TOWN OF GLASTONBURY REQUEST FOR PROPOSAL RESTAURANT LEASE AT MINNECHAUG GOLF COURSE RPGL-2020-14

The Town of Glastonbury will be accepting proposals from qualified firms or individuals to operate the restaurant at the Town-owned nine-hole Minnechaug Golf Course. Interested individuals or firms may obtain proposal documents and project details from the Purchasing Agent, 2155 Main Street, Glastonbury, CT 06033 or via the Town's website at www.glastonbury-ct.gov.

An optional pre-proposal site inspection and meeting will be held on March 11, 2020 at 10:00 a.m. at the golf course at 16 Fairway Crossing in Glastonbury. Respondents are strongly encouraged to attend.

Proposals must be submitted to the Office of the Purchasing Agent, Town Hall, 2155 Main Street, Glastonbury, Connecticut 06033, no later than 11:00 a.m. on March 17, 2020. LATE PROPOSALS WILL NOT BE ACCEPTED.

The Town reserves the right to waive informalities or reject any part of, or the entire proposal, when said action is deemed to be in the best interests of the Town. All sealed proposals must be submitted to the Office of the Purchasing Agent no later than the time and date indicated.

An Affirmative Action/Equal Opportunity Employer. Minority/Women /Disadvantaged Business Enterprises are encouraged to submit a proposal.

Mary F. Visone Purchasing Agent

TABLE OF CONTENTS

SECTION I	GENERAL INFORMATION
	BACKGROUND
SECTION II	CONSIDERATIONS & RESTRICTIONS & OTHER REQUIREMENTS
	SCOPE OF SERVICES
SECTION III	SUBMISSION OF PROPOSAL
	MINIMUM QUALIFICATIONS
	OPTIONAL PRE-PROPOSAL MEETING
	PROPOSAL INSTRUCTIONS
	MAINTENANCE AND IMPROVEMENTS
	UTILITIES AND OPERATING EXPENSES
	FEES AND CONTRACT TERM
	EVALUATION CRITERIA
	SELECTION PROCESS
	TIMELINE
	INSURANCE REQUIREMENTS

ATTACHMENTS

- ATTACHMENT A TOWN OWNED FIXTURE AND EQUIPMENT LIST
- ATTACHMENT B PROPOSAL RESPONSE FORM
- ATTACHMENT C SHARED OPERATING AND UTILITIES EXPENSES
- ATTACHMENT D PARKING AND SIDEWALK LAYOUT

SECTION I: GENERAL INFORMATION

The Town of Glastonbury will be accepting proposals from qualified firms or individuals to operate the restaurant at the Town-owned nine-hole Minnechaug Golf Course.

BACKGROUND

Minnechaug Golf Course is an existing, nine-hole municipal golf course located at 16 Fairway Crossing, Glastonbury, Connecticut. The course lies on approximately 50 acres of land and is nestled in The Village at Minnechaug; an upscale, 137-unit, residential housing development. The course includes a clubhouse with a small pro shop, restaurant/snack bar, and maintenance shop below. The course is easily accessible from towns in the greater Hartford/Manchester area from Interstate 384 and Route 83.

While the golf course is generally open for business April 1st – December 1st each year, the restaurant can be run as a 12-month operation. Restaurant services and menu offerings need to be structured to complement the golf operation while in season and during the hours of operation, including an on-course food and beverage cart. Operations are not limited to supporting the golf operation, however the awarded Lessee will be required to coordinate with golf course management to provide alternate food opportunities for golf camps, clinics, tournaments and other special golf related events throughout the golf season.

In addition, the Town expects to support the restaurant with periodic advertising on the Town's website as well as seasonal brochures that may be in the form of supplemental mailings to Town residents. The Town's Banquet and Facility Manager may refer to the Lessee events that cannot be facilitated by other Town venues when possible. The restaurant offers potential for both dine-in and take-out service, and party rental for miscellaneous events such as wedding showers, retirement gatherings, birthday & graduation parties, etc. for unlimited non-golf events.

The restaurant, for the most part, is ready for operation and is currently operating as a family pizza restaurant. It is being offered as a turnkey operation inclusive of all town owned furniture, fixtures and equipment listed in Attachment A which will remain and be made available for use by the Lessee.

The furniture, fixtures and equipment owned by the current Lessee may be available for purchase by directly negotiating with the Lessee.

It is the intention of the Town to have a fully operational restaurant open for business no later than May 1, 2020.

SECTION II: CONSIDERATIONS AND RESTRICTIONS AND OTHER REQUIREMENTS

- A. The Lessee must obtain and maintain all necessary permits, certificates and licenses.
- B. The successful respondent will be required to submit to the Town a \$2,000.00 Security Deposit to guarantee performance under the terms of a lease agreement.
- C. If alcoholic beverages, including beer and wine, are sold or dispensed on the leased premises at any time during the term of the lease or any extension thereof, the Lessee covenants at all times to comply with all laws of the State of Connecticut and Town of Glastonbury governing the sale of such beverages. Any such sale or dispensing of alcoholic beverages on the premises shall cease at ten

o'clock in the evening (10:00 p.m.) on Sundays through Thursdays and at eleven o'clock in the evening (11:00 p.m.) on Fridays and Saturdays.

- D. The Lessee covenants to fully stock and adequately staff the restaurant, during the term of this lease and any extension thereof for the operation and use of the leased premises as described previously and to keep the premises open for such use continuously and without interruption for such hours and such time as are customary for said operation and use. The Lessee shall hire, train and evaluate employees it deems necessary to staff the operation adequately.
- E. The Lessee covenants to pay all taxes levied on all equipment, goods or other personal property it owns and uses in connection with the leased premises during the term of this lease or any extension thereof. The leased premises shall be exempt from municipal real property taxes ordinarily levied by the Town of Glastonbury as long as they are owned by said Town.
- F. The Lessee covenants not to discriminate with respect to employment, hiring, membership and use and enjoyment of the golf course and related facilities on the basis of race, color, creed, religion, age, sex, marital status, national origin, or physical or mental disability in violation of the laws of the United States or of the State of Connecticut, nor otherwise to commit any unfair employment practice prohibited by law, except that the Lessee may base an adverse hiring, termination or other employment action upon physical or mental disability if the Lessee affirmatively establishes that the disability prevents satisfactory performance of the work involved. The Lessee further covenants to take affirmative action to promote nondiscrimination, to display the provisions of this nondiscrimination clause conspicuously in the restaurant and to incorporate these nondiscrimination provisions in all contracts executed with suppliers of materials and services.
- G. The Lessee covenants not to assign this lease in whole or in part or sublet all or any part of the leased premises, or to use or permit the use of the leased premises for any purposes other than those described herein without the Lessor's prior written consent. Such consent shall not be unreasonably withheld. The prohibition against assignment or subletting shall be construed to cover any assignment or subletting by operation of law. The Lessee shall remain liable under this lease and shall not be released from performing any of its terms and covenants under this lease.

SCOPE OF SERVICES

The Town is seeking proposals from respondents interested in a lease agreement for operating the restaurant at the Town-owned, nine-hole Minnechaug Golf Course located at 16 Fairway Crossing in Glastonbury, Connecticut. The lease will include complete operation of the restaurant. Interested parties may submit more than one proposal for consideration by the Town.

SECTION III - SUBMISSION OF PROPOSAL

MINIMUM QUALIFICATIONS

In order to qualify for consideration in the award of the lease or management contract for the subject facility, a responding firm or firm's proposed staff member(s) must:

- A. Have a minimum of three (3) years of experience, within the last ten (10) years with successful restaurant management services similar to the services that the Town is seeking herein. Preference will be given to those respondents who can demonstrate a variety of menu choice offerings suitable for patrons of the Minnechaug Golf Course operations, and the general public on a year round basis.
- B. Demonstrate the necessary line of credit or financial resources required to equip and operate the restaurant during the contract period.
- C. Demonstrate a competent record of employment or history of contract service in the operation of a restaurant either managed or leased as verified and supported by references, letters, and other necessary evidence from employers and/or public agencies.
- D. Proof of competency in the following areas:
 - 1. Basic bookkeeping; posting, preparation of a trial balance, preparation of financial statements, control of cash and bank reconciliation statements.
 - 2. Salesmanship: fundamentals of retail, wholesale, and service selling; merchandise and sales presentation; principles of self-management; sales demonstration.
 - 3. Personnel management: the guidance and control of personnel; interviewing; training; job analysis; performance evaluation; supervisory problems with subordinate personnel.
 - 4. Food Service Operation: Licenses, Safe Serve Certifications, etc.

OPTIONAL PRE-PROPOSAL MEETING

The Town of Glastonbury is encouraging respondents to visit the Minnechaug Golf Course during an optional, pre-proposal meeting to be held at the golf course located at 16 Fairway Crossing, Glastonbury, Connecticut at the date and time listed herein. The clubhouse and restaurant will be open and available for inspection. Representatives of the Town will be available to receive questions.

PROPOSAL INSTRUCTIONS

• All respondents are required to submit one (1) clearly marked original and six (6) copies of their proposal to Mary F. Visone, Purchasing Agent, 2155 Main Street, Glastonbury, CT 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 with the respondent's name and address and as follows:

SEALED REQUEST FOR PROPOSAL RESTAURANT LEASE AT MINNECHAUG RPGL-2020-14 DATE: March 3, 2020 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. By submitting a proposal, you represent that you have thoroughly examined and become familiar with the scope of services outlined in this RFP and you are capable of performing the work to achieve the Town's objectives.

- A. Table of Contents to include clear identification of the response provided by section and number.
- B. A brief synopsis of the highlights of the Respondent's proposal which should not exceed one page in length is easily understood, and which summarizes the overall benefits of the proposal to the Town.
- C. Name, email address and telephone number of person(s) to be contacted for further information or clarification.
- D. Copy of State of Connecticut license to perform the work required and involved if required.
- E. Statement of approach to providing Restaurant Services. Describe your firm's approach to the restaurant operation including any capital investments, staffing, menus, take-out services, hours of operation, etc. Please describe any marketing or programmatic initiatives intended to increase business and revenues. Please identify any key personnel to be assigned to the restaurant. Please list any anticipated capital improvements envisioned and the proposed source of funds for implementation.
- F. Materials, Equipment, Furniture, Fixtures: Each respondent shall provide a list of materials, equipment, furniture, and fixtures that it intends to include as part of its package if selected by the Town. Illustrative examples include restaurant kitchen equipment; restaurant furniture; restaurant appointments such as draperies and wall hangings; fixtures such as display cases; general business equipment such as cash registers, credit card machines, and computers; and signs.
- G. Cash Flow and Pro Forma Analysis: The analysis shall project two (2) years of operations and indicate the estimated annual revenue and operating expense figures.

The pro forma shall include:

- 1. A list of all revenue-producing operations, indicating for each the anticipated annual gross receipts.
- 2. A complete breakdown of anticipated operating expenses.
- 3. A list of all anticipated funding sources for your proposal.
- H. Statement of Qualifications including any unique expertise or experience. Resumes of key personnel.

- I. A complete list of restaurants managed or leased over the past ten (10) years including the dates started and terminated if applicable. Indicate for each restaurant whether or not the respondent has met all financial requirements of the agreement.
- J. Business References: A minimum of three (3) business references giving names, addresses, telephone numbers, and the nature and length of time of the business association in each instance. These references must be persons or firms with whom you have conducted business transactions during the past five (5) years.
- K. Financial References: A minimum of three (3) financial references giving names, addresses, and telephone numbers in each instance. It is required that at least one of the five references must be a bank or savings and loan institution; and the type of relationship shall also be indicated, for example: checking accounts, savings accounts, real estate loans, or construction loans. At least one of these references must be a major supplier which ordinarily bills the respondent on a monthly basis, and has done so for at least three (3) years.
- L. Respondent must specify and provide legal documentation of status of company, such as corporate papers, partnership papers, etc. (Note the signed contract is not assignable or transferable to any other company without Town of Glastonbury approval).
- M. Respondent shall disclose involvement in any projects that may result in any conflict of interest or dilution of commitment.
- N. Proposal Fee and Terms (See Page 6). Please address any and all proposed payments to the Town and/or any and all support requested from the Town.
- O. Proposal Response Form (ATTACHMENT B).
- P. 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.
- Q. Respondent is required to review the Town of Glastonbury Code of Ethics adopted July 8, 2003 and effective August 1, 2003 and revised October 29, 2013 and effective November 28, 2013. Respondent shall acknowledge that they have reviewed the document in the area provided on the attached Ethics Acknowledgement form included on ATTACHMENT B. 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 <u>www.glastonbury-ct.gov</u>. Upon entering the website click on Bids & Proposals Icon which will bring you to the links for the Code of Ethics and the 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.
- R. Statement of Non-Collusion (ATTACHMENT B).
- S. 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.

T. Any technical questions regarding this RFP shall be made in writing and directed to Lisa Zerio, Director of Parks & Recreation, 2143 Main Street Glastonbury, CT 06033 or by email at lisa.zerio@glastonbury-ct.gov. For administrative questions concerning this proposal, please contact Mary F. Visone, Purchasing Agent, at (860) 652-7588, or by email at 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 (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 than is contained in the RFP shall be limited to information that is available to all respondents and that is necessary to complete this process. The request must be received at least three (3) business days prior to the advertised response deadline.

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

MAINTENANCE AND IMPROVEMENTS

Each proposal shall include a list of preventative maintenance items that the respondent would address. Examples include carpet cleaning, grease trap cleaning, pizza oven maintenance, hood cleaning, restrooms, etc.

The Town of Glastonbury has not required that specific known needed capital improvements be included as part of this lease agreement. The Town will, however, consider including specific terms to address desired capital improvements during the negotiation phase. Accordingly, interested parties are encouraged to consider providing information regarding initial or future capital improvement projects including implementation timetables and the estimated cost of each improvement, if desired.

UTILITIES AND OPERATING EXPENSES

Lessee shall be required to provide snow removal for all parking lots and sidewalks (See Attachment C). The awarded Lessee will be required to share utilities and operating expenses with the current Lessee of the golf course. A proposal schedule is included as Attachment D.

FEES AND CONTRACT TERM

Each proposal is expected to include these components:

A. Term of Lease: It is the intention of the Town to negotiate an initial lease agreement for a period of two years; renewable for additional two year period(s) upon mutual agreement between the Town and the selected respondent. All base proposals shall reflect this term. The Town will, however, consider other lease terms proposed by the respondent.

- B. Financial Structure: (monthly lease amount, commissions on restaurant sales, etc.). Proposed payments to be made to the Town should be clearly specified.
- C. Approach to Restaurant Services: The proposal should include a general description of the respondent's approach to the restaurant operation including, but not necessarily limited to, menus, hours of operation, drive-in and take-out services, delivery services, liquor license, support of golf operations, other non-golf events, etc.
- D. Any operational expenses or investment cost either by the Town or by the Respondent.
- E. Clarify all contractual responsibilities for all parties involved.
- F. The Town will consider more than one proposal from each respondent, if so desired.

EVALUATION CRITERIA

- The Town of Glastonbury shall select the responsible and responsive Proposal which is determined by the Town to be the best suited, most advantageous, and provides the best value 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 firm prior to an award of any contract pursuant to this RFP. Best value shall be determined by consideration of the following factors.
 - Overall quality, thoroughness, and responsiveness to the Town's requirements as summarized herein.
 - Proof of competency: The required statement of qualifications and demonstrated experience (minimum of 3 years with in last 10 years) of the firm, the designated account representative, and other key staff to be assigned to the restaurant operation.
 - Successful performance and positive working relationships with other clients including a complete list of restaurants managed or leased over the past ten years. Include business and financial references.
 - Statement of Approach to providing restaurant services.
 - Material, Equipment, Furniture and Fixtures requested (if any).
 - Ability to meet the schedule identified herein.
 - Demonstrated financial resources and terms and conditions of the proposal including cash flow and pro forma analysis.
 - Required State of Connecticut food service license/certifications.
 - Status of company, corporate, partnership, etc.
 - Proposed Financial structure.
 - Request for capital improvements (if any).
 - Involvement in any projects that may result in any conflict of interest or dilution of commitment.

- The number, scope, and significance of conditions or exceptions attached or contained in the proposal.

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 an 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 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 this 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 interviews, the Selection Committee will forward to the Town Manager, a list of firms recommended for further consideration.
- Based on the results of the interview process, the Town Manager or his designee will review the proposed Term of Lease, financial structure, and other factors with the top-rated firm(s) and negotiate a specific agreement based on these discussions.
- Additional technical information may be requested from any respondent for clarification purposes, but in no way changes the original qualification statement submitted.

TIMELINE

Time is of the essence to facilitate opening the restaurant operations no later than May 1, 2020.

Below is the Town's anticipated schedule for the project. The Town intends to adhere to this schedule as closely as possible but reserves the right to modify the schedule in the best interest of the Town as required.

Publicize RFP	March 4, 2020
Pre-Proposal Meeting	March 11, 2020 10:00 a.m.
RFP Due Date	March 17, 2020 11:00 a.m.
Interviews with Top Respondents	Friday, March 20, 2020 *
Contract Effective Date	On or before May 1, 2020

*The Town will advise of the time if selected for an interview.

INSURANCE REQUIREMENTS

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
 - \$1,000,000 each accident/\$1,000,000 disease-policy limit/\$1,000,000 disease each employee
 - A Waiver of Subrogation shall be provided in favor of the Town of Glastonbury and its employees and agents.
- 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 in favor of the Town of Glastonbury and its employees and agents.
- 3) Automobile Insurance:
 - Including all owned, hired, borrowed and non-owned vehicles
 - Evidence a Combined Single Limit of Liability for Bodily Injury and Property Damage: Per Accident \$1,000,000
 - A Waiver of Subrogation shall be provided in favor of the Town of Glastonbury and its employees and agents.
- 4) Umbrella (Excess Liability):
 - \$1,000,000 Occurrence/\$1,000,000 Aggregate
- 5) Liquor Liability:
 - \$1,000,000 Occurrence/\$1,000,000 Aggregate

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 provide a Certificate of Insurance as "evidence" of General Liability, Auto Liability including all owned, hired, borrowed and non-owned vehicles, statutory Worker's Compensation and Employer's Liability and Professional Services Liability coverage

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 30 days prior to cancellation or non-renewal 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 and Waiver of Subrogation on the General Liability policy, Auto Liability and Workers Compensation policies. The Respondent shall provide the Town copies of any such insurance policies upon request. The above insurance requirements are the Town's general requirements. Insurance requirements with the awarded respondent are subject to final negotiations.

INDEMNIFICATION

To the fullest extent permitted by law, the Respondent shall indemnify and hold harmless the Town of Glastonbury 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

TOWN FURNITURE & EQUIPMENT LIST

DINING ROOM

- 38 Chairs Vinyl Seats
- 14 Square Dining Tables

KITCHEN

- 2 Pizza Ovens
- 3 White Shelves (wall mounted)
- 1 Metal Shelf Unit
- 1 Stainless Steel Refrigerated Counter Unit
- 1 Freezer
- 1 Ice Maker
- 1 SS Small Table
- 1 CaptiveAir Hood Over Pizza Oven
- 1 6 Burner Gas Stove Sunfire
- 1 Ansul System Over Stove & Fryolater
- 1 Diversey Dishwasher
- 1 Stainless Steel Pot Sink 3 Bay w/sprayer
- 1 Food Warmer
- 1 Fire Extinguisher
- 3 Hand Sinks

All of the above listed equipment is owned by the Town of Glastonbury. It will be made available for use of the Lessee at Minnechaug Golf Course. The Lessee will be required to maintain the equipment in good operating condition by performing all regular and periodic maintenance. The Town will assume no obligation for repair or maintenance of the equipment during the term of the lease and will expect that it will be returned to it in the same condition as provided to the Lessee subject to normal wear and tear.

ATTACHMENT B

PROPOSAL RESPONSE FORM

BID / PROPOSAL NO:	GL-2020-14	DATE DUE:	03/17/2020
DATE ADVERTISED:	03/04/2020	TIME DUE:	11:00 AM
NAME OF PROJECT:	Restaurant Lease at Minnechaug Golf Course		

The Respondent acknowledges receipt of the following Addenda:

Addendum #1(In	nitial/Date) A	Addendum #2	(Initial/Date)	Addendum #3	(Initial/Date)
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NON-COLLUSION AFFIDAVIT:

By submission of this proposal, the Respondent 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.

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 bid or proposal where the bidder has not agreed to the above statement.

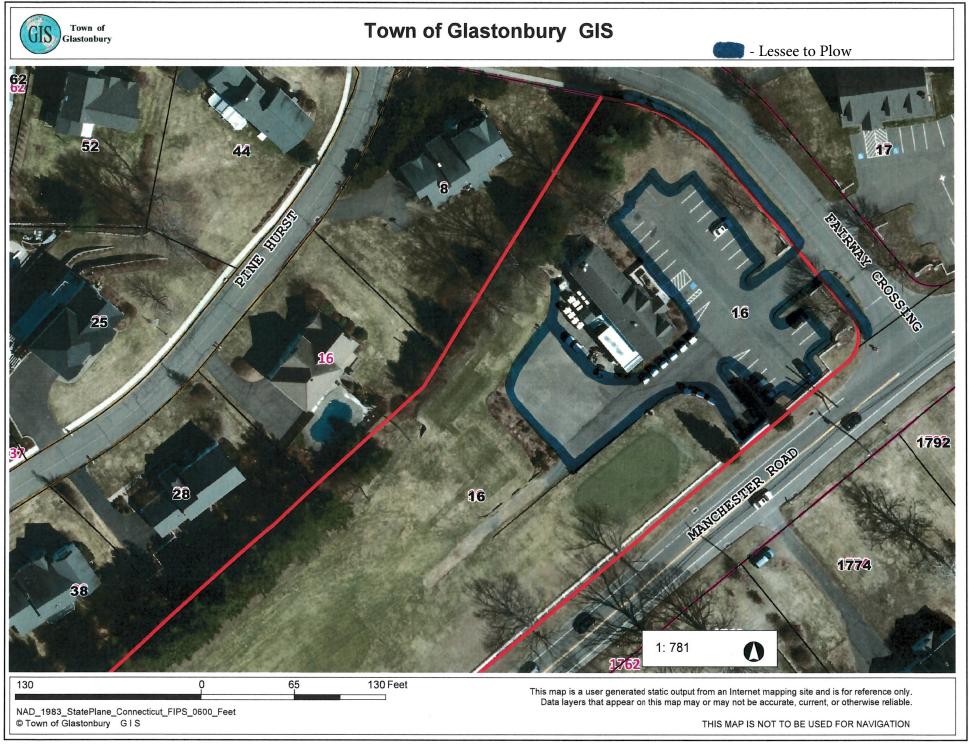
Type or Print Name of Individual	Doing Business as (Trade Name)
Signature of Individual	Street Address
Title	City, State, Zip Code
Date	Telephone Number / Fax Number
Email Address	SS # or TIN#

ATTACHMENT C

OPERATING CHARGES/UTILITIES

	Guilmette LLC	Lessee
Electricity	Pump House (100%)	Building (100%)
Natural Gas	0%	100%
Manchester Water	100%	0%
Sewer Use	100%	0%
Phone/Cable/Internet	Guilmette and Lessee to separately fund these services.	
Trash/Recycle Cost	0%	100%
Snowplowing	0%	100%
Grounds Maintenance	100%	0%
Grease Disposal	0%	100%





Note: Area outlined in blue is the responsibility of the Lessee to plow.

Attachment D



Note: Area outlined in blue is the responsibility of the Lessee to plow.

Attachment D



Note: Area outlined in blue is the responsibility of the Lessee to plow.