



SOCIAL SCIENTIST SERVICES FOR A PROJECT AT ROCKY NECK STATE PARK

REQUEST FOR PROPOSALS

MAY 21, 2025

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1. GENERAL ADMINISTRATIVE PROVISIONS

1.1. STATEMENT OF PURPOSE

It is the intention of The Nature Conservancy (“Customer”) to solicit Proposals for a *qualified and experienced* Social Science Consulting Vendor licensed to do business in the State of Connecticut. Those receiving this Request for Proposals (RFP) are referred to as “Vendor”.

THIS IS NOT AN ORDER.

THE NATURE CONSERVANCY (TNC) is a District of Columbia, USA, non-profit corporation with its principal place of business in Arlington, Virginia, USA. TNC has offices across the U.S. and in over 30 countries around the world.

Since 1951, The Nature Conservancy has been working with communities, businesses, and people to protect more than 119 million acres of land and 5,000 miles of rivers worldwide. We also operate more than 100 marine conservation projects globally. Our mission is to preserve the plants, animals, and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive. Please see www.nature.org for more details on what The Nature Conservancy does and where we work.

This contract shall result in the planning and execution of social science services to complete a comprehensive Recreational Study of Rocky Neck State Park in East Lyme, Connecticut. The Recreational Study will provide the project team and Connecticut Department of Energy and Environmental Protection (CT DEEP) staff with important information about park use patterns, natural resources, and economic impact. The findings of the Recreational Study will be integrated into the development of restoration and park improvement alternatives. This project is funded through a NOAA Transformational Habitat and Coastal Resilience grant.

1.2 BACKGROUND

Rocky Neck State Park (RNSP) in East Lyme, CT is home to exemplary recreational features and ecological systems. It is one of the most visited parks in the state and in 2022, welcomed over 600,000 visitors. Running the length of the park is Bride Brook, a tidally influenced watercourse that supports the largest run of anadromous alewife in the State of Connecticut, supports 82 acres of saltmarsh, and flows into Long Island Sound, Connecticut’s largest and most important natural resource. Currently, there are several modifications within the lower reaches of this tidal creek: two road crossings, two pedestrian boardwalks, a rail bridge, and a box culvert with armored channel. These modifications have had significant consequences, causing disruption to the system’s natural state by altering the hydrologic regime, restricting tidal flow and fish passage, accumulating sediment, and ultimately leading to extensive marsh platform degradation and marsh plant and animal community loss. Shallow, open water is now present in many areas that were formerly marsh. Additionally, there are outdated and limited access to public amenities like the marsh and beach, with accessibility and safety concerns.

Considering the critical role RNSP plays in the ecological and social landscape, the goals of the project are to: 1) Re-establish unimpeded tidal connectivity between Bride Brook and Long Island Sound, 2) Implement large-scale, climate-resilient, saltmarsh restoration, and 3) Improve public access to and from the beach, facilities and saltmarsh, and enhance park visitor outdoor learning and recreational opportunities.

Along with enhanced ecological resilience, this project is focused on creating a climate-resilient state park. Open green spaces act as natural shields, buffering the effects of climate change by managing flood waters, storing carbon, and reducing ambient air temperatures. Currently, four coastal Connecticut State Parks with beaches designated for swimming, including RNSP, are accessible to residents free of entry charges or parking fees. Restoration of RNSP shall benefit visitors from many regional communities by offering increased public recreational opportunities, improved access to coastal natural resources, exposure to vibrant and healthy ecosystems, and enhanced environmental education opportunities. **To better understand use patterns at RNSP, a Recreational Study (including surveys and interviews and/or focus groups) will be conducted to assess visitor demographics, frequency of visits, recreational expenditures, activities in which users engage, and barriers to access.** This effort will include a natural resource assessment, comprehensive visitor research, and an economic impact analysis.

Restoration of RNSP closely aligns with regional and local planning initiatives focused on habitat conservation and restoration, aquatic connectivity, wetland ecosystem services, hazard mitigation, climate resiliency, local community engagement, and equitable access to outdoor recreation areas. This project is a high priority for the CT DEEP and demonstrates transformative potential for RNSP, Connecticut, and Long Island Sound by addressing critical ecological and social needs and challenges. The project results shall have lasting impacts beyond the project site as it shall provide a roadmap and lessons learned for similar sites across Connecticut and New England, particularly those facing concerns with tidal restrictions, and/or aspire for more resilient and equitable access to a public resource. The recreational value of Connecticut's remaining publicly accessible coastal habitats is directly related to their ecological integrity. Restoring and sustaining public natural spaces like RNSP is essential to enable people to access and benefit from coastal resources.

The services requested in this RFP will intersect with the work of other contractors (e.g., landscape architects, engineers). A contractor has been selected to lead engineering for the design of restoration and public access improvements. Results from the Recreational Study will inform design concepts by translating quantitative and qualitative feedback into design principles. The project team consists of an economist who is available to advise on the economic impact portions of the Recreational Study.

1.3 SITE DESCRIPTION

The project site (pictured in Figure 1) includes the boundary of Rocky Neck State Park; center point of project site is 41°18'27.42"N, 72°14'36.80"W.



Figure 1. Rocky Neck State Park (RNSP) is located on the southeastern shore of Connecticut (star, inset map). The park supports many ecosystems such as a tidal creek, salt marsh, sandy beach, and forest.

1.4 SERVICES REQUESTED

A. Task 1 – Project Management and Coordination

The Vendor shall lead the Recreational Study and keep the tasks on-schedule and on-budget. Tasks include Project Team communication, coordination and documentation of Recreational Study goals, deadline coordination, dissemination of documents for client, Project Team, and stakeholder review, progress monitoring, and coordination of deliverables.

Deliverables:

1. Meeting agendas, minutes, and key action summaries for all work task activities to be provided to TNC, CT DEEP, and other project partners.
2. Monthly reporting, with sufficient detail on task work and percent completion of each task, and invoicing to TNC, with breakdown of costs by work task.
3. Detailed project schedule, including deadlines for data collection efforts, progress monitoring, and deliverables.

B. Task 2 – Data Collection and Analysis

To better understand use patterns at RNSP, a Recreational Study shall be conducted to assess visitor demographics, frequency of visits, activities they engage in, and barriers to access. This effort shall include a natural resource assessment, comprehensive visitor research (via survey and interviews and/or focus groups), and an economic impact analysis using IMPLAN and adhering to NOAA’s methodology on economic impact studies. The effort will be accomplished by site visits and through in-person, online, and/or hybrid means. Data collection and analysis will be informed by a review of similar social-recreational study efforts by NOAA and in Connecticut and the Long Island Sound Region (e.g., Marine Angler Survey, Long Island Sound Study Environmental Justice Needs Assessment, Statewide Comprehensive Outdoor Recreation Plan). The Vendor will ensure compliance with NOAA data archiving and storage, Quality Assurance Plans, and other regulatory requirements and existing project agreements as necessary.

B.1. 2.1 - Data Collection

The Vendor shall be responsible for developing and implementing a data collection plan to capture relevant natural resource, recreational, social, and economic data. The data collection plan shall include a description of data to be collected, a schedule for data collection, and necessary approvals to conduct human subjects’ research. The Vendor shall review the plan with TNC prior to commencing data collection. Data shall be collected to support the following objectives: 1) Document natural resources in RNSP (e.g., ecosystems/habitat types, water resources, geological features, scenic resources, wildlife) and the suitability of these resources for recreational activities; 2) Demonstrate the expenditure patterns and economic impacts of Rocky Neck State Park to the local and regional economies (e.g., visitor spending, employment, current and potential future park revenue); 3) Assess and understand the demographics of park visitors; 4) Understand the satisfaction of visitors to RNSP currently and under future design scenarios; 5) Document needs and usage patterns of various users; 6) Document real and perceived barriers to visiting RNSP; 7) Document users’ desired enhancements at RNSP.

The Vendor shall ensure that the results of data collection maximize precision and participation amongst a variety of users across seasons. The Vendor shall collect user data through a variety of means, including but not limited to, surveys, interviews, focus groups, and site visits. Materials used for data collection shall be made available in English and other languages requested by the Project Team or identified by the Vendor. Additionally, the Vendor shall collect user data through in-person, online, and/or hybrid means to maximize the potential for user participation. Additional incentives for user

participation may be considered. If incentives are provided to respondents, the Vendor shall be responsible for maintaining a system to ensure accurate and timely distribution of incentive payments.

Deliverables:

1. Data collection plan
2. User surveys for in-person and digital surveys
3. User interviews and/or focus groups
4. Clean, unprocessed raw data in a standardized, accessible format, ensuring its availability for public use and distribution in addition to files related to metadata and methods of analyses (e.g., R scripts, NVivo, .do files).

B.2. 2.2 - Data Analysis

The Vendor shall analyze the findings of the data collection plan to develop preliminary recommendations and understand methodological limitations of the various forms of data collection. In order for the Recreational Study to be comparable to other NOAA efforts, the economic impact analysis will be conducted via IMPLAN.

Deliverables:

1. Draft report which documents processed data from Task 2.1 – Data Collection and identifies methodology for data collection, along with a discussion of methodological limitations.

C. Task 3 - Recreational Study Report

The Vendor shall be responsible for producing a Recreational Study Report that documents the methods and results of data collection and analysis. The Recreational Study Report shall include a description of the methods, statistics, and other analyses in sufficient detail to be able to reproduce the study and conclusions/interpretations must be supported by the data. The analysis will include a natural resource assessment, comprehensive visitor research, and an economic impact analysis as outlined above. The Recreational Study Report shall include an extensive literature review encompassing similar social-recreational study efforts in Connecticut and the Long Island Sound Region (e.g., Marine Angler Survey, Long Island Sound Study Environmental Justice Needs Assessment, Statewide Comprehensive Outdoor Recreation Plan) and identify funding opportunities that could support recreational and access improvements.

Deliverables:

1. Recreational Study Report that documents the results of data collection, analysis, and literature review.
2. Analysis which includes visitor demographics, frequency of visits, activities they engage in, and barriers to access.
3. Analysis which includes economic impacts of current and future recreation use patterns

1.5 TNC'S PROCUREMENT PROCESS

Procurement activities will be conducted in a nondiscriminatory manner with fair treatment given to all Vendors. The Nature Conservancy reserves the right to reject any and all offers for any reason whatsoever, to waive technicalities, and to pursue purchasing in a manner that is in the best interest of the organization. The Nature Conservancy may terminate this Request for Proposals for convenience at any time prior to the execution of a contractual agreement with no recourse for potential vendors.

1.5.1 Customer's Obligations

Customer incurs no obligation or liability whatsoever by reason of issuance of this RFP or action by anyone relative thereto.

1.5.2 Vendor's Obligations

Vendor must analyze and respond to all sections of this RFP providing sufficient information to allow Customer to evaluate the Proposal. Vendor, by submitting its Proposal, agrees that any costs incurred by the Vendor in responding to this RFP, are to be borne by Vendor and may not be billed to Customer.

Vendor's proposal must match the order in which the RFP was submitted or clearly state where the information resides. If Customer has any confusion or difficulty in retrieving the required information from a Vendor's proposal, it may result in such proposal to be disqualified. **Vendor may not have the ability to resubmit their proposal to Customer.**

Customer requests firm fixed pricing for the proposal. ***If a particular entity is chosen as an award winner and any additional costs are presented at the time of agreement negotiations or implementation, Customer has the right to reject that entity as the contract winner.***

Vendor shall not use the names, logos, images or any data or results arising from the anticipated contract.

1.6 SELECTION CRITERIA

Proposals should not exceed 15 pages, excluding attachments, brochures, covers, and dividers. Proposals longer than 15 pages shall not be further considered.

1.6.1 Selection Criteria

A selection committee will review proposals. Selection criteria includes, but is not limited to, the following:

- a) Proposed Project Approach (60%)
- b) Experience with Similar Projects (20%)
- c) Personnel Qualifications and Experience (20%)

1.6.1.a Proposed Project Approach

- a) Outline a practical, realistic, and proven approach that meets the needs outlined in the Project Tasks, with a reasonable schedule.
- b) Provide proven and acceptable methodology for a practical approach to address all needs outlined in this request.
- c) Justify benefits of the methodology and project costs.
- d) Provide a reasonable schedule that considers all tasks.

1.6.1.b Success with Similar Projects

Please document the success of projects to collect and analyze ecological, recreational, social, and/or economic data, particularly with public access or recreation considerations.

- a) Provide evidence of capacity to succeed with projects of similar scope and discuss how past projects achieved the following:
 - i) Provide evidence of successful social-recreational studies of similar scope and nature.
 - iv) Provide evidence of successful economic impact analyses of similar scope and nature, including methods used for analysis.
 - iii) Provide evidence of experience with natural resources, public lands, recreation projects, and/or restoration projects.
 - iv) Provide a minimum of three references that can verify the experience with similar projects completed by your firm. Include contact name, phone, address, email, and name of project. Reference contact should be the person who worked most directly with your firm. References will be contacted for all finalists.

1.6.1.c Personnel Qualifications

List the names of key personnel who shall be directly involved with this project and include the following information:

- a) Overall qualifications of the personnel who shall be working on the project: the team shall have a combination of individuals that can successfully meet the objectives of the project.
- b) Education, certifications, training, and experience on related projects for individual team members.
- c) Percentage of time of most qualified team members to be devoted to project.
- d) Address how individual team members' roles and responsibilities shall be commensurate with the individual's experience, training, and education.
- e) Indicate team members who have worked together before on successful projects relevant to this request.
- f) A written statement attesting that your firm maintains an errors and omissions liability insurance policy with a minimum limit of \$1,000,000. The Contractor shall carry appropriate workers' compensation, hazard and liability insurance coverage written on an occurrence basis during the term of this Contract. The Contractor shall have The Nature Conservancy named as

an additional insured on the Contractor's policy and provide The Nature Conservancy with evidence that the appropriate insurance coverage is in effect.

1.7 FORMAT AND SUBMISSION REQUIREMENTS

Submissions shall consist of a cover letter and proposal package.

- The cover letter shall be no more than one standard letter size page with text size no smaller than size 12 font, and shall clearly indicate the name, title, email address and telephone number of the submitting firms' primary contact.
- The proposal package shall be limited to no more than 15 standard letter size pages with text size no smaller than size 12 font, including firm and/or team organization, background, examples of relevant previous project experience, resumes of key personnel, fee proposal, and/or all other supporting documentation - not including all cover letter, attachments, and brochures.
- If more than one entity is responding to this RFP under a single proposal, the proposal package shall list all entities that are a part of the proposal and/or will perform services pursuant to the Scope of Work.
- The cover letter and proposal package shall be compiled into a PDF document and submitted electronically to the contact person in Section 1.7.1.

1.7.1 Submission and Deadline

It is the sole responsibility of the entity submitting a proposal in response to this RFP to ensure actual delivery of their submittal prior to the deadline. Submissions must be received prior to the deadline by email to Jessica Cañizares (j.canizares@tnc.org).

Submissions received after the deadline shall not be considered. Firms should submit the cover letter and proposal package **no later than 4:00 p.m. Eastern time on June 20, 2025** to:

**Dr. Jessica Cañizares
The Nature Conservancy of Connecticut
265 Church Street, 16th Floor
New Haven, CT 06510
Email: j.canizares@tnc.org
Phone: 203-390-5482**

1.7.2 Critical Dates

Questions Regarding the RFP: Vendor shall submit questions to The Nature Conservancy by 5:00 pm Eastern Time on **June 4, 2025**.

The Nature Conservancy shall use reasonable efforts to answer questions by **June 10, 2025**.

Answers may be shared by e-mail with all Vendors. Vendor understands and agrees that it has a duty to inquire about and clarify any RFP questions that the Vendor does not fully understand or believes may be interpreted in more than one way. The Nature Conservancy, however, is not required to answer all questions that are not pertinent to the RFP or are considered to be The Nature Conservancy's proprietary information.

Proposal Due Date: Proposals shall be delivered to The Nature Conservancy by email on or before **June 20, 2025**. See Article 1.9 for Submission Requirements.

RFP Activities	Due Date
Distribute RFP	May 21, 2025
Vendor Submits Clarification Questions	June 4, 2025
TNC Submits Answers to Questions	June 10, 2025
Vendor Written Proposals Due	June 20, 2025
Interviews, if needed	July 1-2, 2025
Select Firm	July 3, 2025
Project Completion Date	September 30, 2027

TNC holds the right to change any date in the Project Schedule listed above.

1.8 ADDITIONAL INFORMATION

1.8.1 Restricted Communications

It is the policy of the Customer to avoid situations which (1) place it in a position where its judgment may be biased; (2) create an appearance of conflict of interest with respect to rendering an impartial, fair, technically sound, and objective decision prior to selection; or (3) give an unfair competitive advantage to competing Vendors. Therefore, to ensure an ethical evaluation process, all inquiries or other communications regarding this RFP shall be exclusively directed to the Customer's authorized Agent, to the person and location specified in Article 1.7.1 of this RFP. Vendors are hereby expressly instructed not to otherwise communicate with Customer's officers or employees regarding this RFP. This prohibition is also applicable to Vendors' affiliates, officers, employees, agents, Vendors, and subcontractors.

1.8.2 Disposition of Proposals

All material submitted in response to this RFP shall become the property of the Customer and may be returned only at the option of the Customer and at the expense of the Vendor. Successful and unsuccessful vendors shall be notified in writing. The Customer shall not be obligated to detail any of the results of the evaluation.

1.8.3 Contractual Commitment of Proposal

The contents of submitted Proposals shall be considered obligations of the successful Vendor. No information should be submitted that is not intended to be incorporated into the Proposal and any contract which may result from such Proposal. If there is any

inconsistency between the terms herein and any of the other contract documents, the terms in the other contract documents shall prevail.

1.8.4 Force Majeure. The purchase activities under this Request For Proposals are subject to acts of God, war, acts of terrorism, disease, disaster, strikes, civil disorder, government regulation, legislation, or statement of policy which limits, prohibits or suggests curtailment of transportation, government issued health and safety orders, orders by a national, state, city, or local government or multilateral organization, or any other events or circumstances not within the reasonable control of The Nature Conservancy, whether similar or dissimilar to any of the foregoing, making any selection of vendors illegal, commercially impractical, unsafe or inadvisable. This Request For Proposals may be terminated immediately at any time for any one or more such reasons by written notice from The Nature Conservancy to vendors without any liability, fee, penalty, or cost.

1.8.5 Confidentiality

Any data, documentation or other business information furnished by or disclosed to the Vendor shall be deemed the property of the Customer and must be returned to the Customer upon request.

1.8.6 Conflict of Interest Disclosures

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 shall be involved in a proposed transaction with TNC complete our Conflict Inquiry Form. This relates to people who shall be working, directly or indirectly, to respond to this RFP, as well as may be doing the resultant work if the Vendor receives the contract.

Please complete the attached Conflict of Interest Disclosure Form enclosed in Article 3 (Attachments) and send with your RFP response.

The information shall be kept confidential and given out only on a "need to know" basis.

2.VENDOR'S PRODUCT, SERVICE AND PRICING

The Vendor should provide sufficient information to enable TNC to understand and evaluate the Vendor's organizational structure, within reason. TNC understands that subcontracting with local vendors and regional experts may be needed depending on the project type, availability of subcontractors, geographic location, or other factors. Please answer all the following questions. A "yes" or "no" answer may suffice, but please add clarification where noted or where you consider appropriate. Note any attachments. The Vendor shall, at a minimum, respond to the following:

2.1 PAYMENT TERMS

2.1.1 What are the Vendor's proposed payment terms and how often does Vendor send out invoices?

2.2 QUALITY OF SERVICE

2.2.1. Guarantees/Warranties: State details on service guarantees and warranties offered by Vendor.

2.2.2 Government Funding: Please describe your experience and abilities in receiving Federal or other government funds, reporting financial and programmatic information with regard to a project on a periodic basis, and segregating Federal or other government funds in your accounting records. Please also include any federal audit reports or findings of projects completed and any historical data on Vendor's utilization of HUDs or small and minority businesses within the past 10 years.

2.2.3 Insurance: Please describe the insurance limits under your existing insurance policies, carrier(s), and whether TNC and other parties required by funding or other sources (e.g. government agencies, private foundations) can be named as an additional insured.

2.2.4 Customer Service: Please provide a detailed organizational chart of the Vendor's proposed account team for the Customer. The account structure should include, but may not be limited to, an account representative, an inside support person, and a customer service representative. Provide their names, title, location, telephone number, and email.

2.2.5 Environment: Please state what the Vendor does to help the environment and what policies and procedures are in place.

2.2.6 Subcontracting: Any subcontractors must be identified along with the defined work they will perform. The Customer shall not refuse a proposal based on the use of subcontractors but does retain the right to refuse the subcontractors selected. Vendor shall remain solely responsible for all subcontracted work. Describe your rationale for using subcontractors.

2.2.7 References: Customer requires Vendor to provide at least three (3) references with contact name and phone number. All references must be contacted by Vendor and give

permission for the Customer to make contact. References should be similar in size to Customer, and at least three must be a customer of the Vendor's for two (2) years or more.

2.2.8 TNC is a non-profit organization. We strive to minimize administrative and project costs to ensure that maximum dollars go toward our mission. If the Vendor can aid in our efforts, please indicate if any no-cost or reduced pricing is possible.

3. ATTACHMENTS

3.1. The Nature Conservancy's Conflict Inquiry Form

3.2. Vendor Questionnaire

3.1. THE NATURE CONSERVANCY'S CONFLICT INQUIRY FORM



CONFLICT INQUIRY FORM

STEP 1: DESCRIPTION OF PARTIES & TRANSACTION

Name of individual or organization entering into transaction with TNC:	
Legal identity of individual or organization* entering into transaction with TNC (select one):	<input type="checkbox"/> Individual <input type="checkbox"/> For-Profit Organization <input type="checkbox"/> Non-Profit Organization
<small>**"Organization" includes a for profit corporation, partnership, trust, estate, joint venture, limited liability corporation, professional corporation, an unincorporated entity, a foundation, public board, commission, 501(c)(3) or other charitable organization.</small>	
Type of Transaction (select one):	<input type="checkbox"/> Contract for Services <input type="checkbox"/> Grant Agreement <input type="checkbox"/> Purchase Order <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Real Estate Transaction <input type="checkbox"/> Other
If you selected "Other" or "Real Estate," include description here (for real estate, describe property, size, and type of deal (sale, gift, lease, etc.)):	

STEP 2: DEFINITIONS & QUESTIONS (Complete only the section relevant to your organization)

- (1) **TNC Key Employees and Board of Directors:** Please refer to the attached list of Key Employees and members of Board of Directors (includes individuals who have left relevant TNC positions within the past five (5) years).
- (2) **TNC Trustee:** Individuals serving as a Trustee or Advisor to TNC.
- (3) **Substantial Contributors:** Individuals or organizations who have made total aggregate contributions to TNC of (i) \geq US \$5 million during the current fiscal year or (ii) \geq US \$25 million within the last five (5) fiscal years. Fiscal years run from July 1st through June 30th.
- (4) **Family Members and Close Relatives:** Family members of any individual listed above, such as spouse, domestic partner, parent, sibling, child, dependent, other progeny and ancestors.

SECTION 1. INDIVIDUALS (explain any "yes" answers in Step 3):

	Yes	No
a. Are you now, or have you been in the last five (5) fiscal years, (i) a TNC "Key Employee" or (ii) a member of the TNC Board of Directors?		
b. Are you now, or have you been in the last twelve (12) months, (i) a TNC Employee, (ii) a Chapter Trustee, or (iii) a member of a Country Program Advisory Council or a similar advisory group?		
c. Are you a Substantial Contributor to TNC?		
d. To your knowledge, are you a family member or close relative of any individual identified in paragraphs a, b, or c above?		

SECTION 2. FOR-PROFIT ORGANIZATIONS (explain any “yes” answers in Step 3):		Yes	No
a. Is your organization a Substantial Contributor to TNC?			
b. Now, or at the time of the proposed transaction, to the best of your knowledge, do any of the following (individually or collectively with other such persons) (i) own more than <u>35% of the stock or value</u> of your organization (directly or indirectly) and/or (ii) have a controlling influence over the organization’s management or policies (ex. key management or board member): <ul style="list-style-type: none"> • TNC employee (or former employee who left within the last twelve (12) months); • TNC Key Employee; • TNC Board Member; • Substantial Contributor to TNC; • TNC Chapter Trustee or Advisory Council Member for TNC or TNC’s related entities (or former trustees/members who left within the last twelve (12) months); and/or • Family members or close relatives of the above individuals. 			
c. Now, or at the time of the proposed transaction, have or will any TNC Key Employees or members of the Board of Directors serve in the following positions of your organization? <ul style="list-style-type: none"> • Officer, director, trustee, key employee, or partner; • Member (if your organization is a limited liability corporation); and/or • Shareholder (if your organization is a professional corporation). 			
SECTION 3. NON-PROFIT ORGANIZATIONS (explain any “yes” answers in Step 3):		Yes	No
a. Now, or at the time of the proposed transaction, do any of the following (individually or collectively with other such persons) have the ability to influence management of the entity: <ul style="list-style-type: none"> • TNC employee (or former employee who left within the last twelve (12) months); • TNC Key Employee; • TNC Board Member; • Substantial Contributor to TNC; • TNC Chapter Trustee or Advisory Council Member for TNC or TNC’s related entities (or former trustees/members who left within the last twelve (12) months); and/or • Family members or close relatives of the above individuals. 			

STEP 3: COMMENTS (Explain any “yes” answers checked above. Attach additional pages as necessary.)

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STEP 4: NOTICE OF TNC CODE OF CONDUCT & SIGNATURES

TNC expects itself and everyone with whom it does business to conduct themselves in ways that are consistent with TNC’s Code of Conduct found at www.nature.org/codeofconduct. Anyone (whether a part of TNC or not) may contact the TNC Helpline (anonymously, if desired) with questions, concerns, or suspected violations at www.nature.org/tnchelpline.

The undersigned certifies the information in the inquiry form is true and correct to the best of their knowledge.

Signature:	
Printed Name:	
Title <i>(if for an organization)</i>:	
Address:	
Date of Signature:	

TNC COVERED PERSONS

The following are individuals who are currently or have been, during the preceding five (5) fiscal years, a TNC “Key Employee” or a member of the Board of Directors of TNC or one of its U.S. Related Entities.

List Current as of March 06, 2025

<u>Current Key Employees/ Officers</u>	<u>Former Key Employees/ Officers</u>	<u>Current Board of Directors</u>	<u>Prior Board Members</u>
Nathalie Augustin David Banks James Bond Neel Broker Matt Brown Jan Glendening Tom Neises Bola Olusanya Asha Shah	James Asp Hans Birle William Ginn Wisla Heneghan Brian McPeck Hugh Possingham Michael Sweeney Leonard Williams	James Attwood, Jr. Amy Batchelor John Bernstein Michelle DePass William Frist Harry Hagey Margaret Hamburg Fred Hu Shirley Ann Jackson Sally Jewell Nancy Knowlton Edwin Macharia Jennifer Morris Roshni Nadar Malhotra Douglas Petno Sergio Rial Fawn Sharp Anna Skoglund Kent J. Thiry Kevin Weil	Shona L. Brown Laurence Fink Joseph H. Gleberman Andrew Liveris Jack Ma Claudia Madrazo Craig McCaw Ana M. Parma Vincent Ryan Rajiv Shah Brenda Shapiro Thomas J. Tierney Moses Tsang Frances A. Ulmer Margaret C. Whitman Ying Wu

U.S. [Related Entity](#) Covered Persons

BIN = Blue Investments in Nature; CF&R – Conservation Farms & Ranches

<u>Current Key Employees/ Officers</u>	<u>Former Key Employees/ Officers</u>	<u>Current Board of Directors</u>	<u>Prior Board Members</u>
Leah Carriere (BIN) Jerred Dixon (CF&R) Teela Pejza (CF&R) Angela Ortegon (CF&R)	Stephen Valdes-Robles (BIN) Felicity Fyfe (CF&R) Charlotte Kaiser (BIN)	Svetoslav Gatchev (BIN) Melissa Garvey (BIN) Jeffery Schutes (BIN) Mark Kramer (CF&R) Rodd Kelsey (CF&R) Susan North (CF&R) Ankith Patel (CF&R) Sandi Matsumoto (CF&R)	Diane Miller (BIN) Michael McFadden (CF&R) Scott Morrison (CF&R) Ann Marie Nemanich (CF&R) Jason Pelletier (CF&R)

Other TNC [Related Entity](#) Covered Persons (If applicable)

Key Employees (members of Related Entity leadership team):	Current Fiduciary Board Members, if applicable:

3.2. VENDOR QUESTIONNAIRE

Please answer each of the following questions in the space provided. If additional space is required, please continue on a separate sheet and attach it to this form.

General Information:

Company Name: _____

Company Address: _____

Contact Name: _____

Phone: _____

Email: _____

Federal ID or SSN #: _____

Years in Business: _____

Customer Information:

Please indicate if you have done business with TNC in the past and provide contact information below.

Financial Information

Indicate your annual sales (in thousands of \$) for the past three (3) years.

What is your company's Dun & Bradstreet Number?

What is your company's Central Contractor Registration
(CCR) number? _____

Please provide the following supporting documentation as attachments to this questionnaire:

- a. Income Statement
- b. Balance Sheet
- c. Annual Report (if applicable)
- d. Current Certificate of Insurance

Employee Information

Number of Employees: _____

Service Information

Are there any geographical areas that your company is not able to serve?

_____ YES _____ NO

If yes, please list.

Minority and Women - Owned Business Enterprise

Please indicate below if your firm is at least 51% minority or women owned, controlled, and operated, classified as a small business, or a labor surplus area firm. Identify the % of minority or women ownership.

Legal

If your firm is bonded, please indicate type:

Performance Bond	_____ YES	_____ NO
Labor & Material Payment Bond	_____ YES	_____ NO

Are there any judgments, suits or claims pending against your firm?

_____ YES _____ NO

If yes, please explain:

Has your firm operated under a different name? (Please provide)

What is the Dun & Bradstreet Number of that firm:

What is that firm's Central Contractor Registration (CCR)
number?
