

Village of Indiantown

Where Great Things Grow



B i - M o n t h l y R e p o r t a n d U p d a t e :
S a t u r d a y , M a r c h 2 0 , 2 0 2 1

To: Honorable Mayor & Members of the Village Council

Thru: Howard W. Brown, Jr., Village Manager

From: Daniel W. Eick, Management Analyst

CC: Village Staff

Date: March 18, 2021

In the interest of keeping the public informed of administrative matters on a regular basis, I am providing this report for your review and consideration:

Administration

On March 4 and 11th, the Village Manager met with Martin County Fire Chief and several of the new command staff at the Fire Department. The purpose of the meeting was to meet the new Fire Chief and forge improved communications with him and his new staff.

The carnival started on Thursday, March 18, 2021 and will end on Sunday, April 4, 2021.

The COVID-19 message boards located on Warfield Boulevard were temporarily used to display words to commemorate the passing of longtime Indiantown Resident Mrs. E. Thelma Waters. The display stated, "We remember, Mrs. Thelma Waters, 2020 Florida Women's Hall of Fame, we will miss you and thank you." Mrs. Waters was also one of the signers of the incorporation of the Village of Indiantown. The message was changed starting March 11 -15, 2021.

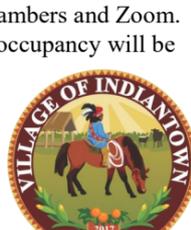
Village Manager's Office

Village Schedule

A schedule of upcoming events is included below:

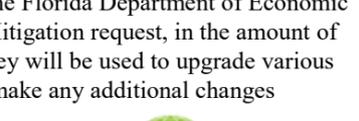
- The next Regular Council Meeting is scheduled for Thursday, March 25, at 6:30 PM. The meeting will be held in a hybrid format utilizing the Village's Council chambers and Zoom. Members of the public are encouraged to attend but are advised physical occupancy will be limited due to COVID-19.

For a closer look at upcoming events, or for further information on meetings and attendance, please click on the image to the right or contact the Deputy Village Clerk at dhamburger@indiantownfl.gov.



Important Information

On Thursday, February 4, staff received verification from the Florida Department of Economic Opportunity (DEO) that Governor DeSantis accepted our Mitigation request, in the amount of \$350,000, to retrofit the Indiantown Civic Center. The money will be used to upgrade various critical functions, harden the facility, replace the roof, and make any additional changes necessary to create a pet friendly shelter. Staff have been in contact with the DEO and are working to draft a Scope of Work for their approval. Further information will be provided shortly.

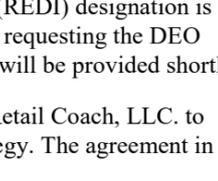


On Friday, March 12, Staff received a press release from the Florida Power and Light (FPL) Company outlining their proposed 2022-2025 rate plan delivered to the Public Service Commission. That document is attached here for review and distribution.

The Village of Indiantown's Rural Economic Development Initiative (REDI) designation is set to expire this June. A letter drafted by staff, and approved by Council, requesting the DEO consider maintaining our designation is attached. Further information will be provided shortly.

Village staff finalized our Professional Service Agreement with The Retail Coach, LLC. to assist in the creation of a Retail Market Analysis & Recruitment Strategy. The agreement in question is attached to this document for review.

Finally, staff received a press release from the non-profit organization SELF regarding their creation of a one (1) million-dollar Empowerment Loan Fund. The Fund is dedicated to helping communities of color along the Treasure Coast and offers loan capital to finance home repairs and improvements. The original press release is attached to this document for review.



Village Clerk's Office

Emergency Management Updates

Staff continue to monitor vaccination opportunities throughout the County and provide information to the community when available. Please note, persons age 60+ are now eligible to receive the vaccination alongside persons deemed medically vulnerable by a physician. If you have a medical condition, and would like to receive a Vaccination, [a determination of extreme vulnerability form](#) must be completed by a doctor and delivered to the location you plan to receive the Vaccine in advance.



Furthermore, the state of Florida has launched an additional method for homebound individuals to indicate they are interested in receiving the COVID-19 vaccine. Individuals can now call (866) 779-6121 or email HomeboundVaccine@em.myflorida.com to register to receive a COVID-19 vaccine in their home.

Staff is working to update the Village's Continuity of Operations Plan to include new departments, personnel, facilities, and other miscellaneous provisions. The updated draft will come before Council for approval during Regular meeting on Thursday, April 8, 2021.

Finally, the Village Clerks Office held a kick-off meeting between the Village and our Emergency Management Consultant, GP Strategies, on Tuesday, March 17, to discuss our "FEMA-ready" status. While in this meeting, the Village Clerk also reviewed several hazard mitigation funding opportunities and considered issuing Requests for Proposals (RFP) for both Emergency Debris Removal and Debris Monitoring Services.

Human Resources Updates

The Village has officially hired a full-time Grant Writer & Administrator to manager our ever-growing grant opportunities. The Administrator in question is currently scheduled to begin work on Friday, April 2, 2021. In the meantime, the Village plans to continue utilizing consultants during transition and training.

During regular Council meeting on Thursday, March 11, the Village Council approved the creation and hiring of a full-time Economic Development Specialist position. Further information on the position and recruitment efforts will be provided shortly.

Community & Economic Development Department

The most recent monthly Report provided by Community and Economic Development Director Althea Jefferson is attached to this document for review.

Code Compliance Division

The next Special Magistrate Hearing is scheduled for Tuesday, April 20, 2021 at 10:00 AM. If you have questions or concerns, please contact Code Compliance Officer Robert Perez at rperez@indiantownfl.gov.

On Tuesday, March 16, Code Compliance Division staff provided a status update to the Special Magistrate regarding their investigations into four critical code violation cases. Pursuant to these updates, the Special Magistrate approved the Foreclosure of Lien under the Order of Fine Certification and Authority to Foreclose Lien. Further information will be provided when available.

Building & Permits Division

Building & Permits Division Staff are pleased to announce the Village now accepts credit card payments at the front desk. Individuals looking to perform various Departmental functions, or obtain further information, can inquire with the Village's Permit Technicians at permit.tech@indiantownfl.gov.



Until further notice, the front lobby of Village Hall in Suite B is under construction. These improvements are necessary to enhance operations and provide sufficient space for staff to operate as we move Utility Billing Payments into our main building. In the meantime, customers wishing to conduct business can visit Suite C directly next to the main office at Village Hall.

Planning and Development Division

The Planning and Development Division has nothing to report currently.

Financial Services Department

The Financial Services Department has nothing major to report currently.

Parks & Recreation Department

Parks & Recreation Superintendent, Albie Scoggins, has been in communication with Zambelli Fireworks regarding a possible display to be held on Saturday, July 3, or Sunday, July 4. This item will be brought before Council for consideration during Regular Meeting on Thursday, March 25. If you have questions or concerns please contact ascoggins@indiantownfl.gov.



Parks & Recreation staff has been communicating with staff of the YMCA of Indiantown to discuss partnerships in developing youth programs and initiatives. Further information will be provided on these opportunities shortly.

Public Works and Engineering Department

The Village's Public Works Director, William Archebelle, has several items to highlight. If you have questions, concerns, or wish to report a public works related issue, please contact publicworks@indiantownfl.gov.

- PRP Construction is scheduled to begin placing and repairing asphalt along Trail Drive and Osceola Street throughout next week. Additionally, they are also scheduled to address several critical pothole areas throughout the Village.
- Palmera Landscaping is currently working to trim, and pesticide treat palm trees lining the Big John Monahan Bridge along SR 710. Further information will be provided shortly if necessary.
- Now that Pavement Maintenance Zones 4 and 5 have dried, CWR is scheduled to begin striping stop bars and handicap ramps on the recently overlaid roads.

Water + Wastewater Utilities Department

The Village Utilities Manager, James Hewitt, would like to note that the arrival of spring brings general clean up initiatives to the water and wastewater plants. As such, residents can expect staff to be working to repaint the fire hydrants throughout the Village, alongside lift stations, as well as taking steps to complete annual weed control operations. If you have questions or concerns, please contact the Village's Utility Billing Specialists at utilitybilling@indiantownfl.gov.

Village of Indiantown

Village Hall: Mailing Address:

15516 SW Osceola Street, PO Box 398

Indiantown, FL 34956 Indiantown, FL 34956



Digital copies of this, and previous, Manager Reports can be found by [clicking here](#).

To sign up for e-notices and alerts from the Village via Constant Contact please [click here](#).

Questions or comments? E-mail us at villagehall@indiantownfl.gov or call 772-597-9900

FOR IMMEDIATE RELEASE

Contact: Doug Coward, Executive Director, (772) 468-1818

DougC@solarenergyloanfund.org



SELF launches \$1 million Empowerment Fund

The dedicated loan fund will serve communities of color along the Treasure Coast.

Ft. Pierce, FL (February 12, 2021) – The nonprofit SELF organization is excited to announce its **\$1 Million Empowerment Fund** earmarked for communities of color in the Treasure Coast region. The Fund offers accessible and affordable loan capital to finance home repairs and improvements, such as new roofs, air conditioners, septic conversions and solar panels. Funding is available through SELF’s lending programs, with special rates (as low as 5% fixed) for veterans, women, seniors, people with poor credit, and disabled homeowners. Local minority contractors are encouraged to join SELF’s network to complete these and other projects.

Mission-Driven Lender, Helping Thousands Throughout Florida

As a mission-driven lender, SELF has raised low-cost loan capital from faith-based and health organizations, impact investors, banks, global crowdfunding (via KIVA.org), and government programs. SELF blends and re-lends this capital to offer low- and moderate-income (LMI) homeowners with below market rates through unsecured micro-loans or personal loans. SELF’s inclusive loan underwriting policies focus on the applicant’s ability to pay, rather than credit scores or equity, and clients typically save 10-20% on their interest rates compared to other financial options, such as credit cards with 20+% interest rates.

SELF has assisted nearly 5,000 people in Florida over the last decade, including \$10 million of home improvement loans in the Treasure Coast region, with the bulk of these projects in Port St. Lucie, Fort Pierce and Stuart. SELF also has over 500 contractors in their network who use SELF’s inclusive financing programs to qualify more homeowners for repairs and improvements and grow their local businesses and create green jobs. The \$1 million **Empowerment Fund** is now available in Indian River, St. Lucie, Martin, and Palm Beach Counties, and the low-cost capital is specifically intended to help low- and moderate-income (LMI) **homeowners** and participating **contractors**.

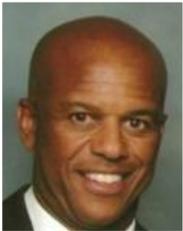
Henry Duhart To Lead Community Outreach



SELF hired **Henry Duhart** to reach out to homeowners and contractors in the Treasure Coast region, with a focus on longstanding communities of color, such as: Gifford and Fellsmere in Indian River County; Lincoln Park and the Fort Pierce Seminole Indian Reservation in St. Lucie County; East Stuart, Indiantown, and Banner Lake in Martin County; and, Riviera Beach, Pahokee, Belle Glade, and Limestone Creek in Palm Beach County.



Roy Eastman Degannes, SELF's Regional Loan Program Manager will be working closely with Henry. Roy has been with SELF for more than four (4) years and closed over \$5 million of projects to date, mostly in the Treasure Coast region. Roy will mentor Henry and assist interested homeowners with "**Easy Loans for Improving Homes**," as well as training and on-boarding new minority contractors.



Chuck Washington, SELF's PACE Manager, oversees voluntary PACE assessments for homeowners, businesses and nonprofits in St. Lucie County (only). He will work closely with Roy and Henry on contractor recruitment and training. Chuck has been with SELF for more than three (3) years and assisted with several million dollars of projects.

Treasure Coast Black Chamber of Commerce to Serve as Key Partner



Chauncelor Howell, President of the newly-formed **Treasure Coast Black Chamber of Commerce (TCBCC)** is SELF's key partner in the **Empowerment Fund**. Chauncelor is a veteran, and a longstanding advocate for entrepreneurship and social and financial justice. He said, "Inclusive and affordable financing is critical to help struggling families and local businesses withstand, recover and rebound from this pandemic." Chauncelor added, "SELF has a great track record of helping homeowners and contractors, and TCBCC is honored to be working with them." The partnership will **help spread the word** about the **Empowerment Fund**, and SELF's multiple financing programs. The community outreach will target homeowners and businesses who need financing to make property repairs and improvements, and local contractors who will perform the work.

Mission for Social, Environmental and Financial Justice

TCBCC and SELF have been collaborating on the new **Empowerment Fund** for several months, and the program dovetails with SELF's broader work on social, environmental, and financial justice.



Duanne Andrade, SELF's Chief Strategic and Financial Officer, said, "the organization will pilot the program in the Treasure Coast first, with more ambitious plans to expand throughout Florida and beyond in the coming year." She noted, "significant new resources are fast-emerging due to Covid-19 and social justice reforms, including the Opportunity Finance Network's new \$1 billion Financial Justice Fund." Duanne has helped SELF raise \$25 million in grants and loan investments.



Doug Coward, SELF's Executive Director, thanked Chancellor Howell and TCBC for partnering in this important initiative. He said, "The SELF team is excited and ready to deploy these funds immediately. He added, "This is just a first step, and we look forward to building on these initiatives with other non-profits and local governments."



Curtis Johnson Jr., newly-elected Fort Pierce Commissioner, was helpful in rapidly spearheading a small grant application with the National League of Cities (pending) to help accelerate these efforts in the City of Fort Pierce. Commissioner Johnson also committed to help SELF and TCBC spread the word about the fund and other available resources.

About Solar Energy Loan Fund

SELF is a community-based lending organization committed to social, environmental, and financial justice. As a certified Community Development Financial Institution (CDFI), SELF's mission is to rebuild and empower underserved communities by providing access to affordable and innovative financing for sustainable home improvements. SELF has financed more than \$17 million of projects to date, with an impressive 70+% of these projects for LMI homeowners, and default rates below 2%. SELF has closed over 1,600 home improvement loans throughout Florida benefitting approximately 5,000 people.

SELF finances the following types of projects for Florida homeowners:

Energy Efficiency: high-efficiency HVAC, weatherization, insulation, LED lights

Solar: solar PV panels, solar water heaters, solar roofs, solar attic fans, solar A/C systems

Water and Sewer: septic-to-sewer conversions, lateral line replacement, potable water hook-up, and plumbing repairs

Wind-Hazard Mitigation: roof repair or replacement, impact windows and doors, hurricane shutters

Disability Products: wheelchair ramps, walk-in-showers, mobility and accessibility

To learn more visit www.SolarEnergyLoanFund.org

VILLAGE OF INDIANTOWN, FLORIDA

RESOLUTION NO. 012-2021

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF INDIANTOWN, FLORIDA, APPROVING THE VILLAGE'S REAPPLICATION FOR DESIGNATION AS A RURAL ECONOMIC DEVELOPMENT INITIATIVE (REDI) COMMUNITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Florida Department of Economic Opportunity recognized the Village of Indiantown as a REDI community in 2019; and

WHEREAS, this designation has led to significant improvements in the Village's economic climate; and

WHEREAS, the Village's REDI designation is set to expire June 2021; and

WHEREAS, according to the US Census Bureau's most recent estimates, the Village of Indiantown still meets most, if not all, required economic factors associated with an economically distressed rural community as defined by 288.0656 F.S.

NOW, THEREFORE BE IT RESOLVED, by the Village Council of the Village of Indiantown, Florida, as follows:

SECTION 1. APPROVAL OF REAPPLICATION FOR REDI DESIGNATION. The Village Council hereby approves the attached reapplication letter and authorizes the Mayor to sign said letter to be submitted by Staff to the Florida Department of Economic Opportunity.

SECTION 2. EFFECTIVE DATE. This Resolution shall take effect immediately upon adoption.

Resolution No. 012-2021 – REDI Community Redesignation

ADOPTED this 11th day of March, 2021.

ATTEST:

Susan A. Owens
Susan A. Owens, MPA, MMC
Village Clerk

REVIEWED FOR FORM AND
CORRECTNESS:

Wade C. Vose
Wade C. Vose
Village Attorney

VILLAGE OF INDIANTOWN, FLORIDA

Janet Hernández
Janet Hernández
Mayor





Village of Indiantown

February 18, 2021

Sean J. Lewis, F.C.C.M.
Community Program Manager
Office of Community Partnerships
Florida Department of Economic Opportunity
107 East Madison Street
The Caldwell -Building, MSC 160
Tallahassee, FL 32399-6508

Re: Rural Economic Development Initiative (REDI)

Dear Mr. Lewis,

Your organization's recognition of the Village of Indiantown as a REDI community, originally designated in 2019, has led to significant improvements in the Village's economic climate. As such, please accept this letter as a formal request from the Village of Indiantown, Florida to continue its designation as a REDI eligible community as identified under 288.0656 F.S.

Originally incorporated on December 31, 2017, the Village of Indiantown was the first municipal incorporation in Martin County, Florida in over 40 years. The Village is a rural community located in the western portion of Martin County with a diverse population and rich history. According to data estimates provided by the U.S. Census Bureau on July 1, 2019, the Village has a population of 7,174 people. Though staff has expanded substantially since our previous update, now totaling roughly 20 people, most services remain on contract due to the Village's unique demographic and financial situations.

The Village, encompassing 5.979 square miles, is located approximately 16 miles west of I-95, the Florida Turnpike, and approximately 30 miles west of the Port of Palm Beach. The relative distance, and odd position of the Village, means a 30-minute distance is required for residents and visitors to travel to the closest local center.

In contrast, the Village is located less than 10 miles from Lake Okeechobee providing direct access to major inlets via the Okeechobee Waterway. Additionally, a railroad system, managed by CSX Transportation, runs through the Village. Both these factors provide excellent potential for growth and development in the region. Moreover, the Village also benefits from the local Foreign Free Trade Zone and, thusly, is a designated Opportunity Zone. Since our last communication the Village has leveraged many of these advantages to attract business, housing, and infrastructure via the opportunities your partnership has brought us.

However, despite the Village's continued development, significant impediments to economic growth persist. Investments in infrastructure, local business, and education have historically been, and continue to be, low as potential partnerships take time to build and grow. As an example, the Village's water/wastewater utility provider was, until September of 2020, owned by a private entity. For many years, the entity in question lacked the ability, or interest, to reinvest its assets. This lack of investment contributed to a prolonged deterioration of the Village's water/wastewater systems. Recently however, the system has seen small improvements as the Village's acquisition of the utility, and its associated properties, has finalized. These improvements were made possible by our partnerships with organizations such as the Department of Economic Opportunity.

Complicating matters further, the Villages economic base is dependent on various agricultural production facilities in the surrounding area. The bulk of the Village's labor force is employed in harvesting, landscape, nurseries, and a variety of small service and hospitality industries. These facilities include properties zoned in Martin County for various crops alongside commercial and industrial use facilities. Problematically however, these critical facilities, agricultural and otherwise, have undergone stress and replacement in recent years. Finally, the Coronavirus Pandemic has aggravated stressors further pressuring residents. Despite best efforts, the Village will likely feel the aftereffects of current events for years to come.

According to the US Census Bureau's most recent estimates, which are attached, the Village of Indiantown still meets most, if not all, required economic factors associated with an economically distressed rural community as defined by 288.0656 F.S.

The Village's unemployment rate is higher than both Martin County's, and the State of Florida, alongside per capita and household incomes that are substantially lower. The average per capita income for a Village resident is \$14,504 while the median household income is \$39,208. Martin County reports incomes of \$42,199 and \$61,133 respectively while the State of Florida reports \$31,619 and \$55,660 in the same categories. A large portion of the Village's population exists at, or below, the poverty line with a reported 27.9% persons in poverty; well above Martin Counties reported 8.9% and Florida's 12.7%.

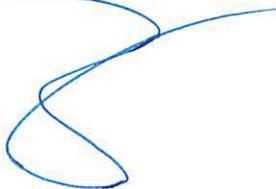
Further tabulating data beyond the above reveals economic barriers persist in technological, linguistic, educational, and domestic areas. Median values of owner-occupied housing units are stagnant at \$83,200 compared to Martin Counties \$273,700 and Florida's \$215,300. Average persons per household are nearly double the surrounding regions at 3.83. 53% of residents do not speak English, or speak it as a second language, with various non-unified dialects of Spanish being the norm. Access to relevant technology, such as computers and broadband, is lower while disability and health issues are more common across the board. The Village's elderly population has been hit particularly hard by current events.

For these reasons, and many others, the Village of Indiantown should retain its designation as an economically disadvantaged community. We look forward to continuing our partnership. Should you have questions or comments, please contact Village Manager Howard W. Brown, Jr., via phone at 772-597-8282 or by emailing hbrown@indiantownfl.gov. Thank you again for your partnership. We hope you will keep working together with us to make Indiantown A Place Where Great Things Grow.

X



Janet Hernández
Mayor, Village of Indiantown



Enclosure:

cc: Howard Brown, Jr., Village Manager
Wade C. Vose, Village Attorney
Susan A. Owens, Village Clerk

Village of Indiantown, Martin County, & State of Florida Compiled Census Data

Fact	Fact Note	Florida	Martin County, Florida	Indiantown Village, Florida
Population estimates, July 1, 2019, (V2019)		21,477,737	161,000	7,174
Population estimates base, April 1, 2010, (V2019)		18,804,564	146,852	6,477
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)		14.20%	9.60%	10.80%
Population, Census, April 1, 2010		18,801,310	146,318	NA
Persons under 5 years, percent		5.30%	4.10%	8.60%
Persons under 18 years, percent		19.70%	16.20%	28.20%
Persons 65 years and over, percent		20.90%	31.50%	14.50%
Female persons, percent		51.10%	50.60%	50.50%
White alone, percent		77.30%	90.10%	48.70%
Black or African American alone, percent	(a)	16.90%	5.70%	20.70%
American Indian and Alaska Native alone, percent	(a)	0.50%	1.00%	5.80%
Asian alone, percent	(a)	3.00%	1.50%	0.00%
Native Hawaiian and Other Pacific Islander alone, percent	(a)	0.10%	0.20%	0.30%
Two or More Races, percent		2.20%	1.60%	7.10%
Hispanic or Latino, percent	(b)	26.40%	14.20%	62.40%
White alone, not Hispanic or Latino, percent		53.20%	77.70%	17.30%
Veterans, 2015-2019		1,440,338	14,534	249
Foreign born persons, percent, 2015-2019		20.70%	10.00%	27.60%
Housing units, July 1, 2019, (V2019)		9,673,682	80,784	X
Owner-occupied housing unit rate, 2015-2019		65.40%	78.00%	63.80%
Median value of owner-occupied housing units, 2015-2019		\$215,300	\$273,700	\$83,200
Median selected monthly owner costs - with a mortgage, 2015-2019		\$1,503	\$1,768	\$1,018
Median selected monthly owner costs - without a mortgage, 2015-2019		\$505	\$604	\$417
Median gross rent, 2015-2019		\$1,175	\$1,111	\$849
Building permits, 2019		154,302	723	X
Households, 2015-2019		7,736,311	64,528	1,841
Persons per household, 2015-2019		2.65	2.4	3.83
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019		84.50%	86.20%	86.50%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019		29.40%	13.40%	53.00%
Households with a computer, percent, 2015-2019		91.50%	92.40%	82.90%
Households with a broadband Internet subscription, percent, 2015-2019		83.00%	85.60%	74.10%
High school graduate or higher, percent of persons age 25 years+, 2015-2019		88.20%	91.00%	59.30%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019		29.90%	34.10%	6.80%
With a disability, under age 65 years, percent		8.60%	9.00%	10.80%
Persons without health insurance, under age 65 years, percent		16.30%	16.00%	29.00%
In civilian labor force, total, percent of population age 16 years+, 2015-2019		58.50%	50.80%	55.90%
In civilian labor force, female, percent of population age 16 years+, 2015-2019		54.30%	47.00%	50.20%
Total accommodation and food services sales, 2012 (\$1,000)	(c)	49,817,925	312,689	X
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	(c)	124,061,425	946,314	X
Total manufacturers shipments, 2012 (\$1,000)	(c)	96,924,106	1,103,288	X
Total merchant wholesaler sales, 2012 (\$1,000)	(c)	252,626,608	D	X
Total retail sales, 2012 (\$1,000)	(c)	273,867,145	2,553,285	X
Total retail sales per capita, 2012	(c)	\$14,177	\$17,157	NA
Mean travel time to work (minutes), workers age 16 years+, 2015-2019		27.8	26.1	27.8
Median household income (in 2019 dollars), 2015-		\$55,660	\$61,133	\$39,208
Per capita income in past 12 months (in 2019 dollars), 2015-2019		\$31,619	\$42,199	\$14,504
Persons in poverty, percent		12.70%	8.90%	27.90%
Total employer establishments, 2018		566,894	5,657	X
Total employment, 2018		8,669,611	58,917	X
Total annual payroll, 2018 (\$1,000)		404,483,243	2,360,792	X
Total employment, percent change, 2017- 2018		3.40%	4.00%	X
Total nonemployer establishments, 2018		2,388,050	17,112	X
All firms, 2012		2,100,187	17,326	F
Men-owned firms, 2012		1,084,885	9,157	F
Women-owned firms, 2012		807,817	5,824	F
Minority-owned firms, 2012		926,112	2,215	F
Nonminority-owned firms, 2012		1,121,749	14,501	F
Veteran-owned firms, 2012		185,756	1,927	F
Nonveteran-owned firms, 2012		1,846,686	14,457	F
Population per square mile, 2010		350.6	269.2	NA
Land area in square miles, 2010		53,624.76	543.46	NA
FIPS Code		"12"	"12085"	"1233700"

Fact Note Table and Further Information	
(a)	Includes persons reporting only one race
(c)	Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data
(b)	Hispanics may be of any race, so also are included in applicable race categories

Symbol Table and Further Information	
-	Either no or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest or upper interval of an open ended
F	Fewer than 25 firms
D	Suppressed to avoid disclosure of confidential information
N	Data for this geographic area cannot be displayed because the number of sample cases is too small.
FN	Footnote on this item in place of data
X	Not applicable
S	Suppressed; does not meet publication standards
NA	Not available
Z	Value greater than zero but less than half unit of measure

Prepared by: Daniel Eick, Management Analyst/PIO
Date Prepared: 2/18/2021

Source: All data compiled and collected from the US Census Bureau's online quick fact reference system. For further information, or to see this specific page configuration, please go to:

<https://www.census.gov/quickfacts/fact/table/FL,martincountyflorida,indiantownvillageflorida/PST>



Florida Power & Light Company
Media Line: 561-694-4442
March 12, 2021
@FPL_Newsroom

FOR IMMEDIATE RELEASE

FPL envisions a more resilient and sustainable Florida; files details of proposed 2022-2025 rate plan with Public Service Commission

- FPL delivers America's best energy value – electricity that's not just clean and reliable, but also affordable – thanks to consistent and disciplined, long-term investments
- The company's proposed four-year rate plan would support continued investments that benefit customers as FPL builds a more resilient and sustainable energy future for Florida in the face of climate change and frequently severe weather
- Typical FPL residential customer bills are expected to remain well below the national average through 2025, even with the proposed rate adjustments
- FPL's 2022-2025 base rate request includes a request to unify the rates and tariffs of FPL and Gulf Power Company, which legally merged with FPL on Jan. 1, 2021
- Due in large measure to efficiencies from the merger and operational consolidation of FPL and Gulf Power, a typical 1,000-kWh residential customer bill in Northwest Florida is projected to decrease by the end of FPL's proposed four-year rate plan

JUNO BEACH, Fla. – Consistent with its preliminary proposal announced in January, Florida Power & Light Company (FPL) today filed a comprehensive four-year request with the Florida Public Service Commission (PSC) for new base rates that would be phased in beginning in 2022.

FPL now serves 5.6 million customer accounts from Miami to Pensacola across more than half of Florida⁽¹⁾, a rapidly growing state on the front lines of climate change and frequently severe weather. Recognizing this, FPL's plan will enable the company to continue building a more resilient and sustainable energy future for everyone – including future generations – while keeping typical customer bills lower than the national average through at least 2025.

“At FPL, we have a passion to deliver America's best energy value and a commitment to do right by our customers, particularly during these challenging times,” said Eric Silagy, president and CEO of FPL. “We recognize there is never a good time to request a rate increase, and we remain steadfastly committed to providing customers unparalleled value while building an energy future they can depend on. Due to our consistent and disciplined, long-term investments, we're able to provide service that is cleaner and more reliable than ever before while our residential, commercial and industrial bills have remained among the lowest bills in the state and the nation for over a decade. Our proposed four-year rate plan beginning in 2022 will help us continue delivering unmatched value to customers by ushering in Florida's energy future and keeping bills among the lowest in America.”

1. On Jan. 1, 2021, Gulf Power, which serves customers in Northwest Florida, legally combined with FPL. Gulf Power will continue as a separate operating division under the Gulf Power name through 2021.

With rates consistently well below the national average, FPL's typical 1,000-kWh residential and business customer bills are lower today than they were 15 years ago. As FPL's bill has decreased over time, the service it provides customers has consistently and demonstrably improved. FPL's investments to build a stronger, smarter energy grid have resulted in best-in-state reliability every year since 2006, as well as repeated national recognition. As detailed in FPL's annual reliability report recently filed with the PSC, FPL delivered its best-ever overall service reliability in 2020 and continued a trend in which FPL has improved reliability by nearly 40% since 2006.

Aligned with previous multi-year plans approved by the Commission, FPL has designed its new rate plan in a way that provides exceptional customer value while strengthening the company's commitment to disciplined and proven, long-term investments in the infrastructure, innovative technology and clean energy that are foundational for communities to continue to thrive. Even with the plan's proposed base rate increase, FPL's typical residential customer bills are projected to remain well below the national average through 2025. FPL's typical business customer bills are projected to be at or below the national average through 2025.

Delivering service efficiently

FPL ranks best-in-class among all major U.S. utilities based on its low operating and maintenance (O&M) costs per kWh of retail sales. FPL's innovative and relentless day-to-day focus on driving costs out of the business saves customers approximately \$2.6 billion annually compared to an average performing utility, which equates to savings of about \$24 a month on a typical residential customer's \$99 bill – or nearly \$300 annually. Never satisfied, FPL continues to find new ways to work more efficiently to save customers money. For example, FPL's 2022 non-fuel O&M, which is reflected in the company's filing, is projected to be lower than FPL's 2018 best-in-class level.

The merger and consolidation of FPL and Gulf Power operations will produce enormous benefits. Productivity improvements at Gulf Power since its acquisition by NextEra Energy, FPL's parent company, are expected to reduce annual O&M expenses in 2022 by \$86 million which, on a scale adjusted basis, is the equivalent of saving nearly \$1 billion at FPL. FPL also projects long-term combined system benefits of approximately \$1.53 billion as a result of power generation upgrades already underway, a new transmission line physically connecting both utility systems and the ability to dispatch from, and plan for, a common fleet of power generation resources. In total, combining the two companies and operating as a single utility system is projected to save customers more than \$2.8 billion over the lifetime of the assets.

The company is committed to operating efficiently in order to deliver reliable service while keeping price increases low, even while the costs of other essential products and services have risen dramatically. For example, groceries, medical care, health insurance and housing increased 25%-75% from 2006 to 2020. Meanwhile, FPL's typical customer bill is approximately 10% lower today than it was in 2006.

While FPL's focus on efficiency and productivity has lessened the impact, the costs of many materials and products, such as trucks, wire and employee healthcare, which the company must purchase in order to provide clean, reliable and affordable power, have increased. These increased expenses, together with the increased investment required to serve approximately 500,000 new customers from 2018 through the end of 2025 and to support Florida's growing \$1 trillion-plus economy, are driving up the cost to provide service.

Overview of the proposed adjustments to revenue requirements

FPL's proposal includes four adjustments to base revenue requirements that would be phased in during the four-year period, 2022-2025, providing customers continued, longer-term cost certainty. Consistent with our initial estimate in January, the plan includes:

- In 2022, an adjustment to base annual revenue requirements of approximately \$1.1 billion.
- In 2023, a subsequent year adjustment to base annual revenue requirements of approximately \$607 million.
- In 2024 and 2025, a request for a Solar Base Rate Adjustment (SoBRA) mechanism to recover up to 894 megawatts (MW) of cost-effective solar projects in each year. If the full amount of new solar capacity allowed under the SoBRA proposal was constructed, FPL's preliminary estimate is that it would result in general base rate adjustments of approximately \$140 million in 2024 and \$140 million in 2025, which would be partially offset by a reduction in fuel costs on the clause portion of customer bills.

Investing in Florida's future

The phased-in rate adjustments are necessary to help pay for the more than \$29 billion FPL will have invested from 2019 through 2022 to benefit customers, including improving electric service reliability, reducing emissions and improving generation fuel efficiency, strengthening its electric system to make it more resilient in severe weather and preparing for customer growth. In addition, FPL will continue to make significant investments throughout the base rate proposal timeframe to further improve service for its customers.

- **Investments to build a more resilient energy future:** FPL continues to build a stronger and smarter energy grid to further improve service reliability for customers, including fewer outages and restoring service faster. This includes:
 - Continued deployment of advanced smart grid technology that enables the company to continually monitor and assess the health of its system, predict potential issues before they disrupt service to customers and restore power faster following outages.
 - Rebuilding the main 500-kV high-voltage electric transmission line that serves as the backbone of Florida's energy grid.
 - Construction of the North Florida Resiliency Connection, a new, storm-hardened, state-of-the-art transmission line that physically connects FPL's energy grid to Northwest Florida.
- **Investments to build a more sustainable energy future:** FPL is building more fuel-efficient power generation, solar and energy storage facilities that drive down costs over the long term. This includes:
 - **Solar:** FPL's four-year rate plan includes adding more solar to the energy grid through the company's "30-by-30" plan to install 30 million solar panels in Florida by 2030.
 - **Energy storage:** The plan includes building the world's largest integrated solar-powered battery. It also includes an innovative green hydrogen pilot project, a technology that could one day unlock 100% carbon-free electricity that's available 24 hours a day.
 - **Ultra-efficient natural gas clean energy centers:** As FPL deploys leading edge, renewable technology, it's also committed to meeting the 24/7 energy needs of customers today. The future FPL Dania Beach Clean Energy Center –

projected to enter service in mid-2022 – will enable FPL to continue meeting customers' growing energy needs while delivering more than \$300 million in customer savings over its operational lifetime. Additionally, FPL has modernized its power plant in Northwest Florida, converting it from coal to run entirely on clean natural gas – cutting its carbon dioxide emissions rate by 40%.

- **Anticipated growth of new customers:** From 2018 through the end of 2025 alone, the anticipated growth of approximately 500,000 new customers will require the addition of new infrastructure and result in higher operating costs.
- **Regulatory compliance:** FPL will incur costs associated with increased federal and state governmental and regulatory reliability requirements, as well as cybersecurity costs to ensure the company's assets and critical information, including customer account records, are safeguarded.

Information for residential customers

Based on the proposed base rate adjustments and the company's current projections for fuel and other costs, FPL estimates that its typical residential customer bill will grow at an average annual rate of approximately 3.4% from January 2021 through 2025. Even with this growth, FPL estimates that, through 2025, its typical residential bill will remain approximately 20% below the projected national average and the typical 1,000-kWh residential bill in Northwest Florida is projected to decrease by the end of the four-year rate plan.

Combined with current projections for fuel and other costs, FPL's four-year rate plan would phase in increases totaling about \$18 a month, or about 60 cents a day, on the typical 1,000-kWh residential customer bill, phased in as follows:

- In 2022, a base rate adjustment, along with projections for fuel and other costs, would add about \$10.50 a month or about 35 cents a day on a typical bill.
- In 2023, a subsequent-year base rate adjustment, along with projections for fuel and other costs, would add about \$4 a month or about 13 cents a day on a typical bill.
- In 2024, a solar base rate adjustment, combined with projections for fuel and other costs, would add about \$2 a month or about 7 cents a day on a typical bill.
- In 2025, a solar base rate adjustment would add \$1.50 a month or about 5 cents a day on a typical bill.

Most FPL customers power their homes for just a few dollars a day. FPL's residential customer monthly usage median is approximately 950 kWh, which means that the majority of FPL customer households consume less than the standard 1,000-kWh typical bill benchmark, which is about \$99 as of January 2021.

In recognition of the initial difference in the costs of serving the existing FPL and Gulf Power customers, FPL is proposing a transition rider/credit mechanism to address those differences in a reasonable manner for all customers. The transition rider/credit would decline to zero over a five-year period, at which point rates would be fully aligned by Jan. 1, 2027.

To estimate what the proposed rates would mean for their own bills based on individual electricity usage, FPL and Gulf Power residential customers can visit the online calculator at www.FPL.com/answers and www.GulfPower.com/answers. In addition to the calculator, customers can find more information on FPL's four-year base rate proposal.

FPL Bills – 2006, 2021 & 2022-2025	
Jan. 2006	\$108.61
Jan. 2021	\$99.05
Jan. 2022	\$109.58
Jan. 2023	\$113.49
Jan. 2024	\$115.61
Jan. 2025	\$117.06
<i>"Jan. 2006" reflects FPL rates in effect during the year 2006. "Jan. 2021" reflects FPL rates for Jan. 2021. "Jan. 2022-2025" reflects the current projection for FPL's typical 1,000-kWh customer bill from 2022-2025, which includes projected base rate adjustments, as well as current projections for fuel and other clauses. All bill totals include the state's standard gross receipts tax, but do not include any local taxes or fees that vary by community. FPL bills do not include the company's Gulf Power region. All rates are subject to change.</i>	

Northwest Florida Bills – 2006, 2021 & 2022-2025	
Jan. 2006	\$92.48
Jan. 2021	\$132.41
Jan. 2022	\$133.21
Jan. 2023	\$132.39
Jan. 2024	\$129.79
Jan. 2025	\$126.50
<i>"Jan. 2006" reflects Gulf Power rates in effect during the year 2006. "Jan. 2021" reflects Gulf Power rates for Jan. 2021. "Jan. 2022-2025" reflects the current projection for the typical 1,000-kWh customer bill in Northwest Florida from 2022-2025, which includes projected base rate adjustments as well as current projections for fuel and other clauses. All bill totals include the state's standard gross receipts tax but do not include any local taxes or fees that vary by community. Bills also do not include surcharges for hurricanes. All rates are subject to change.</i>	

Information for business customers

FPL business customers' typical bills are lower today than they were 15 years ago and are well below the national average. The proposed base rate adjustments vary widely depending on rate class and customer usage. For small and medium businesses, typical bills are projected to grow at an average annual rate of about 3.9% to 4.4% from January 2021 through 2025. Even with the proposed increase, small and medium business customer bills will remain well below the national average through 2025.

Large commercial and industrial customers with more complex rate structures may contact their FPL account managers for information about their proposed rate adjustments.

The estimates above are based on the company's filed proposal and may change. In the coming months, the PSC is expected to conduct an extensive review of the request.

Florida Power & Light Company

Florida Power & Light Company is the largest energy company in the U.S. as measured by retail electricity produced and sold. The company serves more than 5.6 million customer accounts supporting more than 11 million residents across Florida with clean, reliable and affordable electricity. FPL operates one of the cleanest power generation fleets in the U.S and in 2020 won the ReliabilityOne® National Reliability Excellence Award, presented by PA Consulting, for the fifth time in the last six years. The company was recognized in 2020 as one of the most trusted U.S. electric utilities by Escalent for the seventh consecutive year. FPL is a subsidiary of Juno Beach, Florida-based NextEra Energy, Inc. (NYSE: NEE), a clean energy company widely recognized for its efforts in sustainability, ethics and diversity, and has been ranked No. 1 in the

electric and gas utilities industry in Fortune's 2021 list of "World's Most Admired Companies." NextEra Energy is also the parent company of NextEra Energy Resources, LLC, which, together with its affiliated entities, is the world's largest generator of renewable energy from the wind and sun and a world leader in battery storage. For more information about NextEra Energy companies, visit these websites: www.NextEraEnergy.com, www.FPL.com, www.NextEraEnergyResources.com.

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Cautionary Statements and Risk Factors That May Affect Future Results

This news release contains "forward-looking statements" within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are not statements of historical facts, but instead represent the current expectations of NextEra Energy, Inc. (NextEra Energy) and Florida Power & Light Company (FPL) regarding future operating results and other future events, many of which, by their nature, are inherently uncertain and outside of NextEra Energy's and FPL's control. In some cases, you can identify the forward-looking statements by words or phrases such as "will," "may result," "expect," "anticipate," "believe," "intend," "plan," "seek," "potential," "projection," "forecast," "predict," "goals," "target," "outlook," "should," "would" or similar words or expressions. You should not place undue reliance on these forward-looking statements, which are not a guarantee of future performance. The future results of NextEra Energy and FPL and their business and financial condition are subject to risks and uncertainties that could cause their actual results to differ materially from those expressed or implied in the forward-looking statements, or may require them to limit or eliminate certain operations. These risks and uncertainties include, but are not limited to, those discussed in this news release and the following: effects of extensive regulation of NextEra Energy's and FPL's business operations; inability of NextEra Energy and FPL to recover in a timely manner any significant amount of costs, a return on certain assets or a reasonable return on invested capital through base rates, cost recovery clauses, other regulatory mechanisms or otherwise; impact of political, regulatory and economic factors on regulatory decisions important to NextEra Energy and FPL; disallowance of cost recovery by FPL based on a finding of imprudent use of derivative instruments; effect of any reductions or modifications to, or elimination of, governmental incentives or policies that support utility scale renewable energy projects of NextEra Energy Resources, LLC and its affiliated entities (NextEra Energy Resources) or the imposition of additional tax laws, policies or assessments on renewable energy; impact of new or revised laws, regulations, interpretations or ballot or regulatory initiatives on NextEra Energy and FPL; capital expenditures, increased operating costs and various liabilities attributable to environmental laws, regulations and other standards applicable to NextEra Energy and FPL; effects on NextEra Energy and FPL of federal or state laws or regulations mandating new or additional limits on the production of greenhouse gas emissions; exposure of NextEra Energy and FPL to significant and increasing compliance costs and substantial monetary penalties and other sanctions as a result of extensive federal regulation of their operations and businesses; effect on NextEra Energy and FPL of changes in tax laws, guidance or policies as well as in judgments and estimates used to determine tax-related asset and liability amounts; impact on NextEra Energy and FPL of adverse results of litigation; effect on NextEra Energy and FPL of failure to proceed with projects under development or inability to complete the construction of (or capital improvements to) electric generation, transmission and distribution facilities, gas infrastructure facilities or other facilities on schedule or within budget; impact on development and operating activities of NextEra Energy and FPL resulting from risks related to project siting, financing, construction, permitting, governmental approvals and the negotiation of project development agreements; risks involved in the operation and maintenance of electric generation, transmission and distribution facilities, gas infrastructure facilities, retail gas distribution system in Florida and other facilities; effect on NextEra Energy and FPL of a lack of growth or slower growth in the number of customers or in customer usage; impact on NextEra Energy and FPL of severe weather and other weather conditions; threats of terrorism and catastrophic events that could result from terrorism, cyberattacks or other attempts to disrupt NextEra Energy's and FPL's business or the businesses of third parties; inability to obtain adequate insurance coverage for protection of NextEra Energy and FPL against significant losses and risk that insurance coverage does not provide protection against all significant losses; a prolonged period of low gas and oil prices could impact NextEra Energy Resources' gas infrastructure business and cause NextEra Energy Resources to delay or cancel certain gas infrastructure projects and could result in certain projects becoming impaired; risk to NextEra Energy Resources of increased operating costs resulting from unfavorable supply costs necessary to provide NextEra Energy Resources' full energy and capacity requirement services; inability or failure by NextEra Energy Resources to manage properly or hedge effectively the commodity risk within its portfolio; effect of reductions in the liquidity of energy markets on NextEra Energy's ability to manage operational risks; effectiveness of NextEra Energy's and FPL's risk management tools associated with their hedging and trading procedures to protect against significant losses, including the effect of unforeseen price variances from historical behavior; impact of unavailability or disruption of power transmission or commodity transportation facilities on sale and delivery of power or natural gas

by NextEra Energy, including FPL; exposure of NextEra Energy and FPL to credit and performance risk from customers, hedging counterparties and vendors; failure of NextEra Energy or FPL counterparties to perform under derivative contracts or of requirement for NextEra Energy or FPL to post margin cash collateral under derivative contracts; failure or breach of NextEra Energy's or FPL's information technology systems; risks to NextEra Energy and FPL's retail businesses from compromise of sensitive customer data; losses from volatility in the market values of derivative instruments and limited liquidity in OTC markets; impact of negative publicity; inability of FPL to maintain, negotiate or renegotiate acceptable franchise agreements with municipalities and counties in Florida; occurrence of work strikes or stoppages and increasing personnel costs; NextEra Energy's ability to successfully identify, complete and integrate acquisitions, including the effect of increased competition for acquisitions; environmental, health and financial risks associated with NextEra Energy Resources' and FPL's ownership and operation of nuclear generation facilities; liability of NextEra Energy and FPL for significant retrospective assessments and/or retrospective insurance premiums in the event of an incident at certain nuclear generation facilities; increased operating and capital expenditures and/or reduced revenues at nuclear generation facilities of NextEra Energy or FPL resulting from orders or new regulations of the Nuclear Regulatory Commission; inability to operate any of NextEra Energy Resources' or FPL's owned nuclear generation units through the end of their respective operating licenses; effect of disruptions, uncertainty or volatility in the credit and capital markets or actions by third parties in connection with project-specific or other financing arrangements on NextEra Energy's and FPL's ability to fund their liquidity and capital needs and meet their growth objectives; inability of NextEra Energy, FPL and NextEra Energy Capital Holdings, Inc. to maintain their current credit ratings; impairment of NextEra Energy's and FPL's liquidity from inability of credit providers to fund their credit commitments or to maintain their current credit ratings; poor market performance and other economic factors that could affect NextEra Energy's defined benefit pension plan's funded status; poor market performance and other risks to the asset values of NextEra Energy's and FPL's nuclear decommissioning funds; changes in market value and other risks to certain of NextEra Energy's investments; effect of inability of NextEra Energy subsidiaries to pay upstream dividends or repay funds to NextEra Energy or of NextEra Energy's performance under guarantees of subsidiary obligations on NextEra Energy's ability to meet its financial obligations and to pay dividends on its common stock; the fact that the amount and timing of dividends payable on NextEra Energy's common stock, as well as the dividend policy approved by NextEra Energy's board of directors from time to time, and changes to that policy, are within the sole discretion of NextEra Energy's board of directors and, if declared and paid, dividends may be in amounts that are less than might be expected by shareholders; NEP's inability to access sources of capital on commercially reasonable terms could have an effect on its ability to consummate future acquisitions and on the value of NextEra Energy's limited partner interest in NextEra Energy Operating Partners, LP; effects of disruptions, uncertainty or volatility in the credit and capital markets on the market price of NextEra Energy's common stock; and the ultimate severity and duration of public health crises, epidemics and pandemics, including the coronavirus pandemic, and its effects on NextEra Energy's or FPL's businesses. NextEra Energy and FPL discuss these and other risks and uncertainties in their annual report on Form 10-K for the year ended December 31, 2020 and other SEC filings, and this news release should be read in conjunction with such SEC filings. The forward-looking statements made in this news release are made only as of the date of this news release and NextEra Energy and FPL undertake no obligation to update any forward-looking statements.

Community & Economic Development Department

Bi-Monthly Report

March 18, 2021

Planning & Zoning Development Review Services

PROJECT NAME: Parkview Apartments

Application Type	Applicant	Address	Request	Status
Major Site Plan Approval	Atway and Sehayik	06-40-39-001-005-00080-2	A proposed two-story 36 unit multifamily live/work apartment building located on 1.08 acres on the corner of SW Adams and SW 153 rd .	DRC meeting was held on January 22, 2021. Re-submittal for a second DRC is pending.

PROJECT NAME: Green Carbon Solutions

Application Type	Applicant	Address	Request	Status
Major Site Plan Approval	Martin Ellis	12466, 12558, 12652 and 12742 Fox Brown Road, Indiantown, FL 34956.	Application No. SP-20-002, a request for approval of a Major Development Site Plan consisting of 2,955 square foot storage building, a 4,145 square foot employee building, a 1,980 square foot greenhouse and associated parking and outdoor storage area, with a second phase also proposed, for a carbon production facility on +/-17.67 acres of land within the Light Industrial zoning district	The major site plan application is scheduled for PZAB on March 4, 2021, and Village Council on April 8. and 22, 2021.

PROJECT NAME: BioMedical

Application Type	Applicant	Address	Request	Status
Minor Site Plan Approval	Biomedical Industrial Park LLC	06-40-39-001-007-00149-0	20,000 sq. ft. industrial building for biomedical research (eye drops)	Applicant is scheduled to resubmit their revisions on February 17, 2021.

PROJECT NAME: Venture (Industrial) Park PUD

Application Type	Applicant	Address	Request	Status
Rezoning Large Scale: 57 Acres	Paul Filipe	Lots 8-12; Lots 21-24; Preservation areas 1 and 2; Lake Tract	Rezone annexed parcels to Light Industrial to be consistent with other parcels in PUD	The rezoning is scheduled for second reading by the Village Council on March 25, 2021.

PROJECT NAME: Indiantown DRI

Application Type	Applicant	Address	Request	Status
DRI Master Site Plan Approval	Garcia Companies		600 single family units 300 multi-family units 174 townhomes 65,000 sq. ft. of commercial use	Application for a pre-application meeting was received on 3/17/21. The pre-application meeting has not been scheduled.

PROJECT NAME: River Oak

Application Type	Applicant	Location	Request	Status
Pre-Application Meeting Request	Ecoventures Capital Fund, LLC	08-40-39-000-000-00190-7; part of 07-40-39-000-000-00011-0 So of Warfield Blvd., between Famel Blvd. and Fernwood Forest Road.	Major Site Plan development approval for a residential rental community consisting of 153 (3- and 4-bedroom) single-family homes.	The major site plan application was received and found to be incomplete. The applicant will be resubmitting a completed application with all required forms and plans.

PROJECT NAME: Tractor Supply Co.

Application Type	Applicant	Location	Request	Status
Major Site Plan Application	Hix Snedecker Companies	06-40-39-000-000-00030-5 NW corner of SW Warfield Blvd and Indianwood Drive	Major Site Plan approval to construct a 22,433 sq. ft. commercial building	DRC was held on January 28, 2021. Re-submittal for a second DRC is pending.

PLANNING & ZONING HIGHLIGHTS

Business Services

BUSINESS APPLICATIONS, CONSULTATIONS, AND OUTREACH

Certificate of Use Applications	Consultations by Phone	Consultations In Person	Community/Business Meetings
2	2	2	0

Code Compliance Services

CODE COMPLIANCE CASES

Total Code Cases	Total Nuisance Abatement Cases	New Cases Opened - Current Reporting Period	Cases Initiated by Complaint	Cases Initiated Through Inspector Observation	Courtesy Notices Issued
74	0	15	4	11	25

SPECIAL MAGISTRATE SUMMARY - March 16, 2021

Total Cases Scheduled for Magistrate	Total Cases Heard by Magistrate	Total Cases Requesting Continuance	Compliance Level (Cases Resolved Prior to Magistrate)	Other Actions	Next Meeting Date and Projected Number of Cases
10	4	0	6	4 (Certification of Lien & Authority to Foreclose)	April 20, 2021 (15 Cases)

TOP FIVE (5) VIOLATIONS

Building Permits	Snipe Signs	Display of Property Address	Livestock on Residential Property	Parking on ROW
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ILLEGAL SNIPE SIGNS AND RIGHT-OF-WAY ISSUES

Collected 24 Snipe Signs	Illegal Parking along ROW (12 Courtesy Notices)	Display of Property Address (6 Courtesy Notices)	Livestock on Residential Property (4 Courtesy Notices)	Building Permit (3 Courtesy Notices)
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SPECIAL PROJECTS / COMPLIANCE INITIATIVES

COVID-19	Common Violations	Lien Search Requests
Informing the public of any local, state, and national COVID-19 updates.	Special information campaign to inform residents and business owners.	2

SUMMARY OF VILLAGE IMPOSED LIENS

Code Compliance staff is drafting a standard reminder notice for property owners that have a Village lien imposed on their property. Once completed, the notice will be submitted to the Village Attorney for review and approval.

CODE COMPLIANCE HIGHLIGHTS

Staff is currently drafting materials for an informational campaign to inform residents and business owners of signage requirements, mobile food vendor regulations, and solid waste requirements. The education campaign is focused on multi-family and non-residential uses.

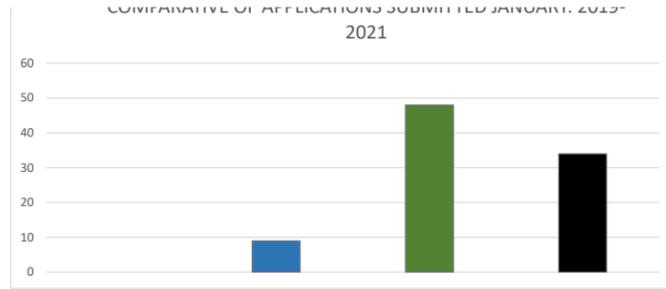
Code Compliance staff presented four code violation cases to the Special Magistrate on March 16, 2021; in order to provide a status of this investigation. The Special Magistrate approved the Foreclosure of Lien under the Order of Fine Certification and Authority to Foreclose Lien.

Building Services

BUILDING PERMITS

Permits Applications Received	Certificate of Occupancy (CO) Issued for Residential	Certificate of Occupancy (CO) Issued for Non-Residential	Building Permit Application Trends		
			2021	2020	2019
9	3	0	9	48	34
Permits Issued	Inspections Completed				
7	35				

COMPARATIVE OF APPLICATIONS SUBMITTED JANUARY 2019.



BUILDING SERVICES HIGHLIGHTS

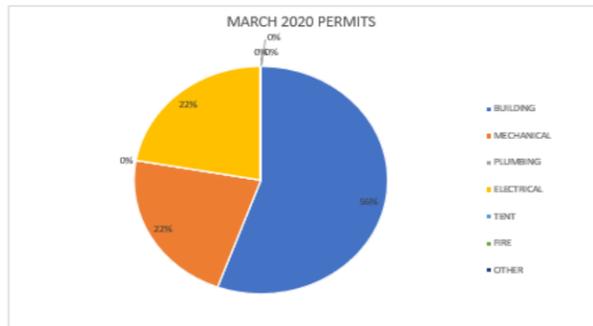
Building Department now accepts credit card payments.
 Village Hall Front Lobby is under construction. Customers can visit Suite C for Building Services.



2021 BUILDING PERMIT REPORT

Prepared by: Permit Technician
 Source: GFA construction
 Date: March 2021

PERMIT NUMBER	FEE	CONSTRUCTION VALUE	ADDRESS	PARCEL NUMBER ID	DESCRIPTION	TYPE OF PERMIT	APPLIED	APPROVED	DATE OF LAST INSPECTION	COMPLETED DATE	REQUIRED INSPECTIONS (\$89.50)	INSPECTIONS COMPLETED
055-2021	\$160.75	\$8,618.00	14782 SW 168th Ave	01-40-38-002-009-00220-7	Install Fence	B	3/11/2021					
056-2021	\$276.50	\$0.00	14616 SW 169th Dr.	01-40-38-002-016-00210-4	After-the-Fact Permit: Demo	B	3/3/2021	3/9/2021				
057-2021		\$2,300.00	17230 SW Railroad Ave	36-39-38-000-000-00032-4	Electrical - 200A OH combo main meter panel for office trailer	E	3/3/2021	3/11/2021				
058-2021	\$412.82	\$8,000.00	15857 SW 151st St	06-40-39-003-002-00070-9	Remove existing roof and replace with 5V Metal	B	3/3/2021	3/4/2021				
059-2021		\$4,850.00	14752 SW 175th Ct.	01-40-38-001-003-00110-4	Installation of Maintenance Fire Alarm System	E	3/3/2021					
060-2021	\$138.25	\$7,409.00	14903 SW Cherokee Dr.	05-40-39-003-008-00250-0	A/C change out	M	3/4/2021	3/4/2021				
061-2021	\$160.00	\$700.00	15575 SW Warfield Blvd	05-40-39-006-015-00010-3	Install Fence to enclose Dumpster	B	3/8/2021	3/10/2021				
062-2021	\$138.25	\$4,311.00	14541 SW Divot Dr.	31-39-39-001-001-00250-0	A/C Change out	M	3/10/2021	3/11/2021				
063-2021	\$412.82	\$7,531.00	16354 Fourwood Way	31-39-39-001-012-00140-0	Re-Roof	B	3/10/2021	3/11/2021				
Grand Total	\$1,699.39	\$43,719.00									0	0



Building Permit (B) Total	5
Mechanical Permit (M) Total	2
Plumbing Permit (P) Total	0
Electrical Permit (E) Total	2
Tent Permit (T) Total	0
Fire Permit (F) Total	0
Other Permit (O) Total	0
Grand Total of Permits	9

Single-Family Dwelling	1
Multi-Family Dwelling	0
New Commercial Building	0
Grand Total	1

Village Building Permit Fee	
Right of Way Use Permit - Surety Bond	
Grand Total	\$0.00

Total CO Issued	3
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Construction Value	\$43,719.00
Grand Total	\$43,719.00

PROFESSIONAL SERVICES AGREEMENT

This Agreement for Professional Services (“Agreement”) is made by and between the Village of Indiantown, Florida (“VOI”) and The Retail Coach, LLC, a Mississippi limited liability company (“Professional”) (each a “Party” and collectively the “Parties”), acting by and through their authorized representatives.

RECITALS:

WHEREAS, VOI desires to engage the services of the Professional as an independent contractor, and not as an employee, to provide the services described in Exhibit “A” (the “Scope of Services”) to assist VOI in creating a Retail Market Analysis & Recruitment Strategy (the “Project”); and

WHEREAS, the Professional desires to render professional services for VOI on the terms and conditions set forth in this Agreement;

NOW THEREFORE, in exchange for the mutual covenants set forth herein, and other valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties agree as follows:

Article I Term

1.1 This Agreement shall commence on the last date of execution hereof (“Effective Date”) and continue until completion of the services over a period of twelve (12) months, unless sooner terminated as provided herein.

1.2 Either Party may terminate this Agreement by giving thirty (30) days prior written notice to the other Party. In the event of such termination the Professional shall deliver to VOI all finished and unfinished documents, data, studies, surveys, drawings, maps, reports, photographs or other items prepared by the Professional in connection with this Agreement. Professional shall be entitled to compensation for any services completed to the reasonable satisfaction of the VOI in accordance with this Agreement prior to such termination.

Article II Scope of Service

2.1 The Professional shall perform the services in connection with the Project as set forth in the Scope of Services.

2.2 The Parties acknowledge and agree that any and all opinions provided by the Professional in connection with the Scope of Services represent the professional judgment of the Professional, in accordance with the professional standard of care applicable by law to the services performed hereunder.

Article III Schedule of Work

The Professional agrees to complete the required services in accordance with the Scope of Services outlined in Exhibit "A".

Article IV Compensation and Method of Payment

4.1 Professional will be compensated in accordance with the payment schedule and amounts set forth in the Scope of Services, a not-to-exceed total amount of thirty three thousand dollars (\$33,000.00), including an estimated three thousand dollars (\$3,000.00) of reimbursable project expenses.

Article V Devotion of Time; Personnel; and Equipment

5.1 The Professional shall devote such time as reasonably necessary for the satisfactory performance of the services under this Agreement. Should VOI require additional services not included under this Agreement, the Professional shall make reasonable effort to provide such additional services within the time schedule without decreasing the effectiveness of the performance of services required under this Agreement, and shall be compensated for such additional services as agreed between the Parties.

5.2 The Professional shall furnish the facilities, equipment and personnel necessary to perform the services required under this Agreement unless otherwise provided herein.

Article VI Miscellaneous

6.1 Entire Agreement. This Agreement constitutes the sole and only agreement between the Parties and supersedes any prior understandings written or oral agreements between the Parties with respect to this subject matter.

6.2 Assignment. The Professional may not assign this Agreement without the prior written consent of VOI. In the event of an assignment by the Professional to which the VOI has consented, the assignee shall agree in writing with VOI to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

6.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

6.4 Governing Law. The laws of the State of Florida shall govern this Agreement.

6.5 Amendments. This Agreement may be amended by the mutual written agreement of the Parties.

6.6 Severability. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

6.7 Independent Contractor. It is understood and agreed by and between the Parties that the Professional, in satisfying the conditions of this Agreement, is acting independently, and that VOI assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by Professional pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of VOI. Professional shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.

6.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, overnight courier or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery set forth herein:

If intended for VOI:

Attn: Howard W. Brown, Jr.
Village of Indiantown
PO Box 398
Indiantown, FL 34956

If intended for Professional:

Attn: C. Kelly Cofer
The Retail Coach, LLC
PO Box 7272
Tupelo, MS 38802

6.9 Insurance.

(a) Professional shall during the term hereof maintain in full force and effect the following insurance: (i) a comprehensive general liability policy of insurance for bodily injury, death and property damage insuring against all claims, demands or actions relating to the Professional's performance of services pursuant to this Agreement with a minimum combined single limit of not less than \$1,000,000.00

per occurrence for injury to persons (including death), and for property damage; (ii) statutory Worker's Compensation Insurance at the statutory limits and Employers Liability covering all of Professional's employees involved in the provision of services under this Agreement with policy limit of not less than \$500,000.00; and (iii) Professional Liability covering negligent acts, errors and omissions in the performance of professional services with policy limit of not less than \$1,000,000.00 per claim and \$1,000,000.00 in the aggregate.

- (b) All policies of insurance shall be endorsed and contain the following provisions: (1) name VOI, its officers, and employees as additional insureds as to all applicable coverage with the exception of Workers Compensation Insurance and Professional Liability; and (2) provide for at least thirty (30) days prior written notice to the VOI for cancellation of the insurance; (3) provide for a waiver of subrogation against the VOI for injuries, including death, property damage, or any other loss to the extent the same is covered by the proceeds of insurance, except for Professional Liability Insurance. The Professional shall provide written notice to the VOI of any material change of or to the insurance required herein.
- (c) A certificate of insurance and copies of the policy endorsements evidencing the required insurance shall be submitted prior to commencement of services and upon request by VOI.

6.10 Indemnification. VILLAGE OF INDIANTOWN SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF THE PROFESSIONAL PURSUANT TO THIS AGREEMENT. PROFESSIONAL HEREBY WAIVES ALL CLAIMS AGAINST VOI, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS "VOI") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF VOI OR BREACH OF VOI'S OBLIGATIONS HEREUNDER. PROFESSIONAL AGREES TO INDEMNIFY AND SAVE HARMLESS VOI FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE PROFESSIONAL'S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF PROFESSIONAL, ITS OFFICERS, DIRECTORS, SERVANTS, EMPLOYEES, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO NEGLIGENCE OF THE VOI, IN WHOLE OR IN PART, IN WHICH CASE PROFESSIONAL SHALL INDEMNIFY VOI ONLY TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO PROFESSIONAL AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION). THE PROFESSIONAL'S OBLIGATIONS UNDER THIS

SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY PROFESSIONAL UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

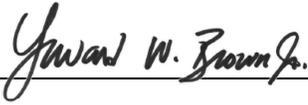
6.11 Counterparts. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

6.12 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

[Signature Page to Follow]

EXECUTED this 11th day of March, 2021.

Village of Indiantown, Florida

By: 

Name: Howard W. Brown, Jr.

Title: Village Manager

EXECUTED this 10th day of March, 2021.

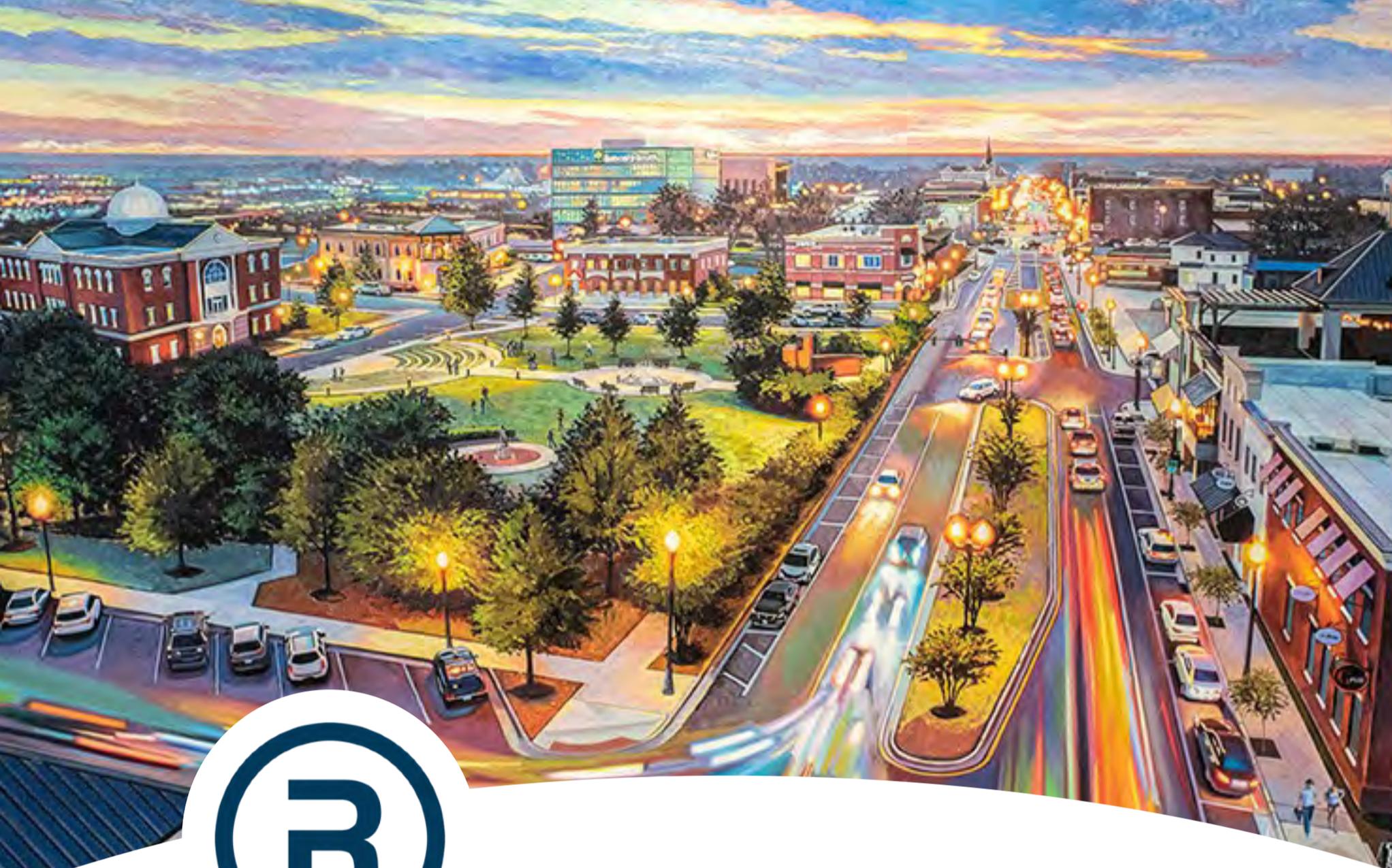
The Retail Coach, LLC

By: 

Name: Aaron B. Farmer

Title: President

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Proposal for: Indiantown Village, Florida

Strategy Outline: **Retail Recruitment & Development Services**



 **TheRetailCoach**®

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Retail Recruitment Success



Snapshot of **2020 Grand Openings** in
The Retail Coach Client Communities.

MOD PIZZA
Auburn, WA
Opening 2020



DOUGH ZONE
Renton, WA
Opening 2020



SPORTSMAN'S WAREHOUSE
Laramie, WY
Opening 2020



MARSHALLS
Warrenburg, MO
Opening 2020



GRANT'S KITCHEN
Gallatin, TN
Opening 2020



CHICK-FIL-A
Los Angeles County, CA
Opening 2020-21



EGGS UP GRILL
Camden, SC
Opened 2020



ROUND TABLE PIZZA
McKinney, TX
Opened 2020



STARBUCKS
Kingsville, TX
Opened 2020



BRAUM'S
Wolfforth, TX
Opening 2020



MOD PIZZA
Waxahachie, TX
Opened 2020



RAISING CANES
Victoria, TX
Opening 2020



COSTCO
McKinney, TX
Opened 2020



LOWES
Victoria, TX
Opening 2020

and many more.....

Retail Recruitment Success



5+ Million Square Feet of New Retail recruited to client communities in the last 5 years.

The Retail Coach has helped attract these retailers and restaurants - plus **hundreds** more - to our client communities.



Office Locations



The Retail Coach has been headquartered in **Tupelo, Mississippi** since being founded in 2000. Our corporate offices are located in the Historic Fair Park District in Downtown Tupelo.

To best serve our client communities across the country, we have additional regional offices in **Austin** and **Dallas, Texas**. These strategic locations provide our team with closer proximity to major site selection and brokerage offices, while allowing key access to major transportation hubs.



Project Approach

Retail360® Process



Moving beyond data to bring new retailers and restaurants to your community.



Retail recruitment is a process, not an event. Through our proprietary **Retail360® Process**, we offer a dynamic system of products and services that enable communities to expand their retail base and generate additional sales tax revenue.

The Retail360® Process identifies the strengths and weaknesses of your community to attract retail and highlights your community's advantage over competing cities. Through our multi-phase approach to recruiting new retailers, we're able to help communities build a long-term retail economic development plan.

Market-Based Solutions

We understand that every community has its own unique set of development needs. Therefore, we work with our clients to determine those needs and to offer custom, tailored solutions. Our strategies are data-driven and verified through our Retail360® Process.

On-the-Ground Analysis

Just as each client has their own set of needs, we know that each client has a unique position in the marketplace as it competes to recruit new retailers. We spend time in your community with leaders and stakeholders, which enables us to determine your market position and identify retailers that fit your community.

Action Plan for Retail Growth

We analyze, recommend, and execute aggressive strategies for pursuing the ideal retailers, as well as coaching our clients through the recruitment and development process. This partnership typically produces the best results when, together, we derive short-term and long-term strategies based on market data and opportunities.



What Makes Us Different

Our Team is **Your Team**

We take a **partnership approach and become an extension of your team.** Our clients are invited to participate in the recruitment process, allowing you to learn and expand your network.

We are **Flexible & Agile**

We have intentionally kept our team size optimal in order to keep the ability to adapt and change. This helps us continue to **develop new programs and lead through innovation.**

Always **Fully Transparent**

We track recruitment activity and prospect feedback in your **custom retail recruitment dashboard** and host monthly calls with your team to keep you updated on progress.

We **Avoid Conflicts** of Interest

We are not brokers, and **we do not have to answer to in-house agents looking for a commission.** Our interests are always in line with your vision and what's best for your community.

Experienced & **Connected**

We **pioneered the retail recruitment industry more than 20 years ago** and leverage more than two decades of experience and relationships to help drive retail growth in your community.

We use **Consistent** Project Teams

We do not have a sales team that hands you off to a face once the project begins. You will **keep the same point of contact from start to finish** to ensure a consistent, open line of communication.



Your
Project Team

Your Project Team

Leadership Structure



Day-to-Day Project Management



Charles Parker
Project Director

Charles oversees The Retail Coach projects in the Southeast, in addition to the SmallBiz360 and Training Programs. He is located in our Dallas office and will be the primary contact for the entirety for your project.

Leadership & Project Strategy



Kelly Cofer, CCIM
Founder & CEO



Aaron Farmer
President

With more than 50 combined years of retail development experience, Kelly and Aaron play an integral role in every project for The Retail Coach, including in-depth market analyses, recruitment strategies, and development plans for our clients.

Retailer Recruitment



Cary Everitt
Recruitment Specialist



Caroline Hearnberger
Recruitment Specialist

Cary and Caroline manage our relationships with national and regional retailers, brokers, site selectors, and developers. They execute our recruitment process, including the site submission process and retailer feedback.

Data & Market Research



Matthew Lautensack
Director of Research



Aiden Berry
Research Analyst

Matthew and Aiden use cutting-edge, GPS-based market data to pinpoint true opportunity in retail markets. They provide the latest retail trade area data and prepare our clients' market reports.

Administrative Support



Nancy Dees
Director of Finance



Katie Zuniga
Marketing Manager

Nancy and Katie support all projects by managing client invoicing and contract needs, as well as marketing, promotional, and graphic design support.

Key Staff Biographies



Charles Parker
Project Director

Charles brings more than seven years of experience in the fields of economic research and entrepreneurship to The Retail Coach. As Project Director, Charles oversees the retail recruitment process and leads his team to promote economic development in client communities. In this role, he works closely with local officials as well as retail site selectors, brokers, and developers. His work has led to the location of numerous regional and national brands to client communities, including Hobby Lobby, Marshall's, Five Below, Planet Fitness, Eggs Up Grill, Popeye's, Sonic, and Publix.

Prior to joining The Retail Coach, Charles served as Research Coordinator at Mississippi State University where he developed and executed research exploring economic impacts of tourism and outdoor recreation on municipalities. His work with local economies provides Charles with a unique understanding of the challenges communities face when trying to grow.

The McKinney, Texas native earned his Master of Business Administration and Master of Science degrees from Mississippi State University. Charles is an active member of the International Council of Shopping Centers and Main Street America, and is a frequent speaker at conferences, municipal leagues, and economic organizations.



Kelly Cofer, CCIM
Founder & CEO

C. Kelly Cofer leads The Retail Coach with more than 30 years of experience in all aspects of retail real estate and economic development. Kelly's professional background encompasses market research and site selection, advisory and leasing services, and property brokerage and development for leading national and regional retailers and restaurants in more than 150 cities throughout the United States. He has earned the prestigious Certified Commercial Investment Member (CCIM) designation from the Chicago-based Commercial Investment Real Estate Institute and attended the Economic Development Institute at the University of Oklahoma. Kelly holds a Bachelor of Science degree from Texas A&M University in College Station.



Aaron Farmer
President

With a degree in Marketing from The Mays Business School at Texas A&M University in College Station and an MBA from Texas A&M University – Commerce, Aaron brings to The Retail Coach knowledge of the most current research on retail and marketing trends. Prior to joining The Retail Coach, Aaron was employed in marketing research and retail development where he worked on projects for some of America's leading retailers and restaurants including FedEx, Kinkos, Sally Beauty Supply, Adidas, Concentra and the National American Association of Subway Franchises (NAASF). His expertise touches each step of a project from the initial trade area determination to the actual recruitment of retailers. Aaron is a sought after speaker for industry organizations throughout the country.

Key Staff Biographies



Caroline Hearnberger
Recruitment Specialist

With a Masters in Public Policy and Administration combined with almost 10 years in upper administration and project management, Caroline brings client oriented expertise to The Retail Coach. As the former experience as Director of International Services at Mississippi State University, she managed various international projects bringing a broader approach to The Retail Coach retail economic development recruitment methods.

Caroline loves learning about each new client and tailoring her recruitment and development strategies to fit those unique profiles. In the Recruitment Specialist role with The Retail Coach, Caroline is primarily responsible for spearheading the firm's retail recruitment nationwide. When not actively sourcing development opportunities for our clients, Caroline stays busy as a mom of two very active little girls with big personalities.



Cary Everitt
Recruitment Specialist

Cary joined The Retail Coach as an addition to the retail recruitment team. He comes from a background of almost 9 years in healthcare and retail management helping him gain exceptional relationship building skills and education in business development strategies. He is currently in the process of obtaining his Texas real estate license in order to expand his knowledge in the field, allowing him to offer the best guidance and assistance to all current and future clients alike. The main focus for Cary at The Retail Coach is to identify and recruit interested restaurants and retailers to client communities contributing to market growth and expansion.



Matthew Lautensack
Director of Research

New York native, Matthew Lautensack, brings a specialization in critical theory and technology integration to The Retail Coach team. A philosopher and self-taught programmer, Matthew is efficient in user experience, digital platform design, e-commerce, automation, digital advertising, GIS, and is a tremendous asset to our staff. During his tenure at The Retail Coach, he has brought efficiency to the operational processes, through automation, streamlining, and systematizing internal workflows. He was also the principal developer on a number of new products and services we are offering today. Prior to joining The Retail Coach, Matthew was the Director of Information Technology at a natural soap company based out of upstate New York.



Your Project Team

Instructor & Speaker Experience

As the pioneer of proactive retail recruitment and development services,

The Retail Coach team is frequently sought after for speaking engagements and instructor roles for conferences, trainings, basic economic development courses, and other industry events.

Here are a few of the events and courses in which our team has recently presented:

IEDC: Basic Economic Development Course (TX, AR, CO)

Session Title: "Retail Recruitment in Economic Development"

National League of Cities: Small Cities Conference

Session Title: "Small Cities, Big Demand"

Southern Municipal Leagues: Annual Conference

Session Title: "Building the Right Retail Recruitment Strategy"

EDC of Colorado: Drive | Lead | Succeed Conference

Session Title: "Retail is Changing...Is Your Community Ready?"

Main Street America: Main Street Now! Conference

Session Title: "Business Attraction & Retention Strategies"

Stand Up Rural America: Annual Conference

Session Title: "The Reality of Rural Retail Recruitment"

Illinois Financial Forecast Forum: Annual Conference

Session Title: "Dynamic Trends in the Retail Environment"

International Council of Shopping Centers: RECON

Session Title: "Developers & Retailers: The New Power Couple"





The Retail Coach: **Approach**



Understanding your true customer base is critical to quantifying the demand for new retail and restaurant development. The Retail Coach uses real data **collected from actual customers** in your community to analyze trade area boundaries, competitive markets, and leakage. This high confidence data allows our team to “tell your story” and show potential investors why they need to be in your market.

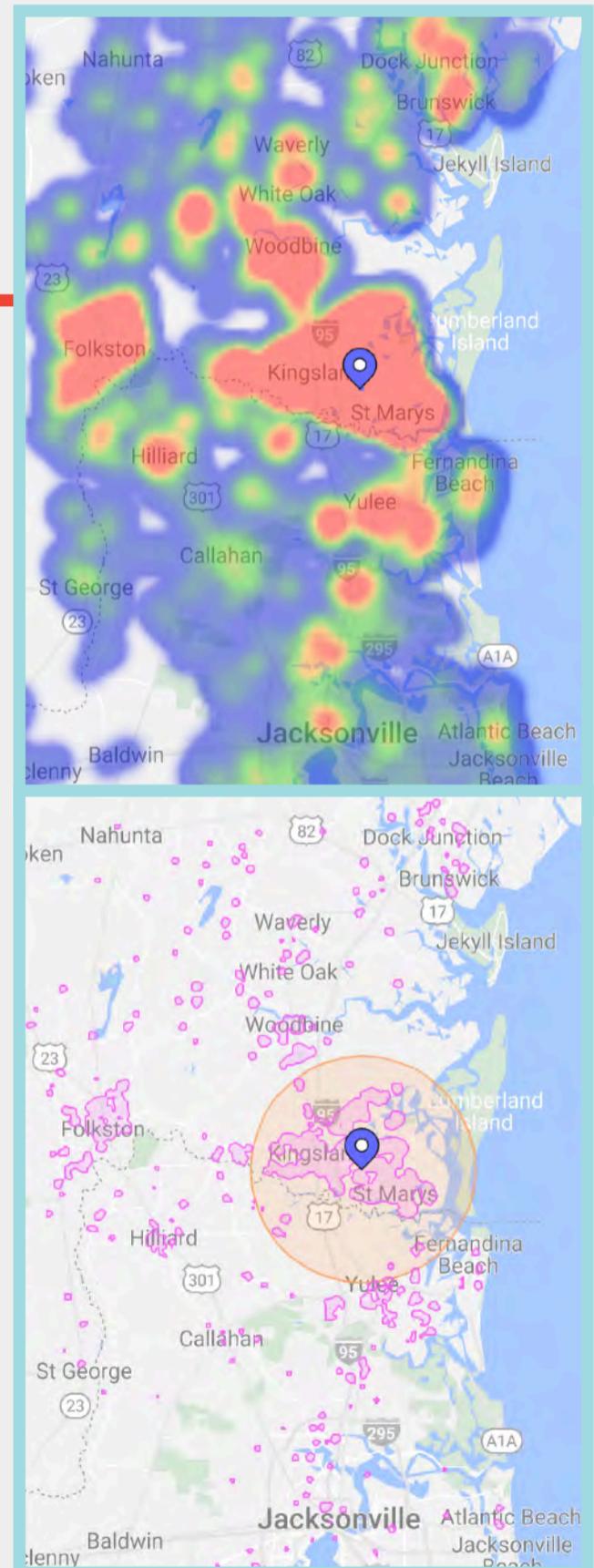
High Impact **Mobile Location Data** Analysis

Case Study: Mariner's Point Shopping Center

We explore the top 90% of Consumer Foot Traffic (collected via mobile location data) to analyze where consumers are regularly traveling from to shop in the Camden retail market.

These maps depict the home locations of consumers shopping at the Walmart-anchored Mariner's Point Shopping Center over the last 12 months. When overlaid with a 10-mile radius, consumer distribution illustrates the regional draw this shopping node has. Kingsland appears to be a primary shopping destination for many residents of Folkston, but also draws a significant number of customers from Yulee and Woodbine. **Using a simple radius demographic analysis would under-represent the market that this Walmart and adjacent retailers are serving.**

A strong retail recruitment strategy will illustrate to potential investors how the area serves a much wider customer base than just a radius or a drive time - and mobile location data is a great tool to utilize to help change existing (and likely antiquated) impressions of a retail market.



Determining Retail Opportunity

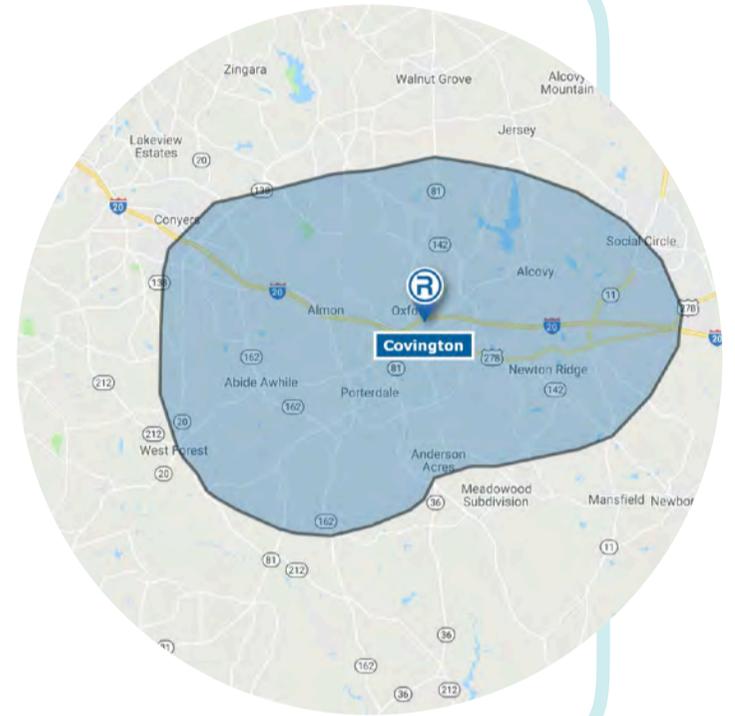


The Retail Coach will perform extensive market research and analysis to evaluate the local retail market. This “macro” to “micro” approach enables The Retail Coach to analyze competitive and economic forces that may impact the community's retail recruitment and development plan.

Custom Retail Trade Area Analysis:

The Retail Trade Area is the geographical area from which the community's retailers derive a majority of their business. It is the foundational piece of the retail plan and its accuracy is critical.

The Retail Coach will create custom-drawn retail trade areas for your community based on cell phone mobile location/GPS data from shoppers as well as on-the-ground analysis from The Retail Coach team.



Trade Area Determinations

Custom, drive-time, and radial retail trade areas will all be analyzed

Demographic Profile Analysis

Full Demographic profiles for all RTAs, County, and your community

Psychographic Profile Analysis

Full Tapestry profiles for all RTAs and your community

Competing Community Analysis

Overview of competing markets and competitive advantages

Peer Community Analysis

Overview of similar retail markets and potential for growth

Retail Leakage Analysis

Gap analysis of supply & demand, includes Pull Factor (Leakage Index)

Retail Demand Outlook

Expenditures by sector, with expected growth projections

Retail Expenditures Analysis

Breakdown of expenditures and spending potential, by sector

Consumer Spending Report

Patterns and Marginal Propensity to Spend for Consumers in the market

I-95 Traveler Impact Analysis

Explores impact of travelers from other areas on the local market

Identifying Development Opportunity



Retail site selection has evolved from an art to a science – brands are making decisions based on hard data and strict parameters based on past performance of existing locations. Those parameters and site criteria set up expectations for communities looking to recruit them, but can also serve as an indication of where communities need to invest their resources.

Retail Real Estate Analysis:

The Retail Coach will review the existing real estate market and execute a **Highest & Best Use Analysis** of the key retail corridors in your community. This will identify key sites in the area that are prime for development or redevelopment, and help the County begin to strategize where resources need to be allocated to best position the County for new retail and restaurant recruitment.

Retailers are interested not only in the market data on your community, but also in evaluating all available property vacancies and sites that fit their location preferences. The Retail Coach will identify priority retail vacancies and development/redevelopment sites to market.

The Retail Coach will create a **Retail Site Profile** for each identified vacancy and site with current site-specific information, including:

- Location
- Aerial photographs
- Site plan
- Demographic profile
- Property size and dimensions
- Traffic count
- Appropriate contact information

In-line & Pad Sites in New Walmart Development 2873 Service Road | Ceres, CA 95351

Property Features

- Direct access from Highway 99 with more than 104,000 vehicles per day
- Adjacent to regional Ceres Gateway development (in development)
- High visibility and accessibility from Highway 99, Mitchell Rd, and Service Rd

Site Demographics

Retail Pads & Shop Spaces Available Highway 99 & Mitchell Road | Ceres, CA

Property Features

- Proposed Super Walmart across street - Bidg permits issued Feb. 2019
- Mitchell Road interchange access with new interchange planned at Service Road
- 1,100 linear feet of Highway 99 frontage
- 85' freeway pylon sign planned
- New signalized entry into project on Mitchell Road
- High traffic counts on Hwy 99 with great positioning between south Modesto and Turlock

Demographics				
Trade Area	3 mile	5 mile	10 mile	
Est. Population	250,049	57,541	129,512	416,058
Avg. HH Income	\$76,143	\$73,550	\$71,472	\$79,573

TheRetailCoach. PO Box 7272 | Topsho, MS 38802
800.851.0062 | www.thetailcoach.com

Identifying Retailers for Recruitment



The Retail Coach is the first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities. More than 20 years and over 650 projects later, the recruitment of retailers remains our primary focus and the primary metric of success – and starting with a strong prospect list sets a strong foundation for attracting new retail.

Target Retailer & Restaurant Match List:

The Retail Coach will target national and regional retail brands that are a good “fit” for the community. This means that we take into account several factors...

- What type of consumers are in the market, bases on the Retail Trade Area population, demographics, and psychographics.
- Which sectors are not currently meeting demand and therefore have a high leakage index, or have projected demands that will require new business additions to meet.
- Current and future corporate strategies for brand expansion and new locations in the region, specific to Georgia & Florida.
- Available real estate locations and vacancies that are attractive, and attainable for specific uses/concepts.
- Peer Community Analysis results that indicate the your market would support a specific brand or concept.

five BELOW



Marshalls

EGGS UP GRILL



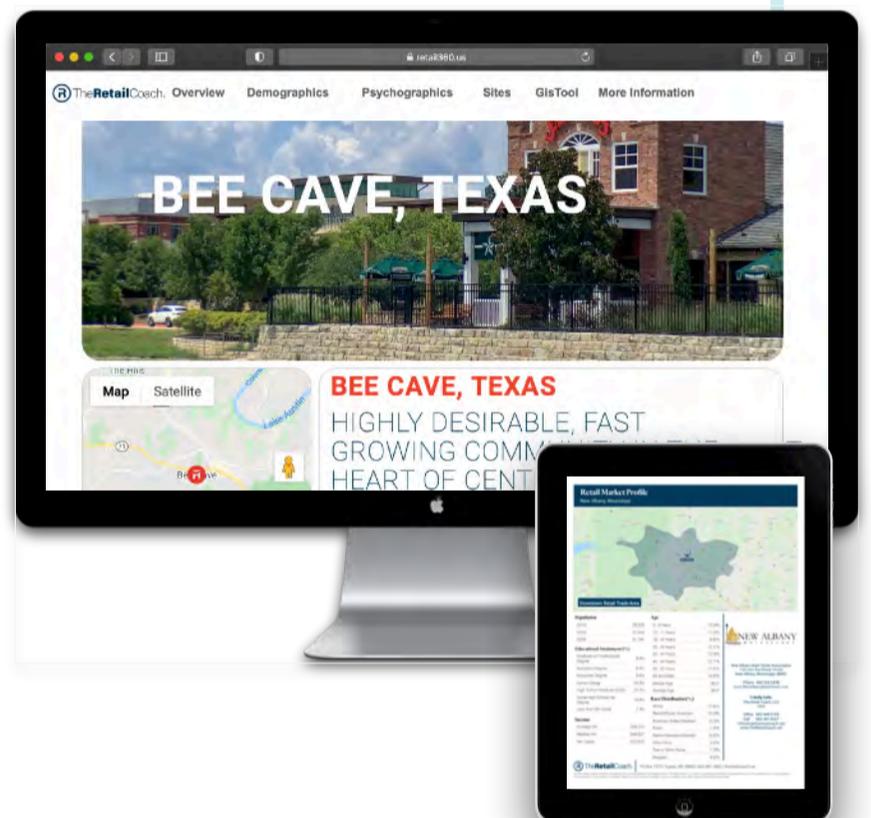
Publix



To attract targeted retailers, the most critical step is to provide accurate and current community data and site-specific information on available opportunities. It is important that this marketing information positively reflects the community's attributes and brand to site selectors, real estate brokers, and developers, because it is essential in making initial decisions about locating in the community.

Online **Retail Dashboard**

The Retail Coach will create a Retail360® Retail Dashboard for your community, which will be available for **visual presentation and easy downloading** of all data sets and marketing information. With a few clicks, retailers, brokers and developers can learn about your community's retail potential like never before.



Retail **Market Profile**

The Retail Coach will develop a Retail Market Profile tailored to the specific needs of targeted retailers' essential site selection and location criteria for your community. **The profile serves as a community introduction**, and includes: Retail Trade Area map, location map, traffic count, demographic profile summary, appropriate logo and contact information.

Developer & Retailer-Specific **Opportunity Packages**

In addition to the more general Retail Market Profile, an Opportunity Package is **developed to send specifically to developers, real estate departments, or brokers for individual retailers**, and highlights the market characteristics and site availabilities that align with their retail site needs.

Recruitment of Retailers & Developers



The Retail Coach was the first national retail recruitment firm to introduce direct retailer and developer recruitment services specifically for municipal clients. **Twenty years and 650+ projects later, the recruitment of retailers remains one of the primary metrics of success.** Today, our experience has proven that a community must move beyond just gathering data sets, and proactively recruit retail to achieve their development goals.

Retailer & Developer Recruitment

The Retail Coach will actively recruit retailers on your behalf. Our retailer recruitment process includes:

- Introductory emails and retail market profile are sent to each targeted retailer.
- Personal phone calls are placed to measure interest level.
- Personal emails and retailer feasibility packages are sent to each targeted retailer.
- Personal emails and retail site profiles for prime vacancies are sent to the appropriate targeted retailers.
- Personal emails are sent to inform targeted retailers of significant market changes.
- Personal emails are sent to decision makers once per quarter to continue seeking responses regarding their interest level in the community.
- A retailer status report is provided with each retailer's complete contact information and comments resulting from recruitment activities.

Retail Industry Conference Representation

We help communities connect with retailers and developers at retail conferences such as the annual ICSC Recon Conference and other regional events.

More than just, "having conversations on your behalf", we will help your team prepare for the event, attend the event with your team, and even work to set up meetings with key contacts for your team. We want all of our clients to be as **involved in the process** as they like to be, and growing your network at these events can be beneficial to ultimate, long-term success.



Downtown Revitalization



Over the last twenty years, Main Street and its local retailers and restaurants have faced an incredible increase in competitive pressures. The evolution of e-commerce, the proliferation of “big box” retail expansion, and the trend in ever-increasing cost-to-do business across the country have all left our small businesses in a position of disadvantage. As a result, The Retail Coach has developed an approach to guide, assist, and execute omni-channel solutions for small businesses

Downtown Business Workshops

Most business owners do not have the time or resources to teach themselves how to develop and maintain a competitive strategy in today's omni-channel retail environment. Our team will host workshops and directly engage with small business owners to educate them on ecommerce, their target market, and specific retail opportunities.

New Program: SmallBiz360

The Retail Coach has created a comprehensive program that will assist small businesses to better identify their target market, better understand who their customers are and the products they demand and, most importantly, reach their customers through a practical, omni-channel approach.

The key component of this program is the **development of e-commerce platforms** for existing, local business owners looking to take the next step for their business. The SmallBiz360 Program can be a standalone option, or included as part of a community's comprehensive retail development plan.



Coaching & Ongoing Support



We aim to partner with communities on a long-term basis and understand clear communication and a team approach are the foundation of a strong partnership. Our team is available when clients have questions, new ideas, or just need to brainstorm new strategies. We will workshops and strategy sessions to ensure all stakeholders are informed and empowered to create long lasting impacts on the market.

Community Leadership **Strategy Sessions:**

The Retail Coach will conduct at least 2 meetings with the core leadership team in the community to review market study findings, implications, and next steps.

Ongoing **Support:**

The Retail Coach will conduct a work session to discuss strategies, case studies, and other resources to assist the project team with local initiatives, including "keeping it local", incentive programs, marketing support, and niche retail development strategies.





The Retail Coach: **Experience**



After contracting with another retail recruitment firm for three years, the City of Gastonia entered into a partnership with The Retail Coach in 2019. Project team availability, responsiveness, and visibility have been key attributes of The Retail Coach that have stood out to staff during their time on The Retail Coach team.

The recruitment team at The Retail Coach is continuing to find and market to new concepts for Gastonia to attract - similar to Eggs Up Grill, which recently announced a coming location in Gastonia.

Contact:

Cody Gibson
Economic Development Specialist
City of Gastonia, North Carolina
codyg@cityofgastonia.com
980-677-2073



The City of Camden has been a client community of The Retail Coach since 2017. During this time, The Retail Coach has provided the data, support, and retail recruitment efforts that have assisted the City in several critical redevelopment projects resulting in the recruitment of Marshalls, Hobby Lobby, Five Below, and Eggs Up Grill.

In addition to recruitment success, Camden benefited from The Retail Coach market study and partnership in other ways. In 2019, The Retail Coach arranged a partnership with Cardno which resulted in the City receiving a \$300,000 Brownfield Grant.

Contact:

Suzi Sale
Economic Development Director
City of Camden, South Carolina
ssale@camdensc.org
803-420-7882



In the Fall of 2019, Halifax County issued a Request for Proposals for a Market Analysis of Exit 171 & 173 of Interstate 95. The Retail Coach was selected and executed a comprehensive study of the existing businesses and potential for new tenants.

Due to the success of the partnership and feedback of local stakeholders, the Halifax County Economic Development Council extended the agreement with The Retail Coach to create an ongoing partnership to assist with the next steps of business recruitment and development.

Contact:

Cathy Scott
Executive Director
Halifax County EDC, North Carolina
cathyscott@halifaxdevelopment.com
252-519-2630



NEWTON COUNTY

**INDUSTRIAL DEVELOPMENT
AUTHORITY**

Newton County has been a client of The Retail Coach since 2016. As the County's retail recruitment partner, The Retail Coach has provided the data and recruitment support for numerous new developments, including the new Covington Town Center currently under development.

The Retail Coach focuses on creative retail market analysis and industry trade show representation for Newton County, specifically the ICSC Atlanta Deal Making Conference, where we set up and attend target retailer meeting with Newton County staff.

Contact:

Serra P. Hall
Director of Commercial Development
Newton County IDA, Georgia
skphillips@selectnewton.com
770.786.7510



"The Retail Coach is **hands-down one of the best consultant teams of any kind that our team has had the pleasure of working with.** Their extensive expertise and nationwide connections with site selectors, developers, and major chains have opened up new doors for the City, allowing us to take our recruitment efforts to the next level and collaborate with brands that hadn't previously considered our market.

They work as an extension of our staff, anticipating needs and freeing up in-house staff time. **I can't recommend the Retail Coach highly enough."**

Chenin Dow: Economic Development Manager (Lancaster, California)

"Thank you for Gallatin's partnership with The Retail Coach. Charles Parker and his team have **been very beneficial in helping my development find retail tenants.** We have currently signed [multiple tenants] with their help and guidance."

Brad Jolly: Developer (Gallatin, Tennessee)

"The Retail Coach has **truly been the teammate I needed to achieve our goals in the retail and commercial sector.** Their always-prompt response and ability to use data to support quality development and foster long lasting relationships have made a difference in our connections and community. The Retail Coach staff has been an outstanding extension of our office and our community."

Serra Hall: VP, Project Development (Newton County, Georgia)



"As a customer of The Retail Coach I have witnessed first-hand success with Aaron Farmer and his skilled team. The staff at **The Retail Coach delivers the knowledge, skill, and rapport necessary to recruit retail** into regions seeking progression, all while taking the difficulty away from the municipalities. They are a strong catalyst in retail expansion for any community that is looking for increased economic growth."

Sean Overeynder: City Manager (Lamesa, Texas)

"After visiting our city, **The Retail Coach staff were able to quickly recognize the challenges of our rapidly growing community and identify submarkets for retail attraction.** The time they spent in the community and surrounding areas, meeting with community representatives and really working to understand our retail challenges, made the difference."

Michelle Hill: Economic Development Director (Firestone, Colorado)

"For years I researched firms to help me with retail development and The Retail Coach continued to surface as the best choice provider. Over and over again I heard about their 'service after the sale.' This was important. You see a lot of firms can run data and put together fancy reports. What allows The Retail Coach to stand out is their coaching. A tool is useless unless someone 'coaches' you on the best way to utilize it. **When you hire The Retail Coach you are not just buying data, you are hiring a coach to help you with your retail development needs.** I highly recommend them to any community seeking to effectively recruit retail development."

Dave Quinn: Economic Development Manager (Fairview, Texas)



"The Retail Coach organization has a **proven track record of accurately portraying a community, providing the information needed to help prospective retailers see the community**. They are well respected among retail chains and retail site locators. They take the time to visit the community- boots on the ground if you will and they will visit with retailers and learn all they can about the community before publishing their work. Another factor in this is the company is constantly seeking out new technology to improve their results- they have the tools and the talent."

Charlie Smith: Former Executive Director (Mount Pleasant, Texas)

"We chose to work with The Retail Coach because the City wanted to help direct the type of retail coming to the City, helping to ensure it meets demands and fills a need. The Retail Coach also provides a strong local component, **assisting our existing, local retail establishments to respond to today's competitive environment** so they too can thrive."

Steve Brodsky: City Manager (Xenia, Ohio)

"We were pleased that The Retail Coach does not apply a 'one size fits all' approach to retail growth. **Their team has a national reputation for adapting tried and true strategies to suit the individuals needs and unique characteristics and in the communities in which they work.** Beyond that, The Retail Coach's team develops long term relationships with their clients which extends well past the performance period of their professional services contracts. We expect that when The Retail Coach's work in Laramie is complete, we and our partners will be emboldened to take on complex retail issues, but if we hit a snag along the way, The Retail Coach's team will be just a call or text away.

Sarah Reese: City Manager (Laramie, Wyoming)



Cost Proposal:
**Comprehensive Retail
Recruitment Strategy**

Comprehensive Retail Recruitment Strategy

Deliverables & Responsibilities



Analyzing the Market

Retail Trade Area (RTA) Map based on Mobile Location Technology
Retail Trade Area & Community Demographic Profiles (Historical, Current, and Projected)
Retail Trade Area Psychographic Profiles
Daytime Population Summary

Determining Retail Opportunities

Retail Gap Analysis
Retail Demand Outlook

Identifying Development Opportunities

Community-wide sites inventory
Highest & Best Use Analysis of priority sites/vacancies
5 Retail Site Profiles

Identifying Retailers & Developers for Recruitment

Target list of priority retail prospects

Marketing & Branding

Indiantown Retail Market Flyer (RMF)
Retailer Feasibility Packages
Developer Opportunity Package
Online Retail360 Dashboard
Interactive Site Mapping with Preloaded Sites

Recruiting Retailers & Developers

Proactive Retail Recruitment & Recruitment Updates
Retail Industry Conference Representation
Live Retail Recruitment Tracking Platform

Retail Retention & Community Engagement

Retail Workshop

Retail Coaching

Ongoing Coaching & Project Management

Project Costs & Timeline



Comprehensive Retail Recruitment Strategy

\$33,000

(Not to Exceed Amount)

Project Timeline



Work Fees

The duration of this agreement is twelve (12) months, with a fee for completion of outlined work of **\$30,000**, payable in two installments:

- a) \$15,000 upon execution of the agreement;
- b) \$15,000 at 180 days after execution of agreement.

The Village of Indiantown may elect to extend the agreement for a total fee of \$25,000 per 12 month extension period.

Reimbursable Project Expenses

It is estimated that reimbursable expenses will be approximately \$3,000 (not to exceed amount). Reimbursable expenses include:

- a) All travel costs;
- b) Cost of special renderings and maps, if any;
- c) Cost of copies for reports and maps/drawings; and
- d) Cost of shipping expenses, if any.

*All Work Fees and Project expenses are payable within 30 days after receipt of the expense invoice. The Retail Coach will provide a digital copy of the deliverables.



Contact Information:

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Charles Parker
Project Director
cparker@theretailcoach.net
662.231.9078



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800.851.0962 | THERETAILCOACH.NET | AUSTIN, TEXAS · TUPELO, MISSISSIPPI

VILLAGE OF INDIANTOWN, FLORIDA
STANDARD CONTRACT ADDENDUM

THIS STANDARD CONTRACT ADDENDUM is made and entered into this 11th day of March, 2021, by and between the VILLAGE OF INDIANTOWN, a Florida municipality, hereinafter referred to as the “Village”, and The Retail Coach, hereinafter referred to as “Contractor”, concerning that certain agreement entitled The Retail Coach, LLC, dated March 11, 2021 (“Agreement”).

WITNESSETH:

WHEREAS, Section 119.0701, Fla. Stat., requires that certain public agency contracts must include certain statutorily required provisions concerning the contractor’s compliance for Florida’s Public Records Act; and

WHEREAS, Section 768.28, Fla. Stat., sets forth certain mandatory limitations on indemnification and liability for Florida public agencies; and

WHEREAS, Florida law requires that public agency contracts be subject to non-appropriation and thereby contingent upon appropriation during the public agency’s statutorily mandated annual budget approval process.

NOW, THEREFORE, in consideration of the covenants set forth herein, the parties agree to this addendum as follows:

1. Amendment. This Addendum hereby amends and supplements the terms of the Agreement. In the event of a conflict between the terms of the Agreement and terms of the Addendum, the terms of the Addendum shall prevail.

2. Public Records Compliance. Contractor agrees that, to the extent that it may "act on behalf" of the Village within the meaning of Section 119.0701(1)(a), Florida Statutes in providing its services under this Agreement, it shall:

- (a) Keep and maintain public records required by the public agency to perform the service.
- (b) Upon request from the public agency’s custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
- (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.

- (d) Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the Village's custodian of public records, in a format that is compatible with the information technology systems of the Village.
- (e) Pursuant to Section 119.0701(2)(a), Fla. Stat., IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: Susan A. Owens, MPA, MMC, Village Clerk, (772) 597-8268, sowens@indiantownfl.gov, P.O. Box 398, Indiantown, Florida 34956.

3. Public Records Compliance Indemnification. Contractor agrees to indemnify and hold the Village harmless against any and all claims, damage awards, and causes of action arising from the contractor's failure to comply with the public records disclosure requirements of Section 119.07(1), Florida Statutes, or by contractor's failure to maintain public records that are exempt or confidential and exempt from the public records disclosure requirements, including, but not limited to, any third party claims or awards for attorneys' fees and costs arising therefrom. Contractor authorizes the public agency to seek declaratory, injunctive, or other appropriate relief against Contractor in Martin County Circuit Court on an expedited basis to enforce the requirements of this section.

4. Compliance/Consistency with Section 768.28, Fla. Stat. Any indemnification or agreement to defend or hold harmless by Village specified in the Agreement shall not be construed as a waiver of Customer's sovereign immunity, and shall be limited to such indemnification and liability limits consistent with the requirements of Section 768.28, Fla. Stat. and subject to the procedural requirements set forth therein. Any other purported indemnification by Village in the Agreement in derogation hereof shall be void and of no force or effect.

5. Non-appropriation. Village's performance and obligation to pay under this Agreement is contingent upon an appropriation during the Village's annual budget approval process. If funds are not appropriated for a fiscal year, then the Contractor shall be notified as soon as is practical by memorandum from the Village Manager or designee that funds have not been appropriated for continuation of the Agreement, and the Agreement shall expire at the end of the fiscal year for which funding has been appropriated. The termination of the Agreement at fiscal year end shall be without penalty or expense to the Village subject to the Village paying all invoices for services rendered during the period the Agreement was funded by appropriations.

6. Venue and Jurisdiction. Notwithstanding any of other provision to the contrary, this Agreement and the parties' actions under this Agreement shall be governed by and construed under the laws of the state of Florida, without reference to conflict of law principles. As a material condition of this Agreement, each Party hereby irrevocably and unconditionally: i) consents to submit and does submit to the jurisdiction of the Circuit Court in and for Martin County, Florida for any actions, suits or proceedings arising out of or relating to this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this instrument on the days and year indicated below and the signatories below to bind the parties set forth herein.

Contractor:



Print Name: Aaron B. Farmer

Title: President

Company: The Retail Coach, LLC

Village of Indiantown



Print Name: Howard W. Brown, Jr.
Village Manager