



COLORADO

**Front Range Waste Diversion
Enterprise Board of Directors**

Department of Public Health & Environment



ADVANCING CONSTRUCTION & DEMOLITION WASTE DIVERSION AND REDUCTION ON THE FRONT RANGE Request for Applications # 32892

Application Due: March 15, 2021 by 3:00 p.m. Mountain Time

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I. BACKGROUND AND OVERVIEW

BACKGROUND AND OVERVIEW

The Colorado State Legislature established the Front Range Waste Diversion Enterprise (FRWD, or “forward”) in 2019 to advance sustainable waste diversion across the Front Range. The FRWD Enterprise consists of the FRWD board of directors and staff from the Colorado Department of Public Health & Environment (the “department”, or “CDPHE”), and provides grants and technical assistance to Front Range communities to increase waste diversion to achieve the following waste diversion goals: 32% by 2021, 39% by 2026, and 51% by 2036. The FRWD enterprise fund is financed by an increase in user fees at Front Range landfills. Collection of these fees began in January 2020 and will increase over the next several years, ultimately providing an estimated \$15,000,000 per year. The first cycle of grants was awarded just over \$2,000,000 in 2020, with \$2,500,000 available in this second cycle.

This funding cycle will focus largely on sustainable construction and demolition (C&D) waste diversion and reduction, and end markets. The FRWD board of directors invites grant applicants to apply to move the needle on a material stream that makes up 35% of waste generated in Colorado with no indication of slowing down. A majority of this waste is found in demolition projects, so applications that address deconstruction are a focus of this grant offering, although end markets for the material must also be available. End markets and infrastructure are also a priority for this cycle and we invite applicants to utilize innovation to both create new markets and build on existing markets. The ideal grant application will propose a project centered around at least one of the following criteria:

- **Infrastructure Development:** projects that demonstrate the ability to “move the needle” with C&D waste diversion having a direct material displacement effect from Front Range landfills. Infrastructure development can include any feasible and cost-effective method such as manual separation at the source of generation or at another point in the process, mechanical or mechanized separation process, deconstruction capacities, or any other feasible methods to divert C&D materials from landfill.
- **Market Development:** projects that demonstrate the ability to develop market opportunities for troublesome C&D materials. The FRWD board has identified what we call Problematic Key Materials (PKMs) to include gypsum wallboard, treated wood, reclaimed asphalt shingles, carpet tiles, and construction plastics. This funding cycle will not exclude additional materials; however, the FRWD board has identified these PKMs because they make up a large volume of the current C&D waste stream and efforts to address them have the ability to move the needle for C&D diversion in the Front Range.
- **Local policy/ordinance development and implementation:** projects that will reduce the generation of unmarketable construction materials is another mechanism towards improving landfill diversion. Projects that demonstrate the ability to change consumer behavior or usage behavior are highly taken into account; for example, Boulder County’s new deconstruction and demolition ordinance requires projects to have a sustainable deconstruction plan when applying for a demolition permit and to divert 75% of resulting material from the landfill. The FRWD board values policy-motivated project applications that will accomplish at least one of the following:
 - Influencing the purchase or use of sustainable construction materials or sustainable methods with municipal construction materials. Policy ideas or community implementation plans that can drive purchasing changes toward sustainable construction material and their use;
 - Increasing the purchase, consumption, or reuse of construction material retaining a recycled content, or programs or policies that incentivize such purchase, consumption or reuse; or
 - Diverting construction materials through deconstruction or source separation, or any policy that incentivizes or requires source separation and diversion as part of the permitting process.

II. FUNDING CYCLE AND LIMITS, PROJECT TERM, SCHEDULE, AND ELIGIBILITY

A. Funding Cycle and Grant Limits

Approximately \$2,500,000 is available in this funding cycle to support multiple projects. Applications must request at least \$25,000 in FRWD grant funds and not more than \$700,000 to be eligible for this opportunity. Indirect rates are allowed for certain costs such as administrative overhead and facility maintenance. Applicants should review the department's indirect rate requirements and reimbursement procedures in Section V, Additional Information for Applicants. Per statute, for waste haulers or landfill owners or operators, only 50% of equipment or infrastructure may be funded through the FRWD grant program. Applications from entities subject to this requirement that do not include at least a 50% match for infrastructure and equipment will be disqualified from consideration.

B. Project Term

Projects are anticipated to start August 1, 2021 and may last up to two years, or approximately August 2023. All awarded funds must be spent within two years of the contract effective date. The term of the contract may be longer (up to three years) for monitoring purposes as deemed necessary by the department.

C. Schedule of Activities

All documents and communication will be posted on the FRWD program website at www.colorado.gov/cdphe/front-range-waste-diversion-grant-program.

Schedule of Activities	Date and Time
RFA published on program website	January 11, 2021
Q&A Round 1: Deadline for applicants to submit written inquiries	February 1, 2021 @ 3:00 p.m. MT
Q&A Round 1: Answers to Round 1 written inquiries published	February 5, 2021
Q&A Round 2: Deadline for applicants to submit written inquiries	February 16, 2021 @ 3:00 p.m. MT
Q&A Round 2: Answers to Round 2 written inquiries published	February 19, 2021
Application submittal deadline	March 15, 2021 @ 3:00 p.m. MT
Estimated notification of finalists	mid-April, 2021
Oral presentations, if requested	late April - early May 2021
Estimated notification of award	early May 2021
Estimated contract effective date	August 1, 2021

D. Eligibility

Applications that do not meet eligibility requirements will be disqualified from consideration.

1. **Organizational eligibility.** Entities that are eligible to apply include:
 - a. Municipalities, counties, and city and county governments;
 - b. Public or private schools, colleges, and universities;
 - c. Private sector entities (for-profit and nonprofit organizations) located or providing services in the Front Range.
2. **Programmatic eligibility.**
 - a. Per statute, if the FRWD board of directors awards a grant to a waste hauler or landfill owner or operator for infrastructure or equipment, the grantee is then ineligible to receive a FRWD grant for the following five (5) years.
 - b. Per statute, for waste haulers or landfill owners or operators, only 50% of equipment or infrastructure may be funded through the FRWD grant program.
 - c. If permits are necessary for implementation of your project, it is the responsibility of the applicant to understand all permitting, compliance, and regulatory requirements before applying. Applicants are encouraged to apply for FRWD funding after they have received the permit or started the permit application process. This may be demonstrated by a letter of engagement from the permitting authority, or other justification.

III. HOW TO APPLY

Applications must be submitted as specified in this announcement. Applications that fail to follow all of the requirements may not be considered. Applications must be received on or before the application submittal deadline date and time as indicated in the Schedule of Activities. Late applications may not be accepted.

A. Communication and Designated Contact

All inquiries and questions regarding this RFA shall be directed via email to the designated contact, unless otherwise directed in this RFA. Any applicant that inappropriately contacts any member of the evaluation team or board of directors other than the designated contact from the date of issuance of the RFA and prior to the completion of the selection process may be disqualified at the department's sole discretion. The designated contact for this RFA is the sole point of contact.

Designated contact name: Haley Gabbard, FRWD Program Manager
Designated contact email: cdphe.frwd.program@state.co.us

B. Written Inquiries

Applicants may make written inquiries via email. Applicants are not to rely on verbal statements or any other statements that alter specifications of this RFA.

No inquiries will be accepted after the dates and times indicated in the Schedule of Activities. Send all inquiries to the designated contact. Clearly identify your inquiries with the RFA number and title, and the section and paragraph number you are referencing. Responses to written inquiries will be published by end of day on the date indicated in the Schedule of Activities.

C. Instructions for Electronic Applications

To apply, you will need to create an account in the online application portal, Blackbaud, or log in to an existing account. Access Blackbaud via the following application portal link:

[Application Portal](#)

Start a new online application for this RFA by clicking on the following link:

[Start New Application for this RFA \(#32892\)](#)

Once you have started a new application, you may save it and return to it later via the Application Portal link. Once you submit your application, you will receive a confirmation email from mail@grantapplication.com. Notify the designated contact if you have not received a confirmation within one business day of submitting your application. Faxed or emailed applications will not be accepted. If you have problems with the application portal, or you are unable to submit your application online, please contact the designated contact.

D. Documents to Submit

1. **Application Narrative Responses:** Answer all questions in the online application portal. Application narrative questions are also provided in Attachment 1 for your reference.
2. **Work Plan:** Include a clear and detailed work plan with realistic timelines. Be sure to address all required elements such as interim and final reporting. The required Work Plan template (Attachment 2) is available to download in Word format via Blackbaud.
3. **Project Budget:** Describe itemized costs in sufficient detail for the evaluation team to evaluate the reasonableness and allowability of costs for each work plan component/activity. A Budget Table example and Budget Narrative instructions are shown in Attachment 3 for your reference in preparing these items.
4. **Material Tonnage Spreadsheet:** Provide calculations for the tonnage numbers that will result from this project. Include current tons diverted, additional tons that will be diverted, and new (expected) total tons diverted. While historical data is helpful to establish a baseline, it is important to estimate how many tons of each material will be diverted from the landfill per year, once the project is fully implemented. Refer to the waste diversion formulas and conversion factors provided in Section V.B.
5. **Financial Risk Assessment Questionnaire:** Please [click this link](#) to complete the Financial Risk Assessment Questionnaire online. A financial risk rating will be assigned by the department's Financial Risk Management System based on information contained in the applicant's Financial Risk Assessment Questionnaire. Applicants will receive a confirmation email with a copy of the completed form. Upload a copy of this completed form in the application portal. See Section V for more information and requirements.
6. **Resumes:** Upload resumes for key project staff.
7. **Vendor Quotes:** If you list any major equipment, supplies, or infrastructure purchase or leasing needs in your budget table, you must upload quotes for those items. FRWD staff may request backup quotes if not apparent in the original application. Quotes for basic peripheral supplies under \$5,000 are not necessary. Be sure the quotes match the amounts listed in your budget table. Equipment specification sheets and pictures are also welcome.

Applicants are strongly encouraged to consider leasing common rolling stock equipment. If purchasing said stock is preferred by the applicant, justification must be provided.

8. **Letters:** Indicate at the top of each letter if it is a Letter of Engagement or a Letter of Support.

- a. Letters of Engagement: Letters of engagement are **required** if the project requires the participation of other entities for it to be successfully implemented, such as local government agencies. Attach letters of engagement that state active participation in the project by an entity that will play an important role in the project’s implementation. Letters of engagement specify resources that the entity will commit to the project and identifies what role it will play in achieving the project’s goals. These letters are not assumed to be legally binding. The intent is to clarify the anticipated roles and responsibilities of partners in a project for the benefit of the application evaluation team.
- b. Letters of Support: If applicable, upload up to three (3) letters of support from community groups or other entities that confirm that the proposed project has the support of local or regional leaders. Letters of support from key business partners or current or potential customers may also be submitted.

IV. SELECTION, EVALUATION, AND AWARDS

Applications will be evaluated on the soundness of the applicant's approach and the applicant's understanding of the requirements, as described in their responses to the application narrative questions, Attachment 1. Past experience/qualifications will be assessed by considering the extent to which the qualifications, experience, and past performance are likely to foster successful, on-time performance. Technical and past experience assessments may include a judgment concerning the potential risk of unsuccessful or untimely performance, and the anticipated amount of State resources necessary to ensure timely, successful performance. The State may use all information available regarding past performance as defined in C.R.S. §24-106-107 et.seq.

The program carefully designed scoring and selection processes to ensure fair selection of the best projects. Applications will be evaluated based on responses to the narrative questions and other application components. **Applications that fail to follow all of the requirements may not be considered.**

A. Evaluation

1. Scoring Criteria

Projects will be scored based on the responses to the narrative questions. A scoring rubric is included as Attachment 4.

Project Description and Purpose	30 points
Materials and Tonnage	25 points
Project Feasibility and Outcomes	15 points
Facility/Infrastructure Due Diligence	15 points
Industry Impact and Support	10 points
<u>Experience and Qualifications</u>	<u>5 points</u>
Total	100 points

2. Financial Risk Assessment Questionnaire

Final scores will incorporate the applicant’s financial risk rating, which is determined from the Financial Risk Assessment Questionnaire submitted with the application. Applicants that receive a Medium Risk or High Risk rating will have their final project evaluation score reduced by 10% (medium) or 20% (high). Low Risk applicants will not have their project scores reduced. See more information on risk ratings in Section V.

B. Decision and Notification

1. Finalists

Applications that score highest in the initial round of reviews are considered finalists. The number of finalists will vary depending on the amount of funding available to award and the total number of applications received.

The evaluation team reserves the right to ask each finalist to present a brief summary of the proposed project, as well as one or more clarifying questions and additional documentation if there are sections within an application that are confusing, unclear, or lacking detail. There is no guarantee that a finalist will be asked to answer any questions. Finalists may be asked to present to the evaluation team via a live video conference, or may be asked to answer questions in writing. Program staff will call a finalist within 48 hours to ensure questions were received if the finalist does not confirm receipt of the questions. Finalists shall send all written responses to the designated contact. To ensure a transparent process, all questions and answers will be documented via email and will become part of the finalist's application; however, the evaluation team may request a conference call or other meeting with an applicant to discuss answers. Minutes from the verbal meeting will be recorded and also become part of the finalist's application.

The evaluation team may adjust an application's score based on the answers received from each finalist, which will influence the board of directors' final decision to award or to reject a particular application. If a finalist fails to respond to the evaluation team's questions by the deadline, the application may be disqualified.

2. Notification

All applicants will be notified with a letter attached via email to the email address provided in the application.

V. ADDITIONAL INFORMATION FOR APPLICANTS

A. RFA Business Documents

Applicants should review the information at www.colorado.gov/cdphe/rfa-business-documents. These documents detail the rules and expectations for the RFA process and outline the terms and conditions that typically appear in State of Colorado contracts.

B. Calculating Waste Diversion and Tonnage

It is important to provide an accurate estimate of the tonnage that your project will divert. If accurate tonnages are not available when preparing estimates, you must use the Volume-to-Weight Conversion Factors prepared by the U.S. Environmental Protection Agency (EPA), www.epa.gov/smm/volume-weight-conversion-factors-solid-waste.

The formula for converting cubic yards to tons is:

$$\text{Tons} = \frac{(\text{Number of cubic yards}) \times (\text{Weight in lbs./cubic yards}^*)}{2000 \text{ lbs./ton}}$$

* bulk density

C. Permitting Guidance

It is the applicant's responsibility to know what permits or licenses are required for the project prior to applying for grant funds. If the proposed project requires any type of permit or regulatory licensing, the applicant must be prepared to provide documentation of compliance if the project is funded.

Applicants are encouraged to reach out to the department’s Small Business Assistance Program and other resources for assistance understanding which permits may be applicable. The CDPHE websites listed below provide information on various permits that may be applicable.

- Air Quality: cdphe.colorado.gov/general-air-permits
- Hazardous Waste: cdphe.colorado.gov/hwguidance
- Storm Water: cdphe.colorado.gov/wq-commerce-and-industry-permitting
- Recycling: cdphe.colorado.gov/solidwaste
- Small Business Assistance Program: cdphe.colorado.gov/small-business-assistance-program

In addition, consider contacting the local planning or land use department in the county where the project will be implemented to assure compliance with local requirements. Some local authorities offer conceptual permit review services for projects in the initial stages of planning and development. Applicants are encouraged to seek a conceptual permit review if available and applicable to their project.

D. Regulatory Compliance

If an applicant is currently part of the regulated community, the applicant’s compliance history and the nature of any past or present compliance issues will be taken under consideration prior to awarding a grant. An applicant must be prepared to prove they are in good standing with the department, the U.S. Environmental Protection Agency, and the U.S. Department of Labor, Occupational Safety and Health Administration (OSHA). An applicant’s compliance history with these agencies will not be limited to those compliance issues that are only relevant to the scope of the proposed project.

E. Financial Risk Assessment Questionnaire

IMPORTANT: A risk rating will be assigned for all applicants. Local public health agencies are not required to complete this form because they already have a risk rating assigned by the CDPHE Financial Risk Management System (FRMS). Colorado State Agencies and Colorado State Institutions of Higher Education are not required to complete the Financial Risk Assessment Questionnaire. This form must be completed and submitted by all other applicants. Note: if the applicant has submitted a Financial Risk Assessment Questionnaire within the past 12 months and the applicant has not experienced changes in that time period, the applicant should submit a copy of the questionnaire. If the applicant has experienced changes within the past 12 months, the applicant must submit an updated questionnaire. The application may not be reviewed if the completed form is not included. The final application score will be impacted by risk determinations made by CDPHE based on information contained in the form. The form and guidance are part of this announcement. The application’s initial score will be impacted by the financial risk rating as follows.

Financial Risk Rating from FRMS	Percent Deducted from Initial Evaluation Score
Low	0% reduction to score
Medium	10% reduction to score
High	20% reduction to score

F. Business Personal Property Tax

Because the market value of equipment is highest immediately after installation, the resulting Business Personal Property Tax (BPPT) is often the highest at a time when a business is being established or in the early stages of growth. While there is no need to include this cost in the application budget, it is important to consider this expense as you create a financial plan for your project. As the equipment depreciates, BPPT is subsequently reduced. Applicants should contact the local county assessor where the equipment will be located for

more information. Counties are responsible for valuation of equipment, and collection of owed taxes. Currently, a BPPT credit is allowed under C.R.S. 39-22-537.5. Find more information at <https://sites.google.com/state.co.us/personalpropertyassessment/home>.

G. Reimbursement Basis Grants

Grant funds are paid on a reimbursement basis only, meaning that, if awarded, grantees must complete purchases using organization funds and then work with the department to request a reimbursement. Grantees shall submit a request for reimbursement for purchases made after the successful completion of each primary activity and its associated deliverable. The department will not pay for any work performed or reimburse any cost incurred by the grantee prior to issuance of an executed contract, task order, or authorized purchase order.

Grantees will receive reimbursement only once in a 45-day period. Please allow 14 days from the date a reimbursement request is submitted to receive payment. Grantees shall use the department's Reimbursement Invoice Form, <https://cdphe.colorado.gov/standardized-invoice-form>. The department will provide technical assistance in accessing and completing the form. Expenditures shall be in accordance with the statement of work and project budget in the final contract. Reimbursement requests must include supporting documentation of payment such as paystubs, receipts, or invoices with zero balances.

The department will withhold five percent (5%) of awarded funds for all grantees until a draft final report has been submitted to and acknowledged by the department. This report must confirm that contract requirements through the reporting date have been satisfied. No exceptions will be made to this process.

Grantees shall not sell, transfer, abandon, or dispose of equipment, or otherwise allow the equipment to become unavailable for its use during the contract term, without department's prior written authorization. Grantee must seek approval from the department if project goals change or if the grantee is unable to utilize the equipment due to changes in business status.

The department may, at its sole discretion, require a signed attestation certifying the grantee's matching contribution to this project. This request is more likely to be made if a project's implementation relies heavily on the grantee committing a substantial amount of their own resources, or if a grantee's in-kind purchases are needed to successfully incorporate into the project any equipment or supplies purchased with grant funds.

Because the grant program funds projects on a reimbursement basis, grantees may experience financial hardship when making high-dollar, project-related purchases. If for-profit or nonprofit entities require a loan to make purchases prior to being reimbursed by the department, or need additional in-kind funds to implement the project, contact the Colorado District Office of the United States Small Business Administration at 303-844-2607 and ask to speak to a lender relations specialist. For lender-approved loans, the U.S. Small Business Administration will provide a respective guarantee on the approved loan amount for eligible businesses and nonprofits. This incentivizes participating banks to approve loans, often at lower interest rates and reduced collateral requirements. Additional information is available from the Colorado District Office at www.sba.gov/offices/district/co/denver. The department has no official ties to the Small Business Administration and provides these details for informational purposes only. The department makes no guarantee of funding.

H. Indirect (F&A) Cost Rate

Indirect costs are defined as those costs that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective or grant account. Indirect costs may be called Facilities and Administration costs (F&A) at some agencies. Indirect costs are different than administrative costs in most cases. For example, a program employee can be considered administrative and not be included in an agency's indirect costs. Costs classified as indirect can differ depending upon your organizational structure and accounting practices, but some common examples include depreciation on buildings and equipment, operating and maintenance costs of facilities, and general

administrative expenses such as the salaries and expenses of executive officers and accounting or legal staff.

If the applicant's agency/business maintains an indirect or F&A rate and they choose to include this cost on the application budget, it is expected that the amount budgeted will reflect the agency's/business's approved rate. Be prepared to submit one of the following if awarded:

- a. Federally Negotiated Indirect Rate Agreement - An entity that receives funding directly from the federal government is eligible to recover indirect costs by using a federally negotiated indirect cost rate from their Federal cognizant agency.
- b. CDPHE Negotiated Indirect Rate Agreement- An entity that does not have a current negotiated indirect cost rate with a federal agency AND does not receive federal funds directly from a federal agency can negotiate an indirect cost rate with the internal audit unit at the department.

Alternatives to a negotiated indirect cost rate:

- i. de minimis indirect cost rate - Organizations may elect to charge a de minimis rate of 10% of modified total direct costs as defined at 2 CFR 200.68. NOTE: The de minimis indirect cost rate is only available to organizations that have never had a negotiated indirect cost rate.
- ii. Direct Charge All Expenses - Organizations may elect to direct charge all allowable expenses on their billings for each contract, grant or award. Billed costs will be subject to field review by the department.

Regardless of the option chosen, the department requires all indirect rates to comply with generally accepted accounting principles and be fully supported by actual cost data.

ATTACHMENT 1 APPLICATION NARRATIVE QUESTIONS

Application responses must be entered in the online application portal, Blackbaud. This document is provided here for your reference and assistance in preparing your responses.

EXECUTIVE SUMMARY

Provide a general overview of the proposed grant project. At a minimum, the executive summary must explain how the project will contribute to the Front Range waste diversion goals and diversion or reduction of construction and demolition (C&D) waste in particular. Keep this paragraph free of proprietary information, as awarded projects may have their executive summaries posted on the department's website. Limit responses to 500 words.

PROJECT DESCRIPTION AND PURPOSE

A. For all applicants, answer the following questions.

1. **Work Plan:** Upload a pdf of your Work Plan to the 'Attachments' tab in your online application. The Work Plan template is shown in Attachment 2 and is also available to download in Word format in the 'Attachments' tab of the online application portal for your assistance in preparing the work plan.
2. **Budget:** Upload an Excel spreadsheet of your Budget Table and Budget Narrative to the 'Attachments' tab in your online application. A Budget Table example and Budget Narrative instructions are shown in Attachment 3 for your assistance in preparing these items. A pdf of the Budget Table and Narrative may be included in addition, if desired.
3. **Project Description:** Provide a detailed explanation of how your project will contribute to the Front Range waste diversion goals, and to construction and demolition (C&D) waste diversion and reduction, by addressing each point below.
 - a. Select the focus area(s) of your proposed project.
 - Infrastructure development
 - Market development
 - Local policy/ordinance development and implementation
 - Other (describe)
 - b. Include an overview of the project's goal and key objectives, and how you will achieve them.
 - c. What communities will be served by this project? List counties, cities, towns, villages, schools, homeowner's associations, etc.
 - d. Briefly discuss the overall benefits of the project, including environmental, community, local employment goals, etc. Indicate if this project addresses a strategic plan or sustainability goals adopted by your community.
 - e. Is this project related to any previous projects for which you have received a grant from CDPHE? If so, explain how this project builds on the past CDPHE grant project.

B. For infrastructure or market development projects, answer the following question.

1. Define whether this project adds new collection or processing capacity, or if it will improve existing programs or capacity in the community served.

C. For local policy/ordinance projects, answer the following question.

1. Define whether you are proposing a new policy, or if the policy will build on existing policies or programs in the community you serve.

MATERIALS AND TONNAGE

A. For all applicants, answer the following questions.

1. **Tonnage Diversion:** Quantify the waste diversion or reduction that will result from this project. Include current tons diverted, additional tons that will be diverted, and new (expected) total tons diverted. While historical data is helpful to establish a baseline, it is important to estimate how many tons of each material will be diverted from the landfill per year, once the project is fully implemented. If volumes are known but weights are not known, use the conversion calculations referenced in Section V.B.

If your project will address multiple materials in the C&D waste stream, provide estimates for each material stream (i.e., concrete vs. drywall) if possible.

- a. Current tons diverted (before grant project): _____
 - b. Additional tons that will be diverted in year 1 of implementation: _____
 - c. Total tons that will be diverted in year 1 of implementation: _____
 - d. Additional tons that will be diverted in year 2 of implementation: _____
 - e. Total tons that will be diverted in year 2 of implementation: _____
 - f. Additional tons that will be diverted in year 3 of implementation: _____
 - g. Total tons that will be diverted in year 3 of implementation: _____
 - h. Project length (in months): _____
 - i. Total tons that will be diverted during the project period: _____
 - j. Will you continue to divert tonnage after the grant project is implemented?
 - k. When will you reach maximum diversion resulting from this project?
 - l. Additional tons that will be diverted yearly after project is implemented: _____
 - m. Total tons that will be diverted yearly after project is implemented: _____
2. Upload an Excel spreadsheet you used to arrive at the above numbers to the 'Attachments' tab in your online application.
 3. Provide a narrative explanation that supports your calculations. Include assumptions made and sources used to inform your calculations and projections, including material volume, weight, frequency or seasonality, etc.
 4. Tonnage Impact
 - a. Describe the impact of the proposed project or policy on landfill diversion. How will you measure impacts of the proposed project or policy? Quantify or describe the potential for future diversion.
 - b. What data will be collected to measure impacts and how will the data be collected?
- B. For infrastructure or market development projects, answer the following question.
1. Select which material(s) the project proposes to divert:
 - Gypsum wallboard
 - Treated wood
 - Asphalt shingles
 - Carpet
 - Construction plastics
 - Other (describe)
- C. For local policy/ordinance projects, answer the following question.
1. Indicate what material(s) will be affected by the proposed policy.

PROJECT FEASIBILITY AND OUTCOMES

- A. For all applicants, answer the following questions.
1. Who are the anticipated customers for this project or service?
 2. Describe your plan for internal outreach and education (training and educating staff who will be necessary to implement the project or program), including the numbers of individuals that will be trained.
 3. Describe your plan for external outreach and education (to business owners or participants). Include your plan for outreach in a language other than English, or explain why it is not necessary.
 4. How will you encourage and maximize participation? Include how you will encourage participation among low-income and limited-English proficient populations.
 5. Do you need approval from the municipality, city council, or other governing body to implement your project? Please describe the process for securing such approval and be candid about prospects for success or challenges to overcome.
 6. Describe long-term program plans including how you will sustain the project after the grant period ends and all grant funds have been spent. Include maintenance and preventative maintenance, and staffing and management, as well as outreach, marketing, and monitoring activities.
 7. Contamination: Minimizing contamination is essential to a successful program.

- a. What types of materials are most likely to contaminate your process?
 - b. How will contamination be handled at the processing level?
 - c. How will you minimize contamination at the participant or supplier level?
 - d. Does your process include receiving, handling, or processing of asbestos containing material or lead based paint? If so, do you have a plan for screening for these materials and ensuring compliance with CDPHE regulations for these materials?
 - e. Detail any possible increases in cost or surcharges associated with contamination.
- B. For infrastructure or market development projects, answer the following question.
1. Describe any obstacles that may affect the outcome of your project. For example, specifically address how obstacles related to permitting, securing a facility location, market conditions/prices, access to markets, financial hardship, shipping delays, and/or construction delays may delay implementation. Explain your plan to overcome these obstacles if encountered.
- C. For local policy/ordinance projects, answer the following questions.
1. How will the policy be implemented and enforced? Explain the funding mechanism for the policy implementation and enforcement.
 2. Would the policy require changes to purchasing methods? Describe how its implementation would impact various types of businesses and industry at large, and your plan to outreach to impacted groups.

FACILITY AND INFRASTRUCTURE DUE DILIGENCE

- A. For all applicants, answer the following question.
1. Describe how you will ensure the project meets all applicable state and local permitting and regulatory requirements.
- B. For infrastructure or market development projects, answer the following questions.
1. Describe the format and requirements for your facility (existing or proposed), including location, equipment, site preparation or construction, etc.
 2. Have you identified, purchased, leased, or otherwise acquired all parcels of land, rights-of-way, or buildings necessary for completion of the project? Select the most accurate choice, and explain your response in detail. Yes No In progress
 3. Are land-use permits, hauling, or other permits needed? If so, describe how you will obtain them and provide a realistic timeline. Select the most accurate choice, and explain your response in detail. Yes No In progress
 4. Describe where and how the materials are or will be collected and processed, including receipt, storage and transport to a processing facility.
 5. Do you have any current agreements with haulers, suppliers, or processors necessary to implement this project? Select the most accurate choice, and describe the agreements or explain why they are not necessary for this project. Yes No In progress
 6. Describe your plan for soliciting a hauler, supplier, processor, equipment, or other goods or services. Describe your experience bidding services and managing contracts.
 7. Is the applicant a hauler, a landfill owner, or a landfill operator? In accordance with the Colorado Revised Statutes, an organization is considered a hauler if they deliver material to a solid waste disposal site or facility.
 - Yes, applicant is a hauler, a landfill owner, or a landfill operator.
 - No, applicant is not a hauler, a landfill owner, or a landfill operator.
- a. If yes, if you are requesting grant funds to pay for equipment or infrastructure, please note that grant funds shall only cover up to 50% of the equipment or infrastructure cost. See examples requiring match in Attachment 3. Explain how you intend to cover the required 50% match.
 - b. If other equipment or infrastructure is needed as part of this project, but it is not funded through this grant, please explain how it will be funded and procured.
- C. For local policy/ordinance projects, answer the following questions.
1. If the proposed policy will result in a need to haul materials, do you have agreements with haulers? Select the most accurate choice, and describe the agreements or explain why they are not necessary for this project. Yes No In progress

2. If the proposed policy will result in a need to process or resell materials, have you identified facilities where the material will go to be reused, resold, or remanufactured? Select the most accurate choice and explain in detail. Yes No In progress

INDUSTRY IMPACT AND SUPPORT

A. For all applicants, answer the following questions.

1. Industry Support and Partnerships
 - a. Are there any new or existing partnerships (public, private, or multi-jurisdictional) that will drive the success of this project? Does the project rely on this partnership for successful implementation? Explain why or why not. Be sure to address what role(s) any partners would play and how these partnerships will be utilized to promote waste diversion and recycling.
 - b. Describe how your proposed project or policy will create an impact in the C&D market. Include impacts to the Front Range market and national C&D markets.
2. Municipal and Community Support
 - a. Have any municipalities or governmental entities expressed support? Upload letters of engagement to the 'Attachments' tab in your online application.
 - b. Have any community organizations formally expressed support? Upload up to three (3) relevant letters of support to the 'Attachments' tab in your online application.
 - c. What role will communities play in implementing the project?
3. Industry Access and Impact
 - a. Describe how your program is or will be accessible to all members of the C&D industry.
 - b. Describe how you will ensure and promote access to your program among limited-English proficient businesses or populations. Consider factors such as program affordability, location, access to services, etc.
 - c. Is it possible for this project to be replicated in other communities or programs in the Front Range? If so, how could this project serve as a model?

B. For infrastructure or market development projects, answer the following question.

1. Describe any existing programs or infrastructure in the area that are comparable to your proposed project. If similar services are offered, how will this project be unique in the community or how will it complement existing infrastructure?

C. For local policy/ordinance projects, answer the following questions.

1. Who will be affected by the proposed policy once implemented? Will it have a disproportionate impact on a sector of the community or industry (e.g., small businesses)? If so, describe your plan to address the disproportionate impact.
2. Describe any existing policies in the area that are comparable to your proposed project. If similar services are offered, how will this project be unique in the community or how will it complement existing policies?

EXPERIENCE AND QUALIFICATIONS

A. For all applicants, answer the following questions.

1. Briefly summarize at least one other project that key project staff have been involved with that focused on waste diversion. What was the outcome of that project?
2. Upload key project staff resumes to the 'Attachments' tab in your online application.
3. Discuss any previous CDPHE grants you have received.
4. Is the applicant currently in compliance with all relevant CDPHE, EPA and OSHA requirements? What is the 5-year compliance history of the applicant?

B. For infrastructure or market development projects, answer the following question.

1. Describe the relevant industry and/or market experience of key project staff, including how their experience will directly contribute to the project. How long have key project staff been active in the industry?

C. For local policy/ordinance projects, answer the following question.

1. Describe the relevant government or policy experience of key project staff, including how their experience will directly contribute to the project. How long have key project staff been active in government or policy-making?

ATTACHMENT 2 WORK PLAN INSTRUCTIONS AND TEMPLATE

You are required to use the below format to submit your project work plan. The below template is also available to download in Word format on the 'Attachments' tab in the online application portal. Additional rows for activities and deliverables can be added as needed. Unused space can be deleted.

When developing the project work plan, carefully consider the following:

- a. Identify and list the goal and objective of the project. Goals are typically broad statements; they define a target for achievement. Objectives are statements that are focused and detailed. When the objective is accomplished, it achieves the goal or makes progress toward the achievement of the goal.
- b. Identify and list each primary activity and any corresponding sub-activities. All activities and sub-activities must relate to how grant funds will be spent, per the project budget. When identifying responsible entities in the work plan, use job titles instead of names for key project staff. Projects may have multiple primary activities and corresponding sub-activities.
- c. List all known requirements and standards that govern or affect how the activities will be completed. These may be industry standards, internal standards for conducting these types of activities, or other regulatory requirements or standards. For example, if a project's focus is to produce finished compost, it may be included as a standard that the grantee shall comply with the United States Composting Council Seal of Testing Assurance. These will be added to CDPHE's boilerplate standards and requirements.
- d. Identify and list the result that is expected from the completion of the activities. The result should also meet the objective of the project.
- e. Identify and list what will be measured to certify the result has been achieved.
- f. Deliverables are limited only to tangible items that will be submitted to the department for review. For example, deliverables may include reports, certificates of occupancy for a new building, or a marketing plan. For any deliverables that are dependent on grant dollars to complete, completion dates must be between the anticipated project start date of August 1, 2021 and the project end date identified in your work plan, but no more than 2 years.

The following elements are required in **all** work plans:

- a. **REQUIRED:** Progress reports must be included as deliverables, every 6 months during the project term. The due dates shall be no later than December 31, 2021, June 30, 2022, and December 31, 2022. Program staff will provide an online reporting template 30 days prior to this date that will outline the information requested.
- b. **REQUIRED:** A draft final report must be included as a deliverable. The due date shall be no later than 90 days after project implementation is complete, or October 31, 2023. Program staff will provide an online reporting template 30 days prior to this date that will outline the information requested.
- c. **REQUIRED:** A final report must be included as a deliverable. The due date shall be no later than 90 days after the draft final report is due. Program staff will provide an online reporting template 30 days prior to this date that will outline the information requested.
- d. **REQUIRED:** Post-project reports are contractually required after the final report is submitted. The post-project reports serve to provide ongoing data about tonnage or other outcomes that may be realized after the grant project is implemented. The due dates shall be no later than 6 months after the final report is submitted, and every six months thereafter. The final post-project report shall be no later than August 15, 2024.

ATTACHMENT 2
(continued)

PROJECT NAME: _____

Goal #1:		
Objective #1:		
Primary Activity #1 <i>(Needed to meet the project goal/objective)</i>		
Sub-Activities <i>(Needed to complete the Primary Activity)</i>	1. 2. 3.	
Primary Activity #2 <i>(Needed to meet the project goal/objective)</i>		
Sub-Activities <i>(Needed to complete the Primary Activity)</i>	1. 2. 3.	
Standards and Requirements <i>(These establish quality and ensure the activity will provide the expected results)</i>	1. 2. 3.	
Expected Results of Activity(s) <i>(Newsworthy results that meet the project goal/objective)</i>	1. 2. 3.	
Measurement of Expected Results <i>(What will be measured to ensure the expected results are achieved)</i>	1. 2. 3.	
		Completion Date <i>(When is the deliverable due)</i>
Deliverables <i>(Typically tangible objects produced as a result of the activity - evidence of progress and compliance with standards and requirements)</i>		
	Progress report(s)	
	Anticipated project completion date:	
	Draft final report	
	Final report	
	Post-project report(s)	

ATTACHMENT 3
BUDGET TABLE AND NARRATIVE INSTRUCTIONS AND EXAMPLES

All applications must include a budget table and a budget narrative. All project budgets are required to use the following budget categories. Restrictions on how grant funds can be allocated in a project budget are indicated below.

Budget Category	Description	Allowable
Staffing/Personal Services	All personnel directly working on the grant project. Include fringe benefits such as health insurance, retirement funds, FICA, etc.	Yes
Supplies	Includes peripheral items such as recycling carts, printed outreach materials, compostable bags, etc., and associated shipping/freight charges. Generally, items worth less than \$5,000 or those that are not tracked for depreciation can be considered in this category.	Yes
Equipment and Infrastructure	Includes capital equipment such as, balers, sorting equipment, trailers, roll-off dumpsters, vehicles or vehicle modifications, forklifts, etc.; infrastructure items such as buildings and utility lines; and associated costs for shipping/freight, fabrication, and retrofits. Generally, items worth over \$5,000 or those that are tracked for depreciation can be considered in this category.	Yes (requires 50% match for haulers, and landfill owners/operators)
Travel Costs	In-state only. Includes mileage, lodging, and meals.	Yes
Subcontractors	<ul style="list-style-type: none"> i. Outside labor for construction, marketing, outreach, etc. Budget breakdown for each service provider is required. ii. Professional services directly related to the project (i.e. - consultants). Budget breakdown for each service provider is required. 	<ul style="list-style-type: none"> i. Yes ii. Yes
Other Direct Costs	<ul style="list-style-type: none"> i. Expenses related to the grantee educating school groups, businesses, organizations, etc. ii. Tuition, memberships fees, etc. In-state resident rates only. iii. Expenses related to advertising the services of a for-profit or nonprofit entity to the general public. iv. Other costs not covered by any other budget category. 	<ul style="list-style-type: none"> i. Yes ii. Yes iii. No iv. Yes
Indirect Costs	Refer to RFA Section V.H, Indirect (F&A) Cost Rate.	Yes

List only those budget categories that are applicable to the proposal. Applicants are responsible for ensuring the calculations in the project budget are accurate. **Submitting an incorrect budget table may jeopardize your chances of securing an award, so please double-check all calculations.** The department reserves the right to deny requests for any item listed in the budget that is deemed unnecessary for the implementation of the project.

Budget table examples are provided below. **Select the single or multiple budget option - not both.** If submitting a budget table with multiple options, be sure that Option A budget has the highest grant request amount, Option B has the second highest grant request amount, and so on.

BUDGET NARRATIVE: On a separate page, describe each line item from your budget table and provide any equipment specs and quantities, staff time, summary of contracted work, etc. If you present multiple budget options, it is important that the narrative explain the differences between the options, and why multiple options are provided. Failure to explain the options thoroughly may jeopardize your chances of securing an award. A budget narrative must be submitted with your application. **Failing to include a budget narrative with your budget table may jeopardize your chances of securing an award.**

ATTACHMENT 3
(continued)

Budget Category	Requested Amount	Match/In-Kind	Total Amount
Personal Services			
Program Manager	\$10,000	\$0	\$10,000
Supplies			
Educational materials	\$4,000	\$0	\$4,000
Equipment and Infrastructure		*50% required for some applicants*	
Shredder	\$15,000	\$15,000	\$30,000
Retrofit and installation labor	\$1,000	\$1,000	\$2,000
Sub-Total	\$16,000	\$16,000	\$32,000
Travel Costs			
Mileage	\$500	\$0	\$500
Contractual			
Design Consultant	\$5,000	\$0	\$5,000
Other Direct Costs			
Conference Fee	\$500	\$0	\$500
Total Project Cost	\$36,000	\$16,000	\$52,000

EXAMPLE OF A SINGLE BUDGET OPTION

Budget Category	OPTION A			OPTION B		
	Requested Amount	Match/In-Kind	Total Amount	Requested Amount	Match/In-Kind	Total Amount
Personal Services						
Program Manager	\$10,000	\$0	\$10,000	\$0	\$0	\$0
Supplies						
Educational materials	\$4,000	\$0	\$4,000	\$4,000	\$0	\$4,000
Equip./Infrastructure						
Shredder	\$15,000	\$15,000	\$30,000	\$15,000	\$15,000	\$30,000
Retrofit, install labor	\$1,000	\$1,000	\$2,000	\$1,000	\$1,000	\$2,000
Sub-Total	\$16,000	\$16,000	\$32,000	\$16,000	\$16,000	\$32,000
Travel Costs						
Mileage	\$500	\$0	\$500	\$0	\$0	\$0
Contractual						
Design Consultant	\$5,000	\$0	\$5,000	\$0	\$0	\$0
Other Direct Costs						
Conference Fee	\$500	\$0	\$500	\$0	\$0	\$0
Total Project Cost	\$36,000	\$16,000	\$52,000	\$20,000	\$16,000	\$36,000

EXAMPLE OF MULTIPLE BUDGET OPTIONS

ATTACHMENT 4 SCORING RUBRIC

Minimum Requirements

The department will assess the following elements prior to assigning applications to the evaluation team. If an application fails to meet one or more of the following requirements, the project will be disqualified from further consideration and scoring.

- **Eligibility:** Are the applicant organization and the project or program eligible for this RFA?
- **Completeness:** Did the applicant submit a complete application with an executive summary and all required attachments, on time and within word limits?

PROJECT DESCRIPTION AND PURPOSE - total 30 points

- **Work Plan (5 points)**
 - **4 - 5 points** - Applicant included a detailed and high-quality work plan with realistic timelines.
 - **2 - 3 points** - Applicant included an adequate work plan with realistic timelines but lacked some clarity or detail.
 - **0 - 1 points** - Applicant's work plan lacked sufficient detail, included confusing elements or had unrealistic timelines.
- **Budget (5 points)**
 - **4 - 5 points** - Applicant included a detailed budget table and budget narrative with itemized costs and descriptions. The project provides the program with an excellent return on investment.
 - **2 - 3 points** - Applicant included an acceptable budget table and budget narrative with some itemized costs and descriptions. The project provides the program with an acceptable return on investment.
 - **0 - 1 points** - Applicant's budget table and budget narrative lacked sufficient detail or itemized costs and provides the program with a low return on investment.
- **Project Description (20 points)**
 - **14 - 20 points** - Applicant included a clear and thorough description of all required elements and provided a high-quality response. The project substantially contributes to program goals and purpose.
 - **7 - 13 points** - Applicant included a description of most required elements and provided an adequate response. The project contributes to program goals and purpose to a limited degree.
 - **0 - 6 points** - Applicant did not include several key required elements and the quality of the response was poor. The project minimally contributes to program goals and purpose.

MATERIALS AND TONNAGE - total 25 points

- **Tonnage Diversion (15 points)**
 - **11 - 15 points** - The applicant thoroughly discussed expected tonnage results. The response was clear and complete. The expected project outcomes and results are significant given the amount of funding requested. Cost per ton diverted is low.
 - **5 - 10 points** - The applicant somewhat discussed expected tonnage results. The response did not address all required elements or was confusing. The expected project outcomes and results are moderate given the amount of funding requested. Cost per ton diverted is moderate yet reasonable.
 - **0 - 4 points** - The applicant did not adequately discuss expected tonnage results. The overall response was poor and lacked detail. The expected project outcomes and results are small in relation to the amount of funding requested. Cost per ton diverted is significant.
- **Project Impact (5 points)**
 - **4 - 5 points** - The applicant thoroughly discussed measurable results, what metrics will be used, and how measurements will be made and documented. The response was clear and complete. The expected project impacts are significant given the amount of funding requested.

- **2 - 3 points** - The applicant somewhat discussed measurable results, what metrics will be used, and how measurements will be made and documented. The response did not address all required elements or was confusing. The expected project impacts are moderate given the amount of funding requested.
- **0 - 1 points** - The applicant did not adequately discuss measurable results, what metrics will be used, and how measurements will be made and documented. The overall response was poor and lacked detail. The expected project impacts are small in relation to the amount of funding requested.
- **Material Type (5 points)**
 - **4 - 5 points** - The material type(s) identified does not have an end market accessible to Colorado and its diversion would significantly benefit landfill diversion in Colorado. Significant market development, infrastructure improvements, or policy development are needed for this material.
 - **2 - 3 points** - The material type(s) identified has some end market infrastructure accessible to Colorado and its diversion would partially benefit landfill diversion in Colorado. Some market development, infrastructure improvements, or policy development are needed for this material.
 - **0 - 1 points** - The material type(s) identified has extensive end markets accessible to Colorado and additional diversion would not significantly benefit landfill diversion in Colorado. Significant market development, infrastructure improvements, and policy development are not needed for this material.

PROJECT FEASIBILITY AND OUTCOMES - total 15 points

- **11 - 15 points** - The applicant thoroughly discussed outreach and education, participation, and contamination, as well as obstacles to success and long-term sustainability. The applicant thoroughly described efforts to ensure the project will result in waste diversion services accessible to all. The applicant's description of how they will ensure and promote access for low-income and limited-English proficient populations is detailed and meets equity goals. The response was clear and complete.
- **6 - 10 points** - The applicant somewhat addressed outreach and education, participation, and contamination, as well as obstacles to success and long-term sustainability. The applicant described efforts to ensure the project will result in waste diversion services accessible to all. The applicant somewhat describes how they will ensure and promote access for low-income and limited-English proficient populations but some elements may be lacking.
- **0 - 5 points** - The applicant did not adequately address outreach and education, participation, and contamination, or obstacles to success and long-term sustainability. The applicant does not adequately describe efforts to ensure the project will result in waste diversion services accessible to all. The applicant's description of how they will ensure and promote access for low-income and limited-English proficient populations is insufficient.

FACILITY AND INFRASTRUCTURE DUE DILIGENCE - total 15 points

- **11 - 15 points** - The applicant included a detailed description of all relevant facility and infrastructure elements, including contracts with haulers, suppliers, or customers. The applicant demonstrates a thorough understanding of the permitting process including ongoing permitting or regulatory requirements. Applicant has received all necessary permits or is in the final stages of the permitting process. Proof of permits or letters of engagement are included with the application. If permits are not needed, applicant provided a thorough explanation and demonstrated thorough consideration for permitting and regulatory compliance. Overall, the response was clear, thorough and of high quality.
- **6 - 10 points** - The applicant included an adequate description of most of the relevant facility and infrastructure elements and minimally described contracts with haulers, suppliers, or customers. The applicant demonstrates some understanding of the permitting process including ongoing permitting and regulatory requirements. Applicant has researched necessary permits or is in the initial stages of the permitting process. Applicant has begun or received a conceptual permit review. If permits are not needed, applicant provided an explanation and demonstrated

some consideration for permitting or regulatory compliance. Overall the response met requirements but left key questions unanswered.

- **0 - 5 points** - The applicant did not include several key facility and infrastructure elements or lacked adequate attention to contracts with haulers, suppliers, or customers. The applicant fails to demonstrate understanding of the permitting process including ongoing permitting and regulatory requirements. Applicant has not researched necessary permits or has not yet started initial stages of the permitting process. If permits are not needed, applicant did not demonstrate any consideration for permitting or regulatory compliance. Overall, the quality of the response was poor.

INDUSTRY IMPACT AND SUPPORT - total 10 points

- **8 - 10 points** - The applicant demonstrates a strong level of support from industry, and municipal and community organizations as demonstrated by letters of engagement or support, partnership agreements and other relevant means. The applicant thoroughly understands the role of their organization and project in the overall C&D market. The applicant provides an in-depth and complete response to all relevant elements of this section.
- **5 - 7 points** - The applicant demonstrates a moderate level of support from industry, and municipal and community organizations as demonstrated by letters of engagement or support, partnership agreements and other relevant means. The applicant moderately understands the role of their organization and project in the overall C&D market. The applicant provides an adequate response to most of the relevant elements of this section but may leave some questions unanswered.
- **0 - 4 points** - The applicant fails to demonstrate a significant level of support from industry or municipal or community organizations for the project. The applicant does not understand the role of their organization and project in the overall C&D market. The applicant provides an inadequate response to several relevant elements of this section.

EXPERIENCE AND QUALIFICATIONS - total 5 points

- **4 - 5 points** - The applicant demonstrates a strong level of relevant education, skills and experience that will help make the project a success.
- **2 - 3 points** - The applicant demonstrates a moderate level of relevant education, skills and experience that will contribute to the project's success.
- **0 - 1 points** - The applicant demonstrates questionable relevant education, skills and experience that may put the project's success in question.