



Prosperity Broward

Lauderdale Lakes Pilot Project Report

2024

When we build an inclusive economy,
the entire community benefits.

Contents

Overview of Prosperity Broward	3
Systemic Change is the Ultimate Success Indicator	7
The Lauderdale Lakes Economic Mobility Project	9
Turning the Paradigm on its Head	9
The Prosperity Variables	9
Communities within the Pilot Zip Code	11
Identified Pilot Zip Code	11
Identified Pilot Municipality	11
Creating a Plan with the Community	13
Addressing Inequity at its Core	13
The Need for a Community Action Plan	14
The Process	15
Our Guiding Values	16
Our Co-Researchers – The Mothers of Lauderdale Lakes	17
Scope of the Community Action Plan	19
How Will the Community Action Plan Effect Change?	19
Why is Greater Fort Lauderdale Alliance Involved in this Work?	19
Community Engagement Plan	21
Understanding Resident Needs and Building Ownership	21
Community Engagement Plan in Action	21
Emerging Themes.....	22
1. Navigating the System of Care	23
2. The Benefits Cliff	24
3. Need for a Living Wage.....	25
4. Rethinking Human Resource Requirements	25
5. A Need for Mutual Accountability	26
6. Basic Needs that are Available, Accessible and of High Quality.....	26

Special Thanks

Community Action Board

The Greater Fort Lauderdale Alliance and the Lauderdale Lakes Community Action Board (CAB) would like to recognize and thank the Board members who led the Community Action Plan (CAP) Phase 1 process, contributed to the collection of data, facilitated activities, and delivered presentations on behalf of the organization.

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”, especially to those who participated in the pilot project, we are proud and humbled to have had the opportunity to work alongside you, and to continue to make meaningful strides, together.

The Community Action Plan – Recommendations	27
Focus Area #1 – Improving Clients’ & Providers’ System Experience.....	28
Focus Area #2 – Leveling the Benefits Cliff.....	29
Focus Area #3 – Creating Career Pathways to a Living Wage	31
Focus Area #4 – Rethinking HR to Achieve Optimal Hiring Results	32
Focus Area #5 – Spotlighting Community Certified Providers	33
Focus Area #6 – Reaching Prosperity by Ensuring Fundamental Needs.....	34
How Can I Support the Implementation of the Community Action Plan?	35
Partners Involved in the Pilot Project	36
Community Action Board Members (at the time of study) ..	36
Employment & Health Navigators	37
Tools & Resources.....	38
Appendix A – Lauderdale Lakes Single Mothers Data	39
Appendix B – Additional Inequity Information	42
Appendix C – Opportunity Occupations Definition.....	44
Appendix D – Opportunity Occupations List.....	46
Appendix E – Supplemental Information About the Project	50

Want to Learn More? Contact Us!

ProsperityBroward.org

Federal Reserve Bank of Atlanta

Our thanks go to the Federal Reserve Bank of Atlanta for its unwavering support and significant contributions to the Prosperity Broward initiative. The expertise and resources provided by the Atlanta Fed have been crucial in our collaborative efforts to improve economic mobility. This partnership has been instrumental in employing a data-driven strategy to dismantle barriers to economic mobility and drive economic growth in Prosperity Broward zip codes.

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.

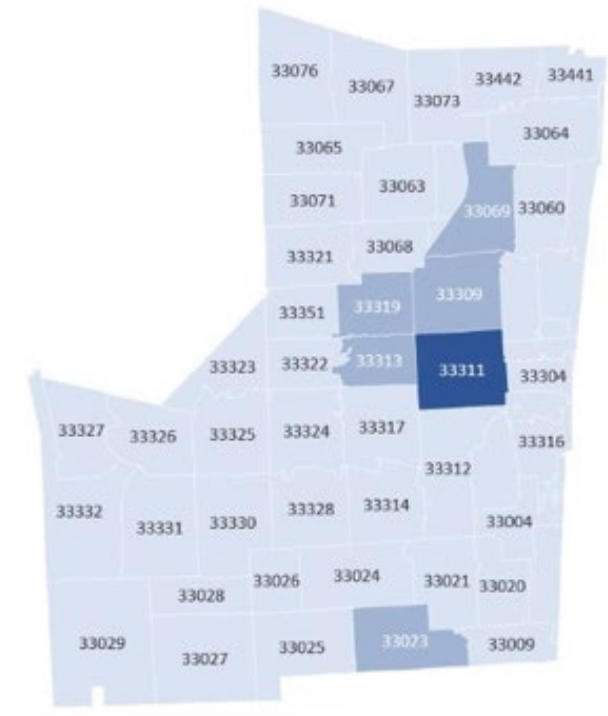
Overview of Prosperity Broward

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 a number of prosperity focus areas.

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.

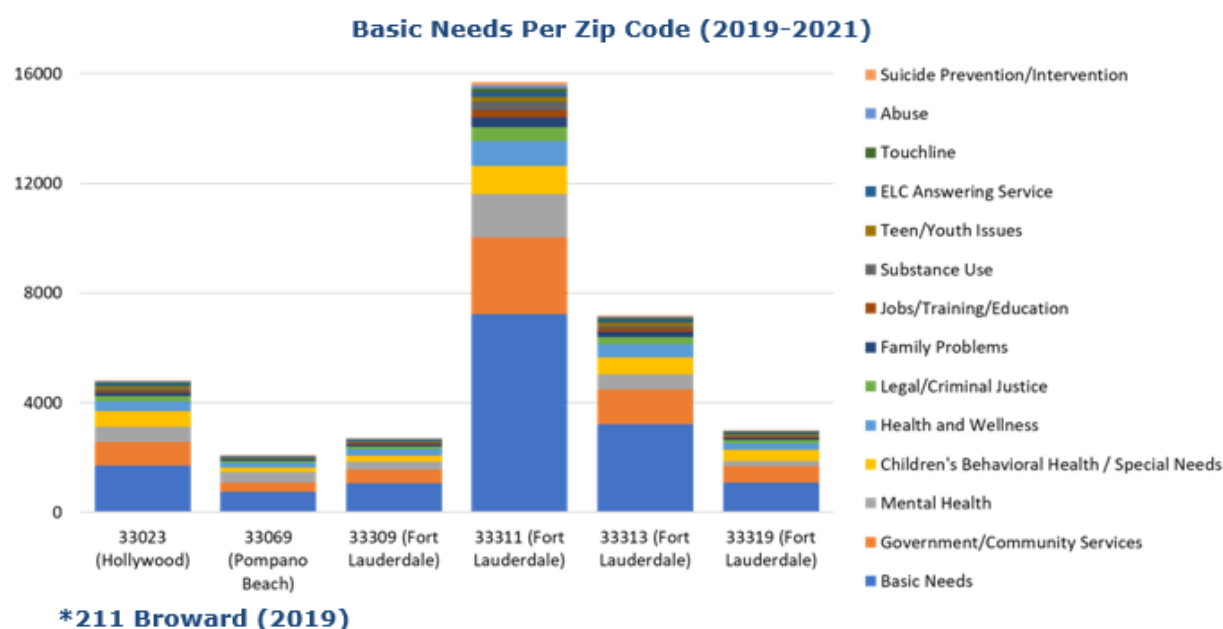
Six zip codes in Broward County stand out, which experience the highest levels of need - 33311, 33313, 33319, 33069, 33023, 33309.

The Prosperity Broward Zip Codes



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. *Economic Mobility*, as is defined by Prosperity Broward, is the ability of an individual, family, or group to improve their economic status.

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; as well as Social Service Needs cases from organizations such as 211 Broward, Hispanic Unity of Florida, United Way of Broward County and Urban League of Broward County.

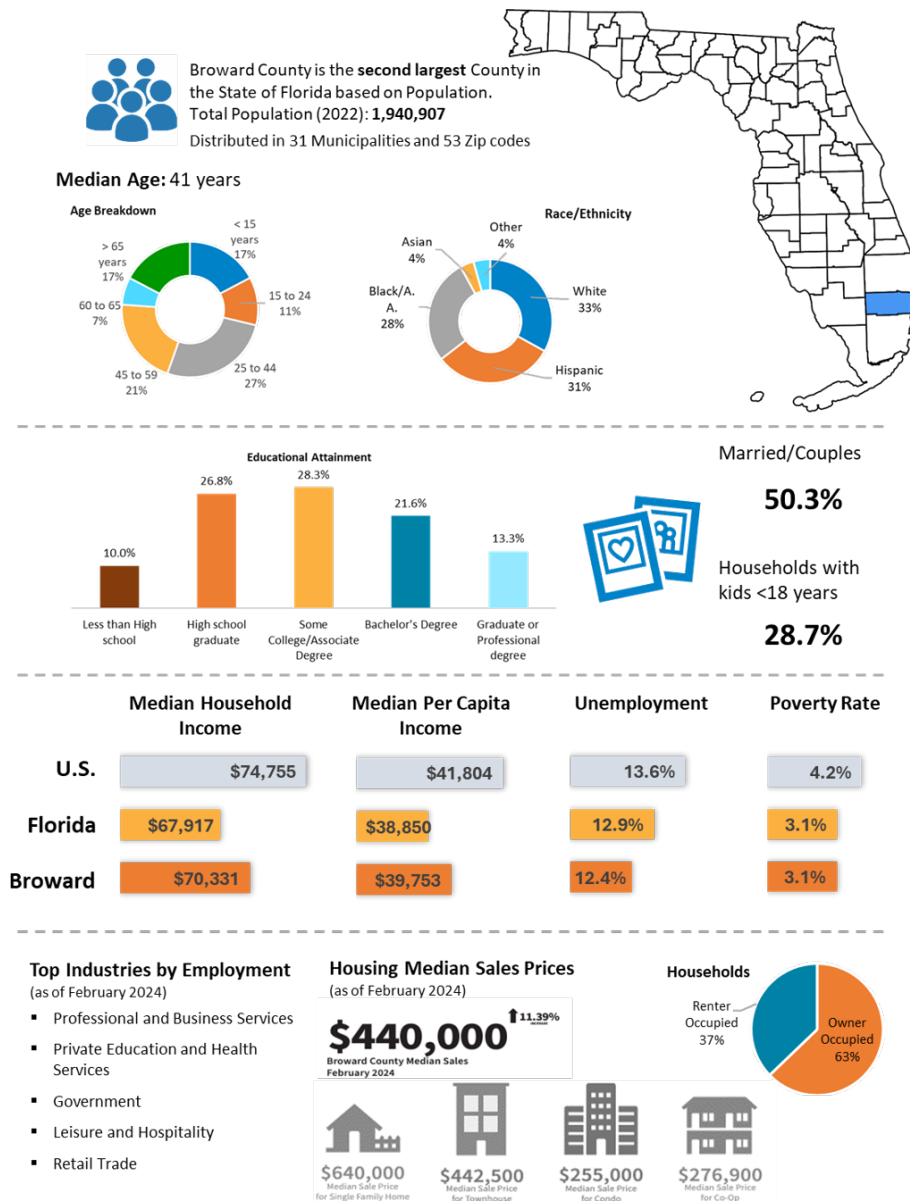


Because of a history of disparities and inequalities going back decades, transportation, home ownership, and other challenges have created generational cycles of poverty in the challenged zip codes. For example, these communities have median income levels that are lower than the county’s median. Additionally, 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.

"America's poor also have little social mobility. If you are born poor today, you are likely to die poor. As many as 100 million young Americans are faring worse economically today than their parents did at their age. Hope withers without seeds of opportunity. The American Dream needs renewal from a place of possibility. It cannot abide shrinking from a place of fear."

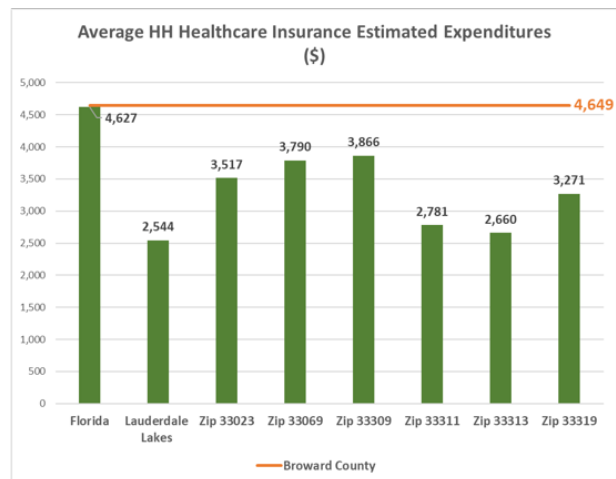
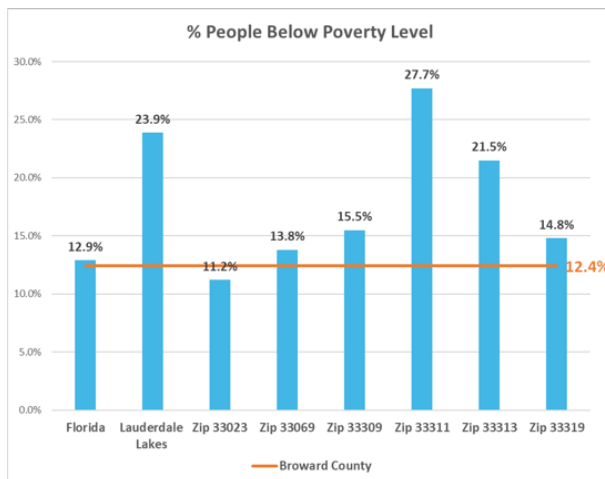
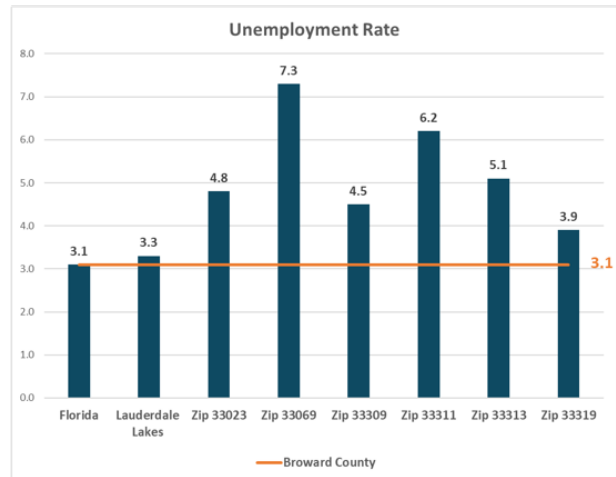
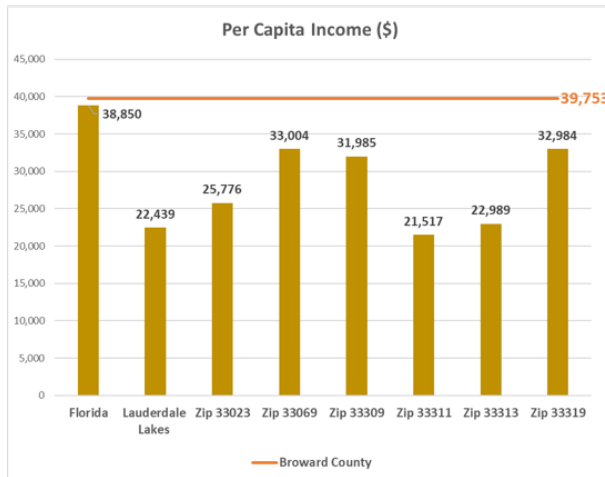
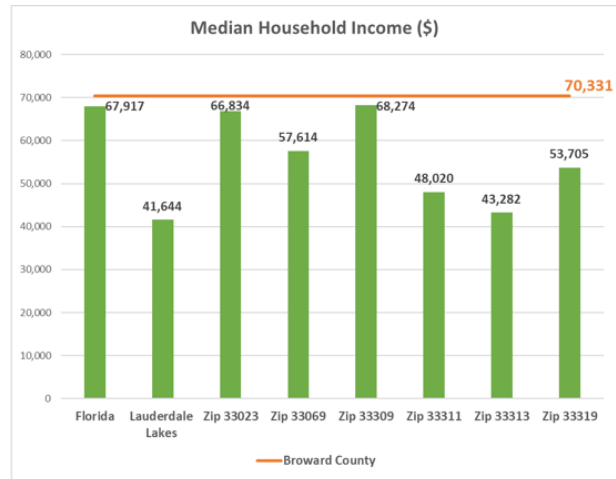
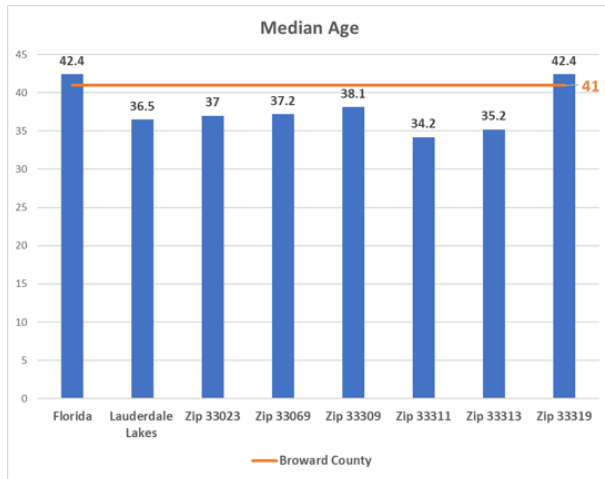
-Jacqueline Novogratz, Founder and CEO, Acumen

Poverty in Broward County: What does the data say today?



Sources: US Census Bureau ACS 5-year estimates 2018-2022; Broward County Property Appraiser February 2024, Florida Commerce March 2024 Release

Broward County's Prosperity Zip Codes: What does the data say today?



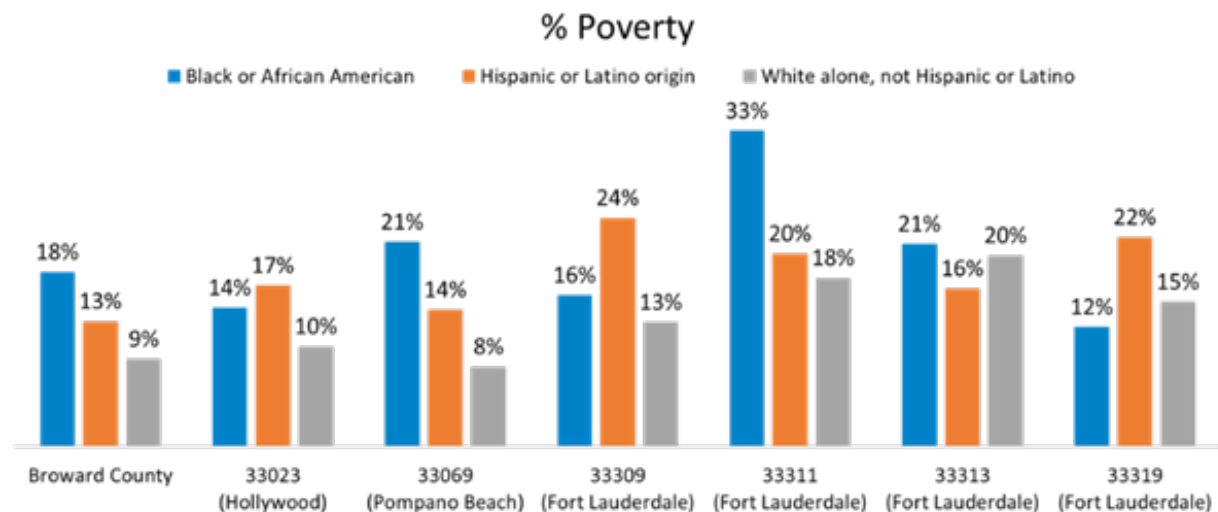
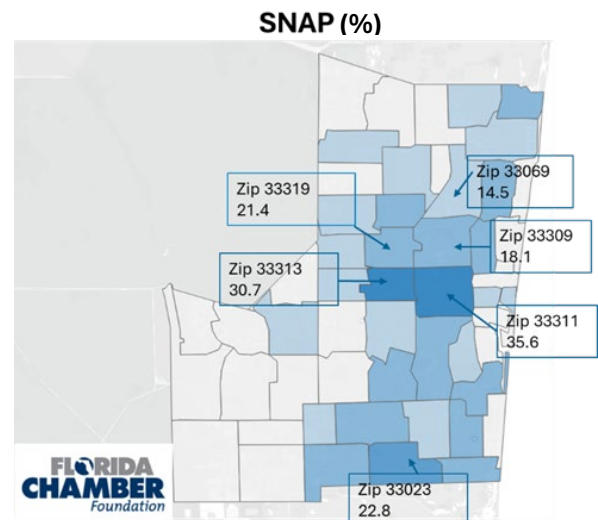
Systemic Change is the Ultimate Success Indicator

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, systemic change would improve 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.



Source: Census Data from ACS 5-year data as of 2019

	Zip 33023	Zip 33069	Zip 33309	Zip 33311	Zip 33313	Zip 33319
% Diabetes	13.6%	12.7%	12.4%	18.6%	15.7%	15.0%
% Obesity	35.0%	30.7%	33.6%	40.6%	38.0%	33.2%
14+ Poor Mental Health Days	17.80%	16.10%	17.60%	21.20%	20.10%	16.30%

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.

The Lauderdale Lakes Economic Mobility Project

Turning the Paradigm on its Head

Often, we see leaders and organizations making decisions with their 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.

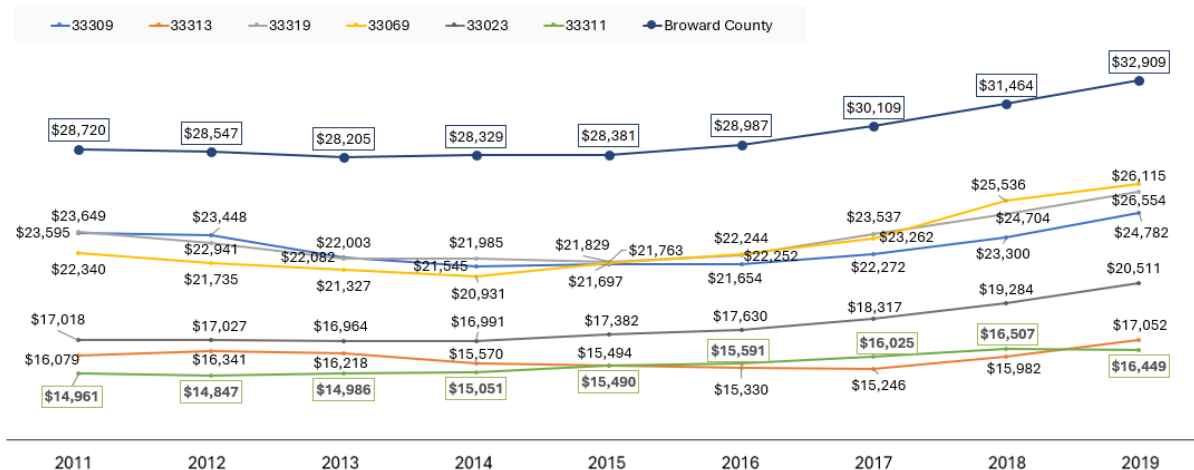
To do this, we needed to identify the community with which we would partner.

The Prosperity Variables

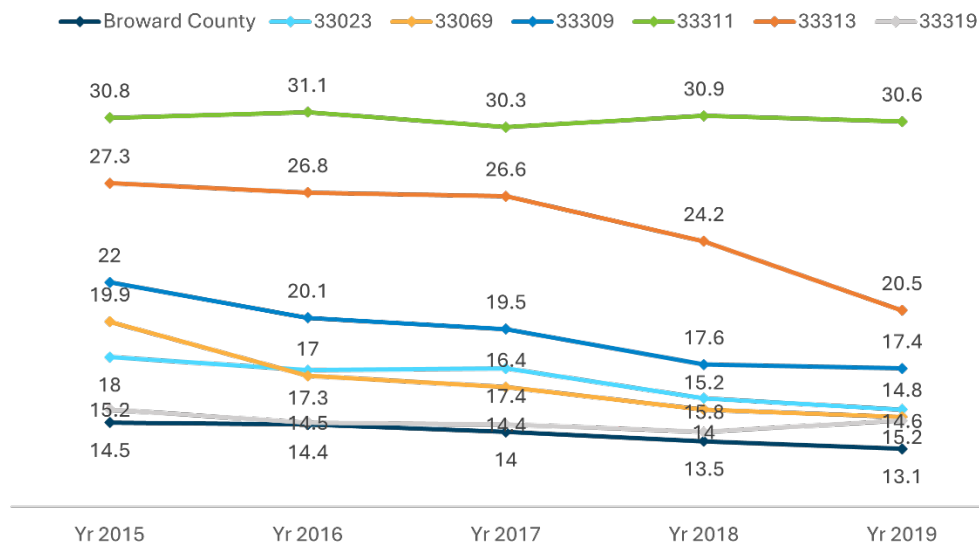
When deciding on which area of the county, time resources, and efforts should be concentrated to affect economic mobility in our communities of greatest need, the Prosperity Broward leadership with the help of its Data Working Group, identified the following variables as criteria for their decision making:

- ✓ **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.

2015-2019 Per Capital Income by zip code

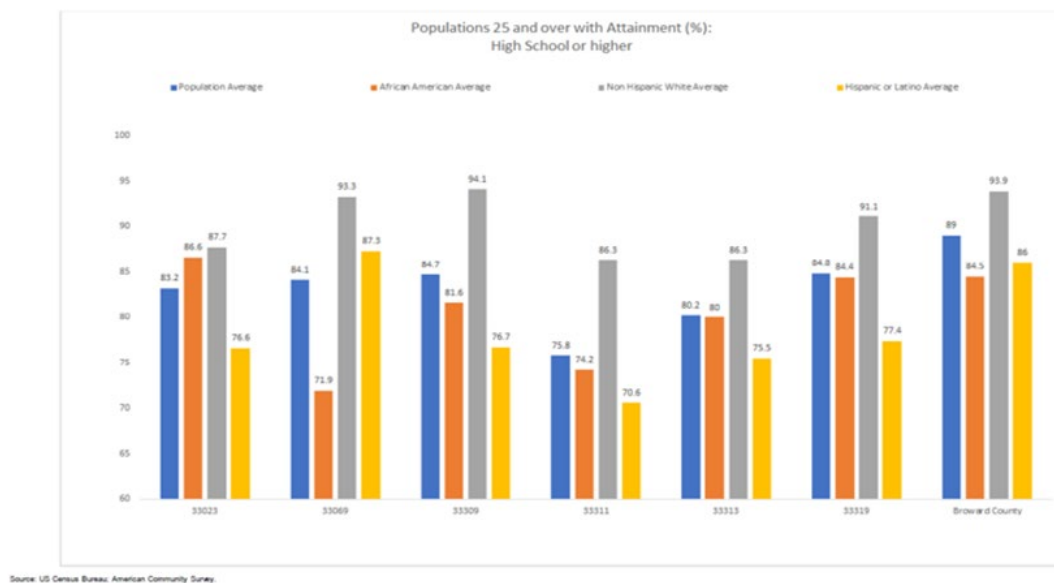


- ✓ **Poverty rate** – the ratio of the number of people (in each age group) whose income falls below the poverty line.



- ✓ **Educational attainment** (HS diploma) – All individuals over the age of 25 who have graduated from High School or hold a GRE degree.

Broward County: 2019 Educational Attainment by Race/Ethnicity



- ✓ **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	\$26,115	\$24,782	\$16,449	\$17,052	\$26,554
	Growth	Growth	Growth	Flat	Growth	Growth
Poverty rate	15%	15%	17%	31%	21%	15%
	Slow drop	Slow drop	Slow drop	Flat	Steep drop	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, Lauderhill, & 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.

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.

	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%

	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: ACS 5 – Year Estimates.

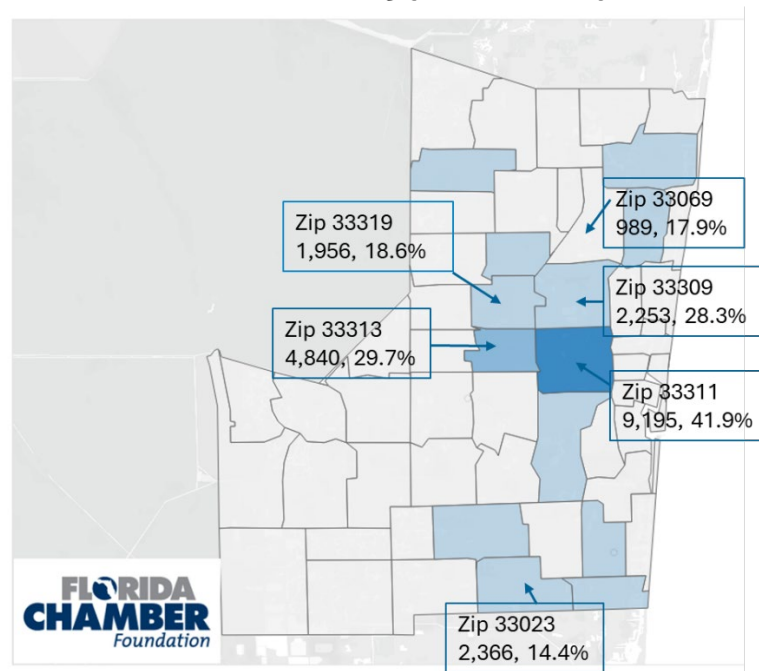
See Appendix A “Lauderdale Lakes Single Mothers Data” for additional research.

Creating a Plan with the Community

Addressing Inequity at its Core

Broward County, home to a diverse population and a dynamic economy, faces distinct challenges that impede the economic mobility of its residents, particularly in certain zip codes and among BIPOC (Black, Indigenous, and other people of Color) communities. The issue of children living in poverty is especially pronounced in zip code 33311, which has the dubious distinction of leading the state of Florida in this regard. This statistic is not just a number but a reflection of the systemic barriers that prevent families from accessing the opportunities they need to thrive.

Childhood Poverty (Number & %)



The county's six high-unemployment zip codes, which house significant BIPOC populations, are markedly under-resourced and less developed compared to their neighboring communities. This discrepancy highlights a broader issue of inequality that affects access to essential services, quality education, and gainful employment.

Despite Broward County's relatively low unemployment rate, a surprising paradox exists. Employers across various sectors report difficulties in finding workers. This discrepancy points to a misalignment between the skills possessed by the local workforce and those

demanded by employers, as well as potential barriers to employment such as childcare, transportation, and housing affordability.

VEHICLES AVAILABLE	U.S.	Florida	Broward County	Lauderdale Lakes	33023	33069	33309	33311	33313	33319
Occupied housing units	125,736,353	8,353,441	741,973	12,984	21,052	11,719	13,810	24,694	21,950	20,966
No vehicles available	8.30%	6.00%	6.90%	13.20%	6.40%	9.20%	7.30%	12.10%	13.60%	10.60%
1 vehicle available	32.60%	38.70%	40.30%	49.20%	31.80%	54.90%	38.10%	42.80%	48.70%	49.60%
2 vehicles available	37.00%	38.40%	37.00%	24.70%	34.70%	28.50%	38.20%	27.80%	25.30%	28.10%
3 or more vehicles available	22.10%	16.90%	15.80%	12.80%	27.10%	7.40%	16.40%	17.30%	12.50%	11.70%

U.S. Census Bureau. "Selected Housing Characteristics." American Community Survey, ACS 5-Year Estimates Data Profiles, Table DP04, 2022.

See Appendix B – “Additional Inequity Information” for data on additional potential barriers.

The Need for a Community Action Plan

To tackle these multifaceted challenges, the Greater Fort Lauderdale Alliance launched the Economic Mobility – Prosperity Broward initiative, with a focused pilot project in Lauderdale Lakes. Prosperity Broward aims to bridge the gap between under-resourced communities and the broader economic opportunities available within the county. By convening community partners and residents, the initiative seeks to co-create a community action plan dedicated to enhancing economic mobility. This plan includes targeted strategies to improve access to quality education, healthcare, affordable housing, and workforce development programs, as well as efforts to streamline connections between job seekers and local employers.

The pilot project in Lauderdale Lakes serves as a critical component of a larger statewide effort to ensure economic prosperity is accessible to all Floridians, regardless of their zip code.

By addressing the root causes of economic disparity and leveraging the strengths and resources of the community, Prosperity Broward contributes to the Florida Chamber Foundation's goal of creating a path to prosperity across the state. This endeavor not only aims to lift individuals and families out of poverty but also to build a more resilient, inclusive, and thriving economic ecosystem for future generations. Through collaboration, innovation, and a commitment to equity, the Economic Mobility-Prosperity Broward project represents a beacon of hope and a model for transformative change.

The Process

In 2023, Prosperity Broward launched a ground-breaking pilot project to increase economic mobility by promoting systemic change through policy and system changes. Working with single mothers from Lauderdale Lakes, community leaders representing nonprofit organizations, private industry, service providers, and public organizations we implemented the following process:



Figure 1 Prosperity Broward Meeting – Establishing Guiding Values

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.

Our Co-Researchers – The Mothers of Lauderdale Lakes

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.



Figure 2 Lauderdale Lakes Mayor Veronica Edwards Philips

Lauderdale Lakes Pilot Participant Flyer – 2022



Single Mothers – We want to hear about your experiences with getting high-wage jobs.

Help Prosperity Broward learn about your experience to inform programs and policies that will improve residents' access to better economic opportunities. All shared information is confidential.

FREE Gift Cards

FREE Grocery & Meal Boxes

Location: Lauderdale Lakes Educational and Cultural Center
3580 W Oakland Park Blvd, Lauderdale Lakes, FL 33311

December 13, 14, & 15 2022
5 PM – 6 PM



Urban League of Broward County

BROWARD COLLEGE



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 residents in finding ways to create better policies and practices that lead to economic mobility. After engaging the community and obtaining feedback from residents and community partners, the action plan provided 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 by a city, county, organization, 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 including 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.

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.

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.



greater
fort lauderdale
alliance | broward county
Life. Less taxing.



Community Engagement Plan

Understanding Resident Needs and Building Ownership

Resident engagement is key to unlocking economic mobility in a community. Residents have firsthand experience with the challenges they face, such as limited access to job training, childcare, or affordable transportation. By actively listening to their stories and concerns, we can identify these barriers to economic advancement. This insider perspective is invaluable for crafting effective solutions that truly address community needs.

Resident engagement goes beyond just understanding needs; it empowers the community. When residents feel their voices are heard and valued, they become more invested in the solutions. This fosters a sense of ownership and accountability, leading to greater buy-in and a higher chance of success for any implemented programs. Residents are stakeholders, not just recipients, of economic mobility initiatives.

Community Engagement Plan in Action

The Community Engagement Plan successfully engaged three crucial groups to understand the current landscape, identify needs, and solicit improvement suggestions. These groups included residents, service providers, and employers.

Residents participated in Level Setting Sessions and city-hosted events. These sessions focused on understanding the barriers hindering their economic mobility, the services that were most helpful, and their vision for positive changes within the community.

Service providers participated in one-on-one interviews. These interviews explored what was working well for them, their ability to reach the target population, and any challenges hindering their clients' success.

Employers were engaged through surveys distributed in collaboration with local chambers of commerce and business groups. The surveys focused on the skills required for entry-level positions, potential career advancement opportunities within companies, and the availability of living-wage jobs.

Emerging Themes



At the conclusion of the Community Engagement Plan, six themes emerged as some of the biggest barriers identified by residents, employers, and service providers.

These include:

1. The difficulty of navigating the system of care knowing about all the resources our partners have to offer.
2. Facing a system where residents are discouraged from pursuing higher wages because of loss in benefits.
3. The need for living wage jobs that have a low barrier to entry.
4. Helping employers attract more talent by rethinking HR practices.
5. The need for standards, guidelines, and accountability mechanisms among partners to improve community outreach and services.
6. Make basic needs readily available and accessible to residents.

1. Navigating the System of Care

Navigating the system of care presents a formidable challenge for many residents, characterized by a complex maze of services, eligibility criteria, and bureaucratic processes. This complexity often results in confusion, frustration, and a sense of helplessness among those seeking assistance.

The lack of clear, accessible information and guidance exacerbates the difficulty, leaving individuals and families struggling to access the support they need. Moreover, the system's one-size-fits-all approach fails to account for the diverse needs and circumstances of community members, further hindering their ability to benefit from available resources.

Simplifying access to care, enhancing transparency, and tailoring services to meeting individual needs are critical steps toward overcoming these obstacles and fostering a more supporting and effective care system.



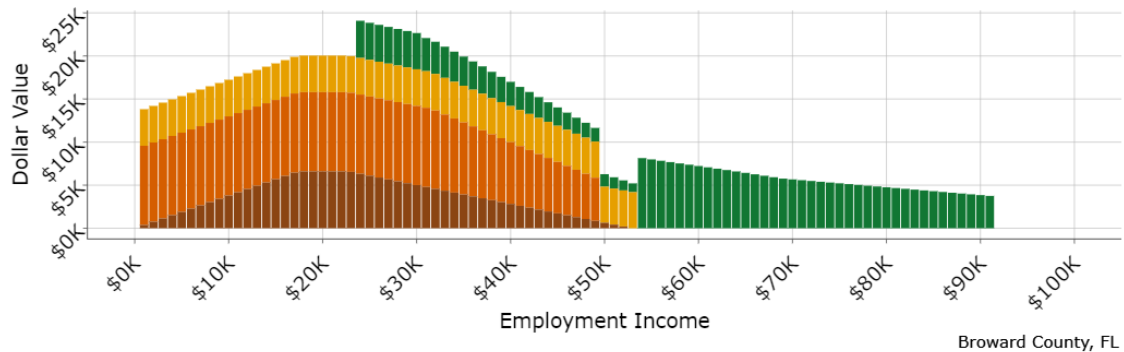
Figure 4 Broward HealthPoint – Mobile Health Unit

2. The Benefits Cliff

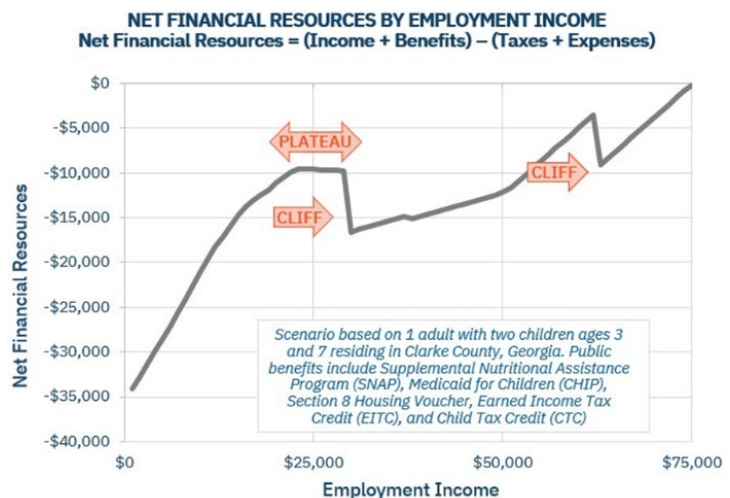
The Benefits Cliff is a phenomenon where individuals or families receiving public assistance face a sudden and significant reduction or complete loss of benefits due to a marginal increase in their income, often from a raise or a new job.

This situation can paradoxically leave them worse off financially than before the increase in income, as the incremental income gain is not sufficient to offset the loss of benefits. It creates a disincentive for economic advancement because individuals may avoid seeking higher wages to prevent losing benefits, effectively being punished for financial improvement.

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



- Program:
- Health Insurance Marketplace Subsidy
 - Medicaid for Children/CHIP
 - SNAP
 - EITC



3. Need for a Living Wage

The lack of awareness about job opportunities and career paths that offer or lead to a living wage is a significant barrier to economic prosperity in the Prosperity Broward zip codes. For example, many residents remain uninformed about the existence of apprenticeships that provide the dual benefits of earning an income while gaining valuable skills and education.

This "Earn while you Learn" concept is crucial for providing pathways to stable, high-paying jobs, yet remains underutilized and underpromoted. Additionally, the scarcity of high-paying job opportunities within the Prosperity Broward zip codes intensifies the challenge of achieving financial independence and economic growth. To remove this barrier, several Opportunity Occupations have been identified. See *Appendix C – "Opportunity Occupations Definition"*.

Opportunity Occupations are crucial as they provide a practical means for promoting economic mobility and prosperity within the Prosperity Broward zip codes. By identifying and supporting these occupations, the goal is to create pathways to financial stability for residents who may not have pursued higher education. By focusing on industries and roles with growth potential and decent wages, the project seeks to foster economic development, reduce inequality, and enhance overall community resilience.

Addressing these challenges requires a concerted effort to enhance job awareness, expand access to apprenticeship programs, and attract high-paying employers to these areas, thereby creating a foundation for sustainable economic development and prosperity for all community members.

4. Rethinking Human Resource Requirements

Employers often overlook the value of lived experience and work ethic, undervaluing them compared to formal educational attainment, especially for entry-level positions. This oversight fails to recognize the resilience, problem-solving skills, and adaptability that individuals gain through their life experiences, which are invaluable assets to any workforce.

Furthermore, the unique challenges and barriers faced by our community members underscore the necessity for job flexibility. Flexible work arrangements are crucial to accommodate the diverse needs of individuals who navigate these obstacles daily. Embracing a more inclusive approach to hiring and job design can unlock the full potential of our workforce, fostering a more resilient and diverse economic environment.

5. A Need for Mutual Accountability

Resident experiences with service providers in the Prosperity Broward zip codes are marked by inconsistency, creating a gap between the needs of the community and the services offered.

The voices of the community members, rich with insight and firsthand experience, frequently fail to reach the decision-makers, resulting in a disconnect that hampers effective community development. Furthermore, there is a noticeable lack of encouragement for feedback, and active pursuit of community input is often missing. This oversight undermines the potential for meaningful engagement and improvement of services, highlighting the critical need for mechanisms that not only welcome but actively seek out and value the feedback and voices of those we aim to serve.

6. Basic Needs that are Available, Accessible and of High Quality

As the cost of living escalates, essential expenses such as housing, childcare, and transportation increasingly burden residents, impeding their ability to pursue opportunities and achieve financial stability. This economic strain is compounded by the lack of fundamental resources in our Prosperity Broward zip codes. Food deserts, the absence of non-predatory financial services, and limited access to healthcare further intensify the challenges faced by residents. These conditions not only affect the immediate well-being of individuals and families but also limit their long-term potential for economic advancement and improved quality of life. Addressing these issues requires a comprehensive approach that ensures access to affordable living essentials and fundamental resources, paving the way for a more equitable and prosperous future for all community members.

The Community Action Plan Recommendations

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.

The Community Action Plan stemmed from a pivotal workshop question: "Given the information collected from residents, employers, and service providers through the Community Engagement Plan, what changes are needed within organizations and at the policy and system level to make it easier for Lauderdale Lakes residents to achieve economic mobility?"

This question spurred the Community Action Board to generate over 35 actionable proposals aimed at bolstering economic advancement. These evolved into six overarching focus areas, ultimately expanding to include a total of 51 recommendations to drive economic mobility within the community. They are as follows.



Figure 5 Community Action Board Meeting in Lauderdale Lakes

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.

Focus Area #1 – RECOMMENDATIONS

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.

Focus Area #2 – RECOMMENDATIONS

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.
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 employees.
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.

THE BENEFITS CLIFF

A key part of the Federal Reserve Bank on Atlanta's Advancing Careers initiative is to understand how Benefits Cliff interacts with workforce development career pathways. Will the income gains associated with a higher- paying career outweigh the loss of public assistance in the short term, medium term, and long term? Or will Benefits Cliff create financial barriers that inhibit economic mobility?

Due to the complexity of public assistance programs, workers often struggle to understand the timing and magnitude of benefits loss. This uncertainty, coupled with economic insecurity, can prevent individuals from seeking or accepting opportunities for career advancement.

CLIFF SNAPSHOT

The CLIFF Snapshot compares a client's current financial situation to alternative scenarios. Counselors can help clients better understand how an increase in wages, additional hours worked, or participation in public assistance programs may better position them for financial stability.

[USE THE TOOL](#)

https://emar-data-tools.shinyapps.io/cliff_snapshot_demo/

CLIFF DASHBOARD

The CLIFF Dashboard details the long-term financial implications of a new career. The Dashboard shows income and public assistance over a 20-year-plus horizon. The Dashboard also includes a minimum household budget that identifies the estimated level at which after-tax income will position a worker to cover basic expenses.

[USE THE TOOL](#)

https://emar-data-tools.shinyapps.io/cliff_dashboard_demo/



Federal Reserve
Bank of Atlanta

The Federal Reserve Bank of Atlanta is interested in Benefit Cliffs because they can be a barrier to economic mobility for low-income families.

38%

of workers declined or delayed job promotion because of loss of government assistance.

Alabama March 2021 PULSE Survey

72%

of Florida's workforce leaders have said that they have struggled to find qualified talent in the past year.

33%

of businesses found that some employees would not accept jobs due to potential loss of benefits.

Florida Chamber Foundation Survey, 2021

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.

Focus Area #3 – RECOMMENDATIONS

1. Map training and education available in Lauderdale Lakes to fulfill Opportunity Occupations. See *Appendix D – “Opportunity Occupations List”*
2. Develop a pipeline strategy with residents who are potential employees, training/education providers, and employers.
3. Prepare at least 3 employees to participate in the 12-month pilot program.
4. Implement the pipeline strategy engaging at least 3 employees 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 Foundation's adoption of zip codes and neighborhoods by companies in the private sector.

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.

Focus Area #4 – RECOMMENDATIONS

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 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.

Focus Area #5 – RECOMMENDATIONS

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 to that time and opportunities are afforded between both.
6. Encourage and facilitate a mechanism where service providers can 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 Foundation'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.

Focus Area #6 – RECOMMENDATIONS

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.

See Appendix E – “Supplemental Information About the Project” for additional information.

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

Everyone has a role to play. Everyone can help our community build a more inclusive and prosperous economy. For more information visit, www.ProspertyBroward.org.



Figure 5 Members of YMCA South Florida, Lauderdale Lakes, and Greater Fort Lauderdale Alliance

Partners Involved in the Pilot Project

What is the Composition 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 nonprofits 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 (at the time of study)

- 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

Employment & Health Navigators

The Lauderdale Lakes Economic Mobility project empowered 25 residents as subject matter experts. By sharing their experiences, they helped identify the roadblocks hindering economic mobility in their community. Their valuable insights also shaped the recommendations that form the foundation of the Community Action Plan.

To ensure ongoing support, a partnership was forged with the YMCA of South Florida. This collaboration extends a helping hand to both the original 25 residents and future participants on their journeys toward economic success.

The YMCA's team of Health and Employment Navigators is a unique asset. These community residents, trained and equipped to assist their peers, act as guides through the complex network of available services and employers. But their role goes beyond introductions. Navigators accompany residents to meetings with service providers and follow up with both parties to ensure continued progress.

This project underscores the critical importance of case management and a strong support system. Traditionally, case management has been siloed within individual organizations. Here, we're exploring a new model – a holistic approach that complements organization-specific support with the guiding presence of a dedicated navigator. This ensures residents can fully leverage available resources and opportunities.

The initiative's success is evident.

Since March 2024, the YMCA's Navigators have empowered over 30 residents. Many have secured employment, while others are pursuing training and upskilling programs to reach their career goals of earning a living wage.



the YMCA **EMPLOYMENT & HEALTH NAVIGATION PROGRAM**

GET HELP FINDING EMPLOYMENT & REACHING YOUR GOALS

WE PROVIDE:

- ▶ Employment Navigation
- ▶ Help with your resume & job search
- ▶ Build your confidence to get dream job
- ▶ Mock interviews
- ▶ Connection to Resources

WHO QUALIFIES?
Women residing in Lauderdale Lakes, who are motivated and seeking employment.

WHAT'S THE COST?
FREE to all Participants

For more information and to sign up, reach out to:
Theonna Falu, Community Health Worker
Call: 954.998.6521
Email: tfalu@ymcasouthflorida.org

LA LEE YMCA/MIZELL COMMUNITY CENTER
1409 Sistrunk Blvd., Ft. Lauderdale, FL 33311
954.467.2444 • ymcasouthflorida.org

Tools & Resources

Numbers can tell a story. The data and tools below emphasize why we must continue to build a more inclusive economy in Broward County.

Explore the data and be inspired to take action.

211 Broward – [Needs by Zip Code](#)

Using 2-1-1 Counts, you'll find a snapshot of community-specific needs displayed by zip code, region, or helpline center as recently as yesterday, enabling you to easily check trends and make comparisons.



Federal Reserve Bank of Atlanta – [The Benefits Cliff](#)

Benefit Cliffs are a barrier low-income families may face when working to improve their economic mobility. A "Cliff" occurs when career advancement puts a family above the income eligibility threshold for public assistance and the family is financially worse off than before the wage increase.



Federal Reserve
Bank of Atlanta

Florida Chamber of Commerce – [The Florida Gap Map](#)

The Florida Chamber's Gap Map is the nation's first root cause analysis tool aimed at supporting Florida leaders in securing the path to prosperity in every Florida zip code.



Hispanic Unity of Florida – [The State of Hispanic & Immigrant Broward](#)

The State of Hispanic and Immigrant Broward report provides an analytical framework to advance racial equity in Broward County by identifying challenges & opportunities facing Hispanic and immigrant families.



United Way of Broward – [ALICE Reports](#)

ALICE refers to the population in our communities that is Asset Limited, Income-Constrained, and Employed. These neighbors are living paycheck to paycheck.



Urban League of Broward County – [The State of Black & Brown Broward](#)

Created by the Urban League of Broward County, the State of Black Broward provides an opportunity to reflect on how the story of Black Broward has unfolded over the decades and where we stand now as we plan for a more diverse, equitable, and inclusive future.



Urban League of
Broward County

Reports can be found on: <https://prosperitybroward.org/reports-%26-data-1>

Appendix A – Lauderdale Lakes Single Mothers Data

Single Mothers Snapshot

Lauderdale Lakes, Florida

1

4% of the city population*

As of 2019, there were 1,447 single mothers with children under 18 years old.

Median income was 50% less than the city median income

Lauderdale Lakes Single Mothers: \$20,474
Lauderdale Lakes: \$42,716
County Single Mothers: \$33,551
County: \$71,206

3

2

~60% with children between 5 and 17 years old

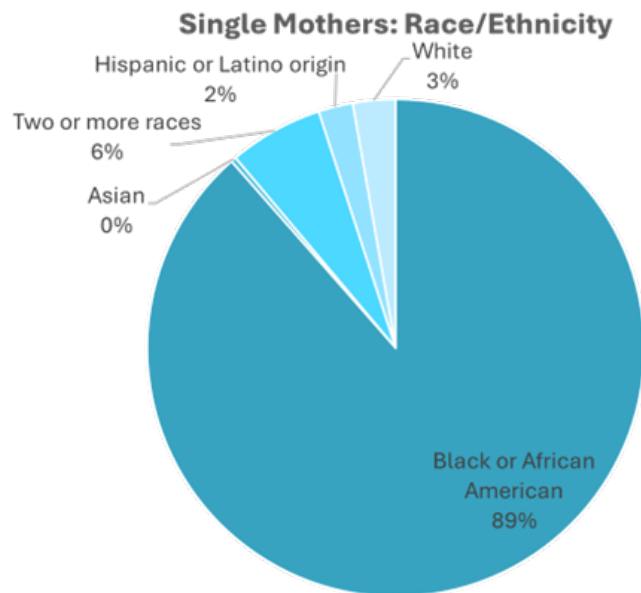
15% under 5 years old
28% under 5 years and 5 to 17 years
Average of 2.4 children per household

Household Ownership

Single Mothers: 89% rent (62% city and 46% county)

4

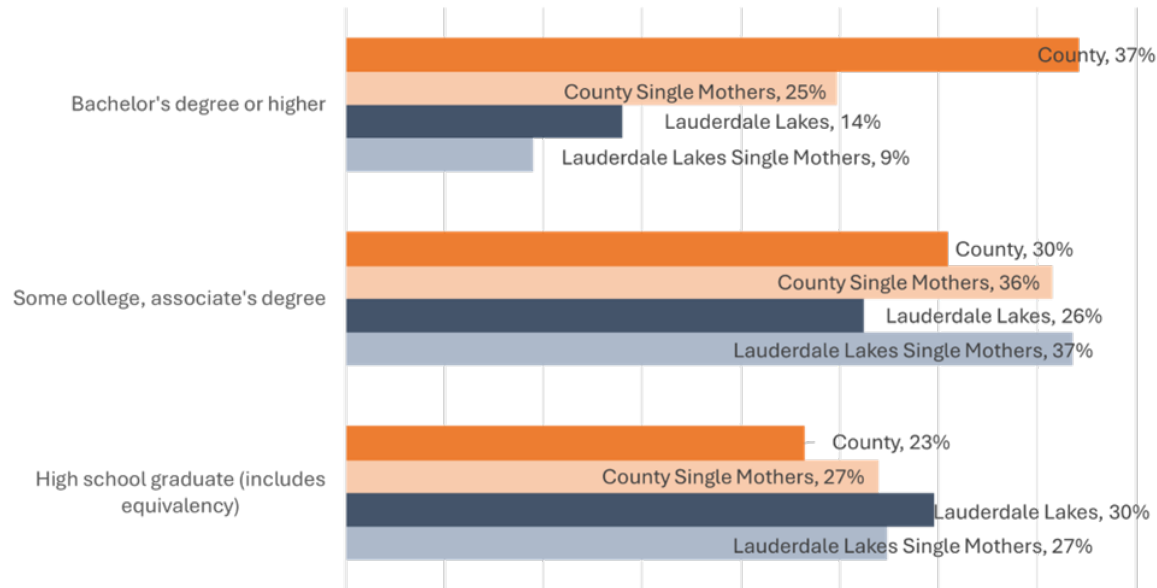
*As of 2019, the City of Lauderdale Lakes population was 35,606.



It includes all Single Mothers in the city of Lauderdale Lakes. There is a total of 2,672 single mothers in the city. Out of this group, 1,447 single mothers have children under 18 years old.

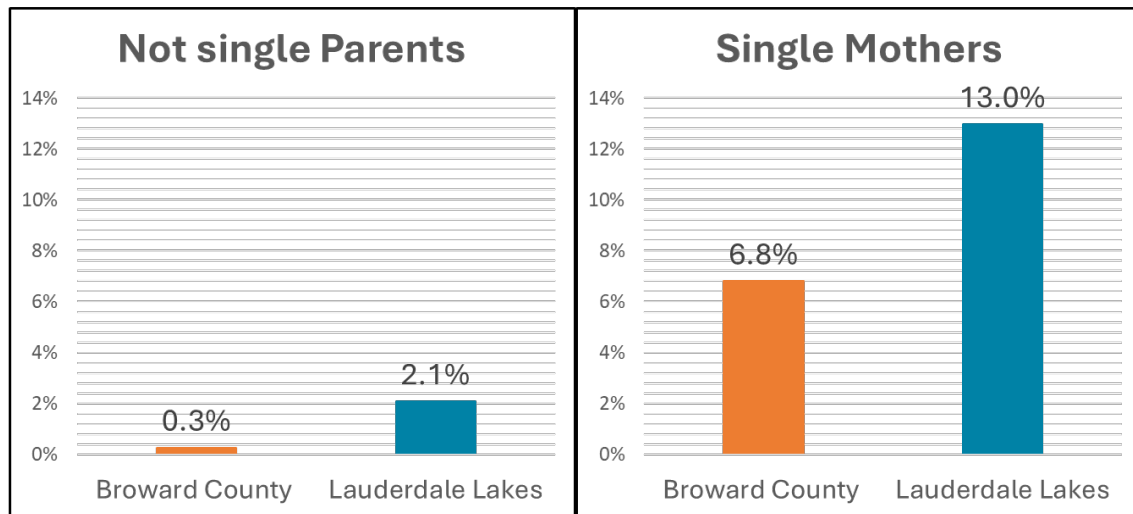
Source: American Community Survey, 5-year estimates.

Education Attainment



Source: American Community Survey, 5-year estimates.

Unemployment Rate



Source: American Community Survey, 5-year estimates.

Poverty Rates

Family Composition/Geography	Lauderdale Lakes, FL		Broward County, FL	
	Single Mothers	Lauderdale Lakes	Single Mothers	Broward County
Proportion of Single mother in Poverty	47%	27%	29%	14%
With Related Children of Householder under 5 years in Poverty	62%	35%	33%	13%
With Related Children of Householder under 5 years and 5 to 17 years in Poverty	67%	40%	45%	22%
With Related Children of Householder 5 to 17 years in Poverty	34%	20%	24%	12%

Source: American Community Survey, 5-year estimates.

Appendix B – Additional Inequity Information

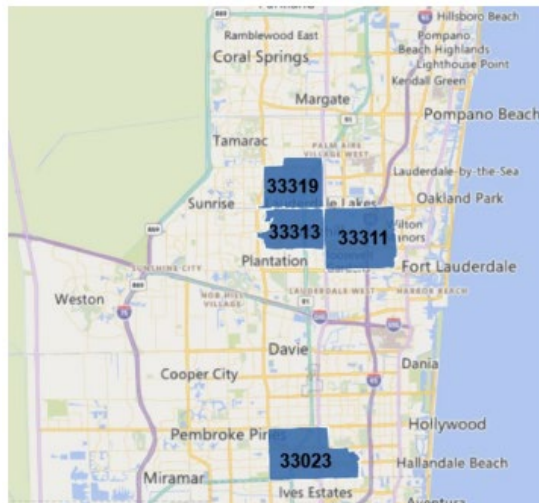
Transportation Disadvantaged individuals have a serious barrier to employment and economic mobility and jobs that will provide income and benefits. Most of Broward County's workers drive to work because public transportation headways are long, and routes do not offer direct connections to where the jobs are.

Sources: U.S. Census Bureau, American Community Survey; Bureau of Economic and Business Research (BEBR)

TABLE 10 GENERAL TD POPULATION FORECAST

General TD Population Forecast Estimates	2022	2023
Non-elderly/disabled/low income	29,886	30,062
Non-elderly/disabled/not low income	82,573	83,058
Elderly/disabled/low income	15,447	15,538
Elderly/disabled/not low income	85,298	85,799
Elderly/non-disabled/low income	21,330	21,455
Elderly/non-disabled/not low income	154,702	155,611
Not elderly/non-disabled/low income	217,680	218,958
Total General TD Population	606,917	610,481
Total Population	1,893,917	1,905,041

Fetal and Infant Mortality – 2021 Florida Health Report – four of the six Prosperity Broward zip codes represent those with the highest rates and counts of fetal death, infant mortality, and preterm birth in 2021 in Broward County.



	Fetal Mortality		Infant Mortality		Preterm Birth	
Zip Code	Count	Rate	Count	Rate	Count	Rate
33023	5	6.4	9	12.0	100	12.8%
33311	11	11.0	12	11.8	158	16.0%
33313	12	13.9	8	9.0	128	15.1%
33319	5	8.3	5	8.7	75	12.6%

* Fetal Mortality rate is per 1,000 deliveries

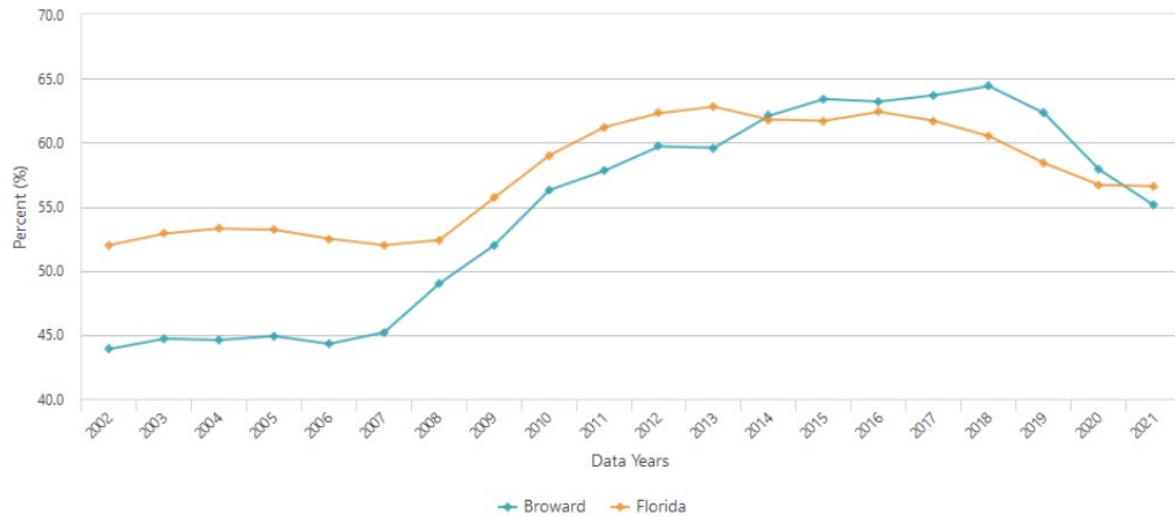
* Infant Mortality rate is per 1,000 live births

* Preterm Birth rate is percentage of births in zip code

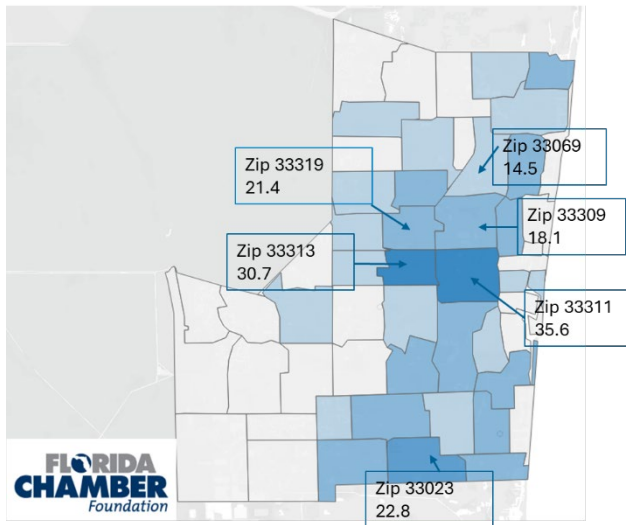
Source: <https://browardhsc.org/wp-content/uploads/2023/04/Revised-2021-FIMR-Annual-Report.pdf>

Between 2014 & 2019, over 60% of Broward County children in public schools were eligible for **free or reduced-price lunch**. As of 2021, the rate has decreased, but it is still more than half the total of children enrolled in public schools.

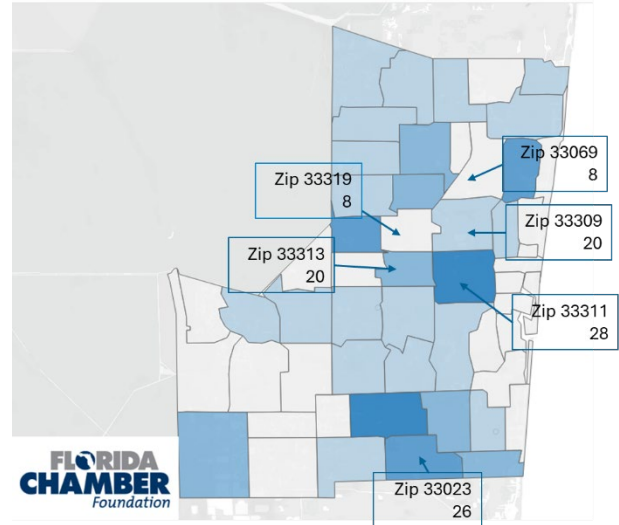
Elementary School Students Eligible for Free/Reduced Lunch, Single Year



SNAP



VPKS



Appendix C – Opportunity Occupations Definition

Opportunity Occupations are occupations that are generally accessible to workers without a bachelor's degree and that pay more than the national median wage adjusted for local cost-of-living differences. They offer economic opportunity for middle-skilled workers—those who have finished a high school degree but have not completed college—and for workers in certain occupations who do not have a high school degree.

For the Pilot project, the data working group adopted the following criteria:

Median Wage:

- National median wage - \$ 45,760
- Florida median wage - \$ 37,920
- South Florida median wage - \$38,670

Minimum median wage used - \$37,920.

Number of Jobs: At least 50 positions

Employment growth & Educational Level

- Occupations with negative or no growth were excluded.
- The employment growth range used was defined by educational level.
- Number of jobs added.
- Educational Level:
 - **Associate degree:** 5-Year growth rate ranges from -0.1% to 3.7% - Criteria: Expected to add at least 50 jobs added in the next 5 years and growth rate of at least 1%.
 - **High School:** 5-Year growth rate ranges from -3.7% to 4.9% -Criteria: Expected to add at least 10 jobs per year and growth rate of at least 1%.
 - **No Education:** 5-Year growth rate ranges from -2.3% to 7.6% - Criteria: Added at least 30 jobs in the next 5 years and growth rate of at least 1%.
 - **Non-degree:** 5-Year growth rate ranges from -1.6% to 4.9% -Criteria: Expected to add at least 35 jobs in the next 5 years and growth rate of at least 1%.
 - **Some college, No degree:** 5-Year growth rate ranges from -1.7% to 3.3% - Criteria: Expected to add at least 25 jobs in the next 5 years and growth rate of at least 1%.

Sources: Opportunity Jobs – Jobs EQ as of 2021Q4; Median Wage – Bureau of Labor Statistics - Occupational Employment and Wage Statistics (OEWS) Survey, May 2021 estimates.

Opportunity Occupations offer a compelling path towards economic mobility for many. These jobs fill a crucial gap – they don't require a four-year degree but provide a decent living wage, often exceeding the national median. This makes them ideal for individuals seeking financial security without the time or resource commitment of a lengthy college education.

Here's why promoting Opportunity Occupations is beneficial:

Accessibility: By definition, these careers are attainable for a wider range of candidates. People who may not have the chance or finances for a four-year degree can still enter well- paying fields.

In-demand Skills: Opportunity Occupations often address crucial needs in the workforce. These jobs focus on developing specific skills that are highly sought after by employers. From healthcare technicians to paralegals, these positions keep essential industries running.

Earning Potential: The beauty of Opportunity Occupations lies in their ability to offer competitive wages. Earning above the national median wage allows individuals to support themselves and their families, build a secure future, and participate more fully in the economy.

Pathway to Advancement: Many Opportunity Occupations offer opportunities for growth. With experience and additional training, individuals can climb the career ladder within their chosen field.

In Broward County, there are many Opportunity Occupations available to empower individuals to take charge of their economic futures. Many of these are found in our target industries such as Aviation, Marine Technology, Life Sciences, as well as with all sorts of developments which contribute to the overall growth of our community. Examples include aviation and marine mechanics/technicians, Licensed Nurse Practitioners, Port Everglades cargo and logistics technicians, as well as welders, electricians, and more. By highlighting these accessible and rewarding career paths, we can help bridge the gap between education and financial stability, fostering a more inclusive workforce and a stronger local economy.

Appendix D – Opportunity Occupations List

OPPORTUNITY OCCUPATIONS IN BROWARD COUNTY

Transportation

Opportunity occupations are positions generally accessible to workers without a bachelor's degree and pay more than the Florida median wage (\$37,920 in 2022).*

*Data Sources
Opportunity Jobs - Jobs EQ as of 2021Q4
Median Wage - Bureau of Labor Statistics - Occupational Employment and Wage Statistics (OEWS) Survey, May 2021 Estimates.

Airport Service Worker

Flight Attendants	\$57,500
Aircraft Mechanics and Service Technicians	\$70,600
Aircraft Cargo Handling Supervisors	\$72,800
Commercial Pilots	\$102,400
Airfield Operations Specialists	\$46,000
Avionics Technicians	\$49,000



Technician

Machinists	\$44,900
Captains, Mates, and Pilots of Water Vessels	\$51,800
Motorboat Mechanics and Service Technicians	\$54,700
Transportation, Storage, and Distribution Managers	\$94,300
Bus Drivers, Transit and Intercity	\$40,100
Cargo and Freight Agents	\$41,100



**BROWARD
COLLEGE**

**greater
fort lauderdale
alliance**
broward
county
Life. Less taxing.



Federal Reserve
Bank of Atlanta

**CareerSource
BROWARD**

**greater
fort lauderdale
alliance**
broward
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Life. Less taxing.



**Prosperity
BROWARD**
A Six Pillars Broward Program

OPPORTUNITY OCCUPATIONS IN BROWARD COUNTY

Legal Support, Hospitality, and Communications

Opportunity occupations are positions generally accessible to workers without a bachelor's degree and pay more than the Florida median wage (\$37,920 in 2022).*

*Data Sources

Opportunity Jobs - Jobs EQ as of 2021Q4

Median Wage - Bureau of Labor Statistics - Occupational Employment and Wage Statistics (OEWS) Survey, May 2021 Estimates.

Legal Support

Court, Municipal, and License Clerks \$42,800

Paralegals and Legal Assistants \$54,600



Hospitality

Chefs and Head Cooks \$49,700

Food Service Managers \$54,100



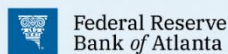
Communications

Media and Communication Workers \$44,500

Audio and Video Technicians \$47,100

Public Safety Telecommunications \$54,600

Lighting Techs & Communication Equipment Workers \$71,000



OPPORTUNITY OCCUPATIONS IN BROWARD COUNTY

Healthcare

Opportunity occupations are positions generally accessible to workers without a bachelor's degree and pay more than the Florida median wage (\$37,920 in 2022).*

*Data Sources

Opportunity Jobs - Jobs EQ as of 2021Q4

Median Wage - Bureau of Labor Statistics - Occupational Employment and Wage Statistics (OEWS) Survey, May 2021 Estimates.

Medical Field

Occupational Therapy Assistants	\$67,000
Community Health Workers	\$38,400
Licensed Practical and Licensed Vocational Nurses	\$47,500
Healthcare Practitioners and Technical Workers	\$53,500



Medical Technical

Cardiovascular Technologists and Technicians	\$38,100
Surgical Technologists	\$46,700
Respiratory Therapists	\$59,200
Magnetic Resonance Imaging Technologists	\$69,200



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OPPORTUNITY OCCUPATIONS IN BROWARD COUNTY

Entertainment / Arts and Local Government

Opportunity occupations are positions generally accessible to workers without a bachelor's degree and pay more than the Florida median wage (\$37,920 in 2022).*

*Data Sources
OpportunityJobs - Jobs EQ as of 2021Q4
Median Wage - Bureau of Labor Statistics - Occupational Employment and Wage Statistics (OEWS) Survey, May 2021 Estimates.

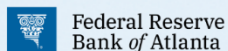
Entertainment / Arts

Actors	\$38,700
Entertainment & Recreation Workers	\$39,500
Musicians and Singers	\$46,400
First-Line Supervisors of Gambling Services Workers	\$47,400



Local Government

Refuse and Recyclable Material Collectors	\$42,800
First-Line Supervisors of Security Workers	\$47,000
Fire Inspectors and Investigators	\$59,100
Firefighters	\$67,000
Police and Sheriffs Patrol Officers	\$72,300
First-Line Supervisors of Firefighting and Prevention Workers	\$97,900
First-Line Supervisors of Police and Detectives	\$105,300

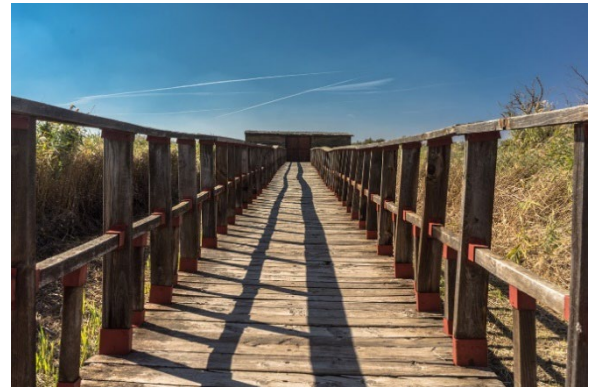


Appendix E – Supplemental Information About the Project

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

"Enhancing Connections for Economic Mobility in the Prosperity Broward Zip Codes"

In our continuous pursuit of fostering economic mobility within the Prosperity Broward zip codes, we're taking a significant leap forward by focusing on the improvement of the client and service provider experience. This initiative aims to bridge the gap between those in need and the myriad of services available to them, ensuring a seamless, supportive journey towards economic stability. By enhancing system-wide collaboration and streamlining the navigation process, we're committed to creating a more connected and efficient support network.



Our strategy involves the consolidation of information and resources into a centralized system, making it easier for residents to find the help they need when they need it. We're also launching non-traditional marketing campaigns to raise awareness about these services, ensuring every member of our community knows where to turn for support. These efforts are designed not only to improve the immediate experience of seeking help but also to foster long-term engagement and success for both service providers and recipients.

Recommendation 1.2-Convene a Workgroup

"Community Partners: Uniting for Progress and Building Solutions Together"

Exciting news from Prosperity Broward as we take a bold step forward in our mission to enhance economic mobility within our community! We're thrilled to announce the formation of a dynamic workgroup that brings together 10 community partners, handpicked to represent the most pressing needs identified by the residents of Lauderdale Lakes. This collaborative effort is set to develop a prototype that embodies our collective vision for a more prosperous future. By leveraging the strengths and insights of diverse organizations, including non-profits, educational institutions, and local businesses, we're aiming to create a blueprint for change that truly resonates with the needs of our community.

This initiative is more than just a project; it's a testament to what we can achieve when we work together towards a common goal. The workgroup will focus on crafting innovative solutions that address critical areas such as employment, training, childcare, and transportation – all based on direct feedback from our residents. It's an exciting time to be part of this transformative journey, and we're eager to see the positive impact our united efforts will bring.

Community Partner: 211-Connecting Residents with the Resources They Need

211 provides every person in our community with a place to turn when they need answers to life's challenges, big or small. 211 is a free, anonymous, 24-hour helpline offering listening support, information, referral and crisis services.

The staff at 211 connects people in need with nearly 3800 programs and services that are available to help them. Bilingual staff and telephone interpreter services make sure that callers are able to communicate in the language of their choice.

Recommendation 1.3-Secure Funding for a Centralized Directory

"Empowering Our Community: A Call for Funding the Centralized Directory"

Prosperity Broward's Community Action Plan introduces a transformative initiative: the creation of a centralized directory, aimed at bridging the gap between residents, service providers, and employees in Lauderdale Lakes. This innovative platform is set to revolutionize the way our community accesses services, enhancing collaboration and engagement across the board.



To bring this vision to life, securing funding for a 9-month pilot becomes paramount, enabling us to test and refine this vital resource. By rallying support from both public and private sectors, we can ensure that our community not only stays connected but thrives. Together, let's take this significant step toward improved access and empowerment, reinforcing our commitment to a more prosperous Lauderdale Lakes.

Community Partner: CareerSource Broward

Finding a job can be difficult and finding the right job can be even more challenging. That's why CareerSource Broward partners with [Employ Florida](#), which serves as Florida's official job-matching database that is updated daily by employers looking to fulfill their hiring needs.

Recommendation 1.4-Enhancing Delivery

"Cross-Training for Cohesion: Building a Unified Support System"

In a concerted effort to elevate the effectiveness of community service provision in Lauderdale Lakes, a key recommendation has been initiated: to foster a culture of cross-training and education among organizations and their staff on the array of services and resources offered by their peers. This initiative, embedded within Prosperity Broward's Community Action Plan, aims to drastically cut down the instances of misplaced referrals, ensuring that residents receive the most relevant and comprehensive support for their needs.

By embracing this collaborative approach, we stand to enhance the cohesiveness and efficiency of our community's service network, ensuring that every interaction leads to meaningful support and guidance for our residents. This strategic move not only promises to bolster the overall client experience but also strengthens the solidarity among service providers, weaving a tighter fabric of support throughout Lauderdale Lakes.

Community Partner: The Coordinating Council of Broward

The mission of the Coordinating Council of Broward is to unite government, business and nonprofit leaders in advocacy and coordination of health and human services in Broward County.

In creating a county-wide reach, the Coordinating Council of Broward is a representation of how aligned actions and groups create community impact.



Recommendation 1.5-Enhancing Client-Engagement in Lauderdale Lakes

"Streamlining Support: Introducing a Single Point of Contact"

Prosperity Broward is pioneering a transformative client-engagement strategy in Lauderdale Lakes, centering on a single point of contact within each participating organization for residents involved in our pilot project. This innovative approach promises to simplify the support process for residents, enabling more direct and personalized assistance. By establishing a dedicated contact person, we aim to facilitate smoother communication, ensure consistent support, and foster a deeper understanding of each resident's unique journey towards economic mobility.

This strategic move is designed not only to enhance the effectiveness of service delivery but also to build stronger, trust-based relationships between residents and service

providers. Through this focused engagement, we're setting a new standard for community support, ensuring that every interaction is a step towards positive change.

Community Partner: L.A. Lee YMCA/Mizell Community Center – Community Health

YMCA Community Health Workers are passionate and trusted members of their communities and serve as a trusted community advocate and frontline grassroots public health liaison.

Community Health Workers empower individual and community capacity by increasing health knowledge and self-sufficiency through outreach, community education, informal counseling, and social support with a culturally competent lens.



Recommendation 1.6-Create a Common Application

"Streamlining Access to Services: The Introduction of a Common Application"

Navigating the landscape of social services can often feel like an overwhelming challenge for many residents in the Prosperity Broward zip codes. In response, we are thrilled to introduce a groundbreaking initiative aimed at simplifying this process: a common application for service providers. Drawing inspiration from the streamlined approach of the Common App for college admissions, this innovative solution is designed to minimize the bureaucratic hurdles and paperwork that often discourage people from seeking the help they need.

The implementation of a common application will facilitate a more accessible and user-friendly experience for all stakeholders involved. For clients, it means less time spent filling out redundant forms and more time focusing on their personal growth and economic mobility. For service providers, it promises improved efficiency and the ability to reach and assist more residents effectively. This initiative represents a crucial step towards our goal of creating an integrated support system that is as compassionate as it is efficient.

Community Partner: The Community Connections Council (C³)

The Community Connections Council (C³), powered by Unite Us, is a progressive movement that harnesses the value of cross-sector collaboration and data sharing to efficiently address the social drivers of health from a closed-loop, person-centered, and whole-person approach to best provide customized, high-quality care. Systemic improvements will be made through increased levels of transparency and accountability. 211 Broward is proud to begin C³ pilots that are community-driven and that seek to

demonstrate the return on investment and rate of impact that are possible with scale. Think of C³ as the connective tissue in a trusted network of care. We invite any community-based organization to join this coordinated care network. There is no cost to join. Please contact Dr. Meka Mears (mekamears@211-broward.org) or Sam Hopwood (samuel.hopwood@uniteus.com) to learn more.

Recommendation 1.8-A New Approach to Funding and Case Management

"Bridging the Gap: Empowering Our Most Vulnerable Residents Through Strategic Support"

To address the disparities that challenge our community, Prosperity Broward is advocating for a transformative approach to support Lauderdale Lakes residents facing the most significant barriers to economic mobility. Our recommendation focuses on the critical need for enhanced funding and the strategic redistribution of resources to enable comprehensive case management services.

This initiative aims to tailor support directly to those in the highest need, ensuring they receive the focused, individualized assistance required to navigate their unique circumstances. By aligning financial resources with strategic case management, we can make a meaningful impact, breaking down the systemic barriers that perpetuate inequality and fostering a community where every resident has the opportunity to thrive. This recommendation is not just a call for action; it's a commitment to empowering our community's most vulnerable, ensuring they have the support needed to overcome challenges and achieve lasting prosperity.

Community Partner: L.A. Lee YMCA/Mizell Community Center of South Florida

Located in the Historic Sistrunk Community, The L.A. Lee YMCA plays a supportive role in the Lauderdale Lakes Community Engagement Plan, specifically in providing resources and services to residents as part of the Prosperity Broward initiative. It partners with Prosperity Broward to offer a Health & Employment Navigator, which includes individualized case management and system navigation support to residents.

This partnership aims to support residents on their economic mobility journey by connecting them with necessary resources and offering ongoing support. Additionally, the YMCA's involvement allows for data gathering on the "System of Care" from both residents' and service providers' perspectives, testing the efficacy of recommendations, and facilitating intentional conversations with decision-makers. This collaboration underscores the YMCA's commitment to enhancing the health, well-being, and economic stability of the community members it serves.

Focus Area # 2 – Leveling the Benefits Cliff

"Navigating Beyond the Benefits Cliff for Sustainable Progress"

The phenomenon known as the Benefits Cliff has long presented a daunting barrier to economic advancement for many in our community.

As residents strive to improve their financial situations, they are often met with the paradoxical loss of essential support services, leaving them worse off than before. As a community, we need to tackle this challenge head-on, with innovative strategies designed to ensure that progress truly pays off.

Our approach involves a multifaceted campaign to educate employers about the Benefits Cliff and its implications, not only for individuals but for the community and economy as a whole. At the same time, we support policies that remove these Cliffs, as well as innovative solutions to work around them.

Recommendation 2.3-Investing in Our Workforce Beyond the Bottom Line

"A Campaign to Illuminate the ROI of Caregiving and Transportation Benefits"



Prosperity Broward is launching an impactful campaign aimed at educating local employers on the significant return on investment (ROI) that caregiving and transportation benefits can offer. This strategic initiative seeks to enlighten 10 Lauderdale Lakes employers about how such benefits not only support their employees' well-being but also enhance company performance.

By demonstrating the tangible advantages—ranging from improved employee retention and satisfaction to increased productivity and reduced absenteeism—we aim to encourage businesses to adopt more inclusive benefits packages. This campaign is a step towards creating a more supportive and flexible working environment, recognizing that when employees feel supported in their personal lives, they bring their best selves to work. Join us in fostering a community where businesses thrive by genuinely investing in their most valuable asset: their employees.

Community Resource: Florida Chamber Foundation – Childcare Report

The Florida Chamber Foundation's “*Untapped Potential in FL*” report shows nearly \$5.4 billion dollars in economic value is lost due to working parents having to be away from their jobs while caring for children under the age of six.



Recommendation 2.6-Identify a GAP Funding Source

"Bridging the Gap: Innovative Funding Solutions to Overcome the Benefits Cliff"

In a bold move to counteract the disincentives presented by the Benefits Cliff, one potential solution is to explore innovative gap funding sources. This initiative could provide financial assistance that compensates for the loss of public benefits as residents progress in their careers, ensuring that their journey towards economic independence is not penalized but rewarded.

Drawing from successful models used in affordable housing and other social services, gap funding represents a tangible solution to a complex problem. By offering targeted subsidies, the aim is to smooth the transition for those climbing the economic ladder, ensuring that each step forward is a step towards greater stability and prosperity. This approach not only benefits the individuals and families directly involved but also strengthens the economic fabric of our community by encouraging workforce participation and career advancement.

Community Resource: Federal Reserve Bank of Atlanta Cliff Tools

The CLIFF suite of tools developed by the Federal Reserve Bank of Atlanta models the interaction of public benefits, taxes, and tax credits with career advancement. The CLIFF suite currently includes three core tools—CLIFF Snapshot, CLIFF Dashboard, and CLIFF Planner. Each tool is tailored to meet a client’s needs in different career stages.



**Federal Reserve
Bank of Atlanta**

Focus Area # 3 - Creating Career Pathways to Living Wages

"Empowering Residents with Career Pathways to a Living Wage"

The cornerstone of economic mobility lies in the availability of sustainable, well-paying jobs that offer growth and stability.

Our community is dedicated to forging robust career pathways that lead directly to living wage positions, addressing the critical need for skilled labor and meaningful employment opportunities in our community. Through strategic partnerships with local employers and educational institutions, we are developing on-the-job training and short-term educational programs tailored to the demands of the local economy. This initiative not only aims to fill existing gaps in the labor market but also to empower residents with the skills and opportunities needed to thrive in today's competitive job landscape.



By investing in our workforce, we are investing in the future of Broward County, and are creating a cycle of growth and prosperity that benefits everyone. Through collaboration, innovation, and a deep commitment to our community, we are paving the way for a brighter, more economically mobile future for all our residents.

Recommendation 3.2-Develop Pipeline Strategies

"Opening Doors to New Careers: Residents Are Future Employees"

Broward County's Prosperity zip codes are on a mission to make finding a good job easier for everyone in the community. By bringing together people looking for work, schools, and businesses, they're working on a plan that's all about creating better job opportunities. This effort, part of Focus Area 3, is like building a bridge that connects learning with earning. It's all about making sure that when you're ready to work, there's a job waiting for you that matches what you've learned and what you want to do. This isn't just about helping people get any job; it's about making sure these jobs are steps towards a career that pays well and feels rewarding. The Prosperity Broward zip codes are rolling up their sleeves to ensure its residents have a clear path from training to the job market, making the city's future brighter and more prosperous.

Community Opportunity: Office of Economic and Small Business Development (OESBD) Apprenticeships

There is a shortage of skilled labor for construction projects. This shortage of labor could result in project delays, increased expenses, and other challenges to the County's future construction projects.

Apprenticeship programs create opportunities for training and work experience that will assist in ensuring that a trained workforce will be available for future County construction projects. By requiring contractors to use apprentices for County construction contracts, it is the intent of the County to increase the number of apprentices used by contractors providing new employment opportunities for residents.



Recommendation 3.6-Promote Apprenticeship Opportunities

"Opening Doors to New Careers: Promoting Apprenticeship Opportunities"

Apprenticeships offer a powerful bridge between education and employment, providing hands-on experience and a pathway to secure, well-paying jobs. Recognizing the potential of these programs to transform lives and fuel economic growth, Broward County is actively promoting apprenticeship opportunities across a range of industries. By connecting residents with these valuable training programs, we aim to unlock new career possibilities, particularly for those seeking to enter or advance in the workforce.

Our efforts include partnerships with local businesses and trade organizations to expand the availability of apprenticeships, ensuring that residents have access to the training they need to succeed. This initiative represents a key component of our broader strategy to enhance economic mobility, demonstrating our commitment to creating a workforce that is not only skilled but also deeply connected to the economic development of our community. Through apprenticeships, we are building a stronger, more resilient Broward County, where every resident has the opportunity to achieve their full potential.

Community Opportunity - CareerSource Broward Apprenticeship Programs

Today, apprenticeships are expanding across both traditional and non-traditional career fields, including information technology, advanced manufacturing, healthcare, construction, marine, hospitality, and trade logistics. Individuals who complete registered apprenticeships in the United States earn, on average, \$60,000 per year!



Recommendation 3.7-Create Opportunities to Build Relationships

"Opening Doors to New Careers: Promoting Apprenticeship Opportunities"

The Prosperity Broward zip codes pave the way for a dynamic partnership between the business community and educational institutions, emphasizing a hands-on approach to workforce development. This innovative strategy, nestled within Focus Area 3 of the Community Action Plan, aims to build, and enhance connections between employers and technical/vocational schools.

By inviting employers to contribute to curriculum development, share real-world expertise as guest speakers, and engage directly with students through job fairs and cohort sponsorships, this initiative promises to create a more responsive and industry-aligned educational environment. Such collaborations not only ensure that students are gaining relevant, in-demand skills but also offer employers a direct role in shaping the future workforce, culminating in the opportunity to hire well-prepared candidates upon graduation. This model of cooperation stands as a testament to Broward County's commitment to fostering a thriving local economy supported by a skilled and ready workforce.

Community Opportunity - City of Miramar Apprenticeship Program "Earn While You Learn"

The City of Miramar offers a unique opportunity for aspiring individuals to gain hands-on experience and invaluable skills across various fields. Whether you are interested in cultural productions, fleet services, information technology, or utilities - waterworks, their apprenticeship positions provide a supportive and growth-oriented environment. As an apprentice, you'll work alongside experienced mentors, engaging in real projects that make a difference in our community. Take the first steps towards a rewarding future by



applying for one their apprenticeship jobs today - earn while you learn with the City of Miramar!

Recommendation 3.9-Promote Florida Chamber of Commerce's Zip Code Adoption

"Unlocking Economic Prosperity Through Neighborhood Partnerships"

In our quest for fostering economic prosperity within our community, an innovative recommendation emerges from the Prosperity Broward initiative: the promotion of the Florida Chamber of Commerce's adoption of zip codes and neighborhoods by companies in the private sector. This strategy not only bridges the gap between residents and economic opportunities but also catalyzes a deeper connection between businesses and the communities they serve.



At the heart of this recommendation lies the principle of mutual growth—encouraging companies to invest directly in the neighborhoods they're part of, thus, not only contributing to the economic mobility of residents but also enhancing their own workforce and customer base. This initiative aligns with Prosperity Broward's vision to advance economic mobility in high unemployment zip codes, focusing on actionable, community-centered solutions. By integrating businesses more closely with the neighborhoods, we aim to create a more inclusive economy where opportunities for prosperity are abundant and accessible for all.

Community Advocacy: Florida Chamber of Commerce (The Florida Prosperity Project)

As part of the ***Florida 2030 Blueprint***, the goal of the *Florida Prosperity Project* is to cut Florida's childhood poverty in half by 2030 by uniting the business community for good.

To do this, the *Florida Prosperity Project* has created the Florida Model – identifying the 10 root causes of poverty and their unique impact on each one of Florida's 983 zip codes. The key to our success is the willingness of Florida's business leaders to leverage best practices and collectively impact their communities.

We invite you to join us in this effort, helping lead Florida and each of its zip codes on the path to prosperity.

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

"Revolutionizing Recruitment: A New Approach to HR in the Prosperity Zip Codes"

The Prosperity Broward zip codes are pioneering a transformative approach to human resources practices with the goal of dismantling employment barriers and optimizing hiring results. This strategic shift involves rethinking the requirements for entry-level positions, recognizing the value of work and lived experience over traditional educational attainment. By promoting standardized job descriptions and varied work options, including remote, hybrid, and flexible work arrangements, we aim to foster an inclusive job market that accommodates diverse talent and lifestyles.



This initiative is designed to challenge and change the conventional recruitment landscape. This approach involves working closely with employers and municipalities to encourage transparency, such as the posting of salaries in job descriptions, which is crucial for fair employment practices. Moreover, enhancing career ladders and upskilling opportunities within organizations is a priority, ensuring that entry-level employees have clear pathways to professional growth and financial stability. This holistic approach to HR practices represents a significant leap towards creating a more equitable and dynamic job market in the Prosperity Broward zip codes.

Recommendation 4.2-Engage HR Leaders to Rethink Entry Level Job Requirements

"Empowering Employment: Rethinking Entry-Level Job Requirements"

In an ambitious move to open up more opportunities for employment Prosperity Broward zip codes are engaging HR leaders to rethink the requirements for entry-level jobs. This initiative encourages organizations to value practical work experience and transferable skills as much as, if not more than, formal educational qualifications. By adjusting these requirements, we can unlock a wealth of untapped potential within our community, giving those with non-traditional backgrounds a fair chance at securing meaningful employment.

This recommendation is about more than just filling vacancies; it's about recognizing and harnessing the diverse talents and experiences that individuals bring to the table. It aims to foster a more inclusive economy where everyone, regardless of their educational path, has access to employment that offers dignity, growth, and economic mobility. This effort not

only benefits potential employees but also enriches our local businesses with a broader, more diverse talent pool, driving innovation and growth in our economy.

Community Resource: Finding Opportunities Through Employ Florida

Finding a job can be difficult and finding the RIGHT job can be even more challenging. That's why CareerSource Broward partners with Employ Florida, which serves as Florida's official job-matching database that is updated daily by employers looking to fulfill their hiring needs.



Through the online portal, you can apply for jobs, set up automatic job posting notifications, upload your résumé, research training and education opportunities and more.

Recommendation 4.3-Encourage Employers to Consider Flexible Work Options

"Entry-Level Opportunities with Remote, Hybrid or Flexible Models"

For this Prosperity Broward initiative, the spotlight shines on modernizing the workforce within Broward County's Prosperity zip codes. This particular recommendation is a call to action for employers to reconsider the structure of their entry-level roles, especially those that offer a living wage. It urges businesses to explore whether these positions can be adapted to remote, hybrid, or flexible work models. This adaptation is not only about embracing the future of work but also about making these opportunities more accessible to residents across the Prosperity zip codes, where such flexible arrangements can be a game-changer.

By aligning jobs with the realities of today's workforce, employers can attract a diverse pool of talent, enhance job satisfaction, and foster a supportive and inclusive work environment. This move towards flexibility could be particularly transformative for residents in zip codes like 33311, 33313, and others within the initiative's focus, offering pathways to stable employment that fits their lives and needs.

Recommendation 4.4-Career Ladders and Upskilling

"Unlocking Opportunities: Career Pathways that Lead to Living Wages"

In the heart of the Prosperity Broward initiative, a strategic push is underway to open up avenues of professional growth and economic mobility for individuals entering the workforce at an entry-level, within the Prosperity Broward zip codes. This concerted effort

aims to work closely with employers to develop and expand career ladders and upskilling opportunities that pave the way for rapid progression to living wage positions. By identifying key entry-level roles with potential for advancement and partnering with educational institutions for tailored training programs, this initiative seeks to remove barriers to professional growth and create a more inclusive and prosperous economic landscape.

Employers are encouraged to take a proactive role in this transformative process by re-evaluating their current job structures and advancement opportunities, focusing on making these pathways more accessible to communities within the Prosperity Broward zip codes. The collaboration extends to creating specialized training and development programs that equip employees with both the technical and soft skills needed for upward mobility within their organizations. This approach not only benefits the individuals and their families by providing them with a clear route to economic stability and professional development but also enhances the overall competitiveness and vitality of the local business ecosystem, fostering a thriving community where opportunity and growth go hand in hand.

Community Partners: OIC of South Florida Workforce Development

OIC of South Florida's Workforce Development division provides demand-driven, integrated, and customizable workforce development services to individuals aged 17 and older. In alignment with their mission, the OIC improves client's basic academic skills and provides them industry-recognized vocational training to create a personalized career pathway.



By cultivating working relationships with community partners, the OIC connects clients and program graduates to ideal career opportunities. OIC-SFL uses real-world scenarios to prepare clients for sustainable job placement and career advancement.

Focus Area # 5 - Spotlighting Community Certified Providers

"Elevating Service Excellence: Spotlighting Community Certified Providers in Lauderdale Lakes"

The Prosperity Broward initiative to spotlight community-certified providers is a bold step towards ensuring high standards of service delivery across the board. This focus area aims to set and maintain equity standards, guidelines, and accountability mechanisms for service providers. By integrating the voices, experiences, and wisdom of underserved community members into organizational learning and decision-making, we're fostering a culture of inclusivity and continuous improvement.

This initiative is about building a system of collective learning and action, where feedback is valued as an opportunity for growth. It challenges service providers to rethink their relationship with residents, ensuring that services are not just delivered but co-created with the community. Encouraging honest feedback and facilitating open dialogue between service providers and community members are key components of this approach. Through this, we aim to cultivate a network of service providers whose practices are not only effective but also deeply reflective of the community's needs and aspirations.

Recommendation 5.1-Set Equity Standards for Service Providers

"Setting the Standard: Equity and Accountability in Community Services"

A cornerstone of our efforts to enhance community services in the Prosperity Broward zip codes is the establishment of clear equity standards and accountability measures for service providers. This recommendation seeks to ensure that all community services are delivered in a manner that is not only high-quality but also equitable and inclusive. By setting these standards, we aim to formalize the expectations for service delivery, ensuring that every resident receives the support they need in a respectful and dignified manner.

The development of equity standards involves a comprehensive review of current practices, with a focus on identifying and addressing any gaps or biases that may exist. Service providers will be encouraged to adopt these standards, embedding them into their operational practices to foster a more inclusive and equitable service delivery model. This initiative represents a significant step towards ensuring that all members of our community have equal access to the resources and support they need to thrive.

Community Partner: Florida Blue Initiative: "Identifying Challenges and Solutions Together"

Driven by its mission – helping people and communities achieve better health – [Florida Blue](#) formally launched its Growing Resilient Communities initiative in 2021 to break the cycle of generational poverty in targeted underserved zip codes in [Florida](#)'s major markets.



"Our mission calls us to drive meaningful change to improve the health of the people and communities we serve," says Florida Blue President & CEO Pat Geraghty. "This initiative is about building cross-sector collaborations and empowering residents in these communities to identify and implement sustainable solutions that drive better health outcomes."

Recommendation 5.3-Build a System of Collective, Open Learning and Action

"Creating Nurturing Relationships Among Community Members and Partners"

At the core of the Prosperity Broward initiative is the vision to cultivate a robust system of collective, open learning and action that transforms the way community members and partners interact and grow together within the Prosperity Broward zip codes. This visionary approach focuses on creating spaces where dialogue, exchange of knowledge, and collaborative efforts flourish, fostering a sense of unity and mutual support.

By encouraging open communication and shared learning experiences, the initiative seeks to deepen the connections among residents, businesses, educational institutions, and service providers. This network of relationships becomes the foundation on which sustainable community development is built, enabling all involved to work together towards common goals. The ultimate aim is to create a vibrant ecosystem where continuous learning and cooperative action lead to meaningful change, enhancing the social and economic well-being of the entire community.

Community Partner: Children's Services Council

Community collaboration is the cornerstone of great results. That is why the CSC leads the Broward County Children's Strategic Plan which harnesses the power of collective action and provides ample opportunities for stakeholders to improve the lives of children and families.



Whether it be through participating in a committee, attending a community event, or sharing insightful feedback and data, there are many ways Community Builders can contribute to improving our community.

Recommendation 5.7-Encourage, Influence, Convene Funders

"Funders Unite: Invest in Organizations Making the Greatest Impact"

To really hit the mark in the Prosperity Broward zip codes, nudging funders in the right direction is key. This initiative is laser-focused on pinpointing exactly what communities need and which organizations are on the front lines, making the greatest impact. By rallying funders around this initiative, there is a golden opportunity to shine a spotlight on the most effective projects and organizations. It's all about getting everyone on the same page, making sure that the support flows into the initiatives that truly resonate with the community's priorities.

In essence, this approach transforms funding from a mere financial gesture into a powerful tool for community transformation. The initiative isn't just about gathering data; it's a call to action for funders to invest with intention and insight. By aligning their resources with the areas identified as critical by the Community Engagement Plan, funders can play a pivotal role in fostering a thriving environment in the Prosperity Broward zip codes. It's about investing with purpose, ensuring that every dollar contributes to building a community where prosperity is within reach for everyone.

Community Empowerment: Funders Forum

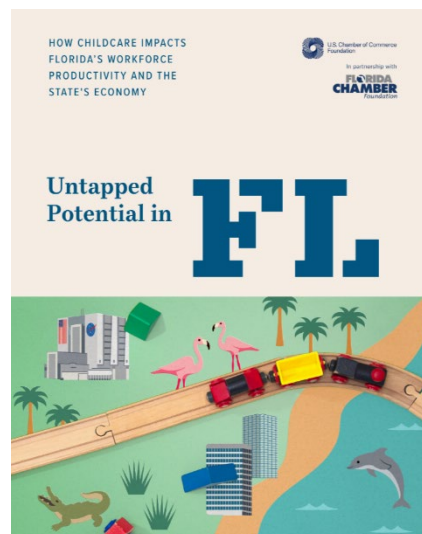
The Funders Forum plays a pivotal role in fostering collaboration and strategic philanthropy to address key community needs and challenges, with a specific focus on enhancing economic mobility and stability within communities like Broward County.

In essence, the Funders Forum acts as a catalyst for change, driving collective action among philanthropic organizations to address pressing community challenges. Its work supports the broader goals of initiatives like Prosperity Broward's Economic Mobility Initiative, by ensuring that funding efforts are coordinated, strategic, and focused on making a tangible impact on the community's well-being and economic resilience.

Recommendation 5.8-Utilize Florida Chamber Foundation's Untapped Potential Report

"Influence Change in Floridians' Ability to Access Childcare"

The Florida Chamber Foundation's "Untapped Potential" report is a game-changer for businesses across the Prosperity Broward zip codes, showing how employers can make a big difference in the lives of their employees, especially when it comes to childcare. It's all about identifying the barriers that prevent workers from getting the support they need and seeing how dismantling these barriers is good for business. Happier employees who aren't stressed about childcare tend to stick around longer and get more done, which is a win-win for everyone involved.



Diving into the Prosperity Broward initiative, it's clear that the insights from the Untapped Potential report could really improve things in communities. Employers have this untapped power to change the game by helping their workforce access essential services, knocking down some of the big hurdles that get in the way of a thriving workforce. When companies accept this challenge, not only do their employees benefit, but the whole community gets a lift. It's about more than just good vibes; it's smart business that builds a stronger, more connected place for us all.

Florida Chamber Foundation - Addressing Florida's Childcare Crisis

Each year in Florida, nearly \$5.4 billion dollars in economic value is lost due to working parents having to be away from their jobs while caring for children under the age of six.

Through the release of the *Untapped Potential in FL* report, the Florida Chamber Foundation, in partnership with the National Chamber Foundation, is bringing light to the impact Florida's childcare crisis has on early learning, workforce productivity, and our economy.



Focus Area #6 - Ensuring Fundamental & Basic Needs

"A Foundation for Prosperity: Addressing Fundamental Needs in Lauderdale Lakes"

The final focus area of our comprehensive Community Action Plan targets the foundation of economic mobility: ensuring that all residents have their fundamental needs met. This involves a concerted effort to make basic services such as healthcare, childcare, housing, food, and transportation readily available and accessible. By increasing the number of service access points in our Prosperity zip codes, we aim to address the root causes of poverty and build a stronger, more resilient community.



Key to this initiative is the creation of partnerships and awareness around the 10 Root Causes of Poverty, as identified by the Florida Chamber Foundation. The goal is to not just increase access to services, but to create a sustainable infrastructure that supports the long-term prosperity of all residents. From increasing access to non-predatory financial services to promoting financial literacy, each action taken is designed to lay the groundwork for a future where economic mobility is within everyone's reach.

Recommendation 6.1-Promote Policies and Groups that Support Basic Needs

"The Power to Change Our Community For Better, Forever"

Advocacy for public policies that have the ability to influence and provide basic needs for our community residents is a key strategy that our community must embrace if we are to see lasting impact. For advocacy to be impactful, it is important that groups and communities adopt common language and priorities, as there is strength in numbers.

Through Prosperity Broward, we not only support groups that advocate on behalf of our communities and their multiple needs, but also elevate the work of these groups with others in our community.

Through policy, we aim to find ways that make basic and fundamental needs such as healthcare, childcare, housing, and transportation readily available and accessible to residents.

The United Way-Public Policy & Advocacy

The United Way of Broward's Public Policy and Advocacy committee's work calls attention to and proposes solutions to the challenges facing ALICE (Asset Limited, Income Constrained, Employed) families in our community.

These are households that have incomes above the Federal Poverty Limit, but consistently struggle to afford basic needs, such as housing, food, healthcare, childcare and transportation.



Recommendation 6.2-Encourage Childcare and VPK Providers

"Boosting Early Childhood Education: Encouraging New Childcare Providers"

Recognizing the critical role of early childhood education in economic mobility, the Prosperity Broward zip codes are actively encouraging more childcare and Voluntary Prekindergarten (VPK) providers to enter the market. This recommendation focuses on creating a supportive environment for new and existing providers, offering financial incentives and streamlining the process for establishing and expanding childcare services. By bolstering the availability of quality childcare, the aim is to remove a significant barrier to employment for many parents and guardians, particularly single mothers, within our community.

This effort is not just about increasing the quantity of childcare options but also about enhancing their quality. Partnerships with local educational institutions and ongoing professional development opportunities for childcare providers are key components of this initiative. Together, these efforts aim to provide a strong foundation for our youngest residents while supporting the economic well-being and mobility of their families.

Community Partner: Children's Services Council

As part of our commitment to the City of Lauderdale Lakes and the residents that have partnered with us as co-researchers, we have created a partnership with the Children's Services Council of Broward County (CSC). The CSC's mission is to provide leadership, advocacy, and resources necessary to enhance the lives of children in Broward County and empower them to become responsible, productive adults through collaborative planning and funding of a continuum of quality care.



Recommendation 6.3-Leverage the Gap Map to Build Partnership and Awareness

"Addressing the 10 Root Causes of Poverty, One at a Time"

Key to this initiative is the creation of partnerships and awareness around the 10 Root Causes of Poverty, as identified by the Florida Chamber Foundation.

The goal is to not just increase access to services, but to create a sustainable infrastructure that supports the long-term prosperity of all residents. By creating awareness and encouraging partnerships among interested parties to address the 10 Root Causes of Poverty we can lay the groundwork for a future where economic mobility is within everyone's reach.

Community Resource - The Florida Gap Map

The Nation's First Root Cause Analysis Tool Aimed at Supporting Florida Leaders in Securing the Path to Prosperity in Every Florida zip code.



By harnessing the power of the Florida Gap Map, Florida's business leaders, non-profit administrators, and policymakers will be able to tailor efforts to ensure specific resources are deployed to match the unique barriers to opportunity present in each of Florida's 983 zip codes.

Recommendation 6.4-Increase Healthcare Access Points in the Prosperity Zip Codes

"An Ounce of Prevention is Worth a Pound of Cure"

A community with multiple healthcare access points fosters a healthier and more economically mobile population. When residents have convenient options for preventive care, routine checkups, and treatment of various conditions, they are more likely to maintain good health. This reduces the burden of illness on individuals and families, allowing them to participate more fully in the workforce. Additionally, a healthy workforce attracts businesses and investment, creating a cycle of economic growth and opportunity within the community.

Community Partner - Broward HealthPoint

Broward HealthPoint, an affiliate of Broward Health provides high quality, affordable healthcare and is the medical safety net for Broward County residents residing in the northern two-thirds of the county.



With programs such as caregiver assistance programs, Kinship Care Initiative for non-traditional families, and care coordination programs, Broward Health continues to be the leading provider of healthcare services in Broward County.

Recommendation 6.5-Increasing Access to Non-Predatory Financial Services

"Helping Our Community Keep What is Theirs in Their Pockets"

Reputable financial services are crucial for a community's well-being and economic mobility. These services, such as safe banking, access to credit, and financial literacy education, empower individuals and families to manage their finances effectively.

By enabling secure saving options and fostering responsible borrowing, communities can build financial security, invest in their futures, and weather unexpected financial difficulties.

This, in turn, allows individuals to pursue opportunities like education and entrepreneurship, ultimately contributing to collective economic growth and a more prosperous community.

PNC Mobile Banking

PNC's Retail Banking and Community Development Banking teams are actively using mobile branches as community outreach tools to extend essential banking services into low- and moderate-income communities and strengthen relationships with unbanked or underbanked members of these communities.



Recommendation 6.6-Increasing Awareness for Mental Health Services

"A Healthy Mind is an Asset"

Easy access to mental health services within a community is not just crucial for individual well-being, but also fosters economic mobility. When individuals receive proper mental healthcare, they are better equipped to manage stress, maintain healthy relationships, and participate productively in the workforce. This can lead to increased job opportunities, higher earning potential, and a stronger overall economy.

Conversely, neglecting mental health issues can significantly hinder employment and economic stability, creating a vicious cycle that impacts both individuals and communities. By prioritizing accessible mental health services, communities invest in their collective future and pave the way for a more prosperous and resilient society.

Community Partner: Henderson Behavioral Health

Henderson Behavioral Health offers a wide array of services in Broward, Palm Beach and the Treasure Coast, including individual, group and family therapy, medication, case management, crisis intervention and many other specialized services and programs.



Recommendation 6.7-Increasing Access to Affordable, Available and Quality Food

"Where Healthy Choices are Always in Sight"

Reducing food deserts, areas lacking access to fresh and affordable food, is crucial for building healthier communities. When residents have a wider range of nutritious options at hand, they are empowered to make better dietary choices. This can lead to a decrease in diet-related illnesses like obesity, diabetes, and heart disease.

Additionally, increased access to fresh produce can contribute to a stronger local economy by supporting nearby farms and farmers markets. Ultimately, addressing food deserts fosters healthier and more vibrant communities.

Community Project: Project Lifeline-Providing Quality Food

United Way created Project Lifeline in response to the increased number of those going hungry due to economic hardships. Project Lifeline coordinates the bulk purchase and delivery of fresh, nutritious food, including fresh fruits, vegetables, milk, meats, rice, beans and grains to a network of approximately 33 food pantries and feeding programs.



Recommendation 6.8-Community Offices in Our Prosperity Zip Codes

"Meeting Our Residents Where They Are"

Establishing community satellite facilities and offices in underserved areas brings essential services closer to residents, empowering them to reach their full potential.

By bringing healthcare providers, workforce development resources, financial services, and other crucial support systems into the community, these facilities bridge accessibility gaps and dismantle transportation and logistical barriers.

This provides increased access to critical resources, improves health outcomes, strengthens the local economy, and empowers individuals to build a brighter future, ultimately leading to a more thriving and resilient community.

Community Partner: Career Technical Adult and Community Education (CTACE)

The Broward County Public School's Career, Technical, Adult & Community Education (CTACE) department provides all students, regardless of socioeconomic standing, race, gender, ethnicity, language, or disability with the academic and technical skills, knowledge, and training necessary to succeed in future careers and to become lifelong learners. Career Technical Education (CTE) prepares these learners for the world of work by introducing them to workplace competencies and making academic content accessible to students by providing it in a hands-on context.



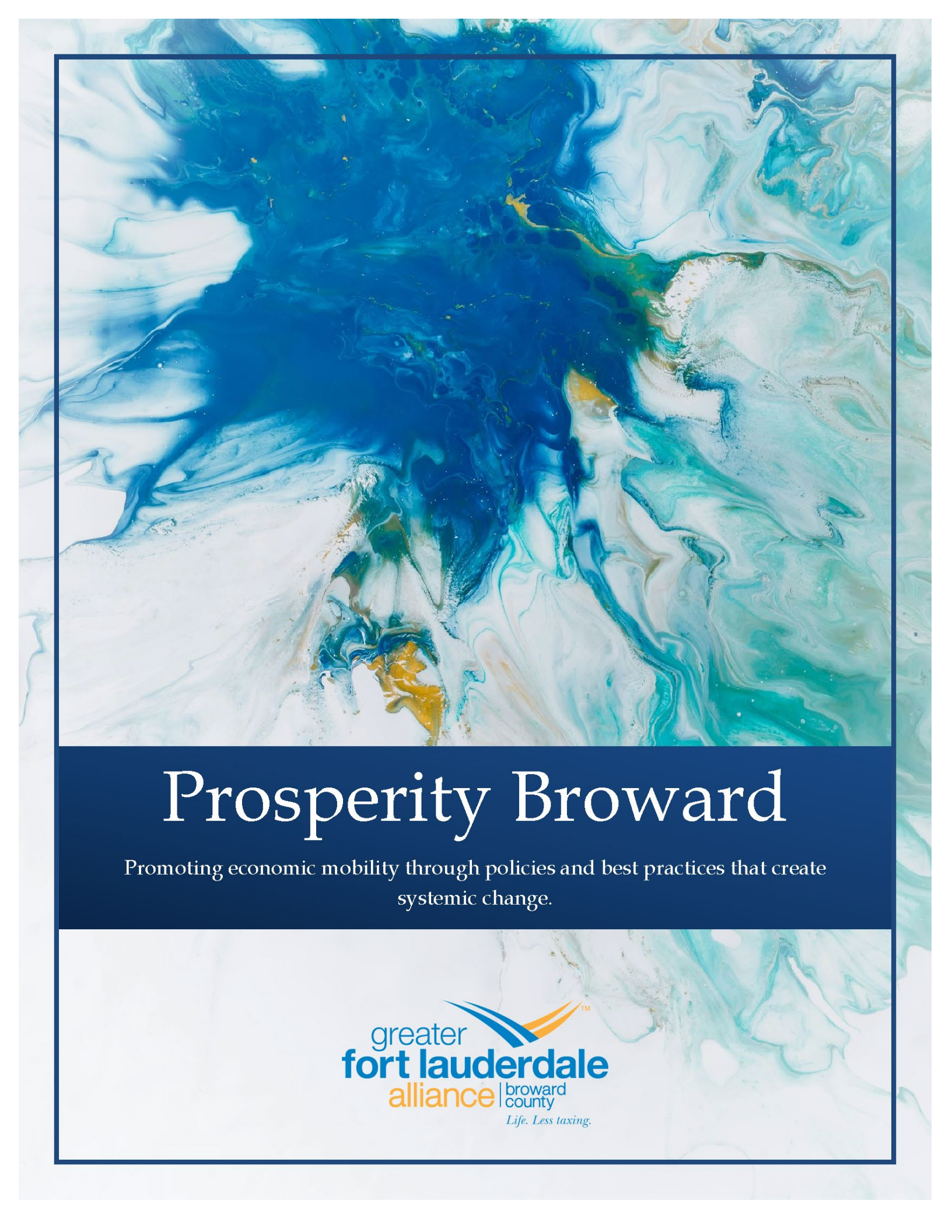
The Greater Fort Lauderdale Alliance Foundation

The Greater Fort Lauderdale Alliance Foundation is a 501(C) 3, not-for-profit organization. It strives to create an economic climate where Greater Fort Lauderdale/Broward County residents have access to quality opportunities, focusing on higher-paying jobs in target industries.

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Prosperity Broward

Promoting economic mobility through policies and best practices that create systemic change.

