



City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Agenda - Final City Council

Tuesday, August 18, 2026

6:30 PM

Council Chamber

Regular Meeting (Start time is approximate - follows Executive Session)

1. Roll Call

2. Pledge of Allegiance

3. Approval of Agenda

4. Scheduled Appearances and Presentations - None

5. Proclamations

- a) [ID# 26-161](#) Mayoral Proclamations

Attachments: [1. National Senior Citizens Day](#)

6. Public Comment

If you wish to address city council under Public Comment, please sign-in on the public speaker form before the call to order for this meeting. Public Comment is an opportunity to express opinions regarding issues that are not part of public hearings on tonight's agenda; a separate opportunity will be provided for comment for any public hearing. Each speaker is limited to three (3) minutes. We expect comments to be civil. Disrespectful or disruptive behavior will not be tolerated. The city council is not authorized under the Colorado Open Meetings Law to discuss, comment, or take action at this meeting on any issue raised by public comment that is not part of tonight's agenda. The Mayor may refer the matter to the city manager and/or city attorney for immediate comment after Public Comment, or to staff to obtain additional information and report back to council as appropriate.

7. Comments / Reports

- a) Council Members
- b) Mayor
- c) City Manager
- d) City Attorney

8. Consent Agenda Items

Consent agenda items can be adopted by a simple motion. All ordinances must be read by title prior to a vote on the motion. Any consent agenda item may be removed at the request of a council member.

- a) [Resolution 53-2026](#) Resolution 53-2026: Approving the first amendment to an Intergovernmental Agreement (IGA) with the City of Englewood for the provision of a shared green business program
- Attachments:** [1. Resolution No. 53-2026](#)
[2. Shared Green Business IGA Amendment No. 01](#)
- b) [Ordinance 17-2026](#) Ordinance 17-2026: An ordinance on first reading amending the city code, Title 9, Chapter 1, approving a maximum lawful speed limit of 25 miles per hour within the city limits of Littleton, unless otherwise posted
- Attachments:** [1. Ordinance No. 17-2026](#)
- c) [Resolution 54-2026](#) Resolution 54-2026: Approving a Memorandum of Understanding between SungateKids Advocacy Center, Littleton Police Department, and various Arapahoe County agencies
- Attachments:** [1. Resolution No. 54-2026](#)
[2. MOU Sungate Kids](#)
- d) [Resolution 55-2026](#) Resolution 55-2026: Approving a Construction Contract with Chavez Construction for the 2026 Mill & Overlay Project, City Project No. 26-03
- Attachments:** [1. Resolution No. 55-2026](#)
[2. Construction Contract_2026 Mill & Overlay Project](#)
- e) [Resolution 56-2026](#) Resolution 56-2026: Approving an Intergovernmental Agreement between the City of Littleton and the City of Englewood, regarding a Financial Contribution for Constructing the 2026 Surface Sealing Project
- Attachments:** [1. Resolution No. 56-2026](#)
[2. IGA Surface Sealing Project](#)
- f) [ID# 26-156](#) Motion to approve minutes for the July 21, 2026, regular meeting of Littleton City Council
- Attachments:** [1. 07-21-2026 CC Minutes_DRAFT](#)

9. General Business

- a) [ID# 26-154](#) Hauler Licensing and Equal Space Ordinance Proposal Discussion
- Attachments:** [1. ESB Action Plan 2024](#)
[2. South Metro Waste Diversion Plan](#)
[3. Presentation_Hauler Licensing and ESO Update](#)

10. Ordinances on Second Reading and Public Hearings - None

Speakers wishing to address council as part of a public hearing will be limited to three (3) minutes and will be called upon when the mayor opens the public comment portion of the hearing.

11. Adjournment

The public is invited to attend all regular meetings or study sessions of the city council or any city board, commission, or committee. Please call 303-795-3780 at least 48 hours prior to the meeting if you believe you will need special assistance or any reasonable accommodation in order to attend, or participate in, any such meeting. For any additional information concerning city meetings, please call the city clerk's office at the above referenced number.



Staff Communication

File #: ID# 26-161, **Version:** 1

Agenda Date: 08/18/2026

Subject:
Mayoral Proclamations

Prepared By: Colleen L. Norton, City Clerk
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PURPOSE:

Mayor Schlachter will introduce one (1) Mayoral Proclamations:

- a) National Senior Citizens Day

PRESENTATIONS:

Staff Presenter(s):	Kyle Schlachter, Mayor
Additional Presenter(s):	N/A



*PROCLAMATION
City of Littleton, Colorado
Proclaiming Friday, August 21, 2026, as
“National Senior Citizens Day”
in the City of Littleton*

WHEREAS, first established in 1988 by Proclamation 5847 under President Ronald Reagan, and designed to show gratitude to and recognition of older citizens; and

WHEREAS, there are more than 57 million senior citizens living in the United States; and

WHEREAS, approximately one in five older adults choose to continue contributing to the workforce beyond retirement age, providing valuable institutional knowledge and contributing to tax revenues; and

WHEREAS, older adults play a vital role in our community as volunteers, caregivers, mentors, and leaders, sharing their knowledge, experience, and talents to enrich the lives of others; and

WHEREAS, our county is strengthened by the active participation of older adults in civic life, volunteerism, and the meaningful intergenerational bonds they forge.

NOW, THEREFORE, I, Kyle Schlachter, Mayor of the City of Littleton, and all members of City Council do hereby declare Friday, August 21, 2026 “National Senior Citizens Day” in the City of Littleton and encourage everyone to celebrate the invaluable contributions of our older adults and to support the programs and initiatives that foster a more connected, inclusive, and supportive environment for every member of our community.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of the City of Littleton to be affixed this August 18, 2026.





Kyle Schlachter, Mayor



Colleen L. Norton, City Clerk

PUBLIC COMMENT

Public Comment is an opportunity to express opinions on any topic, whether or not it appears on the agenda.

We expect comments to be civil. Disrespectful or disruptive behavior will not be tolerated

Each speaker is limited to 3 minutes

Tuesday, August 18, 2026

PRINT NAME	DISTRICT	ADDRESS	EMAIL	SUBJECT
1. Jennifer Carlton				general
2. Sandy Blaha				Be SMART
3. Regan Benson				BWC Policy
4. Liz Finney				Elati St.
5. Jane Brennan				General
6. Candice Rutledge				Attrition
7. Teresa Tucker				Elati St + ^{safer} streets
8. Steve Barr				Westminster
9. Greg Sullivan				32 Theses
10. Pam. Dunbar				independent SPR review Planning Commission rezoning fix
11. Kim Caulfield				Elati St.
12. Di Caulfield ???				
13.				
14.				
15.				



Council Meeting Agenda Item Comment

Littleton Center
2255 W. Berry Avenue
Littleton, CO 80120

Date Submitted:

August 18, 2026 09:50 AM

Council meeting date:

08/18/2026

Council agenda item number:

Elati st

Name

Tim Egle

Email address

Neighborhood

Ketring Park

Position

I oppose the issue

Comments:

Elati st has had no fatalities and has not needed improvements to keep the walking and bike riding people safe in fact when you tried to change this with roundabouts it made things more confusing and dangerous which resulted in a poor boy getting killed stop this before you get more people killed you need to educate in schools I've watched the people in the neighborhood around your new crosswalks they don't use them same for those bike lanes the people are afraid of all the obstacles and ride in the middle of the street your not helping leave Littleton alone I've been proud to be a part of the community for 58 years but do not like the obstacle Course you've created with our streets And it scares me to think of how much time is added to our first responders and how hard it's made their job we have many bike trails through Littleton already we don't need more thanks Tim Egle

To the Mayor and City Council of Littleton:

Recommendation: Direct staff and contractor to incorporate a ratepayer assistance program into the 2027 sewer and stormwater fee structure.

Why Address Affordability?

- EPA defines “affordable” water being ~3% of household income: [2024 Water Affordability Needs Assessment](#)
- Read up on how the [Brookings Institute](#) describes the extent of the affordability challenge
- Learn more about how these programs help on aggregate like through the 2021 Low Income Household Water Assistance Program ([LIHWAP](#)) via the [2025 Environmental Financial Advisory Board - Advancing Water Affordability Nationwide: A Framework for Action](#).
- Now is the time to manage this due rising utility costs in both operations AND deferred capital investments: [Beyond the Replacement Era - American Water Works Association](#)

How do utilities specifically address this challenge?

- Some programs really don't get at this very well (complex and confusing) - [2020 Report](#) by Environmental Policy Innovation Center (yeah i work here)
 - Many states use SNAP and WIC as a proxy measure for affordability - but in a tri-county City (and maybe a larger future district?) - this quickly becomes more challenging to verify
- Ratepayer assistance programs are not a one-size-fits-all! We can do this the “Colorado-way”, like:
 - Aurora Water Cares: [Aurora Water Cares Assistance Application](#)
 - Fort Collins - multi-utility ratepayer assistance program
 - Broomfield - [Utility Rate Assistance Fund | City and County of Broomfield - Official Website](#)
 - Englewood - smaller and more specific for seniors and veterans
- Common elements include using 60% Area Median Income as a “cutoff” for bill discounts, but there are a wide variety of ways this is done - remember: doing something is better than making it perfect!

Future Considerations

- There's often a large gap between those that qualify, and who eventually signs up - even choosing a “low-effort” method requires solid communications and outreach.
- Don't pursue “automatic enrollment” options like [Jackson Water in MS](#) - folks do have to opt-in
- You're working on this already - Link Sewer Bills to Water Bills! - this opens up [conservation](#) based affordability and assistance programs - Denver Water programs are small/infrequent - leak detection/repair is really impactful and has many health/economic benefits too! Leaks can be big!!
- Recommendation to use Xcel Energy LIHEAP (Low-Income Household Energy Assistance Program) is a good suggestion! Let them do the verification work!
- Think for the current AND future demographic of a district - design a flexible system, keep it simple and consistent, especially for renters who move around in a given utility district

Final Thoughts! There is a body of evidence that ratepayer assistance programs MAY increase the number of households/accounts who contribute to their bills (energy-related is the primary academic research) - this could be good for Littleton's bottom line! More importantly, there are ~6k households in Littleton that are likely living below 60% AMI (census based estimate). 1/3 of your constituents need you to address a very tangible cost-of-living issue; every \$ helps to someone in need. Thanks for the consideration! I'm out of spac

Steve Barr, District 3:

Martin Luther placed 95 Theses on the church door in
xxxx asking ffor reform of the Catholic Church to sell
indulgences for heaven.

These 32 Theses are not a declaration against commerce.
They are a declaration for reform. They ask whether our
development policies adequately protect children,
vulnerable populations, neighborhoods, and the
environment—and, if they do not, whether we have the
courage to reform them.

THE 32 THESES

A PUBLIC DECLARATION FOR ENVIRONMENTAL JUSTICE

THE COSTCO 32-PUMP FUEL CENTER

Preamble

Thirty-two gasoline pumps near children, schools, child-care facilities, and homes.

Hundreds of mature trees have been removed for development.

The facility will add fuel-related activity, vehicle traffic, and emissions to an area already
serving children and families.

Children and vulnerable people deserve protection from unnecessary environmental burdens.

We therefore protest this development and demand environmental justice, responsible
development, and protection for children.

THESE ARE OUR 32 THESES.

- 1. CHILDREN FIRST.** Protect children from unnecessary environmental burdens.
- 2. CHILDREN HAVE NO CHOICE.** Adults decide; children live with the consequences.
- 3. CHILDREN HAVE NO VOICE.** Children cannot lobby or vote on development.
- 4. PROTECT THE VULNERABLE.** Do not burden those least able to bear it.
- 5. CHILDREN BREATHE THE AIR.** They cannot choose what they breathe.
- 6. ASTHMA IS NOT A CHOICE.** Vulnerable children deserve greater protection.
- 7. THE VULNERABLE MATTER.** Some people cannot simply opt out.

- 8. CHILDREN MUST NOT PAY THE PRICE.** The least powerful should not bear the greatest burden.
- 9. SCHOOLS ARE SPECIAL PLACES.** Children spend their days there.
- 10. CHILD-CARE CENTERS ARE SPECIAL PLACES.** Young children deserve protection, too.
- 11. 32 PUMPS MEANS SCALE.** This is a major fuel facility.
- 12. PROXIMITY MATTERS.** Major fuel facilities should be farther from children.
- 13. MORE FUELING. MORE ACTIVITY.** More vehicles. More idling. More emissions.
- 14. TRAFFIC IS AN ENVIRONMENTAL BURDEN.** It affects air, safety, noise, and quality of life.
- 15. GASOLINE IS NOT HARMLESS.** Fueling releases pollutants.
- 16. BENZENE MATTERS.** Gasoline contains benzene, a hazardous air pollutant.
- 17. CUMULATIVE IMPACTS MATTER.** Children already breathe the existing air.
- 18. PREVENTION MATTERS.** Prevent harm before it occurs.
- 19. TREES ARE PROTECTION.** Mature trees provide environmental benefits.
- 20. MATURE TREES ARE NOT DISPOSABLE.** Decades of growth were erased.
- 21. A SAPLING IS NOT A MATURE TREE.** Replacement is not restoration.
- 22. NATURE HAS VALUE.** Do not erase natural protection without justification.
- 23. LEGAL IS NOT ENOUGH.** Legal does not always mean responsible.
- 24. DEVELOPMENT HAS RESPONSIBILITIES.** Economic gain does not erase community obligations.
- 25. CORPORATE POWER HAS LIMITS.** Profit does not eliminate responsibility.
- 26. COSTCO DOES NOT OWN THE AIR.** The community breathes it.
- 27. COSTCO DOES NOT OWN CHILDREN'S FUTURE.** The future belongs to them.
- 28. PROPERTY RIGHTS HAVE LIMITS.** Neighbors have rights too.
- 29. CITIZENS DESERVE A VOICE.** Not after the bulldozers arrive.
- 30. TRANSPARENCY IS NOT OPTIONAL.** Communities deserve the facts.
- 31. OVERSIGHT AND SCRUTINY NEEDED.** It is responsible citizenship.

32. ENVIRONMENTAL JUSTICE REQUIRES ACCOUNTABILITY. Children and the vulnerable must not bear an unnecessary environmental burden for the profits of others.

PROTECT THE CHILDREN.

PROTECT THE VULNERABLE.

HOLD DEVELOPMENT ACCOUNTABLE.

ENVIRONMENTAL JUSTICE NOW.

Gregory Sullivan, Ph.D.

Climate and Kids Clean Air! Healthy Kids!

August 2026

THE 32 THESES

A PUBLIC DECLARATION OF ENVIRONMENTAL INJUSTICE

THE COSTCO 32-PUMP FUEL CENTER

PREAMBLE

THIRTY-TWO GASOLINE PUMPS.

Near CHILDREN.

Near SCHOOLS.

Near CHILD-CARE FACILITIES.

Near FAMILIES.

And hundreds of mature trees have been cut to make it happen.

THIS IS NOT JUST DEVELOPMENT.

It is an environmental burden placed where children and vulnerable people must live with it.

They did not choose the pumps.

They did not choose the traffic.

They did not choose the emissions.

ADULTS MADE THAT CHOICE FOR THEM.

And when the least powerful bear the burden of decisions made by the most powerful—

THAT IS ENVIRONMENTAL INJUSTICE.

We protest.

We demand protection for children.

We demand protection for the vulnerable.

We demand responsible development.

THESE ARE OUR 32 THESES.

CHILDREN

1. CHILDREN FIRST.
Children deserve protection—not unnecessary environmental burdens.
2. CHILDREN HAVE NO CHOICE.
Adults made this decision. Children live with it.
3. CHILDREN HAVE NO VOICE.
They cannot lobby, vote, or negotiate development decisions.
4. VULNERABLE PEOPLE DESERVE PROTECTION.
Not greater environmental burdens.
5. SCHOOLS ARE NOT ORDINARY PROPERTIES.
Children spend their days there.
6. CHILD-CARE CENTERS ARE NOT ORDINARY PROPERTIES.
Preschool children deserve protection too.

THE 32 PUMPS

7. 32 PUMPS MEANS SCALE.
This is a major fuel facility—not a neighborhood gas station.
8. PROXIMITY MATTERS.
A major fuel facility belongs farther from children—not closer.
9. MORE FUELING MEANS MORE ACTIVITY.
More vehicles. More idling. More emissions.
10. TRAFFIC IS AN ENVIRONMENTAL BURDEN.
It affects air, safety, noise, and quality of life.
11. GASOLINE IS NOT HARMLESS.
Fueling produces pollutants and emissions.
12. BENZENE MATTERS.
Gasoline contains a hazardous air pollutant.
13. CUMULATIVE IMPACTS MATTER.
Children already breathe the existing air.
14. PREVENTION MATTERS.
Do not wait for harm.

THE BURDEN

15. CHILDREN BREATHE THE AIR.
They cannot choose what is in it.
16. ASTHMA IS NOT A CHOICE.
Children with respiratory vulnerabilities deserve greater protection.
17. THE VULNERABLE MATTER.
The elderly and medically vulnerable cannot simply opt out.
18. CHILDREN MUST NOT PAY THE PRICE.
The least powerful should not bear the greatest burden.
19. TREES ARE PROTECTION.
Mature trees provide real environmental benefits.
20. MATURE TREES ARE NOT DISPOSABLE.
Decades of growth were erased.
21. A SAPLING IS NOT A MATURE TREE.
Replacement is not restoration.
22. NATURE HAS VALUE.
Development should not erase natural protection without justification.

ACCOUNTABILITY

23. LEGAL IS NOT ENOUGH.
What is legal is not necessarily responsible.
24. DEVELOPMENT HAS RESPONSIBILITIES.
Economic gain does not erase community obligations.
25. CORPORATE POWER HAS LIMITS.
Profit does not eliminate responsibility.
26. COSTCO DOES NOT OWN THE AIR.
The community breathes it.
27. COSTCO DOES NOT OWN OUR CHILDREN'S FUTURE.
That belongs to the children.
28. PROPERTY RIGHTS HAVE LIMITS.
Neighbors have rights too.
29. CITIZENS DESERVE A VOICE.
Not after the bulldozers arrive.
30. TRANSPARENCY IS NOT OPTIONAL.
Communities deserve the facts.
31. SCRUTINY IS NOT OPPOSITION.
It is responsible citizenship.
32. ENVIRONMENTAL JUSTICE REQUIRES ACCOUNTABILITY.

Children and vulnerable people must not be asked to bear
an unnecessary environmental burden for the benefit of others.

PROTECT THE CHILDREN.

PROTECT THE VULNERABLE.

HOLD DEVELOPMENT ACCOUNTABLE.

ENVIRONMENTAL JUSTICE NOW.

Gregory Sullivan, Ph.D.
Climate and Kids Clean Air! Healthy Kids!
August 2026

THE 32 THESES | | | | A PUBLIC DECLARATION OF ENVIRONMENTAL | |
INJUSTICE | | | | THE COSTCO 32-PUMP FUEL CENTER | | | |

_____| | | |
PREAMBLE | | | | THIRTY-TWO GASOLINE PUMPS. | | | | Near
CHILDREN. | | Near SCHOOLS. | | Near CHILD-CARE FACILITIES. | |
Near FAMILIES. | | | | And hundreds of mature trees have been cut
| | to make it happen. | | | | THIS IS NOT JUST DEVELOPMENT. | |
| | | It is an environmental burden placed where children | |
and vulnerable people must live with it. | | | | They did not
choose the pumps. | | They did not choose the traffic. | | They
did not choose the emissions. | | | | ADULTS MADE THAT CHOICE. | |
| | | And when the least powerful bear the burden of decisions | |
| | made by the most powerful— | | | | THAT IS ENVIRONMENTAL
INJUSTICE. | | | | WE PROTEST. | | | | We demand protection
for children. | | We demand protection for the vulnerable. | | We
demand responsible development. | | | | THESE ARE OUR 32 THESES.
| |



THE 32 THESES

A Public Declaration Concerning the Costco Fuel Center with 32 Gas Pumps

Posted in protest against the destruction of trees, the loss of natural protection, and the placement of a 32-pump fuel center near children, schools, and our community.

PREAMBLE

We stand here not against commerce,
but against the belief that commerce has no limits.

We stand here not against Costco,
but against the idea that corporate power
may proceed without accountability to the community.

We stand here for the trees that were cut,
for the air we breathe,
for the children who must breathe it,
and for the responsibility we owe
to those who come after us.

Therefore, we offer these **32 Theses**.

THE 32 THESES

1. A tree is not merely an obstacle to development.
It is a living part of the community.
2. Thirty years of growth should not be erased in a few hours
simply because the land has acquired a higher commercial value.
3. The destruction of hundreds of trees is not an insignificant act.
It is an environmental loss that deserves public accounting.

- 4.** Trees provide shade, habitat, carbon storage, and help filter pollutants from the air.
- 5.** When mature trees are removed, their replacement cannot be measured simply by the number of seedlings planted.
- 6.** A young tree cannot immediately replace the environmental services of a mature tree.
- 7.** Development should not begin with the assumption that nature must yield whenever land becomes profitable.
- 8.** The question is not only, “What can legally be built here?” The question is, “What should responsibly be built here?”
- 9.** A community deserves more than compliance with minimum regulations. It deserves responsible stewardship.
- 10.** Children do not choose where adults place sources of pollution.
- 11.** Schools and child-care centers deserve special consideration when decisions are made about traffic, fuel, and air emissions.
- 12.** The proximity of a major fuel facility to children should demand greater scrutiny, not less.
- 13.** Gasoline contains chemicals that can contribute to air pollution, including volatile organic compounds such as benzene.
- 14.** Every additional source of vehicle and fuel-related emissions should be evaluated according to its cumulative impact.
- 15.** A community should not be required to prove harm after a project is already operating when reasonable precautions could have been taken beforehand.
- 16.** Prevention is wiser than remediation.
- 17.** More gasoline pumps mean more opportunity for vehicle traffic, idling, refueling, spills, and emissions.
- 18.** Traffic should not be treated merely as a transportation problem. It is also a community health and quality-of-life issue.
- 19.** A project that attracts thousands of vehicle trips deserves serious examination of its cumulative effects.
- 20.** Convenience for consumers must be weighed against consequences for neighbors.

- 21.** Corporate success does not exempt a company from moral responsibility.
- 22.** A corporation may own the land,
BUT it does not own the air above the community.
- 23.** A corporation may develop property,
BUT it does not own the future of the children who live nearby.
- 24.** Property rights are important.
BUT so are the rights of neighbors to a safe and livable community.
- 25.** Economic development should improve a community,
not merely extract value from it.
- 26.** When citizens raise legitimate concerns,
they deserve to be heard before the bulldozers arrive,
not merely after the decisions have been made.
- 27.** When mature trees are destroyed,
the community deserves to know why alternatives were rejected.
- 28.** When a major fuel facility is placed near schools,
the community deserves transparent information about its emissions,
traffic, and potential risks.
- 29.** If a project is truly beneficial to the community,
its proponents should welcome rigorous public scrutiny.
- 30.** The measure of a successful development
should not be only how much revenue it produces.
- 31.** We must ask what we are leaving behind:
more parking, more pumps, and more traffic—
or a healthier community for our children?
- 32.** Therefore, we say:

NO MORE!

No more treating mature trees as disposable.

No more assuming that what is legal is automatically what is right.

No more placing convenience above stewardship.

No more silencing citizens who speak for their children and their community.

No more believing that nature has no voice.

OUR FINAL THESIS

The trees had no lobbyist.

They had no lawyer.

They had no vote.

They could not stand before City Council and speak for themselves.

So we will.

We speak for the trees.

We speak for the children.

We speak for the air.

We speak for the community.

WE ASK COSTCO

Was this the best you could do?

Was this the best you could do for the trees?

Was this the best you could do for the children?

Was this the best you could do for the community?

The machines have spoken. The trees are gone.

Now let the community speak.

NO MORE!

*Gregory Sullivan, Ph.D.
Climate and Kids Clean Air! Healthy Kids!*

August 2026

I think this becomes much more powerful if it is **physically designed like a historical broadside**—large black title, numbered theses, a short preamble, and the final “**NO MORE**” occupying the bottom of the page. The historical parallel to Luther then becomes immediately recognizable without claiming that this is literally a modern version of the 95 Theses.

Martin Luther posted his points on the Catholic Church I want to have a similar edic to post on the offices of Costco at the construction site

Yes. You’re referring to **Martin Luther’s 95 Theses**, which tradition holds he posted at the Castle Church in Wittenberg in 1517. If you want a modern equivalent for the Costco construction site, I’d make it a **public moral indictment** rather than a literal imitation of Luther’s theological document.

A strong title could be:

“The 32 Theses: A Public Declaration Concerning the Costco Development”

It could be written as numbered statements—short, forceful, and suitable for posting on a construction-site office wall or presenting publicly.

If you want, I can draft **32 theses**, deliberately echoing Luther’s 95 Theses, focused on the trees removed, the 32-pump fuel center, children and schools, air pollution, traffic, environmental responsibility, and the question of corporate accountability.

yes

I would make it “**The 32 Theses**”—using the number of proposed fuel pumps as the organizing symbol. The tone can echo Luther: moral, confrontational, and declarative, while keeping the individual theses grounded in claims that can be defended publicly.



Council Meeting Agenda Item Comment

Littleton Center
2255 W. Berry Avenue
Littleton, CO 80120

Date Submitted:

August 18, 2026 10:21 AM

Council meeting date:

08/18/2026

Council agenda item number:

17-2026

Name

Mary Wilson

Email address

Neighborhood

Heritage

Position

I oppose the issue

Comments:

25 mph is too slow! I support 30mph unless posted and main corridors should be even faster. It is becoming a burden to drive through town; there are "traffic calming" devices everywhere and it is more than obnoxious, it's becoming a safety hazard (how are the fire trucks and ambulances going to get to your house in a timely manner or park near you?! Our town also looks so trashy with all the plastic posts and added speed bumps amongst the unpaved crumbling roads. Please spend some money fixing and paving the roads instead of all the traffic obstructive obstacles and set the unposted speed limits at 30mph or higher.



Council Meeting Agenda Item Comment

Littleton Center
2255 W. Berry Avenue
Littleton, CO 80120

Date Submitted:

August 18, 2026 02:38 PM

Council meeting date:

08/18/2026

Council agenda item number:

Elati st.

Name

Raymond Young V

Email address

Neighborhood

Sterne Park

Position

I oppose the issue

Comments:

As a life long resident of Littleton, the changes that have been taking place to the streets such as blocking turn lanes off with large cone like objects and roundabouts and speed bumps and massive bike lanes not to help safety but to hinder it. The changes that have been taking place with our roads and sidewalks have hindered traffic, making our streets congested and more dangerous for pedestrians. When snow comes or even when trying to navigate the roads the speed bumps and cone like objects hinder our routes. I oppose any such changes and ask that all of these changes be removed to our roads. Blocking turn lanes such as on Gallup and Littleton BLVD and adding huge speed bumps on Caley are nothing but a waste of money and time. As a tax payer and as a life time resident stop trying to Denver my Littleton.



Staff Communication

File #: Resolution 53-2026, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Resolution 53-2026: Approving the first amendment to an Intergovernmental Agreement (IGA) with the City of Englewood for the provision of a shared green business program

From:	James L. Becklenberg, City Manager
Prepared by:	Mike Gent, Deputy City Manager
Presentations:	N/A

PURPOSE:

The cities of Littleton and Englewood entered into an Intergovernmental Agreement (IGA) for the provision of a shared green business program effective August 6, 2024, which concerned funding and collaboration on sustainability-related initiatives, specifically establishing a shared green business coordinator and joint green business program management. That IGA runs through December 31, 2026, and includes an option to extend the agreement by two additional years. This amendment exercises that option allowing the IGA to run through December 31, 2028, unless terminated earlier by either city.

LONG-TERM OUTCOME(S) SERVED:

Sustainable Community with Natural Beauty; Robust and Resilient Economy

DISCUSSION:

This IGA has led to dozens of meetings with Littleton businesses to assess their opportunities for sustainability and provide no-cost technical assistance as they evaluate and implement strategies that enhance their environmental stewardship. More than 25 Littleton business have enrolled in the sustainable business partnership program making them eligible for and helping many achieve statewide recognition.

BACKGROUND:

This sustainable business partnership between the cities utilizes a variety of strategies including direct contact, partnering with existing organizations and events such as through the Littleton Business Chamber and the cities, as well as hosting its own events tailored towards specific environmental goals such as waste diversion and decreased consumption of electricity and natural gas.

Prior Actions or Discussions

A presentation, including discussion, was provided regarding the results of the first 18 months of the program at a tri-cities joint council meeting in February 2026.

FISCAL IMPACTS:

This IGA is funded entirely from retail bag fee revenues that have restricted use under state law. Acceptable use includes funding local sustainability programs, public education efforts, and waste diversion efforts such as

those provided through this sustainable business partnership.

STAFF RECOMMENDATION:

Staff recommend extending this IGA for two additional years.

ALTERNATIVES:

The city could choose to celebrate the achievements of the first two years of the IGA without continuing to partner in this program moving forward. Much of the work accomplished through this partnership would naturally come to an end without the additional, local, technical support.

PROPOSED MOTION:

I move to approve Resolution 53-2026 approving the first amendment to an Intergovernmental Agreement (IGA) with the City of Englewood for the provision of a shared green business program.

CITY OF LITTLETON, COLORADO

Resolution No. 53

Series, 2026

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LITTLETON,
COLORADO, APPROVING THE FIRST AMENDMENT TO AN
INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITIES OF
ENGLEWOOD, COLORADO, AND LITTLETON, COLORADO, FOR THE
PROVISION OF A SHARED GREEN BUSINESS PROGRAM**

WHEREAS, the council may, by resolution, enter into contracts with other governmental bodies to furnish or receive governmental services, to make or pay charges for such services, or enter into cooperative or other joint activities with other governmental bodies; and

WHEREAS, the Cities of Englewood and Littleton have an established partnership in shared programs through intergovernmental agreements; and

WHEREAS, the Cities of Englewood and Littleton have successfully implemented a partnership for the provision of a Shared Green Business Program which concerns funding and collaboration on sustainability-related initiatives, specifically managing a shared Green Business Coordinator and joint Green Business Program; and

WHEREAS, the City Council approved an IGA creating the shared green business program; and

WHEREAS, the original IGA had an end date of December 31, 2026, with an option to extend for up to two years; and

WHEREAS, the City wishes to exercise its right under the original agreement to amend the end date to December 31, 2026

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF LITTLETON, COLORADO, THAT:**

The first amendment to the Intergovernmental Agreement between the Cities of Englewood and Littleton for the provision of a Shared Green Business Program is approved, thereby extending the end date from December 31, 2026 to December 31, 2028.

INTRODUCED, READ AND ADOPTED at a regularly scheduled meeting of the
City Council of the City of Littleton, Colorado, on the 18th day of August 2026, at 6:30 p.m. at the

44 Littleton Center, 2255 West Berry Avenue, Littleton, Colorado.

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46 ATTEST:

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49 Colleen L. Norton

50 CITY CLERK

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52 APPROVED AS TO FORM:

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54

55 Reid Betzing

56 CITY ATTORNEY

Kyle Schlachter

MAYOR



**FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT
FOR THE PROVISION OF A SHARED GREEN BUSINESS PROGRAM**

This First Amendment to the Intergovernmental Agreement for the Provision of a Shared Green Business Program (the “Amendment”) is entered into as of _____ (“Effective Date”) by and between the **City of Englewood, Colorado**, a home rule municipality of the State of Colorado, (“Englewood”), and the **City of Littleton, Colorado**, a home rule municipality of the State of Colorado (“Littleton”). Englewood and Littleton may be referred to singularly as a “Party” or collectively as the “Parties.”

WHEREAS, the Parties entered that Intergovernmental Agreement for the Provision of a Shared Green Business Program effective August 6, 2024 (the “Agreement”) which concerned funding and collaboration on sustainability-related initiatives, specifically establishing a shared Green Business Coordinator and joint Green Business Program management (the “Program”); and

WHEREAS, both Parties have met their duties as described in the Agreement; and

WHEREAS, the Parties desire to amend the Agreement to extend the term through December 31, 2028 unless terminated earlier.

NOW THEREFORE, the Parties hereby agree to amend the Agreement as follows:

1. Term Extension:

The term of the IGA is hereby extended beyond its current expiration date for two (2) successive one (1) year terms ending December 31, 2028. This Agreement may be extended upon mutual agreement of the Parties in writing.

2. Article I, Paragraph 1(a) of the Agreement is amended to add the following:

Littleton agrees to pay Englewood a fixed sum for each year of this agreement, based on the following Schedule of Payments:

Year	First Payment	Second Payment
2027	\$26,875 by January 31, 2027	\$26,875 by July 31, 2027
2028	\$26,875 by January 31, 2028	\$26,875 by July 31, 2028

3. No further amendments.

No other terms or conditions of the Agreement are amended hereby.

[Signatures are on the following page.]

IN WITNESS WHEREOF, the Parties have executed this First Amendment to Intergovernmental Agreement for the Provision of a Shared Green Business Program effective on the day and year first above written.

CITY OF ENGLEWOOD

Othoniel Sierra
Mayor

ATTEST:

City Clerk
Stephanie Carlile

CITY OF LITTLETON

Kyle Schlachter
Mayor

ATTEST:

Colleen Norton
City Clerk

APPROVED AS TO FORM:

Reid Betzing
City Attorney

Date

Contract ID 3839
First Amendment to 2742



Staff Communication

File #: Ordinance 17-2026, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Ordinance 17-2026: An ordinance on first reading amending the city code, Title 9, Chapter 1, approving a maximum lawful speed limit of 25 miles per hour within the city limits of Littleton, unless otherwise posted

From:	James L. Becklenberg, City Manager
Prepared by:	Mike Gent, Deputy City Manager
Presentations:	N/A

PURPOSE:

City Council has consistently prioritized advancing traffic safety for all users of Littleton's transportation network. Reducing the speed of vehicles enhances safety by lowering both the frequency and severity of traffic accidents.

LONG-TERM OUTCOME(S) SERVED:

Safe Community

DISCUSSION:

The City of Littleton has adopted in municipal code the 2024 edition of the "Model Traffic Code" for Colorado municipalities which specifies the speed limit for different types of roadways, including 30 miles per hour on residential roads. The Model Traffic Code also includes a provision empowering cities to adopt by ordinance their own maximum lawful speed limits.

BACKGROUND:

The concept of lowering the default speed limit within city limits has been discussed by members of city council for several years. This discussion evolved into a council priority in 2026, coming out of the city council retreat held February 27-28 and then further refined during the April 7th regular city council meeting.

Prior Actions or Discussions

The Transportation & Mobility Board's discussions have mirrored the city council's discussions and they share the priority of enhancing safety on Littleton's streets.

FISCAL IMPACTS:

City Council adopting an ordinance establishing a default speed limit of 25 miles per hour within city limits, unless otherwise posted, requires limited resources that can be accommodated within the existing budget.

STAFF RECOMMENDATION:

City staff is supportive of city council considering this ordinance in 2026, while staff continues to work on updating the Transportation Master Plan including advancing an overall review of speed limits throughout the

city, which could support a further decrease of this default speed limit in 2027.

ALTERNATIVES:

Council can maintain current conditions until 2027 when the speed limit analysis is complete and changes can then be made in coordination with other strategies that support decreased speeds on Littleton's streets.

PROPOSED MOTION:

I move to approve Ordinance 17-2026 first reading amending the city code, Title 9, Chapter 1, approving a maximum lawful speed limit of 25 miles per hour within the city limits of Littleton, unless otherwise posted, and to set the second reading and public hearing for September 1, 2026.

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Section 1101(2) of the Model Traffic Code is hereby amended to read as follows:

(2) Except when a special hazard exists that requires a lower speed, the following speeds shall be lawful:

(a) Twenty miles per hour on narrow, winding mountain highways or on blind curves;

(b) Twenty-five miles per hour in any business district, as defined in section 42-1-102(11);

(c) TWENTY-FIVE miles per hour in any residence district, as defined in section 42-1-102(80);

(d) Forty miles per hour on open mountain highways;

(e) Forty-five miles per hour for all single rear axle vehicles in the business of transporting trash that exceed twenty thousand pounds, where higher speeds are posted, when said vehicle is loaded as an exempted vehicle pursuant to section 507(3);

(f) Fifty-five miles per hour on other open highways which are not on the interstate system, as defined in section 43-2-101(2), and are not surfaced, four-lane freeways or expressways;

(g) Sixty-five miles per hour on surfaced, four-lane highways which are on the interstate system, as defined in section 43-2-101(2), or are freeways or expressways;

(h) Any speed not in excess of a speed limit designated by an official traffic control device.

(i) FIFTEEN MILES PER HOURS ON ANY ALLEY OR ALLEYWAY.

(j) WHEN NO SPEED LIMIT IS POSTED, THE DEFAULT SPEED LIMIT SHALL BE TWENTY-FIVE MILES PER HOUR.

Section 2: Severability. If any part, section, subsection, sentence, clause or phrase of this ordinance is for any reason held to be invalid, such invalidity shall not affect the validity of the remaining sections of this ordinance. The City Council hereby declares that it would have passed this ordinance, including each part, section, subsection, sentence, clause or phrase hereof, irrespective of the fact that one or more parts, sections, subsections, sentences, clauses or phrases may be declared invalid.

Section 3: Repealer. All ordinances or resolutions, or parts thereof, in conflict

with this ordinance are hereby repealed, provided that this repealer shall not repeal the repealer clauses of such ordinance nor revive any ordinance thereby.

INTRODUCED AS A BILL at a regularly scheduled meeting of the City Council

of the City of Littleton on the 18th day of August, 2026, passed on first reading by a vote of ____

FOR and ____ AGAINST; and ordered published by posting at Littleton Center, Bemis Library,

the Municipal Courthouse and on the City of Littleton Website.

PUBLIC HEARING on the Ordinance to take place on the 1st day of September, 2026, in the Council Chamber, Littleton Center, 2255 West Berry Avenue, Littleton, Colorado, at the hour of 6:30 p.m., or as soon thereafter as it may be heard.

PASSED on second and final reading, following public hearing, by a vote of ____ FOR and ____ AGAINST on the 1st day of September, 2026 and ordered published by posting at Littleton Center, Bemis Library, the Municipal Courthouse and on the City of Littleton Website.

ATTEST:

Colleen L. Norton
CITY CLERK

Kyle Schlachter
MAYOR

APPROVED AS TO FORM:

Reid Betzing
CITY ATTORNEY





Staff Communication

File #: Resolution 54-2026, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Resolution 54-2026: Approving a Memorandum of Understanding between SungateKids Advocacy Center, Littleton Police Department, and various Arapahoe County agencies

From:	James L. Becklenberg, City Manager
Prepared by:	Gene Enley, Chief of Police Kim Fresquez, Executive Assistant
Presentations:	N/A

PURPOSE:

Seeking council approval of a cooperative agreement among the SungateKids Child Advocacy Center (CAC), Littleton Police Department, and various Arapahoe County agencies to coordinate the responsibilities in connection with the investigation of child abuse cases or cases in which a child was a witness to violence, as well as cases involving vulnerable adult victims. This agreement ensures the best protection of the child victim, promotes the ends of justice and supports the utilization of SungateKids CAC to best meet the complex needs of the victim who has been abused.

LONG-TERM OUTCOME(S) SERVED:

Safe Community

DISCUSSION:

This Memorandum of Understanding (MOU) is to clarify and define the agreed upon roles and responsibilities of the various Arapahoe County agencies in the 18th Judicial District of Colorado, which is concerned with the investigation of child abuse and using SungateKids Child Advocacy Center for all forensic interviews involving children that are investigated through the Littleton Police Department. Through on-site collaboration and the use of various Arapahoe County agencies, the goal of this MOU is to improve the welfare of children (ages 0-18) by providing services that include prevention, investigation, assessment, protection, physical assessment, and therapeutic treatment of children who are victims of abuse and promote the successful prosecution of perpetrators who abuse children.

BACKGROUND:

Historically, the LPD has followed established protocols and procedures for coordinating a team response when investigating allegations of child abuse and/or neglect. The Littleton Police Department utilizes SungateKids Child Advocacy Center for all forensic interviews involving children who are victims or witnesses in cases of violent crimes, including physical abuse and sexual assault. SungateKids is the region's accredited Child Advocacy Center, specializing in trauma-informed, developmentally appropriate forensic interviews conducted by trained professionals.

Using SungateKids provides several key benefits:

- **Child-Centered Trauma-Informed Approach:** SungateKids interviewers are specifically trained to speak with children in a manner that minimizes trauma, supports emotional safety, and allows them to share information in their own words and at their own pace.
- **Improved Investigative Outcomes:** Forensic interviews conducted in a controlled, professional setting by certified specialists result in higher-quality information for criminal investigations and prosecution, while reducing the number of times a child must be interviewed.
- **Multidisciplinary Coordination:** SungateKids operates on a multidisciplinary team model that brings together law enforcement, child protective services, prosecutors, medical providers, and mental health professionals - ensuring the child's best interests guide every step of the process.
- **Consistency and Best Practices:** Partnering with SungateKids ensures interviews adhere to nationally recognized standards, meet evidentiary requirements, and align with best practices recommended for child abuse investigations.

The continued use of SungateKids is essential to providing a safe, supportive, and effective response for child victims in our community. Approval of this IGA formalizes our partnership, clarifies roles and responsibilities, and ensures continued access to specialized forensic interviewing services.

FISCAL IMPACTS:

N/A

STAFF RECOMMENDATION:

Staff recommends the Memorandum of Agreement between the SungateKids Advocacy Center, the Littleton Police Department, and various Arapahoe County agencies be approved.

ALTERNATIVES:

N/A

PROPOSED MOTION:

I move to approve Resolution 54-2026 approving a Memorandum of Understanding between SungateKids Advocacy Center, Littleton Police Department, and various Arapahoe County agencies.

1 **CITY OF LITTLETON, COLORADO**

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3 **Resolution No. 54**

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5 **Series, 2026**

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7 **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LITTLETON,**
8 **COLORADO, APPROVING A MEMORANDUM OF UNDERSTANDING**
9 **BETWEEN SUNGATEKIDS ADVOCACY CENTER, LITTLETON POLICE**
10 **DEPARTMENT, AND VARIOUS ARAPAHOE COUNTY AGENCIES**

11
12 **WHEREAS,** it is the desire of the Littleton Police Department, SungateKids
13 Advocacy Center, and various partner Arapahoe County agencies, in the interest of public safety
14 and the welfare to children, to enter into an agreement to define the lines of communication
15 between the agencies; and

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17 **WHEREAS,** the city council deems that approval of the attached memorandum of
18 understanding will serve the public safety and the welfare of the child victims;

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20 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF**
21 **THE CITY OF LITTLETON, COLORADO, THAT:**

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23 **Section 1.** The Memorandum of Understanding by and between the Littleton Police
24 Department, SungateKids Advocacy Center, and various partner Arapahoe County agencies is
25 hereby approved.

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28 **INTRODUCED, READ AND ADOPTED** at a regularly scheduled meeting of the
29 City Council of the City of Littleton, Colorado, on the 18th day of August 2026, at 6:30 p.m. at the
30 Littleton Center, 2255 West Berry Avenue, Littleton, Colorado.

31 **ATTEST:**

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34 _____
35 Colleen L. Norton
36 CITY CLERK

37 _____
38 Kyle Schlachter
39 MAYOR

40 **APPROVED AS TO FORM:**

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42 _____
43 Reid Betzing
44 CITY ATTORNEY



MEMORANDUM OF UNDERSTANDING
2026

Arapahoe County Department of Human Services
Arapahoe County Attorney's Office
Arapahoe County Sheriff's Office
Arapahoe Community College
Aurora Fire Department
Aurora Police Department
Aurora Public Schools
Cherry Creek School District
Cherry Hills Village Police Department
Children's Hospital of Colorado
District Attorney's Office for the 18th Judicial District
Englewood Police Department
Glendale Police Department
Greenwood Village Police Department
Littleton Police Department
Littleton Public Schools
Sheridan Police Department
SungateKids Child Advocacy Center

Subject: A cooperative agreement among the above-named agencies and entities as the Multidisciplinary Team (MDT) to coordinate the responsibilities of the MDT in connection with the investigation of child abuse cases or cases in which a child was a witness to violence, as well as cases involving vulnerable adult victims. This agreement ensures the best protection of the child victim, promotes the ends of justice and supports the utilization of SungateKids Child Advocacy Center (SGK) to best meet the complex needs of the victim who has been abused.

Purpose: SungateKids CAC and participating entities recognize that child abuse is a multifaceted community problem that requires a coordinated community response and that no single entity or organization can anticipate or meet the needs of victims. A strong, collaborative, non-duplicative, compassionate community response is essential to ensure children are not further traumatized by the intervention systems designed to protect them. The MDT approach, with services provided at SGK, serves to enhance the individual efforts of each agency.

This Memorandum of Understanding (MOU) is to clarify and define the agreed upon roles and responsibilities of the MDT in the 18th Judicial District of Colorado, which is concerned with the investigation of child abuse. Through on-site collaboration and the use of the MDT, the goal of this MOU is to improve the welfare of children (ages 0-18) by providing services that include prevention, investigation, assessment, protection, physical assessment, and therapeutic treatment of children who are victims of abuse and promote the successful prosecution of perpetrators who abuse children.

This Memorandum of Understanding (MOU), signed to be effective as of September 1, 2026, is by and between SungateKids (SGK), a Colorado not-for-profit organization, and the undersigned individuals, agencies, and jurisdictions operating in Colorado's 18th Judicial District. The parties agree as follows:

General Provisions

1. It is expressly understood that each MDT member shall work within its departmental and organizational mandate and policies. Nothing contained herein supersedes any federal law, the Colorado Revised Statutes, the Colorado Rules of Criminal Procedure, or rules and regulations governing each MDT member.
2. All MDT members agree to provide and/or utilize specially trained professionals with appropriate skills to handle cases of child sexual and physical abuse and neglect.
3. All MDT members shall notify involved parties of any relevant media involvement.
4. MDT members will implement and train employees to whom this MOU is relevant on accepted Protocols and Procedures relating to child abuse investigations approved by the MDT.
5. The MDT shall work together to identify strategies to raise public awareness regarding prevention, identification, investigation, intervention and treatment of child abuse.
6. Employees or any representatives of MDT members shall not represent themselves as employees or agents of each other. Nothing in this Agreement is intended nor shall be construed to create an employer/employee relationship, a joint venture relationship, or to allow the parties to exercise control over one another or to dictate the manner in which their employees or agents perform the services which are the subject of this Agreement.
7. An MDT member shall not be responsible for the negligence or wrongful acts/omissions of another members, its officers, trustees, directors and employees.
8. Each MDT member shall ensure that its insurance follows its employees, even if services provided by the employees are performed at SGK. SungateKids will maintain insurance coverage that includes, at minimum, coverage for worker's compensation, employer, general, professional liability, errors and omissions, and criminal liability including child abuse and molestation. SungateKids shall maintain insurance as will protect it from claims which may arise out of or result from operations under the MOU.
9. MDT members providing services at SGK, including forensic interviews, mental health services, victim advocacy, or forensic exams, shall not bill for services through or to SGK.
10. This MOU and the MOU Guidelines (Attachment A) are intended to serve as guidelines only and shall not establish any contractual term or legal obligation on any party who

executes this MOU. Nothing in the MOU or the MOU Guidelines shall be construed to waive, limit, or otherwise modify any governmental immunity that may be available by law to any governmental entity who has executed this MOU, their officials, employees, contractors, or agents, or any other person acting on behalf of such governmental entity or entities and, in particular governmental immunity afforded or available pursuant to the Colorado Governmental Immunity Act, Title 24, Article 10, Part 1 of the Colorado Revised Statutes. Nothing in the MOU and the MOU Guidelines shall create or establish any third-party beneficiary or any rights by third parties against any parties executing this MOU. Nothing in this MOU shall be construed to require any governmental entity that has executed this MOU to disclose any confidential record or fail to disclose any public record as may be required pursuant to applicable law.

Special Provisions

SungateKids Child Advocacy Center:

1. SGK shall provide working space for visiting members of the MDT.
2. SGK will arrange for funding for service provision by SGK staff.
3. SGK shall provide family advocacy services for all referred families. Services are provided in collaboration and coordination with other agencies on this MOU to ensure non-duplication as well as continuity of services
4. SGK shall provide referral for medical exams, consultation and education for all referred families as needed and accepted by the patient.
5. In conjunction with the MDT, SGK may provide mental health assessment, education and referral for all referred families as necessary.
6. SGK may be available to provide ongoing mental health treatment onsite.
7. SGK will ensure non-duplication of services.
8. SGK will ensure that children and families referred to SGK are provided resources and services.
9. SGK will provide a trained MDT coordinator/facilitator to ensure team members are oriented to the CAC process, cases are reviewed, and information is shared in a timely manner.
10. SGK will remain ADA compliant and wheelchair accessible. SGK will ensure a child safe environment by securing all potential physical and environmental dangers to children.

11. SGK shall comply with all applicable laws and regulations pertaining to data privacy and confidentiality of information, including but not limited to §26-1-114, C.R.S.; §24-1.9-102.3(2)(e), C.R.S.; and 12 C.C.R. 2509-7.605.

Law Enforcement Participating Agencies:

1. Agencies will follow the approved Guidelines (Attachment A) and other accepted policies and procedures when utilizing SGK.
2. Agencies may refer to SGK to interview additional witnesses as necessary and appropriate.
3. Agencies will not knowingly or intentionally bring a suspected offender to SGK or reveal the location of SGK.
4. Agencies will exercise final authority regarding all criminal investigative processes within their jurisdictions.

Arapahoe County Department of Human Services (ACDHS):

1. ACDHS is responsible for children residing in Arapahoe County and for children served through SGK (specifically intra-familial cases or abuse/neglect reported in childcare facilities and out-of-home care settings) who meet child welfare acceptance criteria.
2. ACDHS will conduct assessments in cases that meet child welfare acceptance criteria, assess level of risk and coordinate treatment services for the children and their families.
3. ACDHS will follow the approved Guidelines (Attachment A) and other accepted procedures when utilizing SGK.
4. ACDHS will not knowingly or intentionally bring a suspected offender to SGK or reveal the location of SGK.
5. ACDHS will exercise final authority regarding Child Protection in accordance with Volume VII, Colorado Department of Human Services rules (12 CCR 2509-3) and Title 19 of Colorado Revised Statutes.
6. ACDHS will work with the DA's Office and MDT to coordinate cases when there is a related dependency and neglect action to assure that the best interests of the child are considered.
7. ACDHS is responsible for case management when the case is accepted by ACDHS for ongoing services.

District Attorney's Office for the 18th Judicial District:

1. The DA's office will be notified by SGK staff prior to a forensic interview. A representative from the DA's office may observe an interview to provide insight into appropriate topics that need to be covered and to provide support to the team.
2. The DA's office will assess the legal aspects of any criminal case in accordance with its prosecutorial role.
3. The DA's office may provide Victim Assistance referrals and services in all appropriate cases.
4. The DA's Office will assist with maintaining protocols, with input from MDT, for all phases of evidence preservation and duplication for audio and video interviews conducted at SGK.

5. The DA's office will work with the County Attorney's Office and MDT to coordinate cases when there is a related dependency and neglect action to assure that the best interests of the child are considered.

Effective Date, Modification, and Termination Provisions

1. This Memorandum of Understanding shall be effective for SGK and for each member upon signature by SGK and that MDT member and shall remain in effect for a period of three years from the date of the first signature. This agreement shall be considered to remain in effect unless termination provisions are initiated.
2. This Memorandum of Understanding shall only be modified with the written consent of all signatories.
3. Any MDT member seeking to withdraw from the Memorandum of Understanding must give thirty (30) days written notice to all other MDT members.
4. As additional agencies and entities become parties to the Memorandum of Understanding, they must agree to follow the guidelines and provisions outlined in this document by executing a supplemental signature page to this Memorandum of Understanding.

Attachment A
Memorandum of Understanding
GUIDELINES FOR BEST PRACTICE

Each agency will work within its policies and procedures. Nothing contained herein supersedes the statutes, rules and regulations governing each agency which can be found within the Colorado Revised Statutes (CRS), as amended.

Staff participating in the SungateKids Child Advocacy Center (CAC) process will maintain confidentiality of all records and information regarding cases as determined by state and federal law and their agency policies, including all HIPAA regulations.

Colorado statutory definitions of abuse and neglect can be found within Titles 18 and 19 of the Colorado Revised Statutes (CRS) and are incorporated by reference.

SungateKids will serve children who have been sexually abused or who are victims of severe physical abuse and/or neglect. Children interviewed will generally be over two years of age and under eighteen years of age. Those interviewed may also include adults over the age of 18 who have intellectual and/or developmental disabilities, and the vulnerable adult population. Individuals referred to SungateKids will be a possible victim or witness to possible abuse or criminal events under investigation by either DHS (Department of Human Services, Child Protective Services) or by law enforcement, or by both agencies in a joint investigation. SungateKids may also provide precautionary interviews when there is an unknown perpetrator or reasonable suspicion of abuse. Services will generally be provided to individuals residing within or victimized within the 18th Judicial District. SungateKids' services may also be provided to other possible victims from other judicial districts in Colorado on a case-by-case basis.

SungateKids Child Advocacy Center/MDT
Multidisciplinary Team

SungateKids and Arapahoe County promote a multi-disciplinary approach to the treatment, investigation, and prosecution of child abuse cases. Our team members include the following agencies in the criminal justice and child protection systems:

- Arapahoe County Department of Human Services
- Arapahoe County Attorney's Office
- Arapahoe County Sheriff's Office
- Arapahoe Community College
- Aurora Fire Department
- Aurora Police Department
- Aurora Public Schools
- Cherry Creek School District

- Cherry Hills Village Police Department
- Children's Hospital of Colorado
- District Attorney's Office for the 18th Judicial District
- Englewood Police Department
- Glendale Police Department
- Greenwood Village Police Department
- Littleton Police Department
- Littleton Public Schools
- Sheridan Police Department
- SungateKids Child Advocacy Center

All members of the MDT including appropriate SGK staff, as defined by the needs of the case, are routinely involved in investigation and/or MDT interventions, such as interviews, exams, referrals to therapy, and advocacy.

The MDT works collaboratively, with a report to either law enforcement or the Department of Human Services as the triggering event. Per §24-31-908 C.R.S., law enforcement agencies in the 18th Judicial District must notify SungateKids of ALL child abuse and child sexual assaults to the advocacy center in that jurisdiction within one week of taking the report. SungateKids will provide all law enforcement agencies with the reporting form.

The collaborative work outlined in this MOU includes first response, pre- and post-interview debriefings, forensic interviews, medical exams, consultations, advocacy, evaluation, treatment, case reviews, and prosecution. Each agency engaged in this MOU must operate under its own guidelines and mandates. SGK is a separate and independent nonprofit organization and is **NOT** a government agency or an arm or agent of any investigative agency.

MDT members are actively involved in attending case reviews, advisory meetings, and follow an agreed-upon process for collaborative intervention across the continuum of the case. This document specifies the need for a joint investigation from point of report through the completion of the investigation. This document identifies how best to use SGK as the local Child Advocacy Center.

SGK and the MDT members ensure the timely exchange of relevant information among MDT members consistent with legal, ethical and professional standards of practice. SGK staff and the MDT members agree to follow their own agency policies regarding state confidentiality laws. At each case review, all MDT members in attendance sign a confidentiality statement.

More frequent case review may be requested at any time if the case needs more immediate decision making, minimizing duplicative efforts, and maximizing the opportunity for children and families to receive the services they need.

At least annually, SGK sends out an electronic agency survey to all MDT members to receive feedback in a more formal manner.

SGK and the MDT participate in ongoing and relevant training and educational opportunities, including cross-discipline, MDT, peer review and skills-based learning.

SGK employs a position to fill the role of MDT Coordinator. This position facilitates the day-to-day information sharing and activities of the MDT. The coordinator completes initial and ongoing training on topics specific to the function of an MDT.

SungateKids Child Advocacy Center/MDT Investigative Protocol

The primary responsibility of law enforcement agencies is to conduct timely and thorough investigations of alleged criminal offenses, collect and preserve evidence, and ensure accountability through enforcing applicable laws. The primary responsibility of Department of Human Services – Child Protective Services (CPS) is to ensure the safety and well-being of children by assessing reports of abuse or neglect and implementing appropriate protective interventions to ensure child safety. CPS focuses on protecting kids while trying to preserve and strengthen families whenever it is safe to do so. In child abuse cases, both law enforcement and CPS are also responsible for collaborating with the CAC MDT to ensure a comprehensive and child-focused response.

SungateKids and the MDT coordinate information gathering to avoid duplication. This is done by communicating before and after the forensic interview, sharing of written and recorded information, participating in the regular case reviews, having team members share written summaries and histories, and avoiding duplicative interviews. All medical and mental health information is shared with the MDT investigation in a timely manner.

A. Law Enforcement Agencies

Law Enforcement General Role

- Per §24-31-908 C.R.S., law enforcement agencies in the 18th Judicial District must notify SungateKids of ALL child abuse and child sexual assaults to the advocacy center in that jurisdiction within one week of taking the report. SungateKids will provide all law enforcement agencies with the reporting form.
- In cases of intra-familial child abuse, all law enforcement agencies should notify the appropriate county DHS/CPS department immediately. A copy of the law enforcement agency's report should be shared with DHS in all cases.
- Provides DHS with a prior criminal history of the alleged suspect, the family or the victim upon request and within CCIC/NCIC and departmental policies and procedures.
- Law enforcement maintains communication with caseworkers and county attorneys regarding coordination of efforts, to meet the needs of pending dependency and neglect action as well as criminal investigations.

- Notifies the DA's office immediately on all child death cases in which death may be the result of suspected non-accidental trauma or severe neglect.
- Notifies medical facilities when transporting an alleged child abuse victim to their facility to collect evidence, protect the welfare of the victim, and to expedite the investigation.
- When the investigation involves a suspected perpetrator who was acting in their official capacity as an employee of a school district, law enforcement agencies should, pursuant to §19-3-308 C.R.S., notify the superintendent of the school district who should consider such report to be confidential information; except to notify the Department of Education of such investigation. Law enforcement should assume the primary responsibility of the coordination and investigation in these cases. Law enforcement should prioritize these cases and respond and investigate appropriately

Law Enforcement Initial Response:

- Upon receiving a report of alleged child abuse, the law enforcement agency should dispatch a sworn law enforcement officer to make an initial assessment of the facts of the alleged case. Such officers should be properly trained in basic response to child abuse investigations. The "first responder" should conduct an initial investigation in accordance with that officer's agency policies and procedures.
- The first priority upon arrival at the location should be the protection of the child. When child abuse is alleged, the law enforcement officer must **follow their specific agencies policies and procedures**. It is recommended that the officer observe the child and attempt to obtain from a witness, parent or guardian or the reporting part any information necessary in assessing the facts of the case.
- If the law enforcement officer cannot obtain the minimum necessary information to assess the case from third parties, they should consider the following prior to interviewing a child:
 - a) Any cultural or language considerations
 - b) Development, cognitive or communication consideration.
 - c) The emotional stability and physical needs of the child
 - d) Medications the child is currently taking, prescription or otherwise
 - e) Whether the child has any emotional or physical special needs
 - f) The possibility of retaliation by a parent against a child who as "told"
 - g) The number of times the child has previously been interviewed, the content of the interview(s), and who conducted the prior interview(s).
 - h) Ensure the child is safe
 - i) Whether the child will also be interviewed at SungateKids by a trained Forensic Interviewer
 - j) Urgent medical needs.
 - k) Whether siblings or other children are involved.

- To minimize trauma and preserve the integrity of the child's statements, responding professionals should obtain only the minimal facts necessary to ensure safety and initiate the investigation.
- Detailed questioning regarding child abuse allegations should be deferred to SungateKids Forensic Interviewers.
- If a child makes a disclosure, first responders should let the child know that they will likely talk to another professional at SungateKids who specializes in talking to children about abuse.
- First responders should inform caregivers that their child will likely be interviewed at SungateKids and explain that it is a child-friendly facility staffed with professional interviewers and advocates whose job it is to talk to children about abuse and provide services to the victim and family. Parents should be informed that an MDT coordinator from SungateKids will reach out to them to schedule the appointment and they can access SungateKids' website for more information at: www.sungatekids.org
- First responders should ask caregivers not to question the child any further on the allegations and to not promise the child any kind of treat or reward for disclosure. If the child begins to talk about the disclosures voluntarily, or asks questions, caregivers should support the child and also encourage them to talk to the interviewer at SungateKids.
- Per §24-31-908 C.R.S., law enforcement must adhere to the notification requirements set forth in statute.

Law Enforcement Investigator Role

- Serious abuse cases should be referred to the appropriate law enforcement investigations section by the first responding officer and/or DHS-CPS social worker for in-depth investigation
- The case investigator/detective should ensure that DHS-CPS received an initial notification or report of the allegation and coordinate a MDT investigation on intra-familial cases.
- The Investigator shall maintain communication with agencies involved in the MDT investigation
- The Investigator shall participate in interviews and investigation, and shall be present to observe the forensic interview
- The Investigator shall participate in case review
- The Investigator shall share outcomes of investigations (warrant, arrest, charges, etc.)

B. Department of Human Services (DHS)- Child Protection Services (CPS)

CPS Caseworker Role

- Investigates all reports of alleged child abuse mandated by Colorado Law

- Notify law enforcement in the appropriate jurisdiction when abuse is potentially criminal in hotline referral
- The Caseworker shall participate in interviews and investigation, and shall be present to observe the forensic interview
- The Caseworker shall conduct safety assessments and create a plan to address any safety issues. Caseworker and supervisor determine if child can safely return home, or should be taken into protective custody, in consultation with law enforcement.
- The Caseworker shall participate in case review.

CPS Supervisor Role

- Supports CPS caseworker in DHS decisions
- Attends all case reviews
- Fills in for caseworker when absent

County Attorney Role

- Provides consultation to DHS-CPS regarding referrals
- Represents DHS in all court hearings
- Participates initial consultations and case reviews, as needed

C. District Attorney's Office

- Determines appropriate criminal charges
- Participates in case reviews, if possible or when necessary
- Responds to legal issues presented for the criminal prosecution by the CAC-SungateKids, law enforcement, DHS or others involved in the investigation or a subsequent prosecution
- Is responsible for the prosecution of the criminal case involving an alleged perpetrator and crime related to abuse
- Shall provide written information about the court process and community resources available including Crime Victim Compensation to the victim and his/her family.
- Shall attempt to keep the victim or appropriate caregiver informed of the status of the case
- Shall assist the victim in any court hearing in which the victim will have to testify by educating the victim on courtroom procedures
- Shall assign a Victim Advocate to the case, to be present with the victim throughout any proceedings in which the child must participate.
- Shall notify the victim when a sentencing hearing is set, and whenever possible, get input from the victim and/or victim's family.
- The DA's office consults on all cases of child abuse, as needed.

D. Forensic Interviewer

- Participate in MDT case staffing before the forensic interview to gather relevant case information and coordinate investigative efforts.
- Is responsible for conducting forensic interviews in a manner that is developmentally sensitive, legally sound, and non-leading.
- SungateKids interviewers receive the following training, prior to conducting interviews at SungateKids:
 1. Documented, satisfactory completion of 40 hours of national or state recognized forensic interview training that includes child development.
 2. At least 40 hours of on-the-job training and observation of interviews.
 3. All interviewers are reviewed at least annually, or more if necessary; interviewers who have been with the agency for under one year are reviewed after 6 months and again after one year, annually thereafter.
 4. Ongoing professional development. Interviewers complete a minimum of 8 hours of continuing forensic interview education annually.
 5. Participation in peer review. Interviewers participate in regular peer review to promote skills development, maintain interview quality, and ensure adherence to approved forensic interviewing protocols.
- The Forensic Interviewer shall provide Forensic Interviews utilizing an approved, evidence-based forensic interview protocol.
 1. **Rapport Building and Ground Rules Phase:** Establishes rapport and a developmentally appropriate communication environment. Introduces interview participants and explains the interview process. Reviews ground rules and assess the child's developmental, cognitive, and communication abilities.
 2. **Substantive Phase:** Elicits a free narrative account from the child. Explores allegations and relevant events through clarification and follow up. Tests alternative hypotheses when appropriate and consistent with the forensic interview protocol.
 3. **Closure Phase:** Transitions the child from substantive topics to neutral conversation. Addresses immediate socio-emotional needs and supports the child's emotional well-being. Concludes the interview in a supportive, child-focused manner.
- The Forensic Interviewer shall provide fair and honest testimony, upon issuance of a proper subpoena, regardless of employment status with SungateKids. If previously employed, irrespective of reason for separation, SungateKids will compensate for such testimony based on the interviewer's rate of pay at the time of separation, on a pro rata basis.
- The Forensic Interviewer shall testify as an expert witness upon request in any court proceedings.
- The Forensic Interviewer shall participate in case review.

E. Victim Advocate/Family Support Coordinator

- Provides crisis intervention, emotional support, information, and advocacy services to the child and non-offending caregivers throughout the MDT response process.
- Assists families in understanding forensic interviews, medical evaluations, investigative processes, and court proceedings.
- Supports families in identifying and addressing immediate and long-term safety concerns.
- Assists families in accessing services in their preferred language and advocates for culturally responsive services to meet the needs of the children and families.
- Provides support and information to child victims and non-offending family members including Colorado Crime Victim Rights and Crime Victim Compensation programs as well as criminal and civil court proceedings.
- Completes basic needs and trauma assessments to support the victim and family.
- Assists in facilitating referrals for mental health and medical treatment, legal and educational advocacy, and protection orders, as needed.
- Provides ongoing support to the victim and family throughout the duration of the case.
- Coordinates between SungateKids, law enforcement, and district attorney advocates to ensure care and reduce duplication of services.
- Provides court accompaniment, as needed.
- Participates in case review.

F. Medical Treatment Providers

Public Health Facility or Pediatrician's Role

- Interprets medical terminology used in medical reports and provides consultation to the MDT investigating the abuse.
- Collects and shares medical resources, information, articles and texts.
- If possible, observe the forensic interview, as may be necessary for their medical consultation.
- Participate in case review.

Sexual Assault Nurse Examiner (SANE) Role

- Cares for the medical needs of the patient
- Conducts forensic exams upon request of law enforcement/CPS
- Refers patient/family to relevant community resources
- Testifies as an expert witness upon request in any court proceedings
- Participates in case review.

G. Mental Health Treatment Providers

- Facilitates crisis intervention services for the child victim and non-offending family members.

- Assesses the ongoing mental health needs of the child victim and non-offending family members and helps to provide linkages to these services.
- Assists with preparing a child for a forensic interview and potential abuse disclosure.
- Provides therapeutic crisis intervention, as needed.
- Available to meet with MDT to debrief critical incidents.
- Participates in pre-interview conferences, as needed.
- Participates in case review.
- Advises all MDT members including law enforcement, DHS, the Guardian ad Litem (GAL), the DA's Office, etc. of any significant changes in the condition of the child or family. Such changes may include but are not limited to:
 - a) Any changes in the child's factual allegations
 - b) Changes in the child's mental condition
 - c) Changes in the family's attitude toward or participation in treatment of the child
- Notifies DHS, GAL, and if necessary the foster parents or other caregiver, of any staffing initiated by the mental health provider
- Obtains releases at the beginning of the treatment/and or evaluation from the child and family that allow the sharing of information between appropriate agencies and individuals.
- If CPS has legal custody of the child, no release is necessary to share information regarding the child to DHS or GAL.
- Reports any new allegations of abuse and/or neglect to involved agencies.
 - a) If the allegations involve intra-familial abuse and/or neglect, such allegations should be reported to DHS.
 - b) Allegations of third-party abuse and or neglect by a perpetrator over the age of ten years should be reported directly to law enforcement for investigation.
- All clients needing specialized mental health treatment shall be provided with such, irrespective of ability to pay.

H. School Districts

- School districts should report any new abuse and/or neglect to a child, as required by law, to law enforcement and DHS. Any concerns a teacher may have about a child who has been reported previously to DHS on an abuse issue should also be reported.
- Notifies DHS and the GAL of any special education staffing or pertinent meetings regarding a child who is currently under the custody of DHS. Such notification must take place in a timely manner.
- Participates in case review.

SungateKids Child Advocacy Center/MDT Investigative Procedures

Each MDT agency has established guidelines for circumstances when agency representatives are to utilize SungateKids' Forensic Interview Program services. Recommended circumstances include:

- Multi-agency investigations involving law enforcement, child protection, medical, prosecution, or other MDT partners.
- Investigations involving multiple child victims, witnesses, or alleged offenders.
- Children of all ages may benefit from services provided through a Child Advocacy Center. Referrals should be considered whenever a coordinated MDT response would benefit the child, family and investigation.
- Allegations of physical abuse, sexual abuse, neglect, human trafficking, internet-facilitated exploitation, exposure to violence, or other concerns requiring a coordinated MDT response.
- Allegations involving household members, family members, caregivers, authority figures or third-party suspects.
- Allegations arising during custody disputes when abuse concerns require objective assessment.
- Any investigation in which a forensic interview may assist MDT partners in obtaining information in a developmentally appropriate, legally sound, and child-centered manner.

The purpose of the forensic interview is to obtain a statement from a child, in a developmentally and culturally sensitive, legally sound and non-leading manner that will support accurate and fair decision making by involving MDT in criminal justice and child protection systems. The forensic interview is designed to support accurate fact-finding while minimizing trauma and reducing the need for multiple interviews. Information obtained through the forensic interview assists MDT partners in making informed decisions regarding child safety, protection, investigation, prosecutions, treatment, and other supportive services.

SungateKids provides a child-focused trauma-informed, and developmentally appropriate environment designed to promote comfort, safety and effective communication. Forensic interviews conducted in a Child Advocacy Center setting allow MDT partners to coordinate investigative efforts, reduce duplication of services, minimize repeated questioning of children, and improve access to supportive resources for children and families.

A. SungateKids Forensic Interview Scheduling Process:

1. The decision of whether a case requires a forensic interview to be held at SungateKids will be determined as follows:
 - All efforts should be made to avoid multiple interviews of a child, involving the same reported allegation(s).

- If the referral is vague and needs clarification, a minimal facts interview is recommended. After completing minimal facts, if a more in-depth interview is needed, it should be conducted as soon as possible after the report of allegation(s).
 - The in-depth interview (forensic) should be conducted in a child-friendly setting such as SungateKids.
2. MDT partners may make a referral for a Forensic Interview by emailing an Intake Form to Sungate@Sungatekids.org or calling 303-368-1065. **For emergency after-hours cases, please call SungateKids and follow the prompts to leave a message in the emergency mailbox. Upon receipt of the voicemail, the system automatically generates an email notification with the voicemail recording to designated SungateKids staff, Staff will make every effort to respond immediately; however, please allow up to 15 minutes for a response. To support timely notification, the system automatically issues follow-up email alerts approximately 3 minutes and 5 minutes after the initial voicemail is received.** Intake Forms are distributed when onboarding new MDT members. These forms are used in tracking cases, providing statistics, and for information regarding SungateKids' utilization. Access to information for anyone other than the agency personnel assigned to the case is granted only with a proper release or pursuant to the issuance of a subpoena.
 3. MDT Coordinator reviews the intake form and creates a group email including the investigating MDT members (LE/DA/DHS) to coordinate schedules. MDT Coordinator is responsible for ensuring all parties are available and present at the interview to reduce the number of times a child is interviewed, to reduce duplication of services, and to support the joint investigation efforts. If the investigation is a joint one, with investigating agencies outside our MDT, SungateKids will **NOT** include the other parties in coordination or notification of the appointment *unless specifically asked to do so*.
 4. MDT Coordinator will contact non-offending caregivers listed on the intake form to schedule the appointment. MDT Coordinator will support the non-offending caregiver in choosing a date and time for the interview, answer any questions about the FI and investigative process, and provide the non-offending caregiver with resources to help prepare the alleged victim for an in-depth interview. MDT Coordinator will send separate confirmation emails, one to the MDT and one to the non-offending caregiver to confirm appointment details. If the non-offending caregiver speaks a language other than English or Spanish, the MDT Coordinator will assign the responsibility of coordinating the appointment with the family to law enforcement or DHS.
 5. MDT Coordinator will arrange transportation and interpretation services as needed.
 - CPS and law enforcement will first be asked to provide transportation through VA Services and case worker accompaniment. If unavailable, SungateKids will provide a rideshare service for the non-offending caregiver and alleged victim at no cost.

- SungateKids will coordinate an interpreter for all Forensic Interviews and sessions with Family Support Coordinators at no cost. MDT partners are responsible for coordinating interpreters for any meeting or contact outside of the Forensic Interview, including any post-interview meetings on site at SungateKids.
 - a) To the extent possible, all interpreters shall be court-certified
 - b) SungateKids will also provide interpreters for those with hearing disabilities, or for any other kind of impairment or disability necessary.
 - c) Agency personnel are strongly encouraged to give SungateKids as much notice as possible to provide sufficient time to engage appropriate resources.
- 6. Non-offending caregivers will receive an appointment confirmation message on their mobile device one business day prior to their forensic interview appointment.
- 7. Any cancellations, no-shows, or rescheduling will follow the process of steps 3-6 outlined above.
- 8. If the alleged perpetrator is another child who may need to be assessed for victimization, the MDT will be asked to schedule that interview separately from the interview of the alleged victim, and separately from the interview of any other child to the extent possible.
- 9. Any request to re-interview a child, or to bring the child back for a continuation of the first interview, must be reviewed by the MDT prior to any second interview. All team members must be in agreement that it is in the best interest of the child to have an additional interview(s).

B. SungateKids Forensic Interview Appointment:

1. The presence of all agency personnel involved in the investigation – including law enforcement detectives/investigators and intake and permanency caseworkers - will be **REQUIRED** before a Forensic Interview can begin, unless any party waives their presence **and** permission is granted by the Director of the Investigative Interview Program of SungateKids *prior* to the interview.
2. Agency personnel are asked to arrive at least 15 minutes prior to the scheduled time of the interview and wait in the observation room to participate in the MDT debriefing pre-interview. They are also asked to remain after the interview to participate in a post-interview debrief. Investigating personnel may also meet with non-offending caregiver(s) post-interview at their discretion.
3. It is the policy of SungateKids that no one other than the detective and/or caseworker(s) assigned to the case, and a Deputy District Attorney (assigned at the discretion of the DA's office) should be allowed to observe the interview from the observation room. In addition, the SungateKids Forensic Interviewer should be the only person in the interview room with the child while the interview is taking place (except interpreters).

4. Although welcome at SungateKids to provide support, ministers, relatives, siblings, boyfriends or girlfriends, Court Appointed Special Advocates, defense attorneys, and all others who are not involved in the investigation agency in the case will *not* be allowed to view the interview while in progress. All interactions between the child, caregivers, and any others who accompany them to the interview will be observed by a SungateKids Family Support Coordinator.
5. SungateKids has available materials necessary for complete and thorough interviews including anatomically correct dolls, drawing materials, anatomical drawings, or other materials. SungateKids will also work with the team to introduce external information/evidence into the interview (i.e. cell phone texts) as necessary and appropriate for the interview. Decisions regarding whether to introduce external information/evidence into the interview shall be made on a case-by-case basis after team consultation.
6. Agency personnel are asked to provide *minimal information only* to SungateKids prior to the interview to avoid the Forensic Interviewer developing any preconceived notions about the conclusion of the interview, and to maintain neutrality. During the course of the interview, detectives and caseworkers will have the opportunity to share more information about the case with the interviewer so that the interviewer can seek more detailed information from the child.
7. Prior to the interview, families will be notified that any information obtained during the interview - from the child and/or the family – will be shared with the investigating agencies. Families will be asked to sign a “Notification of Exchange of Interagency Information” agreement.
8. Investigative interview rooms are equipped with audio-video recording equipment. In deciding whether to utilize the equipment, agency representatives rely on their agencies’ policies and procedures and on Section 19-3-308.5, C.R.S., as amended. However, it is SungateKids’ policy to record all interviews unless otherwise instructed by a team member.
9. It is the policy of SungateKids Child Advocacy Center that law enforcement body-worn cameras (BWCs) shall not be used to record forensic interviews of children within the CAC facility or during any CAC-coordinated forensic interview.
10. Recording interviews can potentially limit the number of times a child must be interviewed, as well as the number of people who are present during the interview. Recorded interviews are valuable assessment tools that assist in the search for the truth.
 - a) The following information should be included on the recording prior to the start of the interview:
 - Name and Agency

- Date/Time/Place/Address
 - Child's Name/Child's Age
- b) All recordings made at SungateKids are the property of the agency or agencies requesting the interview. SungateKids will only keep a copy of the interview for 14 days before it will automatically be erased. It is the responsibility of the investigating agency to review their interview before the two-week period to ensure evidence is preserved.
- c) **SungateKids, all law enforcement and child protection agencies, and the District Attorney's Office agree within the bounds allowed by law to maintain the confidentiality of all records and information gathered on all child abuse cases.**
11. At the completion of the interview, the SungateKids Forensic Interviewer and Family Support Coordinator are available to meet with the investigating MDT to brainstorm about next steps in the case. Additionally, the Detective may talk with the family about any law enforcement concerns or issues; case workers will talk with the family about any child protection or case management concerns. These meetings are held in our post-meeting rooms, in each Forensic Interview suite.
12. Detectives may use SungateKids to complete pretext phone calls. However, such calls are to be completed solely by law enforcement. All agencies should share information obtained pertinent to the ongoing investigation of dependency and neglect, criminal investigation and the victim's treatment needs.

SungateKids Child Advocacy Center/MDT Family Support and Advocacy

Providing forensic interviewing services is only the first step at the CAC. For SungateKids, the process of responding to a child and his/her family during the investigation of child abuse is as important as the environment in which the interview takes place. SungateKids provides immediate crisis support for families, parent resource information about the legal and child welfare system, and community resources information through its Family Support Coordinator (FSC) Program. All children brought to SungateKids for an interview are assigned to an FSC.

SungateKids' Family Support Coordinators are available to answer questions parents may have about the system of investigation and prosecution, what types of behaviors they may expect of their child, as well as providing referrals to resources available within the community. FSC's can assist with referrals including domestic violence, parent education groups, therapists, etc.

In addition to on-site support and information, every parent who visits SungateKids during a child abuse/assault investigation receives a parent packet to take home. The parent packet includes information about the following:

- System of investigation and prosecution of child abuse/assault

- Agency roles
- Crime Victim Rights
- Information about Crime Victim Compensation Fund and application
- Dynamics of child abuse
- Abuse prevention
- Community referrals
- Contact information for law enforcement investigator/detective and caseworker

Within the first 30 days after the child's first visit, the FSC makes telephone and/or email contact with the family. The goal of follow-up contact is to ensure that families are receiving the information and support they need, make additional referrals, to answer any questions caregivers may have, and to briefly evaluate the response of SungateKids' staff and the comfort level of the facility. The FSC will continue to follow up with the family depending on their level of need, for as long as the family's needs dictate. This follow-up includes providing court education, support and accompaniment, as requested. It also includes assistance in providing referrals for additional resources including but not limited to basic needs, legal assistance, medical assistance, food assistance, and transportation assistance.

Sungate Kids' FSC will work with Victim Advocates/Victim Assistants from law enforcement agencies and the District Attorney's Office to ensure a smooth transition from SungateKids to those agencies. Through coordination of services, advocates will work together to meet the needs of the child and family and work to ensure services are not duplicated.

SungateKids Child Advocacy Center/MDT Medical Exams

Specialized medical treatment is defined as a sexual assault exam or an assessment for child abuse/neglect requiring specialized training. SungateKids child abuse clients are routinely referred for medical evaluations using photographic documentation and standards of care by Sexual Assault Nurse Examiners (SANE) and are coordinated with the MDT response. All people receiving a Forensic Interview with concerns for abuse will be assessed to determine the need for a forensic medical evaluation. The MDT will discuss the need for medical evaluation immediately following a forensic interview. Medical services provided will be reviewed with the team at any follow-up case review meetings.

In all such cases, clients are referred to the Kempe Child Protection Team of The Children's Hospital in Aurora, Colorado. All clients needing specialized exams shall be provided with such, irrespective of ability to pay. If a client does not have private medical insurance, the staff of the Kempe Child Protection Team and/or the staff at SungateKids shall be available to assist with seeking reimbursement from Crime Victim's Compensation or other sources as necessary. In cases of clients needing special assistance – such as translation services – to make an appointment, SungateKids Family Support Coordinators shall be available to assist and ensure that an appointment is made.

The purpose of medical evaluation includes but are not limited to the following:

- a) To help ensure the health, safety, and well-being of a child
- b) To diagnose, document and address medical conditions resulting from abuse
- c) To differentiate medical findings that are indicative of abuse from those which may be explained by other medical conditions
- d) To diagnose, document and address medical conditions unrelated to abuse
- e) To assess the child for any developmental, emotional or behavioral problems needing further evaluation and treatment and make referrals as necessary
- f) To reassure and educate the family

Medical Considerations for MDT:

1. Any potential serious injury to a child less than three years of age should be referred to a health care professional. The only exception is when injury is minor.
2. Any injury to the head or face of any child should be referred to a health care professional, especially where force is involved.
3. Any burn should be checked by a health care professional because the possibility of infection and scarring is higher without medical care
4. Any injuries that are not minor in nature and may result in health problems or complications should be referred to a health care professional.
5. In cases involving allegations of sexual abuse, the victim should be referred to the Kempe Child Protection Team of The Children's Hospital, Aurora, Colorado. Consideration should be given to the time frame and if abuse has occurred within the last 72 hours. The Children's Hospital, SANE Nurse or medical professional can give recommendations to team agency representatives when in doubt as to Emergency exam or clinical exam needs.
6. If a child appears ill (i.e. running a fever, open wounds, lice, etc.) or complains of any pain or tenderness, they should be referred to a health care professional for medical evaluation.
7. If a child does not appear to be on track physically, emotionally, or developmentally the child should be referred for medical evaluation.
8. If there is any history of significant use of force on the child, especially in the head, chest, and/or abdominal areas, a medical exam is necessary to evaluate for internal injuries.
9. If a child expresses any suicidal ideation, an immediate referral should be made to The Children's Hospital.

10. Any questions about the need for a medical exam can be answered by the Emergency Department at The Children's Hospital or other competent health care professionals immediately. A referral should be made if no contact could be made for consult.
11. Once a referral for medical evaluation has been made, all investigating MDT members shall be informed by the referring agency to avoid duplication of medical services or trauma to the child by having to repeat medical history unnecessarily.

SungateKids Child Advocacy Center/ MDT Mental Health Services

In all cases, the Family Support Coordinator will conduct a brief mental health needs assessment with the child and family. This assessment will be used for screening purposes for both eligibility for SungateKids' Therapeutic Support Program and for referrals for mental health services in the community. In cases in which the Family Support Coordinator and/or the MDT deem it appropriate, referrals shall be given to the child and/or the non-offending caregiver for mental health support and services that are specialized and trauma-focused, and designed to meet the needs of the children and non-offending caregiver/family member.

SungateKids' Therapeutic Support Program offers evidence-based mental health treatment on-site and free of charge. Family Support Coordinators assess every child that completes a Forensic Interview for traumatic stress and suicidality. If risk for suicide, therapist and FSC are trained to evaluate severity of symptoms and need for emergency mental health evaluation using the Columbia Suicide Severity Rating Scale (C-SSRS). SungateKids staff are responsible for calling for emergency evaluation, as needed.

In order to make a referral to a provider, such providers must have a signed Linkage Agreement with SungateKids. Pursuant to the Linkage Agreement, a provider must meet at least one of the following Training Standards:

- Master's degree in a related mental health field
- Student intern in an accredited graduate program
- Licensed/certified or supervised by a licensed mental health professional
- Training plan for 40 contact hours of specialized, trauma-focused mental health training, clinical consultation, clinical supervision, peer supervision, and/or mentoring within the first 6 months of association (or demonstrated relevant experience prior to association)

Also pursuant to the Linkage Agreement, providers must confirm that specialized trauma-focused mental health services for the child include:

- Crisis intervention services
- Trauma-specific assessment including full trauma history
- Use of standardized measures (assessment tools) initially and periodically
- Family/caregiver engagement
- Individualized treatment plan that is periodically re-assessed

- Individualized evidence-based treatment appropriate for the children and family
- Referrals to other community services as needed
- Clinical supervision

Providers must also supply information regarding types of payment accepted, particularly Crime Victim Compensation funds. All clients needing specialized mental health treatment shall be provided with such, irrespective of ability to pay. If a client does not have private medical insurance, the staff at SungateKids shall be available to assist with seeking reimbursement from Crime Victim's Compensation or other sources as necessary.

In order to make appropriate referrals, Family Support Coordinators will gather information from the child, the non-offending family members and the MDT regarding the nature of the trauma, the type of treatment sought, the geographic and transportation limitations (if any), financial considerations, and any other information (such as religious preferences or gender preference) that may assist in making referrals.

As a routine part of the Family Support Coordinator's follow-up with the family, the Family Support Coordinator will inquire regarding the referrals made, and whether the family has followed up with the referrals. If not, the Family Support Coordinator will determine if there are any ways in which SungateKids can assist or facilitate the family in accessing support.

SungateKids Child Advocacy Center/ MDT Case Review

Case Review Protocol **Colorado's 18th Judicial District**

Location:

SungateKids Child Advocacy Center
Training Room
6090 Greenwood Plaza Blvd.
Greenwood Village, CO 80111
In-Person

Date:

First Thursday of each Month: 10AM-12PM

Case Review Team Members:

Members of the 18th Judicial District Case Review Team are asked to serve for one-year as representatives from their discipline. Representatives include leadership from Arapahoe County Sheriff's Office, Arapahoe County Department of Human Services, Arapahoe County District

Attorney's Office, SungateKids Child Advocacy Center, The Children's Hospital of Colorado, and the Aurora Police Department.

*If a team representative is not available to attend case review, the above team members will ensure that the appropriate information is conveyed to a substitute team member to attend in their place.

1. Purpose

Case review is the formal process that enables the MDT to monitor and assess its independent and collective effectiveness to ensure the safety and well-being of children and families. It serves as a complement to ongoing case discussions among the MDT partners. The process encourages mutual accountability and helps to ensure that children's and families' needs are met sensitively, effectively and in a timely manner.

The review process ensures that all aspects of the case are covered, that efforts are coordinated and non-duplicative, and that team members have a chance to adequately address their specific goals, mandates, case interventions, questions, concerns and outcomes.

2. Case Selection:

The Case Review Team will review every child abuse case that had a Forensic Interview completed at SungateKids for the month prior to the scheduled meeting. (i.e. January cases will be reviewed in February), and any cases that are still under investigation and/or no decision has been made regarding the filing of criminal charges or determination of DHS findings. *This does not preclude the scheduling of individual case reviews of the MDT when the need arises outside of the monthly review process.*

3. Meeting Format:

An agenda with the list of cases scheduled for review will be distributed one week prior to and at the beginning of case review by the MDT Coordinator. Each case will be discussed in accordance with the Case Review Outline (see below). At the end of the agenda, there is always an opportunity for the MDT team to discuss training, updates, issues and needs.

Case Review Outline

Case Overview	- Type & Summary of Allegations (MDT Coordinator)
Outcome of Forensic Interview	- Interview outcomes – disclosure?
Status of Referrals	- Family Support Coordinator/Victim Advocacy: Resources provided & follow-up - Mental Health: Treatment needs of the child/non-offending family members and strategies for meeting those needs

	- Medical: Medical exam conducted? Findings?
Investigation Outcomes & Updates	- Law Enforcement - Department of Human Services - Prosecution
Child Well-Being & Cultural Competency	- Developmental, disability, or cultural concerns - Access to services? - Issues of cultural relevance? - Family's reaction and response to the child's disclosure - Family's reaction to the involvement of the criminal justice protection systems

4. Documentation

It is the responsibility of each participant to gather the relevant information for his or her own agency. All updates from case review will be outlined in a case review form & recorded by the MDT Coordinator. The case review agendas are returned to the MDT Coordinator or their designee at the end of each meeting to be shredded. A subsequent email will be sent to team members who were unable to attend.

5. Confidentiality Statement

As a member of Colorado's 18th Judicial District Multidisciplinary Case Review Team, I agree to abide by all the rules of confidentiality as outlined in the 2026 Memorandum of Understanding between SungateKids and the 18th Judicial District of Colorado. All information discussed at Case Review Meeting is for the private use of this team and is not to be disseminated to other private organizations or the public.

SungateKids Child Advocacy Center/ MDT Data Collection

The information provided to SungateKids is proprietary and confidential and will be shared only with the agency personnel assigned to the case. Agency personnel requesting such information should direct requests to either SungateKid's MDT Coordinator or SungateKids' Executive Director. SungateKids follows all state and federal statutes, rules and regulations including HIPAA regulations, regarding disclosure and/or sharing of information.

Intake forms are made available and must be filled out by agency personnel prior to the forensic interview appointment. These forms are used in tracking cases, providing statistics, and for information regarding SungateKids' utilization. Access to information for anyone other than the agency personnel assigned to the case is granted only with a proper release or pursuant to the issuance of a subpoena.

SungateKids uses the "TRAK" database to track case information from inception to final disposition. Information gathering is the shared responsibility of SungateKids and all MDT members on their respective cases. SungateKids will follow up with team members to obtain information as the case progresses through the civil and criminal justice systems. Requests for information will be made monthly, quarterly, and bi-annually, as needed. MDT partners should provide as much information and to cooperate as fully as possible.

SungateKids Child Advocacy Center/ MDT Safety

It is the intention of SungateKids and the MDT that all children and families from all backgrounds feel welcomed and acknowledged by staff, MDT members, and volunteers, regardless of their appearance, background, language, or beliefs. The SungateKids/MDT team provides services to a diversified target population regardless of age, race, color, religion, national origin, ancestry, gender, marital status, sexual orientation, physical or mental challenges, socio-economic status or any other cultural descriptors. SungateKids services are provided free of charge to victims and their families.

SungateKids will provide a safe, secure environment for children and families. Known and alleged offenders, age 18+ will not be permitted on the premises. Juveniles identified as possible victims who are also alleged offenders may be provided services on site as victims. These children are permitted with restrictions and as needed for investigation and treatment purposes. At no point will the alleged offender child be left unsupervised while on SungateKids premises.

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Arapahoe County Department of Human Services

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Arapahoe County Attorney's Office

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Tyler Brown, Sheriff Arapahoe County Sheriff's Office	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Arapahoe Community College

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Aurora Fire Department

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Todd Chamberlain, Chief Aurora Police Department	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Aurora Public Schools

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Cherry Creek School District

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Jason Lyons, Chief Cherry Hills Village Police Department	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Children's Hospital of Colorado

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Dave Jackson, Chief Englewood Police Department	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Justin Haynes, Chief Glendale Police Department	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

David Oliver, Chief
Greenwood Village Police Department

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Gene Enley, Interim Chief
Littleton Police Department

Date

Kyle Schlachter, Mayor
City of Littleton

Date

APPROVED AS TO FORM:

Reid Betzing, City Attorney
City of Littleton

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director
SungateKids Child Advocacy Center

Date

Littleton Public Schools

Date

MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Amy Padden, District Attorney District Attorney's Office for the 18 th Judicial District	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Steve Martingano, Chief RTD Denver Police	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Jeff Martinez, Chief Sheridan Police Department	Date
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MDT Members

Signatures contained on this document acknowledge the participation by the MDT member and affirmation that the MDT member and all employees of that MDT member shall adhere to this agreement to the best of their ability.

Diana Goldberg, Executive Director SungateKids Child Advocacy Center	Date
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Dave Jackson, Chief Englewood Police Department	Date
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Staff Communication

File #: Resolution 55-2026, **Version:** 1

Agenda Date: 07/21/2026

Subject:

Resolution 55-2026: Approving a Construction Contract with Chavez Construction for the 2026 Mill & Overlay Project, City Project No. 26-03

From:	James L. Becklenberg, City Manager
Prepared by:	Brent Soderlin, Director of Public Works & Utilities Ray Hill, Interim City Engineer Matthew Matuszewski, CIP Manager
Presentations:	N/A

PURPOSE:

Approving a Construction Contract with Chavez for the 2026 Mill & Overlay Project, City Project No. 26-03.

LONG-TERM OUTCOME(S) SERVED:

Safe Community; High-Quality Governance

DISCUSSION:

On 05/26/2026, the City of Littleton advertised a Request for Proposals to procure contractor services for the 2026 Mill & Overlay Project, City Project No. 26-03. Nine proposals were received by the 06/24/2026 deadline. Staff reviewed the proposals based on qualifications, experience, project approach, and pricing. Staff selected Chavez proposal as reasonable and the most qualified to successfully complete the project. The project is discussed in the following section.

Approval of this resolution would authorize a contract with Chavez for construction of the 2026 Mill & Overlay Project, City Project No. 26-03. Construction is anticipated to begin in early August, with anticipated completion in late October.

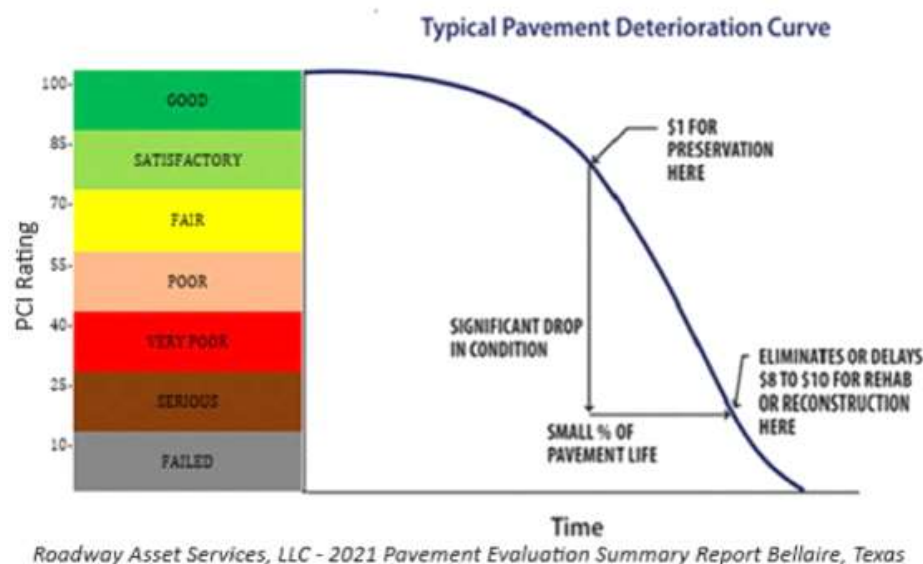
BACKGROUND:

The City of Littleton has approximately 360 lane miles of streets within the community's transportation network, comprised primarily of asphalt streets and several concrete streets. The City's Pavement Management Plan, managed by the City's Public Works Department, emphasizes pavement preservation as a proactive approach to maintaining streets while they are still in good condition. Maintenance and repair of the street surface can vary from surface sealing, to mill and overlay, to full reconstruction, depending on street surface and subsurface condition. The most cost-effective strategy in pavement preservation is applying the right treatment to streets at the right time, thereby maximizing the life of the pavement and reducing future increases to maintenance scope and costs. It is very important to protect the City's major investment in the street system and maintain streets before they deteriorate beyond repair. Streets which have deteriorated significantly must be completely reconstructed and this is very costly.

The Engineering Division of Public Works uses condition ratings and specific preservation and rehabilitation practices to preserve the condition of Littleton’s roadways and extend the useful life of the pavement. Engineering staff assesses the condition of each roadway segment and assigns a Pavement Condition Index (PCI) rating ranging from 0 to 100 (Figure 1). A PCI of 100 corresponds to a new road, a PCI rating of 0 means the pavement has completely failed. The PCI rating drops over time as pavements deteriorate from use and environmental factors. The rate of degradation begins slowly and increases rapidly after a few years. As such, pavement preservation early in a street’s lifecycle is critical to preserve the pavement quality and reduce costly rehabilitation or reconstruction.

The Engineering Division manages the Pavement Management Program with the goal of keeping Littleton’s streets at a PCI of 75 or higher. Currently, the average PCI across the street network is 62. The pavement management strategy focuses on identifying the correct preservation treatment, and applying it at the right time, to extend the life of the pavement. This holistic program approach effectively preserves the pavement network through leveraging low-cost preservation techniques to limit future reconstructions and provides the most value from the funding available for pavement management.

Figure 1



Common pavement preservation treatments include:

Surface sealing streets in good condition protects the wearing surface and prevents degradation of the street structure over time. Pavements with seals that have aged, that no longer provide preservation, or streets that have not been adequately sealed and preserved require more intensive activities and repairs to bring the roadway back to a good condition.

Patching work repairs failed pavement along streets. The work is focused on street segments identified by Public Works, and typically is in advance of other pavement preservation treatments.

Milling is the removal of the top typically two inches of a roadway to remove asphalt that is no longer providing a smooth wearing surface. An **Overlay** replaces the spent layer removed, providing a new

traveling surface. Localized areas of pavement failure may be encountered after milling. These areas will be patched prior to paving the surface.

Street reconstruction involves pulverizing the upper layers of the roadway into the subgrade, removing excess material, and recompacting the subgrade for the roadway. The street is then paved with specified thicknesses for the full street pavement section. Streets that do not have a viable base or have a fully degraded surface must be reconstructed. Preservation techniques must consider the pavement distresses present to be effective; for example a surface seal will not improve the condition of a roadway that has a failing base layer.

The 2026 Mill & Overlay project includes various local streets throughout the city. The attached map shows the treatments for 2026, color-coded by treatment type. The outer black line represents the city limits; purple lines indicate full roadway reconstruction; the red lines are designated for mill and overlay; green indicates slurry seal, and blue represents a chip seal. Over eleven lane miles of residential streets are slated for repair and a new top layer of asphalt this summer as part of the 2026 Mill & Overlay pavement preservation program.

During street preservation planning, several of the Public Works staff coordinate to identify opportunities to implement transportation improvements along streets planned for construction or maintenance activities such as mill and overlay, such as the implementation of Safer Streets Initiatives. This coordination provides several financial, staff, equipment and material resources efficiencies by implementing these improvements at the time of preservation activities instead of removal and replacement later. An example of this successful coordination is the implementation of new upgraded bicycle facilities (striping and vertical infrastructure, where applicable) when striping of the street commences after a street has been resurfaced or reconstructed. Two specific examples will be Windermere Street and Pennsylvania Street. Additionally, mill and overlay projects are coordinated with the annual concrete repair and replacement projects to ensure the concrete curb and gutter repairs are completed prior to mill and overlay activities.

Mill and overlay activities are completed during the day and may cause some traffic disruptions while the crew remove and replace the asphalt. The contractor's scope includes installation and maintenance of traffic control during this work, and the closures will be signed accordingly. If the contractor proposes a full street closure, residents will be notified in advance.

Prior Actions or Discussions

Presentation to City Council regarding Capital Improvements (CIP) update: Supporting 2-3 Year Initiatives, on February 7, 2026.

FISCAL IMPACTS:

The proposed construction contract with Chavez for the 2026 Mill & Overlay Project is \$2,419,338.52. This project will be funded by 3A Sales Tax Capital Improvement Fund - Pavement Management in the amount of \$2,419,338.52.

Pursuant to the City's Procurement Policy, all contracts exceeding \$500,000 must be approved by City Council.

STAFF RECOMMENDATION:

Staff recommends approval of the construction contract.

ALTERNATIVES:

If the contract is not approved, services for full depth reclamation, milling, and hauling would need to be

procured to support the city street crews in their street preservation activities. It is possible that not all streets identified for reconstruction or overlay would receive treatment in 2026. The street surface conditions will continue to deteriorate, and future repair costs would likely be greater due to inflation and increased construction costs.

PROPOSED MOTION:

I move to approve Resolution 55-2026 approving a Construction Contract with Chavez for the 2026 Mill & Overlay Project, City Project No. 26-03.

CITY OF LITTLETON, COLORADO

Resolution No. 55

Series, 2026

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LITTLETON,
COLORADO, APPROVING CONSTRUCTION CONTRACT BETWEEN
THE CITY OF LITTLETON AND CHAVEZ CONSTRUCTION FOR THE
2026 MILL & OVERLAY PROJECT – CITY PROJECT NO. 26-03**

WHEREAS pursuant to Section 1-15-62 of the Littleton Municipal Code, City Council approval is a condition precedent to the approval of an agreement in which the total value of the agreement is over five hundred thousand dollars and 00/100 cents (\$500,000.00); and

WHEREAS the city issued a Request for Proposals soliciting proposals for the 2026 Mill & Overlay Project – City Project No. 26-03; and

WHEREAS the contractor, Chavez Construction submitted a response to perform the project and the city, after examination of the contractor's submittal, has determined that the contractor has the requisite background, pricing, bond, and expertise to provide the requested work; and

WHEREAS city staff recommends acceptance of the contractor's proposal for work in accordance with the issued Request for Proposals; and

WHEREAS, the city and Chavez Construction desire to enter into an agreement, in which Chavez will perform work in accordance with the terms and conditions outlined in the agreement, in substantially the same form attached hereto as Exhibit “A”.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF LITTLETON, COLORADO, THAT:**

Section 1. The Littleton City Council hereby approves the *Construction Contract by and between the City of Littleton and Chavez Construction, for the 2026 Mill & Overlay Project – City Project No. 26-03*, in substantially the same form attached hereto as Exhibit “A,” and authorizes the Mayor to execute the same on behalf of the City of Littleton.

Section 2. The Resolution shall take effect upon its approval by the Littleton City Council.

44 INTRODUCTION, READ AND ADOPTED at a regularly scheduled meeting of the
45 City Council of the City of Littleton, Colorado, on the 18th day of August 2026, at 6:30 p.m. at the
46 Littleton Center, 2255 West Berry Avenue, Littleton, Colorado.

47

48 ATTEST:

49

50

51 Colleen L. Norton

52 CITY CLERK

53

54

55 APPROVED AS TO FORM:

56

57

58 Reid Betzing

59 CITY ATTORNEY

Kyle Schlachter

MAYOR



CONSTRUCTION CONTRACT

THIS CONSTRUCTION CONTRACT (“Contract”) is made and entered into on the date of the last signature set forth below, by and between the **CITY OF LITTLETON**, a municipal corporation within the State of Colorado (“City”), and **CHAVEZ CONSTRUCTION, INC.**, a Colorado corporation (“Contractor”). The Contractor and the City are referred to as a “Party” or collectively the “Parties.”

1.1 **Contract Documents and Exhibits.** The term “Contract Documents” consist of this Contract together with the following:

Exhibit A	Scope of Work
Exhibit B	Bid Schedule
Exhibit C	Performance and Payment Bond
Exhibit D	Littleton Engineering Design Standards (“Standards and Specifications” incorporated by reference only; Exhibit D available online)
Exhibit E	Drawings and Specifications
Exhibit F	Special Conditions

All exhibits referred to in this Contract are attached hereto and are, by reference, incorporated herein for all purposes. Any forms provided within the Contract are not intended to be considered final, and the City expressly reserves the right to modify said contract forms, in its sole discretion. In the event any matter, term, provision, or condition that is the subject of this Contract requires clarification or is in dispute, or is the subject of a difference of opinion, the purpose and intent of the Contract shall be first ascertained by reference to the Contract Documents in their entirety. In the event of any dispute or differences between the respective documents that constitute the Contract Documents, then the Contractor shall secure the written instructions from the City before proceeding with the performance of the services affected by such conflicts, omissions or discrepancies.

1.2 **Project.**

1.2.1 The Contractor shall commence and complete the Scope of Work (“Work”), **Exhibit A**, in accordance with the Contract Documents, as defined herein. The Contractor agrees to perform and complete the Work in a proper and workmanlike manner, consistent with the highest standards of professional and construction practices and in full compliance with, and as required by or pursuant to, this Contract, and with the greatest economy, efficiency, and expedition consistent therewith. The Contractor shall, at its own expense, furnish all labor, materials, tools, supplies, machinery, utilities, permits, licenses, and other equipment that may be necessary for the completion of the Work, as outlined in the Contract Documents. The Contractor shall have no property right in materials after they have been attached, affixed or incorporated in the Work or the soil.

- 1.2.2 Further, the Contractor acknowledges that all reasonably necessary steps were taken to ascertain the nature and location of the Work, and the general and local conditions which can affect the Work or the cost of the Work. Failure by the Contractor to do so will not relieve it from responsibility for successfully performing Work without additional expense to the City. The City will not be responsible for any understanding or representations concerning conditions unless such understanding or representations are expressly stated in the Contract.
- 1.2.3 The City shall furnish all lands and rights-of-way required for completion of the Work. In acquiring rights-of-way, the City will proceed as expeditiously as possible, but in the event all rights-of-way or easements are not acquired prior to the beginning of construction, the Contractor shall begin Work on such lands and rights-of-way as have been acquired. No claim for damage will be allowed or shall be made by reason of the City's delay in obtaining lands, easements or rights-of-way. In the event of litigation or other delays in acquiring rights-of-way, the time allowed herein for completion will be extended to compensate for the time actually lost by such delay.
- 1.3 **Commencement and Completion of the Project.** The Contractor understands and agrees that all Work required under this Contract shall not commence until a Notice to Proceed is issued, and Work shall commence within seven (7) calendar days of Notice to Proceed. **Work shall be fully completed within 90 (ninety) calendar days.** The Contractor acknowledges and understands that it is an essential term of this Contract that Contractor maintain a rate of progress in the Work that will result in completion of the Work in accordance with the Contract Documents, and to that end, Contractor agrees to proceed with all due diligence to complete the Work in a timely manner in accordance with the Contract Documents.
- 1.4 **Contract Price.** The City accepts the Contractor's bid as set forth in the Bid Schedule, **Exhibit B**, in the total amount of **two million four hundred nineteen thousand three hundred thirty-eight dollars and fifty-two cents (\$2,419,338.52)**. The City shall make payment(s) to Contractor in the manner and at such times as set forth in the Standards and Specifications. Should the Contract price exceed one-hundred and fifty-thousand dollars (\$150,000.00), the City shall deduct and retain five (5) percent from the total amount of each approved invoice, including Change Orders. The City may also deduct in addition to retainage as stated above, the additional amount(s) of any and all outstanding claims pursuant to Colorado Revised Statute ("C.R.S.") §38-26-107 from each approved invoice.
- 1.5 **Payments to Constitute Current Expenditures.**
- 1.5.1 Notwithstanding any other term, provision, or condition herein, all financial obligations of the City are contingent on funds for that purpose being

appropriated, budgeted and otherwise made available by the City Council. The City's obligations under the Contract shall not constitute a multiple-fiscal year direct or indirect debt or other financial obligation of the City within the meaning of Article X, Section 20 of the Colorado Constitution.

1.5.2 Further, pursuant to 103.6(2) of Article 91, Title 24, C.R.S., no Change Order, Amendment, or other form of order or directive by the City which requires additional compensable work to be performed, and which work causes the aggregate amount payable under this Contract to exceed the amount appropriated for the original Contract, shall be executed, or shall work be performed by the Contractor, unless the City provides written assurances to the Contractor that lawful appropriations to cover the costs of such additional work have been made or unless such work is covered under a remedy-granting provision of this Contract. For purposes of this paragraph, "remedy-granting provision" shall be defined as set forth in C.R.S. §24-91-103.6(4).

1.6 **Confidentiality.** Notwithstanding any provision in the Contract Documents to the contrary, the City is obligated to comply with the Colorado Open Records Act (C.R.S. §§24-72-101 *et seq.*), which may require the City to disclose all or a portion of communications relating to the Contract, or terms of same, or of any transaction under the Contract, and other related matters. The Contractor shall familiarize itself with the Colorado Open Records Act. In no event shall the City be liable to the Contractor for the disclosure of all or a portion of communications, or relating documents, or electronic imaging, including all documents and exhibits that may be included as part of this Contract.

1.7 **Bonds.**

1.7.1 Contemporaneous with the Contractor's execution of this contract, the Contractor shall provide a Performance Bond and a Labor and Material Payment Bond as security for the faithful performance and payment of all the Contractor's obligations under the Contract Documents. All bonds shall be in the form prescribed by the City, executed by a surety company i) licensed to do business in the State of Colorado; ii) with a general rating of A and a financial size category of Class X or better in Best's Insurance Guide, each in the penal sum of the contract price; and iii) in conformance with C.R.S. §§ 38-26-105 and 106 ("Bonds"). All Bonds signed by an agent or attorney-in-fact shall be accompanied by a certified copy of the signatory's authority to act. The Contractor shall, at all times while providing, performing, or completing the Work including without limitation at all times while correcting any failure to meet warranty pursuant to the Standards and Specifications, maintain and keep in force the Bonds at the Contractor's expense.

1.7.2 If the Surety for any Bond furnished by the Contractor is placed in a

receivership or declared bankrupt, or its rights to do business in Colorado are terminated, or it ceases to meet the requirements specified herein, the Contractor shall within five (5) days thereafter substitute another Bond and Surety, both of which shall be acceptable to the City.

1.8 Insurance.

- 1.8.1 The Contractor shall not commence work, and shall not allow any subcontractor to commence work, until it has obtained all insurance required herein and such insurance has been approved by City. For the duration of the Contract, the Contractor must maintain the insurance coverage required in this section. The City's acceptance of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements set forth in this Contract shall not act as a waiver of the Contractor's breach of Contract or of any of the City's rights or remedies under this Contract.
- 1.8.2 The Contractor shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to the Contract Documents by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.
- 1.8.3 The Contractor shall procure and maintain at its own cost and shall cause each subcontractor of the Contractor to procure and maintain at its own cost (or shall insure the activity of Contractor's subcontractors in Contractor's own policy with respect to), the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained from the date of commencement of the Work. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.
- i. Workers' Compensation and Employers' Liability insurance with minimum limits as required by state law. The policy shall cover obligations imposed by the Workers' Compensation Act of Colorado and any other applicable laws for any employee engaged in the performance of Work.
 - ii. Commercial General Liability insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and TWO MILLION DOLLARS (\$2,000,000) aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual,

independent contractors, products, and both ongoing and completed operations. The policy shall include coverage for explosion, collapse, and underground hazards (XCU). The policy shall contain a severability of interests provision.

- iii. Comprehensive Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of ONE MILLION DOLLARS (\$1,000,000) with respect to each of Contractor's owned, hired and/or non-owned vehicles assigned to or used in performance of the Work. The policy shall contain a severability of interests provision.
- iv. Installation Floater/Inland Marine insurance with minimum limits of not less than the insurable value of the work to be performed at completion. The value shall include the aggregate value of any City-furnished equipment and materials to be erected or installed by the Contractor not otherwise insured. The policy shall protect the Contractor and the City from all insurable risks of physical loss or damage to materials and equipment not otherwise covered, while in warehouses or storage areas, during installation, during testing, and after the Work under this Contract is completed. The policy shall be of the "all risks" type, with coverages designed for the circumstances which may occur in the particular Work to be performed under this Contract. The policy shall provide for losses to be payable to the Contractor and the City as their interests may appear. The policy shall contain a provision that in the event of payment for any loss under the coverage provided, the insurance company shall have no rights of recovery against the Contractor or the City.

1.8.4 The City of Littleton shall be included as additional insured for Commercial General Liability and Comprehensive Automobile Liability insurance. The City of Littleton shall be included as additional insured or loss payee for Installation Floater/Inland Marine insurance. All policies of insurance providing additional insured status shall be primary insurance, and any insurance carried by the City, its officers, or its employees, shall be excess and not contributory insurance to that provided by Contractor. The additional insured endorsement for the Commercial General Liability insurance required above shall not contain any exclusion for bodily injury or property damage arising from completed operations. The Contractor shall be solely responsible for any deductible losses under each of the policies required above.

1.8.5 Certificates of insurance shall be completed by the Contractor's insurance

company as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be subject to review and approval by the City. The certificate cannot contain "endeavor to" language in the portion of the certificate addressing cancellation. The City of Littleton shall be included as Certificate Holder. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

1.8.6 The coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days' prior written notice has been given to the City. Failure on the part of the Contractor to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of Contract upon which the City may immediately terminate the Contract, or at its discretion may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Contractor to the City upon demand, or the City may offset the cost of the premiums against any monies due to Contractor from the City.

1.8.7 The Parties hereto understand and agree that the City is relying on, and does not waive or intend to waive by any provision of this Contract, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101 et seq., as from time to time amended, or otherwise available to the City, its officers, or its employees.

1.9 **Patented Devices, Materials and Processes.** If the Contractor is required or desires to use any design, device, material or processes covered by patent or copyright, the Contractor shall provide for such use by suitable legal agreement with the patentee or patent owner. The Contractor shall warrant that the materials, equipment or devices used on or incorporated in the Work shall be delivered free of any rightful claim of any third-party for infringement of any United States patent or copyright. If notified promptly in writing and given authority, information and assistance, the Contractor shall defend, or may settle, at its expense, any suit or proceeding against the City so far as based on a claimed patent or copyright infringement which would result in a breach of this warranty, and the Contractor shall pay all damages and costs awarded therein against the City due to such breach. In case any use of any materials, equipment or devices is in such suit held to constitute an infringement and such use is enjoined, the Contractor shall, at its expense and option, either procure for the City the right to continue using said materials, equipment or devices, or replace same with non-infringing materials, equipment or devices, or modify the same so it becomes non-infringing. The Contractor shall report to the City promptly and in reasonable written detail each notice or claim of patent or copyright infringement based on the performance of this Contract of which the Contractor has knowledge. In the event of any claim or

suit against the City as a result of any alleged patent or copyright infringement arising out of the performance of this Contract or out of the use of any supplies furnished or Work or services performed hereunder, the Contractor shall furnish to the City when requested by the City, all evidence and information in possession of the Contractor pertaining to such suit or claim. Such evidence and information shall be furnished at the expense of the City except where the Contractor has agreed to indemnify the City. This clause shall be included in all subcontracts.

- 1.10 **Taxes.** The City of Littleton is not subject to taxation. The Contractor shall not invoice the City for any state, federal or local taxes whatsoever. Upon written notification by the City, the Contractor shall reimburse the City in a timely manner for any taxes erroneously paid by the City.
- 1.11 **Termination for Convenience of City.** This Contract and the performance of the Work hereunder may be terminated at any time, in whole or in part, for convenience. Any such termination shall be effected by delivery to the Contractor of a written notice ("Notice of Termination") specifying the extent to which performance of Work is terminated, the date upon which termination becomes effective, and any necessary actions to be taken by the Contractor to effectuate termination and close-out the Contract. If the Contract is terminated, the Contractor shall be paid on a prorated basis of Work satisfactorily completed, under the Work. The portion of Work satisfactorily completed but not yet accepted by the City shall be determined by the City.
- 1.12 **Cooperation with Other Contractors.** In connection with the improvements under this Contract, the right is reserved by the City to award any Work not included in the Contract to another contractor for performance during the progress of this Contract, or to perform such Work with the City's forces, and the Contractor shall cooperate and so conduct its operation as to minimize the interference therewith, as directed by the Project Manager.
- 1.13 **Termination of Contractor's Responsibility.** This Contract will be considered complete when all Work and final cleanup has been finished, the Work has been accepted by the City, and all claims for payment of labor, materials, or services of any kind used in connection with the Work have been settled for by the Contractor or its Surety. The Contractor will then be released from further obligation except as set forth in the Bond and for its responsibility for injury to persons or property arising from its duties and obligations under the Standards and Specifications. The Bond executed for performance of this Contract shall be in full effect for a period of one (1) year following acceptance of the Work; except with regard to the representation regarding copyright infringement found in Section 1.9 where the Bond shall remain in effect for three (3) years, and except with regard to the representation regarding patent infringement found in Section 1.9, where the Bond shall remain in effect for six (6) years. Neither the final payment nor any provision in the Contract Documents shall relieve the Contractor of the responsibility for negligence or faulty materials or workmanship. Payment to the Contractor will not

relieve the Contractor of any obligation under this Contract.

- 1.14 **Subcontracting or Assignment of Work.** No contractual relationship will be recognized under the Contract other than the contractual relationship between the City and Contractor. No portion of the Contract shall be subcontracted, assigned or otherwise disposed of except with the written consent of the City, which consent shall not be unreasonably withheld. Requests for permission to subcontract, assign or otherwise dispose of any portion of the Contract shall be in writing to the Project Manager and shall be accompanied by documents demonstrating the organization which will perform the Work is particularly experienced and equipped for such Work. Consent to subcontract, assign or otherwise dispose of any portion of the Contract shall not be construed to relieve the Contractor of any responsibility for the fulfillment of the Contract.
- 1.15 **Waiver of Breach.** A waiver by any Party to the Contract or the breach of any term or provision of the Contract shall not operate or be construed as a waiver of any subsequent breach by either Party.
- 1.16 **No Third-Party Beneficiaries.** It is expressly understood and agreed that enforcement of the terms and conditions of this Contract, and all rights of action relating to such enforcement, shall be strictly reserved to the City and the Contractor and nothing contained in this Contract shall give or allow any such claim or right of action to any other third-party on this Contract. It is the express intention of the City and the Contractor that any person other than the City or the Contractor receiving services or benefits under this Contract shall be deemed to be an incidental beneficiary only.
- 1.17 **Independent Contractor.** The Contractor shall perform the Work as an independent contractor and shall not be deemed by virtue of this Contract to have entered into any partnership, joint venture, employer/employee or other relationship with the City other than as a contracting party and independent contractor.
- 1.18 **Accessibility Standards.** The Contractor shall comply with the accessibility standards for an individual with a disability adopted by the Colorado Office of Information Technology, in accordance with C.R.S. § 24-85-103 and its implementing regulations. Notwithstanding the foregoing, this requirement shall not be applicable to contracts or agreements for professional services, as defined by C.R.S. § 24-30-1402, or to any portion or part of the contract or agreement that is providing professional services. Further, the contractor shall indemnify, hold harmless, and assume liability on behalf of the city and the city's officers, employees, and agents, for all costs, expenses, claims, damages, liabilities, court awards, attorney fees and related costs, and any other amounts incurred by the city in relation to the contractor's noncompliance with the accessibility standards for an individual with a disability adopted by the Colorado Office of Information Technology, in accordance with C.R.S. § 24-85-103, and its implementing

regulations.

- 1.19 **Non-Discrimination.** In connection with the performance of the Work, the Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ethnicity, citizenship, immigration status, sex, gender, age, sexual orientation, gender identity or gender expression, marital status, source of income, military status, protective hairstyle, genetic information, pregnancy, or disability, or any other status protected by applicable law. The Contractor will take affirmative action to ensure applicants are employed, and employees are treated during employment, without regard to their race, color, religion, national origin, ethnicity, citizenship, immigration status, sex, gender, age, sexual orientation, gender identity or gender expression, marital status, source of income, military status, protective hairstyle, genetic information, pregnancy, disability, or any other status protected by applicable law. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
- 1.20 **Indemnification.** The Contractor agrees to investigate, defend, indemnify and hold harmless the City, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims and demands on account of any losses, injuries, and damages, including but not limited to, alleged personal injury claims, and/or death claims, or property damage claims, or errors and omissions, which arise solely out of the Contractor's and/or any of its agents' officers or employees performance of the Contractor's obligations under this Contract. The City is prohibited by Article XI, Section 1, Colorado Constitution, from indemnifying any individual or entity. Therefore, the City does not indemnify the Contractor, successors, or assigns under this Contract. Notwithstanding the foregoing, nothing herein is intended to constitute a covenant, promise, or agreement to indemnify and hold harmless the City from any liability or damages directly caused by or attributable to the City's own negligence, nor is anything herein intended to be nor may be construed as a waiver of the immunities, protections, or limitations on damages provided to the City by the Colorado Governmental Immunity Act, C.R.S. §§24-10-101 et seq., as it may from time to time be amended.
- 1.21 **Governing Law and Venue.** The Contract shall be governed by the laws of the State of Colorado. Venue for any action arising under the Contract or for the enforcement of the Contract shall be in the appropriate court for Arapahoe County, Colorado.
- 1.22 **Additional Documents or Action.** The Parties agree to execute any additional documents and to take any additional action that is necessary to carry out this Contract.
- 1.23 **Binding Effect.** This Contract shall inure to the benefit of, and be binding upon,

the Parties, their respective legal representatives, successors, heirs, and assigns; provided, however, that nothing in this paragraph shall be construed to permit the assignment of this Contract except as otherwise expressly authorized herein.

- 1.24 **Integration, Amendment, and Severability.** This Contract represents the entire agreement between the Parties and there are no oral or collateral agreements or understandings. This Contract may be amended only by an instrument in writing signed by the Parties or as otherwise provided herein. If any other provision of this Contract is held invalid or unenforceable, no other provision shall be affected by such holding, and all of the remaining provisions of this Contract shall continue in full force and effect.
- 1.25 **Binding Authority.** The Contractor represents and affirms that the signature page hereof accurately states the full legal name of Contractor (whether as a corporation, partnership, limited liability company, sole proprietorship, or other), contains all requisite signature(s) on behalf of Contractor, has been properly acknowledged by attestation, notary acknowledgment, or both, and in all other respects is effective to bind Contractor, in accordance with all applicable statutes, regulations, resolutions, rules, bylaws, agreements, or similar sources of authority or limitation. This Contract may be executed in counterpart(s), each of which shall be deemed to be an original, and all of which, taken together, shall constitute one instrument.
- 1.26 **Subject to Legislative Approval and Compliance with Law.** The Contractor acknowledges and agrees that if a Change Order is required under the terms of the Contract, the City shall not incur any liability whatsoever for claims of payment, compensation, damages, or adjustment of any kind by the Contractor due to any delays for the required approvals and execution under the City's Purchasing Ordinance. The Contractor further acknowledges and agrees that this Contract's execution may be contingent upon approval by the City Council, in compliance with all applicable provisions of the City Charter and City Code. The City shall not incur any liability whatsoever if this Contract is not approved by City Council.
- 1.27 **Notices.** All notices required under this Contract shall be in writing and shall be sent by registered or certified mail, return receipt requested, to the addresses of the Parties herein set forth. A Party may change its mailing address by giving written notice of such change of address to other Party.

Notice to City:	City of Littleton City Manager 2255 West Berry Avenue Littleton, CO 80120
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Notice to Contractor:	Chavez Construction, Inc. 8621 Coachlight Way
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- 1.28 **Force Majeure.** Neither Party shall be responsible for a delay in its respective performance under this Contract, other than a delay in payment for Work already performed, if such delay is caused by extraordinary weather conditions or other natural catastrophes, war, terrorist attacks, sabotage, computer viruses, riots, strikes, lockouts or other industrial disturbances, epidemics, pandemics, acts of governmental agencies or authorities, discovery of hazardous materials or differing and unforeseeable site conditions, or other events beyond the reasonable control of the claiming Party. Contractor shall be entitled to an equitable adjustment to the project schedule in accordance with the Standards and Specifications. When a delay on any aspect of the Work occurs, the Contractor, to the maximum extent possible, shall utilize its resources elsewhere in the Work.
- 1.29 **Electronic Signatures and Electronic Records.** The Contractor consents to the use of electronic signatures by the City. The Contract, and any other documents requiring a signature hereunder, may be signed electronically by the City in the manner specified by the City. The Parties agree not to deny the legal effect or enforceability of the Contract solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Contract in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

[signature page to follow]

CITY OF LITTLETON, COLORADO

ATTEST

Kyle Schlachter
MAYOR

Colleen Norton
CITY CLERK

APPROVED AS TO FORM:

Reid Betzing
CITY ATTORNEY



CONTRACTOR

David Chavez
ESTIMATOR/PROJECT MANAGER

Date

Exhibit A
Scope of Work
Project No. 26-03

As described in the Plans and Specifications, the Contractor shall complete the following work:

- milling of approximately 125,000 square yards of 2" asphalt;
- placement of approximately 13,600 tons of ½" hot mix asphalt pavement; and
- minor patching.

Work will also involve associated manhole and water valve adjustments, traffic control, and erosion control. The project area will be located on various local and residential streets within Littleton as shown in the Plans and Specifications.

Exhibit B
Bid Schedule

Code	Description	UOM	Price	Quantity	Total Cost
202-00220	REMOVAL OF ASPHALT MAT	Square Yard	\$4.50	9,375	\$42,187.50
202-00240	REMOVAL OF ASPHALT MAT (PLANING)	Square Yard	\$1.85	125,000	\$231,250.00
208-00200	EROSION CONTROL	Lump-Sum	\$1,800.00	1	\$1,800.00
210-04010	ADJUST MANHOLE	Each	\$60.00	141	\$8,460.00
210-04050	ADJUST VALVE BOX	Each	\$50.00	45	\$2,250.00
304-06007	AGGREGATE BASE COURSE (CLASS 6)	Ton	\$36.00	2,805	\$100,996.92
403-00720	HOT MIX ASPHALT (PATCHING)(ASPHALT)	Ton	\$115.00	3,059	\$351,737.85
403-33722	HOT MIX ASPHALT (GRADING SX)(75)	Ton	\$95.00	13,594	\$1,291,406.25
626-00000	MOBILIZATION	Lump-Sum	\$36,750.00	1	\$36,750.00
630-00016	TRAFFIC CONTROL	Lump-Sum	\$102,500.00	1	\$102,500.00
700-70010	FORCE ACCOUNT				\$250,000.00

TOTAL: \$2,419,338.52

Exhibit C

PERFORMANCE, LABOR AND MATERIAL PAYMENT BOND No. 7901129771

KNOW ALL MEN BY THESE PRESENTS that Chavez Construction, Inc. (Contractor), as Principal (the "Principal") and Nationwide Mutual Insurance Company, a corporation organized under the laws of the State of Ohio, and authorized to transact business in the State of Colorado, as "Surety", jointly and severally, including their heirs, personal representatives, successors and assigns, are held and firmly bound unto the City of Littleton as Obligee, hereinafter called Owner, for the use and benefit of claimants as herein below defined, in the amount of two million four hundred nineteen thousand three hundred thirty-eight dollars and fifty-two cents (\$2,419,338.52), for the payment and interest as provided by law for the performance of the Contract between the Principal and the Owner, dated _____, 2026, for the Mill & Overlay Program #26-03 Project in accordance with drawings and specifications; which the Contract is made a part hereof, and is hereinafter referred to as the Contract, and incorporated by this reference.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that if the Principal, at all times, shall promptly and faithfully perform said Contract, and shall promptly make payment to all claimants as hereinafter defined, for all labor and material used or reasonably required for use in the performance of the Contract, any authorized modifications thereof during the original term of the Contract, any extensions thereof that may be granted by the Owner, and during the term of any guarantee or warranty required under the Contract, and shall fully indemnify and save harmless the Owner from all costs and damages which it may suffer by reason of failure to do so, and shall reimburse and repay the Owner all outlay and expense when the Owner may incur in making good any default, then the Principal and Surety shall have no obligation under this Bond, otherwise it shall remain in full force and effect for a period of one (1) year following execution of the Contract. Upon expiration, this Bond shall be extended by a continuation certificate for an additional one (1) year, and extended thereafter until the warranty period has expired in accordance with the terms of the Contract.

The Surety, for value received, agrees that no extension of time, change in, addition to, or other alteration or modification of the terms of the Contract or work to be performed there under or any other forbearance on the part of either the Owner or the Principal to the other shall in any way release or impact the Surety's liability or obligation on this Bond, and the Surety hereby waives notice of any extension of time, change in, addition to, or other alteration or forbearance.

Whenever the Owner terminates the Contract in accordance with the terms thereof, the Surety shall, within fifteen (15) calendar days after written notice of such termination, notify the Owner in writing of its election to complete the Contract in accordance with its terms and conditions, or notify the Owner that the Surety elects not to complete the Contract. If the Surety fails to provide the written notice within the fifteen (15) calendar day period, then it will have deemed to have not elected to complete the Contract. Should the Surety elect to complete the Contract, then it shall, within fifteen (15) additional calendar days, following written notice of such election, obtain a bid or bids for submission to Owner for completing the Contract in accordance with its terms and conditions. The Surety shall arrange for a contract between bidder and Owner, and make available as work progresses (even though there should be a default or a succession of

defaults under the contract or contracts of completion arranged under this paragraph) sufficient funds to pay the cost of completion less the balance of the Contract price; but not exceeding, including other costs, attorneys fees of the Owner and damages for which the Surety shall be liable hereunder, the amount set forth in the first paragraph hereof. In the event of termination, the Surety may not engage the Principal to complete the Contract, without prior written consent of the Owner, which consent may be withheld in the Owner's sole discretion. If the Surety elects to complete the Contract, then it shall be entitled to receive the balance of the Contract price, less i) any amounts paid by the Owner to the Principal; ii) costs incurred by the Owner in correcting the defective work; iii) any additional legal, design professional or other costs incurred by the Owner resulting from Principal's default; and iv) any liquidated damages caused by the delayed performance or nonperformance of the Principal. Any progress payments, less retainage, due but not paid at the date of termination shall be paid to the Surety so long as the Surety has agreed to indemnify the Owner for the amount thereof and no other claims have been made to such funds by subcontractors or suppliers in accordance with the Contract or any applicable law. In the event that the Surety elects not to complete the Contract, the Owner may then have work completed by such means and in such manner, as it may deem advisable. The Surety, in such event, shall at all times make available, as work progresses under the Contract between the Owner and new contractor, sufficient funds to pay the cost of completion of the Contract pursuant to the its terms together with the other amounts set forth above, but in no event shall the Surety be responsible for the payment of any sums to the Owner until the Owner has paid in full its total obligation under the terms of the original Contract, plus Change Orders or amendments less deductions and claims chargeable by law or by the Contract, if any, and less the retainage which will be disbursed as provided by the Contract and any applicable law.

Any proceeding, whether legal or equitable, under this Bond, except for claims for payment of labor and material, or copyright or patent infringement, must be instituted before the expiration of two (2) years from the date on which final payment under the Contract falls due.

Further, the above named Principal and Surety hereby jointly and severally agree with the Owner that the Principal shall promptly make payment to all persons, firms, subcontractors, and corporations furnishing materials for or performing labor in the prosecution of the work provided for in such Contract ("claimant"), and any authorized extension or modification thereof, including all amounts due for materials, lubricants, oil, gasoline, repairs or machinery, equipment and tools, consumed or used in connection with the construction of such work, whether by subcontractor or otherwise, then this obligation shall be void; otherwise to remain in full force and effect.

The above-named Principal and Surety hereby jointly and severally agree with the Owner that every claimant, who has not been paid in full at any time up to and including the time of final settlement for the work contracted to be done, file with the Owner, a verified statement of the amount due and unpaid in accordance with Section 38-26-107, C.R.S. Provided, further, that no final settlement between the Owner and the Principal shall abridge the right of any beneficiary hereunder, whose claim may be unsatisfied. The Owner shall not be liable for the payment of any costs, attorney fees, or other expenses of any such legal remedies a claimant may have against the Principal or Surety.

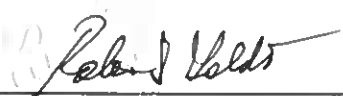
SIGNED this 11 day of August 2026.

In the presence of:

Chavez Construction Inc.


(Contractor / Principal) Maria Isabel Chavez, President

Nationwide Mutual Insurance Company


(Surety)
Robert S. Goldstein, Attorney In. Fact

(Accompany this Bond with Attorney in-fact's authority from the Surety to execute the Bond, certified to include the date of the Bond.)

APPROVED FOR THE
OWNER:

BRENT SODERLIN
DIRECTOR OF PUBLIC WORKS AND UTILITIES

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:
ROBERT S GOLDSTEIN; ROBIN GOLDSTEIN

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf on the date thereof any and all: (i) bonds and undertakings; (ii) Proposal Bonds; (ii) Letters of Surety; (iv) Consent of Surety; and (v) other obligatory instruments of similar nature, in penalties not exceeding the sum of

TEN MILLION AND NO/100 DOLLARS (\$10,000,000.00)

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 23rd day of October, 2025.



Antonio C. Albanese, Vice President of Nationwide Mutual Insurance Company

ACKNOWLEDGMENT

STATE OF OHIO COUNTY OF FRANKLIN: ss

On this 23rd day of October, 2025, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.



Karen L. Kam
Notary Public, State of Ohio
No. 2018-RE-719796
Commission Expires July 7, 2028



Notary Public
My Commission Expires
July 7, 2028

CERTIFICATE

I, Lezlie F. Chimienti, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this day of

August 2026



Assistant Secretary

• 3801 PGA Blvd • Suite 600 • Palm Beach Gardens • Florida • 33410

Telephone: 561-429-3600

Fax: 561-899-0650

URL: www.bondwithunique.com

July 16, 2026

City of Littleton

Attn: Megan Sullivan, Procurement Manager

2255 West Berry Ave

Littleton, CO 80120

Re: Nationwide Mutual Insurance Company Performance, Labor and Material Bond
Bond No. 7901129771

Project: Mill and Overlay Program City Project # 26-03

Principal: Chavez Construction, Inc.

Dear Sir/Madam:

We have provided and executed the bonds on behalf of Chavez Construction, Inc for the above-mentioned project. As per the instructions provided, the bonds and enclosed Power of Attorney have not been dated as the bonds follow the contract and cannot be dated prior to the execution of the contract.

Please accept this letter as authorization to date Bond No. 7901129771 and the enclosed Power of Attorney for the above-mentioned project. Please date these forms concurrently with the contract date and email a copy to robingoldstein@bondwithunique.com **so that we can complete the activation of the bond coverage.**

Please do not hesitate to contact our office if you have any questions.

Sincerely,

Nationwide Mutual Insurance Company

A handwritten signature in black ink, appearing to read "Robert S. Goldstein", followed by a long horizontal line.

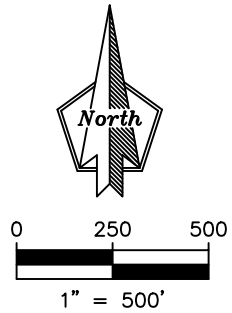
Robert S. Goldstein

Attorney-In-Fact

Exhibit E

[see following page]

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LEGEND

2" MILLING – BID TAB A

Bid Tab A - Milling Tabulation		
	Sum of Milling Tab A, SY	Sum of Overlay Tab B,TONS
SYCAMORE ST	4,491	741
ARAPAHOE WAY	5,703	941
HILL ST	4,309	711
HILL WAY	5,042	832
ARAPAHOE DR	2,860	472
ARAPAHOE RD	5,081	838
LOUTHAN CIR	1,735	286
PRESCOTT ST	4,228	698
SPOTSWOOD ST	4,231	698
BEMIS ST	4,775	788
HILL ST	5,836	963
PRINCE WAY	5,059	835
SYCAMORE ST	3,577	590
COSTILLA AVE	2,858	472
COSTILLA ST	9,217	1,521
PIERCE ST	785	130
HOUSTOUN WARING C	11,559	1,907
CRESCENT DR	3,826	631
CURTICE CT	6,670	1,101
CRESCENT CT	1,320	218
SUNSET DR	7,122	1,175
SUMNER CT	750	124
HIGHLAND CT	1,024	169
DRYCREEK CT	7,398	1,221
JAMISON WAY	5,957	983
NEVADA CIR	1,011	167
PRINCE ST	1,791	296
PARK LANE	1,874	309
SHADYCROFT LANE	3,374	557
Grand Total	123,463	20,371

PROJECT NUMBER

26-03

2026 MILL, OVERLAY PROJECT

MILL & OVERLAY AREA

Designer	PAH
Detailer	PAH
Checked	MJM

Littleton

Colorado

ENGINEERING & UTILITIES DIVISION

2255 West Berry Avenue
Littleton, CO 80120 (303) 795-3865
www.littletongov.org

INDEX OF REVISIONS		DESCRIPTION
DATE		

SHEET

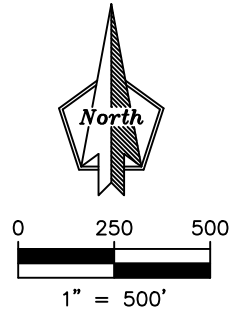
OVERALL

Date

1 of 6

APRIL 2026

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PLOTTED BY: Paul Hitzges PLOT DATE: 5/1/2023 1:03:47 PM
XREFS:



LEGEND

— MH & WV ADJUST

Bid Tab A - Manhole and Valve		
	Sum of Manhole Lid	Sum of Valves
SYCAMORE ST	4	2
ARAPAHOE WAY	6	1
HILL ST	5	0
HILL WAY	5	3
ARAPAHOE DR	3	2
ARAPAHOE RD	6	1
LOUTHAN CIR	2	1
PRESCOTT ST	6	3
SPOTSWOOD ST	7	2
BEMIS ST	5	2
HILL ST	5	2
PRINCE WAY	5	1
SYCAMORE ST	3	1
COSTILLA AVE	7	2
COSTILLA ST	8	3
PIERCE ST	1	0
HOUSTOUN WARING CIR	15	4
CRESCENT DR	5	1
CURTICE CT	9	1
CRESCENT CT	2	0
SUNSET DR	8	2
SUMNER CT	1	0
HIGHLAND CT	2	0
DRYCREEK CT	6	3
JAMISON WAY	8	4
NEVADA CIR	1	0
PRINCE ST	1	1
PARK LANE	7	1
SHADYCROFT LANE	4	3
GRAND TOTAL	141	45

PROJECT NUMBER

26-03

2026 MILL, OVERLAY PROJECT

MANHOLE AND VALVE ADJUSTMENTS

Designer PAH
Detailer PAH
Checked MJM



INDEX OF REVISIONS	
DATE	DESCRIPTION

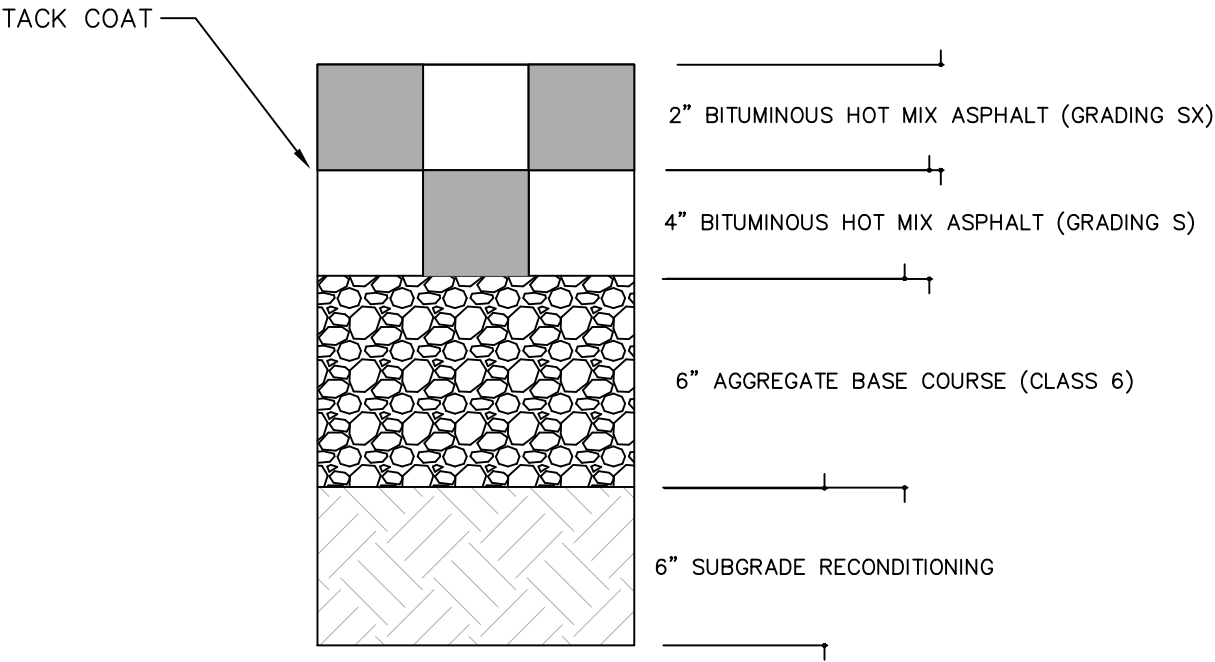
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MH WV
ADJUST

2
of
6

Date
APRIL 2026

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PLOT BY: Paul Hitzges
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HOT MIX ASPHALT
PATCHING SECTION
NOT TO SCALE

GENERAL NOTES:

1. ASPHALT PATCHING SHALL CONSIST OF 6" OF ASPHALT BASE COURSE (CLASS 6), 4" OF HMA (GRADING S) AND A TOP LIFT OF 2" OF HMA (GRADING SX) OR MATCH EXISTING PAVEMENT DEPTH, WHICHEVER IS GREATER.
2. FOR PRELIMINARY PLAN QUANTITIES OF PAVEMENT MATERIALS, THE FOLLOWING APPLICATION RATES WERE USED:
BITUMINOUS PAVEMENT – 110 LBS./SQ. YD./INCH
AGGREGATE BASE COURSE (CLASS 6) – 133 LBS/CU. FT.
3. TACK COAT SHALL BE APPLIED BETWEEN INDIVIDUAL LIFTS OF ASPHALT AND BETWEEN THE 2" ASPHALT OVERLAY AND THE MILLED SURFACE. TACK COAT WILL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF WORK.
4. PRIOR TO THE PLACEMENT OF HMA, THE PAVED SURFACE SHALL BE SWEEPED AND CLEANED. THIS WILL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF WORK.
5. COMPACTION OF EXISTING SUBGRADE MATERIAL, AND SUBGRADE RECONDITIONING, SHALL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF WORK.
6. EXCAVATION REQUIRED FOR ACHIEVING THE PROPOSED DEPTH OF AGGREGATE BASE COURSE SHALL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF WORK.
7. ALL EXCAVATED MATERIAL SHALL BECOME THE PROPERTY OF CONTRACTOR. HAULING AND DISPOSAL OF EXCAVATED MATERIALS SHALL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF WORK.
8. ANY SIDEWALK, LANDING, AND CURB RAMP CONSTRUCTED BY THE PROJECT THAT IS FOUND TO NOT BE IN COMPLIANCE WITH CURRENT ADA STANDARDS SHALL BE BROUGHT TO COMPLIANCE BY THE CONTRACTOR PRIOR TO INITIAL ACCEPTANCE AT NO ADDITIONAL COST TO THE PROJECT.
9. DETECTABLE WARNING SURFACES SHALL NOT BE PAID FOR SEPARATELY, BUT SHALL BE INCLUDED IN THE COST OF CONCRETE CURB RAMP.
10. ALL WORK SHALL BE COMPLETED WITHIN CITY OF LITTLETON RIGHT OF WAY. NO WORK SHALL OCCUR ON PRIVATE PROPERTY, UNLESS OTHERWISE SHOWN ON THE PLANS.
11. THE CONTRACTOR SHALL PROTECT ALL EXISTING SURVEY MONUMENTATION. ANY MONUMENTS DISTURBED BY THE CONTRACTOR SHALL BE RESET AT THE CONTRACTOR'S EXPENSE.
12. THE CONTRACTOR SHALL BE RESPONSIBLE FOR IDENTIFYING STAGING AND STORAGE AREAS.
13. ALL ADDITIONAL REMOVALS, NOT SHOWN IN THESE PLANS AND QUANTITIES, SHALL BE AT THE CONTRACTOR'S EXPENSE UNLESS VERIFIED IN WRITING BY AN AUTHORIZED CITY OF LITTLETON REPRESENTATIVE.
14. ALL EXISTING VALVES AND MANHOLES WITHIN THE MILL AND OVERLAY AREA SHALL BE ADJUSTED TO 0.25" BELOW FINISHED GRADE. VALVE AND MANHOLE LOCATIONS SHOWN ON THE PLAN ARE APPROXIMATE.
15. REPLACEMENT IRON ASSOCIATED WITH ADJUSTED SANITARY SEWER MANHOLES SHALL BE FURNISHED BY CITY OF LITTLETON UTILITIES.
16. CONTRACTOR SHALL CALL 811 FOR UTILITY LOCATES AT LEAST THREE DAYS PRIOR TO BEGINNING WORK. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO POSITIVELY IDENTIFY ANY EXISTING UTILITIES AND CONFLICTS. POTHOLES FOR EXISTING UTILITIES SHALL BE INCLUDED AND NOT PAID FOR SEPARATELY.

PROJECT NUMBER

26-03

2026 MILL, OVERLAY PROJECT

OVERLAY PLAN

Designer	PAH
Detailer	PAH
Checked	MJM



INDEX OF REVISIONS	
DATE	DESCRIPTION

SHEET

GEN-01 3 of 6

Date APRIL 2026



2" MILLING – BID TAB A

Bid Tab A - Milling Tabulation		
	Sum of Milling Tab A, SY	Sum of Overlay Tab B, TONS
SYCAMORE ST	4,491	741
ARAPAHOE WAY	5,703	941
HILL ST	4,309	711
HILL WAY	5,042	832
ARAPAHOE DR	2,860	472
ARAPAHOE RD	5,081	838
LOUTHAN CIR	1,735	286
PRESCOTT ST	4,228	698
SPOTSWOOD ST	4,231	698
BEMIS ST	4,775	788
HILL ST	5,836	963
PRINCE WAY	5,059	835
SYCAMORE ST	3,577	590
COSTILLA AVE	2,858	472



2" MILLING – BID TAB A

Bid Tab A - Milling Tabulation		
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CRESCENT DR	3,826	631
CURTICE CT	6,670	1,101
CRESCENT CT	1,320	218
SUNSET DR	7,122	1,175
HIGHLAND CT	1,024	169

Designer	PAH
Detailer	PAH
Checked	MJM



INDEX OF REVISIONS		SHEET	5 of 6
DATE	DESCRIPTION		
		MILLING	
Date		APRIL 2026	

PATH: C:\USERS\PHITZ\ENGINEERING - DOCUMENTS\2026\26-03 MILL AND OVERLAY\DESIGN\CAD\SHEETS\26-03 MILL AND OVERLAY.DWG
PLOT DATE: 5/1/2023 1:03:47 PM
XREFS:

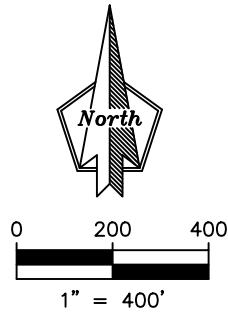


Exhibit F

2026 Mill and Overlay CITY PROJECT No. 26-03 CITY OF LITTLETON, COLORADO

PROJECT SPECIAL PROVISIONS

MODIFICATIONS TO COLORADO DEPARTMENT OF TRANSPORTATION STANDARD SPECIFICATIONS

The technical specifications for this project shall be the Colorado Department of Transportation 2025 Standard Specifications for Road and Bridge Construction and the most recent version of the Metropolitan Government Pavement Engineers Council (MGPEC) Pavement Design Standards and Construction Specifications. The following special provisions supplement or modify the Standard Specifications and Supplemental Specifications and take precedence over the Standard Specifications, Supplemental Specifications, and plans.

MGPEC STANDARD SPECIFICATIONS LIST

<u>Item #</u>	<u>Item Name</u>	<u>Date</u>
ITEM 1	REMOVAL OF PAVEMENT	2021
ITEM 13	AGGREGATE BASE COURSE	2021
ITEM 20	ASPHALT PAVEMENT MATERIALS	2024
ITEM 21	ASPHALT MILLING	2021
ITEM 27	ASPHALT PATCH	2021

PROJECT SPECIAL PROVISIONS

NOTICE TO BIDDERS	2
COMMENCEMENT AND COMPLETION OF WORK	3
REVISION OF SECTION 101 – GENERAL PROVISIONS	4
REVISION OF SECTION 105 – CONTROL OF WORK	5
REVISION OF SECTION 107 – LEGAL RELATIONS AND RESPONSIBILITY TO PUBLIC	6
REVISION OF SECTION 108 – PROSECUTION AND PROGRESS	8
REVISION OF SECTION 630 CONSTRUCTION ZONE TRAFFIC CONTROL	9
FORCE ACCOUNT ITEMS	12
ADDITIONS, ALTERATIONS AND MODIFICATIONS TO EXISTING FACILITIES	13
PROJECT DESCRIPTION	14
CONSTRUCTION NOTES	14

NOTICE TO BIDDERS

Pursuant to subsections 102.04 and 102.05, it is recommended that bidders on this project review the work site and plan details prior to submitting a proposal.

All inquiries and questions must be submitted in writing to the City of Littleton Procurement Manager (RFP Designated Contact). From the date of issuance of the RFP through completion of the selection process, any proposer who contacts City employees other than the Designated Contact may be disqualified from further participation in the selection process, at the City's sole discretion. This supersedes any other subsections containing conflicting instructions regarding who to contact during the bid process.

The City will not be responsible for any oral instructions or interpretations given by or to anyone. It shall be conclusively presumed that the proposer did, before submitting a bid, closely review the RFP, all exhibits/attachments, and other items relevant to the RFP.

The above-referenced individual is the only City representative with authority to provide any information, clarification, or interpretation regarding the plans, specifications, and any other contract documents or requirements.

COMMENCEMENT AND COMPLETION OF WORK

The Contractor shall commence work under the Contract within seven (7) calendar days after date of the "Notice to Proceed" work shall be completed within **90 calendar days**. Minimum salient features to be shown on the Contractor's Progress Schedule for all schedules (in the tabulation of quantities) are:

1. Submittals
2. Traffic Control & Erosion Control
3. Removals
4. Hot Mix Asphalt Laydown
5. Roadway Sweeping and Clean Up
6. Landscaping
7. Final Acceptance

REVISION OF SECTION 101 – GENERAL PROVISIONS

SECTION 101 of the Standard Specifications is hereby revised for this project as follows:

101 DEFINITIONS & TERMS

Technical Specifications related to construction materials and methods for the work embraced under this Contract shall consist of the Colorado Department of Transportation Standard Specifications for Road and Bridge Construction dated 2025.

Certain terms utilized in the Specifications referred to in the paragraph above shall be interpreted to have different meaning within the scope of this Contract. A summary of redefinitions follows:

Subsection 101.02 Definitions, alphabetically

“CDOT Resident Engineer” shall mean the City Engineer, Littleton, Colorado, or designated representative.

“Department” shall mean the City of Littleton, Colorado.

“Project Engineer” shall mean the City Engineer, Littleton, Colorado, or their designated representative.

“State” shall mean Littleton, Colorado (where applicable).

REVISION OF SECTION 105 – CONTROL OF WORK

SECTION 105 of the Standard Specifications is hereby revised for this project as follows:

105.17 REMOVAL OF UNACCEPTABLE WORK AND UNAUTHORIZED WORK

Shall include the following:

Existing condition or damage to any adjacent infrastructure and/or structures shall be the responsibility of the Contractor to fully document prior to any work. The Contractor shall notify the Engineer of any existing damage and provide photographs or videos of pre-construction conditions and to confirm the various locations, and their limits, of existing damage prior to any work.

REVISION OF SECTION 107 – LEGAL RELATIONS AND RESPONSIBILITY TO PUBLIC

Section 107 of the Standard Specifications is hereby revised for this project as follows:

107.02 PERMITS, LICENSES, AND TAXES

Shall include the following:

Unless otherwise specified, the Contractor shall procure all required permits and licenses; pay all charges, fees, and taxes, including permits procured for this project by others; and give all notices necessary and incidental to the due and lawful prosecution of the work. The costs of these permits will not be paid for separately but shall be included in the work.

Prior to beginning work, the Contractor shall furnish the Engineer with a written list of all permits required for the proper completion of the contract. The list shall clearly identify the types of permits that must be obtained before work on any particular phase or phases of work can be started. Copies of the fully executed permits shall be furnished to the Engineer prior to construction.

107.07 PUBLIC CONVENIENCE AND SAFETY

Shall include the following:

The Contractor shall provide the following services on an ongoing basis throughout the duration of the project:

- a. A contact person for the project shall be designated by the Contractor at the preconstruction conference. This individual shall be primarily responsible for maintaining communications with the Engineer and impacted residents/businesses; provide information on a regular basis to private individuals, local organizations interested in the project and the affected agencies.
- b. The following agencies, at a minimum, shall be coordinated with on an ongoing basis:

**City of Littleton
South Metro Fire and Rescue
City of Littleton Police Department
Adjacent Businesses / Residents
RTD
Denver Water**

- c. A letter of introduction and notice of work shall be delivered to all affected landowners and tenants at least five (5) business days and no more than ten (10) business days prior to mobilization and the commencement of work for each project site. This letter must be

submitted to the City's project manager prior to distribution.

- d. Updates shall be on a weekly basis after mobilization and one (1) week prior to any major traffic switches.
- e. A letter of introduction shall be delivered to all affected property owners, tenants and/or residents prior to mobilization. The letter shall contain the following information as a minimum:

Contractor – Name, Address, Phone Number

Field Superintendent – Name, Mobile Phone Number

Schedule and description of work

Information regarding private property and repair procedures

- f. In the event a driveway entrance will be impacted the contractor shall notify the property owner in writing a minimum of forty-eight (48) hours prior to the commencement of construction activities at the corresponding address.
- g. Payment for the above requirements will not be made separately but shall be included in the work.

107.10 BARRICADES AND SIGNS

Shall include the following:

Construction traffic control signs or devices not in use shall be removed from the roadway and pedestrian walkway (sidewalk & trails). Laying the sign down in a horizontal position or turning the sign parallel is not permitted on the sidewalk and/or within private property such as residential yards.

Variable Message Boards (VMB) shall contain the following information at a minimum: type of work, the scheduled week of work, and the phrase "ALTERNATE ROUTES ADVISED". Any missing or defaced signs shall be replaced within twenty-four (24) hours.

"NO PARKING" signs shall be placed a minimum of forty-eight (48) hours in advance of any conflicting construction activities on specific segments of streets with proposed improvements where on-street parking is permitted. No Parking signs shall specify the date range and time where no parking will be allowed due to construction activities.

Any other signs as required by the Traffic Engineer shall be placed.

For locations that do not have sufficient right-of-way available to store the sign(s) or device(s), they must be picked up or moved to an approved storage area. Signs that are placed in the medians must be dismantled, laid down, or relocated to the approved storage area.

REVISION OF SECTION 108 – PROSECUTION AND PROGRESS

SECTION 108 of the Standard Specifications is here by revised for this project as follows:

108.03 SCHEDULE

Shall include the following:

The contractor shall provide a construction schedule at the pre-construction meeting for review by the Engineer. The Engineer may adjust the construction schedule, with notification to the Contractor, to ensure completion of certain road segments by certain dates.

108.05 LIMITATION OF OPERATIONS

Shall include the following:

In residential areas, the Contractor shall limit hours of operation to **7:00 a.m. to 7:00 p.m. Monday thru Friday**, or as otherwise approved in writing by the Engineer. In non-residential areas, the Contractor may perform work activities during evening and weekend hours as approved in writing by the Engineer.

The Contractor shall work on, at most, three (3) streets. Additional work zones may be approved by the Owner if the contractor demonstrates the ability to perform the work in a timely manner.

108.09 FAILURE TO COMPLETE WORK ON TIME

Shall include the following:

A daily charge will be made against the Contractor for each calendar day that work is performed outside the working times listed in 108.05, Limitation of Operations.

REVISION OF SECTION 630 CONSTRUCTION ZONE TRAFFIC CONTROL

Section 630 of the Standard Specifications is hereby revised as follows:

Subsection 630.01 is revised to include the following:

1. Working hours shall be 7:00 a.m. to 7:00 p.m. Monday through Friday in all residential areas, or as otherwise approved in writing by the Engineer.
2. The use of alternate one-way traffic may be approved on a case-by-case basis.
3. All work done outside the times above must be approved by the Engineer in writing.

As required by, in descending order of precedence, these plans and special specifications, the current Standard Specifications, as augmented by the Colorado Department of Transportation M and/or S standards, and the current version of the Manual on Uniform Traffic Control Devices (MUTCD) for Streets and Highways.

Subsection 630.10 through 630.11 shall be modified to read:

Traffic control throughout the construction area is the responsibility of the Contractor. Before starting construction, the Contractor shall submit, in writing, the proposed Method of Handling Traffic (MHT) for the initial phase of construction. When a different MHT is required for a subsequent construction phase, it must be submitted two weeks prior to starting that phase. All proposed methods of handling traffic shall be approved, in writing, by the Engineer. No phase of construction shall start until an acceptable MHT has been received and approved by the Engineer. The proposed methods shall include, as a minimum, the following:

A detailed diagram which shows the location of all sign placements, including advance construction signs (if not previously approved) and speed limit signs; method length and time duration for lane closures; and location of flag persons.

A tabulation of all traffic control devices shown in the detailed diagram including, but not limited to: construction signs, vertical panels; vertical panels with lights; Type 1 and Type 2 barricades; cones and drum channelizing devices; concrete barrier (temporary); advance warning flashing or sequencing arrow panels.

Approval of the proposed MHT is intended to indicate all devices to complete the project safely. Such approval does not relieve the contractor of liability specifically assigned to him under the contract. The Contractor shall erect and maintain warning lights, signs, barricades, and sufficient safeguards around all excavations, embankments, stockpiles, equipment, and obstructions.

Non-metallic drums may be substituted for vertical panel channelizing devices if site dimensions allow.

The Contractor shall, at the preconstruction conference, designate one of their employees, other than the Superintendent, to be responsible for traffic control management. This responsibility shall include management for the contractor's signing and all other details covered by the specifications which contribute to the convenience, safety, and orderly movement of traffic and to the comfort of the traveling public. The designated employee will have the Certification of the Traffic Control Supervisor as a Worksite Traffic Supervisor by the American Traffic Safety Services Association (ATSSA) in lieu of completion of the CDOT minimum training requirements.

Traffic control managements shall be maintained on a 24-hour per day basis. The contractor shall make arrangements so that the Traffic Control supervisor or their approved representative will be available on every working day, "on call" at all times and available upon the Engineer's request at other than normal working hours. The Traffic Control Supervisor shall have an up-to-date copy of Part VI of the MUTCD, pertaining to traffic controls for street and highway constructions, and the approved MHT available at all times.

The contractor shall apply for and receive a City of Littleton right-of-way use permit (at no cost to the contractor) prior to commencing operations.

Due to the mobility of the operation, the contractor will need to provide traffic control consistent with the MUTCD. For sweeping operations, the contractor will need to provide an MHT. The flagger's STOP/SLOW sign paddle shall be 18 inches with letters six inches high.

Subsection 630.13 is revised to include the following:

Towing

Vehicles shall be identified by the Engineer and shall be limited to any class of vehicle that is upright and on wheels. 'No Parking' signs shall have been in-place and maintained for a minimum of twenty-four (24) hours along the proposed street segment prior to towing a vehicle.

The Contractor shall make every reasonable attempt as determined by the Engineer, including but not limited to door-to-door investigation, to locate the owner/operator of the vehicle prior to initiating the towing process.

Towing shall be limited to towing a vehicle conflicting with the current or proposed work activities. Vehicles shall be towed using techniques that do not damage the towed vehicle or the roadway, adjacent structures, or other public property or assets. Vehicles shall be towed to a location designated by the Engineer at the time of towing, typically to an adjacent street beyond the proposed work area. **Towed vehicles shall be positioned in a legal parking space within a public roadway in a manner that permits through traffic.**

Immediately after towing a vehicle, the Contractor shall affix a notice to the windshield or other appropriate place on the motor vehicle, stating "This vehicle was parked within a Temporary Construction Work Zone. It was moved to this location by order of the City of Littleton Public Works.", or similar language approved by the Engineer.

The City shall not grant additional time or compensation for any resulting delays or loss of production because of failure to comply with the requirements of the Contract Documents including posting of notices and identifying and towing vehicles.

Towing Tickets

The Contractor shall deliver a towing ticket identifying the following information:

- · Date and time towing request received,
- · Make, model, and license number of vehicle towed,
- · Locations vehicle towed from and to, and
- · Signature of an authorized City Representative with time and date work performed.

Towing Equipment Requirements

Towing equipment shall, at a minimum, be equipped with a power winch, two-way radio, ten-pound dry fire extinguisher, motorcycle sling, dollies or flatbed equipment, and other modern towing and safety devices. All equipment shall be in good working condition when reporting for use.

METHOD OF MEASUREMENT and 630.18 BASIS OF PAYMENT are hereby deleted in their entirety and replaced with the following:

Traffic control shall be paid on a lump sum basis to be paid for as follows: 50 percent of the Schedule amount upon first utilization and the remaining 50 percent of the Schedule amount when 75 percent of the original schedule amount has been earned.

In the event towing services are required, the Contractor shall furnish certified invoices for reimbursement through the Force Account Item. The City will reimburse the contractor up to \$150.00 per towing event, contingent upon the contractor providing certified invoices as well as proof of appropriate construction signage and timely placement. Any towing performed without required signage or pre-authorization will not be paid for.

PAY ITEM

Traffic Control

UNIT

Lump Sum

FORCE ACCOUNT ITEMS

DESCRIPTION

This special provision contains the City's estimate for force account items included in the Contract. Such estimated amounts will be added to the total bid to determine the Project Commitment Amount and the amount of the performance and payment bonds. Force Account work shall be performed as directed by the Engineer.

BASIS OF PAYMENT

Payment will be made in accordance with subsection 109.04. Payment will constitute full compensation for all work necessary to complete the item.

Force account work valued at \$5,000 or less, that must be performed by a licensed journeyman in order to comply with federal, state, or local codes, may be paid for after receipt of an itemized statement endorsed by the Contractor.

<u>Force Account Item</u>	<u>Quantity</u>	<u>Estimated Amount</u>
Force Account	F.A.	\$250,000

ADDITIONS, ALTERATIONS AND MODIFICATIONS TO EXISTING FACILITIES

1. GENERAL: The existing facilities shall be altered in accordance with the plans, specifications and notes. Materials removed may be re-used if in good condition and insofar as they are adaptable to the requirements of the drawings and specifications, and if approved by the Engineer, except as hereinafter specified or noted on the drawings to be replaced with new materials. Re-used material, if and when so directed, shall be altered to suit new requirements and items in need of repair shall be repaired as directed. Materials and construction of additions and altered portions shall conform with present material and type of construction unless otherwise indicated or noted on drawings or otherwise herein specified. Joining of new and old construction shall be made tight and uniform in appearance. Salvaged materials not used in new construction shall become the property of the Contractor and removed from the site. Present work or existing facilities damaged during alteration or otherwise marred or disfigured as a result of the completion of this contract shall be repaired or replaced as directed by the Engineer. Rough, raw or unfinished areas, exposed as a result of removal of existing items shall be patched, repaired and finished as shown on drawings or as directed by the Engineer.
2. INCIDENTAL WORK: This portion of additions, alterations and modifications covers the performance of incidental work including cleaning of existing inlets and storm drains, and removal and/or relocation of existing fences.
3. EXISTING CURBS, WALKS AND PAVEMENTS: All existing sidewalks, curbs, and paved or surfaced areas removed or damaged during the construction shall be repaired and/or replaced with materials and construction similar to the existing facilities, unless otherwise directed by the Engineer.
4. EXISTING LAWN AREAS: Existing lawn areas destroyed or damaged during construction shall be back-filled, graded and re-sodded as directed by the Engineer. The area shall be thoroughly moistened prior to cutting and replacing the sod. The sod shall be pressed firmly into contact with the sod bed by tamping or rolling so as to eliminate air pockets and to provide a true and even surface and insure knitting. Soil of good quality shall be used to fill all cracks between sod. Where required, sod shall be fastened to stay in the slope. Work performed within existing lawn areas shall be included with the Landscape Restoration pay item.
 - a. WATER FOR CONSTRUCTION: The Contractor will be responsible for obtaining any water which may be needed for backfill compacting, line flushing, or any other purpose during construction. All costs, fees, permits and arrangements for obtaining water shall be the responsibility of the Contractor.

PROJECT DESCRIPTION

The work will involve approximately 125,000 SY of 2" asphalt milling, placement of approximately 13,500 tons of ½" HMA pavement, and minor patching quantities. Work will also involve associated manhole and water valve adjustments, traffic control, and erosion control. The project area will be on various local streets in The City of Littleton, Colorado, as indicated on the plan set.

CONSTRUCTION NOTES

1. All construction shall be in accordance with the most recent versions of the "Colorado Department of Transportation – Standards Specifications for Road and Bridge Construction" and "Colorado Department of Transportation – Standard Plans, Metropolitan Government Pavement Engineers Council Pavement Design Standards and Construction Specifications and the project drawings and specifications included herein.
2. After an award has been made, a Preconstruction Conference will be held at the offices of the City of Littleton, Engineering Division. The Contractor shall submit a construction schedule to the Engineer for approval before the Preconstruction Conference.
3. The City will issue the Contractor a "No Fee" City of Littleton Right of Way Permit for the Work.
4. The Contractor shall make continuous progress on each street or location and shall limit the active work area to three streets or locations at any given time, unless obtaining specific written approval from the Project Engineer.
5. The City will allow the Contractor to temporarily store equipment and/or materials within the Right-Of-Way. All storage locations must be approved by the Engineer. If the Contractor chooses to store any equipment and/or material on private property, the Contractor shall provide a copy of any written agreement or approval from the owner of the property which is to be utilized. The City may allow the Contractor to store equipment or materials at secured City storage facilities, if space is available.
6. The Contractor shall familiarize themselves with the extent of landscaping, walls, fences, sod and irrigation lines which will be affected by the construction prior to preparing their bid. The cost of replacement of landscaping, walls, fences, sod or irrigation lines shall be incidental to the work and will not be paid for separately. Removal of landscaping shall be kept to a minimum.
7. The Contractor shall verify and be responsible for all features, including all underground and above ground utilities, prior to beginning any work. See "CDOT Standard Specifications for Road and Bridge Construction", Subsection 105.11. For utility construction coordination, the Contractor shall contact the utility notification center for Colorado at 800.922.1987. The

Contractor shall be responsible for field locating, verifying, and protecting all existing utilities within the project areas. The Contractor shall:

- a) Work with the appropriate utility company in verifying locations.
 - b) Pay for any damage to and arrange for the repair of any existing utilities damaged or disrupted during construction. "Utilities" shall include lawn irrigation pipes and appurtenances.
8. The asphalt patching removal shall be limited to what is marked in the field by the Engineer. The asphalt shall be saw-cut to a smooth line and the cost of saw-cutting shall be included in the work. Asphalt removed beyond the limits approved by the Engineer, shall be replaced by the Contractor at their expense. Asphalt patching shall conform to the approved mix design for the project and shall comply with the standard detail as in these plans and shall be paid for by the ton, complete in place, including tack oil.
9. Prior to mobilization, the Contractor shall submit the job mix design for Hot Mix Asphalt Pavement and Portland Cement Concrete for approval by the Owner.
10. All excess excavation, destroyed sod and other material determined unsuitable for backfill in the opinion of the Engineer shall be removed (including loading, hauling, and dumping fees, etc.) from the site at no additional cost to the Owner. The Contractor shall not carelessly remove material suitable for backfill from the site.
11. The Contractor shall be responsible for securing the safety of the construction area with adequate fence, tape, or other approved measures. The cost of erecting and removing fence or other approved devices to secure the construction area shall not be paid for separately but shall be included in the cost of the Work.
12. The Contractor shall be responsible for repairing all pavement surfaces not marked for removal, but which might be damaged by staging, stockpiling materials, or equipment operation. The Engineer and the Contractor shall together document existing conditions and other information prior to any construction activities.
13. For this project no soils investigation was done. It shall be incumbent upon the Contractor to do their own testing at their sole expense, if they so desire.
14. Access to adjacent properties and driveways shall be maintained for the duration of the Work and shall be the responsibility of the Contractor.
15. The Contractor is responsible for setting any needed line or grade construction staking, the cost of which shall be considered included in the cost of the work.
16. Excavation up to a depth of 12" below final grade, filling and compaction of soft spots shall be paid with the pay items "Removal of Asphalt" and "Aggregate Base Course (Class 6)", which shall consist of Class 6 aggregate base course material. This material shall be placed at the

direction of the owner. Any material placed without direct approval by the Engineer or Inspector will not be paid separately but will be considered included in the work.

17. The Contractor shall be responsible for preparing a construction Stormwater Management Plan (SWMP) for erosion control. This plan shall be submitted at the pre-construction meeting for City of Littleton approval. The Contractor shall be required to inspect and maintain erosion and sediment control devices to ensure they are functioning as intended and submit inspection reports for Owner's review at 2-week intervals and also following precipitation events. Payment shall be under "Erosion Control".
18. The Contractor shall be responsible for the project and shall take such precautions as may be necessary to construct the work in a dry condition and provide for drainage, dewatering, and control of all surface and subsurface water. The Contractor shall erect any necessary temporary structures or other facilities at their expense, which will not be paid for separately, but shall be considered part of the work.
19. Material testing will be the responsibility of the CONTRACTOR. Quality Control (QC) measures will adhere to MGPEC Section 20-14 and testing frequencies shall comply with Table 20.14-1. Material Testing will be considered incidental to the work and will not be paid for separately.
20. UTILITIES Known utilities in the project area and the contact personnel for such utilities are:

Denver Water Department

Paul Peloquin
303-628-6620
1600 West 12th. Ave.
Denver, CO 80204

Xcel Energy

Builders Call Line
1-800-628-2121
10001 W. Hampden Ave.
Lakewood, CO 80227

Lumen

Shelly Bergstrom
Shelly.Bergstrom@Lumen.com
303-257-0027
7759 S. Wheeling Ct.
Englewood, CO
80112

Comcast

Jason Mollo
720-601-4729
10312 W. Hampden Ave.
Lakewood, CO 80227
Jason_Mollo@comcast.com

City of Littleton

Grounds and Landscaping
Diana Trettin
303-795-3766

Streets

Scott Schlecht
303-795-3949

Sanitary and Storm Sewer

Deric Romero
303-795-3969

Traffic Signals

Tim Weaver
303-795-3834



Staff Communication

File #: Resolution 56-2026, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Resolution 56-2026: Approving an Intergovernmental Agreement between the City of Littleton and the City of Englewood, regarding a Financial Contribution for Constructing the 2026 Surface Sealing Project

From:	James L. Becklenberg, City Manager
Prepared by:	Brent Soderlin, Director of Public Works & Utilities Ray Hill, Interim City Engineer Matthew Matuszewski, Capital Improvement Program Manager
Presentations:	N/A

PURPOSE:

Approving an Intergovernmental Agreement between the City of Littleton and the City of Englewood, regarding a Financial Contribution for Constructing the 2026 Surface Sealing Project.

LONG-TERM OUTCOME(S) SERVED:

High-Quality Governance

DISCUSSION:

The City of Littleton initiated pavement rehabilitation on a segment of South Windermere Street between West Prentice Avenue and West Layton Avenue and on West Prentice Avenue between South Windermere Street and South Hickory Street as part of its 2026 Surface Seal Project. The city is preparing to solicit construction services to perform this work. The project also includes striping and delineator installment for bike lanes as part of Littleton Safer Streets Initiatives.

The municipal boundary between the City of Littleton and the City of Englewood runs down the centerline of both South Windermere Street and West Prentice Avenue for a portion of this project. Each city is responsible for maintenance of the street within its jurisdiction.

The City of Littleton agreed to be responsible for design, solicitation and management of the project and future maintenance of striping and vertical delineators as installed by this project, as outlined within the IGA.

The City of Englewood agreed to reimburse the City of Littleton for its share of the surface sealing construction. Englewood's reimbursement costs include installation and material costs for the protected bike lanes. Each city will be responsible for maintenance of infrastructure located within their jurisdictions.

It is proposed to enter into an IGA with the City of Englewood for the pavement rehabilitation work on South Windermere Street and West Prentice Avenue.

Both cities realize cost savings in jointly undertaking projects with mutual benefit. Joint projects such as this result in a higher-quality finished product versus being constructed independently.

BACKGROUND:

The City of Littleton regularly performs surface sealing and roadway maintenance projects such as the chip seal proposed on South Windermere Street from West Prentice Avenue to West Layton Avenue and the slurry seal on West Prentice Avenue Between South Windermere Street and South Hickory Street. These roadways have been identified by the Safer Streets Littleton Program for bicycle and pedestrian upgrades. It would be in the best interest of the city to perform the surface sealing in advance or in the same project as the installation of new striping and vertical delineators. Historically, as roadways are incorporated into the pavement management plan, upgrades including bicycle, and pedestrian improvements are made as a way to minimize disruption to an area and improve overall costs to a project.

Littleton has been in communications with Englewood since spring of 2025 determining the allowable scope of the striping and delineators, the application of chip and slurry sealing in Englewood's jurisdiction, and planned projects that Englewood has in progress or is anticipating.

Prior Actions or Discussions

N/A

FISCAL IMPACTS:

The total awarded project cost is \$1,954,700.29. In accordance with the IGA the City of Englewood will reimburse the City of Littleton for up to \$185,150.39 for the portion of work within its jurisdiction.

STAFF RECOMMENDATION:

Staff recommends approval of the Intergovernmental Agreement.

ALTERNATIVES:

If Council does not approve this intergovernmental agreement, the City of Littleton will not receive contributing funds from Englewood for this project, and the additional improvements, including surface sealing and safer streets initiatives, within the Englewood city boundary will be removed from the scope of the improvement project. Englewood would have no obligation to install any surface sealing materials or bicycle improvements along the corridor within their boundaries. Since the city boundary runs north to south on Windermere Street, and east to west on Prentice Avenue, the entire length of these project locations, if this resolution were not approved, would only have devices and striping applied to the Littleton jurisdiction, reducing the effectiveness of both the surface sealing and the safety measures applied.

PROPOSED MOTION:

I move to approve Resolution 56-2026 approving an Intergovernmental Agreement between the City of Littleton and City of Englewood, Regarding a Financial Contribution for the 2026 Surface Sealing Project.

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CITY OF LITTLETON, COLORADO

Resolution No. 56

Series, 2026

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LITTLETON,
COLORADO, AUTHORIZING AN INTERGOVERNMENTAL
AGREEMENT BETWEEN THE CITY OF LITTLETON AND THE CITY OF
ENGLEWOOD REGARDING A FINANCIAL CONTRIBUTION FOR THE
2026 SURFACE SEALING PROJECT**

13 **WHEREAS** the council may, be resolution, enter into contracts with other
14 governmental bodies to furnish or receive government services, to make or pay charges for such
15 services, or enter into cooperative or other joint activities with other governmental bodies; and
16

17 **WHEREAS** the City of Littleton will enter into a contract for a pavement
18 preservation project on South Windermere Street between West Layton Avenue and West Prentice
19 Avenue and on West Prentice Avenue from between South Windermere Street and South Hickory
20 Street; and
21

22 **WHEREAS**, the municipal boundary between the City of Littleton and the City of
23 Englewood traverses a portion of said pavement preservation project, with each city being
24 responsible for maintenance of the street within its jurisdiction; and
25

26 **WHEREAS** for purposes of mutual cost savings and construction efficiencies,
27 Littleton has agreed to construct the Improvements while implementing infrastructure
28 improvements for the Project; and
29

30 **WHEREAS** the City of Englewood and the City of Littleton desire to enter into an
31 agreement, in which Englewood will financially contribute to the Project, and to further define the
32 Parties role in relation to the Project, as further set forth in Exhibit "A;"
33

34 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF**
35 **THE CITY OF LITTLETON, COLORADO, THAT:**
36

37 **Section 1.** The Intergovernmental Agreement between the City of Littleton and the
38 City of Englewood Regarding a Financial Contribution for Constructing the 2026 Surface Sealing
39 Project is hereby approved, in substantially the same form as Exhibit "A" and the Mayor is hereby
40 authorized to execute the intergovernmental agreement.
41

42 **Section 2.** The Resolution shall take effect upon its approval by the Littleton City
43 Council.
44
45

INTRODUCED, READ AND ADOPTED at a regularly scheduled meeting of the
City Council of the City of Littleton, Colorado, on the 18th day of August 2026, at 6:30 p.m. at the
Littleton Center, 2255 West Berry Avenue, Littleton, Colorado.

ATTEST:

Colleen L. Norton
CITY CLERK

Kyle Schlachter
MAYOR

APPROVED AS TO FORM:

Reid Betzing
CITY ATTORNEY



**INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF
LITTLETON AND THE CITY OF ENGLEWOOD REGARDING A FINANCIAL
CONTRIBUTION FOR CONSTRUCTING THE
2026 SURFACE SEALING PROJECT**

THIS INTERGOVERNMENTAL AGREEMENT ("IGA") is made and entered into this ____ day of _____, 2026, by and between **CITY OF LITTLETON**, a home rule municipality of the State of Colorado ("Littleton"), and **CITY OF ENGLEWOOD**, a home rule municipality of the State of Colorado ("Englewood"). LITTLETON and ENGLEWOOD are individually referred to herein as "Party" and collectively as the "Parties".

RECITALS

WHEREAS, the Parties are authorized by §29-1-203, C.R.S. as amended, to enter into contracts or agreements for the sharing of costs for any function, service, or facility authorized to each of the cooperating or contracting parties; and

WHEREAS, §29-1-203, C.R.S. as amended, clearly articulates and affirmatively expresses a state policy that authorizes political subdivisions of the State of Colorado to cooperate and contract to make the most efficient and effective use of their respective resources; and

WHEREAS, Littleton is undertaking a pavement preservation program known as the 2026 Surface Sealing Project including specific work on South Windermere Street from West Prentice Avenue to West Layton Avenue, and on West Prentice Avenue from South Windermere Street to South Hickory Street, a portion of which lies within the boundaries of Englewood ("the Project"), as further described in **Exhibit A, which includes surface sealing, pavement patching, roadway striping, and related work within the Project Area;** and

WHEREAS, Littleton intends to perform pavement striping and install bicycle delineators as outlined within Section 4 (j) of this agreement, on South Windermere Street between West Prentice Avenue and West Layton Avenue, and perform pavement striping and install speed cushions on West Prentice Avenue between South Windermere Street and South Hickory Street, as shown in Exhibit C (Striping Plans); and

WHEREAS, Englewood agrees to contribute to the cost of materials and labor incurred by Littleton, as specified in this agreement, for that portion of the Project located within the boundaries of Englewood; and

WHEREAS, Littleton intends to complete the Projects in 2026 and has determined per the contractor's bid that Englewood's share of the materials and labor costs is \$184,150.39, as further described in **Exhibit B** ("Englewood Share"); and

WHEREAS, the Parties desire to enter into this Agreement to provide for Littleton to complete the work on the Projects and for Englewood to remit payment to Littleton for the Englewood Share.

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein and for other good and valuable consideration, which the Parties agree is sufficient, it is hereby agreed that:

1. **Purpose.** The purpose of this IGA is to identify the Parties' obligations to participate in the Projects, including how cross-jurisdictional data sharing and cost sharing will be accomplished. The IGA also identifies the Parties' respective responsibilities relating to ownership and maintenance of the Project improvements following the completion of the improvements, including the acceptance by Englewood of any permanent infrastructure improvements installed within the boundaries of Englewood.

2. **Term.** This IGA shall be effective on the date of execution by both Parties, ("Effective Date") and terminate upon completion of the Striping Project, anticipated completion on or before December 31, 2026 ("Completion Date") or on a date prior as agreed to by the Parties in writing.

3. **Project Representatives.**

(a) **Littleton Representative.** Littleton hereby designates Matthew Matuszewski (mmatuszewski@littletongov.org) 303-795-3871 as the Littleton Representative to coordinate all communication with Englewood related to the Projects and issues arising under this IGA.

(b) **Englewood Representative.** Englewood hereby designates Kyle Branham (Kbranham@englewoodco.gov) 303-902-8386 as Englewood Representative to coordinate all communication with Littleton related to the Projects and issues arising under this IGA.

4. **Littleton Obligations.** Littleton will be responsible for the following participation in the Project:

(a) Management of the Project through direction to the Contractor. It is further agreed that the Englewood Representative will work through the Littleton Representative to provide direction or comments to the Contractor.

(b) Management of the design, solicitation and contracting of the Projects.

(c) Establishing and managing the funds for the Projects, including coordination of cost sharing and reimbursements

(d) Establishing and maintaining a method of prompt and efficient communication concerning the Projects with the Englewood Representative.

(e) The Littleton Project Manager shall coordinate with the Englewood Representative regarding the construction schedule associated with the Project to ensure, among other things, coordination with Englewood's Lead Reduction Program so that any lead pipes requiring replacement by Englewood in the Projects area are replaced prior to any surface sealing, roadway striping and asphalt

patching, and will provide updates to the Englewood Representative concerning updates to such construction schedule, including information Englewood may utilize when communicating with the public. The Englewood Representative will be invited to all preconstruction meetings and coordination meetings with the Contractor.

(f) Provide Englewood project submittals, plans, specifications, contracting agreements, permitting documentation, construction schedule and pertinent communication informing project decisions for the preparation of the Surface Sealing, Pavement Patching and Pavement Striping Projects.

(g) The Littleton Representative will work with the Littleton Communications team to produce social media and website content which will be distributed through all methods of communication in Littleton and presented to the Englewood Representative for review and potential dissemination. Littleton shall be responsible for preparing public-facing communication materials related to the Projects, and Englewood shall be responsible for distributing such materials through its own communication channels as it deems appropriate. Variable message boards will be placed at the project limits prior to construction as a method of on-site communication.

(h) Providing all necessary or desirable expertise and experience (e.g. but not limited to legal, contract administration, engineering, financial oversight, and final advertisement to manage the performance of the Contractors.

(i) Provide Englewood with data pertinent to the projects, including material submittals, measurements, daily inspection logs, material testing reports, payment documentation, final acceptance documentation and as constructed drawings, as requested by the Englewood Representative.

(j) Provide installation and perform maintenance of the protected bike lanes, bicycle lane delineators, and speed cushions for the first 12 months following installation. After 12 months, maintenance and repairs on this infrastructure will be the responsibility of Englewood.

5. Englewood Obligations. Englewood will be responsible for the following participation in the Projects:

(a) Designating an individual responsible for representing Englewood who shall coordinate with the Littleton representative(s) regarding educational and public communications content created by Littleton and coordinate with the Englewood Communication Team to disseminate such materials as appropriate. Englewood retains sole discretion regarding public messaging over its own communication channels.

(b) The Englewood Representative will work with the Littleton Project Manager and Contractor to review and approve all traffic control required for the

Project for those portions of the Project located within the Englewood city boundaries.

(c) The Englewood Representative will work with Littleton and the Contractor to compile all documentation necessary and apply for an Englewood right-of-way permit.

(d) Englewood may have an inspector present during work performed on the Projects by the Contractor, and the Englewood Representative shall communicate directly through the Littleton Project Manager to address concerns and workmanship issues as they arise during completion of the Projects, and to address any punch list corrections. The Englewood inspector shall communicate any potential adverse conditions which would necessitate a change in scope through the Englewood Representative and under no circumstances shall Englewood direct the Contractor in a manner other than agreed upon in this IGA.

(e) Accepting ownership and maintenance responsibility for any permanent improvements completed as part of the Project within the boundaries of Englewood, provided such improvements have been constructed in accordance with Englewood's standards and specifications, and accepted in writing following final inspection.

(f) Protected bike lanes along with pavement striping and bicycle lane delineators, and speed cushions within the boundaries of Englewood will be maintained by Littleton for the first 12 months following installation. After 12 months, maintenance and repairs on this infrastructure will be the responsibility of Englewood.

6. Notice. Except as otherwise provided herein, any notice required or permitted by this IGA shall be in writing and shall be deemed to have been sufficiently given for all purposes if sent by certified mail or registered mail, or by other courier agreed to by both Parties, postage and fees prepaid, addressed to the party to whom such notice is to be given, at the address set forth below, or at such other address as has been previously furnished in writing, to the other party. Such notice shall be deemed to have been given when deposited in the United States mail.

City of Littleton: City Manager
 City of Littleton
 2255 W. Berry Ave
 Littleton, CO 80120

With a copy to: Littleton City Attorney
 City of Littleton
 2255 W. Berry Ave
 Littleton, CO 80120

City of Englewood: City Manager
City of Englewood
1000 Englewood Parkway
Englewood, CO 80110

With a copy to: Englewood City Attorney
City of Englewood
1000 Englewood Parkway
Englewood, CO 80110

7. Payments.

(a) Upon receipt and approval of partial pay requests from Contractor, Littleton shall make periodic payments to the Contractor. Upon payment to Contractor, Littleton will forward invoices to Englewood for Englewood's Share of the work performed on the Projects during the applicable pay period(s) and Englewood shall reimburse Littleton said full amount of such invoices within thirty (30) days of receipt of billing from Littleton. Billing will be based upon the applicable contract unit price for contract bid items associated with the work on the Projects, and as more specifically set forth in Exhibit B. All payments by Englewood to Littleton contemplated in this Agreement have been appropriated or otherwise lawfully authorized by Englewood in Englewood's 2026 budget.

(b) If actual costs exceed the Estimated Cost plus 5% Contingency as stated in Exhibit B due to actual field constructed quantities, the Parties agree to amend this Agreement to reflect the actual cost of Englewood's portion of the projects and reimburse said amount to Littleton subject to the approval of the Englewood City Council required for any Amendment to this Agreement. Furthermore, Parties understand that if the actual projects cost exceeds the Estimated Cost plus 5% Contingency per Exhibit B, Littleton will notify Englewood and receive authorization before any additional costs are incurred on the Projects. Without such authorization, Englewood shall have no obligation to reimburse amounts beyond the Estimated Cost plus 5% Contingency as stated in Exhibit B. Parties are aware, understand, and acknowledge that the construction costs provided in this Agreement are an estimate based on the best available information and that actual construction costs may vary.

8. Article X, Section 20/TABOR: The Parties understand and acknowledge that Littleton and Englewood are subject to Article X, § 20 of the Colorado Constitution ("TABOR"). Neither Party intends to violate the terms and requirements of TABOR by the execution of this IGA. It is understood and agreed that this IGA does not create a multi-fiscal year direct or indirect debt or obligation within the meaning of TABOR and, therefore, notwithstanding anything in this IGA to the contrary, all payment obligations of the Parties are expressly dependent and conditioned upon the continuing availability of funds for such Party beyond the term of the Party's current fiscal period ending upon the next succeeding December 31. Financial obligations of the Parties payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and

otherwise made available in accordance with the rules, regulations, and resolutions of the individual paying party and other applicable law. Upon the failure to appropriate such funds, this IGA shall be terminated.

9. Agreement as Complete Integration

(a) This IGA constitutes the entire agreement of the Parties hereto. The Parties agree that there have been no representations made other than those contained herein, that this IGA constitutes their entire agreement, and further agree that the various promises and covenants contained herein are mutually agreed upon and are in consideration for one another.

(b) This IGA contains all of the terms agreed upon by the Parties related to the cost sharing of the Projects. Any amendments or modifications to this IGA must be in writing executed by the Parties in order to be valid and binding.

(c) No waiver of any of the provisions of this IGA shall be deemed to constitute a waiver of any other of the provisions of this IGA, nor shall such waiver constitute a continuing waiver unless otherwise expressly provided herein, nor shall the waiver of any default hereunder be deemed a waiver of any subsequent default hereunder.

10. Counterparts of this Agreement. This IGA may be executed in one or more counterparts, each of which shall be deemed an original and together shall constitute one and the same instrument.

11. Assignment and Subcontracting. Neither party to this IGA shall assign or transfer any of its rights, duties or obligations hereunder without prior written consent of the other Party which consent may be withheld for any or no reason.

12. Liability.

(a) Each party shall be responsible for its own negligence hereunder to the extent provided by law. Neither party shall be deemed to be an agent for the other party.

(b) The provisions of this IGA shall bind and inure to the benefit of the Parties and to their respective permitted assigns.

(c) No elected official, officer, agent or employee of Littleton or Englewood shall be charged personally or held contractually liable under any term or provision of this IGA, or because of any breach thereof or because of its or their execution or approval of this IGA.

13. Status of Parties

(a) The Parties enter into this IGA as separate, independent governmental entities and shall maintain as such throughout.

(b) The Parties agree and acknowledge that this IGA may be enforced in law or in equity, by decree of specific performance or damages, or such other legal or equitable relief as may be available subject to the provisions of the laws of the State of Colorado.

(c) Each and every covenant, promise, or term contained in this IGA shall not merge in any other document executed by either or both Parties to effect or implement the provisions of this IGA but shall survive such instrument.

(d) The Parties agree to execute any additional documents or take any additional action that is necessary to carry out the intent of this IGA.

14. No Third Party Beneficiaries. Except as otherwise stated herein, this IGA is intended to describe the rights and responsibilities of and between the Parties and is not intended to, and shall not be deemed to, confer rights upon any persons or entities not named as parties, nor to limit in any way the powers and responsibilities of the Parties. Nothing contained in this IGA shall give or allow any such claim or right of action by any other or third person or entity under or pursuant to this IGA. It is the express intention of the Parties hereto that any person or entity, other than the Parties to this IGA, receiving services or benefits under this IGA shall be deemed to be incidental beneficiaries only.

15. Severability. It is understood and agreed to by the parties hereto that if any part, term, or provision of this Agreement is by the courts held to be illegal or in conflict with any law of the State of Colorado, the validity of the remaining portions or provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular part, term, or provision held to be invalid.

16. Governmental Immunity. The Parties and their respective elected officials, officers, agents and employees are relying upon and do not waive or abrogate, or intend to waive or abrogate by any provision of this IGA the monetary limitations or any other rights, immunities or protections afforded by the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101 *et seq.*, as the same may be amended from time to time.

17. Records and Data Sharing. Littleton shall provide Englewood with access to project records, including material submittals, inspection logs, payment documentation, and final acceptance materials related to the Projects within the boundaries of Englewood. All such records shall be provided in electronic format upon request and retained in accordance with each Party's applicable records retention policies. The Parties acknowledge that such records may be subject to the Colorado Open Records Act.

IN WITNESS WHEREOF, the Parties have executed this IGA to be effective as of the Effective Date set forth above.

[signature page to follow]

CITY OF LITTLETON

ATTEST:

By: City Clerk

By: Mayor

APPROVED AS TO FORM:

By: _____
City Attorney

CITY OF ENGLEWOOD

ATTEST:

By: City Clerk

By: Mayor

EXHIBIT A
PROJECT LOCATION
(Municipal Boundary in Blue)

match line



match line





EXHIBIT B
ENGLEWOOD SHARE (Engineer's Estimate)

2026 SURFACE SEALING PROJECT					
CITY OF LITTLETON PROJECT NO. 25-02					
CITY OF ENGLEWOOD COST SHARE					
ITEM NO.	ITEM	UNIT	ESTIMATED QUANTITY	UNIT COST	TOTAL
202	REMOVAL OF PAVEMENT MARKINGS	SF	4,698	\$ 1.00	\$ 4,698.00
403	INSTALL SPEED CUSHION	EA	12	\$ 1,800.00	\$ 21,600.00
408	MASTIC	TON	5	\$ 4,250.00	\$ 21,250.00
409	SEAL COAT (1/4" CHIP)	SY	26,343	\$ 3.75	\$ 98,786.25
410	SLURRY SEAL TYPE II	SY	8,556	\$ 2.68	\$ 22,930.08
612	36" SHUR-FLEX VERTICAL FLEX POST (GREEN)	EA	92	\$ 85.00	\$ 7,820.00
612	36" SHUR-FLEX VERTICAL FLEX POST (WHITE)	EA	36	\$ 85.00	\$ 3,060.00
612	ZICLA ZIPPER (B+AA+B)	EA	272	\$ 395.00	\$ 107,440.00
626	MOBILIZATION	LS	1	\$ 2,620.50	\$ 2,620.50
627-00008	MODIFIED EPOXY PAVEMENT MARKING	GAL	140	\$ 135.00	\$ 18,900.00
627-30323	PREFORMED THERMOPLASTIC PAVEMENT MARKING (WORD-SYMBOL)(INLAID)	SF	1,560	\$ 12.50	\$ 19,500.00
627-30328	PREFORMED THERMOPLASTIC PAVEMENT MARKING (XWALK-STOP)(INLAID)	SF	1,240	\$ 12.50	\$ 15,500.00
630	TRAFFIC CONTROL	LS	1	\$ 18,954.95	\$ 18,954.95
700	F/A MINOR CONTRACT REVISIONS	EA	1	\$ 5,241.00	\$ 5,241.00
	ESTIMATED PROJECT TOTAL				\$ 368,300.78
	CITY OF ENGLEWOOD COST SHARE = 50% OF TOTAL				\$ 184,150.39

EXHIBIT C (ATTACHED)
STRIPING PLAN SHEETS



Staff Communication

File #: ID# 26-156, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Motion to approve minutes for the July 21, 2026, regular meeting of Littleton City Council

Prepared by: Wendy J. Shea-Tamag, Deputy City Clerk

RECORDING SECRETARY'S CERTIFICATION:

I hereby certify that the attached minutes are an accurate representation of motions made, and action taken at Council's July 21, 2026, regular meeting of City Council. I have also reviewed the video recording for the July 21, 2026, regular meeting of the Littleton City Council and certify that the video recording is a full, complete, and accurate record of the proceedings and there were no malfunctions in the video.

PROPOSED MOTION:

I move to approve the minutes for the July 21, 2026, regular meeting a of City Council.



City of Littleton

Littleton Center
2255 West Berry Avenue
Littleton, CO 80120

Meeting Minutes - Draft

City Council

Tuesday, July 21, 2026

6:30 PM

Council Chamber

Regular Meeting

1. Roll Call

Present: 5 - Mayor Schlachter, Mayor Pro-Tem Peters, Council Member Grove, Council Member Henderson and Council Member Zink

Absent: 2 - Council Member Reichardt and Council Member Stillwell

2. Pledge of Allegiance

3. Approval of Agenda

4. Scheduled Appearances and Presentations - None

5. Proclamations - None

6. Public Comment

Jose Briones, Dist. III – Safety; Speed limit

Leah Schwarzrock, Roxborough – School meals

Candice Rutledge, Littleton – Issues of concern

Pam Chadbourne, Dist. I – Climate change

Greg Sullivan, Dist. IV – 32 gas pumps/Costco

7. Comments / Reports

a) Council Members

Council Member Zink - Attended the most recent Meet, Greet & Eat. The city selected a new police chief after a long vetting process; Gene Enley, the interim chief, was selected. Attended the opening of Montview Flatts, an affordable housing project.

Council Member Henderson - The Tri Cities Homelessness initiative got information that the MDHI (Metro Denver Homeless Initiative "point in time" numbers were down, which means fewer people on the streets, while many resources are being strained and there are budget cuts. The collaborative work between Littleton, Sheridan, & Englewood is facing funding streams being cut and they are working on a plan to move forward. Has had a good time attending Meet, Greet & Eat events. Office hours

for her and Mayor Pro Tem Peters begin again on Fridays at Bemis Public Library.

Council Member Grove - Attended the annual Board & Commissions Dinner, which is Council's opportunity to thank all volunteer members for their service and commitment. Attended a wine tasting at Carboy Winery to sample a special vintage created specifically for the 150/250 celebration. As part of attendance at the CML (Colorado Municipal League) conference, was able to tour downtown Westminster with a lot of commercial & multifamily housing. Also attended the Montview Flatts opening. Attended the Littleton Academy Happy Hour, an enjoyable event. Reminder that Western Welcome Week is coming up and encouraged people to attend.

Mayor Pro Tem Peters - Sat in on the interviews for the new police chief. Chief Enley is working on e-bike issues and the Police Department will be holding two upcoming community events on the subject. The Colorado Connector (CoCo) Train, a 190 mile passenger rail system, will be on the November ballot. Attended the Montview Flatts opening; it looks like a beautiful place to live in a nice location.

b) Mayor

Presented at the CML Conference. Illuminate Littleton is Friday, July 24, 2026 and there will be a limited edition sparkling wine for the event from Carboy Winery and a drone show. Also, this weekend on July 26, 2026 the LPD and Mustang Club are hosting a community car show for a community school supply drive. Reminder that Western Welcome Week starts on August 7, 2026. Reminded everyone of the kids being out soon when school starts; drive safe!

c) City Manager

Thanked Council for their support during Police Chief hiring process; there will be a swearing in ceremony in early August. Community input on the Blueprint Boulevard project has been coming in. The council will participate in a charrette to review the process and community values for the project. Council Member Grove was honored as a leadership award winner at this year's CML Conference.

d) City Attorney

He is working on an ordinance regarding a speed limit change within City limits, as well as working on e-bike information for those interested in safety updates and enforcement in the City.

8. Consent Agenda Items

- a) [Resolution 36-2026](#) Resolution 36-2026: Approving the amended Colorado Communities for Climate Action (CC4CA) Policy Statement
Approved
- b) [Resolution 48-2026](#) Resolution 48-2026: Approving a Construction Contract with FNF Construction, Inc. for the Prince Street Link Project, City Project No. 18-14
Approved
- c) [Resolution 49-2026](#) Resolution 49-2026: Approving a Construction Contract with RME Ltd., LLC DBA: Elite Surface Infrastructures for the Euclid Neighborhood 2026

Street Reconstruction Project, City Project No. 23-09

Approved

- d) [Resolution 51-2026](#) Resolution 51-2026: Approving the fifth amendment to an Intergovernmental Agreement with Mile High Flood District regarding design and construction of drainage and flood control improvements for Lee Gulch at Broadway

Approved

- e) [Resolution 52-2026](#) Resolution 52-2026: Approving the first amendment to an Intergovernmental Agreement with Mile High Flood District regarding design and construction of drainage and flood control improvements for Rangeview Gulch from South Platte River to Prince Street

Approved

- f) [ID# 26-141](#) Motion to approve minutes of the June 16, 2026, regular meeting of Littleton City Council

Approved

Approval of the Consent Agenda

Mayor Pro-Tem Peters moved and Council Member Henderson seconded to approve the consent agenda items a-f. The vote is 5-0. The motion carries.

Aye: 5 - Mayor Schlachter, Mayor Pro-Tem Peters, Council Member Grove, Council Member Henderson and Council Member Zink

Absent: 2 - Council Member Reichardt and Council Member Stillwell

9. General Business

- a) [Resolution 41-2026](#) Resolution 41-2026: Adopting the City's Debt Management Policy and Procedure

Council Member Zink moved and Council Member Henderson seconded to approve Resolution 41-2026 adopting the City's Debt Management Policy and Procedure. The vote is 5-0. The motion carries.

Aye: 5 - Mayor Schlachter, Mayor Pro-Tem Peters, Council Member Grove, Council Member Henderson and Council Member Zink

Absent: 2 - Council Member Reichardt and Council Member Stillwell

10. Ordinances on Second Reading and Public Hearings

- a) [Ordinance 15-2026](#) Ordinance 15-2026: An ordinance on second reading approving Landmark Designation of 6777 Southridge Lane, also known as the Pray-Parsons House

Mayor Schlachter opened the public comment portion of the public hearing at 7:39 p.m.

Margi Clute, Dist. III – in favor

Gretchen Ricehill, Dist. II – in favor

Kimber Dempsey, HLI – in favor

Pam Chadbourne, Dist. I – in favor

Alan Parsons, son - in favor

Mayor Schlachter closed the public comment portion of the public hearing at 7:49 p.m.

Council Member Grove moved and Council Member Zink seconded to approve Ordinance 15-2026 on second reading approving Landmark Designation of 6777 Southridge Lane, also known as the Pray-Parsons House. The vote is 5-0. The motion carries.

Aye: 5 - Mayor Schlachter, Mayor Pro-Tem Peters, Council Member Grove, Council Member Henderson and Council Member Zink

Absent: 2 - Council Member Reichardt and Council Member Stillwell

- b) [Ordinance 14-2026](#) Ordinance 14-2026: An ordinance on second reading rezoning the property located at the northwest corner of Trailmark Boulevard and S. Wadsworth Boulevard from Commercial Mixed (CM)/Planned Development Overlay (PL-O) to Small Lot Residential (SLR)

No public hearing ... Item to be rescheduled to a date certain

Mayor Schlachter moved and Council Member Grove seconded to continue the second reading and public hearing for Ordinance 14-2026, approving rezoning of the property located at the northwest corner of Trailmark Boulevard and S. Wadsworth Boulevard from Commercial Mixed (CM)/Planned Development Overlay (PD-O) to Small Lot Residential (SLR) to the Tuesday, December 1, 2026 regular meeting of City Council. The vote is 5-0. The motion carries.

Aye: 5 - Mayor Schlachter, Mayor Pro-Tem Peters, Council Member Grove, Council Member Henderson and Council Member Zink

Absent: 2 - Council Member Reichardt and Council Member Stillwell

11. Adjournment

Mayor Schlachter adjourned the meeting at 7:55p.m.



Staff Communication

File #: ID# 26-154, **Version:** 1

Agenda Date: 08/18/2026

Subject:

Hauler Licensing and Equal Space Ordinance Proposal Discussion

From:	James L. Becklenberg, City Manager
Prepared by:	Brent Soderlin, Director of Public Works & Utilities Laura Rosenbaum, Sustainability Coordinator
Presentation:	Laura Rosenbaum, Sustainability Coordinator

PURPOSE:

Present findings from hauler engagement, recommend and seek Council direction on elements of a proposed hauler licensing ordinance, and provide an updated timeline for an equal space ordinance.

LONG-TERM OUTCOME(S) SERVED:

Sustainable Community with Natural Beauty

DISCUSSION:

The hauler licensing and equal space ordinances are two (2) of the nine (9) city-specific goals for the City of Littleton outlined in the South Metro Waste Diversion Plan. A hauler licensing ordinance would regulate haulers that collect and transport solid waste for residents and businesses in Littleton. An equal space ordinance would require new commercial buildings to provide the same amount of space for recycling infrastructure as trash, ensuring future developments support recycling access. The main topic will focus on the proposed details of a hauler licensing ordinance with a general timeline update on an equal space ordinance.

BACKGROUND:

The South Metro Waste Diversion Plan is a culmination of regional and city-specific strategies based on months of research, including a baseline assessment of waste and recycling, a waste composition study, and an action plan of strategic initiatives to improve individual cities' and the region's waste diversion rates. The South Metro Waste Diversion plan was adopted by resolution in October 2025.

Following the adoption of the South Metro Waste Diversion, Littleton, in conjunction with the City of Centennial, went back through the state technical assistance program called "STEPS" or "Strategic Technical Expertise for the Public Sector." Through the Colorado Department of Public Health and the Environment (CDPHE)'s Colorado Circular Communities Enterprise (C3), the cities worked with an external consultant on hauler outreach and engagement as the program is co-implemented and developed.

Internally, Public Works, Finance, and the City Attorney's Office are currently developing a draft hauler licensing ordinance. If supported by Council, the ordinance could be incorporated into the November fee schedule following appropriate review and consideration through city council. Today's presentation will include

current conditions, findings from the STEPS study and hauler engagement, recommendations, and next steps.

The Sustainability Coordinator, alongside Community Development and the City Attorney's Office, will be creating a draft equal space ordinance to bring before planning commission and council for consideration in the coming months. This presentation will lightly touch on the overview of that timeline.

Prior Actions or Discussions

- April 23, 2024, council study session, ESB presented their finalized Environmental Stewardship Action Plan.
- June 4, 2024, council study session, council supported and endorsed the Horizon 2027 Strategic Plan, which includes implementing ESB's Environmental Stewardship Action Plan. A key milestone identified in the plan was for the city to complete a baseline greenhouse gas inventory, which is now completed. Section 3.0 of the Environmental Stewardship Action Plan focuses on "Consumption and Waste Diversion." The Environmental Stewardship Action Plan is attached for reference.
- July 22, 2025, council study session, council heard a presentation on the South Metro Waste Diversion preliminary draft final plan.
- October 21, 2025, council meeting, council adopted the South Metro Waste Diversion Plan by resolution, and in doing so, allowed staff to explore an equal space ordinance, hauler licensing, and outreach and education efforts moving into 2026. The South Metro Waste Diversion Plan is attached for reference.
- April 14, 2026, council meeting, council heard a comprehensive sustainability update, including progress on hauler licensing and an equal space ordinance.

FISCAL IMPACTS:

Possible revenue generation from hauler licensing fees. The exact amount would depend on the fee structure established by Council and the number of waste haulers participating in the licensing program.

STAFF RECOMMENDATION:

Staff recommends that council supports advancement of the proposed hauler licensing program and equal space ordinance.

ALTERNATIVES:

This is seeking policy discussion and direction, without action on an ordinance, therefore alternatives to the proposed ordinance could emerge from Council discussion. Council could also provide direction to cease development of either of these policy tools.



ESB

ENVIRONMENTAL STEWARDSHIP BOARD
ENVIRONMENTAL STEWARDSHIP ACTION PLAN



Environmental Stewardship Action Plan

APRIL 2024

Introduction and Core Values	3
Acronyms	4
Guide for Interpreting the Impact and Effort Meters	4
1.0 Air Quality/Emissions	5
1.1 Existing Initiatives	5
1.2 Quick Wins	6
1.3 Long-Term/Other	7
2.0 Built Environment	9
2.1 Existing Initiatives	9
2.2 Quick Wins	9
2.3 Long-Term/Other	10
3.0 Consumption and Waste Diversion	10
3.1 Existing Initiatives	11
3.2 Quick Wins	12
3.3 Long-Term/Other	12
4.0 Natural Environment	13
4.1 Existing Initiatives	13
4.2 Quick Wins	13
4.3 Long-Term/Other	14
5.0 Water	15
5.1 Existing Initiatives	15
5.2 Quick Wins	16
5.3 Long-Term/Other	16
6.0 Community	18
6.1 Existing Initiatives	18
6.2 Quick Wins	18
6.3 Long-Term/Other	19

Introduction and Core Values

On December 20, 2022, Littleton City Council, by unanimous resolution, created the Littleton Environmental Stewardship Board and tasked it with creating this Environmental Stewardship Action Plan. In compiling this Plan, the ESB has considered a number of existing city initiatives. The impact and effort meters for each item reflect the collective intuition of the ESB. For now, budgetary considerations have been left out, but the ESB plans to return to that in detail in the future. The Plan's recommendations are divided into existing initiatives, quick wins, and long-term/other.

The Littleton Environmental Stewardship Board (ESB) believes in addressing climate change and other threats to the ecology consistent with the following core values:

- **Thoughtful Urgency:** Reversing climate change must happen now, and not at the expense of high-quality decision making
- **Equity:** Defined as fair access and lack of race, gender, age, ability, and other hierarchies in all stewardship efforts
- **Good Governance:** Including measurable outcomes, transparency, and robust public input
- **Uniqueness:** Littleton is a unique community with a strong history and set of values around creative stewardship (e.g., creating South Platte Park). Stewardship will continue to be creative and tailored to our unique, remarkable community
- **Collaboration:** City departments must continue communicating with one another, and Littleton must leverage local, regional, state, national, and global partnerships
- **Re-Wilding:** Conservation is not enough; built and managed environments must enhance, not frustrate, natural processes; and wild places must be set aside and enlarged (no matter how small they are today)
- **Thoughtful Consumption:** Stewardship requires avoiding unnecessary resource use and diverting waste
- **Generational Fairness:** We will leave Littleton's environment better than we found it
- **Optimism:** In the face of significant challenges, we embrace solutions and maintain faith in a better future
- **Sacredness:** Nature is sacred, and close community with healthy, intact ecology is necessary for human thriving

Guided by these values, the ESB recommends that City Council take the actions listed below. Our highest priorities are for the city to:

- Complete a GHG inventory and create a climate action plan
- Hire a sustainability coordinator
- Allow the ESB to act as an accountability body for the city's relationship with South Suburban Parks and Recreation Department
- Educate and inform the public about environmental efforts
- Get people out of cars
- Electrify the built environment, transportation, and lawn and garden equipment
- Incentivize water conservation
- Provide every building with recycling and composting options
- Implement community-supported agriculture (e.g. at the Littleton Museum)

Acronyms

ACC	Arapahoe Community College	LEDS	Littleton Engineering Design Standards
CO2	Carbon Dioxide	LPS	Littleton Public Schools
CO2e	Carbon Dioxide Equivalent	MEETS	The Metered Energy Efficiency Transaction Structure
CSU	Colorado State University	SPLASH	Stormwater Permittees for Local Awareness of Stream Health
DDA	Downtown Development Authority	SSPRD	South Suburban Parks and Recreation Department
EPA	Environmental Protection Agency	ULUC	Unified Land Use Code
EV	Electric Vehicle	UFMP	Urban Forestry Management Plan
GHG	Greenhouse Gas		
GPDP	General Planned Development Plan		
HDLM . . .	Historic Downtown Littleton Merchants		
LBC	Littleton Business Chamber		

Guide for Interpreting the Impact and Effort Meters

Impact Meter	
	High Impact
	Medium Impact
	Low Impact
Effort Meter	
	Low Effort
	Medium Effort
	High Effort
FOR EXAMPLE: An action item that is considered high impact and low effort will appear with two green gauges. Impact  Effort 	

1.0 Air Quality/Emissions

Given that 91% of net U.S. greenhouse gas (GHG) emissions are energy-related, our biggest opportunities for decreasing emissions lie in reducing the use of fossil fuels which drive the energy, transportation, industrial, commercial, and residential sectors. Electrification is the largest opportunity for both emissions and air pollution reductions. Despite this, electrification faces friction as fossil fuels have been set up as the default option. The city has numerous avenues it can take to decrease the costs of electrification and support it as the default choice to sustain a more stable climate and reduce health costs related to air pollution.

This section also addresses outdoor and indoor air pollution beyond GHG emissions such as ozone, nitrous oxide, carbon monoxide, and more. Like GHG emissions, most air pollutants come from burning fossil fuels. Therefore, eliminating burning fossil fuels through electrification addresses indoor and outdoor air quality issues which affect community health.



1.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
1.1.1	Arapahoe County EV Action Plan	Continue partnering with Arapahoe County on implementing the EV Action Plan.		
1.1.2	The Spring Tree Program and Urban Forestry Master Plan	Trees absorb both CO2 and air pollutants. Maintaining our tree canopy is also a meaningful adaptation measure to climate change as it reduces ambient air temperatures in warm summer months.		
1.1.3	Colorado Plastic Pollution Reduction Act (CPPRA)	Plastics generate GHG emissions at every stage of their lifecycle. Support compliance with CPPRA.		
1.1.4	Transportation Master Plan	Transportation emits more GHGs than other sectors. The multi-modal transportation opportunities in the Transportation Master Plan represent low or no-carbon alternatives to fossil-fueled transportation. Additionally, the Transportation Master Plan should be updated to consider EV charging infrastructure.		
1.1.5	Solar-ready building codes	Continue implementation of the already-adopted solar-ready provisions of the 2021 International Energy Conservation Code.		

1.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
1.2.1	Greenhouse Gas Inventory	Conduct an audit of sources of GHG emissions. We expect the majority of emissions will come from residential and commercial sources, but it should also measure additional categories outside of energy-related emissions, including biomass burning, non-energy related agriculture emissions, waste emissions, and non-energy related industrial emissions.		
1.2.2	Air Quality Monitoring and Assessment Program	Add air quality monitors within the city to assess baseline pollution levels and sources.		
1.2.3	Climate and Air Quality Action Plan	Building upon the results of the GHG Inventory and air quality monitoring programs, establish a Littleton-specific climate action plan for incrementally reducing, and eventually eliminating, climate emissions and air pollutants. Rewiring America's Pace of Progress tool ¹ may help identify interim goals prior to undertaking a climate action plan.		
1.2.4	Electrification Education Program	Train electrification volunteers (e.g. Go Electric Colorado) to educate the public on opportunities and challenges of electrification. Encourage homeowners and landlords to get energy audits and develop electrification plans.		
1.2.5	Xcel Partners in Energy Update	Update the existing Partners in Energy Plan and leverage resources from Xcel to identify opportunities for energy efficiency and electrification.		
1.2.6	Solar Group Buys	Facilitate the purchase and install of solar equipment via combined contracts which reduce costs of equipment and installation through organizations such as Solar United Neighbors.		
1.2.7	City-Sponsored Composting	Bio waste in landfills emits methane. Composting this waste reduces GHG emissions.		
1.2.8	Electrification permitting fast tracking	Reduce time to permit for electrification projects to incentivize use.		
1.2.9	Air sealing and insulation standards for city buildings	Improving air sealing and insulation in existing buildings reduces operating costs in the short-term and reduces the cost of electrification retrofits in the future due to reduced heating/cooling load requirements.		
1.2.10	Electrification trade programs in Littleton Public Schools	Prepare our younger generations for the future with heat pump, solar, electrical, and other training programs which will lead to stable, well-paying careers. See also 2.2.3.		

¹ <https://pop.rewiringamerica.org/?id=0845255>

1.2.11	Remove subsidies for natural gas hookups	The cost of hooking up new homes to natural gas pipelines are subsidized by all users, causing increases to everyone's bills. Remove these subsidies to balance the upfront costs of electric and fossil-fueled building construction projects.		
1.2.12	Adopt the Electric Ready codes by the Colorado Energy Code Board	Enable new home buyers' choice between gas and electric by adopting Electric Ready Building Codes ² which give the option to easily opt-in to electric. Supporting electric-ready is far cheaper than retrofitting later.		
1.2.13	Lawn and Garden Equipment Emissions Standards	Establish emissions standards for all equipment sold in Littleton. In 2020, lawn and garden equipment in the U.S. emitted more than 21,800 tons of fine particulates – an equivalent amount to the pollution from 234 million typical cars. Most electric lawn and garden equipment is already cost competitive and more reliable than gasoline equipment.		
1.2.14	All-electric city landscaping equipment	Transition all city lawn and garden equipment to electric.		

1.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
1.3.1	Consider adopting Colorado Model Low Energy and Carbon code	Consider adopting the model low energy and carbon code which will be developed by a board created by the Colorado Energy Office. This code is expected to be created no later than July 1, 2025.		
1.3.2	Expedite all-electric new building permitting	Faster, easier, and less costly permitting for electric appliances, EV charging, rooftop solar, and all-electric new home builds (which is conducive to the lower impact they have on the community than fossil-fuel equivalents).		
1.3.3	Electrification Appliance Rebate Program	Provide rebates for the installation of electric appliances (e.g. heat pumps, heat pump water heaters). Similar to Denver, this could be funded by a small sales tax increase.		
1.3.4	Multi-modal infrastructure	Transportation is the largest sector of GHG emissions in the country. While EVs can reduce emissions in this sector, it is far more cost effective to support a community which does not require car ownership to participate in daily life. Support multi-modal infrastructure, mixed-use zoning, and a walkable community which has a lower environmental footprint and creates strong communities and sales tax bases. Keep this in mind during the 2025 Transportation Master Plan update.		
1.3.5	Electric School Buses	Upgrade school buses to electric. School buses represent a unique opportunity for fleet electrification as they can be a significant stabilizer to electrical grids during off hours.		

² https://www.energycodes.gov/sites/default/files/2021-10/Residential_Electrification.pdf

1.3.6	Decommission aging gas infrastructure with electric appliances	Target aging natural gas infrastructure for decommissioning rather than replacement as replacement costs are passed to all customers causing natural gas bills to increase. Support homeowners with financing, group purchasing contracts, and incentives to transition to electric homes. This keeps energy bills stable for customers who remain on natural gas and allows for a paced transition to electric over time. Households may choose to remain on gas when natural gas infrastructure is decommissioned, but they would need to purchase a propane system and fuel to do so.		
1.3.7	The Metered Energy Efficiency Transaction Structure (MEETS)	Energy efficiency is often not prioritized in commercial buildings because long-term gains cannot be realized in a market where ownership changes often. Model a program after MEETS, which incentivizes all parties towards energy efficiency. Additional provisions could be added to support electrification.		
1.3.8	All-electric city fleet	Electric vehicles cost more upfront but have a lower total cost of ownership than their fossil-fueled equivalents. The city can save money by replacing aging city vehicles with electric equivalents.		
1.3.9	All-electric city buildings	Retrofit existing buildings to be all-electric.		
1.3.10	Public EV charging infrastructure	Create more public EV charging infrastructure in the city. Most homeowners will charge their vehicles at home, but many individuals in multi-family units do not have access to home charging. A robust public charging infrastructure allows all to benefit from the electric vehicle transition.		



2.0 Built Environment

The built environment (BE) includes buildings, distribution systems, and transportation infrastructure. In addition to the built structures and systems, the BE also includes land uses and land use planning. One of the main controls any municipality has over its future is through its land use decisions.



2.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
2.1.1	Follow through with existing planning	Littleton has done extensive past planning that, if carried out, would benefit local environmental sustainability. For example: Comprehensive Plan Sections ENV 4 regarding expanding recycling and composting and ENV 8 regarding stormwater management.		
2.1.2	Enforce Building Codes	Increase enforcement of current and future environmentally friendly building codes.		
2.1.3	Transportation Planning	Continue to implement the Transportation Master Plan with an emphasis on multi-modal forms of transportation.		
2.1.4	Infrastructure Upgrades	Continue upgrades to infrastructure such as stormwater sewers, especially where their failure impacts transportation.		
2.1.5	Land Use Planning	Ensure compliance with stated environmental guidelines within the ULUC. This is particularly important regarding parcels currently undergoing a review process. As the ULUC is revisited, make environmental stewardship a more explicit value of the plan.		

2.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
2.2.1	Building Code Review	Adopt environmentally friendly building codes including Electric Ready and Colorado Model Low Energy and Carbon Code (see Section 1 - Air Quality and Emissions). Example: Reduce required roof setback for solar panels to encourage implementation of solar installations.		
2.2.2	Pedestrian and Bicycle infrastructure around schools	Plan and implement transportation safety initiatives around schools and other high-pedestrian areas.		
2.2.3	Expand workforce and trades for	Work with educational institutions such as LPS and ACC to train a workforce knowledgeable in environmental		

	renewable energy and electrification	stewardship programs (e.g. linespeople, HVAC installers, electricians, etc.).		
2.2.4	Improve stormwater infrastructure upgrades	Upgrading stormwater infrastructure provides opportunities for expanding green infrastructure. Examples exist at Eco Park in Centennial and 39 th Avenue Greenway in Denver.		
2.2.5	Sustainability Coordinator	Hire one. Include representatives from the ESC on interview panels. Empower them with resources and strategic partnerships to take action and make measurable impacts. Part of this position will be to directly connect residents and businesses to sustainability resources.		
2.2.6	Adopt Dark Skies Initiative	Adopt Dark Skies standards in city codes to meet needs to see at night, conserve energy, avoid harmful effects on wildlife, and protect views of the night sky. Ensure city models Dark Skies best practices by updating city-controlled lighting infrastructure.		

2.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
2.3.1	Get people out of cars and support multi-modal transportation	Land use decisions should encourage walkability, density, and community character.		
2.3.2	Electrify transportation infrastructure	Ensure adequate charging stations and provide resources to assist homeowners in upgrading residential electrical systems to accommodate EV charging. Support implementation of Arapahoe County EV action plan. Refer to item 1.3.10.		
2.3.3	Storm sewer	Complete location maps. Use Denver's green infrastructure guidelines as appropriate.		
2.3.4	Develop programs and resources to retrofit houses	Invest in the city's housing stock to ensure equity in the transition to greener options. Identify grants and strategic partnerships.		
2.3.5	Wildlife Corridors	Work with CDOT to incorporate wildlife corridors on Santa Fe and other highway upgrades.		



3.0 Consumption and Waste Diversion

Colorado's waste diversion rates (recycling and composting) rank significantly below those of other states. The city should measure its existing waste diversion rates and make significant efforts to increase those rates to reduce waste bound for landfills. A significant component of that process should include efforts to reduce consumption of items on the front end that typically end up in landfills. All residents should have access to affordable recycling and composting services.



3.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
3.1.1	Leaf recycling services	Continue seasonal drop off for leaf recycling for several weeks in the fall.		
3.1.2	Christmas tree recycling	Continue free seasonal drop-off for Christmas trees to be turned to mulch.		
3.1.3	Front Range Waste Diversion Grant Program	Follow recommendations in the upcoming waste characterization study.		
3.1.4	Colorado Plastic Pollution Reduction Act (CPPRA)	Support compliance with CPPRA. See also 1.1.3.		
3.1.5	Producer Responsibility Program for Statewide Recycling (PRPSR)	Support compliance with PRPSR.		
3.1.6	Household HazMat Roundup and Electronics Recycling Event	Continue existing program and increase frequency of events. Expand program to include other hard-to-recycle items. Consider public/private partnership (e.g. Ridwell) or incorporating into city services.		

3.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
3.2.1	Study baseline waste, recycling, and composting rates	Determine existing landfill, recycling, and composting rates to set ambitious waste reduction and diversion targets. See also 3.1.3.		
3.2.2	Promote and educate on at-home composting	Partner with organizations (e.g. Colorado State University (CSU) Extension or Eco-Cycle) on seminars and resources to promote and increase the rate of at-home composting for yard waste and food waste.		
3.2.3	Leaf recycling program	Educate community on benefits of mulching in place over disposal and the importance of proper disposal.		

3.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
3.3.1	Offer a curbside appliance and mattress recycling program	Work with haulers and the city to implement a curbside appliance, mattress, and other large-item recycling program.		
3.3.2	Study and evaluate potential for “Pay as You Throw” waste program	Evaluate “Pay as You Throw” waste fees to encourage residents to generate less waste.		
3.3.3	Offer an opt-in compost pickup service	Contract with existing waste haulers or compost services (e.g. Compost Colorado) for compost pickups at favorable rates. Fold leaf recycling program into composting program.		
3.3.4	Study, evaluate, and gather bids from waste haulers for a contracted consolidated waste hauling system	Engage a working group to evaluate the feasibility of a consolidated waste hauling program contracted by the city. Ensure inclusion of landfill, recycling, and compost. Potentially partner with Englewood and/or Sheridan to offer regional consolidated contracted hauling options and economies of scale, similar to Denver.		
3.3.5	Require residents and businesses to recycle	Amend the city code to require recycling in addition to waste hauling. Carefully consider the equities associated with the change.		

4.0 Natural Environment

Littleton is largely a built-out community, but also has significant amounts of open and natural spaces. Maximizing these areas for habitat, carbon sequestration, natural air filtration, natural water storage and filtration, aesthetic enjoyment, and recreation is necessary for a sustainable Littleton.

4.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
4.1.1	Urban Forestry Management Plan	Implement and follow the Urban Forestry Master Plan (UFMP).		
4.1.2	Arborist Licensing	Require all tree companies to be licensed and insured to work within the city. Increases safety and standards.		
4.1.3	Emerald Ash Borer Outreach	Treat and/or replace city-maintained trees. Increase community outreach and education. Partnering with neighboring municipalities and Colorado State University (CSU) extension.		

4.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
4.2.1	Re-wilding	Leave certain places alone, including leaving dead plant matter such as tree branches (honor the life cycle of the environment/forest). Be creative on limited city-managed open spaces.		
4.2.2	Regionally sustainable plantings in city medians	Design, fund, and landscape, considering the changing climate to allow for long-term vitality.		
4.2.3	Fees and fines to be allocated to “Tree Fund” for equity programs	Target areas, work with finance, training Forestry staff to enforce/receive safe payments. This money comes from the “save the tree/pay for the tree” program.		
4.2.4	Implement turf conversion program for homeowners	Allocate funding and partner with other organizations to offer reduced-cost turf conversion.		

4.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
4.3.1	Expand the Ketring Park Natural Area	Reduce turf, increase tree canopy, and improve the health of existing open space.		
4.3.2	Train and establish Tree Ambassadors	Establish trust and relationships with target neighborhoods and partner with existing successful training/apprentice programs. Dedicate staff support and funding.		
4.3.3	Tree Equity Subsidy Program	Provide funding and community education. With all things tree, recognize the importance of public/private partnership. Funding to come from pre-existing fees and fines.		
4.3.4	Urban tree canopy assessment goals	The city's Existing Conditions Survey is complete. Recommendations include training tree ambassadors, funding, sourcing, and planting regional species, obtaining contractor support, and providing community education. Equitable canopy distribution to be met in partnership with the Tree Subsidy Program.		
4.3.5	Add development processes (save the tree/pay for the tree) to the Unified Land Use Code (ULUC)	Adopt policy including an appropriate payment-in-lieu alternative.		
4.3.6	Tree survey in (re)development process	Implement tree surveys early in the (re)development process.		
4.3.7	Relationship with South Suburban Parks and Recreation Department (SSPRD)	Insist on equity and environmental sustainability in all SSPRD activities in the city. Allow the Environmental Stewardship Board to act as an accountability body for the city's relationship with SSPRD.		



5.0 Water

Littleton is semi-arid, there will be less water in the future, and it is becoming more expensive to keep water clean. Denver Water controls all of Littleton's potable water. The city controls its stormwater, wastewater, and groundwater systems.



5.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
5.1.1	Support city stormwater activities	Maintain the city's stormwater permit and expand the city's stormwater efforts, including: • Provide compostable pet waste bags • Offer year-round leaf composting • Mark storm drains to note that "water drains to stream" • Offer year-round motor oil recycling • Expand and record street sweeps (miles swept) • Collaborate with Stormwater Permittees for Local Awareness of Stream Health (SPLASH) • Ensure that city staff inspects construction sites to protect stormwater quality • All city-initiated construction should model appropriate stormwater quality protection • SSPRD does not have a stormwater permit. The city should inspect all construction activities on SSPRD-managed areas. • Petition Colorado Department of Public Health and Environment (CDPHE) to require that SSPRD obtain a stormwater permit.		
5.1.2	Conduct and/or re-conduct water audit of city practices	The 2009 Environmental Action Plan noted several ways the city could reduce water use. Follow up and evaluate those activities.		
5.1.3	Incorporate water considerations into the renovations at Ketring and Gallup Parks	The city plans to renovate Ketring and Gallup Parks. Ketring Lake doesn't have enough water. Its only water source is pumping groundwater. The city should halt all groundwater pumping as soon as possible. Cisterns built under the parking lots could store rainwater for the lake. Consider reducing the size of the lake and increasing the wetlands.		
5.1.4	Green roofs on city buildings	This is an action item from the 2009 Environmental Action Plan. Evaluate the practicality of installing green roofs on city buildings.		

5.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
5.2.1	Explore potential of 'water credit'	Pursue the option of earning 'water credits' with Denver Water by measuring water saved.		
5.2.2	Increase permit compliance to ensure clean stormwater	ACC and LPS have stormwater permits that are often out of compliance. The city should partner with them to ensure stormwater permit compliance. Again, and unbelievably, SSPRD does not have a stormwater permit. They should be required to obtain a stormwater permit as part of our contract.		
5.2.3	Pursue a permit to treat Ketrang and other city lakes with aluminum sulfate (alum)	Water quality in virtually all city lakes is poor due to high concentrations of phosphorus and nitrogen. Alum removes phosphorus, sealing it in the sediments. South Platte Renew should be able to assist.		
5.2.4	Get estimates for cistern construction	Cisterns store rainwater and could address flooding and stormwater quality issues. Get estimates for building cisterns on city property.		
5.2.5	Metro Basin Roundtable Updates	The Metro Basin Roundtable is part of a statewide effort to manage water resources. Get South Platte Renew to provide annual updates to city council and the ESC on the Metro Basin Roundtable.		

5.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
5.3.1	Encourage residents to save water	Denver Water has programs to encourage water conservation. If Littleton aggressively expands those programs measures the water savings, a 'water credit' may be created. The programs could include: • Garden in a Box – encourage Denver Water to provide a discount like other water providers do • Rain barrels • Subsidized sales of xeric plants • Irrigation audits • Subsidized tree evaluations for proper maintenance		
5.3.2	Enhance city stormwater activities	Expand street sweeping which improves water and air quality. Expand composting to make it year-round and accept all garden waste and motor oil. Engage LPS students to help mark storm drains.		

5.3.3	Expand outreach and education around water and stormwater issues	Consider collaborating with SSPRD, South Platte Renew, and the City of Englewood to conduct bike tours along the South Platte River and other local waterways, noting water quality, environmental, and recreational activities.		
5.3.4	Enhance collaboration with South Platte Renew	Increase council briefings on upcoming regulations South Platte Renew is expecting. Participate in the legislative process, where appropriate, to help establish 'how clean is clean' and what we can afford. Collaborate with South Platte Renew's outreach and education program as appropriate. See bike tours.		
5.3.5	Use state-of-the-art green stormwater infrastructure	Maximize the opportunity to control stormwater and minimize flooding impacts while realizing additional benefits of habitat protection. Use this opportunity of our aging stormwater infrastructure and the need to rehabilitate it by maximizing the use of green stormwater infrastructure.		
5.3.6	Stop pumping groundwater and close all wells.	Adopt a city policy of protecting and preserving groundwater under the city. Close all groundwater wells and try to ensure that the city's groundwater rights are protected by conservation easements, if possible. Substitute stormwater collected in cisterns to replace groundwater. Consider deeding the groundwater rights to a conservation group.		
5.3.7	Address issues in the Integrated Water Resources Plan	The integrated water resources plan identified issues with the sustainability of several lakes in the city. For Ketrang Lake, consider reducing the size of the lake, expanding the wetlands, and constructing a second filter under the wetlands. For Ridgeview and Geneva Lakes, there is an excellent opportunity to create a stormwater feature at the sites using examples from places like the Eco Park along Cherry Creek and the 39th Avenue Greenway in Denver. At Geneva Lake, there may be an opportunity to construct a cistern under Town Hall's parking lot and use that water to maintain the lake. A cistern may provide some flood control as well.		



6.0 Community

An informed, involved, and knowledgeable community is a critical component of the successful implementation of environmental initiatives. Education, outreach, and the promotion of a strong sense of community will help the city advance and secure its goals of creating a greener, more sustainable, and climate-resilient Littleton.



6.1 Existing Initiatives

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
6.1.1	Community building with downtown partners	Maximize partnership with the Littleton Downtown Development Authority (LDDA), Historic Downtown Littleton Merchants (HDLM), Littleton Business Chamber (LBC), and others to foster a greater sense of community and environmental awareness in the downtown area.		
6.1.2	Community building through downtown redevelopment	Ensure that the redevelopment vision for downtown fosters community building, environmental awareness, and a sense of belonging for all.		

6.2 Quick Wins

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
6.2.1	Community cleanups	Engage with SSPRD and other partners to establish neighborhood cleanups of residential neighborhoods, trails, waterways, public lands, etc.		
6.2.2	Board meeting recordings	Ensure public has access to live and recorded broadcasts from Environmental Stewardship Board meetings so people feel more informed and more comfortable attending/contributing to meetings.		
6.2.3	Public engagement regarding the potential for a contracted consolidated waste hauling system	Ensure the public has access to information regarding waste disposal and hauling impacts and options.		
6.2.4	Re-wilding education	Educate the public about the importance of re-wilding so that they understand its value to the community.		
6.2.5	Environmental stewardship newsletter/insert	Develop a newsletter or insert from the Environmental Stewardship Board. This could go out to all residents via the Littleton Report. This could be a vehicle to inform the public about what the city is doing, why the city is doing it, why it's important, and what they can do to help/contribute.		

6.2.6	Resource clearinghouse	Create a page on the city website with links to available grants, solar energy resources, composting, Environmental Stewardship Board agendas and meetings, electrification resources, etc.		
6.2.7	Support and promote existing community initiatives related to sustainability	E.g. Littleton Social Cycle, Littleton Community Retreat, etc.		

6.3 Long-Term/Other

ITEM	ACTION	RECOMMENDATIONS	IMPACT	EFFORT
6.3.1	Create lip sync challenge	Explore the possibility of creating a lip sync challenge ³ with an environmental theme, to encourage an enhanced sense of community in the city.		
6.3.2	Community meal	Community meal with foraged food, community supported agriculture (CSA), and local businesses to foster an enhanced sense of community.		
6.3.3	Littleton Museum CSA	There is an opportunity at the Littleton Museum to expand community engagement through the development of a CSA. This could use the current irrigation system and involve the expansion of existing programs at the museum. This would invite a new constituency that the museum needs.		
6.3.4	Food, regional native, and low-water gardens	Work with Denver Water, Denver Botanic Gardens, and other partners to make affordable and easy pre-planned gardens widely available.		
6.3.5	Tree Equity Subsidy Program	Establish a Tree Equity Subsidy Program. Engage volunteers to be trained as tree ambassadors. See also 4.5.3.		
6.3.6	Promotion of year-round recycling and composting	Promote and advertise year-round location and facility for recycling of organics, electronics, hard-to-recycle items, etc. See also 3.1.1.		
6.3.7	Environmentally focused public art fund	Establish a fund for environmentally focused public art in partnership with the Littleton Arts and Culture Board.		
6.3.8	Environmentally friendly investment options for city employees	Ensure city employees have access to environmentally friendly investment options for their retirement funds.		

³ Example: <https://www.youtube.com/watch?v=ZPijZCO67WI>

South Metro Waste Diversion Plan

Final Plan

June 30, 2025

STEPS

Strategic Technical Expertise
For the Public Sector



About

The Colorado Circular Communities (C3) Enterprise is a statewide program dedicated to supporting Colorado's communities, businesses, nonprofits, schools, institutions of higher learning, and tribes to advance the state's transition to a circular economy. The Enterprise provides financial and technical assistance to enhance circularity across the state, and helps organizations achieve their waste aversion and diversion goals. The Strategic Technical Expertise for the Public Sector (STEPS) program is the primary mechanism for communities in Colorado to access C3-funded technical assistance for circularity planning. STEPS assists local governments, tribes, and public K-12 school districts with efforts to enhance circularity, including averting and diverting waste, by implementing sustainable, long-term solutions that meet the unique needs of each community. The STEPS program offers a range of support from resources and workshops to multi-month direct consulting support. Technical assistance provided to communities across Colorado is aligned with the C3 Enterprise's mission of supporting Colorado's path to circularity. Technical support is provided by the C3 Outreach and Technical Assistance staff and a team of contracted subject matter experts led by [Resource Recycling Systems](#) (RRS). The STEPS program has replaced the Front Range Waste Diversion (FRWD) Technical Assistance Service Provider (TASP) program.

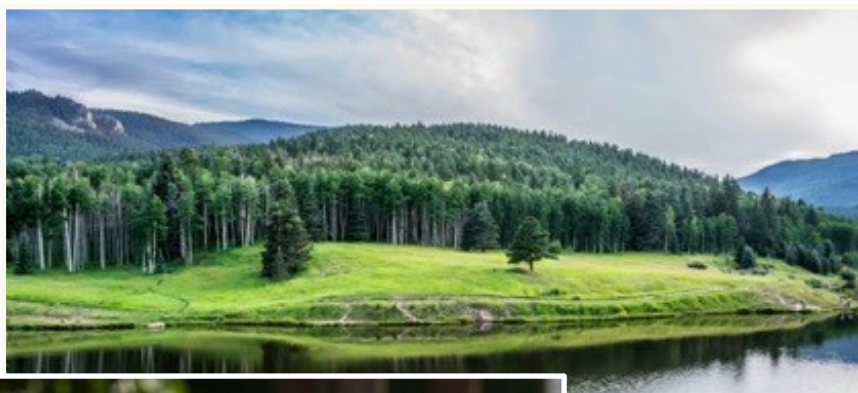


Table of Contents

ABOUT	2
TABLE OF CONTENTS	3
ACKNOWLEDGEMENTS	4
ACRONYMS AND ABBREVIATIONS	5
EXECUTIVE SUMMARY	6
1.0 SOUTH METRO BASELINE AND BACKGROUND	8
2.0 SOUTH METRO WASTE COMPOSITION AND GENERATION	23
3.0 GAPS & OPPORTUNITIES	27
4.0 WASTE DIVERSION ACTIONS	32
5.0 REGIONAL WASTE DIVERSION GOALS AND ACTIONS	33
6.0 CITY OF CENTENNIAL DIVERSION GOALS AND ACTIONS	36
7.0 CITY OF ENGLEWOOD WASTE DIVERSION GOALS AND ACTIONS	44
8.0 CITY OF LITTLETON WASTE DIVERSION GOALS AND ACTIONS	55
9.0 CITY OF SHERIDAN WASTE DIVERSION GOALS AND ACTIONS	65
APPENDIX A – SOUTH METRO WASTE DIVERSION REPORTS AND MEMORANDUMS	73
APPENDIX B – INFRASTRUCTURE FISCAL IMPACT ANALYSIS	74
APPENDIX C - FUNDING OPPORTUNITIES AND OTHER RESOURCES	79
APPENDIX D- REFERENCES	80

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The South Metro Waste Diversion Plan was made possible through the valuable contributions of residents, city agency representatives, industry stakeholders across the value chain, local businesses, trusted community organizations and committees, and a wide range of external partners.

Public participation was gathered through the resident survey, waste champion training, and virtual comments.

Industry participation was provided by haulers, recyclers and composters, and landfill/transfer station operators.

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Acronyms and Abbreviations

C&D - Construction and Demolition (Debris)
CAA - Circular Action Alliance
CDPHE - Colorado Department of Public Health and Environment
CEDC - Colorado Circular Economy Development Center
C3 - Colorado Circular Communities
EPR - Extended Producer Responsibility
EPA - Environmental Protection Agency
E-Waste - Electronic Waste
FTE - Full-Time Employee
HHW - Household Hazardous Waste
HOA - Homeowners Association
HTR - Hard-to-Recycle
MRF - Materials Recovery Facility
MSW - Municipal Solid Waste
PAYT - Pay-As-You-Throw
RTD - Regional Transportation District
SEMSWA - Southeast Metro Stormwater Authority
SMWDP - South Metro Waste Diversion Plan
STS South - STS South Denver transfer station
STEPS - Strategic Technical Expertise for the Public Sector



Executive Summary

The South Metro Region, including the cities of Centennial, Englewood, Littleton, and Sheridan of Colorado, has set an ambitious goal of **progressing to a system favoring equitable waste reduction and waste diversion strategies driven by data and best practices.**

It is estimated that by 2035, the South Metro region will generate approximately 260,000 tons of waste. Maintaining the status quo of all policies, programs, and strategies, South Metro is projected to send 221,000 tons to landfills for disposal by 2035. This underscores the need for a comprehensive waste diversion and reduction plan to mitigate future landfill dependency.

Through a first-of-its-kind regional collaboration, these cities have come together to develop the **South Metro Waste Diversion Plan**, a ten-year data-driven roadmap to transform how waste is managed across the region. 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 sent to landfills.

Serving more than 190,000 residents and local businesses, this initiative aims to create a fair, inclusive, and effective system of waste reduction and diversion tailored to the distinct needs of each community. This plan was developed by the **Strategic Technical Expertise for the Public Sector (STEPS)** project team and is funded by the **Colorado Circular Communities (C3) Enterprise**.¹ The plan is grounded in best practices and a comprehensive understanding of current conditions. It includes a regional assessment of existing waste services, policies, infrastructure, and the types of materials being disposed.

Key components of the plan include:

- A baseline analysis of the regional and city-specific solid waste system
- Stakeholder and public engagement



¹ This project was initiated under the Font Range Waste Diversion (FRWD) Technical Assistance Service Provider (TASP) program, which STEPS has replaced.

- A two-season waste composition study and projected waste generation through 2035
- A robust analysis of gaps and opportunities
- Three high-impact regional actionable strategies
- Seven high-impact actionable strategies for each participating city
- Implementation timeline
- Infrastructure evaluations to identify future opportunities for Colorado Circular Communities (C3) Enterprise investment

Community engagement has been central to this effort, with over 43,500 community interactions across stakeholder meetings, resident surveys, social media engagements, focus groups, and a waste summit. This extensive outreach ensured that diverse voices shaped the plan's direction, including those from multi-family housing, businesses, and historically underserved populations.

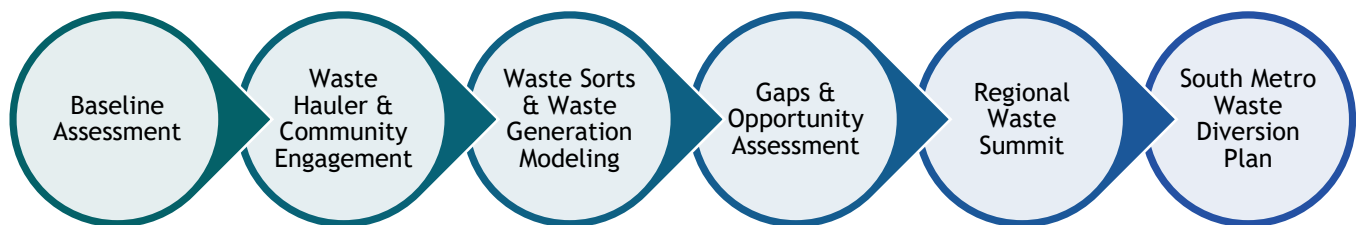


Figure 1: South Metro Waste Diversion Plan Development Process

The South Metro Waste Diversion Plan is more than just a policy document—it is a call to action. It reflects the region's commitment to sustainability, collaboration, and a circular economy that values resources, reduces waste, and uplifts communities. Together, these cities are setting a powerful example of how local governments can collaboratively lead with purpose and unity to create a plan that supports a sustainable future.



1.0 South Metro Baseline and Background

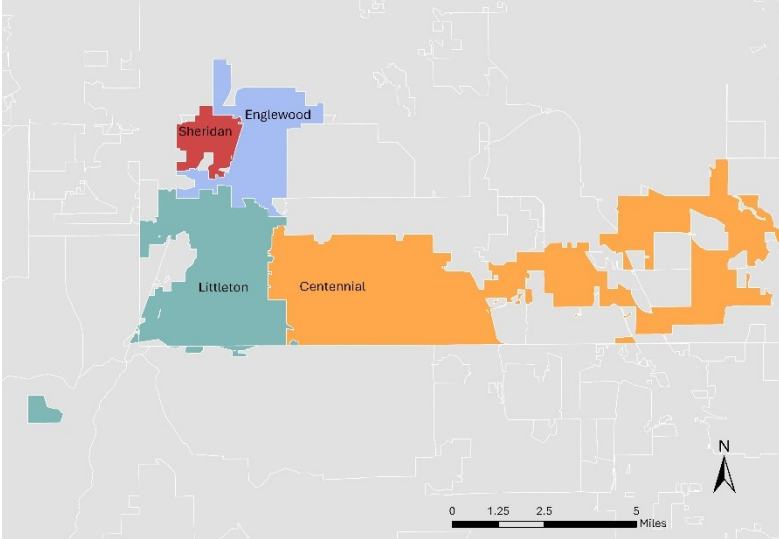


Figure 2: Map of South Metro

The Cities of Centennial, Englewood, Sheridan, and Littleton are situated in the Southern Denver metropolitan area beside the E-470 beltway. Together, these South Metro cities are home to approximately 190,000 residents and are known for their rich history and diverse character.

Of the four cities, Centennial is the largest by both area and population, representing 54% of the combined area and 56% of the overall population.

The makeup of single-family and multi-family housing varies significantly across the cities. Sheridan has the highest proportion of residents living in multi-family units² with five or more dwellings at 54%, while Centennial has the lowest at 13%. Despite these differences, the multi-family housing population is growing steadily in all four cities. Sheridan also has the highest share of

Hispanic or Latinx residents and individuals who speak a language other than English at home, at 41.7% and 31.7%, respectively. Additional key demographic characteristics for each individual city are provided in Table 1.

Table 1: South Metro Demographics

Description	Centennial	Englewood	Littleton	Sheridan
Area (square miles)	26.9	6.7	13.8	2.3
Population	105,865	33,642	44,755	5,970
Households	40,952	15,686	20,484	2,442
Median Household Income	\$124,617	\$79,375	\$90,273	\$53,707
Persons Below Poverty Level	3.1%	8.3%	7.6%	11.9%
Bachelor's Degree or Higher	61.3%	44.3%	56.0%	19.0%
Language other than English spoken at Home	12.4%	12.2%	9.7%	31.7%
Hispanic or Latinx (of any race)	9.0%	18.5%	12.2%	41.7%
Multi-family Units* ²	16.8%	36.6%	38.4%	40.1%
Total Employer Firms (2017)	3,633	1,475	1,825	423

Source: US Census V2022, 2020 5-year ACS and Root Policy Research, American Community Survey 2018-2022 Estimates, CP04 Comparative Housing Characteristics

² There are variations in the definition of 'multi-family' across jurisdictions within city codes, reports and/or contracts. For the purposes of this plan, 'multi-family' is defined as housing structures with five or more units, based on the 2018-2022 Estimate of the American Community Survey from the U.S Census Bureau. Mobile Homes, or Boats, RV, van, etc. are included in this definition. 'Single-Family' is defined as one-unit detached or attached and four or fewer housing units.

1.1 Plan Development Process

The development of the South Metro Waste Diversion Plan involved a comprehensive evaluation of the current waste management system. This included a waste characterization study to identify the types of waste generated in the region and waste modeling to project future tonnage. A robust stakeholder engagement process was also implemented to gather critical feedback on diversion strategies. This included focus groups, a residential survey completed by more than 1,300 residents, and interviews with waste haulers serving the region. These baseline findings helped identify initial gaps and opportunities to improve waste diversion. Representatives from each city also provided input on these elements during a Regional Waste Summit. Together, these efforts informed the recommended strategies and formed the foundation of the final plan. The plan development process is presented in Figure 3.

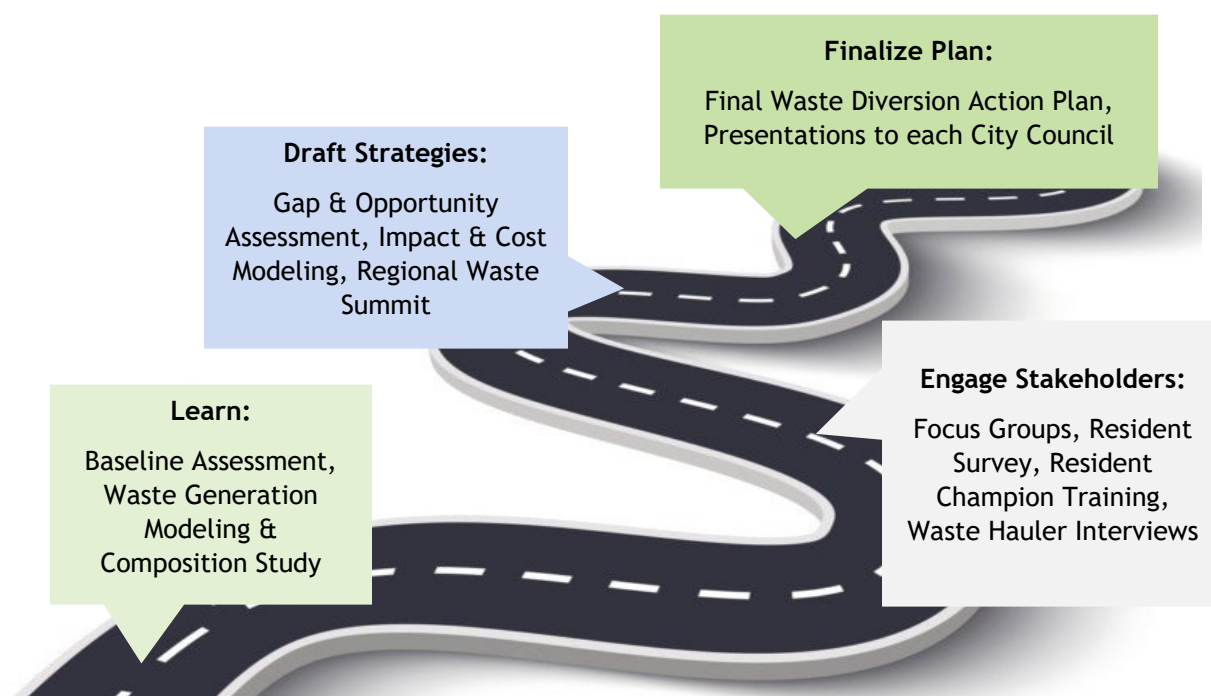


Figure 3: Plan Development Roadmap

1.2 Baseline Assessment

A baseline assessment was conducted to develop an inventory of South Metro’s regional solid waste system and determine if the current systems are supportive of their future goals. The assessment included an analysis of waste collection options, material processing infrastructure, existing policies, and past studies, as well as community engagement activities and interviews with staff at each community.

Table 2 summarizes key findings from South Metro’s baseline assessment for the mentioned sections. For more information, please reference the [South Metro Waste Diversion Activity 3 Baseline Assessment report](#).

Table 2: South Metro Baseline Highlights

Description	Centennial	Englewood	Littleton	Sheridan
Area (square miles)	26.9	6.7	13.8	2.3
Population	105,865	33,642	44,755	5,970
Population % of South Metro	56%	18%	24%	3%
Multi-Family Units*	16.8%	36.6%	38.4%	40.1%
Collections Structure	Open Market	Open Market	Open Market	City Contract for Residential Collection
Opt-in or Universal Curbside Recycling	Opt-In	Opt-In	Opt-In	Universal
Pay Structure for Curbside Collections	Open-Market	Open-Market	Open-Market	Pay-As-You-Throw (PAYT)
Hauler Licensing	No	Yes	No	Yes
Universal Recycling**	No	Yes, Opt-In	No	Yes, Opt-In
Sustainability Plans	No	Yes	Yes	Yes
City Waste Goals	No	Yes	Yes	Yes
Recycling Website	Yes	Yes	Yes	Yes
Citizen Action Groups	Yes	Yes	Yes	Yes

*Multi-Family Units: Housing structures with five or more units, including mobile homes or boat, RV, van, etc. 2018-2022 American Community Survey, U.S. Census Bureau

**Universal recycling refers to a policy or system where all residents and/or businesses within a jurisdiction are required to have access to recycling services, typically alongside trash service. The goal is to make recycling as standard, consistent, and widely available as trash collection.

1.2.1 Collections

All collections in the South Metro region are provided by the private sector. Approximately 97% of residents in the Cities of Centennial, Englewood, and Littleton receive trash and recycling curbside services through the open market by subscribing directly with private haulers. Residents in these cities must opt in for recycling curbside services, generally for an additional fee. The City of Sheridan, which accounts for the remaining 3% of residents in the South Metro Region, contracts with Republic Services for single-family households with a pay-as-you-throw (PAYT) system for trash services, where residents pay based on cart size and the amount of waste generated. Sheridan residents receiving the city's contracted service also have recycling collections included as part of the program.

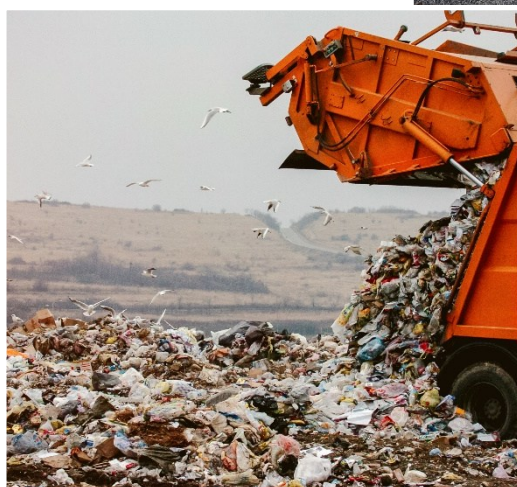
Trash and recycling collections for commercial and multi-family properties in the four cities are served through the open market, where property managers and owners subscribe directly with private haulers for services. None of the cities in the region provide or require recycling services for multi-family or commercial customers.



1.2.2 Infrastructure

South Metro is supported by various solid waste infrastructure in the region including Materials Recovery Facilities (MRFs) that handle single-stream recycling, recycling drop-offs, organics processing facilities and drop-offs, municipal solid waste (MSW) infrastructure composed of landfills and transfer stations, and miscellaneous recycling infrastructure. The following section provides an overview of the disposal infrastructure systems in the South Metro region.

Similar to collections, all materials processing and disposal facilities are fully owned and operated by the private sector. None of the cities in the region own, manage, or operate processing infrastructure. Below are illustrative examples of recovery infrastructure, including a MRF, an organics processing facility, and a MSW landfill.



1.2.2.1 Recyclable Material Processing Infrastructure

The South Metro region is served by two privately owned and operated MRFs that process single-stream recycling (Republic Services and Waste Management), shown on the map below. There are no public recycling drop-off centers in the South Metro boundary. The two closest recycling drop-off centers are located in Arvada and Aurora and owned and operated by private facilities (SustainAbility and Recycling Convenience Center at the Denver Arapahoe Disposal Site Landfill operated by Waste Management).

Waste Management is currently building a new \$100M recycling facility in Denver East, estimated to be completed by mid-2026. AMP and Waste Connections, an artificial intelligence-powered recycling facility, is expected to be built and operated in Commerce City and is projected to open in early 2026.

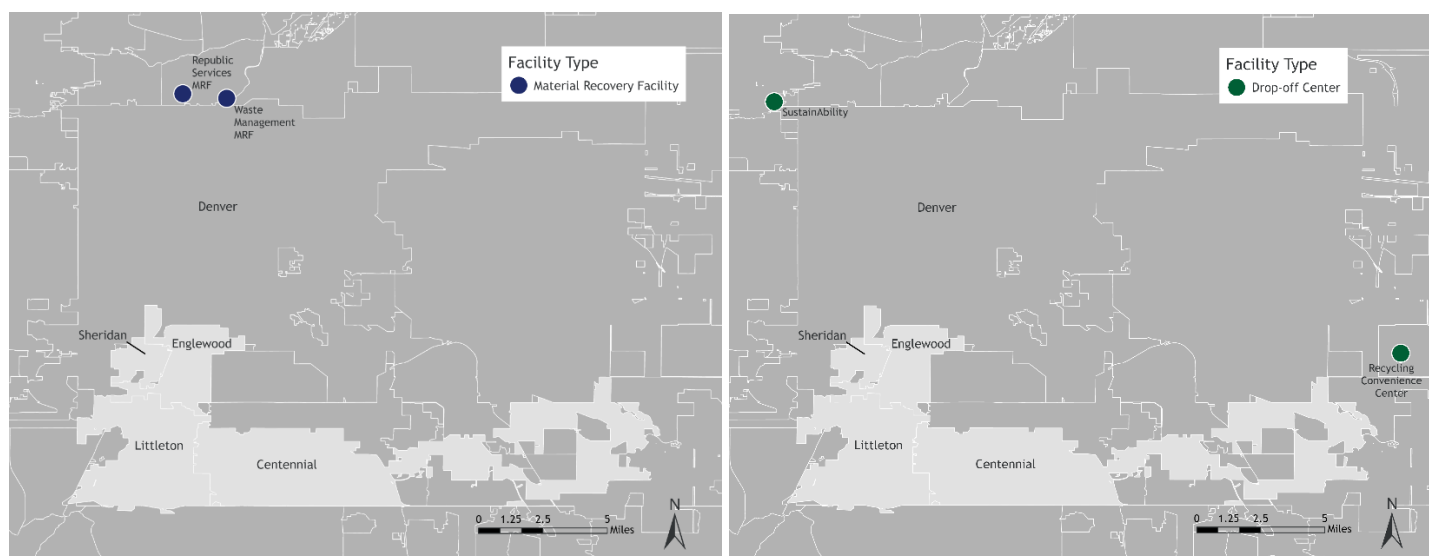


Figure 4: Maps of MRF and Drop-Off Infrastructure Surrounding South Metro

Table 3: Details of MRFs and Drop-Off Infrastructure Surrounding South Metro Region

Facility Name & Link	Infrastructure Type	Materials Accepted	Physical Address
<u>Republic MRF</u>	Materials Recovery Facility	Single-Stream Recycling	645 W 53rd Pl, Denver, CO 80216
<u>Waste Management MRF</u>	Materials Recovery Facility	Single-Stream Recycling	5395 Franklin St, Denver, CO 80216
<u>SustainAbility</u>	Drop-off Center	Hard-to-Recycle Items	6240 W. 54th Ave, Arvada, CO 80002
<u>Recycling Convenience Center at DADS Landfill</u>	Drop-off Center	Municipal Solid Waste	3500 South Gun Club Rd, Aurora, CO 80018

1.2.2.1 Organics Processing Infrastructure

A1 Organics in Sheridan does limited processing of yard debris (i.e., mulching and grinding) and accepts food scraps to be transferred to A1 Organics in Eaton or Keenesburg for composting. There are 11 organics drop-off sites accessible to residents that are operated by either SustainAbility, Compost Colorado, Scraps, or Wompost through subscription.

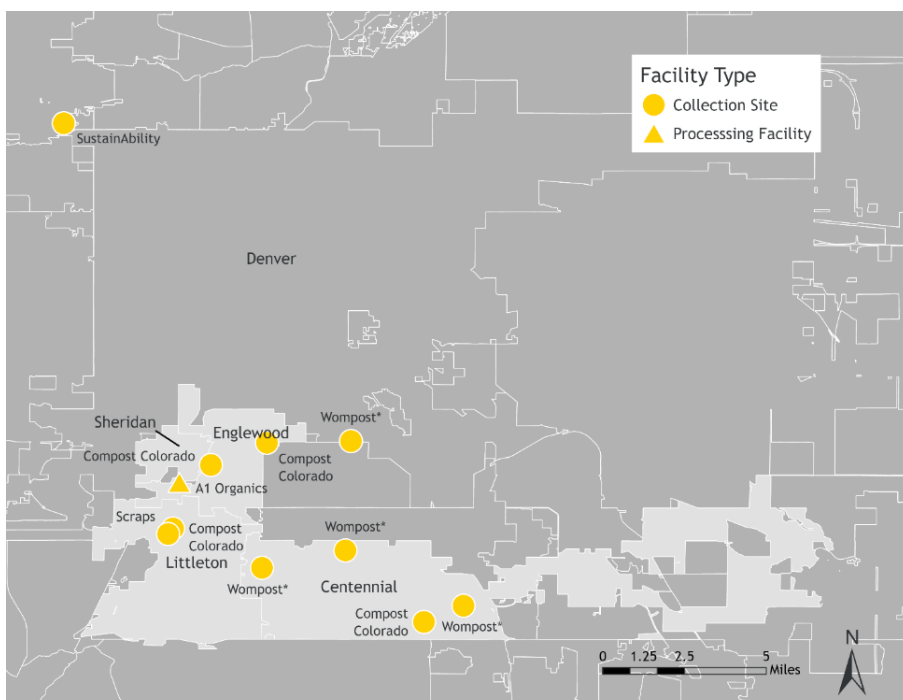


Figure 5: Map of Organics Infrastructure in South Metro

Table 4: Organics Infrastructure in South Metro

Facility Name & Link	Materials Accepted	Operating Hours	Physical Address
<u>A1 Organics</u>	Yard debris	Mon - Fri: 7:00am - 4:00pm Sat: Spring only	2300 W Radcliff Ave, Sheridan, CO 80110
<u>Compost Colorado</u>	Food scraps and Other Compostables	24hrs for subscribers only	1155 W Oxford Ave, Englewood CO 80110
<u>Compost Colorado</u>	Food scraps and Other Compostables	24hrs for subscribers only	900 E Hampden Ave, Englewood, CO 80113
<u>Compost Colorado</u>	Food scraps and Other Compostables	24hrs for subscribers only	5610 S Curtice St, Littleton, CO 80120
<u>Compost Colorado</u>	Food scraps and Other Compostables	24hrs for subscribers only	7070 E Mineral Ave, Englewood, CO 80112
<u>Scraps</u>	Food scraps and Other Compostables	24hrs for subscribers only	5767 S Rapp St, Littleton, CO 80120
<u>Wompost</u>	Food scraps and Other Compostables	24hrs for subscribers only	Precise location available upon subscription Denver, CO 80222
<u>Wompost</u>	Food scraps and Other Compostables	24hrs for subscribers only	Precise location available upon subscription Centennial, CO 80121
<u>Wompost</u>	Food scraps and Other Compostables	24hrs for subscribers only	Precise location available upon subscription Centennial, CO 80121
<u>Wompost</u>	Food scraps and Other Compostables	24hrs for subscribers only	Precise location available upon subscription Centennial, CO 80112
<u>SustainAbility</u>	Food scraps and Other Compostables	Mon - Thurs: 9:00am - 4:00pm Fri - Sat: 9:00am - 3:00pm	6240 W. 54th Ave, Arvada, CO 80002

1.2.2.3 Municipal Solid Waste Infrastructure

Three privately operated landfills (owned by Waste Management and Republic Services) along with four transfer stations (owned by Waste Connections, Waste Management, and Republic Services) manage the municipal solid waste (MSW) generated in the region.

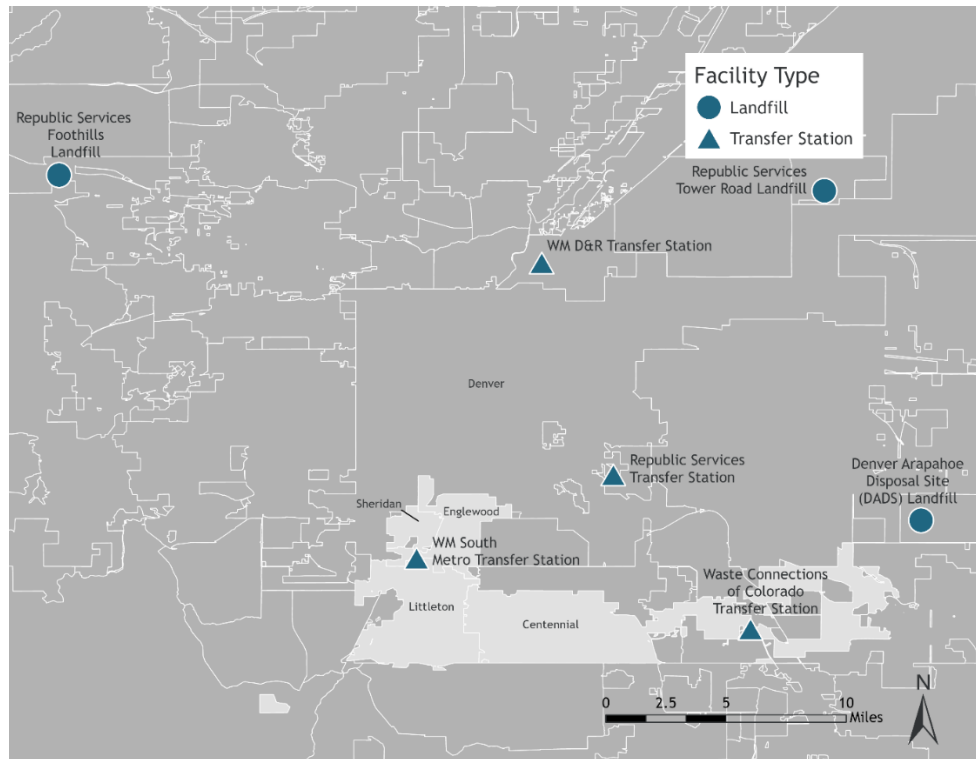


Figure 6: Landfills and Transfer Stations Surrounding South Metro

Table 5: Municipal Solid Waste Landfills and Transfer Stations in South Metro

Facility Name & Link	Infrastructure Type	Materials Accepted	Physical Address
<u>Denver Arapahoe Disposal Site (DADS) Landfill</u>	MSW - Landfill	Municipal Solid Waste	3500 South Gun Club Rd, Aurora, CO 80018
<u>Republic Services Tower Road Landfill</u>	MSW - Landfill	Municipal Solid Waste	8480 Tower Rd, Commerce City, CO 80022
<u>Republic Services Foothills Landfill</u>	MSW - Landfill	Municipal Solid Waste	8900 CO-93, Golden, CO 80403
<u>Waste Connections of Colorado Transfer Station</u>	MSW - Transfer Station	Municipal Solid Waste	7120 S. Jordan Rd, Centennial, CO 80112
<u>Waste Management South Metro Transfer Station</u>	MSW - Transfer Station	Municipal Solid Waste	2400 W Union Ave, Englewood CO 80110
<u>Republic Services Transfer Station</u>	MSW - Transfer Station	Municipal Solid Waste	7750 Cherry Creek S Dr, Denver, CO 80231
<u>Waste Management D&R Transfer Station</u>	MSW - Transfer Station	Municipal Solid Waste	6091 Brighton Blvd, Commerce City, CO 80022

1.2.2.4 Miscellaneous Infrastructure

Residents may divert electronics, construction & demolition (C&D) debris, and scrap metal through various permanent, designated drop-off sites in the South Metro region. These sites are complementary to several municipal events, private drop-off locations, and specialized pick-up services (e.g., Ridwell and Terracycle) that exist to increase material recovery. The locations of the miscellaneous recycling infrastructure in South Metro are shown in Figure 7.

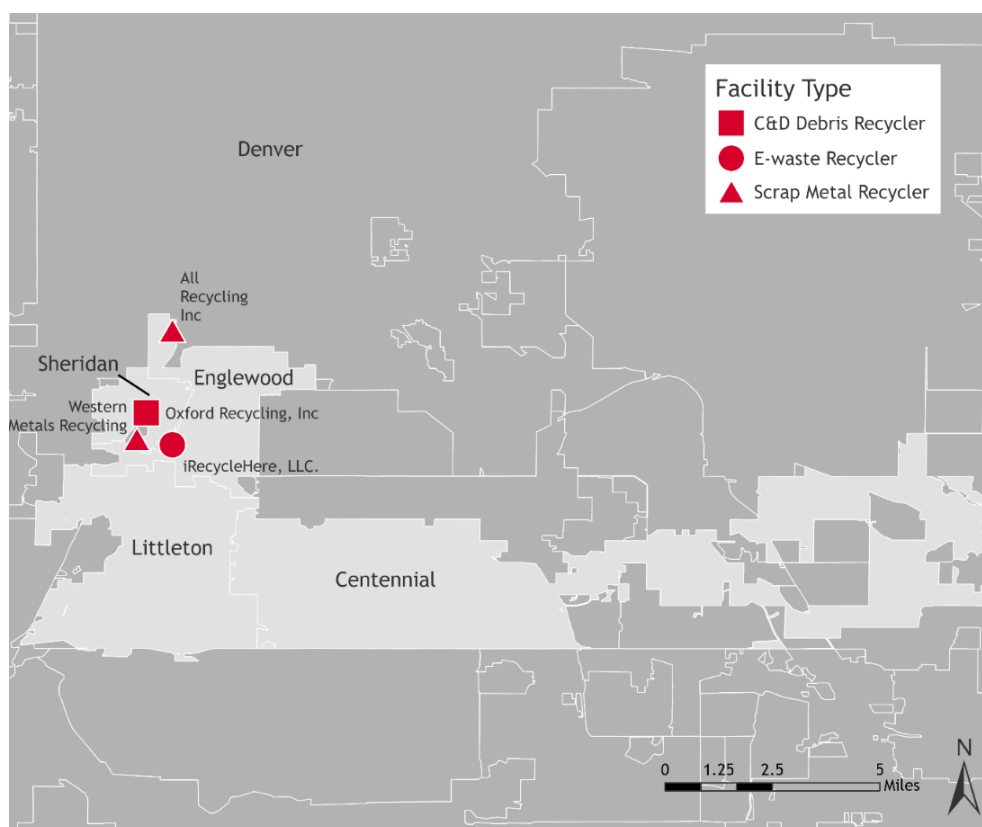


Figure 7: Map of Miscellaneous Recycling Infrastructure

Table 6: Miscellaneous Recycling Infrastructure

Facility Name & Link	Infrastructure Type	Materials Accepted	Physical Address
<u>iRecycleHere, LLC.</u>	Misc. Recycling	Electronic Waste	1865 W Union Ave Ste Q, Sheridan, CO 80110
<u>Oxford Recycling, Inc</u>	Misc. Recycling	C&D Debris	2400 W Oxford Ave, Sheridan, CO 80110 (Located in Unincorporated Arapahoe County)
<u>All Recycling Inc</u>	Misc. Recycling	Scrap Metal	1775 W Wesley Ave, Englewood, CO 80110
<u>Western Metals Recycling</u>	Misc. Recycling	Scrap Metal	2100 W Oxford Ave, Sheridan, CO 80110

1.2.3 Policy

In general, the cities in the region have taken a hands-off approach to managing materials. None of the cities require recycling or composting for residential or commercial properties. Additionally, ordinances and regulations that drive recycling related behaviors (such as equal space for recycling, C&D requirements, or pay-as-you-throw ordinances) are not present in the region.

Englewood and Sheridan, representing 20% of the total population of South Metro, are the only cities that require licensed waste haulers. Both cities require licensed waste haulers to offer recycling services to residents, as specified in their respective city codes. There is an opportunity to strengthen hauler licensing ordinances in both cities by requiring haulers to report tonnages and bundle recycling services with trash service, rather than simply offering them as an optional add-on to customers.

Unlike the other South Metro communities, the City of Sheridan adopted a single-hauler system in 2014 through a contract with Republic Services that includes pay-as-you-throw pricing. Through the contract, Sheridan offers resident-funded trash and recycling collection to single-family homes and buildings with seven or fewer units. Although recycling collection is free, it is not automatically bundled with trash collection services, requiring residents to actively sign up for it. The contracted service includes a volume-based pricing structure for trash collection. While Sheridan has a hauler licensing ordinance, it does not require haulers to report data beyond what is outlined in the residential collection contract.

While Englewood and Sheridan have limited recycling-specific policies to date, both cities have incorporated waste-related goals within their respective sustainability plans. Additionally, the City of Littleton's Environmental Stewardship Board has prepared an [Environmental Stewardship Action Plan](#) that includes targeted goals for waste reduction and recycling.

1.2.4 Community Engagement

All four South Metro cities maintain dedicated webpages for trash and recycling services. Translation services are available on the websites for the Cities of Centennial, Littleton, and Sheridan, enhancing accessibility for non-English speaking residents.

Each city also hosts a variety of impactful recycling events, addressing materials such as Christmas trees, electronics, fall leaves, cooking oil, and household hazardous waste (HHW). Citizen action groups are active in all four cities, reflecting a range of perspectives on waste management practices. Through these action groups and recycling events, cities have reported growing interest in composting, reflecting a stronger desire among residents for more sustainable waste disposal options.

1.3 Waste Hauler Engagement

To better understand the existing waste management services including the barriers and opportunities for increasing waste diversion in the South Metro region, the STEPS project team conducted in-depth interviews with eight haulers operating in the region. These haulers included solid waste, recycling, and organic waste haulers that provide services to single-family households, multi-family households, and commercial properties. High-level findings and a summary of interviews are presented in Figure 9.



Figure 8: Earth Day Celebration 2025 in the City of Englewood

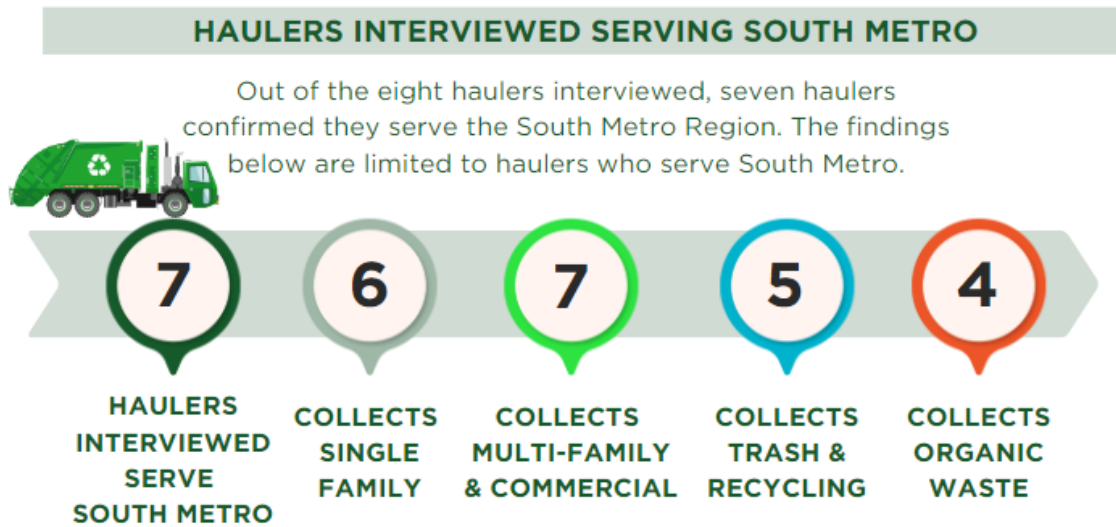


Figure 9: Summary of Hauler Services in South Metro

1.3.1 Perceived Barriers for Recycling & Composting

The top reasons cited by haulers for why they believe individuals opt out of recycling or composting include cost constraints, education and awareness, lack of convenience (for commercial and multi-family), and a lack of trust that recyclables are truly processed and recycled as claimed.

WHAT SHOULD SOUTH METRO DO TO SUPPORT RECYCLING?

“Improve education around recycling - this could be done with haulers in the area.”

“Diversion will increase if there are more contracts in place. Contracts help establish clarity for customers about who and how their materials are being collected.”

“Combat the distrust of the recycling industry.”

“Would love to partner with municipalities.”

1.3.2 City-Led Initiatives to Improve Residential Recycling & Composting

Haulers providing organic waste collection services frequently noted that expanding free, public access to drop-off sites throughout the region, along with free or subsidized services, would increase residential and commercial composting participation. This recommendation is supported by communities who have transitioned to providing subsidized or free organics services across the state and country.

Multiple haulers emphasized the need to expand educational programs to increase recycling and composting participation. A significant portion of the public lacks awareness of proper recycling and composting practices, questions the effectiveness of these efforts, or does not see value in these services, particularly when they involve additional costs.

It is important to note that, beginning in 2026, Colorado’s Extended Producer Responsibility (EPR) legislation will

require producers of packaging and paper products to fund a statewide system to recycle covered materials, resulting in ‘no-cost’ recycling services for covered generators.

1.3.3 Contamination

Haulers reported that some homeowners associations (HOAs) and multi-family communities opt out of recycling services due to contamination fees, which are often incurred when residents do not recycle properly. Haulers charge contamination fees to cover the costs of managing and disposing of contaminants in the recycling stream. Many multi-family communities and HOAs have decided that they would prefer to suspend recycling services instead of providing education to residents.

Service providers specializing solely in compost collection have robust educational and feedback programs in place that help reduce contamination. They either provide proactive education by training residents and commercial building staff on best practices, or reactive feedback by providing real-time guidance on contaminants found in individual bins. While many of these organic waste haulers operate on a relatively small scale, they believe these methods could be effective on a large scale to maintain clean organic waste streams.

1.4 Community Engagement

Community engagement is an integral process of the South Metro Waste Diversion Plan. Engaging the community ensures that the plan is not only aligned with the needs and priorities of stakeholders, but also fosters a sense of ownership, trust, and collaboration. Therefore, community engagement is embedded throughout many of the project activities. To ensure community needs and desires were thoughtfully captured and integrated into South Metro's future actions, a robust community engagement strategy was implemented including a website, survey, engagement collateral, focus groups, and Resident Champion training.

1.4.1 Website Development

The cities expressed a desire to create a website to communicate progress on the South Metro Waste Diversion Plan with both the public and elected officials. In response, the South Metro Waste Diversion website was developed. During the stakeholder engagement phase, it served as a landing page for the South Metro Residential Survey and hosted the registration for focus groups.

Today, the website continues to serve as a central hub for information about the waste diversion plan. It provides access to reports and memorandums created from this project and offers opportunities for stakeholders to provide feedback that informs plan development. The website also includes the Resident Champion Training videos and toolkit, developed as part of the broader stakeholder engagement strategy discussed later in this section.

Since the launch of the South Metro Waste Diversion website, there have been approximately 3,300 unique visitors as of June 2024. The majority of the website visitors have accessed the site directly, either by scanning the QR code from the survey mailer or by entering the SouthMetroWasteDiversion.com website directly into their browser.

1.4.2 Survey

To better understand the factors that motivate or hinder residential participation in South Metro's solid waste management systems, an online survey was developed in English and Spanish to gather input directly from residents. Questions were tailored to gather data on municipal solid waste disposal methods, current and potential waste diversion practices, and residents' perspectives on implementation of various waste diversion methods. The survey was conducted with a random sample of residents in June 2024 and yielded results with a $\pm 5\%$ margin of error at a 99% confidence level.

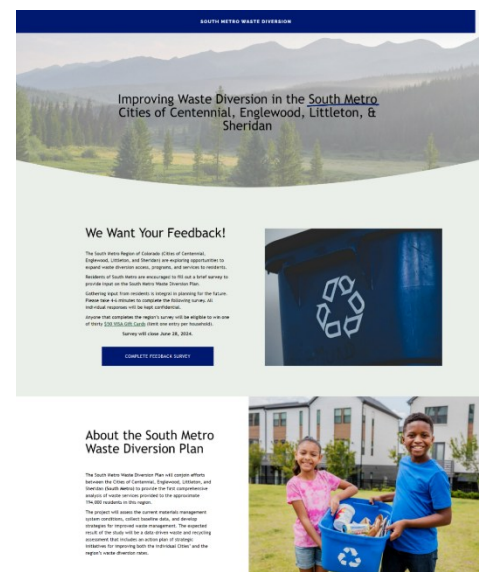


Figure 10: South Metro Waste Diversion Website Screenshot



Survey results revealed that at least 87% of residents in Centennial, Englewood, and Littleton reported that their trash hauler offers recycling. In Sheridan, 18.2% of respondents reported that their trash hauler does not offer recycling services. This lack of service was most commonly reported among residents of trailers/mobile homes, duplexes & multiplexes, and apartment buildings. Recycling habits were found to be prevalent, with 85% of South Metro residents having a recycling bin and actively recycling, while 13% reported lacking a recycling bin and not recycling at all (Figure 11).

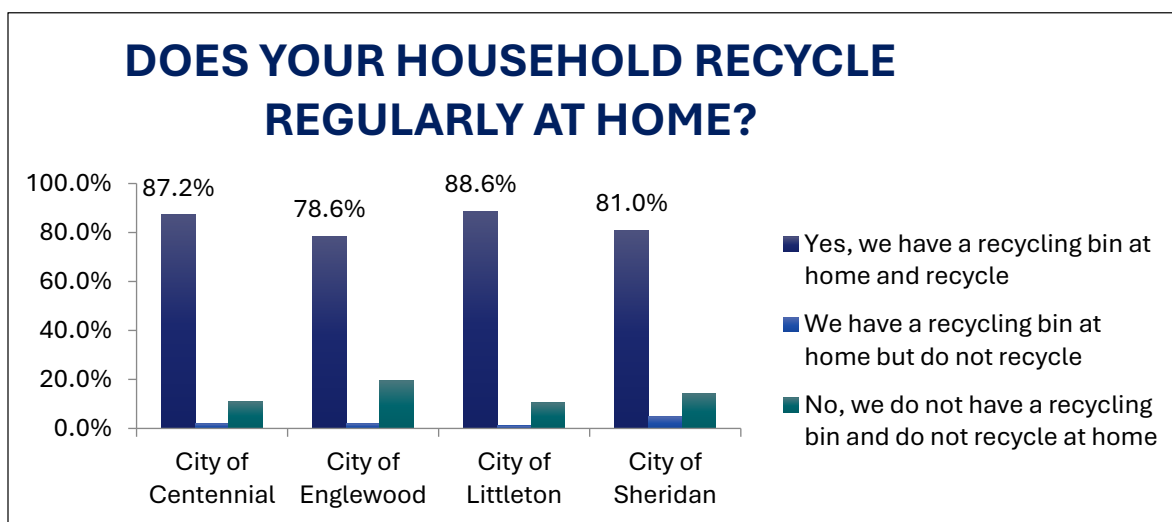


Figure 11: Survey Results on Whether Households Recycle Regularly at Home

Across the South Metro region, respondents strongly agreed that they support efforts to increase access to composting and recycling in their communities and that recycling helps to conserve natural resources to preserve the environment for the future. Additionally, 58% of respondents shared they would be willing to compost both yard and food scraps, and over 50% of the respondents somewhat agreed or strongly agreed that households in their communities have access to convenient recycling services and believe that most of their neighbors recycle today.

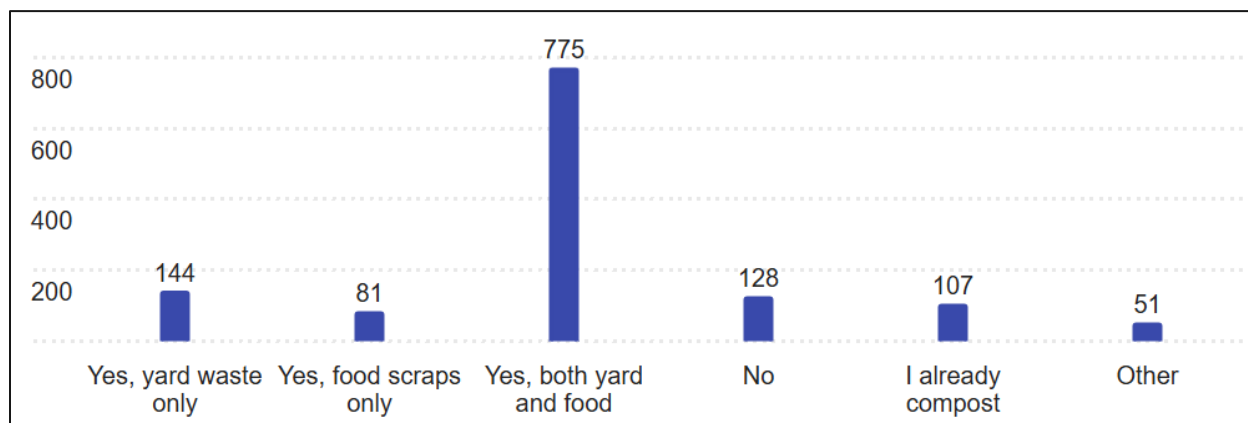


Figure 12: South Metro Willingness to Compost Food or Yard Debris

Despite general enthusiasm for expanded recycling and composting services, challenges remain. Residents in Centennial, Englewood, and Littleton identified low trust as the greatest barrier, while Sheridan residents cited confusion about what can be recycled as their primary challenge. Furthermore, respondents identified the need for additional recycling drop-off locations.

With regards to costs, 17% of the survey respondents were unsure how much they pay per month for trash services, with 20% reporting they pay between \$21-\$30/month. Residents in the City of Sheridan, the only city in South Metro that has organized hauling services through Republic Services, most reported paying in the \$11-\$20 a month range, while other cities most reported paying in the \$21-\$30 a month range.

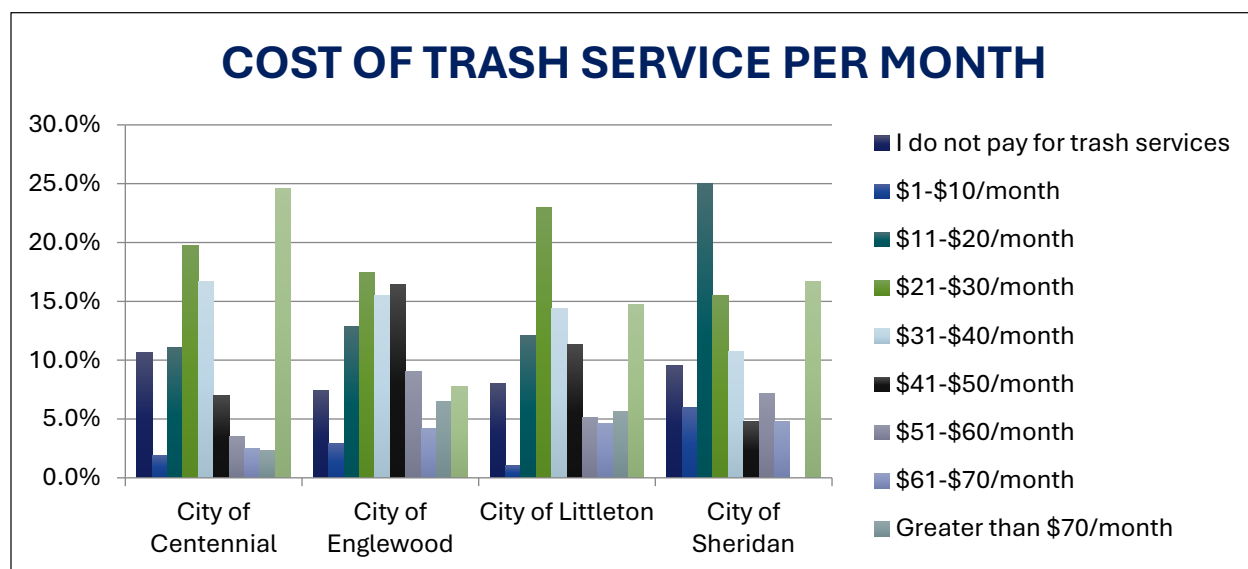


Figure 13: Cost of Trash Service per Month

1.4.3 Mailer

To facilitate broader survey participation, a bilingual mailer was developed with information on accessing the South Metro survey and to inform residents of the South Metro Waste Diversion project. A 5"x7" postcard mailer was designed and made available in English and Spanish given that Spanish is the second most spoken language in the region. The mailer utilized the font and color family consistent with the branding of the website. Each of the respective city logos were utilized to communicate that this was a regional project. The mailer provided a QR code that directed residents to the South Metro Waste Diversion website. A visual of the mailer is shown in Figure 14.

The mailers were sent to a sample of 14,875 randomly selected households in the region, consisting of a representative proportion of both single-family and multi-family homes across all four cities. The QR code on the mailer was accessed 1,891 times from the time of receipt until the end of the survey response period.



Figure 14: Mailer Screenshot



Figure 15: Social Media Graphic Promoting Focus Groups

1.4.4 Focus Groups

Three virtual focus groups were conducted to gather insights from stakeholders on existing waste management patterns, barriers, and opportunities. The three groups identified and formed were multi-family residents, businesses, and disadvantaged communities.

Participants were engaged through various community-facing channels and sources, including trusted community groups, committees, chambers, and social media. Focus group participants were recruited from all four cities to ensure diverse and representative input across the three target groups. Following established best practices for qualitative research, the first ten eligible respondents were invited to participate in each session. Participants received a \$50 Visa online gift card in recognition of their time and contributions. The focus groups were conducted virtually and held separately, beginning with an overview of the project and review of ground rules, followed by a facilitated conversation guided by a set of pre-developed questions.

All focus group participants reported having access to trash services, however, fewer than half had curbside recycling, and only one business had contracted composting services. Several common barriers to recycling were identified, including lack of access, insufficient space and dumpster capacity in multi-family complexes, limited involvement in waste management decisions for businesses, and the high cost of services for disadvantaged communities. Participants also cited a lack of reliable educational resources and recycling services. Across all three focus groups, concerns were raised about the high number of waste haulers operating in the community, with specific worries about child safety, property damage, and road deterioration. Additionally, there was a shared desire to expand access to services for hard-to-recycle materials as well as recycling drop-off centers.

1.4.5 Resident Champion Training

A virtual Resident Champion training session was conducted for South Metro residents, focused on the benefits and logistics of recycling and waste diversion, as well as strategies for effectively sharing this information within their communities. As the cities move toward exploring and implementing specific policy measures, Resident Champions are expected to play a vital role in providing informed community input, supporting public engagement, and assisting with on-the-ground implementation. Although the primary goal of the training was to raise awareness of the South Metro Waste Diversion Plan, no specific waste-related policies were discussed.

All attendees received a copy of the training recording, slide deck, and a Resident Champion toolkit, which includes guidance on recyclable materials, common contaminants, frequently asked questions, and the broader benefits of recycling. All materials in the toolkit were also made available in Spanish to enhance accessibility. A screenshot of the virtual training format is shown in Figure 16.

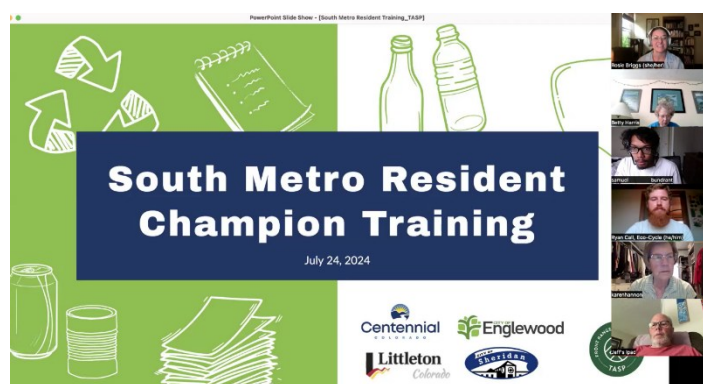


Figure 16: Screenshot of Virtual Training of the Resident Champion Training

1.5 Regional Waste Summit

A Waste Summit was held to present findings to elected officials from the four South Metro cities. The presentation covered information collected to date, including the baseline infrastructure evaluation, hauler interviews, public engagement findings, the waste characterization study, and the initial gaps and opportunities analysis. At the meeting, input from elected officials was gathered to identify potential gaps in the waste system and was incorporated into further research and the development of recommended policies and strategies.

The Summit was a zero-waste event, with all materials reused, composted, recycled, or otherwise diverted. This served as both a conversation piece to explore waste reduction practices and as a way to highlight Colorado's strong end markets for metals and glass recycling.



Figure 17: South Metro Waste Summit Day 1 and Zero Waste Stations at the Event

Throughout the event, strategies were presented and discussed through both verbal dialogue and the virtual polling platform, PollEv. Elected officials were asked to identify priorities they wished to explore further, focusing on those they viewed as feasible and/or as offering a positive strategy for advancing waste diversion in the South Metro region and their individual cities.

What are the top priorities we should further explore regionally?

Regionally, yard debris and food scraps collections were the top priority identified to explore further. Organic waste comprises 48% of residential trash, which elected officials cited as being a key factor in their interest in exploring organics collection. By a slight margin, there was a preference for yard debris collection over food scraps collections. There were discussions about the various pathways to capturing yard and food scraps, with officials citing they partake in backyard composting or burying their food scraps at home. Strategies were also discussed at large, such as capturing landscaping yard debris via mulching or composting, increasing access to food scraps drop-off sites, and supporting commercial entities in using compostable service ware. Concerns were also brought up regarding odors and the possibility of attracting pests to curbside bins.

The secondary priority identified was increased commercial and multi-family unit recycling access, citing limited access in many multi-family complexes. Elected officials expressed interest in exploring ways to support this gap. Speakers discussed various options that can improve access for commercial and multi-family units including education, outreach, and technical assistance to property owners and/or tenants.

2.0 South Metro Waste Composition and Generation

The South Metro Waste Diversion Plan included a waste composition study and waste generation modeling analysis to identify current waste trends and project future waste tonnage production for the region and each individual city. These data points were critical for identifying gaps and opportunities and for guiding the development of effective waste reduction strategies, as they highlighted specific concerns around contamination, diversion rates, and total waste generation. Waste generation models were applied to estimate current and projected tonnages through 2035. These estimates include the total material generated, landfilled, and diverted, broken down by generating sector for each city within the South Metro region.

Findings from these tasks confirmed that a significant portion of the region's waste continues to be landfilled, with comparatively lower rates of diversion through recycling and composting. Projections indicate that by 2035, the South Metro region will generate approximately 260,000 tons of waste. If all strategies, policies, operations, and engagement stay the same, the South Metro region will be diverting roughly 15.2% of its waste, or approximately 39,000 tons of waste through recycling or composting.



Figure 18: Waste Characterization Study

2.1 Waste Composition

The South Metro Waste Diversion Project included a two-season waste characterization study (also known as a 'waste audit' or 'waste sort'). The aim of the waste characterization study was to sort samples of trash and recycling to assess the overall composition of the region's waste streams. Approximately 10,200 pounds of trash and recycling from both residential and commercial/multi-family sectors were sorted into 32 categories. Samples from all four cities in South Metro were represented in the study.

2.1.1 Municipal Solid Waste (MSW)

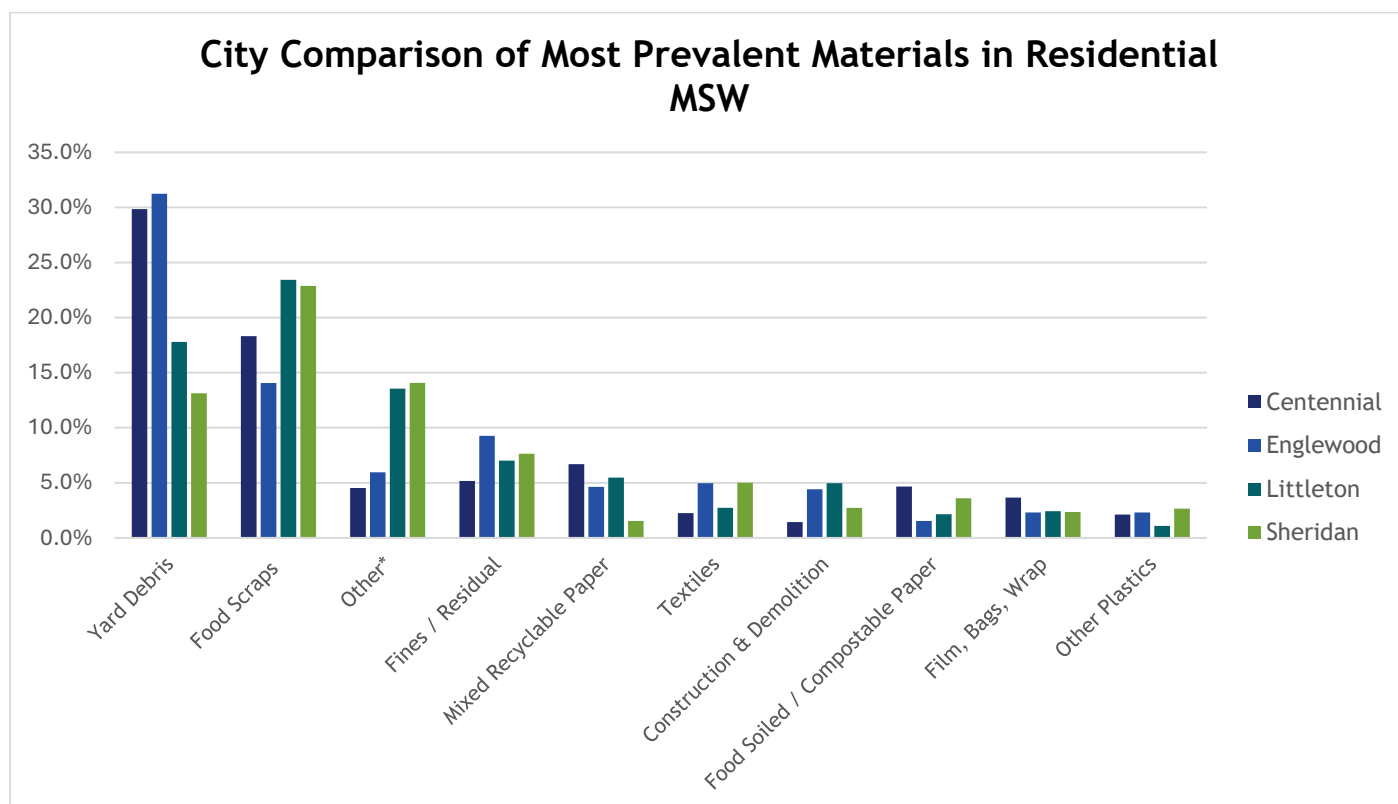
The most prevalent materials in combined residential and commercial MSW were food scraps (18.6%), followed by yard debris (17.1%), and Other³ (9.2%).

Although seasonal variability influenced food scraps, yard debris, and construction and demolition (C&D) material categories most significantly, food scraps and yard debris emerged as the most prevalent materials in the waste stream across both sorting seasons, indicating their significance and diversion potential.

In the residential MSW, yard debris was the most prevalent material landfilled (24.0%), followed by food scraps (19.4%). Together, these materials make up 43.4% of residential MSW, representing a significant opportunity for diversion from

³ Other* includes materials that do not belong in any other defined category, such as rubber, tires, bulky furniture, diapers, sanitary products, pet waste, and wipes.

South Metro’s residential trash stream. This was consistent across individual cities additionally, with both food scraps and yard debris in the top three material categories for all cities. Figure 19 show the top 10 most prevalent materials in South Metro’s Residential MSW.



Other includes materials that do not belong in any other defined category, such as rubber, tires, bulky furniture, diapers, sanitary products, pet waste, and wipes.*

Figure 19: City Comparison of Most Prevalent Materials in Residential MSW

2.1.2 Recyclables

A total of 27 samples of recycling were collected and sorted, including 18 residential and 9 commercial samples. Corrugated cardboard (37.0%) was the most prevalent material in combined residential and commercial recycling streams, alongside mixed recyclable paper (20.4%) and glass bottles and jars (11.3%).

For residential streams, the most prevalent materials in recycling are corrugated cardboard (27.8%), followed by mixed recyclable paper (24.8%), and glass bottles and jars (14.1%). This was consistent across individual cities, with both corrugated cardboard and mixed recyclable paper in the top two material categories for all cities. Figure 20 shows the top 10 most prevalent materials in South Metro’s residential recycling stream.

Contamination in the residential recyclables stream represented 20.6% of the recyclables stream, which is above the national average contamination rate for inbound recycling at 17%. Contamination is defined as the improper disposal of materials into a waste stream, such as food scraps in the recycling stream. Individually, Centennial had a contamination rate of 13.0%, Englewood had 13.2%, Littleton had 18.8%, and Sheridan had 34.5%.

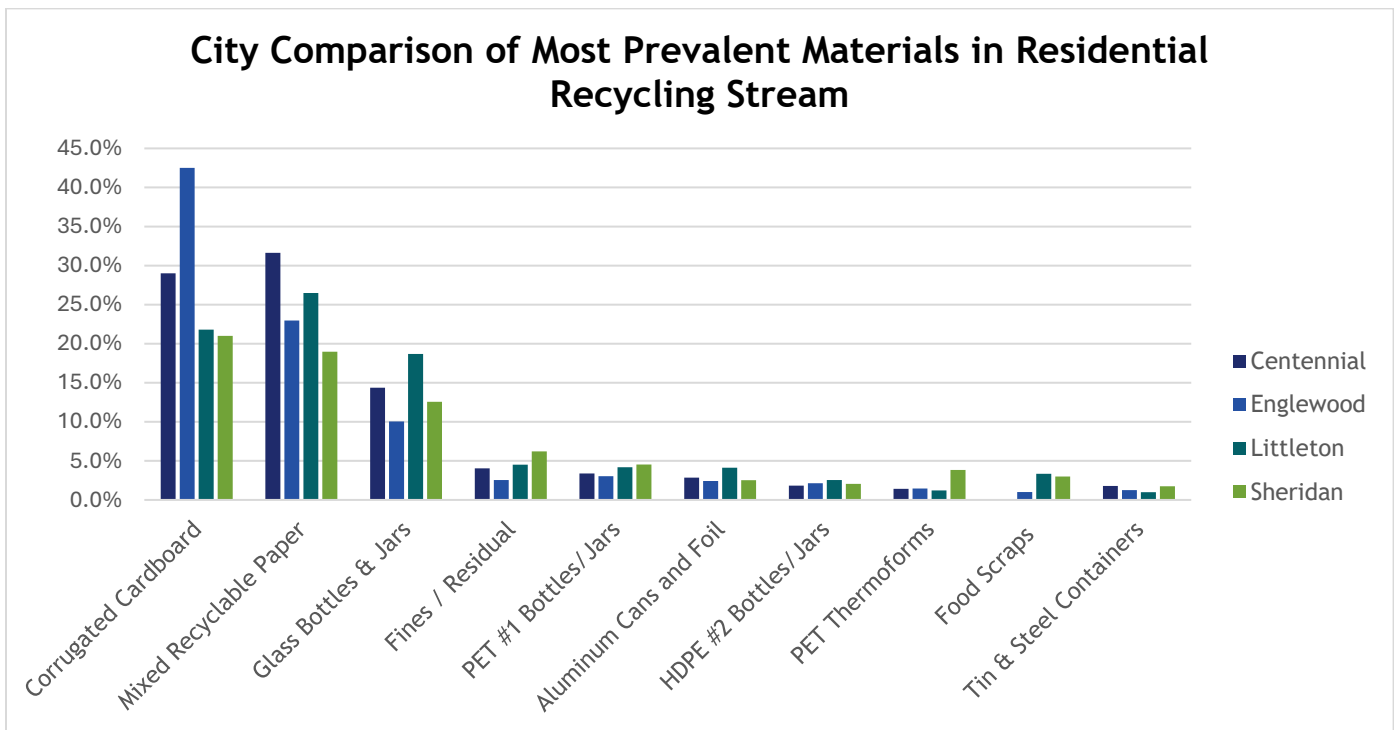
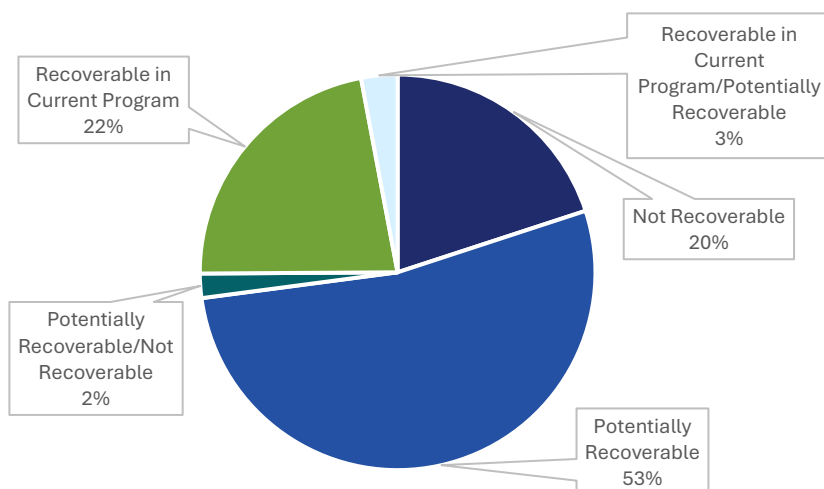


Figure 20: City Comparison of Most Prevalent Materials in Residential Recycling Stream

2.1.3 Recoverability

Up to 78% of what is disposed of in the trash across all sectors (residential, commercial, and multi-family) can either be recovered in existing programs or potentially be recovered if hard-to-recycle or other divertible materials were properly separated. Based on current programs and existing local infrastructure, 22% of materials in MSW can be recovered through existing programs. Figure 21 shows comparisons of material compositions based on recoverability for combined residential, commercial, and multi-family MSW.



Approximately

78%

of South Metro's waste is recoverable through recycling, composting, or special collections.

Figure 21: Recoverable Tons in MSW Across All Sectors

2.2 Waste Generation

Waste tonnages were modeled and projected for both the city and the South Metro Region from 2023 to 2035. Estimates include total material generated, landfilled, and diverted, and are broken down by generating sector. Of all generated waste, it is estimated that South Metro is diverting approximately 15.2% of materials from the landfill.

Findings from these tasks confirmed that a significant portion of the region's waste continues to be landfilled, with comparatively lower rates of diversion through recycling and composting. It is estimated that the South Metro region will generate approximately 255k tons of waste by 2033 and 260k tons of waste by 2035.

If all current strategies, policies, operations, and engagement stay the same, the South Metro region will be disposing 85% of its waste or sending approximately 221k tons of MSW to landfills. Population growth for South Metro from 2023 to 2035 is presented in Table 7. Total tonnage projections in South Metro from 2023 to 2035, broken down by total tons of materials generated, landfilled, diverted, and by generating sector, are presented in Table 8.

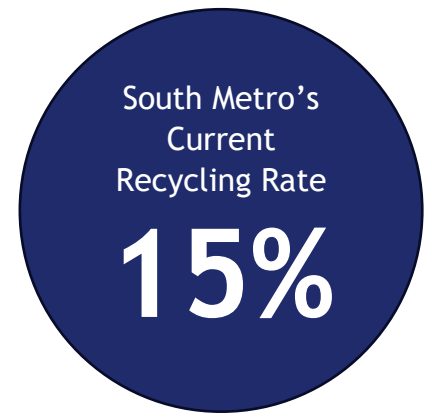


Table 7: South Metro Population Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Centennial	106,883	107,909	108,946	110,115	111,277	112,438	113,558	114,674	115,899	117,108	118,309	119,500	120,681
Englewood	34,275	34,604	34,937	35,312	35,684	36,056	36,415	36,773	37,166	37,554	37,939	38,321	38,700
Littleton	44,451	44,867	45,285	45,755	46,227	46,698	47,153	47,605	48,100	48,588	49,072	49,551	50,025
Sheridan	5,908	5,965	6,022	6,087	6,151	6,215	6,277	6,339	6,406	6,473	6,540	6,605	6,671
South Metro	191,517	193,344	195,190	197,268	199,338	201,407	203,402	205,391	207,572	209,724	211,860	213,977	216,077

Table 8: South Metro Region Tonnage Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Single-Family													
Disposal	57,877	58,430	58,988	59,617	60,243	60,869	61,473	62,074	62,734	63,385	64,031	64,672	65,307
Diversion	10,335	10,434	10,534	10,646	10,758	10,869	10,977	11,085	11,202	11,319	11,434	11,549	11,662
Total Generation	68,212	68,864	69,522	70,263	71,001	71,738	72,450	73,159	73,936	74,704	75,465	76,221	76,969
Multi-Family													
Disposal	20,415	20,609	20,806	21,026	21,246	21,466	21,678	21,890	22,122	22,350	22,577	22,802	23,025
Diversion	3,646	3,680	3,715	3,755	3,794	3,833	3,871	3,909	3,950	3,991	4,032	4,072	4,112
Total Generation	24,061	24,290	24,521	24,781	25,040	25,300	25,550	25,799	26,072	26,341	26,609	26,874	27,137
Commercial													
Disposal	117,438	118,559	119,691	120,965	122,234	123,503	124,726	125,946	127,283	128,602	129,912	131,211	132,498
Diversion	20,971	21,171	21,373	21,601	21,828	22,054	22,273	22,490	22,729	22,965	23,199	23,431	23,660
Total Generation	138,409	139,730	141,064	142,566	144,062	145,557	146,999	148,436	150,012	151,567	153,111	154,641	156,158
All Sectors													
Disposal	195,730	197,598	199,484	201,608	203,724	205,838	207,877	209,910	212,139	214,337	216,520	218,685	220,830
Diversion	34,952	35,285	35,622	36,001	36,379	36,757	37,121	37,484	37,882	38,275	38,664	39,051	39,434
Total Generation	230,682	232,883	235,107	237,610	240,103	242,595	244,998	247,394	250,021	252,612	255,185	257,736	260,264

3.0 Gaps & Opportunities

Following the baseline assessment of waste generation, policies, and infrastructure in the South Metro region, a comprehensive gap analysis was conducted to identify opportunities for system improvement. This analysis aimed to pinpoint areas where existing programs could be optimized, new initiatives could be introduced, or innovative investments could be made to support the region's waste diversion goals.

The initial gap analysis drew on baseline findings, components of the current materials management system, community engagement insights, waste generation modeling, and a comparison of South Metro's system with national best management practices. The analysis revealed specific areas for improvement that support the region's ambitious goals to improve equitable access to services, increase recovery and reuse, reduce waste, support recycling market development, and build strategic partnerships.

To structure the analysis, the project team used five best management practice areas: Collection & Access, Infrastructure, End Markets, Outreach & Education, and Supportive Policy. Effective materials management requires these components to work in concert. For example, even the most advanced recycling facilities are limited in impact without robust education and outreach or reliable end markets for recovered materials to maintain clean material streams and sustained demand for processed materials.

Each key area has several components or categories of best practices that have been identified by the project team's expertise of nearly four decades in the industry. Within each practice area, the evaluated system components are listed alphabetically. Their order is not an indication of priority. The project team utilized grades to represent relative uptake scores for each of the best practices (ranging from best (A) to worst (F) on the region's relative uptake). Additional details about each category and grades can be found in the [Activity 8: Gaps and Opportunities memo](#).

Figure 22: Best Management Practices Chart

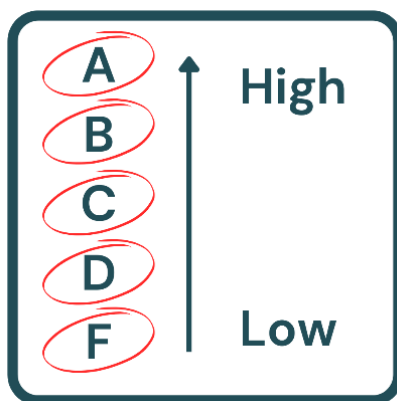
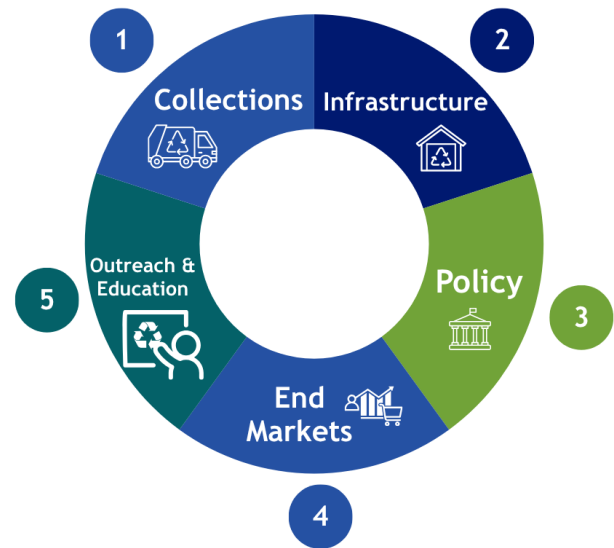


Figure 23: Relative Uptake of Best Management Practices

3.1 Collection and Access

For recycling programs to be effective, every household and business in a community must have convenient access. This can be through curbside collection, drop-offs, a reuse and sharing economy, or a combination of these options. As a first step in resource recovery, material diversion and recovery need to be as convenient as waste disposal.

South Metro's waste collection system demonstrates several strengths, including universal access to recycling for single-family, multi-family, and commercial sectors. The Cities of Englewood, Centennial, and Littleton also provide special collections through "At-Your-Door" services for hazardous waste and electronics. Additionally, organics diversion is available, though participation depends on residents and businesses subscribing to market-driven services.

Opportunities to increase diversion for the region remain.

Approximately 17.1% of landfilled waste consists of yard debris that could be diverted through dedicated curbside or drop-off services. Furthermore, approximately 18.6% of landfilled waste is food scraps that could be diverted by piloting food scraps drop-off sites or curbside collection. Multi-family residents face challenges accessing recycling and hazardous waste disposal, often due to insufficient infrastructure and lack of property management engagement. Additionally, gaps in drop-off locations, lack of organized single-hauler systems, and barriers to participation for commercial entities hinder optimal waste diversion. Addressing these issues through expanded services, regional recycling centers, and targeted ordinances could improve efficiency, reduce waste, and foster greater community participation in recycling and composting programs.



HOME COLLECTION SERVICE
FOR PAINTS, GARDEN CHEMICALS, BATTERIES, HOUSEHOLD CLEANERS, ELECTRONICS AND MORE

Centennial, Southeast Metro Stormwater Authority, Arapahoe County, WM, At Your Door Special Collection

South Metro Stormwater Authority offers a collection program for residents of unincorporated Arapahoe County and City of Centennial. WM offers a convenient service in your community to collect the following materials from your home. Simply schedule a home collection appointment through the At Your Door Special Collection service. It's easy and convenient to properly dispose of these items.

For a complete list of acceptable items, program guidelines and to schedule a home collection:

Go to WWW.WMATYOURDOOR.COM
Call 1-800-449-7587
\$20 Co-pay is required

AUTOMOTIVE PRODUCTS
Antifreeze, batteries, fluids, waxes, motor oil, oil filters, fuels, upholstery cleaner, gasoline and more

BATTERIES
Automotive and household batteries

GARDEN CHEMICALS
Fertilizers, insect sprays, herbicides, pesticides, and weed killers

PAINT PRODUCTS
Paint, glue, caulk, spray paint, stripper, stain, thinner, wood preservative and more

HOUSEHOLD CHEMICALS
Ammonia, bleach, heavy-duty cleansers, shower/tile cleaner, drain cleaner, rust remover, and more

ELECTRONICS
Computers, monitors, TVs, keyboards, DVD/CD players, cell phones, gaming consoles, microwaves, tape players, VCRs, desktop printers, fax machines, gaming consoles

MERCURY CONTAINING ITEMS
Compact fluorescent lamps, fluorescent tubes, thermometers, and more

SWIMMING POOL CHEMICALS
Tablets and liquids

Figure 24: At-Your-Door Collection Service Flyer

Table 9: South Metro Gap Analysis Grades: Waste Collection

Collection and Access		
Overall Grade	Category	Grade
C-	Carts and Dumpsters	B
	Collection Schedules	C
	Commercial Access	D
	Food Scraps	D
	Hard-to-Recycle Items	C
	Multi-Family Access	D
	Recycling Drop-Off Locations	D
	Single-family Access	B
	Yard Debris	D



3.2 Infrastructure

It is crucial for the region to have processing facilities conveniently located, technologically advanced, and with enough capacity to handle the population's current and future material streams.

As discussed in Section 1.2.2 of this Plan, there are two Materials Recovery Facilities (MRFs), three landfills, and four transfer stations that service the Denver Metro area, including South Metro. Two additional MRFs in the Denver metro-region are planned to be built by 2026. South Metro also has one organics processing facility for yard debris and clean lumber in Sheridan, along with several other

organics collection sites and haulers. The infrastructure to support municipal solid waste (MSW) and single-stream recycling is strong in the region. However, infrastructure for food scraps processing is overall inadequate, and there is a lack of adequate infrastructure for processing hard-to-recycle materials.

Insufficient infrastructure can be addressed through public-private partnerships by developing an organics processing site, funding or supporting the development of a hard-to-recycle materials center, and supporting the development of a C&D recycling facility or the expansion of materials accepted at existing recycling centers. A C&D recycling ordinance could also further recycling for these materials.

Table 10: South Metro Gap Analysis Grades: Infrastructure

Infrastructure		
Overall Grade	Category	Grade
B-	Compost Facility within 30 miles	D
	Food Scraps Sites	C
	Hard-to-Recycle Items & Drop-Offs	F
	Landfill Capacity	A
	MRF/Recycling Transfer within 30 miles	A
	MRFs Process Additional Materials	B
	MRF Technology	A
	Multiple MRFs Available	A
	Tip Fees Encourage Recycling	C

3.3 Supportive Policy

Policy should be crafted to ensure responsible material recovery is the standard practice across the community, not merely a best practice. Local policy can be adopted to support all of the practice areas.

To support the development of robust recycling systems and establish regulatory consistency across their cities, South Metro communities should coordinate to adopt similar, introductory recycling policies. While some recycling policies, such as organized hauler (single-hauler) contracts, commercial recycling ordinances, and pay-as-you-throw (PAYT) ordinances (requiring residential haulers to offer



Figure 25: Volume-Based Pricing, PAYT

volume-based pricing for trash bins) have proven to boost waste diversion rates, it is more strategic to first establish and then build upon a strong base of introductory policies, such as hauler licensing and equal space ordinances.

Table 11: South Metro Gap Analysis Grades: Supportive Policy

Policy		
Overall Grade	Category	Grade
D	City Waste Goals / Sustainability Plans	C
	Commercial Recycling Ordinance	F
	C&D Recycling	F
	Equal Space Ordinance	F
	Hauler Licensing	C
	Organized Hauler (Single Hauler)	D
	Pay-As-You-Throw	D
	Universal Residential Recycling	C

3.4 End Markets

End markets for collected recyclables and finished compost leads to the success of a sustainable circular economy that ultimately allows material to be diverted from landfills. This also includes reuse and refurbishment. By increasing demand, the region creates a ‘pull’ for additional materials that, in turn, drives supply.

The South Metro region of Denver has several strengths in its waste diversion infrastructure, including yard debris processing through A1 Organics, sufficient single-stream recycling capacity with multiple MRFs, and access to scrap metal recycling facilities. Additionally, the region has strong local end markets for glass recycling, with outlets such as Glass to Glass and Rocky Mountain Bottling Company ensuring high-value recovery of this material. These strengths provide a solid foundation for regional waste diversion efforts.



However, opportunities remain to improve and expand end markets. Compostable products are not widely accepted due to contamination concerns, underscoring the need for statewide compostable product labeling requirements and public education. Furthermore, utilizing finished compost for government use and development projects could boost organics end markets. Leveraging existing resources like the pulverizer at the STS South Denver transfer station and exploring partnerships with innovative companies like Tereform could advance recycling for hard-to-recycle materials.

Local/in-state end market development remains limited for aluminum, paper, post-consumer plastics, and steel, suggesting that investment in infrastructure, outreach, and incentive programs could strengthen the region's recycling ecosystem. The Colorado Circular Economy Development Center's (CEDC) [End Market Opportunity Assessment](#) identified waste tires, textiles, clean wood, and colored high-density polyethylene (HDPE) as opportunity areas for end market development in Colorado.

Actions to improve end markets include fostering partnerships for emerging technologies, proactively implementing Extended Producer Responsibility (EPR) requirements, and investing in public education to drive participation and reduce contamination. Furthermore, there are opportunities to increase reuse systems by piloting reuse programs to reduce the need for single-use disposable materials and encourage the recovery of textiles.

Table 12: South Metro Gap Analysis Grades: End Markets

End Markets		
Overall Grade	Category	Grade
C+	C&D	D
	Glass	A
	Hard to Recycle Materials	C
	Local End Market Development	D
	Organics	C
	Plastics	B
	Reuse Markets	D
	Scrap Metal	A
	Textiles	D

3.5 Outreach & Education

All residents and businesses will need to know how to handle and sort materials in their homes, at work, and away. Systems continue to evolve as material composition changes and technologies change. Thus, information must be regularly communicated to residents in various ways to supply MRFs, composters, and end markets with high-quality material, while continuing to decrease the amount of waste sent to landfills. Two-way communication should also be established to provide opportunities for program participants and community members to ask questions, give feedback, and self-identify as Resident Champions.

South Metro's waste outreach and education system is built on a foundation of accessible resources and community engagement. Each city maintains webpages with recycling and waste disposal information, supported by a new regional website designed to centralize updates. Consistent language and multilingual accessibility in recycling guidelines enhance clarity and inclusivity. The system also engages community groups and trained Resident Champions to advocate proper waste management through peer-to-peer outreach, fostering a culture of sustainability. Recycling collection events offer additional opportunities for engagement while addressing hard-to-recycle materials.

Despite these strengths, there are several areas for improvement. Staffing constraints have limited consistent public engagement efforts, reducing opportunities to build trust and maintain participation. Recycling guidelines, while accessible, could be enhanced with clearer visuals, multilingual labels, and broader public availability. Training municipal staff in recycling practices would enable them to better assist residents with waste diversion. Furthermore, the lack of interactive tools and focused outreach to multi-family and commercial sectors leaves significant gaps in participation. Addressing these issues through targeted outreach, enhanced resources, and regular communication could greatly enhance South Metro's waste education and outreach impact.

Table 13: South Metro Gap Analysis Grades: Outreach and Education

Outreach & Education		
Overall Grade	Category	Grade
C-	Community Groups / Resident Champions	C
	Consistent and Translated Recycling Language	C
	Dedicated Recycling Webpage	B
	Guidelines Publicly Provided	F
	Multi-family and Commercial engagement	D
	Ongoing General Public Engagement	C
	Public Interactive Tools	D
	Recycling Collection Events	B
	Training Municipal Staff	D

4.0 Waste Diversion Actions

90%

South Metro residents agree or strongly agree with efforts to increase recycling and composting.

Approximately 90% of South Metro residents shared that they agree or strongly agree with efforts to increase access to recycling and composting in their communities, and believe recycling helps conserve natural resources to preserve the environment for the future.

The South Metro Diversion Plan proposes actions to be implemented over the next 10 years that increase the recovery of recyclables and organics, address hard-to-recycle materials, reduce consumption, and support the circular economy.

The South Metro Project Team evaluated a total of 50 strategies in the categories of Collections, Infrastructure, End-Markets, Policies & Governance, and Education & Outreach. High impact strategies were introduced and discussed with elected officials

and staff representatives from each city during the Regional Waste Summit. The draft strategies were shared with city staff and leadership for a more detailed review. Each city was then asked to identify and prioritize seven high-impact strategies for local implementation and three strategies for potential regional collaboration.

Each strategy was evaluated and presented with associated attributes, including an estimated diversion impact (categorized from ♻️ to ♻️♻️♻️♻️), a cost impact range (categorized from \$ to \$\$\$), an anticipated implementation timeline, and a list of affected stakeholder groups (single-family households, multi-family households, or the broader community) as shown in Table 14.

4.1 Impact Modeling

To evaluate the potential diversion and climate impacts of the priority strategies, the project team applied a scenario-based planning model tailored to the South Metro region. This model integrates projected waste generation, disposal, and diversion tonnages, population and household data from the U.S. Census, findings from the two-season waste composition study conducted in 2024, and benchmarks from high-performing waste diversion programs across Colorado and other leading U.S. jurisdictions.

Diversion impact was evaluated based on the estimated increase in diversion rate that each strategy contributed, either for the region as a whole or for each city.

The model operates under the assumption that all recommended strategies are implemented to their full intended effect and accounts for inter-dependencies among actions, recognizing that the success of one may hinge on the implementation of another. Estimated outcomes are cumulative and reflect these relationships. Detailed model outputs, including impact estimates for each strategy, are provided at the end of each city's waste diversion goals and actions section.

Table 14: Diversion and Fiscal Impact Rating Scale

Diversion Impact	
Diversion Impact on Tons Diverted	Estimated Additional Diversion Rate %
♻️	< 1.5%
♻️♻️	1.5% - < 3.5%
♻️♻️♻️	3.5% - < 5.5%
♻️♻️♻️♻️	≥ 5.5%

Fiscal Impact	
Fiscal Impact on Tons Diverted	Estimated Fiscal Range
\$	< \$10,000
\$\$	\$10,000 - < \$100,000
\$\$\$	≥ \$100,000

5.0 Regional Waste Diversion Goals and Actions

Building on the identified gaps and opportunities, as well as strategy development and collaborative discussions held during the Regional Waste Summit, the cities identified strategies they believed would best be pursued for regional implementation. While each city maintains its own solid waste management program and is at a different stage in its waste diversion efforts, they share common goals and challenges that are well-suited to be addressed through a coordinated, regional approach.

Table 15: Regional Strategies Summary

ID	Action	Fiscal Impact	Diversion Impact	Implementation Timeline		
				FY26-30	FY30-35	FY35-40
5.1	Support and/or develop a regional recycling drop-off center within South Metro	\$\$\$	♻️	X	X	
5.2	Work together regionally towards improving organic diversion access and supporting a large-scale organics processing infrastructure that accepts food scraps and other compostables	\$\$\$	♻️♻️♻️♻️		X	X
5.3	Support efforts to increase multi-family and commercial access to recycling / compost services	\$\$	♻️♻️	X	X	X

5.1 Regional Recycling Drop-Off Centers ♻️

Drop-off centers can serve as a critical infrastructure asset to manage recyclables. In the [Colorado Needs Assessment](#), it was identified that 80% of the Front Range population had access to both recycling curbside and drop-off options. South Metro is among the 20% of communities that do not have access to recycling through drop-off centers. The closest recycling drop-off centers are located in Aurora and Arvada.

The lack of a recycling drop-off center in the South Metro region was also one of the core recommendations that emerged from stakeholder engagement through focus groups and surveys.

A recycling drop-off center provides additional capacity and convenient access to handle surges in recyclable material, particularly during spring cleaning or move-in

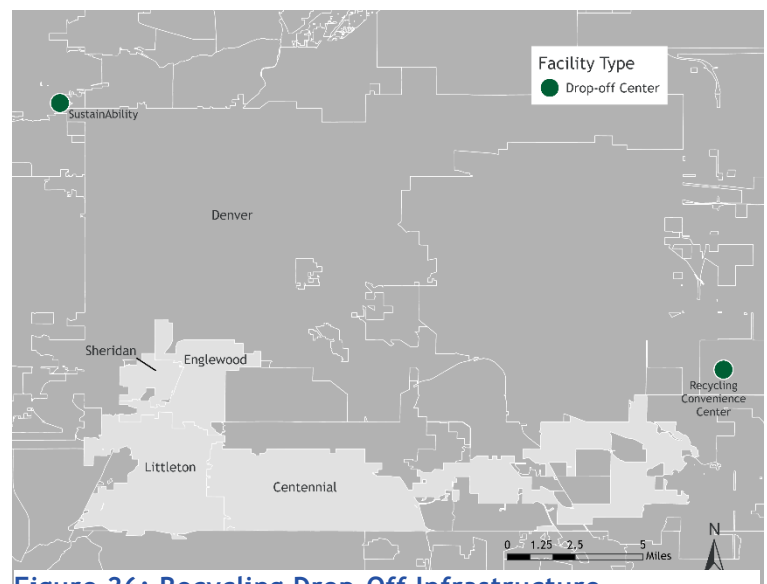


Figure 26: Recycling Drop-Off Infrastructure

and move-out periods. Drop-off centers provide an overflow option that helps prevent overfilled containers and litter. For multi-family residents where property management does not provide adequate recycling access, convenient drop-off centers can offer a place for residents to drop off materials. It is generally best practice for urban environments with populations over 100,000 to establish one drop-off center per 50,000 residents. It is recommended for South Metro to explore establishing up to four regional recycling drop-off centers, conveniently located between the four communities.

While the overall diversion impact may be lower compared to other strategies, due to its reliance on voluntary resident participation, this approach is critical from an equity standpoint, as it significantly improves recycling access for communities that currently lack convenient options.



Implementation Steps

- Identify and secure funding through municipal budgets, statewide funding, or grants.
 - Apply for Colorado Circular Communities (C3) Enterprise funding for infrastructure support or request reimbursements from Circular Action Alliance through Colorado's Extended Producer Responsibility (EPR) Law
- Site and design
- Permit as necessary
- Site development (e.g., utilities, parking, fencing, lighting, roads, pads, etc.)
- Equipment selection & procurement
- Haulers startup & training
- Education and outreach campaign to promote launch of centers
- Launch program and maintain operations

5.2 Regional Organics Facility



The cities of South Metro seek to work together regionally towards improving organic diversion access and supporting a large-scale organics processing infrastructure that accepts food scraps and other compostables.

Organic materials, including food scraps and yard debris, make up 43.4% of South Metro's residential municipal solid waste (MSW). With just under half of the residential waste stream comprised of organic materials, this presents a significant opportunity to increase diversion if capacity is expanded through the development of an organics processing facility.

Implementation Steps and Timeline

- Conduct a feasibility study to determine the capacity needed at a facility, anticipated capital and operating costs, and key considerations.
- Secure funding through municipal budgets, statewide funding, or grants.
- Secure and establish partnerships, which can include regional partnerships and a public-private partnership. This will require a Request for Proposal (RFP).
- Site, design, and permit
- Site development (e.g., aerated static piles (ASP) system, utilities, roads, pads, etc.)
- Equipment selection & procurement
- Secure organic waste feedstock through policy, contracts for collection, and increasing access.

5.3 Support Efforts to Increase Multi-Family and Commercial Access to Recycling / Compost Services



Access to recycling and compost services for multi-family and commercial buildings remains limited across the South Metro region. The four cities of South Metro are committed to supporting efforts to increase multi-family and commercial access to recycling and compost services. The four cities have selected city-specific strategies to support this effort, such as passing an equal space ordinance and leveraging the state's Extended Producer Responsibility (EPR) law, which covers support for multi-family properties.

There are various strategies the region can take to increase recycling and composting access. Below are some example actions that have been successfully employed in communities leading waste diversion programs across the country. Implementation steps, fiscal impacts, and diversion impacts may vary based on the actions South Metro adopts, and its effectiveness will depend on the cumulative impacts of other diversion strategies for multi-family and commercial properties.

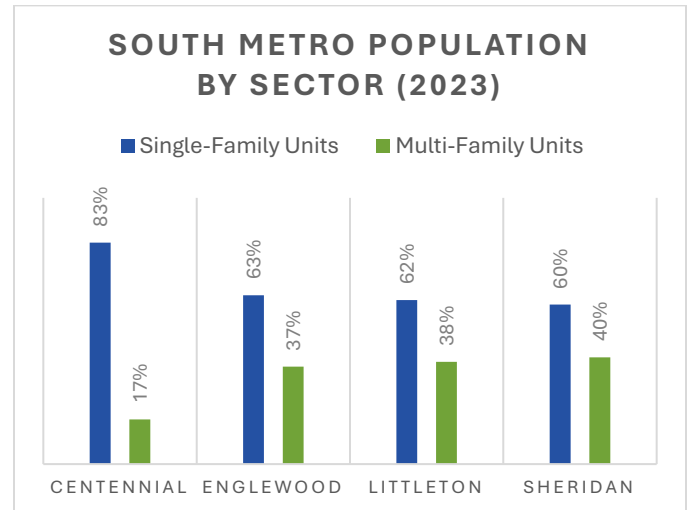


Figure 27: South Metro Population by Sector (2023)

Implementation Steps

- Encourage or require by ordinance commercial and multi-family property owners and/or managers to submit a recycling implementation plan
- Leverage or expand existing green business programs
- Offer technical assistance for property managers including:
 - Resources (e.g., Resident Champion Training toolkit) and information on the South Metro Waste Diversion website
 - Information on how multi-family properties can benefit and request reimbursement from Colorado's EPR Law
 - Downloadable recycling, composting, and trash signs in English/Spanish
 - Sample emails and letter templates to engage tenants and residents in recycling and/or composting information
 - Training and attendance logs for housekeeping or property maintenance staff
 - Flyers or booklets for move-in
 - List of licensed haulers for recycling, composting, and trash services
 - Guidance on creating a green team
 - Public recognition and spotlights of businesses and multi-family properties leading the path on waste diversion

6.0 City of Centennial Diversion Goals and Actions

The City of Centennial, located in Arapahoe County, is home to approximately 106,000 residents. The city is guided by a vision of being a connected community, where neighborhoods matter, education is embraced, businesses are valued, and innovation absolute. Centennial is one of the more densely populated areas in the region, with an average of 3,648 residents per square mile. According to the 2022 US Census, the city had 40,952 households, with an average of 2.59 residents per household. Housing in Centennial is predominantly composed of single-family homes, which account for 83% of all residential units, while multi-family units comprise the remaining 17%.

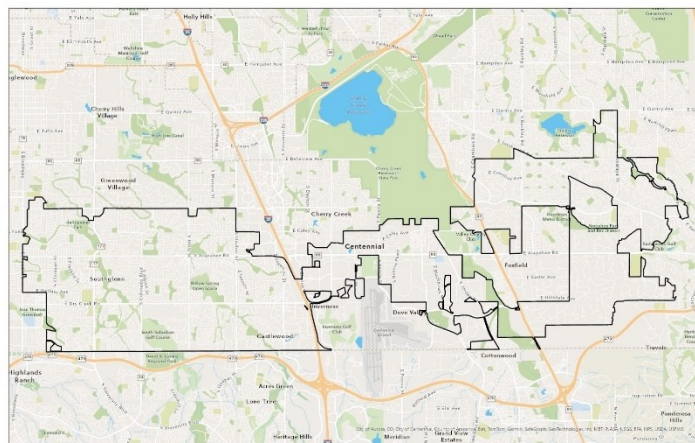


Figure 28: City of Centennial Boundary

Centennial operates under an open market (also referred to as open subscription) solid waste collection system. Under this system, residents and businesses independently contract private haulers for trash and recycling services. The city does not require hauler reporting or licensing. Although some homeowner associations (HOAs) maintain contracts with a single provider, there is limited data on the extent of such agreements within the city. Furthermore, there is insufficient information regarding recycling and composting services or participation rates for multi-family properties and commercial businesses.

The city does not have mandatory recycling requirements, and curbside recycling pricing structures are determined by individual haulers. Composting services are available on a voluntary, opt-in basis, with subscription fees determined by the private market. Residents may choose to divert food and organic waste by subscribing directly to these composting services.

Currently, the city does not have an adopted sustainability plan or defined waste diversion goals. However, city staff have expressed interest in collecting baseline data on waste collection and diversion as a foundation for potential future policy development. While there are no permit requirements for waste haulers, the city does regulate solid waste infrastructure. Furthermore, Chapter 7 Article 5 of Centennial's City Code includes regulations prohibiting dumpsters on residential and public property, with some exemptions.

Centennial provides a "Neighborhood Trash Collection Toolkit" on its city website to encourage neighborhoods (both HOA and non-HOA) to coordinate single-day trash collection. The webpage includes survey forms, tips for proposal setup, and a form for consideration of potential vendors.



In collaboration with the Southeast Metro Stormwater Authority (SEMSWA), the city offers a specialized home collection program through a partnership with Waste Management. The "At Your Door Special Collection Service" allows residents to schedule a collection appointment for household hazardous waste, including automotive products, batteries, garden and household chemicals, paint, electronics, mercury-containing items, and pool chemicals. A \$20 co-pay is required per event, and bilingual promotional materials (English and Spanish) are available on SEMSWA's website.



Figure 29: Electronics Recycling in the City of Centennial

Additionally, the city organizes one-day electronics recycling events. In 2024, the city hosted a collection event in April at the Centennial Civic Center, sponsored by Jacobs, the city's contractor for Public Works, Code Compliance and Facilities, and Park and Fleet Maintenance Services.

Centennial also collaborates with the Arapahoe Park and Recreation District and the South Suburban Parks and Recreation District to offer seasonal drop-off events for tree limbs and woody plant materials. These materials are chipped and mulched, and free mulch is made available to residents at designated city locations. A similar service is offered during the winter months to recycle Christmas trees, including the collection of holiday lights at no cost.

Table 16: City of Centennial Strategies Summary

ID	Action	Fiscal Impact	Diversion Impact	Implementation Timeline		
				FY26-30	FY30-35	FY35-40
6.1	Require hauler licensing, including the requirement for haulers to track and report tonnage data	\$	♻️	X		
6.2	Leverage Colorado's Extended Producer Responsibility (EPR) for recycling programs	\$	♻️♻️	X	X	X
6.3	Explore the transition to organized residential collection (single hauler)	\$\$	♻️♻️	X	X	
6.4	Pass an equal space ordinance to ensure commercial recycling access	\$	♻️♻️♻️♻️	X		
6.5	Promote yard debris curbside services for composting for single-family residents	\$	♻️♻️	X	X	X
6.6	Support the growth of community-scale composting sites for single-family residents	\$\$	♻️	X	X	X
6.7	Support the development of a hard-to-recycle center	\$\$\$	♻️		X	
6.8	Ongoing community group engagement with universal and accessible guidelines	\$\$	♻️♻️	X	X	X

6.1 Require Hauler Licensing, Including the Requirement for Haulers to Track and Report Tonnage Data ♻️

A hauler licensing ordinance is a policy that requires both residential and commercial sector waste haulers to obtain a license through the local governing body to operate within the government's jurisdiction. Licenses can include requirements such as providing proof of insurance, setting prices based on volume of trash containers (pay-as-you-throw), safety requirements, minimum service standards, enforcement mechanisms, or operating only on certain days and during a set timeframe to reduce traffic and noise.



It is considered best practice for hauler licensing policies to also require haulers to regularly report how many tons of trash, recyclables, and organic waste have been collected in their community. This helps establish baseline data for local governments to understand their waste streams and track progress.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders (haulers and/or residents) to gather insights into potential barriers
- Document feedback on challenges, service gaps, and potential ordinance impacts
- Draft and adopt a hauler licensing ordinance
- Communicate with haulers on new requirements
- Develop a reporting mechanism to receive hauler data annually

6.2 Leverage Colorado's Extended Producer Responsibility (EPR) for Recycling Programs ♻️♻️♻️

Colorado's Producer Responsibility for Recycling Packaging Program (EPR) requires covered producers to join a Producer Responsibility Organization, and through it, fund and manage the end of life for packaging and paper, including collection, processing, and recycling or composting.

This EPR program will cover 100% of the net recycling service costs for all Colorado single-family and multi-family homes starting in 2026. The state's Producer Responsibility Organization, Circular Action Alliance (CAA), has indicated that it will start by covering recycling costs in communities with organized (non-open market) systems.

Communities that do not currently offer recycling for residents or that have open-market recycling collection systems pose a bigger challenge, and it will take longer to coordinate payments for recycling haulers that choose to participate.

Steps that Centennial can take to fully access the benefits of Colorado's Producer Responsibility program include adopting an equal space ordinance; implementing a hauler licensing ordinance with a requirement for providing recycling bundled into all services; introducing pay-as-you-throw pricing; and/or establishing a municipally coordinated hauling contract or contracts for residential collections.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders to share information about EPR and gather insights on potential barriers related to ordinance impacts
- Draft and adopt ordinances
- Draft and implement a communications plan to roll out new requirements
- Apply and receive reimbursements provided through Colorado's EPR law for collections

6.3 Explore the Transition to Organized Residential Collection (Single Hauler)



Organized Residential Collection refers to a system in which a municipality manages curbside trash and recycling services on behalf of residents through a contract with one or more licensed haulers. Under this model, residents may have the option to opt out of the municipal service for a fee. Municipal contracts can mandate that recycling is included for all households and may incorporate a pay-as-you-throw (PAYT) pricing structure, where fees are based on the size of the trash cart and the volume of waste generated.

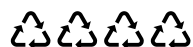
This approach can result in lower and more stable service costs for residents, expanded access to recycling, and the expansion of services such as compost collection or bulky item pickup. It also reduces the number of collection trucks on neighborhood streets, thereby minimizing traffic, emissions, and road wear. Organized collection typically covers single-family homes and smaller multi-family buildings (fewer than seven units), with optional participation or phased inclusion available for homeowners associations (HOAs).

During the stakeholder engagement process for this South Metro Waste Diversion Plan, which included surveys and focus groups, residents throughout the South Metro region consistently raised concerns about the high number of waste haulers operating within the same neighborhoods. Key issues cited included child safety risks, wear and tear of roads, and increased air and noise pollution. Residents also emphasized a lack of accountability under the current open hauling system, expressing a desire for more structured oversight and coordination.

Implementation Steps:

- Engage stakeholders to communicate benefits and gather feedback on potential barriers and service needs
- Conduct a legal review to ensure compliance with state single-hauler regulations
- Coordinate regionally with neighboring jurisdictions aiming to also implement
- Outline implementation steps and timeline

6.4 Pass an Equal Space Ordinance to Ensure Commercial Recycling Access



An **Equal Space Ordinance** requires that all newly constructed commercial buildings allocate the same amount of space for recycling collection infrastructure (such as enclosures, receptacles, chutes, staging areas, and collection rooms) as is allocated for trash.

Insufficient space for recycling is a common barrier for commercial entities. By integrating this requirement into building codes, municipalities can ensure future developments support recycling access without retrofitting existing structures.

In Centennial, approximately 17% of housing consists of multi-family units, and there are 3,633 employer firms, highlighting the importance of planning for equitable recycling infrastructure in both residential and commercial development.

Implementation Steps:

- Conduct outreach to stakeholders to gather insights on potential barriers
- Draft and adopt an equal space ordinance
- Roll out communications plan and consider providing technical support for commercial property managers
- Coordinate with the Community Development Department to align on communicating requirements for new developments and significant site redevelopments

6.5 Promote Yard Debris Curbside Services for Composting for Single-family Residents ♻️♻️



The South Metro Waste Characterization study found that yard debris comprises 20% of the City of Centennial's single-family waste stream, yet less than 1% of the yard debris is being diverted. Promoting curbside yard debris collection for single-family residents could significantly increase the city's waste diversion rate, depending on the level of participation.

Like curbside recycling collection service, adding a third collection point for diverting organic material (yard debris and sometimes food scraps) creates an opportunity to reduce the amount of waste sent to landfills and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside yard debris collection programs and encourage residents to subscribe.

Implementation Steps:

- Develop outreach materials (e.g., webpage, mailer, social media posts, etc.) to explain the benefits of yard debris composting
- Provide information to residents on how to reach out to haulers for yard debris composting services
- Promote the benefits of composting and diverting yard debris from landfills

6.6 Support Growth of Community-Scale Composting Sites for Single-family Residents ♻️

Community-scale compost processing sites are much smaller than commercial composting sites and therefore require much less regulation and operational support.

South Metro has a strong network of composting sites available for subscription drop-off services for food scraps. Community compost bins are available to residents for a monthly fee.

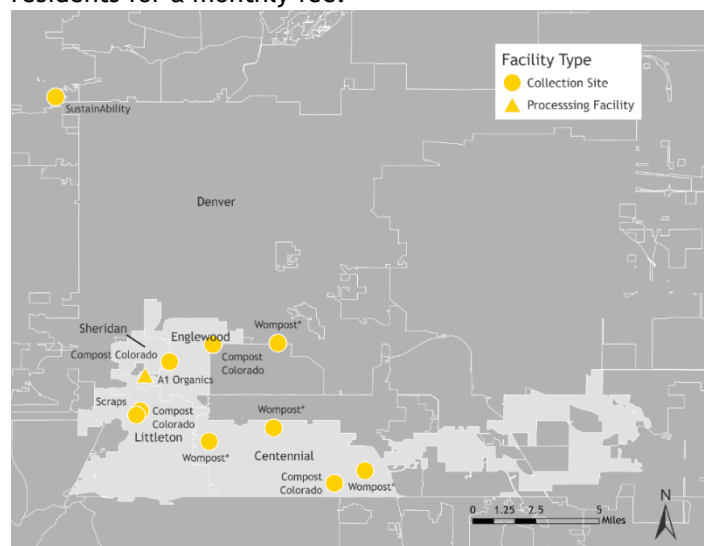


Figure 30: Composting Drop-Offs in South Metro

Additionally, communities can support the growth of local composting sites through partnerships with community garden programs. Communities can also support the growth of local composting by sharing educational resources, including hands-on workshops on how to compost.

Implementation Steps:

- Evaluate market pricing conditions of existing community composting programs in South Metro
- Consider the feasibility of a subsidized community composting program
- Promote existing community-scale composting programs in the region

6.7 Support the Development of a Hard-to-Recycle Drop-Off Center for Textiles, Foam Polystyrene, Plastic Film, etc.



Approximately 13% of the current municipal waste stream is hard-to-recycle (HTR) materials that cannot be diverted through traditional recycling programs. These materials include textiles, electronics, batteries, household hazardous waste, plastic film, other plastics.

Developing a drop-off center can support the collection of these hard-to-recycle materials and incorporate spaces to manage materials that can be reused or otherwise diverted.

Implementation Steps:

- Identify and establish a funding mechanism (e.g., Colorado Circular Communities (C3) Enterprise funding) to support the hard-to-recycle center
- Assess available end markets to consider what would be accepted for collection
- Consider joint procurement with regional cities and/or county.
- Ongoing education to encourage usage of HTR drop-off-center

6.8 Ongoing Community Group Outreach and Engagement



Community outreach and engagement includes public education, feedback collection, community collection events, and direct interaction with residents and organizations on recycling and waste issues. While the City of Centennial implements various recycling-related communication strategies, outreach must be continuous to ensure both current and new residents receive up-to-date information on how to recycle and compost effectively.

Leveraging community groups and peer networks is a powerful strategy to expand awareness and increase participation in waste diversion efforts. One proven approach is to train **Recycling Champions** (local advocates or community ambassadors) within existing groups to share recycling and composting information through their networks.

Training should emphasize local recycling guidelines, using clear and consistent wording and visuals to show what is accepted in the curbside program. To improve accessibility and understanding, materials should be available in multiple languages.

Implementation Steps:

- In partnership with haulers, develop and maintain list of recyclable materials
- Reach out to existing community groups to speak at meetings or events about waste diversion
- Host trainings for interested residents to become Recycling Champions and share knowledge with their networks
- Share information about waste diversion by tabling at public events, meetings, or community centers
- Engage Resident Champions over time with ongoing community efforts (e.g., events, webinars, new resources)
- Continue utilizing the [South Metro Waste Diversion website](#) to promote efforts and events

6.9 Tonnage Projections

Table 17: City of Centennial Tonnage Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Single-Family													
MSW Disposal (Landfill)	36,353	36,702	37,055	37,453	37,848	38,243	38,623	39,003	39,420	39,831	40,240	40,645	41,046
Diversion	6,492	6,554	6,617	6,688	6,759	6,829	6,897	6,965	7,039	7,113	7,186	7,258	7,330
Total Generation	42,845	43,256	43,672	44,141	44,606	45,072	45,520	45,968	46,459	46,944	47,425	47,903	48,376
Multi-Family													
MSW Disposal (Landfill)	7,341	7,411	7,482	7,563	7,642	7,722	7,799	7,876	7,960	8,043	8,125	8,207	8,288
Diversion	1,311	1,323	1,336	1,350	1,365	1,379	1,393	1,406	1,421	1,436	1,451	1,466	1,480
Total Generation	8,651	8,734	8,818	8,913	9,007	9,101	9,192	9,282	9,381	9,479	9,576	9,673	9,768
Commercial													
MSW Disposal (Landfill)	65,541	66,170	66,806	67,523	68,235	68,947	69,633	70,318	71,069	71,811	72,547	73,278	74,002
Diversion	11,704	11,816	11,930	12,058	12,185	12,312	12,435	12,557	12,691	12,823	12,955	13,085	13,215
Total Generation	77,244	77,986	78,735	79,580	80,420	81,259	82,068	82,875	83,760	84,634	85,502	86,363	87,216
All Sectors													
MSW Disposal (Landfill)	109,234	110,283	111,343	112,538	113,725	114,911	116,056	117,197	118,449	119,685	120,912	122,129	123,336
Diversion	19,506	19,693	19,883	20,096	20,308	20,520	20,724	20,928	21,152	21,372	21,591	21,809	22,024
Total Generation	128,741	129,976	131,226	132,634	134,033	135,431	136,780	138,125	139,601	141,057	142,503	143,938	145,360

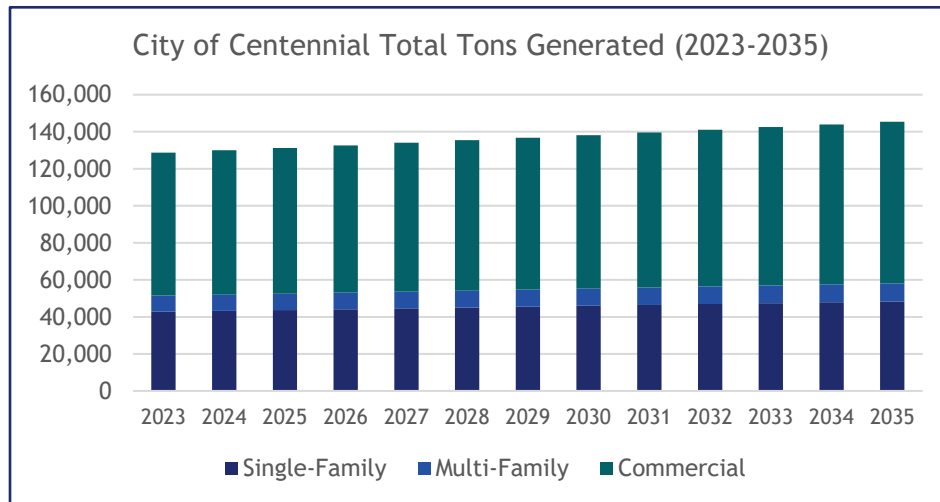


Figure 31: City of Centennial Total Tons Generated (2023-2035)

Table 18: City of Centennial Community Profile

Description	2022
Single-Family Units	83.2%
Multi-Family Units	16.8%
Total Number of Households	40,952
Household Size*	2.59
Single-Family Households	34,072
Multi-Family Households	6,880
Single-Family Population	88,927
Multi-Family Population	17,956
Total Population	106,883
Total Employer Firms	3,633

City of Centennial Demographic Snapshot, US Census Bureau 2022

6.10 Impact Analysis Results

Table 19: City of Centennial Impact Analysis Results

Aim	ID	Strategy	Additional Diversion %	Tons Low	Tons High	GHG Emissions Reduced	Fiscal Impact
Centennial	6.1	Require hauler licensing, including the requirement for haulers to track and report tonnage data	0.6%	800	800	2,368	\$
Centennial	6.2	Leverage Colorado's Producer Responsibility (EPR) for recycling programs	3.2%	4,500	4,900	13,421	\$
Centennial	6.3	Explore the transition to organized residential collection (single hauler)	2.1%	2,900	3,300	5,289	\$\$
Centennial	6.4	Pass equal space ordinances to ensure commercial recycling access	5.0%	6,600	8,000	20,847	\$
Centennial	6.5	Promote yard waste curbside services for composting for single-family residents	1.4%	1,800	2,200	572	\$
Centennial	6.6	Support growth of community-scale composting sites for single-family residents	1.2%	1,500	1,900	498	\$\$
Centennial	6.7	Develop a hard-to-recycle center for textiles, foam polystyrene, plastic film, etc.	0.6%	900	900	776	\$\$\$
Centennial	6.8	Ongoing community group engagement (such as resident champion training) with universal and accessible guidelines	1.5%	2,100	2,300	2,709	\$\$
			15.6%	21,100	24,300	46,479	

Fiscal Impact

Fiscal Impact on Tons Diverted	Estimated Fiscal Range
\$	< \$10,000
\$\$	\$10,000 - < \$100,000
\$\$\$	≥ \$100,000

7.0 City of Englewood Waste Diversion Goals and Actions

Located in the heart of the Denver metropolitan region, the City of Englewood is home to approximately 34,000 residents. The 7-square-mile city is an independent full-service community with the third highest concentration of millennials in Colorado. Englewood is connected by two light rail stops on the Denver regional passenger rail system and is accessible from US Highway 285, US Highway 85, and bus services provided by the Regional Transportation District (RTD). The Englewood Trolley is a free-fare bus option that connects Englewood light rail station to downtown Englewood, the medical district, and the civic center. Housing in Englewood is predominantly composed of single-family homes, which account for 63% of all residential units, while multi-family units comprise the remaining 37%.



Figure 32: Englewood Downtown Map

The City of Englewood operates in an open market structure for both residents and businesses. Although haulers must obtain a license through the city to operate, they are not required to report their tonnages to the city. Residents must opt in to recycling services through private haulers at open market rates.

Residents are required to store trash in containers to prevent scattering by animals or weather and to reduce offensive odors. Englewood restricts when containers can be set out in front of a property to no more than 24 hours before collections. Containers must be stored at the rear of the property and positioned so they do not obstruct alley rights-of-way. Finally, all households and businesses are required to have trash removal service at least once a week.

Private haulers performing trash hauling in the city must first obtain a license pursuant to City Code §5-26. Collections are limited to Mondays and Wednesdays, and haulers are prohibited from



Figure 33: Englewood Sustainability Staff Tabling on Earth Day

collecting between the hours of 10:00 p.m. and 7:00 a.m. Under the city’s trash hauler licensing requirements, haulers must offer recycling services to Englewood residents. The list of licensed city trash haulers is posted annually on the city’s code-enforcement website, with approximately six haulers licensed in 2024.

In 2021, Englewood estimated tonnage data for the city using data received from two large haulers to inform its greenhouse gas inventory. City staff estimated that approximately 9,000 tons of waste were generated by businesses and 73,000 tons of waste were generated by households in 2021.

The City of Englewood’s 2022-2025 Strategic Plan includes a waste and recycling subsection as one of their eight sustainability goals listed under the sustainability priority area. The listed waste and recycling-related projects include construction and demolition waste, green building codes, hazardous and electronic collection, public education and outreach, and implementing a compost program at all city facilities. Additionally, the city’s webpage lists several waste-related programs that are in various stages of completion, including goals to track tonnage, fully implement the new At-Your-Door hazardous waste pickup program, increase public outreach and education, prepare for the state’s 2026 Extended Producer Responsibility program, and expand construction & demolition (C&D) debris recycling options. These stated projects help Englewood’s elected officials, city staff, and residents envision improved waste systems.

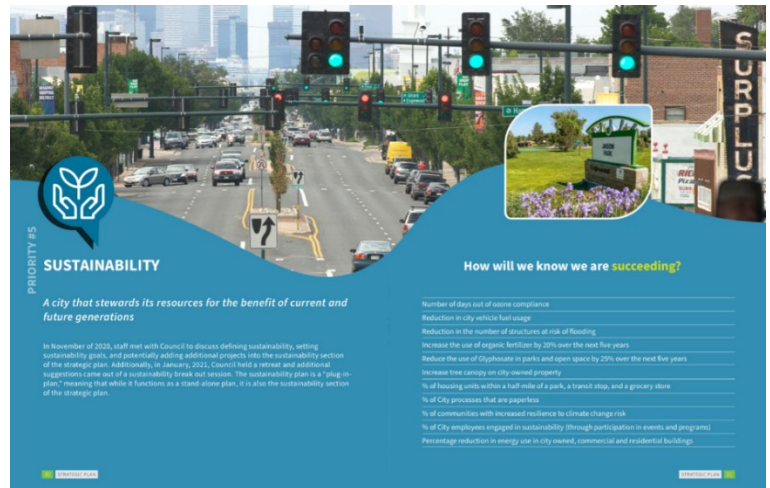


Figure 34: City of Englewood's Sustainability Plan

The City of Englewood hosted multiple special collection events throughout each year for materials such as household hazardous waste, medicine, and electronic waste until 2024. In response to growing resident demand for a year-round disposal option, Englewood implemented the “At Your Door” service in 2024 through a partnership with Waste Management to collect household hazardous waste and electronics.



Table 20: City of Englewood Strategies Summary

ID	Action	Fiscal Impact	Diversion Impact	Implementation Timeline		
				FY26-30	FY30-35	FY35-40
7.1	Work with internal city departments (such as Parks, Recreation, Library, and Golf (PRLG) and/or the Public Works Department) to utilize finished compost in municipal projects and the Community Development Department to connect developers with the finished compost	\$\$		X	X	
7.2	Establish a construction & demolition (C&D) recycling ordinance	\$	   	X		
7.3	Implement food scraps curbside services for composting for single-family residents	\$\$\$	 	X	X	
7.4	Leverage Colorado's Extended Producer Responsibility (EPR) for recycling programs	\$	  	X	X	X
7.5	Pass an equal space ordinance to ensure multi-family and commercial recycling access	\$	   	X	X	
7.6	Support the transition to organized residential collection across the city (single hauler) especially when financially and accessibility conducive for majority of residents	\$\$	 	X	X	
7.7	Ongoing community group engagement (such as Resident Champion training) with universal recycling and accessible guidelines	\$\$	 	X	X	X
7.8	Explore business waste diversion grants	\$\$		X		
7.9	Repair/reuse events such as fix-it clinics	\$		X		

7.1 Utilize Finished Compost in Municipal Projects and Connect Developers with the Finished Compost

An effective strategy to improve soil health and support local composting businesses is for local governments to purchase and apply locally produced compost and mulch in public works projects.

Local governments can play a significant role in ensuring that locally manufactured compost and mulch are integrated into open space, landscaping, and public works projects.



Closing the loop on organics recycling by buying and using local compost and mulch is critical to a sustainable organics program. Communities that incorporate finished compost often see great benefits, such as improved soil health, reduced erosion, and support for local composting infrastructure. People and entities using these products, or “end markets,” are essential to creating a circular economy for organic materials.

Implementation Steps:

- Identify areas where finished compost can be used for local public works, parks, or development projects
- Partner, source, and utilize local finished compost for Englewood public works, parks or development projects

7.2 Establish a Construction and Demolition (C&D) Recycling Ordinance

Construction and Demolition (C&D) Recycling Ordinances require contractors to sort and recycle recoverable materials, such as untreated wood, metals, cardboard, and aggregates, most of which are generated during demolition activities.

These ordinances often include square footage thresholds, exempting smaller projects from compliance. Effective implementation depends on the availability of sorting infrastructure, access to end markets, and strong coordination with contractors. One common compliance mechanism is a deposit system, where contractors submit a financial deposit based on project size. The deposit is refunded upon proof of compliance with recycling requirements.

A complementary strategy is **deconstruction**, a process that involves systematically dismantling buildings to preserve materials for reuse. This approach can reduce the need for recycling infrastructure by diverting materials directly into reuse pathways.

C&D recycling ordinances are currently enforced in the cities of Lakewood, Fort Collins, and Boulder. The City and County of Denver are also in the process of developing and implementing similar policies.

Implementation Steps:

- Conduct a detailed C&D end market and recovery infrastructure assessment.
- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders (e.g., developers, haulers, residents) to gather insights into potential barriers
- Document feedback on challenges, service gaps, and potential ordinance impacts
- Draft and adopt a C&D recycling ordinance
- Communicate new requirements
- Coordinate with Planning & Zoning to engage with development and re-development projects

7.3 Implement Food Scraps Curbside Services for Composting for Single-family Residents ♻️♻️♻️



It is estimated that by 2035, the City of Englewood's single-family sector will generate roughly 2,300 tons of food scraps and other compostables per year, or roughly 29% of its total waste generated.

A dedicated curbside service for food scraps can significantly divert the amount of landfill-bound material and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside food scraps collection programs.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar program
- Define program goals and scope
- Design service model
- Establish a wait list to understand residential demand
- Procure equipment or contract out services; consider a joint purchasing agreement with regional partners to achieve economies of scale
- Develop an outreach and education campaign
- Launch program
- Monitor and evaluate performance

7.4 Leverage Colorado's Extended Producer Responsibility (EPR) for Recycling Programs ♻️♻️♻️

Colorado's Producer Responsibility (EPR) for Recycling Packaging Program requires covered producers to join a Producer Responsibility Organization (PRO), and through it, fund and manage the end of life for packaging and paper, including collection, processing, and recycling or composting.

This EPR program will cover 100% of the net recycling service costs for all Colorado single-family and multi-family homes starting in 2026. The state's PRO, Circular Action Alliance (CAA), has indicated that they will start by covering recycling costs in communities with organized (non-open market) systems.

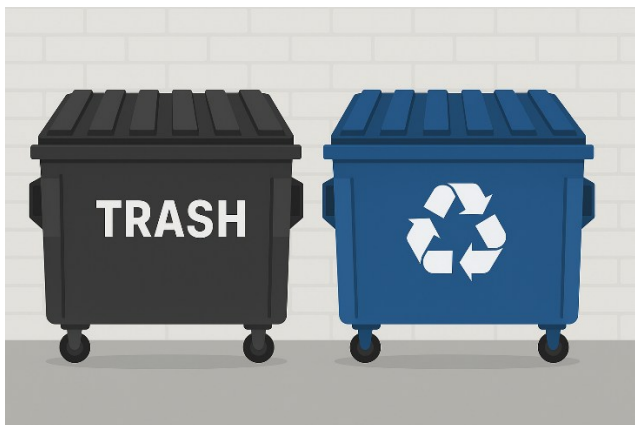
Communities that do not currently have recycling for residents or that have open market recycling collection systems pose a bigger challenge, and it will take longer to coordinate payments for recycling haulers that choose to participate.

To fully access the benefits of Colorado's Producer Responsibility program, it is recommended that the city considers adopting an equal space ordinance; implement a hauler licensing ordinance with a requirement for providing recycling bundled into all services; introduce pay-as-you-throw pricing; and establish a municipally coordinated hauling contract or contracts for residential collections.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders to share information about EPR and gather insights on potential barriers related to ordinance impacts
- Draft and adopt ordinances
- Draft and implement a communications plan to roll out new requirements
- Apply and receive reimbursements provided through Colorado's EPR law for collections

7.5 Pass an Equal Space Ordinance to Ensure Commercial and Multi-Family Recycling Access ♻️♻️♻️♻️



An **Equal Space Ordinance** requires that all newly constructed commercial buildings allocate the same amount of space for recycling collection infrastructure (such as enclosures, receptacles, chutes, staging areas, and collection rooms) as is allocated for trash.

Insufficient space for recycling is a common barrier for commercial entities, particularly in dense urban areas. By integrating this requirement into building codes, municipalities can ensure future developments support recycling access without retrofitting existing structures.

In Englewood, approximately 37% of housing consists of multi-family units, and there are 1,475 employer firms, highlighting the importance of planning for equitable recycling infrastructure in both residential and commercial development.

Implementation Steps:

- Conduct outreach to stakeholders to gather insights on potential barriers
- Draft and adopt an equal space ordinance
- Roll out a communications plan and consider providing technical support for commercial property managers
- Coordinate with the Planning & Zoning Department to align on communicating new requirements for new developments and significant site redevelopments

7.6 Support the Transition to Organized Residential Collection Across the City (Single Hauler) ♻️♻️

Organized Residential Collection refers to a system in which a municipality manages curbside trash and recycling services on behalf of residents through a contract with one or more licensed haulers. Under this model, residents may have the option to opt out of the municipal service for a fee. Municipal contracts can mandate that recycling is included for all households and may incorporate a pay-as-you-throw (PAYT) pricing structure, where fees are based on the size of the trash cart and the volume of waste generated.

This approach can result in lower and more stable service costs for residents, expanded access to recycling, and the expansion of services such as compost collection or bulky item pickup. It also reduces the number of collection trucks on neighborhood streets, thereby minimizing traffic, emissions, and road wear. Organized collection typically covers single-family homes and smaller multi-family buildings (fewer than seven units), with optional participation or phased inclusion available for homeowners associations (HOAs).

In 2019, the Englewood City Council began collecting public feedback to explore the concept of franchising and having a single hauler carry out collections for the city. This was paired with a robust campaign, “Talk n’ Trash,” which included a community-wide survey and in-person meetings at the Englewood City Center. In response to public feedback, the city issued a request for proposals in 2021 for waste haulers to provide collection to all residential properties and received two submissions. After an extensive engagement period, results showed that people were concerned about cost, reliability of service, and yard debris collection, along with interest in composting at an additional cost. In the spring of 2022, the City Council discussed at length the idea of converting to a single hauler organized collection system for garbage and recycling but the proposal was ultimately tabled. Survey results at this time showed that residents were divided on the issue.

Since the initial evaluation, additional survey and focus groups conducted in 2024 for this South Metro Waste

Diversification Plan revealed that residents consistently raised concerns about the high number of waste haulers operating within the same neighborhoods. Key issues cited included child safety risks, wear and tear of roads, and increased air and noise pollution. Residents also emphasized a lack of accountability under the current open hauling system, expressing a desire for more structured oversight and coordination.

Furthermore, with the state's Extended Producer Responsibility law set to take effect in 2026, which will cover net recycling service costs for all single-family and multi-family homes, and with CAA indicating they will begin supporting communities with organized collection systems, this is an opportune time for Englewood to revisit its approach. With recycling costs covered by EPR, the overall financial benefit to residents could – and likely will – be drastically increased compared to the 2022 hauler bid.

As such, the City of Englewood seeks to support the transition to organized residential collections across the city if it is **financially and accessibly conducive for a majority of the residents**.

Implementation Steps:

- Preliminary assessment, including a cost-benefit analysis to determine whether a single hauler will be more financially conducive and accessible for the majority of residents, especially considering that recycling costs will be covered under EPR
- Coordinate regionally with neighboring jurisdictions aiming to also implement a single-hauler system
- Engage stakeholders to communicate benefits and gather feedback on potential barriers and service needs
- Conduct a legal review to ensure compliance with state single-hauler regulations
- State law requires the city to give written notice to any existing service providers within six months of charging a fee for residential solid waste services. The notice must also be posted in a local newspaper of general circulation and include the impacted area, the start date of the fee, and an explanation of the option to request a chance to bid on the residential services.
- Work with the city attorney's office to ensure compliance with state law
- Outline implementation steps and timeline

7.7 Ongoing Community Group Outreach and Engagement



Community outreach and engagement includes public education, feedback collection, community collection events, and direct interaction with residents and organizations on recycling and waste issues. While the City of Englewood implements various recycling-related communication strategies, outreach must be continuous to ensure both current and new residents receive up-to-date information on how to recycle and compost effectively.

Leveraging community groups and peer networks is a powerful strategy to expand awareness and increase participation in waste diversion efforts. One proven approach is to train **Recycling Champions** (local advocates or community ambassadors) within existing groups to share recycling and composting information through their networks.

Training should emphasize local recycling guidelines, using clear and consistent wording and visuals to show what is accepted in the curbside program. To improve accessibility and understanding, materials should be available in multiple languages.

Implementation Steps:

- Reach out to existing community groups to speak at meetings or events about waste diversion
- Host trainings for interested residents to become Recycling Champions and share knowledge with their networks
- Share information about waste diversion by tabling at public events, meetings, or community centers
- Engage Resident Champions over time with ongoing community efforts (e.g., events, webinars, new resources)
- Continue utilizing the [South Metro Waste Diversion website](#) to promote efforts and events

7.7 Explore Business Waste Diversion Grants

Businesses, especially restaurants that generate large volumes of food scraps, may be interested in subscribing to an organics collection service, but the cost of service can be a barrier. Local governments can create a financial incentive or grant program to encourage the private sector to sign up for organic collection services.



Businesses can be reimbursed for infrastructure, hauling, compostable food service ware, education, training, and signage. Financial incentives can also build support for a future commercial composting ordinance, as it creates local case studies of successful organics diversion programs.

Implementation Steps:

- Identify funding source for grants
- Design grant program framework
 - Define eligible applicants
 - Establish match requirements, if any
 - Outline funding amounts and funding categories
 - Develop an application, review, and selection process
- Launch and promote the grant program through a communications plan
- Award and administer grant agreements

7.8 Repair/Reuse Infrastructure such as Fix-It Clinics

Repair and reuse opportunities help reduce unnecessary waste and strengthen communities by empowering individuals to fix or repurpose items instead of sending them to landfills.



Repair and Reuse Fix-It Clinics are community-driven events designed to reduce waste by helping residents repair broken items instead of discarding them. These clinics empower individuals to extend the life of everyday products, such as small appliances, electronics, bicycles, clothing, and furniture, through hands-on guidance from volunteer fixers. They promote a culture of reuse, encourage skill-building, and foster environmental stewardship by keeping valuable materials out of landfills.

Fix-it clinics also offer educational opportunities, raising awareness about product longevity and the environmental impact of a throwaway culture.

To implement a fix-it clinic, a city or organization typically partners with a local library, community center, or nonprofit to host the event. Planning includes recruiting skilled volunteers (e.g., tinkerers, mechanics, tailors), advertising the clinic to the community, and

coordinating logistics such as tools, tables, signage, and registration. Some cities also provide liability waivers and ask participants to stay and assist in the repair process to promote learning. A successful fix-it clinic relies on community engagement, accessible locations, and ongoing support to build momentum for future events and grow a local reuse movement.

Additionally, cities can promote additional reuse opportunities such as thrift stores, resale stores, repurposed buildings, local 'buy-nothing' groups, and more. Communities can support these initiatives by funding repair/fix-it clinics, creating a reuse directory, or funding the development of infrastructure to host repair clinics and reuse.

Implementation Steps:

- Identify partners such as libraries to host fix-it events
- Identify volunteers or champions to support the events
- Promote through the city and South Metro websites and social media channels
- Develop a reuse directory for community members to search for local reuse opportunities

7.9 City of Englewood Tonnage Projections

Table 21: City of Englewood Tonnage Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Single-Family													
MSW Disposal (Landfill)	8,883	8,969	9,055	9,152	9,249	9,345	9,438	9,531	9,633	9,733	9,833	9,932	10,030
Diversion	1,586	1,602	1,617	1,634	1,652	1,669	1,685	1,702	1,720	1,738	1,756	1,774	1,791
Total Generation	10,469	10,571	10,672	10,786	10,901	11,014	11,123	11,233	11,353	11,471	11,589	11,706	11,821
Multi-Family													
MSW Disposal (Landfill)	5,128	5,177	5,227	5,283	5,339	5,395	5,448	5,502	5,561	5,619	5,676	5,734	5,790
Diversion	916	925	933	943	953	963	973	983	993	1,003	1,014	1,024	1,034
Total Generation	6,044	6,102	6,160	6,226	6,292	6,358	6,421	6,485	6,554	6,622	6,690	6,758	6,824
Commercial													
MSW Disposal (Landfill)	21,017	21,219	21,423	21,653	21,881	22,110	22,330	22,549	22,790	23,028	23,264	23,499	23,731
Diversion	3,753	3,789	3,826	3,867	3,907	3,948	3,987	4,027	4,070	4,112	4,154	4,196	4,238
Total Generation	24,770	25,008	25,249	25,520	25,788	26,058	26,317	26,576	26,860	27,140	27,419	27,695	27,969
All Sectors													
MSW Disposal (Landfill)	35,029	35,365	35,705	36,088	36,469	36,850	37,217	37,582	37,984	38,380	38,774	39,164	39,551
Diversion	6,255	6,315	6,376	6,444	6,512	6,580	6,646	6,711	6,783	6,854	6,924	6,994	7,063
Total Generation	41,284	41,680	42,081	42,532	42,981	43,430	43,863	44,293	44,767	45,234	45,698	46,158	46,614

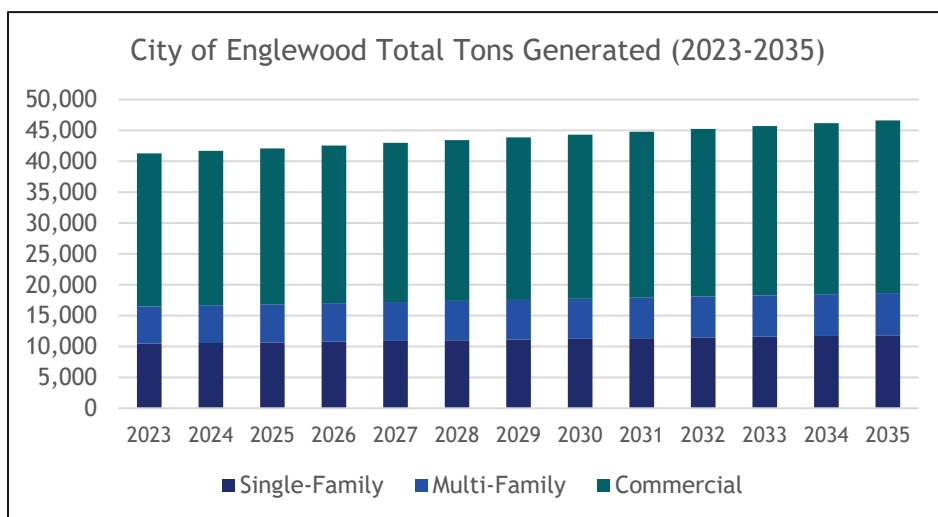


Figure 35: City of Englewood Total Tons Generated (2023-2035)

Table 22: City of Englewood Community Profile

Description	2022
Single-Family Units	63.4%
Multi-Family Units	36.6%
Total Number of Households	15,686
Household Size*	2.11
Single-Family Households	9,945
Multi-Family Households	5,741
Single-Family Population	21,730
Multi-Family Population	12,545
Total Population	34,275
Total Employer Firms	1,475

City of Englewood Demographic Snapshot, US Census Bureau 2022

7.10 Impact Analysis Results

Table 23: City of Englewood Impact Analysis Results

Aim	ID	Strategy	Additional Diversion %	Tons Low	Tons High	GHG Emissions Reduced	Fiscal Impact
Englewood	7.1	Work with parks departments to utilize finished compost in municipal projects and connect developers with the finished compost	0.0%	n/a	n/a	n/a	\$\$
Englewood	7.2	Establish a C&D recycling ordinance	6.2%	2,800	3,050	1,112	\$
Englewood	7.3	Implement food waste curbside services for composting for single-family residents	1.9%	900	950	265	\$\$\$
Englewood	7.4	Leverage Colorado's Extended Producer Responsibility (EPR) for recycling programs	3.9%	1,700	1,890	5,063	\$
Englewood	7.5	Pass an equal space ordinance to ensure multi-family and commercial recycling access	5.6%	2,500	2,730	7,332	\$
Englewood	7.6	Support the transition to organized residential collection across the city (single hauler) especially when financially and accessibility is conducive for majority of residents	1.7%	800	840	1,418	\$\$
Englewood	7.7	Ongoing community group engagement (such as resident champion training) with universal and accessible guidelines	2.4%	1,000	1,160	1,014	\$\$
Englewood	7.8	Explore business organics grants	1.1%	500	530	140	\$\$
Englewood	7.9	Repair/reuse infrastructure such as fix-it clinics	0.2%	100	110	37	\$
			23.0%	10,300	11,260	16,381	

Fiscal Impact

Fiscal Impact on Tons Diverted	Estimated Fiscal Range
\$	< \$10,000
\$\$	\$10,000 - < \$100,000
\$\$\$	≥ \$100,000

8.0 City of Littleton Waste Diversion Goals and Actions

The City of Littleton is a municipality spanning across three counties: Arapahoe, Douglas, and Jefferson. The 13-square-mile city is home to approximately 45,000 people and 2,000 diverse businesses and organizations. Littleton has more than 59 parks and open spaces with access to two light rail stations that provide convenient service to Downtown Denver. Littleton has experienced growth and development over the years, evolving into a dynamic urban center within the greater Denver region. According to the latest census available, 62% of Littleton's housing type consists of single-family homes and 38% are multi-family homes. The city anticipates growth in the multi-family housing pipeline over the next 5-10 years, with an additional 2,732 multi-family properties vs. 420 single-family homes.

Waste collections are carried out through an open market structure where residents and businesses subscribe directly with haulers for collection of trash and recycling services. Littleton currently does not have a hauler licensing program, resulting in limited data on which haulers operate in the city, how many tons of trash and recyclables are collected, and where those materials are processed. On the city's website, Littleton encourages residents to coordinate services for their street, block, or neighborhood. Approximately 14-17 haulers of varying services (organics, bulk, trash and recycling, medical and hazardous waste) serve the City of Littleton.

Littleton's City Code includes regulations on waste transportation, minimum services provided, dumping restrictions, waste incineration, and container requirements. The City of Littleton does not license or permit private haulers. For noise control, City Code §7-3-5 restricts garbage, trash, or compactor hauling operations between 10:00 p.m. and 7:00 a.m. within 800 feet of residential areas or within 300 feet of any hotel or motel.



The City of Littleton has contracted with a waste hauler to provide At-Your-Door pickup services for household hazardous waste and electronics. The city also hosts special events for cooking oil and prescription drugs through the Littleton Police Department's Drug Take-Back Day. The city offers a Christmas tree recycling program that turns trees into mulch for the community, as well as a leaf recycling program in the fall.

The City of Littleton is committed to the environment and is making progress towards its environmental programs and initiatives. In December 2022, Littleton City Council unanimously voted to create the Environmental Stewardship Board and tasked the appointed group of residents with drafting an environmental stewardship action plan that includes recommendations to enhance the city's sustainability efforts.

The draft plan included 89 recommended actions spanning categories of air quality/emissions, built environment, consumption and waste diversion, natural environment, water, and community. Two significant recommendations include the exploration of a single hauler and providing every building with recycling and composting options.



Figure 36: Christmas Tree Recycling in Littleton

Table 24: City of Littleton Strategies Summary

ID	Action	Fiscal Impact	Diversion Impact	Implementation Timeline		
				FY26-30	FY30-35	FY35-40
8.1	Implement yard debris curbside services for composting for single-family residents	\$\$\$	♻️♻️♻️	X		
8.2	Implement food scraps curbside services for composting for single-family residents	\$\$\$	♻️♻️	X	X	
8.3	Leverage Colorado's Extended Producer Responsibility (EPR) for recycling programs	\$	♻️♻️♻️	X	X	X
8.4	Require hauler licensing, including the requirement for haulers to track and report tonnage data	\$	♻️	X		
8.5	Pass an equal space ordinance to ensure commercial recycling access	\$	♻️♻️♻️	X	X	
8.6	Support the transition to organized collection (single hauler)	\$\$	♻️♻️	X	X	
8.7	Ongoing community group outreach and engagement Update websites with guidelines, events, and sorting tool	\$\$	♻️♻️♻️	X	X	X
8.8	Explore adopting a universal recycling ordinance	\$	♻️♻️		X	
8.9	Establish a construction & demolition (C&D) recycling ordinance	\$	♻️♻️♻️♻️	X		

8.1 Implement Yard Debris Curbside Services for Composting for Single-family Residents



The South Metro Waste Characterization study found that yard debris comprises 20% of the City of Littleton's single-family waste stream, yet less than 1% of the yard debris is being diverted. Promoting curbside yard debris collection for single-family residents could significantly increase the city's waste diversion rate, depending on the level of participation.

Like curbside recycling collection service, adding a third collection point for diverting organic material (yard debris and sometimes food scraps) creates an opportunity to reduce the amount of waste sent to landfills and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside yard debris collection programs and encourage residents to subscribe.

Implementation Steps:

- Define program goals and scope
- Design service model
- Procure equipment or contract out services; consider a joint purchasing agreement with regional partners to achieve economies of scale
- Develop an outreach and education campaign
- Launch program
- Monitor and evaluate performance

8.2 Implement Food Scraps Curbside Services for Composting for Single-family Residents



It is estimated that by 2035, the City of Littleton's single-family sector will generate roughly 2,900 tons of food scraps and other compostables per year, or roughly 20% of its total generated waste.

A dedicated curbside service for food scraps can significantly divert the amount of landfill-bound material and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside food scraps collection programs.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar program
- Define program goals and scope
- Design service model
- Establish a wait list to understand residential demand
- Procure equipment and services; consider a joint purchasing agreement with regional partners to achieve economies of scale
- Develop an outreach and education campaign
- Launch program
- Monitor and evaluate performance

8.3 Leverage Colorado's Extended Producer Responsibility (EPR) for Recycling Programs ♻️♻️♻️

Colorado's Producer Responsibility (EPR) for Recycling Packaging Program requires covered producers to join a Producer Responsibility Organization (PRO), and through it, fund and manage the end of life for packaging and paper, including collection, processing, and recycling or composting.

This EPR program will cover 100% of the net recycling service costs for all Colorado single-family and multi-family homes starting in 2026. The state's PRO, Circular Action Alliance (CAA), has indicated it will start by covering recycling costs in communities with organized (non-open market) systems.

Communities that do not currently offer recycling for residents or that have open market recycling collection systems pose a bigger challenge, and it will take longer to coordinate payments for recycling haulers that choose to participate.

To fully access the benefits of Colorado's Producer Responsibility program, it is recommended that the city considers adopting an equal space ordinance, a hauler licensing ordinance with a requirement for providing recycling bundled into all services, incorporate pay-as-you-throw pricing, and establish a municipally coordinated hauling contract or contracts for residential collections.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders to share information about EPR and gather insights on potential barriers related to ordinance impacts
- Draft and adopt ordinances
- Draft and implement a communications plan to roll out new requirements
- Apply and receive reimbursements provided through Colorado's EPR law for collections

8.4 Require Hauler Licensing, Including the Requirement for Haulers to Track and Report Tonnage Data ♻️

A hauler licensing ordinance is a policy that requires both residential and commercial sector waste haulers to obtain a license through the local governing body to operate within the government's jurisdiction. Licenses can include requirements such as providing proof of insurance, setting prices based on volume of trash containers (pay-as-you-throw), safety requirements, minimum service standards, enforcement mechanisms, or operating only on certain days and during a set timeframe to reduce traffic and noise.

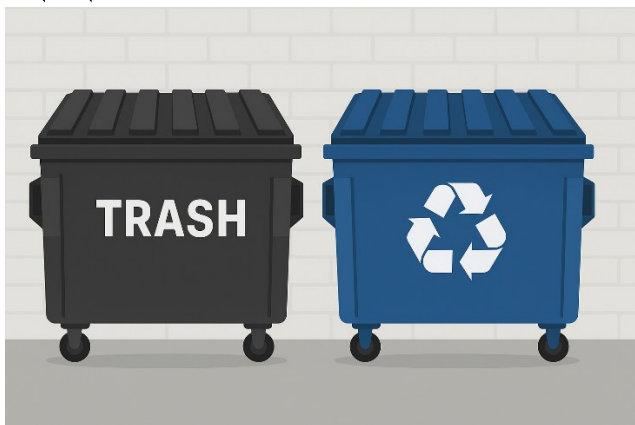


It is considered best practice for hauler licensing policies to also require haulers to regularly report how many tons of trash, recyclables, and organic waste have been collected in their community. This helps establish baseline data for local governments to understand their waste streams and track progress. This tonnage data could also provide data necessary for the greenhouse gas inventory.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders (haulers and/or residents) to gather insights into potential barriers
- Document feedback on challenges, service gaps, and potential ordinance impacts
- Draft and adopt a hauler licensing ordinance
- Communicate with haulers on new requirements
- Develop a reporting mechanism to receive hauler data annually

8.5 Pass an Equal Space Ordinance to Ensure Commercial and Multi-Family Recycling Access



An **Equal Space Ordinance** requires that all newly constructed commercial buildings allocate the same amount of space for recycling collection infrastructure (such as enclosures, receptacles, chutes, staging areas, and collection rooms) as is allocated for trash.

Insufficient space for recycling is a common barrier for commercial entities, particularly in dense urban areas. By integrating this requirement into building codes, municipalities can ensure future developments support recycling access without retrofitting existing structures.

In Littleton, approximately 38% of housing consists of multi-family units, and there are 1,825 employer firms, highlighting the importance of planning for equitable recycling infrastructure in both residential and commercial development.

Implementation Steps:

- Conduct outreach to stakeholders to gather insights on potential barriers
- Draft and adopt an equal space ordinance
- Roll out a communications plan and consider providing technical support for commercial property managers
- Coordinate with the Planning & Zoning Department to align on communicating new requirements for new developments and significant site redevelopments

8.6 Support the Transition to Organized Residential Collection (Single Hauler)



Organized Residential Collection refers to a system in which a municipality manages curbside trash and recycling services on behalf of residents through a contract with one or more licensed haulers. Under this model, residents may have the option to opt out of the municipal service for a fee. Municipal contracts can mandate that recycling is included for all households and may incorporate a pay-as-you-throw (PAYT) pricing structure, where fees are based on the size of the trash cart and the volume of waste generated.

This approach can result in lower and more stable service costs for residents, expanded access to recycling, and the addition of services such as compost collection or bulky item pickup. It also reduces the number of collection trucks on neighborhood streets, thereby minimizing traffic, emissions, safety concerns, and road wear. Organized collection typically covers single-family homes and smaller multi-family buildings (fewer than seven units), with optional participation or phased inclusion available for homeowners associations (HOAs).

During the stakeholder engagement process for this South Metro Waste Diversion Plan, which included surveys and focus groups, residents throughout the South Metro region consistently raised concerns about the high number of waste haulers operating within the same neighborhoods. Key issues cited included child safety risks, wear and tear of roads, and increased air and noise pollution. Residents also emphasized a lack of accountability under the current open hauling system, expressing a desire for more structured oversight and coordination.

Implementation Steps:

- Engage stakeholders to communicate benefits and gather feedback on potential barriers and service needs
- Conduct a legal review to ensure compliance with state single-hauler regulations
- Coordinate regionally with neighboring jurisdictions aiming to also implement
- Outline implementation steps and timeline

8.7 Ongoing Community Group Outreach and Engagement



Community outreach and engagement includes public education, feedback collection, community collection events, and direct interaction with residents and organizations on recycling and waste issues. While the City of Littleton implements various recycling-related communication strategies, outreach must be continuous to ensure both current and new residents receive up-to-date information on how to recycle and compost effectively.

Leveraging community groups and peer networks is a powerful strategy to expand awareness and increase participation in waste diversion efforts. One proven approach is to train **Recycling Champions** (local advocates or community ambassadors) within existing groups to share recycling and composting information through their networks.

Training should emphasize local recycling guidelines, using clear and consistent wording and visuals to show what is accepted in the curbside program. To improve accessibility and understanding, materials should be available in multiple languages.

Implementation Steps:

- Reach out to existing community groups to speak at meetings or events about waste diversion
- Host trainings for interested residents to become Recycling Champions and share knowledge with their networks
- Share information about waste diversion by tabling at public events, meetings, or community centers
- Engage Resident Champions over time with ongoing community efforts (events, webinars, new resources)
- Continue utilizing the [South Metro Waste Diversion website](#) to promote efforts and events

8.7.1 Update Websites with Guidelines, Events and Sorting Tool

The recommended best practice is to have a comprehensive city webpage dedicated to

recycling/waste diversion to give residents a central location to find accurate, up-to-date information and recycling guidelines.

A sorting tool is an interactive web component for residents to practice sorting items and materials on a website or app. With this option, a city can choose key items to feature in the virtual game to help inform residents.

Implementation Steps:

- Create recycling guidelines and post on website
- Contract with a web developer to create an interactive web component for residents to practice sorting items into recycling or trash
- Keep website updated with events and program changes
- Create and widely distribute graphic and bilingual guidelines and train municipal staffers on waste guidelines

8.7.2 Create and Widely Distribute Graphic and Bilingual Guidelines and Train Municipal Staff on Waste Guidelines

Guidelines for what can and cannot be recycled, (or composted, if available in the community), should be clear and specific, with images of materials/items alongside descriptive text in both English and Spanish.

Every time a material is referenced, it should be accompanied by an image that is shown consistently across media. Photos are preferred over drawings to ensure people recognize the objects depicted. Trainings for municipal staff should include reviewing guidelines and answering frequently asked questions about waste to dispel myths. Color coding outreach materials and containers can also support reinforcing correct sorting behaviors.

Implementation Steps:

- Create recycling guidelines that are clear and specific with images and text in English and Spanish
- Host training sessions for municipal staff on the guidelines and frequently asked questions about waste

- Table at community events and recycling events to distribute guidelines & resources and answer questions

8.7.3 Table at Community and Recycling Events to Distribute Resources and Answer Questions

Ongoing community engagement, visibility, and access to recycling resources are important to increase buy-in and participation in recycling programs. These methods can build relationships with community members, fostering trust and creating connections.

Tabling at community events (e.g., Earth Day celebrations, farmer's markets, and other events) can provide valuable resources about recycling, including recycling guidelines, FAQ handouts, local resources for hard-to-recycle materials, yard debris, and hazardous waste. These events can also feature reusables giveaways (e.g., water bottles, metal straws, bamboo utensils), as well as a physical sorting game or examples of recyclable materials and common contaminants. Tables should be staffed by trained municipal staff and/or community volunteers.

Implementation Steps:

- Schedule staff to table at upcoming community events (e.g., Earth Day, farmer's markets)
- Create a tabling kit of resources about recycling (guidelines, frequently asked questions, hard-to-recycle resources), reusable giveaways (straws or utensils), and props (sorting game or examples of common recyclables)
- Ongoing community group engagement (such as Resident Champion training) with universal and accessible guidelines

8.8 Explore Adopting a Universal Recycling Ordinance (URO)

Universal Recycling Ordinances require commercial buildings (including multi-family housing and businesses) to provide access to recycling services. Commercial recycling ordinances are typically adopted after residential recycling programs are well-established. Best practices for commercial recycling ordinances include extensive outreach to the business community, the multi-family housing sector, and waste haulers. Pilot projects and technical assistance for businesses build community buy-in and help with the transition to policy compliance.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders (haulers and/or residents) to gather insights into potential barriers
- Document feedback on challenges, service gaps, and potential ordinance impacts
- Draft and adopt a universal recycling ordinance
- Communicate with haulers on new requirements
- Develop a reporting mechanism to receive hauler data annually

8.9 Establish a Construction and Demolition (C&D) Recycling Ordinance

Construction and Demolition (C&D) Recycling Ordinances require contractors to sort and recycle recoverable materials, such as untreated wood, metals, cardboard, and aggregates, most of which are generated during demolition activities.

These ordinances often include square footage thresholds, exempting smaller projects from compliance. Effective implementation depends on the availability of sorting infrastructure, access to end markets, and strong coordination with contractors. One common compliance mechanism is a deposit system, where contractors submit a financial deposit based on project size. The deposit is refunded upon proof of compliance with recycling requirements.

A complementary strategy is **deconstruction**, a process that involves systematically dismantling buildings to preserve materials for reuse. This approach can reduce the need for recycling infrastructure by diverting materials directly into reuse pathways.

C&D recycling ordinances are currently enforced in the cities of Boulder, Fort Collins, and Lakewood. The City and County of Denver are also in the process of developing and implementing similar policies.

Implementation Steps:

- Conduct a detailed C&D end market and recovery infrastructure assessment.
- Coordinate regionally with neighboring jurisdictions aiming to implement a similar requirement
- Conduct outreach to stakeholders (e.g., developers, haulers, residents) to gather insights into potential barriers
- Document feedback on challenges, service gaps, and potential ordinance impacts
- Draft and adopt a C&D recycling ordinance
- Communicate new requirements
 - Coordinate with Planning & Zoning to communicate with development and re-development projects



8.10 Tonnage Projections

Table 25: City of Littleton Tonnage Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Single-Family													
MSW Disposal (Landfill)	11,194	11,298	11,404	11,522	11,641	11,760	11,874	11,988	12,113	12,235	12,357	12,478	12,597
Diversion	1,999	2,018	2,036	2,058	2,079	2,100	2,120	2,141	2,163	2,185	2,207	2,228	2,250
Total Generation	13,193	13,316	13,440	13,580	13,720	13,859	13,994	14,129	14,276	14,420	14,564	14,706	14,847
Multi-Family													
MSW Disposal (Landfill)	6,978	7,043	7,109	7,183	7,257	7,331	7,402	7,473	7,551	7,627	7,703	7,778	7,853
Diversion	1,246	1,258	1,269	1,283	1,296	1,309	1,322	1,334	1,348	1,362	1,376	1,389	1,402
Total Generation	8,224	8,301	8,378	8,465	8,552	8,640	8,724	8,808	8,899	8,989	9,079	9,167	9,255
Commercial													
MSW Disposal (Landfill)	27,257	27,512	27,769	28,057	28,346	28,635	28,914	29,192	29,495	29,794	30,091	30,384	30,675
Diversion	4,867	4,913	4,959	5,010	5,062	5,113	5,163	5,213	5,267	5,320	5,373	5,426	5,478
Total Generation	32,125	32,425	32,728	33,067	33,408	33,749	34,077	34,404	34,762	35,114	35,464	35,810	36,153
All Sectors													
MSW Disposal (Landfill)	45,429	45,854	46,282	46,762	47,244	47,725	48,190	48,653	49,158	49,657	50,151	50,641	51,125
Diversion	8,112	8,188	8,265	8,350	8,436	8,522	8,605	8,688	8,778	8,867	8,956	9,043	9,130
Total Generation	53,541	54,042	54,546	55,112	55,680	56,248	56,795	57,341	57,937	58,524	59,107	59,684	60,255

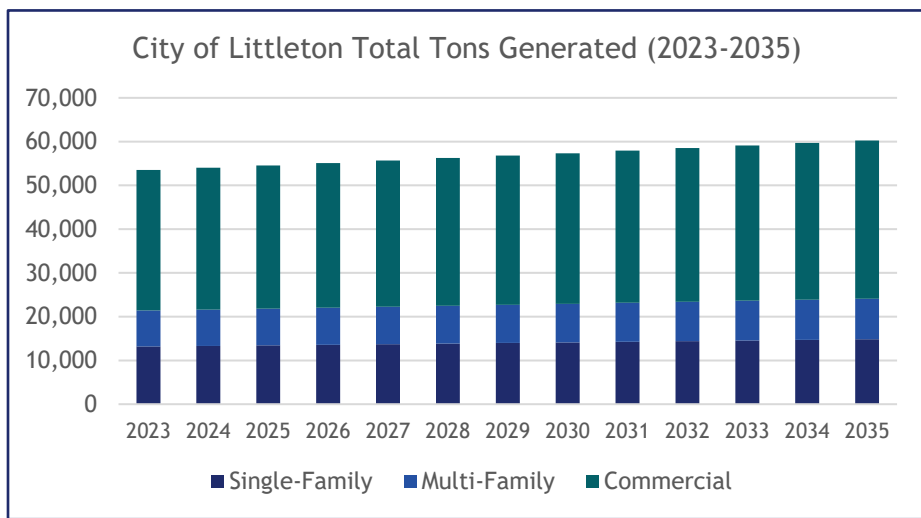


Figure 37: City of Littleton Total Tons Generated (2023-2035)

Table 26: City of Littleton Community Profile

Description	2022
Single-Family Units	61.6%
Multi-Family Units	38.4%
Total Number of Households	20,484
Household Size*	2.19
Single-Family Households	12,618
Multi-Family Households	7,866
Single-Family Population	27,382
Multi-Family Population	17,069
Total Population	44,451
Total Employer Firms	1,825

City of Littleton Demographic Snapshot, US Census Bureau 2022

8.11 Impact Analysis Results

Table 27: City of Littleton Impact Analysis Results

Aim	ID	Strategy	Additional Diversion %	Tons Low	Tons High	GHG Emissions Reduced	Fiscal Impact
Littleton	8.1	Implement yard waste curbside services for composting for single-family residents	3.8%	2,200	2,400	659	\$\$\$
Littleton	8.2	Implement food waste curbside services for composting for single-family residents	1.8%	1,000	1,200	333	\$\$\$
Littleton	8.3	Leverage Colorado's Extended Producer Responsibility for recycling programs	3.3%	1,900	2,100	1,959	\$
Littleton	8.4	Require hauler licensing, including the requirement for haulers to track and report tonnage data	0.5%	300	300	982	\$
Littleton	8.5	Pass an equal space ordinance to ensure commercial and multi-family recycling access	4.8%	2,800	3,000	8,360	\$
Littleton	8.6	Support the transition to organized collection (single hauler)	1.7%	1,000	1,100	1,726	\$\$
Littleton	8.7	Ongoing community group engagement	4.5%	2,500	2,900	2,125	\$\$
Littleton	8.8	Adopt a universal recycling ordinance	2.7%	1,500	1,700	4,528	\$
Littleton	8.9	Establish a construction & demolition recycling ordinance	3.3%	1,900	2,100	5,604	\$
			24.6%	14,100	15,600	26,181	

Fiscal Impact

Fiscal Impact on Tons Diverted	Estimated Fiscal Range
\$	< \$10,000
\$\$	\$10,000 - < \$100,000
\$\$\$	≥ \$100,000

9.0 City of Sheridan Waste Diversion Goals and Actions

Originally incorporated as a town in 1890 and transitioned to a statutory city in 1959, the City of Sheridan has a rich history defined by its cultural and demographic diversity. Located in Arapahoe County and bordering the cities of Denver and Englewood, Sheridan has an estimated population of approximately 5,970 residents.

The community reflects a wide range of ethnic, cultural, and socioeconomic backgrounds. According to US Census data, 31.7% of residents speak a language other than English at home, and 41.7% identify as Hispanic or Latinx. The city's median household income is just over half the state average, underscoring the need for creative funding strategies and regional partnerships to advance sustainability goals outlined in Sheridan's first Sustainability Plan, adopted in 2023.

Sheridan is recognized as a Justice 40 Community by the federal government, a disproportionately impacted community by the Colorado Department of Public Health and Environment (CDPHE), and a Higher Emissions Community by Xcel Energy. Within the South Metro region, Sheridan has the highest proportion of multi-family housing, representing 40% of the overall housing structures. Similar to the other cities, little is known about the multi-family and commercial recycling and composting participation rates in Sheridan.

Unlike the other three South Metro cities, Sheridan operates under a contract-based residential waste collection model. In 2014, the city adopted a single-hauler system through a contract with Republic Services, covering all single-family homes and multi-unit residences up to seven units. Under this model, Republic Services provides weekly trash collection and biweekly recycling services. The contract follows a pay-as-you-throw (PAYT) structure, which incentivizes waste reduction and recycling by charging residents based on their selected trash cart size (32, 64, or 96 gallons). Recycling services are automatically included in the fee structure, with recyclables collected in 96-gallon containers and no separate sign-up required.

The service contract includes provisions to support service equity. For residents with physical impairments, carry-out cart service is available at no additional cost. Additionally, the contract offers an optional, twice-yearly yard debris pickup in the spring and fall, allowing each household to dispose of up to 20 bags or bundled items such as leaves, shrubs, and tree limbs. Currently, however, that yard debris is sent to the landfill and is not being composted.

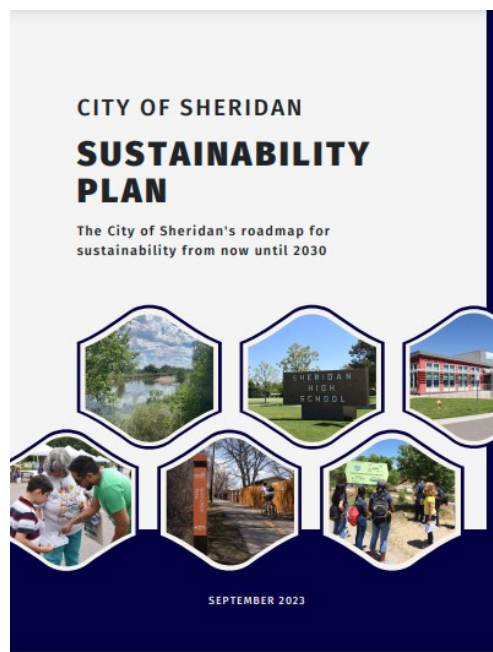


Figure 38: Sheridan Sustainability Plan



In 2024, Sheridan partnered with A1 Organics and the cities of Littleton and Englewood to host a regional leaf drop-off event in November. The Republic Services contract also includes a provision for annual holiday tree collection at no cost to residents, with the option for trees to be chipped or sent to a compost facility. Although included in the agreement, this service has not yet been exercised by the city.

City Code (§22-173-214) requires private haulers operating in Sheridan to obtain a license and submit a plan detailing their recycling and collection services. However, there is no current requirement for data reporting beyond services provided through the residential contract.

Sheridan's City Council has indicated support for waste diversion strategies and targeted policy actions that will help the city achieve its goals. In January 2023, the City of Sheridan hired a part-time sustainability program manager and adopted the city's first ever sustainability plan in September 2023. Sheridan's City Code includes requirements concerning waste container enclosures and placement. On its waste and recycling webpage, the City of Sheridan lists several waste-related goals and project status updates, including increasing community outreach and education, exploring curbside and drop-off composting options, conducting a waste characterization study, partnering with A1 Organics on a leaf collection program, promoting hazardous and electronic waste drop-off events, utilizing Plastic Pollution Reduction Act (HB21-1162) bag fee funds, and exploring multi-family recycling options. Sheridan also lists internal city goals, such as increasing water bottle fill stations, updating recycling signage, reducing paper usage, and ensuring recycling access at city-owned buildings.

Table 28: City of Sheridan Strategies Summary

ID	Action	Fiscal Impact	Diversion Impact	Implementation Timeline		
				FY26-30	FY30-35	FY35-40
9.1	Implement At-Your Door collections program for household hazardous waste and electronics	\$\$	♻️	X		
9.2	Leverage Colorado's Extended Producer Responsibility (EPR) for recycling programs	\$	♻️♻️♻️♻️	X	X	X
9.3	Implement food scraps curbside services for composting for single-family residents	\$\$	♻️♻️	X	X	
9.4	Work with the city's hauler to transition yard debris curbside services for single-family residents so the material is composted instead of landfilled	\$\$	♻️♻️♻️	X		
9.5	Pass an equal space ordinance to ensure commercial recycling access	\$	♻️♻️♻️	X	X	
9.6	Ongoing community group engagement (such as Resident Champion training)	\$\$	♻️♻️	X	X	X
9.7	Explore business organics grants	\$\$	♻️	X		

9.1 Implement At-Your Door Collections for Household Hazardous Waste and Electronics ♻️



The "At Your Door Special Collection" service, offered by the Southeast Metro Stormwater Authority (SEMSWA) in partnership with Waste Management, provides residents of unincorporated Arapahoe County participating cities with a convenient home collection program for household hazardous waste. All cities in South Metro except the City of Sheridan offer this service.

For a small co-pay, residents can schedule a pickup of items such as automotive products (e.g., motor oil, antifreeze), batteries, garden chemicals, paints, household cleaners, electronics, mercury-containing items, and swimming pool chemicals. To participate, residents schedule a collection through the program's website or by calling the designated phone number.

It is recommended that the City of Sheridan offer this convenient service to residents to support the safe and responsible disposal of hazardous materials, thereby protecting the environment and public health.

Implementation Steps:

- Identify funding sources (e.g., stormwater utility fees)
- Procure and partner with a provider and establish a service agreement
- Develop an outreach and education campaign to notify residents of the new service
- Launch the program

9.2 Leverage Colorado's Extended Producer Responsibility (EPR) for Recycling Programs ♻️♻️♻️♻️

Colorado's Producer Responsibility (EPR) for Recycling Packaging Program requires covered producers to join a Producer Responsibility Organization (PRO), and through it, fund and manage the end of life for packaging and paper, including collection, processing, and recycling or composting.

This EPR program will cover 100% of the net recycling service costs for all Colorado single-family and multi-family homes starting in 2026. The state's PRO, Circular Action Alliance (CAA), has indicated that they will start by covering recycling costs in communities with organized (non-open market) systems. As such, the City of Sheridan is well positioned to take early advantage of EPR funding for residents currently receiving service through the City's designated hauler.

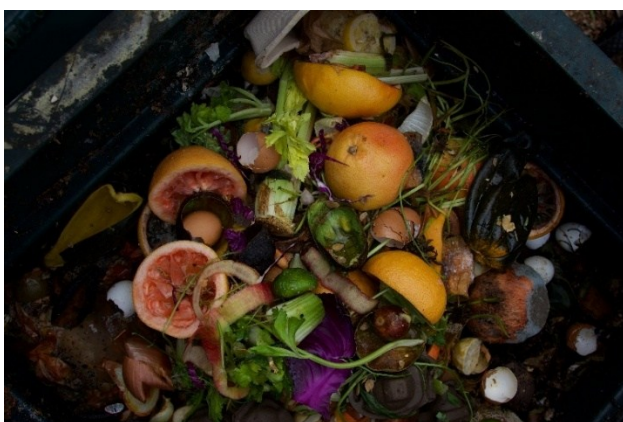
However, the City can still further leverage the benefits of Colorado's EPR law. There are opportunities to expand recycling access and collection services for multi-family properties in Sheridan. In addition, the EPR program is slated to expand to non-residential properties including schools, state/local government buildings, public spaces, hospitality venues, and small businesses beginning 2028.

CAA has also indicated its intent to collaborate with local governments, collection service providers, and community-based organizations for enhanced education and outreach efforts.

Implementation Steps:

- Conduct outreach to stakeholders to share information about EPR
- Apply and receive reimbursements provided through Colorado's EPR law for single-family collections
- Explore additional reimbursement and collaboration opportunities provided through Colorado's EPR law

9.3 Implement Food Scraps Curbside Services for Composting for Single-Family Residents ♻️♻️♻️



It is estimated that by 2035, the City of Sheridan's single-family sector will generate roughly 380 tons of food scraps and other compostables per year, or roughly 20% of its total generated waste.

A dedicated curbside service for food scraps can significantly divert the amount of landfill-bound material and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside food scraps collection programs.

With EPR covering recycling costs, the City of Sheridan will be well positioned to explore the addition of curbside composting. The city's current hauler, Republic Services, currently offers curbside composting to other Colorado communities, such as Lafayette, CO.

Implementation Steps:

- Coordinate regionally with neighboring jurisdictions aiming to implement a similar program
- Define program goals and scope
- Design service model
- Establish a wait list to understand residential demand
- Procure equipment or contract out services; consider a joint purchasing agreement with regional partners to achieve economies of scale
- Develop an outreach and education campaign
- Launch program
- Monitor and evaluate performance

9.4 Ensure Yard Debris Curbside Services for Single-family Residents is Composted instead of Sent to Landfills ♻️♻️♻️

The South Metro Waste Characterization study found that yard debris comprises 20% of the City of Sheridan's single-family waste stream, yet less than 1% of the yard debris is being diverted.

Currently, yard debris is hauled to the landfill and is not composted. The Sheridan City Council, who attended the South Metro Waste Summit, indicated that the city should prioritize sending yard debris to composting facilities, rather than to landfills. Ensuring curbside yard debris for single-family residents is composted could significantly increase a community's waste diversion rate, depending on the level of participation.

Like curbside recycling collection service, adding a third collection point for diverting organic material (yard debris and sometimes food scraps) creates an opportunity to reduce the amount of waste sent to landfills and contribute to the environmental benefits of composting. Local governments can promote the benefits of curbside yard debris collection programs and encourage residents to subscribe.

Implementation Steps:

- Define program goals and scope
- Design service model
- Procure equipment or contract out services; consider a joint purchasing agreement with regional partners to achieve economies of scale.
- Develop an outreach and education campaign
- Launch program
- Monitor and evaluate performance

9.5 Pass an Equal Space Ordinance to Ensure Commercial and Multi-Family Recycling Access ♻️♻️♻️



An **Equal Space Ordinance** requires that all newly constructed commercial buildings allocate the same amount of space for recycling collection infrastructure (such as enclosures, receptacles, chutes, staging areas, and collection rooms) as is allocated for trash.

Insufficient space for recycling is a common barrier for commercial entities, particularly in dense urban areas. By integrating this requirement into building codes, municipalities can ensure future developments support recycling access without retrofitting existing structures.

In Sheridan, approximately 40.1% of housing consists of multi-family units, and there are 423 employer firms, highlighting the importance of planning for equitable recycling infrastructure in both residential and commercial development.

Implementation Steps:

- Conduct outreach to stakeholders to gather insights on potential barriers
- Draft and adopt an equal space ordinance
- Roll out a communications plan and consider providing technical support for commercial property managers
- Coordinate with the Planning & Zoning Department to align on communicating new requirements for new developments and significant site redevelopments

9.6 Ongoing Community Group Engagement with Universal and Accessible Guidelines ♻️♻️♻️

Community outreach and engagement includes public education, feedback collection, community collection events, and direct interaction with residents and organizations on recycling and waste issues. While the City of Sheridan implements various recycling-related communication strategies, outreach must be continuous to ensure both current and new residents receive up-to-date information on how to recycle and compost effectively.

Leveraging community groups and peer networks is a powerful strategy to expand awareness and increase participation in waste diversion efforts. One proven approach is to train **Recycling Champions** (local advocates or community ambassadors) within existing groups to share recycling and composting information through their networks. This is especially important for the City of Sheridan as the community is diverse in culture as well as languages.

Training should emphasize local recycling guidelines, using clear and consistent wording and visuals to show what is accepted in the curbside program. To improve accessibility and understanding, materials should be available in multiple languages.

Implementation Steps:

- Reach out to existing community groups to speak at meetings or events about waste diversion
- Host trainings for interested residents to become Recycling Champions and share knowledge with their networks
- Share information about waste diversion by tabling at public events, meetings, or community centers
- Engage Resident Champions over time with ongoing community efforts (events, webinars, new resources)
- Continue utilizing the [South Metro Waste Diversion website](#) to promote efforts and events

9.7 Explore Business Waste Diversion Grants

Businesses, especially restaurants that generate large volumes of food scraps, may be interested in subscribing to an organics collection service, but the cost of service can be a barrier. Local governments can create a financial incentive or grant program to encourage the private sector to sign up for organic collection services.



Businesses can be reimbursed for infrastructure, hauling, compostable food service ware, education, training, and signage. Financial incentives can also build support for a future commercial composting ordinance, as it creates local case studies of successful organics diversion programs.

Implementation Steps:

- Identify funding source for grants
- Design grant program framework
 - Define eligible applicants
 - Establish match requirements, if any
 - Outline funding amounts and funding categories
 - Develop an application, review, and selection process
- Launch and promote the grant program through a communications plan
- Award and administer grant agreements

9.9 Tonnage Projections

Table 29: City of Sheridan Tonnage Projections (2023-2035)

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Single-Family													
MSW Disposal (Landfill)	1,447	1,461	1,475	1,490	1,506	1,522	1,537	1,552	1,569	1,585	1,601	1,617	1,633
Diversion	258	261	263	266	269	272	274	277	280	283	286	289	292
Total Generation	1,705	1,721	1,738	1,757	1,775	1,794	1,812	1,829	1,849	1,868	1,887	1,906	1,925
Multi-Family													
MSW Disposal (Landfill)	968	978	987	998	1,008	1,019	1,029	1,039	1,050	1,061	1,072	1,083	1,094
Diversion	173	175	176	178	180	182	184	186	188	189	191	193	195
Total Generation	1,141	1,152	1,163	1,176	1,188	1,201	1,213	1,225	1,238	1,251	1,263	1,276	1,289
Commercial													
MSW Disposal (Landfill)	3,623	3,658	3,693	3,732	3,772	3,811	3,849	3,887	3,928	3,969	4,010	4,050	4,090
Diversion	647	653	659	666	674	681	687	694	701	709	716	723	730
Total Generation	4,270	4,311	4,352	4,399	4,445	4,492	4,536	4,581	4,630	4,678	4,726	4,774	4,821
All Sectors													
MSW Disposal (Landfill)	6,038	6,096	6,155	6,221	6,286	6,352	6,415	6,478	6,547	6,616	6,683	6,751	6,817
Diversion	1,078	1,089	1,099	1,111	1,123	1,134	1,146	1,157	1,169	1,181	1,193	1,205	1,217
Total Generation	7,116	7,184	7,254	7,331	7,409	7,486	7,561	7,635	7,716	7,797	7,877	7,956	8,035

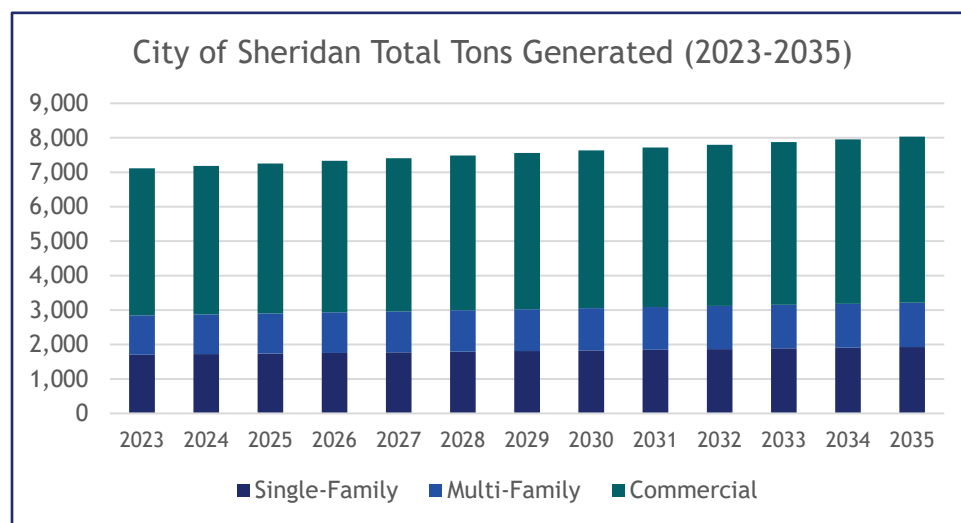


Figure 39: City of Sheridan Total Tons Generated (2023-2025)

Table 30: City of Sheridan Community Profile

Description	2022
Single-Family Units	59.9%
Multi-Family Units	40.1%
Total Number of Households	2,442
Household Size*	2.48
Single-Family Households	1,463
Multi-Family Households	979
Single-Family Population	3,539
Multi-Family Population	2,369
Total Population	5,908
Total Employer Firms	423

City of Sheridan Demographic Snapshot, US Census Bureau 2022

9.10 Impact Analysis Results

Table 31: City of Sheridan Impact Analysis Results

Aim	ID	Strategy	Additional Diversion %	Tons Low	Tons High	GHG Emissions Reduced	Fiscal Impact
Sheridan	9.1	Implement At-Your Door collections program for household hazardous waste and electronics	0.2%	19	21	n/a	\$\$
Sheridan	9.2	Leverage Colorado's Extended Producer Responsibility for recycling programs	6.2%	500	530	1,025	\$
Sheridan	9.3	Implement food waste curbside services for composting for single-family residents	2.5%	200	210	65	\$\$
Sheridan	9.4	Work with hauler to ensure yard waste curbside services for single-family residents is composted instead of sent to landfill	3.7%	300	320	85	\$\$
Sheridan	9.5	Pass equal space ordinances to ensure commercial and multi-family recycling access	5.0%	400	420	1,263	\$
Sheridan	9.6	Ongoing community group engagement	2.5%	200	210	131	\$\$
Sheridan	9.7	Explore business organics grants	1.2%	100	110	24	\$\$
			21%	1,700	1,800	2,593	

Fiscal Impact	
Fiscal Impact on Tons Diverted	Estimated Fiscal Range
\$	< \$10,000
\$\$	\$10,000 - < \$100,000
\$\$\$	≥ \$100,000

Appendix A – South Metro Waste Diversion Reports and Memorandums

Table 32: South Metro Waste Diversion Reports and Memorandums

Report Title	Description
<u>Project Website</u>	www.SouthMetroWasteDiversion.com
<u>Baseline Assessment</u>	The Cities of Centennial, Englewood, Sheridan, and Littleton (collectively known as South Metro) seek to transition to a system that favors equitable waste reduction and waste diversion strategies driven by data and best practices. As part of this effort, the STEPS project team interviewed cities, researched, and assessed the baseline for waste and recycling in the region.
<u>Hauler Engagement</u>	Waste haulers servicing the region were engaged through one-on-one interviews. A summary of these interviews was provided to the South Metro Project Team.
<u>Residential Survey</u>	A residential survey was conducted to collect data and analyze the South Metro region and each participating city. The results of this survey will be used to better understand the common motivating factors and barriers to residential participation in South Metro’s solid waste management systems.
<u>Focus Groups</u>	Three focus groups were held virtually to engage multi-family residents, businesses, and disadvantaged communities. The results of the research will be used to better understand the common motivating factors and barriers to residential participation in South Metro’s solid waste management systems.
<u>Community Engagement</u>	A community engagement strategy for the South Metro Waste Diversion Plan was developed to include a website, engagement collateral, and a Resident Champion training.
<u>Waste Generation</u>	Current waste tonnages were modeled by using tons generated, tons diverted, tons landfilled, tons by generating sector, tons by individual city, and tons for the South Metro region. Projections were also developed for annual tonnages through 2033, including scenarios that assumed full implementation of all recommended waste diversion strategies.
<u>Gaps & Opportunities</u>	Following the baseline assessment of the South Metro region’s waste generation, policies, and infrastructure, the STEPS project team completed an analysis of potential gaps in the system. The gaps highlight opportunities to expand programs, optimize existing system aspects, or pursue new initiatives and investments to support the region’s waste diversion goals.
<u>Regional Waste Summit</u>	A Waste Summit was held to present findings to elected officials from the four cities. The presentation covered information collected to date, including a baseline infrastructure evaluation, interviews with hauling companies, public engagement findings, a waste characterization study, and the initial gaps and opportunities analysis. At the meeting, input from elected officials was gathered to identify potential gaps in the waste system.
<u>Waste Characterization Study</u>	A two-season waste characterization study (also referred to as a ‘waste audit’ or ‘waste sort’) was conducted in 2024. The study sorted samples of trash and recycling to assess the overall composition of the region’s waste streams. Samples were collected from the four South Metro cities: Centennial, Englewood, Littleton, and Sheridan.

Appendix B – Infrastructure Fiscal Impact Analysis

For the two regional infrastructure strategies identified in this plan, a fiscal analysis was conducted to estimate the capital and operational costs.

Regional Recycling Drop-Off Center

A recycling drop-off center provides additional capacity and convenient access to handle surges in recyclable material, particularly during spring cleaning or move-in and move-out periods. Drop-off centers provide an overflow option, preventing overfilled containers and litter. For multi-family residents where property management does not provide adequate recycling access, convenient drop-off centers can offer a place for residents to drop off materials. It is generally best practice for urban environments with populations over 100,000 to establish one drop-off center per 50,000 residents. It is recommended for South Metro to explore establishing up to four regional recycling drop-off centers, conveniently located between the four communities.

Table 33: Recycling Drop-Off Center Assumptions

Description	Qty
Paved Recycling Drop-Off Center Dimensions per Center	120 ft x 75 ft
Area per Center	9,000 square feet (sq ft)
Perimeter per Center	390 linear feet (lin ft)
Residents Served per Center	50,000
Number of Centers	4

Based on the available budget, South Metro may consider as a long-term goal, expanding the drop-off center to accept additional streams of materials, such as yard debris, food scraps, plastic film, textiles, household hazardous waste (HHW), electronic waste, and/or other materials in Circular Action Alliance (CAA) Colorado’s “Additional Materials List (AML).”

Each center should be located in an area that is most convenient to potential users, whether it is centrally located, along a commonly traveled highway, or near popular areas of interest (e.g., parks, shopping malls, and recreation areas).

Each site should allocate, at a minimum, approximately 0.25 to 1 acre of operational space for material handling and storage, as well as traffic and parking for residential vehicles and haulers providing the collection service. Recycling drop-off centers may be set up either through larger roll-off containers (e.g., 30 or 40 yd) or through front-load dumpsters (e.g., 8 yd). Site constraints, budget, operational efficiency, and density of area may determine whether the region considers setting up the drop-off centers through roll-off or front load containers.

The design of the drop-off centers should prioritize adaptability to accommodate shifting market demands and the emergence of new material streams. This flexibility can be achieved, in part, by selecting sites with more space than is initially required. Furthermore, strategies for mitigating illegal dumping should be incorporated into the planning and operational framework.

Site preparation (leveling, grading, and paving) costs may be required based on the location identified. It is recommended that drop-off centers are fenced and/or gated, along with installation of Closed-Circuit Television (CCTV) cameras for monitoring and deterring illegal dumping. Lighting fixtures are critical, as well-lit areas can deter vandalism and illegal dumping, especially after hours. It can also provide a safer environment for residents and staff when daylight is limited.

Please note that the following table is for illustrative purposes, as the region may identify existing developed and paved sites for service provision. Fencing may also be optional based on the site. The estimated capital costs below also assume the use of front-end dumpsters vs. roll-off containers. The cost of land is also not factored into this analysis, as suitable sites may already be owned by the municipality or may be secured through a Memorandum of Understanding (MOU). Additionally, land acquisition costs can vary significantly depending on location and market conditions.

Table 34: Estimated Capital Costs

Description	Qty	Estimated Unit Cost	Extended Cost
Site leveling and grading	9,000 (sq ft)	\$2/sq ft	\$18,000.00
Paving (asphalt)	9,000 (sq ft)	\$4/sq ft	\$36,000.00
Galvanized or vinyl-coated chain link fence	390 (lin ft)	\$30/lin ft	\$11,700.00
Lighting fixtures	2	\$3,000/ea.	\$6,000.00
Striping directional arrows / parking lines	1	\$1,000	\$1,000.00
8 yd Front end (FE) side door dumpster	8	\$1,500	\$12,000.00
Signage and banners	20	\$200.00	\$4,000.00
Per recycling drop-off center			\$96,200.00
(4) Recycling drop-off centers			\$384,800.00

It is recommended that collections are contracted through a private hauler providing front-load dumpster service for cost efficiencies. Below are estimated operational cost for 8 yd recycling dumpsters using an “on call” recycling dumpster price rate. This is a high-level estimate; a formal solicitation could yield a more competitive rate through a scheduled, bulk-rate service.

Table 35: Estimated Annual Operational Costs

Description	Estimated Unit Cost	Frequency	Annual Cost
8 yd Recycling dumpsters	\$16/yard	3x/week	\$19,968
Per recycling drop-off center per year (8 containers)			\$159,744.00
(4) Recycling drop-off centers per year			\$638,976.00

Colorado’s Extended Producer Responsibility law (HB 22-1355) sets up a Producer Responsibility program (EPR) that requires companies that sell products in packaging and paper products to fund a statewide recycling system to recycle

those materials. The companies coordinate to support, fund, and manage the statewide recycling system. Colorado's EPR law, which is expected to start implementation in 2026, also sets the framework of reimbursing service providers 100% of the eligible net costs associated with recycling covered materials.

The Colorado Plan Proposal, published in February 2025 by CAA, states that "reimbursement of drop-off and curbside collection costs will cover costs such as a capital costs, base-level education and outreach, operational costs, reasonable profit margin, and eligible administrative expenses." While this draft plan proposal is currently under review, South Metro should continue to monitor and stay engaged for funding opportunities for regional recycling drop-off centers.

Regional Organics Facility

The South Metro region is projected to generate approximately 74,500 tons of organic waste in 2035 (including food scraps, food soiled / compostable paper, compostable foodservice products, yard debris, wood, and other organics). This represents nearly 29% of the total waste generated in the region. If the region does not take any additional action to support the diversion of organics, 72,700 tons of organic waste is estimated to be disposed of in the landfill in 2035 (97% of the generated organic waste).

The Colorado Statewide Organics Management Plan: A Framework for Regional Organics Opportunities published in 2022, showed that Colorado's compost facilities have the capacity to manage 127,000 to 157,000 additional tons of organic materials without significant investments or facility expansions.

In addition to the capacity that the state's Organics Management Plan modeled, there is additional yard debris and lumber organics processing capacity available through the A1 Organics Facility in Sheridan, Colorado. This facility went through an expansion with five additional acres in 2024. Given this site's proximity to South Metro, the region may consider a potential public-private-partnership to support the goal of **establishing large-scale organics processing infrastructure that accepts food scraps and other compostables**.

If existing facilities are unable to process the necessary composting capacity, developing a regional compost facility would require an evaluation of upfront capital costs, operating costs, and projected. Capital costs encompass total expenses for site procurement and development, systems, and equipment. Operating costs include ongoing labor, maintenance, and equipment maintenance expenses. Revenues are calculated based on tipping fees and the sale of finished compost.

With 75,000 tons of organic waste projected to be generated in the South Metro region by 2035, the region should consider a phased approach to diverting significant organic waste and be strategic in community engagement and buy-in. Participation will increase over time with strategic policy implementation, contracts, and capacity ramp-up. Table 36 below details the high-level financial implications and potential revenue for developing a compost facility with either a 25,000 or 50,000 tons per year processing capacity. These figures are not based specifically on data from the South Metro region. A feasibility study with cost modeling is necessary to determine the capital and operating costs, as well as potential revenue associated with developing a compost facility designed to process organic materials from South Metro.

An aerated static pile (ASP) composting facility was analyzed and is recommended as the preferred method for a regional-scale processing facility. ASP composting is a highly efficient and scalable method for processing large volumes of food scraps. It can process compostable products, such as compostable service ware and bags, and is particularly well-suited for combined municipal yard debris and food scraps collection programs. In this system, organic material is placed over perforated pipes, air ducts, or an aeration pad. Airflow, either pushed (positive aeration) or pulled (negative aeration) with fans, maintains optimal oxygen and temperature levels to accelerate decomposition. The piles are covered either with a synthetic cover or a biolayer, such as finished compost or woodchips, to retain heat and moisture while controlling odors.



Figure 40: Engineered Compost Systems (ECS) example of a 20,000 TPY ASP Curbside Food Scrap and Yard Trimming Facility

Table 36: Estimated Costs & Revenue for ASP Facilities

ASP Facility Cost & Revenue Factors	25k TPY Facility	50k TPY Facility
Feedstock Throughput (TPY)	25,000	50,000
Capital Costs		
Aerated Static Pile System (\$)	\$2.2 M	\$4.4 M
Equipment Capital (\$)	\$3.2 M	\$4.8 M
Site Development and Building Capital (\$)	\$10.9 M	\$14.9 M
Total Capital Cost (\$)	\$16.4 M	\$24.1 M
Total Annualized Capital Cost (\$)	\$1.5 M	\$2.3 M
Total Annualized Capital Cost (\$/ton)	\$61.21	\$45.10
Operating Costs		
Total Annual Operating Cost (\$)	\$1.2 M	\$2.2 M
Total Operating Cost (\$/ton)	\$48.56	\$43.24
Revenues		
Tipping Fee (\$/ton)	\$37	\$37
Compost Sales (\$/CY)	\$23	\$23
Total Annual Revenue (\$)	\$1.4 M	\$2.9 M
Total Revenue (\$/ton)	\$57.84	\$57.84
Profitability		
Total Annual Income (\$/ton) *	\$9.28	\$14.60
Total Annual Profit (\$/ton) **	(\$51.93)	(\$30.50)
Total Annual Profit (\$) **	(\$1.3 M)	(\$1.5 M)

*Total Annual Income = Total Revenue - Total Operating Costs

**Total Annual Profit = Total Revenue - Total Operating Costs - Annualized Capital Costs

Note: Negative values are represented using parentheses ()

The annual profit of a 25,000 ton per year (TPY) facility is (\$1.3 M), and the annual profit of a 50,000 TPY facility is (\$1.5 M). With an overall estimated capital cost of \$16.4 M for a 25,000 TPY facility and \$24.1 M for a 50,000 TPY facility, the annual income of the facilities after tip fees and compost sales would be (\$51.93) per ton of incoming material for a 25,000 TPY facility and (\$30.50) per ton for a 50,000 TPY facility. It will take approximately 71 years for the 25,000 TPY facility and 33 years for the 50,000 TPY facility to reach the break-even point, calculated as capital costs divided by annual revenue minus annual operating costs. However, this timeline assumes no grant funding, upfront capital expenses, and all new equipment. Excluding capital costs, the annual income of the facility is \$9.28 and \$14.60 per ton processed for a 25,000 TPY and 50,000 TPY facility, respectively. Significant capital expenses may be offset by securing additional funding or identifying other cost-saving opportunities.

Appendix C - Funding Opportunities and Other Resources

1. The **Colorado Circular Communities (C3) Enterprise** has ongoing applications available for Mini Grants, Impact Grants, and Capacity Building Grants. These funding opportunities support projects that contribute to the advancement of a circular economy in Colorado. <https://coloradocircularcommunities.org/>
2. **Colorado's Extended Producer Responsibility law (HB 22-1355)** sets up a Producer Responsibility (EPR) program that requires companies that sell products in packaging and paper products to fund a statewide recycling system to recycle those materials. The companies coordinate, fund, and manage this statewide recycling system. Colorado's EPR law, which is expected to begin implementation in 2026, sets the framework of reimbursing service providers **100% of the eligible net costs associated with recycling covered materials.**

The Colorado Plan Proposal, published in February 2025 by the Circular Action Alliance (CAA), states that **"reimbursement of drop-off and curbside collection costs will cover costs such as a capital costs, base-level education and outreach, operational costs, reasonable profit margin, and eligible administrative expenses."** While this draft plan proposal is currently under review, South Metro should continue to monitor and stay engaged for funding opportunities for regional recycling drop-off centers.

<https://cdphe.colorado.gov/hm/epr-program>

3. The **Municipal Blueprint for Composting Report** by Closed Loop Partners and Eco-Cycle provides guidance to municipal leaders in zero waste, solid waste and sustainability on establishing and scaling composting infrastructure and organics management programs nationwide. The blueprint offers a clear and actionable framework, including policy and program expansion for diverting food scraps, setting up programs and infrastructure, and communication with program participants.
<https://www.closedlooppartners.com/research/municipal-blueprint-report/>
4. The **Colorado Construction, Demolition and Deconstruction Policy Toolkit** from Recycle Colorado was developed by members of Recycle Colorado's C&D Council, a group of industry stakeholders including public, private, and nonprofit sector entities working to support construction, demolition and deconstruction (C&D) materials recovery in Colorado. The toolkit can assist local government staff and policymakers in developing diversion programs for the built environment which significantly contributes to climate and zero-waste planning efforts. The toolkit provides a step-by-step process to develop policies to manage C&D materials, from research through policy development, program implementation and ongoing management.
<https://www.recyclecolorado.org/c-d-policy-toolkit>
5. The **Local Implementation, Mitigation, and Policy Action (Local IMPACT) Accelerator** is a grant program available to local and tribal governments. It supports the adoption of policies in the areas of buildings, land use, transportation, and waste. Funds are available for both policy advancement and project implementation. Round 2 applications for 2025 will be accepted from January 16 to February 18, 2026, with the Letter of Intent (LOI) due between October 1 and November 17, 2025. <https://energyoffice.colorado.gov/local-impact-accelerator>

Appendix D- References

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Hauler Licensing and Equal Space Ordinance

August 18, 2026
Laura Rosenbaum

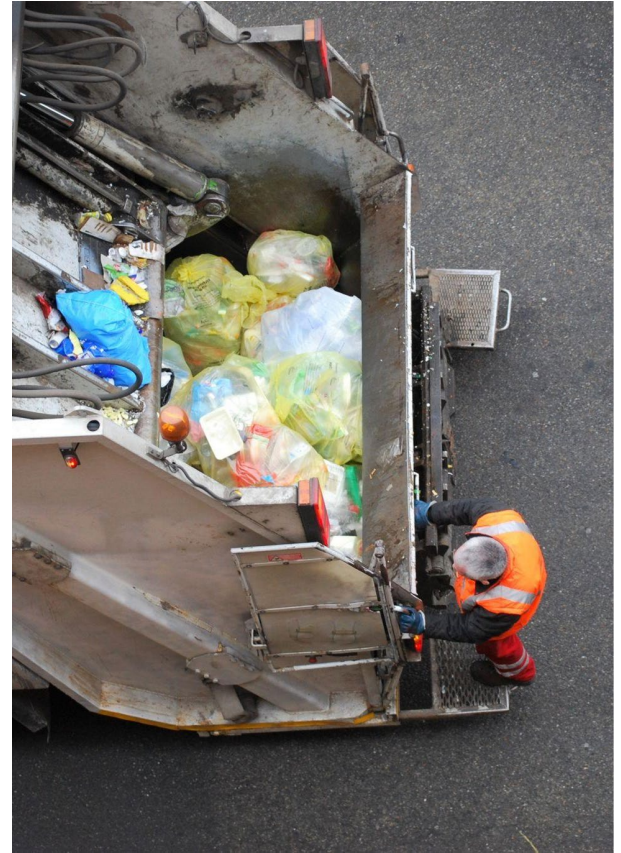


STEPS
Strategic Technical
Expertise for the
Public Sector



Agenda

- Summary of previous efforts
- Hauler licensing overview and key benefits
- Colorado's Producer Responsibility Program
- Review of current project
- Discussion of current conditions
- Peer hauler licensing programs
- Hauler engagement findings
- Best practices
- Recommendations
- Equal space ordinance updates
- Next steps and looking forward



Strategic Technical Expertise for the Public Sector



Colorado Circular Communities (C3) is a statewide program that provides financial and technical assistance to enhance circularity across the state, and helps communities achieve their waste diversion and aversion goals.



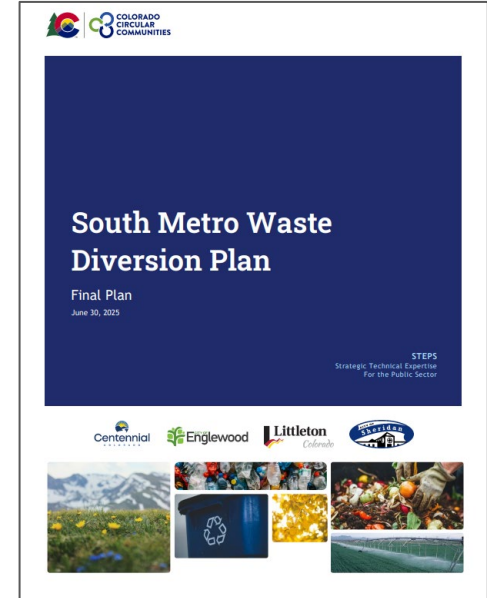
Centennial & Littleton were selected to receive no-cost consulting from C3's Strategic Technical Expertise for the Public Sector (STEPS) program.



Resource Recycling Systems (RRS) is working with Centennial & Littleton on policy considerations for a hauler licensing ordinance.

South Metro Waste Diversion Project

- The South Metro Region (Cities of Centennial, Englewood, Littleton, and Sheridan) completed a project under the STEPS program in 2025.
- The project included hauler engagement, a residential survey, focus groups, a waste characterization study, and a regional waste summit.
- The final plan includes a clear set of actionable strategies to reduce the amount of waste that is going to landfills.
- Recommendations included requiring hauler licensing.



Hauler Licensing Overview

- Regulate haulers that collect and transport solid waste for residents and businesses.
- May cover haulers that provide trash, recycling, and organics waste services.

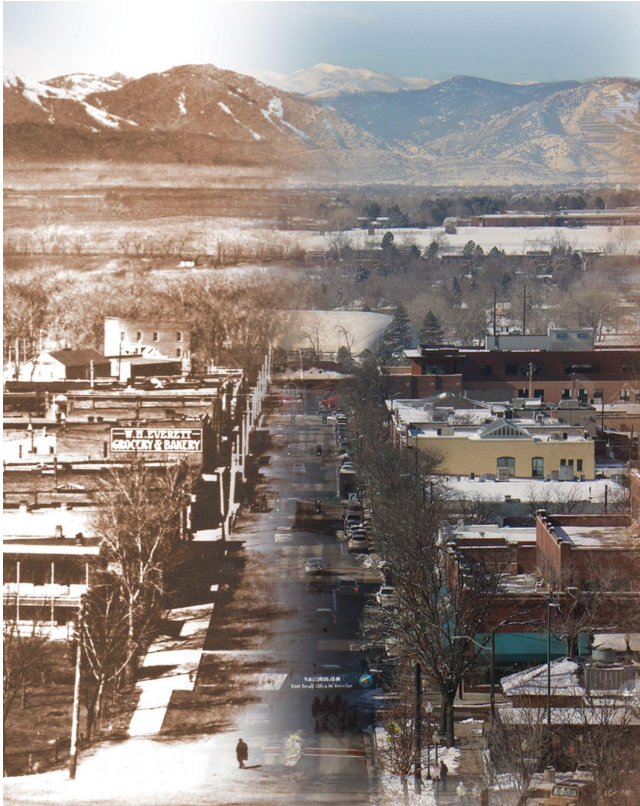
Key Benefits:

- Data collection
- Level playing field
- Transparency in operations
- Hauler accountability
- Insurance expectations
- Recycling access

Colorado's Producer Responsibility Program

- Requires companies that produce packaging and paper products to fund a statewide recycling system.
- Circular Action Alliance (CAA) will reimburse local governments and recycling companies that choose to participate.
- Residents will no longer be charged for the recycling services that are reimbursed by CAA.
- Hauler licensing can align with the program to support expanded recycling access, leverage statewide hauler reporting, and coordinate consistent education and outreach.

Current Conditions in Littleton



- Open market system with no oversight
- Noise ordinance must be followed
- No guidance for new residents other than to coordinate with their neighbors

Peer Hauler Licensing Programs

Hauler licensing is a well-established policy tool. Several Colorado communities have already adopted hauler licensing ordinances.

Example ordinances:

- Englewood ([Code 5-26](#))
- Windsor ([Ordinance 2026-1749](#))
- Lafayette ([Ordinance 21, Series 2020](#))
- Lakewood ([Code 5-29](#))
- Westminster ([Code-5-7](#))
- Superior ([Code 6-5-10](#))



Regional Hauler Fees

Location	Enacted	License Pricing
Englewood	Updated in 2023	\$100 per vehicle annually
Lafayette	2020	\$250 per company annually
Westminster	Updated in 2017	\$250 annually for the company; \$250 for each solid waste vehicle; \$10 for each vehicle hauling recycling
Adams County	2024	1-3 hauling vehicles = \$100 annually; 4-9 hauling vehicles = \$300 annually; 10+ hauling vehicles = \$600 annually

Best Practices



Target
Subscription-
Based Haulers



Offer or
Provide
Recycling



Clear & Digital
Data Reporting



Nominal
Fees



Establish
Operation
Days/Times



Education &
Outreach on
Recycling



Labeled Trucks
& Containers



Colorado
Department of
Transportation
Inspections

Recommendations for Hauler Licensing

- Generally following a medium regulatory model
- Reporting requirements
- Include where materials are disposed/recycled/composted
- Scope includes all haulers (trash, recycling, organics) with limited exceptions
- Must provide recycling and participate in EPR, for curbside haulers
- Volume-based pricing (aka: Pay-as-you-throw, PAYT)
- Graduated enforcement model

Equal Space Ordinance Updates

1 Definition	2 Code	3 Timeline
All new and significantly remodeled structures where refuse is generated by the use of the structure shall provide adequate space for the collection and storage of refuse and recyclable materials	Working in conjunction with Community Development on their ULUC timeline; will include presentation to Planning Commission	To be brought to council for first and second reading in Q1-Q2 of 2027

Next Steps

- If supported by City Council, staff will continue to develop the hauler licensing ordinance and program for City Council's consideration
- Continue to move through the equal space ordinance timeline and work with Planning Commission
- Increase community outreach and education as it pertains to these changes