



**PURCHASING AUTHORITY**  
Town of New Milford, Connecticut  
**Market Analysis RFP**

The Town of New Milford is requesting proposals from qualified professional services firms to prepare a New Milford Market Analysis Report. Services to include: research, analysis, preparation of a town-wide market analysis report and development of a detailed business profile.

The Town reserves the right to reject any and all submissions.

Proposals will be received at the Purchasing Office until 3:00 p.m., on Thursday, January 10, 2019. Proposals will then be opened publicly in the E. Paul Martin Room by the Purchasing Authority at 3:30 p.m. Late proposals will be considered informal and rejected.

The proposal package must be obtained online at [www.newmilford.org](http://www.newmilford.org).

  
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Pete Bass, Mayor  
An Equal Opportunity/Affirmative Action Employer



**TOWN OF NEW MILFORD**  
**10 Main Street, New Milford, Connecticut 06776**  
**BAR GRANT STEERING COMMITTEE**  
**RIVERFRONT REVITALIZATION COMMITTEE**

**REQUEST FOR PROPOSALS**  
**Comprehensive Market Analysis and Economic Strategies**  
**New Milford, Connecticut**

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## **I. INTRODUCTION**

The Town of New Milford is soliciting proposals for an independent Market Analysis and Economic Feasibility Strategy (“Market Analysis”) to inform guide and assist the Town in the development of a Riverfront Revitalization Master Plan and in updating its 2010 Plan of Conservation and Development.

The intent of the Market Analysis is to increase the understanding of New Milford’s current economic structure and then to identify target economic opportunities that are both realistic, feasible and compatible with each other – and with the historic and natural assets of the Town. Existing and emerging market sectors will be identified and discussed in terms of their potential to expand or grow within the Town.

A comprehensive town-wide approach will assess the dynamics of how various areas of the Town – from Downtown and the Riverfront, to the Routes 7 and 202 corridors and the commercial areas in the hamlets of Northville and Gaylordsville – integrate and support each other.

This study will be used to inform current strategic planning initiatives underway for the Downtown Housatonic Riverfront Corridor and updating of the 2010 Plan of Conservation and Development. In addition, findings will assist in other land-use efforts involving review of existing regulations.

The completion of a comprehensive market analysis and economic feasibility study is imperative to building a foundation for successful Riverfront Revitalization that connects to a vital Downtown and commercial corridor. This study will:

- Identify the current and future business and sector mix of the riverfront, downtown and key areas as detailed below to guide in New Milford’s planning endeavors
- Aid in business retention, expansion and recruitment efforts of the Town
- Offer data, sufficient analysis, trend information, and documentation to help New Milford in its review of land uses and restrictions, and
- Identify potential and feasible new economic development opportunities.

The data provided in this analysis will assist in efforts to create a more robust business base, increased tax base, and improved quality of life for New Milford residents. The analysis will enable all of the interested parties to better understand longer term market trends and opportunities, and will identify the actions required to realize these opportunities.

Anticipated project commencement date is on or about February 1, 2019. Sealed proposals, with time and materials pricing, must be received at the Town of New Milford Purchasing Office, 10 Main Street, New Milford, CT 06776 no later than 3 p.m. on Thursday, January 10, 2019. The proposals will be opened at this time.

## **II. COMMUNITY OVERVIEW**

New Milford is a community committed to preserving its rural, small-town character while also seeking new opportunities to strengthen its tax base and provide family-wage earning jobs for the future. It seeks to bring new economic activity to support existing businesses, strengthen the extraordinary appeal of the town and actively move forward with appropriate residential development to support economic development and job growth.

Located in western Connecticut and considered the Gateway to Litchfield County, New Milford is, at 64.4 square miles, the largest municipality in Connecticut. More than half of the land is either developed or dedicated to a use. As a regional hub – to Litchfield and northern Fairfield counties and nearby New York state communities – New Milford provides numerous amenities including New Milford Hospital, retail and entertainment establishments, a food supply via local working farms, a vibrant downtown and jobs.

Natural assets include Candlewood Lake and Vaughn’s Neck, major rivers such as the Housatonic, Aspetuck and Still rivers, Lover’s Leap State Park, a number of town parks, land trust preserves, trails, and scenic mountains including Bear Hill, Mount Tom and Candlewood Mountain. It is served by major roadways such as Routes 7 and 202, with Route 84 just 12 miles to its south. Downtown New Milford is 55 miles from Hartford, 80 miles from New York City and Springfield, 143 miles to Providence, 153 miles to Boston and 177 miles to Philadelphia.

The population of the Town is approximately 27,500 residents. Housing is generally more affordable than that of communities to the south in Fairfield and Westchester counties. There are approximately 447 persons per square mile. The median age is 44. There are 10,373 households with a medium household income of \$81,350.\*

- There are 14,751 employed persons in the Town.
- The unemployment rate is 4.3 percent. The statewide rate is 5.1 percent.
- The self-employed rate is 11 percent. The statewide rate is 9.9 percent.
- The top five taxpayers are: Kimberly Clark, Eversource Energy, UB Litchfield LLC (Stop and Shop Plaza), Litchfield Crossing LLC (shopping center) and Firstlight Hydro Generating Company.
- Major employers are: Kimberly-Clark, Western CT Health Network, Town of New Milford, Neeltran (power electronics engineering and manufacturing) and Litchfield Crossing LLC.\*
- The Commercial/Industrial base comprises 12.5 percent of the Town’s 2016 Net Grand List.\*

*\*Source: Connecticut Economic Research Center Town Profile 2018*

In 2006 the town's grand list totaled \$3,021,766,000. The 2015 grand list totaled \$2,882,197,000, a decrease of 4.5 percent. During that same time period the mil rate has increased from 21.34 to 26.77.\*\*

*\*\* Source: Town of New Milford's Basic Financial Statements, Supplementary Information and Independent Auditor's Report, dated June 30, 2017*

### **III. KEY STUDY AREAS**

New Milford's primary economic development corridors consist of:

- a) The Housatonic Riverfront Corridor (See attached map, Exhibit A)
- b) The Downtown Village Center Zone (See attached map, Exhibit B)
- c) Route 7 from the Brookfield Border to Veteran's Bridge
- d) Route 7 from Veteran's Bridge to Gaylordsville
- e) Pickett District Road
- f) The Route 202 Corridor
- g) Gaylordsville
- h) Northville

### **IV. SCOPE OF SERVICES**

The following outline describes the general extent of services to be provided by the Consultant. This outline is not necessarily all-inclusive and the Consultant shall include in the proposal any tasks and services deemed necessary to satisfactorily complete the project.

With respect to the following key sectors:

- Retail
  - Hospitality (dining, lodging)
  - Events/convention-meeting space/tourism/ecotourism
  - Cultural, entertainment and recreational
  - Office space/personal/professional service/info and tech businesses
  - Housing
  - Health and medical facilities and services
  - Education
  - Industrial/lite manufacturing/warehousing/distribution
  - Other
- a) Prepare an overview and baseline of the current market and conditions of the town,

regional trade areas and how state policies impact on the local economy. Include quantified amount of various businesses and housing types, vacancy space/units, product mix and pricing, and similar characteristics.

- Identify local and regional trade areas.
  - Analyze Retail and Non-Retail Sales Performance by major categories to better understand the market dynamics within the Town and surrounding trade areas.
  - Address the impact of e-commerce.
  - Include a SWOT Analysis identifying factors that influence economic development in the Town. These factors include, but are not limited to, location, access, transportation and transit, housing, available land, infrastructure, and the surrounding trade market. Include existing businesses and housing inventory.
  - Identify any key deterrents (real or perceived) to investment in New Milford.
  - Include a retail leakage analysis, i.e., which retail categories are losing competitiveness with other jurisdictions and possible strategies to diversify and gain competitive advantage.
  - Identify impacts (positive or negative) of New Milford's proximity to larger population, employment and commercial centers (Danbury, Torrington, Waterbury, Stamford, White Plains and New York City).
- b) Using the best available data (including the Town's tax, business and investment information) and employing appropriate stakeholder and public involvement and survey techniques as may be useful, determine a robust understanding of demand for the key sectors.
- c) Quantify and identify:
- Future demand for the key sectors listed above, over a defined time horizon (five to ten years), in terms of square footage and/or number of units by type.
  - Optimal tenant mix for each key study area, including recommendations for geographically clustering mutually supporting uses, if relevant.
  - Potential niche markets.
  - Specific businesses to target in a recruitment effort, based on the quantified opportunities and needs identified in the study. This also may include specific developers or housing contractors.
  - Existing New Milford businesses that could expand or diversify to capitalize on identified market opportunities. For example, medical services or housing that would increase usage of New Milford Hospital, part of the Western Connecticut Health Network.

- Infrastructure improvements and zoning amendments to capitalize on identified market opportunities.
  - Catalytic projects for specific anchor properties within each community area, if applicable.
  - Key opportunities to expand and diversify the Town's economic base.
- d) Present general conclusions highlighting the most significant findings.
- e) Develop a market-based development strategy with a focused set of market-driven recommendations for:
- Retaining, expanding and recruiting desired businesses.
  - Leveraging the energy and momentum of Riverfront Revitalization to realize development potential in other parts of the Town.
  - Implementation steps for the strategy, including priorities, sequencing and approximate cost estimates.
- f) Prepare cost-benefit analysis of development recommendations.
- g) Provide social media mechanism(s) to keep the public and interested parties engaged in the process.

## **V. TOWN RESOURCES**

The Town will make the following information available to the consultant:

- New Milford 2010 Plan of Conservation and Development  
[http://www.newmilford.org/filestorage/3088/5827/2010\\_POCD.pdf](http://www.newmilford.org/filestorage/3088/5827/2010_POCD.pdf)
- New Milford Zoning Regulations  
<http://www.newmilford.org/content/3088/3158/3917/default.aspx>
- 2013 New Milford Transportation Management Plan  
[http://www.newmilford.org/filestorage/3088/3752/NewMilford-Final\\_TMP-102813.pdf](http://www.newmilford.org/filestorage/3088/3752/NewMilford-Final_TMP-102813.pdf)
- Western Connecticut Economic Development Plan 2017 [https://westcog.org/wp-content/uploads/2017/10/CEDS2017\\_Adopted.pdf](https://westcog.org/wp-content/uploads/2017/10/CEDS2017_Adopted.pdf)
- Riverfront Revitalization Committee Interim Report  
[http://www.newmilford.org/filestorage/7526/20635/22313/Riverfront\\_Revitalization\\_Committee\\_presentation\\_10.10.17.pdf](http://www.newmilford.org/filestorage/7526/20635/22313/Riverfront_Revitalization_Committee_presentation_10.10.17.pdf)
- Town GIS and Tax Assessor Maps and field cards  
<https://newmilfordct.mapgeo.io/?latlng=41.587864%2C-73.425014&zoom=11>
- The Town will provide other additional information, such as Tax Assessor information, Town Clerk records and building permits in its possession as may be needed by the consultant, if readily available.

## **VI. ROLE OF THE TOWN**

Following initial meetings and tour of the Town with representatives of the Brownfield Area-Wide Revitalization (BAR) Planning Grant Steering Committee (the entity overseeing the Riverfront Corridor Strategic Master Planning process), the Riverfront Revitalization Committee and appropriate Town staff to develop an action plan, the Consultant will meet regularly with the team (as deemed appropriate as part of the proposal and negotiations).

- Provide existing operational and available information to the Consultant including Assessor and local business license information.
- Coordinate and prepare agendas and minutes for meetings.
- Assist with scheduling and organization of input from residents, businesses, Town officials and key community stakeholders.
- Review and comment on draft plans, documentation and findings.
- Facilitate review and adoption of the Study.

## **VII. DELIVERABLES**

The Committee desires the Consultant to produce a document that will be user-friendly for Town staff to administer and for the public, potential developers and elected officials to understand and apply. Illustrative examples, photographs, figures, and tables may be used to support and explain findings. At a minimum the final document will include the following:

- Executive summary.
- Final documentation, maps, charts, spreadsheets and other data that illustrate the results of the existing market conditions, analysis and public engagement to support the Market Analysis and its findings.
- Forms used for any primary data collection (e.g., interview, survey or focus group templates)
- Consultant Team will participate, in person, at:
  - One public presentation on the importance of the Market Study and a description of the project process. May be combined with public involvement.
  - One public presentation of the Draft Study.
  - Two public presentations of the Final Study – in a public forum and to the Town Council and Mayor.
- Consultant will include as deliverables two copies of any large-scale presentation boards.
- Development of a Summary Document(s) for citizen and promotional use (style of summary document to be proposed by Consultant).



- A color version of the draft Study document consisting of five (5) printed and bound color copies and a digital pdf file.
- A color version of the final Market Analysis document consisting of five (5) printed and bound color copies and a digital pdf file.
- All written materials, graphics and data shall be delivered in digital format consistent with the Town's software.
- A PowerPoint presentation of the final Study, as adopted.
- Two copies of any large-scale presentation boards prepared for public presentation and accepted as final versions by Town staff.

## **VIII. PROPOSAL REQUIREMENTS**

In order to facilitate evaluation of the proposals, the proposer is instructed to be concise and to follow the outline below in responding. Proposals that do not follow the outline, or do not contain the required information, may be considered as invalid proposals. Additional detailed information may be annexed to the proposal.

The RFP should contain the following information:

### **a) Cover Letter**

- Provide name and address of the firm and project contact person with address, phone and email. Summarize your understanding of the project scope and services being required.
- Provide a statement indicating your ability to provide timely services for this project and to meet the requirements of the proposed schedule.
- Indicate your acceptance of the requirements of this RFP.
- The cover letter must be signed by a duly authorized official of the firm. Consortiums, joint ventures, or teams submitting proposals must establish that contractual responsibility rests solely with one company or one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team.

### **b) Project Team.**

- Prepare an organizational chart showing the project team.
- Provide resumes or a listing of information for each person included in your proposed project team. State the educational background of each individual, years of experience, length of employment with your firm, and previous project experience.
- For each person, list specific responsibilities on this project, experience on

economic impact studies of similar size and type, specific qualifications applicable to this project, and any current work assignments which may affect availability for this project.

- Any capacity and/or resources available that would enable you to back up and support the assigned staff.
- Areas of specialization, if any.
- Two case studies involving market analysis and related business development work.
- Experience in municipalities of a similar size and complexity to New Milford is highly desirable.

c) Project Approach

- Provide a description of your project approach including – but not limited to – all items listed above, a work plan and estimated personnel hours, if available. Any changes that your team might recommend to the overall scope of work should be indicated and explained.
- Explain how your approach and methodology will differentiate you from other consultants and why we should choose you as our successful consultant. List the unique features that give you and/or your company a competitive edge in economic development research.
- Project time line
- An itemized budget including staff hours and billing rates and travel costs that addresses each of the tasks and deliverables identified in the proposed approach. The proposal must be a firm offer for a ninety (90) day period.
- Any additional information that would uniquely qualify your team for this project.

d) References

- Include names of three (3) current or former clients (title, phone numbers and email addresses) that have had a scope of work similar to that described in this RFP.

## **IX. EVALUATION AND SELECTION PROCESS**

The RRC will evaluate proposals and make a decision for award based on, but not limited to, the following criteria. It is within the Town's sole discretion to determine the value assigned to each of these criteria.

1. Professional qualifications and experience of the Project Manager and key project personnel as based on the submitted proposal and knowledge of the consultant.

2. Demonstration of commitment and availability of key principals, senior-level staff or associates to be assigned to this Project to ensure depth, accountability, and diversity of perspective.
3. Demonstrated relevant experience and technical competence with comparable projects.
4. Completeness of proposal and evidence of the Consultant's comprehension of the needs of the Town as demonstrated by the description and quality of its proposed approach, data, methods, tasks, deliverables, and costs in its response to this Request for Proposals.
5. Ability to meet project work schedule.
6. Fee proposal and total cost.
7. References feedback record of quality and performance of past services for previous clients receiving similar services to those proposed in this RFP.
8. Creativity and Innovation

Other criteria may be considered and evaluated by the Town if it is determined to be in the best interest of the Town and the success of the Project to do so.

A panel interview of the Consultants will take place prior to selection. Depending on the number of submittals, the Town may select a short list of consultants to be interviewed.

The selection of a Consultant is within the Town's sole discretion and no reasons for rejection or acceptance of a proposal are required to be given. The Town reserves the right to reject any or all proposals or to accept a proposal that does not conform to the terms set forth herein. The Town further reserves the right to waive or modify minor irregularities in the proposals and negotiate with Consultants to serve the Town's best interest.

Upon completion of the review, the Committee will make its recommendations within 30 days. The recommendation may include:

- a) Rejection of all submittals
- b) Selection of one respondent to enter into exclusive negotiations

## **X. QUESTIONS, COMMENTS AND CONTACT**

All questions shall be submitted in written form to the contact information provided below no later than December 1. Responses will be posted no later than December 8, 2018 via the Town website, [www.newmilford.org](http://www.newmilford.org), as part of an addendum to this RFP.

Kathy Castagnetta, AICP, Community Investment Officer  
Town of New Milford, 10 Main Street, New Milford, CT 06776  
Email: [kcastagnetta@newmilford.org](mailto:kcastagnetta@newmilford.org) Telephone: (860) 488-0055

**XI. SCHEDULE AND SUBMITTAL REQUIREMENTS**

Sealed proposals are due at the Town of New Milford Purchasing Office no later than 3 p.m. on Thursday, January 10, 2019. It is the sole responsibility of the supplier to ensure that its proposal is received within the required time period. The Town is not responsible for any errors or irregularities with the delivery method utilized for submittal of the Proposal. Any proposals received after the closing date and time will be returned unopened.

Please note: For consultants who responded to the RFQ proposal issued earlier in 2018, you may request in writing that your initial proposal be considered as the RFP submittal for this posting. In that case you will not have to resubmit the required copies in writing or digital format. You may also choose to submit amendments or addendums to your initial proposal, or to submit a completely new proposal.

Proposals, letters requesting consideration of previous submittal to be accepted as submittal for this RFP, and amendments or addendums must be submitted as follows:

- Nine (9) original hard copies of the completed proposal, letter requesting consideration of previous submittal to be accepted as submittal for this RFP, amendments or addendums
- One (1) electronic copy of the above via USB
- Sealed proposals, amendments or addendums may be mailed or delivered to the Town of New Milford, Purchasing Department, 10 Main Street, Lower Level, New Milford, CT 06776.
- Sealed envelopes should be plainly marked:  
Town of New Milford  
Purchasing Department  
Re: Marketing Analysis  
10 Main Street, New Milford, CT 06776

**Proposed Schedule of RFP Process\***

Release of RFP:	November 15, 2018
Deadline for Questions:	December 1, 2018
Addendum Posting (if needed):	December 8, 2018
Deadline for Receipt of Proposals:	January 10, 2019
Opening of Proposals:	January 10, 2019
Finalist Interviews:	Scheduled for week of January 21, 2019
Contract Awarded by Town:	January 31, 2019
Commencement Date:	February 1, 2019
Tentative project completion date:	May 15, 2019

*\*Dates are for planning purposes. The Town has the right to change the schedule as needed.*

## **XII. ADDENDA, REJECTION, CANCELLATION, NEGOTIATION, PREPARATION COST**

The Town reserves the right to revise any part of this RFP by issuing an addendum at any time prior to the submittal deadline. The Town reserves the right to accept or reject, in whole or part, all proposals submitted and/or to cancel this announcement if any such action is determined to be in the Town's best interest. All materials submitted in response to this RFP become property of the Town. The Town will not be responsible for costs associated with preparing proposals. By submitting a proposal, each consultant agrees to be bound in this respect and waives all claims regarding such costs and fees.

## **XIII. WITHDRAWAL OF PROPOSAL**

Any bidder may withdraw its proposal in person or by letter any time prior to the scheduled closing time for receipt of proposals. Each proposal shall be considered binding and in effect for a period of ninety (90) days after the closing date.

## **XIV. AWARD OF CONTRACT/ACCEPTANCE OF PROPOSAL (TERMS AND CONDITIONS)**

The contents of the RFP and the Bidder's proposal, as submitted and/or modified, shall become contractual obligations to be executed by the authorized contracting agents of both parties. The terms and conditions including a proposed payment schedule will be negotiated between the Town and the selected consultant.

## **XV. INSURANCE REQUIRED**

During the term of the services provided as part of this RFP, the successful bidder must procure and maintain insurances as outlined below.

The consultant shall secure, pay for and maintain such insurance as will protect it from claims under Workers' Compensation Acts, claims for damages because of bodily injury, including but not limited to claims for personal injury, sickness or disease or death of any person as a result of the nature of its work under the terms of the Agreement between the parties, and from all claims for damages because of injury to or of destruction of property, including but not limited to loss of use resulting there from which may arise out of any of the services provided pursuant to the Agreement between the parties.

A. The consultant shall provide a certificate of insurance evidencing the following required minimum coverages:

General Liability per occurrence	\$1,000,000
Personal Injury	\$1,000,000
Aggregate	\$2,000,000
Professional liability	\$1,000,000
Fire Damage (Any One Fire)	\$ 50,000
Medical Expense (Any One Person)	\$ 5,000

An error and omissions protection provision shall be provided.

The insurer shall waive all rights of subrogation on all applicable policies against the Town of New Milford, the New Milford BOE, its officers, employees and volunteers arising from all contracts, agreements and work performed by the Contractor for the Town.

B. Automotive Liability, including owned, hired and non-owned vehicles. Limits of insurance shall be combined single limit bodily injury and property damage: \$1,000,000

C. Statutory Worker's Compensation and Employer's Liability.

Each Accident	\$ 100,000
Disease – each employee	\$ 100,000
Disease policy limit	\$ 500,000

Or in accordance with the requirements of the State, whichever is greater.

D. Umbrella /Excess \$ 2,000,000

E. The Town of New Milford, CT its officers, agents, employees, and volunteers MUST be named as "Additional Insured" with reference to this project on a primary and non-contributory basis on applicable policies.

F. The selected consultant shall indemnify and hold the Town of New Milford harmless from and against all claims to the fullest extent permitted by law.

G. Consultant is an independent contractor. No employment relationship exists.

H. The insurer shall waive all rights of subrogation against the Town, its officers, employees and volunteers arising from work performed by the Consultant for the Town of New Milford.

I. If any insurance required herein is to be issued or renewed on a "claims made" form as opposed to an "occurrence" form, the retroactive date for coverage shall be no later than the commencement date of the Agreement between the parties and shall provide that in the event of cancellation or non-renewal, the discovery period for insurance claims ("Tail Coverage") shall be available for at least sixty (60) months. The insurance requirements of this Agreement are an integral element of the Agreement. Any defect in the insurance required in the Agreement may result in termination of this Agreement, at the sole option of the Town.



# EXHIBIT A The Housatonic Riverfront Corridor



— Existing & Proposed  
River Trail

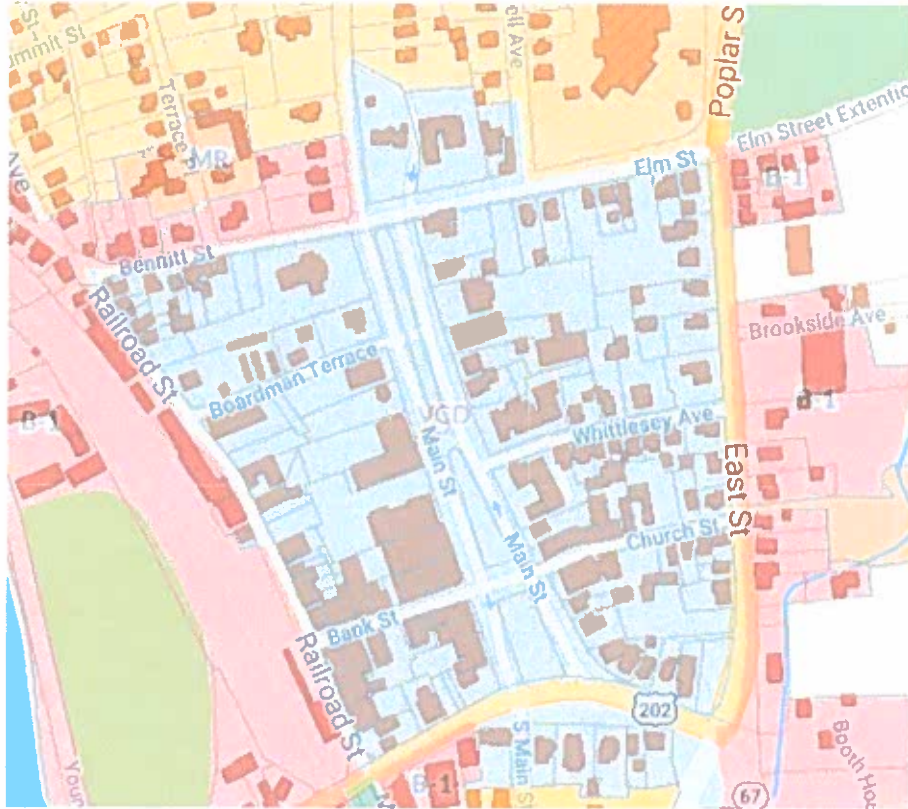
□ Primary Focus Area

MILONE &  
MACBROOM



0 0.1 0.2 0.3 0.4  
Miles

# EXHIBIT B



## Village Center Zone



PURCHASING AUTHORITY  
Town of New Milford, Connecticut  
**INDEMNIFICATION, ACKNOWLEDGEMENT & AGREEMENT**

**BID:** Market Analysis

**BID OPENING:** January 10, 2019

To the fullest extent permitted by law, the contractor shall indemnify and hold harmless the Town of New Milford, and agents and employees of said Town from and against claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the work, provided that such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including loss or use resulting therefrom, but only to the extent caused in whole or in part by acts or omissions of the contractor, a subcontractor, anyone directly or indirectly employed by them or anyone for whose acts they may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder. Such obligation shall not be construed to negate, abridge, or reduce other rights or obligations of indemnity which would otherwise exist as to the Town of New Milford. In claims against any person or entity indemnified under this paragraph by an employee of the contractor, a subcontractor, anyone directly or indirectly employed by them or anyone for whose acts they may be liable, the indemnification obligation under this paragraph shall not be limited by a limitation on amount or type of damages, compensation or benefits payable by or for the contractor or a subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts.

Contractor acknowledge and understands that the Town of New Milford has adopted as its policy, the nondiscrimination agreements and warranties required under Connecticut General Statutes § 4a-60(a)(1) and § 4a-60a(a)(1), as amended in State of Connecticut Public Act 07-245 and sections 9(a)(1) and 10(a)(1) of Public Act 07-142, as those statutes may be amended from time to time. Contractor further agrees to comply with such mandates.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Company

\_\_\_\_\_  
Date