

# Orange Blossom Trail Neighborhood Improvement District Performance Review

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

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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 Orange Blossom Trail Neighborhood Improvement District (“District”) is a dependent special district of Orange County, extending along U.S. 441 from the City of Orlando into unincorporated Orange County. Through multiple interviews with the District’s staff, and a review of District-provided and publicly available documentation, M&J reached the following overall findings for the District:

- The Orange County Mayor and Board of County Commissioners created the Orange Blossom Trail Neighborhood Improvement District on August 6, 1990, for the purpose of mitigating crime and the perception of the Orange Blossom Trail neighborhoods as a high-crime area.
- The District is administered by the Orange Blossom Trail Development Board, a not-for-profit organization formed through a partnership between the City of Orlando and Orange County for the purpose of providing a holistic approach to addressing public safety and blight along South Orange Blossom Trail. The Orange Blossom Trail Development Board employs one employee dedicated solely to the District and related Safe Neighborhood Program, with two other employees providing executive and administrative support as needed.
- The District is governed by a Board of Directors (comprised of the Orange County Mayor and Board of County Commissioners) with support from an Advisory Council (comprised of the Orange Blossom Trail Development Board’s Board of Directors). The Advisory Board meets monthly, with the Board of Directors meeting as necessary to conduct business.
- The District conducts programs and activities related to crime prevention and public safety, as well as community development and beautification within its service area. The programs and activities are often conducted in partnership with various public entities and community organizations that have formed an Orange Blossom Trail Safety Task Force.
- The District receives a guaranteed annual allocation from the Orange County Crime Prevention Fund, which generates revenues through fees imposed on individuals convicted of crimes in Orange County. M&J noted that while the annual allocation decreased slightly throughout the review period (October 1, 2021, through April 30, 2025), the District’s expenditures rose, impacting the District’s long-term sustainability.
- The District owned one vehicle for the entire review period and purchased a second vehicle in October 2023. The District did not own facilities or major equipment.
- A Safe Neighborhood Plan, goals, and objectives guide the District’s activities. The District did not consistently track performance measures and standards during the review period.

# 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 Orange Blossom Trail Neighborhood Improvement District (“OBTNID” or “District”), a dependent district of Orange County (“County”), with borders overlapping the City of Orlando (“Orlando” 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.”

Ordinance No. [90-24](#), which created the District (as discussed in section I.B: Creation and Governance of this report), aligns with the District’s purpose as described in s. [163.502](#), *Florida Statutes*.

The District’s webpage states its purpose is “[to] help develop 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.”

### Service Area

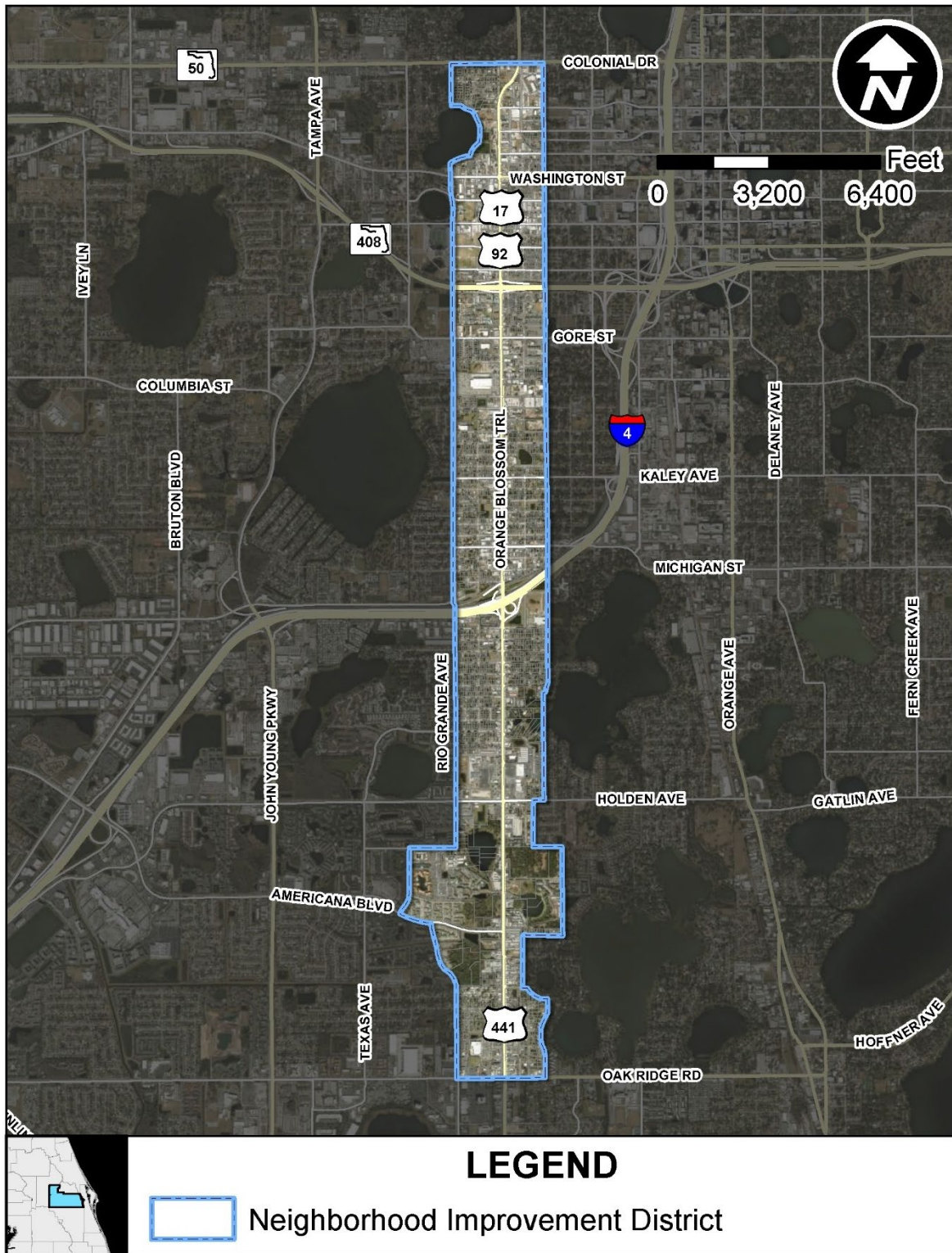
The District is located primarily in unincorporated Orange County, with some of its area within the City of Orlando’s municipal boundaries. The District encompasses approximately 1818 acres, including the entirety of Lake Tyler and Union Lake. Figure 1 is a map of the District’s service area.<sup>1</sup>

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<sup>1</sup> According to the Florida Department of Commerce’s special district profile for OBTNID, the District’s registered address is 2800 South Orange Blossom Trail, Suite A, Orlando, Florida 32805.



Figure 1: OBTNID Service Area



Source: OBT Next Safe Neighborhood Plan

## District Characteristics

The District is located in an urban area, partially in unincorporated Orange County and partially within the City of Orlando. The District comprises a diverse mix of residential, commercial, recreational, governmental, and institutional properties. Table 1 illustrates the land-use composition of OBTNID's service area, based on available data from the Orange County Property Appraiser's online database.

Table 1: OBTNID Service Area Land Use

Land Use Category	Acres	Percent of District
Commercial	641	35%
Industrial	51	3%
Institutional	73	4%
Recreational, Conservation, Open Land (Non-Agricultural) <sup>2</sup>	230	13%
Residential	733	40%
Transportation	90	5%
<b>Total</b>	<b>1818</b>	<b>100%</b>

Source: Orange County Property Appraiser's online database

## I.B: Creation and Governance

The Orange County Mayor and Board of County Commissioners authorized the creation of the Orange Blossom Trail Neighborhood Improvement District on August 6, 1990, through County Ordinance No. [90-17](#), and created the District on September 17, 1990, through County Ordinance No. [90-24](#). The District was organized as a local government neighborhood improvement district under s. [163.506](#), *Florida Statutes*. Ordinance Nos. [90-17](#) and [90-24](#) are not codified, but are listed in [Appendix B – Listing of Special Districts not in Code](#), *Orange County Code*. The District is referenced in s. [14-8](#), *Orange County Code*, which describes the District's funding mechanism (as explained in sections I.D: Intergovernmental Interactions and II.B: Resource Management of this report).

The Orange County Mayor and Board of County Commissioners serve as the District's Board of Directors. As of April 30, 2025, all six 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.

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<sup>2</sup> Includes recreational, open land, tree crops, forests, lakes, reservoirs, wetlands, and disturbed land.

Figure 2: OBTNID Board of Directors Terms

Seat	FY22				FY23				FY24				FY25		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 <sup>3</sup>
Chair	Jerry L. Demings														
1	Nicole H. Wilson														
2	Christine Moore														
3	Mayra Uribe														
4	Maribel Gomez Cordero														
5	Emily Bonilla													K.M.S.	
6	V.S.	Michael “Mike” Scott													

Key: V.S. is Victoria Siplin and K.M.S. is Kelly Martinez Semrad.

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

Source: Orange County Board of County Commissioners website

County Ordinance No. [90-24](#) established an Advisory Council for the District, which has nine seats as established by an interlocal agreement between the County and Orlando. The governing body of the Orange Blossom Trail Development Board, Inc., the not-for-profit organization formed through a partnership between the County and Orlando that manages the District, serves as the District’s Advisory Council. The Orange County Mayor and Board of County Commissioners (in their role as the District’s Board of Directors) and the Orlando Mayor and City Council appoint the Advisory Council Members, each of whom must be a resident of the municipality they are representing, with preference given to those who live or own businesses within the District. As of April 30, 2025, six Council Member positions were filled. There were three vacant positions as of April 30, 2025, one of which had been vacant since December 2024, and two of which had been vacant since the end of March 2025. There were three additional vacancies during the review period: one in April 2024, one from August 2022 through December 2023, and one from January 2023 through March 2023. Figure 3 shows the terms of the District’s Advisory Council Members during the review period.

Figure 3: OBTNID Advisory Council Terms

Seat	FY22				FY23				FY24				FY25		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 <sup>4</sup>
1	Avery Donaudy														
2	B.L.		Chris Cucci												
3	Tangia Hill-Smikle														
4	Bob Moser														
5	Carolyn McClendon											Deborah Aponte			
6	Jeff Robinson III														
7	Tasha Golis														I.A.
8	Lacey Nelson					Forrest Askew III									
9	Victoria Siplin						Michael Scott								

Key: B.L. is Brandon Lee and I.A. is Isaiah Anderson.

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

Source: OBTNID webpage, OBTNID meeting minutes, District-provided written statement

<sup>3</sup> FY25 Q3 through April 30, 2025

<sup>4</sup> Ibid.



## 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 Safety** – The District provides safety programs to assist individuals, families, and businesses that contend with crime.
- **Community Development and Beautification** – The District partners and engages with local and external organizations to develop the neighborhood's workforce and create an attractive business environment.

## I.D: Intergovernmental Interactions

The following is a summary of federal agencies, State agencies, and/or public entities with which the District interacted during the review period (October 1, 2021, through April 30, 2025).

### *Orange County Board of County Commissioners*

OBTNID is a dependent special district of Orange County, meeting the definition of a dependent district established by s. [189.012](#), *Florida Statutes*. The Mayor and Board of County Commissioners ("BCC") serve as the Board of Directors for the District and appoint the majority of members of the Advisory Council. OBTNID is also a component unit of the County, as determined by generally accepted accounting principles, meaning the District receives its funding from allocations of the Orange County Crime Prevention Fund, as determined by the BCC.<sup>5</sup> The Crime Prevention Fund is generated from fines imposed on criminal offenders as detailed in County Ordinance No. [2021-49](#). The ordinance guaranteed annual allocation of funds to the District through December 31, 2032.<sup>6</sup>

### *Orange Blossom Trail Development Board, Inc.*

The District is managed by the Orange Blossom Trail Development Board, Inc. ("OBTDB"), a not-for-profit organization formed through a partnership between the County and Orlando. OBTDB also manages the Orange Blossom Trail Community Redevelopment Agency, the Orange Blossom Trail Safe Neighborhood Program (a County program separate from the safe neighborhood improvement districts), and the Orange Blossom Trail Municipal Service Taxing Unit. OBTDB's Board of Directors serves as the Advisory Council for the District; the BCC and Orlando nominate members to the OBTDB Board of Directors, with the BCC nominating members to six seats and Orlando nominating members to three seats. OBTDB employs the staff who administer the District; one staff member is paid from the District's funds, and two staff members are paid from OBTDB funds.

OBTDB's administration of the District is part of an intentional overlap in services in the District's service area. OBTDB's service delivery is holistic, with different funding mechanisms providing for programs according to each entity's statutory purpose to deliver services that are complementary

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<sup>5</sup> 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 Orange County BCC has influence over OBTNID's finances, the District is considered a component unit of the County for accounting purposes.

<sup>6</sup> Ordinance No. [2021-49](#) extended the disbursement period from the previous end date of December 31, 2022.

but distinct through one collective entity. The intention of this collective service delivery is to reduce crime and perception of crime within the District and improve the reputation and image of the District through multiple channels. The activities conducted by OBTDB through the management and authorities of each entity are collectively referred to as the OBT Next initiative. Table 2 provides an overview of the purpose, services, and funding sources for the entities managed by OBTDB.

*Table 2: OBTDB-Managed Entities*

Component	Purpose	Services	Funding Source(s)
<b>Orange Blossom Trail Neighborhood Improvement District</b>	To help develop 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.	<ul style="list-style-type: none"> <li>• Crime prevention and safety</li> <li>• Community development</li> <li>• Beautification</li> </ul>	<ul style="list-style-type: none"> <li>• Orange County Crime Prevention Fund (guaranteed allocation)</li> </ul>
<b>Orange Blossom Trail Safe Neighborhood Program</b>	To help reduce crime through projects that enhance the safety and beauty of each location.	<ul style="list-style-type: none"> <li>• Crime prevention and safety</li> <li>• Beautification</li> </ul>	<ul style="list-style-type: none"> <li>• Orange County Crime Prevention Fund (discretionary allocation provided if funds available after distribution to neighborhood improvement districts)</li> </ul>
<b>Orange Blossom Trail Community Redevelopment Agency</b>	To provide rehabilitation, conservation, and/or redevelopment of sanitary sewer, street, traffic and housing infrastructure in the community redevelopment area.	<ul style="list-style-type: none"> <li>• Infrastructure improvements such as roadway enhancement and community center construction</li> </ul>	<ul style="list-style-type: none"> <li>• Tax increment financing</li> </ul>
<b>Orange Blossom Trail Municipal Service Taxing Unit</b>	To approve for the levy of a property tax millage rate to provide services or improvements within a localized area.	<ul style="list-style-type: none"> <li>• Planning, design, and construction of infrastructure enhancements</li> </ul>	<ul style="list-style-type: none"> <li>• Ad valorem property tax</li> </ul>

Source: OBT Next Master and Implementation Plan, Orange County BCC website

### Safety Task Force

The District is part of, and helped spearhead the creation of, the Orange Blossom Trail Safety Task Force (“STF”). The STF is a program intended to assist resident volunteers with crime prevention and community building in targeted neighborhoods. Through this program, OBTNID frequently partners with government agencies that report to the Orange County BCC, including:

- Orange County Fire Rescue Department
- Health Services Department’s Community Action Division
- Planning, Environmental, and Development Services Department’s Neighborhood Services Division
- Orange County Code Enforcement
- Community and Family Services Department’s Community Action Division.

The Orange County Library System’s social workers and operational staff frequently participate in STF programs. The Orange County Sheriff’s Office and Orlando Police Department participate in the STF through the provision of safety services and patrols in the District’s service area. LYNX Transportation, a transit system serving the greater Orlando area also participates.

Through these partnerships, the District delivers crime prevention, safety, and community development services in the form of programs such as education events and gun buybacks.

### I.E: Resources for Fiscal Year 2023-2024

Table 3 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 3: OBTNID Resources for FY24*

Resource Item	FY24 Amount
<b>Revenues</b>	\$141,691
<b>Expenditures</b>	\$102,540
<b>Long-term Debt</b>	\$0
<b>Staff</b>	3 staff members paid by the Orange Blossom Trail Development Board (Executive Director, Program Manager, Executive Assistant); the Program Manager’s salary is paid with District funds
<b>Vehicles</b>	1 2023 Toyota Highlander (shared with the Orange Blossom Trail Community Redevelopment Agency) 1 2009 Ford F-250 (shared with the Safe Neighborhoods Program)
<b>Facilities</b>	Private offices rented within the service area Meetings were held at the County-owned Holden Heights Community Center and the South Trail Branch Library of the Orange County Library System

*Source: District-provided budgeted expense and revenue reports, County’s FY24 adopted budget, District-provided verbal and written statements, Board of Directors and Advisory Council meeting minutes*

## 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 Safety*

The District was established with the intention of addressing safety issues, such as a historically high rate of crime in the neighborhood, as well as to change the perception of the service area as a high-crime area. The District, in partnership with governmental and not-for-profit organizations, provides programs on topics such as bike safety, CPR training, gun safety, online safety, and pedestrian safety to aid residents, businesses, and visitors in the service area who contend with crime.

The District participates in the Orange Blossom Trail Safety Task Force ("STF"), a multidisciplinary team covering a wide variety of public services, which is intended to be a way for safety-focused public entities to collaborate and reach a broader audience.<sup>7</sup> In an interview with M&J, District staff stated that participation in the STF increases public awareness of OBTNID's programs and services. The entities that comprise the STF met monthly during the review period, and conducted joint programs and activities intended to achieve the collective goals and objectives established by the STF. Goals and objectives that led to STF activities included:

- Reduce the perception of fear of crime
- Reduce opportunities for crime
- Provide community opportunities for youth and families
- Advocate for additional sidewalks and lighting
- Improve the overall image and reputation of the Orange Blossom Trail Corridor

During the STF monthly meetings, the participating organizations held "TableTalks," which were opportunities for community members to engage with the STF entities and discuss community needs, resources, and programs.

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<sup>7</sup> The public entities that comprise the Safety Task Force are identified in section I.D: Intergovernmental Interactions of this report.

During the review period, OBTNID partnered with the Orange County Sheriff's Office ("OCSO") and the Orange County Library System to conduct programs jointly as STF members, hosting events at sites throughout the District focusing on safety. In FY22, the District provided space for an OCSO gun buyback within its office and initiated an ongoing program which uses the South Trail Library Branch's space to provide a safety event with OCSO and the Orange County Fire Rescue Department focused on fire, water, gun, and street safety, as well as CPR and 911 use.

The District also partners with Bike/Walk Central Florida, a not-for-profit organization focused on pedestrian- and cyclist-friendly communities, to provide educational programming related to bicycle and pedestrian safety. During the review period, the District funded annual "bicycle rodeos," which were clinics to teach bicycle and pedestrian skills and safety. The District conducted research on the service area's methods of transportation to school, such as walking and biking, to develop a curriculum.

The District worked with Orange County Code Enforcement to enforce property maintenance and nuisance codes related to safety issues such as loitering, dumping, and properties with squatters. The District purchased cameras, which it installed at selected intersections, to capture code-related issues in the community and allow Code Enforcement to intervene. In an interview with M&J, District staff asserted that the District and its STF partners advocated for more active

The District also participated in a Neighborhood Watch initiative, coordinating with OSCO and Orlando Police Department ("OPD") to review traffic and safety issues identified and reported on the service area's roadways. The District worked with law enforcement to address the safety issues.

### *Community Development*

The District participated in programs where public entities and community organizations partnered to take action on and generate solutions to problems such as poverty, homelessness, crime, and code violations (such as loitering, dumping, house condemnation, and squatting), that can affect the image of the service area as an attractive business environment.

The District partnered with the Holden Lakes Community Center and the Orange County Library System on community development events for families that included workforce development programs intended to strengthen the community's workers and existing businesses, as well as create a more desirable environment for new businesses. In an interview with M&J, District staff stated that the businesses in the service area have had limited success creating business associations due to the transient nature of businesses and small staff sizes. Community development events were viewed as one of the best opportunities to connect residents and visitors with local businesses, and to provide networking opportunities for businesses without availability for networking-focused events.

The District also engaged in beautification projects, which were intended to address the stigma of the area's association with high crime levels and urban decay. Community members from faith-based organizations partnered with the District to perform home beautifications such as painting, installing uniform mailboxes, adding addresses to curbs, and installing entry solar floodlights. The beautification efforts were intended to create more attractive and secure neighborhoods.



## Analysis of Service Delivery

The services and activities conducted by the District align with the District's statutory purpose and authorities, as identified in ss. [163.502](#) and [163.514](#), *Florida Statutes*, as well as those established in County Ordinance No. [90-24](#).

Orange Blossom Trail Development Board, Inc. ("OBTDB") manages OBTNID, as well as the Orange Blossom Trail Community Redevelopment Agency ("CRA"), the Orange Blossom Trail Neighborhood Improvements Municipal Service Taxing Unit ("MSTU"), and the Orange Blossom Trail Safe Neighborhood Program ("OBTSNP").

The management of the District forms an intentional overlay of services between the neighborhood improvement district and the other entities OBTDB manages. Each entity has a unique funding mechanism to finance projects relevant to its specific statutory purpose which would not be available through alternative methods of service delivery. The District's administration by OBTDB provides centralized and consolidated administration for these different programs while maintaining separate funding pathways and bank accounts in their administration.

OBTDB divides its programming between two program/project managers, one who is responsible for OBTNID and OBTSNP, and one who is responsible for the CRA and the MSTU. The division allowed for programming to remain distinct, but still maintained a level of cohesion through executive oversight of both sets of programs by the OBTDB Executive Director and Board of Directors. The focus of the CRA and the MSTU was on improving infrastructure, such as streets and housing, which allowed the District to focus on providing resources targeted toward safety and crime prevention as part of a holistic set of improvements in the community.

OBTNID's programs were frequently delivered as part of STF partnerships. Service delivery through these partnerships was intended to increase the reach of services while maintaining the statutory purpose of crime prevention and safety.

## Comparison to Similar Services/Potential Consolidations

The District worked in partnership with various organs of the Orange County government, such the Neighborhood Services Division, as well as the City of Orlando government. The County and City of Orlando provided crime prevention services through OSCO and OPD patrols and safety services within the District's service area. The crime prevention services provided by the District were in addition to and in collaboration with OSCO and OPD and enhanced OCSO's service without additional cost through increasing presence in the Holden Heights Community Center – a local substation location identified by the District. The partnerships allow the District to deliver a level of service within the Orange Blossom Trail neighborhood above and beyond the level that the County can provide to other communities within Orange County. The District's unique location which extends into both the City of Orlando and unincorporated Orange County allows for the consolidation of resources and partnerships that would not otherwise be available due to jurisdictional boundaries.

OBTDB's management of the district intentionally overlays services and centralized administration, which leads to the District's activities frequently being joint programs of the separate entities managed by OBTDB. The variety of funding mechanisms and distinct statutory purposes allow OBTDB to provide a holistic approach to addressing issues within the service area.

The distinction between OBTD's safety-focused activities and the infrastructure-related activities allowed Crime Prevention Funds, sourced from fines on those convicted of crimes within the County, to focus on crime prevention and public safety within the District's service area.

The District functions as both the service area and funding source for safety-focused activities. The District's programming arm is OBTSNP. OBTSNP is part of a larger Orange County Safe Neighborhood Program, which provides resources to a set number of neighborhoods in the County. Volunteer residents manage most of the county's safe neighborhood programs and receive funding through specific program grants. The County program receives funding from the Crime Prevention Fund, if funds remain after allocations to OBTNID and the County's other neighborhood improvement district, the Pine Hills Neighborhood Improvement District.

OBTNID and OBTSNP are managed as a consolidated unit with no distinction between programs and activities, as both entities exist for similar purposes. While both entities are primarily funded through the Crime Prevention Fund, each also has unique funding sources. OBTSNP has opportunities to apply for specific program grant funding. OBTNID has the authority to levy an ad valorem property tax or collect a special assessment, with a favorable referendum of its property owners. While the District could consider officially consolidating OBTNID and OBTSNP, consolidation would not lead to more efficient, effective, or focused programs and services, as program management would remain the same, but funding available for programs may be subject to limitations.

### Analysis of Board of Directors and Advisory Council Meetings

Table 4 shows the number of times the District's Board of Directors and Advisory Council met each year of the review period.

*Table 4: OBTNID Governing Body Meetings*

Fiscal Year	Number of Board of Directors Meetings	Number of Advisory Council Meetings
<b>2022</b>	1	10
<b>2023</b>	4	12
<b>2024</b>	1	11
<b>2025<sup>8</sup></b>	3	5

*Source: Orange County Board of County Commissioners minutes and agendas, OBTNID Advisory Council minutes and agendas*

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 County's standard public notice procedure, including submitting an annual calendar to Orange County and the City of Orlando, which is added to the County and Orlando's event calendars. As the County'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.

<sup>8</sup> FY25 through April 30, 2025

**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.

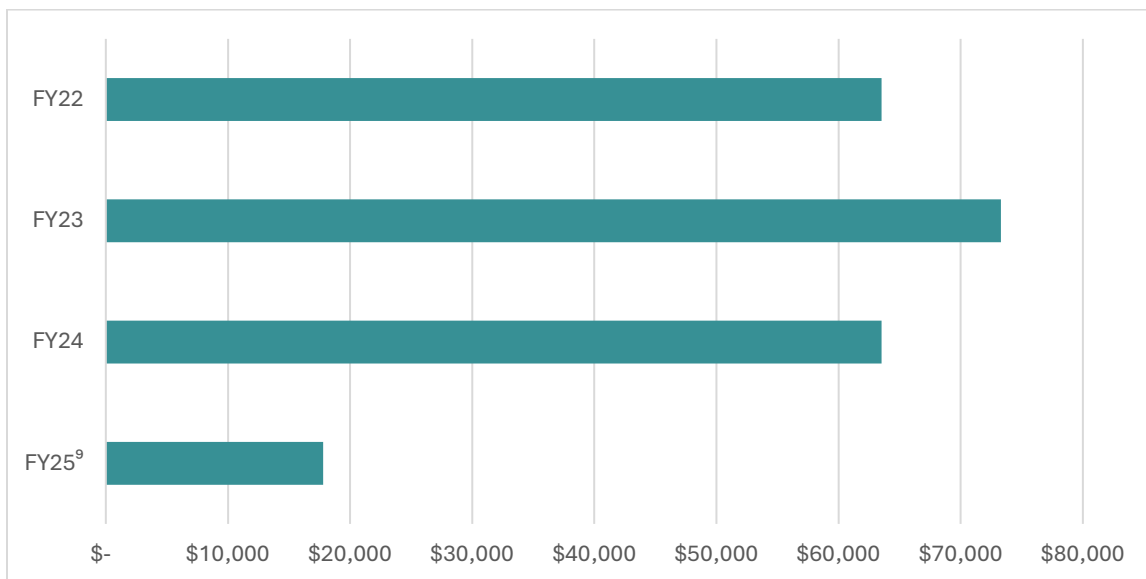
## II.B: Resource Management

### Program Staffing

The District does not directly employ staff. The District is administered through Orange Blossom Trail Development Board, Inc. (“OBTDB”), a not-for-profit organization formed through a partnership between the County and the City of Orlando. OBTDB additionally manages the Orange Blossom Trail Community Redevelopment Agency (“CRA”), the Orange Blossom Trail Safe Neighborhood Program (“OBTSNP”), and the Orange Blossom Trail Municipal Service Taxing Unit. OBTDB has four employees, three of whom work on matters relating to OBTNID: an Executive Director, a Program Manager, and an Executive Assistant. All three positions were staffed by the same individuals for the entire review period (October 1, 2021, through April 30, 2025).

Of the three, the Program Manager is most directly related to the District's activities and is paid through the District's funds. The Executive Director and the Executive Assistant are involved in OBTNID through general administrative responsibilities in the management of OBTDB, and are paid through OBTDB funds. Figure 4 illustrates the District's total employee compensation expenditures for the three complete fiscal years of the review period, based on OBTDB's financial statements.

Figure 4: OBTNID Annual Compensation Expenditures



Source: OBTNID expenditure and revenue reports

<sup>9</sup> FY25 through December 31, 2024

## Equipment and Facilities

OBTDB rents offices within the District's service area that serve as the primary address for OBTNID. The District does not contribute funds to the rental of the offices. The District additionally uses facilities owned by other government entities, such as the Holden Heights Community Center (owned by the Orange County Board of County Commissioners) for meetings and the South Trail Branch of the Orange County Library System for programming.

The District had access to two vehicles during the review period. For the first two years of the review period, District staff used a 2009 Ford F-250 owned by OBTNID. In October 2023 (the start of FY24), OBTDB purchased a 2023 Toyota Highlander; the cost of the new vehicle was split evenly between OBTNID and the CRA. Insurance and other operating costs for the new vehicle are also divided between OBTNID and the CRA. OBTDB still possesses the 2009 Ford F-250 with the intention of using the County's surplus process to sell the vehicle. The District does not own or rent any major equipment.

## Current and Historic Revenues and Expenditures

The District generates revenues from one primary source: disbursements from the Orange County Crime Prevention Fund, which is derived from fines imposed upon criminal offenders in Orange County pursuant to s. [14-8](#), *Orange County Code of Ordinances*, and s. [775.083](#), *Florida Statutes*. The Board of County Commissioners extended the period of guaranteed allocation established by Ordinance No. [2011-22](#) through the adoption of County Ordinance No. [2021-49](#) (December 14, 2021), annually allocating funds to OBTNID for an additional 10-year period ending December 31, 2032. As detailed by Ordinance No. [2011-22](#), OBTNID is guaranteed to receive up to \$125,000 annually.

The District's funds are managed by two separate entities – the Orange County government under the direction of the Board of County Commissioners, and OBTDB. OBTDB expends funds as the District according to OBTNID's Safe Neighborhood Plan, after which OBTDB submits a reimbursement request to Orange County for those expenses. As OBTDB is not required to request reimbursement for all funds within the same fiscal year that the funds are allocated, the revenue and expenditure reports produced by the County and OBTDB differ. M&J presents both sets of financial figures in the following subsection.

### *Orange County Board of County Commissioners*

The revenues registered by the Orange County government directly reflect the allocations and disbursements of the Crime Prevention Fund to the District. The Crime Prevention Fund is divided evenly between OBTNID and the County's other neighborhood improvement district, Pine Hills Neighborhood Improvement District, up to \$250,000 (or \$125,000 per district) annually. Any funds not requested for reimbursement by OBTDB are held in reserve by the County. Table 5 and Figure 5 illustrate the revenues generated through the Crime Prevention Fund, as well as interest and investment revenues accrued on the reserves held by the County. Table 5 and Figure 5 present revenues through FY24, as the data was only available to M&J through the County's audit reports.

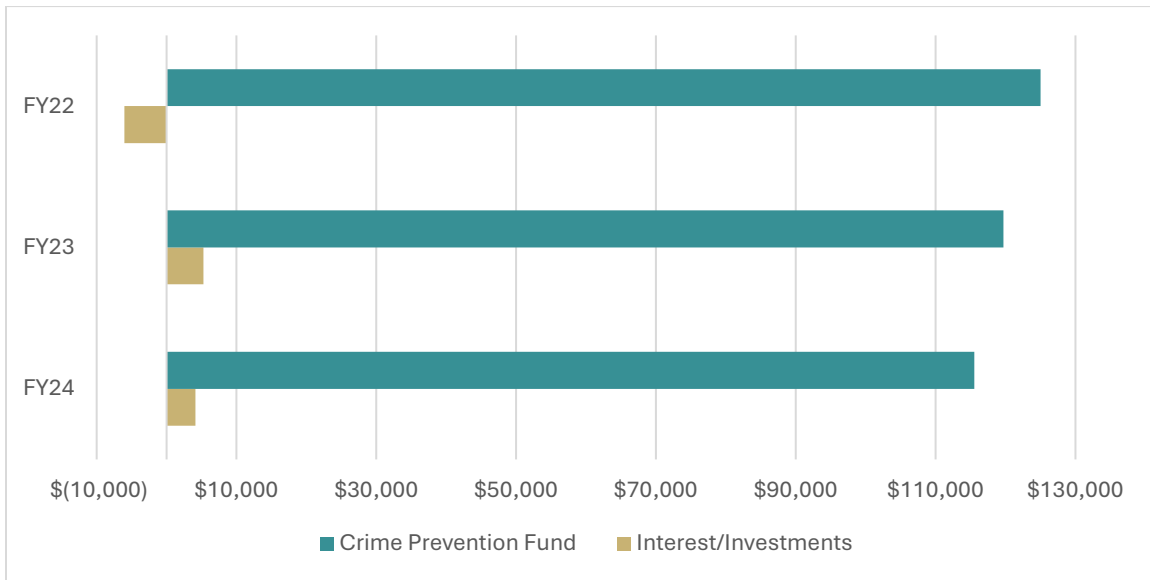
Table 5: OBTNID Annual Revenues (County)

Revenue Source	FY22	FY23	FY24	FY25*
Crime Prevention Fund	\$125,000	\$119,700	\$115,546	N/A
Interest/Investments	-\$6,020	\$5,284	\$4,143	N/A
<b>Total</b>	<b>\$122,972</b>	<b>\$124,984</b>	<b>\$115,689</b>	<b>N/A</b>

\*M&J used audit data, which was not yet available for FY25

Source: Orange County audit reports

Figure 5: OBTNID Annual Revenues (County)



Source: Orange County audit reports

The amount of funding the District received from the Crime Prevention Fund depended on the total collection of funds for the year. FY22 was the only year in the review period in which the Crime Prevention Fund generated enough fees to disburse the full \$125,000 to OBTNID.

The County's audit reports categorize the District's full expenditure amount as Public Safety. These expenditures represent the funds reimbursed to OBTDB. As indicated in Table 6 and Figure 6, the reimbursements funded by the County's OBTNID special revenue fund fluctuated annually depending on the amount of funds requested for reimbursement by OBTDB. Similar to revenues, the County's reported expenditures were only available through FY24.

Table 6: OBTNID Annual Expenditures (County)

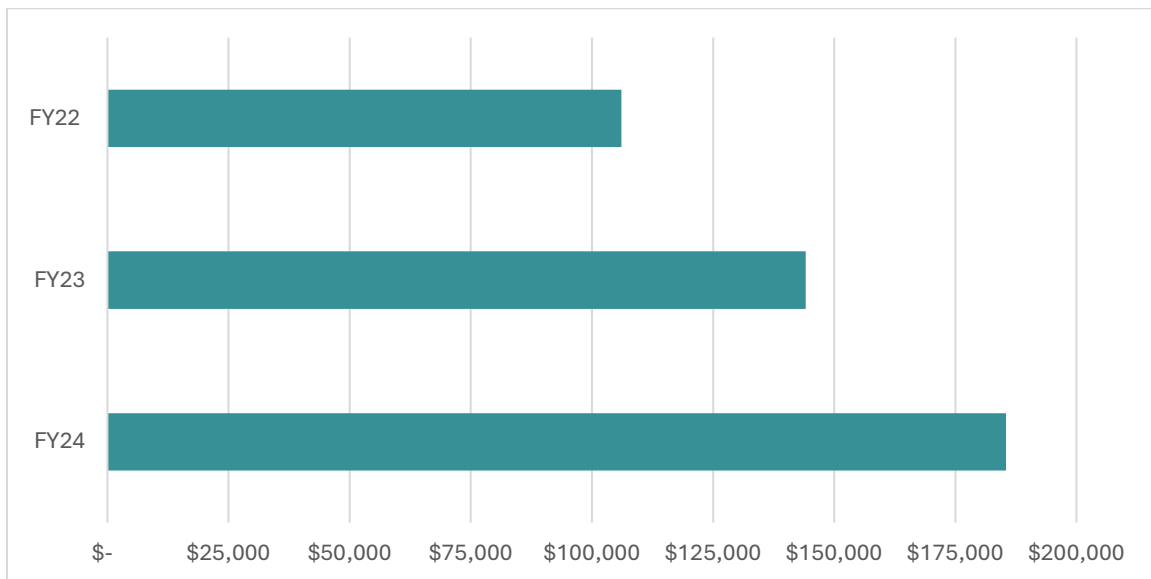
Expenditure Category	FY22	FY23	FY24	FY25
Public Safety	\$106,076	\$144,151	\$185,441	N/A*

\*M&J used audit data, which was not yet available for FY25

Source: Orange County audit reports



Figure 6: OBTNID Annual Expenditures (County)



Source: Orange County audit reports

#### Orange Blossom Trail Development Board

The revenues reported by OBTDB are reimbursements issued by the County for allowable OBTNID expenditures. Expenses deemed non-allowable by the County are paid for by OBTND from non-District funds. If OBTDB does not request reimbursement for the total amount of any year's Crime Prevention Fund revenues, the money is retained as reserve funds by the County. As illustrated in Table 7 and Figure 7, the revenues fluctuate each year based on the reimbursement requests submitted by OBTDB. The reimbursement amounts requested by OBTDB increased over the course of the review period as additional programming was conducted. A comparison of the expenditures recorded by the County and the revenues recorded by OBTDB is presented in the next subsection.

The annual budgets developed for the District by OBTDB indicate that the District expected a \$50,000 contribution from the CRA for safety initiatives in both FY24 and FY25. According to a written statement from the OBTDB Executive Director, the CRA contributions did not appear in the District's financials due to a lack of clarity on the process to transfer the funds between the Orange County Office of Management and Budget ("OMB") and OBTDB. According to the Executive Director, after two fiscal cycles without resolution, OMB stated that the County cannot transfer funds allocated for the CRA to OBTNID. As a result, the Executive Director asserted that moving forward, the District will utilize reimbursable funds received by OBTDB for the CRA, rather than reallocated through OMB's internal processes, for safety and crime prevention projects conducted by OBTNID within the CRA's overlapping service area, with expenses not to exceed the budgeted \$50,000.

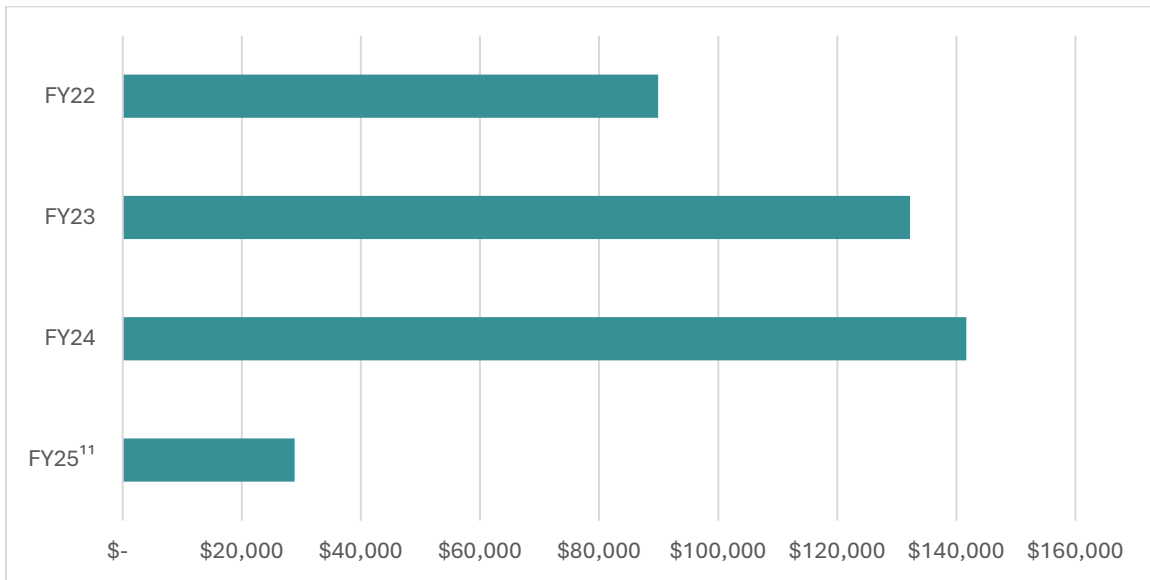
Table 7: OBTNID Annual Revenues (OBTDB)

Revenue Source	FY22	FY23	FY24	FY25 <sup>10</sup>
Reimbursement Income	\$89,897	\$132,205	\$141,691	\$28,874

Source: OBTNID expenditure and revenue reports

<sup>10</sup> FY25 through December 31, 2024

Figure 7: OBTNID Annual Revenues (OBTDB)



Source: OBTNID expenditure and revenue reports

County Ordinance No. [90-24](#) grants the District the authority to levy an ad valorem tax or special assessment after unanimous approval from the Board of Directors and a successful referendum of property owners within the service area. The District did not exercise this authority during the review period; the District has not met the requirements of a referendum of the District and a unanimous vote in favor from the Board of Directors.

The District expends funds on its service delivery of crime prevention and public safety, and community development and beautification, as well as on operational and administrative 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:

- **Programming** – Program expenses and contracts for other groups to provide programming (grants for bicycle rodeo, etc.)
- **Personnel** – Payroll for the Program Manager, including salary, benefits, and payroll tax
- **Operating Expenses** – Insurance, information technology, annuity payments, utilities, marketing, training expenses, conferences and seminars, office supplies, software, uniforms, dues and subscriptions, taxes and licenses, and bank fees

District expenditures fluctuated each year, as illustrated in Table 8 and Figure 8, depending on the programs and activities conducted.

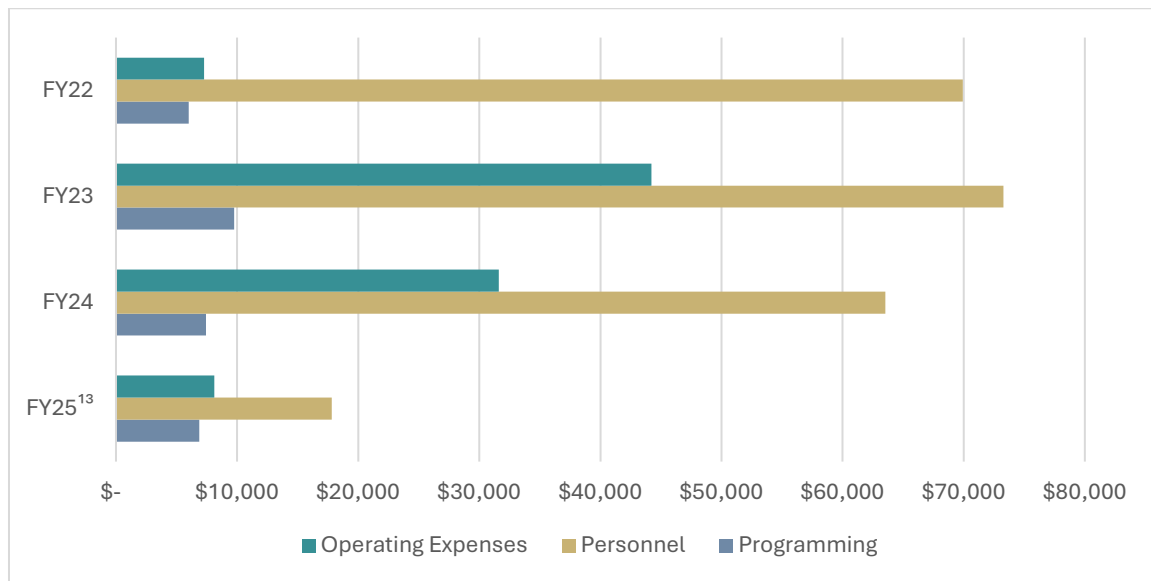
<sup>11</sup> FY25 through December 31, 2024

Table 8: OBTNID Annual Expenses (OBTDB)

Expenditure Category	FY22	FY23	FY24	FY25 <sup>12</sup>
Operating Expenses	\$6,018	\$9,749	\$7,421	\$6,869
Personnel	\$69,916	\$73,277	\$63,514	\$17,805
Programming	\$7,264	\$44,219	\$31,604	\$8,125
<b>Total</b>	<b>\$83,198</b>	<b>\$127,245</b>	<b>\$102,540</b>	<b>\$32,799</b>

Source: OBTNID expenditure and revenue reports

Figure 8: OBTNID Annual Expenses (OBTDB)



Source: OBTNID expenditure and revenue reports

OBTDB contracts the services of an external accountant each month to assist with bookkeeping. While the District benefited from these services, OBTNID was not charged for the contracted service.

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

### Trends and Sustainability

The District recorded consistent revenue each year during the review period through annual allocations from the Crime Prevention Fund. County Ordinance No. [2021-49](#) extended the period of guaranteed allocations to the District from December 31, 2022, to December 31, 2032.

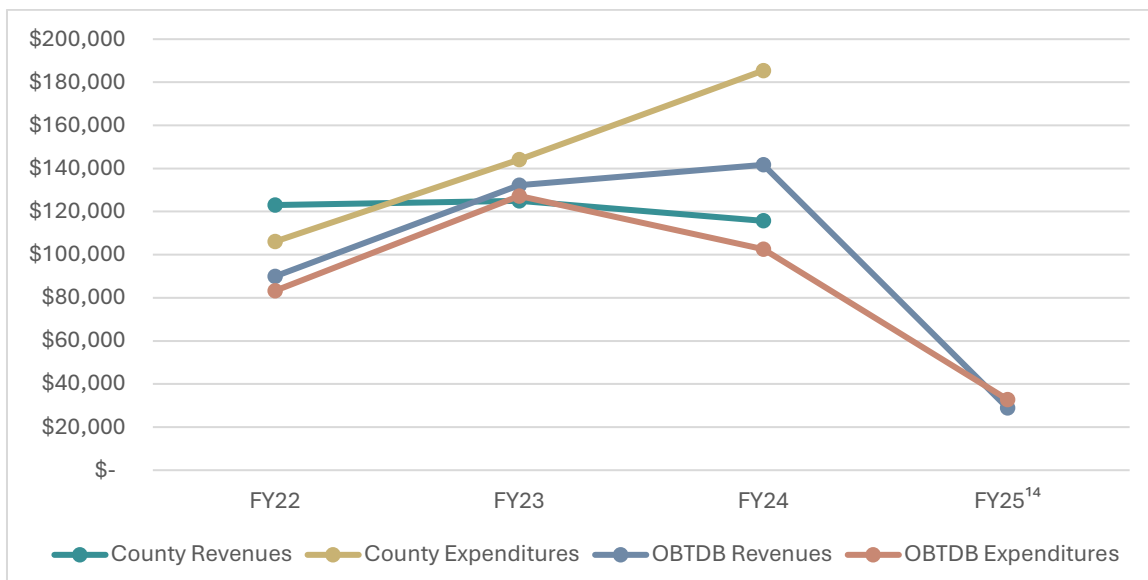
The revenue and expenditure numbers reported by the County and OBTDB do not reconcile. Expenditures reported by the County should agree to the revenues reported by OBTDB, with explained or supported deviations. Some differences can be expected due to the entities reporting a reimbursement in different fiscal years, and due to OBTDB collecting a 15% administration fee on reimbursements requested from the County. The difference between expenditures reported by the County and revenues reported by OBTDB was approximately 18% in FY22, 9% in FY23, and 31% in FY24. On their own, the three differences are not concerning, as between the two years, the average difference is approximately 19%, which is not a significant deviation from the expected 15% when

<sup>12</sup> FY25 through December 31, 2024

<sup>13</sup> Ibid.

the potential difference in reporting years for reimbursements is factored in. However, when the difference in reported figures is contextualized through a review of fund balances (as discussed later in this subsection), the pattern may indicate discrepancies between the County and OBTDB and/or issues for the continued sustainability of the District. Figure 9 illustrates the revenues and expenditures reported by both entities (FY25 was not available for the County).

Figure 9: Revenues vs. Expenditures



Source: Orange County audit reports, OBTNID expenditure and revenue reports

Figure 9 indicates that while revenues from the Crime Prevention Fund have decreased by about \$5,000 each year, reimbursement requests have increased year over year. M&J did not receive OBTDB's fund balance for the District, however, the revenue and expenditure reports indicated an operating surplus each full year of the review period, suggesting that OBTDB maintains reserves for the District. Conversely, while the County-managed fund balance increased from FY21 to FY22, the balance decreased in both FY23 and FY24. As of the end of FY24 (September 30, 2024), the County reported a fund balance of \$85,440 for the District, with an operating deficit of \$69,752 for the year. While the reserves held by both the County and OBTDB might sustain the District for a limited number of years in the short term, the District will need to approve an additional funding source within the next two to five years in order to sustain the current level of expenditures. The budgeted annual \$50,000 contribution from the CRA for specific crime prevention and safety-related projects within the two entities' overlapping service area may help offset some of the Crime Prevention Fund decreases, the contribution relies on available CRA funding and the ability of OBTDB to use the CRA's reimbursable funds for OBTNID projects. The CRA funding is also limited to projects conducted in the two entities' overlapping service area, which does not include the full OBTNID service area.

**Recommendation:** The District should consider identifying and pursuing funding opportunities from new funding sources to help ensure its programs and operations remain sustainable as the rising costs of expenditures exceed the District's annual Crime Prevention Fund allocation.

<sup>14</sup> FY25 through December 31, 2024

**Recommendation:** The District should consider conducting regular fund balance and budget reviews with the County to help ensure expected expenditures do not exceed the expected revenues generated by the Crime Prevention Fund and do not require the recurring use of reserve funds to offset operating deficits. The District should further consider conducting regular fund reconciliations with the County to identify and rectify discrepancies between the two entities' ledgers and funds.

## II.C: Performance Management

### Strategic and Other Future Plans

In 2017, the Orange Blossom Trail Development Board, Inc. ("OBTDB") commissioned a study of the District's service area entitled "OBT Next" to evaluate the conditions of the service area. The OBT Next study resulted in an update to OBTNID's Safe Neighborhood Plan, as well as an update of the Orange Blossom Trail Community Redevelopment Plan and a new Master Plan for the community. The Safe Neighborhood Plan provides a history of the service area, demographics for the District population, public services available to residents, a summary of the public input received during the plan development process, goals and objectives, and action steps. The District's strategic plan builds on its intended purpose by describing goals, objectives, and action items that align with the District's statutory purpose of crime prevention and safety. This includes actions to prevent crime or recurrences of crime, such as changing legislation and increasing the presence of law enforcement in the area. These goals, objectives, and action steps are all actionable as of the end of the review period (October 1, 2021, through April 30, 2025). While the Safe Neighborhood Plan was adopted by the OBTDB Board of Directors serving as the District's Advisory Council, the Orange County Mayor and Board of County Commissioners (in their role as the District's Board of Directors) do not appear to have adopted the Safe Neighborhood Plan due to a proposed expansion of the District's service area, though through the County's continued funding of OBTNID and OBTDB, the Mayor and Board of Directors have seemingly approved of the District's activities as guided by the Safe Neighborhood Plan.

### Goals and Objectives

The District's Safe Neighborhood Plan outlines four goals: reduce perception and fear of crime, reduce opportunities for crime, provide enhance opportunities for youth and family support services, and improve overall image and reputation of the area.

The Safe Neighborhood Plan introduces the objectives listed in Table 9, categorized by issue type (legislative, judicial, law enforcement, code enforcement, and governance/administration).



Table 9: OBTNID Safe Neighborhood Plan Objectives

Issue Category	Objectives
Legislative	<ul style="list-style-type: none"> <li>• Re-institute mapping program, particularly for prostitution offenders. Two arrests within the mapped area would get the offender into jail.</li> <li>• Enforce the legislation that states that a convicted felon cannot own or operate an adult business or obtain a liquor license. A more detailed background check of applicants should be required to ensure that potential business owners are legitimate.</li> <li>• Change legislation regarding the putting up of posters on public property. Currently there is no victim for this crime, so the person caught putting up posters cannot be charged with an arrest, and the incident is simply looked at as a code enforcement violation. Make club owners or landlords, not temporary laborers, responsible for posters and any expenses incurred to repair damaged/defaced property.</li> </ul>
Judicial	<ul style="list-style-type: none"> <li>• Continue to enforce the Nuisance Abatement Program. The legislation allows the Nuisance Abatement Board to shut down buildings where repeated illegal activities took place.</li> </ul>
Law Enforcement	<ul style="list-style-type: none"> <li>• Allow a space for the Orange County Sheriff's Office in the new Holden Heights Community Center. This will help increase presence in the neighborhood without expending the time and resources for an actual substation.</li> <li>• Use injunction process to limit amount of repeat offenders.</li> </ul>
Code Enforcement	<ul style="list-style-type: none"> <li>• Continue to actively support Commercial Enforcement Department to intensify commercial code violations. This department's activities should focus on hotel/lodging establishments and the property maintenance code as it applies to commercial properties, including multi-family buildings.</li> </ul>
Governance/Administration	<ul style="list-style-type: none"> <li>• Continue to provide overall administration of Safe Neighborhood initiatives.</li> <li>• Establish an Orange Blossom Trail Safe Neighborhood Council made up of representatives from all of the neighborhood associations within the Safe Neighborhood Area to provide advocacy, input, and monitor Action Step assignments.</li> <li>• Have Orange Blossom Trail Development Board provide administrative support to the Safe Neighborhood Council by coordinating quarterly updates from the respective City/County departments on Action Steps implementation status and providing written results.</li> </ul>

The Safe Neighborhood Plan, in addition to establishing goals and objectives, also defines a set of action steps, as outlined in Table 10.

*Table 10: OBTNID Safe Neighborhood Program Action Steps*

Issue Category	Action Steps
Crime Prevention	<ul style="list-style-type: none"> <li>• Continue to install security cameras at intersections and in collaboration with business/property owners.</li> <li>• Enhance promotion of Neighborhood and Business Watch Programs.</li> <li>• Continue to educate residents and businesses on the merits of calling the emergency hotline to report suspicious activity: Call 911.</li> <li>• Get to know your neighbors through special events, neighborhood associations meetings, and school activities.</li> <li>• Strictly enforce codes on hotels/motels.</li> <li>• Enforce codes on all vacant buildings and properties: monitor activities and coordinate with code officials (both City and County): Call 311.</li> <li>• Consider the introduction of intersection diverters in the residential areas to reduce cut-through traffic and reduce circulation opportunities for certain illicit activities.</li> </ul>
Physical Enhancements	<ul style="list-style-type: none"> <li>• Support and promote the various housing programs for new construction of infill housing/homeownership on Community Redevelopment Agency, City, and County-owned parcels.</li> <li>• Support and promote programs for the demolition and/or rehabilitation of vacant houses to enhance owner occupancy.</li> <li>• Reconstruct Woods Street from Gore Street to Miller Street.</li> <li>• Reconfigure Rio Grande Avenue to meet “complete streets” criteria to reduce traffic speed, encourage bike use, and enhance residential character of neighborhoods.</li> <li>• Encourage enhancements to Lake June for more park and recreational activities.</li> <li>• Purchase property in front of Holden Heights Community Center to enhance facility appearance and provide open space fronting Orange Blossom Trail.</li> <li>• Provide intersection improvements at Gore, Kaley, and Michigan Streets on both Orange Blossom Trail and Rio Grande Avenue to improve pedestrian safety and reduce vehicular conflicts.</li> </ul>

Issue Category	Action Steps
Programs	<ul style="list-style-type: none"> <li>• Encourage the expansion of programs directly specifically toward youth (ages 8 to 17); look to collaborating with Boys &amp; Girls Clubs/Kid Zone/Kaley Square services.</li> <li>• Follow up on the community school model being provided at the new PS8 Community School to promote and participate in the family supportive services.</li> <li>• Collaborate with the University of Florida City Lab Orlando program to engage youth in the building trades training and innovative educational opportunities.</li> <li>• Support local organizations in promoting community events that engage neighborhood residents and business owners to encourage communication network.</li> <li>• Collaborate with Lift Orlando's outreach program to assist residents in the participation of their "FE" Program – <i>i.e.</i>, developing new Employers, assisting residents in becoming more Employable, Employment placement of residents, and supporting neighborhood Entrepreneurs.</li> <li>• Support façade and front porch improvement programs.</li> <li>• Create an awareness and pride campaign in the area – example: I am OBT.</li> </ul>

### Performance Measures and Standards

The Safe Neighborhood Plan does not include performance measures and standards. According to interviews with District staff, the District began tracking a limited number of metrics related to programming, such as event attendance, during the review period, though the metrics were not provided to M&J. Based on the description of the performance measures, these metrics are likely not adequate for providing insight into progress made toward achieving the goals and objectives as established in the District's Safe Neighborhood Plan or whether the District is fulfilling its intended purpose.

**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

The District has four guiding principal goals described in the Safe Neighborhood Plan, with objectives that align with these goals. These objectives create means to address community needs through various methods, categorizing issues as legislative, judicial, law enforcement, code enforcement, and governance/administration. The multiple approaches to the goals provide a more holistic approach to crime prevention and safety and provides a direction for future service delivery. The goals, objective, and action steps presenting in the Safe Neighborhood Plan align with the District's intended purpose.

The District does not use performance measures or standards, meaning that there is not a method to determine if the District is fulfilling its intended purpose and achieving its established goals and objectives. The District's tracking of limited data regarding programs does not have benchmarks to evaluate progress, which could improve future service delivery. As stated in the previous subsection, M&J recommends that the District develop performance measures and standards that allow the District to better evaluate progress made toward achieving goals and objectives, as well as overall effectiveness of programs and activities.

### Annual Financial Reports and Audits

The County 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 County's fiscal year (September 30). As a component unit of the County, as defined by generally accepted accounting principles, OBTNID is included in the County's Annual Financial Report. According to the Florida Department of Financial Services' online database, the County submitted the FY22 and FY24 Annual Financial Reports, with the District's information included, within the compliance timeframe and submitted the FY23 Annual Financial Report approximately one month after the compliance deadline (June 30, 2024).

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

The County 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 County's fiscal year. As a component unit of the County, OBTNID is included in the County's annual financial audit. According to the Florida Department of Financial Services' online database, the County submitted the FY22, FY23, and FY24 audit reports, with the District's information included, within the compliance timeframe.

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

The County's FY22, FY23, and FY24 audit reports did not include any findings relevant to the District's financial positioning or operation.

### Performance Reviews and District Performance Feedback

The District was not part of any performance reviews during the review period.

While conducting the OBT Next study, the District's consultant conducted feedback sessions with the community and incorporated the feedback into the Safe Neighborhood Plan. The District has public comment periods during Advisory Council meetings and Safety Task Force meetings, but does not maintain a system for ongoing feedback outside of meeting participation.

**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 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 the District's annual budget and any amendments to it; goals and objectives for each program and activity undertaken by the District; and performance measures and standards to determine if the District's goals and objectives are being achieved.

**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 11 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 11: Recommendations

Recommendation Text	Associated Considerations
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. <a href="#">189.015</a> and ch. <a href="#">50</a> , <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"> <li>• 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.</li> <li>• Potential Adverse Consequences: None</li> <li>• Costs: The District may incur costs if it chooses to publish notices in a newspaper or on a news agency’s website.</li> <li>• Statutory Considerations: The District should ensure it is following the procedure established by the version of ch. <a href="#">50</a>, <i>Florida Statutes</i>, in effect at the time of the meeting notice publication.</li> </ul>
The District should consider identifying and pursuing funding opportunities from new funding sources to help ensure its programs and operations remain sustainable as the rising costs of expenditures exceed the District’s annual Crime Prevention Fund allocation.	<ul style="list-style-type: none"> <li>• Potential Benefits: By pursuing additional funding sources, the District can help ensure its ability to continue offering programs and maintaining operations.</li> <li>• Potential Adverse Consequences: None</li> <li>• Costs: None</li> <li>• Statutory Considerations: The District has the ability to introduce additional funding mechanisms, but will need to adhere to the process outlined in County Ordinance No. <a href="#">90-24</a> to use those mechanisms.</li> </ul>
The District should consider conducting regular fund balance and budget reviews with the County to help ensure expected expenditures do not exceed the expected revenues generated by the Crime Prevention Fund and do not require the recurring use of reserve funds to offset operating deficits. The District should further consider conducting regular fund reconciliations with the County to identify and rectify discrepancies between the two entities’ ledgers and funds.	<ul style="list-style-type: none"> <li>• Potential Benefits: By conducting regular fund balance and budget reviews and reconciliations, the District and the City can better co-manage District funds and minimize the possibility of expenditures exceeding the combination of revenues and reserve funds.</li> <li>• Potential Adverse Consequences: None</li> <li>• Costs: None</li> <li>• Statutory Considerations: None</li> </ul>

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"> <li>• <b>Potential Benefits:</b> 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.</li> <li>• <b>Potential Adverse Consequences:</b> None</li> <li>• <b>Costs:</b> The District could incur time and financial costs related to data gathering or systems necessary for monitoring the District’s performance.</li> <li>• <b>Statutory Considerations:</b> Performance measures and standards should be developed in alignment with the District’s statutory purpose and authorities described in ss. <a href="#">163.502</a> and <a href="#">163.514</a>, <i>Florida Statutes</i>, as well as the purpose and authorities established by County Ordinance No. <a href="#">90-24</a>.</li> </ul>
<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"> <li>• <b>Potential Benefits:</b> 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.</li> <li>• <b>Potential Adverse Consequences:</b> None</li> <li>• <b>Costs:</b> The District could incur time and financial costs related to data gathering or systems necessary for monitoring the District’s performance.</li> <li>• <b>Statutory Considerations:</b> Performance measures and standards should be developed in alignment with the District’s statutory purpose and authorities described in ss. <a href="#">163.502</a> and <a href="#">163.514</a>, <i>Florida Statutes</i> and County Ordinance No. <a href="#">90-24</a>.</li> </ul>

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. <a href="#">189.069</a> and <a href="#">189.0694</a>, <i>Florida Statutes</i>.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Potential Adverse Consequences: None</li> <li>• Costs: The District may incur costs if it contracts a webmaster or similar service.</li> <li>• Statutory Considerations: The District should ensure that its webpage meets the content requirements in ss. <a href="#">189.069</a> and <a href="#">189.0694</a>, <i>Florida Statutes</i>.</li> </ul>

## 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.