



# 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 #31245

Request for Applications #31245 version 2 - posted July 24, 2020

This version clarifies match requirements in Attachments 1 and 3 (pages 11, 14, 15)

Application Due: August 10, 2020 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.

To help address these goals, the Colorado state legislature established the Front Range Waste Diversion Enterprise (FRWD, or "forward") in 2019. The FRWD Enterprise consists of the FRWD board of directors and staff from the Colorado Department of Public Health & Environment (the "department"), 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 and will increase by 50 cents per year for four years, 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,** including but not limited to: yard waste drop-off and/or collection; curbside collections (universal, bundled, and with volume-based pricing); and organic waste reduction and diversion from large commercial producers, school districts, and other institutions. 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.

This is the first round of grant funding under this new program. Subsequent funding cycles over the next two years will focus on organic waste infrastructure, as well as construction and demolition (C&D) debris diversion and end markets.

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

### A. Funding Cycle and Grant Limits

Approximately \$2,500,000 is available in this initial funding cycle to support multiple projects. Applications must request at least \$25,000 in FRWD grant funds and not more than \$500,000 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, 2021 and may last up to two years, or approximately December 2022. All awarded funds must be spent within 2 years of the contract effective date. The term of the contract may be longer (up to 3 years) for monitoring purposes as deemed necessary by the department.

### C. Schedule of Activities

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

Schedule of Activities	Date and Time
RFA published on program website	June 15, 2020
Q&A Round 1: Deadline for applicants to submit written inquiries	July 6, 2020 @ 3:00 PM MT
Q&A Round 1: Answers to Round 1 written inquiries published	July 10, 2020
Q&A Round 2: Deadline for applicants to submit written inquiries	July 20, 2020 @ 3:00 PM MT
Q&A Round 2: Answers to Round 2 written inquiries published	July 24, 2020
Application submittal deadline	August 10, 2020 @ 3:00 PM MT
Estimated notification of award	October 15, 2020
Estimated contract effective date	January 1, 2021

### D. Eligibility

Entities that are eligible to apply include:

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

By 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.

### 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 may not be accepted.

#### A. Communication and Designated Contact

All inquiries and questions regarding this RFA shall be directed via email to the designated contact, unless otherwise directed in this RFA. Any applicant that inappropriately contacts any member of the 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 Program Manager  
Designated contact email: [cdphe.frwd.program@state.co.us](mailto:cdphe.frwd.program@state.co.us)

#### B. Written Inquiries

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

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

#### C. Instructions for Electronic Applications

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

[Application Portal](#)

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

[Start New Application for RFA #31245](#)

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](mailto:mail@grantapplication.com). Notify the designated contact if you have not received a confirmation within one business day of submitting your application. Faxed or emailed applications will not be accepted. If you have problems with the application portal, or you are unable to submit your application online, please contact the designated contact.

#### D. Documents to Submit

1. **Application Narrative Responses:** Answer all questions in the online application portal. Application narrative questions are also provided in Attachment 1 for your reference.
2. **Work Plan:** Include a clear and detailed work plan with realistic timelines. Be sure to address all required elements such as interim and final reporting. The required Work Plan template (Attachment 2) is available to download in Word format via Blackbaud.
3. **Project Budget:** Describe itemized costs in sufficient detail for the review committee 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. **Financial Risk Assessment Questionnaire:** Please [click this link](#) to complete the Financial Risk Assessment Questionnaire online. A financial risk rating will be assigned by the department's Financial Risk Management System based on information contained in the applicant's Financial Risk Assessment Questionnaire. Applicants will receive a confirmation email with a copy of the completed form. Upload a copy of this completed form in the application portal. See Section V for more information and requirements.
5. **Resumes:** Upload resumes for key project staff.
6. **Vendor Quotes:** If you list any equipment or infrastructure in your budget table, you must upload quotes for those items. Be sure the quotes match the amounts listed in your budget table. Equipment specification sheets and pictures are also welcome.
7. **Letters of Support or Commitment:** If applicable, upload any letters of support from local government agencies or community groups that confirm that the proposed project has the support of local or regional leaders. **Letters of support are required if the project requires the participation of other entities for it to be successfully implemented.** Letters of support from key business partners or current or potential customers may also be submitted. Attach letters of commitment that state active participation in the project by an entity that will play an important role in the project's implementation. Letters of commitment specifies 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 review committee.

#### 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.

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

###### 1. Scoring Criteria

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

Project Description and Purpose	40 points
Community Impact and Support	20 points
Project Feasibility	15 points
Measurable Results and Outcomes	15 points
Facility and Infrastructure Needs	10 points
<b>Total</b>	<b>100 points</b>

###### 2. Financial Risk Assessment Questionnaire

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

## B. Decision and Notification

### 1. Finalists

Proposals that score highest in the initial round of review 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 one or more clarifying questions and ask for additional documentation if there are sections within a proposal that are confusing, unclear, or lacking detail. Review committee questions will be submitted in writing. 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 any 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 and will become part of the finalist's application; however, the review committee may request a conference call or other meeting with an applicant to discuss answers. Minutes from the verbal meeting will be recorded and also become part of the finalist's application. Program staff will call a finalist within 48 hours to ensure questions were received if the finalist does not confirm receipt of the questions. Finalists shall send all written responses to the designated contact.

### 2. Notification

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

## V. ADDITIONAL INFORMATION FOR APPLICANTS

### A. RFA Business Documents

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

### B. Permitting Guidance

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. It is the applicant's responsibility to know what permits or licenses are required for the project prior to applying for grant funds.

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. 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.

- Air Quality: [www.colorado.gov/cdphe/air-permits](http://www.colorado.gov/cdphe/air-permits)
- Hazardous Waste: [www.colorado.gov/cdphe/hwguidance](http://www.colorado.gov/cdphe/hwguidance)
- Storm Water: [www.colorado.gov/cdphe/clean-water-commerce-and-industry-permitting](http://www.colorado.gov/cdphe/clean-water-commerce-and-industry-permitting)
- Recycling: [www.colorado.gov/cdphe/solidwaste](http://www.colorado.gov/cdphe/solidwaste)
- Small Business Assistance Program: [www.colorado.gov/cdphe/small-business-assistance-program-sbap](http://www.colorado.gov/cdphe/small-business-assistance-program-sbap)

### C. Regulatory Compliance

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

### D. Financial Risk Assessment Questionnaire

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

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

### E. Reimbursement Basis Grants

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

Grantees will receive reimbursement only once in a 45-day period. Please allow 14 days from the date a reimbursement request is submitted to receive payment. Grantees shall use the department's Invoice Form, [www.colorado.gov/cdphe/standardized-invoice-form-and-links](http://www.colorado.gov/cdphe/standardized-invoice-form-and-links). 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 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 information is available from the Colorado District Office at [www.sba.gov/offices/district/co/denver](http://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.

#### **F. Indirect (F&A) Cost Rate**

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

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

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

Alternatives to a negotiated indirect cost rate:

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

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



## ATTACHMENT 1 APPLICATION NARRATIVE QUESTIONS

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

### EXECUTIVE SUMMARY

Provide a general overview of the proposed grant project. At a minimum, the executive summary must explain how the project will contribute to the Front Range waste diversion goals. Keep this paragraph free of proprietary information, as awarded projects will have their executive summaries posted on the department's website. Limit responses 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. (Maximum 1500 words)
  - 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. What communities will be served by this project? List counties, cities, towns, villages, homeowner's associations, etc.
  - iv. 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.
  - v. 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.
  - vi. 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.
  - vii. The department recognizes that fostering sustainable behavior change is a key element of increasing participating in recycling and composting programs. 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.
- 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.

## ATTACHMENT 1

(continued)

### 2. COMMUNITY IMPACT AND SUPPORT (Maximum 1000 words)

#### a. 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).

#### b. 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. What role will community or business partners play to not only help implement the project, but also help sustain the project long-term after the grant period ends and all grant funds have been spent?
- iv. If any public, private, or multi-jurisdictional partnerships are created as a result of this project, what role(s) will the partners play? How will these partnerships be utilized to promote waste diversion and recycling?

### 3. PROJECT FEASIBILITY (Maximum 750 words)

#### 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 project staff resumes to the 'Attachments' tab in your online application.
- iv. Discuss any previous CDPHE grants you have received. 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 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.

## ATTACHMENT 1

(continued)

4. **MEASURABLE RESULTS AND OUTCOMES** (Maximum 750 words)
  - a. **Diversion Tonnage:** Quantify the additional 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, once the project is fully implemented. If weights are not known, use the most appropriate volume-to-weight conversion calculation as provided on the volume to weight conversion table, Attachment 5.
  - b. **Participation and Outreach**
    - i. Describe your communications and outreach vision, including the numbers of individuals that will be reached and populations impacted.
    - ii. How will you encourage and maximize participation? Include how you will encourage participation among low-income and limited-English proficient populations.
  - c. **Contamination.** Minimizing contamination is essential to a successful program.
    - i. If your project involves collection or processing of materials, how will you minimize contamination at the participant level?
    - ii. How will contamination be handled at the processing level?
    - iii. How will you measure the decrease in contamination resulting from your project?
    - iv. Detail any possible increases in cost or surcharges associated with contamination.
  
5. **FACILITY AND INFRASTRUCTURE NEEDS** (Maximum 600 words)
  - a. For projects that improve and expand existing programs, describe where and how the materials will be collected and processed. Type N/A if not applicable.
  - b. For projects that create new programs:
    - i. If applying to establish a yard waste drop-off location, describe how you will manage the material including receipt, storage and transport to the processing facility. Type N/A if not applicable.
    - ii. If applying to establish a PAYT curbside program, describe your plan for soliciting a hauler, processor, collection equipment, or other goods or services. Describe your experience bidding services and managing contracts. Type N/A if not applicable.
  - c. For projects that require equipment or infrastructure:
    - i. **If the applicant is a hauler or landfill owner or operator, and is requesting that grant funds pay for equipment or infrastructure**, please note that grant funds shall only cover 50% of the equipment or infrastructure cost. Explain how you intend to cover the 50% matching funds. Type N/A if not applicable. See examples of equipment requiring match in Attachment 3.
    - ii. If other equipment is needed as part of this project, but it is not funded through this grant, please explain how it will be funded and procured. Type N/A if not applicable.
  - d. Have you identified, purchased, leased, or otherwise acquired all parcels of land, rights-of-way, or buildings necessary for completion of the project? Type N/A if not applicable.
  - e. If land-use permits or permits are needed, describe how you will obtain them and provide a realistic timeline. Type N/A if not applicable.
  - f. If your organization is part of the regulated community, describe how you will ensure the project meets all applicable state and local permitting and regulatory requirements. Type N/A if not applicable.

## 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.
- 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, 2021 and the project end date identified in your work plan, but no more than 2 years.

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

- a. **REQUIRED:** Midterm progress reports must be included as deliverables, every 6 months during the project term. The due dates shall be no later than June 30, 2021, January 1, 2022, and June 30, 2022. Program staff will provide an online reporting template 30 days prior to this date that will outline the information requested.
- b. **REQUIRED:** A draft final report must be included as a deliverable. The due date shall be six months before the project term ends, but no later than July 30, 2022. 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 December 31, 2022. 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: \_\_\_\_\_

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

**ATTACHMENT 3**  
**BUDGET TABLE AND NARRATIVE INSTRUCTIONS AND EXAMPLES**

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

Budget Category	Description	Allowable
Staffing/Personal Services	All personnel directly working on the grant project. Include fringe benefits such as health insurance, retirement funds, FICA, etc.	Yes
Supplies	Includes items such as printed outreach materials, compostable bags, recycling carts, 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
Contractual	<ul style="list-style-type: none"> <li>i. Outside labor for construction, marketing, outreach, etc. Budget breakdown for each service provider is required.</li> <li>ii. Professional services directly related to the project (i.e. - consultants). Budget breakdown for each service provider is required.</li> </ul>	<ul style="list-style-type: none"> <li>i. Yes</li> <li>ii. Yes</li> </ul>
Other Direct Costs	<ul style="list-style-type: none"> <li>i. Expenses related to the grantee educating school groups, businesses, organizations, etc.</li> <li>ii. Tuition, memberships fees, etc. In-state resident rates only.</li> <li>iii. Expenses related to advertising the services of a for-profit or nonprofit entity to the general public.</li> <li>iv. Other costs not covered by any other budget category.</li> </ul>	<ul style="list-style-type: none"> <li>i. Yes</li> <li>ii. Yes</li> <li>iii. No</li> <li>iv. Yes</li> </ul>
Indirect Costs	Refer to RFA Section V.F, Indirect (F&A) Cost Rate.	Yes

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

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

**BUDGET NARRATIVE:** On a separate page, describe each line item from your budget table and provide any equipment specs and quantities, staff time, summary of contracted work, etc. If you present multiple budget options, it is important that the narrative explain the differences between the options, and why multiple options are provided. Failure to explain the options thoroughly may jeopardize your chances of securing an award. A budget narrative must be submitted with your application. **Not including a budget narrative with your budget table may jeopardize your chances of securing an award.**

**ATTACHMENT 3**  
(continued)

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

MULTIPLE BUDGET OPTION EXAMPLE	OPTION A			OPTION B		
	Request ed Amount	Match/ In-Kind	Total Amount	Requeste d Amount	Match/ In-Kind	Total Amount
<b>Personal Services</b>						
Program Manager	\$10,000	\$0	\$10,000	\$0	\$0	\$0
<b>Supplies</b>						
Collection Carts	\$4,000	\$0	\$4,000	\$4,000	\$0	\$4,000
<b>Equip./Infrastructure</b>						
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
<b>Sub-Total</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$32,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$32,000</b>
<b>Travel Costs</b>						
Mileage	\$500	\$0	\$500	\$0	\$0	\$0
<b>Contractual</b>						
Design Consultant	\$5,000	\$0	\$5,000	\$0	\$0	\$0
<b>Other Direct Costs</b>						
Conference Fee	\$500	\$0	\$500	\$0	\$0	\$0
<b>Total Project Cost</b>	<b>\$36,000</b>	<b>\$16,000</b>	<b>\$52,000</b>	<b>\$20,000</b>	<b>\$16,000</b>	<b>\$36,000</b>



## 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 the RFA?
- **Completeness:** Did the applicant submit a complete application with an executive summary and all required attachments, on time and within word limits?

### 1. PROJECT DESCRIPTION AND PURPOSE - Total 40 points

#### a. Project Description (20 points)

- **14 - 20 points** - Applicant included a clear and thorough description of all required elements and provided a high-quality response. The project substantially contributes to program goals and purpose.
- **8 - 14 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 - 8 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 (10 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 20 points

#### a. Access and Equity (10 points)

- **8 - 10 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 - 7 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. **PROJECT FEASIBILITY - Total 15 points**
- a. **Experience and Qualifications (8 points)**
- **6 - 8 points** - The applicant demonstrates a strong level of relevant education, skills and experience that will help make the project a success.
  - **3 - 5 points** - The applicant demonstrates a moderate level of relevant education, skills and experience that will contribute to the project's success.
  - **0 - 2 points** - The applicant demonstrates 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.
4. **MEASURABLE RESULTS AND OUTCOMES - Total 15 points**
- **11 - 15 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.
  - **5 - 10 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 - 4 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.
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.

## ATTACHMENT 5 VOLUME-TO-WEIGHT CONVERSION TABLE

The following conversion factors must be used if weight data is unavailable. If accurate tonnages are not available, the volume-to-weight conversions provided below must be used to maintain consistency among all applicants. The formula for converting cubic yards to tons is:

$$(\text{number of cubic yards}) \times (\text{weight in pounds}) \div (2000 \text{ pounds}) = \text{tons}$$

Category	Type	Volume	Estimated Weight (lbs)
Glass Bottles			
	Whole	1 yd <sup>3</sup>	620
	Semi-crushed	1 yd <sup>3</sup>	1175
	Crushed (mechanically)	1 yd <sup>3</sup>	1840
Aluminum Cans:			
	Whole	1 yd <sup>3</sup>	60
	Flattened	1 yd <sup>3</sup>	225
Ferrous (Tin Cans):			
	Whole	1 yd <sup>3</sup>	150
	Flattened	1 yd <sup>3</sup>	850
Old Corrugated Cardboard			
	Loose	1 yd <sup>3</sup>	200
	Compacted	1 yd <sup>3</sup>	460
Newspaper			
	Loose	1 yd <sup>3</sup>	445
	Compacted	1 yd <sup>3</sup>	800
Commingled Containers (cans, glass, plastics)	Loose	1 yd <sup>3</sup>	180
Office Paper			
	Loose	1 yd <sup>3</sup>	655
	Compacted	1 yd <sup>3</sup>	1310
Mixed Paper			
	Loose	1 yd <sup>3</sup>	490
	Compacted	1 yd <sup>3</sup>	755
Plastics, PET			
	Loose	1 yd <sup>3</sup>	35
	Compacted	1 yd <sup>3</sup>	515
Plastics, HDPE			
	Loose	1 yd <sup>3</sup>	25
	Compacted	1 yd <sup>3</sup>	270
Plastics, Mixed #1-#7			
	Loose	1 yd <sup>3</sup>	38
	Compacted	1 yd <sup>3</sup>	550