



# City of Hollywood **STRATEGIC PLAN**

*Adopted January 15, 2020*





# OUR STRATEGIC PLAN AT-A-GLANCE



## VISION STATEMENT

*What we are working towards*

**SOUTH FLORIDA'S TOP CITY TO LIVE, LEARN, WORK, INVEST, AND PLAY.**



## MISSION STATEMENT

*What we provide*

**A THRIVING COMMUNITY WHERE QUALITY LIVING IS AVAILABLE TO ALL.**



## CORE VALUES STATEMENTS

*How we will conduct ourselves*

### INTEGRITY

We work ethically and honestly in the management of City resources that are critical to serving the community.

### PROFESSIONALISM

We strive to show consideration and respect for others while representing the City. We are accountable for our actions and will be focused on fulfilling each task with excellence.

### SPIRIT OF INNOVATION

Our culture empowers big-picture thinking and creativity by allowing fresh ideas to challenge the status quo.

### TEAMWORK

We recognize that all employees need to contribute to the community's success. Therefore, we shall foster a safe and collaborative environment where employees share their ideas, are open to other opinions, and seek to maximize strengths and minimize weaknesses.

### PRIDE

When we bring our best and do our best, we foster a sense of pride that energizes our coworkers to do the same.

## STRATEGIC FOCUS AREAS

*Where we are committed to seize growth opportunities*



### COMMUNICATIONS AND CIVIC ENGAGEMENT

We provide a broad range of services and programs to our stakeholders. It is important to us that we keep them informed and actively engaged to maximize the impact of our shared interactions.



### ECONOMIC VITALITY

We know that the local economy is not just about jobs. It's about staying competitive in the marketplace so businesses can grow and form strong relationships with the community.



### EMPLOYEE DEVELOPMENT AND EMPOWERMENT

We will align our employees and resources with this Strategic Plan and ensure they are continuously growing while being healthy, well trained, and engaged.



### FINANCIAL MANAGEMENT AND ADMINISTRATION

We must ensure that our finances and general administration activities are well managed. Being accountable in these areas will ensure Hollywood's financial sustainability.



### INFRASTRUCTURE AND FACILITIES

Every day, we depend on having reliable infrastructure and facilities to live, learn, work, invest and play. We must be ready to balance the demands of our aging infrastructure with the need to accommodate growth.



### PUBLIC SAFETY

Public safety is a critical aspect of a thriving community. Quality law enforcement and reliable emergency services are among our top priorities to ensure a strong foundation for future growth.



### QUALITY OF LIFE AND STRONG NEIGHBORHOODS

Realizing that "quality of life" means different things to different people, we believe it starts with providing services that are responsive to the needs of our residents and businesses.











### RESILIENCE AND SUSTAINABILITY

We must employ effective and sustainable practices to manage resources, funds, and assets. Effective management can only be achieved if we collaborate to respond to all expected and unexpected challenges.





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# INTRODUCTION

The City of Hollywood’s Vision Statement is for us to become “**South Florida’s top city to live, learn, work, invest, and play.**” As one of the many municipal governments in South Florida, we recognize that this is a bold vision. This will not stop us from doing our best to realize it. That is why we’ve established our purpose and mission is to provide “**a thriving community where quality living is available to all.**” We have developed this Strategic Plan to help move the City of Hollywood toward a brighter future.

This Plan sets the direction and foundation for the work the City will undertake. The primary purpose of this document is to align all relevant municipal activities toward Mission and Vision achievement and to assist our city’s leadership in making calculated decisions while managing our resources.

Our leadership takes customer satisfaction very seriously and have therefore adopted a strategic planning approach to address the City’s needs. In doing so, we are setting a course of action that directly ties to our budget while establishing a performance measurement process for success. This Plan gives us confidence we are heading in the right direction.

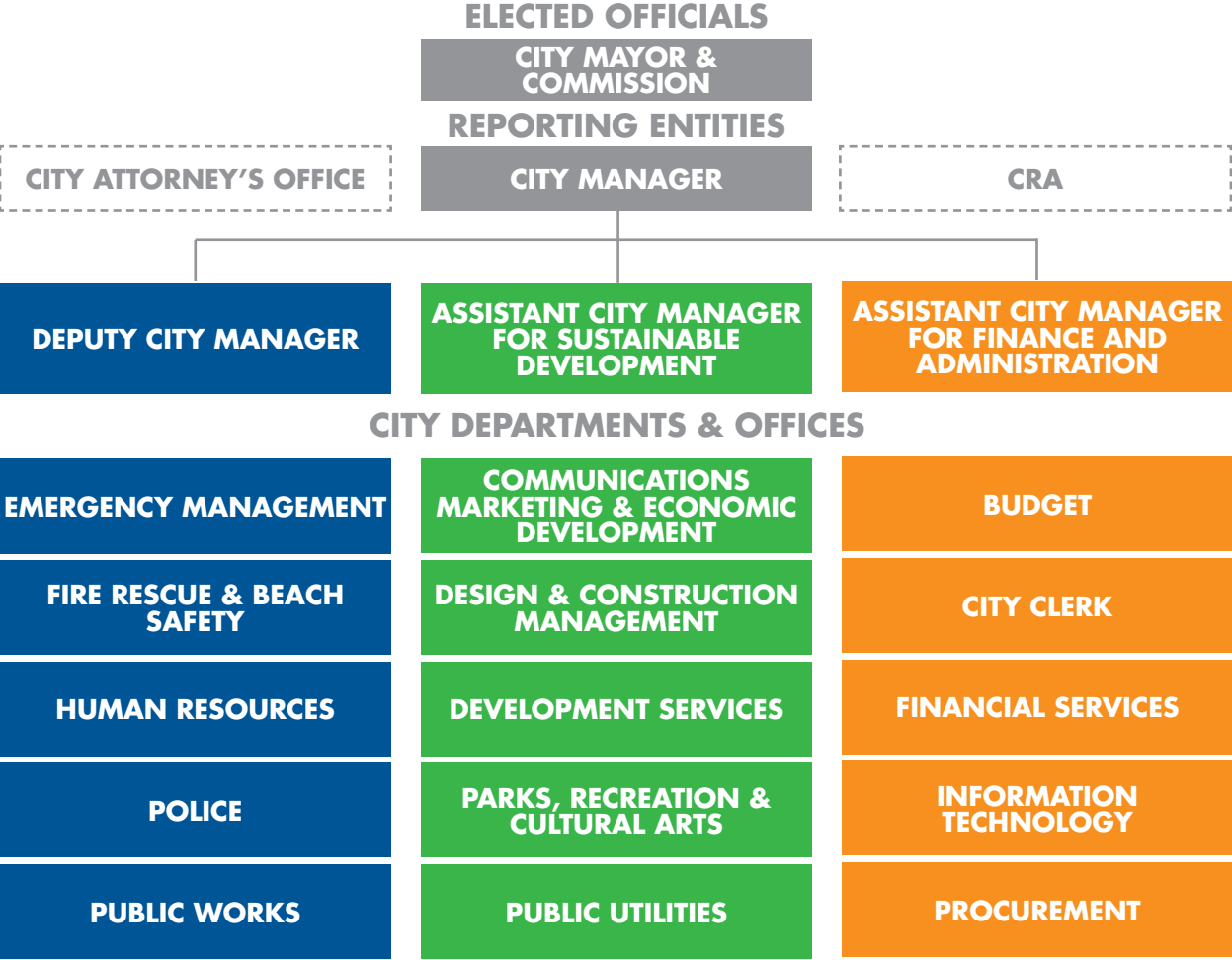
## HOW IS THE PLAN STRUCTURED?

- 1 VISION STATEMENT**  
Our Vision Statement is an aspirational description of what the City is working towards for the community’s future.
- 1 MISSION STATEMENT**  
Our Mission Statement describes what Hollywood provides. It also serves to support the Vision, inform the purpose and direction of our employees interactions with our citizens and stakeholders, and represents the context for our actions.
- 5 CORE VALUES STATEMENTS**  
Our Core Values are the foundational and guiding principles on how we will serve the public.
- 8 STRATEGIC FOCUS AREAS**  
Our Strategic Focus Areas are high-level categories that serves to advance the City’s Mission and Vision.
- 30 GOALS**  
Each of our Strategic Focus Area is supported by the City’s primary goals in that subject area. The goals are to remain constant over time and should only be revised to reflect significant community changes or major priority shifts from the City Commission.

Our Strategic Plan’s Objectives are contained in our **Strategic Plan Implementation Program** (the Program), which is kept separate to help management focus on their responsibilities while minimizing the number of amendments to the Strategic Plan itself.

Fundamentally, we must be able to make decisions that are rooted in reality, but reality is constantly changing. Thus, the Hollywood Strategic Plan is considered a “living document,” which means it is subject to be updated as aspects of the Vision, Mission, Core Values and Goals change.

# ORGANIZATION CHART

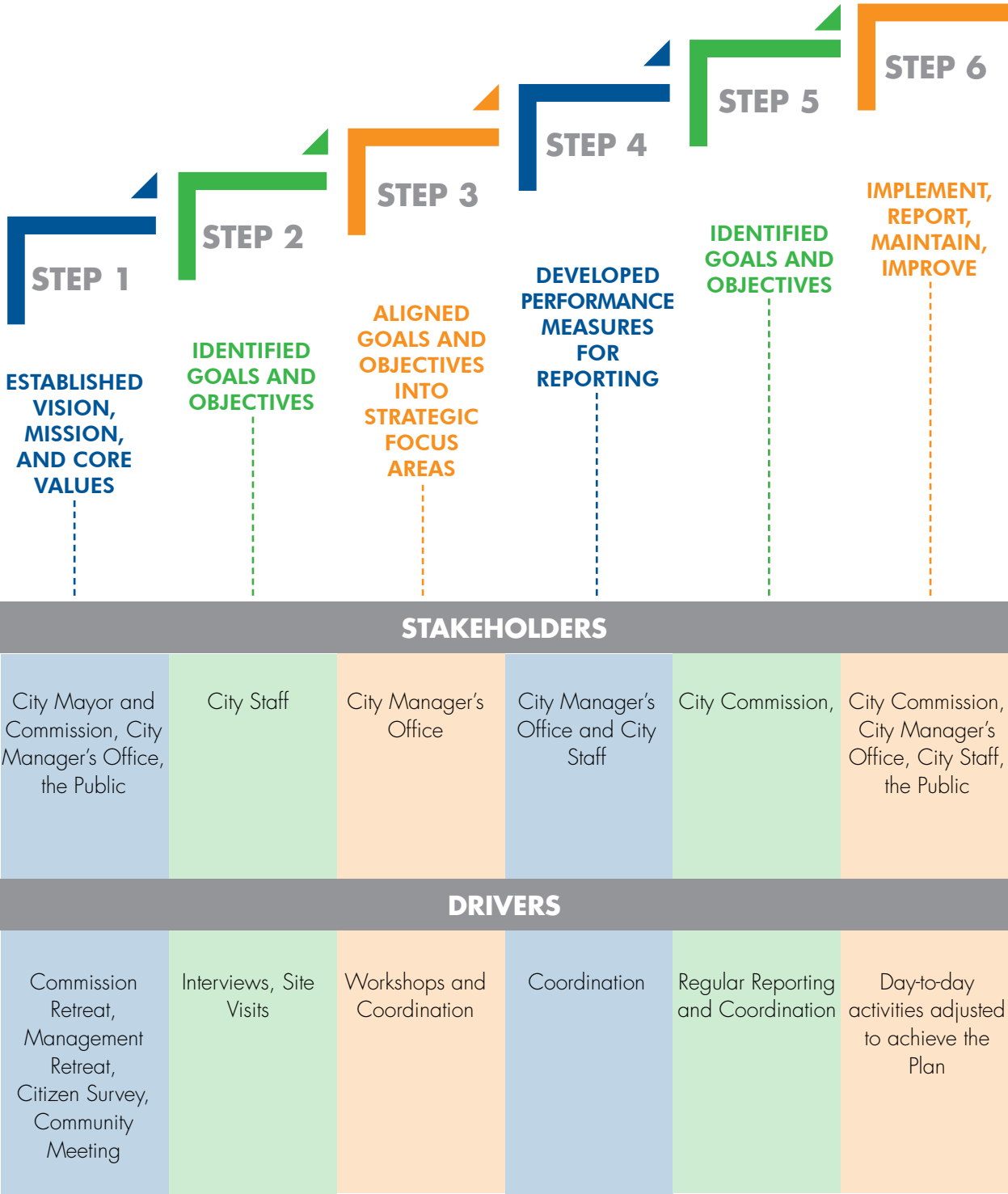


# ROLES AND RESPONSIBILITIES



<sup>1</sup>Members include the Deputy City Manager, the Assistant City Managers, the Chief Civic Affairs Officer, the Budget Director, and the Performance and Accountability Officer.

# STRATEGIC PLAN DEVELOPMENT PROCESS





# STRATEGIC FOCUS AREAS AND GOALS

At this point, the Strategic Plan begins to shift from policy and governance to action. Goals lead to Objectives, which in turn lead to deliverables, action items, , and performance measures. Accordingly, each Goal is supported by one or more Objectives that contribute toward achieving the Goal. These Objectives can be found in the Strategic Plan Implementation Program (the Program). The Program is a dynamic reporting tool, designed to assist the City Manager’s Office in overseeing each Department’s activities and to ensure they are fulfilling the Hollywood Commission established Mission and Vision Statement.



## COMMUNICATIONS AND CIVIC ENGAGEMENT

We provide a broad range of services and programs to our stakeholders. It is important to us that we keep them informed and actively engaged to maximize the impact of our shared interactions.

GOALS

Provide effective communication and civic engagement activities focused on vital city services, programs, and projects to increase public involvement and awareness.

Promote Hollywood as a vibrant, sustainable place to live, learn, work, play, and invest.



## ECONOMIC VITALITY

We know that the local economy is not just about jobs. It’s about staying competitive in the marketplace so businesses can grow and form strong relationships with the community.

GOALS

Establish and maintain welcoming, aesthetically attractive, and commercially viable corridors and activity centers, including CRA Districts that support a diverse mix of office, retail, and entertainment.

Encourage growth in industries that create high-wage, high-value jobs and expand the economy including start-ups and entrepreneurs.

Grow the City’s tax base by facilitating investment and redevelopment of properties.

Expand opportunities to increase tourism.



## EMPLOYEE DEVELOPMENT AND EMPOWERMENT

We will align our employees and resources with this Strategic Plan and ensure they are continuously growing while being healthy, well trained, and engaged.

GOALS

Provide training and development opportunities for employees to foster continual improvement of service delivery.

Improve inter-departmental communication and cooperation.

Recruit and maintain a qualified and engaged workforce.

Promote the safety, security, and health of City employees.





## FINANCIAL MANAGEMENT AND ADMINISTRATION

We must ensure that our finances and general administration activities are well managed. Being accountable in these areas will ensure Hollywood's financial sustainability.

### GOALS

- Maintain a sustainable City budget.
- Maximize opportunities for revenue generation.
- Enhance transparency and access to public information.
- Maximize use of technology to improve internal processes and ensure an efficient use of resources.
- Provide leadership and professional administration of City services.



## PUBLIC SAFETY

Public safety is a critical aspect of a thriving community. Quality law enforcement and reliable emergency services are among our top priorities to ensure a strong foundation for future growth.

### GOALS

- Provide effective law enforcement to ensure the safety of residents, businesses, and visitors.
- Provide quality emergency medical services to customers at an affordable cost.
- Strengthen quality of private infrastructure by ensuring compliance with building codes.
- Increase community preparedness for emergencies and disasters.



## INFRASTRUCTURE AND FACILITIES

Every day, we depend on having reliable infrastructure and facilities to live, learn, work, invest and play. We must be ready to balance the demands of our aging infrastructure with the need to accommodate growth.

### GOALS

- Facilitate investment in public infrastructure through implementation of Hollywood's capital improvement programs.
- Improve transportation infrastructure to support commerce and public mobility.



## QUALITY OF LIFE AND STRONG NEIGHBORHOODS

Realizing that "quality of life" means different things to different people, we believe it starts with providing services that are responsive to the needs of our residents and businesses.

### GOALS

- Maximize property standards for accelerated compliance.
- Encourage and facilitate private investment in the City's existing housing stock.
- Expand affordable options for workforce housing and residents with limited resources.
- Provide programs to foster the health and wellbeing of residents.
- Allocate resources to improve public rights of way and other City property.





## RESILIENCE AND SUSTAINABILITY

We must employ effective and sustainable practices to manage resources, funds, and assets. Effective management can only be achieved if we collaborate to respond to all expected and unexpected challenges.

### GOALS

Increase the sustainability and resilience of City infrastructure, open spaces, and natural environments.

Ensure the City's business continuity in the event of a disaster.

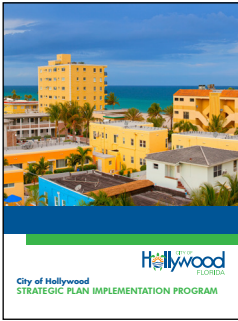
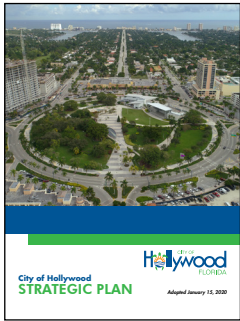
Improve operational efficiency to conserve resources and reduce costs.

Encourage the sustainability of private infrastructure through education, programs, and regulatory action.





# PLAN MAINTENANCE AND NEXT STEPS



The **Strategic Plan** and the **Strategic Plan Implementation Program** are living documents. To learn more about how we keep both plans relevant and up-to-date, please refer to our **Maintenance Handbook**.

The City Commission and City Management will review and report on the progress that is being made relative to its implementation on an ongoing basis. Keeping residents and stakeholders informed on the progress being made is fundamentally important to our success. Public reporting on the performance measures identified in the Strategic Plan Implementation Program is intended to promote accountability. Performance measures enable the City to monitor the progress that is being made within each of the Strategic Focus Areas.

# SPECIAL THANKS TO OUR STAKEHOLDERS

Thank you for your valuable input and participation throughout our strategic planning process.

-  **THE PUBLIC**
-  **THE CITY COMMISSION**
-  **OUR CITY STAFF**



Back Row, from left to right: Douglas R. Gonzales, City Attorney; Peter Hernandez, District 2; Linda Sherwood, District 6; Dr. Wazir Ishmael, City Manager  
Front Row (from left to right): Kevin D. Biederman, District 5; Caryl S. Shuham, District 1; Mayor Josh Levy; Traci L. Callari, District 3; Richard Blattner, District 4



