American Rescue Plan (ARPA) Business Impact Opportunity (BIO) Fund 2022
Contract Administration – 2021 Request for Proposals

APPLICATION GUIDELINES

SECTION A. GENERAL INFORMATION

A.1 INTRODUCTION
The Denver Economic Development & Opportunity (DEDO) is seeking proposals from qualified organizations to administer its expanded Business Impact Opportunity Fund (BIO Fund) program that will be funded using $5,000,000 from the City’s ARPA (American Rescue Plan Act) allocation from the U.S. Treasury. The selected organization will administer the program city-wide, serving as the prime contractor and utilizing suitable community partners to deliver business supports and tools in which they specialize. The program will be a rapid but thoughtful response anticipated to launch in Quarter 2 of 2022 with the goal to disburse the majority of funds by September of 2022.

The program will address the following challenges faced by small businesses that have been negatively impacted by the COVID-19 public health crisis and who, as a result, often more severely experience these challenges and systemic barriers. Selected contractor will coordinate with its selected community partners (subcontractors) to evaluate the challenges facing business applicants and process the appropriate assistance to eligible businesses. A number of specific eligibility and priority factors will guide the deployment of resources.

- **Involuntary business displacement.** Business displacement resulting from development where a business is left with no option but to relocate or close.
- **Mitigation of construction impacts.** Business readiness for construction and revenue loss resulting from public construction impacts funded by ARPA and other public funds
- **Operating challenges.** Challenges to a business’s operations attributed to or aggravated by the COVID-19 public health crisis and systemic barriers that prevent a small business from withstanding economic shocks and/or increasing their sales.
- **Community activation and safety.** Safety concerns and space activation activities in eligible commercial corridors with high vacancies or significant service gaps.

Assistance to businesses faced with these challenges will be provided through a combination of grants (no loans) and technical assistance under the ARPA BIO Fund program.

A.2 BACKGROUND
With the easing of COVID-19 pandemic related public health measures, the road to recovery has started. However, Denver’s small businesses still need support, technical assistance, and tools to rebound and withstand future economic shocks. As the economy roars back to life, so too do the unyielding impacts of systemic barriers, socioeconomic changes, and major construction projects in many of Denver’s
neighborhoods, with the potential to disproportionately burden Denver’s small, neighborhood-serving businesses, especially those most impacted by COVID-19 pandemic. Operating with low cash reserves, uncertain lease arrangements, a changing customer base, continued supply chain challenges, and staffing issues, these businesses were nearly crushed by the economic effects of the pandemic. Recognizing this, Denver is moving forward with a plan for “getting our economy moving again with a focus on workers and **businesses**, and with equity at the forefront of all our work.” (From *RISE – Denver*)

Aligned with this vision, Denver Economic Development & Opportunity (DEDO) has led the City in its support of these businesses with its pilot Business Impact Opportunity Fund (BIO Fund – stabilization grants for construction-impacted businesses) and the Small Business Emergency Relief Fund (SBERF – stabilization grants for pandemic-impacted businesses).

DEDO intends to build upon the successful platforms of BIO Fund and SBERF with this specialized recovery and resiliency program. ARPA BIO Fund will operate like an umbrella or “multi-gadget” tool designed to deploy the appropriate tactic that addresses root causes of small business destabilization and to ensure Denver’s small businesses participate equitably in the City’s recovery. (The program name may change from “ARPA BIO Fund” and is used as a placeholder for purposes of this RFP.)

These tactics, tools and resources have been selected based on the feedback and input of Denver businesses and residents through Denver’s Rebuilding for an Inclusive and Sustainable Economy (RISE) initiative and the SBERF post-award survey.

**A.3 USE OF ARPA FUNDS**

The funds for the City to pay for the services described herein have been provided in accordance with the American Rescue Plan Act, Public Law No. 117-2 (March 11, 2021) (“ARPA”). All funding from ARPA (collectively, “ARPA Funds”) may only be used to cover eligible costs incurred by the City during the period that begins on March 3, 2021 and ends on December 31, 2024. Eligible costs include those incurred to respond to the public health emergency with respect to the Coronavirus Disease 2019 (“COVID-19”) or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or to aid impacted industries such as tourism, travel and hospitality.

Additional narrative in the [ARPA interim final rule](https://www.whitehouse.gov/document/2022/05/02/20220502-0007) specifically identifies assistance to small businesses as an eligible use of funds such as the following:

- Address negative economic impacts caused by the public health emergency, including economic harms to workers, households, **small businesses** [emphasis added], impacted industries, and the public sector;
- Supporting small businesses, helping them to address financial challenges caused by the pandemic and to make investments in COVID-19 prevention and mitigation tactics, as well as to provide technical assistance. “To achieve these goals, recipients [the City & County of Denver] may employ this funding to execute a broad array of loan, grant, in-kind assistance, and counseling programs to **enable small businesses to rebound from the downturn** [emphasis added].
• Technical assistance, counseling, or other services to assist with business planning needs.
• [The City & County of Denver] may consider assistance to businesses facing financial insecurity, substantial declines in gross receipts, or other economic harm due to the pandemic, as well as businesses with less capacity to weather financial hardship, such as the smallest businesses, those with less access to credit, or those serving disadvantaged communities.

To summarize the narrative in the ARPA interim final rule, these resources lay the foundation for a strong, equitable economic recovery by addressing systemic economic challenges that may have contributed to more severe impacts of the pandemic among low-income communities and people of color and the businesses owned by these groups.

To provide proposers with a sense of scale and an understanding of the potential business pool of clients they will work with, below are the three minimum threshold criteria to determine if a business may be considered for ARPA BIO Fund financial and/or technical assistance for which only one must be met. Subject to further refinement by the City to be finalized prior to contract execution, preliminary qualifying criteria are aligned with the ARPA Compliance and Reporting Guidance (page 17) and are as follows:

1. Business is located in the pre-qualified areas as identified on the existing Denver Opportunity Index. (Additional data overlays are being added and the final name of the map may change but is provided here for a basic understanding of potential qualifying areas.)
2. Business can demonstrate financial impacts from COVID-19
   a. Experienced a 24% or greater decline in gross revenue comparing pre-COVID revenue with current COVID revenue as supported by financial documentation (e.g., profit and loss reports, sales reports).
   b. Experienced a 17% or greater decline in FTE employees from COVID-19 as supported by payroll documentation (e.g., payroll reports, unemployment insurance tax reports).
3. Business operates in a pre-qualified industry sector that was financially impacted by COVID-19.

Eligibility criteria also will be developed with regard to business size, physical business location within the City & County of Denver, operational prior to March 26, 2020, and other eligibility factors. Within those eligibility factors, a set of program priorities that target Denver’s most vulnerable small businesses will be identified and refined (prior to contract execution) to guide funding decisions and allocation of grants and technical assistance.

A.4 OUTCOMES
Recognizing that many external and internal factors can contribute to outcomes, the following outcomes are aspirational and can be categorized as, 1) business preservation; 2) business revenue stabilization; 3) business capacity and resiliency; and 4) neighborhood business activation. These may evolve and change slightly as the program is further developed but they address generally the program’s desired outcomes.

• Zero net business loss in cases where tactics are deployed to preserve existing businesses (e.g., relocation is necessary or succession planning is offered)
• Zero net job loss where revenue stabilization grants are provided to address operating challenges exacerbated by COVID 19
• Subset of industries or businesses achieving increased revenue/sales
• Subset of industries or businesses implementing strategies to build capacity, demonstrate resiliency and withstand economic shocks (e.g., increased cash reserves)
• In the aggregate, net positive new businesses in formerly blighted, under-served neighborhoods.
• Client satisfaction rating (Goal 90%)

A.5  CONTRACTOR REPORTING
Pursuant to the current ARPA interim final rule, subsequent federal guidance and DEDO requirements, the contractor will be required to report on a number of metrics including, but not limited to, those listed below. These and other data points can be collected from a variety of intake, application, and review processes and follow-up surveys.
• Qualified geographic area
• Revenue and staffing impacts
• Industry sector
• Business attributes (location, ownership, month/year operational)
• Type of support (grant or technical assistance)
• Use of support
• Evaluation of progress toward aspirational outcomes
• Client satisfaction survey

A.6  PERIOD OF PERFORMANCE
The agreement is anticipated to have a contract term effective April 1, 2022, through December 31, 2024, with the majority of funds expected to be disbursed by September 30, 2022.

A.7  TIMELINE

<table>
<thead>
<tr>
<th>Task</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>RFP released</td>
<td>December 1, 2021</td>
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<tr>
<td>Written questions due via email (See A.10)</td>
<td>December 8, 2021</td>
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<tr>
<td>Addenda released</td>
<td>December 22, 2021</td>
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<tr>
<td>Proposals due</td>
<td>January 11, 2022</td>
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<tr>
<td>Proposer Interviews</td>
<td>Early February 2022</td>
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<tr>
<td>Anticipated Notice to Proceed</td>
<td>April 1, 2022</td>
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A.8  ELIGIBLE PROPOSERS
Eligible proposers include governmental, educational, for-profit, or not-for-profit organizations or agencies engaged in a public service. With the exception of governmental and quasi-governmental entities, (e.g., a business improvement district) proposers must be registered with the Colorado Secretary of State to do business within the state of Colorado. Entities that are presently debarred,
suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency are not eligible to respond to this RFP or to receive a contract. Proposal reviews and awards are contingent upon respondent being current with the City on any loan, contractual, or tax obligation as due, or in compliance with any rule, regulation, or provision on existing or past City contracts.

A.9 ELECTRONIC SUBMISSION OF PROPOSALS
Proposals must be submitted through the online Zengine platform available here: https://webportalapp.com/sp/arpa_biofund_rfp_application

- Proposals must be submitted no later than date and time listed above in the Timeline.
- Proposals not submitted through the online Zengine platform will not be considered.
- Individual Proposals will not be read in public or available for public inspection until after an award determination has been made.

A.10 RFP QUESTIONS
All questions regarding the RFP must be submitted via email to: DEDO_BusinessDevelopment_Proposals@denvergov.org by December 8, 2021 2:00 p.m. MDT. Answers to all questions and any significant changes to the RFP will be made available on the City’s Bidding Opportunities page.

The City shall not be bound by and the Proposer shall not request or rely on any oral interpretation or clarification of this RFP. Therefore, any questions regarding this RFP are encouraged and should be submitted in writing by email to by the deadline of December 8, 2021:

Contact: Lisa Rather
E-Mail: DEDO_BusinessDevelopment_Proposals@denvergov.org

A.11 ADDENDA
In the event it becomes necessary to revise, change, modify or cancel this RFP or to provide additional information, addenda will be made available on the City’s Bidding Opportunities page. In the online Zengine platform, proposer will be required to certify that they have acquired all addenda related to this solicitation and they have reviewed and complied with the requirements therein.

A.12 ACCEPTANCE PERIOD
Proposals in response to this RFP shall indicate that they are valid for a period no less than 120 days from the proposal submission deadline listed above in the Timeline.

A.13 TECHNICAL REQUIREMENTS/ SCOPE OF SERVICES
Sections B and C of this RFP contain the Scope of Services and Proposal and Response Requirements. The Proposer’s entries to the online Zengine platform will form the basis of a Contractual Agreement covering the subject matter of this RFP.
A.14 **BUDGET**

Pricing shall be in the format contained in Section C.4 BUDGET of this RFP. Do not include cost or price figures anywhere except in this section of the online Zengine platform.

A.15 **RFP CONDITIONS AND PROVISIONS**

This proposal must be certified by a duly authorized official of the proposing company using the online Zengine platform. The completed and certified proposal (together with all required uploaded documents) must be submitted in the manner described in Section A.9 on or before the time and date in Section A.7.

All participating Proposers, by their certification in the Zengine online application, shall agree to comply with all of the conditions, requirements and instructions of this RFP as stated or implied herein. Any alteration, erasure, or interlineation by the Proposer in the proposal shall constitute cause for rejection by DEDO. Exceptions or deviations to the proposal must not be added to the proposal pages but must be on Proposer’s letterhead and accompany the proposal. Should the City omit anything from this RFP which is necessary to a clear understanding of the work, or should it appear that various instructions are in conflict, then the Proposer shall secure written instructions from DEDO.

Typographical errors in entering quotations on the proposal may result in non-consideration of the proposal.

All Proposers are required to complete all information requested in the proposal. Failure to do so may result in the disqualification of the proposal.

The City reserves the right to postpone or cancel this RFP, or reject all proposals, if in its judgment it deems it to be in the best interest of the City to do so.

The City reserves the right to waive any technical or formal errors or omissions and to reject any and all proposal(s), or to award a contract for the items hereon, either in part or whole, if it deems it to be in the best interests of the City to do so.

The successful Proposer(s) shall be in complete compliance with all specifications, terms and conditions of this RFP as outlined above. The City shall have the right to inspect the facilities and equipment of the successful Proposer(s) to ensure such compliance.

The City shall not be liable for any costs incurred by the Proposer in the preparation of proposals or for any work performed in connection therein.

A.16 **GRATUITIES AND KICKBACKS**

It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee (within six months of termination from City employment), or for any employee or
former employee (within six months of termination from City employment) to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding of application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime Proposer or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order. In the event that any gratuities or kickbacks are offered or tendered to any City and County of Denver employee, the proposal shall be disqualified and shall not be reinstated.

A.17 NON-COLLUSIVE VENDOR CERTIFICATION
By the submission of the proposal, the Proposer certifies that:

- The proposal has been arrived at by the Proposer independently and has been submitted without collusion with any other Proposer.
- The contents of the proposal have not been communicated by the Proposer, nor, to its best knowledge and belief, by any of its employees or agents, to any person not an employee or agent of the Proposer or its surety on any bond furnished herewith and will not be communicated to any such person prior to the official opening of the proposal.
- No Proposer shall submit more than one proposal for the same services solicited through this RFP. It shall be the responsibility of each Proposer to obtain the prior written permission of DEDO before proposal opening in every situation in which the Proposer, due to corporate association or other affiliation, may be found to be impermissibly associated with another Proposer. Failure to observe this requirement could result in all such affiliated proposals being rejected.

A.18 EVALUATION
All proposals will be reviewed by an Evaluation Team comprised of DEDO staff and, if needed, additional evaluators with subject matter expertise. All data and information from the Proposer must be submitted as described in section A.9 (ELECTRONIC SUBMISSION OF PROPOSALS) above. No additional information, documents or inquiries pertaining to the proposal submittal, including email and phone calls, will be considered during the selection process.

The Evaluation Team will determine which of the proposals will provide the best value to the City, based on the responses to Section C, using the following criteria:

- Organization Overview (Section C.2)
- General Program Requirements (Section C.2)
- Proposed community partners (Section C.3)
- Proposed Budget (Section C.4)
The City may request oral presentations as part of the evaluation process. Additionally, the City reserves the right to conduct negotiations with one or more Proposers.

A.19 DECISIONS
Based upon the information provided by the Proposers, the Evaluation Team will evaluate proposals. The evaluations will be ranked according to scores and proposed services and budget, and recommendations forwarded to DEDO and DEDO Senior Management for review and approval.

Successful Proposers will be invited to enter into contract negotiations and development of a final scope of services. Any award(s) as a result of these proposals shall be contingent upon the execution of an appropriate contract. Proposal reviews and awards are contingent upon Proposers being current to the City on any loan, contractual, or tax obligation as due, or with any rule, regulation, or provision on existing or past City contracts.

A.20 DISCLOSURE OF CONTENTS OF PROPOSALS
All proposals become a matter of public record and shall be regarded as Public Records, with the exception of those specific elements in each proposal which are designated by the Proposer as Business or Trade Secrets and plainly marked “Trade Secrets”, “Confidential”, “Proprietary”, or “Trade Secret”. Items so marked shall not be disclosed unless disclosure is otherwise required the Colorado Open Records Act. If such items are requested under the Colorado Open Records Act, the City will use reasonable efforts to notify the Proposer, and it will be the responsibility of the Proposer to seek a court order protecting the records, and to defend, indemnify, and hold harmless the City from any claim or action related to the City’s non-disclosure of such information.

SECTION B: SCOPE OF SERVICES

B.1 CONTRACTOR RESPONSIBILITIES
Selected contractor will determine eligibility of applicant business for grant and/or technical assistance, coordinate with its selected community partners (subcontractors) to evaluate the challenges facing business applicants, and process and deliver the appropriate assistance to eligible businesses. As stated in A.19, the following scope of services will be finalized through contract negotiation.

1. Using DEDO’s established intake and application platforms from the existing BIO Fund program, solicit participation from impacted Denver businesses where they can be screened for minimum threshold eligibility criteria and apply for appropriate assistance (e.g., grant technical business support) based on the challenges they are facing. Provide assistance with the application process to applicants.
2. Screen for business minimum threshold eligibility criteria and process applications pursuant to the ARPA BIO Fund Working Guide, the reference document that will be relied upon for details regarding eligibility criteria, program priorities, grant amounts and other program procedures.
3. Refer qualified business applicants to the appropriate community partner to provide technical assistance, implement tactics, and deploy resources (grants) as referenced in C.2 to assist the impacted business:
   a. Perform an evaluation using the scoring tool to identify how the business meets program priorities.
   b. Conduct a financial analysis of business revenue to determine revenue impacts where applicable if other threshold criteria are not met or where financial analysis is necessary to determine revenue loss.
   c. Present the results of the evaluation and, where applicable, the financial analysis, and recommend grant amount and/or appropriate tactics and resources to the BIO Fund Committee.
   d. Disburse grant or technical assistance resources to the awarded business.
4. Develop an outreach plan to target impacted businesses and solicit participation with outreach prioritized to areas where businesses are most vulnerable as identified by the Opportunity Index map.
5. Serve as primary point of contact with business owners to understand the potential impacts experienced and work with them to identify appropriate resources.
6. Convene the ARPA BIO Fund Committee (comprised of Contractor, DEDO Business Development, DEDO NEST team members and other community partners) on a monthly basis or as needed to review business applications and recommended grant amounts or other technical assistance based on the financial analysis of revenue impacts (where applicable) as determined by Contractor. The Committee also will review the Business Contact Tracker and other metrics data collected by the Contractor.
8. Coordinate deliverables that may include business impact assessment, business planning support, marketing plan support, digital customer contact support, introductions to banking and capital suppliers, assistance in locating credible and culturally relevant back office service providers (accounting, legal, human resources, etc.).
9. Coordinate with partner agencies and DEDO to refer ineligible businesses to other City and industry resources and wrap-around services.
10. Track the outputs listed in section A.5 CONTRACTOR REPORTING and report monthly to DEDO.
11. Prepare and issue IRS Form 1099 to each grant recipient where the total grant amount per grant recipient meets IRS requirements.
12. Periodically review eligibility criteria for businesses and program procedures and recommend suitable modifications to in response to changing program needs. These recommendations may be adopted by the ARPA BIO Fund Committee upon consensus.

B.2 CONTRACTOR DELIVERABLES
1. Collaboratively with DEDO, update the existing BIO Fund Working Guide to incorporate ARPA requirements and include a business profile that exemplifies the suitable business candidate for this program (as distinguished from other DEDO business support programs) and details the minimum threshold eligibility requirements, and other eligibility criteria (e.g., annual gross revenue, period business became operational), program priorities, and standard operating procedures.
2. **Outreach plan** to identify and prioritize businesses and/or geographic areas of the city to inform businesses of services and supports available under the program.

3. **Intake/application process** to screen businesses for minimum program eligibility and collect business data to ascertain needed resources.

4. **Formal and transparent process** to identify the appropriate tactic to deploy and the community partner best suited to deliver that tactic as determined by the following:
   a. Location of business
   b. Prioritization
   c. Identified need to be addressed
   d. Proposed assistance to business (financial and/or technical)
   e. Anticipated outcome(s)

5. **Documented procedure by which services and/or grants will be delivered either directly to business or participating community partner(s) to deliver to businesses** to include the following:
   a. Technical review to ensure business meets technical requirements to participate in the program (e.g., registered with the Secretary of State)
   b. Ranking/scoring in cases where funds are limited and must be disbursed on a competitive basis.
   c. Financial analysis and due diligence where applicable for businesses not meeting ARPA criteria one or three, or where financial analysis is necessary to determine revenue loss as described in Section A.3.

6. **Process to verify how grant funds were used.**

7. **Process to measure and track the aspirational outcomes.**

8. **Executed agreements with subcontractors/community partners** delineating responsibilities of prime and subcontractors. In cases where the community partner may be a one-time vendor (e.g., relocation services), a written process for procurement and oversight.

9. **Monthly Report**

10. **Outreach Tracker**

**B.3 CITY RESPONSIBILITIES**

1. Provide the interactive map of Denver Public Safety’s [Opportunity Index](#).

2. Estimate the number of businesses potentially eligible and the anticipated “cost” per business with flexibility and discretion built into the process.

3. As the direct recipient of ARPA funds and as required under the [State and Local Fiscal Recovery Funds Compliance and Reporting Guidance](#) maintain records of assessment and report on financial, performance and compliance reporting.

4. Provide intake and application platforms for program and draft working guide

5. Serve on BIO Fund Committee

6. Approve proposed awardees and recommended technical assistance, tactics, and grant amounts
SECTION C. PROPOSAL AND RESPONSE REQUIREMENTS

C.1 SUBMISSION OF PROPOSALS
Responses to the following questions must be included with the proposal. Proposals that are not submitted as instructed in A.9 will not be accepted.

C.2 RESPONSE REQUIREMENTS

Organization Overview. Proposal must include responses to the following questions regarding the proposing organization. The online Zengine platform provides these sections below to which you can respond.

1. Organization History Provide a brief description and history of your organization, including its mission.

2. Organization Experience Describe the organization’s experience in delivering or coordinating delivery of the following small business services and supports. Organize and present your narrative by the different challenges below (e.g., Business Displacement, Construction Mitigation, Operating Challenges, Community Activation & Safety) and address each tactic indicating “no experience” where your organization has none. Identify partners (where applicable), resources provided (both financial and consultative), the timeframe (month/year) and outcomes achieved.

<table>
<thead>
<tr>
<th>Business Displacement</th>
<th>Construction Mitigation</th>
<th>Operating Challenges</th>
<th>Community Activation &amp; Safety</th>
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<tbody>
<tr>
<td>Grants for relocation services and related support where relocation or closure are the only options</td>
<td>Revenue stabilizing grants</td>
<td>Stabilizing grants that mitigate specific challenges</td>
<td>Security measures and equipment grants</td>
</tr>
<tr>
<td>Lease negotiation services</td>
<td>Surviving the Construction Zone TA</td>
<td>Business capacity building among small cohorts to address systemic challenges and improve resiliency</td>
<td>Grants for businesses that establish/renew lease in areas with high vacancies, or significant service gaps</td>
</tr>
<tr>
<td>Succession planning</td>
<td>Marketing, staffing &amp; inventory management support</td>
<td>Online promotion and digital presence TA</td>
<td>Pop-up space activation</td>
</tr>
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</table>

3. Challenges exacerbated by the pandemic As the use of these funds is intended to respond to the negative economic impacts of the public health emergency and must be designed to address an economic harm resulting from or exacerbated by the public health emergency, provide further description if your organization has delivered or coordinated delivery of services in the table below in these areas. Organize your response similar to how you did in Question #2.
4. **Additional challenges and/or tactics** Describe additional challenges and/or tactics you would propose that are not identified above and explain what value they would bring to this program. Describe how your organization might execute this and other tactics to strengthen small businesses.

5. **References** Provide three references who can describe your organization’s past performance in the program disciplines listed above and services comparable to the scope of services of this RFP. References should be current or former (within last three years) entities.
   - Company/Government Name
   - Point of Contact Name
   - Point of Contact Email Address
   - Point of Contact Telephone Number
   - Project Name
   - Project Year
   - Dollar value of Contract
   - Brief description of the project.

6. **Special Qualifications** Describe any special qualifications, expertise and culturally relevant approaches that may distinguish your organization’s programs and services from other agencies.

7. **Local Partner Network** Describe your familiarity with local community providers who offer business support services and technical assistance to Denver businesses and how you have partnered or intend to partner with them.

8. **Trust & Credibility** Describe how your organization and its projects have garnered local trust and credibility in similarly scoped projects.

9. **Staffing Plan** - Detail your organization’s staffing plan for the proposed services including the following details:
   - Number of staff proposed for this RFP, status (full-time/part-time), location, and job function (e.g. fiscal, administrative support, marketing).
   - Job descriptions, including job titles, job duties.
   - Resume(s) of key staff designated to oversee the delivery of the scope elements.
   - If your organization will need to hire staff as a result of being awarded a contract, outline your plan and timeline to hire qualified staff to deliver these services.
e. Describe your diversity and inclusion plan to ensure staff reflects the composition of the target population and/or broader community. Be sure to identify team members that can conduct outreach and provide assistance in a culturally relevant manner and in languages other than English.

**General Program Requirements.** Proposals must include brief responses to the following questions regarding the cross-cutting requirements of all service areas.

1. **Technology** Provide an overview of the organization’s technical capacity, and the methods in which the organization proposes to meet the requirements of this RFP which include but are not be limited to the following: consensus-building, consultation, visioning, outreach, research, and report writing.
2. **Data & Reporting** Describe your existing data and reporting system process for similarly scoped projects, to include:
   a. Reports
   b. Databases
   c. Data graphics
   d. Use of secure FTP (file transfer protocol) sites to protect Personally Identifiable Information (PII)
   e. Use of interactive databases such as PowerBI
3. **Performance Measures** Describe your organization’s success in meeting performance measures and deliverables. Answer the following:
   a. What were the measures/deliverables?
   b. How were they tracked?
   c. What were the challenges encountered and how did you overcome them?
4. **Additional Performance Measures** What, if any, are additional or alternative outcomes, deliverables or performance measures for the scope of services that you would like to propose?
5. **Fiscal Accountability**
   a. Describe your organization’s key internal control activities and attach your agency’s internal control policy.
   b. Cost Allocation: Describe your organization’s financial and administrative experience in managing and accounting for multiple federal, state, and local funding sources in accordance with applicable laws and regulations. If your organization receives funds from more than one funded program and has staff that works on more than one funded program, describe how your organization allocates staff time among the various programs.
   c. Budget Controls
      i. Describe how the organization internally monitors actual expenditures against budget.
      ii. Describe your organization’s capacity to track expenses either within the organization’s accounting system or within a subsidiary system.
      iii. Describe how the organization will administer and track expenses.
d. Describe the process your organization will use to ensure timely capture and reporting of fiscal information to the administrative entity.

e. Approximately how long does your entity take to provide a completed invoice package with all the required backup?

f. Is this organization in receivership or bankruptcy, or are any such proceedings pending?

g. Are there current liens against the agency?

h. Expressed as a percentage, how much of your organization’s budget is City and County of Denver funded? DEDO funded?

Section C.3 PROPOSED COMMUNITY PARTNERS

ARPA BIO Fund seeks to do more than provide cash grants to stabilize vulnerable businesses. It seeks to ensure vulnerable businesses are equipped with the resources to withstand future economic shocks and grow their business. As outlined in the Outcomes (Section A.4), Proposer should demonstrate in its proposal (Section C.2 and this Section, C.3) the ability to ascertain the appropriate tactic, resource and/or financial assistance and identify what resources it would provide (if any, or if it would coordinate resources only) and what resources would be provided by its community partners.

DEDO reserves the right to replace proposed community partners (subcontractors) with those identified to be more suitable for the program outcomes based on consideration of past performance and fiscal accountability.

Using the form provided in the online Zengine platform (also outlined below), have each of your proposed community partners complete the Partner Information Section and identify their target client(s), their programs and services offered and the partnerships they use to deliver and/or leverage their programs and services.

Organization name:  
Website:  
Number of years in existence:  
Brief description of organization’s services:  
Contact name:  
Contact email:  
Contact phone:  
Physical address of building out of which services are offered:  
Geographic region (e.g., neighborhoods) served:
### Clients

**Indicate the clients to whom the Community Partner currently offers services/programs or will offer expanded services/programs:**

<table>
<thead>
<tr>
<th>Clients</th>
<th>Offer</th>
<th>Expand</th>
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<tbody>
<tr>
<td>COVID-19 affected businesses</td>
<td></td>
<td></td>
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<tr>
<td>Veterans and Military Entrepreneurs (including spouses)</td>
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<tr>
<td>Minority Entrepreneurs</td>
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<tr>
<td>Women Entrepreneurs</td>
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<tr>
<td>Socially and Economically Disadvantaged Small Businesses</td>
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<tr>
<td>LGBTQ Entrepreneurs</td>
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<tr>
<td>Micro Businesses</td>
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<tr>
<td>Entrepreneurs with Disabilities</td>
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</tbody>
</table>

### Services/Programs

**Indicate the services/programs to be provided by the Community Partner and provide examples of how they have been or will be implemented by the partner organization.**

<table>
<thead>
<tr>
<th>Service/Activity</th>
<th>Y/N</th>
<th>Examples of implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity building:</strong> Access to capital, public/private contracting opportunities, succession planning, employee ownership options, scaling and increasing sales/revenue</td>
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<tr>
<td><strong>Back-Office supports:</strong> Human resources, inventory &amp; supply chain management, marketing, budgeting, and accounting particularly as these functions have been affected by COVID 19 challenges.</td>
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<tr>
<td><strong>Lease negotiations</strong></td>
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<tr>
<td><strong>Digital and e-commerce</strong> technical assistance to narrow the digital divide among small business owners</td>
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</tbody>
</table>
Managing business disruptions resulting from construction impacts or other external factors.

Referrals to linguistically and culturally knowledgeable experts such as CPAs, lenders, attorneys, real estate brokers, or other professionals for business owners in underserved communities.

Assessments of business setting to create a safe and secure environment that encourages activity, vitality, and viability, enabling a greater level of security.

Relocation services to include identifying suitable commercial properties and preparing estimates of costs to relocate.

Other:

### Partnerships

Identify any organizations the Community Partner works with to leverage their services/programs.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Y/N</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SBA District Offices and other Federal, state, local and tribal governments, economic business development programs and activities</td>
<td></td>
<td></td>
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<tr>
<td>SBA Resource Partners, such as Small Business Development Centers (SBDCs) Women’s Business Centers (WBCs), SCORE and Veterans Business Outreach Centers (VBOCs)</td>
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<tr>
<td>U.S. Export Assistance Centers (USEACs)</td>
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<tr>
<td>Certified Development Companies (CDCs)</td>
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<tr>
<td>SBA lenders</td>
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<td></td>
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<tr>
<td>Community Development Financial Institutions (CDFIs)</td>
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</tr>
</tbody>
</table>
Universities, colleges, and other institutions of higher education

Private organizations, such as chambers of commerce and trade and industry groups and associations

Other/Notes:

Describe the Community Partner’s past collaboration efforts with DEDO if any.

Staffing

Describe your organization’s overall current structure and staffing.

Identify the current key personnel who will be responsible for delivering the services/programs and describe their role.

Name, Title:  
Role:

Name, Title:  
Role:

For the individuals identified above, describe their qualifications, experience, and expertise in serving underserved business communities.

Required Documents

Upload a Letter of Commitment signed by an authorized representative of the Community Partner organization to include a commitment to undertake the project; the scope of work; the duties, roles, responsibilities, and budget allocation.

Section C.4  BUDGET

The maximum budget is $5,000,000 to be spent on administrative and program expenditures. The program’s intent is to maximize the budget percentage delivered as grants and technical assistance to the program’s beneficiaries, qualified small businesses. Budget proposals maximizing this percentage and leveraging external resources (monetary or nonmonetary) will be evaluated more favorably. The proposer will use the provided template at this link, known as the Cost Allocation Plan (or CAP) to identify this percentage and any leveraged resources. The DEDO “Financial Guidelines for RFP” are provided at this link for informational purposes.
DEDO reserves the right to negotiate the final budget allocations. All cost information shall be limited solely to this section of your proposal. This section should address all services set forth in your response as well as any other items pertinent to your proposal budget.

**Administrative**

Up to ten percent (10%) may be proposed as compensation to the contractor and its subcontractors to cover the costs of administering the program elements outlined in SECTION B SCOPE OF SERVICES for the following purpose(s):

- Administration of program elements outlined in SECTION B SCOPE OF SERVICES
- Costs related to the disbursement of cash grants (e.g., collecting W9s and bank account information, issuing 1099s)
- Compensation required of selected contractor’s subcontractors. Compensation owed to subcontractors to administer the program elements of the Scope of Services may not be expensed to program funds.

**Program**

The balance of the budget (the total less the proposed costs of administering the program elements of the Scope of Services) would be used for the following purpose(s):

- Direct cash grants to businesses
- Direct technical assistance to businesses such as (but not limited to) back-office support and counseling, capacity building, digital support, relocation services. An established portion of the Program budget will be negotiated with the selected proposer to provide, either internally or through its community partners, the technical assistance portion of the contract. It is anticipated that up to 12% of the program funds may be budgeted towards technical assistance.

Compensation owed to subcontractors to administer the program elements of the Scope of Services may not be expensed to program funds.

At this time the project does not have additional financial resources beyond those identified here and cannot go over budget.

Project pricing must reflect adequate resources and staff to complete the work.

**SECTION D: ADDITIONAL REQUIRED INFORMATION**

All submitted proposals must include the uploaded items enumerated in D.1, D.2, D.4, D.5, D.6, D.8, D.9 and D.10 listed below. Proposals missing these entries, certifications and/or uploaded documentation will not be accepted.

**D.1 IRS FORM W-9**

Upload to the online Zengine platform the Proposer’s current IRS Form W-9 available from
D.2  CERTIFICATE OF GOOD STANDING FROM SECRETARY OF STATE
Upload to the online Zengine platform the Proposer’s Certificate of Good Standing with the Colorado Secretary of State’s office to your proposal. If proposer is a governmental or quasi-governmental entity, disregard this requirement. This can be obtained from the Secretary of State’s website: https://www.sos.state.co.us/biz/BusinessEntityCriteriaExt.do?resetTransTyp=Y

A.3  DIVERSITY AND INCLUSIVENESS IN CITY SOLICITATIONS INFORMATION REQUEST FORM
Denver Executive Order No. 101 establishes strategies between the City and private industry to use diversity and inclusiveness to promote economic development in the City and County of Denver and to encourage more businesses to compete for City contracts and procurements. The Executive Order requires, among other things, the collection of certain information regarding the practices of the City’s contractors and consultants toward diversity and inclusiveness and encourages/requires City agencies to include diversity and inclusiveness policies in selection criteria where legally permitted in solicitations for City services or goods.

The Zengine platform provides a link to the City’s “Diversity and Inclusiveness in City Solicitations Information Request Form” which the proposer can complete online and submit. Completed information will be verified by DEDO staff. This online form must be completed prior to the due date and time of the proposal. NOTE: Select N/A for “Solicitation Number.” THE PORTAL FOR THE DIVERSITY AND INCLUSIVENESS SUBMITTAL IS DIFFERENT THAN THE PORTAL TO RESPOND TO THIS RFP.

D.4  CERTIFICATES OF INSURANCE
Upload to the online Zengine platform Certificates of Insurance evidencing the following coverage required of all City Contractors.

- Commercial General Liability: $1,000,000 per occurrence, $1,000,000 for each personal and advertising injury claim, $2,000,000 products and completed operations aggregate, $2,000,000 policy aggregate
- Business Auto Liability: $1,000,000 combined single limit
- Workers Compensation: $100,000 per occurrence for each bodily injury claim, $100,000 per occurrence for each bodily injury caused by disease claim, and $500,000 aggregate for all bodily injuries caused by disease claims.
- A sample certificate of insurance for the minimum coverage can be found at this link and provides a general guide to what is required by and acceptable to the City.
D. Other

A.5 Lobbing Certification
Proposer must certify to the lobbying certification section of the online Zengine platform certifying that no funds have been paid by or on behalf of the applicant organization to influence funding decisions regarding this RFP.

A.6 Drug-Free Workplace Certification
Proposer must certify to the drug-free workplace certification section of the online Zengine platform certifying that the proposer organization will provide a drug-free workplace in compliance with the Drug-Free Workplace Act.

D.7 DUNS Number and SAM Registration
Proposer must enter the expiration date from its registration with the System for Award Management Database (www.sam.gov) in the online Zengine platform. All contractors receiving Federal funds must be registered in the SAM Database. This requires a Data Universal Numbering System (DUNS) Number. Dun & Bradstreet issues unique nine-digit DUNS Numbers without charge for all businesses required to register with the US Federal government for contracts or grants. Please see https://www.dnb.com/duns-number/get-a-duns.html for more information.

D.8 Audited Financial Statements
Proposer must submit financial statements for the two most recent fiscal years; audited financial statements are preferred. If financial statements are not available, the proposer’s most recent federal tax returns must be submitted and will be kept confidential.

D.9 Organization Budget
Proposer must upload its current the fiscal year budget for the applicant organization.

D.10 Sample Contract & Contract Certification Form
Proposer must complete and submit the Contract Certification Form regarding the Proposer’s intent to comply with the Sample Contract. If there are any provisions in the Sample Contract that are unacceptable to the Proposer, the Proposer must list any and all specific modifications to such provisions on the Certification Form which the Proposer may request to be negotiated with the City if the Proposer is selected to provide services under this Request. Any changes or modifications which are not identified by the Proposer in its Proposal will not be reviewed by the City before a final agreement is executed. The City shall assume that the Sample Contract has been thoroughly reviewed and discussed with legal counsel prior to preparation of any list of proposed modifications. All Proposers are strongly advised to seek legal counsel prior to preparing such list. The City reserves the right to accept or reject in its sole discretion any proposed modifications to the Sample Contract.

The successful Proposer(s) will be required to execute a contract with the City. The City reserves the right to modify any term or condition of the Sample Contract, and to add, delete or modify terms and conditions as deemed necessary, prior to execution of a final agreement. Proposers will be presumed to have submitted their Proposals based upon all the information set forth in the contract and in a manner fully cognizant of the requirements of the contract. The City reserves the right to contemporaneously negotiate the final terms of the proposed contract with one or more of the highest rated responsive
Proposers. If the City is unable to reach an agreement as to final contract terms with any selected Proposer, the City expressly reserves the right to terminate negotiations and enter into contract negotiations with one or more of the other ranked Finalists. As the best interests of the City may appear in the City’s sole judgement, the City reserves the right to reject any or all Proposals at any time during this selection process or terminate, cancel, or modify this selection process. The sample contract is available at this link.

Funds disbursed under contract to the selected Proposer must be used in compliance with the Terms and Conditions outlined in the U.S. Department of the Treasury Coronavirus Local Fiscal Recovery Fund. These Terms and Conditions enumerate mandatory cross-cutting Federal regulations that will govern the administration of the program for which this RFP is being conducted. The Terms and Conditions can be found as an exhibit in the Sample Contract.