

Plantation Midtown Development 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 Plantation Midtown Development District (“District”) is a dependent special district of the City of Plantation (“City” or “Plantation”), situated in a mixed-use urban setting in south-central Plantation. Through multiple interviews with City staff who are assigned to support the District, and a review of District-provided and publicly available information, M&J reached the following overall findings for the District:

- The City of Plantation created the Plantation Midtown Development District on August 1, 1988, for the purpose of addressing public safety and neighborhood redevelopment concerns in the Plantation Midtown community.
- The District is governed by a Board of Directors (comprised of the Plantation Mayor and City Council) with support from an Advisory Board (comprised of residents and property owners from the District). The Board of Directors and Advisory Board both meet as needed to conduct business.
- The District is administered by a Redevelopment Administrator who is employed by the City and primarily funded by the Plantation Community Redevelopment Agency. In FY25, the District began contributing to the Redevelopment Administrator’s compensation. The District additionally began funding overtime shifts for Plantation Police Department officers who serve the District. Additional City staff support District programs and operations as needed.
- The District conducts programs and activities related to infrastructure and streetscape improvements, community engagement, and public safety.
- The District generates annual revenues through an ad valorem tax levied on real and tangible property in the District, as well as through interest and investment income accrued on the District’s reserve funds.
- A conceptual master plan for the seven-year period from 2016 to 2023 guides the District’s activities, along with single-year Strategic Plans.

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 Plantation Midtown Development District (“PMDD” or “District”), a dependent district of the City of Plantation (“Plantation” 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. [1569](#), which created the District (as discussed in section I.B: Creation and Governance of this report), does not contain a purpose statement for the District.

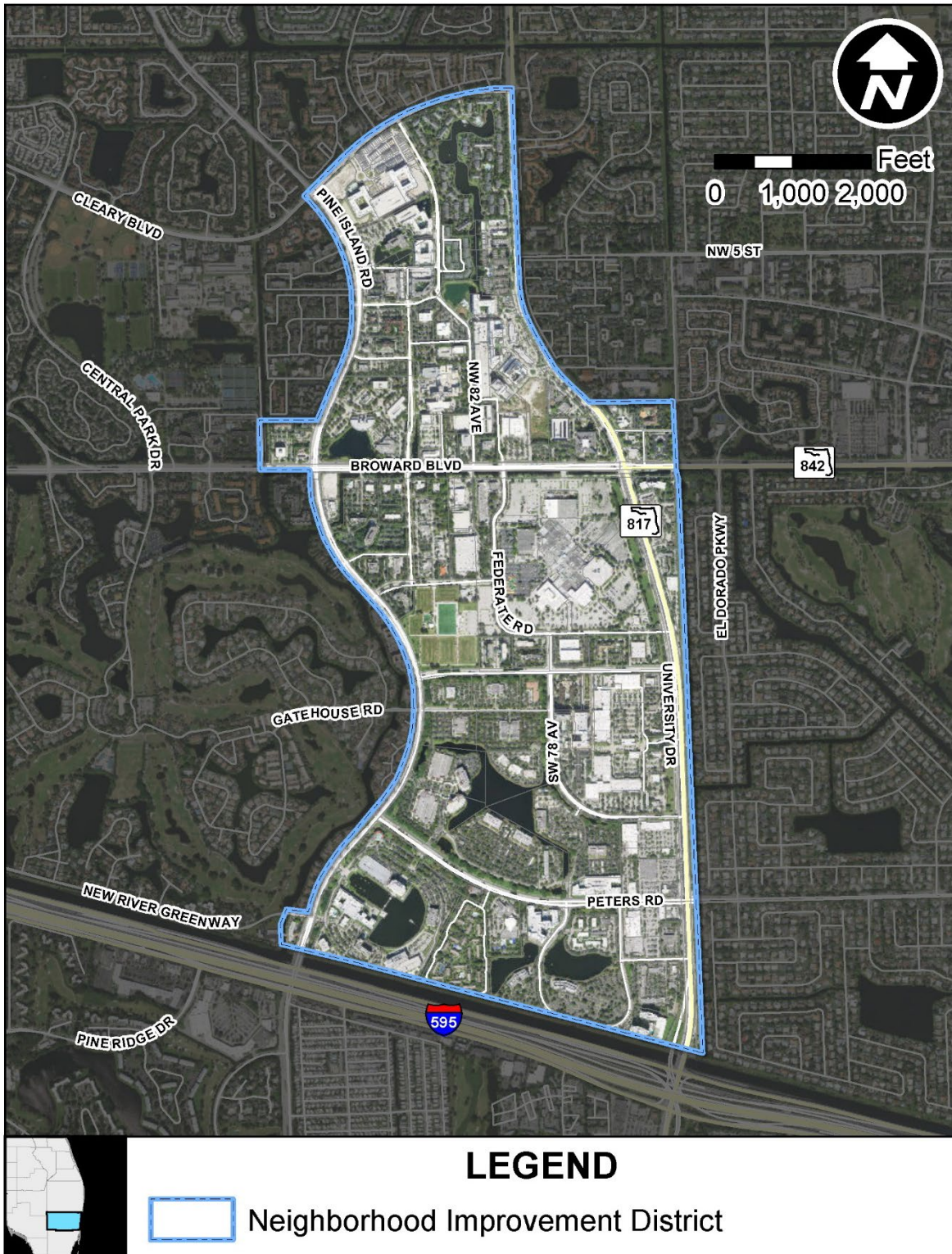
The District’s page on the City website states that the District was founded “in order to obtain additional State and local financial resources to address public safety and set the stage for the future redevelopment of the Midtown District.”

Service Area

The District, an urban mixed-use community, is located in south-central City of Plantation and encompasses approximately 860 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 PMDD, the District’s registered address is 400 Northwest 73rd Avenue, Plantation, Florida 33317.

Figure 1: PMDD Service Area



Source: City of Plantation GIS Division

District Characteristics

The District is located in an urban area, with a mixture of residential, commercial, medical, governmental, and institutional properties. Table 1 categorizes the properties located in PMDD's service area. The number of properties is approximate, based on the most recent information available from the Broward County Property Appraiser's online database. In addition to the properties listed in Table 1, the service area includes common areas associated with residential and commercial complexes, parking facilities, commercial properties under development, and multiple lakes.

Table 1: PMDD Categorized Properties

Land Use Category	Property Type	No. of Properties
Commercial	Financial Institutions	5
	Mixed-use Properties	2
	Office Buildings	69
	Restaurants	15
	Retail	38
	Shopping Centers	4
	County-owned complexes	2
Governmental	Municipal sports complexes	1
	Private Schools	2
Institutional	Religious Institutions	1
	Private Hospital Facilities	2
Medical	Sanitariums	1
	Hotels/motels	10
Recreational	Condominiums	328
	Multi-family Residences (< 10 units)	64
	Multi-family Residences (≥ 10 units)	11
	Single-family Residences	155

Source: Broward County Property Appraiser's online database

I.B: Creation and Governance

The City of Plantation created the Downtown West Development District on August 1, 1988, through City Ordinance No. [1569](#). The District was organized as a local government neighborhood improvement district under s. [163.506](#), *Florida Statutes*. City Ordinance No. [1591](#) (November 1, 1988) changed the District's name to "Central Plantation Development District." The District's Advisory Board changed the District's name to "Plantation Midtown Development District" by a motion in a meeting held on July 8, 2003. City Ordinance No. [1569](#) has not been codified in the *Code of Ordinances of the City of Plantation, Florida*.

The Mayor and Plantation City Council 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.

Figure 2: PMDD Board of Directors Terms

Seat	FY22				FY23				FY24				FY25		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 ²
Chair	Lynn Stoner				Nick Sortal										
1	Erik Anderson														
2	Denise Horland														
3	Jennifer Andreu														
4	Timothy Fadgen														
5	Nick Sortal				Louis Reinstein										

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

Source: PMDD Board of Directors meeting minutes, Broward County Supervisor of Elections records

City Ordinance No. [1569](#) established an Advisory Board for the District, comprised of no fewer than seven Advisory Board Members. City Ordinance No. [1666](#) (December 6, 1989) amended Ordinance No. [1569](#) to create two alternate Advisory Board positions. City Ordinance No. [2162](#) (May 6, 1998) amended Ordinance No. [1569](#) (as amended) to remove the alternate positions on the Advisory Board and implement the City's standard board appointment procedure for appointing Advisory Board Members. The Board of Directors appoints the Advisory Board Members, each of whom must be a resident of the District or own real property within the District's service area. As of April 30, 2025, all seven Advisory Board Member positions were filled. There were two vacancies during the review period – one seat was vacant in January 2024, and one seat was vacant from the start of the review period through December 2022. Figure 3 shows the terms of the District's Advisory Board Members during the review period.

Figure 3: PMDD Advisory Board Terms

Seat	FY22				FY23				FY24				FY25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3 ³	
1	Barry Lethbridge															
2	Angel Cabrera											Drew Tyrer				
3	Cynthia Busch															
4	Owen Duke															
5	Barbara Simmons					Laura Padrino										
6						Barbara Simmons					Nina Cabral					
7	J.I.	James Stage				Nina Cabral					Ray Stines				J.M.	

Key: J.I. is Jim Inklebarger and J.M. is John Minahan.

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

Source: PMDD Advisory Board meeting minutes, PMDD Board of Directors meeting minutes

² FY25 Q3 through April 30, 2025

³ 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.

- **Infrastructure and Streetscape Planning, Improvements, and Maintenance** – The District finances the planning and construction of infrastructure and streetscape maintenance and improvements throughout the service area.
- **Community Engagement and Quality of Life Enhancements** – The District communicates local infrastructure projects and public safety initiatives to local residents and businesses, provides opportunities to communicate local concerns and suggestions to relevant decisionmakers, and provides support to community revitalization efforts.
- **Public Safety** – The District supports public safety programs by promoting safety initiatives to local businesses and financing additional police patrols within the District's service area.

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).

The City of Plantation

PMDD is a dependent special district of the City of Plantation, meeting the definition of a dependent district established by s. [189.012, Florida Statutes](#). The Mayor and Plantation City Council serve as the Board of Directors for the District, appoint the members of the Advisory Board, and maintain the authority to remove Advisory Board members if necessary. PMDD is also a component unit of the City, as determined by generally accepted accounting principles, meaning the District submits the annual budget and tax levy adopted by the Advisory Board to the City's Financial Services department, which incorporates the District's budget into the City's overall annual budget.⁴ The City Council provides final approval and adoption of the District's annual budget (as part of the larger City budget) and the District's annual tax levy.

Staff in the City's Department of Planning, Zoning, and Economic Development are assigned to support District operations, alongside other duties. The District works with staff in the City's Engineering Department to develop and deliver certain joint infrastructure projects.

The District provides financial support for supplementary Plantation Police Department ("PPD") operations within the District's service area and works with local businesses to promote PPD-supported public safety initiatives. PPD staff regularly attend Advisory Board meetings to deliver briefings on police activity in the District and the general public safety outlook.

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

Broward County

The District worked with staff in Broward County’s Metropolitan Planning Organization to develop and deliver certain joint infrastructure projects.

Florida Department of Transportation

The District worked with Florida Department of Transportation staff to develop and deliver certain joint infrastructure projects.

I.E: Resources for Fiscal Year 2023-2024

Table 2 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 2: PMDD Resources for FY24

Resource Item	FY24 Amount
Millage Rate	0.9707
Revenues	\$2,743,832
Expenditures	\$305,032
Long-term Debt	\$0
Staff	1 Support Staff employed by the City’s Department of Planning, Zoning, and Economic Development
Vehicles	Infrequent use of vehicles from City’s fleet pool
Equipment	None
Facilities	Offices and meeting spaces in City-owned facilities

Source: PMDD-provided financial statements, interviews with City staff supporting District operations.

II. Findings

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

- Service Delivery
- Resource Management
- Performance Management

II.A: Service Delivery

Overview of Services

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

Infrastructure and Streetscape Planning, Improvements, and Maintenance

The District financially supports the planning and construction of infrastructure and streetscape improvements throughout the service area. Infrastructure projects with which the District was involved during the review period include:

- **Broward Crossing** – Design study and implementation of a safe pedestrian and vehicle connectivity project.
- **SW 78th Avenue Realignment and Enhancement** – Small area design study and implementation of roadway realignments in an area to improve traffic flow and connect to planned future infrastructure projects.
- **Perimeter Road Improvements** – Small area design study and implementation of roadway improvements along a commercial and residential corridor to improve traffic flow and provide safe pedestrian access to a shopping mall.
- **Interstate 595 Connectivity Bridge** – Engineering and development of an access bridge between an arterial road in the District and Interstate 595 to improve traffic flow throughout the District.
- **New River Greenway Project** – Engineering and construction of enhancements to an existing greenway to encourage additional pedestrian traffic and enhance access to green spaces.

The District was engaged with these five projects for the entirety of the review period. The Advisory Board discussed initiating an additional capital project related to drainage and stormwater management to address areas where flooding is a particular concern.

The District's role in its capital projects primarily consisted of funding projects (often in conjunction with other public entities, such as the City or Broward County) and serving as a voice for the local community in the planning process. The District also worked to obtain supplemental project funding from other public entities, if additional resources were needed to complete the project above those already committed by the District and partner organizations. Staff supporting the District in the City's Department of Planning, Zoning, and Economic Development worked alongside staff from partner organizations, including the Plantation Engineering Department, Broward County Metropolitan

Planning Organization (“MPO”), and Florida Department of Transportation (“FDOT”), to perform most of the day-to-day administrative work related to the capital projects with which the District was involved, while the Advisory Board prioritized projects and interfaced with representatives from partner organizations to advance projects in alignment with the District’s plan and vision.

The District also contracted with a landscaping firm to maintain streetscape improvements and public landscaping throughout the District, helping to maintain the results of past capital programs.

Community Engagement and Quality of Life Enhancements

According to statements from the City staff who support the District, PMDD recognized an opportunity to support a notably blighted commercial property in the service area, and provided funding to revitalization efforts during the review period. Prior to the review period, the former Sears building at the Broward Mall was deconstructed with the intention of a privately funded redevelopment project. When the project did not occur, the site, which only consisted of a metal building frame, became blighted – City staff described the highly trafficked street corner on which the site was located as “slum-like.” One news article noted that the “eyesore” negatively impacted the business of the entire Broward Mall.⁵ In 2024, the local Island SPACE Caribbean Museum hosted the first Reggae Genealogy festival at the site of the former Sears building, connecting attendees with musical roots and highlighting the opportunity available at the location. According to City staff, the District recognized that the event brought local and external investment to the blighted area that was located at the heart of PMDD’s service area. The District’s Advisory Board approved providing financial support to the Island SPACE Caribbean Museum to continue driving economic growth, which amplified the museum’s efforts and began working toward revitalizing and making safer the highly trafficked area. In December 2024, the City announced that the location had been purchased by a Miami-based development company, Midtown Group, that had previously built other projects throughout the City. The success of these revitalization efforts resulted in the Advisory Board creating a budget line item, starting in FY25, for community relations, with the intention of supporting additional community-driven revitalization and public safety efforts.

The District also periodically published the “Midtown Monitor” newsletter, which provides news on a variety of topics, including updates on development projects throughout the District’s service area (including District-supported projects and other projects) as well as public service announcements, City news, and a calendar of local events. The newsletter encouraged local residents and businesses to participate in PMDD Advisory Board meetings and bring concerns and suggestions to the attention of the Advisory Board during public comment, which would allow the Advisory Board to escalate concerns and relay suggestions to the relevant decisionmakers.

⁵ Andrew Perez, “‘Eyesore’ acquired: New chapter begins at Broward Mall,” *WPLG Local 10 News*, December 10, 2024, <https://www.local10.com/news/local/2024/12/10/eyesore-acquired-new-chapter-begins-at-broward-mall/>.

Public Safety

The District maintained an ongoing initiative with the Plantation Police Department (“PPD”) to enhance public safety in its service area. One of the primary components of the initiative was an effort to increase the visibility and impact of PPD within the District by stationing additional police officers in the District. PPD and the District jointly supported this effort, with PPD creating a new officer position focused specifically on serving PMDD’s service area and the District beginning to budget funding in FY25 for overtime paid to police officers for additional patrols of the service area.

The District also worked with PPD throughout the review period to invest in public safety technology throughout the service area, such as surveillance cameras and license plate readers. The District used its connections with the Midtown community, both during District-supported events and elsewhere, to promote public safety programs, such as PPD’s “No Trespass Program.” The No Trespass Program partners police officers with local businesses to post no trespass signs on the business’s property, which allows officers to more actively address concerns taking place on the properties of businesses during times when the businesses are closed.

Additionally, the District supported PPD’s homeless outreach efforts, which seek to assist the local homeless population as a means to increase public safety and quality of life.

PPD representatives regularly attended Advisory Board meetings to provide public safety-related updates on the District, including summaries of police activity and crime statistics.

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 identified in City Ordinance No. [1569](#).

The District's operations are primarily supported by City planning staff and volunteer Advisory Board members. This arrangement is cost-effective, allowing the District to allocate most of its budget to service delivery. By integrating with the City, the District leverages the City's inexpensive internal services and experienced planning expertise in special district administration and capital program management.

While the City's Department of Public Works (“DPW”) provides landscaping services in other neighborhoods, past discussions regarding alternative service methods between the District and DPW leadership concluded that DPW currently lacks the capacity to adequately service PMDD's expansive area. The District may consider revisiting this option if DPW's capacity expands in the future, potentially offering a more efficient alternative to its current third-party contractor.

PMDD’s status as a neighborhood improvement district provides it with unique revenue generation authority, including the ability to impose geographically limited ad valorem taxes and/or special assessments. Alternate methods of service delivery, such as consolidation with the City or a community organization, would not restrict opportunities for revenue generation going forward.

Comparison to Similar Services/Potential Consolidations

The District's infrastructure and streetscape planning services are similar to some of the services provided by other public entities that operate in the District's service area and with which the District occasionally partners, including the City Engineering Department, City Department of Planning, Zoning, and Economic Development, MPO, and FDOT. PMDD's role in its capital projects is distinct from those performed by these other public entities due to its local nature and exclusive revenue-generating capabilities. The District provides a unique funding source not available to other partner organizations and, as a small, local organization guided by District residents and property owners, allows the local community to engage in the planning and development process through methods outside of the standard permitting and planning process.

Similarly, the District brings a unique source of funds and a credible local voice to its public safety and community engagement functions that are not present in other public entities that may wish to enhance local public safety and/or promote local economic development, such as the City and Broward County.

Analysis of Board of Directors and Advisory Board Meetings

Table 3 shows the number of times the District's Board of Directors and Advisory Board met each year of the review period.

Table 3: PMDD Governing Body Meetings

Fiscal Year	Number of Board of Directors Meetings	Number of Advisory Board Meetings
2022	4	4
2023	4	5
2024	5	6
2025 ⁶	1	2

Source: PMDD Board of Directors and Advisory Board meeting 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 City's standard public notice procedure, including listing meetings and posting agendas in the meeting management tool on the City's website. As the City's public notice procedure is outside the scope of this performance review, M&J cannot provide an opinion on whether the requirements of s. [189.015](#), *Florida Statutes*, were met for meetings noticed and held during the review period.

Recommendation: The District should consider reviewing its process for providing notice of Board of Directors and Advisory 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.

⁶ FY25 through April 30, 2025

II.B: Resource Management

Program Staffing

The District does not directly employ staff. The City employs one staff member, a Redevelopment Administrator in the City’s Planning, Zoning, and Economic Development Department, whose primary job duties include supporting District operations. The Redevelopment Administrator supports the Board of Directors and Advisory Board and conducts most of the District’s day-to-day operations. In 2025, the District began reimbursing the City for a portion of the Redevelopment Administrator’s compensation. Additional staff in the Plantation Planning, Zoning, and Economic Development Department provide occasional administrative support to the District as needed. PMDD does not reimburse the City for any compensation for these three additional staff.

As part of an initiative with the Plantation Police Department (“PPD”) to increase police presence in the District’s service area, the District reimburses PPD for the compensation paid to police officers for overtime incurred. This policing initiative began in FY25.

Table 4 presents the compensation-related reimbursement payments made by the District for each fiscal year of the review period (October 1, 2021, through April 30, 2025).

Table 4: PMDD Reimbursement Payments

Fiscal Year	Redevelopment Administrator Reimbursement	PPD Overtime Reimbursement
2022	\$0	\$0
2023	\$0	\$0
2024	\$0	\$0
2025 ⁷	\$58,009	\$6,071

Source: PMDD-provided financial statements

Equipment and Facilities

The District does not own or rent any major equipment. The District does not own any vehicles, but in interview with M&J, City staff stated that they have access to the City’s fleet pool for the conduct of District activities, when needed.

The District does not own or rent any facilities. The City staff assigned to support District operations work in the Plantation Planning, Zoning, and Economic Development Department offices. The Board of Directors conducts meetings in City Council chambers. The Advisory Board conducts meetings in the City’s Development Services building.

⁷ FY25 through January 31, 2025

Current and Historic Revenues and Expenditures

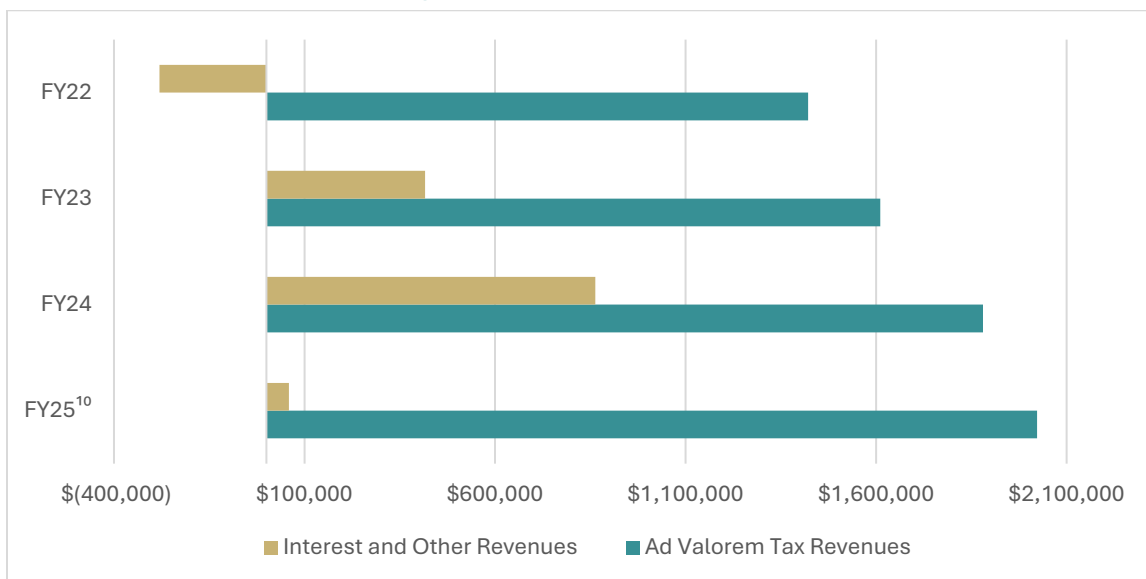
The District generates revenues from one primary source: an ad valorem tax of up to 2.0000 mills levied on real and personal property within the District, as authorized by s. [163.506](#), *Florida Statutes*, and City Ordinance No. [1569](#). For each year of the review period, the Board of Directors (as recommended by the Advisory Board) authorized a tax levy of 0.9707 mills. The District also receives interest and investment income on its financial reserves, including reserves held in both the Plantation Midtown Development District Fund (“District Fund”) and the Plantation Midtown Development Construction Fund (“Construction Fund”). Table 5 and Figure 4 present the categorized annual financial revenues generated by PMDD during the review period.

Table 5: PMDD Annual Revenues⁸

Revenue Source	FY22	FY23	FY24	FY25 ⁹
Ad Valorem Property Tax	\$1,421,502	\$1,611,019	\$1,880,547	\$2,022,303
Interest/Investment	-\$280,587	\$416,434	\$863,285	\$59,210
Total	\$1,140,915	\$2,027,453	\$2,743,832	\$2,081,513

Sources: PMDD-provided financial statements

Figure 4: PMDD Annual Revenues¹⁰



Source: PMDD-provided financial statements

⁸ Table includes the combined revenues recorded for both the District Fund and the Construction Fund

⁹ FY25 through January 31, 2025. FY25 figures do not include Construction Fund revenues, as Construction Fund financial statements for FY25 were not provided to M&J.

¹⁰ Figure includes the combined revenues recorded for both the District Fund and the Construction Fund

¹¹ FY25 through January 31, 2025. FY25 figures do not include Construction Fund revenues, as Construction Fund financial statements for FY25 were not provided to M&J.

The District's FY25 budget projects that year-end ad valorem tax revenues will total \$2,234,908, a year-on-year increase in tax revenues similar to the year-on-year increases in tax revenue during the rest of the review period. Due to the District's significant financial reserves, total year-end revenues will vary significantly with investment performance.

The District expends funds on its three services (infrastructure and streetscape planning, improvements, and maintenance; community engagement and quality of life improvements; and public safety), as well as on operational, administrative, and maintenance costs related to providing those services. Based on a review of the District's documentation, M&J has categorized the District's expenditures as follows:

- **Capital Projects and Maintenance** – Infrastructure project planning, design, and construction; capital asset maintenance
- **Promotions and Marketing** – Promotional materials, advertising, community relations
- **Compensation** – Redevelopment Administrator salary contribution, police patrol overtime pay
- **Debt Service Costs** – Interest on District's long-term debt
- **Operational Costs** – Administrative costs, supplies, utility charges, annual registrations and fees, bank service charges, other general operating expenses

Overall expenditures varied based on capital program expenditures during each year. Expenditures rose in years when the District was engaged in the construction of larger and/or multiple capital projects. Expenditures were lower in the District was engaged in smaller and/or fewer capital projects, or was engaged in the less costly phases of capital projects, such as planning and design. The District's capital expenditures declined significantly over the course of the review period, producing a corresponding decline in total expenditures. Capital projects were most frequently financed through the Construction Fund, while general operating expenditures were financed through the District Fund. Table 6 and Figure 5 present the categorized funds expended by the District during the review period.

Table 6: PMDD Annual Expenditures¹²

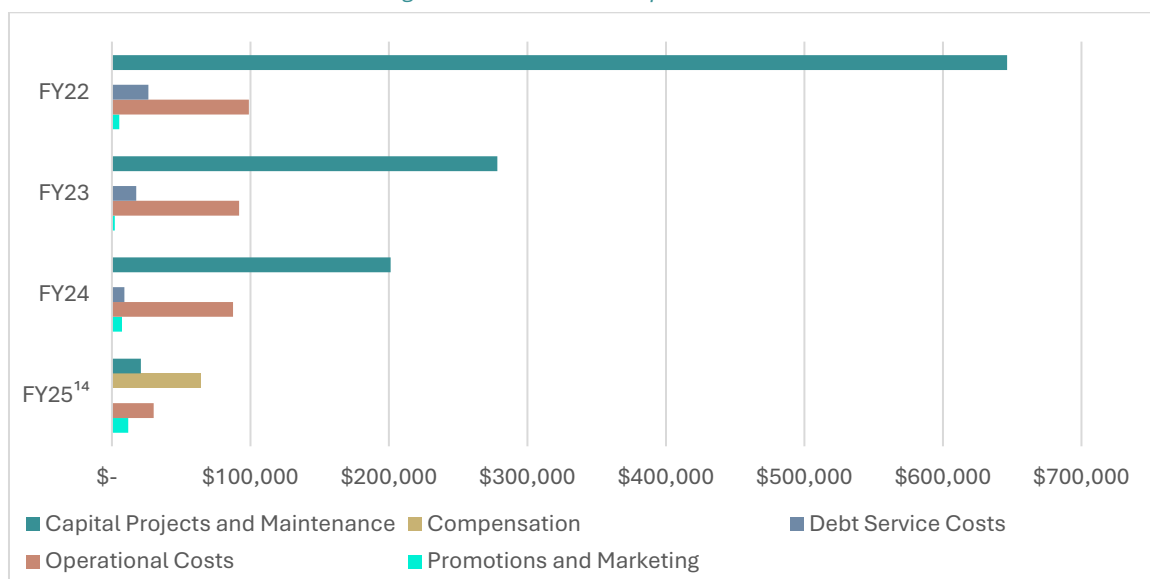
Expenditure Category	FY22	FY23	FY24	FY25 ¹³
Capital Projects and Maintenance	\$646,333	\$278,267	\$201,223	\$20,955
Compensation	\$0	\$0	\$0	\$64,079
Debt Service Costs	\$26,308	\$17,539	\$9,044	\$0
Operational Costs	\$98,902	\$91,835	\$87,491	\$30,179
Promotions and Marketing	\$5,284	\$2,096	\$7,274	\$11,800
Total	\$776,827	\$389,738	\$305,032	\$127,013

Source: PMDD-provided financial statements

¹² Table includes the combined expenditures recorded for both the District Fund and the Construction Fund

¹³ FY25 through January 31, 2025. FY25 figures do not include the Construction Fund expenditures, as the Construction Fund financial statements for FY25 were not provided to M&J.

Figure 5: PMDD Annual Expenditures¹⁴



Source: PMDD-provided financial statements

As part of its annual expenditures, PMDD pays for one contracted service not directly related to the conduct of services and activities (e.g., landscaping, maintenance, advertising). Table 7 presents the annual costs of PMDD’s contracted services, excluding those directly related to service delivery.

Table 7: PMDD Contracted Services

Contracted Service	FY22	FY23	FY24	FY25 ¹⁶
Legal Services	\$72	\$120	\$650	\$0

Sources: PMDD-provided financial statements

The District uses two different City funds to provide its services. The District Fund is used for general District operations, including the maintenance of completed capital projects, as well as to provide all District services not related to Capital projects. The Construction Fund is used to conduct all activities related to delivery of PMDD capital projects. Ad valorem tax revenues are received into the District fund. PMDD periodically transfers reserves from the District Fund to the Construction fund, although the District does not use a standardized process to determine the size or timing of any transfers. Table 8 shows the fund balances of the District Fund and the Construction Fund as of the end of FY24 (September 30, 2024).

Table 8: PMDD Fund Balance (as of FY24 Year End)

	District Fund	Construction Fund
Fund Balance	\$3,985,454	\$9,865,318

Source: PMDD-provided financial statements

¹⁴ Figure includes the combined expenditures recorded for both the District Fund and the Construction Fund

¹⁵ FY25 through January 31, 2025. FY25 figures do not include the Construction Fund expenditures, as the Construction Fund financial statements for FY25 were not provided to M&J.

¹⁶ FY25 through January 31, 2025

Prior to the start of the review period, the District entered into an interlocal agreement with the City pertaining to the repayment of \$3 million of proceeds from the sale of non-ad valorem revenue bonds to fund specified construction projects. Under the terms of the interlocal agreement, the District was obligated to pay simple interest on the outstanding principal, with interest rates varying from 1% to 5%. The payment period ran from October 1, 2003, through August 15, 2024. The District adhered to the payment schedule set out in the interlocal agreement and did not have any long-term obligations at the end of the review period (April 30, 2025). Table 9 shows the balance of the City’s total long-term debt at the end of each fiscal year of the review period.

Table 9: PMDD Long-term Debt Balance

	FY22	FY23	FY24	FY25 ¹⁷
Long-term Debt Balance	\$438,470	\$219,240	\$0	\$0

Source: PMDD-provided financial statements, Plantation Annual Comprehensive Financial Statements

Trends and Sustainability

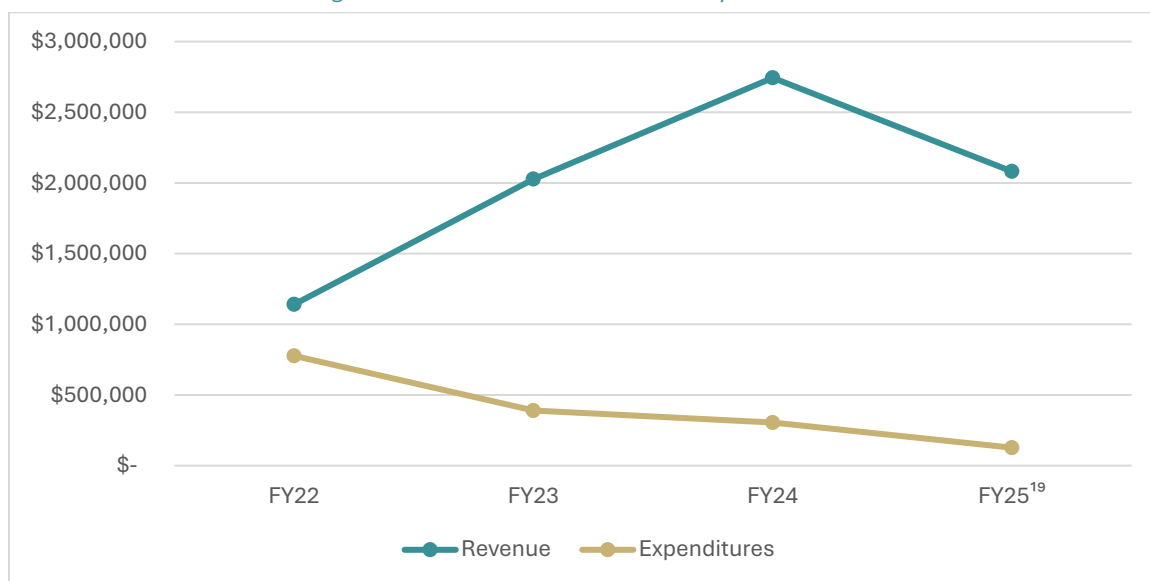
The District has had consistent revenue generation each year of the review period, with the Board of Directors (as recommended by the Advisory Board) approving a 0.9707 mill ad valorem tax levy on real and tangible personal property within the District each year. Based on discussions with City staff involved in District operations, M&J expects that the District will maintain ad valorem tax levels similar to the existing levels for the foreseeable future.

As shown in Figure 6, the District’s revenues exceeded expenditures for each year of the review period, resulting in year-end fund balances in both the District fund and Construction fund. Annual District budgets occasionally anticipated that the District will draw down financial reserves in order to deliver certain large projects, but higher-than-budgeted investment returns and lower-than-budgeted capital project activity resulted in fund balance growth throughout the review period.

Based on the District’s financial reserves and revenue and expenditure trends over the review period, the District’s programs and activities will remain sustainable in the future.

¹⁷ FY25 through January 31, 2025

Figure 6: PMDD Annual Revenues vs. Expenditures¹⁸



Source: PMDD-provided financial statements

II.C: Performance Management

Strategic and Other Future Plans

Per the requirements of s. [163.516](#), *Florida Statutes*, the District developed a Safe Neighborhood Improvement Plan, the most recent edition of which was published as *Plantation Midtown District 2023: Update of the Conceptual Master Plan* (“2016-2023 Master Plan”), published in 2016 to cover the period from 2016 through 2023. The 2016-2023 Master Plan contains an analysis of the demographics and land use characteristics of the District’s service area and develops a comprehensive, detailed vision for the Midtown area that PMDD used while guiding the District’s activities over the plan’s envisioned timeline. The 2016-2023 Master Plan defines the consensus vision for the District as being to “enhance urban vibrancy, recreation and entertainment bringing a diversity of residents to three distinctive Villages in a modern, livable mixed-use community with lush landscaping, moderate building scale, new gathering places, and signature office, commercial, and retail businesses.” The 2016-2023 Master Plan also specifies dozens of strategies, policies, and projects that the District and its partner organizations can pursue to bring about this vision, along with potential funding sources (including City, County, State, and Federal sources).

As of the end of the review period (October 1, 2021, through April 30, 2025), the District had not prepared an update to the 2016-2023 Master Plan to guide development past that document’s 2023 cutoff, meaning that the District is currently not guided by an up-to-date Safe Neighborhood Improvement Plan. Updating the Safe Neighborhood Improvement Plan would provide PMDD with a vision that accounts for the development that has taken place in the District since 2016; changes to the District’s demographics, needs, and priorities; and shifts in regulatory and financial circumstances.

¹⁸ Figure includes the combined revenues and combined expenditures recorded for both the District Fund and the Construction Fund

¹⁹ FY25 through January 31, 2025. FY25 figures do not include Construction Fund revenues and expenditures, as the Construction Fund financial statements for FY25 were not provided to M&J.

In interviews with M&J, City staff that support District operations stated that the District has not yet begun to prepare an update to the 2016-2023 Master Plan but indicated that it may begin to do so within the next year.

The District developed single-year Strategic Plan documents at the start of each fiscal year in the review period. Each year's Strategic Plan document is a compilation of one-page project overviews that provide a general description of the major infrastructure projects with which the District is currently involved, including project descriptions, brief purpose statements, high-level financial summaries, and a status update. Despite their name, the District's annual Strategic Plan documents do not serve as true strategic plans, as each component is focused specifically on the specified project and the document does not integrate them into any larger and/or longer-term planning process.

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

Goals and Objectives

The 2016-2023 Master Plan establishes nine supporting goals to go alongside the consensus vision statement, which are:

- **Recreation** – Feature attractive and appropriately sized public space programming, such as art shows, concerts, green markets, civic events, and other welcoming community activities
- **Entertainment** – Provide unique, high quality entertainment options (including outdoor dining) that attract residents and visitors, and that help to make the District a Broward County destination.
- **Employment** – Support existing businesses and support new retail/commercial sector jobs answering forecast demand that complement and drive the District's job base and economy.
- **Amenities** – Provide necessary and attractive amenities which support the urban environment, and the culture, image, and brand of each village.
- **Safety** – Maintain a feeling of safety with continuing attention to design, aesthetics, programming, activities, and patrolling.
- **Aesthetics/Design** – Implement urban design, lush landscape and streetscape befitting the City's image, and inviting, cohesive architectural styles that value human scale (not exceeding 12 stories). Provide clear wayfinding, and ensure compatible adjacent land uses.
- **Auto-accommodating** – Improve street connectivity (in site and area plans) linking certain private and public streets, ensure adequate parking, and ease bottlenecks.
- **Pedestrian-friendly** – Link villages through walkable pathways, overcome major vehicular barriers, and remain consistent with the Safe Neighborhoods Plan.
- **Housing** – With market awareness of cost and the current 70/30 percent rental/owner mix, maintain a balanced affordability range of quality, and modern, residential choices to attract a variety of residents that enhance each Village's viability.

The 2016-2023 Master Plan also lists three objectives, each of which are linked to several of the stated goals. These objectives are longer-term collections of projects that address identified needs within particular areas of the District's service area. The three objectives are:

- **Crossing Broward Boulevard** – Improving pedestrian and vehicular access along Broward Boulevard in the area of Medical Center/Fashion Mall and Westfield Mall.

This objective includes four sub-objectives, two related to the completion of at-grade pedestrian access projects at particular intersections, one related to the construction of a pedestrian overpass, and one related to the development of a conceptual plan summary to guide roadway and pedestrian facility realignment throughout the entire objective area.

- **Entertainment Area Plan** – Developing an entertainment area to provide public space, host entertainment events, encourage additional retail and residential development, and improve pedestrian and vehicular access.

This objective includes one sub-objective related to the development of a conceptual plan summary to guide the development of the entertainment area.

- **Peters/10th and New River Greenway Linkage** – Enhancing access to public greenspaces and improving pedestrian and vehicular flow through the District.

This objective includes one sub-objective related to the development of a conceptual plan summary to guide development of the linkage project.

The District's annual report for 2024, presented to the City Council, contains a list of nine goals for 2025. A separate goal-setting document provided by the District to the City Council contains a subset of the goals listed in the 2024 annual report along with several objectives associated with each goal. Table 10 details the goals objectives identified for 2025.

Table 10: PMDD 2025 Goals and Objectives

Goal		Objective	
1	Vibrant and Lush Urban mixed-use Community	1.1	Balanced affordability of quality, modern residential choices.
		1.2	Enhancing existing and new Office/Commercial/Retail-sector jobs.
		1.3	High-quality Amenities, Entertainment, and Recreational options.
		1.4	Urban Design focused Zoning and Land Use Revisions.
		1.5	Walkable, Pedestrian Friendly with Multi Modal Transit options.
		1.6	Improving Traffic Flow and relieving congestion.
2	Improve safety of residents, visitors, and businesses to sustain and increase economic activity	2.1	Enhanced Law Enforcement Services.
		2.2	License Plate Recognition and Video Surveillance Systems.
		2.3	No Trespass Program.
		2.4	Homeless Outreach.

Goal		Objective	
3	Community Engagement, Transparency, and Quality of Life enhancements	3.1	Annual Reggae Genealogy Concert/Community Events utilizing local businesses.
		3.2	Promoting Health and Wellness through Park and District Amenities Enhancements/Public Art.
		3.3	Increase community awareness and engagement regarding District activities.
4	Fiscal Responsibility and Budget Management	4.1	Effective budget management to meet Operational, Catalytic, and Infrastructure Investment needs.
		4.2	Maintain a balanced budget with sustainable fund balance.
5	Compliance with Legislative Mandates	5.1	Ensure compliance with enabling legislation and state laws.
		5.2	Adhere to statutory requirements for tax levies and budget approvals.
6	Monitor and adjust in coordination with [the Plantation Police Department (“PPD”)] the hours and direction of the offices the District approved by Midtown for additional coverage and enforcement. Review monthly reports from [PPD] concerning crime statistics and the implementation of the license tag readers previously approved.	No objectives	
7	Work with the staff and developers in regards to the new parking requirements (reductions) and Zoning changes for Midtown that are being worked on internally by Staff to be approved in 2025 Land use changes that will be part of the Comprehensive plan.	No objectives	

Goal		Objective
8	<p>Help implement the plans to ease the traffic flow through the district specifically:</p> <p>The bridge that is planned to connect to SR84 from SW 80 Terr and SW 17 St. From our last meeting we have been told that it will be included in the [Broward County Metropolitan Planning Organization's] transportation plan, once that occurs we can complete our final design, apply for [Florida Department of Transportation] grants, do a surtax study etc. We have been advised that the City has already set aside \$3 million in this year's budget for the construction of the bridge.</p>	No objectives
9	<p>Continue to follow up with staff and City Council toward the implementation of Activity Zone for the Midtown area that has been in the planning stages for 10 years. This will encourage better development in the District with the City Councils oversight. The [Activity Zone] will allow more flexibility while maintaining control of development in a coordinated fashion.</p>	No objectives

Source: PMDD 2024 Annual Report, PMDD goal-setting document

Performance Measures and Standards

While certain District goals and objectives (including Goal 6 from the 2024 annual report, listed in Table 10) reference categories of performance measures, the District did not adopt and use a specified set of performance measures and/or standards during the review period. The District receives regular performance reports from partner agencies, such as PPD, but these reports contain the performance measures (if any) that the partner agencies decide to report, rather than a regular set of measures identified by the District as being relevant to evaluating the District's performance. Additionally, the District does not maintain standardized systems for tracking and reporting performance measures, including measures collected and provided by partner agencies, over time or analyzing them against standards to evaluate district performance.

The District reports a list of accomplishments on its 2024 report, which consists of actions taken by the District throughout the year such as completing a specified infrastructure project, implementing new programs, or continuing to develop future improvements. The list of accomplishments provided in the 2024 annual report does not reference any quantitative measures of District performance.

The project status update portions of the project reports that comprise PMDD's annual Strategic Plan documents function as a form of standardized performance reporting, although these updates are limited in scope and thus only have a limited utility in performance evaluation.

Analysis of Goals, Objectives, and Performance Measures and Standards

While the goals and objectives provided in the 2016-2023 Master Plan were last updated in 2016, the District developed updated goals and objectives for 2025, as published in the 2024 annual report and separate goal-setting document provided to the City Council. The District's 2025 goals and objectives are aligned with the District's statutory purpose and authority, as described in ss. [163.502](#) and [163.514](#), *Florida Statutes*, the purpose statement on the District's website, and the vision statement in the 2016-2023 Master Plan. While the goals and objectives can serve to guide the District's progress in the coming year, the 2025 goals and objectives are not contained in a single, comprehensive document. Additionally, the goals and objectives appear to have been developed in a disjointed manner, with one portion of the goals and objectives (Goals 1-5 and associated objectives, listed in Table 10) differing significantly in structure, detail, and writing style from the other portion (Goals 6-9, listed in Table 10). The lack of consistency in documentation, content, and presentation reduces their effectiveness in guiding District activities.

The District did not maintain a standardized set of performance measures and standards during the review period other than the project status updates included in the District's annual Strategic Plan documents, which limits its ability to objectively evaluate and improve District performance. The District's current criteria for evaluating performance consisted of the limited project status updates and any measures the District's partner organizations, such as PPD, chose to report in their periodic reports. While many of the goals and objectives included in PMDD's 2025 goals and objectives are limited to the completion of specific activities or are generalized, and therefore could not easily be evaluated using standardized and readily collectible performance measures, some (including Goal 6 and Objectives 1.6, 3.3, and 4.2) lend themselves to evaluation with performance measures and standards whose collection and analysis is well within the District's capacity.

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

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.

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 Plantation, as defined by generally accepted accounting principles, PMDD is included in the City's Annual Financial Report. According to the Florida Department of Financial Services' online database, the City submitted the FY22, FY23, and FY24

Annual Financial Reports, with the District's information included, within the compliance timeframe. 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 Plantation, PMDD 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

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

The District collects public feedback through public comment at Board of Directors and Advisory Board meetings. A review of Board of Directors and Advisory Board meeting minutes shows that members of the public occasionally attend meetings during the review period to comment on PMDD-related matters. The District does not have any standardized processes for collecting feedback from members of the public other than public comment at Board of Directors and Advisory Board meetings. The District also does not have a standardized process for the review of feedback, including feedback collected during public comment sessions and other feedback that the District may receive through irregular methods, such as personal communications to members of the Advisory Board.

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 primary contact information; and a listing of all taxes, fees, assessments, or charges imposed and collected 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 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.
The District should consider periodically amending its Safe Neighborhood Improvement Plan/Master Plan or developing a separate strategic plan to reflect changing demographics of the community, changing land-use patterns within the District’s service area, and other non-static data. The strategic plan should build on the District’s purpose and vision, and should not simply describe the District’s current programs or contracts, but rather reflect the District’s long-term and short-term priorities based on the needs of the community.	<ul style="list-style-type: none"> • Potential Benefits: By periodically amending its Safe Neighborhood Improvement 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. 1569.

Recommendation Text	Associated Considerations
<p>The District should consider writing and then adopting a set of goals and objectives that align with the District’s statutory purpose, as defined in s. 163.502, <i>Florida Statutes</i>, and the Board’s vision and priorities as established in the District’s strategic plan. The goals and objectives should contemplate measurable progress, capturing the results of the District’s efforts and ensuring a consistent direction forward for the District’s future prioritization of programs and activities.</p>	<ul style="list-style-type: none"> • Potential Benefits: By adopting an updated set of goals and objectives, the District can better develop specific actions to take to address the community’s needs, as described in the strategic plan. • Potential Adverse Consequences: None • Costs: The District could incur costs if a third party is used in the development of the goals and objectives. • Statutory Considerations: The District should ensure that the identified goals and objectives align with the District’s statutory purpose and authorities described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as the purpose and authorities established by City Ordinance No. 1569.
<p>The District should consider identifying performance measures and standards as part of the development of goals and objectives to enable the District to better assess its overall effectiveness in meeting its intended purpose. The District should then track the identified performance measures against established standards and use the collected data to monitor the District’s performance, evaluate progress toward the goals and objectives that the District adopts, and support future improvements to the District’s service delivery methods.</p>	<ul style="list-style-type: none"> • Potential Benefits: By establishing performance measures and standards, the District can measure program successes and assist in creating more education decisions regarding future programming. Performance measures and standards can also help improve the transparency of District operations. • Potential Adverse Consequences: None • Costs: The District could incur time and financial costs related to data gathering or systems necessary for monitoring the District’s performance. • Statutory Considerations: Performance measures and standards should be developed in alignment with the District’s statutory purpose and authorities described in ss. 163.502 and 163.514, <i>Florida Statutes</i>, as well as the purpose and authorities established by City Ordinance No. 1569.

Recommendation Text	Associated Considerations
<p>The District should consider implementing a system for the ongoing collection of feedback from residents and other stakeholders, and creating a process to systematically review feedback. The District should consider using the findings from the review of feedback to refine the District’s service delivery methods.</p>	<ul style="list-style-type: none"> • Potential Benefits: By implementing a system to collect feedback from residents and other stakeholders, the District will establish for itself an additional source of information to use in evaluating the performance of the District’s services and activities and may help the District to identify and/or evaluate potential improvements to service delivery methods. • Potential Adverse Consequences: None • Costs: The District could incur costs related to data collection and storage fees. • Statutory Considerations: None
<p>The District should consider coordinating with the City to 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. The response letter received is provided on the following pages.

Midtown District Response

The Initial Midtown District Draft report contained discrepancies that required reconciliation by the City for the analysis to be accurate.

Recommendation Text	Response
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">City notices for Board of Directors and Advisory meetings are in compliance with State Statute per the City Clerk.
The District should consider periodically amending its Safe Neighborhood Improvement Plan/Master Plan or developing a separate strategic plan to reflect changing demographics of the community, changing land-use patterns within the District's service area, and other non-static data. The strategic plan should build on the District's purpose and vision, and should not simply describe the District's current programs or contracts, but rather reflect the District's long-term and short-term priorities based on the needs of the community.	<ul style="list-style-type: none">The Midtown District's Safe Neighborhood Master Plan, updated in 2016, continues to provide relevant and effective guidance for capital improvements within the District. Key projects identified in the plan—including pedestrian and vehicle connectivity improvements at Broward Boulevard and University Drive, the realignment and enhancement of SW 78th Avenue, landscape and pedestrian upgrades along Perimeter Road, and the New River Greenway Enhancements Project—are currently programmed in the District's 5-Year Capital Improvement Budget and are scheduled for design and construction by 2029. The City anticipates updating the Midtown Master Plan within the next two years to ensure continued alignment with evolving community needs and development patterns

Recommendation Text	Response
<p>The District should consider writing and then adopting a set of goals and objectives that align with the District’s statutory purpose, as defined in s. <u>163.502</u>, <i>Florida Statutes</i>, and the Board’s vision and priorities as established in the District’s strategic plan. The goals and objectives should contemplate measurable progress, capturing the results of the District’s efforts and ensuring a consistent direction forward for the District’s future prioritization of programs and activities.</p>	<ul style="list-style-type: none"> • Per, s. 189.0694, FS, the District established goals and objectives for each program and activity and standards to determine if the district’s goals and objectives are being achieved. This was provided to Broward County and the State of Florida on Sept 30, 2024.
<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"> • The City’s home page has links to all City social media pages, offering citizens an opportunity to provide feedback; for years, the City has had a catch-all email address for answers to most City-related questions & comments: askcityhall@plantation.org; all advisory board meeting and council meetings are advertised, and there is an agenda item requesting public comment at each meeting; staff email addresses are also posted online. • City website refresh is planned for 2025/26.
<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. <u>189.069</u> and <u>189.0694</u>, <i>Florida Statutes</i>.</p>	<ul style="list-style-type: none"> • The District’s webpage currently meets the content requirements in ss. <u>189.069</u> and <u>189.0694</u>, <i>Florida Statutes</i>. Per the City Clerk.

Glendon Hall

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