

# Palm Beach County: Strategic Planning & Performance Management



*Moving from Outstanding to Excellent!*



## **ECONOMIC DEVELOPMENT CROSS-DEPARTMENTAL TEAM**

December 15, 2020

# ECONOMIC DEVELOPMENT CROSS-DEPARTMENTAL TEAM MEMBERS



Paul Connell – Parks and Recreation ~ Sherry Howard – Housing and Economic Sustainability (DHES) ~ Bryan Davis – Planning, Zoning & Building (PZB) ~ Natalie Diaz Rodriguez – Community Services ~ Alicia Garrow – Libraries ~ Ike Powell – Youth Services ~ Rob Shelt – Public Safety ~ Gary Sypek – Airports ~ Leilani Yan – Human Resources ~ Kenny Rampersad – Water Utilities (WUD) ~ Kimberly Hude – Fire Rescue ~ Arthur Kristein – Cooperative Extension ~ Tonya Davis Johnson - Office of Equal Business Opportunity (OEBO)



Kenisha James - Office of Equal Business Opportunity ~ Glenn Jergensen – Tourist Development Council (TDC) ~ Sylvia Doby - Planning, Zoning & Building ~ Chrystal Mathews – Office of Community Revitalization (OCR) ~ Mark Osinga – Facilities Development & Operations ~ Alan Chin-Lee - Housing and Economic Sustainability ~ Lisa Master – Office of Financial Management & Budget (OFMB) ~ Alternates ~ Allen Gray – Rebecca Schnirman – Amanda Vomero – Houston Tate

# STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT

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*“To promote economic revitalization by driving the creation of employment opportunities while reducing disparities and improving quality of life for everyone.”*

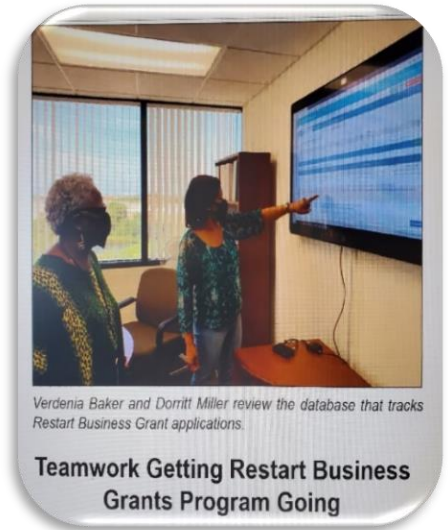
## **Economic Development Goals:**

- 1. Support preservation and recovery of existing businesses including tourism & hospitality adversely impacted by COVID-19**
- 2. Advance a stable and diversified economic base that maximizes jobs for County residents**
- 3. Promote entrepreneurial development opportunities**
- 4. Revitalize communities to support economic development**
- 5. Support and promote a viable and diverse agricultural industry**
- 6. Enhance and expand opportunities for paid and unpaid student and apprenticeship programs**

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

## Strategies:

- CARES Restart Business Grant Program
  - To Assist Businesses:
    - **With 25 or less employees** (with \$30M dedicated to businesses with 5 or less)
    - **\$5M or less annual gross receipts**
  - Grant Awards
    - **Up to \$25,000** for businesses subject to Emergency Closures
    - **Up to \$15,000** for other businesses affected by COVID-19



Mestizo Peruvian Cuisine

Rudy's Stand Up Saloon



Terry's Hair Studio

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

Hardest hit with job loss:  
Accommodations & Food Service, Retail Trade  
Health Care & Social Assistance

Number of Employees	Approved Applications		Amount Awarded	
≤ 25	5030	99.64%	\$76,508,671.42	99.50%
> 25	18	0.36%	\$381,047.00	0.50%
<b>TOTAL</b>	<b>5048</b>		<b>\$76,889,718.42</b>	

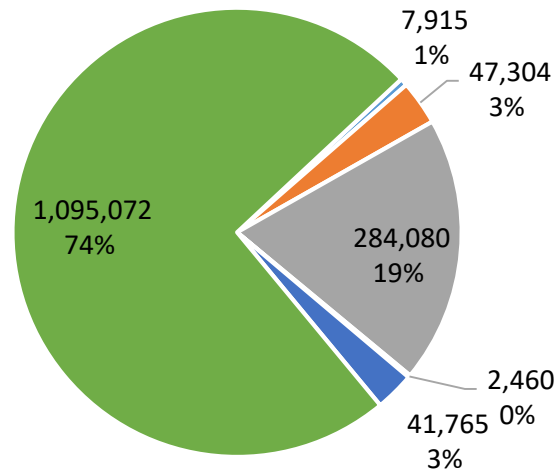
Gross Receipts or Sales	Approved Applications		Amount Awarded	
≤ \$250,000	3683	72.96%	\$53,434,226.22	69.49%
> \$250,000	1225	29.36%	\$23,455,492.20	30.51%
<b>TOTAL</b>	<b>5048</b>		<b>\$76,889,718.42</b>	

Over 5,000 businesses received over \$76M in assistance

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

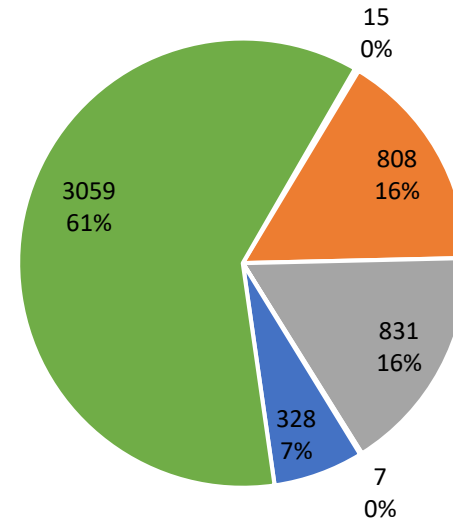
## ● Metrics – Diversity in Approved Applications

County Population by Race



- American Indian/Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- Other
- White

Number of Approved Applications by Race

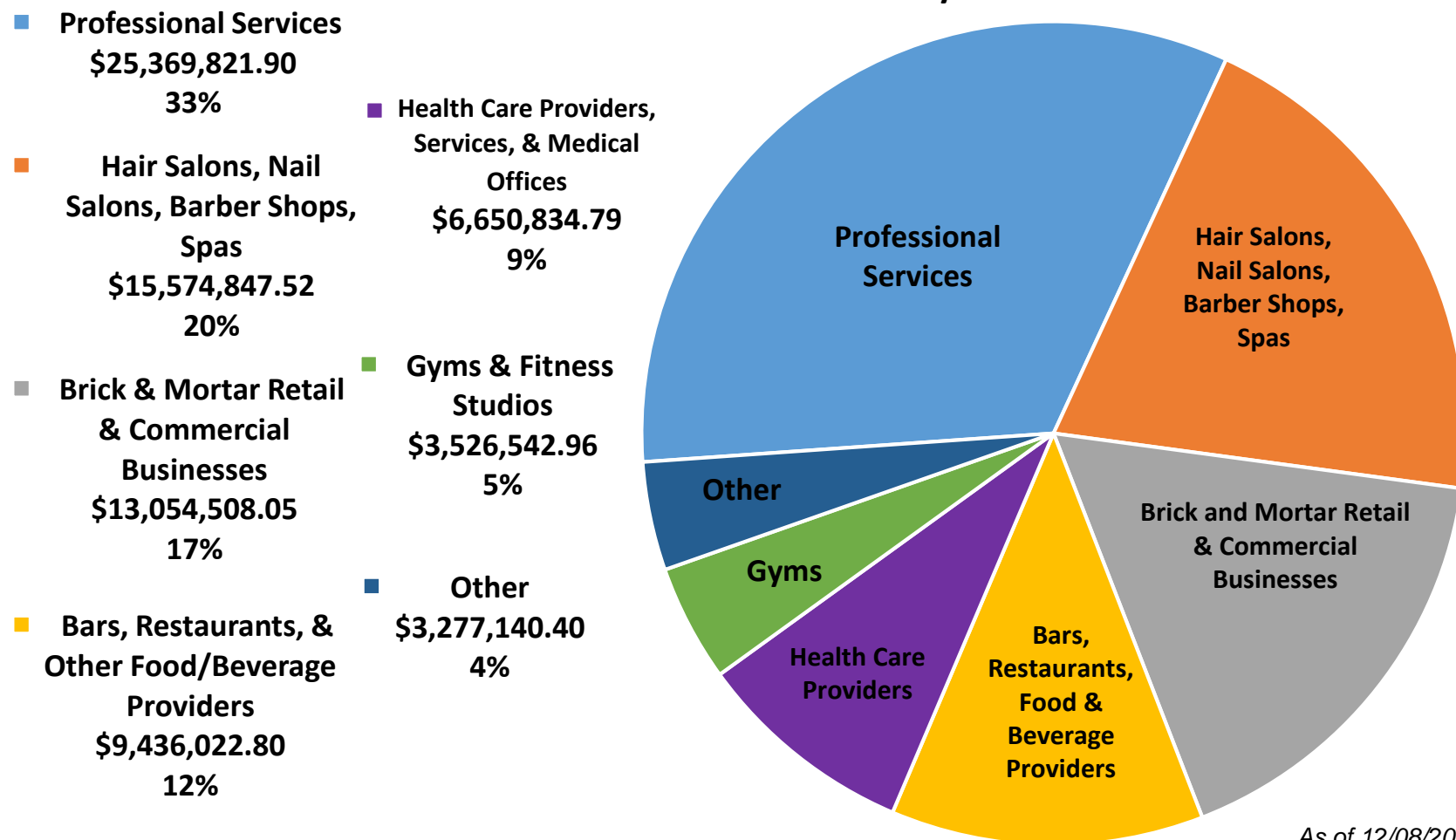


- American Indian/Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- Other
- White

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

## ● Metrics – Assistance by Business Type

Total Grant Dollars Awarded by Business



As of 12/08/2020

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

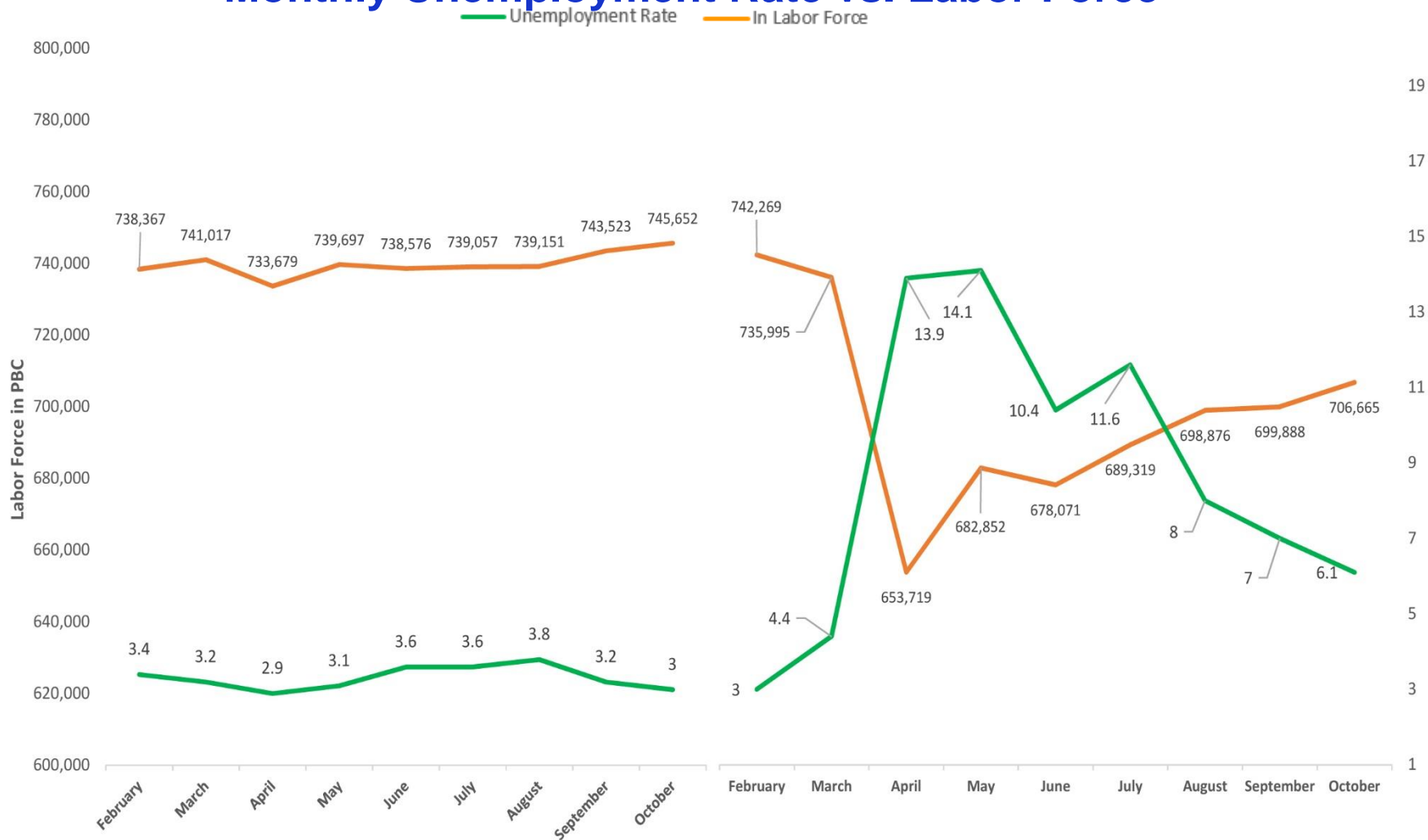
## ● Metrics – \$76,889,718.42 Awarded by City

Acreage	\$25,000.00	Manalapan	\$34,967.50
Atlantis	\$124,314.00	Mangonia Park	\$43,239.45
Belle Glade	\$522,572.50	North Palm Beach	\$1,610,977.21
Boca Raton	\$12,017,849.81	Ocean Ridge	\$39,495.00
Boynton Beach	\$7,195,774.02	Pahokee	\$124,520.00
Canal Point	\$30,548.00	Palm Beach	\$771,252.00
Delray Beach	\$5,695,418.09	Palm Beach Gardens	\$4,331,132.28
Greenacres	\$1,702,913.06	Palm Beach Shores	\$102,699.50
Haverhill	\$31,658.50	Palm Springs	\$867,134.00
Highland Beach	\$38,100.00	Riviera Beach	\$1,451,833.72
Hypoluxo	\$63,825.00	Royal Palm Beach	\$2,000,389.50
Juno Beach	\$453,420.00	Singer Island	\$8,861.00
Jupiter	\$4,978,666.48	South Bay	\$52,146.00
Lake Clarke Shores	\$73,868.50	South Palm Beach	\$21,875.00
Lake Park	\$924,800.52	Tequesta	\$753,443.37
Lake Worth Beach	\$7,330,349.49	Wellington	\$4,034,067.72
Lantana	\$1,068,059.59	West Palm Beach	\$17,311,445.91
Loxahatchee	\$1,028,101.70	Westlake	\$25,000.00



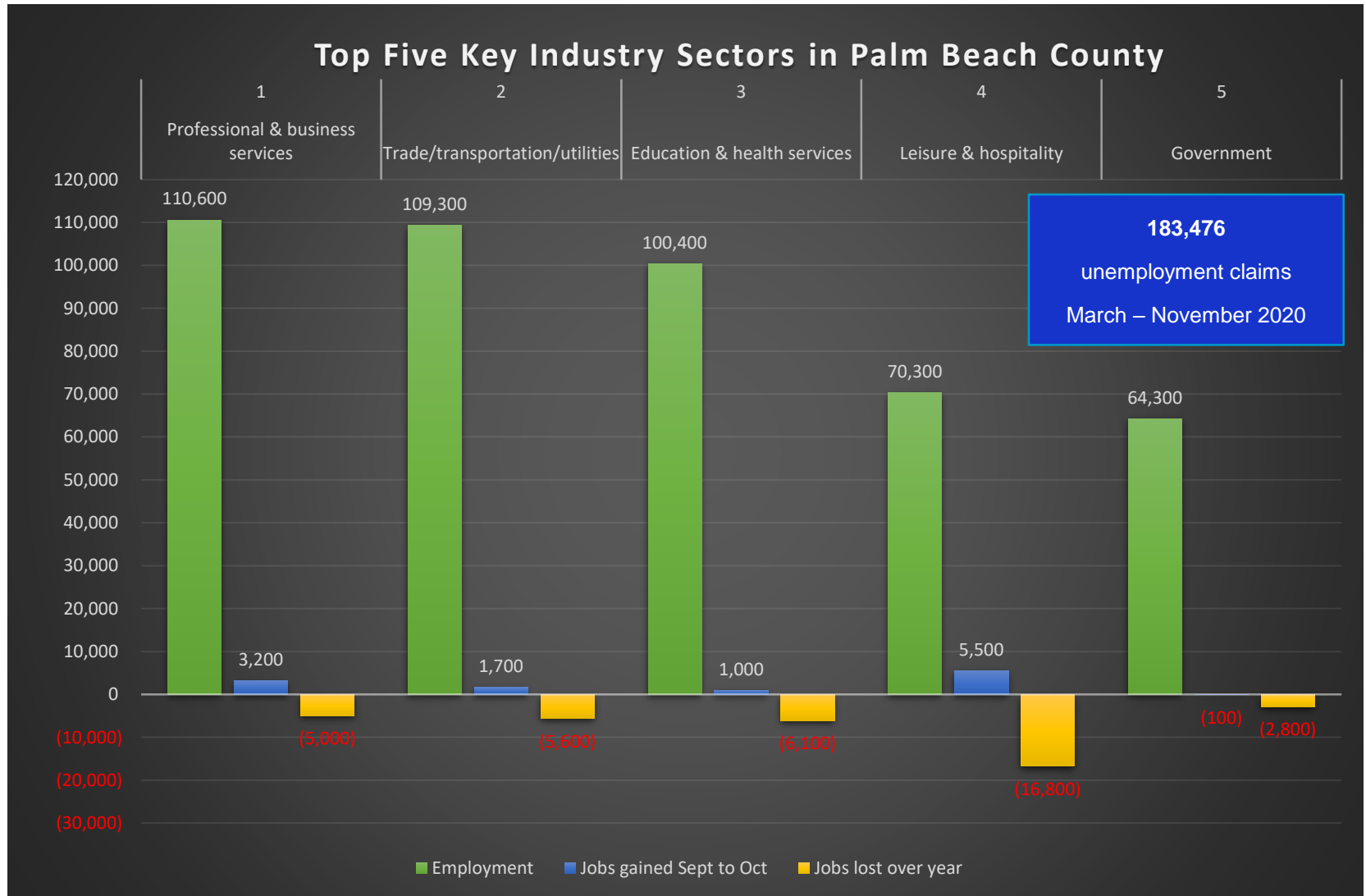
# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

## Monthly Unemployment Rate vs. Labor Force



DEO 2020/CareerSource as of 12-1-20

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19



CareerSource/DEO as of November 23, 2020

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

## PERMIT INTAKE AT-A-GLANCE

	September 2019	September 2020
Walk-in Customers	5,584	1,667
Online submittals	0	5,495

\*An increase from 4,432 to 7,224 permits have been issued and \$235M in Value of Construction

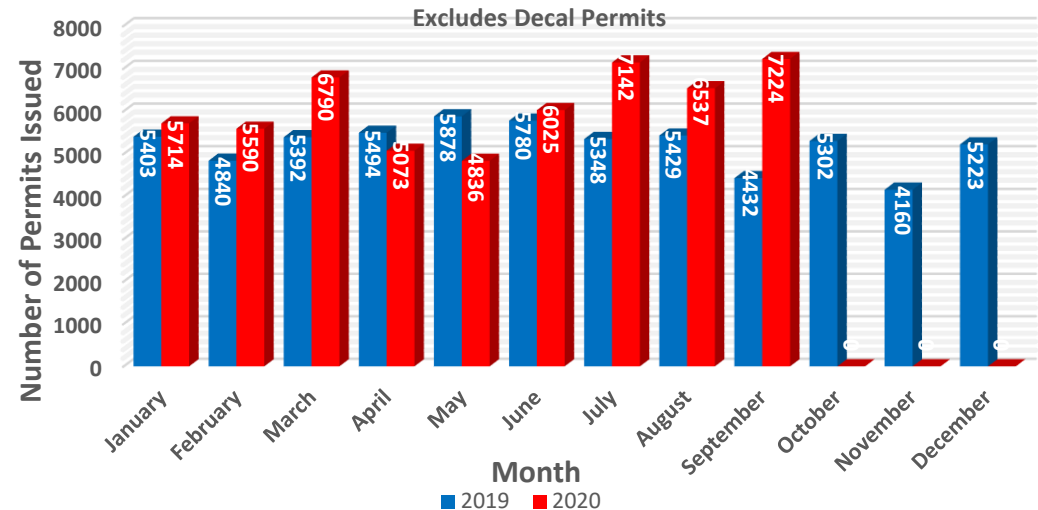
## ISSUANCE AT-A-GLANCE

Year	Primary	Subs	Total Permits	Value of Construction	Permit Fees
September 2020	4,677	2,547	7,224	\$235,354,835.00	\$2,498,553.67
September 2019	2,683	1,749	4,432	\$105,304,117.00	\$1,228,709.28

## PERMIT COMPARISON

	FY'19	FY'20	%Chg
Permits issued	75,573	79,800	+5.6
Single Family Starts	1,725	2,349	+36.2
Multi-Family Starts	758	1,721	+127
New Residential Value	\$773M	\$1.1B	+42.3
All Const. Value	\$1.6B	\$2.1B	+31.2

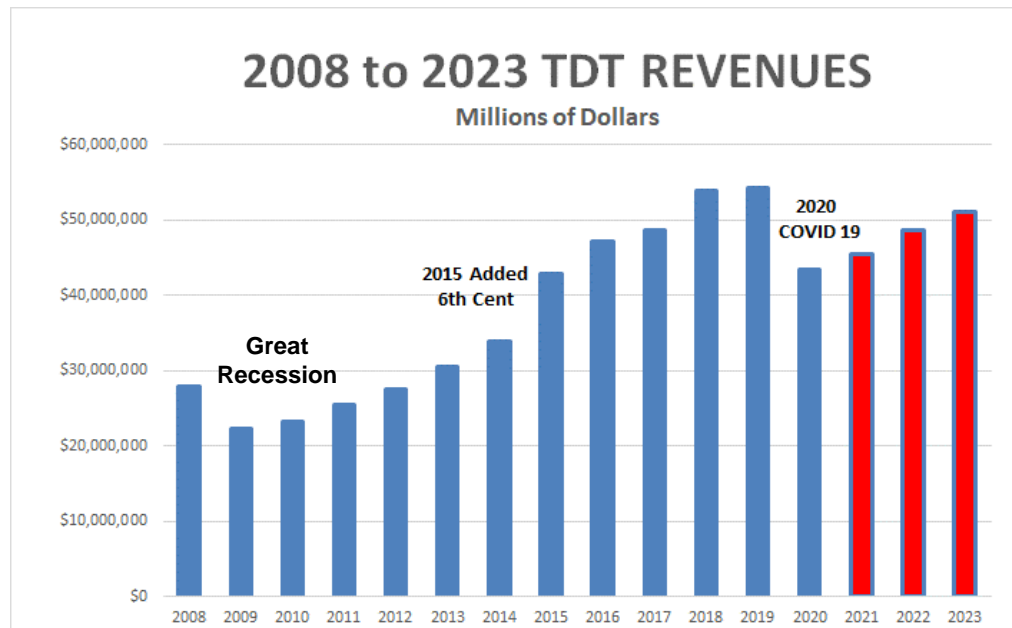
## Monthly Permits Issued 2019 - 2020



# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

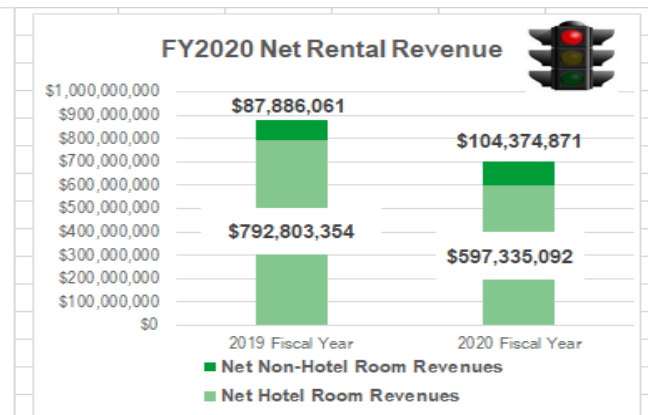
## Fiscal Year 2020 Results

- Impact of the Pandemic Recession will recover over the next 24 to 36 months. The downturn revenue collections was equal to that of the “Great Recession” decreasing by (20%) over Fiscal Year 2019.



**Great Recession  
20% Decline**

**COVID-19  
20% Decline**



**FY 2020 Hotel Net Sales decreased (25%) over Last Year,  
Non-Hotel Sales increased 19% over Last Year**



# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

## Strategies:

- Promote Health and Safety of the Palm Beaches highlighting our Beaches, Environmental areas and recreational/parks open spaces.
- The Leisure Traveler will drive the recovery. Sports Tourism will recover quicker than our Groups and Meetings/Convention business.



- Slower recovery in cultural venues and attractions which rely on performing arts venues, indoors and with capacity constraints.
- Partner with private sector business to develop eco and sporting event amenities in County parks, existing venues and natural lands.

# Goal 1: Support Preservation & Recovery of Existing Businesses including Tourism & Hospitality Adversely Impacted by COVID-19

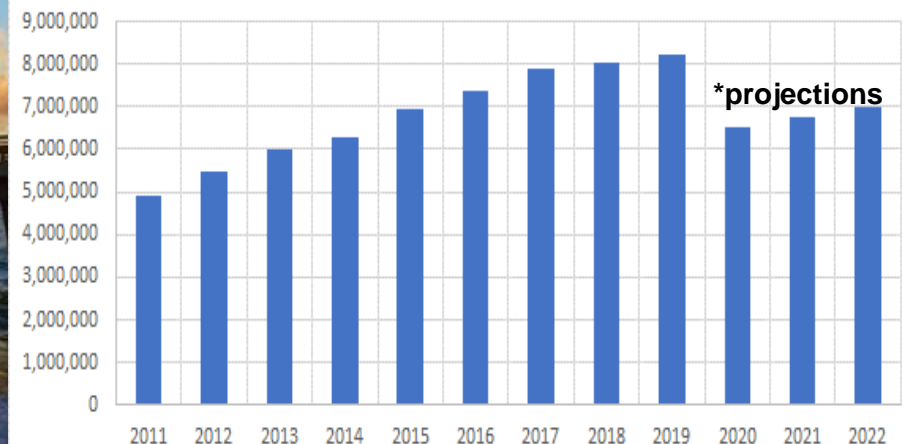
## Metrics

- Tourist Development Tax (Bed Tax) collections
- Annual Leisure, Groups & Meeting & Sports tourism visitors
- Annual PBC Convention Center Hotel Room night bookings
- Annual Sports Tourism Hotel Room nights actualized
- Eco tourism visitor growth year over year

*Each Tourist Development Council Agency has 6 to 8 Performance Metrics monitored by TDC.*



ANNUAL VISITATION TO THE PALM BEACHES  
Millions of Visitors

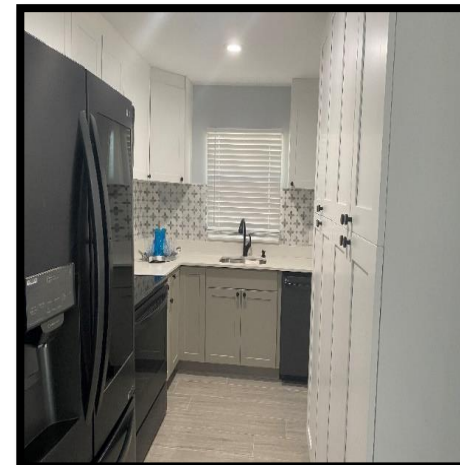


# Goal 2: A stable and diversified economic base that maximizes jobs for County residents

## Reentry Employment Programs

- **Innovations in Reentry Initiatives (IRI)**
  - Grant Funded by Bureau of Justice
  - Partner with FAU for 3-year period
  - Targets **120** participants at med-high risk & less job ready
  - Provides transitional jobs coupled with Cognitive Behavior Intervention
- **Transitional Jobs Program**
  - Funded through the FL Dept. of Corrections contract
  - For individuals actively participating in Cognitive Behavioral Intervention
  - Serves as a sustainability plan for when IRI funds end
- **Reentry Employment & Education Subcommittee**
  - Chaired by CareerSource offering resources including:
    - Soft Skills Training
    - Placement assistance
    - Access to transitional jobs

Before and after of program participants' renovations



# Goal 2: A stable and diversified economic base that maximizes jobs for County residents

## Family Self-Sufficiency Program

- **Mission:** to remove barriers & create income opportunities for low income individuals to become more self-sufficient.
  - Educating the community about program & services at health & job fairs
  - Offering support & vocational training that assist with obtaining employment
  - Providing case management services to participants

117 households showed increased self-sufficiency

85 clients credentialed or certified

32 adults obtained living wage employment

90 unemployment participants assisted

25 obtained jobs over the living wage

65 obtained jobs below the living wage

Commissioner Mack Bernard has officially declared October as Poverty Awareness Month in Palm Beach County!



*Vocational Training and community outreach*



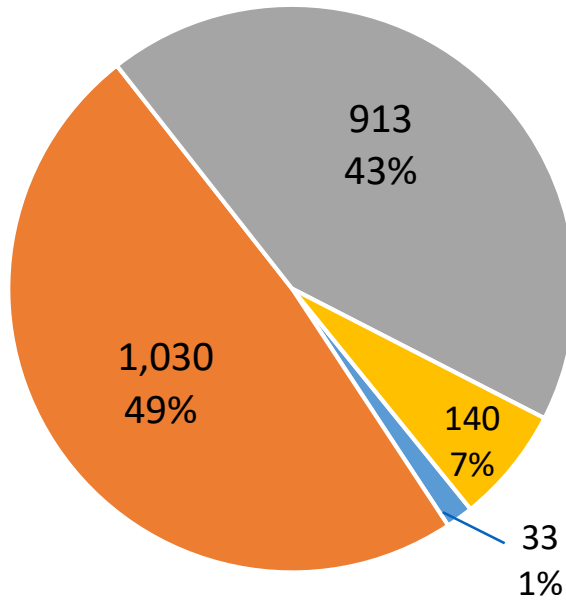
# Goal 2: A stable and diversified economic base that maximizes jobs for County residents



## Metrics: HUD Section 108 Business Loan Program

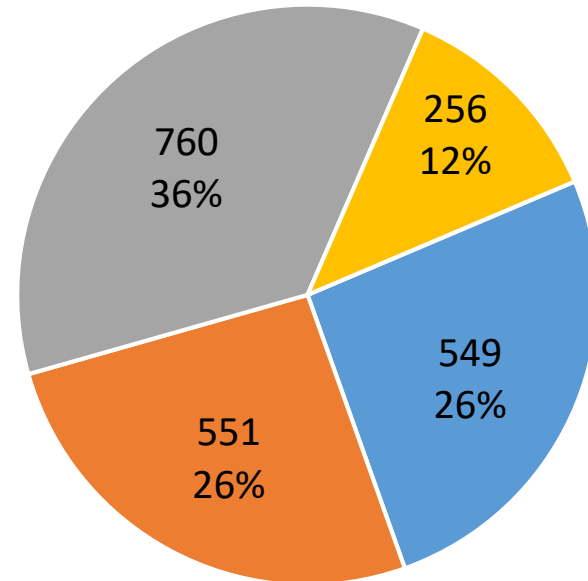
*Provides gap financing with favorable terms*

**New Jobs Created by Income Level at Time of Hire**  
**HUD Section 108 Loan Borrowers**  
**2,116 New Jobs**



■ Ex Low ■ Low ■ Mod ■ Non-Low/Mod

**New Jobs Created by Race**  
**HUD Section 108 Loan Borrowers**  
**2,116 New Jobs**



■ White ■ Black ■ Latino ■ Other

**74% of all borrowers were of a diverse racial/ethnic background as shown in the second chart**

# Goal 3: Promote Entrepreneurial Opportunities

## Strategies:

- Collaborate efforts with OEBO, HES, Libraries, Purchasing and other departments to provide entrepreneurial and small business education and distribution of materials to local business owners
- Market programs and services to encourage local Small/Minority/Women Business Enterprises (S/M/WBEs) to become certified with the County
- Create targeted outreach to decrease the number of waivers granted for the procurement of goods and services
- Continue to develop virtual programming to provide education and technical assistance to promote opportunities for S/M/WBEs



Coffee & Commerce



Mind Your Business



Women's Small Business Month

# Goal 3: Promote Entrepreneurial Opportunities

## Metrics:

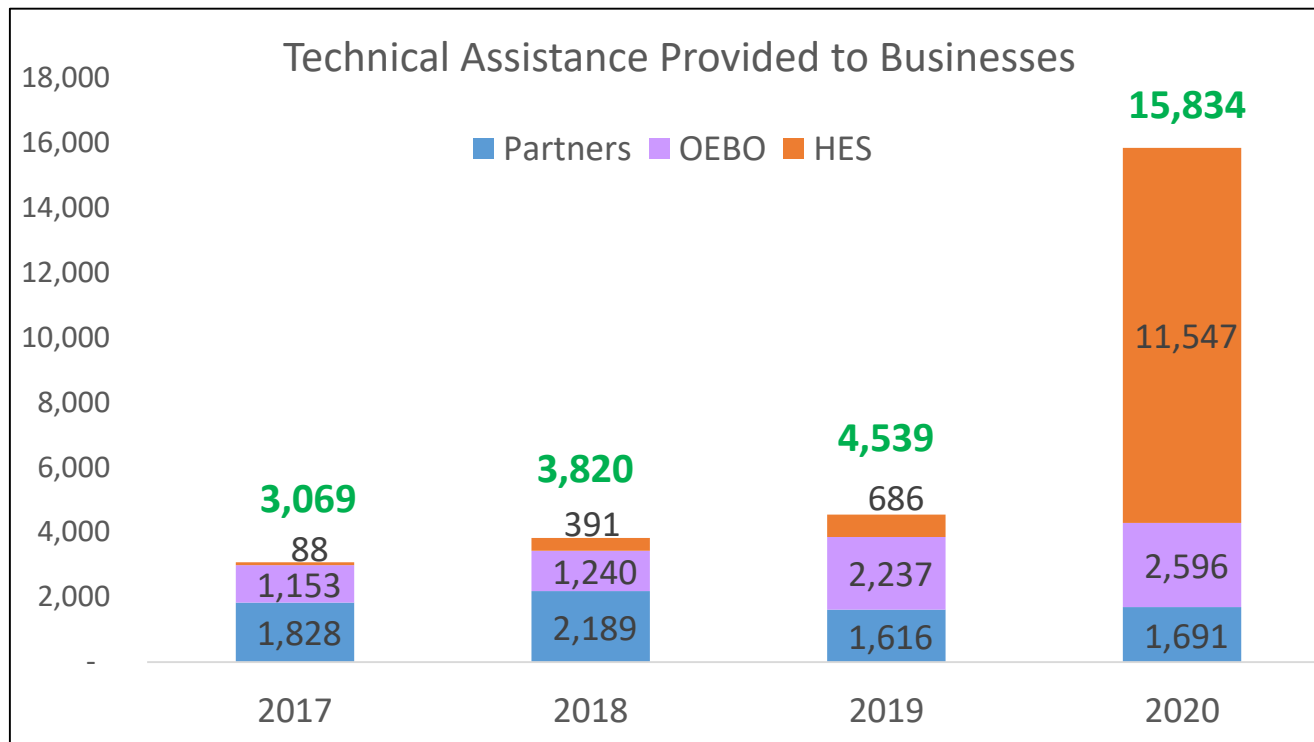
- Number of businesses provided with technical assistance through HES, OEBO, and economic development partners
- Number of small businesses certified/recertified
- Number of contracts awarded to S/M/WBEs
- Dollar volume of contracts awarded to S/M/WBEs
- Number of OEBO outreach events to local entrepreneurs and S/M/WBEs



# Goal 3: Promote Entrepreneurial Opportunities

PBC provides technical assistance to businesses & entrepreneurs including credit repair, loans or grants, information on federal and state programs, guidance on the Palm Beach County Interactive, introductions to cities and other partners, how to build a business plan and how to apply for licenses.

*You name it, we support our small businesses!*



# Goal 3: Promote Entrepreneurial Opportunities

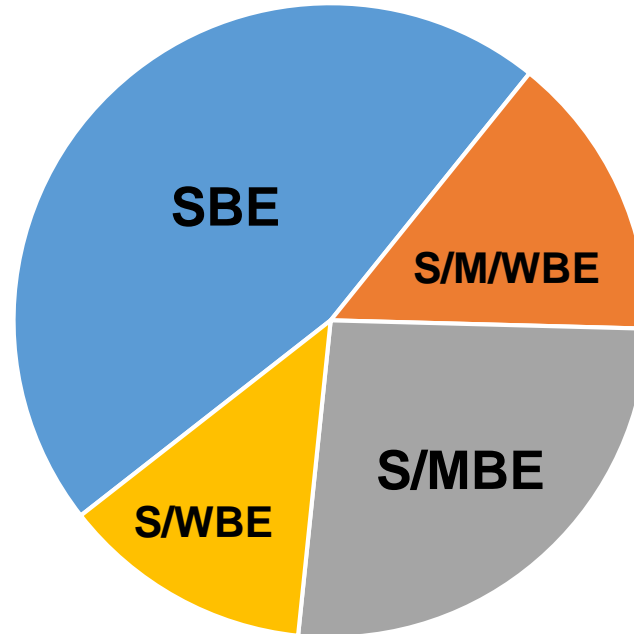
Certified business have the opportunity to do business with PBC

Current SBE Certifications by Certification Type

**660 Total Certified Vendors**



State of Black Business



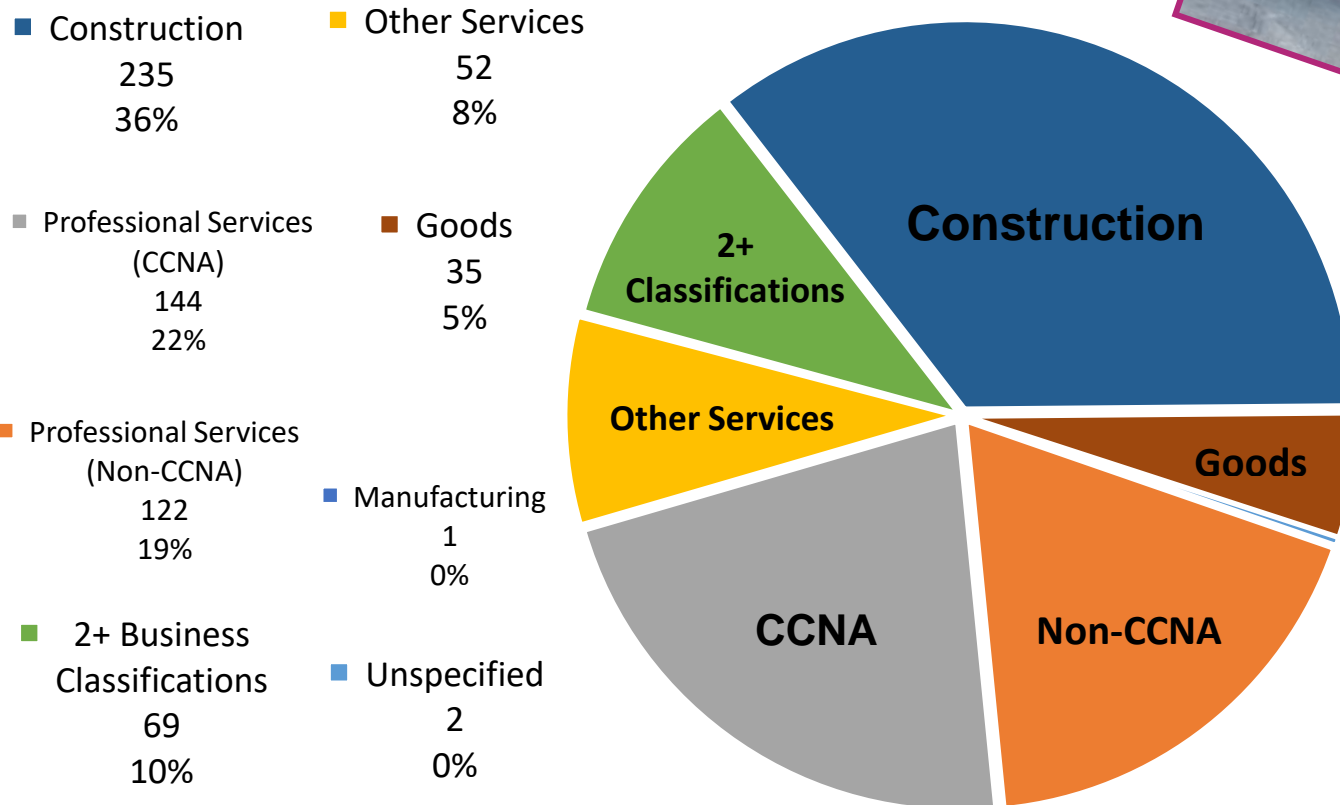
- **SBE**  
310 total  
47%
- **S/MBE**  
168 total  
26%
- **S/M/WBE**  
100 total  
15%
- **S/WBE**  
82 total  
12%

As of 12/9/2020

**SBE – Small Business Enterprise**  
**WBE – Women Business Enterprise**  
**MBE – Minority Business Enterprise**  
**M/WBE – Minority/Women Business Enterprise**

# Goal 3: Promote Entrepreneurial Opportunities

## Current SBE Certifications by Business Classification



**660 Total Certified Vendors**

As of 12/9/2020

# Goal 4: Revitalize Communities to Support Economic Development

## Strategies:

- Work with stakeholders to complete the Parks and Recreation Department Vision 2040 proposed masterplan and identify communities in need of additional parks and recreation locations and services
- Continue collaborating with the Office of Community Revitalization in developing Park locations and amenities in Park deserts and CCRT (Countywide Community Revitalization Team) communities
- Work with local communities and other departments to promote and increase the number of community improvement projects and invest in neighborhood sustainability

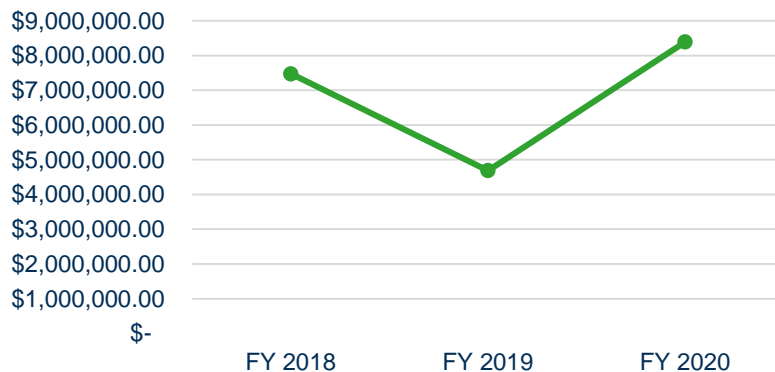


# Goal 4: Revitalize Communities to Support Economic Development

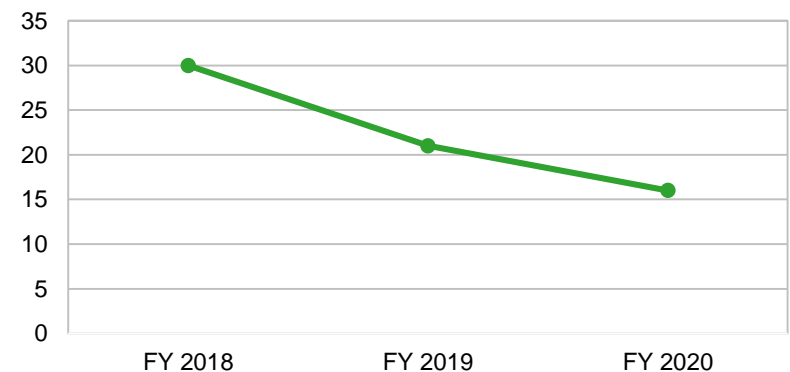
## Metrics

- **Number of Transit Oriented Development projects**
  - There are currently 6 stations and 8 additional stations planned
- **Number of Community Improvement Projects in Community Revitalization Team (CCRT) areas**
- **Funds invested in Parks Capital Projects**

Funds Invested in Parks Capital Projects



Community Improvement Grant Projects in CCRT Areas





# Goal 4: Revitalize Communities to Support Economic Development

## Parks & Recreation - Belvedere Heights Park

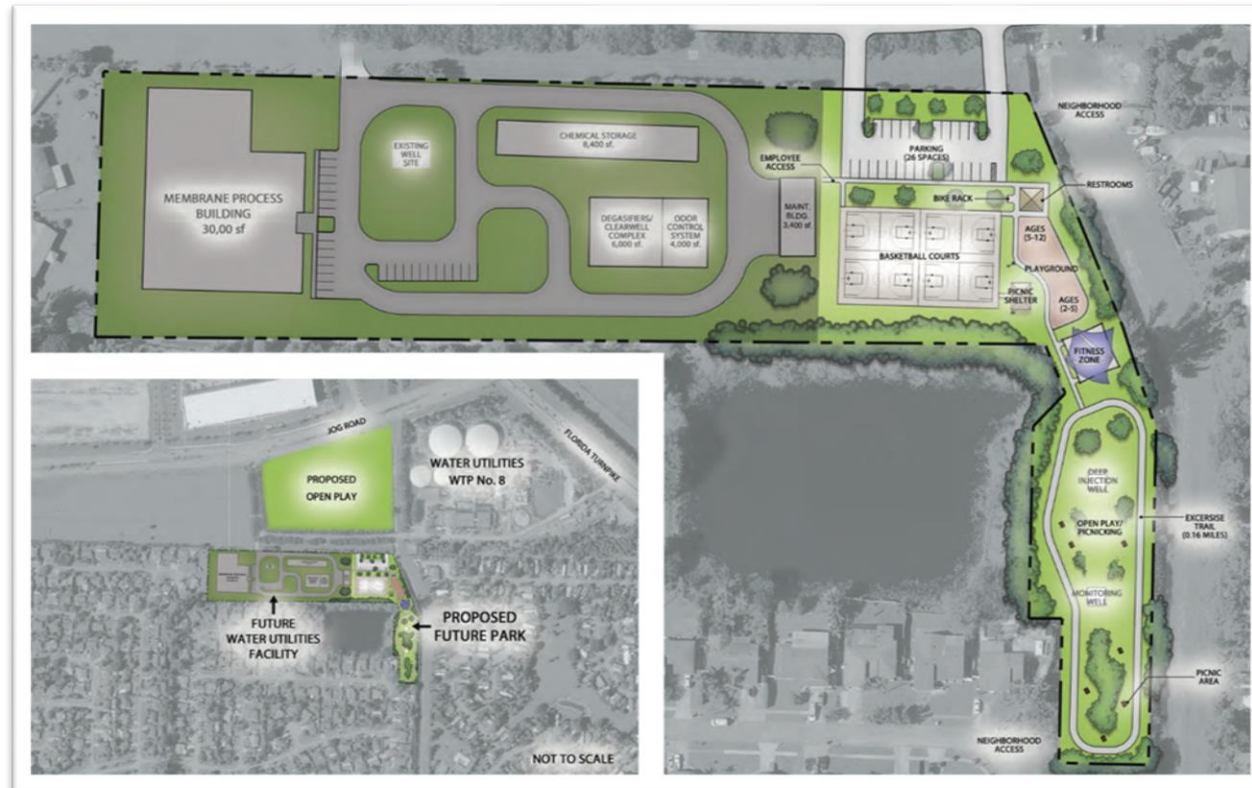
- Playground Renovations
- Funded by Department of Housing and Economic Sustainability using a Community Development Grant
- Maintenance funded by Office of Community Revitalization.
- **Completed Spring 2020**



# Goal 4: Revitalize Communities to Support Economic Development

## Parks and Recreation & Water Utilities Collaboration

- Future Paulette Burdick Park at WUD Plant #8



- Planning, design and specifications Winter 2020

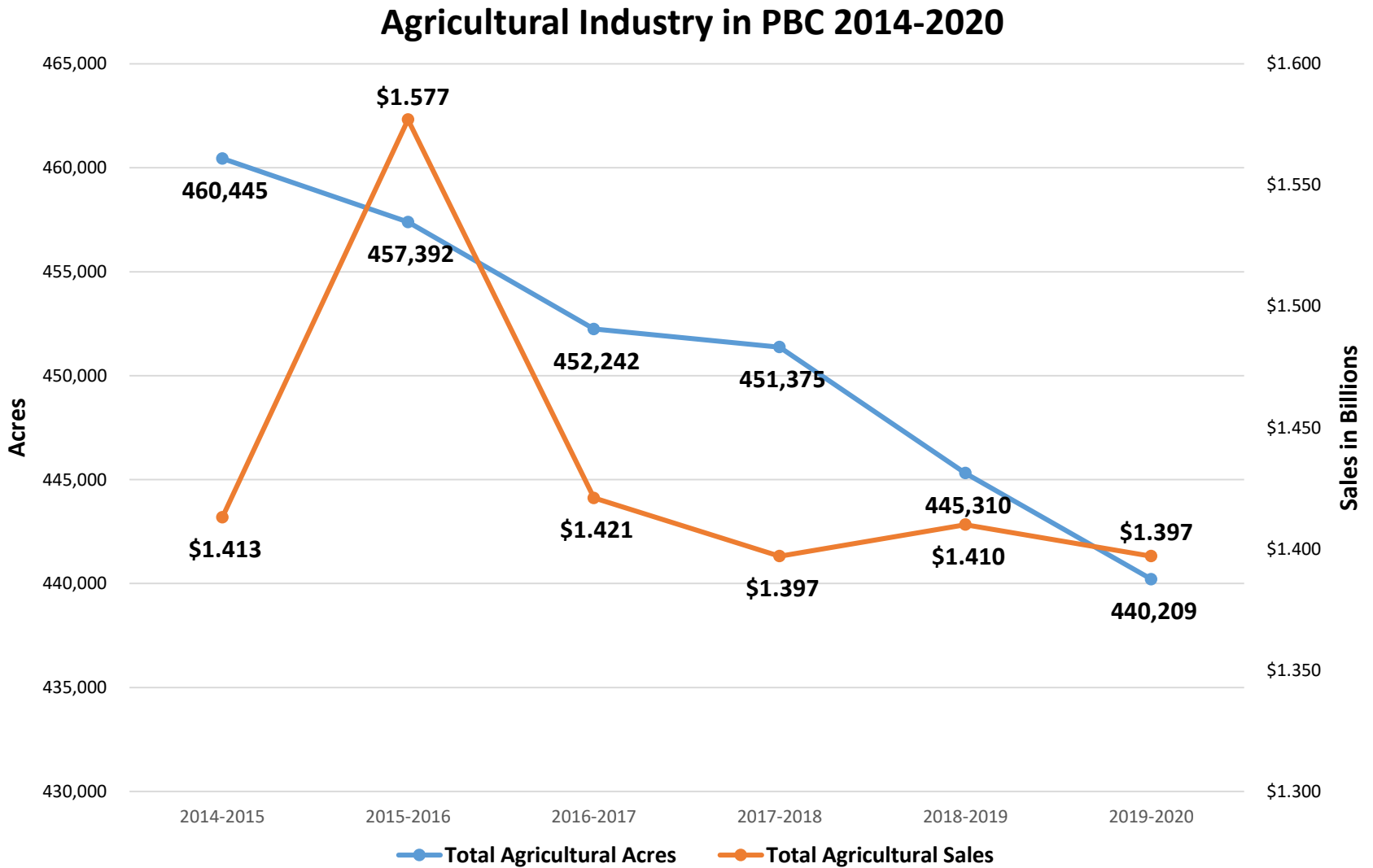
- Sales Tax Funding, FRDAP grant application submitted Oct. 2020

# Goal 5: Support and Promote a Viable and Diverse Agricultural Industry

## PBC Agriculture Background

- PBC agricultural receipts exceed all counties east of the Mississippi River
- 2019 to 2020 PBC agricultural sales = **\$1.39 billion**
- PBC gross agriculture acreage is **~440,000** with **sugarcane accounting for over 80% of the agriculture** acreage
- PBC leads the nation for sugarcane and fresh sweet corn production
- PBC leads Florida in sweet peppers, lettuce, specialty leaf, rice, radishes, cucumbers, celery, eggplant, herbs, and sod

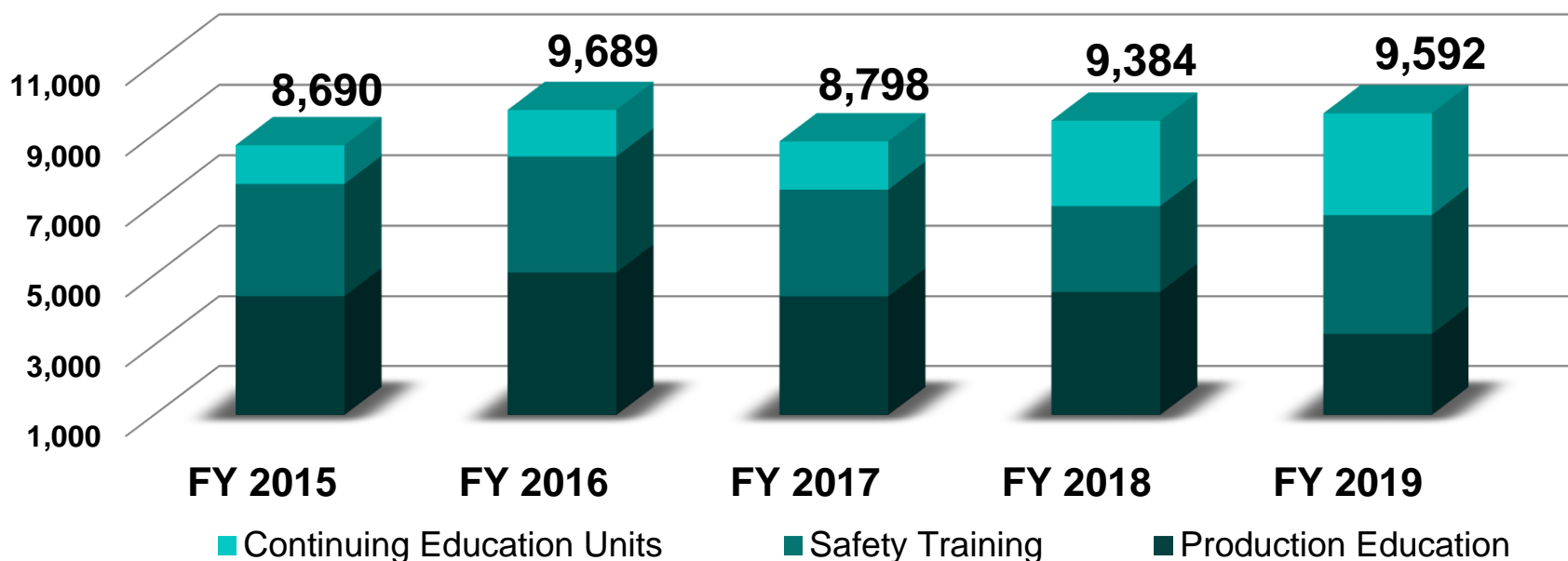
# Goal 5: Support and Promote a Viable and Diverse Agricultural Industry



# Goal 5: Support and Promote a Viable and Diverse Agricultural Industry

Increase number of activities and programs that support farming and agriculture

INDIVIDUALS EDUCATED



In FY20, The County delivered educational outreach to 4,975 clients while also delivering 3,182 CEUs to support state-required licenses and certifications, including Green-Industry Best Management Practices, Restricted Use Pesticides, and Worker Protection Standards.

# Goal 5: Support and Promote a Viable and Diverse Agricultural Industry

## Additional Strategies:

- Research hydroponically grown high-value crops
- Promote spin-off industries complementary to agricultural production
- Identify locations for additional equestrian disciplines
- Investigate options to develop Agro-tourism locations under current zoning alternatives



# Goal 6: Enhance & expand opportunities for paid and unpaid student and apprenticeship programs

## Strategies

- Continue to formalize the process for recruiting and hiring interns and apprentices in all departments
- Update and expand online information hub for Department programs
- Evaluate methods to incentivize County partners to invest in apprenticeship and internship programs



**Internship Appreciation Day!**

# Goal 6: Enhance & expand opportunities for paid and unpaid student and apprenticeship programs

## Metrics:

- **400+ student positions budgeted**
  - 295 currently filled
  - 14% categorized as professional, para professional and technician
  - 86% categorized in service maintenance and clerical
- **12 Apprenticeship positions budgeted**
  - 8 currently filled
  - Positions include Utility Plant Operator, Apprentice III, Construction Plans Examiner (WUD, Engineering, PZB)





# Next Steps



- **Monitor recovery from the Pandemic**
- **Continue to develop and refine strategies to address the County's goals for Economic Development based on the changing climate**
- **Continue to evaluate metric outcomes to determine effectiveness of strategies**
- **Continue to integrate strategies and metrics for businesses to identify economic opportunities associated with resilient investments**

**Thank you!**

