

Exhibit A

Statement Of Work	
Date:	June 30, 2023
Name of Grantee:	Northwest Colorado Council of Governments on behalf of its Water Quality/Quantity Committee (QQ)
Name of Water Project:	Water and Its Relationship to the Economies of the Headwaters Counties Study Update and Outreach
Water Project Overview:	
<p>The Northwest Colorado Council of Governments Water Quality/Quantity Committee (QQ) is applying for a Colorado Water Plan Grant to update "Water and Its Relationship to the Economies of the Headwaters Counties" (2012) ("Report" and "Report Update"). This Report evaluates the importance of water resources not only to the economy of the headwaters counties (Eagle, Grand, Gunnison, Pitkin, Routt, Summit), but its value to economy of the state as a whole. The Report focuses on the three primary economic drivers in the headwaters region: recreation tourism, agriculture, and resource extraction.</p> <p>The 2012 Report has served as an important resource for water and land use policy planning and decision- making in Colorado—including being utilized in the Colorado Basin Implementation Plan and presentations before the Interim Water Resource Review Committee of the General Assembly, Colorado Water Congress, elected official boards statewide, and local and statewide nonprofits. The Report is now more than a decade old and needs to be updated to reflect current data, new studies, additional examples of economic impacts already being felt in the region from low flows and high temperatures, and better projections of future impacts of climate change to river and stream flows.</p> <p>After the Report Update is complete, a strategic communications plan including digital and in-person outreach will ensure that key audiences are engaging and utilizing the Report Update.</p>	
Project Objectives:	
<ol style="list-style-type: none">1. Update an existing, vital report that addresses water and its value to economies in the headwaters region and the state as a whole.2. Through a collaborative process with hydrologists, economists, policy communication consultants, and water and land use attorneys, this report will be updated using best practices, the most recent research available, and qualitative interviews with impacted stakeholders.3. After the report is complete, a strategic communications plan that includes digital and in-person outreach will ensure key audiences will be able to engage with the report in meaningful ways.	

Tasks
Task 1 – QQ will contract with economists to update existing economic report with current data and interviews, new studies, additional examples of economic impacts already being felt in the region from low flows and high temperatures, and better projections of future impacts of climate change impacts to river and stream flows to the economies in the headwaters counties as well as the state's economy as a whole.
Description of Task:

Maintain overarching sections of the report with the integration of the impact of climate change and updated data.

1. Hydrology Evaluation

- a. Contract with hydrologists to conduct targeted updates, as needed, to hydrological outlook in the 2012 Report.
- b. Define low flow periods in headwaters watersheds to be analyzed by economist.

2. Meetings, Presentations, and Project Management

- a. Contract with economists to update Report.
- b. Conduct kick-off meeting, project status meetings, draft findings meetings, and economists present to QQ members.
- c. Manage consultants, contracts, reimbursements, and administration of grant.

3. Update Sections 1 & 2 – Introduction, Purpose, and Summary of Findings & Conclusions; Economies of the Headwaters Counties

- a. Update findings and integrate projected impacts of climate change.
- b. The current sections are Tourism, Agriculture, and Mineral Resource Development.
 - i. Provide updates on information regarding these economies in the headwaters.
 - ii. Provide updated information on the value of water to the economy of the state as a whole.
- c. Update Tourism to “Recreation” and include new activities that didn’t exist or weren’t popular in 2012.
 - i. Stand-up paddleboarding, tube floats, and similar activities are new sports that have increased the number of recreational river reaches and the length of the season.
- d. For Agriculture section, update with potential impacts of fallowing fields.

4. Update Section 3 – Water and the Economies of Headwaters Counties

- a. The current subsections are: Transmountain Water Diversions, Water & Tourism, Water & Agriculture, Water & Mineral Resource Development, Water & Land Development, and Water & Sanitation Districts.
 - i. Update each of these sections with current data and the impacts of climate change.
 - ii. Update “Water & Tourism” to “Water & Recreation Tourism.”
- b. Updates to the Water & Recreation Tourism Section will include:
 - i. Impacts of River & Stream Flows
 - 1. Integrating more information about the impacts of river and stream flows, in particular the impact of shorter runoff seasons, lower flows, and elevated water temperatures on rafting and fishing businesses (e.g. the cost and impacts of increased water temperatures leading to voluntary or mandatory fishing or recreation closures on some reaches).
 - a. Explore possible economic impacts of reduction in visitors (e.g. lost hotel and restaurant revenue).
 - 2. Increasingly, communities are leasing water to provide instream flows to specific reaches to mitigate increased temperature and other impacts of reduced flows, yet the costs and benefits of these practices are poorly understood.
 - a. Include the economic benefits of water-leasing arrangements to protect aquatic life (i.e., loss aversion during water leasing) and

- long-term benefits associated with maintaining the existing recreational economy.
 - 3. Conduct interviews with key stakeholders to integrate qualitative information.
 - ii. Fishing Closures
 - 1. The Colorado, Eagle, Gunnison, and Yampa Rivers have all closed for long time periods the last few years.
 - a. Include the economic impacts from fishing closures due to elevated temperatures.
 - i. Report dates of fishing and river closures as well as the economic impacts for those dates.
 - 2. Conduct interviews with key stakeholders to integrate qualitative information.
 - iii. Recreation on Lakes & Reservoirs
 - 1. Report on the impacts of reduced boat traffic and harmful algal blooms.
 - a. Decreased water storage will reduce boat traffic and harmful algal blooms are becoming more frequent.
 - b. Harmful algal blooms lead to swimming advisories and closures. Willow Creek, Blue Mesa, and other lakes and reservoirs in the region have been affected by these issues in recent years.
 - 2. Report on the impacts of increased fishing pressure on lakes and reservoirs when streams and rivers are experiencing a closure.
 - 3. Conduct interviews with key stakeholders to integrate qualitative information.
 - iv. Impacts of Reduced Snowpack
 - 1. Report economic impacts of reduced snowpack due to drought, additional transmountain diversions, and climate change.
 - 2. Integrate available ski industry data on economic impacts of snowpack for the headwaters counties and the state.
 - 3. Integrate whitewater industry data to understand the impacts of reduced snowpack on earlier and accelerated runoff on the headwaters counties.
 - 4. Evaluate economic impact of dust on snow events.
 - c. Update the Water & Land Development Section to include benefits of preservation
 - i. Report economic benefits of preserving open space, irrigated farm/ranch land, wetlands, and riparian corridors.
 - 1. Compare economic benefits of preserving these spaces with restoration costs after damages.
 - ii. Include land use trends in conservation, development, and affordable housing.
 - 1. Highlighting linkages between housing affordability for Colorado's workforce and environmental justice.
- 5. Update Section 4 – Water Policies & Problem-Solving Successes; Include Additional Data; and Add New Forecasting and Call to Action**
- a. The Colorado Water Plan didn't exist when this initial Report was released. Share updated successes from the past decade including: the Colorado Water Plan, meaningful legislation, and updated examples of West Slope/East Slope problem-solving successes.
 - b. Conduct interviews with key stakeholders to integrate qualitative information.
 - c. Include update on Colorado River concerns, issues, and successes.
 - d. Include simple forecasts for each of the economies.
 - e. Include call to action based on findings.
- 6. Report Update**
- a. Produce final Report Update.
- 7. Report Design**
- a. Design Report Update for readability and engagement.

Method/Procedure:
<ul style="list-style-type: none"> Hydrology evaluation - Contract with hydrologists for their expertise on best flow and temperature ranges. Update Report – Contract with economists to conduct research of existing, more recent data than was used in the initial report to update key findings. Conduct interviews with key stakeholders in the reported economies and region to add qualitative information to the findings. Design final Report Update.
Deliverable:
Updated Water and Its Relationship to the Economies of the Headwaters Counties report

Tasks
Task 2 – Share report with key audiences.
Description of Task:
<p>QQ consultants will deploy a strategic communications campaign that includes digital and in-person outreach to ensure the Report Update gets into the hands of key audiences.</p> <ol style="list-style-type: none"> Digital Communications <ol style="list-style-type: none"> Share Report Update via email to QQ members. Create social media posts for QQ members and leadership to share on their pages linking to the Report Update. Pitch West Slope reporters on writing a story on the findings from the Report Update. Write Op-Ed for Colorado publications on findings from the Report Update. Share findings with Basin Roundtables, Learning by Doing, state legislators, front range water providers on the west slope and front range, water users on the west slope and front range, agriculture producers, environmental advocates, and members of the recreation industry. In-Person Outreach <ol style="list-style-type: none"> Embark on a “road show” to conferences, county and municipal local government meetings, and other events. Economists visit QQ meeting to share findings of the Report Update with QQ members. Project Management <ol style="list-style-type: none"> Manage consultants, contracts, reimbursements, administration of grant, and final report.
Method/Procedure:
Create and deploy digital communications. Conduct in-person outreach.
Deliverable:
Shareable digital report Printed report Social media posts Op-ed Press release/pitch for updated report In person presentations/discussions

Budget and Schedule

This Budget and Schedule reflects the tasks identified in the Statement of Work.

Task No.	Task Description	Estimated Start Date	Estimated End Date	Grant Funding	Match Funding	Total
1	Update existing economic report	1/1/2024	8/15/2025	\$ 89,142.00	\$ 38,273.00	\$ 127,415.00
2	Share report with key audiences	8/15/2025	12/31/2025	\$ 10,600.00	\$ 5,850.00	\$ 16,450.00
Total				\$99,742.00	\$ 44,123.00	\$ 143,865.00

Reporting Requirements

Progress Reports: The grantee shall provide the CWCB a progress report every 6 months, beginning from the date of issuance of the grant agreement. The progress report shall describe the status of the tasks identified in the statement of work, including a description of any major issues that have occurred and any corrective action taken to address these issues.

Final Report: At completion of the project, the applicant shall provide the CWCB a final report on the applicant's letterhead that:

- Summarizes the project and how the project was completed.
- Describes any obstacles encountered, and how these obstacles were overcome.
- Confirms that all matching commitments have been fulfilled.
- Includes photographs, summaries of meetings and engineering reports/designs.

The CWCB will pay out the last 10% of the budget when the final report is completed to the satisfaction of CWCB staff. Once the final report has been accepted, and final payment has been issued, the grant agreement will be closed without any further payment.

Payment

Payment will be made based on actual expenditures and must include invoices for all work completed. The request for payment must include a description of the work accomplished by task, an estimate of the percent completion for individual tasks and the entire project in relation to the percentage of budget spent, identification of any major issues, and proposed or implemented corrective actions.

Costs incurred prior to the effective date of this grant agreement are not reimbursable. The last 10% of the entire grant will be paid out when the final deliverable has been received. All products, data and information developed as a result of this grant agreement must be provided to CWCB as part of the project documentation.

Performance Measures

Performance measures for this grant agreement shall include the following:

(a) Performance standards and evaluation: Grantee will produce detailed deliverables for each task as specified. Grantee shall maintain receipts for all project expenses and documentation of the minimum in-kind contributions (if applicable) per the budget. Per Grant Guidelines, the CWCB will pay out the last 10% of the budget when the final report is completed to the satisfaction of CWCB staff. Once the final report has been accepted, and final payment has been issued, the grant agreement will be closed without any further payment.

(b) Accountability: Per Grant Guidelines full documentation of project progress must be submitted with each invoice for reimbursement. Grantee must confirm that all grant conditions have been complied with on each invoice. In addition, per Grant Guidelines, progress reports must be submitted at least once every 6 months. A final report must be submitted and approved before final project payment.

(c) Monitoring Requirements: Grantee is responsible for ongoing monitoring of project progress per Exhibit A. Progress shall be detailed in each invoice and in each progress report, as detailed above. Additional inspections or field consultations will be arranged as may be necessary.

(d) Noncompliance Resolution: Payment will be withheld if grantee is not current on all grant conditions. Flagrant disregard for grant conditions will result in a stop work order and cancellation of the grant agreement.