



CRA Board Workshop Meeting Minutes  
Tuesday, May 14, 2019 – 10:00 a.m.  
City Commission Chambers – 100 NW 1<sup>st</sup> Avenue  
Delray Beach, FL 33444

**STAFF PRESENT:**

Jeff Costello	David Tolces	Krista Walker	Joan Goodrich
Caryn-Gardner Young	Lori Hayward	Elizabeth Burrows	Renee Jadusingh

**OTHERS PRESENT:**

Michael Corbit	Angela Campbell	Joan Greenberg
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**1. Call to Order**

Chair Petrolia called the meeting to order at 10:00 a.m.

**2. Roll Call**

**Present:** Chair Shelly Petrolia, Vice Chair Shirley Johnson, Deputy Vice Chair Angie Gray, Treasurer Bill Bathurst, Commissioner Adam Frankel, and Commissioner Ryan Boylston.

Commissioner Pamela Brinson joined the meeting at 10:15 a.m.

**3. Approval of Agenda**

**Motion** by Vice Chair Gray, seconded by Commissioner Boylston, to approve the agenda as printed. In a roll call vote, the **motion** passed unanimously (6-0).

**4. Discussion**

a. Discussion – Keep It Local and Disparity Study Research

Joan Goodrich, Director of Economic Development, spoke regarding the efforts to Keep It Local, and pointed the Board to their packet for backup materials.

Ms. Goodrich stated the program is part of the Economic Development strategy, as well as part of the Economic Prosperity Element of the City's Comprehensive Plan, Always Delray Beach.

Continuing, Ms. Goodrich noted Delray Beach is a \$7.1 billion-dollar small business economy. She noted for each dollar spent with a local business, 75 cents stays in the community, as opposed to 43 cents remaining in the community when that dollar is spent with a regional business.

Ms. Goodrich defined Keep it Local as an effort by a community, organization or entity to find and source local resources to support their operations and growth, with a focus on new customers, vendors, suppliers, contracts, and people.

Ms. Goodrich outlined reasons to focus on Keep it Local, including:

- Builds community wealth
- Strengthens the local economy (resiliency)
- Shapes a community's distinct personality
- Creates a healthier, "greener" environment
- Lowers taxes
- Enhances choices
- Creates local jobs and opportunities
- Encourages more charitable donations

Continuing, Ms. Goodrich outlined ways the public sector can promote Keep it Local, including developing programs and policies and purchasing more goods and services locally.

Ms. Goodrich addressed State and Federal regulations and strategies for creating formal programs in the community, utilizing minority and woman-owned businesses as examples. She noted there are a few organizations that stand on the other side of the issue, including the Institute for Public Procurement and the Association of Building Contractors.

Ms. Goodrich reviewed the City's purchasing mission, which is to provide fair, equitable, and timely acquisition of goods and services for the City of Delray Beach and to bring the greatest value to the City and its residents in an efficient and cost-effective manner by incorporating technology, competition, and best practices. She shared a graphic explaining how the City makes procurement decisions.

Continuing, Ms. Goodrich stated there is additional work that can be done to make sure local businesses know what is happening in City procurement, such as researching the Bid Sync site and doing better match making with local businesses and City needs.

Ms. Goodrich explained the City is involved in a number of current efforts, including:

- Regional vendor events
- Reverse trade shows
- Annual "Keep it Local" seminars

- CRA-TED Center and Florida Women Business Center partnership
- Small business certification
- Government contracting sessions
- Technical assistance

Ms. Goodrich addressed obstacles Economic Development is aware of in keeping local small businesses from taking advantage of opportunities, including:

- Knowledge of “right” opportunities at the “right” time
- Bonding capacity
- Adequate insurance
- Sufficient cash flow
- Appropriate compliance support/paperwork assistance

Continuing, Ms. Goodrich outlined what has been missing in the effort to Keep it Local, including a discussion and consensus by policy makers, local solutions to known barriers, an accessible registry of local businesses, and a lead entity or department.

Ms. Goodrich stated the key question, which will be further addressed during the CRA Regular Meeting later in the day, is what can/should we be doing to encourage the use of more local resources to grow a stronger, more resilient economy while building wealth in Delray Beach.

Chair Petrolia noted the item will be discussed as a policy issue during the Regular Meeting, so this conversation is in preparation of the item.

Continuing, Chair Petrolia stated this initiative cannot be insular to the CRA, it has to be a partnership with the City, as well. She said funding would likely come from this CRA Board, so it is up to them to decide if it will continue or not.

Chair Petrolia pointed out Ms. Goodrich addressed the issues of local business preference, and of woman and minority-owned businesses, but stated she sees those as distinctively different issues.

Ms. Goodrich stated there was a review in 2014, and the City policy in regard to minority and woman-owned businesses was not in compliance from a legal perspective, so it had to be removed from the purchasing policies. She noted at that time, local business was put on the table as an item to support.

Chair Petrolia and Ms. Goodrich discussed what a disparity study would cover, as well as recommendations regarding a team to look at opportunities.

In response to a question from Chair Petrolia, Ms. Goodrich stated in 2014, approximately three (3) percent of city spending was going to woman and minority-owned businesses, but no analysis has been done since that time.

Deputy Vice Chair Gray stated she asked for a disparity study in 2012, but it was not done at that time. She said she was told at that time the City was higher than the County rate.

Continuing, Deputy Vice Chair Gray said she would like to see some of the initiatives move forward even as the study is being completed.

Chair Petrolia clarified that they could have both, a local preference and a disparity study with the idea to give a leg up to woman and minority-owned businesses.

Ms. Goodrich explained there would be two (2) steps to the disparity study, including the study and then whatever investments are chosen to fill the gaps. The next steps would be staffing.

Commissioner Brinson stated she knows there is a disparity without doing a study, but asked if there would be any policies implemented, because people can't be forced to take action.

Board Attorney David Tolces explained there are certain Constitutional issues associated with disparity studies and remedying those studies. He said part of the study would be looking at the cause and including that information in the remedies. He noted any policies created would only apply to the governing body entering into the study.

Commissioner Brinson clarified the implementation phase would be where additional people were needed.

Ms. Goodrich stated entities who make the decision to invest in a disparity study need to keep in mind the costs to implement effective programs.

Vice Chair Johnson stated she felt the City was about to embark on something many municipalities have failed to do. She said the amount shown in the memo to be spent on minority and woman-owned businesses is a pittance, and it behooves any progressive City to include all its population.

Continuing, Vice Chair Johnson commended Ms. Goodrich for bringing the issue before the Board and said the City was remiss in not joining the County study previously, because they could have been further down the road.

Commissioner Boylston stated he wanted to second what has already been said, that plenty of studies have been done over the years, and proper policies have not been put in place as a result. He stated he hoped to see those policies move forward.

Chair Petrolia asked if there was a chance other Cities would consider linking up with Delray Beach to move their own studies forward at the same time to mitigate some of the cost.

Ms. Goodrich stated if that was the direction, the professional team could do an investigation to determine if any other projects existed to partner with.

Commissioner Bathurst referenced the chart from Ms. Goodrich's presentation regarding the amount of a dollar spent with a local business that stays in the community and stated the CRA needs to do everything they can to keep that 75 cents local.

Continuing, Commissioner Bathurst stated it was a shame that the local purchasing preference was lost, and anything that can be should be done. He said he was for that policy coming back.

Commissioner Bathurst stated even if the number has doubled or quadrupled since it was last tracked, the Board knows there is disparity, so action needs to be taken. He noted skills gaps which occur because people have not been trained, and said it trickles down to many more programs.

Ms. Goodrich noted the City has made great technological advances, and now this issue is being looked at.

Commissioner Brinson stated there is a difference between knowing the disparity and living the disparity, and the City needs to be an example, leading the way to making changes toward an even playing field.

Commissioner Frankel stated he agrees with his colleagues and stated there are a lot of creative ways the Board can implement policies to help. He referred to a local contractor (Hatcher Construction) for a CRA project he and Deputy Vice Chair Johnson approved previously as an example.

Continuing, Commissioner Frankel stated any time a local bidder comes closed to a national bidder on a project his preference is for the local business, even if it costs a bit more. He said it is his preference that the Board move forward with this in a way that they aren't listening to an outside entity but making the decisions themselves.

The Commissioners and staff discussed the previous local business preference policy.

Ms. Goodrich agreed with the point Commissioner Frankel made regarding voting with a preference to local businesses, using a project that was awarded to Hatcher Construction as an example.

Chair Petrolia stated the City Commission doesn't always get the opportunity to make those decisions, because the scoring is done before it gets to the Commission.

Commissioner Boylston stated he would rather the Board didn't have to make those political decisions, because local is already weighed in the scoring.

Chair Petrolia said the comments from one end of the Board to the other have been spot on, and it was great they were all on the same page. She referenced her experience being elected as the second woman Mayor of Delray Beach as an opportunity to really see the disparity.

Continuing, Chair Petrolia stated women and minorities have to work twice as hard and have twice the experience to get the same consideration as someone who is not.

**b. Discussion – Update on Local Workforce Development Initiatives**

Joan Goodrich, Director of Economic Development, spoke regarding the Workforce Development efforts in the community.

Ms. Goodrich opened by sharing why Workforce Development matters, including:

- Supports the talent development of locals
- Provides greater economic opportunities for all
- Attracts and grows better jobs – jobs follow people
- Raises local incomes
- Tackles poverty
- Reduces inequities
- Provides a ready work force for today and tomorrow

Continuing, Ms. Goodrich outlined the connections between Workforce Development and the City's Comprehensive Plan, including goals in economic prosperity and education.

Ms. Goodrich shared an outreach event for trade certificates which was held on May 8 to help make people aware of what is happening in the community.

Additionally, Ms. Goodrich listed a number of other initiatives in the works, including:

- Girls Go Build Summer Program at Milagro Center
- Reentry Program Feasibility
- KOPMN (Aviation, Young Entrepreneurs)
- Eckerd Connects (Disconnected Youths Ages 16-24)
- Goodwill Industries Job Connection, Delray Beach
- Wayside House – Tina Posner Career Center
- TED Center (Youth Entrepreneurs)
- Private Sector (Auto Repair)

Ms. Goodrich noted the Eagles Nest program (partnership of CRA, City, Atlantic High School) is another project which has been going on for a number of years.

Ms. Goodrich stated possible transformational projects coming up include the establishment of the Village Center and Redevelopment of the Delray Full Service Center, as well as recruitment and relocation of Tech Garage to Delray Beach.

Continuing, Ms. Goodrich shared data related to gaps in moving Delray Beach forward as a 21<sup>st</sup> century community.

Ms. Goodrich shared potential next steps uncovered, including:

- Expand night offerings at Atlantic Community High School
- Attract in-area courses by regional Higher Education Partners
- Strengthen and grow partnerships with South Tech and Palm Beach State College

- Local Workforce Development roundtable
- Completion of a survey of businesses to assess hiring and skills needs
- Develop local education programs focused on target clusters
- Long-term partnerships to develop educational, occupational mentoring, training and development programs

Chair Petrolia stated it is wonderful to see all the programs in one presentation, rather than hearing about it one item at a time. She thanked Deputy Vice Chair Gray for her involvement in the trade program last week, and said it was inspirational.

Deputy Vice Chair Gray thanked Michael Coleman and his staff for their efforts in putting on the trade event and said there was a great turnout. She said she is still getting phone calls from people asking if it will happen again and was appreciative of the collaborative effort.

Commissioner Boylston asked if there is more of an update regarding the Full Service Center and the synergy between what they have planned and what the City has planned.

Ms. Goodrich stated Economic Development will be able to leverage the data from studies the Full Service Center is completing, but what is missing is the grassroots level effort.

Commissioner Boylston stated he sits on the committee for the Full Service Center, and the best thing that can be done is to build that program as quickly as possible with as many services and programs as possible.

Ms. Goodrich said one of her recommendations would be to put power behind collaborations and build the table.

Commissioner Boylston stated research shows 60,000 square feet is needed, but they have funding for 20,000 square feet, so the CRA should be thinking about funding.

Vice Chair Johnson said those who did not get to attend missed the light going on in the eyes of the young men and women who attended. She stated she is hoping this CRA will focus on helping to bring these initiatives all together.

Deputy Vice Chair Gray floated the idea of using the Legion Hall for local classes.

Chair Petrolia said the Interim City Manager would be the person to speak with regarding the issues with that building and whether it would be an option.

### **c. Discussion – Update on Career Cottage Activities**

Joan Goodrich, Director of Economic Development, provided an update on the activities of the Career Cottage.

Ms. Goodrich opened by introducing the Career Cottage Team, made up of two (2) entities – Career Source Palm Beach County, led by Team Lead Michael Corbit and

President/CEO Steve Craig, and Manpower, led by Team Lead Angela Campbell and Regional Director Joan Greenberg.

Continuing, Ms. Goodrich shared examples of jobs matched through Career Cottage, noting the CRA asked that the program have laser focus on Delray Beach residents.

Ms. Goodrich provided statistics on performance to date (January 18, 2018 to April 15, 2019), including:

- 1,813 total job seekers
- 9,063 total services provided
- 2,677 total job placements in South County
- 564 Delray Beach job placements.

Ms. Goodrich noted the top employers have been the City of Delray Beach, Bridgestone Retail, iPic Entertainment, Terminix International, and American In-Home Care.

Continuing, Ms. Goodrich stated at the last presentation regarding Career Cottage, the Board gave great constructive criticism and asked for testimonials regarding people helped by the team. For that purpose, she introduced the program leads to share.

Michael Corbit, Assistant Vice President for Career Source, shared two (2) specific stories from career counselors.

Angela Campbell, Team Lead with Manpower, shared testimonials from five (5) candidates who were able to get into positions through the Career Cottage program, and discussed ways they helped, such as dressing for success and interview skills.

Ms. Goodrich reviewed a list of upcoming events through the Career Cottage, including new Job Readiness Workshops at the CRA Pop Up Pop in Center. Topics cover a wide range of career skills, including work readiness, soft skills, resume writing, landing and interview and more.

Commissioner Frankel asked for specific data to be emailed later regarding the number of local hires made by iPic. He stated local hiring was a requirement the Board had placed on that project, and it would be helpful to have hard numbers to back it up.

Ms. Goodrich stated two (2) hiring events were held in the second quarter for iPic, and she would provide those data points.

Continuing, Ms. Goodrich noted jobs at Career Cottage have gone from \$11,000 to \$174,000, so the program is not just for first jobs. She stated the CRA Board has asked them to make it more welcoming to all, so work has been done on that front.

Vice Chair Johnson stated she appreciates the efforts which have been done to be more welcoming and serve Delray Beach residents and looks forward to working more with the program.



Deputy Vice Chair Gray said she has called Career Cottage several times and was unable to get through, and has had people report the same, so she asked that they check their system.

Continuing, Deputy Vice Chair Gray asked if there are any minorities working in the office to make minorities coming in feel more welcome.

Mr. Corbit pointed to a Latin woman and a Jamaican man who work in the office, and noted they also speak Spanish and Creole, respectively.

Deputy Vice Chair Gray asked for additional information on the CRA Pop Up Pop In Center and stated this space could be utilized as co-working space for the next two (2) years to give more people a leg up.

Ms. Goodrich stated preliminary discussions on that topic of utilizing the space for co-working have already been started with the CRA Executive Director, Jeff Costello.

Deputy Vice Chair Gray noted there are a number of people who are trying to start new businesses and just need space and some wi-fi to meet people and get started. She suggested the Pop In Pop Up space be activated while it is available.

Vice Chair Johnson asked what is happening with Ms. Goodrich's position now that she is moving on.

Executive Director Jeff Costello stated the CRA is meeting with the City administration regarding a transition plan.

Mr. Costello presented potential CRA Board workshop topics for the summer, including:

- June
  - The Set Transformation Plan
  - The Set Branding
  - Neighborhood Identification Signs
- July
  - Alleyways
- August
  - FY 2019-20 Draft Budget
  - A-Guide

Mr. Costello asked for a consensus from the Board on the meeting dates regarding the topics planned.

Commissioner Boylston stated he has been looking for a discussion on an update on The Set Transformation Plan for some time, but the neighborhood identification signs is simply an update and does not necessarily need to be workshopped.

Deputy Vice Chair Gray stated she does not care to have a conversation on The Set Transformation Plan, as she believes the CRA is moving forward doing things in that plan, and she is not ready to discuss it. She added at this point she would vote it down.

Mr. Costello noted the workshop item would just be a presentation. He stated there would be no action, as it is a workshop.

Commissioner Boylston stated there is a West Atlantic Redevelopment Plan adopted, and this was the update to it, but the adopted plan could remain in effect once discussed.

Commissioner Frankel stated his issue with this document is that it gives considerable strength to an organization that does not follow ethics requirements or Sunshine Laws, and he has a problem with that.

Commissioner Frankel and Commissioner Boylston discussed the plan, as well as the issue of branding as "The Set."

Vice Chair Johnson stated she feels there is a need for the conversation, but there is a lot of work that needs to be done to the Transformation Plan prior. She said the branding should be discussed first, as it moved forward without buy-in from the entire community.

Commissioner Bathurst stated there are so many opinions on the Transformation Plan, changes need to be made before the CRA Board has a big discussion on it. He said several recommending Boards have made suggestions, and the way things were written needs to be addressed.

Commissioner Boylston stated the plan is on the CRA website, and he would like to have a discussion on it.

Vice Chair Johnson said this Board was not a part of that plan development. She noted they inherited it, but this Board is not willing to be pushed. She said the CRA Board is stating they are not putting their brand on the area.

Commissioner Boylston asked staff that the plan be taken off the website and noted that \$70,000 was spent on it.

Commissioner Brinson stated that it was not this Board that spent the funds on the plan.

Chair Petrolia stated based on consensus, The Set Transformation Plan should be removed from the list and asked if the Alleyways discussion could be moved up to June. She said there are some interesting things going on, and the CRA Board needs to be aware.

## **5. Adjournment**

There being no further discussion, the meeting was adjourned at 11:52 a.m.

  
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Jeff Costello, Executive Director

  
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Shelly Petrolia, Board Chair

