

City of Lauderhill Strategic Plan – Start Spring 2024 / Five Years “Lauderhill Vision 2030”

Mission: 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: 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: Elevating Lives, Building Futures.

Guiding Principles:

- 1. Courageous Leadership:** Demonstrate bold and visionary leadership, fearlessly tackling challenges to pave the way for the city's progress and resilience.
- 2. Unwavering Integrity:** Uphold the highest ethical standards, fostering trust and accountability in all interactions, decisions, and actions of all staff and public officials.
- 3. 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.
- 4. Professionalism in Service:** Conduct city affairs with the utmost professionalism, ensuring that interactions with residents, businesses, and stakeholders reflect competence, courtesy, and efficiency.
- 5. 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.

Strategic Priorities, Goals, Objectives, and Performance Measures

Strategic Priority: Infrastructure and Resilience

Goal Statement: 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:

1. 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) on time and within budget to keep pace with necessary infrastructure improvements and maintain fiscal stability.
2. Invest in city beautification programs to elevate and enhance Lauderhill's overall aesthetics:
 - Develop a proactive improvement plan for the regular maintenance of medians, pipes, roads, sidewalks, water ways, and landscaping throughout the city within six months of implementing the 2023 – 2028 Strategic Plan.
 - Improve medians, pipes, roads, sidewalks, water ways, and landscaping throughout the city by a minimum of 2% annually.
3. Conduct proactive inspections and monitoring to improve and maintain the overall appearance of Lauderhill:
 - Increase the number of closed orders for sidewalk repairs annually.
4. 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:
 - Increase pedestrian street lighting to improve the safety and walkability of Lauderhill's streets and sidewalks.
 - Continue to implement traffic calming strategies (roundabouts and speed humps) in neighborhoods and residential communities where feasible.
5. Improve storm water management and distribution systems to safeguard the health and safety of Lauderhill residents:
 - Complete the Wastewater Master Plan, Water Master Plan, and the Force Main Analysis by 2024.
6. Implement new technology for consistency in software, infrastructure, and programming, automating city processes to increase efficiency:

- Increase in digital operations:
 - Six manual processes converted to digital by December 2025
 - Five city services made available online and on mobile by December 2025
 - Implement public safety technology to make data-supported decisions.
- Increase the number of electric vehicle (EV) charging stations at city facilities annually.

7. Develop a climate action plan by January 2025.

Strategic Priority: Thriving Destination

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

Objectives/Performance Measures:

1. Revitalize the city's image through rebranding to improve perception among residents, businesses, developers, investors, and visitors in Lauderhill:
 - Complete the city's rebranding process.
 - Implement a "Destination City" plan to highlight city amenities, attractions, and programming by 2028.
 - Increase positive press and website activity.
2. Improve the aesthetics of Lauderhill's neighborhoods to enhance the city's beauty and foster a sense of community pride:
 - Upgrade commercial and residential color schemes, design, and landscaping guidelines to modernize and enhance the aesthetic appeal of common spaces in the city.
 - 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.
3. Incentivize tourism by supporting sports, the arts, concerts, and entertainment in Lauderhill:
 - Encourage tourism by promoting sports, the arts, concerts, and entertainment in Lauderhill through strategic incentives.
 - Increase the number visitors coming to Lauderhill by way of special programming at the Lauderhill Performing Arts Center, Broward County Regional Park, and the 38th Avenue Corridor.
 - Streamline the city's special event/promo permit/38th Avenue pilot program permit process to attract and retain third-party event hosts by 2024.
 - Create financial incentive(s) to increase promotional licenses for sports, arts, and commercial events on an annual basis.
4. Enhance and upgrade Lauderhill's sports and entertainment venue infrastructure to promote tourism and provide enhanced amenities for Lauderhill residents:
 - Complete annual upgrades to the City's destination assets.
5. Attract new casual 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.

Strategic Priority: Inclusive and Connected City

Goal Statement: Leverage the city's diversity to promote community engagement and inclusivity throughout all facets of city government.

Objectives/Performance Measures:

1. Strengthen Lauderhill's arts, culture, and entertainment offerings to foster unity and inclusivity:
 - Identify the most impactful annual events, ensure their sustainability, and boost community engagement in these events.
2. Attract and retain a diverse, inclusive workforce representative of Lauderhill's varied populations and demographics:
 - Track annual progress toward greater workforce diversity using the EEOC Report.
 - Revise 20% of job descriptions annually to be reflective of physical requirements until all job descriptions have been revised.
3. 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.
4. Cultivate an environment where Lauderhill residents feel genuinely welcomed and integral to the community:
 - Increase annual resident satisfaction with city services (set a target using the baseline data from the ETC Research Institute community survey, track progress year-over-year, and provide survey data to the public).

Strategic Priority: Strong and Prosperous Economy

Goal Statement: 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.

New Objectives/Performance Measures:

1. 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, aiming to enhance business retention by October 1, 2024.
 - 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.
2. 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.
 - Conduct quarterly assessments to gauge the impact of the programs on the growth and development of businesses located in Lauderhill.
3. 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:
 - Annually, promote market-rate and workforce housing through incentives and various opportunities.
 - Encourage the development of workforce housing annually through incentivized initiatives.
4. Safeguard the future resilience of Lauderhill's workforce by establishing pathways to living wage jobs:
 - Expand employment opportunities for residents of Lauderhill yearly.
 - Host quarterly job fairs to highlight opportunities for employment in the city.
 - Host an annual STEM summit to connect students to employers.
 - Increase the yearly enrollment of participants in the Fire Explorer/Apprenticeship and Police Explorer/Apprenticeship programs.

- Create partnerships with other agencies to provide resources and access to employment opportunities.
5. Facilitate and promote the integration of returning citizens into the workforce, supporting their job opportunities and career advancement:
- Create partnerships with other agencies to provide resources and access to trainings and new employment opportunities.
6. Enhance the city's entrepreneurial ecosystem by establishing equitable access to capital and capacity-building opportunities for both new and existing businesses:
- Augment the engagement of local vendors on a yearly basis.
 - Inclusion of the KIVA Hub Microfinance Initiative

Strategic Priority: Exceptional Public Safety

Goal Statement: 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:

1. 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.
2. 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 in voluntary code compliance.
 - 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.
3. 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.
4. 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:
 - Monitor and help ensure compliance with CPTED reviews, holding businesses and residential properties accountable for progress annually.
 - Keep a history of all Development Review Committee (DR) and CPTED comments and determine if businesses are in compliance.
5. Decrease domestic violence incidents in the City of Lauderhill:
 - Track the utilization of police services provided to domestic violence victims and develop an offender program to reduce incidents of domestic violence.
 - Track domestic violence incidents to determine outcomes of reported cases and increase the number of prosecutions.
 - Meet with State Attorney's Office quarterly to identify issues and track progress.

- Educate the community on domestic violence, empowering Lauderhill families and community members to live securely in their homes and actively work toward reducing instances of domestic violence.
6. 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:
- Conduct an assessment to identify and address root cause of community violence in our city.
 - Measure the percentage decrease in overall crimes against property and individuals in Lauderhill annually, comparing the current year with the previous year.
 - 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 over time.
7. Facilitate the expansion of safe neighborhood districts, contributing to crime prevention initiatives in Lauderhill:
- Track the annual percentage increase in the number of safe neighborhood districts within Lauderhill, demonstrating progress in the expansion of safe areas.
 - Measure the change in crime incidence rates within the expanded safe neighborhood districts, aiming for a decrease in reported crimes over the specified period.

Strategic Priority: Healthy People and Places

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

New Objectives/Performance Measures:

1. 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.
 - Conduct regular chlorination of the water system annually in February and March.
 - Install privacy walls at the Water Treatment Plant.
2. 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 pedestrian and bike pathways.
 - Enhance family activities by expanding green spaces, ensuring Lauderhill residents have ample places to play and recreate within a 10-minute walk.
 - Maintain an 80% satisfaction rating for city parks and programs, with a target to reach 90% satisfaction within the next five years.
3. Encourage and support mental health programs, initiatives, and services so Lauderhill residents receive the care they need:
 - Decrease hospital readmissions, as indicated by data from the internal reporting system.
 - Provide mental health first aid training to staff and elected officials.
4. Promote healthy living and advocate for improved health access for Lauderhill residents:
 - Increase the number of residents served by community health care programs, measured through the community paramedic program's outreach to patients.
 - 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.
 - Achieve a 5% annual increase in city-provided summer camp participation.
5. Promote heightened recycling practices for residents and businesses, along with the enforcement of a plastic-free ordinance:

- Expand community education initiatives to decrease litter, measure reduction, and enhance marketing and awareness of proper hazardous waste disposal.
6. Improve the social determinants of health through programs such as the Lauderhill Health and Prosperity Partnership:
- Identify five calls to action to implement on a yearly basis.
 - Conduct a community health assessments every two years.
 - Program policies and environmental solutions to improve health outcomes and address the social determinations of health.