# CITY OF LAUDERHILL
# STRATEGIC PLAN
# 2025 – 2030

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# Letter from the City Manager

"The City of Lauderhill stands united — City Commission, City management, and our dedicated employees, embracing the responsibility entrusted to us with a firm commitment, igniting a beacon towards an auspicious tomorrow. Lauderhill isn't just a destination; it's a mosaic of aspirations — a place where dreams take root, lives flourish, and possibilities abound. It's a vibrant tapestry inviting people to not just reside, but to live fully, explore, create, learn, savor, and thrive, fostering a haven for businesses to prosper and individuals to call home.

Within our hands lies a strategic plan, a compass steering us through the maze of who we are, who we yearn to become, and the intricate roadmap illuminating our path forward. Yet, let's not misconstrue this plan as our destination; it's a launchpad, reliant upon our collective collaboration — residents, City Commission, and our dynamic staff—to breathe life into this blueprint. Our commitment extends beyond its mere conception; it's in the unwavering dedication to implement, evaluate, and adapt, sculpting Lauderhill's destiny. This plan, an embodiment of our City's vision and aspirations, charts the course of action propelling us toward realization. It's the cornerstone guiding our fiscal decisions and policy shaping, fostering Lauderhill's evolution toward 2030 and beyond.

My heartfelt thanks go out to the City Commission, our dedicated Department Directors, City staff, and everyone who shared their valuable insights. Special appreciation goes to BerryDunn consultants. I eagerly anticipate witnessing our plan's realization and achieving our City's goals, building on Lauderhill's ongoing successes."

# Elevating Lives, Building Futures.

## Mission

### Where We're Headed

Our mission is to cultivate a City where every person feels a sense of belonging, where opportunities for success abound, and where the spirit of unity propels us toward a future of prosperity and harmony. Together, we are shaping the City of Lauderhill as a model community — one that reflects the aspirations, diversity, and resilience of its people.

## Vision

### Our Shared Idea of the Future

The City of Lauderhill is an enduring destination firmly rooted in the values of family and community, dedicated to fostering economic prosperity, ensuring safety, and promoting the overall well-being of every resident, creating a harmonious and thriving environment for all.

## Tagline

### The City of Distinction

## Guiding Principles

### Expectations for City Decision Making and Service Delivery

**COURAGEOUS LEADERSHIP**
Demonstrate bold and visionary leadership, fearlessly tackling challenges to pave the way for the City's progress and resilience.

**UNWAVERING INTEGRITY**
Uphold the highest ethical standards, fostering trust and accountability in all interactions, decisions, and actions of all staff and public officials.

**COMMITMENT TO EXCELLENCE**
Strive for excellence in every aspect of governance, maintaining a dedication to continuous improvement, innovation, and the delivery of high-quality services to residents.

**PROFESSIONALISM IN SERVICE**
Conduct City affairs with the utmost professionalism, ensuring that interactions with residents, businesses, and stakeholders reflect competence, courtesy, and efficiency.

**PRIDE IN PUBLIC SERVICE**
Instill a sense of pride among government employees, emphasizing the importance of public service and the positive impact their work has on the community. Cultivate a shared pride in contributing to the City's well-being and success.

# Why a Strategic Plan?

The City of Lauderhill decided to embark on a journey to develop a strategic plan to effectively guide its development and resource allocation. This comprehensive blueprint outlines the City's vision, goals, and priorities, serving as a roadmap for decision-making and resource management. A strategic plan helps ensure that limited resources are utilized efficiently, addressing current needs and anticipating future challenges. The goal of our plan is to promote sustainable development, community engagement, and effective governance. Additionally, the plan provides a framework for collaboration between government agencies, businesses, and residents, fostering a cohesive approach to improving overall quality of life.

# Infrastructure and Resilience

## Our Goal

### Where We're Headed

Identify and enhance infrastructure needs for water, wastewater, storm water, and public areas.
Prioritize climate sustainability to mitigate the impact of extreme weather and flooding caused by climate change.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Implement sustainable practices and policies in environmental and energy design for all new developments Citywide, enhancing operational efficiencies and preserving land and habitat:**

- Reduce electricity, water, and fuel usage in City operations by 2% annually.
- Execute the Capital Improvement Plan (CIP) annually on time and within budget to keep pace with necessary infrastructure improvements and maintain fiscal stability.

All Departments

**Invest in City beautification programs to elevate and enhance Lauderhill's overall aesthetics:**

- Develop a proactive improvement plan for the regular maintenance of medians, water and sewer, roads, sidewalks, water ways, and landscaping throughout the City within six months of implementing the 2025–2029 Strategic Plan.
- Improve medians, water and sewer, roads, sidewalks, water ways, and landscaping throughout the City by a minimum of 2% of assets annually.

Public Works / Utilities

**Conduct proactive inspections and monitoring to improve and maintain the overall appearance of Lauderhill.**

- Increase the number of closed work orders for sidewalk repairs by 5% annually.

Public Works

# Infrastructure and Resilience

**Enhance and maintain the quality and connectivity of streets, roads, bridges, sidewalks, waterways, and bike paths ensuring the safety and reliability of the City's transportation corridors.**

Public Works

- Assess the current levels of street lighting throughout the City by May 2025.
- Increase pedestrian street lighting to improve the safety and walkability of Lauderhill's streets and sidewalks by 5% per year beginning FY 2026.
- Assess traffic calming strategies (roundabouts and speed humps) in neighborhoods and residential communities by May 2025.
- Implement traffic calming strategies by 5% each year by FY 2026.
- Investigate the creation of a City-wide lighting district by FY 2026.

**Improve storm water management and distribution systems to safeguard the health and safety of Lauderhill residents.**

Utilities

- Complete the Wastewater Master Plan, Water Distribution Plan and the Force Main Risk Analysis by 2024.
- Plan and implement annually by 5% each fiscal year.

**Implement new technology for consistency in software, infrastructure, and programming, automating City processes to increase efficiency.**

MIS

- Increase in digital operations:
  - Six manual processes converted to digital by December 2026.
  - Five City services made available online and on mobile devices by December 2025.
  - Implement public safety technology to make data-supported decisions by FY 2026.

Public Works

- Increase the number of electrical vehicle (EV) charging stations proportional to the increase of the City owned EV fleet.
- Utility Billing Automated Meter Reading System implemented by FY 2028.

**Develop a climate action plan by June 2026.**

Finance / Utilities

Planning & Zoning

# Thriving Destination

## Our Goal

### Where We're Headed

Enhance Lauderhill's brand image and broaden attractions to retain and engage residents, visitors, and investors.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Revitalize the City's image through rebranding to improve perception among residents, businesses, developers, investors, and visitor in Lauderhill.**

- Complete the City's rebranding process by the end of FY 2025.
- Implement a "Destination City" plan to highlight City amenities, attractions, and programming by 2028.
- Increase positive press and website activity by 5% annually.
- Assess press, social media, and website activity by FY 2025.
- Increase press, social media, and website postings by 5% annually.

Public Relations

**Improve the aesthetic of Lauderhill's neighborhoods to enhance the City's beauty and foster a sense of community pride.**

- Upgrade design guidelines to include commercial and residential color schemes, design, and landscaping guidelines to modernize and enhance the aesthetic appeal of common spaces in the City by FY 2026.
- Beginning in 2026, conduct a brand awareness survey every two years and measure percentage of residents who feel positive about the community year-over-year.

Planning & Zoning

Public Relations

# Thriving Destination

Public Relations

**Incentivize tourism by supporting sports, the arts, concerts, and entertainment in Lauderhill.**

- Ensure 20% of all marketing encourages tourism by promoting sports, the arts, concerts, and entertainment in Lauderhill annually.
- Increase the number visitors coming to Lauderhill by way of special programming at the Lauderhill Performing Arts Center, the 38th Avenue Corridor, and other Lauderhill facilities annually.
- Streamline the City's special event/promo permit/38th Avenue pilot program permit process to attract and retain third-party event hosts by FY 2024.
- Create financial incentive(s) to Increase partnerships and co-promotions with sports, arts, and commercial events by 3% annually.

CRA & Public Relations

**Enhance and upgrade Lauderhill's sports and entertainment venue infrastructure to promote tourism and provide enhanced amenities for Lauderhill residents.**

- Assessment of all City assets by end of FY 2025
- Identify upgrades to the City's destination assets and upgrade one asset annually.

Economic Development

**Attract new causal dining restaurants, art galleries, and retail to enhance amenities available to Lauderhill residents and visitors.**

- Encourage the development of the Lauderhill Performing Arts Center site and vacant parcels throughout the City to enhance all areas, including the Entertainment District by developing a strategic plan by the end of FY 2026.

# Inclusive and Connected City

## Our Goal

### Where We're Headed

Leverage the City's diversity to promote community engagement and inclusivity throughout all facets of City government.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Strengthen Lauderhill's arts, culture, and entertainment offerings to foster unity and inclusivity.**

- Identify the most impactful signature annual events, ensure their sustainability, and boost community engagement in these events by tracking attendance and social media. Increase attendance for signature events by 5% each year.
- Ensure all events are ADA compliant by the end of FY 2025.

Public Relations

**Attract and retain a diverse, inclusive workforce representative of Lauderhill's varied population and demographics.**

- Track annual progress toward greater workforce diversity using the EEOC Report.
- Revise 10% of job descriptions annually to be reflective of physical requirements until all job descriptions have been revised.

Human Resources

# Inclusive and Connected City

Public Relations

**Guarantee the accessibility of all Citywide communications and services, providing equitable access for all Lauderhill residents.**

- Increase the number of residents connected to the City's communication platforms by 5% annually.

**Cultivate an environment where Lauderhill residents feel genuinely welcomed and integral to the community.**

- Conduct annual survey to measure resident satisfaction with City services.
- Increase resident satisfaction with City services by 2% per year.

# Strong and Prosperous Economy

## Our Goal

### Where We're Headed

Allocate resources to foster the growth of the community's workforce and bolster Lauderhill's businesses, thereby fortifying and maintaining the City's economic vitality.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Streamline the City's procedures to enhance business friendliness, facilitating improved attraction and retention of businesses.**

- Conduct an annual survey on Certificate of Use (COU) renewals to analyze and assess future needs by December 2025.
- Provide an annual report categorized and trended year-over-year to track the number of COU issuances and renewals.
- Increase the annual utilization of the City's new and existing online services by businesses and constituents by 5% by FY 2026.

Finance / Eco Dev

**Increase enrollment in both Target Market and Small Business Enterprise (SBE) programs to foster the growth and development of businesses in Lauderhill.**

- Track the percentage increase in enrollment in both target market and SBE programs on a yearly basis.
- Annually, measure the rate of active participation by businesses in the target market and SBE programs to ensure sustained engagement and development and increase annually by 5%.

Finance / Purchasing

- Conduct annually assessments to gauge the impact of the programs on the growth and development of businesses located in Lauderhill.

Finance / Eco Dev

# Strong and Prosperous Economy

**Incentivize the development of workforce and market rate housing so that businesses are attracted to the City, and individuals and families can live and work in Lauderhill.**

Finance / Eco Dev / CRA

- Promote the development of market-rate dwelling units for vacant properties within residential and transit oriented zoning districts.
- Support applications for "Flexibility Units," when developers are proposing market-rate developments.
- When affordable housing is proposed, advocate for workforce housing or medium income requirements, to help off-set the supply of low and moderate income affordable housing.

**Safeguard the future resilience of Lauderhill's workforce by establishing pathways to living wage jobs.**

H.R.

- Expand employment opportunities for residents of Lauderhill yearly.
- Host quarterly job fairs to highlight opportunities for employment within the City.

P&R

- Host an annual STEM summit to connect students to employers.

PD / Fire

- Increase the yearly enrollment of participants in the Fire Explorer/Apprenticeship and Police Explorer/Apprenticeship programs.

**Facilitate and promote the integration of returning citizens into the workforce, supporting their job opportunities and career advancement.**

H.R.

- Create partnerships with other agencies to provide resources and access to trainings and new employment opportunities. Increase by 5% each year.

**Enhance the City's entrepreneurial ecosystem by establishing equitable access to capitol and capacity-building opportunities for both new and existing businesses.**

Finance / Purchasing

- Increase the engagement of local vendors on a yearly basis by measuring how many more businesses enroll.

Finance / Eco Dev

- Inclusion of the KIVA Hub Microfinance Initiative if feasible.

# Exceptional Public Safety

## Our Goal

### Where We're Headed

Promote a community-first approach to public safety aiming to improve service delivery and enhance the public perception of Lauderhill as a secure community.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Cultivate community partnerships to sustain an ongoing dialogue, address concerns and needs, and collaboratively devise strategies for reducing crime.**

- Monitor and record the participation of public safety personnel and community members in community engagement and education initiatives annually. Increase participation by 5% annually.

PD / Fire

**Provide education to businesses and multi-level housing complexes on code violations, proper tenant vetting, and other infractions affecting quality of life to help ensure compliance.**

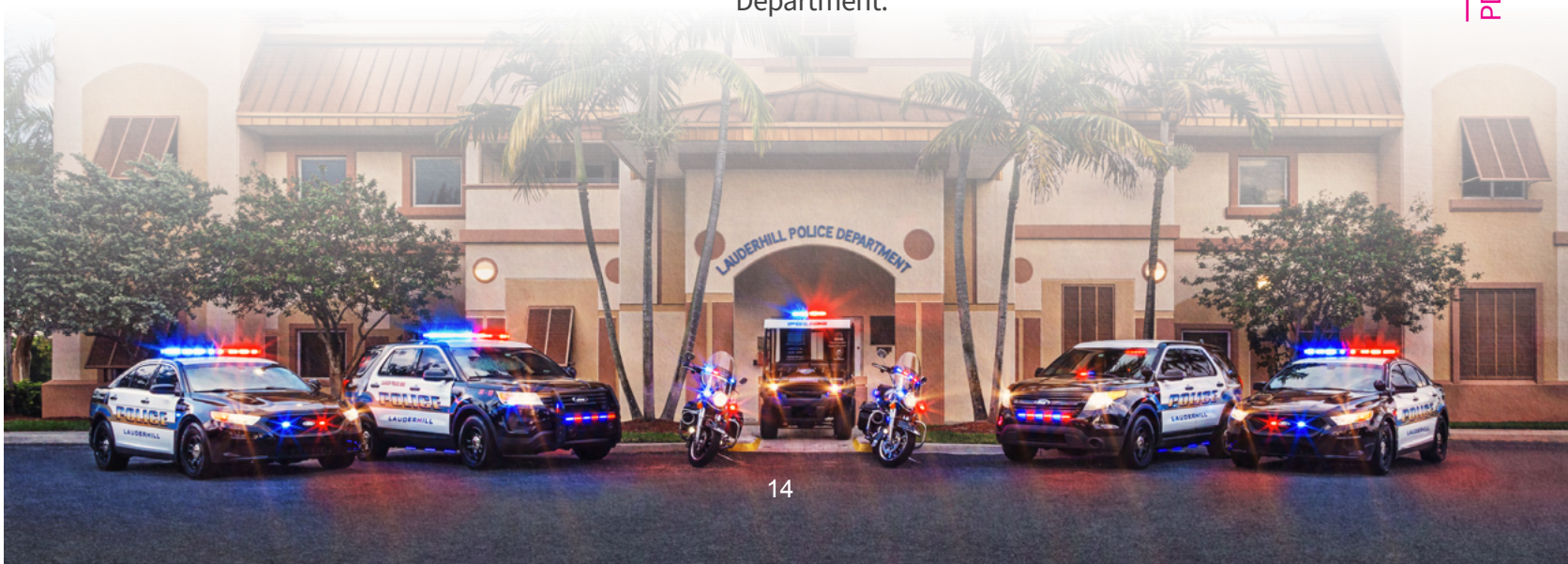
- Achieve an annual increase of 5% in voluntary code compliance after notice of violation.
- Hold an annual seminar with commercial businesses, multi-family complexes, and landlords/property managers to educate them on best practices on crime prevention and code compliance.
- Annually identify new and existing businesses and residential properties facing challenges with loitering and crime;recommend alternative solutions to deter these activities.

PD & Code Enforcement

**Strengthen the City's commitment to community safety education by actively participating in homeowners; association (HOA) meetings, engaging with youth, sponsoring community events, and fostering collaboration across City departments to empower residents in contributing to Lauderhill's safety.**

- Annually provide a list of all events attended by Police Department.

PD / Fire / Code



# Exceptional Public Safety

**Conduct comprehensive crime prevention through environmental design (CPTED) reviews, involving all public safety disciplines, to ensure Lauderhill adopts a proactive and thorough approach to public safety.**

PD

- Monitor and help ensure compliance with CPTED reviews, holding businesses and residential properties accountable for progress annually via an annual report.

PD / Code / P&Z / Fire

- Keep a history of all Development Review Committee (DRC) and CPTED comments and determine if businesses are in compliance via an annual report.

**Decrease domestic violence incidents in the City of Lauderhill.**

Police Department

- Track the utilization of police services provided to domestic violence victims and develop an educational offender program to reduce incidents of domestic violence.
- Track domestic violence incidents to determine outcomes and meet with the State Attorney's office to track prosecuted and declined cases.
- Educate the community at least 4 times annually on domestic violence, empowering Lauderhill families and community members to live securely in their homes and actively work toward reducing instances of domestic violence.

**Implement measures to reduce crimes against property and individuals across the City, striving to achieve a heightened level of safety for residents, businesses, and visitors in Lauderhill.**

PD / LHPP

- Conduct an assessment to identify and address root cause of community violence in our City. Provide report by Dec. 2026.

PD

- Measure the percentage decrease in overall crimes against property and individuals in Lauderhill annually, comparing the current year with the previous year. Witness a decrease annually.

Public Rel.

- Conduct regular surveys to assess the community's perception of safety in Lauderhill, focusing on residents, businesses, and visitors, with the goal of achieving a positive trend within 2 years.

**Facilitate the expansion of safe neighborhood districts, contributing to crime prevention initiatives in Lauderhill.**

Admin

- Track the annual percentage increase in the number of safe neighborhood projects within Lauderhill, demonstrating progress in the completion of safe neighborhood projects annually.

PD

- Measure the change in crime incidence rates within the expanded safe neighborhood districts, aiming for a decrease in reported crimes over the specified period.

# Healthy People and Places

## Our Goal

### Where We're Headed

When shaping the City's policies and services, prioritize the creation of a healthy, sustainable and, resilient environment for all.

## Objectives/Performance Measures

**What we'll focus on to get there | How we'll know we're successful**

**Improve the City's environment, including, but not limited to, its drinking water, canals, and air quality to promote the health and safety of residents.**

- Establish metrics for regular inspections and annual lab testing to ensure the cleanliness of waterways by December 2025.
- Conduct regular chlorination of the water system annually in February and March by December 2025.
- Install privacy walls at the Water Treatment Plant by December 2025.
- Rehabilitation of East Clarifier at the Water Treatment Plant by December 2025.
- Rehabilitation of the rotary drum at the Water Treatment Plant by December 2025.
- Replacement of filter media at the Water Treatment Plant by December 2025.

Public Works / Utilities

**Create safe Citywide pedestrian and bike pathways, and parks/green spaces, to improve mobility networks (sidewalks, walking and biking trails) to create a more connected City that supports alternative means of transportation and healthy lifestyles.**

- Sustain efforts to identify grant opportunities and alternative revenue sources to enhance multi-modal transportation including pedestrian and bike pathways. Apply once a year.

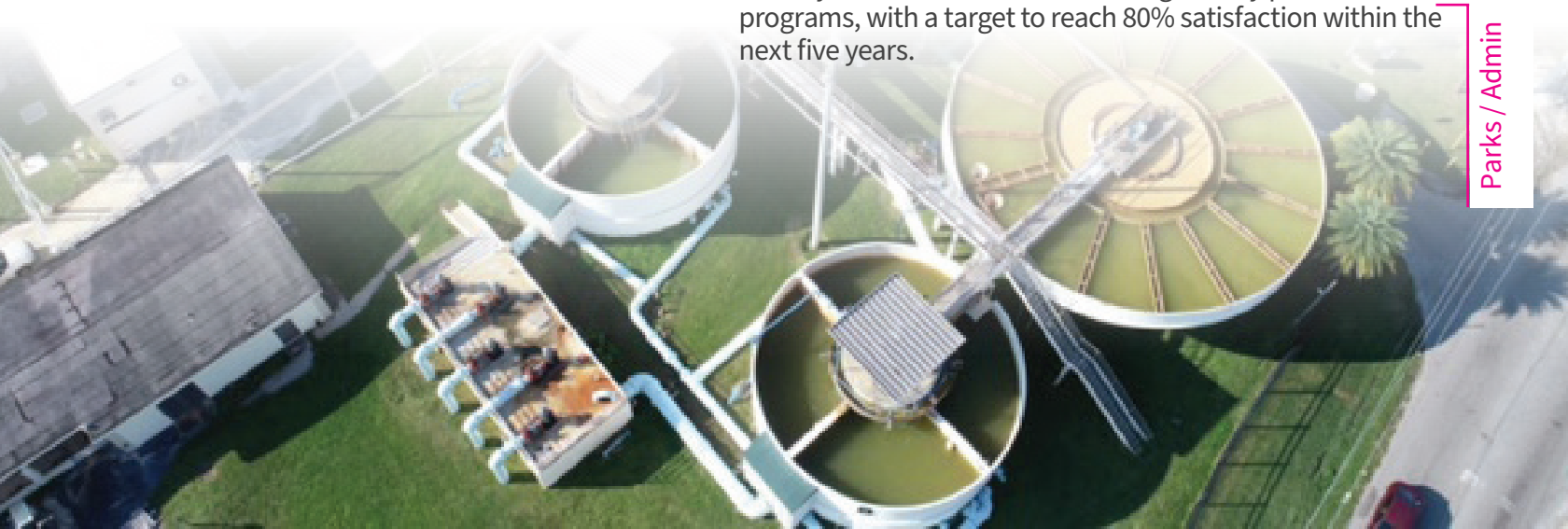
Planning & Zoning

- Enhance family activities by expanding green spaces, ensuring Lauderhill residents have ample places to play and recreate within a 10-minute walk of their homes.

Parks & Rec

- Identify a baseline satisfaction rating for City parks and programs, with a target to reach 80% satisfaction within the next five years.

Parks / Admin



# Healthy People and Places

**Encourage and support mental health programs, initiatives, and services so Lauderhill residents receive the care they need.**

Fire

- Decrease hospital readmissions by 5%, as indicated by data from the internal reporting system.

**Promote healthy living and advocate for improved health access for Lauderhill residents.**

Fire

- Increase the number of residents served by community health care programs, measured through the community paramedic program's outreach to patients annually.

Admin

- Host and track annual, sustainable, family oriented, and multi-generational programs and events, such as festivals and concerts, providing venues for families to gather and share quality time.

Parks

- Achieve a 5% annual increase in summer camp program participation.

**Promote heightened recycling practices for residents and businesses, along with the enforcement of plastic-free ordinances.**

Admin

- Expand community education initiatives annually to decrease litter, measure reduction, and enhance marketing and awareness of proper hazardous waste disposal.

**Improve the social determinates of health through programs such as the Lauderhill Health and Prosperity Partnership.**

HR & Fire

- Identify five calls to action to implement on a yearly basis.
- Provide mental health first aid training open to City staff and elected officials.
- Conduct a community health assessments every two years.
- Annually create one program policy or environmental solution to improve health outcomes and address the social determinants of health.

Fire / LHPP

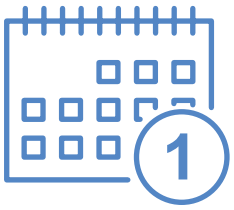
# What's Next

## Putting the Plan Into Action

Now that the strategic plan is adopted, the implementation phase commences. This involves translating the outlined strategies into actionable steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation mechanisms will be put in place to assess progress and make adjustments as needed. Feedback loops will also be established to help ensure continuous improvement and alignment with the City's overarching goals. Successful execution of the strategic plan will require adaptability, clear communication, and a commitment to achieving the defined objectives. Stay involved and curious about the process to learn more about our progress on the plan.

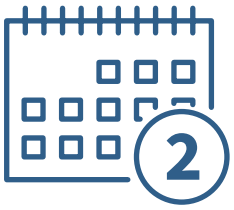
## Keeping Track Of Progress

**How are we doing? We'll let you know!**



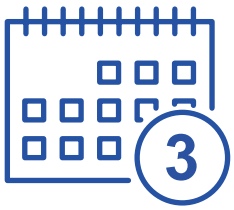

**MONTHLY**

City Staff will evaluate and discuss progress on Strategic Plan goals monthly during the first year.




**SEMI-ANNUALLY**

City leadership will provide the City Manager's Office with progress updates for each Strategic Plan goal after the first year.




**ANNUALLY**

City Staff will provide the City Manager's Office with progress updates to be included in the City Manager's report.

# Acknowledgments

## THANK YOU TO ALL

This strategic plan is the result of the combined efforts of our residents, elected officials, employees, and community stakeholders. The City of Lauderhill would like to thank everyone who provided their knowledge and insights throughout the process and who dedicated their time to making this Strategic Plan come to life.

## CITY OF LAUDERHILL COMMISSIONERS

Mayor Ken Thurston
Vice Mayor Lawrence “Jabbow” Martin
Commissioner Denise D. Grant
Commissioner Melissa P. Dunn
Commissioner Sarai “Ray” Martin

## ADMINISTRATION

Desorae Giles-Smith - City Manager
Kennie Hobbs Jr. - Deputy City Manager and Finance Director
Leslie Johnson - Assistant City Manager and Director of Public Relations and Cultural Arts
Julie Boukhari - Operations Administrator
Stephanie Garcia - Special Event Coordinator
Arlene Walcott - Grants Manager
Lisema Sinord - Digital Content Manager
Gixaly Agosto Hernandez - Special Projects Coordinator

## DIRECTORS AND STAFF

Angel Petti Rosenberg - City Attorney
Zach Davis-Walker - Assistant City Attorney
Andrea Anderson - City Clerk
Nadia Chin - Deputy City Clerk
Scott Newton - Parks and Recreation Director
Brian Picinic - Deputy Parks and Recreation Director
Daphne Dyer - Assistant Parks and Recreation Director
Herb Johnson - Utilities Director
Lurleen Evans - Assistant Utilities Director
Marc Celetti - Public Works Director
Tamica Dennis - Assistant Public Works Director
Dameion DaCosta - Assistant Public Works Director
Constance Stanley - Police Chief
Allen Siegel - Deputy Police Chief
Robert Torres - Fire Chief
Jeff Levy - Deputy Fire Chief
Jerry Gonzalez - Assistant Fire Chief
CiCi Krempler - Human Resources Director and Risk Manager
Andrea Javier - Assistant Human Resources Director
Martin Cala - Director of Engineering
Daniel Keester-O’Mills - Planning and Zoning Director
Sean Henderson - CRA Director and Deputy Finance Director
Karen Pottinger - Assistant Finance Director
Doug Downs - Director of Information Systems
Andre Young-Sang - Assistant MIS Director

# STRATEGIC PLAN • 2025 – 2030