



**The Conservation Fund**

**RFP # 19-33**

**Greenbelt and Parkland Acquisition Administration**

**Section A: Overview of Agency and Professional Qualifications**

1. *State the full name and address of your organization and, if applicable, the branch office or other subordinate element that will perform, or assist in performing, the work hereunder. Indicate whether it operates as an individual, partnership, or corporation. If as a corporation, include whether it is qualified to do business.*

The Conservation Fund is a 501(c)3 qualified conservation nonprofit corporation headquartered in Arlington, Virginia and has a certificate of authority to transact business or conduct business affairs in Michigan (see Appendix E).

<p>The Conservation Fund Headquarters office: 1655 N. Fort Meyer Drive, Suite 1300, Arlington, VA 22209.</p>	<p>Midwest Regional Office P.O. Box 506 Sawyer, MI Tel: 269-426-8825 ebrawley@conservationfund.org Contact: Emy Brawley Associate Director, Midwest</p>
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2. *Include the names of executive and professional personnel by skill and qualification that will be employed in the work. Show where these personnel will be physically located during the time they are engaged in the work. Indicate which of these individuals you consider key to the successful completion of the project. Identify individuals who will do the work on this project by name and title. Resumes are required for proposed project personnel.*

Remy Long will be the primary contact for working with the City of Ann Arbor. Remy resides in the Ann Arbor area, and will be located at the office space provided by the City (per the terms of the RFP) in City Hall when he is engaged in work for the City.

Remy Long is the Midwest Program Associate for The Conservation Fund, and has over 8 years of experience working for environmental non-profits and state agencies. An Ann Arbor native, he most recently worked as the Senior Land Protection Specialist for three years at Legacy Land Conservancy. In that position he completed real estate transactions, including reaching out to priority landowners, negotiating acquisition terms, preparing purchase agreements, directing contractors including appraisers and surveyors, and working with Legacy’s attorney to ensure all legal requirements for real estate deals were met. Remy was successful in securing and administering several Clean Water Act Section 319 grant funds, as well as USDA NRCS ACEP-ALE grant funds, to supplement existing funding for acquisition projects, and collaborated with federal, state, and non-profit partners to submit a \$1.8 million Regional Conservation Partnership Program (RCPP) grant led by Legacy Land Conservancy. Before his work with Legacy, Remy was a United States Peace Corps Volunteer in The Gambia, West Africa serving as an agricultural extension agent for three years. He holds a Master of Science (M.S.) degree from the School of Environment and Sustainability at the University of Michigan, and a Bachelor of Arts (B.A.) degree in

Environmental Studies and International Relations from Western Michigan University. Remy is a licensed real estate salesperson in the State of Michigan (License Number 6501414679) and a licensed remote pilot (License Number 4266864). Remy is well-trained in both current Microsoft Office software and ArcGIS 10.6.

Emy Brawley will provide support to Remy under the contract with the City of Ann Arbor, on an as-needed basis and dependent upon deal flow required by the City. Emy is stationed in The Conservation Fund's Midwest office in Chicago, Illinois, but works throughout the Midwest region.

Emy Brawley, who currently is the Associate Director, Conservation Services, Midwest for The Conservation Fund, has 20 years of land conservation experience with land acquisition programs for local, state and federal government. In addition, she has extensive land trust experience that includes agricultural easement negotiation and monitoring, nonprofit administration, land acquisition, fundraising, partnership development and land acquisition program assistance. Emy's past affiliations include: Vice President of Conservation at Chicago Openlands; Associate Attorney at Isaacson Rosenbaum PC, and land officer at Boulder County Parks and Open Space. In addition, Emy has been a frequent presenter at the Land Trust Alliance Rally. Emy has a J.D. and B. A. in Political Science, both from the University of Colorado. Emy has familiarity with current Microsoft Windows software.

See Appendix B for resumes of The Conservation Fund's staff.

3. *State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details which make the firm qualified for this work.*

The Conservation Fund (TCF) forges partnerships to conserve America's legacy of land and water resources. Through land acquisition, community and economic development and training and education, the Fund and its partners demonstrate balanced conservation solutions that emphasize the integration of economic and environmental goals. TCF is a nationwide leader in conservation acquisitions on behalf of agency partners and also has national recognition for its experience in operating re-granting programs, providing loans for conservation opportunities, and using technology to strategically target important lands for protection.

Since its inception in 1985, TCF has protected over 8 million acres in all 50 states. In Michigan alone, the Fund has conserved more than 33,907 acres of land. Additional information about TCF is available at [www.conservationfund.org](http://www.conservationfund.org).

TCF is distinguished from other organizations by our focus on partnering with all levels of government, non-profit organizations and individuals to protect a community's favorite places. We work with our partners to ensure their conservation goals are met. A hallmark of our work is our deep, unwavering understanding that for conservation solutions to last, they need to make economic sense. We work with partners to find solutions to benefit the land and the surrounding communities. In addition, TCF is distinguished from other organizations

by providing a national perspective to implement local land conservation efforts. TCF's Government Relations staff serve as a liaison with the US Department of Agriculture's Agricultural Conservation Easement Program and provide early information on program changes and upcoming deadlines. TCF staff can utilize staff in other regions to connect to other similar models and adapt for the specific Ann Arbor needs, such as drinking water source protection.

4. *Please provide 3 years of audited financial statements.*  
(See Appendix C)

### **Section B: Past Involvement with Similar Projects**

*1. The written proposal must include a list and description of specific experiences in this area that indicate proven ability in implementing similar projects maximizing the funds for land preservation. A complete list of client references must be provided for similar projects. The list shall include the firm/agency name, address, telephone number, project title, and contact person.*

#### **City of Ann Arbor, Open Space and Parkland Preservation Program Administration**

Since January 2005, The Conservation Fund (TCF) has been administering the Ann Arbor Open Space and Parkland Preservation Program under contract to the City of Ann Arbor. In that time, TCF has assisted the City in completing 94 Greenbelt and Parks transactions, including 128 acres acquired for Parks and 5,716 acres for the Greenbelt Program, and to secure over \$27 million in matching funds through federal grants, local agencies, land conservancies, and landowner donations. This has equated to an average of 53% match funds for the completed Greenbelt transactions, and every Greenbelt deal completed has included at least a 13% match. Often transactions are completed with multiple partners, resulting in complex transactions. TCF has assisted the City of Ann Arbor in securing over \$11 million from the USDA-Natural Resources Conservation Service's (NRCS) Agricultural Conservation Easement Program (ACEP) and Farm and Ranchland Protection Program (FRPP) over the last 14 years.

The first year of our work included establishing acquisition process and template documents with the City's Community Services Area Administrator, City Attorney office, and Greenbelt Advisory Commission. Since that time, TCF has assisted the program to mature and evolve as the land conservation and economic climates have changed. The program has shifted from one focused on curbing urban sprawl and preserving open space to one focused on farmland preservation and the local foods movement. At every step of the evolution, TCF worked with the Greenbelt Advisory Commission to revise and update the strategic plan to account for the changing environment and to capitalize on opportunities. As a result, over the last two years the program has gained momentum and interest from landowners, and we have worked with the City to protect more than 5,700 acres surrounding the City.

In January 2006, TCF expanded our work with the City of Ann Arbor to include administration of the acquisition of park land acquisition under the same Open Space and Parkland Preservation Millage. Similar to our work with the Greenbelt Advisory Commission, TCF has been charged

with the preparation and coordination for monthly Land Acquisition Committee meetings when acquisitions are under consideration, and oversight of the acquisition process to ensure efficient and timely process for land acquisition. From the beginning, TCF has worked closely with the City Community Services Area Administrator, City Attorney office, Parks and Recreation staff, Planning staff, and Natural Area Preservation Program staff to ensure coordination between the many departments and a balanced approach to parkland acquisition.

If the partnership between TCF and The City of Ann Arbor is renewed, TCF anticipates being able to capitalize on long-standing relationships with our local partners and well-established relationships with landowners to ensure efficient implementation of the program. TCF Staff:  
Remy Long, Emy Brawley

### **Milwaukee Metropolitan Sewerage District, Greenseams® and Working Soils® Programs**

Since 2001 TCF has been implementing a land acquisition project for the Milwaukee Metropolitan Sewerage District (MMSD) called Greenseams®. The MMSD has responsibility for flood reduction throughout the four-county Milwaukee, Wisconsin, region service area. In addition to structural flood reduction strategies, MMSD chose to implement a nonstructural flood reduction solution by taking advantage of existing hydric (spongy water-absorbing) soils to hold and infiltrate rain water. TCF bid on and won the Greenseams contract to develop and implement the Greenseams Program. The Greenseams Program purchases land and conservation easements from willing landowners in the Milwaukee, Menomonee, Oak Creek and Root River watersheds, where major suburban growth is expected to occur. Properties are chosen for their proximity to water, their water-absorbing soils, environmental corridor and natural area designations, and their connection to public spaces.

The Greenseams Program identified 20,000+ acres of hydric soils in four major watersheds that flow through the MMSD service area. After the lands were identified, TCF began the process of identifying the landowners owning 11,000 of the highest priority tax parcels. TCF uses a variety of techniques to generate interest from willing sellers including inviting landowners to open houses, running tax parcel information through the MLS system and contacting individual landowners. When a willing seller is identified, TCF arranges for the appraisal and provides the completed appraisal to MMSD for certification. On behalf of MMSD, TCF orders title and works with the landowner's attorney to resolve any title defects. TCF arranges closing on the property and makes sure that the conveyance documents are properly recorded. TCF meets monthly with a multidisciplinary MMSD staff that includes legal, financial, environmental hazard and program management staff to discuss the projects and receive approval to option properties.

TCF is also responsible for designing and implementing management plans on the properties prior to transfer to local government agencies and land trusts. As part of the management planning Greenseams has formed partnerships with the U.S. Fish and Wildlife Service Partners for Wildlife, the Wisconsin Coastal Management Program and the North American Conservation Wetlands Act to restore many of the Greenseams properties to their native wetland, prairie and forest habitats. By the end of 2015, 100,000 trees had been planted on 500 acres that were previously agricultural lands. Once fully restored, these properties will absorb more rain and snow melt, which slows water flow into the City of Milwaukee, and will also act as buffers,

## THE CONSERVATION FUND

filtering out pollutants and increasing water quality. After the restoration is complete, TCF arranges for the transfer of these properties to local government for ownership. An easement is drafted for each parcel giving MMSD the right to enforce keeping the areas as open space to absorb water. There are baselines completed for each transfer.

Since the inception of the Greenseams Program, TCF has completed the acquisition of 111 properties totaling 3,689 acres in 4 counties. In the last 18 years, \$19 million has been spent acquiring these parcels and the Program has brought in over \$10 million in grant funding.

Similar to the Greenseams Program, TCF also implements a farmland preservation program for the Milwaukee Metropolitan Sewerage District. The Working Soils® Programs aims to protect and improve soil health and water quality and reduce the risk of flooding along creeks, streams and rivers in the Milwaukee River Watershed. Working Soils is a collaborative effort among landowners, agricultural producers, the Natural Resource Conservation Service (NRCS), Milwaukee Metropolitan Sewerage District, County Land and Water Conservation Departments, and local land trusts. The Working Soils Program leverages existing partnerships and diverse resources to preserve prime farmland in the Milwaukee River Watershed of Ozaukee and Washington Counties. The Working Soils Program staff works with willing landowners to acquire agricultural easements on priority land within the Watershed. Participating landowners will work collaboratively with NRCS to develop a Conservation Plan and explore the various Environmental Quality Incentives Program practices to improve soil health and water retention. Agricultural easements promote long term planning for resource conservation, in that landowners optimize their economic benefits by maintaining healthier soils for sustainable agricultural production and environmental benefit to the region. TCF Staff: Emy Brawley, David Grusznski, Angie Doucette, Lindsey Walker

#### Client reference:

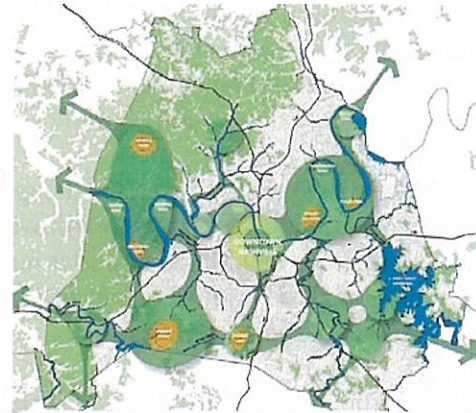
Steve Jacquart  
Greenseams and Working Soils Supervisor  
Milwaukee Metropolitan Sewerage District  
260 W Seeboth St., Milwaukee, WI 53204  
[sjacquart@mmsd.com](mailto:sjacquart@mmsd.com), [www.mmsd.com](http://www.mmsd.com)  
Office: (414) 225-2100

**Nashville: *Naturally Metro Davidson County Open Space Plan*** In 2010, a planning team led by TCF completed the Nashville/Davidson County Open Space Plan, a joint public/private effort between the Metropolitan Government of Nashville/Davidson County and The Land Trust for Tennessee. The Fund



Hawkins Partners - Greening Downtown

and Hawkins Partners collaborated with a technical advisory committee to develop a GIS-based technical green infrastructure network design as well



Hawkins Partners Community Vision Overlay

as a 'community vision overlay' and 'vision of greening downtown', both graphically designed by Hawkins Partners, that provide a simple but tangible strategy for achieving Nashville's green infrastructure and open space goals over the next 25 years. The Fund helped convene focus groups, public meetings, and an open space summit

to link the findings from the green infrastructure inventory and analysis with community goals, desired milestones, and implementation strategies. The Fund also delivered a 'non-public' parcel-based conservation opportunity assessment to help Metro and the Land Trust prioritize land acquisition targets. The Fund's Connecting Wildlife and Water Networks map, included in the Open Space Plan and prepared by Will Allen and Jazmin Varela, won second prize in the Social Impact category in the 2011 ESRI International Conservation Mapping Contest.

This project showcases our team's ability to lead a successful metropolitan greenspace protection effort. It also highlights our team's skills in GIS mapping and analysis, environmental graphics, and public outreach. TCF Staff: Will Allen

Client reference:

Emily Parish

Land Trust for Tennessee

209 10th Avenue S., Suite 327, Nashville, TN 37203

Phone: (615) 244-LAND (5263)

Fax: (615) 244-6948

### **Refinement of the Chicago Wilderness Green Infrastructure Vision**

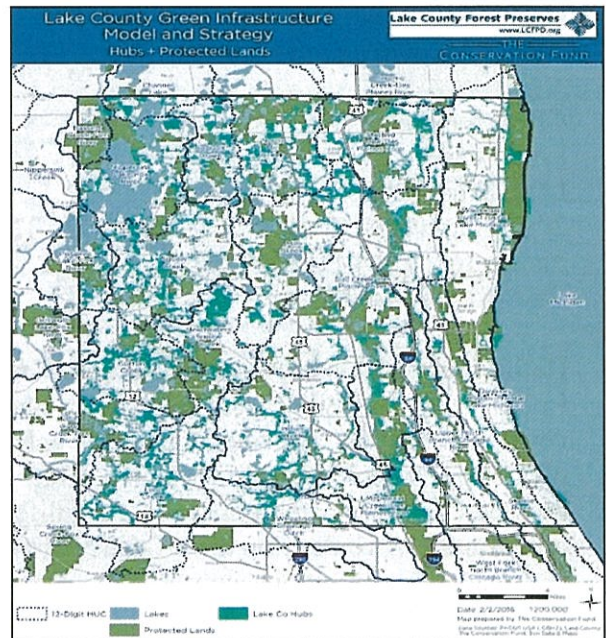
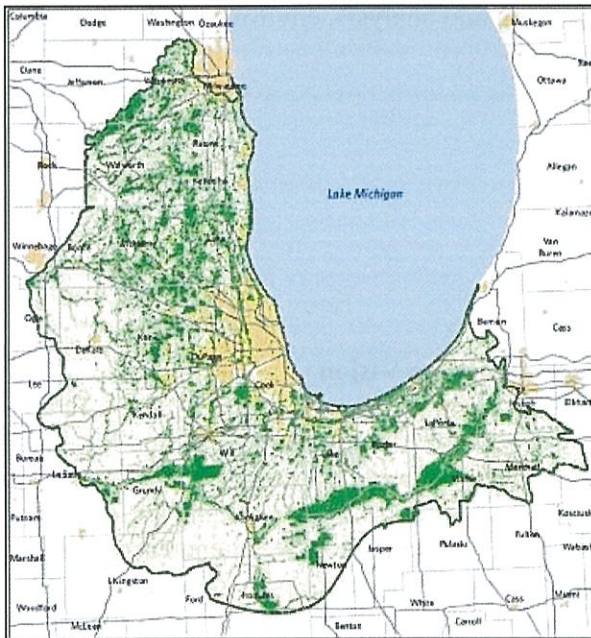
In 2012, Chicago Wilderness asked The Fund to help refine a Green Infrastructure Vision first developed in 2004. The Fund created an enhanced Vision to inform future regional and local planning and decision making. It also guides decisions on how to protect nearby lands that provide important natural assets like wildlife habitat, clean water, flood control and recreational opportunities. To develop the refined Vision, we convened federal and state agencies, cultural and academic institutions, conservation groups, engineering firms, developers, corporations, local government officials and public works and transportation leaders. Building on this strong

local foundation, we developed detailed maps and identified key strategies for protecting areas with high conservation value. The resulting plan links woodlands, grasslands, wetlands, streams and lakes within urban, suburban and rural areas around Chicago—all while supporting economic vitality and quality of life.

In 2014, with funding from the Chicago Metropolitan Agency for Planning and the Northwest Indiana Regional Planning Council, we estimated the economic value of the region's natural ecosystems. We calculated in dollar terms how much benefit the natural systems in the Vision provided for flood control, water purification, groundwater recharge, carbon storage, air quality, and recreation and ecotourism.

In 2015, the Lake County Forest Preserve District selected TCF to lead the development of a geographic information system (GIS) based Green Infrastructure Strategy to steer regional and local open space planning in Lake County. By providing a consistent modeling framework, this will create a common vision for the entire county and will greatly aid planning and implementation among various agencies, organizations, corporations and citizens involved in preserving the best of Lake County.

By creating a Green Infrastructure Vision for the entire region, we're helping to ensure that the Chicago Wilderness Region will include communities linked by greenways, trails and recreational networks, and that critical habitat for wildlife, including migration corridors, is protected. Community-based Sustainable Watershed Action Teams, metropolitan planning organizations, and institutions in the region—like the Field Museum in Chicago—are using the updated Green Infrastructure Vision to create tailored plans that meet conservation and restoration goals. Our collective Vision is helping counties, municipalities and neighborhoods across the region plan for a greener tomorrow and better understand the economic benefits of natural ecosystems.







Client reference:

Jason Navota

Chicago Metropolitan Agency for Planning

233 South Wacker Drive, Suite 800, Chicago, IL 60606

Phone: (312) 386-8639

Fax: (312) 454-0411

[jnavota@cmap.illinois.gov](mailto:jnavota@cmap.illinois.gov)

### **Section C: Proposed Work Plan**

*Provide a detailed and comprehensive description of how the offeror intends to provide the services requested in this RFP. This description shall include, but not be limited to: how the project(s) will be managed and scheduled, how and when data and materials will be delivered to the City, communication and coordination, the working relationship between the offeror and City staff, and the company's general philosophy in regards to providing the requested services.*

#### **Project Description**

TCF has the experience both here in Michigan and across the country to be uniquely positioned to provide these services for this innovative program designed to preserve and protect parkland, open space, natural habitats, and working lands inside and outside of the city limits.

TCF will work directly with the appropriate City of Ann Arbor staff, the Greenbelt Advisory Commission, and the Land Acquisition Committee of the Park Advisory Commission to implement the approved Open Space and Parkland Preservation Millage Program. For both the Greenbelt and Parkland acquisitions, we will develop and execute a program that includes an integrated public outreach and marketing program and will provide and implement an acquisition strategy. This plan will involve five primary tasks for work with both the Greenbelt Advisory Commission and the Park Advisory Commission: Task A: Program Administration; Task B: Outreach and Strategic Plan Development; Task C: Land and Easement Acquisition; Task D: Partnership Development and Leveraging Funds; and Task E: Easement Monitoring. Often, these tasks will overlap in timing and execution throughout the project period. See Appendix D for detailed work plan.

TCF's work under this program, however, shall not include providing any type of legal advice, including but not limited to due diligence review, contract negotiation and drafting, closing procedures and issues involved with land management and conservation easement monitoring and enforcement. All necessary, required or desired legal services shall be provided by the City Attorney or outside counsel hired by the City. In addition, TCF will not be entering into any contract of sale as the contract purchaser nor holding title to any real property interests, unless otherwise agreed to on a case-by-case provision. These limitations on services provided by the Consultant under the Scope of Work shall be specifically referenced in the Services Contract.

#### **Task A – Program Administration**

The program administration will consist of general management of the daily program activities to ensure that project management personnel and governing bodies at the City, (Community Services Administrator, City Council, City Attorney, Greenbelt Advisory Commission, and Land Acquisition Committee) are kept apprised of activities occurring throughout all phases of the acquisition process and to ensure compliance with City requirements and procedures. In addition, as we have done previously, the program administration for the parkland acquisition portion will include regular meetings with Parks and Recreation staff, Natural Area Preservation staff, and Planning staff to ensure all parties are involved and kept apprised of activities throughout the land acquisition process and a unified staff recommendation is presented to the Land Acquisition Committee.

Additional activities under this task include quarterly and annual reporting, coordination with city staff, presentations as deemed necessary, and regularly scheduled meetings with Community Services Administrator and City Attorney. This will also include record keeping for all acquisition files for properties acquired under the Open Space and Parkland Preservation Millage. TCF will also provide orientation meetings for any new commissioners appointed to either the Greenbelt Advisory Commission or Park Advisory Commission.

TCF will also work closely with the City's Office of Sustainability and Innovations to provide measures for success achieved through the Open Space and Parkland Preservation Millage as they relate to the City's Sustainability Framework, Climate Action Plan, and other relevant sustainability initiatives led by the City. TCF will provide the Office of Sustainability and Innovations with annual updates to measures where possible, and collaborate with the Office to seek additional funding for evaluating and reporting on the Open Space and Parkland Preservation Millage's impact to date.

TCF will provide quarterly updates to the Community Services Administrator and Annual Report to the Greenbelt Advisory Commission and Land Acquisition Committee.

Lastly, TCF will continue to work with City staff to establish Standards and Practices policies and procedures for acquisitions and conservation easement enforcement to ensure the program keeps up to date with national standards for conservation easement best practices.

### **Task B – Outreach and Strategic Plan Development**

This task includes activities for marketing the Greenbelt program and outreach to potential applicants to the Greenbelt program. Outreach activities to Greenbelt landowners will be adapted based on deal flow and may include mailing letters and applications to selected landowners based upon demonstrated interest in the program, as well as those located in priority areas identified through the strategic plan. We will also work with the Greenbelt Advisory Commission and city staff on any final approvals and implementation activities of the 2019 Greenbelt Strategic Plan, including a revised parcel

prioritization system, as needed. TCF will also provide support to any Land Acquisition Committee strategic planning processes that may take place over the life of this contract, coordinating closely with City staff, the Parks Advisory Commission, and any contractors retained by the City for strategic planning purposes.

In addition to outreach activities to Greenbelt landowners, TCF staff will work with the Greenbelt Advisory Commission to identify avenues to highlight program successes with Ann Arbor residents. This may include an annual Bus Tour, the creation of “virtual tours” that include video of Greenbelt and parkland properties captured by drones, other video and promotional materials, public presentations, as well as identifying other avenues to keep Ann Arbor residents up to date on Greenbelt activities, such as tabling at the Mayor’s Green Fair and soliciting media coverage for program achievements.

Outreach activities for the Land Acquisition Committee include contacting owners of priority properties to gauge interest and discuss land protection options for each landowner, maintaining a landowner database, and regular contact with landowners throughout the acquisition process.

### **Task C – Land and Easement Acquisitions**

TCF will administer and facilitate the acquisition process, beginning with evaluating application properties following the guidelines and criteria established by City Council, Greenbelt Advisory Commission, and Land Acquisition Committee. After successful applicants have been notified, and necessary city recommendations and approvals obtained, TCF will facilitate the appraisal contract process with one of the City contractor appraisers, to complete an appraisal using guidelines approved by the City of Ann Arbor. We will then meet with the property owner’s team – which may include their attorney, accountant, or other family members. TCF will also work with the City Attorney office to request Title documentation.

Once a property is under contract by The City of Ann Arbor and necessary approvals obtained, TCF will facilitate contracts, using guidelines approved by the City, to complete the necessary due diligence using City contractors, including the environmental assessment and survey. All due diligence documents will be provided to the City Attorney for review. TCF will prepare a Baseline Document for easement purchases, prior to closing, in order to document the status of the property at time of closing. This Baseline Document will be a crucial element in the annual monitoring process to document changes on the property over time. TCF will coordinate with the City Attorney’s office to arrange the closing, and will provide a news release concerning the successfully completed transaction.

Throughout the acquisition process, TCF will work with the acquisition team that will include city staff, appraisers, environmental site assessment firms, surveyors, and title companies to ensure an efficient process. TCF will act as, or participate as part of, the negotiation team in connection with the finalization of purchase activities.

As noted above in the Project Description section of this proposal, TCF will not be providing any legal services in connection with this project. All necessary, required or desired legal services shall be provided by the Office of the City Attorney.

#### **Task D – Develop Partnerships and Leverage Funds**

The cultivation of partnerships with local organizations, governments, and granting agencies is critical to the success of the Open Space and Parkland Preservation Program. To that end, our work will include building on the established partnerships to ensure an efficient land acquisition process that adheres to all partners' processes and procedures. In addition, TCF will continue to participate in regular meetings with partners to further foster those partnerships and identify areas for potential collaboration.

TCF will also prepare grant applications or offer assistance to other organizations and local governments in the preparation of funding proposals for collaborative projects, similar to what has been done previously. This will include regular contact with grant agencies, such as the USDA-NRCS Agricultural Conservation Easement Program or others as necessary.

#### **Task E – Easement Monitoring**

TCF will monitor the 32 conservation easements currently owned by the City of Ann Arbor on a yearly basis and provide the USDA-NRCS, Michigan Department of Natural Resources, and the City of Ann Arbor with a copy of the completed reports noting any violations. Every ten years, TCF will meet with the current owners to review the easement terms, and will discuss an update to the NRCS Conservation Plan during the annual monitoring visit. When there is a change in the fee ownership of a conservation easement, TCF will immediately arrange a meeting with the new landowner to discuss conservation easement responsibilities in detail. If an easement owner contacts the City about changes in the farmstead complex, TCF will work with the City Attorney and Community Services Administrator to provide the format to request permission for the building.

As noted above in the Project Description section of this proposal, TCF will not be providing any legal services in connection with this project. All necessary, required or desired legal services shall be provided by the Office of the City Attorney.

**Appendix A: Resumes**



# Remy T. Long

734-276-8387, remy.long@gmail.com

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## EDUCATION

### University of Michigan School of Natural Resources and Environment (Ann Arbor, MI)

- **Master of Science**, Natural Resources and Environment, April 2016
- Paul D. Coverdell Peace Corps Fellow
- Dow Sustainability Research Fellow

### Western Michigan University (Kalamazoo, MI)

- **Bachelor of Arts**, Double Major: Environmental Studies, International Studies, May 2010
- Academic Honors: *Magna Cum Laude*
- WMU Environmental Studies Department 2010 Academic Excellence Award
- Phi Beta Kappa

## EXPERIENCE

### The Conservation Fund, Midwest Program Associate (Ann Arbor MI) Fall 2018- present

- Manage and administer the Ann Arbor Greenbelt program.

### Legacy Land Conservancy, Senior Land Protection Specialist (Ann Arbor, MI) September 2015-December 2018

- Managing all conservation easement negotiations, due diligence, land acquisitions, and closings.
- Balancing project pipeline needs and setting targets for project completion.
- Soliciting and managing grant funding from federal and state sources.
- Developing outreach strategies and materials for increased participation and understanding of land conservation.

### Resource Recycling Systems, Project Analyst (Ann Arbor, MI) May 2014-September 2014

- Conducted data mining, organization and production, requiring advanced Microsoft Excel utilization.

### Terrestrial Ecology Laboratory, Lab Assistant (Ann Arbor, MI) November 2013-July 2014

- Assisted doctoral research by programming and operating sequences for a gas chromatograph.

### US Peace Corps, Peace Corps Volunteer (The Gambia, West Africa) January 2011-November 2013

- USAID funded Food Security Training Center coordinator.
- Agroforestry and apiculture extension agent.

### The Center for Environmental Farming Systems, Agricultural Intern (Goldsboro, NC) Summer 2010

- Developed research on a 2,000-acre farm comparing conventional/sustainable agricultural practices.

### AspenFACE Experiment, Field Research Technician (Rhineland, WI) Summer 2009

- Processed experiment samples for a government and university funded climate change experiment involving the effects of increased levels of CO<sub>2</sub> on tree growth in Northern Wisconsin.

### The Gibbs House for Environmental Research & Education, Program Coordinator (Kalamazoo, MI) Summer 2009

- Coordinated nine research fellowships conducting environmental projects based in a WMU-owned house.

## SKILLS, ACTIVITIES AND INTERESTS

- **Real Estate:** Licensed real estate salesperson; License # 6501414679
- **Computer Skills:** ESRI ArcGIS (Online and Desktop), Microsoft Office (Word, Excel, PowerPoint)
- **Languages:** Mandinka (speaking and writing: fluent)
- **Hobbies:** Carpentry, fishing and hunting.





# Emy Brawley

*Emy.Brawley@gmail.com*  
303-669-0390 phone

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Dynamic, creative leader delivering effective programs, partnerships and strategies to advance social change across multiple contexts. Proven results in developing and growing new initiatives, project management, and resource stewardship. Trusted professional, skilled diplomat, critical thinker, and valued partner.

## PROFESSIONAL EXPERIENCE

**Midwest Associate Director, Conservation Services Midwest - The Conservation Fund** *2018-present*

- Provide the full array of the Fund's programs and services to its conservation partners in the Chicago region, the State of Illinois, and across the Midwest

**Vice President of Conservation - Openlands, Chicago, Illinois** *2008 – 2018*

- Set and execute organizational strategy and regional goals in partnership with the Chief Executive Officer, Chief Operating Officer, and Vice Presidents of Finance and Development
- Originate, manage and fund innovative and complex multiple-party initiatives
- Supervise a staff of six direct reports, including setting goals, mentoring, and training
- Grow and sustain a portfolio of relationships among partners, networks and coalitions
- Attract diverse funding sources; develop and manage budgets, donor-restricted gifts and dedicated funds
- Institute evaluation mechanisms to strengthen programmatic delivery and institutional sustainability
- Serve as liaison to the Board of Directors, Executive Committee, and Conservation Committee

**Associate Attorney - Isaacson Rosenbaum PC, Denver, Colorado** *2005-2008*

- Private practice of law serving public, corporate, non-profit and individual clients
- Objectively analyze options, strategies, consequences; recommend courses of action
- Research, interpret, communicate, and advocate regarding regulations, policies and positions
- Successfully negotiate and close a high-volume of transactions

**Land Officer - Boulder County, Boulder, Colorado** *2000-2005*

- Lead cross-divisional teams on diverse caseload of complex projects relating to the acquisition and disposition of land, conservation easements, trails and mineral and water rights
- Manage multi-year federal land exchange with the Bureau of Land Management and Forest Service

**Additional work experience in Kenai, Alaska; Cambridge, Massachusetts; and Washington DC**

## EDUCATION

### **Juris Doctor**

**University of Colorado School of Law** *Boulder*  
Articles Editor, University of Colorado Law Review;  
Dean's List; Environmental Law Society

### **Bachelor of Arts**

**University of Colorado** *Boulder*  
Independently-Structured Major:  
Environment and Public Policy

### **Northwestern University, Kellogg School of Management**

Executive Scholars Program, Certificate in Non-Profit Management *Chicago, current*

## LEADERSHIP

- Board Appointments include Prairie State Conservation Coalition (President 2015-2017) (*statewide coalition of land trusts*); Cook County Land Bank Authority (*revitalizing distressed properties across 134 municipalities including the City of Chicago*); National Recreation and Parks Association Conservation Panel
- 2015 Kinship Conservation Fellow (*developing market-driven strategies for conservation impact*)
- Openlands: National Excellence Award from the Land Trust Alliance, October 2015



**Appendix B: Audited Financial  
Statements**





**THE CONSERVATION FUND,  
A NONPROFIT CORPORATION**

**COMBINED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY SCHEDULES**

*As of and for the Years Ended December 31, 2016  
and 2015*

*And Report of Independent Auditor*

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
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## Report of Independent Auditor

To the Board of Directors of  
The Conservation Fund, a Nonprofit Corporation  
Arlington, Virginia

We have audited the accompanying combined financial statements of The Conservation Fund, a Nonprofit Corporation (the "Fund"), which comprise the combined statements of financial position as of December 31, 2016 and 2015, and the related combined statements of activities and changes in net assets, and cash flows for the years then ended, and the related notes to the combined financial statements.

### **Management's Responsibility for the Combined Financial Statements**

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these combined financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the combined financial position of The Conservation Fund, a Nonprofit Corporation as of December 31, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Report on Supplementary Schedules**

Our audits were conducted for the purpose of forming an opinion on the combined financial statements as a whole. The combining information and combined schedule of functional expenses for the year ended December 31, 2016, and comparative totals for 2015, which follow, and the combined schedules of activities and changes in net assets by activity, are presented for purposes of additional analysis and are not a required part of the combined financial statements. Such information is the responsibility of the Fund's management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying and other accounting records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the combined financial statements as a whole.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated April 25, 2017 on our consideration of the Fund's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Fund's internal control over financial reporting and compliance.



Bethesda, Maryland  
April 25, 2017



**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENTS OF FINANCIAL POSITION (IN THOUSANDS)**

DECEMBER 31, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
<b>ASSETS</b>		
Current Assets:		
Cash and cash equivalents	\$ 149,091	\$ 169,954
Short-term investments	19,197	18,742
Receivables	2,294	1,125
Notes receivables, net of allowance for doubtful accounts	2,102	9,230
Promises to give	3,108	2,199
Due from an affiliate	126	-
Other assets	126	605
Total Current Assets	<u>176,044</u>	<u>201,855</u>
Property and Equipment:		
Buildings, furniture, and equipment	2,789	2,789
Accumulated depreciation	(1,942)	(1,774)
Net Property and Equipment	<u>847</u>	<u>1,015</u>
Other Assets:		
Cash-restricted	5,284	4,493
Notes receivable, net of allowance for doubtful accounts	73,545	57,467
Promises to give	602	12
Long-term investments	308	286
Demonstration projects:		
Land and easements held for general purposes	516,804	523,504
Other receivables	2	2
Total Other Assets	<u>596,545</u>	<u>585,764</u>
<b>Total Assets</b>	<u><u>\$ 773,436</u></u>	<u><u>\$ 788,634</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities:		
Line of credit	\$ 150	\$ 150
Accounts payable	2,667	2,816
Accrued expenses	6,419	11,857
Deferred revenue	14,869	16,650
Amounts held for others	5	15
Notes payable	9,058	2,980
Due to an affiliate	126	-
Total Current Liabilities	<u>33,294</u>	<u>34,468</u>
Other Liabilities:		
Amounts due other nonprofit organizations and government agencies	86	86
Deferred revenue	61,648	66,596
Deferred rent	507	491
Amounts held for others	167	116
Notes payable:		
Demonstration projects	85,526	92,566
Total Other Liabilities	<u>147,934</u>	<u>159,855</u>
<b>Total Liabilities</b>	<u>181,228</u>	<u>194,323</u>
Net Assets:		
Unrestricted	301,644	320,885
Temporarily restricted	187,638	174,898
Permanently restricted	102,926	98,528
<b>Total Net Assets</b>	<u>592,208</u>	<u>594,311</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$ 773,436</u></u>	<u><u>\$ 788,634</u></u>

The accompanying notes to the combined financial statements are an integral part of these statements.

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (IN THOUSANDS)**

YEAR ENDED DECEMBER 31, 2016

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Support and Revenue Before Sales of Demonstration Projects to Others:				
Contributions and grants	\$ 54,325	\$ 42,170	\$ 4,398	\$ 100,893
Contract income	16,966	-	-	16,966
Investment and other program income	8,843	-	-	8,843
Net assets released from restrictions	29,430	(29,430)	-	-
Total Support and Revenue Before Sales of Demonstration Projects to Others	109,564	12,740	4,398	126,702
Sales of demonstration projects to others	98,849	-	-	98,849
Total Support and Revenue	208,413	12,740	4,398	225,551
Expenses:				
Program:				
Demonstration projects transferred to others	157,682	-	-	157,682
Other program expenses	65,662	-	-	65,662
Total Program	223,344	-	-	223,344
Management and general expenses	2,588	-	-	2,588
Fundraising	1,722	-	-	1,722
Total Expenses	227,654	-	-	227,654
Change in net assets	(19,241)	12,740	4,398	(2,103)
Net assets, beginning of year	320,885	174,898	98,528	594,311
Net assets, end of year	\$ 301,644	\$ 187,638	\$ 102,926	\$ 592,208

The accompanying notes to the combined financial statements are an integral part of these statements.

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (IN THOUSANDS)**

YEAR ENDED DECEMBER 31, 2015

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Support and Revenue Before Sales of Demonstration Projects to Others:				
Contributions and grants	\$ 49,223	\$ 72,093	\$ 5,580	\$ 126,896
Contract income	17,543	-	-	17,543
Investment and other program income	4,984	128	-	5,112
Net assets released from restrictions	34,550	(34,550)	-	-
Total Support and Revenue Before Sales of Demonstration Projects to Others	106,300	37,671	5,580	149,551
Sales of demonstration projects to others	71,993	-	-	71,993
Total Support and Revenue	178,293	37,671	5,580	221,544
Expenses:				
Program:				
Demonstration projects transferred to others	98,986	-	-	98,986
Other program expenses	79,989	-	-	79,989
Total Program	178,975	-	-	178,975
Management and general expenses	2,815	-	-	2,815
Fundraising	2,139	-	-	2,139
Total Expenses	183,929	-	-	183,929
Change in net assets	(5,636)	37,671	5,580	37,615
Net assets, beginning of year	326,521	137,227	92,948	556,696
Net assets, end of year	\$ 320,885	\$ 174,898	\$ 98,528	\$ 594,311

The accompanying notes to the combined financial statements are an integral part of these statements.

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENTS OF CASH FLOWS (IN THOUSANDS)**

YEARS ENDED DECEMBER 31, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
<b>Cash flows from operating activities:</b>		
Change in net assets	\$ (2,103)	\$ 37,615
Adjustments to reconcile change in net assets to net cash flows provided by (used in) operating activities:		
Contributions restricted to revolving funds	(4,398)	(5,580)
Depreciation	168	144
Allowance for losses on notes receivable and bad debt write-offs	2,034	1,457
Contributions from implied interest discount, net	(8,188)	2,155
Disposition of demonstration projects, net of proceeds received	58,833	26,992
Contributions of demonstration projects, held for conservation	(22,120)	(14,126)
Net realized and unrealized (gains) losses on investments	(105)	(1,016)
Decrease (increase) in operating activities:		
Promises to give and receivables	(2,668)	(1,018)
Other assets	479	(389)
Increase in operating liabilities:		
Accounts payable, accrued expenses and deferred revenue	(12,300)	(2,089)
Additional cash provided by (used in) demonstration projects:		
Proceeds from disposition of demonstration projects held for conservation	98,851	71,993
Acquisition of demonstration projects held for conservation	(128,862)	(92,713)
Cash flows provided by (used in) operating activities	<u>(20,379)</u>	<u>23,425</u>
<b>Cash flows from investing activities:</b>		
Cash restricted for long-term debt repayment	(791)	(2,553)
Purchases of property and equipment	-	(73)
Purchases of short-term investments	(372)	(7,246)
Proceeds from sales of short-term investments	-	8,148
Net increase in notes receivable	(11,546)	(12,974)
Repayments of principal on notes receivable	3,439	-
Net decrease in amounts due other nonprofit organizations and government agencies and amounts held for others	40	(19,385)
Cash flows used in investing activities	<u>(9,230)</u>	<u>(34,083)</u>
<b>Cash flows from financing activities:</b>		
Proceeds from line of credit	-	150
Contributions restricted to revolving funds	4,398	5,580
Proceeds from long-term debt	26,344	25,429
Repayment of long-term debt	(21,996)	(15,452)
Cash flows provided by financing activities	<u>8,746</u>	<u>15,707</u>
Net change in cash and cash equivalents	(20,863)	5,049
Cash and cash equivalents, beginning of year	169,954	164,905
Cash and cash equivalents, end of year	<u>\$ 149,091</u>	<u>\$ 169,954</u>

The accompanying notes to the combined financial statements are an integral part of these statements.



**THE CONSERVATION FUND,  
A NONPROFIT CORPORATION**

COMBINED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY SCHEDULES

*As of and for the Year Ended December 31, 2017*

*And Report of Independent Auditor*

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
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## Report of Independent Auditor

To the Board of Directors of  
The Conservation Fund, a Nonprofit Corporation  
Arlington, Virginia

We have audited the accompanying combined financial statements of The Conservation Fund, a Nonprofit Corporation (the "Fund"), which comprise the combined statement of financial position as of December 31, 2017, and the related combined statements of activities and changes in net assets, and cash flows for the year then ended, and the related notes to the combined financial statements.

### **Management's Responsibility for the Combined Financial Statements**

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these combined financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the combined financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the combined financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the combined financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the combined financial position of The Conservation Fund, a Nonprofit Corporation as of December 31, 2017, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### **Change in Accounting Principle**

As disclosed in Note 15 to the financial statements, the Fund restated its net assets as of January 1, 2017, to implement a change in accounting principle under which conservation easements are reported at zero on the combined statement of financial position. Our opinion is not modified with respect to this matter.

### **Report on Supplementary Schedules**

Our audit was conducted for the purpose of forming an opinion on the combined financial statements as a whole. The combining information and combined schedule of functional expenses for the year ended December 31, 2017 which follow, and the combined schedules of activities and changes in net assets by activity, are presented for purposes of additional analysis and are not a required part of the combined financial statements. Such information is the responsibility of the Fund's management and was derived from and relates directly to the underlying accounting and other records used to prepare the combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying and other accounting records used to prepare the combined financial statements or to the combined financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the combined financial statements as a whole.

### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated June 7, 2018 on our consideration of the Fund's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Fund's internal control over financial reporting and compliance.



Bethesda, Maryland  
June 7, 2018



**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENT OF FINANCIAL POSITION (IN THOUSANDS)**

DECEMBER 31, 2017

**ASSETS**

Current Assets:	
Cash and cash equivalents	\$ 117,195
Short-term investments	61,771
Receivables	4,062
Notes receivables, net of allowance for doubtful accounts	28,086
Promises to give	620
Other assets	166
Total Current Assets	211,900
Property and Equipment:	
Buildings, furniture, and equipment	4,095
Accumulated depreciation	(2,110)
Net Property and Equipment	1,985
Other Assets:	
Cash-restricted	1,681
Notes receivable, net of allowance for doubtful accounts	70,843
Promises to give	608
Long-term investments	389
Demonstration projects:	
Land held for general purposes	510,608
Other receivables	8,255
Total Other Assets	592,384
<b>Total Assets</b>	<b>\$ 806,269</b>

**LIABILITIES AND NET ASSETS**

Current Liabilities:	
Line of credit	\$ 150
Accounts payable	584
Accrued expenses	6,597
Deferred revenue	9,229
Amounts held for others	8
Notes payable	8,034
Total Current Liabilities	24,602
Other Liabilities:	
Amounts due other nonprofit organizations and government agencies	50,383
Deferred revenue	108,204
Deferred rent	508
Amounts held for others	676
Notes payable:	
Demonstration projects	106,393
Total Other Liabilities	266,164
<b>Total Liabilities</b>	<b>290,766</b>
Net Assets:	
Unrestricted	296,675
Temporarily restricted	111,366
Permanently restricted	107,462
<b>Total Net Assets</b>	<b>515,503</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 806,269</b>

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (IN THOUSANDS)**

YEAR ENDED DECEMBER 31, 2017

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Support and Revenue Before Sales of Demonstration Projects to Others:				
Contributions and grants	\$ 65,046	\$ 58,831	\$ 4,536	\$ 128,413
Contract income	11,551	-	-	11,551
Investment and other program income	7,967	74	-	8,041
Net assets released from restrictions	96,101	(96,101)	-	-
<b>Total Support and Revenue Before Sales of Demonstration Projects to Others</b>	<b>180,665</b>	<b>(37,196)</b>	<b>4,536</b>	<b>148,005</b>
Sales of demonstration projects to others	90,453	-	-	90,453
<b>Total Support and Revenue</b>	<b>271,118</b>	<b>(37,196)</b>	<b>4,536</b>	<b>238,458</b>
Expenses:				
Program:				
Demonstration projects transferred to others	155,890	-	-	155,890
Other program expenses	116,341	-	-	116,341
<b>Total Program</b>	<b>272,231</b>	<b>-</b>	<b>-</b>	<b>272,231</b>
Management and general expenses	2,088	-	-	2,088
Fundraising	1,768	-	-	1,768
<b>Total Expenses</b>	<b>276,087</b>	<b>-</b>	<b>-</b>	<b>276,087</b>
Change in net assets	(4,969)	(37,196)	4,536	(37,629)
Net assets, beginning of year, as previously reported	301,644	187,638	102,926	592,208
Cumulative effect of change in accounting principle	-	(39,076)	-	(39,076)
Net assets, beginning of year, as restated	301,644	148,562	102,926	553,132
Net assets, end of year	\$ 296,675	\$ 111,366	\$ 107,462	\$ 515,503

The accompanying notes to the combined financial statements are an integral part of this statement.

**THE CONSERVATION FUND, A NONPROFIT CORPORATION**  
**COMBINED STATEMENT OF CASH FLOWS (IN THOUSANDS)**

YEAR ENDED DECEMBER 31, 2017

**Cash flows from operating activities:**

Change in net assets	\$ (37,629)
Cumulative effect of change in accounting principle	(39,076)
Adjustments to reconcile change in net assets to net cash flows provided by used in operating assets:	
Contributions restricted to revolving funds	(4,536)
Depreciation	168
Allowance for losses on notes receivable and bad debt write-offs	(790)
Contributions from implied interest discount, net	(3,325)
Disposition of demonstration projects, net of proceeds received	73,676
Contributions of demonstration projects, held for conservation	(17,647)
Net realized and unrealized (gains) losses on investments	(269)
Decrease (increase) in operating activities:	
Promises to give and receivables	(7,533)
Other assets	(40)
Increase in operating liabilities:	
Accounts payable, accrued expenses and deferred revenue	39,012
Additional cash provided by (used in) demonstration projects:	
Proceeds from disposition of demonstration projects held for conservation	90,453
Acquisition of demonstration projects held for conservation	(140,286)
Cash flows used in operating activities	<u>(47,822)</u>

**Cash flows from investing activities:**

Cash restricted for long-term debt repayment	3,603
Purchases of property and equipment	(1,306)
Purchases of investments	(42,386)
Issuance of notes receivable	(45,454)
Repayments of principal on notes receivable	22,962
Net decrease in amounts due other nonprofit organizations and government agencies and amounts held for others	<u>50,809</u>
Cash flows used in investing activities	<u>(11,772)</u>

**Cash flows from financing activities:**

Contributions restricted to revolving funds	4,536
Proceeds from long-term debt	35,659
Repayment of long-term debt	<u>(12,497)</u>
Cash flows provided by financing activities	<u>27,698</u>

Net change in cash and cash equivalents	(31,896)
Cash and cash equivalents, beginning of year	<u>149,091</u>
Cash and cash equivalents, end of year	<u>\$ 117,195</u>



# **The Conservation Fund, a Nonprofit Corporation and Affiliates**

Combined Financial Report  
December 31, 2018

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RSM US LLP

## Independent Auditor's Report

To Board of Directors  
The Conservation Fund, a Nonprofit Corporation

### Report on the Financial Statements

We have audited the accompanying combined financial statements of The Conservation Fund, a Nonprofit Corporation and Affiliates (the Fund), which comprise the combined statement of financial position as of December 31, 2018, the related combined statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the combined financial statements (collectively, the financial statements).

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Conservation Fund, a Nonprofit Corporation and Affiliates as of December 31, 2018, and the results of their operations and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

**Emphasis of Matter**

As discussed in Note 1 to the financial statements, in 2018 the Fund adopted the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities (Topic 958) Presentation of Financial Statements of Not-for-Profit Entities*. The adoption of this standard resulted in additional footnote disclosures and changes to the classification of net assets. Our opinion is not modified with respect to this matter.

As discussed in Note 1 to the financial statements, the Fund adopted FASB issued ASU 2016-18, *Statement of Cash Flows (Topic 230): Restricted Cash (a consensus of the FASB Emerging Issues Task Force)*. Our opinion is not modified with respect to this matter.

As discussed in Note 15 to the financial statements, in 2018, the Fund changed its method of valuing conservation land acquired at acquisition cost. Our opinion is not modified with respect to this matter.

*RSM US LLP*

McLean, Virginia  
July 23, 2019



The Conservation Fund, a Nonprofit Corporation and Affiliates

Combined Statement of Financial Position  
(In Thousands)  
December 31, 2018

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**Assets**

Cash and cash equivalents	\$	14,278
Restricted cash and cash equivalents		130,235
Investments		71,636
Receivables		6,041
Notes receivable, net		84,643
Promises to give		418
Other assets		397
Property and equipment, net		2,502
Conservation land		551,886
		<hr/>
<b>Total assets</b>	<b>\$</b>	<b>862,036</b>

**Liabilities and Net Assets**

Liabilities:

Accounts payable and accrued expenses	\$	9,527
Line of credit		150
Deferred revenue and refundable advances		159,506
Amounts due to other nonprofit organizations and government agencies		52,273
Secured borrowings, participations		2,198
Notes payable, net		145,148
<b>Total liabilities</b>		<hr/> <b>368,802</b>

Commitments and contingencies (Note 10)

Net assets:

Without donor restrictions		241,389
With donor restrictions		251,845
<b>Total net assets</b>		<hr/> <b>493,234</b>

**Total liabilities and net assets** **\$** **862,036**

See notes to combined financial statements.

The Conservation Fund, a Nonprofit Corporation and Affiliates

Combined Statement of Activities  
(In Thousands)  
Year Ended December 31, 2018

	Without Donor Restrictions	With Donor Restrictions	Total
Real estate activities:			
Support and revenue			
Contributions and grants	\$ 15,248	\$ 36,880	\$ 52,128
Land contributed for conservation	13,713	-	13,713
Contract income	6,875	-	6,875
Investment and other program income	34,355	-	34,355
Sales of conservation land to others	67,908	-	67,908
Net assets released from restrictions	42,839	(42,839)	-
	<u>180,938</u>	<u>(5,959)</u>	<u>174,979</u>
Non-real estate activities:			
Support and revenue			
Contributions and grants	7,983	12,153	20,136
Contract income	8,709	-	8,709
Investment and other program income	10,131	74	10,205
Net assets released from restrictions	8,399	(8,399)	-
	<u>35,222</u>	<u>3,828</u>	<u>39,050</u>
<b>Total support and revenue</b>	<u>216,160</u>	<u>(2,131)</u>	<u>214,029</u>
Expenses:			
Program services:			
Real estate programs	170,086	-	170,086
Non-real estate programs	19,809	-	19,809
<b>Total program services</b>	<u>189,895</u>	<u>-</u>	<u>189,895</u>
Supporting services:			
Management and general	4,171	-	4,171
Fundraising	2,746	-	2,746
<b>Total supporting services</b>	<u>6,917</u>	<u>-</u>	<u>6,917</u>
<b>Total expenses</b>	<u>196,812</u>	<u>-</u>	<u>196,812</u>
<b>Change in net assets</b>	<u>19,348</u>	<u>(2,131)</u>	<u>17,217</u>
Net assets, beginning of year (Note 15)	<u>222,041</u>	<u>253,976</u>	<u>476,017</u>
Net assets, end of year	<u>\$ 241,389</u>	<u>\$ 251,845</u>	<u>\$ 493,234</u>

See notes to combined financial statements.

The Conservation Fund, a Nonprofit Corporation and Affiliates

Combined Statement of Functional Expenses  
(In Thousands)  
Year Ended December 31, 2018

	Program Services			Supporting Services		Total
	Real Estate Programs	Non-Real Estate Programs	Total Program Services	Management and General	Fundraising	
Personnel and fringe benefits	\$ 12,543	\$ 7,210	\$ 19,753	\$ 2,640	\$ 1,791	\$ 24,184
Contractual services	9,853	2,061	11,914	803	416	13,133
Grants	18,720	6,681	25,401	-	-	25,401
Postage, printing and photo	253	121	374	46	78	498
Equipment, supplies and depreciation	571	399	970	147	102	1,219
Occupancy	1,165	596	1,761	195	136	2,092
Insurance	407	200	607	65	45	717
Taxes	1,862	1	1,863	5	-	1,868
Travel	893	445	1,338	155	123	1,616
Interest	6,786	569	7,355	-	-	7,355
Accelerated notes payable discount	7,156	-	7,156	-	-	7,156
Conservation land carrying costs	2,511	55	2,566	18	12	2,596
Other	2,326	1,471	3,797	97	43	3,937
Book value of conservation land donated	8,406	-	8,406	-	-	8,406
Book value of conservation land sold	96,634	-	96,634	-	-	96,634
<b>Total expenses</b>	<b>\$ 170,086</b>	<b>\$ 19,809</b>	<b>\$ 189,895</b>	<b>\$ 4,171</b>	<b>\$ 2,746</b>	<b>\$ 196,812</b>

See notes to combined financial statements.

## The Conservation Fund, a Nonprofit Corporation and Affiliates

### Combined Statement of Cash Flows (In Thousands) Year Ended December 31, 2018

Cash flows from operating activities:	
Change in net assets	\$ 17,217
Adjustments to reconcile change in net assets to net cash used in operating activities:	
Depreciation	241
Provision for losses on notes receivable and bad debt write-offs	56
Contributions restricted for long-term purposes	(338)
Contributions from implied interest discount, net	662
Contributed securities	(1,487)
Donated conservation land to Organization	(13,713)
Donated conservation land from Organization	6,597
Accelerated notes payable discount	7,156
Deferred rent	(658)
Gain on forgiveness of debt	(3,420)
Net realized and unrealized (gains) losses on investments	(244)
(Increase) decrease in operating activities:	
Receivables	5,486
Promises to give	810
Other assets	(232)
Increase (decrease) in operating liabilities:	
Accounts payable and accrued expenses	1,772
Deferred revenue and refundable advances	27,441
Amounts due to other nonprofit organizations and government agencies	727
Additional cash provided by (used in) conservation land projects:	
Proceeds from disposition of conservation land held	68,057
Acquisition of conservation land projects	(126,879)
<b>Net cash used in operating activities</b>	<b>(10,749)</b>
Cash flows from investing activities:	
Purchases of property and equipment	(34)
Purchases of investments	(7,001)
Proceeds from sale of investments	331
Issuance of notes receivable	(30,392)
Repayments of principal on notes receivable	35,975
<b>Net cash used in investing activities</b>	<b>(1,121)</b>
Cash flows from financing activities:	
Proceeds from long-term debt	76,348
Repayment of long-term debt	(40,451)
Advances on secured borrowings, participations	1,313
Repayments on secured borrowings, participations	(41)
Contributions restricted for long-term purposes	338
<b>Net cash provided by financing activities</b>	<b>37,507</b>
<b>Net increase in cash and cash equivalents</b>	<b>25,637</b>
Cash and cash equivalents, and restricted cash:	
Beginning of year	118,876
End of year	\$ 144,513
Supplemental disclosure of cash flow information:	
Cash paid for interest	\$ 1,954

See notes to combined financial statements.

**Appendix C: Detailed Workplan**



Greenbelt and Parkland Acquisition Program Administration	Deliverables	Commission	Timetable
<p>TCF's work under this program shall not include providing any type of legal advice, including but not limited to due diligence review, contract negotiation and drafting, closing procedures, and issues involved with land management and conservation easement monitoring and enforcement. All necessary, required, or desired legal services shall be provided by the City Attorney or outside counsel hired by the City. In addition, TCF will not be entering into any contract of sale as the contract purchaser nor holding title to any real property interests unless otherwise agreed to on a case-by-case provision. TCF shall not be held responsible or liable for the work product produced and conclusions reached by any due diligence subcontractors or other subcontractor hired or utilized in connection with this project.</p>			
<p><b>Task A: Program Administration</b></p>			
A1	Meet with Community Services Administrator (CSA) and City Attorney	LAC & GAC	Biweekly or as needed
A2	Provide Quarterly Report and Invoices to CSA	LAC & GAC	Quarterly
A3	Coordination with City Council	LAC & GAC	As needed
A4	Coordination with Land Acquisition Committee and Greenbelt Advisory Commission and provide technical assistance on land acquisitions.	LAC & GAC	At a minimum quarterly, monthly as needed.
A5	Prepare Annual Report	LAC & GAC	Annually
A7	Maintain acquisition files, in both electronic and hardcopy formats	LAC & GAC	As needed
A8	Orientation for new GAC & LAC members	LAC & GAC	As needed

Greenbelt and Parkland Acquisition Program Administration		Deliverables	Commission	Timetable
<b>A9</b>	Review and refine Standards and Practices policies and procedures for the program for program needs such as monitoring, enforcement, record retention, to ensure the City standards are upheld, as well as, ensuring the program keeps up with national standards for Conservation Easements.	Standards and Practices Policies are updated every 3 years or as needed	LAC & GAC	As needed
<b>A10</b>	Develop Standards and Practices for baseline updates	Baseline Update Standards and Practices are developed	LAC & GAC	As needed
<b>Task B: Outreach &amp; Strategic Acquisition Plan Development</b>				
<b>B1</b>	Mail letters and applications to selected landowners on a yearly basis	Mailings	GAC	Annually
<b>B2</b>	Maintain contact with potential program participants	Trip Reports	LAC & GAC	Annual outreach
<b>B3</b>	Work with GIS, Land Acquisition Committee, and Greenbelt Advisory Commission to update Strategic Plan and provide to City Council	Review Strategic Plan annually, Update as needed	LAC & GAC	Annual review, update as needed
<b>B4</b>	Contact landowners from the strategic planning process to discuss interest and options for preservation	Landowner meetings / letters mailed	LAC	Annually
<b>B5</b>	Organize outreach events for Greenbelt Program such as annual Bus Tour and attending conferences or other local events to highlight the Greenbelt program, as appropriate.	Bus Tour / Events	GAC	As needed



<b>Greenbelt and Parkland Acquisition Program Administration</b>		<b>Deliverables</b>	<b>Commission</b>	<b>Timetable</b>
<b>B6</b>	Prepare Press Release and work with City communications staff to publicize closing, including City website and other social media outlets	Press Release	LAC & GAC	As needed
<b>B7</b>	Work with GAC to update prioritization and ranking processes and procedures to evaluate potential new acquisitions	Update ranking system for Greenbelt applications	GAC	2020
<b>Task C: Land and Easement Acquisitions</b>				
<b>C1</b>	Rank applications and receive approval to proceed with landowner negotiations (GAC), obtain staff recommendations (LAC)	Scoring sheets and Staff recommendations	LAC & GAC	As needed
<b>C2</b>	Determine business terms of conservation easements and submit to City Attorney for drafting	Business Terms of Conservation Easements	LAC & GAC	As needed
<b>C3</b>	Request Attorney's office to order title on properties	Title Policies	LAC & GAC	As needed
<b>C4</b>	Arrange meeting with successful applicants to discuss and walk property, prepare trash report if needed	Trip Report, Trash Report if needed	LAC & GAC	As needed
<b>C5</b>	Meet with landowner team consisting of family members, lawyer, accountant to discuss program and process	Trip Report	LAC & GAC	As needed

2020-2021 Work Plan  
Open Space and Parkland Preservation Program Administration

<b>Greenbelt and Parkland Acquisition Program Administration</b>		<b>Deliverables</b>	<b>Commission</b>	<b>Timetable</b>
<b>C6</b>	Work with CSA to order appraisals from City contractors	Draft Appraisal	LAC & GAC	As needed
<b>C7</b>	As directed by City Attorney, resolve any appraisal issues with appraiser	Finalized Appraisal	LAC & GAC	As needed
<b>C8</b>	Negotiate Purchase Price with landowner based on appraised value and City approvals	Purchase and Sales Agreement Request Form	LAC & GAC	As needed
<b>C9</b>	Provide City Attorney with Purchase and Sales Request Form, detailing property and landowner specifics needed to prepare purchase and sales agreement	Purchase and Sales Agreement prepared by City Attorney	LAC & GAC	As needed
<b>C10</b>	Work with CSA to order Survey from City contractors	Surveys	LAC & GAC	As needed
<b>C11</b>	Work with CSA to order Environmental Site Assessment from City contractors	Environmental Site Assessment Report	LAC & GAC	As needed
<b>C12</b>	Work with City's ESA Firm to meet deadlines for BEA and Due Care plan submittals to DEQ, as needed based on Phase I / Phase II reports	Finalized BEA and Due Care Plans	LAC & GAC	As needed
<b>C13</b>	Work with CSA, City Attorney, and landowner's team to remove Title Defects or Environmental Issues	Completed Environmental and Due Diligence Report, if needed	LAC & GAC	As needed
<b>C14</b>	Prepare Baseline Document for each Conservation Easement	Baseline Documents	LAC & GAC	As needed

<b>Greenbelt and Parkland Acquisition Program Administration</b>		<b>Deliverables</b>	<b>Commission</b>	<b>Timetable</b>
<b>C15</b>	Coordinate annexations and rezoning as needed with Planning & Dev., Planning Commission, and Council	Annexation or Rezoning of Parcel	LAC	As needed
<b>C16</b>	Assist City staff, as needed, in other land ownership related administrative tasks, i.e., appraisal, survey, or ESA services.	Documents as needed	City Staff	As needed
<b>C17</b>	Update the Conservation Plan for any 10-year old Baseline Documents	Updated Conservation Plan	LAC & GAC	As needed
<b>Task D: Develop Partnerships and Leverage Funds</b>				
<b>D1</b>	Meet with Townships within Greenbelt District and Washtenaw County, where there is an interest in working with the Greenbelt.	Meetings	GAC	At least yearly
<b>D2</b>	Apply for matching funds when available and qualified property exists	Grant Applications	LAC & GAC	As needed
<b>D3</b>	Participate in Partner Meetings	Meetings	LAC & GAC	As needed
<b>D4</b>	Work with non-profit and local government partners in land acquisition deals, as needed	Project Matches	LAC & GAC	As needed
<b>Task E: Monitoring of easements</b>				
<b>E1</b>	Conduct annual easement monitoring	Monitoring forms and baselines	GAC	As needed

2020-2021 Work Plan  
 Open Space and Parkland Preservation Program Administration

<b>Greenbelt and Parkland Acquisition Program Administration</b>		<b>Deliverables</b>	<b>Commission</b>	<b>Timetable</b>
<b>E2</b>	Meet with Conservation Easement landowners on the 10th anniversary of their easement, or immediately with new landowners who have purchased an existing Easement, to go over the terms of the Easement	Meetings	GAC	As needed
<b>E3</b>	Work with City Attorney on evaluating updating Baseline Documents as needed	Baselines	GAC	As needed
<b>E4</b>	Update the Conservation Plan for any 10-year old Baseline Documents	Conservation Plans	GAC	As needed

**Appendix D: Contract Compliance,  
Certificate of Authority, and HR forms**



**ATTACHMENT B  
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)


The Respondent is:

- A corporation organized and doing business under the laws of the state of Maryland, for whom Scott M. Tison bearing the office title of Asst. Sec., whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.\*

\*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- ~~• A limited liability company doing business under the laws of the State of \_\_\_\_\_, whom \_\_\_\_\_ bearing the title of \_\_\_\_\_ whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.~~
- ~~• A partnership organized under the laws of the State of \_\_\_\_\_ and filed with the County of \_\_\_\_\_, whose members are (attach list including street and mailing address for each.)~~
- ~~• An individual, whose signature with address, is affixed to this RFP.~~

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

 Date: 10/10/19  
Signature \_\_\_\_\_  
(Print) Name Scott M. Tison Title Asst. Sec.  
Firm: The Conservation Fund  
Address: 1655 N. Fort Meyer Dr. Ste 1300, Arlington, VA 22209  
Contact Phone 703-525-6300 Fax \_\_\_\_\_  
Email stison@conservationfund.org

**ATTACHMENT C  
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

**Non-Discrimination Ordinance**

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

The Conservation Fund  
Company Name

[Signature] 10/10/19  
Signature of Authorized Representative Date

Scott M. Fenn, Asst. Sec.  
Print Name and Title

1655 N. Fort Meyer Dr. Ste 1300, Arlington, VA 22209  
Address, City, State, Zip

703-525-6300 sfenn@conservationfund.org  
Phone/Email address

**Questions about the Notice or the City Administrative Policy, Please contact:**

Procurement Office of the City of Ann Arbor  
(734) 794-6500



**ATTACHMENT D  
CITY OF ANN ARBOR  
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

*Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here  No. of employees\_\_*

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$13.61/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$15.18/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

**Check the applicable box below which applies to your workforce**

Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits

Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

The Conservation Fund  
Company Name

SMF 10/10/19  
Signature of Authorized Representative Date

Scott M. Tison, Asst. Sec.  
Print Name and Title

1655 N. Fort Meyer Dr. Ste 1300  
Street Address

Arlington, VA 22209  
City, State, Zip

703-525-6300 stison@conservationfund.org  
Phone/Email address

**ATTACHMENT E**



<b>VENDOR CONFLICT OF INTEREST DISCLOSURE FORM</b>
--

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

<b>Conflict of Interest Disclosure*</b>	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)

\*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

<b>I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:</b>		
<i>The Conservation Fund</i>	<i>703-525-6300</i>	
<b>Vendor Name</b>	<b>Vendor Phone Number</b>	
<i>[Signature]</i>	<i>10/10/19</i>	<i>Scott M. Tison</i>
<b>Signature of Vendor Authorized Representative</b>	<b>Date</b>	<b>Printed Name of Vendor Authorized Representative</b>

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, [procurement@a2gov.org](mailto:procurement@a2gov.org)