



Orange County Government

Orange County
Administration Center
201 S Rosalind Ave.
Orlando, FL 32802-1393

Legislation Text

File #: 25-928, **Version:** 1

Interoffice Memorandum

DATE: June 11, 2025

TO: Mayor Jerry L. Demings and County Commissioners

THROUGH: Carla Bell Johnson, AICP, Deputy County Administrator

FROM: Vicki Landon, Administrator Arts and Cultural Affairs Office

CONTACT: Vicki Landon, Administrator Arts and Cultural Affairs Office

PHONE: 407-836-3873

DIVISION: Arts and Cultural Affairs

ACTION REQUESTED:

Approval and execution of Agreement between Orange County, Florida and The 4R Foundation, Inc., N/K/A 4ROOTS FOUNDATION, INC. (4ROOTS FARM CAMPUS 1101 North John Young Parkway, Orlando, FL 32804). (Arts and Cultural Affairs Office)

PROJECT: The 4R Foundation, Inc., N/K/A 4Roots Foundation, Inc. (4Roots Farm Campus 1101 North John Young Parkway, Orlando, FL 32804)

PURPOSE: On November 29, 2016, the Board adopted Ordinance No. 2016-30 ("Ordinance"), which amended the County's Tourist Development Plan to authorize funding from available unallocated Tourist Development Tax (TDT) revenue for legally authorized capital projects and events pursuant to a grant application process set forth in Section 25-147 of the Orange County Code (Code). Pursuant to the Ordinance, on October 31, 2017 the Board adopted Resolution No. 2017-M-44, which established the Tourist Development Tax Application Review Committee (ARC) to serve in an advisory capacity to the Board by evaluating applications for excess TDT revenue funding pursuant to established application review criteria and to make recommendations on same.

At the September 13, 2024, ARC meeting, the ARC considered an application from The 4R Foundation, Inc., N/K/A 4Roots Foundation, Inc. for excess TDT revenue and performed an evaluation of the proposal. The 4R Foundation, Inc., N/K/A 4Roots Foundation, Inc. requested up to \$12,000,000 for the construction of two auditoriums on the 4Roots Farm Campus (the "Auditoriums" and collectively, the "Auditorium Project"), all of which are authorized expenditures pursuant to the Local Option Tourist Development Act, §125.0104, Florida Statutes (2024). Following its evaluations

of the grant application, the ARC approved recommending the funding request to the Orange County Tourist Development Council (TDC).

On September 27, 2024, the TDC recommended the funding request to the Board. Then, on October 29, 2024, the Board approved the funding request recommended by ARC and TDC and directed staff to develop funding agreements. The 4R Foundation, Inc., N/K/A 4Roots Foundation, Inc. has executed the agreement, which will allow The 4R Foundation, Inc., N/K/A 4Roots Foundation, Inc. to access these previously granted funds which are Board approved. The use of TDT revenues for auditoriums and museums is authorized pursuant to section 125.0104(5)(a)1.b. and c., Florida Statutes, respectively. If approved, the Comptroller will disburse TDT funds in accordance with the terms of the funding agreement.

BUDGET: N/A

AGREEMENT
between
ORANGE COUNTY, FLORIDA
and
THE 4R FOUNDATION, INC., N/K/A 4ROOTS FOUNDATION, INC.

(4ROOTS FARM CAMPUS
1101 North John Young Parkway, Orlando, FL 32804)

THIS AGREEMENT, made and entered into as of the date of last execution below, by and between ORANGE COUNTY, a charter county and political subdivision of the State of Florida, (“**County**”), and THE 4R FOUNDATION, INC., N/K/A 4ROOTS FOUNDATION, INC., a not-for-profit corporation organized and existing under the laws of the State of Florida (“**4Roots**”).

WITNESSETH:

WHEREAS, the County currently collects the tourist development taxes authorized by Section 125.0104(3)(c), (d), and (m), Florida Statutes (“**Tourist Development Tax**” or “**TDT**”) and authorized uses of such Tourist Development Tax include the construction of auditoriums that are publicly owned but are operated by not-for-profit organizations and open to the public within the county in which such tax is levied; and

WHEREAS, on November 29, 2016, the Orange County Board of County Commissioners (“**Board**”) adopted Ordinance No. 2016-30, as amended from time to time (“**Ordinance**”), which amended the Tourist Development Plan to authorize funding from legally available unallocated TDT revenue for legally authorized capital projects and events pursuant to a grant application process set forth in Section 25-147 of the Orange County Code (“**Code**”) which grant applications would be considered by the County’s TDT Application Review Committee (“**ARC**”); and

WHEREAS, one of the requirements in the FY 2024 – FY 2028 TDT ARC funding application was that the request had to be for a capital project for a dollar amount in excess of \$2 million and up to and including \$15 million toward a project for the acquisition, construction, expansion, enlargement, renovation, and equipping of eligible facilities; and

WHEREAS, 4Roots applied for TDT capital funding in the amount of Twelve Million Dollars (\$12,000,000.00) for the construction of two auditoriums on the 4Roots Farm Campus (the “**Auditoriums**” and collectively, the “**Auditorium Project**”), all of which are authorized expenditures pursuant to the Local Option Tourist Development Act, § 125.0104, Florida Statutes (2024); and

WHEREAS, 4Roots is a Florida not-for-profit corporation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the property upon which the Auditoriums sit (“**Auditorium Property**”) is owned by the City of Orlando (“**City**”); and

WHEREAS, on July 16, 2020, the City and 4Roots entered into a lease for the Auditorium Property, which was amended on June 10, 2024, pursuant to which the City specifically authorized 4Roots to apply for TDT ARC funding for the Auditorium Project; and

WHEREAS, on September 13, 2024, the ARC recommended approval of 4Roots’ application to the Tourist Development Council (“**TDC**”); and

WHEREAS, on September 27, 2024, the TDC recommended approval of 4Roots’ application; and

WHEREAS, on October 29, 2024, the Board approved the ARC grant recipients, including 4Roots’ Auditorium Project, subject to the execution of a funding agreement containing certain specific terms before the end of Fiscal Year 2025.

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein, the County and 4Roots agree as follows:

1. Recitals. The recitals set forth above are true and correct and are incorporated herein and made a part of this Agreement.

2. County Contribution. Subject to all terms and conditions set forth in this Agreement, the County agrees to contribute a total aggregate amount not to exceed Twelve Million Dollars (\$12,000,000.00) solely from Fiscal Year 2024-2028 Excess TDT Revenue (“**County Contribution**”). For purposes of this Agreement, “Excess TDT Revenue” shall mean those TDT revenues appropriated by the Board in 2024 in the amount of \$15,000,000.00 per year beginning in Fiscal Year 2024 through Fiscal Year 2028 for capital projects that apply for and are recommended for funding from the ARC pursuant to Section 25-147 of the Code.

3. Restrictions on Use of County Contribution. 4Roots shall use the County Contribution only to pay for capital costs associated with the construction of the Auditoriums as described in 4Roots’ “Orange County Tourist Development Tax Grant Application dated April 30, 2024” (the “**Grant Application**”) and attached hereto as **EXHIBIT “A”**. Capital costs shall include construction; design and engineering expenses; and furnishings, fixtures and equipment related to the scope of the Auditorium Project. *The County Contribution shall not be used for construction cost overruns; operating costs; or maintenance costs of any type whatsoever in connection with the construction or operation of the Auditoriums.* Furthermore, the County Contribution shall not be used or pledged to secure any debt whatsoever.

4. Limitations on County's Obligation. The County's obligation to make the County Contribution shall not constitute a lien on Tourist Development Taxes and will not be on parity with any existing or future debt of the County. The obligations of the County under this Agreement are limited solely to Excess TDT Revenue and no general fund revenues or other funds whatsoever of the County are obligated. Nothing provided herein shall obligate or require the County to levy any ad valorem taxes, fees, or assessments whatsoever. This Agreement and

any payments provided for in this Agreement are contingent upon the availability of Excess TDT Revenues derived from the tax levied under Section 25-136 of the Code and made available under Section 25-147 of the Code to make the payments hereunder. The County shall not cause such Excess TDT Revenues to be unavailable as a result of dilution of the funds made available through the application process set forth in Section 25-147 of the Code through funding other projects through such process.

5. Disbursement of County Contribution. The County Contribution shall be disbursed according to the schedule set forth below after 4Roots submits: (1) proof to the County's satisfaction that at least eighty percent (80%) of all non-TDT funding necessary to complete the Auditorium Project, in this case, \$9,904,488.00 (the "**Outside Funds**"), has been raised; and (2) proof of valid design, architectural, or construction costs with certification from the Architect that work invoiced has been satisfactorily performed and signed by an authorized representative of 4Roots and accompanied by invoices or receipts evidencing completion of work in substantially the form of the cost requisition attached hereto as **EXHIBIT "B."** All such proof of Outside Funds and cost requisitions shall be submitted to the County Administrator or designee with a copy to the Orange County Comptroller ("**Comptroller**") at the notice address set forth in Section 9 herein. After review and approval of the Outside Funds and, subsequently, each requisition, the County Administrator or designee shall instruct the Comptroller to make payment to 4Roots within 20 business days thereafter.

Upon approval of the Outside Funds and, subsequently, requisition(s) by the County Administrator or designee, the Comptroller is authorized to disburse the County Contribution to 4Roots according to the following installment schedule:

- (a) Not to exceed \$3,000,000.00 in the aggregate before October 1, 2025; and
- (b) Not to exceed \$6,000,000.00 in the aggregate before October 1, 2026;
- (c) Not to exceed \$9,000,000.00 in the aggregate before October 1, 2027; and
- (d) Not to exceed \$12,000,000.00 in the aggregate on or after October 1, 2027.

No later than 45 days following a disbursement for unpaid invoices, 4Roots shall provide the County with evidence of payment demonstrating that any such invoice was paid.

6. Commemorative Plaque. Upon completion of the construction of the Auditorium Project, 4Roots agrees that a plaque shall be prominently displayed on the Auditoriums acknowledging the names of the Orange County Mayor and Board of County Commissioners and their contribution to the construction of the Auditorium Project.

7. 4Roots Representations and Obligations. 4Roots has represented that it has received a determination from the Internal Revenue Service that it meets the requirements of Section 501(c)(3) of the Internal Revenue Code and hereby represents that it is in material compliance with the terms of such determination. 4Roots shall (i) maintain its 501(c)(3) status during the term of this Agreement; (ii) diligently proceed with the construction of the Auditoriums in a financially responsible and commercially reasonable manner; (iii) use the

Auditoriums as described in the Grant Application; and (iv) shall comply with all federal, state, and local laws, ordinances, rules and regulations relating to the construction, funding, operation and maintenance of the Auditoriums and the Auditorium Project.

8. 4Roots Audit. The County and the Comptroller (or designee) shall have the right to audit for compliance with the terms, conditions, obligations, limitations, restrictions and requirements of this Agreement, the use of the County Contribution for the repair, remodeling, and improvement of the Auditoriums. Such right shall extend for a period of five (5) years after completion of the Auditorium Project. 4Roots agrees to provide reasonable assistance in providing documents, materials, data, information and records to the County and the Comptroller or designee in the performance of these audits as requested by the Comptroller or County during the course of this contract and the aforementioned five (5) years after the final completion of the Auditorium Project. In those situations where records have been generated from computerized data (whether mainframe, mini-computer, or PC based computer systems), the Comptroller's representatives shall be provided with extracts of data files in computer readable format on data disks or suitable alternative computer exchange formats. Such activity shall be conducted during normal business hours.

9. Notices. Any notices required or allowed hereunder shall be in writing and given by certified mail with return receipt requested, to the addresses below, or in person with proof of delivery to the addresses below, or such other address as either party shall have specified by written notice to the other party delivered in accordance herewith:

County: Orange County Administrator
201 S. Rosalind Avenue, 5th Floor
Orlando, Florida 32801

With a copy to: Orange County Convention Center
P.O. Box 691509
Orlando, FL 32869-1509
Attention: Deputy Director, Fiscal & Operational Support

4Roots: 4Roots, Inc.
1918 W Princeton Street
Orlando, Florida 32804
Attention: Thomas Ward, Executive Director

Comptroller: Orange County Comptroller
Director of Finance & Accounting
201 S. Rosalind Avenue, 4th Floor
Orlando, Florida 32801

10. Indemnification. 4Roots agrees to defend, indemnify, and hold harmless the County, its officials and employees from all claims, actions, losses, suits and judgments, fines, liabilities, costs and expenses (including attorney's fees) attributable to its negligent acts or omissions or those of its officials and employees acting within their scope of their employment or connected in any way or arising from performance under this Agreement. The foregoing shall

not constitute an agreement by either party to assume any liability for the acts, omissions and/or negligence of the other party. This provision shall survive termination of this Agreement.

11. Budget and Reporting Requirements. As a condition of receiving funds pursuant to this Agreement, 4Roots acknowledges and agrees to comply with its reporting obligations and to timely provide the following to the Comptroller and County Administrator, at their respective notice addresses listed in Section 9 hereof:

- (i) audited financial statements of 4Roots within 60 days of completion of its audit, and such audit shall be completed within 180 days of the close of 4Roots' fiscal year;
- (ii) 4Roots' IRS Form-990 filing with the Internal Revenue Service, to be submitted at the time of submission to the IRS; and
- (iii) after completion of the Auditorium Project, annual program reports regarding the attendance at the Auditoriums, the economic impact generated by the Auditoriums, and the source of that information.

At the County's or TDC's discretion, 4Roots shall provide a presentation or presentations regarding the Auditoriums and/or the Auditorium Project as may be requested by the TDC or the County.

12. Recordkeeping; Accounting. 4Roots will utilize accounting procedures and practices in the maintenance of the records of receipts and disbursements of the funds contributed by the County, as well as all its receipts and disbursement of funds, and such procedures and practices shall be in accordance with generally accepted accounting principles. All such records shall be open to inspection and auditing by the County, the County's designee, or the County Comptroller during normal business hours during the term hereof, and for a period of five (5) years after completion of the Auditoriums or the termination of this Agreement whichever shall occur later. Any cost incurred by 4Roots as a result of a County audit shall be the sole responsibility of and shall be borne by 4Roots. This provision shall survive termination of this Agreement.

13. Term; Termination. This Agreement shall become effective upon execution by both parties hereto (the "Effective Date") and shall continue for a period of five years following completion of the Auditorium Project. Except as otherwise set forth herein, this Agreement may be amended, modified, or terminated at any time during the term of this Agreement by the mutual written agreement of the Parties.

14. Default by 4Roots. The occurrence of any of the following constitutes an Event of Default by 4Roots:

- (a) 4Roots' failure to complete the Auditorium Project within five years from the Effective Date of this Agreement;
- (b) Any material representation is made by 4Roots in any communication submitted to the County in an effort to induce the disbursement of Excess TDT Revenues which representation is determined by the County to be materially false, misleading, or incorrect;

(c) 4Roots' default in the performance of any material term or covenant of this Agreement not otherwise provided for in this section for a period of more than 30 days after its receipt of a notice of default; provided, however, that if the nature of the default is such that it cannot reasonably be cured within such 30-day period then 4Roots shall have a reasonable period of time to cure such default provided that it diligently undertakes and pursues such cure;

(d) The dissolution of 4Roots;

(e) If (i) a petition is filed by 4Roots seeking or acquiescing in any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any law relating to bankruptcy or insolvency, or (ii) a petition is filed against 4Roots, which is not dismissed within 60 days after filing, seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any law relating to bankruptcy or insolvency, or (iii) 4Roots seeks or consents to or acquiesces in the appointment of any trustee, receiver, master or liquidator of itself or of all of the rent, revenues, issues, earnings, profits or income of any part of the Auditoriums, or (iv) 4Roots makes any general assignment for the benefit of creditors, or (v) 4Roots is Insolvent (as defined herein); or (vi) any trustee, receiver or liquidator of 4Roots is appointed who is not discharged within 60 days after its appointment. For purposes of this paragraph, a person or entity shall be deemed to be "Insolvent" if they are unable to pay their debts as they become due and/or if the fair market value of their assets does not exceed their aggregate liabilities;

(f) The loss of 4Roots' status under Section 501(c)(3) of the Internal Revenue Code for a period of more than 30 days;

(g) 4Roots' vacating or abandoning the Auditoriums.

In the event of a default by 4Roots, the County may, at its option, exercise any one or more of the following remedies by providing written notice to 4Roots of which option is selected: (i) declare this Agreement terminated, or (ii) exercise any and all remedies available at law and in equity. In the event of a default by 4Roots under Section 14(a), this Agreement shall automatically terminate and the County Contribution, or any portion thereof that had not yet been disbursed, shall revert back to the County.

15. Default by the County. The following shall constitute a default by the County: the County's continued default in the performance of a material term of this Agreement including but not limited to its obligations for disbursement of the County Contribution in accordance with the requirements of this Agreement for a period of more than 30 days from its receipt of written notice of such default from 4Roots. In the event of a default by the County, then 4Roots, at its option, may exercise any one or more of the following remedies: (i) declare this Agreement terminated; or exercise the remedy of mandamus to require the County's performance under the terms and conditions of this Agreement and/or an action for specific performance. 4Roots hereby acknowledges and agrees that the only remedies available to 4Roots other than termination are those of mandamus and specific performance and the County shall bear no liability for direct, indirect, or consequential damages.

16. Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof; any representations or statements heretofore made with respect to such subject matter, whether verbal or written, are merged herein. No other agreement whether verbal or written, with regard to the subject matter hereof shall be deemed to exist.

17. No Assignment. 4Roots may not assign its rights hereunder, without the prior written consent of the County. Failure to comply with this section may result in immediate termination of this Agreement.

18. No waiver. Continued performance by either party hereto, pursuant to the terms of this Agreement, after a default of any of the terms, covenants or conditions herein shall not be deemed a waiver of any right to terminate this Agreement for any subsequent default, and no waiver of such default shall be construed or act as a waiver of any subsequent default.

19. Severability. The provisions of this Agreement are declared by the parties to be severable. However, the material provisions of this Agreement are dependent upon one another, and such interdependence is a material inducement for the parties to enter into this Agreement. Therefore, should any material term, provision, covenant, or condition of this Agreement be held invalid or unenforceable by a court of competent jurisdiction, the party protected or benefited by such term, provision, covenant, or condition may demand that the parties negotiate such reasonable alternate contract language or provisions as may be necessary either to restore the protected or benefited party to its previous position or otherwise mitigate the loss of protection or benefit resulting from holding.

20. Governing Law; Venue. Any litigation occurring, arising under, or relating to this Agreement shall be held in the courts of Orange County, Florida. This Agreement shall be governed by the laws of the State of Florida.

21. Headings. The headings or captions of sections or paragraphs used in this Agreement are for convenience of reference only and are not intended to define or limit their contents, nor are they to affect the construction of or to be taken into consideration in interpreting this Agreement.

22. Counterparts. This Agreement may be executed in separate counterparts, all of which taken together shall be deemed to constitute one and the same instrument.

[Signature pages follow]

IN WITNESS WHEREOF, the parties have executed this Agreement as indicated below:

ORANGE COUNTY, FLORIDA

By: Board of County Commissioners

By: *Ramona B. Bivola*
for Jerry L. Demings
Orange County Mayor

Date: July 1, 2025

ATTEST:

Phil Diamond, CPA, County Comptroller
As Clerk of the Board of County Commissioners

By: *Jennifer Ann - Klimetz*
Deputy Clerk

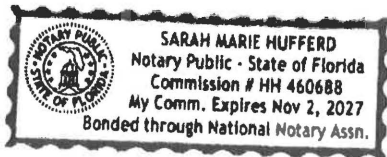


THE 4R FOUNDATION, INC., N/K/A
4ROOTS FOUNDATION, INC., a Florida
Not-for-Profit Corporation

By: John Rivers
Its: CEO
Date: 5-30-25

STATE OF FLORIDA
COUNTY OF ORANGE

The foregoing instrument was acknowledged before me, a Notary Public, by means of ☒ physical presence or ☐ online notarization this 30th day of May, 2025, by John Rivers, as CEO of the 4R Foundation Inc., N/K/A 4Roots Foundation, Inc., on behalf of said corporation, who ☒ is personally known to me or ☐ has produced (type of identification) _____ as identification and did (did not) take an oath, the individual and officer described in and who executed the foregoing conveyance and acknowledged the execution thereof to be his/her free act and deed as such officer thereunto duly authorized, and that the official seal of said corporation, if any, is duly affixed thereto, and the said conveyance is the act and deed of said corporation..



Sarah Marie Hufferd
Notary Public
(Notary Seal)

Printed Name Sarah Marie Hufferd

My Commission Expires: 11-02-2027

EXHIBIT “A”
COPY OF GRANT APPLICATION

EXHIBIT “B”

**FORM OF COST REQUISITION
4ROOTS AUDITORIUMS**

Date: _____

TO: Orange County Administrator
Orange County Comptroller

The 4R Foundation Inc., N/K/A 4Roots Foundation, Inc., hereby requests, pursuant to the Agreement between Orange County, Florida and 4Roots regarding the construction of the 4Roots Auditoriums dated _____, 2025 (the “Agreement”), disbursement of the following amounts:

Name of Vendor	Nature of Disbursement	Vendor Invoice No.	Amount
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The undersigned does hereby certify to the County that as of the date hereof: 1) there is no existing breach of the Agreement; 2) the above listed items are properly included as authorized construction costs of the Auditoriums as set forth in the Agreement; 3) attached hereto are invoices for the costs requested hereby 4) all work being performed is in accordance with any applicable land use restriction agreements, covenants, restrictions, codes or ordinances affecting the site of the Auditoriums; 6) the work for which payment is being requested above has been performed and there has been no previous request and disbursement from TDT Revenues for payment of the work.

By: _____
The 4R Foundation, Inc., N/K/A 4Roots
Foundation, Inc.,
Authorized Representative

4Roots Farm Campus

OC_ TDT ARC_ Venues & Capital Projects

The 4R Foundation, Inc., dba 4Roots

Mr. Thomas Ward
1918 W Princeton Street
Orlando, Florida 32804

grants@4rootsfarm.org
O: 4077756424
M: 3212305741

Mrs. Madison Woodard

1918 W Princeton Street
Orlando, Florida 32804

grants@4rootsfarm.org
O: 4074331984
M: 4074331984

Application Form

Introduction & Instructions

Orange County's Tourist Development Tax Grant Application Review Committee Opens Window to accept applications April 1 through April 30, 2024

WHAT:

Orange County's Tourist Development Tax Application Review Committee (ARC) will open its FY-2024 through FY-2028 (October 1, 2024 – September 30, 2028) application funding window for capital grants in excess of \$2 million and up to and including \$15 million on April 1, and will accept applications through April 30, 2024.

The ARC reviews grant applications and makes recommendations to the Tourist Development Council, with the final decision being made by the Orange County Board of County Commissioners. The applications and supporting materials will be accepted through **the United Arts Grants Portal**.

To be considered, qualified applicants must meet the minimum requirements listed below. A complete list of requirements is included with the grant application.

- The capital project grant request should be for a dollar amount in excess of \$2 million and up to and including \$15 million toward a project for the acquisition, construction, expansion, enlargement, renovation, and equipping of eligible facilities.
- The requested project funding must be for one or more fiscal years from October 1, 2024, through September 30, 2028.
- The project must meet the **statutory guidelines for the Tourist Development Tax**.
- The project must be located entirely within Orange County.

Through a new service agreement, training and application support for applicants will be available through United Arts. There are two initial grant application information sessions for interested organizations.

In addition to attending an information session, applicants are encouraged to **contact United Arts** with questions prior to applying. United Arts Staff will be available for questions until April 29 at 5 p.m. and can be reached via email at **Outreach@UnitedArtsCFL.org** or by calling (407) 628-0333.

For technical assistance and ADA accommodations, contact United Arts at **Outreach@UnitedArtsCFL.org** or (407) 628-0333.

More information regarding the Committee is available at <https://netapps.ocfl.net/arctdtgrants/tdtgrants>.

Key Documents

- Guidelines including attachment checklist
- Question list
- Evaluation Matrix
- Certification

Grant Portal Tips

- Only have Foundant open in one tab at a time on your computer. If more than one tab is open on a single computer, your changes will not save!
 - This does not impact having collaborators working on the grant at one time from different computers.
- For narrative questions, Rich Text has been enabled.
- Invite others from your organization or partners to collaborate with you on the application by hitting the blue collaborate button.
- Character Count - Character Counts have not been established for each question. The maximum character lengths is 10,000. There is **no expectation** that the full space is used.
- Applicant facing Foundant Tutorials can be found here.

Eligibility Screening

Who can apply for TDT Funding?

State law typically requires public ownership of facilities receiving TDT Funding. The County has had past preference for projects sponsored by governments and non-profit sponsorship groups.

One application per organization using a single application, for the same organization, project, site, or phase. A City government may make an application for more than one project as long as they are within separate and distinct departments and do not address the same facility, project, site or phase.

In the section below review the eligibility requirements for the Tourist Development Tax, Application Review Committee funding opportunity.

If you have any questions about the eligibility or your organization or capital project, please reach out to United Arts of Central Florida staff, at Outreach@UnitedArtsCFL.org or 407.628.0333.

Organizational Eligibility*

Applicant (Project Sponsor) must be either:

(a) A municipality/ city government located in Orange County

OR

(b) An organization that is:

- i. incorporated or authorized as a not-for-profit corporation as defined in Section 501(c)(3) or (4) of the Internal Revenue Code of 1954, AND designated as being in compliance with s. 170 of the Internal Revenue Code of 1954, at the time of application.

Applicant is a 501(c)(3) or 501(c)(4) designated Not-for-Profit corporation

In Good Standing*

The applicant organization is in good standing pursuant to Chapter 617, Florida statutes; the Internal Revenue Service and Sunbiz. See Attachment B in Guidelines for more information.

Yes, Applicant Organization is in good standing

Facility Eligibility*

The applicant's venue for a proposed capital improvement project must be located in Orange County, and must be one of the following:

- a. A convention center, museum, auditorium, sports facility, or other facility allowed in Section 125.0104 of the Florida Statutes governing TDT
- b. A facility that is owned and operated by a government entity;
- c. A facility that is owned by a government entity that is leased to a not-for-profit organization for operation as a facility open to the public;
- d. A facility that is owned by a not-for-profit organization situated on publicly owned property with a ground lease that meets the requirements of the "Checklist for Ground Lease" (found in Attachment D in the guidelines)
- e. A facility that is leased from a government entity that in turn has an eligible lease on the building from a private owner.

In the checkbox list, select the letter that matches the proposed capital improvement project.

(d)

Administrative and Legal Eligibility*

- a. Have ownership or undisturbed use of the land and building, Public access must be allowed for the length of the required lease.
 1. For renovation and equipping requests, the facility must be in existence and meet both the applicant and lease eligibility requirements.
- b. Retain ownership of all improvements made under the grant (exception: land or building owned by Orange County and leased to an eligible applicant.
- c. Have satisfied the administrative requirements of any previous grants received through the County.
- d. Have a maintenance reserve in their budget and refrain from applying for on-going maintenance of current equipment.
- e. Provide at least one year of programming in Orange County attracting tourists.

Authorized Agent understands and agrees that applicant organization meets above requirements.

Statute Allowable Use*

Section 125.0104, Florida Statutes, outlines the authorized uses of the Tourist Development Tax. The authorized uses for ARC TDT funds are listed below. Please check the box for the section that applies to your project.

To acquire, construct, extend, enlarge, remodel, repair, improve, maintain, operate, or promote one or more of the following facilities *located within Orange County*:

- (1) Publicly owned and operated convention centers, sports stadiums, sports arenas, coliseums, or auditoriums;
- (2) Auditoriums that are publicly owned but are operated by organizations that are exempt from federal taxation pursuant to 26 U.S.C. s. 501(c)(3) and open to the public; or
- (3) Aquariums or museums that are publicly owned and operated or owned and operated by not-for-profit organizations and open to the public.

From the dropdown menu below please select the number that corresponds to the statute allowable use for the project being proposed.

(2)

Project Funding Scope*

Yes. Is in excess of \$2 million and up to and including \$15M.

Land and Building Use*

The project sponsor (applicant) has ownership or undisturbed use of the land and building; public access must be allowed for the length of the required lease.

Yes

Renovation or Equipping Requests

For renovation or equipping requests, the facility must be in existence and meet both the applicant and lease eligibility requirements.

No

Ownership of Improvements

Retain ownership of all improvements made under the grant (exception: land or building owned by Orange County and leased to an eligible applicant).

[Unanswered]

Confirmation of Reading Guidelines*

Please confirm you have carefully read the TDT Notification of Funding and Guidelines Capital Projects and Venues) Additional information and Clarifications (Attachment A to F) included in the Guidelines packet.

Key Document Guidelines Packet.

Yes - applicant confirms they have carefully read the guidelines and additional information.

Section 1: Preliminary Information

Tax Exempt Organization*

Is the organization Tax Exempt

Yes

Tax Code Status*

What is the Tax Code Status of the applying entity (project sponsor)

501(c)(3)

Federal ID Number*

What is your Federal ID# as it appears on Form W-9

47-4062821

Company/ Organization Name*

Input the name of the company, organization or entity that is applying for funding.

The 4R Foundation, Inc., dba 4Roots

Address*

In the text box below, input the address of the applicant organization (if mailing address is different from physical address, please include both)

Include Building Number, Street Name, City, Zip Code and State

Also include the physical address of the facility / venue that is the subject of this proposal.

4Roots Office/Mailing Address: 1918 W Princeton Street, Orlando, Florida 32804

4Roots Farm Campus (Venue): 1101 N John Young Parkway, Orlando, Florida 32804

Organization Website*

<https://4rootsfarm.org/>

Authorized Agent Name*

Thomas (Tommy) Ward

Authorized Agent Title*

Executive Director

Authorized Agent Email*

thomasw@4rootsfarm.org

Application Contact Person Name*

Madison Woodard

Application Contact Person Title*

Grant Specialist

Application Contact Person Email*

mwoodard@4rootsfarm.org

Phone Number Type*

Mobile

Primary Phone Number*

Application Contact Person Phone

Format (333) 333-3333

(407) 433-1984

Venue/ Capital Project Website

<https://4rootsfarm.org/>

Orange County Employment*

Do any employees of your organization work **in any** capacity for Orange County Government?

Note: any unresolved conflict of interest of conflict not reported in advance may result in the termination of the contract.

Learn more about ethics at <http://www.ethics.state.fl.us/> and at Orange County Vendor Ethics and Services

Learn about the County lobbying ordinance at:

<http://www.orangecountyfl.net/OpenGovernment/LobbingAtOrangeCounty.aspx>

No

Section 2: Venue/ Project Information

Project Name*

4Roots Farm Campus

Project Summary*

Provide a summary of the proposed Capital Project

REQUEST

4Roots is requesting 12 million dollars in TDT funding over a 4-year period to construct two auditoriums (Event Center and Community Stage & Green). By expanding an untapped tourism market, this investment will add to Orange County's thriving tourism ecosystem, providing a substantial return on investment.

TOURISM EXPANSION

Fully operational, 4Roots anticipates expanding Orange County's tourism by complementing the Convention Center's impact. The 4Roots Farm Campus (4RFC) will focus on creating new tourism opportunities by hosting events and conferences at the 4RFC. For example, agrotourism/ecotourism are untapped markets in Orange County. The 4RFC will allow the county to innovate in this space. 297,678 guests are expected annually, generating 20,875 additional hotel room nights. Additional direct tourism spending of \$7,884,211 is estimated, resulting in a total economic impact of \$14,135,960 annually. The TDT investment will complement substantial funding raised from other sources, representing 18% of the total Venue cost.

The 4RFC auditorium #1's (Event Center) planned uses include conferences, weddings, retreats, educational classes, and corporate and fundraising events. Auditorium #2's (Community Stage & Green) planned uses include farmer's markets, art festivals, concerts, plays, speakers, movies, group health & wellness, and outdoor events. The mix of assets at the 4RFC will appeal to a variety of interests and are uniquely designed to attract visitors for multiple visits. For example, guests can enjoy a concert followed by a farm-to-table meal made with produce grown at the farm. Visitors can enjoy products made by local artisans and purchase them from the cafe and retail space.

4Roots' strategic marketing plan includes national and international coverage through traditional advertising channels and social media, contributing to increased attendance. 4Roots membership and partnership with Visit Orlando will extend its promotional reach beyond the region to attract national/international interest. For example, the 4RFC venue will serve the increased interest from convention customers for Environmental Social Governance related experiences and uniquely enhance Visit Orlando's portfolio.

COMMUNITY IMPACT

4RFC will grow produce in its state-of-the-art greenhouse, which is estimated to grow 40,000 pounds of produce every week. This healthy food will be used for 4Roots programming benefiting underserved communities across Central Florida.

4Roots' ongoing Meet the Need (MTN) program has played a pivotal role serving low-income/low-access areas by providing 2,125,079 meals crafted from locally sourced, fresh produce. This initiative has contributed to a total distribution of 1,272,149 pounds of produce, fostering both nutritional well-being and community resilience. MTN's service area for 2023 was 76% in Orange County with 164 distribution events taking place across 23 Orange County zip codes: 32703, 32730, 32757, 32789, 32701, 32714, 32727, 32751, 32803, 32804, 32805, 32806, 32807, 32808, 32809, 32810, 32817, 32818, 32822, 32824, 32826, 32827, and 32835.

4Roots' program, Fresh by 4Roots, operates both virtually and in-person at the Packing District's Regional Park, boasting a customer base of 1,700. Offering local, seasonal, and non-GMO produce grown sustainably, the market sold 30,995 pounds of nutrient-dense produce in 2023. Fresh by 4Roots accepts Supplemental Nutrition Assistance Program and Florida Access Bucks thereby offering its customers affordable high quality, locally grown produce.

4Roots is making a significant impact through its K-12 programming. Since May 31, 2022, 4Roots has had the privilege of educating 46,286 K-12 students in the agriculture/food fields in connection with 16 participating Orange County Public Schools and 5 partner organizations.

4Roots has partnered with Valencia College's Plant Science & Agriculture Technology program to integrate their students into programming at 4RFC, enhancing their in-class learning with hands-on experience. Students will benefit from opportunities to observe and direct growth for plant products at the 4RFC. To further collaboration, 4Roots will conduct guest lecture days in partnership with Valencia's New Student Experience office, reaching a total of 24,700 students across Spring/Fall 2025-2026.

4Roots is also investing in the students from the Nemours' Ginsburg Health Equity Scholars Program. The program prepares rising members of the healthcare, public health, and scientific workforce to conduct research into children's health equity and deploy evidence-based programs into underserved communities. The Ginsburg scholars have been assisting 4Roots with its current programming. For example, medical/nutrition interventions with underserved communities such as its Rooted in Health program for the Salvation Army on Colonial Drive. 4Roots is currently in partnership with Orlando Health, Orlando City SC, Ardmore Institute of Health, and Humana Foundation providing these types of interventions.

JOB CREATION & ECONOMIC IMPACT

The 4RFC is an economic driver and compliments the redevelopment of Orlando's Packing District. 4Roots was provided an opportunity through Dr. Phillips to locate the farm campus on a site in the Packing District. The 4RFC is a notable large-scale \$65 million project. A third-party consultant using IMPLAN economic software has modeled the total one-time construction-related job creation associated with the project at 749 Full-Time Equivalent (FTE) county-wide jobs. This consists of 525 direct, 86 indirect, and 138 induced jobs. The one-time economic impact of the construction of 4RFC is estimated at \$113 million. This consists of \$69.2 million direct, \$18.7 million indirect, and \$25 million induced economic impacts. Fully operational, 100 recurring FTE county-wide jobs are anticipated. The total economic impact and job estimate reflect the economic benefits at the 4RFC and surrounding areas.

HISTORY AND BACKGROUND OF 4ROOTS

The 4R Foundation Inc., dba 4Roots, is a 501(c)(3) nonprofit organization launched by John and Monica Rivers, the founders of the 4R Restaurant Group, which currently operates 16 locations in Florida. 4Roots was established with the purpose of directing the philanthropic efforts of the Rivers family toward addressing the specific needs of the Central Florida community. The organization is governed by a strong, experienced outside board of directors.

4Roots vision is to unearth the power of food to build healthy communities. Since 4Roots' founding in 2015, it has actively worked to positively impact its "4 Roots": Sustainability, Health and Wellness, Education, and Economy. 4Roots has a long-term, low-cost lease with The City of Orlando for its Farm Campus project. This attractive lease arrangement was made available courtesy of the generosity of Dr. Phillips Charities. The 4RFC is a one-of-a-kind venue under construction in Orlando's Packing District. Over \$30 million of capital contributions have been raised from other sources for this venue. 4RFC is an 18-acre Farm Campus showcasing emerging trends in Agriculture and Global Food Systems focused on Sustainability, Health and Wellness, Education, Culinary, Medicine, Technology, and Regenerative Farming Practices.

The revolutionary 4RFC, recipient of Leadership Florida's 2023 Florida Impact Award, will be a showcase in Orange County. It will feature 9 growing systems and offer an array of immersive experiences highlighting best-in-class innovations, technologies, and sustainable practices. The 4RFC is being built in three Phases, each with a focus area that works toward 4Roots' vision. Phase I, the Education Phase, will include flexible lab-style classrooms and a variety of demonstration growing systems, including a Hydroponic and Aquaponic Greenhouse, Box Gardens, Soil-Based Regenerative Field Garden, Vertical Growing Systems, and Permaculture Food Forest. These facilities will allow 4Roots to offer classes, workshops, and other hands-on learning opportunities related to food and farming. Funding for Phase I has been committed, and construction is substantially complete. Phase II, the Community Engagement Phase, includes two auditoriums (Event Center and Community Stage & Green), Cafe & Retail Space, Culinary Health Institute (CHI), and Farm-to-Table Restaurant. With additional assets such as the Events Center, which will seat 300 people, the 4RFC will host visitors to learn, get inspired, and act. The groundbreaking CHI is a focal point for research, education, and outreach and is dedicated to studying the use of food as medicine. Invested partners include national healthcare systems, insurance providers, and a food service company. The CHI has an experienced and recognized Preventive Cardiologist, Dr. Aggarwal, who spearheads the CHI's initiative as its Chief Medical Officer. Visitors interested in learning more about food solutions will be guests at this Orlando destination. Phase III, the Innovation and Discovery Phase, will include a museum (Discovery Center) demonstrating precision agriculture techniques and technologies. This center will showcase the history and future of food and farming in hopes of inspiring visitors to explore better ways to produce healthy and nutritious food while protecting our planet.

The 4RFC venue enhances tourist attraction through its uniqueness, advertising reach, and tourism industry collaboration. It offers project soundness through its experienced professional team and operational and financial readiness. An attractive return on investment through tourism enhancement, job creation, and economic impact for Orange County will be created through this project.

Venue/Project Location*

From the dropdown menu select the Project's Orange County District Number and Commissioner's Name. Click on the link to learn more about the Board of Commissioners.

District 6 - Michael "Mike" Scott

Facility Ownership*

Who owns the facility?

The 4R Foundation, Inc., dba 4Roots, Ownership of site improvements will revert to the landlord when lease expires. (please see Ownership of Improvements question)

Land Ownership*

Who owns the land?

The City of Orlando

Approved Land Use*

Is the Land Use Approved?

Yes

Total lease Term

If it is leased to the applicant, how long is the lease term?

25 year initial terms with right to extend for 3 successive periods of 5 years each, \$10/year rate

Total lease Term Remaining

If leased to the applicant, how long is the remaining term of lease?

21 years of the initial term

Status of Site Work*

What is the status of site work required?

Significant progress has been made in terms of Site Work and infrastructure. Essential elements of the Site Work and infrastructure are already completed, benefiting all phases of the venue's construction. To date, 4Roots and its Professional Team have completed:

- Clearing of trees
- Removal/replacement of unsuitable soil
- Mass grading of the venue site
- Construction of retention ponds
- Potable water service
- Site-wide main irrigation lines
- Storm drainage
- Lift station
- Sewer connections
- Paving
- Fire line and hydrant
- Parking
- Sidewalks
- Site entrance/connection to John Young Parkway

Additional site work tasks required for the remaining Phases II and III are:

- Final grading at and around new building pads
- Additional storm drainage connections/installations associated with future buildings
- Set transformers for new buildings

- Utility runs to new building pads (electrical, potable water, sewer, internet/security service connections)
- Fire access lanes
- Additional parking
- Additional site lighting

In summary, critical infrastructure supporting all phases of the 4RFC has already been installed. The additional incremental Site Work and infrastructure elements for future assets have been identified. The 4RFC is not only a shovel-ready project, but is **shovel-active**, with its first Phase near completion. The substantial amount of Site Work already in place reduces construction risk and demonstrates project soundness.

Real Estate Lawyer

Are you consulting a real estate lawyer?

No

Purpose*

From the checklist, select the purpose of the proposed project.

Construct

Building Age*

What is the age of the building referenced in this application (new construction up to historic facility)?

New construction

Special Approvals*

Are there any special approvals needed (historical, environmental, governmental, etc.)?

For auditoriums #1 & #2 (Events Center and Community Stage & Green), City of Orlando building permits are required. A Planned Development approval for the Farm Campus venue has already been successfully obtained.

Third Party Contingencies*

Are there any third-party contingencies?

n/a

Professional Team*

Describe the professional team of architects, engineers, owner's reps, construction firms etc. you have working on the project.

The Farm Campus is a shovel-active site and has an in-place Professional Team, with experience designing and constructing immersive tourist attractions. 4Roots has garnered significant architectural, engineering, and construction recognition for its impactful Farm Campus project in a few short years. Awards received include the 2021 AIA Orlando Award of Merit, the 2021 AIA Charlotte Design Award, the 2021 ASLA Florida Award of Excellence, and the 2022 FEFPA Award of Merit for educational planning.

The 4Roots team Professional Team has overcome adversity throughout its 4RFC project. The team has faced challenges like hurricane impacts and supply chain disruptions, ultimately gaining valuable insights as they proceed with the project. With Phase I facilities nearing completion, this project stands as a testament to the team's resilience and expertise.

The existing team includes:

Colton Summers is 4Roots Construction Project Manager. Colton oversees all phases of the construction project. He coordinates with architects, engineers, contractors, and subcontractors. Colton manages budgets, procures resources, and ensures adherence to safety regulations and quality standards. Through effective communication and problem-solving, Colton has kept the project on track, and resolved issues to deliver results. Colton plays a pivotal role in the successful execution of the Farm Campus. Colton graduated from the University of Central Florida with a Bachelor of Science in Construction Engineering.

AOA: AOA is tasked with the conceptual design of the Farm Campus and is also managing the construction for Phase I. Founded by two former Disney Imagineers, AOA is an industry leader in immersive experience design, production, installation, and full-service project management. AOA dreams, creates, and builds experiences. Their portfolio includes global experience in entertainment, hospitality, infrastructure, and technology associated with tourism. AOA is in Orange County.

Little Diversified Architectural Consulting (Little): Little is tasked with designing and implementation of the education building. Little is a diverse, transdisciplinary design firm focused on elevating your performance. Little's designs have a powerful and measurable impact on improving human and organizational performance. This leads to quantifiable results that elevate the performance of their clients and communities. Little focuses on regenerative and net zero buildings. Little was awarded Interior Design Magazine Top 100 Giant, VM + SD Top Retail Design Firm, USGBC Champion Award for NeoCity Project, Winner of local, state, and regional AIA, USGBC, and IIDA awards, Winner of Rethinking the Future Awards. Little's Florida office is in Orange County.

Dix.Hite: Dix.Hite is tasked with landscape and hardscape design for the Farm Campus. Since the 1990s, Dix.Hite has focused on Florida's private development market. Dix.Hite provides leadership in design and landscape architecture, with special expertise in sustainable mixed-use, transportation and trails, parks and public space, multifamily development, and master planned communities. Dix.Hite has a shared interest in honoring the local environment and celebrating community character. Dix.Hite's Florida office is in Orange County.

H.J. High Construction (H.J. High): H.J. High is the team building the education building on the Farm Campus. H.J. High offers Central Florida projects general contracting, pre-construction, design-build, and construction management. ABC has awarded H.J. High 14 Eagle Award-Winning Projects. ABC's Excellence in Construction Awards honors Central Florida's most innovative and high-quality construction projects. H.J. High's office is in Orange County.

Terracon: Terracon is tasked with providing geotechnical engineering services for the Farm Campus. Terracon is a firm of engineers, scientists, and consultants that offers services for projects in various markets, such as construction, environmental, and energy. Terracon's teams are also involved with various professional and trade organizations and have a wide range of specialties. Terracon has a Florida office located in Orange County.

PEGroup Consulting Engineers (PEGroup): PEGroup is tasked with providing civil engineering services for the Farm Campus. With 25 years of experience, PEGroup is a structural engineering consulting firm specializing

in civil engineering and forensic investigations. Their expertise stems from extensive experience in all aspects of structural design, analysis, construction, and inspection of buildings and other structures. PEGroup has completed over 14,000 projects. PEGroup's office is in Florida.

TLC Engineering Solutions (TLC): TLC is tasked with mechanical, electrical, and plumbing engineering for 4Roots' Education Building. Headquartered in Orlando, Florida, TLC has 20 offices that span 10+ states. TLC is committed to engineering facilities that benefit the people who live, work, study, and play in them. TLC has a highly qualified team of 450+ professionals, including engineers, LEED-accredited professionals, and ACG-registered commissioning authorities, coupled with specialists in acoustics, energy management, and technology that can service its clients from coast to coast. TLC's Florida office is in Orange County.

UCC Group Construction Contractors (UCC): UCC is tasked with the hardscaping construction for the Farm Campus. UCC offers turnkey solutions for specialty site work construction, such as hardscape, landscape, renewable energy, and infrastructure. UCC incorporates Image, aesthetics, ergonomics, and uniqueness in its project to appeal to visitors. UCC's Orlando region office is in Orange County.

RCS Construction Co. (RCS): RCS is tasked as the site/civil contractor for the Farm Campus. RCS is a civil construction firm specializing in raw land and highway construction. Providing services such as land clearing, mass earth moving, road construction, and underground utilities. RCS serves the Central Florida community.

Division 2, Inc. (Division 2): Division 2 is tasked with additional site work for the Farm Campus. Division 2 has over 60 years of combined experience in Fabric Form, Fabriform, and concrete revetment, servicing the entire state of Florida. They provide site work packages in Central Florida, including Excavating/Land Cleaning, Underground Utilities, Paving, Sealcoating, and Line Striping. Division 2's office is in Orange County.

Aquasol International (Aquasol): Aquasol installed the guts and technology in the 4RFC greenhouse. Aquasol takes pride in supporting international humanitarian projects by providing sustainable agricultural production and food security solutions. Their mission is to empower communities with the skills and knowledge necessary to cultivate healthy and environmentally friendly food sources. Their aquaponic farms used in the greenhouse use significantly less water and energy than traditional farming methods, making them a more sustainable option for the planet. Aquasol's office is in Florida.

Growponics Ltd. (Growponics): Growponics was tasked with designing the greenhouse's hydroponic systems. Growponics is an Israeli-based company that designs and builds automated hydroponic greenhouse factories that use modern agronomics and high technology to maximize food/plant production and profitability on crop yields grown 365 days a year, specializing in unique hydroponic growing methods. Growponics has the largest Hydroponics Farm in the Middle East and was awarded grant funding by the European Union.

Cherrylake: Cherrylake is tasked with landscaping the Farm Campus. From theme parks to commercial projects to residential communities, Cherrylake brings its passion for horticulture and partnership to leading construction and maintenance projects in Central Florida. As a grower and supplier of premium native plant material on a large scale, Cherrylake is committed to delivering consistent quality plant material. Cherrylake's Office is in Central Florida.

Reynolds, Smith & Hills (RS&H): RS&H is tasked with 4Roots' Conditional Letter of Map Revision for the Federal Emergency Management Agency. RS&H has experience in transportation, aviation, aerospace, corporate, federal, healthcare, and science industries. RS&H was named #62 of Top 500 Design Firms by Engineering News-Record, #8 of Top 25 in Airports by Engineering News-Record, and #33 of Top 115 of Giants 400 A/E Firms by Building Design + Construction. RS&H has a Florida office located in Orange County.

AA Surface Pro Inc. (AA Surface Pro): AA Surface Pro is tasked with surveying the Farm Campus. AA Surface Pro is a surveying and 3D Machine control modeling company. AA Surface Pro has 21 years of survey

experience and over 19 years of modeling with all machine control products. They are on TOPCON's main list of modeling building companies in Florida. AA Surface Pro is in Florida.

Phase II's and III of the 4RFC construction will present additional opportunities to expand the Professional Team. 4Roots is committed to an intentional outreach to local, small minority and women-owned enterprises and service disabled-veteran owned businesses in Orange County. 4Roots commits to advertising and hosting a contracting opportunity awareness event for its future phases. Local associations, including Orange County's Business Development Division, the African American Chamber of Commerce Central Florida, and the Hispanic Chamber Metro Orlando, will be engaged to help increase interest in joining and expanding the project's Professional Team.

In summary, 4Roots' Professional Team demonstrates excellence in planning, design, and managing challenges. Intentional efforts will be made to grow and expand the team with contracting opportunities for Phases II and III of the 4RFC.

Feasibility Study*

Does the project have a feasibility study to submit?

No

Required Permitting*

Describe the status of the required permitting, design work, and plans. Also, include any construction work already performed

The venue's conceptual design and planning processes for Phases II and III are underway, and a significant amount of permitting and construction work is already complete for the venue. A Conditional Letter of Map Revision is also being prepared for the Federal Emergency Management Agency (food plain revision).

Permitting, design, and planning tasks already performed are:

- The venue's Planned Development is designed and permitted
- Geotechnical work for the venue's site is complete
- Designs are complete for Phase I's Education Building, Greenhouse, and Food Forest
- Permits are obtained for Phase I's Education Building, Greenhouse, and Food Forest
- Phase I's permanent power design is complete
- Elevation certificates for building pad elevations are complete

Phase I's construction work is substantially complete. Its Education Building features a regenerative design resulting in solar and water collection that will offset 105% of the building's electrical use and water to flush toilets and irrigate building landscaping. Its structure utilizes southern yellow pine glulam as well as cross-laminated timber, significantly reducing the embodied carbon in the system. Its prefabricated mass timber was harvested within 500 miles of the project site and utilizes red-list free finishes. Cypress harvested from the site is incorporated for classroom casework. Glazing window systems reduce glare while harvesting daylighting, improving cognitive functions of the occupants. This will be the first building to attain the energy petal certification of the Living Building Challenge in FL. Its opening is expected in May 2024.

The 100% complete and operating state-of-the-art greenhouse at the venue features 9 different hydroponic and aquaponic growing methods. These growing methods will educate and inspire the next generation of food citizens and farmers on precision and sustainable agriculture. The greenhouse's hydroponic system is developed by Growponics Ltd. Growponics designs and builds automated systems that use modern agronomics and high technology to maximize food/plant production on crop yields grown 365 days a year. Freshwater fish (Tilapia) power 4Roots' self-designed aquaponic system in the greenhouse. 400 Tilapia, fed

from crops grown at the farm campus, produce waste that is converted into natural fertilizer to nourish plants grown in the greenhouse and in the campus' food forest. The greenhouse can produce up to 40,000 lbs. of nutritionally dense and responsibly grown produce each week. It will be served at Phase II's farm-to-table restaurant and used in 4Roots' community programming, including serving the underserved in low-income/low-access areas in Orange County. Furthermore, it will provide educational opportunities to national, regional, and local students from Valencia College and Orange County Public Schools to experience world-class controlled environment growing systems.

The USDA awarded 4Roots a competitive grant to construct a permaculture food forest at the venue, with over 75 varieties of productive ground cover, understory, and canopy trees, all producing edible fruits and vegetables. The plant materials are currently being installed. Signage and educational exhibits are included along its pathways, allowing visitors to "wander and wonder" through the "Never Ending Forage" at the venue.

4RFC has made significant strides in its construction journey. Having obtained the necessary permits and approvals, the project has moved forward. The site work for the entire campus is now substantially complete, with attention given to every aspect, including paving, hardscaping, and installing essential infrastructure such as roads, sidewalks, and signage. Phase I construction is nearing completion, with notable highlights including a completed State-of-the-art Greenhouse and the Education Building opening in May 2024. Significant progress has been made in building the permaculture Food Forest, with trenching and irrigation work completed and planting underway. These developments mark important milestones in the Farm Campus' vision. The experienced Professional Team has demonstrated its ability to plan, design, permit, and construct the 4Roots Farm Campus, ensuring the successful implementation of future phases.

Construction Timeline and Milestones*

Provide the construction timeline and milestones for the proposed project

A construction timeline and milestones for the proposed project follow:

- Phase II & III Planning/Conceptual design Q2 - Q3 2024
- Phase II *(Includes Auditoriums #1 & #2)* Building Design Q2 - Q3 2024
- Phase II Permitting Q4 2024 - Q1 2025
 - Q1 2025 Select Contractors + Begin site/utility/slab work
 - Q2 2025 Start Vertical Structures
 - Q3 2025 Finish Vertical work + Install Roof
 - Q4 2025 Enclose + Begin Finishes
 - Q1 2026 Complete Event Center + Stage + Community Green

Phase II other assets complete 2026, operational 2027

- Phase III Building Design Q3 - Q4 2025
- Phase III Permitting Q1 2026
 - Q2 2026 Select Contractors + Begin site/utility/slab work
 - Q3 2026 Start Vertical Structures
 - Q4 2026 Finish Vertical work + Install Roof
 - Q1 2027 Enclose + Begin Finishes
 - Q2 2027 Complete Discovery Center

Campus complete 2027, operational 2028

**The following timeline assumes TDT funds are approved by October 31, 2024, and the project timeline may begin earlier or later, depending on total funding.*

These assets play a pivotal role in attracting tourism, ensuring the project's soundness, and promoting a positive return on investment (ROI). By adhering to the outlined schedule, the development is positioned to meet the demands of both non-local and local audiences, enhancing the venue's appeal as a tourism destination. The completion of the auditoriums proposed are within the TDT funding period. The projected

timeframe ensures the availability of venues for hosting various events, performances, and gatherings, which are key in drawing visitors and boosting economic activity, contributing to the venues' ROI and job creation. These facilities serve as revenue-generating assets, capable of hosting a wide range of events and activities that generate income through ticket sales, rentals, concessions, and other sources. The project maximizes its revenue potential by completing the construction of these assets, contributing to long-term sustainability and success.

Operating Proforma*

Please provide an operating pro forma for the next five years of project operating (following construction or renovation project completion) to show how the facility operations will be funded and the funding of renovations and maintenance costs of the facility.

4Roots TDT Proforma.pdf

Project Start Date*

The project window for this funding cycle is October 1 2024 - September 30 2028

10/01/2024

Project Completion Date*

The project window for this funding cycle is October 1 2024 - September 30 2028

09/30/2028

Hotel Tax Exempt Patrons

If you believe that any potential patrons would be exempt from paying hotel occupancy tax, please explain.

4Roots estimates the percentage of patrons exempt from paying hotel occupancy tax at the 4RFC will be 1% or less.

Tenant Information -

If the facility will have primary tenants or entertainment series affiliations, please describe the tenant and secondary tenant information

Primary Tenant Information*

Please provide the below estimated figures for the primary venue Tenant

- (a) Name(s) of Tenant(s):
- (b) Contact Information/website
- (c) Number of Annual Events
- (d) Projected Avg. Event Attendance
- (e) Project Room Nights Per Primary Group Event(s):

Please attach a calendar of finalized/ potential events

Please provide room night and attendance calculation methodologies and confirmation in the form of surveys, audits, room contracts or receipts, ticket sales or other projection methods

4Roots will be the primary tenant. Please see the calendar of events in Major Events #1 & #2.

Secondary Tenant #1 Information

Please provide the below estimated figures for the secondary venue Tenant

- (a) Name(s) of Tenant(s):
- (b) Contact Information/website
- (c) Number of Annual Events
- (d) Projected Avg. Event Attendance
- (e) Project Room Nights Per Primary Group Event(s):

Please attach a calendar of finalized/ potential events

Please provide room night and attendance calculation methodologies and confirmation in the form of surveys, audits, room contracts or receipts, ticket sales or other projection methods

[Unanswered]

Secondary Tenant #2 information

Please provide the below-estimated figures for the secondary venue Tenant

- (a) Name(s) of Tenant(s):
- (b) Contact Information/website
- (c) Number of Annual Events
- (d) Projected Avg. Event Attendance
- (e) Project Room Nights Per Primary Group Event(s):

Please attach a calendar of finalized/ potential events

Please provide room night and attendance calculation methodologies and confirmation in the form of surveys, audits, room contracts or receipts, ticket sales or other projection methods

If expected major events in the facility are known or under contract, please provide the information below

Major Event #1 Information

Please provide the below-estimated figures for a major venue event:

- (a) Name of Tenant
- (b) Contact information / Website
- (c) Number of Annual Events
- (d) Projected Avg. Event Attendance

(e) Projected Room nights per event

Please provide room night and attendance calculation methodologies and confirmation in the form of surveys, audits, room contracts, or receipts. ticket sales, or other projection methods.

Major Event #1 Tourism Modeling.pdf Major Event #1 Information

(a) Name of Tenant: 4Roots

(b) Contact information / Website: <https://4rootsfarm.org/>

(c) Number of Annual Events

♣ **Festivals & Cultural Events: 300**

(d) Projected Avg. Event Attendance

♣ **Festivals & Cultural Events: 316**

(e) Projected Room nights per event

♣ **Festivals & Cultural Events: 22.7**

Major Event #1 Information represents festivals and cultural events planned for the 4Roots Farm Campus.

4Roots anticipates hosting 300 festivals and cultural events at its farm Campus annually. Specific events are identified based on the continuation of current events at the farm campus, such as the Packing District Farmer's Market and Sprout/Sprint and Harvest Festivals, as well as inquiries and expressed interest in the venue. A weighted average was calculated on the average event in this category prior to modeling as there are high-frequency events such as weddings and Farmer's Markets included in the annual events data set for this category.

These events and their respective tourism impacts were modeled using the industry standard Destinations International Economic Impact Calculator online tool. Inputs provided for the model included the number of events (300), the average number of attendees (316), the percentage of attendees non-local (20%), and projected room nights for each event (.56).

The model outputs are included in the attached file.

Room Night Confirmation

Festival and Cultural Events – Annual attendance will be estimated for the individual events, and hotel room demand will be modeled using leisure tourism data.

*For 4RFC total visitor counts, please see the Methodology Attendance and Room Night section for total anticipated guest counts, including OCCC experiences, general leisure travel, and local education-related activities.

Major Event #2 Information

Please provide the below-estimated figures for a major venue event:

(a) Name of Tenant

(b) Contact information / Website

(c) Number of Annual Events

(d) Projected Avg. Event Attendance

(e) Projected Room nights per event

Please provide room night and attendance calculation methodologies and confirmation in the form of surveys, audits, room contracts, or receipts. ticket sales, or other projection methods.

Major Event #2 Tourism Modeling.pdf Major Event #2 Information

(a) Name of Tenant: 4Roots

(b) Contact information / Website: <https://4rootsfarm.org/>

(c) Number of Annual Events

♣ **Business Meetings:** 15

(d) Projected Avg. Event Attendance

♣ **Business Meetings:** 288

(e) Projected Room nights per event

♣ **Business Meetings:** 315.9

Major Event #2 Information represents business meetings and conferences planned for the 4Roots Farm Campus.

4Roots anticipates hosting 15 business meetings and conferences at its farm Campus annually. Specific conferences and meetings are identified based on inquiries and expressed interest in the venue.

These groups and their respective tourism impacts were modeled using the industry standard Destinations International Economic Impact Calculator online tool. Inputs provided for the model included the number of events (15), the average number of attendees (288), the percentage of attendees non-local (75%), and projected room nights for each event (1.58).

The model outputs are included in the attached file.

Room Night Confirmation

Business Meetings/Conferences - 4Roots will obtain and report annually information on attendance and overnight stays through registration and surveys for business meetings/conferences hosted at its Farm Campus.

*For 4RFC total visitor counts, please see the Methodology Attendance and Room Night section for total anticipated guest counts, including OCCC experiences, general leisure travel, and local education-related activities.

Target Audiences*

What are the target audiences for the facility?

4Roots' target audience is a diverse group, including a wide range of ages, interests, and points of origin. Target audiences of the 4RFC include tourists and business convention attendees and their families, pre-k-college students, teachers, adults, seniors, and resident families. This audience holds significant potential to boost tourism and generate multiple revenue streams for the venue. Specifically, the target audience for the venue includes:

- Orange County Convention Center (OCCC) attendees seeking additional experiences in Central Florida.
- Corporate organizations seeking a unique location for retreats and board meetings.
- Hospitals and healthcare providers desiring wellness-focused venues for conferences and business meetings.
- Participants in the culinary health industry seeking opportunities for education and collaboration.
- Advocates of holistic medicine/medical tourism for wellness retreats and seminars.
- Physicians interested in emerging healthcare approaches and continuing medical education opportunities.
- Wedding parties seeking settings for upscale destination weddings.
- Professionals from the architecture, engineering, and construction (AEC) industry seeking innovative event spaces.
- Eco-tourists seeking sustainable experiences.
- Agro-tourists interested in agricultural exploration.
- Chefs and culinary industry experts exploring farm-to-table initiatives and culinary arts education.

- Farmers interested in sustainable and regenerative agriculture practices.
- Educators and students seeking experiential learning opportunities.
- Festival and Cultural event attendees including guests at concerts, plays, movies, seasonal festivals, and farmer's markets.
- Members of the Boys & Girls Scouts organizations pursuing educational programs and badge credentials. A letter of support signed by the Boy Scouts of America Central Florida Council for 4Roots' TDT proposal is available upon request.

4Roots will host visitors from the OCCC events by creating experiences at the venue, resulting in extended stays. Many visitors attending an event at OCCC will have a high affinity for experiences on the Farm Campus and will be leveraged for visitor counts. For example, the American Health Care Association Convention will occur at the OCCC in October 2024. These attendees would likely be interested in culinary and whole-body health facilities and programs on the Campus. Visit Orlando reported that from 2022-2023, of the total convention center participants, a percentage of attendees participated in activities outside of the conventions. Data shows that 18% participated in Culinary/Dining experience, 1% participated in Eco/Sustainable Travel, 1% participated in Festivals/Fairs, and 16% visited a Theme Park. This data can be used to show the affinity to extending trips to 4Roots' Farm Campus. According to a 2022 MMGY Travel Intelligence study, 60% of guests report they are extremely or very likely to extend a business trip for leisure purposes if in Orlando.

A large portion of the 4RFC's target audience will be millennials. A report from Skift Research, states Millennials travel at higher rates than other age groups; they are the most likely to engage and tend to be driven very much by experiences. 82% of millennial travelers say they are interested in going on a vacation that has a minimal impact on the environment, something the Farm Campus will offer.

The venue supports education initiatives comprising guests from Orange County and neighboring regions. This approach ensures the broad engagement of various community members, contributing to the sustainable growth of tourism and economic development within the area. Specifically, 4Roots' target audience encompasses K-12 students seeking educational opportunities. 4Roots also has partnerships with post-secondary education partners, Valencia College, a Hispanic Serving Institution, Florida Agriculture & Mechanical University, a Historically Black Colleges & Universities, and the University of Central Florida. These institutions want to expose their students and faculty to innovative experiences that align with their studies and teachings. Letters of Support/Letters of Intent signed by Orange County Public Schools, Florida Agriculture & Mechanical University, Valencia College, and Nemours Children's Hospital supporting 4Roots' TDT proposal are available upon request.

The 4RFC is positioned at the community crossroads of diverse socioeconomic status, including more affluent residents directly to the east and highly vulnerable and underserved residents to the west. As its complex visitor base and categories go beyond race and ethnicity, 4Roots ensures its advertising and marketing materials accurately represent its diverse audience. 4Roots focuses marketing efforts on other underrepresented populations to capitalize on audience growth opportunities.

By catering to the diverse interests and needs of the targeted audience, 4Roots aims to establish itself as an innovative hub for tourism.

Hotel Room Night Rebates*

Do contracts include hotel room night rebates?

No

Rebate Per Room Night

If answered yes to the question above, please list the amount of the rebate per room night.

Projected Room Nights

How many annual room nights do you project this venue will bring to Orange County?

20875

Guaranteed Room Nights

How many annual room nights do you guarantee this venue/project to bring to Orange County?

0

Hosting Third Party Events

If the facility plans on hosting a substantial number of third-party events, please explain your acquisition plan.

n/a

Expected Event Attendee Origin

- **Local** - Orange, Osceola, Lake, Polk, Brevard, Seminole, and Volusia Counties
- **Non-local, In-State** -- Attendees from remaining FL Counties
- **Out of State**

Event Attendees Origin

Percentage of expected event attendees that are local.

87

In-State , Non Local

Percentage of expected event attendees that are In-state, Non Local

5

Expected Attendees - Out of State

Percentage of expected event attendees whose origin would be out of state

8

Methodology Attendance and Room Night*

How do you intend to provide a valid estimated count of attendance and room nights for each event at this venue?

The attendance and room night projections consist of five groups of expected guests. Total annual attendance and room night projections at the 4RFC are estimated as follows:

Description	Annual Visitors	Room Nights
Festival and Cultural Events	94,800	6,804 <i>(See Major Event #1)</i>
Business Meetings/Conferences	4,313	4,738 <i>(See Major Event #2)</i>
General Leisure Travel	134,400	4,052
OSCC Attendees	30,085	5,281
Local Education Guests	34,080	0
Total	297,678	20,875

The Methodology for estimating **Festival and Cultural** Events is provided in Major Event #1 Information section of this application. The Methodology for estimating **Business Meetings/Conferences** is provided in Major Event #2 Information section of this application.

General Leisure Travel

General Leisure Travel represents the number of guests anticipated at the venue enjoying the amenities and experiences without attachment to the Festival and Cultural Events described in Major Events Sections #1 and #2. These guests will be motivated to visit the 4RFC and enjoy assets, including the Café/Retail facility, Food Forest, Discovery Center, Culinary Health Institute, and Farm-to-Table Restaurant. These guests and their respective tourism impacts were modeled using the industry standard Destinations International Economic Impact Calculator online tool. The following list provides the model input and hotel room night calculation information:

Visitors per year	134,400
% Incremental	6%
Total Incremental Visitors	8,064
Non-Local Overnight %	70%
Non-Local Visitors (Overnight)	5,645
Avg Nights per event	1.00

Calculations for Incremental Impact

Total Non-Local Visitors	8,064
Total Non-Local Overnight Visitors	5,645
Persons per Room	1.8
Total Room Demand	3,136
Room Night Demand from DI Calculator:	4,052

OSCC Attendees

The 4RFC will add value and enhance tourism through its membership and partnership with Visit Orlando while also engaging CHFLA, International Drive Businesses, and Theme Parks. To estimate the tourism impact related to convention center conference attendees, 4Roots accessed all convention center data available through Visit Orlando's extranet for conferences booked in 2023 and 2024. All conferences were separated the conference into two groups, those believed to have a high affinity for experiences at the 4RFC (healthcare, nutrition, education, agriculture, and corporate events where there are existing relationships with 4Roots), and all other events.

The groups were modeled differently after consultation with Visit Orlando, with an expectation that 25% of the high affinity and 1% of all other convention conference attendees would participate in an experience at the 4RFC. These values were applied to all expected convention center conference attendees based on 2023 and 2024 convention center bookings, and an annualized estimate of total guests was established.

4Roots also received data from Visit Orlando (2022 travel intelligence study) regarding the likelihood that conference attendees would extend their trip for leisure purposes while in Orlando. For the purposes of modeling, 4Roots assigned a value of 28% to the conference attendees, “very likely” to extend their trip to the high-affinity group, and a value of 19%, “somewhat likely” to the other group.

These guests and their respective tourism impacts were modeled using the industry standard Destinations International Economic Impact Calculator online tool. The following list provides the model input and hotel room night calculation information:

OSCC Attendee Leisure Extension:

Visitors per year	30,085
% Incremental (blended factor)	24%
Total Incremental Night Visitors	7,358
Non-Local Overnight %	100%
Non-Local Visitors (Overnight)	7,358
Avg Nights per event	1.00

Calculations for Incremental Impact:

Total Non-Local Visitors	7,358
Total Non-Local Overnight Visitors	7,358
Persons per Room	1.8
Total Room Demand	4,088
Room Night Demand from DI Calculator:	5,281

Finally, 4Roots is in partnership with K-12 schools and Colleges/Universities and anticipates an additional 34,800 visitors associated with field trips, on-campus plant science courses, and New Student Experience experiences annually. These visitors are expected to be local. Therefore, the data was not modeled for tourism impact.

According to Travel Intelligence Database (Domestic leisure profile) information obtained through Visit Orlando, 2022 Domestic Visitation Share in Florida: FL Day and Overnight share is 40.2%, and Out of State is 59.8% These percentages were applied to the non-local component of each of our visitor categories to estimate the origin of attendees to the 4RFC.

4RFC Attendee Origin Estimate

Percentage of event attendees that are local	87%
Percentage of event attendees In state, Non Local	5%
Percentage of event attendees Out of State	8%

Room Night Confirmation

Festival and Cultural Events – Annual attendance will be estimated for the individual events and hotel room demand will be modeled using leisure tourism data.

Business Meetings/Conferences - 4Roots will obtain and report annually information on attendance and overnight stays through registration and surveys for business meetings/conferences hosted at its Farm Campus.

General Leisure Travel - 4Roots will obtain and report annually information on attendance and overnight stays by tracking guest counts at its on-campus assets. Hotel room demand will be modeled using leisure attendance information.

OSCC Attendee – Annual attendance from 4RFC Experiences from OSCC customers will be tracked by accumulating data from the booked events. Hotel room demand will be modeled using leisure tourism data.

Local Education Guests – All annual attendees for this category are anticipated to be local. Attendance will be tracked by accumulating data from booked events. Therefore, no hotel room confirmation is planned.

Job Creation

In the table below, enter the following information.

For two phases: (1) Construction phase and (2) Operating phase enter the number of full-time and part-time jobs to be created from project.

Phase 1: Full-Time Construction Jobs Created	749
Phase 1: Part-Time Construction Jobs Created	
Phase 2: Full-Time Operating jobs Created	100
Phase 2: Part-Time Operating Jobs Created	

Supporting Development*

How will this project drive or support development in the surrounding area, including attracting new businesses and/or supporting recruitment efforts of the surrounding business community?

The 4Roots Farm Campus is a part of the \$1 Billion redevelopment of The Packing District. The Packing District will be a new community for the city of Orlando, stitching together neighborhoods and honoring the legacy of this special place. The development of the site represents an opportunity to celebrate the history of The Packing District and look toward the future of the community, the city, and the region. The district's master plan has been designed to encourage community wellness, from the development of a new regional park to the network of plazas – each connected by pedestrian and bike trails that stitch everything together. Some highlights of the district include the new YMCA Family Center, Regional Park, Trails, Food Hall, Townhomes, and Multi-family apartments. This Packing District is 202 acres of land in Orange County. 97 acres of land is currently used for industrial/commercial and will be converted to mixed-use and residential. 105 acres are dedicated to the Packing District regional park, including a parcel for the 4RFC, 3,500 residential units, and >1 million square feet of projected retail and office space.

The Farm Campus presents a unique asset within the Packing District, offering immersive destination experiences that contribute to additional economic impact for the surrounding development. As the surrounding area continues to be enhanced, the appeal of the 4RFC grows, providing visitors with opportunities to explore other assets within the Packing District during their trips. Vendors and artisans will showcase and sell their products at the cafe/retail space and farmer's market, serving as a driving force for economic activity. This project is expected to create a demand for hotel rooms in Orange County, including those close to the 4RFC. The 4RFC's auditorium #1 (Event Center) will serve as a versatile facility, catering to conferences, destination weddings, and other gatherings. This will not only benefit event-related businesses such as florists, caterers, planners, rental companies, DJs, and bands but also contribute to the overall economic impact of the area. Cultural festivals hosted at 4RFC's auditorium #2 (Community Stage & Green), such as the Sprout Sprint and Harvest Festivals, are anticipated to draw significant foot traffic into the region,

thereby supporting local vendors and artisans. These events will showcase the community's unique character and increase spending and economic growth.

A third-party consultant (POLIS Institute) utilizing IMPLAN economic software has projected the economic impact of the project's construction phases.

Total one-time economic impact from construction: \$112,959,608

- Direct impact: \$69,235,648
- Indirect impact: \$18,703,414
- Induced impact: \$25,020,546

Total one-time job creation from construction: 749

- Direct jobs: 525
- Indirect jobs: 86
- Induced jobs: 138

Fully operational, 100 direct recurring FTE county-wide jobs are anticipated. Ongoing annual operations are expected to generate significant and additional indirect and induced fiscal impact and employment opportunities at the 4RFC and surrounding area.

TDT Funding Request Amount*

Total amount of TDT of grant funding being requested from the County TDT for this project?

\$12,000,000.00

Funding Timeline*

Provide the timing of the funding needed during the project timeline. The funding window for this Funding Opportunity is October 1 2024 - September 30 2028.

Using the rich text editor (Bold, Italicized, Underlined) separate funding years.

4Roots respectfully requests \$12 million in TDT funding paid in 4 installments over a 4-year period.

- **2024:** \$3 million
- **2025:** \$3 million
- **2026:** \$3 million
- **2027:** \$3 million

Multi-phase Project*

Indicate if this is part of a larger, multi-phase project

Yes, it is part of a larger multi-phase project

Total Project Amount

Include the Total Project Amount below if this request is part of a larger multi-phase project.

\$65,000,000.00

Use of Funds*

Please remember to attach itemized expenditures to be funded by the grant. Attach a complete proforma budget for the project including a listing of all anticipated funding sources and expenditures.

Will you be partnering for promotion with Visit Orlando or another local agency or group?

4Roots TDT Proforma.pdf

4Roots is respectfully requesting \$12 million in TDT funds for construction costs in accordance with Orange County's stated preference (Attachment A of the Venues and Capital Project Grant Guidelines and Instructions 2024 Version). Authorized funding will be used for TDT eligible assets, 2 auditoriums (Event Center and Community Stage & Green) at the 4RFC.

4RFC is an active Tourism Ambassador with Visit Orlando. Visit Orlando is the Official Tourism Association for Orlando that brands, markets, and sells the Orlando destination globally. They represent over 1,500 member companies comprising every segment of Central Florida's tourism community. Through this partnership, 4RFC is granted the opportunity to have a featured online listing, be mentioned in relevant blogs and press releases, and actively connect with local events and conventions.

4RFC has an overarching, ongoing PR strategy facilitated by Consensus Communications (Consensus) to drive awareness through the media. Consensus has expertise in managing strategic communications for corporate, political, and civic clients across Florida. They have a statewide reach and experience in all leading industry sectors. Seven times in the past decade, Consensus Communications has topped the Orlando Business Journal's list of leading Public Relations firms. The focus of the PR strategy for 4Roots is to target travel guides and destinations, along with Environmental, Social, and Governance publications.

Government Funding Support*

List All other actual or potential city/county/state/ federal funding sources for this project including:

- Visit Orlando
- Visit Florida
- Central FL Sports Commissions
- Parks & Recreation Department
- Department of Cultural Affairs
- Orange County Cultural Tourism
- Etc.

Note: Failure to disclose other funding sources may result in denying future TDT funding of facility/ venue projects

Actual (Phase I)

- City of Orlando: \$900,000
- USDA: \$295,197

Pending (Phase II)

- USDA: \$349,998

Please see Additional Funding Sources section for a breakdown funding sources and the Campaign pipeline.

Non-Governmental Funding Support*

List all other non-governmental contributors, sponsors, and sources of funding for this project other than TDT from Orange County.

Note: Failure to disclose other funding sources may result in denying future TDT funding of facility/ venue projects

Actual (Phase II)

- Dr. Phillips Phase II: \$5,000,000
- Gordon Food Service: \$2,100,000
- Advent Health: \$1,750,000
- Williams Family Foundation: \$1,000,000

Actual (Phase I)

- Dr. Phillip: \$5,000,000
- New Market Tax Credit (net): \$2,000,000
- Pepsico/Pepsico Foundation: \$2,027,500
- Florida Blue: \$1,700,000
- Parable Foundation: \$1,000,000
- Rivers Family: \$1,000,000
- Dr. Phillips: \$1,000,000
- Individual: \$1,000,000
- KI Group GIK: \$544,907
- Advent Health: \$300,000
- Seminole on the Farm event net: \$297,847
- Acahand Foundation: \$250,000
- Florida Hospital Orlando: \$250,000
- Florida Blue Foundation: \$200,000
- Florida Hospital Orlando: \$150,000
- OUC: \$100,000
- Individual: \$100,000
- Massey Foundation: \$100,000
- Individual: \$100,000
- Individual: \$100,000
- 4Rivers Restaurant Group: \$100,000
- 4Rivers Restaurant Group: \$100,000
- Mead Family Foundation: \$100,000
- Total of Other Gifts <\$100K: \$2,049,647*

*A listing of tiered gifts is published annually in 4Roots' Annual Report available on its website.

Please see Additional Funding Sources section for a breakdown of funding sources and overview of the Campaign pipeline.

Additional Funding Sources

What additional sources of funding have you sought or do you intent to seek outside of those listed above?

Note: Failure to disclose other funding sources may result in denying future TDT funding of facility/venue projects.

Established in 2015, 4Roots has demonstrated its ability to raise funding for programs benefiting the community, and its capstone 4RFC project. 4Roots has generated over \$41 million in revenue since its inception.

An active Capital Campaign is in place for the \$65 million campus. The campaign is enjoying positive momentum, with 80% of the \$30.6 million raised to-date committed to the project since fiscal year 2021-2022. In addition to the funding already committed, 4Roots has an active pipeline of \$40.7 million (\$28.7 million excluding the TDT request) in place for its campaign. The pipeline consists of:

- \$5,394,498 in pending decisions at the time of TDT application
- \$23,300,000 in identified qualified active targets (excluding TDT request) at the time of TDT application

The 4RFC Capital Campaign has benefited from funding from a diverse source of donors. This continues to be represented on the active pipeline for the project. A breakdown of the Capital Campaign's active pipeline by funding sector follows:

Corporate	\$8,172,500
Foundation	\$672,000
ESG Funds	\$10,000,000
Government	\$12,349,998 (Including TDT request)
Individual	\$3,500,000
New Market Tax Credits	\$6,000,000

4Root's development team continues to identify and qualify prospects to support the campaign. Ongoing donor acquisition activities include monthly "farm breakfasts" hosted by 4Roots, private tours, media engagement, hosting associations and industry group meetings, and acting on referrals from current supporters. A grant program with dedicated professionals is in place and is responsive to solicitations for potential funding for the 4RFC.

In addition to the capital pipeline, 4Roots benefits from planned events and activities that generate unrestricted revenue. Examples include Winter Park's Cows N' Cabs event held each November, netting the organization ~\$300,000 annually. Additional unrestricted revenue sources include a fall Sprout Sprint/Harvest Festival, direct mail marketing, and online giving opportunities.

Past Florida TDT Funding

If applicable, in the table below list past Florida TDT Funding (to include each with Florida County, amount requested, amount granted, amount spent and purpose).

County and Year	Amount Requested	Amount Awarded	Amount Spent	Purpose

Section 3: Venue Marketing and Economic Impact Details

Venue Marketing and Advertising Plan

What are your marketing and advertising plans (local, regional, national, and or international)? Will you partner for promotion with Visit Orlando or another local agency or group? Please see attachment F for more information.

4Roots Farm Campus (4RFC) Marketing, Advertising, & Partnerships Plan

The 4RFC's marketing, advertising, and partnership plan aims to establish the campus as a destination for exploration, education, and special events.

Plan Objectives:

1. Increase brand awareness and visibility.
2. Attract Out-of-State, In-State, Local, and Foreign tourists to the 4Roots Farm Campus.
3. Forge meaningful relationships within the community and support local businesses.

Digital

4RFC plans for a robust digital strategy that includes nationally, locally, and internationally targeted paid promotion through social media advertisements, Google advertisements, and email advertising. Search Engine Optimization specific to tourism will be implemented in all digital materials. For convenience, 4RFC plans to create an online booking portal, which will be accessible through the website (4rootsfarm.org).

Digital Statistics

4Roots

- 2,100 Facebook followers
- 1,371 LinkedIn followers
- 4,133 Instagram followers
- 11,000 unique website visitors per month, with over 6% of visitors residing outside the U.S. (4rootsfarm.org)
- 7,000 unique visitors per month (freshby4roots.com)
- 5,502 email subscribers

4Rivers

- 700,000+ email distribution list
- 80,000 Facebook followers
- 70,000 Instagram followers
- 9,500 X followers

The 4RFC has the unique opportunity to leverage the digital following of 4Rivers Restaurant Group through cross-promotion, email mentions, and tags. Both organizations have engagement rates that are above the industry average, and email blasts and monthly newsletters garner over a 30+% open rate.

Partnerships

4RFC is an active Tourism Ambassador with Visit Orlando. Visit Orlando is the Official Tourism Association for Orlando that brands, markets, and sells the Orlando destination globally. They represent over 1,500 member companies comprising every segment of Central Florida's tourism community. Through this

partnership, 4RFC is granted the opportunity to have a featured online listing, be mentioned in relevant blogs and press releases, and actively connect with local events and conventions. Visit Orlando will work with 4Roots to market experiences to OCCC, resulting in extended stays. Many visitors attending an event at the convention center will have an affinity for experiences on the Farm Campus and will be leveraged for visitor counts. In addition to this, 4RFC also plans to participate in the Magical Dining program once the campus restaurant is up and running. 4RFC will also register to participate in the Florida Restaurant & Lodging Association (FRLA) and Visit Florida. 4Roots' Chief Marketing Officer is a member of the Board for FRLA.

Outdoor Advertising

The 4RFC has plans to expand its existing investment in local billboards, with strategic placement to maximize visibility in tourist destinations and drive traffic to the farm campus.

Public Relations & Media

The 4RFC has an overarching, ongoing Public Relations (PR) strategy facilitated by Consensus Communications (Consensus) to drive awareness through the media. Consensus firm has expertise in managing strategic communications for corporate, political, and civic clients across Florida. They have a statewide reach and experience in all leading industry sectors. Seven times in the past decade, Consensus has topped the Orlando Business Journal's list of leading PR firms. 4Roots' PR strategy focuses on target travel guides and destinations, along with Environmental, Social, and Governance publications.

Content Creation & Storytelling

4Roots recognizes that in today's digital landscape, content creation and influencer marketing have emerged as powerful tools for brands to connect with their target audiences. By strategically collaborating with influencers who resonate with our values and target demographic, particularly in the travel and dining sphere, 4RFC will showcase the unique offerings of 4RFC. These collaborations will extend across various digital platforms, including Instagram, YouTube, TikTok, and blogs, allowing us to reach audiences across different touchpoints. Paired together with immersive experiences, such as chef-led cooking classes, farm-to-table dining experiences, and destination spotlights, 4RFC will provide influencers with authentic opportunities to engage with the Farm Campus and convey its values to their followers.

Security Plans

Please describe security plans after the facility opens (including anticipated cost) as it relates to the need for private security or public/ law enforcement availability.

4Roots has implemented a comprehensive security plan for the Farm Campus, prioritizing safety throughout its planning and design processes by employing multiple security measures.

Day-to-day security includes a gate at the entrance to John Young Parkway, which will be locked during non-operational hours. All buildings have plans for an integrated digital camera system. The buildings will always be locked, and unique access cards will be needed for entry. During operational hours, the campus will be staffed with a General Manager, Facility Manager, and Groundskeepers. Fencing 6 feet high was installed around the property's perimeter, and dense landscape buffers will be installed along with it.

4Roots will be developing security procedures and conducting annual audits in conjunction with the Department of Homeland Security, including procedures for suspicious packages or mail, bomb threats, active assailants, key distribution, visitor and employee identification, threat alerts, severe weather alerts, criminal activity, garage closure, and suspicious person reporting.

A private armed guard service will monitor the site during non-operational hours. For a private rental at the facility by an outside party, additional private security will be built into fees for the facility rental.

Annual Economic Impact for Orange County*

\$14,135,960.00

Section 4: Budget Recap

Applicants can use other forms of Budget they may already have from credible sources [quotes, bids, contracts, etc.], so long as the information below is provided at a minimum.

Note: Failure to disclose other funding may result in denying future TDT funding of facility/ venue projects

Total Income - Tourist Development Tax funding

- Contributors, sponsors and other funding sources (include in-kind)
- Total Contributor/sponsor funds
- Room Night Rebates
- Other Income sources (i.e.,) capitalized ticket surcharges, seat license fees, naming rights, pouring rights, advertising revenues etc.)
- Total other income
- Total income

Income Type	Income Source	Income Amount
TDT Funding	Proposed TDT Funding for Phase II Auditoriums	\$12,000,000.00
Contributed	Phase II contributed	\$9,850,000.00
Contributed	Phase I contributed	\$20,765,098.00
Contributed		
Contributed		
Contributed		

Contributed		
Contributed		
Contributed		
Contributed		
Total Contributed Sponsor Funds	0	42615098
Room Night Rebates		
Other Income	4Roots Pipeline	\$22,384,902.00
Other Income		
Other Income		
Other Income		
Other Income		
Other Income		
Other Income		
Other Income		
Other Income		
Other Income		
Other Income - Subtotal	0	22384902
Total Income	0	65000000

Project Funding Narrative*

Describe the project funding contingency, available financial reserves, and insurance protections.

Note: See Attachment E of the Guideline Document for Insurance Protection Information

Phase I of the 4RFC is substantially complete with funding and construction, demonstrating the ability to secure strong financial partnerships from significant funders.

4Roots has already received cash and pledges for \$9,850,000 for Phase II of the Farm Campus project. Thus allowing TDT to leverage the substantial funding provided by other sources.

As of 3/31/24, 4Roots has \$30 million in equity on its Balance Sheet, receivables of \$8.1 million, and \$3.7 million in cash.

Construction budgets for undesigned buildings include contingency reserves of 20% in the overall project budget.

The 4R Foundation, Inc., dba 4Roots, carries the following insurance: Commercial General Liability in the amount of \$ 1,000,000 per occurrence, including bodily injury and property damage and personal and advertising injury coverages with \$ 2,000,000 aggregate. Commercial Automobile Liability in the amount of \$ 1,000,000 Combined Single Limit for specifically described automobiles, non-owned and hired vehicles. The 4R Foundation leases some vehicles from Enterprise Leasing and is insured through their insurance program through Old Republic Insurance. Commercial Umbrella in the amount of \$ 5,000,000, extending over the general liability, commercial automobile, and Employer's Liability. Workers' Compensation statutory limits are provided as well as \$ 1,000,000 Employer's Liability limit. Crime is not carried at present. However, 4Roots' agent IOA is obtaining indications for up to \$ 6,500,000 in limits, including employee dishonesty. This can be put in place very quickly and will be provided to meet TDT requirements. Builder's Risk Insurance is in place to cover Phase I buildings under construction – the Education Building and the Greenhouse. All coverages are provided by carriers with an A.M. Best rating of at least A- rating. All policies will have the required 30-day written notice of cancellation with a 10-day notice of non-payment cancellation.

Section 5: Expenses

Applicants can use other forms of budget they may already have from accredited sources, so long as the information below is provided at a minimum.

Expenses

Applicants can use other forms of budget they may already have from accredited sources, so long as the information below is provided at a minimum.

- Please list ALL Project Expenses and indicate which items will utilize TDT Funds (Please attach any additional expenses)
- Total Expenses

Expense Name	Expense	TDT Funds Utilization
--------------	---------	-----------------------

	Amount	
Phase I Planning & Construction Cost	\$20,765,098.00	No, expense will NOT utilize TDT Funds
Auditoriums (Event Ctr., Comm. Stage/Green) Phase II	\$12,380,610.00	Yes. expense will utilize TDT Funds
Remaining Assets Phase II	\$20,865,292.00	No, expense will NOT utilize TDT Funds
Phase III (Discovery Center)	\$10,989,000.00	No, expense will NOT utilize TDT Funds
0	65000000	0

Required Attachments

Articles of Incorporation

Attach Articles of Incorporation document (except government entities)

Amended Articles of Incorporation 2-25-21.pdf

Tax ID or IRS Tax Exempt Determination Letter

Attach your TAX ID or IRS tax-exempt determination letter

4Roots IRS Determination Letter.pdf

Organizational Outline

Attach the organizational outline of the application entity. This includes but is not limited to the names and addresses of each board member and corporate officer (except government entities)

4Roots Organizational Outline.pdf

TDT Final or Interim Report (For past TDT Recipients only)

Attach a previous TDT Final Report or Interim Report if applicable.

Project Income and Expense

Upload any project income or expense information that did not fit in the tables provided, or if applicant organization if not using the space provided.

Form 990s

Attach the two most recent Form 990s completed for your organization if applicable to organizational entity type.

THE_4R_FOUNDATION_INC_990.pdf

Audited Financial Statements

Upload Applicants' most recently completed Audit (along with management letter and organization response if applicable).

4R Foundation Inc. financials + audit report 2022.pdf

Feasibility Study

Please provide any applicable feasibility study.

Budget

Upload the Complete Project Budget

TDT Budget.pdf

Partner & Collaborative Agreements

As one file, upload all written agreements involving media, hotels/motels, and venue contracts/ leases

Visit Orlando & Consensus Comm. Agreements (1).pdf

Site designs, blueprints, or facility footprint

Attach site designs, blueprints, or facility footprints. Do not try to attach full size renderings. Submit 360dpi (print quality) photos or scans. Also add more than one in a document to upload several into one file upload spot.

4Roots_Digital_1920x1080_Presentation_NoTitleBlock_240417-compressed-compressed_1.pdf

Support Documents

As one file, upload three support documents (Letters of recommendation, programs, brochures, media articles, etc).

Support Document & Media List.pdf

Section 6: Certifications

I have reviewed this GRANT Application hereby submitted to Orange County. I am in full agreement with the information contained in this submitted application and its submitted attachments as accurate and complete. I further acknowledge my understanding that the County in Making a capital grant does not assume any liability or responsibility for the ultimate viability, suitability, or financial profitability of the capital project for which the grant is awarded. The County, unless otherwise specifically stated, is only a financial contributor to the project and not a promoter or co-sponsor and will not guarantee or be responsible or liable for any debts or financial liability incurred for or arising from such project. All third parties are hereby put on notice that the County will not be responsible for payment of any costs or debts for the project that are not paid by the grant applicant.

Certifications*

I understand the above guidelines and agree to comply with them. I understand full receipt of grant funding is based upon the organization's compliance with all regulations.

Yes, I understand and agree

Authorized Agent Signature*

Thomas Ward

Authorized Agent Title*

Executive Director

Date of Certification*

04/30/2024

File Attachment Summary

Applicant File Uploads

- 4Roots TDT Proforma.pdf
- Major Event #1 Tourism Modeling.pdf
- Major Event #2 Tourism Modeling.pdf
- 4Roots TDT Proforma.pdf
- Amended Articles of Incorporation 2-25-21.pdf
- 4Roots IRS Determination Letter.pdf
- 4Roots Organizational Outline.pdf
- THE_4R_FOUNDATION_INC_990.pdf
- 4R Foundation Inc. financials + audit report 2022.pdf
- TDT Budget.pdf
- Visit Orlando & Consensus Comm. Agreements (1).pdf
- 4Roots_Digital_1920x1080_Presentation_NoTitleBlock_240417-compressed-compressed_1.pdf
- Support Document & Media List.pdf

The 4R Foundation, Inc. dba 4Roots
Operating Pro Forma Budget

Income	Phase 2 and 3 Construction Period			FYE 28	FYE 29
	FYE 25	FYE 26	FYE 27		
Event Center (Auditorium)		\$ 2,253,084	\$ 3,379,626	\$ 4,506,168	\$ 4,641,353
Education Center	\$ 142,020	\$ 157,800	\$ 173,580	\$ 189,360	\$ 208,296
Community Green & Stage (Auditorium) Barn		\$ 76,800	\$ 84,480	\$ 92,160	\$ 101,376
Restaurant			\$ 246,000	\$ 270,600	\$ 297,660
Fresh by 4Roots	\$ 712,800	\$ 703,200	\$ 773,520	\$ 843,840	\$ 928,224
Greenhouse	\$ 264,600	\$ 294,000	\$ 382,200	\$ 411,600	\$ 452,760
4Roots Café - OSC	\$ 54,000	\$ 60,000	\$ 66,000	\$ 72,000	\$ 79,200
Café - Retail			\$ 1,008,000	\$ 1,108,800	\$ 1,219,680
Culinary Health Institute, Discovery				\$ 504,000	\$ 554,400
Meet the Need	\$ 540,000	\$ 600,000	\$ 660,000	\$ 720,000	\$ 792,000
Contributions and Grants	\$ 1,080,000	\$ 1,200,000	\$ 1,320,000	\$ 1,440,000	\$ 1,584,000
Total Income	\$ 2,793,420	\$ 5,344,884	\$ 8,093,406	\$ 10,158,528	\$ 10,858,949
Expenses					
4Roots Programming		\$ 1,250,000	\$ 2,750,000	\$ 3,100,000	\$ 3,300,000
Personnel	\$ 1,552,816	\$ 2,238,281	\$ 2,755,728	\$ 3,454,641	\$ 3,800,105
Cost of Goods	\$ 456,000	\$ 456,000	\$ 758,400	\$ 834,240	\$ 917,664
Direct Operating Expenses	\$ 213,480	\$ 481,234	\$ 666,411	\$ 1,135,320	\$ 1,248,852
Marketing and Advertising	\$ 54,525	\$ 64,525	\$ 74,525	\$ 84,525	\$ 84,525
Maintenance Reserve	\$ 32,800	\$ 42,800	\$ 52,800	\$ 52,800	\$ 52,800
Indirect Operating Expenses	\$ 141,275	\$ 156,650	\$ 207,450	\$ 474,900	\$ 485,065
Security	\$ 54,000	\$ 60,000	\$ 74,500	\$ 74,500	\$ 74,500
Facility Expenses	\$ 189,600	\$ 320,400	\$ 341,900	\$ 358,700	\$ 320,070

Total Expenses	\$ 2,694,496	\$ 5,069,891	\$ 7,681,714	\$ 9,569,626	\$ 10,283,581
Net Gain/Loss	\$ 98,924	\$ 274,993	\$ 411,692	\$ 588,902	\$ 575,368

Major Event #1 Tourism Modeling

Major Event #1 Names	Type of Event	Number of Annual Events	Average Event Attendees	Projected Room nights per event
Wedding	Festival & Cultural Events	200	300	2
Concert	Festival & Cultural Events	12	1000	1
Health & Wellness (Outdoor)	Festival & Cultural Events	15	250	0
Camping (Boy/Girl Scouts)	Festival & Cultural Events	6	300	1
Play	Festival & Cultural Events	6	500	0
Art Festival	Festival & Cultural Events	2	1500	1
Movie	Festival & Cultural Events	6	300	0
Harvest Festival	Festival & Cultural Events	1	1500	0
Farmer's Market	Festival & Cultural Events	52	150	0

Festival and Cultural Events Inputs	
Events per Year	300
Visitors per event	316
Local %	80%
Non-Local %	20%
Non-Local Overnight %	50%
Non-Local Visitors	63.2
Avg Nights per event	0.56
Calculations:	
Total Visitors	94,800
Total Local Visitors	75,840
Total Non-Local Visitors	18,960
Total Non-Local Ovnt Visitors	9,480
Persons per Room	1.8
Total Room Demand	5,267
Room Night Demand from DI Calculator:	6,804

Weighted avg calc			
Major Event Names	# of events	Guests	Total
Wedding	200	300	60000
Concert	12	1000	12000
Health & Wellness (Outdoor)	15	250	3750
Camping (Boy/Girl Scouts)	6	300	1800
Play	6	500	3000
Art Festival	2	1500	3000
Movie	6	300	1800
Harvest Festival	1	1500	1500
Farmer's Market	52	150	7800

Summary of all Tourism Impacts, 4Roots Farm Campus

Event	Total Incremental Visitation	Room Nights (From DI Calculator)	Direct Spending	Total Impact
Major Event #1 Festivals/Cultural Events	18,960	6,804	\$ 2,546,929	\$ 4,585,147
Major Event #2 Business Meetings	3,234	4,738	\$ 2,035,991	\$ 3,638,585
General Leisure Visitor*	8,064	4,052	\$ 1,458,041	\$ 2,615,498
OCCC Attendee Leisure Extension*	7,358	5,281	\$ 1,843,250	\$ 3,296,730
Total Potential Impact	37,616	20,875	\$ 7,884,211	\$ 14,135,960

*For 4RFC total visitor counts please see Methodology Attendance and Room Night section for total anticipated guests counts including OCCC experiences, general leisure travel, and local education related activities.

Major Event #2 Tourism Modeling

Major Event #2 Names	Type of Event	Number of Annual Events	Average Event Attendees	Projected Room nights per event
KMPG Conference	Business Meeting	1	300	2
Wedgeworth Conference	Business Meeting	1	150	1
Continued Medical Education Conference	Business Meeting	1	300	2
Nemours + 4Roots Culinary Medicine Conference	Business Meeting	1	300	2
Florida Organic Growers Conference	Business Meeting	1	300	1
Florida Agriculture in the Classroom	Business Meeting	1	300	1
National Agriculture in the Classroom	Business Meeting	1	300	2
4Roots Regenerative Agriculture Conference	Business Meeting	1	300	2
Living Building Challenge Conference	Business Meeting	1	300	2
Renewable Energy Conference	Business Meeting	1	300	2
University of Florida IFAS Conference	Business Meeting	1	300	1
Florida Fish and Wildlife Conference	Business Meeting	1	300	1
Corporate Partner Conference #1	Business Meeting	1	300	1
Corporate Partner Conference #2	Business Meeting	1	300	2
Corporate Partner Conference #3	Business Meeting	1	265	2

Business Meetings Inputs	
Events Per Year	15
Visitors per event	288
Local %	25%
Non-Local %	75%
Non-Local Overnight %	100%
Non-Local Overnight Visitors	216
Avg Nights per event	1.58
Calculations:	
Total Visitors	4,313
Total Local Visitors	1,078
Total Non-Local Visitors	3,234
Total Non-Local Ovnt Visitors	3,234
Persons per Room	1.1
Total Room Demand	4,655
Room Night Demand from DI Calculator:	4,738

Summary of all Tourism Impacts, 4Roots Farm Campus

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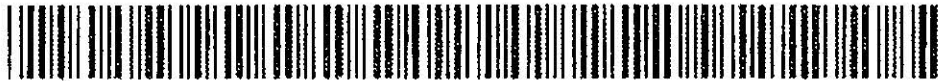
Florida Department of State

Division of Corporations

Electronic Filing Cover Sheet

Note: Please print this page and use it as a cover sheet. Type the fax audit number (shown below) on the top and bottom of all pages of the document.

(((H21000098970 3)))



H210000989703ABC3

Note: DO NOT hit the REFRESH/RELOAD button on your browser from this page. Doing so will generate another cover sheet.

To:

Division of Corporations
Fax Number : (850)617-6380

From:

Account Name : LOWNDES, DROSDICK, DOSTER, KANTOR & REED, P.A.
Account Number : 072720000036
Phone : (407)843-4600
Fax Number : (407)843-4444

Enter the email address for this business entity to be used for future annual report mailings. Enter only one email address please.

Email Address: _____

**COR AMND/RESTATE/CORRECT OR O/D RESIGN
THE 4R FOUNDATION, INC.**

Certificate of Status	0
Certified Copy	1
Page Count	04
Estimated Charge	\$43.75

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
THE 4R FOUNDATION, INC.
A FLORIDA NOT FOR PROFIT CORPORATION**

The Articles of Incorporation of **THE 4R FOUNDATION, INC.**, a Florida Not for Profit corporation (the "Corporation"), were filed on May 19, 2015, and assigned Document No. N15000005082.

The Board of Directors of the Corporation have unanimously agreed in a Written Consent to Action of Directors Taken In Lieu of a Special Meeting dated February 25, 2021, that the Corporation's Articles of Incorporation be amended and restated in accordance with the Corporation's Articles of Incorporation and the provisions of Sections 617.1002 and 617.1007 of the Florida Not For Profit Corporation Act, and the number of votes cast for such amendment and restatement was sufficient for approval thereof. There are no members entitled to vote. Accordingly, the Articles of Incorporation of the Corporation are hereby amended and restated in their entirety to read as follows:

ARTICLE I
NAME OF CORPORATION, MAILING ADDRESS
AND ADDRESS OF PRINCIPAL OFFICE

The name of this Corporation shall be **THE 4R FOUNDATION, INC.** The mailing address of the corporation is 210 N Park Avenue, Winter Park, Florida 32789 and its principal office shall be located at 210 N Park Avenue, Winter Park, Florida 32789.

ARTICLE II
REGISTERED OFFICE AND AGENT

The street address of the current registered office of this Corporation shall be 210 E Pine Street, #1200, Orlando, Florida 32802 and the name of the current registered agent for the Corporation shall be John M. Joyce.

ARTICLE III
PURPOSES

Section 1. The specific and primary purposes for which this corporation is formed are charitable, educational, and scientific purposes, with a focus on: (i) to provide philanthropic support in times of need at a moment's notice to various communities and/or individuals in need; (ii) to make distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"); and (iii) to solicit, receive and administer gifts and bequests of funds and property, both restricted and unrestricted, for charitable purposes, all for the benefit of other charitable organizations, and to take and hold, absolutely or in trust, for any of such purposes funds and property of every kind, real, personal, tangible and intangible, subject only to any limitations and conditions imposed by law or by the instrument under which received; to sell, lease, convey or otherwise dispose of any such property and to invest and reinvest the proceeds of and earnings from such property in accordance with investment policies established from time to time by the corporation's Board of Directors; and to

exercise any, all and every power, including trust powers, which a corporation not for profit created under the laws of the State of Florida can be authorized to exercise.

Section 2. The general purposes for which this corporation is organized are exclusively charitable purposes within the meaning of the Code or the corresponding provisions of any future federal tax laws.

Section 3. Notwithstanding any other provision of these amended and restated articles, this corporation shall not carry on any activities not permitted to be carried on by an organization exempt from federal income tax under the Code, or the corresponding provisions of any future federal tax laws.

Section 4. In the event this corporation is in any year determined to be a "private foundation" as defined in Section 509(a) of the Code it shall:

- (a) Distribute its income for each tax year at such time and in such manner so that it will not become subject to the tax on undistributed income imposed by Section 4942 of the Code, or the corresponding provisions of any future federal tax laws.
- (b) Not engage in any act of self-dealing as defined in Section 4941(d) of the Code, or the corresponding provisions of any future federal tax laws.
- (c) Not retain any excess business holdings as defined in Section 4943(c) of the Code, or the corresponding provisions of any future federal tax laws.
- (d) Not make any taxable investments as defined in Section 4944 of the Code, or the corresponding provisions of any future federal tax laws.
- (e) Not make any taxable expenditures as defined in Section 4945(d) of the Code, or the corresponding provisions of any future federal tax laws.

ARTICLE IV
POWERS.

This Corporation shall be authorized to exercise the powers permitted corporations not for profit under Chapter 617, Florida Statutes; provided, however, that this Corporation, in exercising any one or more of such powers, shall do so in furtherance of the exempt purposes for which it has been organized within the meaning of Section 501(c)(3) of the Code.

ARTICLE V

NO MEMBERSHIP

The Corporation shall not have any members.

ARTICLE VI
TERM

This Corporation shall have perpetual existence unless sooner dissolved according to law.

ARTICLE VIII
BOARD OF DIRECTORS

Section 1. The affairs of the Corporation shall be managed by a Board of Directors of the Corporation, whose names are set forth in Section 2, below, the Board of Directors shall be as determined and fixed by the bylaws of the Corporation; provided, however, that there shall never be less than three (3) directors.

Section 2. The names and addresses of the Board of Directors of the Corporation are as follows:

John T. Rivers	210 N. Park Avenue Winter Park, Florida 32789
Monica Rivers	210 N. Park Avenue Winter Park, Florida 32789
Jo-Ann Perfido	210 N. Park Avenue Winter Park, Florida 32789
Sara Elliott	210 N. Park Avenue Winter Park, Florida 32789

ARTICLE IX
DEDICATION OF ASSETS AND DISSOLUTION

Section 1. The property of this Corporation is irrevocably dedicated to the purposes set forth herein and no part of the net earnings or assets of this corporation shall inure to the benefit of any officer or director of the Corporation or to the benefit of any private individual. When appropriate, the Board of Directors may determine to reasonably compensate any officer or director of the corporation in accordance with and commensurate with the services performed by such person.

Section 2. Upon the dissolution and winding up of this Corporation, its assets remaining after payment or provision for payment of its debts and liabilities shall be distributed to one or more organizations which themselves are exempt as organizations described in Sections 501(c)(3) of the Code, or the corresponding provisions of any future federal tax laws, or to or among, the United States, the State of Florida or any local government(s) for exclusive public purposes.

ARTICLE X
BYLAWS

Subject to any limitations at any time contained in the Bylaws of this Corporation and in Chapter 617, Florida Statutes, Bylaws of this Corporation may be adopted, altered, amended or rescinded, and new Bylaws adopted, either by resolution of the Board of Directors or in the manner at any time provided in the Bylaws.

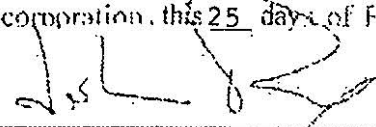
ARTICLE XI
AMENDMENT OF ARTICLES

These Amended and Restated Articles of Incorporation may be amended or further amended and restated pursuant to a resolution adopted by the Board of Directors.

ARTICLE XII
INDEMNIFICATION

The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any threatened, pending or contemplated action, suit or proceeding, whether civil, criminal, administrative or investigative (a "Proceeding") by reason of the fact that he is or was a director, employee, officer or agent of the Corporation, against expenses (including attorney's fees and appellate attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with any Proceeding to the greatest extent permitted under the Florida Not For Profit Corporation Act, Chapter 617, Florida Statutes and as may be provided for in the Bylaws.

IN WITNESS WHEREOF, the undersigned duly authorized officer of the Corporation has executed this Amended and Restated Articles of Incorporation, this 25 day of February, 2021.



John T. Rivers, President

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date:

JUL 13 2015

THE 4R FOUNDATION INC
210 N PARK AVE
WINTER PARK, FL 32789

Employer Identification Number:
47-4062821

DLN:

17053154330045

Contact Person:

ERIC KAYE

ID# 31612

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Public Charity Status:

170(b)(1)(A)(vi)

Form 990 Required:

Yes

Effective Date of Exemption:

May 19, 2015

Contribution Deductibility:

Yes

Addendum Applies:

No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

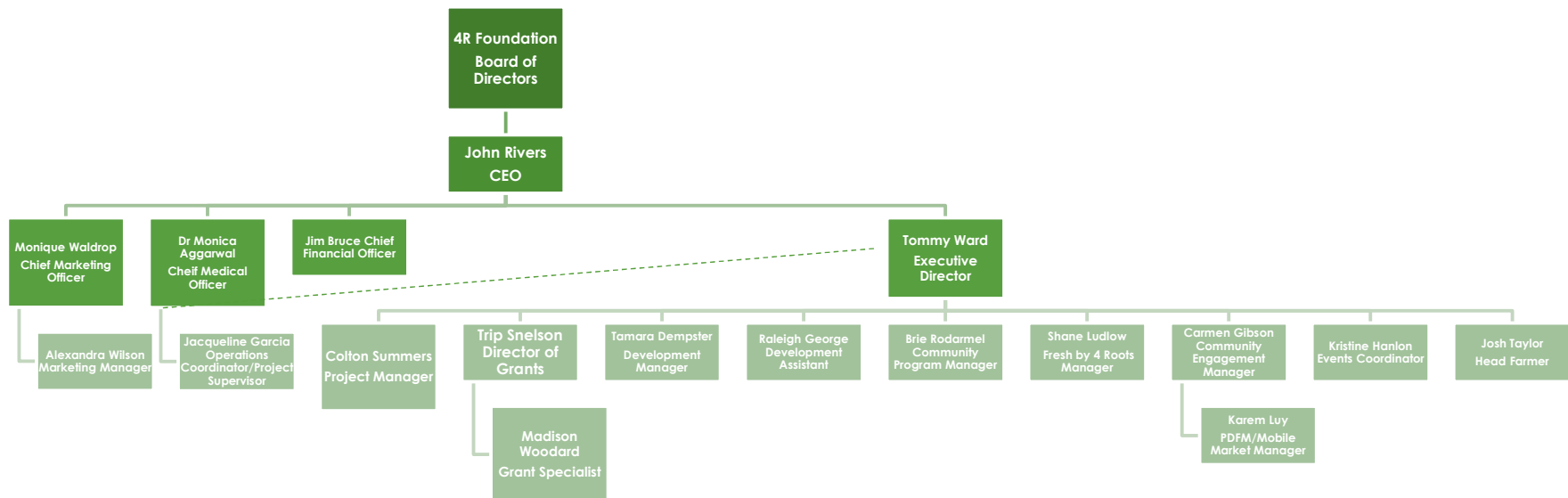
For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Director, Exempt Organizations

4Roots Organizational Chart



Governing Board		
Name	Organization	Address
John Rivers (Officer- President)	CEO, 4Roots and 4R Restaurant Group	210 N Park Ave Winter Park, FL, 32789
James Bruce (Officer- CFO)	Chief Financial Officer, 4Roots and 4R Restaurant Group	210 N Park Ave Winter Park, FL, 32789
Mayor Buddy Dyer	Mayor, City of Orlando	400 South Orange Avenue Orlando, Florida, 32801
FJ Flynn	Deputy Chief Administrative Officer, City of Orlando	400 South Orange Avenue Orlando, Florida, 32801
Robert Gordon	President and CEO, FreshPoint	10710 Greens Crossing Blvd, United States
Douglas Harcombe	CEO AdventHealth Lake Nona/AdventHealth South Market	601 E Altamonte Dr, Altamonte Springs, FL 32701
Sandy Hostetter	VP of Asset Development, LIFT Orlando	710 S. Tampa Ave. Orlando, FL 32805
Tony Jenkins	Central Florida Region Market President, Florida Blue	4800 Deerwood Campus Pkwy in Jacksonville, Florida 32246
Mark Jones	SVP and Director of Capital Campaigns, Orlando Health Foundation	160 Southgate Commerce Blvd. Suite 50. Orlando, FL 32806
Tony Massey	President and CEO, Massey Services, Inc.	315 Groveland Street, Orlando, FL 32804
Greg McNeill	Partner, Lowndes	215 N. Eola Drive. Orlando, FL 32801
Kay Rawlins	Founder & Senior VP of Community Relations, Orlando City Foundation	655 W. Church Street, Orlando, FL, United States, 32805
Kenneth Robinson	President and CEO, Dr. Phillips Charities	7400 Dr. Phillips Blvd. Orlando, FL 32819
Tim Seneff	President, National Christian Foundation	1150 Sanctuary Pkwy, Suite 350 Alpharetta, GA 30009
Tom Sittema	Executive Chairman, Conversus, a StepStone Company	111 East Fairbanks Avenue, Suite 200, Winter Park, FL 32789
Demetrius Summerville	Director of Operations, LIFT Orlando	710 S. Tampa Ave. Orlando, FL 32805
Rich Wolowski	President & CEO, North America, Gordon Food Service	1300 Gezon Parkway SW. Wyoming, MI 49509

Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2021**Open to Public
Inspection****A** For the **2021** calendar year, or tax year beginning

10/01/2021 and ending

09/30/2022

B Check if applicable:

<input type="checkbox"/>	Address change
<input type="checkbox"/>	Name change
<input type="checkbox"/>	Initial return
<input type="checkbox"/>	Terminated
<input type="checkbox"/>	Amended return
<input type="checkbox"/>	Application pending

C Name of organization

THE 4R FOUNDATION, INC.

Doing Business As

Number and street (or P.O. box if mail is not delivered to street address)

Room/suite

210 N. PARK AVE

City or town, state or province, country, and ZIP or foreign postal code

WINTER PARK, FL 32789

F Name and address of principal officer:

JIM BRUCE

210 N. PARK AVE, WINTER PARK, FL 32789

D Employer identification number

47-4062821

E Telephone number

(407) 687-4344

G Gross receipts \$ 12,561,822.**H(a)** Is this a group return for subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

H(c) Group exemption number ▶**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ WWW.4ROOTSFARM.ORG**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: 2015 **M** State of legal domicile: FL**Part I Summary****1** Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O**2** Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.**3** Number of voting members of the governing body (Part VI, line 1a) **3** 15**4** Number of independent voting members of the governing body (Part VI, line 1b) **4** 15**5** Total number of individuals employed in calendar year 2021 (Part V, line 2a) **5** 54**6** Total number of volunteers (estimate if necessary) **6** 244**7a** Total unrelated business revenue from Part VIII, column (C), line 12 **7a****b** Net unrelated business taxable income from Form 990-T, line 34 **7b****Revenue****8** Contributions and grants (Part VIII, line 1h) **8** 4,194,705. 11,797,398.**9** Program service revenue (Part VIII, line 2g) **9** NONE NONE**10** Investment income (Part VIII, column (A), lines 3, 4, and 7d) **10** 17. NONE**11** Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) **11** 295,226. 186,528.**12** Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) **12** 4,489,948. 11,983,926.**Expenses****13** Grants and similar amounts paid (Part IX, column (A), lines 1-3) **13** 141,158. 252,119.**14** Benefits paid to or for members (Part IX, column (A), line 4) **14** NONE NONE**15** Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) **15** 936,523. 1,285,073.**16a** Professional fundraising fees (Part IX, column (A), line 11e) **16a** NONE NONE**b** Total fundraising expenses (Part IX, column (D), line 25) ▶ 470,162.**17** Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) **17** 803,589. 1,122,922.**18** Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) **18** 1,881,270. 2,660,114.**19** Revenue less expenses. Subtract line 18 from line 12 **19** 2,608,678. 9,323,812.**Net Assets or Fund Balances****20** Total assets (Part X, line 16) **20** 4,527,448. 19,554,213.**21** Total liabilities (Part X, line 26) **21** 588,982. 6,296,128.**22** Net assets or fund balances. Subtract line 21 from line 20. **22** 3,938,466. 13,258,085.**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

08/15/2023

Date



JIM BRUCE

CFO

Type or print name and title

Paid**Preparer****Use Only**

Print/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

KATHRYN L ENNIS CPA

KATHRYN L ENNIS CPA

08/15/2023

P00446812

Firm's name ▶ WITHUMSMITH+BROWN, PC

Firm's EIN ▶ 22-2027092

Firm's address ▶ 200 S ORANGE AVE., STE 1200 ORLANDO, FL 32801-3400

Phone no. 407-849-1569

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2021)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐ Yes ☒ No**1** Briefly describe the organization's mission:

THE PURPOSE OF THE 4R FOUNDATION (D/B/A 4ROOTS) IS TO PROVIDE
 PHILANTHROPIC SUPPORT TO VARIOUS COMMUNITIES AND/OR INDIVIDUALS IN
 NEED AND TO INVEST IN FOOD AND FARMING INITIATIVES THAT IMPROVE THE
 HEALTH OF OUR COMMUNITY.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O.**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code:) (Expenses \$ 497,324. including grants of \$) (Revenue \$)

THE 4ROOTS FARM CAMPUS: A PROJECT DEDICATED TO FOSTERING A
 HEALTHIER COMMUNITY BY STRENGTHENING OUR REGIONAL FOOD SYSTEM. THE
 FARM CAMPUS WILL SERVE AS A CROSSROADS FOR INDIVIDUALS AND
 ORGANIZATIONS TO WORK TOGETHER ACROSS DISCIPLINES TO BUILD A
 BETTER FOOD FUTURE. IT NURTURES THIS VISION BY ENCOURAGING MORE
 LOCALLY GROWN FOOD, EMPHASIZING THE USE OF FOOD AS MEDICINE,
 EDUCATING STUDENTS AND THE COMMUNITY ABOUT LOCAL FOOD AND FARMING,
 IMPROVING EQUITABLE ACCESS TO NUTRIENT-DENSE FOOD, AND CREATING A
 NETWORK OF FOOD SYSTEM PROFESSIONALS TO COLLABORATE ON POSITIVE
 CHANGE.

4b (Code:) (Expenses \$ 181,274. including grants of \$) (Revenue \$)

IN RESPONSE TO THE COVID-19 PANDEMIC, 4ROOTS LAUNCHED FEED THE
 NEED FLORIDA. COMING ALONGSIDE VARIOUS PARTNERS IN THE PUBLIC AND
 PRIVATE SECTOR, THE PROGRAM ESTABLISHED A SYSTEM TO RECEIVE
 PRODUCE DIRECTLY FROM FLORIDA FARMERS, PRESERVE AND CREATE JOBS,
 AND PREPARE NUTRITIOUS MEALS TO BE SERVED TO THOUSANDS THROUGHOUT
 FLORIDA. SINCE LAUNCHING IN MARCH 2020, THE PROGRAM HAS
 DISTRIBUTED MORE THAN 1.5 MILLION MEALS AND RESCUED MORE THAN
 500,000 POUNDS OF LOCAL PRODUCE.

4c (Code: 3) (Expenses \$ 19,944. including grants of \$) (Revenue \$)

THE 4R FOUNDATION ADMINISTERED A CATASTROPHIC INJURY FUND ON BEHALF
 OF AUSTEN GEORGE FOLLOWING A TRAUMATIC BRAIN INJURY THAT LEFT HIM
 COMATOSED FOR 40 DAYS AND HOSPITALIZED SINCE THE EVENT. THE FUNDS
 RAISED ON HIS BEHALF WERE DISTRIBUTED TO A TRUST IN HIS NAME FOR
 THE PURPOSE OF FUNDING MEDICALLY RELATED EXPENSES.

4d Other program services (Describe on Schedule O.)

(Expenses \$ 309,006. including grants of \$) (Revenue \$)

4e Total program service expenses **1,007,548.**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A.	1 X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I.	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II.	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III.	5	
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I.	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II.	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III.	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV.	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? If "Yes," complete Schedule D, Part V.	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.	11a X	
b Did the organization report an amount for investments-other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.	11b	X
c Did the organization report an amount for investments-program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X.	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII.	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional.	12b X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E.	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV.	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV.	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV.	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions.	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II.	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III.	19	X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H.	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II.	21 X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
24d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
25b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
35b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	21	
1b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable.	NONE	
1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	2a 54		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b		
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b If "Yes," enter the name of the foreign country ► See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X	
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	X	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		X
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		X
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17 Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI ☒ **X****Section A. Governing Body and Management**

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	15	
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
b Enter the number of voting members included on line 1a, above, who are independent.	15	
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6 Did the organization have members or stockholders?		X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	X	
b Each committee with authority to act on behalf of the governing body?		X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . .		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? .	X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
13 Did the organization have a written whistleblower policy?	X	
14 Did the organization have a written document retention and destruction policy?	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	X	
b Other officers or key employees of the organization	X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ► FL,
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►
JIM BRUCE 210 N. PARK AVENUE WINTER PARK, FL 32789

407-687-4344

Form **990** (2021)

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) FRANKLIN (TRIP) SNELSON PROJECT DIRECTOR	40.00 NONE			X				141,866.	NONE	6,588.
(2) JOHN RIVERS CEO & BOARD CHAIRMAN	10.00 1.00	X		X				NONE	NONE	NONE
(3) BUDDY DYER HONORARY BOARD MEMEBER	1.00 NONE	X						NONE	NONE	NONE
(4) DES CUMMINGS DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(5) FJ FLYNN DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(6) ROBERT GORDON DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(7) SANDY HOSTETTER DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(8) TONY JENKINS DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(9) MARK JONES DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(10) HARVEY MASSEY DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(11) GREG MCNEILL DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(12) KAY RAWLINS DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(13) KEN ROBINSON DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(14) TOM SITTEMA DIRECTOR	1.00 NONE	X						NONE	NONE	NONE

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[illegible]

2	Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization	1
---	---	---

		Yes	No
3	Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶	NONE
---	--	------

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions) . .	1e	1,000,000.			
	f	All other contributions, gifts, grants, and similar amounts not included above .	1f	10,797,398.			
	g	Noncash contributions included in lines 1a-1f	1g	\$ 215,164.			
	h	Total. Add lines 1a-1f		11,797,398.			
	Program Service Revenue				Business Code		
2a							
b							
c							
d							
e							
f		All other program service revenue					
g		Total. Add lines 2a-2f		NONE			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		NONE			
	4	Income from investment of tax-exempt bond proceeds .		NONE			
	5	Royalties		NONE			
			(i) Real	(ii) Personal			
	6a	Gross rents	6a				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c	NONE	NONE		
	d	Net rental income or (loss)		NONE			
	7a	Gross amount from sales of assets other than inventory		(i) Securities	(ii) Other		
	b	Less: cost or other basis and sales expenses	7b				
	c	Gain or (loss)	7c				
	d	Net gain or (loss)		NONE			
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a	NONE			
	b	Less: direct expenses	8b	NONE			
	c	Net income or (loss) from fundraising events		NONE			
	9a	Gross income from gaming activities. See Part IV, line 19	9a	NONE			
	b	Less: direct expenses	9b	NONE			
c	Net income or (loss) from gaming activities		NONE				
10a	Gross sales of inventory, less returns and allowances	10a	764,424.				
b	Less: cost of goods sold	10b	577,896.				
c	Net income or (loss) from sales of inventory		186,528.	186,528.			
Miscellaneous Revenue				Business Code			
	11a	MISCELLANEOUS INCOME					
	b						
	c						
	d	All other revenue					
	e	Total. Add lines 11a-11d		NONE			
12	Total revenue. See instructions		11,983,926.	186,528.			

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	233,215.	233,215.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	18,904.	18,904.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	NONE			
4 Benefits paid to or for members	NONE			
5 Compensation of current officers, directors, trustees, and key employees	156,585.	46,498.	82,938.	27,149.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	NONE			
7 Other salaries and wages	933,670.	277,256.	494,534.	161,880.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	NONE			
9 Other employee benefits	113,671.	33,755.	60,208.	19,708.
10 Payroll taxes	81,147.	24,097.	42,981.	14,069.
11 Fees for services (nonemployees):				
a Management	NONE			
b Legal	9,797.	9,797.		
c Accounting	100,853.		100,853.	
d Lobbying	NONE			
e Professional fundraising services. See Part IV, line 17	NONE			
f Investment management fees	NONE			
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	156,810.	90,810.		66,000.
12 Advertising and promotion	64,197.	52,497.	2,777.	8,923.
13 Office expenses	48,270.	24,135.	24,135.	
14 Information technology.	10,975.	3,259.	5,813.	1,903.
15 Royalties.	NONE			
16 Occupancy	178,101.		178,101.	
17 Travel	36,387.	25,306.	9,160.	1,921.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	NONE			
19 Conferences, conventions, and meetings	NONE			
20 Interest	5,608.		5,608.	
21 Payments to affiliates.	NONE			
22 Depreciation, depletion, and amortization	29,100.		29,100.	
23 Insurance	31,446.	2,572.	28,874.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a EVENT EXPENSES	187,854.	4,088.	28,620.	155,146.
b MEALS PROVISIONS & WASTE	112,083.	112,083.		
c EQUIPMENT	39,422.	10,458.	28,964.	
d MERCHANT CARD PROCESSING	38,818.	38,818.		
e All other expenses	73,201.		59,738.	13,463.
25 Total functional expenses. Add lines 1 through 24e	2,660,114.	1,007,548.	1,182,404.	470,162.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	263,108.	1	577,958.
	2 Savings and temporary cash investments.	NONE	2	NONE
	3 Pledges and grants receivable, net	2,339,340.	3	5,320,917.
	4 Accounts receivable, net	114,719.	4	87,779.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	NONE	5	NONE
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B).	NONE	6	NONE
	7 Notes and loans receivable, net	NONE	7	12,762,251.
	8 Inventories for sale or use	80,380.	8	15,084.
	9 Prepaid expenses and deferred charges	7,171.	9	4,336.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	812,849.		
	b Less: accumulated depreciation.	58,344.		
		1,698,378.	10c	754,505.
	11 Investments - publicly traded securities.	13,135.	11	9,936.
	12 Investments - other securities. See Part IV, line 11.	NONE	12	NONE
	13 Investments - program-related. See Part IV, line 11.	NONE	13	NONE
	14 Intangible assets	NONE	14	NONE
15 Other assets. See Part IV, line 11	11,217.	15	21,447.	
16 Total assets. Add lines 1 through 15 (must equal line 33)	4,527,448.	16	19,554,213.	
Liabilities	17 Accounts payable and accrued expenses.	247,916.	17	476,457.
	18 Grants payable	NONE	18	NONE
	19 Deferred revenue	NONE	19	NONE
	20 Tax-exempt bond liabilities	NONE	20	NONE
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	NONE	21	NONE
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	NONE	22	NONE
	23 Secured mortgages and notes payable to unrelated third parties	NONE	23	5,801,285.
	24 Unsecured notes and loans payable to unrelated third parties.	NONE	24	NONE
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	341,066.	25	18,386.
	26 Total liabilities. Add lines 17 through 25.	588,982.	26	6,296,128.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	1,665,375.	27	12,409,970.
	28 Net assets with donor restrictions.	2,273,091.	28	848,115.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	3,938,466.	32	13,258,085.
	33 Total liabilities and net assets/fund balances.	4,527,448.	33	19,554,213.

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Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	11,983,926.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,660,114.
3	Revenue less expenses. Subtract line 2 from line 1	3	9,323,812.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,938,466.
5	Net unrealized gains (losses) on investments	5	-4,193.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O).	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	13,258,085.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII. ☒

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits . . .

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

Form **990** (2021)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2021

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1,002,914.	935,680.	4,463,056.	4,194,705.	11,797,400.	22,393,755.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						NONE
3 The value of services or facilities furnished by a governmental unit to the organization without charge						NONE
4 Total. Add lines 1 through 3.	1,002,914.	935,680.	4,463,056.	4,194,705.	11,797,400.	22,393,755.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). <small>SEE SUPP. PAGE</small>						5,177,759.
6 Public support. Subtract line 5 from line 4						17,215,996.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	1,002,914.	935,680.	4,463,056.	4,194,705.	11,797,400.	22,393,755.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources				17.		17.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						NONE
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . <small>SEE SUPP. PAGE</small>				295,226.	186,528.	481,754.
11 Total support. Add lines 7 through 10						22,875,526.
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14	75.26 %
15 Public support percentage from 2020 Schedule A, Part II, line 14	15	77.48 %
16a 33 1/3% support test - 2021. If the organization did not check the box on line 13, and line 14 is 33 1/3 % or more, check this box and stop here . The organization qualifies as a publicly supported organization.		<input checked="" type="checkbox"/>
b 33 1/3% support test - 2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3 % or more, check this box and stop here . The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10%-facts-and-circumstances test - 2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
b 10%-facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5.						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b.						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6.						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f)).	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11a		
11b		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
1		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
1		
2		
3		

Section E. Type III Functionally Integrated Supporting Organizations

	Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI .		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
2a		
2b		
3a		
3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		
Section C - Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Schedule A (Form 990) 2021

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1	Distributable amount for 2021 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3	Excess distributions carryover, if any, to 2021			
a	From 2016			
b	From 2017			
c	From 2018			
d	From 2019			
e	From 2020			
f	Total of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2021 distributable amount			
i	Carryover from 2016 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2021 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2021 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7	Excess distributions carryover to 2022. Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2017			
b	Excess from 2018			
c	Excess from 2019			
d	Excess from 2020			
e	Excess from 2021			

Schedule A (Form 990) 2021

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART II - EXCESS CONTRIBUTIONS

CONTRIBUTOR NAME	TOTAL CONTRIBUTION	LESS 2% OF LINE 11(F)	EXCESS CONTRIBUTION AMOUNT
-----	-----	-----	-----
DR. PHILLIPS FOUNDATION	1,114,000.	457,511.	656,489.
FLORIDA BLUE FOUNDATION	1,970,000.	457,511.	1,512,489.
JOHN & MONICA RIVERS	524,058.	457,511.	66,547.
SYSCO CORPORATION	907,278.	457,511.	449,767.
PEPSICO	2,025,000.	457,511.	1,567,489.
WILLIAMS FAMILY FOUNDATION	1,000,000.	457,511.	542,489.
RIVERS PLEDGE	840,000.	457,511.	382,489.
	-----		-----
TOTALS	8,380,336.		5,177,759.
	=====		=====

**Schedule B
(Form 990)**

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ **Attach to Form 990 or Form 990-PF.**
▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2021

Name of the organization

Employer identification number

THE 4R FOUNDATION, INC.

47-4062821

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	N/A	\$ 3,419,962.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
2	N/A	\$ 250,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	N/A	\$ 1,700,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	N/A	\$ 2,025,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	N/A	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	N/A	\$ 1,000,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	N/A	\$ 900,000.	Person <input checked="checked" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

47-4062821

Part II

[illegible]

Name of organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part III **Exclusively** religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ► \$ _____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____		_____	
_____		_____	
_____		_____	
_____	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____		_____	
_____		_____	
_____		_____	
_____	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____		_____	
_____		_____	
_____		_____	
_____	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____		_____	
_____		_____	
_____		_____	

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

THE 4R FOUNDATION, INC.

Supplemental Financial Statements

▶ Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Employer identification number

47-4062821

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year) . .		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (for example, recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1. ▶ \$ _____

(ii) Assets included in Form 990, Part X. ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1. ▶ \$ _____

b Assets included in Form 990, Part X. ▶ \$ _____

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2021

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

- ☐ a Public exhibition
☐ b Scholarly research
☐ c Preservation for future generations
☐ d Loan or exchange program
☐ e Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ▶ _____ %
 b Permanent endowment ▶ _____ %
 c Term endowment ▶ _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations	3a(i)	
(ii) Related organizations	3a(ii)	
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b	

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		440,373.		440,373.
d Equipment		371,262.	58,344.	213,918.
e Other		1,214.		1,214.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				754,505.

Schedule D (Form 990) 2021

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) _____		
(2) _____		
(3) _____		
(4) _____		
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) _____	
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) LINE OF CREDIT	18,386.
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII . ☒

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE SUPPLEMENTAL PAGE

Part XIII Supplemental Information (continued)

FORM 990, SCHEDULE D, PART X, LINE 2:

THE FOUNDATION IS A NOT-FOR-PROFIT CORPORATION EXEMPT FROM INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE. THEREFORE, NO PROVISION FOR INCOME TAXES HAS BEEN INCLUDED IN THE ACCOMPANYING CONSOLIDATED FINANCIAL STATEMENTS.

ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA PRESCRIBE REQUIREMENTS FOR THE RECOGNITION OF INCOME TAXES IN CONSOLIDATED FINANCIAL STATEMENTS, AND THE AMOUNTS RECOGNIZED ARE AFFECTED BY INCOME TAX POSITIONS TAKEN BY THE FOUNDATION IN ITS TAX RETURNS. THE FOUNDATION'S STATUS AS AN EXEMPT ORGANIZATION IS DEFINED AS AN INCOME TAX POSITION UNDER THESE REQUIREMENTS. WHILE MANAGEMENT BELIEVES IT HAS COMPLIED WITH THE INTERNAL REVENUE CODE, THE SUSTAINABILITY OF SOME INCOME TAX POSITIONS TAKEN BY THE FOUNDATION IN ITS TAX RETURNS MAY BE UNCERTAIN. THERE ARE MINIMUM THRESHOLDS OF LIKELIHOOD THAT UNCERTAIN TAX POSITIONS ARE REQUIRED TO MEET BEFORE BEING RECOGNIZED IN THE CONSOLIDATED FINANCIAL STATEMENTS. MANAGEMENT DOES NOT BELIEVE THAT THE FOUNDATION HAS ANY MATERIAL UNCERTAIN TAX POSITIONS AT SEPTEMBER 30, 2022.

MANAGEMENT ANALYZED ITS VARIOUS FEDERAL AND STATE FILING POSITIONS AND BELIEVES THAT ITS INCOME TAX FILING POSITIONS AND DEDUCTIONS ARE WELL DOCUMENTED AND SUPPORTED. ADDITIONALLY, MANAGEMENT BELIEVES THAT NO ACCRUALS FOR TAX LIABILITIES RELATED TO UNCERTAIN INCOME TAX POSITIONS ARE REQUIRED. THEREFORE, NO RESERVES FOR UNCERTAIN TAX POSITIONS HAVE BEEN RECORDED.

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) ORLANDO AFTER SCHOOL ALL-STARS, INC. 400 S. ORANGE AVENUE ORLANDO, FL 32801	59-3313614	501(C)(3)	120,000.		FMV		SUPPORT CHILDREN IN
(2) GIVE HOPE FOUNDATION, INC. 109 BRANTLEY HALL LANE LONGWOOD, FL 32839	54-2169627	501(C)(3)	8,000.		FMV		SUPPORT CHILDREN IN
(3) WINTER PARK DAY NURSERY INC 741 SOUTH PENNSYLVANNIA AVENUE	59-0638506	501(C)(3)	10,000.		FMV		SUPPORT CHILDREN IN
(4) THE GRENADIER BOOSTER CLUB INC 6100 ORELANDER DR ORLANDO, FL 32807	83-4446235	501(C)(3)	10,000.		FMV		SUPPORT CHILDREN IN
(5) UCP OF CENTRAL FLORIDA 4780 DATA COURT ORLANDO, FL 32817	59-0799925	501(C)(3)	10,000.		FMV		SUPPORT CHILDREN IN
(6) CANNONBALL KIDS CANCER FOUNDATION 1555 HOWELL BRANCH ROAD C202	46-4839642	501(C)(3)	6,000.		FMV		SUPPORT CHILDREN IN
(7) COALITION FOR THE HOMELESS OF CENTRAL FL. 18 NORTH TERRY AVENUE ORLANDO, FL 32801	59-2814255	501(C)(3)	10,000.		FMV		SUPPORT CHILDREN IN
(8) FREEDOM RIDE 3919 BAY LAKE ROAD ORLANDO, FL 32808	59-3498545	501(C)(3)	10,000.		FMV		SUPPORT CHILDREN IN
(9) ELEVATE ORLANDO PO BOX 940633 MAITLAND, FL 32794	26-3330456	501(C)(3)	20,000.		FMV		PROGRAM SUPPORT
(10) DERRICK BROOKS CHARITIES 3750 GUNN HIGHWAY SUITE 109 TAMPA, FL 33618	45-0496688	501(C)(3)	15,000.		FMV		PROGRAM SUPPORT
(11)							
(12)							

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 10
- 3 Enter total number of other organizations listed in the line 1 table NONE

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

Part III

Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1 KEVIN CAVANAUGH	1	18,904.		BOOK VALUE	
2					
3					
4					
5					
6					
7					

Part IV

Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b); and any other additional information.

**SCHEDULE M
(Form 990)**

Department of the Treasury
Internal Revenue Service

Noncash Contributions

- ▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
- ▶ Attach to Form 990.
- ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous	X	1	995.	FAIR MARKET VALUE
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory	X	1	194,207.	FAIR MARKET VALUE
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (SUPPLIES)	X	1	19,962.	FAIR MARKET VALUE
26 Other ▶ ()				
27 Other ▶ ()				
28 Other ▶ ()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement **29**

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		X
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2021

JSA

1E1298 1.000

2618RC 765H

9049904 - FYE

36

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

THE 4R FOUNDATION, INC.

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Employer identification number

47-4062821

FORM 990, PART VI, SECTION B, LINE 8B:

THE ORGANIZATION DOES NOT HAVE A COMMITTEE WITH AUTHORITY TO ACT ON
BEHALF OF THE GOVERNING BODY.

FORM 990, PART VI, SECTION B, LINE 11:

A DRAFT OF FORM 990 IS DISTRIBUTED TO ALL BOARD MEMBERS FOR REVIEW BEFORE
FILING WITH THE INTERNAL REVENUE SERVICE.

FORM 990, PART VI, SECTION B, LINE 12C:

PERIODIC REVIEWS ARE CONDUCTED. BENEFITS AND COMPENSATION ARE REVIEWED TO
DETERMINE IF REASONABLE. PARTNERSHIPS, VENTURES, AND ARRANGEMENTS WITH
MANAGEMENT ORGANIZATIONS ARE REVIEWED TO DETERMINE IF THEY CONFORM TO THE
ORGANIZATION'S WRITTEN POLICIES AND ARE RECORDED IF THEY REFLECT
REASONABLE INVESTMENT OR PAYMENT FOR GOODS AND SERVICES.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS AND FINANCIAL STATEMENTS
AVAILABLE TO THE PUBLIC UPON REQUEST VIA U.S. MAIL OR INSPECTION AT ITS
OFFICE.

FORM 990, PART VI, SECTION A, LINE 7A AND 7B:

THE BOARD OF DIRECTORS HAS THE POWER TO ELECT PERSONS OF THE GOVERNING
BODY. GOVERNANCE DECISIONS ARE REVIEWED BY THE BOARD AND SUBJECT TO
APPROVAL.

FORM 990, PART VI, SECTION B, LINE 15:

THE BOARD OF DIRECTORS PERFORMS A COMPREHENSIVE REVIEW OF COMPARABLE
LOCAL AREA NON-PROFIT COMPENSATION PACKAGES AND OTHER MARKET STUDIES TO
DETERMINE THE EXECUTIVE DIRECTOR'S COMPENSATION.

FORM 990, PART III, LINE 4D:

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Name of the organization

THE 4R FOUNDATION, INC.

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Employer identification number

47-4062821

OTHER PROGRAM SERVICE ACCOMPLISHMENTS:

DONATIONS MADE TO LOCAL ORLANDO SCHOOLS AND CHURCHES IN ORDER TO PROMOTE
AFTER-SCHOOL PROGRAMS IN A SAFE ENVIRONMENT THAT HELPS YOUTH EXCEL IN
SCHOOL AND LIFE.

FORM 990, PART I, LINE 1:

THE PURPOSE OF THE 4R FOUNDATION (D/B/A 4ROOTS) IS TO PROVIDE
PHILANTHROPIC SUPPORT TO VARIOUS COMMUNITIES AND/OR INDIVIDUALS IN NEED
AND TO INVEST IN FOOD AND FARMING INITIATIVES THAT IMPROVE THE HEALTH OF
OUR COMMUNITY.

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

FORM 990, PART X - PREPAID EXPENSES AND DEFERRED CHARGES

=====

DESCRIPTION -----	ENDING BOOK VALUE -----
PREPAID EXPENSES	4,336.
TOTALS	----- 4,336. =====

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

FORM 990, PART X - INVESTMENTS - PUBLICLY TRADED SECURITIES

=====

DESCRIPTION	ENDING BOOK VALUE	COST OR FMV
-----	-----	-----
REGIONS BROKERAGE	9,936.	FMV

TOTALS	9,936.	
	=====	

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

► Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization

THE 4R FOUNDATION, INC.

Employer identification number

47-4062821

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) 4 ROOTS CAMPUS, INC 88-0877331 210 N PARK AVE WINTER PARK, FL 32789	SUPPORTING OR	FL	501(C)(3)	LINE 12A	N/A	X	
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2021

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity.		X
b Gift, grant, or capital contribution to related organization(s).		X
c Gift, grant, or capital contribution from related organization(s).		X
d Loans or loan guarantees to or for related organization(s).	X	
e Loans or loan guarantees by related organization(s).		X
f Dividends from related organization(s).		X
g Sale of assets to related organization(s).		X
h Purchase of assets from related organization(s).		X
i Exchange of assets with related organization(s).		X
j Lease of facilities, equipment, or other assets to related organization(s).		X
k Lease of facilities, equipment, or other assets from related organization(s).		X
l Performance of services or membership or fundraising solicitations for related organization(s).		X
m Performance of services or membership or fundraising solicitations by related organization(s).		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s).		X
o Sharing of paid employees with related organization(s).		X
p Reimbursement paid to related organization(s) for expenses.		X
q Reimbursement paid by related organization(s) for expenses.		X
r Other transfer of cash or property to related organization(s).	X	
s Other transfer of cash or property from related organization(s).		X
2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.		

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) 4 ROOTS CAMPUS, INC.	D	10,218,781.	COST
(2) 4 ROOTS CAMPUS, INC.	R	1,510,997.	COST
(3)			
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

4 ROOTS CAMPUS



4ROOTS

**THE 4R FOUNDATION, INC.
Consolidated Financial Statements
September 30, 2022
With Independent Auditor's Report**

The 4R Foundation, Inc.
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September 30, 2022

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
The 4R Foundation, Inc.:

Opinion

We have audited the consolidated financial statements of The 4R Foundation, Inc. ("4 Roots" or the "Foundation"), which comprise the consolidated statement of financial position as of September 30, 2022, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to consolidated financial statements.

In our opinion, the accompanying consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of September 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements of the 4 Roots or the Foundation as a whole. The accompanying consolidating schedules listed on pages 17 and 18 are presented for purposes of additional analysis and are not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.



September 1, 2023

The 4R Foundation, Inc.
Consolidated Statement of Financial Position
September 30, 2022

Assets

Current assets	
Cash and cash equivalents	\$ 630,476
Restricted cash - expense reserve accounts	10,344,666
Accounts receivable	9,384
Grants receivable	2,521,001
Current contributions receivable	1,315,833
Inventory	15,084
Prepaid expenses	<u>4,336</u>
Total current assets	14,840,780
Contributions receivable	1,484,083
Receivable for 4Roots Campus project	12,212,775
Property and equipment, net	8,032,259
Other	<u>21,447</u>
Total assets	<u>\$ 36,591,344</u>

Liabilities and Net Assets

Current liabilities	
Accounts payable and accrued expenses	\$ 1,031,088
Current maturities of long-term debt	1,701,285
Current portion of capital lease obligations	<u>5,120</u>
Total current liabilities	2,737,493
Capital lease obligations, less current portions	13,266
Long term debt, less current maturities	<u>20,582,500</u>
	<u>23,333,259</u>
Net assets	
Without donor restrictions	12,409,970
With donor restrictions	<u>848,115</u>
Total net assets	<u>13,258,085</u>
Total liabilities and net assets	<u>\$ 36,591,344</u>

The Notes to Consolidated Financial Statements are an integral part of this statement.

The 4R Foundation, Inc.
Consolidated Statement of Activities
Year Ended September 30, 2022

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
Revenues and other support			
Grants and contributions	\$ 4,456,846	\$ 4,665,034	\$ 9,121,880
Donations and private support	3,224,778	-	3,224,778
In-kind donations	241,922	-	241,922
Other	(4,193)	-	(4,193)
Net assets released from restrictions	<u>6,090,010</u>	<u>(6,090,010)</u>	<u>-</u>
Total revenues and other support	<u>14,009,363</u>	<u>(1,424,976)</u>	<u>12,584,387</u>
Expenses			
Program services	<u>1,612,202</u>	<u>-</u>	<u>1,612,202</u>
Supporting services			
Management and general	1,182,404	-	1,182,404
Fundraising	<u>470,162</u>	<u>-</u>	<u>470,162</u>
	<u>1,652,566</u>	<u>-</u>	<u>1,652,566</u>
Total expenses	<u>3,264,768</u>	<u>-</u>	<u>3,264,768</u>
Change in net assets	10,744,595	(1,424,976)	9,319,619
Net assets			
Beginning of year	<u>1,665,375</u>	<u>2,273,091</u>	<u>3,938,466</u>
End of year	<u>\$ 12,409,970</u>	<u>\$ 848,115</u>	<u>\$ 13,258,085</u>

The Notes to Consolidated Financial Statements are an integral part of this statement.

The 4R Foundation, Inc.
Consolidated Statement of Functional Expenses
Year Ended September 30, 2022

	Program Services	Supporting Services		Total
		Management and General	Fundraising	
Salaries and related expenses				
Salaries, wages, and bonuses	\$ 321,975	\$ 574,299	\$ 187,990	\$ 1,084,264
Payroll taxes	24,097	42,981	14,069	81,147
Fringe benefits	35,534	63,381	20,747	119,662
Total salaries and related expenses	381,606	680,661	222,806	1,285,073
Other expenses				
Grants to organizations	233,215	-	-	233,215
Grants to individuals	18,904	-	-	18,904
Meals provisions and waste	689,979	-	-	689,979
Professional fees	127,365	100,853	66,000	294,218
Office expense	24,135	24,135	-	48,270
Information technology	3,259	5,813	1,903	10,975
Travel	25,306	9,160	1,921	36,387
Taxes and licenses	-	23,973	-	23,973
Dues and subscriptions	-	31,818	-	31,818
Meals and entertainment	-	3,947	13,463	17,410
Advertising and promotion	52,497	2,777	8,923	64,197
Merchant card processing	38,818	-	-	38,818
Equipment and rent	10,458	28,964	-	39,422
Facility expenses	-	119,015	-	119,015
Insurance	2,572	28,874	-	31,446
Interest and financing costs	-	5,608	-	5,608
Rent	-	59,086	-	59,086
Other fundraising expenses	4,088	-	155,146	159,234
Other miscellaneous	-	28,620	-	28,620
Depreciation	-	29,100	-	29,100
	<u>\$ 1,612,202</u>	<u>\$ 1,182,404</u>	<u>\$ 470,162</u>	<u>\$ 3,264,768</u>

The Notes to Consolidated Financial Statements are an integral part of this statement.

The 4R Foundation, Inc.
Consolidated Statement of Cash Flows
Year Ended September 30, 2022

Operating activities

Change in net assets	\$ 9,319,619
Adjustments to reconcile change in net assets to net cash provided by operating activities	
Depreciation and amortization	29,100
Changes in	
Accounts receivable	105,335
Grants and contributions receivable	(2,981,577)
Inventory	65,296
Prepaid expenses	2,835
Deposits	(10,230)
Accounts payable and accrued expenses	127,041
Deferred revenue	(3,414)
Net cash provided by operating activities	<u>6,654,005</u>

Investing activities

Purchase of property and equipment	(5,812,725)
Cash paid for 4Roots Campus project	<u>(12,212,775)</u>
Net cash used in investing activities	<u>(18,025,500)</u>

Financing activities

Payments on line of credit	(209,560)
Payments on notes payable	(4,417,496)
Proceeds from notes payable with 4Roots Campus project partners	26,701,281
Repayment of capital lease obligations	<u>(3,831)</u>
Net cash provided by financing activities	<u>22,070,394</u>

Net change in cash, cash equivalents and restricted cash 10,698,899

Cash, cash equivalents and restricted cash

Beginning of year	<u>276,243</u>
End of year*	<u>\$ 10,975,142</u>

Cash, cash equivalents and restricted cash at the end of the year are comprised of the following:

Cash and cash equivalents	\$ 630,476
Restricted cash	<u>10,344,666</u>
	<u>\$ 10,975,142</u>

Supplemental disclosure of cash flow information

Cash paid during the year for	
Interest, less amounts capitalized of approximately \$201,000.	<u>\$ 5,608</u>

The Notes to Consolidated Financial Statements are an integral part of this statement.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

1. ORGANIZATION AND PURPOSE

Nature of Activities

The 4R Foundation, Inc. ("4 Roots") is a not-for-profit corporation established in 2015 under Section 501(c)(3) of the Internal Revenue Code with a purpose of providing philanthropic support to various communities and/or individuals in need and was organized exclusively for charitable, educational, and scientific purposes. Currently, 4 Roots has as its primary vision building a better food future by supporting local farmers, providing better access to healthier food, creating jobs in the local food industry, training workers to fill them, and reducing food waste. In response to the COVID 19 pandemic, 4 Roots, together with entities affiliated with the 4 Roots's Chief Executive Officer, launched Feed the Need Florida. Since launching in March 2020, the program has distributed more than 1.5 million meals. Along with various partners in the public and private sector, the program established a system to receive produce directly from Florida farmers, preserve and create jobs, and prepare nutritious meals to be served to thousands throughout Florida.

4 Roots developed the 4Roots Farm Campus Inc. ("Campus"), an inspiring and transformational urban farm campus in the heart of Orlando. Markets, festivals, performances, lectures and workshops will draw people to this beautiful community venue to celebrate food and cultural history. Families will explore farming and health through educational and entertaining hands-on programs. Students will take a deep dive into food systems through field trips, weekend programs and summer camps. Farmers will learn about the latest techniques in regenerative agriculture and experience leading-edge technology. All visitors will be encouraged to participate in creating a healthier and more sustainable local food system by learning, exchanging ideas, and taking action in their own lives.

4 Roots anticipates creating revenue for sustainable impact by the creation of new social enterprises that improve access to healthy food, educate consumers, and generate revenue to invest back in the community. Additional benefits include economic benefit for local farmers, job training, job creation and waste reduction.

In February 2022, 4Roots Campus, Inc. was formed by the 4 Roots in order to facilitate the construction of a new 18-acre facility located in Orlando, Florida that is expected to be completed in 2023. The Campus is controlled by the Foundation through a common board. Financing of the facility was made possible with a New Market Tax Credit allocation from Roots Orlando Investment Fund, LLC ("ROIF"), BBIF Subsidiary CDE 21, LLC ("BBIF"), RBC Community Development Sub 31, LLC ("RBC"), and CCG Sub-CDE 57, LLC ("CCG"), a permanent \$16.4 million loan from Roots Orlando Investment Fund, LLC, BBIF Subsidiary CDE 21, LLC, RBC Community Development Sub 31, LLC, and CCG Sub-CDE 57, LLC, and approximately \$10.2 million in conditional promises to give (see Notes 6 and 11). BBIF, RBC, and CCG are collectively referred to as the "CDEs".

Consolidation

In conformity with accounting principles generally accepted in the United States of America, 4 Roots' financial statements are consolidated with Campus, a Florida corporation, incorporated for the exclusive benefit of the 4 Roots. As noted above, the Campus is controlled by 4 Roots. All intercompany transactions and balances have been eliminated. The consolidated entities are collectively referred to as the "Foundation."

Basis of Presentation

The accompanying consolidated financial statements have been prepared using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Contributions of cash and other assets are recognized as revenues and other support when earned or unconditionally received. Expenses are recognized when purchases of materials or services are made.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

Resources are reported for accounting purposes into separate classes of net assets based on the existence or absence of donor-imposed stipulations. In the accompanying consolidated financial statements, net assets that have similar characteristics have been combined into the following categories:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed stipulations. These assets may, however, be subject to Board of Directors ("Board") designation and unavailable for use at management's discretion.

Net assets with donor restrictions: Net assets that are subject to donor-imposed stipulations. These stipulations either require the Foundation to maintain the net asset permanently, generally permitting all or part of the income earned on related assets be used for general or specific purposes or be met either by the completion of a stipulated action and/or the passage of time. As of September 30, 2022, the Foundation does not have any assets that are required to be maintained permanently.

Expenses are reported as decreases in net assets without donor restrictions. Expirations of donor-imposed stipulations that simultaneously increase one class of net assets and decrease another are reported as net assets released from restrictions.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents are comprised of highly liquid accounts with maturities of three months or less at the time of purchase.

Restricted Cash - Expense Reserve Accounts

Restricted cash - expense reserve accounts include funds in restricted bank accounts reserved for the Campus construction project and are not available for use in operations. These assets serve as collateral for certain long-term debt (see Note 6).

Accounts Receivable

Accounts receivable represent amounts due from entities affiliated through ownership with the Foundation's Chief Executive Officer for miscellaneous expense reimbursements. Management believes all amounts are fully collectable and no allowance is recorded as of September 30, 2022.

Grants and Contributions Receivable

Contributions, including unconditional promises to give, are recorded as revenue in the period received or pledged. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return or release, are not recognized in revenue until the conditions on which they depend have been substantially met. All contributions are available for use without restriction unless specifically restricted by the donor. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restriction are reclassified to net assets without donor restriction and reported in the statement of activities as net assets released from restrictions. When donor restrictions are fulfilled in the same year in which the contribution is received, the Foundation reports that support as revenue and other support without donor restriction. Unconditional promises to give are recorded at their net realizable value. Those due after one year are discounted using risk-free interest rates applicable to the contributions receivable. As of September 30, 2022, all amounts are deemed to be collectible. Discounts on unconditional promises to give are not significant as of September 30, 2022.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

Revenue from government and private grants, which are generally considered non-exchange transactions, is recognized when qualifying expenditures are incurred and conditions are met. Grants receivable consists of amounts due within one year and has been deemed to be fully collectible.

In-Kind Contributions

In-kind contributions consist of mostly contributed equipment, construction supplies and professional services and are recorded at their fair market value at the time of donation as determined by the donor. The contributed equipment held and construction supplies used are recorded in the accompanying consolidated financial statements as fixed assets and contribution revenue. The contributed services are recorded in the accompanying consolidated financial statements as an expense and contribution revenue at the date of services if they meet the following criteria: (a) the service enhances or creates a nonfinancial asset or (b) the service would have otherwise been purchased by the Foundation and required a specialized skill. For the year ended September 30, 2022, in-kind contributions totaled \$241,922.

Property and Equipment

Property and equipment are stated at cost, if purchased, or at estimated fair value at the date of receipt, if acquired by gift. The assets are being depreciated and/or amortized on the straight-line method over the following estimated useful lives (the estimated useful lives of the respective assets):

<u>Description</u>	<u>Estimated Life (Years)</u>
Equipment	5-10
Furniture	5-10

The cost of additions and improvements which substantially extend the useful life of a particular asset is capitalized. Repair and maintenance costs are charged to expense. Upon sale or retirement, the cost and related accumulated depreciation are removed from the accounts and any gain or loss is included in income.

Donations of assets are reported as without donor restriction support unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire capital assets are reported as with donor restriction. Absent donor stipulations regarding how long those restrictions must be maintained, the Foundation reports expirations of donor restrictions when the donated or acquired assets are placed in service. The Foundation reclassifies net assets with donor restriction to net assets without donor restriction at that time.

Capital Leases

The Foundation leases certain equipment under a capital lease as defined by Accounting Standards Codification 840. Amortization of the leased equipment is included within depreciation and amortization and is being amortized on a straight-line basis over the term of the lease.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the consolidated statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Expenses directly attributable to a specific functional area are reported as expenses of those functional areas. A portion of management and general costs that benefit multiple functional areas (indirect costs) have been allocated across program and supporting services based on estimated costs involved with those areas. Other general and administrative expenses, including depreciation and amortization and rent, are allocated based on employee head count and estimated square footage prorated compared to total space used.

Grants Made

The Foundation recognizes grants made, including unconditional promises, as expenses in the period made. Conditional promises, that is, those with a measurable performance or other barrier, and a right of return or release, are not recognized in expense until the conditions on which they depend have been substantially met.

Income Taxes

The Foundation is a not-for-profit corporation exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Therefore, no provision for income taxes has been included in the accompanying consolidated financial statements.

Accounting principles generally accepted in the United States of America prescribe requirements for the recognition of income taxes in consolidated financial statements, and the amounts recognized are affected by income tax positions taken by the Foundation in its tax returns. The Foundation's status as an exempt organization is defined as an income tax position under these requirements. While management believes it has complied with the Internal Revenue Code, the sustainability of some income tax positions taken by the Foundation in its tax returns may be uncertain. There are minimum thresholds of likelihood that uncertain tax positions are required to meet before being recognized in the consolidated financial statements. Management does not believe that the Foundation has any material uncertain tax positions at September 30, 2022.

Management analyzed its various federal and state filing positions and believes that its income tax filing positions and deductions are well documented and supported. Additionally, management believes that no accruals for tax liabilities related to uncertain income tax positions are required. Therefore, no reserves for uncertain tax positions have been recorded.

Accounting Pronouncements Adopted in the Current Year

Gifts In-Kind

In September 2020, the FASB issued Accounting Standards Update ("ASU") 2020-07, *Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets* (Topic 958), which is effective for fiscal years beginning after June 15, 2021, with early adoption permitted, and is intended to improve transparency in the reporting of contributed nonfinancial assets, also known as gifts in-kind, for not-for-profit organizations. The ASU requires a not-for-profit organization to present contributed nonfinancial assets as a separate line item in the statement of activities, apart from contributions of cash or other financial assets, along with expanded disclosure requirements. The Foundation adopted the requirements of the new guidance as of October 1, 2021.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

Accounting Pronouncements Issued But Not Yet Adopted

Leases

In February 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842), which supersedes existing lease accounting standards. Together with subsequent amendments, this created ASC Topic 842 ("ASC 842"). ASC 842 requires that a lessee recognizes a right-of-use asset and a corresponding liability for its obligation under virtually all operating leases, as well as expanded disclosure requirements. ASC 842 is effective for annual reporting periods beginning after December 15, 2021. Early adoption was permitted. The Foundation is currently evaluating the effect of the adoption of ASC 842 on its results of operations, financial position, and cash flows.

Subsequent Events

The Foundation has evaluated subsequent events through September 1, 2023, the date the consolidated financial statements were available to be issued. Based upon this evaluation, other than the items in Note 7 and described below, the Foundation has determined that no subsequent events have occurred, which require adjustment to or disclosure in the consolidated financial statements.

2. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are available for the following time and purposes at September 30, 2022:

Time and purpose	
Capital Campaign	\$ 845,902
Purpose	
Catastrophic Illness	1,385
4R Black Youth Scholarship	828
Total net assets with donor restrictions	<u>\$ 848,115</u>

Components of net assets with time and purpose restrictions released from restrictions for the year ended September 30, 2022 consist of the following:

Catastrophic Illness	\$ 18,904
Capital Campaign	6,071,106
	<u>\$ 6,090,010</u>

3. CONTRIBUTIONS RECEIVABLE

At September 30, 2022, contributions receivable are due as follows:

2023	\$ 1,315,833
2024	783,083
2025	301,000
2026	200,000
2027	200,000
	<u>\$ 2,799,916</u>

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

4. RECEIVABLE FOR 4ROOTS CAMPUS PROJECT

In conjunction with the New Market Tax Credit Program (see Note 8), 4 Roots advanced two amounts to ROIF consisting of \$10,218,781 (Tranche 1) financed through a note payable (see Note 6) and \$1,993,994 (Tranche 2) related to prior reimbursement costs paid by the 4 Roots. Tranche 1 and 2, collectively totaling \$12,212,775, accrues interest at 1% and requires quarterly interest only payments through June 2029. Commencing September 2029, quarterly principal and interest payments are due using fully amortizing payment schedule through June 2052 when all outstanding principal and interest are due.

5. PROPERTY AND EQUIPMENT

Property and equipment, net consists of the following at September 30, 2022:

Furniture and equipment	\$ 372,476
Less: Accumulated depreciation	<u>(58,344)</u>
Subtotal	314,132
Construction in progress	<u>7,718,127</u>
Property and equipment, net	<u>\$ 8,032,259</u>

Depreciation expense for the year ended September 30, 2022 was \$29,100.

6. LONG-TERM DEBT

Line of Credit

The Foundation has a non-revolving line of credit available from a bank which allows for borrowings up to \$900,000, accrues interest at greater of 3% or LIBOR plus 3%, and is secured by pledges and matured January 2022. The outstanding balance was repaid and closed during the year ended September 30, 2022.

Note Payable - 4 Roots

4 Roots entered into a note payable (the "Loan") agreement with Truist Bank in the amount of \$10,218,781. The proceeds of the Loan shall be used exclusively for funding a leveraged loan made by 4 Roots to ROIF, a Georgia limited liability company, in conjunction with that certain New Markets Tax Credit funding provided to Campus, by the CDEs, in connection with the development, construction, and equipping of the property located at 1599 N. John Parkway, Orlando, Florida 32804 for use as an urban food education and discovery center.

The loan accrues interest at 4.98% and requires maximum outstanding balances of \$6,700,000 as of December 30, 2022, \$4,100,000 as of December 30, 2023, and \$2,400,000 as of December 30, 2024. Principal payments during the year totaled \$4,417,496. The balance of the note is \$5,801,285 at September 30, 2022. The note is collateralized by substantially all restricted collateral deposits and contributions receivable. The Loan requires 4 Roots to meet certain financial covenants. At September 30, 2022, 4 Roots was in compliance with these covenants.

Notes Payable - Campus

Promissory note A1 with BBIF in the amount of \$5,017,275 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. Commencing September 2029, quarterly principal and interest payments of \$61,273 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

Promissory note B1 with BBIF in the amount of \$1,665,225 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. Commencing September 2029, quarterly principal and interest payments of \$20,336 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

Promissory note A2 with RBC in the amount of \$3,616,500 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. Commencing September 2029, quarterly principal and interest payments of \$44,166 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

Promissory note B2 with RBC in the amount of \$1,283,500 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. In March 2029, a one-time principal and interest payment of \$28,273 is due. Commencing September 2029, quarterly principal and interest payments of \$15,369 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

Promissory note A3 with CCG in the amount of \$3,579,000 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. Commencing September 2029, quarterly principal and interest payments of \$43,708 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

Promissory note B3 with CCG in the amount of \$1,321,000 which accrues interest at 1.023% and requires quarterly interest only payments through June 2029. In March 2029, a one-time principal and interest payment of \$103,342 is due. Then commencing September 2029, quarterly principal and interest payments of \$14,911 are required with all unpaid principal and interest due; and matures June 2052. Collateralized by construction in progress and other assets of the Campus and ROIF and are also subject to certain financial and other covenants specified under the agreements.

Future maturities of long-term debt are as follows at September 30, 2022:

2023	\$ 1,701,285
2024	1,700,000
2025	2,400,000
2026	-
2027	-
Thereafter	<u>16,482,500</u>
	<u>\$ 22,283,785</u>

7. LEASES

Operating Leases

The Foundation leases a building under a noncancelable operating lease agreement that originally expired on December 31, 2021. The lease was extended on October 26, 2021 through March 31, 2023 at a monthly rent of \$5,500. Rent expense for the lease was \$59,086 for the fiscal year ended September 30, 2022. Future minimum rental payments under the operating lease are as follows for the year ending September 30 2023, totaled \$33,000.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

In April 2023, the lease was extended through March 31, 2025.

The Foundation also entered into a 25-year property lease with the City of Orlando, Florida for 18 acres of farmland, to be used for the 4Roots Farm Campus. Annual payments on this lease are \$10 per year. The present value of this contributed leasehold interest is not material and has not been recorded in these consolidated financial statements.

Capital Leases

In May 2021, the Foundation purchased a forklift through a capital lease payable over 5 years requiring monthly payments of \$471 including interest at 2.8% and is secured by the forklift. The Foundation has the option to purchase the equipment at the termination of the lease.

The future minimum lease payments are as follows:

2023	\$ 5,649
2024	5,649
2025	5,649
2026	<u>2,824</u>
	19,771
Less: Amount representing interest	<u>(1,385)</u>
Total present value of lease payments	18,386
Less: Current portion	<u>(5,120)</u>
Capital lease obligations, less current portion	<u>\$ 13,266</u>

Leased equipment under capital leases included in property and equipment consists of the following at September 30, 2022:

Equipment	\$ 31,343
Less: Accumulated amortization	<u>(10,448)</u>
	<u>\$ 20,895</u>

8. NEW MARKET TAX CREDIT

Campus participates in a New Market Tax Credit ("NMTC") Program. NMTC programs were established as part of the Community Renewal Tax Relief Act of 2000. The program aims to revitalize low-income and impoverished communities in the United States by providing tax credit incentives to investors in certified community development projects. The tax credit for investors equals 39% of the investment, and investors receive the tax credit over a seven-year period. Community development entities ("CDEs") are required to participate and have the primary mission of providing financing for these projects.

9. RETIREMENT PLAN

The Foundation offers a 401(k) plan (the "Plan") for all eligible employees. Employees may make pretax contributions to the Plan. The Foundation makes safe harbor matching contributions to the Plan based on a specified percentage of the participants' contributions. The Foundation may also make discretionary matching contributions to the Plan as determined by management. The Foundation's contributions to the plans totaled \$20,473 for the fiscal year ended September 30, 2022, and are included in the consolidated statement of functional expenses.

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

10. IN-KIND DONATIONS

Entities receiving contributions are to recognize them at the estimated fair value of the assets received. The estimated fair value of donated food is based on the average wholesale value per pound of donated product type as determined by an independent annual survey commissioned by Feeding America, a national hunger relief, public policy, and advocacy organization.

Non-Financial Contribution	Valuation	Amount
Equipment	Based on estimated market value	\$ 194,207
Construction supplies	Based on estimated market value	19,962
Professional services	Based on estimated market value	26,758
Other	Based on estimated market value	<u>995</u>
		<u>\$ 241,922</u>

11. RELATED PARTY TRANSACTIONS

In addition to accounts receivable from affiliates described in Note 1, during the year ended September 30, 2022, the Foundation incurred charges to entities affiliated by partial ownership by its Chief Executive Officer of \$154,902, consisting of direct reimbursable expenses, meals pursuant to the Foundation's "Feed the Need" program, and management and oversight of the Foundation's largest fundraising event. As of September 30, 2022, \$361,701 was owed to these affiliates and is included in accounts payable and accrued expenses on the consolidated statement of financial position.

12. CONDITIONAL CONTRIBUTIONS

During the year ended September 30, 2021, the Foundation received two conditional contributions that are expected to be received in future periods. Contributions totaling \$6,000,000 will be received upon completion of benchmarks included in the agreements. The funds will be used for capital construction and campus development and is expected to be paid over the following three to five years as conditions are met. As of September 30, 2022, the Foundation earned and recognized \$4,400,000, of which \$1,900,000 had been collected and \$2,500,000 was included in contributions receivable. Amounts unearned and outstanding totaled \$1,600,000 at September 30, 2022.

13. FINANCIAL ASSETS AND LIQUIDITY RESOURCES

The Foundation's financial assets available within one year of the statement of financial position date for general expenditures are as follows:

Financial assets	
Cash and cash equivalents	\$ 630,476
Accounts receivable	9,384
Grants and contributions receivable	<u>2,521,001</u>
Total financial assets available within one year	3,160,861
Less: Amounts unavailable for general expenditures within one year, due to donor restrictions (time and purpose restrictions)	<u>(848,115)</u>
Total financial assets available to management for general expenditures within one year	<u>\$ 2,312,746</u>

The 4R Foundation, Inc.
Notes to Consolidated Financial Statements
September 30, 2022

As part of the Foundation's liquidity management, it has a policy to structure its financial assets according to their nearness of conversion to cash and liabilities according to the nearness of their maturity and resulting use of cash.

14. COMMITMENTS AND CONTINGENCIES

Concentrations of Credit Risk

Financial instruments which potentially expose the Foundation to concentrations of credit risk, as defined by accounting principles generally accepted in the United States of America, consist primarily of cash and cash equivalents in excess of amounts insured by the Federal Deposit Insurance Corporation. Any loss incurred or a lack of access to such funds could have a significant adverse impact on the Foundation's financial condition, results of operations, and cash flows.

Support and Revenues

The Foundation received the majority of its support from individuals and companies located in Central Florida. Revenues from two donors totaled 35% of total revenues for the year ended September 30, 2022. Contributions receivable from two donors totaled 47% at September 30, 2022.

Grants may require the fulfillment of certain conditions set forth in the agreement. Failure to fulfill or comply with the conditions could result in the return of funds to the grantee or donor. Although it is a possibility, the Board of Directors considers the contingency remote. Management believes it has accommodated the provisions of its grants and contributions.

Litigation

In the course of its business, the Foundation may be party to claims, torts, and other actions against it. Management evaluates the validity of such actions and acts accordingly. In the opinion of management, these matters are not anticipated to have a material financial impact on the Foundation.

Exercise of Investment Fund Put and Call Agreement ("Option Agreement")

The Foundation has entered into an option agreement which allows for a call option with the right to purchase 100% of the membership interest in ROIF within 180 days following the last day of the Compliance Period, as defined in the Option Agreement. If this option is exercised, the Foundation would assume the right to collect the CDE Loans (see Note 6) and may forgive any assumed loans.

SUPPLEMENTARY INFORMATION

The 4R Foundation, Inc.
Consolidating Schedule of Financial Position
September 30, 2022

	<u>Foundation</u>	<u>Campus</u>	<u>Eliminations</u>	<u>Total</u>
Assets				
Current assets				
Cash and cash equivalents	\$ 587,894	\$ 42,582	\$ -	\$ 630,476
Accounts receivable	8,547	837	-	9,384
Grants and contributions receivable	5,320,917	-	-	5,320,917
Other receivables	628,708	-	(628,708)	-
Inventory	15,084	-	-	15,084
Prepaid expenses	4,336	-	-	4,336
Total current assets	6,565,486	43,419	(628,708)	5,980,197
Receivable for 4Roots Campus project	12,212,775	-	-	12,212,775
Restricted cash - expense reserve accounts	-	10,344,666	-	10,344,666
Property and equipment, net	754,505	7,277,754	-	8,032,259
Other	21,447	-	-	21,447
Total assets	<u>\$ 19,554,213</u>	<u>\$ 17,665,839</u>	<u>\$ (628,708)</u>	<u>\$ 36,591,344</u>
Liabilities and Net Assets				
Current liabilities				
Accounts payable and accrued expenses	\$ 476,457	\$ 1,183,339	\$ (628,708)	\$ 1,031,088
Current maturities of long-term debt	1,701,285	-	-	1,701,285
Current portion of capital lease obligations	5,120	-	-	5,120
Total current liabilities	2,182,862	1,183,339	(628,708)	2,737,493
Capital lease obligations, less current portions	13,266	-	-	13,266
Long term debt, less current maturities	4,100,000	16,482,500	-	20,582,500
Total liabilities	<u>6,296,128</u>	<u>17,665,839</u>	<u>(628,708)</u>	<u>23,333,259</u>
Net assets				
Without donor restrictions	12,409,970	-	-	12,409,970
With donor restrictions	848,115	-	-	848,115
Total net assets	<u>13,258,085</u>	<u>-</u>	<u>-</u>	<u>13,258,085</u>
Total liabilities and net assets	<u>\$ 19,554,213</u>	<u>\$ 17,665,839</u>	<u>\$ (628,708)</u>	<u>\$ 36,591,344</u>

See Independent Auditor's Report.

The 4R Foundation, Inc.
Consolidating Schedule of Activities
Year Ended September 30, 2022

	Foundation					
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>	<u>Campus</u>	<u>Eliminations</u>	<u>Total</u>
Revenues and other support						
Grants and contributions	\$ 4,456,846	\$ 4,665,034	\$ 9,121,880	\$ -	\$ -	\$ 9,121,880
Donations and private support	3,224,778	-	3,224,778	-	-	3,224,778
In-kind donations	241,922	-	241,922	-	-	241,922
Other loss	(4,193)	-	(4,193)	-	-	(4,193)
Net assets released from restrictions	6,090,010	(6,090,010)	-	-	-	-
	<u>14,009,363</u>	<u>(1,424,976)</u>	<u>12,584,387</u>	<u>-</u>	<u>-</u>	<u>12,584,387</u>
Expenses						
Program services	1,612,202	-	1,612,202	-	-	1,612,202
Support services						
Management and general	1,182,404	-	1,182,404	-	-	1,182,404
Fundraising	470,162	-	470,162	-	-	470,162
	<u>3,264,768</u>	<u>-</u>	<u>3,264,768</u>	<u>-</u>	<u>-</u>	<u>3,264,768</u>
Change in net assets	10,744,595	(1,424,976)	9,319,619	-	-	9,319,619
Net assets						
Beginning of year	<u>1,665,375</u>	<u>2,273,091</u>	<u>3,938,466</u>	<u>-</u>	<u>-</u>	<u>3,938,466</u>
End of year	<u>\$ 12,409,970</u>	<u>\$ 848,115</u>	<u>\$ 13,258,085</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,258,085</u>

See Independent Auditor's Report.

AUDITORIUM #1 (EVENT CENTER)

Division of Work		AUD. #1	Cost / SF
			10,448 SF
Division 02 - Existing Conditions		\$0	\$0
Division 03 - Concrete		\$754,303	\$72
Division 04 - Masonry		\$255,900	\$24
Division 05 - Metals		\$1,388,020	\$133
Division 06 - Woods & Plastics		\$243,763	\$23
Division 07 - Thermal and Moisture Protection		\$713,649	\$68
Division 08 - Doors and Windows		\$238,830	\$23
Division 09 - Finishes		\$1,316,563	\$126
Division 10 - Specialties		\$37,100	\$4
Division 11 - Equipment		\$0	\$0
Division 12 - Furnishings		\$0	\$0
Division 13 - Special Construction		\$240,000	\$23
Division 14 - Conveying Systems		\$0	\$0
Division 21 - Fire Suppression		\$45,616	\$4
Division 22 - Plumbing		\$314,984	\$30
Division 23 - HVAC		\$531,224	\$51
Division 26 - Electrical		\$744,000	\$71
Division 27 - Communications		\$0	\$0
Division 28 - Electronic Safety and Security		\$0	\$0
Division 31 - Earthwork		\$24,800	\$2
Division 32 - Exterior Improvements		\$0	\$0
Division 33 - Utilities		\$13,500	\$1
Facility Subtotal		\$6,862,252	\$657
General Requirements	1.00%	\$68,623	\$7
General Conditions	10.00%	\$686,225	\$66
Subcontractor Default Insurance	1.50%	\$102,934	\$10
General Liability Insurance	0.50%	\$34,311	\$3
Bond	1.50%	\$124,597	\$0

Fee	4.00%	\$310,174	\$30
GC Subtotal		\$1,202,267	\$115
FACILITY TOTAL		\$8,064,519	\$772
Escalation - Building & Site - 1 year at 3%/Yr		\$241,936	\$23
TOTAL FACILITY		\$8,306,454	\$795
Contingency	\$8,064,519	20%	\$ 1,612,904
Total			\$ 9,677,423

AUDITORIUM #2 Community Stage & Green

Description	Qty	Unit	Unit Cost	Total
Stage (75 x 60) - Raised Slab / Stem Walls	4,500	ea	\$25.00	\$112,500
Footings for Tent	10	ea	\$2,500.00	\$25,000
Bar Cart Location (slab / utilities)	1	allow	\$10,000.00	\$10,000
Bar Cart Allowance	1	allow	\$50,000.00	\$50,000
Resstroom / Elec / Storage Bldg	300	sf	\$500.00	\$150,000
Seatwall - sides and rear of lawn	400	lf	\$400.00	\$160,000
Roof Structure Allowance (Tentology)	1	ea	\$500,000.00	\$500,000
Lighting Allowance	1	ea	\$100,000.00	\$100,000
Earthwork / Utilities				
Import Fill	3,833	cy	\$35.00	\$134,167
Storm Water Management Allowance	1	ea	\$200,000.00	\$200,000
Communications	1	ea	\$5,000.00	\$5,000
Electrical	1	ea	\$50,000.00	\$50,000
Simple In-House Sound System / Drop Down Screen	1	ea	\$100,000.00	\$100,000
Low Voltage / BGM / Cameras	1	ea	\$100,000.00	\$100,000
Hardscape	1,500	sf	\$15.00	\$22,500
Berm - reuse soil from site	1,111	cy	\$50.00	\$55,556
Landscape - High Density	5,000	sf	\$13.00	\$65,000
Irrigation	5,000	sf	\$3.00	\$15,000
Wayfinding Signage	2	ea	\$2,500.00	\$5,000
Landscape Lighting	5,000	sf	\$5.50	\$27,500
Subtotal				\$1,887,223
General Requirements	1.00%	\$1,887,222		\$18,872
General Conditions	10.00%	\$1,906,094		\$190,609
Subcontractor Default Insurance	1.50%	\$2,096,704		\$31,451
General Liability Insurance	0.50%	\$2,128,154		\$10,641
Bond	1.500%	\$2,138,795		\$33,790
Fee	4.00%	\$2,138,795		\$85,552
GC Subtotal				\$365,433
Total Facility				\$2,252,656

Contingency		\$2,252,656	20%	\$450,531
Total				\$2,703,187



MEMBER EVENTS



Connector



Educator



Champion



VISIT ORLANDO MEMBERSHIP

Visit Orlando is The Official Tourism Association® for Orlando, the most visited destination in the United States and Theme Park Capital of the World®. A not-for-profit trade association that brands, markets and sells the Orlando destination globally, Visit Orlando represents over 1,500 member companies comprising every segment of Central Florida's tourism community.

Whether you hope to expand your client base to include the 75 million leisure visitors, convention attendees, or business travelers who visit the Central Florida area annually, or you just want to network with local companies, getting involved with Visit Orlando makes good business sense.

Interested in joining Visit Orlando? Send your company name and contact information to membership@visitorlando.com.

The Visit Orlando membership is diverse, representing the following industries. **Click on the icon to review the many benefits for that member type.**

**Accommodations
Orange County**

Visit Orlando supports our diverse membership by serving as their:

Connector – building bridges to foster mutually beneficial business relationships

Educator – delivering industry news and information, professional development programs, and marketing support; and

Champion – creating resources to help our members grow and succeed

Membership benefits are tailored to the specific industry. Please contact us for more information about joining today or attend an upcoming member event to experience Visit Orlando first-hand!

For more information, contact the Membership Team:

membership@VisitOrlando.com

407.541.4303

STRATEGIC PARTNERS



TOURISM AMBASSADORS



4ROOTS



THE MALL AT MILLENIA





6277 Sea Harbor Drive, Suite 400
Orlando, Florida 32821-8043
(407) 363-5800 www.VisitOrlando.com

Invoice No.	56863
Date	10/03/2023

Please include the invoice number listed above with your payment. Make checks payable to Visit Orlando.

Billing Information

Monique Waldrop
4Roots
210 N Park Ave
Winter Park, FL 32789

Account Information

4Roots
210 N Park Ave
Winter Park, FL 32789

Program		Customer No.		Due Date		Payment Terms	
Membership		206783		December 31, 2023		Upon Receipt	
Invoice	Billed	Item Number	Description		Discount	Unit Price	Ext Price
56863	1.0	61242	Membership Dues Renewal - 2024			\$10,000.00	\$10,000.00
						Total	\$10,000.00

FOR QUESTIONS REGARDING MEMBERSHIP DUES PLEASE CALL (407) 541-4303

Charges other than Membership Dues are subject to a service charge of 1.5% per month.

Visit Orlando dues may be deducted as a business expense for U.S. federal income tax purposes but not as a charitable contribution. Visit Orlando does not engage in lobbying activities but pays dues to organizations that do engage in lobbying efforts. As a result, it is estimated that 1% of your dues are not deductible. F.I.N. 59-2395248

CONSENSUS COMMUNICATION AGREEMENT

This Agreement is entered into this 1st day of September, 2020 between The 4R Foundation (the “Client”), whose principal place of business is 210 North Park Avenue, Winter Park, FL 32789, and Consensus Public Relations, LLC (the “Consultant”), a Florida limited liability company whose principal place of business is 201 S. Orange Avenue, Suite 950, Orlando, Florida 32801.

Section 1. Engagement and Service

The Client hereby engages the Consultant and Consultant hereby accepts the engagement upon the terms and conditions hereinafter as set forth. Consultant shall provide advice, counsel, and assistance to the Client with respect to grassroots, communications and public affairs strategy related to the 4Roots farm project. Within the scope of the engagement, Consultant shall devote its best effort and such time, attention, and energy to the business of the Client as is required to fulfill its assignments, and shall be available for meetings and travel, with reasonable notice, and for telephone communications.

Section 2. Authorization and Duties

2.01 The parties hereto agree and acknowledge that Dana Loncar and Christina Morton (“Authorized Individuals”) shall be authorized to act on behalf of the Client in connection with the performance of Consultant’s obligations pursuant to this agreement and that Jay Zavada and Sara Elliott, or any other individual designated in writing by the Client shall be the sole individual(s) authorized to direct Consultant activities on behalf of the Client.

2.02 Consultant shall respond promptly to all requests and guidance provided by the Client.

2.03 The activities of the Consultant on behalf of the Client shall at all times be conducted in accordance with the highest ethical and professional standards, in strict compliance with all applicable laws and regulations.

Section 3. Term

Subject only to the provisions for termination set forth in Section 5 below, the term of Consultant’s engagement shall be for a period of time beginning on September 1, 2020 and ending on March 31, 2020. Should Client wish to retain Consultant beyond March 31, 2020, it may extend this agreement and its terms with email notification from The 4R Foundation.

Section 4. Compensation

For all consulting services rendered by Consultant under this Agreement, the Client shall pay Consultant \$3,500 per month. Certain activities beyond communications strategy and public affairs consulting will be billed on a fee for service basis at a price agreed to between the Client and the Consultant. Such additional activities provided on a fee for service basis include but are not limited to public opinion research projects and creative services.

Section 5. Termination

Either Client or Consultant may terminate this Agreement without cause upon 30-days written notice to the other party.

Section 6. Records, Information and Confidentiality

Consultant agrees to deliver to the Client at the end of the term of this Agreement, or at any other time the Client may request, all lists, memoranda, notes, plans, records and other documentation and data relating to the project which Consultant may possess or have under its control.

The Consultant agrees to keep confidential and not to disclose or use for its own benefit or for the benefit of any party other than the client (except as may be required for the performance of services under this agreement or as may be required by law, or at the direction of the client), any information, documents or materials which are identified by the client, at the time materials or information are made available, to be proprietary or confidential, as well as strategy discussions and materials. The confidentiality obligations in the preceding sentence, however, shall not extend to any information, documents, or materials that (a) become publicly available without breach of this provision, (b) are received from a third party without restriction, or (c) are independently developed without reference to or benefit of information received hereunder from the client.

Section 7. Restrictive Covenant

This Agreement is non-exclusive; provided however, that during the term of this Agreement, Consultant will not perform consulting services adverse to the Client's interest relative to the scope of Consultant's work under this agreement without the written consent of the client.

Section 8. Limit of Engagement

It is expressly understood and agreed that Consultant is and shall at all times remain an independent contractor and shall not at any time serve as an employee of the Client.

Section 9. Notices

Any notice required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been given when deposited in the U.S. Mail in a postage prepaid envelope certified, return receipt requested, addressed as set forth above, or to such address as either the Client or the Consultant shall designate by written notice to the other. In addition, a copy of the notice shall be sent by email to Client at sarae@4rootsfarm.org and to the Consultant at dana@onmessage.com.

Section 10. Miscellaneous

10.01 This Agreement shall be subject to and governed by the laws of the State of Florida. Exclusive venue shall be Orange County, Florida.

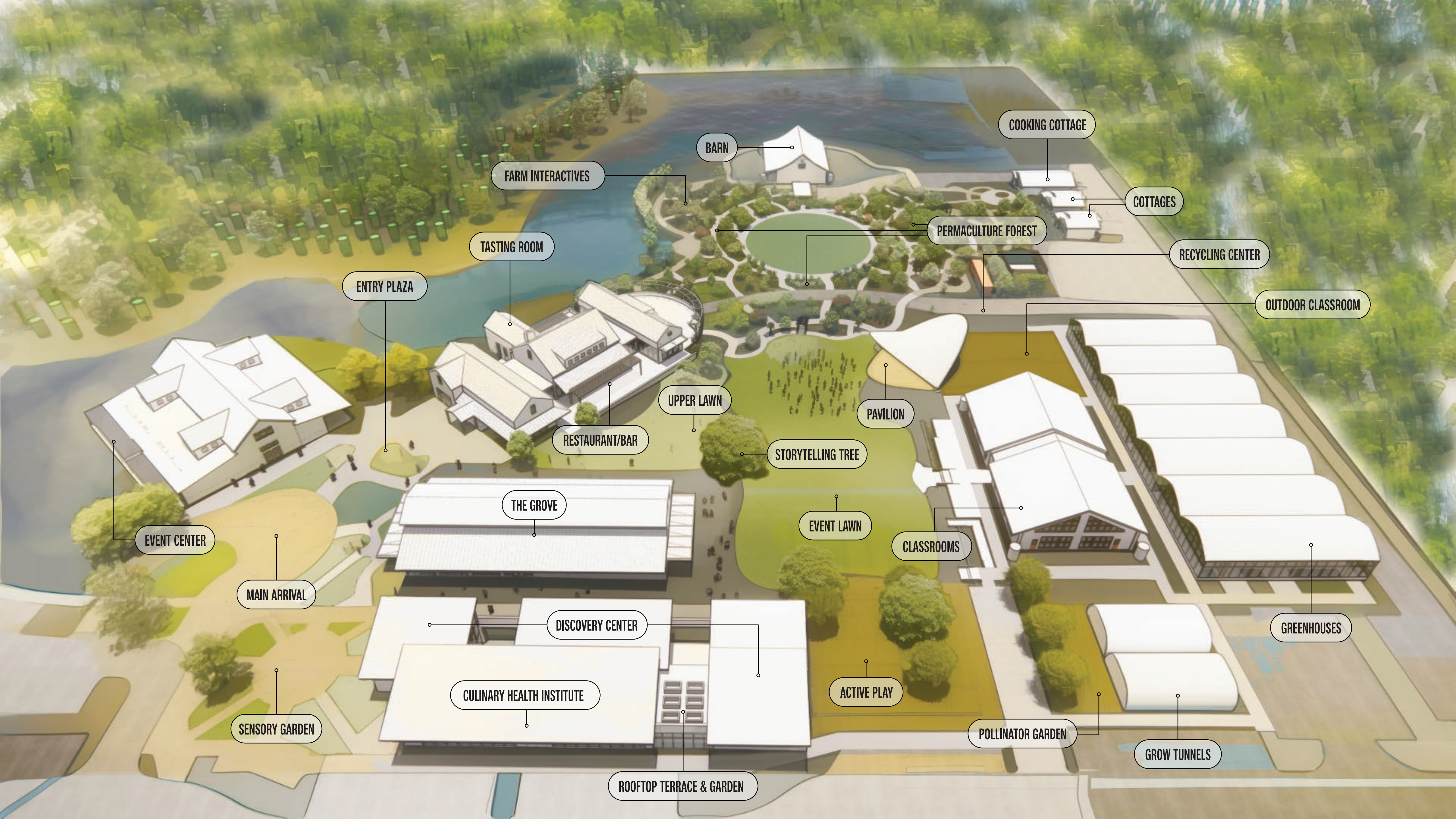
10.02 This Agreement contains the entire agreement of the parties. It may not be modified except by an agreement in writing executed by the parties hereto.

10.03 This Agreement supersedes all previous agreements and any previous written addenda thereto between the Client and Consultant, both oral and written.

10.04 This Agreement may not be assigned by either party without the express written consent of the other party, provided that such consent may not be unreasonably withheld.

IN WITNESS THEREOF, the parties have executed this Agreement effective as of the day and year written below.





BARN

FARM INTERACTIVES

TASTING ROOM

ENTRY PLAZA

EVENT CENTER

MAIN ARRIVAL

SENSORY GARDEN

THE GROVE

RESTAURANT/BAR

UPPER LAWN

DISCOVERY CENTER

CULINARY HEALTH INSTITUTE

ROOFTOP TERRACE & GARDEN

STORYTELLING TREE

EVENT LAWN

ACTIVE PLAY

PAVILION

CLASSROOMS

POLLINATOR GARDEN

GROW TUNNELS

GREENHOUSES

COOKING COTTAGE

COTTAGES

PERMACULTURE FOREST

RECYCLING CENTER

OUTDOOR CLASSROOM

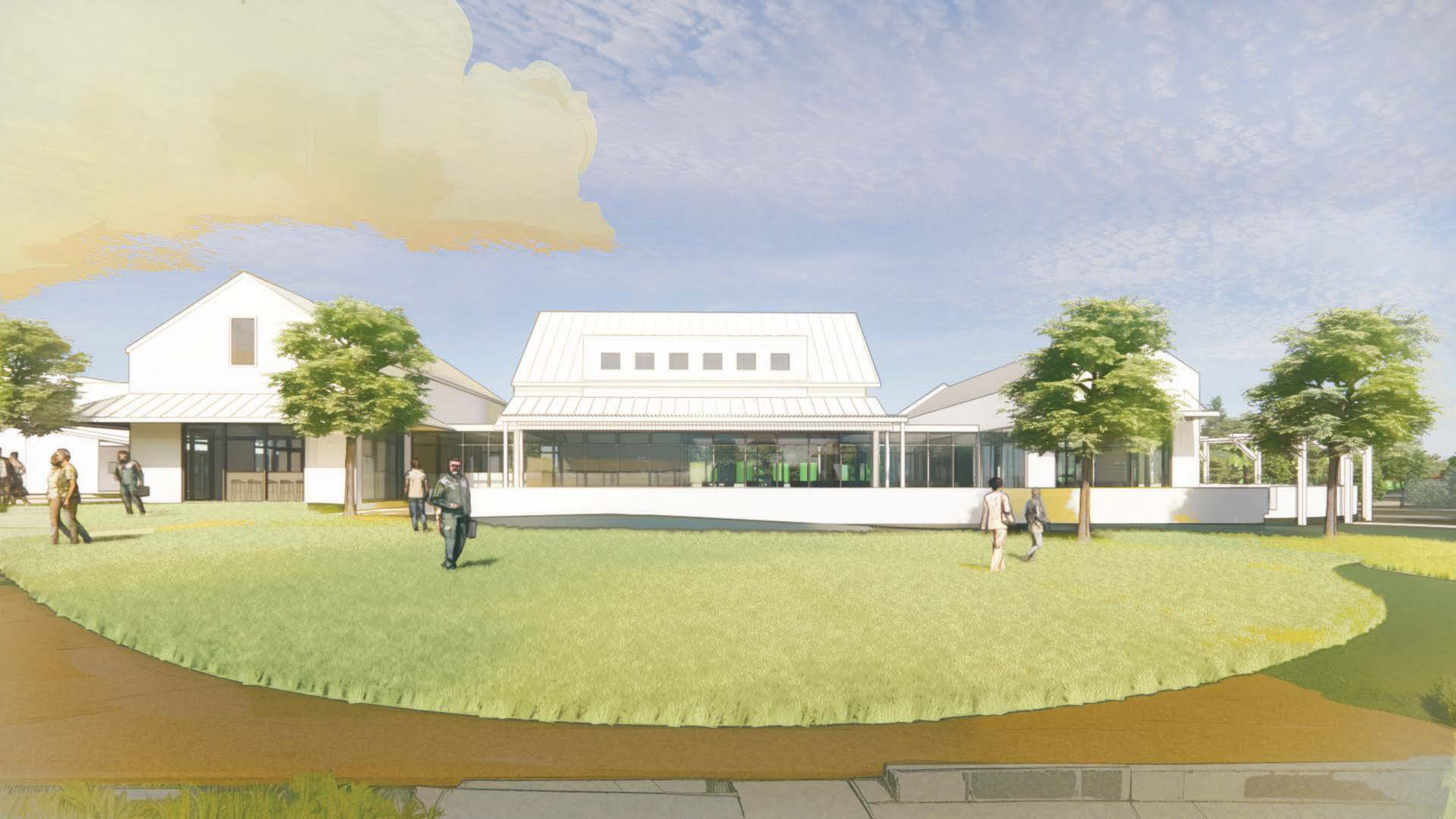


















April 18, 2024

Tourist Development Tax Application & Review Committee
Orange County Government Administration Center
201 South Rosalind Avenue
Orlando, Florida 32801

RE: Letter of Support
4Roots Farm Campus

Dear Chairwomen, Haynie and Committee Members,

We are writing to confirm our endorsement of 4Roots' request for TDT support for its innovative Farm Campus project.

Dr. Phillips Charities is well-known in Central Florida for its support of worthy capital projects and innovative non-profit programs that address critical Central Florida needs, demonstrate the potential for ongoing community support, and have a significant, lasting impact on the community.

Dr. Phillips is endorsing 4Roots' Farm Campus TDT request and is confident that it will drive tourism, bringing national, regional, and local opportunities to the developing Packing District. This project is essential for the Packing District, providing a unique venue to host innovative visitor experiences.

AdventHealth Orlando (AdventHealth) has more than 92,000 skilled and compassionate caregivers in physician practices, hospitals, outpatient clinics, skilled nursing facilities, home health agencies, and hospice centers that provide individualized, holistic care.

AdventHealth's endorsement of 4Roots request is based on combining the research, reach, and capabilities of advanced healthcare with advanced agriculture practices. The proposed approach is unique and will create an opportunity to draw in national, regional, and local events focused on food as medicine, culinary health, and whole-body health. This project will provide a unique venue for Continued Medical Education, training, conferences, and workshops for physicians and students.

Florida Blue is a mission-driven, not-for-profit model that continually puts innovation to work for nearly 6 million members. Florida Blue has become the country's largest single-state provider of individual marketplace plans. We've tackled critical health inequities among at-risk communities over the last two decades with our partners.

Florida Blue supports 4Roots' request for TDT funding for its Farm Campus venue, recognizing its potential to enhance health outcomes throughout our Central Florida community. The campus is expected to receive broad support from the healthcare sector at national, regional, and local levels, fostering additional partnerships and collaboration. This venue enables 4Roots to provide innovative experiences centered around health and wellness. Thus, nurturing our collective goal of advancing a better state of health for all community members while attracting investment and fostering growth.

Gordon Food Service has grown to become the largest family-managed broad-line food distribution company in North America, and the country's 15th largest privately held enterprise. With deep knowledge of the food supply chain, Gordon Food Service brings over 125 years of industry expertise and national logistics capabilities to bear. We have a unique position to help bridge the gap between food and healthcare.

Gordon Food Service is endorsing 4Roots' TDT funding request. Guided by our commitment to stewardship, we invested in the Culinary Health Institute because we believe that access to and education about nutrient dense foods are social determinants of health. Food insecurity has been directly linked to chronic illness. By sharing our knowledge, ideas, and our experiences, we know the work of CHI will benefit our customers and communities for years to come.

PepsiCo is a global leader in convenient foods and beverages with its products enjoyed by customers in over 200 countries and territories worldwide. PepsiCo's product portfolio includes a wide range of enjoyable foods and beverages, generating more than \$1 billion each in estimated annual retail sales. PepsiCo's mission for the planet includes conserving nature's precious resources and fostering a more sustainable planet.

PepsiCo strongly supports 4Roots' TDT Funding request. We believe this project aligns with our efforts of investing in racial equity, regenerative agriculture, and renewable energy. We are using our global reach and expertise in areas where we can make the biggest environmental impact. Our investment in this venue reflects our desire to make a positive impact on agriculture, water, packaging, products, climate change and people.

The Campus is a unique, one-of-a-kind venue that enhances Orlando's status as a tourist destination. The mix of assets available at the Farm Campus will appeal to various interests and are uniquely designed to attract events and visitors. This project aligns with TDT's goals as it creates tourism expansion, demonstrates a high degree of project soundness, and will generate a substantial return on investment.

Our organizations have made substantial investments in the 4Roots Farm Campus venue. Please join us in committing funding for this important project.



Kenneth Robinson, President and CEO

Dr. Phillips Inc. & Dr. Phillips Charities



Douglas Harcombe, CEO at AdventHealth Lake Nona & South Market

AdventHealth Orlando



Toni Jenkins, Market President Central Florida

Florida Blue

Rich Wolowski

Rich Wolowski, North American President and CEO

Gordon Food Service



Paul Mihovilovic, Foodservice Vice President - South Division

PepsiCo

4Roots News Articles

Visit Orlando- <https://www.visitorlando.com/listing/4roots-farm-campus/51183/>

Packing District- <https://packingdistrictorlando.com/4roots-farm/>

<https://packingdistrictorlando.com/4roots-bringing-a-farmers-market-to-the-packing-district/>

Orlando Business Journal- <https://www.bizjournals.com/orlando/news/2020/11/04/4roots-timeline-farm-campus-near-downtown-orlando.html>

<https://www.bizjournals.com/orlando/news/2023/11/21/4roots-4-rivers-farm-campus-packing-district-phase.html>

WKMG- <https://www.clickorlando.com/news/local/2021/08/11/john-rivers-begins-laying-down-roots-for-his-farm-campus-in-orlando/#/>

Edible Orlando- <https://www.edibleorlando.com/john-rivers-4roots-farm/>

<https://www.edibleorlando.com/farm-to-school/>

Dix-Hite- <https://www.dixhite.com/projects/4roots>

WFTV9- <https://www.wftv.com/news/local/4roots-reveals-details-28m-second-phase-urban-farm-campus-orlando/35G4KBYNGJCLFIHYCTDKN7W6VQ/>

Little- <https://www.littleonline.com/work/project/4roots/>

Dr. Phillips- <https://drphillips.org/4roots-unveils-details-of-28-million-second-phase-for-farm-campus/>

Bungalower- <https://bungalower.com/2023/11/22/packing-districts-4roots-farm-entering-second-phase-of-development/>

Click Orlando- <https://www.clickorlando.com/news/local/2023/11/27/restaurant-event-center-to-open-as-part-of-4roots-farm-campus-phase-2-expansion/>

The Community Paper- <https://www.yourcommunitypaper.com/articles/4roots-farm-campus-prepares-for-2nd-phase/>

<https://www.yourcommunitypaper.com/articles/local-nonprofits-step-up-to-provide-hurricane-relief/>

<https://www.yourcommunitypaper.com/articles/5-million-for-4roots-2/>

Orlando Sentinel- <https://www.orlandosentinel.com/2023/09/08/greenhouse-classrooms-grow-on-john-rivers-packing-district-farm/>

<https://www.orlandosentinel.com/2022/04/26/4roots-lands-247-million-from-tax-credit-deal-to-build-orlando-packing-district-farm/>

Cherry Bekaert- <https://www.cbh.com/guide/case-studies/new-markets-tax-credit-case-study-for-4roots-farm-campus/>

Orlando Weekly- <https://www.orlandoweekly.com/food-drink/city-of-orlando-approves-lease-for-18-acre-4roots-farm-campus-in-the-packing-district-27578748>

Specialty Crop Grower- <https://specialtycropgrower.com/4roots-farm-connecting-local-farms-with-urban-communities/>

The Daily City- <https://www.thedailycity.com/post/4roots-farm-campus-packing-district>

Black Business Investment Fund- <https://bbif.com/4rootsnmtc/>

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