



November 8, 2019

File

MEMORANDUM

TO: Ian Golden, Housing and Human Services Director

RE: **Item F.1.** Granting Signity Authority for the Florida Department of Economic Opportunity Community Services Block Grant Community Action Plan

The Board of County Commissioners, in regular session on **November 7, 2019**, granted signature authority to the Chair to sign the Florida Department of Economic Opportunity Community Services Block Grant Community Action Plan; and granted authorization for the Chair to sign all future subsequent Plans once approved by a Results Oriented Management and Accountability Trainer or Implementer, and Department Director. Enclosed is a fully-executed Action Plan.

Your continued cooperation is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS  
SCOTT ELLIS, CLERK

*Tammy Rowe*

Tammy Rowe, Deputy Clerk

Encl. (1)

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# 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:	Interim 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 2025 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)

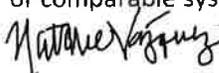
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Date

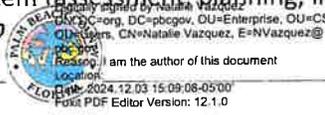
\_\_\_\_\_  
Executive Director (signature)

\_\_\_\_\_  
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).

  
\_\_\_\_\_  
NCRT/NCRI



12-3-2024  
\_\_\_\_\_  
Date

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## Agency Information

<b>Agency Name:</b>	Brevard County Board of County Commission	
<b>Address:</b>	Housing and Human Services Department	
	2725 Judge Fran Jamieson Way, Viera, Florida 32940	
<b>Phone:</b>	321-633-1951	
<b>Website:</b>	<a href="http://www.brevardfl.gov/humanservices">http://www.brevardfl.gov/humanservices</a>	
<b>ED/CEO:</b>	Juanita Jackson, Interim Director	
<b>Board Chair:</b>	Rob Feltner	
<b>Type of Agency:</b>	<b>Local Government</b>	X
	<b>Farmworker</b>	
	<b>Nonprofit</b>	

## 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 Executive Director of the Florida Department of Commerce (Florida Commerce) 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. The county and its sixteen municipalities share a county that is more than 72 miles long and averages 26.5 miles wide. Brevard County is also known as the Space Coast and is home to numerous high-tech industries. In March 2020, Governor DeSantis declared a public health emergency due to COVID-19. The pandemic put a halt to much of Brevard County's economic opportunities. Since the Governor "reopened" Florida, Brevard County is seeing positive increases once again, but with challenges. While the housing market appears to be on the rise, affordable housing is still a challenge and hard to obtain. Additionally, the workforce, especially small businesses, are feeling effects caused by the initial pandemic.

As of the 2010 U.S. Census Bureau, the population of Brevard County was 543,376. In 2022, 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:

<u>2010 U.S. Census Bureau</u>	<u>2020 U.S. Census Bureau QuickFacts: Brevard County, Florida</u>
• <b>White (non-Hispanic) -76%</b>	<b>82.2%</b>
• Black or African American 9.7%	11.2%
• <b>Hispanic or Latino – 8.1%</b>	<b>12.5%</b>
• Asian – 2.1%	2.8%
• <b>Two or more races – 2.6%</b>	<b>3.1%</b>
• American Indian and Alaska Native – 0.4%	0.5%
• <b>Native Hawaiian and Other Pacific Islander – 0.1%</b>	<b>0.1%</b>
• White alone, not Hispanic or Latino Races	71.6%

## 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. In particular, 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.

Please note which combination of activities to perform needs assessments were used, including when and how these activities occurred in the spaces below. If the activity was not used, please type N/A or Not Used.

<b>Focus Groups</b>	Housing and Human Services staff conducted several meetings/focus groups with concerned citizens within identified Neighborhood Strategy Areas in 2022. The topics included issues needing to be resolved, problem areas, and specific areas of need and concern.
<b>Asset Mapping</b>	Existing resources within the community have been documented, including locations for faith-based organizations, community-based organizations, educational institutions, the public and private sectors, and citizen associations which have been available to citizens.
<b>Surveys</b>	In 2024, Community Needs Assessment Surveys were disseminated to determine the needs of the community.
<b>Community Dialogue</b>	Community dialogues occurred and are ongoing with members of the community, community partners, educational institutions, not-for-profit agencies, for-profit agencies, faith-based organizations, and the public and private sectors. The public is noticed and invited to attend any of the Community Action Board meetings to provide input.
<b>Interviews</b>	Interviews with members of the community occurred and are ongoing as to specific needs.
<b>Public Records</b>	Public records were utilized to obtain geographic and demographic data.

### 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 are under the umbrella of the Community Action Agency. A Customer Satisfaction Survey is distributed to all customers receiving or denied services from the Community Action Agency. Additionally, surveys are left on the counter in the event others would like to provide feedback regarding their experience while in the office. Although we ask for anonymity, some individuals provide their names.

Surveys are collected and given to the Housing & Human Services (HHS) Supervisor, and they may subsequently be given to the HHS Interim Director. Should there be issues requiring follow-up, or

areas of concern, the Supervisor and/or Management will address the particular issue(s). Survey results are given to the Community Action Board and discussion may ensue.

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)

Brevard County Housing and Human Services Department staff work 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 community needs. Low-income families, seniors, youth, and homeless are among the populations targeted. Community Services Block Grant funds, along with other grant and general funds received by the Housing and Human Services Department, were used to staff positions that were actively involved in the planning, development, and management of programs. Various efforts were made to reach out to the community. These efforts include, but are not limited to, the following:

- Discussions were and are continuously held with low-income households to solicit information regarding the community and specific needs.
- Meetings with public agencies were and are conducted to determine needs and coordinate cooperative efforts to benefit low-income residents.
- Staff participated in several community outreach events coordinated with other service providers targeting specifically for the low-income, youth, and elderly populations. The following are the locations of the events:
  - National Night Out, Cocoa
  - Unity in the Community, Cocoa
  - Clear Ponds Outreach, Cocoa
  - Brevard County Library Community Fair, Cocoa
  - Osprey Point Apartments Outreach, Melbourne
  - The Little Black Book Drive, Melbourne
  - Juneteenth Arts & Cultural Celebration, Cocoa & Titusville
- In 2025, staff will also add the following locations listed below to provide community outreach events.
  - Ascension Manor Apartments, Melbourne
  - Hickory Pointe Apartments, Melbourne
  - Asbury Arms Apartments, Cocoa
- Staff attended several community meetings and focus groups in the identified Neighborhood Strategy Areas to ascertain the needs, issues, and areas of concern within those areas. The following are locations of these events:
  - WLC Neighborhood Association, Cocoa
  - Tropical Park Civic League, Merritt Island

- East Mims Civic League, Mims
- A Housing and Human Services Community Action Agency Needs Assessment Survey was distributed to clients, applicants, employees, service provider representatives, faith-based representatives, business community representatives, teachers and educators, and public safety personnel.

The Community Needs Assessment (CNA) data is available throughout the entire agency/department which serves the entire county through a variety of services. Brevard County conducted its 5-year Consolidated Plan from October 2022 to September 2027, as well and was the lead agency for the consortium which included the cities of Titusville, Cocoa, Melbourne, and Palm Bay. The plan encompasses the entire county and those municipalities. Information from the CNA and Market Analysis sections was and is available and considered during the process and creation of the Plan.

In addition to the efforts made during the community need assessment process, the Brevard County Housing and Human Services Department continues to coordinate and provide support to various groups and Advisory Boards. The focus remains on the needs of homeless individuals and their families, the elderly, issues related to youth and their families, the affordable, decent, and safe housing needs of low-income populations, and neighborhood revitalization efforts for those neighborhoods experiencing prevalent slum and blight.

Although a variety of services and providers exist within the community, the available services continue to fall short of meeting the needs of the low-income residents of Brevard County. Additionally, a lack of knowledge and access to those services continues to be evidenced in our discussions and interviews.

The Community Action Agency, under the direction of the Housing and Human Services Department, regularly analyzes the services it provides to ensure their relevancy in the community. The following programs are available to the low-income community, and their necessity has been identified in the results of the CNA:

- ❖ The Low-Income Home Energy Program (LIHEAP), which helps low-income households with their heating and cooling expenses, is the most identified need (assistance with utility bills) in the community, as recognized by the most recent CNA. Funding is received from a LIHEAP grant. Income-eligible residents are typically eligible for assistance multiple times a year: Winter crisis (October-March), the summer crisis (April-September), and one home energy credit at any time of year. Due to the pandemic, low-income households are currently eligible to receive a maximum of \$5,000 per household per year, plus a \$1,350 annual Home Energy Credit.

- ❖ Emergency Services is supported by General Funds to help people in the community who are at risk of homelessness avoid eviction by paying their mortgage or rent. Additionally, funds ensure that low-income families have access to safe drinking, cooking, and bathing water, as well as prescription, medical, and dental care.
- ❖ The Family Self-Sufficiency Program utilizes CSBG funds. It is designed to help families with multi-dimensional problems help themselves and be independent to public assistance. Barriers often include lack of education, employment/training, vocational training, work experience, transportation, and childcare. Community Action Agency staff works intensively with each family to overcome these barriers by providing counseling, advocacy, and reinforcement of self-esteem. Program participants must be motivated toward becoming self-sufficient. Local agencies work cooperatively to ensure that participants in this program receive appropriate services during their transition toward becoming independent families. Depending upon the participant's need(s), those services might include payment assistance with the following: job skills/training, childcare, youth programs, car repairs and education.

3. 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)

<b>Faith-Based Organizations</b>	Some of the Faith Based Organizations completed the Needs Assessment Survey to complete. Also, one-on-one conversations and interviews occurred between faith-based individuals and staff. Additionally, members of these organizations also sit on advisory boards, providing valuable input. It was noted that while some of these organizations provide aid in the form of clothing, cash assistance, or food, others do not provide the same support. The greatest needs for this group are the lack of affordable housing and homelessness. The input received was included in the overall findings of the CNA. Results were compiled and will be reported to the Community Action Board.
<b>Private Sector</b>	Our community needs assessment survey was given to private sector partners. Housing and Human Services has a good relationship with them, and staff have regular conversations with them as to the needs, opportunities, and funding resources available. Referrals are made on a continuous basis to and from them. The common view is that many of the available jobs are low-paying and/or do not provide benefits. Many low-income people are employed but do not receive benefits. Many low-income people work but are not paid a living wage to support themselves or their families. Input received was in the overall findings of the CNA. Results were compiled and

	will be reported to the Community Action Board.
<b>Public Sector</b>	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, it is required to have an advisory board (the Community Action Board) which identifies the needs and programs needed to serve the low-income communities of Brevard County. Additionally, five of the advisory board members are County Commissioners or their representatives providing a direct link to the commission. As the advisory board is composed of citizens across multiple sectors, agencies and backgrounds, their input is a reflection from other sectors such as the need for employment, youth programs and neighborhood improvements. Additionally, the advisory board members were provided the Community Needs Assessment survey as were Housing and Human Services staff. Input received was included in the overall findings of the CNA. Results were compiled and will be reported to the Community Action Board.
<b>Educational Institutions</b>	Some of the participants that attends the Educational Institutions in Brevard County completed the Community Needs Assessment Survey. The greatest needs for this group are education and job training. The input received was included in the overall findings of the CNA. Results were compiled and reported to the Community Action Board.

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

<b>Poverty and Gender</b>	Data Collected from the Community Needs Assessment surveys revealed 38% of the respondent's requesting assistance were single parent females with the income range from \$0.00 to above \$25,001.00. Additionally, the average single parent male respondent comprised 4% with the income range from \$0.00 to \$25,001.00. Programs were developed by Housing and Human Services staff to assist with basic needs for power and utilities, education, job skills/training,
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	childcare, programs for youth, etc. Programs were created or maintained as a response to services or needs desired to assist these families to obtain a decent living wage while assisting with basic needs and supporting families while parents are at school or at their employment. It should be noted that 80% of the respondents were female while 20% were male.
<b>Poverty and Age</b>	Data collected from the Community Needs Assessment surveys revealed that 4% of the respondents were from the ages of 18-23 35 % were from the ages of 24-44, 14% were from the ages of 45-54 and 47% were over the age of 55. The information revealed that 48% of the respondents had children in their homes. Data collected helped Housing and Human Services staff develop or maintain programs to assist those low-income families with children, which includes grandparents raising children, as well as the elderly population.
<b>Poverty and Race/Ethnicity</b>	Data collected from the Community Needs Assessment surveys revealed that 61% of the respondents were black/African American, 31% were white, 3% were multi- race and less than 5% were Asian, Native American, or other. Data was used to develop comparisons against data collected from interviews, etc. to create a clearer picture of the needs of individuals and families in Brevard County. Additionally, data collected helped Housing and Human Services staff develop and maintain community outreach programs in specific neighborhood strategy areas or areas designated in need.

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

<b>Qualitative</b>	Qualitative data was collected from the Community Needs Assessments. Most prevalently heard throughout the community was the need for assistance with payment for power bills due to higher-than-normal demands because of the Florida heat. Additionally, the need for job training, education, services for seniors, and risk for homelessness.
<b>Quantitative</b>	Quantitative data was collected and analyzed from census data

	and surveys. The information retrieved from Data USA/Brevard County reported Brevard County's poverty rate was at 10.1% as of 2022.
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**Describe the findings and results of your Community Needs Assessment**

<b>Top Five Needs</b>	<b>Agency Priority (Yes/No)</b>	<b>Description of programs/services /activities</b>	<b>Coordination</b>
1. Utility Bill Assistance	Yes	The Brevard County Community Action Agency will provide direct electric and gas bill assistance (for heating the home) utilizing funding from the Low Income Home Energy Assistance Program and by referring clients directly to the Emergency Home Energy Assistance Program. Funding from the Family Self-Sufficiency Program (Community Services Block Grant funds) and the Emergency Services Program (General Fund and grant dollars) will support direct electric, water, and gas bill payment assistance.	Partner with and continue outreach events in low-income neighborhood areas, faith-based and educational organizations to educate citizens regarding available programs and aid through available funding resources.
2. Job Skills/Training	Yes	The Brevard County Community Action Agency Family Self-Sufficiency Program will provide direct assistance and leverage funds from local agencies to assist program participants with acquiring job training and skills	Partner with educational institutions, CareerSource, and other employment placement agencies to aid program participants with the development of skills necessary for employment.

		necessary for employment.	
3. Risk of Homelessness	Yes	The Brevard County Community Action Agency will work with local agencies to provide direct assistance to prevent participants from becoming homeless.	Partner with other agencies to provide financial assistance to prevent participants from becoming homeless.
4. Education	Yes	The Brevard County Self-Sufficiency Program will provide direct assistance and leverage other funds from local agencies to assist program participants completing post-secondary education.	Partner with educational institutions and provide financial support to aid program participants in completing post-secondary education programs to obtain certificates, diplomas, and degrees.
5. Services for Seniors	Yes	The Brevard County Housing and Human Services Department will continue to work directly with other agencies to provide services to seniors.	Partner with local groups, local agencies, and Brevard Alzheimer's to provide services for seniors.

**Top Five needs:** List the top five needs from your most recent Needs Assessment

**Agency Priority:** Enter a Yes or No in the box, to indicate if the need will be addressed in the current year either directly or indirectly. If the need will not be met please provide explanation in narrative section.

**Description of programs/services/activities:** Briefly describe the program, service or activity that your entity will directly provide.

**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.

## 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 into your program.

The Community Action Agency uses CSBG funds to support the Family Self-Sufficiency Program (FSSP). It is designed to help low-income individuals improve their employment skills, obtain education and training, and secure higher-wage jobs. As clients improve themselves, CSBG funds are utilized to provide supportive services (assistance with youth programs, childcare, car repairs, rental assistance, utility assistance, etc.). Clients can access the program year-round by making an appointment to meet with the CSBG Coordinator at one of the four office locations.

The Community Action Agency Family Self-Sufficiency Program Coordinator is responsible for:

- Receiving and processing referrals, applications, and assessments
- Interviewing, ranking, and conducting assessments
- Notifying families of acceptance or denial
- Assisting families with developing family self-sufficiency plans
- Reviewing self-sufficiency plans with families and updating
- Scheduling periodic plan reviews with families evaluate progress and ensure timely completion of activities while providing updates to the Community Action Board
- Conducting training 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

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 services to the low-income community. While there are city governments and nonprofits in Brevard County that provide social and emergency assistance to low-income citizens, Brevard County Housing and Human Services is recognized throughout the community as the largest entity with the most financial resources to help alleviate poverty and provide emergency services. By utilizing direct services and those of collaborative partners, low-income citizens can make the transition from poverty to 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, 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 CSBG funds for 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 supported by CSBG funding are as follows:

- Tuition, registration fees, books, and educational supplies needed to obtain competencies and skills for employment.
- Tuition, registration fees, books, and educational supplies needed to obtain an ABE or GED.
- Tuition, registration fees, books, and educational supplies needed to complete post-secondary education and receive a certificate and diploma.
- Assistance with before and after school programs for youth as needed to assist with educational and cognitive development.
- Childcare assistance needed so that clients may obtain full-time or better jobs.
- Assistance with emergency fuel or utility payments needed to reduce financial energy burdens.
- Assistance with rent or mortgage assistance needed to avoid eviction or foreclosure.
- Assistance with car repairs needed to ensure transportation to employment and job trainings.
- Assistance with children and youth before and after school programs needed to increase academic, social, and athletic skills.

All the above direct client services were identified as having a need in the community.

## **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)

Every three years, Housing and Human Services composes a new Community Needs Assessment, which is provided to the Community Action Board for approval. Every five years, a new strategic plan is presented to the board for approval as well. A Certified Results Oriented Management and Accountability (ROMA) Trainer must confirm that the department's Community Action Plan and Strategic Plan document the continuous use of the ROMA cycle or comparable system.

When developing Brevard County's Community Action Agency Family Self-Sufficiency Program Strategic Plan, the mission, vision and needs assessment were thoroughly considered. Strategic planning goals were, and will be, reviewed by staff and the Community Action Board at least annually to ensure positive program progress.

Partnerships exist, and will continue to exist moving forward, thereby providing for the needs of our community. Changes and adjustments can be made in our plan as needed to ensure services are responsive to the needs of the community. Brevard County has focused and will remain

focused on good customer service through strong program delivery, even as financial resources are limited.

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 retrieved from our Community Needs Assessment surveys and Data USA/Brevard County, Brevard County citizens who are most vulnerable are families with single female heads of households and children under the age of eighteen. The plan categorizes issues into the focus areas of agency, family, and community. It specifically identifies goals, objectives, strategies, and outcome indicators to reduce poverty for our most vulnerable populations. The Family Self-Sufficiency Program and other targeted programs are utilized to address low-income individuals and families residing in Brevard County who needs assistance in achieving self-sufficiency.

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 obtainable services to alleviate poverty barriers and improve socio-economic variables for individual households to obtain self-sufficiency. The department will continue to serve families via a variety of services, either provided in-house or through identified partnerships. Based upon the Strategic Plan and ROMA, the focus will be:

- Assisting households to obtain their GED/ABE, post-secondary education, and/or certification/diploma, by assisting with the associated expenses of training, tuition, registration fees, books, and educational supplies.
- Assisting households to obtain or maintain employment by assisting with childcare costs to alleviate financial worries or burdens.
- Assisting children and youth in households to achieve academic, social, and other school successes by engaging in before or after school programs needed to assist with educational and cognitive development.
- Assisting households experiencing an emergency, such as potential homelessness, utility disconnection, or other crisis, to avoid such an event, which would only add additional barriers and poverty which these households would have to overcome.

**Community:** The Housing and Human Services department is focused on improving the overall well-being of the community for low-income individuals. By continuing to work directly with low-income neighborhoods to alleviate slum and blighted conditions through the improvement of infrastructure and the maintenance of safe and affordable housing, those individuals will gain interest and ownership of their communities. Based upon the Strategic Plan and ROMA, the focus will be on helping communities obtain safe and affordable housing units, and maintain or improve safe and affordable housing units through weatherization or housing rehabilitation efforts.

**Agency:** The Housing and Human Services Department will continue to work to maximize its service delivery to diverse populations by partnering with various sectors to leverage individual and community resources to help create conditions that would sustain economic independence. Additionally, training opportunities will be enhanced and increased.

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 via surveys, interviews, and meetings/focus groups. The plan makes note that this data will be presented to the Community Action Board, at a minimum, annually. While the Community Action Agency took appointments, mail-in applications, and the first fifteen walk-ins that arrived for our highest-demand program (LIHEAP), respondents were clear that being one of the first fifteen to arrive was a hardship for several reasons. As some citizens reported they would arrive early to ensure service, safety, transportation, arrival time, and uncertainty of receiving service (not being one of the first fifteen) were recognized concerns. Because of this response, the Community Action Agency alleviated the category of walk-in clients, expanding the hours of appointment times while still accepting mail-in applications and online applications. This change has been met with a positive response.

## **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 and meetings/focus groups throughout the year. The purpose was to educate the community about available services, listen to concerns, and needs of the community. Additionally, clients were assisted with the application process for services. Furthermore, the agency partnered with not-for-profit and for-profit agencies for education, training, youth programs, childcare, car repair, and rental and mortgage assistance for clients while in the Family Self-Sufficiency Program.

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

The Community Action Agency operates an office in the north, central, and south areas of Brevard County: Titusville, Cocoa, and Melbourne. Currently, appointments are scheduled for all three locations for all services. Also, clients have a choice to mail in applications or submit them online. If clients are experiencing hardship and cannot come to an appointment, staff can go to their residence and assist with the application process.

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

Management, the supervisor, coordinator, and staff will continue to reach out into the community, finding partners to deliver services to our citizens in need. In addition, staff will continue to attend meetings with agencies to become more familiar with the available and innovative services being offered in the community so that partnerships can be created and continued.

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, and methods used by the coalition to coordinate services/funding.

Brevard County does not have a formalized coalition of social service providers. There are groups of informal coalitions that meet, however, trying to assist targeted populations with services.

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

- Brevard County Housing and Human Services has a Memorandum of Understanding to partner with CareerSource Brevard (Workforce Innovation and Opportunity Act), where CareerSource will refer their clients and vice versa. Additionally, the Act insures a one-stop delivery system in which there is cooperative workforce training, employment, and economic AR development efforts through the coordination of efforts.
- Brevard County Housing and Human Services has an agreement with Brevard Alzheimer’s Foundation, Inc. to process Emergency Home Energy Assistance for the Elderly Program (EHEAP).
- Brevard County Housing and Human Services has agreements to make payments on behalf of the clients with Florida Power & Light for electric utility service, and with Suburban Propane and Florida City Gas for heating households. Describe the process utilized by your agency to link services and coordinate funding in your service area.

### 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. Vacancy Resolution Plan – Does your board currently have any vacancies?  Yes  No

If yes, please complete the table below for each vacant.

Position	Date Vacancy Occurred	Estimated Date to be Filled	Reason for Vacancy	Steps taken to fill Vacancy
North Cocoa Civic League	October 2018	January 2025	Representative became ill –	Advertisement in newspaper for recruitment and the

Low-Income Sector			resigned	County website.
East Mims Civic League Low-Income Sector	October 2023	January 2025	Lack of attendance	Advertisement in newspaper for recruitment and the County website.
BOCC– District 4	December 2023	January 2025	Lack of attendance	Advertisement in newspaper for recruitment and the County website.
Business/Private Sector	February 2024	January 2025	Termed Out	Advertisement in newspaper for recruitment and the County website.
Tropical Park Civic League Low-Income Sector	February 2024	January 2025	Termed Out	Advertisement in newspaper for recruitment and the County website.
WLC Neighborhood Association Low-Income Sector	February 2024	January 2025	Termed Out	Advertisement in newspaper for recruitment and the County website.

Add rows as needed.

### 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.)

### 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. DEO, 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 DEO Federally Funded Subgrant Agreement, and any other laws, rules, and statutes in the performance of the activities funded through this grant.

**CSBG BUDGET FORMS  
CSBG WORKPLAN**

Subrecipient: SUBRECIPIENT:

Agreement #: 0

**Module 4, Section A: Individual and Family National Performance Indicators (FNPIs)**

**Goal 1: Individuals and Families with low incomes are stable and achieve economic security.**

----- Employment Indicators -----

<b>FNPI 1</b>	<b>Employment</b>	<b>Target (#)</b>
FNPI 1a	The number of unemployed youth who obtained employment to gain skills or income.	0
FNPI 1b	The number of unemployed adults who obtained employment ( <u>up to a living wage</u> ).	23
FNPI 1c	The number of unemployed adults who obtained and maintained employment for at least 90 days ( <u>up to a living wage</u> ).	47
FNPI 1d	The number of unemployed adults who obtained and maintained employment for at least 180 days ( <u>up to a living wage</u> ).	18
FNPI 1e	The number of unemployed adults who obtained employment ( <u>with a living wage or higher</u> ).	0
FNPI 1f	The number of unemployed adults who obtained and maintained employment for at least 90 days ( <u>with a living wage or higher</u> ).	0
FNPI 1g	The number of unemployed adults who obtained and maintained employment for at least 180 days ( <u>with a living wage or higher</u> ).	0

<b>FNPI 1</b>	<b>Employment</b>	<b>Target (#)</b>
FNPI 1h	The number of employed participants in a career-advancement related program who <u>entered or transitioned</u> into a position that provided increased income and/or benefits.	0
FNPI 1h 1	Of the above, the number of employed participants who increased income from employment through <u>wage or salary amount increase</u> .	0
FNPI 1h 2	Of the above, the number of employed participants who increased income from employment through <u>hours worked increase</u> .	0
FNPI 1h 3	Of the above, the number of employed participants who <u>increased benefits</u> related to employment.	0

<b>FNPI 1z</b>	<b>Other Employment Outcome Indicator</b>	<b>Target (#)</b>
FNPI 1z 1	The number of individuals or households	8

General Comments:

----- Education and Cognitive Development Indicators -----

<b>FNPI 2</b>	<b>Education and Cognitive Development</b>	<b>Target (#)</b>
FNPI 2a	The number of children (0 to 5) who demonstrated improved emergent literacy skills.	0
FNPI 2b	The number of children (0 to 5) who demonstrated skills for school readiness.	0
FNPI 2c	The number of children and youth who demonstrated improved positive approaches toward learning, including improved attention skills. (auto total).	<b>26</b>
FNPI 2c 1	Early Childhood Education (ages 0-5)	12
FNPI 2c 2	1st grade-8th grade	14
FNPI 2c 3	9th grade-12th grade	0
FNPI 2d	The number of children and youth who are achieving at basic grade level (academic, social, and other school success skills). (auto total)	<b>45</b>
FNPI 2d 1	Early Childhood Education (ages 0-5)	10
FNPI 2d 2	1st grade-8th grade	15
FNPI 2d 3	9th grade-12th grade	20
FNPI 2e	The number of parents/caregivers who improved their home environments.	0

FNPI 2f	The number of <b>adults</b> who demonstrated improved basic education.	0
FNPI 2g	The number of <b>individuals</b> who obtained a high school diploma and/or obtained an equivalency certificate or diploma.	0
FNPI 2h	The number of <b>individuals</b> who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.	34
FNPI 2i	The number of <b>individuals</b> who obtained an Associate's degree.	1
FNPI 2j	The number of <b>individuals</b> who obtained a Bachelor's degree.	0
<b>FNPI 2z Other Education and Cognitive Development Outcome Indicator</b>		<b>Target (#)</b>
FNPI 2z 1	The number of individuals or households	0

General Comments:

----- Income and Asset Building Indicators -----

<b>FNPI 3 Income and Asset Building Indicators</b>		<b>Target (#)</b>
FNPI 3a	The number of individuals who achieved and maintained capacity to meet basic needs for <u>90 days</u> .	45
FNPI 3b	The number of individuals who achieved and maintained capacity to meet basic needs for <u>180 days</u> .	15
FNPI 3c	The number of individuals who opened a <u>savings account or IDA</u> .	0
FNPI 3d	The number of individuals who <u>increased their savings</u> .	0
FNPI 3e	The number of individuals who used their savings to <u>purchase an asset</u> .	0
FNPI 3e 1	Of the above, the number of individuals who <u>purchased a home</u>	0
FNPI 3f	The number of individuals who <u>improved their credit scores</u> .	0
FNPI 3g	The number of individuals who <u>increased their net worth</u> .	0
FNPI 3h	The number of individuals engaged with the Community Action Agency who report <u>improved financial well-being</u> .	0
<b>FNPI 3z Other Income and Asset Building Outcome Indicator</b>		<b>Target (#)</b>
FNPI 3z 1	The number of individuals or households	0

General Comments:

----- Housing Indicators -----

<b>FNPI 4 Housing</b>		<b>Target (#)</b>
FNPI 4a	The number of household members experiencing homelessness who obtained <u>safe temporary shelter</u> .	1
FNPI 4b	The number of household members who obtained <u>safe and affordable housing</u> .	0
FNPI 4c	The number of household members who maintained safe and affordable housing for <u>90 days</u> .	75
FNPI 4d	The number of household members who maintained safe and affordable housing for <u>180 days</u> .	38

FNPI 4e	The number of household members who <b>avoided eviction</b> .	25
FNPI 4f	The number of household members who <b>avoided foreclosure</b> .	0
FNPI 4g	The number of household members who <b>experienced improved health and safety</b> due to improvements within their home (e.g. reduction or elimination of lead, radon, carbon dioxide and/or fire hazards or electrical issues, etc).	0
FNPI 4h	The number of household members with <b>improved energy efficiency and/or energy burden reduction</b> in their homes.	14

<b>FNPI 4z Other Housing Outcome Indicator</b>	<b>Target (#)</b>
FNPI 4z 1 The number of individuals or households	0

General Comments:

----- Health and Social/Behavioral Development Indicators -----

FNPI 5 Health and Social/Behavioral Development	Target (#)
FNPI 5a The number of individuals who demonstrated <b>increased nutrition skills</b> (e.g. cooking, shopping, and growing food)	0
FNPI 5b The number of individuals who demonstrated <b>improved physical health</b> and well-being.	0
FNPI 5c The number of individuals who demonstrated <b>improved mental and behavioral health and well-being</b> .	0
FNPI 5d The number of individuals who <b>improved skills</b> related to the adult role of parents/ caregivers.	0
FNPI 5e The number of parents/caregivers who <b>demonstrated increased sensitivity and responsiveness</b> in their interactions with their children.	0
FNPI 5f The number of <b>seniors (65+)</b> who maintained an independent living situation.	0
FNPI 5g The number of <b>individuals with disabilities</b> who maintained an independent living situation.	0
FNPI 5h The number of <b>individuals with chronic illness</b> who maintained an independent living situation.	0
FNPI 5i The number of individuals with <b>no recidivating event</b> for six months	0
FNPI 5i 1 Youth (ages 14-17)	0
FNPI 5i 2 Adults (ages 18+)	0

<b>FNPI 5z Other Health and Social/Behavioral Development Outcome Indicator</b>	<b>Target (#)</b>
FNPI 5z 1 The number of individuals or households	0

General Comments:

----- Civic Engagement and Community Involvement Indicators -----

FNPI 6 Civic Engagement and Community Involvement Indicators	Target (#)
FNPI 6a The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community	0
FNPI 6a 1 Of the above, the number of Community Action program participants who <b>improved their leadership skills</b> .	0
FNPI 6a 2 Of the above, the number of Community Action program participants who <b>improved their social networks</b> .	0
FNPI 6a 3 Of the above, the number of Community Action program participants who gained other skills, knowledge and abilities to <b>enhance their ability to engage</b> .	0

FNPI 6z Other Civic Engagement and Community Involvement Outcome Indicator	Target (#)
FNPI 6z 1 The number of individuals or households	0

General Comments:

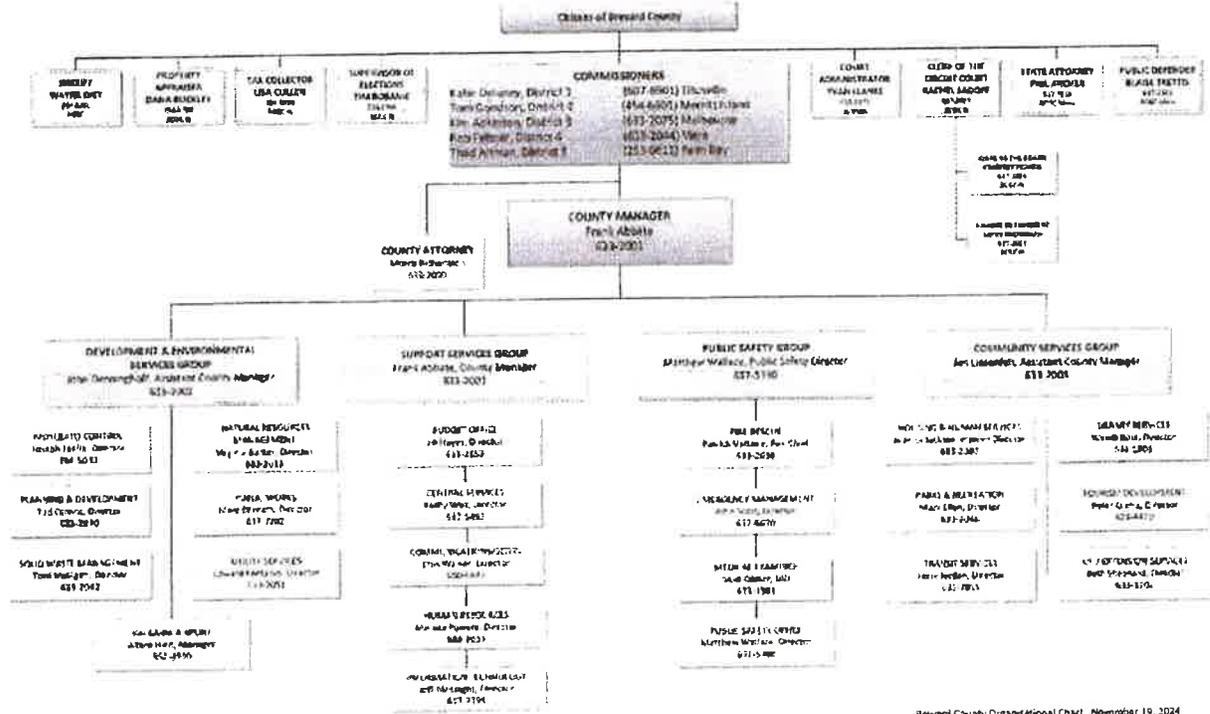
----- Outcomes Across Multiple Domains -----

FNPI 7 Outcomes Across Multiple Domains	Target (#)
FNPI 7a The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.	81

FNPI 7z Other Outcome Indicator	Target (#)
FNPI 7z 1 The number of individuals or households	0

General Comments:

# Brevard County Government Organizational Chart



Brevard County Organizational Chart - November 19, 2024

## Brevard County Government Organizational Chart Text Version

Updated 11-19-2024

### Sheriff

Wayne Ivey  
(321) 264-5201 NBSC

### Property Appraiser

Dana Blickley  
(321) 264-6700  
Brevard County Government Center North

### Tax Collector

Lisa Cullen  
(321) 264-6930  
Brevard County Government Center North

### Supervisor Of Elections

Tim Bobanic  
(321) 264-6740  
Brevard County Government Center North

### Commissioners

Katie Delaney, District 1  
(321) 607-6901  
Titusville

Tom Goodson, District 2  
(321) 454-6601  
Merritt Island

Kim Adkinson, District 3  
(321) 633-2075  
Palm Bay

Rob Feltner, District 4  
(321) 633-2044  
Viera

Thad Altman, District 5  
(321) 253-6611  
Palm Bay

### **County Attorney**

Morris Richardson  
(321) 633-2090

### **County Manager**

Frank Abbate  
(321) 633-2001

### **Development & Environmental Services Group**

John Denninghoff, Assistant County Manager  
(321) 633-2002

### **Mosquito Control**

Joseph Faella, Director  
(321) 264-5032

### **Natural Resources Management**

Virginia Barker, Director  
(321) 633-2016

### **Planning & Development**

Tad Calkins, Director  
(321) 633-2070

### **Public Works**

Marc Bernath, Director  
(321) 617-7202

### **Solid Waste Management**

Tom Mulligan, Director  
(321) 633-2042

### **Utility Services**

Edward Fontanin, Director  
(321) 633-2091

### **Valkaria Airport**

Adam Hied, Manager  
(321) 952-4590

### **Support Services Group**

Frank Abbate, County Manager  
(321) 633-2001

### **Budget Office**

Jill Hayes, Director  
(321) 633-2153

### **Central Services**

Kathy Wall, Director  
(321) 637-5492

### **Communications / Space Coast Government Television**

Don Walker, Director  
(321) 690-6843

**Human Resources**

Melissa Powers, Director  
(321) 633-2034

**Information Technology**

Jeff Mcknight, Director  
(321) 617-7395

**Public Safety Group**

Matthew Wallace, Public Safety Director  
(321) 633-2056

**Fire Rescue**

Patrick Voltaire, Fire Chief  
(321) 633-2056

**Emergency Management**

John Scott, Director  
(321) 637-6670

**Medical Examiner**

Sajid Qaiser, Md  
(321) 633-1981

**Public Safety Office**

Matthew Wallace, Director  
(321) 637-5390

**Community Services Group**

Jim Liesenfelt, Assistant County Manager  
(321) 633-2003

**Housing & Human Services**

Juanita Jackson, Interim Director  
(321) 633-2007

**Library Services**

Wendi Bost, Director  
(321) 633-1801

**Parks & Recreation**

Mary Ellen Donner, Director  
(321) 633-2046

**Tourism Development**

Peter Cranis, Director  
(321) 433-4470

**Transit Services**

Terry Jordan, Director  
(321) 635-7815

**University of Florida / Extension Services**

Beth Shephard, Director  
(321) 633-1702

**Court Administrator**

Yvan Llanes  
(321) 633-2171  
Justice Center Viera

**Clerk of the Circuit Court**

Rachel Sadoff  
(321) 637-2017  
Brevard County Government Center North

**Clerk To The Board**

Kimberly Powell  
(321) 637-2001  
Brevard County Government Center North

**Finance Department**

Kathy Prothman  
(321) 637-2002  
Brevard County Government Center North

**State Attorney**

Phil Archer  
(321) 617-7510  
Government Center Viera

**Public Defender**

Blaise Trettis  
(321) 617-7373  
Government Center Viera

County Charter (4)
District 1 (2)
District 2 (2)
District 3 (2)
District 4 (2)
District 5 (2)
County Government Organizational Chart
County Mission
County Commissioners FAQ
Internal Audit Reports
Redistricting Committee

**Links of Interest**

 <b>Board Meetings</b>
 <b>District Map</b>
 <b>Legal Ads and Public Notices</b>
 <b>Lobbyist Search and Registration</b>
 <b>Ordinances</b>

Brevard County Board of County Commissioners

**District 1 Phone**  
(321) 607-6901

**District 1 Email**  
[DC1.Commissioner@brevardfl.gov](mailto:DC1.Commissioner@brevardfl.gov)

**District 2 Phone**  
(321) 454-6601

**District 2 Email**

[D2.Commissioner@BrevardFL.gov](mailto:D2.Commissioner@BrevardFL.gov)

**District 3 Phone**

(321) 633-2075

**District 3 Email**

[D3.Commissioner@BrevardFL.gov](mailto:D3.Commissioner@BrevardFL.gov)

**District 4 Phone**

(321) 633-2044

**District 4 Email**

[D4.Commissioner@BrevardFL.gov](mailto:D4.Commissioner@BrevardFL.gov)

**District 5 Phone**

(321) 253-6611

**District 5 Email**

[D5.Commissioner@BrevardFL.gov](mailto:D5.Commissioner@BrevardFL.gov)

Brevard County Board of County Commissioners

2725 U.S. 1 Highway, Suite 100  
Melbourne, FL 32901

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