



Prosperity Broward

Lauderdale Lakes Pilot Project Report




2024

*When we focus on building an inclusive
economy, the entire community benefits*

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Want to Learn More? Want to get Involved? Contact Us!

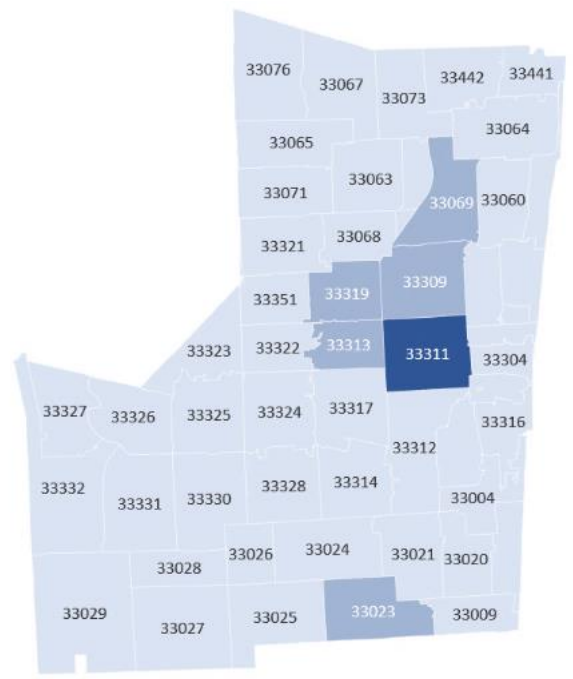
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Overview of Prosperity Broward

The Prosperity Partnership is Broward County's Community vision focused on creating an inclusive economy that creates high-wage jobs, vibrant communities, and global competitiveness. This initiative is housed within the Greater Fort Lauderdale Alliance Foundation and prioritizes its efforts through eleven prosperity pillars.

Too many families within Broward County struggle to make ends meet and at the same time, businesses are seeking needed talent. Longstanding structural barriers and resource constraints have resulted in fragmented opportunities and unrealized potential. There is a need and mutual benefit in aligning efforts to improve the well-being of families and our economy. Core to this effort is strengthening connections with communities most impacted by inequities.

The Prosperity Broward Zip Codes



Six zip codes in Broward County stand out, which experience the highest levels of need - 33311, 33313, 33319, 33069, 33023, 33309.

The Prosperity Partnership's economic mobility pillar, also known as Prosperity Broward, engages municipal leaders, funders, educational institutions, social service and faith-based organizations, business leaders, and residents to increase economic mobility through policy and system changes.

To identify the area and population with the greatest need in Broward County, the Prosperity Broward's Data Working Group analyzed variables such as per capita income, poverty rate and expected job growth.

Because of a history of disparities and inequalities going back decades, transportation, home ownership, and other challenges have created generational cycles of poverty in the challenged zip codes. For example, these communities have median income levels that are lower than the county average (\$30,000 vs \$53,000). Additionally, while the post-secondary educational attainment rate for the county is 43.9% for adults 25-64 years old, the average is 27% in the six zip codes.

Systemic Change is the Ultimate Success Indicator

Addressing Root Causes

Barriers to economic mobility aren't isolated issues. They're often interconnected and ingrained within systems like education, housing, healthcare, and criminal justice. Systemic change tackles these deep-seated problems, not just their symptoms. For example, improving funding formulas for underprivileged schools instead of simply offering remedial classes.

Addressing Inequities

Systemic barriers disproportionately affect marginalized communities, creating cycles of poverty and hindering long-term economic growth. Systemic change seeks to dismantle these unfair structures and practices, promoting equal opportunity and inclusivity, leading to a fairer and more robust local economy.

Sustainability and Scalability

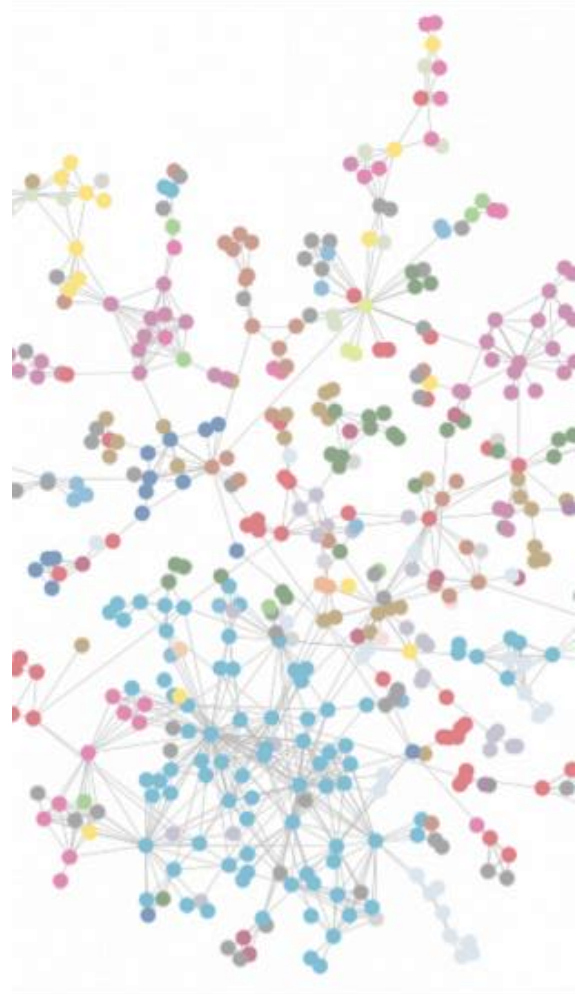
Systemic changes go beyond temporary fixes and create lasting impact. They challenge underlying values and power dynamics, leading to broader cultural shifts and sustainable improvements. This ripple effect creates a more vibrant and resilient local economy.

Collaboration and Coordination

Systemic change requires cross-sector collaboration between government, businesses, community organizations, and individuals. This allows for comprehensive solutions that address multiple issues simultaneously and leverage resources effectively. Such collaboration strengthens the local economy and fosters a sense of community ownership.

Long-Term Vision

Systemic change focuses on the well-being of future generations, not just short-term gains. It prioritizes investments in education, infrastructure, and social services that create a healthier foundation for future economic prosperity. This leads to a local economy that is better prepared for long-term challenges and opportunities.



Defining Economic Mobility

Economic mobility is the ability of an individual, family, or group to improve their economic status.

Our Guiding Values

Prosperity Broward builds and leverages relationships to inform policy and system change. We collaborate with residents, community influencers, employers, anchor institutions, and system partners. Our values drive the collective work to advance economic mobility.

Compassion & Authenticity

Prosperity Broward cultivates compassion and respect for the inherent value of each individual and organization, and their contributions to our collective work.

Intentionality

Prosperity Broward intentionally centers the experiences and builds on the assets of the community throughout all components of our work.

Inclusivity

Prosperity Broward fosters inclusivity through open and welcoming interactions and spaces where diverse perspectives are heard, valued, and honored.

Trustworthiness & Integrity

Prosperity Broward establishes transparent processes, relationships, and actions that are grounded in community histories and cultures.

Transformational Impact

Prosperity Broward achieves transformational impact by being accountable and advocating for lasting system change and personal healing impacting residents and future generations.



The Lauderdale Lakes Pilot Project

The Pilot Project in Lauderdale Lakes

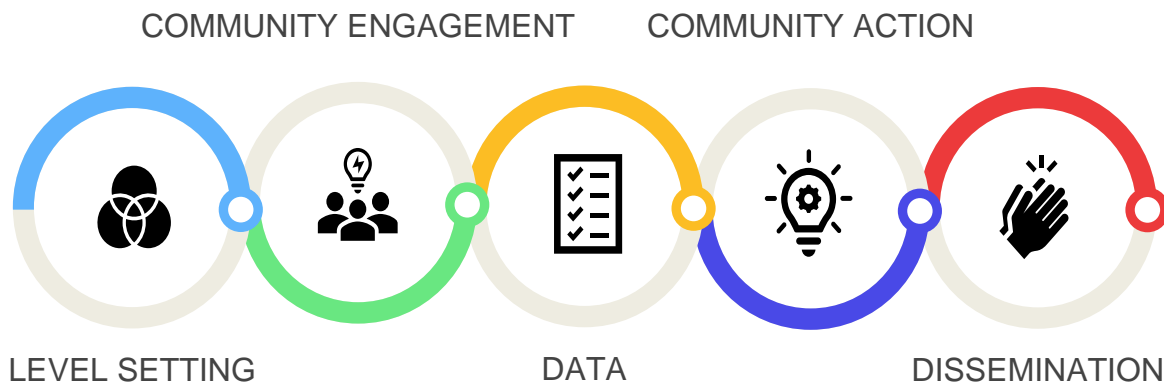
Prosperity Broward launched a ground-breaking pilot project to increase economic mobility by promoting systemic change through policy and system changes. To identify the area and population for the pilot, Prosperity Broward's Data Working Group analyzed our local communities, which identified single mothers from Lauderdale Lakes as the segment of our population experiencing the highest level of disparities.

These single mothers residing in Lauderdale Lakes were engaged as co-researchers of the project and helped co-design interventions within four areas identified as key drivers of economic mobility: support services, education and training, employer engagement, and policy.

By partnering with single mothers, service providers, public institutions, and employers, Prosperity Broward developed and documented a process for the mutual transformation of organizations, system partners, and community members that will create pathways for residents that lead to self-sufficiency.

At the same time, this community participatory process was recorded so that other communities and residents may benefit and use it as a blueprint to promote systemic change and economic mobility.

The Process



Turning the Paradigm on its Head

Often, we see leaders and organizations making decisions with their best intentions at the forefront, yet omitting the individuals from the process who will be impacted by these.

Through Prosperity Broward, and with the help of community and national partners, we took an inclusive approach to engage a community to deliberately uncover the layers of what was working, what could be improved, and what was not needed from a systemic perspective.

To do this, we needed to identify which community we would partner with.

The Prosperity Variables

When deciding on which area of the county, time, resources, and efforts should be concentrated to affect economic mobility in our communities of greatest need, the Prosperity Broward leadership, with the help of the Data Working Group, identified the following variables as criteria for their decision making:

- ✓ **Per capita income** – the mean income computed for every person, derived by dividing the aggregate income of a particular group by the total population in that group.
- ✓ **Poverty rate** – the ratio of the number of people (in a given age group) whose income falls below the poverty line.
- ✓ **Educational attainment (HS diploma)** – All individuals over the age of 25 who have graduated from High School or hold a GRE degree.
- ✓ **Political Will** - Leadership commitment at the municipal level to support and advance this work.



Communities within the Pilot Zip Code

The following analysis describes the pilot selection criteria for sub-geographies. Key selection criteria metrics – income, poverty, and education – indicate the highest need in NW Fort Lauderdale and Lauderdale Lakes. *Note that analyses of Fort Lauderdale as a whole show that the city is better off than others in 33311, whereas a focus on NW Fort Lauderdale indicates higher need.*

Identified Pilot Zip Code

When utilizing the Prosperity Variables as identified by the Data Working Group, data showed that from the six (6) Prosperity Zip Codes, 33311 showed to be the one with the highest need and opportunity to make a positive and lasting impact.

	33023	33069	33309	33311	33313	33319
Per capita income	\$20,511 Growth	\$26,115 Growth	\$24,782 Growth	\$16,449 Flat	\$17,052 Growth	\$26,554 Growth
Poverty rate	15% Slow drop	15% Slow drop	17% Slow drop	31% Flat	21% Steep drop	15% Flat
HS diploma	83.2%	84.1%	84.7%	75.8%	80.2%	84.8%

Identified Pilot Municipality

Once the zip code with the highest need was identified (33311), the group delved deeper to identify the area and municipality within the zip code that contained the largest concentration of disparity and opportunity for support. The same Prosperity Variables were used, and the four municipalities (Fort Lauderdale, Lauderdale Lakes, Lauderdale Hill, & Oakland Park) that encompass this area were studied to see which one stood out.

Lauderdale Lakes was identified as the area with the highest need within the entire county based on the preselected variables.

	Ft. Lauderdale	Lauderdale Lakes	Lauderhill	Oakland Park
Per capita income	\$37,583	\$18,738	\$23,189	\$27,006
Poverty rate	17%	21%	21%	17%
HS diploma	84%	74%	86%	83%

The Co-Researchers – "IF WE WIN IT FOR 'HER', WE WIN IT FOR ALL"

The Data Working Group was tasked with finding the residents from the community who would be engaged and hired as co-researchers. Through research and data, single female heads of household with children were our desired population as they experienced the most hardship. By finding ways to win it for them, then we would win it for everyone else.

	NW Fort Lauderdale	Lauderdale Lakes	Lauderhill	Oakland Park
Per capita income				
Black/African American	\$13,028	\$16,838	\$18,594	\$19,395
Hispanic/Latino (a)	\$22,401	\$15,924	\$19,898	\$21,452
White	\$29,916	\$23,454	\$31,075	\$40,172
Poverty rate				
Black/African American	34%	20%	22%	19%
Hispanic/Latino (a)	23%	24%	14%	21%
White	15%	33%	17%	12%
Single female household	28%	29%	29%	22%
With any kids under 18	20%	47%	42%	33%
With kids under 5 only	0%	62%	27%	53%

Data Source: United States Census Bureau – American Community Survey, 2019: ACS 5-Year Estimates.



Creating a Plan with the Community

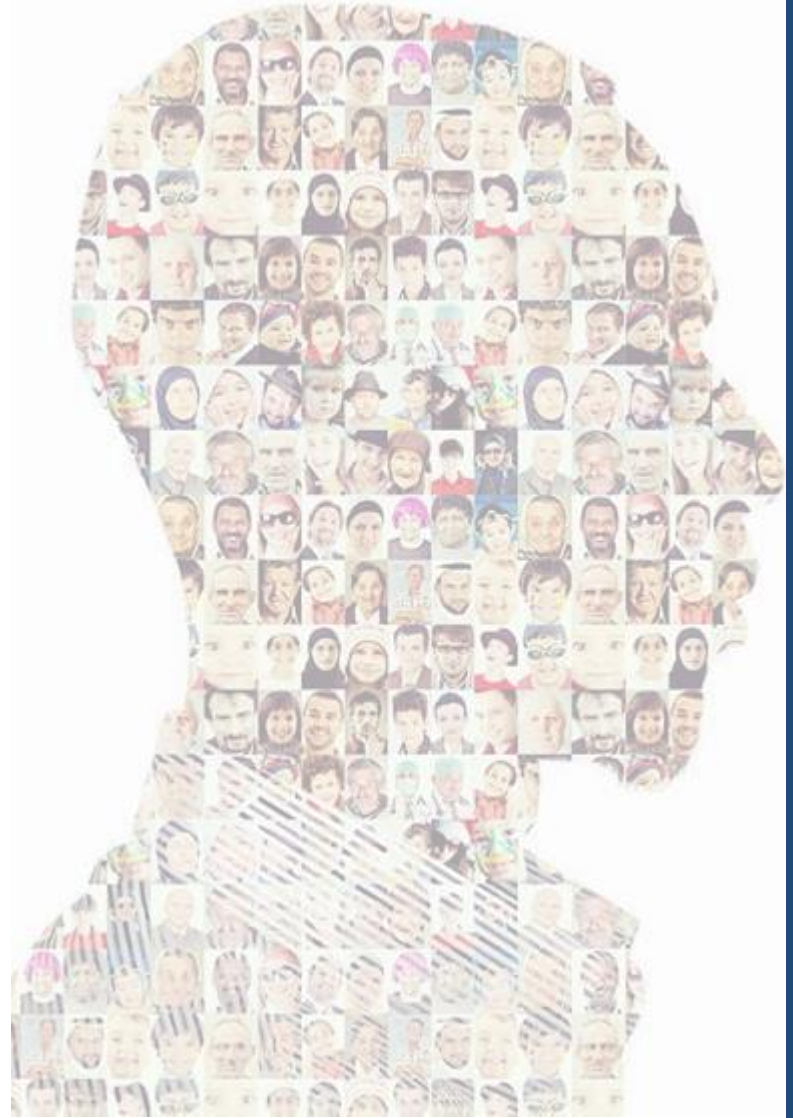
The Need for a Community Action Plan

Broward County has hundreds of non-profit organizations with millions of dollars in funding that have been invested over the years in our community. We still face many challenges particularly around:

- Zip code 33311 leads the state of Florida with the highest number of children living in poverty.
- BIPOC communities in the county's six high-unemployment zip codes are under- resourced and less developed than their neighboring communities.
- While the county's unemployment rate remains low, employers are unable to find workers.

To address these challenges, the Greater Fort Lauderdale Alliance prioritized the Economic Mobility- Prosperity Broward project to focus on Lauderdale Lakes. Through the pilot, Prosperity Broward convened community partners and residents to develop a community action plan that has the potential to reduce barriers keeping residents from achieving economic mobility.

As part of a larger statewide effort, The Greater Fort Lauderdale Alliance is taking active steps to contribute to the Florida Chamber of Commerce's goal to create a path to prosperity for all zip codes in Florida.



Scope of the Community Action Plan

The action plan was created by the Community Action Board, a representative group of the residents of Lauderdale Lakes, as well as community leaders representing nonprofit organizations, private industry, service providers, and public organizations.

This group took into consideration the resources that the community and our county have to offer, as well as the lived experiences of our residents in finding ways to create better policies and practices that lead to economic mobility. After engaging the community and getting feedback from residents and community partners, the action plan provides recommendations that address challenges related to economic mobility in the city, as well as in other communities found in our Prosperity Zip Codes.

While the action plan focuses specifically on the needs and lived experiences of single mothers in Lauderdale Lakes, the recommended policies and best practices are likely to positively impact other members of Broward County.

How Will the Community Action Plan Effect Change?

This action plan is intended to identify policies and best practices that can be adopted at a city, county, organizational, or business, that will make the access and ability to achieve economic mobility easier for the residents of Lauderdale Lakes, as well as our other Prosperity Zip Codes. Such policies and best practices cover areas such as making education and workforce training more readily available, as well as the access and promotion of better-paying jobs. The suggested interventions and recommendations derived by the Community Action Board, and as outlined in the Community Action Plan, are crafted in a way so that partner organizations, municipalities, and businesses may adopt them.

The Pilot Project was not intended to develop a new program or establish a new non-profit organization.

Why is Greater Fort Lauderdale Alliance Involved in this Work?

As the primary economic development organization in Broward County, The Greater Fort Lauderdale Alliance is tasked with promoting our entire county as a business-friendly community for businesses to relocate, grow, and flourish. Furthermore, it strives to ensure that our residents can have the talent that many of our companies and high-paying jobs require.

The Alliance looks to serve as a community quarterback who can partner with other organizations and employers to share best practices, find areas for alignment, and create new opportunities.

Through the work of the Greater Fort Lauderdale Alliance Foundation, the Alliance is being intentional about ensuring that additional work and resources be directed to communities that have historically been denied opportunities and ability to access economic mobility.

The Community Action Plan

The Lauderdale Lakes Community Action Plan was developed by the Lauderdale Lakes Community Action Board, a group of public and private sector leaders, as well as residents from the City of Lauderdale Lakes. This plan will promote policies and best practices as a direct response to tackle some of the greatest economic mobility barriers experienced by Lauderdale Lakes residents, as well as other residents who reside in Broward County's Prosperity Zip Codes.

As a result, six (6) broad areas of focus were identified, totaling 51 economic mobility recommendations.

Focus Area #1 - Improving Clients' & Providers' System Experience

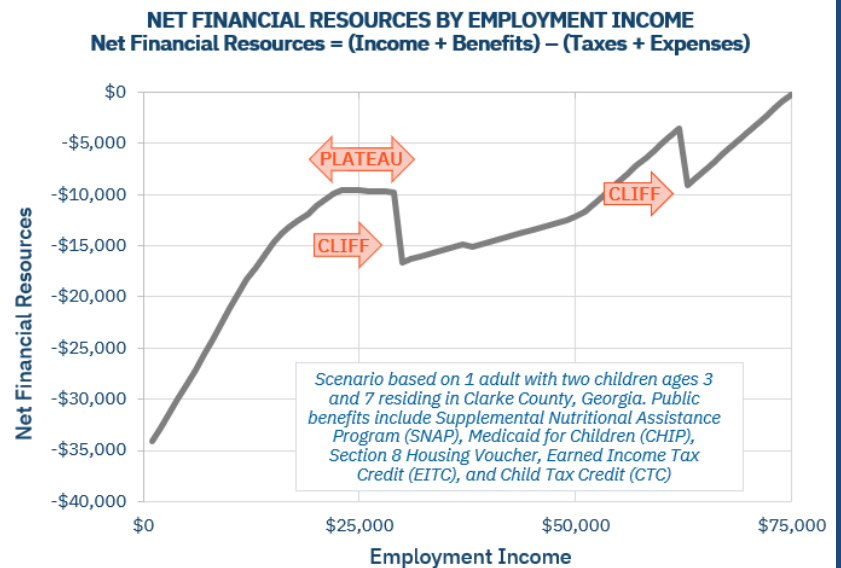
Focus Area Statement – To enhance connections between service providers, employees, and residents to improve system-wide collaboration, system navigation, client experience, and client engagement by sustaining a centralized system for information-sharing and non-traditional marketing campaigns.

1. Identify gaps by comparing existing online resource directories in Lauderdale Lakes, focusing on their accessibility, content, usability, and relevance.
2. Convene a workgroup to develop the prototype featuring 10 community partners representing the top needs identified by residents.
3. Secure resources to conduct a 9-month pilot of the online, centralized system for information-sharing and non-traditional marketing campaigns.
4. Encourage organizations and their staff to be cross-trained and educated on the services and resources that other partners provide, to reduce the number of misplaced referrals and better support all of a client's needs.
5. Create a client-engagement strategy that focuses on a single point of contact in each organization for the Lauderdale Lakes pilot project for each resident who is participating in this initiative.
6. Create a common application for service provide to utilize when in-taking clients to reduce the burden on organizations and users. Similar to the "Common App" process being utilized by Universities and Colleges in Florida.
7. Create a marketing plan to reach residents that provides information on the many services, organizations, resources, events, and upskilling and employment opportunities available in Broward County leading to financial stability and economic mobility.
8. Support the funding and redistribution of funds to encourage strategic case management to support residents experiencing the greatest needs from communities experiencing the highest levels of disparity.

Focus Area #2 - Leveling the Benefits Cliff

Focus Area Statement – To reduce the impact of the Fiscal Benefits Cliff and encourage residents to climb it, cultivate an environment among non-profit service providers, employers, and government agencies that enhances worker's benefits, specifically for caregiving (child, elderly or person who is disabled), transportation, housing, and other basic needs, to decrease structural barriers to residents and increase employee retention.

1. Educate the businesses and employers on the implications of the Benefits Cliff utilizing data and other research from trusted academic partners and the Federal Reserve Bank of Atlanta.
2. Develop a toolkit for companies to invest in caregiving and transportation benefits programs.
3. Implement a campaign to educate 10 employers on the ROI for caregiving and transportation benefits programs.



Example of a Benefit Cliff Scenario created by the Federal Reserve Bank of Atlanta

4. Secure at least 3 employers using the toolkit to set up caregiving and transportation benefits programs.
5. Complete a 10-month pilot for the employer caregiving and transportation benefits programs with at least 3 employers.
6. Identify a Gap Funding source, similar to the fund being used in affordable housing initiatives, to encourage and subsidize the loss of benefits as residents' wages increase as they climb the Benefits Cliff.
7. Educate employers on rethinking benefits offered to employees. Instead of tuition reimbursement as a perk, offer childcare subsidy or transportation benefits (\$50 monthly gas allowance)
8. Encourage employers to give employees the option of offering additional benefits in place of increased pay (to avoid the impact of the Benefits Cliff).
9. Engage universities and research organizations to continue to quantify and monetize the implications that the Benefits Cliff has on our local economy.

Focus Area #3 – Creating Career Pathways to a Living Wage

Focus Area Statement – To foster collaboration between service providers and employers to establish and incentivize on-the-job and short-term training pathways for in-demand skills and jobs with career ladder opportunities.

1. Map training and education available in Lauderdale Lakes to fulfill opportunity occupations.
2. Develop a pipeline strategy with residents who are potential employees, training/education providers, and employers.
3. Prepare at least 3 employers to participate in the 12-month pilot program.
4. Implement the pipeline strategy engaging at least 3 employers and 20 residents.
5. Support and encourage employers to offer paid pathways that train for openings / in-house opportunities that pay a living wage and lead to career ladders. (Earn While You Learn)
6. Promote apprenticeship opportunities to residents who are pursuing new jobs with living wages. This would include training opportunities for employers who are interested in starting an apprenticeship program.
7. Create opportunities for employers to start and strengthen their relationships with technical/vocational schools, which include opportunities for employers to improve curriculum, participate as guest lecturers, host job fairs, sponsor cohorts, and hire candidates post-graduation.
8. Connect residents to continuing education through scholarships, including Pell Grants and other federal dollars.
9. Promote the Florida Chamber of Commerce's adoption of zip codes and neighborhoods by companies in the private sector.

Household Survival Budget, Broward County, 2021		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Monthly Costs and Credits		
Housing – Rent	\$905	\$1,218
Housing – Utilities	\$154	\$292
Child Care	–	\$1,542
Food	\$481	\$1,311
Transportation	\$359	\$836
Health Care	\$224	\$854
Technology	\$75	\$110
Miscellaneous	\$220	\$616
Tax Payments	\$334	\$1,051
Tax Credits	\$0	-\$1,267
Monthly Total	\$2,752	\$6,563
ANNUAL TOTAL	\$33,024	\$78,756
Hourly Wage*	\$16.51	\$39.38

*Wage working full-time required to support this budget

For ALICE Survival Budget sources, visit UnitedForALICE.org/Methodology

Focus Area #4 – Rethinking HR to Achieve Optimal Hiring Results

Focus Area Statement – To establish comprehensive system-wide HR guidelines to dismantle barriers to employment access and promote standardized job descriptions and varied work options, fostering enhanced recruitment and sustained employee retention.

1. Work with employers and municipalities to encourage the posting of salaries in job descriptions, and Opportunity Occupations that pay a living wage.
2. Engage HR leaders to rethink the requirements of their entry-level jobs so that work and lived experiences are taken into consideration over educational attainment and other barriers that may keep a candidate from being considered.
3. Encourage employers to analyze if certain jobs and roles, primarily entry-level opportunities that pay a living wage, can have the ability to be done in a remote, hybrid, or flexible fashion.
4. Work with employers to create and increase career ladders and upskilling opportunities, primarily for employees entering the organization at an entry-level, that can quickly lead them to earn a living wage and professional growth.



Focus Area #5 – Spotlighting Community Certified Providers

Focus Area Statement – To encourage community-certified accountability measures for system-wide collaboration, service delivery, and funding.

1. Set and maintain equity standards, guidelines, and accountability mechanisms for community engagement and communication plans.
2. Integrate the voices, experiences, and wisdom of underserved community members into an organization's learning and decision making.
3. Build a system of collective, open learning and action, that leads to nurturing relationships among community members and partners.
4. Create a learning culture where feedback is taken and appreciated as an opportunity for growth.
5. Rethink the level of relationships that are created between service providers and residents so that time and opportunities are afforded between both.
6. Encourage and facilitate a mechanism where service providers are able to hear honest feedback from community members who have utilized their services.
7. Encourage, influence, and convene funders so that local resources are invested with organizations making the largest impact, reflective of the community's greatest needs.
8. Utilize the Florida Chamber of Commerce's Untapped Potential report to educate employers on their ability to influence change in Floridians' ability to access childcare and other services, while diminishing employers' loss of productivity and attrition.
9. Establish, cultivate, and strengthen relationships with culturally, economically, and socially diverse stakeholders regularly, as an ongoing practice to build trust and facilitate effective community engagement.



Focus Area #6 – Reaching Prosperity by Ensuring Fundamental Needs

Focus Area Statement – To guarantee that services supporting and addressing the basic needs of a community's ability to achieve economic mobility are available, accessible, and of high quality.

1. Promote policies that find ways to make basic needs such as healthcare, childcare, housing, and transportation readily available and accessible to our residents.
2. Encourage more childcare and VPK providers to enter the market, as well as find ways to financially incentivize their entering of the market.
3. Create awareness and partnerships among interested parties to address the 10 Root Causes of Poverty as identified and measured on a zip code level by the Florida Chamber of Commerce's Gap Map.
4. Increase the number of access points in our Prosperity Zip Codes to healthcare, including but not limited to medical assistance, dental care, mental health, etc.
5. Increase access to non-predatory financial services in the Prosperity Zip Codes, including but not limited to banking facilities, credit unions, etc.
6. Increase funding and awareness that supports mental health services in the Prosperity Zip Codes.
7. Increase access to affordable, available, and quality fresh food and produce.
8. Establish community satellite facilities and offices, such as but not limited to healthcare, training providers, financial services, and other basic needs.
9. Promote services and organizations with community offices and facilities, by promoting job and health fairs as well as culturally appropriate community events.
10. Encourage organizations to find ways in which they can be intentional and strategic in the way they approach and provide services in the Prosperity zip codes.
11. Facilitate low-cost transportation options for people of all ages and abilities.
12. Make financial literacy learning opportunities and services easily accessible and readily available to residents in the Prosperity Zip Codes.



What Does Success Look Like?

The action plan will set clear definitions of success. It will contain performance indicators and targets that the Community Action Board, with the support of the Greater Fort Lauderdale Alliance and in partnership with the City of Lauderdale Lakes will be responsible for overseeing.

How Will the Community Action Plan Be Implemented?

Following the development of the action plan, the Community Action Board, with the support of the councils, the Greater Fort Lauderdale Alliance, and other community partners, will collaborate so that the recommendations may be adopted by the appropriate organizations and businesses.

How Can I Support the Implementation of the Community Action Plan?

Everyone has a role to play. Everyone has the ability to help our community build a more inclusive and prosperous economy. Visit www.ProspertyBroward.org, or contact Darien Lovett, Program Officer, Prosperity Broward at DLovett@gflalliance.org.



Partners Involved in Pilot Project

What is the Makeup and Purpose of the Pilot's Community Action Board?

The Community Action Board is a representative group of the residents of Lauderdale Lakes, as well as community leaders representing nonprofit organizations, private industry, service providers, and public organizations.

This group took into consideration the resources that the community and our county have to offer, as well as the lived experiences of our residents in finding ways to create better policies and practices. After engaging the community and getting feedback from residents and community partners, the action plan provides recommendations to better address challenges related to economic mobility in the city.

Community Action Board Members

- Melida Akiti – VP, Memorial Health System
- Shannon Perdue-Atwell – Division Director, Youth & Family Services Division, OIC of South Florida
- Alexis Basgil – Director of Financial Prosperity and Emergency Management, United Way of Broward County
- Keith Bostick – Deputy Director, Broward County Human Services Department
- Kareen Boutros – Executive Director, Broward Workshop
- Vielka Buchanan – Economic Development Manager, City of Lauderdale Lakes
- Gleneta Dawkins – Lauderdale Lakes Resident
- Nadine Jackson – One-Stop Operator, CareerSource Broward
- Alicia Johnson – Lauderdale Lakes Resident
- Joanne Joicin – Service Integration and Quality Assurance Division Manager, Urban League of Broward County
- Veronica Jones – Lauderdale Lakes Resident
- Shuntel Livingston – Lauderdale Lakes Resident
- Dr. Meka Mears – Director Social Enterprise (C3), 211 Broward
- Dionne Proulx -Administrative Director, Memorial Healthcare Systems
- Celena Reeves – Lauderdale Lakes Resident
- Cynthia Reynoso – AD of Marketing, Communications and Community Engagement, Children's Services Council of Broward County
- Dr. Jennifer Saint Louis – AVP Strategic Partnerships & Innovation, Broward College
- Julie Siwicki – Community Development Adviser, Federal Reserve Bank of Atlanta
- Bob Swindell – President & CEO, Greater Fort Lauderdale Alliance

Facilitator – OCHA Transformations

OCHA Transformations is a Black- and women-owned, justice-driven boutique firm committed to providing effective facilitation, training, and one-on-one support services to leaders, organizations, and communities.



Evaluator – Q-Q Research Consultants

Q-Q Research Consultants is a women-owned small business with over 20 years of experience using data, technology, and innovation to achieve outcomes and improve performance.



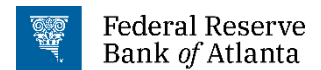
City of Lauderdale Lakes

The City of Lauderdale Lakes has been a great partner in this transformative work, which we hope will lead to the systemic change many of our communities rely on to achieve economic mobility. To the Commissioners and residents of the city “Who Cares”, we are proud and humbled to have had the opportunity to work alongside you, and to continue to make meaningful strides, together.



The Federal Reserve Bank of Atlanta

The community development (CD) function within the Federal Reserve System promotes economic growth and financial stability for lower-income communities and individuals through a range of activities, including: Convening stakeholders, conducting and sharing research, and identifying emerging issues.



The Greater Fort Lauderdale Alliance

As the primary economic development organization for Greater Fort Lauderdale/Broward County, the Greater Fort Lauderdale Alliance focuses on creating, attracting, expanding, and retaining high-wage jobs and capital investment in high-value targeted industries, developing more vibrant communities, and improving the quality of life for our area’s citizens.



We provide leadership and excellence in delivering economic development services for our clients, prospects, investors, and partners.

The Four Foundations of our economic development services are:

- Marketing and Promoting Broward County
- Managing Expansion, Relocation, and Retention Projects
- Conducting and Providing Market Research & Business Intelligence
- Securing and Enhancing Private/Public Leadership & Investment