ADVANCING FRONT RANGE COMMUNITIES UP THE "ZERO WASTE LADDER"

Request for Applications (RFA) #33975

Application Due: July 13, 2021 by 3:00 p.m.

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I. BACKGROUND AND OVERVIEW

Reaching Colorado's ambitious waste diversion goal will take the active participation of every Front Range community, resident, and business. A key aspect of this vision, as laid out in the [2016 Colorado Integrated Solid Waste & Materials Management Plan](#), is for every Front Range community to ultimately provide access to universal curbside recycling and compost collections for all residents, using best practices of bundling with trash services and incentivizing through volume-based pricing, also known as Pay-As-You-Throw (PAYT). Realizing this vision requires each community to take multiple steps to advance up the "Zero Waste Ladder." These steps include:
- conducting waste stream assessment and planning;
- pursuing public process and policy adoption;
- implementing programs; and
- public outreach and education for recycling and composting, either separately or combined.

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 recycling, composting, and waste reduction 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, ultimately providing an estimated $15 million per year to be administered by the department.

This RFA focuses on Advancing Community Waste Diversion. We invite grant applications to support Front Range communities in moving along this progression, regardless of where they are starting from, with the ultimate goal of reaching broad recycling and organic waste diversion goals. Eligible applications will range from communities or local institutions taking the first steps of waste audits and initial planning or comprehensive proposals for full program design and policy adoption, to cities with more mature programs applying to increase participation and reduce contamination.

In addition to increasing recycling, addressing organic waste is essential to reaching state waste diversion goals and is a major priority of the FRWD board of directors. Organic waste, including yard debris, grass clippings, and food scraps, makes up over one-third of Colorado's waste stream but can be easily diverted to create compost and other beneficial products. **This RFA also encourages applications for projects that address program planning, adoption, implementation, or expansion focused on organic waste.** Eligible applications can be from affected municipalities, haulers, or for-profit or non-profit supporting entities, and may include funding for staffing for program adoption and implementation, as well as physical infrastructure such as collection bins. We encourage awardees to share information on their projects with other Front Range communities, including results and lessons learned.

The ideal grant application will propose a project centered around development and implementation of at least one of the following criteria:
- Universal, bundled, PAYT curbside collection of traditional residential recyclables.
- Residential organic waste diversion programs (yard waste drop-off and/or collection, curbside collection including universal, bundled, volume based pricing).
- Commercial or institutional organic waste programs (large commercial producers, higher education or public or private schools, non-profit arms of school districts, and other institutions).
- Commercial or institutional cardboard diversion programs.
- Local policy/ordinances that reduce generation or increase diversion of waste.

This is the third round of grant funding under the FRWD grant program. Subsequent grant funding opportunities will be published three (3) times per year in January, May, and September. The focus of each RFA will alternate between a community zero waste focus (like this RFA) and a special-focus topic to be decided by the FRWD board. The board developed this regular schedule to help communities incorporate upcoming opportunities in their planning efforts. The next community zero waste RFAs are planned for release in January 2022, September 2022, and May 2023, while the next special-focus RFAs are planned for release in September 2021, May 2022, and January 2023.

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

A. Funding Cycle and Grant Limits

Approximately $3,500,000 is available in this funding cycle to support multiple projects. Applications must request a minimum of $25,000 in FRWD grant funds and a maximum of $1,250,000 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**. By statute, for waste haulers or landfill owners or operators, only 50% of equipment or infrastructure may be funded through the FRWD grant program.

B. Project Term

Projects are anticipated to start January 1, 2022. All awarded funds must be spent within two (2) years of the contract effective date. The term of the contract may be longer 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	May 10, 2021
Q&A Round 1: Deadline for applicants to submit written inquiries	June 7, 2021 @ 6:00 PM MT
Q&A Round 1: Answers to Round 1 written inquiries published	June 11, 2021
Q&A Round 2: Deadline for applicants to submit written inquiries	June 21, 2021 @ 6:00 PM MT
Q&A Round 2: Answers to Round 2 written inquiries published	June 25, 2021
Application submittal deadline	July 13, 2021 @ 3:00 PM MT
Estimated notification of finalists	early September 2021
Oral presentations, if requested	mid to late September 2021
Estimated notification of award	early October 2021
Estimated contract effective date	January 1, 2022

D. Eligibility

Applications that do not meet eligibility requirements may 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.

All applicants should read and understand the information contained in **Section V.D, Waste Hauler Definition and Status**, to determine if they are considered a waste hauler and therefore subject to the above programmatic eligibility requirements.

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 due date and time as indicated in the Schedule of Activities. Late applications will not be accepted except where there is proof of technical issues preventing submission and acknowledgement from FRWD or CDPHE staff prior to the deadline. For such technical issues please immediately notify a member of the FRWD staff at 720-257-9319.

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 review committee 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 board administrator
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 or log in to an existing account. Access the Application Portal and any previously saved applications by clicking on the following link:

Application Portal

Or, start a new online application for this RFA by clicking on the following link:

Start New Application for RFA #33975

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. For technical issues as described in **Section III, How To Apply** above, please immediately notify a member of the FRWD staff at 720-257-9319.

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 progress, final, and post-project reporting. The required Work Plan template (Attachment 2) is available to download in Word format via the Application Portal.

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 assistance 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, Calculating Waste Diversion and Tonnage**.

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.E, Financial Risk Assessment Questionnaire** for more information and requirements.

6. **Biographies of Key Personnel**: Provide short executive biographies of each relevant key personnel and their roles on the project team, including relevant experience and perspective they will bring to the project.

7. **Vendor Quotes**: Quotes must be uploaded for any major equipment, supplies, infrastructure purchases or leasing needs listed in the budget table. 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.

   <u>**Applicants are strongly encouraged to consider leasing common rolling stock equipment.**</u> 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. Proposals 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

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

Project Description and Purpose	25 points
Community Impact and Support	25 points
Measurable Results and Outcomes	25 points
Project Feasibility	15 points
Facility and Infrastructure Needs	10 points
Total	100 points

B. Financial Risk Assessment Rating in Evaluation

The financial risk rating determined from the submitted Financial Risk Assessment Questionnaire or FRMS rating (Local Public Health Agencies only) will be communicated to reviewers during the application review process.

C. 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 clarifying questions and/or for additional documentation if there are sections within the application that are confusing, unclear, or lacking detail. Evaluation team questions will be submitted to the finalist 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. If a finalist fails to respond to the evaluation team's questions by the deadline, the application may be disqualified. 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. To ensure a transparent process, all questions and answers will be documented via email or via minutes from the live video conference and will become part of the finalist's application. Finalists shall send all written responses to the designated contact's email.

The evaluation team may adjust an application's score based on the answers received from the finalist, which will influence the board of directors' final decision to award or to reject a particular application.

2. Notification

All applicants will be notified 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. Applicants should be aware that FRWD is not subject to the State Procurement Code or State Procurement Rules as stated in section 25-16.5-111(3)(c)(VI), C.R.S.

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. Waste Hauler Definition and Status

There are certain restrictions placed on haulers, landfill owners, and landfill operators applying for or receiving FRWD grant funds. It is the responsibility of the applicant to determine if they are considered a hauler, landfill owner, or landfill operator and prepare a proposal and budget accordingly. State statute places match requirements on FRWD funds granted for infrastructure or equipment as well as restrictions on receiving grants for infrastructure or equipment more than once every five years. Refer to **Section II.D.2, Programmatic Eligibility** for more information on these restrictions.

According to state regulations, a waste hauler is "any individual or any employee or agent of a partnership, private, county, or municipal corporation, firm, board of a metropolitan district, or other association of persons that haul waste under contract, agreement, or as otherwise provided by law, to solid wastes disposal sites and facilities." § 30-20-1001(16), C.R.S.

Some common examples are provided below for clarity.

- A person or business that <u>only</u> transports recyclables to a material recovery facility (MRF) or transfer station **IS NOT considered a waste hauler**.

- A person or business that <u>only</u> transports reusable items or scrap metals **IS NOT considered a waste hauler.**

- A person or business that <u>only</u> hauls materials to a composting facility **IS CONSIDERED a waste hauler.**

- A person or business that hauls materials to a solid waste landfill, or who hauls materials to a solid waste landfill in addition to compost facilities and/or material recovery facilities (MRFs) **IS CONSIDERED a waste hauler.**

If you are not sure if your organization is considered a hauler, please contact CDPHE's Materials Management Unit for specific guidance via telephone at 303-692-3320 or toll-free at 888-569-1831, extension 3320, or via email at comments.hmwmd@state.co.us.

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 award decision may be impacted by risk determinations made by CDPHE based on information contained in the form. The form and guidance are part of this announcement. See **Attachment 5, Financial Risk Assessment Questionnaire FAQ** for answers to frequently asked questions about this process.

Instructions: If your entity is a nonprofit, for-profit business or governmental agency, you are required to complete the financial risk assessment questionnaire.

Local public health agencies are not required to complete the form, because they already have a risk rating assigned via the CDPHE Financial Risk Management Survey (FRMS). Any questions regarding the Risk Assessment Questionnaire must be submitted through the inquiry process.

F. 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.

Deposits and/or down payments will not be reimbursed until applicant has taken receipt of equipment, supplies, or services. Financed vehicles, equipment, supplies, etc. funded by a loan where the applicant does not hold the title or rights to the item will not be reimbursed. For example, a truck financed through a bank or a dealership where the financer holds the title will not be reimbursed until the loan is paid in full and the applicant holds the title free and clear.

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 Recycling Grant Reimbursement Form, to be provided after the grantee is awarded. 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.

G. Indirect (F&A) Cost Rate

Definition: 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:

a. de minimis indirect cost rate – The de minimis rate of 10 percent of modified total direct costs (MTDC) is available to all non-Federal entities (2 CFR 200.414(f))

b. 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.

ATTACHMENT 1
APPLICATION NARRATIVE QUESTIONS

Application responses must be entered in the online Application Portal. This document is provided as Attachment 1 for your reference and assistance in preparing your responses.

EXECUTIVE SUMMARY

The Executive Summary is a clear and concise overview of the proposed grant project and allows the evaluation committee to become rapidly acquainted with the problem the grant is addressing and the proposed project goals and outcomes. The executive summary must explain how the project will contribute to the Front Range waste diversion goals. Keep this paragraph free of proprietary information, as awarded projects will have their executive summaries posted on the department's website. Limit response to 500 words.

1. **PROJECT DESCRIPTION AND PURPOSE**
   a. **Description**: Provide a detailed explanation of how your project will contribute to the Front Range waste diversion goals, addressing each point below.
      i. Include an overview of the project's goal and key objectives, and how you will achieve them.
      ii. Explain how this project addresses one or more of the following: program planning, adoption or implementation for a municipal or county waste diversion program. Define whether this project adds new collection or processing capacity, or if it will improve existing programs or capacity in the community you serve.
      iii. If your project involves curbside collection, specifically address how your project will advance your community to achieve universal, bundled, and volume-based pricing (or pay-as-you-throw) collection services in order to incentivize participation and maximize diversion.
      iv. 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.
   b. **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 in Blackbaud for your assistance in preparing the work plan.
   c. **Budget**: Upload a pdf 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. Your final Budget Table and Budget Narrative must be uploaded to the application portal as a single pdf document.

2. COMMUNITY IMPACT AND SUPPORT

a. What communities will be served by this project? List counties, cities, towns, villages, homeowner's associations, etc.

b. **Access and Equity**
   i. Describe how your program is or will be accessible to all members of the community (e.g. households in rural areas, multi-family complexes, HOAs).
   ii. Describe how you will ensure and promote access to your program for low-income and limited-English proficient populations. Consider factors such as program affordability, location, and access to services by housing type (e.g. multi-family complexes).

c. **Municipal Approval and Community Support**
   i. Do you need approval from the municipality, city council, or other governing body? Please describe the process for securing such approval and be candid about prospects for success or challenges to overcome.
   ii. Have other community organizations formally expressed support? Upload any letters of support to the 'Attachments' tab in your online application.
   iii. Who are your partners in this project? This could be existing community or business partners, or new partnerships. What role will they play?

3. MEASURABLE RESULTS AND OUTCOMES

a. **Diversion Tonnage:** Quantify the additional yearly waste diversion 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 more important to estimate how many tons of each material will be diverted from the landfill per year, as a result of this project. If weights are unknown, use the most appropriate volume-to-weight conversion calculation as provided on the volume to weight conversion table in **Section V.B, Calculating Waste Diversion and Tonnage**.

3.a.i.	Project length (in months):	
3.a.ii.	Current tons diverted (before project implementation):	
3.a.iii.	Additional tons that will be diverted in **Year 1** of project implementation, as a result of this project:	
3.a.iv.	Total tons that will be diverted in **Year 1** of project implementation:	
3.a.v.	Additional tons that will be diverted in **Year 2** of project implementation, as a result of this project:	
3.a.vi.	Total tons that will be diverted in **Year 2** of project implementation:	
3.a.vii.	Additional tons that will be diverted in **Year 3** of project implementation, as a result of this project:	
3.a.viii.	Total tons that will be diverted in **Year 3** of project implementation:	
3.a.ix.	Total additional tons that will be diverted during the **entire project period**, as a result of this project:	
3.a.x.	Additional tons that will be diverted annually after project period is complete:	

3.a.xi. Will you continue to divert tonnage after the grant project is implemented?

3.a.xii. When will you reach maximum diversion as a result of this project?

3.a.xiii. Explain how the diversion tonnage was calculated or what assumptions were used to derive these figures.

    b. Participation and Outreach
- i. Describe your communications and outreach vision, including the number of individuals that will be reached and populations impacted.
- ii. How will you encourage and maximize participation? Include how participation among low-income and limited-English proficient populations will be encouraged. For example, one demonstrated methodology for successful behavior change is practicing the principles of Community-Based Social Marketing. If you plan to use these or similar principles, detail the specific techniques that will be integrated and explain the expected impact on the project.

    c. Contamination. Minimizing contamination is essential to a successful program.
- i. If the project involves collection or processing of materials, how will contamination be minimized at the participant level? Include any control measures you plan to implement towards controlling or measuring inbound contamination.
- ii. How will contamination be handled at the processing level? Include any control method for capturing or measuring processing contamination.
- iii. How will you measure the decrease in contamination resulting from your project? Detail any possible increases in cost or surcharges associated with contamination.

4. PROJECT FEASIBILITY
    a. Experience and Qualifications
- i. Describe the relevant industry 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?
- ii. Briefly summarize at least one other project that key project staff have been involved with that has focused on waste diversion. What was the outcome of that project?
- iii. Upload key personnel biographies to the 'Attachments' tab in your online application.
- iv. Discuss any previous CDPHE grants you have received. 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. If you haven't received any grants from CDPHE, type N/A.
- v. 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. Elements of Success
- i. Describe any obstacles that may affect the outcome of the 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 that may delay implementation. Explain your plan to overcome these obstacles if encountered.
- ii. 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 complement existing infrastructure?
- iii. 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?
- iv. Describe long-term program plans. Include outreach, marketing, and monitoring activities as well as staffing that will sustain the project after the grant period ends and all grant funds have been spent.

5. FACILITY AND INFRASTRUCTURE NEEDS

    a. Describe the format and requirements for your facility (existing or proposed), including location, equipment, site preparation or construction, etc.

    b. 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

    c. 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

    d. Describe where and how the materials are or will be collected and processed, including receipt, storage and transport to a processing facility. Type N/A if not applicable.

    e. 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

    f. Describe your plan for soliciting a hauler, supplier, processor, equipment, or other goods or services. Describe your experience bidding services and managing contracts.

    g. 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.

        i. ☐ Yes, applicant is a hauler, a landfill owner, or a landfill operator.

        ii. ☐ No, applicant is not a hauler, a landfill owner, or a landfill operator.

    h. 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.

    i. 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.

    j. For local policy/ordinance projects, 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

    k. For PAYT projects, please describe in your PAYT program who is providing the collection, what materials are being collected, cart sizing matrix and price differential, collection frequency, and service area description.

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 January 1,2022 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 June 30, 2022, December 31, 2022, June 30, 2023, and December 31, 2023. 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 March 31, 2024. 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 December 30, 2024.

PROJECT NAME: _____

Goal #1:		
Objective #1:		
Primary Activity #1 *(Needed to meet the project goal/objective)*		
Sub-Activities *(Needed to complete the Primary Activity)*	1. 2. 3.	
Primary Activity #2 *(Needed to meet the project goal/objective)*		
Sub-Activities *(Needed to complete the Primary Activity)*	1. 2. 3.	
Standards and Requirements *(These establish quality and ensure the activity will provide the expected results)*	1. 2. 3.	
Expected Results of Activity(s) *(Newsworthy results that meet the project goal/objective)*	1. 2. 3.	
Measurement of Expected Results *(What will be measured to ensure the expected results are achieved)*	1. 2. 3.	
		Completion Date *(When is the deliverable due)*
Deliverables *(Typically tangible objects produced as a result of the activity - evidence of progress and compliance with standards and requirements)*		
	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 may be allocated in a project budget are indicated below.

Budget Category	Description	Allowable?
Staffing/ Personal Svcs.	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	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.	i. Yes ii. Yes
Other Direct Costs	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.	i. Yes ii. Yes iii. No iv. Yes
Indirect Costs	Refer to RFA Section V.G, 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.** 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.

The FRWD board of directors reserves the right to deny requests for any item listed in the budget that is deemed unnecessary for the implementation of the project. The board also reserves the right to partially fund a project, award funding for specific line items, and propose itself, or request from the applicant, alternate budget options. **It is incumbent on the applicant to identify items that are absolutely necessary for the success of the project.** These items should also be cleary identified (e.g., with an asterisk, or bold text) in the budget table.

BUDGET NARRATIVE: A budget narrative must be submitted with your application. 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. **Failure 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 review committee. If an application fails to meet one or more of the following requirements, the project will be disqualified from further consideration and scoring.

- **Eligibility:** Is the applicant eligible to apply under this RFA?
- **Completeness:** Did the applicant submit a complete application on time, with an executive summary and all required attachments?

1. **PROJECT DESCRIPTION AND PURPOSE - Total 25 points**
   a. **Project Description (10 points)**
      - **8 - 10 points -** Applicant included a clear and thorough description of <u>all</u> required elements and provided a high-quality response. The project substantially contributes to program goals and purpose.
      - **5 - 7 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 - 4 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.
   b. **Work Plan (10 points)**
      - **8 - 10 points -** Applicant included a detailed and high-quality work plan with realistic timelines.
      - **5 - 7 points** - Applicant included an adequate work plan with realistic timelines but lacked some clarity or detail.
      - **0 - 4 points** - Applicant's work plan lacked sufficient detail, included confusing elements or had unrealistic timelines.
   c. **Budget (5 points)**
      - **8 - 10 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.
      - **5 - 7 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 - 4 points** - Applicant's budget table and budget narrative lacked sufficient detail or itemized costs and provides the program with a low return on investment.

2. **COMMUNITY IMPACT AND SUPPORT - Total 25 points**
   a. **Access and Equity (15 points)**
      - **11 - 15 points -** The applicant thoroughly describes 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.
      - **5 - 10 points** - The applicant somewhat addresses efforts to ensure waste diversion services are accessible to all but may leave some populations unaddressed or without reasonable access. 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 - 4 points** - The applicant does not adequately describe efforts to ensure the project will result in waste diversion services accessible to all, leaving some populations without reasonable access. The applicant's description of how they will ensure and promote access for low-income and limited-English proficient populations is insufficient.

b.   **Municipal Approval and Community Support (10 points)**
- **8 – 10 points -** The applicant demonstrates a strong level of community support for the project as demonstrated by letters of support, council resolutions, partnership agreements and other relevant means. 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 community support for the project as demonstrated by letters of support, council resolutions, partnership agreements and other relevant means. 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 community support for the project. The applicant provides an inadequate response to several relevant elements of this section.

3. MEASURABLE RESULTS AND OUTCOMES - Total 25 points
- **18 - 25 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 outcomes and results are significant given the amount of funding requested.
- **9 - 17 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 outcomes and results are moderate given the amount of funding requested.
- **0 - 8 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 outcomes and results are small in relation to the amount of funding requested.

4. PROJECT FEASIBILITY - Total 15 points
a.   **Experience and Qualifications (8 points)**
- **6 - 8 points -** The applicant and its staff (and partners, if applicable) demonstrated a strong level of relevant education, skills, and experience that will help make the project a success.
- **3 - 5 points** - The applicant and its staff (and partners, if applicable) demonstrated a moderate level of relevant education, skills, and experience that will contribute to the project's success.
- **0 - 2 points** - The applicant and its staff (and partners, if applicable) demonstrated questionable relevant education, skills, and experience that may put the project's success in question.
b.   **Elements of Success (7 points)**
- **6 - 7 points -** The applicant has a strong level of relevant education, skills and experience that will help make the project a success.
- **3 - 5 points** - The applicant has a moderate level of relevant education, skills and experience that will contribute to the project's success.
- **0 - 2 points -** The applicant has questionable relevant education, skills and experience that may put the project's success in question.

5. FACILITY AND INFRASTRUCTURE NEEDS - Total 10 points
- **8 – 10 points -** The applicant included a detailed description of all relevant facility and infrastructure elements, including permitting and compliance requirements. Overall, the response was clear, thorough and of high quality.
- **5 - 7 points** - The applicant included an adequate description of most of the relevant facility and infrastructure elements and minimally described permitting and compliance requirements. Overall the response met requirements but left key questions unanswered.
- **0 - 4 points** - The applicant did not include several key facility and infrastructure elements or lacked adequate attention to permitting or compliance requirements. Overall, the quality of the response was poor.

Frequently Asked Questions
Financial Risk Assessment Questionnaire

The questions in this document are specific to the Financial Risk Assessment Questionnaire. Click the question to jump to the response.

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What is the purpose of the Financial Risk Assessment Questionnaire?

The purpose of the Financial Risk Assessment Questionnaire is to help CDPHE determine the appropriate level of monitoring and technical assistance an organization may need and to meet its responsibility of §200.332 Requirements for pass-through entities.

Who should complete this form?

The Financial Risk Assessment Questionnaire should be completed by the person with the most knowledge of the entity's accounting system.
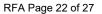
An agency applies for multiple grants from CDPHE each year. Does the agency have to complete this form each time?

This form needs only be completed once in a 12-month period. However, if any of the information contained in the questionnaire changes over the course of the year, the agency must update the form and submit the updated form with the new application or proposals. The updated form is valid for 12 months from the time it is signed and dated.

When completing the Financial Risk Assessment Questionnaire, is CDPHE looking at our agency on the national, regional or local level?

The Financial Risk Assessment Questionnaire should be completed by the level of the agency CDPHE is contracting with on the project. The agency requested to complete the form is the one that is:

- ✓ Preparing and submitting invoices to CDPHE
- ✓ Monitoring the programmatic work
- ✓ Submitting all required reports/deliverables to CDPHE
- ✓ Has the internal controls to ensure compliance with contract language, state rules, and the Federal Uniform Guidance

Q1: What is the total annual operating budget?

The total annual operating budget is a combination of known expenses, expected future costs, and forecasted income over the course of a year. Annual operating budgets are completed in advance of the accounting period, which is why they require estimated expenses and revenues.

Q3: How many years has the agency been doing business?

A legal entity is an association, corporation, partnership, proprietorship, trust, or individual that has legal standing in the eyes of law. A legal entity has legal capacity to enter into agreements or contracts, assume obligations, incur and pay debts, sue and be sued in its own right, and to be held responsible for its actions.

Q4: What is FTE?

The Full Time Equivalent (FTE) - is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.

On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as:

> 8 hours per day
> x 5 work days
> per week x 52
> weeks per
> year
> = 2,080 hours per year

When a business employs a significant number of part-time staff, it can be useful to convert their hours worked into full time equivalents, to see how many full-time staff to which they equate. The FTE concept is used in a number of measurements that compare headcount to revenues or square footage. Please refer to the following example:

There are 2,080 working hours in the year, and the GHI Company staff works 22,880 hours during that year. When 2,080 working hours are divided into 22,880 hours, the result is 11 FTEs.

The 2,080 figure can be called into question, since it does not include any deductions for holidays, vacation time, sick time, and so forth. Alternative measures of FTE that incorporate these additional assumptions can place the number of hours for one FTE as low as 1,680 hours per year.

If a business intends to use 2,080 hours rather than some lower figure as the basis for its FTE calculations, this is considered a theoretical standard; that is, an amount that can only theoretically be met by someone who works through all holidays, takes no sick time, and does not take any vacation time.

Q5: What are significant changes in key personnel or accounting systems?

Key positions are relevant to the size of an entity. A significant change in key personnel would be an individual critical to the agency or project. A change in the accounting system may be the software package that maintains the financial information, changes to the method of accounting, and significant processes or policies.

Q6: What is the agency's fiscal year end?

The fiscal year end is the completion of a one year or 12 month accounting period. An agency's fiscal year may differ from the calendar year and may not close on December 31st due to the nature of the agency needs.

Q7: Does the agency have employee fidelity bond/insurance coverage?

A fidelity bond is a form of insurance protection that covers policyholders for losses that they incur as a result of fraudulent acts by specified individuals. Fidelity bond usually insures an organization for losses caused by dishonest acts of its employees.

Q11: What is a fiscal agent?

A fiscal agent is an established Internal Revenue Service (IRS) 501(c)(3) tax-exempt organization that agrees to accept donations/funding/grants on behalf of a group that does not have IRS tax exemption. Under this arrangement, a charitable group can get more funding to perform its mission. The fiscal agent acts on behalf of another party performing various financial duties.

A fiscal agent is differs from a Lead Agency in that a lead agency applies for funding from CDPHE, for partnership with another community agency. The lead agency will subcontract the partnering agency(cies) on the project to receive their funding through the lead agency. The partnering agencies commit to helping advance the goals of the proposed application.

Q12: What is a subaward?

A subaward is a document written under the authority of, and consistent with the terms and conditions of an award (a grant, contract or cooperative agreement), that transfers a portion of the project of the prime award to another organization. An award given to an organization who then gives it to another organization.

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Q14: What is an audit under Generally Accepted Auditing Standards (GAAS)?

GAAS are the minimum standards used for auditing private companies and includes General Standards, Standards of Fieldwork and Standards of Reporting.

Q15: What is a Single Audit?

A Single Audit is an organization-wide financial statement and federal awards' audit of a non-federal entity major federal programs for an agency that expends $750,000 or more of federal funds in one year.

An agency that receives an Office of Management and Budget (OMB) Single Audit will have their major programs audited and any audit findings will be reported to the Federal Audit Clearinghouse (https://harvester.census.gov/facweb/default.aspx/) as part of the Single Audit reporting package.

Q16. What is GAAP?

Generally Accepted Accounting Principles (GAAP) are a common set of accounting principles, standards and procedures that companies follow when they compile their financial statements. There are many principles, some of which are:

- ✓ **Consistent information** - Is prepared using the same methods each accounting period.
- ✓ **Reliable information** - Is verifiable and objective.
- ✓ **Relevant information** – Helps a decision maker understand a company's past performance, present condition, and future outlook so that informed decisions can be made in a timely manner.
- ✓ **Accrual basis accounting** - Which adheres to the revenue recognition, matching, and cost principles discussed below, captures the financial aspects of each economic event in the accounting period in which it occurs, regardless of when the cash changes hands.
- ✓ **Cost principle** - Assets are recorded at cost.
- ✓ **Matching principle** - The costs of doing business are recorded in the same period as the revenue they help to generate.
- ✓ **Revenue recognition principle** - Revenue is earned and recognized upon product delivery or service completion, without regard to the timing of cash flow.

Q18: What is source documentation to support costs?

Documentation to support costs incurred consists of original records containing the details to substantiate a transaction entered into an accounting system such as bank statements, cash register tape, credit card receipt, packing slip, sales order, invoice, time card, etc. Supporting documents are typically retained for use as evidence when auditors later review a company's financial statements and need to verify that transactions have, in fact, occurred.

More information about source documentation and examples may be found on the Invoice Documentation Checklist IA 01 2021.
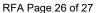
Q20: What is a review process?

A review process is an assessment or examination of documents to ensure accuracy or institute change if necessary. During the process one may look to make sure expenses are recorded in the correct reporting period, expenses are allowable, allocable and are reasonable, and that the cost is supported by documentation.

Q21: What are Internal Controls?

Internal Controls are procedures or processes put into place to safeguard assets and ensure the accuracy of reporting. Proper internal controls are key to ensure that appropriate controls are in place and performed. Internal Controls include but are not limited to segregation of duties, adequate documentation/records, effective information systems, formal ethical policies and procedures, clearly defined job roles and responsibilities, cash disbursements, cash receipts, and inventory.

Internal controls come in many forms and may include the following examples: A board of directors oversees the entire organization and provides governance over the management team. Auditors routinely examine all processes looking for risks that can be corrected with new controls or by modifying existing controls, processes are in place so that more than one person is involved in each process, access to computer records is restricted, and assets are secure when not being used.

Q22: What is a cost reimbursement contract?

A cost reimbursement contract is a contract under which allowable and reasonable costs incurred by a contractor/grantee/subrecipient during the period of performance are reimbursed in accordance with the terms of the contract.

- ✓ **An allowable cost -** an expense that is included in the executed contract and approved budget.
- ✓ **A reasonable cost** - a price that is consistent with what a reasonable person would pay in the same or similar circumstances for the same business or for the same or similar item.

As a reminder it can take up to 45 days to receive reimbursement from CDPHE once invoice has been reviewed and accepted.

Q23: Does the agency have a time and effort reporting system?

A time and effort reporting system supports the distribution of an employee's salary or wages among awards (funding sources) or splits time between Federal and non-Federal activities, specific activities or objectives if the employee works on more than one project.

Q24: What is an oversight committee/board and do they review financial reports?

An oversight committee or board are members elected to govern an entity and look after the stakeholders' interests. Members of an oversight committee/board might not be engaged in the day to day operations of an entity. An oversight committee/board can set company or agency policy, direct the overall direction of the entity, monitor performance including finances, or be advisory in nature.

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