

Habitat Safe Neighborhood Improvement District Performance Review

Prepared for:
**The Florida Legislature's
Office of Program Policy Analysis
and Government Accountability
(OPPAGA)**

August 4, 2025



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Executive Summary

Section [189.0695\(3\)\(c\)](#), *Florida Statutes*, requires the Florida Legislature’s Office of Program Policy Analysis and Governmental Accountability (“OPPAGA”) to conduct performance reviews of the 21 neighborhood improvement districts located throughout the state. OPPAGA engaged Mauldin & Jenkins (“M&J”) to perform the reviews. For each district, M&J identified relevant background information, including the governance structure and the purpose for which each district was created. Through fieldwork and analysis of available documentation, M&J reached findings related to each district’s programs and activities, resource management, and performance management, as well as recommendations for remedying adverse findings.

The Habitat Safe Neighborhood Improvement District (“District”) is a dependent special district of the City of Lauderhill (“City”), located along the City’s western border. Through an interview with City staff who administer the District’s programs and activities, and a review of District-provided and publicly available documentation, M&J reached the following overall findings for the District:

- The City of Lauderhill Mayor and City Commission created the Habitat Safe Neighborhood Improvement District on June 28, 2010, for the purpose of “crime prevention through community policing innovations, environmental design, environmental security, and defensible space functions of neighborhood improvement districts.”
- The District is governed by a Board of Directors (comprised of the Lauderhill Mayor and City Commission) with support from an Advisory Council (comprised of residents and property owners from the District’s service area). The Advisory Council and Board of Directors meet on an as-needed basis to conduct business.
- The District conducts programs and activities related to neighborhood security and infrastructure improvement and maintenance within the service area. The services are facilitated by City staff through both City departments and third-party vendors. The District’s service offerings do not appear to fully align with the District’s intended purpose to provide crime prevention.
- The District generates annual revenues through the levy an ad-valorem property tax and the collection of a special assessment on parcels in the service area.
- The District does not have staff dedicated to administering its programs and activities. The City’s Interim Public Relations and Cultural Affairs Director serves as a District liaison and assists with the coordination of programs and activities, which are in part conducted by various City departments and functions. The District maintains a contract for outside legal counsel.
- The District’s activities are not guided by a strategic plan, goals and objectives, or performance measures and standards.

I. Background

Pursuant to s. [189.0695\(3\)\(c\)](#), *Florida Statutes*, the Florida Legislature’s Office of Program Policy Analysis and Government Accountability engaged Mauldin & Jenkins (“M&J”) to conduct performance reviews of the State’s 21 neighborhood improvement districts. This report details the results of M&J’s performance review of the Habitat Safe Neighborhood Improvement District (“HSNID” or “District”), a dependent district of the City of Lauderhill (“Lauderhill” or “City”). The review period examined the District’s activities from October 1, 2021, through April 30, 2025.

I.A: District Description

Purpose

Chapter [163, Part IV](#) of the *Florida Statutes* establishes the framework for neighborhood improvement districts (also known as safe neighborhood improvement districts) within the State of Florida. The chapter defines the processes for the creation, governance, and dissolution of districts; the roles and responsibilities of district boards and advisory councils; the oversight authority of local governing bodies; and the intended purpose of these districts. The District’s statutory purpose, per s. [163.502](#), *Florida Statutes*, is “to guide and accomplish the coordinated, balanced, and harmonious development of safe neighborhoods; to promote the health, safety, and general welfare of these areas and their inhabitants, visitors, property owners, and workers; to establish, maintain, and preserve property values and preserve and foster the development of attractive neighborhood and business environments; to prevent overcrowding and congestion; to improve or redirect automobile traffic and provide pedestrian safety; to reduce crime rates and the opportunities for the commission of crime; and to provide improvements in neighborhoods so they are defensible against crime.”

City Ordinance No. 10O-06-132, which created the District (as discussed in section I.B: Creation and Governance of this report), establishes the District’s purpose as “crime prevention through community policing innovations, environmental design, environmental security, and defensible space functions of neighborhood improvement districts.” The ordinance lists the following required activities of safe neighborhood improvement districts:

- Collect data on criminal activity in the District;
- Provide an analysis of crimes related to land use and environmental and physical conditions of the District;
- Determine areas within the District where modification or closing of streets would assist crime prevention;
- Formulate and maintain short-range and long-range projects and plans related to crime prevention;
- Prepare and initiate actions deemed most suitable for implementing safe neighborhood improvement plans, including modifications to street patterns, improvements of existing structures and facilities, and addition of new structures and facilities;
- Participate in the implementation and execution of safe neighborhood improvement plans; and
- Ensure that all capital improvements within the District are consistent with the applicable local government comprehensive plans.

The District's bylaws define the purpose of HSNID as:

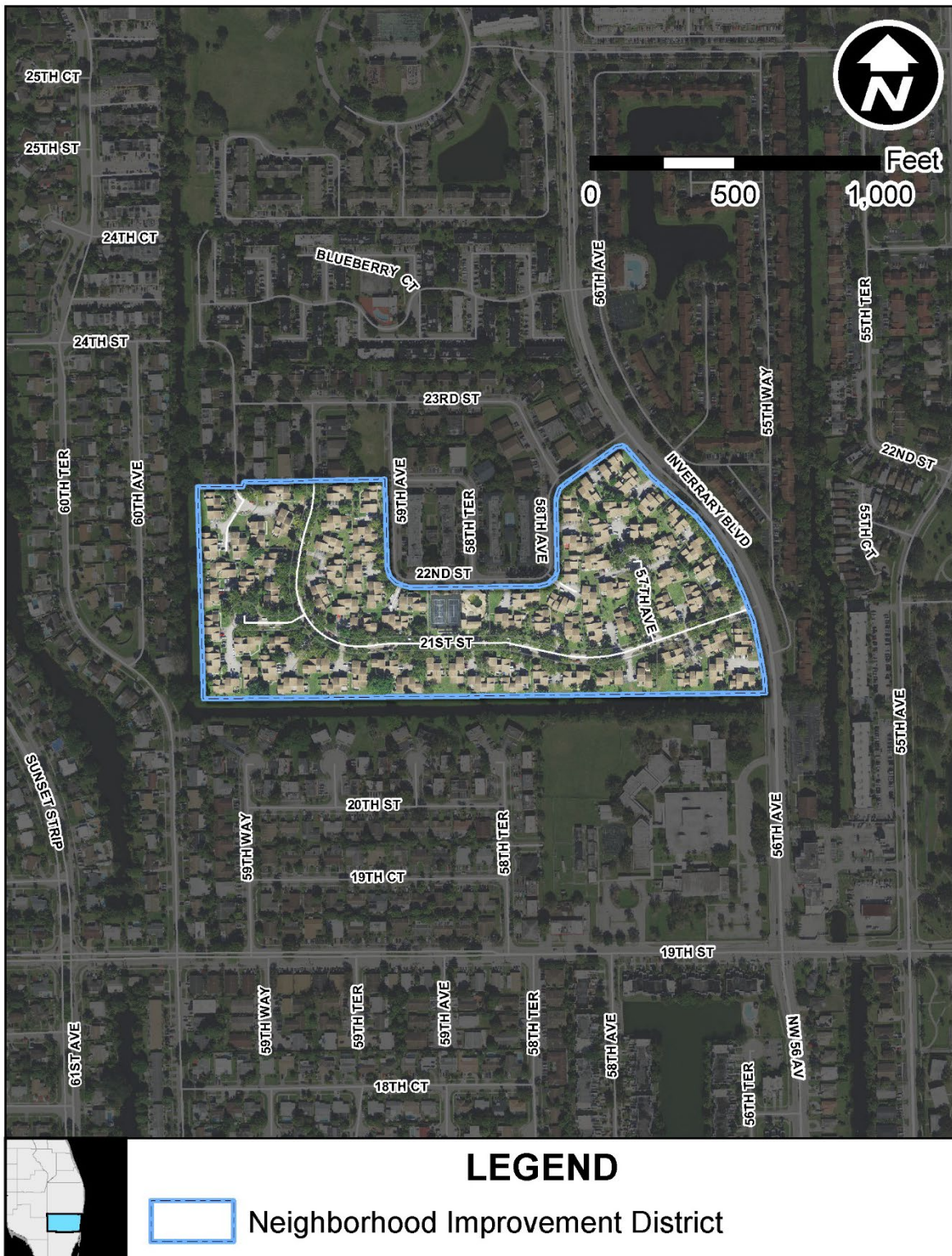
- To guide and accomplish the coordinated, balanced, and harmonious transformation of the Habitat District into a safe neighborhood;
- To promote the health, safety, and general welfare of [the Habitat District] and its inhabitants, visitors, and property owners;
- To establish, maintain, and preserve property values and preserve and foster the redevelopment of an attractive neighborhood;
- To prevent overcrowding and congestion;
- To promote proper use and informal control of residential streets within the District by redirecting automobile traffic and providing pedestrian safety;
- To improve the attractiveness and security of the [D]istrict by reducing crime;
- To increase the probability that persons who commit crimes in the [D]istrict will be apprehended;
- To reduce criminal activity, crime rates, the opportunities for the commission of crime, and the fear of crime;
- To improve public facilities and amenities and provide for territorial control of streets and areas within the [D]istrict by legitimate users to it is defensible against crime;
- To facilitate an enjoyable pedestrian environment; and
- To create an overall organizational and financial framework to direct the redevelopment of the [D]istrict.

Service Area

The District is located in the City of Lauderhill and encompasses approximately 27 acres. The District encompasses the Habitat II Condominium subdivision and is bounded on two sides by canals. The District is accessed by two entranceways. Figure 1 is a map of the District's service area.¹

¹ According to the Florida Department of Commerce's special district profile for HSNID, the District's registered address is 7101 West Commerce Boulevard, Suite 4A, Fort Lauderdale, Florida 33319.

Figure 1: HSNID Service Area



Source: City Ordinance No. 11O-07-140

District Characteristics

The District is entirely residential, comprising approximately 250 condominium units. The District's service area also includes a community pool, clubhouse, and basketball courts, which are owned by the community's homeowners' association (Habitat II Condominium, Inc.).

I.B: Creation and Governance

The City of Lauderhill created the Habitat Safe Neighborhood Improvement District on June 28, 2010, through City Ordinance No. 10O-06-132. The District was organized as a local government neighborhood improvement district under s. [163.506](#), *Florida Statutes*. The City amended Ordinance No. 10O-06-132 through City Ordinance No. 11O-07-140 (August 1, 2011), which adjusted the District's boundaries. Ordinance No. 10O-06-132 is codified as ss. [2-241](#) through [2-248](#), *Code of Ordinances of the City of Lauderhill, Florida*.

The Board of Directors approved Resolution No. 2011-HR-02 in May 2011, which established a set of bylaws for the District, governing the District's purpose, powers, Board of Directors, officers, meetings, and annual budget.

The Lauderhill Mayor and City Commission serve as the District's Board of Directors. As of April 30, 2025, all five Director positions were filled. There were no vacancies on the Board of Directors during the review period (October 1, 2021, through April 30, 2025). Figure 2 shows the terms of the District's Directors during the review period.

Figure 2: HSNID Board of Directors Terms

Seat	FY22				FY23				FY24				FY25		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 ²
Chair	Ken Thurston												Denise D. Grant		
1	Lawrence "Jabbow" Martin												John T. Hodgson		
2	Melissa P. Dunn														
3	Sarai "Ray" Martin														
4	Denise D. Grant												Richard Campbell		

Each fiscal year ("FY") starts on October 1 and ends on September 30

Source: Board of Directors meeting minutes, City of Lauderhill election records

City Ordinance No. 10O-06-132 establishes an Advisory Council for the District, comprised of five or seven regular Council Members, as determined by the Board of Directors, and up to two Alternate Members. Lauderhill amended the provisions of Ordinance No. 10O-06-132 related to the Advisory Council through City Ordinance Nos. 11O-03-111 (April 11, 2011) and 11O-06-129 (June 27, 2011). The amendments changed the number of Advisory Council Members, adjusted the number of Council Members needed for a quorum, removed Council Members' ability to be paid for attendance at meetings, established that the Advisory Council must hold at least three meetings per year, established an attendance requirement for Council Members, and changed the method of Council Members' appointments. The Board of Directors as a whole appoints the Advisory Council Members, each of whom must be an owner of real property located in the District or a resident of the District.

² FY25 Q3 through April 30, 2025

As of April 30, 2025, five regular Council Member positions were filled. One Council Member position (Seat 5) was vacant twice during the review period – once from the start of the review period through August 2022, and a second time from June 2023 through August 2023. The Advisory Council did not operate with a sixth and seventh regular Council Member or any Alternate Members during the review period. Figure 3 shows the terms of the District’s Advisory Council Members during the review period.

Figure 3: HSNID Advisory Council Terms

Seat	FY22				FY23				FY24				FY25		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 ³
1	Jacklyn Polite														
2	Zeny Fernandez														
3	Dorothy Thomas-McCall														
4	Richard Howard														
5					Beverly Chambers				Alexis Scheneidy						

Each fiscal year (“FY”) starts on October 1 and ends on September 30

Source: Advisory Council meeting minutes, Board of Directors meeting minutes and resolutions

I.C: Programs and Activities

The following is a list of programs and activities conducted by the District during the review period (October 1, 2021, through April 30, 2025), along with a brief description of each program or activity. The District’s programs and activities are further described in section II.A: Service Delivery of this report.

- **Infrastructure Improvement and Maintenance** – The District contracted for renovations and general maintenance of common areas located in its service area.
- **Neighborhood Security** – The District contracted for unarmed security guards to conduct patrols of the service area.

I.D: Intergovernmental Interactions

HSNID is a dependent special district of the City of Lauderhill, meeting the definition of a dependent district established by s. 189.012, *Florida Statutes*. The Mayor and City Commission serves as the Board of Directors for the District, appoint the members of the Advisory Council, and maintain the authority to remove Advisory Council members if necessary. HSNID is also a component unit of the City, as determined by generally accepted accounting principles, meaning the District submits the annual budget and tax levy adopted by the Advisory Council to the City’s Finance Department, which incorporates the District’s budget into the City’s overall annual budget.⁴ The Mayor and City Commission provide final approval and adoption of the District’s annual budget and the District’s annual tax levy.

³ FY25 Q3 through April 30, 2025

⁴ A component unit, per generally accepted accounting principles, is a legally separate entity (such as a special district) for which a local governing authority is financially responsible. Because the Lauderhill Mayor and City Commission have influence over HSNID’s finances, the District is considered a component unit of the City for accounting purposes.

In 2011, the City and the District executed an interlocal agreement (“ILA”) establishing the City as the procurement agent for the District. The ILA additionally permitted the City to assign staff to serve as project management for the initial set of infrastructure improvements approved in the District’s 2011 Safe Neighborhood Improvement District Plan. After the initial infrastructure improvements were completed, the District assumed responsibility for the continued operation, management, and maintenance of the District and the properties located within its service area, per the ILA. During the review period (October 1, 2021, through April 30, 2025), the City served as the District’s procurement agent, while the District maintained responsibility for its operations and services. The Finance Department, in the City’s capacity of procurement agent, regularly attended Advisory Council meetings and managed the procurement of a construction vendor for the District’s clubhouse renovations. Additional Finance Department staff assisted the District with budget development and monitoring.

During the review period, various City departments and staff, in addition to the Finance Department, provided support to the District and its activities. The City Manager presented a proposal for a public park to be located in the District, the City Engineer oversaw the construction work done by the District’s third-party vendor on the clubhouse renovations, the City Clerk issued the Advisory Council’s meeting notices, and the Interim Director of Public Relations and Cultural Affairs served as the staff liaison for the District. The Lauderhill Police Department reported on crime statistics in the District during Advisory Council meetings and hosted meet-and-greet events at the District’s community clubhouse to share information with HSNID residents.

I.E: Resources for Fiscal Year 2023-2024

Table 1 quantifies and describes the District’s resources for Fiscal Year 2023-2024 (October 1, 2023, through September 30, 2024, herein referred to as “FY24”). The table includes both the resources owned or rented by the District and the resources provided to the District as in-kind contributions.

Table 1: HSNID Resources for FY24

Resource Item	FY24 Amount
Millage Rate	2.0000
Special Assessment	\$250 per parcel
Revenues	\$150,807
Expenditures	\$354,468
Long-term Debt	\$0
Staff	None
Vehicles	None
Equipment	None
Facilities	Meetings were held at the Lauderhill City Hall

Source: Board of Directors meeting minutes, Advisory Council meeting minutes, City revenue/expenditure status reports

II. Findings

The Findings section summarizes the analyses performed and the associated conclusions derived from M&J's analysis of the District's operations. The analysis and findings are divided into the following three subject categories:

- Service Delivery
- Resource Management
- Performance Management

II.A: Service Delivery

Overview of Services

The following subsection identifies the programs and activities that the District conducted during the review period (October 1, 2021, through April 30, 2025).

Infrastructure Improvements and Maintenance

During the review period, the District funded and oversaw improvements to common spaces available to District residents and owned by the service area's homeowners' association ("HOA"), Habitat II Condominium, Inc., as well as along public rights-of-way. The District coordinated for general maintenance of amenities, such as power washing of the basketball courts, as well as the installation of new benches and purchase of new nets for the basketball hoops. The City directly addressed maintenance requests involving cosmetic changes to District properties, such as power washing, but only assisted with procurement for that involved structural changes, such as the new benches. For maintenance requests that involved structural changes, the District used the HOA's maintenance staff. The District additionally requested a review of street lighting throughout the service area. The City Engineer coordinated a site visit from the City's lighting consultant, though no action was taken in subsequent meetings to further address the District's street lighting.

In addition to general maintenance, the District funded renovations to the community's clubhouse, including complying with the American with Disabilities Act and upgrading the structure through the installation of new plumbing fixtures, saunas, and mechanical exhaust; upgrade interior and exterior lighting; and update interior finishes. The City managed the procurement process on behalf of the District, and the Advisory Council selected one of the three submitted proposals to submit to the Board of Directors for approval. After the Board of Directors approved the proposal and contract with the construction vendor, the project commenced. The City Engineer provided oversight of the construction, supported by the City's architect consultant.

At the Advisory Council's May 2024 meeting, the Council Members approved a motion for the City to solicit a proposal for a second phase of renovations, to include the pool deck, pump room, and hot tub. After the vote, meeting minutes indicate that the City Engineer advised on a pricing estimate provided for the second phase renovations in 2020. The pricing estimate exceeded the then-current fund balance. As of the end of the review period (April 30, 2025), the City has not issued a request for proposals for the second phase of renovations.

Neighborhood Security

To provide security to District residents and properties, HSNID contracts a third-party vendor to provide unarmed security guards for neighborhood patrols. At its May 2023 meeting, the Advisory Council voted to fund an additional security detail for the neighborhood's basketball courts between 10 am and 8 pm on the weekends during summer months, to provide additional security at common areas during schools' summer break. The basketball courts are only intermittently opened – a policy that was enacted during the Covid-19 pandemic and not rescinded prior to or during the review period. Meeting minutes indicate that the Advisory Council discussed permanently reopening the courts, but Council Members repeatedly tabled the decision. According to meeting minutes, the Advisory Council did not want to approve use of the courts without security presence as a means to eliminate liability on the District and the HOA, especially with the ongoing construction on the clubhouse, which sits adjacent to the courts.

Analysis of Service Delivery

Some of the District's services and activities are not clearly aligned with the intended purpose established by City Ordinance No. 10O-06-132. As discussed in section I.A: District Description of this report, City Ordinance No. 10O-06-132 defines the District's purpose as the District's purpose as "crime prevention through community policing innovations, environmental design, environmental security, and defensible space functions of neighborhood improvement districts." While the provision of security patrols clearly constitutes crime prevention activities, the general maintenance and infrastructure improvements conducted by the District (e.g., installation of benches, purchase of new basketball hoop nets, renovation of the pool house) do not clearly align with the intended purpose of crime prevention.

As further discussed in section II.C: Performance Management of this report, the District developed a Safe Neighborhood Improvement Plan ("Plan") in 2011. According to Board of Directors meeting records, the Plan included a list of infrastructure improvements intended to address the District's intended purpose. M&J requested and did not receive a copy of the Plan, and therefore was unable to confirm whether the activities conducted during the review period were included in the 2011 Plan.

The District and its activities are primarily administered by employees of the City of Lauderhill. The *de facto* provision of services by City staff, as well as the *de jure* provision agreed to in the interlocal agreement between Lauderhill and HSNID, limits the District's overhead costs and administrative expenses. Using the City's procurement and accounts payable processes enhances the District's efficiency, while use of the City's Public Works Department for the conduct of general maintenance items that only resulted in cosmetic changes (e.g., power washing) allowed the District to operate more effectively and economically. Outsourcing administration of the District and provision of its City-administered activities would limit the efficiencies gained through the use of City processes. Additionally, while the HOA has the authority to collect special assessments, the District's status as a neighborhood improvement district provides it with the authority to generate revenues through an ad-valorem property tax, which would not be available otherwise.

Recommendation: The District should consider reviewing its current service offerings to ensure that all District activities align with both its statutory purpose and authority, as defined in ss. [163.502](#) and [163.514](#), *Florida Statutes*, as well as its intended purpose, as defined in City Ordinance No. 10O-06-132. If upon review, the District determines its activities align with its statutory and intended purposes, the District should consider documenting such determinations in publicly available records. The City of

Lauderhill Mayor and City Commission could additionally consider reviewing the intended purpose for neighborhood improvement districts, as defined by s. 2-221, *Code of Ordinances of the City of Lauderhill, Florida*, to determine whether the intended purpose still reflects the needs of the City's neighborhoods. The intended purpose should not simply describe any district's current programs and activities, but rather reflect long-term and short-term priorities based on the needs of the City's neighborhoods.

Comparison to Similar Services/Potential Consolidations

The City provides public safety services through the Lauderhill City Ranger Division and the Lauderhill Police Department. The City Rangers provide public safety services within City-owned public parks and facilities. As the District's common areas are not publicly accessible, but rather restricted to owners and residents of HSNID, there is no overlap of services.

The Police Department allows organizations and private individuals to submit requests for off-duty police officers to conduct security details, which could result in some overlap of services with the District's security vendor. However, the Police Department notes that off-duty details are not guaranteed, but are instead based on officer interest and availability. As the District's third-party security contract provides a more consistent security presence within the service area, M&J does not recommend consolidation of services.

The District's service area is entirely located within the Central Lauderhill Community Redevelopment Authority's ("CRA") service area. Similar to HSNID, the CRA places an emphasis on environmental design in order to enhance crime prevention, however the CRA does not conduct programs or activities related to localized security patrols or neighborhood-specific common areas. As such, M&J's analysis does not indicate a direct overlap in services and M&J does not recommend consolidation of services; however, M&J encourages the District to review the CRA's programming when proposing new District programs and activities to ensure services do not overlap in the future.

The District's services and activities did, however, appear to overlap with the services and activities of the HOA. Advisory Council meeting minutes noted that certain infrastructure improvement costs were allocated (or will be allocated) between the District and the HOA, with no clear delineation between the two entities' services and responsibilities. Advisory Council meeting minutes further indicated that the HOA submitted requests to the District to pay for the HOA's security guard invoices, indicating that the security guard services used in the service area are contracted through the HOA rather than the District. According to a written statement from City staff, the common areas on which the District operates are owned by the HOA. Without clarity between the two entities, the District could potentially be providing services to private property, which is the responsibility of the HOA and may result in the District exceeding its intended purpose, as defined by City Ordinance No. 10O-06-132.

Recommendation: The District should consider clearly defining and documenting its services and responsibilities, distinguishing them from those of the local homeowners' association. This distinction should be based on each entity's intended purpose and legal authorities. If the District cannot establish this clarity, the City should consider assessing whether the District's continued operation is necessary, or if the homeowners' association could adequately meet the community's needs.

Analysis of Board of Directors and Advisory Council Meetings

Table 2 shows the number of times the District’s Board of Directors and Advisory Council met each year of the review period.

Table 2: HSNID Governing Body Meetings

Fiscal Year	Number of Board of Directors Meetings	Number of Advisory Council Meetings
2022	3	1
2023	5	3
2024	3	2
2025 ⁵	0	1

Source: Board of Directors meeting records, Advisory Council meeting records

Section [189.015](#), *Florida Statutes*, requires that meetings of the District’s governing bodies be noticed prior to the meeting and open to the public. This section has been amended twice during the review period, and M&J reviewed for compliance with the governing statute in effect at the time of each meeting date and applicable notice period.

The District provides notice of its governing bodies’ public meetings through the City’s standard public notice procedure, including inclusion of meetings on the City’s events calendar. As the City’s public notice procedure is outside the scope of this performance review, M&J cannot provide an opinion on whether the requirements of s. [189.015](#), *Florida Statutes*, were met for meetings noticed and held during the review period.

Recommendation: The District should consider reviewing its process for providing notice of Board of Directors and Advisory Council meetings to ensure that the notices comply with s. [189.015](#) and ch. [50](#), *Florida Statutes*. The District should further ensure that it retains records that document its compliance with the applicable statutes.

II.B: Resource Management

Program Staffing

In a written statement, City employees stated that the District does not directly employ staff. The District contracted with an attorney to serve as legal counsel and registered agent during the review period (October 1, 2021, through April 30, 2025).

Advisory Council meeting records indicate that the City’s Interim Public Relations and Cultural Affairs Director served as the District’s liaison during the review period, assisting the District with administrative duties and coordination of City resources for the conduct of District activities. Meeting records further indicate that various other City staff and functions supported the District during the review period, including the Finance Department, Public Works Department, Police Department, City Manager, and City Clerk. The District did not pay into the compensation of any City employees.

⁵ FY25 through April 30, 2025

Equipment and Facilities

In a written statement, City employees stated that the District does not own vehicles, major equipment, or facilities. Advisory Council meeting records and District financial reports indicate that the District funded maintenance and infrastructure improvements for the service area common areas (pool, pool house, basketball courts) owned by the community’s homeowners’ association (Habitat II Condominium, Inc.), as well as along public rights-of-way.

The District’s Board of Directors and Advisory Council both conducted public meetings at Lauderhill City Hall.

Current and Historic Revenues and Expenditures

The District generates revenues from two primary sources: an ad valorem tax of up to 2.000 mills levied on real and personal property within the District and collection of a non-ad valorem special assessment of up to \$250 per parcel, as authorized by s. 163.506, *Florida Statutes*, and City Ordinance No. 10O-06-132. For each year of the review period, the Board of Directors (as recommended by the Advisory Council) authorized a tax levy of 2.0000 mills and a special assessment of \$250 per parcel.

In addition to the annual ad-valorem tax levy and non-ad valorem special assessment, the District generates revenues from interest accrued on its reserve funds.

As illustrated in Table 3 and Figure 4, the special assessment revenues remained consistent throughout the review period, while the revenues generated by the ad-valorem tax levy and interest earned increased year-over-year as property values, interest rates, and the District’s reserves increased.

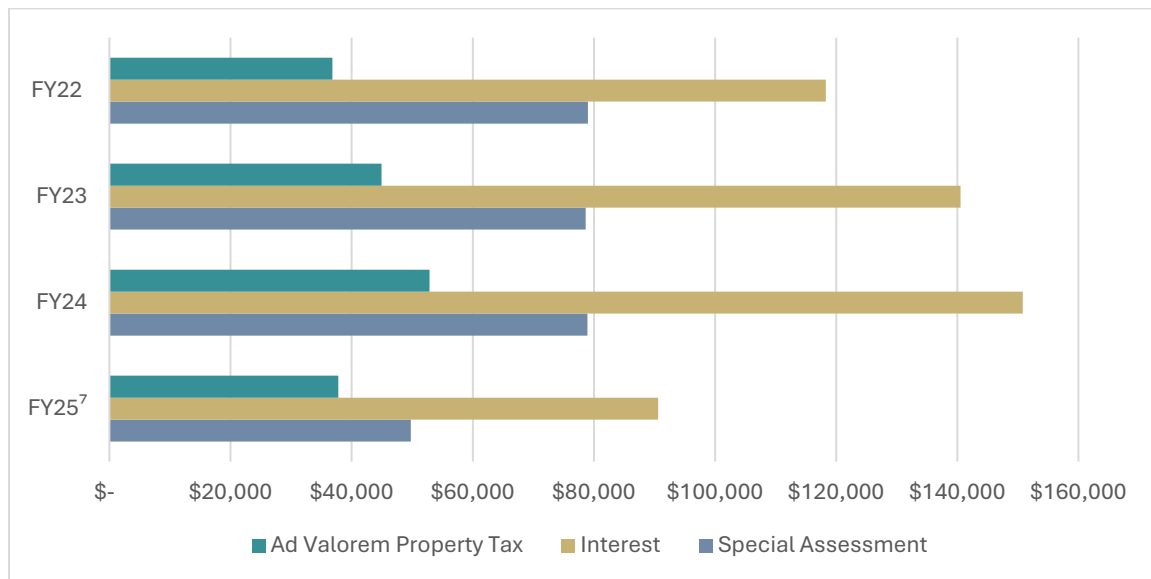
Table 3: HSNID Annual Revenues

Revenue Source	FY22	FY23	FY24	FY25 ⁶
Ad Valorem Property Tax	\$36,820	\$44,918	\$52,865	\$ 37,790
Interest	\$2,450	\$16,962	\$19,007	\$3,049
Special Assessment	\$79,015	\$78,649	\$78,935	\$ 49,762
Total	\$118,285	\$140,529	\$150,807	\$ 90,601

Source: City of Lauderhill revenue status reports

⁶ FY25 through December 31, 2024

Figure 4: HSNID Annual Revenues



Source: City of Lauderhill revenue status reports

The District expends funds on its two services (infrastructure improvements and neighborhood security), as well as on administrative and maintenance costs related to providing those services. Based on a review of the District’s documentation, M&J has categorized the District’s expenditures as follows:

- **Capital Outlays** – Renovation of the community clubhouse
- **General Maintenance** – General maintenance of neighborhood infrastructure (e.g., bench installations, new basketball hoop nets, equipment maintenance, etc.)
- **Neighborhood Security** – Third-party security services
- **Professional Services** – Contracted attorney (legal counsel and registered agent)

As illustrated in Table 4 and Figure 5, capital outlays spiked in FY24 when much of the work on phase one of the clubhouse renovations was invoiced. Figure 6, which removes capital outlays, shows fluctuations in professional services and general maintenance, which depended on the District’s needs each year. Figure 6 additionally indicates that expenditures on neighborhood security remained consistent, with increases ranging between \$800 and \$1,800 year-over-year due to an increase in security hours requested.

Table 4: HSNID Annual Expenditures

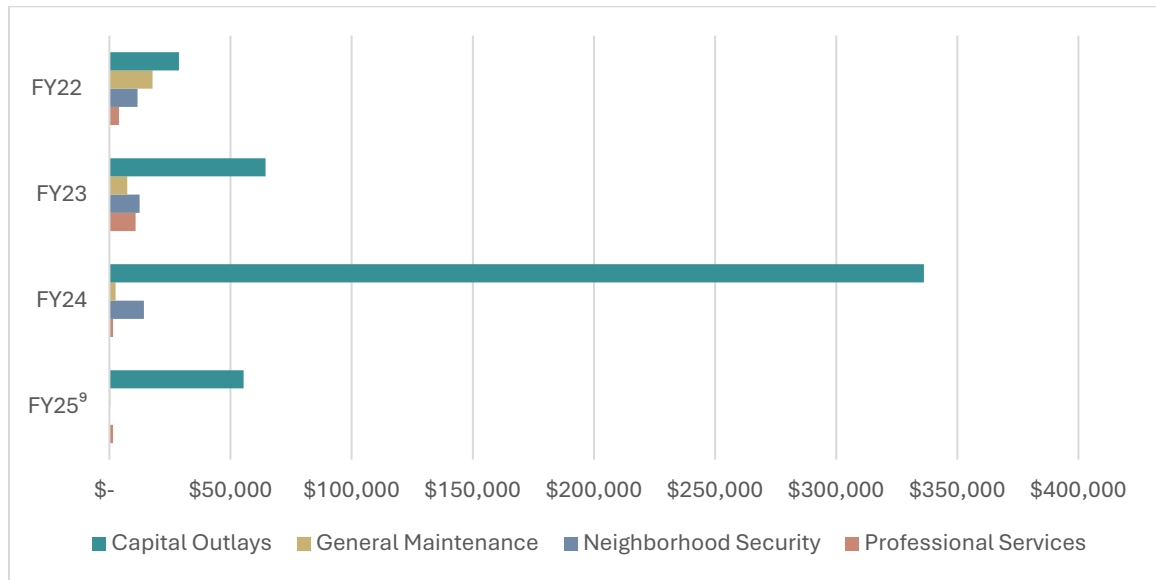
Expenditure Category	FY22	FY23	FY24	FY25 ⁸
Capital Outlays	\$28,688	\$64,454	\$336,217	\$55,412
General Maintenance	\$17,807	\$7,396	\$2,559	\$379
Neighborhood Security	\$11,621	\$12,451	\$14,221	\$0
Professional Services	\$3,907	\$10,796	\$1,471	\$1,471
Total	\$62,023	\$95,098	\$354,468	\$57,262

Source: City of Lauderhill expenditure status reports

⁷ FY25 through December 31, 2024

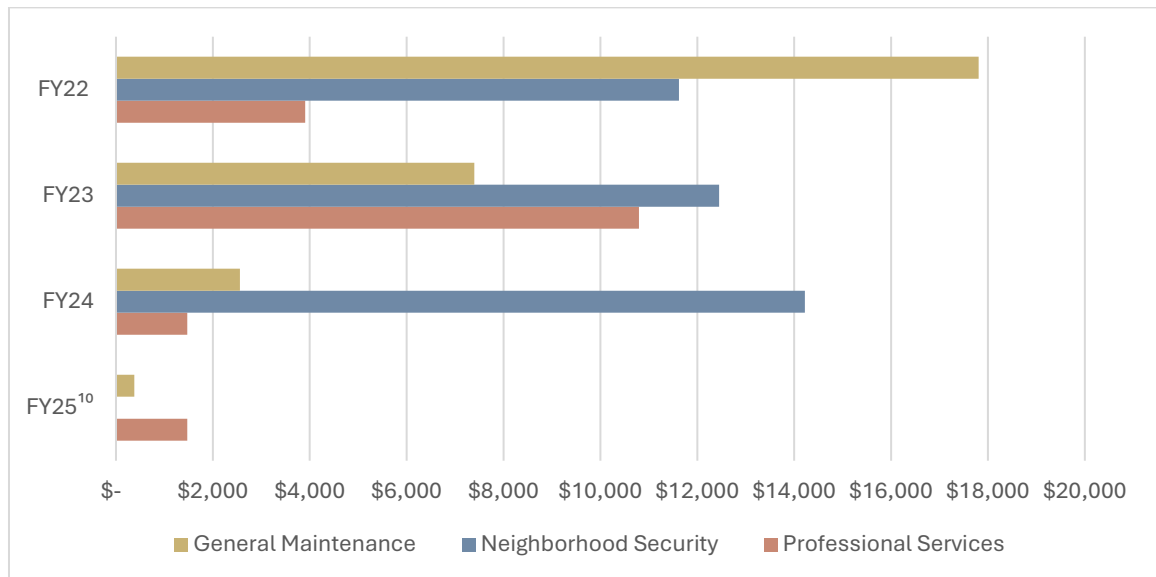
⁸ Ibid.

Figure 5: HSNID Annual Expenditures



Source: City of Lauderhill expenditure status reports

Figure 6: HSNID Annual Expenditures (without Capital Outlays)



Source: City of Lauderhill expenditure status reports

As part of its annual expenditures, the District pays for a series of contracted services, either on a monthly basis or an annual basis. Table 5 shows the annual costs of HSNID’s contracted services. The table does not include costs directly related to the conduct of services and activities (e.g., security patrols, capital outlays).

⁹ FY25 through December 31, 2024

¹⁰ Ibid.

Table 5: HSNID Contracted Services

Expenditure Category	FY22	FY23	FY24	FY25 ¹¹
Legal Services	\$3,907	\$10,796	\$1,471	\$1,471
Maintenance	\$17,807	\$7,396	\$2,559	\$379

Source: City of Lauderhill expenditure status reports

Based on financial documentation provided by the City, the District's fund balance as of December 31, 2024, was \$375,605.

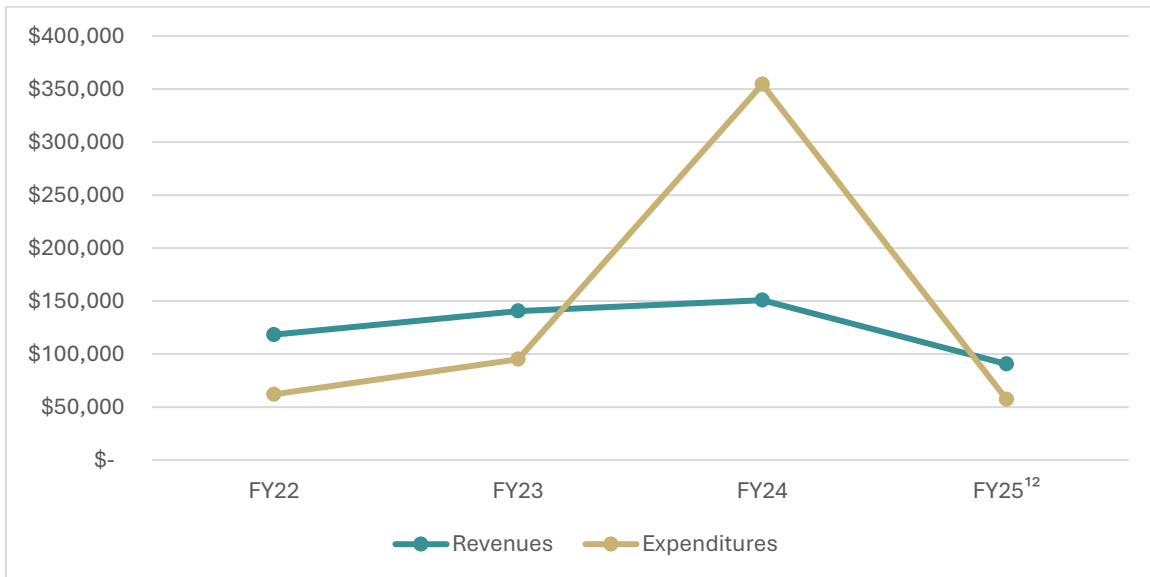
The District did not hold any long-term debt during the review period.

Trends and Sustainability

The District had consistent revenue generation each year of the review period, with the Board of Directors (as recommended by the Advisory Council) approving a 2.0000 mills ad valorem tax levy on real and personal property within the District and a \$250 special assessment on each parcel in the District each year of the review period. The 2.000 mills and \$250 assessment represent the maximum amounts allowed by City Ordinance No. 10O-06-132.

As shown in Figure 7, the District's revenues exceeded expenditures for the first two fiscal years of the review period and for the first quarter of FY25. Expenditures exceeded revenues in FY24 due to the funding of the clubhouse renovations. The District anticipated this increase in annual expenditures and developed a budget based on the full cost of the renovation project that used the District's reserve funds. As the District's revenues exceeded expenditures in FY22 and FY23, and because the District anticipated expenditures exceeding revenues in FY24 and budgeted accordingly through the use of reserve funds, M&J does not have a recommendation related to the District's trends in revenue generation and fund expenditure.

Figure 7: HSNID Annual Revenues vs. Expenditures



Source: City of Lauderhill revenue and expenditure status reports

¹¹ FY25 through December 31, 2024

¹² Ibid.

Based on the District's revenue and expenditure trends over the review period, regular adherence to the annual budget, and management of reserve funds, the District's programs and activities will remain sustainable in the future.

II.C: Performance Management

Strategic and Other Future Plans

The Board of Directors approved Resolution No. 2011-HR-09 in November 2011, which adopted a Safe Neighborhood Improvement District Plan ("Plan") for HSNID. According to Board of Directors meeting records, the Plan was developed by City staff and consultants, in partnership with the District's Advisory Council, and outlined the security issues identified for the District, goals and objectives, and crime prevention innovations. The Plan presented program participants, program activities, a program timeline, cost and financing, and evaluation measures.

Prior to the adoption of the Plan, the City and the District entered into an interlocal agreement which assigned project management responsibilities for the initial set of improvements identified in the Plan to the City. Meeting minutes from the review period (October 1, 2021, through April 30, 2025) indicate that the Advisory Council was responsible for management of the District's activities, indicating that the initial set of improvements identified in the Plan were completed prior to the review period and that the Plan may not be driving the District's current activities. M&J did not receive a copy of the Plan and was unable to determine whether the Plan can still provide guidance to the District on its provision of services.

In a written statement, City staff stated that the District does not have a strategic plan.

Recommendation: The District should consider periodically amending its Safe Neighborhood Improvement District Plan or developing a separate strategic plan to reflect changing demographics of the community, changing land-use patterns within the District's service area, and other non-static data. The strategic plan should build on the District's purpose and vision, and should not simply describe the District's current programs or contracts, but rather reflect the District's long-term and short-term priorities based on the needs of the community.

Goals and Objectives

Board of Directors meeting records indicate that the 2011 Plan included goals and objectives. M&J did not receive a copy of the Plan and was unable to determine whether the goals and objectives can still provide guidance to the District on its provision of services and its strategies to meet its intended purpose.

In a written statement, City staff stated that the District does not have goals and objectives.

Recommendation: The District should consider writing and then adopting a set of goals and objectives that align with the District's statutory purpose, as defined in s. [163.502](#), *Florida Statutes*, and the Board's vision and priorities as established in the District's strategic plan. The goals and objectives should contemplate measurable progress, capturing the results of the District's efforts and ensuring a consistent direction forward for the District's future prioritization of programs and activities. The District should consider ensuring goals and objectives align with the intended purpose defined by its creation ordinance and its bylaws, and could consider using the 11 purposes listed in the bylaws as the basis for developing goals and objectives.

Performance Measures and Standards

Board of Directors meeting records indicate that the 2011 Plan included evaluation measures for the District's crime prevention innovations. M&J did not receive a copy of the Plan and was unable to determine whether the evaluation measures were true performance measures, with associated standards, and whether the evaluation measures can still provide the District direction to assess its overall effectiveness in meeting its intended purpose.

In a written statement, City staff stated that the District does not have performance measures and standards.

Recommendation: The District should consider identifying performance measures and standards as part of the development of goals and objectives to enable the District to better assess its overall effectiveness in meeting its intended purpose. The District should then track the identified performance measures against established standards and use the collected data to monitor the District's performance, evaluate progress toward the goals and objectives that the District adopts, and support future improvements to the District's service delivery methods.

Analysis of Goals, Objectives, and Performance Measures and Standards

In a written statement, City staff stated that the District does not have performance management documentation, including a strategic plan, goals, objectives, and performance measures and standards. M&J did not receive a copy of the 2011 Plan and was unable to determine whether the performance management provisions of that Plan can still provide guidance to the District.

As stated in the preceding subsections, M&J recommends that the District consider developing and adopting a current strategic plan, and subsequently goals, objectives, and performance measures and standards to provide the District direction and ensure that current and future programs and activities align with its statutory and intended purposes, as defined in s. [163.502](#), *Florida Statutes*, and City Ordinance No. 10O-06-132.

Annual Financial Reports and Audits

The City is required per s. [218.32](#), *Florida Statutes*, to submit an Annual Financial Report to the Florida Department of Financial Services within nine months of the end of the City's fiscal year (September 30). As a component unit of Lauderhill, as defined by generally accepted accounting principles, HSNID is included in the City's Annual Financial Report. According to the Florida Department of Financial Services' online database, the City submitted the FY22, FY23, and FY24 Annual Financial Reports, with the District's information included, within the compliance timeframe.¹³

The City has until June 30, 2026, to submit the FY25 Annual Financial Report, with the District's information included.

¹³ A component unit, per generally accepted accounting principles, is a legally separate entity (such as a special district) for which a local governing authority is financially responsible. Because the Lauderhill Mayor and City Commission have influence over HSNID's finances, the District is considered a component unit of the City for accounting purposes.

The City is required per s. [218.39](#), *Florida Statutes*, to engage an independent certified public accountant to conduct an annual financial audit and submit the audit report to the Florida Department of Financial Services and the Florida Auditor General within nine months of the end of the City's fiscal year. As a component unit of Lauderhill, HSNID is included in the City's annual financial audit. According to the Florida Department of Financial Services' online database, the City submitted the FY22, FY23, and FY24 audit reports, with the District's information included, within the compliance timeframe.

The City has until June 30, 2026, to submit the FY25 audit report, with the District's information included.

The City's FY22, FY23, and FY24 audit reports did not include any findings.

Performance Reviews and District Performance Feedback

In a written statement, City staff stated that the District was not part of a performance review and did not collect performance feedback from residents and other stakeholders during the review period.

Recommendation: The District should consider implementing a system for the ongoing collection of feedback from residents and other stakeholders, and creating a process to systematically review feedback. The District should consider using the findings from the review of feedback to refine the District's service delivery methods.

Website Compliance and Information Accessibility

Sections [189.069](#) and [189.0694](#), *Florida Statutes*, establish website maintenance and minimum content requirements for special districts. M&J reviewed the City's website for information on the District, but was unable to identify a web presence for the District.

Recommendation: The District should consider coordinating with the City to establish a webpage on the City's website that meets the special district web presence and minimum information requirements established by ss. [189.069](#) and [189.0694](#), *Florida Statutes*.

III. Recommendations

Table 6 presents M&J’s recommendations based on the analyses and conclusions identified in chapter II. Findings of this report, along with considerations for each recommendation.

Table 6: Recommendations

Recommendation Text	Associated Considerations
<p>The District should consider reviewing its current service offerings to ensure that all District activities align with both its statutory purpose and authority, as defined in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as its intended purpose, as defined in City Ordinance No. 100-06-132. If upon review, the District determines its activities align with its statutory and intended purposes, the District should consider documenting such determinations in publicly available records. The City of Lauderhill Mayor and City Commission could additionally consider reviewing the intended purpose for neighborhood improvement districts, as defined by s. 2-221, <i>Code of Ordinances of the City of Lauderhill, Florida</i>, to determine whether the intended purpose still reflects the needs of the City’s neighborhoods. The intended purpose should not simply describe any district’s current programs and activities, but rather reflect long-term and short-term priorities based on the needs of the City’s neighborhoods.</p>	<ul style="list-style-type: none"> • Potential Benefits: By reviewing current service offerings, the District can better ensure that its programs and activities align with the intended purpose that City leadership and District residents approved for funding through the creation of a neighborhood improvement district. • Potential Adverse Consequences: The District may need to sunset the provision of certain services that do not align with its statutory and intended purposes. • Costs: The District could incur costs if a third-party vendor is contracted to assist with the review of service offerings. • Statutory Considerations: The District should ensure its programs and activities align with its statutory purpose and authorities, as defined in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as its intended purpose, as defined in City Ordinance No. 100-06-132.

Recommendation Text	Associated Considerations
<p>The District should consider clearly defining and documenting its services and responsibilities, distinguishing them from those of the local homeowners' association. This distinction should be based on each entity's intended purpose and legal authorities. If the District cannot establish this clarity, the City should consider assessing whether the District's continued operation is necessary, or if the homeowners' association could adequately meet the community's needs.</p>	<ul style="list-style-type: none"> • Potential Benefits: By clearly delineating between the services and responsibilities of the District and the homeowners' association, the District can better align its programs and activities with its intended purpose. By reviewing the need for the District, the City can be best situated to determine (a) whether the District is meeting the needs of the community and (b) how the District should be organized and conduct programs and activities moving forward. • Potential Adverse Consequences: None • Costs: The District or City could incur costs if a third-party vendor is contracted to conduct the review(s). • Statutory Considerations: The City should ensure that the District and its activities are evaluated in relation to its statutory purpose and authorities, as described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as its intended purpose, as defined in City Ordinance No. 10O-06-138.
<p>The District should consider reviewing its process for providing notice of Board of Directors and Advisory Council meetings to ensure that the notices comply with s. 189.015 and ch. 50, <i>Florida Statutes</i>. The District should further ensure that it retains records that document its compliance with the applicable statutes.</p>	<ul style="list-style-type: none"> • Potential Benefits: By routinely reviewing the process of providing public notice of Board of Directors and Advisory Council meetings, the District can improve transparency and provide more opportunities for public engagement. • Potential Adverse Consequences: None • Costs: The District could incur costs if it chooses to publish notices in a newspaper or on a news agency's website. • Statutory Considerations: The District should ensure it is following the procedure established by the version of ch. 50, <i>Florida Statutes</i>, in effect at the time of the meeting notice publication.

Recommendation Text	Associated Considerations
<p>The District should consider periodically amending its Safe Neighborhood Improvement District Plan or developing a separate strategic plan to reflect changing demographics of the community, changing land-use patterns within the District’s service area, and other non-static data. The strategic plan should build on the District’s purpose and vision, and should not simply describe the District’s current programs or contracts, but rather reflect the District’s long-term and short-term priorities based on the needs of the community.</p>	<ul style="list-style-type: none"> • Potential Benefits: By periodically amending its Safe Neighborhood Improvement District Plan, or by developing a new strategic plan, the District can ensure its goals, objectives, and strategic actions continually align with the community’s needs and current state, including changes in land use over time. • Potential Adverse Consequences: None • Costs: The District could incur costs if a third-party vendor is contracted to assist with the strategic planning process. • Statutory Considerations: The District should ensure that the identified strategies align with the District’s statutory purpose and authorities described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as the purpose and authorities established by City Ordinance No. 10O-06-132.
<p>The District should consider writing and then adopting a set of goals and objectives that align with the District’s statutory purpose, as defined in s. 163.502, <i>Florida Statutes</i>, and the Board’s vision and priorities as established in the District’s strategic plan. The goals and objectives should contemplate measurable progress, capturing the results of the District’s efforts and ensuring a consistent direction forward for the District’s future prioritization of programs and activities. The District should consider ensuring goals and objectives align with the intended purpose defined by its creation ordinance and its bylaws, and could consider using the 11 purposes listed in the bylaws as the basis for developing goals and objectives.</p>	<ul style="list-style-type: none"> • Potential Benefits: By adopting an updated set of goals and objectives, the District can better develop specific actions to take to address the community’s needs, as described in the strategic plan. • Potential Adverse Consequences: None • Costs: The District could incur costs if a third party is used in the development of the goals and objectives. • Statutory Considerations: The District should ensure that the identified goals and objectives align with the District’s statutory purpose and authorities described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as the purpose and authorities established by City Ordinance No. 10O-06-132.

Recommendation Text	Associated Considerations
<p>The District should consider identifying performance measures and standards as part of the development of goals and objectives to enable the District to better assess its overall effectiveness in meeting its intended purpose. The District should then track the identified performance measures against established standards and use the collected data to monitor the District's performance, evaluate progress toward the goals and objectives that the District adopts, and support future improvements to the District's service delivery methods.</p>	<ul style="list-style-type: none"> • Potential Benefits: By establishing performance measures and standards, the District can measure program successes and assist in creating more education decisions regarding future programming. Performance measures and standards can also help improve the transparency of District operations. • Potential Adverse Consequences: None • Costs: The District could incur time and financial costs related to data gathering or systems necessary for monitoring the District's performance. • Statutory Considerations: Performance measures and standards should be developed in alignment with the District's statutory purpose and authorities described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as the purpose and authorities established by City Ordinance No. 10O-06-132.
<p>The District should consider implementing a system for the ongoing collection of feedback from residents and other stakeholders, and creating a process to systematically review feedback. The District should consider using the findings from the review of feedback to refine the District's service delivery methods.</p>	<ul style="list-style-type: none"> • Potential Benefits: By implementing a system to collect feedback from residents and other stakeholders, the District will establish for itself an additional source of information to use in evaluating the performance of the District's services and activities and may help the District to identify and/or evaluate potential improvements to service delivery methods. • Potential Adverse Consequences: None • Costs: The District could incur costs related to data collection and storage fees. • Statutory Considerations: None
<p>The District should consider coordinating with the City to establish a webpage on the City's website that meets the special district web presence and minimum information requirements established by ss. 189.069 and 189.0694, <i>Florida Statutes</i>.</p>	<ul style="list-style-type: none"> • Potential Benefits: By developing a web presence, including all statutorily required information on that website/webpage, and regularly reviewing the information on that website/webpage, the District can improve its transparency and public access to information. • Potential Adverse Consequences: None • Costs: The District may incur costs if it contracts a webmaster or similar service. • Statutory Considerations: The District should ensure that its webpage meets the content requirements in ss. 189.069 and 189.0694, <i>Florida Statutes</i>.

IV. District Response

Each neighborhood improvement district under review by M&J and its local governing authority were provided the opportunity to submit a response letter for inclusion in the final published report. The response letter received is provided on the following page.



Zach Davis-Walker
Director of Intergovernmental Affairs

July 28, 2025

Subject: Habitat, Isles of Inverrary, Manors of Inverrary, and Windermere/Tree Gardens SNIDs Performance Review – City Response

Dear Mr. Jahosky,

Thank you for the opportunity to review the Draft Performance Reports for the Safe Neighborhood Improvement Districts (SNIDs). The City has completed its review and has no factual corrections to submit at this time.

While the management of each SNID remains focused on facilitating the improvements authorized under Sections 163.502 and 163.514, Florida Statutes, as well as each district's respective authorizing ordinance, we recognize and defer to the respective Advisory Councils to determine which improvements should be prioritized in light of the most pressing public safety considerations.

The recommendations outlined in the Draft Reports will be shared with each Advisory Council for discussion and to help guide planning and implementation efforts.

We appreciate your continued collaboration and remain available should further input be needed.

Best regards,

A handwritten signature in black ink, appearing to read "Zach Davis-Walker".

Zach Davis-Walker
Director of Intergovernmental Affairs
City of Lauderhill

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