



COLORADO

Front Range Waste Diversion
Enterprise Board of Directors

Department of Public Health & Environment



ADVANCING FRONT RANGE COMMUNITIES UP THE “ZERO WASTE LADDER”

Request for Applications (RFA) #ZW030422

Application Due: March 4, 2022 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 fifth 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 September 2022, May 2023, and January 2023, while the next special-focus RFAs are planned for release in May 2022, January 2023, and September 2023.

II. PROJECT FUNDING PERIOD, AND BUDGET REQUIREMENTS

A. Funding Period

Projects are anticipated to start July 15, 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.

B. Budget Requirements

Approximately \$4,500,000 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 \$2,300,000 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 II, B. 2. Reimbursement Information and Requirements**. By statute, for waste haulers or landfill owners or operators, only 50% of equipment or infrastructure may be funded through the FRWD grant program.

1. Indirect (F&A) Cost Rate:

Definition: Indirect costs are those 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 from 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 Applicant's agency/business maintains an indirect or F&A rate and Applicant chooses 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 CDPHE.

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 CDPHE.

2. 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>

Entities may claim BPPT expense as a budget line item; however, it may difficult to estimate the exact cost prior to taking possession of the equipment. For this reason, the grantee would be limited to the amount approved in the contract budget exhibit, and documentation such as a county tax notification statement and proof of payment, must be submitted to the CDPHE Grant Monitor to receive reimbursement

3. Reimbursement Information and Requirements

Funding under this RFA is anticipated to be provided in two steps:

- Up to twenty-five percent (25%) of the total award may be given as an initial payment to assist selected nonprofit applicants with launching approved activities. CDPHE pre-approval of advanced payments is required as not all applicants nor all budget expenses are eligible for advanced payments. CDPHE is finalizing the eligibility and process for advanced payments; therefore, applicants are required to prioritize their budget expenses on Attachment C: Application Narrative (under B: Funding Request) for an advanced payment, if selected as an awardee and approved by CDPHE. More information will be provided as it becomes available to those selected for funding. If advanced payments are not approved, then all funding will be distributed as a cost reimbursement only (see next bullet below). Additional details can be found [here](#).
- The remaining funds will be given on a cost reimbursement basis only. This means that the selected awarded applicants must be financially able to pay for expenses and then request reimbursement from CDPHE. Project expenses will be reimbursed monthly for approved expenses incurred during the prior month. Allowable expenses will be reimbursed monthly upon receipt and approval of a submitted invoice. Invoice submissions are required within forty-five (45) days after month-end. Source documentation demonstrating actual expenses incurred will be subject to review. All expenditures must be reasonable, necessary, and approved by CDPHE for the completion of approved grant activities, and must comply with the state of Colorado fiscal rules. Please note that CDPHE will not reimburse any costs incurred by selected applicants prior to the issuance of a legally executed contract.

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 awardee 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 financier holds the title will not be reimbursed until the loan is paid in full and the applicant holds the title free and clear.

Reimbursement requests must include supporting documentation of payment such as paystubs, receipts, or invoices with zero balances. All billing and reimbursements will be performance based.

Five percent (5%) of the awarded funds for all awardees will be held 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.

Because the grant program funds projects on a reimbursement basis, awardees 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 specialist¹. For lender-approved loans, the US 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 resources are available online at the Colorado District Office's [website](#).

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

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

III. PROJECT REQUIREMENTS

A. Organizational Eligibility

Entities that are eligible to apply include:

- Public and government agencies, including but not limited to tribes, special districts and intergovernmental partnerships;
- Public or private schools, colleges, and universities; and
- Private sector entities (for-profit and nonprofit organizations) who are in good standing with the Colorado Secretary of State.

Applicants who have applied and received grant funding from the RREO program in the past are eligible to apply again. Projects must be "shovel-ready" and cannot be used to fund research and design.

Project proposals that collect, sort, and use organic waste as raw materials for anaerobic digesters to produce biogas, are eligible to apply. **Other waste-to-energy projects are not eligible to apply for this grant opportunity.** These include, but are not limited to, technologies such as mass burn, gasification, pyrolysis, plasma arc, and other thermal technologies. With the exception of anaerobic digesters, no portion of the waste-to-energy process is eligible for funding.

B. Programmatic eligibility

- 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 awardee is then ineligible to receive a FRWD grant for the following five (5) years.
- Per statute, for waste haulers or landfill owners or operators, only 50% of

¹ 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.

- equipment or infrastructure may be funded through the FRWD grant program. 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 IV.B, Waste Hauler Definition and Status**, to determine if they are considered a waste hauler and therefore subject to the above programmatic eligibility requirements.

IV. TOOLS AND GUIDANCE

A. Additional Guidance

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

Compliance

If an applicant is currently part of the regulated community², the applicant's compliance history, and the nature of any past or present compliance issues will be considered prior to awarding a grant. An applicant must be prepared to prove they are in good standing with the department, the Colorado Secretary of State, the U.S. Environmental Protection Agency, the U.S. Department of Labor, and the 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.

For compliance information, applicants are encouraged to reach out to the department's Small Business Assistance Program at <https://www.colorado.gov/pacific/cdphe/small-business-assistance-program-sbap>. Additionally, the following links provide information on various permits that may be applicable. Contact the local planning or land use department in the county where the project will be implemented to ensure compliance with local permitting requirements.

- Composting: cdphe.colorado.gov/composting-forms-apps
- 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

² The regulated community consists of any entity subject to regulations under the authority of the Colorado Department of Public Health and Environment and/or any entity required to have a permit issued by the department in order to conduct business.

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.

B. 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 only transports recyclables to a material recovery facility (MRF) or transfer station **IS NOT considered a waste hauler.**
- A person or business that only transports reusable items or scrap metals **IS NOT considered a waste hauler.**
- A person or business that only 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.hmwm@state.co.us.

V. SELECTION, EVALUATION, AND AWARDS

The technical aspects of applications will be assessed based on the soundness of the applicant’s approach and the applicant’s understanding of the requirement. 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 insure 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 has carefully designed a scoring and selection process to ensure fair selection of the best qualified applicants. The selection process is described below. The criteria for scoring are in direct correlation to the required application components.

A. Application Evaluation

The review committee members will review the applications received, applications with the highest scores 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 review committee reserves the right to ask each finalist clarifying questions and for additional documentation in the event there are sections within an application that are unclear or lacking detail. The review committee may adjust an application's initial score based on the answers received from each finalist, which will influence the committee's final decision to award or to reject a particular application. There is no guarantee that a finalist will be asked to answer questions. If a finalist fails to respond to the review committee's questions by the deadline, the proposal may be disqualified. To ensure a transparent process, all questions and answers will be documented via email correspondence and will become part of the finalist's application. The review committee also reserves the right to request a conference call or meeting with an applicant to discuss answers. Minutes from the conference call or meeting will be recorded and will also become part of the finalist's application. Program staff will call a finalist within 48 hours to ensure questions were received if the finalist does not confirm receipt of the questions.

B. Notification

All Applicants will be notified of application results via email to the email address provided in the application.

C. Applications that fail to follow all of the requirements may not be considered.

The program carefully designed scoring and selection processes to ensure fair selection of the best-qualified applicants. Scores will be based on the Applicant's ability to present the following elements in the application successfully:

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

D. Bonus Points

A maximum of 5 bonus points will be awarded to an applicant if they received professional assistance in developing a business plan (i.e. - Colorado NextCycle, Small Business Development Center, a local economic development office). Evidence of such assistance is required.

E. 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.

VI. HOW TO APPLY

Responses must be submitted as specified in this announcement. **Applications that fail to follow all of the requirements may not be considered.**

A. Required Documents

All applications must include the following:

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. **Attachment 2**
Work Plan - Instructions included below in Attachment 2
3. **Attachment 3**
Project Budget and Narrative - **IMPORTANT:** The budget form must explain all expenses included. Applicants are responsible for ensuring the calculations in the budget are accurate. There will be no reimbursement of pre-award costs. The Colorado Department of Public Health and Environment reserves the right to deny requests for any item listed in the budget that is deemed unnecessary for the implementation of the project. 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 IV.A.a., Calculating Waste Diversion and Tonnage.**
5. **Vendor Quotes**
Quotes, equipment specification sheets, and/or images must be provided for all equipment and/or contractor estimates listed in the budget table.

Applicants are strongly encouraged to consider leasing common rolling stock equipment. If purchasing said stock is preferred by the applicant, justification must be provided.
6. **Financial Risk Assessment Questionnaire**
IMPORTANT: A financial risk rating will be assigned for all applicants. Local public health agencies are not required to complete the Financial Risk Assessment Questionnaire 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, including nonprofits, for-profit businesses or governmental agencies. Applicants must retain a copy of their completed Financial Risk Assessment Questionnaire for any additional funding applications within a 12 month period, the same budget period. Any changes will require a new form to be submitted. The application may not be reviewed if the completed form is not included. The Financial Risk Assessment rating does NOT determine whether or not CDPHE will fund an applicant, rather, it determines an applicant's financial and management strength, and the level of technical assistance and contract monitoring necessary to help the applicant succeed with the project if awarded. In order to incorporate all relevant information, programs must include the financial risk rating in their initial discussions about which applications should be provided to the review committees AND during the review committee evaluations for funding decisions. The final application score may be impacted by risk determinations made by CDPHE based on information contained in the form. Scores will be communicated to the grant review committee and may be considered in the overall score. Technically, the score could be impacted when the review committee members see the financial risk assessment score. The form and guidance are part of this announcement. For more information, please review [Appendix A: Financial Risk Assessment FAQs](#).

Instructions: If your entity is a nonprofit, for-profit business or governmental agency, you are required to complete the financial risk assessment questionnaire [found here](#). 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.

7. 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.

8. Map

Attach a map of the existing or anticipated service area that this proposed project will benefit. (Maps of the entire country will not be accepted, they must be specific to service areas of Colorado.)

9. 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.

10. Optional Attachments:

To be awarded bonus points, applicants who participated in a professional assistance program in developing a business plan, with the exception of Colorado NextCycle, must provide evidence that they received assistance from a third-party advisor in developing their business plan. The evidence must include the following:

- A copy of the agreement between the advisor and the applicant.
- A summary explanation of the type of assistance provided.
- Documentation of all tangible outcomes from the assistance provided.

B. Documents for Applicant Review Only

1. [RFA business documents](#) detail the rules and expectations for the RFA process and outlines the terms and conditions that typically appear in State of Colorado contracts.

C. Submission Instructions

1. General Information

This Request for Applications (RFA) is issued by the Colorado Department of Public Health and Environment (CDPHE), also referred to as the "State". The CDPHE contact listed in these instructions is the **sole point of contact** concerning this RFA.

During the solicitation process for this RFA, all official communication with applicants will be via notices on the CDPHE program website listed in the schedule of activities. Notices may include any modifications to administrative or performance requirements, answers to inquiries received, clarifications to requirements, and the announcement of the apparent winning applicant(s). Applicants are responsible for monitoring for publication of modifications to this solicitation. **It is incumbent upon applicants to carefully and regularly monitor for any such notices.** Applicants are not to contact any other state office or individual regarding this RFA or this project. Applicants are not to rely on any other statements that alter any specification or other term or condition of the solicitation.

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 CDPHE staff prior to the deadline.** For such technical issues please immediately notify a member of CDPHE staff by email at cdphe.frwd.program@state.co.us **AND** by telephone at 720-588-0033.

All materials submitted shall become the property of the CDPHE, and will not be returned unless the RFA solicitation is cancelled prior to the submittal due date, in which case applications will be returned unopened or opened only for identification purposes.

2. Instructions for Electronic Applications

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

[Start New Application for RFA #ZW030422](#)

Applicants will be prompted to create an account if s/he does not already have one. Once an account has been created and a new application has been started, Applicants may save an application and return to it later by signing-in via the Program's application portal by clicking on the link in the box below:

[Application Portal](#)

Once you submit your application, you will receive a confirmation email from mail@grantapplication.com. Notify one of the designated contacts below if you have not received confirmation within one business day of submitting your application. Faxed or emailed applications will not be accepted.

If you have problems with the portal, or you are unable to submit your application online, please contact:

Program contact names: Megan Vinet or Sonya Hansen
Program contact telephone: (720) 588-0033 or (720) 257-9319
Program contact email: cdphe.frwd.program@state.co.us

D. Questions and Inquiries

1. Applicants may make written inquiries via email to obtain clarification of requirements concerning this RFA. No inquiries will be accepted after the date and time indicated in the Schedule of Activities. Send all inquiries to:
 - a. Program contact name: Megan Vinet
 - b. Program contact email: cdphe.frwd.program@state.co.us
2. Clearly identify your inquiries with:
 - a. RFA Number
 - b. RFA Title
 - c. The section number and paragraph number to which the inquiry applies.
3. Responses to applicant inquiries will be published as outlined in the Schedule of Activities by close of business on the date indicated. Applicants are not to rely on any other statements that alter any specification or other term or condition of the RFA.

E. Schedule of Activities

All documents and communication will be posted on the FRWD [program website](#) and all email inquiries must be sent to cdphe.frwd.program@state.co.us

Schedule of Activities Timeline	Time	Date
RFA Published on program website	5:00 PM	January 12, 2022
Q&A Round 1: Deadline for Applicants to submit written inquiries	3:00 PM	January 26, 2022
Q&A Round 1: Answers to written inquiries published	5:00 PM	February 2, 2022
Q&A Round 2: Deadline for Applicants to submit written inquiries.	3:00 PM	February 16, 2022
Q&A Round 2: Answers to written inquiries published	5:00 PM	February 23, 2022
Application submittal deadline	3:00 PM	March 4, 2022
Estimated notification of finalists	5:00 PM	April 8, 2022
Oral presentations, if requested	9:00 AM	April 20, 2022
Estimated notification of award	N/A	May 16, 2022
Estimated contract effective date	N/A	July 15, 2022

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 the 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 they will be achieved.
 - 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 the project involves curbside collection, specifically address how the project will advance the 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.

2. COMMUNITY IMPACT AND SUPPORT

- a. **What communities will be served by this project?** List counties, cities, towns, neighborhoods, homeowner's associations, etc.
- b. **Access and Equity**
 - i. Describe how the 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?

ATTACHMENT 1

(continued)

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 IV.A.a., 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.

ATTACHMENT 1 (continued)

- 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 have not 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.
- 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.
- 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.

ATTACHMENT 1
(continued)

- 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.
- 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.
- 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.
- 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. Use SMART (specific, measurable, achievable, realistic and time-bound) language
- b. Identify and list the goal and objective of the project. Goals are typically broad statements; they define a target for achievement. The Objective is the ultimate target to be reached at the end of the contract.
- c. “Primary Activities” are the essential activities needed to be completed in Year one (1) to ensure the success of the project. They are the major steps taken to meet the objective.
- d. “Sub activities” are activities performed to complete the primary activities. Identify 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 awardee 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. Enter corresponding “deliverables” as related to each activity. There may not be a deliverable for every sub activity. Deliverables are typically tangible objects produced as a result of the activities performed. They are “delivered” to the state as evidence of compliance (or not) with standards and requirements for performance and can indicate progress made on the project. 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, 2022.

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 January 31, 2023, July 31, 2023, and January 31, 2024. 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.

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	

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 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	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 a 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
Business Personal Property Tax (BPPT)	Refer to RFA Section II.B.2, Business Personal Property Tax	yes
Indirect Costs	Refer to RFA Section II.B.1, 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 clearly identified (e.g., with an asterisk, or bold text) in the budget table.

ATTACHMENT 3
(continued)

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.**

SINGLE BUDGET OPTION EXAMPLE	Requested Amount	Match/In-Kind	Total Amount
Personal Services			
Program Manager	\$10,000.00	\$5,000.00	\$15,000.00
Sub-Total	\$10,000.00	\$5,000.00	\$15,000.00
Supplies			
Education Materials	\$4,000.00	\$0	\$4,000.00
Sub-Total	\$4,000.00	\$0.00	\$4,000.00
Equipment and Infrastructure *50% MATCH REQUIRED FOR SOME APPLICANTS*			
Shredder	\$15,000.00	\$15,000	\$30,000.00
Retrofit and installation labor	\$1,000.00	\$1,000	\$2,000.00
Sub-Total	\$16,000.00	\$16,000.00	\$32,000.00
Contractual			
Project Management Consultation	\$30,000.00	\$5,000.00	\$35,000.00
Electrician	\$5,000.00	\$0	\$5,000.00
Sub-Total	\$35,000.00	\$5,000.00	\$40,000.00
Travel Costs			
Mileage	\$500.00	\$0.00	\$500.00
Sub-Total	\$5,000.00	\$0.00	\$5,000.00
Indirect			
Indirect	\$8,250.00	\$0.00	\$8,250.00
Sub-Total	\$8,250.00	\$0.00	\$8,250.00
Total Project Cost	\$78,250.00	\$26,000.00	\$104,250.00

ATTACHMENT 3
(Continued)

MULTIPLE BUDGET OPTION EXAMPLE	OPTION A			OPTION B		
	Requested Amount	Match/In- Kind	Total Amount	Requested Amount	Match/In- Kind	Total Amount
Personal Services						
Program Manager	\$10,000.00	\$5,000.00	\$15,000.00	\$0.00	\$0	\$0.00
Sub-Total	\$10,000.00	\$5,000.00	\$15,000.00	\$0.00	\$0.00	\$0.00
Supplies						
Education Materials	\$4,000.00	\$0	\$4,000.00	\$20,000.00	\$15,000	\$35,000.00
Sub-Total	\$4,000.00	\$0.00	\$4,000.00	\$20,000.00	\$15,000.00	\$35,000.00
Equipment and Infrastructure *50% MATCH REQUIRED FOR SOME APPLICANTS*						
Shredder	\$15,000.00	\$15,000	\$30,000.00	\$20,000.00	\$20,000	\$40,000.00
Retrofit and installation labor	\$1,000.00	\$1,000	\$2,000.00	\$2,000.00	\$2,000	\$4,000.00
Sub-Total	\$16,000.00	\$16,000.00	\$32,000.00	\$22,000.00	\$22,000.00	\$44,000.00
Contractual						
Project Management Consultation	\$30,000.00	\$5,000.00	\$35,000.00	\$30,000.00	\$5,000.00	\$35,000.00
Electrician	\$5,000.00	\$0	\$5,000.00	\$0.00	\$0	\$0.00
Sub-Total	\$35,000.00	\$5,000.00	\$40,000.00	\$30,000.00	\$5,000.00	\$35,000.00
Other Direct Costs						
Conference Fees	\$1,000.00	\$1,000.00	\$2,000.00	\$500.00	\$0.00	\$500.00
Sub-Total	\$1,000.00	\$1,000.00	\$2,000.00	\$500.00	\$0.00	\$500.00
Travel Costs						
Mileage	\$500.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00
Sub-Total	\$500.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00
Indirect						
Indirect	\$8,250.00	\$0.00	\$8,250.00	\$8,250.00	\$0.00	\$8,250.00
Sub-Total	\$8,250.00	\$0.00	\$8,250.00	\$8,250.00	\$0.00	\$8,250.00
Total Project Cost	\$58,750.00	\$11,000.00	\$69,750.00	\$61,250.00	\$27,000.00	\$88,250.00

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 all 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.

ATTACHMENT 4 (continued)

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.

ATTACHMENT 4

(continued)

- **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.

BONUS - Total 5 points

- **3 - 5 points** - The applicant is a NextCycle graduate.
- **1 - 2 points** - The applicant attended another type of business advisor, such as the Small Business Development Center or a local economic development office, (documentation of assistance must be included with application).
- **0 points** - None