



Palm Beach County  
Board of County Commissioners



## **Strategic Planning and Performance Management**

Fiscal Year 2022/2023

## Palm Beach County Board of County Commissioners

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### **Palm Beach County Board of County Commissioners**

Robert S. Weinroth, Mayor, Gregg K. Weiss, Vice Mayor  
Maria G. Marino, Dave Kerner, Maria Sachs  
Melissa McKinlay, Mack Bernard

### **County Administrator**

Verdenia C. Baker

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The Board of County Commissioners serves as the legislative and policy-setting body for county government; enacts countywide laws and authorizes programs and all expenditures of county funds. The county administrator has executive powers to implement the policies and procedures set forth by the Board of County Commissioners.



# Acknowledgements

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Special recognition is given to the following individuals for their efforts in coordinating and preparing the Fiscal Year 2022 Performance Measures book for the Division of Strategic Planning and Performance Management.

## Office of Financial Management & Budget

Sherry Brown - OFMB Director

Keith Clinkscale - Division Director, Strategic Planning and Performance Management

Marcela Millett - Senior Strategic Planning Performance Analyst

## Cross-Departmental Teams 2022

Economic Development - Co-Leaders:

Housing and Homelessness - Graphics Manager

Environmental Protection - Graphic Designer II

Infrastructure - Manager of Digital Marketing and Communications

Public Safety - Senior Public Relations Specialist

Substance use and Behavior Disorders - Website Specialist

**County Commissioners** for their continuous efforts in identifying the County's Strategic Priorities and addressing them.

**County Administrator (Verdenia Baker), Deputy County Administrator and Assistant County Administrators** for continuously working on addressing the County's priorities by breaking down internal silos and ensuring County Departments are collaborating in conjunction with the County's Vision, Mission and Core Values.

**Department Directors and their Staff** for their extraordinary efforts in collecting data related to performance measures and exploring opportunities for change and growth.

**Special recognition** is given to Palm Beach County's Administrator and her nearly 6800 staff for making Palm Beach County the best place to live, work, and play.



Keith A. Clinkscale  
Director Strategic Planning &  
Performance Management



Marcela Carneiro Millett  
LMHC, MCAP, CMHP, NCC  
Senior Strategic Planning  
Performance Analyst

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# INTRODUCTION



## About Palm Beach County

**Located on the southeast coast, Palm Beach County** is the largest of Florida's 67 counties. The County's 2,385 square miles include 1,977 square miles of land and 408 square miles of surface water, making it one of the largest counties east of the Mississippi River. There are 39 municipalities within the County, and as of FY 2022, an estimated 56% of the County's population resides within the municipalities.

As of 1985, Palm Beach County has been a home rule charter county, which allows residents, through their elected commissioners, greater independence in determining how their county government will function and what services it will provide. Major advantages resulting from being a "home rule" county include:

- › **Allowing a county to pass its own ordinances and laws if not in conflict with state/federal laws;**
- › **Providing initiative procedures that allow voters to create, modify and amend local laws;**
- › **Providing a process to modify or amend the charter; and**
- › **Providing voters with a process to recall county commissioners for cause.**

The Board of County Commissioners (BCC), which is the legislative branch of county government, adopts ordinances and resolutions to establish programs that protect and maintain the health, safety, and welfare of County residents.

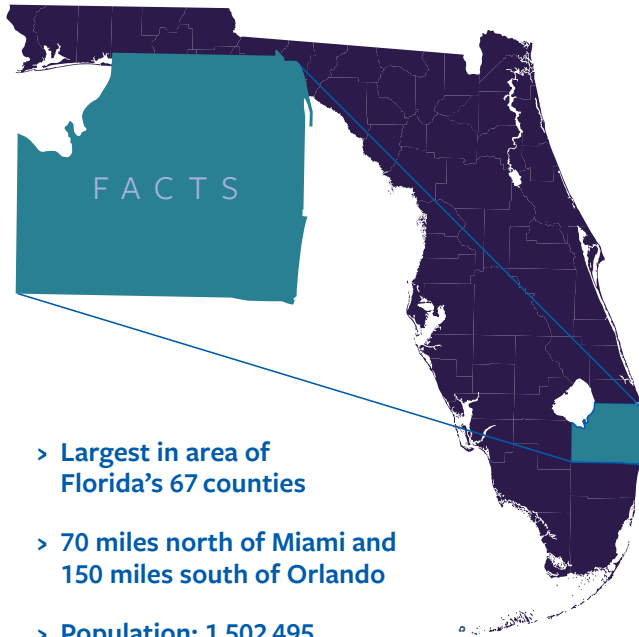
The Commission appoints the Chief Executive Officer (County Administrator), who implements BCC-approved programs and manages the day-to-day operations of County government. With BCC approval, the County Administrator appoints Assistant County Administrators and Department Directors.

The County's departments under the County Administrator are organized into two groups: General Operations Departments, which provide direct services to residents, and Central Services Departments.





# Palm Beach County Fact Sheet



- > Largest in area of Florida's 67 counties
- > 70 miles north of Miami and 150 miles south of Orlando
- > Population: 1,502,495
- > Median Age: 43.54
- > Median Household Income: \$63,299
- > Average Household Size: 2.69
- > Municipalities: 39
- > Registered Voters - 977,424
- > Form of Government: Commission - County Administrator

## PARKS AND RECREATION AMENITIES

Golf Courses	5
Exercise/Fitness Trails	11
Marina	1
Playgrounds	102
Parks	86
Water / Splash Parks / Pools	11
Dog Parks	4
Museum	1
Community / Civic Centers	4
Rec Centers	4
Nature Centers	3
Equestrian Parks	5
Beaches	16
Campgrounds	3
Amphitheaters	3



47 miles of shoreline

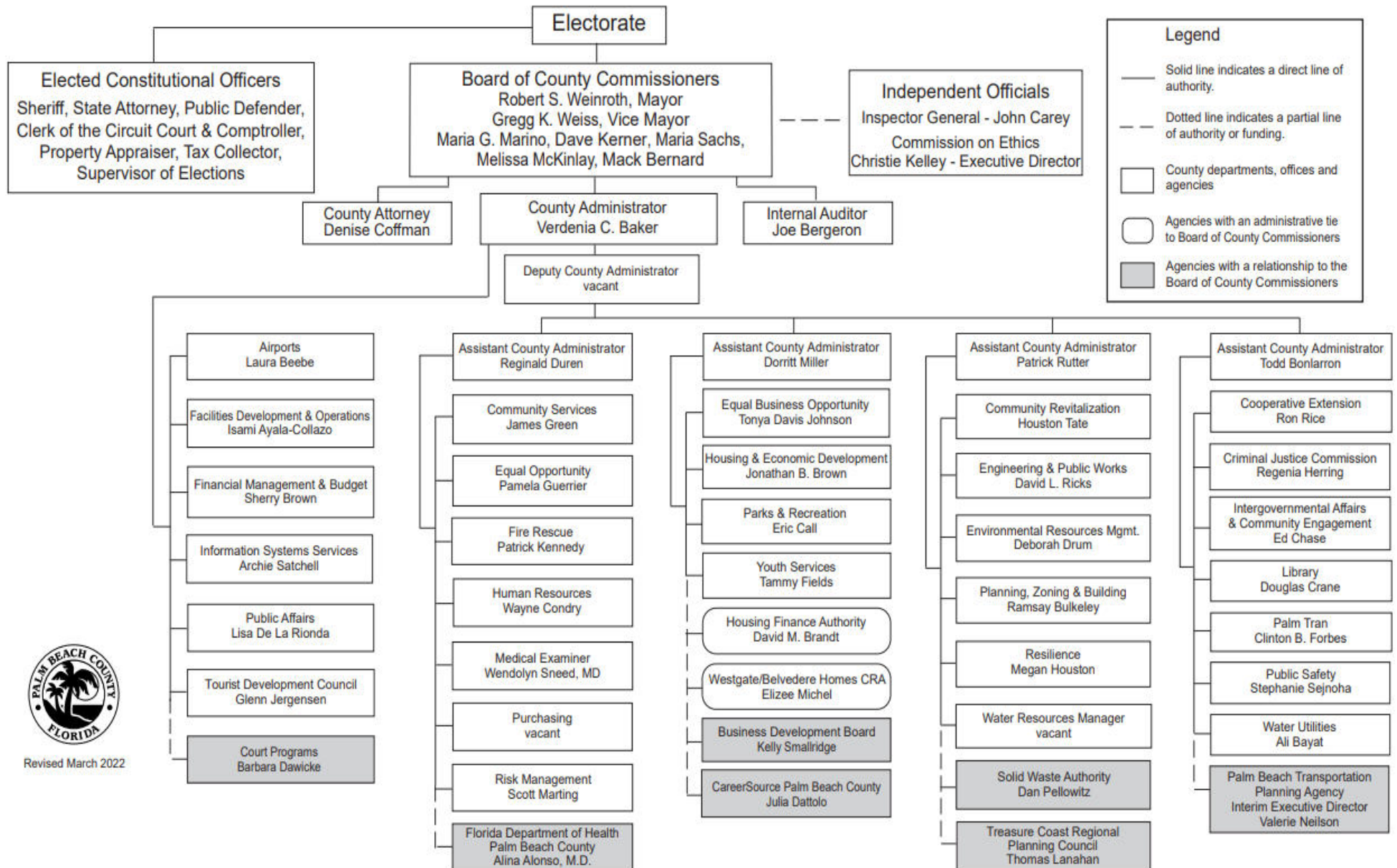
3rd Best Airport in the U.S.  
Conde Nast Traveler's 2020 Readers' Choice

160 golf courses

17 Museums

More than 110 parks and recreational facilities  
operated by Palm Beach County Parks and Recreation

# Palm Beach County Board of County Commissioners Organizational Structure



Revised March 2022



# Palm Beach County's Vision, Mission, Goals and Core Values



County Administrator  
**Verdenia C. Baker**

The County Administrator manages an annual budget of approximately \$6 billion and oversees nearly 6,850 employees in more than 30 departments, divisions and offices. Together, they must work in concert to provide quality services, programs and information to the residents of Palm Beach County.

## OUR VISION

Think strategically and anticipate the future. Ensure that decisions we make today will have lasting value.



Palm Beach County  
Board of County Commissioners

## OUR MISSION

To drive a continuous improvement culture of excellence that achieves a measurably high level of public satisfaction.

## OUR GOALS

Customer Focus  
Performance Measures  
Empowerment  
Continuous Quality Improvement  
Cost-Efficiency

## CORE VALUES



### FUNDAMENTAL COMPETENCE

Trainings, tools, and professional development.



### UNWAVERING COMMITMENT

Do the right thing for the right reasons for our residents.



### CREATIVE LEADERSHIP

Explore fresh approaches with an open mind.



### INTERACTIVE COMMUNICATION

Share information, listen attentively, provide feedback.

# Strategic Planning and Performance Management Division



Division Director  
**Keith A. Clinkscale**

The **Strategic Planning and Performance Management Division** supervises all activities related to the County's long-term strategic plan and assists the Board of County Commissioners, Executive Team, Department Directors, and staff with the development of long-term goals, objectives, strategies, and actions. The Division assists the Administrative Team with the development, adoption, and implementation of initiatives supporting countywide strategic planning, process improvement, continuous improvement efforts, and performance management. **The Division**

**leads the performance management processes throughout the County, which include program evaluations, and other analytical activities, designed to assess the efficiency of County services in achieving the County's long-term goals and objectives.** The Division reports departmental performance measurement data annually in Budget-related books.



Palm Beach County Board of County Commissioners

## VISION, MISSION, VALUES, GOALS & STRATEGIC PRIORITIES

### Core Values



#### FUNDAMENTAL COMPETENCE

Trainings, tools, and professional development.



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### OUR MISSION

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Customer Focus  
Performance Measures  
Empowerment  
Continuous Quality Improvement  
Cost-Efficiency

### Strategic Priorities

#### ECONOMIC DEVELOPMENT



#### HOUSING & HOMELESSNESS



#### ENVIRONMENTAL PROTECTION



#### INFRASTRUCTURE



#### PUBLIC SAFETY



#### SUBSTANCE USE & BEHAVIOR DISORDERS





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# STRATEGIC PRIORITIES and CROSS-DEPARTMENTAL TEAMS



# Palm Beach County's Strategic Priorities

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## ECONOMIC DEVELOPMENT

Promote economic revitalization, business development and retention by driving the creation of employment opportunities while reducing disparities and improving the quality of life for everyone.



## INFRASTRUCTURE

Provide and maintain the needed structures, systems and transportation services that establish the foundation required to enhance the quality of life of every resident.



## HOUSING/HOMELESSNESS

Promote the quality of life through targeted programs that address the housing and homelessness needs of the residents of Palm Beach County.



## PUBLIC SAFETY

To ensure a safe, secure and peaceful community.



## ENVIRONMENTAL PROTECTION

Promote programs and activities that protect, preserve and enhance natural resources while providing sustainable living and developing a climate of resilience.



## SUBSTANCE USE & BEHAVIOR DISORDERS

To address the substance misuse crisis and behavior disorders by providing evidence-based prevention, medication-assisted treatment, and recovery support services.

## Cross-Departmental Teams

Through strategic planning sessions and analyzing the County's needs, six Strategic Priorities were identified and adopted by the County Administrator and Board of County Commissioners for Fiscal Years 2022/2023. Six cross-departmental high-performance teams were created to address each of the six strategic priorities. Departments were surveyed to categorize those that contributed time and resources to a particular area, thus adding them to a "Cross-Departmental Team" (CDT). Several departments participate in more than one CDT. Departments that provide internal customer service or support to these CDT's are also noted and are equally important to addressing the County's strategic priorities.

### Supporting Departments to the Teams:

- Administration
- Equal Opportunity
- Information Systems Services
- Legislative Affairs
- Public Affairs
- Purchasing

	ECONOMIC DEVELOPMENT	HOUSING/ HOMELESSNESS	ENVIRONMENTAL PROTECTION	INFRASTRUCTURE	PUBLIC SAFETY	SUBSTANCE USE & BEHAVIOR DISORDERS
Airports	✓			✓	✓	
Community Services	✓	✓			✓	✓
Cooperative Extension	✓	✓	✓	✓	✓	✓
Criminal Justice Commission		✓			✓	✓
Engineering & Public Works			✓	✓		
Environmental Resources Management			✓			
Equal Business Opportunity	✓					
Facilities Development & Operations	✓		✓	✓		
Fire Rescue	✓	✓		✓	✓	✓
Housing & Economic Sustainability	✓	✓		✓		
Human Resources	✓					
Library	✓	✓		✓	✓	✓
Medical Examiner's Office					✓	✓
Office of Community Revitalization	✓	✓		✓	✓	✓
Office of Resilience			✓	✓		
OFMB	✓	✓	✓	✓	✓	✓
Palm Tran			✓	✓		
Parks and Recreation	✓	✓	✓	✓	✓	✓
Planning, Zoning & Building	✓	✓	✓	✓	✓	✓
Public Safety	✓	✓			✓	✓
Risk Management				✓	✓	✓
Tourist Development Council	✓		✓	✓		
Water Utilities	✓		✓	✓	✓	
Youth Services	✓	✓			✓	✓

\* Cross-Departmental Teams for Each Strategic Priority





## ECONOMIC DEVELOPMENT

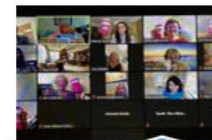
**T**he Economic Development Cross Departmental Team's (Team) mission is to support Palm Beach County's strategic priority of promoting economic revitalization by driving the creation of employment opportunities while reducing disparities and improving quality of life for everyone. A strong economy that focuses on creating local jobs and opportunities for the entire community helps to create vibrant, attractive urban centers and neighborhoods, where engaging retail, food service and quality amenities are available. A strong economy also improves property values across the board and helps to increase the incomes of all our citizens.

Palm Beach County partners with the private sector and municipalities to create a stable and diversified economic base that maximizes inclusion of higher paying jobs while promoting entrepreneurial development opportunities. These partnerships also assist in the revitalization of communities to support economic development and enhance the tourism and hospitality industries. The County promotes a viable and diverse agricultural industry and other rural job opportunities through initiatives such as "Go Glades" to support our western communities. In order to grow the employment force and keep it within the County, our County Administrator, Ms. Verdenia Baker is in full support of enhancing and expanding opportunities for paid and unpaid internships as well as apprenticeship programs, thus giving local residents better employment opportunities.

PBC provides businesses and entrepreneurs with assistance such as referrals, credit repair, applying for loans or grants, and how to use our Palm Beach County Interactive site.



Mind Your Business



Coffee & Commerce



Women's Small Business Month



### SUCCESS STORY

Darrelle Ivory had spent 20 years of his life in and out of the state correctional system. He says that he was lost with no focus or goals. Ivory came into the office and at intake said "I'm never going back" He has held true to his word. Enrolling in the transitional job program helped him focus on the new goals he has now set. He has excelled in construction and is now a Field Supervisor for Urban Farmer's Inc.







## ECONOMIC DEVELOPMENT

County Departments are instrumental in facilitating many of these goals and the Economic Development Cross Departmental Team has worked together with County Departments to identify areas where inter-departmental collaboration can help Palm Beach County to achieve its strategic priority and associated goals. These initiatives include providing internship and apprenticeship opportunities through the County's economic developments partner agreements in addition to placements within Palm Beach County government. Public private partnerships between Palm Beach County and organizations such as The Orange Bowl Committee, HW Spring Training, and Shark Wake Park have been facilitated by our departments working together, which has brought millions of dollars of investment into our community as well as provided excellent amenities for local residents and tourists. Over the coming year, the Team will expand on this strategy to include stakeholders in the community, business, and not-for-profit organizations. The Team is committed to working together to support efficient and effective processes that support all stakeholders in furthering the economic development of Palm Beach County.







## HOUSING & HOMELESSNESS

**P**BC Board of County Commissioners and County Administrator Verdenia Baker have made the issue of Housing and Homelessness a priority, and a dedicated Cross Departmental team has rallied to better plan and coordinate efforts directed at this priority. PBC's local Continuum of Care has recently launched its Leading the Way Home plan to address the crisis of Housing and Homelessness. This plan will focus its efforts and strategies on finding tangible solutions and building upon the areas of Support Services, Healthcare, Permanent Housing, Equity, Systems, and Engagement & Advocacy.

### Goals & Metrics

Goal 1: Increase the ability of those who work in the County to afford to live in the County

Goal 2: Reduce homelessness in Palm Beach County

Goal 3: Improve access to social services







## HOUSING & HOMELESSNESS

Numerous collaborative efforts between County departments are underway and making real change in our community. The Parks to Work Program is an effort between Parks & Recreation and Community Services offering employment and housing to chronically homeless individuals. Rapid re-housing and homeless prevention programs for our most vulnerable populations are undertaken through a partnership between Community Services and Housing & Economic Sustainability. Housing & Economic Sustainability is collaborating with the Facilities Development and Operations Department in pairing federal CDBG dollars with Infrastructure Sales tax revenues for the development of the County's second Homeless Resources Center. The Planning, Zoning, and Building Department collaborates with Housing & Economic Sustainability in the marketing and delivery of housing units constructed through the Workforce Housing Program. Libraries is working with Community Services to facilitate Homeless Outreach Team efforts within library facilities. All team member departments are sharing information and communicating to better focus resources and plan services, including Youth Services, Fire Rescue, Libraries, Public Safety, and the Criminal Justice Commission.



Homeless Resource Center 2  
in Lake Worth March 2023





## ENVIRONMENTAL PROTECTION

The Environmental Protection strategic priority states that Palm Beach County will promote programs and activities that protect, preserve and enhance natural resources while providing sustainable living and developing a climate of resilience.



### Earth Day Proclamation 2022

At the Board of County Commissioners meeting on April 5, 2022, Commissioner Marino presented a proclamation declaring April 22, 2022 as Earth Day in Palm Beach County. Pictured here (l to r) are Environmental Resources Management (ERM) Environmental Program Supervisor Matt King, Office of Financial Management and Budget (OFMB) Performance Management Director Keith Clinkscales, Commissioner Maria Manno, ERM Director Deborah Drum, Cooperative Extension Service Director Ron Rice, OFMB Performance Management Senior Strategic Planning Performance Analyst Marcela Millert, Office of Resilience Director Megan Houston and Office of Resilience Environmental Analyst Natalie Frendberg.



STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

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## ENVIRONMENTAL PROTECTION



**P**alm Beach County Administration and staff embarked on a swamp buggy tour of one of PBC's western natural areas, while snorkelers interact with a thriving PBC artificial reef. One of the myriad ways our county is unique is the true connection of our natural resources from swamp to sea. Because of the unbelievable diversity of our natural resources, we have the opportunity to lead our community and provide an example of how a local government can truly create change in a way that positively impacts all of these resources, and prepares us all to establish a resilient community that strives toward sustainable living.

▼ **Volunteers plant mangroves in this "living shoreline" green infrastructure project. Living shorelines increase resiliency by stabilizing shorelines and sequestering carbon while providing essential wildlife habitat.**







## INFRASTRUCTURE

The Infrastructure Cross Departmental Team works to provide the needed structures, systems, and services that establish the foundation required to enhance the quality of life of every resident. This diverse group of Departments is connected through our work that helps the County's stakeholders on a daily basis, including maintaining County facilities and providing potable water and wastewater services, roads and bridges, commercial and general aviation airports, parks and recreation facilities, and transportation services. The included images highlight some of the essential services that the Infrastructure CDT provides.

The Team's goals are to increase resiliency and sustainability of infrastructure; continue to preserve existing infrastructure and deliver new infrastructure that conforms to the latest industry standards; create safe, healthy and attractive neighborhoods and communities; increase multimodal travel opportunities with safe and efficient transportation services; and increase connectivity and safety through complete streets.





## INFRASTRUCTURE

# Strategic Priority: Infrastructure

“To provide the needed structures, systems and services that establish the foundation required to enhance the quality of life of every resident.”

### Infrastructure Goals:

1. Increase resiliency and sustainability of infrastructure.
2. Continue to preserve existing infrastructure and deliver new infrastructure that conforms to the latest industry standards.
3. Create safe, healthy, and attractive neighborhoods and communities.
4. Increase multimodal travel opportunities with safe and efficient transportation services.

Infrastructure Cross-Department Team







## PUBLIC SAFETY

**T**he Public Safety Cross Department Team's (PSCDT) mission is to enhance the safety, health and well-being of the residents and visitors of Palm Beach County. The Team recognizes that public safety occurs daily and not only in response to an emergency event. Palm Beach County government has the duty to provide for public safety and has a robust team of professionals across various departments who work daily to plan for emergency events and provide public safety services. The Public Safety Department is the lead in this effort with a variety of other county departments providing specific services that all lead to a comprehensive package for all communities in the county. These departments include Airports, Community Revitalization, Cooperative Extension, Criminal Justice Commission, Fire Rescue, Library, Parks and Recreation, Planning, Zoning and Building, Risk Management, Water Utilities, and Youth Services.

The PSCDT members have worked together across departments to identify the critical roles that county government plays in public safety and developed four (4) key areas of attention, which include emergency response, safety/protection, prevention/







## PUBLIC SAFETY

education, and recovery/restoration. Some of these areas fall directly within the jurisdiction of the county, while some fall outside the county's jurisdiction, such as law enforcement. The departments that comprise the PSCDT have created strong relationships with these other jurisdictional entities to ensure a smooth and seamless delivery of public safety services. The PSCDT members are committed to working together to ensure the best quality and professional public safety services are provided to all residents and visitors of the county.



## HURRICANE EVACUATION ZONE MAP (Interactive Tool with Helpful Info Layers)







## SUBSTANCE USE & BEHAVIOR DISORDERS

Faced with an opioid epidemic in 2017, when opioid-related overdose deaths peaked at 626 persons that year, Palm Beach County Fire Rescue personnel and others had to tackle a burden never experienced before. Palm Beach County Board of County Commissioners and County Administrator Ms. Verdenia Baker acted forcefully by adopting an Opioid Epidemic Response Plan. The “Plan” provided recommendations and identified strategic areas of focus along with action steps for a path forward. In addition to the epidemic, the Board and Ms. Baker recognized behavioral and substance use disorders on a broader scope as a strategic priority for the entire County to address as a whole.

**Priority:** *“Addressing substance use and behavior disorders by providing evidence-based prevention, medication-assisted treatment, and recovery support services.”*

- **Goal 1:** Establishing a readily accessible, integrated and coordinated recovery-oriented system of care that meets the needs of Palm Beach County residents
- **Goal 2:** Promoting best practices and innovative strategies and programming to reduce:
  - Alcohol and drug-related deaths and overdoses
  - Crime related to substance use and mental health
  - Drug-related infectious diseases and medical complications
  - Alcohol, Drug (inclusive of prescriptions) misuse
  - Suicide
  - Mental health emergencies
- **Goal 3:** Promoting effective substance use and mental health prevention/education programs, sound public policy and commitment to quality, evidence-based addiction and mental health services



# PERFORMANCE REPORTS





Palm Beach County  
**Strategic Planning  
and Performance Management**



**Dr. Keith A.  
Clinkscale**  
Strategic Planning and  
Performance Division



**Marcela Carneiro  
Millett, LMHC**  
Sr. Strategic Planning  
Performance Analyst

*Moving from Outstanding to Excellent*