

**Memorandum of Understanding for  
Climate Action Plan Community Engagement Project**

This is a Memorandum of Understanding (“MOU”), dated September 10, 2024 (“Effective Date”), between Alachua County, Florida (“Lead Community”), and the Urban Sustainability Directors Network (“USDN”), an Illinois nonprofit corporation, to implement the **Climate Action Plan Community Engagement Project** (“Project”).

Together, USDN and the Lead Community enter this MOU, which describes partnership roles.

**1. Purpose and Scope**

This work will build on existing investment by providing a new method for vulnerable residents (particularly those for whom written surveys are difficult to use) to share their stories with the County during CAP development. It is part of an ongoing effort to re-define Alachua County’s role in climate work and how we interact with our community in our planning processes.

The work is described in greater detail in the Final Project Proposal, Appendix 1.

**2. Project Term**

USDN and the Lead Community agree to a Project Term of 5-months from award notification (September 10, 2024 – January 22, 2025). If more time is required, the Lead Community indicates this to fund management as soon as that is known, so an extension can be documented. Please reference the [USDN Award Guidelines and Policies](#) for more information about this process.

**3. Responsibilities**

- a. **USDN.** USDN, as a project investor, is responsible for:
  - i. **Funding.** USDN provides funding for the project in an amount not to exceed \$14,865 USD. Payment(s) are made according to the Payment Schedule described in Table 1.
  - ii. **Technical Assistance.** USDN contracts with [Sutherland & Associates](#) to manage its competitive member funds. Fund management assists with any decision-making that impacts this MOU or any associated agreements/ payments. They receive, confirm, and process all deliverables, quarterly reports, and invoices. They monitor progress and capture the impacts of the investment.
  - iii. **Payment Processing.** USDN processes Lead Community approved invoices upon receipt via the Lead Community, within 30 days.
    - Invoices are submitted by any party receiving payment, including local governments. Invoices paid by USDN to any party follow the payment schedule

outlined in Table 1 of this agreement, which are also reflected in any associated independent contractor agreement(s). All invoices are addressed to:

Urban Sustainability Directors Network (USDN)  
Reference: EF25 – Alachua County, FL  
Attn: Jamal Brown  
USDN Director of Finance, People, and Culture  
500 Westover Drive #14973  
Sanford, NC 27330

- Project funds are expended per the proposed budget, in accordance with the terms in this MOU and to fulfill the scope of the final and awarded proposal.
- To keep the Lead Community as the visible lead of the work, invoices are approved by the Lead Community and then submitted to USDN fund management for review against the project budget. USDN fund management initiate processing of approved invoices with USDN.<sup>1</sup>

**b. Lead Community.** The County of Alachua, as the Lead Community, is responsible for:

- Project Management and Coordination.** Providing the project management and coordination necessary to complete the project.
- Quarterly Updates.** Submitting a 1-2 paragraph update describing progress on outputs, timeline, budget, and metrics is due at the end of each quarter, until project completion.
- Final Products and Reporting.** By January 22, 2025, submitting:
  - **Project Products / Outputs.** All substantial products and outputs produced as high-quality deliverables, for posting to the USDN website.
  - **Final Project Report.** A final project report, form [here](#)
  - **High Resolution Photos.** High resolution .jpg photographs of project work, to potentially be used in USDN communications.
  - **Project Budget and Expenditures.** A detailed record of project expenditures, including a comparison of original budget to award expenditures. Please use the Budget Template [here](#) or simply modify and return your proposal budget to show proposed to actuals.
- USDN Presentation.** At project completion, awardees are asked to present project outcomes during a USDN virtual or in person meeting, if requested.<sup>2</sup>
- 1-Year Impact Report.** Submitting a 1-page report 1 year after the project term, noting any additional impacts that have developed since the project ended.

#### **4. Project Participants and Primary Contacts**

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<sup>1</sup> To prevent any payment delays, the Lead Community lets Fund Management staff know of any schedule or staffing changes with as much advance notice as possible so that schedules can be adjusted.

<sup>2</sup> This request is subject to USDN's communications schedule and is not guaranteed to be made.

**a. Lead Community and Primary Contact:**

- i. **Lead Community: Alachua County**
- ii. **Project Lead:** Betsy Riley, Sustainability Manager, Alachua County, 12 SE 1st St, Gainesville, FL 32601, [briley@alachuacounty.us](mailto:briley@alachuacounty.us) | 352-264-6908

**b. Project Participants.**

- i. **Primary Participating Local Governments: Alachua County Board of County Commissioners, Office of Sustainability, Equity, and Economic Development Strategies (SEEDS), Sustainability Division**
- ii. **External Primary Partners:**  
Bailey Learning and Arts Coalition (BLAAC2Basics), St Peter St Paul Community Council of Archer, Sunrise Movement GNV, Flourish Farms, Rural Women’s Health Project and Grace To Overcome. We also consider interviewees to be participants and will ensure that they are compensated for their time, and that they retain rights to the footage they help to produce.

**5. Third Party Partners**

The independent subcontractor Grace to Overcome provides the project deliverables assigned to them in Table 1. \$14,865 USD of the project funds are paid from USDN to Grace to Overcome directly. A sub-agreement detailing this arrangement is executed between USDN and the subcontractor.

**6. Project Scope: Deliverables, Timeline, Reporting and Payment Schedule**

Project requests from the Selection Committee:

- How will interviews and the surveying process impact the CAP?

Alachua County is committed to ensuring that stakeholder feedback is incorporated into the final Climate Action Plan (due to be finalized in 2025). We believe and hope to test through the Emergent Learning Fund grant, that resident stories and climate needs will reach quantitatively more people via these videos than they would reach through a written description of survey results. In addition, we believe that the film medium will make these voices more qualitatively influential than they would through survey results alone.

Evidence of the influence of this work on Alachua County’s climate action planning will include:

- the number of direct references to these specific priority communities within the CAP
- specific policy ideas identified in these interviews are addressed within the CAP

Project activities, deliverables, and due dates are scheduled below in Table 1.<sup>3</sup>

**Table 1. Schedule of Project Deliverables and Payments**

#	Activity	Deliverables	Due Date	Payment / Recipient
	Agreements	Signed MOU and independent contractor agreement, if applicable.	Not later than 30 days after MOU is delivered	Payment upon fully executed MOU and associated invoice: \$14,865 to Grace to Overcome, per the terms of their associated Independent Contractor Agreement
1	Activity 1.	Deliverable 1: Alachua County & community partners compile list of interested community members from vulnerable communities	List compilation begins immediately, working list will be provided to USDN with each Progress Update	
2	Activity 2.	Deliverable 2: Alachua County & Grace to Overcome collaborate on waivers and other legal documents	September 13, 2024	
3	Activity 3.	Deliverable 3: Signed MOU	September 13, 2024	
4	Activity 4.	Deliverable 4: Interviews with residents begins (community partners are currently identifying potential candidates)	Interviews will not begin before <b>September 20, 2024</b> . Final video of interviews will be delivered to USDN on <b>December 13, 2024</b> .	
	Progress Update 1	250-word update	PR1: September 30, 2024	
	Progress Update 2	250-word update	PR2: October 30, 2024	
	Progress Update 3	250-word update	PR3: November 22, 2024	
	Final Project Report, Photos, and Budget Reconciliation	Final project report describing lessons / impacts, high resolution photos (.jpg format) and the final reconciled budget	Date: January 22, 2025	
	USDN Presentation	Possible scheduling of a presentation to the network: dependent on the outcomes, audience, and USDN network communications schedule		

<sup>3</sup> Please add these dates to calendars(s) and proactively notify Fund Management staff if it is anticipated that any deliverable due dates will shift after this award agreement is executed. Schedules will be adjusted accordingly. Table 1 becomes the project’s Deliverables Report. Each time a deliverable is received, it is returned to the Lead Community from Fund Management with notes/links as a receipt. This method keeps each party clear and aligned on the status of the work.

**7. Lobbying.** USDN project funds cannot be used for lobbying.

**Urban Sustainability Directors Network**

**Signature:** \_\_\_\_\_

**Name:** Jamal Brown

**Title:** USDN Director of Finance, People, and Culture

**Date:** \_\_\_\_\_

**Acceptance of Memorandum of Understanding**

The County of Alachua, Florida accepts the terms of this MOU.

Name: Mary Alford \_\_\_\_\_

Title: Chair, Board of County Commissioners \_\_\_\_\_

Signature: \_\_\_\_\_

Instructions for Check Issuance: Invoices will be submitted for each payment by the organization receiving funds with a completed [ACH Authorization Form](#) and [W-9 Form](#) \_\_\_\_\_

City/County Tax ID Number: 596000501 \_\_\_\_\_

**Project Lead Contact Information:**

Name: Betsy Riley \_\_\_\_\_

Address: 12 SE 1<sup>st</sup> St, Gainesville, FL 32607 \_\_\_\_\_

Phone: 352-264-6908 \_\_\_\_\_

Email: [briley@alachuacounty.us](mailto:briley@alachuacounty.us) \_\_\_\_\_

## Appendix 1 Full Project Proposal

1. **Project title.** Climate Action Plan Community Engagement Project
  
2. **Project description.** Alachua County is currently developing its first-ever Climate Action Plan (CAP), with the intent to release the first, polished draft to the public at our Climate Summit in November 2024 for community input. Alachua County is investing up to \$15,000 to pay local community-based organizations to conduct survey outreach on the County’s behalf on CAP themes. We are working with five community-based nonprofits in our County to provide culturally-responsive and affinity-based engagement and education to survey and dialogue with often unreached residents. This proposal would build on this existing investment by providing a new method for vulnerable residents (particularly those for whom written surveys are difficult to use) to share their stories with the County during CAP development. It is part of an ongoing effort to re-define Alachua County’s role in climate work and how we interact with our community in our planning processes.
 

We propose to see if a different format of outreach—videography and visual storytelling--would work better at telling their stories and change how our climate work is perceived by the community. We wish to create a short film made up of community interviews to ask our survey questions in a new way to those residents (identified by our community partners) who are part of these vulnerable groups. After the filming is done, we will debut the film at our county’s Climate Summit in November. After that the film will be submitted to 1-2 local museums, including the Matheson Museum, which has agreed to format the videos as a digital exhibit. Our hope with this grant is to learn whether videography and visual storytelling can be used to successfully integrate these lived experiences into the County’s climate planning process, to make them a priority in our and the community’s resiliency planning.
  
3. **Amount requested.**
4. **Memorandum of Understanding (MOU) Acknowledgment.** Acknowledged.
5. **Project timeline.** See Project Plan below for full timeline. We anticipate completing interviews by the end of October, with editing complete by the Climate Summit on November 16<sup>th</sup>. After that, we will work with the local Matheson Museum to transform the interviews into a digital exhibit to facilitate ongoing conversation. We anticipate this process being complete by January 2025.
  
6. **Primary project focus.** (2) capacity and partnership building around specific initiatives
  
7. **Primary short-term output.** (2) clear next steps around specific climate initiative(s)
  
8. **Primary long-term outcome.** (1) local climate work is advanced through member-to member or member-to-community work
  
9. **Visualization of impact summary.** We believe that video can tell stories more effectively than the statistics and even quotes that we can collect through survey work. This project will allow us to make our most vulnerable communities members top of mind during climate planning, and empowers our frontline community organizations to be leaders in the climate planning conversation. This is the County’s first ever Climate Action Plan, and will set the tone for who is considered, who is included, and who gets invited back

to the table, building the groundwork for a shared implementation of the plan between our local government, climate activists, and historically marginalized residents. If this project is funded, more Black, Brown and rural communities will begin participating in our climate work. Community folk will have engaged in arts, education, and resource-sharing in areas of the county that are non-white, and who are less motivated by the environmental rhetoric that we often use in sustainability circles. Instead, our beloved community will use their own language, and their own well-trying strategies for sustainability and environmental conservation to help us inform policy and our overarching response to climate adaption.

10. **Lead USDN member.** Betsy Riley, Sustainability Manager, Alachua County; 12 SE 1<sup>st</sup> St, Gainesville, FL 32601, [briley@alachuacounty.us](mailto:briley@alachuacounty.us) | 352-264-6908
  
11. **Other participants.** Alachua County is currently working with 5 local community non-profits as part of our County-funded community engagement work, which this project is building on: Bailey Learning and Arts Coalition (BLAAC2Basics), St Peter St Paul Community Council of Archer, Sunrise Movement GNV, Flourish Farms, and Rural Women’s Health Project. These organizations have agreed to identify local residents that they work with who would be good candidates for interviews and who would be willing to speak on camera. Because Rural Women’s Health Project works with many non-English speaking residents, they have also agreed to serve as interviewers and translators for these residents (we have included them in the proposed budget). We wish to include Grace To Overcome in our outreach efforts due to their experience working with residents across the County (including the 8 small municipalities), and prior experience working with videographers. We also consider interviewees to be participants and will ensure that they are compensated for their time, and that they retain rights to the footage they help to produce (we have included a legal line item in the budget for this purpose, as the County legal team does not have an expert in this area).
  
12. **Root cause design.** The root causes of this problem are 1.) the threat of climate change and 2.) the historical racism and marginalization that has resulted in entrenched inequities in Alachua County, making certain populations more vulnerable to climate change than others. Whatever the final Climate Action Plan, Alachua County needs the approval of our community to pass those policy solutions. We believe our community will be willing to elevate marginalized voices in climate planning if we can make their stories accessible to climate-conscious residents. Alachua County will be more resilient to the incoming climate changes by their inclusion, as focusing solutions on the most vulnerable members of our community builds resiliency for everyone.
  
13. **Influencing change.** Alachua County has chosen to work with Baileys Learning and Art Collective, RWHP, Flourish Farms and others to reach out to the community and do survey work. The County has trusted these local organizations to know how best to conduct outreach to these residents and they have created their own surveys and have been able to meet their community members where they are. The County’s role has been to help facilitate survey development to ensure usable data is collected. The film proposed here expands the ability of these organizations to tell the stories of their most vulnerable members with the intent to see these stories influence the thinking of our climate-conscious residents and ultimate influence the focus of the final Climate Action Plan.



14. **Focus on partnership.** Alachua County has invested in this work not only by paying community organizations for their time and effort, but by hiring a new temporary staff person, Taissja Moore (now a USDN member), whose only role is to facilitate the smooth operation of this project. Community members have already offered feedback that they have had a positive experience with the project, in no small part because of Ms. Moore’s professionalism, responsiveness, and helpfulness. The entire project of bringing on community partners in a paid capacity to conduct outreach is part of a new community engagement policy issued by the County. The success or failure of this project will influence whether the County chooses to do outreach in this way in the future. We believe the film will not only elevate the voices of those interviewed but will also showcase the power of this new community engagement policy in sustainable planning.

15. **Multi-pronged approach.** The Alachua County Climate Action Plan will allow our county to adapt to current and future climate changes. County staff already have some of the best local expertise on many of the impact areas of climate change, including stormwater management, aquifer protection, tree cover, and more. The larger community, however, has critical local knowledge of their neighbors, their neighborhoods, and the realities of their daily lives, all of which will be impacted by hotter days and stronger storms. Our goal for our Climate Action Plan is to combine the technical expertise of Alachua County staff with the local expertise of our community to develop a plan that builds real, tangible climate resiliency for some of our most vulnerable residents.

16. **Measuring success.** The tangible deliverables for the project are the data in the interviews themselves, the video footage displayed at the Climate Summit, and the final digital exhibit. We will consider the project successful if we collect ten interviews, and very successful if we collect all 15 interviews.

In addition, this project measures success in its impact on long-term community engagement strategies and climate action planning. There are two main criteria in two ways: 1.) the community members that participate in our outreach efforts feel like they had a positive experience and would work with the County again, and 2.) the community members who participate see their feedback represented in the final Climate Action Plan. If both goals are met, the County will consider it a success to our larger goal of developing stronger community engagement mechanisms in vulnerable communities.

17. **Project plan.**

#	Activity	Deliverable	Due Date
1.	Alachua County & community partners compile list of interested community members from vulnerable communities		Ongoing, beginning August 8, 2024
2.	Alachua County & Grace to Overcome collaborate on waivers and other legal documents		September 6, 2024
3.	MOU signed	Signed MOU	September 6, 2024 (With project award announcements on 8/8, the earliest we can get on the BOCC agenda is the 8/23 meeting. A two-week window has been added for processing

			time post-approval. We will send this as soon as we get it, which may be before this date.)
4.	Interviews with residents begins (community partners are currently identifying potential candidates)		September 9, 2024
5.	Progress Update 1	<u>Progress Report 1:</u> <ul style="list-style-type: none"> <li>List of residents identified for interviews and brief bio</li> <li>Spending update</li> <li>Update on Climate Summit and CAP planning</li> </ul>	September 30, 2024
6.	Progress Update 2	<u>Progress Report 2:</u> <ul style="list-style-type: none"> <li>Finalized list completed interviews</li> <li>Spending update</li> <li>Finalized Climate Summit agenda</li> </ul>	October 30, 2024
7.	Progress Update 3	<u>Progress Report 3:</u> <ul style="list-style-type: none"> <li>Link to completed videos</li> <li>Spending update</li> <li>Update on Climate Summit</li> </ul>	Date: November 22, 2024
	Final Report	<ul style="list-style-type: none"> <li>Final Budget Report, Photos, and Budget Reconciliation</li> <li>Link to digital exhibit</li> </ul>	Date: January 22, 2024
	USDN Presentation		At USDN's preferred time

**Budget.**

Itemized Cost <i>List Each Cost Against the Requested Amount Below</i>	Requested Amount	Other Funding Sources*	TOTAL in USD	Notes
Alachua County Comm. Engagement Initiative	\$ -	\$ 15,000.00	<b>\$15,000.00</b>	This project would be expanding Alachua County's current engagement pilot project. This line items refers to funds already committed by Alachua County on February 12, 2024 for CAP community engagement.
Videographer Services	\$6,000.00		<b>\$6,000.00</b>	Two quotes secured
Stipends to interviewees	\$1,500.00		<b>\$1,500.00</b>	\$100 stipend for 10-15 interviews. Budget is for 15 interviews. If fewer interviews collected, remaining funds will be issued to interviewees as gift cards.
Rural Women's Health Project	\$1,000.00		<b>\$1,000.00</b>	Payment is for conducting non-English interviews and providing written translation services
<b>Grace To Overcome (Primary CBO)</b>				
--Partner compensation	\$5,040.00		<b>\$5,040.00</b>	\$21/hour for 3 months
--Part-time clerical/data assistant	\$540.00		<b>\$540.00</b>	3 hours/week at \$15/hour for 3 months

--Mileage	\$351.75		<b>\$351.75</b>	Average of 35 miles/interview for 15 interviews at \$0.67/mile
--Overhead	\$432.95		<b>\$432.95</b>	3% of total costs
<b>TOTAL</b>	<b>\$14,864.70</b>	<b>\$15,000.00</b>	<b>\$29,864.70</b>	