

**TOWN OF GLASTONBURY  
PROCUREMENT NOTICE  
REQUEST FOR PROPOSAL  
RENTAL EQUIPMENT PROVIDER FOR THE GLASTONBURY BOATHOUSE  
RPGL-2015-16**

The Town of Glastonbury is accepting proposals from qualified individuals or firms to provide event equipment rentals for The Glastonbury Boathouse, 252 Welles Street, Glastonbury.

There will be an optional pre-proposal meeting held at The Glastonbury Boathouse, 252 Welles Street, Glastonbury, CT 06033 on **January 14, 2015 at 10:00 am**.

Interested firms should request the proposal instructions and details from the Purchasing Agent, 2155 Main Street, Glastonbury, CT 06033, or via the Town's website at [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov).

Responses to the Proposal must be submitted to the Purchasing Agent no later than **January 28, 2015 at 11:00 AM. LATE PROPOSALS WILL NOT BE CONSIDERED.**

The Town of Glastonbury is an Affirmative Action/Equal Opportunity Employer. Minority / Women / Disadvantaged Business Enterprises are encouraged to submit a proposal.

Mary F. Visone  
Purchasing Agent

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## SECTION I - GENERAL INFORMATION

### Purpose

The Town of Glastonbury will begin holding events at its new facility, The Glastonbury Boathouse (“Boathouse”) at Riverfront Park, on or about April 2015. Events will include weddings, corporate meetings, fundraisers and private parties. The Town is seeking to contract with one or more vendors to be a preferred Event Rental Equipment Provider. The intent of this RFP is to award a three (3) year contract term, with the opportunity for renewal upon mutual agreement, to the selected Approved Rental Provider(s) whose proposal best conforms to this RFP and which are deemed to be in the Town’s best interest.

### Background

Phase II of the Town of Glastonbury Riverfront Park opened for public use on September 27, 2014. Located in the heart of Glastonbury on banks of the Connecticut River, the park includes a public boat launch, children’s playground, playing fields, scenic fountain and the Boathouse. Featuring panoramic views of the Connecticut River and an elegant banquet hall, the Boathouse is sure to become one of Connecticut’s premier event venues.

The first floor of the Boathouse will be used for boat storage and as headquarters of the Glastonbury High School Crew Teams. The second floor is reserved for private event rentals and includes the following spaces:

1. Banquet Hall – Capacity of 150 for seated dinner with dance floor, 300 for classroom style meeting. (See **Attachment C** for floor plan)
2. Caterer’s kitchen (See **Attachment D** for inventory)
3. Covered Observation Deck
4. Private Room for bridal party/event host
5. Restrooms
6. Elevator

The facility also has an outdoor area for tented events, and a lower patio and covered pavilion for wedding ceremonies. Catering and bar services will be limited to the Banquet Hall, Observation Deck and designated tent areas. The lower patio/grounds may be used when available, but they remain open to the public. The patio may not be used on afternoons when there is a Glastonbury Crew meet. The lower level patio is generally considered a public space and cannot be reserved for the exclusive use of the banquet facility customer.

The Town will accept event bookings year-round, pending availability (see **Attachment E** for available rental spaces and pricing.) Designated hours of operations are 7:00 a.m. – 12:00 a.m., Sunday – Saturday. Facility rentals will be booked directly between the client and the Town. The Town is in the process of contracting 3-5 Approved Caterers for all events. Event rentals will be coordinated through the Approved Caterer selected by the Client.

## **SECTION II- SCOPE OF WORK**

### **Rental Services**

1. Provide a wide variety of event equipment rental items (i.e. plates, silverware, glassware, linens, tables, chairs, etc.)
2. Provide catering and food service items (i.e. chaffers, coffee urns, trays, etc.)
3. Provide tenting, tent lighting, generators, and other outdoor event equipment.
4. Provide competitive pricing and discounts for Boathouse Caterers.
5. Provide delivery and pick-up of all rentals, including weekends and late evenings.

It is the intent of the Town to select to the extent possible, one firm to exclusively provide all event rentals. The Town does, however, reserve the right to award more than one contract and to award portions of the contract to multiple Respondents should the Town deem that approach to be in its best interest.

### **Fees/Discounts**

The fees payable to the Town by the Approved Rental Provider shall be comprised of a one-time \$500 payment, payable on the date that the contract commences. The Approved Rental Provider should also offer a minimum 5% commission on all revenues to the Town (not including delivery). Respondents may offer a larger discount than 5%. Although the percentage offer will be considered in the overall selection process, it will not be the sole determining factor. The Approved Rental Provider will pay a security deposit of \$1,000 at the commencement of the contract and are required to maintain a security deposit of \$1,000 throughout the term of the contract.

### **Considerations**

In selecting the Approved Rental Provider(s), the following will be taken into consideration: The ability, capacity or skill of the Rental Provider to perform the contract or provide the service required; whether the Rental Provider can perform the contract or provide the services promptly or within the time specified; the character, reputation, experience, and efficiency of the Rental Provider; the quality of performance of previous contracts or services; the quality and availability of the supplies and equipment necessary to perform the contract.

Only the Approved Rental Provider(s) will be permitted to provide event rentals for the Boathouse.

The Town reserves the right to waive the exclusive agreement in the event that specialty items cannot be provided by the Approved Rental Provider, or as deemed in the Town's best interest. Non-approved Rental Providers may also be utilized in the event that the Approved Rental Provider does not have the desired items available for a particular event or date.

Facility rentals will be booked directly between the Client and the Town. The rental fee includes use of the facility's tables and chairs. The Town will provide the client with the list of Approved Caterers. The client must inform the Town of their chosen Caterer no less than 60 days prior to event. The Town will confirm the booking with the Caterer detailing event hours and set-up time. Approved Caterers will then coordinate rentals with the Approved Rental Equipment Provider. This may include but is not limited to: linens, table settings, additional tables/chairs, tents, buffet/food service equipment, etc. Cooking equipment requires prior approval of the Town.

Rentals may be delivered up to 2 hours before the event and picked up within 1 hour of event end time, unless the Town is able to accommodate other arrangements. Special requests for early drop-off or overnight storage must be made with the Town at least two weeks in advance, and are not guaranteed. Clients may purchase additional set-up or break-down time, not to go past 1:00 a.m. Vendors on the premises outside of these hours may be subject to financial penalties, including but not limited to a fine of \$500 and forfeiture of security deposit. The Town is not responsible for items left on the premises by the Caterer or Rental Provider.

Boathouse Approved Caterers are responsible for placing rental orders, scheduling delivery and pick-up, event set-up and break-down, and the condition in which rentals are returned. Losses and damaged equipment are to be charged to the Caterer and not the Town.

Rentals may only be loaded in and out during the time frame designated by the Town. All rentals are to be delivered to the second level, with the exception of tent and other outdoor event equipment. Elevator padding must be installed prior to transporting any rentals in the elevator. Any damage to the facility by Approved Rental Provider will be assessed by the Town and deducted from the security deposit.

The Approved Rental Provider shall, throughout the term of its contract, maintain on file with the Town a current selection of products, services and pricing. Products, services and pricing may not change during the term of contract, with the exception of new items being added. All other proposed revisions must be submitted to the Town for approval at the time of contract renewal.

Tents shall only be erected on areas designated by the Town, and shall comply with the State of Connecticut Tent and Portable Shelter Code. If the Approved Rental Provider wishes to leave tenting erected overnight and the Town is able to accommodate, the Town is not responsible for damages or losses. Grills and propane may not be placed inside the facility or on the Observation Deck at any time.

At all times during the term of the contract, the Approved Rental Provider(s) shall:

- Maintain at no expense to the Town all required State, Town and other permits and licenses.
- A current Certificate of Insurance on file with the Town maintaining: Worker's Compensation, Comprehensive Liability and Property Damage insurance in appropriate amounts, naming the Town as additional insured. (Refer to Insurance section of this document.)
- Be responsible for the payment of all applicable taxes for goods and services.

Approved Rental Provider(s) must provide evidence of above items.

The Town reserves the right at any time, for cause, to terminate the contract of an Approved Rental Provider.

### **SECTION III – SUBMISSION OF PROPOSAL**

#### **MINIMUM REQUIREMENTS**

- Respondent shall have an assigned manager to oversee this work and act as liaison to the Town.
- Respondent shall demonstrate sufficient staff resources to perform the work.
- Respondent shall have a minimum of 3 to 5 years of demonstrated successful experience in supplying event rentals.

#### **TERM OF SERVICE**

The selected firm will be expected to commence services within ten (10) days of contract execution or on such other schedule as mutually agreed to with the Town. An initial term of not less than three (3) years is contemplated with the option to extend by mutual agreement between the Town and the Approved Rental Provider. The Town will, however, consider other terms proposed by the Respondent.

#### **SITE INSPECTION**

An optional pre-proposal tour and site inspection is scheduled for **January 14, 2015 at 10:00 a.m.** at the Boathouse, 252 Welles Street, Glastonbury, CT 06033. Respondents are strongly encouraged to attend.

## PROPOSAL INSTRUCTIONS

By submitting a proposal you represent that you have thoroughly examined and become familiar with the Scope of Work outline in this RFP and you are capable of performing the work to meet the Town's objectives.

All firms are required to submit 1 (one) **clearly marked original** and six (6) copies of their proposal to Mary F. Visone, Purchasing Agent, and 2155 Main Street, Glastonbury, CT 06033 by the date and time listed in the proposal response page. All proposals will be opened publicly and recorded as received. Respondents may be present at the opening; however, there will be no public reading of proposals. Proposals received later than the time and date specified will not be considered. The proposal must be submitted in a sealed envelope or package and the outside shall be clearly marked as follows:

**SEALED REQUEST FOR PROPOSAL  
RENTAL EQUIPMENT PROVIDER FOR THE GLASTONBURY BOATHOUSE  
RPGL-2015-16  
January 28, 2015  
Time – 11:00 AM**

All respondents are required to submit the information detailed below. **Responses shall be organized and presented in the order listed below to assist the Town in reviewing and rating proposals.** Responses should be presented in appropriate detail to thoroughly respond to the requirements and expected services described herein.

1. Table of Contents, to include clear identification of the material provided by section and number.
2. A letter of transmittal indicating the firm's interest in providing the service and any other information that would assist the Town in making a selection. This letter must be signed by a person legally authorized to bind the firm to a contract.
3. Name and telephone number of person(s) to be contacted for further information or clarification.
4. A background statement including a description of relevant experience of the firm/individual submitting the proposal. Include regular volume of events, size/type of events, venues, etc. Name of assigned project manager and a list of staff members who would be involved with the rental services including their assigned roles and a description of their background and experience.
5. Respondent shall provide a list of at least 3 references of similar assignments (both past and current) successfully completed within the last five (5) years with the contact name, address and telephone number of the owners' representative in each assignment.

6. A listing of venues where you regularly provide rental services, and any current or previous venues where you were the exclusive Rental Provider.
7. Complete rental inventory including prices, brands, approximate quantities, and photos (if able).
8. Delivery charges (including late nights/weekends) and fuel charges, if applicable. Pricing is for the rental, delivery, set up, pick up and insurance of the items unless specified otherwise.
9. Hours of operation.
10. Describe how your company will handle last-minute requests/customer service issues including additional charges, cut-off times, etc.
11. Proposed discounts for Boathouse Caterers and Clients.
12. Proposed revenue sharing arrangements with the Town.
13. Proposed billing structure for Boathouse events (i.e. billing the Client or Caterer).
14. Description of legal actions filed for or against the vendor within the last three years, including bankruptcy filings.
15. Estimated time frame from award to contract that would be required to begin operations.
16. Describe your company's current/ongoing marketing strategy including advertisements, promotional events, web/social media, etc.
17. Describe how you will support marketing of the Boathouse including support for Boathouse Promotional Events.
18. Describe any similar previous experience with marketing and/or supporting promotional efforts for venues for which you were a preferred vendor.
19. Describe any additional services that your firm provides that may be beneficial to clients of the Glastonbury Boathouse (i.e. decorating, entertainment).
20. A concluding statement as to why the respondent is best qualified to meet the needs of the Town.
21. Proposal Response Form (**ATTACHMENT A**).



22. Description of any exceptions taken to this RFP. If any proposal involves any exception from the stated requirements and specifications, they must be clearly noted as exceptions and attached to the proposal.
23. Respondent is required to review the Town of Glastonbury Code of Ethics adopted July 8, 2003 and effective August 1, 2003. Respondent shall acknowledge that they have reviewed the document in the area provided on the attached Ethics Acknowledgement form included on **ATTACHMENT A**. The selected respondent will also be required to complete and sign a Consultant Acknowledgement Form prior to award. The Code of Ethics and the Consultant Acknowledgment Form can be accessed at the Town of Glastonbury website at [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov). Upon entering the website click on **Bids & RFPs** which will bring you to the links for the **Code of Ethics** and the **Consultant Acknowledgement Form**. If the respondent does not have access to the internet, a copy of these documents can be obtained through the Purchasing Department at the address listed within this bid/proposal
24. The Respondent agrees and warrants that in the submission of this sealed bid, they will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religion, national origin, sex, or physical disability including, but not limited to blindness, unless it is shown by such bidder that such disability prevents performance of that which must be done to successfully fulfill the terms of this sealed bid or in any manner which is prohibited by the laws of the United States or the State of Connecticut: and further agrees to provide the Human Relations Commission with such information requested by the Commission concerning the employment practices and procedures of the bidder. An Affirmative Action Statement will be required by the successful Respondent.
25. Statement of Non-Collusion (**ATTACHMENT B**).
26. Any technical questions regarding this RFP shall be made in writing and directed to Kristen Michaels, Event and Banquet Facility Manager, via e-mail at [kristen.michaels@glastonbury-ct.gov](mailto:kristen.michaels@glastonbury-ct.gov). Administrative questions should be directed to Mary Visone, Purchasing Agent at 860-752-7588 or by email at [purchasing@glastonbury-ct.gov](mailto:purchasing@glastonbury-ct.gov).

All questions, answers and/or addenda, as applicable will be posted on the Town's website at [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov) (upon entering the website click on Bids & RFPs). **It is the respondent's responsibility to check the website for addenda prior to submission of any proposal.**

Note: Responses to requests for more specific contract information that is contained in the RFP shall be limited to information that is available to all offerors and that is necessary to complete this process. The request must be received at least five (5) business days prior to the advertised response deadline.

27. The Town of Glastonbury is dedicated to waste reduction and the practice of using and promoting the use of recycled and environmentally preferable products. Respondents are encouraged to submit RFP responses that are printed double-sided (except for the signed proposal page) on recycled paper, and to use paper dividers to organize the RFP for review. All proposal pages should be secured with a binder clip, staple or elastic band, and shall not be submitted in plastic binders or covers, nor shall the proposal contain any plastic inserts or pages. We appreciate your efforts towards a greener environment.

Failure to include any of the above-referenced items in the submitted proposal may be grounds for disqualifying said proposal.

### **EVALUATION CRITERIA**

- The Town of Glastonbury shall select the most responsible and responsive proposals which are determined by the Town to be the best suited and most advantageous to the Town on the basis of the criteria included in this Request for Proposal. The Town expressly reserves the right to negotiate with the selected Proposer prior to an award of any contract pursuant to this RFP. The following factors will be considered by the Town when evaluating proposals:
  - Experience and proposal of individual/firm.
  - Demonstrated sufficient staff resources to perform the work.
  - Quality, variety and suitability of rental items.
  - Pricing and proposed discount for Boathouse Caterers.
  - Ability to deliver/pick up at designated times.
  - References
  - Proposed marketing plan and timeframe for beginning operations.
  - Responsiveness and completeness of the proposal response.
  - Understanding of project scope.

### **SELECTION PROCESS**

- This Request for Proposal does not commit the Town of Glastonbury to award a contract or to pay any costs incurred in the preparation of a proposal to this request. All

proposals submitted in response to this request become the property of the Town of Glastonbury. The Town of Glastonbury reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with the selected respondents, the right to extend the contract for any additional services, or to cancel in part or in its entirety the request for proposal, and to waive any informality if it is in the best interests of the Town to do so.

- A Town Selection Committee, appointed by the Town Manager, will evaluate all proposals received for completeness and the respondent’s ability to meet all requirements as outlined in the RFP. The Committee will then short list the specific firms whose statements best meet all criteria required and may conduct interviews with these firms. Upon completion of all interviews, the Selection Committee will forward to the Town Manager, a list of firms recommended for further consideration. Interviews are at the option of the Selection Committee and may or may not be conducted.
- Based on the results of the interview process, the Town Manager or his designee will review the Scope of Services, and other factors with the top-rated firm(s) and negotiate a specific agreement based on these discussions.

**TIMELINE**

The Town intends to adhere to the schedule listed below as closely as possible, but reserves the right to modify the schedule in the best interest of the Town as required.

<b>Publicize RFP</b>	<b>January 07, 2015</b>
<b>Optional Pre-Proposal Meeting</b>	<b>January 14, 2015 at 10:00 AM</b>
<b>RFP Due Date</b>	<b>January 28, 2015 at 11:00 AM</b>
<b>Shortlist of Submittals Received</b>	<b>February 6, 2015</b>
<b>Interviews with Top Respondents</b>	<b>TBD</b>
<b>Contract Effective Date</b>	<b>TBD</b>

**INSURANCE**

The Respondent shall, at its own expense and cost, obtain and keep in force during the entire duration of the contract the following insurance coverage covering the Respondent and all of its agents, employees and sub-contractors and other providers of services and shall name the **Town of Glastonbury and its employees and agents as an Additional Insured** on a primary and non-contributory basis to the Respondent’s Commercial General Liability, Liquor Liability, and Automobile Liability policies. **These requirements shall be clearly stated in the remarks section on the Respondent’s Certificate of Insurance.** Insurance shall be written with insurance carriers Approved in the State of Connecticut and with a minimum Best’s Rating of A-VIII. In addition, all carriers are subject to approval by the Town. Minimum Limits and requirements are stated below:

1) Worker's Compensation Insurance:

- Statutory Coverage
- Employer's Liability
- \$500,000 each accident/\$500,000 disease-policy limit/\$500,000 disease each employee
- A Waiver of Subrogation shall be provided

2) Commercial General Liability:

- Including Premises & Operations, Products and Completed Operations, Personal and Advertising Injury, Contractual Liability and Independent Contractors.
- Limits of Liability for Bodily Injury and Building Damage  
Each Occurrence \$1,000,000  
Aggregate \$2,000,000 (The Aggregate Limit shall apply separately to each job.)
- A Waiver of Subrogation shall be provided

3) Automobile Insurance:

- Including any vehicles, hired, borrowed and non-owned vehicles
- Limit of Liability for Bodily Injury and Building Damage: Per Accident \$1,000,000
- A Waiver of Subrogation shall be provided

4) Umbrella (Excess Liability):

- \$1,000,000 Occurrence/\$1,000,000 Aggregate
- Umbrella/Excess Shall be Follow Form over Workers Compensation, General Liability, Auto Liability and Liquor Liability

The limits and coverage listed above are minimums and additional limits and/or coverage may be required by the Town depending on the event.

The Respondent shall direct its Insurer to provide original, completed Certificates of Insurance to the Town prior to issuance of contract. The awarded Respondent(s) will be responsible to provide written notice to the Town 60 days prior to cancellation of any insurance policy. The Certificate shall evidence all required coverage including the Additional Insured on the General Liability, Liquor Liability, and Auto Liability policies, Waiver of Subrogation on the General Liability policy, Auto Liability and Workers Compensation policies and that Excess/Umbrella is Follow Form over Workers Compensation, General Liability, Auto Liability and Liquor Liability. The Respondent shall provide the Town copies of any such insurance policies upon request.

## **Indemnification**

To the fullest extent permitted by law, the Respondent shall indemnify and hold harmless the Town and its consultants, agents, and employees from and against all claims, damages, losses and expenses, direct, indirect or consequential (including but not limited to fees and charges of engineers, attorneys and other professionals and court and arbitration costs) to the extent arising out of or resulting from the performance of the Respondent's work, provided that such claim, damage, loss or expense is caused in whole or in part by any negligent act or omission by the Respondent, or breach of its obligations herein or by any person or organization directly or indirectly employed or engaged by the Respondent to perform or furnish either of the services, or anyone for whose acts the Respondent may be liable.

ATTACHMENT A  
PROPOSAL RESPONSE PAGE

TOWN OF GLASTONBURY  
REQUEST FOR PROPOSAL

RPGL # 2015-16

DATE ADVERTISED Jan 07, 2015

DATE / TIME Jan 28, 2015 @ 11 AM  
DUE \_\_\_\_\_

NAME OF PROPOSAL

RENTAL EQUIPMENT PROVIDER FOR THE GLASTONBURY  
BOATHOUSE

The Respondent acknowledges receipt of the following Addenda:

Addendum #1 \_\_\_\_\_ Addendum #2 \_\_\_\_\_ Addendum #3 \_\_\_\_\_

It is the responsibility of the respondent to check the Town's website for any Addenda before submitting the proposal.

**CODE OF ETHICS:**

I / We have reviewed a copy of the Town of Glastonbury's Code of Ethics and agree to submit a Consultant Acknowledgement Form if I /We are selected. Yes \_\_\_\_\_ No \_\_\_\_\_ \*

\*Respondent is advised that effective August 1, 2003, the Town of Glastonbury cannot consider any proposal where the respondent has not agreed to the above statement.

_____ Type or Print Name of Individual	_____ Doing Business as (Trade Name)
_____ Signature of Individual	_____ Street Address
_____ Title	_____ City, State, Zip Code
_____ Date	_____ Telephone Number / Fax Number
_____ E-Mail Address	_____ SS # or TIN#

(Seal – If proposal is by a Corporation)

Attest

**ATTACHMENT B**

**TOWN OF GLASTONBURY  
REQUEST FOR PROPOSAL  
RENTAL EQUIPMENT PROVIDER FOR THE GLASTONBURY BOATHOUSE  
RPGL-2015-16**

**NON-COLLUSION STATEMENT**

The company submitting this proposal certifies that it is being submitted without any collusion, communication or agreement as to any matter relating to it with any other respondent or competitor. We understand that this proposal must be signed by an authorized agent of our company to constitute a valid proposal.

Date: \_\_\_\_\_

Name of Company: \_\_\_\_\_

Name and Title of Agent: \_\_\_\_\_

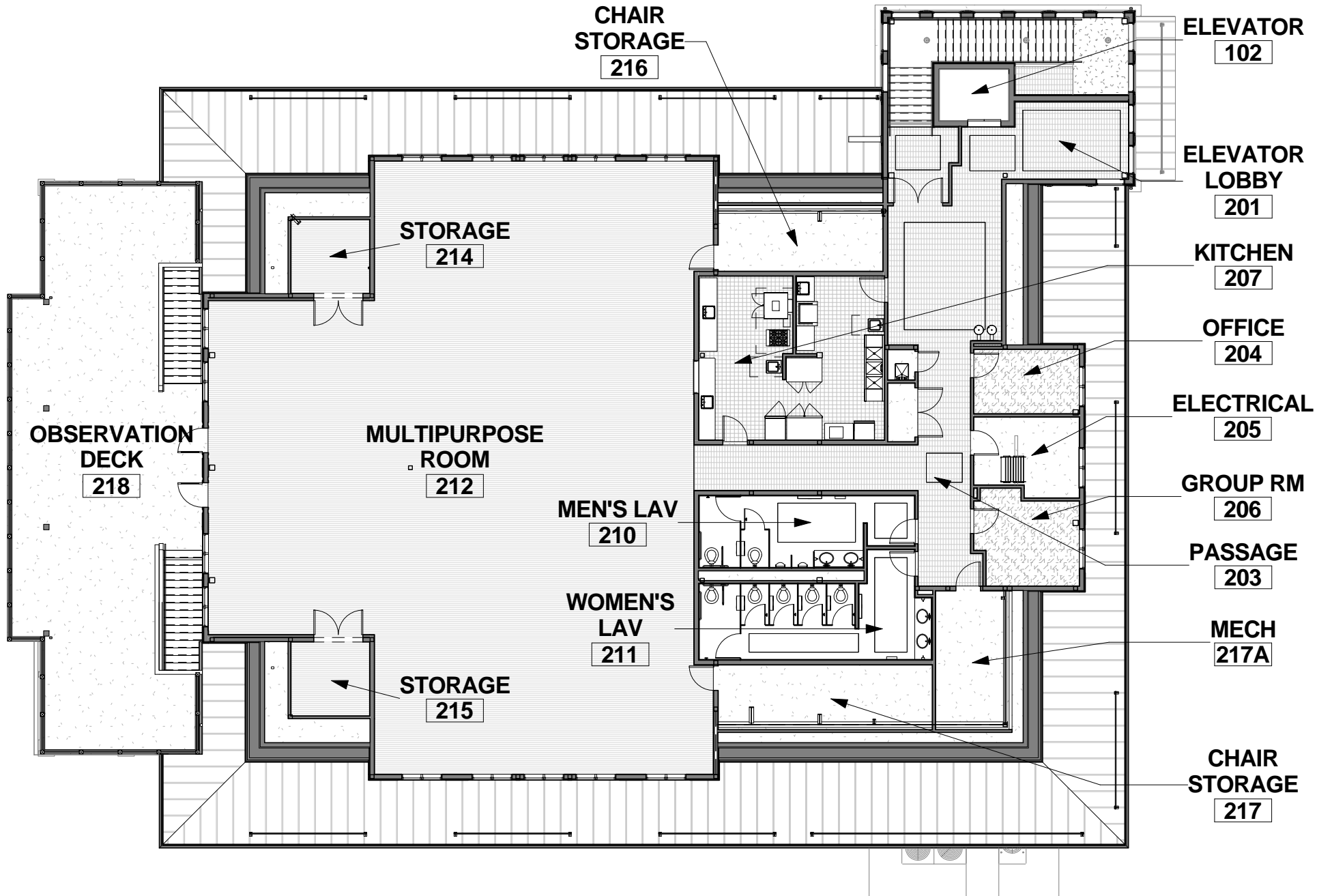
By (SIGNATURE): \_\_\_\_\_

Address: \_\_\_\_\_

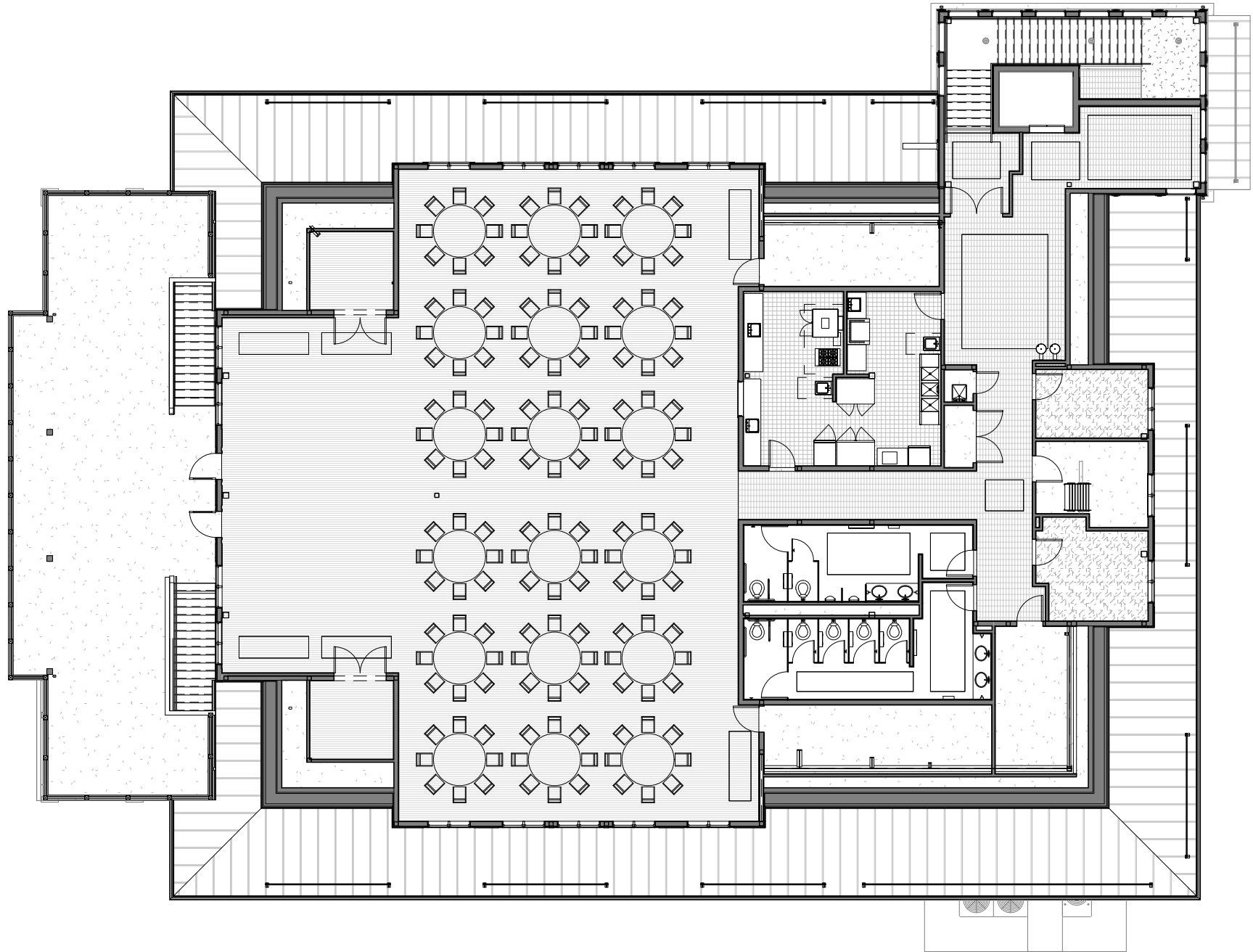
\_\_\_\_\_

\_\_\_\_\_

Telephone Number: \_\_\_\_\_







**The Glastonbury Boathouse  
Kitchen Inventory**

Microwave Oven  
Dishwasher (with 12 Dish Racks)  
Reach-In Freezer (1 Section)  
Reach-In Refrigerator (2 sections)  
Warming Cabinet (2 sections - hold 8 trays each)  
Convection Oven  
24" Range with 4 Open Burners  
Ice Machine  
2 Single Compartment Sinks  
1 Triple Compartment Sink  
2 Pre-Rinse Faucets  
2 Hand Washing Stations

**GLASTONBURY BOATHOUSE  
PRICING MODEL  
July 22, 2014**

Monday-Friday 7:00 a.m. – 4:00 p.m.	<u><b>Monday-Thursday</b></u> \$675 (4 hours) \$900 (6 hours) \$150 (extra hour)	<u><b>Friday</b></u> \$675 (4 hours) \$900 (6 hours) \$150 (extra hour)
4:00 p.m. – midnight	<u><b>Monday-Thursday</b></u> \$1,125 (4 hours) \$1,575 (6 hours) \$200 (extra hour)	<u><b>Friday</b></u> \$1,350 (4 hours) \$1,800 (6 hours) \$200 (extra hour)
Saturday/Sunday/Holiday	\$2,850 (4 hours) \$3,850 (6 hours) \$300 (extra hour)	
Outdoor Tent (space rental)	\$750	

Miscellaneous Charges  
(Market Rates as applicable)

- Additional set-up – estimated \$75/hour
- Insurance – per Insurance Agent of Record
- Ceremony/rehearsal – estimated \$125/hour
- Security deposit – estimated \$500 subject to event
- Non-approved caterer – estimated \$500-\$750 subject to event and relationship to “lost” commission
- Other – as applicable to market

Miscellaneous

- Room rental rates increase 5%-10% for events to be held January 1, 2016 or later
- Holiday rate - New Year's Eve \$5,000 (until 1:00 a.m.)
- Reservations for 2 hour events on Saturdays, Sundays and holidays only available 60 days or less prior to event

Note: For the Event/Banquet/Meeting Facility, the Town Manager is hereby authorized to adjust the pricing model for the January 1<sup>st</sup> to March 31<sup>st</sup> period, short booking window events of less than 60 days and reservations for less than 4 hours, as applicable, to recognize market conditions.