

Exhibit A

Statement Of Work	
Date:	June 30, 2023
Name of Grantee:	The Alliance for Water Efficiency
Name of Water Project:	Evaluating & Optimizing Large-Scale Landscape Irrigation Management and Transformation Strategies
Water Project Overview:	
<p>This project will fill a research gap related to quantifying the water conservation potential of various programs focused on large landscapes (i.e., non-single family residential landscapes) and evaluating existing programs to determine the most effective structures and features. This research will focus on both landscape transformations, which are often referred to as “cash for grass” or xeriscaping programs, and irrigation optimization strategies such as irrigation audits, landscape water budgets, technology or equipment incentives/rebates, report services, repair/upgrade services, and more.</p> <p>This research is especially timely and important because many utilities are considering or actively investing in large-scale landscape transformation programs. States have allocated additional funding for turf replacement programs, 30 cities in the Colorado River Basin signed a memorandum of understanding (MOU) to reduce non-essential turfgrass by 30%, and some have banned irrigation of non-essential turf. Optimizing water use on large-scale landscapes can generate significant savings. Variation in savings is expected across climates and by program design. By doing this work across multiple utilities, it greatly expands the body of knowledge and creates more widely useful results.</p> <p>This grant will fund increased participation by Colorado utilities, which will benefit these utilities directly, other utilities in Colorado, and utilities across the Southwest and the Nation.</p>	
Project Objectives:	
<p>The objective of this project is to seek answers to questions like the following:</p> <ol style="list-style-type: none">1. How are utilities designing and implementing programs and services to either transform large-scale landscapes and/or optimize water use on large-scale landscapes?2. How effective are these programs, what drives differences across programs, and what factors might improve participation and water savings?3. How are these strategies achieving multiple benefits like offering pollinator habitat, mitigating urban heat, providing public education, stormwater capture, etc.?4. What resources are involved from both the agency and the participating customers including monetary expenses, time, and skilled contractors (irrigation and landscapers)?5. What ordinances, rules, or policies enable or enhance these programs? Conversely, what are the potential negative outcomes of such ordinances, rules, and policies on the programs. <p>The project objectives, research questions, and methodologies will be overseen by the Grantee with the advice of a project advisory committee made up of participating utilities and funders.</p>	

Tasks	
Task 1 – Discovery and Documentation	
Description of Task:	
The Grantee will gather program information including rules and requirements, design features, funding sources, levels and partners, participation, communication/outreach materials, and any additional data that is available (e.g., aerial imagery, irrigation system information, etc.). The Grantee will also gather information about related program, services, ordinances, rules, or policies that are in place to help enable efficient water use.	
Method/Procedure:	
<ul style="list-style-type: none"> • Conduct literature review of the limited number of existing reports and research • Review and discuss types of large landscapes programs and classify them into groups based on shared characteristics • Gather and summarize program policies, materials, and data, including dates in operation, number of participants, funding committed, staffing levels, and other key characteristics • Gather and summarize key information about watering restrictions at the state or local level that may have been in place during the times before and after program implementation • Evaluate climate-related data for relevant time periods, including at a minimum rainfall and temperature • Collect maps, aerial imagery, and other spatial data showing participating customers 	
Deliverable:	
The Grantee will provide CWCB Staff with a summary of the programs categorized for future evaluation broken down by utility and further organized by state and analysis of the factors that may have generally influenced outdoor water use during the study period also organized by utility and by state.	

Tasks	
Task 2 – Data Sharing, Transfer, and Clean-up	
Description of Task:	
The Grantee will set up data-sharing agreements and systems. Data will be transferred, reviewed for completeness, and address any issues that will impact the analysis. Focus will be on existing large landscapes programs with data availability before and after implementation.	
Method/Procedure:	
<ul style="list-style-type: none"> • Identify customers and properties where landscape programs have been implemented • Understand billing and metering practices of utilities • Determine whether a control group of similar customers can be created and identified • Collect monthly billing data for a period of time before and after implementation • Review data for completeness and any anomalies; resolve any data issues • Finalize a list of customers and properties with sufficient data selected from a range of programs and locations 	

Deliverable:
The Grantee will provide CWCB Staff with a summary of the data compiled on customer water use before and after implementation of a range of large landscape programs and access to the data set.

Task 3 – Analyze Water Savings
Description of Task:
The Grantee will estimate water savings from a select set of irrigation optimization programs and from landscape transformation programs across multiple utilities. The grantee will analyze water use before and after program implementation and taking into account state and local policy and climate-related conditions.
Method/Procedure:
<ul style="list-style-type: none"> • Review billing and use data for each customer included in the study set • Determine how to isolate usage specific to outdoor water use and how to measure savings • Compare the control group of customers to those customers who participated in the program • Quantify whenever possible the water use impacts of policy and climate-related conditions that are independent of program implementation • Establish baseline water savings estimates from program implementation for each program category
Deliverable:
The Grantee will provide CWCB Staff with summary of water savings data, methodologies, and savings estimates.

Task 4 – Market Readiness Assessment
Description of Task:
The Grantee will evaluate the willingness of property owners and property managers to implement large-scale transformations and what factors are important to them in making these decisions. The Grantee anticipates Information will be gathered from three groups: customers who have participated, customers who demonstrated interest but did not follow through, and customers who have not yet demonstrated interest.
Method/Procedure:
<ul style="list-style-type: none"> • Gather notes from participating utilities from any previous site visits, discussions, outreach initiatives, or other data sources related to property owners’ and building managers’ receptivity to the program • Conduct a short, standardized survey of property owners and building managers • Interview select property owners and building managers to collect qualitative data
Deliverable:

The Grantee will provide CWCB Staff with a summary containing the compilation of information from prior utility activities and new surveys and interviews and a list of recommendations of key factors and program features influencing property owner and building manager interest and participation.

Task 5 – Learning Cohort, Report, and Education

Description of Task:

The Grantee will coordinate regular meetings among project participants to learn and share from each other. The Grantee will create a report that captures all the above, and host at least one educational event, like a recorded webinar or workshop.

Method/Procedure:

Many utilities will be participating in this study while simultaneously working to implement, expand, or adapt their large landscapes programs. The learning cohort will be made up of participating utilities in this situation who want to learn from each other as the study is unfolding so improvements to large landscapes programs can be made incrementally before the final report is produced.

The Grantee will collaborate with utility participants to hold at least one webinar or other educational event to share the results of the study with inter

Deliverable:

The Grantee will provide CWCB Staff with a summary of meetings, summary of educational event, and training/educational materials used for the event. The Grantee will provide CWCB Staff with a compilation of all of the written outputs of the tasks above, including an executive summary, a more detailed report, and appendices with data summaries.

Budget and Schedule

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

Task No.	Task Description	Estimated Task Start Date	Estimated Task End Date	Grant Funding Request	Match Funding	Total
1	Discovery and Documentation	10/31/2023	12/1/2023	\$ 8,812.50	\$ 2,937.50	\$ 11,750.00
2	Data Sharing, Transfer, and Clean-up	10/31/2023	2/1/2024	\$ 9,787.50	\$ 3,262.50	\$ 13,050.00
3	Analyze Water Savings	2/1/2024	6/1/2024	\$ 23,137.50	\$ 7,712.50	\$ 30,850.00
4	Market Readiness Assessment	2/1/2024	6/1/2024	\$ 16,012.50	\$ 5,337.50	\$ 21,350.00
5	Learning Cohort, Report, and Education	2/1/2024	3/1/2025	\$ 11,625.00	\$ 3,875.00	\$ 15,500.00
Total				\$ 69,375.00	\$ 23,125.00	\$ 92,500.00

Reporting Requirements

Progress Reports: The grantee shall provide the CWCB a progress report every six 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 the 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.