

# Exhibit A

Statement Of Work	
Date Prepared:	April 15, 2024
Name of Grantee:	River Network
Name of Water Project:	Capacity & Tech Assistance for Watershed Groups
<b>Water Project Overview:</b>	
<p>River Network (the “Grantee”) will support watershed groups that are working on watershed planning and project implementation efforts. The Grantee’s overall project goal is to increase the number of effective watershed plans and bridge the gap from planning to implementation.</p> <p>The project objectives were developed based on recommendations from a <a href="#">2023 evaluation on the Peer Learning Network</a> (PLN) and recommendations from a white paper “<a href="#">Scaling Up Local Capacity for Multi-Benefit Projects</a>.” Key recommendations that arose from the PLN evaluation, white paper, and conversations with the Colorado Water Conservation Board (CWCB) and other partners were for the Grantee to:</p> <ul style="list-style-type: none"> <li>● Through the PLN, continue offering members opportunities for relationship building, peer learning, and innovation.</li> <li>● Broaden the PLN’s focus, its training/resources and communications from only stream management plans (SMPs) to watershed planning to better address the diversity and scope of local watershed groups and their planning needs.</li> <li>● Strengthen regionally-based networks of watershed groups and partners through focused coordination, technical planning, mentoring, training, information sharing, and project implementation assistance.</li> <li>● Provide leadership among non-governmental organizations and private funding partners to reach a shared goal to scale up capacity for multi-benefit watershed project implementation.</li> <li>● Launch a pilot program in the Southwest Basin with the Animas Watershed Partnership and other Southwest Basin partners aimed at providing capacity support, resources, technical planning, and project implementation assistance and coordination for a capacity-limited, high-priority region.</li> </ul>	
<b>Project Objectives:</b>	
<ol style="list-style-type: none"> <li>1. Increase watershed planning leaders’ knowledge through peer to peer, in-person and virtual interactions.</li> <li>2. Increase watershed planning leads’ sense of connection and community with other leaders and local watershed groups.</li> <li>3. Increase awareness of the value of watershed plans among stakeholders and community members.</li> <li>4. Empower watershed groups to implement recommendations from their watershed plans and better manage their rivers.</li> <li>5. Provide capacity building support and technical assistance to high priority watersheds.</li> </ol>	

Task 1
<b><u>Task 1 – Statewide Watershed Planning Outreach, Education, and Peer Learning Network</u></b>
<p data-bbox="199 367 475 399"><b>Description of Task:</b></p> <p data-bbox="199 409 1451 751">The Grantee will lead the design, planning, and delivery of PLN activities. PLN activities will be designed following execution of the steps outlined in the <a href="#">watershed planning process</a> addressing the different stages of planning and diverse range of needs from local watershed groups throughout the state. PLN activities aim to build the confidence and skills of watershed planning leaders and provide a space for peer learning. The Grantee will bolster PLN activities and the SMP Resource Library, an online resource for stream management planning, to address the project implementation phase of watershed planning. This responds to a need identified in the evaluation where watershed planning leaders who had completed watershed planning noted a need for additional support in the later stages of watershed planning. This need was echoed by CWCB in follow-up conversations.</p> <p data-bbox="199 783 1451 1024">In addition, the Grantee will fortify the Resource Library by creating a comprehensive watershed planning "roadmap" to effectively encompass and identify opportunities to link the diverse range of planning strategies (e.g., Wildfire Ready Watersheds, Watershed-Based Plans, etc.) available to local watershed groups. Currently, the Resource Library focuses narrowly on SMPs as a tool for watershed planning. This aims to better address the diversity of watershed groups and their varied scope of needs by building a roadmap for watershed planning where stream management planning is one off-ramp among a suite of watershed planning options.</p>
<p data-bbox="199 1035 472 1066"><b>Method/Procedure:</b></p> <p data-bbox="199 1077 1102 1108">The Grantee will use a variety of activities to support the PLN, including:</p> <ul data-bbox="253 1140 1451 1890" style="list-style-type: none"> <li data-bbox="253 1140 1451 1350">● Virtual Peer Learning Calls: Facilitate a minimum of three virtual peer calls per year for watershed planning leaders to discuss challenges, approaches, tools/resources, and conditions for success while leading and implementing their watershed plans. Topics and content for peer calls will be designed following the steps in the watershed planning wheel so that content caters to watershed planning leaders at different steps in the process, from beginning to advanced stages.</li> <li data-bbox="253 1381 1451 1591">● Annual PLN Summit/Workshop: Facilitate one half-day training per year for current watershed planning leaders in conjunction with the Sustaining Colorado Watersheds Conference, planned for October 2024 and 2025. This training will provide an opportunity for watershed planning leaders to network, share best practices, collectively problem solve, and learn about innovative approaches from each other. This workshop will also provide the opportunity for CWCB staff and watershed leaders to hear from one another.</li> <li data-bbox="253 1623 1451 1791">● Watershed Planning Roadmap: The Grantee will work with CWCB staff and a graphic design consultant to develop a watershed planning roadmap. The roadmap aims to guide local watershed groups through the suite of watershed planning opportunities available (including SMPs) to help watershed groups design and tailor a watershed planning process to best fit their needs and goals.</li> <li data-bbox="253 1822 1451 1890">● Resource Library: Coloradosmp.org continues to be cited as an important resource for watershed planning leads and their teams. The Grantee will continue to regularly update</li> </ul>

<p>the website with resources and content to continue to be a vital and relevant resource for the watershed planning community of practice. The Grantee will make modifications to the Resource Library that incorporate the addition of a watershed planning roadmap and include resources for other types of watershed planning processes. In addition, the Grantee will bolster content on how to move from planning to implementation as well as guidance on project implementation.</p> <ul style="list-style-type: none"> <li>● Watershed Planning 101 Webinar: Facilitate one webinar per year aimed at introducing local watershed groups and communities to watershed planning.</li> <li>● 10-Year SMP and Watershed Planning Memo: Utilize data collected through previous research as well as interviews or surveys to be conducted in late 2025 to document the progress of stream management planning throughout Colorado. In addition, work with CWCB to update the SMP Outcomes Tracking Tool. The brief memo will be an update to the <a href="#">5-Year SMP Progress Memo</a> released in 2021.</li> </ul>
<p><b>Deliverable:</b></p> <ul style="list-style-type: none"> <li>● Six virtual peer meetings for watershed planning practitioners (three/year)</li> <li>● Two workshops in conjunction with the Sustaining Colorado Watersheds Conference (one/year)</li> <li>● One survey per year that will be used to inform peer call, workshop, and site visit topics as well as provide content to update the Resource Library</li> <li>● Watershed planning roadmap</li> <li>● Updates to the Resource Library in 2024 and 2025, including integration of watershed planning roadmap</li> <li>● Two watershed planning 101 webinars (one/year)</li> <li>● 10-Year SMP and watershed planning memo report</li> </ul>

Task 2
<b><u>Task 2 – Regional Planning and Implementation Support and Coordination</u></b>
<p><b>Description of Task:</b></p> <p>The Grantee has found success in providing support/engagement in myriad levels of watershed planning, from providing resources and support that are applicable state-wide (e.g., PLN) to convening regional or topic-focused discussions and providing direct support to local/place-based watershed groups. This task focuses on targeted activities designed to advance regional coordination and capacity with a suite of partners. The Grantee has heard from watershed groups that they would like more specific, tailored support in the post-planning, pre-implementation phases (e.g., project design, fundraising, etc.) in addition to the blanket support offered through the PLN.</p> <p>The Grantee will provide assistance and support to watershed groups for planning and implementation to cultivate peer-relationships, information sharing, and support among watershed groups working in similar river basins to position groups for long-term success. In addition, the Grantee will convene a group of nonprofit organizations, private funders, CWCB, and regional partners to work together to scale up capacity for implementing multi-benefit watershed projects throughout Colorado. The catalyst for this work is the Grantee’s recommendations from the white paper “<a href="#">Scaling Up Local Capacity for Multi-Benefit Projects</a>” (executive summary available <a href="#">here</a>).</p>

The Grantee will utilize the SMP prioritization tool for deciding where to focus work. Support will be based on the identified needs of the Basin related to watershed planning/implementation (identified through discussions with CWCB, the Basin Roundtable(s), and local watershed groups). Support/assistance could include, but is not limited to, convening of knowledge sharing/information sessions, direct assistance/advice to watershed groups on their watershed planning challenges/hurdles, specific training designed to advance the needs of the basin, and or facilitated sessions to coordinate on methods and partner roles for meeting Basin Implementation Plan goals.

**Method/Procedure:**

- Regionally-Focused Assistance, Information Sharing, and Coordination: the Grantee will cultivate local relationships to build understanding among watershed groups and partners about each other's processes and goals, and help develop a local support network that these partners can lean on as they move through all phases of planning and implementation. Assistance may be in the form of providing consultant support for grant writing, sharing information and examples on relevant topics such as project prioritization schemes, etc. As part of this work, the Grantee will seek opportunities to build understanding between watershed groups and the Basin Roundtables, including sharing information about the role of the Basin Roundtables and how to get involved. The Grantee will also seek opportunities to work with CWCB's Regional Water Plan Grant Managers.
- Field Trips: The field trips will be regionally designed and explore assessment results, prioritization protocols, demonstration projects, and/or implementation of watershed plans. The priority audience for field trips will be people local to the basins, but field trips will be open to the broader PLN. Field trips will explore assessment results and highlight demonstration projects and implementation opportunities of completed watershed plans. Each in-person training will be hosted in a different region to highlight the different approaches to watershed planning across the state.
- Coordinate Quarterly Scaling Capacity Group Calls: The Grantee will convene quarterly meetings with NGOs, funders, and capacity builders to coordinate and collaborate on providing support to watershed groups for implementing multi-benefit projects. The entities engaged thus far have identified a shared goal of enhancing capacity across the state to advance multi-benefit projects. Participants see value in coordinating their efforts to compliment the strengths that each brings to the table. The Grantee's role as convener is important to helping these entities strategize, leverage, and compliment their specific missions and resources.
- Capacity Scan and Map: The Grantee will work with the Scaling Capacity Group to develop a list of funders that support capacity needs which can be shared with watershed groups. In addition, the Grantee will facilitate the co-creation of a capacity scan to identify the gaps in capacity and project opportunities, and explore what role the Grantee could take in addressing these gaps and advancing projects. The Grantee will utilize both the SMP Prioritization Tool and the Outcome Tracking Tool developed with CWCB to identify gaps in capacity and project opportunities.

**Deliverable:**

- Summary report of assistance/support provided in at least four CO River Basins throughout the grant period
- Four field trips/site visits - agenda and materials posted to coloradosmp.org
- Summary report documenting scaling capacity outcomes and results of capacity scan, including a list of capacity funders and map

### Task 3

#### **Task 3 – Place-Based Capacity Building and Technical Assistance Pilot Project**

##### **Description of Task:**

The Grantee will pilot a place-based approach to providing capacity building and technical assistance support for the Animas Watershed Partnership and other partners in the Southwest Basin. Capacity building will include mentorship, leadership development, fundraising support, etc., while technical assistance will include support on integrated planning, project design, stream health assessment scoping, etc. The Southwest Basin was identified as an area with limited capacity by the Grantee, CWCB, partners in the basin, and other partners (e.g., The Nature Conservancy). This pilot project will provide the Grantee with the opportunity to explore what works, what doesn't work, and best practices for providing targeted capacity building and technical assistance support in one region.

##### **Method/Procedure:**

##### **Subtask 3.1: Relationship Building and Partnership Identification**

- The Grantee will utilize the capacity scan (see Task 2) to build a list of potential partnership opportunities for providing capacity building and technical assistance support.
- The Grantee will build relationships with local watershed groups, Basin Roundtables, and local government entities to learn about their capacity building and technical assistance needs.
- The Grantee will identify partnership opportunities in the Mancos, San Miguel, and Upper San Juan as well as with Southwestern Water Conservation District. The Grantee is working to bring tribal considerations into the Integrated River Management program, and will work with the Mancos Watershed Group and Animas Watershed Partnership to provide support and build relationships with the Southern Ute Indian Tribe and Ute Mountain Ute Tribe in support of their integrated planning efforts.

##### **Subtask 3.2: Project Partnership and Strategy Sessions**

- The Grantee will work closely with the Animas Watershed Partnership and other partners identified in Subtask 3.1 to provide capacity building support and technical assistance. Initial needs identified by the Animas Watershed Partnership include: 1) support development of an integrated river plan for the Animas River, 2) identify and address barriers to project design/implementation; 3) bolster organizational capacity (e.g., leadership, structure, etc.) to ensure Animas Watershed Partnership's success.
- The Grantee will provide technical expertise, consultant support, and mentoring to help partners advance watershed planning and design/shepherd implementation projects.
- The Grantee will coordinate regular communication with partners.

##### **Subtask 3.3: Building a Model Approach**

- The Grantee will document the approach and outcomes of this pilot by regularly monitoring its progress, the challenges that occur, and methods that appear to work successfully.

<ul style="list-style-type: none"> <li>● The Grantee will coordinate with partnering organizations from the pilot to conduct outreach statewide to share project outcomes and identify opportunities to apply this model in other areas.</li> </ul>
<b>Deliverable:</b>
<ul style="list-style-type: none"> <li>● Support for the Animas Watershed Partnership on identifying and designing demonstration projects, producing an integrated watershed plan, and strengthening the organizational capacity of the Animas Watershed Partnership to lead the planning and implementation process.</li> <li>● Narrative summarizing capacity building and technical assistance provided to at least two watershed groups in the Southwest basin.</li> <li>● Narrative summarizing lessons learned on how the Grantee can best provide support to watershed groups in capacity-limited regions.</li> <li>● Final report that documents the approach with outcomes, best practices, and recommendations on how to model this approach in other basins.</li> </ul>

Task 4
<b><u>Task 4 – Project Coordination</u></b>
<b>Description of Task:</b>
The Grantee will ensure completion of all tasks, including project administration and reporting, and ensure that the project is implemented on-time and within budget. The Grantee will also facilitate effective collaboration among team members.
<b>Method/Procedure:</b>
<ul style="list-style-type: none"> <li>● The Grantee will ensure regular internal meetings between the staff and contractor teams, and CWCB staff as needed.</li> <li>● The Grantee will provide financial accounting services and fund disbursement.</li> <li>● The Grantee will submit grant progress reports every six months.</li> <li>● The Grantee will develop a final report to document all work and report progress against goals.</li> </ul>
<b>Deliverable:</b>
<ul style="list-style-type: none"> <li>● Six-month grant progress reports that include financial statements.</li> <li>● Final report summarizing the project and documenting how it was completed.</li> </ul>

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	Statewide Watershed Planning Outreach, Education, and Peer Learning Network	8/1/2024	6/30/2026	\$71,580	\$23,860	\$95,440
2	Regional Planning and Implementation Support & Coordination	8/1/2024	6/30/2026	\$76,974	\$25,658	\$102,633
3	Place-Based Capacity Building and Technical Assistance Pilot Project	8/1/2024	6/30/2026	\$62,488	\$20,829	\$83,318
4	Project Coordination	8/1/2024	6/30/2026	\$35,340	\$11,780	\$47,120
<b>Total</b>				<b>\$246,382</b>	<b>\$82,128</b>	<b>\$328,510</b>

### 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 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.