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## **PROGRAM OBJECTIVES**

Healthy neighborhood business districts play a crucial role in the vibrancy of Minneapolis and are critical to the overall health of the local economy. Neighborhood businesses are at the core of urban living and contribute immensely to the city's quality of life. However, many business districts in Minneapolis face competitive challenges due to macroeconomic trends in retailing: real and perceived concerns over parking availability and public safety, lack of information about local purchasing power and desired products and services, and insufficient coordination of the mix of businesses, to name a few. Each business district is unique with its own set of opportunities and challenges and requires a customized approach. When districts use multiple tools and tap a variety of resources, revitalization efforts can be successful. Through this RFP, the City's Great Streets Program awards grants for a wide range of activities with the overarching goal of strengthening neighborhood business districts and building sustainable mechanisms for ongoing vitality and investment.

The Community Planning and Economic Development Department (CPED) is interested in proposals that focus on creative ways that organizations can work together to leverage resources and develop self-sustaining ways to provide on-going, day-to-day services.

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## **ELIGIBLE APPLICANTS**

Eligible organizations include community development corporations, business associations, neighborhood organizations, and other entities that have the demonstrated capacity to perform business development work or manage a subcontract with an entity that does. Organizations lacking this experience and capacity are encouraged to submit a partnership proposal with an organization that does have this capacity.

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## **ELIGIBLE AREAS**

Great Streets-eligible commercial districts, as defined in the City's comprehensive plan (commercial corridors, commercial nodes, activity centers, and LRT station areas), must be the focus of all proposed activities (see Exhibit C). Proposals may be for an entire commercial district, multiple districts, or targeted segments of a district. Businesses outside the designated areas may benefit from the work and participate in activities that are focused on the eligible areas. The program does not support assistance to an individual property or business or a single development project.

The Great Streets program prioritizes City investment in areas with demonstrated need based on several measures of economic health, need, and opportunity. Priority is given to applications for assistance in intervene and support areas (see Evaluation Criteria, pg 5).

- Intervene Areas experiencing social and economic problems with limited private sector interest in development and investment
- Support Areas with some private sector interest in development and business investment, though with market, infrastructure or assembly barriers
- Monitor Areas experiencing very few social or economic problems and with strong market development and business investment activity

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## **ELIGIBLE ACTIVITIES**

The BDS program is flexible and supports a variety of business district revitalization strategies. Eligible activities are those that will strengthen Great Streets neighborhood commercial districts and address the City's economic development objectives to create jobs, grow the tax base, and support business vitality.

Examples of eligible activities include, but are not limited to:

- business recruitment efforts, including market studies, trade area analyses, and shopper surveys to inform recruitment<sup>1</sup>
- district-wide marketing and branding campaigns
- educational workshops on specific topics of interest to businesses (e.g. using social media for marketing)
- networking opportunities for businesses
- merchandizing assistance programs to area businesses
- member drives
- newsletters

If you have a question about whether or not what you would like to propose is eligible, contact Rebecca Parrell, [rebecca.parrell@minneapolismn.gov](mailto:rebecca.parrell@minneapolismn.gov).

#### **INELIGIBLE ACTIVITIES**

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- Capital expenditures for streetscape elements, such as banners, garbage receptacles, benches, or artwork are not eligible costs.
- General operations expenses are not eligible for the program. However, staff time to directly provide a service to a business district is an eligible use, and up to 15% of the contract amount can be used for contract or program administration.
- Events, such as music festivals and art crawls, are not an eligible activity. We recognize that events may be an important component to business development strategies in some districts. Events can generally be funded through alternate means, including sponsorships and ticket sales.
- Proposals for the same activities as prior years in the BDS program will not be rated strongly. It is not the intention of the BDS program to fund an annual line item in an organization's budget, but rather to fund activities that respond to the changing needs, economic conditions, and character of each business district.
- Financing commercial real estate development projects, physical improvements to a single property, or loans to businesses are not eligible activities, as the City offers such assistance through other programs, see <http://www.minneapolismn.gov/cped/ba/businesssupport>.
- Technical assistance to businesses on subjects such as business planning, financial analysis, and legal and tax assistance is ineligible for this RFP because the City supports technical assistance to businesses through the Technical Assistance Program (TAP), a new program in 2012. The City will issue the next RFP for TAP in April 2013.

#### **CONTRACTS**

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The contracts awarded through this RFP are performance-based contracts. During the contracting period, organizations work with their assigned City contract manager to develop a Scope of Services based on the contents of their organization's proposal (see example, Exhibit D). The Scope of Services will be incorporated into a contract with the City. By signing the contract, the organization is committing to the objectives, outcomes, and deliverables defined in the Scope of Services. Contract payments are made by the City based on invoices and documented deliverables submitted by the organizations.

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<sup>1</sup> Before submitting a proposal for market research, see the [market data reports](#) prepared by City staff. These reports and additional market data are available and customizable to Minneapolis organizations. The City will not support contracts that duplicate this type of data. Please contact Rebecca Parrell (612-673-5018) to discuss potential market analysis proposals.

If your proposal is awarded a contract, the contents of your proposal, and any clarification to the contents, may become part of your organization's contractual obligation for the funds and be incorporated by reference into the contract with the City. Only include activities in your proposal that your organization is committed to doing through a contract with the City.

Organizations awarded contracts may elect to receive an advance of up to 10% of the total contract amount. The advance will be tied to specific contract deliverables and the organization will be required to demonstrate successful completion of the deliverable(s) tied to the advance. Applicants should be able to complete the activities within one year of executing a contract with the City. Contracts typically run from June to June. Individual contracts will not exceed \$50,000. There is no minimum contract amount.

### **PROPOSAL SUBMISSION AND DEADLINE**

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Applicants must submit one (1) unbound copy, five (5) bound or stapled copies, and one (1) electronic copy of the proposal as follows:

- Proposals must be on standard 8½" x 11" paper
- All supporting documentation must be on paper no larger than 11" x 17"
- Proposals and supporting documentation must be submitted in a sealed envelope labeled "Great Streets Business District Support Proposal" (*faxed proposals will not be accepted*)
- The electronic version should be on a CD or jump drive, not emailed

Proposals must be delivered to the City on or before:

- Thursday, February 28, 2013
- 4:00 p.m.
- Contract Services  
Community Planning and Economic Development  
Attn: Rebecca Parrell  
105 Fifth Avenue South, Suite 200  
Minneapolis, MN 55401

Proposals will not be accepted after the deadline. It is neither the City's responsibility nor practice to acknowledge receipt of any proposal or to return any proposals or proposal elements. It is the responder's responsibility to assure they submit their proposal on time. Make sure your proposal is complete.

### **PROPOSAL CONTENTS**

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Proposals must include the following four (4) components. **Proposals that do not include everything listed here will be considered incomplete. An incomplete proposal is grounds for rejection of the entire proposal.**

1. Cover page, including the following information:
  - Applicant's name, mailing address, and federal ID number
  - Contact person's name, title, phone number, and e-mail address
  - The Great Streets eligible area(s) the proposal covers and the corresponding categorization: intervene, support, or monitor (see Exhibit C)
  - Signature of an individual authorized to sign on behalf of the proposing organization. If a partnership or team is proposing, an authorized signature is required from each entity.
2. Executed *Consent for Release of Response Data* in the form provided (Exhibit A)

3. [A Uniform Project Budget](#) in the form provided in Exhibit B. **You must use the form in Exhibit B.**
  - The budget must include the total cost of each activity or service, portioned in two ways by source of funds and use of funds. General operations expenses are not eligible for the program. Up to 15% of the contract amount can be allocated for contract administration. *Leveraged funds are those that are committed to the specific activity that is the subject of this proposal. Serving non-Great Streets eligible areas is not additional leverage. If a portion of Special Service District funds are to be spent on the specified activity, they may be included as leverage.*
4. Written answers to the following questions. Title your answers and stay within the word count limit.
  - ACTIVITY DESCRIPTION** (500 words maximum)
    - Describe the business development strategies/activities you propose.
  - IMPACT and VISIBILITY/PUBLIC BENEFITS** (750 words maximum)
    - What is the need for these strategies/activities in your service area?
    - What are the public benefits of your proposed activities? How will the activity directly strengthen the economic vitality of the business district?
    - What specific outcomes do you expect to achieve? How will these outcomes be measured? *Your Scope of Services (Exhibit D) will be based on the narrative provided. Examples of measurable outcomes include: number of vacant storefronts tenanted, marketing campaign planned or launched, market study completed and how it will be used going forward, a business networking series completed and number of attendees, et cetera.*
    - What deliverables will you be able to provide to the City as evidence the work was completed as agreed to in the contract?
    - Describe how the proposed activities and outcomes are part of a more comprehensive economic revitalization effort. If your organization has received a City of Minneapolis business district grant in the past, describe how the activities proposed this year differ and/or build on the previous work.
    - Are the public benefits commensurate with the public investment requested?
  - CAPACITY** (750 words maximum)
    - Describe your organization's experience completing projects and achieving outcomes that are similar to what you are proposing in this application (include specific project examples). Who will be performing the activities you propose (staff, consultants, other)? What is their experience in conducting similar types of work? If a consultant will perform work, has a specific consultant been identified and does your organization have the capacity to execute and manage the consultant's subcontract?
    - What is the membership composition of your board of directors or relevant committees? Is a representative cross-section of the business community represented?
  - BEST PRACTICES** (500 words maximum)
    - Can this project be replicated in other areas? Are there "best practices" or "lessons learned" that will be transferrable to other Minneapolis business districts? If yes, speak to how the deliverables can be shared with others or used by others.
    - How does your organization partner with other community organizations providing services in the proposed area? Describe how the proposed activities are driven by community voice and coordinated with other community partners. How were businesses engaged in the formulation and review of this proposal? How will businesses be engaged in its implementation?
    - Does the proposed activity or other work of your organization further the City's objective of encouraging self-sustaining neighborhood business organizations? For

example, does your organization plan to increase member dues and/or your membership base, charge for events or services, or launch a revenue-generating or fundraising activity?

**FEASIBILITY AND READINESS** (350 words maximum)

- What is the timeframe for the project? Can the work reasonably be accomplished in one year within the budget provided, including other committed funds? Describe any conditions that must be met before work can begin.

**LEVERAGE** (350 words maximum)

- Describe the leverage included in the attached budget. The attached budget and this narrative will, together, be used to assess the leverage evaluation criterion.
- If you are a membership organization include information about your membership structure, dues structure and fees, number of members, and membership growth and retention goals for the contract period.

**The contents of the proposal and any clarification to the contents submitted by the successful proposer may become part of the contractual obligation and be incorporated by reference into the contract between the proposer and the City.**

**The City reserves the right to (1) reject any or all proposals or parts of proposals and (2) negotiate modifications to an entire proposal or specific components of the scope of work within a proposal to create a project of lesser or greater magnitude than described in this RFP or the submitted proposal.**

**Only letters of support included in the proposal will be accepted. Letters that are emailed or sent under separate cover will not be accepted.**

#### **EVALUATION CRITERIA**

A committee of City staff and outside partners in commercial district revitalization will review proposals by considering the following criteria and make a recommendation to the City Council for funding. The maximum score a proposal can receive is 100 points.

1. Impact and Visibility/Public Benefits (35 pts max)
2. Capacity (15 pts max) *Organizational and consultant performance under previous city contracts will be considered.*
3. Best Practices (15 pts max)
4. Feasibility and Readiness (15 pts max)
5. Leverage (10 pts max)
6. Priority Areas (Intervene areas 10 pts, Support areas 5 pts, Monitor areas 0 pts)

In addition to these criteria, the City will consider the distribution of investments across eligible areas, citywide. The City may, in its sole discretion, expand or reduce the criteria upon which it bases its final decisions regarding selection of which business district support activities to fund.

#### **RFP INQUIRIES AND PRE-PROPOSAL MEETING**

Prospective responders should direct questions in writing to the department contact person, Rebecca Parrell, at [rebecca.parrell@minneapolismn.gov](mailto:rebecca.parrell@minneapolismn.gov). All questions are due no later than Monday, February 11, 2013. Questions will be answered in writing and posted on the CPED web site on Wednesday, February 13, 2013 ([http://www.minneapolismn.gov/cped/ba/cped\\_great\\_streets\\_home](http://www.minneapolismn.gov/cped/ba/cped_great_streets_home)). The department contact cannot vary the terms of the RFP.

**A pre-proposal meeting will be held on Thursday, February 7, 2013 from 9:00 – 10:00 a.m.** at the Crown Roller Mill office building, located at 105 Fifth Avenue South, Suite 200. Attendance is not required.

#### **ANTICIPATED TIMELINE**

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RFP Issued	Tuesday, January 15, 2013
Informational Meeting	Thursday, February 7, 2013
Deadline for Written Questions	Monday, February 11, 2013
Submission Deadline for Proposals	Thursday, February 28, 2013
Proposal Review and Evaluation	March 2013
Recommendation to City Council CD Committee	April 2013
Final action by City Council	May 2013
Contracting	May-June 2013

#### **CITY CONTRACTING REQUIREMENTS**

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City requirements vary depending on the type of assistance being provided. The following list may not be exhaustive.

1. **Data Practices** – The recipient must agree to comply with the Minnesota Government Data Practices Act and all other applicable state and federal laws relating to data privacy or confidentiality and hold the City, its officers and employees harmless from any claims resulting from the recipient’s unlawful disclosure or use of data protected under state and federal laws.
2. **Intellectual Property** – The recipient must agree to provide the City with the right to royalty-free, non-exclusive license to reproduce, publish or otherwise use and to authorize others to use any intellectual property created using the grant funds. Work covered by this provision shall include inventions, improvements, discoveries, databases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, electronic files, specifications, materials, tapes or other media.
3. **Billboard Advertising** – Through Ordinance 109.470, City and City-derived funds are prohibited from use to pay for billboard advertising as a part of a City project or undertaking.
4. **Conflict of Interest/Code of Ethics** – The recipient must agree to be bound by the City’s Code of Ethics, Minneapolis Code of Ordinances.
5. **Hold Harmless** – The recipient shall agree to defend, indemnify and hold the City harmless from any and all claims or lawsuits that may arise from the recipient’s activities under the provisions of the Contract, that are attributable to the acts or omissions, including breach of specific contractual duties of the recipient or the recipient’s independent contractors, agents, employees or officers.

#### **EXHIBITS**

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- A. Form of Consent for Release of Response Data
- B. Uniform Budget
- C. List of Eligible Areas and Categorization
- D. Scope of Services template

**EXHIBIT A**

Form of Consent for Release of Response Data

\_\_\_\_\_, 2013

City of Minneapolis  
Department of Community Planning and Economic Development  
105 5<sup>th</sup> Avenue South  
Minneapolis, MN 55401

Re: Great Streets Business District Support Request for Proposals Consent for Release of Response Data

\_\_\_\_\_, on behalf of \_\_\_\_\_, hereby consents to the release of its proposal in response to the Great Street Neighborhood Business District Support Contracts Request for Proposals and waives any claims it may have under Minnesota Statutes Section 13.08 against the City of Minneapolis for making such information public.

\_\_\_\_\_  
Signature \*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature \*

\_\_\_\_\_  
Date

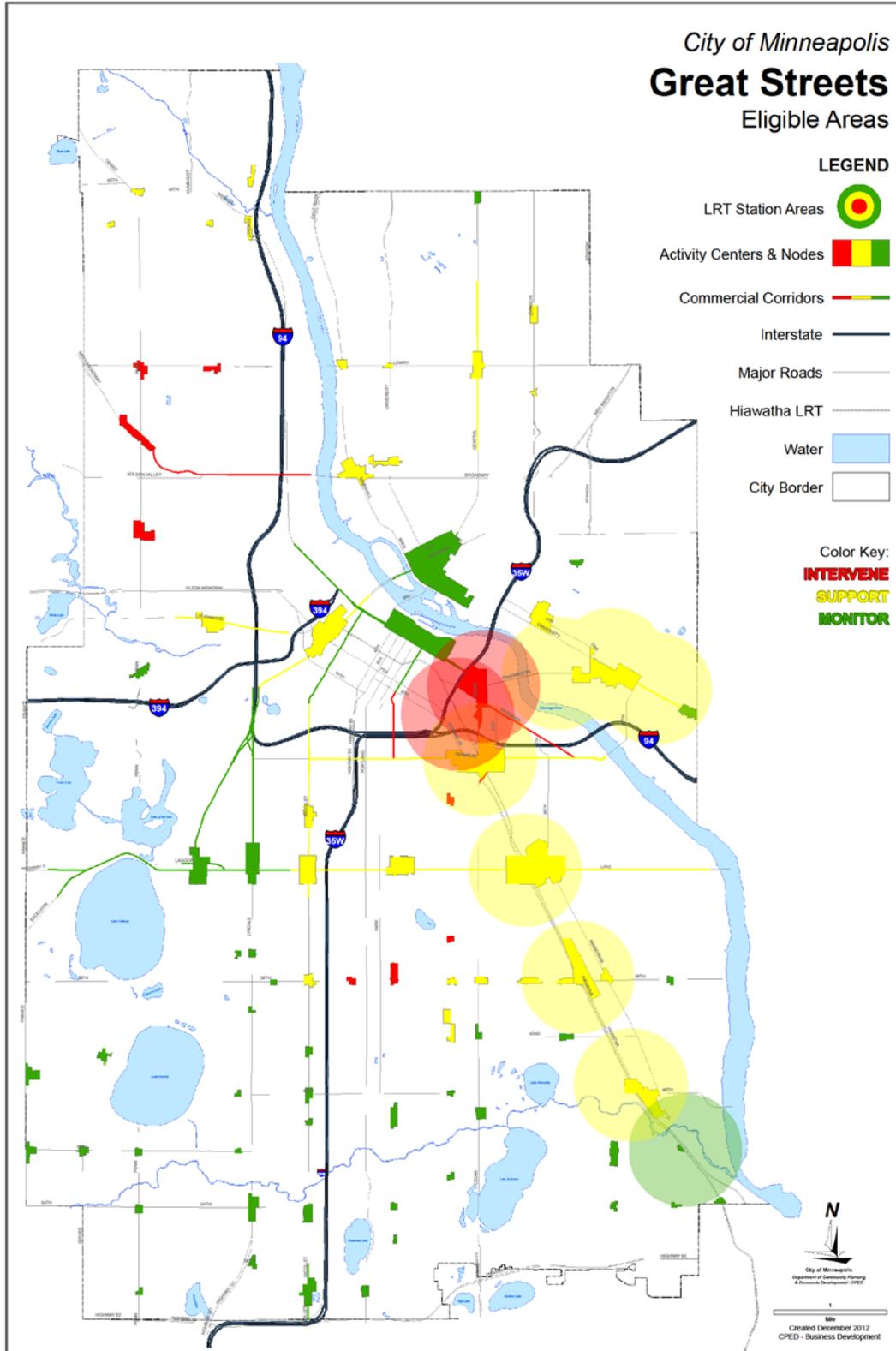
\_\_\_\_\_  
Title

\* Signature of authorized officer for each entity proposing as a partnership or team.

**EXHIBIT B**

<b>Uniform Budget Example</b>			
	<i>Description</i>	<i>Amount</i>	<i>Project Totals</i>
<b>USE OF FUNDS</b>			
<b>Project 1 - Business Recruitment</b>			
Staff costs	100 hours @ \$50/hr	\$ 5,000	
Consultant fees		\$ -	
Supplies or materials		\$ -	
Other (if needed)		\$ -	
			<b>\$ 5,000</b>
<b>Project 2 - Social Media Workshop Series</b>			
Staff costs	20 hours @ \$20/hr (intern)	\$ 400	
Consultant fees	three speakers' fees (\$250 each)	\$ 750	
Supplies or materials	coffee, snacks	\$ 150	
Other	advertising, printing	\$ 350	
			<b>\$ 1,650</b>
<b>Project 3 - Member Drive</b>			
Staff costs	20 hours @ \$50/hr	\$ 1,000	
Consultant fees		\$ -	
Supplies or materials	advertising, printing	\$ 200	
Other	20 hours @ \$21.62/hr (volunteer)	\$ 432	
			<b>\$ 1,632</b>
<b>Project 4 - Pitch Packet</b>			
Staff costs	20 hours @ \$50/hr	\$ 1,000	
Consultant fees		\$ -	
Supplies or materials		\$ -	
Other	professional printing	\$ 500	
			<b>\$ 1,500</b>
<b>Administration</b>			
	15% of Project Totals	\$ 1,467	
		<b>TOTAL USES</b>	<b>\$ 9,782</b>
<b>SOURCES OF FUNDS</b>			
			<b>% of Total</b>
City of Minneapolis Great Streets - amount requested*		\$ 5,500	56%
Membership dues	Project 3 - Member Drive	\$ 400	4%
Event ticket sales	social media intern costs	\$ 200	2%
Scooby Doo Foundation	Project 1 - Business Recruitment	\$ 2,500	26%
Other (indicate source: _____)		\$ -	0%
Volunteer time	Set at \$21.62/hr**	\$ 432	4%
Professional services donation	three speakers' fees	\$ 750	8%
		<b>TOTAL SOURCES</b>	<b>\$ 9,782 100%</b>
* Not to exceed \$50,000			
** The estimated value of volunteer time (2010 most recent rate for MN, <a href="http://www.independentsector.org/volunteer_time">http://www.independentsector.org/volunteer_time</a> )			

**EXHIBIT C**



Commercial Corridors		Sector	Category
Chicago Ave	8th St S to Franklin Ave	Downtown	Intervene
Chicago Ave	8th St S to 2nd St S	Downtown	Monitor
Hennepin Ave - Downtown	Mississippi River to I-94	Downtown	Support
Nicollet Mall	Washington Ave to Grant St	Downtown	Monitor
Washington Ave	35W to 10th Ave N	Downtown	Monitor
Cedar Ave	35W to Hiawatha Ave (includes 7 Corners)	East	Intervene
Central Ave	15th Ave N to 31st Ave N	East	Support
Central Ave - South	University Ave SE to 8th St NE	East	Monitor
Hennepin Ave - East	Mississippi River to 6th St SE	East	Monitor
Riverside Ave	15th Ave S to Franklin Ave	East	Intervene
University Ave	23rd Ave SE to Emerald St	East	Support
Glenwood Ave	Cedar Lake Rd to 12 <sup>th</sup> St N	North	Support
West Broadway	Mississippi River to 26th Ave N	North	Intervene
Franklin Ave	Nicollet Ave to 30th Ave S	South	Support
Lake St - East	Mississippi River to Hiawatha Ave	South	Support
Lake St - Midtown	Hiawatha Ave to Pillsbury Ave	South/Southwest	Support
Excelsior Blvd	Lake St to 32nd St	Southwest	Monitor
Hennepin Ave - South	I-94 to 31st St S	Southwest	Monitor
Lagoon Ave	Dupont Ave S to Humboldt Ave S	Southwest	Monitor
Lake St - West	Pillsbury Ave to Abbott Ave	Southwest	Monitor
Lyndale Ave	Dunwoody Blvd to 31st St S	Southwest	Monitor
Nicollet Ave - South	Grant St to 32nd St S	Southwest	Support
Nicollet Ave - South border	58th St to 62nd St W	Southwest	Monitor

LRT Station Areas (1/2-mile radius)	Sector	Category
West Bank (Central Corridor)	East	Intervene
East Bank (Central Corridor)	East	Support
Stadium Village (Central Corridor)	East	Support
29 <sup>th</sup> Ave (Central Corridor)	East	Support
Cedar-Riverside (Hiawatha line)	East	Intervene
Franklin Ave (Hiawatha line)	South	Support
Lake St/Midtown (Hiawatha line)	South	Support
38th St (Hiawatha line)	South	Support
46th St (Hiawatha line)	South	Support
50 <sup>th</sup> St/Minnehaha Park (Hiawatha line)	South	Monitor
VA Medical Center (Hiawatha line)	South	Monitor

Activity Centers	Sector	Category	Activity Centers	Sector	Category
Mill District	DT	Monitor	46th St LRT Station Area	South	Support
Warehouse District	DT	Support	Chicago & Lake	South	Support
Cedar Riverside (includes 7 Corners)	East	Intervene	Franklin Ave LRT Station Area	South	Support
Central & Lowry	East	Support	Lake St LRT Station Area	South	Support
Dinkytown	East	Support	50th & France	Southwest	Monitor
East Hennepin	East	Monitor	Eat Street (26th & Nicollet)	Southwest	Support
Grain Belt Complex	East	Support	Lyn-Lake	Southwest	Monitor
Stadium Village	East	Support	Nicollet & Lake	Southwest	Support
38th St LRT Station Area	South	Support	Uptown	Southwest	Monitor

Commercial Nodes	Sector	Category	Commercial Nodes	Sector	Category
42nd Ave N & Fremont Ave N	North	Support	13th Ave NE & University Ave NE	East	Support
42nd Ave N & Lyndale Ave N	North	Support	16th Ave SE & Como Ave SE	East	Monitor
42nd Ave N & Thomas Ave N	North	Support	22nd Ave NE & Johnson St NE	East	Support
44th Ave N & Penn Ave N	North	Support	29th Ave NE & Johnson St NE	East	Support
45th Ave N & Lyndale Ave N	North	Support	37th Ave NE & Central Ave NE	East	Monitor
Glenwood Ave N & Van White Blvd	North	Support	Lowry Ave NE & Marshall St NE	East	Support
Lowry Ave N & Emerson Ave N	North	Intervene	Lowry Ave NE & University Ave NE	East	Support
Lowry Ave N & Penn Ave N	North	Intervene	University Ave SE & Bedford St SE	East	Monitor
Plymouth Ave N & Penn Ave N	North	Intervene	25th St E & Bloomington Ave S	South	Intervene
West Broadway & Penn Ave N	North	Intervene	35th St E & Bloomington Ave S	South	Intervene
36th St W & Bryant Ave S	Southwest	Monitor	38th St E & 23rd Ave S	South	Support
36th St W & Lyndale Ave S	Southwest	Monitor	38th St E & 28th Ave S	South	Support
38th St W & Grand Ave S	Southwest	Monitor	38th St E & 42nd Ave S	South	Monitor
38th St W & Nicollet Ave S	Southwest	Support	38th St E & 4th Ave S	South	Intervene
40th St W & Lyndale Ave S	Southwest	Monitor	38th St E & Bloomington Ave S	South	Support
43rd St W & Nicollet Ave S	Southwest	Monitor	38th St E & Cedar Ave S	South	Support
43rd St W & Sheridan Ave S	Southwest	Monitor	38th St E & Chicago Ave S	South	Intervene
44th St W & France Ave S	Southwest	Monitor	38th St E & Minnehaha Ave S	South	Support
46th St W & Bryant Ave S	Southwest	Monitor	42nd St E & 28th Ave S	South	Monitor
46th St W & Nicollet Ave S	Southwest	Monitor	42nd St E & Bloomington Ave S	South	Support
48th St W & Nicollet Ave S	Southwest	Monitor	42nd St E & Cedar Ave S	South	Monitor
50th St W & Bryant Ave S	Southwest	Monitor	46th St E & Bloomington Ave S	South	Monitor
50th St W & Penn Ave S	Southwest	Monitor	48th St E & Chicago Ave S	South	Monitor
50th St W & Xerxes Ave S	Southwest	Monitor	50th St E & 34th Ave S	South	Monitor
54th St W & Lyndale Ave S	Southwest	Monitor	50th St E & Hiawatha Ave S	South	Monitor
54th St W & Penn Ave S	Southwest	Monitor	52nd St E & Bloomington Ave S	South	Monitor
58th St W & Lyndale Ave S	Southwest	Monitor	54th St E & 34th Ave S	South	Monitor
60th St E & Nicollet Ave S	Southwest	Monitor	54th St E & 43rd Ave S	South	Monitor
60th St W & Penn Ave S	Southwest	Monitor	54th St E & Chicago Ave S	South	Monitor
Nicollet Ave S & Diamond Lake Rd	Southwest	Monitor	54th St E & Minnehaha Ave S	South	Monitor
Penn Ave S & Cedar Lake Rd S	Southwest	Monitor	56th St E & Chicago Ave S	South	Monitor
			60th St E & Portland Ave S	South	Monitor
			Cedar Ave S & Minnehaha Parkway	South	Monitor

**Proposals are due by  
Thursday, February 28, 2013, 4:00 p.m.**

**THIS IS FOR INFORMATIONAL PURPOSES. DO NOT COMPLETE THIS FORM.**

**EXHIBIT D  
Scope of Services**

**OBJECTIVES**

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*List the objectives that will be achieved within the contract period.*

**OUTCOMES**

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*List the specific outcomes that will be achieved within the contract period. Examples may be number of new businesses that open, number of loans packaged, number of businesses provided with technical assistance, marketing materials produced, window displays completed, etc.*

**DELIVERABLES**

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*List the specific deliverables and the associated dollar amount that will be paid to the contractor that will serve as documentation that the agreed outcomes have been achieved and the objectives set forth in this document have been accomplished. Examples may be class roster, agendas, meeting notes, consultant's report, print materials such as brochures, etc.*

**REIMBURSEMENT**

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Contractor may elect to receive an advance of no more than 10% of the total contract amount.

Submit no more than one invoice per month. Invoice must include documentation (see DELIVERABLES).

Invoices should be for a minimum of 20 % of the total contract amount.

Include the contract number (C- ) on **each** invoice.

Send each invoice to the City Contract Manager listed above by mail or email.

**City Contract Manager:**

(City Staff's Name)  
105 5<sup>th</sup> Ave S, Suite 200  
Crown Roller Mill  
Minneapolis, MN 55401  
612-673- phone  
612-673-5113 fax

**EQUAL OPPORTUNITY**

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The services provided by will be available without discrimination due to race, color, creed, religion, ancestry, national origin, sex, affectional preference, disability, or other handicap, age, marital status with regard to public assistance.