

Pre-Proposal: Carpenter Ranch Agricultural Lease

Routt County, Colorado

August 2020

Introduction

The Nature Conservancy (TNC), a private not-for-profit 501(c)(3) conservation organization is requesting proposals from all interested parties for the purpose of leasing its Carpenter Ranch to a rancher for cattle grazing and/or hay production. The ranch consists of approximately 900 acres in Routt County. Located 4 miles east of Hayden on U.S. Highway 40, the ranch has approximately 2 miles of Yampa River running along its northern border. The ranch has traditionally been used for cattle grazing and high-quality grass and alfalfa hay production. Most of the ranch is irrigated using both flood and sprinkler irrigation. Carpenter is equipped with working facilities, and offers fence, stock water and irrigation in fair to good condition. There is no onsite accommodation available for the lessee at Carpenter Ranch. There may be limited opportunities to be stationed onsite during the calving season. Requests will be considered through lease negotiations with the selected proposer.

The Carpenter Ranch was acquired by The Nature Conservancy in 1996 with the goals of managing the ranch for conservation, historic and agricultural values. Conservancy has managed the ranch since it was acquired in accordance with grazing management plans that are compatible with conservation goals. The Nature Conservancy will continue to allow the following uses on Carpenter ranch, separately from the agricultural lease, by invited guests: use of hiking trails outside of designated agricultural areas, education and research, as a meeting place for local community groups, and by the Carpenter family for their annual family reunion. The Carpenter Ranch is listed on the County, State and National Historic registers and is covered by a conservation easement held jointly by Routt County and Colorado Cattleman's Agricultural Land Trust. The Nature Conservancy will maintain Carpenter Ranch in compliance with the rules governing these listings and easement.

This request for pre-proposals generally describes:

- The Carpenter Ranch,
- The process The Nature Conservancy will use to obtain proposals,
- How interested parties can obtain additional information about the Carpenter Ranch, and
- The parameters The Nature Conservancy will consider in selecting a Proposer who will be invited to tour the ranch and submit a full proposal.

TNC has an overall goal for Carpenter Ranch of engaging communities and partners to apply and test land management practices that advance natural resource conservation, livestock production, irrigation efficiencies, climate change adaptation and economic outcomes on a working ranch. In addition, TNC plans to use the ranch to share lessons learned with other land managers and conservation partners.

The ideal lessee will be a partner in these goals. They will possess proven operational and financial capacity to manage hay and/or integrated cattle and hay operation to advance business and conservation goals in an integrated fashion. The lessee will also possess proven capacity for working and communicating effectively with partners and will demonstrate openness to integrating and improving innovative management tools, research, recreation, and education into their operational plans.

Proposals will be evaluated based on qualifications and responses to all the following pre-proposal elements described below in this request for pre-proposals. TNC reserves the right to modify or cancel the leasing process at any time. Information and proposals shared with The Nature Conservancy will be kept confidential.

Instructions for learning more about Carpenter Ranch, the opportunity to lease the ranch, and the selection process are outlined later in this document.

Parties wishing to submit a proposal for evaluation by TNC should carefully respond to each of the pre-proposal Elements outlined below, following guidelines for proposal content, length, and format.

Pre-proposals will be accepted until 5:00 p.m. MDT on August 28, 2020.

Lease Process Overview and Directions

1. Requests for pre-proposals for the Carpenter Ranch lease will be available to candidates via e-mail or nature.org by 5:00 p.m. MDT on August 1, 2020.
2. Clarifying questions on the pre-proposal will be accepted from candidates until 5:00 p.m. MDT on August 12th, 2020. Questions may be submitted via e-mail to matthew.ross@tnc.org or by mailing to The Nature Conservancy Attn: Matthew Ross, PO Box 955 Hayden, CO 81639. Please provide an email address with mailed questions.
3. TNC will prepare a package of responses to all questions received and send it to all candidates via e-mail and post on The Nature Conservancy RFP webpage (<https://www.nature.org/en-us/newsroom/colorado-carpenter-ranch-rfp/>) on August 20, 2020.
4. Pre-proposals for the Carpenter Ranch agriculture lease will be accepted until 5:00 p.m. Mountain Time on August 28, 2020. They may be submitted electronically by e-mailing materials to matthew.ross@tnc.org or by mailing to The Nature Conservancy, Attn: Matthew Ross, PO Box 955, Hayden, CO 81639. Mailed proposals must be postmarked before August 28th, 2020 to be considered.
5. TNC will notify candidates by 5:00 p.m. MDT on September 9th, 2020 if they have been selected as to continue in the lease application process for the Carpenter Ranch lease. All selected applicants will be invited to submit a full proposal and join a mandatory tour of the Carpenter Ranch at a specified time on either September 16th or 17th. TNC will notify selected candidates of available tour times by September 11th. A maximum of two (2) representatives from each selected proposer may participate in the tour. Directions to the meeting location at Carpenter Ranch will be provided in advance. Visitation procedures and group size will meet Colorado and county level COVID-19 restrictions and guidance and will be provided ahead of the tour. Attendees should plan to provide their own food and drink.
6. Materials for the final proposal are due to TNC by 5:00 p.m. MDT on October 9th, 2020.

7. TNC will notify finalists of interview by October 23rd, 2020.
8. TNC will interview finalists between October 26-30th, 2020, virtually or at a location to be determined.
9. TNC will notify its preferred candidate by 5:00 p.m. on November 6th 2020, that it has been selected to enter into lease negotiations for Carpenter Ranch.
10. TNC anticipates that lease negotiations will begin with the preferred candidate shortly thereafter on a mutually agreed schedule designed to ensure that the lease is completed in time for grazing operations to begin in the spring of 2021.
11. TNC is also planning to conduct a comprehensive operational planning process and water infrastructure assessment for Carpenter that will guide and coordinate the various activities planned for the ranch. These include grazing, irrigated pasture, research, and education. The preferred candidate/lessee will need to participate in this initial meeting and be a full and committed participant in the overall planning process.
12. TNC reserves the right to modify its lessee selection process; to re-advertise for proposals; to reject any and/or all proposals; or to terminate the process for any reason whatsoever at its sole and absolute discretion.

Additional relevant information *may* be e-mailed to candidates at any time prior to the submittal deadline **August 28, 2020 at 5 p.m. Mountain Daylight Time.**

Proposals for the Carpenter Ranch agriculture lease will be accepted until 5:00 p.m. Mountain Time on August 28, 2020. They may be submitted electronically by e-mailing them to matthew.ross@tnc.org or by mailing to The Nature Conservancy, Attn: Matthew Ross, PO Box 955, Hayden, CO 81639.

Provided below is contact information for the Carpenter Ranch, Ranch Manager and Mailing address. ** please submit questions about the pre-proposal to matthew.ross@tnc.org or mail to the post office box. (if mailing questions please provide an email address for list of responses to compiled questions).

The Carpenter Ranch
13250 Highway 40
Hayden, CO 81639

Matthew Ross – Carpenter Ranch Manager
The Nature Conservancy
P.O. Box 955
Hayden, CO 81639
Phone: (970) 276-4626 Cell: (828) 545-8456
E-mail: matthew.ross@TNC.ORG

Recommendations and Notes for Proposer

Please give serious consideration to the following suggestions when preparing your proposal:

- Address each element of each question as directly as you can. Bulleted lists that restate the question and your response make reviews easier and are welcome.
- In preparing your pre-proposal, please consider and speak to the notion that TNC is seeking a lessee who will be our partner as we seek to develop and apply tools and research to improve conservation, economic, and social outcomes at Carpenter Ranch and that can also be shared with other audiences for real world application.
- Photographs, charts, maps, and other relevant information are welcome, but please place them and any explanatory text in an appendix to your application.

Pre-Proposal Elements

- 1) **Cover Page:** Please provide a cover page with the following information:
 - Title (e.g., Carpenter Ranch Pre-Proposal)
 - Name of person(s) or entity submitting the proposal
 - Contact information for the person(s) or entity submitting the proposal, including address, best phone number, and e-mail address
- 2) **Introduction & summary:** Provide a brief summary of your background and business experience and your willingness in leasing a property that also hosts research and outreach activities on the Carpenter Ranch during your lease term. Briefly describe your ability to manage the daily activities on the ranch year-round and availability to respond to urgent requests to be on site (e.g. cattle out, failed ditches). (1 page maximum)
- 3) **Training and education:** List education and training for relevant team members involved in this proposal. (1 page maximum)
- 4) **Conservation:** Describe your interest in conservation and provide examples of actions you have taken to improve conditions on your ranch, such as benefiting fish and wildlife or improving water quality. (1 page maximum)
- 5) **Partnerships and community involvement:** Describe any partnerships or community groups you have participated in or contributed to, such as a stream management or watershed management planning process, an irrigation ditch company, local conservation district, a local chapter of a civic or service organization, volunteer fire department, etc. (1 page maximum)
- 6) **Innovation and research:** Describe any research projects or new practices you have tried on your own operation or lease properties. Please describe outcomes, successes and failures. What have you learned from trying out new ideas? (1 page maximum)
- 7) **Business - operational:** Describe your experience managing a surface-water irrigated haying and/or grazing operation. Please also include a description of your general grazing strategy, your approach to cattle management, monitoring you typically conduct, and other key factors you use for planning how to manage a combined haying and grazing operation. (2-page maximum)
- 8) **Business - financial:** Letter from bank stating financial capabilities and resources available to demonstrate the ability to pay the annual lease payment and/or balance sheet (2-page maximum)

- 9) **Awards and recognitions:** Please list any awards or recognitions you have received for your operations or for community service activities.

Additional documents to submit

- 1) Signed TNC conflict of interest form

Certificate

The undersigned hereby certifies to The Nature Conservancy that the undersigned has/have carefully read and understands all of the terms of the Request for Pre-Proposals: Carpenter Ranch Agricultural Lease (the that if the Proposer is an entity, the Proposer has received approval and been duly authorized to submit this proposal; and that all of the information submitted with this proposal is true and correct. The undersigned is/are not aware of any reason why the undersigned cannot perform and fulfill all obligations necessary to negotiate and enter into a lease, if the undersigned is selected as the preferred Proposer.

By submitting this proposal, the undersigned waive(s) all rights and actions against The Nature Conservancy and its agents, employees and representatives relative to the Request and relative to any liability, cost, expense, loss or damage (including attorneys' fees) incurred by the undersigned in connection with submitting this proposal.

Dated as of _____

Proposer

By: _____

Name: _____

Title: _____

By: _____

Name: _____

Title: _____

The Nature Conservancy

CONFLICT OF INTEREST DISCLOSURE FORM

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

TRANSACTION

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

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

Total dollar value of transaction: \$ _____

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

STEP 1: ORGANIZATION TYPE

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

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

STEP 2: QUESTIONS

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

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

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

Section 2. FOR PROFIT ORGANIZATIONS:

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

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

Section 3. NOT FOR PROFIT ORGANIZATIONS

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

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

STEP 3: COMMENTS

Please explain any “Yes” answers checked above.

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

Key Employees

Keith Arnold
David Banks
Charles Bedford
Michelle Beistle
Giulio Boccaletti
Matt Brown
Michael Doane
Jan Glendening
Santiago Gowland
Wisla Heneghan
Jack Hurd
Sally Jewel
Charlotte Kaiser
Marianne Kleiberg
Joyce Ma
Jennifer Morris
Tom Neises
Bola Olusanya
Seema Paul
Rosita Scarborough
Lynn Scarlett
Theresa Shaw
LaTresse Snead
Michael Sweeney
Jennifer Tabola
Michael Tetreault
Bill Ulfelder
Joni Ward
Leonard Williams

Other/Former Key Employees

Justin Adams
Kacky Andrews
James Asp
Karen Berky
Larry Bond
Mark Burget
Mario D’Amico
Maria Damanaki
Addison Dana
Andrea Erickson-Quiroz
William Ginn
Lynne Hale
Sherri Hammons
Steve Howell
Peter Kareiva
Joe Keenan
Michelle Lakly
Richard Loomis
Robert McKim
Brian McPeek
Pascal Mittermaier
Hugh Possingham
Glenn Prickett
Lois Quam

Aurelio Ramos
Angela Sosdian
Heather Tallis
Mark Tercek
Marc Touitou
Peter Wheeler
Janine Wilkin
Heather Wishik
Heather Zichal

Current Board of Directors (FY ‘21)

Amy Batchelor
Shona L. Brown
William Frist
Joseph H. Gleberman
Harry Hagey
Margaret Hamburg
Shirley Ann Jackson
Sally Jewell
Nancy Knowlton
Claudia Madrazo
Craig McCaw
Jennifer Morris
Ana M. Parma
Douglas Petno
Vincent Ryan
Brenda Shapiro
Kent J. Thiry
Frances A. Ulmer
Kevin Weil
Ying Wu

Prior Board Members (FYs ’15-’20)

Teresa Beck
David Blood
Gretchen C. Daily
Steven A. Denning
Laurence Fink
Jeremy Grantham
Andrew Liveris
Frank E. Loy
Jane Lubchenco
Jack Ma
Thomas J. Meredith
Thomas Middleton
Stephen Polasky
Roberto Hernández Ramirez
Muneer A. Satter
Rajiv Shah
Mark Tercek
Thomas J. Tierney
Moses Tsang
P. Roy Vagelos
Margaret C. Whitman

STEP 4: SIGNATURES

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

Signatures for For Profit or Not for Profit Organizations:

Name of Organization: _____

Organization Address: _____

Signature: _____

Printed name of person: _____

Title: _____

Date: _____

Signatures for Individuals:

Signature: _____

Individuals Address: _____

Printed name: _____

Date: _____

Signature: _____

Individuals Address: _____

Printed name: _____