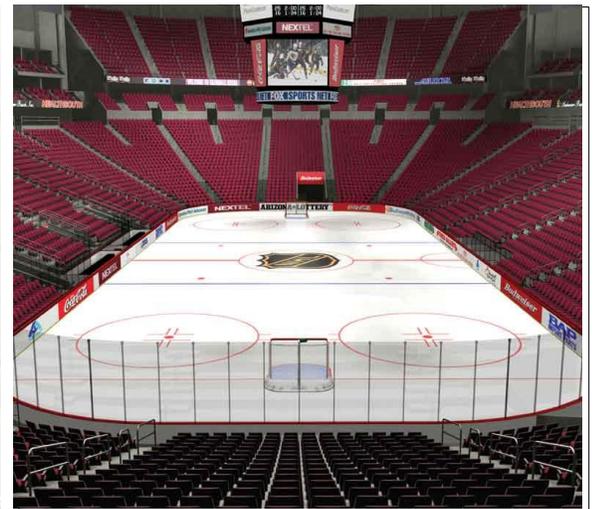


Request for Proposal-April 16, 2013

Related to:



Venue Management of Jobing.com Arena



Issued by:

Beacon Sports Capital Partners, LLC
on behalf of the
City of Glendale, Arizona



**JOBING.COM ARENA -VENUE MANAGEMENT
REQUEST FOR PROPOSAL (“RFP”)**

TABLE OF CONTENTS

- I. INTRODUCTION**

- II. DUTIES OF VENUE MANAGER/OPERATOR**

- III. PROPOSAL SUBMISSION & PROCESS**

- IV. REQUIRED INFORMATION FROM PROSPECTIVE VENUE
MANAGER (S)**

- V. EVALUATION PROCESS**

- VI. OTHER TERMS & CONDITIONS FOR CONSIDERATION**

I. INTRODUCTION

In November of 2001, the City of Glendale, AZ (“City”) entered into development agreements with the Ellman Companies for the development and operation of Westgate City Center, a 228-acre mixed use project anchored by a multi-purpose sports and entertainment facility, known then as Glendale Arena, which was designed as the home of the Phoenix Coyotes (“Coyotes”) of the National Hockey League (“NHL”).

The development agreements provided for the City to fund up to \$180,000,000 for the construction of the Glendale Arena facility (“Arena”). Construction commenced in early 2002. On December 26, 2003, the Arena opened its doors to the public. The approximately 604,000 square foot Arena, owned by the City of Glendale, was built as a state-of-the-art, multi-purpose facility on 13.5 acres. The Arena can seat up to 17,799 with 5,500 parking spaces accommodated through a joint use agreement with Westgate City Center. On October 25, 2006, Jobing.com purchased the naming rights to the Arena for \$30 million over 10 years. Located in the heart of the Sports and Entertainment District in Glendale, the Arena attracts over one (1) million visitors to more than 100 sports and entertainment events annually.

There are 87 Luxury Suites at the Arena which includes two Luxury Tower Suites and 12 Luxury Party Suites that can accommodate large groups of up to 50 people. In addition, the Gila River Casinos Club (located on the Club Suites level) consists of approximately 400 upscale seats with unique club and dining opportunities. Club Bud Light (located directly behind the Coyotes and visiting team player benches) offers guests an up close and personal experience combined with first class hospitality services.

Since opening, the Arena has established itself as one of the premier sports and entertainment venues in the country and has earned its distinction as “Arizona’s must play”. The Arena received the prestigious Pollstar Best new Concert Venue of the Year Award in 2004 and has been recognized by azcentral as the Best Sporting Venue and Best Major Concert Venue in the Valley.

The Arena has hosted some of the biggest names in the entertainment industry including Bon Jovi, Andrea Bocelli, Bruce Springsteen, Christina Aguilera, The Eagles, Elton John, Faith Hill & Tim McGraw, Hannah Montana, Justin Timberlake, Madonna, Paul McCartney, Red Hot Chili Peppers, Manhattan Steamroller, The Rolling Stones, Stevie Wonder, Tom Petty & the Heartbreakers, U2 and Van Halen.

The Arena is currently managed by the NHL, the owner of the Coyotes, and its existing arena management agreement with the City and other related arena agreements contractually expire after the current NHL season (June 2013). The City and members of its City Council are soliciting proposals from qualified Venue Managers (“Manager(s)”) to provide sales, marketing, operational, managerial, and maintenance support services for the Arena and the ancillary parking facilities owned by the City.

To assist the City in the solicitation and selection process, it has retained the services of Beacon Sports Capital Partners, LLC (“Beacon Sports”). Beacon Sports’ duties will include initiating the

Request for Proposal (“RFP”) process, soliciting responses from qualified Managers, responding to any and all questions and inquiries from prospective Managers, conducting tours of the Arena, evaluating all qualified proposals, making recommendations to the City and City Council, and assisting in the negotiation of a final Management Agreement with the Manager selected by the City.

Managers responding to this RFP must be prepared to undertake, in the most efficient manner possible, all aspects of arena management, marketing, and operations of the Arena. Respondents to this RFP are expected to meet or exceed the minimum qualifications set forth in this RFP. The intent of this RFP is to identify those Managers that are qualified and capable of operating and managing the Arena and that are interested in providing management services for the Arena on behalf of the City. The City is seeking to have a Manager assume full operating responsibilities of the Arena no later than July 1, 2013.

II. DUTIES OF VENUE MANAGER/OPERATOR

The Manager selected by the City to operate the Arena will act as the City’s agent with respect to the day to day operations of the Arena. The City will set policy, approve all long term contracts, and oversee the operations of the Manager. Any Manager selected by the City of Glendale will have the following basic duties:

- a) Act as agent for the City in executing the operational requirements of any license/lease agreements with professional sports team(s) and/or anchor tenant(s) (i.e. manage day of game activities and interact with the sports teams regarding use of the Arena);
- b) Book, promote, and develop concerts, family shows, athletic and other events at the Arena in order to maximize the number of events and income for the City and to benefit the businesses around the Westgate City Center;
- c) Assist the City and anchor tenant in the sales and marketing of advertising/sponsorships as well as premium seating including luxury boxes. In addition, oversee the management of the food & beverage operations of the Arena;
- d) On behalf of the City, collect and remit all Base Recovery Fees, City Parking Fees and any other surcharges levied by the City;
- e) Maintain the physical plant of the Arena in good, safe, and sanitary condition consistent with the requirements of the City and any Anchor Tenant;
- f) Make recommendations to the City regarding capital repairs and improvements requested by the Anchor Tenant that are needed to maintain the Arena in good condition and that will increase the City’s overall return on its investment;

- g) Make recommendations on operating improvements that would promote better customer service to the patrons, promote efficiency and cost savings, and/or increase the safety and security of the Arena; and,
- h) Prepare an operating budget, periodic financial reports (including budget variance analyses) and management and marketing plans for each fiscal year in consultation with the City Manager of Glendale.

III. PROPOSAL SUBMISSION & PROCESS

A.) Minimum Requirements/Qualifications for Managers.

In order to have its response evaluated, a Manager (or if an affiliate, its parent company) must demonstrate at least one of the following requirements:

- i. Is a nationally or regionally recognized facility management company which manages publicly or privately-owned public assembly and/or sports and entertainment facilities;
- ii. During the past three years, has successfully managed at least one NHL or National Basketball Association (“NBA”)/all-purpose arenas with a seating capacity of at least 10,000 persons; or;
- iii. The Manager must have current experience in operating such a facility on behalf of a public entity, such as the City of Glendale; and,

By submitting a Response, the Manager warrants and represents that it satisfies these requirements as well as fully comply with the requirements of the Arizona Corporation Commission.

B.) Timing

RESPONSES BY MANAGERS TO THIS REQUEST FOR PROPOSAL ARE DUE IN FULL, WITHOUT EXCEPTION, NO LATER THAN 5:00PM EDT ON MAY 24, 2013. PROPOSALS SUBMITTED AFTER THIS DATE AND TIME WILL NOT BE ACCEPTED.

C.) Pre-Proposal Meetings and Arena Tours

Pre-Proposal Meetings and Arena tours can be arranged with Beacon Sports between May 6 and May 10, 2013. Please contact Beacon Sports to arrange an appointment for a tour and Q&A session during that week. The purpose of the tours and meetings is to (i) meet with members of the City staff, (ii) allow interested parties to provide questions, suggestions, and feedback to the City, (iii) view the physical plant and fan amenities at the Arena, and (iv) allow the City to provide prospective Managers with any additional information it believes is warranted. Attendance at a Pre-Proposal Meeting is not mandatory but strongly encouraged.

D.) Response Submission

Responses to this RFP are due by 5:00PM EDT on May 24, 2013 5. To be accepted, the Manager must submit one manually signed original with six (6) exact copies on CD Rom (in PDF format). The proposal should be on 8.5 x 11 paper with **no legal binding** of any kind. The submission must be delivered in a sealed envelope.

Responses shall be delivered to Beacon Sports Capital Partners, LLC at the following address:

**Beacon Sports Capital Partners, LLC
Attn: Gerald Sheehan
1233 Highland Avenue, Suite B
Needham, MA 02492
(781) 449-4996 Office
(781) 449-0044 Facsimile**

Managers may also submit an electronic copy of the proposal. The electronic copy may be emailed to gsheehan@beaconsportscapital.com and submitted on a CD ROM in PDF format.

The City reserves the right to accept, reject, and to waive any minor informalities in any offer not deemed to be in the best interest of the City or negotiate modifications to any proposal as it shall determine in its sole discretion to be in the best interest of the City. However, each Manager must provide all information as requested in order for the proposal to be considered and may be disqualified for failure to submit any required attachment/exhibit/schedule, or for submitting incomplete or nonresponsive information, exhibits, attachments or schedules. Failure to include all the items may result in a proposal being rejected.

E.) RFP Questions & Inquiries

All questions and inquires pertaining to the RFP or the form of response to it should be directed to Beacon Sports Capital Partners either to Gerald Sheehan and/or Richard Billings (contact information below):

Beacon Sports Capital Partners, LLC
1233 Highland Avenue, Suite B
Needham, MA 02492
(781) 449-4996 Office
(781) 449-0044 Facsimile

Gerald Sheehan, Managing Director
(617) 775-8185 Mobile
gsheehan@beaconsportscapital.com

Richard Billings, COO & Managing Director
(617) 306-9902 – Mobile
rbillings@beaconsportscapital.com

INQUIRIES OR OTHER CONTACT WITH ANY OFFICER, AGENT, OR EMPLOYEE OF THE CITY OF GLENDALE REGARDING THE ARENA AND/OR THIS REQUEST FOR PROPOSAL, INCLUDING CONTACT BY PROPOSER’S CONTRACTORS, AGENTS, REPRESENTATIVES AND CONSULTANTS, COULD RESULT IN A PROPOSAL BEING DISQUALIFIED.

City reserves the right to amend, cancel or reissue the RFP at its sole discretion. This includes the right to change the Response Due Date and Contract Award Date. Notice of all amendments and cancellations will be communicated by Beacon Sports and posted on the City’s website (please contact Beacon Sports if you have any questions or need further clarification). Managers are responsible for monitoring for new or changing information.

F.) Documents Available for Review by Qualified Managers

- History of events booked at the Arena for the past 3 years including calendar of events booked for the remainder of 2013;
- Financial statements for the Arena Management Company the past two fiscal years ending June 30 and 7 month interim period ending January 2013;
- Budget for the Fiscal Year ending June 30, 2014;
- Proposed Additions and Capital Repairs Schedule for the Fiscal Year ending June 30, 2014;
- Information pertaining to the City Parking Fees and Base Recovery Fees; and,
- Information pertaining to the Operating Reserve Account for Capital Repairs and Improvements. There will be a formalized report prepared by the City with regard to proposed Capital Repairs and Improvements available for review by June 1, 2013.

IV. REQUIRED INFORMATION FROM PROSPECTIVE VENUE MANAGER (S)

The following information is required in each proposal:

- A. Information about the legal entity that would contract with the City.** Include the legal form of the contracting entity and the State of organization. Submit audited financial statements for the last three fiscal years of the proposed contracting entity. Provide the name and bios or resumes of the officers and board of directors, partners, or other corporate governing body of the contacting entity. Describe prior sports facility management experience of the senior management team of the contracting entity.

Provide the name and location of each publically owned facility currently managed by the contracting entity which is home to an NHL or NBA team. Provide a description of the

contracting entity's responsibilities at each facility. Provide the names of the professional sports team (s) that play its (their) home season (s) in each facility. Provide a description of each event booked by the contracting entity at these facilities that are comparable to the Arena over the past two years (other than home games of the professional sports teams). Also provide a comparison of how the events to be booked at the Arena compare to comparable facilities managed by the contracting entity.

B. Proposed financial terms. Please provide an outline of a potential compensation proposal that the responding firm would be willing to enter into if selected as the Manager of the Arena. The City is seeking creative compensation proposals which will maximize its investment in the Arena and the business activity at Westgate City Center and may include, but should not be limited to, the following basic structures:

1) **Term of the Management Agreement.** Please state the preferred terms of the agreement in years. The City requests that the terms be no more than 5 years, and may contain provisions for extensions. The City may, at its option, and with the approval of the Manager, extend the term of this proposed agreement an additional two (2) terms of five (5) years for each renewable term at the end of the initial contract period. The Manager shall be notified in writing by the City Manager of the City's intention to extend the contract period at least thirty (30) calendar days prior to the expiration of the original contract period. Financial terms of the agreement will only be reviewed during contract renewal.

2) **Compensation/Fees.** Express proposed management compensation structure in terms of the following:

(i) **Fixed management fee:** Provide specific detail of a fixed management fee and any incentive fees proposed and examples of how they would be calculated using a hypothetical case. State any minimum or cap on the total fees that the Manager is willing to accept;

(ii) **At Risk Operator Structure** – In such a scenario, the selected Manager would be solely responsible for the operations of the Arena, retaining all operating revenues and accepting responsibility for all operating expenses, including funding any potential operating losses. As to any profit generated at the Arena, state proposed profit sharing with the City; and,

(iii) **Alternative Compensation Plan** – Please identify any alternative compensation and operating plan related to the management of the Arena that the City should consider as a part of your submission. This could include options for risk sharing, marketing participation, or such other options which could further promote the success of the Arena and limit the City's funding exposure.

- 3.) **Investment.** State the amount of a proposed investment in the Arena that the respondent Manager is willing to provide (please review the Proposed Additions and Capital Repairs Schedule for the Fiscal Year ending June 30, 2014 for further details). Describe any restrictions/repayment requirements on any such investment. Also, describe any additional fees, restrictions, or incentives that may apply to any investment.

C. Propose Management Plan of the Arena: Should include at least the following elements:

- **Financial Plan** – Plan to efficiently manage costs and increase revenues at the Arena. Summarize the proposed strategy for minimizing the annual operating expenses and maximizing the annual operating revenues of the Arena. As noted previously, the City will provide the most recent available operating and financial statements to those Managers it has deemed meet the minimum qualification requirements. Therefore, the proposed financial plan should be based on an understanding of the Arena’s operations and/or the Manager’s overall approach for maximizing revenues and minimizing expenses;
- **Competitive Venues** - Identify any competing facilities managed by the responding Manager, including any facilities in the State of Arizona or in the Southwest region, regardless of size, and any facilities anywhere in the United States that are of such a size or in such a market as to compete with the Arena for booking events. Present a plan for preventing any conflict of interest in managing competing facilities;
- **Anchor Tenant Plan** – Provide an explanation of the firm’s experience with attracting an anchor tenant for a facility comparable to the Arena, including substantiation of past experience successfully attracting an anchor tenant to an already existing facility comparable to the Arena. Provide prospective anchor tenants being considered by the respondent Manager for the Arena;
- **Transition Plan** - An overview of the plan for transitioning from the existing management entity to the new Manager, including key steps, a timeline of critical milestones, and a description of roles and responsibilities;
- **Marketing Plan** - Strategy for increasing the number and quality of events at the facility as compared to the past several years. Include an overview of marketing, advertising and promotional concepts that will further the goals of the Arena as a premier sports and entertainment venue and to maximize the benefits of the Arena to the greater Glendale market;
- **Advertising/Sponsorship & Premium Seating Sales Plan** – Plan for assisting the City and anchor tenant in the sales and marketing of advertising/sponsorships at the Arena including managing and creating additional inventory. Also, plan and strategy for the sales and marketing of premium seating including luxury suites; and

- **Food & Beverage Operating Plan**– Strategy and management plan for the food & beverage operations at the Arena including whether to manage these operations in-house or outsource to a concessions company. If outsourced, describe the responsibilities and relationship between the Manager and concessions company;
- **Maintenance & Repair** - Management of the maintenance and repair of the facility including methodology for evaluating and proposing capital expenditures that may be required at the Arena for the next five years;
- **Customer Service** - Plan for providing an efficient and high quality day of game services for the anchor tenant and a plan for the staging other events. Include plans for 1.) Improving entrance and exit from parking lots, improving parking service for premium seat holders, etc., 2.) Improving the service of all ticket takers, ushers, and other service/security representatives, 3.) Using technology to improve efficiency and fan experience, 4.) Coordinating with anchor tenant and other event holders at the Arena to ensure that all events are run efficiently and professionally, and, 5.) Maintaining the quality of guest services for all patrons of the Arena; and,
- **Synergies with Westgate City Center** - Strategy to maximize the use of local Glendale businesses, particularly those located at Westgate City Center, to enhance the fan experience at the Arena.

D. Personnel Plan. Also provide a personnel plan for the Arena that includes the following elements:

- A staffing plan for the overall management of the Arena;
- A staffing plan for events such as sporting, concerts and family shows;
- A plan for maintaining and retaining current employees;
- A suggested management organizational chart for key management of the Arena, including positions at the corporate and local levels;
- The names and resumes of proposed general manager candidates; and,
- Description of the reporting structure between the Arena general manager and the Manager’s corporate offices to the City.

All staffing plans must comply with A.R.S. 41-4401 (Arizona employment verification conditions) and 23-214 (A) (compliance with federal E-verify program)

E. Management Agreement. Provide a copy of a form of a proposed venue management agreement between the City and the contracting entity. The City reserves the right to reject any or all of the terms included and to provide its own agreement.

F. References. The Manager must provide with the proposal four (4) references from companies or organizations in good standing with their respective state regulators for whom the Manager has provided similar products/services in the last thirty-six (36) months. Also include company name, address, phone number, contact person, a description of the

products/services provided with a description of any major variation to the requirements of this solicitation

G. Other Information & Material to be Provided

- Provide audited and certified financial statements for the responding firm's last three years of operation. If the responder is a Joint Venture, a copy of the Joint Venture agreement must be submitted for each party. Provide a profile of the responding firm and describe its legal structure, principal officers and organizational structure. The responder must identify and distinguish between its own experience and qualifications and that of any parent entity, predecessor and/or wholly-owned or partially-owned subsidiary of the responder;
- Provide a copy of any organization profile, sales brochure or other documentary information pertaining to responding organization;
- Provide resumes of key personnel and principals of the organization. Identify the extent to which each principal executive or staff member will be involved in the management of the Arena and whether such involvement will be on a fully informed or in an advisory capacity basis; and,
- Actual examples of management/financial reports used by the responding firm to advise governmental and other external entities of performance

V. EVALUATION PROCESS

Criteria for evaluation of proposals. In general, Beacon Sports and the Glendale City staff along with the City Council will evaluate the proposals based upon the following criteria listed in order of relative importance with a percentage factor in parentheses below. The contract to manage the Arena will be determined by the City to that respondent Manager who has made the most comprehensive proposal with formal business plans and compensation structure that is deemed to be the most advantageous to the City.

- i. ***Business/Marketing/Transition Plan.*** Quality, detail, and reasonableness of the transition, management, marketing, sales, food & beverage, financial, and personnel plans submitted (30%);
- ii. ***Compensation/Price.*** Manager that provides the City with the best economic model to generate the maximum number of events/revenue at the Arena with the least requirement for continuing new net investment by the City in the Arena. The City does factor into this analysis the benefits provided by Arena events to those businesses located in the Westgate City Center and the greater Glendale market (30%);
- iii. ***Experience & Organizational Structure.*** Manager with the most depth of successful experience in managing similar facilities (15%);

- iv. **Personnel.** Based on the quality of experience and success of potential employees, especially that of the proposed General Manager of the Arena (10%);
- v. **Investment.** The value and amount to the City of any proposed investment including proposed Arena repairs and improvements (10%); and,
- vi. **References** – Feedback received from other venues and clients. (5%).

After proposals have been received by the date noted above (May 24, 2013), the City and Beacon Sports will review and identify those Managers which the City wishes to negotiate further with based on the requirements set forth in this RFP. The City and Beacon Sports may request an interview with any prospective Manager and may begin negotiations directly with one or more of the qualified entities.

After the award is made by City Council, the successful Manager and the City will promptly enter into a written agreement (the “Contract”) incorporating the terms of the RFP, the successful response, and other terms and conditions as may be agreed to between the parties. The City seeks to have the Manager to assume responsibilities no later than July 1, 2013.

VI. OTHER TERMS & CONDITIONS FOR CONSIDERATION

Insurance

The Manager, performing as an independent Contractor, is fully responsible for providing Workers’ Compensation or other applicable insurance coverage for itself and its employees throughout the term of this contract and any renewals; the City shall have no responsibility or liability for such insurance coverage.

The Manager must provide to the City of Glendale a copy of the policy or a certification by the insurance carrier showing the Contractor to have in effect during the term of this contracted a General Liability Insurance policy, which shall be the primary coverage for the Manager activities under this contract. The coverage limits of such insurance shall not be less than those listed below.

The insurance company issuing the policy required above shall have an AM Best financial rating of “A-, VII” or better and be authorized by the State of Arizona Department of Insurance to transact business within the State. The certificate and policy shall name the City of Glendale as an additional insured and shall be primary and non-contributory coverage with any coverage the City purchases or self-insures. The City shall also be an additional insured to the full limits of the liability insurance purchased by the Manager even if those limits of liability are in excess of those required by this contract.

The City reserves the right to terminate any management agreement immediately if the Manager fails to maintain such insurance coverage.

The Manager must provide certification of insurance compliance within 10 calendar days after notification of award. Certification must include: name and address of insurance company; policy number; liability coverage amounts; a statement the policy will not be canceled or failed to be renewed without thirty (30) days written notice to the City. Certification to be submitted to: Materials Management, 5850 West Glendale Avenue, Suite 317, Glendale, Arizona 85301.

Minimum Scope and Insurance

Maintain commercial general liability insurance in the amount of \$5,000,000 single limit per occurrence. Such insurance must include broad form contractual coverage, property damage and personal injury coverage, products/completed operations coverage, premises/operations coverage, personal/advertising injury coverage, and, if applicable, host liquor liability coverage. The general aggregate limit shall be twice the occurrence limit. Terrorism coverage must also be included.

Commercial automobile liability insurance for all owned, non-owned, and hired vehicles in the amount of \$2,000,000 combined single limit for bodily injury and property damage per occurrence.

Property coverage for all improvements and fixtures on the property in an amount not less than the full replacement value thereof.

Such other types and amounts of insurance as the City's Risk Manager may reasonably determine to be necessary for the Manager's operations.

Workers' Compensation

The Manager must be in full compliance with the provisions of the Arizona Workers' Compensation Law A.R.S. Section 23-901 *et seq.*, as amended, and all rules and regulations of the Industrial Commission of Arizona. The Manager shall secure payment of compensation to employees by insuring the payment of such compensation with the State Compensation Fund or any insurance company authorized by the Insurance Department of Arizona to transact business in the State of Arizona. Coverage will also include a waiver of subrogation in favor of the City.

The Manager further agrees that it shall require any and all sub-contractors performing work under the agreement to comply with said Workers' Compensation Law. It is expressly understood and agreed that all persons employed directly or indirectly by the Manager, or any of his Sub-contractors, shall be considered the employees of such Manager, or his Sub-contractor(s).

Permits and Licenses

The Manager shall be responsible for determining and securing, at his/her expense, any and all licenses and permits that are required by any statute, ordinance, rule or regulation of any regulatory body having jurisdiction in any manner connected with providing operations and maintenance of the facility. Such fees shall be included in and are part of the total proposal cost.

During the term of the contract, the Manager shall notify the City in writing, within two (2) working days, of any suspension, revocation or renewal.

Performance Surety Requirements

The performance surety shall be in the form of a bond, cashier's check, certified check or money order. Personal or company checks are not acceptable unless certified. Letters of credit are not acceptable. Individual sureties are not acceptable.

The successful Manager shall, at the time of entering into the contract, furnish a performance surety in the form of a bond, money order or certified or cashier's check, in the amount of \$250,000 guaranteeing the faithful performance of the contract by the Manager.

If a bond is submitted, it must be written on the form provided by the City as an attachment to the proposal documents. The attorney-in-fact that executes the bond on behalf of the surety shall affix to the bond a certified and current copy of the power of attorney. The bond must be written by a surety with an AM Best financial rating of "A-" or better and be authorized by the State of Arizona, Department of Insurance to transact business within the State. Individual sureties and letters of credit are not acceptable.

Financial Records and Audits

The Manager will maintain thorough financial records of its activities in accordance with generally accepted accounting principles. The City of Glendale reserves the right to audit the records of the Manager once each year of the agreement term or at its convenience. The Manager will pay to the City of Glendale the cost of executing the required audit. The Manager will make available all sales records and posting information required to perform such an audit. The City of Glendale reserves the right to execute physical audits of the Manager's posting to verify revenues at any time during the term of this contract.

Indemnification

To the fullest extent permitted by law, Manager must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense"; collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Manager) and that arises out of or results from the breach of this Agreement by the Manager or the Manager's negligent actions, errors or omissions (including any Sub-contractor or other person or firm employed by Manager), whether sustained before or after completion of the Project.

Authorized Signature Email Address Date

For questions regarding this offer: (If different from above)

Contact Name Phone Number Fax Number

Email Address

FEDERAL TAXPAYER ID NUMBER: _____

Arizona Sales Tax No. _____ Tax Rate _____

Proposer certifies it is a: Proprietorship ____ Partnership ____ Corporation ____

Minority or woman-owned business: Yes ____ No ____