

City of Lake Charles Lakefront Development Initiative

Lakefront Food & Beverage Request for Proposals (RFP)

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1. Introduction

The City of Lake Charles (“the City”) is home to over 77,000 residents and is experiencing tremendous growth due to recent public and private investment. That growth, along with the area’s waterfront and natural resources, strategic highway access, thriving downtown and booming casino scene are viewed as opportunities to be leveraged so as to make the City of Lake Charles even more attractive to residents, visitors, and businesses. As such, the City has recently pursued several opportunities to encourage the transformative development of its lakefront into a retail, dining, and entertainment destination.

CSRS, Inc., as Development Advisor for the City, issues this Request for Proposals (RFP) to prospective Private Entities interested in responding to the opportunity outlined herein.

This RFP contains statements, descriptions, and analyses that are for informational purposes only. The City and CSRS do not guarantee, represent, or warrant the completeness and/or accuracy of such information. Any respondent to this RFP is responsible for completing its own due diligence with respect to such information.

Any communications regarding this RFP shall be via electronic mail to the Development Advisor at derek.fitch@csrsinc.com.

1.1. Opportunity Overview

The City, with its equitable interest in the development of its lakefront, acknowledges the dining, retail, and entertainment market demand as presented in the assessment conducted by HR&A (see Appendix) and as such, is seeking an interested Private Entity to help capitalize on this opportunity.

The City intends to offer its lakefront property to a Private Entity through a multi-year ground lease, and it invites Requests for Proposals (RFPs) from individual Private Entities or teams to design, build, finance, operate, and maintain a waterfront food and beverage venue on its lakefront.

1.2. Private Entity Selection Process Overview

The City seeks, through this RFP process, to identify interested Private Entities with the best qualifications, experience, financial capacity, and history of executing similar projects. The City will review proposals submitted in response to this RFP and invite the selected Private Entity to enter into negotiations.

Two or more Private Entities may collaborate on a response to this RFP; however, a single Private Entity must be designated to contract with the City. The singular Private Entity will be responsible for performance under any potential future contract.

Private Entities shall not contact the City, the Council, or any of its employees or officials regarding this opportunity. The authorized method of contact with the Development Advisor (CSRS, Inc.) is described herein. Private Entities are advised that unauthorized contact with anyone except the Development Advisor may result in disqualification of a Private Entity from the selection process.

1.3. Confidentiality Statement

To the extent allowable under the law, information presented in this RFP is intended solely for use by respondents in preparing responses. Any other use, retention, disclosure or dissemination is unauthorized. Likewise, to the extent permitted by law, any information submitted in proposals is also deemed confidential and intended for use solely by the City and its Development Advisor in evaluating responses.

2. Project Team

The Team established for this project includes the Owner (the City), the Owner's Development Advisor (CSRS, Inc.), and a Private Entity (to be determined thru the selection process).

2.1. City of Lake Charles Lakefront

Lake Charles is a city of over 77,000 residents located in southwest Louisiana. Lake Charles is also the largest city and economic and cultural hub of a larger MSA with a population of over 205,000. Strategically located on Interstate-10 between Houston and New Orleans, and along the Calcasieu River just 30 miles upstream from the Gulf of Mexico, Lake Charles has thrived as a center for manufacturing, healthcare, education and retail trade. The City also serves as a gateway for outdoor activities, such as boating, fishing and hunting.

The population of Lake Charles is growing, and higher income families are moving into the City. The average household income for the area within a 20-minute drive time of the Lake Charles Civic Center is \$67,300, with 30% of households currently earning above \$75,000 and 20% making more than \$100,000 a year.

Lake Charles has experienced robust employment growth buoyed by billions of dollars of investments in the petrochemical, LNG, and casino industries. The City currently has approximately 81,400 jobs, and, between 2015 and 2024, the City's economy is projected to add 11,000 additional jobs, growing at an annual rate of 8%. Recent investments include \$44 billion of construction in the City's casino and chemical industries (with an additional \$65 billion announced) and \$55.5 million in public infrastructure improvements in the Lakefront/Downtown District.

Retail and tourism are economic engines for the Lake Charles metro area. A thriving retail sector generated taxable sales revenue of \$2.7 billion in fiscal year 2018, which reflects an average annual growth rate of 5% over each of the previous three years. Lake Charles residents alone have an impressive retail and restaurant spending potential of \$1.29 billion.

Additionally, the area's three riverboat casinos bring in 8.3 million visitors each year, attracting people from across Louisiana and eastern Texas, among others. These visitors generate \$745 million of casino revenue and contribute an estimated \$315 million of additional spending to the Lake Charles economy each year. The City is also host to hundreds of conferences, conventions, and other events that bring over 1.3 million attendees as well as sporting events that draw another half million visitors each year.

Additional information is available here: www.cityoflakecharles.com

2.2. Development Advisor

CSRS, Inc. (hereinafter CSRS) is a Louisiana corporation established in 1978 and is a leader in the delivery of civil infrastructure and vertical facilities serving public and private organizations across the southeastern United States. CSRS provides development advisory services, program management, architecture, engineering, planning, surveying, disaster-recovery services, grants management and fund-sourcing services.

The City has retained CSRS to serve as its Development Advisor for the tract of land discussed herein. CSRS will assist the City in selecting and engaging the Private Entity, and will compose a panel of highly-regarded professionals to evaluate and score all responses to this RFP. CSRS will also manage the development partnership between the City and the Private Entity.

2.3. Private Entity

Private Entities who may be interested in this project include real estate development firms, financial firms and institutions, retail and hospitality operators, as well as other commercial ventures. The City will consider any type of individual, firm, partnership, or joint-venture meeting the minimum qualifications set forth in this RFP.

3. Development Opportunity

3.1. Description of Proposed Project

Lake Charles is well-positioned to further activate and transform its lakefront into a retail and entertainment destination. A development on the lakefront would be the only waterfront destination along the I-10 corridor east of Beaumont, TX and west of Baton Rouge, LA – a prime location for an anchor restaurant on the water, eventually to be enhanced with the potential of additional development.

3.2. Overall Project Goals and Objectives

The primary goals of the Lakefront Development Initiative include:

- Attract visitors from immediate and surrounding areas
- Create an attractive and alluring “first impression” of Lake Charles for travelers on Interstate 10
- Enliven the lakefront by providing additional entertainment and quality-of-life amenities
- Showcase the natural resources that make Lake Charles unique
- Encourage retail, hospitality and entertainment along the lakefront

3.2.1. Design Objectives

Designs should optimize proximity and access to the lakefront, Interstate 10, and downtown Lake Charles.

Designs should afford appropriate drainage characteristics that do not adversely affect existing drainage characteristics of adjacent land.

Design should be flexible enough to accommodate potential future refinements in function or service offerings.

Design should incorporate pedestrian-friendly additions or improvements.

Design shall comply with applicable codes and ordinances of the City.

The City reserves the right to review and approve site design and building design elements to ensure consistency with the design intent of the surrounding development.

3.2.2. Construction Objectives

Construction should have no adverse impact on surrounding properties or infrastructure.

Construction should have no adverse impact on, or interruption to, existing facilities and/or events that attract visitors to the lakefront.

3.2.3. Maintenance and Operations Objectives

Maintenance and Operations activities should have no adverse impact on surrounding properties or uses.

Maintenance and Operations of the improvements shall be the sole responsibility of the Private Entity.

3.2.4. Financial Objectives

Private Entity must demonstrate the financial capacity to fully fund the design, construction, operations, and maintenance of the proposed development.

Private Entity is solely responsible for the feasibility of its proposed development. The City does not warrant the feasibility of development projects.

The City has an interest in recognizing and maximizing net new tax revenues from the development.

3.2.5. Other Objectives

The City seeks Private Entity's completion of the proposed development in the shortest possible time.

3.2.6. Incentives

The City recently approved economic incentives to further catalyze development on the lakefront, including tax increment financing (TIF), economic development district (EDD) financing, property tax incentives, and construction fee waivers. While these incentives are available, the City and CSRS will assess the need to use them based upon proposals received from Private Entities and the economic benefit of the development. Private entity should identify any incentives and/or lease terms requested from the City.

3.3. Anticipated Project Timeline

The following is the anticipated project timeline. The City reserves the right to amend this timeline as necessary.

| | |
|--|-----------------------------------|
| Issue RFP | September 20 th , 2019 |
| RFP Deadline | October 21 st , 2019 |
| Selection | November 1 st , 2019 |
| Execution of Agreement with Private Entity | February 28 th , 2020 |
| Commence Design Phase | Q1 2020 |
| Commence Construction Phase | Q2 2020 |
| Complete Construction | Q1 2021 |
| Initiate Operations | No Later Than Q2 2021 |

4. Subject Parcel

4.1. Existing Conditions on Subject Parcel

The City will deliver a “pad-ready” Subject Parcel to the Private Entity. In this instance, the term “pad-ready” includes the following:

- Initial site demolition/de-vegetation,
- Grading to locate the FFE in accordance with minimum BFE requirements,
- Necessary SWPPP preparations

The City will consider applications for variances or warrants to local zoning codes as needed.

The 60-foot public right-of-way along the lake may be reduced to 20 feet to accommodate any project approved by the City.

Shared Access Agreements are anticipated among future tenants of the entire lakefront development.

The Developer or Private Entity may need to include subsurface foundational support, depending on the recommendation of their engineer.

4.2. Existing Conditions surrounding Subject Parcel

From 2007 to 2017, the City invested over \$55.5 million in infrastructure improvements on and around the lakefront. These investments and leveraged project funding have included

- I-10/Ryan Street exit interchange improvement and beautification
- Ryan Streetscape Project
- Civic Center renovations
- Bord du Lac (Millennium) Park
- Public Marina (42 slips)
- The Lakefront Promenade
- City Court

Several historic structures have been adaptively reused, including the Calcasieu Marine Bank which houses a local popsicle shop, a restaurant, and two event venues. Over 70 newly-constructed for-sale housing units recently came onto the market, and a large 272-unit Class A multifamily development in the Central Business District is scheduled to open soon.

4.3. Anticipated Improvements surrounding Subject Parcel

There are numerous ongoing industrial, commercial office, residential, mixed-use, and adaptive re-use developments surrounding the lakefront property.

Current and Future significant development projects along the lakefront include:

- A 28,000+ square foot regional Children’s Museum and Science and Nature Center (Port Wonder) is currently in the planning stages and anticipated to begin construction in 2021.
- A lakefront walkway/promenade with improvements for pedestrian connectivity from the Lake Charles Civic Center to the existing land uses and proposed improvements along the north lakeshore.

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- The City is planning a refurbishment of the existing parking garage to accommodate visitors for the entire lakefront development. Reserved parking spaces may be available to Private Entity upon request. The number of reserved spaces should be requested in the RFP response and will be considered during the selection process.
 - Upgrades to domestic water and sanitary sewer infrastructure are in progress and will be completed by the City prior to delivery of the Subject Parcel.

4.4. Limitations and Special Considerations

Preliminary limitations and special considerations regarding Subject Parcel are discussed below:

- Responses are limited to those focusing on food and beverage.
- The building shall have no less than 6,500 square feet of air-conditioned space.
- The design shall include outdoor patios and seating areas.
- The building must be located within 30-50 feet of the water's edge unless otherwise approved by the City.
- The design shall include an outdoor component of no less than 500 square feet.
- The City will entertain a long-term lease with multiple renewal options. The City is not authorized to sell the land discussed herein.
- The design must include a two-story facility.
- To encourage the realization of this opportunity, the City is making a +/-2.5 acre subdivision of Tract Three available for ground lease. The Tract is located between the new Port Wonder project and the existing Parking Garage.

5. Responding to this Request for Proposals

Private Entities with appropriate qualifications, experience, financial capacity and history of executing similar projects are encouraged to submit proposals in response to this RFP. At the time of selection, the Private Entity will be asked to submit a Twenty-Five Thousand Dollar (\$25,000.00) deposit. If chosen, should negotiations cease due solely to bad faith and effort on the part of the Private Entity, the deposit will be forfeited to the City. Once negotiations successfully conclude, the deposit will be refunded to the Private Entity.

5.1. Selection process

CSRS will review and evaluate proposals submitted in response to this RFP. The evaluation will be based upon information submitted, information requested by CSRS, information obtained by CSRS from independent sources, and formal presentations, if any are requested.

To qualify for review, proposal submissions must comply with the requirements stated in this RFP; however, the City reserves the right to accept or reject any proposal submission.

5.2. Selection schedule

Adherence to the following selection process schedule is anticipated. The City reserves the right to amend this schedule as necessary.

| | |
|--|--|
| Issue RFP | September 20th, 2019 |
| Pre-Submittal Conference Call - 10:00 AM local time | September 30th, 2019 |
| Deadline for written questions from prospective Private Entities | October 7th, 2019 |
| Final RFP Addenda release (if any addenda are issued) | October 14th, 2019 |
| Proposals due 5:00 PM local time | October 21st, 2019 |
| Announce Shortlist of Private Entities for RFP phase | October 28th, 2019 |
| Interviews | October 30th, 2019 |
| Selection | November 1st, 2019 |

5.3. Pre-Submittal Conference Call

A conference call will be conducted at 10:00 AM local time on the date listed in Section 5.2 to discuss the proposed project and the selection process. Questions may be posed during this call, but any questions must be preceded by or followed up in writing in order to be considered for official response in an Addendum.

Participation in this conference call is optional, but it is highly encouraged.

Conference Call dial-in number: 1-224-501-3412

Access Code: 932-773-005

5.4. Requests for Information

Prospective Private Entities may request additional information, before the deadline date listed in Section 5.2, via electronic mail to the Development Advisor at derek.fitch@csrsinc.com. Response to requests, if available and provided, will only be via written Addendum to the RFP.

5.5. Addenda

Written addenda may be issued by the Development Advisor prior to the deadline date listed in Section 5.2, supplementing, modifying or interpreting any portion of the RFP. No information, verbal or written, from any source other than the Development Advisor is to be considered by prospective Private Entities.

6. Proposal Submittal Requirements

Proposals submitted in response to this RFP must strictly comply with the format, and contain the information, presented below in order to be considered for review. Failure to comply will hinder the City's ability to accurately and fairly compare submittals. Failure to comply may result in disqualification.

Proposals are to be bound and printed on standard 8.5"x11" letter-sized paper, one-side only. Content of TABS 2 through 6 below are subject to a forty (40) page maximum. All text, pictures, photographs, charts, graphs, tables and other information that the Private Entity deems appropriate for review is to be included in the forty-page

maximum page limit. Front and back covers, tab dividers, the cover letter, table of contents, and key personnel resumes are not included in the forty-page limit.

Submit ten (10) bound hardcopies plus one unbound original (clearly marked ORIGINAL on cover). The original hardcopy cover letter must contain original signature(s) of Officer(s) with authority to legally bind the Private Entity. In addition, Private Entity shall submit an electronic copy of the entire proposal on a standard USB flash drive device (as one single Adobe PDF scan file, locked to prevent editing).

Required components of the proposal follow. TABS do not count towards total page count. Do not include any other sections, TABS or related information:

| | |
|---|--------------------------|
| Front Cover | |
| TAB 1: Cover Letter | |
| Table of Contents. | |
| TAB 2: Private Entity Background and Team Information | Forty (40) pages maximum |
| TAB 3: Technical Capability | |
| TAB 4: Financial Capability | |
| TAB 5: Relevant Experience and References | |
| TAB 6: Approach and Schedule | |
| TAB 7: Resumes of Key Personnel | |
| Back Cover | |

6.1. TAB 1 – Cover Letter

A cover letter signed by an Officer(s) of the proposed Private Entity (with authority to legally bind the Private Entity) affirming understanding of the opportunity and confirming Private Entity’s specific interest in proceeding, if invited, to the negotiation phase. The cover letter should also clearly identify the Contact Person, if the Contact Person differs from the executing Officer.

6.2. TAB 2 – Background and Team Information

Description of Private Entity: Provide a corporate description of the Private Entity, and the anticipated legal relationship (governance and capital structure) for the proposing Private Entity. Include in the description of the Private Entity, the year founded, description and approximate value of real estate developed and currently under control, number of employees by function, and an organizational chart. All equity investors should also be identified.

Role of Private Entity’s Key Personnel: Briefly outline the roles of the key personnel for the Private Entity proposing.

Controlling Interest: Identify the individuals or companies who hold more than a 15% interest in the Private Entity proposing.

Anticipated Advisors: Identify the companies and individuals who are anticipated to act as legal, financial, or other advisors for the Private Entity proposing.

Contact Person: Provide a single contact person for all future communication with the City. Disclose the contact person's name, title, organization, address, telephone number, fax number, and email address.

6.3. TAB 3 – Technical Capability, Relevant Experience, & References (20 points)

Development Experience: Identify the entity or entities who are anticipated to manage or perform the development activities on behalf of the Private Entity. Demonstrate specific qualifications and experience with similar hospitality-related developments, including the ability to efficiently deliver food and beverage projects of same or similar nature as that anticipated for this project. Project descriptions should include capital budget information and deal structure.

Design Experience: Identify the entity or entities who are anticipated to design the project in accordance with the City's Design Objectives as discussed in Section 3.2.1 herein.

Construction Experience: Identify the entity or entities who are anticipated to construct the project in accordance with the City's Construction Objectives as discussed in Section 3.2.2 herein.

Maintenance and Operations Experience: Identify the means, and the entity or entities who are anticipated to maintain and operate the project in accordance with the City's Maintenance and Operations Objectives as discussed in Section 3.2.3 herein.

References: Include complete contact information of appropriate references having direct involvement and knowledge of referenced projects.

6.4. TAB 4 – Financial Capability (40 points)

Demonstrate that Private Entity has available the appropriate financial resources to complete and maintain all aspects of the Project for the entire term of the agreement, or demonstrate Private Entity's capability to secure financing for same. The Private Entity is encouraged to submit a Letter of Credit from their financial institution or lender. Proposals can anticipate a higher point score with submittal of a Letter of Credit from their financial institution.

Upon selection and negotiation, the Private Entity will be asked to provide copies of audited financial statements for the past three (3) years and any other relevant financial information. If audited financial statements are not possible, provide sufficient financial information to demonstrate Private Entity has the financial resources to successfully execute a project of this nature and scope. Except as required by applicable law, materials marked as proprietary or confidential will be considered as such.

Factors that will be assessed, in addition to the requested financial statements, include:

- Available financial resources;
- Capability of raising debt and equity in the current capital market;
- The number and size of recent, similar transactions;
- Specific experiences on recent, similar transactions;
- Financial pro forma for proposed project(s);
- Need for any financial incentives from the City; and
- Letter of credit from financial institution.

6.5. TAB 5 –Proposed Project Details (20 points)

Describe in detail the following:

- The proposed project including building design, accessory structures, landscaping and any other amenities of the project
- Benefit of your project to Lake Charles and Southwest Louisiana
- Total square footage of the project.
- Total square foot of heat/cooled.
- Total square foot of porches, patios, courtyards, green spaces, landscaping plans, and any other amenities relevant to the project.
- Total estimated investment in the project. Separate construction cost for engineering and other soft cost.
- Total estimated number of acres or square feet of property needed for this project.
- Number of full time employees.
- Number of part time employees
- Estimated payroll (not including benefits)
- Number of parking spaces needed for employees and customers
- Projected annual taxable sales
- Projected annual sales growth rate for the first 10 years of operation.
- Projected development timeline. Design/Engineering, Projected start date, projected completion date, etc.

6.6. TAB 6 – Approach and Schedule (20 points)

Provide a description of the anticipated project, including the Private Entity's approach and schedule. Discuss how proposed Private Entity contemplates achieving the project's objectives, and the anticipated durations involved. Provide a description of how the proposal will enhance tourism related to visitors to the lakefront.

Include a proposed Project schedule/timeline depicting key milestones, durations and dependencies, and identify anticipated delivery date for the proposed project.

Provide any other relevant documentation necessary to articulate the Private Entity's ability to envision and achieve the City's goals and objectives.

It is acknowledged that such an approach and schedule is subject to revision or refinement during subsequent phases of the selection and/or project delivery process.

6.7. TAB 7 – Key Personnel Resumes

Provide resumes of key personnel proposed to work on the project. Where applicable, indicate personnel's involvement in specific projects referenced in proposal under Relevant Experience (TAB 5).

6.8. Submittal Instructions

Deliver hard copies of proposals and flash drive in a sealed box to the address below before 5:00 pm local time on due date listed in Section 5.2:

City of Lake Charles Lakefront Initiative

c/o CSRS, Inc.

6767 Perkins Road, Suite 200

Baton Rouge, LA 70808

(225) 769-0546

Any communications regarding this RFP shall be via electronic mail to the Development Advisor at derek.fitch@csrsinc.com.

As a reminder, Private Entities shall not contact the City, the Parish, or any of their employees or officials regarding this opportunity. Authorized method of contact with Development Advisor (CSRS, Inc.) is described previously. Private entities are advised that unauthorized contact with anyone except the Development Advisor in the manner described in the RFP may result in disqualification of Private Entity from the selection process.

7. Disclaimer

Any representations or statements made within this RFP shall not be considered a contractual obligation by the City and the Private Entities shall not be entitled to rely upon them. The City reserves the right to reject any and all submittals and to identify and select the Private Entity which the City, in its sole and absolute discretion, deems most qualified.

The respondents shall be solely and totally responsible for all costs associated with responding to this RFP, and the City accepts no responsibility with regard thereto. Submissions will become the property of the City.

The City reserves all rights available to it by law in administering this RFP, including without limitation, the right, in its sole discretion, to:

- Reject any or all submittals at any time;
- Terminate evaluation of any or all submittals at any time;
- Suspend, discontinue and/or terminate negotiations with any Private Entities at any time prior to the actual authorized execution of Private Entity Agreement;

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- Negotiate with a Private Entity without being bound by any provision in its submittal;
 - Accept and review a nonconforming submittal;
 - Request or obtain clarifications, revisions or additional information from any source;
 - Issue addenda to and/or cancel this RFP;
 - Issue a new request for qualifications;
 - Decline to financially participate in a proposed Project;
 - Extend any deadline or time;
 - Waive or permit the correction of minor or technical deficiencies or irregularities in a submittal of this RFP.

This RFP does not commit the City to enter into a contract. In no event shall the City be bound by, or liable for, any obligations with respect to a Project until such time (if at all) as a Private Entity Agreement, in form and substance satisfactory to the City, has been executed and properly authorized, and then only to the extent set forth therein.

Under no circumstances shall the City be liable for, or reimburse, the costs incurred by Respondents, whether or not selected for negotiations, in developing submittals or in negotiating agreements.

Each Respondent, by submitting qualifications, thereby accepts all risk of adverse public notice, damages, financial loss, criticism or embarrassment that may result from any disclosure or publication of any material or information required or requested by the City in connection with the submission of qualifications. In submitting qualifications, the Respondent expressly waives, on behalf of itself, its partners, joint venture members, officers, employees and agents, any claim against the City, and their respective officers, employees and development advisors, for any damages that may arise therefrom.

Any and all information the City makes available to Private Entities shall be as a convenience to the Private Entity and without representation or warranty of any kind.

End of RFP