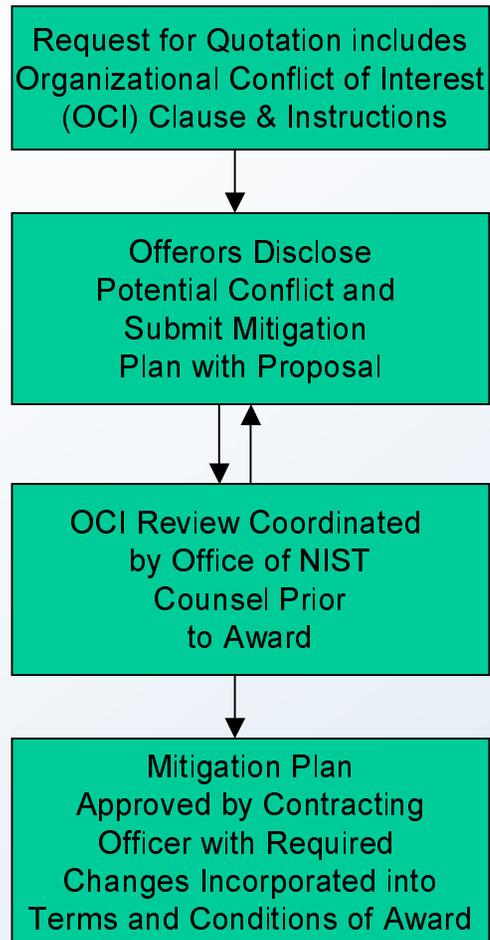


## Figure 3. Mitigation of Potential Conflicts of Interest



### Organizational Conflicts of Interest

**Requirement:** Offerors must identify all business relationships in which they will provide data, research services, or advice concerning the WTC disaster, including any involvement in related litigation. If any such relationship would constitute a real or apparent conflict of interest, they must provide a plan for mitigation of the conflict. Third-party reviews of contractor work may be required to assure that contract deliverables will be completely objective. These reviews may include, but are not limited to, other government agencies, nonprofits, academia, or an independent contractor.

**No contractor deliverables shall include findings, conclusions or recommendations.**