

# PVDTreePlan

**Community Climate Health**  
A Community Plan for Providence's Urban Forest



## Equity and Engagement Consultants Request for Proposals

The Rhode Island Chapter of The Nature Conservancy (TNC) and the Steering Committee for the PVD Tree Plan are seeking proposals from a qualified consultant or group of consultants to assist in developing a strategic, comprehensive and equity-focused master plan for Providence, Rhode Island's urban forest. The selected consultant(s) will begin in early 2020 and will be expected to participate as a member of the Steering Committee and work collaboratively with all project partners through the duration of the project in winter 2021. The consultant(s) will provide expertise in inclusive engagement, racial and environmental justice, and youth leadership, and help design and implement a transparent and participatory process that elevates the voices of low-income communities and communities of color, and all those traditionally excluded from planning processes.

All administration of the RFP process and any resulting contracts will be managed by TNC. The Steering Committee will oversee all project implementation, and selected consultant(s) will be expected to collaborate with and report to the other members of the Steering Committee regarding all project work.

Concurrently with this RFP, the PVD Tree Plan Steering Committee is releasing a separate RFP for an Urban Forest Planning (UFP) Consultant. This UFP Consultant will also work collaboratively with all members of the project team via the Steering Committee. They will provide baseline assessment, analysis and recommendations and bring an urban forestry best practices lens to the overall process.

### RFP Process Schedule and Communications

Please submit all questions, bids and response to Sheila Dormody at TNC via email at [sheila.dormody@tnc.org](mailto:sheila.dormody@tnc.org).

- There will be a mandatory pre-bid conference (in-person or by web conference) on Wednesday January 22, 2020 to be scheduled between 12:00-1:30pm, at The Nature Conservancy, 159 Waterman Street, Providence. As a courtesy, please send a brief email to Sheila Dormody stating your intent to submit a bid so that details of the pre-bid conference and updates can be sent to your team as you prepare your materials. Please RSVP by email with the subject "PVD Tree Plan RFP RSVP" to [sheila.dormody@tnc.org](mailto:sheila.dormody@tnc.org).
- All questions are due by Tuesday, January 28, 2020. Please send by email with the subject "PVD Tree Plan RFP Question" to [sheila.dormody@tnc.org](mailto:sheila.dormody@tnc.org).
- Answers will be provided via email by Friday, January 31, 2020.
- All bids are due to Sheila Dormody via email by 5:00pm on Friday, February 14, 2020. Please send by email with the subject "PVD Tree Plan Equity & Engagement Consultant RFP [Company Name]" to [sheila.dormody@tnc.org](mailto:sheila.dormody@tnc.org).

- Final candidates will be invited to participate in an in-person interview process with an evaluation committee to be scheduled on or about the week of February 24, 2020, as needed. TNC will confirm a specific interview date and time with those short-listed teams.
- TNC reserves the right to award all or part of this project to one or more firms.
- Award announcements will be made by March 6, 2020.

This is not an exclusive bid process so if you are not able to bid please feel free to forward to others that may be interested in bidding.

**Responses must include:**

1. Name of project lead and sub-consultants or proposal partners if any, including the primary point of contact (name, title, and phone number) at lead firm or organization.
2. List of key project personnel/organizations, including their proposed role in the project scope, their geographic location, and their qualifications and experience. If the applicant is a consortium of more than one entity, describe any previous history of working together.
3. Summary of team’s proposed approach to the work described in Exhibit A.
4. Overall fee for services proposed, including an estimated fee per phase as described in Exhibit B.
5. Description of team experience on similar projects.
6. Detailed description of the team’s proposed approach to the work described in Exhibit A.
7. Proposed schedule and workplan.
8. List of references with current contact information.
9. Any other pertinent information.

**Consultant Role, Qualifications, and Evaluation**

**Role of the Equity & Engagement Consultants**

The Equity & Engagement Consultant(s) will play a number of roles throughout the planning process, and we welcome and anticipate contracting with multiple consultants or with a team of consultants and partners to assemble all of the expertise and representation necessary to develop a collaborative, dynamic and equitable process.

With this in mind, we encourage respondents to collaborate on proposal submissions and there is a preference for proposals consisting of partnerships among multiple consultants and/or community-based organizations to best address the needs and goals laid out in this RFP. (For collaboratively-developed submissions, only one proposal needs to be submitted, as long as the project roles within it are clearly defined.)

We welcome proposals that engage with either one, some, or all aspects of the work laid out here.

Please provide separate cost estimates for the separate phases of work scoped below in Exhibit A, and/or for separate initiatives or elements of your proposal including and beyond the tasks described below.

Upon approval of initial proposals, final definition of roles and deliverables will be negotiated prior to contracting.

## **Qualifications and Requirements**

Expertise and/or participation on the Consultant Team must include:

- Experience structuring and managing a multi-phased, multi-stakeholder, community engagement process.
- Leadership from organization(s) rooted in Providence communities that have been historically marginalized, and that are led by representatives of communities most likely to be adversely impacted by environmental justice concerns.
- Knowledge of and familiarity with Providence's diverse communities and networks.
- Ability to reach, involve and engage diverse audiences.
- Ability to facilitate creation of written outreach materials in both English and Spanish, and to facilitate English-Spanish interpretation during community engagement activities.
- Experience with youth-focused or youth-led programs.
- Experience with community-based creative and cultural equity programming.
- Ability to deliver quality written materials and reports, by mutually agreed-on deadlines.
- Commitment to working collaboratively with multiple project partners.

## **Evaluation**

Evaluation of written proposals will be based on the following criteria, with the relative weights in parentheses:

1. Experience and qualifications of key personnel and composition and appropriateness of team to scope (40%)
  - Lived experience and representation from frontline communities
  - Experience and demonstrated success facilitating grassroots and community engagement
  - Existing relationships with focus communities
2. Proposed approach (25%)
  - Innovation and creativity
  - Collaboration and partnerships
  - Equity focus
3. Proposed schedule and workplan (25%)
  - Ability and capacity to execute work
4. Total cost and appropriateness of budget proposal (10%)
  - Reasonable and efficient planned use of funds

## **Exhibit A**

### **Purpose, Background and Scope of Work**

#### **Purpose and Vision**

The urban forest plays a critical role in every area of Providence’s sustainability, as well as in its health, resilience, equity, and quality of life. When strategically placed and maintained, our trees reduce polluted stormwater run-off, provide cooling on high heat days, reduce electricity costs and urban heat island effect, sequester carbon, and create comfortable community gathering places.

However, like many cities, Providence’s canopy coverage is not equitably distributed across neighborhoods. Our low-income neighborhoods have lower tree canopy coverage, and some of the highest asthma rates in the state. Despite a robust street tree planting program, the inequitable distribution of trees across neighborhoods has persisted through the decades.

The PVD Tree Plan will serve as a roadmap to lay out a shared community vision for Providence’s urban forest. This requires a strong commitment to stewardship, consistent and strategic planting of new trees, a community and constituency that values and engages with the urban forest and trees, and a network of public and private stakeholders who share a vision for a vibrant urban tree canopy. The plan will combine meaningful community-led decision making, an equitable and inclusive engagement process, and multi-stakeholder dialogue to develop long-term sustainable approaches to health, resilience, equity, and quality of life.

A successful project will:

- Establish Providence’s urban forest as a valuable asset, cultivate an ecosystem of public and private partners to fund, plant, care for trees, and foster broad commitment to the equitable distribution across all Providence neighborhoods of the urban tree canopy’s benefits, as well as the resources required to sustain it.
- Foster multi-stakeholder dialogue, prioritize equitable and inclusive engagement, center frontline communities of color (and particularly youth in those communities) in a process of community-led planning and decision making, and seek to build out models of collaborative governance.
- Conceive broadly of the possible uses, implications, impacts, and outputs of an urban forest plan and engage with other critical elements of community resilience and equity. These elements include public health and wellbeing, industrial hazard and energy burden, climate mitigation and adaptation, anti-displacement and housing security, economic opportunity and community wealth building, and cultural expression and creative placemaking.
- Incorporate rigorous analysis of relevant tree canopy, environmental, social and public health data, and map community assets, vulnerabilities and opportunities for maximizing benefits of a healthy urban forest.
- Identify the strategies, tools, partners, and plans necessary to achieve identified goals; and establish metrics by which to measure progress and accountability.

#### **Background**

The Providence Parks Department’s Division of Forestry and the Providence Neighborhood Planting Program (PNPP) have been working closely together to plant and steward trees in Providence for almost 30 years. In 2017, a small task force convened to discuss long term strategies for enhancing and strengthening the City’s urban forest. The task force determined that substantial community engagement would be required to define both community priorities for the tree canopy goals and the appropriate strategies to achieve it. It became clear to the group that creating a comprehensive urban forest master plan, encompassing trees on both public and private land, was the necessary next step.

The PVD Tree Plan *Steering Committee* was formed, and over the last year-and-a-half has been conducting research and preliminary planning and identifying funding for an urban forest planning process. The *Steering Committee* currently includes representatives from the City’s Forestry Division and Office of Sustainability, PNPP, The Nature Conservancy, RI’s State Division of Forest Environment, the RI Department of Health’s Climate Change and Health Program, and Groundwork Rhode Island.

The PVD Tree Plan Steering Committee recognizes that authentic community-driven planning takes time, strong relationships, and collaborative work. Having all of the core stakeholders, consultants, and community partners at the table and aligned around a shared vision and framework before the specifics and deliverables of the planning process are developed is essential to crafting a genuinely participatory, equity-based and inclusive process. Accordingly, while this RFP contains an outline of the scope of work and core activities we are looking for from the Equity & Engagement Consultant(s), we invite respondents to include alternative proposals for effectively shaping the process and to suggest alternative phasing, structures or procedural approaches based on their experience and capacity.

## **Scope of Work**

### **Phase 1. Alignment (March-May 2020)**

Work with the Steering Committee to align partners and consultants around a shared vision and framework for the planning process, and help ensure (through mutual-learning sessions, trainings, discussions, etc.) that all project partners develop a common understanding of the fundamentals of equitable engagement, collaborative governance, and racial and environmental justice in Providence.

#### **Phase 1 Deliverables:**

- Establish and implement training program for project partners to create a shared understanding and approach to equitable engagement, collaborative governance, and racial and environmental justice.

### **Phase 2. Design and Development (June-August 2020)**

Collaborate with the Steering Committee and Community Engagement Team to define and develop an equity-centered strategy for public, community and stakeholder engagement and involvement in the overall planning process, which:

- Ensures that all engagement strategies are equity-centered and designed to address disparities in participation and capacity burdens, to foster involvement by those who do not readily or easily participate in planning processes.
- Uses a collaborative governance model that shifts decision-making to those who are most impacted in the process.
- Uses innovative programming designed to reach new and traditionally underrepresented audiences and to engage the focus-area community in new, creative ways. This will include, but not be limited to communities of color, low-income communities, renters, persons with disabilities, persons with limited English proficiency, youth, etc.)
- Values and appropriately compensates community members for sharing their community expertise and lived experiences in order to develop an equitable and just PVD Tree Plan.
- Establishes goals and benchmarks for the process, including criteria for a successful process and outcomes, and identifying how public input will be used in decision-making.
- Identifies methods and metrics to measure equitable community participation and representation in the process.
- Uses creative placemaking or tactical urbanism (e.g., working with community artists or cultural equity facilitators to engage the public on the topic of urban trees, equity, health, and resilience.)

- Pilots on-the-ground outreach and “quick-win” interventions to solve relevant community needs related to the urban forest (e.g., youth tree care ambassador program)

**Phase 2 Deliverables:**

- Team workplan and schedule.
- Comprehensive list of community groups and stakeholders for broader engagement approach.
- Identify cultural, geographic, or identity-based groups for focused engagement.
- Provide advice on the development of print and digital materials for sharing information with the public about the planning process and its goals, and the importance of the urban tree canopy to health and climate resilience outcomes.
- Design the format and schedule for public and sector-specific forums, meetings, workshops, trainings, summits or interviews.
- Develop the structure and format for an urban forest community advisory body.
- Provide advice on the design of accessible public surveys and an online public portal for the project.

**Phase 3. Implementation (September 2020-June 2021)**

Execute the community engagement strategy to gather input on stakeholder priorities for Providence’s urban forest.

**Phase 3 Deliverables:**

- Prepare for, lead, and facilitate forums, meetings, workshops, trainings, summits or interviews (e.g., with neighborhood leaders, religious institutions, local businesses and organizations, specific cultural or identity-based groups).
- Disseminate materials to the public through both print and digital platforms (such as door-to-door canvassing in focus areas, targeted distribution via in person and online community events and networks).
- Implement the creative strategies developed in Phase 2.
- Convene urban forest community-led advisory body.
- Assist in planning and promoting a public event or symposium to foster cross-sector dialogue and promote the role and importance of a healthy and equitable urban forest in Providence.
- Assist in implementing priority “quick-win” pilot projects identified in input process.
- Provide project updates to key stakeholders (elected officials, government agencies, etc.).

**Phase 4. Synthesis, Incorporation, Accountability (July-Dec 2021)**

Help ensure that the product of the community engagement process is reflected in the plan’s iterative development and final product in meaningful ways, and that ongoing accountability is built into the project’s outputs and action plans.

**Phase 4 Deliverables:**

- Report, update and inform the public on the project’s status and outcomes via equitable and culturally relevant methods.
- Document and report on engagement events and activities.
- Create a summary of outreach strategies.
- Advise in the preparation of the plan’s final format, to ensure that the design and the mechanism for ongoing public interface are relevant and accessible to all residents and communities.
- Develop mechanisms for ongoing community collaboration, oversight, accountability, and ownership of/with the plan and its outcomes.

## **Exhibit B Budget**

**Total Budget.** The total budget for phases 1-4 is \$52,000.

**Budget by Phase.** A billing schedule will be determined during contract negotiations with the selected consultants. We anticipate the general scope of work to be as described below but are open to alternative proposals.

### **Phase 1. Alignment**

This phase represents roughly 5% of scope.

### **Phase 2. Design and Development**

This phase represents roughly 20% of scope.

### **Phase 3. Implementation**

This phase represents roughly 60% of scope.

### **Phase 4. Synthesis, Incorporation, Accountability**

This phase represents roughly 15% of scope.

**Note on Additional Project Budget.** In addition to the scope and budget of the two consultant RFPs being issued (for the Equity & Community Engagement Consultant and the Urban Forest Planning Consultant) the PVD Tree Plan project has additional budget allocations for potential pilot initiatives, services or consultants to be determined and incorporated as the planning process unfolds.

- \$15,000: Youth and Community-Based Planting and Stewardship Pilot Projects.
- \$27,000: Supplemental translation and interpretation services (for final plan product, and for large-format events and presentations); stipends and rewards for survey participants and focus group members; large-format event/symposium costs (space rental, food costs, etc.); graphic design; web/communications or marketing consultants; creative or cultural equity pilot projects or initiatives.
- Dedicated staff time has also been allocated by TNC and PNPP for project management and coordination throughout the planning process.

## Exhibit C

### Project Team and Resources

Below is outlined a proposed project group structure. As the planning process unfolds, this structure may be adjusted based on the needs and recommendations of the project team, and early stakeholder and community input.

#### Project Roles

- The *Steering Committee* will oversee the overall PVD Tree Plan process. This group (which includes staff time dedicated to management/coordination of the process) is responsible for meeting regularly over the course of the project, keeping abreast of all aspects of its implementation, and ensuring that momentum and scope are appropriately maintained. Equity & Engagement Consultants will be expected to participate as members of the Steering Committee.
- The separately contracted *Urban Forest Planning Consultant* will provide baseline assessment, analysis and recommendations regarding Providence’s urban forest and its management, bring a technical best-practices lens to the overall process, work collaboratively with other members of the Steering Committee, and help guide the development of the plan’s final output and product.
- A *Community Engagement Team* (consisting of Equity & Engagement Consultants, other members of the Steering Committee, and local nonprofit and community partners with guidance and input from the Urban Forest Planning Consultant) will be primarily responsible for developing and implementing the public and community engagement process.
- A *Data Working Group* (including members of the Steering Committee, partners in the State “Urban Forests for Climate and Health” initiative, GIS specialists from TNC and American Forests, academic and research partners, and others) is currently aggregating and analyzing a broad range of local environmental, social, and public health datasets in relation to urban tree canopy. Their work will support and inform the Urban Forest Planning Consultant’s assessment of the physical, social, and management indicators of a sustainable urban forest, as well as the process overall.





### Steering Committee Support

The Steering Committee can assist the Consultant in the following ways:

1. **Knowledge Management.** Develop a folder to share and store essential project materials.
2. **Orientation Materials.** Gather and organize project materials to provide a package of project background.
3. **Orientation.** Provide an orientation to the project geography and discuss various past and ongoing efforts in the area.
4. **Relationships.** Conduct early outreach with known local stakeholders to invite them to participate and to introduce the consultant.
5. **Stakeholder Analysis.** Provide equity consultant with a list of stakeholders
6. **Planning.** Co-develop a work plan.
7. **Relationship Building.** Provide relevant introductions to community members.
8. **Networking.** Foster learning and encourage regular communication in a way that builds networks and increases exposure for local efforts.
9. **Collaboration.** Provide opportunities for partners to collectively shape the process.
10. **Monitoring and Evaluation.** Co-develop and manage a process to track and share progress and impacts.

### **Data Sets and Additional Resources**

- The City of Providence has recently completed a citywide Street Tree Inventory as an update to its 2007 inventory and is currently incorporating that data into i-Tree Streets to enable further analysis of the results and build off of an iTree-Eco study was done in 2014.
- An Urban Tree Canopy (UTC) Assessment is to be completed by the University of Vermont's Spatial Analysis Lab by January 2020, to update a similar UTC Assessment conducted in 2008.
- In 2015 the City of Providence adopted a Sustainability Plan, and in 2019 released a [Climate Justice Plan](#), which built off of the [Framework for a Racially Equitable and Just Providence](#), developed by the [Racial and Environmental Justice Committee, through an initiative of the Office of Sustainability](#). The strategy in the Providence Climate Justice Plan to prioritize tree plantings in low-canopy areas was highlighted as a priority by frontline communities. The PVD Tree Plan will build from that work and analysis, developing urban greening strategies that promote climate resiliency in Providence's most vulnerable communities and mitigate climate impacts to public health without contributing to displacement and green gentrification.
- With internship support from PhD candidates in [Boston University's URBAN Program](#), the Steering Committee has assembled a list of existing and desired data layers of both baseline metrics as well as relevant environmental, social and public health datasets outlining the scale, source and status of each.
- In partnership with [American Forests](#), the State of Rhode Island has recently embarked on a two year [Urban Forests for Climate and Health](#) initiative, using the existing framework of the State's [Health Equity Zones](#), to develop and test a suite of policy, planning, decision-support and financing tools that can be used by urban forestry programs to prioritize and maximize their climate mitigation, public health and environmental justice impacts. Coordination and cross-participation between these state and city level efforts are already underway and will continue as both processes unfold.

### **Attachments**

Please see the attachments document for these additional resources.

- PVD Tree Plan Fact Sheet
- TNC Standard Contract (to be finalized in negotiation with chosen consultants)
- Conflict of Interest Disclosure (to be submitted by chosen consultants with the final contract)

# PVD Tree Plan

## Request for Proposals for Consultants

### **Attachments**

#### **PVD Tree Plan Fact Sheet**

This fact sheet will give you background about how we are currently communicating the goals of the PVD Tree Plan and planning process.

#### **TNC Standard Contract**

This is the standard contract for The Nature Conservancy. Final terms and requirements appropriate to the scope and tasks will be negotiated the selected consultant(s).

#### **TNC Conflict of Interest Disclosure**

The selected consultant will need to complete this form to finalize a contract.

# PVDTreePlan

## Community, Climate & Health

The urban forest plays a critical role in every area of Providence's sustainability. When strategically placed and maintained, our trees can reduce polluted stormwater run-off, improve air quality, provide cooling on high heat days, reduce electricity costs and urban heat island effect, sequester carbon, and create comfortable community gathering places.

The PVD Tree Plan will cultivate a community vision for a vibrant urban forest, an ecosystem of public and private partners to plant and care for trees, and a commitment to equitable distribution of the benefits of the urban canopy across all Providence neighborhoods. *Together we will craft a comprehensive plan to guide the City, the public, and stewards of our urban forest in proactively managing this resource to maximize its benefits.*



### Smart Decisions with Mapping and Data Analysis

A robust and sustainable urban forest plan will require rigorous data analysis and expertise from urban forestry professionals. With the recently completed citywide street tree inventory, Providence will leverage that valuable data, partner with the State of Rhode Island to generate an updated analysis of the current urban tree canopy, and map community assets and vulnerabilities for a healthy urban forest. *This data collection and analysis will aid in the understanding of how Providence's urban forest has changed and determine the resources required to achieve our collective goals.*

### Urban Forest Equity through Equity-Centered Community Partnerships

Like many cities, Providence's canopy coverage is not equitably distributed across neighborhoods. Our low-income neighborhoods have lower tree canopy coverage, and some of the highest asthma rates in the state. Building off of the City's 2019 [Climate Justice Plan](#) and its "Just Providence" framework, the PVD Tree Plan will combine an equitable and inclusive engagement process, meaningful community-led decision making and models of collaborative governance, and multi-stakeholder dialogue--in order to develop long-term sustainable approaches to health, resilience, equity, and quality of life in our city.



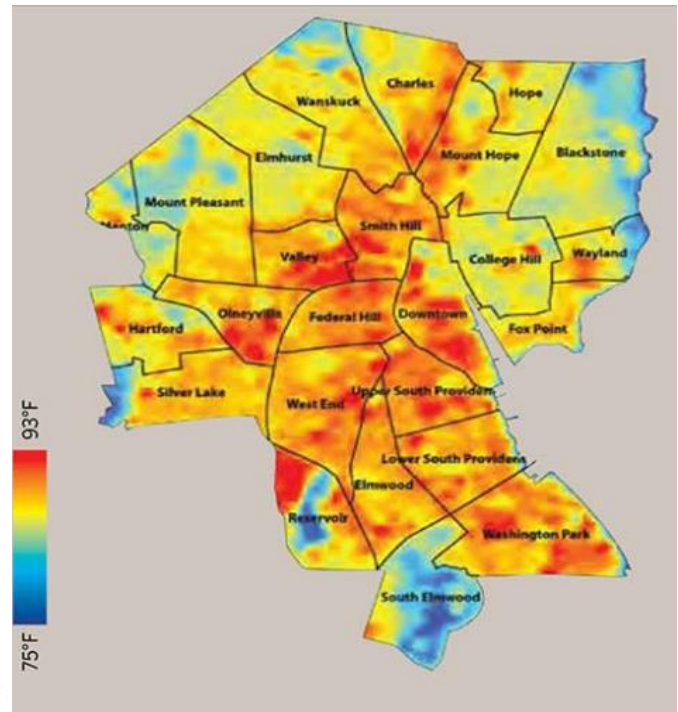
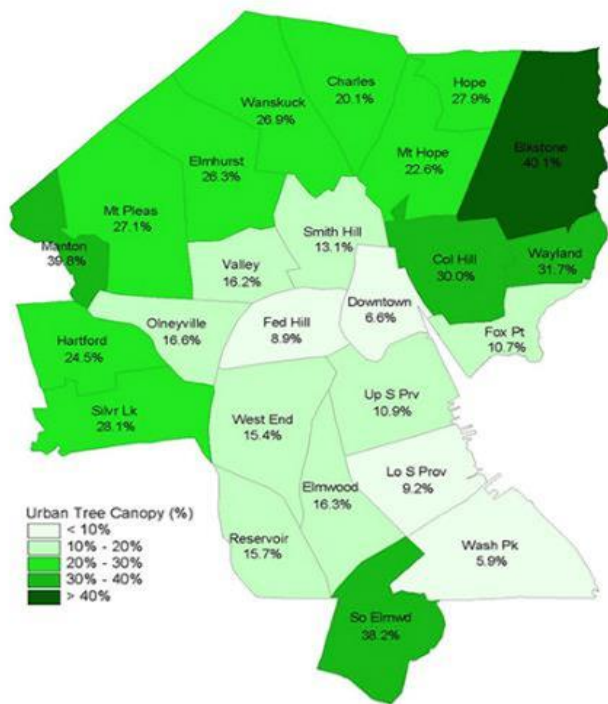
### Sustainable Tree Care Strategies

Systematic street tree pruning and maintenance are essential to a healthy tree canopy and to public safety. The PVD Tree Plan will use the data analysis to improve strategies and identify equitable approaches to preventive city-wide tree care to maintain the long-term health and resilience of the tree canopy.

The plan will also pilot Youth Tree Stewardship Initiatives to gather feedback and provide community-based stewardship to trees in low-canopy neighborhoods. *Youth urban forest ambassadors will provide critical connections to communities while also gaining valuable skills and work experience.*



# Providence Tree Canopy Distribution and Heat Island Effect



Tree canopy coverage in Providence neighborhoods ranges from less than 6% to more than 40%. That can have real health consequences on high heat days. Low canopy neighborhoods can feel nearly 20 degrees hotter than those with generous tree coverage. That difference can exacerbate asthma and other health conditions and put outdoor workers at risk. While efforts have been made to address these inequities through planting projects, a much larger, structural change and strategic effort is needed for Providence to reach its 30% canopy goal and create equitable city-wide canopy distribution. *The PVD Tree Plan will develop the strategies to share the benefits and burdens of the urban forest equitably across all our neighborhoods.*

**Nature is at work here!**

**Clean**  
Reduces pollutants in the air and water.

**Protect**  
Improves air and water quality.

**Economy**  
Reduces costs and creates jobs.

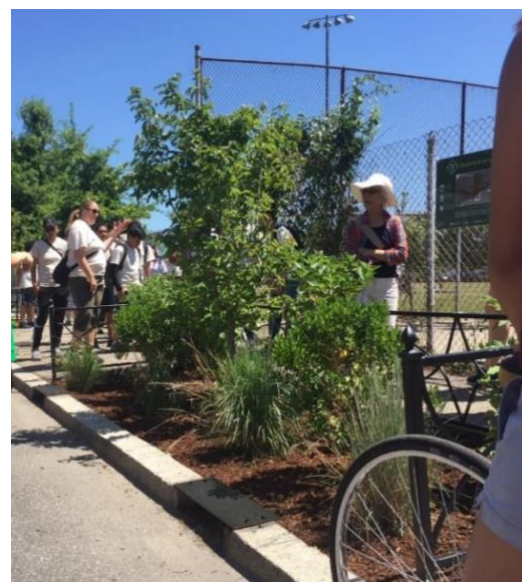
**Cool**  
Reduces heat island effect.

**Wellness**  
Improves air and mental health.

**Habitat**  
Provides habitat for pollinators.

**Dexter Street Curb Cuts**

Curb cuts allow stormwater to flow directly into a tree pit and get absorbed by a special mix of soil, mulch, plants, and trees. This means less polluted stormwater going into our storm drains and less flooding in our neighborhood streets. Community members participating in Greenworks Rhode Island's environmental job training program installed these curb cuts in spring and fall of 2017.



As we expand the tree canopy in strategic locations, the urban forest plan will also promote innovative practices like the curb cut tree pits (as seen at Dexter Street in Providence) to prevent polluted stormwater run-off and reduce urban heat islands.

**[STANDARD AGREEMENT: Contract for Services Long Form (U.S.)**

**INTENDED USE:** This Standard Agreement is designed to be used to obtain services performed for TNC in the U.S. when (i) the agreement value is ≥\$100,000, or (ii) another Risk Factor is present and the [Standard Agreements by Risk Factor](#) table directs you to use this Form, either as a stand-alone agreement or by appending a special Attachment that is designed to address the relevant Risk Factor (see Section 4 of the Contract).

Regardless of the funding source, if the agreement value is <\$100,000 and there are no Risk Factors other than agreement value, this form or the [Contract for Services Short Form \(U.S.\)](#) may be used.

**LEGAL REVIEW REQUIREMENTS:** For purposes of this section, the term “Risk Factor” does not include “agreement value,” which is a Risk Factor but is specifically addressed through the dollar values cited below. References to “agreement terms” include any and all Attachments.

1. Private funds: Legal review is required if –
  - a. There is a Risk Factor and (i) the agreement terms are modified or (ii) the agreement value is ≥\$100,000; OR
  - b. There are no Risk Factors and (i) the agreement value is ≥\$100,000 and (ii) the agreement terms are modified; OR
  - c. The agreement value is ≥\$250,000.
  
2. Public funds or private funds used as TNC match for public funds: Legal review is required if –
  - A. The agreement terms are modified, unless the agreement value is <\$2,000 and there are no Risk Factors; OR
  - B. The agreement value is ≥\$100,000.

All instructions and any other bracketed text should be deleted before the document is shared with the Contractor.]



<b>Contract Number:</b>	
<b>Accounting Information –</b>	
<b>Project Name:</b>	
<b>Project-Award-Activity Number:</b>	
<b>Source of funds:</b>	U.S. Government <input type="checkbox"/> State Government <input type="checkbox"/> Private as Gov't Match <input type="checkbox"/> Private Foundation <input type="checkbox"/> Private <input type="checkbox"/>

**CONTRACT FOR SERVICES**

This Contract is entered into by and between **The Nature Conservancy**, a nonprofit corporation (“TNC”), through the following U.S. office:

TNC Business Unit:	
Contact:	
Address:	
Telephone:	
Email Address:	

and the following person or entity (“**Contractor**”):

Name of Contractor:	
Contact:	
Address:	
Telephone:	
Email Address:	

1. **Services.** Contractor agrees to perform the services described in **Exhibit A**, including any deliverables cited (collectively, the “Services”), in accordance with the “Standard Terms and Conditions” attached as **Exhibit B** and any other exhibits or attachments to this Contract, all of which are incorporated by reference into this Contract. In the event of a conflict between the terms of **Exhibit A** and any other terms of this Contract, including any other Exhibit or Attachment, such other terms will control. If any of the Services are to be performed on property that is not owned by Contractor or TNC, Contractor must obtain the property owner’s permission before entering upon such property. The parties acknowledge that none of the Services are to be performed or delivered outside of the United States.

2. **Payments.** TNC will compensate Contractor for the Services as follows:

*[Choose one of the following options for subparagraph (a), fill it in, and delete the others:]*

**[Option A1:]**(a) **Contract Fee.** For all of the Services, TNC will pay Contractor a fixed fee (the “Contract Fee”) of \$\_\_\_\_\_ once all of the Services have been performed.

**[Option A2:]**(a) **Contract Fee.** For all of the Services, TNC will pay Contractor a fixed fee (the “Contract Fee”) of \$\_\_\_\_\_ in accordance with the following schedule:

- (1) Initial advance following Contract execution: \$\_\_\_\_\_
- (2) Progress payment on \_\_\_\_\_: \$\_\_\_\_\_ *[Insert additional installments as needed]*
- (3) Final payment on completion of Services: \$\_\_\_\_\_

**[Option A3:]**(a) **Contract Fee.** For all of the Services, TNC will pay Contractor a fee (the “Contract Fee”) not to exceed a total of \$\_\_\_\_\_, paid at the rate of \$\_\_\_\_\_ per [*hour/day/item*], based on invoices submitted to TNC no more frequently than monthly.

**[Option A4:]**(a) **Contract Fee.** For all of the Services, TNC will pay Contractor a fee (the “Contract Fee”) in accordance with the terms set forth in **Exhibit A**.

*[Choose one of the following options for subparagraph (b) and delete the others:]*

**[Option B1:]**(b) **No Expense Reimbursement.** Unless explicitly stated otherwise in this Contract, Contractor will not be reimbursed for any expenses it incurs in performing the Services.

**[Option B2:]**(b) **Expense Reimbursement.** In addition to the Contract Fee, TNC will reimburse Contractor for its out-of-pocket costs in performing the Services, such as economy travel (with automobile mileage at current U.S. Federal rate), materials, supplies, and other out-of-pocket expenses, to the extent reasonably incurred by Contractor in performing the Services, provided that total reimbursable expenses may not exceed \$\_\_\_\_\_ (the “Reimbursable Cap”) without TNC’s prior written consent. Any unused materials or supplies paid for by TNC will remain the property of TNC and must be delivered to TNC at the end of the Contract term.

**[Option B3:]**(b) **Expense Reimbursement.** In addition to the Contract Fee, TNC will reimburse Contractor for the expenses authorized in **Exhibit A** to the extent reasonably incurred by Contractor in performing the Services, the total cost of which may not exceed \$\_\_\_\_\_ (the “Reimbursable Cap”) without TNC’s prior written consent. Any unused materials or supplies paid for by TNC will remain the property of TNC and must be delivered to TNC at the end of the Contract term.

*[Choose one of the following options for subparagraph (c) and delete the other:]*

**[Option C1 – use if Option B1 above is selected:]**(c) **Invoices and Payments.** Requests for payment of the Contract Fee must be submitted to TNC in the form of an invoice summarizing the work performed during the invoice period. Invoices will be subject to review and approval by TNC, and TNC may deny payment of requests received more than sixty (60) days after the final deadline for completion of the Services. TNC will make all payments either (i) by check, subject to TNC’s receipt from Contractor of a properly completed IRS Form W-9, or (ii) via Vendor ACH, if requested by Contractor and subject to Contractor’s completion of TNC’s Vendor ACH Enrollment Form. *[Note to TNC contract manager: The form is available [here](#).]*

**[Option C2 – use if Option B2 or B3 above is selected:]**(c) **Invoices and Payments.** Requests for payment of the Contract Fee and any authorized expense reimbursements must be submitted to TNC in the form of an invoice summarizing the





Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Exhibit A**  
**Description of Services**

*[To be completed by TNC project manager]*

**[INSTRUCTIONS]:** The Description of Services is a vital part of the Contract and must be drafted carefully to ensure that (A) the parties' expectations are clear, and (B) TNC has a sound basis for evaluating whether the Contractor has performed the Services completely and is entitled to compensation according to the Contract's payment terms. Individuals who are not part of the contract process should be able to understand the Description of Services without having to ask a lot of questions, so that if the original personnel involved in preparing the Contract are not available for some reason the parties can still perform their respective obligations under the Contract with relative ease.

When drafting the Description of Services, please use the following general guidelines:

Provide clear and specific descriptions of —

- ✓ The work to be performed, including items to be delivered and/or tasks to be completed.
- ✓ A timeline for completing the work, including due dates for specific deliverables and tasks (if applicable).
- ✓ The payment terms, if "Option A4" is selected under Section 2(a) of the Contract. Note: Payments should be tied to specific deliverables or other performance milestones (i.e., up-front payments should be avoided or kept as small as possible).

Avoid —

- ✓ Attaching the Contractor's proposal.
- ✓ Unnecessary or repetitive information (e.g., Contractor qualifications, payment terms if already stated in Section 2(a) of the Contract).
- ✓ Vague/ambiguous terms (i.e. "assist," "help", "try").
- ✓ Statements that contradict other Contract terms, including those in any other Exhibit (e.g., governing law, confidentiality, general prohibition against assignment.)]

**Exhibit B**  
**Standard Terms and Conditions**

**1. Conflict of Interest Determination.** Contractor represents that to the best of its knowledge the information it has provided on TNC's Disclosure Form, now or up to two years prior to the commencement date of this Contract, is true and correct.

**2. Independent Contractor.** The parties intend this Contract to create an independent contractor-client relationship and Contractor is solely responsible for the conduct and control of the Services and fulfilling its duties and obligations under this Contract. Contractor is not an agent or employee of TNC, and no joint venture or principal-agent relationship exists. Neither party will have any right, power, or authority by virtue of this Contract to create any obligation, express or implied, on behalf of the other party.

**3. Performance of Work.** Contractor represents that it is qualified and willing to perform the Services in accordance with the highest standards of Contractor's profession or craft. Contractor will not be paid for any Services found by TNC to be unsatisfactory.

**4. Assignment; Subcontract.** Contractor may not assign this Contract or subcontract any portion of the Services without TNC's prior written consent, which may be withheld in TNC's sole discretion. TNC's consent to the use of a particular subcontractor or subcontractors may be provided to Contractor by email. Contractor is responsible for the complete performance of the Services notwithstanding the use of any permitted subcontractors or work performed by anyone else under Contractor's direction or control.

**5. Termination.** TNC may, in its sole discretion, terminate this Contract at any time upon two weeks' notice to Contractor. Upon receipt of such notice, Contractor must cease all work immediately and TNC will pay Contractor for any Services satisfactorily completed, as determined by TNC, as of the termination date. If Contractor fails to perform any duty, obligation, or covenant under this Contract, whether for circumstances within or beyond Contractor's control, or if TNC determines at any time that the Services cannot be performed in accordance with applicable law or TNC's policies or operating procedures, then TNC may immediately terminate this Contract by notice to Contractor. Should termination occur as a result of Contractor's default, TNC may, without limiting any other remedies available to it under applicable law, recover damages from Contractor resulting from Contractor's default and may offset any amounts payable to Contractor against such damages. Regardless of the reason for termination under this Section, any advance payments by TNC for Services not satisfactorily completed by Contractor as of the date on which Contractor receives notice of termination must be promptly returned to TNC.

**6. Liability and Indemnification.** Contractor acknowledges that it is entering into this Contract and performing the Services entirely at its own risk. Contractor agrees to indemnify, hold harmless and defend TNC and its directors, officers, employees and agents (collectively, the "Indemnified Parties") from and against any and all liabilities, demands, damages, claims, actions, losses, costs, settlements, judgments, fines, penalties, or expenses, including reasonable attorneys' fees and costs (collectively, "Claims"), that directly or indirectly arise out of, relate to, or result in any way from the performance of this Contract, whether or not the Claims have merit, involve third parties, or are caused, or alleged to be caused, by Contractor or any of the Indemnified Parties; provided however, that Contractor shall not be responsible for Claims arising from the sole negligence, gross negligence, or willful misconduct of TNC or any other Indemnified Party. The provisions of this Section 6 will survive the expiration or earlier termination of this Contract.

**7. Insurance.** Before commencing any work under this Contract and throughout the term of this Contract, Contractor must have and maintain the following insurance policies:

- A. Workers' Compensation: Workers' compensation insurance coverage as required by the laws of all states where Contractor performs the Services.
- B. Commercial General Liability. Commercial general liability insurance of at least \$1,000,000 per incident, written on an occurrence basis. Contractor's insurance policy must cover the activities that are the subject of this Contract, including any related Claims.
- C. Automobile Liability: Automobile liability insurance, covering all owned and non-owned vehicles used in performing the Services, with a liability limit of at least \$1,000,000 per occurrence.
- D. Professional Liability: If Contractor is providing professional services (such as consulting, engineering, design, appraisal, or surveying services), professional liability insurance with a liability limit of not less than \$1,000,000.
- E. Umbrella Coverage: If the Contract Fee is \$100,000 or more, or if requested by TNC, umbrella coverage of at least \$4,000,000.

Contractor's policies must be primary insurance to any other valid and collectible insurance available to TNC with respect to any Claim arising under this Contract. Contractor is responsible for payment of all insurance deductibles and retentions for the policies. Contractor must have TNC named as an additional insured under Contractor's commercial general liability insurance policy on a primary, non-contributory basis. Before any work commences or payments are made under this Contract, the foregoing requirements

must be evidenced by one or more Certificates of Insurance, Additional Insured Endorsement(s), and any other documentation deemed reasonably necessary by TNC to ensure such requirements have been met. Contractor must provide TNC with 30 days' advance written notice of any cancellation(s), renewal(s), or reduction in limits or coverage or other material change of the policies.

*[NOTE: The following Standard Agreement language is designed to address those situations where TNC wants to own the rights to any intellectual property created or otherwise produced by the Contractor in performing the Services. For any other transaction involving the creation, licensing, distribution, reproduction, display, or other use of TNC's or another party's intellectual property, please consult your TNC attorney. In addition, if the work of the Contractor relates to a patentable invention (see [Patents Guidance on Legal Connect](#)), please consult your TNC attorney before sending the Contract to the Contractor.]*

## **8. Intellectual Property Rights.**

- A. **Works Made for Hire.** With the exception of works that are original to or otherwise owned by Contractor prior to the commencement date of this Contract, all right, title, and interest, including copyright, in any reports, studies, photographs, software (including programming codes), drawings, designs, writings, or other works or documents produced in performing the Services, along with all related drafts, versions, and other material created as part of the Services (collectively the "Works"), are "works made for hire" as defined under the copyright laws of the United States. To the extent that any of the Works are not works made for hire, Contractor, through this Contract, unconditionally assigns to TNC and its successors and assigns all right, title, and interest, including copyright and other intellectual property rights, in and to the Works in all media (whether now known or later developed) throughout the world in perpetuity. Contractor further assigns to TNC all rights in any supporting data and material used in creating the Works, if and to the extent that the copyright is not held by others. Contractor also grants to TNC a worldwide, non-exclusive, royalty-free, perpetual license to use any works created or otherwise owned by Contractor prior to the commencement date of this Contract that are used to produce, or are otherwise incorporated into, the Works.
- B. **Delivery of Works and Other Documentation.** Upon request from TNC, Contractor must deliver to TNC (i) all tangible copies (including digital copies) of the Works or any portion of the Works, supporting data, or material not previously delivered to TNC, and (ii) any further documentation of TNC's ownership of the Works as provided under this Contract as may be requested by TNC.
- C. **Authorized Use by Contractor.** Contractor may use the Works, supporting data and material only with TNC's prior written consent, and any such use must include an

acknowledgment that the Works, supporting data, and material used are the property of TNC. Notwithstanding the preceding sentence, to the extent that any portion of the Works consists of research reports or studies, Contractor may use, publish or distribute that portion of the Works in academic papers and scientific or academic journals, with or without co-authors, provided that Contractor acknowledges that funding for such research reports or studies was provided by TNC.

- D. **Warranty.** Contractor warrants to TNC and covenants that (i) the Works will be original to Contractor alone and will not infringe the intellectual property rights of others, and (ii) to the extent that the Works contain any intellectual property owned by others, Contractor has been authorized, by license or otherwise, to assign or license to TNC the rights described in this Contract.

**9. Use of TNC Name and Logo.** Contractor may not use TNC's name, logo or other intellectual property in any manner, whether in conjunction with the Services or otherwise, except (a) to the extent reasonably necessary in order to perform the Services; (b) in order to deliver invoices or other notices to TNC; and (c) if and to the extent otherwise explicitly stated in this Contract.

**10. Confidential Information.** In performing the Services, Contractor might have access to materials, data, strategies, trade secrets, proprietary information, systems, or other information relating to TNC and its programs that are intended for internal use only. Contractor may not, without TNC's prior written consent, use, publish, or divulge any such information to any person, firm, or corporation, or use it in any advertising or promotion regarding Contractor or Contractor's services, unless required to do so by law or by a court of competent jurisdiction or if such information becomes part of the public domain. Contractor must return to TNC promptly upon completion of the Services any and all TNC confidential information Contractor has in its possession.

**11. Taxes.** Contractor is responsible for filing and paying its own taxes and for complying with the requirements of any applicable tax laws. TNC will not withhold or pay on behalf of Contractor or any of its employees any U.S. Federal, state, or local income tax or payroll tax of any kind. TNC will report to the IRS on Form 1099 all fees paid to Contractor, as and to the extent required by applicable law.

**12. General Compliance with Laws.** Contractor represents, warrants and covenants as follows, wherever applicable to the performance of the Services: (a) Contractor can lawfully work in the United States; (b) Contractor will obtain, at its own expense (except to the extent otherwise explicitly stated in this Contract) any permits or licenses required to perform the Services; and (c) Contractor will comply with all U.S. statutes, laws, ordinances, rules, regulations, court orders, and other governmental requirements, the state(s) in which the Services are performed (and the state in which the TNC Business Unit

set forth on the first page of this Contract is located, if different), and any other U.S. jurisdiction(s) in which Contractor is organized or authorized to do business. Contractor must not take any actions that might cause TNC to be in violation of any such laws.

**13. Preventing Terrorist Financing - Implementation of E.O. 13224.**

Contractor must not engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism, including those individuals or entities that appear on the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury (<http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) or the U.N. Security designation list ([http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml)). This provision must be included in all permitted subcontracts.

**14. Notices.** Any formal notice, request, or demand made by one of the parties pursuant to this Contract (each, a "Notice") must be in writing and given to the respective named contact above by at least one of the following delivery methods: (a) in person, (b) certified mail (return receipt requested, postage prepaid), (c) nationally recognized next day delivery service, or (d) electronic mail ("email"). A Notice will be deemed given: (1) immediately, if delivered in person; (2) if sent by certified mail, on the earlier to occur of: (i) the date of first attempted delivery; or (ii) the third business day after being deposited in the mail; (3) if sent by next day delivery service, on the following business day; and (4) if sent by email, on the date it is transmitted, unless the transmission is completed on a non-business day or after 5:00 p.m. in the recipient's time zone, in either of which cases it will be deemed given on the next following business day.

**15. Binding Effect; Amendments.** This Contract will become binding when signed by both parties. This Contract supersedes

all prior or contemporaneous communications and negotiations, both oral and written, and constitutes the entire agreement between the parties relating to the activities described in this Contract. No amendment will be effective except in writing signed by both parties.

**16. Governing Law; Forum.** This Contract and claims relating to this Contract, whether based on contract, tort, or other law, will be interpreted, construed and governed by the laws (excluding choice of law provisions) of the state in which the TNC Business Unit set forth on the first page of this Contract is located, and such other U.S. laws as are applicable. In the event of any litigation over the interpretation or application of any of the terms of this Contract, litigation will be conducted in the state in which the TNC Business Unit set forth on the first page of this Contract is located.

**17. Severability; No Waiver.** If any provision of this Contract is found to be invalid by a court of competent jurisdiction, the other provisions will not be affected by that finding. No delay in exercising any right or remedy under this Contract will constitute a waiver of that right or remedy or of any other right or remedy under this Contract or under applicable law.

**18. Joint and Several Liability.** If two or more persons or entities are identified as Contractor in this Contract, their obligations under this Contract are and will be joint and several.

**19. Counterparts; Facsimile Signatures.** This Contract may be executed in one or more counterparts, each of which will be deemed an original and all of which will constitute the complete Contract. Facsimile, scanned, and digital or electronic signatures on this Contract and any related documents (other than those to be recorded, if any) will be fully binding for all purposes under this Contract.

*[End of Exhibit B]*

*[Include this Attachment only if the Contract involves a Risk Factor for which the Legal Department has prepared a special Standard Agreement Attachment – see [Standard Agreements by Risk Factor.](#)]*

**Additional Service Terms and Conditions Attachment**

*[Include this Attachment only if the Contract is being funded in whole or in part with U.S. Federal funds or private funds used as TNC match for public funds received by TNC.]*

### **U.S. Government Laws and Regulations Attachment**

*[INSTRUCTIONS FOR TNC PROJECT MANAGERS: Sections A-L must be included in every contract issued under a U.S. Federal award. Section M applies only to EPA-funded contracts. Please consult with your attorney and Grants Specialist if the Contract is being issued under a U.S. Federal procurement contract.]*

**U.S. GOVERNMENT LAWS AND REGULATIONS.** Contractor understands that this Contract will be funded by U.S. Government funding and that Contractor shall be responsible for ensuring that all work/travel is carried out in compliance with any pertinent regulations and laws including but not limited to those listed below.

**A. RECORD RETENTION.** Financial records, supporting documents, statistical records, and all other records pertinent to this Contract shall be retained by Contractor for a period of three years from the date of submission of the final expenditure report. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

**B. ACCESS TO RECORDS.** TNC, the U.S. Federal entity providing the funding from which this Contract will be paid, the Comptroller General of the United States, or any of their duly authorized representatives, shall have the right of timely and unrestricted access to any books, documents, papers, and other records of Contractor that are pertinent to the Contract for the purpose of making audits, examinations, excerpts, copies, and transcriptions. The rights of access in this paragraph are not limited to the required retention period, but shall last as long as records are retained.

**C. DEBARMENT CERTIFICATION.** No contract shall be made to parties listed on the governmentwide Excluded Parties List System in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR Part 1986 Comp., p. 189) and 12689 (3 CFR Part 1989 Comp., p. 235), "Debarment and Suspension." The Excluded Parties List System in SAM contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Contractor certifies, by signature on this Contract, that Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any U.S. Federal department or agency. Where Contractor is unable to certify to this statement, Contractor shall attach an explanation to this Contract, and, at the Conservancy's option, this Contract shall become null and void.

**D. CONTRACTOR LIABILITY.** Contractor assumes sole responsibility for reimbursement to the Conservancy or the U.S. Federal Government, whichever is appropriate, of a sum of money equivalent to the amount of any expenditures disallowed should the funding agency or any authorized agency rule, through audit exception or some other appropriate means, that expenditures from funds allocated to Contractor were not made in compliance with applicable cost principles and regulations of the funding agency, or the provisions of this Contract.

**E. ENERGY EFFICIENCY.** Contractor must comply with mandatory standards and policies relating to energy efficiency which are contained in the relevant state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S. 6201).

**F. TRAFFICKING IN PERSONS:**

- (a) Contractor (including the employees of Contractor) must not -
  - (i) Engage in severe forms of trafficking in persons during the Contract Term;
  - (ii) Procure a commercial sex act during the Contract Term; or
  - (iii) Use forced labor in the performance of the Contract or in any subcontracts.
- (b) TNC may unilaterally terminate this Contract, without penalty, if Contractor is determined by TNC to have violated this provision through:
  - (i) Conduct that is either associated with performance under this Contract;
  - (ii) Conduct imputed to Contractor or his subcontractor.
- (c) Other Requirements:
  - (i) Contractor shall inform TNC immediately of any information received from any source alleging a violation of a prohibition in paragraph (a)(i) of this provision.
  - (ii) Contractor shall include the requirements of this provision in any subcontract made under this Contract.

(d) Definitions. For purposes of this provision:

(i) "Employee" means either:

A. An individual employed by Contractor or a subcontractor who is engaged in the performance of the project or program under this Contract; or

B. Another person engaged in the performance of the project or program under this Contract and not compensated by Contractor, including, but not limited to, a volunteer or individual whose services are contributed by a third party.

(ii) "Forced labor" means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

(iii) "Severe forms of trafficking in persons" means (a) sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or (b) the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

(iv) "Commercial sex act" means any sex act on account of which anything of value is given to or received by any person.

(v) "Coercion" means (a) threats of serious harm to or physical restraint against any person; (b) any scheme, plan, or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; or (c) the abuse or threatened abuse of the legal process.

**G. EQUAL EMPLOYMENT OPPORTUNITY.** Contractor must comply with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity" and as supplemented by regulations at 41 C.F.R. Part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

**H. CONSTRUCTION, REPAIR and FACILITIES IMPROVEMENTS.** If the activities funded by this contract involve construction, repair or facilities improvements, the following provisions may apply:

1. If the value of this contract exceeds \$2,000, and if required by the U.S. Federal funding agency, Contractor shall comply with the Davis-Bacon Act (40 U.S.C. 3141 – 3144 and 3146 - 3148) and as supplemented by Department of Labor regulations (29 C.F.R. Part 5, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction").
2. Minimum Wage Requirement. With the exception of workers exempted from this requirement by 29 C.F.R. Part 10, if the value of this contract exceeds \$2000, all hourly/nonexempt employees directly working on this contract must be paid at least \$10.35 minimum wage. In addition, workers performing "support services" in connection with this contract who are hourly/nonexempt workers must be paid at least \$10.35 an hour.
3. Copeland Anti-Kickback Act. In any construction or repair contract, Contractor shall comply with the Copeland Anti-Kickback Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 C.F.R. Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States").
4. For construction or facility improvement contracts exceeding \$150,000 Contractor shall follow its own bid guarantee, performance bond, and payment bond requirements. For those contracts exceeding \$150,000, in situations where the Conservancy does not examine Contractor's bid guarantee and bonding requirements and has not notified Contractor that the U.S. Federal Government's interest is adequately protected, Contractor shall comply with 2 CFR 200.325.

**I. BYRD RULE ANTI-LOBBYING AMENDMENT.** If the value of this agreement exceeds \$100,000, Contractor shall certify, to the best of Contractor's knowledge and belief, that:

1. No U.S. Federal appropriated funds have been paid or will be paid, by Contractor or on behalf of Contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any U.S. Federal contract, the making of any U.S. Federal grant, the making of any U.S. Federal loan, the entering into of



any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any U.S. Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than U.S. Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection the underlying U.S. Federal award, Contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. Contractor shall require that the language of this certification be included in the award documents for all subcontracts under this Contract and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**J. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT.** If the value of this agreement exceeds \$100,000 and the activities require the employment of mechanics or laborers, Contractor shall comply the Contract Work Hours and Safety Standards Act (40 U.S.C. 3702 and 3704.), as supplemented by Department of Labor regulations (29 C.F.R. Part 5).

**K. CLEAN AIR ACT.** If the value of this agreement exceeds \$150,000, the Contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251 et seq.). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

**L. INVENTIONS.** If the work to be done under this contract involves the performance of experimental, developmental, or research work, Contractor shall comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

**[Insert in any contract using EPA funds – otherwise delete:]**

**M. USING DISADVANTAGED BUSINESS ENTERPRISES (DBEs).** Contractor shall make good faith efforts whenever procuring construction, equipment, services and supplies including:

- (a) Ensuring DBEs are made aware of contracting opportunities to the fullest extent practicable through outreach and recruitment activities. For Indian Tribal, State and Local and Government recipients, this will include placing DBEs on solicitation lists and soliciting them whenever they are potential sources.
- (b) Making information on forthcoming opportunities available to DBEs and arrange time frames for contracts and establish delivery schedules, where the requirements permit, in a way that encourages and facilitates participation by DBEs in the competitive process. This includes, whenever possible, posting solicitations for bids or proposals for a minimum of 30 calendar days before the bid or proposal closing date.
- (c) Considering in the contracting process whether firms competing for large contracts could subcontract with DBEs. For Indian Tribal, State and local Government recipients, this will include dividing total requirements when economically feasible into smaller tasks or quantities to permit maximum participation by DBEs in the competitive process.
- (d) Encouraging contracting with a consortium of DBEs when a contract is too large for one of these firms to handle individually.
- (e) Using the services and assistance of the SBA and the Minority Business Development Agency of the Department of Commerce.

Records documenting compliance with the above good faith efforts shall be retained in accordance with Section "A" above.

*[End of U.S. Government Laws and Regulations Attachment]*

*[Include this Attachment only if the Contract is being funded in whole or in part with State or Local government funds, and work with your Grants Specialist on the specific terms and conditions that need to be passed through to the Contractor.]*

**State / local Government Terms and Conditions Attachment**

*[Include this Attachment only if the Contract is being funded in whole or in part with funds received from a Private Funder that requires TNC to flow down to its contractors certain legal terms and conditions. [Legal review may be required – please consult your TNC attorney.](#)]*

**Private Funder Terms and Conditions Attachment**

**The Nature Conservancy**

**CONFLICT OF INTEREST DISCLOSURE FORM**

[Read and delete] The date in Section 1 (a) is changed annually at the start of each fiscal year and the attached list of key employees and Board members is updated periodically. Please confirm that you have the most recent form, then DELETE this instruction before using the form. [Click here](#) to access this form in Spanish, Portuguese, Chinese, and Bahasa Indonesian.

It is the policy of The Nature Conservancy (“TNC”) to identify actual, potential or perceived conflicts of interest in any situation in which TNC has a significant business interest. To assist TNC in complying with this policy, we request that all individuals and/or organizations that will be involved in a proposed transaction with TNC complete this form.

**TRANSACTION** *(TNC staff complete transaction section)*

For **Real Estate transactions**, describe the property, its size and the type of deal (e.g., purchase or sale, gift, fee, easement, or other).

For **all other transactions**, describe the type of agreement (e.g., service contract, grant from TNC to grantee, etc.).

**Total dollar value of transaction:** \$ \_\_\_\_\_

**[For cashless barter transactions, provide the value of the benefits being provided each party.]**

**STEP 1: ORGANIZATION TYPE**

Please check the box to indicate the type of party for which this form is being completed, list all individuals and/or organizations that will be involved in this transaction. An “organization” includes a for profit corporation, partnership, trust, estate, joint venture, limited liability corporation, professional corporation or unincorporated entity of any kind, a foundation, public board, commission, and a 501(c)(3) or other charitable organization.

- Individuals (list all, then complete Section 1):** \_\_\_\_\_
- For Profit Organizations (list all, then complete Section 2):** \_\_\_\_\_
- Not for Profit Organizations (list all, then complete Section 3):** \_\_\_\_\_

**STEP 2: QUESTIONS**

Complete the applicable section of questions below. Individuals complete Section 1. For Profit Organizations complete Section 2. Not for Profit Organizations complete Section 3. **Note:** Please refer to the attached list of TNC key employees and current and prior members of TNC’s Board of Directors when completing the rest of this form.

**Section 1. INDIVIDUALS: Please check all that apply and attach an explanation for any “Yes” answers.**

	Yes	No
a. Are you now, or have you been at any time since July 1, 2013, a <b>TNC “key employee”</b> or a <b>member of the TNC Board of Directors</b> as identified on the attached list?		
b. Are you now or have you been in the last 12 months a <b>TNC employee</b> (other than a key employee), a <b>Chapter Trustee</b> or member of a <b>Country Program Advisory Council</b> ?		
c. Have you <b>contributed to TNC</b> U.S. \$5 million or more during the current fiscal year (July 1 – June 30), or U.S. \$25 million or more, cumulatively, in the current fiscal year and the prior four fiscal years?		
d. To your knowledge, are you a <b>Family Member</b> of any individual identified in paragraph a, b or c above? (For these purposes, the term “Family Member” includes the individual’s spouse, ancestors, brothers and sisters (whether whole or half-blood), children (whether natural or adopted), grandchildren, great-grandchildren, and spouses of brothers, sisters, children, grandchildren, and great-grandchildren; and any person with whom the covered person shares living quarters under circumstances that closely resemble a marital relationship or who is financially dependent upon the covered person.)		

**Section 2. FOR PROFIT ORGANIZATIONS:**

**Please check all that apply and attach an explanation for any “Yes” answers.**

	Yes	No
a. Has the organization made total aggregate contributions to TNC (i) U.S. 5 million or more during the current fiscal year (July 1 – June 30), or (ii) U.S. \$25 million or more, cumulatively, during the current fiscal year and the prior four fiscal years?		
b. Now or at the time of the proposed transaction, does or will any <b>Substantial Contributor</b> (as defined in 1.c.); <b>TNC employee (includes former TNC employee who left within the last 12 months); member of TNC’s Board of Directors or key employees (see list attached); or TNC Chapter Trustee or Advisory Council member (includes former ones who served within the last 12 months)</b> , individually or collectively with other such persons (including <b>Family Members</b> of such persons; see Section 1(d) above for definition of Family Members), <b>own more than 35% of the stock or value of the organization</b> (directly or indirectly), or have the legal or <i>de facto</i> <b>power to exercise a controlling influence over the organization’s management or policies</b> , e.g., as an officer, key management employee, board member or partner?		
c. Now, or at the time of the proposed transaction, have or will any members of <b>TNC’s current Executive Team or Board of Directors</b> (see attached list) serve as: <ul style="list-style-type: none"> <li>• an officer, director, trustee, key employee, or partner; or</li> <li>• if the entity is a limited liability corporation, a member; or</li> <li>• if the entity is a professional corporation, a shareholder?</li> </ul>		

**Section 3. NOT FOR PROFIT ORGANIZATIONS**

**Please check all that apply and attach an explanation for any “Yes” Answers.**

	Yes	No
a. Now or at the time of the proposed transaction, have or will any <b>Substantial Contributor</b> (as defined in 1.c.); <b>TNC employee (includes former TNC employee who left within the last 12 months); member of TNC’s Board of Directors or key employees (see list attached); Chapter Trustee or Advisory Council member (includes former ones who served within the last 12 months)</b> , or <b>Family Members</b> of any of these, individually or collectively, <b>have the ability to control management of the entity?</b> See Section 1(d) above for definition of Family Members.		

**STEP 3: COMMENTS**

Please explain any “Yes” answers checked above.

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Individuals who in the current fiscal year (FY20) are or during the preceding five fiscal years have been a Conservancy “key employee” or a member of the Board of Directors:

**Key Employees**

James Asp  
David Banks  
Charles Bedford  
Michelle Beistle  
Giulio Boccaletti  
Matt Brown  
Maria Damanaki  
Michael Doane  
Andrea Erickson-Quiroz  
Santiago Gowland  
Sherri Hammons  
Wisla Heneghan  
Jack Hurd  
Marianne Kleiberg  
Richard Loomis  
Joyce Ma  
Pascal Mittermaier  
Hugh Possingham  
Aurelio Ramos  
Lynn Scarlett  
Heather Tallis  
Michael Tetreault  
Leonard Williams  
Heather Wishik

Mark Tercek  
Marc Touitou  
Peter Wheeler  
Janine Wilkin  
Heather Zichal

**Current Board of Directors (FY '20)**

Shona L. Brown  
Laurence Fink  
William Frist  
Joseph H. Gleberman  
Harry Hagey  
Margaret Hamburg  
Sally Jewell  
Nancy Knowlton  
Andrew Liveris  
Jack Ma  
Claudia Madrazo  
Craig McCaw  
Ana M. Parma  
Douglas Petno  
Vincent Ryan  
Brenda Shapiro  
Thomas J. Tierney  
Moses Tsang  
Frances A. Ulmer  
Margaret C. Whitman  
Ying Wu

**Other/Former Key Employees**

Justin Adams  
Kacky Andrews  
Karen Berky  
Mark Burget  
Mario D'Amico  
Addison Dana  
William Ginn  
Lynne Hale  
Steve Howell  
Peter Kareiva  
Joe Keenan  
Michelle Lakly  
Robert McKim  
Brian McPeek  
Glenn Prickett  
Lois Quam  
Angela Sosdian  
Michael Sweeney

**Prior Board Members (FYs '15-'19)**

Teresa Beck  
David Blood  
Gretchen C. Daily  
Steven A. Denning  
Jeremy Grantham  
Frank E. Loy  
Jane Lubchenco  
Thomas J. Meredith  
Thomas Middleton  
Stephen Polasky  
Roberto Hernández Ramirez  
Muneer A. Satter  
Rajiv Shah  
Mark Tercek  
P. Roy Vagelos

**STEP 4: SIGNATURES**

The undersigned certifies that the information in the disclosure form is true and correct to the best of his/her knowledge.

**Signatures for For Profit or Not for Profit Organizations:**

Name of Organization: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Printed name of person: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**Signatures for Individuals:**

Signature: \_\_\_\_\_  
Printed name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Printed name: \_\_\_\_\_