

# Exhibit A

Statement Of Work	
<b>Prepared Date:</b>	<b>April 9, 2024</b>
<b>Name of Grantee:</b>	<b>Ducks Unlimited, Inc.</b>
<b>Name of Water Project:</b>	<b>Building Community Awareness of Wetlands and Water</b>
<b>Water Project Overview:</b> <p>The Grantee will undertake a Phase I study and planning initiative dedicated to establishing enduring, community-centric education and engagement initiatives for urban wetlands in Colorado. Aligned with the principles of the Colorado Water Plan, the Grantee's focus is on nature-based solutions, leveraging wetlands as versatile tools for water supply, habitat, and recreation. Given that over 80% of Colorado's population resides in urban areas, the Grantee's objective is to actively engage these communities in their work, fostering awareness of wetlands' indispensable role in meeting present and future needs.</p> <p>The project adopts a holistic approach, integrating outreach, education, and community-based research. The Grantee will collaborate with community-based organizations to explore long-term engagement opportunities, enhance community awareness of wetlands, and foster understanding of conservation efforts. Through participatory research, insights into community values will be gathered, ensuring an objective, community-driven approach. After this planning effort, the Grantee will identify a robust engagement strategy focused on partnering with community partners and environmental education facilities, heightening awareness of wetlands' roles, and connecting with urban wetland users for tailored outreach.</p>	
<b>Project Objectives:</b> <ol style="list-style-type: none"> <li>1. Collaborate with Community-Based Organizations               <ol style="list-style-type: none"> <li>a. The Grantee will identify and engage community-based organizations, including environmental education facilities, to establish partnerships. The Grantee will explore opportunities for long-term engagement initiatives that align with community needs.</li> </ol> </li> <li>2. Gather Insights through Community-Based Research               <ol style="list-style-type: none"> <li>a. The Grantee will develop a participatory research framework to gather insights on community values related to wetlands and wildlife conservation. This work will include surveys, interviews, and/or additional participatory methods to collect insights from a diverse range of community members.</li> </ol> </li> <li>3. Pilot Outreach &amp; Engagement Materials               <ol style="list-style-type: none"> <li>a. The Grantee will create and test targeted outreach materials designed to effectively communicate wetlands and water conservation goals and benefits. This pilot initiative allows for the refinement of materials based on community feedback, ensuring maximum impact in future outreach efforts.</li> </ol> </li> <li>4. Develop a Strategy to Enhance Community Awareness of Wetlands &amp; Water               <ol style="list-style-type: none"> <li>a. The Grantee will formulate a comprehensive strategy focused on increasing community awareness of the critical role wetlands play in water conservation. This strategy will involve collaborative efforts to tailor outreach, education, and engagement initiatives, aligning them with the specific needs and values of the community. The ultimate goal is to empower individuals to actively contribute to wetlands and water conservation efforts.</li> </ol> </li> </ol>	

Task 1
<b>Task 1 - Collaborate with Community-Based Organizations</b>
Description of Task:
<p>The Grantee will develop robust relationships with community-based partners in urban communities within the South Platte and Metro Basins. The Grantee and the project team will leverage already-established relationships with partners in the Denver Metro Area and northern Front Range. Additionally, the Grantee will conduct a community mapping effort to identify additional community-based partners in the area of interest. This exercise will allow the Grantee and project team to better understand what communities are or are not reached through existing partners, illuminating priority municipalities/communities the team should strive to engage through new partnerships during the project period. For both existing and new partners, the Grantee will host an initial meeting to introduce the community partners to the project.</p> <p>Concurrently, the Grantee will work to build a thorough stakeholder analysis for the communities of interest. The Grantee will use both external analysis and expert input to identify interests, priorities, and influence as they relate to our communities of interest and local partners. This analysis will allow the Grantee to identify overlapping interests, conduct analyses, and ultimately further illuminate where and how the Grantee can work with community partners to build community awareness of wetlands and water.</p> <p>As the project develops, the Grantee anticipates there may be a need for formalized agreements and/or MOUs with community partners.</p>
Method/Procedure:
<ol style="list-style-type: none"> <li>1. Community mapping <ol style="list-style-type: none"> <li>a. The Grantee and project team will conduct comprehensive mapping of potential community-based organizations and environmental education facilities in the target urban areas.</li> </ol> </li> <li>2. Initial engagement meetings <ol style="list-style-type: none"> <li>a. The Grantee will schedule initial meetings with identified organizations for introductions and to gauge mutual interest. During these meetings, the Grantee will present the project's goals, objectives, and potential benefits for the community. The Grantee will also seek feedback from community partners to ensure the work aligns with the organizations' missions.</li> </ol> </li> <li>3. Stakeholder analysis <ol style="list-style-type: none"> <li>a. The Grantee will conduct a stakeholder analysis to understand the interests, priorities, and influence of identified organizations. The Grantee will engage partners using tools such as interviews, surveys, or focus group discussions with key representatives from each organization to gather insights into their goals and community engagement experience.</li> </ol> </li> <li>4. (Potential) Formalized agreements or MOU</li> </ol>
Deliverable:
<p>The Grantee will provide CWCB Staff with a draft plan for long-term collaboration with community-based partners in the Metro and South Platte Basins. Additionally, the Grantee will provide CWCB Staff with a community mapping report and stakeholder analysis.</p>

Task 2
<b>Task 2 - Gather Insights through Community-Based Research</b>
Description of Task:
<p>This project will use a robust community-based research approach to 1) establish a baseline understanding of what the communities of interest already know about wetlands and waterfowl conservation and 2) ensure our work is informed by community values. The Grantee will work with partners at Colorado State University</p>

(CSU) to establish a participatory research framework, develop and deploy a survey to assess community perceptions of wetlands and the role they play in conservation, and summarize lessons learned. This survey will serve as a pre-assessment, helping the project team understand the baseline understanding of wetlands and water in our communities of interest. It is a vital step toward tailoring the Grantee's approach to align with existing community knowledge and values.

The Grantee will also conduct participatory research at our community partner sites. This piece of the project will work to gain insights into what the communities of interest know about wetland conservation through methods such as photovoice and dot voting. This work will complement the survey results by allowing the project team to explore further topics related to the research questions at hand. For example, participatory research will allow the project team to ask communities of interest about different types of wetlands, such as a cattail monoculture and a wet meadow, and have them identify which they believe is a "healthy" wetland.

Post data collection, an in-depth data analysis will be conducted. The Grantee and the project team will employ evidence-based analytical methods to extract meaningful patterns and insights, contributing not only to our project strategies but also to a broader understanding of community values and perspectives. Lessons learned during this process will guide future research initiatives and enhance the effectiveness of our community engagement strategies. Task 2 is designed to be a collaborative and dynamic research effort, leveraging partnerships with academic institutions, designing targeted surveys, conducting participatory field research, and analyzing data to inform our ongoing wetlands and water conservation initiatives. This Task is closely linked with Task 3.

For the survey and field research, the Grantee will secure as many responses as able within the scope and capacity of this project but have promised a minimum of 300 in the metrics section.

#### Method/Procedure:

1. Partner with CSU researchers to develop a participatory research framework
  - a. The Grantee will work with partners at CSU to define specific research questions, and methodologies, and review any ethical considerations.
2. Survey development
  - a. The Grantee will work with partners at CSU to design a survey to capture a comprehensive range of insights related to wetlands and water conservation. The Grantee has already been working to develop a small pilot survey and will adapt it to this project as possible.
3. Conduct surveys
  - a. The Grantee and project team will be deployed in our communities of interest. The Grantee and project team will explore various sampling methods, including whether online or in-person would be most appropriate to secure a statistically significant number of responses. However, our budget estimate reflects the most likely survey platform, online surveys.
4. Conduct participatory field research
  - a. The Grantee and project team will use participatory research methods to engage with community members in the areas of interest. Specific methods and questions will be identified by the project team and will strive to build upon the preliminary insights gained through the survey. The Grantee and team will conduct participatory research at a minimum of three (3) project sites and will ensure a minimum of 40 responses are secured at each site. As capacity allows, we will work to exceed these metrics by securing additional responses and/or targeting additional project sites.
5. Data analysis and lessons learned
  - a. Following the data collection phase, the Grantee and team will analyze all collected data to derive meaningful patterns and insights. The Grantee, in collaboration with CSU, will employ qualitative and quantitative analytical methods to distill key findings from the survey and participatory field research. This analytical process is not only about interpreting data but also about extracting lessons learned, guiding future initiatives, and enhancing the effectiveness of community engagement strategies.

Deliverable:
The Grantee will provide CWCB staff with a summary report of lessons learned from the research conducted. As applicable, the findings from this research will be developed into peer-reviewed literature, which will be shared with CWCB upon publication.

Task 3
<b>Task 3 – Pilot Outreach &amp; Engagement Materials</b>
Description of Task:
<p>Task 3 is an essential connection between Tasks 1-2 and Task 4, translating community insights into action-oriented recommendations. The Grantee and the project team will draw upon best practices and recommendations, as well as insights gained through related efforts like the Colorado Water Awareness Survey, to craft materials that resonate with the specific values and priorities of the communities involved. These materials may include brochures, visual aids, and digital content, all designed to be accessible and impactful.</p> <p>The pilot phase is integral to refining these materials. Through initial community engagement, the Grantee and the project team will gather feedback on the clarity, effectiveness, and relevance of the outreach materials. This iterative process ensures that the final materials are tailored to community needs, maximizing their potential impact. Task 3 not only represents a vital step in material development but serves as a living dialogue with the community, emphasizing our commitment to co-creating initiatives that truly resonate and make a lasting impact.</p>
Method/Procedure:
<ol style="list-style-type: none"> <li>1. Material development <ol style="list-style-type: none"> <li>a. The grantee will develop a preliminary version of outreach and engagement materials. These materials will be developed with input from faculty within CSU’s Center for Science Communication and Environmental Learning Center.</li> </ol> </li> <li>2. Internal review <ol style="list-style-type: none"> <li>a. The Grantee will draft materials that will be reviewed by the Grantee’s staff and project partners.</li> </ol> </li> <li>3. Stakeholder feedback sessions/piloting <ol style="list-style-type: none"> <li>a. The Grantee will work with local partners to identify, plan, and execute at least three (3) stakeholder feedback sessions. These sessions will target local community members to gather insights on whether the messaging resonates with the Grantee’s audience of interest, what is or is not effective about the materials, and more. These sessions will likely correspond with the participatory research piece of this project but may, if necessary, be completed as separate activities/events.</li> </ol> </li> <li>4. Evaluate engagement metrics <ol style="list-style-type: none"> <li>a. The Grantee and the project team will track and review key metrics such as reach and community feedback. The Grantee will analyze these findings to understand which elements of the materials resonate most with our audience(s) of interest. These findings will then be used to inform revisions to the drafted materials.</li> </ol> </li> </ol>
Deliverables:
The Grantee will provide CWCB with digital copies of all materials developed and tested, as well as a summary of results from the pilot effort.

Task 4
<b>Task 4 - Develop a Strategy to Enhance Community Awareness of Wetlands &amp; Water</b>
Description of Task:

The ultimate goal of this Phase I project is to gain insights/data that can be used to inform a long-term strategy to enhance community awareness of wetlands & water. Under Task 4, the Grantee and project team will generate this strategy by drawing upon the lessons learned from Tasks 1-3. At the same time, the Grantee will develop a plan to expand the project beyond the South Platte-Metro Basins to additional Basins and communities across the state. The third piece of this task is to develop a long-term funding strategy to continue growing this initiative. The Grantee and project team will work to identify resources needed and explore multiple avenues to grow and sustain funding, drawing on both internal and external funding sources.

**Method/Procedure:**

1. Synthesize lessons learned, key messages, & path forward
  - a. The Grantee will compile findings from community engagement, outreach, and research activities. Draft a comprehensive report summarizing key findings and a strategic path forward.
2. Develop strategy to expand beyond the South Platte & Metro Basins
  - a. The Grantee will expand community mapping effort to additional Basins and identify key partners in each basin.
3. Prepare long-term funding strategy
  - a. The Grantee will conduct resource assessment based on current and future needs, develop multi-year project budget, identify and diversify potential funding sources, and explore opportunities for generating income through strategic initiatives to support this initiative.

**Deliverables:**

The Grantee will provide CWCB Staff with a draft of the plan for long-term collaboration with community-based partners in the Metro and South Platte Basins.

### Budget and Schedule

This Budget and Schedule reflect 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	Collaborate with Community-Based Organizations	6/1/24	5/1/25	\$ 11,451.00	\$ 5,800.00	\$ 17,251.00
2	Gather Insights through Community-Based Research	6/1/24	8/1/24	\$ 11,000.00	\$ 8,999.95	\$ 19,999.95
3	Pilot Outreach & Engagement Materials	6/1/24	8/1/24	\$ 2,500.00	\$ 6,999.95	\$ 9,499.95
4	Develop a Strategy to Enhance Community Awareness of Wetlands & Water	6/1/24	5/1/25	\$ 4,000.00	\$ 2,500.00	\$ 6,500.00
<b>Total</b>				\$ 28,951.00	\$ 24,299.90	\$ 53,250.90

### 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 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.