

## Exhibit A

| Statement Of Work   |   |   |   |  |
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| <b>Date Prepared:</b>   | <b>12/18/2023</b>   |   |   |  |
| <b>Name of Grantee:</b>   | <b>River Network</b>  |   |   |  |
| <b>Name of Water Project:</b>   | <b>Environmental Flows Cohort Pilot Training Program</b>  |   |   |  |
| <b>Water Project Overview:</b>  |   |   |   |  |
| River Network will offer training to a cohort to assess flow needs and to develop and meet environmental flow recommendations to grow local knowledge and capacity, connect coalitions working on similar challenges, and ultimately prepare and build the confidence of cohort members to increase the number of rivers that have locally-driven environmental flow recommendations. |   |   |   |  |
| <b>Project Objectives:</b>  |   |   |   |  |
| Overall Goal: Support local coalitions' learning needs to increase knowledge of how to establish environmental flow recommendations for their rivers  |   |   |   |  |
| <b>Desired Outcomes</b>   |   |   |   |  |
| More people use the flow recommendation process and apply it to their rivers  | A community of practice specific to flow restoration that spans the state of Colorado is accessible to diverse practitioners  | Support for flow restoration work comes from broad cross-sections of a community  | More watershed planning resulting in flow recommendations   | Trainings' success in improving knowledge and advancing local conversations is measured      |
| <b>Objectives</b>   |   |   |   |  |
| 1. Trainings instruct on key points in the flow recommendation process, including both technical and collaboration skills<br>2. Applies knowledge gained in a local context and uses real world case studies  | 3. Make trainings accessible to a wide range of practitioners from a time, knowledge and money standpoint.<br>4. Intentionally establish trust within the cohort through relationship building activities<br>5. Ensure program design is adequate to meet needs of a diverse cohort | 6. Involve diverse set of perspectives in the design and implementation of the program, including funders and water users<br>7. Integrate sharing of knowledge gained back into local communities to impact a wider range of people and advance local conversations | 8. Launch as a pilot within River Network's existing multi-year SMP Peer Learning Network (PLN) initiative (i.e. design with replication in mind and make use of existing structures)<br>9. Trainings inform how to position watershed planning to result in flow | 10. Have an evaluation plan that captures return on investment and informs mid-point changes |

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| Tasks   |
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| <p><b>Task 1 – Curriculum Design &amp; Cohort Development</b></p> <p><b>Description of Task:</b><br/> <u>Sub-Task 1.1: Curriculum Design</u><br/> River Network will lead curriculum design and development of the cohort with support from the Steering Committee. The curriculum will be informed by an audit of existing environmental flow trainings, reusing relevant information when possible, but tailoring them to Colorado’s cultural, policy and regulatory specifics. The curriculum will follow the steps in the Flow Recommendation Process outlined in the 2023 memo <i>Flow Recommendations in SMPs – Opportunity Analysis</i>. The curriculum’s goal is not for participants to become experts in each step of the Flow Recommendation Process, but instead to understand the basics of each step including data needs, methods available, technical assistance needs, stakeholder input opportunities, collaborative decision-making practices, etc. so that they gain a holistic understanding of the process to develop a flow recommendation and feel more comfortable leading it in their community.</p> <p>The curriculum design and schedule will include separate components to allow for participation at two levels, which will appeal to a wide number of potential attendees:</p> <ol style="list-style-type: none"> <li>1. Three in-person trainings open to any interested individual (estimate 20-30 attendees each) through the existing Stream Management Plan (SMP) Peer Learning Network. Attendees who are not cohort members can select which training is most relevant to them. Cohort members (estimate 10 people) will be expected to attend all three. The trainings will center around relevant case studies (from Colorado and other western states) to help attendees see real-world examples of the Flow Recommendation Process. They will be led by experts in the field, which will include project partner staff as well as outside technical experts from state agencies and consulting.</li> <li>2. “Deeper dives” for cohort members that build on the trainings and include a homework component. The homework will include an array of activities meant to apply the learnings in their local community such as compiling and analyzing hydrology data on their home river, identifying optimal flow characteristics for a locally relevant attribute of interest, and conducting interviews with water rights owners and water managers to understand stakeholder perspectives. There will be on-demand technical assistance available to support their learning from consultants considered experts in this field. The homework will also include a component of sharing what they learn with the staff and board of their organization and/or community partners. The resulting curriculum will be hosted on the learning platform Ruzuku so it can be easily repeated in future years.</li> </ol> <p>The project partners are committed to collaboration and inclusion throughout this process and have outlined specific methods that will be used to include a variety of perspectives in curriculum design, the trainings and the makeup of the cohort. Inclusion of perspectives beyond an “environmental” lens is a critical part of a successful flow recommendation, and the trainings will include the perspectives of those who may initially feel threatened by a flow recommendation such as agricultural and municipal water managers and users.</p> <p><u>Sub-Task 1.2: Cohort Development</u><br/> River Network will take the lead in cohort development including performing outreach on the opportunity, overseeing the application process, and communicating with the applicants and cohort members. The Steering Committee will review all applicants and if demand exceeds cohort maximum size (estimate 10 people) they will create selection criteria.</p> <p><b>Method/Procedure:</b><br/> <u>Sub-Task 1.1: Curriculum Design</u></p> <ul style="list-style-type: none"> <li>• River Network will perform an audit of existing curriculums and training resources and document their utility to a Colorado-based audience in a report.</li> </ul> |

- The Steering Committee, with consultant support, will identify discrete training topics for three workshops that inform on key steps in the Flow Recommendation Process, collaboration skills and best practices to position an SMP or other watershed planning effort to result in a flow recommendation.
- The Steering Committee, with consultant support, will identify real world examples/case studies to support the training topics.
- The Steering Committee, with consultant support, will design an on-line curriculum that is a “deeper dive” into the training topics for the cohort members.
- The Steering Committee, with consultant support, will identify “homework” relevant to each workshop topic to apply in a local context and identify needed consultant services for trainings and homework technical support.
- The Steering Committee, with consultant support, will ensure that social/relationship building activities are included in the cohort meetings.
- River Network will set up the training and cohort curriculum in the on-line learning platform Ruzuku and create a central repository for training materials.
- River Network will coordinate workshop topics with already planned SMP Peer Learning Network activities to leverage that existing framework for in-person trainings.

As part of the curriculum design, the Steering Committee will ensure a commitment to collaboration and inclusion through implementing the following:

- The curriculum will include diverse speakers, not just those with a positive perspective on environmental flows. The Steering Committee will examine the barriers (both cultural and regulatory) to expect during the Flow Recommendation Process and bring in people who can clearly explain the thinking behind potential opposition. The goal will be to identify ways to build trust and consider how flow recommendations can provide multiple benefits.
- The curriculum will include case studies from different parts of the state that provide an array of benefits to both the environment and water users.
- The cohort members will be required as part of their homework to meet with specific types of stakeholders such as a water manager, an ag water user, etc. to build local relationships and advance community conversations around environmental flows.
- The cohort members will be required as part of their homework to share knowledge gained back to their community so that the trainings have a wider impact through presentations, blog posts, field visits, etc.

#### Sub-Task 1.2: Cohort Development

- River Network will design outreach materials for the trainings and cohort, and an application process for interested cohort members.
- River Network will conduct outreach on the trainings and cohort, making sure to broadly advertise the opportunity to several types of attendees. There will be an expectation that all cohort members attend every session, so dates and locations will be set before the application materials are circulated. River Network will use the planned pre-conference workshop at the October 2023 Sustaining Colorado Watersheds Conference as a “teaser” and outreach for the cohort and will circulate application materials by early December.
- The Steering Committee will review cohort applications and, if needed, develop selection criteria to ensure a diverse group.
- River Network will communicate with applicants, training registrants, and cohort members throughout the process.

As part of the cohort development, the Steering Committee will ensure a commitment to collaboration and inclusion through implementing the following:

- Broadly circulate the training and cohort opportunities to encourage participation beyond expected applications from watershed coalitions. This includes outreach to local government and municipal utility staff, agricultural water users, climate resilience coalitions, organizations focused on environmental justice or working in disadvantaged communities, and outreach to Colorado tribes. Colorado’s EnviroScreen tool will be used to help inform outreach efforts.

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| <ul style="list-style-type: none"> <li>• Selection criteria for the cohort will ensure members reflect a balance of rural/urban, east slope/west slope, and organization type and mission focus.</li> <li>• The cohort meetings will include ample time to build relationships and learn/model collaboration skills to demonstrate the value of including diverse voices.</li> <li>• Cohort members from disadvantaged communities will be compensated for their time and travel costs will be covered so that financial limitations do not preclude participation.</li> </ul> |
| <p><b>Deliverables:</b><br/>River Network will provide the following deliverables to CWCB:</p> <ul style="list-style-type: none"> <li>• Audit report of existing environmental flow trainings</li> <li>• Agendas for three in-person trainings</li> <li>• On-line curriculum for cohort members that includes “deeper dives” and homework</li> <li>• Outreach and application materials for the trainings and cohort</li> <li>• List of diverse cohort of ~10 people with basins, organizations, and other relevant details</li> </ul>   |

| Tasks  |
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| <b>Task 2 – Trainings and Cohort Meetings</b>  |
| <p><b>Description of Task:</b><br/>Implementing the curriculum through three one-day trainings, additional cohort meetings, and the cohort homework activities.</p>  |
| <p><b>Method/Procedure:</b><br/>River Network, with consultant support, will take the lead in coordinating virtual and in-person event logistics. This includes: selecting the location for each training; coordinating meeting space, field visits and food and lodging; and communicating with speakers and attendees.</p> <p>Members of the Steering Committee, plus additional consulting experts, will provide 1:1 technical assistance for homework activities. This could include help analyzing and visualizing hydrology data, conducting an R2Cross assessment on a local river, pointing them to research or science on optimal flows for specific attributes of interest, accessing water rights information and use records in Hydrobase, or facilitating conversations with community members.</p> |
| <p><b>Deliverables:</b><br/>River Network will provide the following deliverables to CWCB:</p> <ul style="list-style-type: none"> <li>• Agendas, attendance lists, and written summary of three in-person one-day trainings covering key steps in the Flow Recommendation Process</li> <li>• Agendas, attendance lists, and written summary of additional cohort meetings held before or after the trainings, plus one additional all-day meeting (total of four cohort meetings) not associated with a training.</li> <li>• Written synopsis of technical assistance provided for cohort members’ homework</li> </ul>   |

| Tasks   |
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| <b>Task 3 – Coordination &amp; Evaluation</b>   |
| <p><b>Description of Task:</b><br/>Project partners will develop a Steering Committee to guide the project and facilitate productive regular meetings of the committee. River Network will provide grant management and reporting services for the duration of the project to ensure it remains on schedule and on budget. River Network and the Facilitation</p> |

Consultant will design an evaluation of the project to ensure it is meeting its objectives and to inform possible replication in future years. The evaluation will result in a Project Final Report.

**Method/Procedure:**

River Network, Western Resource Advocates, and Colorado Water Trust will convene a Steering Committee to guide Tasks 1 and 2 that will include: members of our staff, interested CWCB and/or CPW staff members, a representative from American Whitewater, a representative(s) from the water user community, and the facilitation and hydrology consultants. Representatives from other funders such as the Colorado River District and 1-2 practitioners who reflect the desired audience of the cohort will also be invited to join. Individuals who join the Steering Committee to provide diverse perspectives (such as from the water user community or local watershed coalitions) and are not participating on behalf of an organization in a paid position will be compensated for their involvement. The Steering Committee will meet at least monthly during the startup phase of the project and will transition to a lighter schedule as the trainings and cohort meetings commence in mid-2024.

River Network will ensure completion of all tasks, including project administration and reporting, and ensure that the project is implemented on-time and within budget.

River Network, with support from the Facilitation Contractor, will create an evaluation plan that will monitor progress towards objectives including knowledge gained and how it was applied locally, relationships built among cohort members, diversity of perspectives included and recommended changes for future iterations. Data will be collected from cohort members to document their experience, and captured in a Final Report that will include whether and how to replicate the trainings and cohorts in future years.

**Deliverables:**

River Network will provide the following deliverables to CWCB:

- Steering Committee roster, meeting agendas and minutes
- Quarterly financial statements and grant invoices
- Regular six-month progress reports
- Evaluation plan
- Final report

**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 | Match Funding | Total        |
|----------|---|---------------------------|-------------------------|---------------|---------------|--------------|
| 1        | Task 1 Curriculum Design & Cohort Development | 1/15/2024                 | 1/31/2025               | \$14,656.95   | \$38,271.78   | \$52,928.73  |
| 2        | Task 2 Cohort Meetings and Workshops          | 5/1/2024                  | 5/30/2025               | \$107,399.10  | \$52,584.60   | \$159,983.70 |
| 3        | Task 3 Coordination & Evaluation              | 1/1/2024                  | 5/30/2025               | \$31,640.95   | \$3,077.15    | \$34,718.10  |
| Total    |   |                           |                         | \$153,697.00  | \$93,933.52   | \$247,630.52 |

### 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 six 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.