

Ft Chambers/Poor Farm Bid - Collaborative management by Off Beet Farm and Labyrinth Dairy

1. Please describe the operation you propose for this property.

We propose a collaborative lease for this property between two existing operations, Labyrinth Dairy and Off Beet Farm. As the Ft Chambers/Poor Farm property is particularly well suited for diverse agricultural pursuits, we believe that the combined efforts of our two businesses will allow for the best utilization of its assets, as well as a superior level of care and upkeep for the overall property. Both operations will focus on their respective areas of expertise and the aspects of the farm that best support them. This will increase the amount and diversity of food successfully produced on a single property while affording more than one business land access and an opportunity to thrive in a competitive farming landscape. We will form a joint LLC (if accepted), this will allow us to operate as a single legal entity in decision-making about the property, as well as streamline all payments and coordination/communication with the City. Of course, if the City prefers, we are also open to signing a lease as two separate entities - though we have found that existing local collectives demonstrate a strong history of success, like the Treehouse Collective. A summary of both operations and practices follows:

Off Beet Farm is the gayest little farm in Boulder County, founded by friends Kyle Stewart and Emmy Bender. We serve sass and veggies for the Colorado queers, straights, and everyone in between. We grow beautiful nutritious vegetables for our community and create a place where people are validated in their desire to grow food and be different. We exist because people have shared knowledge, resources, time, and guidance with us, and we hope to continue to provide those things for others. We aspire to be a place where young people can farm, make a living wage, and feel fulfilled and valued in their work. We are proposing to steward four acres in the southwest portion of the property. We will grow over 60 varieties of diversified Certified Naturally Grown annual vegetables, with hedgerows and borders of perennials including herbs, native species, and pollinator species. We employ no-till practices to preserve the biology in our soils, increase moisture retention, prevent erosion, and reduce weed pressure. We use cover crops and compost to maximize soil coverage and organic matter. We do not use pesticide or herbicides, just integrated pest management practices. We use drip tape to irrigate our crops, which is shown to be the most efficient way of distributing water. We use silage tarps both as a highly effective no-till method for terminating cover crops and killing weeds, as well as a highly effective method for reducing irrigation necessary for germinating direct-seeded crops. We are currently partnering with the Colorado Ag Water Alliance through a Drought Resiliency Grant to research the silage tarp germination techniques we're employing, which are currently not well documented but hold a lot of potential for limited water regions such as ours. We grow over 60 different crops, creating a diverse ecosystem that allows for plenty of crop rotation. A single bed will not host a crop of the same crop-family for at least 4 years, preventing diseases and pests from building up in the soil and thus reducing overall crop loss (or the need for pesticide intervention). We use reusable landscape fabric as a way of reducing weed pressure. Landscape fabric can be used for many years and is a much more sustainable alternative to the single-use plastic mulch that is commonly used in organic vegetable production. The fabric is also permeable to allow rain water in, but is also effective at holding moisture in and overall reducing the need to irrigate. We also reuse our drip tape for multiple seasons instead of the industry standard of throwing it away after one season. We would use the North Barn to create a wash station and pack house for our vegetables, which would house a walk-in cooler for processing and storing, and distributing veggies on site.

Labyrinth Dairy is a small grass-based, raw milk dairy owned and operated by husband and wife team Frederic Hoffman and Caitlin Cassidy. We manage a mixed herd of dairy and beef cattle on pasture focusing on adaptive grazing, increasing soil fertility, building community and producing high quality, clean and tested dairy products and meat. While we are a new business (founded in August of 2024), we are well practiced in our methods and in 6 months have gone from milking one cow to managing a herd of 20, with an established membership and a clear vision for growth. We believe there is plenty of demand in this area, not only for small-scale local dairy, but for other facets of the business we hope to foster at the Poor Farm. Our grass-fed cows currently produce 80-100 gallons of milk per week and we distribute our product to 60-70 households through our year-round herd share membership. By 2026, we plan to double production as well as add other species to flesh out a diverse pastured livestock operation. We currently carry a waitlist and already have much of the young stock, bred cows, and equipment necessary to achieve this. What we do not have is a land lease or adequate grazable acreage; we operate our fledgling business on a handshake agreement with some generous landowners.

As a pastured dairy, the performance of both our animals and our business depend heavily on a thriving grassland ecosystem with diverse communities of plants and soil organisms and effective water and nutrient management. We constantly strive to improve the quality and productivity of the environment we steward as well as our management practices. We use an intensive rotational grazing system utilizing mobile electric fencing to achieve many small, high-density grazing paddocks followed by adequate periods of rest, moving groups 2-3x daily during the grazing season. This allows us to harvest forage in its most nutritive state while evenly spreading fertility and discouraging selective or overgrazing. Careful monitoring helps us dictate paddock size, stock density and duration. Walking the cows in twice daily for milking helps us take note of regrowth rates. Paddocks will not be regrazed until they have shown adequate regrowth, and even then they may be left to mature and go to seed, encouraging increased plant population, root

health and stockpiling winter forage. In the dormant months, we continue to rotate the cows on pasture, focusing on areas where fertility is needed most. This reduces our need for bedding, reduces our chore load, improves manure management, and greatly improves animal cleanliness. In areas of bare ground, we might overseed or drill with compatible species (approved by OSMP) and then bale graze, allowing animal impact to press seeds into the topsoil with their hooves, leaving behind a mulch of hay residue to protect from erosion and lock in moisture for improved germination. Caitlin and Frederic have a combined 12 years of experience with this style of grazing across different farms, species and climates and while we are always learning we have seen marked improvement in pasture health even in the driest years.

To flood-irrigate, we will utilize the existing laterals and tarp dams. We are familiar with this style of irrigation; Frederic has been managing 80ac of hayfields and pasture off the Table Mountain Ditch for the last two years using both tarp dams and gated pipe. Caitlin has worked as an assistant ditch rider for the Table Mountain Ditch, and Off Beet also has experience with flood irrigation. Laterals will be assessed yearly on whether or not they need to be pulled. We have access to a ditch puller should the need arise, but have found touch ups with shovels to be effective most of the time. Living on-farm would allow us to move water more frequently and at odd hours when necessary, making irrigation more efficient. Since there is little data on previous irrigation and grazing seasons on this property, we will have something of a learning curve here, but are confident that we can manage this system effectively. In the event that water will be shut off early or during drought, we may focus irrigation on one portion of the pasture over another and alternate in the following year, adjusting grazing plans to keep fields in good standing. We are prepared to move our beef herd and dry cows offsite should the need arise depending on forage and water availability. Responsible management of ruminants plays an integral role in perennial grassland ecosystems and can be a resilient form of food production. Our overall goal as graziers is to utilize livestock to blur the line between farmed land and native habitat, build organic matter and biodiversity in the soil, and to improve and sustain the land that in turn sustains us.

Both farms will build an integrated composting system, utilizing manure and bedding from Labyrinth and green material from Off Beet, turning it into nutrient-rich compost for use on both vegetable fields and pasture, creating a closed-loop system of nutrient cycling on the property that benefits both farm operations and the land. All four of us are prepared to make as much use of the Poor Farm as possible in the 2025 season, fully planting all veg beds and getting animals grazing immediately. However, moving a farm is no small feat, and both Labyrinth and Off Beet are fortunate to have some functional flexibility this year. We are both able to maintain parts of our respective operations on other properties while we build and move infrastructure.

2. Please describe your agricultural background and any existing agricultural enterprise(s).

Off Beet Farm and Labyrinth Dairy both are owned and operated by farmers with extensive agricultural experience relevant to this proposal.

While Off Beet Farm only has two full growing seasons under its belt, Kyle and Emmy both have years of vegetable farming experience. The 2025 growing season will be Kyle's 12th vegetable farming season. His farming journey started in 2012, when he spent two summers as a farmhand at Lone Wolf Farm, a 75-acre diversified vegetable farm and nursery in Pemberton, New Jersey. He then spent a season at Foggy Meadow Produce, a 5-acre vegetable farm in Benson, Vermont. He got the bulk of his farming experience during a 4-year stint at Chickadee Creek Farm in Pennington, New Jersey; a 15-acre, year-round, certified organic vegetable operation. At Chickadee he gained a ton of tractor operating experience and took on a variety of management roles. He then moved to Colorado and spent two seasons working at Kilt Farm in Niwot, CO as the field manager/primary tractor operator. Kilt Farm was managing about 80 acres of certified organic land at the time, about 9 acres of which was in diversified vegetable production. He maintains a great relationship with Michael Moss from Kilt Farm and Michael trusts Kyle to borrow and operate any of his equipment if needed. Kyle is also going into his second year as the Ditch Captain for the Jay Road Lateral that runs off the Farmers Ditch here in Boulder. Kyle also lives in Gunbarrel, a mere 3-minute commute from the Poor Farm Property.

Emmy has been working on and managing vegetable farms for the past six years. Beginning in 2019, she worked for two years at a Boston-based urban farm called The Food Project, where she wore many hats, including growing vegetables in the summer, and doing policy advocacy, youth education, and community organizing in the winter. In 2021, she took a farming position at Riverstone Organic Farm, a 35-acre vegetable farm in southwest Virginia. In 2022, she was a field manager at Kilt farm in Niwot, where she led crews in vegetable harvest and field-work, did field assessments, operated tractors, and applied integrated pest management practices. Kyle and Emmy both participated in the Farmer Incubator Program, a 20-week intensive course offered by GoFarm, a Denver-based nonprofit whose mission is to support young farmers through classes, workshops, mentorships, and technical assistance. We've established many mentors both through that program, and through active participation in our farming community here in Boulder County. Emmy is a member of the Flatiron Farmers Coalition and has been nominated by Mackenzie Sehlke, the Executive Director of the Boulder County Farmers Markets, to serve on the Board of Directors for BCFM.

Kyle and Emmy met while working at Kilt Farm, and started Off Beet Farm in the late fall of 2022. We now have two successful growing seasons under our belts. Off Beet Farm may only be entering its third growing season, but we really hit the ground running with all of our experience. We have made a profit since year one without ever going into debt. We doubled our CSA from year

one to year two, and still managed to have a waitlist of 25 names. Our google reviews show the immense amount of gratitude and appreciation that this community has for our business.

Labyrinth Dairy is a newer business, but this will be Fred and Caitlin's 7th season farming full time and our 6th working in dairy and pastured livestock specifically. After the 2019 season with Aspen Moon Farm here in Boulder County, we moved to Essex Farm of Northern New York, a 1200ac diversified farm offering a year-round, full-diet CSA serving 200+ families. There, Caitlin fully immersed herself in the dairy department as Dairy Manager. She oversaw every facet of caring for and milking the herd of 24-30 Jersey cows 2x daily. During the grazing season, she moved the herd every 12 hours through perennial pastures and lush cover crops. She also managed the dairy production team, transforming ~700 gallons of milk/week into the many other dairy products offered to the membership (yogurt, cheese, butter, etc). In addition to her dairy responsibilities she also worked in many other areas of the farm from distribution, to chicken slaughter, to processing many of the value added goods at the local food hub. While at Essex, Frederic ran the on-farm slaughter and butcher shop while serving as assistant livestock manager and feed manager. Here he got a ton of experience fencing, moving, handling, caring for and processing pastured herds of 100 beef, 30 dairy cows (dry cows/heifers/calves), 500 sheep, 200 pigs, 1000 laying hens and 8000 broiler chickens while also being on the milking team. He became the main equipment operator for the livestock team handling hay, composting, trailering, grinding feed and planting cover crops for forage.

In 2022, they returned to their home state of Colorado to be closer to family. Frederic worked as Harvest Manager at Esoterra Culinary Garden, while Caitlin continued her dairying pursuits and managed the dairy at Light Root Community Farm for two seasons until the birth of our child in March of 2024. At Light Root she continued to hone her grazing skills, gained new knowledge in holistic and natural animal care, and learned the ins and outs of how raw milk herd shares work in Colorado. She also took an Artificial Insemination course learning about improved genetics and how to implement a breeding program on our own farm. Frederic spent the 2023-2024 seasons as livestock and field manager at Oxford Farms/Crooked Roots, irrigating, grazing and haying 80ac alongside diversified livestock in SW Longmont. This was across the road from where they met some incredibly generous and supportive neighbors, Vance Jacobs and Lauren Menschel, who allowed them to launch Labyrinth Dairy on their land.

While they arrived at their current location at the end of the grass season in 2024, they have worked with the landowners using their acquired knowledge to focus on building pasture health this winter for the upcoming season; bale grazing, spreading fertility and reseeding some of the degraded fields, grazing in between swales in a newly planted orchard and using livestock to rehabilitate an area that was a construction zone by spreading native, perennial grass seeds mixed with an annual nurse crop underneath an outdoor bedding area, adding tons of organic material in the form of manure and hay residue to kickstart some soil biology. They will manage the full pasture of ~15 grazable acres, flood irrigating with lateral ditches and tarp dams. While they are extremely appreciative to have any land access at all to build their herd and business, it is apparent these pastures haven't been very productive in the past several years with poor irrigation yields, sparse soil coverage, lack of pasture diversity and fertility. It will take many years of hard work to turn this former hops farm into a productive grass-based dairy. We will continue to work with these land owners even if we are awarded the Poor Farm lease to restore the pasture on this property.

3. Describe your vegetation and soil sampling protocol and how you will use this information.

Both operations will perform an annual "soil health analysis" from Ward Labs in Nebraska to inform any soil amendments that we need to apply. For Off Beet, so far this has been minimal besides compost and cover cropping. We also work with Christine Gust of Soil Transformations (based in Westminster, Colorado) to do biological soil testing, which monitors the varieties and numbers of all the important living components of our soils - bacteria, fungi, and protozoa, nematodes, and more. Over the past two years, her findings have indicated an increase in beneficial fungi correlating to Off Beet's no-till management. We intend to continue to complete annual nutrient and biological testing, and follow the recommendations provided by our technical experts to continue to improve our soils. We will continue to use no-till methods, maintain living soil coverage, and apply compost as recommended, while practicing adaptive grazing in pasture. Off Beet spent the last two seasons growing on the Andrus property, directly across the street from the Poor Farm. The Andrus property has the same Caulkins Sandy Loam soil profile, so we are extremely familiar with this type of soil and strongly believe that our management techniques will continue to produce great results. Labyrinth will be integrating a mineral buffet for the herd where cows will have a large selection of free choice minerals to supplement their diet. Animals will seek out what they are lacking in the pasture, this is a unique way to determine what may be missing in the soils and vegetation of the fields and forage. With this information we will be able to amend the soil when we spread compost.

4. Please describe how the City land you are proposing to lease improves the viability of your operation.

Both Off Beet Farm and Labyrinth Dairy are seeking a space that will provide resilience for our businesses long-term. We are all currently facing challenges with access to water, access to quality soil and forage, and access to infrastructure.

In our first two seasons, Off Beet Farm was subcontracted to steward the Andrus Property. Our subcontracting role allowed us to get a foot in the door to start our business, but now we are seeking a permanent home - one that we can invest in and grow over

time. We won a bid last year to begin growing on the James Construction Property at the corner of Spine and Jay roads, just around the corner from the Poor Farm. That property gets water from the Farmers Ditch, which stopped running on September 9th 2024, whereas the North Boulder Farmers Ditch didn't shut off until October 15th 2024. Even during the height of the ditch season, the Jay Rd Lateral has been extremely unreliable, at times being shut off during the season because of issues down the line. The short and unreliable ditch season for James Construction makes it difficult to grow vegetables and the lack of existing infrastructure also comes with a long, uphill battle to become viable as our homebase.

Settling our operation at the Poor Farm property would provide us with a longer ditch season, as well as more reliable water access at the height of the growing season. Our crop plan in the shoulder seasons is small, but necessary. It's important that we have seeds and transplants in the ground before May, but we have significantly less than one acre in the ground even into late May. We would plan on using well water to irrigate these early season crops, in addition to the rain that is more bountiful in Colorado in April/May. In our research with the State Dept of Natural Resources, the domestic use well could be used to irrigate under one acre of land, which we'd adhere to. We're happy to provide our crop plan for the upcoming year to demonstrate our plans. Similarly, at the tail end of the season when the ditch is shut off, we have much less food in the ground and are relying on just a few portions of our fields for our food at that point. We have harvested all our storage crops, which represent most of our sales in the fall, and are irrigating less than an acre of live vegetation. In the event that the North Boulder Farmers Ditch did shut off unseasonably early, we can cut back any new production in order to ensure that we can irrigate from just the well. We could also obtain a hydrant meter from Lefthand Water District, which would allow us access to municipal water off of the fire hydrant that is located at the SW corner of the property. We've spoken with folks at Jack's Solar Farm, who rely solely on fire hydrant water for their operation, and feel that could be a great option if deemed necessary.

Moving onto the Poor Farm Property as our permanent home would also open up so many opportunities for us thanks to its infrastructure - we will be able to create a safe, healthy, and functional wash and pack station with the addition of a walk-in cooler and small equipment like sinks and counters. Additionally, this property will allow us to host community gatherings like workshops and educational events in a safe, clean, covered space.

Labyrinth Dairy

- Quality of Life for Farmers/Owners - Being a dairy, we have no off season, we milk twice a day every day year round. Our livestock require intensive management and care every single day and at odd hours. We also conduct year round on-farm sales. The ability to live on site will significantly improve our quality of life as well as our effectiveness as farm managers and new parents.
- Longevity and Stability - we currently operate our business without any official lease. We have been extraordinarily lucky to work with generous land owners who have allowed us access to land and basic infrastructure to use as a launch pad, but with no lease, this is a precarious position for us. The opportunity to have our own farm lease allows for long-range goal setting, growing roots within the community, collaboration with neighbors and other businesses, and overall greatly increases our probability of success.
- Financial Viability - The Ft Chambers/Poor Farm lease, if approved, would provide several amenities that would increase our productivity and lower our operating costs such as better water rights and irrigation infrastructure (better grazing/nutrition), enough acreage to expand our herd/production, diversify species of livestock, and we'd have closer proximity to urban areas/larger markets.
- Animal well being - we currently have no shelter space for our animals, only barn space to be used during milking. The various barns at the Ft Chambers/Poor Farm property would provide our animals with protection against extreme weather events (hot and cold) and maternity space for winter calving.
- Security, Diversity & Resilience in Food Production - partnering with another business specialized in a different field (vegetables), will be mutually beneficial (compost sharing, equipment and infrastructure sharing, marketing/advertisement) and will ultimately increase the amount of food this property is able to produce for the surrounding community.

5. Please describe how your proposal supports the Fort Chambers-Poor Farm Management Plan.

Our proposal for this property supports the Fort Chambers - Poor Farm management plan through our aligned investment in a healthy ecosystem, our interest in holding space for our community, and our effective usage of existing structures to produce food for people. Our Certified Naturally Grown and No-Till practices are implemented because we believe that healthy ecosystems start with the soil and grow up and out from there. We are excited to be a part of a space where ecological restoration is actively and intentionally taking place. We think that our stewardship of this land will contribute to the healing of the landscape, and the health and diversity of our veggie fields and pastured animals will in turn benefit from the remediation process as more diversity returns to the surrounding habitat. We will strive to improve or maintain the surrounding wildlife habitat by creating a thriving ecosystem on the agricultural side of the fence. We do not use chemical pesticides or fertilizers, and will utilize practices that promote healthy insect and wild bird populations. We plan to plant perennial hedgerows to provide wildlife and pollinator habitat. We will manage noxious weeds using grazing, brush hogs, string trimmers, trampling with animals, hand pulling, preventing seed head formation, and establishing competitive beneficial plant communities. We would be open to utilizing prescriptive grazing/trampling on any portion of the

surrounding property if invited to do so. All chemicals used in the dairy for cleaning and sanitization are eco-friendly and biodegradable.

Agriculture and Farmstead Enhancements - Our joint proposal will make full use of the outbuildings the farm has on site, by occupying these spaces with two thriving businesses, the barnyard will have an influx of life and purpose. The proposed farmstead enhancements make a plan to have space for a vegetable wash/pack station, a milking barn, an indoor clean food processing space, hay and equipment storage, animal housing, walk-in coolers/freezers, and eventual farmstand for dual membership pick-up. These infrastructure improvements will greatly increase the viability of a successful and productive farm. Seeing as this property has been uniquely identified to support both pastured animals and diverse vegetable production, partnering two existing enterprises that each specialize in one of these facets is the best way to make full and complete use of the land. The vegetables will not be a side project, and the pasture will be intensively managed instead of contracted to be hayed or sublet for outside grazing. There will be thriving vegetable production, and animals actually living off the land. The residence will be occupied by Frederic, Caitlin, and Robin- having one of the businesses live on property improves emergency responsiveness and also efficiency for things like animal welfare and timing irrigation moves.

When it comes to the healing trail and visitor access, we would be both excited and honored to be a part of the journey towards healing that comes from this. We believe that history should not be hidden, but learned from. We plan to host our own educational and community events associated with the farm, and hope that bringing more people to this space, from different backgrounds, would aid in having more people learn about its history. We recognize that we live and work on stolen lands of the Arapahoe, Cheyenne, Ute, and other native tribes. We cannot change that. We hope that by feeding our community, seeking partnership opportunities, and continuing education, we can be responsible stewards of this land, bringing positive contributions despite the historical traumas that occurred here.

6. Describe your ability to finance the implementation of your proposed operation.

Off Beet has been an existing business and already owns all of their tools and some limited infrastructure (temporary season extension structures and a greenhouse). We have no need for loans or startup capital moving onto this property. In 2025, Off Beet has also received over \$32,000 in grants from three different organizations, including a Boulder County Soil Health grant, a CDA Ag workforce development grant, and a Drought Resilience Grant, all of which will help us attain our goals and expand our operations this season. This shows the strong faith that other organizations have in our business model, and a strong potential for future grant and loan opportunities if we find that we need them. That said - as young farmers, we deeply believe in growing slowly and sustainably. We've seen too many businesses fail because they've taken on too much, too quickly, and cannot manage the workload, time, and debt that their business plan requires. We are grateful for the grant opportunities that have been presented to us, but also are confident in our abilities to grow at a sustainable pace without relying on outside capital. We grossed about \$170,000 in vegetable sales last year off of 1.6 acres of land, and feel that we've been in a comfortable space of balancing rent, bill payments, re-investment into growth of the business, and our own salaries. Our operating costs were only 19% of our sales revenue. We paid ourselves \$28/hr last year, more than either of us has ever made working on other farms. We grossed \$115,000 in our first year, and were able to increase revenue by \$55,000 from year one to year two, without adding any employees or drastically increasing our personal labor hours; this growth happened by increasing our efficiency as well as being established. We foresee these numbers continuing to rise. We attend two weekly farmers markets (Longmont Saturday and Boulder Wednesday), have a 100 member CSA program, and sell to some wholesale vendors when we have enough.

Labyrinth Dairy is still in its first year of business, so our financial track record is currently being written. We already own all of the cattle and equipment for our current operation, and have only spent 50% of our initial capital investment. We are currently slated to generate 20% over our original projection of \$50K revenue for our first year if we stay at current production, but already have replacement heifers and bred-cows with plans to double production this year, putting us well ahead of our initial goal. We have enough remaining capital to purchase sinks, water heaters, and other infrastructure that would be necessary to run a dairy at the Poor Farm (if we are approved to renovate outbuildings). We will continue to increase sales as more cows freshen and we move more households from our waitlist to our membership. Our feed cost would be substantially reduced during the grazing season at this property, but is currently inflated as we are feeding a larger number of young stock who we won't see a return on for at least another year when they reach breeding/milking age. We currently carry no debt and no loans and are cash-flow positive. Based on the amount of inquiries we regularly receive, we are confident that our sales will increase significantly this year. We distribute 100% of our product through our on-farm membership pick-up. We could continue to distribute at our current property in SW Longmont until we are able to create a suitable pickup space at the Poor Farm.

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

Off Beet would build a 30' x 72' propagation greenhouse that would require access to electricity and water for starting our seedlings. This greenhouse would be built at the expense of the lessee (we already own it), and likely located in the yard east of North

Barn, since that would be least likely to disrupt viewshed and seems to be accessible to amenities. We already own two 16' x 100' season-extension hoop houses that we would like to build on the property, with the possibility of adding more over time, if approved. We would use the North Barn as a washstation. It already has a concrete floor and seems to have access to electricity and water, so minimal improvement would need to be made in order for this to happen. We would install a walk-in cooler and some sinks, with drainage to the northeast. We would want to eventually install a farm stand to serve neighbors, either using existing infrastructure or building our own near the front of property with the County's pre-permitted plans.

Off Beet has a strong relationship with Amanda and Brian Scott of 63rd Street Farm (the neighbors directly to the south of the Poor Farm). The Scotts have a propagation greenhouse, walk-in cooler, fully functional wash station, and plenty of storage space; all of which we have been leasing from them since beginning our business. We can continue leasing this infrastructure from them for as long as we need. Thus, we could start farming the Poor Farm property immediately, without any need for improvements. Improvements could then be made over time, at our own pace (or the city's pace), all without compromising the viability of our business or compromising our ability to be good stewards of the land. The Scotts have also signed an agreement allowing us to use their gravel pullout and farmstand as our CSA pick up location for the foreseeable future.

Labyrinth would require three main infrastructure upgrades: a milking barn, a milkhouse/clean room, and a source of abundant clean/potable water. The Log Shed could become the milking barn, with options for the milkhouse -the adjacent lean to (on the north side) or the carriage house with the seed cleaning shed as a walkthrough - however, we are open to using any of the buildings to meet these goals and would work with OSMP to determine what is feasible. The milking barn would need a concrete slab and drainage as well as enough electrical service for lighting and a vacuum pump. We would install a row of stanchions along each side with an alley and gutters down the middle. Adding a 2" PVC vacuum line would be relatively simple and we already have several wooden stanchions to hang. The milkhouse would need to be sealed, insulated, plumbed and powered in order to cool milk, wash and store dairy equipment and glassware. It would need to have a concrete floor with a drain, ideally with FRP or similarly textured walls for easy spray down. Electrical service would need to be sufficient to run lighting, on-demand water heater, bulk tank, and a quick cycle dishwasher. The water needs of the dairy would likely be beyond the scope of the domestic use well. We need to do a lot of dishes every day, as well as water our cows as pond and ditch water is not suitable for dairy cows in raw milk production due to potential contaminants. Again we would work closely with OSMP to see what is possible, but could add a water cistern to the property similar to what is in place at Light Root Community Farm, upgrade the existing well, or ideally we could tap into city water via a main or the fire hydrant along the road. Secondary infrastructure needs would be enough electrical service to run all areas of the barnyard concurrently (the veg wash/pack, the milking barn, the milkhouse/clean room, walk-in coolers etc (if not already available). We would also need to design controlled drainage from the wash/pack facility, the milkhouse, and the milking barn away from the barnyard. We would like to work in tandem with the city to clean up the other outbuildings to make them organized and safe spaces for work, storage, animal housing, and general appearance/usability of the barnyard. If these upgrades are determined not to be possible, we would propose bringing in temporary structures (shipping containers or trailers) to serve as the milkhouse, this could be located between the Log Shed and South Hay Barn, or along any of the concrete walls adjacent to the silo, where the viewshed is least affected.

8. Please describe the machinery and equipment needed to implement your proposed grazing and vegetation management.

Off Beet recently received the Boulder County Soil Health Grant in order to purchase a tractor with a bucket loader for spreading compost and turning compost piles, which **Labyrinth** will also be able to use. We will be purchasing a brush hog for our tractor for maintaining the property, and flipping cover crop and veg beds. Off Beet also has a BCS walk behind tractor with a flail mower and tiller for small mowing projects and light tillage. We have options to rent a no-till seed drill & compost spreader rented from either Kilt Farm or the Tool Library LLC when needed. Off Beet owns a Jang seeder for direct seeding vegetables, a broadfork for no-till soil loosening, as well as a whole slew of other hand/human-scale tools. Off Beet has a gas-powered pump and all of the irrigation equipment necessary to irrigate a few acres of vegetables. Off Beet has a Ford F150 & Chevy Express Box truck for moving around the property/getting to market.

Labyrinth will need to purchase infrastructure to outfit a milkhouse, as we currently use a barn that already has a sink and water heater. However, we are fully equipped with stainless steel equipment for handling milk, stanchions and vac pump, a full suite of mobile electric fencing equipment and corral panels, 20 head of cattle, F250 flatbed pickup, an 8'x20' hay trailer, and all the troughs, water lines, feeders, tools and veterinary supply necessary for basic animal care. Our neighbor has been kind enough to lend us their livestock trailer on the very rare occasion we need to transport animals. We do not currently own a tractor, nor do we need one per-se. However, feeding animals and managing hundreds of tons of manure/compost by hand is extremely labor intensive and we will likely apply for a grant or equipment loan to purchase one in the near future. In the meantime, Off Beet has been kind enough to agree to share theirs and our friend Matt Kuebbing has also given us access to his 80hp tractor for the 2025 season while we figure that out. As previously stated, we are in a position to split our herd and continue milking at our current location while grazing our beef/dry herd

and setting up infrastructure at the Poor Farm. We would also be borrowing/renting equipment such as a no-till drill/compost spreader from Kilt or the Tool Library.

9. Are you involved in your agricultural enterprises on a full-time basis?

Full time - all four of us rely solely on our farms for our livelihoods and incomes other than temporary winter work for Kyle and Emmy when they are not actively growing crops or participating in farmers markets.

10. Provide any information pertaining to your eligibility as a U.S. Dept of Agriculture historically underserved producer.

We are all Beginning Farmers, having been in business for under 10 years, and Limited Resource Farmers. Having stable access to land and infrastructure in the neighborhood of our existing customer base would be an incredible step in our journey of establishing long-term security and sustainability for ourselves and the business.

11. Describe your employment practices and how you have provided farm goods to disadvantaged communities or mentored first generation farmers.

Both Off Beet Farm and Labyrinth Dairy believe in paying a living wage for the skilled labor of farmwork, and will pay any current and future employees at or above minimum wage - no exploitative underpaid internships here. All four of us are first generation farmers, and want to support other first generation farmers in their own careers.

For our first two years in business, Off Beet Farm had no employees, only the two of us. We wanted to be sure the business could make money and sustain paying others a living wage before we took on any staff. This year we are hiring our first part-time employee at \$18-20/hr. We have happily spent many hours talking with and advising other first gen farmers, and hope to continue to provide first gen farmers with opportunities to learn, work, and collaborate in the future. Labyrinth is aligned with all these values, but in its first year of business, they will likely follow a similar path, having no employees other than the owners/operators while laying the framework for a sustainable business before hiring help.

We all believe that everyone should have access to healthy, nutritious, locally grown and affordable food, and we have both structured our businesses to stand behind this belief. We don't think that a for-profit farm business that financially supports its owners and staff is at odds with food justice work. In fact, those values can stand together and make an even more resilient community when done well. Off Beet's CSA uses sliding scale pricing that allows folks to pay less for their food if needed. We accept SNAP/EBT and other forms of subsidized currency. We offer weekly CSA payments that our CSA customers can skip at any time, and have heard *resoundingly* from our CSA members that this has allowed folks to join a CSA for the first time. The CSA model has historically excluded folks for whom missing a pickup due to sickness, emergency, or even just travel would mean still paying for food they *don't receive*. We understand that, and have come up with a model that allows folks of any situation to be a part of our food share. We also donated around \$15,000 (several thousands of pounds) worth of food to food banks last year. Labyrinth's herd share is also offered without strings, on a weekly basis, with no extra fees or penalties for missed pickups.

Off Beet Farm aims to create a safe space for LGBTQ+ folks in our community. Data shows that LGBTQ+ people are more vulnerable to poverty, homelessness, discrimination, and negative health outcomes than our heterosexual counterparts. We believe in providing safe, affirming spaces that show people that they belong even in rural/agricultural spaces where they may have historically faced discomfort or discrimination. We believe that growing nutritious affordable food for our LGBTQ+ community and all the wonderful allies who want to be here with us, creates a stronger, more resilient space for all of us.

12. What is your proposed bid for this property?

\$20 x 87.5 AUM = \$1750 for grazing

4 acres @\$175/acre = \$700 for vegetable fields

TOTAL BID = \$2,450 annually

Anticipated months of grazing May-October (6 months)

9 cows some with w/calves @ 1000lbs (1 AUE) = 9 AUE x 6 months = 56 AUM

7 weaned young stock @ 750lb (.75 AUE) = 5.25 AUE x 6 months = 31.5 AUM

TOTAL: 87.5 AUM

Our AUM will fluctuate as our herd both continues to grow and also as we process them for beef sales.

References

OFF BEET			LABYRINTH DAIRY		
Amanda Scott	[REDACTED]	Neighbor/ landowner	Kyle Rovnak	[REDACTED]	Neighbor/Customer
Kathleen Naughton	[REDACTED]	Neighbor/ customer	Doug Ferrar	[REDACTED]	Neighbor/Employer
Todd Smith	[REDACTED]	Neighbor	Kariane Nemir	[REDACTED]	Customer
Zach Ramstetter	[REDACTED]	Farmers Ditch Rider	Vance Jacob	[REDACTED]	Landowner
Natalie Condon	[REDACTED]	Wholesale Client	Cameron Genter Daphne Kingsley	[REDACTED]	Employer
Toni Sarge	[REDACTED]	CSA customer	Helen Skiba	[REDACTED]	Neighbor/Customer
Michael Moss	[REDACTED]	Employer/ Mentor	Matt Kuebing	[REDACTED]	Ditch Rider/Customer

Proposal Form - required

CONTACT INFORMATION	OFF BEET	LABYRINTH DAIRY
Company Name including DBA	Off Beet Farm LLC	Labyrinth Dairy Company LLC
List Type of Organization	LLC	LLC
Name and Title of Person Authorized to Contract with City of Boulder	Emily Bender, Owner Kyle Stewart, Owner	Frederic Hoffman, Owner Caitlin Cassidy, Owner
Name and Title of Person Submitting Bid	Kyle Stewart, Owner	
Email Address for Person Submitting Bid	[REDACTED]	[REDACTED]
Company Address	[REDACTED]	[REDACTED]
Company Phone Number	[REDACTED]	[REDACTED]
Company Website	offbeetfarmcolorado.com	N/A
Company Fax Number	N/A	N/A

By Signing below, I certify that:

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

I am not currently an employee of the City of Boulder.

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

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

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

[REDACTED SIGNATURE]

02/17/2025

Signature of Person Authorized to Bid on Company's Behalf

Date