



FLORIDA COMMERCE

Community Services Block Grant (CSBG)

Community Action Plan

Submission Date:

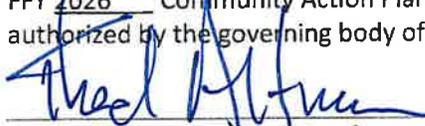
FFY:

Agency Contact Person Regarding the Community Action Plan:

Name:	Juanita Jackson
Title:	Director of Brevard County Housing and Human Services
Phone:	321-633-2007
Email:	juanita.jackson@brevardfl.gov

Certification of Community Action Plan and Assurances

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 2026 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.



Board Chairperson (signature)

Date



Executive Director (signature)

12/08/2025

Date

Certification of ROMA Trainer or Implementer

The undersigned hereby certifies that this organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation).



Natalie Vazquez

Digitally signed by Natalie Vazquez
DN: DC=org, DC=pbcgov, OU=Enterprise, OU=CSB, OU=Regions, CN=Natalie Vazquez, E=N.Vazquez@pbc.gov
Reason: I am the author of this document
Date: 2025.11.18.16:14:00+0500

11/18/2025

Date

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Agency Information

Agency Name:	Brevard County Board of County Commissioners	
Address:	Housing and Human Services Department 2725 Judge Fran Jamieson Way, Viera, Florida 32940	
Phone:	321-633-2007	
Website:	https://www.brevardfl.gov/HousingAndHumanServices	
ED/CEO:	Juanita Jackson, Director	
Board Chair:	Thad Altman	
Type of Agency:	Local Government	X
	Farmworker	
	Nonprofit	

Geographic Service Area

The Brevard County Housing and Human Services Department operates an anti-poverty program in accordance with the Community Services Block Grant Act through funds allocated by the Secretary of the Florida Department of Commerce (FloridaCommerce) and the U.S. Department of Health and Human Services.

List all Counties Served through CSBG:

Brevard

Provide the location for all service centers, including the main office, below OR attach a listing of all service centers at **Attachment N/A**.

<u>Office Type</u>	<u>Address</u>	<u>City, State, Zip Code</u>
Housing and Human Services	2725 Judge Fran Jamieson Way	Viera, Florida 32940
Community Action Agency	415 Stone Street	Cocoa, Florida 32922
Satellite Office	601 East University Boulevard	Melbourne, Florida 32901
Satellite Office	611 North Singleton Avenue	Titusville, Florida 32796

Geographic Service Area map

Attach a map of the Agency’s service area at **Attachment 1**

Brevard County is located on the east coast of Florida and stretches more than 72 miles in length, with an average width of 26.5 miles. The county includes sixteen municipalities and is known as Florida’s Space Coast, home to the Kennedy Space Center and numerous high-tech and aerospace industries.

Since Florida’s reopening after the COVID-19 pandemic, Brevard County has experienced steady economic recovery and diversification, with growth in aerospace, advanced manufacturing, construction, health care, and professional services.

The housing market has stabilized, with median home prices near \$353,000 and increased sales activity. However, affordability remains a major challenge, as housing costs outpace local wages and rental options remain limited. Despite solid economic fundamentals, small businesses continue to face workforce shortages and wage pressures. To sustain growth, the county must address affordable housing needs, strengthen workforce stability, and invest in infrastructure and public–private initiatives to support long-term economic resilience across the Space Coast.

As of the 2020 U.S. Census Bureau, the population of Brevard County was 606,612. In 2020, the U.S. Census Bureau QuickFacts: Brevard County, Florida reported the population had increased to 606,612. Data from the 2010 U.S. Census Bureau and 2020 U.S. Census Bureau QuickFacts: Brevard County, Florida revealed the following ethnic/race demographic composition:

Population and Demographics

Year Total Population	Source
2010 543,376	U.S. Census Bureau
2020 606,612	U.S. Census Bureau QuickFacts

Brevard County’s population grew by over 63,000 residents (≈15.9%) between 2010 and 2020, reflecting steady growth consistent with regional trends across Florida’s east coast.

Racial and Ethnic Composition

Race/Ethnicity	2010 U.S. Census	2020 U.S. Census QuickFacts
White (non-Hispanic)	76.0%	71.0%

Race/Ethnicity	2010 U.S. Census	2020 U.S. Census QuickFacts
Black or African American	9.7%	9.3%
Hispanic or Latino (of any race)	8.1%	11.2%
Asian	2.1%	2.6%
Two or more races	2.6%	5.0%
American Indian and Alaska Native	0.4%	0.26%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
White alone, not Hispanic or Latino	—	71.0%

Brevard County continues to experience population growth and economic revitalization following the pandemic. However, housing affordability and workforce stability remain ongoing challenges. The county’s diversity is gradually increasing, with noticeable growth among Hispanic/Latino and multiracial populations between 2010 and 2020.

Vision Statement

The Vision Statement describes a desired future based on your agency’s values. The vision is broader than what any one agency can achieve; the agency collaborates with others in pursuit of the vision.

Date approved by Tripartite Board (most recent): June 25, 2024
 (For reference, refer to Organizational Standards Category 4: Organizational Leadership.)

Type your agency’s Vision Statement below.

Brevard County’s Community Services Block Grant Family Self-Sufficiency Program operates under the auspices of the Brevard County Board of County Commissioners and shares the following vision statement:

- Providing for the Health, Safety, Education and Social Needs of our Community
- Building a diverse, strong economic base with the needed infrastructure to support a quality lifestyle.
- Protecting the environment and conserving our natural resources
- Creating cooperative partnerships between government, business, community organizations and our residents
- Maximizing performance and communication to provide excellent service to our customers

Mission Statement

The Mission Statement describes the agency’s reason for existence and may state its role in achieving its vision.

Date last reviewed and approved by Tripartite Board (most recent): June 25, 2024
(For reference, refer to Organizational Standard 4.1.)

Type your agency's Mission Statement below.

"To ensure the health and economic security of Brevard County through outreach, advocacy, and support."

Community Needs Assessment (CNA)

(For reference, refer to Organizational Standards 1.1, 1.2, 2.2, and Category 3: Community Assessment.)

Date of the most recently completed CNA: November 21, 2024

Timeframe: 2025-2028
(enter the timeframe the CNA covers)

Date approved by Tripartite Board (most recent): November 26, 2024
(For reference, refer to Organizational Standard 3.5)

The narrative description provided for the needs assessment serves as the basis for the agency's goals, problem statements, and program delivery strategies of the CSBG/National Performance Indicators. The needs assessment should describe local poverty-related needs and prioritize eligible activities to be funded by CSBG.

Agency needs assessments shall identify the processes used to collect the most applicable information. Describe how the agency ensures that the needs assessment reflects the current priorities of the low-income population in the service area, beyond the legal requirement for a local public hearing of the community action plan. Also, the Agency must consider how its efforts ensure representation across the entire geographical area and capture needs of the full eligible community.

Please note how each of the activities below were used in conducting the needs assessment. For each, please state when the activity was conducted; how many people participated and what sector they represented. For example, client, partner agency, staff, board, and what counties were represented. If the activity was not used, please type N/A or Not Used and add a comment as to why.

Focus Groups	In 2022, Housing and Human Services staff conducted several meetings and focus groups with concerned residents in designated Neighborhood Strategy Areas. Discussions focused on identifying issues to be addressed, problem areas, and specific needs and concerns within these communities.
Asset Mapping	Existing community resources were identified and documented, including faith-based organizations, community-based organizations, educational

	institutions, public and private sector entities, and citizen associations. These resources have been made available to residents for reference and support.
Surveys	In 2024, Community Needs Assessment Surveys were distributed to residents to identify and prioritize community needs.
Community Dialogue	Community dialogues were held and continue to be held with residents, community partners, educational institutions, nonprofit and for-profit organizations, faith-based organizations, and representatives from both the public and private sectors. The public is notified and invited to attend Community Action Board meetings to provide feedback and input.
Interviews	Individual interviews with community members were conducted and remain ongoing to gather insights into specific needs and concerns.
Public Records	Public records were reviewed and utilized to obtain relevant geographic and demographic data for analysis and planning purposes.

Define Your Community Needs Assessment (CNA) Process

1. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.1)

The Low-Income Home Energy Assistance Program (LIHEAP), Community Services Block Grant (CSBG), and Emergency Services Programs operate under the umbrella of the Community Action Agency. A Customer Satisfaction Survey is distributed to all customers who either receive or are denied services from the Agency. Surveys are also available on the front counter for any visitors who wish to provide feedback regarding their experience while in the office. Although responses may be submitted anonymously, some individuals choose to include their names.

Completed surveys are collected and provided to the Housing & Human Services (HHS) Supervisor, who may then forward them to the HHS Director. If any issues or concerns arise that require follow-up, the Supervisor and/or Management will address them accordingly. Survey results are shared with the Community Action Board, where they may be reviewed and discussed.

2. Describe how the agency analyzes information collected from low-income individuals as part of the community needs assessment process (methodology). (Organizational Standard 1.2)

The Brevard County Housing and Human Services (HHS) Department works collaboratively with the Community Action Board, community-based organizations, the private sector, the public sector, faith-based organizations, law enforcement, and educational institutions to identify and address community needs. Targeted populations include low-income families, seniors, youth, and individuals experiencing homelessness.

Funds from the Community Services Block Grant (CSBG), along with other grant and general funds received by the HHS Department, support staff positions actively engaged in the planning, development, and management of community programs.

A variety of efforts were undertaken to engage and reach out to the community, including the following:

- **Community Input:** Continuous discussions are held with low-income households to gather information about community needs and priorities.
- **Agency Collaboration:** Meetings with public agencies are conducted to assess needs and coordinate cooperative efforts that benefit low-income residents.
- **Community Outreach Events:** Staff participated in several outreach events coordinated with other service providers, targeting low-income, youth, and elderly populations. Events included:
 - National Night Out
 - Unity in the Community
 - Clear Ponds Outreach
 - Cocoa High Senior Night
 - Community Health Fair
 - Dr. Joe Lee Smith Community Event
 - I Am My Sister's Keeper Free Community Event
 - Juneteenth Arts & Cultural Celebration
 - Cocoa High Registration Day
 - Cocoa High Registration Day (Middle School)
 - Brevard Continuum of Care's (COC)
 - Destiny of Hope Achieved Inc. Day of Hope
 - Operation New Hope Space Coast Job Fair
- **Expanded Outreach:** In 2026, staff will expand outreach efforts to include the following locations:
 - Ascension Manor Apartments – Melbourne
 - Hickory Pointe Apartments – Melbourne
 - Asbury Arms Apartments – Cocoa
- **Community Meetings and Focus Groups:** Staff attended multiple community meetings and focus groups within designated **Neighborhood Strategy Areas** to identify local needs, issues, and areas of concern. These meetings included:
 - WLC Neighborhood Association – Cocoa
 - Tropical Park Civic League – Merritt Island
 - East Mims Civic League – Mims
 - 922 Crew Meeting – Cocoa

A Housing and Human Services (HHS) Community Action Agency Needs Assessment Survey was distributed to a broad range of stakeholders, including clients, applicants, employees, service provider representatives, faith-based organizations, business community representatives, educators, and public safety personnel.

The Community Needs Assessment (CNA) data is accessible throughout the HHS Department and informs services countywide. Brevard County conducted its 5-year Consolidated Plan from October 2022 to September 2027, serving as the lead agency for a consortium that included the cities of Titusville,

Cocoa, Melbourne, and Palm Bay. The plan encompasses the entire county and these municipalities. Information from the CNA and Market Analysis sections was and continues to be considered throughout the planning and implementation process of the Consolidated Plan.

In addition to the CNA, the HHS Department actively coordinates and supports various groups and advisory boards. The primary focus areas include:

- The needs of homeless individuals and families
- Issues affecting youth and their families
- Affordable, decent, and safe housing for low-income populations
- Neighborhood revitalization efforts in areas experiencing slum and blight

Despite the presence of multiple service providers within the community, available services continue to fall short of fully meeting the needs of Brevard County’s low-income residents. A lack of awareness and access to services remains a recurring issue, as identified through discussions and interviews conducted during the assessment process.

The Community Action Agency, under the direction of the HHS Department, regularly evaluates the services it provides to ensure they remain relevant and responsive to community needs. The following programs are currently available to the low-income community, with their necessity identified through the CNA:

- **Low-Income Home Energy Assistance Program (LIHEAP):**
The Low-Income Home Energy Assistance Program (LIHEAP) helps low-income households with heating and cooling expenses. Assistance with utility bills has been identified need in the community, as recognized by the most recent CNA. Funding for the program is provided through a LIHEAP grant. Eligible low-income residents include individuals and families who meet the income guidelines or who receive Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), or Supplemental Security Income (SSI). Qualifying households may receive assistance multiple times per year.
 - Winter Crisis: October – March
 - Summer Crisis: April – September
 - One Home Energy Credit at any time during the yearLow-income households are eligible for Crisis Benefits up to \$1,000 per year multiple times, plus an annual Home Energy Credit which ranges from \$200.00 to \$700.00 per household.

- **Emergency Services:**
Supported by General Funds, this program helps community members at risk of homelessness avoid eviction by assisting with mortgage or rent payments. Emergency Services also ensures that low-income families have access to safe drinking, cooking, and bathing water, as well as necessary prescription, medical, and dental care.

- **Family Self-Sufficiency Program:**

Funded through CSBG, this program supports families facing multi-dimensional challenges in achieving self-sufficiency. Barriers may include lack of education, employment or vocational training, work experience, transportation, and childcare. Community Action Agency staff work intensively with each family, providing counseling, advocacy, and self-esteem reinforcement. Participants must demonstrate motivation to become independent.

Local agencies collaborate to ensure participants receive appropriate services tailored to their needs, which may include assistance with:

- Job skills and training
- Childcare
- Youth programs
- Car repairs
- Educational support

3. How as the Agency ensured that outreach and collection of data represents eligible constituents throughout the entire region of coverage?

The Community Action Agency under the Brevard County Housing and Human Services (HHS) Department ensured that outreach and data collection were representative of eligible constituents throughout the entire region of coverage through multiple coordinated strategies:

1. **Broad Distribution of Surveys:**

- The Community Needs Assessment (CNA) surveys were distributed to a wide range of stakeholders, including clients, applicants, employees, service providers, faith-based organizations, educational institutions, the private sector, and public sector representatives.
- Surveys were also left on-site at offices for walk-in clients to provide feedback, ensuring inclusion of individuals who may not be directly contacted through other outreach efforts.

2. **Targeted Community Outreach Events:**

- Staff actively participated in community events throughout the county, including locations in Cocoa, Melbourne, Titusville, Mims, and Merritt Island, **reaching** low-income families, seniors, youth, and homeless populations.
- Examples of outreach events include National Night Out, Unity in the Community, library fairs, apartment outreach events, and cultural celebrations, as well as additional events planned for 2026 at Ascension Manor, Hickory Pointe, and Asbury Arms Apartments.

3. **Engagement with Advisory Boards and Community Groups:**

- Input was gathered from advisory boards, neighborhood associations, and focus groups to ensure representation from diverse neighborhoods and populations.
- Advisory board members represent multiple sectors, including public officials, business leaders, and community representatives, providing a direct link to various community perspectives.

4. **Inclusion of Vulnerable and Hard-to-Reach Populations:**

- Surveys and outreach efforts specifically targeted populations identified as vulnerable, such as low-income households, single-parent families, homeless individuals, and elderly residents.
- Staff conducted one-on-one interviews, group discussions, and site visits to reach those who may not respond to written surveys.

5. Countywide Coverage and Data Integration:

- The CNA and associated outreach covered the entire Brevard County region as well as the consortium cities of Titusville, Cocoa, Melbourne, and Palm Bay, ensuring that data reflects the full spectrum of eligible constituents.
- Input from all sources including surveys, interviews, advisory boards, and community events was compiled, analyzed, and reported to the Community Action Board to ensure findings were representative and used to inform program planning.

Through these combined strategies, the Agency ensured that the collection of data was comprehensive, inclusive, and representative of the eligible populations throughout the entire region of coverage.

4. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). (Organizational Standard 2.2)

Faith-Based Organizations	Some faith-based organizations completed the Community Needs Assessment Survey. Additionally, one-on-one conversations and interviews were conducted between staff and members of these organizations. Many faith-based representatives also serve on advisory boards, providing valuable input. While some organizations offer support in the form of clothing, cash assistance, or food, others do not provide the same services. The most pressing needs identified by this group were lack of affordable housing and homelessness. Their input was incorporated into the overall findings of the CNA, and results were compiled for reporting to the Community Action Board.
Private Sector	The Community Needs Assessment Survey was also distributed to private sector partners. HHS maintains strong relationships with these partners and engages in regular conversations regarding community needs, available opportunities, and funding resources. Referrals are made on a continuous basis between HHS and private sector organizations. A common observation is that many available jobs are low paying and/or do not offer benefits. As a result, many low-income individuals are employed but lack sufficient income or benefits to fully support themselves or their families. Input from private

	sector partners was included in the CNA findings, and results were compiled for reporting to the Community Action Board.
Public Sector	Housing and Human Services is a public organization operated under the direction of the Brevard County Board of County Commissioners. As a public Community Action Agency, HHS is required to have an advisory board the Community Action Board which identifies the needs and programs necessary to serve low-income communities in Brevard County. Five of the advisory board members are County Commissioners or their representatives, providing a direct link to the commission. As the board is composed of citizens from multiple sectors, agencies, and backgrounds, their input reflects the broader needs of the community, including employment, youth programs, and neighborhood improvements. Both advisory board members and HHS staff were provided the CNA survey. Their input was incorporated into the overall findings of the CNA, and results were compiled for reporting to the Community Action Board.
Educational Institutions	Some participants associated with educational institutions in Brevard County completed the CNA survey. The primary needs identified by this group include education and job training. Their input was incorporated into the overall findings of the CNA, and results were compiled and reported to the Community Action Board.

5. For each data point listed below, provide the information from the CNA that was collected as part of the process and a summary of how it was used. (Organizational Standard 3.2)

Poverty and Gender	<p>Data collected from the Community Needs Assessment surveys revealed that 38% of respondents requesting assistance were single-parent females, with household incomes ranging from \$0.00 to above \$25,001.00. In comparison, single-parent males comprised 4% of respondents, with incomes ranging from \$0.00 to \$25,001.00. Overall, 80% of respondents were female and 20% were male.</p> <p>In response to these identified needs, Housing and Human Services staff developed programs to assist families with basic needs, including:</p> <ul style="list-style-type: none"> • Power and utilities assistance • Education and job skills/training • Childcare services
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	<ul style="list-style-type: none"> Youth programs <p>These programs were created or maintained to help families achieve a decent living wage, meet essential needs, and provide support for children while parents attend school or work.</p>
Poverty and Age	<p>Data collected from the Community Needs Assessment surveys revealed the following age distribution among respondents:</p> <ul style="list-style-type: none"> 18–23 years: 4% 24–44 years: 35% 45–54 years: 14% 55 years and older: 47% <p>Additionally, 48% of respondents reported having children in their homes.</p> <p>This information informed the development and maintenance of Housing and Human Services programs designed to support low-income families with children, including grandparents raising grandchildren, as well as the elderly population. Programs were tailored to address the specific needs of these groups, ensuring access to resources and services that promote family stability and well-being.</p>
Poverty and Race/Ethnicity	<p>Data collected from the Community Needs Assessment surveys revealed the following racial and ethnic distribution among respondents:</p> <ul style="list-style-type: none"> Black/African American: 61% White: 31% Multi-race: 3% Asian, Native American, or other: less than 5% <p>This information was used in conjunction with data collected from interviews, focus groups, and other outreach efforts to develop a more comprehensive understanding of the needs of individuals and families in Brevard County. Additionally, the findings helped Housing and Human Services staff develop and maintain targeted community outreach programs in specific Neighborhood Strategy Areas and other areas identified as having elevated needs.</p>

6. Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process. (Organizational Standard 3.3)

Qualitative	Qualitative data collected from the Community Needs Assessments revealed several prevalent concerns within the community. The most frequently mentioned need was assistance with paying power bills, driven by higher-than-normal energy demands due to the Florida heat. Other commonly cited needs included job training, educational opportunities, services for seniors, and support to reduce the risk of homelessness.
Quantitative	Quantitative data were collected and analyzed using census data and community surveys. According to Data USA, Brevard County had a poverty rate of 10.1% in 2022.

Describe the findings and results of your Community Needs Assessment

Top Five Needs	Agency Priority (Yes/No)	Description of programs/services /Activities	Coordination	Geographic Area(s)
1. Utility Bill Assistance	Yes	The Brevard County Community Action Agency will provide direct assistance for electric and gas bills, including home heating, using funding from the Low-Income Home Energy Assistance Program. Clients may also be referred to the Emergency Home Energy Assistance Program. Additional support for electric, water, and gas bill payments will be provided through the Family Self-Sufficiency Program (Community Services Block Grant)	Partner with low-income neighborhoods , faith-based organizations, and educational institutions to conduct outreach events educating residents about available programs and financial assistance resources.	Services will be provided to low-income eligible residents throughout Brevard County, Florida, including municipalities and unincorporated areas.

		and the Emergency Services Program (General Fund and grant funding).		
2. Job Skills/Training	Yes	The Family Self-Sufficiency Program will provide direct assistance and leverage local agency resources to help participants acquire the job training and skills necessary for employment.	Partner with educational institutions, CareerSource, and employment placement agencies to support participants in developing skills required for employment.	Services will be provided to low-income residents that lives in Brevard County, focusing on participants in public housing and Housing Choice Voucher programs within this region.
3. Risk of Homelessness	Yes	The Brevard County Community Action Agency will collaborate with local agencies to provide direct assistance to prevent participants from becoming homeless.	Partner with local agencies to provide financial and supportive services aimed at preventing homelessness.	Services will be available to income-eligible individuals and families residing throughout Brevard County, Florida, including all municipalities and unincorporated areas.
4. Education	Yes	The Family Self-Sufficiency Program will provide direct assistance and utilize additional local agency resources to help participants complete post-secondary education.	Partner with educational institutions and provide financial support to help participants obtain certificates, diplomas, or degrees.	Services will be available to income-eligible individuals and families residing throughout Brevard County, Florida, including all municipalities and unincorporated areas.
5. Services for Seniors	Yes	The Brevard County Housing and Human	Partner with local	Services will be available to

		Services Department will continue collaborating with other agencies to provide services for seniors.	organizations, agencies, and Brevard Alzheimer's to deliver comprehensive services to seniors.	income eligible individuals and families residing throughout Brevard County, Florida, including all municipalities and unincorporated areas.
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Top Five needs: List the top five needs from your most recent Needs Assessment and how they vary across the counties served

Agency Priority: Please describe how the agency will address these priorities across the service area. If the need will not be addressed this year, please provide an explanation.

Description of programs/services/activities: Provide details of the program, service or activity that your entity will directly provide to address the need. Key details should include: a description of what will be provided, and to whom including population and geographic reach.

Coordination: If your agency will address the need through coordination, describe what organizations and/or coalitions you will work with to meet the need, including the roles of each party.

Geographic Area(s): Please describe how the agency will address these priorities across the service area(s). If the need will not be addressed this year in a particular area, please provide an explanation.

Service Delivery System

Describe the overall Service Delivery System for services provided with CSBG funds and describe how the CAAs services enhance and/or differ from those offered by other providers, i.e. bundled services– please include specific examples.

1. Describe the agency’s service delivery system for services provided using CSBG funds. Please include when and how clients enter your program.

The Community Action Agency utilizes Community Services Block Grant (CSBG) funds to support the Family Self-Sufficiency Program (FSSP). This program is designed to help low-income individuals enhance their employment skills, pursue education and job training opportunities, and secure higher wage employment.

As clients work toward self-sufficiency, CSBG funds are used to provide supportive services such as assistance with youth programs, childcare, car repairs, rental assistance, utility assistance, and other

essential needs. Clients may access the program year-round by scheduling an appointment with the CSBG Coordinator at one of the agency's four office locations.

Program Coordination and Responsibilities

The **Family Self-Sufficiency Program Coordinator** is responsible for the following:

- Receiving and processing referrals, applications, and assessments
- Interviewing applicants, conducting evaluations, and ranking eligibility
- Notifying families of acceptance or denial
- Assisting families with developing individualized Family Self-Sufficiency Plans
- Reviewing and updating self-sufficiency plans with participants as progress is made
- Scheduling periodic plan reviews to evaluate progress, ensure timely completion of activities, and provide updates to the Community Action Board
- Conducting training sessions for the Community Action Board
- Submitting quarterly status and statistical reports to upper management and the Community Action Board
- Developing and coordinating services and linkages with community partners

2. Provide a copy of your agency's most current CSBG Workplan at **Attachment 2**_____.

3. How do your services/programs differ from those of other providers?

Brevard County Housing and Human Services provides comprehensive support and resources to the county's low-income population. While several city governments and nonprofit organizations within Brevard County also offer social and emergency assistance, Brevard County Housing and Human Services is recognized as the largest and most resource-equipped entity dedicated to reducing poverty and supporting families in crisis.

Through a combination of direct services and collaborative partnerships with community agencies, the department assists individuals and families in meeting immediate needs while empowering them to achieve long-term self-sufficiency.

4. List your agencies programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CNA, where they will be offered, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case mgmt., T/TA, etc.).

The Housing and Human Services Department utilizes Community Services Block Grant (CSBG) funds to support staff compensation and fringe benefits, case management, program support, and direct client services, as approved by the Florida Department of Economic Opportunity and the Community Action Board.

Direct client services funded through CSBG include:

- **Education and Training Support:** Tuition, registration fees, books, and educational supplies needed to acquire competencies and skills for employment.
- **Adult Basic Education and GED Assistance:** Tuition, registration fees, books, and educational supplies necessary to complete ABE or GED programs.
- **Post-Secondary Education Support:** Tuition, registration fees, books, and supplies required to complete post-secondary education and obtain certificates or diplomas.
- **Youth Development Programs:** Assistance with before- and after-school programs to support educational and cognitive development.
- **Childcare Assistance:** Support to enable clients to obtain full-time or better employment.
- **Emergency Utility and Fuel Assistance:** Assistance with fuel or utility payments to reduce financial energy burdens.
- **Housing Support:** Rent or mortgage assistance to prevent eviction or foreclosure.
- **Transportation Support:** Assistance with car repairs to ensure reliable transportation to work and job training.
- **Additional Youth Programs:** Support for children and youth in before- and after-school programs to enhance academic, social, and athletic skills.

All these services were identified as essential to meet demonstrated needs within the community, helping families achieve stability and progress toward **self-sufficiency**.

Strategic Plan (or Comparable Planning Document for Public CAAs)

(For reference, refer to Organizational Standards 4.3 and Category 6.)

Date approved by Tripartite Board (most recent): November 26, 2024

(For reference, refer to Organizational Standard 6.1.)

1. Describe your agency's strategic planning process, including how the agency used ROMA in completing the plan. (Organizational Standard 4.3)

Brevard County Housing and Human Services conducts a Community Needs Assessment every three years, which is submitted to the Community Action Board for approval. Additionally, a new Strategic Plan is presented to the Board every five years for review and approval. A Certified Results Oriented Management and Accountability (ROMA) Trainer verifies that the department's Community Action Plan and Strategic Plan document the continuous use of the ROMA cycle, or a comparable accountability system.

When developing the Family Self-Sufficiency Program (FSSP) Strategic Plan, the department thoroughly considered the agency's mission, vision, and needs assessment. Strategic planning goals are reviewed by both staff and the Community Action Board at least annually to ensure ongoing program progress and effectiveness.

The department maintains and will continue to maintain strong partnerships to address the evolving needs of the community. The Strategic Plan is flexible, allowing for adjustments as necessary to ensure services remain responsive. Despite limitations in financial resources, Brevard County remains committed to delivering high quality customer service and ensuring strong program delivery across all initiatives.

2. Describe how the strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient. (Organizational Standard 6.2)

Based on interviews, discussions, and data obtained from the Community Needs Assessment surveys and Data USA/Brevard County, the most vulnerable populations in Brevard County are families with single female heads of household and children under the age of 18. The Strategic Plan organizes identified issues into three focus areas: agency, family, and community. It outlines specific goals, objectives, strategies, and outcome indicators designed to reduce poverty among the county's most vulnerable residents. The Family Self-Sufficiency Program (FSSP), along with other targeted initiatives, is employed to assist low-income individuals and families in achieving long-term self-sufficiency and stability.

3. Describe the family, agency and/or community goals contained in the strategic plan. (Organizational Standard 6.3)

Family

The Housing and Human Services Department is committed to providing accessible services that alleviate barriers to poverty and improve socio-economic outcomes for households striving for self-sufficiency. Services are delivered either in-house or through established partnerships. Based on the Strategic Plan and ROMA, the department's focus includes:

- **Educational Advancement:** Assisting households in obtaining a GED/ABE, post-secondary education, or certification/diploma by covering associated costs, including training, tuition, registration fees, books, and educational supplies.
- **Employment Support:** Helping households obtain or maintain employment by assisting with childcare expenses to reduce financial burdens.
- **Youth Development:** Supporting children and youth to achieve academic, social, and other school-related successes through participation in before- and after-school programs that foster educational and cognitive development.
- **Crisis Intervention:** Assisting households experiencing emergencies—such as potential homelessness, utility disconnection, or other crises—to prevent additional barriers and the deepening of poverty.

Community

The department is focused on improving the overall well-being of the community for low-income individuals. By working directly with neighborhoods to address slum and blighted conditions through infrastructure improvements and safe, affordable housing maintenance residents are encouraged to take ownership and pride in their communities. Based on the Strategic Plan and ROMA, community-focused efforts include:

- Ensuring access to safe and affordable housing units.
- Maintaining or improving housing through weatherization and housing rehabilitation initiatives.

Agency

The Housing and Human Services Department strives to maximize service delivery to diverse populations by partnering with multiple sectors to leverage both individual and community resources, creating conditions that support sustained economic independence. Additionally, the department will continue to expand and enhance training opportunities for staff and program participants.

4. Describe the customer satisfaction data and customer input contained in the strategic plan along with a brief explanation of how this data was used. (Organizational Standard 6.4)

Customer satisfaction data was collected through surveys, interviews, and focus group meetings. The department's plan specifies that this data will be presented to the Community Action Board at least annually.

Previously, the Community Action Agency accepted appointments, mail-in applications, and the first fifteen walk-ins for its highest-demand program, LIHEAP. Feedback from respondents indicated that the walk-in requirement created hardships, including early arrival times, transportation challenges, safety concerns, and uncertainty about receiving services.

In response, the agency eliminated the walk-in category and expanded appointment availability, while continuing to accept mail-in and online applications. This adjustment has resulted in a positive response from clients and improved accessibility to services.

Linkages and Funding Coordination

(For reference, refer to Organizational Standard 2.1.)

1. Describe the process utilized by your agency to link services and coordinate funding in your service area.

- a. Indicate how staff was involved, i.e., attended community meetings, I&R, etc.

The Community Action Agency manager, supervisor, coordinator, and various staff attended outreach events, community meetings, and focus groups throughout the year. The purpose of these activities was to educate the community about available services, listen to community concerns and needs, and provide direct assistance with the application process. Additionally, the agency partnered with nonprofit and for-profit organizations to provide services such as education and training, youth programs, childcare, car repairs, and rental or mortgage assistance for clients enrolled in the Family Self-Sufficiency Program.

- b. Describe how services are targeted to low-income individuals and families.

The agency operates offices in the north, central, and south regions of Brevard County—specifically in Titusville, Cocoa, and Melbourne. Appointments are scheduled at all three locations for every service offered. Clients also have the option to submit applications by mail or online. For clients experiencing hardships that prevent them from attending an appointment, staff are available to visit their residence and assist with the application process, ensuring accessibility to all low-income individuals and families.

- c. Describe how linkages will be developed to fill identified gaps in services.

Management, supervisors, coordinators, and staff will continue proactive outreach to identify and establish partnerships that expand service delivery to citizens in need. Staff will also attend meetings with other agencies to become more familiar with available and innovative community services, enabling the development and maintenance of strategic partnerships that address gaps in services and enhance support for low-income populations.

2. Explain if there is a formalized coalition of social service providers in your service area. If so, list the coalitions by name, describe the mission of the coalition, who participates, geographic service area and methods used by the coalition to coordinate services/funding.

Brevard County does not have a formalized coalition of social service providers. However, there are informal coalition groups that meet periodically to coordinate efforts and provide services to targeted populations in need.

3. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding.

Brevard County Housing and Human Services maintains multiple partnerships and agreements to link services and coordinate funding to maximize support for clients:

- The department has a Memorandum of Understanding with CareerSource Brevard Flagler Volusia under the Workforce Innovation and Opportunity Act (WIOA). This partnership allows

for reciprocal client referrals and ensures a **one-stop delivery system** for workforce training, employment services, and economic development initiatives through coordinated efforts.

- An **agreement with Brevard Alzheimer’s Foundation, Inc.** enables the department to process applications for the **Emergency Home Energy Assistance for the Elderly Program (EHEAP)**, ensuring timely assistance for eligible elderly clients.
- The department has agreements with **Florida Power & Light** for electric utility services, and **Suburban Propane** and **Florida City Gas** for household heating services, allowing direct payments to be made on behalf of clients.

Tripartite Board of Directors

(For reference, refer to Organizational Standards Category 5: Board Governance.)

1. What is the total number of Board members as stated by your Bylaws? 15
2. Identify how many current Board members represent each sector:

Low Income Community Representatives	Elected Officials	Private Sector
1	5	4

3. Vacancy Resolution Plan – Does your board currently have any vacancies? Yes No
If yes, please complete the table below for each vacant seat.

Position	Date Vacancy Occurred	Estimated Date to be Filled	Reason for Vacancy	Steps taken to fill Vacancy
North Cocoa Civic League Low-Income Sector	October 2018	January 2026	Representative became ill – resigned	Advertisement in newspaper for recruitment and the County website.
East Mims Civic League Low-Income Sector	October 2023	January 2026	Lack of attendance	Advertisement in newspaper for recruitment and the County website.
Business/Private Sector	February 2024	January 2026	Termed Out	Advertisement in newspaper for recruitment and the County website.
Tropical Park Civic League Low-Income Sector	February 2024	January 2026	Termed Out	Advertisement in newspaper for recruitment and the County website.

WLC Neighborhood Association	February 2024	January 2026	Termed Out	Advertisement in newspaper for recruitment and the County website.
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Agency Bylaws

Date Approved by Tripartite Board (Most Recent): June 25, 2024
 (For reference, refer to Organizational Standards Category 5.)

Date Reviewed by an Attorney (Most Recent): N/A: County Government
 (For reference, refer to Organizational Standard 5.3.)

Date Bylaws Last Distributed to Board Members (Most Recent): June 25, 2024
 (For reference, refer to Organizational Standard 5.4.)

Agency-Wide (or Department-Wide) Organizational Chart

Does your agency have an agency-wide organizational chart? Yes No
 If not, what document does your agency and board use to identify positions within your agency?
 (For reference, refer to Organizational Standard 7.3.)

Agency-Wide (or Department-Wide) Budget

Does your agency have an agency-wide budget? Yes No
 If not, what document does your agency and board use track annual funding?
 (For reference, refer to Organizational Standards 8.7 and 8.9.)

Agency Succession Plan

Does your agency have an agency succession plan? Yes No
 If not, what policies are in place in the event of an unplanned emergency absence by key staff members?
 Does the plan cover unplanned short-term absences? Yes No
 Does the plan cover long-term (planned or not) absences? Yes No

Date Approved by Tripartite Board (Most Recent): N/A: County Government
 (For reference, refer to Organizational Standard 4.5.)

Agency-Wide (or Department-Wide) Comprehensive Risk Assessment

Does your agency have a comprehensive risk assessment? Yes No
 If not, what policies are in place to ensure the agency does not put itself at risk?

Date Reported to the Tripartite Board (Most Recent): N/A: County Government
 (For reference, refer to Organizational Standard 4.6.)

Agency-Wide (or Department-Wide) Disaster Recovery Plan or Continuity of Operations Plan?

Does your agency have a disaster recovery or continuity of operations plan?

Yes

No

Annual Analysis of the Agency's Outcomes

Does your agency provide an annual analysis or report to the governing board to include the following:

Report Type	Yes	No	Date Provided to the Board (Most Recent)
Update on the success of the specific strategies include in this Community Action Plan	X		06/24/2024
Update on the progress of meeting the goals of the strategic plan	X		06/24/2024
An analysis of the agency's outcomes and any operational or program adjustment and improvements identified	X		06/24/2024

(For reference, refer to Organizational Standards 4.4, 6.5, 9.3)

Federal Assurances and Certification

Public Law 105-285, s. 676 (b) establishes federal assurances eligible entities are to comply with. FloridaCommerce, in its state plan submission, provides a narrative describing how the eligible entities in Florida will comply with the assurances. By completing and submitting this Community Action Plan, your agency certifies that it will comply with all Federal Assurances, the annual FloridaCommerce Federally Funded Subgrant Agreement, and any other laws, rules, and statutes in the performance of the activities funded through this grant.