

FRONT RANGE WASTE DIVERSION ANNUAL REPORT 2020-2021



Curbside set-out of food and yard waste, recycling, and refuse in Aurora, Colorado

Submitted to the Colorado Joint Budget Committee; the Health, Insurance, and Environment Committee of the House of Representatives; and the Environmental Health and Sustainability Division, Colorado Department of Public Health and Environment

July 1, 2021

Document Information

Title

Front Range Waste Diversion Annual Report FY 2021

Subject

Front Range Waste Diversion enterprise and grant program report for Fiscal Year 2021

Statute

Section 25-16.5-111, C.R.S. (Senate Bill 19-192)

Date

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FRWD Report 2020-2021

Part I. Executive Summary

The Front Range Waste Diversion Enterprise (FRWD, or “forward”) collects funds from an increase in user fees at Front Range (Adams, Arapahoe, Broomfield, Boulder, Denver, Douglas, Elbert, El Paso, Jefferson, Larimer, Pueblo, Teller, and Weld) county landfills and provides grants and technical assistance to these communities to increase recycling, composting, and waste reduction. The ultimate goal of the FRWD enterprise is to provide grant funds and technical assistance to achieve aggressive waste diversion goals for the Front Range region: 32% by 2021, 39% by 2026, and 51% by 2036.

The State began collecting the landfill tipping fees on behalf of the FRWD Enterprise at all Front Range landfills on January 1, 2020. As of July 1, 2021, the enterprise fund has earned \$4,325,288.89, and the unobligated balance of the fund is \$1,285,107.38. The board completed two rounds of solicitations for grant projects between June 2020 and May 2021, awarding a total of \$3,431,026.42 to fourteen (14) projects out of a total twenty-nine (29) grant applications received.

An endeavor of this magnitude requires significant effort, particularly in the early stages, to develop a program, processes, and expectations, all to ensure that the enterprise uses best practices to meet the needs of the Colorado community and the intent of the authorizing statute, while complying with applicable state rules and regulations. The thirteen members that make up the FRWD Board of Directors have contributed a combined 1,319 hours in meetings alone to setting up the program and advancing the mission of the enterprise.

The eligible entities that have applied for grants include towns, cities, and counties along the Front Range; recycling and composting businesses of all sizes; nonprofit recyclers; reuse organizations; manufacturers of recycled-content products; demolition and deconstruction businesses; a major university; a Council of Governments; a consulting firm; an industry association; and a food-rescue organization. A complete list of entities can be found in Attachment 2. The first contracts began in January and February 2021, and the first reports on waste diverted as a result of the grants due at the end of June 2021. A thorough analysis and one year’s worth of tonnage results will be available in the FY22 annual report.

Based on their experience in awarding the first grant funding round of this enterprise fund, the board determined that certain specific restrictions in the FRWD statute are causing undue restrictions and therefore inhibiting progress towards achieving the stated diversion goals. Therefore, the Board recommends to the State legislature to remove the restrictions in statute regarding applications from haulers, landfill owners, and landfill operators, and to increase the maximum amount of any single grant award from 20% to 50% of annual fund revenue. A summary of the recommendations and rationale for making these recommendations can be found in Part IV of this report.

Part II. Progress Towards Goals

The first two years of the program have been spent setting up the program, steering a strategic plan and vision for the program to achieve the aggressive diversion goals set for the FRWD Enterprise in the 2019 legislation. The targets are based on the results of the [2016 Colorado Integrated Solid Waste & Materials Management Plan](#). A key aspect of this vision 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 trash services and incentivizing through volume-based pricing, also known as Pay-As-You-Throw (PAYT). The board has done this ground work, and continues to refine its efforts through continued work plan updates, aggressive progress towards giving out grants, and updates to statute language.

Enterprise Formation

The FRWD Enterprise was established through Senate Bill 19-192 and signed into law by the governor in May 2019. The FRWD Enterprise consists of a 13-member Board of Directors (board) as well as staff from the Colorado Department of Public Health and Environment (CDPHE, or department). The board includes members from nonprofit and for-profit organizations involved in waste diversion along the Front Range, as well as representatives from Front Range municipalities and counties, department staff with expertise in sustainability, compliance, and representation from the Colorado office of economic development. Near the end of FY21, the department reorganized the structure of the staff providing administration for two recycling grant programs - the FRWD program and the Recycling Resources Economic Opportunity program - under one team to achieve efficiencies and provide surge capacity for administrative functions that span both programs.

Statute exempts FRWD from the State's procurement code, so FRWD staff worked with the department's contracting staff and fiscal staff, as well as the State Controller and delegates, to create new contract templates and contracting procedures that comply with state fiscal rules.

In April 2021, a Memorandum of Understanding was executed between the FRWD Board of Directors and the department. Statute calls for this contract to outline that the department provides office space and administrative staff to the enterprise. The MOU also provides detail on how contracts are managed by staff and the board and calls for annual budget approval by the board.

FRWD Strategic Plan and Work Plan

The FRWD board adopted a three-year strategic plan in May 2020 (Attachment 3). The plan identifies goals in three focus areas: data collection and analysis; diversion of material from the municipal solid waste stream, including organic waste and traditional recyclables (i.e., bottles and cans, plastics, and paper); and diversion of material from the commercial and institutional waste stream, particularly construction and demolition (C&D) debris. The board recognizes that good progress starts with understanding our starting point to be able to set realistic goals and to measure progress.

The strategic plan outlines the vision of the FRWD enterprise to "Increase Front Range recycling, composting and waste reduction to meet state waste diversion goals (of at least 32% by 2021, 39%

by 2026, and 51% by 2036);” with a mission to “Develop and administer FRWD grant program and technical assistance to support effective and innovative waste reduction and diversion solutions.”

To achieve the three-year strategic plan, the board has broken down that vision into yearly work plans (Attachment 4), with key performance indicators (KPIs) to help achieve each part of the strategic plan. Those key performance indicators fall into two categories: those achieved through grants, and those achieved through efforts of state staff and outside contractors. The grants tackle recycling, organics, and C&D, while the internal and external service work focuses on technical assistance, data collection and analysis, and collaboration with other recycling efforts happening across the region.

Regular Cadence for Grant Funding Opportunities

The board decided to set a regular cadence and plan for issuing grant solicitations, or Requests for Applications (RFAs), to help communities and companies plan for upcoming opportunities. Starting in FY21, the board will release one RFA every 4 months (January, May, and September each year), alternating the topic between a general focus on advancing communities up the zero waste ladder wherever the community is starting from, and a special-focus topic. Therefore, communities can be confident that a general zero waste RFA, similar to the first FRWD RFA which was published in June 2020, will be released every eight months.

The board will decide the topic for each special-focus RFA based on identified gaps in diversion for specific materials, needs of specific groups or communities, and other factors. The first special-focus RFA was released in January 2021, and called for projects that address construction and demolition waste diversion and reduction. The second special-focus RFA is planned for publication in September 2021. The board reviewed available data and consulted state experts on materials that make up a large portion of the waste stream but that could be recycled. Organic material - including food waste, yard waste, clean wood, and other organics like food-soiled paper - makes up almost 34% of the Front Range waste stream. Considering this data, the board decided to focus the second special-focus RFA on projects that will divert this organic material from landfills, with preference for projects that develop or improve organics infrastructure, processing capacity, or end markets.

FRWD Grant Funding Opportunities (FY21-FY23)
Front Range Community Zero Waste grants: every 8 months <ul style="list-style-type: none">● RFA published May 2021: ~\$3.5M available● RFA planned for Jan 2022: ~\$3M available● RFA planned for Sep 2022: amount available TBD
Special-Focus grants: every 8 months <ul style="list-style-type: none">● RFA published Jan 2021: ~\$2.5M available, Construction & Demo waste● RFA planned for Sep 2021: amount TBD, Organics Infrastructure● RFA planned for May 2022: amount available and topic TBD

Services Contracted to Assist Board Initiatives

The FRWD enterprise achieves many of its KPIs with assistance from outside contractors via service contracts with the department. FRWD has solicited three contracts for technical assistance and for data collection and analysis. The board's first service contract was issued in late FY20 for a survey of data methodologies and recommendations for improved data metrics. This project was awarded to Resource Recycling Systems (RRS), who completed the final report in November 2020. The final report, available on the FRWD program website, identifies the best practices in benchmarking across the nation, including an evaluation of program strengths and weaknesses. The consultant applied these best practices to Colorado's waste diversion tracking systems and made recommendations on metrics and benchmarking in the state. The top recommendations included adding new diversion metrics to the state's already robust current metrics (diversion rate, per capita rate, and material capture rates), and requiring, incentivizing, or otherwise collecting a separate set of diversion data at the county level.

The FRWD FY21 Work Plan establishes metrics that can be used to target technical assistance to local governments and key performance indicators (KPIs) to assess the effectiveness of the Board's activities. Department staff has some of this data but additional data is needed to establish baseline data and additional metrics. The board issued a solicitation in April 2021 for the FRWD Baseline Recycling Data Project, for a consultant to collect data on the 13 counties and 92 cities and towns in the FRWD area. The board awarded a local vendor to conduct this research at the end of FY21 and expects a completed report in the fall. This report will include data on each locality, including:

- recycling program availability and components.
- waste diversion goals.
- capture and contamination rates.
- waste management and reduction policies, including mandates and material bans.

Finally, the board issued a solicitation for an innovative approach to providing technical assistance to local communities.

Part III: Next Steps Towards Achieving Goals

Technical Assistance for Local Communities

The Enterprise is taking deliberate, coordinated steps towards making the vision happen. The FRWD Board recognized early on that simply publishing grant opportunities and hoping that communities are ready to take the next steps up the "zero waste ladder" on their own may not be realistic. Instead, they decided to take action and pilot a robust technical assistance program to jump start the communities and move them all up the ladder. The board worked together to publish a Request for Proposals (RFP) in FY21 to contract with a service provider who will flesh out this pilot program and then manage the program over time. The board envisions that the service provider will offer a menu of options that would suit each different type of community and their needs, to help them reach maximum diversion. The board felt it was important to hire an outside consultant so that the communities understood the assistance nature of the help being offered, and not confound it with the regulatory nature of the State's involvement in waste management.

This new program will utilize the data gathered in the FRWD Baseline Recycling Data Project to help guide the provider on the type and extent of technical assistance to provide to the local communities.

Data Methodologies Report Recommendations

A workgroup of board members focused on data spearheaded the data methodologies survey. Once the board reviewed and adopted the final report in November 2020, members of this workgroup discussed the recommendations in detail and began planning for the adoption of a select few, including requiring counties to report diversion data to the department. That work will continue among the general board in FY22.

ReTrac Connect System

The board approved a contract with Emerge Knowledge to pilot one year of access to data contained in their municipal waste diversion data tracking system called ReTrac Connect. This system is identified by the Environmental Protection Agency as the premier system to help standardize data collection across the nation. Counties and municipalities have free access to input and analyze their data; this contract will give the board and the department access to view and analyze all data input by those local governments. The board also decided to create a customized component which will include additional metrics for the local governments to provide data on, such as data on construction and demolition waste diversion. The contract is anticipated to begin in the summer.

Part IV: Legislative Recommendations

Current Statute

The statute that authorizes the FRWD enterprise (§ 25-16.5-111, C.R.S.) contains various restrictions on the distribution of enterprise funds, which can be summarized as follows:

1. 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.
2. For waste haulers or landfill owners or operators, only 50% of equipment or infrastructure may be funded through the FRWD grant program.
3. The board shall not allocate more than twenty percent of the annual fund revenue in any single grant award.

Recommendations to Update FRWD Statute

The FRWD board approved the following recommendations to the State legislature to update the FRWD statute:

1. Remove the current restriction on waste haulers, landfill owners, and landfill operators in regard to length of reapplication time period.

2. Remove the current restriction on waste haulers, landfill owners, and landfill operators in regard to providing more than 50% of equipment or infrastructure in FRWD grant funds.
3. Increase the single project funding cap to specify that the board shall not allocate more than fifty percent of the annual fund revenue in any single grant award.

In place of these restrictions, the board will implement evaluation procedures and restrictions in individual RFAs as needed that allow for discretion in awarding grants based on merit, fairness, and impact on the industry.

Rationale for Recommendations

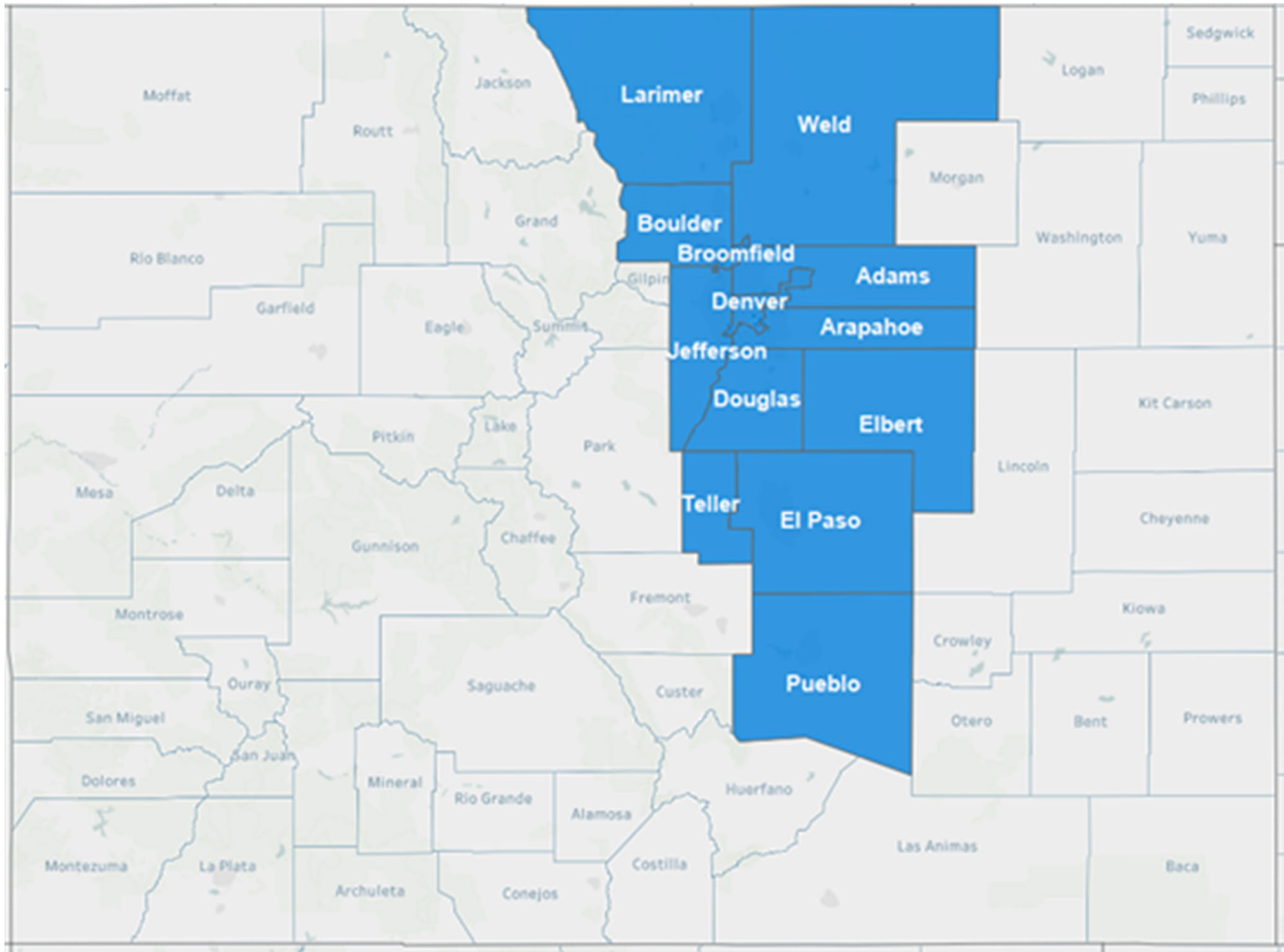
Restrictions were originally envisioned to apply to large waste haulers, as well as landfill owners and landfill operators; in practice, these restrictions apply to haulers of all sizes, nonprofit recyclers, and local governments due to the definition of a waste hauler. According to state regulations, a waste hauler is “any individual or any employee or agent of a partnership, private, county, or municipal corporation, firm, board of a metropolitan district, or other association of persons that haul waste under contract, agreement, or as otherwise provided by law, to solid wastes disposal sites and facilities.” (see § 30-20-1001(16), C.R.S.).

Governments are facing reduced revenues because of effects from the pandemic, and larger governments (such as City and County of Denver) who have dozens of organizations under their umbrella are faced with restricting applications to the grant fund so as not to “lock themselves out” of opportunities for more impactful projects in the near future. In addition, start-ups and small haulers have less access to capital, so face an undue burden of providing a 50% match for equipment and infrastructure projects during a time of growth.

As the FRWD enterprise fund its annual revenue grows over time, FRWD is able to attract larger scale projects and investments in Colorado. The current 20% award cap may prevent larger entities from applying for FRWD grants, hindering Colorado’s ability to compete with communities that offer greater economic development incentives.

Discussion started during the evaluation of the first round of grant applications in September 2020. A workgroup was formed and met three times from December 2020 to January 2021. The board deliberated on options in the following months, and eventually brought in an outside facilitator to assist them in generating and organizing ideas. Staff from Colorado State University’s Institute for the Built Environment facilitated two meetings with the board on May 19 and June 2, 2021.

Attachment 1: Map of FRWD Enterprise Area



FRWD County 



Attachment 2: FRWD Grant Applicants in FY21

Community Zero Waste applicants

RFA #31245 released June 2020

Total FRWD funds requested: \$5,859,323

Backyard Farm
City and County of Broomfield
City of Arvada
Colorado State University
Community Cycles
Compost Queen
Denver Regional Council of Governments
Eco-Cycle
Good Business Colorado (dba Resilient Restaurants of Colorado)
Groundwork Denver
Habitat for Humanity Metro Denver
ReBlocks Company
Recycle Colorado
Scraps
Spring Back Colorado
Town of Erie
Town of Nederland
Waste Management of Colorado
We Don't Waste
Wompost

Construction & Demolition Waste applicants

RFA #32892 released January 2021

Total FRWD funds requested: \$3,726,975

5280 Recycling Solutions
High Plains Disposal
Hillen Corporation
National Center for Craftsmanship
Perks Deconstruction Ltd.
Recycle Colorado
Resource Central
Resource Recycling Systems

Attachment 3: FRWD Grant Projects Awarded in FY21

Community Zero Waste projects

RFA #31245 released June 2020, projects started Jan/Feb 2021

Total FRWD funds awarded for this RFA: \$2,017,321.42

Organization	Organization Type	Project Name	Amount	County
City of Arvada	Government	Universal Curbside Recycling Implementation	\$500,000	Jefferson/Adams
City and County of Broomfield	Government	Zero Waste Strategic Plan	\$90,000	Broomfield
Colorado State University	University	Composting Site and Program Expansion	\$147,036 (\$80,810 FRWD \$66,226 RREO jointly funded)	Larimer
Habitat for Humanity Metro Denver	Nonprofit	Storage Yard Reconstruction	\$164,651	Denver
Scraps	For-Profit	Yard Waste Collection Expansion	\$76,908.42	Denver
Town of Erie	Government	Recycling Center Relocation and Zero Waste Policies	\$247,078	Boulder/Weld
We Don't Waste	Nonprofit	Food Rescue Program Expansion	\$199,689	Denver
Waste Management of Colorado	For-Profit	Improved Paper Recovery at Franklin Street MRF	\$500,000	Arapahoe
Wompost	For-Profit	Compost Collection Expansion	\$158,185	Arapahoe

Construction & Demolition Waste projects

RFA #32892 released January 2021, projects expected to start October 2021

Total FRWD funds awarded for this RFA: \$1,413,705

Organization	Organization Type	Project Name	Amount	County
5280 Recycling Solutions	For-Profit	5280's Drywall Solution	\$350,147	Adams
National Center for Craftsmanship	Nonprofit	C&D Material Diversion, Data Collection, and Applied Research	\$157,190	Larimer
Resource Central	Nonprofit	Improve Drive-Through Drop Offs for C&D Waste	\$443,384	Boulder
Perks Deconstruction	For-Profit	Denver's First Deconstruction Warehouse	\$124,900	Adams
Western Disposal Services	For-Profit	C&D Sorting and Diversion Center	\$338,084	Boulder

Attachment 4: FRWD Three-Year Strategic Plan

FRONT RANGE WASTE DIVERSION Three-Year Strategic Plan

VISION

- *Increase Front Range recycling, composting and waste reduction to meet state waste diversion goals (of at least 32% by 2021, 39% by 2026, and 51% by 2036)*

MISSION

- *Develop and administer FRWD grant program and technical assistance to support effective and innovative waste reduction and diversion solutions*

GOALS

- I. Data: Develop standardized data collection protocols to calculate waste diversion by December 2020, and have data collection system adopted by all Front Range municipalities and counties by December 2021.
- II. Municipal Solid Waste Goal: Increase MSW diversion from 18% to at least 28%.
 - a. Organics - overall goal: Reduce organic waste and increase organics diversion by improving organics collections, processing, and end markets and supporting development and adoption of organics diversion policies by Front Range municipalities and counties.
 - i. Residential Objective: Ensure convenient access to yard waste diversion, at least seasonally, for all Front Range residents (curbside or drop-off) by end of 2021 and transition to food and yard waste curbside collections.
 - ii. Commercial Objective: Focusing on major organics waste generators in commercial, industrial and institutional sectors, support policies and programs that prioritize food waste reduction, recovery, and diversion.
 - iii. End Markets Objective: Support CDPHE & Dept. of Agriculture in implementing a Statewide Organics Management Plan that incentivizes end markets uses of compost, including for carbon farming, regenerative agriculture, cannabis, and other emerging applications.
 - b. Recycling - overall goal: Increase recycling by improving recycling collections, processing, and end markets and supporting development and adoption of recycling policies by Front Range municipalities and counties.
 - i. Residential Objective:
 - Ensure convenient, curbside access to recycling for all Front Range residents by end of 2022, ideally with universal, bundled, PAYT programs in place for all Front Range cities, including HOAs.
 - Ensure equal access to recycling for residents of multi-family complexes in communities greater than 10,000 population.

Attachment 4: FRWD Three-Year Strategic Plan (continued)

- ii. Commercial Objective: Focusing on major OCC and other single-stream recyclable material generators in commercial, industrial and institutional sectors, support policies and programs to promote and improve recycling.
 - iii. Technical Assistance Objectives: Support cities in developing waste reduction & diversion plans, with goal of an additional 25% of Front Range cities adopting plans to address recycling, composting and C&D by end of 2022.
 - iv. End Markets Objective: Support work of RREO and state legislature's End Market Development legislation in establishing and enhancing end markets for recyclable materials.
- III. Non-MSW Goal: Improve C&D data collection and tracking, invest in processing solutions, and support research and development for end markets.
 - a. C&D:
 - i. Data goal: Determine tonnage amount of C&D loads, in particular of mixed C&D loads being hauled.
 - ii. End-market goal: Promote C&D end-markets in particular for wood, demo dry wall and shingles.
 - iii. Infrastructure goal: Support the mechanized processing of mixed C&D loads.
 - iv. Policy goal: Require Front Range municipalities and counties, developers, etc. to divert C&D waste through policy adoption, including supporting and incentivizing source separation during deconstruction.

Attachment 5: FRWD FY21 Work Plan



COLORADO
Front Range Waste Diversion
Enterprise Board of Directors
 Department of Public Health & Environment

FY21 Annual Workplan: July 2020 - June 2021

PURPOSE					
Outline an annual workplan for FY21 to make progress on the goals set forth in the FRWD Strategic Plan					
DIVERSION GOAL					
Increase MSW diversion from 18% in 2018 to 28% by 2023					
ACCOMPLISHED THROUGH GRANTS			ACCOMPLISHED BY CONTRACT OR BY STAFF/INTERNAL		
ORGANICS	RECYCLING	C&D	TECHNICAL ASSISTANCE	DATA	COLLABORATION
INITIATIVE GOALS					
Improve organics collections, processing, and end markets, and support organics diversion policies.	Improve recycling collections, processing, and end markets, and support recycling policies.	Improve C&D data collection and tracking, invest in processing solutions, support research & development for end markets, and policies.	Create a mechanism to provide funding and easy access for communities to receive technical assistance to develop waste reduction and diversion plans.	Develop standardized data collection protocols to calculate waste diversion by December 2020. Begin work to have data collection system adopted by all Front Range municipalities and counties by December 2021.	Work with other agencies and boards to support the development of infrastructure, end markets and policies to increase diversion.
KEY PERFORMANCE INDICATORS					
<ul style="list-style-type: none"> Issue two Zero Waste RFAs that include support for organics collections, processing, and end markets by June 30, 2021. <p>Completed - RFAs for Community Zero Waste issued June 15, 2020 and May 10, 2021.</p>	<ul style="list-style-type: none"> Issue two Zero Waste RFAs that include support for recycling collection, processing, end markets, policy, or education by June 30, 2021. <p>Completed - RFAs for Community Zero Waste issued June 15, 2020 and May 10, 2021.</p>	<ul style="list-style-type: none"> Issue at least 1 RFA for projects that create markets for wood, post-consumer drywall, or shingles, and to increase C&D sorting infrastructure. <p>Completed - One RFA for C&D waste reduction and diversion issued Jan 11, 2021.</p>	<ul style="list-style-type: none"> Establish a baseline for the number of Front Range municipalities that have already adopted a waste reduction & diversion plan by April 30, 2021. <p>Partially completed - Board awarded service contract to establish baselines in June 2021.</p>	<ul style="list-style-type: none"> Develop standardized data collection protocols to calculate waste diversion by December 2020. <p>Completed - RRS contracted in Aug 2020. Final data survey report adopted Dec 2020.</p>	<ul style="list-style-type: none"> Hold meeting with representatives from PPAB, PPABAC, and RREO, and FRWD SP workgroup on how to optimize the two grant programs by March 31, 2021. <p>Partially completed - Staff established topics in Mar 2021; meeting scheduled for July 2021.</p>
<ul style="list-style-type: none"> Fund grant project(s) that address commercial or institutional food waste reduction, recovery, and diversion. <p>Completed - Two grants awarded Sep 2020.</p>	<ul style="list-style-type: none"> Fund cities to adopt a PAYT ordinance or expand recycling services to multi-family housing. <p>Completed - One grant awarded Sep 2020 that includes small multi-family homes.</p>	<ul style="list-style-type: none"> Adopt and launch a system for collecting C&D tonnages being hauled in the Front Range. Pilot by Dec 2021. <p>Partially completed - Data Workgroup briefed by two vendors Nov and Dec 2020.</p>	<ul style="list-style-type: none"> Increase the number of municipal and regional waste reduction & diversion plans by 5% by June 30, 2021. <p>Partially completed - Two plan/policy grants awarded Sep 2020, but baseline unknown.</p>	<ul style="list-style-type: none"> Select data collection model/software by February 2021 based on Data Workgroup recommendation. <p>Completed - Board selected ReTrac Connect system in Feb 2021.</p>	<ul style="list-style-type: none"> Update RREO and FRWD program matrix by December 31, 2020. <p>Completed - Matrix updated Dec 31, 2020; final version posted online April 12, 2021.</p>
<ul style="list-style-type: none"> Fund grant project(s) focused on increasing access to residential yard waste and/or food waste diversion. <p>Completed - Three grants awarded Sep 2020.</p>	<ul style="list-style-type: none"> Establish a baseline number for % of Front Range residents who have access to: 1) curbside recycling; 2) universal, bundled, PAYT curbside recycling by April 30, 2021. <p>Partially completed - Board awarded service contract to establish baselines in June 2021.</p>		<ul style="list-style-type: none"> By June 30, 2021, identify service provider(s) for providing TA for both planning and policy implementation through a competitive process. <p>Completed - RFP proposals from potential service providers received June 2021.</p>	<ul style="list-style-type: none"> Create draft grantee reporting toolkit by June 30, 2021. <p>Partially completed - Toolkit talks started; grantees given preliminary tools June 2021.</p>	<ul style="list-style-type: none"> Support CDPHE and Co. Dept. of Agriculture on implementing a state-wide organics management plan. Receive quarterly status updates. <p>Completed - Board received updates in April and June 2021. RFP closed June 2021.</p>
<ul style="list-style-type: none"> Establish a baseline number for % of Front Range municipalities with access to 1) yard waste diversion; and 2) curbside organics collection by April 30, 2021. <p>Partially completed - Board awarded service contract to establish baselines in June 2021.</p>	<ul style="list-style-type: none"> Establish a baseline number for the number of municipalities over 10,000 residents that ensure access to recycling for multi-family homes by April 30, 2021. <p>Partially completed - Board awarded service contract to establish baselines in June 2021.</p>			<ul style="list-style-type: none"> Begin work to identify strategy to achieve consistent and uniform local data reporting by June 30, 2021. <p>Completed - Data Workgroup began identifying strategies for local data reporting.</p>	

Attachment 6: FRWD Board of Directors

Current FRWD Board of Directors as of July 1, 2021

Board Member	Representation	Employer
Darla Arians	County	Boulder County
Tyler Bandemer	Municipality	City of Loveland
Courtney Cotton	Municipality	City and County of Denver
Steve Derus	For-Profit	Republic Services
Barrett Jensen (chair)	For-Profit	Waste Connections of Colorado
Laurie Johnson (vice-chair)	For-Profit	5280 Recycling Solutions
Suzanne Jones	Nonprofit	Eco-Cycle
Neil Kaufman	Nonprofit	National Center for Craftsmanship
Alex Markovich	State/OEDIT	OEDIT (Office of Economic Development and International Trade)
Sam Morris	Nonprofit	Blue Star Recyclers
Lou Perez	County	Larimer County
David Snapp	State/ Compliance	CDPHE - Solid Waste and Materials Management Program, Hazardous Materials and Waste Management Division
Rachel Roussel-Diamond	State/ Sustainability	CDPHE - Sustainability Unit, Division of Environmental Health & Sustainability

The FRWD statute calls for the board to consist of the following thirteen members appointed by the executive director of the department:

- One member representing the Colorado office of economic development;
- Two members representing the department, one with expertise in sustainability and one with expertise in compliance;
- Two members representing front range municipalities;
- Two members representing front range counties; and
- Six members, balanced equally, to the extent practicable, among representatives of front range nonprofit and for-profit entities engaged in recycling, reuse, or composting activities, including a large waste hauler or landfill operator, a small waste hauler or landfill operator, a publicly owned landfill operator, a composter, a construction and demolition recycler, a materials recovery facility operator, and any other entity that has knowledge in promoting reuse, recycling, or composting.