

REQUEST FOR PROPOSAL

A Solicitation of Proposals for:



SONORAN INSTITUTE

**ECONOMIC ANALYSIS OF THE SANTA CRUZ RIVER IN
SANTA CRUZ COUNTY, ARIZONA
SONORAN INSTITUTE | SANTA CRUZ RIVER PROGRAM**

Date of Release: 05/07/2025
RFP #: SI-SCR-002

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I. INTRODUCTION

A. Background

Sonoran Institute is a non-profit 501(c)(3) organization focused on conservation of natural resources in the western United States and Mexico. Since 1990, Sonoran Institute has brought together diverse interests to successfully forge effective and enduring conservation solutions in the face of rapid growth and change. Through civil dialogue, collaboration, and capacity building, we work with local communities and partners toward a shared vision of lasting prosperity. We have assisted others in better understanding the drivers of change and their implications for their quality of life. The constancy of change has always been a narrative thread in explaining the work of the Sonoran Institute. Rather than resist change, we have helped others embrace it and ultimately emerge better from it.

The Santa Cruz River is one of the most iconic waterways in the arid southwestern United States, historically sustaining communities and ecosystems along its banks. However, over the 20th century, the river suffered from groundwater overuse, urban encroachment, and reduced flows, leaving many stretches of its once-vibrant riparian corridor dry and degraded. In response to these challenges, a multi-decade effort to restore the Santa Cruz River began, led by collaborative efforts between public agencies, community stakeholders, and nonprofit organizations.

In Santa Cruz County, significant restoration milestones have been achieved since 2009, when the International Boundary and Water Commission (IBWC) began delivering high-quality treated effluent to the river's southern reaches. These improved water deliveries revitalized the river's ecosystem from its source at the federally managed Nogales International Wastewater Treatment Plant (NIWTP) near Rio Rico. This infusion of clean water catalyzed riparian recovery, spurring vegetation growth, wildlife return, and renewed public interest in the river.

Building on this success, the Sonoran Institute and its partners launched extensive restoration efforts focused on habitat enhancement, water quality improvement, and public engagement. Over the past decade, these efforts have yielded transformative results. More than 1,200 acres of riparian habitat have been restored in the Santa Cruz River watershed, creating vital ecological and social benefits. The restoration has boosted regional biodiversity, with species like the southwestern willow flycatcher and yellow-billed cuckoo returning to these habitats. Recreational and educational opportunities have flourished, and the river has become a valued cultural and natural resource for local communities.

This Request for Proposal (RFP) is funded through the American Rescue Plan Act (ARPA) administered by the Water Infrastructure Finance Authority of Arizona (WIFA). All proposals must comply with 2 CFR Part 200, Arizona State procurement regulations, and Sonoran Institute procurement policies and organizational values. Detailed requirements are provided in the attached Exhibits.

B. Purpose

Sonoran Institute seeks proposals from qualified companies, contractors, academic institutions, and NGOs to conduct an economic analysis of the Santa Cruz River in Santa Cruz County, Arizona. This analysis will evaluate both community and ecosystem benefits of the river to inform future restoration scenarios. The successful candidate will work closely with Sonoran Institute staff and the Santa Cruz River Masterplan (SCRM) consultant team (an attendant project) to share resources and information, enhance stakeholder engagement, and ensure smooth coordination and efficiency between the two projects. The final deliverable is due by May 31, 2026, with a total budget not to exceed \$150,000. Applicants must provide documentation of an active, valid federal UEI number and submit a detailed methodology as part of their proposal.

Geographic Scope: U.S./Mexico border to Green Valley, Arizona

The analysis will focus on evaluating surface water value and ecological benefits, with emphasis on:

1. Identify Benefits of Existing Riparian Water Resources
 - Surface Water Uses and Community Benefits
 - Ecosystem Services
 - Screen identified benefits for significance
 - Groundwater Use Analysis
2. Case Studies: Quantify Economic Valuation and Map Beneficiaries
 - Ground findings in data from similar river studies
 - Analyze economic value of identified outcomes
 - Map benefits to specific beneficiaries
 - Consider qualitative and quantitative values
3. Establish Restoration Scenarios
 - Develop scenarios for additional river flows (+5MGD, +10MGD, +15MGD)
 - Consider positive and negative changes
 - Map changes in benefits
4. Cost-Benefit Analysis
 - Evaluate scenarios
 - Estimate implementation costs
 - Assess community impacts

Context

As outlined above, Sonoran Institute is conducting concurrent projects to research the current and future benefits derived from the effluent, including the Nogales International Wastewater Treatment Plant (NIWTP), to the people and ecosystems that depend on the Santa Cruz River. The studies include:

- A. A master plan for enhancing wildlife and recreational opportunities along the Santa Cruz River;
- B. An economic analysis to specify the financial value of effluent from the NIWTP in the Santa Cruz River (this Project)

These projects aim to inform the *Ambos Nogales*¹ stakeholder community. By sharing *outcomes*² and exploring water infrastructure opportunities, the potential for community support is enhanced. Collectively, these projects will:

- Quantify the economic value of effluent in the upper Santa Cruz River
- Develop a restoration master plan for the Santa Cruz River
- Engage stakeholders to build understanding and support

Economic Analysis of the Santa Cruz River (This Project)

In any riparian system—and particularly in the dry reaches of Santa Cruz River—new instream flows directly affect the ecosystem (riparian and terrestrial wildlife, vegetation), hydrology (surface flows, groundwater recharge), and the built environment (real estate values, access, aesthetics, tourism). To date, no studies have determined the current community and ecosystem value of water in the Nogales Reach of the Santa Cruz. By using existing economic valuation models³ as a guide, this Sonoran Institute–funded study will quantify the economic value of the existing flowing reach of the Santa Cruz River from the U.S/Mexico border to Green Valley, AZ and create a range of estimates to assess the value of additional flows.

Reporting will also consider cost estimates that would fall on Nogales, Sonora, should they opt to create water and wastewater infrastructure on their own—a useful consideration to present to Sonoran Institute. Importantly, the International Boundary and Water Commission (IBWC) and the Comisión Internacional de Límites y Aguas (CILA) have stated that any new Minute for the Santa Cruz River would first have to quantify the collective benefit costs of effluent that originates in Mexico.

C. Period of Contract

The term of this contract will be 10 months from execution. The Santa Cruz River Master Plan, too, will span this full period. The Economic Analysis contractor must coordinate closely with the Master Plan team to receive and align deliverables with key decision points and ensure findings effectively inform the broader initiative.

¹ **Ambos Nogales** refers to the twin cities of Nogales, Arizona, in the United States, and Nogales, Sonora, in Mexico, which are connected across the U.S.-Mexico border and share cultural, economic, and social ties.

² **Outcomes** refers to three core elements: (1) collaborative research utilizing a shared knowledge pool, (2) coordinated stakeholder engagement activities, and (3) aligned project recommendations that connect economic analysis with environmental restoration planning to provide cohesive guidance for river management.

³ Norman, LM; Villarreal, ML; Niraula, R; Meixner, T; Frisvold, G; Labiosa, W. Framing Scenarios of a Binational Water Policy with a Tool to Visualize and Validate Changes in Ecosystem Services. *Water* 2013, 5, 852-874. <https://doi.org/10.3990/w5030852>

The contract may be terminated at any time, with or without cause, by Sonoran Institute or the Vendor, upon ninety (90) days advance written notice to the other party. In the event of termination, each party shall fully pay and discharge all obligations in favor of the other accruing prior to the date of such termination.

D. Minimum Vendor Requirements

Sonoran Institute is seeking to partner with an organization with experience in economic analysis, environmental economics (ideally with expertise in hydrology / hydroeconomics), and stakeholder engagement. At least one team member must have project experience conducting similar economic analyses for river systems or environmental resources.

E. Questions

Questions regarding the contents of this RFP must be submitted in writing no later than 5/28/2025, and be directed to the individual listed in Section F.

F. Correspondence

All correspondence, excluding proposals, shall be submitted via electronic mail to:

Luke Cole: Director, Santa Cruz River Program, Sonoran Institute
Email: lc@sonoraninstitute.org

G. Proposal Submission Deadline

Vendors shall provide five (5) copies and one electronic submission on a thumb drive of their proposals, sealed and addressed to:

Sonoran Institute
5049 E Broadway Blvd., Suite 127
Tucson, AZ 85711

All proposals must be clearly marked on the exterior of the mailing package:
"Economic Analysis of the Santa Cruz River"

All proposals must be received (not simply postmarked) no later than [3:00 p.m. MST on 6/16/25]. FACSIMILE OR ELECTRONICALLY TRANSMITTED PROPOSALS WILL NOT BE ACCEPTED.

H. Proposal Timeline

- Release of RFP: 5/7/25
- Deadline for Questions: 5/28/25
- Response to Questions Posted: 6/3/25
- Proposal Due Date: 6/16/25
- Contract Award: 7/16/25
- Project Completion: **5/31/26**

II. PROPOSAL CONDITIONS

A. Contingencies

This RFP does not commit Sonoran Institute to award a contract. Sonoran Institute reserves the right to accept or reject any or all proposals if Sonoran Institute determines it is in its best interests to do so. Sonoran Institute will notify all Vendors in writing if it rejects all proposals. The Institute reserves the right to cancel this RFP, in whole or in part, at any time.

B. Modifications

The Santa Cruz River Program reserves the right to issue addenda or amendments to this RFP. Addenda, amendments and answers to questions will be posted on Sonoran Institute's website no later than 6/3/25.

C. Proposal Submission

To be considered, all proposals must be submitted in the manner set forth in this RFP. It is the Vendor's responsibility to ensure that its proposal arrives on or before the specified time.

D. Incurred Costs

This RFP does not commit the Institute to pay any costs incurred by Vendors in the preparation of a proposal in response to this request and Vendors agree that all costs incurred in developing this proposal are the Vendor's responsibility.

E. Negotiations

Sonoran Institute may require the potential Vendor selected to participate in negotiations and to submit a price, technical or other revisions of their proposal as may result from negotiations.

III. GENERAL REQUIREMENTS

A. Program Objectives

Each proposal will be evaluated based on the following rating factors:

1. Comprehensive Assessment of Economic and Stakeholder Context (30 pts)
 - Analysis approach suitable for river system evaluation
 - Clear data sources and methods
 - Stakeholder engagement plan
 - Previous experience with similar analyses
2. Implementation Plan and Schedule (30 pts)
 - Detailed 10-month schedule
 - Clear methodology and deliverables

- Integration with other existing and in-progress Sonoran Institute initiatives such as the Santa Cruz River Master Plan (SCRM)
 - Track record of successful project completion
3. Staffing and Cost Plan (40 pts)
- Reasonable cost structure
 - Qualified project team
 - Relevant experience
 - Work samples

B. Scope of Services

The Scope of Work shall include but not be limited to the following tasks:

Task 1: Project Initiation and Framework Development

The consultant will establish the project foundation through comprehensive review of existing documentation and development of the analytical framework. This phase includes but is not limited to:

Activities:

- Review of existing documentation and previous studies
- Participation in project kickoff meeting(s)
- Collaboration with the SCRM consultant team to establish a framework for partnership to ensure all project critical needs are met
- Engagement with Sonoran Institute staff and SCRM team to identify stakeholder networks
- Development of detailed work plan and timeline
- Establishment of analytical framework for economic valuation

Deliverables:

- Project approach memorandum detailing methodology and analytical framework
- Comprehensive work plan and schedule
- Documentation of kickoff meetings and initial stakeholder engagement (see Exhibit H)
- Quality assurance and control protocols

Task 2: Economic Analysis and Valuation

The consultant will conduct a comprehensive economic analysis focusing on the value of effluent flows from the Nogales International Wastewater Treatment Plant (NIWTP) to Chavez Siding Road in Amado. This analysis will include but not be limited to the following activities:

- Baseline assessment of current economic conditions and effluent-dependent activities
- Analysis of flow scenarios (+5MGD, +10MGD, +15MGD)
- Evaluation of ecosystem services and environmental benefits
- Assessment of real estate, tourism, and recreational impacts
- Analysis of groundwater recharge benefits

Deliverables:

- Comprehensive economic valuation report including:
 - Current baseline conditions
 - Scenario analysis results
 - Cost-benefit analysis for each flow scenario
- Technical appendices documenting methodology and data sources
- GIS maps and visualization of economic impacts
- Binational infrastructure analysis supporting IBWC/CILA requirements
- Comparative case study analysis of similar river systems

Task 3: Stakeholder Engagement and Community Input

The consultant will participate in and may be required to facilitate a binational stakeholder engagement process designed to inform the analysis while also building community support (see Exhibit H). This includes but is not limited to:

Activities:

- Engagement stakeholders from both the U.S. and Mexico (all meetings will take place in the U.S.)
- Development and implementation of stakeholder surveys
- Organization and facilitation of public meetings
- Coordination with IBWC/CILA representatives
- Documentation of community feedback and concerns

Deliverables:

- Bilingual engagement materials
- Focus group and survey analysis reports
- Public meeting documentation and summaries
- Stakeholder feedback analysis
- Recommendations for maintaining community support

Task 4: Final Deliverables

The consultant will produce final documentation that synthesizes all analysis and engagement activities, presenting findings in formats appropriate for various audiences.

Activities:

- Integration of economic analysis and stakeholder input
- Integration of the Santa Cruz River Master Plan findings, where appropriate
- Development of implementation recommendations
- Creation of presentation materials for different audiences
- Technical review and quality assurance
- Revision based on stakeholder feedback

Deliverables:

- Draft and final comprehensive reports including:
 - Executive summary (English and Spanish)
 - Economic valuation results

- Scenario analysis findings
- Stakeholder engagement outcomes
- Technical appendices
- Standalone technical brief meeting IBWC/CILA requirements
- Presentation materials for various stakeholder groups
- Data files and documentation
- Implementation strategy and next steps

C. Additional Requirements

Project Management

The project will be guided through the Santa Cruz River Program and a . Binational Stakeholder Working Group (BSWG) identified and established by the Sonoran Institute. The Vendor will be expected to:

- Collaborate with the SCRM consultant team to identify the points of contact for the established BSWG
- Engage the BSWG process as it relates to this project
- Provide regular progress updates
- Maintain project documentation
- Ensure quality control

Community Engagement

The Vendor must propose a public engagement process (see Exhibit H) that is:

- Transparent and accessible
- Bilingual (English/Spanish)
- Visually engaging
- Well-documented

Collaborative Approach

Sonoran Institute seeks a deliverables-based contract with:

- Clear milestones
- Regular, scheduled communication
- Shared project materials and data
- Knowledge transfer

D. Adjustment to Cost

1. The specific pricing established by the contractual agreement shall remain firm throughout the term of the contract.
2. Requests for cost adjustments within the final approved budget must be submitted to Sonoran Institute and approved before incurring expenses.

IV. CONTRACT REQUIREMENTS

A. Representation of the Institute

In the performance of the contract, Vendor, its agents and employees shall act in an independent capacity and not as officers, employees or agents of the Institute.

B. Vendor Primary Contact

The Vendor will designate an individual to serve as the primary point of contact for the contract. Vendor or its designee must respond to Institute inquiries regarding the contract within two (2) business days. Vendor shall not change the primary contact without written acknowledgment to the Institute.

C. Change of Address

Vendor shall notify the Institute, in writing, of any change in mailing address within ten (10) business days of the change.

D. Non-Transferable or Assignability

The Vendor shall not assign any of its rights or obligations under this Contract without the prior written consent of the Institute. Any attempt to assign without such prior written consent shall be void.

E. Agreement Amendments

Vendor agrees that any alterations, variations, modifications or waivers of the provisions of the Agreement shall be valid only when reduced to writing, executed and attached to the original Agreement and approved by the required persons.

F. Termination for Convenience

Sonoran Institute, for its convenience, may terminate this Agreement, in whole or in part, upon ninety (90) calendar days' written notice. If such termination is affected, an equitable adjustment in the price provided for in this Agreement shall be made. Such adjustment shall provide for payment to the Vendor for services rendered and expenses incurred prior to the effective date of termination.

G. Attorneys' Fees and Costs

If any legal action is instituted to enforce any party's rights hereunder, each party shall bear its own costs and attorneys' fees, regardless of who is the prevailing party.

H. Licenses and Permits

Vendor shall ensure that it has all necessary licenses and permits required by Federal, State, County and municipal laws, ordinances, rules and regulations. The Vendor shall maintain said licenses and permits in effect for the duration of this Agreement.

I. Notification Regarding Performance

In the event of a potential problem that could impact the quality or quantity of work, services, or the level of performance under this Agreement, the Vendor shall notify the Institute within one (1) working day, in writing and by telephone.

J. Conflict of Interest

Vendor shall make all reasonable efforts to ensure that no Sonoran Institute officer or employee, whose position enables them to influence any award of this contract, or any competing offer shall have any direct or indirect financial interest resulting from the award of this contract.

K. Improper Consideration

Vendor shall not offer (either directly or through an intermediary) any improper consideration such as, but not limited to, cash, discounts, service, the provision of travel or entertainment, or any items of value to any officer, employee or agent of the Institute in an attempt to secure favorable treatment regarding this Agreement.

L. Inaccuracies or Misrepresentations

If in the administration of this Agreement, the Institute determines that Vendor has made a material misstatement or misrepresentation or that materially inaccurate information has been provided to the Institute, this Agreement may be immediately terminated.

M. Employment of Former Sonoran Institute Officials

Vendor must provide information on former Sonoran Institute administrative officials who are employed by or represent your business. This includes a list of former officials who terminated Institute employment within the last five (5) years and who are now officers, principals, partners, associates or members of the business.

N. Invoices

Vendor shall provide the Institute with invoices for expenditures on a quarterly basis. Advances and prepayments are not allowable.

O. Ownership of Documents

All documents, data, products, graphics, computer programs and reports prepared by Vendor pursuant to this Agreement shall be considered property of the Institute upon payment for services.

P. Release of Information

No news releases, advertisements, public announcements or photographs arising out of this Agreement or Vendor's relationship with the Institute may be made or used without prior written approval of Sonoran Institute.

Q. Cancellation Pursuant to Arizona Revised Statute (A.R.S.) § 38-511

All parties acknowledge that this agreement is subject to cancellation by Sonoran Institute pursuant to the provisions of Section 38-511, Arizona Revised Statutes. Sonoran Institute may cancel the contract after execution without penalty or further obligation if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of Sonoran Institute is or becomes at any time, while the contract or an extension of the contract is in effect, an employee of or a consultant to any other party to this contract with respect to the subject matter of the contract.

R. Non-Appropriation

Vendor acknowledges that Sonoran Institute's obligations under this Agreement are contingent upon the availability of funds under relevant grant agreements and federal funding. In the event that such funds are unavailable and not appropriated, then this Agreement shall automatically expire without penalty to Sonoran Institute after written notice to Vendor of the unavailability and non-appropriation of funds. It is expressly

agreed that Sonoran Institute shall not activate the non-appropriation provision for its convenience or to circumvent the requirements of this Agreement, but only as an emergency fiscal measure.

S. Governing Law

The validity, construction, effect, and enforcement of the Contract and the obligations, rights and remedies of the parties thereunder shall be governed by the laws of the State of Arizona. The venue shall be solely the appropriate state court in Pima County.

T. Confidentiality

Any other provision of this Agreement notwithstanding, the parties acknowledge that Sonoran Institute is subject to Arizona Public Records Act, A.R.S. § 39-121, et seq. Any provision regarding confidentiality is limited to the extent necessary to comply with the provisions of state law. In the event a public records request is made for information and/or documents designated as confidential or proprietary, the Sonoran Institute will notify the other party as soon as possible.

U. Non-Discrimination

The parties agree to comply with all applicable state and federal laws, rules, regulations and executive orders governing equal employment opportunity, immigration, nondiscrimination, including the Americans with Disabilities Act, and affirmative action. During the performance of this contract, Vendor shall not discriminate against any employee, client, or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability, or national origin.

V. Legal Arizona Workers Act Compliance

To the extent applicable under A.R.S. § 41-4401, the Vendor and its subcontractors warrant compliance with all federal immigration laws and regulations that relate to their employees and compliance with the E-Verify requirements under A.R.S. § 23-214(A). Vendor shall ensure that each subcontractor who performs any work under this contract likewise complies with State and Federal Immigration Laws.

W. Israel Boycott Certification

Vendor hereby certifies that it is not currently engaged in and will not for the duration of this Agreement engage in, a boycott of Israel as defined by A.R.S. § 35-393.01. Violation of this certification by Vendor may result in action by Sonoran Institute up to and including termination of this Agreement

X. No Forced Labor of Uyghurs Certification

Vendor certifies that it does not currently, and agrees that for the duration of this Agreement that it will not, use:

1. The forced labor of ethnic Uyghurs in the People's Republic of China;
2. Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or

3. Any Vendor, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

Xi. Applicable State and Federal Requirements

Contractor shall comply with all applicable Arizona Governor Executive Orders; federal, state and local laws, regulations (rules), assurances, and orders, whether or not specifically referenced herein.

XII. Drug Free Workplace

The Contractor shall comply with all applicable federal, state and local laws regarding smoke-free and drug-free work places and shall make a good faith effort to ensure that none of its employees or permitted subcontractors engaged in the work being performed hereunder purchase, transfer, use, or possess illegal drugs or alcohol, or abuse prescription drugs in any way.

V. INDEMNIFICATION AND INSURANCE

A. Liabilities Against Procuring Agency

The Vendor shall indemnify, keep, and hold harmless the Institute, all Institute agents, officials and employees against all injuries, deaths, losses, damages, claims, suits, liabilities, judgments, costs and expenses, which are made against the Institute by any Third Party.

B. Insurance Requirements

The Vendor shall secure and maintain throughout the Agreement the following types of insurance:

1. Workers' Compensation
2. Comprehensive General and Automobile Liability Insurance (combined single limits of not less than two million dollars)
3. Professional Liability Insurance (limits of at least two million dollars per claim)

C. Additional Named Insured

All policies, except for the Workers' Compensation and Professional Liability policies shall contain additional endorsements naming the Sonoran Institute and their officers, employees, agents and volunteers as additional named insurers.

D. Certificate of Insurance

Prior to commencing services under this contract, Vendor shall furnish Sonoran Institute with a Certificate of Insurance, or formal endorsements as required by the contract.

E. Insurance Review

The above insurance requirements are subject to periodic review by the Institute.

F. Books and Records

1. Vendor will retain all records relating to this Contract for at least five (5) years after its termination.

G. Right to Monitor and Audit

The Institute reserves the right to monitor and audit all aspects of the Vendor's performance under this agreement.

VI. PROPOSAL SUBMISSION

A. General

1. All interested and qualified Vendors are invited to submit a proposal for consideration.
2. Proposals must be submitted in the format described in this RFP.
3. Proposals must be complete in all respects as required in this section.

B. Proposal Presentation

1. One (1) unbound original and four (4) bound copies of the complete proposal must be received by the deadline.
2. One (1) digital copy of the proposal in its entirety.
3. The original and copies must be in a sealed envelope or container stating on the outside the Vendor's name and address and must be clearly marked:
"Economic Analysis of the Santa Cruz River" and must be addressed to:

Sonoran Institute
5049 E Broadway Blvd., Suite 127
Tucson, AZ 85711

VII. PROPOSAL CONTENT

A. Transmittal Letter

This letter is to be a brief letter, addressed to the Institute, that provides the following information:

1. Name and address of the Vendor
2. Name, title and telephone number of the contact person for the Vendor
3. A statement that the Proposal is in response to this RFP
4. The signature typed name and title of the individual who is authorized to commit the Vendor to the Proposal

B. Non-Collusion Affidavit

All proposals must include a signed Non-Collusion Affidavit.

C. Narrative

The proposal shall be written in sufficient detail to permit the Institute to conduct a meaningful evaluation of the proposed services. The narrative must include:

1. Project approach and methodology
2. Detailed work plan
3. Project timeline
4. Staffing plan
5. Cost proposal
6. Similar project experience
7. References

VIII. EVALUATION OF PROPOSALS

A. Evaluation Process

All proposals will be subject to a standard review process developed by Sonoran Institute. A primary consideration shall be the effectiveness of the agency or organization in producing services based upon demonstrated performance.

B. Evaluation Criteria

1. Initial Review - All proposals will be initially evaluated to determine if they meet the following minimum requirements:
 - Complete proposal submitted as required
 - Minimum Vendor Requirements met
2. Evaluation Committee - The evaluation team will be selected by the Santa Cruz River Program Director or designee.

C. Contract Award

1. The Agreement will be awarded based on a competitive selection of proposals received.
2. The contents of the proposal of the successful Vendor will become contractual obligations.
3. Cost in relation to service is one factor in the evaluation process, but the Institute is not obligated to accept the lowest cost proposal.

D. Appeals/Disputes

1. Appeal requests must be in writing within ten (10) calendar days of the award.
2. Appeals can only be brought on the following grounds:
 - Failure to follow selection procedures
 - Violation of conflict of interest
 - Violation of Federal or State law

E. Final Authority

The final authority to award a Contract rests solely with the Sonoran Institute.

F. Availability of Records

Proposals and the selected Vendor's response shall be made available for public inspection at the conclusion of the selection process.

IX. CONTRACT REVIEW

A. Review Meetings

Sonoran Institute and the successful bidder shall, within thirty (30) days of execution of a Contract, set dates through the scheduled contract termination date for quarterly review meetings.

B. Monthly Reports

Sonoran Institute and the Vendor shall, within thirty (30) days of execution of a Contract, formulate a monthly report form that will establish the basis for the quarterly review sessions.

X. EXHIBITS

A. WIFA ARPA Terms and Conditions

[As detailed in separate Exhibit A document]

B. WIFA Slide Deck

[As provided in separate Exhibit B document]

C. Sonoran Institute Procurement Policy

[As provided in separate Exhibit C document]

D. Non-Collusion Affidavit Form

[As provided in separate Exhibit D document]

E. Supporting Plans and Documents Resource List

[As provided in separate Exhibit E document]

F. Stakeholder Outreach Networks List

[As provided in separate Exhibit F document]

G. Sonoran Institute Values

[As provided in separate Exhibit G document]

H. Stakeholder Data Collection and Federally Required Privacy Protections

[As provided in separate Exhibit H document]

EXHIBIT A. WIFA ARPA Terms and Conditions

EXHIBIT A WIFA ARPA Terms and Conditions

Federal Funding and Regulatory Compliance Requirements

A. Overview of Funding and Regulatory Framework

This procurement is subject to federal regulations as Sonoran Institute is a recipient of American Rescue Plan Act (ARPA) funds through the Water Infrastructure Finance Authority of Arizona (WIFA). All vendors and subcontractors must comply with:

1. 2 CFR Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
2. American Rescue Plan Act requirements
3. Clean Water and Drinking Water State Revolving Fund regulations
4. Sonoran Institute procurement policies

B. Pre-Award Requirements

1. Registration and Eligibility

- Active SAM.gov registration
- Valid UEI number
- Not listed on federal debarment lists
- Arizona business license if applicable

C. ARPA Terms and Conditions

https://home.treasury.gov/system/files/136/NEU_Award_Terms_and_Conditions.pdf

See Attached sheet

U.S. DEPARTMENT OF THE TREASURY
CORONAVIRUS LOCAL FISCAL RECOVERY FUNDS

Recipient name and address: [Recipient to provide]	DUNS Number: [Recipient to provide] Taxpayer Identification Number: [Recipient to provide] Assistance Listing Number: 21.027
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Sections 602(b) and 603(b) of the Social Security Act (the Act) as added by section 9901 of the American Rescue Plan Act, Pub. L. No. 117-2 (March 11, 2021) authorize the Department of the Treasury (Treasury) to make payments to certain recipients from the Coronavirus State Fiscal Recovery Fund and the Coronavirus Local Fiscal Recovery Fund.

Recipient hereby agrees, as a condition to receiving such payment from Treasury, to the terms attached hereto.

Recipient:

Authorized Representative:

Title:

Date signed:

U.S. Department of the Treasury:

Authorized Representative:

Title:

Date:

PAPERWORK REDUCTION ACT NOTICE

The information collected will be used for the U.S. Government to process requests for support. The estimated burden associated with this collection of information is 15 minutes per response. Comments concerning the accuracy of this burden estimate and suggestions for reducing this burden should be directed to the Office of Privacy, Transparency and Records, Department of the Treasury, 1500 Pennsylvania Ave., N.W., Washington, D.C. 20220. DO NOT send the form to this address. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid control number assigned by OMB.

U.S. DEPARTMENT OF THE TREASURY
CORONAVIRUS LOCAL FISCAL RECOVERY FUND
AWARD TERMS AND CONDITIONS

1. Use of Funds.
 - a. Recipient understands and agrees that the funds disbursed under this award may only be used in compliance with section 603(c) of the Social Security Act (the Act), Treasury's regulations implementing that section, and guidance issued by Treasury regarding the foregoing.
 - b. Recipient will determine prior to engaging in any project using this assistance that it has the institutional, managerial, and financial capability to ensure proper planning, management, and completion of such project.
2. Period of Performance. The period of performance for this award begins on the date hereof and ends on December 31, 2026. As set forth in Treasury's implementing regulations, Recipient may use award funds to cover eligible costs incurred during the period that begins on March 3, 2021, and ends on December 31, 2024.
3. Reporting. Recipient agrees to comply with any reporting obligations established by Treasury as they relate to this award.
4. Maintenance of and Access to Records
 - a. Recipient shall maintain records and financial documents sufficient to evidence compliance with section 603(c) of the Act, Treasury's regulations implementing that section, and guidance issued by Treasury regarding the foregoing.
 - b. The Treasury Office of Inspector General and the Government Accountability Office, or their authorized representatives, shall have the right of access to records (electronic and otherwise) of Recipient in order to conduct audits or other investigations.
 - c. Records shall be maintained by Recipient for a period of five (5) years after all funds have been expended or returned to Treasury, whichever is later.
5. Pre-award Costs. Pre-award costs, as defined in 2 C.F.R. § 200.458, may not be paid with funding from this award.
6. Administrative Costs. Recipient may use funds provided under this award to cover both direct and indirect costs.
7. Cost Sharing. Cost sharing or matching funds are not required to be provided by Recipient.
8. Conflicts of Interest. Recipient understands and agrees it must maintain a conflict of interest policy consistent with 2 C.F.R. § 200.318(c) and that such conflict of interest policy is applicable to each activity funded under this award. Recipient and subrecipients must disclose in writing to Treasury or the pass-through entity, as appropriate, any potential conflict of interest affecting the awarded funds in accordance with 2 C.F.R. § 200.112.

9. Compliance with Applicable Law and Regulations.

- a. Recipient agrees to comply with the requirements of section 603 of the Act, regulations adopted by Treasury pursuant to section 603(f) of the Act, and guidance issued by Treasury regarding the foregoing. Recipient also agrees to comply with all other applicable federal statutes, regulations, and executive orders, and Recipient shall provide for such compliance by other parties in any agreements it enters into with other parties relating to this award.
- b. Federal regulations applicable to this award include, without limitation, the following:
 - i. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 C.F.R. Part 200, other than such provisions as Treasury may determine are inapplicable to this Award and subject to such exceptions as may be otherwise provided by Treasury. Subpart F – Audit Requirements of the Uniform Guidance, implementing the Single Audit Act, shall apply to this award.
 - ii. Universal Identifier and System for Award Management (SAM), 2 C.F.R. Part 25, pursuant to which the award term set forth in Appendix A to 2 C.F.R. Part 25 is hereby incorporated by reference.
 - iii. Reporting Subaward and Executive Compensation Information, 2 C.F.R. Part 170, pursuant to which the award term set forth in Appendix A to 2 C.F.R. Part 170 is hereby incorporated by reference.
 - iv. OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement), 2 C.F.R. Part 180, including the requirement to include a term or condition in all lower tier covered transactions (contracts and subcontracts described in 2 C.F.R. Part 180, subpart B) that the award is subject to 2 C.F.R. Part 180 and Treasury's implementing regulation at 31 C.F.R. Part 19.
 - v. Recipient Integrity and Performance Matters, pursuant to which the award term set forth in 2 C.F.R. Part 200, Appendix XII to Part 200 is hereby incorporated by reference.
 - vi. Governmentwide Requirements for Drug-Free Workplace, 31 C.F.R. Part 20.
 - vii. New Restrictions on Lobbying, 31 C.F.R. Part 21.
 - viii. Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (42 U.S.C. §§ 4601-4655) and implementing regulations.
 - ix. Generally applicable federal environmental laws and regulations.
- c. Statutes and regulations prohibiting discrimination applicable to this award include, without limitation, the following:
 - i. Title VI of the Civil Rights Act of 1964 (42 U.S.C. §§ 2000d et seq.) and Treasury's implementing regulations at 31 C.F.R. Part 22, which prohibit discrimination on the basis of race, color, or national origin under programs or activities receiving federal financial assistance;

- ii. The Fair Housing Act, Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§ 3601 et seq.), which prohibits discrimination in housing on the basis of race, color, religion, national origin, sex, familial status, or disability;
 - iii. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination on the basis of disability under any program or activity receiving federal financial assistance;
 - iv. The Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101 et seq.), and Treasury's implementing regulations at 31 C.F.R. Part 23, which prohibit discrimination on the basis of age in programs or activities receiving federal financial assistance; and
 - v. Title II of the Americans with Disabilities Act of 1990, as amended (42 U.S.C. §§ 12101 et seq.), which prohibits discrimination on the basis of disability under programs, activities, and services provided or made available by state and local governments or instrumentalities or agencies thereto.
10. Remedial Actions. In the event of Recipient's noncompliance with section 603 of the Act, other applicable laws, Treasury's implementing regulations, guidance, or any reporting or other program requirements, Treasury may impose additional conditions on the receipt of a subsequent tranche of future award funds, if any, or take other available remedies as set forth in 2 C.F.R. § 200.339. In the case of a violation of section 603(c) of the Act regarding the use of funds, previous payments shall be subject to recoupment as provided in section 603(e) of the Act.
11. Hatch Act. Recipient agrees to comply, as applicable, with requirements of the Hatch Act (5 U.S.C. §§ 1501-1508 and 7324-7328), which limit certain political activities of State or local government employees whose principal employment is in connection with an activity financed in whole or in part by this federal assistance.
12. False Statements. Recipient understands that making false statements or claims in connection with this award is a violation of federal law and may result in criminal, civil, or administrative sanctions, including fines, imprisonment, civil damages and penalties, debarment from participating in federal awards or contracts, and/or any other remedy available by law.
13. Publications. Any publications produced with funds from this award must display the following language: "This project [is being] [was] supported, in whole or in part, by federal award number [enter project FAIN] awarded to [name of Recipient] by the U.S. Department of the Treasury."
14. Debts Owed the Federal Government.
- a. Any funds paid to Recipient (1) in excess of the amount to which Recipient is finally determined to be authorized to retain under the terms of this award; (2) that are determined by the Treasury Office of Inspector General to have been misused; or (3) that are determined by Treasury to be subject to a repayment obligation pursuant to section 603(e) of the Act and have not been repaid by Recipient shall constitute a debt to the federal government.
 - b. Any debts determined to be owed the federal government must be paid promptly by

Recipient. A debt is delinquent if it has not been paid by the date specified in Treasury's initial written demand for payment, unless other satisfactory arrangements have been made or if the Recipient knowingly or improperly retains funds that are a debt as defined in paragraph 14(a). Treasury will take any actions available to it to collect such a debt.

15. Disclaimer.

- a. The United States expressly disclaims any and all responsibility or liability to Recipient or third persons for the actions of Recipient or third persons resulting in death, bodily injury, property damages, or any other losses resulting in any way from the performance of this award or any other losses resulting in any way from the performance of this award or any contract, or subcontract under this award.
- b. The acceptance of this award by Recipient does not in any way establish an agency relationship between the United States and Recipient.

16. Protections for Whistleblowers.

- a. In accordance with 41 U.S.C. § 4712, Recipient may not discharge, demote, or otherwise discriminate against an employee in reprisal for disclosing to any of the list of persons or entities provided below, information that the employee reasonably believes is evidence of gross mismanagement of a federal contract or grant, a gross waste of federal funds, an abuse of authority relating to a federal contract or grant, a substantial and specific danger to public health or safety, or a violation of law, rule, or regulation related to a federal contract (including the competition for or negotiation of a contract) or grant.
- b. The list of persons and entities referenced in the paragraph above includes the following:
 - i. A member of Congress or a representative of a committee of Congress;
 - ii. An Inspector General;
 - iii. The Government Accountability Office;
 - iv. A Treasury employee responsible for contract or grant oversight or management;
 - v. An authorized official of the Department of Justice or other law enforcement agency;
 - vi. A court or grand jury; or
 - vii. A management official or other employee of Recipient, contractor, or subcontractor who has the responsibility to investigate, discover, or address misconduct.
- c. Recipient shall inform its employees in writing of the rights and remedies provided under this section, in the predominant native language of the workforce.

17. Increasing Seat Belt Use in the United States. Pursuant to Executive Order 13043, 62 FR 19217 (Apr. 18, 1997), Recipient should encourage its contractors to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented or personally owned vehicles.

18. Reducing Text Messaging While Driving. Pursuant to Executive Order 13513, 74 FR 51225 (Oct. 6, 2009), Recipient should encourage its employees, subrecipients, and contractors to adopt and enforce policies that ban text messaging while driving, and Recipient should establish workplace safety policies to decrease accidents caused by distracted drivers.

EXHIBIT B. WIFA Slide Deck

EXHIBIT B WIFA Procurement Requirements

Introduction

The Water Infrastructure Finance Authority of Arizona (WIFA) administers American Rescue Plan Act (ARPA) funds in accordance with both federal and state requirements. This exhibit outlines the specific procurement requirements that must be followed for ARPA-funded projects. These requirements ensure compliance with 2 CFR 200, Arizona State procurement regulations, and WIFA's own policies.

WIFA Procurement Requirements for ARPA-Funded Project

See Attached Slides

<https://www.azwifa.gov/programs/funding-type/wcgf>

Contact Information

Questions regarding these requirements should be directed to:

Water Infrastructure Finance Authority of Arizona
100 N. 15th Avenue, Suite 103 Phoenix, AZ 85007
Phone: (602) 364-1310 Email: Michael Vidaure: WIFA Grant manager,
MVidaure@azwifa.gov



WATER INFRASTRUCTURE
FINANCE AUTHORITY OF ARIZONA



Post-Award Guidance

Water Conservation Grant Fund

February 23, 2024

Today's Workshop:



Grant Agreements

Grant Agreements are sent in draft format to fill out the Scope of Work.



eCivis

eCivis is the software platform used to manage this grant.



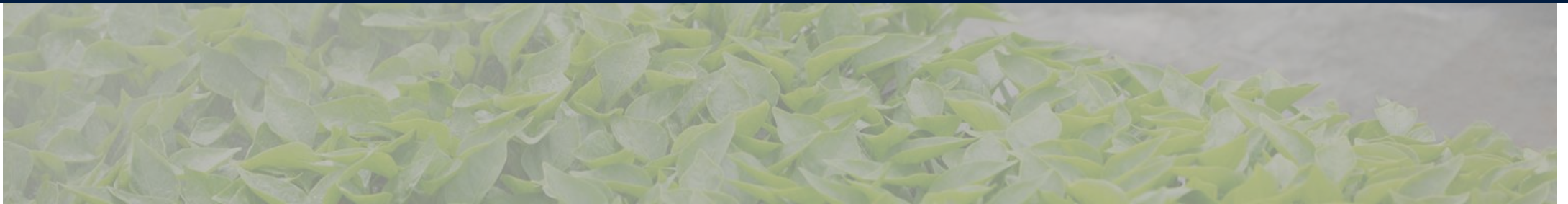
Procurement

Uniform Guidance or 2 CFR § 200 is where specific regulations for purchasing or hiring contractors and vendors can be found.

2 CFR § § 200.318 through 327.



Grant Agreement



Grant Agreement



1. **Draft Agreement** – sent to you to complete sections prior to signing.
2. **Exhibit C** – be specific on the Scope of Work and ensure project/program activity is completed no later than June 30, 2026. The calendar is an estimated draw timeline
3. **Match** – indicate cash or in-kind or both
4. **Email** – Include the signature names, title, and email when sending the draft back
5. **Electronic Signature** – final document sent out via e-sign request

Grant Agreement – Compliance & Benchmarks

Components of Compliance:

- Completing activity tasks by the 15th of every month
- Following 2 CFR § 200 procurement requirements
- Financial report paperwork
- Conflict of interest form
- Insurance requirements

Benchmarks:

Grantees must meet certain benchmarks as a part of their grant agreements.

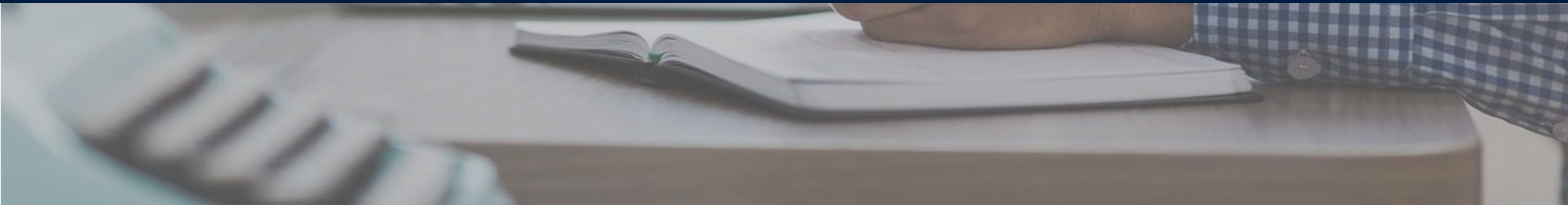
Grantees shall, at a minimum, comply with the following benchmarks:

- Expend 5% of the Award by December 2, 2024
- Expend 50% of the Award by December 31, 2025
- Expend 75% of the Award by March 31, 2026

If you believe you will be unable to meet these benchmarks, contact WIFA right away.



eCivis



eCivis: Monthly Activity Task

Sign into eCivis → **Activity Task**

Due: 15th of every month

Covers: Activities over the past 30 days

Examples of activities to include in report:

- *Procurement steps*
- *Meetings*
- *Signed contracts*
- *Permitting*
- *Design or construction activities*
- *Progress on meeting project/program objectives*



eCivis: Financial Report

Sign into eCivis → **Financial Report**

Due: No due date; add whenever you are ready for reimbursement

Upload: Copies of invoices, receipts, or other proof of costs incurred, in-kind spreadsheets, WCGF Disbursement Forms (excel file and PDF)

Match: Minimum of 25% each time you request a reimbursement until the match is satisfied

eCivis Support

Website: www.eCivis.com

For eCivis help, eCivis User Guides are available under “Grants and eCivis Resources” on www.grants.az.gov

Subrecipient User Guide:

- [Post-award: Subrecipient Manual](#)
- [How to add team members](#)
- [Submitting and Editing a Financial Report & Activity Report](#)
- [How to Submit a Grant Amendment](#)

eCivis User Guides

eCivis is an enterprise grants management solution for the State of Arizona and its administering agencies. Below are detailed user guides to assist users with utilizing eCivis to its full capacity. Included in linked pages below are accompanying tutorial videos.

Research and Pursuance

- [How to Search for a Grant](#)

Beginning Grant Management:

- [Grant Stage 1: Application Preparation](#)
- [Grant Stage 2: Application Submission](#)
- [Grant Stage 3: Grant Awarded](#)
- [Grant Stage 4: Grant Implementation](#)

Subrecipient Management User Guides

1. Administrative User Guides

- [Creating your Solicitation](#)
- [Finalizing Your Application and Budget](#)
- [Review Applications](#)
- [Peer Review Manual](#)
- [Award and Subrecipient Management Manual](#)
- [Approving Financial Reports](#)
- Creating post-award tasks

3. Subrecipient (Awardee) User Guide

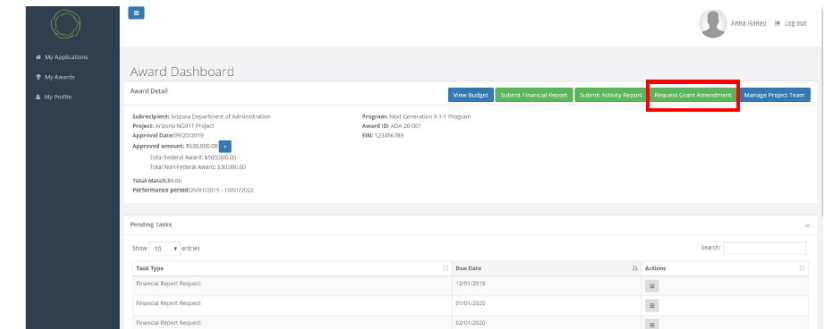
- [Post-award: Subrecipient Manual](#)
- [How to add team members](#)
- [Submitting and Editing a Financial Report](#)
- [How to Submit a Grant Amendment](#)



How to Submit a Grant Amendment

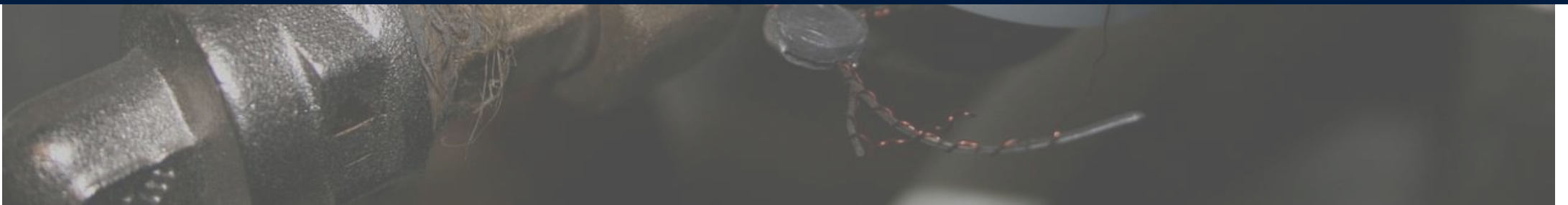
Subrecipients (grantees) have the capability to submit a grant amendment through their eCivis portal. This grant amendment can include financial or programmatic amendments. To complete a grant amendment:

1. From your award dashboard, click on request grant amendment:





Procurement



Procurement



All procurement transactions for the acquisition of property or services under a Federal award must be conducted in a manner providing full and open competition.

Procurement



- Procurement means the acquisition of goods or services (including construction)
- Grantees must comply with federal procurement requirements
 - Must also comply with **applicable** local, state, and tribal procurement requirements
 - **Note:** This guidance webinar is only covering federal procurement
- **Only approved services can be procured.** Approved services are found in the original application & Grant Agreement Scope of Work.
- **ARPA Terms and Conditions** should be included with every solicitation/contract.

Competitive Procurement

Uniform Guidance: 2 CFR § 200 subpart D

Grantees must comply with the procurement standards set forth in 2 CFR 200.318, through 2 CFR 200.327, when using WCGF award funds to procure goods and services to carry out the objectives of their project/program

2 CFR § 200.318(a): Documented procurement procedures. Keep your internal procedures in a folder for at least 5 years

Thresholds: Micro, Small Purchase, and Formal Procurement

- 1) Micro Purchase: is up to \$10,000* – **2 CFR § 200.320(a)(1)**
- 2) Small Purchase: \$10,001 to \$250,000 – **2 CFR § 200.320(a)(2)**
- 3) Formal Procurement: Over \$250,000 – **2 CFR § 200.320(b)**

* Grantee may self-certify annually a higher threshold up to \$50,000 for micro purchases (per 2 CFR § 200.320)



Competitive Procurement



- 1) Micro Purchase: is up to \$10,000* – **2 CFR § 200.320(a)(1)**
 - can be made without solicitation/competition; must document that it is reasonable price based on research, experience, purchase history, or other information
- 2) Small Purchase: \$10,001 to \$250,000 – **2 CFR § 200.320(a)(2)**
 - can be made if price or rate quotations obtained from adequate number of qualified sources
- 3) Formal Procurement: Over \$250,000 – **2 CFR § 200.320(b)**
 - Required for anything over Simplified Acquisition Threshold (SAT)**
 - Must follow documented procurement procedures and requires public advertising.

**Grantee may self-certify annually a higher threshold up to \$50,000 for micro purchases (per 2 CFR § 200.320)*

***SAT set by federal regulation is \$250,000; however, state, local, or tribal regulations may have a lower SAT.*

Competitive Procurement



3) Formal Procurement: Over \$250,000 – 2 CFR § 200.320(b)

- **Sealed Bids**

- Bids are publicly solicited and lowest bid (that meets requirements) is awarded.
- Must have complete specifications/purchase description available.
- Must have 2+ responsible bidders.
- Must solicit bids from adequate number of sources and give sufficient time to respond.
- Local/tribal governments must publicly advertise.
- Bid package must include any specifications and pertinent attachments for bidder to properly respond.
- Bid package will include time and place of bid opening; local/tribal governments must open bids publicly.
- A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder.

- **Proposals**

- Either a fixed price or cost-reimbursement type contract is awarded.
- Must be publicized and identify all evaluation factors and their relative importance.
- Must have written methods for how to evaluate and make selection.
- Contracts awarded to responsible offeror who is “most advantageous” to subrecipient with price and other factors considered.
- Price has to be used as selection factor except for qualifications based procurement of A/E services.

Noncompetitive Procurement

2 CFR 200.320(c)

Noncompetitive procurement can only be awarded if one of following apply:

- (1) The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase;
- (2) The item is available only from a **single source**;
- (3) The public exigency or emergency for the requirement will not permit a delay resulting from publicizing a competitive solicitation;
- (4) The Federal awarding agency or pass-through entity expressly authorizes a non-competitive procurement in response to a written request from the non-Federal entity; or
- (5) After solicitation of a number of sources, competition is determined inadequate.

Grantee must request/submit a Noncompetitive Justification form from WIFA and receive approval from WIFA prior to completing the noncompetitive procurement.



www.SAM.gov | 2 CFR § 25

All grantees, vendors, and contracts require active registration in www.SAM.gov for federal funding and must have a Unique Entity Identifier (UEI #).

Any RFPs or Contracts that go out from grantees should have language requesting proposals to come in by registered active vendors.

www.SAM.gov/search | 2 CFR § 200.214

Regulations restrict awards, subawards and contracts with certain parties that are debarred, suspended or otherwise excluded from participation in Federal assistance programs. (Search entity at sam.gov/search.)



Disadvantaged Business Enterprise (DBE)

2 CFR § 200.321

Grantee must take all necessary affirmative steps to assure minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Solicitations should include language indicating you are following this requirement.

§ 200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms.

- (a) The non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.
- (b) Affirmative steps must include:
 - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
 - (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
 - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
 - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
 - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
 - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (b)(1) through (5) of this section.

Single Audit

2 CFR § 200.501

Single audit. A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single audit conducted in accordance with [§ 200.514](#) except when it elects to have a program-specific audit

Program Specific Audit. Alternative compliance examination engagement



References

Helpful Links

- [ARPA Terms and Conditions](#)
- US Department of Treasury – [SLFRF Website](#)
- Uniform Guidance – [2 CFR § 200](#)
- Procurement Standards – [2 CFR §§ 200.318 through 200.327](#)

Disclaimer: The information provided in this presentation does not, and is not intended to, constitute legal advice. All information, content, and materials are provided for general informational purposes only. ***Additional requirements beyond those discussed in this presentation exist for this grant program.***



**Our lawyer
made us
do this =>**



WATER INFRASTRUCTURE
FINANCE AUTHORITY OF ARIZONA

Questions??

Email: WCGF@azwifa.gov

Laurie Gehlsen

Grants Coordinator
480-647-4462

lgehlens@azwifa.gov

Brenda Prevost

Senior Procurement Specialist
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bprevost@azwifa.gov

Samantha Lemke

Environmental Program Supervisor
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Maricopa County

Morgan Burgess

Environmental Program Specialist
602-647-4078

mburgess@azwifa.gov

*Mohave, Coconino, and Yavapai
Counties*

Michael Vidaure

Environmental Program Specialist
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mvidaure@azwifa.gov

*Pima, Pinal, Santa Cruz, Cochise,
Graham, and Greenlee Counties*

Lindsay Mills

Environmental Program Specialist
602-647-3654

lmills@azwifa.gov

*Navajo, Apache, Gila, La Paz, and
Yuma Counties*

EXHIBIT C. Sonoran Institute Procurement Policy



Version: 250220

Sonoran Institute Procurement Policy

Purchasing With Federal & Federal Pass-through Funds

Purchases funded by federal funds must adhere to regulations found in OMB Circular A-110. Circular A-110 explains administrative requirements for colleges, universities, hospitals, and other non-profit organizations with federally funded grants and agreements. OMB circular A-110 section e_40-48 identifies required procurement standards. Detailed requirements can be found at <http://www.whitehouse.gov/omb/circulars/a110/a110.html#40>

Purchases made with Federal funds are reviewed for compliance with the Federal Acquisition Regulation and the Office of Management and Budget Circular A-110. The Finance Department is required to retain back-up documentation provided by the Buyer, such as bids, quotes, and cost/price analyses on file for Federal auditors and if applicable, the annual federal single audit. Some form of price or cost analysis must be made for every purchase to ensure a fair and reasonable price. Such analysis is reflected in recorded competitive quotes and proposals. Buyers should make an effort to use and verify discounts, check market prices, review past purchase orders for similar items, and demonstrate good business practices.

Overall Procurement Guidelines:

- Recipients of Federal grant(s) should avoid purchasing unnecessary items.
- Where appropriate, an analysis should be conducted of lease and purchase alternatives to determine which would be the most economical and practical procurement for the Federal Government.
- Reasonable and documented efforts must be demonstrated to obtain goods and services from minority, women owned, and disadvantaged businesses (MBE/WBE/DBE). The Finance Department is required to retain back-up documents provided by the Buyer.

Purchases \$25,000 and over:

For purchases that exceed the small purchase threshold fixed at 41 U.S.C. 403 (11) (currently \$25,000), written records reflecting the following are required:

- Public notice for RFP
- Basis for vendor selection
- Justification letter for lack of competition when competitive bids or offers are not obtained, and
- Basis for award cost or price.

Sub-Awards and Contracts - Debarment and Suspension

Sub awards and contracts will not be permitted with parties that are debarred, suspended or otherwise excluded from or ineligible for participation in Federal assistance programs or activities.

Goods/Services Selection Criteria:

- A Buyer or a Budget Manager should obtain and/or write a clear and accurate description of the technical requirements for the material, product or service to be

procured. In competitive procurements, such a description shall not contain features which unduly restrict competition.

- A Broad scope is to be used to solicit potential vendors, when feasible, public notices should be issued prior to the distribution of the RFP.
- RFP(s) issued to vendors should contain requirements which the bidder must fulfill and all other factors to be used in evaluating bids or proposals.
- Whenever practicable, RFPs should contain descriptions of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
- RFPs should include the specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitation.
- To the extent practicable and economically feasible, a Buyer or Budget Manager should emphasize preference of products and services dimensioned in the metric system of measurement.
- To the extent practicable and economically feasible, a Buyer or Budget Manager should emphasize preference for products and services that conserve natural resources and protect the environment and are energy efficient.

Definitions:

Buyer: the person authorized by the Budget Manager to make the purchase

Cost/Price analysis: the documented systematic approach to estimating the strength and weakness of alternatives

Economically Feasible: the benefits to the project outweigh the cost of effort made to comply

Practicable: capable of being done or accomplished

RFP: request for proposal is a document that is posted to elicit bids from potential vendors/contractors.

EXHIBIT D. Non-Collusion Affidavit Form

Exhibit D
Non-Collusion Affidavit Form

STATE OF ARIZONA)	
)ss.	NON-COLLUSION AFFIDAVIT
County of Pima)	

TO: Sonoran Institute

The undersigned, in submitting a bid for the Provision of Commissary Services to Sonoran Institute being first sworn, states that (s)he has not, either directly or indirectly, entered into any action in restraint of free competitive bidding in connection with this Contract.

SIGNATURE OF BIDDER
PRINTED/TYPED NAME OF BIDDER
TITLE/POSITION OF BIDDER
BUSINESS NAME
(Business Address)

EXHIBIT E. Supporting Plans and Documents Resource List

EXHIBIT E

Supporting Plans and Documents Resource List

References without an internet link can be found in this [reference folder](#)

Sonoran Institute Publications and Information		
Title	What it is?	link if available
Living River reports	Annual report series that summaries river conditions and other river relevant information	
	2009 first Living River report focused on the 2008 water year	https://sonoraninstitute.org/resource/living-river-charting-the-health-of-the-upper-santa-cruz-river-2008-water-year-10-01-2009/
	2010 second report focused on the 2009 water year	https://sonoraninstitute.org/resource/living-river-charting-the-health-of-the-upper-santa-cruz-river-2009-water-year-07-01-2010/
	2011 third report focused on the 2009 water year	https://sonoraninstitute.org/resource/living-river-charting-the-health-of-the-upper-santa-cruz-river-2010-water-year-08-01-2011/
	2015 online only summary focused on the 2008-2014 water years (this is start of the charts and summaries looking at all years and trends with data - ie supplementary report)	https://sonoraninstitute.org/resource/living-river-charting-the-health-of-the-upper-santa-cruz-river-2008-2014/
	2019 first print report in new format, focused on the 2018 water year	https://sonoraninstitute.org/resource/living-river-nogales-amado-2018-water-year/
	2019 supplementary report focused on the 2018 water year	https://sonoraninstitute.org/resource/living-river-supplementary-nogales-amado/
	2020 print report focused on the 2019 water year	https://sonoraninstitute.org/resource/living-river-nogales-amado-2019-water-year/
	2020 supplementary report focused on the 2019 water year	https://sonoraninstitute.org/resource/living-river-supplementary-nogales-amado-2019/
	2022 first print report in new bilingual format, focused on 2021 water year	https://sonoraninstitute.org/resource/living-river-nogales-amado-2021-water-year/
	2022 supplementary report focused on the 2021 water year	https://sonoraninstitute.org/resource/living-river-supplementary-nogales-amado-2021/

Sonoran Institute Publications and Information		
Title	What it is?	link if available
Living River reports	Annual report series that summaries river conditions and other river relevant information	
	2023 bilingual print report focused on the 2022 water year	https://sonoraninstitute.org/resource/living-river-nogales-amado-2023/
	2023 supplementary report focused on the 2022 water year	https://sonoraninstitute.org/resource/living-river-supplementary-nogales-amado-2023/
	2024 bilingual print report focused on the 2023 water year	https://sonoraninstitute.org/resource/lr-nogalesamado-2024/
	2024 supplementary report focused on the 2023 water year	https://sonoraninstitute.org/resource/lr-nogalesamado-2024/
Santa Cruz River Riparian Vegetation Mapping Project - Index Map Series	2009 publication with PDFs of maps of the final vegetation map that was created for the river corridor from the U.S. Mexico border to the Pima County border. Includes maps of priority vegetation areas. This is an easy reference, <i>though data set is available in GIS format too.</i>	pdf in file
Our Living River: Community Values and Perceived Challenges for the Santa Cruz River from Rio Rico to Amado	2019 summary of community engagement efforts over the course of several years	https://sonoraninstitute.org/resource/living-river-community-values-2/
WRRC Conceptual Water budget	Completed for Sonoran Institute to understand the importance of effluent releases for the supply/demand for water along the river between Rio Rico and Amado	powerpoint in file
Santa Cruz Urban National Wildlife Refuge, Landscape Conservation Design	publication produced by the Santa Cruz River Refuge Coalition to build the case for why we should have an urban national wildlife refuge along the Santa Cruz River	https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:3323b8ba-7008-48f3-951c-c1a35e74cd98
Other information provided as needed upon receipt of contract		

Peer Reviewed Publications that focus on the Santa Cruz County reach of the Santa Cruz River

Year	Title	Author	Link if available
2013	Biodiversity losses and conservation trade-offs: assessing future urban growth scenarios for a North American trade corridor	Villareal et al.	http://dx.doi.org/10.1080/21513732.2013.770800
2006	Colonia development and land use change in Ambos Nogales, United States - Mexican Border	Norman et al.	https://pubs.usgs.gov/of/2006/1112/
2012	Mapping socio-environmentally vulnerable populations access and exposure to ecosystem services at the U.S.-Mexico borderlands	Norman et al.	pdf in file
2012	Socio-Environmental Health Analysis in Nogales, Sonora, Mexico	Norman et al.	https://link.springer.com/article/10.1007/s12403-012-0067-x
2013	Framing Scenarios of Binational Water Policy with a Tool to Visualize, Quantify and Value Changes in Ecosystem Services	Norman et al.	https://www.mdpi.com/2073-4441/5/3/852
2011	Development of a High-Resolution Binational Vegetation Map of the Santa Cruz River Riparian Corridor and Surrounding Watershed, Southern Arizona and Northern Sonora, Mexico	Wallace et al.	https://pubs.usgs.gov/of/2011/1143/
2016	Valuing instream-related services of wastewater	Weber et al.	pdf in file
2015	Priority river metrics for residents of an urbanized arid watershed	Weber et al.	pdf in file

Media articles that provide good overview of the area

Year	Title	Author	Link if available
Dec-24	Water revives a once-dying Santa Cruz River, bringing new life to Arizona's SkyIslands	Brandon Loomis	https://www.azcentral.com/story/news/local/arizona-environment/2024/12/23/an-arizona-river-looked-dead-sewage-fix-bring-talk-of-refuge-instead/75297561007/
August 2024	Two rivers, one lifeline: Reclaiming the Santa Cruz across borders	Danyelle Khmara and Katya Mendoza	https://originals.azpm.org/s/99273-two-rivers-one-lifeline-reclaiming-the-santa-cruz-across-borders/
January 2025	The Renewable Energy Transition Has Residents of a Small Arizona Town on Edge	Esther Frances, Megija Medne and Phillip Powell	https://insideclimatenews.org/news/06012025/patagonia-mountains-mine-plan-could-impact-small-arizona-community-water/

Other Relevant Area Reports			
Year	Title	Authors	link if available
May 2022	Climate Profile for the Upper Santa Cruz River Watershed	Alison M. Meadow, Jeremy Weiss and Sarah LeRoy	https://www.climas.arizona.edu/sites/climas.arizona.edu/files/CLIMAS-USCW-profile.pdf
September 2023	US EDA Strategy (funded - \$500K planning grant): Regenerating Employment and Economic Opportunity Along the Santa Cruz River Corridor Phase 1 grant proposal	Donelson Consulting - Angela Donelson and Robin Breault	pdf in file
October 2023	US EDA Strategy (funded - \$500K planning grant): Regenerating Employment and Economic Opportunity Along the Santa Cruz River Corridor Slide deck	Donelson Consulting - Angela Donelson and Robin Breault	slide deck in file
November 2021	The Nature Based Restorative Economy in Santa Cruz County	Dari Duval, Ashley Bickel, George Frisvold, & Wenting Zheng	pdf in file
May 2023	Economic Impacts of the Covid-19 Pandemic and Pathways Forward	Angela Donelson and Robin Breault	https://www.santacruzcountyaz.gov/DocumentCenter/View/17145/SCCCommunityDevCovidPathways_May_2023_FINALwexecsum
May 2023	Santa Cruz County Five-Year Tourism Sector Prosperity Plan	Stephanie Smith, Nate Dyhre, Sarah McDowell, Anushka Phalke and Katie Wallace	https://santacruzcountyaz.gov/DocumentCenter/View/17160/Final-Report-S23---Santa-Cruz-County-Five-Year-Tourism-Sector-Prosperity-Plan?bidId=
June 2024	Santa Cruz County, Arizona Economic Development Strategic Plan	Santa Cruz County Community Development, Stiletto, Angela Donelson and Robin Breault, Craig Muska	pdf in file
January 2022	2021 Report Santa Cruz County Advisory Panel on the South32 Hermosa Project	Angela Donelson	https://south32hermosa.com/wp-content/uploads/2022/12/advisory-panel-year-end-report-2021.pdf
April 2019	Study: Arizona Water Recreation Creates \$13.5 Billion Boost.	Audubon Society Southwest	https://southwest.audubon.org/conservation/economic-impact-arizonas-rivers-lakes-and-streams

EXHIBIT F. Stakeholder Engagement Information

EXHIBIT F

Stakeholder Engagement Information and Key Contacts

additional contact information available upon signed contract

Local Governments and Agencies		
Name	Expertise	Description
International Boundary Waters Commission	Binational agreements USA/MX	Binational agreements USA/MX
US Geological Service	Government	Local governments and stakeholders
Arizona Department of Environmental Quality		
Arizona Fish and Game		
City of Tucson		
Pima County		
Santa Cruz County		
1. -Nogales		
2.- Patagonia		
2.a. Patagonia Flood and Flow Committee (F&F) https://patagonia-az.gov/sonoita-creek-f-f-com/		
3.- Rio Rico		
4.- Tumacácori-Carmen		
5.- Tubac		
6.- Amado		
Tohono O'odham Nation	Tribal Nation	
Tumacácori National Historic Park	Government Agency	
Tubac Presidio	State Park	
Santa Cruz Valley Heritage Area	Government Agency	

Partners or/and Non-Governmental Organizations		
Name	Expertise	Description
Friends of the Santa Cruz River (FOSCR)	Conservation	Citizen science organization in Arizona that works to conserve the Santa Cruz River

Partners or/and Non-Governmental Organizations		
Name	Expertise	Description
Santa Cruz County Shining AZ (SCCSA)	Conservation Education	Collaborates with our communities to educate, inspire and embrace a litter-free lifestyle that enhances our neighborhoods and preserves our High Sonoran Desert environment.
Arizona Land and Water Trust (ALWT)	Conservation	The Trust achieves its mission to protect land and water by working with private landowners who are interested in voluntarily conserving their lands. The Trust also works with public entities to develop local and community conservation plans and goals, and often serves as a bridge between public entities and private landowners.
Tucson Bird Alliance (formerly, Tucson Audubon Society or TAS)	Conservation Education	Tucson Bird Alliance has a long history of educating people about birds and speaking out on their behalf across Southeast Arizona and beyond. Please join us.
Borderlands Restoration Network	Conservation	non-profit working in the Patagonia and border region on building a restoration economy.
Tubac Nature Center	Conservation Education	volunteer non-profit focused on public education related to the Santa Cruz River in the Tubac area; also working on a restoration plan for an area along the river in Tubac
Santa Cruz Valley Citizens Council	Citizen's group	nonprofit organization whose purposes are to inform and educate its members as to local and regional issues affecting the community interests of its members and to advocate for the views of the members regarding such issues.
San Rafael Valley Ranchers	Ranchers	Stakeholders from the Santa Cruz River area

Partners or/and Non-Governmental Organizations		
Name	Expertise	Description
The Calabazas Alliance	Conservation, Environmental Stewardship	nonprofit organization advocating for responsible environmental stewardship and sustainable alternatives to mining in Santa Cruz County, Arizona https://www.calabasasalliance.org/
Sky Islands Tourism Association	Conservation, Nature Based Tourism	nonprofit organization dedicated to growing regional tourism in Elgin, Sonoita and Patagonia https://visitskyislands.com/contact-us/
Patagonia Area Resource Alliance	Conservation and Environmental Advocacy	nonprofit organization dedicated to monitoring the wildlife and water of the Patagonia Mountains and protecting the area's rich biodiversity from the environmental damage introduced by mining companies
Friends of Sonoita Creek (FOSC)	Creek Ecosystem Management, Species Protection, Habitat Conservation	organization supporting direct management and protection of the Sonoita Creek ecosystem. Their work includes monitoring and managing invasive species, protecting native species, and maintaining the creek's ecological integrity for protection of water resources and riparian habitats
Defenders of Wildlife	Wildlife Protection, Habitat Conservation, Species Advocacy	organization protecting wildlife and their habitats in the region, especially environmental permit reviews and advocating for endangered species protection. Their work includes analyzing potential impacts of development projects on wildlife populations and habitats.

Partners or/and Non-Governmental Organizations		
Name	Expertise	Description
The Nature Conservancy	Land Conservation, Ecosystem Management, Economic-Environmental Balance	Nonprofit managing the Sonoita Creek Preserve, implementing direct conservation measures, and studying economic-environmental relationships; focused on how conservation can support sustainable economic development. Their work includes identifying and implementing ways to mitigate or offset environmental impacts from development activities.
University of Arizona Hydrology Department	Research, Technical Analysis, Conservation Science	Scientific analysis of water resource issues and Patagonia area watershed; has provided technical review of competing water models for South32 dewatering project and their implications for conservation. Their "Fundamentals of Subsurface Hydrology" class created educational materials specifically focused on local water resource issues.
SEEDS Community Agriculture, Santa Cruz Farm, SEEDS Farm	Sustainability organization?	SEEDS is a grassroots group in Nogales that is building capacity to use culturally based traditional practices to expand local organic food production and leadership in our community.
Dark Sky Southern Arizona	Conservation and education	Chapter of Dark Sky International, a non-profit working to restore the nighttime environment and protect communities from the harmful effects of light pollution through outreach, advocacy, and conservation.

Mexico		
Name	Expertise	Description
Nogales, México Municipality	Government	*The local government, represented by the IMIP, can include other entities from Nogales, such as the <i>Obras Públicas</i> Department
OOMAPAS NOGALES	Government	Municipal operating agency of drinking water, sewerage and sanitation of Nogales
Instituto Municipal de Investigación de Nogales (IMIP)	Government Entity	To develop, promote, evaluate, and monitor the plans, programs, and projects that Nogales, Sonora requires for its sustainable development within a framework of democratic governance that incorporates collaborative planning.
Colegio de la Frontera Norte - Collaborating Entity	College Research Institute	An institution dedicated to high-level research and teaching, aimed at generating scientific knowledge about regional phenomena along the Mexico-United States border. It focuses on training high-level professionals and fostering institutional collaboration to contribute to the development of the region.
Ejidos	Rural communities	Communal lands in Mexico that are used for agriculture and livestock production

Other organizations that might be interested?	
Name	Website
Arizona Commerce Authority	Azcommerce.com
Border Community Alliance	https://bordercommunityalliance.org/
Chicanos Por La Causa, Inc	https://cplc.org/
Circles of Peace	www.circlesofpeace.us
City of Tucson	www.tucsonaz.gov
Fresh Produce Association of the Americas	www.freshfrommexico.com
Greater Nogales and Santa Cruz County Port Authority	https://www.nogalesport.org/
Green Valley Assistance Services Inc., dba Valley Assistance Services	www.valleyassistanceservices.org
Groundswell Capital	https://www.groundswellcapital.org/
Healthy Communities and Wellness Alliance	www.azflourishing.org
Historic Lowe House --Tubac Historic Properties LLC	lowehouseproject.com
Kino Springs Golf Course LLC	
La Linea Art Studio	www.somoslalinea.art
Making Connections 4U	http://www.makingconnections4u.org/
NALCAB	www.nalcab.org
Nogales Community Development	https://nogalescdc.org/
Office of Economic Opportunity	https://oeo.az.gov/
Sahuarita Food Bank & Community Resource Center	www.sahuaritafoodbank.org
Santa Cruz County Provisional Community College District	
Santa Cruz County Public Media	www.sccpm.org
Santa Cruz County School Superintendent's Office	c-creo.org
Santa Cruz County Workforce Development (ARIZONA@WORK)	https://Santacruzonestop.org
SCVUSD #35	https://www.scv35.org/
Sonora Environmental Research Institute, Inc.	https://seriaz.org/

Other organizations that might be interested?	
Name	Website
SEAGO - Southeastern Arizona Governments Organization	https://www.seago.org/
Town of Sahuarita	sahuaritaaz.gov
Tubac Chamber of Commerce	https://tubacaz.com/
Tubac Community Center Foundation	www.tubaccommunitycenter.org
Tucson City of Gastronomy	https://tucson.cityofgastronomy.org/
Tucson Clean and Beautiful, Inc.	tucsoncleanandbeautiful.org

EXHIBIT G. Sonoran Institute Values

EXHIBIT G

Sonoran Institute Values



VALORES INSTITUCIONALES y código de conducta

STATEMENT OF VALUES and Code of Conduct

Los siguientes son los valores institucionales y comportamientos of Sonoran Institute. De manera conjunta, representan el medio por el cual lograremos nuestra misión y trabajaremos de forma colaborativa como equipos, son la base de la manera en que guiamos nuestra vida profesional, interactuamos con colegas y nos relacionamos con nuestros socios comunitarios.

The following are core values and behaviors of Sonoran Institute. Together, they are a means of achieving our mission and working collaboratively forming the foundation of the way we lead our professional lives, interact as colleagues, and relate to community partners.

RESPONSABILIDAD • STEWARDSHIP

Como individuos y como organización, estamos comprometidos con nuestra misión. Reconocemos que lograr la conservación duradera del medio ambiente toma tiempo y estamos conscientes de la importancia del uso eficiente y efectivo de nuestros recursos.

As individuals and as an organization, we are committed to our mission. We acknowledge that achieving lasting conservation takes time, and we are mindful of using our financial resources wisely and efficiently.

COLABORACIÓN • COLLABORATION

Generamos confianza en cada oportunidad, apoyamos los éxitos de cada uno y reconocemos las contribuciones de los demás.

We cultivate trust at every opportunity, support each other's success, and acknowledge others' contributions.

EXCELENCIA • EXCELLENCE

Establecemos metas realistas e innovadoras y celebramos nuestros éxitos. Mantenemos estándares altos en el trabajo que realizamos y nos responsabilizamos de los mismos. Aprendemos de nuestras experiencias y nos esmeramos para lograr mejores resultados.

We set innovative and realistic goals. We celebrate our success. We maintain a high standard in our work and hold each other accountable. We learn from our experiences and strive to do better as a result.

INTEGRIDAD • INTEGRITY

La integridad es la base de todo lo que hacemos y decimos. Asumimos una actitud positiva y cumplimos nuestros compromisos. Somos abiertos, amables y transparentes en nuestra comunicación.

Integrity underlies what we say and do. We assume positive intent. We follow through on our commitments. We are open, kind, and transparent in our communications.

CREATIVIDAD • CREATIVITY

Somos curiosos. Exploramos. Pensamos en grande, tomamos riesgos y nos sentimos cómodos con el cambio.

We are curious. We explore. We think big, take risks, and are comfortable with change.

PASIÓN • PASSION

Amamos lo que hacemos y se refleja en nuestro trabajo. Somos optimistas, nos divertimos, nos apoyamos unos a otros y expresamos gratitud.

We love what we do, and it is reflected in our work. We are optimists. We have fun. We support one another, and express gratitude.

EXHIBIT H. Stakeholder Data Collection and Federally Required Privacy Protections

Exhibit H Stakeholder Data Collection and Federally Required Privacy Protections

A successful process includes robust stakeholder engagement and systematic documentation of community priorities, concerns, and opportunities. The master plan must be grounded in stakeholder input to ensure long-term sustainability and community support. The selected Vendor will be responsible for developing and implementing a comprehensive stakeholder engagement process that:

- Accurately captures and analyzes stakeholder perspectives
- Tracks changes in stakeholder priorities throughout the planning process
- Measures both process-level engagement and outcome-level results
- Creates a foundation for ongoing stakeholder involvement in implementation

Community Engagement Data Collection and Security Requirements

Pre/Post Data Collection Requirements:

- Collect initial and final organizational priorities for master plan
- Document changes in perspectives and engagement levels
- Record implementation roles and commitments
- Maintain consistent documentation methods
- Ensure bilingual accessibility (English/Spanish)
- Protect participant privacy and confidentiality

Required Data Security and PII Protection:

- Follow 2 CFR Part 200 requirements for Personally Identifiable Information (PII) for data protection
- Detailed SI data management policy will be provided post-award that includes:
 - Data confidentiality procedures
 - Encrypted workspace requirements
 - De-identification protocols for sharing stakeholder information with Sonoran Institute

The Vendor must demonstrate compliance with these requirements throughout project execution.