

Technical Assistance Service Provider Phase 1 Report



COLORADO
Department of Public
Health & Environment

Front Range Waste Diversion Enterprise

Technical Assistance Service Provider Program
Project No. 141620

Final
5/16/2022

Technical Assistance Service Provider Phase 1 Report

prepared for

**Front Range Waste Diversion Enterprise
Technical Assistance Service Provider Program
Denver, Colorado**

Project No. 141620

**Final
5/16/2022**

prepared by

**Burns & McDonnell Engineering Company, Inc.
Centennial, Colorado**



April 13, 2022

Colorado Department of Public Health and Environment
Front Range Waste Diversion Enterprise Board of Directors
4300 Cherry Creek S Dr
Denver, Colorado 80246

Re: Colorado Front Range Waste Diversion Enterprise's Technical Assistance Service Provider (TASP) Program Report

Dear Members of the Front Range Waste Diversion Board of Directors:

As the Colorado Front Range Waste Diversion (FRWD) Enterprise's Technical Assistance Service Provider (TASP) Contractor, Burns & McDonnell is pleased to submit the following Phase 1 report to the FRWD Board. Phase 1 addresses development of the TASP Program and includes a vision statement, marketing & outreach plan, funding mechanism recommendations and a digital content library.

The marketing and outreach plan is designed to interest all Front Range communities in participating in the TASP Program. To accelerate participation in the TASP Program, communities will be divided into two initial categories for marketing and outreach efforts, priority communities and other communities. The priority communities were determined based on their previous or current participation with the FRWD Program, in addition to their interest in developing solid waste management plans and recycling and diversion programs (based on information included in the "FRWD Baseline Assessment"). Our marketing and outreach activities will be accelerated for these priority communities while still implementing communications with the other communities.

By quickly communicating with the priority communities, Burns & McDonnell intends to identify local governments that are ready to participate in the TASP program. To accelerate the next phase of work as the TASP Contractor, we have developed a work plan for Phase 2, which is included in Appendix A. We look forward to the opportunity to review the work plan CDPHE and the FRWD and are ready to begin upon approval.

Sincerely,

A handwritten signature in blue ink that reads "Scott Pasternak".

Scott Pasternak
Project Manager

A handwritten signature in blue ink that reads "Joshua Lee".

Joshua Lee, PE
Deputy Project Manager

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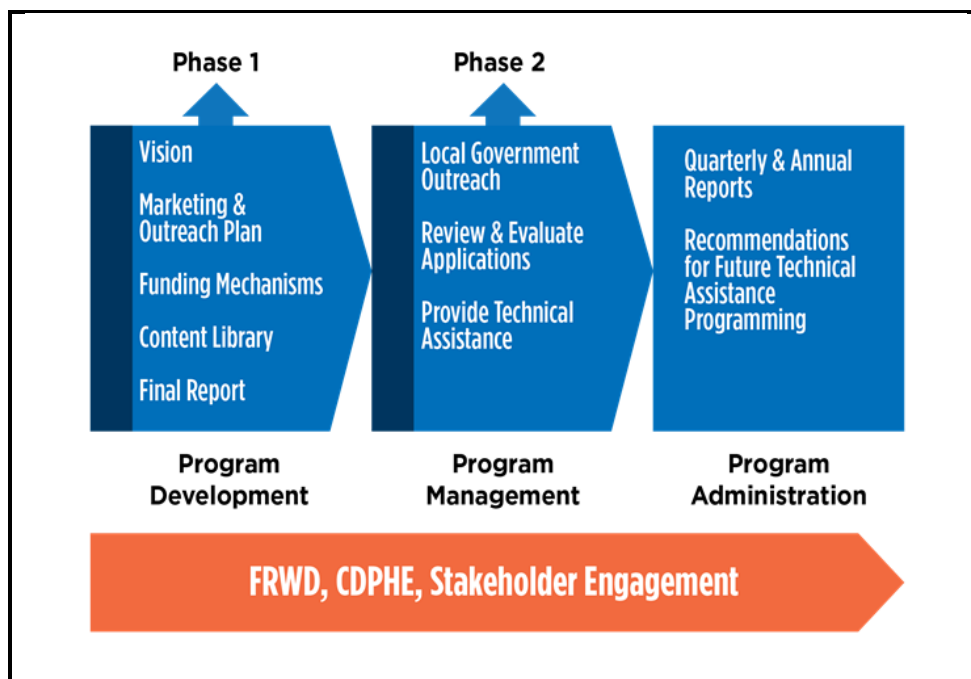
EXECUTIVE SUMMARY

Overview

The Colorado Front Range Waste Diversion (FRWD) Enterprise’s Technical Assistance Service Provider (TASP) Program serves to protect both public health and the environment by developing a technical assistance program for local governments interested in establishing a new recycling and compost program or expanding an existing recycling and compost program for post-consumer and commercial solid waste in Colorado’s 13 Front Range counties. The project goal is to increase the number and effectiveness of municipalities offering recycling and composting along the Front Range.

The FRWD Board of Directors (FRWD Board) has established a two phased approach to developing and managing the TASP Program. Phase 1 – which is the focus of this report – addresses development of the TASP Program and includes development of a vision statement, marketing & outreach plan, funding mechanism recommendations and a digital content library. Subject to approval by the FRWD Board, Phase 2 will focus on program management by implementing the marketing & outreach plan and collaborating with local governments across the Front Range to provide funding and technical assistance to develop solid waste and recycling plans and studies that produce meaningful improvements in recycling and composting programs, as well as progress toward zero waste. Figure ES-1 provides an overview of the TASP Program.

Figure ES-1: FRWD TASP Program Overview



Through a competitive procurement process, the FRWD Board retained a team led by Burns & McDonnell Engineering Company, Inc. (Burns & McDonnell) as the TASP Contractor. For Phase 1, the Burns & McDonnell team included LBA Associates. For Phase 2, additional Phase 2 teaming partners include Kessler Consulting, Inc., Integrated Waste Management Consulting and Perks Deconstruction.

Burns & McDonnell collaborated with the FRWD Board, as well as staff from the Colorado Department of Public Health and the Environment (CDPHE) to develop this Phase 1 report.

Focus Group Discussions

Burns & McDonnell facilitated three focus group discussions to gather input on a potential vision for the TASP Program as well as other key aspects of the program, including marketing and outreach, funding mechanisms and digital content library. The dates and stakeholders who participated in each of the virtual focus group discussions are provided below:

- FRWD Board – December 15, 2021
13 Board Members participated in the focus group discussion
- CDPHE Staff and Recycle Colorado Board Members – January 12, 2022
Included seven CDPHE staff members and three Recycle Colorado board members
- Front Range Local Governments – January 18, 2022
Included representatives from Weld County, Pueblo County and cities of Fort Collins, Lafayette and Golden

Section 1 of the report provides further details on the focus group discussions, as well as the Visioning Workshop, which is summarized in the next paragraphs.

Visioning Workshop

The Visioning Workshop was a progressive process that built on information and input gathered during the three focus group discussions. Insights from the focus group discussions were used to develop a potential approach as well as a mission and vision statement for the TASP Program (presented below). Twelve FRWD Board Members participated in the Visioning Workshop on January 24, 2022.

Mission Statement for the TASP Program

The mission of FRWD's TASP Program is to directly assist local governments across the Front Range with increasing diversion and reducing waste by implementing sustainable, long-term solutions that meet the unique needs of each community.

Vision Statement for the TASP Program

Connect Front Range communities with the resources and technical assistance needed to achieve established waste diversion and reduction goals.

Marketing & Outreach Plan

Section 2 includes a Marketing & Outreach Plan to solicit participation in the TASP Program and increase the number and quality of grant applications submitted for funding through the TASP Program. Key components of the Marketing & Outreach Plan include:

- Executing targeted communications to meet the unique needs of Front Range communities;
- Conducting consistent outreach with local governments to build relationships; and
- Leveraging success stories to generate interest in the program.

The Marketing & Outreach Plan included in Section 2 identifies target audiences, describes recommended marketing and outreach strategies, lists resources and communications to support marketing and outreach activities, provides an overview of roles and responsibilities, describes methods for documenting and reporting marketing and outreach activities and provides a tentative schedule for implementation.

The marketing and outreach plan is designed to interest all Front Range communities in participating in the TASP Program. To accelerate participation in the TASP Program, communities will be divided into two initial categories for marketing and outreach efforts, priority communities and other communities. The priority communities were determined based on their previous or current participation with the FRWD Program, in addition to their interest in developing solid waste management plans and recycling and diversion programs (based on information included in the “FRWD Baseline Assessment”). Our marketing and outreach activities will be accelerated for these priority communities while still implementing communications with the other communities.

Funding Mechanism Recommendations

The purpose of Section 3 is to develop a set of recommendations to advise the FRWD Board with the program and policies to provide funding to local governments as a part of TASP. The section describes the proposed funding programs and policies, with applicable funding mechanism recommendations incorporated within the section. Funding mechanism recommendations are provided to allow the FRWD Enterprise to implement a multi-phased funding approach that starts with providing Baseline Funding to develop plans and for specific initiatives, followed by Program Implementation Funding. The section concludes with recommendations for Direct TASP Program Funded Projects.

Digital Content Library

The purpose of Section 4 is to provide Front Range communities with quality and comprehensive resources to assist during solid waste and diversion planning efforts. The digital content library is intended to have a planning focus and to build upon existing content. This section starts with an overview of the digital content library structure and development process and a mock-up of potential webpage styles for the library display. The section includes multiple tables that communicate the digital content library contents based on the following resource categories:

- Solid Waste & Diversion Planning
- Solid Waste Management Policy Resources
- Funding Sources
- Data and Data Collection
- Best Management Practices

Phase 2 Work Plan

Phase 2 of the TASP Program will consist of implementing the marketing and outreach plan that is described in Section 2 of this report, working directly with Front Range communities to develop diversion plans and program management for the FRWD Board. As part of this report, Burns & McDonnell has developed a work plan for Phase 2 consistent with the plan developed as part of the Phase 1 proposal and updated based on feedback and direction from the FRWD Board and other stakeholders during the development of this report. The Phase 2 Work Plan is included in Appendix A.

Report Navigation

The table on the following page provides links to sections of the report that contain information relative to the statement of work that has guided Phase 1 of the TASP Program and the generation of the report. Text in the table and elsewhere in the document that appears as “[link](#)” is a link to the stated section created to provide easier navigation.

Statement of Work Activity	Report Section Link
Activity 1 - Contractor shall participate in a project kick off meeting with CDPHE.	N/A
Activity 2 - Contractor shall enter into contractual agreements with each sub consultant.	N/A
Activity 3 - Contractor shall conduct small focus group interviews.	1.2
1. Contractor shall conduct a minimum of three (3) focus group interviews including Local governments, FRWD Board members, CDPHE staff, Recycle Colorado staff	1.2
Activity 4 - Contractor shall conduct a minimum of one (1) visioning workshop.	1.2.2
1. Contractor shall develop a vision statement based on direction from the FRWD Board.	1.2.5
2. Contractor shall develop supporting documentation detailing how the technical assistance program will be leveraged.	1.2.1
Activity 5 - Contractor shall conduct marketing/outreach plan.	2.0
1. Contractor shall determine how marketing/outreach will be documented.	2.9
2. Contractor shall determine how marketing/outreach will be implemented.	2.8
3. Contractor shall determine how marketing/outreach will be evaluated.	2.10
4. Contractor shall develop a timeline for marketing/outreach implementation.	2.12
5. Contractor shall develop a marketing/outreach plan to include:	
a. local governments to target for participation in the program	2.2
b. brief description of a sampling of municipalities to use as replica models	4.3.1
c. list of municipalities to use as replica models	4.3.1
d. strategies for outreach with local governments	2.3
e. a list of resources to support the program	2.7
f. a list of communications to promote the program	2.3
g. project teams	TBD
h. potential type of projects	2.2
i. plan to incorporate ReTrac data	2.7 , 3.2 , 3.4 , 3.5 , 4.3.4
Activity 6 - Contractor shall create a funding mechanism recommendation memorandum.	3.0
1. Contractor shall include the following in the memorandum at a minimum:	
a. matrix of potential funding mechanisms	3.4
b. evaluation of key funding issues	3.2
c. key findings for potential funding mechanisms	3.3 , 3.4 , 3.5
d. policy recommendations for potential funding mechanisms	3.3 , 3.4 , 3.5
Activity 7 - Contractor shall develop a digital content library with resources for local governments.	4.0
1. Contractor shall produce the following at a minimum for the content library:	
a. zero waste action plan examples for local governments	4.3.1
b. standardized plan outlines for achieving policy support	4.3.1
c. data collection methods	4.3.4
d. best practices	4.3.5
e. website factsheet	TBD
f. website frequently asked questions	TBD
g. access to ReTrac Database	4.3.4
Activity 8 - Contractor shall develop a technical assistance program plan.	Appendix A

1.0 FOCUS GROUP DISCUSSIONS AND VISIONING WORKSHOP

1.1 Overview

This section describes focus group discussions and a Visioning Workshop that was facilitated by Burns & McDonnell to gather input on the TASP Program from key stakeholders. The section also includes the mission and vision statement that was developed by the FRWD Board for the TASP Program.

Information and input gathered from the focus group discussions and Visioning Workshop as well as the mission and vision statement serve as a foundation in the development of the Marketing & Outreach Plan, Funding Mechanisms and Digital Content Library for the TASP Program.

1.2 Focus Group Discussions

Burns & McDonnell facilitated three focus group discussions to gather input on the potential vision for the TASP Program as well as other key aspects of the program, including marketing and outreach, funding mechanisms and digital content library. Each of the focus group presentations began with an overview of the project approach and schedule. Participants were then presented with insights from prior focus group discussions for each key topic (e.g., vision, marketing and outreach, funding mechanisms and digital content library) and one to two questions to prompt discussion. Sharing insights from preceding focus group discussions allowed participants to consider and build on each other’s vision and ideas for the TASP Program. The focus groups were conducted virtually with the following stakeholders:

Table 1-1: Focus Group Summary

<p>FRWD Board</p> <p><i>December 15, 2021</i></p>	<p>Members in attendance:</p> <ul style="list-style-type: none"> • Chair, Barrett Jensen, Waste Connections • Vice-chair, Laurie Johnson, 5280 Waste Solutions • Alex Markovich, Colorado Office of Economic Development and International Trade • Ben Huff, Pueblo Department of Public Health & Environment • Courtney Cotton, City and County of Denver • David Snapp, Colorado Hazardous Materials and Waste Management Division, CDPHE • Rachel Roussel-Diamond, Colorado Division of Environmental Health and Sustainability, CDPHE • Steven Derus, Republic Services • Suzanne Jones, Eco-Cycle • Tyler Bandemer, City of Loveland
<p>CDPHE Staff and Recycle Colorado</p> <p><i>January 12, 2022</i></p>	<p>Included seven CDPHE staff members and three Recycle Colorado board members:</p> <ul style="list-style-type: none"> • David Snapp, CDPHE • Jace Driver, CDPHE

	<ul style="list-style-type: none"> • Kendra Appelman-Eastvedt, CDPHE • Megan Vinet, CDPHE • Rachel Roussel-Diamond, CDPHE • Sonya Hansen, CDPHE • Wolf Kray, CDPHE • Jessica Lally, Recycle Colorado • Neil Noble, Recycle Colorado • Tim Broderick, Recycle Colorado
<p>Front Range Local Governments</p> <p><i>January 18, 2022</i></p>	<p>Included representatives from Weld County, Pueblo County and cities of Fort Collins, Lafayette and Golden:</p> <ul style="list-style-type: none"> • Ben Frissell, Weld County • Ben Huff, Pueblo Department of Public Health and Environment • Caroline Mitchell, City of Fort Collins • Duane Penney, Larimer County • Elizabeth Szorad, City of Lafayette • Theresa Worsham, City of Golden

1.2.1 Results from Focus Group Discussions

Vision for the TASP Program

- Participants agreed that the TASP Program should provide direct technical assistance to local governments, but needs to be flexible enough to meet the needs of individual communities, including those with and without a solid waste management and recycling plan.
- Local government participants see the TASP Program as an important bridge between Front Range communities and funding/program implementation. Participants noted the importance of assisting communities with the planning process as well as implementation.
- In addition to local projects, participants in each focus group discussion agreed that the planning process for the TASP Program should identify regional projects for future funding through the planning process.
- Participants noted that the facilitation of universal curbside recycling and composting should be a priority for the TASP Program.
- Participants also noted that the TASP Program should work to produce quality, consistent applications for the FRWD grant program.

Marketing & Outreach for the TASP Program

- Participants in each of the focus group discussions noted the importance of developing resources and guidance to help local governments gain support from elected officials, staff and residents.

- Participants also noted that an easy, streamlined process needs to be communicated since limited staffing is a challenge for some local governments.
- Participants in the local government focus group discussion stressed the importance of consistent communications. Several communication attempts may be required before a local government decides to engage with the TASP Program.
- Local governments also stressed the development of tailored communications to meet the needs of each community. Local government participants noted that customized communications would likely be more effective than general messages sent to all Front Range communities.
- Local government participants were interested in opportunities to share information, data and best practices for increasing diversion and reducing waste.

Funding Mechanisms for the TASP Program

- Local government participants were supportive of a streamlined process where the TASP Contractor provides technical assistance through direct interaction with communities.
- Participants in each focus group noted the importance of developing standardized plans that align with statewide diversion goals and facilitate data collection.
- Participants agreed that local governments should have flexibility over which program(s) to implement once a plan is developed or updated.
- Participants in each focus group also agreed that identifying long-term, sustainable funding solutions would be important during planning and implementation.

Digital Content Library for the TASP Program

- Participants agreed with leveraging resources in the NextCycle content library but prefer a separate, more user-friendly and local-government focused content library specifically for the TASP Program.
- Local government participants noted that they would like to see sample Requests for Proposals (RFPs) and contracts included in the digital content library as well as case studies and examples from peer cities.
- Local government participants also noted that additional resources for how to prepare and submit FRWD grant applications would be helpful.
- Participants noted the importance of maintaining and updating the content library and noted that some content may need to be developed through the TASP Program.

1.2.2 Visioning Workshop

Burns & McDonnell facilitated a Visioning Workshop with the FRWD Board on January 24, 2022. The following FRWD Board members participated in the Visioning Workshop:

- Chair, Barrett Jensen, Waste Connections
- Vice-chair, Laurie Johnson, 5280 Waste Solutions
- Alex Markovich, Colorado Office of Economic Development and International Trade
- Ben Huff, Pueblo Department of Public Health & Environment
- Courtney Cotton, City and County of Denver
- David Snapp, Colorado Hazardous Materials and Waste Management Division, CDPHE
- Miranda Halverson, Arc Thrift Stores
- Rachel Roussel-Diamond, Colorado Division of Environmental Health and Sustainability, CDPHE
- Sam Morris, Blue Star Recyclers
- Steven Derus, Republic Services
- Suzanne Jones, Eco-Cycle
- Tyler Bandemer, City of Loveland

1.2.3 Visioning Process

The Visioning Workshop was a progressive process that built on information and input gathered during the three focus group discussions. Burns & McDonnell used insights from the focus group discussions to develop and present a potential approach for key aspects of the TASP Program, including marketing and outreach, funding mechanisms and digital content library. Highlights included:

- The potential approach for marketing and outreach included marketing strategies, key messages and measurement of outcomes for the TASP Program.
- The potential approach for funding mechanisms included the process for baseline funding, description of funding categories, prioritization matrix for baseline funding and process for program implementation funding.
- The potential approach for content library included a description of existing resources and content library categories and structure.

The FRWD Board then separated into small groups to provide feedback on the potential approach for each key aspect of the TASP Program. Information and recommendations from the small group

discussions are incorporated into the marketing and outreach, funding mechanisms and digital content library sections of the report.

1.2.4 Results from Visioning Workshop

Marketing & Outreach for the TASP Program

- Consider additional criteria, such as geographic location and political sentiment, to help ensure outreach with a diverse group of communities that have a high potential for increased diversion and waste reduction.
- Information sessions should be tailored to the audience (e.g., separate sessions for communities that need to develop a plan versus those who have an existing plan).
- A survey is recommended for local governments to provide feedback on the TASP Program, including marketing and outreach efforts.
- Review/reconsider any messaging about the cost to participate in the TASP Program, using the phrase “no cost to participate” could cause confusion.

Funding Mechanisms

- While the TASP program should serve all local governments in the Front Range, the program should focus on communities that have the greatest need for funding and/or provide the best opportunity to increase recycling and waste minimization efforts.
- The FRWD Board should have flexibility to adjust the focus of the TASP program based on specific needs and priorities.
- The intent of the TASP Program is to allow the FRWD Enterprise to provide direct assistance via the TASP Program to local governments through a streamlined process, where the TASP Contractor is the one point of contact for getting the grant in place and providing consulting and technical assistance services.
- The initial phase for the TASP Program will focus on the TASP Contractor providing direct assistance to local governments for the development of new or updated solid waste and diversion management plans or the evaluation of community specific recycling/diversion issue(s) via a technical study. Subsequent funding would then be directed toward program implementation.

Digital Content Library

- Focus on most common programs and policies from best management practice communities related to curbside and drop-site recycling and composting to maintain content focus and avoid overwhelming users.

- Organize best management practice content by population and program ownership/operation (public, private, non-profit sectors).
- Include contact information for best management practice cities, as one-on-one conversations can be highly valuable, and supplement written content.
- Include guidance on effective grant writing, third-party RFP/contract examples, Re Trac resources and mechanism for users to identify missing data.
- Future content library additions may include missing data, additional best management practice information, video testimonials from best management practice communities, etc.

1.2.5 Mission & Vision Statement

As part of the Visioning Workshop, the FRWD Board developed a mission and vision statement for the TASP Program. The mission and vision statement were developed based on feedback from the focus group discussions. The mission statement describes the purpose of the TASP Program while the vision is a forward-looking statement about what the Program hopes to achieve. The mission and vision statement are focused on the TASP Program but also align with the FRWD vision and strategic plan. The mission and vision statement will be used to guide the TASP Program.

1.2.6 Mission Statement for the TASP Program

The mission of FRWD's TASP Program is to directly assist local governments across the Front Range with increasing diversion and reducing waste by implementing sustainable, long-term solutions that meet the unique needs of each community.

1.2.7 Vision Statement for the TASP Program

Connect Front Range communities with the resources and technical assistance needed to achieve established waste diversion and reduction goals.

2.0 MARKETING & OUTREACH PLAN

2.1 Overview

The FRWD Board identified that a Marketing & Outreach Plan is needed to solicit participation in the TASP Program and increase the number and quality of grant applications submitted for funding through the FRWD Program. Key components of the Marketing & Outreach Plan include developing tailored communications to meet the unique needs of Front Range communities, conducting consistent outreach with local governments to build relationships and leveraging success stories to generate interest in the program. The Marketing & Outreach Plan sections will focus on the following items:

- Identifying target audiences (Section [2.2](#))
- Describing recommended marketing and outreach strategies (Section [2.3](#))
- Listing resources and communications to support marketing and outreach activities (Section [2.7](#))
- Providing an overview of roles and responsibilities (Section [2.8](#))
- Describing methods for documenting and reporting marketing and outreach activities (Section [2.9](#))
- Providing a tentative schedule for implementation (Section [2.12](#))

2.2 Target Audiences

Marketing and outreach activities for the TASP Program will focus on local governments across the Front Range, specifically local government staff and elected officials who are involved in decision-making for diversion services and programs. Support from elected officials will be critical to the success of the TASP Program. The marketing and outreach plan is designed to interest all Front Range communities in participating in the TASP Program.

To accelerate participation in the TASP Program, communities will be divided into two initial categories for marketing and outreach efforts, priority communities and other communities. The priority communities were determined based on their previous or current participation with the FRWD Program, in addition to their interest in developing solid waste management plans and recycling and diversion programs (based on information included in the “FRWD Baseline Assessment” developed by EcoCycle in December 2021). Marketing and outreach activities will be accelerated for these priority communities while still implementing communications with the other communities. These groups will be as follows:

- Priority Communities – Communities who have already applied to the TASP Program or have been identified through the Baseline Assessment that would benefit from the TASP Program

- Other Communities – All other communities that were not identified as Initial Priority Communities

These categories are meant as a general guide for how marketing and outreach activities will be implemented. Those categorized in the Priority Communities will be fast tracked into the system to help expedite the use of the TASP Contractor and provide momentum for the program. Information previously collected as part of the Baseline Assessment has been used to help differentiate the category of communities in the Front Range.

The categorization of each community as well as contact information for local government staff and elected officials will be entered into a local government database. This will build on the Baseline Assessment performed by EcoCycle. The database will then be used to implement and track marketing and outreach activities for future communications with local governments. The list of those identified as Priority Communities and their reasonings for being added are included in Table 2-1.

Table 2-1: Priority Communities Identified Through Baseline Assessment

Community	Plan or Implementation Needed	Summarized Notes
Adams County	Both	Expressed interest in applying for TASP Program
Arvada/Edgewater/Wheat Ridge	Implementation	Involved in the Scraps FRWD Grant
Aurora	Implementation	Involved in the FRWD Grant to Compost
Broomfield	Implementation	Involved in FRWD Grant for zero-waste action plan
*Colorado Springs	Both	Applied for the TASP Program
Denver City & County	Both	Waste diversion goals
Fountain	Plan	Creating a single-hauler plan
Green Mountain Falls	Plan	Creating a single-hauler plan
Larimer County	Both	Waste diversion goals of 40% by 2025
Lafayette	Both	Doesn't have a waste management plan but has waste diversion goals
Longmont	Both	Turning all trucks into CNG trucks
Nederland	Both	Created a zero-waste subcommittee
Northglenn	Both	Doesn't have a waste management plan but has waste diversion goals
Superior	Both	Creating first sustainability action plan

**Indicates they have already applied for the TASP Program*

This list is not exhaustive and will likely evolve as the initial outreach progresses. Burns & McDonnell will also update the list based on any communities that have contacted CDPHE or FRWD about interest in the program (including potential grant applications). As other communities not mentioned come forward or are identified they will be included and provided support to maximize efficiency. This schedule will be described in greater detail in Section [2.12](#).

2.3 Marketing & Outreach Strategies

Market research will be conducted prior to outreach formed on the Baseline Assessment data and will be continuously refined based on conversations with the initial Priority Community. Communications will be customized to each community, but the main areas and methods that will be conducted are considered throughout this section.

2.3.1 Initial Outreach

Table 2-2 summarizes initial outreach recommended for the two groups of local governments identified above.

Table 2-2: Initial Outreach by Priority of Local Government

Outreach	Priority	Other
One-on-One Meetings	X	
Phone Calls	X	X
Direct Email	X	X
Mass Email		X

Along with reaching out by phone, the TASP Contractor will also use direct emails to connect with Priority communities mentioned in Section [Error! Reference source not found.](#) in an effort to schedule a meeting. Contact information from the Baseline Assessment will be used to initiate contact with the Priority group. The emails are meant to introduce the TASP Program and quickly gauge interest in receiving technical assistance for implementation or planning. The emails will include a brief description of the TASP Program, how it could potentially benefit the community and an invitation to schedule a meeting with the TASP Contractor to discuss the program in more detail. The following provides an example of the direct email to be sent to communities:

To [Name]:

The Colorado Front Range Waste Diversion (FRWD) Enterprise's Technical Assistance Service Provider (TASP) Program serves to protect both public health and the environment by developing a technical assistance program for local governments interested in establishing a new recycling and compost program or expanding an existing recycling and compost program for post-consumer and commercial solid waste in Colorado's 13 Front Range counties. The project goal is to increase the number and effectiveness of municipalities offering recycling and composting along the Front Range.

As the TASP the FRWD Enterprise Board, Burns & McDonnell would like to introduce the FRWD program. The FRWD program was established to provide grants and technical assistance, funded through user fees at Front Range landfills, to increase recycling, composting, and waste reduction in Front Range communities. Burns & McDonnell has been selected by FRWD to provide outreach and technical assistance to local governments interested in establishing or expanding recycling and compost programs. More information on the FRWD Program can be found at <https://cdphe.colorado.gov/front-range-waste-diversion>.

We invite your community to join the program and request a meeting to provide additional information on how we can assist you in this initiative. The program can fund recycling and composting consulting services for developing plans and studies for your community.

If you are interested, please feel free to reach out to jillee@burnsmcd.com or spasternak@burnsmcd.com for more information and to set up a meeting. We look forward to hearing from you.

Regards,

Burns & McDonnell (TASP Contractor)

Meetings are recommended for Priority communities that have already applied to the TASP Program or would benefit from it. These meetings will provide an opportunity to build relationships with local government staff and elected officials and take a deeper dive into each community's current challenges and needs.

During the first meeting, the TASP Contractor will be able to share information about the TASP program and immediately address any questions or concerns from staff or elected officials. Ideally, the community would agree to move forward with baseline funding to develop a plan. However, additional meetings or follow up information will likely be needed before the community commits to participation in the TASP program. To facilitate quicker first meeting setup, the meeting will take place virtually unless otherwise requested by the community. Follow up meetings can be scheduled in person or virtually. The TASP Contractor will prepare an agenda, presentation and meeting summary for each meeting.

Initial outreach for the TASP Program will primarily focus on Priority Communities, while an email blast will be developed for Other communities, The email will be directed to those identified in the Baseline Assessment along with other local government staff and elected officials. The TASP Contractor will be able to monitor how many recipients open the email and whether or not any links are clicked to view more information on the FRWD website which can be used for further follow up, if needed.

2.4 Collaboration with Other Organizations

Collaboration with other organizations will be key to increasing awareness of the TASP Program for all municipalities in the Front Range. The TASP Contractor will schedule an initial meeting with the proposed organizations listed below to introduce the TASP Program, identify opportunities to engage with local governments and discuss with communities that may be interested in the program.

Opportunities may include presentations at conferences, participation in special events and information shared through the organization's existing communication channels (e.g., newsletters, website, social media, etc.). Other organizations include the following:

- Colorado Municipal League;
- Colorado Counties, Inc.;
- Colorado SWANA Conference;
- Council of Governments within the Front Range;
- Eco-Cycle; and
- Recycle Colorado.

2.5 Information Sessions for Local Governments

Information sessions hosted by the TASP Contractor offer an opportunity for local governments and elected officials to learn more and ask questions about the TASP Program. A series of virtual information sessions is recommended to provide information specific to each community's unique needs. A list of

recommended information sessions is provided below. These categories align with the content included in Section 3, Funding Mechanisms Recommendations.

- **TASP Program Overview.** This session will introduce local governments and elected officials to the TASP Program and the technical assistance provider (e.g., TASP Contractor). The presentation would include information about the program, including plan development process, funding categories and program implementation.
- **Baseline Funding to Develop Plans.** This session will share key insights about the process for obtaining baseline funding for the development of new or updated solid waste and diversion management plans. This initial information session would be targeted at the Priority communities, but other sessions will be held for interested communities later.
- **Funding for Specific Initiatives.** These sessions would be targeted at communities who are interested in implementing a specific recycling/composting or waste minimization program. Topics for these sessions will vary and may be determined based on data gathered in the Baseline Assessment as well as conversations with local governments following initial outreach. A session may also be scheduled for a group of communities based on specific needs/interest (e.g., cohort).

Information sessions would be scheduled to provide flexibility for local governments. For example, a series of sessions could be scheduled consecutively on the same day, as well as on separate days/weeks. The sessions could also be recorded and made available online for local government staff and elected officials who are unable to attend the live sessions. Information about each session would be posted on the FRWD website, provided to other organizations to share with their members and sent in an email blast to local governments across the Front Range.

2.6 Roundtables & Special Events

Roundtables promote two-way communication between local governments and facilitate an opportunity for communities to share best practices and success stories. The roundtables would serve as an informal ambassador program to encourage other communities to participate in the TASP Program. The roundtables would be hosted and facilitated by the TASP Contractor and include a presentation by local government staff followed by open discussion/Q&A. Presentations could highlight the benefits of developing a new or updating an existing plan as well as a local government's recent experience with the TASP Program. The TASP Contractor will attend each roundtable in order to answer questions and build relationships with local governments interested in participating in the TASP Program.

In addition to roundtables, the TASP Contractor will identify opportunities to partner with local governments to host special events, such as facility tours, to promote the TASP Program. Special events, like open houses, panel discussion, or presentations, would occur later in the TASP Program and FRWD grant funding process. For example, a panel discussion could occur with communities that have received funding from the TASP Program and discussion would focus on their experiences and recommendations for other local governments.

Information about the roundtables and special events would be listed on the FRWD website, provided to other organizations to share with their members and sent in an email blast to Front Range communities.

- Roundtables could be virtual or in-person. Recommend that in-person roundtables take place as a breakfast or lunch meeting and that meeting locations rotate throughout the Front Range.
- Local governments and elected officials will be asked to register prior to each roundtable.

2.7 Resources & Communications

A list of additional resources and communications is provided below and would be developed to support marketing and outreach activities for the TASP Program:

- **TASP Program Webpage.** Recommend developing a specific webpage for the TASP Program on the FRWD website. The webpage would include information about the TASP Program, contact information for the TASP Contractor, details about upcoming events (e.g., information sessions, roundtables, etc.), frequently asked questions and links to additional information/resources such as ReTrac.
- **Email Templates.** Email templates will be developed for initial outreach to communities (e.g., one-on-one meetings, direct emails and email blast) as well as templates for promoting upcoming events (e.g., information sessions, roundtables, special events and collaboration with other organizations).
- **Key Messages.** Key messages will be developed by and for the TASP Contractor as well as CDPHE staff and FRWD Board to use when discussing the TASP Program. Key messages will also be used when conducting outreach with local governments and developing supplemental materials such as presentations and fact sheets. Key messages may include information about program benefits, funding categories and plan development.
- **Frequently Asked Questions.** A list of frequently asked questions will be developed as a resource for local governments. It is recommended that the list be provided on the TASP Program

webpage and that the contractor maintain a list of questions received from local governments so that FAQs can be updated on a regular basis.

- **Fact Sheet.** A one-page fact sheet will be developed by the TASP Contractor to provide local governments and elected officials with information about the TASP Program. The fact sheet will include a description of the TASP Program, funding categories available, contact information for the TASP Contractor, where to find additional information/resources (e.g., content library, FRWD grant application, etc.) and upcoming events or other important deadlines. The fact sheet will be posted on the TASP Program webpage and provided prior to meeting with local governments and distributed at conferences and other events.
- **Video.** A short video (e.g., two minutes or less) could be developed to create interest in the TASP Program. The video could be posted to CDPHE social media channels, linked/embedded in emails to local governments and provided to other organizations to share on their websites, newsletters and social media. The video would highlight the benefits on the TASP Program and provide the contractor information for more details. Subsequent videos could be developed to highlight TASP Program success stories.
- **Digital Content Library.** Section [4.0](#) within the TASP plan can be used as a resource for communities. There is a provided list and description of examples from a wide range of municipalities that address waste diversion in Section [4.3.1](#).

2.8 Implementation

The TASP Contractor will have primary responsibility for implementing activity outlined in the Marketing & Outreach Plan, with support from CDPHE and FRWD for some activities. Below is a list of anticipated roles and responsibilities for all parties.

TASP Contractor Roles & Responsibilities

- Maintain a detailed schedule of marketing and outreach activities;
- Expand the database from the Baseline Assessment to include information gained during outreach;
- Develop communications and resources for CDPHE staff and/or FRWD Board to review and approve prior to distribution;
- Document interactions with local governments and provide monthly updates regarding marketing and outreach activities;
- Serve as the primary point of contact for local governments; establish a dedicated email address and phone number for inquiries regarding the TASP Program; and

- Leverage existing tools such as Mail Chimp and Survey Monkey to execute marketing and outreach activities.

CDPHE Staff Roles & Responsibilities

- Assist with the review and approval of communications, resources and meeting logistics; determine when/if approvals are needed from FRWD Board;
- Update the TASP Program webpage;
- Facilitate assistance or approvals needed from CDPHE Communications staff (e.g., updating the webpage, posting to social media channels, etc.); and
- Facilitate communications and meetings between the contractor and FRWD Board.

FRWD Board Roles & Responsibilities

- Review and approve communications, resources and meeting logistics, as needed;
- Discuss responses received from feedback surveys sent to local governments and
- Provide relevant updates regarding changes to the FRWD grant program.

2.9 Documentation

2.9.1 Local Government Database

Communication and outreach with local governments, including elected officials, will be documented by the TASP Contractor in a local government database. The database will be used to track interactions and stakeholder contact information and generate monthly marketing and outreach reports for the FRWD Board.

2.9.2 Meeting Summaries

The TASP Contractor will develop a meeting summary for each meeting with local government staff and elected officials. Meeting summaries will include a list of meeting participants, meeting purpose/topic, meeting highlights/summary of key discussion points, any follow up or action items and copies of any supplemental materials. Meeting summaries will be consolidated into monthly reports for CDPHE staff and the FRWD Board.

2.10 Marketing & Outreach Plan Measurement and Evaluation

Outcomes of the Marketing & Outreach Plan will be measured throughout the project lifecycle with the ultimate goal of program implementation and increased recycling and diversion. Below is a list of key metrics for measuring outcomes for the Marketing & Outreach Plan:

Stakeholder Interactions

- Direct engagement (e.g., emails, phone calls and meetings with local governments);
- Presentations and other events (e.g., information sessions, conferences, roundtables, special events, etc.); and
- Other communications (e.g., email campaigns, newsletters, social media, etc.).

Baseline Funding to Develop Plans and for Specific Initiatives

- Number of local governments that commit to baseline or special initiative funding; and
- Corresponding interaction(s) (e.g., how did they learn about the program).

Grant Applications

- Applications submitted/approved (e.g., decrease/increase from prior years);
- Amount of funding requested (e.g., total, highest/lowest and median);
- Types of projects; and
- Local government demographics (e.g., geographic location and population).

Implementation

- Number of programs implemented; and
- Estimated diversion.

The TASP Contractor will compile and submit monthly reports to CDPHE staff and the FRWD Board based on metrics listed above.

2.11 Feedback Survey for Local Governments

An online survey will be developed for local governments to provide feedback regarding the TASP Program. Surveys would be sent to local government staff and elected officials at one of the following key milestones:

- Once local government has agreed to participate in the program; and
- When/if the TASP Contractor is notified that a local government has decided not to participate in the program.

The survey will provide an opportunity for local governments to provide feedback about their overall satisfaction, areas of improvement and general comments regarding the TASP Program.

- Recommend that CDPHE send surveys to local governments to solicit feedback;

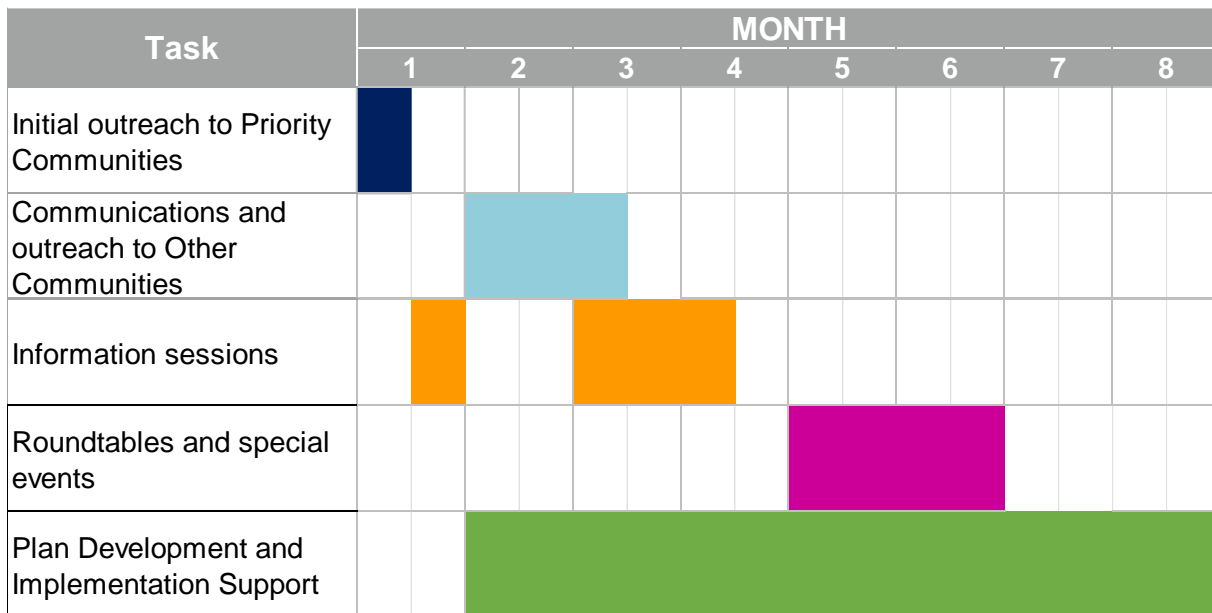
- However, TASP Contractor is able to send surveys if preferred by CDPHE and/or the FRWD Board.

2.12 Tentative Schedule

The following provides a conceptual schedule for the implementation of the Marketing & Outreach Plan, which would occur as a part of Phase 2. Figure 2-1: TASP Program Phase 2 Marketing & Outreach Implementation Plan Schedule Figure 2-1 communicates the schedule graphically.

- **Initial outreach to Priority Communities.** 2 weeks
- **Information Sessions for Priority Communities.** 2 weeks
- **Communications and outreach to Other Communities.** 6 weeks
- **Information sessions for Other Communities.** 6 weeks
- **Roundtables and special events.** 2 months (following outreach and during plan development)
- **Plan Development.** Ongoing (plans will be developed as communities enter the program)

Figure 2-1: TASP Program Phase 2 Marketing & Outreach Implementation Plan Schedule



3.0 FUNDING MECHANISM RECOMMENDATIONS

3.1 Overview

The purpose of this Funding Mechanism Recommendations section is to develop a set of recommendations to advise the FRWD Board with the program and policies to provide funding to local governments as a part of the TASP Program. The section describes the proposed funding programs and policies, with applicable funding mechanism recommendations to allow the FRWD Enterprise to implement a multi-phased funding approach that will:

- Provide Baseline Funding to Develop Plans and for Specific Initiatives (Section [3.3](#)),
- Supply Program Implementation Funding (Section [3.4](#));
- Create Direct TASP Program Funded Projects (Section [3.5](#))

3.2 Funding Mechanism Evaluation Overview

The intent of the TASP Program is to allow the FRWD Enterprise to provide direct assistance via the TASP Program to local governments through a streamlined process, where the TASP Contractor is the one point of contact for getting the grant in place and for consulting and technical assistance services. The following describes the proposed programs and policies, along with applicable funding mechanism recommendations. The FRWD Enterprise will implement a multi-phased funding approach, as follows:

- **Baseline Funding to Develop Plans and for Specific Initiatives.** The initial phase for the TASP Program will focus on the TASP Contractor providing direct assistance to local governments for the development of new or updated solid waste and diversion management plans or the evaluation of community specific recycling/diversion issue(s) via a technical study.
- **Program Implementation Funding.** Based on implementation-focused recommendations that will be included in the planning projects (described above as Baseline Funding to Develop Plans and for Specific Initiatives), the FRWD Board may consider funding local or regional projects or programs focused on increasing recycling/composting and waste minimization.
- **Direct TASP Program Funded Projects.** Based on requests from the TASP Contractor, the FRWD Board may authorize the use of funds for specific projects. An example of these projects may include the development of best management practice guidance that would benefit multiple Front Range local governments in cases where material for the digital content library is lacking. All requests would be subject to FRWD Board approval.

Services will be tailored to each local government based on the prioritization matrix, as communicated in Figure 3-1. The following provides guidance regarding the prioritization matrix:

- **Level/Category.** The priority order for the TASP Program is Level 1, then Level 2 and followed by Level 3. However, the FRWD Board will have the flexibility to provide assistance to all communities.
- **Planning Services.** Local governments will be able to request assistance for the development of new solid waste and diversion management plans (available to Levels 1 and 2) or updated solid waste and diversion management plans (available to Level 2) or the evaluation of community specific recycling/diversion issue(s) via a technical study (available to all three levels).
- **Need for Staff to Support Planning.** Some local governments may need funding to provide staff needed to support the development of the planning services. While the FRWD Board will have the flexibility to approve local governments' Baseline Funding requests for support staff, the general expectation is that Level 1 communities will have the greatest need followed by Level 2 entities. Level 3 cities and counties are unlikely to have a need for staff funding to support a planning process, but staff support may be needed for program implementation projects.

Figure 3-1: TASP Matrix of Potential Funding Mechanisms

Level	Category	Planning Services			Need for Staff to Support Planning
		New Plan	Updated Plan	Specific Initiative	
Level 1	Communities with no plan/limited recycling and diversion services	●		●	Likely
Level 2	Communities with an existing plan and/or some recycling and diversion services	●	●	●	Possible
Level 3	Communities with existing plan and/or extensive recycling and diversion services			●	Unlikely

3.3 Baseline Funding to Develop Plans and for Specific Initiatives

This section describes the key findings and recommendations for local governments to collaborate with the TASP Contractor to obtain funding to develop plans or for specific initiatives.

Overview and Funding Prioritization Key Finding. While all local governments in the Front Range are eligible to request funding via the TASP Program, the FRWD Board is particularly interested in assisting local governments (Levels 1 and 2) that (1) have a great need for the program’s resources and/or (2) will significantly increase their recycling and diversion quantities. Level 3 communities with more established programs can request Baseline Funding; however, the FRWD Board will prefer projects that benefit not only the individual community, but also the surrounding region/community. These projects would be evaluated based on their potential diversion impact.

Process to Request Funding Recommendation. Once approved and funded by the FRWD Enterprise, the TASP Contractor will provide direct, one-on-one technical assistance to local governments that have an interest in receiving funding. The TASP Contractor will help local governments complete a streamlined application. CDPHE will be responsible for administering the overall grant program and approving applications. Specific aspects of the application may address:

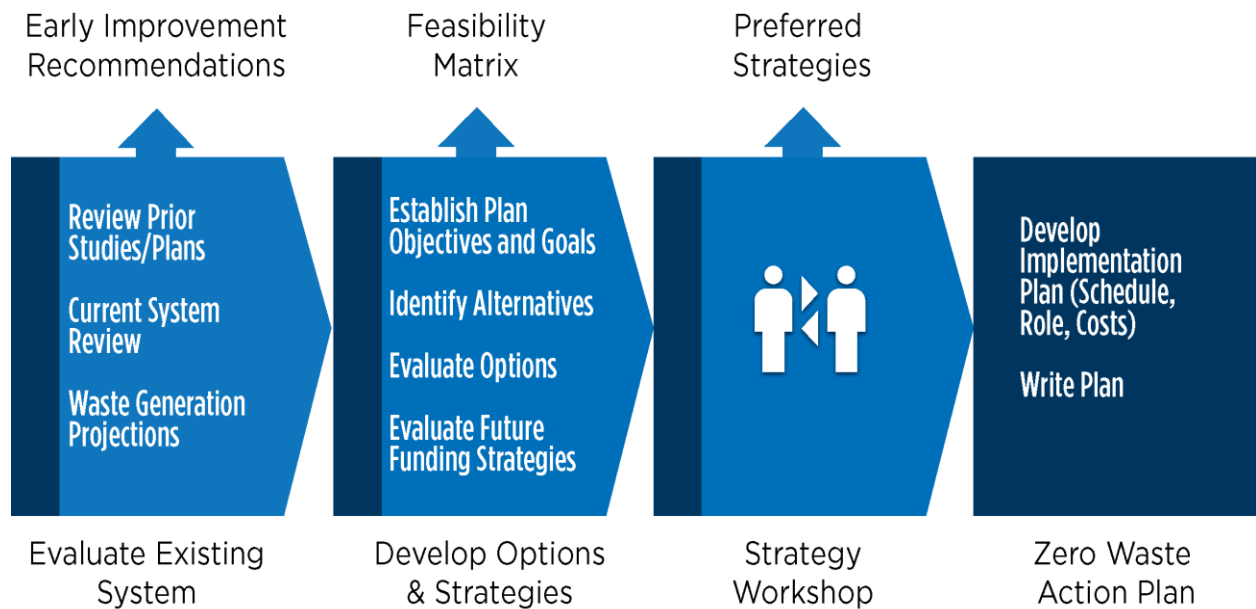
- **Application Narrative.** Overall description of the project and amount of funding being requested from the FRWD Enterprise. The application will include the scope of work and project schedule, as well as describe any need for staffing by the local government.
- **Demonstration of How the Project Promotes Achievement of the State Diversion Goals.** The application will identify the recycling and diversion programs and policies that will be evaluated during the development of the plan or technical study.
- **Amount of In-kind Contributions or Matching Funds (if any).** While in-kind contributions or matching funds will not be a requirement, they will be positively considered by the FRWD Board.
- **Local Government Support for the Grant.** The governing body of the local government will provide a resolution supporting the development of the plan or technical study. The resolution will state that the local government will collaborate with the TASP Contractor on the project and will report future recycling data on an annual basis as a part of the FRWD reporting system (e.g., Re Trac). The resolution will also state that the local government will consider recommendations that will be included in the plan or technical study, but that there is no requirement to commit to implementing the recommendations. The TASP Contractor will develop a sample resolution, subject to FRWD Board approval, that will be provided to each local government.

After the TASP Contractor completes the application in collaboration with the local government and the local government's governing body provides a resolution, the TASP Contractor will submit the application to the FRWD Board for approval.

Eligible Funding Categories Recommendation. The primary Baseline Funding will be for the FRWD Enterprise to pay for the TASP Contractor's fee to support the application process, develop a scope of work and to complete the plan or technical study. The FRWD Board will also consider funding support staff that local governments may need to assist the TASP Contractor during the plan or technical study development process. Support staff funding is intended for local governments that would not otherwise have the resources to respond to the TASP Contractor's need for collaboration (examples include facilitating data requests and participating in the planning process).

Develop Plan or Technical Study Recommendation. Once an application is approved by the FRWD Board, the TASP Contractor will work with the local government to complete the plan or technical study. The scope of work will follow consistent a planning process that will be developed by the TASP Contractor. Figure 3-1 graphically summarizes the planning process that will be included in the scope of work.

Figure 3-2: Planning Process Summary



Key elements of the scope of work will address but not be limited to the following:

- Efforts to provide consistent data collection during the project development and going forward (e.g. use of Re Trac);
- Strategic and policy recommendations that are in alignment with State Diversion Goals (as discussed in Section 3.2);
- Recommendations that align with the Colorado Integrated Solid Waste and Materials Management Plan, and identify sustainable local and regional recommendations;
- Funding plan for implementation, which may include combination sustainable funding from the local community (e.g., user fees, taxes, etc.), other potential third-party sources and future FRWD grant money (subject to steps described in the Program Implementation Funding section); and
- Performance metrics to achieve goals and potential receipt of future grant funding for implementation programming/projects; metrics may include diversion and participation rates, as well as other qualitative and quantitative methods (may include greenhouse gas reductions).

After the Scope of Work is approved, the TASP Contractor will begin development of the plan or technical study. Upon completion of the plan or technical study, the governing body of the local government will adopt a resolution accepting the completed project.

Submittal to the FRWD Board for Approval Recommendation. Following completion of the project, the plan or technical study will be submitted to the FRWD Board via quarterly reports from the TASP

Contractor. Presentations from the TASP Contractor and/or local government may be requested by the FRWD Board. The FRWD will approve the Plan or technical study prior to the local government being eligible for future funding for program implementation or further studies.

3.4 Program Implementation Funding

This section describes the key findings and recommendations for local governments to obtain funding for program implementation.

Overview and Funding Prioritization Key Finding. Local governments that receive and successfully complete associated requirements for Baseline Funding will have priority to request Program Implementation Funding from the FRWD Board.

Other local governments that do not receive Baseline Funding will still be eligible for implementation projects, but may need to go through the standard FRWD grant application process. After submitting an application, these local governments may be directed by the FRWD Board to request Baseline Funding prior to Program Implementation Funding to ensure that an implementation program is viable.

Process to Request Funding Recommendation. It is a requirement to complete the Baseline Funding step prior to requesting Program Implementation Funding in order to fully evaluate the feasibility of the implementation project(s) being considered). If requested by the local government, the TASP Contractor will provide direct, one-on-one technical assistance to local governments to develop an implementation focused application.

Either the local government or the TASP Contractor will have responsibility for completing a streamlined application. CDPHE will be responsible for administering the overall grant program. Specific aspects of the application may address:

- **Application Narrative.** Overall description of the project and amount of funding being requested from the FRWD Enterprise. The application will include the scope of work and project schedule, as well as describe any need for staffing by the local government.
- **Demonstration of How the Project Promotes Achievement of the State Diversion Goals.** The application will identify the implementation project(s) or program(s) that align with the recommendations from the Baseline Funding step.
- **Amount of In-kind Contributions or Matching Funds (if any).** While in-kind contributions or matching funds will not be a requirement, they will be positively considered by the FRWD Board.

- **Local Government Support for the Grant.** The governing body of the local government will provide a resolution supporting the implementation efforts. The resolution will state that the local government will collaborate with the TASP Contractor on the project and will continue reporting future recycling data on an annual basis as a part of the FRWD reporting system (e.g., Re Trac). The TASP Contractor will develop a sample resolution, subject to FRWD Board approval, that will be provided to each local government.
Depending on the type of implementation funding being requested, there may be additional steps for local governments to demonstrate commitment to long-term program success. Specifically, local governments will need to ensure that policies and ordinance will be in place to support the requested funding. For example, if there is a recommendation for a PAYT program with variable cart sizes, the local government may need to adopt an ordinance implementing PAYT and FRWD may provide funding to purchase new carts of varying sizes. Note, the ordinance could provide for a later implementation date given the need for transitions.

After the TASP Contractor completes the application in collaboration with the local government and the local government's governing body provides a resolution, the TASP Contractor or local government will submit the application to the FRWD Board for approval.

Eligible Funding Categories Recommendation. The FRWD Board will consider funding requests that are within the categories authorized. Potential Program Implementation Funding categories may include staff positions, education and outreach, equipment, facilities (could include local and regional level), further detailed planning efforts/studies and contractor assistance.

Projects that require equipment or a facility (subject FRWD Board discretion) may need to go through a grant application process. If the FRWD Board requires a formal grant application, it will be communicated to the local government in advance of initiating the application process.

Project or Program Implementation Recommendation. Once an application is approved by the FRWD Board, the local government and/or TASP Contractor will begin the project. Upon completion of the project, the governing body of the local government will adopt a resolution accepting the completed project.

Submittal to the FRWD Board for Approval Recommendation. Following completion of the project, the project summary will be submitted to the FRWD Board via quarterly reports from the TASP Contractor. Presentations from the TASP Contractor and/or local government may be requested by the

FRWD Board. The FRWD will approve the implementation project prior to the local government being eligible for future funding for continued program implementation or further studies.

3.5 Direct TASP Funded Projects

This section describes the key findings and recommendations for direct TASP funded projects.

Overview and Funding Prioritization Key Finding. During the TASP Program, the FRWD Board or the TASP Contractor may identify projects that should be funded directly by the FRWD Enterprise that will benefit one or more local governments in their efforts to increase recycling/composting and waste minimization. Example projects could be regional studies or the development of best management practice materials for the digital content library. Since these projects will be considered individually by the FRWD Board, proposed projects will be evaluated on a project-by-project basis.

Process to Request Funding Recommendation. Requested funding can be made by either the TASP Contractor, the FRWD Board or local governments. A project summary, inclusive of a Scope of Work, budget and project schedule would be submitted to and considered by the FRWD Board for approval.

Eligible Funding Categories Recommendation. The primary cost for Direct TASP Funded Projects will be for the FRWD Enterprise to pay the TASP Contractor's fee to support the requested project. The FRWD Board may also consider additional funding requests that are within the categories authorized. The following communicates potential examples of projects that may be considered for future funding by the FRWD Board under this category:

- Development of additional materials for the digital content library (e.g. guidance on HOW to effectively provide universal service);
- Video summaries of best management programs, policies or systems;
- Facilitated round tables and site tours to help cities move toward new programs; and
- Baseline funding for regional projects.

Project or Program Implementation Recommendation. Once a project is approved by the FRWD Board, the TASP Contractor will begin the project.

Submittal to the FRWD Board for Approval Recommendation. Following completion of the project, the project summary will be submitted to the FRWD Board via quarterly reports from the TASP Contractor. Presentations from the TASP Contractor may be requested by the FRWD Board.

4.0 DIGITAL CONTENT LIBRARY

4.1 Overview

The purpose of this Digital Content Library section is to provide Front Range communities with quality and comprehensive resources to assist during solid waste and diversion planning efforts. The digital content library is intended to have a planning focus and to build upon existing content. It will build upon the NextCycle content library (<https://cdphe.colorado.gov/next-cycle-colorado-content-library>), with a focus on being a resource for future communication with the government to be better documented. This section starts with an overview of the digital content library structure and development process and a graphic of styles for the library display. Section [4.3](#) communicates the digital content library contents based on the following resource categories:

- Solid Waste & Diversion Planning (Section [4.3.1](#));
- Solid Waste Management Policy Resources (Section [4.3.2](#));
- Funding Sources (Section [4.3.3](#));
- Data and Data Collection (Section [4.3.4](#)); and
- Best Management Practices (Section [4.3.5](#)).

4.2 Digital Content Library Structure

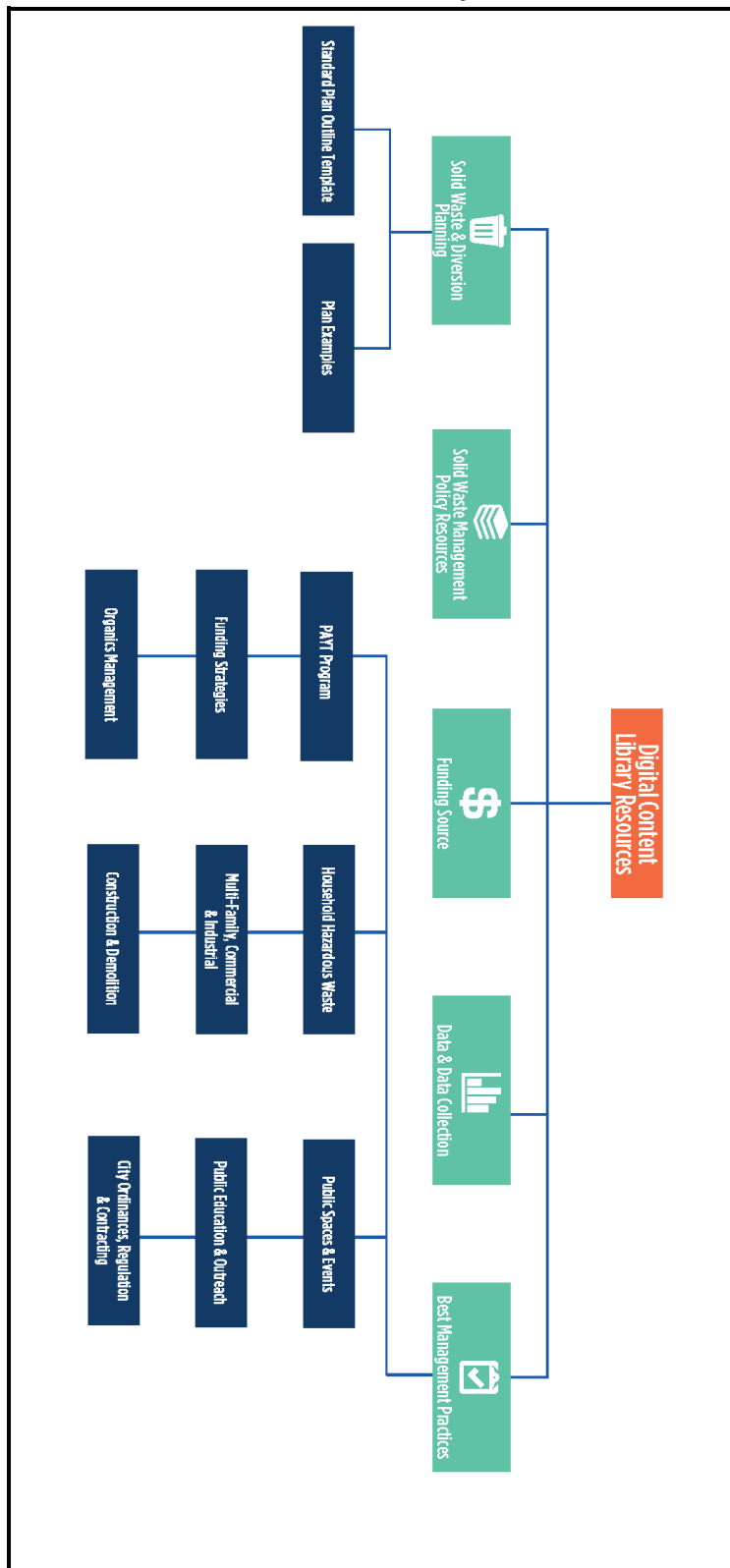
The digital content library will be structured based on key takeaways that were discussed with the focus groups, as described in Section [1.2](#). Guidance for the library will focus on the following key criteria:

- **Easy to Use.** Allow people to navigate quickly to specific information;
- **Prioritize Key Information.** Reduce the need to sort through irrelevant documents;
- **Meet Communities Where They Are.** Provide content that can aid communities just starting with solid waste and diversion planning, as well those with robust waste minimization systems;
- **Contacts.** Provide contact information for industry people willing to provide advice and insight;
- **Identify Gaps.** Look for content that could be developed to enhance progress;
- **Multiple Media Formats.** Use videos to tell stories or provide opportunities for learning; and
- **Variety.** Include content from diverse sources.

The library will be organized based on the categories mentioned in the overview. Each category will have its own designated tables. The Solid Waste & Diversion Planning as well as the Best Management Practices categories will contain subcategory tables for further insight. The digital content library will be openly accessible to the public on the FRWD website. Figure 4-1 provides the structure of how the

content library will be presented.

Table 4-1: Content Library Structure



In addition to the contents of this section, Burns & McDonnell developed an Excel worksheet that can be used by CDPHE as an accessible alternative to filtering out content. This approach will provide an in-depth addition to what each resource contains due to high overlap of content categories. It will be able to be filtered according to the contents it contains, the size of the location that it depicts, the date of its release, the state that it pertains to, and other document related information. A printout of the Excel worksheet is included as Table 4-15.

4.3 Digital Content Library Material

The digital content library within this document will be a simplified edition of the Excel worksheet. Each table is organized by three criteria:

- **Resource name.** This will contain an effective title of the resource. It will provide the geographical location that the document or article pertains to if applicable;
- **Resource description.** This will contain a brief overview of the resource; and
- **Resource location.** This will describe whether the location is a “WORD” document, a “PDF” document, or a “Website” link. The actual links to the sources will not be contained within this report due to constricted space and providing a smaller overall file. The Excel contains the website links. A package of the PDFs will also be separately provided and organized by the applicable tables.

4.3.1 Solid Waste & Diversion Planning Resources

Planning for solid waste management and diversion will look different for every municipality. The goal of the content library is to provide resources regardless of where communities are on their journey to increased diversion. To help with getting a plan started for either a small or large government population, an outline template is provided in Table 4-2.

Table 4-2: Standard Plan Outline Template

Resource Name	Resource Description	Resource Location
Plan Outline	A standard solid waste management plan outline template that identifies content for all plans and additional content that can be added based on a community’s needs.	WORD

To help communities get an understanding for what plans may look like, the following resources provide examples of zero waste or waste diversion plans. It is categorized by both small and large government populations. Zero-waste action plans are also included within this section.

Table 4-3: Plan Examples

	Resource Name	Resource Description	Resource Location
Small Government – Population < 20,000	City of Steamboat Springs Recycling Study (2022)	Evaluated expansion of existing recycling policy in open-market collection city with hauler licensing & reporting, residential PAYT, MFU/commercial recycling & equal space requirements, drop-site collection & special event recycling	PDF
	Grand County Waste Diversion Study (2016)	Included conceptual design & costs for regional drop site, feasibility of a disposal bag program	PDF
	Town of Vail Commercial Waste Study (2012)	Included commercial waste audit, business survey & stakeholder discussions with recommendations for hauler licensing & reporting, enhanced drop-site collection, dedicated marketing & employee education & improved enclosures	PDF
	Denver Waste Reduction Strategy 2020-2030 (2020)	Included evaluation of universal recycling policy; cardboard disposal ban; reduction of extra trash services; new city MRF, transfer, drop-site, compost & C&D infrastructure; administrative & funding improvements	PDF
Large Government – Population > 20,000	Larimer County Solid Waste Integrated Master Plan (SWIMP) (2018)	Management plan focusing on emerging technologies and infrastructure to minimize waste	PDF
	Erie Curbside Recycling & Composting Study (2021)	Policy assessment for residential, multi-family and commercial recycling and composting	PDF
	Boulder County Zero Waste Action Plan	Plan to create a zero waste, or close to, management within 20 years	PDF
	Boulder County Zero Waste Action Plan Scoring Report (2020)	Tool developed for assessing local government process & overall county achievement of zero waste goals	PDF
	Boulder Zero Waste Strategic Plan (2015)	Describes how city will achieve zero waste, roles of city & partners, goals & measurement plus key challenges	PDF
	San Luis Valley Waste Diversion Study (2017)	Evaluation of regional drop-site system, recycling center enhancements & education program	PDF
	Minneapolis Zero Waste Plan (2017)	Zero waste plan categorized through numerous sectors in Minneapolis	PDF
	Johnson County Solid Waste Management Plan (2019)	Recycling, organics, hazardous waste, and other types of waste management for numerous sectors	PDF

4.3.2 Solid Waste Management Policy Resources

Table 4-4 provides policy resources regarding solid waste management. More in-depth Best Management Practices will be discussed in more detail in later tables.

Table 4-4: Solid Waste Management Policy Resources

Resource Name	Resource Description	Resource Location
Colorado Integrated Solid Waste & Materials Management Plan (ISWMP) (2016)	Diversion plan categorized by different locations throughout CO. Appendix D contains funding sources	PDF
EPA National Recycling Strategy (2021)	Highlights objectives to create a more resilient recycling system with stakeholders in mind	Website

4.3.3 Funding Sources

A list of funding sources is provided for communities to receive financial aid for solid waste diversion projects.

Table 4-5: Funding Sources

Resource Name	Resource Description	Resource Location
FRWD Technical Assistant Service Provider (TASP) Program	Funding available for communities that participate in the FRWD TASP Program	Website
Recycling Resources Economic Opportunity (RREO) Grant Program	This program provides resources to develop recycling infrastructure and promote sustainable changes throughout Colorado.	Website

4.3.4 Data & Data Collection

The following table provides solid waste and diversion data resources, as well as resources that can assist in collecting data information pertaining to solid waste and diversion.

Table 4-6: Data & Data Collection Resources

Resource Name	Resource Description	Resource Location
EPA Facts and Figures for Waste Management (2020)	Facts and figures of waste generation and assessment of trends within the United States	PDF
ReTrac Connect	Software tool to manage and measure waste and recycling programs	Website
CDPHE Waste Diversion Data Survey (2020)	Waste diversion data on the front range - guidance for data and measurement included	PDF
FRWD Baseline Assessment (2021)	Partnering with Eco-Cycle, resource to collect data of waste diversion programs and policies	Website
Waste Composition of MSW	Interactive Colorado map provided by CDPHE that shows the statistics of waste composition in each county	Website

Resource Name	Resource Description	Resource Location
Boulder Waste Composition Study (2019)	County waste composition comparison from 2010 to 2019 with data methodology and results	PDF
Larimer County Waste Composition Study (2016)	Waste composition and characteristics from a municipal landfill in residential, commercial, construction & demolition, and self-hauled waste sectors	PDF
Pueblo County Solid Waste Study (2017)	Waste characterization study for a diverse population density	PDF
Denver Residential Waste Composition (2019)	Example of a waste composition findings report for residential use	PDF
Denver ICI Waste Composition (2019)	Example of a waste composition findings report for institutional, commercial, and industrial use	PDF
Denver C&D Waste Audit Results (2019)	Construction & demolition waste characterization results example	PDF
Summit County Waste Diversion Study (2019)	Study evaluated MSW stream, single-stream recyclables & C&D stream for diversion potential & contamination	PDF
Municipal Solid Waste Audit Protocol – Regional Projects (2018)	Developed by CDPHE for RREO grantees, the protocol includes sorting logistics including equipment & safety procedures; sample selection; trash & recyclables material sort list; sorting, weighing & recording; and data analysis	PDF
Municipal Solid Waste Audit Protocol – Commercial Buildings (2018)	Developed by CDPHE for RREO grantees, the protocol includes sorting logistics including equipment & safety procedures; sample selection; trash & recyclables material sort list; sorting, weighing & recording; and data analysis	PDF
California Waste Characterization Listing (2014)	Multi-Sector data information	Website

4.3.5 Best Management Practices

This section details the various best management practices for a range of topics.

Table 4-7: Pay-As-You-Throw

Resource Name	Resource Description	Resource Location
PAYT Waste Management FAQ (2002)	Program examples, PAYT research, and policy adaptation tips	PDF
EPA PAYT in the USA PowerPoint (2006)	PowerPoint slides describing the benefits and statistics of PAYT Programs	PDF
Fraser PAYT Drop Site Flier	Located to serve residents & vacationers across Grand County, pre-paid trash bags are required but recycling is no cost	PDF

Resource Name	Resource Description	Resource Location
Fort Collins Regulations	Open-market collection system, PAYT is required for residents who have individual trash cart service	Website
Fort Collins PAYT Ordinance (2017)	Ordinance set in place at Fort Collins for Trash and Recycling	PDF
Boulder Regulations (2022)	Open-market collection system, PAYT is required for residents who have individual trash cart service	Website
Golden PAYT Resident’s Guide	Guidance on how to select a trash service level, what organics collection will include, rates, FAQs & unacceptable materials in contract hauler system	Website
Golden Regulations (2022)	Contract hauler system where PAYT system includes trash, recycling & organics service to residents up to 7 units	Website
Lafayette Regulations (2021)	Contract hauler system serving up to 7 residential units with PAYT & hauler licensing requirements	Website
Longmont Regulations (2022)	Public collection system with PAYT for residential customers up to 7 units	Website
Loveland Regulations (2021)	Public collection system with PAYT service to residents up to 3 units & hauler licensing for private haulers	Website
Northglenn Waste Optimization Study	Report in progress and not ready for release - expected April or May 2022	TBD
Summit County Universal Recycling	Report in progress and not ready for release - expected April or May 2022	TBD

Table 4-8: Funding Strategies

Resource Name	Resource Description	Resource Location
City of Boulder Trash Tax	Approved in 1994, this established an occupational tax for residents & MFUs/businesses that generates roughly \$1.8M/year for programming & infrastructure	Website
Summit County Mill Levy	Mill levy approved in 2018 to fund 5 key areas across the county with roughly \$2M/year available to expand & add new waste diversion programs & infrastructure	PDF
Longmont Solid Waste Management Fee	Adopted in 2017 with the city’s PAYT system, this additional fee of \$2.96/household-month is assessed to cover special collections & events	Website
Colorado Integrated Solid Waste and Materials Management Plan (ISWMP)	Diversion plan categorized by different locations throughout CO - Appendix D contains funding sources	PDF

Table 4-9: Organics Management

Resource Name	Resource Description	Resource Location
Source Separated Organics Collection	Hauling tips and other collection methods for organic waste	Website
The Art and Science of Composting	Science behind composting, management guidelines, and different composting methods	PDF
Boulder County Composting Capacity Analysis (2014)	Includes compost capacity analysis, existing waste characterization, options for using biosolids; evaluated feasibility of new facility	PDF
Boulder County Compost Market Study (2012)	Includes a market of overview with specific focus on end-product users & sales	PDF
Pitkin County Compost Facility	County facility accepts food, wood & green waste plus biosolids to produce multiple products	Website
Summit County Compost Facility	Facility produces Class III compost & other products from food, wood, green waste & biosolids	Website
Comprehensive Organics Management Plan, Ann Arbor MI (2017)	Case studies and organics management plan in Michigan	PDF
Organics Collection & Processing BMPs, Houston TX (2010)	Organics management through a variety of sectors example	PDF

Table 4-10: Household Hazardous Waste

Resource Name	Resource Description	Resource Location
North American Hazardous Materials Management Association Policy	Factsheets, policy statements & legislation principles for hazardous waste	Website
Boulder County Hazardous Materials Management Facility Brochure (2019)	Includes how to use facility, handle materials & fees	PDF

Table 4-11: Multi-Family, Commercial, and Institutional

Resource Name	Resource Description	Resource Location
National Apartment Association Recycling Programs Best Practice	Trends, benefits, and methods for recycling programs and case studies	Website
Guide to MRF Contracts (2020)	Overview of important MRF contracting elements	Website
Best Practices for Business Waste Diversion	Tools and resources for a successful waste diversion program in the business sector	Website
EPA Managing and Reducing Wastes Guide (2022)	Benefits and resources to reducing waste in the commercial sector	Website

Resource Name	Resource Description	Resource Location
Fort Collins Community Recycling Regulations	Requires haulers to provide MFUs & businesses with recycling service equal to 50% of trash service – website includes service calculator, FAQs	PDF
Boulder Universal Zero Waste Fact Sheet & Guidance (2016)	Provides history & challenges related to MFU & commercial recycling as well as generator guidance	PDF
Boulder MFU & Business Recycling Regulations	Requires property owners to provide recycling & composting, also addresses wildlife-resistant containers & special events	Website
City of Steamboat Springs Recycling Study (2022)	Evaluations of mandates for MFU & commercial recycling as well as equal space requirements for new construction & major renovations	PDF
Aspen Regulations (2022)	Requires haulers to provide MFUs & businesses with recycling service, also hauler licensing & reporting	Website
Pitkin County Regulations	Requires haulers to provide MFUs & businesses with recycling service equal to 50% of trash service & generators to provide occupants/employees/customers with recycling, also hauler licensing & residential PAYT requirements	Website
Vail Universal Recycling Regulations (2020)	Requires hauler to provide MFU/commercial recycling & generators to provide common area recycling, also residential PAYT	Website
Denver Recycling Space Requirements for MFU & Commercial Properties (2018)	Research on Colorado and national municipalities that require commercial properties to allocate space for recycling	PDF
Broomfield Recycling Space Requirements	Requires new construction & major renovations to provide recycling space equal to trash space	PDF
Washington State Multifamily Recycling (2014)	Policy influences, education & outreach, and recycling collection logistics	PDF

Table 4-12: Construction & Demolition

Resource Name	Resource Description	Resource Location
Contractor Guide to Move Towards Zero Waste (2012)	Discusses strategies, maximizing value, and marketing your business to become zero waste	PDF
Commercial Deconstruction and Reuse Tips by Google (2019)	Benefits, potential roadblocks, and recommendations for projects and municipalities	PDF

Resource Name	Resource Description	Resource Location
Encouraging and Mandating Building Deconstruction	Toolkit involving potential policies to look into, potential city roles, and how to evaluate its effectiveness	Website
Boulder County Deconstruction and Recycling (2008)	Deconstruction and recycling steps, advantages, and resources	PDF
Boulder County Construction & Demolition Infrastructure Study, Materials Generation Estimate & Market Analysis (2012)	Includes estimate of materials generation, market analysis, feasibility of material-specific diversion, conceptual site development & financial analysis	PDF
Pitkin County C&D Debris Recovery Program Brochure & C&D Diversion Regulation (2020)	Includes requirements for contractor use of Green Halo tracking system, deposit requirements & rebate opportunity	PDF (brochure) PDF (ordinance)
Construction and Demolition Waste Minimization Strategies for the North Central Texas Region (2005)	Waste minimization case studies for green buildings, C&D material recovery, LEED deconstruction and best management practices	PDF

Table 4-13: Public Spaces & Special Events

Resource Name	Resource Description	Resource Location
San Mateo Litter Work Group Best Practices (2016)	A review of best practices and recommendations for litter management	PDF
BMP Guide for Rural Special Events (2006)	Guide for waste reduction strategies and event management in small communities	PDF

Table 4-14: Public Education & Outreach

Resource Name	Resource Description	Resource Location
The Recycling Partnership Site	A partnership to help advocate recycling programs, meet sustainability goals, and help develop policy solutions	Website
Top 5 Waste Outreach & Engagement Tips	Top 5 tips including signage, waste audits, web-based trainings, and green teams to engage the public	PDF
Pitkin County YouTube Cartoon Examples	Short skit advertisements used to help divert trash and promote recycling through light-hearted comedic cartoon animated trash.	Video Link
Boulder Recyclables Sorting Video	Informational video regarding compost, trash, and recycling sorting	Video link

Table 4-15: City Ordinance, Regulation, and Contracting

Resource Name	Resource Description	Resource Location
Guide to Community MRF Contracts (2020)	Overview of important MRF contracting elements	PDF
Contracting and Franchise Agreements for Waste Haulers (2021)	Full scale contracting examples and best practice for contracting agreements with waste haulers	Website
Recycling Ordinances & Building Design Guidelines (2009)	Multi-sector ordinance examples, recycling program guidelines and building design	PDF
City of Boulder Hauler Licensing (2022)	Hauler requirements and other licensing information example	Website
Denver RFP for Recyclables Processing (2017)	An example RFP with regards to recycling processing and materials recovery facility services	PDF
Carbondale Single-Hauler & PAYT RFP	Example RFP for single haulers	WORD
Carbondale Single-Hauler & PAYT Contract (2019)	Example contract for residential curbside trash and recycling haulers	PDF



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