CONFIDENTIAL CONTRACTOR ENGAGEMENT PACKAGE

Agricultural Renewal Trust

Contractor Roles and Engagement Package

Agricultural and Financial Development Managers

Operating-development working version: August 22, 2026

Confidential - Internal Operating Information - Not for Public Distribution

> Document status. This package is used after the Agricultural Renewal Trust has been formed and funded and before recruiting the two lead development contractors. It defines the work to be performed, the qualifications to be evaluated, the selection record to be retained, and the terms counsel should address in the contractor agreements. It is not a contractor agreement, employment offer, fiduciary appointment, or authorization to accept or fund an agricultural case.

Purpose and Required Use

The next operating task is to retain two people who can convert the Trust's approved purpose into practical agricultural programs: an Agricultural Program-Development Manager and a Financial and Administrative Development Manager. Their work will establish the policies, forms, controls, provider relationships, and testing needed before the first agricultural case is accepted.

This package should be approved before candidate discussions become formal. It gives the Initial Trustee, Oklahoma counsel, the CPA, and any knowledgeable interview participant one common description of the work. Candidate information, compensation proposals, background material, and selection notes should be retained in confidential files rather than circulated publicly.

The two roles are development contracts, not permanent employment positions. No separate operating LLC is required merely to retain them unless counsel later identifies a different legal or operating reason. The actual working relationship, not only the contract label, must remain consistent with the independent-contractor treatment approved by counsel and the CPA.

Operating Direction the Contractors Must Follow

The contractors are not being retained to redefine the Trust's purpose. They are being retained to build a workable system within the following established direction:

- Begin with a limited Pontotoc County, Oklahoma operating area and develop only the structure needed to handle the first cases responsibly.

- Build Essential Operations Assistance, Agricultural Emergency and Business Disruption Recovery, and Agricultural Resource and Gap Assistance as continuing programs of the Trust.
- Treat a verified agricultural need as eligible for a decision, not as an automatic right to Trust money.
- Use agricultural judgment to identify the real operating problem, program classification, viability, solution, specialist need, and completion standard.
- Use financial judgment to identify the material financial gap, applicant contribution, available resources, assistance method, payment route, conditions, and effect on Trust reserves.
- Require both agricultural and financial determinations before Trust capital is committed for a case.
- Use proportional verification, direct provider payment when appropriate, and clear written terms without turning legitimate assistance into an unnecessarily invasive or intimidating process.
- Preserve telephone, paper, and in-person access. Technology supports the internal work but should not become a barrier for an operator who relies on local personal relationships or informal business records.
- Use qualified specialists when the problem exceeds the managers' expertise, while retaining the actual approval authority in the offices established by the Trust's governing documents.

Engagement Structure

The Trust should ordinarily retain two separate lead contractors. One person is responsible for agricultural and operating design; the other is responsible for financial and administrative design. A firm may supply a candidate, but the agreement must identify the individual who is accountable for the work, the approved substitute process, and any other person who may receive Trust information.

One firm should not fill both functions unless it assigns separate qualified professionals, preserves independent judgment, discloses internal conflicts, and satisfies counsel that the arrangement will not defeat the two-function control. Convenience alone is not sufficient reason to combine the roles.

The contracts should cover the operating-development project through final deliverable acceptance and readiness testing. Continued operational service, case administration, or appointment to an Agricultural Program Co-Trustee, Administrative and Financial Co-Trustee, alternate, or other fiduciary office requires a separate written decision. Good development work may support later appointment, but the contractor receives no promise of that appointment.

During development, the Initial Trustee remains the contracting and approval authority. Each contractor may investigate, draft, coordinate, and recommend within the approved work plan but may not bind the Trust, release capital, promise assistance, create a public program, or informally assume fiduciary authority.

Agricultural Program-Development Manager

Role outcome

Produce an agricultural operating system that can determine what has happened, whether the operation is reasonably viable, which Program applies, what solution is sound, when specialist help is required, and how successful completion will be verified. The manager must understand both agricultural production and the business consequences of an outage, disruption, resource shortage, or failed repair.

Required qualifications

- **Practical agricultural experience.** Substantial experience with farm, ranch, livestock, agricultural supply, processing, service, or related operations. The person must understand seasonal work, equipment, inputs, labor, vendors, production timing, and the effects of an interruption.
- **Business judgment.** Ability to distinguish a correctable operating problem from deferred maintenance, chronic undercapitalization, an unsound expansion, or a larger problem that a single repair will not solve.
- **Diagnostic discipline.** Ability to begin with the operator's explanation, inspect and verify proportionately, recognize uncertainty, and obtain mechanics, veterinarians, agronomists, engineers, lenders, accountants, insurers, or other specialists when needed.
- **Resource knowledge.** Working knowledge of agricultural insurance, warranties, lenders, manufacturers, suppliers, federal, state, local, and tribal agricultural resources, educational assistance, and disaster-recovery channels without assuming that any outside program will be available or timely.
- **Communication and trust.** Ability to work respectfully with experienced operators, older producers, family operations, local advisors, and people whose records or communication methods may be informal.

- **Fairness and documentation.** Ability to make and explain difficult recommendations consistently, document material facts, avoid favoritism, disclose conflicts, and work within limited authority.

Preferred qualifications

- Knowledge of Oklahoma agriculture and the ability to develop working relationships in Pontotoc County and surrounding counties.
- Management experience across more than one agricultural sector or demonstrated ability to obtain reliable sector-specific expertise.
- Experience with agricultural lending, insurance, farm or ranch management, cooperative or supplier operations, recovery work, business turnaround, or program development.
- Ability and availability to conduct site visits and coordinate work outside ordinary office hours when an urgent agricultural condition requires it.
- Experience creating practical procedures or training others without turning field work into unnecessary paperwork.

Development responsibilities

- Define qualifying operations and related agricultural businesses, agricultural need, reasonable viability, essential operating function, material operating effect, emergency or disruption, and sound resource or gap need.
- Create the Program-routing guide and prevent overlap or duplicate assistance when a case contains more than one Program component.
- Develop the agricultural intake, evaluation, site-visit, specialist-request, recommendation, monitoring, change, completion-verification, and outcome records.
- Develop practical guidance for repair versus replacement, temporary stabilization, deferred maintenance, underinsurance, repeat failures, seasonal timing, animal welfare, workforce effects, and larger root problems.
- Build the initial provider and resource directory, including qualification, licensing, availability, conflict, estimate, change-order, completion, and performance considerations.
- Identify the specialists likely to be needed and state when their independent findings are required before a recommendation can be completed.
- Work with the financial manager to design complete assistance recommendations and test difficult sample cases.

- Prepare concise training and handoff material so an appointed agricultural fiduciary or alternate can use the system without depending on undocumented contractor knowledge.

Authority limits during development

The agricultural manager may not approve an agricultural case, promise funding, commit Trust capital, sign a provider contract for the Trust, hire a specialist at Trust expense, direct a bank payment, make a public announcement, or represent that a future fiduciary appointment has been made. The agreement may authorize specifically identified startup expenses or coordination tasks within a written limit.

Financial and Administrative Development Manager

Role outcome

Produce a financial and administrative system that can determine whether a qualified agricultural need includes a material financial gap, identify the operation's reasonable contribution, select and document the proper form of assistance, protect Trust funds, pay the proper recipient, maintain complete records, and continue operating when an authorized person is temporarily unavailable.

Required qualifications

- **Operational finance.** Experience evaluating cash flow, working capital, receivables, seasonal obligations, credit availability, debt service, payroll, essential reserves, and the practical effect of an unexpected expense on an operating business.
- **Controlled disbursements.** Experience with budgets, commitments, invoices, payee verification, ACH and wire controls, fraud prevention, account access, reconciliation, refunds, reimbursements, and management reporting.
- **Financial-need judgment.** Ability to distinguish a material operating impairment from reduced profit, inconvenience, avoidable delay, ordinary financing cost, a preferred cash cushion, or an owner's decision not to use reasonably available business resources.
- **Assistance design.** Ability to select among nonrecoverable, shared-cost, conditional, staged, bridge, recoverable, referred, or declined assistance and to explain the terms plainly before funds are accepted.
- **Administrative design.** Ability to create a simple, secure case and payment record that works across telephone, paper, in-person, and electronic activity without requiring permanent staff or a complex software platform.

- **Independence and confidentiality.** Ability to protect credentials and financial information, identify conflicts, document exceptions, preserve records, and train an alternate.

Preferred qualifications

- Agricultural finance, commercial lending, controller, accounting, trust administration, business-restructuring, insurance, or closely related experience.
- Experience working with family-owned, seasonal, rural, or closely held businesses whose formal financial records may vary in sophistication.
- Ability to coordinate effectively with the Trust's CPA or bookkeeper, banker, counsel, and agricultural manager without replacing their separate responsibilities.
- Experience documenting restricted, conditional, recoverable, reimbursement-based, or vendor-directed funding.
- Practical understanding of payment fraud, electronic-access continuity, data security, and vendor change-order risks.

Development responsibilities

- Develop the material-financial-gap standard, ordinary-cost-of-business test, supportable operating-reserve method, applicant-contribution process, proportionate documentation levels, and repeat-request review.
- Create the assistance-selection guide and plain-language funding summary for nonrecoverable, shared-cost, conditional, staged, bridge, and recoverable assistance.
- Develop budgeting, program-reserve, commitment, invoice, payee, payment, reconciliation, reimbursement, refund, recovery, modification, and reporting controls.
- Define permitted recipients and payment routes, including vendors, contractors, specialists, qualifying operations, sole proprietorships, payroll or benefit administrators, insurers, lenders, and other legally approved recipients.
- Build the financial-capacity, outside-resource, applicant-contribution, payment-approval, repayment-difficulty, completion, and closure records.
- Coordinate banking access, transaction limits, multifactor authentication, alerts, alternate access, and fraud controls with the banker and Initial Trustee.
- Create the secure records index, access rules, backup, retention, contractor invoice, travel expense, and handoff procedures.

- Work with the agricultural manager on complete assistance recommendations and verify through simulations that approved work can be funded and administered without routine reliance on the Initial Trustee after transition.

Authority limits during development

The financial manager has no bank access, payment authority, contract-signing authority, or power to approve an agricultural case unless a separate written delegation expressly identifies the account or function, amount or limit, duration, required records, supervising fiduciary, and termination of access. The financial manager may not reject an agricultural diagnosis merely by substituting personal agricultural judgment for the responsible agricultural finding.

Two-Function Working Relationship

The roles are cooperative but not interchangeable. Each manager must respect the other function, identify missing expertise, and work toward one complete recommendation rather than two disconnected reports.

Function	Primary determination	Does not decide alone
Agricultural	Actual problem; urgency; primary Program; operational viability; sound solution; specialist need; provider suitability; completion standard.	Whether a material financial gap exists, how much the operation contributes, or which financial method protects the Trust.
Financial and administrative	Financial capacity; available resources; material gap; applicant contribution; assistance method; reserve effect; payee; payment, accounting, and record conditions.	Whether the proposed agricultural solution is technically sound or whether the operation is agriculturally viable.

Function	Primary determination	Does not decide alone
Joint	Complete assistance design; amount and form; timing; stages; conditions; monitoring; response to gray areas, changed facts, or repayment difficulty.	Neither contractor commits Trust capital during development or after Program Activation unless separately appointed or delegated authority.

If the two managers disagree, they should identify the exact disputed fact or professional judgment, obtain proportionate additional information or specialist advice, and test whether a narrower, staged, or conditional solution resolves the issue. Unresolved exceptional questions go to the Initial Trustee and the appropriate advisor during development. The operating manual will establish the later fiduciary dispute procedure.

Required Development Deliverables

The contractor agreements should assign responsibility for the following outputs. Drafting may be divided between the managers, but every output must be reviewed across both functions and accepted under the operating-development work plan.

- **Common Program policies.** Qualifying operations, verified need, viability, Program routing, financial need, ordinary business costs, applicant contributions, verification levels, specialist use, conflicts, authority, payment, monitoring, completion, repayment difficulty, reconsideration, records, and exceptions.
- **Three Program sections.** Separate triggers, evidence, urgency, permitted assistance, limits, monitoring, and completion requirements for Essential Operations Assistance, Emergency and Business Disruption Recovery, and Resource and Gap Assistance.
- **Case forms and guidance.** Inquiry, intake, routing, agricultural evaluation, specialist findings, financial review, joint recommendation, dual approval, funding summary, payment, change, monitoring, repayment difficulty, completion, recovery, closure, declination, and reconsideration records.
- **Provider and resource system.** Initial directory, qualification standards, conflicts, estimates, licensing, insurance or risk treatment, change orders, invoices, completion evidence, performance records, and resource-coordination contacts.

- **Administrative and payment system.** Communications, secure records, budget and reserve reporting, commitments, vendor setup, payment controls, reconciliation, reporting, access continuity, travel and field support, backup, and recovery.
- **Authority and exception schedules.** Ordinary responsibilities, expenditure and case limits, specialist-engagement limits, emergency actions, required approvals, Reserved Matters, alternates, and absence or suspension procedures for counsel review.
- **Readiness testing and correction record.** Representative and difficult simulations, failed controls, assigned corrections, retesting, and final certification that no blocking issue remains.
- **Activation and handoff package.** Approved versions, training materials, open-item list, records index, candidate assessment for possible fiduciary offices, operating budget and reserve reference, and documents needed for Program Activation.

Work Sequence and Milestone Acceptance

1. Orientation and current-state review

Review the executed governing documents made available by counsel, formation completion record, approved operating-development authorization and budget, banking and accounting structure, the three Program descriptions, established decision principles, available service area information, and known resources. Submit a short issues and information-needs list.

2. Operating design

Agree on definitions, role boundaries, case sequence, Program routing, assistance methods, documentation levels, authority questions, specialist use, records structure, and the work-product outline. Obtain advisor decisions before drafting around unresolved legal, tax, banking, or accounting questions.

3. First complete policy and forms draft

Produce one coordinated working package rather than isolated sections. Identify undecided limits, missing facts, professional-review questions, and subjects that should remain inactive at initial activation.

4. Provider, resource, and administrative setup

Build only the relationships, communications, records, payment, field-support, and continuity arrangements required for the initial service area. Avoid permanent offices, large technology projects, and standing contracts that the first cases do not require.

5. Readiness simulations and corrections

Run ordinary and difficult cases, including a repair the operator can afford, partial ability to pay, temporary cash shortage, deferred maintenance, a larger root problem, emergency workforce support, unavailable decision-maker, payment-instruction change, provider conflict, and missed expected repayment.

6. Final delivery and handoff

Resolve blocking issues, deliver editable and approved versions, train the proposed operating fiduciaries and alternates, transfer all Trust records and credentials, identify open matters, and provide the evidence needed for the Program Activation decision.

No milestone is complete merely because a draft was submitted. The work plan should identify who reviews it, what constitutes acceptance, how corrections are recorded, and whether payment is tied to submission, acceptance, or both.

Compensation and Expense Structure

Compensation amounts should be placed in a confidential agreement or schedule after the Trust compares scope, candidate experience, expected time, and market information. The following structures may be considered:

- **Hourly with a cap.** Useful for initial diagnosis or uncertain work, provided invoices identify tasks and additional hours require advance approval.
- **Fixed milestone.** Useful when the required output and acceptance standard are defined clearly. Payment should not reward fast submission of incomplete work.
- **Monthly retainer.** Useful when ongoing availability and coordination are required, but the agreement should still identify expected work, included hours or access, reporting, and review points.
- **Blended structure.** A practical starting approach may use a limited hourly or fixed orientation phase, milestone payments for defined deliverables, and preapproved hourly treatment for genuine changes outside the accepted scope.

Compensation must not be calculated as a percentage of Trust funds approved, denied, paid, recovered, or saved. Travel, lodging, mileage, meals, specialist charges, supplies, technology, and other expenses require the documentation and advance approval stated in the agreement. If a contractor is later appointed to a fiduciary office, that office, its duties, and its compensation must be approved separately.

Candidate Sourcing

A practical confidential search is sufficient. The Trust need not create a public hiring campaign or procurement department. Personal referrals may be used, but familiarity does not replace qualification, conflict review, references, or a written selection decision.

Agricultural candidate sources

- Experienced farm, ranch, livestock, dairy, agricultural supply, processing, and service managers.
- Farm and ranch management firms, agricultural lenders and insurers, veterinarians, equipment and input businesses, producer organizations, cooperatives, educators, extension contacts, and respected local agricultural advisors.
- People with recovery, turnaround, operations, field coordination, or multi-enterprise management experience who also possess substantial agricultural judgment.

Financial and administrative candidate sources

- Commercial or agricultural finance professionals, controllers, accountants, trust administrators, experienced business managers, and financial operations consultants.
- Bankers, CPAs, attorneys, insurers, and business owners who can identify a qualified person without placing that referral source in the decision-making chain.
- Professionals experienced with closely held, seasonal, rural, recovery, or restructuring situations and controlled disbursement systems.

Comparison of more than one credible candidate is preferred. If only one suitable candidate is available or a uniquely qualified person is identified, the selection record should explain why proceeding without a broader comparison serves the Trust.

Ordered Selection Process

1. Approve the role and confidential budget

Confirm the role description, engagement structure, selection participants, compensation range or limit, reimbursable-expense rules, and any required geographic availability.

2. Develop a candidate list

Record the referral source, current occupation or firm, agricultural or financial experience, known relationships, and reason for considering each person.

3. Complete the preliminary screen

Confirm interest, availability, location and travel ability, apparent qualifications, compensation approach, conflicts, other commitments, and acceptance of limited contractor authority.

4. Conduct structured interviews

Use the same core questions and working exercise for candidates being compared. Additional questions may address the candidate's particular experience or disclosed concern.

5. Check references and material qualifications

Verify the work most relevant to the proposed role, judgment, reliability, communication, record handling, conflicts, and ability to complete work without exceeding authority.

6. Complete proportionate due diligence

Perform identity, entity, license, credential, insurance or risk, public-record, conflict, and background checks appropriate to the role and expected access. Obtain consent when required.

7. Document the selection

Prepare a short decision record identifying the selected candidate, evidence supporting the decision, material reservations, required conditions, compensation basis, and why the engagement is in the Trust's interest.

8. Complete counsel and CPA review

Counsel prepares or approves the contractor agreement, and counsel and the CPA confirm that the written terms and actual working method support the intended classification, authority limits, payment, tax, confidentiality, and risk treatment.

Agricultural Candidate Interview Guide

Candidate: ___________________________________ Date: ___________________

Interviewers: ____

Ask for actual examples. A strong answer should identify what the candidate did, what information was missing, who else was needed, how the decision was documented, and what happened afterward.

1. Describe the range of agricultural operations you have managed, advised, financed, supplied, or evaluated. Which areas are outside your direct expertise?

Notes: ____

____

2. A producer reports that an essential machine is down and asks the Trust to pay for the repair. What would you determine before recommending assistance?

Notes: ____

____

3. How would you recognize that a breakdown is only one symptom of a larger operating or financial problem?

Notes: ____

____

4. Give an example of deciding whether equipment should be temporarily repaired, fully repaired, replaced, rented, or worked around.

Notes: ____

____

5. When would you bring in a veterinarian, mechanic, agronomist, engineer, insurer, lender, accountant, or other specialist? How would you evaluate the specialist's recommendation?

Notes: ____

____

6. How would you work with an experienced operator who has limited formal records, avoids online systems, or is reluctant to disclose personal financial information?

Notes: ____

____

7. Describe a time you had to tell an operator or business owner that the requested solution was not justified or would not solve the real problem.

Notes: ____

____

8. How would you prevent personal relationships, referrals, vendors, or community pressure from changing the treatment of similar cases?

Notes: ____

____

9. What would you need in order to develop practical Program policies and train another person to use them consistently?

Notes: ____

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Agricultural Candidate Evaluation

Criterion	Rating	Evidence and notes
Agricultural breadth	1 2 3 4 5	Practical range, depth, and accurate recognition of limits.
Diagnostic judgment	1 2 3 4 5	Separates symptoms from root causes and uses evidence proportionately.
Business and viability judgment	1 2 3 4 5	Understands cash, timing, workforce, markets, and consequences beyond the physical repair.
Resource and specialist use	1 2 3 4 5	Knows when and how to coordinate outside expertise and assistance.
Operator communication	1 2 3 4 5	Respectful, direct, understandable, and adaptable to phone, paper, and in-person work.
Fairness and conflicts	1 2 3 4 5	Can decline, document exceptions, and resist pressure or favoritism.

Criterion	Rating	Evidence and notes
Program-development ability	1 2 3 4 5	Can turn practical judgment into usable policies, forms, training, and completion standards.
Availability and field capability	1 2 3 4 5	Can meet the initial geography, timing, site-visit, and coordination needs.

Rating scale: 1 = insufficient; 2 = material concern; 3 = acceptable; 4 = strong; 5 = exceptional evidence.

Overall recommendation: [ ] Advance [ ] Advance with conditions [ ] Do not advance

Principal strengths: ____

Material concerns or conditions: ____

Interviewer: ____________________________________ Date: _________________________

Financial and Administrative Candidate Interview Guide

Candidate: ______________________________ Date: ________________

Interviewers: ____

1. Describe your experience evaluating seasonal or closely held business cash flow, working capital, ordinary credit, and unexpected operating expenses.

Notes: ____

____

2. An otherwise sound operation can normally pay for a repair but is temporarily short of cash while waiting on a receivable. How would you distinguish an ordinary financing need from a justified Trust bridge?

Notes: ____

____

3. How would you determine a reasonable applicant contribution without forcing the liquidation of essential productive assets or accepting the applicant's preferred cash cushion without review?

Notes: ____

____

4. What information would you request for a small vendor-paid repair, and how would that change for a large, recoverable, repeated, or related-party request?

Notes: ____

____

5. Explain how you would control an approved vendor payment from estimate through completion, including a change in payment instructions or a cost overrun.

Notes: ____

____

6. A recoverable bridge cannot be repaid when expected because the repair exposed a larger problem. What should happen before additional funding, extension, reduction, conversion, or collection action is considered?

Notes: ____

____

7. How would you organize records and banking access so work can continue during an authorized person's illness or absence without giving unrestricted access to multiple people?

Notes: ____

____

8. Describe a time you had to distinguish a genuine business threat from an owner's preference not to use available cash or normal financing.

Notes: ____

____

9. What controls are necessary at startup, and which systems or staffing would you deliberately postpone?

Notes: ____

____

Financial and Administrative Candidate Evaluation

Criterion	Rating	Evidence and notes
Operational finance	1 2 3 4 5	Understands seasonal cash flow, working capital, credit, essential obligations, and business continuity.
Financial-need judgment	1 2 3 4 5	Distinguishes a material gap from inconvenience, reduced profit, or ordinary business cost.
Assistance design	1 2 3 4 5	Can match contribution, conditions, timing, recovery, and payment route to the actual need.
Payment and fraud controls	1 2 3 4 5	Demonstrates practical payee, account, ACH, wire, invoice, change-order, and reconciliation discipline.
Administrative design	1 2 3 4 5	Creates simple, secure, recoverable records without overbuilding staff or technology.

Criterion	Rating	Evidence and notes
Communication	1 2 3 4 5	Can explain financial requirements and assistance terms plainly and respectfully.
Independence and conflicts	1 2 3 4 5	Protects confidential information, documents exceptions, and resists pressure or favoritism.
Development and handoff	1 2 3 4 5	Can produce policies, forms, tests, training, and a system another authorized person can operate.

Rating scale: 1 = insufficient; 2 = material concern; 3 = acceptable; 4 = strong; 5 = exceptional evidence.

Overall recommendation: [ ] Advance [ ] Advance with conditions [ ] Do not advance

Principal strengths: ____

Material concerns or conditions: ____________________________________

Interviewer: ___________________________ Date: __________________

Joint Working Exercise

Use the same exercise with finalists for both roles, separately or together. The purpose is to observe reasoning and cooperation, not to test knowledge of an unpublished Trust policy.

Scenario. A viable agricultural supplier experiences an equipment outage that stops production. A repair estimate is available. The business expects payment on a completed job in 30 to 45 days and could probably obtain short-term commercial financing, but the interest and fees would add cost. The owner requests full Trust payment. During inspection, the repair firm identifies a possible larger electrical or maintenance problem that could cause another outage.

[ ] What facts must be verified immediately, and what can wait?

[ ] Which Program is the likely primary classification, and could the classification change?

[ ] Who should determine whether the larger condition is real and how it affects the proposed repair?

[ ] What shows whether a material financial gap exists rather than a preference to avoid financing cost?

[ ] What applicant contribution or assistance methods should be considered?

[ ] What work, limits, payment route, conditions, and completion evidence would be recommended?

[ ] What happens if the expected receivable is delayed or the larger condition is confirmed after work begins?

[ ] What would cause approval to pause, narrow, or be declined?

Observations: ____

____

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Non-Negotiable Selection Gates

A high interview score does not overcome a failed gate. The selection record should affirm each item or explain why the candidate was not advanced.

[ ] Demonstrated integrity and candor, including willingness to identify personal limitations and disclose relationships.

[ ] Acceptance of the Trust's purpose, the two-function decision structure, and the contractor's limited authority.

[ ] No unresolved conflict or outside commitment that would impair independent judgment, availability, confidentiality, or completion of the work.

[ ] Ability to work respectfully with agricultural operators, the other development manager, the Initial Trustee, counsel, the CPA, the banker, and specialists.

[ ] Willingness to produce written, transferable work product owned and controlled by the Trust.

[ ] Satisfactory reference and proportionate due-diligence results.

[ ] Compensation, travel, and availability requirements fit the approved operating-development budget and work needs.

Reference and Due-Diligence Record

Candidate: ________________________________ Role: ____________________

[ ] Identity and current business or professional affiliation confirmed.

[ ] Resume, experience statement, or firm description reviewed for material accuracy.

[ ] Relevant licenses, credentials, entity standing, or professional status verified when applicable.

[ ] At least two meaningful references completed unless the selection memorandum documents why a different review was sufficient.

[ ] References addressed judgment, reliability, communication, confidentiality, conflicts, documentation, authority limits, and completion of comparable work.

[ ] Financial, family, employment, ownership, referral, lender, insurer, applicant, provider, and vendor relationships disclosed.

[ ] Public-record, litigation, disciplinary, criminal, credit, or other background review completed only to the extent relevant, lawful, and approved for the proposed access and authority.

[ ] Insurance or approved self-funded risk treatment reviewed for professional, field, vehicle, data, and other material exposures.

[ ] Availability, outside commitments, travel capability, response expectations, and planned subcontractors confirmed.

[ ] W-9, contracting entity, payment instructions, and payee verification to be completed only after selection and before payment.

Material findings or conditions: ____

____

Required Contractor-Agreement Terms

Oklahoma counsel should prepare or approve each final agreement. The business terms below provide the drafting instructions and completion checklist.

- **Parties and status.** Correct legal names, individual accountable for performance, independent-contractor relationship, no employment benefits, and no authority except as expressly written.
- **Purpose, scope, and exclusions.** Assigned role, required work, subjects outside the engagement, service area, and relationship to the other manager and professional advisors.
- **Deliverables and acceptance.** Required formats, editable source files, milestones, reviewers, correction process, acceptance standard, and treatment of incomplete work.
- **Term and availability.** Start, milestone review, completion, renewal if any, ordinary availability, field travel, urgent communication, and notice requirements.
- **Compensation and invoicing.** Rate or milestone schedule, cap, invoice detail, payment timing, disputed charges, taxes, and prohibition on compensation tied to Trust assistance decisions or amounts.
- **Expenses.** Preapproval, mileage or travel basis, lodging and meal treatment, supplies, technology, specialist costs, documentation, and nonreimbursable personal expenses.

- **Authority and communications.** No power to bind the Trust, promise assistance, open or control accounts, release capital, hire others, speak publicly, use the Trust name, or issue final policy unless separately authorized in writing.
- **Specialists and subcontractors.** Who may be recommended, who approves engagement and cost, required qualifications, flow-down terms, and contractor responsibility for approved subcontracted work.
- **Conflicts and related parties.** Initial and continuing disclosure, prohibited participation, independent review, gifts or referral compensation, and action when a conflict arises.
- **Confidentiality and data security.** Permitted access, minimum necessary information, approved devices and storage, transmission, incident notice, credentials, return or destruction, and continuing obligations.
- **Records and work product.** Trust ownership and access, version control, source files, notes, interview and provider records, backup, retention, no withholding for payment disputes, and orderly transfer.
- **Risk allocation.** Field safety, vehicle and travel responsibility, insurance or self-funded risk decision, indemnity, liability limits, professional reliance, and no personal guarantee except as counsel specifically approves.
- **Performance and correction.** Reporting, meetings, cooperation, notice of delay, quality expectations, correction of deficient work, change control, and approved out-of-scope work.
- **Termination and handoff.** Ordinary notice, immediate-cause events, suspension of access, final invoice, unfinished work, records, credentials, Trust property, and cooperation with a replacement.
- **Future fiduciary service.** No promise or automatic appointment; any later office requires separate evaluation, appointment, acceptance, authority, conflict review, compensation, banking approval, and fiduciary agreement or acknowledgment.
- **Legal and administrative terms.** Governing law, notices, assignment, amendment, dispute handling, survival, tax documentation, and other terms counsel determines are necessary.

Contractor Onboarding Checklist

[ ] Final agreement signed by the authorized parties; all exhibits, schedules, and confidentiality or conflict forms complete.

[ ] W-9, contracting identity, payee information, and payment instructions independently verified.

[ ] Required insurance evidence or approved self-funded risk decision recorded.

[ ] Trust purpose, three Programs, established operating direction, role boundary, and relationship to the other manager reviewed.

[ ] Initial work plan, milestone schedule, reporting calendar, budget, expense process, and invoice requirements approved.

[ ] Authorized contacts, advisor-request process, meeting expectations, and urgent communication method established.

[ ] Minimum necessary document, email, phone, software, or records access issued; credentials are individual and recoverable by the Trust.

[ ] Approved storage, transmission, backup, confidentiality, incident-reporting, and device practices confirmed.

[ ] No bank, contract, hiring, public communication, case-approval, or funding authority exists except as identified in a separate written delegation.

[ ] First deliverable and acceptance criteria confirmed in writing.

Selection Decision Record

Role: ____

Selected candidate or firm: ____

Accountable individual: ____

Candidates considered: ____

Principal reasons for selection: ____

____

Material concerns, conflicts, limitations, or conditions: _________________________

____

Approved compensation structure or confidential schedule reference: _______________

Approved expense and travel limit or schedule reference: _________________________

Counsel review completed by/date: ____

CPA review completed by/date: ____

Initial Trustee approval/signature: ________________________ Date: ______________

Initial Work Authorization

The first work authorization should be signed only after the contractor agreement and onboarding requirements are complete.

Contractor: ____

Role: ____

Authorized first milestone: ____

Required output and format: ____

Acceptance reviewer: ____

Compensation or schedule reference: ____

Expense limit and approval method: ____

Start date: ______________________ Target review date: ______________________

Special conditions or unavailable authority: ___________________________________

____

Initial Trustee authorization: _________________________ Date: _____________

Immediate Next Action

After the Trust's Formation Completion Record is signed, the Initial Trustee should review this package with Oklahoma counsel and the CPA, approve the confidential contractor budget and selection participants, and begin developing the agricultural candidate list. The financial and administrative candidate search may begin at the same time. No agricultural case should be accepted during contractor selection or operating development.