



ANDRUS PROPOSAL

Please describe the operation you propose on this property. Include details regarding your proposed grazing management practices, vegetation/forage management and irrigation management practices. Please include practices that you currently employ, and management results from them to conserve soil, water and forage resources.

Grama Grass & Livestock (Grama Grass) proposes to use Management-intensive Grazing to graze cattle on the Andrus Properties, with the goals of regenerating the ecosystem to support native species, mitigating issues such as thistle and annual rye, as well as producing local, grass-finished beef for sale to the community. At the heart of our proposal is the desire to enhance the bucolic landscape of Andrus. As the cows come and go, neighbors will be excited to watch regenerative agriculture in action as the land shifts to a thriving prairie, teeming with life. To facilitate this process, we plan to work with OSMP staff to see native forbs and grasses.

On Andrus, we will use the principles of Management-intensive Grazing, that we currently employ on our other properties throughout Boulder County, to achieve our desired goals. We will move the cows at least once a day to offer new forage to the cows and create as much rest as possible for the forage species. We plan to increase stocking density in weed populated areas to heavily impact the undesired plants, creating more stress and reducing regrowth. We will water the cattle with the water that runs along either property. Prior to bringing cattle to the property, we will create an individualized grazing plan for the Andrus Properties based on what we see. The aforementioned Management-intensive Grazing principles provide us the flexibility to adapt our plan to what's happening on the ground. Having already prescriptively grazed these properties in years past, we do have a good understanding of what that will look like. That being said we always ground truth our plans based on weather, time of year, herd size, etc.

Depending on the amount of plant growth, we expect to split our herd between the two properties. We'd then graze the properties for about 2-3 weeks per graze for up to two grazes per year, allowing for a clean graze with ample rest to regenerate the grass. These grazes will take into account the prairie dog colony on North and our historic grazes. Our management practices eliminate the need for herbicides or pesticides on the property. We randomize these grazes to best represent how the buffalo roamed through the native prairie in Boulder County. If ever we are unable to graze thistle or other weeds prior to them going to seed, we will mow them to reduce seeds from spreading.

Using Holistic Management, we institute the highest level of stewardship possible by creating grazing plans for the property and the whole operation. We first look at Boulder County through a watershed lens, and then dive into how we can best graze the individual property. The broad-ranging view is an important tool to ensure long-term stewardship. These two styles of planning are represented on the next page.

As a result of our management practices, we've seen positive results on a variety of property resources. For example, on our headquarters property, we've observed an overall increase in forage and more diversity in plants, including more warm-season native grasses and forbs.

Grama Grass will irrigate both Andrus properties when ditches are flowing throughout the year. For Andrus South, Grama Grass will reconnect the stacked irrigated pipe to best utilize available ditch water. Grama Grass will communicate with the ditch rider to share frequency and amount of water used. We will utilize the gated pipe to regulate rate of flow and location of flow for the water on Andrus South.

Grama Grass will follow similar methods for Andrus North while doing short irrigation windows (3-6 hours) to not flood the neighbor's hay field. Grama Grass' previous management on Andrus includes irrigating the field. Through this experience we've learned how to best irrigate that field. This has also allowed us to establish a relationship with the neighbor as all irrigation on field goes directly to his property. Flooding his field has caused issues in the past and through continuing to build a relationship with him, we seek to mitigate potential issues.

In general, both properties have the potential to be over irrigated. On both properties, a significant portion of the fields are a wetland. Our irrigation strategy here would be to water infrequently as we don't want to continue creating an anaerobic environment. Additionally, we will utilize the Golden Hoof's Keyline Plow on the hillside at Andrus North to help water seep in slower.

As previously stated, Grama Grass recognizes the presence of prairie dogs on Andrus North. Grama Grass will use temporary fencing to keep livestock away from the prairie dog colony on the north east corner of the property. Grama Grass will also be strategic about the time of year the herd is present on Andrus North to deter prairie dogs from expanding.

Lastly, on Minnetrista II and Canino properties, which we've been working on through the Shared Learning Collaborative, we've seen a consistent increase in live plants. This property is difficult to manage with the prairie dogs, collaborative effort, irrigation system, and general level of bare ground. This increase demonstrates that we are improving the fields' ability to photosynthesize, thus sequestering more carbon in the soil. Photos demonstrating this ecosystem evolution are available in the monitoring section of this proposal.



A property specific grazing plan created in November 2022, for grazing OSMP property, Canino. This property is part of the SLC

Property Name	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Minnetrista												
Minnetrista East												
Galagher Blue Grazing												
Galagher												
Belgrave												
Left Hand Valley												
South												
Davidson Mesa												
Canino												
Enders												
Red Wings												
Cham												
Andrus												
Starlight Farm												
All Farms												
Denard												
Arvids Williamson												
Frutley												
Frutley												
Hage												
Hage												

The grazing plan above, Grama Grass creates to represent herd movement throughout the properties for a whole year. We recognize that this is an adaptive grazing plan and is subject to shift based on weather and available forage.

Please describe your agricultural background and any existing agricultural enterprise(s). Include general location information, and the years of experience implementing the agricultural practices you have proposed.

Grama Grass will utilize our collective experience, our partners, and our commitment to learning to regeneratively manage the Andrus Property. Founded in 2020, we are a regenerative meat company focused on creating a world where ecologically-minded farmers are integral parts of their communities. We demonstrate a model of an economically-diversified, ecosystem-based farm using

Management-intensive Grazing principles without the need of land ownership. Our two enterprises consist of a meat division, where we sell local grass-finished beef, pork, and pastured, chickens, and a land decision, where we work with landowners to steward their land.

Grama Grass is headquartered near Niwot at 8266 N 81st St in Longmont. Grama Grass does graze properties throughout Boulder County including properties where we are required to flood irrigate the field and other properties where we regeneratively graze for fire mitigation for the City of Louisville. In cooperation with OSMP Staff, Grama Grass has previously grazed Andrus North and South at different times since 2019 (when Andy grazed the properties while working for the Golden Hoof).

Each member of our team has experience in regenerative agriculture prior to coming to Grama Grass. The majority owner of the business, Andy Breiter, has nine years of experience practicing Management-intensive Grazing, seven of which are in Boulder County. The rest of our team -- Matty Holleb, Esq., Emily Gallagher, Lincoln Bliss, Anna Chaykler, and Julia Wolfe -- bring an additional thirteen years of experience working directly with the agricultural practices we propose. Additionally, Ms. Wolfe, who heads our meat division, has over 18 years of experience in the food industry.

Grama Grass' partial business owners, Alice and Karel Starek, are the owners and operators of the The Golden Hoof, a regenerative farm in Boulder County that has existed since 2012. Alice and Karel provide invaluable advice on best management practices. Additionally, both Amanda Fox and Cody Oreck, share-owners in the business, provide a variety of experience to the business so that we can best manage our enterprises.

Lastly, Grama Grass has formed a variety of partnerships throughout the agricultural realm. These partnerships build on our expertise and include, but are not limited to, Mad Agriculture, the Humane Society of the US, Red Dog Soils, Rangeland Living Laboratory, E.K. Transport, Flatirons Farmer Coalition, SOIL Boulder, the Bionutrient Food Association, and more. Grama Grass believes through partnerships, we can achieve our vision of a more equitable food system.



Pictured left to right: Lincoln Bliss, Andy Breiter, Julia Wolfe, Emily Gallagher

Describe your proposed vegetation and soil sampling protocol or observations and how you will use this information to adapt and modify practices.

Monitoring management practices for the long-term

Grama Grass has been monitoring impacted sites since the start of grazing in 2020. In 2024, we will establish a transect on the Andrus property that will support a yearly monitoring protocol. During the growing season, between May and August, a Grama Grass team member will evaluate the different indicators within the established transect. This team member has formal education in both ecosystem monitoring through the Savory Institute and soil health through the University of Kentucky. These indicators include but are not limited to: GPS locations, soil samples, forage samples, soil compaction, photos, live plant, bare ground, and litter measurements, refractometer and penetrometer readings. Grama Grass has contracted with partners to assist in analyzing these results. Each year, Grama Grass will utilize these results to determine the best management practices.

Monitoring management practices for the short-term

Grama Grass utilizes an in-house field notebook to track day-to-day observations on the property

so we can adjust our management accordingly. For example, documenting that the cows' rumens are not full in the morning indicates they did not receive enough forage, so the herdsman will create a larger paddock for the next day. If the herdsman notices there is too much forage left behind, they will create a smaller paddock for the next day. Further, Grama Grass recognizes the interconnectedness of agriculture and ecology, and the importance of understanding all life in the field. The field notebook also allows us to document plant species so that we can avoid grazing certain patches of native forbs to ensure their seeds spread. We also note the presence of wildlife of the property. Lastly, Grama Grass tracks animal performance by taking bi-weekly body condition scores of the herd, which is a reflection of land productivity and herd management. The data in the field notebook provides us real time adaptability.



PP 10 Sep. '21



PP 10 Sep. '22



PP 10 Sep. '23

The photos above are examples of how Grama Grass captures photos as part of our monitoring program. These photos are accompanied with data that help us see an increase in live plant at the field.

Describe how the City of Boulder agricultural land you are proposing to leave improved the viability of your existing agricultural operation or improves agricultural stewardship of your existing property(ies).

One of Grama Grass's Management-intensive Grazing pillars includes giving a pasture rest to recover from a graze. By integrating An into our agricultural operation, we increase the rest period on Andrus and the other properties we manage, which will encourage plants to recover healthfully, support microbial life, and foster the cycles of nature. By supporting these natural systems, Grama Grass is giving the land the opportunity to produce improved forage quality and quantity in the future, offering the herd improved nutrition that will ultimately result in a more nutrient-dense product for the community. As the land improves, the meat improves.

Additionally, we've just started scratching the surface of the market's demand for our grass-finished beef product. This property will allow us to continue to meet the demand, improving the viability of our overall operation.

Describe your ability to finance the implementation of your proposed operation. Include information regarding any necessary capital or operating loans that will be required. Please describe how and where you will market the products grown on the property.

Grama Grass currently has lines of credit to supply the business with \$350,000, as necessary. We've earned these lines of credit with private individuals in exchange for equity in the business. Additionally, these lines of credit are not burdened with a large amount of interest. Based on cash flow budgets, this amount of capital is more than adequate to cover necessary costs for our proposed operation. Through an in-house evaluation the necessary capital to successfully implement

our plan on Andrus is \$95,000.00, this includes rent costs, cattle costs, labor costs, etc. Overhead costs such as vehicles and cost of the livestock are spread out over our entire operation.

In addition to credit, we also generate revenue with the meat we produce on the property and sell locally. Since 2021, Grama Grass has diligently worked to find channels to sell our products. In the last three years, we have increased the amount of meat we sell in local markets from around 4,000 pounds in 2021 to 50,000 pounds in 2023. Through demand-based projects, we will sell over 105,000 pounds of meat in 2024.

We sell our meat through four channels: wholesale, retail, farmers markets, and institutional. Our wholesale channel has had the largest growth, thanks to our partnerships with great organizations like Pinemelon, Potager, Community Table Farm, the Organic Sandwich Company, and more. Retail sale occur through our website and our CSA, which currently has 65 members. We participate in the 13th St farmer's market in Boulder on Saturday. Lastly, our main institutional account is Metro Caring. We continue to pursue growth in all of these channels to increase access to nutritious meat across the Front Range Community.

Please describe any kind(s) of infrastructure improvement(s) that you envision for the property.

It doesn't appear that the property needs infrastructure improvement. We will diligently work to maintain the fences that are there.

Please describe the machinery and equipment needed to implement your proposed grazing and vegetation management operations on the property and how you will meet those needs, e.g. own, lease, borrow, hire custom, etc.

On average, Grama Grass owns an 80-head cattle herd. To manage the herd on a day-to-day basis, Grama Grass will use its temporary fencing supplies, including temporary posts, 5-strand poly wire, and solar panel-powered energizers. Additionally, we will supply water troughs and use our towable water trailer to deliver sufficient water to the herd. The cows are also offered minerals every day to balance out any deficiencies in the forage. Grama Grass supplies all minerals and storage containers for the herd. Grama Grass will use a suitable pick-up truck owned by Grama Grass to haul supplies and water. Lastly, to mow weeds, Grama Grass has a tractor and 10-foot wide brush hog at our disposal.

To deliver cows to the property, Grama Grass will use our gooseneck trailer to drop off the herd in groups of 10-14. The number of trips depends on the herd's size at the time of the graze. To remove the animals from the property, Grama Grass will build a mobile corral unit and squeeze chute, owned by the operation, to herd the cows safely and efficiently. This setup will also give Grama Grass the opportunity to weigh the animals. Grama Grass occasionally contracts a local hauling company to assist in hauling the herd.

Grama Grass is also a member of a recently established tool library in Boulder County that will give us access to any additional infrastructure, such as a large water trailer. Lastly, through its partnership with the Golden Hoof, Grama Grass has access to various other additional equipment such as a skid steer, key line plow, bale feeder, hay equipment, and more if an emergency situation arises where we need equipment.



Are you involved in your agriculture enterprises on a full-time basis? If not, what percentage of your time is dedicated to agricultural pursuits.

Andy Breiter is involved with Grama Grass on a full-time basis and currently employees two additional individuals full-time and three individuals part-time.

While engaged in Grama Grass full-time, Andy is also a founding member of the Flatiron Foodshed Partnership and sits on the Flatirons Farmers Coalition Policy Committee. He has served on a number of other advisory boards and committees related to agriculture and water use in both Boulder County and nationally.

Please provide any information pertaining to your eligibility as a U.S. Department of Agriculture historically underserved producer.

Grama Grass impacts two groups within the USDA's definition of historically underserved producers. All five of the employees, as well as the owner of Grama Grass, are first-generation farmers and ranchers. More specifically, Andy Breiter, has operated his business for four years and has been in agriculture for nine. During the first three years of operation, Grama Grass would be considered a Limited Resource Farm. In 2023, we dramatically expanded and had gross sales over the USDA's Limited Resources definition. That being said, Mr. Breiter has not paid himself over the USDA's Limited Resource definition for gross income since starting the business.

What is your proposed per animal unit month and per ton of hay harvested bid for the property?

Grama Grass proposes \$16 per animal unit month for Andrus.

Please describe your pay and employment practices and how you have provided farm goods to disadvantaged communities or mentored first-generation farmers.

One of the core tenets of Grama Grass is to create a sustainable business that clears a path forward for folks who want a career in agriculture. Without owning land or being born into it, the path can be difficult. We are proud of how we work to mentor our employees. Though important, training the next generation of farmers is not just about teaching stockmanship; it's about teaching farmers how to run a business so that they can farm indefinitely. Our mentorship includes building systems so that every employee understands all aspects of the business: finance, marketing, and the operation side. We also send our employees to classes and workshops to supplement their education on farm.

As a part of our employment practices, we hire on merit. Many of our candidates go through multiple rounds of interviews to earn a job with the business. To get the right applicants, Grama Grass pays above average for each role. We also include revenue-sharing programs with our full-time employees to empower these employees. Grama Grass does not discriminate and utilizes its broad network to cast a wide net in order to find applicants.

Grama Grass also prioritizes food access to underserved communities. We partner with Metro Caring, a leading Denver-based anti-hunger organization committed to providing nutrient-dense quality food to individuals and families in need. Grama Grass supplies Metro Caring with our high-quality, regenerative, grass-finished beef products at a steeply discounted rate in order to support their mission.



Metro Caring's marketing campaign for supply Grama Grass & Livestock beef to their customers.

Additionally, Grama Grass has partnered with other like-minded organizations such as Boulder Valley School District, the Longmont Food Rescue, Boulder County Farmers Markets' Food Access Program, and the Emergency Family Assistance Association.

References

Name	Email Address/ Phone Number	Relationship
Simone Hollander	(303)921-8596	Neighbor On Minnetrista II Property
Beth Helgans	(720)840-1452 bhelgans@gmail.com	Neighbor at HQ Property
Keith Owen	(303)709-8893 ako@indra.com	Landowner at HQ Property
Bill Campbell	(303)775-8051	Ditchrider for the Boulder White Rock Ditch
Cory Scrivner	(720)584-0583, cscrivner@metrocaring.org	Food Access Manager, Metro Caring, Customer of Grama Grass
Nathaniel Goeckner	(720)450-5874, ngoeckner@louisvilleco.gov	Natural Resources Supervisor, City of Louisville, Our Point of Contact

Proposal Form- Required

Failure to complete, sign and return this signature page with your proposal may be cause for rejection.

Contact Information	Response
Company Name including DBA	Grama Grass and Livestock LLC
List Type of Organization (Corporation, Partnership, etc.)	S-Corporation
Name and Title of Person Authorized to Contract with City of Boulder	Andy Breiter CEO
Name and Title of Person Submitting Bid	Andy Breiter CEO
Email Address for Person Submitting Bid	andy@gramagrasslivestock.com
Company Address	Physical Address: 8266 N 81st St, Longmont, CO 80503 Mailing Address: PO Box 19583, Boulder, CO 80308
Company Phone Number	847-778-2956
Company Website	www.gramagrasslivestock.com
Company Fax Number	

By signing below I certify that:

I am authorized to bid on my company's behalf.

I am not currently an employee of City of Boulder.

None of my employees or agents is currently an employee of City of Boulder.

I am not related to any City of Boulder employee or Elected Official.

I am not a Public Employees' Retirement Association (PERA) retiree.



Signature of Person Authorized to Bid on Company's Behalf

02/16/24

Date

Note: If you cannot certify the above statements, please describe in a statement of explanation.