



**II. FISCAL IMPACT ANALYSIS**

**A. Five Year Summary of Fiscal Impact:**

<b>Fiscal Years</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Capital Expenditures</b>	_____	_____	_____	_____	_____
<b>Operating Costs</b>	_____	_____	_____	_____	_____
<b>External Revenues</b>	_____	_____	_____	_____	_____
<b>Program Income (County)</b>	_____	_____	_____	_____	_____
<b>In-Kind Match (County)</b>	_____	_____	_____	_____	_____
<b>NET FISCAL IMPACT</b>	<b>\$0</b>	_____	_____	_____	_____
<b># ADDITIONAL FTE POSITIONS (Cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Is Item Included in Current Budget?</b>			<b>Yes</b> _____	<b>No</b> <u><b>X</b></u>	
<b>Does this item include the use of federal funds?</b>			<b>Yes</b> _____	<b>No</b> <u><b>X</b></u>	
<b>Budget Account No.:</b>					
<b>Fund</b>	_____	<b>Department</b>	_____	<b>Unit</b>	_____
		<b>Object</b>	_____	<b>Program</b>	_____

**B. Recommended Sources of Funds/Summary of Fiscal Impact:**

No fiscal impact due to the invoices and payments going directly to the Subcontractor.

**C. Department Fiscal Review:** *S. Nemy*

**III. REVIEW COMMENTS**

**A. OFMB Fiscal and /or Contract Dev. and Control Comments:**

*Luz Maltz 10/12/22*  
**OFMB** *JPC 10/16*

*Ar. J. Jacobson 10/12/22*  
**Contract Development and Control**

**B. Legal Sufficiency:**

*[Signature]*  
**Assistant County Attorney**

**C. Other Department Review:**

\_\_\_\_\_  
**Department Director**

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**Background and Justification:** The Project will identify strategies to increase the equitability of processes and outcomes when the County creates its forthcoming VARAP. The County has received \$800,000 from the Florida Department of Economic Opportunity, \$500,000 from the Florida Department of Environmental Protection, and \$500,000 from a County-funded supplemental budget request to fund the VARAP. The VARAP will identify risks and vulnerabilities for the County's unincorporated area and western municipalities, and provide County community and County operations resilience targets, an implementation strategy to achieve the targets, and a public engagement program that ensures social equity is included in evaluating and implementing solutions. This project is robust and will examine current and future conditions that impact the sustainability and resilience of the County. The final Resilience Action Plan is expected to be completed by 2026 and will directly benefit 1.4+ million residents in the County.

Frontline communities are both highly exposed to climate risks and have fewer resources, capacity, safety nets, and/or political power to respond to those risks. This includes, but is not limited to, those with low income or low wealth, people of color, older adults, the unhoused, immigrants, differently-abled people, youth, outdoor workers, non-English speakers, and those with chronic health conditions. This Project will complement the existing VARAP funding by supporting the following processes targeting frontline communities: stakeholder workshops, community surveys, workshop participant stipends, survey participant stipends, workshop attendee food, and workshop attendee childcare.



**Emergent Learning Proposal Form 2**  
**Funding Track 2: Community Relationship Development Work**

1. **Project title.** Strengthening Frontline Capacity for Climate Resilience Planning
2. **Project purpose.** Strengthen capacity of frontline communities for climate resilience planning to ensure more equitable processes and outcomes when the County creates its forthcoming county-wide climate change vulnerability assessment and resilience action plan (VARAP).
3. **Amount requested.** \$20,000 USD.
4. **Project timeline.** Six months.
5. **Visualization of impact summary.**  
 The USDN Emergent Learning Fund grant will set Palm Beach County up for successful integration of social equity and climate resilience planning. Palm Beach County has received funding to conduct a climate change VARAP but lacks specific funding to build trust within the frontline communities and provide stipends, childcare, and food to stakeholders attending community workshops. The County's Office of Resilience (OOR) is coordinating the project and seeks to incorporate the Southeast Florida Regional Climate Change Compact's Regional Climate Action Plan 3.0<sup>1</sup> draft equity recommendations throughout the VARAP process. The USDN Emergent Learning Fund grant will facilitate the County in meeting RCAP Equity Goal #3 (EQ-3) in building the capacity of existing and future leaders of frontline communities to identify, analyze, communicate, and act upon their community's climate resilience needs and priorities. This is an essential first step upon which many other RCAP Equity Goals depend.<sup>2</sup> The USDN grant will help OOR and partners engage with frontline community members through a series of workshops, where participants will be compensated for their time and provided food and childcare. These workshops, which will bring together leading experts, are intended to help build frontline community capacity in understanding local climate threats and solutions, how existing frontline community challenges intersects with climate resilience, and effective citizen engagement. The information and input received during these initial workshops will help the project team build its own capacity to better understand frontline community challenges and continue its work toward the development of an equitable and sustainable climate resilience plan, as directed by the Palm Beach County Board of County Commissioners.
6. **Lead USDN member.**  
 Megan Houston, Resilience Director, Palm Beach County  
 2300 North Jog Road, 4<sup>th</sup> Floor, West Palm Beach, FL 33411  
[mshouston@pbcgov.org](mailto:mshouston@pbcgov.org); (561) 681-3812

<sup>1</sup> <https://compactrcap.konveio.com/draft-southeast-florida-regional-climate-action-plan-30>

<sup>2</sup> Other highly relevant RCAP 3.0 Equity goals include ensuring that VARAP recommendations and strategies are shaped by equitable processes and achieve equitable outcomes (EQ-1), forming mutually beneficial partnerships with community organizations to co-create engagement, outreach, and decision-making processes (EQ-4), and encouraging ongoing dialogue between local government and frontline communities (EQ-5).

**7. Other participants.**

The local community-based organizations that will partner on this work include:

- Jaime-Lee Bradshaw, Chief Strategy Officer, Community Partners of South Florida (CPSFL)
- Regenia Herring, Executive Director, Criminal Justice Commission, Palm Beach County
- Jodie Boisvert, Program Evaluator, Department of Community Services, Palm Beach County
- Ruth Mogueillansky, Principal Planner, Office of Community Revitalization (OCR), Palm Beach County
- Tammy Fields, Youth Services Department, Palm Beach County
- Jayme Bosio, Librarian, Libraries, Palm Beach County
- Natalie Frendberg, Resilience and Sustainability Analyst, Office of Resilience (OOR), Palm Beach County

**8. Influencing change.**

The proposed USDN grant project will connect climate work to what people care about by increasing public awareness regarding climate change in an engaging, accessible, and evocative way, while inspiring and mobilizing people to action. The proposed work will focus on frontline communities which, by definition, are those communities who are directly affected by climate change and who are both highly exposed to climate hazards as well as lack sufficient resources, capacity, safety nets, and/or political power to respond to these hazards. As a result, residents in these communities are likely to be time- and resource-strapped and unable to prioritize local climate planning efforts. The project team will use case studies to demonstrate how climate change is already impacting Palm Beach County, for example by demonstrating neighbor health impacts, flood damage, or storm damage. The project team will also demonstrate how climate change impacts can exacerbate other community challenges while climate change solutions can broadly mitigate community stressors. The project team will lead from behind by drawing on established, trusted relationships between local partners and community members and focusing on ways to best inspire and move people to action by respecting peoples' lived experiences instead of solely focusing on technical expertise.

**9. Focus on partnership.**

OOR will coordinate the USDN grant. OOR's three-person team will provide in-kind support to manage this grant and integrate the outcomes into the VARAP. OOR tasks for the USDN grant include the following:

- Work with CPSFL, OCR, and other local partners to identify County frontline communities and conduct outreach with frontline community members and leaders;
- Develop a VARAP communication strategy including case studies to demonstrate how climate change is already impacting frontline communities;
- Work with CPSFL and local partners to develop climate workshop content;
- Coordinate workshop facilitators, speakers, and venues;
- Develop, deploy, and analyze community surveys;
- Document and summarize frontline community input and consensus to include in VARAP; and
- Develop a post-USDN grant continuity plan for frontline community engagement in VARAP planning.

CPSFL will serve the community engagement partner role. CPSFL has been engaging residents in a meaningful, neighborhood-based way since 1986. Their expertise and being a 'trusted entity' make them the best suited agency to manage the resident engagement effort. Lending on their decades of community engagement and results allows the proposing team to reach residents in an efficient and effective manner.

The proposing team will engage and resource CPSFL on a consultant basis to:

- Co-identify low- and moderate-income (LMI) communities that will be the focus of the initial phase of data collection;
- Recruit residents from the LMI communities to engage in conversations of climate work;
- Implement regional listening sessions that produce resident insights on topics that will inform the action plan;
- Authenticate regional insights by implementing a community survey; and
- Produce a final report outlining efforts, insights, and proposed next steps.

OCR will assist in the identification of frontline communities and community outreach and engagement efforts, as well as provide support to the OOR in the planning of the workshops. OCR was chosen because of its expertise in community engagement and capacity building efforts, and previous work with historically disadvantaged communities.

Palm Beach County has many other departments that provide social services to County frontline communities, including the Criminal Justice Commission, the Department of Community Services, and the Youth Services Department. OOR and the social services departments will collaborate on the USDN grant on community engagement efforts and make effective use of frontline communities' valuable, limited time and capacity. Input from these departments will be critical in identifying existing community events and other initiatives to integrate climate workshop outreach as appropriate.

The County's Library System is comprised of its Main Library, 16 branches, a Bookmobile, and Outreach Services. These branches are trusted community hubs providing free student lunches during summer months, small business support, tutoring, and more. They are ideal locations for climate resiliency workshops. The Library System will help OOR secure free, accessible venues and promote the workshops.

**10. Community service.**

Frontline communities are locally defined as those that experience the most immediate and worst impacts of climate change. They are often communities of low-income households, people of color, immigrants, the homeless, the elderly, the youth, differently-abled people, outside workers, and/or those with chronic health conditions. As the effects of climate change become more widespread and significant, communities disadvantaged by a legacy of racial segregation and environmental injustice struggle with disparate health outcomes, are highly exposed and vulnerable to the effects of climate change, and lack sufficient resources, capacity, safety nets, and/or political power to anticipate, cope with, and recover from climate impacts and rebuild for resilience against future events.

Representatives from OOR, CPSFL, OCR, the Criminal Justice Commission, the Department of Community Services, the Youth Services Department, and others are working collaboratively to bring together people with lived experience, environmental health experts, and resilience practitioners to connect and align efforts to advance equitable sustainable climate action. Priority items of this collaboration include: determining how to best represent and serve frontline communities; improving living situations by addressing the root causes of oppression and injustice, economic disadvantage, and environmental health; and developing a resilience plan with community-specific policies that decision-makers can implement to address the disproportionate impact that climate change has on communities experiencing health disparities and environmental injustice.

The team plans to develop and implement the community engagement and participatory process with CPSFL. This partnership will combine the resilience and sustainability expertise of the local government team with CPSFL's ability to engage residents to provide insights on proposed VARAP strategies and recommendations to ensure that they are a) equitable and inclusive; b) informed by actual residents living in frontline communities; and c) accepted by the frontline communities that the VARAP attempts to assist. "Changing Generations by Changing the Odds" is more than a tagline for CPSFL. CPSFL applies a REDI (Race, Equity, Diversity, and Inclusion) lens to their internal/organizational practices and programs. They are equipped to have honest, transparent conversations with communities that are consumed by the decisions of today. CPSFL activates residents to think about the implications that their children, and children's children, will have to face and asks them to plan for tomorrow by providing their lived experience and insights today.

**11. Relationship building.**

Meaningful community engagement with diverse representation is integral to a successful VARAP. OOR seeks to ensure that the County's frontline communities have an equitable opportunity to participate in the VARAP process—from creating a vision to developing specific strategies for community action—and are included in VARAP implementation. Initial frontline community workshops will be conducted to build the foundation for meaningful community engagement throughout the development of the VARAP and the County's long-term resilience planning process. The initial workshops will cover local climate change impacts and solution fundamentals, vulnerability assessment planning, and effective stakeholder participation strategies to connect, engage, and empower diverse community voices. Key questions that will be incorporated in the initial workshops will include:

- How should the project team market VARAP community workshops to get the most participation from diverse community members so they easily understand VARAP's importance, how to participate in workshops, and why they should?
- What venues are most welcoming, accessible, and functional?
- How should we redefine technical climate jargon in user-friendly language?
- What is the frontline community familiarity with local climate change impacts and solutions?
- What community groups and/or community champions should the project team invite to the VARAP planning process?

The project team will use the preliminary input received through the USDN grant to design and conduct a series of workshops to identify and reach consensus on community needs and to develop a long-term and sustainable VARAP. These workshops will be designed to ensure that the VARAP reflects the input and consensus from a wide range of people who have diverse areas of expertise, representing a wide variety of ages, ethnicities, cultures, income levels, abilities, and geographic areas.

Before, during, and after the VARAP project, OOR will seek opportunities with local partners to help build authentic relationships between the County and its frontline communities.

**12. Project plan.**

#	Activity	Deliverable	Due Date
1	Convene partners to align around shared goals.	Shared principles and values statements	1 month after grant execution
2.	Develop a partner statement and agree upon project schedule with roles and responsibilities. Revise proposed schedule as needed.	Partnership roles and responsibilities, process evaluation documents	1 month after grant execution
3.	Develop key questions to ask community members at workshops.	Key questions document	2 months after grant execution
4.	Develop workshop content that includes local climate threats and solutions; existing frontline community challenges and how that intersects with climate resilience; developing an equitable VARAP process; and effective citizen engagement.	Outline of workshop schedule	2 months after grant execution
5.	Conduct workshop outreach through marketing materials and “elevator pitches” at community meetings.	Copy of outreach materials	2 months after grant execution
6.	Conduct Workshop 1	Sign-in sheet	4 months after grant execution
7.	Conduct Workshop 2	Sign-in sheet	4 months after grant execution
8.	Conduct Workshop 3	Sign-in sheet	5 months after grant execution
9.	Analyze workshop input	Summary of workshop input	5 months after grant execution
10.	Develop wider audience survey based on community ambassadors’ input	List of proposed stakeholders based on community ambassadors’ input	5 months after grant execution
11.	Create and disseminate workshop survey	Example of workshop survey	6 months after grant execution
12.	Analyze survey results	Summary of survey results	6 months after grant execution
13.	Produce summary report of USDN Fund grant.	Summary report	6 months after grant execution
**	Refine equity strategy for VARAP based on community workshops	VARAP equity strategy overview document	After grant concludes, OOR will incorporate results into VARAP planning.

**Budget.** Attached in a separate spreadsheet<sup>3</sup> that includes an itemized budget in USD.

<sup>3</sup> The Excel budget is not part of the proposal Word document and is not included in the proposal’s page count.

## USDN Proposal Budget Template

Proposal Title: Strengthening Frontline Capacity for Climate Resilience Planning

Lead Member Community: Palm Beach County, Office of Resilience

### Budget Notes:

Proposal budgets should be \$ USD or less

If applying for member-to-community relationship building proposal type, at least 50% of the budget must be allocated to the community-based organization partner.

Proposal budgets are expected to minimize expenses as much as possible but to also be realistic. Budget for what is needed, especially for compensating community member engagement.

USDN will pay the full amount of the award upfront at the time of the award to either a member community or a community partner they designate with receipt of an invoice.

If there are any unused funds at the conclusion of the project, these should be repurposed to further support the work.

Proposers can reach out to USDN staff to ground-truth costs from possible partners prior to the proposal due date.

Note any equity-focused costs in budget (e.g. community member stipends or consulting costs).

For projects in the continental United States, proposals must compare their costs to the local GSA per diem rates and justify any costs that exceed these guidelines.

### Local GSA Per Diem Rate Lookup

Itemized Cost <i>List Each Cost Against the Requested Amount Below</i>	Requested Amount	Other Funding Sources	TOTAL in USD	Notes
Workshop Planning and Facilitation	\$10,000.00		\$10,000.00	
Food at Workshops	\$900.00		\$900.00	Local partner will distribute funds. Food for 3 community workshops, with a goal of 75 total attendees, \$12.00/ meal.
Childcare at Workshops	\$900.00		\$900.00	Local partner will distribute funds. Childcare for 3 community workshops, \$300.00/ workshop.
Community Ambassador Stipends	\$7,500.00		\$7,500.00	Local partner will distribute funds. \$50 to \$100 stipends for ambassadors.
In-Kind Planning and Project Management		\$10,000.00	\$10,000.00	PBC OOR staff time at a blended rate of \$40/hour for 250 hours.
Survey Stipends	\$700.00		\$700.00	\$25 to \$50 stipends will be award randomly to selected survey participants.
Vulnerability Assessment and Resilience Action Plan		\$800,000.00	\$800,000.00	Grant funding from Florida Department of Economic Opportunity.
Sea-level Rise and Flood Modeling		\$500,000.00	\$500,000.00	Grant funding from Florida Department of Environmental Protection.
Sea-level Rise and Flood Modeling		\$500,000.00	\$500,000.00	PBC Supplemental Funding, to support VARAP and pay consultant for technical assessments.
<b>TOTAL</b>	<b>\$20,000.00</b>	<b>\$1,810,000.00</b>	<b>\$1,830,000.00</b>	

**Note:** Items listed in this proposed budget are not allowed expenses in the grant funding that we've received from other sources.

**Memorandum of Understanding for  
Strengthening Frontline Capacity for Climate Resilience Planning**

This is a Memorandum of Understanding (“MOU”), dated November 8, 2022, (“Effective Date”), between Palm Beach County (“Lead Community”), and the Urban Sustainability Directors Network (“USDN”), an Illinois nonprofit corporation, to implement the Strengthening Frontline Capacity for Climate Resilience Planning project (“Project”).

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

**1. Purpose and Scope**

The work will strengthen capacity of frontline communities for climate resilience planning to ensure more equitable processes and outcomes when the County creates its forthcoming county-wide climate change vulnerability assessment and resilience action plan (VARAP).

**2. Project Term**

USDN and the Lead Community agree to a Project Term of 6-months from award notification (November 8, 2022 – May 8, 2023). 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 \$20,000 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. Additionally, USDN assigns 1 staff member to each project to ensure the work is integrated into network efforts to advance the field. This person does not make decisions, project manage, or deal with any agreement shifts or modifications. The initial USDN contact is Baja, who may assign another USDN team member from there - depending on how the work unfolds.
  - 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: EF08- Palm Beach County  
Attn: Terri Norton  
Accounting Manager  
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 initiates the processing of approved invoices with USDN.<sup>1</sup>

**b. Lead Community.** Palm Beach County, as the Lead Community, is responsible for:

- Project Management and Coordination.** Providing the project management and coordination necessary to complete the project.
- Communications Flow.** Keeping the assigned USDN staff person copied on all quarterly reports and deliverables that are sent to Fund Management.
- 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 May 8, 2023, 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**

<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:** Palm Beach County, FL
- ii. **Project Lead:** Megan Houston, Resilience Director, [mshouston@pbcgov.org](mailto:mshouston@pbcgov.org);  
(561) 681-3812

**b. Project Participants.**

- i. **Primary Participating Local Governments:**
- ii. **Observing Participating local governments:**
- iii. **Cross-departmental Participants:**  
Regenia Herring, Executive Director, Criminal Justice Commission, Palm Beach County  
Jodie Boisvert, Program Evaluator, Department of Community Services, Palm Beach County  
Ruth Moguillansky, Principal Planner, Office of Community Revitalization (OCR), Palm Beach County  
Tammy Fields, Youth Services Department, Palm Beach County  
Jayme Bosio, Librarian, Libraries, Palm Beach County  
Natalie Frendberg, Resilience and Sustainability Analyst, Office of Resilience (OOR), Palm Beach County
- iv. **External Primary Partners:**  
Jaime-Lee Bradshaw, Chief Strategy Officer, Community Partners of South Florida (CPSFL)

**5. Third Party Partners**

The independent subcontractor Community Partners of South Florida provides the project deliverables assigned to them in Table 1. \$20,000 USD of the project funds are paid from USDN to Community Partners of South Florida 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:

- Please clarify the budget – specifically, the logic of total convening cost to ratio of desired attendees.

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

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<sup>3</sup> Please add these dates to calendars(s) and proactively notify USDN Fund Management 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.

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

#	Activity	Deliverables	Due Date	Payment / Recipient
	Agreements: Signed MOU and other project agreements		Not later than 30 days after MOU is delivered	Payment upon fully executed MOU & associated invoice: \$20,000 to Community Partners of South Florida
	Dissemination / USDN awareness		Please copy Baja on quarterly reports and deliverables sent to Fund Management.	
1	Activity 1. Convene partners to align around shared goals.	Deliverable 1: Shared principles and values statements	Date: December 8, 2022	
2	Activity 2. Develop a partner statement and agree upon project schedule with roles and responsibilities. Revise proposed schedule as needed.	Deliverable 2: Partnership roles and responsibilities, process evaluation documents	Date: December 8, 2022	
	Progress Update 1	250-word update	Q1: December 8, 2022	
3	Activity 3. Develop key questions to ask community members at workshops.	Deliverable 3: Key questions document	Date: February 5, 2023	
4	Activity 4. Develop workshop content that includes local climate threats & solutions; existing frontline community challenges and how that intersects with climate resilience; developing an equitable VARAP process; and effective citizen engagement.	Deliverable 4: Outline of workshop schedule	Date: February 5, 2023	
	Progress Update 2	250-word update	Q2: February 5, 2023	
5	Activity 5. Conduct Workshop 1	Deliverable 5. Sign-in sheet	Date: February 19, 2023	
6	Activity 6. Conduct Workshop 2	Deliverable 6. Sign-in sheet	Date: March 7, 2023	
7	Activity 7. Conduct workshop outreach through marketing materials and “elevator pitches” at community meetings.	Deliverable 7. Copy of outreach materials	Date: March 14, 2023	
8	Activity 8. Conduct Workshop 3	Deliverable 8. Sign-in sheet	Date: March 14, 2023	
9	Activity 9. Analyze workshop input	Deliverable 9. Summary of workshop input	Date: March 26, 2023	
	Progress Update 3	250-word update	Q3: March 26, 2023	
10	Activity 10. Develop wider audience survey based on community residents’ input	Deliverable 10. List of proposed stakeholders based on community residents’ input	Date: March 26, 2023	
11	Activity 11. Create and disseminate workshop survey	Deliverable 11. Example of workshop survey	Date: April 8, 2023	
12	Activity 12. Analyze survey results	Deliverable 12. Summary of survey results	Date: April 22, 2023	
13	Activity 13. Produce summary report of USDN Fund grant.	Deliverable 13. Summary report	Date: May 8, 2023	
	Final Project Report, Photos, and Budget Reconciliation	Final project report describing lessons / impacts, high resolution photos (.jpg format) and the final reconciled budget	Date: May 8, 2023	

USDN Presentation	Possible scheduling of a presentation to the network: dependent on the outcomes, audience, and USDN network communications schedule
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**7. Lobbying.** USDN project funds cannot be used for lobbying.

Please complete the attached acceptance form, and email back to the Fund Management team and [Terri Norton](#). Then, USDN will sign and return a fully executed copy to the Lead Community.

**Urban Sustainability Directors Network**

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

Name: Lauren Bradley

Title: Chief Financial Officer

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

**Acceptance of Memorandum of Understanding**

**Palm Beach County accepts the terms of this MOU.**

Name: Robert S. Weinroth

Title: Mayor

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

**APPROVED AS TO FORM  
AND LEGAL SUFFICIENCY**

**(corp. seal)**

By   
**County Attorney**

**APPROVED AS TO TERMS  
AND CONDITIONS**

By Megan S. Houston  
**Department Director**

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

**Project Lead Contact Information:**

Name: Megan S. Houston

Address: 2300 N. Jog Rd, 4<sup>th</sup> Floor, West Palm Beach, FL 33411

Phone: (561) 681-3812

Email: mshouston@pbcgov.org

**Project Manager Contact Information:**

Name: Natalie Frenberg

Address: 2300 N. Jog Rd, 4<sup>th</sup> Floor, West Palm Beach, FL 33411

Phone: (561) 233-2474

Email: nfrenberg@pbcgov.org

**Appendix 1**  
**Full Project Proposal**  
**Funding Track 2: Community Relationship Development Work**

1. **Project title.** Strengthening Frontline Capacity for Climate Resilience Planning
2. **Project purpose.** Strengthen capacity of frontline communities for climate resilience planning to ensure more equitable processes and outcomes when the County creates its forthcoming county-wide climate change vulnerability assessment and resilience action plan (VARAP).
3. **Amount requested.** \$20,000 USD.
4. **Project timeline.** Six months.

5. **Visualization of impact summary.**

The USDN Emerging Learning Fund grant will set Palm Beach County up for successful integration of social equity and climate resilience planning. Palm Beach County has received funding to conduct a climate change VARAP but lacks specific funding to build trust within the frontline communities and provide stipends, childcare, and food to stakeholders attending community workshops. The County's Office of Resilience (OOR) is coordinating the project and seeks to incorporate the Southeast Florida Regional Climate Change Compact's Regional Climate Action Plan 3.0<sup>4</sup> draft equity recommendations throughout the VARAP process. The USDN Emergent Learning Fund grant will facilitate the County in meeting RCAP Equity Goal #3 (EQ-3) in building the capacity of existing and future leaders of frontline communities to identify, analyze, communicate, and act upon their community's climate resilience needs and priorities. This is an essential first step upon which many other RCAP Equity Goals depend.<sup>5</sup> The USDN grant will help OOR and partners engage with frontline community members through a series of workshops, where participants will be compensated for their time and provided food and childcare. These workshops, which will bring together leading experts, are intended to help build frontline community capacity in understanding local climate threats and solutions, how existing frontline community challenges intersects with climate resilience, and effective citizen engagement. The information and input received during these initial workshops will help the project team build its own capacity to better understand frontline community challenges and continue its work toward the development of an equitable and sustainable climate resilience plan, as directed by the Palm Beach County Board of County Commissioners.

6. **Lead USDN member.**

Megan Houston, Resilience Director, Palm Beach County

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<sup>4</sup> <https://compactrcap.konveio.com/draft-southeast-florida-regional-climate-action-plan-30>

<sup>5</sup> Other highly relevant RCAP 3.0 Equity goals include ensuring that VARAP recommendations and strategies are shaped by equitable processes and achieve equitable outcomes (EQ-1), forming mutually beneficial partnerships with community organizations to co-create engagement, outreach, and decision-making processes (EQ-4), and encouraging ongoing dialogue between local government and frontline communities (EQ-5).

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#### 7. **Other participants.**

The local community-based organizations that will partner on this work include:

- Jaime-Lee Bradshaw, Chief Strategy Officer, Community Partners of South Florida (CPSFL)
- Regenia Herring, Executive Director, Criminal Justice Commission, Palm Beach County
- Jodie Boisvert, Program Evaluator, Department of Community Services, Palm Beach County
- Ruth Moguillansky, Principal Planner, Office of Community Revitalization (OCR), Palm Beach County
- Tammy Fields, Youth Services Department, Palm Beach County
- Jayme Bosio, Librarian, Libraries, Palm Beach County
- Natalie Frendberg, Resilience and Sustainability Analyst, Office of Resilience (OOR), Palm Beach County

#### 8. **Influencing change.**

The proposed USDN grant project will connect climate work to what people care about by increasing public awareness regarding climate change in an engaging, accessible, and evocative way, while inspiring and mobilizing people to action. The proposed work will focus on frontline communities which, by definition, are those communities who are directly affected by climate change and who are both highly exposed to climate hazards as well as lack sufficient resources, capacity, safety nets, and/or political power to respond to these hazards. As a result, residents in these communities are likely to be time- and resource-strapped and unable to prioritize local climate planning efforts. The project team will use case studies to demonstrate how climate change is already impacting Palm Beach County, for example by demonstrating neighbor health impacts, flood damage, or storm damage. The project team will also demonstrate how climate change impacts can exacerbate other community challenges while climate change solutions can broadly mitigate community stressors. The project team will lead from behind by drawing on established, trusted relationships between local partners and community members and focusing on ways to best inspire and move people to action by respecting peoples' lived experiences instead of solely focusing on technical expertise.

#### 9. **Focus on partnership.**

OOR will coordinate the USDN grant. OOR's three-person team will provide in-kind support to manage this grant and integrate the outcomes into the VARAP. OOR tasks for the USDN grant include the following:

- Work with CPSFL, OCR, and other local partners to identify County frontline communities and conduct outreach with frontline community members and leaders;
- Develop a VARAP communication strategy including case studies to demonstrate how climate change is already impacting frontline communities;
- Work with CPSFL and local partners to develop climate workshop content;
- Coordinate workshop facilitators, speakers, and venues;
- Develop, deploy, and analyze community surveys;

- Document and summarize frontline community input and consensus to include in VARAP; and
- Develop a post-USDN grant continuity plan for frontline community engagement in VARAP planning.

CPSFL will serve the community engagement partner role. CPSFL has been engaging residents in a meaningful, neighborhood-based way since 1986. Their expertise and being a ‘trusted entity’ make them the best suited agency to manage the resident engagement effort. Lending on their decades of community engagement and results allows the proposing team to reach residents in an efficient and effective manner. The proposing team will engage and resource CPSFL on a consultant basis to:

- Co-identify frontline communities that will be the focus of the initial phase of data collection;
- Recruit residents from the frontline communities to engage in conversations of climate work;
- Implement regional listening sessions that produce resident insights on topics that will inform the action plan;
- Authenticate regional insights by implementing a community survey; and
- Produce a final report outlining efforts, insights, and proposed next steps.

OCR will assist in the identification of frontline communities and community outreach and engagement efforts, as well as provide support to the OOR in the planning of the workshops. OCR was chosen because of its expertise in community engagement and capacity building efforts, and previous work with historically disadvantaged communities.

Palm Beach County has many other departments that provide social services to County frontline communities, including the Criminal Justice Commission, the Department of Community Services, and the Youth Services Department. OOR and the social services departments will collaborate on the USDN grant on community engagement efforts and make effective use of frontline communities’ valuable, limited time and capacity. Input from these departments will be critical in identifying existing community events and other initiatives to integrate climate workshop outreach as appropriate.

The County’s Library System is comprised of its Main Library, 16 branches, a Bookmobile, and Outreach Services. These branches are trusted community hubs providing free student lunches during summer months, small business support, tutoring, and more. They are ideal locations for climate resiliency workshops. The Library System will help OOR secure free, accessible venues and promote the workshops.

#### **10. Community service.**

Frontline communities are locally defined as those that experience the most immediate and worst impacts of climate change. They are often communities of low-income households, people of color, immigrants, the homeless, the elderly, the youth, differently-abled people, outside workers, and/or those with chronic health conditions. As the effects of climate change become more widespread and significant, communities disadvantaged by a legacy of racial segregation and environmental injustice struggle with disparate health outcomes, are highly exposed and vulnerable to the effects of climate change, and lack sufficient

resources, capacity, safety nets, and/or political power to anticipate, cope with, and recover from climate impacts and rebuild for resilience against future events.

Representatives from OOR, CPSFL, OCR, the Criminal Justice Commission, the Department of Community Services, the Youth Services Department, and others are working collaboratively to bring together people with lived experience, environmental health experts, and resilience practitioners to connect and align efforts to advance equitable sustainable climate action. Priority items of this collaboration include: determining how to best represent and serve frontline communities; improving living situations by addressing the root causes of oppression and injustice, economic disadvantage, and environmental health; and developing a resilience plan with community-specific policies that decision-makers can implement to address the disproportionate impact that climate change has on communities experiencing health disparities and environmental injustice.

The team plans to develop and implement the community engagement and participatory process with CPSFL. This partnership will combine the resilience and sustainability expertise of the local government team with CPSFL's ability to engage residents to provide insights on proposed VARAP strategies and recommendations to ensure that they are a) equitable and inclusive; b) informed by actual residents living in frontline communities; and c) accepted by the frontline communities that the VARAP attempts to assist. "Changing Generations by Changing the Odds" is more than a tagline for CPSFL. CPSFL applies a REDI (Race, Equity, Diversity, and Inclusion) lens to their internal/organizational practices and programs. They are equipped to have honest, transparent conversations with communities that are consumed by the decisions of today. CPSFL activates residents to think about the implications that their children, and children's children, will have to face and asks them to plan for tomorrow by providing their lived experience and insights today.

#### **11. Relationship building.**

Meaningful community engagement with diverse representation is integral to a successful VARAP. OOR seeks to ensure that the County's frontline communities have an equitable opportunity to participate in the VARAP process—from creating a vision to developing specific strategies for community action—and are included in VARAP implementation. Initial frontline community workshops will be conducted to build the foundation for meaningful community engagement throughout the development of the VARAP and the County's long-term resilience planning process. The initial workshops will cover local climate change impacts and solution fundamentals, vulnerability assessment planning, and effective stakeholder participation strategies to connect, engage, and empower diverse community voices. Key questions that will be incorporated in the initial workshops will include:

- How should the project team market VARAP community workshops to get the most participation from diverse community members so they easily understand VARAP's importance, how to participate in workshops, and why they should?
- What venues are most welcoming, accessible, and functional?
- How should we redefine technical climate jargon in user-friendly language?
- What is the frontline community familiarity with local climate change impacts and solutions?

- What community groups and/or community champions should the project team invite to the VARAP planning process?

The project team will use the preliminary input received through the USDN grant to design and conduct a series of workshops to identify and reach consensus on community needs and to develop a long-term and sustainable VARAP. These workshops will be designed to ensure that the VARAP reflects the input and consensus from a wide range of people who have diverse areas of expertise, representing a wide variety of ages, ethnicities, cultures, income levels, abilities, and geographic areas.

Before, during, and after the VARAP project, OOR will seek opportunities with local partners to help build authentic relationships between the County and its frontline communities.

**12. Project plan.**

#	Activity	Deliverable	Due Date
1	Convene partners to align around shared goals.	Shared principles and values statements	1 month after grant execution
2.	Develop a partner statement and agree upon project schedule with roles and responsibilities. Revise proposed schedule as needed.	Partnership roles and responsibilities, process evaluation documents	1 month after grant execution
3.	Develop key questions to ask community members at workshops.	Key questions document	2 months after grant execution
4.	Develop workshop content that includes local climate threats and solutions; existing frontline community challenges and how that intersects with climate resilience; developing an equitable VARAP process; and effective citizen engagement.	Outline of workshop schedule	2 months after grant execution
5.	Conduct workshop outreach through marketing materials and “elevator pitches” at community meetings.	Copy of outreach materials	2 months after grant execution
6.	Conduct Workshop 1	Sign-in sheet	4 months after grant execution
7.	Conduct Workshop 2	Sign-in sheet	4 months after grant execution
8.	Conduct Workshop 3	Sign-in sheet	5 months after grant execution
9.	Analyze workshop input	Summary of workshop input	5 months after grant execution
10.	Develop wider audience survey based on community residents’ input	List of proposed stakeholders based on community residents’ input	5 months after grant execution
11.	Create and disseminate workshop survey	Example of workshop survey	6 months after grant execution
12.	Analyze survey results	Summary of survey results	6 months after grant execution
13.	Produce summary report of USDN Fund grant.	Summary report	6 months after grant execution
**	Refine equity strategy for VARAP based on community workshops	VARAP equity strategy overview document	After grant concludes, OOR will incorporate results into VARAP planning.

**Budget.**

Itemized Cost	Requested Amount	Other Funding Sources	TOTAL in USD	Notes
<i>Resident Engagement, Analysis, and Workshop Planning and Facilitation</i>	\$10,000.00		<b>\$10,000.00</b>	Local partner will help identify frontline communities, engage residents, co-create workshop content, register attendees, collect listening session data, organize, and analyze data, evaluate messaging, and help produce final report.
<i>Food at Workshops</i>	\$900.00		<b>\$900.00</b>	Local partner will distribute funds. Food for 3 community workshops, with a goal of 75 total attendees, \$12.00/ meal.
<i>Childcare at Workshops</i>	\$900.00		<b>\$900.00</b>	Local partner will distribute funds. Childcare for 3 community workshops, \$300.00/ workshop.
<i>Community Resident Stipends</i>	\$7,500.00		<b>\$7,500.00</b>	Local partner will distribute funds. \$50 to \$100 stipends for residents.
<i>In-Kind Planning and Project Management</i>		\$10,000.00	<b>\$10,000.00</b>	PBC OOR staff time at a blended rate of \$40/hour for 250 hours.
<i>Survey Stipends</i>	\$700.00		<b>\$700.00</b>	\$25 to \$50 stipends will be awarded to randomly selected survey participants.
Vulnerability Assessment and Resilience Action Plan		\$800,000.00	<b>\$800,000.00</b>	Grant funding from Florida Department of Economic Opportunity.
Sea-level Rise and Flood Modeling		\$500,000.00	<b>\$500,000.00</b>	Grant funding from Florida Department of Environmental Protection.
Sea-level Rise and Flood Modeling		\$500,000.00	<b>\$500,000.00</b>	PBC Supplemental Funding, to support VARAP and pay consultant for technical assessments.
<b>TOTAL</b>	<b>\$20,000.00</b>	<b>\$1,810,000.00</b>	<b>\$1,830,000.00</b>	