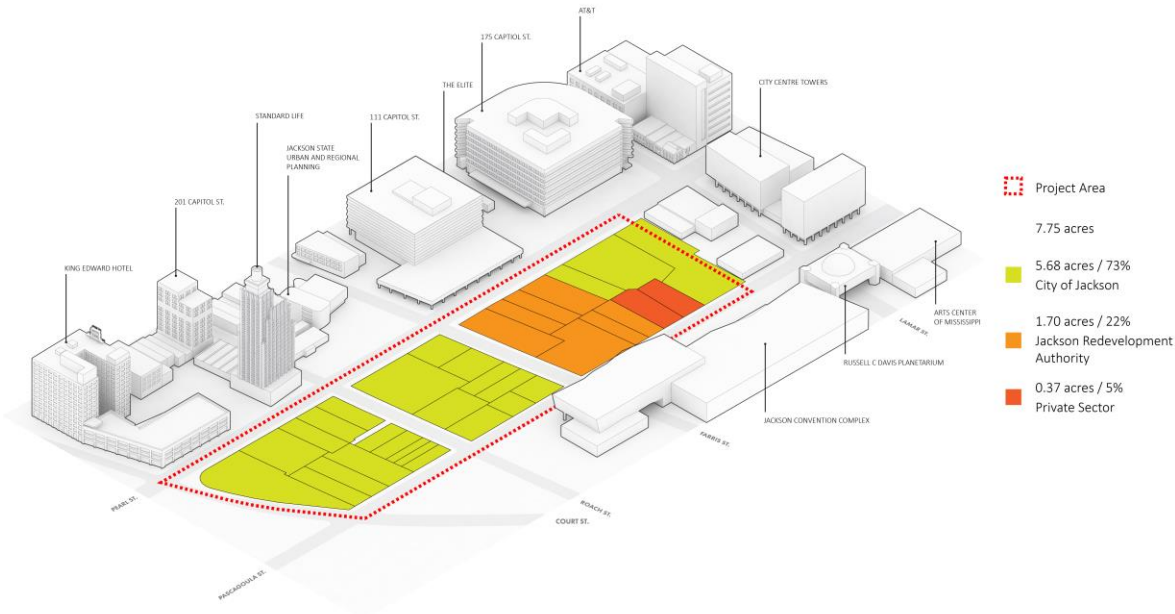


REQUEST FOR PROPOSAL FOR MASTER DEVELOPER: DOWNTOWN PROPERTIES MIXED-USE DEVELOPMENT



RFP RELEASE DATE: 09/05/2018

PROPOSER INQUIRY DEADLINE: 09/26/2018

INQUIRY ANSWER DEADLINE: 09/27/2018

RESPONSES TO RFP DUE: 11/05/2018

RFP: MASTER DEVELOPER FOR DOWNTOWN PROPERTIES FOR THE CITY OF JACKSON (COJ) AND JACKSON REDEVELOPMENT AUTHORITY (JRA)

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I. STATEMENT OF PURPOSE

The City of Jackson (COJ), Mississippi and the Jackson Redevelopment Authority (JRA) are pleased to announce the availability for development of properties (the "Properties") located in downtown Jackson in the vicinity of the Capital City Convention Center Complex (the "Convention Center") which are generally described and identified in Appendix C.

The City of Jackson has a strong service economy and industry that supports four primary economic drivers: government, education, healthcare and banking industries. The city has a population of about 167,000 within the Metropolitan Statistical Area of 578,000. Jackson serves as a major hub of the south, Interstate 20 and Interstate 55, passing through the city. The majority of small businesses in Jackson and the metro area are wholesale trade, retail trade, professional services, and accommodation and food services. Moreover, the Capital City has transformed into a diverse and culturally evolved city that has laid the foundation for continued growth and redevelopment. Over 19,000 people work in the downtown. The City has already undertaken major efforts to revitalize and redevelop the downtown area at a more human scale with high quality public spaces, reactivated streets, opening of two new museums, a full-service hotel, and several major renovations. [See Appendix A]

Major educational institutions include Jackson State University, Belhaven University, Millsaps College, Mississippi College School of Law, Tougaloo College, and the University of Mississippi Medical Center, plus a number of community colleges, vocational and technical schools. As a result, Jackson has a student population of over 40,000. Major hospitals and academic health science centers include Baptist Health Systems, St. Dominic Health Services, Merit Health, University of Mississippi Medical Center, VA Hospital and the Jackson Medical Mall. The City is in the process of connecting most of these assets into a 5-mile integrated mobility corridor anchored by the downtown. [See Appendix B]

During the first six months of 2018, COJ commissioned a Market Feasibility Analysis for the referenced parcels owned by the City of Jackson and Jackson Redevelopment Authority. The process began a year ago linking the inputs of hundreds of stakeholders. The City of Jackson's Department of Planning and Development in association with Jackson Redevelopment Authority, Downtown Jackson Partners, Jackson Convention Complex and Visit Jackson developed a concept plan for the site. [See Appendix C]

The focus of this RFP is to identify and select a Master Developer for the development of the land owned by the City of Jackson and Jackson Redevelopment in Downtown Jackson. We expect this development to include a mix of housing types, ground floor retail, offices, restaurants, entertainment venues, commercial spaces, convention hotel, and parking garages. The project

must serve as an outstanding example of high-quality, sustainable design and construction that is shown to be financially feasible and responsive to the needs of the City of Jackson.

The desired programming includes the following approximations:

50,000 SF – Office

90,000 SF – Commercial

150,000 SF – Entertainment/Event

160,000 SF – Hotel

500,000 SF – Parking Garage

500,000 SF – Residential

1,500,000 GSF

Such programming is supported by the [Market & Feasibility](#) Report available online.

The Concept Plan Report envisions an ultimate linkage of downtown together with a complete system of vehicular, bicycle, pedestrian and a state-of-the-art transportation network, intended to promote a vibrant and sustainable downtown environment.

II. SCOPE OF WORK

The key components of the intended development strategies for the Downtown Properties, supported by the creation of a set of guiding principles [Section IX] are offered in detail in the Market & Feasibility Report and the D3 report. It is the desire of the COJ/JRA to develop the Properties as described in its entirety. It is however anticipated that achieving such a vision will take time. It is expected, that at a minimum, the ultimate Master Development Agreement shall address the ordered development of several key components, focused on the eastern portion of the properties that borders Pascagoula and Pearl Street. More specifically, the first phase development should ideally include buildings A-B-C, which is the Convention Center hotel and a parking garage, at least a portion of a mix of residential, commercial, retail/office and all associated infrastructure required to make each phase operational. All other components should be proposed as deemed viable by the Master Developer, to be implemented over a mutually agreed upon timeline. It is hoped that successful completion of the first phase of work will be transitioned into subsequent strategic development opportunities with the team.

As indicated above the real estate focus of this RFP is the COJ/JRA properties referred to as “Downtown Properties”. The major opportunities for private investment are restaurants, retail and entertainment uses, convention center, hotel, offices and residential uses (as defined by Market & Feasibility Report), provided they are integrated within a larger mixed-use environment. The total area of land subject to private investment and development is approximately 7.75 acres. For more information defining specific land areas to be developed please refer to the Market & Feasibility Report and the Concept Plan Report.

We expect that a selected team would assume site control through a negotiated long-term ground lease, a management agreement and/or other agreements. The COJ/JRA will not transfer fee simple title to any of the property. This team would be responsible for detailed project planning and design, financing and leasing of final real estate products, as well as on-going project management. It is the desire of COJ/JRA to benefit from economic participation including receipt of ground lease revenue and, to the extent possible, other revenue or profit-sharing opportunities.

The following is an outline of anticipated roles and responsibilities of the selected Respondent:

- I. Serve as the Master Developer acting in cooperation with COJ/JRA or a newly created business entity for the on-going process of planning, financing, constructing and managing the necessary public and common infrastructure, including roads, parking, open space, pedestrian circulation, lighting, sanitary and storm sewerage systems, water, electric, gas, and telecommunication utility systems and vertical build out.

- II. Develop and/or manage development by others of the planned offices, visitor facilities, hotels, restaurants, retail, and community facilities. On a negotiated case-by-case basis, these facility sites may be leased by COJ/JRA or a newly created business entity to private interests.
- III. Provide marketing and property management activities as necessary to assure fulfillment of the development agreement.
- IV. Components/list of facilities, if any, that Respondent wants to manage and a plan for the management of the remaining components.
- V. The Respondent will be specifically charged with working with COJ/JRA or a newly created business entity to devise an overall system of parking that meets the needs of building users, visitors, and occupants while taking advantage of the economics and efficiencies of common parking facilities. There may be opportunities for public-private partnerships with COJ/JRA or a newly created business entity in the financing and management of the parking system.
- VI. Take advantage of available public and private initiatives to establish the most effective means to develop the various components of the site development program and to leverage a wide array of federal, state and local incentives that are available for consideration. These may include new market tax credits, tax increment financing and tax abatement programs. The Respondent shall be responsible for determining and utilizing the most applicable and appropriate initiatives for the various projects within the total development package.
- VII. It is important to be aware that the development of the property will be subject to certain federal requirements in regards to affordable housing and job creation.

III. TIMELINE

	Start Date	End Date
RFP RELEASE DATE	09/05/2018	11/05/2018
PROPOSER INQUIRY	09/21/2018	9/26/2018
INQUIRY ANSWER	09/22/2018	9/27/2018
RFP DUE DATE	11/05/2018	
REVIEW PROPOSALS/MAKE SELECTION	11/08/2018	11/19/2018
NEGOTIATE WITH PREFERRED DEVELOPER	11/19/2018	12/31/2018
AWARD AND EXECUTE CONTRACT	12/31/2018	03/29/2019

IV. INCENTIVES

The COJ/JRA understand the economics of the City's development market and may be prepared to provide some financial assistance and consider various options in order to assure development of downtown properties to spur a vibrant experience, human scale development and sustainable growth in downtown. The city is vigorously searching for external grants to assist with the public infrastructure portion of the development project. The COJ/JRA are looking to the proposers to suggest financing plans that are achievable by the private sector and acceptable to the public sector, with minimal risk to the City and/or the Authority. Financing tools potentially available for the development may include:

- Opportunity Zone Incentive
- Tourism Sales Tax Rebate- If the hotel development qualifies, 80% for the amount of sales tax collected at the tourism-oriented enterprise may be rebated over a 15-year period, up to 30 percent of capital costs. For specifics on this program see: www.dor.ms.gov/docs/policy_incentivebookfinal.pdf
- Lease - The City may consider leasing all or part of the Properties.
- Brownfield Redevelopment Act
- Tax Increment Financing
- Ad Valorem Tax Abatements
- New Market Tax Credits

V. PROPOSAL SUBMISSION PROCEDURES

Respondents are invited to propose any reasonable configuration that is appropriate for their proposed projects and approach.

Respondents are required to discuss economic feasibility, a financing plan, and an execution plan for each component of the program, including success-based returns to COJ/JRA, as further detailed in the Submission Requirements below.

Respondents should review the Market & Feasibility Report and the Concept Plan Report to consider how the development is anticipated to relate to Downtown, in terms of patterns, materials, character, and pedestrian access between the site and the rest of the Downtown.

The following procedures are mandatory. Proposals not conforming to the following variations, if any, may or may not be considered at the sole discretion of COJ/JRA; and this procedure will apply equally to all prospective proposals.

I. Notice to Respondents

Each Respondent is solely responsible for the accuracy and completeness of his or her proposal. Errors and omissions may be grounds for rejection, or may be interpreted in favor of COJ/JRA.

II. Prime Contractor Responsibilities

The selected Respondent will be required to assume responsibility for all items offered in his/her proposal whether or not he/she produces them. Further, COJ/JRA will consider the selected Respondent to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from contract.

III. Proposal Inquiries

All inquiries concerning this RFP must be submitted no later than September 26, 2018 and in writing to:

Housing and Community Development
c/o Vanessa Henderson
200 South President
PO Box 17
Jackson, MS 39201

vhenderson@jacksonms.gov

Inquiries must be submitted in writing, signed in the original ink or company email address by the Respondent or a representative of the Respondent, cross-referenced clearly to the relevant RFP section.

Answers to questions that change or substantially clarify the RFP will be made in writing or email and provided to all Respondents.

COJ/JRA will do everything possible to assist Respondents in their efforts to gather all information available concerning this RFP, said information will be made available via the website.

COJ/JRA may issue clarification notices listing questions received from the Respondents and the responses given by COJ/JRA. COJ/JRA will post a copy of any clarification notices on the City of Jackson's website and will email a notice of the clarification notices to each Respondent Contact. The Respondent is deemed to have received all clarification notices published on the City of Jackson's website.

COJ/JRA's final answers to the questions posed under this Section shall in no event be deemed part of this RFP or any agreement and shall not be relevant in interpreting such documents except as they may clarify provisions otherwise considered ambiguous.

During the procurement process, commencing with issuance of this RFP and continuing until award of any definitive agreement(s) (or cancellation of the procurement), the following rules of contact shall apply to every employee, member or agent of any Respondent (including any such person or entity who has agreed or plans to join a Respondent):

- A. Contact between the Respondents and COJ/JRA (questions and responses to questions) shall only be through COJ/JRA's and Respondents' designated representatives.
- B. The Respondent shall not contact stakeholder staff regarding this RFP or the requirements for any Project. Stakeholder staff includes employees of COJ/JRA, any of their contractors or consultants involved with the procurement, except for communications expressly permitted by this RFP.

- C. COJ/JRA will not be responsible for any oral communication or any other information or contact that occurs outside the official communication process specified herein.
- D. The foregoing restrictions shall not, however, preclude or restrict communications with regard to matters unrelated to this RFP.
- E. COJ/JRA may disqualify any Respondent engaging in prohibited communications at COJ/JRA's sole discretion.

IV. Requirements for Proposal Preparation

All responses must be submitted in accordance with the following procedures:

- 8 hard copies of the RFP response
- 1 PDF format on memory stick
- 1 PDF emailed to vhenderson@jacksonms.gov

All mailed hard copy responses must be submitted to and received by the City Clerk's Office:

ATTN: Vanessa Henderson COJ/JRA'S DOWNTOWN PROPERTIES RFP

U.S. Mailing Address:
Office of the City Clerk
City of Jackson
Post Office Box 17
Jackson, MS 39205-0017

Courier Service:
Office of the City Clerk
219 S. President Street
Jackson, MS 39201

Hard copies of the response shall be no larger than 11 x 17 inches and should be bound into a single package. Any oversized plans and drawings should easily fold into the response package.

The Respondent remains responsible for insuring that its Proposal is received at the time, date, place and office specified. COJ/JRA assume no responsibility for any Proposal not so received.

Proposals shall be received no later than **November 5, 2018 at 5:00 p.m.**, Central Standard Time.

The date fixed for submission of proposals may be extended at the sole judgment of COJ/JRA, if warranted.

V. Changes and Withdrawals

Respondents may submit changes in writing, signed in original ink by the original proposal signatory, cross-referenced clearly to the relevant proposal section, prior or on the due date for responses to the RFP. Such changes must meet all requirements for the Proposal. Withdrawal notice must be in writing and received prior to November 7, 2018, 5:00 p.m., Central Standard Time.

VI. Conflict of Interest

Respondent certifies that no officer, owner or employee has a controlling interest in the designated business and who is also an employee of COJ/JRA. Respondent further certifies that respondent has no immediate family member of an employee of COJ/JRA or an immediate family member of COJ/JRA or employee involved with this project. "Controlling interest" means any ownership in any legal entity of beneficial interest in a trust, held by or on behalf of an individual or member of his immediate family, either individually or collectively, which exceeds twenty-five percent of that legal entity. "Immediate family" as the term relates to public servant means her/his children, the spouses of her/his children, her/his brothers and their spouses, her/his sisters and their spouses, her/his parents, her/his spouse, and the parents of her/his spouse.

VI. SUBMISSION REQUIREMENTS

The Proposal should be submitted using the following format:

Cover Page

The Cover Page will share the RFP subject, firm or team name, address and contact information for the main representative of the RFP, and date of proposal.

Table of Contents

Section 1: Executive Summary

A summary letter that introduces your firm or development team, stating your specific interest in the Downtown Jackson development, summarizing your firm or team experience and qualifications, summarizing the approach you will be taking to develop this project.

Section 2: Company and Team Member Information

- A. Descriptions of each component partner of the proposing entity, including history, size, locations, markets or populations served, executive leadership, audited financials, and litigation history in the past 5 years.
- B. Name, address, contact information and all relevant background information including experience on similar projects for project team members and roles and responsibilities of each team member, including architects, engineers, contractors, potential equity and debt partners, and others as appropriate. Also include the primary point of contact who can answer any questions posed by the City of Jackson regarding aspects of the proposal.

Section 3: Master Plan

Provide a proposed detailed development plan broken into the following sections:

- A. Residential (Rental)
- B. Residential (For Sale)
- C. Retail
- D. Public Space
- E. Entertainment
- F. Convention Center Hotel

G. Parking

H. Site / Infrastructure / Utilities

For each component:

- Provide information regarding design intent
- List the estimated budget
- List the timeline of development

Section 4: Finance

For each component in Section 3, list the finance plan. Specifically, state sources of capital. For any requested public incentive, provide the amount of incentives required (specific sources are not required). In addition, please provide the following:

- A. Operating budgets for each component (as applicable, i.e. For Sale Residential would not require) and amounts of any required subsidy if any. Also include estimated debt service for each component. Clearly explain your assumed revenue streams to support debt service, operating budgets, revenue goals, and why you believe they are realistic.
- B. Proposed fee structures and amounts covering all phases of potential development and operation, including any predevelopment services, any requested reimbursement and economic terms proposed for the ground lease.
- C. Explain your long-term plan and goals including specific exit strategies for each component. Provide examples of who you would envision as potential purchasers.
- D. Include financial ability of your firm or team and include any and all fees, the legal structure, and outline of cash incentives to the City and a timeline.

Section 5: Project Approach

Including, but not limited to, organizational and legal structure(s) contemplated to execute development. The intended form and structure of any proposed partnership or joint venture showing structure and percentages of ownership.

Section 6: Management Plan

Include a management plan and a timeline for project operations and post-construction.

Section 7: Experience

- A. Provide three (3) examples of successfully completed projects within the last 10 – 15 years of similar type and scale, and how they were specifically financed, listing sources and uses for each.
- B. Provide detailed descriptions of additional projects completed in the past five (5) years of similar scope, size, character and project requirements that demonstrate the capacity and quality of performance of your firm or team. For each project include its location, size, cost, financing, team composition, current status and occupancy, and contact information for the owner or the responsible party. Site visits will be requested.

Section 8: References

Provide at least 3 selected business references of individuals who have had a particularly strong working relationship with the developer on one or more specific projects and who would be capable of speaking broadly to the firm's approach and performance. Please provide full current contact information for these references and notify them that they may be contacted accordingly.

Section 9: Additional Information

Any additional documentation or information evidencing the strength of the Respondent's team and its ability to complete its proposed project, such as any prior experience developing similar projects. Additional information Respondent deems pertinent to the project or an evaluation of its proposal.

If selected, indicate whether Respondent is willing to pay for market studies or feasibility studies or update current market studies.

VII. GUIDING PRINCIPLES

Through the public engagement process, the long-range planning team developed the following guiding principles to serve as directions for shaping of the design of the site:

- Activate the Downtown Environment

Employ place making strategy to create a unique downtown environment in consideration of public art, culture, urban design, human scale building design, recognizable center, and focal point to achieve regional significance.

- Embrace Public Space

Extend the public space organically from the individual buildings to outdoor spaces.

- Create Site

Achieve a high-density mixed-use development that leverages the uniqueness of the site to support downtown living, a convention center hotel to support the needs of the convention center, a mix of housing types to meet multigenerational needs, and economic sustainability in the long term.

- Provide Connections

Place buildings and attractions through a pedestrian-friendly network of interconnecting streets and trails within the site and connect the site to the outside areas through green complete streets, accessible trails, transit access, and bicycle infrastructure.

- Promote Environmental Sustainability

Utilize green development best practices such as LEED, clean technology, healthy living, and innovative design and construction. Reduce flooding by introducing innovative storm water infrastructure that manages water onsite and creates natural water amenities.

- Enable a Continuum of Community Engagement

Establish and maintain a collaborative process between community, developers, agencies, and the City through the planning and development process.

VIII. EVALUATION AND AWARD

Submissions will be evaluated based on the following criteria:

Needs and Expectations [100 Points]

1. Compliance with RFP requirements and specifications [10 points];
2. The programming and design of the project and the overall land use planning of the site and its reflection of design guiding principles [60 points];
3. Financial commitment for the investment needed for the project development [10 points];
4. Development schedule and financial strategy [10 points]; and
5. Feasibility, approach, and management of the overall development project [10 points];

Experience and Qualifications [100 Points]

1. Adequate financial resources/demonstrated ability to successfully finance the type and scale of the project [30 points];
2. Successfully executed similar development projects [20 points];
3. Experience and expertise in such projects exhibited by the project team [20 points];
4. Experience in the social impacts of the proposed development and public engagement strategies such as downtown revitalization, community building, and the attraction of people and demographic impact [10 points];
5. Positive recommendations from former clients [20 points].

All finalists may be required to participate in face-to-face interviews or telephone/internet conferences with one or more Respondents for the purpose of understanding and clarifying their proposals. Each member of the Committee will then assign up to the maximum points to each criterion based on the Respondent's submissions and any other information obtained through interviews and/or telephone/internet conferences. Respondents will be ranked according to their total cumulative points.

The City reserves the right to reject any and all applicants if the requirements as set forth herein are not met or if the City deems a Respondent unqualified on the basis of the overall analysis of the criteria outlined above. The City further reserves the right in its sole discretion to select the designer it considers most favorable to the interest of the City.

IX. RESERVATION OF RIGHTS

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

- I. Reject any or all Proposals at any time.
- II. Terminate evaluation of any or all Proposals at any time.
- III. Suspend, discontinue and/or terminate Development Agreement negotiations with any Respondent at any time prior to the actual authorized execution of such agreement by all parties and engage in negotiations with any proposing entity other than the highest ranked Respondent.
- IV. Select for negotiations the same Respondent and/or one or more different Respondents for one or more portions of the Project or elect not to commence negotiations with any Respondent.
- V. Negotiate with a Respondent without being bound by any provision in its Proposal.
- VI. Accept and review a nonconforming Proposal.
- VII. Alter the procedure for selection.
- VIII. Request or obtain clarifications, revisions or additional information from any source about any Proposals.
- IX. Issue addenda to and/or cancel this RFP.
- X. Issue a new Request for Proposals.
- XI. Decline to financially participate in a proposed Project.
- XII. Extend any deadline or time and waive or permit the correction of minor deficiencies or irregularities in a Proposal and minor or technical violations of this RFP or COJ/JRA policy.
- XIII. Offer a Respondent the opportunity to cure its failure to meet required financial qualifications by providing a guaranty (or guaranties) of the Development Agreement or other agreement by a third party.

COJ/JRA will use reasonable efforts to ensure that all information it furnishes is reasonably accurate, but COJ/JRA does not guarantee its accuracy and the Respondent agrees that COJ/JRA cannot be held liable for inaccuracies. Any and all information COJ/JRA makes available to Respondents shall be as a convenience to the Respondent and without representation or warranty of any kind.

With respect to prior studies that may become available to Respondents, COJ/JRA makes no representations, explicit or implicit, as to the accuracy of their findings and conclusions.

COJ/JRA will not be liable for any error in the proposal. Respondent will not be allowed to alter proposal documents after the deadline for proposal submission, except under the following

condition: COJ/JRA reserves the right to make corrections or clarifications due to patent errors identified in proposals by COJ/JRA or the Respondent. COJ/JRA, at its option, has the right to request clarification or additional information from the Respondent.

Issuance of this RFP in no way constitutes a commitment by COJ/JRA to award a contract. COJ/JRA may reject, or require the supplementation of, a Proposal if the Respondent has not provided all information required in the disclosure form or if any information provided is not accurate, current or truthful. The failure or refusal of any Respondent to properly execute, fully complete, or accurately report any information required by the required disclosure shall be sufficient grounds for rejection of the Proposal.

All materials submitted in response to this request becomes the property of COJ/JRA. Selection or rejection of a response does not affect this right. All proposals submitted will be retained by COJ/JRA and not returned to proposers. Any copyrighted materials in the response are not transferrable to COJ/JRA.

Under no circumstances shall COJ/JRA be liable as a result of disclosing any materials, whether the disclosure is deemed required by law, by an order of court, or occurs through any act on the part of COJ/JRA, employees, contractors or consultants.

In no event shall COJ/JRA be bound by, or liable for, any obligations with respect to a Project until such time (if at all) as a definitive agreement, in form and substance satisfactory to COJ/JRA, has been executed and authorized by COJ/JRA, and then, only to the extent set forth therein.

Costs associated with developing the proposal, preparing for oral presentations and any other expenses incurred by the Respondent in responding to the COJ/JRA are entirely the responsibility of the Respondent, and shall not be reimbursed in any manner by COJ/JRA. COJ/JRA is also not liable for paying any preconstruction costs including design fees for the winning proposer.

Following receipt of the Proposals, COJ/JRA may issue a press release identifying the major participants of the Respondent, the Project(s) which are the subject of the Proposals and a brief summary of the Proposals, based on the Executive Summaries.

Each Respondent, by submitting a Proposal, 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 COJ/JRA in connection with the Respondent's submission of a Proposal. In submitting a Proposal, the Respondent expressly waives, on behalf of itself, its partners, joint venture members, officers, employees and agents, any claim against COJ/JRA, their respective officers and employees, for any damages that may arise therefrom.

COJ/JRA is subject to certain portions of the Mississippi “Public Records Law”, which generally requires disclosure of certain public records upon request. COJ/JRA is required to comply with requests for disclosure made pursuant to the Public Records Law, unless a statutory exemption from disclosure is available. COJ/JRA may not maintain the confidentiality of confidential information, to the extent COJ/JRA is required to disclose such confidential information pursuant to the Public Records Law. COJ/JRA will not be liable for disclosure or release of information when authorized or required by law or court order to be disclosed or released.

COJ/JRA may reject any Proposal not in compliance with all prescribed procedures and requirements and other applicable laws.

Any taxes, other than state and local sales and use taxes, from which COJ/JRA is exempt, shall be assumed to be included with the Respondent’s cost.

All proposals shall be considered valid for acceptance until such time an award is made, unless the Respondent provides for a different time period within its proposal response. However, COJ/JRA reserves the right to reject a proposal if the Respondent’s acceptance period is unacceptable and the Respondent is unwilling to extend the validity of its proposal.

If for any reason the Respondent whose proposal is most responsive to the COJ/JRA’s needs, does not agree to a contract, that proposal shall be rejected and COJ/JRA may negotiate with another Respondent deemed to be most responsive. Negotiation may include revision of non-mandatory terms, conditions and requirements.

All Proposals shall be signed only by a corporate representative with signature authority for the corporation or entity that would be the party contracting with COJ/JRA if selected as the successful Respondent.

X. APPENDIX

- A. [MARKET & FEASIBILITY REPORT](#)
- B. [ONELINE CORRIDOR](#)
- C. [CONCEPT PLAN REPORT](#)