



Fiscal Impact Form

Department: Board of County Commissioners/Administration	Date: 06/11/2022												
Document Title (i.e. Resolution, Agreement, etc.): "Professional Services Agreement for Consulting Services between Crux Environmental, LLC and Ouray County"	Term: June 30, 2023, unless otherwise modified or extended by mutual Agreement.												
Source of Funding:													
<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;">General Fund</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="padding: 5px;">R & B Fund</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="padding: 5px;">EMS Fund</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Social Services Fund</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="padding: 5px;">Public Health</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="padding: 5px;">Other</td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> </tr> </table>		General Fund	<input type="checkbox"/>	R & B Fund	<input type="checkbox"/>	EMS Fund	<input type="checkbox"/>	Social Services Fund	<input type="checkbox"/>	Public Health	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>
General Fund	<input type="checkbox"/>	R & B Fund	<input type="checkbox"/>	EMS Fund	<input type="checkbox"/>								
Social Services Fund	<input type="checkbox"/>	Public Health	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>								
<p>If other, please indicate:</p> <p>The budget is limited to grant funds of no more than the estimated remaining \$59,600 awarded to ORCA by Colorado Parks and Wildlife Colorado Outdoor Regional Partnerships program. (In June 2021, Ouray County, as fiscal agent, learned that ORCA was awarded \$60,000 in grant funds for a total budget of \$72,500, which includes a match for the initial facilitation of kick-off meetings for the convening committee and community. The remaining budget is approximately \$59,600 at the date of this RFP, and the grant-specified capacity and administrative work and all associated deliverables and reports must be completed by June 30, 2023.)</p>													
<p>Reporting Requirements (if any): The contractor will provide the required deliverables and final reports must be complete by June 30, 2023. Contractor will work with County Administration and will perform grant tracking of cash and in-kind expenditures, submittal of invoices to Ouray County as fiscal agent, and preparation of reports. Preparation of a semi-annual (every six months) grant reports for Colorado Parks and Wildlife providing the ORRCA's status and summarizing progress and milestones achieved. Reports are due to Ouray County as Fiscal Agent by November 15th, 2022 and April 15th, 2023. Ouray County will transmit the reports to CPW via email by December 1st, 2022 and May 1st, 2023.</p>													
<p>Description/Purpose: This is a Professional Services Agreement between Ouray County and Crux Environmental LLC for the services of "Coordination & Administration, Facilitation, Coalition and Capacity Building, & Plan Writing for Ouray Regional Recreation and Conservation Alliance (ORRCA)."</p>													
<p>ORRCA BACKGROUND - Convening a new collaborative group: Ouray Region Recreation and Conservation Alliance (ORRCA) In May 2021, Ouray County, in partnership with the Ouray Ranger District of the Grand Mesa, Uncompahgre, and Gunnison National Forests, Uncompahgre Field Office of the Bureau of Land Management, Ridgway State Park and the Montrose Wildlife Service Center of Colorado Parks and Wildlife, successfully applied for a capacity building and/or administration grant from the Colorado Outdoor Regional Partnerships program to convene a new collaborative partnership organization dubbed "ORRCA" for Ouray Recreation and Conservation Alliance.</p> <p>The purpose of ORRCA provided in the grant application: A coalition of federal and state land management agencies, local leaders, and elected officials are excited to harness community energy and the unprecedented opportunity provided by the Colorado Outdoor Regional Partnerships Initiative to launch the proposed Ouray Recreation and Conservation Alliance (ORRCA). Ouray County is 46% federal public land managed by the Grand Mesa, Uncompahgre, and Gunnison National Forests (GMUG) and by the Bureau of Land Management. Roughly 4% of Ouray County is managed as Ridgway State Park or State Wildlife Areas by Colorado Parks and Wildlife. Most recreation takes place on public lands. Recreation visitor numbers exploded in 2020 and are overwhelming the local population of five thousand people and the local capacity to support public health, safety, sanitation, search and rescue, and law enforcement.</p> <p>ORRCA will provide adaptive leadership to balance competing local and national demands for quality outdoor recreation opportunities and related infrastructure with conserving and enhancing our environmental integrity to support healthy ecosystems, wildlife, water resources, and Ouray County's incredible scenic beauty. ORRCA will build bridges across our jurisdictional and land ownership boundaries to plan for wildlife and natural resource conservation along with the growing demand for recreation access. We will collaboratively address emerging issues and safeguard areas identified as significant for conservation, working lands, and recreation access. ORRCA is intended to align with priorities and objectives found in Colorado's Statewide Comprehensive Action Plan (SCORP).</p>													

Submission/Review/Approval or Denial:

Department Head / Elected Official: _____ Date: _____

County Administrator: *Vicki Lane on behalf of Connie I. Hunt* Date: *6-13-2022*

County Attorney: *Leo Caselli* Date: *6-13-2022*

Comments: _____

Board of County Commissioners, Chair: _____ Date: _____

Approve Deny

2022 PROFESSIONAL SERVICES AGREEMENT
FOR CONSULTING SERVICES
BETWEEN CRUX ENVIRONMENTAL, LLC AND OURAY COUNTY

THIS 2022 PROFESSIONAL SERVICES AGREEMENT FOR CONSULTING SERVICES BETWEEN CRUX ENVIRONMENTAL, LLC AND OURAY COUNTY (“Agreement”) made effective this 21st day of June, 2022, (“Effective Date,”), by and between the Board of County Commissioners of the County of Ouray, Colorado, whose address is PO Box C, 541 Fourth Street, Ouray, Colorado, 81427, attn: Connie Hunt, County Administrator (“County”) and Crux Environmental, LLC, whose address is P.O. Box 1316, Ouray, CO, 81427 attn: Nick Walendziak (“Contractor”).

SCOPE OF WORK AND RECITALS:

1. The Contractor desires to provide the following consulting services (“Services”): Ouray Recreation and Conservation Alliance coordination, administration, and facilitation services, more fully described in the County’s April 7, 2022 Request for Proposals for ORCA Coordination, Administration and Facilitation Services (Attachment A to this Agreement, which is fully incorporated as though set forth herein), and the Contractor’s April 25, 2022 Proposal for Orca Coordination, Administration and Facilitation (Attachment B to this Agreement, which is fully incorporated as though set forth herein), with Ouray County acting as the fiscal agent for the administration and issuance of grant funds identified herein. Any deadlines set forth in Attachment B may be modified by mutual written agreement of the parties.
2. County may provide Contractor with access to all County records, documents, books, manuals, regulations, ordinances, resolutions or other resources requested by Contractor as may be necessary to provide the Services, and provide Contractor with access to all County staff and officials for consultation purposes as may be necessary to provide the Services.
3. Contractor shall furnish all materials, labor, supervision, supplies and equipment to commence, diligently pursue, and complete the Services described herein as follows: (1) in a timely manner; (2) in accordance with all applicable federal, state and local laws and regulations affecting the work specified herein, including but not limited to Contractor’s requisite ownership, rights and licenses to perform its obligations, and in a manner that will be free from all liens and encumbrances; (3) in a manner that will not violate, infringe, or misappropriate any patent, copyright, trademark, trade secret, or other intellectual property or proprietary right of any third party; (4) and in a manner that will be free from deficiencies and defects in design or performance as determined based on the scope of Services described in Section 1, as applicable, performed by qualified personnel in a professional and workmanlike manner, and consistent with industry standards and generally accepted standards for Contractor’s profession. In addition, Contractor shall be specifically responsible for the professional quality, technical accuracy, timely completion and coordination of all plans, reports, configurations, and other Services rendered by the Contractor, and shall without additional compensation, promptly remedy and correct any errors, omissions, and other deficiencies in Contractor’s work that are identified in writing by the County.

County reserves the right to monitor and evaluate the progress and performance of Contractor to ensure that the terms of this Agreement are being satisfactorily met in the opinion of County.

TERM:

4. The Term of this Agreement (“Term”) shall commence on the Effective Date first set forth herein and shall terminate on June 30, 2023, unless sooner terminated or replaced as provided herein. This Agreement may be extended for up to four (4) subsequent annual terms, at the discretion of County, subject to the appropriation and availability of funding, and subject to the agreement of both parties to additional annual extension(s). The County delegates authority to the County Administrator or designee, to provide notice of annual extension(s), and approval of any such extension(s) by the Contractor shall be secured in writing. In the event of any conflict between the terms of any annual extension and this Agreement, the terms of this Agreement shall prevail.

COMPENSATION:

5. In consideration and exchange for Contractor’s performance of the Services during the Term, County shall pay Contractor’s reasonable and customary fees for Services performed in accordance with the terms of this Agreement, and as more specifically identified in Attachment B to this Agreement, but not to exceed \$59,600.00 total, within 45 calendar days of receipt of an invoice. The budget is identified as remaining grant funds awarded to ORCA by Colorado Parks and Wildlife Colorado Outdoor Regional Partnerships program, for which the County acts as a fiscal agent. County and Contractor agree to comply with any additional state restrictions for the grant funds identified herein.

SPECIAL PROVISIONS:

Authority. By their signatures below, the parties acknowledge that they have the necessary authority and approvals to execute this Agreement and bind the respective entities.

Appropriation and Availability of Funds. Any obligation to remit payments or any other amounts due is contingent upon availability of funds and approval of the appropriation of funds by the County’s governing body. The parties agree and acknowledge that this Agreement does not constitute a multiple-fiscal year debt or financial obligation of County pursuant to Section 20(4)(b) of Article X of the Constitution of Colorado. Contractor acknowledges that County has made no promise to continue to budget and appropriate funds beyond June 30, 2023.

Audits and Availability of Records. Contractor shall be subject to financial audit by federal, state or county auditors or their designees, upon reasonable notice, and Contractor shall fully cooperate during such audit or inspections. Contractor shall keep and maintain all records for work performed under this Agreement along with financial records associated with payments from the County issued pursuant to this Agreement, in a manner which shall permit federal state, or county auditors or their designees to audit, inspect, examine, excerpt, copy, and transcribe such records in accordance with federal and/or state law, within any reasonable retention period determined by Contractor.

Binding Effect. This Agreement shall inure to the benefit of and be binding upon the parties, their heirs, executors, administrators, assignees, and successors. However, the Contractor may not assign its rights or obligations under this Agreement without the written permission of the County.

Conflicts of Interest. Contractor has no beneficial interest, direct or indirect, that would conflict in any manner or degree with the performance of the Services, and Contractor shall not employ any person having such known interests. The Contractor shall also not engage in any transaction, activity, or conduct that would result in a conflict of interest under this Agreement. The Contractor represents that it has disclosed any and all current or potential conflicts of interest. A conflict of interest shall include transactions, activities or conduct that would affect the judgment, actions or work of the Contractor by placing the Contractor's own interests, or the interests of any party with whom the Contractor has a contractual arrangement, in conflict with those of the County. The County, in its sole discretion, will determine the materiality of a conflict of interest in the event it determines a conflict exists, and after it has given the Contractor written notice describing the conflict, may immediately terminate the Agreement, or seek other remedies set forth herein.

Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument.

Discrimination and ADA Compliance. Contractor agrees to not discriminate against any person or class of persons by reason of age, race, color, sex, creed, religion, disability, national origin, sexual orientation or political affiliation in providing any services or in the use of any facilities provided for the public in any manner prohibited by Part 21 of the Regulations of the Office of the Secretary of Transportation. Contractor shall further comply with the letter and spirit of the Colorado Anti-Discrimination Act of 1957, as amended, and any other laws and regulations respecting discrimination in unfair employment practices. Additionally, Contractor shall comply with such enforcement procedures as any governmental authority might demand that County take for the purpose of complying with any such laws and regulations. Contractor further represents and warrants to County that at all times during the performance of this Agreement no qualified individual with a disability shall, by reason of such disability, be excluded from participation in, or denied benefits of the service, programs, or activities performed by the Contractor, or be subjected to any discrimination by the Contractor upon which assurance County relies.

Dispute Resolution and Governing Law. Each and every term and condition contained herein shall be deemed to be a material element of this Agreement. In the event either party should fail or refuse to perform according to the terms of this Agreement, such party may be declared in default thereof. In the event a party has been declared in default hereof, such defaulting party shall be allowed a period of thirty (30) days within which to cure said default. In the event the default remains uncorrected, the non-defaulting party may elect to immediately terminate the agreement, and/or avail itself of any remedy at law or equity, and in the event the Contractor fails or neglects to carry out the work in accordance with this Agreement, the County may also elect to make good such deficiencies and charge the Contractor for such corrections. However, Contractor's total liability shall not exceed the total compensation paid pursuant to Section 5 for Services rendered. This Agreement shall be governed by the laws of the State of Colorado, as to interpretation,

damages, and performance. The exclusive venue for any action arising with respect to this Agreement shall be the Seventh Judicial District, State of Colorado. In the event that either party to this Agreement brings an action to interpret the terms of this Agreement, seek damages, enforce its terms, or any other remedy at law or equity, both parties shall be responsible for their own costs and attorney's fees incurred in such action. Prior to commencing such an action, the parties agree to attempt to confer and resolve the dispute in good faith, along with a specific condition precedent of nonbinding mediation prior to commencing such an action, with the costs for such mediation to be borne equally by each party, subject to the appropriation and availability of funds for County.

Employment Requirements for Public Contracts. Pursuant to §§8-17.5-101, et seq., C.R.S., Contractor certifies, warrants, and agrees that it and its subcontractors that perform work under this Agreement do not knowingly employ or contract with an illegal alien who will perform work under this Agreement and will confirm the employment eligibility of all employees who are newly hired for employment in the United States to perform work under this Agreement, through participation in the E-Verify Program or the State verification program established pursuant to §8-17.5-102(5)(c), C.R.S.

Entire Agreement. This Agreement contains the entire agreement between the parties, and no statements, promises, or inducements made by either party or agent of either party that are not contained in this written contract shall be valid or binding. This Agreement may not be enlarged, modified, amended, or altered except in writing signed by the parties. This Agreement supersedes prior negotiations, representations or agreements, either written or oral.

Electronic and Facsimile Transmissions and Signatures. For the convenience of the parties, this Agreement may also be executed by electronic means or signatures, signatures to this Agreement may be provided through facsimile or email transmission and in any number of counterparts, any or all of which may contain the signatures of less than all the parties, and all of which shall be construed together as but a single instrument and shall be binding on the parties as though originally executed on one originally executed document. The signature of a party to this Agreement supplied by facsimile or email transmission, or electronic means or signatures, shall be as binding as an original.

Force Majeure. Neither party shall be responsible for failure to fulfill its obligations hereunder or liable for damages resulting from delay in performance as a result of an unforeseeable event outside the control of such party, and not caused by such party's negligence, including war or armed conflict, fire, flood, strike, riot or insurrection, terrorist attack, nuclear, chemical or biological attack, natural disaster, martial law, unreasonable delay of carriers, governmental order or regulation; provided however, that any delay caused by the Covid-19 Pandemic (or Endemic), or any other communicable disease pandemic or endemic, shall NOT be considered a force majeure event. If a force majeure event occurs, the time for performance shall be extended by mutual agreement of the parties for a period of time as may be reasonably necessary to compensate for such delay, provided that if such performance still cannot be completed within such extended period of time, either party may terminate this Agreement and both parties will be released from any further obligation to the other.

Governmental Immunity. County retains governmental immunity to the maximum extent permissible under the Colorado Governmental Immunity Act, §24-10-101, et seq., C.R.S., and other applicable law. No term or condition of this Agreement shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions, contained in these statutes and other applicable law.

Independent Contractor Relationship. The parties agree that an independent contractor relationship is created by this Agreement. County is interested only in the results to be achieved, and the conduct and control of the work will lie solely with the Contractor. Contractor and its employees are not to be considered agents or employees of County for any purpose, with no authority to bind County, and it is specifically understood and agreed that the Contractor and its employees are not entitled to any of the benefits that County provides for its employees. Therefore, it is agreed that none of the benefits provided by County to its employees, including, but not limited to, any federal or state withholding taxes, FICA, insurance in any form, retirement plans, worker's compensation, or unemployment compensation, are available from County to the Contractor under the terms of this Agreement.

Indemnification: Neither party to this Agreement shall indemnify the other, including their officers, directors, employees, agents, representatives or successors and assigns, from or against any and all claims, demands, action, or causes of actions.

Insurance. Contractor agrees that within ten (10) days of the Effective Date and at all times thereafter during the Term of this Agreement, Contractor shall maintain, in full force and effect and at its sole cost and expense: comprehensive automobile and general liability insurance, in an amount no less, but may be more at Contractor's discretion, than Three Hundred Fifty Thousand and No/100 U.S. Dollars (\$350,000.00) per occurrence; and no less than One Million and No/100 U.S. Dollars (\$1,000,000.00) in the aggregate, along with any Worker's Compensation Insurance if required in accordance with Colorado and federal law that adequately protects all labor employed by Contractor during the Term of this Agreement.

Interpretation: The parties and their respective counsel have had the opportunity to review this Agreement, and this Agreement will not be construed against any party merely because any provisions of the Agreement were prepared by a particular party. The captions and headings set forth herein are for convenience of reference only and shall not be construed so as to define or limit the terms and provisions hereof. In the event of any conflicts between the language of the Agreement and any attachments to it, the language of the Agreement controls.

Non-Exclusivity. All Services performed in accordance with the terms of this Agreement are performed on a non-exclusive basis, meaning the County may enter into any further agreements or contracts with Contractor's competitors or other market entrants that provide similar or identical services, at County's sole discretion.

Notices. Each notice, demand, request, or other communication required to be given or served by either party to the Agreement on the other, or which either party desires to give or serve on the other shall be in writing and any statute, ordinance, or regulation to the contrary notwithstanding, shall not be effective for any purpose whatsoever unless given or served to the

parties' addresses on page 1 of this Agreement. The parties may also agree to email delivery of any such notice, demand, request, or other communication, provided reasonable notice if given of such email delivery. The parties agree to the following specified general contact points for all work performed under this Agreement:

COUNTY:

Primary/BOCC-Designated Technical Lead: Lynn Padgett, P.O. Box C, 541 4th Street Ouray, CO 81427, 970-258-0836, lpadgett@ouraycountyco.gov

Alternate/Administration/Financial: Connie Hunt, County Administrator, P.O. Box C, 541 4th Street Ouray, CO 81427, 970-325-7263, chunt@ouraycountyco.gov

Alternate/Legal: Leo Caselli, County Attorney, P.O. Box C, 541 4th Street Ouray, CO 81427, 970-325-7961, lcaselli@ouraycountyco.gov

CONTRACTOR:

Primary: Nick Walendziak, CEO, Crux Environmental, LLC, P.O. Box 1316, Ouray, CO, 81427, (720) 532-2874, nick@cruxenvironmentalconsulting.com

Alternate/Legal: Blair Kanis, P.O. Box 1316, Ouray, CO 81427, 720-840-4687, bkanis@gmail.com

Property Ownership. Any work product, information, materials, goods, or intellectual property generated as a result of the Services ("Documents") shall become the sole and exclusive property of the County, and Contract agrees to relinquish any rights, implied or otherwise, to such Documents, including but not limited to any resulting intellectual property rights. County shall have the right to take such actions relating to the Documents as it deems appropriate in its sole discretion, including, but not limited to the following: (1) reproduce the Documents, or any portion thereof; (2) prepare derivative works; (3) distribute copies to the public; and (4) present or display the Documents to the public if requested and/or required under CORA or other applicable law.

Public Records. To the extent not prohibited by state or federal law, this Agreement is potentially subject to public release through the Colorado Open Records Act. The parties further acknowledge and understand that all work product or materials provided or produced under this Agreement, including items marked Proprietary or Confidential, may be subject to disclosure at County's discretion under the Colorado Open Records Act., § 24-72-201, et seq., C.R.S, unless otherwise excepted from disclosure by applicable state or federal law.

Severability. If any part, term, or provision of this contract is held by the courts to be illegal or in conflict with any law of the State of Colorado, the validity of the remaining portions or provisions shall not be affected, and the rights and obligations of the parties shall be

construed and enforced as if the contract did not contain the particular part, term or provision held to be invalid.

Termination. Either party shall have the right to terminate this Agreement at any time, with or without cause, upon ninety (90) days prior written notice to the other. Upon termination, Contractor shall be entitled to compensation for Services performed prior to the date of termination, per the compensation terms provided in this Agreement, and will assist County in the orderly termination and wind-down of all applicable Services without any additional compensation. Termination shall not affect or prejudice any rights or other remedy that a party may have with respect to the event giving rise to termination or any other rights or other remedy a party may have with respect to breach of this Agreement which existed at or before the date of termination. Either party retains the right to immediately terminate this Agreement upon an uncorrected default, as described above. County shall also retain the right to immediately terminate this Agreement, upon its discovery of fraud, other illegal activity, or conflicts of interest as described above.

Third-Party Beneficiary Rights Prohibited. Enforcement of the terms of the Agreement and all rights of action relating to enforcement are strictly reserved to the parties. Nothing contained in the Agreement gives or allows any claim or right of action to any third person or entity. Any person or entity other than the County or the Contractor receiving services or benefits pursuant to the Agreement is an incidental beneficiary only.

Time is of the Essence. The parties agree that in the performance of the terms, conditions, and requirements of this Agreement, time is of the essence.

Waiver. No waiver of any breach of this Agreement shall be held to be a waiver of any other or subsequent breach. All remedies afforded in this contract shall be taken and construed as cumulative, that is, in addition to every other remedy provided therein or by law. The County's approval of drawings, designs, plans, specifications, reports and incidental work or materials furnished hereunder shall not in any way relieve the Contractor of responsibility for the technical accuracy of the work. The County's approval or acceptance of, or payment for, any services shall not be construed as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement.

REMAINDER OF THIS PAGE LEFT INTENTIONALLY BLANK

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date above written.

BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF OURAY, COLORADO

By: _____
Lynn Padgett, Chair

ATTEST:

Michelle Nauer, Clerk of the Board
By Hannah Hollenbeck, Deputy Clerk of the Board

CONTRACTOR

By: _____

(Print name and title)

**Request for Proposals
Ouray County, Colorado**

ORCA Coordination, Administration and Facilitation Services

Ouray County is soliciting Request for Proposals (RFP) from individuals, consultants or businesses interested in providing Coordination, Administration and Facilitation services to the Ouray Recreation & Conservation Alliance (ORCA). ORCA is a new Community Stakeholder Cooperative and Colorado Outdoor Partnership comprised of multi-agency representatives to provide adaptive leadership to balance competing local and national demands for quality outdoor recreation opportunities and stewardship of our public lands. If you are interested in making a difference and have the experience and qualifications to work with this diverse alliance, please reference the RFP at:

<https://ouraycountyco.gov/DocumentCenter/View/16302/Request-for-Proposal-ORCA-Facilitation>

Questions regarding this proposal should be directed to Commissioner, Lynn Padgett, at 970-258-0836. It is the responsibility of each proposer to ensure that its proposal is received at the designated location on or before the closing time for the receipt of proposals in response to this RFP. Any proposals received after the scheduled closing time will not be considered. **Two (2) copies** of the proposal must be placed in a **sealed envelope** along with **a copy on flash drive or thumb drive**, marked **“ORCA Facilitation Proposal”** and delivered to **“Ouray County Administration”** at the Ouray County Courthouse, P. O. Box C, Ouray, CO 81427 or hand delivered to 541 4th St., Ouray, CO 81427 to be received no later than 10:00 a.m. on Monday, April 25, 2022. **Please note that Ouray County offices are not open on Friday.**

Ouray County reserves the right to reject any and all proposals, to waive any and all informalities, or to accept the proposal for the contract which in its judgment best serves the interest of the County, and the right to disregard all non-conforming, non-responsive, or conditional proposals. Awarding of the proposal is not based solely upon low quotation price, but on overall service, quality, and "best value" to the County in accordance with the Ouray County Purchasing Manual.

Published: April 7, 2022
Ouray County Plaindealer

Posted: April 7, 2022
Ouray County Website
www.ouraycountyco.gov



Request for Proposal

541 4th Street • P.O. Box C • Ouray, Colorado 81427 • 970-325-7320 • FAX: 970-325-0452

**Written proposals are due:
10:00 a.m., April 25, 2022.**

Request for Proposal
ORCA Coordination & Administration,
Facilitation, Coalition
and Capacity Building,
& Plan Writing
ORCA, a new Community
Stakeholder Cooperative and
Colorado Outdoor Partnership:
Ouray Recreation and
Conservation Alliance (ORCA)
Ouray County, Colorado

Overview and Setting

Ouray County¹ was founded in 1877 and is one of 64 counties in Colorado, located in the southwestern part of the state. Ouray County, Colorado, is the 53rd largest County in Colorado. The County seat is the City of Ouray. Both the County and City are named for Chief Ouray, leader of the Tabeguache (Uncompahgre) band of the Ute tribe indigenous to western Colorado.

Ouray County is 542 square miles and is the third smallest County in Colorado. The County is 52% private land. About 24% of the county land is used for agriculture, and 2.5% is irrigated. State lands, including wildlife areas, are 1.4% of the County. 7.5% of the County is federal public lands administered by the Bureau of Land Management (BLM) Uncompahgre Field Office (UFO).² 38% of the County is federal public land administered by the U.S. Forest Service and is managed by the Ouray Ranger District of the Grand Mesa, Uncompahgre, and Gunnison National Forests (GMUG).³

Within Ouray County are two municipalities, the City of Ouray⁴ and the Town of Ridgway.⁵ A third population center is located on unincorporated Log Hill Mesa. Ouray County has two high achieving school districts, Ouray School District⁶ and Ridgway School District⁷; both ranked in the top 5 percent of Colorado School Districts. Ouray County, Colorado's 2022 estimated population is 5,342, with a growth rate of 2.49% in the past year, according to the most recent United States census data⁸ and estimates by the State Demography Office.⁹ The 2010 County population was 4,456 and has seen a growth of 19.9% since this time. The growth rate is disparate between the two municipalities and

¹ <https://www.ouraycountyco.gov/>

² <https://www.blm.gov/office/uncompahgre-field-office>

³ <https://www.fs.usda.gov/gmug>

⁴ <https://www.cityofouray.com/>

⁵ <https://townofridgway.colorado.gov/>

⁶ <https://www.ourayschool.org/>

⁷ <https://www.ridgway.k12.co.us/>

⁸ <https://www.census.gov/quickfacts/ouraycountycolorado>

⁹ <https://gis.dola.colorado.gov/information/>



Request for Proposal

541 4th Street • P.O. Box C • Ouray, Colorado 81427 • 970-325-7320 • FAX: 970-325-0452

unincorporated County. The Town of Ridgway's growth rate since 2010 is 22.8%.¹⁰ The City of Ouray's growth rate since 2010 is 10.6%.¹¹ The County is 96% white.

Ouray County witnessed an increased demand for housing (owned and rented). There is a significant increase in the number of visitors capitalizing on the Ouray Region's outdoor recreation and camping opportunities during the COVID-19 pandemic. The median sale price for a single-family home in Ouray County in February 2022 was \$725,000¹², up roughly 60% above the median of \$455,000 in 2019, according to the Colorado Association of Realtors.¹³ The median townhouse or condo sold for \$475,000 in 2022, roughly 67% above the median of \$285,000 in 2019. An estimated 30 percent of homes in Ouray County are unoccupied or short-term rentals. The lack of long-term housing has caused local food and retail businesses to curtail their hours due to a lack of workers. Long hours and multiple jobs are creating pressure from locals for increased recreational opportunities closer to home communities.

Ouray County lies on the northern edge of the majestic San Juan Mountains and the southeastern terminus of the Uncompahgre Plateau. Ouray County is known as the "Switzerland of America" and provides iconic views and access to the Sneffels and Cimarron Ridge Ranges of the San Juan Mountains. Ouray County and its communities are public land gateways to the popular Mount Sneffels Wilderness¹⁴, Uncompahgre Wilderness¹⁵, Bear Creek National Recreation Trail¹⁶, Ridgway Area Trails system¹⁷, and Ouray Ice Park¹⁸. The County is traversed by the 4x4 Alpine Loop National Scenic Back Country Byway¹⁹, San Juan Skyway National Scenic Byway²⁰, Great Parks South Bicycle Route²¹, and Western Express Bicycle Route. Ouray is at the northern fringes of the San Juan Volcanic Field, which was active around 30 million years ago. Several related natural hot mineral springs occur within the Uncompahgre River Valley, including Ouray²², Wiesbaden²³, and Orvis²⁴ Hot Springs, which are open to the public for a fee. Ouray also has two Via Ferrata climbing routes.²⁵

¹⁰ <https://worldpopulationreview.com/us-cities/ridgway-co-population> The average household income in Ridgway is \$82,408 with a poverty rate of 15.73%. The median rental costs in recent years comes to \$1,120 per month, and the median house value is \$401,500. The median age in Ridgway is 50.1 years, 50.5 years for males, and 47.8 years for females.

¹¹ <https://worldpopulationreview.com/us-cities/ouray-co-population> The average household income in Ouray is \$87,716 with a poverty rate of 8.02%. The median rental costs in recent years comes to \$865 per month, and the median house value is \$374,200. The median age in Ouray is 46 years, 44.7 years for males, and 48.2 years for females.

¹² <https://www.coloradorealtors.com/market-trends/regional-and-statewide-statistics/>

¹³ <https://www.ouraynews.com/feature-coverage/realtors-expect-higher-prices-fewer-sales> and

¹⁴ <https://www.fs.usda.gov/recarea/gmug/recarea/?recid=80858>

¹⁵ <https://www.fs.usda.gov/recarea/gmug/recarea/?recid=80853>

¹⁶ https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5418238.pdf

¹⁷ <https://www.trailforks.com/region/ridgway/?activitytype=1&z=12.0&lat=38.19359&lon=-107.73875>. Additional websites: BLM (<https://www.blm.gov/visit/ridgway-trail-system>); RAT (<https://www.copmoba.org/wp-content/uploads/2019/11/RAT-2018.pdf>) and (<https://www.copmoba.org/ridgway/#1597348816840-4f124db9-aa2a>).

¹⁸ <https://ourayicepark.com/>

¹⁹ Latest Brochure: <https://ouraycountyco.gov/DocumentCenter/View/14112/4----Alpine-Loop-Brochure?bidId=>. Additional websites: BLM (<https://www.blm.gov/visit/alpine-loop>); USFS (https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd508159.pdf); CODOT (<https://www.codot.gov/travel/colorado-byways/southwest/alpine-loop>).

²⁰ <https://www.codot.gov/travel/colorado-byways/southwest/san-juan-skyway>

²¹ <https://www.adventurecycling.org/routes-and-maps/adventure-cycling-route-network/great-parks/>

²² <https://ourayhotsprings.com/>

²³ <http://www.wiesbadenhotsprings.com/>

²⁴ <https://orvishotsprings.com/>

²⁵ <https://ourayviaferrata.org/> (public) and <https://basecampouray.com/> (proprietary)



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Ouray County citizens and visitors remain proud of the area's history and heritage. Before Anglo-American settlement, the Uncompahgre River valley, natural hot springs, and surrounding mountains were part of the Tabeguache (Uncompahgre) Ute tribe's homeland. According to tribal history, the Ute people have lived in this area since the beginning of time. The City of Ouray was incorporated in 1876 as a hard-rock mining town providing supplies and miners to several surrounding rich precious metal mining districts. After conflicts between white settlers hungry for land and mines and treaties between the U.S. Government and the Utes, all Utes living in the Uncompahgre Valley were forcibly removed by the U.S. Army by 1881. In 1889, the Rio Grande Southern Railroad was incorporated to provide rail service to the mines in Ouray, Telluride, Rico, and Durango. The Town of Ridgway was incorporated in 1891 following ranching and homesteading beginning in the 1880s and formed as a hub of the Rio Grande Southern Narrow Gauge Railroad in 1890.

While active mining operations and agriculture remain a vital and active part of life in Ouray County, tourism and travel-related employment is the largest sector of the local economy. Accommodations and food services are the largest industries within the County, followed by local and state government, construction, retail trade, and professional and technical services. Arts and entertainment, and agriculture are notable industries within Ouray County, each comprising roughly four to five percent of jobs in the last five years, which is significantly higher than the state average for these industries. Mining (excluding oil and gas) provided about 1.4 percent of jobs in 2020 but has been subject to significant lay-offs in late 2021 and early 2022.

Visitors from around the world are drawn to Ouray County for its history, natural beauty, authenticity, friendliness, and variety of outdoor activities. Ouray County citizens and visitors enjoy abundant year-round outdoor recreational opportunities; arts, live music, and cultural activities; and excellent eclectic eateries with an emphasis on ingredients produced locally and regionally. Microbrewery density in Ouray County is one brewery per 975 people.

The 3,201-acre Ridgway State Park²⁶ featuring Ridgway Reservoir is located 5 miles north of Ridgway and offers camping, hiking, boating, fishing, and sightseeing activities enjoyed by approximately 491,000 visitors per year.²⁷ Trails connect to municipal and federal trail systems on adjacent lands.

Similar to other mountain resort areas within Colorado and the Mountain West, tensions exist within Ouray County and the broader Ouray Region between community members and stakeholders regarding individual and stakeholder interests and values around the quality of life and environmental quality. Known challenges exist around:

- the disparate desire for more recreational infrastructure and trails and/or desire for lands to be managed as wilderness;
- recreation overuse and abuse resulting in environmental degradation;
- limited funding and capacity of agencies and local governments to react to parking, camping, and sanitation deficiencies from lack of recreational infrastructure;
- respect for working landscapes;
- conflicts between residential neighborhoods and public lands users;

²⁶ <https://cpw.state.co.us/placestogo/parks/Ridgway>

²⁷ <https://cpw.state.co.us/placestogo/parks/Ridgway/Documents/RidgwayFactSheet.pdf>



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- increased demand on local governments to provide public health, safety, and search and rescue for public lands users;
- the desire to be proactive on climate adaption and resiliency;
- lack of housing; unrealistic wage income compared to housing, insurance, and living expenses;
- lack of workers for local businesses due to housing crisis; retention of quality of life.

Snapshot of Ouray County



Location within the U.S. state of Colorado

Nickname	Switzerland of America
Founded	January 18, 1877
Named for	Chief Ouray
County Seat	Ouray
Legislative Body:	Board of County Commissioners (3) Entire County (2020 Population: 4,874) Unincorporated County (2020 Population: 2,633)
Municipalities:	Ridgway (2020 Population: 1,135) Ouray (2020 Population: 1,106)
School Districts:	Ridgway School District (2022 Students: 355) Ouray Ridgway School District (2022 Students: 171)
County Contact	www.ouraycountyco.gov PO BOX C, Ouray, CO 81427-0683

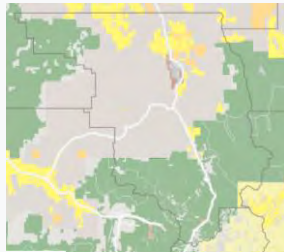


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Land Area & Ownership

- Total: 542 sq mi
- Land: 542 sq mi
- Water: 0.6 sq mi (0.1%)
- Irrigated Acres: 8,603 acres = 13.4 square miles (2.5%)²⁸
- Farm Acres: 85,105 acres = 133.0 square miles (24.5%)²⁸
- Number of Farms: 122²⁸
- Average Size of Farms: 698 acres²⁸
- Private Land: 52.1%
- Federal Public Land: 46.1% (BLM: 7.5%, USFS: 38.1%)²⁹
- State Public Land: 1.4%
- PILT Payment-In-Lieu-Of-Taxes: \$457,300³⁰
- Highest Elevation Point: 14,157 ft. (Mount Sneffels)



2020-2022 Census Population

- Population: 4,874 (2020); 5,342 (est. 2022)³¹
- Persons per Square Mile: 9.0/sq mi³²
- 2010 to 2020 Population Change: 19.88%³³
- Housing Units: 3,330³⁴
- Share Occupied Housing Units: 69.0%³³

²⁸ USDA = U.S. Dept. of Agriculture 2017 Census of Agriculture Ouray County Profile, https://www.nass.usda.gov/Publications/AgCensus/2017/Online_Resources/County_Profiles/Colorado/cp08091.pdf

²⁹ Headwaters Economics Economic Profile System, Ouray County Key Indicators Report (csv), <https://headwaterseconomics.org/apps/economic-profile-system/8091>

³⁰ 2021 DOI PILT Payment by County, <https://pilt.doi.gov/counties.cfm>

³¹ 2020-2021 Census and State Demography Office summarized by <https://worldpopulationreview.com/us-counties/co/ouray-county-population>

³² U.S. Census Bureau 2020 Population and Housing State Data, <https://www.census.gov/library/visualizations/interactive/2020-population-and-housing-state-data.html>

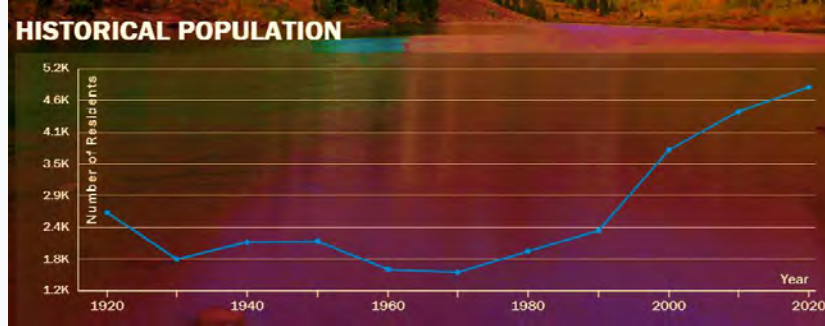
³³ 2020-2021 Census and State Demography Office summarized by <https://worldpopulationreview.com/us-counties/co/ouray-county-population>

³⁴ Colorado State Demography Office estimated 2022 Population and Housing Time Series Data, <https://coloradodemography.github.io/population/data/muni-pop-housing/>



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Economy

- **Gross Domestic Product (GDP):** \$224.98 M³⁵
- **Market Value of Farm Products Sold:** \$4.204 M²⁸
- **GDP Hunting:** \$979,000³⁶
- **Labor Force:** 2,493³⁷
- **Unemployment Rate:** 3.3%³⁸
- **Poverty Rate Estimate:** 7.18%³⁹
- **Total Employment:** 3,662⁴⁰
- **Mining Employment:** 1.3%⁴⁰
- **Timber Employment:** 0%⁴⁰
- **Farm Employment:** 4.2%⁴⁰
- **Government:** 11.1%⁴⁰
(Federal = 0.5%, Military=0.3%,
State & Local=10.2%)
- **Tourism & Travel Related Employment:** 43.6%⁴⁰
(Retail = 6%, Arts & Entertainment=3.4%,
Accommodations & Food=34.2%)

³⁵ 2019 GDP using 2020 Census Information Visualized by National Association of Counties (NACo) County Explorer, https://ce.naco.org/?county_info=08091 and Bureau of Economic Analysis 2020 News Release, https://www.bea.gov/sites/default/files/2020-12/lagdp1220_2.pdf

³⁶ The 2017 Economic Contributions of Outdoor Recreation in Colorado A regional and county-level analysis, Colorado Parks and Wildlife, <https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-AppendixF-EconomicContributions.pdf>

³⁷ 2020 Labor Force using 2020 Census Information Visualized by National Association of Counties (NACo) County Explorer, https://ce.naco.org/?county_info=08091

³⁸ [US Census 2019 ACS 5-Year Survey \(Table S2301\)](https://worldpopulationreview.com/us-counties/co/ouray-county-population) summarized by <https://worldpopulationreview.com/us-counties/co/ouray-county-population>

³⁹ [US Census 2019 ACS 5-Year Survey \(Table S1701\)](https://worldpopulationreview.com/us-counties/co/ouray-county-population) summarized by <https://worldpopulationreview.com/us-counties/co/ouray-county-population>

⁴⁰ Headwaters Economics Economic Profile System, Ouray County Multiple Socioeconomic Indicators Reports providing mostly 2020 data (CSV), <https://headwaterseconomics.org/apps/economic-profile-system/8091>



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REQUEST FOR PROPOSALS: Convening a new collaborative group: Ouray Recreation and Conservation Alliance (ORCA)

In May 2021, Ouray County, in partnership with the Ouray Ranger District of the Grand Mesa, Uncompahgre, and Gunnison National Forests, Uncompahgre Field Office of the Bureau of Land Management, Ridgway State Park and the Montrose Wildlife Service Center of Colorado Parks and Wildlife, successfully applied for a **capacity building** and/or **administration** grant from the Colorado Outdoor Regional Partnerships program to convene a new collaborative partnership organization dubbed "ORCA" for Ouray Recreation and Conservation Alliance.

The purpose of ORCA provided in the grant application:

A coalition of federal and state land management agencies, local leaders, and elected officials are excited to harness community energy and the unprecedented opportunity provided by the Colorado Outdoor Regional Partnerships Initiative to launch the proposed Ouray Recreation and Conservation Alliance (ORCA). Ouray County is 46% federal public land managed by the Grand Mesa, Uncompahgre, and Gunnison National Forests (GMUG) and by the Bureau of Land Management. Roughly 4% of Ouray County is managed as Ridgway State Park or State Wildlife Areas by Colorado Parks and Wildlife. Most recreation takes place on public lands. Recreation visitor numbers exploded in 2020 and are overwhelming the local population of five thousand people and the local capacity to support public health, safety, sanitation, search and rescue, and law enforcement.

ORCA will provide adaptive leadership to balance competing local and national demands for quality outdoor recreation opportunities and related infrastructure with conserving and enhancing our environmental integrity to support healthy ecosystems, wildlife, water resources, and Ouray County's incredible scenic beauty.

OCRA will build bridges across our jurisdictional and land ownership boundaries to plan for wildlife and natural resource conservation along with the growing demand for recreation access. We will collaboratively address emerging issues and safeguard areas identified as significant for conservation, working lands, and recreation access.

*ORCA is intended to align with priorities and objectives found in **Colorado's Statewide Comprehensive Action Plan (SCORP)**. The most urgent needs are to:*

- *Develop strategies to provide sustainable outdoor recreation opportunities, including trail networks;*
- *Proactively manage visitors and maintain infrastructure to provide positive outdoor recreation experiences while limiting resource impacts;*
- *Strengthen public-private relationships and collaborative efforts to connect more people to on-the-ground activities, enhance habitat restoration and conservation, and build capacity for organizations engaged in this work; and*
- *Leverage limited local, state, and federal resources with creative public-private partnerships.*



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In June 2021, Ouray County, as fiscal agent, learned that ORCA was awarded \$60,000 in grant funds for a total budget of \$72,500, which includes a match for the initial facilitation of kick-off meetings for the convening committee and community. The remaining budget is approximately \$59,600 at the date of this RFP, and the grant-specified capacity and administrative work and all associated deliverables and reports must be completed by June 30, 2023. Ouray County and ORCA are open to seeking new sources of additional funding after this initial phase or to fund projects and other needs identified during this phase.

Scope of Work:

Essential responsibilities include but are not limited to the following to be performed at the request of the ORCA Convening Committee and/or the ORCA Stakeholder Group under the direction of the ORCA Convening Committee. *A list of the agencies and organizations participating in ORCA is attached as Attachment A.*

- 1. Coordination and Administration.** Work with ORCA Convening Committee to coordinate and organize work sessions and meetings, prepare work session and meeting agendas, document meeting activities and individual or group assignments, assist with the identification of additional funding sources as directed, and write grants and letters. Create audience-specific outreach and education presentations and communications: relevant research and data collection.
- 2. Virtual facilitation of Convening Committee.** The Convening Committee is comprised of local government officials and leadership from state and federal agencies, including Ouray Ranger District (USFS), Uncompahgre Field Office (BLM), Ridgway State Park (CPW), Montrose Area Wildlife Service Center and Wildlife Manager (CPW). The Convening Committee meets as needed on weekdays during business hours, avoiding Tuesdays and Wednesdays.
- 3. In-person and virtual facilitation of the broader ORCA stakeholder group.** ORCA kick-off meetings involved convening committee members identifying, inviting, soliciting, and advertising to individuals, organizations, conservation professionals, outdoor recreation-related services and businesses, and agricultural permittees to begin with a fully inclusive and broad group of stakeholders and community members. Four meetings of the broader group have been held between Fall 2021 and Spring 2022 to introduce the purpose and need, the SCORP framework, and gain presentations from other collaborative conservation/recreation organizations on their structure, funding, and achievements. The initial meetings were facilitated by the National Forest Foundation (NFF) and meeting summaries are accessible here: <https://ouraycountyco.gov/413/Ouray-Recreation-Conservation-Alliance>
- 4. Creation of engaging meeting agendas and materials with dynamic facilitation to draw out interests, values, and zones of Agreement among diverse participants and stakeholders. Formalization of an ORCA consensus-building and collaboration process. Formalization of a strategic and efficient meeting schedule for the Convening Committee and ORCA stakeholder group.** ORCA stakeholder meetings are currently held monthly for no more than 3 hours each. In-person meetings at locations within Ouray County are preferred by the ORCA stakeholder group unless the agenda and content are well suited to virtual presentations. There are currently no COVID-19 restrictions in effect within Ouray County that would curtail in-person meetings. Convening Committee meetings are currently as-needed, approximately 2 to 4 a month of one to two hours each.



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5. **Facilitation of a milestone timeline and facilitation of the development, finalization, and adoption of work products that will feed into an ORCA Recreation and Conservation Plan, which may inform an updated Ouray County Master Plan in 2023:**

REQUIRED:

- **ORCA Vision Statement, Mission Statement, Geographic Scope (June 2022)**
- **ORCA Organization Structure, Charter, and By-Laws (August 2022)**
- **High-value wildlife habitat and conservation focus areas that are high-priority for conservation or enhancement projects to protect habitat, biodiversity, water, wildlife, cultural and/or scenic preservation goals.** Note: Colorado Parks and Wildlife is providing geospatial modeling to identify high-value habitats. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort after CPW provides the modeling.
- **High-priority outdoor recreation focus areas and areas identified as needing infrastructure that can also minimize or avoid conflicts with high-value.** Note: This will involve synthesizing GIS data from multiple local, state, and federal sources. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort. It will require the cooperation of the BLM, USFS, CPW, State of Colorado, Ouray County, and other stakeholders to fulfill GIS data requests.
- **Prioritized list of conservation and recreation projects to accomplish within 1 to 5 years.**
- **Grant tracking of cash and in-kind expenditures, submittal of invoices to Ouray County as fiscal agent, and preparation of reports.** Preparation of a semi-annual (every six months) grant reports providing the ORCA's status and summarizing progress and milestones achieved. Reports are due to Ouray County as Fiscal Agent by November 15th and April 15th. Ouray County will transmit the reports to CPW via email by December 1st and May 1st.

Per CPW requirements, the report should address the following topics:

- A narrative describing the status of the work required under the scope of the project agreement, including progress toward the stated criteria in the Regional Partnerships Initiative application including wildlife and natural resources, sustainable outdoor recreation, collaboration, including identification of new members, community needs, public comment to include both critics and supporters, and involvement of stakeholders.
- The percent of work completed and percentage of work billed along with an explanation of any delays, cost overruns, or other similar problems encountered and their expected impact on the project.
- A statement as to whether the project is on schedule, ahead or behind, and why.
- If no activity has occurred within the reporting period, an explanation as to why should be given in detail. Reimbursement requests or advance payments can be submitted with this report (if applicable).



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- **Representation of ORCA at CPW and CO-OP conferences and meetings as requested.** This is likely to include annual attendance at the Partners in the Outdoors conference; regular interaction with CPW and members of the CO-OP and recommended participation in CO-OP meetings. Collaboration and communication with other Regional Coalitions. More information about Colorado Parks and Wildlife Partners in the Outdoors and Colorado Outdoor Partnership (CO-OP) is here: <https://cpw.state.co.us/aboutus/Pages/Partners.aspx>

DESIRED:

- **Draft ORCA Regional Recreation and Conservation Plan.**
- **Strategies and implementation plan for increasing community engagement and stewardship actions.**
- **Permanent ORCA web site and pathway to sustainable 501 (c) (3) organization.**
- **Framework to expand the ORCA geographic scope or region into adjacent communities.**

General Indemnification:

Neither selected Contractor or County shall indemnify each other, including their officers, directors, employees, agents, representatives or successors and assigns, from or against any and all claims, demands, action, or causes of actions. County retains governmental immunity to the maximum extent permissible under the terms of this Agreement. Any obligation to remit payments or any other amounts due is contingent upon approval of the appropriation of funds by the County's governing body.

Process and Timeline for Selection:

Publication of Request for Proposal – April 7, 2022.

Proposals are due – April 25, by 10:00 a.m. Proposals should include a letter of interest and resume outlining credentials, references, fees for services and Company Information and Signature Page. It is the responsibility of each proposer to ensure that its proposal is received at the designated location on or before the closing time for the receipt of proposals in response to this RFP. Any proposals received after the scheduled closing time will not be considered. Two (2) copies of the proposal must be placed in a sealed envelope along with a copy on flash drive or thumb drive, marked "ORCA Facilitation Proposal" and delivered to "Ouray County Administration" at the Ouray County Courthouse, P. O. Box C, Ouray, CO 81427 or hand delivered to 541 4th St., Ouray, CO 81427 to be received no later than 10:00 a.m. on Monday, April 25, 2022. Please note that Ouray County offices are not open on Friday.

Anticipated April 25-27 – Review & Selection of Candidates. The ORCA Convening Committee will select candidate(s) from the submittals received. This process will include review of submittals, references, and other information as necessary. The ORCA Convening Committee ORCA with the assistance Ouray County Administration and Finance may conduct interviews with potential applicants if applicable. In making this selection, ORCA Convening Committee and/or Ouray County Administration and Finance, reserves the right to request from any responding entity to clarify its proposal or to supply any additional material deemed necessary to assist in the evaluation of the proposal within the timeline requested.



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Anticipated May 3, 2022 – Proposal Award. Ouray County will attempt to negotiate a satisfactory contract with a preferred candidate on behalf of the ORCA Convening Committee. If the County determines, at its sole discretion, that the negotiation is not proceeding satisfactorily, the County may terminate negotiation with the preferred candidate and begin negotiation with another candidate identified by the ORCA Convening Committee.

Contract Approval May 10, 2022.



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PROPOSAL SUBMITTAL SUMMARY & REQUIREMENTS:

Solicitation Title	ORCA Facilitation & Management RFP
Publication Date & Availability	This RFP was published in the <i>Ouray County Plaindealer</i> on April 7, 2022 and is posted on the Ouray County website at: https://ouraycountyco.gov/DocumentCenter/View/16302/Request-for-Proposal-ORCA-Facilitation
Description Summary	ORCA Coordination & Administration, Facilitation, Coalition and Capacity Building, & Plan Writing for Ouray Recreation and Conservation Alliance.
Deadline for Proposal	Written proposals must be received by mail or in-person by 10:00 a.m., April 25, 2022
Term of Agreement	June 30, 2023, unless otherwise modified or extended by mutual Agreement.
Direct Inquiries to Ouray County ORCA Convening Committee Representative	Lynn Padgett, Ouray County Commissioner orca@ourayco.gov 970.258.0836
RFP Questions	Questions regarding the RFP will be accepted until April 18, 2022. Questions and Answers will be posted on the Ouray County website by April 20, 2022.
Format of Proposal & Email Instructions	Proposals should include a letter of interest and resume outlining credentials, references, fees for services and Company Information and Signature Page. It is the responsibility of each proposer to ensure that its proposal is received at the designated location on or before the closing time for the receipt of proposals in response to this RFP. Any proposals received after the scheduled closing time will not be considered. Two (2) copies of the proposal must be placed in a sealed envelope along with a copy on flash drive or thumb drive , marked “ ORCA Facilitation Proposal ” and delivered to “ Ouray County Administration ” at the Ouray County Courthouse, P. O. Box C, Ouray, CO 81427 or hand delivered to 541 4th St., Ouray, CO 81427 to be received no later than 10:00 a.m. on Monday, April 25, 2022 . Please note that Ouray County offices are not open on Friday.
Clarification of Proposal	Ouray County and ORCA Convening Committee reserve the right to reject any and all proposals; contact respondents for additional information or clarification; to waive any informalities and irregularities in the proposal submission process; negotiate with any respondents and accept proposals that are considered to be in the best interest of Ouray County on behalf of ORCA. <i>Awarding of the proposal is not based solely upon low quotation price, but on overall service, quality, and “best value” to the County in accordance with the Ouray County Purchasing Policy.</i>
Project Timeline	Timeline dates are for planning purposes and represent the proposal deadline and desired timeline for this project. The required deliverables and final reports must be complete by June 30, 2023 .
Budget	The budget is limited to grant funds of no more than the estimated remaining \$59,600 awarded to ORCA by Colorado Parks and Wildlife Colorado Outdoor Regional Partnerships program.



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Submittal Checklist	<p>Signed Cover Letter identifying firms and key staff who will be working on the project and commit them for the duration of the project, if selected. The letter should be signed by a duly authorized official of the appropriate firm.</p> <p>Organizational Information & Qualifications explaining the ability of the proposer to meet the terms of the RFP and confirm the proposer's expertise and success in facilitating diverse stakeholder groups on land use, recreation, or conservation planning topics.</p> <p>Methodology and Approach describing proposed methods, timeline, and budget for carrying out the scope of work as detailed above. Provide examples of similar work.</p> <p>References providing contact references for recent and similar work.</p> <p>Estimated Schedule providing a preliminary timeline of dates and schedule for the convening committee and stakeholder committee, including any assumptions such as the frequency or number and nature of meetings and other product dates.</p> <p>Fee and Rate Schedule submitting a schedule of rates and total costs applicable to the RFP. Rates shall reflect the allocation of key staff personnel and subcontractors to the project. Include all information regarding reimbursable, ancillary services, payment schedules to subcontractors, add-ons, etc.</p>
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Ouray County reserves the right to reject any and all proposals, to waive any and all informalities, or to accept the proposal for the contract which in its judgment best serves the interest of the County, and the right to disregard all non-conforming, non-responsive, or conditional proposals. Awarding of the proposal is not based solely upon low quotation price, but on overall service, quality, and "best value" to the County in accordance with the Ouray County Purchasing Manual.



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Company Information and Signature Page

The undersigned certifies they have examined the contents of this Request for Proposal in its entirety and has submitted a proposal based upon its contents.

Signed: _____ Date: _____

Printed Name: _____

Title: _____

Firm: _____

Address: _____

City: _____ State, Zip: _____

Telephone: _____

Fax: _____

Email: _____



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Attachment A: List of the agencies and organizations participating in ORCA

Convening Committee Representation

Ouray Ranger District; Grand Mesa, Uncompahgre & Gunnison (GMUG) National Forests
 Uncompahgre Field Office (UFO); Bureau of Land Management (BLM)
 National Forest Foundation
 Ouray County
 Town of Ridgway
 City of Ouray
 Hinsdale County
 Gunnison County
 Uncompahgre Watershed Coalition
 Great Outdoors Colorado (GOCO)
 Montrose Wildlife Service Center; Colorado Parks & Wildlife (CPW)
 Ridgway State Park; CPW

ORCA Participating Stakeholders & Invitees

Trails & Recreation

Ouray Trail Group
 RAT Chapter-Colorado Plateau Mountain Bike Association
 Six Basins Project Inc.
 Western Slope 4 Wheelers
 Western Colorado Riders and Enthusiasts (WESTCORE)
 Uncompahgre Valley Trail Riders
 Thunder Mountain Wheelers
 American Mountain Guides Association
 San Juan Mountains Association
 San Juan Mountains Association, Montrose
 Ouray Nordic Trail Council
 American Whitewater
 Public Lands Committee of Ridgway Ouray Community Council (ROCC)
 Ouray Backcountry Alliance
 Ouray Climbers Alliance
 Rigging for Rescue
 CMC - W. Slope Chapter
 Top of the Pines, Inc.
 Ouray Canyon Coalition
 Lariat Saddle Club

Motorized Recreation

COHVCO
 StayTheTrail.org
 CORE 4x4 Club
 Grand Mesa Jeep Club
 Ouray County Sheriff's Office

Wildlife & Conservation

Great Old Broads For Wilderness
 Black Canyon Audubon Society
 Botanist/CNHP (Colorado Natural Heritage Program)
 Independent Wildlife Biologist
 Uncompahgre Watershed Coalition

Hunting & Fishing

CPW Sportsman's Roundtable
 Trout Unlimited
 Backcountry Hunters & Anglers
 Black Canyon Astronomical Society (BCAS)

Historical

Trust for Land Restoration
 Ouray County Historical Society
 Ouray Railroad Museum



Request for Proposal

541 4th Street • P.O. Box C • Ouray, Colorado 81427 • 970-325-7320 • FAX: 970-325-0452

Ouray Mountain Rescue Team
Ouray County Sheriff's Office

Outdoor Industry (guiding/outfitting/consulting) & Economic Development

Ouray Via Ferrata
Ouray Ice Park
RIGS Fly Shop & Guide Service (Ridgway)
Action Adventures Trail Rides
San Juan Mountain Guides
Basecamp Ouray
Canyoneering Colorado
CanyonBridge, LLC
Sweet Sustainable Single Track, LLC
San Juan Huts
Helitrax
Peak Guides
All Mountain Adventures
Ouray Chamber of Commerce
Ridgway Area Chamber of Commerce

Water-Energy Utility

Tri-County Water Conservancy District
Ouray Hydro Power Plant
Dallas Creek Water Company
Dallas Creek Water Company
San Miguel Power Association
Ouray County Water Users Association [invited]

Community & Unaffiliated At-Large

Ridgway Ouray Community Council
Unaffiliated/Citizen At-Large
Ridgway Secondary School
Ouray Elementary School
Colorado Office of Economic Development & Trade (OEDIT)

Agriculture & Industry

Ouray County Cattlemen's Association
Idarado/Newmont (Legacy Mining)
Ouray Silver Mines (Active Mining)
Wolf Land and Cattle
Ferguson Family Trust LLC
Double RL Company
Fisher Ranch
Cimarron Ranch
Grand Headwaters LLC

BLM/USFS/CPW Permittees (Allotments & Special Use)

Triple D LLC (prev. CO-Mullins) [invited]
Sleeping Indian Ranch Inc. [invited]
Poverty Mesa/Leonard Farms [invited]
Navarro Cattle Company, LLC [invited]
Inda [sheep permittee, invited]
Telluray Ranch [invited]
J Bar M Ranch [invited]
Jutten Ranches [invited]
Etchart Sheep Ranch [invited]

Attachment B

Proposal for ORCA Coordination, Administration and Facilitation Services

Ouray County, Colorado

Submitted by Crux Environmental LLC

April 25, 2022

Nicholas Walendziak, CEO

(720) 532-2874

nick@cruxenvironmentalconsulting.com

www.cruxenvironmentalconsulting.com

Enclosed please find:

1. Signed cover letter/letter of interest
2. Proposal including:
 - I. Organizational Information & Qualifications
 - II. Methodology and Approach
 - III. References
 - IV. Estimated Schedule
 - V. Fee and Rate Schedule
3. Company Information and Signature Page
4. Resumes of Nicholas Walendziak and Blair Kanis
5. Appendix A – Examples of Prior Relevant Work

Two (2) copies of this proposal were hand-delivered in a sealed envelope and by thumb drive to 541 4th St., Ouray, CO 81427 by 10:00 a.m. on Monday, April 25, 2022.

Crux Environmental LLC

P.O. Box 1316
Ouray, CO 81427

April 25, 2022

Dear Commissioner Padgett and the ORCA Facilitation Proposal Selection Committee,

I am writing to express my interest in the role set forth in the ORCA Coordination, Administration and Facilitation Services RFP published by Ouray County on April 7, 2022. I was notified of this opportunity by Maddie Rehn and Emily Olsen with the National Forest Foundation as they are familiar with my outdoor recreation-based community facilitation and planning work and previous proposals for projects with a similar scope.

I am the CEO of Crux Environmental LLC, an environmental consulting firm focused on community and land use planning and environmental (NEPA) compliance. I have a master's degree in Recreation Resource Management and bring 13 years of work experience with the federal land agencies (BLM, USFS, NPS) in recreation program management and NEPA project management, most recently as the Trails and Dispersed Recreation Program Manager for the USFS Rocky Mountain Region. Upon leaving the US Forest Service in 2019, I became the Outdoor Recreation Program Manager with Public Land Solutions. In this role, I led community-based recreation assessment and planning projects that involved in-depth stakeholder engagement, GIS-based story mapping of relevant recreation assets, and strategic implementation plans. I would be committed to the work requested in the RFP for the duration of the project and currently would be able to dedicate 100% of time to this project.

Blair Kanis is committed to assisting in a consulting role for the duration of the project on work related to ORCA organizational structure, charter, and bylaw formation, creation of the ORCA website, and pathway to a sustainable 501(c)(3) organization. She is a business attorney with experience forming and managing a successful 501(c)(3) organization. Resumes are enclosed to review our experience, skills, and education in more detail.

I am aware of the challenges of balancing recreation and conservation priorities in Ouray County, especially with recent population growth. Specifically, I am familiar with the challenges set forth on pages 3-4 of the RFP and have confronted and created solutions to them in other regions during my career with the federal agencies. I have years of experience helping facilitate productive conversations about recreation on public lands between diverse stakeholder groups and developing and implementing recreation plans that balance recreation goals with natural resource protection and conservation. I believe that my unique combination of experience as a federal land manager focused on recreation program management and my community planning background would make me a strong partner to ORCA in helping it achieve its goals set forth in the RFP. Moreover, as a resident of Ouray County, I bring the ability to conduct effective in-person engagement with the ORCA Steering Committee and local stakeholder groups for the duration of the project.

I appreciate the opportunity to respond this RFP. Thank you in advance for your consideration.

DocuSigned by:

Nicholas Walendziak

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Nicholas Walendziak
CEO, Crux Environmental LLC

Proposal for ORCA Coordination, Administration and Facilitation Services

I. Organizational Information & Qualifications

As set forth below, contractor has the ability to meet the terms of the RFP and extensive expertise and demonstrated success in facilitating diverse stakeholder groups on land use, recreation, and conservation planning topics.

Nick Walendziak (he/him)
Crux Environmental LLC, CEO

Overall Qualifications:

Nick will be the project lead for this project, undertaking all work product set forth in the project scope of work with the exception of ORCA organizational structure, charter, and bylaw formation, and legal filings to create a 501(c)(3) organization.

Nick recently served as the Outdoor Recreation Program Director for Public Land Solutions, a 501(c)(3) organization based in Moab, UT. In this role, he recently completed projects with a similar scope to this project for Emery County, UT, Questa, NM and Ravalli County, MT.

Prior to this work, Nick worked for over 13 years as an outdoor recreation planner and natural resource manager with the U.S. Forest Service (USFS), Bureau of Land Management, and National Park Service in Colorado, Utah, Nevada, New Mexico, California, Georgia, and Kentucky.

From 2018-2019, Nick served as the Trails and Dispersed Recreation Program Manager for the USFS Rocky Mountain Region, where he developed national and regional trail and recreation policies and strategies to increase agency capacity, improve various recreation assets including motorized and non-motorized trails and shooting ranges, and published press releases for recreation-related fire restrictions. These policies and strategies were implemented region-wide, including on the Grand Mesa-Gunnison-Uncompahgre National Forest, Ouray Ranger District.

Nick is also experienced as a project manager/NEPA coordinator for various recreation, trail, travel management, special use permit and landscape scale projects. He has facilitated successful stakeholder engagement and fostered partnerships to better serve local communities. He has managed and analyzed GIS data to inform critical planning and education efforts and brings experience with grant and agreement administration, budgeting, and project implementation.

Nick is a resident of Ouray, CO and frequently visits and had intimate knowledge of the lands and recreation assets included in this project area.

Facilitation Experience:

Over the past 15 year of work experience, Nick has developed expertise and demonstrated success in facilitating diverse stakeholder groups on land use, recreation, and conservation planning topics like those present in Ouray County. Some examples of this experience include facilitation (and mapping and plans) performed previously for the following community-based projects:

- Ravalli County, MT (See Appendix A, #3 for Stakeholder lists and Press Release Package)
- Routt and Rio Blanco Counties, CO:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
- Questa, NM: [Questa FinalReport 111921.pdf - Google Drive](#)
- Emery County, UT: [UPDATE EmeryReport.pdf - Google Drive](#)

Measurements of success include consistent buy-in for strategic implementation plans from county commissioners and stakeholders who participated in the audit process. See the links provided above for examples of reports/plan prepared as a direct result of facilitation with the above communities.

Nick also brings experience with facilitation from his federal land management career including the following:

- USFS Rocky Mountain Regional Office, Lakewood, CO
 - Served as a committee member to develop the USFS 10 Year Trails Challenge, in coordination with the USFS Washington Office and national partners, to carry out the National Strategy for a Sustainable Trail System and the National Forest System Trails Stewardship Act. This framework that focuses the collective energy and resources of the trail community. Trail Challenge Goals include increase collective trail workforce capacity and increase trail sustainability. Implementation was divided into 3 phases: Launch and Learn, Hitting Our Stride, and Peak Performance. Progress was measured by Forest Service employees, partners, and volunteers working together to accomplish annually updated action items and nine metrics.
 - Assisted with facilitation of the USFS-Front Range Partners-VF Corporation working committee aimed at improving the capacity of staff and resources to improve the trails and recreation assets affected by resource impacts from high use.
 - Assisted USFS Colorado Fourteeners Program Manager, Loretta McElhanney to help fund, coordinate and implement various trail projects to the popular 14ers within the county.
 - NV BLM Red Rock/Sloan Field Office, Las Vegas, NV
 - Project Manager for Red Rock Canyon Resource Management Plan (RRC RMP) amendment regarding fixed anchors in Wilderness areas including:
 - Published Notice of Intent (NOI) in the Federal Registrar to announce the project and public scoping period
 - Organized two public scoping meetings in October 2012 including workshop presentations
 - Published briefing paper for BLM management and staff to better understand the planning effort and disseminate the proper information to the public.
 - Assisted in writing the project communication plan and press releases.
 - Project Manager for two Programmatic Special Recreation Permits EA for Cottonwood Valley and core area of the NCA including:

- Analyzed group size, user days, and tours per day limits for various recreation activities within the Cottonwood Valley and CORE areas of Red Rock Canyon NCA.
- Organized public scoping meeting including workshop presentations
- Yosemite National Park, El Portal, CA
 - Assisted with facilitation of meetings at both the Tuolumne River Wild and Scenic River Plan (EIS) and Merced River Wild and Scenic River Plan (EIS). Meeting were hosted at various locations including nearby REI locations, Town Halls and in Yosemite NP.
 - Responsible for cataloging, sorting, and responding to comments in Microsoft Access database which was used to inform other components of the Plans
- USFS Stanton Ranger District, Stanton, KY
 - Assisted with planning and preparation for public meetings by collecting and mapping recreation features
 - This project is unique since the facilitation and planning was performed many years ago, which has allowed for implementation and measurable success with reduction in resource impacts and improved visitor experiences.

Grant Administration Experience:

Nick brings grant administration and reporting experience to this project which is part of the work product for working with the ORCA convening committee, including the following:

- USFS Rocky Mountain Regional Office, Lakewood, CO
 - Secured a \$40k grant from the VF Corporation (private-public partnership) to provide strike-crews to provide heavy maintenance aimed to reducing resource impacts at specific high use locations.
- Pine Valley Ranger District, St. George, UT
 - Applied and awarded annually (3 years total) for state RTP and Waypoint grants to implement recreation projects on the district. Projects included constructing new trails in the Pine Valley Recreation Area, over 100 miles of trail maintenance, kiosk construction and education outreach. Managed grant budgets and completed agreement closeout packages. Proficient with Financial Management Modernization Initiative (FMMI) to create transaction register reports for grant administration
 - Applied and awarded for RAC Title 2 Grant Funding (2017) for Trailhead and parking design and toilet installation at multi-jurisdictional (USFS/BLM) lands near New Harmony, UT.
 - Coordinated with ACE program managers and crew members to develop grant proposals, agreements, and work plans for Forsyth, Mill Canyon, Cottonwood-Harmon Loop, Oak Grove, and Silver Rim Trails on the district.
- Santa Fe NF Supervisor's Office, Santa Fe, NM
 - Applied and awarded grant proposal and awarded \$16K to assist with FY10 progress towards the USFS Chief's 10 Year Wilderness Challenge (CWC) implementation.

Education:

M.S. thesis and subsequent journal publication (*Longitudinal Variation in Environmental Impact at Rock Climb Areas in the Red River Gorge, Daniel Boone National Forest, KY*) focused on research of how recreation impacts social and natural resources and conservation efforts.

Undergraduate thesis (*Elk Ecology and Habitat Management in Eastern Tennessee*) focused on conservation efforts including habitat improvement projects and habitat defragmentation mitigation measures.

Blair Kanis (she/her)
Consultant

Blair Kanis is a consultant to Crux Environmental on non-profit formation and operations, corporate governance and sustainability, and housing topics relevant to community planning.

She is an experienced business attorney and President of Cocona Labs based in Boulder, Colorado. Prior to becoming President, she was General Counsel and Director of Sustainability and she continues to lead the company's CSR and sustainability initiatives. She is also a Founder and Board Member of Colorado Poverty Law Project, a 501(c)(3) organization with a mission to prevent homelessness through legal education, representation, and advocacy. Her *pro bono* work focuses on affordable housing strategies and advocacy for rural Colorado, with a focus on assistance to mobile home residents. She helped lead the creation of CPLP's updated website in 2020: www.copovertylawproject.org.

Blair will be a consultant for this project undertaking the following work product set forth in the project scope of work.

- ORCA Organization Structure, Charter, and By-Laws
- Permanent ORCA web site and pathway to sustainable 501(c)(3) organization.

Blair will use her legal and business expertise to guide ORCA on how to achieve each of these corporate governance and business goals. Specifically, she will draft initial outlines and/or drafts of corporate governance documents and connect ORCA with a third-party law firm approved by the ORCA convening committee to finalize documents and file for 501(c)(3) status. Blair has taken this approach with other organizations looking to achieve 501(c)(3) non-profit status in the past and has successfully connected at least two organizations with outside law firms able to assist in the process (Colorado Poverty Law Project and Colorado Coalition of Mobile Homeowners). She is familiar with corporate formation and governance practices as a result of her role as general counsel of Cocona Labs. She also was a contributor to the following guidebook released by the CU Law School's Sustainable Community Development Clinic on corporate governance requirements (i.e., corporate structure, charter, bylaws) for mobile home resident groups interested in forming non-profit organizations: <https://www.colorado.edu/law/mobile-home-park-organizing-guidebook>.

Please see resumes for Nick and Blair included as separate PDFs with this proposal and incorporated here by reference.

II. Methodology and Approach

For each component of the scope of work set forth in the RFP, Nick provides his proposed methods for completing the work and examples of similar work. For timeline and budget of each deliverable, please see Sections IV and V with requested Estimated Schedule and Fee and Rate Schedule, which are incorporated here by reference.

1. ORCA Convening Committee Meetings

In my work with Public Land Solutions and the federal land agencies, I have coordinated and facilitated many discussions between communities and the relevant land agencies to ensure community voices on topics related to management of public lands are heard and implemented by agency. The following facilitation approach is informed by this experience:

- Formalize meeting schedule with meetings held 2-4 times per month unless otherwise agreed with ORCA (specific date TBD based on committee feedback). I bring experience with this approach as a supervisory staff officer with the USFS and BLM with my recreation staff.
- Provide pertinent agendas for each meeting in advance to provide structure, be efficient with time and allow all participants an ability to speak.
- Lead meetings with goal of empowering all individuals within the group to speak authentically, naming any issues important to them and determining if the problems are solvable.
- Create audience-specific outreach and education presentations and communications:
 - Present relevant research and data collection.
 - Survey ORCA convening committee to collect any addition information not already collected that may inform decision-making for priority areas and ORCA plan.
 - Provide additional presentations from other collaborative conservation/recreation organizations on their structure, funding, and achievements as needed.
 - Assist with the identification of additional partnerships and/or funding sources as directed, communicate opportunities to committee as they arise, and assist with writing grants and letters as agreed with ORCA (with understanding that extensive grant writing is outside of scope and would require additional funding).
- Examples of similar work:
 - Ravalli County, MT (See Appendix A, #3 for Stakeholder lists and Press Release Package)
 - Routt and Rio Blanco Counties, CO:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
 - Questa, NM: [Questa FinalReport 111921.pdf - Google Drive](#)
 - Emery County, UT: [UPDATE EmeryReport.pdf - Google Drive](#)
 - Nick brings experience with many other facilitation projects with the federal land management agencies in the “Organizational Information & Qualifications” section above in the proposal.

2. ORCA Stakeholder Meetings

- Formalize meeting schedule with meetings held once per month (specific date TBD based on stakeholder feedback).
- Publish press releases/meeting notices to newspapers, community bulletin boards, social media, emails from Crux Environmental LLC or community leaders, use QR codes linked to project info and contacts and comment forms/surveys at trailheads, public buildings and local businesses. These notices may include interpretation and translation services to reach a diverse and inclusive audience. (See Appendix A, #3 for an example).

- Advertise to individuals, organizations, conservation professionals, outdoor recreation-related services and businesses, and agricultural permittees to begin with a fully inclusive and broad group of stakeholders and community members.
- Provide pertinent agendas for each meeting to provide enough structure be efficient and allow all participants an ability to speak.
- In general, these meetings will be organized to invite all stakeholders to all meetings. However, if the group desires for specific topics, sub-working groups may be formed (i.e., recreation or conservation) to discuss priorities and report back to the main group. This approach can be effective due to limited time at meetings and provided the results of the sub-working group meeting are reported back to the entire ORCA stakeholder group.
- Will provide dynamic facilitation, which includes listening to each participant in depth, and making an effort to help draw out his or her perspective fully. Will empower individuals within the group to speak authentically, naming any issues important to them and determining if the problems are solvable. This facilitation leverages the idea of choice-creating and aims to transform feelings, perspectives and attitudes. Will acknowledge and reflect what each team member says by writing it down on five lists: Problem Statements, Solutions, Concerns, Data, and eventually Decisions.
- If needed, specific time allotments by stakeholder group may be included in agendas to ensure an inclusive conversation in which all voices have a chance to be heard with time for general comment as well.
- Meetings will generally be in-person, with virtual facilitation only if the presentation material is better suited to screen sharing or COVID restrictions are in place. Snacks and drinks will be provided, no individual plastic bottles per concern raised in prior ORCA meeting notes.
- Work with existing ORCA stakeholder list but be willing to expand the list if additional stakeholders are identified.
- Use sign in sheets and name tags, notes and/or recordings done for all meetings.
- Nick will review and understand existing data and previously established goals and plans to establish context so facilitators can build an aligned foundation across diverse stakeholders. Build new data and information via online surveys and on-site polling at trailheads, public buildings and local businesses to collect and analysis demographic, recreation use, public land preferences and conservation concerns to inform the high value recreation and conservation areas and desired ORCA plan. Nick is proficient with collaboration tools such as Padlet, Access, Excel, Google Sheets/Forms, Survey Monkey, Survey 123.
- To ensure meetings are inclusive of monolingual Spanish speakers in the community, one or more bilingual meetings can be held with assistance of Community Language Co-op for Zoom interpretation and/or in-person interpreters.
- We can create a community engagement page on our own website, complete with a survey, updates, and other information relevant to the project.
- We may use MailChimp to keep in regular communication with stakeholders via email. These e-newsletters keep stakeholders up to date with the project and communicate information regarding stakeholder meetings, etc. This form of outreach is to ensure that stakeholders feel in the loop and part of the journey. All the stakeholder data we collect from the website and emails are compiled into spreadsheets that we will keep in the project's Google Drive folder to be analyzed and included in the review.
- Provide additional presentations from other collaborative conservation/recreation organizations on their structure, funding, and achievements as needed
- Survey ORCA stakeholders to collect any addition information not already collected that may inform decision-making for priority areas and ORCA plan.

- ESRI Story Maps, PowerPoint presentations, posters and paper maps may be tools used to aid with meeting facilitation.
 - Continue to facilitate to the ORCA stakeholders within the SCORP framework to identify statewide priorities and apply to this project since recreation and conservation are both mentioned in these priorities (2 of 4 priorities total).
 - Examples of similar work:
 - Ravalli County, MT (See Appendix A, #3 for Stakeholder lists and Press Release Package)
 - Routt and Rio Blanco Counties, CO:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
 - Questa, NM: [Questa FinalReport 111921.pdf - Google Drive](#)
 - Emery County, UT: [UPDATE EmeryReport.pdf - Google Drive](#)
 - Nick brings experience with many other facilitation projects with the federal land management agencies in the “Organizational Information & Qualifications” section above in the proposal.
3. ORCA Vision Statement, Mission Statement, Geographic Scope
- Host a short series of group exercises to flesh out the ORCA goals and values building on purpose of ORCA as set forth on page 7 of the RFP.
 - Consider the missions and visions of similar organizations (STOR, San Luis Valley, etc.) and how ORCA may be similar and/or different from these groups.
 - Draft vision and mission statement for input by the ORCA Convening Committee
 - Create final vision and mission statements for publication based on committee input.
 - For geographic scope, consider the pros and cons of prioritization and management through administrative boundaries or landscapes that cross these boundaries.
 - Present proposed geographic scope to ORCA Steering Committee for input and refine/finalize scope based on committee input. Create final statement of geographic scope of publication.
 - Examples of similar work:
 - Nick and Blair bring experience developing Vision and Mission statements for their own non-profit organizations (CPLP and Project TREAD).
 - Nick brings experience with many other projects with the federal land management agencies in which he carefully selected the geographic scope to dovetail with other existing or proposed planning efforts.
4. ORCA Organization Structure, Charter, and By-Laws
- Discuss possible options for organizational structure with ORCA Steering Committee.
 - Facilitate discussion of which individuals will serve agent/leadership roles in ORCA legal entity as needed to meet corporate requirements.
 - Use best efforts to connect ORCA with a third-party law firm to advise on appropriate organizational structure and create charter and bylaws on a *pro bono* basis. Contractor has facilitated similar *pro bono* engagements with national law firm Kutak Rock LLP in the past. However, it will ultimately be ORCA’s decision whether it would like to engage with the third-party law firm(s) recommended by contractor and to engage directly with the firm to complete this work.

- Contractor will provide initial outlines and/or drafts of the corporate documents to outside counsel and facilitate all discussions to formalize the ORCA organization structure, charter, and bylaws.
- While contractor's time and limited consultation with third-party law firms is included in the scope of this project, third party legal fees in excess of \$1000 are outside of scope if *pro bono* assistance cannot be secured.
- No direct legal representation will be provided by contractor or third party firms without formal written engagement with ORCA.
- Examples of similar work:
 - Facilitated corporate formation and 501(c)(3) filings for Colorado Poverty Law Project and Colorado Coalition for Mobile Homeowners (CoCoMHO)
 - General counsel to Colorado-based corporation and familiar with Delaware and Colorado charter and bylaw requirements.

5. The following three work products have the same approach which is described below:

5A. High-value wildlife habitat and conservation focus areas that are high-priority for conservation or enhancement projects to protect habitat, biodiversity, water, wildlife, cultural and/or scenic preservation goals.

5b. High-priority outdoor recreation focus areas and areas identified as needing infrastructure that can also minimize or avoid conflicts with high-value.

5c. Prioritized list of conservation and recreation projects to accomplish within 1 to 5 years.

- My approach to these work three products will be directed by the ORCA convening committee and stakeholder facilitation. Stakeholders will have opportunities to answer questions and speak freely about where they desire to see high value conservation and recreation areas within the scope of the project area. I will synthesize the findings from this facilitation to develop high value recreation and conservation areas.
- My approach to these work products may also draw on my experience performing Limits of Acceptable Change (LAC) assessments as a federal land manager and blend it with my work with communities on outdoor recreation audits. LAC is a USFS developed protocol which focuses on human-induced impacts to the environment. Follow this link for more detailed information: [Daniel Boone National Forest - Home \(usda.gov\)](https://www.usda.gov/land-management/land-use-planning/limits-of-acceptable-change) Using LAC standards, I will consider standards for recreation impacts to aspects of the natural environment such as soil, trees, and water and other relevant impacts such as trail conditions. Integrating these standards into the ORCA plan will help public land managers expedite plan implementation as many of the assessment standards will overlap with considerations during the NEPA process. However, I recognize that there are factors that LAC does not consider, such as estimated project cost or conservation values, which may be relevant to ORCA's goals so I will integrate those into a modified methodology that is tailored to ORCA's needs.
- Using GIS software, I will create a story map of the county that visually identifies recreation and conservation areas ranked by value using a color symbology. Stakeholder engagement and CFW modeling will inform the value ranking used for each recreation asset and conservation area. The ESRI story map will help facilitate ORCA Convening Committee and Stakeholder discussion of conservation and recreation priorities.

- For work product 5a, I will work with CPW to understand the modeling criteria used for identifying high value recreation and conservation areas in the project area. Provide modeling input from my GIS expertise and from stakeholder comments.
- For work product 5b, after compiling this recreation data from multiple sources, I will sort and rank recreation areas using stakeholder engagement and Crux's proprietary methodology, resulting in a systemic and easy-to-follow ranking of priority areas. Criteria may include scores for the following:
 - Recreational value (Value to product mix (i.e., opportunity currently does not exist, easy vs difficult), connectivity to other assets, number of user types (i.e., foot, horse, bike, fish, climb, etc.), projected number of additional users, likelihood of destination status, uniqueness of asset, and scenery. Additional custom criteria may be added with input of ORCA.
- The result of 5b will be a detailed outdoor recreation map using multiple sources for data collection including open-source data, recreation social data-sharing platforms, digitized and GPS data creation and stakeholder-shared data. For a representative example of an interactive map, please click on this link:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
- For work product 5a and 5b, I will overlay this high value data with other pertinent GIS data such as administrative boundaries and designations, recreation assets, conservation areas, wildlife data.
- For 5c, I will analyze information gathered from stakeholder input and the modified LAC assessment to create the prioritized list of conservation and recreation projects to accomplish within 1 to 5 years and present this draft list to the Convening Committee and stakeholders for input.
- I will use an iterative approach to increase recreation opportunities among diverse public land uses and conservation efforts
- I understand that a critical aspect of this project is developing a plan that balances high value recreation and conservation areas. I will draw on my experience creating both recreation and conservation plans to create a plan that balances both, drawing on stakeholder input of the highest quality and most popular recreation assets in the county as well as existing research of wildlife/recreation conflicts and stakeholder conservation concerns.
- It is possible that, during the stakeholder engagement phase of this project, we will identify conservation concerns that may or may not be part of the existing body of research. If identified as priorities for ORCA, I will draw on my agency experience to help facilitate discussions between ORCA, CFW and federal land managers to create a plan to evaluate and/or address these issues further.
- Examples of similar work:
 - See Appendix A, #1 for examples of static maps from previous projects.
 - Routt and Rio Blanco Counties, CO:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
 - Questa, NM: [Questa_FinalReport_111921.pdf - Google Drive](#)
 - Emery County, UT: [UPDATE_EmeryReport.pdf - Google Drive](#)

6. Grant tracking of cash and in-kind expenditures, submittal of invoices to Ouray County as fiscal agent, and preparation of reports. Preparation of a semi-annual (every six months) grant reports providing the ORCA's status and summarizing progress and milestones achieved.
 - Use Google Drive to store grant data
 - Excel or Google Sheets to track expenditures
 - Keep any receipts of services or goods to copy to reporting agencies
 - Submit copy of milestones with color coding and text to indicate progress and provide detailed report of work performed
 - Examples of similar work:
 - More detailed description of this experience is found in the “*Organizational Information & Qualifications*” section above in the proposal.
 - USFS Rocky Mountain Regional Office, Lakewood, CO
 - Pine Valley Ranger District, St. George, UT
 - Office, Santa Fe, NM

7. Representation of ORCA at CPW and CO-OP conferences and meetings as requested.
 - Discuss in advance with ORCA members to allow for adequate time to prepare any presentations and purchase event passes and travel
 - Examples of similar work:
 - Nick has attended and presented at many conferences of similar nature in his federal career and will use these opportunities to teach through presentations, learning and networking.

8. Draft ORCA Regional Recreation and Conservation Plan. (Note - contingent upon scope, based on the assumption that plan will reflect information gathered and/or set forth in other deliverables and not additional research or facilitation)
 - The approach for this work product will incorporate description of Facilitation (#1 and 2 above) and mapping and analysis using modified LAC/Crux methodology (#5a, 5b), a statement of the resulting Priorities 1-5 from this analysis (#5c), and recommendations for partnerships, funding and implementation.
 - This work product uniquely moves from identifying the top priorities (1-5) to specific strategies for funding and implementation.
 - Examples of similar work:
 - Routt and Rio Blanco Counties, CO:
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)
 - Questa, NM: [Questa FinalReport 111921.pdf - Google Drive](#)
 - Emery County, UT: [UPDATE EmeryReport.pdf - Google Drive](#)

9. Strategies and implementation plan for increasing community engagement and stewardship actions.
 - This document will outline successful outreach media platforms (i.e. newspapers, community message boards, social media, etc.), address ways to reach a diverse and inclusive public, provide educational messaging about this process and how to engage and be a steward of the ORCA mission, vision and goals. Aspects of this document will be similar to a communication plan.
 - I have included this deliverable earlier in the contract timeline to reap the benefits of this work through the project.

- Examples of similar work:
 - Nick has completed similar communications plans for most federal NEPA projects
 - See Appendix A, #4 for examples of “*Recreation and Conservation Stakeholder Coordination Guidelines*”
- 10. Permanent ORCA web site and pathway to sustainable 501(c)(3) organization.
 - Consult with ORCA Steering Committee on desired content for permanent ORCA website
 - Develop wireframe of site contents to guide contractor’s development of template-based website or provide to outside website developer approved by ORCA.
 - Provide guidance to ORCA on pathway to obtaining 501(c)(3) status for the organization
 - Use best efforts to connect ORCA with a third-party law firm to assist filing for 501(c)(3) status on a *pro bono* basis.
 - If ORCA decides to engage with law firm recommended by contractor, coordinate 501(c)(3) filing between ORCA and the firm.
 - Third party legal fees in excess of \$1000 are outside of scope if *pro bono* assistance cannot be secured.
 - Examples of similar work:
 - Led website creation for www.copovertylawproject.org and [CRUX ENVIRONMENTAL LLC - Home \(cruxenvironmentalconsulting.com\)](http://CRUXENVIRONMENTALLLC-Home(cruxenvironmentalconsulting.com))
 - Facilitated and/or oversaw 501(c)(3) filing process for Colorado Poverty Law Project and Colorado Coalition for Mobile Homeowners (CoCoMHO)
- 11. Framework to expand the ORCA geographic scope or region into adjacent communities.
 - This document will provide an overview of the ORCA process, explain how ORCA is unique (compared to other groups such as STOR, etc.) and explain the best management practices of their structure. It may explain the benefits of partnering with nearby communities using a similar model to achieve likeminded goals and the ability to pool resources (i.e. funding).
 - Unless otherwise requested by ORCA, this document will be created near the end of the contract period to include more lessons learned through the ORCA process and allow others to see work product completed throughout the contract period.
 - Examples of similar work:
 - USFS Rocky Mountain Regional Office, Lakewood, CO: Nick was a team member of the Office Travel Management Team which issued “Best Management Practices” and Other Forest Guidance which served as a framework for Forest staff to implement the travel management rule.

III. References

Please see the following contact references for recent and similar work:

Tim Eling (he/his/him)
Staff Officer (GIS, Admin, Planning, Partnerships, Public Affairs)
Forest Service, Daniel Boone National Forest
p: 859-745-3145
c: 859-408-5258

tim.eling@usda.gov

1700 Bypass Road, Winchester, KY 40391
www.fs.fed.us

Kristin Schmitt (she/her/hers)
Resource Assistant Program Coordinator
US Forest Service, Washington Office - National Forest System
Recreation, Heritage, and Volunteer Resources (RHVR)
Phone number: 720-765-9691
kristin.schmitt@usda.gov
www.fs.fed.us

Kristina Dillard Crawford (she/her/hers)
Communications Director, Public Land Solutions
970-361-4410
krystyna@publiclandsolutions.org

Lynn Skall (she/her/hers)
Director, Questa Economic Development Fund
(575) 586-2149
Lynn@QuestaEDF.com
www.VisitQuesta.com

Joni Lubke (she/her/hers)
Public Affairs Specialist, Great American Outdoors Act
Forest Service , Bitterroot & Lolo National Forest
p: 406-239-5515
joni.lubke@usda.gov
1801 N. 1st, Hamilton, MT 59840
www.fs.fed.us

Julie Foster (she/her/hers)
Executive Director, Ravalli County Economic Development Authority
Sub-Center for Montana Women's Center
Cooperative Development Specialist for Montana Cooperative Development Center
Food and Agriculture Development Center
Office - (406) 375-9416
Cell - (406) 880-0216
julie@rceda.org
274 Old Corvallis Road, Suite A
Hamilton, MT 59840

Samantha Albert (she/her/hers)
CO OREC Deputy Director
720-648-2593
1600 Broadway, Suite 2500, Denver, CO 80202
samantha.albert@state.co.us
oedit.colorado.gov

Brian Quigley (he/his/him)
BLM Assistant Field manager (retired)

Monticello Field Office, UT
 435-260-8267
cbquig@icloud.com

IV. Estimated Schedule

Please see the following schedule for a preliminary timeline of dates and schedule for the convening committee and stakeholder committee, including relevant assumptions such as the frequency or number and nature of meetings and other product dates (organized in chronological order).

Work Product	Required / Desired	Schedule
ORCA Convening Committee Meetings	Required	2 - 4 meetings monthly. Reoccurring throughout term of contract
ORCA Stakeholder Meetings	Required	1 meeting monthly. Reoccurring throughout term of contract
ORCA Vision Statement, Mission Statement, Geographic Scope	Required	June 2022
Strategies and implementation plan for increasing community engagement and stewardship actions.	Desired	Initial plan July 2022, ongoing modifications as needed throughout contract.
ORCA Organization Structure, Charter, and By-Laws	Required	September 2022
High-value wildlife habitat and conservation focus areas that are high-priority for conservation or enhancement projects to protect habitat, biodiversity, water, wildlife, cultural and/or scenic preservation goals. Note: Colorado Parks and Wildlife is providing geospatial modeling to identify high value habitats. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort after CPW provides the modeling.	Required	Contingent on CPW schedule. November 2022 desired. March 2023 at latest.
High-priority outdoor recreation focus areas and areas identified as needing infrastructure that can also minimize or avoid conflicts with high-value. Note: This will involve synthesizing GIS data from multiple local, state, and federal sources. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort.	Required	Ready for comment November 2022. Final map by February 2023.

It will require the cooperation of the BLM, USFS, CPW, State of Colorado, Ouray County, and other stakeholders to fulfill GIS data requests.		
Grant tracking of cash and in-kind expenditures, submittal of invoices to Ouray County as fiscal agent, and preparation of reports. Preparation of a semi-annual (every six months) grant reports providing the ORCA's status and summarizing progress and milestones achieved.	Required	November 15, 2022 and April 15 2023
Permanent ORCA web site and pathway to sustainable 501 (c) (3) organization.	Desired	December 2022
Representation of ORCA at CPW and CO-OP conferences and meetings as requested.	Required	TBD by Client
Prioritized list of conservation and recreation projects to accomplish within 1 to 5 years.	Required	Initial draft ready for comment March 2023. Final list April 2023.
Draft ORCA Regional Recreation and Conservation Plan. (Note: Based on the assumption that plan will reflect information gathered and/or set forth in other deliverables and not additional research or facilitation)	Desired	May 2023
Framework to expand the ORCA geographic scope or region into adjacent communities.	Desired	May 2023 unless requested earlier by client

V. Fee and Rate Schedule

Please see the following schedule of rates and total costs applicable to this proposal. Rates set forth below reflect the allocation of key staff personnel and subcontractors to the project. This schedule includes all information regarding reimbursable, ancillary services, payment schedules to subcontractors, add-ons, etc. Crux Environmental LLC will work with the client if adjustments to this proposed fee schedule are needed.

Work Product	Required / Desired	Fee (US \$)	Notes/assumptions
ORCA Convening Committee Meetings	Required	8850	Includes all responsibilities in SOW # 1, 2, 4
ORCA Stakeholder Meetings	Required	8500	Includes all responsibilities in SOW # 3, 4
ORCA Vision Statement, Mission Statement, Geographic Scope	Required	2000	
ORCA Organization Structure, Charter, and By-Laws	Required/ Desired	3000	Assumes max third-party legal fees of \$1000 for total contract
High-value wildlife habitat and conservation focus areas that are high-priority for conservation or	Required	5000	

enhancement projects to protect habitat, biodiversity, water, wildlife, cultural and/or scenic preservation goals. Note: Colorado Parks and Wildlife is providing geospatial modeling to identify high value habitats. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort after CPW provides the modeling.			
High-priority outdoor recreation focus areas and areas identified as needing infrastructure that can also minimize or avoid conflicts with high-value. Note: This will involve synthesizing GIS data from multiple local, state, and federal sources. We envision presenting this data as an interactive public online ArcGIS atlas. Ouray County GIS can provide support and GIS management for this effort. It will require the cooperation of the BLM, USFS, CPW, State of Colorado, Ouray County, and other stakeholders to fulfill GIS data requests.	Required	5000	
Prioritized list of conservation and recreation projects to accomplish within 1 to 5 years.	Required	6000	This deliverable is closely related to and will inform the desired Draft ORCA Plan. A majority of the budget has been allocated here as it is a required deliverable with a reduced budget included for the Draft Plan.
Grant tracking of cash and in-kind expenditures, submittal of invoices to Ouray County as fiscal agent, and preparation of reports. Preparation of a semi-annual (every six months) grant reports providing the ORCA's status and summarizing progress and milestones achieved.	Required	5000	

Representation of ORCA at CPW and CO-OP conferences and meetings as requested.	Required	2000	
Draft ORCA Regional Recreation and Conservation Plan. (Note - contingent upon scope, based on the assumption that plan will reflect information gathered and/or set forth in other deliverables and not additional research or facilitation)	Desired	5000	
Strategies and implementation plan for increasing community engagement and stewardship actions.	Desired	2000	
Permanent ORCA web site and pathway to sustainable 501 (c) (3) organization.	Desired	4000	Custom coding for website design and/or development is outside the scope and would require additional funding. Assumes max third-party legal fees of \$1000 for total contract.
Framework to expand the ORCA geographic scope or region into adjacent communities.	Desired	2000	
Ancillary Services / GIS and other Licensing Fees	Required	850	
Subcontracting: Community Language Coop Interpretation and Translation services, Legal fees (not to exceed \$1000)	Desired	400	
TOTAL WORK PRODUCT FEES		59600	



Request for Proposal

541 4th Street • P.O. Box C • Ouray, Colorado 81427 • 970-325-7320 • FAX: 970-325-0452

Company Information and Signature Page

The undersigned certifies they have examined the contents of this Request for Proposal in its entirety and has submitted a proposal based upon its contents.

DocuSigned by:
Signed: Nicholas Walendziak Date: 4/25/2022

F59223DB9FF442E...
Nicholas walendziak

Printed Name: _____

Title: nick.walendziak@gmail.com

Firm: Crux Environmental LLC

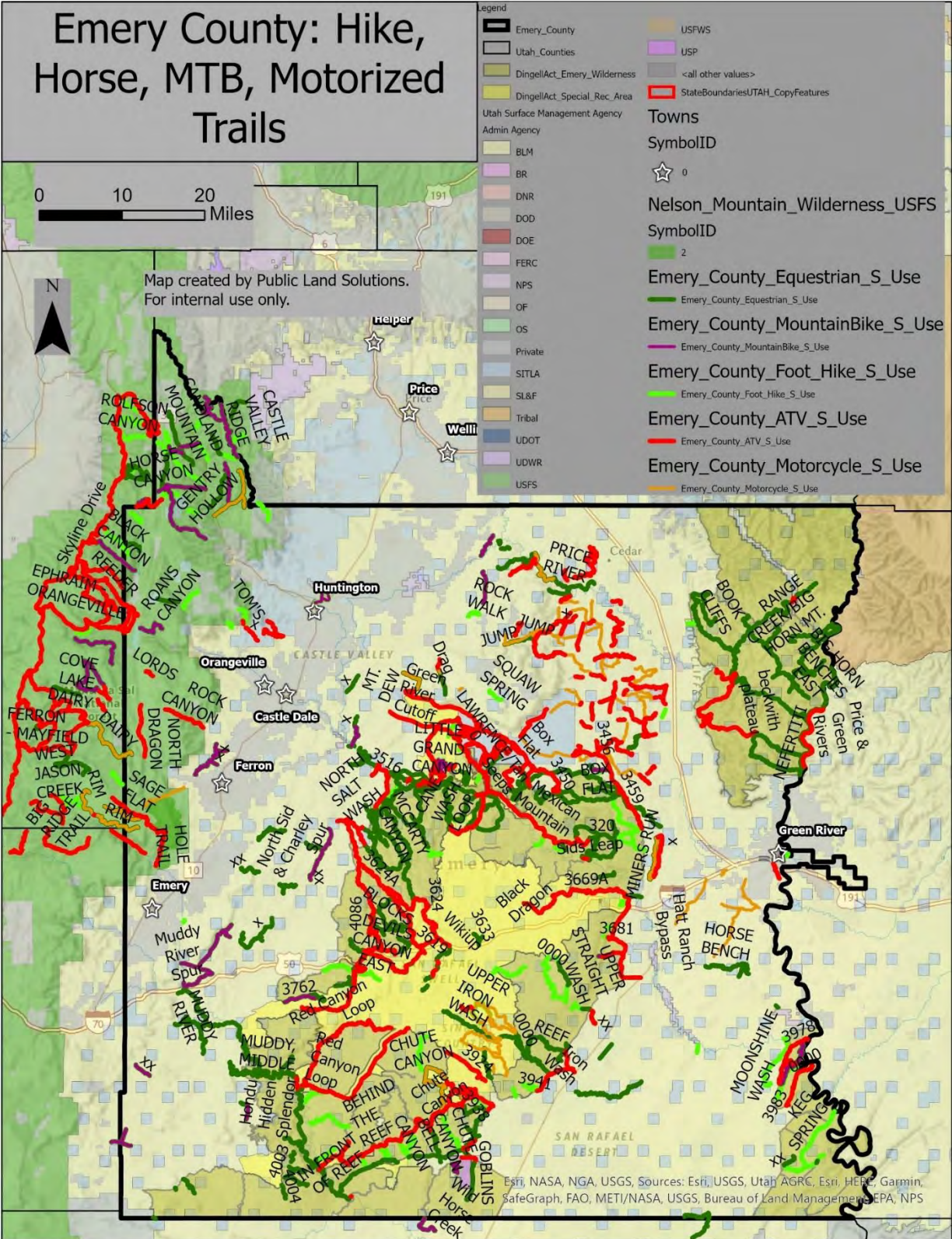
Address: P.O. Box 1316

City: Ouray State, Zip: CO, 81427

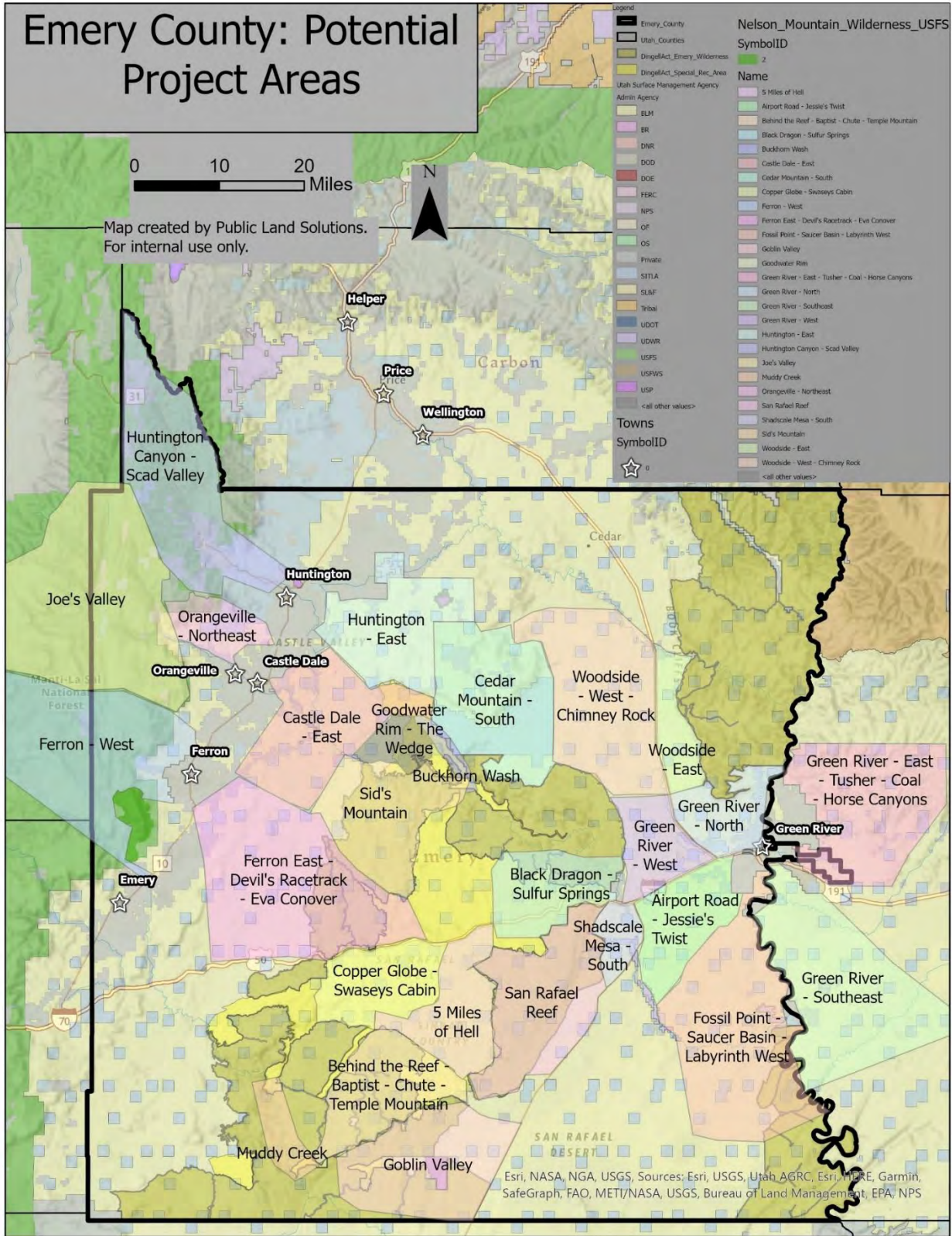
Telephone: 720-532-2874

Fax: NA

Email: nick@cruxenvironmentalconsulting.com



Emery County: Potential Project Areas



- **Examples of Plans/Reports:**

- **Emery County, UT:** [UPDATE EmeryReport.pdf - Google Drive](#)
- **Questa, NM:** [Questa FinalReport 111921.pdf - Google Drive](#)
- **Routt and Rio Blanco Counties, CO:**
 - [An Outdoor Recreation Corridor for Future Investment \(arcgis.com\)](#)
 - [Map Viewer \(arcgis.com\)](#)
 - [Routt Rio Blanco Infrastructure - Overview \(arcgis.com\)](#)

- **Example of Google Form Survey:**

- **Routt and Rio Blanco, CO:** [Stakeholder Information - Moffat County and Craig, Colorado - Google Forms](#)

2. Examples of Stakeholder Contact Lists from previous projects:

Ravalli Project: 64 total contracts

Ravalli Stakeholder List: (32)

1. Bitterroot Backcountry Horsemen (BRBCH)
2. Selway-Pintler Wilderness Backcountry Horsemen (SPWBCH)
3. Bitterroot Backcountry Cyclists
4. Wilderness Institute - University of Montana
5. Idaho Trails Association
6. Montana Conservations Corps (MCC)
7. Selway Bitterroot Frank Church Foundation
8. Ravalli County Off-Road User's Association
9. Bitterroot Ridge Runners Snowmobile Club
10. Bitterroot Cross Country Ski Club
11. Bitterroot Ecological Awareness Resources
12. Classroom Without Walls (Corvallis School)
13. National Smokejumper's Association
14. Bitter Root Land Trust
15. Bitter Root Land Trust
16. Ravalli County Collaborative
17. Ravalli Resource Advisory Committee (RAC)
18. Bitterroot Forest Collaborative
19. Rocky Mountain Elk Foundation
20. Bitter Root Water Forum
21. Bitterroot Conservation District
22. Montana Wild Sheep Foundation
23. Mule Deer Foundation
24. Western Montana Climbers Coalition
25. Good Sam's Club
26. Defenders of Wildlife
27. Wind River Bear Institute
28. Ravalli Hiking Coalition
29. Lost Trail Ski Area

30. Salish-Kootenai Tribe
31. Montana Wild (Montana Wilderness Association)
32. BAER

Ravalli Agency Committee List: (10)

1. Forest Service - Bitterroot National Forest
2. Forest Service - Regional Office
3. Ravalli County Commissioners
4. Hamilton City Planner
5. Montana Fish, Wildlife, & Parks
6. Montana Fish, Wildlife, & Parks
7. Montana Dept. of Natural Resources
8. Montana Dept. of Natural Resources
9. Montana Dept. of Natural Resources
10. Fish & Wildlife Service

Ravalli Business List: (22)

1. Red Barn Bicycles
2. Al's Cycle, Inc.
3. Bitter Root Brewery
4. Blodgett Canyon Cellars
5. Latitudes Outfitting
6. Go West Outfitters
7. Bob Wards Sports & Outdoors
8. Higherground Brewing
9. Bitterroot Valley Chamber of Commerce
10. Hamilton Downtown Association
11. Bike, Walk, Bitterroot
12. Valley Bicycles & Ski
13. Lost Trail Hot Springs
14. Lee Metcalf Wildlife Refuge
15. Teller Wildlife Refuge
16. Bitter Root RC&D
17. Angler's Roost RV and Campground
18. Bitterroot Valley Board of Realtors
19. Montana Power Products
20. Hiker Trash
21. Bitterroot Outfitters
22. Montana Hunting & Fishing Adventures

**Emery County Representative Sample of Outdoor Recreation Stakeholders
(Contact details omitted/redacted except for federal contacts)**

[General Business List](#)

[Community Leaders](#)

Emery County, Director of Museums and Tourism
Green River City Administrator/City Recorder
Special Events Coordinator, Green River
Code Enforcement representative
Epicenter community center, Executive Director
County GIS Coordinator
County Commissioner

Trails and Lands

Emery County Trails Committee
Emery County Public Lands Committee

OHV

OHV Jamboree Event
[Sage Riders Motorcycle Club](#)
[Blue Ribbon Coalition](#)
[Side TRAX Rentals](#)
Dirt Biking Representative

Rock Climbing

[Salt Lake Climbers Alliance](#)
[Joe's Valley Fest](#)
[Access Fund](#)

Canyoneering

[Moab Cliffs and Canyons](#)
[Get in the Wild](#)

Mt Biking

[Mecca Mountain Bike Club](#)
[Holiday River Expeditions](#)
[IMBA](#) local chapter

Hiking

Person 1
Person 2
Person 3
Person 4

Equestrian

Backcountry Horsemen of America - [local chapter](#)
[Castle Valley Outdoors](#)

Person 1
Person 2
Person 3
Person 4

Boating

[Holiday River Expeditions](#)

[Grand Canyon Rafting Trips, Whitewater Rafting Vacations - CRATE \(crateinc.com\)](#)

[American Packrafting Association](#)

American Whitewater

Ray Peterson

[Western River Expeditions](#)

[OARS](#)

Person 1
Person 2
Person 3

Hunting/Fishing/Archery

[Sportsmen for Fish and Wildlife - Carbon/Emery Chapter](#)

[Castle Valley Outdoors](#)

[Wade Lemon Hunting](#)

GT Outfitters

Camping

Person 1

Other Events:

[San Rafael Classic Triathlon](#)

Special Events Coordinator, City of Green River

Aviation

[Utah Backcountry Pilots Association](#)

BLM Green River District, Price Field Office:

utprmail@blm.gov

Phone: (435) 636-3600

Chris Conrad

Field Manager

Fax: (435) 636-3657

Phone: (435) 636-3600

125 South 600 West

Price, UT 84501

Name: Jonathan Moor

Phone: (435) 781-2774
Wertz, Parker, Old Spanish trail /GIS

Manti La Sal NF Contacts:

Manti-La Sal National Forest Supervisor's Office
599 West Price River Drive
Price, UT 84501
Phone: 435-636-3500

Ferron/Price Ranger District
115 West Canyon Road
PO Box 310
Ferron, UT 84523
Phone: 435-636-3580

Ryan Nehl
Forest Supervisor
599 West Price River Drive
Price, Utah 84501

Kyle Beagley
Forest Plan Revision Team Leader
599 West Price River Drive
Price, Utah 84501

3. Press Release / Outreach Packages for previous work projects:

Ravalli Press Release Package:

You're Invited!

Ravalli County Recreation Review In-person Stakeholder Meetings

We need your input about outdoor recreation in Ravalli County! This next round of stakeholder meetings will include discussions about all types of outdoor recreation. Please join us to share where you recreate and your ideas about current challenges and future needs.



About Us: Public Land Solutions (PLS) is a non-profit recreation consultant working with the Ravalli County Economic Development Authority to complete a county-wide recreation review and report. PLS would like to hear from you about the public lands you visit within the county to meet the needs of all stakeholders.



If you are unavailable to attend our in-person meetings, please visit
www.publiclandsolutions.org/ravalliacounty
(use password: **ravalliacounty**)
to share comments and add your name to future updates on the project.

Meeting Schedule:

Hamilton, MT

March 7th, 2022 from 5:30 - 7:30 pm
Bitterroot River Inn
139 Bitterroot Plaza Dr

Stevensville, MT

March 8th, 2022 from 1:00 - 2:30 pm
Frontier Cafe
3954 US-93

Hamilton, MT

March 8th, 2022 from 5:30 - 7:30 pm
Bitterroot River Inn
139 Bitterroot Plaza Dr

Ravalli Invitation Letter:

Greetings!

I'm sending you this email as a reminder of our upcoming virtual meetings January 11th and 12th at 6 pm. These meeting will serve as an introduction to the project and begin discussion about various recreation assets in Ravalli County. You are receiving this email because you were identified as a collaborative partner in this planning effort. It would be great if at least one member from your agency/office could attend one of these meetings. If you can't attend, please let me know and we will send you meeting minutes to keep you informed about this collaborative planning effort. Please see below for more information about these meetings:

REMINDER: Ravalli County Recreation Review Kickoff Stakeholder Meeting

Here is a review of the initial email we sent out mid-December and a reminder to join us on January 11th or 12th at 6pm for our first stakeholder meetings. No registration is needed. We'll ask participants to share their information in the chat or login to our stakeholder portal at www.publiclandsolutions.org/ravallcounty (use password: ravallcounty) to make comments or add your name.

Please use the links below to join the virtual meetings:

January 11th, 2022 (Tuesday) @6 pm

Zoom Link: <https://us02web.zoom.us/j/87193813395?pwd=MHFEMzdtMGcvb3Y4Nk9JaG5CWEUwQT09>

Or Dial by your location

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

Meeting ID: 871 9381 3395

Passcode: 642282

January 12th, 2022 (Wednesday) @6 pm

Zoom Link:

<https://us02web.zoom.us/j/85132986394?pwd=VHR4bEZ5bFppMmdUdGwwck9zWEk5QT09>

Or Dial by your location

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

Meeting ID: 851 3298 6394

Passcode: 380791

The agenda for each meeting will be the same for both dates:

1. Introduce PLS staff, attending stakeholders and project goals
2. Begin discussions on the various recreation assets in the region, both those that are functioning well and those that need restoration or improvements. We want to hear your experiences about the places you visit.

These initial meetings will last one hour, and will be followed over the next few months with future meetings, both virtual and in person (dates to be determined), to explore in more detail both specific places and stakeholder needs.

Public Land Solutions (PLS) is a non-profit recreation consultant, and we are working with the Ravalli County Economic Development Authority to complete a county-wide recreation review and report. The goal is to identify opportunities to improve and support recreation assets in the county such as roads and trails, boating and fishing access, climbing areas, etc.

We hope to see you soon!

Thank you,

Nick Walendziak

Outdoor Recreation Program Director

Public Land Solutions

Moab, UT

Mobile: 720-532-2874

Email: nick@publiclandsolutions.org

Questa Meeting Invitation (English):

Input Needed on Outdoor Recreation Opportunities in the Questa area!

Public Land Solutions, a non-profit organization, and the Questa Economic Development Fund are partnering to complete an outdoor recreation assessment to help support local economic development in the Questa area.

We want to hear from all community voices, including the Latinx community!

Do you have time to contribute your input to this project?

Please join us for a Zoom meeting on March 18th 2021 (Thursday) at 5pm MST. This meeting will be hosted in English and Spanish. The goal of this meeting is to:

1. Hear your experiences about using and enjoying the outdoors around Questa
2. Get community feedback on new or improved recreation and economic opportunities

The Zoom meeting link is found below:

Time: Mar 18, 2021 05:00 PM Mountain Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/84011872163?pwd=c09Xbm5OM2hSNIB6RnpGUU9NV2dodz09>

Meeting ID: 840 1187 2163

Passcode: 405472

One tap mobile

+13462487799,,84011872163#,,,,*405472# US (Houston)

+16699006833,,84011872163#,,,,*405472# US (San Jose)

If you have questions please email Nick@publiclandsolutions.org Written feedback by email in English and Spanish is also accepted any time during this planning process.

Please share this email with anyone who may want to participate but is not on this mailing list.

Thank you,

Public Land Solutions

Questa Economic Development Fund

Questa Meeting Invitation (Spanish):

¡Se necesita su aporte sobre las oportunidades de recreación al aire libre en el área de Questa!

Public Land Solutions, una organización sin fines de lucro, y Questa Economic Development Fund (el Fondo de desarrollo económico de Questa) se están asociando para realizar una

evaluación de los espacios de recreación al aire libre para ayudar a apoyar el desarrollo económico local en el área de Questa.

¡Queremos conocer todas las opiniones de la comunidad, incluida las de la comunidad latina!

¿Únase a nosotros para aportar su opinión y contribuir a este proyecto?

Por favor, acompáñenos a una reunión virtual por Zoom este jueves, 18 de marzo de 2021 a las 5pm MST. La reunión en inglés será simultáneamente interpretada al español. El objetivo de esta reunión es:

1. Conocer cómo usted utiliza y disfruta los espacios abiertos, parques y entornos naturales al aire libre alrededor de Questa.
2. Obtener comentarios de la comunidad sobre nuevas o mejores oportunidades de recreación y de desarrollo económico.

El enlace de la reunión por Zoom se encuentra a continuación:

18 de marzo de 2021 a las 5pm MST.

<https://uso2web.zoom.us/j/84011872163?pwd=cogXbm5OM2hSNIB6RnpGUU9NV2dodz09>

Reunión ID: 840 1187 2163

Contraseña: 405472

ENLACE DE ACCESO TELEFÓNICO DESDE ZOOM

+13462487799, 84011872163#,,,,*405472# US (Houston)

+16699006833, 84011872163#,,,,*405472# US (San Jose)

Si tiene preguntas, envíe un correo electrónico a Nick@publiclandsolutions.org. Agradecemos sus comentarios por correo electrónico, escritos en inglés o en español, durante cualquier etapa de este proceso de planificación.

Por favor, comparta este correo electrónico con cualquier persona que quiera participar, o que no está en esta lista de distribución de mensajes. ¡Gracias!

Atentamente,

Public Land Solutions

Questa Economic Development Fund (el Fondo de desarrollo económico de Questa)

4. Examples of Recreation and Conservation Stakeholder Coordination Guidelines:

The goal of a public land stakeholder process is to produce a broadly-supported and community-created land use proposal, which will allow local land managers to create recreation assets that will both protect the resource and meet the needs of the community.

Land in its Natural State as an Economic Driver

Communities with shared open space and recreation access are attracting visitors, residents, and business investment. Utilizing public land as an economic driver is becoming increasingly popular with communities who by choice or necessity are pivoting from dependence on resource extraction.

Steps and best practices:

1. **Secure Formal engagement** with local govt authority to conduct stakeholder coordination work.
 0. Establish a clear scope and goal(s) for the project.
 1. Establish clear communication channels; who are the lead and secondary points of contact.

1. **Research potential stakeholders**
 0. **Interview local officials and outdoor recreation leaders** and populate a list of stakeholders.
 1. **Consider [underserved communities](#)** and how to connect with them.
 2. **Perform initial Interviews** with prominent stakeholders to learn more about area-specific considerations; consult early and often to keep stakeholders engaged.

1. **Recruiting Participants**
 0. **Craft a welcoming invitation** to the process that describes the geographic area and why public input is needed. Work with the host to generate a list. Propose/consider holding multiple meetings at different times to give the public more opportunities to engage. Consider dividing the groups if you expect more than 50 participants.

1. **Begin Initial Mapping**

- 0. **Gather publicly available recreation mapping data** and develop a basic map that will be the basis of meeting; input from the public will be entered in real time on map and as more information is obtained. This map could be hard copy or digital.
- 1. Consider **what information is needed** to best suit the goals of the project
 - 0. Only recreation data?
 - 1. Built assets only?
 - 2. Conventional public recreation sites (i.e., parks, gyms)?
 - 3. Other economic development data (broadband, land use planning, transportation, etc.).
 - 4. Consider performing a full recreation audit in advance if possible.

1. Planning the Stakeholder Meeting

- 0. **Set a date**, find and book venue or plan to use a video conferencing service
- 1. **Publish a meeting announcement** (local newspaper, social media, physical on-site postings); consider whether an announcement should have translated versions (i.e., in Spanish) and whether the meeting should have real-time translators; book services of translators if appropriate.
- 2. Consider **how many meetings** are appropriate, and if different groups (i.e., motorized, non-motorized) should have separate meetings.
- 3. **Develop an agenda** for the meeting with a goal of finding both places and champions for recreation activities in specific places.
 - 0. Solicit input from local govt. authorities and other primary stakeholders.
 - 1. Identify and articulate the goal of the meeting and the process as a whole.
 - 2. Consider focusing the agenda on map based conversations--allow the map to drive the conversation.

1. General Guidelines for Stakeholder Meetings

- 0. **Iterative Map Based Conversations** – Crux Environmental Consulting uses a system that is primarily map based. We begin with whatever participant wishes to speak first and we focus on the places and issues that person wants to discuss. We document their concerns and ideas and exactly where on the map these activities would or do currently take place. Then move on to the next speaker—either on the same activity or a new one—and apply the same process. We work our way around the room in this manner going through areas on the map repeatedly to add information via each iteration of the discussion.
- 1. **Letting the Public Control the Topics** - In this way the attending stakeholders are put in charge of the conversation and our job is to explore their ideas while keeping the conversation moving to ensure that everyone gets to speak. If a person or user group begins to dominate the discussion, a follow up meeting can

be scheduled with that group to dive deeper into their issues, as it is critical that all attending stakeholders be given the chance to speak.

2. **Meeting Logistics** - We work to keep meetings at 2 hours, but we provide refreshments and can take a quick break if the group is productive and wishes to stay longer. We like to wrap up at the latest at the 3- hour mark and try to save time for those who may wish to speak to us individually after the meeting.
3. **No Judgements or Rankings** - The purpose of these meetings is to gather information about needed improvements, user conflicts, illegal activities, and new opportunities, not to judge or rank activities in any way. The facilitator needs to be prepared to move the group on if these types of discussions begin. Illegal activity should be noted as such, and ways to either discourage them or seek appropriate places should be considered.
4. **Avoid Seeking Shared Values** - While most participants are likely to value the outdoors in general and value living in their community because it provides access to the outdoors, that may be where the stakeholders' shared values end. Instead of trying to convince one set of recreators about the values of other forms of recreation, focus instead on the economic value of a broad product mix. The more recreation groups that can be accommodated in the region, the more likely these activities are to improve everyone's economic prospects and create a place where the youth of the community will want to continue living.
5. **Managing the Group** - The goal is to hear from everyone in the room and to fully understand their ideas and concerns regarding the needs of their activity and how others may be affected. But in this information gathering stage no solutions or decisions are presented. Solutions and ideas will be explored and communicated via the first draft of the community-based proposal. A second meeting will be called to discuss the proposal, and if the system has functioned properly only tweaks and adjustments will be needed at that point.
6. **Capturing the Conversations** - While many techniques can be effective—including conversation stations, creating a wall of thoughts, and mapping notations—it is important to plan how these ideas will be synthesized and utilized to create a viable economic development strategy based on recreation assets. In general, working through each user group's needs and ideas is the best way to organize all of the data. Then projects can be prioritized based on viability, funding, and potential economic impact.
7. **Resolving Conflicts** - Again, it is very important that all groups be heard and documented. Often part of the disagreement involves the frustration that comes from not having been "heard." Most of the time conflicts can be resolved through extensive research of both the disputed landscape and alternative solutions. Often when the problem is discussed in a public forum and all of the facts are brought to bear—and everyone's side of the story is truly heard—the solution becomes obvious to everyone in the room. Hearing the concerns and issues of one's opponent in a neutral setting can be extremely effective in working towards compromise.

8. **Build a Shared Vision of the Future that Includes the Needs of All Groups** - While it may not be possible for everyone to get 100% of the places and activities they seek, once most of the group feels comfortable with most of the plans, all parties are able to work together to move forward to implement a shared vision.
9. **Outline next steps** for the group and identify contacts for any follow up communications
 0. "Homework" prior to the next meeting?
 1. Consider again what communities have been left out. Are there other unconventional ways to connect with underserved communities?

1. Reports

0. Consider **what type of reporting** is expected by local govt authorities and key stakeholders.
 0. Recommendations should be detailed and specific with funding options.
 1. Mapping and narrative should be created to better share the visions with the rest of the community.
- a. **Follow up as appropriate** with local govt authorities.
- b. Follow up with **user groups and key stakeholders** who see the vision and are ready to contribute to making the needed changes on the ground. These champions and enthusiasts will be instrumental in delivering real change and improvements to the region.

DEI Stakeholder Outreach Protocol for Crux Environmental Consulting Community Work

Goal: Develop effective outreach protocols to engage stakeholders from underserved and diverse populations in communities where Crux Environmental Consulting works.

This document outlines protocols for engaging diverse populations at each phase of our recreation audit/community projects.

Before initial meeting/s/outreach conduct research into the community to understand current and historic demographics (don't rely only on current community representatives) -

[DATAUSA.gov](https://datausa.gov)

- Demographic survey of the region based on census/state data to identify minority/underserved populations in the area.
 - Potential language barriers
 - Socioeconomic barriers (technology/transportation/etc.)
- Use demographic data to target all demographic groups in the region/state with an interest or association to the project area (and others who might know contacts in the area with same demographic profile such as HECHO for Hispanic populations, Dine Bikeyah for Utah Navajo populations); reach out to these groups to understand best way to reach diverse populations in order to incorporated them into the Crux project
- Consult with community project representatives (i.e., county, city, state, nonprofit, etc.) to identify active organizations/governmental entities working with DEI populations within the community.
- Research ethnic/diverse organizations and chambers of commerce (i.e., [Utah Black Chamber of Commerce](#))
- Conduct tribal outreach to communities that associate historically with the project location but might not be current residents (source: native-land.ca) and reach out to these tribes inviting them to be part of the project. Also when referencing the geographic scope of each project include land acknowledgment (i.e., “Bitterroot National Forest, Ktunaxa Nation (Kootenai)”)

Initial meeting/Introduction:

- Upon research of all relevant stakeholders, plan introductory meeting and reach out to each stakeholders to invite representatives (per Bina: ask them what they need to feel included and heed their response, modify program accordingly)
 - Write press releases and translate into languages appropriate to populations in each community -- post/publish in local newspapers, social media, gathering places, tribal offices, and other recommended locations.
 - Provide/ask for social media posts written in appropriate languages
 - Consult organizations about how to include representation from these groups and other requirements for meetings and opportunities for effective input
 - Gather contact information for updates throughout our process.

- Ask permission to use cellular numbers for text updates (free Remind App) if appropriate (i.e., cell phones are widespread/accessible to most populations)

GIS MAPPING OF HIGH PRIORITY AREAS AND PRIORITY RECOMMENDATIONS:

- Send out update emails to DEI populations; these populations may need advance notice before other stakeholders to make plans to attend meetings (virtually or in-person)
 - Consider the possibility that not everyone may have the same access to the internet; offer to provide follow up via US Post.
 - Consider that the use or geographic names may differ among stakeholders
 - Consider the recreation activities or public land uses may differ among stakeholders

FACILITATION / STAKEHOLDER ENGAGEMENT

- Per the update emails, keep these populations in the loop, send out invitation emails to individuals and organizations - translate these if appropriate.
 - Design posters/notices translated for DEI populations with meeting information
 - Social Media posts
 - Newspaper advertisements
- Create a language appropriate stakeholder portal for feedback and meeting information.
- Send out language appropriate cell text reminders
- Engage a translator for those populations that need it (i.e., Community Language Co-op)
- Host separate meetings as needed for different DEI communities
- When inviting groups to be involved in the project, as what they need to feel included and heed what they say

DRAFT AND FINAL PLAN

- Repeat all engagement methods from Phase 2
- Consider final report in translated language if appropriate
- Debrief with DEI stakeholders; ask if Crux was effective in reaching their population and what we can improve.

Key links:

<https://www.fs.usda.gov/rmrs/recreating-color-promoting-ethnic-diversity-public-lands>
<https://utahblackchamber.com/>
<https://questa-nm.com/demographics/>
<https://datausa.io/>
<https://native-land.ca>

Blair Elizabeth Kanis

• bkanis@gmail.com

WORK EXPERIENCE

President, Cocona Labs, Boulder, CO

2/22 – Present

General Counsel & Director of Sustainability

5/20 – 2/22

- Oversee day-to-day business operations of company, directly manage sales and marketing, legal department and company CSR/sustainability initiatives.
- Advise Board of Directors and CEO on corporate legal matters. Manage global intellectual property portfolio and licensing business.
- Develop and implement CSR initiatives for company, with a focus on development of sustainable product offerings, reducing carbon emissions, and responsible supply chain management

Co-Founder and Board Member, Colorado Poverty Law Project, Denver, CO **10/13 – Present**

- Founded and sit on board of a 501(c)(3) non-profit organization dedicated to preventing homelessness through legal education, representation, and advocacy.
- Founded CPLP's Mobile Home Initiative in 2020 to focus on affordable housing strategies for rural Colorado and advocacy for mobile home residents.
- Formed non-profit entity, created articles of incorporation and bylaws, secured 501(c)(3) status, and assisted with creation of mission/vision and revised website. Developed partnerships with a range of private and public partners and experienced in securing grant funding.

Of Counsel, Kutak Rock LLP, Denver, CO

11/09 – 2/19

- Draft and negotiate agreements related to licensing, confidentiality, joint development, and other IP-related transactions in a variety of industries, including software, e-commerce, media content, and performance textiles
- Provide role of outside General Counsel and advise clients on general corporate and IP issues, including trademark protection, website terms and conditions, licensing, and privacy matters
- Advise clients on Corporate Social Responsibility issues and assist in drafting of policies and contracts, with a focus on sustainability and supply chain management

Adjunct Professor, DU Sturm College of Law, Denver, CO

10/10 – 12/12

- Created and taught courses on business and human rights, including a seminar focused on the Alien Tort Statute and a Corporate Social Responsibility practicum course

Director, NomoGaia, Denver, CO

01/12 – 06/13

- Developed and implemented human rights impact assessment projects to assess impacts of global corporate projects; conducted academic research in the field of business and human rights

EDUCATION

University of Denver Sturm College of Law, Denver, CO

- Juris Doctor May 2009 *Order of St. Ives*; GPA 3.82; Class Rank: 2 of 276

Boston College, Chestnut Hill, MA

- Bachelor of Arts, Sociology, May 2005; GPA 3.87 *Summa Cum Laude*
Honors Program 2001-2005, Member of Phi Beta Kappa

INTERESTS

- Climber, mountain biker, skier, and classical violinist turned fiddle player

NICHOLAS N. WALENDZIAK

nick@cruxenvironmentalconsulting.com

PROFESSIONAL SUMMARY

Crux Environmental LLC / Public Land Solutions

2020-2022

- Facilitation and stakeholder engagement: Identified community stakeholders and invited to meetings. Scheduled and hosted multiple in-person and zoom. Collected comments via zoom recordings, meeting notes and google forms. Synthesized comments into reports.
- Outdoor Recreation Map Assessments: Collected data acquired through various sources including federal, state, county, user created interfaces and other online sources. Visualized this data using ESRI ArcGIS Pro software to produce both static maps and interactive online maps for stakeholder engagement and reports.
- Community Supported Plans/Reports: Developed draft and final reports with recommendations for outdoor recreation based on the following criteria: economic value, recreation value, feasibility and community support.

Federal Land Management

2007 – 2019

- Project manager/NEPA Coordinator for various recreation, travel management, special use permits, landscape scale and fuels projects including Categorical Exclusions (CE), Environmental Assessments (EA) and Environmental Impact Statements (EIS). All project required public scoping and some included public facilitation, meetings and workshops.
- Coordinated with local, regional and national partners to facilitate project funding, planning and implementation. Dependably acquired grants and alternative funding for various projects
- Experiences announcing and hosting public scope and engagement in accordance with NEPA regulations on federal lands
- Collected and maintained GPS/GIS data and proficient with ESRI GIS software for project analysis.
- Coordinated with local, regional and national partners to facilitate funding, planning, design and construction for various trail and recreation projects in accordance with federal agency policies, handbooks and manuals.
- Acquired grants and managed cooperative financial agreements for various trail and recreation related projects. Also secured matching federal funding and in-kind contributions.
- Experience and certifications with trail construction tools including road/trail excavators and dozers, hand tools, chainsaws and crosscut saws.
- Experience with federal trail management administrative tools including Trail Management Objectives (TMOs) and Tracs trail surveys.

PROFESSIONAL EXPERIENCE

CEO, Crux Environmental LLC, Ouray, CO, Sept 2020 - Current
Outdoor Recreation Program Director, Public Land Solutions, Moab, UT, Oct 2020 – March 2022
Trails and Dispersed Recreation Program Manager, (Acting), USFS, Rocky Mtn Regional Office, Lakewood, CO, April 2018 – Feb 2019
NEPA Planner/Coordinator, (Acting), USFS, Saco Ranger District, Conway, NH, July 2017 – Nov 2017
Natural Resource Specialist (Recreation), USFS, Pine Valley RD, St George, UT, July 2015 – March 2018
Supervisory Outdoor Recreation Planner, BLM, Monticello Field Office, UT, October 2014 – July 2015
Supervisory Outdoor Recreation Planner, BLM Red Rock/Sloan FO, Las Vegas, NV, Sept 2010 – Oct 2014
Outdoor Recreation Planner, NPS, Yosemite National Park, CA, April 2008 – Oct 2009
Recreation Technician (Trails/Wilderness), USFS, Cumberland RD, Slade, KY, Aug 2006 – Sept 2007
Site Supervisor, Singletrack Trails LLC, various locations Colorado, May 2020 – Sept 2020

COMPUTER SKILLS

GIS: ESRI ArcGIS Pro including ArcPy, ArcGIS model builder, Spatial correlations reports; QGIS including TUFLOW modeling and PyQGIS
Productivity Software: Microsoft Office Suite, Google Docs, Zoom

RESEARCH PUBLICATIONS

Dani T Dagan, Ryan L Sharp, Nicholas Walendziak, *Longitudinal Variation in Rock Climbing Impacts in the Red River Gorge Area of the Daniel Boone National Forest*, Journal of Forestry, Volume 117, Issue 1, January 2019, Pages 9–12, <https://doi.org/10.1093/jofore/fvy056>

EDUCATION

Eastern Kentucky University , Richmond, KY	May 2015
M.S. Recreation Resource Management	
Colby College , Waterville, ME	May 2004
B.A. Science, Technology and Society	