

Atlantis 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 Atlantis Neighborhood Improvement District (“District”) is a dependent special district of the City of Atlantis (“City”), encompassing the entire municipal boundaries of the City. Through an interview with the City Manager and a review of publicly available documentation, M&J reached the following overall findings for the District:

- The City of Atlantis established the Atlantis Neighborhood Improvement District on August 10, 1988, for the purpose of providing entranceway security for the service area.
- During the review period (October 1, 2021, through April 30, 2025), the District did not generate revenues, expend funds, own or use resources, or directly conduct programs and activities. The City used the District’s statutory authorities to maintain guardhouses and security equipment at the entranceways to the District’s service area.
- City leadership is exploring alternative service methods for the provision of entranceway security services, including using the District’s revenue generation powers to bring the security activities under the jurisdiction of the District.

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 Atlantis Neighborhood Improvement District (“ANID” or “District”), a dependent district of the City of Atlantis (“City”). The review period examined District 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.”

Ordinance No. [194](#), which created the District (as discussed in section I.B: Creation and Governance of this report), establishes a purpose for the District identical to the one in s. [163.502](#), *Florida Statutes*.

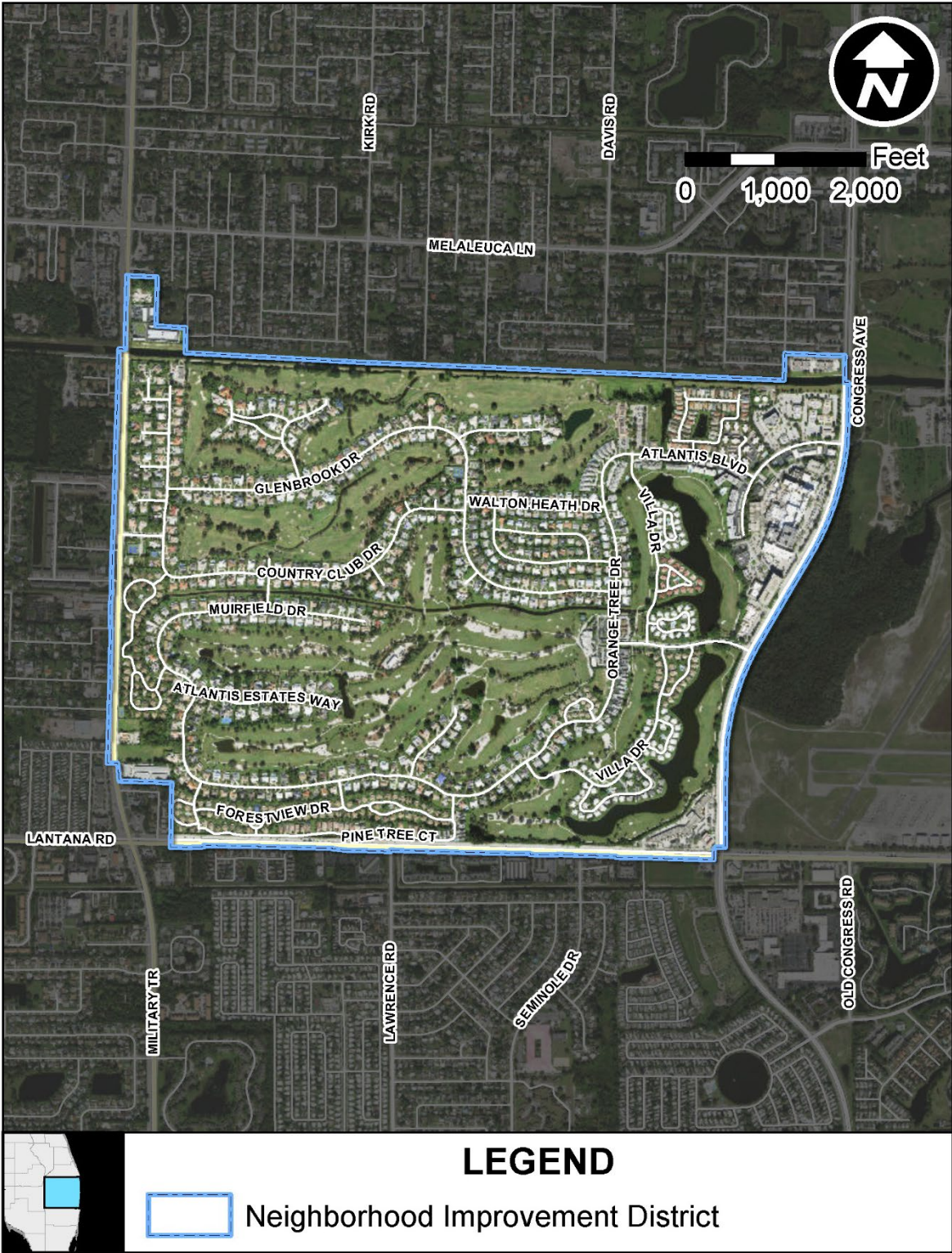
The District’s webpage states that “the objective of the Safe Neighborhood Improvement District is to provide a safe and secure environment for the citizens of the City of Atlantis.”

Service Area

The District’s boundaries are congruent with the City’s boundaries in 1988, when the District was created. The District’s service area encompasses approximately 834 acres. 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 ANID, the District’s registered address is 260 Orange Tree Drive, Atlantis, Florida 33462.

Figure 1: ANID Service Area



Source: City Ordinance No. 194

District Characteristics

The District is predominately residential, comprising approximately 940 single-family residence, 240 condominiums, and 40 townhouses. The northeastern corner of the service area is primarily medical businesses, comprising approximately 20 medical office buildings surrounding a private hospital. The southeastern corner of the service area is primarily commercial properties comprising approximately 20 retailers and offices. The service area also includes approximately 10 vacant residential properties, approximately five municipal properties, two golf courses, and numerous public/common area amenities (e.g., pools, tennis courts, etc.). The service area can be accessed through three entry points, with the exception of the commercial properties in the southeastern corner of the District, which is not accessible from the rest of the service area.

I.B: Creation and Governance

The City of Atlantis created the Atlantis Neighborhood Improvement District on August 10, 1988, through City Ordinance No. [194](#), which is codified as ss. [11.3-11](#) through [11.3-17](#), *Code of Ordinances of the City of Atlantis*. The District was organized as a local government neighborhood improvement district under s. [163.506](#), *Florida Statutes*.

The City Council serves as the District's Board of Directors. As of April 30, 2025, all five Director positions were filled. Figure 2 shows the terms of the District's Directors during the review period (October 1, 2021, through April 30, 2025).

Figure 2: ANID 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
1	Keller Lanahan														
2	Guy Motzer														
3	Allan Kaulbach														
4	Michael LeCoursiere														
5	Derek Cooper														

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

Source: City of Atlantis City Council meeting minutes

City Ordinance No. [194](#) establishes an Advisory Board for the District, comprised of three Board Members. The Board of Directors appoints the Advisory Board Members, each of whom must be a property owner and resident within the District's service area. In an interview with M&J, the City Manager asserted that the Advisory Board is active and has consisted of the same three members throughout the review period. M&J was not provided the names or terms of the Advisory Board members in response to an information request.

² FY25 Q3 through April 30, 2025

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.

- **Crime Prevention and Security** – The City uses the District's authorities to locate license plate readers and guardhouses at the entranceways to the District to provide.

I.D: Intergovernmental Interactions

ANID is a dependent special district of the City of Atlantis, meeting the definition of a dependent district established by s. [189.012](#), *Florida Statutes*. The City Council serves as the Board of Directors for the District, appoints the members of the Advisory Board, and maintains the authority to remove Advisory Board members if necessary. In an interview with M&J, the City Manager stated that the City uses the authorities granted by s. [163.514](#), *Florida Statutes*, to locate guardhouses and security cameras at the three entranceways to the District's service area (which are congruent with the City's municipal boundaries). The guardhouses, security guards, and license plate readers are funded by the City's General Fund, though the City Manager stated that City leadership is considering using the District's revenue generation powers to fund entranceway security.

I.E: Resources for Fiscal Year 2023-2024

The District did not generate revenues; expend funds; hold long-term debt; or own or use vehicles, equipment, and facilities during Fiscal Year 2023-2024 (October 1, 2023, through September 30, 2024, herein referred to as "FY24"). The City Manager is listed on the Florida Department of Commerce's special district profile for ANID as the District's registered agent, but did not conduct any activities on behalf of the District during FY24.

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).

Crime Prevention and Security

After the creation of the District, the City installed guardhouses and security equipment at the three entranceways to the service area. As the roadways within the District are public, the entranceways are not gated or access restricted; the security guards serve to provide information to residents and visitors and observe suspicious behavior, which is reported to the City's police department. The City additionally placed license plate readers at the entranceways to identify vehicles that are sought by law enforcement.

While the District does not fund or directly provide any of the aforementioned crime prevention and security services, in an interview with M&J, the City Manager stated that the City uses the District's powers granted by s. [163.514](#), *Florida Statutes*, to maintain the guardhouses and security equipment. The City Manager further stated that City leadership is contemplating the use of the District's revenue generation authorities to fund the guardhouse attendants, contracts for the license plate readers, and other security activities in the future.

Analysis of Service Delivery

The programs and activities conducted by the City using the District's powers align with the District's statutory purpose and authorities, as identified in ss. [163.502](#) and [163.514](#), *Florida Statutes*, as well as the purpose established by City Ordinance No. [194](#). However, the District does not directly conduct programs and activities, so M&J can only provide limited analysis and findings related to the District's service delivery.

A review of City Council meeting minutes indicated that City leadership is in the process of evaluating alternative service delivery methods, including bringing guardhouse attendant services in-house versus using a third-party service to provide attendant services.

Because the District doesn't directly conduct programs and activities, ANID does not have an organizational structure or set of operational procedures. If the District does begin to directly fund and/or provide crime prevention and security services within the service area, the City could consider whether additional structure is needed for the District in order to administer the programs and activities.

Recommendation: If the District does not begin to fund and/or conduct programs and activities directly, the City should consider reviewing the need for the District based on its purpose and the needs of the community. Based on the results of this review, the City should consider if the community would be best served by the District remaining in its current form, by an introduction of District-conducted programs and activities, or if the need for the District no longer exists and the District can be dissolved.

Comparison to Similar Services/Potential Consolidations

Similar to the District, the Atlantis Police Department serves to provide a sense of safety and security to residents of the services. The current provision of entranceway security includes a partnership between guardhouse attendants and police officers. A review of City Council meeting minutes indicates that City leadership considered consolidation of services under the Police Department. If the City continues to consider consolidation between the Police Department's services and the provision of entranceway security, the City will need to contemplate staffing and budget increases for the Police Department, as well as whether or not the authorities and powers of the Police Department can provide the service area with the same service opportunities as the powers and authorities delegated to neighborhood improvement districts.

Analysis of Board of Directors and Advisory Board Meetings

A review of City Council meeting minutes indicated that the City Council did not meet as the District's Board of Directors during the review period, although the City Council did discuss the possibility of providing services through the District.

In an interview with M&J, the City Manager stated that the Advisory Board met multiple times during the review period. M&J was not provided dates of meetings or meeting records, and was not able to locate publicly available documentation of meetings. As a result, M&J cannot determine the number of Advisory Board meetings conducted during the review period or whether the meetings met the public notice requirements of the version of s. [189.015](#), *Florida Statutes*, in effect at the time of each meeting.

Recommendation: The District should consider reviewing its process for providing notice of Board of Directors and Advisory Board 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 an interview with M&J, the City Manager stated that the District does not employ any staff and did not use the staff of the City or another entity during the review period (October 1, 2021, through April 30, 2025). The City Manager is listed on the Florida Department of Commerce's special district profile for ANID as the District's registered agent, but did not conduct any activities on behalf of the District during FY24.

Equipment and Facilities

In an interview with M&J, the City Manager stated that the District does not own or rent vehicles, equipment, or facilities, and did not use the vehicles, equipment, or facilities of the City or another entity during the review period. The guardhouses located at the entranceways to the District are owned, staffed, and maintained by the City through its General Fund.

Current and Historic Revenues and Expenditures

The District did not generate revenues during the review period. In an interview with M&J, the City Manager stated that the District has never generated revenues. As a result, the District does not maintain a fund balance.

The District does not expend funds; however, the City pays the Annual Special District State Fee to the Florida Department of Commerce on the District's behalf.

The District does not hold any long-term debt.

Trends and Sustainability

City Ordinance No. [194](#) grants the District the authority to generate revenues through an ad valorem tax levy of up to 2.0000 mills or special assessments on real and personal property within its service area. The District is also authorized to apply for and receive a grant from the now-defunct Florida Department of Community Affairs. As the District does not directly conduct programs or activities, the lack of revenue during the review period does not affect the District's sustainability. If the District does assume responsibility for the City's entranceway security activities, or other programs and activities, ANID has means to generate revenues.

II.C: Performance Management

Strategic and Other Future Plans

The District developed a Security Plan in 1989 that provided an overview of the service area and its demographics, community sentiments on security and crime, and goals and policies for the District. The 1989 Security Plan is the most recent strategic plan developed for the District. In an interview with M&J, the City Manager stated that the City has contracted a consultant to assist with the development of an overall strategic plan for the City that will incorporate community safety.

While the District does not directly provide services, a current Security Plan or similar strategic plan is an important tool that the District can use to ensure the services and activities conducted on ANID's behalf help achieve the District's purpose. A current Security Plan or similar strategic plan

can identify the current demographics and security concerns of the service area, providing direction for community safety activities in the community, whether delivered by the District or the City.

Recommendation: The District should consider periodically amending its Security 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 and/or City’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

In an interview with M&J, the City Manager stated that the District does not have goals and objectives beyond the objective stated on its webpage to “provide a safe and secure environment for the citizens of the City of Atlantis.” The 1989 Security Plan established a high-level, overall goal and objective, as well as several more specific goals with associated policies.

- **Overall Goal:** To prepare and implement a security plan for the City of Atlantis Safe Neighborhood Improvement District which will foster the safety and well-being of the citizens of Atlantis, thereby encouraging them to continue residing in the City and attracting other people of similar interest to locate in Atlantis.
- **Overall Objective:** To continue to keep contact with the citizens through surveys, public meetings, and newsletters to ensure security measures are meeting the goal of citizens and affording them the measure of security they desire.
- **Specific Goals and Associated Policies:**
 - **Vehicle Access Control:** Provide and maintain a roadway system with controlled access that allows for the safe and efficient movement of the residents of the City, visitors, and commercial traffic to support the residents.
 - **Policy 1:** The Atlantis Police Department will employ the necessary personnel to control the three access points into the City.... The hours of operation will be from 6 p.m. until 6 a.m. each day. The hours of operation should increase until full 24-hour access control is established. Non-resident traffic will be assisted with information and directions to help them reach their destination. Persons wishing to enter the City will not be denied access nor required to identify themselves as a prerequisite to gaining access.
 - **Policy 2:** The program of issuing decals to residents, visitors, and workers will be enhanced to [ensure] that current decals are issued each year and expired decals are destroyed.
 - **Policy 3:** The staff will continue to monitor technology advances and make recommendations when more advanced systems are available.
 - **Worker and Visitor Control:** A system of worker identification will be initiated. The City will not require identification cards, but would encourage citizens to require their contractors, gardeners, and domestic help to have valid identification cards issued by the Police Department. The goal would be to achieve 100% participation within five years.
 - **Policy 1:** The Atlantis Police Department will provide a system of issuing identification cards to workers in Atlantis.

- **Perimeter Security:** A perimeter barrier around the entire City will discourage pedestrian intrusion.
 - **Policy 1:** A physical perimeter barrier of at least six feet in height will be constructed on the residential perimeters.
 - **Policy 2:** The staff will continue to monitor technology advances in intrusion detection systems and recommend systems when available and necessary.
- **Security Monitoring System and Consulting Service:** To provide a reliable and efficient central monitoring station for security systems throughout the City and free security consulting services.
 - **Policy 1:** The staff will provide a free security consulting service for citizens, institutions, and commercial operations. This will include education and information on the most current security system technology.
 - **Policy 2:** The City will provide a central monitoring station for security systems throughout the City.
- **JFK Medical Center Security:** The JFK Medical Center will provide a safe environment for patients, workers, and visitors.³
 - **Policy 1:** The City staff will assist the Medical Center security personnel in establishing controls and procedures to achieve a safe environment.
- **Medical Center and Shoppes of Atlantis Security:** The environment at the Medical Center and Shoppes of Atlantis will provide a peaceful setting for workers, customers, and visitors.
 - **Policy 1:** The Atlantis Police Department will patrol the areas as necessary.
 - **Policy 2:** The staff will assist the tenants and owners in establishing security procedures to achieve the goal.
 - **Policy 3:** The staff will assist the owners and tenants in security surveys to determine the proper intrusion systems to achieve the goal.
- **Continual Evaluation of the Plan:** The Plan will be continually evaluated to assure the District's goals are being achieved.
 - **Policy 1:** A public hearing, properly advertised, will be held prior to adoption of the Plan.
 - **Policy 2:** The staff will continually evaluate the operations and procedures and recommend to the Board when policy changes need to be made.
 - **Policy 3:** The Advisory Board will meet periodically to evaluate the achievement of the goals outlined.
 - **Policy 4:** The Board of Directors may modify or amend this Plan at any time.

Performance Measures and Standards

In an interview with M&J, the City Manager stated that the District does not have performance measures and standards. The 1989 Security Plan did not identify performance measures and standards, either related or unrelated to the goals, objective, and policies. M&J presents a recommendation related to this finding in the following subsection.

³ The JFK Medical Center is now known as HCA Florida JFK Hospital.

Analysis of Goals, Objectives, and Performance Measures and Standards

The continued provision of crime prevention and security services on the District's behalf indicates that the community recognizes an ongoing need for the District. Evaluation of the effectiveness of the security services requires updated goals and objectives, as well as performance measures tracked against performance standards. The issue-specific goals and policies established by the Security Plan contemplate activities not enacted by the City during the review period (October 1, 2021, through April 30, 2025), such as facility-specific security planning and continual evaluation of the Security Plan. The City (or the District) not conducting these activities suggests that the community does not have a need for these activities, which has resulted in outdated goals and objectives. Other goals and policies were achieved prior to the review period or do not represent current technologies and environments. Goals and objectives should not be developed in order to merely describe current programs and activities, but instead should provide direction for programs and activities that meet the community's needs as identified in a current Security Plan, or similar strategic plan.

Additionally, goals and objectives should contemplate measurable progress in order for the District to evaluate progress made toward meeting the District's purpose. The subject-specific goals and policies established in the 1989 Security Plan provide some opportunities for performance measurement, but do not do so consistently. Furthermore, the subject-specific goals function more as objectives used to meet higher-level goals and the policies represent a mixture of objectives and specific actions or tactics (that can be used to achieve objectives). Without performance measures, and standards to evaluate those measures against, the District limits its ability to demonstrate the progress made toward achieving goals, objectives, and the District's intended purpose.

While the District does not directly provide services, performance management is still important to help determine whether the current method of service delivery continues to meet the community's needs, or whether the District needs to explore alternate methods.

Recommendation: The District should consider writing and then adopting an updated 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 Security Plan or similar 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.

Recommendation: The District should consider identifying performance measures and standards as part of the development of updated 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.

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 the City of Atlantis, as defined by generally accepted accounting principles, ANID is included in the City's Annual Financial Report.⁴

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.

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

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 Florida Auditor General within nine months of the end of the City's fiscal year. As a component unit of the City of Atlantis, ANID 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 an interview with M&J, the City Manager stated that the District was not included in any performance reviews during the review period. The City Manager further stated that the District does not collect written performance feedback from District residents and stakeholders, but that anecdotal verbal feedback indicated that the guardhouses provided through the District's authorities are considered a crucial service by residents.

Recommendation: The District could 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 could consider using the findings from the review of feedback to coordinate a refinement of service delivery by the City or identify alternative methods of delivery of the community security services provided through the District's powers and authorities.

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 City of Atlantis has influence over ANID's finances, the District is considered a component unit of the City for accounting purposes.

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 District's webpage on the City's website for compliance with these sections. While the webpage provides some of the required information, the District can improve its compliance with statutory requirements by including additional information, including a link to or the text of the District's creation ordinance; a description of the District's service area and boundaries; and a listing of its regularly scheduled public meetings.

Recommendation: The District should consider coordinating with the City to enhance the District's webpage on the City's website by including the information required for special district web presence by ss. [189.069](#) and [189.0694](#), *Florida Statutes*.

III. Recommendations

Table 1 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 1: Recommendations

Recommendation Text	Associated Considerations
If the District does not begin to fund and/or conduct programs and activities directly, the City should consider reviewing the need for the District based on its purpose and the needs of the community. Based on the results of this review, the City should consider if the community would be best served by the District remaining in its current form, by an introduction of District-conducted programs and activities, or if the need for the District no longer exists and the District can be dissolved.	<ul style="list-style-type: none"> • Potential Benefits: 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 City could incur costs if a third-party vendor is contracted to assist with the review. • Statutory Considerations: The City should ensure that the District is 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 the purpose and authorities established by the City ordinance that created the District.
The District should consider reviewing its process for providing notice of Board of Directors and Advisory Board 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.	<ul style="list-style-type: none"> • Potential Benefits: By routinely reviewing the process of providing public notice of Board of Directors and Advisory Board meetings, the District can improve transparency and provide more opportunities for public engagement. • Potential Adverse Consequences: None • Costs: The District may 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 Security 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 and/or City’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 Security 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. 194.
<p>The District should consider writing and then adopting an updated 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 Security Plan or similar 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.</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 utilized 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. 194.

Recommendation Text	Associated Considerations
<p>The District should consider identifying performance measures and standards as part of the development of updated 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. 194.
<p>The District could 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 could consider using the findings from the review of feedback to coordinate a refinement of service delivery by the City or identify alternative methods of delivery of the community security services provided through the District’s powers and authorities.</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, and for the City of Atlantis, an additional source of information to use in evaluating the performance of 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

Recommendation Text	Associated Considerations
<p>The District should consider coordinating with the City to enhance the District’s webpage on the City’s website by including the information required for special district web presence by ss. 189.069 and 189.0694, <i>Florida Statutes</i>.</p>	<ul style="list-style-type: none"> • Potential Benefits: By including all statutorily required information on and regularly reviewing the information on the District’s 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. M&J was not provided with a response letter for inclusion in the final report.