

MEMORANDUM OF UNDERSTANDING
between
HOUSING AND COMMUNITY DEVELOPMENT DIVISION,
and
OFFICE OF SUSTAINABILITY AND RESILIENCE,
related to
HOUSING AND URBAN DEVELOPMENT
COMMUNITY DEVELOPMENT BLOCK GRANT - DISASTER RECOVERY
PROGRAM (CDBG-DR)
[FAIN B-23-UN-12-0003]
for the specific purpose of
PLANNING STUDIES RELATED TO BUILDING COMMUNITY RESILIENCE

This **MEMORANDUM OF UNDERSTANDING** (hereinafter “MOU”) is made and entered into by and between **Orange County Housing and Community Development Division** (hereinafter “Housing and Community Development”), and the **Office of Sustainability and Resilience**, referred to herein collectively as “parties.”

RECITALS

WHEREAS, the Community Development Block Grant Disaster Recovery Program (“CDBG-DR Program” or “Program”) is administered by the United States Department of Housing and Urban Development (“HUD”); and

WHEREAS, the County has been selected to receive funding under the CDBG-DR Program (“Grant”); and

WHEREAS, the County receives certain Community Development Block Grant Disaster Recovery funds under Grant Number B-23-UN-12-0003; and

WHEREAS, the County has designated the Manager of the Orange County Housing and Community Development Division to serve as its authorized designee in overseeing and managing the CDBG-DR Funds (“Program Administrator”); and

WHEREAS, the Office of Sustainability and Resilience has submitted a proposal requesting monetary assistance for planning studies related to building community resilience, in accordance with the standards set forth by the Americans with Disabilities Act (“ADA”) on eight (8) Orange County Community Centers located at:

East Orange 12050 E. Colonial Drive, Orlando FL 32826 (PIN: 22-22-31-0000-00-003);
Hal P. Marston 3933 WD Judge Drive, Suite B, Orlando, FL 32808 (PIN: 20-22-29-5646-00-010);

Holden Heights 1201 20th St. Orlando FL 32805 (PIN: 03-23-29-0180-16-040);

John H. Bridges 445 W. 13th St. Apopka FL 32703 (PIN: 16-21-28-0000-00-020);

Maxey 830 Klondike Rd. Winter Garden FL 34787 (PIN: 24-22-27-5256-03-110);

Multicultural Center 7149 W. Colonial Dr. Orlando FL 32818 (PIN: 23-22-28-3581-00-013);

Pine Hills 6400 Jennings Rd. Orlando FL 32818 (PIN: 24-22-28-0000-00-079); and

Taft 9450 S. Orange Ave, Orlando FL 32824 (PIN: 01-24-29-8516-10-600); the “Project”); and

WHEREAS, the Office of Sustainability and Resilience is responsible for planning and advancing policies, programs, and initiatives that strengthen environmental sustainability and improve community resilience to climate-related and natural hazards for Orange County residents including the proposed Project; and

WHEREAS, the Office of Sustainability and Resilience will oversee the day-to-day operations and associated activities with the development of the Project; and

WHEREAS, the Project consists of the creation of individualized action plans for eight (8) Orange County Community Centers, outlining recommended capital improvements, service expansions, staffing requirements, funding strategies, and timelines. The overall goal is to strengthen community resilience, especially for the most vulnerable residents, through enhanced, strategically equipped community centers (hereinafter referred to as the “Project”), approved by the Orange County Board of County Commissioners (“Board”) on June 3, 2025, as part of Orange County’s Community Development Block Grant Disaster Recovery (Ia) Action Plan; and

WHEREAS, Housing and Community Development has determined the use of CDBG-DR funds for the Project is not required to meet a national objective of the CDBG program as it is an eligible planning activity that support disaster recovery, mitigation, or resilience needs; and

WHEREAS, the Project will be conducted in accordance with applicable federal, state and local laws and regulations;

NOW THEREFORE, in consideration of the mutual covenants and agreements set forth herein, the parties hereby agree as follows:

**ARTICLE I:
Project Scope**

Section 1. Project Description.

- 1.1 The CDBG-DR funds awarded for the Project shall be used solely for the purpose detailed in the *Scope of Work* described herein and attached as “**Exhibit B**”, which should be completed in accordance with ADA standards, if applicable.
- 1.2 The Project scope consists of the creation of individualized action plans for each of Orange County’s eight (8) community centers, outlining recommended capital improvements, service expansions, staffing requirements, funding strategies, and timelines with the overall goal to strengthen community resilience, especially for the most vulnerable residents, through enhanced, strategically equipped community centers.

- 1.5 The project and all associated administration services shall be completed no later than **June 30, 2028** (“Completion Date”). The Completion Date may be extended by the Housing and Community Development Division Manager, at their sole discretion, in the event of any unavoidable delays deemed to be beyond the control of the parties. Any such extension of the Completion Date by the Housing and Community Development Division Manager shall be done in writing and shall not extend beyond the term of the Federal Award expiring on February 28, 2030.

**ARTICLE II:
Responsibilities of the Parties**

Section 1. General Responsibilities.

- 1.1 Office of Sustainability and Resilience shall be responsible for complying with all applicable federal requirements.
- 1.2 The Office of Sustainability and Resilience, shall submit to the approved system or records, CANOPY, the copies of all procurement documents, incorporating the applicable federal requirements, for review before the solicitation is published.
- 1.3 The Office of Sustainability and Resilience shall oversee, as applicable, all phases of the Project including, but not limited to, the solicitation of project bids, , review and evaluation of all bids, awarding of contracts, and final approval of the Project, all of which shall be documented and uploaded to the system of records and performed in accordance with the Grant, federal register notice FR-6393-N-01, 24CFR 570 of the Code of Federal Regulations and 2 CFR part 200 (otherwise referred to as the “Uniform Administrative Requirements for Federal Awards” or “Uniform Administrative Requirements”), and this Memorandum of Understanding (MOU).
- 1.4 All monitoring and other aspects of this Agreement, as applicable, will be monitored by the Housing & Community Development Division or its Consultant, HORNE, to ensure the Office of Sustainability and Resilience’s compliance.
- 1.5 The Office of Sustainability and Resilience shall keep Housing and Community Development fully informed of all issues including, but not limited to, any deletions or revisions in work resulting in a change in the contract amount or scope of work prior to the Office of Sustainability and Resilience approval as such changes may require an additional environmental review (ER). If an additional ER is necessary, Housing and Community Development will issue a stop work order until the ER for the revised scope of work is approved by HUD.

- 1.6 The Office of Sustainability and Resilience may be required to submit additional non-project related reports, documentation, and information which are beneficial to determining ongoing capacity, compliance, and performance related to this Federal award compliance or for audit purposes. The Office of Sustainability and Resilience agrees to provide such reports, documentation and information requested by Housing & Community Development or its agents.
- 1.7 The Office of Sustainability and Resilience shall not expend any funds for which reimbursement is expected prior to the issuance of an approved Environmental Review Record. Exempt activities such as planning may be undertaken after a finding of exemption by Housing & Community Development Division. The Office of Sustainability and Resilience will verify environmental clearance with Housing before undertaking ANY activity. Failure to do so will result in nullification of this MOU in its entirety.
- 1.8 Office of Sustainability and Resilience shall notify Housing of any Duplication of Benefits (DOB). A duplication of benefit occurs when a person, household, business, government, or other entity receives financial assistance from multiple sources for the same purpose, and the total assistance received for that purpose is more than the total need for assistance. The Office of Sustainability and Resilience shall submit details of all other funding (including capital budgets, other federal sources such as FEMA or SBA, private funding, insurance, etc.) received and/or expected for the awarded project. The Office of Sustainability and Resilience shall be required to repay any duplicative assistance to Housing & Community Development Division. Housing will provide guidance on DOB as needed by The Office of Sustainability and Resilience to determine if there are DOB concerns.
- 1.9 The Office of Sustainability and Resilience shall attend Fraud, Waste, and Abuse training conducted by HUD's Office of the Inspector General (OIG) when the training becomes available and upon notification from Housing.

ARTICLE III: Budget and Payments

Section 1. Budget.

- 1.1. The total estimated cost of the Project is Five Hundred Thousand and 00/100 Dollars (\$500,000.00) ("Project Cost").
- 1.2. The Housing and Community Development Division agrees to provide The Office of Sustainability and Resilience up to, but no more than, Five Hundred Thousand and 00/100 Dollars (\$500,000.00) in CDBG-DR funds towards a planning study and associated administration services. CDBG-DR funds for the Project will be distributed as follows: Five Hundred Thousand and 00/100 Dollars (\$500,000.00) from CDBG-DR FAIN B-23-UN-12-0003.

- 1.3 Upon written consent of the Housing and Community Development Manager, The Office of Sustainability and Resilience may modify the Project Budget, provided in “**Exhibit A**”. However, the total contribution by the Housing and Community Development Division shall not exceed the currently proposed Five Hundred Thousand and 00/100 Dollars (\$500,000.00) limit without a written amendment to this MOU, which shall be executed by all parties.
- 1.4 The Office of Sustainability and Resilience shall use these CDBG-DR Funds only towards the Project which shall include only those eligible expenses reflected in Exhibit A “Project Budget” and permitted under the CDBG regulations, as set forth in 24 CFR Part 570, as may be amended.

Section 2. Payments.

- 2.1 The Office of Sustainability and Resilience shall submit to Canopy, the system of records, an invoice that includes the original Budget amount, amount requested to date, current billing amount and balance of funding, all of which is to be listed by line item, to Housing and Community Development’s Project Manager for Disaster Recovery Projects. Each invoice shall be submitted by the 10th of each month for the prior month’s expenditures. The invoice shall include the following
 - (a) Documentation supporting the completion of any planning activity to include but not limited to assessments, audits, engagement/outreach activities and administration services
 - (b) Accounting records supported by documentation (e.g. copies of Purchase Orders, issued checks, payroll and time sheets, etc.).
 - (c) Any other documentation requested by Housing and Community Development.
- 2.2 Housing & Community Development will review the invoice for compliance with the terms and conditions of the MOU, CDBG-DR grant and federal requirements prior to approval. The invoice will then be submitted to Fiscal to perform the drawdown and then sent to the Comptroller for final review and check disbursement.
- 2.3 Housing and Community Development may withhold funds for non-compliance with the terms and conditions of this MOU. In such cases, Housing and Community Development shall provide a written notice to The Office of Sustainability and Resilience specifying corrective actions and a reasonable date for compliance with such actions.

ARTICLE IV Monitoring and Reporting Requirements

Section 1. Monitoring. The Office of Sustainability and Resilience shall allow inspections of the project during the term of this MOU, including access to all records pertaining to the performance of this MOU to authorized County, its agents, and HUD personnel.

Section 2. Reporting Requirements.

- 2.1 The Office of Sustainability and Resilience shall submit annual reports “**Exhibit C**” regarding Project accomplishments within fifteen (15) calendar days from the end of the year and provide additional information as requested by Housing and Community Development.
- 2.2 The annual reports must be submitted to the attention of the Housing and Community Development Division Manager, via Canopy, beginning the first year after execution of this MOU, and terminate upon Project Completion. wherein a copy of the plan/study that is produced as a result of the CDBG-DR funded project is provided
- 2.3 The annual reports must provide the status of the project and accomplishments during the previous year. The annual report must include the following:
 - (a) Narrative describing the outcomes of the planning study and how the findings will be used to enhance resilience following future hazard events. The narrative should also include an anticipated implementation schedule for the measures identified in the study.
 - (b) Program income generated and expended from the project, if any.

ARTICLE V
Term and Amendments

Section 1. Term. This MOU shall be effective on the date of execution by the parties and will terminate upon Project Completion wherein a copy of the plan/study that is produced as a result of the CDBG-DR funded project is provided.


Section 2. Amendments. Amendments to this MOU shall be submitted to the Manager of Housing and Community Development in writing for approval and shall provide an explanation as to why an amendment is being requested. Any such proposed amendment or modification to the conditions of this MOU shall become effective upon proper execution, such as signing, by the parties hereto.

The parties have executed this MOU on the dates set forth below.



Mitchell Glasser, Manager
Housing and Community Development Division

3/12/26
Date



Carrie Black, Chief Sust & Resilience Officer
The Office of Sustainability and Resilience

3/10/26
Date

EXHIBIT A
PROJECT BUDGET
CDBG-DR (B-23-UN-12-0003)

ASHRAE Level II energy Audits (8 community Centers)	\$200,000.00
Solar Assessment for 8 community centers	\$80,000.00
Planning Study (includes assessments, engagements and action plans)	\$220,000.00
Total Project Budget Cost	\$500,000.00

EXHIBIT B PROJECT SCOPE OF WORK

The Project consists of developing an action plan to transform the County's eight Community Centers into resilience hubs; facilities that provide daily community services and critical pre- and post-disaster support. The project will incorporate lessons learned from events such as Hurricane Ian and address needs across three operating conditions: everyday (blue-sky), disruption, and recovery.

Using HUD's Community Resilience Toolkit and the Urban Sustainability Directors Network (USDN) criteria, each center will be evaluated in five categories: **Programming & Services, Structure, Power, Communications, and Operations.** Most funding will support assessments of **Structure, Power, and Operations**, with a focus on building vulnerability, energy needs, and opportunities to install solar and battery storage to ensure both sustainable daily energy use and reliable backup power during outages.

Remaining funds will assess **Programming & Services** and **Communications** based on resilience hub standards and community-identified needs. Existing CDBG-DR outreach feedback will be paired with new resident surveys conducted at each center. Community engagement activities will emphasize preparedness, response, recovery, communications, and broader quality-of-life needs such as workforce development.

The project will conclude with individualized action plans for each community center, outlining recommended capital improvements, service expansions, staffing requirements, funding strategies, and timelines. The overall goal is to strengthen community resilience, especially for the most vulnerable residents, through enhanced, strategically equipped community centers.

PROGRAM/PROJECT ACTIVITY OVERVIEW

Project Name: Orange County Government Building Community Resilience

Municipality/Dept/Division: Orange County Office of Sustainability and Resilience
Stormwater Management Division

CDBG-DR Program Eligible activity: Planning Studies

National Objective: Presumed Benefit: it is an eligible planning activity that support disaster recovery, mitigation, or resilience needs

CDBG-DR storm tie-back and/or mitigation resilience measures:

- General Planning: General Planning to assist in determining community needs; Comprehensive and Functional Plans; Urban Environmental Designs; Individual Project Plans, etc.
- This planning study focuses on strengthening mitigation and resilience against future disasters. Its primary purpose is to support recovery, mitigation, and resiliency needs identified in Orange County's Action Plan.

**EXHIBIT C
CDBG-DR Programmatic Reporting**

Department/Division: Sustainability and Resilience			
Project Name: Building Community Resilience		Report Period:	
Contact Person: Lori Forsman, 407-836-5439			
Projected Accomplishments (Section 1)			
	Performance Measure	Projected	Actual
1	# of energy audits completed		
2	% of energy audits completed		
3	# of solar assessments completed		
4	% of solar assessments completed		
5	# of Community Centers for which assessment of services has been completed		
6	% of Community Centers for which assessment of services has been completed		
7	# of plans completed		
8	% of plans completed (if the plan spans multiple quarters)		
9	# of community outreach sessions/workshops held		

**Note: should the measure not apply leave it blank

SECTION 2: (Attach a Narrative of Accomplishments for the year)

1. Provide Summary of accomplishments made with Orange County's CDBG-DR funds.

Describe mitigative and resiliency measures projected as a result of the planning studies conducted with CDBG-DR funding. Include number of beneficiaries to be impacted by the Planning study.