EXHIBIT A

The Darrell S. Freeman Sr. Incubation and Innovation Center at Fisk University (Burrus Hall)

Burrus Hall has stood at the corner of 16th avenue north and Meharry since 1945. This 11,000 square foot building has served many functions over the years including classroom, dormitory, and administrative office space. Last utilized in the 1990s, the foundation of Burrus Hall is remarkable but the building is in substantial need of renovation and upgrading. The partnership with the city would transform Burrus Hall into an innovation/incubator facility with more than 14,000 square feet of flexible space for programming and engagement. Among other things, this facility will serve as a jumping-off point for minority entrepreneurs and innovators to take their ideas and business to the next level. Similar innovation and incubation models are housed at top universities around the country including *The Engine* at Massachusetts Institute of Technology, *The Bridge* at the University of Houston, and *The Farm* at Stanford University. Outlined below is an overview of the physical buildout as well as the building layout and the programmatic scope of the Center.



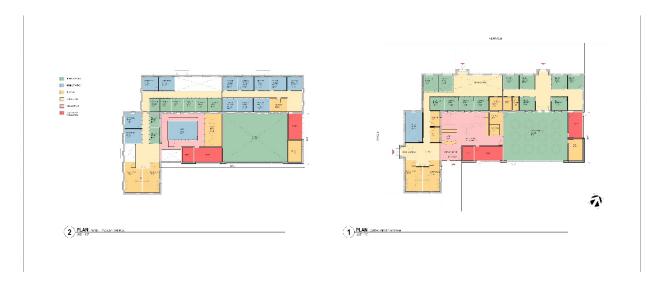


Physical Buildout and Upgrade of Burrus Hall

- ROM Estimate (\$7,500,000-8,000,000) including soft cost for items like permitting, architectural fees, furniture etc.
- Time estimates for completion of physical buildout 12-18months.
- The remaining funds will support and sustain operations and the roll out while the physical buildout is completed.
- Roll-out plan during the physical buildout including full social media, branding, and marketing campaign in anticipation of the Center's launch (drumming up excitement and resources programmatic as well as financial)
- Over the next 12 months, Fisk University will pursue additional funds from the Federal Government (Department of Commerce) and the business community for improved Technology Infrastructure (Estimate \$4,000,000-\$5,000,000) as well as an operational endowment to support and sustain the Center.

Building Layout

- 4 Corporate Offices (125 SF)
- 7 Advisor/Mentor/Faculty Offices (102 SF)
- 7 Advising rooms (80 SF)
- 7 Breakout rooms (100 SF)
- 6 Minority Contracting Offices (105 SF)
- Conference room (280 SF)
- Board room (260 SF)
- Event/Learning Center (1,600 SF)
- In addition to restrooms, catering, copy, storage rooms...



Programmatic Buildout of the Incubation portion of the Center

- Establish Advisory Board
- Define STEM scope for eligible founders and starts ups
- Outreach and partnerships with organizations and individuals already operating in this space...
- Monthly open forum for all startups and small businesses (regardless of industry/focus)
- Identify membership levels (renting of space, program participation...)
- Provide wrap around services and resources to all levels of entrepreneurs (early stage etc...)
- CPA services, legal services, venture funds, angel investors, marketing...
- Pitch competitions (Shark tank style)
- Monthly classes on Entrepreneurship (for students and the community)
- Bi-Monthly networking events (mixers, speaker series)
- Mentorship Program (with assigned mentor based on entrepreneurial level and focus)

Programmatic Buildout of the Innovation portion of the Center

- Monthly innovation speaker series (NFTs, AI, Logistics etc...)
- Innovation workshops and programming (digitization, gamification, etc)
- Corporate brainstorming sessions and partnerships
- Pressing social concerns/non-profit engagement
- Certification programs (including e.g., strategic leadership, real estate investing)
- Open ideation sessions
- Virtual reality sessions with partners
- C-suite and Community Conversations