



## LEAVEY RANCH REQUEST FOR PROPOSALS

### 1. SUMMARY:

Humboldt Area Foundation + Wild Rivers Community Foundation (the “Foundation”) is seeking applicants for the future stewardship of Leavey Ranch. Potential applicants must be a 501c(3) nonprofit, tribal entity, or government organization. The selected applicant will either take full ownership and operation of Leavey Ranch immediately upon selection or they will enter a short-term partnership (up to 24 months) with the Foundation focused on supporting a transition of full ownership and operation to the new steward.

The successful applicant will understand the historical context of and donor intentions for Leavey Ranch and will submit a proposal that takes into consideration both the donor’s intent and the historical inequities of the Foundation’s service region. The successful applicant will preserve the ecology of Leavey Ranch and take a holistic approach to stewardship of the property as well as promote equity for historically excluded populations in the Foundation’s service area, which encompasses Humboldt County, Del Norte County, Tribal Lands, Trinity County, and Curry County.

In 2007, Jim Leavey created the Joseph J. Leavey, Jr. Revocable Trust establishing the Leavey Ranch Fund and leaving his family property to the Foundation. The Foundation has managed the property as the Leavey Ranch LLC since 2014, supported with an endowment held by the Foundation.

The 240-acre property is located across the Mad River from Blue Lake, CA and the Blue Lake Rancheria and includes three terraces encompassing riparian frontage, pastureland, and woodland. There are several structures on the property, including two houses, two barns and an aviary. There are six ponds and a solar well system. The property is not open to the public and we request no applicants or potential applicants disturb the current tenants or try to access the property. Attempting to access the property may result in your disqualification from this RFP (Request for Proposal).

The property is the historic home of the Wiyot people. The trust prohibits non-agricultural commercial development on the property and encourages continued use of the property for agriculture, ecological preservation, and education. The property is currently leased as pastureland to a working cattle ranch and one of the homes on the property is leased to a

long-term tenant who is also the ranch manager for the grazing tenant. In addition, various research has taken place on the property over the years in partnership with Cal Poly Humboldt.

The Foundation will continue to hold a fund for the property. Currently the annual payout is about \$140,000.00. The foundation will grant the annual payout to the new steward so long as the property continues to be operated in alignment with the trust. Historically, the annual payout has not been enough to fully accomplish the donor's intent.

The Foundation is partnering with nRhythm, a consulting organization, to implement and carry out this Request for Proposals ("RFP"). nRhythm will be active in various roles throughout this RFP process including running Q&A sessions and facilitating the work of the Foundation's recommendation team.

## 2. THE PROCESS:

The RFP opens on Monday, July 31, 2023. The RFP closes and all submissions are due by Friday, September 8, 2023. Extension requests for up to 2 additional weeks for cultural event observance or extenuating circumstances must be submitted in writing by September 1, 2023. Prospective applicants are invited to submit questions to [leaveyranchrfp@nrhythm.co](mailto:leaveyranchrfp@nrhythm.co) until August 14, 2023, 11:59pm PT. There will be a live Q&A session hosted by our partner, nRhythm, on August 15, 2023, at 11:00am PT. All submitted questions and questions posted live will be answered during the live Q&A. The Q&A session will be recorded, and all responses will be posted to an FAQ document on the Foundation's website.

Following the live Q&A session, questions may be submitted to [leaveyranchrfp@nrhythm.co](mailto:leaveyranchrfp@nrhythm.co). Any new questions received after the live Q&A session will be added with their answer to the FAQ document.

After submissions are received, there will be an initial review phase. Proposals will be reviewed by the Foundation's recommendation team, which is comprised of a group of the Foundation's staff and facilitated by nRhythm. During this initial review, the recommendation team will select up to three finalists to move to the next phase. Finalists will be notified in early October of 2023. In the final phase, each finalist will participate in an interview and discovery phase with the recommendation team and a tour of Leavey Ranch. The new steward will be selected in Spring/early Summer of 2024.

## 3. HISTORY:

see Exhibit A - History of Leavey Ranch.

## 4. REQUIREMENTS

- 4.1 Applicants must be present in the region that the Foundation serves or have a legitimate connection to the region that the Foundation serves. See paragraph 6.2i below for more details on the region.
- 4.2 Applicants must be a 501c(3) nonprofit, tribal entity, or government organization
- 4.3 The proposal cannot involve large scale property development (housing, shopping mall, non-ag commercial enterprise).

## 5. PROPOSAL REQUIREMENTS

Each proposal submitted must address all the questions and requests for information identified in this section. These questions are the rubric that your proposal will go through for review. Proposals should be single-spaced, 12 pt font. The entire submission should not exceed 25 pages, excluding any financial submission from the organization.

- 5.1 Summary of Proposal: Please provide a maximum 2-page holistic summary of your proposal. Why should you be the new steward of the property? What is your overall intention for the property? What experience do you have that makes you confident as a candidate? How does your proposal take into consideration both the historical inequities of the Foundation's service region and the donor's intent (no commercial development, continued ecological preservation, continued agriculture use, education)?
- 5.2 History of Applicant: Please share a maximum 3-page summary of the history of your organization, community, or group, and why you are responding to Leavey Ranch RFP. Please include all the following:
  - i. Your connection to the Foundation's service region: Humboldt County, Del Norte County, Tribal Lands, Trinity County, and Curry County.
  - ii. Your organization's relationship, if any, to Leavey Ranch. This would include relationships between key organizational staff or governing bodies and Leavey Ranch or the Foundation.

### 5.3 Donor Intentions

- a. Legal Alignment with the Trust: Leavey Ranch was donated to the Foundation by Jim Leavey via a Trust. Jim Leavey's intention as stated in the Trust, govern the permissible uses of Leavey Ranch ("Donor Intentions") and will continue to apply to the new stewards of Leavey Ranch.

The overarching Donor Intention is that Leavey Ranch ecosystem is preserved, and the land is not commercially developed:

- i. Please share how your proposal is in alignment with the Donor Intentions.
  - ii. If there is misalignment with the Trust, please explain what it is and why your proposal should still be considered.
- b. Education and Research: The Trust also encourages educational and research uses of Leavey Ranch.
  - i. Is there an educational or research component to your proposal? If yes, please explain the proposed activities and how Leavey Ranch will further the educational or research goals of your organization.
  - ii. Would you pursue partnerships as part of your educational or research goals? If yes, with who?
  - iii. How will the research and educational components of your proposal impact the community?
- c. Historical Agricultural Uses and Stewardship: Finally, the Trust requests that Leavey Ranch be used in alignment with its historical uses.
  - i. How does your proposal align with the historical agricultural uses and stewardship of the land?

### 5.4 Capacity

- a. Financial Viability
  - i. Please provide your most recently finalized financials. Audited or Reviewed financials are preferred if available.
  - ii. There is an endowment fund created by Jim Leavey and held by the Foundation that is dedicated to Leavey Ranch wellbeing and operations. The current annual payout of this fund is approximately \$140k. However, historically it has not been enough to fully accomplish the Donor Intentions. Please provide a financial plan, a one-year budget, and an explanation of how your work on the Leavey Ranch will remain financially viable. This can be based on known information.
  - iii. Do you have any capacity needs at this point to be successful in carrying out your proposal?

- iv. Do you have any technical assistance or consulting needs that must be met to be successful in carrying out your proposal?

b. Current Tenants

- i. Leavey Ranch pastures are currently leased for grazing and one of the houses on the property are leased to long-term tenants that occupy the house year-round. How does your proposal consider and account for the current tenants on the property?
- ii. Will you retain them as tenants? If not, what is your plan for transitioning from the current tenants to your vision for Leavey Ranch in a way that cares for and considers the needs of the current tenants?

c. Operational Plan

- i. Please provide a five-year operational plan. This would include a high-level financial overview/projection either in narrative and/or spreadsheet form and a narrative of expected operational activities.

d. Capacity of Applicant

- i. What is the longevity of your organization? What has the organization's growth over time been like? How long have you been committed to your current mission?
- ii. Have you demonstrated success in managing long-term projects? These can be projects aligned with the proposal such as land or agricultural projects, or any other projects that demonstrate successful long-term project management.
- iii. What is the succession plan to ensure that Leavey Ranch is cared for beyond the tenure of the current board and staff?

e. Specific Skills

- i. Do you have experience with facilities management (renting, managing, and maintaining property)?
- ii. Do you have experience with land management? If so, please provide detailed information about your land management experience.

## 5.5 Timeline

- a. The Foundation can offer up to 24 months of support for transition ownership and operation. This support may look different for different proposals. It can come in the form of continued administrative and management support, technical assistance or other new options. The Foundation is committed to assuring that the next steward is in the best possible position to successfully take over the property and carry out donor intent.
  - i. What is your ideal timeline for taking over full ownership and operations?

- ii. Would you want to have a period where you are co-managing the ranch with the Foundation?

## 5.6 Justice

### a. Equity for Historically Excluded Populations in the Region

- i. How does your proposal work towards equity for historically excluded populations in Humboldt County, Del Norte County, Tribal Lands, Trinity County, and Curry County?
- ii. If you are not a member of a historically excluded group, what is your experience in working in partnership with those communities? How have you measured success when working with marginalized communities?

### b. Consideration for Ecological Health and Environmental Sustainability

- i. How does your proposal improve or maintain the ecological health of the Leavey Ranch?
- ii. How does your proposal promote environmental sustainability?
- iii. Do you have experience managing the ecological health and sustainability of a landscape?
- iv. If you do not have experience, how do you plan to meet your ecological and sustainability goals?

## 5.7 Community

### a. Demonstrating Community Benefit

- i. How does your proposal include the community, or does it take the community and its needs into consideration? "Community" has many meanings for different people. What is the community that you envision the ranch serving?
- ii. What are the elements of community benefit or community wellbeing in your proposal?

### b. Inclusion of Historically Excluded Community Members

- i. Does your proposal promote leadership from historically excluded Native community members and/or historically excluded non-Native community members?
- ii. If your proposal does not promote leadership from one of these groups, why not? How are you including historically excluded community members?

## 6. SUBMISSION INFORMATION

6.1 Issuer: Humboldt Area Foundation + Wild Rivers Community Foundation

6.2 Point of Contact:

nRhythm PBC  
Tonya Price or Jeff Su  
• [leaveyranchrfp@nrhythm.co](mailto:leaveyranchrfp@nrhythm.co)

6.3 Cancellation or Delay: This RFP can be canceled at any time in the process and for any reason in the sole discretion of the Foundation. In addition, this RFP can be delayed at any time in the process and for any reason in the sole discretion of the Foundation.

6.4 Rejection of Proposal: Any proposal may be rejected in whole or in part at the discretion of the Foundation for non-compliance with the process outlined in this RFP.

6.5 Incomplete Proposal: Incomplete proposals will not be reviewed. The Foundation may request additional information to complete a proposal from an applicant in its sole discretion.

6.6 Submission Instructions: Proposals must be submitted via email to [leaveyranchrfp@nrhythm.co](mailto:leaveyranchrfp@nrhythm.co). Proposals must be received by 11:59pm PT on **September 8, 2023**. This deadline is firm. Extension requests for up to 2 additional weeks for cultural event observance or extenuating circumstances must be submitted in writing by **September 1, 2023**. Proposals received after the deadline will not be reviewed or considered.

## 7. EVALUATION PROCESS

The rubric attached as Exhibit C will be used to evaluate all proposals received by the Foundation in accordance with the requirements of this RFP. The rubric will be used to select three finalists from the pool of proposals received.

The three finalists will undergo a final round of interviews with the Foundation's recommendation team. The recommendation team is comprised of Foundation staff members. The interviews will be facilitated by nRhythm. Each finalist will also tour Leavey Ranch with a representative from the Foundation. Finalists will be required to provide their own transportation to Leavey Ranch for the tour.

Following the final round of interviews, the Foundation will conduct a final Q&A session facilitated by nRhythm. In addition, the recommendation team may make a final request for materials from the finalists. After the submission deadline for additional materials, the recommendation team will meet to review the finalists' original proposal, interview materials, and any additionally submitted materials. The final review will be facilitated by nRhythm and during that review, the recommendation team will select a new steward of Leavey Ranch for recommendation to the Foundation's Board of Directors.

Finally, the recommended new steward of Leavey Ranch will be reviewed by the Investment Committee and the Policy and Governance Committee of the HAF/WRCF Board of Directors. After approval by those committees, the recommendation will be reviewed and approved by the entirety of the Foundation's Board of Directors, less any trustee with a Conflict of Interest. Once approved by the Board of Directors, the applicant will be notified that they have been selected as the new steward of Leavey Ranch and due diligence and transfer of Leavey Ranch will begin.



## Exhibit A

### Leavey Ranch History

The 240-acre Leavey Ranch is located on West End Road across the Mad River from Blue Lake, CA, and the Blue Lake Rancheria and includes three terraces encompassing riparian frontage (approx. 3,450 linear feet), pastureland and woodland (both hardwood and conifers, including redwood). There are several structures on the property, including the Leavey family home, a historic schoolhouse, two barns and an aviary. There are six ponds and a solar well system. The pastureland is currently leased to a local rancher, and the ranch manager for that cattle operation lives onsite. The region is the historic home of the Wiyot people.

What is now known as the Leavey Ranch was created through a series of land purchases by Michael Leavey Sr., an Irish immigrant who moved to the region in the late 1800s. Leavey worked in the dairy industry and rented what was then known as the "Kelly place," later going on to buy the property and several other parcels in the 1920s. He and his wife Rose had three sons: Michael Sr., Joseph, and Thomas. An accident experienced in the early 1900s by Michael Sr. and son Joseph Leavey between their horse-drawn carriage and an automobile on West End Road, leaving them both injured, may have inspired Thomas and his friend John Tyler to found Farmers Insurance Company.

Joseph James Leavey, Jr., aka Jim Leavey, was born on August 12, 1930 in Oakland, and would go on to work for his family at Farmer's Insurance as an attorney. Michael Leavey Sr. passed in 1953 and left the property to his sons. James (Jim) Leavey was the ultimate inheritor of the ranch and moved to the region permanently after retirement. In 2007, Jim Leavey created the Joseph J. Leavey, Jr. Revocable Trust establishing the Leavey Ranch Fund and leaving his family property to the Humboldt Area Foundation.

The Humboldt Area Foundation has managed the property as the Leavey Ranch LLC since 2014, supported with an endowment held by the Foundation. Several academic studies relating to local wildlife, soil composition and geospatial mapping have been conducted on the property.

There have been several challenges to effective execution of the donor's wishes by the foundation, including finding adequate staff to meet the operational and programmatic needs of the ranch. HAF+WRCF was able to facilitate some academic research, meet existing tenants' needs and support the existing cattle operation, but was unable to do all these things simultaneously and successfully. The Foundation's inability to fully meet donor intent led to shared frustration and disappointment on behalf of foundation staff, our community members, and advisory committee. In 2021, HAF+WRCF developed a new strategic vision for its goals in the community. As a result of that process, it became clear that the organization did not have the capacity or resources to adequately execute Mr. Leavey's vision. For that reason, it was decided to start an RFP process to find an organization that would be the best steward of the property going forward and to best execute the Leavey trust intentions.

## Exhibit B

### Humboldt Area Foundation + Wild Rivers Community Foundation History

The Humboldt Area Foundation + Wild Rivers Community Foundation (the Foundation, or HAF+WRCF) is a nonprofit public benefit corporation. The Foundation's strategic vision is to help create a thriving, just, healthy, and equitable region.

For five decades, the Humboldt Area Foundation — joined since 2004 by the Wild Rivers Community Foundation — has proudly served the counties of Humboldt, Trinity, and Del Norte in California and Curry County in Southern Oregon. The Foundation also honors the territories of 27 Native American nations, reservations, rancherias, and their descendants. This service area represents remote, rural, and tribal areas that are bound together by land, water, history, and circumstance. This region is a nearly 10,000 square-mile area that is simultaneously challenging, remarkable, evolving, enduring, and beautiful — and is home to about 200,000 individuals who we are entrusted to serve.

This region is defined in numerous ways that our Foundation and affiliates are devoted to serving. These lands harbor precious natural ecosystems. Containing 24 lakes and 13 rivers, Curry County is 18% water. Del Norte County is also 18% water, with 19 lakes and five major rivers — four of which flow through Humboldt County with its 110 miles of Pacific coastline, 12 watersheds, five lagoons, and two lakes. Trinity County has four lakes and shares Trinity River with the adjacent Humboldt County. We are stitched together by these bodies of water and are linked to the Pacific. These bodies are sacred, wild, scenic, and recreational. They are the basis of life here, flowing through the history of the place, feeding the redwood trees, the salmon, the farms, and generations of people. Klamath, Eel, Mad, Mattole, Smith, Chetco, Rogue, and Sixes are just some of the evocative names of these rivers, which connect jurisdictions and cultures, times and places, species, and ways of living. Local Tribes include the Yurok Nation, the most populous in the state, as well as the Hoopa Valley, Karuk, Wiyot, and Tolowa Dee-Ni' nations.

And while we invest in this remarkable Tribal cultural renaissance, we recognize our institution and others like it must reconcile the legacy of systematic genocide and ongoing harm to our Indigenous peoples before honest healing can occur. Immigrants brought their cultures and dreams here — and yet were subjected to the harshness of the boom-and-bust and extractive resource cycles, which have extracted more than just wealth from people and place. But the souls of those who endured were etched into our cuisines, music, arts, literature, philosophy, and shared identity. And thus, we reflect Hmong and Lao, Chinese, Salvadoran, Mexican, and dozens of other cultural influences. Moreover, much of the region is now a sanctuary for a significant number of California's migrant and undocumented workers, given its agriculture and service industries that feed and care for tens of millions of beings.

## Exhibit B

### Humboldt Area Foundation + Wild Rivers Community Foundation History, Continued

Today, our service area has emerged as a hub of dairy and agricultural production for the region – including a transitioning cannabis industry. Its largest employers are governments, nonprofits, and retail services. The art and music produced here is nationally acclaimed. Our region's Tribes are leading internationally recognized ecological, equity, and revitalization efforts. There are tremendous opportunities to work together to blend these skills, ideas, and interests to ensure that our economy serves our people in a just and equitable way and provides for each family's thriving, health, and inspiration.

During the last fiscal year ending 6.30.23, the Foundation distributed over \$10 million in grants. The Foundation partners closely with generous donors to manage their philanthropic funds and investments. Revenue through the earnings on investments, grants, contributions from the community, and from certain community events support the Foundation's programs, grants, scholarships, and operations.

The Foundation was originally formed in 1972 under a Declaration of Trust for public and charitable purposes to develop philanthropy and engage in grant making in northwestern California. On May 3 of that year, the Foundation received a gift of \$1,000 from Vera Perrott Vietor and was subsequently named an income beneficiary of the Estate of Vera Perrott Vietor. During 1974, a distribution was received from the estate and the Foundation commenced operations. On August 25, 1993, the Humboldt Area Foundation was incorporated as a 501(c)(3) charitable organization, with the original Declaration of Trust created in 1972 terminated. All trust assets were transferred to the new nonprofit corporation. HAF+WRCF, its affiliates and supporting organizations are governed by no fewer than eight Board of Directors who oversee fiduciary and legal responsibilities in accordance with California State law.

The Foundation serves residents of Del Norte County in California and Curry County in Oregon and tribal lands by also operating under the name Wild Rivers Community Foundation. Since 2021, the Foundation has combined both operating names, and is now referred to as the Humboldt Area Foundation+Wild Rivers Community Foundation, as mentioned at the beginning of this document.

The Foundation is the 100% owner of Leavey Ranch, LLC (the LLC), a 240-acre historic working ranch that supports education-based research in rangeland management, wildlife, forestry, and fisheries.

## Exhibit B

### Humboldt Area Foundation + Wild Rivers Community Foundation History, Continued

#### HAF+WRCF GOALS

Our four goals will drive our priorities and resource allocation for the decade ahead. With a grounding in research from around the world, we are integrating local experience and expertise for the greatest impact. Together these goals form the pillars of a strong community.

#### Racial Equity

Transforming our institutions and structures to address the outcome gaps across every indicator of success, from infant mortality to life expectancy, that have been created by hundreds of years of racial oppression.

#### Thriving Youth and Families

Investing in the future by creating a safe, healthy place where generations of families can grow and have the chance to succeed — where everyone has the chance to experience support and success in their community and reach their greatest potential.

#### Healthy Ecosystems and Environments

Using traditional knowledge and cutting-edge science to clean our water, purify our air, maintain our soil, adapt to a changing climate, and provide sustainable food, energy, water, and transportation sources.

#### A Just Economy and Economic Development

Bolstering economic development to create opportunities for each person in our region to have a dignified, productive, and creative life unencumbered by poverty or exploitation.

Together, these four goals inform and guide the programmatic and strategic work of the organization.

## Exhibit B, Continued

### Native Land Acknowledgement Statement

We acknowledge that the HAF+WRCF Service Region is located on unceded territory and is the traditional ancestral homeland of Indigenous nations. We share a deep gratitude and respect for our Indigenous communities. We take this opportunity to thank and honor the original caretakers of the lands that Indigenous people continue to cherish and protect, as elders have instructed the young through the generations. The following is an incomplete list of the Indigenous Peoples and Tribal Nations who have occupied this region since time immemorial:

1. Bear River Band of the Rohnerville Rancheria
2. Big Lagoon Rancheria
3. Blue Lake Rancheria
4. Chilula Tribe
5. Chimariko\*
6. Chit-dv-ne’\*
7. Coquille\*
8. Hoopa Valley Indian Reservation
9. Karuk Tribe
10. Lassik\*
11. Nomlaki
12. Nongatl\*
13. Nor El Muk Wintu Nation
14. Resighini Rancheria
15. Round Valley Indian Tribes
16. Shasta Costa\*
17. Sinkyone
18. Sovereign Nation of Elk Valley Rancheria
19. Takelma\*
20. Tolowa Dee-ni’ Nation
21. Trinidad Rancheria
22. Tsnungwe Council
23. Tututni\*
24. Wailaki
25. Whilkut
26. Wiyot Tribe
27. Yurok Tribe

\*Denotes tribes with descendants only.

The Foundation pays voluntary honor taxes to the Tolowa Dee-ni' Nation and the Wiyot Honor Tax Fund in recognition that our properties sit on their unceded homelands. For more information, visit [tolowa-nsn.gov](http://tolowa-nsn.gov) and [honortax.org](http://honortax.org).

Exhibit C  
Proposal Evaluation Rubric

| Metacategories     | Donor Intentions  |  |   |
|--------------------|---|--|---|
| Subcategories      | Donor Intent  | Education-Research   | Ranching  |
| <b>Purpose</b>     | To ensure that the donor's wishes are being honored.  | Based upon both informal and formal communication, the donor desired the property to be used for education and research.   | Based upon both informal and formal communication, the donor desired the property to be maintained as a working cattle ranch.       |
| <b>Influences</b>  | Trust, HAF, Individual Interviews   | Trust, HAF, Individual Interviews  | Trust, HAF, Individual Interviews   |
| <b>Question</b>    | Is the process or proposal misaligned with the donor's wishes?  | Does the proposal include activities or partnerships that include natural resource education and research on the property? | Does the proposal include activities or partnerships that maintain the historical agricultural use and stewardship of the property? |
| <b>Scale</b>       | 0 - Yes<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - No | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes                  | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes                           |
| <b>Weight</b>      | 10%   | 10%  | 10%   |
| <b>Score (0-3)</b> | 1   | 2  | 2   |
| <b>Total</b>       | 0.10  | 0.20   | 0.20  |

Exhibit C  
Proposal Evaluation Rubric, Continued

| Metacategories | Capacity   |   |   |   |
|----------------|--|---|---|---|
| Subcategories  | Financial Viability  | Transition Plan   | Operational Plan  | Succession Planning   |
| Purpose        | To ensure that the proposal represents a financially responsible and viable approach to managing the property. | To ensure the current tenants are cared for in the transition of operations from HAF to the proposed partner.                               | To ensure that the proposal represents an operationally responsible and viable approach to managing the property. | To ensure that the proposal accounts for planning beyond 10 years of operation.                                       |
| Influences     | HAF, nRhythm   | HAF, Trust, nRhythm, Individual Interviewees  | HAF, nRhythm  | HAF, nRhythm  |
| Question       | Does the proposal support a financially sustainable plan on a 10 year timeline?                                | Does the proposal include an intentional and caring plan for continuing with the current tenants or transitioning them off of the property? | Does the proposal provide a viable operational plan on a 10 year timeline?  | Does the organization or group have a record of long term successes and historical capacity for large scale projects? |
| Scale          | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes      | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes                                   | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes         | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes             |
| Weight         | 7.50%  | 7.50%   | 7.50%   | 7.50%   |
| Score (0-3)    | 3  | 2   | 3   | 3   |
| Total          | 0.23   | 0.15  | 0.23  | 0.23  |

Exhibit C  
Proposal Evaluation Rubric, Continued

| Metacategories     | Justice   |   |
|--------------------|---|---|
| Subcategories      | Diversity-Equity-Inclusion  | Environmental   |
| <b>Purpose</b>     | To ensure that the process or proposal allows for the interests of under-served or under-represented communities. In addition, that we would consider the historical inequities of past actions and policies. | To ensure the environment and ecological health of the property in perpetuity.                            |
| <b>Influences</b>  | HAF, nRhythm, Individual Interviews   | Trust, HAF, nRhythm, Individual Interviews  |
| <b>Question</b>    | Does the proposal provide an equitable opportunity to historically excluded community members?  | Does the proposal provide a plan for ecological health and environmental sustainability?                  |
| <b>Scale</b>       | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes   | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes |
| <b>Weight</b>      | 10%   | 10%   |
| <b>Score (0-3)</b> | 3   | 3   |
| <b>Total</b>       | 0.30  | 0.30  |



Exhibit C  
Proposal Evaluation Rubric, Continued

| Metacategories     | Community   |   |
|--------------------|---|---|
| Subcategories      | Demonstration   | Inclusion   |
| <b>Purpose</b>     | To ensure that the process or proposal recognizes the influence and role of the community.                | To ensure that the proposal is inclusive.   |
| <b>Influences</b>  | HAF, nRhythm, Individual Interviews   | HAF, nRhythm, Individual Interviews   |
| <b>Question</b>    | Does this proposal provide a community benefit?   | Does the proposal include historically excluded community members, native and non-native?                 |
| <b>Scale</b>       | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes | 0 - No<br>1 - Maybe, there are some major concerns<br>2 - Maybe, there are some minor concerns<br>3 - Yes |
| <b>Weight</b>      | 10%   | 10%   |
| <b>Score (0-3)</b> | 3   | 3   |
| <b>Total</b>       | 0.30  | 0.30  |