

CITY OF CEDAR KEY

# REQUEST FOR PROPOSALS

## Development, Implementation, Operation, and Maintenance of a Boutique Grocery Store

|                            |                                                     |
|----------------------------|-----------------------------------------------------|
| <b>Solicitation Number</b> | RFQ 2026-BGS-01                                     |
| <b>Issue Date</b>          | August 31, 2026                                     |
| <b>Proposals Due</b>       | Friday, September 18, 2026, at 2:00 p.m.            |
| <b>Submission Email</b>    | cityclerk@cedarkeyfl.us                             |
| <b>Procurement Contact</b> | City Clerk   cityclerk@cedarkeyfl.us   352-543-5132 |

The City does not own or offer a project site through this solicitation. Each Proposer must identify and demonstrate control of a suitable property within the municipal limits of Cedar Key.

## 1. Invitation and Notice

The City of Cedar Key, Florida (the “City”), invites proposals from qualified grocery operators, property owners, developers, businesses, or integrated development teams to establish and continuously operate a boutique grocery store within the municipal limits of Cedar Key. The successful Proposer will identify and secure a privately owned or leased site; complete all due diligence, design, permitting, construction, and resilient build-out; furnish and stock the store; implement the business; and provide ongoing operation and maintenance.

The City seeks a financially sustainable neighborhood market that serves year-round residents while complementing Cedar Key’s historic, coastal, and tourism-based economy. The desired store will provide dependable access to fresh foods, everyday grocery staples, household necessities, and locally sourced products at reasonable prices.

No Proposer shall obtain property, contractual, reimbursement, development, or other rights by submitting a Proposal, participating in negotiations, or being ranked by the City. The City shall not be contractually or otherwise bound until a final written agreement has been approved by the appropriate governing body and fully executed by authorized representatives.

## 2. Background and Community Need

Cedar Key is an island community in Levy County with a year-round population, seasonal residents, visitors, working waterfront businesses, and recurring exposure to coastal storms and flooding. The City desires a grocery operation that improves local food access, strengthens economic resilience, supports local producers where practical, and can prepare for and recover from severe weather.

The City does not own property designated for this project. Proposers are expected to use their market knowledge and private-sector resources to identify a viable location and assemble a team capable of delivering and operating the complete project.

## 3. Solicitation Objectives

- Establish a well-managed boutique grocery store within Cedar Key’s municipal limits.
- Provide fresh produce, dairy, meat or protein options, frozen foods, pantry staples, bread, beverages, household necessities, personal-care items, and emergency supplies.
- Incorporate local seafood, produce, prepared foods, and Cedar Key-area products when legally and commercially feasible.
- Complete a context-sensitive build-out that meets all applicable City, state, federal, floodplain, coastal, wind, fire, accessibility, sanitation, and food-safety requirements.
- Create a resilient operation with storm preparation, protected refrigeration, backup power, alternate supply arrangements, and a post-disaster reopening plan.
- Secure substantial private investment and minimize the amount and risk of any public assistance.

- Maintain the property, improvements, equipment, and grocery operation throughout the agreement term.

## 4. Anticipated Procurement and Agreement Structure

This is a best-value Request for Proposals. The City will evaluate qualifications together with the proposed site, grocery concept, development approach, financial capacity, implementation schedule, requested public assistance, and long-term operating commitments. The City may shortlist, interview, request clarifications from, and negotiate with one or more Proposers.

Any selection is expected to result in negotiation of an economic development, incentive, performance, or similar agreement appropriate to the final project. If a City or Community Redevelopment Agency (“CRA”) contribution is proposed, it will be subject to independent legal eligibility, public-purpose findings, funding availability, the applicable budget and CRA plan, and separate approval by the responsible governing body.

## 5. Minimum Proposer Requirements

A Proposal may be submitted by an individual entity or a team. At a minimum, the Proposer must:

- Be authorized to conduct business in Florida before contract execution.
- Demonstrate relevant grocery retail, specialty-market, food-service, commercial development, or comparable operating experience.
- Identify the party responsible for property control, development, construction, store operations, and maintenance.
- Demonstrate access to sufficient capital for site control, design, construction, equipment, opening inventory, and operating reserves.
- Be able to obtain all required professional and contractor licenses, permits, insurance, and bonds.
- Disclose any material litigation, bankruptcy, contract default, termination for cause, code enforcement action, or regulatory action during the preceding five years.

## 6. Site Identification and Control

### 6.1 Location

The proposed site must be within the municipal limits of Cedar Key and suitable for the proposed use. The City does not guarantee the availability, condition, title, zoning, development capacity, floodplain suitability, utility capacity, or commercial viability of any property.

### 6.2 Evidence of Site Control

The Proposal must include one or more of the following:

- Recorded ownership documentation;

- An executed lease;
- An enforceable option to purchase or lease;
- A letter of intent or written commitment signed by the property owner; or
- Other evidence acceptable to the City demonstrating a realistic ability to obtain site control.

If binding site control has not been secured by the Proposal due date, the City may condition selection upon the Proposer obtaining acceptable site control within [60/90] days. The City may discontinue negotiations if site control is not timely established.

### 6.3 Required Site Information

- Street address, parcel identification number, current owner, acreage, and existing building square footage.
- Description and term of the proposed ownership, lease, or development arrangement, including renewal rights.
- Current zoning, future land use, proposed use status, and any anticipated variance, conditional-use, rezoning, or development approval.
- FEMA flood zone, preliminary base flood elevation, available elevation certificate, and any Coastal High Hazard Area or Coastal A Zone considerations.
- Historic district status and anticipated historic preservation approvals, if applicable.
- Existing utilities and anticipated water, sewer/septic, grease, electric, communications, solid waste, and stormwater needs.
- Parking, pedestrian access, ADA access, delivery/loading, emergency access, bicycle access, and waste collection arrangements.
- Photographs, preliminary site plan, floor plan, and summary of known building or site conditions.

## 7. Scope of Services and Responsibilities

### 7.1 Due Diligence and Feasibility

The selected Proposer will be responsible for all investigations necessary to confirm feasibility, including title and survey review, zoning, floodplain analysis, elevation data, environmental conditions, structural condition, utility capacity, access, parking, market demand, construction cost, insurance availability, and financing.

### 7.2 Design and Professional Services

The Proposer will retain appropriately licensed Florida professionals to prepare plans, calculations, specifications, cost estimates, permit applications, and certifications. The design must be compatible with Cedar Key's scale and character and must address customer circulation, storage, deliveries, food safety, accessibility, flood resilience, wind resistance, energy use, and future maintenance.

### 7.3 Turnkey Build-Out

The Proposer will provide or cause to be provided all labor, supervision, materials, equipment, and services necessary for a complete, operational store, including as applicable:

- Demolition, site work, foundations, structural repairs or improvements, exterior envelope, roofing, openings, and interior construction.
- Electrical, plumbing, HVAC, ventilation, refrigeration, lighting, fire alarm, suppression, and life-safety systems.
- Food-safe flooring, walls, ceilings, counters, sinks, preparation areas, restrooms, storage, receiving, and employee areas.
- Walk-in coolers and freezers, refrigerated and frozen cases, shelving, displays, carts or baskets, checkout counters, point-of-sale, inventory, security, and communications systems.
- ADA-compliant routes, entrances, service areas, restrooms, parking, and signage.
- Parking, loading, delivery, refuse, recycling, grease, stormwater, landscaping, exterior lighting, and signage improvements.
- Generator or other backup-power system sized to protect critical refrigeration, lighting, communications, and safety functions.
- Testing, inspections, commissioning, correction of deficiencies, warranties, closeout documents, and certificate of occupancy or completion.

## 8. Codes, Permits, FEMA, and Resilience Requirements

All work must comply with the codes, maps, standards, and laws in effect when permits are submitted and work is performed. The Proposer is solely responsible for determining the requirements applicable to the selected site. Applicable requirements may include, without limitation:

- City of Cedar Key Code of Ordinances and Land Development Code, including zoning, historic preservation, floodplain management, signage, parking, and site-development requirements.
- The then-current Florida Building Code, Florida Fire Prevention Code, Florida Accessibility Code, and applicable electrical, plumbing, mechanical, energy, and existing-building provisions.
- FEMA National Flood Insurance Program requirements, effective Flood Insurance Rate Maps, base flood elevations, City-required freeboard, and applicable floodway or coastal construction requirements.
- ASCE 24 flood-resistant design and construction provisions and applicable ASCE 7 wind and structural loading provisions as incorporated by the governing code.
- Elevation, dry floodproofing when legally permitted, flood-damage-resistant materials, flood openings, anchoring, and protection or elevation of utilities and critical equipment.
- Coastal High Hazard Area and free-of-obstruction requirements when applicable.
- Impact protection, windborne-debris protection, wind-resistant roofing and exterior components, and anchoring of exterior and rooftop equipment.
- Federal, state, and local accessibility, environmental, food-safety, sanitation, occupational safety, health, and licensing requirements.

The City's review or approval of a Proposal, concept, plan, incentive, or agreement does not constitute zoning approval, development approval, floodplain approval, a building permit, historic preservation approval, health approval, or any other regulatory authorization. All required approvals must be obtained through the ordinary processes, and no favorable outcome is guaranteed.

## **9. Grocery Concept and Minimum Service Expectations**

### **9.1 Required Concept Narrative**

The Proposal must describe the store's identity, target customers, product mix, pricing approach, staffing, hours, services, sourcing strategy, and relationship to Cedar Key's community and working waterfront.

### **9.2 Core Grocery Function**

The store must remain principally a grocery and neighborhood-market operation. Specialty, prepared-food, beverage, souvenir, or tourism-oriented sales may complement—but may not materially displace—the core grocery function promised in the Proposal and final agreement.

The proposed inventory should address, at minimum:

- Fresh produce; dairy and eggs; meat, seafood, or other protein options; bread; frozen foods; and refrigerated foods.
- Shelf-stable pantry staples, canned goods, cereal, snacks, beverages, basic baking and cooking supplies, and condiments.
- Household cleaning products, paper goods, personal-care items, pet basics, and commonly needed over-the-counter items when properly licensed.
- Storm and emergency items such as water, ice, batteries, shelf-stable foods, sanitation supplies, and basic first-aid products.
- Local seafood, produce, prepared foods, and locally made goods when legally, safely, and commercially feasible.

### **9.3 Customer Access**

The Proposal must state anticipated days and hours of operation; holiday and seasonal schedules; plans for delivery, curbside pickup, or online ordering; accessibility accommodations; and plans to accept SNAP/EBT and pursue WIC authorization if eligible and commercially feasible.

## **10. Implementation and Opening Plan**

Provide a milestone schedule measured from agreement execution, including:

1. Finalize site control and complete due diligence.
2. Complete concept and construction design.
3. Submit and obtain required development and regulatory approvals.

4. Close financing and authorize construction.
5. Complete construction and install equipment.
6. Recruit and train employees; establish suppliers and operating procedures.
7. Obtain food, business, occupancy, and other operating approvals.
8. Receive initial inventory, conduct a soft opening, and begin full operations.

The Proposal must identify a proposed outside opening date, material dependencies, critical risks, and remedies for delay. The final agreement may establish milestone deadlines, notice requirements, cure periods, and termination or repayment rights.

## 11. Operations, Maintenance, and Asset Management

The selected Proposer will be responsible for all costs and activities necessary for continuous, safe, lawful, clean, and attractive operation, except for any responsibility expressly accepted by another party in the final agreement. Responsibilities include:

- Daily management, staffing, payroll, training, inventory, merchandising, customer service, accounting, and tax compliance.
- Cleaning, sanitation, food safety, pest control, grease management, refuse and recycling, and restroom upkeep.
- Utilities, communications, security, landscaping, parking, loading, signage, and exterior upkeep as assigned by the property agreement.
- Preventive maintenance, inspection, repair, and replacement of refrigeration, freezer, HVAC, electrical, plumbing, generator, point-of-sale, security, fire-safety, and grocery equipment.
- Maintenance of roofs, openings, structural components, floodproofing features, drainage, and other building systems as allocated between owner and operator.
- Maintenance of all licenses, permits, registrations, certifications, insurance, and supplier agreements.
- Prompt correction of code, health, safety, accessibility, and maintenance deficiencies.
- Capital replacement planning and adequate reserves for equipment failure and building maintenance.

If the operator leases the site, the Proposal must include a responsibility matrix identifying the operator's and landlord's maintenance, capital-repair, insurance, casualty, and storm-recovery obligations. The final lease must be consistent with the commitments made to the City.

## 12. Disaster Preparedness and Continuity of Operations

The Proposal must include a preliminary hurricane and continuity-of-operations plan addressing:

- Pre-storm staffing, inventory, communications, facility protection, shutdown, and evacuation procedures.
- Protection of refrigerated and frozen inventory and critical records.
- Backup power, generator maintenance, fuel supply, safe operation, and testing.

- Alternate suppliers, delivery routes, emergency purchasing, and inventory prioritization.
- Employee accountability and customer communications before and after a closure.
- Post-storm damage inspection, food-safety assessment, cleanup, repairs, and safe reopening.
- Coordination with City emergency-management personnel when requested and legally appropriate.
- Target reopening timeframes based on site access, utilities, safety, and regulatory authorization.

### 13. Potential City or CRA Assistance

The City may consider a lawful, reasonable, and performance-based form of assistance; however, no assistance is promised. A Proposer requesting assistance must identify the specific amount, form, purpose, timing, public benefit, and minimum assistance necessary for the project to proceed.

Potential forms of assistance, if separately authorized, may include development coordination, letters of support, marketing assistance, an eligible CRA incentive, reimbursement of approved eligible costs, or another lawful economic-development measure. The City will not guarantee financing, profitability, site acquisition, zoning, permits, insurance, utilities, or third-party approvals.

Any financial assistance may be subject to:

- A demonstrated funding gap and verification of private investment and financing.
- Eligibility under applicable law, the City budget, and the CRA plan, if CRA funds are proposed.
- Governing-body approval at a public meeting and execution of a separate agreement.
- Payment only after completion, inspection, and submission of invoices, proof of payment, permits, lien releases, and other documentation.
- A minimum continuous operating term of [FIVE/SEVEN/TEN] years.
- Milestone, minimum-hour, grocery-inventory, maintenance, reporting, and public-benefit requirements.
- Prorated repayment, clawback, lien, mortgage, guaranty, letter of credit, or other security if the project fails to open, closes early, materially changes use, or defaults.

### 14. Required Proposal Contents

Proposals should be organized in the following order and include sufficient detail for evaluation:

1. Cover Letter and Executive Summary. Identify the Proposer, authorized representative, proposed site, requested City assistance, anticipated private investment, and proposed opening date.
2. Team and Organizational Structure. Identify all owners, partners, affiliates, property owners, developers, operators, consultants, architects, engineers, contractors, and key personnel.
3. Qualifications and Relevant Experience. Provide project examples, dates, costs, size, role, opening status, performance, and client references.
4. Site Proposal and Evidence of Control. Provide all information required by Section 6 and disclose contingencies.

5. Grocery Concept and Community Benefit. Describe product mix, affordability, local sourcing, customer services, hours, staffing, and year-round service.
6. Design, Build-Out, and Resilience Approach. Include preliminary plans, major systems, code and flood strategy, backup power, estimated costs, and professional team.
7. Implementation Schedule. Provide milestones, dependencies, critical path, opening date, and risk-mitigation measures.
8. Operations, Maintenance, and Disaster Plan. Address continuous operations, maintenance allocation, reserves, severe weather, and reopening.
9. Financial Proposal. Provide sources and uses, private equity, debt, requested assistance, operating pro forma, and evidence of capacity.
10. Exceptions and Requested Contract Terms. Clearly identify all exceptions to this RFP and all requested conditions.
11. Required Forms and Certifications. Submit all forms included in or added to the solicitation.

## 15. Financial Information

The financial submission must include:

- Total estimated project cost and detailed sources-and-uses schedule.
- Acquisition or lease costs, design and permitting, construction, equipment, initial inventory, pre-opening expenses, working capital, and contingency.
- Amount and source of Proposer equity, debt, grants, tax credits, landlord contribution, and other financing.
- Five-year operating pro forma showing sales assumptions, cost of goods, staffing, occupancy, utilities, maintenance, insurance, debt service, and cash flow.
- Evidence of available capital, financing interest, or other financial capacity.
- Specific amount and proposed structure of any requested City or CRA assistance.
- Proposed performance security and repayment or clawback terms.

Confidential or exempt financial information must be separately marked with the specific legal basis asserted. The City cannot guarantee confidentiality and will determine disclosure obligations under Florida law.

## 16. Evaluation and Selection

An evaluation committee may review responsive Proposals using the following criteria. The City may adjust the final criteria by addendum before the Proposal deadline.

| Criterion                                                | Points |
|----------------------------------------------------------|--------|
| Proposed site, suitability, and evidence of site control | 20     |
| Grocery concept, affordability, and community benefit    | 20     |
| Experience, qualifications, references, and project team | 15     |

| Criterion                                                           | Points |
|---------------------------------------------------------------------|--------|
| Build-out, code compliance, FEMA/flood resilience, and backup power | 15     |
| Financial capacity, private investment, and project feasibility     | 15     |
| Implementation schedule and readiness to open                       | 10     |
| Reasonableness of requested public assistance and overall value     | 5      |
| TOTAL                                                               | 100    |

### 16.1 Selection Process

The City may use any combination of written evaluation, clarification requests, interviews, presentations, site visits, reference checks, financial review, due diligence, and negotiations. The City may negotiate with the highest-ranked Proposer, negotiate concurrently with more than one Proposer when permitted, discontinue negotiations, or reject all Proposals.

### 16.2 Conditions Precedent to Final Award

- Acceptable evidence of site control.
- Verification of financial capacity and project financing.
- Agreement on scope, milestones, operating obligations, maintenance, public benefit, remedies, and any assistance.
- Confirmation of legal eligibility and funding availability for any City or CRA participation.
- Approval by the appropriate governing body and execution of definitive agreements.

## 17. Proposal Instructions

|                            |                                                                                                                                                                                                                                                                                                  |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Submission Deadline</b> | Friday, September 18, 2026, at 2:00 p.m.                                                                                                                                                                                                                                                         |
| <b>Submission Method</b>   | Submit proposals digitally by email to <a href="mailto:cityclerk@cedarkeyfl.us">cityclerk@cedarkeyfl.us</a> . Hard-copy, mailed, hand-delivered, or facsimile submissions will not be accepted. The complete proposal must be received in the designated email inbox by the submission deadline. |
| <b>Copies</b>              | One complete electronic proposal in PDF format.                                                                                                                                                                                                                                                  |
| <b>Email Subject Line</b>  | RFQ 2026-BGS-01 – Boutique Grocery Store                                                                                                                                                                                                                                                         |
| <b>Questions</b>           | Direct questions to the City Clerk at City Hall, 352-543-5132, or <a href="mailto:cityclerk@cedarkeyfl.us">cityclerk@cedarkeyfl.us</a> .                                                                                                                                                         |

|                |                                                                        |
|----------------|------------------------------------------------------------------------|
| <b>Addenda</b> | Proposers are responsible for obtaining and acknowledging all addenda. |
|----------------|------------------------------------------------------------------------|

Late Proposals may be rejected. Oral explanations or instructions are not binding. Only a written addendum issued by the City may modify this solicitation. Proposers must not contact elected officials or evaluation committee members regarding this solicitation except through the designated process.

## 18. General Terms and Reservations

- The City may reject any or all Proposals, waive nonmaterial irregularities, cancel or reissue the solicitation, request additional information, or make no award.
- All costs of Proposal preparation, due diligence, negotiation, design, financing, and participation are the Proposer's sole responsibility.
- The City may investigate qualifications, finances, references, ownership, litigation, regulatory history, and any other matter relevant to responsibility and risk.
- Selection, ranking, negotiation, or governing-body authorization does not create a contract or entitlement.
- The Proposer is responsible for verifying all information and may not rely on estimates, concepts, or property information supplied by the City without independent confirmation.
- Any resulting agreement will be governed by Florida law, with venue as provided by law in Levy County, Florida.
- The selected Proposer must comply with applicable public-records requirements, including section 119.0701, Florida Statutes, when applicable.
- The selected Proposer must comply with applicable E-Verify requirements, including section 448.095, Florida Statutes.
- The selected Proposer must disclose conflicts of interest and comply with applicable ethics, lobbying, nondiscrimination, and drug-free workplace requirements.
- The selected Proposer may not assign the award, agreement, site-control arrangement, or controlling interest without prior written City approval where required by the final agreement.

## 19. Anticipated Agreement Protections

The final agreement is expected to address, as applicable:

- Final project scope, plans, budget, financing, site control, schedule, and opening deadline.
- Minimum operating term, required hours, core grocery categories, and material-change restrictions.
- Private investment and conditions for any public payment or reimbursement.
- Maintenance, capital repair, casualty, insurance, condemnation, and restoration responsibilities.
- Construction contracting, permits, inspections, warranties, bonds, lien releases, and closeout.
- Insurance limits, additional-insured status, indemnification, waiver of claims, and risk allocation.
- Performance reporting, inspections, audit rights, record retention, and public-records compliance.

- Events of default, notice, cure, suspension, termination, recapture, clawback, security, and survival provisions.
- Ownership and disposition of plans, fixtures, equipment, improvements, and publicly funded assets.
- Force majeure and hurricane provisions that distinguish excusable delay from permanent nonperformance.

## 20. Proposed Project Performance Standards

Proposers should state whether they accept or propose revisions to the following preliminary standards:

| Performance Item       | Proposed Requirement                                                                                                  |
|------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Opening deadline       | No later than [____] months after agreement execution, subject to approved extensions.                                |
| Minimum operating term | [FIVE/SEVEN/TEN] continuous years after opening.                                                                      |
| Hours                  | At least [____] hours per week over at least [____] days, subject to approved seasonal adjustments.                   |
| Core inventory         | Continuous, commercially reasonable stock across the categories identified in Section 9.                              |
| Maintenance response   | Immediate response for health/safety/refrigeration failures; other deficiencies corrected within agreed cure periods. |
| Reporting              | Quarterly during development and annually after opening, plus prompt notice of closures or material defaults.         |
| Closure                | Advance notice where practicable and immediate notice of unplanned closure exceeding [____] consecutive days.         |

## 21. Required Forms

The City may attach or issue by addendum its standard forms. At minimum, the final solicitation should include:

- Proposal Signature and Certification Form.
- Acknowledgment of Addenda.
- Conflict of Interest and Non-Collusion Affidavit.
- Public Entity Crimes Statement.
- Drug-Free Workplace Certification.
- E-Verify Certification.
- Public Records Acknowledgment.
- Proposer Reference Form.

- Site Control/Property Owner Authorization Form.
- Financial Proposal and Requested Assistance Form.
- Exceptions to RFP and Proposed Agreement Terms Form.

## Appendix A – Proposal Checklist

- ☐ Signed cover letter and executive summary
- ☐ Complete proposer and team identification
- ☐ Qualifications, resumes, project examples, and references
- ☐ Site information and acceptable evidence of site control
- ☐ Property owner authorization when Proposer is not the owner
- ☐ Concept plan, site plan, and preliminary floor plan
- ☐ Code, floodplain, FEMA, resilience, and backup-power approach
- ☐ Implementation schedule and proposed opening date
- ☐ Operations, maintenance, and disaster-continuity plans
- ☐ Sources and uses, five-year pro forma, and evidence of financial capacity
- ☐ Detailed request for City/CRA assistance, if any
- ☐ Exceptions and requested contract terms
- ☐ Required certifications and acknowledged addenda

## Appendix B – Site and Property Owner Certification

Proposed Site Address: \_\_\_\_\_

Parcel Identification Number: \_\_\_\_\_

Property Owner: \_\_\_\_\_

Proposer's Current Site-Control Interest: \_\_\_\_\_

Expiration Date of Option, Letter of Intent, or Lease Contingency: \_\_\_\_\_

The undersigned property owner acknowledges the proposed grocery store project and authorizes the Proposer to identify the property in its Proposal. This acknowledgment does not obligate the City to approve the site, project, development application, incentive, or agreement.

Property Owner Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name and Title: \_\_\_\_\_

## Appendix C – Financial Proposal Summary

| Item                                     | Amount / Description |
|------------------------------------------|----------------------|
| Property acquisition or lease commitment | \$ _____             |

| Item                                                | Amount / Description |
|-----------------------------------------------------|----------------------|
| Design, permitting, and professional services       | \$ _____             |
| Construction and resilient build-out                | \$ _____             |
| Fixtures, furnishings, refrigeration, and equipment | \$ _____             |
| Initial inventory and pre-opening expenses          | \$ _____             |
| Working capital and operating reserve               | \$ _____             |
| Contingency                                         | \$ _____             |
| Total Project Cost                                  | \$ _____             |
| Proposer equity                                     | \$ _____             |
| Debt and other private financing                    | \$ _____             |
| Requested City or CRA assistance                    | \$ _____             |

## Appendix D – References

### Reference 1

Organization/Project: \_\_\_\_\_

Contact Name and Title: \_\_\_\_\_

Telephone and Email: \_\_\_\_\_

Project Type, Location, Cost, and Completion/Opening Date: \_\_\_\_\_

### Reference 2

Organization/Project: \_\_\_\_\_

Contact Name and Title: \_\_\_\_\_

Telephone and Email: \_\_\_\_\_

Project Type, Location, Cost, and Completion/Opening Date: \_\_\_\_\_

### Reference 3

Organization/Project: \_\_\_\_\_

Contact Name and Title: \_\_\_\_\_

Telephone and Email: \_\_\_\_\_

Project Type, Location, Cost, and Completion/Opening Date: \_\_\_\_\_

## Appendix E – Drafting Notes Before Issuance

The following items must be completed or confirmed before publication:

- Insert solicitation number, dates, contact information, submission method, and required copies.
- Decide whether a pre-proposal meeting is required and whether property tours will be offered.
- Determine whether the City or CRA intends to identify a maximum incentive amount or invite proposers to request assistance.
- Select the preferred minimum operating term, opening deadline, weekly hours, reporting frequency, and clawback schedule.
- Attach the City's current standard procurement forms, insurance requirements, and protest procedures.
- Confirm advertising, evaluation, negotiation, public-meeting, and award procedures with the City Attorney.
- Confirm the lawful authority, public purpose, CRA eligibility, and security for any proposed public assistance.
- Have the City Attorney, floodplain administrator, building official/contracted provider, fire official, and CRA counsel or administrator review the final document.