



**FRWD**  
 Front Range  
 Waste Diversion



# Technical Assistance Service Provider (TASP) Year One Report

## BACKGROUND

In 2022, the Front Range Waste Diversion board of directors sought a consultant team to build upon TASP Phase 1 and move the TASP program into its implementation phase (Phase 2). In November of 2022, the project team, comprising of Resource Recycling Systems (RRS) staff and EcoCycle staff, began this endeavor under the direction of CDPHE and the FRWD board of directors. The following report summarizes the program activities from November 7, 2022 through September 31, 2023.

## SUMMARY

In its first year, the Technical Assistance Service Provider (TASP) team developed and launched FRWD’s technical assistance program, established the project framework and provided Tier 1 technical support to nine Front Range communities. The TASP project received a dozen applications for in-depth technical support and seven communities progressed through the work plan development process to project initiation. The seven communities selected for in-depth consulting include more than 1.4 million Colorado residents, or 25% of the state’s total population. These communities range in population (from 3,300 to 699,000) and population densities (including rural, suburban, and urban). Looking ahead, this first year of TASP implementation has created a template for upcoming rounds of TASP support, starting with a second round in late 2023 and additional rounds into 2024 and beyond.

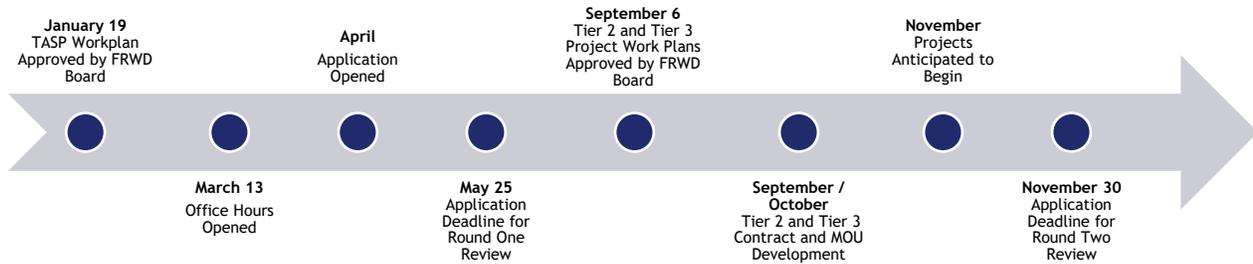
In standing up a new technical assistance program, there have been many steps and intermediate milestones. The first year of TASP implementation included the development of a TASP Work Plan, development and activation of a TASP marketing plan, development and activation of a TASP application with associated scoring criteria, the build-out of TASP materials and resources within the existing FWRD website, evaluation of all incoming applications, co-development of project work plans with input and feedback from applicants, a process for contracting between TASP and CDPHE, a standard memorandum of understanding (MOU) between TASP and those entities receiving technical assistance, and lastly, a presentation of finalized round one work plans and budgets to CDPHE and the FRWD board that resulted in the approval of all round one recommended projects. Figure 1, below, outlines these key milestones.

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*The mission of the Technical Assistance Service Provider (TASP) program is to directly assist local governments across the Front Range with increasing diversion rates and reducing waste by implementing sustainable, long-term solutions that meet the unique needs of each community.*

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**Figure 1: Key Milestones in TASP Year One**



The TASP team made the following presentations to the FRWD board of directors:

- TASP Program Work Plan - January 19, 2023
- Recommended Round One Projects - July 5, 2023
- Tier 3 Approvals - September 6, 2023

## MARKETING & OUTREACH

As outlined in the Marketing Plan, the project team utilized multiple strategies to message and market this new program to eligible Front Range communities.

### *Direct Outreach (Email and Phone Calls)*

Building on the contacts acquired for the FRWD Baseline Assessment, the TASP team conducted additional web research to establish email and/or phone contacts for all 103 municipalities and counties included in the Front Range region, totaling 310 contacts. Personalized email messages and phone calls were made to these contacts in year one. In addition to building general awareness for TASP, these personalized communications contained direct calls to action to attend workshops, set up office hours appointments, or to submit applications.

### *Eblasts*

A total of five eblasts were sent to the newly created TASP email distribution list in year one. These eblasts announced the TASP program, upcoming events and webinars, and detailed the round one application process and round one deadline. On average, eblasts achieve a 38% open rate and the email distribution list reached more than 300 contacts by September 2023.

## Year One by the Numbers

- 17 Office Hours Appointments
- 9 Communities Received Tier 1 Support
- 4 Workshops & Public Presentations with 122 attendees
- 12 Round One Applications Received and Reviewed
- 7 Round One Projects Developed
- 310 Email Contacts

### Website

The existing FRWD website, [coloradoFRWD.org](http://coloradoFRWD.org), was updated to include information about the TASP program, the TASP resource library, contact information, an office hour request form, the application packet, and a link to the application portal. The TASP landing page was visited an average 176 times per month and the resource library was visited an average of 40 times per month.

### One-Pager

A one-pager was developed to include a summary of the TASP program, frequently asked questions, and eligibility criteria.



**Technical Assistance Service Provider** | **FRWD**  
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**THE PROGRAM**  
TASP stands for Technical Assistance Service Provider and is a program of the Front Range Waste Diversion Enterprise Grant Fund. TASP delivers technical assistance to Front Range communities ranging from workshops to multiple-month direct consulting support.  
The mission of TASP is to directly assist local governments across the Front Range with increasing diversion rates and reducing waste by implementing sustainable, long-term solutions that meet the unique needs of each community. The overall aim of the FRWD program, as outlined in state statute, is to provide funding and support to achieve the state of Colorado's municipal waste diversion goals.

**ELIGIBILITY**  
Any community located in Colorado's Front Range is eligible to receive support through TASP. The Front Range includes Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, El Paso, Larimer, Jefferson, Larimer, Pueblo, Teller, and Weld counties.  
Eligible communities can be towns, cities, and counties (including unincorporated areas). Communities may apply on their own, or multiple towns, cities, and/or counties can work together on a joint project. Public K-12 school districts are also eligible for TASP support. Private entities and non-profits are not eligible for TASP.

**TASP SUPPORT**  
TASP provides communities with a range of technical assistance options designed to meet communities where they are today. Support is provided by the TASP contractor team and subject matter experts led by Resource Recycling Systems (RRS [www.recycle.com](http://www.recycle.com)) and Eco-Cycle ([www.ecocycle.org](http://www.ecocycle.org)). Examples of the types of projects that TASP can support include, but are not limited to:  

- Waste diversion action plans
- Recycling drop-off center analysis, design and planning
- Organic diversion program design and implementation
- Policy design and implementation including hauler licensing
- Zero waste programming support and regional 'wastelink' planning
- Contracting and RFP support
- Education, outreach, and engagement including stakeholder engagement
- And many others!

**HOW TO JOIN**  
Visit the TASP website [www.ColoradoFRWD.org/taap](http://www.ColoradoFRWD.org/taap) to:  

- Learn more and sign-up for workshops
- Join the TASP mailing list and receive program updates
- Sign-up for Office Hours to meet directly with TASP staff

Or contact: (720) 213-6619 [FrontRangeTASP@ecocycle.com](mailto:FrontRangeTASP@ecocycle.com)

## TECHNICAL ASSISTANCE

Technical assistance offered through TASP falls into three distinct tiers, progressively offering more support to communities, as outlined in the tier summaries, below.

### Tier 1

Tier 1 provides 'light touch' consulting support to eligible front range communities including workshops and public presentations, as well as individual engagement with communities. The TASP team provided Tier 1 support to communities through office hours, phone and virtual meetings, in-person meetings, customized presentations, and the development of short documents.

### Workshops and Public Presentations

A total of four TASP workshops and public presentations were hosted during the first year of TASP. In total, these events directly engaged 122 attendees. On average, each of these events had attendees representing 13 TASP communities. Table 1, below, summarizes each of these events.

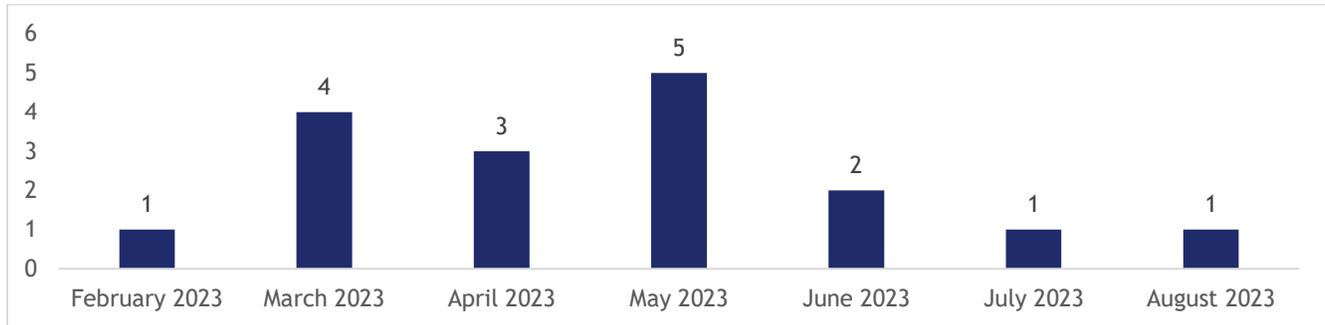
**Table 1: Workshops and Public Presentations**

Topic	Format	Date	# of Attendees	# Communities Represented
Introducing TASP	Virtual (Zoom Webinar)	3/15/2023	55	23
Advancing Communities Up the Zero Waste Ladder: Actions, Leading Practices, and FRWD's New TASP Program	In-Person (Recycle Colorado Summit for Recycling)	5/23/2023	40	12
Intro to Front Range Waste Diversion (FRWD) Enterprise	In-Person (Colorado Community Inc. Summer Meeting)	6/1/2023	12	7
Introduction to Front Range Waste Diversion (FRWD) Enterprise	Virtual (Zoom Webinar for Colorado Municipal League)	8/1/2023	15	10

### Office Hours

The TASP team hosted a total of seventeen office hour appointments in year one. These conversations served as an ‘intake’ for communities to begin accessing Tier 1 support. Figure 2, below, depicts the number of appointments each month.

**Figure 2: TASP Office Hour Appointments by Month in Year One**



### Additional Meetings and Engagement (Tier 1 Support)

Beyond the workshops, office hours, and conversations, the project team provided additional Tier 1 support to nine front range communities. These engagements ranged from ongoing discussions with city staff to presentations to town boards and city council study sessions. Table 2 presents the communities, their populations, and a narrative description of the support provided.

**Figure 2: Additional Tier 1 Engagement**

Community	Description of Additional Tier 1 Support Provided
<b>Bennett</b> Pop: 3,300 County: Adams	<b>Hauling Research:</b> The TASP met with staff and discussed ideas for engaging waste haulers to better understand service offerings and challenges (waste haulers in Bennett do not offer curbside recycling). Staff requested that the TASP team present to the Board of Trustees during an upcoming study session. <b>Town Board Presentation:</b> On 8/8/2023, TASP staff presented the TASP program to the mayor and town board of trustees and discussed two state policies (the Plastic Pollution Reduction Act and the Producer Responsibility Act).
<b>Boulder County Resource Conservation Advisory Board</b> Pop: 329,543 County: Boulder	RCAB invited TASP to present at a meeting to 1) provide an overview of TASP and 2) provide resources for how municipalities in Boulder County can advance commercial recycling efforts. This meeting occurred on 4/26/23.
<b>Brighton</b> Pop: 40,693 County: Adams and Weld	Brighton requested a TASP team member to attend an internal planning meeting for their upcoming single-hauler stakeholder engagement process.
<b>Centennial/Englewood/Littleton/Sheridan</b> Pop: 194,000 County: Arapahoe	This group of municipalities wanted to explore a tier 2 or 3 project to address 1) a 'south metro' waste composition study, 2) regional recommendations, and 3) community surveying around



Community	Description of Additional Tier 1 Support Provided
	waste diversion. The group met with TASP to brainstorm an approach to their tier 2/3 application.
<b>City and County of Denver</b> Pop: 699,000 County: Denver	Denver staff had questions about the TASP application packet and the activities chart for round one application.
<b>Douglas County</b> Pop: 368,990 County: Douglas	<b>Leaf Drop:</b> Douglas County requested advice for planning a fall leaf collection event. TASP provided a short memo of best practices for fall leaf collection events and provided an email introduction to A1 Organics. <b>Green Waste:</b> Douglas County created a green waste drop-off at the Castle Rock slash and mulch site. Staff reached back out to TASP to discuss a possible Tier 2/3 application to address organics processing feasibility and solid waste master planning. TASP staff met with County staff to discuss ideas.
<b>Town of Edgewater</b> Pop: 5,000 County: Jefferson	Waste hauler contract review and best practices. TASP met with staff from Edgewater to discuss options for their upcoming bid. TASP Team provided a memo summarizing key considerations for single-hauler contracts.
<b>Town of Erie</b> Pop: 31,700 County: Boulder and Weld	The TASP team met with Erie town staff to discuss options, pros, and cons of various organized collection options. The project team also discussed potential Tier 2 or 3 project ideas.
<b>City of Fort Lupton</b> Pop: 8,260 County: Weld	TASP staff presented to Fort Lupton City Council's Study Session on 7/25. The presentation included an overview of TASP, FRWD, municipally organized recycling, and EPR. The city is expected to apply in round 2 for TASP support on a single-hauler ordinance.
<b>Town of Windsor</b> Pop: 35,788 County: Larimer and Weld	The TASP team met with a town representative to discuss hauler licensing options.

### *In-Depth Technical Support - Tier 2 and Tier 3*

Tier 2 and Tier 3 support is accessed through a standardized application process. Technical assistance needs requiring more than 30 hours of technical consulting are grouped into Tier 2 and project needs over 300 hours are grouped into Tier 3.

### *Round One Applications*

The TASP application for communities seeking Tier 2 and Tier 3 support was initially launched in April 2023. While applications are accepted year-round, the TASP team retrieves and evaluates applications at designated times (triggering a cohort, or round of review). Table 3, below, summarizes the applications received prior to the round one deadline in May 2023.

**Table 3: Summary of All Applications Reviewed in Round One**

COMMUNITY	SUMMARY OF PROJECT
City and County of Denver	Feasibility study for a compost facility
City of Aurora	Evaluation of strategic options for waste hauling and recycling to increase diversion
Pueblo County Public Health	Pueblo RecycleWorks residential drop-off expansion analysis
City of Brighton	Support implementation of single hauler contract to increase access and diversion
City of Lafayette	Development and adoption of Universal Recycling Ordinance to increase diversion in commercial businesses and multifamily units
Centennial, Englewood, Sheridan, and Littleton	Waste composition study and development of strategic recommendations for diversion programs and policies
Town of Bennett	Evaluation of partnering with a local farmer to provide residential composting options in a rural community
City of Arvada	Development of zero-waste action plan for public recycling at city facilities, parks, and events
Thompson School District	Identification of best practices and strategies for composting at schools
City of Westminster	Analysis of options and costs of centralized drop-off facility for recyclables and hard to recycle materials
Town of Superior	Organics diversion plan
Boulder County Resource Conservation Advisory Board	Development of replicable universal recycling ordinance

## ROUND ONE - TIER 2 PROJECTS

The TASP project team presented four recommended Tier 2 projects for FRWD board initial approval during the July FRWD board meeting. All four recommended projects were approved by the board during the meeting and the board voted to authorize CDPHE’s Recycling Grants Team (RGT) to approve finalized work plans created after work scope development meetings between TASP staff and community staff from each selected Tier 2 project. Work scope development meetings were held in July and finalized work plans were provided to CDPHE staff in August. Following a final presentation to the board in September, the project team worked with CDPHE staff to amend the TASP contract to include the Tier 2 work plans and develop memorandums of understanding with the Tier 2 communities.

A high-level summary of each finalized Tier 2 project is included below.

### TOWN OF BENNETT

The goal of this project is to analyze an opportunity for Bennett residents to divert organic materials. The project will evaluate an organics diversion program as a potential first step in the town’s waste diversion offering. TASP project team will conduct a feasibility study for developing a community composting program with a local regenerative farm or alternative in-town or regional composter.

#### Project Outcomes:

- Determine the feasibility of a community composting program.

### CITY OF BRIGHTON

City of Brighton staff and council are exploring a contract for residential waste and recycling collection to increase diversion, reduce collection impacts, and provide equitable cost-effective service to customers. City staff have initiated community outreach and engagement and the TASP project team will expand the

community outreach. The TASP team will provide Brighton with technical support in developing an ordinance and single-hauler RFP. The city's desired outcome is to have the city council approve an organized waste and recycling hauling contract.

**Project Outcomes:**

- Develop recommendations for an RFP for waste and recycling hauling.
- Develop recommendations for an associated ordinance for organized residential waste and recycling hauling.

### **CITY OF LAFAYETTE**

This project supports Lafayette's aim to expand recycling and waste diversion among Lafayette's business community and multi-family residences. The TASP project team will conduct stakeholder outreach and engagement with the commercial sector and multi-family buildings and provide recommendations for a locally appropriate Universal Recycling Ordinance.

**Project Outcomes:**

- Develop recommendations for a Universal Recycling Ordinance.

### **PUEBLO COUNTY PUBLIC HEALTH**

This project will evaluate the current recycling services offered at the City of Pueblo RecycleWorks facility to identify opportunities to optimize and expand current offerings. The TASP project team will explore potential areas of expansion and provide action steps and recommendations to Pueblo County Public Health and City of Pueblo partners for ways to increase access, recovery, and diversion.

**Project Outcomes:**

- Develop action steps for recycling drop-off optimization and expansion.
- Identify capital and operational needs for future funding requests.

## **ROUND ONE - TIER 3 PROJECTS**

Tier 3 projects are distinguished from Tier 2 by the depth of the technical support (more than 300 hours) and the timeline required for project completion (generally longer than 6 months). A total of three Tier 3 project work plans and budgets were approved by the FRWD board of directors. The project team is in the process of finalizing the work plans with CDPHE. All work plans are expected to be finalized by the end of October 2023. Following the work plan finalization, the project team will work with CDPHE to amend the contract to include the Tier 3 work plans and budgets. Projects will be initiated following the receipt of a signed MOU between the TASP team and the Tier 3 communities.

### **CITY OF AURORA**

Conduct a waste services study to evaluate options for equitable materials management systems across Aurora's 160 square miles of incorporated city limits. The scope of work includes surveying waste haulers and residents to build on an existing conditions summary prepared by City staff. Outreach efforts will target all residents (both multi-family and single-family) including vulnerable populations with culturally appropriate messaging. The result will be a roadmap for equitably increasing waste diversion in Aurora.



The goal of this project is to develop a roadmap that provides specific policy, program, and other recommendations to increase recycling and composting for Aurora residents, businesses, and government. TASP will present the study findings and recommendations to include a menu of policy and program options for potential waste diversion strategies to Aurora’s municipal authorities.

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*Develop a roadmap that provides specific policy, program, and other recommendations to increase recycling and composting in Aurora*

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This project serves to increase waste diversion in one of Colorado’s largest cities by conducting robust community outreach and education, engaging with elected officials, and identifying a menu of options that Aurora can take in the short, mid, and long term to keep recyclable materials and organics out of the landfill.

The TASP team will utilize different engagement strategies and provide policy recommendations based on best practices and specific community needs and gaps as identified in the project. The City of Aurora will assist TASP with educating the community, surveying, implementing multilingual and culturally appropriate outreach, assessing geographic inequity and access, and identifying policy options.

### **CITY OF DENVER**

Denver’s Department of Transportation and Infrastructure (DOTI) Solid Waste Management (SWM) seeks technical assistance to conduct a feasibility study for a municipally owned compost facility. This facility would be the destination for organic material collected through Denver’s residential compost program, including the increased tonnage from the Expanded Waste Services and future tonnages from Denver’s Waste No More ordinance. It could also potentially become a regional destination for organics.

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*Conduct a feasibility study for a municipally owned compost facility in Denver.*

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The feasibility assessment will evaluate private / public operating models, site needs, volumes, and potential facility costs and development timelines. It also includes an evaluation of organics transfer operation options.

This project serves businesses and residents in Denver and the Metro region by seeking to expand compost processing infrastructure. The desired outcome is a study that includes an assessment of current needs and future feasibility for a municipal compost processing facility.

### **SOUTH METRO: CENTENNIAL, ENGLEWOOD, SHERIDAN, LITTLETON**

This joint project between Centennial, Englewood, Sheridan, and Littleton will provide the first comprehensive analysis of waste services provided to the 194,000 residents in the southern metropolitan region. The project will assess the current materials management system conditions, collect baseline data, and develop strategies for improved waste management. The expected result of the study will be a data-driven waste and recycling assessment that includes a roadmap of strategic initiatives for improving both the individual cities’, and the region’s, waste diversion rates.

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*Waste and recycling assessment that includes a roadmap of strategic initiatives for improving both the individual cities’, and the region’s, waste diversion rates.*

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The waste diversion plan will include a baseline assessment, gap analysis, resident surveys, stakeholder engagement, and a two-season waste composition analysis. The resulting action plan will provide recommendations and an implementation plan detailing how the participating cities can achieve their waste reduction goals, both individually and collectively. The action plan



will also include an evaluation of potential infrastructure needs and opportunities in the south metro area that could lead to future FRWD grant infrastructure investment.

This project serves businesses, residents, and local governments in the South Metro region by developing a clear set of actionable strategies to reduce the amount of waste that is ending up in landfills.