



DRAFT

CITY OF LAUDERHILL SUPPLEMENTAL STRATEGIC PLAN FY 2025 – 2026

BRIDGING THE 2024 STRATEGIC PLAN TO THE FY 2027 REFRESH

MAINTAINING MOMENTUM • MEASURING PROGRESS • BUILDING THE FUTURE

ADOPTED OCTOBER 2025

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How to Use This Plan

This Supplemental Strategic Plan serves as a bridge between Lauderhill's 2024 Strategic Plan and the forthcoming refreshed FY 2027 Strategic Plan. It highlights immediate actions, measurable progress, and accountability tools that connect today's work with tomorrow's vision.

CITY OF LAUDERHILL COMMISSION



Denise D. Grant
Mayor

Richard Campbell
Commissioner

John T. Hodgson
Commissioner

Melissa P. Dunn
Commissioner

S. "Ray" Martin
Vice Mayor

Charter Officers

Kennie Hobbs, Jr.
City Manager

Andrea Anderson
City Clerk

Hans Ottinot
City Attorney



A LETTER FROM THE MAYOR

A handwritten signature in white ink on a dark blue background. The signature is stylized and cursive, appearing to read 'Denise D. Grant'.

Denise D. Grant

With a vision, the people prosper. As Mayor, my charge is to advance Lauderhill's strategic plan, focusing on safer neighborhoods, cleaner streets, beautiful parks, fiscal responsibility, healthy people, and vibrant growth. I am proud to present the City of Lauderhill's Supplemental Strategic Plan for FY 2025–2026, a collaborative effort shaping our future. This plan bridges to our FY 2027 roadmap, addressing timing and performance, and launching Quick Wins and Supplemental Initiatives for visible improvements.

In 2021, I had the privilege of advancing the strategic plan—then called the Vision Plan—and receiving the support of my colleagues. It has been a collective effort, and I extend my gratitude to the City Commission; our late City Manager, Desorae Giles-Smith, for her commitment to this process; City Manager Kennie Hobbs, Jr. and his team; the Strategic Planning Division led by Nadia Chin; and all who contributed to this well-executed plan.

Together, we are building a vibrant, safe, and connected Lauderhill—a place we are proud to call home.

A LETTER FROM THE CITY MANAGER



Kennie Hobbs, Jr.



It is my privilege to present the City of Lauderhill's **Supplemental Strategic Plan for FY 2025–2026**, a collaborative effort shaped by our City Commission, staff, and residents working together to advance Lauderhill's vision for the future.

This plan builds on the foundation of the **2024 Strategic Plan** and serves as an operational bridge to the refreshed **FY 2027 Strategic Plan**, ensuring that our work continues seamlessly while preparing for the next five-year roadmap.

The Supplemental Plan addresses two key areas identified during implementation: **timing** and **performance**. It keeps us aligned between community survey cycles and strengthens the connection between departmental actions and the results residents value most—**safety, beautification, transparency, and opportunity**.

Beginning **November 1, 2025**, the City will launch **Quick Wins**, a series of 90-day, high-impact projects that deliver visible improvements citywide, followed by **Supplemental Initiatives** that sustain progress through FY 2026.

This plan is a living framework that grows with our community, reinforces accountability, and ensures residents can see and measure progress through our **public dashboards** and **quarterly scorecards**. Together, we are building a City that is vibrant, safe, and connected—a place we are all proud to call home.

VISION, MISSION & GUIDING PRINCIPLES

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.

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.

Guiding Principles

- **Courageous Leadership**
- **Unwavering Integrity**
- **Commitment to Excellence**
- **Professionalism in Service**
- **Pride in Public Service**



Lauderhill City Hall

WHY A SUPPLEMENTAL PLAN?

The **Supplemental Strategic Plan (FY 2025–2026)** bridges Lauderhill’s 2024 Strategic Plan and the refreshed FY 2027 Strategic Plan to keep the City proactive, accountable, and focused on measurable progress.

Purpose

- Maintain momentum while awaiting new community survey data (**early 2026**).
- Align resources and **department performance measures** with Commission direction and KPI outcomes.
- Reinforce accountability through **monthly internal reports and quarterly public scorecards**.
- Build public trust through **visible, trackable results** and open data.

Together, these efforts keep Lauderhill’s Strategic Plan dynamic and performance-driven — preserving the strong foundation built in 2024 while proactively accelerating visible progress ahead of the next community feedback cycle.

WHAT'S NEW IN THE SUPPLEMENTAL PLAN vs. WHAT CONTINUES FROM THE 2024 STRATEGIC PLAN

What's New in the Supplemental Plan

- **Quick Wins Program:** A citywide 90-day initiative delivering visible, early-action results across all four Commission priorities.
- **Supplemental Initiatives:** One-year of strategies that sustain momentum through FY 2026 and bridge to longer-term goals in departmental plans.
- **Consistent Reporting Rhythm:** Monthly internal updates and quarterly public scorecards to monitor performance and maintain accountability.
- **Public Performance Dashboard:** A transparent, online platform tracking KPI movement and departmental progress.

What Continues from the 2024 Strategic Plan

- The 2024 Plan's **Mission, Vision, and Guiding Principles** remain the foundation for all City actions.
- **Commission priorities** (refined) and a consistent **KPI framework** validated through community survey data.
- **Resident-driven decision-making** and **data-informed management** that keep City operations responsive and transparent.

Inverrary Waterfall



IMPLEMENTATION PHASES OVERVIEW

These phases ensure that departmental performance measures and resident feedback remain aligned between the 2024 and 2027 Strategic Plans — maintaining accountability through continuous measurement until the next community survey cycle in early 2026.

01

Phase 1 Quick Wins & Supplemental Initiatives

Launch visible, high-impact projects in the first 90 days and sustain progress through FY 2026.

02

Phase 2 Commission Input & Community Engagement

The Commission will offer input to shape the 2026 community survey, with survey results and community feedback informing the Commission's priorities.

03

Phase 3 FY 2027 Plan Development & Adoption

Draft, review, and adopt the refreshed five-year strategic plan.



PHASE 1

**Quick Wins &
Supplemental Initiatives**



PHASE 2

**Commission Input
& Community Engagement**



PHASE 3

**FY 2027 Plan
Development & Adoption**

PHASE 1 — QUICK WINS & SUPPLEMENTAL INITIATIVES

Phase 1 officially launches November 1, 2025, initiating the City's first 90-day Quick Wins cycle to deliver visible results across all four priorities.

Each Quick Win aligns with one or more of the City's adopted Key Performance Indicators (KPIs)."

What We'll Do

- Complete targeted Quick Wins within 90 days across all four priorities.
- Implement Supplemental Initiatives that sustain progress through FY 2026.
- Post monthly department updates and quarterly public scorecards.
- Maintain an easy-to-read dashboard showing project and KPI movement.
- Cross-departmental coordination among participating disciplines.

Examples (by Priority)

- **Public Safety:** Lighting audits and repairs; visible patrols; Crime Prevention Through Environmental Design (CPTED) enhancements; Neighborhood Watch relaunch; student safety volunteer program.
- **Beautification:** Cleanup blitzes; signage and lighting upgrades; gateway and median refresh; Fix-It Zones for sidewalks and curb repairs.
- **Economic Opportunity:** Business promotion co-sponsorships; bi-annual job fairs in collaboration with community partners; small business programming.
- **Transparency:** "Where Your Tax Dollar Goes" infographic; open-data portal; quarterly accountability reports and dashboard updates.

What Residents Can Expect

In the coming months, Lauderhill residents will see visible improvements across neighborhoods — from updated lighting and cleaner corridors to more frequent maintenance, safety outreach, and community events.

These early actions, known as **Quick Wins**, are designed to demonstrate measurable progress within 90 days while building the foundation for longer-term **Supplemental Initiatives** that continue through FY 2026.

Each project will be tracked publicly through the City's **performance dashboard**, allowing residents to follow results and see how their feedback drives action.

PHASE 2 — COMMISSION INPUT & COMMUNITY ENGAGEMENT

This phase gathers community and business feedback through the 2026 Community Survey and City-hosted open-house forums to validate KPI trends and guide final priorities for the refreshed FY 2027 Strategic Plan.

What We'll Do

- Conduct a Community Survey — continuing mailed surveys while expanding outreach through digital engagement and in-person participation.
 - Host a City Hall Open House to capture lived experiences and neighborhood feedback.
 - Analyze community engagement to validate KPI results and refine focus areas.
 - Facilitate Commission workshops to review findings, and confirm direction.
-

PHASE 3 — FY 2027 PLAN DEVELOPMENT & ADOPTION

Findings from the 2026 Community Survey and departmental performance data will shape the refreshed FY 2027 Strategic Plan — aligning policies, goals, and resources through FY 2031.

What We'll Do

- Draft the refreshed five-year plan integrating survey data, KPI results, and departmental performance measures.
- Provide opportunities for public review and comment prior to Commission adoption.
- Align goals, KPIs, and budgets to ensure cohesion across departments for 2027–2031.
- Adopt the refreshed FY 2027 Strategic Plan following Commission approval.

The conclusion of Phase 3 begins a new five-year planning cycle — ensuring that lessons learned and resident feedback directly inform Lauderhill's next Strategic Plan.

UNDERSTANDING KPIS

Measuring what matters keeps our City accountable and transparent.

What KPIS Are

Key Performance Indicators (KPIs) are citywide outcomes that residents experience — such as safety perception, park satisfaction, and value for taxes.

Why They Matter

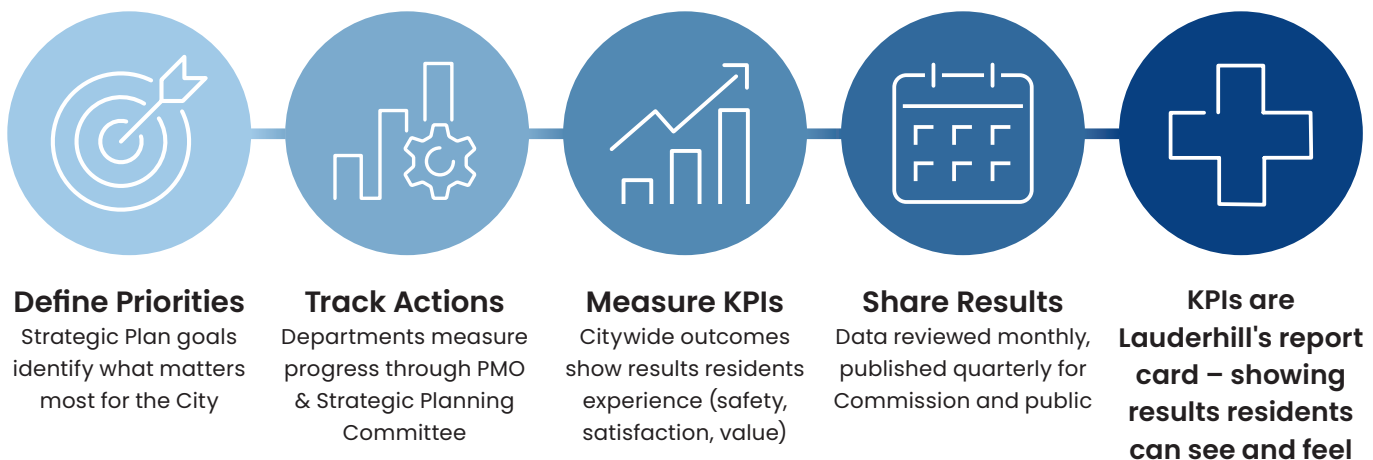
They serve as our community's report card — a clear, measurable way to see how City actions improve daily life.

How We Use Them

- Departments track performance measures — the actions that drive KPI results — through the Performance Management Office (PMO).
- Progress is reviewed monthly and published quarterly for Commission and public transparency.
- The public performance dashboard highlights project updates and KPI movement, showing clear departmental ownership and accountability.

Survey Tie-In

The Community Survey (2022 baseline → 2026 update) validates KPI trends and ensures that performance outcomes reflect how residents actually feel and what they see in their neighborhoods.



CITYWIDE KPIs WITH PRIORITIES

01

Priority 1 — Public Safety

1. Percentage of residents who feel **Safe/Very Safe** walking at night
2. Percentage of residents who are **Satisfied** with **Police Visibility**
3. Percentage of residents who are **Satisfied** with **Emergency/Police Response Time**
4. Percentage of residents who are **Satisfied** with **Enforcement of Local Traffic Laws**

02

Priority 2 — Health & Wellness

11. Percentage of residents who are **Satisfied** with **Recreation and Wellness Opportunities**
12. Percentage of residents who are **Satisfied** with **Overall Quality of Life**

03

Priority 3 — Beautification & Public Spaces

5. Rating **Park Amenities** Excellent/Good
6. Rating **Appearance** of **Medians & Gateways** Excellent/Good
7. Rating **Condition** of **City Streets & Curbs** Excellent/Good
8. Percentage of residents who are **Satisfied** with **Sidewalk Conditions**
9. Percentage of residents who are **Satisfied** with **Maintenance of Private Homes & Properties**
10. Rating **City Buildings (City Hall, Public Safety, Community Centers)** Clean/Well-Maintained

04

Priority 4 — Economic Opportunity & Sustainability

11. Percentage of residents who are **Satisfied** with **Workforce Development Opportunities**
12. Percentage of residents who are **Satisfied** with **Quality of Housing Options**

05

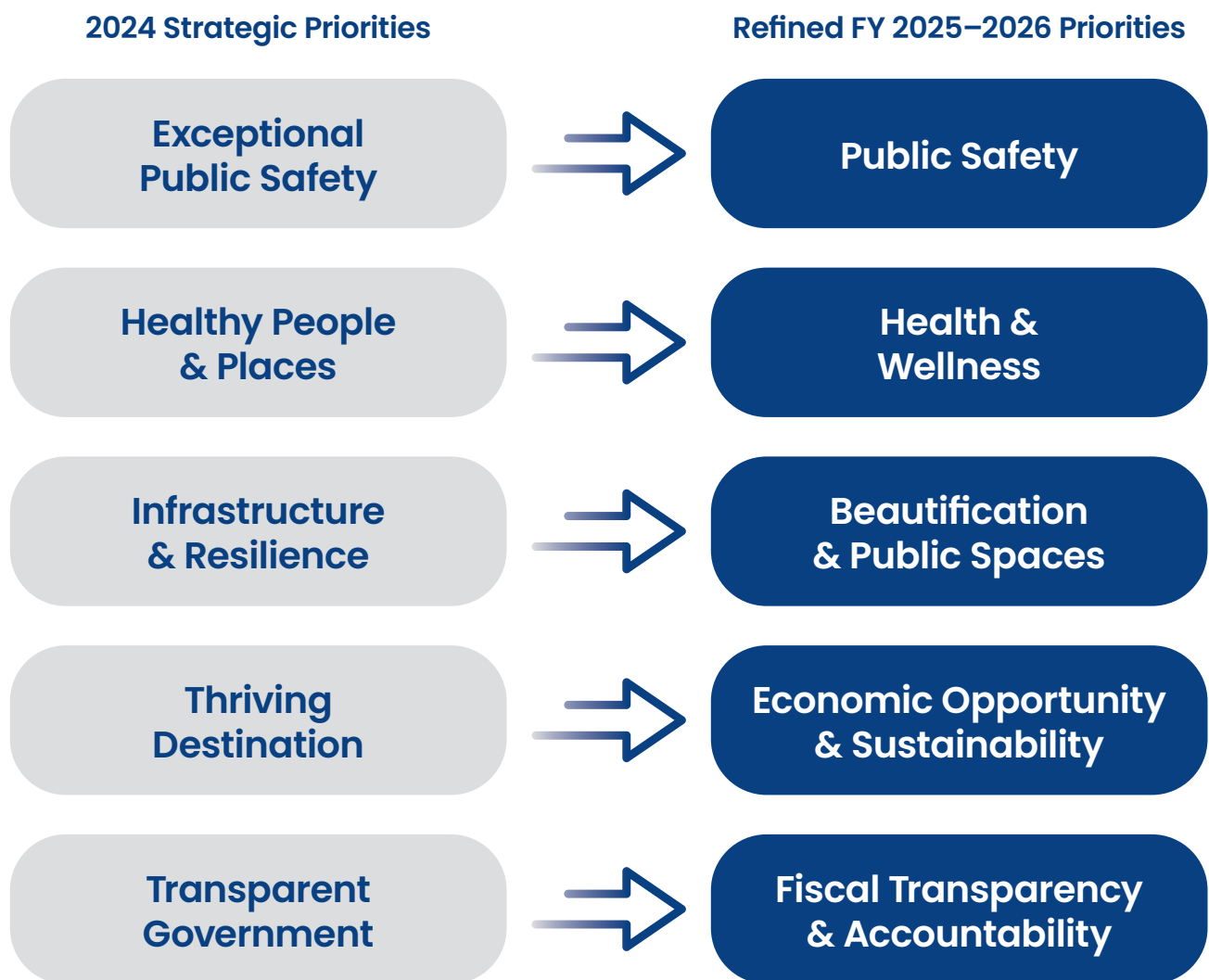
Priority 5 — Fiscal Transparency & Accountability

13. Percentage of residents who are **Satisfied** with **City Social Media & Communications**
14. Percentage of residents who are **Satisfied** with **Value for Tax Dollars**

EVOLUTION & ALIGNMENT OF CITY PRIORITIES

These five refined priorities continue the City’s commitment to improving community outcomes through collaboration, accountability, and measurable results. They build on the foundation of the 2024 Strategic Plan while expanding focus areas that reflect Lauderhill’s growth and evolving community needs.

This evolution reflects Lauderhill’s commitment to measurable outcomes and expanded priorities that reflect the needs of our residents today.



STRATEGIC PRIORITIES OVERVIEW

Strategic Priorities at a Glance

The following priorities summarize the Commission's refined direction for FY 2025–2026.

01

Public Safety

Strengthen community safety and trust through visible policing, prevention, and environmental design that make every neighborhood feel secure, connected, and cared for.



02

Health & Wellness

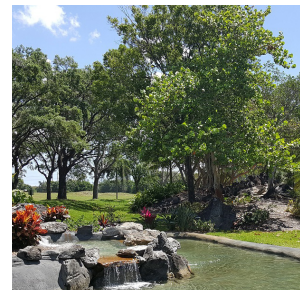
Foster a healthier, more resilient Lauderhill by promoting physical and mental wellness, expanding access to community health resources, and creating environments that support active living and wellbeing for all residents.



03

Beautification & Public Spaces

Elevate the look, feel, and functionality of Lauderhill's streets, parks, and public spaces through consistent maintenance, lighting, and community-driven beautification that promotes pride and vibrancy.



04

Economic Opportunity & Sustainability

Build a vibrant, inclusive, and resilient local economy by supporting small businesses, advancing redevelopment, improving housing quality, and expanding career and education pathways that create lasting opportunity for residents.



05

Fiscal Transparency & Accountability

Strengthen public trust through open communication, transparent budgeting, and clear reporting that show how City investments drive measurable community results.



PRIORITY 1

PUBLIC SAFETY

Goal

Strengthen community safety, trust, and wellbeing through visible policing, prevention, and environmental design that make every neighborhood feel secure, connected, and cared for.

Strategies

- Visible Policing & Presence: Expand community policing, patrol visibility, and neighborhood engagement.
- Safer Streets by Design: Accelerate CPTED fixes, lighting/crosswalk improvements, and sightline clearing.
- Prepared & Coordinated Response: Integrate Police, Fire, Code, and Public Works readiness.
- Trusted Information: Push timely alerts, education, and open safety data to residents.

Quick Wins (first 90 days)

- Repair lighting at primary locations citywide.
- Increase nighttime patrols using cruise lights.
- Launch sidewalk safety fixes in high-traffic zones.

Supplemental Initiatives (through FY 2026)

- Re-engage Neighborhood Watch and promote sign-ups.
- Deploy portable speed and traffic-data devices.
- Conduct CPTED surveys to address risk areas.

How We Measure Success (KPIs)

Nighttime safety perception; police visibility; response time; traffic-law enforcement.



PRIORITY 2

HEALTH & WELLNESS

Goal

Foster a healthier, more resilient Lauderhill by promoting physical and mental wellness, expanding access to community health resources, and creating environments that support active living and wellbeing for all residents.

Strategies

- Active Communities: Expand recreation programs and fitness activations in parks and community centers.
- Healthy Living Access: Partner with hospitals, nonprofits, and schools to offer mobile health screenings, nutrition education, and mental health support.
- Employee Wellness: Strengthen internal City wellness initiatives, including stress management and fitness challenges.
- Resilient Response: Improve readiness for public-health emergencies and climate-related health risks through coordinated planning.

Quick Wins (first 90 days)

- Partner with Broward Health or similar providers to host pop-up health screenings at community centers.
- Launch a “Lauderhill Moves” citywide walking challenge.
- Host “Wellness Wednesdays” in City Hall and local parks for staff and residents.

Supplemental Initiatives (through FY 2026)

- Pilot a Community Garden & Nutrition Education Program.
- Establish an annual Wellness Expo featuring local health and wellness partners.

How We Measure Success (KPIs)

Wellness opportunities; quality of life satisfaction



PRIORITY 3

BEAUTIFICATION & PUBLIC SPACES

Goal

Elevate the look, feel, and functionality of Lauderhill's streets, parks, and public spaces through consistent maintenance, lighting, and community-driven beautification that promotes pride, health, and quality of life.

Strategies

- Standards & Frequency: Set and meet predictable cycles for mowing, litter removal, and right-of-way care.
- Parks that Shine: Modernize signage, lighting, amenities, and cleanliness standards for top-use parks first.
- Signature Gateways & Corridors: Elevate medians, gateways, and key corridors with unified design.
- Fix-It Mindset: Tackle sidewalks/curbs with clear zones, work orders, and public progress tracking.

Quick Wins (first 90 days)

- Revitalize three City playgrounds.
- Increase community participation in the Adopt-a-Park program.
- Design and install "No Littering" signage and enforce fines in dedicated areas.

Supplemental Initiatives (through FY 2026)

- Set predictable maintenance cycles for parks and medians.
- Upgrade park signage, lighting, and amenities.
- Coordinate neighborhood cleanups across departments.

How We Measure Success (KPIs)

Park amenities; medians/gateways appearance; streets/curbs condition; sidewalk condition; city building cleanliness; maintenance of private properties.



PRIORITY 4

ECONOMIC OPPORTUNITY & SUSTAINABILITY

Goal

Build a vibrant, inclusive, and resilient local economy by supporting small businesses, advancing redevelopment, improving housing quality, and expanding career and education pathways that create lasting opportunity for residents.

Strategies

- **Grow Local Business:** Targeted support, CRA partnerships, and storefront activation.
- **Workforce Pipeline:** Training, apprenticeships, and employer partnerships for in-demand skills.
- **Housing Quality:** Improve neighborhood vitality via compliance, reinvestment, and rehabilitation support.
- **Resilient Infrastructure:** Pilot green retrofits and cost-saving energy practices in city facilities.
- **Mixed-Use Corridors:** Advance redevelopment that ties jobs, housing, and transit.

Quick Wins (first 90 days)

- Deliver workforce and community training sessions.
- Promote restaurants and events through citywide campaigns.
- Engage youth through Explorer and career programs.

Supplemental Initiatives (through FY 2026)

- Host quarterly job fairs with City and local employers.
- Build youth pipelines via STEM and Explorer programs.
- Partner with schools to repurpose underused facilities.

How We Measure Success (KPIs)

Employment opportunities; quality of housing options.



PRIORITY 5

FISCAL TRANSPARENCY & ACCOUNTABILITY

Goal

Strengthen public trust through open communication, transparent budgeting, and clear reporting that show how City investments drive measurable community results.

Strategies

- Show the Work: Publish interactive dashboards and simple explainers (“Where Your Tax Dollar Goes”).
- Budget to Results: Link department budgets to measurable outcomes and KPIs.
- Modernize & Automate: Improve reporting, procurement efficiency, and open-data access.
- Quarterly Adjustments: Run recurring performance reviews and course corrections.
- Communicate Clearly: Share progress stories and scorecards residents can understand.

Quick Wins (first 90 days)

- Launch live dashboard showing projects and spending.
- Share “Where Your Tax Dollar Goes” campaign materials.
- Distribute Welcome Home packets for new residents.

Supplemental Initiatives (through FY 2026)

- Create short-form videos to increase transparency on City investments.
- Highlight completed projects through signage, newsletters, and media.
- Develop a social-media calendar and assign departmental liaisons to post timely, consistent updates.

How We Measure Success (KPIs)

Satisfaction with City communications/social media; value for tax dollars.



ACCOUNTABILITY & REPORTING

+ PLAN TIMELINE

The Performance Management Office (PMO), Steering Committee, and Strategic Planning Committee (SPC) coordinate tracking and evaluation to ensure Citywide accountability and alignment with KPI targets.

Accountability Framework

- Monthly Department Reports → City Manager
- Quarterly Scorecards → Commission
- Mid-Year Review → May 2026
- Annual Survey → Feb – Apr 2026
- Continuous Improvement → Refine actions based on data and feedback, with findings shared through the public dashboard and quarterly reports.

Plan Timeline

- **Oct 2025:** Plan Adopted
- **Nov 1, 2025:** Quick Wins Launch
- **Dec 2025:** Department Reporting Begins
- **Jan 2026:** First 90-Day Progress Briefing
- **Feb – Apr 2026:** Community Survey & Open Houses
- **May 2026:** Mid-Year Review
- **Jun – Aug 2026:** Draft FY 2027 Plan Preparation
- **Sep 2026:** Public Comment & Final Edits
- **Oct 2026:** Adoption of FY 2027 Strategic Plan

Looking Ahead

Each update will demonstrate how this Supplemental Plan sustains Lauderhill's momentum and builds the foundation for the refreshed FY 2027 Strategic Plan.

ACKNOWLEDGMENTS

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Meditation Park



CITY OF LAUDERHILL

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