

LATOYA CANTRELL, MAYOR
CITY OF NEW ORLEANS

Via Email: [REDACTED]

January 31, 2020

Mr. Brian Alexander
Vice President Business Affairs
Hard Rock International
[REDACTED]
Davie, Florida [REDACTED]

Dear Mr. Alexander:

The City of New Orleans ("City") is continuing to reel in responding to the ongoing Hard Rock building collapse disaster. Sadly, the remains of two (2) deceased construction workers are still in the collapsed Hard Rock building, and have not yet been returned to their families. Additionally, significant City resources continue to be expended in responding to this Hard Rock tragedy. Further, as you are aware, the building remains an eye sore in the heart of downtown New Orleans, and has not yet been demolished by the property owners. While efforts remain in progress to demolish the building, the City and its residents are requesting immediate support and assistance from Hard Rock International.

Not surprisingly, businesses in close proximity to the Hard Rock disaster site remain negatively impacted, and are in need of Hard Rock's immediate assistance. More specifically, affected businesses have an immediate need for operating capital for fixed expenses and the retention of employees. Below please find an example of ways Hard Rock can provide assistance to impacted business owners:

- Direct grants to individual businesses;
- Capitalize a loan pool with favorable repayment terms for individual businesses;
- Provide funding for a loan loss reserve or loan guarantee in partnership with a local lender (this allows for greater leverage of other resources); and
- A Hard Rock sponsored event to raise funding and awareness to support impacted businesses.

The City is additionally requesting assistance with ongoing public safety costs (the below are costs as of December 31, 2019):

- Public safety payroll costs incurred for the immediate response (\$1.7mil);
- Emergency equipment including the mobile command center, public safety vehicles, fuel, towing and light towers (\$475K);
- Engineering consulting services (\$250K); and
- Emergency supplies including weather station equipment, ear protection, respirators, door knocker warnings, and other miscellaneous supplies (\$10K).

We thank you in advance for your support in responding to this horrific incident, and for your anticipated prompt assistance in responding to the City's immediate requests, as described herein. We look forward to receiving Hard Rock International's response as soon as possible.

Sincerely,



Mayor LaToya Cantrell

1300 PERDIDO STREET | SUITE 2E04 | NEW ORLEANS, LOUISIANA | 70112
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HARD ROCK INTERNATIONAL
WORLDWIDE HEADQUARTERS

DAVE FL 01/11

1 954-584-5711

HARDROCK.COM

February 11, 2020

Dear Mayor Cantrell,

First of all, we sincerely thank you for your leadership in the City of New Orleans, and in particular your compassionate approach in the aftermath of the collapse at 1031 Canal Street. We also appreciate your continued recognition that Hard Rock had no involvement or role in the development, design or construction of the building, or in selecting the various contractors and subcontractors hired.

As a more than thirty-year member of the New Orleans community, we share your sadness and disappointment at the length of time it is taking to recover the bodies of those lost in the collapse, as well as to remove the building debris.

We appreciate the kind acknowledgements that many New Orleans leaders have made regarding our support and collaboration by providing meals for first responders, providing millions of dollars to remove the cranes, and helping fund advertising and online campaigns to support area businesses impacted by the tragic building collapse.

Hard Rock International will gladly review and strongly consider participating in a fund program for those individuals and businesses affected by the building collapse. Please provide us with further details as they become available.

Your requests for funding for public services (payroll, equipment, consulting and supplies) appear to conflict with or undermine your stated plans to secure all of these funds through the appropriate insurance coverage of those responsible, and the legal pursuit of any gaps in coverage or funding. We agree that your stated plans are the best and most appropriate avenues for funding, but will remain open to further discussion if and when those avenues are exhausted.

It was surprising and disappointing to read your administration's claim that Hard Rock "never responded" to your letter. You made a significant ask, and we needed time to consider the appropriate response. We respectfully request that your representatives be cautious in making statements that might unfairly put a cooperative and engaged member of the community in a bad light.

As we continue to work with the community and the City of New Orleans, we ask that you share your plans for the situation, provide regular updates, and allow us to participate in the appropriate meetings, as we requested last year. Having all applicable information available to all interested parties will lead to a better outcome for all.

Sincerely,

Jon Lucas

COO, Hard Rock International





HARD ROCK INTERNATIONAL
WORLDWIDE HEADQUARTERS

DAVE, FL 33314

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February 12, 2020

RE: Movement to Boycott Hard Rock in New Orleans

Dear Mayor Cantrell,

As we have shared privately and publicly, we appreciate the leadership and compassion you have demonstrated. But four months have passed since the building at 1031 Canal St. collapsed, the resulting tragedy has devastated our community, its residents, and tarnished its image around the world. We are now seeking all legal recourse due to the reputation damage to our name, especially as it relates to the Boycott Hard Rock Movement that is taking place this evening at Hard Rock Cafe New Orleans. New Orleans cannot be known as a city that ignores the plight of its people and those suffering as a result of this disaster.

We appreciate the difficult situation caused by the collapse. We understand what Chief McConnell, his teams, and other experts have reported about the instability of the structure. Still, we remain puzzled and frustrated at the length of time it is taking to recover the remains of either of the victims and to finalize plans for demolishing the building.

As you are aware, Hard Rock was not involved in the construction of the 1031 Canal Street building. As a concerned community partner, we stand with the people of New Orleans in asking for answers on the demolition timeline. Most importantly, we remain hopeful for the recovery of the last two victims of the collapse and their return to their loved ones.

Be assured, Hard Rock is committed to New Orleans and its people, and stands ready to appropriately assist in helping our community recover from this tragedy.

Sincerely,

Jon Lucas,
Chief Operating Officer
Hard Rock International





HARD ROCK INTERNATIONAL
WORLDWIDE HEADQUARTERS

DAVIE, FL 33314

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February 13, 2020

Dear New Orleans Community;

Hard Rock International extends our deepest sympathies to the victims of this tragic accident at 1031 Canal St. and to their loved ones. It's important for New Orleans residents to understand Mayor Cantrell declared a state of emergency on October 17, 2019 and no one except the City of New Orleans has had access to this site. Officials and experts have repeatedly said that safety concerns at the site prevent access to the victims. While we recognize the instability of the structure has prevented recovery efforts, we remain confused and frustrated at the length of time it has taken to resolve the issue—and have expressed this to the appropriate authorities via official communications.

Hard Rock is committed to New Orleans and its people, and stands ready to appropriately assist in helping the community in their efforts to bring a resolution to the families who continue to suffer.

Although Hard Rock International had no involvement or role in the development, design or construction of the building, or in selecting the various contractors and subcontractors hired, we have extended our support and collaboration by providing meals for first responders, providing millions of dollars to remove the cranes, and helping fund advertising and online campaigns to support area businesses impacted by the tragic building collapse. We hope that recovery can happen soon to bring closure to this great city and its residents.

Sincerely,

Hard Rock International

