which will be scaled in 5 phases as listed previously. Each phase will be paid for by federal and local grants, capital campaign, and development efforts.

In addition, the financial projections are based on the following:

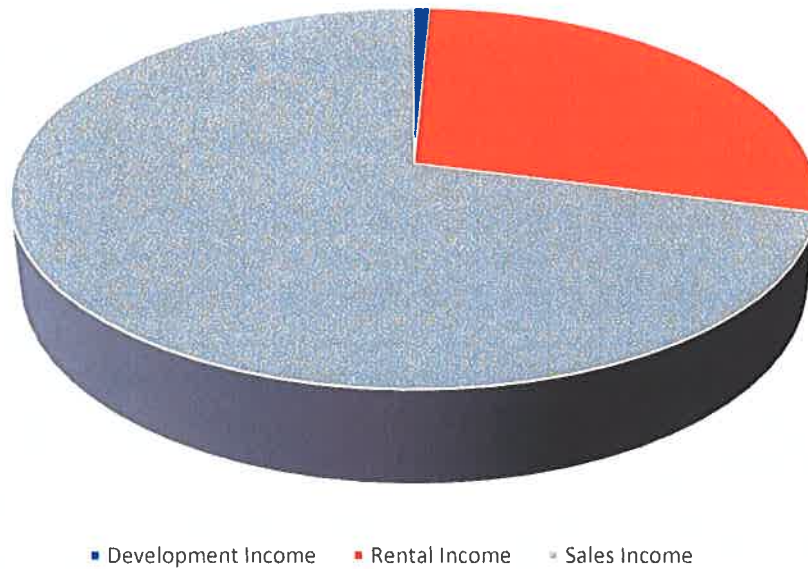
- CEO funded for multiple years
- Lean staff overhead
- Philanthropy support with phased projects and operations
- Buy low-cost products to resale at a 30% profit margin
- Food and Household products sold at 50% of retail to increase churn rate
- Consistent rental and retail income



Year 1 Operational Revenue Mix



Year 2 Operational Revenue Mix



Projected Profit and Loss Model:

Revenue	Jan	Feb	March	April	May	June	July	August	Sep	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
Total Revenue	\$0.00	\$1,200.00	\$1,000.00	\$11,500.00	\$10,089.00	\$8,950.00	\$29,900.00	\$21,795.00	\$134,400.00	\$145,437.00	\$144,550.00	\$90,225.00	\$599,046.00
Payroll Expenses (3.5 FTE)													
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
Total P/R Expense	\$0.00	\$0.00	\$0.00	\$3,051.03	\$3,401.03	\$3,401.03	\$13,255.33	\$18,422.33	\$18,422.33	\$18,422.33	\$20,255.33	\$20,255.33	\$118,896.07
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	\$326.85	\$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	\$350.00	\$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 & Inte	\$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 Expense	\$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 Fundraisin	\$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
Net Surplus (De	\$0.00	\$88.53	\$78.53	\$6,756.98	\$2,493.98	\$2,596.98	\$10,924.68	\$4,229.32	\$9,894.68	\$29,456.60	-\$14,377.40	\$44,443.59	\$88,127.83
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
Total Expense	\$0.00	\$1,111.47	\$921.47	\$4,743.02	\$7,595.02	\$6,353.02	\$18,975.32	\$26,024.32	\$124,505.32	\$115,980.40	\$158,927.40	\$45,781.41	\$109,918.17

Supplemental Data and Documents

APPENDIX

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 or most of 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 allows for higher volumes of client's services, deliverables, and successes. Incubate Neighborhood Center 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 26,000 sq ft facility is 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 assist their residents in exiting poverty. Long-term, these collective efforts will maximize service deliverables by serving up-to 600 unduplicated residents per day.

This project will be implemented in 5 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 liquidation center and 15% from rental income. This approach will generate high yields of cash flow and net profits to sustain the project in five years. 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.

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

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

- **SCORE**
- **National Non-profit Center**
- Haitian Chamber of Commerce
- 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

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

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 and 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 include increased number of businesses paying taxes, creating new jobs locally, revitalizing the area and building wealth from within the community.
- ✓ The last pillar of the program is real estate, and this component helps businesses build or find to renovate storefront retail spaces. Remodeling current retail spaces in poor condition eventually leads to community gentrification, whereas the community is the source of these efforts.
- ✓ CEO will improve and grow Lincoln Parks the 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 Avenue 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, secure down payment assistance. Low-cost housing choices will result in more residents purchasing homes, increasing their wealth.
- ✓ INC is already partnered with various 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 with the goal is to reduce chronic diseases such as high blood pressure and disabilities.
 - INC will 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 the 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. These increase 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 adults, 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

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, 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.

INC's Board of Directors and advisor board encompasses over 100 years' experience working in education, programs, business management and ownership. The Chairman of the Board is Dr. Pamela Welmon-Cole, who has extensive expertise in education, programming, and working on projects of this magnitude as the previous Vice President of Indian River State College and current Chief Operating Officer of Boy and Girls Club. The complete list of board and advisory members are below.

- Dr. Pamela Welmon, Chairwoman of the Board, Current COO of Boys and Girls Club and Former Vice President of IRSC
- Dr. Mary Sirmons, Vice-Chairwoman, Retired Nurse and Department Chair of IRSC
- Eleanor Chin, Finance Committee, Operations Director at CareerSource
- Betty Bradwell, Community Activist
- Angela Hale, Owner of ACCH Insurance
- Sherita Johnson, Owner of a Consulting Company
- Meylin Joseph, Branch Manager at Midflorida Credit Union
- Phillip Keeling, Director of Institutional Advancement at Bay Ecotarium
- Dorothy Malik, Retired Assistant Chief of Juvenile Justice
- Annabel Robertson, Chief of Impact at Treasure Coast Food Bank

Advisory Board

- Teresa Bishop, CEO of St. Lucie County Roundtable
- Skitch Holland, Retired State Farm Regional Agent
- Larry Lee Jr., State Form Agent, and former State Representative

Means Court Project Overview

Incubate Neighborhood Center (INC) 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 home ownership, 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 a disturbing rate of 76% within Lincoln Park. 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 multigenerational hand-up approach. This strategy was designed to revitalize poor communities and create a pathway to build wealth for its residents. INC core focus areas: entrepreneurship, workforce development, affordable housing and overall community health. INC facilitates its mission through its 3 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.

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, a place that Lincoln Park residents can get all their services in one location. This holistic approach will help families overcome barriers to economic prosperity, and 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 creates a sense of community. A place where everyone feels welcomed and valued.

Mean Court provides the space necessary for the community hub that is designed to revitalize the Lincoln Park community, INC intends to accomplish this by growing minority owned small businesses, building retail infrastructure, increasing home ownership and improving 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 to be effective; it has four pillars: training, technical assistance, lending and real-estate. This approach holistically addresses most startup businesses barriers to success.
- ✓ 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 help business build or find and renovate store front retail spaces. By remodeling current retail spaces that are in poor condition, eventually leads 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:

- ✓ Currently less than 35% of residents own their own homes in Lincoln Park, meaning that majority of the residents' rent, INC intends to increase this 41% of Lincoln Park residents are homeowners by the year 2031, this will equal 76%.

- ✓ By implementing a home ownership program that have help potential homeowners improve their credit score, find a realtor, down payment assistance, and low-cost housing choices will result in more residents to purchase homes, which will increase their personal wealth.
- ✓ INC is already partnered with lending entities that will provide loans to undesirable applicants.
- ✓ By working with other ownership program such as: Fort Pierce Housing Authority, Habitat for Humanities, will create a pipeline to home ownership. This also prevents duplication of efforts.
- ✓ INC will recruit participants from grass roots outreach to community partner, 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.
 - GOAL 1: Create and strengthen education programs and activities around healthy food and access that increases outreach and community participation.
 - INC has already identified a professional chef and nutritionists that will teach minorities how to cook the foods they love in a healthier way, the goal is to reduce chronic diseases such as, high blood pressure, disabilities.
 - INC will also partner with the Department of Health to provide disabilities education classes to the community.
 - 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 can not afford produce, which has resulted in at least 76% of the entire Lincoln Park community is either overweight or obese which drives increased chronic diseases and infant mortality therefore, to increase access to fresh fruits and vegetables at a discounted price will result to higher consumption rate.
 - GOAL 3: Create programs that provide fitness and wellness opportunities, as well as health education.
 - With the Department of Health partnership, INC will provide them space to facilitate health education courses and services.
 - 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.

- By implementing INC's business and workforce development programs to youth and adults, this goal will be accomplished.
- The workforce development programs are geared toward industries that pay higher wages, such as the port, boating, and long shorman. 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.

Goal 5: Implement neighborhood enhancement and beautification activities, including, but not limited to, improving water quality issue for Moore's Creek.

- By providing business owners the opportunities to acquire and renovate current Lincoln Park retail spaces will ultimately beautifies the area.

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

1. The Fort Pierce Redevelopment Agency shall identify community stakeholders and partners to assist in the implementation of 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 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 home ownership program participants to also seek for innovative housing options.
4. The Fort Pierce Redevelopment Agency shall support small businesses, start-up businesses and support entrepreneurial activity within the Redevelopment Area.
 - INC will implement a national proven business program in Lincoln Park and will 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 have 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 had cultural events and activities onsite at Means Court, such as Juneteenth.
 - INC have created display art and history in Interactive Art and History Gallery.
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, 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 give priority to infrastructure improvements and amenity installation that will 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.
 - It have been lighting improvements made to the external parking lot, which creates a safe environment for night time community events.

How do this proposal align with previous community assessment and vision for Mean Court?

- INC plan to maximize services through a service deliverable plan, that encompasses an ecosystem of community partners that will drive a collective effort to serve community residents.
- INC aligns perfectly with the community assessment because 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.

Proposed activities or special events

- Small business training
- Workforce development training
- Home ownership training
- Farmers Market
- Discounted liquidation center
- Health education
- Shared workspace
- Interactive art gallery
- Cultural festivals
- Business conferences
- Kitchen Incubator
- Walking Trails
- Resource Wednesday
- Black Health Panels
- Tech Conferences
- Women Conferences
- Empowerment Conferences
- Back to School Bashes
- Sisters Career Closet
- Juneteenth Celebrations
- **Banking Center**
- **Tech Hub**
- Copy and Print Center
- Service Care Incubator
- Concerts

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

- 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
- 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

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Request for proposal page 51

Declaration of Interest page 52

Drug-free workplace page 53

Proposer's checklist page 54



City of Fort Pierce Redevelopment Agency
100 N US Hwy 1
Fort Pierce, FL 34947

September 8, 2022

To Whom Ever This May Concern,

For nearly 60 years, the United Way of St. Lucie & Okeechobee have been diligently working to improve lives of the residents of St. Lucie & Okeechobee counties. By focusing on basic needs, education, financial stability & health, we work collaboratively with several community partners to move the needle on community-wide indicators.

Incubate Neighborhood Center (INC) is an innovative non-profit that is designed to revitalize distressed communities through a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health services directly to residents which often helps them to stabilize their household.

But its INC's core programs of entrepreneurial-ship, workforce re-imagine and homeownership that allows participants to build generational wealth and become community leaders, which often results in increased community capacity and mobilization. However, with the success of the Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub has become more evident. Tech hubs serve as the backbone to growth in the technology industry; they educate and encourage new talent and ways of thinking. They provide a space where high-tech business growth can be accelerated and in turn, bring prosperity to the community. According to NASDAQ, Tech Hubs, statistically, will lead to a more diverse stronger local economy, therefore by housing this innovative hub at INC, it will create an atmosphere where tech organizations can grow and thrive.

Sincerely,


Jessica Parrish
President & CEO

4800 South U.S. Highway 1 | Fort Pierce, FL 34982



www.uwslo.org



info@uwslo.org

Follow us on social media @uwslo



LIVE UNITED

Lisa von Seelen, Chair
Healthy Start Coalition

Terissa Aronson
Chamber of Commerce

Tom Bakkedahl
State Attorney 19th District

Rosetta Bartell
Housing Authority of Fort Pierce

Linda Bartz
Board of County Commission

Brian Bauer
CareerSource Research Coast

Ann Berner
SE FL Behavioral Health Network

John Bolduc
Port St. Lucie Police Department

Sean Boyle
Children's Services Council

Michael Davis
Department of Corrections

Carol DeLoach
Communities Connected for Kids

Dr. Jon Prince
St. Lucie County School District

Debbie Hawley
Steering Committee Chair

Brian Hester
St. Lucie County Sheriff's Office

Diane Hobley-Burney
Fort Pierce Police Department

Curtis Johnson
City of Port St. Lucie

Michael Linn
19th Judicial Circuit

Diamond Litty
Public Defender 19th District

Tony Loupe
Early Learning Coalition

Robert McPartlan
Department of Children & Families

Heather Parker
Guardian ad Litem

Jessica Parrish
United Way of St. Lucie & Okeechobee

Nathan Peterson
Department of Juvenile Justice

David Pickett
City of Port St. Lucie

Nate Spera
St. Lucie County Fire District

Clint Sperber
FL Department of Health

Peter Tesch
Economic Development Council

Dana Trabulsy
State Representative

Andrew Treadwell
Indian River State College

Teresa Bishop
Chief Executive Officer



546 NW University Blvd., Suite 204
Port St. Lucie, FL 34986
Tel. 772.871.5880 Fax 772.408.1111
www.RoundtableSLC.org

September 8, 2022

City of Fort Pierce Redevelopment Agency
100 N US Hwy 1
Fort Pierce, FL 34947

It is a pleasure to provide a letter of support for Incubate Neighborhood Center's (INC) proposed Tech Hub. INC is an innovative non-profit that is designed to revitalize distressed communities utilizing a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health services directly to residents designed to stabilize their households.

INC's core programs, entrepreneurship, workforce re-imagined, and homeownership, allow participants to build generational wealth and become community leaders to increase capacity and mobilization within the community. With the unexpected growth and demand for the Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub to improve digital literacy has become evident. Tech hubs are the backbone to growth in the technology industry to educate and encourage new talent and new ways of thinking. Community hubs provide a space where high-tech business growth can be accelerated and in turn, bring prosperity to the community. According to Nasdaq, statistically, Tech Hubs will lead to a more diverse stronger local economy. Housing this innovative hub at INC will create an atmosphere where tech organizations can grow and thrive and close the "digital divide" gap inherent in distressed communities.

Support for these efforts is consistent with the Roundtable of St. Lucie County's goals and objectives. The Roundtable is a non-profit organization that brings together executive-level community leaders, from the school system, law enforcement, government, social service agencies, and business and community advocates to address obstacles children, youth and their families face. Established in 1995, the Roundtable is committed to addressing key root causes that lead to delinquency, crime, academic failure, and other problem behaviors in children, implementing initiatives that support children's success. Extreme economic deprivation is a key root cause that impacts youth and families in distressed communities. The Roundtable operates through "Networks" (or subcommittees) to research and identify best practices and solutions. The Roundtable's "Bridges to Prosperity" Network is focused on addressing the economic needs of "disconnected youth" (youth not in school or gainful employment) and families throughout the county and in the community served by INC. The Tech Hub will be critical to the advancement of INC and the Roundtable's goals to increase economic viability for the community. To this end, the Roundtable stands ready to support INC's effort to mobilize and establish a Tech Hub.

Sincerely,

Teresa Bishop
Chief Executive Officer
Tbishop@Roundtableslc.org



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September 9, 2022

City of Fort Pierce Redevelopment Agency
 100 N US Hwy 1
 Fort Pierce, FL 34947

To Whom It May Concern,

Boys and Girls Clubs of Saint Lucie County have partnered with Mrs. Garner and Incubate Neighborhood Center (INC) since its' inception more than 18 months ago. We applaud her success in establishing a neighborhood community hub in the Lincoln Park Community of Fort Pierce to serve the residents there and, support her request for funding.

Incubate Neighborhood Center (INC) is an innovative non-profit organization designed to revitalize distressed communities through a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health services directly to residents which often helps them to stabilize their household. Specifically, INC's core programs of entrepreneurial-ship, workforce re-imagine, and homeownership allows participants to build generational wealth and become community leaders, resulting in increased community capacity and mobilization.

With the unexpected growth of the Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub has become extremely evident. tech hubs are the backbone to growth in the technology industry, they educate and encourage new talent and ways of thinking. They provide a space where high-tech business grow and accelerate thus, bringing prosperity to the community. Without hesitation I support Incubate Neighborhood Center in the request to create a Tech Hub in the Lincoln Park community.

Regards,

Pamela Blake Welmon
 Dr. Pamela Blake Welmon
 Chief Operating Officer
 484-620-0814

PROUDLY SUPPORTED BY:



United Way
 of St. Lucie County





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



Florida Community Health Centers, Inc.

Primary & Specialty Care Since 1976

"Before Birth & Beyond, Let Our Family Take Care of Yours"

5827 CORPORATE WAY
WEST PALM BEACH, FL 33407-2000

TELEPHONE: (561) 844-9443



City of Fort Pierce Redevelopment Agency
100 N US Hwy 1
Fort Pierce, FL 34947

September 8, 2022

Florida Community Health Center, Inc.
5827 Corporate Way
West Palm Beach, Florida

To Whom This May Concern,

My name is Wilhelmina Lewis, and I serve as President and CEO of Florida Community Health Centers, Inc. For more than forty-six years, we have served the residents of Fort Pierce, now at 3 locations, providing high quality health care to everyone regardless of their ability to pay. This means that a large part of our mission is to serve the most vulnerable residents of Fort Pierce and the Treasure Coast. We are honored to be a community partner of Incubate Neighborhood Center (INC) and see the tremendous value in the services that they offer to the community.

Incubate Neighborhood Center (INC) is an innovative non-profit designed to revitalize distressed communities through a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health services directly to residents which often helps them to stabilize their household.

INC's core programs of entrepreneurial-ship, workforce re-imagination, and home ownership that allows participants to build generational wealth and become community leaders. This often results in increased community capacity and mobilization. With the unexpected growth of the Commerce Entrepreneurship and Operations (CEO) program, the need for a Technology Hub has become more evident. Tech hubs are the backbone for growth in the technology industry; they educate and encourage new talent and ways of thinking. They provide a space where high-tech business growth can be accelerated and in turn, bring prosperity to the community. According to NASDAQ, Tech Hubs statistically will lead to a more diverse and stronger local economy. Housing this innovative hub at INC will create an atmosphere where tech organizations can grow and thrive. As a result, we support this addition and join INC in requesting your consideration of the same.

Sincerely,

Wilhelmina Lewis, MD
President and CEO

OFFICERS

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Proudly Serving Clewiston, Fort Pierce, Indiantown, Moore Haven, Okeechobee, Pahokee, Port St. Lucie and Stuart

www.fchcinc.org



Treasure Coast/Fort Pierce

City of Fort Pierce Redevelopment Agency
100 N US Hwy 1
Fort Pierce, FL 34947

September 8, 2022

To whom it may concern,

Founded in 1974, SCORE Treasure Coast (SCORE TC) is a non-profit 501(c)(3) with more than thirty volunteer mentors, workshop presenters, and business support personnel. The chapter offers a diverse program of business support services to start-ups, existing businesses and entrepreneurs thinking about going into business. SCORE's mission is to foster vibrant small business communities through mentoring and education.

Incubate Neighborhood Center (INC) is an innovative non-profit that is designed to revitalize distressed communities through a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health services directly to residents which often helps them to stabilize their household. INC's core programs of entrepreneurialship, workforce re-imagine and homeownership that allows participants to build generational wealth and become community leaders, which often results in increased community capacity and mobilization.

SCORE TC has entered a partnership with INC supporting the CEO program. We are providing a four-session Biz Bootcamp as a warm-up to the CEO (Commerce, Entrepreneurship, Operations) program and offer in person mentoring session for the participants of the program. We are thrilled to be part of the ecosystem to revitalize a community that has been under-served for so long. A Tech Hub will certainly strengthen the INC program and SCORE wholeheartedly supports the fundraising effort to achieve this next milestone.

Sincerely,

Gary Mastro
Chair of SCORE Treasure Coast

Maggie Sayers
Relationship Manager for INC



Fort Pierce Utilities Authority
Director of Utilities
206 South 6th Street
Fort Pierce, FL 34950
772.466.1600

September 9th, 2022

City of Fort Pierce Redevelopment Agency
100 N US Hwy 1
Fort Pierce, FL 34947

RE: Letter in Support of Incubate Neighborhood Center (INC)

To Whom It May Concern,

As the FPUA Director of Utilities, I am writing to share my full support of the Incubate Neighborhood Center (INC) and its goal to add a TECH Hub to their facility.

Incubate Neighborhood Center has partnered with FPUA on multiple occasions and is an important neighbor. They hosted two town hall meetings for us earlier this year, allowing us to reach our community with important wastewater plant relocation and rates communications. They are also hosting an upcoming Energy and Water Saver Workshop that we are hosting through a partnership with the UF/IFAS St. Lucie County Extension Office.

Their community hub approach allows them to work with an ecosystem of community partners. Coupled with an upward mobility strategy, INC reaches our community members in need by providing a multitude of food sources, workforce training, community navigation, and health services directly to residents. They aim to empower citizens to build generational wealth and become community leaders by providing core programs in entrepreneurship, workforce re-imagine, and homeownership.

With the value that INC brings to our community, and the unexpected growth of their Commerce and Entrepreneurship and Operations Program, we write in support of adding a TECH Hub to the facility and empowering them to expand their programs even further.

Sincerely,

A handwritten signature in blue ink that reads 'Javier Cisneros'.

Javier Cisneros, P.E.
Director of Utilities



Our mission is to provide our customers with economical, reliable and friendly service in a continuous effort to enhance the quality of life in our community.

772.466.1600

www.fpu.com





HEATHCOTE
Botanical Gardens

September 8, 2022

City of Fort Pierce

Ref: Incubate Neighborhood Center

To Whom it May Concern:

It is my pleasure to write on behalf of the Incubate Neighborhood Center, a letter of support for their bid to claim the space within the Means Court Building now occupied by Main Street Fort Pierce.

As you've seen over this last year, the activities at Means Court have exploded under the guidance of INC. Having this additional space will allow INC to go unhindered in creating more collaborative partnerships, having more course offerings that the community is anxious to participate in, and space for up-and-coming entrepreneurs longing to launch their dream business.

INC has given our community an expectation to live up to and having this additional space will continue to push their mission forward.

Thank you for your attention and favorable decision on behalf of the Incubate Neighborhood Center.

Sincerely,

Vicki R. Hoyos
Operations Manager

Mission:

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



Ron DeSantis
Governor

Joseph A. Ladapo, MD, PhD
State Surgeon General

Vision: To be the Healthiest State in the Nation

Fort Pierce Redevelopment Agency
100 N US Highway 1
Fort Pierce, FL 34950

September 12, 2022

To Whom This May Concern,

The Florida Department of Health in St. Lucie County's (FDOH St. Lucie) commitment to addressing health inequities in our community has been exemplified through the identification of Health Equity as a priority area in the 2021-2026 Community Health Improvement Plan (CHIP) and through the development of the Health Equity Plan (HEP), which requires partnerships across all organizations and sectors. This plan acknowledges that collaborative initiatives to address the social determinants of health (SDOH) are the most effective at reducing health disparities. SDOH includes economic stability, neighborhood and built environment, education, food, healthcare systems, and community and social context.


As Health Equity Liaison, partnering with Incubate Neighborhood Center is integral in reducing obesity and other health disparities in the Lincoln Park, Fort Pierce community. The Health Equity Taskforce has identified full collaboration partner, Incubate Neighborhood Center (INC), as an innovative non-profit, that is designed to revitalize distressed communities through a community hub approach. By working with an ecosystem of community partners and an upward mobility strategy, INC provides a multitude of food sources, workforce training, community navigation, and health-related services directly to residents which leads to more stable households.

INC's core programs support entrepreneurial ship, workforce re-imagination, and homeownership that allow participants to build generational wealth, become community leaders, and increase community capacity and mobilization. The Commerce Entrepreneurship and Operations (CEO) program's growth highlights the need for expansion to a technology hub. Tech hubs are the backbone to growth in the technology industry, educating new talent and encouraging new ways of thinking. A Hub at INC would provide a space where Lincoln Park residents' business growth can accelerate and bring prosperity to the community.

Incubate Neighborhood Center is a community game-changer, and the addition of a Tech Hub would be the perfect opportunity to enhance upon the vision of success imagined for Lincoln Park residents.

Sincerely,

Caleta Scott
Health Equity Liaison
Diabetes Prevention Program Lifestyle Coach

<p>DELIVER TO: City of Fort Pierce 100 North U.S. #1 Fort Pierce, FL 34950</p> <p>MAIL TO: City of Fort Pierce Procurement Dept. P.O. Box 1480 Fort Pierce, FL 34954-1480</p>	<h2>REQUEST FOR PROPOSALS</h2>
<p>Contact: Purchasing Division, 772-467-3102</p>	<p>RFP No: 2022-023</p>
<p>Pre-Proposal Conference Date: 10:00AM, THURSDAY, AUGUST 25, 2022</p>	<p>RFP Title: MEANS COURT CENTER SHARED MIXED-USE SPACE</p>
<p>Pre-Proposal Conference Location: CITY HALL, 100 NORTH U.S. HIGHWAY 1 2nd Floor Conference Room 100 North U.S. 1 Fort Pierce, FL 34950</p>	<p>RFP Opening Location: City of Fort Pierce Purchasing Division 100 North U.S. #1, 1st Floor Fort Pierce, Florida 34950</p>
<p>RFP Due Date & Time: 3:00 PM, MONDAY, SEPTEMBER 12, 2022</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>Proposer Name: <u>Incubate Neighborhood Center</u></p> <p>Mailing Address: <u>532 N 13th Street</u></p>	<p>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.</p> <p style="text-align: center;">  X _____ Authorized Signature (Manual) </p>
<p>City, State, Zip Code: <u>Fort Pierce, FL 34947</u></p>	<p>Typed or Printed Name: <u>Canieria Gardner</u></p>
<p>Type of Entity (Circle One): <input checked="" type="radio"/> Corporation <input type="radio"/> Partnership <input type="radio"/> Proprietorship</p>	<p>Title: <u>CEO</u></p>
<p>Incorporated in the State of: <u>FL</u> Year: <u>2021</u></p>	<p>Delivery in _____ days, ARO</p>
<p>Phone Number: <u>772-494-7504</u></p>	<p>Payment Terms: <u>Net 30 Days</u></p>
<p>Fax Number:</p>	<p>FEIN or SS Number:</p>
<p>E-Mail Address: <u>Cgardner@incbiz.org</u></p>	<p>Local Business: <input checked="" type="radio"/> Y <input type="radio"/> N MWBE: <input type="radio"/> Y <input type="radio"/> N</p>
<p>Bid Security is attached, when required, in the amount of \$ _____</p> <p style="text-align: center;">F.O.B. DESTINATION</p>	<p>If returning as a "No Bid" state reason:</p>
<p>THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID</p>	



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 Proposal 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.

Inauba Neighborhood Center
Name of Firm, Individual or Corporation

Caree Gardner

Signature

Signature

CEO

(Title)

(Title)



THE SUNRISE CITY
FORT PIERCE
 PURCHASING
 DEPARTMENT
Florida

DRUG~FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statue 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 employee=s 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.

Carlene Sanchez

Bidder's Signature

9/9/2022

Date



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 Qualifications in its entirety.

CHECK "Yes" or "No" to each of the following:	YES	NO
Is Request for Proposal cover page completed, signed and attached?	✓	
Proposal envelope marked accordingly.	✓	
Have all proposal requirements listed on page 16 addressed in this proposal?	✓ <i>→ No requirements on page 16</i>	
Is Declaration of Interest from signed and enclosed?	✓	
Are 2 complete packages included? (1 original and 1 digital copy)	✓	
Is each Addendum (when issued) signed and included?	N/A	

PLEASE SIGN AND RETURN WITH PROPOSAL

Camerei Gardner

9-9-2022

Proposer's Signature

Date