

Committee 2

Workforce, Enterprise, Agriculture, Marine Industries & Economic Development - Formal Theory of Change

Preserving Heritage. Building Opportunity. Organizing Community Power.

2026-2036 Strategic Theory of Change | East Stuart, Florida

Evidence note: external statistics establish context and support causal mechanisms. HOA planning targets are explicitly labeled as targets and are not presented as forecasts.

Committee purpose

Committee 2 is HOA economic conversion engine. It builds a ladder from exposure to skills, credentials, paid experience, employment, wage progression, enterprise and ownership. It combines major regional sectors with East Stuart historical ties to agriculture, fishing and maritime work.

Formal IF -> THEN: IF residents receive industry intelligence, skills, credentials, paid experience, financial capability, capital access and pathways to productive land, equipment and markets, THEN employment can become wage progression, enterprise and ownership rather than a one-time placement.

The factual economic opportunity

Indicator	Stuart	Martin County	Strategic meaning
Employer establishments	-	6,400	A broad employer base creates potential training, internship and procurement partners. [2]
Total employment	-	67,697	HOA should target sectors with real regional demand and advancement. [2]
Annual payroll	-	\$3.36B	The question is how much residents can capture through wages and ownership. [2]
Nonemployer establishments	-	19,285	Microenterprise and self-employment are major parts of the county economy. [2]
Minority-owned employer firms	-	738	A benchmark for business participation and partner recruitment. [2]

County 2022 market activity included \$1.84B in health/social-assistance receipts, \$4.25B in retail sales, \$609.0M in accommodation/food sales and \$368.0M in transportation/warehousing receipts. [2]

Agriculture: a local productive-asset economy

Martin County had **588 farms, 179,342 acres and \$121.0M in agricultural products sold** in 2022. It counted 1,043 producers, including 536 new/beginning farmers; 84% of farms were family farms. Only 6% reported direct-to-consumer sales, creating a market hypothesis worth testing. [5]

The profile reports 4 Black or African American producers. Because USDA producer counts have methodological limits, HOA treats this as a participation signal, not a complete equity measure. [5]

Grow West / Market East: productive western-county land -> resident training -> production/aggregation -> East Stuart market/distribution -> household and institutional sales -> jobs, enterprise and productive assets.

Marine and fisheries: heritage to modern industry

The East Stuart Historic Survey states that Bahamian immigrants were particularly skilled in pineapple cultivation and fishing and contributed significantly to both industries; fishing also stimulated related activity such as ice making, boat building and hardware. HOA uses that history as the starting point for marine mechanics, fiberglass/electrical, captain/deckhand work, charter operations, seafood handling, aquaculture and heritage/ecotourism. [3]

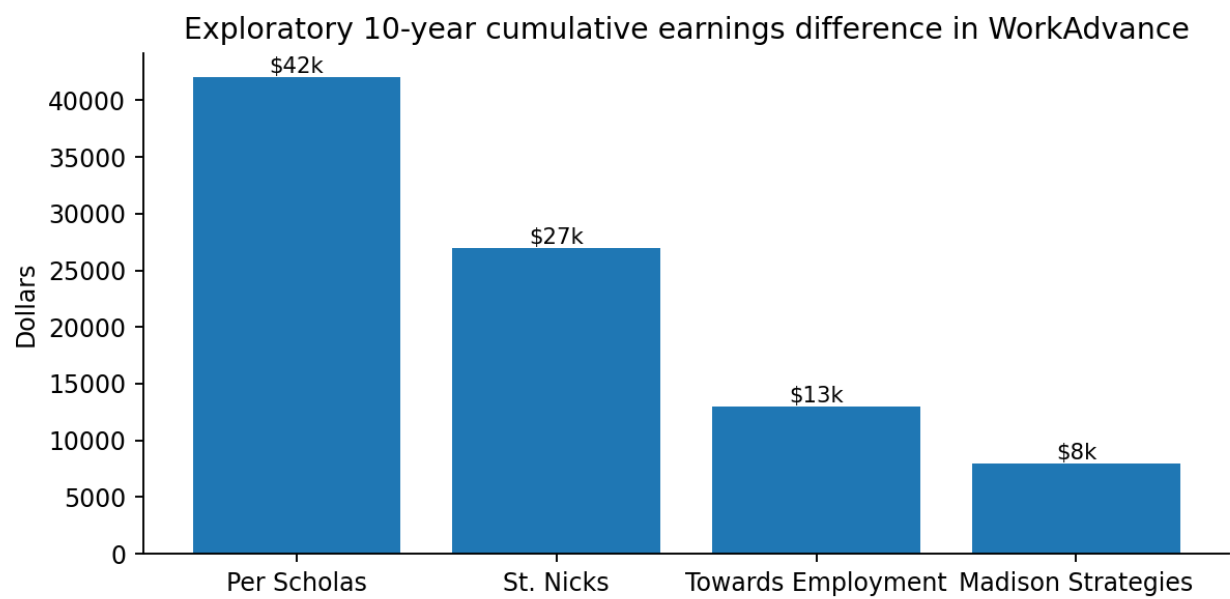
A current Martin County/Treasure Coast marine employment and wage baseline should be established before numeric marine targets are set. This gap is intentionally identified rather than filled with unsupported estimates.

Strategic program portfolio

Strategic program	What HOA does	Expected outcome	Primary KPI
Regional Career Academy	Employer-informed training in health care, construction, aerospace/manufacturing, government, education and technology.	Residents enter sector pathways with advancement potential.	Credentials; retention; wages.
Marine & Fisheries Pathway	Deckhand/captain, charter, marine mechanics, fiberglass/electrical, seafood and tourism.	Historic marine identity becomes modern employment and business.	Trainees; credentials; placements; firms.
Agriculture & Food Enterprise	Farm skills, ag-tech, irrigation, equipment, food safety, logistics and agribusiness.	Residents participate in Martin County productive-land economy.	Trainees; acres; sales; jobs.
Grow West / Market East	Partner on western-county land and build East Stuart aggregation/market channels.	Production and distribution connect rural land to neighborhood economic activity.	Acres; sales; buyers; distribution.
Neighborhood Enterprise	Contracting, historic rehab, food, retail, creative and professional services.	Local demand creates resident-owned firms and jobs.	Firms; survival; revenue; jobs.
Procurement & Capital Readiness	Bookkeeping, credit, bids, certifications, procurement and lender/investor preparation.	Businesses win contracts and gain capital.	Contract dollars; capital; certifications.
Ownership Ladder	Progress from worker to skilled worker to manager to entrepreneur to asset owner.	Employment becomes a wealth pathway rather than the endpoint.	Stage advancement; assets owned.

Evidence for the economic mechanisms

WorkAdvance: exploratory ten-year cumulative earnings differences were about \$42,000 (16%), \$27,000 (13%), \$13,000 (8%) and \$8,000 (4%) across four providers. Statistical significance was not tested for this cumulative measure, so HOA uses it as directional evidence, not a guaranteed effect size. [6]



Digital skills: 92% of analyzed postings required definitely or likely digital skills; jobs requiring at least one definitely digital skill had median wages about 23% higher - over \$8,000 annually - than jobs requiring none. [7]

Main Street/Sweet Auburn: 2025 Main Street programs collectively reported 36,549 net new jobs, 6,936 net new businesses and \$9.4B in reinvestment. HOA lesson: join business assistance, physical revitalization, promotion and organization. [11][12]

What success looks like

Level	What success looks like	How it is verified
Near-term	Residents complete industry-aligned training; employers participate; businesses become procurement/capital ready.	Training/employer records; TA files.
Intermediate	Credentials, placements, 12/24-month retention, wage gains, contracts, farm/marine placements and business launches rise.	Credential verification; wage follow-up; contract/business records.
Long-term	More residents advance into management, business ownership, productive land, equipment and employer roles.	Business survival; asset ownership; farm/marine enterprise data.
Impact	A larger share of regional economic activity is captured by East Stuart residents through wages, contracts, businesses and productive assets.	Income/poverty trend; procurement analysis; participant earnings/ownership tracking.

Committee 2 KPI Scorecard

Domain	Primary KPIs
Workforce	Completion; credentials; placements; 6/12/24-month retention; wages; promotions.
Enterprise	Businesses launched; 12/24/36-month survival; revenue; employees; procurement dollars; capital.
Agriculture	Trainees; acres controlled/partnered; acres in production; production value; buyers; East Stuart sales.
Marine	Trainees; credentials/licenses; placements; wage progression; businesses; equipment/assets.
Ownership	Participants advancing worker -> manager -> entrepreneur -> land/business/equipment owner.

Current 2036 planning anchor

100 combined job-placement, business-start/support and contract outcomes is the current organization-wide planning target connected most directly to Committee 2. Separate agriculture and marine targets should be set after baseline research, land strategy and partner capacity are confirmed.

Selected Evidence and Sources

[\[1\] U.S. Census Bureau QuickFacts - Stuart city, Florida](#)

[\[2\] U.S. Census Bureau QuickFacts - Martin County, Florida](#)

[\[3\] City of Stuart - East Stuart Historic Survey Update Report](#)

[\[4\] City of Stuart - East Stuart added to the National Register, Aug. 4, 2026](#)

[\[5\] USDA 2022 Census of Agriculture - Martin County Profile](#)

[\[6\] MDRC - Effects of Sector-Focused Training After 10 Years](#)

[\[7\] Federal Reserve Bank of Atlanta / National Skills Coalition - Digital Skills](#)

[\[8\] Wallace Foundation - Providence AfterZone outcomes](#)

[\[9\] Urban Institute - Community Land Trust resident outcomes](#)

[\[10\] National Park Service - FY2024 Historic Tax Credit economic impacts](#)

[\[11\] Main Street America - 2025 Collective Impact](#)

[\[12\] Sweet Auburn Works - Main Street approach](#)

[\[13\] University of Florida BEBR - County Population Projections](#)

[\[14\] Overtown redevelopment bond reporting](#)