

HB 05-1254 Grant Application to the Colorado Water Conservation Board

Applicant: Green Industries of Colorado (GreenCO)

Project Name: GreenCO Water Conservation Best Management Practice (BMP) Expansion Project

Goal: Enhance and expand existing GreenCO water conservation BMPs to promote landscape water conservation in Colorado, both within the green industry and among water providers and local governments.

Funds Requested: \$72,433¹

Matching Funds: \$24,100 provided by GreenCO Staff (Brenda O'Brien), GreenCO Board, Industry Advisory Panel, and Total Translations and Transcultural Services

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Project Background and Overview

GreenCO is an umbrella trade organization representing the common interests of eight landscape-related trades. GreenCO represents urban agriculture, providing a variety of goods and services in both wholesale and retail markets statewide. GreenCO is the voice for more than 1,500 small, medium and large wholesale, retail and agri-business member companies and their 40,000 employees in Colorado. The industry contributes \$2 billion to Colorado's economy. Each of GreenCO's members has in common an economic dependence on built landscapes. The mission of GreenCO's water program is:

“To inform, encourage, and instill the practice of sound water use across Colorado and ensure that built landscapes remain an essential foundation of Colorado's quality of life, economic health and public image.”

In keeping with this mission, GreenCO unveiled its Green Industry Best Management Practices (BMPs) Manual for the Conservation and Protection of Water Resources in Colorado in 2002, and launched its sister training program in 2004, along with a minor update to the manual. These projects were made possible through a grant from the Colorado Department of Public Health and Environment (CDPHE) Water Quality Control Division (under a grant from the U.S. Environmental Protection Agency) with additional funding support from the Governor's Office of Energy Management and Conservation, Colorado Water Conservation Board, CDPHE Non-Point Source Program and CDPHE Pollution Prevention Partnership.

¹Seven tasks are included in this grant application. GreenCO is willing to accept funding for a subset of these tasks, if necessary.

Since 2004, GreenCO has trained in excess of 500 field professionals, demonstrating its commitment to actual implementation of the GreenCO BMPs, rather than allowing the BMP manual to “sit on a shelf.” At the outset of the BMP project, the intent of the green industry was to create scientific fact-sheets describing good everyday practices, not simply drought practices, to aid industry personnel in water-use efficiency in all aspects of design, installation, and maintenance. The GreenCO BMP Manual and training program are tools created by the industry for the industry; as a result, GreenCO is uniquely positioned to further educate the green industry and other key stakeholders concerned about water conservation and water quality protection in Colorado. GreenCO recognizes that water conservation is largely dependent on behavioral change, based in turn on strong educational and outreach efforts. Expansion and reinforcement of GreenCO’s water conservation message is needed to meet long-term water conservation objectives.

As of August 2007, the GreenCO Board determined that a third phase of its BMP project was appropriate to revise existing BMPs, add more technical substance, and begin identifying new practices to correlate with the with the “green movement” (also addressing issues such as sustainability, energy, reuse, recycling, alternative fuels, and transportation, among others). GreenCO’s goal is to build upon the ongoing success of the program to reach not only its industry, but also a wide array of affected parties and stakeholders. The purpose of this BMP expansion project is to keep the program up-to-date with the newest BMPs and the most current industry standards for industry professionals, as well as develop a tool to enable local governments and water providers to integrate the GreenCO BMPs into their own training efforts and water conservation plans. Leveraging GreenCO BMPs can help facilitate increased consistency in water conservation practices throughout Colorado, both by the user and the supplier.

Project Scope of Work

The project scope of work includes seven tasks, which are described below. These seven tasks build upon GreenCO’s commitment to promote landscape water conservation and water resources protection, which includes these objectives:

- Decrease water use and protect water quality
- Develop internal and external water conservation education tools
- Develop drought preparedness/ industry survival strategies
- Leverage industry lessons into broader community understanding and action

The project tasks focus not only on updating and enhancing the BMP manual itself, but also taking the time necessary to communicate with both industry membership and local governments. GreenCO recognizes that for the BMP manual and training program to be successful and reach its target audience, effective communication is needed at both the industry and local government levels. Budgets and milestones for these tasks are provided separately following the task descriptions.

Task 1. Convene industry-based task force to review existing BMP Manual to identify areas in need of expansion or revision. The GreenCO BMP Manual is a “living document” that is periodically updated to reflect the most current industry standards and practices. As a result of the GreenCO BMP training program that has been underway for the last three years, a variety of desired enhancements have been identified. A four-year period will have elapsed since the last manual update, so GreenCO believes the timing is appropriate for Version 3.0 of the manual. Additionally, GreenCO now includes representation from golf course superintendents, providing incentive to enhance the portion of the manual related to golf course BMPs. Approximately six meetings are anticipated to identify and discuss needed changes, in addition to relying on feedback received to date on specific topics. In addition to working with a small advisory group, a broader “Zoomerang” survey may also be conducted to obtain industry comments. Input will also be solicited from water utilities familiar with the manual and CWCB. GreenCO has budgeted a moderate amount of time to this task to ensure the update “process” is adequately inclusive and that “real world” perspectives are integrated in the manual update. Representative topics that will be addressed in the BMP manual update include:

- Additional criteria for existing BMPs
- New BMPs (limited number)
- Additional resources providing more in-depth information in appendices (i.e., existing BMP fact sheets are brief; more detailed resources can be provided as appendices)
- Updates to links for more detailed information
- Integration with CWCB Water Conservation Plan Development Guidance
- Example applications/case studies to improve user friendliness
- Diagrams and flow charts

Representative topics that have been raised for consideration by industry members include:

- Nursery and greenhouse BMPs:
 - Planting practices
 - Wire baskets
 - Energy in the greenhouse
- Landscape ordinances:
 - Refine and/or reference models that already exist; DOLA and Metro Mayor’s BMPs
- Landscape designs:
 - Explore opportunities to address design specifications include proper plant selection
- New irrigation technologies
- Plant selection
 - Introduction of xeric hybrid perennials
- Water reuse
- Sustainability projects – leverage technology opportunities

- Opportunities for integration with stormwater management objectives (e.g., Low Impact Development, Better Site Design, Disconnecting Directly Connected Impervious Area)

Task 2. Revise BMP Manual and distribute the manuals on CDs and in hard copy.

Based on the results of the process in Task 1, the BMP Manual and CD will be revised and distributed to industry professionals and local governments, as well as posted to the GreenCO website (www.greenco.org). Targeted mailings of hard copy manuals to entities such as the Colorado WaterWise Council, Colorado Foundation for Water Education, Home Builders Association, Colorado Municipal League, the League of Women Voters (AWARE program), and others in roles related to outdoor water use and conservation will also be completed. GreenCO plans to reproduce approximately 350 hard copies of the revised manual and approximately 3000 CDs.² GreenCO will mail CDs to each of its members, and mail a hard-copy of the manual to local governments and other targeted entities. As it is today, a free download of the manual will also be offered on GreenCO's website. Additionally, the on-line BMP search engine will be updated.

Task 3. Package revised GreenCO BMPs in a manner that will enable direct insertion into CWCB Water Conservation Plans and assist CWCB in outreach/education related to the BMPs.

GreenCO envisions that its BMP program can be adopted by local communities as a key tool in promoting landscape water conservation, consistent with CWCB's goals to further water conservation through water conservation plans. Although the GreenCO BMP Manual specifically targets the green industry, its content can efficiently be repackaged in a format that can meet local government conservation program requirements under CWCB water conservation plans. GreenCO would like to work with CWCB staff to package the GreenCO BMPs in a manner that will meet local government needs, while maintaining consistency with actual green industry practices. This type of "packaged" product would be included with the BMP Manual mailing referenced in Task 2. Additionally, GreenCO would participate in a minimum of two CWCB workshops to increase awareness of this tool and assist with CWCB outreach efforts. Additional workshop participation may be provided, pending budget availability.

Task 4. Revise BMP training program materials to include additional example slides and other updated information.

In 2004, GreenCO developed a BMP training program, which includes a training course and exam. To date, over 500 individuals have participated in this on-going program. Following the update and revision of the BMP manual, both the training program Powerpoint and exam will need to be updated based on the most current manual. Criteria will also be established regarding requirements for a BMP "refresher" course based on recommendations from green industry representatives.

Task 5. Coordinate with GreenCO members, water utilities, and local governments to facilitate broader awareness of and potential adoption of the BMP training

² Actual numbers of copies may vary based on reproduction costs associated with final manual size. Hard copies will be printed in black and white with a color cover.

program. GreenCO will continue to market its BMP training program internally to its membership, building upon its existing program and offering the BMP training program at industry forums such as the ProGreen Expo each year. In many ways, GreenCO's members are the "front line" in watershed stewardship, with a unique opportunity to set an example and influence the public. Building on its internal program, GreenCO envisions opportunities with local governments who can "raise the bar" on landscape water conservation in their jurisdictions by co-sponsoring or offering the GreenCO BMP training program. This is a win-win scenario for both GreenCO's members and local jurisdictions.

While some Colorado local governments are familiar with GreenCO's BMPs, many communities, particularly on the western slope, are not. Significant opportunities exist for local governments to adopt or integrate the GreenCO BMPs into their own water conservation and education programs. As one example, the Town of Castle Rock requires individuals or companies wishing to perform landscape and irrigation design, installation or maintenance in the Town to attend the BMP training program. This model may be of interest in other Colorado communities to help increase awareness among industry and other entities regarding both water conservation and water quality protection. In this manner, GreenCO and local governments are able to partner to achieve the common goal of better implementation of landscape water conservation practices. The GreenCO BMP training program can be a particularly good tool for smaller to moderate sized local governments or utilities, which may not have financial resources for in-house water conservation staff. GreenCO will use existing communication channels through CWCB, water conservancy districts, the Colorado Water Wise Council and other entities to increase awareness of the GreenCO BMP program and work with local governments to develop partnerships regarding the BMP training program. More widespread implementation of the Castle Rock BMP training model has significant potential to effectively reach a key target audience in multiple locations throughout the state.

Task 6. Publicize project goals and accomplishments to increase awareness of landscape water conservation tools available to the green industry, local governments and water providers. In order for the project to be successful, it is essential that the project be embraced, adopted, and well publicized among industry members and local governments. To accomplish this, short articles and press releases will be developed for inclusion in local newspapers, professional publications, "GreenCO Updates" newsletter, etc.), and other print and web-based media. GreenCO has experienced considerable success in previous projects with regard to such articles. Two rounds of publicity are envisioned: an initial round to alert potentially interested parties to the project and a second round nearing project completion so that interested parties are aware of the availability of the enhanced resources. Specific information-sharing channels include:

- Project kick-off and final presentation to Colorado Water-Wise Council
- Press releases to GreenCO member industry newsletters, including American Society of Landscape Architects, the Associated Landscape Contractors of

Colorado, Colorado Association of Lawn Care Professionals, Colorado Nursery and Greenhouse Association, Garden Centers of Colorado, International Society of Arboriculture, Rocky Mountain Sod Growers Association and the Golf Course Superintendents Association.

- o Article submissions to *Water Efficiency* magazine, *Colorado Green* magazine, *Home Builder* magazine, *Looseleaf*, and possibly *Headwaters* magazine (published by the Foundation for Water education.)

Task 7. Translation of BMP Manual and Training Materials to Spanish. A significant portion of the green industry's permanent workforce population is Spanish speaking. All existing materials related to the BMP Training Program are available in both English and Spanish to afford equal education and learning opportunities for all those who work in the industry. Spanish speaking individuals represent all levels of industry membership, ranging from management to entry-level field personnel. GreenCO will translate the 2008 update of the project into Spanish, and reproduce and distribute 50 hard copies and 500 CDs.

Project Budget

The project budget associated with each task is provided in Table 1. Expenses associated with each task generally include photocopying, postage, mileage, and long-distance phone charges. See supporting Table 1a for expenses associated with reproduction of hard copy BMP manuals and CDs, and postage for mailing to industry members, local governments and other targeted entities. See Table 1b for estimated labor expenses for Spanish translation of project materials. See Table 1c for consultant hours estimated for this project. Wright Water Engineers billing rates are attached separately and are the basis for the labor costs in Tasks 1-6.

Matching funds will be based primarily on in-kind contributions of time and expertise from industry representatives, GreenCO staff, and GreenCO Board members. For comparison, during the 2004 319 grant funded project, in-kind contributions totaled approximately \$18,000 for the BMP manual update and training program development; thus, GreenCO has a strong track record in generating matching funds. A significant portion of matching funds will be based on GreenCO staff time contribution from Brenda O'Brien, estimated at \$10,640, with \$13,640 based primarily on industry representatives' participation in advisory meetings, phone interviews, e-mail correspondence, and draft work product review. The remaining \$1,360 will be provided based on a 25 percent in-kind match provided by the Spanish translation contractor, Total Translations and Transcultural Services.

Table 1. GreenCO Project Budget

Task	Description	Consultant Labor Hours	Consultant Labor Billing Rate (\$)	Consultant Labor	Expenses ¹	Expenses Description	Total CWCB Funds Requested	Industry Labor Hours ²	Industry Labor Rate (\$) ²	Matching Funds (In-kind Industry)	GreenCO Staff Labor Hours	GreenCO Staff Labor Rate (\$)	Matching Funds GreenCO Staff	Total Matching Labor Hours	Total Match	Total Project Cost
1	Convene industry task force to identify needed changes to GreenCO BMP Manual (Six meetings and other correspondence)	116	See Table 1c	\$ 14,076	\$ 400	Expenses allocated to cover mileage to local meetings, photocopying, long distance phone calls, etc.; expenses billed at WWE Rate Schedule	\$ 14,476	120	\$ 40	\$ 4,800	50	\$ 40	\$ 2,000	170	\$ 6,800	\$ 21,276
2	Revise manual and distribute manuals/CDs	83	See Table 1c	\$ 10,095	\$ 17,950	See Table 1a	\$ 28,045	40	\$ 40	\$ 1,600	45	\$ 40	\$ 1,800	85	\$ 3,400	\$ 31,445
3	Package GreenCO BMPs in a manner to enable incorporation into CWCB Water Conservation Plans; presentations at a minimum of 2 CWCB Workshops	74	See Table 1c	\$ 8,866	\$ 443	Expenses estimated at 5% of labor costs; expenses billed at WWE Rate Schedule	\$ 9,309	40	\$ 40	\$ 1,600	40	\$ 40	\$ 1,600	80	\$ 3,200	\$ 12,509
4	Revise BMP training manual and materials	40	See Table 1c	\$ 4,840	\$ 242	Expenses estimated at 5% of labor costs; expenses billed at WWE Rate Schedule	\$ 5,082	40	\$ 40	\$ 1,600	40	\$ 40	\$ 1,600	80	\$ 3,200	\$ 8,282
5	Coordinate with water utilities and local governments to increase awareness of GreenCO BMPs and BMP training program.	39	See Table 1c	\$ 4,855	\$ 243	Expenses estimated at 5% of labor costs; expenses billed at WWE Rate Schedule	\$ 5,098	40	\$ 40	\$ 1,600	50	\$ 40	\$ 2,000	90	\$ 3,600	\$ 8,698
6	Project publicity (limited to print and web-based media)	30	See Table 1c	\$ 3,630	\$ -	Expenses not allocated since electronic transfer of information is anticipated	\$ 3,630	4	\$ 40	\$ 160	25	\$ 40	\$ 1,000	29	\$ 1,160	\$ 4,790
7	Project Translation to Spanish	see Table 1b for supporting information	\$0.15/word	\$ 4,093	\$ 2,700	See Table 1a	\$ 6,793	18 (Also See Table 1b)	\$ 40	\$ 2,100	16	\$ 40	\$ 640	31	\$ 2,740	\$ 9,533
Total Cost (\$)		382		\$ 50,455	\$ 21,978		\$ 72,433	284		\$ 13,460	266		\$ 10,640	565	\$ 24,100	\$ 96,533

Notes:

¹Expenses: With the exception of reproduction and mailing of the manuals and CDs, which are described in detail in Table 1a, project expenses are estimated as a proportion of labor costs for most tasks. This enables expenses to be incurred for routine photocopying, postage, long distance phone calls, and mileage. WWE's standard rate schedule is attached, itemizing rates used for expenses.

²Industry Labor Rate Estimate: For purposes of this table, a \$40 labor valuation rate is used. Actual valuation rates may range from \$25 to \$80 per hour, based on the expertise of the individual. For example, CSU staff with specialized expertise would be valued at a higher labor valuation rate. A \$40 average rate is assumed to be a reasonable estimate of the mix of expertise on the advisory committee. Labor volunteer hours will be accrued through advisory committee participation, independent review and comment, and meetings.

For example, for Task 1, 10 individuals are conservatively estimated to participate in six two-hour meetings. Time valuation also includes city/utility/water provider time valued in meetings, phone calls, etc. Actual time contributed may be higher than reflected in this table and may vary across tasks. Labor hours are estimated based on previous projects related to the GreenCO BMP program.

**Table 1a. Cost Basis for Tasks 2 & 7 Expenses
(Reproduction and Mailing of Manuals and CDs)**

Description	Cost/Unit	Description	# Units	Total Cost
Task 2 Expenses				
CD of BMP Manual	\$ 1.90	Reproduction and postage	3000	\$ 5,700
Hard Copy Manual	\$ 35.00	Reproduction and postage	350	\$ 12,250
Subtotal				\$ 17,950
Task 7 Expenses				
Spanish Hard-copy Manual	\$ 35.00	Reproduction and postage	50	\$ 1,750
CD of BMP Manual in Spanish	\$ 1.90	Reproduction and postage	500	\$ 950
Subtotal				\$ 2,700
Total				\$ 20,650
<i>(Note: Number of manuals reproduced may be adjusted based on final reproduction costs)</i>				

Table 1b. Cost Basis for Spanish Translation (Task 7)

Description	Cost
Estimate 10 New BMPs @ 870 words per fact sheet (\$0.15/word)	\$ 1,305
Estimate 25% Change in Wording for 31 Existing BMPs (\$0.15/word x 25% x 870 words per fact sheet)	\$ 1,011
Assume 50 Pages of New Appendices/Resources (\$0.15/word)	\$ 1,631
Addition/Revision of Powerpoint Slides	\$ 300
Addition/Revision of Test Questions (2 exams)	\$ 300
Subtotal	\$ 4,548
Contingency Allowance (since actual number of pages is currently unknown) (20%)	\$ 912
Total Estimated Translation Costs	\$ 5,460
<i>Note on Matching Funds: 25% Discount (In-kind Match) to Total Cost Provided by Total Translations and Transcultural Services</i>	\$ 1,360

Table 1c. Detailed Consultant Labor Hours

Task	Description	Labor Hours	Consultant Hourly Billing Rate (\$/hr)	Total Consultant Labor
1	Convene industry task force to identify needed changes to GreenCO BMP Manual (includes six meetings)			
	Jane Clary, Senior Water Resources Scientist/Project Manager	104	\$ 121	\$ 12,584
	Senior Consultant/Principal Advisors: Kenneth Wright, P.E., Patricia Flood, P.E., Wayne Lorenz, P.E., Jonathan Jones, P.E.	8	\$ 155	\$ 1,240
	Administrative Staff/Engineering Technician III: (Mary Simmerman, Suzanne McNamara)	4	\$ 63	\$ 252
	Subtotal	116		\$ 14,076
2*	Revise manual and distribute manuals/CDs			
	Jane Clary, Senior Water Resources Scientist/Project Manager	59	\$ 121	\$ 7,139
	Senior Consultant/Principal Advisors: Kenneth Wright, P.E., Patricia Flood, P.E., Wayne Lorenz, P.E., Jonathan Jones, P.E.	8	\$ 155	\$ 1,240
	Engineering Professional II/Support Staff: Jennifer Keyes	8	\$ 89	\$ 712
	Administrative Staff/Engineering Technician III: (Mary Simmerman, Suzanne McNamara)	8	\$ 63	\$ 504
	Outside website support: Barb Goetsch, Team BTS	8	\$ 65	\$ 500
	Subtotal	83		\$ 10,095
3	Package GreenCO BMPs in a manner to enable incorporation into CWCB Water Conservation Plans; present information at a minimum of 2 CWCB Workshops			
	Jane Clary, Senior Water Resources Scientist/Project Manager	50	\$ 121	\$ 6,050
	Senior Consultant/Principal Advisors: Kenneth Wright, P.E., Patricia Flood, P.E., Wayne Lorenz, P.E., Jonathan Jones, P.E.	8	\$ 155	\$ 1,240
	Senior Project Engineer: Dave Foss, P.E.	8	\$ 134	\$ 1,072
	Administrative Staff/Engineering Technician III: (Mary Simmerman, Suzanne McNamara)	8	\$ 63	\$ 504
	Subtotal	74		\$ 8,866
4	Revise BMP training manual and materials			
	Jane Clary, Senior Water Resources Scientist/Project Manager	40	\$ 121	\$ 4,840
5	Coordinate with water utilities and local governments to increase awareness of GreenCO BMPs and BMP training program and develop partnerships to offer the BMP training program			
	Jane Clary, Senior Water Resources Scientist/Project Manager	35	\$ 121	\$ 4,235
	Senior Consultant/Principal Advisors: Kenneth Wright, P.E., Patricia Flood, P.E., Wayne Lorenz, P.E., Jonathan Jones, P.E.	4	\$ 155	\$ 620
	Subtotal	39		\$ 4,855
6	Project publicity (limited to print and web-based media)			
	Jane Clary, Senior Water Resources Scientist/Project Manager	30	\$ 121	\$ 3,630
7	Project Translation to Spanish	see Table 1b for supporting information for Total Translations	\$0.15/word	\$ 4,093
Total		382		\$ 50,455

Project Milestones and Deliverables

The project will be conducted during the “off-season” for the green industry to maximize industry input and communication. The project kick-off is envisioned for October 2007, with several key tasks targeted for completion prior to the 2008 peak-season. The overall project will be completed by September 30, 2008. *(Actual milestones may be adjusted based on timing of grant award.)*

Table 2. Milestones and Deliverables

Task	Description	Deliverable	Draft (or interim milestone)	Final
1	Convene industry task force to identify needed changes to GreenCO BMP Manual	Six or more meetings; compilation of new industry literature sources	Begin October 2007	1/31/2008
2	Revise manual and distribute manuals/CDs; update website	Revised manuals (350)/CDs (3000); materials posted to GreenCO website	3/1/2008	5/15/2008
3	Package GreenCO BMPs in a manner to enable incorporation into CWCB Water Conservation Plans; assist in CWCB outreach	Landscape BMP Package for Local Governments; participate in 2 or more CWCB Workshops	6/15/2008	8/31/2008
4	Revise BMP training manual and materials	Revised Powerpoint and instructors' guide; two revised exams; training brochure	4/1/2008	5/1/2008
5	Coordinate with members, water utilities and local governments to increase awareness of GreenCO BMPs and BMP training program. Increase partnerships with local communities.	Personal meetings, phone calls, emails and direct mail	Begin October 2007	2/1/2008
6	Publication of articles in local newspapers and industry publications.	Articles/press releases	10/1/2007	9/30/2008
7	Translation of project materials to Spanish	Translated materials (50 manuals; 500 CDs)	8/1/2008	9/30/2008

Reporting to CWCB

Regular updates will be provided to CWCB in the form of cover letters associated with monthly billings. Progress reports will be provided at the 50 percent and 95 percent milestones and final reports will be provided upon completion. The 50 percent milestone is estimated to occur in mid-March, 2008.

Project Team and Partners

Brenda O'Brien, GreenCO Project Manager, will be responsible for spearheading the internal project coordination and general project administration for GreenCO.

Wright Water Engineers, Inc. (WWE) will serve as the technical consultant for the project. Jane Clary, Senior Water Resources Scientist with WWE, will be responsible for completion of project tasks (excluding Spanish translation, materials reproduction and distribution) with support from WWE staff. Jane Clary was the WWE project manager responsible for the initial release of the GreenCO BMP Manual in 2002, second release in 2004, and development of the GreenCO BMP Training Program in 2004. During the same time, she also managed a joint water conservation BMP project between the Homebuilders Association of Metro Denver and GreenCO under a Governor's Office of Energy Management and Conservation grant. The expertise of other WWE engineers and scientists will also be available to GreenCO, as listed in Table 1c.

Translation of project materials to Spanish will be completed by Total Translations and Transcultural Services, who completed the 2004 Spanish translation. They have agreed to provide a 25 percent in-kind match (discount) to their fees in support of the project.

Team BTS will complete updates to the GreenCO website related to the manual update, including limited revisions to the BMP search engine.

The project will rely on input from industry members in the form of advisory committee meetings, interviews and written feedback from previous training classes. This approach was a key component of previous phases of this project and was a successful project model. The GreenCO Board of Directors, which includes representation across GreenCO's member industries, will provide support, as needed. Specific partnerships that GreenCO will pursue on this project to ensure that "the wheel is not reinvented" and that the most up-to-date information is obtained include:

- Associated Landscape Contractors of Colorado (to ensure coordination with the Certified Landscape Technician [CLT] program)
- Colorado State University Cooperative Extension
- Industry professionals
- Utility personnel
- Colorado WaterWise Council (Brenda O'Brien serves on the Board)
- 2004 committee members (who may still be available)
- EPA WaterSense
- Irrigation Association
- Homebuilders Association of Metro Denver

Attachments

GreenCO Organizational Chart

GreenCO Letter of Intent

GreenCO Advisory Committee Letter of Commitment

Wright Water Engineers, Inc. 2007 Billing Rates

Total Translations and Transcultural Services Commitment

Other Supporting Information

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