

# Exhibit A

Statement Of Work	
Prepared Date:	November 28, 2023
Name of Grantee:	Colorado Springs Utilities
Name of Water Project:	Colorado Landscape Industry Education Plan for Water Conservation
<b>Water Project Overview:</b>	
<p>The purpose of this project is to assemble landscape, water, and educational stakeholders to identify shared objectives for building vibrant communities through landscape industry education that integrates water conservation best practices for more sustainable urban landscape solutions in Colorado.</p> <p>This will be accomplished through:</p> <ul style="list-style-type: none"><li>• Assembling cross-professional stakeholders from throughout the state to create unified objectives and benefits that define a holistic approach to conserve and protect both Colorado's water resources and high-quality urban landscapes.</li><li>• Developing smaller, subject matter expert project teams to identify the skills and knowledge needed in the landscape industry for landscape design, installation, renovation, and maintenance techniques that ensure measurable water savings. These groups also will assess existing educational resources and programs to identify gaps and strengths.</li><li>• Creating a statement of work to develop the right curriculum that will build the skills and knowledge needed for an effective landscape industry education program focused on water conservation. Full educational content development is not included in this project and is planned as a follow-on grant effort.</li><li>• Sharing results with stakeholders to determine what is needed to launch and manage a complete landscape industry education program.</li></ul>	
<b>Project Objectives:</b>	
<ol style="list-style-type: none"><li>1. Establish regional and statewide stakeholder groups that adequately represent the landscape industry alongside NGOs, water providers, and landscape educators.</li><li>2. Create a report that documents landscape and water industry shared training objectives, learning focus areas, and educational resources.<ol style="list-style-type: none"><li>2.1. Define the "why." Develop shared training objectives for the landscape and water provider industries that will drive the development of vibrant communities and start building resilient landscapes of the future.</li><li>2.2. Identify the most up-to-date knowledge/hands-on skills required for improved water management and landscape transformation.</li></ol></li></ol>	

- 2.3. Review and quantify the potential water savings of education.
- 2.4. Inventory existing resources and identify gaps. Map knowledge and skill requirements to existing landscape education and training resources. Identify what is needed for future content development and document content copyright issues.
3. Define “how.” Create a statement of work to create a holistic landscape industry education plan focused on water conservation through effective water management and landscape transformation techniques identified in objective 2.2.
  - 3.1. Incorporate feedback from landscape industry professionals on training challenges and effective training methods.
  - 3.2. Emphasize the Healthy Lands and Wise Water Use segments from the Vibrant Communities Partner Actions in the Water Plan.

Tasks
<b>1. Task 1: Stakeholder engagement</b>
Description of Task:
This task will assemble landscape, water, and educational stakeholders from across the state to partake in full-day facilitated regional workshops to define outcomes and benefits and develop unified objectives.
Method/Procedure:
<ol style="list-style-type: none"> <li>1.1. <b>Hire a facilitator and administrative specialist.</b> Identify a facilitator for stakeholder engagement to ensure productive exchange of knowledge and opportunities and produce unbiased recommendations. Identify an administrative specialist to help organize, document, and manage components of the project.</li> <li>1.2. <b>Stakeholder outreach and engagement:</b> Conduct targeted, interpersonal outreach to identify stakeholder organizations and individuals, assign roles between a large stakeholder group and/or Small and Medium Size Enterprise (SME) project team, and gain participation commitment.</li> <li>1.3. <b>Conduct two, one-day facilitated regional workshops (one on the west slope and one on the east slope) with stakeholder groups to define desired outcomes and shared objectives of landscape industry education:</b> <ol style="list-style-type: none"> <li>1.3.1. <b>Define outcomes and benefits.</b> With each regional stakeholder group, review Colorado’s water situation, future challenges, and the role of the landscape industry in contributing to solutions while considering the need for high quality landscapes that ensure the economic vitality of our cities. From the various stakeholder perspectives, share desired outcomes and benefits of landscape industry education.</li> </ol> </li> </ol>

1.3.2. <b>Review objectives.</b> Workshop participants share feedback to refine and update list of existing objectives developed in a previous effort by stakeholder organizations.
Deliverable:
Outcomes to be documented in the Task 2 report.

Tasks
<b>Task 2: Develop project teams, list of knowledge/hands-on skills required, and assess existing resources</b>
Description of Task:
2. Create three project teams (five to seven SMEs) to accomplish the following tasks. Include large stakeholder group communication and opportunity for feedback at major milestones.
Method/Procedure:
<p>2.1. <b>Finalize desired outcomes and project objectives.</b> From the workshop results, identify shared goals to define common ground for landscape industry education. Update and finalize existing objectives for water-related industry training.</p> <p>2.2. <b>Develop a list of knowledge and skills:</b> Begin by updating the list of landscape water management BMP topics specific to Colorado. Prioritize the list by water savings potential and practices that transform landscapes towards more resilient, high-quality options. Record additional knowledge and skills required. Tangential skills unrelated to water savings or dependencies towards landscape transformation also may be recorded. This list will be shared with the project teams and stakeholder groups for review.</p> <p>2.3. <b>Evaluate existing resources for training content:</b> Assess existing resources and education/certification programs for valuable training content on the finalized list in Step 2.2. Identify other relevant training programs and relevant content and if/where it should be incorporated. Subject matter experts familiar with these resources and education programs may be consulted, with multiple expert viewpoints preferred.</p> <p>2.4. <b>Identify gaps and strengths, propose recommendations:</b> Summarize the analysis of the list in Step 2.2 compared to existing available training content to identify the gaps and strengths. Propose recommendations for each program.</p> <p>2.5. <b>Review the value of credentials and identify measures to evaluate capacity building.</b> Discuss the value of credentials in achieving desired outcomes. Discuss the value and measures to evaluate capacity building across the landscape industry. Define the tradeoffs and best actions to build capacity in landscape education.</p> <p>2.6. <b>Review and quantify the water savings potential landscape education skills provide.</b> Review <u>Exploring the Role of Landscape Water Conservation and Efficiency in</u></p>

<p><u>Meeting Colorado’s Water Gap: Expected Benefits of Landscape Water Conservation Best Management Practices</u> to quantify potential water saving ranges based on the list developed in Step 2.2.</p>
<p><b>Deliverable:</b></p> <p>A report that summarizes:</p> <ul style="list-style-type: none"> <li>• Shared training objectives for a Colorado landscape industry education program.</li> <li>• An updated list of knowledge and skills to include in a program specific to Colorado.</li> <li>• The potential range of quantifiable water savings for the identified knowledge and skills.</li> <li>• An inventory of existing training resources with a gap analysis of areas for which content should be developed.</li> </ul>

Tasks
<p><b>Task 3: Create a statement of work</b></p>
<p><b>Description of Task:</b></p> <p>3. Draft a comprehensive statement of work to develop an effective landscape industry education program focused on water conservation and landscape transformation per the outcomes defined in Task 2. The goal is to develop a follow-on grant project to implement the statement of work to create the training curriculum and resources, develop an administration system, and identify a long-term organization to manage the curriculum/program.</p>
<p><b>Method/Procedure:</b></p> <p>3.1. <b>Compile and organize content.</b> Review and assemble the body of work from Tasks 1 and 2 into an organizational structure that identifies the required information for an educational program. Include a definition of the project goals and objectives, a glossary of terms, a work breakdown structure to identify project tasks, project deliverables, critical milestones, acceptance criteria such as standards and functionality requirements, visual examples, a timeline to estimate project duration by identifying the sequence of tasks, and a reporting structure that includes sign offs.</p> <p>3.2. <b>Complete a first draft and send to project team for review.</b> The first draft will be sent to the SMEs from the project teams to review. An online meeting also will be held to allow participants to work through their thoughts and questions.</p> <p>3.3. <b>Receive feedback and edit.</b> Feedback will be received by email, comments, edits, phone calls, and at the online meeting. Edits will be tracked in the document.</p> <p>3.4. <b>Send second draft to project team for review.</b> The second draft will be sent to SMEs for review. An online meeting will be held to allow participants to provide feedback.</p>


<p>3.5. <b>Receive feedback and edit.</b> Feedback will be received by email, comments, edits, phone calls, and at the online meeting. Edits will be tracked in the document.</p> <p>3.6. <b>Complete third draft and send to stakeholder group for comments.</b> A third draft will be sent to SMEs and the stakeholder group for comments. An online meeting will be held to allow participants to provide feedback. All comments will be recorded. Only critical issues will be addressed.</p> <p>3.7. <b>Receive comments and edit.</b> Feedback will be received by email, comments, edits, phone calls, and at the online meeting. Edits will be tracked in the document.</p> <p>3.8. <b>Finalize scope of work.</b> Upon review completion, a clean, final document will be saved as a word doc and pdf. This pdf will be distributed in Task 4.</p>
Deliverables:
A comprehensive statement of work to develop an effective landscape industry education program focused on water conservation and landscape transformation.

Tasks
<b>Task 4 Share results with large stakeholder group, compare results with other initiatives, present information to the public, and determine next steps.</b>
Description of Task:
4. Document final deliverables and conduct a half-day workshop to share the body of work and results from the tasks above. Meet with corresponding initiatives and present findings at multiple events.
Method/Procedure:
<p>4.1. <b>Organize a half-day workshop to celebrate success, review findings, and determine next steps.</b> Host a hybrid meeting to review the body of work produced and results from the tasks above.</p> <p>4.2. <b>Coordinate with corresponding initiatives.</b> Schedule a meeting with Western Resource Advocates to share and compare findings in relation to their research on certification and licensing. Collaborate with other initiatives such as Associated Landscape Contractors of Colorado (ALCC) and Colorado State University, to determine how this work can be integrated into their plans for curriculum development.</p> <p>4.3. <b>Present results at ALCC's ProGreen Expo, Rocky Mountain Regional Turfgrass Association's annual event, Colorado WaterWise Water Conservation Symposium, and at American Water Works Association's WaterSmart Innovations conference.</b></p>
Deliverables:
<p>Provide a final report that:</p> <ul style="list-style-type: none"> <li>Summarizes the project and how the project was completed.</li> <li>Describes any obstacles encountered, and how these obstacles were overcome.</li> <li>Confirms that all matching commitments have been fulfilled.</li> </ul>

- Includes photographs, summaries of meetings.
- Summarizes engagement outcomes and next steps towards the follow-on grant project.
- Reviews the work of the facilitator and organization of the project.

## Budget and Schedule

This Statement of Work is accompanied by a combined Budget and Schedule that reflects the tasks identified in the Statement of Work.

 <b>COLORADO</b> Colorado Water Conservation Board Department of Natural Resources						
Colorado Water Conservation Board						
Water Plan Grant						
Budget and Schedule						
Prepared Date: 11/29/2023						
Name of Grantee: Colorado Springs Utilities						
Name of Water Project: Colorado Landscape Industry Education Plan for Water Conservation						
Task No.	Task Description	Estimated Task Start Date	Estimated Task End Date	Grant Funding	Match Funding	Total
1	Stakeholder engagement	5/1/2024	5/1/2029	\$ 19,700.00	\$ 6,425.00	\$ 26,125.00
2	Develop project teams, list of knowledge/hands-on skills required, and assess existing resources	10/15/2024	5/1/2029	\$ 19,800.00	\$ 2,565.00	\$ 22,365.00
3	Create a statement of work	5/1/2025	5/1/2029	\$ 13,500.00	\$ 3,469.00	\$ 16,969.00
4	Share results with stakeholder group, compare results with other initiatives, present, and determine next steps	9/1/2025	5/1/2029	\$ 7,000.00	\$ 7,541.00	\$ 14,541.00
				<b>Total</b>	<b>\$ 60,000.00</b>	<b>\$ 20,000.00</b>
					<b>\$ 80,000.00</b>	
Page 1 of 1						

## 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 Grantee shall provide the CWCB a final report on the Grantee'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 the grant agreement must be provided to the CWCB as part of the project documentation.

### **Performance Measures**

Performance measures for the 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.