

REQUEST FOR PROPOSAL:

Assistance to Small Businesses Impacted by COVID-19

PROPOSAL DUE DATE:

Monday, July 31st, 2023 by 3:00 p.m.

CITY OF ANTIOCH REQUEST FOR QUALIFICATIONS Small Business Assistance

RELEASE DATE	Monday, June 26th, 2023 by 3:00 p.m.	
CLOSING DATE	Monday, July 31st, 2023 by 3:00 p.m.	
CONTACT	Bret Alexander Sweet Economic Development Program Manager (925) 779-6168 bsweet@antiochca.gov	

NOTICE TO BIDDERS

Proposals can be emailed (kreed@antiochca.gov) or delivered to the Economic Development Department by Monday, July 31, 2023 at 3:00 p.m. Late bids will not be accepted. The City of Antioch reserves the right to award or reject bids in part or in whole and on any basis that it deems in the best interest of the City. Reference is hereby made to said specifications for further details which specifications, general conditions, and this "Notice to Bidders" shall be considered part of any contract made pursuant thereto.

If you downloaded this document from the City of Antioch's website, https://antiochca.gov/rfps/, it is the vendor's responsibility to check back with the website for any addenda that may have been issued, prior to the proposal due date.

I. OVERVIEW

The City of Antioch is seeking proposals from qualified community-based providers to provide assistance to small businesses through eligible avenues of assistance, as described below. The goal of the program is to provide impacted and disproportionately impacted small businesses with recovery from the widespread challenges faced as a result of the COVID-19 pandemic.

Anticipated Number of Awards: Up to 8

Amount: Total amount of funding under this program is \$1.5 million. Applicants may propose budgets up to \$500,000 to cover 3-4 years of service (ending December 30, 2026).

Expected Start Date: Fall 2023

II. BACKGROUND

About the City of Antioch

The City of Antioch has a burgeoning population of professionals, a variety of housing, endless outdoor activities and thriving business hubs. Antioch is not only the second largest city in Contra Costa County with a population of over 115,442 residents, but it is also one of the oldest cities in California. The area was originally settled in the late summer of 1850 and incorporated as a city in 1872. Antioch has a long rich history that continues to be filled with *Opportunity* for those fortunate to call it home.

Population: 115,442+

Number of Households: 34,000+Median Household Income: \$81,000

Education: 32% of residents have Associate's, Bachelor's, Graduate, or Professional degrees

Antioch provides residents and visitors with the *Opportunity* to enjoy the San Joaquin River, many hiking trails, biking the foothills of Mt. Diablo and everything else in between. Antioch is 30.16 square miles. The City is comprised of a vast array of housing and business areas that range in age from 1872 to yesterday. There are approximately 3,300 businesses in Antioch including traditional brick and mortar as well as home-based businesses.

The City of Antioch has received Coronavirus State and Local Fiscal Recovery Funds (SLFRF) from the U.S. Department of the Treasury's American Rescue Plan Act (ARPA) funds to support the City of Antioch's response to and recovery from the COVID-19 public health emergency. On March 22, 2022, the Antioch City Council earmarked \$1.5 million of the funds towards small business assistance.

Impact of COVID-19 on Small Businesses

The City of Antioch recognizes that small businesses have faced widespread challenges due to the pandemic, including periods of shutdown, declines in revenue, and/or increased costs. It is also recognized that there was a disproportionate impact on businesses where pre-existing disparities have compounded the pandemic's effects.

PolicyLink, a national research and action institute dedicated to advancing economic and social equity, issued a report titled 10 Strategies for Advancing Racial Equity through the American Rescue Plan which included a recommendation to "Stabilize and Grow Businesses Owned by People of Color and Immigrants." As the report stated, "COVID-19 devastated many small businesses, and disproportionately those owned by people of color and immigrants. Because of systemic inequities in access to capital and business services, entrepreneurs of color are more concentrated in sectors like retail, restaurants, childcare, and other services that have lower capitalization requirements - the same sectors that were most impacted by stay-at-home orders and social distancing. Between February and April 2020, the number of Black-owned businesses dropped 41%, followed by immigrant-owned businesses at 36%, Latinx-owned businesses at 32%, Asian-owned businesses at 26%, and White-owned businesses at 17%."

This RFPseeks a qualified community-based provider to support eligible small businesses in the City of Antioch by providing eligible assistance, described in detail below.

III. SCOPE OF SERVICES

A. Goals

This RFP seeks to accomplish the following goals:

- 1. To help small businesses in the City of Antioch who have been impacted by the pandemic to stabilize and grow.
- 2. To help eligible impacted and disproportionately impacted small businesses through eligible assistance measures.

B. Target Market

In accordance with the US Department of Treasury's recommended use of Coronavirus State and Local Fiscal Recovery Funds (SLFRF), applicants must provide services to "small businesses" which are defined as:

A. Have no more than 500 employees, or if applicable, the size standard in number of employees established by the Administrator of the Small Business Administration for the industry in which the business concern or organization operates, and

¹ https://www.policylink.org/sites/default/files/RecoveryGuide-LJ-2021_050621c.pdf

B. Are a small business concern as defined in section 3 of the Small Business Act 8 (which includes, among other requirements, that the business is independently owned and operated and is not dominant in its field of operation).

In addition to the above requirements, the small business shall be either impacted or disproportionately impacted:

Impacted Small Business

- Decreased revenue or gross receipts;
- ii. Financial insecurity;
- iii. Increased costs;
- iv. Capacity to weather financial hardship;
- v. Challenges covering payroll, rent or mortgage, and other operating costs.

<u>Disproportionately Impacted Small Business</u>

i. Small businesses operating in Qualified Census Tracts.

C. Activities

The following activities are being sought by the City. An Applicant can specialize in one, some, or all of the following activities, which must be free to the participant:

- Small Business Training including but not limited to: business planning, financial management, graphic design, marketing and communications, human resources, legal services, technology solutions, and real estate/property services.
- One on One Consulting including but not limited to: evaluating and adopting new technology, designing appropriate marketing solutions, setting up bookkeeping and accounting systems, managing employees, building financial skills, and other small business management topics.
- Access to Capital including but not limited to: helping businesses identify lenders
 and other sources of capital, prepare financial documentation, and complete
 applications for relevant grants and loans.
- Other Activities can include: development and oversight of business incubators, networking and mentorship opportunities, online marketplaces to sell products and services, and other activities designed to support small business growth.
- Architecture and Space Design of commercial properties, storefront improvements, and façade improvements. Only available to disproportionately impacted small businesses.

- **Disaster Preparedness & Resiliency Planning** for flooding, fires, pandemics, and active shooters.
- Technical Assistance, Business Incubators, and Grants for start-up or expansion costs for small businesses. Only available to disproportionately impacted small businesses.
- **Support for Microbusinesses** including financial, childcare, and transportation costs. Only available to disproportionately impacted small businesses.

Not Eligible

- Broker Services
- Diversity, Equity and Inclusion Training

IV. Minimum Qualifications

- A. Applicants can be a nonprofit 501(c)(3), for profit or social enterprise entity eligible to do business with the City of Antioch.
- B. Applicants must have at least three (3) years of previous experience working with small business owners, especially lower-income individuals, people of color, immigrants and other historically underserved and/or disadvantaged populations.

V. PROPOSAL REQUIREMENTS

Proposals should include the following information:

- A. **Organizational Experience:** Describe the applicant's history, services, target market, and prior outcomes related to helping small businesses launch, stabilize and grow. Applicants should also describe their understanding of the challenges and barriers that business owners experienced during the peak of COVID-19 and the ability to navigate the local small business resource landscape.
- B. Target Businesses: Describe how you will promote the small business support program to eligible small businesses in the City and your experience doing previous similar outreach and support.
- C. **Proposed Activities and Outcomes:** Describe the programs and services that you will deliver, including intended outcomes, to meet the RFP's goals and activities as described in the Scope of Services.

- D. **Community Partnerships:** Describe how you will collaborate with existing community service providers to support the target population and accomplish the proposed activities and outcomes.
- E. Staffing: Describe your staffing plan including names, titles and relevant qualifications.
- F. **Timeline**: Include all major milestones and target dates, as appropriate.
- G. **Budget**: Include a spreadsheet, which provides line-item expenses along with descriptions if necessary to accomplish the proposed activities and outcomes. No more than 15% of the total budget may be allocated to overhead/administrative expenses.
- H. **References:** Provide up to three Letters of Support or Letters of Reference from community-based organizations or participants who have benefitted from the Applicant's services.

VI. SELECTION PROCESS

The Economic Development Director may appoint a selection committee to review the responses and perform the evaluation. The information in each proposal will be reviewed and evaluated based the following criteria:

Evaluation Criteria	
Proposal reflects understanding of the City's goals and objectives; proposal is complete in its responses to all RFP elements	
Proposed Program Model, including service delivery approach, staffing model, and alignment with recognized effective practices	25%
Relevant qualifications and experience, including demonstrated program outcomes and experience with target small businesses	
Cost of proposed services and ability of applicant to leverage in-kind or public/private funding resources	
Regional reputation and references	

VII. TERMINATION

Each grantee will be evaluated by the Economic Development department based on its performance in relation to the program's objectives and its specific area of responsibility. In the event of a substantial breach, the Economic Development department retains the right to end

the contract. For the purposes of the Program, a material breach may include, but not be limited to:

- Failure to adhere to set Program deadlines, including failure to submit reports on time.
- Failure to comply with metric reporting regulations.
- Failure to follow the rules for narrative reporting.
- Failure to comply with record-keeping or financial reporting obligations.
- Failure to comply with the scope of work specified in the contract.
- Not getting in touch with the Economic Development department in a timely manner.
- Failure to expend money as specified in the grant agreement promptly.

In the event of termination, the City Of Antioch is only required to reimburse the recipient for all allowable and unavoidable costs reasonably incurred by the recipient in carrying out its obligations under the agreement as of the terminating event's effective date or during any other period designated by the parties to permit project closeout activities, as determined appropriate by the Economic Development department. The Economic Development department must be notified via email at econdevelopment@antiochca.gov within 48 hours if a recipient has received notice from a federal or private funding partner that the cooperative agreement is about to expire or that the recipient's operations are being put on probation. Future eligibility may be impacted by failure to notify the City Of Antioch.

Amendments

This one-time ARPA related project prohibits modifications. Under the terms of this particular ARPA related project no extensions will be granted.

VIII. REPORTING

The submission of accurate and comprehensive performance reports as well as financial reports is the responsibility of authorized representatives of the Grantee. Authorized Representatives are in charge of obtaining accurate and comprehensive performance reports from sub-recipients where applicable. All required reports must be submitted to the Economic Development department by the Authorized Representative after being examined and accepted. Reports will be sent to the Economic Development department grant administrators via email.

The grantees' reports, or portions thereof, may be made available to the public. Within forty-five (45) calendar days following the start of the first billing month, or no later than June 15, 2022, Recipients shall provide a performance report to The Economic Development department via email. Within forty-five (45) days after the project's conclusion, or by no later than June 15, 2023, a second report will be necessary. The recipient is required to provide the Economic Development department a final report that includes the research results and any related marketing materials.

As part of the application, the recipient must suggest additional reporting milestones, such as interim reports and/or updates to the Economic Development department. The Economic Development department will decide on the precise and comprehensive reporting schedule and share it with the recipient.

The Economic Development department may withhold payment for the following:

- reports are not submitted on time
- Reports are found to be insufficient
- Reports are found to be incomplete,

Future eligibility for The Economic Development department grant funding may be impacted by late reporting. The Economic Development department maintains the right to audit data presented in performance reports by requesting further documentation, conducting on-site visits, speaking with clients served, or confirming other data as necessary to confirm the data in the performance report.

IX. OUTCOMES

Narratives

The narrative report must be written in Calibri style 12 font in Microsoft Word. An additional report that summarizes the information in the narrative report can be created in PowerPoint format.

Financial Reporting

The following information will be included in the financial report template together with the invoice template:

Description of non-labor expenses, research and marketing costs, reimbursement timeframes, and a signature from an authorized representative attesting to the accuracy of the information

Outcomes Reporting

The work completed, the results obtained, the advancement made in relation to the Special Project grant submission plan, and the justification of the cost categories billed must all be detailed in the performance narrative. For instance, if 80 hours were billed to marketing, we would anticipate a detailed description of the work involved (e.g., did staff establish a marketing strategy or carry out a social media campaign aimed at underrepresented businesses) to be provided. If research expenses were incurred, please describe the nature of the study as well as any pertinent findings and effects. Please also explain how the provider was able to focus outreach and marketing efforts on Antioch businesses and entrepreneurs achieve its objectives. The state of Antioch's small businesses should be examined, with an emphasis on how the COVID-19 Pandemic and COVID-19 have affected them. For definitions of activities and outcomes reporting please reference **Exhibit A**. The Economic Development department frames performance around econometrics such as:

- 1. Total amount of Training Sessions
- 2. Total amount of Clients Trained
- 3. Total amount of New Clients Trained
- 4. Total amount of Unique Clients Trained
- 5. Total amount of Consultation Sessions
- 6. Total amount of Clients Consulted
- 7. Total amount of New Business Owners Consulted
- 8. Total amount of Unique Business Owners Consulted
- 9. Total amount of Current Business Owners Consulted
- 10. Total amount of Businesses Started
- 11. Total amount of Businesses Closed
- 12. Total amount of Businesses Sustained
- 13. Total amount of Full Time Jobs Created
- 14. Total amount of Part Time Jobs Created
- 15. Total Dollar Amount Increase In Sales
- 16. Total Amount of New Customers
- 17. Total Amount of New Contracts
- 18. Total Amount Of Loans
- 19. Total Dollar Amount of Loans
- 20. Total Amount Of Debt Paid Off
- 21. Total Dollar Amount of Equity Capital

Organizations are encouraged to include social metrics so long as they can be backed with verified evidence. Examples may include but are not limited to:

of new bank accounts per family % of debt reduction per family

The final study output ought to provide a foundation for future work on equity and disaster resilience within the ecosystem of small company technical assistance as well as work on equity and disaster resilience carried out by the Economic Development department of the City of Antioch.

SCHEDULE

QUARTER	PROGRAM PERIOD	TIME FRAME	YEAR
1	September 4 2023 – December 31 2023	2023 - 2024	1
2	January 1 2024 – March 31 2024	2023 - 2024	1
3	April 1 2024 – June 30 2024	2023 - 2024	1
4	July 1 2024 – September 30 2024	2023 - 2024	1
1	October 1 2024 – December 31 2024	2024 - 2025	2
2	January 1 2025 – March 31 2025	2024 - 2025	2

3	April 1 2025 – June 30 2025	2024 - 2025	2
4	July 1 2025 – September 30 2025	2024 - 2025	2
1	October 1 2025 – December 31 2025	2025 - 2026	3
2	January 1 2026 – March 31 2026	2025 - 2026	3
3	April 1 2026 – June 30 2026	2025 - 2026	3
4	July 1 2026 – September 30 2026	2025 - 2026	3

Reports that contain insufficient statements are incomplete.

Documentation

Grantees are required to keep full financial, programmatic, legal compliance audits and examin ations of performance in the Program for up to five fiscal years in order to receive reimbursements and to assist these audits and examinations. Funds must also be linked to the program for which they were allocated. Grantees shall make such records available to the Economic Department upon request. A spreadsheet used by the host organization and subrecipient organizations (i.e. subcontracted small business resource providers and subcontracted contractors to reconcile financial bills and disbursement journals

- Support for all charges under the Grant Agreement, including canceled checks, vendor invoices, disbursement ledger, and journal entries.
- The reimbursement invoices for expenses supplied by the subcontracted Service Centers, along with any relevant supporting records (such as disbursement ledgers or a comparison of actual and planned spending);
- Payroll data for workers whose salaries are deducted from the grant agreement. The required standard must be upheld by the recipients and subrecipients for the full-time and part-time staff members assigned to the program. This might comprise, but isn't limited to, activity reports, appointment letters or contracts, performance reviews, and payroll journals.
- Timesheet with backup

Program Evaluation and Assessment

The Economic Development department will keep track of grantees' progress. Regularly reviewing performance and financial report data will be part of this monitoring. A check of client files, client fees, training, marketing and administrative invoices, cost-share obligations, and general operations are just a few of the possible inquiries and program assessments that the Economic Development may do to confirm performance. Reviews of programs can be done onsite or remotely. By speaking with the customers who received support from a Center, the Economic Development department may further examine claimed business aid. No later than five working days prior to the program evaluation, staff will provide instructions and notify Grantees by email if they have been chosen for a program review.

Between program evaluations, the Economic Development department is not tasked with monitoring a Grantee's performance. Additionally, the Economic Development department disclaims responsibility for any information that is.

X. TIMELINE

DATE	TIME (PST)	DELIVERABLE	CONTACT
June 26 th , 2023	900 AM	Program Announcement Release	
July 3 rd , 2023	500 PM	Letter Of Intent To Apply Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
July 31 st , 2023	500 PM	Grant Application Deadline	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Aug 14 th - 25 th 2023		Electronic Notice Of Award	
Aug 14 th - 25 th 2023		Grant Agreements sent to Awardees	
Aug 28 th , 2023	900 AM	Grant Program Marketing Initiates	
Sept 14 th , 2023	900 AM	Program Implementation Initiates	
Dec 31 st , 2023	500 PM	23'/24' Year 1 Q1 Ends	
Jan 31 st , 2023	500 PM	23'/24' Yr1 Q1 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Jan 31 st , 2023	500 PM	23'/24' Yr1 Q1 Invoice Due	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Mar 31 st , 2024	500 PM	23'/24' Year 1 Q2 Ends	
April 30 th , 2024	500 PM	23'/24' Yr 1 Q2 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
April 30 th , 2024	500 PM	23'/24'Yr 1 Q2 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
June 30 th , 2024	500 PM	23'/24' Year 1 Q3 Ends	
July 31 st , 2024	500 PM	23'/24' Yr 1 Q3 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
July 31 st , 2024	500 PM	23'/24' Yr 1 Q3 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Sept 30 th , 2024	500 PM	23'/24' Year 1 Q4 Ends	
Oct 31 st , 2024	500 PM	23'/24' Yr 1 Q4 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Oct 31 st , 2024	500 PM	23'/24' Yr 1 Q4 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Dec 31 st , 2024	500 PM	24'/25' Year 2 Q1 Ends	
Jan 31 st , 2025	500 PM	24'/25' Yr 2 Q1 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Jan 31 st , 2025	500 PM	24'/25' Yr 2 Q1 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Mar 31 st , 2025	500 PM	24'/25' Year 2 Q2 Ends	
April 30 th , 2025	500 PM	24'/25' Yr 2 Q2 Progress Report Due	econdevelopment@antiochca.gov

			cc: kreed@antiochca.gov
April 30 th , 2025	500 PM	24'/25' Yr 2 Q2 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
June 30 th , 2025	500 PM	24'/25' Year 2 Q3 Ends	
July 31 st , 2025	500 PM	23'/24' Yr 2 Q3 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
July 31 st , 2025	500 PM	23'/24' Yr 2 Q3 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Sept 30 th , 2025	500 PM	24'/25' Year 2 Q4 Ends	
Oct 31 st , 2025	500 PM	24'/25' Yr 2 Q4 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Oct 31 st , 2025	500 PM	24'/25' Yr 2 Q4 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Dec 31 st , 2025	500 PM	25'/26' Year 3 Q1 Ends	
Jan 31 st , 2026	500 PM	25'/26' Yr 3 Q1 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Jan 31 st , 2026	500 PM	25'/26' Yr 3 Q1 Invoice Due	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Mar 31 st , 2026	500 PM	25'/26' Year 3 Q2 Ends	
April 30 th , 2026	500 PM	25'/26' Yr 3 Q2 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
April 30 th , 2026	500 PM	24'/25' Yr 3 Q2 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
June 30 th , 2026	500 PM	25'/26' Year 3 Q3 Ends	
July 31 st , 2026	500 PM	25'/26' Yr 3 Q3 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
July 31 st , 2026	500 PM	25'/26' Yr 3 Q3 Invoice Period Ends	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Sept 30 th , 2026	500 PM	25'/26' Year 3 Q4 Ends	
Oct 31 st , 2026	500 PM	25'/26' Yr 3 Q4 Progress Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov
Oct 31 st , 2026	500 PM	25'/26' Yr 3 Q4 Invoice Due	econdevelopment@antiochca.gov cc: dmerchant@antiochca.gov
Dec 31 st , 2026	500 PM	Final Summary Report Due	econdevelopment@antiochca.gov cc: kreed@antiochca.gov

VII. PROPOSAL SUBMISSION INFORMATION

- A. Inquiries concerning the RFP must be submitted via email to Kwame P. Reed, Economic Development Director, at the following email address: kreed@antiochca.gov.
- B. Responses will not be made to telephone inquiries.
- C. Letter of Intent (LOI):

D. Proposal/Bid Submittal: An original and three copies of complete proposals are required. The original must be clearly marked and contain original signatures and must be easily reproducible. Failure to clearly mark the original and provide original signatures will result in a proposal being found non-responsive and given no consideration. The Proposal/Bid should be submitted no later than 3:00pm on Monday, July 31st, 2023 to:

Mailing address:

City of Antioch Economic Development Director Department P.O. Box 5007 Antioch, CA 94531-5007

Delivery Address:

City of Antioch Economic Development Director Department 200 H St Antioch, CA 94509

- E. The City reserves the right to reject any and all proposals/bids submitted, to request clarifications of services submitted, to request additional information from competitors, and to waive any irregularity in the proposal/bid. Finalist entities may be asked to present their qualifications to the Economic Development Director. Following proposal/bid evaluations, interviews and reference calls, the Economic Development Director will recommend the award of contract to the Antioch City Council. The decision to award the contract is at the City Council's sole discretion at a public meeting.
- F. The City reserves the right to cancel the awarded contract with a 30-day written notice for non-compliance of agreed upon proposed specifications.
- G. The entity chosen by the City will be required to obtain a City business license prior to starting services.
- H. The entity chosen by the City will be required to execute an Agreement that has been prepared by the City. A sample agreement is included as Exhibit A and is subject to final review and approval by the City.

Exhibit A

DEFINITIONS

- 1. New = business owners who are directed to the training or consulting organization, register their details to begin services; and were not Current clients at the date of registration
- 2. Unique = business owner trained or consulted with a program year. This metric resets with the beginning of a new program year
- 3. Current = business owner trained or consulted who experienced previous registration with training or consulting organization
- 4. Business Start = A startup business with a business license from the city of Antioch
- 5. Business Sustained = An existing with a business license in the city of Antioch, reportable gross receipts (sales), reportable number of employees (full and part time)
- 6. Full Time Job a full-time employee is, for a calendar month, an employee employed on average at least 30 hours of service per week, or 130 hours of service per month
- 7. Part Time Job = a part-time employee is usually considered as working fewer than 35 hours, or 30 hours, per week
- 8. New Customers = new buyers to cash based or cash accounting-based businesses
- 9. New Contracts = new buyers to invoice based or accrual accounting-based businesses