



# City Commission Regular Meeting

## Agenda

**July 12, 2023 @ 3:30 pm**

City Hall - Commission Chambers  
401 S. Park Avenue

### welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at [cityofwinterpark.org/bpm](http://cityofwinterpark.org/bpm) and include virtual meeting instructions.

### assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office ([407-599-3277](tel:407-599-3277)) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

### please note

Times are projected and subject to change.

**1. Meeting Called to Order****2. Invocation**

- a. Reverend Kathy Beasley, Unity of Central Florida 1 minute

**Pledge of Allegiance****3. Approval of Agenda****4. Mayor Report**

- a. Proclamation - Lakes Appreciation Month 5 minutes

**5. Citizen Budget Comments****6. City Manager Report**

- a. City Manager's Report 5 minutes  
b. FY 24 Budget Presentation by City Management and Departments 150 minutes

**7. City Attorney Report****8. Non-Action Items****9. Public Comments | 5 p.m. or soon thereafter**

(If the meeting ends earlier than 5:00 p.m., public comments will be at the end of the meeting)

(Three minutes are allowed for each speaker)

**10. Consent Agenda**

- a. Approve the minutes of the regular meeting, June 28, 2023 1 minute  
b. Approve the minutes of the work session, June 29, 2023 1 minute  
c. Approve the minutes of the subcommittee meeting, June 29, 2023 1 minute  
d. Approve the minutes of the subcommittee meeting, July 3, 2023 1 minute  
e. Approval of the following piggyback contracts: 1 minute  
    1. All-Rite Fencing Services, LLC. – City of Oviedo Contract #ITB23-42 - Fencing Installation, Replacement, and Repairs; For goods and services on an as-needed basis during the term of the Agreement through June 19, 2026; Amount: \$200,000  
    2. Motorola Solutions, Inc. - Orange County Contract #Y23-102-



MV - Motorola Services; For goods on an as-needed basis during the term of the Agreement through December 16, 2023; Amount: \$225,000

3. ACF Standby Systems, LLC – Columbia County Contract #2022-AA – Generator Maintenance Services; For services on an as-needed basis during the term of the Agreement through October 1, 2025; Amount: \$100,000
4. DH Pace Company, Inc. - City of Orlando Contract #IFB20-0207 - Maintenance and Repairs of Overhead Roll-Up Doors; For services on an as needed basis during the term of the Agreement through July 14, 2024; Amount: \$200,000

- f. [Approval the following formal solicitations:](#) 1 minute
  1. Tetra Tech, Inc. - RFP14-23 - Emergency Debris Monitoring Services; Amount: \$150,000
  2. Ceres Environmental Services, Inc. - RFP15-23 - Emergency Debris Management Services; Amount: \$400,000
- g. [Approval of the following contract:](#) 1 minute

Xylem Water Solutions USA, Inc. - SS23-12 - Flygt Products; For goods on an as-needed basis through September 30, 2023; Amount: \$150,000

## 11. Action Items Requiring Discussion

- a. [Economic Development Advisory Board Retail Strategies Report](#) 20 minutes
- b. [Discussion on amending Sec. 58-71 to prohibit the parking of limousine style vehicles within residential zoning districts.](#) 10 minutes
- c. [SR426 FDOT's proposed improvement measures](#) 15 minutes

## 12. Public Hearings: Quasi-Judicial Matters

(Public participation and comment on these matters must be in-person.)

## 13. Public Hearings: Non-Quasi Judicial Matters

(Public participation and comment on these matters may be virtual or in-person.)

- a. [Ordinance - Amending Chapter 102 of the City Code modifying the method of calculation and collection of stormwater management utility fees. \(2nd reading\)](#) 5 minutes

## 14. City Commission Reports

## 15. Summary of Meeting Actions

## **16. Adjournment**



# City Commission **agenda item**

|                         |                            |
|-------------------------|----------------------------|
| item type Invocation    | meeting date July 12, 2023 |
| prepared by Kim Breland | approved by                |
| board approval          |                            |
| strategic objective     |                            |

## subject

Reverend Kathy Beasley, Unity of Central Florida

## motion / recommendation

## background

## alternatives / other considerations

## fiscal impact



City Commission

# agenda item

|                     |                 |              |                                  |
|---------------------|-----------------|--------------|----------------------------------|
| item type           | Mayor Report    | meeting date | July 12, 2023                    |
| prepared by         | Clarissa Howard | approved by  | Michelle del Valle, Randy Knight |
| board approval      | Completed       |              |                                  |
| strategic objective |                 |              |                                  |

## subject

Proclamation - Lakes Appreciation Month

## motion / recommendation

## background

## alternatives / other considerations

## fiscal impact



# City Commission **agenda item**

|                                      |                                                                  |
|--------------------------------------|------------------------------------------------------------------|
| <b>item type</b> City Manager Report | <b>meeting date</b> July 12, 2023                                |
| <b>prepared by</b> Jennifer Guittard | <b>approved by</b> Peter Moore, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed      |                                                                  |
| <b>strategic objective</b>           |                                                                  |

## **subject**

City Manager's Report

## **motion / recommendation**

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

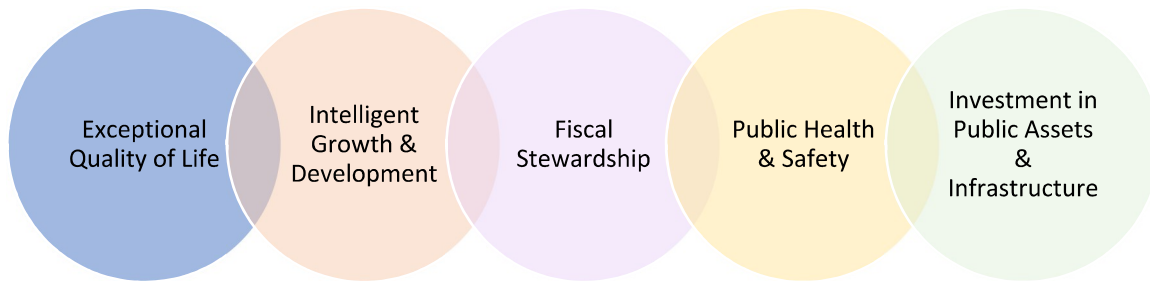
[City Managers Report 7.12.23.pdf](#)



## 90-Day Report

This outline provides a timetable for issues and items that are planned to come before the commission over the next three months as well as the status of initiatives that do not have any determined completion date. These are estimates and will be updated on a monthly basis.

### City of Winter Park Strategic Objectives



## Upcoming Commission Items

### Title 1: Fiscal Stewardship

| Item                                         | Description                                                                                                                                                                                 | Item Department | Item Date |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------|
| <b>Budget and Millage Ordinance Adoption</b> | At the City Commission meetings on September 13th & 27th, the first and second readings of the ordinance adopting the budget and millage rate, will be approved in accordance with statute. | Administration  | Sept      |

## Upcoming Advisory Board Meetings

This report provides a summary of upcoming board meetings currently scheduled on the calendar for the next month.

Additional information relating to all of the City's boards such as meeting schedules, agendas, minutes, and board membership can be located on the City website at: <https://cityofwinterpark.org/government/boards/>

## July Board Meetings

| Advisory Board                          | Meeting Date | Meeting Time |
|-----------------------------------------|--------------|--------------|
| Code Compliance Board                   | 7/6/23       | 3 p.m.       |
| Winter Pines Golf Course Advisory Board | 7/10/23      | 8 a.m.       |
| Lakes & Waterways Board                 | 7/11/23      | Noon         |
| Historic Preservation Board             | 7/12/23      | 9 a.m.       |
| Planning & Zoning Board                 | 7/13/23      | 6 p.m.       |
| Public Art Advisory Board               | 7/17/23      | Noon         |
| Transportation Advisory Board           | 7/17/23      | 4 p.m.       |
| KWPB&S Advisory Board                   | 7/18/23      | 11:45 a.m.   |
| Board of Adjustments                    | 7/18/23      | 5 p.m.       |
| Parks & Recreation Advisory Board       | 7/19/23      | 5:30 p.m.    |
| Utilities Advisory Board                | 7/25/23      | Noon         |
| Tree Preservation Board                 | 7/25/23      | 5 p.m.       |

## Upcoming Special Meetings

This report provides a summary of upcoming work sessions currently scheduled on the calendar for the next three months.

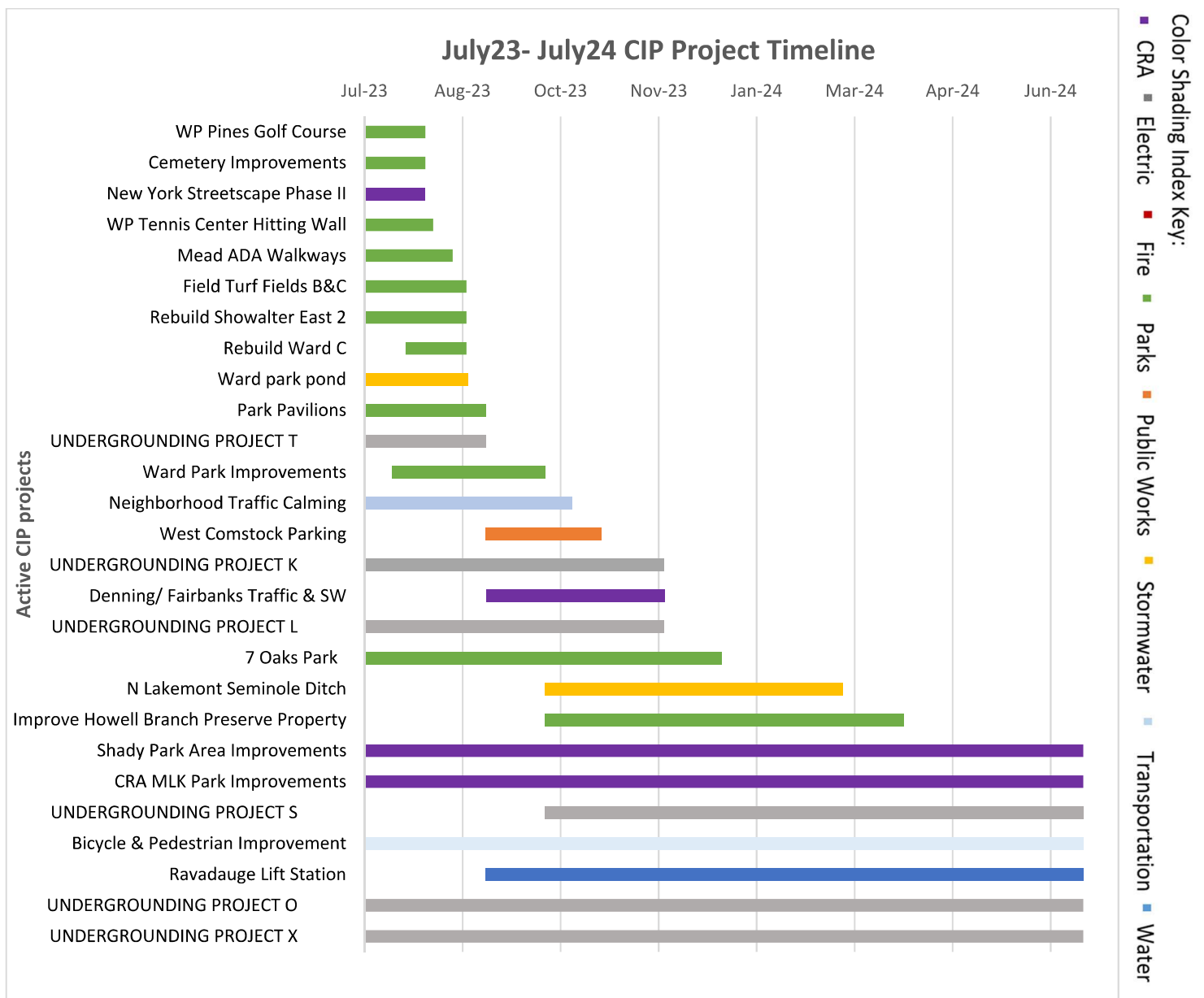
| Work Sessions                              | Meeting Date | Meeting Time |
|--------------------------------------------|--------------|--------------|
| City Commission Work Session               | 7/13/23      | 1 p.m.       |
| Transportation Advisory Board Work Session | 7/17/23      | 3 p.m.       |
| Public Art Advisory Board Work Session     | 7/24/23      | 5:30 p.m.    |
| Planning & Zoning Board Work Session       | 7/25/23      | Noon         |
| City Commission Work Session               | 7/27/23      | 1 p.m.       |



This report is updated monthly to monitor capital projects occurring throughout the city and to provide information about recently completed projects. The project status options have been adjusted to (Planning, Active, Pending). To define; all projects in design, research, or review are in the Planning status. All projects with purchases, construction, and implementation are in the Active status. The remaining projects have a Pending status that have stopped the planning or active work of a project such as pending review and approval, additional funding, and scheduling.

### Count by Status

| <b>Project Status</b> | <b>Planning Status</b> | <b>Active Status</b> | <b>Pending Status</b> |
|-----------------------|------------------------|----------------------|-----------------------|
| <b>Count Total 52</b> | <b>25</b>              | <b>16</b>            | <b>11</b>             |





## Title 1: Planning Status

| Project                                     | Project Update                                                                                                                                                                                                                                                                                                                                        | Strategic Objective                          | Division       |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------|
| <b>1792 Streetscape Imp.</b>                | MOU amendment approved at CRA meeting 1/27/20. Design review underway by FDOT and staff including lighting and landscaping. FDOT in process of due diligence and potential ROW acquisition. FDOT and Metroplan currently evaluating projects based on new pricing for materials and labor.                                                            | Intelligent Growth & Development             | CRA            |
| <b>Bicycle &amp; Pedestrian Improvement</b> | Various pavement marking improvements throughout the City are being evaluated. New RRFBs to be installed on Lakemont Ave near the hospital. Canton Avenue is being monitored to determine if any RRFB is required. Connection between Melrose Ave and Denning Dr south of the Tennis court is being evaluated. Additional projects are being planned. | Exceptional Quality of Life                  | Transportation |
| <b>Bollards Downtown</b>                    | Bollards purchased and secured in warehouse. A quote has been received to outsource the project. Due to cost, it will have to go to bid. Staff is developing a scope and identifying funding sources.                                                                                                                                                 | Exceptional Quality of Life                  | CRA            |
| <b>CRA MLK Park Improvements</b>            | Artist selection for the memorial corner is completed and approved by Commission. Design and construction documents are underway. Community Playground concept was presented to both CRA and PRAB in April. Both groups approved via motion. The CRA Agency will review as part of their work session in August.                                      | Exceptional Quality of Life                  | CRA            |
| <b>Denning Dr. Intersection</b>             | Extension to railroad north of Webster approved by CRA Agency on August 24 with a value of 500k. Design concept at 100%. Staff reached out to OCPS as a courtesy. Working through internal operations for scheduling.                                                                                                                                 | Investment in Public Assets & Infrastructure | CRA            |
| <b>Denning/ Fairbanks Traffic &amp; SW</b>  | Design schematics complete for transportation improvements, and awaiting final comment by FDOT including a separate southbound right turn lane to ease traffic congestion. FDOT permit acquired and solicitation released. Due date is July 6 with anticipated preconstruction meetings beginning in August.                                          | Investment in Public Assets & Infrastructure | CRA            |
| <b>Downtown Enhancements</b>                | Staff continues to address issues such as trash/recycle can replacement not contemplated in the city budget.                                                                                                                                                                                                                                          | Exceptional Quality of Life                  | CRA            |

| Project                                        | Project Update                                                                                                                                                                                                                 | Strategic Objective                          | Division      |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------|
| <b>Electric Substation upgrades</b>            | We continue to work with OUC on substation inspection and maintenance. Several breakers have been identified at the Canton Ave substation needing to be changed out. Researching pricing and timeline for breaker replacement. | Investment in Public Assets & Infrastructure | Electric      |
| <b>FDOT 17-92 UT Line Relocate</b>             | Draft design complete. Department is evaluating direction of project for next phase.                                                                                                                                           | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>Fire Safety Equipment</b>                   | The alerting system RFP is under final review for approval. Station 61 upgrades are being planned.                                                                                                                             | Public Health & Safety                       | Fire          |
| <b>Improve Howell Branch Preserve Property</b> | Dix Hite provided 90% construction plans completed and Pond completing remediation plan for final submittal to SJWMD permitting. Awaiting permitting response from SJWMD, expected permit response                             | Investment in Public Assets & Infrastructure | Parks         |
| <b>Kennedy Rd Wide Force Mn</b>                | OC Roadway project split into 2 phases. City force main within Phase 2 which is scheduled to begin July 2026.                                                                                                                  | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>Lake Bell Weir Improvements</b>             | Engaging in consulting services for necessary improvements.                                                                                                                                                                    | Investment in Public Assets & Infrastructure | Stormwater    |
| <b>Lift Station R&amp;R</b>                    | Waiting for quote for the rehabilitation of Lift Station #35 (Laurel Springs).                                                                                                                                                 | Intelligent Growth & Development             | Water & Sewer |
| <b>N Lakemont Seminole Ditch</b>               | Final design, permitting, and bid package will be generated for an anticipated start of construction in fall of 2024.                                                                                                          | Investment in Public Assets & Infrastructure | Stormwater    |
| <b>Park Pavilions</b>                          | Ward Park pavilion replacement being planned for Summer 2023.                                                                                                                                                                  | Investment in Public Assets & Infrastructure | Parks         |
| <b>Parks Swoope Facility BLD</b>               | Property swap complete. City working with architect firm for facility design.                                                                                                                                                  | Exceptional Quality of Life                  | Parks         |
| <b>Ravadauge Lift Station</b>                  | Final design in progress. Design anticipated to be complete by August 2023 for construction thereafter.                                                                                                                        | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>Richard Crotty Pkw</b>                      | Roadway project pushed back by Orange County to begin construction Spring 2025. Water and wastewater utilities design 95% complete.                                                                                            | Investment in Public Assets & Infrastructure | Water & Sewer |

| Project                               | Project Update                                                                                                                                                                                                                                                                                              | Strategic Objective                          | Division      |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------|
| <b>Shady Park Area Improvements</b>   | Monthly meetings with stakeholders, artist, and staff underway to continue communication on the project. Consensus on project concept with design underway. Timeline for fabrication, installation of the art piece, and remaining amenity enhancements currently estimated at 12-14 months from July 2023. | Exceptional Quality of Life                  | CRA           |
| <b>UT Lines 434 Road Widening</b>     | Design is 90% complete. FDOT has delayed roadway project bid until July 2026.                                                                                                                                                                                                                               | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>Ward Park Improvements</b>         | Concession stand renovation construction plans at 100% work to begin July; Pavilions and sidewalk connections Summer/Fall                                                                                                                                                                                   | Exceptional Quality of Life                  | Parks         |
| <b>Water Treatment Plants R&amp;R</b> | Reviewing water treatment plant conditions for future rehabilitations next fiscal year.                                                                                                                                                                                                                     | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>WP Estates WW Plant</b>            | Standby generator is installed and operational. Completing startup and troubleshooting activities. Planning next phase of plant upgrades.                                                                                                                                                                   | Investment in Public Assets & Infrastructure | Water & Sewer |
| <b>Building Department</b>            | Planning and designing the new Building department building at 1401 Howell Branch Rd.                                                                                                                                                                                                                       | Investment in Public Assets & Infrastructure | Public Works  |

## Title 2: Active Status

| Project                           | Project Update                                                                                                                                                                                                                                                                                                            | Strategic Objective                          | Division |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------|
| <b>7 Oaks Park</b>                | Design approved and permitting and bidding construction is underway. Construction fencing and graphic panels are up. Ground breaking event held for 4/13 and Construction Management contract approved by Commission on 4/27. Pre Construction meeting with Collage (Construction Mangmt), City, and ACi set for July 18. | Investment in Public Assets & Infrastructure | Parks    |
| <b>Cemetery Improvements</b>      | Columbarium structures are being installed.                                                                                                                                                                                                                                                                               | Investment in Public Assets & Infrastructure | Parks    |
| <b>Electric Meter Replacement</b> | New meters are being integrated and exchanged with old meters.                                                                                                                                                                                                                                                            | Investment in Public Assets & Infrastructure | Electric |

| Project                                | Project Update                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategic Objective                          | Division       |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------|
| <b>Electric Undergrounding Project</b> | Miles of Undergrounding performed<br>Project J: 2.72 miles 45% complete<br>Project L: 9.57 miles 86.7% complete<br>Project R: 4.31 miles 37.8% complete<br>Commission approved advancement<br>Residential Service Conversions (RSC)<br>Fiscal YTD: 289<br>TOTAL so far for FY 2023: 2.37 miles                                                                                                                                                                | Investment in Public Assets & Infrastructure | Electric       |
| <b>Facility Capital Improvements</b>   | Evaluating HVAC replacement options for Emergency Operations. Aloma Plant roof replacement began 6/28 and is expected to be complete by 7/7. Country Club HVAC replacement has been completed.                                                                                                                                                                                                                                                                | Investment in Public Assets & Infrastructure | Public Works   |
| <b>Improve Mead Garden</b>             | Work has begun on internal pathway for Mead gardens; footbridge and clearance of scrub trees in pathway has been completed for grading work to being July 10th. Mead board has determined pavilion replacement. Pavilion has been selected and ordered with tentative installation date September 2023. Demo of old structure and installation of new slab will occur prior with timing dependent on confirmed installation date.                             | Exceptional Quality of Life                  | Parks          |
| <b>IT Infrastructure Upgrade</b>       | Funding being utilized for modernization of IT infrastructure.                                                                                                                                                                                                                                                                                                                                                                                                | Fiscal Stewardship                           | IT             |
| <b>Neighborhood Traffic Calming</b>    | City staff will be installing traffic calming devices in the summer of 2023 at the following locations because the speeds collected along these sections of road were determined to be excessive and creates an unsafe environment for vulnerable users. 1. Winter Park Rd between Glenridge Way & Corrine Dr. 2. New York Avenue between Park Ave and Webster Ave. The Garden Dr between Orchid Ave & Denning Dr. traffic calming installation is completed. | Investment in Public Assets & Infrastructure | Transportation |
| <b>New York Streetscape</b>            | Phase I construction complete. Coordination on Phase II (New York Avenue to Morse Blvd intersections) streetscape and ADA enhancements underway. New York and Comstock intersection complete. Morse intersection complete. New England intersection is 50% complete. Remaining intersection is Welbourne.                                                                                                                                                     | Intelligent Growth & Development             | CRA            |

| Project                           | Project Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Strategic Objective                          | Division       |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------|
| <b>Post Office Acquisition</b>    | Awaiting response from Post Office regarding their opinion of the two Commission approved potential sites.                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Investment in Public Assets & Infrastructure | CRA            |
| <b>Signalization Upgrade</b>      | City staff is currently working with FDOT to evaluate traffic signal timings along the state roads to see if the timings can be optimized. Also, City staff is working on optimizing signal timings on the Denning Drive and Glenridge Way corridors. The Phase 1 preemption installation has been completed and Phase 2 is being planned. In addition, City staff is looking into adding a pedestrian countdown signal modification on Park Ave & Lyman Ave. Pennsylvania Avenue and Minnesota Avenue traffic signal cabinet is replacement is completed. | Investment in Public Assets & Infrastructure | Transportation |
| <b>Tennis Center Upgrades</b>     | Pickleball net has been ordered with expected delivery on or before June 2023. Staff is working with instruction contractor on options for hitting wall. Well will be replaced after Mead well with expected completion before August 2023.                                                                                                                                                                                                                                                                                                                | Investment in Public Assets & Infrastructure | Parks          |
| <b>Upgrade Water Mains</b>        | Upgrading water mains. Currently working on Kingwood subdivision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Investment in Public Assets & Infrastructure | Water & Sewer  |
| <b>Ward park pond</b>             | Ward Park ponds construction is complete. Estimated completion of the necessary piping is August 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Investment in Public Assets & Infrastructure | Stormwater     |
| <b>Winter Park Sports Complex</b> | Field Turf moved to Showalter East – Conversion to sports turf began the week of 4/3 with projected completion by August 2023. Conversion of softball field 10 to multipurpose is underway with tentative completion by August 1.                                                                                                                                                                                                                                                                                                                          | Investment in Public Assets & Infrastructure | Parks          |
| <b>WP Pines Golf Course</b>       | ADA restroom and plumbing improvements are scheduled for Summer 2023. Canopy replacement and upgrade completed. Bridge repairs and replacement underway, dredging project active, outdoor seating area to begin July.                                                                                                                                                                                                                                                                                                                                      | Investment in Public Assets & Infrastructure | Parks          |

### Title 3: Pending Status

| Project                                    | Project Update                                                                                                                                                                                                                                                                                                  | Strategic Objective                          | Division       |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------|
| <b>Cady Way Pool Improvements</b>          | Contract has been awarded to vendor and work scheduled for Sept 2023                                                                                                                                                                                                                                            | Exceptional Quality of Life                  | Parks          |
| <b>CRA Small Projects</b>                  | Canton & Garfield pedestrian connection project is now on hold due to unforeseen added cost. Process moving forward is to evaluate in conjunction with other improvement opportunities. Staff is reviving internal conversations on how to support pedestrian traffic to this new downtown stage civic amenity. | Intelligent Growth & Development             | CRA            |
| <b>Decorative Lights and Trees in CRA</b>  | 140 total decorative lights have been installed. Coordination with Electric Utility on assessment of light replacements/additions as needed.                                                                                                                                                                    | Intelligent Growth & Development             | CRA            |
| <b>East OC Service Improvement</b>         | Pending in house availability to planning redirection of flow to East plant.                                                                                                                                                                                                                                    | Investment in Public Assets & Infrastructure | Water & Sewer  |
| <b>Nicolete Ave Stormwater Replacement</b> | SJRWMD permit exemption is being requested.                                                                                                                                                                                                                                                                     |                                              | Stormwater     |
| <b>Sewer Main Extensions</b>               | Extension of sewer mains to support new development or redevelopment.                                                                                                                                                                                                                                           | Investment in Public Assets & Infrastructure | Water & Sewer  |
| <b>Showalter Field Cap.</b>                | Pending future funding for field improvements.                                                                                                                                                                                                                                                                  | Exceptional Quality of Life                  | Parks          |
| <b>St. Andrews Trail</b>                   | Design completed for which the City has been reimbursed by the FDOT. Due to the 250% increase in construction materials, this project has been delayed to FY2026-FY2027 per Metroplan Orlando.                                                                                                                  | Investment in Public Assets & Infrastructure | Transportation |
| <b>Stormwater Rehab</b>                    | Storm sewer repairs to be scheduled throughout the City on an as-needed basis.                                                                                                                                                                                                                                  | Investment in Public Assets & Infrastructure | Stormwater     |
| <b>Temple Dr SW Imp</b>                    | Future improvements pending funding in the 5yr capital plan.                                                                                                                                                                                                                                                    | Investment in Public Assets & Infrastructure | Stormwater     |
| <b>West Comstock Parking</b>               | West Comstock parking and an extension to the Library parking lot concept drawings are complete. Both are pending permitting by the SJRWMD.                                                                                                                                                                     | Investment in Public Assets & Infrastructure | Public Works   |



## Recently Completed Projects

### Parks Department

The Parks and Recreation Department has completed the foot bridge construction at Mead Gardens as part of Exceptional Quality of Life strategic objective.

### Parks Department

The Parks and Recreation Department and Public Works Department jointly completed the capital improvement to Dinky as part of Exceptional Quality of Life strategic objective.

### Stormwater Department

The Stormwater Department has completed the dredging of the Venetian and Fern canals as part of Exceptional Investment in Public Assets and Infrastructure strategic objective.





# City Commission **agenda item**

|                                        |                            |
|----------------------------------------|----------------------------|
| item type City Manager Report          | meeting date July 12, 2023 |
| prepared by Peter Moore                | approved by                |
| board approval                         |                            |
| strategic objective Fiscal Stewardship |                            |

## subject

FY 24 Budget Presentation by City Management and Departments

## motion / recommendation

## background

Each year, City Management delivers the annual presentation of the balanced budget. This is followed by multiple presentations from Department Heads regarding their respective areas of responsibility. Over the course of the public budget review process, numerous presentations will occur:

### July 12th (City Commission Meeting)

City Management FY24 Overall Budget Presentation

Communications

Building & Permitting Services

Planning

Information Technology

Natural Resources & Sustainability

### July 13th (Work Session)

Police

Fire

Public Works & Transportation

Parks & Recreation

### July 27th (City Commission Meeting)

Review of the 5/25 Year Capital Plan

Adoption of the Tentative Millage Rate

### August 10th (Work Session)

Electric

Water & Wastewater Utility



## Community Redevelopment Agency

The budget is ultimately adopted, with changes recommended by the Commission, at the two public City Commission meetings in September. All municipalities are required to have an adopted balanced budget by the close of the fiscal year.

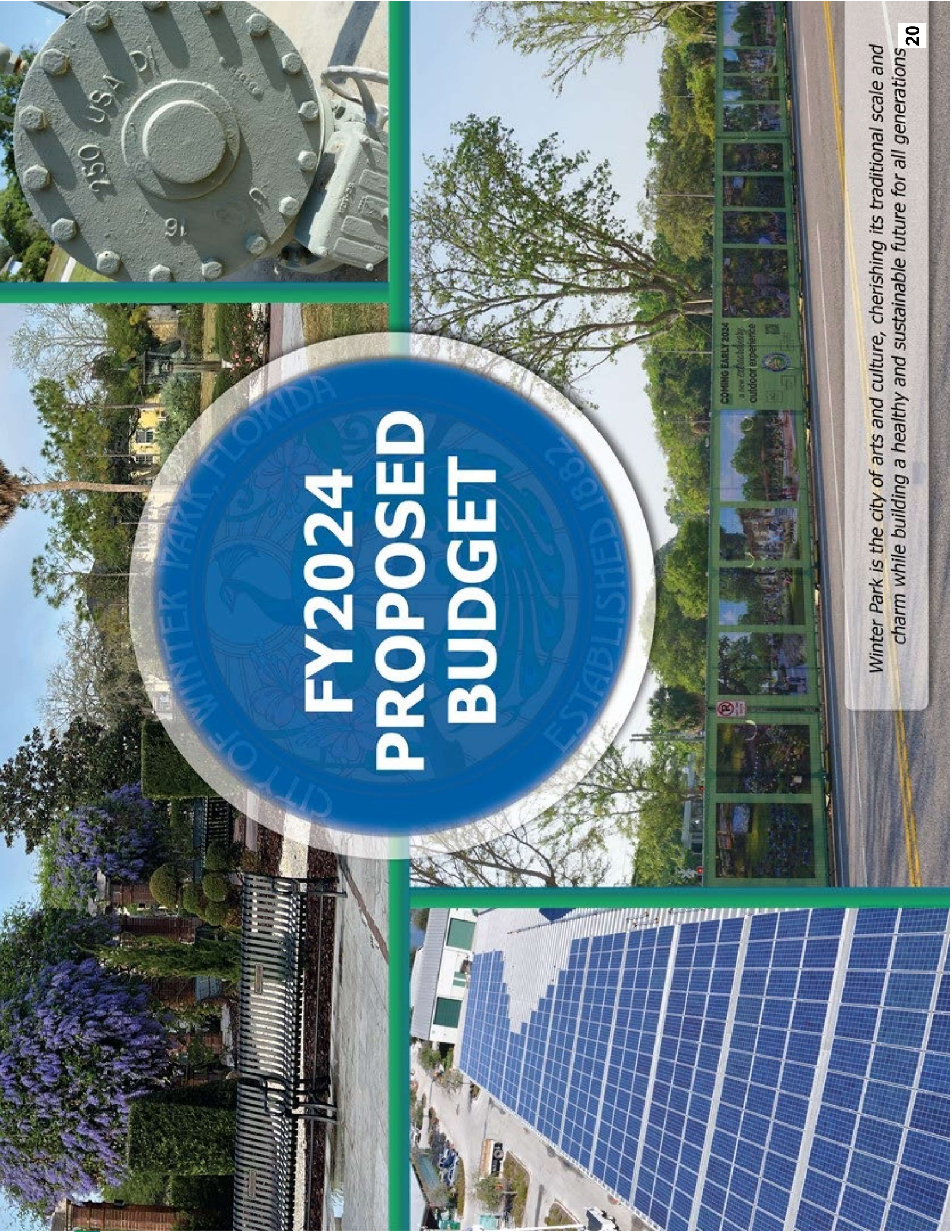
[alternatives / other considerations](#)

[fiscal impact](#)

### ATTACHMENTS:

[Budget Book FY24 - Draft Final.pdf](#)





**FY2024  
PROPOSED  
BUDGET**

COMING EARLY 2024  
a new *2nd* sustainability  
outdoor experience

Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations



**Mayor**  
**Vice Mayor**

**Phil Anderson**  
**Sheila DeCiccio**

**Commissioners**

**Kris Cruzada**  
**Marty Sullivan**  
**Todd Weaver**

**City Manager**

**Randy B. Knight**

**Administrative Staff**

**Administration**

Assistant City Manager  
City Attorney  
City Clerk  
Deputy City Clerk

Michelle del Valle  
Kurt Ardaman  
Rene Cranis  
Kim Breland

**Building & Permitting Services Director**

**Communications Director**

**Electric Utility Director**

**Finance Director**

**Fire-Rescue Chief**

Dan Hagedorn

**Information Technology Director**

Parsram Rajaram

**Natural Resources & Sustainability Director**

Gloria Eby

**Parks & Recreation Director**

Jason Seeley

**Planning & Zoning Director**

Jeff Briggs

**Police Chief**

Tim Volkerson

**Public Works & Transportation Director**

Charles Ramdatt

**Water & Wastewater Utilities Director**

David Zusi

## 2023 Budget Meeting Schedule

|                                                                                   |              |
|-----------------------------------------------------------------------------------|--------------|
| City Manager & Department Proposed Budget Presentations                           | July 12      |
| Department Presentations (continued)                                              | July 13      |
| Receive Public Input & Set Tentative Millage Rate                                 | July 26      |
| Department Presentations (continued)                                              | July 27      |
| Receive Public Input at City Commission Meeting                                   | August 9     |
| CRA Budget & Capital Planning Meeting and<br>Department Presentations (continued) | August 10    |
| Receive Public Input at City Commission Meeting                                   | August 23    |
| Adoption of Budget » First Reading                                                | September 13 |
| Adoption of Budget                                                                | September 27 |

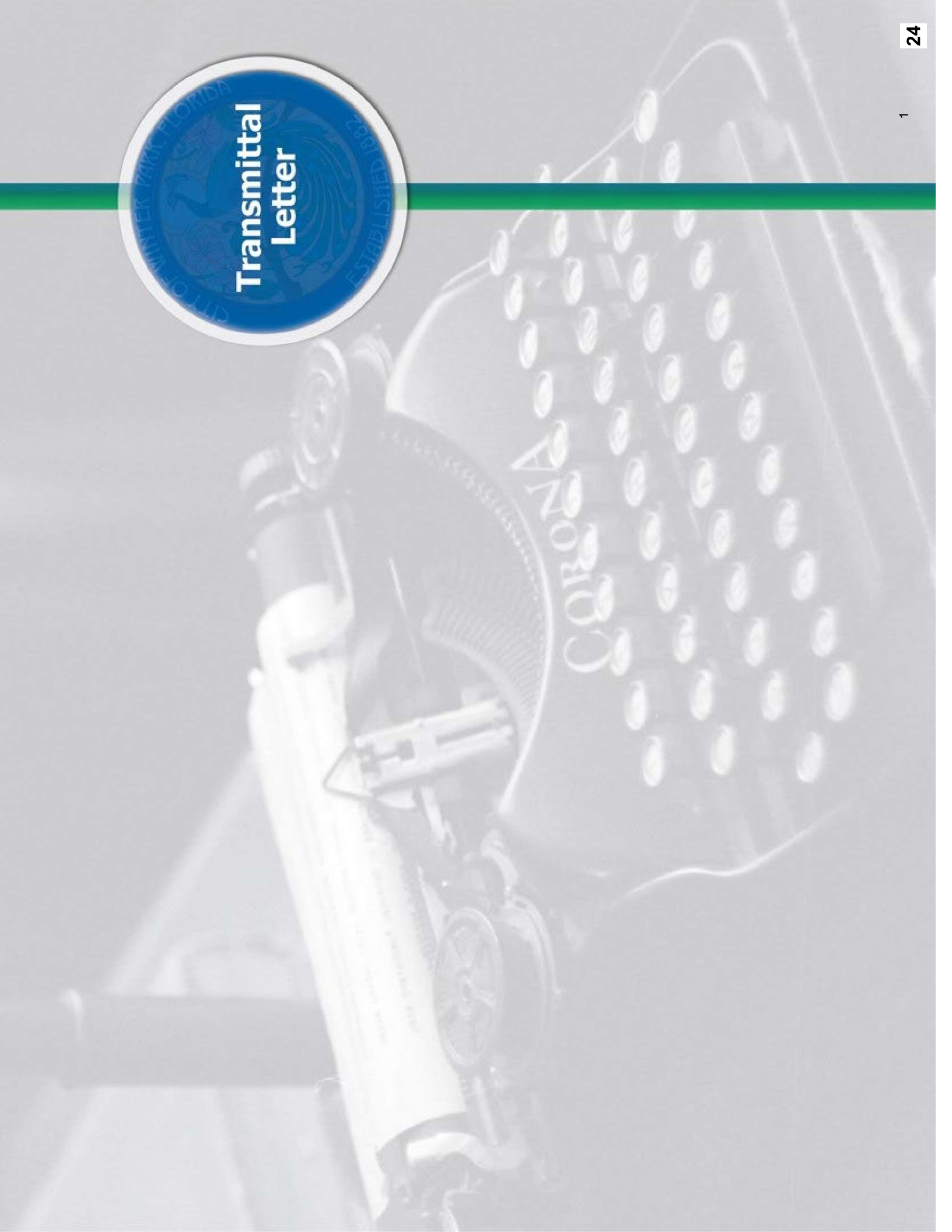
**please note:** other meetings and/or work sessions may be scheduled as needed.

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# Transmittal Letter

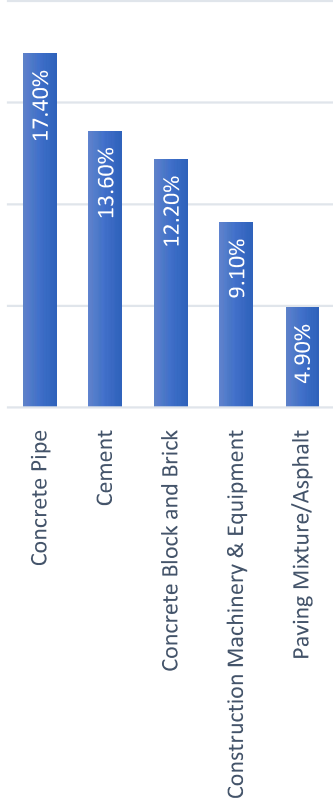


**To: Mayor and City Commissioners**  
**From: Randy B. Knight, City Manager**  
**Date: July 12<sup>th</sup>, 2023**  
**Subject: Fiscal Year 2024 Budget and Five-Year Capital Improvement Plan**

- *Revenue growth may be strong, but so is inflation.* -

As British stateman, Joseph Chamberlain, said to Parliament in 1898, "I think that you will all agree that we are living in most interesting times." As we approach this next fiscal year we are having a great revenue year, however we are having an even greater inflation year. Annualized wage growth as reported by the Federal Reserve is over 6%<sup>1</sup>. The Federal Funds rate sits at an over ten-year high at 5.25%, and core inflation continues to remain sticky at 5.3%.<sup>2</sup>

### Construction Materials Cost Inflation May 2022 - 2023



Revenues in the city's General Fund are expected to grow over 10%, driven by strong taxable property value growth due to the prior year's strong real estate market. However about 3% of the revenue growth rate is due to items that are one-time adjustments, resulting in underlying revenue growth that is closer to 7%. While this is still an excellent number given the long-term historical average growth rate of about 3%, it is still forecasted to be a tight budget year due to the inflation of labor and materials necessary to provide city services. As a result of these inflationary pressures the budget includes a number of fee increases to address rising costs and these are highlighted throughout the document.

Though the rate of escalation is slowing, construction materials necessary for all of the city's capital project work have climbed again in the last year, adding to prior year price increases.<sup>3</sup> Prices for chemicals for treatment at the Water & Wastewater plants as well as for the safe management of our lakes and waterways have all increased as well, rising over 30% since the pandemic.<sup>4</sup> Electric Utility prices for

<sup>1</sup> Atlanta Fed Wage Growth Tracker 5/1/2023

<sup>2</sup> Bureau of Labor Statistics June 2023

<sup>3</sup> Statista.com June 2023

<sup>4</sup> St Louis Fed, FRED for Chemicals and allied products.

conduit and transformers have tripled since 2019. Hybrid SUVs for the Police Department that used to cost \$45k, now cost \$65k. A recently purchased fire engine cost just under \$1 million and will take three years to be ready, when a few years ago it was 60% of that cost.

Most department operating budgets are increasing in the 8 – 12% range to cope with continually strong wage pressure and rising input costs to provide services. The Electric Utility will be able to continue its undergrounding program but does not have capacity to pursue additional capital investments without considering an increase to rates. The Water & Wastewater Utility is only growing revenues due to the city's policy of raising rates in accordance with the Public Service Commission (PSC) index. This index looks at inflation in the last year and provides for an adjustment, which for FY24 is set at 7.1%. This is only meant to be an operating cost adjustment and does not account for long-term capital needs. The Stormwater Utility's importance has been recently highlighted by the strident storm activity of last year and demand for increased capital spending is beyond the ability of the utility to generate without significant rate changes or subsidization from outside grants and/or other city funds.

As a result of upward pressure on operating costs, the proposed budget defers and trims some capital investments, raised fees across many areas, and had to prioritize among many needs presented by departments and community stakeholders.

As part of the budget process this year, there will need to be a discussion around how contingency should be allocated, if at all, to support priorities that have been left unfunded by this proposed budget. An example of items that were not covered in the proposed budget:

- \$150 – 300k to support library opening on Sundays
- \$300k to forgo raising park and facility fees 5%
- \$350k - 550k first year of debt service payment to support possible purchase of the Bank of the Ozarks property.
- \$500k to support two additional police officers and one more firefighter/EMT.
- \$600k contribution to increase reserves or to create a matching grant fund

In addition to reprioritized or deferred capital investments, over 21 departmental requests for new positions were not included in the proposed budget. Overall, full-time position count will only increase by five persons. As part of the budget process, staff will work with the City Commission and the community to review the list of unfunded items, discuss the economic outlook, and the long-term 5/25-year capital plan, to determine the most needed areas to make investment and to prioritize the resources.

While there are reasons for concerns, the city's difficulties going into the next fiscal year are more about priority and the sustainability of levels of service than they are about survival. No one is predicting a Great Recession economic crash and most concerns about the future recession are indicating that it would be a shallow one. The issues facing the city are whether decisions made today will affect long-term financial stability in the future.



It is in this context that we are presenting the Fiscal Year 2024 budget and corresponding five-year Capital Improvement Plan (CIP) that will continue to deliver the exceptional quality of services that our residents, businesses and visitors have come to expect. You can read a general overview of major highlights within this executive summary, take a deeper dive into the revenues and expenditure outlook of the city in the Budget Highlights section, review the long-term financial outlook in the 10-Year Proformas, learn about Departments in the Program Section, and review Capital Spending and Cash Reserves.

We have an exceptional city, with resilient exceptional citizens, excellent leadership, and a city staff that is committed to making sure that Winter Park thrives. It is fortunate, that despite the present inflation situation, we can present a balanced budget that is mindful to the burdens on our residents and businesses and proposes holding the city's property tax rate unchanged for a 16<sup>th</sup> consecutive year. No other major city in Orange County has accomplished this.

## 2023 – 2024 Budget

The City of Winter Park has always maintained a high level of service for its citizens, and despite inflation, will continue to do so with this budget. The budget expands investment in public safety, maintains project schedules for utility investments, invests in crucial facilities and equipment, and creates new community assets, all with an eye to continuing to provide the exceptional level of service our residents and businesses demand.

Overall, the city's All Funds budget will grow by 4% or \$8.4 million, to just over \$207 million. The majority of the growth will come from the city's General Fund and Special Revenue Funds, while Debt Service, Capital, Enterprise, and Internal Funds will stay relatively flat. The strength of property tax revenue results is powering gains in revenue growth in the General Fund and CRA (part of the Special Revenue Funds). Property tax valuations are the vast majority of support for the General Fund and weakness in the real estate market can foretell revenue growth difficulties on the horizon. Thankfully natural gas prices have dropped dramatically, helping Winter Park Electric consumers by lowering monthly bills. Continued inflation was built into the projections for the cost of undergrounding of electric lines in the city, raising the annual budget by 15%. Supply chain disruptions are still delaying project work and raising costs for needed components. The Water Utility will be making significant investments in their plants this year and capital contributions for wastewater treatment will reduce cash reserves in the coming years. The CRA will be fortifying its project line-up with further downtown park project enhancements, including expanded funding for MLK park improvements and a restroom facility in the west meadow to serve the Farmers' Market and downtown visitors.

## STRATEGIC PLANNING

Under the lead of the Mayor, the City Commission and staff developed a 5- & 25-Year Strategic project prioritization and funding model which informs the priorities of the budget. Over the summer months of FY23, the Commission will be evaluating strategic capital planning and setting priorities for future budget years. With inflation running high and an uncertain outlook ahead, prioritization of investments is more important than ever before.

The budget was prepared with our vision statement and previous strategic planning efforts as the guiding tools. In past visioning efforts, the city developed a word cloud of priorities for Winter Park under the guidance of the vision statement. *Our Vision: Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.*



## BUDGET GOALS

The budget process will offer an opportune time for the review of goals. The budget was prepared with goals previously adopted by the City Commission and are detailed below.

- ✓ Progress towards 30 percent of annual reoccurring expenses in reserves in the General Fund.
- ✓ Maintains the current operating millage rate of 4.0923 which has been the city's rate for the last 15 years.
- ✓ Utilizes an organizational support funding formula based upon one quarter of one percent of gross revenues in the General Fund, Water & Wastewater Utility, and Electric Utility. This generates approximately \$388k annually for non-profit partners in the city.
- ✓ Maintain a minimum of 45 days working capital in the Electric and Water & Wastewater Utilities.
- ✓ Maintains or expands current levels of service.
- ✓ Provide a performance-based pay raise for employees, maintaining a program that keeps pay within the top 35 percent and benefits within the top 50 percent of municipalities approved for benchmarking.

## LEVELS OF SERVICE

The City of Winter Park provides a wide variety of services to its residents, business owners and visitors. The levels of service have been established over time through City Commission, citizen and staff input with the goal to preserve a superior quality of life for *today's residents and for future generations*. While some levels of service are regulated by statutes, most are simply policy driven. The levels of service desired by the City Commission and the community have a direct impact on the budget. Staff is constantly working on ways to improve efficiencies. This budget format provides a description of service levels within each program page segmented out at the department level.

## CHANGES TO THE BUDGET

The last few years we have implemented some remarkable increases in the level of service and standards offered within the city, such as the improvements to the WP9 golf course, adding family programming and events, creating the Department of Natural Resources, the addition of Seven Oaks Park, the opening of the Library and Events Center, and the acquisition of the 93-acre Winter Park Pines golf course. While each of these items elevates the service standards in the city, the inflation being felt across the board is having a profound effect on the cost of providing services. City services are only as reliable as the people, equipment, and infrastructure that deliver them. This year's budget supports the city's continued commitment to invest in vital infrastructure, offer diverse programs, enhance resident safety and security, provide exceptional touches that make Winter Park a desirable destination, and continues to invest in our staff, however it is coming at a higher cost.

The budget follows the same format and strives to grow upon the level of service offered the prior year. The following section highlights the more significant changes in funding and service levels.



## Significant changes: General Administration:

- American Recovery Plan Act (ARPA): Funding from the Federal government has either been spent or allocated to projects and is no longer available to support the operating budget in FY24. In FY22, \$1.5 million was used to subsidize operations, and in FY23, \$500k was utilized to support the budget.
- *Frozen, Vacant & Gapped Positions:* On a routine basis, natural turnover in positions results in an annual savings of about \$300k - \$400k. Due to increased turnover experience, that reserve number is set at the higher limit of \$400k in FY24.
- *State Revenue Estimates:* About 11% of the General Fund's annual revenue comes from the State. The estimates of what these revenues will be are often provided late in the budget process and staff must generate its own estimates for the purpose of budget preparation. There have been surprises in past years with estimates being significantly different than initially thought, however staff is providing what is believed to be conservative placeholders until the final figures arrive. It should be noted that these are just estimates and sometimes the state is incorrect, however it is reason to proceed with caution in allocating contingency until they are known.
- *Business Tax Receipts:* Each business entity that registers with the state office Sunbiz, is also required to hold a City of Winter Park business tax receipt per local ordinance. The city has initiated an audit of receipts and it is expected to generate increased revenues in FY24 by about \$100k - \$150k. The city has around 3,000 business entities with licenses, but the audit has revealed a significantly higher number registered with the state.
- *Employee Pay:* The city strives to keep pay competitive in this highly difficult labor environment. The city has concluded a pay study that has benchmarked positions and shifted job grades to make them fit with regional competition. The budget includes about \$500k in adjustments to pay effecting positions across all the funds. This should right-size pay ranges in the city and allow for normal inflationary adjustments going forward. The city is also proposing a cost-of-living-adjustment on Oct. 1<sup>st</sup> of 2.5% and up to a 2.5% merit on an employee's anniversary date. The effect of these increases works out to an average of just over 4%.
- *Fees & Rates:* Two years into a sustained inflationary environment is having a compounding effect to the departmental budgets. Most department budget requests are increasing in the 8 – 12% range as wage and materials costs push up expenses. The proposed budget includes inflationary adjustments to many fees within the city and are important to be able to maintain levels of service and contractual obligations:
- Solid Waste Services: Fees are proposed to increase in the 20%+ range as the city implements its first year of a two-year change in its contract with Waste Pro that will increase costs by around 45%. While a large percentage increase, the average effect on a homeowner will be about \$5 per month. Overall, higher labor, fuel, equipment, and vehicle costs are driving rates higher. The city did a review of cities that issued new solicitations and the average result was an immediate 60% increase in cost.
- Parks and Facilities Fees: The budget includes increasing all fees by 5% for parks programs, facilities, and activities throughout the city. This raises approximately \$300k to cover the increased cost of maintaining buildings and greenspace.

- **Ambulance Transport Rates:** The city's rate for EMS transport has not been raised in over 5 years. Currently Winter Park is about in the middle of where rates are for the region and a proposed fee increase of 10% is expected to raise between \$100k - \$150k. This is the fee that is generally paid by insurance companies or Medicare.
- **Water & Wastewater Rates:** By policy, the water and wastewater utility rates are automatically adjusted annually in accordance with the PSC index. This lagging adjustment provides for 7.1% increase in water and wastewater rates for FY24. Absent this increase, the utility would have seen a decrease in revenues verses the prior year as usage is dropping. In the past, increases have averaged 1.7%.
- **Stormwater Rates:** The last two years saw rate increase of 5% and the budget for FY24 proposes increasing rates by 8% to keep pace with inflation in operating costs in the Stormwater Fund which handles drainage, treatment, and the care of lakes in the city. This increase will allow capital spending to be maintained at \$700k but with inflation impacting the cost of materials and labor, this will effectively feel like a decrease. Currently the city is in the process of moving billing to the annual tax bill and this issue is discussed in more detail in the Budget Highlights section of this document.
- **Personnel Count:** Departments submitted over 20 requests for additional full-time positions as part of the internal budgeting process, however the proposed budget will only expand by a total of 5 positions, predominately related to the addition of staff in the Police and Fire Departments to deal with increased demand for services and the potential for future annexation, the new position authorized by the City Commission to assist with power portfolio and rate analysis in the Electric Utility, and inclusion of the additional position approved for the Clerk's office in FY23 that is now fully accounted for in the FY24 budget. For a snapshot of positions changes, see the Position Summary section of the Management Reports portion of this document.
- **Contingency:** The city has a goal of maintaining 30% of reoccurring expenses in unencumbered reserves in the General Fund. This goal was met in 2020 but has been weakening slightly as the pandemic and other project priorities have pulled excess funding away from being dedicated to reserves. The reserves percentage is expected to decline to 27.6% by the end of FY23 unless expenditures come in under budget or revenues greatly exceed expectations. The proposed budget is earmarking \$600k for contingency even though the city's budget policy requires 1/2 of 1% of gross revenues be set aside annually, which would total just over \$400k. Even with this expanded contingency, the size of the budget, due to inflation, is increasing faster than contributions to reserves and the reserves percentage will fall to about 25.7%. It would require almost \$3.2 million to get the city back to the 30% goal. It should be noted that even though the percentage is slipping, the total balance in the reserve is increasing and is expected to stand at \$19.1 million by the end of FY24. As part of the budget process and highlighted throughout this document, staff will provide the City Commission with an extensive list of items that could not be accommodated with the size of the current budget and these items, if pursued could reduce or eliminate planned contributions to reserves.
- **Grant Support:** The city has been very fortunate in recent years to receive a number of significant grants and grant opportunities. Most notably is the NRCS grant received by Natural Resources that provided over \$4 million to make lake and storm improvements in the city. This came with a \$1 million matching grant requirement. The city currently has a \$2.9 million Hazard Mitigation grant pending with Orange County through FEMA and the city recently received \$550k toward the Fire Training Facility project. Whether grants are received and the city must provide matching funds or a grant is rejected and the city must determine what items are critical and need to be acquired outright, this will put pressure on reserves throughout the fiscal year.

- *SunRail Payments:* The city is contractually obligated to support SunRail operations as part of having a station in Winter Park. Due to delays in construction and then the pandemic, municipalities and counties were exempt from paying their contracted amounts until this next fiscal year. Winter Park owes an annual contribution of \$350k however payments are not expected to begin until May of 2024, so the obligation was pro-rated in the budget to \$146k. This now shows up as a cost in the engineering and transportation division of Public Works. Full payment being owed in subsequent years will put additional pressure on the FY25 budget. There has long been discussion about finding a non-city dedicated funding source that would pay for these obligations but recent attempts to pass an expanded sales tax to pay for transportation was rejected by Orange County voters.

### **Building & Permitting:**

- *Permit Activity:* Is showing some signs of slowdown in the current fiscal year, though still elevated from past years. This may indicate a slowing in the real estate economy that seems to have been a long time coming. Building and permitting revenues are largely restricted for use of enforcing the Florida Building Code, so a portion of excess revenues generated here do not accrue to the benefit of the General Fund's unencumbered reserve balance. Budgeting for permitting revenue is often quite difficult as Winter Park's permitting revenue is largely determined by when a few significant projects pull permits. The city is using a conservative, but still downward trending, estimate for the FY24 budget however if a recession hits the economy and it effects the real estate market, this could fall more quickly.
- *New Facility:* FY24 will see the completion of the new offices for the Building & Permitting Department to be located next to the City's Operational Compound on Howell Branch Road. This acquisition and renovation of an old veterinarian office will provide adequate office and visitor space to handle all of Winter Park's permitting needs.

### **Communications:**

- *Arts & Culture Alliance:* This past fiscal year, the Alliance became members of and actively involved with the following Chambers of Commerce: African American, Hispanic, Asian American and Eatonville to further its DEI goals to increase awareness and exposure to a more diverse audience. Along with these efforts, the Alliance will work to develop strategies aligned with local foundations and entities such as United Arts and the Edyth Bush Charitable Foundation to strengthen the reach of the Alliance and its members. The department will continue to facilitate monthly meeting agendas, develop and implement marketing efforts, and diversify the types of tools the Alliance uses to promote its members. Funding in FY24 was increased to support the activities of this group.
- *Public Art Advisory Board:* The PAAB recently completed the move and installation of the Winter Park Sidewalk Art Festival "Best of Show" collection from the former library to the new Library & Events Center, Winter Park Welcome Center and City Hall. The board was successful in gaining City Commission approval for a dedicated public art funding source for the commissioning, acquisition, installation, maintenance and promotion of public art which is expected to generate \$50k - \$100k annually. Budget funding this year will help support a publicly accessible inventory of the city's public art collection, a reception for "Best of Show" artists, maintenance of existing art pieces and marketing/promotion of the board's efforts and initiatives. Funding for future PAAB projects will be supported by a recently approved formula for an annual contribution to public art out of the surplus of revenues over expenses in the General Fund. Over time this will create a funding pool to pursue projects.



### Community Redevelopment Agency (CRA):

- *Revenue Growth:* Tax Increment Financing (TIF) revenue is projected to grow at a rate of just over 10%. It does continue the overall slower rate of growth than had been experienced for many years prior to the pandemic (12 – 15%). As the CRA is 70% commercial tax base by TIF revenue, it may show that the commercial sector has still not quite regained its footing and that maybe changes in behavior such as remote work is limiting demand for new commercial projects. Nationally, office is the weakest sector with occupancy at 50%, however the Winter Park market is often an anomaly and has the lowest vacancy rates in the region. Explained more fully in the Ten Year Proforma section of this document, the CRA will maintain capital flexibility to complete prior allocated projects while maintaining some flexibility for new initiatives.
- *Projects:* The CRA continues to strive towards its mission by providing projects, programming, and support for the district. Funding is complete for New York Avenue streetscape Phase II which looks to promote functional and aesthetic improvements to an important thoroughfare in the district. Building on the successes of Phase I at New York and Fairbanks, subsequent intersections at Comstock, New England, Welbourne, and Morse are receiving treatment to provide for ADA improvements, hardscape elements, and increasing stormwater efficiencies. The project is slated for completion this year. Within the planned CIP is also an allocation for MLK Park. In FY23, staff spent several months coordinating with the public on creating the 'right-mix' between preservation and enhancement of the Community Playground. In addition, staff has worked in tandem with community stakeholders and developing designs for the MLK memorial corner and Shady Park enhancements programmed this past year with improvements expected to be completed in FY24. The CRA CIP has programmed an additional \$2 million for the remainder of MLK Park improvements to keep pace with rising material and labor costs. As a multi-phase project, the intention is to improve the park in sections so a majority can be appreciated by the community at all times. Ultimately, improvements to MLK and Shady Park offer an excellent opportunity to tie together major district nodes. The CRA has begun contemplating connectivity between these areas (200K). The CIP also accounts for \$1M to begin financial allocations to the 17-92 Streetscape improvement. The project will include improvements to landscape, lighting, curbing, and other hardscape enhancements. Finally; per board direction, staff moved forward with an evaluation of public facilities in the Central Park/West Meadow area. Pending further direction, early estimates for the project are valued at \$750K.
- *Programming:* The CRA Agency directed staff to allocate funding towards both affordable housing, commercial, and community support programs. The CRA currently offers its Housing Rehabilitation program, which provides up to \$30k for renovations to single-family, owner occupied houses. To-date, the CRA has supported 155 homes through its program. During this past year, the program was amended to allow for emergency management provisions dedicated to the support of the CRA's constituency directly relating to state of emergency issues such as hurricanes. The program provides extra support, once FEMA options have been exhausted, to preserve single-family homeowners who need immediate assistance. The CRA also offers paint and driveway programs for eligible residents to enhance the aesthetic value of the home. Since its inception in 2016, these programs have served over 40 homes. The CRA Advisory Board has also updated its Business Façade Matching grant program which provides up to \$20k to make improvements to the facades of businesses and has served over 70 businesses since its creation.

### Electric Utility:

- *Undergrounding Funding & Cost Inflation:* The Electric Utility is preparing for a cost inflation estimate of 5% to maintain the goal of undergrounding all lines in the city by FY30 and to keep pace with rising inflation. This will bring annual funding for Electric Undergrounding to over \$7.7 million with the goal of completing 8 miles annually. Transformers, which are crucial for the project, are still extremely difficult to get with well over a year lead time. Currently the city is still awaiting transformers ordered in the beginning of 2022.
- *New Position:* The City Commission in FY23 approved a new position with the utility to assist with power portfolio management, sustainability efforts, and analysis. This new position is now fully reflected in the Electric budget for FY24.
- *Fuel Costs & Covanta:* The utility's budget will decline from the prior year due to the changes in pass-through costs of fuel. Last year's inflation in natural gas prices has now declined dramatically the size of the average customer's bill is expected to be much lower in FY24. The budget was built on a conservatively estimated sales level of 426 MWh, but fuel rates may still fluctuate with the general market. The power contract with Covanta is slated to expire and it is currently one of the utility's most expensive sources of energy. The utility is negotiating with Covanta for a lower rate on renewal, but if there is no agreement it is likely to default to being supplied by FMPA which is one of the lower costs of energy in the portfolio. This would potentially save significant costs on both the consumer and the utility and is discussed in more detail in the 10-Yr Proforma.
- *Rate Comparison:* As of April of 2023, Winter Park has the lowest rates in the state for almost all customer types. This is due to the declining cost of fuel and the utility's willingness to quickly pass these savings onto its customers. While the city had to raise rates significantly as fuel costs soared last year, many other utilities waited and are now having to catch up. For a 1,000 kWh residential consumer, Winter Park is 22% below the state average and 37% below Duke Energy.

### Fleet & Equipment Management:

- *Equipment Replacement Funding:* The total operations of the city, including the Electric, Water, and Stormwater funds, used to require about \$1.9 million annually to appropriately reserve funds to replace existing city and utility equipment when their useful life ends. During the pandemic, the city cut vehicle funding and then slowly started restoring it to preserve budget funds. With inflation and scarcity hitting the vehicle market, the prices of all items have increased significantly. Staff estimates that over \$2.4 million would now be required annually to support long-term replacement schedules for the existing fleet. This revision is too high to implement in one budget year so the proposal is to set aside just over \$2 million in FY24 and increase to the estimated threshold of \$2.4 million by FY26. Each department's list of equipment is assigned a replacement cost, useful life, and salvage value to determine what each department should contribute annually to the fund so that money will be available when the time comes to replace equipment. By setting aside the funds in the equipment replacement fund, the city smooths out costs in any given fiscal year and provides an effective means to replace needed equipment such as police vehicles, water & sewer utility trucks, ambulances, generators, trailers, life safety equipment, and fire trucks. The fund's balance is relatively low so the margin to add new vehicles or consider upgrades is quite narrow and may require departments to wait for replacements in the next few years. With the slow return of the vehicle supply chain, this may be the natural occurrence regardless. Fleet plans to replace 21 vehicles in FY24 with an average age of the of the vehicles being disposed at approximately 17 years.

- *Sustainable Vehicles:* The Fleet Division has standardized most vehicles to Ford and three years ago started purchasing hybrid police Explorers to replace aging sedans. The hybrids have the same dimensions as the conventional vehicles to allow for efficient outfitting of police equipment. With our sustainability goals in mind, of the 21 vehicle replacements planned in FY24, six will be hybrid explorers and one will be a fully electric gator.
- *Vehicle Purchase Constraints:* The effects of the supply shortage are still affecting vehicle availability. Most vendors are not accepting orders for fully electric vehicles and the F-150 Lightning has been continually delayed. Most estimates put vehicle delivery at 2-3 years out. The city is able to place orders for hybrid and traditional powered vehicles and is looking at expanding the hybrid options as an alternative to waiting for fully electric. Specialty vehicles such as fire engines, utility trucks, and construction vehicles can also come with significant delays. The Fleet Division used to consider vehicle replacement over a simple one-year horizon, now the city is utilizing a three-year outlook. While the city will do its best to place orders for needed vehicles in advance, it is still uncertain as to when they will arrive. Thankfully the Fleet Division does an excellent job of maintaining the fleet in a quality condition with an average uptime of over 98%.
- *Vehicle Lift Replacement:* The Fleet Division budget includes \$60k to replace two 20-year-old vehicle lifts as the second half payment to replace all four by the end of FY24.

### Information Technology (IT):

- *Smart City Initiative:* Staff is completing its work with the Task Force as the smart city consultant Magellan is currently finishing up their work on the city's broadband and smart city master plan. This will create a roadmap for the city to follow to implement improvements utilizing technology and data. The city already provides a number of smart city enhancements such as automated meter reading, fiber expansion, free public Wi-Fi, interactive GIS services for internal and external engagement, camera and smart sensor technologies, and many more. A number of improvements to infrastructure have already been completed with the city's continued construction of a fiber ring to connect its own facilities and expansion of Wi-Fi along Denning Dr. planned by the CRA. Lake level sensors will be installed in the near future to allow for automatic lake level measurements and management. There is currently still about \$400k in funding from previous years available to implement findings in FY24.
- *Broadband & 5G:* The last year has seen new firms entering the Winter Park market to provide broadband services and enhanced cellular services. The telecommunications companies of Lumen and Frog have both announced plans to construct fiber-to-the-premise throughout the city and are currently under construction. AT&T and Verizon have also deployed just over 60 5G nodes in the city to support the next generation of cell service. It is potentially likely that the fiber used to support this effort will also become a jumping off point for them to also offer broadband fiber service.
- *Physical & Cyber Security:* The Department will continue to make improvements to physical security at city facilities provided through the IT infrastructure fund. This includes \$200k to continue camera and access control improvements at city facilities and upgrades to cyber security software.
- *Major IT Projects:* Funding in the operating budget will support a realignment of the city's intranet sites, collaboration with Public Safety to host a data repository to aid with homicide investigations as well as implementation of the Fire Department's station alerting system, transitioning of the utilities Sensus software to the cloud, and working with HR to integrate the city's onboarding software with the city's enterprise system.



### Library & Events Center:

- The Events Center has seen strong bookings with a total of 155 events in 2022 and 90 events already in the first five months of 2023 (weddings 32%, non-profit/corporate 54%, special occasions 14%). Revenues continue to be in-line with expectations at about \$750k annually.
- The Library has seen steady visitor count while attendance at activities, circulation, and use of Wi-Fi have all grown significantly when comparing quarters for the most recent report in 2023. Last year, at the special request of the Library board, the City Commission approved adding additional funding to the annual contribution to the library so that employee minimum pay would be at \$15 an hour. This year the city is proposing a 5% increase in funding support to handle inflation in personnel costs which will result in just under \$2 million in funding. The City of Winter Park has traditionally supported about 70% of the annual operating cost of the Winter Park Public Library. The Winter Park Public Library is ranked 2<sup>nd</sup> in the state based on the 2022 Star Library scores, the benchmark standard for library performance. The library has requested \$350k in additional support to facilitate opening on Sundays. City staff is suggesting that this request be considered by the City Commission as part of the budget priority discussion surrounding the potential use of General Fund contingency.

### Natural Resources Department:

- *100% Renewable Energy Feasibility Study:* To gain a comprehensive understanding of renewable energy adaption to address climate impacts, a Feasibility Study was conducted. The study examined key assumptions and scenarios to develop a roadmap to achieve carbon reduction goals by certain target dates. Further data is being collected to refine the model to base recommendations on technical findings which is necessary for the adoption of specific carbon reduction targets within the Sustainability Action Plan. Funding to continue these efforts, including providing consulting and training services are funded as part of the Electric Utility's energy conservation budget which has \$175k allocated in FY24.
- *Energy Conservation:* In accordance with the Sustainability Action Plan, improving energy efficiencies and creating continuity with current EV charging stations reduces the reliance on fossil-fueled power consumption and the City's carbon footprint. Additional energy conservation efforts are captured in the investment of an Integrated Resource Plan Program Manager to be funded within the Electric Utility Department. This position will provide Smart City enhancements when it comes to bulk power purchases for clean energy, perform analysis services for the utility, grid modification for implementing renewable energy sources, and track essential data to ensure the city is meeting carbon reduction targets.
- *Lakes Efficiency:* The purchase of a Weedoo Harvester, which collects floating eelgrass debris and floating tussocks in public lakes, had reduced the amount of debris accumulating along shorelines. The FY24 budget includes funding to add attachments and technology to the Weedoo, including sonar equipment that allows for superior vegetative and contour mapping of lakes and canals that aids with aquatic plant management decisions.
- *Lakes Operational Initiatives:* Staff will be increasing the use of electronic data entry in the field, streamlining on-line annual boater decal purchases, shoreline permitting process, as well as creating a comprehensive geolocated database of record for herbicide treatments, grass carp stocking, and water quality. Efforts to create newsletters, educational information, and engagement with residents and businesses will be expanded. In addition to current data collection improvements, Smart City technology is being implemented to a majority of city lakes which will relay continuous real-time

lake level data from the field. The telemetry data collected will aid with environmental monitoring and climate event preparation. Funding for increases in the cost of chemicals and treatments have been factored into the FY24 Lakes Division budget.

- *Keep Winter Park Beautiful (KWPB)*: KWPB will use \$50K in additional funding in FY24 provided by the franchise agreement with Waste Pro:
  - Work on increasing Waste Diversion (Recycling & Compost) in both residential, multi-family, and commercial areas
  - Create Neighborhood Relations programs, events, and initiatives to better serve our community
  - Develop Roadmap to 100% Renewable Energy educational messaging
  - Adding additional Bulk Waste Pick-up Days, such as Center Street, to alleviate litter concerns.

### Organizational Support:

- *Funding Mechanism*: The City Commission approved a funding mechanism for outside organizations which allocates a ¼% of the gross revenue from each of the three major funds: General Fund, Electric, and Water & Wastewater. The calculated amount is then deposited into the Designations Trust Fund and earmarked for organizational support. Based on budget estimates the pool of funding will be approximately \$388k. Organizations have typically received flat funding over the years however the city has received some requests to increase support to keep pace with recent inflationary pressures. The proposed budget offers a 5% increase to giving for most of the partners, leaving the city with approximately \$13k unallocated. The city receives requests each year from both existing non-profit partners and other organizations looking for support, but typically no changes in allocations can be made without reducing funding to existing partners. Obligations to the Performing Arts Center will end after one more year and will free up funding balance at that time. The reality of non-profit support is that there will always be more worthy causes than there are resources for a city of Winter Park's size to support. This highlights the need for the city to consider adopting support guidelines as it applies to non-profits so that giving can be aligned with strategic vision or tied to those that provide a municipal service or operate a municipal facility. A list of the organizations and their suggested amounts can be found in the Budget Highlights section of this document.

### Parks & Recreation:

- *Winter Pines Golf Course WP18*: The city purchased this popular 18-hole golf course in the Spring of 2022 and it has performed well through FY23. It is anticipated that revenues from operation will continue to offset the costs, but for the purpose of budgeting, no surplus has been assumed. Part of the cost of operation is the half-million annual debt service that afforded the \$8 million purchase and improvement of the site.
- *Major Project Completions*: The Pineywood cemetery columbarium is expected to be completed and operating in FY24 along with the expected completions of the turf field at Showalter and new multi-purpose field at Cady Way. Additionally, the Pines golf course will be sporting new driving range improvements, awning and patio space, clubhouse restroom improvements, and ADA modifications.
- *Swoope Parks Facility Building*: Funded in prior fiscal years, design is almost complete and bid packages for construction cost will go out on this garage and office facility next to the WP9 golf course that will supply storage and maintenance of parks equipment and vehicles for all downtown



parks and green areas. It is possible that inflation pressures will require additional funding but that will be determined once costing is received but it is anticipated that this project will largely be completed in FY24.

- *Capital Investments:* \$605k will be invested in enhancing the city's numerous parks and venues.

- Parks Major Maintenance Fund (\$200k): Some courts at Cady Way will be resurfaced and converted to pickleball courts. While \$25k, of the funding is scheduled to be used to upgrade and refurbish smaller parks and playgrounds throughout the city.
- Tennis Center (\$325k): Dedicated to the clay court rebuild.
- Lighting: Funding for replacing the athletic field lighting was reduced to \$75k to make financial room for other priorities. This funding replaces aging lighting infrastructure at athletic fields and tennis courts with LEDs.
- Pavilion replacement (\$80k): Partial awning cover at Cady Way parks pickleball court's planned spectator area. Additional funding to extend the cover over the play area was deferred in favor of other priorities due to budget constraints.
- Further info on Parks projects is available in the CIP portion of this document.

## Planning:

- *Plan Updates:* The Comprehensive Plan and Land Development Code will be updated in the coming fiscal year. The update to the Comprehensive Plan and development of new policies focused on the West Fairbanks Avenue corridor is expected to be completed by the end of calendar year 2023. The Land Development Code updates will be implemented subsequently to bring the two plans into agreement. Additional efforts will include working on creating architectural design standards for commercial development within the city.

- *Software Efficiency:* Applications to the Planning & Zoning board, such as rezoning, comprehensive plan amendments, site plans, and conditional use, will be transitioned to electronic submittal through the city's permitting software, EnerGov. Additionally, Historic Preservation Board and Board of Adjustments applications will be migrated as well and standard operating procedures and informational handouts & training videos, will be created to assist users with the process.

- *Historic Program Marketing:* Funding for both commemorative plaques for historic properties as well as a home rehabilitation program for historic structures are included in the FY24 budget. The department will produce marketing videos and materials for Historic Preservation initiatives including highlighting the city's historical designation and rehabilitation programs and incentives funded at \$108k annually.

## Public Safety:

- *Police & Fire Pensions:* Pension costs will rise moderately for the support of public safety employees. The last fiscal year saw a significant decline in costs as the actuarial estimates for the amount of funding the city must set aside in its budget year now reflected the past strong stock market performance. Unfortunately, the last year was not strong for the markets and this is having an impact on pension obligations going forward. Last year, actuaries for the pension boards estimated that the city would have fully funded pensions by FY25, now that date is out till FY40 and is estimating twice the annual support payments than previously forecast. This is discussed in more detail below.

- *Station 61 (Canton) Refresh:* The Fire Safety Equipment CIP creates a needed funding reserve for critical capital purchases and enhancements for the City's Fire Department. Total funding in FY 24 will be \$200k and will provide a facility refresh of Station 61's kitchen, dining area, and flooring.
- *Additional Firefighter/EMTs:* The Fire Department has indicated an increased demand for services putting a strain on the availability of existing complement of employees dedicated to EMS and fire rescue services in the city. It is the city's long-range plan to add additional Fire and Police positions over the next three fiscal years to create more staffing capacity resulting from the build out of Ravaudage and to prepare for potential annexation of areas west of the city along the Fairbanks corridor. The budget for FY24 includes the addition of two new FF/EMT positions.
- *Additional Police Traffic Officer:* The police budget includes the addition of a new officer to the force. This will create capacity to allow for expanded patrols in the downtown area. This is being funded by a transfer from the CRA to provide enhanced community policing initiatives in the downtown area. The agreement will allow for increased police coverage hours to deal with concerns about increased trespassing and other disturbances in the downtown.
- *Police Software & Hardware:* This addition to the CIP creates a funding source for the needed replacement and purchase of Police Safety equipment. The CIP funding allocated over FY24-28 will be saved to implement and subscribe to the FUSUS platform at an estimated to cost \$600k in total. The FUSUS platform provides public and private video sharing through a data integration platform. It will expedite intelligence gathering and provide greater efficiency of response to critical incidents and criminal investigations as they unfold. Additionally, FY24 funding will replace unserviceable Motorola radios.
- *Upgraded Body Cams & Equipment:* The fiscal operating budget includes about \$100k annually to support upgraded body cameras and tasers for the police force. This includes the lease and software support for the equipment and system.

## Public Works & Transportation:

- *Stormwater Master Planning:* Four major stormwater studies/evaluations will be conducted and completed within the next fiscal year. The first three listed below will be comprehensive studies which will focus on roughly a third, each, of the City of Winter Park's (CWP's) geographic boundaries. All three of these studies will include coordination with upstream and downstream jurisdictions, as well as with the St Johns River Water Management District (SRWMD). At completion the resulting models will be consolidated into a single Urban Stormwater model for various types of storm events. This will facilitate easier periodic updates as the city will be conducting ongoing data collection, will be implementing instrumentation of surface water bodies, and including ongoing public and private land development in its model.
- Study One – (Western Watershed): Will focus on updating a previous study for the CRA, and include contributing areas to Lake Killarney, Lake Bell, Lake Wilderness and Lake Gem; all ultimately out-falling to Lake Maitland and eventually to the St Johns River.
- Study Two – (Central Watershed): This is to be conducted by SAI. It will focus on the chain of lakes immediately downstream of Orlando's Loch Haven Chain and out-falling, again, to Lake Maitland.
- Study Three – (Eastern Watershed): This is to be conducted by Baxter Woodman. It will focus, generally, on the eastern flank of the city and will include, but will not be limited to the Winter Park Pines area, the receiving of up-stream waters such as areas in Orlando's Baldwin Park, and will outfall towards the Little Econ River.

- Study Four - Independent, professional, review of the FEMA Community Rating System (CRS) to be performed by Geosyntec Consultants. The consultants will evaluate the costs and benefits of the CWP joining the National Flood Insurance Program (NFIP), and allow for the CWP to make an informed decision about the city's formal participation in the CRS program.
- *Street Repair & Replacement:* The FY24 budget includes funding to provide for the replacement of 11 lane miles of roads as well as continued repairs and improvements to bricked streets. This is a decrease from the prior year goal of achieving 15 lane miles however the rising cost of inflation for road materials is expected to reduce the number of repairs able to be performed. This will still be an overall improvement over prior years which have seen lane mile completion slipping due to past labor shortages and dealing with storm recovery.
- *Transportation Initiatives:* The City of Winter Park's Transportation Master Plan is scheduled to be completed by the end of FY23. Funding to implement recommendations has been set aside in the CIP to double spending on signalization improvements, and to more than double funding for bike and pedestrian improvements through use of funds from the newly created mobility impact fee. Funding will be used to complete traffic studies, implement calming measures, add safety features, modernizing signal software and hardware, and creation of a Traffic Management Center.
- *Facilities Management:* The Facility Management Division is responsible for the maintenance and operation of city facilities, including fire protection, HVAC, plumbing, electrical, janitorial, painting, and project management. Each of these areas has equipment with life cycles and replacement of equipment occurs at the end of its life cycle or if the cost to repair is excessive. The list of needs is long, and has been an area which is requiring more funding each budget year in order to replace and maintain building systems in an appropriate manner. The list of needs funded by capital contributions to the Facility Replacement Account in the CIP, planned projects for FY 2024 include:
  - Replacement of the public safety generator that supplies back up power in the event of power loss. This is considered critical equipment for an essential building.
  - City hall elevator modernization: this project includes upgrading the critical components of the elevator to improve performance, safety and esthetics.
  - HVAC replacement: replace HVAC units that have reached end of life, shown signs of potential failure or those that have been deemed inefficient.

### **Water & Wastewater Utility:**

- *Rates:* By policy, the city references the Public Service Commission price index for water and sewer rate comparisons each year. For FY 24 the adjustment will be 7.1%, which considers the backward-looking year rise in cost pressures. As a lagging adjustment, this increase is the highest in many years and reflects the inflationary environment felt last year, and with current year inflation still high, likely indicating another large increase in FY25. These adjustments cover the rising cost of operating the utility but are not meant to cover capital needs. The utility may have to readdress rates in the near future if inflationary pressures do not abate as it will cause capital constriction. Required capital calls for the city's participation in regional wastewater treatment facilities as well as FDOT required utility relocate projects, will draw down on the utility's cash balance over time. These costs are presented in the 5-Year CIP portion of this document and will significantly reduce the utility's cash position in the near term. This

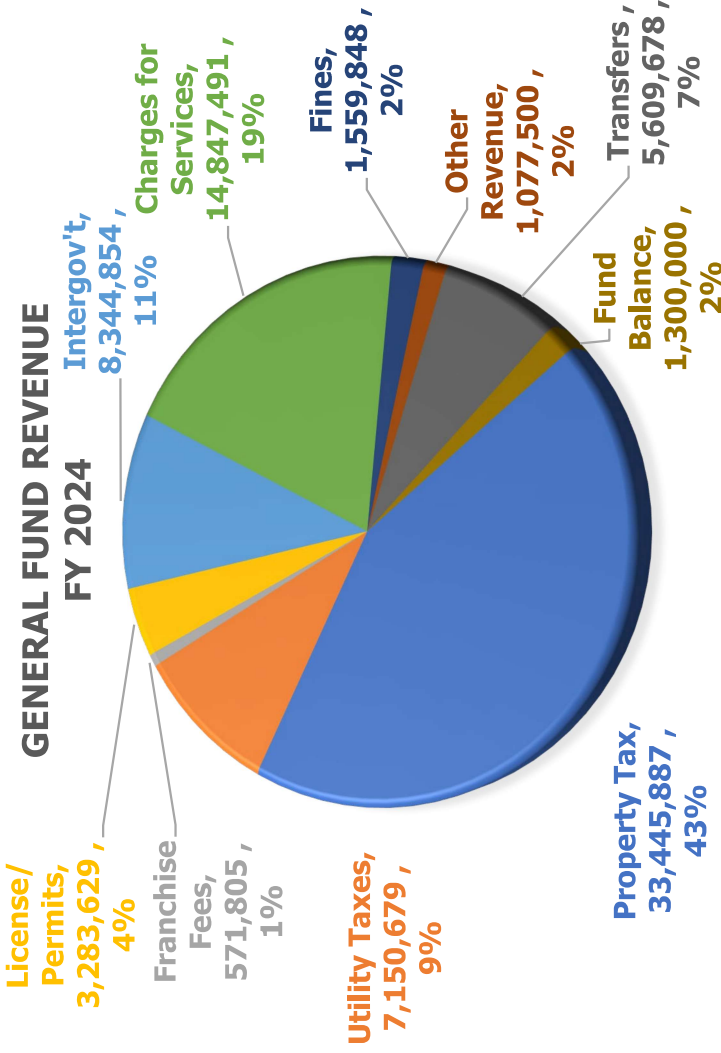
year's proposed budget is balanced but only adjusting based on the PSC index will not be sufficient in the long-term to support healthy utility operations. It is unfortunate that this need for more capital over the long-term is also hitting at this time of high inflation, making any increase to rates especially sensitive.

- *Capital Investments:* The utility is budgeting over \$2.8 million in repairs and replacement funding to the systems water & sewer mains, and lift stations. In addition, it will make an almost \$1 million investment in replacements and upgrades at the Water and Wastewater plants including, ozone monitors, fire alarm panels, gate access replacements, and other improvements.
- *Wastewater Treatment:* A large part of the annual budget for the Utility involves cost sharing partnerships for the treatment of wastewater. The largest is the city's partnership with Orlando for the Iron Bridge and Conserv II facility. Staff has received revised 5-year CIP estimates from Orlando regarding future capital contribution needs, and the CIP has been updated to reflect these figures. For FY24, the utility will pay almost \$4.3 million, or almost half of unencumbered cash reserves to support upgrades at the facility. The CIP includes estimates for future funding and the 10-Yr Proforma portion of this document includes estimates for future needs, however these are subject to change each year and if they remain high, could require the utility to support capital contributions through debt issuance or increases in rates.



## REVENUES

Total budgeted revenues for the General Fund (excluding reimbursements) are expected to climb a healthy 10.4%, however this strong revenue performance is being met with higher inflationary costs. Adjusting revenues for the use of fund balance<sup>5</sup>, revenue growth is 8.6%. Property taxes continue to increase in importance to the city, making up 43% of total revenues. Charges for Services are also climbing in importance as fee increases and the solid waste services contract with Waste Pro, offset costs increases. Correcting for the pass-through cost of the solid waste contract, underlying revenues are actually growing about 7%. With strong property tax growth at 11% this year, and worries of a recession looming, this could cause revenue growth concerns in the near future as other sources of income do not tend to rise in a fashion that will support the new reality of inflationary pressures.



The General Fund Budget was prepared with no increases in the tax rate, keeping it steady at 4.0923 mills. As more services are added and as inflationary pressures continue to persist, the assurance of future revenue growth that will sustain the existing level of service is less certain. A more detailed analysis of revenues is available in the Budget Highlights section of this document.

## USE OF FUNDS

Personal Services, which covers wages, reimbursements, non-departmental, and benefits will increase primarily due to wage inflation, adjustments through the FY23 pay study, escalation in health and pension costs, and the addition of new personnel. Operating Costs, which includes contracted services, will increase significantly due to generally higher costs of doing business but also due to the solid waste services contract for garbage services in the city and the higher price of acquiring and maintaining city vehicles and equipment. Capital Outlay relates to purchases of capital equipment and in FY 24 will increase substantially but it is a small portion of the budget. Transfers primarily represent funds moved to capital projects, with the transfer to the

<sup>5</sup> Fund balance of \$1.3 million is being used from restricted building reserves to support the construction of new offices for the Building Department.

CIP showing an increase due to the use of \$1.3 million to support the construction of the new Building & Code Enforcement offices by the City Operations Compound funded by restricted building reserves. Without this, underlying contributions to capital projects were actually reduced to accommodate budget constraints. Making up the balance are transfers to the CRA and transfers for debt service payments related to the purchase of the Pines golf course at just over \$500k annually. Contingency is increasing, but as discussed, there is a significant list of project and operating priorities that may demand the use of these funds as the budget goes through the approval process. The following table outlines the use of funds.

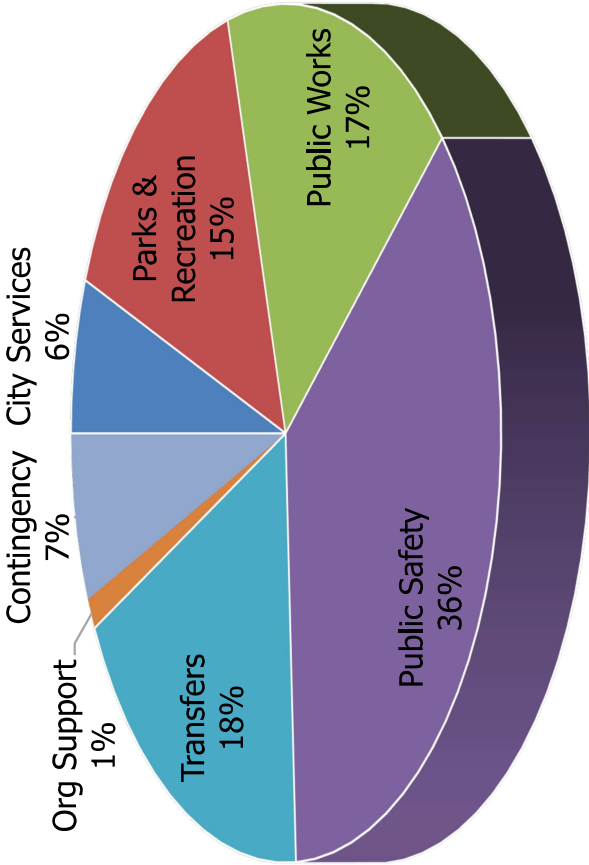
| <b>ESTIMATED APPROPRIATIONS<br/>FUNCTION:</b> | <b>Budgeted FY23</b> | <b>Budgeted FY24</b> | <b>Increase/ (Decrease)</b> | <b>Percentage Change</b> |
|-----------------------------------------------|----------------------|----------------------|-----------------------------|--------------------------|
| <b>Personal Services</b>                      | 37,771,074           | 40,404,832           | 2,633,758                   | 6.97%                    |
| <b>Operating Costs</b>                        | 24,631,004           | 27,279,636           | 2,648,632                   | 10.75%                   |
| <b>Capital Outlay</b>                         | 47,000               | 123,000              | 76,000                      | 161.70%                  |
| <b>Transfers- CRA</b>                         | 4,043,522            | 4,523,207            | 479,685                     | 11.86%                   |
| <b>Transfers-CIP</b>                          | 2,645,000            | 3,505,000            | 860,000                     | 32.51%                   |
| <b>Transfers-Other</b>                        | 669,642              | 755,696              | 86,054                      | 12.85%                   |
| <b>Contingency</b>                            | 106,390              | 600,000              | 493,610                     | 463.96%                  |
| <b>Total Estimated Appropriations</b>         | 69,913,632           | 77,191,371           | 7,277,739                   | 10.41%                   |

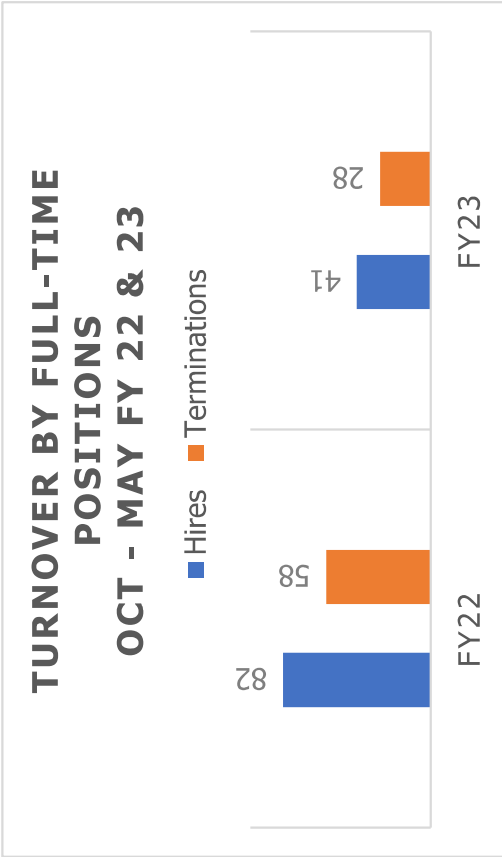
The distribution of the growth in revenue is largely spread throughout the city departments and functions, highlighting the issue that all areas of operation are seeing general cost increases. The table below shows the percentage breakdown by function of where that funding was dedicated. The largest piece is to Public Safety to cover the cost of one new police officer and two new firefighters as well as general increases in wages and equipment costs. Transfers reflect the payment to support the construction of the Building Department offices while Public Works expenses reflect the garbage services contract inflation. Parks and Recreation will see general increases associated with increased maintenance and operating costs for the many new public assets added such as the golf courses and expanded greenspace areas.

### PERSONNEL

Recognizing that our people are our greatest asset, it is important that we continue to be able to recruit and retain quality, talented staff. Keeping and attracting positions has been difficult the last few fiscal years as demand for talent has increased turnover city-wide. Currently, 1/5 of all full-time employees have worked at the city for less than a year. During FY23 turnover has stabilized and the city is filling vacant positions but it still remains elevated when compared with history. The City Commission made great efforts in FY23 to retain talent by offering a 5% cost-of-living-adjustment and 2.5% maximum potential merit bonus on an employee's anniversary. This allowed the city to regain ground lost in 2022 when increases lagged nationally. The turnover graph highlights how the hiring ratio has improved in FY23 to-date.

**Distribution of Expenditure Growth FY24 Budget (Excludes Reimbursements & Non-departmental)**

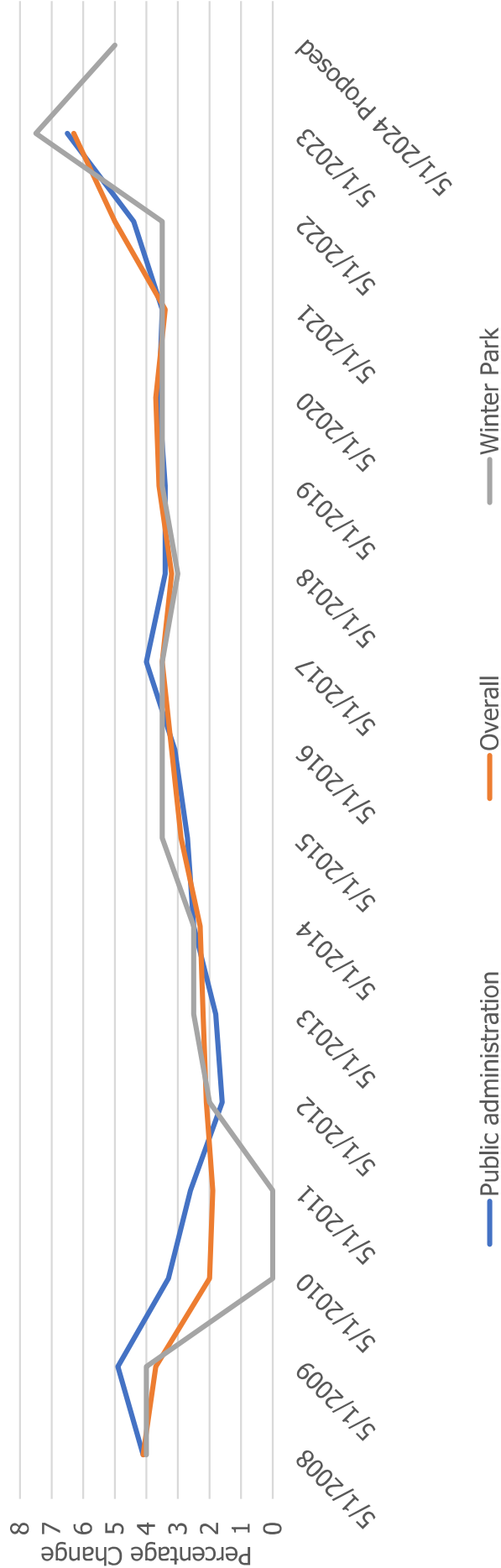




The city typically follows the Atlanta Federal Reserve wage growth tracker as a benchmark for testing wage increases. The following graph indicates the effect that wage inflation is having on the cost of retaining talent set alongside the history of wage increases for city employees.

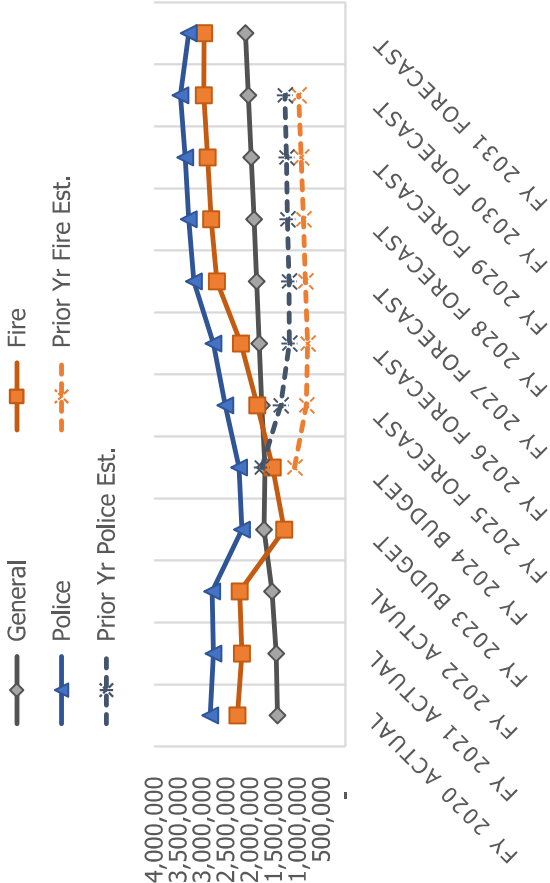
It is conceivable that the threat of recession may ease labor market tightness in the future, and likely bring down wage cost increases. The city will continue to monitor the economic situation and other wage decisions made in local government. The city has an adopted budget goal of maintaining a program that keeps pay within the top 35 percent and benefits within the top 50% of municipalities approved for benchmarking. For a description of the personnel changes see the Position Summary located under Management Reports.

Atlanta Fed: Wage Growth Tracker Vs. City Changes in Wages





## PENSION FUNDING (HISTORY AND FORECAST)



Contrary to actuarial estimates provided to the city last year, public safety pension costs will rise significantly over the next few years. Last year saw a substantial decrease in city-obligation cost as the strong stock market performance helped with forecasted need for required contributions. Last year the actuaries were estimating that the city would be 100% funded by FY25, now those numbers are slipping to 85% for Police, and 91% for Fire. This would mark a significant change in trend vs. the budget's proforma projections last year and shows the effect that just one year of poor stock market performance can have on the city's planned pension contribution costs. Total costs will rise a modest \$285k in FY24 but are expected to increase annually by over \$600k each year in the following years. The graph below shows current and forecasted contribution requirements as well as a comparison to last year's prediction. Market performance in this current year will influence how these figures may be revised for next year.

### CONCLUSION

This budget strongly considers *today's residents* and *future generations* by remembering that leading cities must *be realistic* in balancing economic realities with the needs of the community, continual investments in infrastructure, community assets, programs, and quality of life enhancements. Staff has made every effort to maximize the resources available and provide *an exceptional quality of life* to the residents and business owners of Winter Park as we face an uncertain economic future.

I would like to thank all of the department heads and their staff for the hard work and creative efforts that went into preparing this budget in a difficult time. A special thank you goes to Assistant City Manager Michelle del Valle, Finance Director Wes Hamil, and Office of Management & Budget Division Director Peter Moore, and Assistant Director Kyle Dudgeon, and Budget Analyst Jennifer Guittard, whose professional expertise, attention to detail and countless hours of work helped me get the budget balanced and the document prepared.

Additionally, thank you, to our City Commission for your leadership and guidance in helping the City of Winter Park to build its reputation of being an exceptional place to live for all the years to come.



## Overview

TELLAR  
FAMOUS PRECISION

## Introduction

The Winter Park Budget Document is separated into six main sections: Overview; Management Reports; Financial Plan; Programs; Capital Projects; and Miscellaneous.

## Overview

This introductory section of the Program Budget is presented to help the reader understand the city's basic structure, the financial principles within which the annual appropriations document is constructed, the budgetary process and other controls considered and used in budget formulation.

It contains the financial policies that guided the city in the preparation of this budget and a detailed schedule of events that constitutes the budget cycle process and the necessary integration of Florida's Truth in Millage statute, as well as an explanation of the city's fund structure, budgetary and internal controls.

## Management Reports

The Management Reports section provides a summary of the budget, revenue trend, operating expense, debt service and capital program information. It includes ten-year financial forecasts for many of the funds as well as information on the city's strategic planning and benchmarking efforts. Lastly the goals and accomplishments of each city department are highlighted in this section.

## Financial Plan

The Financial Plan section explains the city's key revenues and expenditures and projected fund balances. It also discusses the financial position and provides a financial plan summary for revenue and expenditure management for the individual funds as well as for the Capital Project Funds.

## Programs

This section of the budget speaks to financial allocations by department/program function and offers information on goals and objectives designed to implement the major policies. Personnel requirements per department/program along with service, efforts, and accomplishments and statistical data are presented where applicable.

## Capital Projects – 5 Year CIP

This section provides details on all projects approved as part of the current year budget as well as a summary of projects on the horizon for the next five years.

## Miscellaneous

This section presents miscellaneous statistical information reflecting trend information for the user and demographic statistics. A brief history of Winter Park is presented along with a listing of the city's boards and a glossary of terms.

## Overview of Budget Process

This section of the City of Winter Park Budget is presented to help the reader understand the budgetary process and other controls considered and used in formulating the budget.

## Florida Statute 200.065 – Truth in Millage (TRIM)

This statute was effective with fiscal year 1982; in essence, the law only allows a taxing authority to receive the same dollar amount of property tax in each subsequent year without advertising a tax increase, i.e., if property values increase (excluding for new construction), the taxing authority is required to reduce (or roll back) the millage to receive the same dollars. Any millage in excess of the

rolled-back millage is considered a tax increase and must be publicly advertised as such. In addition, as part of the authorizing legislation, any tax increase must be publicly announced at each of the two required public hearings prior to adoption of the budget.

means of financing them. Preparing such a plan requires a series of carefully scheduled events and the involvement and cooperation of many participants to make informed recommendations. The following pages detail these events and present an overview of the City of Winter Park budget cycle. Integrated into the general timetable are the special requirements of the Florida TRIM Bill.

## The Budget Process

A budget is a financial plan covering a given period of time, based on an estimate of expenditures for specified services and the proposed

*TRIM Bill Calendar and Timetable 1*

| Dates                                                                               |  | Descriptions                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July 1 (or certification date)                                                      |  | Property Appraiser certifies taxable value for millage computation.                                                                                                                                 |
| 35 days from July 1                                                                 |  | Taxing authority advises Property Appraiser of proposed millage, rolled back millage rate and date, time and place of the first public hearing on the budget.                                       |
| 55 days from July 1                                                                 |  | Property Appraiser mails "Notice of Proposed Taxes" to property owners; this also serves as notice of the first tentative budget and millage hearing.                                               |
| Between 65 and 80 days from July 1 - no sooner than 10 days following mailed notice |  | First public hearing on the budget/tentative millage. The tentative budget and millage are adopted at this time.                                                                                    |
| Between 80 and 95 days from July 1 - within 15 days of first public hearing         |  | Taxing authority advertises date, first public hearing time and place of second public hearing, and publishes a budget summary and notice of tax increase over the rolled-back rate, if applicable. |
| No sooner than 2 days or more than 5 days from date of advertisement                |  | Taxing authority holds second public hearing on the tentative budget and millage. The final budget is adopted at this public hearing; the millage is adopted first, then the budget.                |
| Within 104 days from July 1                                                         |  | Property Appraiser notifies taxing authority of final adjusted tax roll.                                                                                                                            |
| Within 3 days after receipt of notification of final taxable value                  |  | Taxing authority may adjust millage if final taxable is +/- 3% from value initial certification.                                                                                                    |
| Within 30 days after adoption of final millage and budget                           |  | Taxing authority certifies compliance with Florida Statute 200.065 and 200.068 to the Department of Revenue.                                                                                        |
| TRIM = Truth in Millage                                                             |  |                                                                                                                                                                                                     |



## The Budget Calendar

### February – April

City Administration's Office of Management & Budget Division and the Finance Department develop preliminary revenue estimates. City Management prepares proposed budget goals for review with the City Commission. These goals are refined based on input and approval from the City Commission. This process creates an understanding of expectations for the next fiscal year and the general level of budgetary support needed.

Departments then work with the Budget Division to create their individual budget requests which are refined and adjusted based upon the goals articulated by the Department Heads, City Management, and Commission. Preliminary budget requests are developed with special attention regarding the service level expectations and estimated available resources. Costs for shared resources and services such as benefits, telecommunications & copy services, vehicle replacement, insurance, and other shared administrative expenditures are calculated by the Budget Division and allocated to the various Departments.

### May

The City Manager meets with the Department Heads to discuss their operating budgets, delivery of service levels to be provided, long-term capital needs and current issues for the coming year. The City Manager reviews each department budget and gives tentative approval pending review of the overall budget.

Any non-profit organization that desires to request city funding support for their activities may apply during this time for funding consideration with the City Manager's office.

### June

After determinations are made for the delivery service levels, the plan for funding must be prepared. The Finance department projects revenues based on historical information, estimates of taxable value

from the County Property Appraiser, projections received by the State and projections received from departments. Revenue sources are compared to the budget requests and adjustments are made based upon review of priorities and the need to provide essential services. Sound justification assures that resources are budgeted to continue providing established levels of service. A balanced budget as required by the State of Florida is produced. A five-year capital improvement plan and ten-year General Fund, Water Utility, Electric Utility, and CRA projection are also prepared.

### July

The City Manager delivers a preliminary budget and five-year capital improvement plan to the Mayor and Commission along with a budget message describing the policies and goals behind the recommendations. The City Commission meets during the month for informal budget workshops. The meetings are publicized to attract public interest and resident attendance. Input from the residents is encouraged and taken into consideration during the deliberations. The Mayor and Commission discuss the key issues and the budget as presented by the City Manager and propose any revisions to the proposal.

Proposed Ad Valorem Millage – The Florida TRIM Bill requires that the proposed millage must be certified to the County Property Appraiser early in August. Before the end of the Budget workshop in July, the City Commission agrees on a proposed millage rate for taxing purposes. When the millage certification is delivered to the Property Appraiser, the date, time and place of the first public hearing is provided for advertisement to the residents.

### August

During the month of August, adjustments to the proposed budget are made in accordance with the directions of the Mayor and City Commission. Expenditures are re-examined and fine-tuned, revenues

are re-analyzed for possible changes and the budget is once again balanced.

## September

The Florida TRIM Bill requires that specific procedures be followed in the budget adoption process within critical time frames. Two public hearings are mandated, the first of which is advertised on a "Notice of Proposed Taxes" provided to each property owner by the Property Appraiser. The second public hearing date, time and place is advertised by the taxing agency and must denote any increase in the proposed millage rate over the roll-back millage rate and increases in expenditures (if applicable) from the prior year.

**First Public Hearing** – the first public hearing is held at a City Commission meeting on the date specified to the Property Appraiser. The meeting is open to the public and is a time when residents may voice their opinions on the proposed budget. Any increase in the proposed millage rate over the roll-back rate is announced. The City Commission adopts a tentative millage rate and a tentative budget.

**Advertisements** – Not less than two days or more than five days preceding the second public hearing, the city must advertise in a local newspaper of general circulation the date, time and place of the second public hearing, as well as, a Budget Summary and a Notice of Tax Increase if the tentative millage is higher than the rolled-back millage rate.

**Second Public Hearing** – the second public hearing is held at a City Commission meeting, as advertised. Once again, the meeting is open to the public for input and resident opinion. The increase in tentative millage rate over the roll-back rate is re-announced. The City Commission adopts the millage rate and the budget by separate resolutions.

The adopted budget ordinance authorizes the City Manager to transfer budgeted amounts between line items within a fund; however, any revisions that alter the total expenditures of any fund must be approved by the City Commission. Expenditures may not exceed legal appropriations at the fund level. All appropriations, other than capital budgets which are adopted on a project length basis and those encumbered by outstanding purchase orders, lapse at year end. Encumbrances outstanding at year end are appropriated for the following year.

Formal budgetary integration is employed as a management control device during the year for the General Fund and Special Revenue Funds. Formal budgetary integration is not employed for Debt Service Funds because effective budgetary control is alternatively achieved through repayment provisions. Formal budget integration is also not employed for Capital Projects Funds because projects are approved individually.

Throughout the fiscal year the budget is reviewed with Department Heads and adjustments are made as necessary. Regular financial updates are provided to the Commission on a monthly basis by the Finance Department.

## General Financial Information Accounting System

The Chart of Accounts used in budget preparation conforms to Florida Statutes for uniform account codes and classification. The city's government fund types are maintained on a modified accrual basis with revenues being recorded when available and measurable while expenditures are recorded when the goods or services are received and the liabilities incurred. Enterprise and Internal Service Fund revenues and expenses are maintained on an accrual basis with

revenues being recognized when earned and expenses recognized when incurred.

## Basis of Budgeting

The budgets of all fund types are prepared on a modified accrual basis of accounting. Briefly, this means that revenues are recognized when they become measurable and available and expenses are recognized when they are incurred.

The Comprehensive Annual Financial Report (CAFR) shows the status of the city's finances in accordance with "generally accepted accounting principles" GAAP. This conforms to the way the city prepares its budgets with the following exceptions:

- Payment of principal on debt in enterprise and internal service funds is budgeted as an expense but reported as a reduction of liability in the CAFR.
- Purchases of capital assets are budgeted as expenses in enterprise and internal service funds but reported as assets in the CAFR.
- Depreciation of capital assets and amortization of intangible assets are reported as expense in the CAFR but are not budgeted.
- Personal leave accruals are reported as expense in the CAFR but are not budgeted.

## Budgetary Control

The city maintains budgetary controls to ensure compliance with the legal provisions in the annual appropriations document adopted by the City Commission. The budget is adopted by ordinance on a fund level; however, because of its composition of varied services, the General

Fund is adopted by department. Budgetary control is established by department on a line item level. An encumbrance account system is used as a tool to accomplish budgetary control. Monthly financial reports are issued. The report provides a comparison of actual to budget for both revenues and expenditures, and furnishes a framework for management decisions.

## Budget Adjustments

The City Manager has administrative authority to approve adjustments to established operating expense accounts within a given fund. Revisions that alter total authorized expenditures at the fund level must be approved by the City Commission.

## Internal Control

The city's Internal Control procedures provide reasonable assurance that its assets are safeguarded against loss, unauthorized use or disposition, and that financial transactions are properly recorded. The concept of reasonable assurance recognizes: (1) the cost of a control should not exceed the benefits derived; and (2) the value of costs and benefits require estimates and judgments by management.

## Fund Structure

The annual budget contains seven fund types -- General Government, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service and Trust Funds. The funds contained within each type are as follows:

The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. It is the main operating fund of the city and accounts for activities such as police and fire protection, parks and recreation services and public works functions such as street and sidewalk maintenance.

**Special Revenue Funds** account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes. The city's Special Revenue funds include the Stormwater Utility Fund; Affordable Housing Fund; Community Redevelopment Fund, Police Grant Fund and Cemetery Trust Fund.

**Debt Service Funds** account for accumulation of resources for and the payment of, interest and principal on general long-term debt. Resources specifically are ad valorem taxes and interest earnings.

**Capital Project Funds** account for financial resources segregated for the acquisition or construction of major capital facilities. Capital Projects Funds include General Capital Projects and Stormwater Projects.

**Enterprise Funds** address operations that are financed and operated in a manner similar to private sector business. This enables the city's

continuing cost of providing goods and/or services to the general public to be financed or recovered through user charges. The city's Enterprise funds include Water and Sewer and Electric funds.

**Internal Service Funds** account for the financing of goods and/or services provided by one city department to another city department on a cost-reimbursement basis. Fleet Maintenance, Vehicle/Equipment, Employee Insurance and General Insurance are accounted for as Internal Service Funds.

**Funds not subject to appropriation** include the Designations Trust Fund, Law Enforcement Trust Fund, Parks Impact Fee Fund, and the Police and Fire Trust Funds. These funds are not part of the budget because the expenditure of these funds is controlled by contributions, grant terms and conditions. These funds are presented in the city's Comprehensive Annual Financial Report.



## Major Policies

The following are the City's major policies for this fiscal year and the future. Budgetary and operating policies form the foundation for effective management of the City's financial resources.

| Operating Budget Policies                                                                                                                                                                                                                                                                                                                                                                                                                | FY 2024<br>Budget Meet<br>Requirement<br>? |    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----|
|                                                                                                                                                                                                                                                                                                                                                                                                                                          | Yes                                        | No |
| The City Manager will submit a proposed balanced budget to the City Commission before the first regular Commission Meeting in July. Each fund's revenues plus other sources must equal expenditures/expenses plus other uses.                                                                                                                                                                                                            | ✓                                          |    |
| The budget will support City Commission goals, objectives and policies in meeting the needs of the community.                                                                                                                                                                                                                                                                                                                            | ✓                                          |    |
| The budget will support a scheduled level of maintenance and replacement of its infrastructure and fleet.                                                                                                                                                                                                                                                                                                                                | ✓                                          |    |
| The City will comply with mandatory Federal, State and local laws and when appropriate will comply with industry and professional requirements or standards                                                                                                                                                                                                                                                                              | ✓                                          |    |
| The operating impacts of the Capital Improvements Program (CIP) projects will be reviewed prior to any project being included in the annual budget.                                                                                                                                                                                                                                                                                      | ✓                                          |    |
| The City will avoid budgetary procedures that balance the current budget at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.                                                                                                                                                                                | ✓                                          |    |
| Utility enterprise funds will be self-supporting for operating and capital expenses and receive no General Fund tax support unless a specific exception is approved by the City Commission.                                                                                                                                                                                                                                              | ✓                                          | -  |
| The budget will provide the full required funding for the Police and Fire defined benefit retirement plans as determined by the actuary. In any year in which the minimum required contribution is less than the annual pension costs of the plan, the budget will fund the higher amount and the differential will be set aside and designated for future unfunded liabilities or to smooth future increases in required contributions. | ✓                                          |    |
| Budget an annual general contingency amount for unanticipated expenses or revenue shortfalls equal to no less than 1/2 of 1% of budgeted expenditures. Any unspent contingency at the end of the year would be closed into reserves.                                                                                                                                                                                                     | ✓                                          |    |
| The City will maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust and ensure compliance with the adopted budget.                                                                                                                                                                                                                                                                   | ✓                                          |    |
| Budget adjustments: The City Manager's level of budgetary control will be at the fund expenditure level. This means the City Manager can authorize budget adjustments between expenditure line items within an individual fund. Any budget adjustment crossing funds, increasing the total budget at the fund level or affecting a capital project requires City Commission approval.                                                    | ✓                                          |    |

## Operating Budget Policies

The City Manager will submit a proposed balanced budget to the City Commission before the first regular Commission Meeting in July. Each fund's revenues plus other sources must equal expenditures/expenses plus other uses.

The budget will support City Commission goals, objectives and policies in meeting the needs of the community.

The budget will support a scheduled level of maintenance and replacement of its infrastructure and fleet.

The City will comply with mandatory Federal, State and local laws and when appropriate will comply with industry and professional requirements or standards.

The operating impacts of the Capital Improvements Program (CIP) projects will be reviewed prior to any project being included in the annual budget.

The City will avoid budgetary procedures that balance the current budget at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.

Utility enterprise funds will be self-supporting for operating and capital expenses and receive no General Fund tax support unless a specific exception is approved by the City Commission.

The budget will provide the full required funding for the Police and Fire defined benefit retirement plans as determined by the actuary. In any year in which the minimum required contribution is less than the annual pension costs of the plan, the budget will fund the higher amount and

the differential will be set aside and designated for future unfunded liabilities or to smooth future increases in required contributions.

Budget an annual general contingency amount for unanticipated expenses or revenue shortfalls equal to no less than 1/2 of 1% of budgeted expenditures. Any unspent contingency at the end of the year would be closed into reserves.

The City will maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust and ensure compliance with the adopted budget.

Budget adjustments: The City Manager's level of budgetary control will be at the fund expenditure level. This means the City Manager can authorize budget adjustments between expenditure line items within an individual fund. Any budget adjustment crossing funds, increasing the total budget at the fund level or affecting a capital project requires City Commission approval.

## Revenues

The City will attempt to maintain a diversified and stable revenue system to avoid reliance on any one revenue source and will attempt to minimize the dependence on property taxes.

The City will pursue alternative revenue sources, such as grants and other state and federal funds, as an additional source of funds.

The City will establish user fees where appropriate to recover partial or full cost of providing a service.

The City will review fees/charges semi-annually to ensure they are fair and equitable to all users.

The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees.

The percentage of operating transfers to the General Fund from the utility funds will be established by ordinance or policy as adopted by the City Commission.

Maintain aggressive policies on revenue collections.

One-time revenue sources such as proceeds from the sale of an asset or insurance settlements will not be used to fund on-going operating costs.

When more than one funding source is available for a project, the most restrictive source (e.g., impact fees and grants) will be applied first to the extent possible.

### **Cash Management and Investments**

The City will follow its adopted investment policy when handling public funds. The investment policy is contained in a separate document. In general, the investment philosophy is safety, liquidity and return in that order of priority.

The City will consolidate cash balances from all funds for investment purposes and allocate investment earnings according to generally accepted accounting principles.

The City will collect revenues aggressively, including past due bills of any type and may utilize an outside collection agency when deemed appropriate.

The City will deposit all funds within twenty-four hours of receipt.

The City will pay all bills within thirty days of verifying obligation.

### **Debt Policies**

The City will follow its adopted debt policy when managing or issuing debt. The debt policy is contained in a separate document.

Obtain voter approval for the issuance of General Obligation Bonds, Revenue Bonds to finance enterprises or projects which involve the purchase, lease and or acquisition of real property (excluding park land), and revenue bonds which pledge specific non-ad valorem taxes and which have a principal value in excess of the amount specified in the Charter.

The City will seek to maintain or improve its current bond ratings to minimize borrowing costs.

The City will review and evaluate its existing debt obligations at least annually to ascertain potential savings opportunities.

The City will not issue long-term debt to finance current operations.

The City will adhere to the bond covenant requirements of each debt issuance.

Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

The City will strive to maintain a high reliance on pay-as-you-go financing for its capital projects.

The City will maintain its net general obligation bonded debt at a level not to exceed two percent of the assessed valuation of taxable property with the City.

Limit the debt level so as not to adversely affect the City's credit rating. Projects financed with long-term debt will have a minimum life of 20 years.

### **Reserve Policies**

The City will work towards an undesignated reserve balance in the General Fund equaling thirty percent of the annual General Fund expenditures and transfers out for recurring operating costs reported in other funds.

Emergency uses would include but not be limited to hurricanes, tornadoes, and other natural disasters, train wrecks, plane crashes, epidemics, etc. An emergency appropriation shall require a simple

majority vote of the Commission. If an emergency prevents the Commission from convening, the City Manager and the Mayor can authorize the emergency use. In the Mayor's absence, the Vice-Mayor can stand in and if the Vice-Mayor is also unavailable, any Commissioner can stand in.

Non-emergency uses would include but not be limited to capital projects, purchase of capital items, contracted services, etc. A non-emergency appropriation shall require a simple majority of the Commission provided the amount does not exceed ten percent of the current undesignated reserve. If the appropriation exceeds ten percent of the current undesignated reserve, it shall require approval of four of the five Commissioners.

Once the undesignated reserve balance in the General Fund exceeds thirty percent of the annual General Fund expenditures and transfers out for recurring operating costs reported in other funds, the amount in excess of thirty percent may be used at the discretion of the Commission to fund any nonrecurring costs such as a capital project contained in the five-year CIP or to pay down a debt balance.

Ten percent of any annual increase in General Fund balance as reported in the audited Comprehensive Annual Financial Report will be designated for the acquisition of land for parks.

For the utility enterprise funds, the City will maintain working capital (current assets less current liabilities) equal to a minimum of 45 days operating expenses excluding amortization.

The City will maintain all debt service reserve amounts as required by bond covenants.

## Capital Improvements Program (CIP) Policies

The City will develop and update a five-year CIP on an annual basis. The five-year CIP will include identified funding sources for each item.

All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the CIP. In development of the CIP, the City will review the operational impact of each project.

## Accounting and Fiscal Reporting Policies

An independent audit will be performed annually.

The City will produce an annual comprehensive financial report in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board within 180 days of year end.

The City will maintain an accounting and financial reporting system that conforms to GAAP and State laws.

The City will have a purchasing policy adopted by the City Commission to govern all purchases by City employees.

## Organizational Policies

The City Manager will review the organizational structure regularly to assure that residents receive the highest level of service in the most efficient manner.

The City will be committed to maintaining and improving the productivity of staff through a productive working environment, appropriate equipment, necessary training and adequate supplies and materials.

Employee compensation will be reviewed regularly to ensure the City is competitive with benchmark entities.

The City Manager shall maintain appropriate performance measurements to evaluate departmental effectiveness. Such data should be available to the City Commission and the public upon request.



Department heads take their direction from the City Manager or the City Commission as a whole. If a department head believes that he/she is directed to perform a task by an individual elected official or a citizen board member, then he/she should request either that that individual make the request through the City Manager or he/she should contact the City Manager for direction on the issue.

If the City Manager has a question as to whether the Commission as a whole would want the task performed, he/she should bring the matter to the Commission at the next available Commission meeting for direction.

### **Financial Stability Policies**

The City will maintain a report of the prior 10 years of revenues and expenses for the purpose of analyzing trends and for projecting future results.

The City will update its 10-year pro forma of projected future revenues and expenses on an annual basis as part of the budget process in order to assess the long-term financial implications of current and proposed operating and capital budgets, budget policies, cash management and investment policies, programs and assumptions.

The City will hold a strategic planning session at least bi-annually to review long-range goals of the City.

The City will prepare and update its five-year CIP annually.

The City will continuously monitor revenues and expenditure through quarterly budget meetings with each department to ensure responsible fiscal management of the City.

At least quarterly, staff will report on the City's financial condition to the City Commission.

### **Schedule of Meetings Policies**

Any member of the City Commission may request a Commission work session or special meeting. If possible, in order to provide for the most open public notice as possible and to provide all members of the Commission an equal opportunity to participate and to increase efficiency of scheduling, all such work sessions or special meetings should be requested and scheduled in a regularly scheduled public City Commission meeting.

The exception to the above is if an unforeseen, time-sensitive matter arises in which waiting for the next regularly scheduled Commission meeting could result in an adverse impact of some kind then the meeting can be called outside of a regularly scheduled Commission meeting.

See Section 2.08 of the City Charter for the notice provisions of special called meetings.

## Organizational Chart

The city Administration is organized to group related functions together, as illustrated in the Organization Chart.

The Citizens of Winter Park play an important role in our local government. They are responsible for electing the city's Mayor and Commissioners. The citizens also serve as volunteers for the many boards of the city.

The City Manager is appointed by the City Commission and reports directly to them. Operating units reporting directly to the City Manager are City Clerk, the Electric and Water & Wastewater Utilities, Natural Resources & Sustainability, Parks & Recreation, Public Works, Information Technology, Risk Management & Safety Compliance, and the Office of Management & Budget.

The Assistant City Manager reports directly to the City Manager and oversees Public Safety Fire and Police, Building & Permitting, Planning & Transportation, Communications & Public Engagement, Finance, Human Resources, and Legislative Affairs.

Additional Department organizational charts can be found in the Program Budgets section of this document.

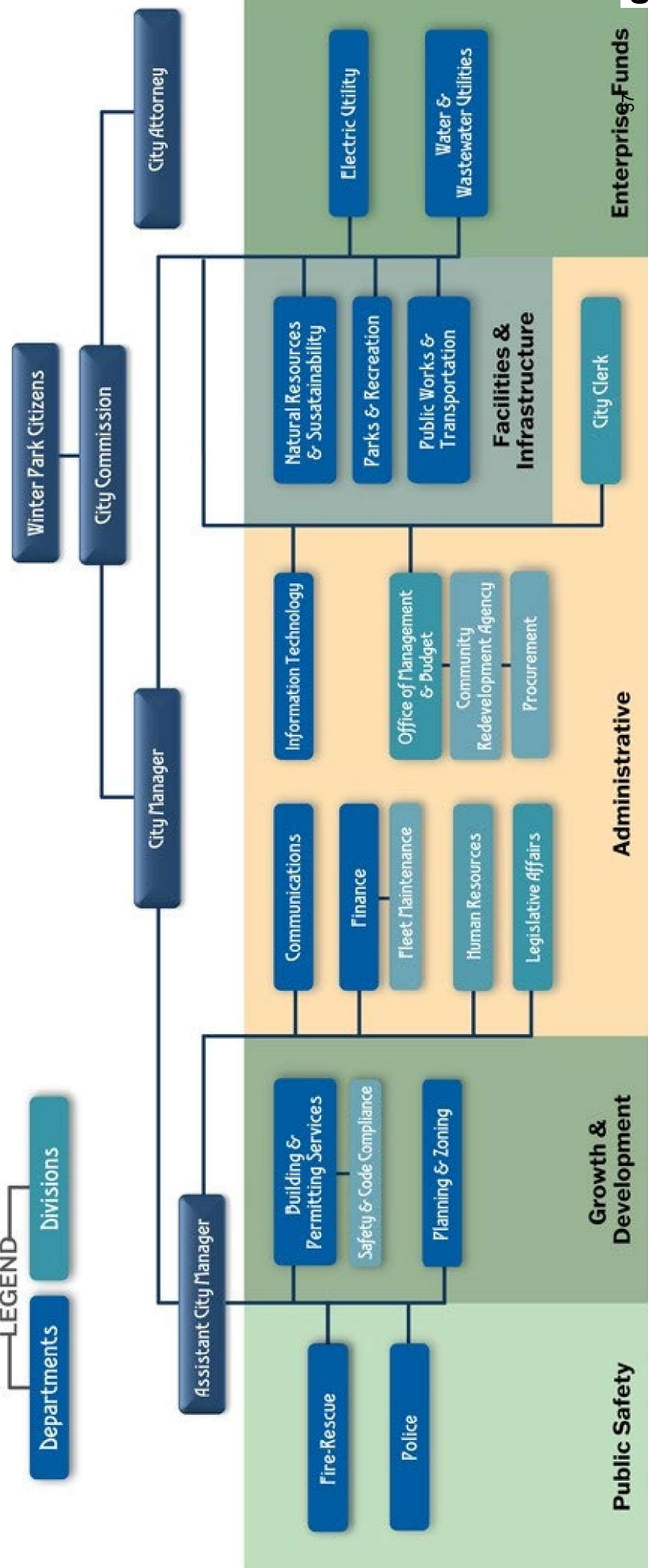


# ORGANIZATIONAL

Chart

adopted NOVEMBER 2011

updated July 2023







# Management Reports



## Management Reports

The Management Reports section provides a summary of the budget, revenue trend, operating expense, debt service and capital program information. It includes ten-year financial forecasts for many of the funds as well as information on the city's strategic planning and benchmarking efforts.

### Budget Highlights

This section is the quickest and easiest to understand portion of the document. It's written in an explanatory style and contains all the basic information and issues encompassing the budget. Information and content is displayed in graphical and table form and it walks through all the major revenue, expenditure, debt service and capital spending information.

### Strategic Planning – 5/25 Year Plan

The City Commission developed a short- and long-range capital planning tool to help plan for funding gaps in identified infrastructure projects. This plan is reviewed annually during the budget process and is reviewed routinely throughout the year for changes. The growing cost of materials, demand for services, and new initiatives are all limited by available resources. Annual budget processes are difficult and items have to be reprioritized. An updated listing of funding gaps as well as new items requested internally as part of the budget process with departments highlights that there will always be more items than there is funding for and it is the responsibility of fiscal managers to prioritize and plan for these.

### Ten-Year Pro-Formas

A pro-forma is another term for a forecast. Based on history and the short and long-term expected operating environment, staff makes projections on the status of future revenues and expenses. This forecasting is a useful tool in looking ahead to see if there are any spending surprises that need to be prepared for now, such as anticipated new debt service payments, or expected major jumps in healthcare costs. This exercise also helps the city to determine if its current tax rates and fee structures are sufficient to cover operating expenses into the near future. No forecast should be viewed as providing the absolute correct picture of a future financial situation but it should be used as a tool to help management adjust in the present day to achieve a more desirable future outcome. For each of the major funds there is included a brief write-up and 10-year forecast showing revenues, expenditures, and surplus/deficit.

## Budget Highlights FY 2024

The Budget Highlights section of this document serves as a summary of the financial situation of the City of Winter Park for the 2024 fiscal year. Throughout this section, references will be made to other portions of the budget document for deeper analysis and discussion.

This budget was prepared and balanced through the efforts of the City Staff and City Commission working together toward the common goal of providing quality city services to the public at the most efficient cost possible.

### All Funds Overview

| Fund                    | Budget FY23 | Budget FY24 | \$ Change | % Change | % of FY24 Budget |
|-------------------------|-------------|-------------|-----------|----------|------------------|
| <b>General</b>          | 69,913,632  | 77,191,371  | 7,277,739 | 10.4%    | 37.3%            |
| <b>Special Revenue</b>  | 12,598,952  | 13,918,311  | 1,319,359 | 10.5%    | 6.7%             |
| <b>Debt Service</b>     | 2,546,846   | 2,608,252   | 61,406    | 2.4%     | 1.3%             |
| <b>Capital Projects</b> | 4,559,231   | 4,703,077   | 143,846   | 3.2%     | 2.3%             |
| <b>Enterprise</b>       | 91,799,154  | 91,488,076  | (311,078) | -0.3%    | 44.2%            |
| <b>Internal Service</b> | 17,224,328  | 17,162,078  | (62,250)  | -0.4%    | 8.3%             |
| <b>All Funds</b>        | 198,642,143 | 207,071,165 | 8,429,022 | 4.2%     | 100.0%           |

The citywide budget is made up of a collection of funds that make up the All Funds Summary for the city's annual fiscal appropriations.

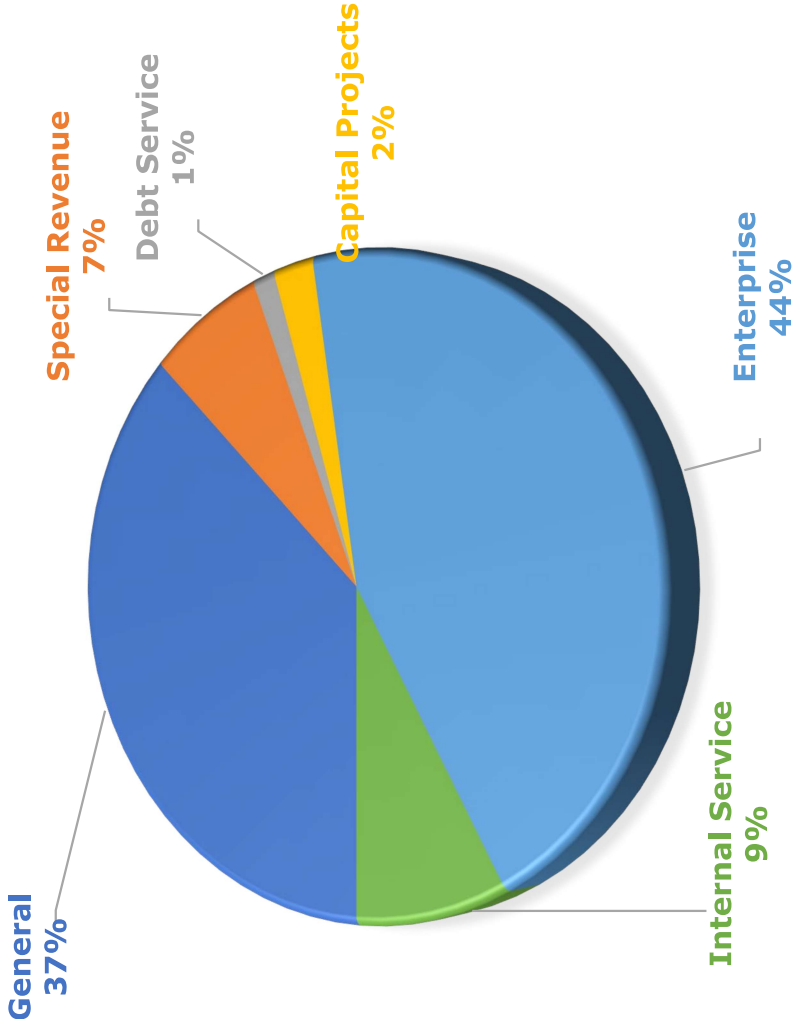
General Fund: Made up of the traditional front-line aspects of city business such as public safety, parks, recreation, roads and traffic, drainage, planning and zoning, permitting, code compliance, and administration. Gains in

property tax revenues linked to the strong real estate market of the last year and fees charged for use of city facilities and services are supporting significant increases in inflation related to garbage services and equipment & vehicle replacement, as well as continued wage pressures and the additions of new public safety personnel.

Special Revenue Funds: This diverse group of funds refers to budgeted operations that are developed for a specific purpose. The largest of these funds are the Community Redevelopment Agency (CRA) which is responsible for many capital improvement projects and grant support programs, and the Stormwater Fund which is supported by stormwater fees and is responsible the treatment and retention of rainwater. Many other smaller funds are also accounted for here such as the Cemetery Trust Fund, Police Grant Funds, Forfeiture Funds, Affordable Housing and others. The CRA is solely supported by property tax revenue so strong increases in this source will allow it to expand its CIP spending in FY24 to pursue additional projects and support revisions to existing project costs due to inflationary pressures. The Stormwater Fund needs an increase in rates of approximately 8% to keep pace with the rising prices of materials. This will be discussed later in the document, but if the Stormwater fee is moved to the annual tax bill instead of being a monthly billing item, this will improve annual collections and remove the need to raise rates.

Debt Service Fund: A special designated fund for receiving and making payments on debt and loans issued by the city. The largest of these responsibilities is to collect the voted debt service in support of the payment for the Library and Event Center bonds.

### ALL FUNDS SUMMARY FY 2024



**Capital Projects:** Includes capital projects supported by transfers from other funds such as the General Fund and the Stormwater Fund. These are assigned to approved capital projects that are further defined in the Capital Improvement Plan (CIP) portion of this document.

**Enterprise Funds:** The city operates two utility businesses through the Electric Department and Water & Wastewater Department. These are the utility providers for a majority of Winter Park residents and businesses, and in the case of the Water Utility, the customer base extends well beyond the city limits. Enterprise Funds are accounted for separately and must support their operations through the revenues they generate, operating like a conventional private business. While capital expenditures related to the electric undergrounding program and payments made for capital contributions to regional wastewater treatment facilities by the Water & Wastewater Utility will push overall capital spending higher, the overall budget change will be flat due to the declining cost of fuel costs paid for electricity.

**Internal Service Funds:** Made up of the Fleet and Risk Management operations, these types of funds are government operations providing services to other city departments and funded by a portion of a department/division's budget. For example, the cost to repair and maintain vehicles is an operating expense to a division but a revenue to the Fleet Fund. They are funds, whose entire support comes from internal payments of other city operations.

The following sections discuss the major revenues and expenses of the City of Winter Park.

## Revenues

Revenues vary depending upon the fund. The following is a breakout of core revenues in each of the major funds.

| General Fund:                      | FY 2020 Actual | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Property Tax</b>                | 24,313,515     | 26,155,261     | 27,511,689     | 30,161,135     | 33,445,887     |
| <b>Utility Taxes</b>               | 6,665,188      | 6,791,257      | 7,006,666      | 6,871,733      | 7,150,679      |
| <b>Franchise Fees</b>              | 862,172        | 823,954        | 845,244        | 848,603        | 571,805        |
| <b>Licenses and Permits</b>        | 3,262,117      | 3,684,486      | 3,667,915      | 3,340,313      | 3,283,629      |
| <b>Intergovernmental Revenues:</b> |                |                |                |                |                |
| <b>Sales Tax</b>                   | 3,937,816      | 4,425,214      | 5,798,265      | 5,044,064      | 5,130,000      |
| <b>Local Option Gas Tax</b>        | 909,717        | 915,339        | 959,539        | 984,344        | 889,469        |
| <b>Other Intergovernmental</b>     | 2,459,620      | 2,235,127      | 2,526,559      | 2,914,662      | 2,325,385      |
| <b>Charges for Services</b>        | 8,779,013      | 9,625,768      | 11,566,711     | 12,421,653     | 14,847,491     |
| <b>Fines and Forfeitures</b>       | 1,047,092      | 830,204        | 1,180,220      | 1,010,143      | 1,559,848      |
| <b>Other Revenue</b>               | 1,135,747      | 349,669        | (2,110,313)    | 494,000        | 1,077,500      |
| <b>Transfers from Other Funds</b>  | 5,224,645      | 5,346,469      | 7,488,744      | 5,822,982      | 5,609,678      |
| <b>Fund Balance</b>                | -              | -              | -              | 227,646        | 1,300,000      |
| <b>Total</b>                       | 58,596,643     | 61,182,747     | 66,441,240     | 70,141,278     | 77,191,371     |
| <b>% Change Prior Year</b>         | -2.7%          | 4.4%           | 8.6%           | 5.6%           | 10.1%          |

The General Fund is seeing strong growth in property tax revenue which has traditionally been the primary support of the majority of the growth in revenues over time and now makes up over 44% of total General Fund revenues. Charges for Services are increasing significantly due primarily to inflation in the city's solid waste services agreement with Waste Pro that is raising prices over 40% over two years to keep pace with labor and fuel costs. While a small impact in dollar terms to the average resident, it is a significant overall increase in the size of the annual budget. As the Fed has raised interest rates, money in the bank is now earning more interest income and that expectation is driving Other Revenues higher. Revenues are expected to grow over 10% however adjusting for use of Fund Balance and reimbursements, they are closer to 8%.



| Community<br>Redevelopment<br>Agency Special<br>Revenue Fund: | FY 2020 Actual | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|---------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Intergovernmental Revenues</b>                             | 2,716,156      | 3,008,287      | 3,162,566      | 3,390,920      | 3,650,830      |
| <b>Other Revenue</b>                                          | 251,608        | 1,474          | (1,098,174)    | -              | 269,332        |
| <b>Transfers from Other Funds</b>                             | 2,798,189      | 3,337,341      | 3,622,600      | 4,043,522      | 4,523,207      |
| <b>Total</b>                                                  | 5,765,953      | 6,347,102      | 5,686,992      | 7,434,442      | 8,443,369      |
| <b>% Change Prior Year</b>                                    | 10.3%          | 10.1%          | -10.4%         | 30.7%          | 13.6%          |

The CRA is seeing revenue growth of just over 13% reflecting growth in Tax Increment Financing (TIF) which is based on property tax revenue and stronger expected investment earnings.

| Stormwater Utility Fee:                 | FY 2020 Actual | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Stormwater Utility</b>               | 2,629,252      | 2,603,901      | 3,037,160      | 3,323,108      | 3,632,836      |
| <b>Special Revenue Fund</b>             |                |                |                |                |                |
| <b>Stormwater Capital Projects Fund</b> | 630,000        | 750,000        | 550,000        | 700,000        | 700,000        |
| <b>Total</b>                            | 3,259,252      | 3,353,901      | 3,587,159      | 4,023,108      | 4,332,836      |
| <b>% Change Prior Year</b>              | -2.9%          | -1.0%          | 16.6%          | 9.4%           | 9.3%           |

The Stormwater Utility is seeing revenues increase due to a planned 8% increase in rates. This follows a 5% increase in the prior years due to the fact that revenues are largely flat as impervious coverage in the city does not expanded that much and revenues are derived from the amount of coverage. The city has also been working on a revenue audit that has assisted with boosting revenue performance however all of that has barely kept up with the cost of doing business as primary materials components such as cement have tripled in cost since the pandemic. The City Commission is in the process of moving this fee to the annual tax bill and this is discussed more in-depth later in this section.

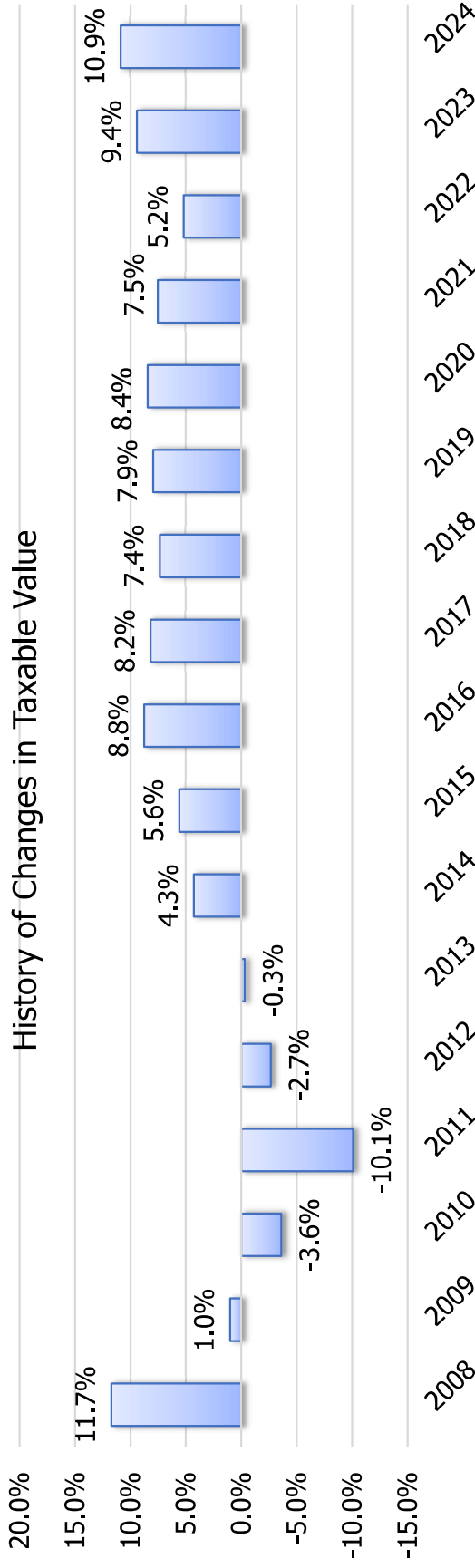
| Water and Sewer Fund:              | FY 2020 Actual | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Charges for Services</b>        | 31,850,553     | 32,446,557     | 32,684,133     | 34,417,971     | 36,737,964     |
| <b>Water and Sewer Impact Fees</b> | 2,924,228      | 727,913        | 704,931        | 800,000        | 590,000        |
| <b>Other Revenue</b>               | 693,973        | (65,011)       | (3,044,016)    | (24,569)       | 507,602        |
| <b>Fund Balance</b>                | -              | -              | -              | 2,396,717      | 4,292,900      |
| <b>Total (excludes Fund Bal.)</b>  | 35,468,754     | 33,109,459     | 30,345,048     | 35,193,402     | 37,835,566     |
| <b>% Change Prior Year</b>         | 7.8%           | -6.7%          | -8.3%          | 16.0%          | 7.5%           |

The Water & Wastewater Fund will see revenues grow by just over 7% due to the change in the Public Service Commission (PSC) index. This is the index that the city has followed for over 20 years and adjusts annual rates in accordance with operating inflation experienced by utilities state-wide. While this is a significant increase, it is playing catch-up to inflation already experienced by the utility over the last year. Absent this, revenues would decline.

| Electric Services Fund:          | FY 2020 Actual | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Electric Revenues</b>         | 43,764,659     | 47,099,802     | 59,508,448     | 54,197,445     | 49,203,791     |
| <b>Intergovernmental</b>         | 2,448,108      | 28,817         | 415,460        | -              | -              |
| <b>Transfer from other Funds</b> | 838,295        | 804,660        | 810,758        | -              | -              |
| <b>Other Revenue</b>             | 56,928         | 39,388         | (404,942)      | (155,000)      | (21,708)       |
| <b>Total</b>                     | 47,107,990     | 47,972,666     | 60,329,724     | 54,042,445     | 49,182,083     |
| <b>% Change Prior Year</b>       | -3.5%          | 1.8%           | 25.8%          | -10.4%         | -9.0%          |

Electric revenues are dropping however this is due to declines in pass-through fuel costs that made electric fuel rates so high in the prior years. As natural gas prices have declined, the utility now has some of the lowest overall rates in Florida. While profit margins are not affected by fuel rates, the utility continues to experience tight capital margins but is able to continue funding the undergrounding program.

## PROPERTY TAXES



Ad valorem taxes, or property taxes as they are commonly called, represent the single largest revenue source for the city's General Fund. As such a proportion of revenue for the General Fund comes from this single source it highlights the potential issue of revenue diversification risk. Continued revenue growth is the primary challenge facing any municipal budget over the long term. The amount of revenue generated by property taxes is determined by the taxable values established by the Orange County Property Appraiser multiplied by the operating millage rate set by the City Commission. Over about the last 20 years, property tax revenue has grown at an annualized rate of 4 - 5%. This reflects the effect of the Great Recession back in 2008 as well as the positive real estate market performance the region has experienced over the last decade. Over that same period, General Fund revenues in total, have grown at an annualized rate of just 2 - 3%, highlighting how other revenue sources have been flat or declining over time. This puts the burden of financial sustainability primarily on property tax revenue growth and raises the city's risk if the region sees an economic recession that effects the real estate market.

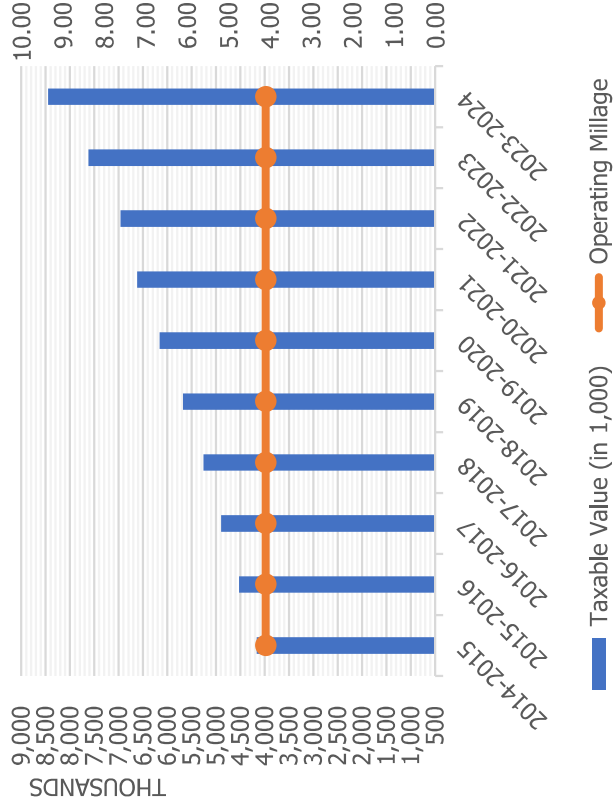
The property taxation rate, or millage rate, for Winter Park has been flat for over 15 years and the following graph highlights that increases in the underlying values of property is what has increased property tax revenues over time.

The budget was prepared with an operating millage rate of 4.0923 making Winter Park the only city amongst its neighbors that has not increased its tax rate since the 2009 Great Recession. This rate represents \$4.09 in property tax for each \$1,000 of taxable value.

At its July 26, 2023 meeting, the City Commission will adopt a tentative millage rate. The tentative rate is the rate used by the Orange County Property Appraiser in sending out the Truth in Millage (TRIM) notices in August. The tentative millage adopted effectively sets the cap on what the final millage can be. If the Commission wants additional flexibility as it goes through the budget process it could set a higher tentative millage and adjust it back downward upon final adoption if so desired. Each ¼ mill adjustment changes revenue projection in the general fund by about \$2.1 million.

The adopted millage rate, which will be approved with the budget in September, will be levied against property holders in Winter Park for their share of property taxes. Winter Park is fortunate to have the lowest operating millage rate among major cities in the region. Of the total amount

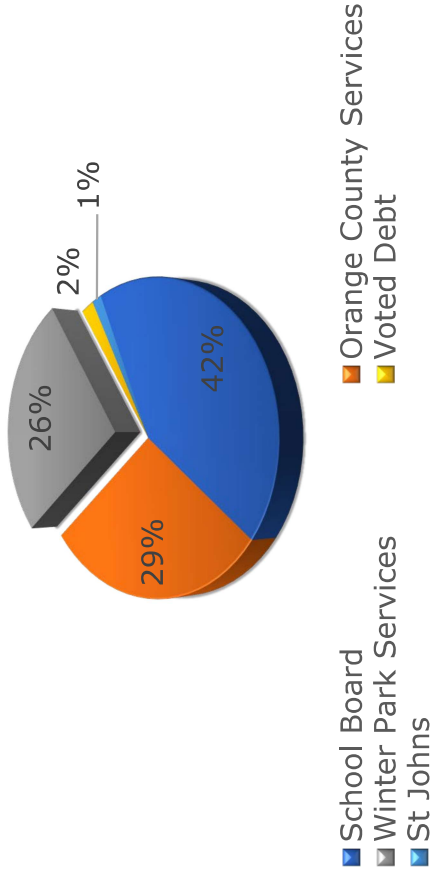
Taxable Value and Operating Millage



of money that a property owner pays in taxes each year, only about 28% comes to support city services and voted debt while 42% of taxes paid go to the schools and 29% to Orange County. Following is a graph outlining how property taxes are levied and utilized.

The graph on the following page shows how Winter Park's millage rate compares to other jurisdictions within Orange County. Maitland and Winter Park both support their own libraries out of operating millage so the millage cost of participating in Orange County's library system is added to the other jurisdictions for comparison. Assuming no change in operating millage rates, Winter Park ranks as the lowest overall rate for any major jurisdiction in Orange County. When comparing Winter Park and including voted debt service, Winter Park ranks 2<sup>nd</sup> lowest overall.

Millage Rate Allocation by Jurisdiction  
Adopted 2022



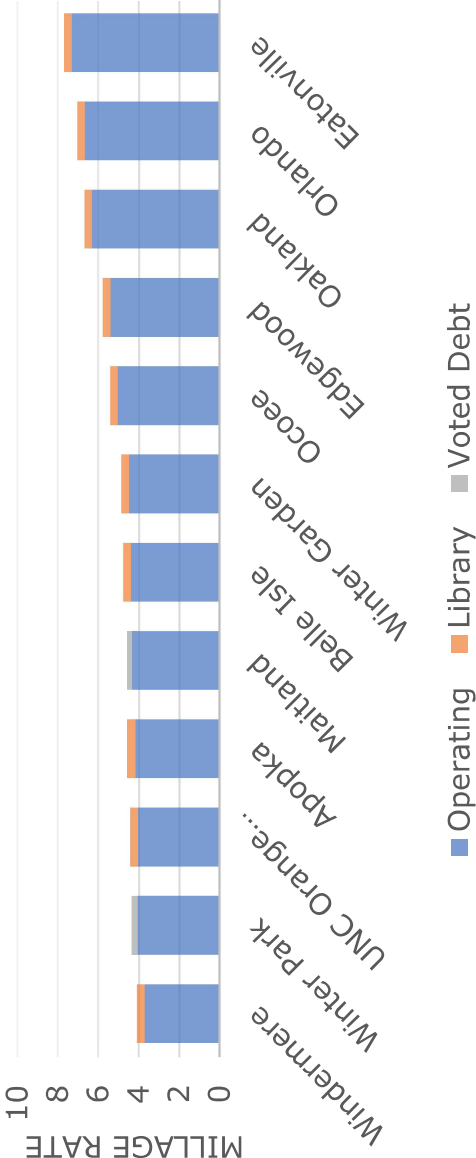


The voted debt service for the city is for debt-funded projects approved by the voters. The debt service partially funded the construction of the new library and events center.

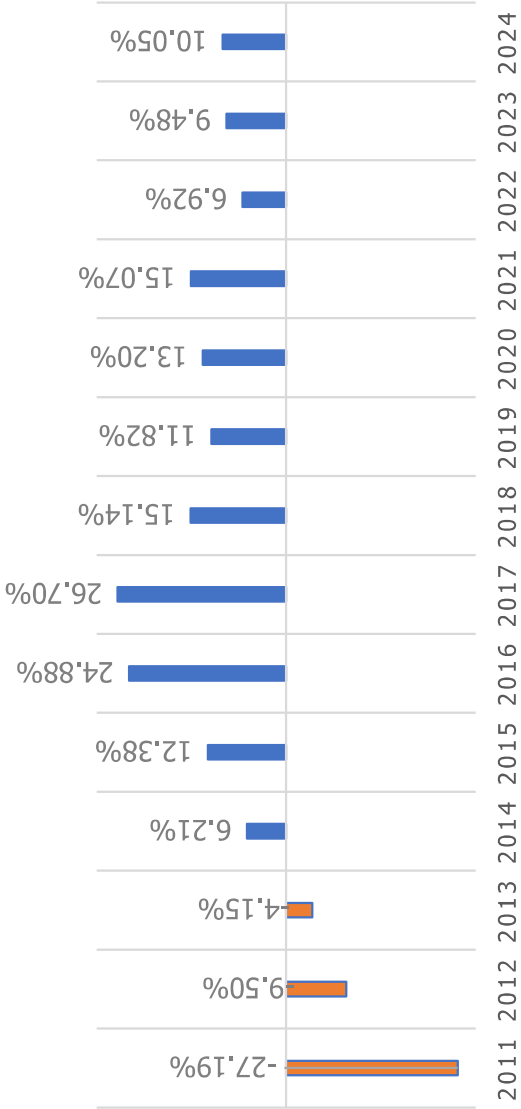
Property taxes levied each year in November are calculated based upon the value of a property as of the previous January 1st. As property tax revenue typically lags 18 months to 2 years from when a new development takes place, the CRA and the City as a whole are feeling the financial benefit of past development activity that is now being completed and placed on the tax rolls. Concerns about a real estate recession have been lingering for over a year as the cost of borrowing for construction and the cost for a mortgage rate have climbed with Federal Reserve interest rate hikes. If the value of real estate begins to fall, then future property tax revenue collections could decline. While the city does not anticipate negative growth years like the Great Recession, it is possible to see this revenue source decline to the long-term average and limit the ability of the city to provide services in the face of lingering inflation.

The Community Redevelopment Area (CRA) is supported by growth in property tax valuations called Tax Increment Financing (TIF). TIF is a calculated formula based on how much the value of the CRA has changed since its inception in 1994, then the City General Fund and Orange County each contribute a portion of funding for the CRA to carry out the goals of its plan. Most of the major streetscape, facilities, grant programs, and major projects in the downtown have been built by the CRA, such as the Community Center, Welcome Center, Heritage Center, most of the street bricking and decorative lighting, park improvements, 180 affordable home renovations, and over 60 business façade grants. Most recently the CRA completed the Central Park Stage and is currently working on improvements to MLK and Shady Park, and proposing a restroom area in the West Meadow, which will be discussed more in the CIP portion of this document.

MILLAGE COMPARISONS ORANGE COUNTY  
2022 (OPERATING, LIBRARY, DEBT SERVICE)



### CRA TIF GROWTH RATE HISTORY



The CRA saw strong revenue growth consistent with last year. Revenues will grow over 10% adding about \$750k in additional budgeted funds. Growth in the CRA would have been higher, however under the agreement with Orange County, the CRA must rebate a portion of TIF revenue above certain thresholds. The CRA receives 95% of all County TIF up to \$2 million, and keeps 70% of any TIF above \$2 million but less than \$3 million. Beyond \$3 million, the CRA rebates 50%. This year the rebate estimate to Orange County will be approximately \$1.3 million.

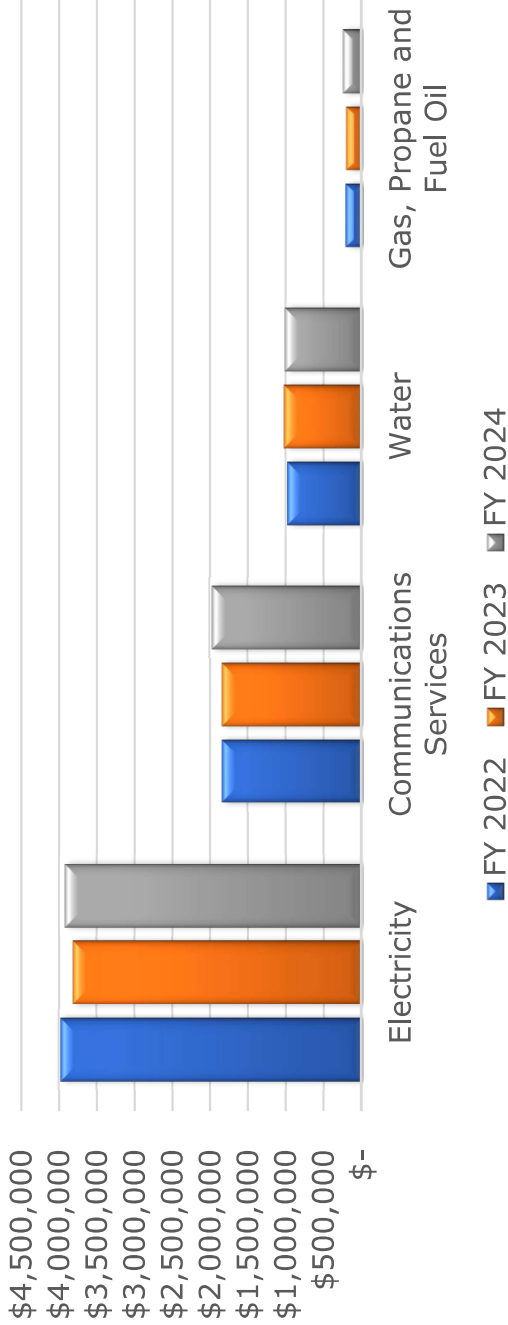
The CRA is currently in the later years of its originally approved term with the county. After January of 2027, the approximate \$4 million that the city gets to utilize of TIF financing for projects within its jurisdiction would then return to Orange County. This will greatly diminish the city’s overall annual investment in capital projects and put further strain on the need to consider adjusting the millage rate over time to maintain capital funding capacity.

The city is working with consultants to negotiate an extension of up to 20 more years as well as considering boundary adjustments to the CRA so that this important tool of revitalizing and investing in Winter Park neighborhoods and districts can continue. This process is expected to continue through early FY24 and its outcome will have a profound effect on the CIP as it would allow the city and CRA to expand the scope and ability to invest in capital projects such as stormwater, transportation and workforce housing affordability.

### UTILITY TAXES

This revenue category includes utility taxes on electricity, water, gas, fuel oil, communications, and propane gas and is the fourth largest contributor to General Fund revenues at 10% of the estimated total. Projections of these revenues are based on historical revenues and staff estimates. Total utility tax revenue is expected to climb due to strength in the Communications Services Tax. Overall this funding source does not move wildly as it is based on taxes on services that do not have an expanding customer base as the Winter Park population growth is essentially flat over time. The chart below demonstrates the portion of utility taxes provided by each source.

Utility Taxes  
FY 2022 - 2024 Comparison



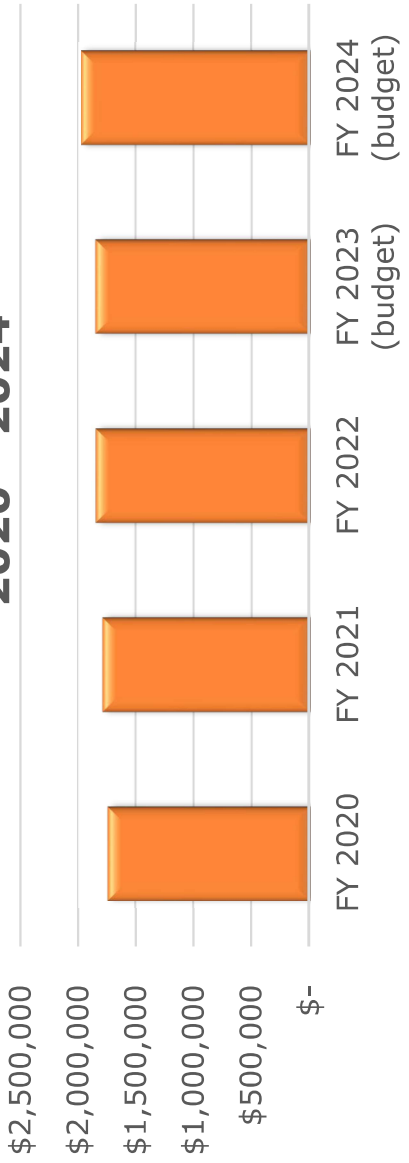
### Electric Utility Tax

The electric utility tax is the largest utility tax. Projections were based on historical usage by customer class and proposed rates for October 1, 2023 for customers inside the city's electric service territory. Revenues from customers served by Duke Energy and Orlando Utilities Commission were estimated based on historical collections. Electric Utility tax revenue is a fairly stable source with little opportunity for any upside. Though the economy has been strong in recent years, conservation technology put into new buildings is substantially more efficient and constrains growth. In addition to conservation, and economic concerns, the inability to grow the customer base in Winter Park, further adds to downward pressure. In the long-term, electric utility tax revenue is expected to remain fairly flat.

### Communications Services Tax

Established by the state on October 1, 2001, the city's communication services tax rate is 5.72%, which is the maximum by law. Communication services taxes are estimated to grow 4% as state estimates for FY23 have proven too low and the FY24 budget anticipates steady performance in-line with what is currently being received. This tax has declined overall in the last few years due in-part to the reduction of land lines and bundling of non-taxable with taxable services by providers. The future growth expectation is that this revenue will experience limited growth with few defined drivers potentially boosting this funding source.

Communications Services Taxes : FY  
2020 - 2024



### FRANCHISE FEES

Estimated revenues from electric, gas, the Scenic Boat Tour and solid waste collection are projected to decrease dramatically (~33%) due to a change in billing in the solid waste contract with Waste Pro. The city handles all the billing and it is a pass-through cost to Waste Pro so the revenues that used to show up as a Franchise component will now be reported in Charges for Services. Fees from the revenue share arrangement with the Scenic Boat Tour are expected to remain strong as tourism activity continues to be healthy in Central Florida. Electric franchise fees from areas served by the city's electric utility are reported as revenue in the Electric Services Fund and then transferred to the General Fund. Electric franchise fees from the city's electric utility were projected based on historical usage by customer class for rates that will be in place October 1, 2023. Revenues from customers served by Duke Energy and Orlando Utilities Commission were estimated based on historical collections. Solid waste collection franchise fees were estimated based on historical billings. Future growth rates for this revenue source should be fairly flat, though if higher inflation rates remain persistent they may be passed through to this revenue source.

### LICENSES AND PERMITS

Permit revenues swing significantly each year and a single major project can mean the difference from being over or under budget in any given year. After reaching a record in FY17, permitting activity had been falling, though it has been performing far stronger than estimated.

In the last recession, building and permit fees started dropping significantly in advance of 2009. In 2007 permitting fees dropped 25%, by the following year that total change was 43%, and in three years they lost 63% from their previous peak. It took ten years to get back to that previous peak. As the Great Recession started as a real estate crisis, it seems reasonable that there was significant loss in permit revenue. This looming



recession could be unsettlingly similar though it appears that there is no nationwide financial crisis underlying the real estate loan market like there was during the Great Recession. As the Federal Reserve has aggressively raised rates to combat inflation, the city should expect to see declining interest in real estate projects as the cost of financing rises. This may be one of the greatest areas of future revenue weakness other than the risks already discussed about property tax revenue.

### FINES & FORFEITURE

This revenue source is fairly small representing only 2% of General Fund revenues but it is expected to grow over 50% due to anticipated increases in red light traffic camera revenue. The city has 8 red light camera locations and in the last year only 6 were operating. With the cameras back on-line, this should have an upward effect on revenues.

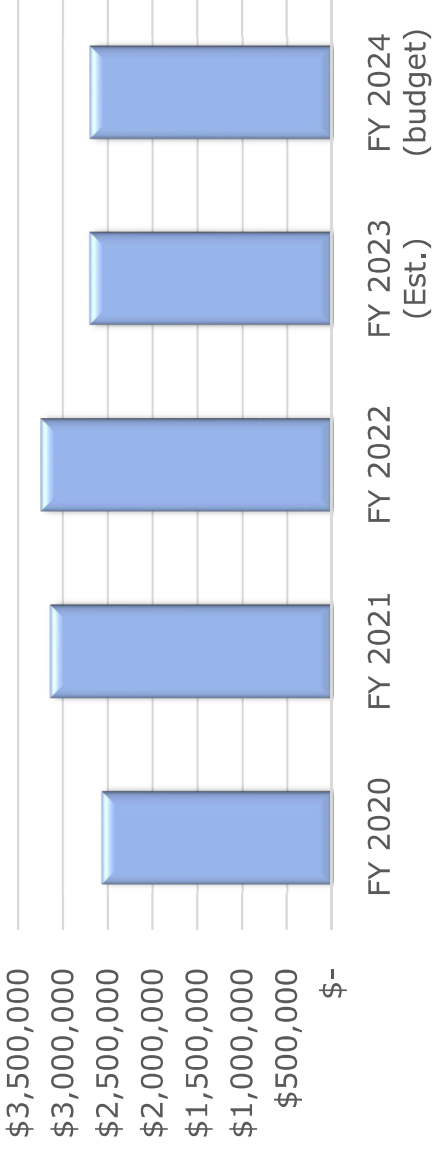
### INTERGOVERNMENTAL REVENUES

Estimated revenues from the Federal, State, and other local governments make up the third most important source of revenue for the General Fund and the three largest categories of intergovernmental revenues include the half-cent sales tax, municipal revenue sharing, and local option gas tax. In the last couple years, it should be noted that funding support from the Federal Government through the American Relief and Protection Act (ARPA) was used to support general city operations. This is no longer the case and that loss of funding in FY24 is what is making outlook for this revenue source negative. Discounting that loss, this revenue source would have shown flat growth.

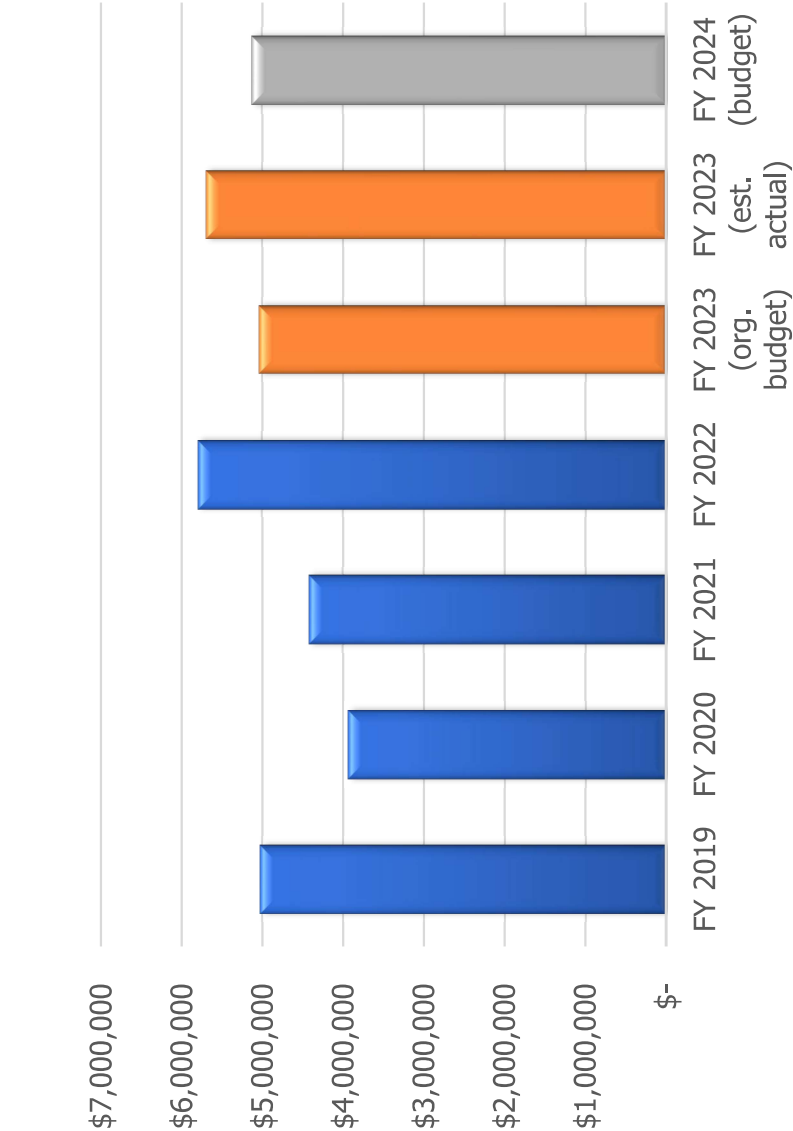
#### Half-Cent Sales Tax

Sales tax distributions are classified as Intergovernmental Revenues and are divided primarily based on population and overall consumer spending county-wide. Spending has rebounded extremely strong after the pandemic with FY22 and FY23 showing the highest collections on record. This is a stark contrast to the gloomy estimates released by the state for the current year. Based on trend, the city expects to collect \$5.7 million in the current budget year. Looking forward is a little murkier with fears of a recession likely to hurt collections. State estimates for this revenue source will not be available until late in the budget cycle so the city is using a conservative estimate of \$5.1 million to forecast.

Building Permits: FY 2020- 2024



Half Cent Sales Tax Revenue: FY 2019 - 2024



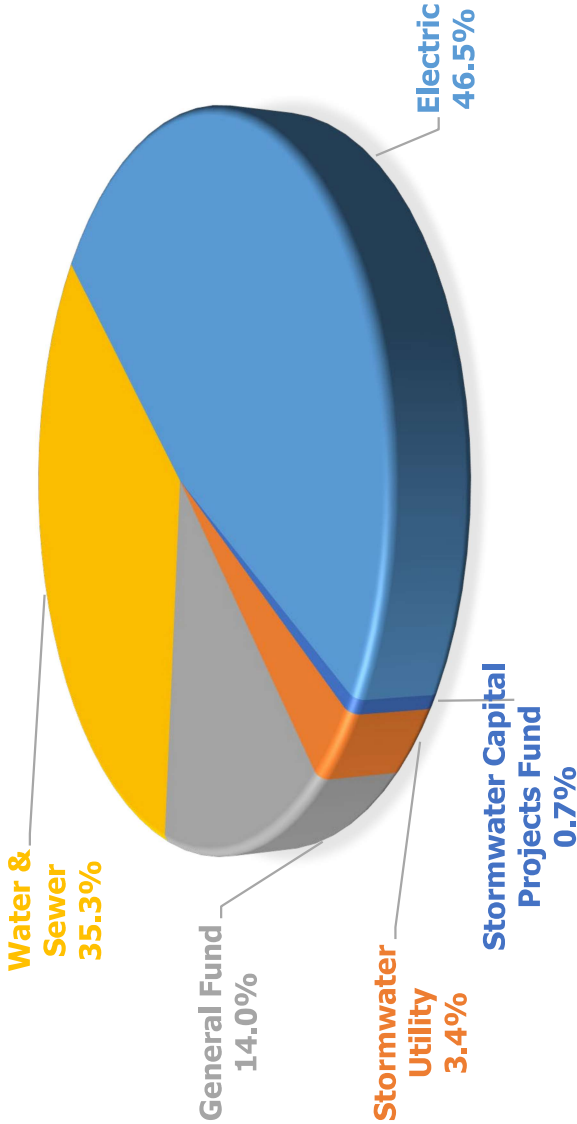
### State Revenue Sharing

State Revenue Sharing is estimated by the state each year and for budget planning purposes, it is expected to track closely with the half-cent sales tax. It is comprised primarily of two revenue sources, the 8th Cent Motor Fuel Tax and Sales Tax and, to a much lesser extent, the State alternative fuel user decal fee collections. Past revenue growth rates have vacillated, however current year collections have lagged state estimates so until new figures are released this revenue source is expected to decline. Long-term outlook is for moderate growth to be in-line with the last ten years of history at around 2 - 3% per year.

## CHARGES FOR SERVICES

Charges for services represent revenues generated from provided city services such as utility bill payments, stormwater fees, garbage, recreational programs, etc. Estimated charges for services citywide are expected to reach over \$105 million in FY 24 (excluding internal funds), with Electric and Water & Sewer service making up over 80% of total billing.

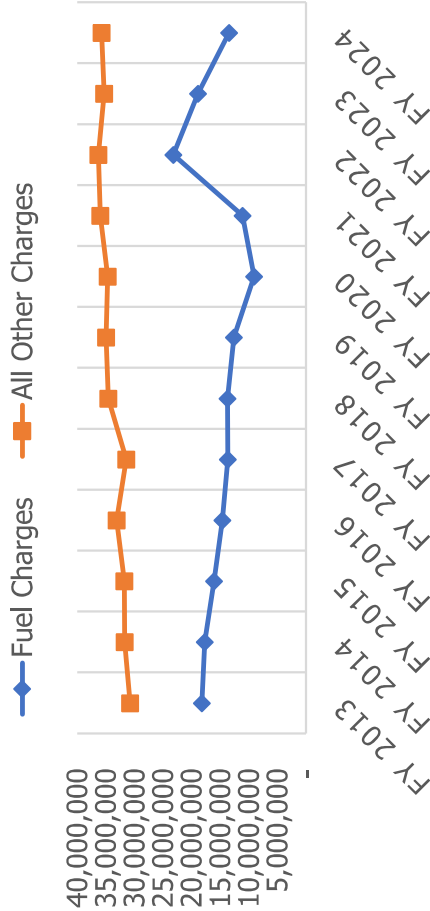
### CITY-WIDE CHARGES FOR SERVICES FY 2024



### Electric Utility Charges for Services

The city has a power portfolio that buys power from a number of sources including, waste-to-energy, solar, and traditional natural gas and other fuels. About 60% of total power supply comes from natural gas and the last year saw some of the largest shifts in pricing that resulted in very high, and now, very low consumer bills. In Winter Park, the Electric Utility does not profit off the rising price of fuel and instead treats these increases as a pass-through cost directly to the consumer. If the city has to pay more to buy fuel, then costs go up, if fuel costs fall, then those savings get passed on as well. In the FY 23 budget, high fuel costs raised the overall size of the budget, however now with record low natural gas prices, the size of the utility budget is shrinking. Fuel related charges for services can be seen spiking and now returning to lows, while non-fuel charges have remained flat over time.

## FUEL & NON-FUEL CHARGES FOR SERVICES

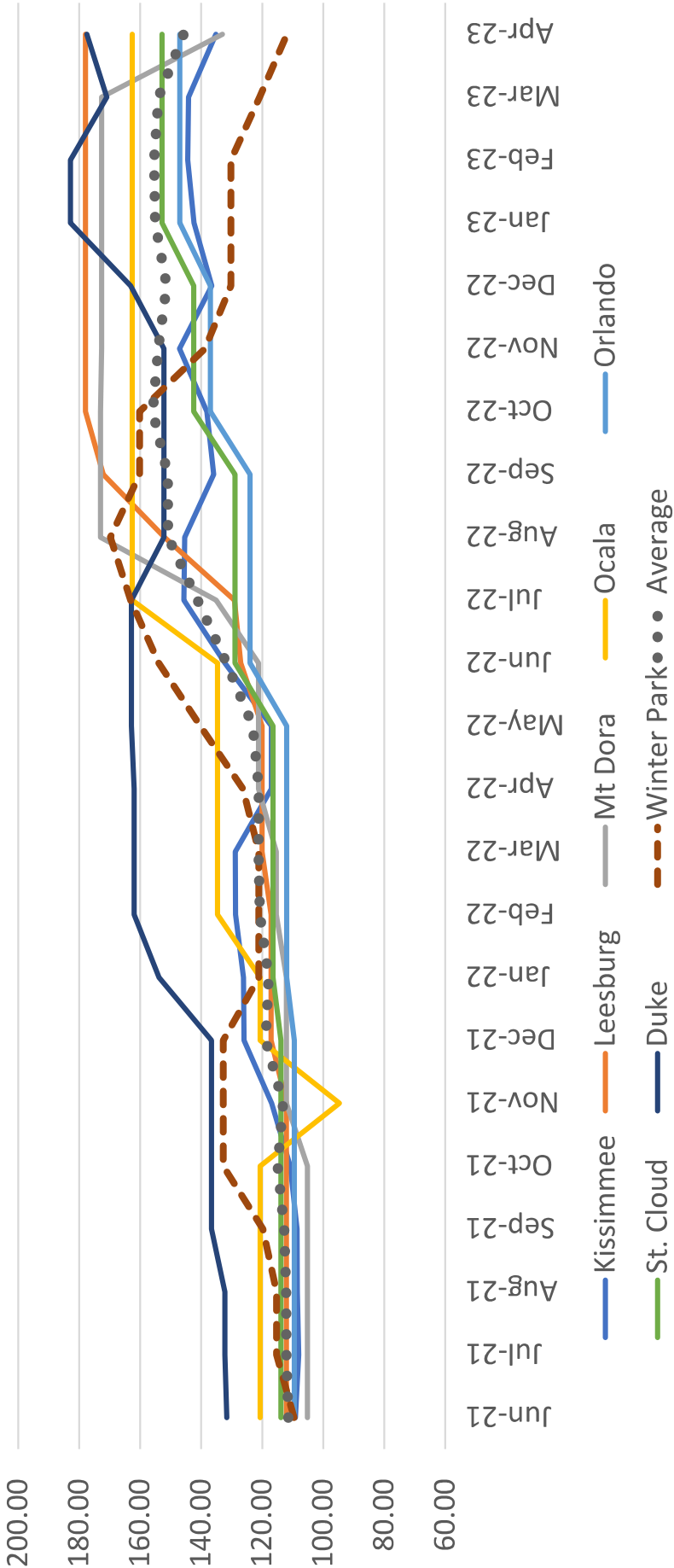


As a result of this dramatic rise in costs in 2022 – 2023, customers of Winter Park saw a significant increase in their utility bills as these prices were passed through. Early on in the price increases, Winter Park had some of the highest increases in rates due to the relatively small size of its fuel stabilization fund. This fund is a buffer of collected revenues that acts as a smoothing agent when prices fluctuate. When prices move suddenly, it draws on this fund and for a time last year, the fund was negative. Staff, working with the Utility Advisory Board (UAB), has made changes to the formula for calculating how much money to hold onto in this fund and hopefully keeping a larger amount will allow the utility to smooth out aggressive moves in pricing in the future. The good news is that now that pricing has come down and the utility has built up its position, Winter Park now enjoys some of the lowest rates in the state. Other utilities that made no adjustments to their rates when prices were rising are paying for it now and continuing to raise rates while Winter Park's is dropping.

Overall consumption of electricity has been fairly consistent. The budget for FY24 utilizes an estimate of 425 M kWh in total sales which is an increase above the 421 M kWh estimated for FY23. However rolling 12-month sales of M kWh have been higher than normal in the high 420s. This estimate of consumption for purposes of the budget should be viewed as conservative and there may be potential upside. Based on the consumption estimate the graph below details the revenue budget impact by customer type.

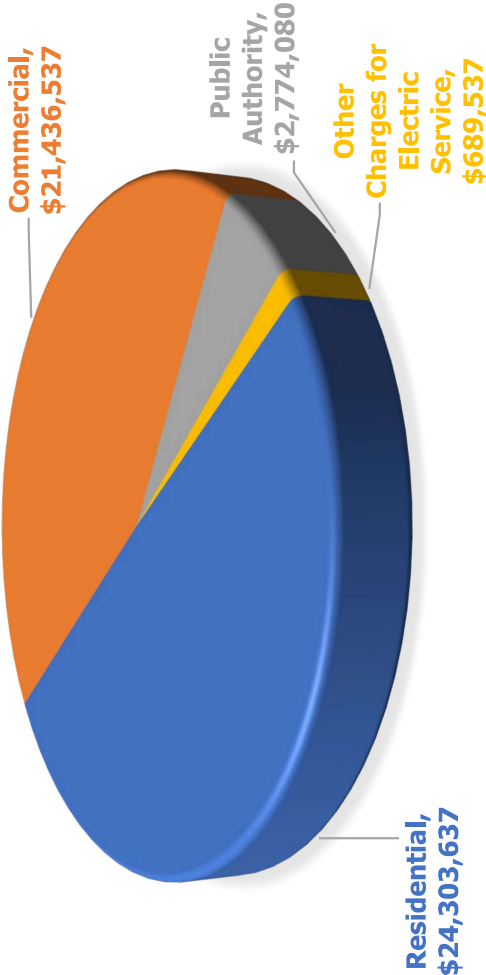


History of Rates for Adjacent Electric Utilities - 1,000 kWh Residential Consumer



Inflationary costs and long lead times for critical components of the utility system still remain a problem and are expected to continue into FY24. Transformers and electric meters are both difficult to find and have seen prices triple since the pandemic. The CIP portion of this document includes an additional 15% increase each year in the electric utility's effort to underground all power lines in the city due to cost increases for labor and materials. The utility has also saved up about \$1.5 million in budgeted reserves to purchase electric meters when they are available. The utility was waiting on the final implementation of the new billing system to make sure that any new meters purchased were compatible with the system. Now that it is completed, meters are being sourced. Most notably, meters capable of handling net-metering, required for residential solar installs, are extremely difficult to get and are delaying implementation in some cases.

## PROJECTED ELECTRIC CHARGES FOR SERVICES FY 2024



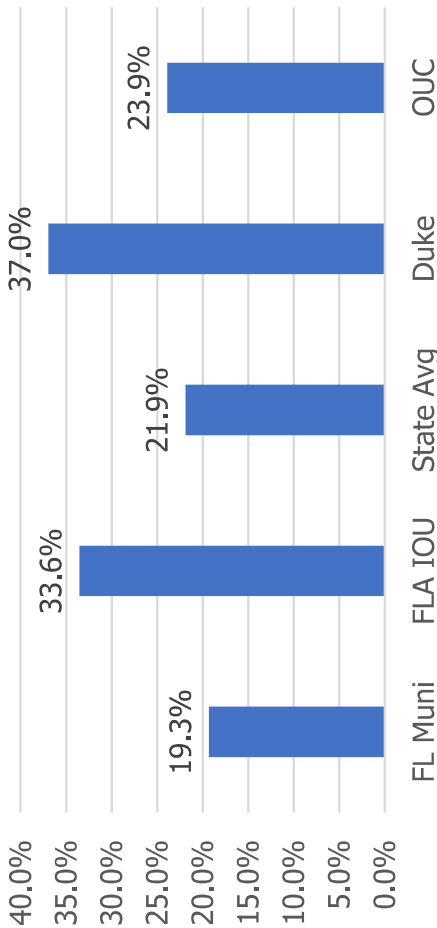
remain on schedule however renegotiation of the power supply contracts over the next few years will be crucial to maintaining some of the lowest rates in the state. Prior to the pandemic, staff and UAB discussed adding a small indexed increase to non-fuel rates each year to create a buffer against rising costs, as the next year unfolds and a better determination is made regarding timing of any recession, this may be an issue that needs to be raised again. This is also not an issue unique to the electric utility, the ability to continue to invest in capital is an issue in all the major funds. Following is a graph of the premiums paid over Winter Park rates by others in the state.<sup>6</sup>

<sup>6</sup> Based on a 1,000 kwh residential consumer.

The utility has improved its cash balance dramatically in the last few years, with an estimate of over \$6 million in unrestricted cash anticipated at the close of FY23. The utility is moving into an increasingly strong cash position and this is a crucial consideration as the bond rating agencies have long criticized the utility for its low cash position. The improvement in cash should strengthen outlook and may perhaps put the city on track for a ratings upgrade in the near future.

Revenue outlook for the utility is always going to be constrained by rates. As fuel is a pass-through component, this has no bearing on the profitability and therefore does not benefit or hinder utility's ability to invest in infrastructure improvements. The underlying non-fuel cost of power and the labor and materials costs of operating the utility are what constrain cash flow. Inflation is likely to continue to crimp margins and reduce the ability of the utility to expand its capital capacity. For now, the electric undergrounding program should

Peer Utility Rate Premiums Compared to  
Winter Park (April 2023)

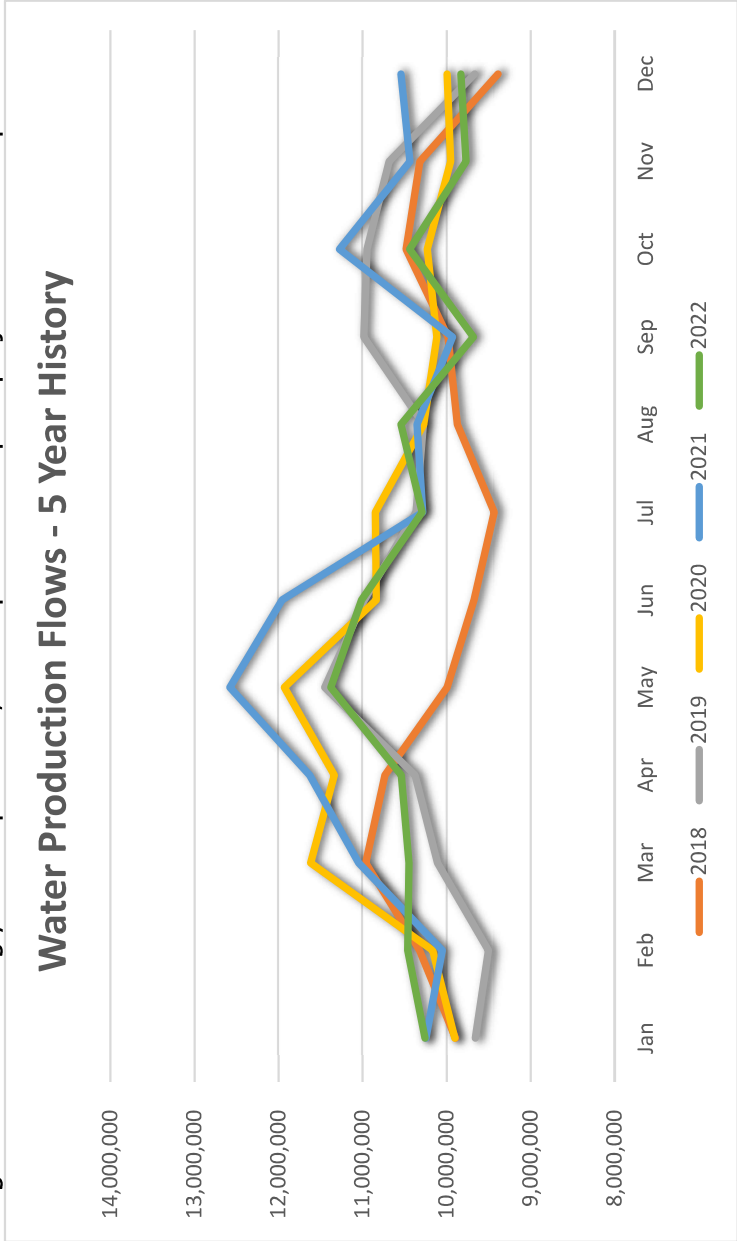


## Water & Sewer Charges for Services

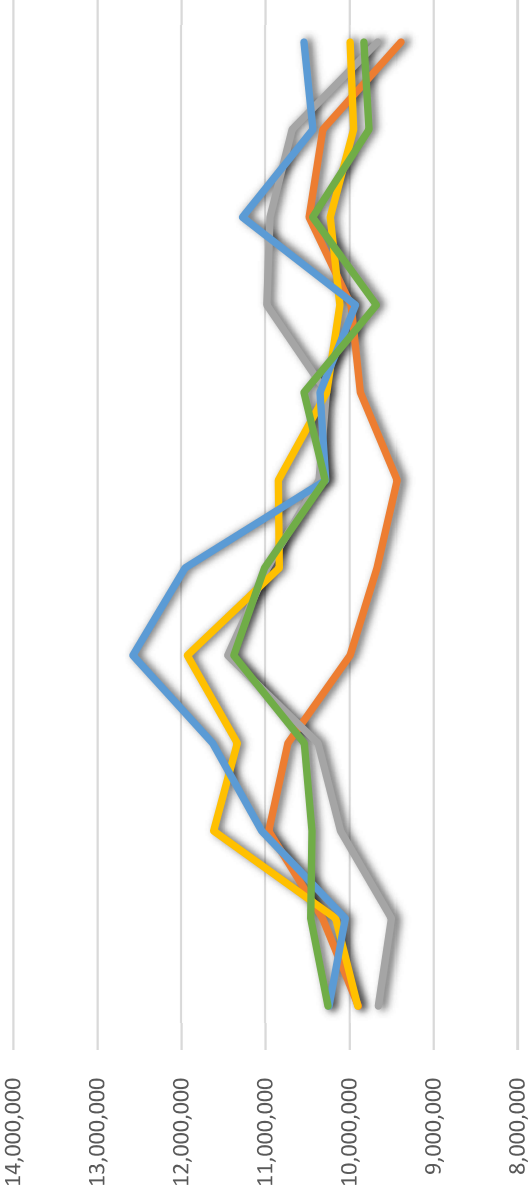
Charges for services is the revenue category that primarily makes up the bulk of the Water and Sewer Utility revenues. These revenues have fluctuated year-over-year but have been rising recently with adjustments in the Public Service Commission (PSC) index. This is the state approved index for adjusting rates to reflect inflationary pressures on operating costs for water & wastewater utilities. Before inflation came along, the ten-year average was 1.7%, however last year was in the mid 4% range and the number for this FY24 budget is just over 7%. This means that rates for all customers will go up, on average, by 7%. This increase is crucial to keep pace with inflation and as it is backward looking by a year, it is only just making up for impacts felt last year. Absent any increase, revenues would decline from the previous year, and reflects the overall reality that is being seen in the industry, where revenue growth is fairly flat or negative, due to conservation, greater efficiency standards in building construction, variances in weather, and limited growth in the consumer base. The following table shows the charges by type and breaks the water and sewer components into revenues received within the jurisdictional boundaries of the city and shows those areas outside the city limits. The City of Winter Park is approximately 10 square miles; however, the utility service area is significantly larger at 22 square miles.

| Revenue Type                      | FY 2021 Actual | FY 2022 Actual | FY 2023 Budget | FY 2024 Budget |
|-----------------------------------|----------------|----------------|----------------|----------------|
| <b>Sewer Revenue - Inside</b>     | 7,141,487      | 7,239,639      | 7,687,417      | 8,198,935      |
| <b>Sewer Revenue - Outside</b>    | 7,395,088      | 7,614,979      | 7,563,199      | 8,498,614      |
| <b>Water Revenue - Inside</b>     | 10,067,490     | 9,925,743      | 10,855,444     | 11,409,311     |
| <b>Water Revenue - Outside</b>    | 6,180,724      | 6,346,672      | 6,428,630      | 6,996,089      |
| <b>Other Charges for Services</b> | 1,661,768      | 1,556,634      | 1,883,281      | 1,635,015      |
| <b>Totals</b>                     | 32,446,557     | 32,683,667     | 34,417,971     | 36,737,964     |
| <b>Ch. Prior Yr.</b>              | 1.9%           | 0.7%           | 5.3%           | 6.7%           |

Like the Electric Utility, the Water & Wastewater Utility is experiencing record cost escalation on basic materials and contracted costs. While the PSC index change is needed, these index changes were never meant to cover the cost of the capital investment side of the business model. While operating margins are increasingly under pressure, the expense of capital projects and the open-ended exposure to regional wastewater treatment facility



Water Production Flows - 5 Year History



Water flows trended higher during the pandemic as more people were at home and utilized more water for irrigation. For the last year, water flows have seemed to return to normal which puts downward pressure on revenues and is likely the reason for no organic growth in revenues outside the PSC approved rate increase.

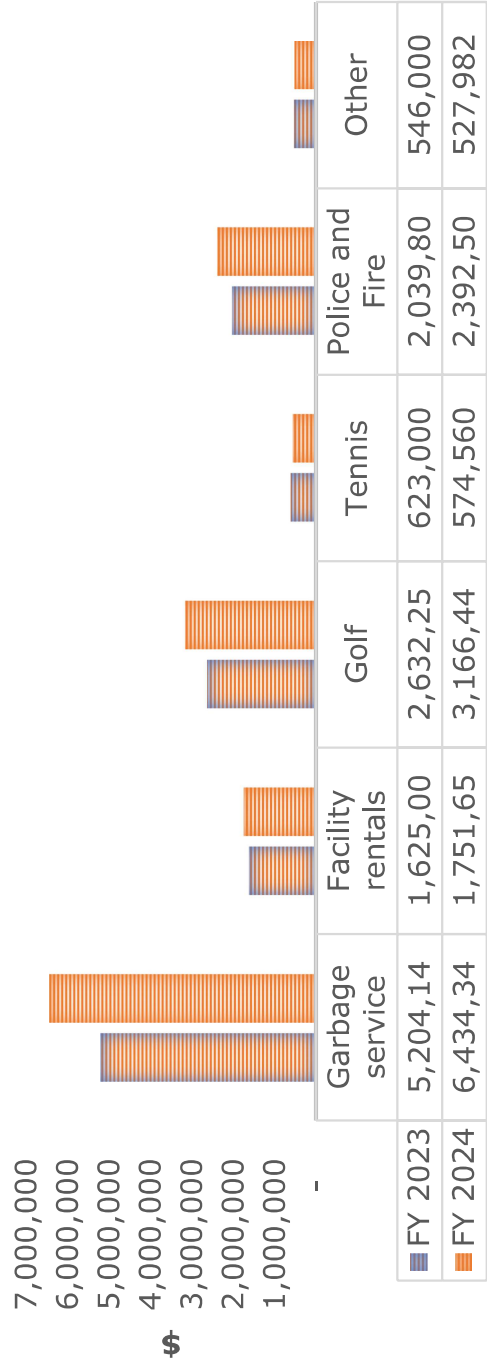
### General Fund Charges for Services

General Fund charges for services are estimated to increase over 17%. As inflationary pressures rise, the cost of providing services increases as well. The solid waste contract with Waste Pro is the largest component of the increase, accounting for more than half of the \$2 million in estimated additional charges. The cost of labor, trucks, and fuel caused the city to negotiate an extension with Waste Pro that will raise prices over 40% over two years. The first half of this increase will affect consumers in FY24. While the percentage increase to the bill is significant, the dollar cost is likely to be around \$5 per month more for a residential customer.

The proposed budget for FY24 includes a proposed 5% increase to all parks and facilities fees, this is underpinning revenue growth in facility rentals, golf, and tennis, as well as other categories such as program fees, and is expected to raise about \$280k. Golf revenues are expected to climb with continued outperformance at the Winter Park 9 and the Pines. Tennis revenue has been declining since the pandemic and is expected to remain weaker in FY24.



FY 23 - FY 24 COMPARISON OF GENERAL FUND CHARGES FOR SERVICES



Police & Fire Services revenue will increase significantly due to a greater use of special detail requests for public safety presence at private events. This is largely a pass-through cost in the budget as the expenditure side will increase as well. Additionally, the proposed budget is raising ambulance transport rates by 10%. The transport rates are in-line with average for the region and will generate some additional revenue at an estimate of a little over \$100k.

It is anticipated that Charges for Services will continue to be an increasingly important part of the

General Fund budget. As the second largest component of the General Fund at 20%, and as one of the few revenue sources that the city has direct control over, Charges for Services is likely to increase over time as fees and prices for activities and services will have to continue to be raised to support operations. In many municipal circles this is being called the pay-to-play form of providing services to residents and businesses and will only be more crucial if property tax revenue growth rates begin to slow.

### Stormwater Charges for Services

Stormwater utility fees provide funding to treat stormwater runoff, control flooding and to maintain and improve the quality of the lakes in the city. The fee is based on the impervious surface area on an owner's property and the fee per equivalent residential unit (ERU 2,324 SF) is currently at \$12.75 per month. Over the last couple years rates have been increased 5% annually to keep pace with costs. This coming year will be no different and will require an 8% increase in rates to keep capital funding capacity flat with prior years at \$700k. The prices of chemicals for the treatment of lakes, contracted labor, cement and asphalt for repairs, and the overall rising cost of labor is continuing to put pressure on what has always been the city's most fiscally constrained fund. The scale and scope of desired projects vastly outstrips the utility's financial capacity to accomplish them and a number of additional requests for studies and expanded capital will have to be deferred.

The city is currently in the process of changing how billing is handled for the utility by moving the charge from being part of the monthly utility bill and instead becoming part of the annual property tax bill as a non-ad valorem assessment based on a flat rate of \$0.005 per square foot of impervious coverage. Currently, any vacant home or business tenancy is not paying any stormwater fee for their respective share of impervious coverage because

when there is no electric or water customer, there is no bill that is sent out. However, unlike energy and water, impervious coverage is present regardless of occupancy and this results in lost revenue owed to the utility. As this would pick up areas currently not paying because of vacancy, staff estimates that this would raise \$400k - \$500k in additional revenue and would remove the need for raising rates 8% this coming year. However, it should be noted that while this does not require rates to be raised, it still does not address any expanded staffing, studies, or capital projects that may be desired. Funding capacity will still be constrained. Winter Park is currently about the 18<sup>th</sup> highest based on rate per square foot, assuming no other utilities will make any changes to their respective rates.

## INVESTMENT EARNINGS

Other Revenue consists primarily of investment earnings from the city's investment portfolio. Funds are conscientiously being invested to earn a fair return on the city's resources within the investing guideline restraints allowed. Unlike a personal retirement or stock account that may invest in numerous investment options of varying degrees of risk, the city has a local investment policy adopted by the Commission that mirrors the state statutes and covers three priorities for public funds. The primary objective of the investment activities is the safety and preservation of city funds. Second, the investment strategy will provide sufficient liquidity to meet the city's operating, payroll and capital requirements. Third, funds will be invested to maximize the return on the portfolio while minimizing investment risk. This primarily means that the city invests in treasury securities and federal agency instruments of short to intermediate terms.

While in past years, the investment earnings of the city have been a fairly uninteresting topic, the rise in interest rates has now created safe attractive yields in the 3 – 5% range. This is a significant improvement from the long-term coupon yields of about 1.5% over the past decade. This means that money in the bank now generates substantially more interest income than in past years.

Modeling and budgeting investment earnings are a difficult proposition and can lead to misleading conclusions in the budget. An investment in a typical note or bond is made up of two parts, the coupon or rate of return the investment pays, and the daily value of that bond. For the purpose of financial reporting, cities are required to show the investment of a portfolio as if it was to be fully liquidated at the current price. This is called Mark-to-Market. The reality is that the city always holds all bonds to maturity so that fluctuations in value that must be reported in financial statements are never going to become actual reality for the city as a bond held to maturity always pays out at its par value. This is especially important now because whenever the Federal Reserve is in a rate raising cycle, it drops the value of any current bonds held by investors. This is precisely what happened in FY22 and the financial statements for the city show significant paper losses. While this may look troubling, the reality is that this is just a reported loss, and not an actual one. In fact, the city's cash position is actually growing as higher interest rates allow the city to reinvest and earn a better coupon rate. Investment earnings are always volatile from a reporting standpoint, but when it comes to budgeting purposes the city simply looks at what earnings would potentially be made off of the interest on the current portfolio. This is a truer reflection of what is sustainable from a cash-flow standpoint in the budget and does not require huge reductions, or allow for massive windfalls when bond values fluctuate. Staff took the average annual cash position in each fund and applied a 2.5% average annual interest yield to derive investment earnings in each fund. As older investments mature, those funds will be invested in newer notes and bonds that have a higher coupon rate so it would not be surprising to see an even higher interest revenue over the next couple years.

## TRANSFERS

The majority of transfers are related to the General Fund and come from the Water & Wastewater Enterprise Fund as a return on investment and the electric franchise fee equivalent from the Electric Services Fund. Transfers are expected to decline slightly as electric fuel costs are dropping. The franchise fee equivalent is calculated against the gross total of an electric bill, the higher overall bills being experienced will raise the revenue received by the General Fund. As the world's energy prices decline, it is now lowering the size of this transfer payment to the General Fund. Over the longer term, this revenue source will continue to be constrained by revenue stagnation in the Electric and Water Utilities, as customer growth in a landlocked city, is negligible.

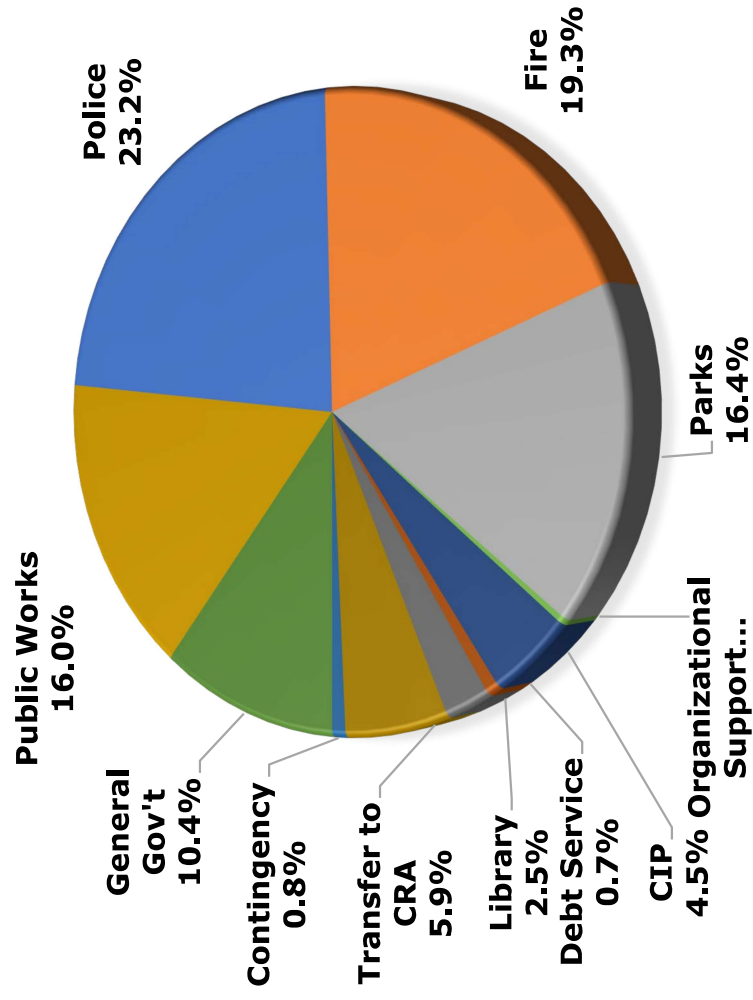
## REVENUE SUMMARY

Overall, revenues are forecasted to grow well across the majority of funds but in many cases, a large part of growth is attributed to increases in underlying rates and fees to mitigate the cost of inflation. In the General Fund, property taxes will continue to save the day as long as the regional real estate market continues to grow. Charges for services in the General Fund are being driven higher by small increases in fees and also a significant increase in the garbage contract. Investment revenue will be meaningful again and contribute well across all funds. The CRA will grow in accordance with property tax values but without an extension there will be fewer years of receiving the benefit of retaining over \$4 million annually in revenue that would go back to Orange County. The Electric Fund is profitable enough to generate cash-flow to support the electric undergrounding effort however the future cost of power and renegotiations could crimp margins in the future. The Water & Wastewater Fund will only have revenue growth due to the planned rate increase, and the rising cost of interlocal agreements with the City of Orlando and the cost of capital projects and repairs are going to slowly deplete the cash position over time. The Stormwater Utility's revenue outlook will likely rely on billing shifting to the tax bill and future rate increases to expand the capacity for improvements.

## Expenditures

As shown in the chart, the majority of the General Fund budget is expended for Public Safety services related to Police and Fire. Support for the city's numerous parks and recreation facilities as well as funding for Public Works, which covers the investment in facilities, transportation and road repair and replacement come in the second largest. Almost across the board, functional areas are seeing increased costs related to wage and materials inflation.

## GENERAL FUND EXPENDITURES FY 2024





| Program                              | FY 23             | FY 24             | \$ Change        | % Change      |
|--------------------------------------|-------------------|-------------------|------------------|---------------|
| <b>General Government</b>            | 7,040,557         | 7,629,646         | 589,089          | 8.37%         |
| <b>Financial Services</b>            | 1,134,046         | 1,248,849         | 114,803          | 10.12%        |
| <b>Planning, Building &amp; Code</b> | 3,588,259         | 3,337,811         | (250,448)        | -6.98%        |
| <b>Public Works</b>                  | 11,657,738        | 13,008,430        | 1,350,692        | 11.59%        |
| <b>Police</b>                        | 16,809,534        | 18,092,684        | 1,283,150        | 7.63%         |
| <b>Fire</b>                          | 13,448,538        | 14,996,291        | 1,547,753        | 11.51%        |
| <b>Parks &amp; Recreation</b>        | 11,604,852        | 12,762,430        | 1,157,578        | 9.97%         |
| <b>Organizational Support</b>        | 1,840,000         | 1,932,000         | 92,000           | 5.00%         |
| <b>Debt Service</b>                  | -                 | -                 | -                | 0.00%         |
| <b>Transfers</b>                     | 7,358,164         | 8,783,903         | 1,425,739        | 19.38%        |
| <b>Reimbursements</b>                | (4,274,446)       | (4,800,673)       | (526,227)        | 12.31%        |
| <b>Non-Departmental</b>              | (400,000)         | (400,000)         | -                | 0.00%         |
| <b>Contingency</b>                   | 106,390           | 600,000           | 493,610          | 463.96%       |
| <b>Totals</b>                        | <b>69,913,632</b> | <b>77,191,371</b> | <b>7,277,739</b> | <b>10.41%</b> |

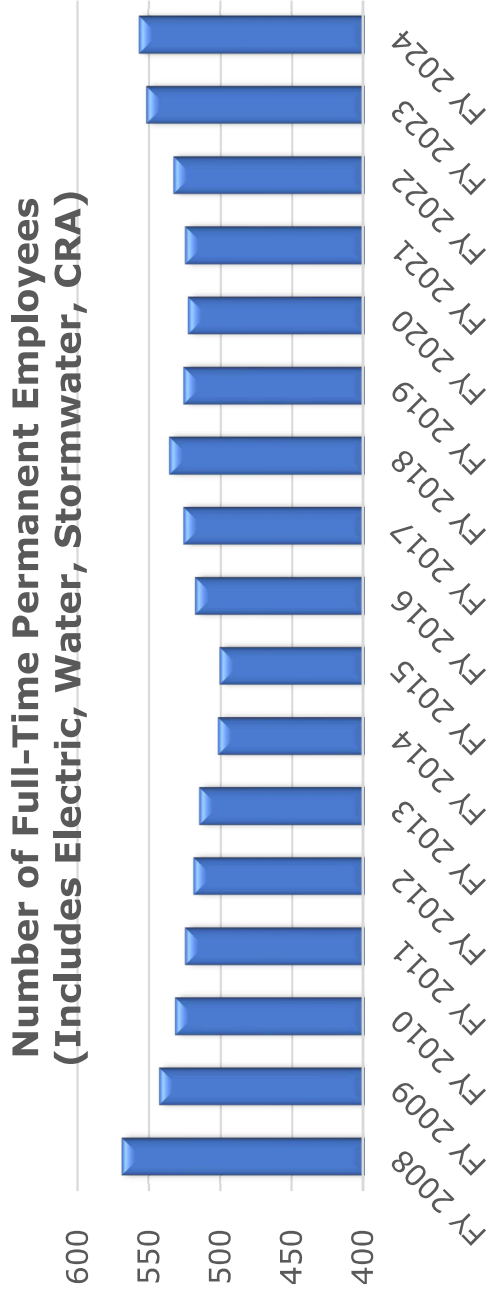
## PERSONAL SERVICES

City-wide salaries and benefits are expected to increase by \$4.1 million or about 7.1%. Wage inflation, implementation of the results of a pay study, and the addition of new public safety personnel are contributing to rising costs. The city's plan to increase wages by a 2.5% cost-of-living adjustment and 2.5% merit increase are predominately contributing to Regular Wages increasing. Part-Time Wages are increasing due to the reclass of some full-time positions to part-time as well as expanding hours capacity at the Community Center and Aquatics. Other Wages are rising solely due to estimated increased in police and fire special detail requests which are offset by revenues received from the party requesting assistance.

| City-Wide Wages & Benefits (\$1,000's) | 2021 Actuals  | 2022 Actuals  | 2023 Budget   | 2024 Budget   | \$ Change    | % Change    |
|----------------------------------------|---------------|---------------|---------------|---------------|--------------|-------------|
| <b>Wages</b>                           | 34,829        | 37,117        | 41,040        | 43,717        | 2,677        | 6.5%        |
| <b>Regular Wages</b>                   | 31,257        | 33,256        | 36,352        | 38,366        | 2,013        | 5.5%        |
| <b>Part Time Wages</b>                 | 937           | 1,040         | 1,702         | 1,909         | 207          | 12.2%       |
| <b>Overtime Wages</b>                  | 1,836         | 1,835         | 2,033         | 2,215         | 182          | 9.0%        |
| <b>Other Wages</b>                     | 799           | 986           | 952           | 1,226         | 274          | 28.8%       |
| <b>Benefits</b>                        | <b>16,074</b> | <b>16,904</b> | <b>16,532</b> | <b>17,949</b> | <b>1,417</b> | <b>8.6%</b> |
| <b>Group Healthcare</b>                | 6,143         | 6,236         | 6,840         | 7,557         | 717          | 10.5%       |
| <b>Pension &amp; Retirement</b>        | 6,621         | 6,839         | 5,417         | 5,795         | 379          | 7.0%        |
| <b>Other Benefits</b>                  | 3,310         | 3,830         | 4,276         | 4,597         | 321          | 7.5%        |
| <b>Grand Total</b>                     | <b>50,902</b> | <b>54,021</b> | <b>57,573</b> | <b>61,666</b> | <b>4,093</b> | <b>7.1%</b> |

Benefits will increase in-line with historical experience. The continual rising cost of healthcare as well as modest changes to public safety pensions are the primary components of change. Currently the city has rolling annual health claims of about \$7.5 million. As the city is self-insured, a secure pool of funding to help support healthcare costs contributions has been built over many years but as the trend in cost is increasing, contributions by the city and employees will both be going up. Other Benefits covers, FICA, Social Security, Medicare, Unemployment, Workman's Comp, Disability, Life insurance, and AD&D insurance. They generally rise in tandem with wage costs.

The number of full-time permanent employees in the city will increase from 550 to 555 in FY24. New positions of note, include the addition of one new police officer, 2 new Firefighter/EMT positions, and the new analyst position in the Electric Utility as well as the additional person added to the Clerk's office in early FY23 that is now fully reflected in the budget. The addition of the new public safety positions aligns with the increased demand for services based on the Ravadauge redevelopment as well as the potential to annex areas west of the city. The Electric Utility position was added



by the City Commission in FY23 and is now fully reflected. The net increase of five positions represents a 1% increase in FT positions city-wide and a 6% increase over the lowest employee count last seen almost ten years ago, when correcting for new businesses brought in-house such as operations of the Electric Utility (18 positions) and the Pines golf course (8 positions).

A description of positions added and deleted is included in the Programs section of this document.

## OPERATING EXPENSES

The chart below shows the trend in operating costs (costs other than payroll, capital or debt service items) over the past four years for the city's more significant funds with the exception of internal service funds (the revenues that fund their operations are already reflected as costs in the funds below).

| Fund                           | FY 2021    |  | FY 2022    |  | FY 2023    |  | FY 2024    |  | FY23-24 Change |        |
|--------------------------------|------------|--|------------|--|------------|--|------------|--|----------------|--------|
|                                | Actual     |  | Actual     |  | Budget     |  | Budget     |  | \$             | %      |
| <b>General Fund</b>            | 19,761,920 |  | 22,989,000 |  | 24,631,004 |  | 27,279,636 |  | 2,648,632      | 10.8%  |
| <b>Stormwater Utility Fund</b> | 1,149,499  |  | 1,195,739  |  | 1,201,102  |  | 1,363,086  |  | 161,984        | 13.5%  |
| <b>CRA</b>                     | 740,379    |  | 930,589    |  | 949,503    |  | 1,236,333  |  | 286,830        | 30.2%  |
| <b>Water &amp; Sewer Fund</b>  | 11,087,425 |  | 12,461,136 |  | 13,372,950 |  | 14,775,843 |  | 1,402,893      | 10.5%  |
| <b>Electric Services Fund</b>  | 25,406,267 |  | 37,188,562 |  | 33,534,414 |  | 28,533,848 |  | (5,000,566)    | -14.9% |

The General Fund is seeing a significant increase in operating costs due to inflationary pressures. Of the \$2.6 million increase, over \$900k is due to the increased cost in solid waste services costs due to the revised contract with Waste Pro. Cost are expected to increase again in FY25 by another 20 – 25% however the city did a review of recent bids and most cities in the region are seeing pricing that is 60% or more higher. An additional

\$400k is related to the increased cost of equipment replacement. This is primarily related to the replacement cost of vehicles as the prices have grown significantly since the pandemic. Currently the city is setting aside \$2 million in the FY24 budget but estimates that \$2.4 million is closer to the real long-term required to maintain the current size of the fleet. The city is also expected to have to start funding its annual obligations towards the commuter rail system starting in May of 2024. This would represent an additional \$146k. The city would then need to allocate \$350k annually as the contracted amount required for a full year starting in FY25. Those three items account for over half of the increased costs. Additional large changes are due to new Police software called FUSUS (\$100k) which enhances the department's ability to coordinate public and private cameras for better crime investigation response. The cost to repair and maintain fleet vehicles is increasing 12% or just over \$100k. General costs for minor equipment are rising about 14% or \$67k, reflecting higher costs for items as well as an increase in credit card transaction fees that are up almost 25% or \$57k, as more payments are made online.

The Stormwater Utility Fund operating costs will increase due to the rising cost of chemicals and need for expanded treatment. The fund will also see a higher contribution towards equipment replacement costs. These two items will account for almost all the increase in the operating budget. If the billing for stormwater moves to the property tax bill, there may be additional room to expand capital and operating expenditures where necessary. Additional personnel would assist with treatment efforts and program management but cannot be afforded under the current rate structure.

The Community Redevelopment Agency operating expenses will increase by a third due primarily to contracted services and funding for the business façade program. The business façade program provides a matching grant to small businesses to make improvements. With over 60 completed grants and a 12:1 private/public funds match ratio, this program is being funded in FY24 after taking a pause. Demand for grants has increased coming out of the pandemic and FY24 will see restoration of the \$100k annual funding. Contracted services in the CRA are used to support transportation and stormwater studies and a number of largescale projects will require CRA participation, such as the city-wide stormwater master plan. The CRA budget will maintain spending for affordable housing initiatives at \$200k per year. To-date the city has completed over 160 rehabilitation projects for single-family homeowners. Lastly the CRA is providing funding support to the Police Department to expand patrols and the presence of officers in the downtown area.

Water and Wastewater Fund will see an increase of over 10%, reflecting the higher cost of doing business primarily related to the cost of treating wastewater. Of the \$13 million operating budget, about half is dedicated to interlocal agreements with the City of Orlando and others for the treatment of wastewater. These costs have continued to climb and are completely outside the utility's ability to influence. Of the \$1.3 million in increased costs, over \$1 million is due to these cost increases.

Operating costs in the Electric Services Fund will decrease significantly by 15%, due to the falling cost fuel purchased by the utility and sold to the city's customers. The prior year saw record utility prices as the conflict in Europe raised fears about a commodity squeeze. As prices have now dropped dramatically, the budget reflects that lower price expectation. As the budget season matures, staff may need to revise this estimate and will be watching closely for any significant change in geopolitics that may indicate changes in the future. Transmission wheeling costs, which is money paid to Duke Energy for the use of their electric transmission system to get power that the city has purchased from other providers to the city, will increase over 25% next year. It is almost like an electric energy toll road and since Duke lines surround the city, there is no other competing vendor to utilize. Regulation of transmission rate increases for the major utility companies is controlled by the Federal Energy Regulatory Commission (FERC). The history has been that these charges increase by about 10- 15% annually.



## CAPITAL OUTLAY

Capital outlay includes those expenditures for equipment over \$5,000 with a useful life of more than one year. The most significant capital outlay in the budget includes:

### General Fund:

\$88,000 Parks: Installs the Thorguard lighting detection system upgrade at the Pines golf course.

\$35,000 IT: The expansion of the city's fiber optic infrastructure requires the necessary tools to promptly repair any issues. Funding will acquire a break detection device that pinpoints the location of any breaks in the system. Public Works will also utilize this device for signalization connectivity.

### Stormwater Fund:

\$85,000 Streets Drainage: Adds a new mid-size excavator to the stormwater fleet allowing for reduced equipment leasing costs and will accelerate repair jobs to the system.

\$30,000 Lakes: Various equipment to assist with the management and treatment of city lakes, including a new hydraulic dump trailer for disposing of eel grass, a silt sucker and sediment excavation attachment for the weedoo boat, and replacement boat motor.

\$20,000 Streets Drainage: The hurricane activity and extreme storm flooding have made the prompt cleaning of storm drains even more relevant. Funding will purchase a root cutter that will work in conjunction with a vactor truck to clean out drains.

### Police Forfeiture Fund:

\$9,800 Police: SWAT pole camera: Provides enhanced situational awareness during police operations.

\$5,000 Police: Speed spy road traffic data converter.

\$5,000 Police: Mobile computer units for vehicles.

### Water and Sewer Fund:

\$50,000 Wastewater Collection: Trailer to haul excavator.

\$40,000 Wastewater Treatment: Four-inch bypass pump for draining tanks and emergency use in storm response.

\$30,000 Utility Patch Crew: Modification to crew truck to add a cement mixer system with water tank. Reduces reliance on commercial cement companies regarding scheduling conflicts and cost.

\$20,000 Wastewater Collection: Lateral Liner rig steamer accessory that allows the use of different types of liners from different suppliers when performing sewer lining work.

### Electric Services Fund:

\$100,000 Electric Street Lighting: Capital repair and replacement.

\$100,000 Electric Street Lighting: New decorative street lighting.

### Equipment Replacement Fund:

\$2 million for the capital replacement of 21 vehicles and equipment, at the end of their useful life. The table below outlines the replacements. It is estimated that the city needs \$2.4 million annually for proper equipment replacement and future budget years will work towards that number. Funding for replacement is based on expected life, salvage cost, and replacement cost of future vehicles to come up with a smoothed annual budget number that needs to be set aside to maintain the fleet in top condition.

| Yr., Make, Model                  | Replacing with        | Estimated Cost |
|-----------------------------------|-----------------------|----------------|
| <b>2011 Chevy Tahoe</b>           | Ford Hybrid Explorer  | 65,000         |
| <b>2013 Ford Interceptor</b>      | Ford Hybrid Explorer  | 65,000         |
| <b>2013 Ford Interceptor</b>      | Ford Hybrid Explorer  | 65,000         |
| <b>2013 Ford Interceptor</b>      | Ford Hybrid Explorer  | 65,000         |
| <b>2013 Ford Interceptor</b>      | Ford Hybrid Explorer  | 65,000         |
| <b>2013 Ford Interceptor</b>      | Ford Hybrid Explorer  | 65,000         |
| <b>2008 Chevy Impala</b>          | TBD                   | 35,000         |
| <b>2012 Chevy Suburban</b>        | Ford F-250            | 100,000        |
| <b>2006 Chevy Express Van</b>     | Transit Van           | 50,000         |
| <b>2007 Chevy Impala</b>          | TBD                   | 35,000         |
| <b>2005 Chevy 1500</b>            | Ford F-150            | 45,000         |
| <b>2002 John Deere 27ZTS</b>      | 135G Excavator        | 201,000        |
| <b>2007 VacCon Sewer Truck</b>    | Vactor                | 500,000        |
| <b>2001 2001 Ford F-550 Dump</b>  | Ford F-550 dump truck | 75,000         |
| <b>2008 chevy 1500</b>            | TBD                   | 50,000         |
| <b>1999 John Deere 544 H</b>      | John Deere 544 loader | 200,000        |
| <b>2003 Ford F-550 Dump Truck</b> | Ford F-550 dump truck | 75,000         |

\$60,000 Fleet: Fleet has four Mohawk 2 post vehicle lifts that need to be replaced, with two completed in FY23 and the other two for FY24. These lifts are 20 years old and there is no longer a manufacture dealership certified by Mohawk to service these lifts. They will be replaced with Rotary 2 post lifts.

\$30,000 Equipment Replacement: Reserve funds for future copier replacements. The City streamlined its copier purchases, management, and maintenance with Konica Minolta and saves over \$70k annually through purchasing its own copiers instead of leasing.

## CAPITAL PROJECTS

Capital Projects total \$27.5 million for the FY24 budget. Project details are in the Capital Improvement Plan (CIP) portion of this document and also includes a listing of capital projects that have been discussed but are unfunded within the 5 Year CIP Plan. These potential projects will be discussed as part of the city's review of the 5/25-year strategic capital planning process. Below is a list of major projects that are funded in the proposed budget.

### **General capital projects funded include:**

\$1,520,251 for pavement resurfacing, bikepath, curbing, and brick road repairs.

\$1,300,000 for the construction and furnishing of the new Building Department building being built by the city's Operational Compound on Howell Branch road. This will house the Building and Code Enforcement personnel and is being supported by the use of restricted building fund reserves.

\$923,077 for facility improvements including replacement of the \$500k generator at the Public Safety building and a \$200k rebuild of the elevator at City Hall, as well as additional funding for the painting and replacing flooring at city buildings.

\$325,000 for the Tennis Center clay court resurfacing.

\$250,000 for planned replacement of bicycle and pedestrian improvements supported by the city's recently implemented mobility fee.

\$200,000 for planned pedestrian and traffic signal upgrades.

\$200,000 towards the Fire Safety Equipment Fund. Funds will be allocated each year and go towards the purchase of major, necessary equipment. In FY24, funding will go to replacing station 61's kitchen and the exhaust vent system in the garage.

\$200,000 for information technology infrastructure upgrades including cybersecurity, system upgrades, and site security improvements.

\$175,000 from the General Fund for major parks maintenance items which include the transitioning of some tennis courts to pickle ball courts at Cady Way.

\$170,000 towards Police Equipment Fund. Funds will be allocated each year and go towards the purchase of major, necessary equipment. Funding for the next four years will support the FUSUS platform hardware and software to connect video monitoring.

\$80,000 for a partial shade cover at the Cady Way park pickle ball courts being provided. Shade will cover the spectator seating area but it would require another \$80k to shade the play area, which was not funded in the budget.

\$75,000 to replace athletic field and tennis court lighting.

\$25,000 for minor improvements to various Parks Department facilities such as playground restorations and mini park improvements.

### **CRA capital project funded include:**

\$2 million towards the planned improvements to MLK Park. These would include landscaping, lighting, beautification, parking, play area, stormwater, and water features. Cost escalation has driven up the original budget for this park when it was planned prior to the pandemic.

\$1 million to extend the 17-92 Streetscape includes improvements to landscape, lighting, curbing, and other hardscape enhancements at the intersections of Fairbanks, Morse, and Webster Ave. This is an FDOT project, and this funding is being set aside in advance of their start date. No date has currently been given and it may be a few years before this project starts.

\$750,000 towards the addition of a restroom and storage area in the West Meadow of Central Park. This long overdue amenity will provide enhanced services and a landscaped plaza area to complement the popular Saturday morning Farmers' Market.

\$200,000 to improve infrastructure needs for the connectivity of Hannibal Square.

\$140,000 CRA Infrastructure and small-scale improvements.

**Stormwater capital projects funded include:**

\$250,000 to replace Stirling Bridge.

\$200,000 for a replacement CDS Unit on Fawsett Road.

\$200,000 for drainage improvements.

\$50,000 curb repair and additions.

**Water and Sewer Fund capital projects funded include:**

\$3,292,900 for Winter Park's share of capital improvements at the shared Ironbridge wastewater treatment facility in Orlando. These costs are current paid from cash reserves but may need to be bonded in the future as capital demands are exceed the utility's cash flow.

\$1,050,000 to replace sub-standard water mains.

\$1,000,000 for Winter Park's share of capital improvements at the shared CONSERV II wastewater treatment facility for Orange County.

\$900,000 for rehabilitation of defective sewer mains.

\$660,000 for Lift Station repair and replacements.

\$640,000 for capital improvements to the City's Water Treatment Plants.

\$325,000 for capital improvements to the City's Water and Wastewater treatment plants.

\$200,000 for Kennedy Blvd Road Widening force main upgrade.

**Electric Services Fund capital projects funded include:**

\$7,761,000 to underground electric utility lines. This is an expansion of funding to accommodate inflationary pressures.

\$1,428,222 million for annual routine capital improvements to the distribution system.



## DEBT SERVICE

The city currently provides for debt service of the General Fund, Community Redevelopment Agency, the Water and Sewer Fund and Electric Services Fund.

General Obligation Bonds, Series 2017 & 2020 covers the debt service for the \$30 million in authorized bonds for the new Library & Events Center that was approved by a voter referendum. These bonds are supported by an added voter debt service adjustment to the millage rate, with the FY 2024 debt service payment totaling approximately \$1.94 million.

The Capital Improvement Revenue Bond, Series 2022 supports the debt service for the \$8 million acquisition of the Pines Golf Course. Bearing a fixed interest rate of 2.5%, payments in FY24 will total \$518k. This annual payment is offset by revenues from the course operation.

Debt service for the Community Redevelopment Agency (CRA) includes \$1.1 million for debt service on loans outstanding as of September 30, 2022 for the Community Center and various capital improvement projects. Final debt service payment is due in 2026.

The Orange Avenue Refunding Revenue Note, Series 2012A will have total debt service payments of \$145k and are payable from special assessments from owners of property adjacent to the improvement area.

Issues outstanding in the Water and Sewer Fund are the Series 2017 and 2020 Water & Sewer Revenue Bonds. Total debt service for principal and interest on these bond issues is \$4.7 million. The 2009 bonds were refinanced to become the 2017 bonds. The old 2009 bonds were issued to refund a portion of the 2004 bonds with fixed rate debt and provide funding for an automated meter reading system and additional funding for improvements at the Iron Bridge Regional Wastewater Treatment Facility. The 2020 bonds refinanced the 2010 bonds which were issued to refund the remaining 2004. Other costs associated with these bond issues include \$2,000 in paying agent fees.

Issues outstanding in the Electric Services Fund are the Series 2010, 2014 and 2014A, 2016, and 2019 Revenue Bonds. Total debt service for principal and interest on these bonds is \$4.7 million. The original 2005A and 2005B bonds were issued to finance the acquisition of the electric distribution system in most of the city and necessary improvements to establish it as a stand-alone distribution system. The 2009A and 2009B bonds were issued to refund a portion of the 2005A and 2005B bonds with fixed rate debt. The 2010 bonds were issued to refund the remaining 2005B bonds that were outstanding in December 2010. The 2014 and 2014A bonds refunded an additional portion of the 2005A bonds at a fixed rate. The 2016 bonds refunded the prior 2007 series bonds which were issued to fund the undergrounding of certain major feeder utility lines, the electric portion of an automated meter reading system and to refund the series 2005 Revenue Anticipation Note. The new 2019 bonds were a refunding of the old 2009 bonds.

## ORGANIZATIONAL SUPPORT

The city provides support to several nonprofit organizations serving the greater Orlando area that make the community a better place to live and provide a direct benefit specific to the Winter Park community. The City Commission utilizes a funding methodology to determine the pool of resources available for outside organizational support. As part of the annual budget process one-quarter of one percent (0.25%) of gross revenues of the

General Fund, Electric Fund, and Water Utility are designated for organizational support. The total estimated funding pool for next fiscal year will total \$388,000. A number of organizations that receive support from the city have executed contractual agreements with benchmarks to ensure that public funds are utilized to achieve desired goals and remain accountable to the citizens. It should be noted that proposed allocations do not necessarily represent the funding requested by organizations but rather what has been historically allocated and that can fit within the policy limit. No organization, except the Library, receives more than half their total operating budget from the city. Planned funding for organizations is listed below.

| Recipient                                  | 2023<br>Budget   | 2024<br>Budget   | \$ Ch.         |
|--------------------------------------------|------------------|------------------|----------------|
| <b>Dr. Phillips Performing Arts Center</b> | 100,000          | 100,000          | -              |
| <b>Mead Botanical Gardens</b>              | 85,000           | 93,500           | 8,500          |
| <b>Winter Park Historical Association</b>  | 80,000           | 88,000           | 8,000          |
| <b>Winter Park Day Nursery</b>             | 35,000           | 38,500           | 3,500          |
| <b>United Arts</b>                         | 17,000           | 18,400           | 1,400          |
| <b>Blue Bamboo</b>                         | 10,000           | 11,000           | 1,000          |
| <b>Polasek Museum</b>                      | 23,000           | 25,300           | 2,300          |
| <b>Winter Park Library</b>                 | 1,840,000        | 1,932,000        | 92,000         |
| <b>Total</b>                               | <b>2,190,000</b> | <b>2,306,700</b> | <b>116,700</b> |

Inflation adjustments have been made across the board for many organizations based on the fact that the city has not increased funding for most organizations except the library. The library received 11% increase last year to accommodate getting staff to a \$15 minimum wage and this year's budget is proposing 5% to keep pace with wage inflation. Traditionally, the city has supported 70% of the annual operating cost of the library and provides the facility at no fee.

Support for the following organizations was included in the Community Redevelopment Agency’s budget as these organizations generally support activities benefiting functions located in the Community Redevelopment Area:

| Recipient             | 2023<br>Budget | 2024<br>Budget | \$ Ch.        |
|-----------------------|----------------|----------------|---------------|
| Enzian Theater        | 7,000          | 10,000         | 3,000         |
| Heritage Center       | 40,000         | 50,000         | 10,000        |
| Welbourne Day Nursery | 35,000         | 38,500         | 3,500         |
| Winter Park Playhouse | 40,000         | 44,000         | 4,000         |
| Depugh Nursing Home   | 20,000         | 25,000         | 2,000         |
| <b>Total</b>          | <b>142,000</b> | <b>167,500</b> | <b>25,500</b> |

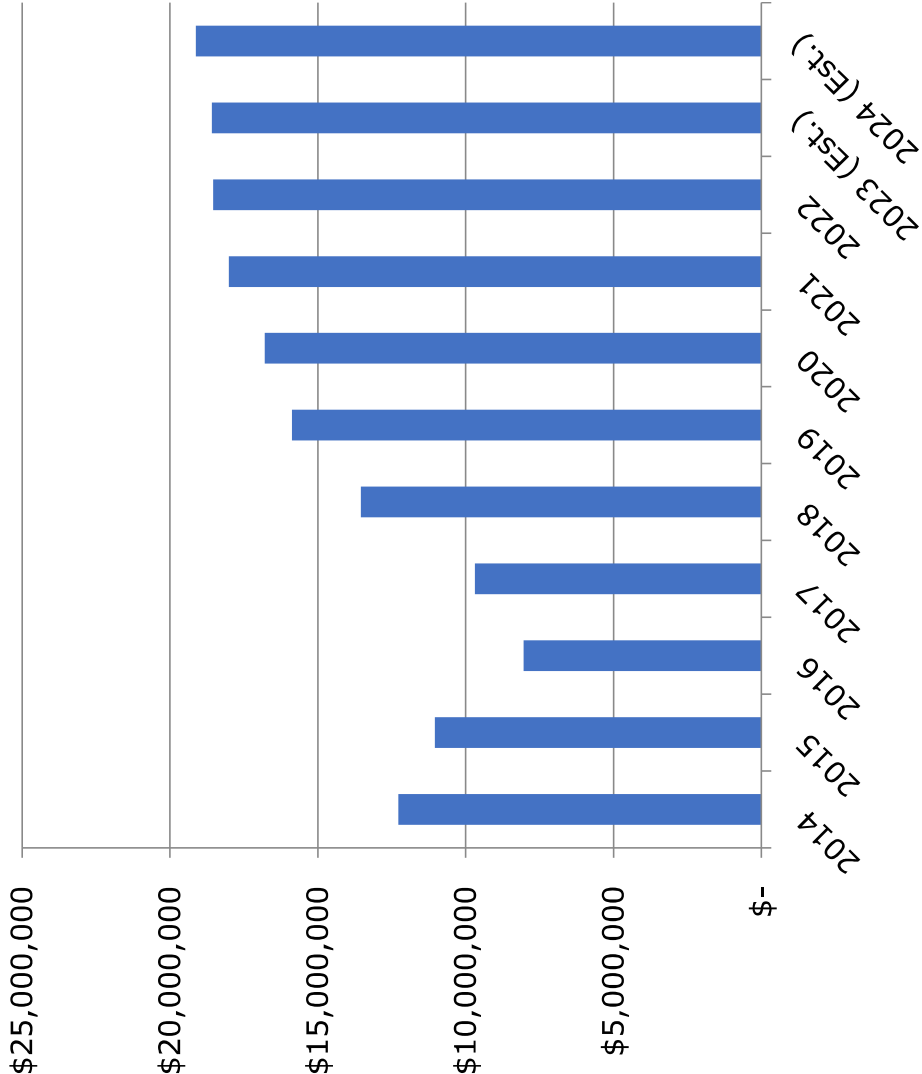
## CONTINGENCY

Budget policy calls for one-half of 1% of gross revenues or about \$400k to be set aside as contingency. The city has a state goal of having unencumbered reserves of 30% of non-recurring annual operating expenses. That goal was achieved in FY20, however the rising cost of doing business due to inflation has raised the size of the general fund beyond the ability to the fund to set aside sufficient revenues to maintain the goal. The goal is expected to slip to 27.6% in FY23 as little funding is expected to be added to contingency in the current year. The proposed budget for FY24 includes a contingency that exceeds the policy requirement but at \$600k, the reserves percentage will slip to about 25.7% despite the fact that the cash balance will increase to just over \$19 million. Only seven years ago, reserves stood at \$8 million, a significant improvement given the pandemic occurrence just a couple years ago.

Even though the reserves percentage is slipping, there are a number of potential budgeted items that could be supported by the use of contingency in the FY24 budget. These items could include funding the Parks Master Plan which needs to be completed by the end of FY25, providing a funding match to the library to be able to open on Sundays, restoring capital spending in the CIP that had to be reduced to balance the budget, and possibly creating a grant matching reserve fund to support required funding contributions the city might need to make if it receives grants that are currently under consideration.

Further discussion on fund balance can be found in the Cash Reserves section of this document.

Unassigned General Fund Balance





## Strategic Planning

Project and operating desires will always exceed available resources and fiscal governance is the process of determining how best to allocate scarce resources for the best outcome given the priorities of the stakeholders of the city. There are a number of capital and operating needs that had to be deferred or not funded as part of the FY24 budget and these are outlined in a number of categories below to highlight the longer-term financial needs of the city to accommodate the level and size of projects priorities being discussed. The section below will talk about the city’s long-term project planning tool, the 5/25 Year Capital Plan as well as highlight unfunded project and operating requests in the General Fund and additional long-term needs in the Utilities and Stormwater funds.

### 5/25 Year Plan

As part of the annual budget process, the city’s short- and long-term capital plan is updated with the City Commission. The 5/25 Year Plan contains potential project priorities as well as funding sources and then projects are placed into either the short-term (5-yr horizon) or long-term (6-25 yr horizon) depending upon priority. Within each of those categories, desired project priorities exceed expected revenue sources and some items are identified as unfunded. In the 5-yr timeframe there are a few projects, listed below, that are unfunded. In the longer-term horizon there are a number of projects listed that exceed expected funding however it does not allocate which of those projects should be funded and instead shows the total project cost compared to total available funds.

Projects listed below are from the last update to the plan and will be discussed in public meetings throughout this budget process. Projects unfunded in the 5-year timeframe total just over \$10 million. Projects listed over the 25-year timeframe total almost \$65 million with about \$49 million in potential funding sources. It should be noted that these numbers are estimates and will fluctuate greatly with inflation and growth/cost revisions.

| Project                                  | Fund                    | Unfunded in 5 Years |
|------------------------------------------|-------------------------|---------------------|
| Ozark Property - Acquisition             | Capital Projects - 5 Yr | 7,500,000           |
| Ozark Property - Improvements            | Capital Projects - 5 Yr | 2,000,000           |
| Library & Event Center Signature Artwork | Capital Projects - 5 Yr | 100,000             |
| Station 61 Improvements (Canton)         | Capital Projects - 5 Yr | 250,000             |
| Station 64 Improvements (Howell Branch)  | Capital Projects - 5 Yr | 200,000             |

| Project                                                                               | Fund                     | Listed in 6-25 Years, with<br>est. funding available of<br>\$48.7 million |
|---------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------|
| Lakemont Ave "Complete Streets"                                                       | Capital Projects - 25 Yr | 8,000,000                                                                 |
| Purchase land frontage on Fairbanks along MLK Park                                    | Capital Projects - 25 Yr | 7,500,000                                                                 |
| Old Library Building Improvements                                                     | Capital Projects - 25 Yr | 6,000,000                                                                 |
| Mead Gardens- Phase 2                                                                 | Capital Projects - 25 Yr | 5,370,000                                                                 |
| Old Library Garage (200 at 25k per space)                                             | Capital Projects - 25 Yr | 5,000,000                                                                 |
| Ravaudage/Killarney Annexation - Fire Station (Land cost removed)                     | Capital Projects - 25 Yr | 5,000,000                                                                 |
| Station 62 Improvements (Lakemont)                                                    | Capital Projects - 25 Yr | 5,000,000                                                                 |
| Orange/Denning/Minn-Roundabout                                                        | Capital Projects - 25 Yr | 4,000,000                                                                 |
| East/West Intersection Denning at Fairbanks- See MLK Park                             | Capital Projects - 25 Yr | 4,000,000                                                                 |
| Aloma (426) at Lakemont                                                               | Capital Projects - 25 Yr | 3,000,000                                                                 |
| Traffic Enhancements                                                                  | Capital Projects - 25 Yr | 2,000,000                                                                 |
| City Hall - Major Renovation                                                          | Capital Projects - 25 Yr | 2,000,000                                                                 |
| Glenridge Intersection                                                                | Capital Projects - 25 Yr | 1,239,000                                                                 |
| Bike and Mobility Plan Implementation                                                 | Capital Projects - 25 Yr | 1,000,000                                                                 |
| Pedestrian/Bike Bridge/Tunnel alongside SunRail at north 17-92 or Morse Blvd at 17-92 | Capital Projects - 25 Yr | 1,000,000                                                                 |
| Fairbanks Denning Traffic Improvements -Pedestrian Crossing                           | Capital Projects - 25 Yr | 1,000,000                                                                 |
| Const - North/South Intersection Denning at Fairbanks- See also MLK Park              | Capital Projects - 25 Yr | 1,000,000                                                                 |
| Orange Avenue Traffic Improvements (See also Intersection, below)                     | Capital Projects - 25 Yr | 1,000,000                                                                 |
| Replace funding for Post Office deferred to 7 Oaks Park                               | Capital Projects - 25 Yr | 925,000                                                                   |
| Downtown Circulator                                                                   | Capital Projects - 25 Yr | 450,000                                                                   |
| Lake Baldwin Park Improvements                                                        | Capital Projects - 25 Yr | 350,000                                                                   |

Note: Old Library Building projects were previously placed on the 5/25 year plan, however since that time, the site is currently in a public solicitation process and may change the need for redevelopment capital.

## Unfunded Operating & Capital

The city has a number of new project ideas that have either already come up in City Commission conversation or developed as part of the internal portion of the budget process. It is unusual for the city to display items that were not funded in the operating portions of the budget, but the unprecedented concerns about inflation and future growth rates as well as the desire to raise levels of service in Public Safety will allow this information to help inform policy making and to recognize the outstanding needs that have been raised by departments. Many of these requests are items that were partially funded in FY24 with increased amounts but not quite at the level initially requested by the department. Others are new project possibilities such as finding a home for the Winter Park Playhouse, or operating expansions of service such as providing additional funding to the library to open on Sundays and adding an additional 9 public safety positions in Police and Fire over the next three years. These requests total \$7.8 million, and in some cases, there may be grant opportunities available to support some of these unfunded items, however it highlights the pressure that is always felt during the budget process and the difficulty of trying to do everything all at once. This list does not include additional considerations such as funding needed to reach the 30% goal in reserves in the General Fund, which would add \$3.2 million to this list.

| Project                                              | Fund                      | New or Deferred Requests, no funding timetable or source identified |
|------------------------------------------------------|---------------------------|---------------------------------------------------------------------|
| WP Playhouse property acquisition                    | Operating & Capital - New | \$4,000,000                                                         |
| Addl. 9 Public Safety employees                      | Operating & Capital - New | \$1,400,000                                                         |
| WP Library Sunday Operations Request                 | Operating & Capital - New | \$350,000                                                           |
| Mead Garden funding                                  | Operating & Capital - New | \$265,000                                                           |
| New Loader Truck for Forestry                        | Operating & Capital - New | \$215,000                                                           |
| Winter Pines Golf Course capital improvements        | Operating & Capital - New | \$200,000                                                           |
| Cady Way Pickle ball court shade awning              | Operating & Capital - New | \$160,000                                                           |
| Painting (City Hall, Park Restrooms)                 | Operating & Capital - New | \$150,000                                                           |
| Pavement Resurfacing and Brick Road Repairs          | Operating & Capital - New | \$138,532                                                           |
| Field and Tennis lighting replacement fund           | Operating & Capital - New | \$125,000                                                           |
| Addl. Sidewalk, bike path and curb repairs           | Operating & Capital - New | \$125,000                                                           |
| Parks Master Plan funding                            | Operating & Capital - New | \$125,000                                                           |
| Tennis Court resurfacing                             | Operating & Capital - New | \$100,000                                                           |
| Additional capital improvement funding for Fire Dept | Operating & Capital - New | \$100,000                                                           |
| Addl. Funding for Signalization Improvements         | Operating & Capital - New | \$100,000                                                           |

|                                                        |                           |          |
|--------------------------------------------------------|---------------------------|----------|
| Baldwin Park pavilion                                  | Operating & Capital - New | \$85,000 |
| New truck for Streets Admin                            | Operating & Capital - New | \$60,000 |
| Weather Stations (3)                                   | Operating & Capital - New | \$22,500 |
| Inventory and Asset management software for Facilities | Operating & Capital - New | \$15,000 |
| Playground Restorations                                | Operating & Capital - New | \$10,000 |
| Mini Park Restoration                                  | Operating & Capital - New | \$10,000 |
| Optical Time Domain Reflectometer                      | Operating & Capital - New | \$10,000 |



## Utilities Capital Projects

These lists were largely created after Hurricane Ian to look at future infrastructure needs the city may have related to its Stormwater and Water & Wastewater operations. These should be considered longer-term needs but something that would need to be kept in mind as project priorities and capital capacity are discussed. Stormwater and Water & Wastewater are already having to raise rates as part of this proposed budget to keep pace with current day demands, and this list highlights the scale that could be needed in the future.

### Stormwater Future Needs

Potential projects total over \$14.7 million and does not include an estimated \$10 million that could be needed in the nearer term to address flooding in the MLK Park and downtown core area that may be a more pressing demand.

| Project                                                  | Fund       | New or Deferred Requests,<br>no funding timetable or<br>source identified |
|----------------------------------------------------------|------------|---------------------------------------------------------------------------|
| Lake Sylvan to Lake Mizell Interconnect                  | Stormwater | \$4,500,000                                                               |
| Lake Chelton to Lake Sue Interconnect                    | Stormwater | \$3,500,000                                                               |
| Lake Forrest neighborhood curb and drainage improvement. | Stormwater | \$2,000,000                                                               |
| Corrugated Pipe Replacement                              | Stormwater | \$1,500,000                                                               |
| Winter Pines GC Drainage                                 | Stormwater | \$500,000                                                                 |
| Canton Ave Drainage                                      | Stormwater | \$500,000                                                                 |
| Woodside Ave, Eastern Parkway Drainage Improvement       | Stormwater | \$500,000                                                                 |
| Laurel Road Re-design                                    | Stormwater | \$500,000                                                                 |
| Nutrient Study Chain of Lakes                            | Stormwater | \$450,000                                                                 |
| Chestnut Road Drainage                                   | Stormwater | \$300,000                                                                 |
| Lee Road Drainwell Refurbishment                         | Stormwater | \$100,000                                                                 |
| Addl. Bypass Pump- Lake levels                           | Stormwater | \$95,000                                                                  |
| Storm Sewer Camera                                       | Stormwater | \$80,000                                                                  |
| Shepherd Ave Bubble up connection to gravity system      | Stormwater | \$50,000                                                                  |
| Venetian Way Exfiltration bubble up connection           | Stormwater | \$50,000                                                                  |
| Data Management Software for Sustainability              | Stormwater | \$35,000                                                                  |

## Water & Wastewater Future Needs

Potential projects total over \$42 million based on current estimates.

| Project                                                                         | Fund      | New or Deferred Requests, no funding timetable or source identified |
|---------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------|
| FDOT SR 434 Water and Sewer Utilities Replacement                               | W&WW Fund | \$22,000,000                                                        |
| FDOT US 17-92 Water and Sewer Utilities Replacement                             | W&WW Fund | \$11,000,000                                                        |
| Ravaudage Lift Station/Force Main and Wymore Lift Station Upgrades              | W&WW Fund | \$4,000,000                                                         |
| Richard Crotty Parkway W&S Utilities Replacement                                | W&WW Fund | \$2,100,000                                                         |
| Systemwide Gravity Sewer Lining and Manhole Rehabilitation                      | W&WW Fund | \$500,000                                                           |
| Mobile Generators, Year one of two                                              | W&WW Fund | \$425,000                                                           |
| Swoope & Magnolia Water Treatment Plants Ozone Generator Dielectric Replacement | W&WW Fund | \$400,000                                                           |
| Summerfield Lift Station Upgrades                                               | W&WW Fund | \$300,000                                                           |
| Storage Pond Liner Replacement                                                  | W&WW Fund | \$300,000                                                           |
| FDOT 17-92 Utility line relocation design                                       | W&WW Fund | \$300,000                                                           |
| Lift Station Portable Generators                                                | W&WW Fund | \$300,000                                                           |
| Systemwide Water Main Replacement                                               | W&WW Fund | \$300,000                                                           |
| Addl. Funding for short-liner sewer improvements                                | W&WW Fund | \$250,000                                                           |
| Laurel Springs Lift Station R&R                                                 | W&WW Fund | \$110,000                                                           |
| Modulating valve replacement for all WTPs                                       | W&WW Fund | \$100,000                                                           |
| Addl. Funding for manhole improvements                                          | W&WW Fund | \$50,000                                                            |
| Mobile Generator canopy                                                         | W&WW Fund | \$50,000                                                            |
| Raiders Run (aka Georgetown) Electrical Replacement                             | W&WW Fund | \$30,000                                                            |

## Ten-Year Pro-formas

Pro-formas are best used to gauge the sensitivity of changes upon long-term financial planning. To gauge the effects of current service levels, funding decisions, and revenue trends on future periods, ten-year pro-formas were prepared for the General Fund, Water & Sewer Fund, Electric Fund, and Community Redevelopment Agency. Also, incorporated in the pro-forma is funding for the city's five-year Capital Improvement Plan which is included under the Capital Projects portion of this document. For all the pro-formas, known near-term impacts were factored into revenue and expenditure growth assumptions, while later years' growth estimates are based on long-term historical averages and estimates. These pro-formas are passive and do not consider ongoing management intervention. The trends indicated in the analysis should be used to inform policy decisions, not create exact estimates of any given future year's results, as those will be subject to change every year.

## Global Outlook:

The world economy still remains on an uncertain footing. While the pandemic is becoming a memory, the global inflationary crisis has raised the prices of virtually everything used by the City of Winter Park and its effects are likely to linger longer than initially perceived. While top-line inflation has come down, mostly due to energy prices falling, core inflation has remained sticky and pressure on wage growth is still high in this labor market. The Federal Reserve has paused its rate hiking cycle but the lagged effects of this may still cause ripples in the economy. World-wide, the strength of the banking sector is in question, the war continues in Europe raising issues of stability in both Russia and Ukraine, and the United States will soon enter a presidential election year. Real estate prices are cooling, especially in the office market where vacancy rates are approaching records as remote work proves difficult to leave, while limited volume in residential markets acts as a support to values, as homes are not selling as quickly and prices

have begun to decline. Many economists are predicting that a recession is looming, but the timing of if, when, and how deep continues to be a source of debate.

Due to this myriad of factors, trying to pin down exactly where the city will be in ten years across all its major funds, is impossible. However, a pro-forma can look at scenarios and make considered assumptions that can help inform long-term policy decisions. Pro-formas are inherently biased and a number of assumptions must be made about the future. They work best when assumptions are adjusted to gauge how different outcomes will affect the overall long-term financial health of the fund. Underlying the overall assumptions of this pro-forma is the belief that there will be some sort of mild recession in FY24 that impacts revenues in FY24 and FY25. This was anticipated last year, but never materialized. This means that revenue sources that are immediately economically sensitive, such as sales taxes and permitting fees, are likely to fall first, followed by a slowdown in property tax revenue in the following years. The utilities are typically insulated from economic downturns (unless they are severe) so no major change in revenue growth is expected due to a mild recession. Like most mild recessions, it is expected that there will be some bounce-back after the slowdown. These assumptions are conjecture and as a result most of the modeling favors conservatism. If the US dodges a recession, it is likely that these pro-formas will understate performance. However, if a more protracted period of recession and inflation occurs, these pro-formas will be too optimistic.

The following details the list of assumptions common to all the funds' pro-formas:

**Personnel Costs:** The model assumes that wages, and those benefits tied to wages, will inflate at a still high level of an annualized rate of

5% in FY25, and 3.5% in FY26, before falling to a long-term rate of increase of 3%. This matches with the expectation that a period of higher inflation will still affect wages and benefits over the next two years. If employee count changes drastically either through adding new services or outsourcing existing ones, this would no longer be a fair assumption. Within the General Fund, it is providing for the potential addition of new Public Safety employees (3 – 4) positions.

**Healthcare:** Representing what the city pays for health plan costs for employees, this is expected to grow at 7 -8% annually.

**Fuel:** Fuel prices have come down from highs and the pro-forma assumes that prices will fall to the long-term average rate in the next couple years. Fuel prices are expected to drop 10% in FY25 as a result of cooling global demand before recovering and growing slowly over the long term. This would assume a barrel of oil cost of about \$60 one year from now.

**Vehicle Replacement:** Funding for the city's pooled heavy equipment and vehicle purchases are being increased significantly in the proposed budget and will continue to expand in FY25 and FY26 in order to bring the city to the level of funding necessary to replace needed equipment. The goal is to reach over \$2.4 million annually in funding by FY26 and this will put pressure on all operating budgets over the next two years.

**All Other Operating Expenses:** Like personnel costs, it is assumed that a period of higher inflation persists for a few years. An annual rate of 4% is used to estimate the inflation of other operating expenses in FY25, then dropping half a percent each year until it falls back to a long-term average of 3%.

## General Fund Pro-forma:

Property tax revenue makes up over 43% of General Fund revenues and this pro-forma assumes one more year of decent growth (6%)

before beginning a significant slowdown in this important revenue source. The last few years have seen 8 - 10% growth, however property tax revenue typically lags the general economy by about 18 months. Therefore, if a recession or slowdown occurs in FY24, it is possible for this revenue to still grow with the negative effects not being felt until FY25 and beyond. If high inflation erodes home values, keeps mortgage rates high, or causes doubt about the future of the economy, then revenue will decline or growth rates will slow. The pro-forma attempts to incorporate these scenarios by showing subdued growth in FY26 (4%) and even slower in FY27 (2%), followed by a slow return to a long-term normal rate of 4.5%, which is the long-term average of property tax growth over 20 years.

Sales taxes are probably the most instantly sensitive revenue to any downturn. Current collections are far above state estimates and our budget for FY23, so budgeting the same amount in FY24 will already act as a 15% reduction. As timing and severity of any downturn is unknown, it is assumed that there may be some lingering effects of cooling in the economy in FY25 and therefore this revenue source is expected to decline modestly by 5% before bouncing back in FY26 and then growing at a modest rate over the long-term at about 2.5%.

Similarly, building permit fees are expected to decline 5% as major projects become more expensive due to the higher cost of borrowing and outlook about the economy. Winter Park is also a land-locked community and major development projects that could move revenues significantly are limited. Over the longer term, this revenue will grow at about 5% annually.

Franchise fees and Utility taxes (predominately related to the utilities) are expected to remain flat at their long-term average of 2 – 3%.

Transfers, which represent the franchise fee equivalent from the Electric Utility as well as the owner contribution from the Water Utility, are expected to remain flat.



Investment earnings may now be the most interesting change in the pro-forma as now there is value in holding onto cash reserves. The FY24 budget bases interest earnings at an average portfolio yield of 2.5 – 3%, however it is expected to grow to more than 5% over the near-term as the city sells off lower performing bonds and locks in higher long-term rates. While investment earnings are posted and reported based on their market value, the long-term interest income that is actually received from the investments is a more accurate measure of income added to the city. Investment revenue reported in financial documents has been negative because as the Federal Reserve raises rates it lowers the value of existing bonds owned; however, the city does not typically sell any assets prior to maturity and will receive the full value of the notes. Now that the rate rising cycle may be over, formally reported investment revenue will include both the interest earnings and increase in valuation of the portfolio. For the purposes of the pro-forma, it is assumed that coupon rates will reach over 4% in FY25 and stay elevated for a few years before declining over the longer term.

Other revenue sources will remain flat or show growth that is in-line with the 20-year average growth of revenues in the General Fund (3%). As state revenue estimates will not be available until after presentation of this budget, there may need to be adjustments made regarding outlook as sales tax estimates will likely vary wildly based on levels of optimism about the economic outlook. The millage rate assessed for property tax purposes is assumed to remain constant over the 10-year period. Communication Services Taxes are set at a subdued annual growth of 1 - 2% and are unlikely to grow quickly.

Solid waste costs associated with the city's franchise agreement with the company Waste Pro, will grow over the next three years at the contracted maximum of 3.5% with the exception of FY25 when the second half of the contracted increase in rates raises prices another 20% due to inflation experienced in the last couple years. This will result in a corresponding increase in what is charged to garbage

customers in the city and will affect total cost in the General Fund Public Works line and a corresponding increase in Charges for Services.

Public Safety Pension costs are based on the most recently completed actuarial studies. This is the largest dollar impact change to the pro-forma from last year as the poor performance year of the stock market has now shifted contribution expectations. As opposed to seeing further declines in the near term, city contributions have grown modestly in FY24 and are expected to grow by about \$600k annually for a few years with obligations of \$4.3 million in FY25 and reaching over \$6 million annually by FY28.

IT software costs have been rising at a much higher rate than general operating costs. As more companies shift business models and move services to the cloud, subscription fees are rising. To more accurately reflect this cost pressure, software costs have been inflated at 10% annually.

With the failure of the penny sales tax for transportation effort, annual funding for commuter rail will become the responsibility of the regional jurisdictions that have stops for SunRail. Winter Park's obligation is capped at \$350k and is fully reflected in the Public Works budget throughout the pro-forma. While it is possible that some other funding source could remove this from being a municipal responsibility, it is less likely to happen any time soon.

The 5-Year CIP is fully incorporated into the first four years of the model and then a longer-term average of just above \$2 million is inflated annually by 2% through the rest of the life of the model.

### ***General Fund Findings:***

The tightening financial picture brought on by an economic slowdown, inflationary pressures, and expansion of city services through the addition of new facilities and amenities, is evident in the pro-forma results, showing years of increasingly negative cash-flow outcomes.



Despite reductions in capital spending, slower revenue growth will barely start to cover higher wage and benefit growth as well as cost increases in public safety pensions. Surplus revenues are expected to fall at just above positive levels before turning increasingly negative. Unchecked, the city will need to consider cutting services or increasing revenues through property taxes or fees.

The expected cost and revenue increase with renewing the solid waste contract for garbage services can be seen raising the Charges for Services revenue line in FY25 while also increasing the Public Works line. Then, if there is no extension granted, in FY28 the city's CRA will cease to exist. This has a few pronounced effects on the General Fund that have been assumed based on the City Commission's current strategic planning outline that includes a 25-year outlook for projects and funding sources. This outlook presumes that the city will continue to support the operations and programs of the CRA and that it will also devote half of the funds normally transferred to the CRA to now get allocated towards the city's CIP transfer. In the model this shows up as an increase in the Planning/ Community Development budget, no more transfers to the CRA starting in FY28, and then an increase to CIP transfers. This will not meaningfully raise the bottom-line result in the General Fund as the CRA transfer of about \$5 million would be almost all used up on continuing services and capital contributions. If the city wanted to improve the outlook for the bottom-line, it could reduce those transfers or slim down the offered programs and project support that had been historically handled by the CRA. This will be discussed more in the CRA pro-forma analysis, but at the expiration of the CRA, the city will lose over \$4 million in Tax Increment Financing revenue from the county. This will result in an overall lower amount of total city funds for capital projects than it has been historically used to, and may increase pressure on the demand to find funding for more projects, or to just do less in the future. Currently, the City Commission and staff are engaged in conversations about extending the life of the CRA with Orange County.

Over time, the natural result of having a higher rate of cost growth than revenue growth will weigh on operating deficits, with the current model showing annual losses approaching \$2 million if no action is taken. Clearly the city is not going to operate on a deficit, so either revenue outlook would need to improve or city services would be reduced and projects delayed. The city had previously met its goal of having 30% of annual reoccurring operating expenses in an unencumbered reserve but it has been slipping (est. 26%) as the size of the budget has outstripped additional contributions to reserves. This will peak at \$19.2 million in FY25 before falling over time as the negative outlook in the model drags down reserves.

Overall, this pro-forma highlights the usual problem for municipal pro-formas, which is that revenue growth is always the greatest challenge to future budgets as expenses often grow at a greater rate. If revenues decline and inflation remains elevated, the city would likely need to look at a significant change to services or consider a change to the property tax rate, which has not been changed by the city in 15 years.

## Water & Wastewater Pro-forma:

The expenditure side assumptions utilized in the general fund pro-forma are also used for this pro-forma. However, a large portion (about 1/5) of the utility budget is related to interlocal agreements that support the treatment of wastewater by other jurisdictions. Those costs have been rising significantly higher than average in the last few years and as a result are now being inflated at a higher 7.5% annual change. This is a major cost burden and small changes in this number have profound effects on cash-flow over the pro-forma. Additionally, the model assumes that the utility will have to make future capital contributions for its share of the capital cost of maintaining these facilities, and an average of \$1.5 million inflated annually, is expected to be a demand on cash reserves.

Growth in water and sewer revenue is based on expectations that the Public Services Commission (PSC) will publish a larger inflation number in FY25 to reflect the backward-looking adjustment for inflation. Prior to FY22, the 10-year average of the PSC index change was 1.76%. This is the rate that the commission estimates a utility would have to increase their rates to keep pace with inflation pressures. For the FY23 budget the rate increase was about 4.5%, for FY24 it will be 7.1%, and for FY25 it is expected to be 4.5%, before settling over time to a long-term rate of 3%.

#### ***Water & Wastewater Pro-forma Findings:***

Use of fund balance to fulfill capital obligations associated with wastewater agreements and road projects with regional partners are going to take a significant reduction to cash balances (\$8.6 million over five years). Then to account for the fact that capital contributions are unlikely to cease, the estimated annual demand of the second half of the pro-forma adds an additional burden of \$8.3 million. These large payments are drawing down heavily on the utility's historically strong cash position, reducing working capital and constricting the utility's ability to deploy capital to new project demands or emergencies. With no intervention, the utility is expected to go negative cash position by FY31. To fix this issue, the utility will need a rate premium for capital costs, need to bond the capital obligations for these interlocal agreements, or reduce the operating budget through service cuts.

Capital spending will also decrease over time in the utility as margins are squeezed. Capital improvement spending will decline over the near-term before flattening out at around \$4 - \$5 million. This reduction in spending is the reason the short-term shows surplus revenues.

Working capital has continued to fall over the years as cash calls for capital projects exceed the utilities ability to pay for these large projects out of operating cash-flow. Days working capital was over 130 in FY23 but will fall to 94 in FY24, and decline over time. The city holds a policy goal that working capital remain at 45 days or higher but it should be

noted that many utilities hold working capital at well over 200 – 400 days. While this seems excessive, it may indicate a need to replenish reserves in-line with industry norms.

A couple years ago, the city discussed adding an incremental increase to rates beyond the PSC index recommendation because the index does not account for capital cost considerations. The city has always raised rates consistent with the PSC index but surpluses over time will be drawn down with the increased use of fund balance to support the city's contribution to the shared wastewater plant Iron Bridge, and more road relocation projects led by the FDOT, happen outside the city's direct control. However, with the pandemic and now inflation, adding a premium to an already higher-than-average increase in rates seems unlikely. However, this will need to be seriously considered in the next couple years if cost pressures remain as presented.

#### **Electric Services Pro-forma:**

The utility is at an interesting time. The power supply contract with the waste-to-energy plant Covanta, will expire in FY24. This power source provides about 10% of the utility's portfolio and is typically the highest cost of power both for fuel and non-fuel components. However, it is completely stable and the price does not fluctuate with the prices of commodities. During the high-cost months of 2022 with the invasion in Ukraine and the spike in natural gas prices, Covanta power was actually cheaper than FMPPA for a few months. However, that is not normally the case and Winter Park has paid a premium for fixed pricing. The leadership at the utility has already told Covanta that any renewal would need to be at a much lower price. If no arrangement can be reached, then the 10 megawatts purchased from them would need to go to some other provider. Currently solar offers a very competitive choice but most of those supply projects are delayed with Winter Park already waiting for previously agreed to purchase agreements to come on-line. It is likely that if no deal is reached with Covanta, that the power would be supplied from FMPPA that has an all-requirements

contract with the city, which means they supply anything needed after all other sources are accounted for. As FMPA is traditionally one of the lowest cost power providers, this change has significant implications on the pro-forma. The pro-forma for the utility includes two scenarios to show the effect on the bottom-line. Under the first scenario, it is assumed that the status-quo is maintained and that the city keeps Covanta at its current rates. This is likely a worst-case cost scenario as some sort of discount should be achieved in renegotiation. The secondary pro-forma shows the effect if the power is supplied under the existing FMPA contract. Purchased power costs in FY25 would fall by about \$3.3 million reflecting the drop in fuel and non-fuel costs. This would reduce costs to consumers through the pass-through fuel portion and would increase the utility's profit margin by reducing non-fuel costs. There are certainly other considerations to be evaluated in any decision and this analysis just looks at the financial impact. Covanta is considered a green source of energy by the State of Florida and it may be worth the environmental benefit to keep it at a higher price point.

This pro-forma continues to increase the cost of undergrounding by 5% annually over the life of the program, which is expected to be complete in FY30. Unfortunately, material delays continue to raise prices and slow the program. With the expected end to the program any prior contributions will then accrue to the bottom line. It is likely that these surplus funds will then be turned towards other projects such as expanding decorative lighting and LED replacement of streetlights in the city. It should be noted that the city's contract with FMPA expires in FY27 but there is no way to determine what the energy market will be at that time; the model just maintains the current pricing through the ten years of the pro-forma. This may be overly optimistic as the city's current deal is exceptional.

The model also includes the desire of the utility to make annual investments in the substations at about \$500k annually, and that has been added starting in FY25 in accordance with the CIP.

Staff anticipates low to no growth in revenues over time using 1% annual appreciation for demand growth in the model.

**Electric Services Findings:** Both pro-formas show that the utility does not have the natural rate of revenue growth required to keep pace with rising operating and capital inflation over time. It has long been discussed that the utility's ability to do the undergrounding program and make investments in capital has been afforded by favorable cost-side considerations, such as the favorable power portfolio, and not from revenue growth. The utility's profit margin is tied directly to the cost of non-fuel component of its power contracts. When that is negotiated down, the utility is able to free up more cash-flow for other pursuits. The difference between the two pro-forma scenarios highlight this as removing Covanta and going to FMPA would reduce fuel costs by about 10% and non-fuel by about 30%, resulting in about a \$1.4 million reduction in costs to consumers and a \$1.8 million reduction to the utility. This is why the bottom-line on each pro-forma look so starkly different.

If the status-quo is maintained, the utility will not be able to make its desired investment in substations and will likely have to slow the capital allocated to undergrounding to cover the deficits that are forecast. If the future pricing reflects FMPA's current prices then the negative impact on the bottom-line lessens. Under both scenarios, some adjustment to the non-fuel rates will need to happen to maintain cash-flow.

Currently the Electric Utility in Winter Park has some of the lowest rates in the state. Unlike the Water & Wastewater Utility, the Electric Utility has never had any kind of indexed rate. This would greatly enhance its long-term sustainability and aid in future capital planning as opposed to asking for rate increases in the year they are needed. As rates have been falling, and if a lower priced deal can be reached with Covanta, it may be time to consider some minor increases to rates to build capacity.



Despite concerns about growth and future cost structure, the utility is in a much better cash position than it was just a few years ago. This has resulted in days working capital of 124, but will decline over time if no intervention is made. However, if there was a major concern, the annual funding for undergrounding exceeds the deficit in any given year and could support any declines.

## Community Redevelopment Agency Pro-forma:

The CRA will show TIF revenue growth that mimics the city's property tax growth rate. Normally the CRA commands a premium growth rate but the last few years have been almost identical as commercial property valuations have been the weaker sector and the CRA is 70% commercial TIF based. Even though Winter Park real estate values are at record highs, the Property Appraiser uses county-wide regional data to value commercial properties and rising vacancy rates, lower leasing rates, and demand weakness are weighing on this sector. Growth is estimated at 6% in FY25 with slowing in FY26 and beyond as recession effects hit the valuations on the tax rolls.

The CRA ceases to exist after FY27 so the remaining years have been shaded out. There is interest to extend the CRA life as the county property taxes paid by Winter Park businesses and residents will no longer be retained in the city after the expiration of the CRA and the ability to take on significant community, transportation, stormwater, attainable housing, and infrastructure projects will diminish greatly. The City Commission has hired a consultant to work with Orange County and the community to develop an extension and consider an expansion of the geographic boundaries of the CRA. As these are not settled issues, the pro-forma presented assumes that the CRA ceases to exist per its current expiration date and the city will lose this important funding tool that has increased property values, helped

affordability in almost 200 housing units, built the Heritage Center, Welcome Center, and Community Center, invested in parking improvements and assets, and performed beautification streetscapes throughout the downtown.

This year the CRA will again rebate back to Orange County a larger portion of TIF revenues received in compliance with the founding resolution (almost \$1.3 million in FY24). The CRA receives 95% of all TIF up to \$2 million, 70% of TIF between \$2 – 3 million, and 50% of anything above \$3 million. Capital maintenance expenses are expected to be higher around 4% then falling slowly over time to in the 3% range over the long-term while all other cost growth assumptions are the same as the other funds. This pro-forma assumes that the last year of TIF funding received from the county and city will be FY 27.

**CRA Findings:** This CRA pro-forma largely exists to evaluate what scale of capital capacity may be available for additional projects before the CRA sunsets in FY27. As that dates gets nearer, the predications are likely to get more volatile and this year is no different. As the recession has yet again not arrived, that pushes out the slowdown in the baseline revenue growth and raises funding availability for projects and programs. This is a good thing, because the cost inflation of projects that were estimated and planned two years ago and are now under construction are substantially higher than budgeted. MLK Park is a good example as the price of cement has tripled as well as decorative pavers, lighting and other features. The pro-forma includes the revised CIP that will be presented to the CRA Agency as part of the budget process and includes additional funding for the park as well as providing for the long-discussed addition of a restroom and storage building in the West Meadow to serve the downtown. While FY24 will have a surplus contingency, these funds are truly spoken for in FY25 when they will be utilized for planned CIP spending related to the Post Office and 17/92 Streetscape contribution. If either of these projects are cancelled or have their timelines materially delayed, then these funds could be reallocated to other priorities in the nearer-term. Under the



current model's assumptions, the CRA is estimated to have about \$2 million by its sunset date that could support projects at the very end of the CRA's life.

Operating revenues available for projects will remain strong (over \$5 – 7 million) over the remaining life of the CRA. It will increase significantly in the last couple years as debt service payments are paid off. The existing capital plan approved last year was largely left unchanged with the exception of support cost increases at MLK and the restroom facility as mentioned above. The request of an extension with Orange County

is crucial as many cost estimates in the CIP such as the 17/92 streetscape and parking structure were estimated based on pricing back in 2019. It is extremely unlikely that these figures will hold and staff conservatively expects these items to double by the time they are slated to begin. As this is impossible for the CRA to fund given its current horizon, it means that an extension will need to be granted and that priorities will need to be re-examined. If there was a CRA extension, it would give the flexibility to move many of these longer-range projects out further and allow for more near-term additions of new major initiatives.

General Fund 10 Year Pro-Forma

|                                                 | FY 2024     | FY 2025     | FY 2026     | FY 2027     | FY 2028     | FY 2029     | FY 2030     | FY 2031     | FY 2032     | FY 2033     |
|-------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>ESTIMATED REVENUES:</b>                      |             |             |             |             |             |             |             |             |             |             |
| Taxes:                                          |             |             |             |             |             |             |             |             |             |             |
| Property Taxes                                  | 33,445,887  | 35,452,640  | 36,870,746  | 37,608,161  | 38,736,406  | 40,285,862  | 42,098,726  | 43,993,168  | 45,972,861  | 48,041,640  |
| Utility Taxes                                   | 7,150,679   | 7,293,693   | 7,451,178   | 7,612,437   | 7,777,564   | 7,946,656   | 8,119,813   | 8,297,138   | 8,478,735   | 8,664,712   |
| Franchise Fees                                  | 571,805     | 583,241     | 598,405     | 613,964     | 629,927     | 646,305     | 663,109     | 680,350     | 698,039     | 716,188     |
| Licenses and Permits                            | 3,283,629   | 3,182,238   | 3,312,474   | 3,449,223   | 3,506,658   | 3,594,116   | 3,713,625   | 3,899,307   | 4,062,437   | 4,265,559   |
| Intergovernmental Revenue                       | 8,344,854   | 8,047,059   | 8,396,462   | 8,693,566   | 8,860,500   | 9,058,553   | 9,261,643   | 9,469,899   | 9,683,454   | 9,902,444   |
| Charges for Services                            | 14,787,491  | 16,324,955  | 16,853,309  | 17,398,866  | 17,962,188  | 18,543,857  | 19,100,172  | 19,673,178  | 20,263,373  | 20,871,274  |
| Fines and Forfeitures                           | 1,559,848   | 1,606,643   | 1,654,843   | 1,704,488   | 1,755,623   | 1,808,291   | 1,862,540   | 1,918,416   | 1,975,969   | 2,035,248   |
| Other Revenue                                   | 1,137,500   | 1,304,945   | 1,321,368   | 1,338,284   | 1,279,958   | 1,229,729   | 1,186,856   | 1,205,895   | 1,225,506   | 1,245,704   |
| Transfers                                       | 5,609,678   | 5,777,962   | 5,914,095   | 6,038,378   | 6,165,757   | 6,296,374   | 6,430,450   | 6,568,091   | 6,709,404   | 6,854,503   |
| Fund Balance                                    | 1,300,000   | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Total Estimated Revenues</b>                 | 77,191,371  | 79,573,376  | 82,372,882  | 84,457,367  | 86,674,579  | 89,409,743  | 92,436,935  | 95,705,441  | 99,069,777  | 102,597,272 |
|                                                 |             | 3.09%       | 3.52%       | 2.53%       | 2.63%       | 3.16%       | 3.39%       | 3.54%       | 3.52%       | 3.56%       |
| <b>ESTIMATED APPROPRIATIONS</b>                 |             |             |             |             |             |             |             |             |             |             |
| <b>BY PROGRAM:</b>                              |             |             |             |             |             |             |             |             |             |             |
| General Government                              | 8,878,495   | 9,296,135   | 9,705,611   | 10,089,603  | 10,493,108  | 10,917,598  | 11,364,804  | 11,836,334  | 12,333,935  | 12,859,500  |
| Plan/Community Development                      | 3,337,811   | 3,504,619   | 3,644,148   | 3,770,033   | 3,883,946   | 4,006,814   | 4,132,665   | 4,263,813   | 4,400,591   | 4,541,348   |
| Public Works                                    | 13,008,430  | 14,702,789  | 15,230,825  | 15,741,532  | 16,269,931  | 16,807,632  | 17,323,885  | 17,857,105  | 18,407,901  | 18,976,907  |
| Police                                          | 18,092,684  | 19,143,649  | 20,084,200  | 21,115,087  | 21,850,439  | 22,563,377  | 23,325,147  | 23,836,338  | 24,495,118  | 25,023,110  |
| Fire                                            | 14,996,291  | 16,008,239  | 16,938,730  | 17,981,434  | 18,624,109  | 19,226,214  | 19,851,272  | 20,412,988  | 20,953,260  | 21,530,843  |
| Parks & Recreation                              | 12,762,430  | 12,010,102  | 12,492,381  | 12,928,892  | 13,369,447  | 13,817,656  | 14,282,829  | 14,765,723  | 15,267,137  | 15,787,912  |
| Organizational Support                          | 1,932,000   | 2,028,600   | 2,109,744   | 2,194,134   | 2,259,958   | 2,327,757   | 2,397,589   | 2,469,517   | 2,543,602   | 2,619,910   |
| Transfers- to CRA                               | 4,523,207   | 4,794,599   | 4,986,383   | 5,086,111   | -           | -           | -           | -           | -           | -           |
| Transfers- to Capital Projects                  | 3,505,000   | 2,405,000   | 2,345,000   | 2,145,000   | 4,463,056   | 4,709,056   | 4,817,356   | 4,931,071   | 4,770,471   | 4,881,842   |
| Transfers- Other                                | 755,696     | 764,226     | 772,716     | 779,164     | 785,690     | 793,257     | 796,364     | 804,883     | 813,388     | 822,047     |
| Reimbursements                                  | (4,800,673) | (5,040,707) | (5,217,131) | (5,373,645) | (5,384,495) | (5,546,030) | (5,712,411) | (5,883,783) | (6,060,296) | (6,242,105) |
| Non-departmental                                | (400,000)   | (300,000)   | (310,500)   | (319,815)   | (329,409)   | (339,292)   | (349,470)   | (359,955)   | (370,753)   | (381,876)   |
| <b>Total Estimated Appropriations</b>           | 76,591,371  | 79,317,251  | 82,782,106  | 86,137,529  | 88,255,780  | 91,314,040  | 94,324,029  | 97,094,034  | 99,782,354  | 102,719,439 |
|                                                 |             | 3.56%       | 4.37%       | 4.05%       | 2.46%       | 3.47%       | 3.30%       | 2.94%       | 2.77%       | 2.94%       |
| <b>Excess Revenues (Deficit)</b>                |             |             |             |             |             |             |             |             |             |             |
|                                                 | 600,000     | 256,125     | (409,225)   | (1,680,162) | (1,581,202) | (1,904,297) | (1,887,094) | (1,388,593) | (712,577)   | (122,166)   |
| <b>ESTIMATED APPROPRIATIONS</b>                 |             |             |             |             |             |             |             |             |             |             |
| <b>BY CATEGORY:</b>                             |             |             |             |             |             |             |             |             |             |             |
| City operations                                 | 64,239,275  | 67,493,629  | 70,660,539  | 73,952,877  | 78,691,238  | 81,358,482  | 84,115,041  | 86,616,048  | 89,304,786  | 91,965,073  |
| City capital maintenance                        | 2,036,193   | 2,131,196   | 2,218,224   | 2,300,057   | 2,385,248   | 2,464,780   | 2,547,150   | 2,632,470   | 2,720,860   | 2,812,442   |
| Organizational support                          | 1,932,000   | 2,028,600   | 2,109,744   | 2,194,134   | 2,259,958   | 2,327,757   | 2,397,589   | 2,469,517   | 2,543,602   | 2,619,910   |
| Transfers to other funds                        | 8,783,903   | 7,963,826   | 8,104,100   | 8,010,275   | 2,705,690   | 2,959,257   | 3,070,664   | 3,192,898   | 3,040,804   | 3,160,833   |
| Non-departmental                                | (400,000)   | (300,000)   | (310,500)   | (319,815)   | (329,409)   | (339,292)   | (349,470)   | (359,955)   | (370,753)   | (381,876)   |
| Commuter rail funds                             | -           | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Contingency                                     | 600,000     | 256,125     | (409,225)   | (1,680,162) | (1,581,202) | (1,904,297) | (1,887,094) | (1,388,593) | (712,577)   | (122,166)   |
|                                                 | 77,191,371  | 79,573,376  | 82,372,882  | 84,457,367  | 84,131,523  | 86,866,687  | 89,893,879  | 93,162,386  | 96,526,722  | 100,054,217 |
| <b>Reserves</b>                                 |             |             |             |             |             |             |             |             |             |             |
| <b>Reserves as a Percentage of Expenditures</b> | 19,121,941  | 19,352,454  | 18,943,229  | 17,263,067  | 15,681,865  | 13,777,568  | 11,890,474  | 10,501,881  | 9,789,304   | 9,667,138   |
|                                                 | 26.2%       | 25.2%       | 23.6%       | 20.6%       | 18.2%       | 15.5%       | 12.9%       | 11.1%       | 10.0%       | 9.6%        |

# Water & Wastewater Fund 10 Year Pro-Forma

|                                    | FY 2024    | FY 2025    | FY 2026    | FY 2027    | FY 2028    | FY 2029    | FY 2030    | FY 2031     | FY 2032    | FY 2033    |
|------------------------------------|------------|------------|------------|------------|------------|------------|------------|-------------|------------|------------|
| Inflows:                           |            |            |            |            |            |            |            |             |            |            |
| Charges for services               | 36,737,964 | 38,366,647 | 39,701,059 | 40,892,091 | 42,118,854 | 43,382,420 | 44,683,892 | 46,024,409  | 47,405,141 | 48,827,295 |
| Other                              | 297,602    | 365,403    | 366,330    | 367,284    | 334,818    | 305,725    | 279,674    | 280,749     | 281,855    | 282,996    |
| Use of excess reserves for capital | 4,292,900  | 2,965,100  | 1,303,750  | -          | -          | 1,500,000  | 1,575,000  | 1,653,750   | 1,736,438  | 1,823,259  |
| Total Inflows                      | 41,328,466 | 41,697,150 | 41,371,139 | 41,259,376 | 42,453,672 | 45,188,145 | 46,538,566 | 47,958,908  | 49,423,434 | 50,933,550 |
|                                    |            | 0.9%       | -0.8%      | -0.3%      | 2.9%       | 6.4%       | 3.0%       | 3.1%        | 3.1%       | 3.1%       |
| Outflows:                          |            |            |            |            |            |            |            |             |            |            |
| General administration             | 2,621,247  | 2,744,350  | 2,850,149  | 2,945,036  | 3,043,304  | 3,145,130  | 3,250,751  | 3,360,333   | 3,474,048  | 3,592,082  |
| Operations                         | 21,023,521 | 22,189,039 | 23,390,747 | 24,585,062 | 25,813,026 | 27,086,540 | 28,435,881 | 29,866,130  | 31,382,732 | 32,991,516 |
| Principal on debt                  | 3,695,000  | 3,770,000  | 3,840,000  | 3,915,000  | 3,995,000  | 4,070,000  | 4,140,000  | 4,220,000   | 2,575,000  | 2,595,000  |
| Interest on debt                   | 1,011,808  | 918,971    | 824,404    | 728,099    | 629,912    | 529,857    | 428,071    | 324,467     | 238,705    | 171,495    |
| Capital improvements               | 7,267,900  | 5,320,100  | 3,803,750  | 2,500,000  | 2,500,000  | 4,125,000  | 4,291,875  | 4,467,094   | 4,651,073  | 4,844,252  |
| Reimbursements                     | 2,715,550  | 2,852,104  | 2,953,223  | 3,043,134  | 3,135,537  | 3,230,590  | 3,328,568  | 3,429,563   | 3,533,671  | 3,640,992  |
| Transfers to other funds           | 2,993,440  | 3,090,775  | 3,228,313  | 3,316,548  | 3,432,345  | 3,535,084  | 3,641,008  | 3,750,174   | 3,862,609  | 3,978,412  |
| Total Outflows                     | 41,328,466 | 40,885,339 | 40,890,586 | 41,032,879 | 42,549,123 | 45,722,202 | 47,516,154 | 49,417,761  | 49,717,839 | 51,813,750 |
|                                    |            | -1.1%      | 0.0%       | 0.3%       | 3.7%       | 7.5%       | 3.9%       | 4.0%        | 0.6%       | 4.2%       |
| Net Inflow (Outflow)               | -          | 811,811    | 480,553    | 226,497    | (95,451)   | (534,057)  | (977,588)  | (1,458,853) | (294,405)  | (880,199)  |

|                                |            |            |            |            |            |            |            |             |             |             |
|--------------------------------|------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|
| Est. Working Capital           | 7,936,998  | 5,783,709  | 4,960,512  | 5,187,009  | 5,091,558  | 3,057,501  | 504,913    | (2,607,690) | (4,638,533) | (7,341,992) |
| No. of Days of Working Capital | 94         | 66         | 54         | 54         | 51         | 29         | 5          | (23)        | (39)        | (59)        |
| Bonds Outstanding              | 38,380,000 | 34,610,000 | 30,770,000 | 26,855,000 | 22,860,000 | 18,790,000 | 14,650,000 | 10,430,000  | 7,855,000   | 5,260,000   |
| Debt Service Coverage          | 2.27       | 2.33       | 2.33       | 2.30       | 2.26       | 2.22       | 2.18       | 2.12        | 3.30        | 3.21        |

**Electric Services Fund 10 Year Pro-Forma – Status Quo\***

|                                | FY 2024    | FY 2025     | FY 2026     | FY 2027     | FY 2028     | FY 2029     | FY 2030      | FY 2031     | FY 2032     | FY 2033     |
|--------------------------------|------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|-------------|
| Electric Sales:                |            |             |             |             |             |             |              |             |             |             |
| Fuel                           | 13,437,320 | 13,571,693  | 13,707,410  | 13,844,484  | 13,982,929  | 14,122,758  | 14,263,986   | 14,406,626  | 14,550,692  | 14,696,199  |
| Non-Fuel                       | 35,076,934 | 35,481,252  | 35,891,220  | 36,306,942  | 36,728,526  | 37,156,080  | 37,589,719   | 38,029,556  | 38,475,710  | 38,928,301  |
| Other Operating Revenues       | 764,537    | 749,813     | 738,636     | 730,409     | 724,644     | 720,937     | 718,957      | 718,433     | 695,763     | 701,636     |
| Investment Earnings            | 29,588     | 58,985      | 55,895      | 52,712      | 33,236      | 15,280      | (1,318)      | (4,900)     | (8,590)     | (12,390)    |
| Transfers in                   | 177,527    | 187,180     | 195,027     | 202,191     | 209,366     | 216,634     | 224,194      | 232,057     | 240,241     | 248,759     |
| Total Inflows                  | 49,485,906 | 50,048,923  | 50,588,188  | 51,136,739  | 51,678,700  | 52,231,690  | 52,795,537   | 53,381,772  | 53,953,815  | 54,562,504  |
| General and Administrative     |            |             |             |             |             |             |              |             |             |             |
| Operating Expenses             | 2,712,088  | 2,844,235   | 2,953,616   | 3,051,668   | 3,153,326   | 3,258,744   | 3,368,085    | 3,481,519   | 3,599,226   | 3,721,396   |
| Purchased Power                | 6,582,666  | 6,804,309   | 6,985,485   | 7,172,332   | 7,359,701   | 7,499,027   | 7,494,433    | 7,646,146   | 7,854,404   | 8,069,455   |
| Routine Capital                | 22,505,275 | 23,116,081  | 23,767,267  | 24,462,577  | 25,206,127  | 26,002,438  | 26,856,478   | 27,773,709  | 28,760,132  | 29,822,345  |
| Principal on Debt              | 2,278,222  | 2,363,633   | 2,451,354   | 2,541,387   | 2,635,696   | 2,699,767   | 2,765,760    | 2,833,732   | 2,903,744   | 2,975,857   |
| Interest on Debt               | 3,225,000  | 3,340,000   | 3,465,000   | 3,590,000   | 3,680,000   | 3,795,000   | 3,860,000    | 3,935,000   | 3,690,000   | 3,815,000   |
| Total Outflows                 | 1,483,690  | 1,341,553   | 1,215,733   | 1,098,556   | 991,114     | 879,949     | 761,325      | 636,465     | 514,384     | 394,197     |
|                                | 38,786,941 | 39,809,811  | 40,838,455  | 41,916,521  | 43,025,964  | 44,134,924  | 45,106,080   | 46,306,571  | 47,321,891  | 48,798,249  |
| Available Funds                | 10,698,965 | 10,239,112  | 9,749,732   | 9,220,218   | 8,652,735   | 8,096,766   | 7,689,457    | 7,075,200   | 6,631,924   | 5,764,255   |
| Operating Transfers Out        | 2,937,365  | 2,990,405   | 3,034,160   | 3,062,826   | 3,116,749   | 3,152,033   | 3,187,803    | 3,224,097   | 3,260,832   | 3,298,143   |
| Other Capital Projects         | -          | 650,000     | 500,000     | 500,000     | 500,000     | 500,000     | 500,000      | 500,000     | 500,000     | 500,000     |
| Undergrounding Power Lines     | 7,761,600  | 8,149,680   | 8,557,164   | 8,985,022   | 9,434,273   | 9,905,987   | 10,401,286   | -           | -           | -           |
| Reserves Surplus/Deficit       | -          | (1,550,973) | (2,341,592) | (3,327,631) | (4,398,287) | (5,461,254) | (6,399,632)  | 3,351,103   | 2,871,093   | 1,966,112   |
| Est. Working Capital           | 10,823,127 | 9,272,154   | 6,930,562   | 3,602,931   | (795,356)   | (6,256,610) | (12,656,242) | (9,305,139) | (6,434,046) | (4,467,935) |
| No. of Days of Working Capital | 124        | 103         | 75          | 38          | (8)         | (62)        | (122)        | (87)        | (58)        | (39)        |
| Bonds Outstanding              | 43,670,000 | 40,330,000  | 36,865,000  | 33,275,000  | 29,595,000  | 25,800,000  | 21,940,000   | 18,005,000  | 14,315,000  | 10,500,000  |
| Debt Service Coverage          | 3.72       | 3.65        | 3.56        | 3.47        | 3.37        | 3.26        | 3.21         | 3.12        | 3.21        | 3.02        |

\*Currently Covanta supplies 10 Mwh of power to the city and this scenario assumes that the agreement would be renewed at current pricing in FY24.



**Electric Services Fund 10 Year Pro-Forma - Covanta Discontinued\***

|                                | FY 2024    | FY 2025    | FY 2026    | FY 2027     | FY 2028     | FY 2029     | FY 2030     | FY 2031    | FY 2032    | FY 2033    |
|--------------------------------|------------|------------|------------|-------------|-------------|-------------|-------------|------------|------------|------------|
| Electric Sales:                |            |            |            |             |             |             |             |            |            |            |
| Fuel                           | 13,437,320 | 12,133,497 | 12,254,832 | 12,377,380  | 12,501,154  | 12,626,166  | 12,752,427  | 12,879,952 | 13,008,751 | 13,138,839 |
| Non-Fuel                       | 35,076,934 | 35,481,252 | 35,891,220 | 36,306,942  | 36,728,526  | 37,156,080  | 37,589,719  | 38,029,556 | 38,475,710 | 38,928,301 |
| Other Operating Revenues       | 764,537    | 749,813    | 738,636    | 730,409     | 724,644     | 720,937     | 718,957     | 718,433    | 695,763    | 701,636    |
| Investment Earnings            | 29,588     | 58,985     | 55,895     | 52,712      | 33,236      | 15,280      | (1,318)     | (4,900)    | (8,590)    | (12,390)   |
| Transfers in                   | 177,527    | 187,180    | 195,027    | 202,191     | 209,366     | 216,634     | 224,194     | 232,057    | 240,241    | 248,759    |
| Total Inflows                  | 49,485,906 | 48,610,727 | 49,135,609 | 49,669,635  | 50,196,925  | 50,735,097  | 51,283,978  | 51,855,097 | 52,411,874 | 53,005,144 |
| General and Administrative     |            |            |            |             |             |             |             |            |            |            |
| Operating Expenses             | 2,712,088  | 2,844,235  | 2,953,616  | 3,051,668   | 3,153,326   | 3,258,744   | 3,368,085   | 3,481,519  | 3,599,226  | 3,721,396  |
| Purchased Power                | 6,582,666  | 6,804,309  | 6,985,485  | 7,172,332   | 7,359,701   | 7,499,027   | 7,494,433   | 7,646,146  | 7,854,404  | 8,069,455  |
| Routine Capital                | 22,505,275 | 19,779,294 | 20,378,126 | 21,020,180  | 21,709,553  | 22,450,750  | 23,248,722  | 24,108,913 | 25,037,308 | 26,040,483 |
| Principal on Debt              | 2,278,222  | 2,363,633  | 2,451,354  | 2,541,387   | 2,635,696   | 2,699,767   | 2,765,760   | 2,833,732  | 2,903,744  | 2,975,857  |
| Interest on Debt               | 3,225,000  | 3,340,000  | 3,465,000  | 3,590,000   | 3,680,000   | 3,795,000   | 3,860,000   | 3,935,000  | 3,690,000  | 3,815,000  |
| Interest on Debt               | 1,483,690  | 1,341,553  | 1,215,733  | 1,098,556   | 991,114     | 879,949     | 761,325     | 636,465    | 514,384    | 394,197    |
| Total Outflows                 | 38,786,941 | 36,473,024 | 37,449,315 | 38,474,123  | 39,529,390  | 40,583,236  | 41,498,324  | 42,641,776 | 43,599,066 | 45,016,387 |
| Available Funds                | 10,698,965 | 12,137,703 | 11,686,295 | 11,195,512  | 10,667,535  | 10,151,862  | 9,785,654   | 9,213,322  | 8,812,808  | 7,988,756  |
| Operating Transfers Out        | 2,937,365  | 2,986,810  | 3,030,529  | 3,059,159   | 3,113,045   | 3,148,291   | 3,184,024   | 3,220,280  | 3,256,977  | 3,294,250  |
| Other Capital Projects         | -          | 650,000    | 500,000    | 500,000     | 500,000     | 500,000     | 500,000     | 500,000    | 500,000    | 500,000    |
| Undergrounding Power Lines     | 7,761,600  | 8,149,680  | 8,557,164  | 8,985,022   | 9,434,273   | 9,905,987   | 10,401,286  | -          | -          | -          |
| Reserves Surplus/Deficit       | -          | 351,213    | (401,398)  | (1,348,669) | (2,379,783) | (3,402,417) | (4,299,656) | 5,493,041  | 5,055,831  | 4,194,507  |
| Est. Working Capital           | 10,823,127 | 11,174,340 | 10,772,942 | 9,424,273   | 7,044,490   | 3,642,073   | (657,582)   | 4,835,459  | 9,891,290  | 14,085,797 |
| No. of Days of Working Capital | 124        | 139        | 130        | 110         | 80          | 40          | (7)         | 50         | 99         | 136        |
| Bonds Outstanding              | 43,670,000 | 40,330,000 | 36,865,000 | 33,275,000  | 29,595,000  | 25,800,000  | 21,940,000  | 18,005,000 | 14,315,000 | 10,500,000 |
| Debt Service Coverage          | 3.72       | 4.06       | 3.98       | 3.89        | 3.80        | 3.70        | 3.67        | 3.58       | 3.73       | 3.55       |

\*Assumes that the 10 Mwh provided by power company Covanta would default to the Florida Municipal Power Agency pricing as the all-requirements provider for the city.

**Community Redevelopment Agency 10-Year Proforma**

|                                                                                        | FY 2024           | FY 2025            | FY 2026          | FY 2027          | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | FY 2033 |
|----------------------------------------------------------------------------------------|-------------------|--------------------|------------------|------------------|---------|---------|---------|---------|---------|---------|
| <b>ESTIMATED REVENUES</b>                                                              |                   |                    |                  |                  |         |         |         |         |         |         |
| TIF Revenue - City                                                                     | 4,523,207         | 4,794,599          | 4,986,383        | 5,086,111        |         |         |         |         |         |         |
| TIF Revenue - County                                                                   | 3,650,830         | 3,869,880          | 4,024,675        | 4,105,168        |         |         |         |         |         |         |
| Investment Earnings                                                                    | 289,332           | 30,000             | 30,000           | 30,000           |         |         |         |         |         |         |
| Misc. Revenues                                                                         | -                 | -                  | -                | -                |         |         |         |         |         |         |
| CRA Revenues                                                                           | 8,443,369         | 8,694,479          | 9,041,058        | 9,221,280        |         |         |         |         |         |         |
| Fund Balance                                                                           | -                 | -                  | -                | -                |         |         |         |         |         |         |
| <b>Total Revenues</b>                                                                  | <b>8,443,369</b>  | <b>8,694,479</b>   | <b>9,041,058</b> | <b>9,221,280</b> |         |         |         |         |         |         |
| <b>ESTIMATED EXPENDITURES</b>                                                          |                   |                    |                  |                  |         |         |         |         |         |         |
| Personnel & Indirect Costs                                                             | 660,177           | 696,156            | 725,333          | 751,712          |         |         |         |         |         |         |
| General Operating                                                                      | 523,833           | 543,429            | 561,217          | 576,998          |         |         |         |         |         |         |
| Community Initiatives                                                                  | 582,500           | 588,100            | 593,196          | 597,717          |         |         |         |         |         |         |
| Capital Maintenance                                                                    | 130,000           | 135,200            | 139,932          | 144,130          |         |         |         |         |         |         |
| Misc. Capital Enhancements                                                             | 140,000           | 140,000            | 140,000          | 140,000          |         |         |         |         |         |         |
| Debt Service & Transfers                                                               | 1,071,284         | 1,066,442          | 710,568          | -                |         |         |         |         |         |         |
| <b>Total Expenditures</b>                                                              | <b>3,107,794</b>  | <b>3,169,327</b>   | <b>2,870,246</b> | <b>2,210,556</b> |         |         |         |         |         |         |
| <b>Annual Surplus/Deficit</b> (Funding Available for Additional Projects and Programs) | <b>5,335,575</b>  | <b>5,525,152</b>   | <b>6,170,812</b> | <b>7,010,723</b> |         |         |         |         |         |         |
| <b>Proposed Project Addl. Funding</b>                                                  |                   |                    |                  |                  |         |         |         |         |         |         |
| 17/92 Streetscape                                                                      | 5,185,228         | 1,000,000          | 2,000,000        | 2,185,228        |         |         |         |         |         |         |
| MLK Park Improvements                                                                  | 2,000,000         | -                  | -                | -                |         |         |         |         |         |         |
| Post Office Purchase                                                                   | 7,075,000         | -                  | 5,000,000        | 2,075,000        |         |         |         |         |         |         |
| Parking Improvements                                                                   | 7,000,000         | -                  | -                | 7,000,000        |         |         |         |         |         |         |
| Hannibal Sq. Design Guideline Implementation                                           | 200,000           | -                  | -                | -                |         |         |         |         |         |         |
| Central Park Stage Area Improvements                                                   | 750,000           | -                  | -                | -                |         |         |         |         |         |         |
| <b>Proposed CRA Project Funding Total</b>                                              | <b>22,210,228</b> | <b>3,950,000</b>   | <b>4,260,228</b> | <b>7,000,000</b> |         |         |         |         |         |         |
| <b>Fund Surplus/Deficit</b>                                                            | <b>1,385,575</b>  | <b>(1,474,848)</b> | <b>1,910,584</b> | <b>10,723</b>    |         |         |         |         |         |         |
| <b>Cumulative Fund Balance (Reserves)</b>                                              | <b>279,970</b>    | <b>1,665,545</b>   | <b>190,697</b>   | <b>2,112,005</b> |         |         |         |         |         |         |



Financial  
Plan

## Financial Plan

The Financial Plan section explains the city's key revenues and expenditures and projected fund balances. It also discusses the financial position and provides a financial plan summary for revenue and expenditure management for the individual funds as well as for the Capital Project Funds.

The Key Revenues and Expenditures section describes the various types of revenue sources and expenditure types made by the city.

Revenues are explained by type such as taxes, charges for services also called user fees, intergovernmental revenue which is revenue that one government collects and shares with another such as sales tax, licenses and permits, fines, and investment earnings. Expenditures are explained by function which refers to general categories of use such as public safety, financial services, general government, public works, etc. Throughout the document these categories will be referred to in the various tables and graphs.

The last section is a series of tables which show a summary of the revenues and expenditures explained in the previous section over a five-year period and then summary tables for the major types of funds comparing last year's budget to the current year.

## Key Revenues and Expenditures

### Revenues

The City of Winter Park uses a wide variety of revenues to pay for the services provided to the residents. While attempting to utilize revenue sources to produce long-term stability, city officials make a conscientious effort to use only those revenues that are, and will be, compatible with the local circumstances.

### Property Tax

Property taxes are based on the value of real and personal property. The Orange County Property Appraiser is responsible for determining the value of each parcel of property. Residential property is appraised on the value of the real estate; commercial property includes this value plus relevant personal property and equipment.

The gross assessed value is the result of this appraisal. Ad valorem property taxes are calculated on the taxable portion of the assessed value, determined by deducting the homestead and other applicable exemptions from the assessed value.

Property tax, a significant revenue source, carries large revenue generating potential. It is popular with many taxing agencies because it is recurring revenue, not earmarked for any particular expenditure; at the same time, it is flexible and stable. By state law, the highest millage that can be levied is 10 mills without voter approval.

To the taxpayer, however, property taxes are unpopular. It is a repressive tax requiring a highly visible lump-sum payment, and can be a heavy burden to fixed and low-income families.

The City of Winter Park considers property taxes as its "revenue of last choice." All other types of income are reviewed to assure they are covering costs incurred where appropriate before applying the tax millage.

### Other Taxes

#### Franchise Fees

This tax is a fee levied on a company or utility for the privilege of doing business within the city limits and using the city's rights-of-way to conduct their business.

Winter Park levies a 6% on electric, 6% on gas, 15% for commercial refuse pick-up and 5% on scenic boat tours.

#### Utility Tax

Utility Tax is another substantial revenue source. A City ordinance authorizes a tax levy on specific utility services to be collected by the utility provider and remitted to the city.

Winter Park levies a 10% tax on electric, water, natural and liquid propane gas, 4 cents per gallon for fuel oil purchases, and 5.72% for communications services, which includes telecommunications and cable television.

#### Charges for Services

Also called user fees, these charges are voluntary payments for direct, measurable consumption of services provided by the municipality. Examples of such fees include water, sewer, electric, garbage collection, ambulance transportation, recreation activities and a variety of other services.

Sometimes user fees are kept below cost and partially offset by taxes so they will not exclude or prevent participation by low-income residents due to high prices. Other charges, such as water, sewer, electric and garbage services, cover the full cost of service delivery.

#### Intergovernmental Revenue

These revenues are collected by one government and shared with other governmental units. With the steady decline of federal grant and aid programs, state shared programs have become the most important intergovernmental revenue source. The major state-shared revenues are: (1) Revenue Sharing, funded from gasoline and sales taxes, and alternative fuel user fees and (2) Half-Cent Sales Tax Program, funded from approximately 10% share of Florida sales tax. Other lesser state-shared revenues include alcoholic beverage and mobile home licenses.

Other shared revenues are received from Orange County Occupational Licenses to operate within Winter Park limits.

#### License and Permit Fees

City occupational Licenses are issued, according to a regulatory state fee schedule, for the privilege of engaging in or managing any business, profession or occupation within the city limits.

Building Inspection permit fees are charged according to a fee schedule designed to cover the costs of plan review, construction permit, required inspections and certificate of occupancy. Fire plan review charges, planned to cover partial costs of Fire Prevention Bureau, include plans review to comply with the State Fire Code and inspections at completion of construction.

#### Fines and Forfeitures

This revenue type includes receipts from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Fines include parking fines, code enforcement violations and equipment violations of local ordinances.

#### Investment Earnings

Revenues derived from the investment of cash receipts and idle funds are an important, yet often overlooked, source of revenue. In 1993, the City adopted a written, comprehensive investment policy to safeguard against the loss of its assets. This policy was updated in 2002 to increase flexibility in the City's investment choices and address new requirements in state statutes. This policy requires investments to be handled through primary reporting dealers, financial institutions approved by the State or the State Treasurer's investment pool. All securities are purchased on a delivery-versus payment basis, assuring possession before release of funds.



All cash not required to be restricted (i.e., bond reserves and capital project fund revenues) is pooled into a central cash management system for investment in approved securities. Funds remaining in the City's master bank account at the end of each day are invested in a collateralized sweep account to maximize use of idle cash.

### Miscellaneous Revenue

The miscellaneous revenue category includes an assortment of less significant sources that cannot be classified in any of the above categories.

## Expenditures

The Florida Statutes Uniform Accounting Code requires a standardized classification of expenditures, i.e., personnel services, operating expenses, capital outlay, etc. Following are short summary definitions of eight program areas used by Winter Park to further categorize expenditures.

### General Government

General governmental expenditures include the legislative and administrative functions for the benefit of the public and municipal agency as a whole. The category includes expenses for elected officials, legal counsel, City Manager, City Clerk, Human Resources, Sustainability, Procurement & Budgeting, Fleet Maintenance, Information Technology Services, Employee Insurance, General Insurance and Vehicle/Equipment Replacement.

### Financial Services

This category includes financial administration, utility billing, accounting, cash management, debt administration and treasury functions.

### Planning & Community Development

The expenses in this category are for many different, but related services. Planning, zoning, occupational licenses, economic and cultural development, and building inspections make up the format of this important function.

### Public Works

Administration/Engineering

The services of the Administration and Engineering functions constitute the operating expenses.

Capital Maintenance

Maintenance of municipal right-of-way, streets, sidewalks and buildings forms the framework for this category.

Environmental Protection

This function encompasses water and sewer utilities, electric utilities, solid waste and bulk trash disposal, and stormwater maintenance.

### Public Safety

Law Enforcement

Law enforcement is the largest single expense area of the Winter Park budget.

Fire Rescue

This category includes all expenses associated with fire and hazardous materials control, code enforcement, fire prevention and inspection services, and maintenance and repair costs for upkeep to the fire stations.

Although the Emergency Medical Service (EMS) is a part of the Fire Department, it is a distinctly diverse service. Highly-trained paramedics carry out this professional service.

### **Parks and Recreation**

This is a general category combining the expenditures of recreation activities, cultural services, special events, special recreation facilities and aquatic activities.

### **Debt Service**

Debt Service expenses are to repay principal and interest on the City's obligations for General Obligation bonds.

### **Capital Projects**

The Capital Improvement Plan contains expenditures made to provide, improve, replace or renovate physical assets such as land, buildings, structures, appurtenances, fixtures, etc. The cost of a capital improvement is generally non-recurring and may require multi-year financing. Major repairs in excess of \$25,000 are included as capital improvements.

**CITY OF WINTER PARK**  
**SUMMARY OF OPERATING REVENUES - ALL FUNDS**

|                                      | ACTUAL<br>FY 2020     | ACTUAL<br>FY 2021     | ACTUAL<br>FY 2022     | BUDGET<br>FY 2023     | BUDGET<br>FY 2024     |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>GENERAL FUND:</b>                 |                       |                       |                       |                       |                       |
| Property taxes                       | \$ 24,313,515         | \$ 26,155,260         | \$ 27,511,689         | \$ 30,161,135         | \$ 33,445,887         |
| Utility taxes and franchise fees     | 7,527,362             | 7,615,211             | 7,851,909             | 7,720,336             | 7,722,484             |
| Licenses and permits                 | 3,262,118             | 3,684,484             | 3,667,915             | 3,340,313             | 3,283,629             |
| Fines and forfeitures                | 1,047,091             | 830,204               | 1,180,220             | 1,010,143             | 1,559,848             |
| Intergovernmental revenues           | 7,307,153             | 7,575,681             | 9,284,363             | 8,943,070             | 8,344,854             |
| Charges for services                 | 8,860,037             | 9,712,719             | 11,665,578            | 12,421,653            | 14,847,491            |
| Other                                | 1,054,723             | 262,745               | (2,209,188)           | 494,000               | 1,077,500             |
| Transfers from other funds           | 5,224,645             | 5,346,468             | 7,488,744             | 5,822,982             | 5,609,678             |
| Fund balance                         | -                     | -                     | -                     | -                     | 1,300,000             |
| <b>TOTAL GENERAL FUND</b>            | <b>58,596,644</b>     | <b>61,182,772</b>     | <b>66,441,230</b>     | <b>69,913,632</b>     | <b>77,191,371</b>     |
| <b>SPECIAL REVENUE FUNDS:</b>        |                       |                       |                       |                       |                       |
| Licenses and permits                 | 19,229                | 60,284                | 154,710               | 60,000                | 155,000               |
| Intergovernmental revenues           | 3,953,049             | 4,680,913             | 4,255,819             | 3,561,935             | 3,860,248             |
| Charges for services                 | 2,762,336             | 2,814,274             | 3,218,838             | 3,273,998             | 3,632,836             |
| Fines and forfeitures                | 54,312                | 59,667                | 50,516                | -                     | -                     |
| Lot sales                            | 462,616               | 735,283               | 469,860               | 550,000               | 530,000               |
| Other                                | 595,072               | 489,426               | (1,120,196)           | 75,000                | 642,669               |
| Transfers from other funds           | 3,199,031             | 3,943,651             | 4,000,652             | 4,477,077             | 4,961,794             |
| Proceeds from debt issuance          | -                     | -                     | -                     | -                     | -                     |
| Fund balance                         | -                     | -                     | -                     | 600,942               | 135,800               |
| <b>TOTAL SPECIAL REVENUE FUNDS</b>   | <b>11,045,645</b>     | <b>12,783,499</b>     | <b>11,030,200</b>     | <b>12,598,952</b>     | <b>13,918,347</b>     |
| <b>DEBT SERVICE FUND:</b>            |                       |                       |                       |                       |                       |
| Property taxes                       | 2,603,187             | 2,737,253             | 1,941,294             | 2,052,332             | 2,089,640             |
| Other                                | 198,107               | 155,807               | (18,557)              | -                     | -                     |
| Transfers from other funds           | 386,764               | 392,278               | 146,889               | 451,014               | 518,612               |
| Fund balance                         | -                     | -                     | -                     | 43,500                | -                     |
| <b>TOTAL DEBT SERVICE FUND</b>       | <b>3,188,058</b>      | <b>3,285,338</b>      | <b>2,069,626</b>      | <b>2,546,846</b>      | <b>2,608,252</b>      |
| <b>CAPITAL PROJECT FUNDS:</b>        |                       |                       |                       |                       |                       |
| Intergovernmental revenues           | 122,237               | 2,015,874             | 1,000,000             | -                     | -                     |
| Charges for services                 | 630,000               | 750,000               | 550,000               | 700,000               | 700,000               |
| Other                                | 641,949               | 1,071,997             | 645,754               | -                     | -                     |
| Transfers from other funds           | 4,629,775             | 2,026,000             | 4,915,000             | 3,859,231             | 4,003,077             |
| Proceeds from debt issuance          | 2,095,000             | -                     | 8,000,000             | -                     | -                     |
| <b>TOTAL CAPITAL PROJECT FUNDS</b>   | <b>8,118,961</b>      | <b>5,863,871</b>      | <b>15,110,754</b>     | <b>4,559,231</b>      | <b>4,703,077</b>      |
| <b>ENTERPRISE FUNDS:</b>             |                       |                       |                       |                       |                       |
| Charges for water and sewer services | 31,852,002            | 32,446,556            | 32,684,133            | 34,417,971            | 36,737,964            |
| Charges for electric services        | 46,212,766            | 47,128,618            | 59,508,002            | 54,197,445            | 49,203,791            |
| Charges for golf course fees         | 441,180               | -                     | -                     | -                     | -                     |
| Capital contributions                | 2,924,227             | 727,911               | 704,932               | 800,000               | 590,000               |
| Other                                | 795,628               | (24,257)              | (3,445,351)           | (179,569)             | 612,190               |
| Transfers and Reimbursements         | -                     | 462,000               | 10,770                | 166,590               | 177,527               |
| Fund balance                         | -                     | -                     | -                     | 2,396,717             | 4,292,900             |
| <b>TOTAL ENTERPRISE FUNDS</b>        | <b>82,225,803</b>     | <b>80,740,828</b>     | <b>89,878,391</b>     | <b>91,799,154</b>     | <b>91,614,372</b>     |
| <b>INTERNAL SERVICE FUNDS:</b>       |                       |                       |                       |                       |                       |
| Charges for services                 | 13,762,381            | 13,717,998            | 14,402,258            | 15,394,372            | 16,946,795            |
| Other                                | 373,355               | 169,523               | (527,135)             | 150,000               | 215,283               |
| Fund balance                         | -                     | -                     | -                     | 1,679,956             | -                     |
| <b>TOTAL INTERNAL SERVICE FUNDS</b>  | <b>14,135,736</b>     | <b>13,887,522</b>     | <b>13,875,423</b>     | <b>17,224,328</b>     | <b>17,162,078</b>     |
| <b>TOTAL ALL FUNDS</b>               | <b>\$ 177,310,847</b> | <b>\$ 177,743,829</b> | <b>\$ 198,405,624</b> | <b>\$ 198,642,143</b> | <b>\$ 207,197,497</b> |

**CITY OF WINTER PARK**  
**SUMMARY OF OPERATING & CAPITAL SPENDING - ALL FUNDS**

|                                     | <b>ACTUAL<br/>FY 2020</b> | <b>ACTUAL<br/>FY 2021</b> | <b>ACTUAL<br/>FY 2022</b> | <b>BUDGET<br/>FY 2023</b> | <b>BUDGET<br/>FY 2024</b> |
|-------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>GENERAL FUND:</b>                |                           |                           |                           |                           |                           |
| General administration              | \$ 6,283,759              | \$ 6,532,568              | \$ 7,282,691              | \$ 8,174,603              | \$ 8,878,495              |
| Planning and development            | 3,283,572                 | 3,128,169                 | 3,265,381                 | 3,588,259                 | 3,337,811                 |
| Public works                        | 9,511,528                 | 9,046,521                 | 10,406,367                | 11,657,738                | 13,008,430                |
| Police                              | 14,901,031                | 15,235,458                | 16,338,467                | 16,809,534                | 18,092,684                |
| Fire                                | 13,204,252                | 13,319,849                | 13,626,554                | 13,448,538                | 14,996,291                |
| Parks and recreation                | 8,713,243                 | 8,865,499                 | 10,862,686                | 11,604,852                | 12,762,430                |
| Organizational support              | 1,717,339                 | 1,657,004                 | 1,656,999                 | 1,840,000                 | 1,932,000                 |
| Nondepartmental                     | -                         | -                         | -                         | (400,000)                 | (400,000)                 |
| Transfers (CRA, CIP, Other)         | 5,316,947                 | 5,357,606                 | 7,492,780                 | 7,358,164                 | 8,783,903                 |
| Reimbursements                      | (4,079,443)               | (4,268,671)               | (4,062,447)               | (4,274,446)               | (4,800,673)               |
| Contingency                         | -                         | -                         | -                         | 106,390                   | 600,000                   |
| <b>TOTAL GENERAL FUND</b>           | <b>58,852,228</b>         | <b>58,874,003</b>         | <b>66,869,478</b>         | <b>69,913,632</b>         | <b>77,191,371</b>         |
| <b>SPECIAL REVENUE FUNDS:</b>       |                           |                           |                           |                           |                           |
| Stormwater Operations Fund          | 2,567,331                 | 2,761,988                 | 2,961,241                 | 3,313,998                 | 3,722,836                 |
| Affordable Housing Fund             | 25,000                    | 203,015                   | -                         | 200,000                   | 200,000                   |
| Community Redevelopment Agency Fund | 5,330,683                 | 4,513,512                 | 4,430,636                 | 7,434,442                 | 8,443,369                 |
| Cemetery Trust Fund                 | 450,800                   | 677,700                   | 805,848                   | 925,432                   | 578,337                   |
| Multi-Modal Transportation Fund     | -                         | -                         | -                         | -                         | 250,000                   |
| Designations Trust Fund             | 855,865                   | 1,090,565                 | 824,713                   | 508,555                   | 513,587                   |
| Police Grants Fund                  | 1,071,109                 | 1,460,425                 | 997,559                   | 131,015                   | 159,418                   |
| Federal Forfeiture Fund             | 211,808                   | 104,960                   | -                         | 85,510                    | 50,800                    |
| <b>TOTAL SPECIAL REVENUE FUNDS</b>  | <b>10,512,595</b>         | <b>10,812,166</b>         | <b>10,019,997</b>         | <b>12,598,952</b>         | <b>13,918,347</b>         |
| <b>DEBT SERVICE FUND:</b>           |                           |                           |                           |                           |                           |
| Debt Service Fund                   | 3,203,993                 | 3,359,599                 | 2,242,706                 | 2,546,846                 | 2,608,252                 |
| <b>TOTAL DEBT SERVICE FUND</b>      | <b>3,203,993</b>          | <b>3,359,599</b>          | <b>2,242,706</b>          | <b>2,546,846</b>          | <b>2,608,252</b>          |
| <b>CAPITAL PROJECT FUNDS:</b>       |                           |                           |                           |                           |                           |
| General Capital Projects Fund       | 11,441,908                | 28,659,241                | 13,307,718                | 3,859,231                 | 4,003,077                 |
| Stormwater Capital Projects Fund    | 2,153,226                 | 319,499                   | 633,784                   | 700,000                   | 700,000                   |
| <b>TOTAL CAPITAL PROJECT FUNDS</b>  | <b>13,595,134</b>         | <b>28,978,740</b>         | <b>13,941,502</b>         | <b>4,559,231</b>          | <b>4,703,077</b>          |
| <b>ENTERPRISE FUNDS:</b>            |                           |                           |                           |                           |                           |
| Water and Sewer Fund                | 29,051,819                | 29,035,146                | 30,447,289                | 37,590,119                | 42,128,466                |
| Electric Services Fund              | 38,203,848                | 37,644,292                | 49,739,899                | 54,209,035                | 49,485,906                |
| <b>TOTAL ENTERPRISE FUNDS</b>       | <b>67,255,667</b>         | <b>66,679,438</b>         | <b>80,187,188</b>         | <b>91,799,154</b>         | <b>91,614,372</b>         |
| <b>INTERNAL SERVICE FUNDS:</b>      |                           |                           |                           |                           |                           |
| Fleet Maintenance Fund              | 1,553,804                 | 1,565,001                 | 1,601,743                 | 1,795,529                 | 1,890,330                 |
| Vehicle/Equipment Replacement Fund  | 1,525,643                 | 1,664,542                 | 1,669,599                 | 3,139,779                 | 2,095,298                 |
| Employee Insurance Fund             | 7,365,116                 | 8,437,834                 | 8,518,183                 | 9,006,951                 | 9,697,329                 |
| General Insurance Fund              | 2,444,689                 | 2,551,511                 | 3,885,469                 | 3,282,069                 | 3,479,121                 |
| <b>TOTAL INTERNAL SERVICE FUNDS</b> | <b>12,889,252</b>         | <b>14,218,889</b>         | <b>15,674,992</b>         | <b>17,224,328</b>         | <b>17,162,078</b>         |
| <b>TOTAL ALL FUNDS</b>              | <b>\$ 166,308,869</b>     | <b>\$ 182,922,834</b>     | <b>\$ 188,935,864</b>     | <b>\$ 198,642,143</b>     | <b>\$ 207,197,497</b>     |

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

| GENERAL FUND                    |                       |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ 30,161,135         | \$ 33,445,887         | \$ 3,284,752            | 10.89%               |
| Debt Service - 2020             | -                     | -                     | -                       | -                    |
| Debt Service - 2017             | -                     | -                     | -                       | -                    |
| Utility Taxes                   | 6,871,733             | 7,150,679             | 278,946                 | 4.06%                |
| Franchise Fees                  | 848,603               | 571,805               | (276,798)               | -32.62%              |
| Licenses and Permits            | 3,340,313             | 3,283,629             | (56,684)                | -1.70%               |
| Intergovernmental Revenue       | 8,943,070             | 8,344,854             | (598,216)               | -6.69%               |
| Charges for Services            | 12,421,653            | 14,847,491            | 2,425,838               | 19.53%               |
| Fines and Forfeitures           | 1,010,143             | 1,559,848             | 549,705                 | 54.42%               |
| Other Revenue                   | 494,000               | 1,077,500             | 583,500                 | 118.12%              |
| Transfers                       | 5,822,982             | 5,609,678             | (213,304)               | -3.66%               |
| Fund Balance                    | -                     | 1,300,000             | 1,300,000               | N/A                  |
| <b>Total Estimated Revenues</b> | <b>\$ 69,913,632</b>  | <b>\$ 77,191,371</b>  | <b>\$ 7,277,739</b>     | <b>10.41%</b>        |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| General Government                    | \$ 7,040,557         | \$ 7,629,646         | \$ 589,089          | 8.37%         |
| Financial Services                    | 1,134,046            | 1,248,849            | 114,803             | 10.12%        |
| Planning, Building & Code             | 3,588,259            | 3,337,811            | (250,448)           | -6.98%        |
| Public Works                          | 11,657,738           | 13,008,430           | 1,350,692           | 11.59%        |
| Police                                | 16,809,534           | 18,092,684           | 1,283,150           | 7.63%         |
| Fire                                  | 13,448,538           | 14,996,291           | 1,547,753           | 11.51%        |
| Parks & Recreation                    | 11,604,852           | 12,762,430           | 1,157,578           | 9.97%         |
| Organizational Support                | 1,840,000            | 1,932,000            | 92,000              | 5.00%         |
| Debt Service                          | -                    | -                    | -                   | 0.00%         |
| Transfers                             | 7,358,164            | 8,783,903            | 1,425,739           | 19.38%        |
| Reimbursements                        | (4,274,446)          | (4,800,673)          | (526,227)           | 12.31%        |
| Non-Departmental                      | (400,000)            | (400,000)            | -                   | 0.00%         |
| Contingency                           | 106,390              | 600,000              | 493,610             | 463.96%       |
| <b>Total Estimated Appropriations</b> | <b>\$ 69,913,632</b> | <b>\$ 77,191,371</b> | <b>\$ 7,277,739</b> | <b>10.41%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| Personal Services                     | \$ 42,445,520        | \$ 45,605,505        | \$ 3,159,985        | 7.44%         |
| Operating Costs                       | 24,631,004           | 27,279,636           | 2,648,632           | 10.75%        |
| Capital Outlay                        | 47,000               | 123,000              | 76,000              | 161.70%       |
| Debt Service                          | -                    | -                    | -                   | 0.00%         |
| Capital Projects                      | -                    | -                    | -                   | 0.00%         |
| Transfers                             | 7,358,164            | 8,783,903            | 1,425,739           | 19.38%        |
| Reimbursements                        | (4,274,446)          | (4,800,673)          | (526,227)           | 12.31%        |
| Non-Departmental                      | (400,000)            | (400,000)            | -                   | 0.00%         |
| Contingency                           | 106,390              | 600,000              | 493,610             | 463.96%       |
| <b>Total Estimated Appropriations</b> | <b>\$ 69,913,632</b> | <b>\$ 77,191,371</b> | <b>\$ 7,277,739</b> | <b>10.41%</b> |



**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2022/2023 Compared to 2023/2024**

|                                 | SPECIAL REVENUE       |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ -                  | \$ -                  | \$ -                    | -                    |
| Debt Service - 2020             | -                     | -                     | -                       | -                    |
| Debt Service - 2017             | -                     | -                     | -                       | -                    |
| Utility Taxes                   | -                     | -                     | -                       | -                    |
| Franchise Fees                  | -                     | -                     | -                       | -                    |
| Licenses and Permits            | 60,000                | 155,000               | 95,000                  | 158.33%              |
| Intergovernmental Revenue       | 3,561,935             | 3,860,248             | 298,313                 | 8.38%                |
| Charges for Services            | 3,273,998             | 3,632,836             | 358,838                 | 10.96%               |
| Fines and Forfeitures           | -                     | -                     | -                       | -                    |
| Other Revenue                   | 625,000               | 1,172,669             | 547,669                 | 87.63%               |
| Transfers                       | 4,477,077             | 4,961,794             | 484,717                 | 10.83%               |
| Fund Balance                    | 600,942               | 135,800               | (465,142)               | -77.40%              |
| <b>Total Estimated Revenues</b> | <b>\$ 12,598,952</b>  | <b>\$ 13,918,347</b>  | <b>\$ 1,319,395</b>     | <b>10.47%</b>        |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| General Government                    | \$ -                 | \$ -                 | \$ -                | -             |
| Financial Services                    | -                    | -                    | -                   | -             |
| Plan/Community Development            | 5,054,151            | 5,863,595            | 809,444             | 16.02%        |
| Public Works                          | 3,313,998            | 3,722,836            | 408,838             | 12.34%        |
| Police                                | 216,525              | 210,218              | (6,307)             | -2.91%        |
| Fire                                  | -                    | -                    | -                   | -             |
| Parks & Recreation                    | 50,000               | 50,000               | -                   | 0.00%         |
| Organizational Support                | 710,555              | 831,087              | 120,532             | 16.96%        |
| Debt Service                          | 1,484,485            | 1,071,284            | (413,201)           | -27.83%       |
| Transfers                             | 1,000,432            | 378,453              | (621,979)           | -62.17%       |
| Reimbursements                        | 62,759               | 130,415              | 67,656              | 107.80%       |
| Non-Departmental                      | -                    | -                    | -                   | -             |
| Contingency                           | 706,047              | 1,660,459            | 954,412             | 135.18%       |
| <b>Total Estimated Appropriations</b> | <b>\$ 12,598,952</b> | <b>\$ 13,918,347</b> | <b>\$ 1,319,395</b> | <b>10.47%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| Personal Services                     | \$ 2,684,678         | \$ 2,829,249         | \$ 144,571          | 5.39%         |
| Operating Costs                       | 2,842,776            | 3,358,687            | 515,911             | 18.15%        |
| Capital Outlay                        | 96,010               | 149,800              | 53,790              | 56.03%        |
| Debt Service                          | 1,484,485            | 1,071,284            | (413,201)           | -27.83%       |
| Capital Projects                      | 3,721,765            | 4,340,000            | 618,235             | 16.61%        |
| Transfers                             | 1,000,432            | 378,453              | (621,979)           | -62.17%       |
| Reimbursements                        | 62,759               | 130,415              | 67,656              | 107.80%       |
| Non-Departmental                      | -                    | -                    | -                   | -             |
| Contingency                           | 706,047              | 1,660,459            | 954,412             | 135.18%       |
| <b>Total Estimated Appropriations</b> | <b>\$ 12,598,952</b> | <b>\$ 13,918,347</b> | <b>\$ 1,319,395</b> | <b>10.47%</b> |

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

| <b>DEBT SERVICE</b>             |                               |                               |                                 |                              |
|---------------------------------|-------------------------------|-------------------------------|---------------------------------|------------------------------|
|                                 | <b>Budgeted<br/>2022/2023</b> | <b>Budgeted<br/>2023/2024</b> | <b>Increase/<br/>(Decrease)</b> | <b>Percentage<br/>Change</b> |
| <b>ESTIMATED REVENUES:</b>      |                               |                               |                                 |                              |
| Taxes:                          |                               |                               |                                 |                              |
| Property Taxes:                 |                               |                               |                                 |                              |
| Operating millage               | \$ -                          | \$ -                          | \$ -                            | -                            |
| Debt Service - 2020             | 145,532                       | 143,464                       | (2,068)                         | -1.42%                       |
| Debt Service - 2017             | 1,802,800                     | 1,800,300                     | (2,500)                         | -0.14%                       |
| Utility Taxes                   | -                             | -                             | -                               | -                            |
| Franchise Fees                  | -                             | -                             | -                               | -                            |
| Licenses and Permits            | -                             | -                             | -                               | -                            |
| Intergovernmental Revenue       | -                             | -                             | -                               | -                            |
| Charges for Services            | -                             | -                             | -                               | -                            |
| Fines and Forfeitures           | -                             | -                             | -                               | -                            |
| Other Revenue                   | 104,000                       | 145,876                       | 41,876                          | 40.27%                       |
| Proceeds from Debt Issuance     | -                             | -                             | -                               | -                            |
| Transfers                       | 451,014                       | 518,612                       | 67,598                          | 14.99%                       |
| Fund Balance                    | 43,500                        | -                             | (43,500)                        | -100.00%                     |
| <b>Total Estimated Revenues</b> | <b>\$ 2,546,846</b>           | <b>\$ 2,608,252</b>           | <b>\$ 61,406</b>                | <b>2.41%</b>                 |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                     |                     |                  |              |
|---------------------------------------|---------------------|---------------------|------------------|--------------|
| General Government                    | \$ -                | \$ -                | \$ -             | -            |
| Financial Services                    | -                   | -                   | -                | -            |
| Plan/Community Development            | -                   | -                   | -                | -            |
| Public Works                          | -                   | -                   | -                | -            |
| Police                                | -                   | -                   | -                | -            |
| Fire                                  | -                   | -                   | -                | -            |
| Parks & Recreation                    | -                   | -                   | -                | -            |
| Organizational Support                | -                   | -                   | -                | -            |
| Debt Service                          | 2,546,846           | 2,608,252           | 61,406           | 2.41%        |
| Transfers                             | -                   | -                   | -                | -            |
| Reimbursements                        | -                   | -                   | -                | -            |
| Non-Departmental                      | -                   | -                   | -                | -            |
| Contingency                           | -                   | -                   | -                | -            |
| <b>Total Estimated Appropriations</b> | <b>\$ 2,546,846</b> | <b>\$ 2,608,252</b> | <b>\$ 61,406</b> | <b>2.41%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                     |                     |                  |              |
|---------------------------------------|---------------------|---------------------|------------------|--------------|
| Personal Services                     | \$ -                | \$ -                | \$ -             | -            |
| Operating Costs                       | -                   | -                   | -                | -            |
| Capital Outlay                        | -                   | -                   | -                | -            |
| Debt Service                          | 2,546,846           | 2,608,252           | 61,406           | 2.41%        |
| Capital Projects                      | -                   | -                   | -                | -            |
| Transfers                             | -                   | -                   | -                | -            |
| Reimbursements                        | -                   | -                   | -                | -            |
| Contingency                           | -                   | -                   | -                | -            |
| <b>Total Estimated Appropriations</b> | <b>\$ 2,546,846</b> | <b>\$ 2,608,252</b> | <b>\$ 61,406</b> | <b>2.41%</b> |

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

|                                 | CAPITAL PROJECTS      |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ -                  | \$ -                  | \$ -                    | -                    |
| Debt Service - 2020             | -                     | -                     | -                       | -                    |
| Debt Service - 2017             | -                     | -                     | -                       | -                    |
| Utility Taxes                   | -                     | -                     | -                       | -                    |
| Franchise Fees                  | -                     | -                     | -                       | -                    |
| Licenses and Permits            | -                     | -                     | -                       | -                    |
| Intergovernmental Revenue       | -                     | -                     | -                       | -                    |
| Charges for Services            | 700,000               | 700,000               | -                       | -                    |
| Fines and Forfeitures           | -                     | -                     | -                       | -                    |
| Other Revenue                   | -                     | -                     | -                       | -                    |
| Transfers                       | 3,859,231             | 4,003,077             | 143,846                 | 3.73%                |
| Fund Balance                    | -                     | -                     | -                       | -                    |
| <b>Total Estimated Revenues</b> | <b>\$ 4,559,231</b>   | <b>\$ 4,703,077</b>   | <b>\$ 143,846</b>       | <b>3.16%</b>         |

**ESTIMATED APPROPRIATIONS**

**BY PROGRAM:**

|                                       |                     |                     |                   |              |
|---------------------------------------|---------------------|---------------------|-------------------|--------------|
| General Government                    | \$ 400,000          | \$ 200,000          | \$ (200,000)      | -50.00%      |
| Financial Services                    | -                   | -                   | -                 | -            |
| Plan/Community Development            | 200,000             | -                   | (200,000)         | -100.00%     |
| Public Works                          | 1,969,231           | 3,123,077           | 1,153,846         | 58.59%       |
| Police                                | 170,000             | 170,000             | -                 | 0.00%        |
| Fire                                  | 275,000             | 200,000             | (75,000)          | -27.27%      |
| Parks & Recreation                    | 1,215,000           | 680,000             | (535,000)         | -44.03%      |
| Organizational Support                | -                   | -                   | -                 | -            |
| Debt Service                          | 280,000             | 280,000             | -                 | -            |
| Transfers                             | -                   | -                   | -                 | -            |
| Reimbursements                        | -                   | -                   | -                 | -            |
| Non-Departmental                      | -                   | -                   | -                 | -            |
| Contingency                           | 50,000              | 50,000              | -                 | -            |
| <b>Total Estimated Appropriations</b> | <b>\$ 4,559,231</b> | <b>\$ 4,703,077</b> | <b>\$ 143,846</b> | <b>3.16%</b> |

**ESTIMATED APPROPRIATIONS**

**BY FUNCTION:**

|                                       |                     |                     |                   |              |
|---------------------------------------|---------------------|---------------------|-------------------|--------------|
| Personal Services                     | \$ -                | \$ -                | \$ -              | -            |
| Operating Costs                       | -                   | -                   | -                 | -            |
| Capital Outlay                        | -                   | -                   | -                 | -            |
| Debt Service                          | 280,000             | 280,000             | -                 | -            |
| Capital Projects                      | 4,229,231           | 4,373,077           | 143,846           | 3.40%        |
| Transfers                             | -                   | -                   | -                 | -            |
| Reimbursements                        | -                   | -                   | -                 | -            |
| Contingency                           | 50,000              | 50,000              | -                 | -            |
| <b>Total Estimated Appropriations</b> | <b>\$ 4,559,231</b> | <b>\$ 4,703,077</b> | <b>\$ 143,846</b> | <b>3.16%</b> |

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

| ENTERPRISE                      |                       |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ -                  | \$ -                  | \$ -                    | -                    |
| Debt Service - 2020             | -                     | -                     | -                       | -                    |
| Debt Service - 2017             | -                     | -                     | -                       | -                    |
| Utility Taxes                   | -                     | -                     | -                       | -                    |
| Franchise Fees                  | -                     | -                     | -                       | -                    |
| Licenses and Permits            | -                     | -                     | -                       | -                    |
| Intergovernmental Revenue       | -                     | -                     | -                       | -                    |
| Charges for Services            | 89,415,416            | 86,531,755            | (2,883,661)             | -3.23%               |
| Fines and Forfeitures           | -                     | -                     | -                       | -                    |
| Other Revenue                   | (179,569)             | 612,190               | 791,759                 | -440.92%             |
| Proceeds from Debt Issuance     | -                     | -                     | -                       | -                    |
| Transfers                       | -                     | -                     | -                       | -                    |
| Reimbursements                  | 166,590               | 177,527               | 10,937                  | 6.57%                |
| Fund Balance                    | 2,396,717             | 4,292,900             | 1,896,183               | 79.12%               |
| <b>Total Estimated Revenues</b> | <b>\$ 91,799,154</b>  | <b>\$ 91,614,372</b>  | <b>\$ (184,782)</b>     | <b>-0.20%</b>        |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| General Government                    | \$ -                 | \$ -                 | \$ -                | -             |
| Financial Services                    | 1,876,642            | 2,166,138            | 289,496             | 15.43%        |
| Plan/Community Development            | -                    | -                    | -                   | -             |
| Public Works                          | 69,759,547           | 69,254,146           | (505,401)           | -0.72%        |
| Police                                | -                    | -                    | -                   | -             |
| Fire                                  | -                    | -                    | -                   | -             |
| Parks & Recreation                    | -                    | -                    | -                   | -             |
| Organizational Support                | -                    | -                    | -                   | -             |
| Debt Service                          | 9,448,751            | 9,415,498            | (33,253)            | -0.35%        |
| Transfers                             | 6,211,708            | 5,930,805            | (280,903)           | -4.52%        |
| Reimbursements                        | 4,378,277            | 4,847,785            | 469,508             | 10.72%        |
| Non-Departmental                      | -                    | -                    | -                   | -             |
| Contingency                           | 124,229              | -                    | (124,229)           | -100.00%      |
| <b>Total Estimated Appropriations</b> | <b>\$ 91,799,154</b> | <b>\$ 91,614,372</b> | <b>\$ (184,782)</b> | <b>-0.20%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                      |                      |                     |               |
|---------------------------------------|----------------------|----------------------|---------------------|---------------|
| Personal Services                     | \$ 11,020,108        | \$ 11,937,993        | \$ 917,885          | 8.33%         |
| Operating Costs                       | 45,547,153           | 41,881,469           | (3,665,684)         | -8.05%        |
| Capital Outlay                        | 635,000              | 343,100              | (291,900)           | -45.97%       |
| Debt Service                          | 9,448,751            | 9,415,498            | (33,253)            | -0.35%        |
| Capital Projects                      | 14,433,928           | 17,257,722           | 2,823,794           | 19.56%        |
| Transfers                             | 6,211,708            | 5,930,805            | (280,903)           | -4.52%        |
| Reimbursements                        | 4,378,277            | 4,847,785            | 469,508             | 10.72%        |
| Non-Departmental                      | -                    | -                    | -                   | -             |
| Contingency                           | 124,229              | -                    | (124,229)           | -100.00%      |
| <b>Total Estimated Appropriations</b> | <b>\$ 91,799,154</b> | <b>\$ 91,614,372</b> | <b>\$ (184,782)</b> | <b>-0.20%</b> |

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

|                                 | INTERNAL SERVICE      |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ -                  | \$ -                  | \$ -                    | -                    |
| Debt Service - 2020             | -                     | -                     | -                       | -                    |
| Debt Service - 2017             | -                     | -                     | -                       | -                    |
| Utility Taxes                   | -                     | -                     | -                       | -                    |
| Franchise Fees                  | -                     | -                     | -                       | -                    |
| Licenses and Permits            | -                     | -                     | -                       | -                    |
| Intergovernmental Revenue       | -                     | -                     | -                       | -                    |
| Charges for Services            | 15,394,372            | 16,946,795            | 1,552,423               | 10.08%               |
| Fines and Forfeitures           | -                     | -                     | -                       | -                    |
| Other Revenue                   | 150,000               | 215,283               | 65,283                  | 43.52%               |
| Transfers                       | -                     | -                     | -                       | -                    |
| Fund Balance                    | 1,679,956             | -                     | (1,679,956)             | -100.00%             |
| <b>Total Estimated Revenues</b> | <b>\$ 17,224,328</b>  | <b>\$ 17,162,078</b>  | <b>\$ (62,250)</b>      | <b>-0.36%</b>        |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                      |                      |                    |               |
|---------------------------------------|----------------------|----------------------|--------------------|---------------|
| General Government                    | \$ 17,224,328        | \$ 17,162,078        | \$ (62,250)        | -0.36%        |
| Financial Services                    | -                    | -                    | -                  | -             |
| Plan/Community Development            | -                    | -                    | -                  | -             |
| Public Works                          | -                    | -                    | -                  | -             |
| Police                                | -                    | -                    | -                  | -             |
| Fire                                  | -                    | -                    | -                  | -             |
| Parks & Recreation                    | -                    | -                    | -                  | -             |
| Organizational Support                | -                    | -                    | -                  | -             |
| Debt Service                          | -                    | -                    | -                  | -             |
| Transfers                             | -                    | -                    | -                  | -             |
| Reimbursements                        | -                    | -                    | -                  | -             |
| Non-Departmental                      | -                    | -                    | -                  | -             |
| Contingency                           | -                    | -                    | -                  | -             |
| <b>Total Estimated Appropriations</b> | <b>\$ 17,224,328</b> | <b>\$ 17,162,078</b> | <b>\$ (62,250)</b> | <b>-0.36%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                      |                      |                    |               |
|---------------------------------------|----------------------|----------------------|--------------------|---------------|
| Personal Services                     | \$ 1,422,297         | \$ 1,293,238         | \$ (129,059)       | -9.07%        |
| Operating Costs                       | 12,662,252           | 13,773,542           | 1,111,290          | 8.78%         |
| Capital Outlay                        | 3,139,779            | 2,095,298            | (1,044,481)        | -33.27%       |
| Debt Service                          | -                    | -                    | -                  | -             |
| Capital Projects                      | -                    | -                    | -                  | -             |
| Transfers                             | -                    | -                    | -                  | -             |
| Reimbursements                        | -                    | -                    | -                  | -             |
| Non-Departmental                      | -                    | -                    | -                  | -             |
| Contingency                           | -                    | -                    | -                  | -             |
| <b>Total Estimated Appropriations</b> | <b>\$ 17,224,328</b> | <b>\$ 17,162,078</b> | <b>\$ (62,250)</b> | <b>-0.36%</b> |



**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**2022/2023 Compared to 2023/2024**

|                                 | TOTAL                 |                       |                         |                      |
|---------------------------------|-----------------------|-----------------------|-------------------------|----------------------|
|                                 | Budgeted<br>2022/2023 | Budgeted<br>2023/2024 | Increase/<br>(Decrease) | Percentage<br>Change |
| <b>ESTIMATED REVENUES:</b>      |                       |                       |                         |                      |
| Taxes:                          |                       |                       |                         |                      |
| Property Taxes:                 |                       |                       |                         |                      |
| Operating millage               | \$ 30,161,135         | \$ 33,445,887         | \$ 3,284,752            | 10.89%               |
| Debt Service - 2020             | 145,532               | 143,464               | (2,068)                 | -1.42%               |
| Debt Service - 2017             | 1,802,800             | 1,800,300             | (2,500)                 | -0.14%               |
| Utility Taxes                   | 6,871,733             | 7,150,679             | 278,946                 | 4.06%                |
| Franchise Fees                  | 848,603               | 571,805               | (276,798)               | -32.62%              |
| Licenses and Permits            | 3,400,313             | 3,438,629             | 38,316                  | 1.13%                |
| Intergovernmental Revenue       | 12,505,005            | 12,205,102            | (299,903)               | -2.40%               |
| Charges for Services            | 121,205,439           | 122,658,877           | 1,453,438               | 1.20%                |
| Fines and Forfeitures           | 1,010,143             | 1,559,848             | 549,705                 | 54.42%               |
| Other Revenue                   | 1,193,431             | 3,223,518             | 2,030,087               | 170.11%              |
| Transfers and Reimbursements    | 14,776,894            | 15,270,688            | 493,794                 | 3.34%                |
| Fund Balance                    | 4,721,115             | 5,728,700             | 1,007,585               | 21.34%               |
| <b>Total Estimated Revenues</b> | <b>\$ 198,642,143</b> | <b>\$ 207,197,497</b> | <b>\$ 8,555,354</b>     | <b>4.31%</b>         |

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

|                                       |                       |                       |                     |              |
|---------------------------------------|-----------------------|-----------------------|---------------------|--------------|
| General Government                    | \$ 24,664,885         | \$ 24,991,724         | \$ 326,839          | 1.33%        |
| Financial Services                    | 3,010,688             | 3,414,987             | 404,299             | 13.43%       |
| Plan/Community Development            | 8,842,410             | 9,201,406             | 358,996             | 4.06%        |
| Public Works                          | 86,700,514            | 89,108,489            | 2,407,975           | 2.78%        |
| Police                                | 17,196,059            | 18,472,902            | 1,276,843           | 7.43%        |
| Fire                                  | 13,723,538            | 15,196,291            | 1,472,753           | 10.73%       |
| Parks & Recreation                    | 12,869,852            | 13,492,430            | 622,578             | 4.84%        |
| Organizational Support                | 2,550,555             | 2,763,087             | 212,532             | 8.33%        |
| Debt Service                          | 13,760,082            | 13,375,034            | (385,048)           | -2.80%       |
| Transfers                             | 14,570,304            | 15,093,161            | 522,857             | 3.59%        |
| Reimbursements                        | 166,590               | 177,527               | 10,937              | 6.57%        |
| Non-Departmental                      | (400,000)             | (400,000)             | -                   | 0.00%        |
| Contingency                           | 986,666               | 2,310,459             | 1,323,793           | 134.17%      |
| <b>Total Estimated Appropriations</b> | <b>\$ 198,642,143</b> | <b>\$ 207,197,497</b> | <b>\$ 8,555,354</b> | <b>4.31%</b> |

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

|                                       |                       |                       |                     |              |
|---------------------------------------|-----------------------|-----------------------|---------------------|--------------|
| Personal Services                     | \$ 57,572,603         | \$ 61,665,985         | \$ 4,093,382        | 7.11%        |
| Operating Costs                       | 85,683,185            | 86,293,334            | 610,149             | 0.71%        |
| Capital Outlay                        | 3,917,789             | 2,711,198             | (1,206,591)         | -30.80%      |
| Debt Service                          | 13,760,082            | 13,375,034            | (385,048)           | -2.80%       |
| Capital Projects                      | 22,384,924            | 25,970,799            | 3,585,875           | 16.02%       |
| Transfers                             | 14,570,304            | 15,093,161            | 522,857             | 3.59%        |
| Reimbursements                        | 166,590               | 177,527               | 10,937              | 6.57%        |
| Non-Departmental                      | (400,000)             | (400,000)             | -                   | 0.00%        |
| Contingency                           | 986,666               | 2,310,459             | 1,323,793           | 134.17%      |
| <b>Total Estimated Appropriations</b> | <b>\$ 198,642,143</b> | <b>\$ 207,197,497</b> | <b>\$ 8,555,354</b> | <b>4.31%</b> |

**Fund  
Balance**



Societe Belge des Balances & Bascules  
RUE DE L'INTENDANT, 43 - BRUXELLES

**CITY OF WINTER PARK**  
**Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Estimated**  
October 1, 2023 through September 30, 2024

| REVENUES/SOURCES                 | GENERAL<br>FUND      | SPECIAL<br>REVENUE   | DEBT<br>SERVICE   | CAPITAL<br>PROJECTS | ENTERPRISE            | INTERNAL<br>SERVICE  | TOTAL                 |
|----------------------------------|----------------------|----------------------|-------------------|---------------------|-----------------------|----------------------|-----------------------|
| Taxes:                           |                      |                      |                   |                     |                       |                      |                       |
| Property Taxes:                  |                      |                      |                   |                     |                       |                      |                       |
| Operating millage                | \$ 33,445,887        | \$ -                 | \$ -              | \$ -                | \$ -                  | \$ -                 | \$ 33,445,887         |
| Debt Service - 2017              | -                    | -                    | 1,800,300         | -                   | -                     | -                    | 1,800,300             |
| Debt Service - 2020              | -                    | -                    | 143,464           | -                   | -                     | -                    | 143,464               |
| Utility Taxes                    | 7,150,679            | -                    | -                 | -                   | -                     | -                    | 7,150,679             |
| Franchise Fees                   | 571,805              | -                    | -                 | -                   | -                     | -                    | 571,805               |
| Licenses and Permits             | 3,283,629            | 155,000              | -                 | -                   | -                     | -                    | 3,438,629             |
| Intergovernmental Revenue        | 8,344,854            | 3,860,248            | -                 | -                   | -                     | -                    | 12,205,102            |
| Charges for Services             | 14,847,491           | 3,632,836            | -                 | 700,000             | 86,531,755            | 16,946,795           | 122,658,877           |
| Fines and Forfeitures            | 1,559,848            | -                    | -                 | -                   | -                     | -                    | 1,559,848             |
| Other Revenue                    | 1,077,500            | 1,172,669            | 145,876           | -                   | 612,190               | 215,283              | 3,223,518             |
| Transfers & Reimbursements       | 5,609,678            | 4,961,794            | 518,612           | 4,003,077           | 177,527               | -                    | 15,270,688            |
| Fund Balance                     | -                    | -                    | -                 | -                   | -                     | -                    | -                     |
| <b>Total Revenues/Sources</b>    | <b>75,891,371</b>    | <b>13,782,547</b>    | <b>2,608,252</b>  | <b>4,703,077</b>    | <b>87,321,472</b>     | <b>17,162,078</b>    | <b>201,468,797</b>    |
| <b>EXPENDITURES/USES</b>         |                      |                      |                   |                     |                       |                      |                       |
| General Government               | 7,629,646            | -                    | -                 | 200,000             | -                     | 17,162,078           | 24,991,724            |
| Financial Services               | 1,248,849            | -                    | -                 | -                   | 2,166,138             | -                    | 3,414,987             |
| Plan/Community Development       | 3,337,811            | 5,863,595            | -                 | -                   | -                     | -                    | 9,201,406             |
| Public Works                     | 13,008,430           | 3,722,836            | -                 | 3,123,077           | 69,254,146            | -                    | 89,108,489            |
| Police                           | 18,092,684           | 210,218              | -                 | 170,000             | -                     | -                    | 18,472,902            |
| Fire                             | 14,996,291           | -                    | -                 | 200,000             | -                     | -                    | 15,196,291            |
| Parks & Recreation               | 12,762,430           | 50,000               | -                 | 680,000             | -                     | -                    | 13,492,430            |
| Organizational Support           | 1,932,000            | 831,087              | -                 | -                   | -                     | -                    | 2,763,087             |
| Debt Service                     | -                    | 1,071,284            | 2,608,252         | 280,000             | 9,415,498             | -                    | 13,375,034            |
| Transfers                        | 8,783,903            | 378,453              | -                 | -                   | 5,930,805             | -                    | 15,093,161            |
| Reimbursements                   | (4,800,673)          | 130,415              | -                 | -                   | 4,847,785             | -                    | 177,527               |
| Non-Departmental                 | (400,000)            | -                    | -                 | -                   | -                     | -                    | (400,000)             |
| <b>Total Expenditures/Uses</b>   | <b>76,591,371</b>    | <b>12,257,888</b>    | <b>2,608,252</b>  | <b>4,653,077</b>    | <b>91,614,372</b>     | <b>17,162,078</b>    | <b>204,887,038</b>    |
| <b>Revenues over (under)</b>     | <b>(700,000)</b>     | <b>1,524,659</b>     | <b>-</b>          | <b>50,000</b>       | <b>(4,292,900)</b>    | <b>-</b>             | <b>(3,418,241)</b>    |
| <b>Fund Balances - estimated</b> |                      |                      |                   |                     |                       |                      |                       |
| <b>Beginning of year</b>         | <b>22,177,886</b>    | <b>15,784,186</b>    | <b>211,357</b>    | <b>1,057,941</b>    | <b>170,695,290</b>    | <b>12,653,633</b>    | <b>222,580,292</b>    |
| <b>Fund Balances - estimated</b> |                      |                      |                   |                     |                       |                      |                       |
| <b>End of year</b>               | <b>\$ 21,477,886</b> | <b>\$ 17,308,845</b> | <b>\$ 211,357</b> | <b>\$ 1,107,941</b> | <b>\$ 166,402,390</b> | <b>\$ 12,653,633</b> | <b>\$ 219,162,051</b> |

**CITY OF WINTER PARK  
GENERAL FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                    | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|----------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                            |                           |                           |                           |                           |                           |
| Property taxes                                     | \$ 24,313,515             | \$ 26,155,260             | \$ 27,511,689             | \$ 30,161,135             | \$ 33,445,887             |
| Utility taxes and franchise fees                   | 7,527,362                 | 7,615,211                 | 7,851,909                 | 7,720,336                 | 7,722,484                 |
| Licenses and permits                               | 3,262,118                 | 3,684,484                 | 3,667,915                 | 3,340,313                 | 3,283,629                 |
| Fines and forfeitures                              | 1,047,091                 | 830,204                   | 1,180,220                 | 1,010,143                 | 1,559,848                 |
| Intergovernmental revenues                         | 7,307,153                 | 7,575,681                 | 9,284,363                 | 8,943,070                 | 8,344,854                 |
| Charges for services                               | 8,860,037                 | 9,712,719                 | 11,665,578                | 12,421,653                | 14,847,491                |
| Other                                              | 1,054,723                 | 262,745                   | (2,209,188)               | 494,000                   | 1,077,500                 |
| Transfers from other funds                         | 5,224,645                 | 5,346,468                 | 7,488,744                 | 5,822,982                 | 5,609,678                 |
| <b>Total Revenues/Sources</b>                      | <u>58,596,644</u>         | <u>61,182,772</u>         | <u>66,441,230</u>         | <u>69,913,632</u>         | <u>75,891,371</u>         |
| <b>EXPENDITURES/USES</b>                           |                           |                           |                           |                           |                           |
| General administration                             | 6,283,759                 | 6,532,568                 | 7,282,691                 | 8,174,603                 | 8,878,495                 |
| Planning and development                           | 3,283,572                 | 3,128,169                 | 3,265,381                 | 3,588,259                 | 3,337,811                 |
| Public works                                       | 9,511,528                 | 9,046,521                 | 10,406,367                | 11,657,738                | 13,008,430                |
| Police                                             | 14,901,031                | 15,235,458                | 16,338,467                | 16,809,534                | 18,092,684                |
| Fire                                               | 13,204,252                | 13,319,849                | 13,626,554                | 13,448,538                | 14,996,291                |
| Parks and recreation                               | 8,713,243                 | 8,865,499                 | 10,862,686                | 11,604,852                | 12,762,430                |
| Organizational support                             | 1,717,339                 | 1,657,004                 | 1,656,999                 | 1,840,000                 | 1,932,000                 |
| Nondepartmental                                    | -                         | -                         | -                         | (400,000)                 | (400,000)                 |
| Transfers - CRA                                    | 2,798,189                 | 3,337,341                 | 3,622,075                 | 4,043,522                 | 4,523,207                 |
| Transfers - CIP                                    | 1,932,000                 | 1,216,000                 | 3,540,000                 | 2,645,000                 | 3,505,000                 |
| Transfers - Other                                  | 586,758                   | 804,265                   | 330,705                   | 669,642                   | 755,696                   |
| Reimbursements                                     | (4,079,443)               | (4,268,671)               | (4,062,447)               | (4,274,446)               | (4,800,673)               |
| <b>Total Expenditures/Uses</b>                     | <u>58,852,228</u>         | <u>58,874,003</u>         | <u>66,869,478</u>         | <u>69,807,242</u>         | <u>76,591,371</u>         |
| <b>Revenues/Sources over (under)</b>               |                           |                           |                           |                           |                           |
| Expenditures/Uses                                  | (255,584)                 | 2,308,769                 | (428,248)                 | 106,390                   | (700,000)                 |
| <b>Beginning Fund Balance</b>                      | <u>20,446,559</u>         | <u>20,190,975</u>         | <u>22,499,744</u>         | <u>22,071,496</u>         | <u>22,177,886</u>         |
| <b>Ending Fund Balance</b>                         | <u>\$ 20,190,975</u>      | <u>\$ 22,499,744</u>      | <u>\$ 22,071,496</u>      | <u>\$ 22,177,886</u>      | <u>\$ 21,477,886</u>      |
| <br>                                               |                           |                           |                           |                           |                           |
| Non Spendable , Restricted, Committed and Assigned | \$ 3,390,758              | \$ 4,492,915              | \$ 3,527,383              | \$ 3,595,945              | \$ 2,355,945              |
| Unassigned                                         | <u>16,800,217</u>         | <u>18,006,829</u>         | <u>18,544,113</u>         | <u>18,581,941</u>         | <u>19,121,941</u>         |
| <b>Total Fund Balance</b>                          | <u>\$ 20,190,975</u>      | <u>\$ 22,499,744</u>      | <u>\$ 22,071,496</u>      | <u>\$ 22,177,886</u>      | <u>\$ 21,477,886</u>      |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
STORMWATER UTILITY FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <b>ACTUAL<br/>FY 2020</b> | <b>ACTUAL<br/>FY 2021</b> | <b>ACTUAL<br/>FY 2022</b> | <b>BUDGET<br/>FY 2023</b> | <b>BUDGET<br/>FY 2024</b> |
|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>              |                           |                           |                           |                           |                           |
| Charges for services                 | \$ 2,629,252              | \$ 2,603,901              | \$ 3,037,160              | \$ 3,273,998              | \$ 3,632,836              |
| Intergovernmental Revenue            | 55,180                    | 18,551                    | 63,042                    | 40,000                    | 50,000                    |
| Licenses and permits                 | 19,229                    | 35,770                    | 38,878                    | -                         | 40,000                    |
| Other                                | 7,743                     | 552                       | (1,554)                   | -                         | -                         |
| Transfers from other funds           | -                         | -                         | 1,350                     | -                         | -                         |
| <b>Total Revenues/Sources</b>        | <u>2,711,405</u>          | <u>2,658,775</u>          | <u>3,138,875</u>          | <u>3,313,998</u>          | <u>3,722,836</u>          |
| <b>EXPENDITURES/USES</b>             |                           |                           |                           |                           |                           |
| Public Works (by program)            |                           |                           |                           |                           |                           |
| Stormwater management                | 441,117                   | 437,097                   | 436,992                   | 484,139                   | 516,614                   |
| Lakes                                | 951,686                   | 799,033                   | 1,107,084                 | 1,051,163                 | 1,198,213                 |
| Street drainage and maintenance      | 850,617                   | 1,224,924                 | 1,155,794                 | 1,482,555                 | 1,724,872                 |
| Street sweeping                      | 323,910                   | 300,934                   | 261,371                   | 296,141                   | 283,137                   |
| <b>Total Expenditures/Uses</b>       | <u>2,567,331</u>          | <u>2,761,988</u>          | <u>2,961,241</u>          | <u>3,313,998</u>          | <u>3,722,836</u>          |
| <b>Revenues/Sources over (under)</b> |                           |                           |                           |                           |                           |
| Expenditures/Uses                    | 144,074                   | (103,214)                 | 177,634                   | -                         | -                         |
| <b>Beginning Fund Balance</b>        | <u>299,512</u>            | <u>443,586</u>            | <u>340,373</u>            | <u>518,007</u>            | <u>518,007</u>            |
| <b>Ending Fund Balance</b>           | <u><u>\$ 443,586</u></u>  | <u><u>\$ 340,373</u></u>  | <u><u>\$ 518,007</u></u>  | <u><u>\$ 518,007</u></u>  | <u><u>\$ 518,007</u></u>  |
| Non Spendable                        | \$ 66,389                 | \$ 67,404                 | \$ 67,406                 | \$ 67,406                 | \$ 67,406                 |
| Spendable                            | <u>377,193</u>            | <u>272,967</u>            | <u>450,601</u>            | <u>450,601</u>            | <u>450,601</u>            |
| <b>Total Fund Balance</b>            | <u><u>\$ 443,582</u></u>  | <u><u>\$ 340,371</u></u>  | <u><u>\$ 518,007</u></u>  | <u><u>\$ 518,007</u></u>  | <u><u>\$ 518,007</u></u>  |



**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
AFFORDABLE HOUSING FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                            | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                    |                           |                           |                           |                           |                           |
| Licenses and permits                                       | \$ -                      | \$ 24,514                 | \$ 115,832                | \$ 60,000                 | \$ 115,000                |
| Other                                                      | 10,283                    | (905)                     | (27,087)                  | -                         | -                         |
| Transfers from other funds                                 | -                         | -                         | -                         | -                         | -                         |
| <b>Total Revenues/Sources</b>                              | <u>10,283</u>             | <u>23,609</u>             | <u>88,746</u>             | <u>60,000</u>             | <u>115,000</u>            |
| <b>EXPENDITURES/USES</b>                                   |                           |                           |                           |                           |                           |
| Planning and development                                   | <u>25,000</u>             | <u>203,015</u>            | <u>-</u>                  | <u>200,000</u>            | <u>200,000</u>            |
| <b>Total Expenditures/Uses</b>                             | <u>25,000</u>             | <u>203,015</u>            | <u>-</u>                  | <u>200,000</u>            | <u>200,000</u>            |
| <b>Revenues/Sources over (under)<br/>Expenditures/Uses</b> | (14,717)                  | (179,406)                 | 88,746                    | (140,000)                 | (85,000)                  |
| <b>Beginning Fund Balance</b>                              | <u>419,854</u>            | <u>405,137</u>            | <u>225,731</u>            | <u>314,477</u>            | <u>174,477</u>            |
| <b>Ending Fund Balance</b>                                 | <u>\$ 405,137</u>         | <u>\$ 225,731</u>         | <u>\$ 314,477</u>         | <u>\$ 174,477</u>         | <u>\$ 89,477</u>          |
| <br>Non Spendable                                          | <br>\$ -                  | <br>\$ -                  | <br>\$ -                  | <br>\$ -                  | <br>\$ -                  |
| Spendable                                                  | <u>405,137</u>            | <u>225,731</u>            | <u>314,477</u>            | <u>174,477</u>            | <u>89,477</u>             |
| <b>Total Fund Balance</b>                                  | <u>\$ 405,137</u>         | <u>\$ 225,731</u>         | <u>\$ 314,477</u>         | <u>\$ 174,477</u>         | <u>\$ 89,477</u>          |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
MULTI-MODAL TRANSPORTATION IMPACT FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL</u><br><u>FY 2020</u> | <u>ACTUAL</u><br><u>FY 2021</u> | <u>ACTUAL</u><br><u>FY 2022</u> | <u>BUDGET</u><br><u>FY 2023</u> | <u>BUDGET</u><br><u>FY 2024</u> |
|--------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>REVENUES/SOURCES</b>              |                                 |                                 |                                 |                                 |                                 |
| Other                                | \$ -                            | \$ -                            | \$ 266,996                      | \$ -                            | \$ 250,000                      |
| Transfers from other funds           | -                               | -                               | -                               | -                               | -                               |
| Fund Balance                         | -                               | -                               | -                               | -                               | -                               |
| <b>Total Revenues/Sources</b>        | <u>-</u>                        | <u>-</u>                        | <u>266,996</u>                  | <u>-</u>                        | <u>250,000</u>                  |
| <b>EXPENDITURES/USES</b>             |                                 |                                 |                                 |                                 |                                 |
| Planning and development             | -                               | -                               | -                               | -                               | 250,000                         |
| <b>Total Expenditures/Uses</b>       | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        | <u>250,000</u>                  |
| <b>Revenues/Sources over (under)</b> |                                 |                                 |                                 |                                 |                                 |
| Expenditures/Uses                    | -                               | -                               | 266,996                         | -                               | -                               |
| <b>Beginning Fund Balance</b>        | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        | <u>266,996</u>                  | <u>266,996</u>                  |
| <b>Ending Fund Balance</b>           | <u>\$ -</u>                     | <u>\$ -</u>                     | <u>\$ 266,996</u>               | <u>\$ 266,996</u>               | <u>\$ 266,996</u>               |
| <br>Non Spendable                    | <br>\$ -                        | <br>\$ -                        | <br>\$ -                        | <br>\$ -                        | <br>\$ -                        |
| Spendable                            | <u>-</u>                        | <u>-</u>                        | <u>266,996</u>                  | <u>266,996</u>                  | <u>266,996</u>                  |
| <b>Total Fund Balance</b>            | <u>\$ -</u>                     | <u>\$ -</u>                     | <u>\$ 266,996</u>               | <u>\$ 266,996</u>               | <u>\$ 266,996</u>               |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
COMMUNITY REDEVELOPMENT FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                            | <b>ACTUAL<br/>FY 2020</b> | <b>ACTUAL<br/>FY 2021</b> | <b>ACTUAL<br/>FY 2022</b> | <b>BUDGET<br/>FY 2023</b> | <b>BUDGET<br/>FY 2024</b> |
|------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                    |                           |                           |                           |                           |                           |
| Charges for services                                       | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| Intergovernmental revenue                                  | 2,716,156                 | 3,008,287                 | 3,162,566                 | 3,390,920                 | 3,650,830                 |
| Miscellaneous revenue                                      | 251,608                   | 1,474                     | (1,098,174)               | -                         | 269,332                   |
| Transfers from other funds                                 | 2,798,189                 | 3,337,341                 | 3,622,600                 | 4,043,522                 | 4,523,207                 |
| <b>Total Revenues/Sources</b>                              | <b>5,765,953</b>          | <b>6,347,102</b>          | <b>5,686,992</b>          | <b>7,434,442</b>          | <b>8,443,369</b>          |
| <b>EXPENDITURES/USES</b>                                   |                           |                           |                           |                           |                           |
| Planning and development                                   | 1,030,073                 | 1,094,341                 | 1,347,303                 | 1,459,386                 | 1,766,095                 |
| Debt service                                               | 1,499,412                 | 1,491,056                 | 1,496,097                 | 1,484,485                 | 1,071,284                 |
| Capital Projects                                           | 574,378                   | 1,747,762                 | 1,463,262                 | 3,721,765                 | 4,090,000                 |
| Transfers to other funds                                   | 2,132,775                 | -                         | -                         | -                         | -                         |
| Reimbursements                                             | 94,045                    | 180,354                   | 123,974                   | 62,759                    | 130,415                   |
| <b>Total Expenditures/Uses</b>                             | <b>5,330,683</b>          | <b>4,513,512</b>          | <b>4,430,636</b>          | <b>6,728,395</b>          | <b>7,057,794</b>          |
| <b>Revenues/Sources over (under)<br/>Expenditures/Uses</b> | <b>435,270</b>            | <b>1,833,591</b>          | <b>1,256,356</b>          | <b>706,047</b>            | <b>1,385,575</b>          |
| <b>Beginning Fund Balance</b>                              | <b>6,314,690</b>          | <b>6,749,960</b>          | <b>8,583,550</b>          | <b>9,839,906</b>          | <b>10,545,953</b>         |
| <b>Ending Fund Balance</b>                                 | <b>\$ 6,749,960</b>       | <b>\$ 8,583,550</b>       | <b>\$ 9,839,906</b>       | <b>\$ 10,545,953</b>      | <b>\$ 11,931,528</b>      |
| <b>Non Spendable</b>                                       | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               |
| <b>Spendable</b>                                           | <b>6,749,960</b>          | <b>8,583,550</b>          | <b>9,839,906</b>          | <b>10,545,953</b>         | <b>11,931,528</b>         |
| <b>Total Fund Balance</b>                                  | <b>\$ 6,749,960</b>       | <b>\$ 8,583,550</b>       | <b>\$ 9,839,906</b>       | <b>\$ 10,545,953</b>      | <b>\$ 11,931,528</b>      |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
PARK IMPACT FEES FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL<br/>FY 2020</u>  | <u>ACTUAL<br/>FY 2021</u>  | <u>ACTUAL<br/>FY 2022</u>  | <u>BUDGET<br/>FY 2023</u>  | <u>BUDGET<br/>FY 2024</u>  |
|--------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>REVENUES/SOURCES</b>              |                            |                            |                            |                            |                            |
| Intergovernmental revenues           | -                          | 196,086                    | -                          | -                          | -                          |
| Other                                | \$ 52,756                  | \$ 132,555                 | \$ (99,482)                | \$ -                       | \$ -                       |
| <b>Total Revenues/Sources</b>        | <u>52,756</u>              | <u>328,641</u>             | <u>(99,482)</u>            | <u>-</u>                   | <u>-</u>                   |
| <b>EXPENDITURES/USES</b>             |                            |                            |                            |                            |                            |
| Parks & Recreation                   | <u>74,100</u>              | <u>130,177</u>             | <u>472,026</u>             | <u>-</u>                   | <u>-</u>                   |
| <b>Total Expenditures/Uses</b>       | <u>74,100</u>              | <u>130,177</u>             | <u>472,026</u>             | <u>-</u>                   | <u>-</u>                   |
| <b>Revenues/Sources over (under)</b> |                            |                            |                            |                            |                            |
| Expenditures/Uses                    | (21,344)                   | 198,464                    | (571,508)                  | -                          | -                          |
| <b>Beginning Fund Balance</b>        | <u>1,632,628</u>           | <u>1,611,284</u>           | <u>1,809,748</u>           | <u>1,238,240</u>           | <u>1,238,240</u>           |
| <b>Ending Fund Balance</b>           | <u><u>\$ 1,611,284</u></u> | <u><u>\$ 1,809,748</u></u> | <u><u>\$ 1,238,240</u></u> | <u><u>\$ 1,238,240</u></u> | <u><u>\$ 1,238,240</u></u> |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
CEMETERY TRUST FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL</u><br><u>FY 2020</u> | <u>ACTUAL</u><br><u>FY 2021</u> | <u>ACTUAL</u><br><u>FY 2022</u> | <u>BUDGET</u><br><u>FY 2023</u> | <u>BUDGET</u><br><u>FY 2024</u> |
|--------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>REVENUES/SOURCES</b>              |                                 |                                 |                                 |                                 |                                 |
| Lot sales                            | \$ 462,616                      | \$ 735,283                      | \$ 469,860                      | \$ 550,000                      | \$ 530,000                      |
| Other                                | 53,197                          | (5,104)                         | (191,832)                       | -                               | 48,337                          |
| Transfers                            | -                               | -                               | -                               | -                               | -                               |
| <b>Total Revenues/Sources</b>        | <u>515,813</u>                  | <u>730,179</u>                  | <u>278,028</u>                  | <u>550,000</u>                  | <u>578,337</u>                  |
| <b>EXPENDITURES/USES</b>             |                                 |                                 |                                 |                                 |                                 |
| Transfers to other funds             | <u>450,800</u>                  | <u>677,700</u>                  | <u>805,848</u>                  | <u>925,432</u>                  | <u>303,453</u>                  |
| <b>Total Expenditures/Uses</b>       | <u>450,800</u>                  | <u>677,700</u>                  | <u>805,848</u>                  | <u>925,432</u>                  | <u>303,453</u>                  |
| <b>Revenues/Sources over (under)</b> |                                 |                                 |                                 |                                 |                                 |
| Expenditures/Uses                    | 65,013                          | 52,479                          | (527,820)                       | (375,432)                       | 274,884                         |
| <b>Beginning Fund Balance</b>        | <u>2,075,625</u>                | <u>2,140,638</u>                | <u>2,193,117</u>                | <u>1,665,297</u>                | <u>1,289,865</u>                |
| <b>Ending Fund Balance</b>           | <u>\$ 2,140,638</u>             | <u>\$ 2,193,117</u>             | <u>\$ 1,665,297</u>             | <u>\$ 1,289,865</u>             | <u>\$ 1,564,749</u>             |
| <br>Spendable                        | <br>\$ <u>2,140,638</u>         | <br>\$ <u>2,193,117</u>         | <br>\$ <u>1,665,297</u>         | <br>\$ <u>1,289,865</u>         | <br>\$ <u>1,564,749</u>         |
| <b>Total Fund Balance</b>            | <u>\$ 2,140,638</u>             | <u>\$ 2,193,117</u>             | <u>\$ 1,665,297</u>             | <u>\$ 1,289,865</u>             | <u>\$ 1,564,749</u>             |



**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
DESIGNATIONS TRUST FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                            | <b>ACTUAL<br/>FY 2020</b>  | <b>ACTUAL<br/>FY 2021</b>  | <b>ACTUAL<br/>FY 2022</b>  | <b>BUDGET<br/>FY 2023</b>  | <b>BUDGET<br/>FY 2024</b>  |
|------------------------------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>REVENUES/SOURCES</b>                                    |                            |                            |                            |                            |                            |
| Fines and Forfeitures                                      | \$ 54,312                  | \$ 59,667                  | \$ 50,516                  | \$ -                       | \$ -                       |
| Intergovernmental                                          | 178,614                    | 14,965                     | -                          | -                          | -                          |
| Charges for Services                                       | 133,083                    | 210,373                    | 181,678                    | -                          | -                          |
| Other                                                      | 220,465                    | 358,394                    | 25,406                     | 75,000                     | 75,000                     |
| Transfers from other funds                                 | 400,842                    | 606,310                    | 376,702                    | 433,555                    | 438,587                    |
| <b>Total Revenues/Sources</b>                              | <u>987,317</u>             | <u>1,249,709</u>           | <u>634,302</u>             | <u>508,555</u>             | <u>513,587</u>             |
| <b>EXPENDITURES/USES</b>                                   |                            |                            |                            |                            |                            |
| Planning and development                                   | 60,532                     | 58,908                     | 42,737                     | 50,000                     | 50,000                     |
| Public works                                               | -                          | 100,980                    | 50,961                     | -                          | -                          |
| Police                                                     | 43,602                     | 95,541                     | 52,829                     | -                          | -                          |
| Fire                                                       | 192,691                    | 21,334                     | 41,744                     | -                          | -                          |
| Parks & recreation department                              | 134,040                    | 380,452                    | 211,442                    | -                          | -                          |
| Organizational support                                     | 350,000                    | 358,350                    | 350,000                    | 383,555                    | 388,587                    |
| Transfers to other funds                                   | 75,000                     | 75,000                     | 75,000                     | 75,000                     | 75,000                     |
| <b>Total Expenditures/Uses</b>                             | <u>855,865</u>             | <u>1,090,565</u>           | <u>824,713</u>             | <u>508,555</u>             | <u>513,587</u>             |
| <b>Revenues/Sources over (under)<br/>Expenditures/Uses</b> | 131,452                    | 159,144                    | (190,411)                  | -                          | -                          |
| <b>Beginning Fund Balance</b>                              | <u>1,588,909</u>           | <u>1,720,360</u>           | <u>1,879,505</u>           | <u>1,689,094</u>           | <u>1,689,094</u>           |
| <b>Ending Fund Balance</b>                                 | <u><b>\$ 1,720,360</b></u> | <u><b>\$ 1,879,505</b></u> | <u><b>\$ 1,689,094</b></u> | <u><b>\$ 1,689,094</b></u> | <u><b>\$ 1,689,094</b></u> |
| <br>Spendable                                              | <br>\$ 1,720,360           | <br>\$ 1,879,505           | <br>\$ 1,689,094           | <br>\$ 1,689,094           | <br>\$ 1,689,094           |
| <b>Total Fund Balance</b>                                  | <u><b>\$ 1,720,360</b></u> | <u><b>\$ 1,879,505</b></u> | <u><b>\$ 1,689,094</b></u> | <u><b>\$ 1,689,094</b></u> | <u><b>\$ 1,689,094</b></u> |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
POLICE GRANT FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL</u><br><u>FY 2020</u> | <u>ACTUAL</u><br><u>FY 2021</u> | <u>ACTUAL</u><br><u>FY 2022</u> | <u>BUDGET</u><br><u>FY 2023</u> | <u>BUDGET</u><br><u>FY 2024</u> |
|--------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>REVENUES/SOURCES</b>              |                                 |                                 |                                 |                                 |                                 |
| Intergovernmental Revenues           | \$ 1,003,099                    | \$ 1,443,025                    | \$ 1,030,211                    | \$ 131,015                      | \$ 159,418                      |
| Miscellaneous                        | <u>(980)</u>                    | <u>2,458</u>                    | <u>5,531</u>                    | <u>-</u>                        | <u>-</u>                        |
| <b>Total Revenues/Sources</b>        | <u>1,002,119</u>                | <u>1,445,483</u>                | <u>1,035,742</u>                | <u>131,015</u>                  | <u>159,418</u>                  |
| <b>EXPENDITURES/USES</b>             |                                 |                                 |                                 |                                 |                                 |
| Police                               | 1,071,109                       | 1,460,425                       | 997,559                         | 131,015                         | 159,418                         |
| Transfers to other funds             | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        | <u>-</u>                        |
| <b>Total Expenditures/Uses</b>       | <u>1,071,109</u>                | <u>1,460,425</u>                | <u>997,559</u>                  | <u>131,015</u>                  | <u>159,418</u>                  |
| <b>Revenues/Sources over (under)</b> |                                 |                                 |                                 |                                 |                                 |
| Expenditures/Uses                    | (68,990)                        | (14,942)                        | 38,184                          | -                               | -                               |
| <b>Beginning Fund Balance</b>        | <u>122,397</u>                  | <u>53,407</u>                   | <u>38,464</u>                   | <u>76,648</u>                   | <u>76,648</u>                   |
| <b>Ending Fund Balance</b>           | <u>\$ 53,407</u>                | <u>\$ 38,464</u>                | <u>\$ 76,648</u>                | <u>\$ 76,648</u>                | <u>\$ 76,648</u>                |
| <br>Spendable                        | <br>\$ 53,407                   | <br>\$ 38,464                   | <br>\$ 76,648                   | <br>\$ 76,648                   | <br>\$ 76,648                   |
| <b>Total Fund Balance</b>            | <u>\$ 53,407</u>                | <u>\$ 38,464</u>                | <u>\$ 76,648</u>                | <u>\$ 76,648</u>                | <u>\$ 76,648</u>                |

**CITY OF WINTER PARK  
SPECIAL REVENUE FUNDS  
FEDERAL FORFEITURE FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>              |                           |                           |                           |                           |                           |
| Fines and Forfeitures                | \$ 72,153                 | \$ 75,933                 | \$ 154,417                | \$ -                      | \$ -                      |
| Miscellaneous                        | <u>8,042</u>              | <u>(971)</u>              | <u>(22,072)</u>           | <u>-</u>                  | <u>-</u>                  |
| <b>Total Revenues/Sources</b>        | <u>80,195</u>             | <u>74,962</u>             | <u>132,345</u>            | <u>-</u>                  | <u>-</u>                  |
| <b>EXPENDITURES/USES</b>             |                           |                           |                           |                           |                           |
| Police                               | 211,808                   | 104,960                   | -                         | 85,510                    | 50,800                    |
| Transfers to other funds             | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  |
| <b>Total Expenditures/Uses</b>       | <u>211,808</u>            | <u>104,960</u>            | <u>-</u>                  | <u>85,510</u>             | <u>50,800</u>             |
| <b>Revenues/Sources over (under)</b> |                           |                           |                           |                           |                           |
| Expenditures/Uses                    | (131,613)                 | (29,998)                  | 132,345                   | (85,510)                  | (50,800)                  |
| <b>Beginning Fund Balance</b>        | <u>366,678</u>            | <u>235,065</u>            | <u>205,067</u>            | <u>337,412</u>            | <u>251,902</u>            |
| <b>Ending Fund Balance</b>           | <u><u>\$ 235,065</u></u>  | <u><u>\$ 205,067</u></u>  | <u><u>\$ 337,412</u></u>  | <u><u>\$ 251,902</u></u>  | <u><u>\$ 201,102</u></u>  |
| <br>Spendable                        | <br>\$ 235,065            | <br>\$ 205,067            | <br>\$ 337,412            | <br>\$ 251,902            | <br>\$ 201,102            |
| <b>Total Fund Balance</b>            | <u><u>\$ 235,065</u></u>  | <u><u>\$ 205,067</u></u>  | <u><u>\$ 337,412</u></u>  | <u><u>\$ 251,902</u></u>  | <u><u>\$ 201,102</u></u>  |

**CITY OF WINTER PARK  
DEBT SERVICE FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                            | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                    |                           |                           |                           |                           |                           |
| Property taxes                                             | \$ 2,603,187              | \$ 2,737,253              | \$ 1,941,294              | \$ 2,052,332              | \$ 2,089,640              |
| Other                                                      | 198,107                   | 155,807                   | (18,557)                  | -                         | -                         |
| Transfers from other funds                                 | 386,764                   | 392,278                   | 146,889                   | 451,014                   | 518,612                   |
| <b>Total Revenues/Sources</b>                              | <u>3,188,058</u>          | <u>3,285,338</u>          | <u>2,069,626</u>          | <u>2,503,346</u>          | <u>2,608,252</u>          |
| <b>EXPENDITURES/USES</b>                                   |                           |                           |                           |                           |                           |
| Debt Service                                               | <u>3,203,993</u>          | <u>3,359,599</u>          | <u>2,242,706</u>          | <u>2,546,846</u>          | <u>2,608,252</u>          |
| <b>Total Expenditures/Uses</b>                             | <u>3,203,993</u>          | <u>3,359,599</u>          | <u>2,242,706</u>          | <u>2,546,846</u>          | <u>2,608,252</u>          |
| <b>Revenues/Sources over (under)<br/>Expenditures/Uses</b> | (15,935)                  | (74,261)                  | (173,080)                 | (43,500)                  | -                         |
| <b>Beginning Fund Balance, as restated</b>                 | <u>518,133</u>            | <u>502,198</u>            | <u>427,937</u>            | <u>254,857</u>            | <u>211,357</u>            |
| <b>Ending Fund Balance</b>                                 | <u><u>\$ 502,198</u></u>  | <u><u>\$ 427,937</u></u>  | <u><u>\$ 254,857</u></u>  | <u><u>\$ 211,357</u></u>  | <u><u>\$ 211,357</u></u>  |
| <br>Spendable                                              | <br>\$ <u>502,198</u>     | <br>\$ <u>427,937</u>     | <br>\$ <u>254,857</u>     | <br>\$ <u>211,357</u>     | <br>\$ <u>211,357</u>     |
| <b>Total Fund Balance</b>                                  | <u><u>\$ 502,198</u></u>  | <u><u>\$ 427,937</u></u>  | <u><u>\$ 254,857</u></u>  | <u><u>\$ 211,357</u></u>  | <u><u>\$ 211,357</u></u>  |

**CITY OF WINTER PARK  
CAPITAL PROJECT FUNDS  
GENERAL CAPITAL PROJECTS  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL</u><br><u>FY 2020</u> | <u>ACTUAL</u><br><u>FY 2021</u> | <u>ACTUAL</u><br><u>FY 2022</u> | <u>BUDGET</u><br><u>FY 2023</u> | <u>BUDGET</u><br><u>FY 2024</u> |
|--------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>REVENUES/SOURCES</b>              |                                 |                                 |                                 |                                 |                                 |
| Intergovernmental revenues           | \$ 122,237                      | \$ 2,015,874                    | \$ 1,000,000                    | \$ -                            | \$ -                            |
| Other                                | 606,753                         | 1,071,045                       | 707,017                         | -                               | -                               |
| Proceeds from bond issuance          | 2,095,000                       | -                               | 8,000,000                       | -                               | -                               |
| Transfers from other funds           | 4,629,775                       | 2,026,000                       | 4,765,000                       | 3,859,231                       | 4,003,077                       |
| <b>Total Revenues/Sources</b>        | <u>7,453,765</u>                | <u>5,112,919</u>                | <u>14,472,017</u>               | <u>3,859,231</u>                | <u>4,003,077</u>                |
| <b>EXPENDITURES/USES</b>             |                                 |                                 |                                 |                                 |                                 |
| Capital projects                     | 11,441,908                      | 28,659,241                      | 13,307,718                      | 3,529,231                       | 3,673,077                       |
| Transfers to other funds             | -                               | -                               | -                               | 280,000                         | 280,000                         |
| <b>Total Expenditures/Uses</b>       | <u>11,441,908</u>               | <u>28,659,241</u>               | <u>13,307,718</u>               | <u>3,809,231</u>                | <u>3,953,077</u>                |
| <b>Revenues/Sources over (under)</b> |                                 |                                 |                                 |                                 |                                 |
| <b>Expenditures/Uses</b>             | (3,988,143)                     | (23,546,322)                    | 1,164,299                       | 50,000                          | 50,000                          |
| <b>Beginning Fund Balance</b>        | <u>26,768,971</u>               | <u>22,780,828</u>               | <u>(765,494)</u>                | <u>398,805</u>                  | <u>448,805</u>                  |
| <b>Ending Fund Balance</b>           | <u><u>\$ 22,780,828</u></u>     | <u><u>\$ (765,494)</u></u>      | <u><u>\$ 398,805</u></u>        | <u><u>\$ 448,805</u></u>        | <u><u>\$ 498,805</u></u>        |
| <br>                                 |                                 |                                 |                                 |                                 |                                 |
| Spendable                            | \$ 22,780,828                   | \$ (765,494)                    | \$ 398,805                      | \$ 448,805                      | \$ 498,805                      |
| <b>Total Fund Balance*</b>           | <u><u>\$ 22,780,828</u></u>     | <u><u>\$ (765,494)</u></u>      | <u><u>\$ 398,805</u></u>        | <u><u>\$ 448,805</u></u>        | <u><u>\$ 498,805</u></u>        |

\*Fund balances are fully encumbered for approved projects.



**CITY OF WINTER PARK  
CAPITAL PROJECT FUNDS  
STORMWATER PROJECTS  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                      | <u>ACTUAL</u><br><u>FY 2020</u> | <u>ACTUAL</u><br><u>FY 2021</u> | <u>ACTUAL</u><br><u>FY 2022</u> | <u>BUDGET</u><br><u>FY 2023</u> | <u>BUDGET</u><br><u>FY 2024</u> |
|--------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>REVENUES/SOURCES</b>              |                                 |                                 |                                 |                                 |                                 |
| Charges for services                 | \$ 630,000                      | \$ 750,000                      | \$ 550,000                      | \$ 700,000                      | \$ 700,000                      |
| Intergovernmental revenues           | -                               | -                               | -                               | -                               | -                               |
| Other                                | 35,196                          | 952                             | (61,263)                        | -                               | -                               |
| Transfers from other funds           | -                               | -                               | 150,000                         | -                               | -                               |
| <b>Total Revenues/Sources</b>        | <u>665,196</u>                  | <u>750,952</u>                  | <u>638,737</u>                  | <u>700,000</u>                  | <u>700,000</u>                  |
| <b>EXPENDITURES/USES</b>             |                                 |                                 |                                 |                                 |                                 |
| Capital projects                     | 2,153,226                       | 319,499                         | 633,784                         | 700,000                         | 700,000                         |
| Transfers to other funds             | -                               | -                               | -                               | -                               | -                               |
| <b>Total Expenditures/Uses</b>       | <u>2,153,226</u>                | <u>319,499</u>                  | <u>633,784</u>                  | <u>700,000</u>                  | <u>700,000</u>                  |
| <b>Revenues/Sources over (under)</b> |                                 |                                 |                                 |                                 |                                 |
| <b>Expenditures/Uses</b>             | (1,488,030)                     | 431,453                         | 4,953                           | -                               | -                               |
| <b>Beginning Fund Balance</b>        | <u>1,660,760</u>                | <u>172,730</u>                  | <u>604,183</u>                  | <u>609,136</u>                  | <u>609,136</u>                  |
| <b>Ending Fund Balance</b>           | <u>\$ 172,730</u>               | <u>\$ 604,183</u>               | <u>\$ 609,136</u>               | <u>\$ 609,136</u>               | <u>\$ 609,136</u>               |
| <br>Spendable                        | <br>\$ 172,730                  | <br>\$ 604,183                  | <br>\$ 609,136                  | <br>\$ 609,136                  | <br>\$ 609,136                  |
| <b>Total Fund Balance</b>            | <u>\$ 172,730</u>               | <u>\$ 604,183</u>               | <u>\$ 609,136</u>               | <u>\$ 609,136</u>               | <u>\$ 609,136</u>               |

**CITY OF WINTER PARK  
ENTERPRISE FUNDS  
WATER AND SEWER FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                                     | <b>ACTUAL<br/>FY 2020</b> | <b>ACTUAL<br/>FY 2021</b> | <b>ACTUAL<br/>FY 2022</b> | <b>BUDGET<br/>FY 2023</b> | <b>BUDGET<br/>FY 2024</b> |
|---------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                             |                           |                           |                           |                           |                           |
| Charges for services                                                | \$ 31,852,002             | \$ 32,446,556             | \$ 32,684,133             | \$ 34,417,971             | \$ 36,737,964             |
| Capital contributions                                               | 2,924,227                 | 727,911                   | 704,932                   | 800,000                   | 590,000                   |
| Other                                                               | 740,431                   | (63,651)                  | (3,040,409)               | (24,569)                  | 507,602                   |
| Transfers from other funds                                          | -                         | 462,000                   | 10,770                    | -                         | -                         |
| <b>Total Revenues/Sources</b>                                       | <b>35,516,660</b>         | <b>33,572,816</b>         | <b>30,359,426</b>         | <b>35,193,402</b>         | <b>37,835,566</b>         |
| <b>EXPENSES/USES</b>                                                |                           |                           |                           |                           |                           |
| General administration                                              | 2,063,986                 | 2,077,937                 | 2,072,135                 | 2,592,817                 | 2,621,247                 |
| Operations                                                          | 15,933,137                | 16,183,456                | 17,866,731                | 19,429,872                | 21,023,521                |
| Depreciation                                                        | 2,807,728                 | 2,783,670                 | 2,761,870                 | -                         | -                         |
| Amortization                                                        | 773,331                   | 829,696                   | 845,910                   | -                         | -                         |
| Interest and fiscal charges                                         | 2,202,565                 | 1,790,564                 | 1,597,430                 | 1,102,834                 | 1,011,808                 |
| Amount allocated for principal payment                              | -                         | -                         | -                         | 3,620,000                 | 3,695,000                 |
| Amount allocated for capital projects                               | -                         | -                         | -                         | 5,181,717                 | 8,067,900                 |
| Reimbursements                                                      | 2,438,981                 | 2,495,996                 | 2,396,350                 | 2,602,312                 | 2,715,550                 |
| Transfers to other funds                                            | 2,832,091                 | 2,873,827                 | 2,906,863                 | 3,060,567                 | 2,993,440                 |
| <b>Total Expenses/Uses</b>                                          | <b>29,051,819</b>         | <b>29,035,146</b>         | <b>30,447,289</b>         | <b>37,590,119</b>         | <b>42,128,466</b>         |
| <b>Change in Net Assets (Cash Flows for Budget Years Presented)</b> | <b>6,464,841</b>          | <b>4,537,670</b>          | <b>(87,863)</b>           | <b>(2,396,717)</b>        | <b>(4,292,900)</b>        |
| <b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>   |                           |                           |                           |                           |                           |
| Deduct estimate for depreciation                                    | -                         | -                         | -                         | (2,800,000)               | (2,800,000)               |
| Deduct estimate for amortization                                    | -                         | -                         | -                         | (800,000)                 | (800,000)                 |
| Add back payment of principal                                       | -                         | -                         | -                         | 3,620,000                 | 3,695,000                 |
| Add back investment in capital assets                               | -                         | -                         | -                         | 5,181,717                 | 8,067,900                 |
| <b>Change in Net Assets (After Adjustments to Budget Years)</b>     | <b>6,464,841</b>          | <b>4,537,670</b>          | <b>(87,863)</b>           | <b>2,805,000</b>          | <b>3,870,000</b>          |
| <b>Net Assets at<br/>Beginning of Year, as Restated</b>             | <b>81,976,442</b>         | <b>88,441,283</b>         | <b>92,978,953</b>         | <b>92,891,090</b>         | <b>95,696,090</b>         |
| <b>Net Assets at<br/>End of Year</b>                                | <b>\$ 88,441,283</b>      | <b>\$ 92,978,953</b>      | <b>\$ 92,891,090</b>      | <b>\$ 95,696,090</b>      | <b>\$ 99,566,090</b>      |
| Invested in capital assets, net of related debt                     | \$ 51,333,036             | \$ 54,118,830             | \$ 59,133,245             | \$ 64,334,962             | \$ 72,497,862             |
| Restricted                                                          | 21,123,667                | 21,915,839                | 21,948,734                | 21,948,734                | 21,948,734                |
| Unrestricted                                                        | 15,984,580                | 15,984,580                | 11,809,111                | 9,412,394                 | 5,119,494                 |
| <b>Total Net Assets</b>                                             | <b>\$ 88,441,283</b>      | <b>\$ 92,019,249</b>      | <b>\$ 92,891,090</b>      | <b>\$ 95,696,090</b>      | <b>\$ 99,566,090</b>      |

**CITY OF WINTER PARK  
ENTERPRISE FUNDS  
ELECTRIC SERVICES FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                                     | <b>ACTUAL<br/>FY 2020</b> | <b>ACTUAL<br/>FY 2021</b> | <b>ACTUAL<br/>FY 2022</b> | <b>BUDGET<br/>FY 2023</b> | <b>BUDGET<br/>FY 2024</b> |
|---------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                             |                           |                           |                           |                           |                           |
| Charges for services                                                | \$ 46,212,766             | \$ 47,128,618             | \$ 59,508,002             | \$ 54,197,445             | \$ 49,203,791             |
| Intergovernmental revenues                                          | -                         | -                         | 415,905                   | -                         | -                         |
| Other                                                               | 55,197                    | 39,394                    | (404,942)                 | (155,000)                 | 104,588                   |
| Transfers from other funds                                          | -                         | -                         | 1,530                     | -                         | -                         |
| Reimbursements                                                      | -                         | -                         | -                         | 166,590                   | 177,527                   |
| <b>Total Revenues/Sources</b>                                       | <b>46,267,963</b>         | <b>47,168,012</b>         | <b>59,520,495</b>         | <b>54,209,035</b>         | <b>49,485,906</b>         |
| <b>EXPENSES/USES</b>                                                |                           |                           |                           |                           |                           |
| General administration                                              | 2,100,247                 | 2,177,961                 | 2,951,680                 | 2,362,723                 | 2,712,088                 |
| Operations                                                          | 25,659,465                | 24,432,268                | 35,404,227                | 34,177,060                | 29,233,928                |
| Depreciation                                                        | 3,098,075                 | 3,253,638                 | 3,483,482                 | -                         | -                         |
| Amortization                                                        | 696,619                   | 696,666                   | 701,902                   | -                         | -                         |
| Interest and fiscal charges                                         | 2,288,428                 | 2,156,814                 | 2,025,107                 | 1,600,917                 | 1,483,690                 |
| Amount allocated for principal payment                              | -                         | -                         | -                         | 3,125,000                 | 3,225,000                 |
| Amount allocated for capital projects                               | -                         | -                         | -                         | 7,892,000                 | 7,761,600                 |
| Reimbursements                                                      | 1,728,412                 | 1,740,681                 | 1,696,582                 | 1,775,965                 | 2,132,235                 |
| Transfers to other funds                                            | 2,632,602                 | 3,186,264                 | 3,476,919                 | 3,151,141                 | 2,937,365                 |
| <b>Total Expenses/Uses</b>                                          | <b>38,203,848</b>         | <b>37,644,292</b>         | <b>49,739,899</b>         | <b>54,084,806</b>         | <b>49,485,906</b>         |
| <b>Change in Net Assets (Cash Flows for Budget Years Presented)</b> | <b>8,064,115</b>          | <b>9,523,720</b>          | <b>9,780,596</b>          | <b>124,229</b>            | <b>-</b>                  |
| <b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>   |                           |                           |                           |                           |                           |
| Deduct estimate for depreciation                                    | -                         | -                         | -                         | (3,500,000)               | (3,500,000)               |
| Deduct estimate for amortization                                    | -                         | -                         | -                         | (700,000)                 | (700,000)                 |
| Add back payment of principal                                       | -                         | -                         | -                         | 3,125,000                 | 3,225,000                 |
| Add back investment in capital assets                               | -                         | -                         | -                         | 7,892,000                 | 7,761,600                 |
| <b>Change in Net Assets (After Adjustments to Budget Years)</b>     | <b>8,064,115</b>          | <b>9,523,720</b>          | <b>9,780,596</b>          | <b>6,941,229</b>          | <b>6,786,600</b>          |
| <b>Net Assets at Beginning of Year, as Restated</b>                 | <b>40,689,539</b>         | <b>48,753,654</b>         | <b>58,277,374</b>         | <b>68,057,970</b>         | <b>74,999,199</b>         |
| <b>Net Assets at End of Year</b>                                    | <b>\$ 48,753,654</b>      | <b>\$ 58,277,374</b>      | <b>\$ 68,057,970</b>      | <b>\$ 74,999,199</b>      | <b>\$ 81,785,799</b>      |
| Invested in capital assets, net of related debt                     | \$ 38,520,362             | \$ 44,120,940             | \$ 50,052,861             | \$ 56,869,861             | \$ 63,656,461             |
| Unrestricted                                                        | 10,233,292                | 14,156,434                | 18,005,109                | 18,129,338                | 18,129,338                |
| <b>Total Net Assets</b>                                             | <b>\$ 48,753,654</b>      | <b>\$ 58,277,374</b>      | <b>\$ 68,057,970</b>      | <b>\$ 74,999,199</b>      | <b>\$ 81,785,799</b>      |

**CITY OF WINTER PARK  
INTERNAL SERVICE FUNDS  
FLEET MAINTENANCE  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                                     | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|---------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                             |                           |                           |                           |                           |                           |
| Charges for services                                                | \$ 1,451,694              | \$ 1,519,240              | \$ 1,540,084              | \$ 1,675,573              | \$ 1,890,330              |
| Other                                                               | 4,558                     | 1,440                     | 448                       | -                         | -                         |
| Transfers from other funds                                          | -                         | -                         | -                         | -                         | -                         |
| <b>Total Revenues/Sources</b>                                       | <u>1,456,252</u>          | <u>1,520,679</u>          | <u>1,540,532</u>          | <u>1,675,573</u>          | <u>1,890,330</u>          |
| <b>EXPENSES/USES</b>                                                |                           |                           |                           |                           |                           |
| Operations                                                          | <u>1,553,804</u>          | <u>1,565,001</u>          | <u>1,601,743</u>          | <u>1,795,529</u>          | <u>1,890,330</u>          |
| <b>Total Expenses/Uses</b>                                          | <u>1,553,804</u>          | <u>1,565,001</u>          | <u>1,601,743</u>          | <u>1,795,529</u>          | <u>1,890,330</u>          |
| <b>Change in Net Assets (Cash Flows for Budget Years Presented)</b> | (97,552)                  | (44,322)                  | (61,211)                  | (119,956)                 | -                         |
| <b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>   |                           |                           |                           |                           |                           |
| Deduct estimate for depreciation                                    | -                         | -                         | -                         | (1,000)                   | (1,000)                   |
| <b>Change in Net Assets (After Adjustments to Budget Years)</b>     | (97,552)                  | (44,322)                  | (61,211)                  | (120,956)                 | (1,000)                   |
| <b>Net Assets at<br/>Beginning of Year, as Restated</b>             | <u>33,740</u>             | <u>(63,812)</u>           | <u>(108,134)</u>          | <u>(169,345)</u>          | <u>(290,301)</u>          |
| <b>Net Assets at<br/>End of Year</b>                                | <u>\$ (63,812)</u>        | <u>\$ (108,134)</u>       | <u>\$ (169,345)</u>       | <u>\$ (290,301)</u>       | <u>\$ (291,301)</u>       |
| Invested in capital assets, net of related debt                     | \$ -                      | \$ -                      | \$ -                      | \$ (1,000)                | \$ (2,000)                |
| Unrestricted                                                        | <u>(63,812)</u>           | <u>(108,134)</u>          | <u>(169,345)</u>          | <u>(289,301)</u>          | <u>(289,301)</u>          |
| <b>Total Net Assets</b>                                             | <u>\$ (63,812)</u>        | <u>\$ (108,134)</u>       | <u>\$ (169,345)</u>       | <u>\$ (290,301)</u>       | <u>\$ (291,301)</u>       |

**CITY OF WINTER PARK  
INTERNAL SERVICE FUNDS  
VEHICLE/EQUIPMENT REPLACEMENT FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                                     | ACTUAL<br>FY 2020           | ACTUAL<br>FY 2021           | ACTUAL<br>FY 2022           | BUDGET<br>FY 2023           | BUDGET<br>FY 2024           |
|---------------------------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>REVENUES/SOURCES</b>                                             |                             |                             |                             |                             |                             |
| Charges for services                                                | \$ 1,882,517                | \$ 1,364,229                | \$ 1,508,073                | \$ 1,579,779                | \$ 2,030,015                |
| Intergovernmental revenues                                          | -                           | -                           | -                           | -                           | -                           |
| Other                                                               | 157,025                     | 104,906                     | (96,651)                    | -                           | 65,283                      |
| <b>Total Revenues/Sources</b>                                       | <u>2,039,541</u>            | <u>1,469,135</u>            | <u>1,411,422</u>            | <u>1,579,779</u>            | <u>2,095,298</u>            |
| <b>EXPENSES/USES</b>                                                |                             |                             |                             |                             |                             |
| Operations                                                          | 12,875                      | 7,529                       | 3,100                       | -                           | -                           |
| Depreciation                                                        | 1,512,768                   | 1,657,013                   | 1,666,498                   | -                           | -                           |
| Amount allocated for capital equipment                              | -                           | -                           | -                           | 3,139,779                   | 2,095,298                   |
| <b>Total Expenses/Uses</b>                                          | <u>1,525,643</u>            | <u>1,664,542</u>            | <u>1,669,599</u>            | <u>3,139,779</u>            | <u>2,095,298</u>            |
| <b>Change in Net Assets (Cash Flows for Budget Years Presented)</b> | 513,898                     | (195,407)                   | (258,176)                   | (1,560,000)                 | -                           |
| <b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>   |                             |                             |                             |                             |                             |
| Deduct estimate for depreciation                                    | -                           | -                           | -                           | (1,250,000)                 | (1,250,000)                 |
| Add back payment of principal                                       | -                           | -                           | -                           | -                           | -                           |
| Add back investment in capital assets                               | -                           | -                           | -                           | 3,139,779                   | 2,095,298                   |
| <b>Change in Net Assets (After Adjustments to Budget Years)</b>     | 513,898                     | (195,407)                   | (258,176)                   | 329,779                     | 845,298                     |
| <b>Net Assets at<br/>Beginning of Year</b>                          | <u>10,360,820</u>           | <u>10,874,718</u>           | <u>10,679,311</u>           | <u>10,421,135</u>           | <u>10,750,914</u>           |
| <b>Net Assets at<br/>End of Year</b>                                | <u><b>\$ 10,874,718</b></u> | <u><b>\$ 10,679,311</b></u> | <u><b>\$ 10,421,135</b></u> | <u><b>\$ 10,750,914</b></u> | <u><b>\$ 11,596,212</b></u> |
| Invested in capital assets, net of related debt                     | \$ 7,533,825                | \$ 8,751,970                | \$ 8,113,167                | \$ 10,002,946               | \$ 10,848,244               |
| Unrestricted                                                        | <u>3,340,893</u>            | <u>1,927,341</u>            | <u>2,307,968</u>            | <u>747,968</u>              | <u>747,968</u>              |
| <b>Total Net Assets</b>                                             | <u><b>\$ 10,874,718</b></u> | <u><b>\$ 10,679,311</b></u> | <u><b>\$ 10,421,135</b></u> | <u><b>\$ 10,750,914</b></u> | <u><b>\$ 11,596,212</b></u> |



**CITY OF WINTER PARK  
INTERNAL SERVICE FUNDS  
EMPLOYEE INSURANCE FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                          | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|----------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                  |                           |                           |                           |                           |                           |
| Charges for services                                     | \$ 7,811,196              | \$ 8,037,900              | \$ 8,207,946              | \$ 8,856,951              | \$ 9,547,329              |
| Other                                                    | <u>175,199</u>            | <u>61,332</u>             | <u>(337,035)</u>          | <u>150,000</u>            | <u>150,000</u>            |
| <b>Total Revenues/Sources</b>                            | <u>7,986,395</u>          | <u>8,099,232</u>          | <u>7,870,910</u>          | <u>9,006,951</u>          | <u>9,697,329</u>          |
| <b>EXPENSES/USES</b>                                     |                           |                           |                           |                           |                           |
| Operations                                               | 7,365,116                 | 8,437,834                 | 8,518,183                 | 9,006,951                 | 9,697,329                 |
| Reimbursements                                           | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  | <u>-</u>                  |
| <b>Total Expenses/Uses</b>                               | <u>7,365,116</u>          | <u>8,437,834</u>          | <u>8,518,183</u>          | <u>9,006,951</u>          | <u>9,697,329</u>          |
| <b>Change in Net Assets</b>                              | 621,279                   | (338,602)                 | (647,272)                 | -                         | -                         |
| <b>Net Assets at<br/>Beginning of Year - as Restated</b> | <u>2,965,561</u>          | <u>3,586,840</u>          | <u>3,248,238</u>          | <u>2,600,966</u>          | <u>2,600,966</u>          |
| <b>Net Assets at<br/>End of Year</b>                     | <u>\$ 3,586,840</u>       | <u>\$ 3,248,238</u>       | <u>\$ 2,600,966</u>       | <u>\$ 2,600,966</u>       | <u>\$ 2,600,966</u>       |
| Unrestricted                                             | \$ 3,586,840              | \$ 3,248,238              | \$ 2,600,966              | \$ 2,600,966              | \$ 2,600,966              |
| <b>Total Net Assets</b>                                  | <u>\$ 3,586,840</u>       | <u>3,248,238</u>          | <u>2,600,966</u>          | <u>\$ 2,600,966</u>       | <u>\$ 2,600,966</u>       |

**CITY OF WINTER PARK  
INTERNAL SERVICE FUNDS  
GENERAL INSURANCE FUND  
MULTI-YEAR ACTUAL AND BUDGET SUMMARY**

|                                                                         | <u>ACTUAL<br/>FY 2020</u> | <u>ACTUAL<br/>FY 2021</u> | <u>ACTUAL<br/>FY 2022</u> | <u>BUDGET<br/>FY 2023</u> | <u>BUDGET<br/>FY 2024</u> |
|-------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>REVENUES/SOURCES</b>                                                 |                           |                           |                           |                           |                           |
| Charges for services                                                    | \$ 2,616,975              | \$ 2,796,629              | \$ 3,146,155              | \$ 3,282,069              | \$ 3,479,121              |
| Other                                                                   | 36,572                    | 1,846                     | (93,897)                  | -                         | -                         |
| Transfers from other funds                                              | -                         | -                         | 300                       | -                         | -                         |
| <b>Total Revenues/Sources</b>                                           | <u>2,653,547</u>          | <u>2,798,476</u>          | <u>3,052,559</u>          | <u>3,282,069</u>          | <u>3,479,121</u>          |
| <b>EXPENSES/USES</b>                                                    |                           |                           |                           |                           |                           |
| Operations                                                              | 2,444,669                 | 2,551,511                 | 3,885,469                 | 3,282,069                 | 3,479,121                 |
| Depreciation                                                            | 19                        | -                         | -                         | -                         | -                         |
| <b>Total Expenses/Uses</b>                                              | <u>2,444,689</u>          | <u>2,551,511</u>          | <u>3,885,469</u>          | <u>3,282,069</u>          | <u>3,479,121</u>          |
| <br><b>Change in Net Assets (Cash Flows for Budget Years Presented)</b> | <br>208,858               | <br>246,964               | <br>(832,910)             | <br>-                     | <br>-                     |
| <b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>       |                           |                           |                           |                           |                           |
| Deduct estimate for depreciation                                        | -                         | -                         | -                         | (1,000)                   | (1,000)                   |
| <b>Change in Net Assets (After Adjustments to Budget Years)</b>         | 208,858                   | 246,964                   | (832,910)                 | (1,000)                   | (1,000)                   |
| <b>Net Assets at</b>                                                    |                           |                           |                           |                           |                           |
| <b>Beginning of Year, as Restated</b>                                   | <u>(30,858)</u>           | <u>178,000</u>            | <u>424,965</u>            | <u>(407,945)</u>          | <u>(407,945)</u>          |
| <b>Net Assets at</b>                                                    |                           |                           |                           |                           |                           |
| <b>End of Year</b>                                                      | <u>\$ 178,000</u>         | <u>\$ 424,965</u>         | <u>\$ (407,945)</u>       | <u>\$ (407,945)</u>       | <u>\$ (407,945)</u>       |
| Invested in capital assets, net of related debt                         | \$ 21                     | \$ -                      | \$ -                      | \$ (1,000)                | \$ (2,000)                |
| Unrestricted                                                            | <u>177,979</u>            | <u>424,965</u>            | <u>(407,945)</u>          | <u>(406,945)</u>          | <u>(405,945)</u>          |
| <b>Total Net Assets</b>                                                 | <u>\$ 178,000</u>         | <u>\$ 424,965</u>         | <u>\$ (407,945)</u>       | <u>\$ (407,945)</u>       | <u>\$ (407,945)</u>       |



## Program Budgets

## Program Budgets

This portion of the budget speaks to financial allocations by department/program function and offers information on goals and objectives designed to implement major policies. This section seeks to group operating departments by the manner in which they are managed and not by their fund that supports their activity. This is different from how the financial tables are organized elsewhere in this document. They use the standard of financial reporting based on fund accounting. Many operating functions in the city are supported by different funding sources. For example, the Department of Natural Resources has support across two funds. The Sustainability and Solid Waste divisions are housed in the General Fund, while the Lakes division is supported by the Stormwater Fund. In the financial tables elsewhere, those costs will be part of their respective funds, however, in this Program section they are grouped together to show management responsibility.

The first section includes summary tables showing the city-wide combined budget summary for all the funds broken out by revenues and then expenses by program and function. Next is a table summarizing the personnel changes by division for the last 5 years. The following sections then go into detail for each program fund and display the following information for each fund type:

### Department Level:

- 
- Vision/Mission for each department
- Selected key performance measures for the department
- Historical operational spending
- Summary of duties and responsibilities
- Level of service provided
- Goals and Accomplishments
- Organizational chart by division

The final portion discusses the details the General Fund's Organizational Support spending (funds for outside organizations), Transfers (money moved to other funds), non-departmental (spending not allocated to any single function), a detailed discussion and listing of all the City's Debt Service obligations and policies surrounding debt limits, as well as a look at General Fund Cash Reserves.

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**October 1, 2023 through September 30, 2024**

**ESTIMATED REVENUES:**

| Taxes:                          | GENERAL<br>FUND      | SPECIAL<br>REVENUE   | DEBT<br>SERVICE     | CAPITAL<br>PROJECTS | ENTERPRISE           | INTERNAL<br>SERVICE  | TOTAL                 |
|---------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| Property Taxes:                 |                      |                      |                     |                     |                      |                      |                       |
| Operating millage               | \$ 33,445,887        | \$ -                 | \$ -                | \$ -                | \$ -                 | \$ -                 | \$ 33,445,887         |
| Debt Service - 2020             | -                    | -                    | 143,464             | -                   | -                    | -                    | 143,464               |
| Debt Service - 2017             | -                    | -                    | 1,800,300           | -                   | -                    | -                    | 1,800,300             |
| Utility Taxes                   | 7,150,679            | -                    | -                   | -                   | -                    | -                    | 7,150,679             |
| Franchise Fees                  | 571,805              | -                    | -                   | -                   | -                    | -                    | 571,805               |
| Licenses and Permits            | 3,283,629            | 155,000              | -                   | -                   | -                    | -                    | 3,438,629             |
| Intergovernmental Revenue       | 8,344,854            | 3,860,248            | -                   | -                   | -                    | -                    | 12,205,102            |
| Charges for Services            | 14,847,491           | 3,632,836            | -                   | -                   | -                    | -                    | 18,480,327            |
| Fines and Forfeitures           | 1,559,848            | -                    | -                   | 700,000             | 86,531,755           | 16,946,795           | 122,658,877           |
| Other Revenue                   | 1,077,500            | 1,172,669            | 145,876             | -                   | 612,190              | -                    | 1,559,848             |
| Transfers and Reimbursements    | 5,609,678            | 4,961,794            | 518,612             | 4,003,077           | 177,527              | 215,283              | 3,223,518             |
| Fund Balance                    | 1,300,000            | 135,800              | -                   | -                   | 4,292,900            | -                    | 15,270,688            |
| <b>Total Estimated Revenues</b> | <b>\$ 77,191,371</b> | <b>\$ 13,918,347</b> | <b>\$ 2,608,252</b> | <b>\$ 4,703,077</b> | <b>\$ 91,614,372</b> | <b>\$ 17,162,078</b> | <b>\$ 207,197,497</b> |

**ESTIMATED APPROPRIATIONS**

**BY PROGRAM:**

|                                       |                      |                      |                     |                     |                      |                      |                       |
|---------------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| General Government                    | \$ 7,629,646         | \$ -                 | \$ -                | \$ 200,000          | \$ -                 | \$ 17,162,078        | \$ 24,991,724         |
| Financial Services                    | 1,248,849            | -                    | -                   | -                   | 2,166,138            | -                    | 3,414,987             |
| Plan/Community Development            | 3,337,811            | 5,863,595            | -                   | -                   | -                    | -                    | 9,201,406             |
| Public Works                          | 13,008,430           | 3,722,836            | -                   | 3,123,077           | 69,254,146           | -                    | 89,108,489            |
| Police                                | 18,092,684           | 210,218              | -                   | 170,000             | -                    | -                    | 18,472,902            |
| Fire                                  | 14,996,291           | -                    | -                   | 200,000             | -                    | -                    | 15,196,291            |
| Parks & Recreation                    | 12,762,430           | 50,000               | -                   | 680,000             | -                    | -                    | 13,492,430            |
| Organizational Support                | 1,932,000            | 831,087              | -                   | -                   | -                    | -                    | 2,763,087             |
| Debt Service                          | -                    | 1,071,284            | 2,608,252           | 280,000             | 9,415,498            | -                    | 13,375,034            |
| Transfers                             | 8,783,903            | 378,453              | -                   | -                   | 5,930,805            | -                    | 15,093,161            |
| Reimbursements                        | (4,800,673)          | 130,415              | -                   | -                   | 4,847,785            | -                    | 177,527               |
| Non-Departmental                      | (400,000)            | -                    | -                   | -                   | -                    | -                    | (400,000)             |
| Contingency                           | 600,000              | 1,660,459            | -                   | 50,000              | -                    | -                    | 2,310,459             |
| <b>Total Estimated Appropriations</b> | <b>\$ 77,191,371</b> | <b>\$ 13,918,347</b> | <b>\$ 2,608,252</b> | <b>\$ 4,703,077</b> | <b>\$ 91,614,372</b> | <b>\$ 17,162,078</b> | <b>\$ 207,197,497</b> |

**ESTIMATED APPROPRIATIONS**

**BY FUNCTION:**

|                                       |                      |                      |                     |                     |                      |                      |                       |
|---------------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| Personal Services                     | \$ 45,605,505        | \$ 2,829,249         | \$ -                | \$ -                | \$ 11,937,993        | \$ 1,293,238         | \$ 61,665,985         |
| Operating Costs                       | 27,279,636           | 3,358,687            | -                   | -                   | 41,881,469           | 13,773,542           | 86,293,334            |
| Capital Outlay                        | 123,000              | 149,800              | -                   | -                   | 343,100              | 2,095,298            | 2,711,198             |
| Debt Service                          | -                    | 1,071,284            | 2,608,252           | 280,000             | 9,415,498            | -                    | 13,375,034            |
| Capital Projects                      | -                    | 4,340,000            | -                   | 4,373,077           | 17,257,722           | -                    | 25,970,799            |
| Transfers                             | 8,783,903            | 378,453              | -                   | -                   | 5,930,805            | -                    | 15,093,161            |
| Reimbursements                        | (4,800,673)          | 130,415              | -                   | -                   | 4,847,785            | -                    | 177,527               |
| Non-Departmental                      | (400,000)            | -                    | -                   | -                   | -                    | -                    | (400,000)             |
| Contingency                           | 600,000              | 1,660,459            | -                   | 50,000              | -                    | -                    | 2,310,459             |
| <b>Total Estimated Appropriations</b> | <b>\$ 77,191,371</b> | <b>\$ 13,918,347</b> | <b>\$ 2,608,252</b> | <b>\$ 4,703,077</b> | <b>\$ 91,614,372</b> | <b>\$ 17,162,078</b> | <b>\$ 207,197,497</b> |



**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**October 1, 2022 through September 30, 2023**

**ESTIMATED REVENUES:**

|                                 | GENERAL<br>FUND      | SPECIAL<br>REVENUE   | DEBT<br>SERVICE     | CAPITAL<br>PROJECTS | ENTERPRISE           | INTERNAL<br>SERVICE  | TOTAL                 |
|---------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| Taxes:                          |                      |                      |                     |                     |                      |                      |                       |
| Property Taxes:                 |                      |                      |                     |                     |                      |                      |                       |
| Operating millage               | \$ 30,161,135        | \$ -                 | \$ -                | \$ -                | \$ -                 | \$ -                 | \$ 30,161,135         |
| Debt Service - 2020             | -                    | -                    | 145,532             | -                   | -                    | -                    | 145,532               |
| Debt Service - 2017             | -                    | -                    | 1,802,800           | -                   | -                    | -                    | 1,802,800             |
| Utility Taxes                   | 6,871,733            | -                    | -                   | -                   | -                    | -                    | 6,871,733             |
| Franchise Fees                  | 848,603              | -                    | -                   | -                   | -                    | -                    | 848,603               |
| Licenses and Permits            | 3,340,313            | -                    | -                   | -                   | -                    | -                    | 3,400,313             |
| Intergovernmental Revenue       | 8,943,070            | 60,000               | -                   | -                   | -                    | -                    | 12,505,005            |
| Charges for Services            | 12,421,653           | 3,561,935            | -                   | -                   | -                    | -                    | 121,205,439           |
| Fines and Forfeitures           | 1,010,143            | 3,273,998            | -                   | 700,000             | 89,415,416           | 15,394,372           | 121,205,439           |
| Other Revenue                   | 494,000              | -                    | -                   | -                   | -                    | -                    | 1,010,143             |
| Transfers and Reimbursements    | 5,822,982            | 625,000              | 104,000             | -                   | (179,569)            | 150,000              | 1,193,431             |
| Fund Balance                    | -                    | 4,477,077            | 451,014             | 3,859,231           | 166,590              | -                    | 14,776,894            |
|                                 |                      | 600,942              | 43,500              | -                   | 2,396,717            | 1,679,956            | 4,721,115             |
| <b>Total Estimated Revenues</b> | <b>\$ 69,913,632</b> | <b>\$ 12,598,952</b> | <b>\$ 2,546,846</b> | <b>\$ 4,559,231</b> | <b>\$ 91,799,154</b> | <b>\$ 17,224,328</b> | <b>\$ 198,642,143</b> |

**ESTIMATED APPROPRIATIONS**

**BY PROGRAM:**

|                                       |                      |                      |                     |                     |                      |                      |                       |
|---------------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| General Government                    | \$ 7,040,557         | \$ -                 | \$ -                | \$ 400,000          | \$ -                 | \$ 17,224,328        | \$ 24,664,885         |
| Financial Services                    | 1,134,046            | -                    | -                   | -                   | 1,876,642            | -                    | 3,010,688             |
| Plan/Community Development            | 3,588,259            | 5,054,151            | -                   | 200,000             | -                    | -                    | 8,842,410             |
| Public Works                          | 11,657,738           | 3,313,998            | -                   | 1,969,231           | 69,759,547           | -                    | 86,700,514            |
| Police                                | 16,809,534           | 216,525              | -                   | 170,000             | -                    | -                    | 17,196,059            |
| Fire                                  | 13,448,538           | -                    | -                   | 275,000             | -                    | -                    | 13,723,538            |
| Parks & Recreation                    | 11,604,852           | 50,000               | -                   | 1,215,000           | -                    | -                    | 12,869,852            |
| Organizational Support                | 1,840,000            | 710,555              | -                   | -                   | -                    | -                    | 2,550,555             |
| Debt Service                          | -                    | 1,484,485            | 2,546,846           | 280,000             | 9,448,751            | -                    | 13,760,082            |
| Transfers                             | 7,358,164            | 1,000,432            | -                   | -                   | 6,211,708            | -                    | 14,570,304            |
| Reimbursements                        | (4,274,446)          | 62,759               | -                   | -                   | 4,378,277            | -                    | 166,590               |
| Non-Departmental                      | (400,000)            | -                    | -                   | -                   | -                    | -                    | (400,000)             |
| Contingency                           | 106,390              | 706,047              | -                   | 50,000              | 124,229              | -                    | 986,666               |
| <b>Total Estimated Appropriations</b> | <b>\$ 69,913,632</b> | <b>\$ 12,598,952</b> | <b>\$ 2,546,846</b> | <b>\$ 4,559,231</b> | <b>\$ 91,799,154</b> | <b>\$ 17,224,328</b> | <b>\$ 198,642,143</b> |

**ESTIMATED APPROPRIATIONS**

**BY FUNCTION:**

|                                       |                      |                      |                     |                     |                      |                      |                       |
|---------------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-----------------------|
| Personal Services                     | \$ 42,445,520        | \$ 2,684,678         | \$ -                | \$ -                | \$ 11,020,108        | \$ 1,422,297         | \$ 57,572,603         |
| Operating Costs                       | 24,631,004           | 2,842,776            | -                   | -                   | 45,547,153           | 12,662,252           | 85,683,185            |
| Capital Outlay                        | 47,000               | 96,010               | -                   | -                   | 635,000              | 3,139,779            | 3,917,789             |
| Debt Service                          | -                    | 1,484,485            | 2,546,846           | 280,000             | 9,448,751            | -                    | 13,760,082            |
| Capital Projects                      | -                    | 3,721,765            | -                   | 4,229,231           | 14,433,928           | -                    | 22,384,924            |
| Transfers                             | 7,358,164            | 1,000,432            | -                   | -                   | 6,211,708            | -                    | 14,570,304            |
| Reimbursements                        | (4,274,446)          | 62,759               | -                   | -                   | 4,378,277            | -                    | 166,590               |
| Non-Departmental                      | (400,000)            | -                    | -                   | -                   | -                    | -                    | (400,000)             |
| Contingency                           | 106,390              | 706,047              | -                   | 50,000              | 124,229              | -                    | 986,666               |
| <b>Total Estimated Appropriations</b> | <b>\$ 69,913,632</b> | <b>\$ 12,598,952</b> | <b>\$ 2,546,846</b> | <b>\$ 4,559,231</b> | <b>\$ 91,799,154</b> | <b>\$ 17,224,328</b> | <b>\$ 198,642,143</b> |

**CITY OF WINTER PARK**  
**Position Summary By Department FY20 - FY24**

(FT denotes full-time employees; PT denotes part-time & temp employees)

|                                                | FY 2020      |             | FY 2021      |             | FY 2022      |             | FY 2023      |             | FY 2024      |             | Ch. FY23 - 24 |            |
|------------------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|---------------|------------|
|                                                | FT           | PT          | FT           | PT          | FT           | PT          | FT           | PT          | FT           | PT          | FT            | PT         |
| <b>GENERAL FUND</b>                            |              |             |              |             |              |             |              |             |              |             |               |            |
| City Commission                                | -            | 5.0         | -            | 5.0         | -            | 5.0         | -            | 5.0         |              | 5.0         | -             | -          |
| City Manager                                   | 3.5          | -           | 3.5          | -           | 3.5          | -           | 3.5          | -           | 3.5          |             | -             | -          |
| OMB                                            | 2.0          | -           | 2.0          | -           | 2.0          | -           | 3.0          | -           | 3.0          |             | -             | -          |
| City Clerk                                     | 2.0          | -           | 2.0          | -           | 2.0          | -           | 2.0          | -           | 3.0          |             | 1.0           | -          |
| Communications                                 | 6.0          | -           | 6.0          | -           | 7.0          | 1.0         | 5.0          | -           | 5.0          |             | -             | -          |
| Sustainability                                 | -            | -           | -            | -           | -            | -           | 3.0          | 1.0         | 3.0          | 2.0         | -             | 1.0        |
| Human Resources                                | 5.0          | -           | 5.0          | -           | 5.0          | -           | 5.0          | 1.0         | 6.0          |             | 1.0           | (1.0)      |
| Purchasing                                     | 3.0          | -           | 3.0          | -           | 3.0          | -           | 3.0          | 1.0         | 3.0          | 1.0         | -             | -          |
| Information Technology                         | 12.0         | -           | 12.0         | -           | 12.0         | -           | 12.0         | -           | 12.0         |             | -             | -          |
| Finance                                        | 9.0          | -           | 9.0          | -           | 9.0          | -           | 9.0          | -           | 10.0         |             | 1.0           | -          |
| Planning                                       | 8.0          | -           | 8.0          | -           | 8.0          | 1.0         | 9.0          | 1.0         | 5.0          |             | (4.0)         | (1.0)      |
| Building & Code Enforcement                    | 14.0         | 5.0         | 14.0         | 2.0         | 14.0         | 1.0         | 14.0         | 1.0         | 17.0         | 1.0         | 3.0           | -          |
| Public Works                                   | 24.0         | -           | 24.0         | -           | 24.0         | -           | 25.0         | -           | 26.0         |             | 1.0           | -          |
| Police                                         | 114.0        | 11.0        | 114.0        | 10.0        | 114.0        | 10.0        | 115.0        | 13.0        | 115.0        | 11.0        | -             | (2.0)      |
| Fire                                           | 81.0         | 2.0         | 81.0         | 2.0         | 81.0         | 2.0         | 81.0         | 2.0         | 83.0         | 2.0         | 2.0           | -          |
| Parks/Recreation                               | 67.0         | 27.0        | 67.0         | 33.0        | 69.0         | 43.0        | 79.0         | 55.0        | 81.0         | 59.0        | 2.0           | 4.0        |
| Total General Fund                             | 350.5        | 50.0        | 350.5        | 52.0        | 353.5        | 63.0        | 368.5        | 80.0        | 375.5        | 81.0        | 7.0           | 1.0        |
| <b>SPECIAL REVENUE FUNDS</b>                   |              |             |              |             |              |             |              |             |              |             |               |            |
| Stormwater Utility & Natural Resources (Lakes) | 22.0         | -           | 22.0         | -           | 23.0         | -           | 25.0         | -           | 25.0         | -           | -             | -          |
| Community Redevelopment                        | 4.0          | -           | 4.0          | -           | 4.0          | -           | 4.0          | -           | 5.0          | -           | 1.0           | -          |
| Total Special Revenue Funds                    | 26.0         | -           | 26.0         | -           | 27.0         | -           | 29.0         | -           | 30.0         | -           | 1.0           | -          |
| <b>ENTERPRISE FUNDS</b>                        |              |             |              |             |              |             |              |             |              |             |               |            |
| Water/Sewer Service                            | 111.0        | 3.0         | 114.0        | 3.0         | 116.0        | 3.0         | 115.0        | 3.0         | 115.0        | 3.0         | -             | -          |
| Electric Service & Warehouse                   | 20.0         | -           | 20.0         | -           | 19.0         | -           | 20.0         | -           | 21.0         | 1.0         | 1.0           | 1.0        |
| Total Enterprise Funds                         | 131.0        | 3.0         | 134.0        | 3.0         | 135.0        | 3.0         | 135.0        | 3.0         | 136.0        | 4.0         | 1.0           | 1.0        |
| <b>INTERNAL SERVICE FUNDS</b>                  |              |             |              |             |              |             |              |             |              |             |               |            |
| Fleet Maintenance                              | 11.0         | -           | 11.0         | -           | 11.0         | -           | 11.0         | -           | 11.0         | -           | -             | -          |
| Risk Mgmt                                      | 5.5          | 2.0         | 5.5          | 2.0         | 5.5          | 2.0         | 6.5          | 1.0         | 2.5          | -           | (4.0)         | (1.0)      |
| Total Internal Service Funds                   | 16.5         | 2.0         | 16.5         | 2.0         | 16.5         | 2.0         | 17.5         | 1.0         | 13.5         | -           | (4.0)         | (1.0)      |
| <b>TOTAL ALL FUNDS</b>                         | <b>524.0</b> | <b>55.0</b> | <b>527.0</b> | <b>57.0</b> | <b>532.0</b> | <b>68.0</b> | <b>550.0</b> | <b>84.0</b> | <b>555.0</b> | <b>85.0</b> | <b>5.0</b>    | <b>1.0</b> |

**Changes in position counts**

|                 |                                                                                                                   |
|-----------------|-------------------------------------------------------------------------------------------------------------------|
| Administrative  | Positions added in FY23 and fully accounted for in FY24.                                                          |
| Building & Code | Code Enforcement positions reassigned to Building Department.                                                     |
| Electric        | Added an Analyst position to assist with power portfolio negotiations, sustainability, and other analysis.        |
| Fire            | Added two new FF/EMT positions.                                                                                   |
| Parks           | Fully accounts for positions added in FY23, now reflected in FY24.                                                |
| Planning        | Transportation Division was relocated to Public Works and one position was moved to contract work in FY24.        |
| Police          | Added an additional Police Officer position and downgraded a FT grant administrator position to PT.               |
| Public Works    | Relocation of Transportation Division to Public Works.                                                            |
| Risk Mgmt       | Code Enforcement positions reassigned to the Building Department and contacting of risk manager position in FY24. |



# General Fund





# Administrative Services

# Administrative Services

## Mission

The mission of the Administrative Services Department is to provide the highest quality support services to other departments and the public so that the City as a whole may achieve its mission.

## Program Summary

The Department of Administrative Services assists City Departments in managing budget, human resources, procurement and contracts, legal affairs, property and insurance risk management, and custodian of public records. City Commission is the governing body and they appoint a City Manager to run and manage the operations of the city.





# Administrative Services

## Program Resources

| Expenditures       | Actual FY21        | Actual FY22        | Budgeted FY23      | Budgeted FY24      |
|--------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel          | \$2,202,160        | \$2,344,316        | \$2,577,061        | \$2,647,307        |
| Operating Expenses | \$3,162,427        | \$4,690,102        | \$4,015,276        | \$4,464,672        |
| Capital Outlay     | \$6,176            | -                  | -                  | -                  |
| <b>Total</b>       | <b>\$5,370,763</b> | <b>\$7,034,418</b> | <b>\$6,592,337</b> | <b>\$7,111,979</b> |

*Note: Includes funding in the Employee insurance fund related to coverage premiums for city assets.*

## Level of Service Provided in Budget

- Provision of resources to effectively operate the administrative and management functions of city government and its over 20 government and citizen advisory boards

## Accomplishments

- Completed an employee compensation study to be implemented with the FY24 budget
- Migrated employee action records to the city's ERP system and eliminated paper processes
- Integrated OpenGov software to manage solicitation creation and bid management, reducing turnaround time for solicitation creation and demand volume that has increased over 50%
- Added a dedicated position to manage citizen advisory boards and record organization
- Updated the city's 5/25-year strategic capital plan
- Completed annexation cost benefit analysis of the W. Fairbanks areas

- Worked with the Economic Development Advisory Board to complete its retail corridor analysis and action plan
- Managed over \$9.6 million in awarded and received grants
- Provided support for over 40 City Commission meetings and worksessions, and over 150 advisory board meetings

## Goals

- Update and maintain the city's infrastructure needs list and 5/25-year plan and provide strategic funding solutions
- Continue moving administrative functions to electronic systems and eliminating manual processes
- Reduce employee turnover to less than 10%
- Expand reporting both internally and externally through regular budget and performance measure updates
- Transition to new agenda management software
- Continue to provide analytical services to other departments such as equipment replacement modeling, insurance cost growth, annexation studies, rate studies, and strategic consulting

Key Performance Indicators (KPI)

| Indicator                                       | Actual FY22 | YTD FY23  | Goal FY24 |
|-------------------------------------------------|-------------|-----------|-----------|
| Management & Budget - Revenue Forecast Accuracy | 102.8%      | 102% est. | 99%-101%  |
| HR – Annual Turnover Rate                       | 20%         | 15%       | 10%       |
| Procurement Contracts Under Management          | 1,278       | 1,405     | N/A       |





# Building & Permitting Services





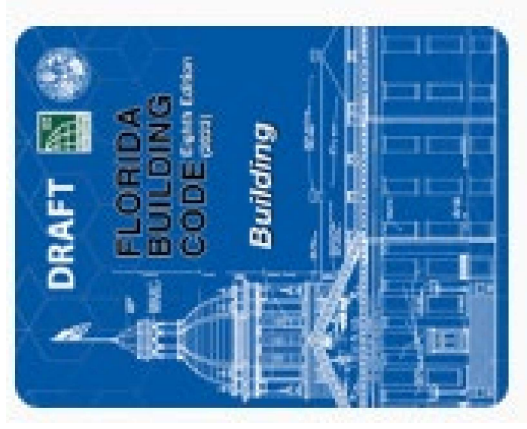
# Building & Code Compliance Services

## Mission

To preserve and enhance quality and sustainability of neighborhoods and commercial areas while enforcing the application of land development provisions, & the enforcement of safe building practices to ensure the construction of safe & energy efficient buildings. The department is committed to accomplishing code compliant plan review, inspection and permitting services that are responsive to citizens while performing professional building code enforcement for the benefit of the public and environment.

## Program Summary

Processes building permits, performs building plan reviews, inspects new construction, and guides interdepartmental plan coordination to ensure that all buildings and structures are constructed by qualified licensed contractors in conformance with all City construction and land development codes. Additionally, the Department initiates actions and responds to requests concerning building code violations. City codes related to land development, property maintenance and other areas are revised or updated where needed and in response to City Commission directives. Coordinate the Construction Board of Adjustment and Appeals. Staff acts as liaison to these boards & provides input to the Development Review Committee. Miscellaneous permitting functions include garage sale permits, film permits and others are processed, approved and issued.



## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$1,622,084 | \$1,509,127 | \$1,697,862   | \$1,729,278   |
| Operating Expenses | \$423,069   | \$473,577   | \$518,527     | \$572,294     |
| Capital Outlay     | \$0         | \$0         | \$0           | \$0           |
| Total              | \$2,045,153 | \$1,982,704 | \$2,216,389   | \$2,301,572   |

### Level of Service Provided in Budget

- Construction plan review times: Residential 8 days; minor Commercial 7 days; major Commercial 14-21 days
- Provide construction inspection for code compliance within one business day from time of request
- Provide technical assistance and preliminary plan review for residential and commercial construction projects with staff, on-line access to building permitting information, and all basic instructions and forms

### Accomplishments

- Hired to fill vacancies and facilitated training and cooperation internship programs.
- Determined to be compliant with the Floodplain Management Program and eligibility to continue to participate in the National Flood Insurance Program.
- Improved permitting workflows, reduced call wait times, automated the certificates of occupancy and certificates of

completion issuance, developed new procedures for Special Flood Hazard Area compliance.

- Purchased the 1401 Howell Branch Rd property for future Building Department location. Currently in design stage.

### Goals

- Focus emphasis on overall staff training, adding additional licenses and certifications.
- Adoption of the 8<sup>th</sup> Edition of the Florida Building Code (FBC).
- Review, amend and codification of administrative amendments to Chapter 1 of FBC.
- Develop new procedures for condominium and coop building reporting requirements for the milestone inspections.
- Continue to improve different areas of automations in the permitting software.
- Commencement of work after the completion of the required bidding process for 1401 Howell Branch Rd building renovation including site improvements.

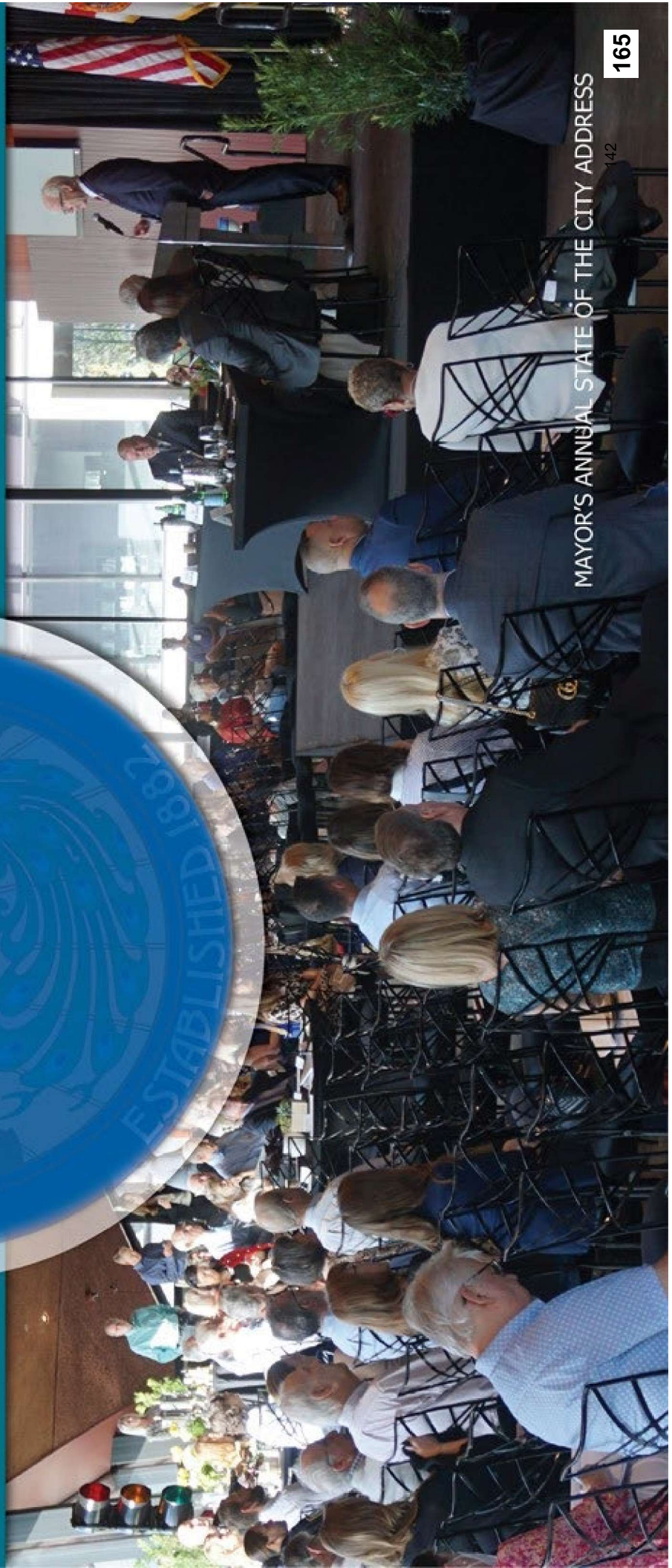
### Key Performance Indicators (KPI)

| Indicator                                                                           | Actual FY22 | YTD FY23 | Goal FY24 |
|-------------------------------------------------------------------------------------|-------------|----------|-----------|
| % of inspections completed next business day                                        | 95%         | 98%      | 100%      |
| % of plans reviewed and returned within 21 business days (Building/All Departments) | 90%         | 98%      | 100%      |





# Communications





# Communications Services

## Mission

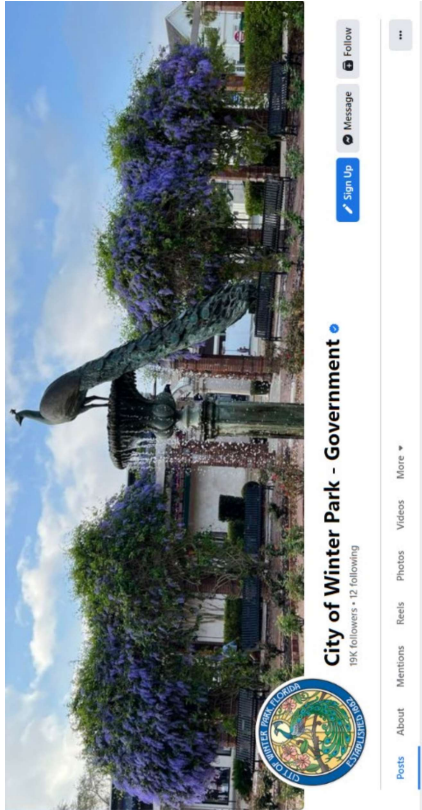
To preserve and enhance the quality of life in Winter Park by informing residents, guests, media and staff of city-related news, events, projects, programs, and arts and cultural amenities.

## Program Summary

The Communications department amalgamates several aspects of information dissemination including creating, designing and authoring city newsletters, flyers, posters, brochures, banners and all graphic materials for city sponsored or co-sponsored events, programs and/or initiatives. They also work closely with various print and electronic media outlets generating positive publicity of city activities.

Outlets which also include social media such as maintaining and designing of the city's official website [cityofwinterpark.org](http://cityofwinterpark.org), official [Facebook®](#), [Twitter®](#), [Instagram®](#), [Vimeo®](#), [YouTube®](#) and [Nextdoor®](#) accounts.

Other elements include internal communication with city departments and staff identifying potential media stories, market and promote city sponsored or co-sponsored events via media partnerships and creation of promotional materials, assisting in the coordination of special presentations, press conferences, grand openings and ribbon-cuttings, and writing press releases, speeches, reports and proclamation



## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$558,075   | \$567,262   | \$596,092     | \$649,497     |
| Operating Expenses | \$189,485   | \$201,267   | \$227,263     | \$252,106     |
| Capital Outlay     | \$0         | \$0         | \$0           | \$0           |
| Total              | \$747,560   | \$768,529   | \$823,355     | \$901,603     |

### Level of Service Provided in Budget

- Strategize with city leaders and advises on best communication tools and methods to share city messages.
- Work closely with all media outlets to coordinate interviews, provide information, and follow-thru on all media inquiries.
- Ensure consistency of city brand.
- Coordinate local, regional and national promotional coverage of city initiatives and programs.
- Create and distribute press releases, speeches and proclamations.
- Maintain and update the city's most comprehensive resources, cityofwinterpark.org, and other city websites.
- Design and produce graphic material for all city departments.
- Maintain City of Winter Park social media accounts and oversee departmental social media accounts.
- Coordinate high-level city events.
- Oversee the Public Art Advisory Board and Arts & Culture Alliance.

### Accomplishments

- Coordinated milestone city celebrations including the ribbon cutting for the new Central Park Main Stage, dedication of the historic clock in Central Park, and resident State of the City Address.

- Executed multi-faceted hurricane informational campaign before, during and after Hurricane Ian and Tropical Storm Nicole.
- Completed the move and installation of the Winter Park Sidewalk Art Festival "Best of Show" collection to their permanent homes at the Winter Park Library & Events Center, City Hall and Winter Park Welcome Center.
- Adopted a dedicated funding source for public art.
- Launched and implemented educational plans for the Historic Preservation Board and Utility Advisory Board.
- Worked with the Parks & Recreation Advisory Board and conducted a public process to rename the park at corner of Orange Avenue and Denning Drive to Seven Oaks Park.
- Coordinated a successful groundbreaking event to prepare for its transformation.
- Continued awareness and visibility work with the Arts & Culture Alliance via postcards and radio promotions.
- Revamped and/or created new pages on cityofwinterpark.org such as Job Opportunities, Fertilize Wisely and Homelessness Resources & Programs. In addition, developed new pages for large projects such as Howell Branch Preserve, Martin Luther King, Jr. Park and Seven Oaks Park redevelopment.
- Created complete graphics package for historic designation signs and markers in support of the city's historic preservation program.

- Supported new events such as the EV Car Show with promotions, marketing and publicity efforts.
  - Developed new social media accounts for the WP18 Winter Park Pines Golf Club.
- Goals**
- Work with larger departments to revamp departmental web pages (i.e. Public Works & Transportation and Natural Resources & Sustainability).
  - Coordinate with Parks & Recreation Department to promote and celebrate the grand opening of Seven Oaks Park.
- Partner with city departments for deeper learning opportunities as it relates to large citywide projects.
  - Increase attendance and exposure of the city's annual State of the City Address.
  - Continue work to achieve the AAA level ADA Compliance on city website and city publications.
  - Complete online brochure representing the city's entire public art collection and develop a marketing campaign to increase exposure and awareness of the city's public art.

**Key Performance Indicators (KPI)**

| Indicator           | Actual FY22 | YTD FY23 | Goal FY24    | Notes                                                                                      |
|---------------------|-------------|----------|--------------|--------------------------------------------------------------------------------------------|
| Website pageviews   | 1,579,107   | 875,819  | No set goal. | Pageviews is the total number of pages viewed. Repeated views of a single page are counted |
| Facebook followers  | 18,378      | 19,047   | Increase 10% |                                                                                            |
| Instagram followers | 11,481      | 13,318   | Increase 7%  |                                                                                            |
| Twitter followers   | 12,178      | 12,159   | Increase 5%  |                                                                                            |



# Cashiers

## Welcome

## City of Winter Utility Billing Division



### Finance





# Financial Services

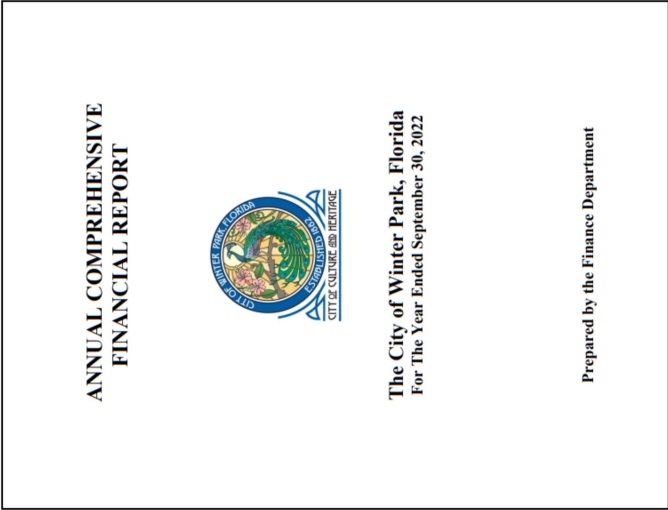
## Mission

The mission of the department is to recommend and implement sound fiscal policies, establish controls to adequately safeguard assets, and to provide City Management, the City Commission and its boards, as well as the public with reports which demonstrate fiscal accountability in accordance with the highest administrative standards.

## Program Summary

The Finance Department is responsible for the financial reporting and record keeping of the City, providing centralized public financial

services in accordance with established financial policies and develops and implements financial and accounting policies and procedures. The department also provides a sound accounting system for protecting the City's assets by recording and reporting financial transactions in accordance with generally accepted accounting principles, Government Accounting Standards Board pronouncements and other legally mandated standards. The Department is also responsible for the management of Utility Billing and Fleet Management.



## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$915,937   | \$884,096   | \$983,193     | \$1,054,710   |
| Operating Expenses | \$121,825   | \$138,198   | \$150,853     | \$194,139     |
| Capital Outlay     | \$0         | \$0         | \$0           | \$0           |
| Total              | \$1,037,762 | \$1,022,295 | \$1,134,046   | \$1,248,849   |

### Level of Service Provided in Budget

- The Finance Department is responsible for the prompt and cost-effective administration of debt; investment of public funds and cash flow improvement; maintenance of accounting records, payment of all city employees and for services, financial analysis and recommendations for utility rates and other matters and preparation of the Comprehensive Annual Financial Report.

### Accomplishments

- Implementation of MUNIS general billing application
- Transition of Utility Billing system to new ERP system software

- Significant reduction in call wait times for customer service
- Implementation of stormwater audit and transition of billing to the property tax bill

### Goals

- Bill residential garbage service and all stormwater charges via the property tax bill
- Complete the Annual Comprehensive Financial Report by March 31<sup>st</sup>.
- Assess the capabilities of the new SmartWorks meter system (to follow Utility Billing in implementation schedule) to determine how it changes staffing requirements

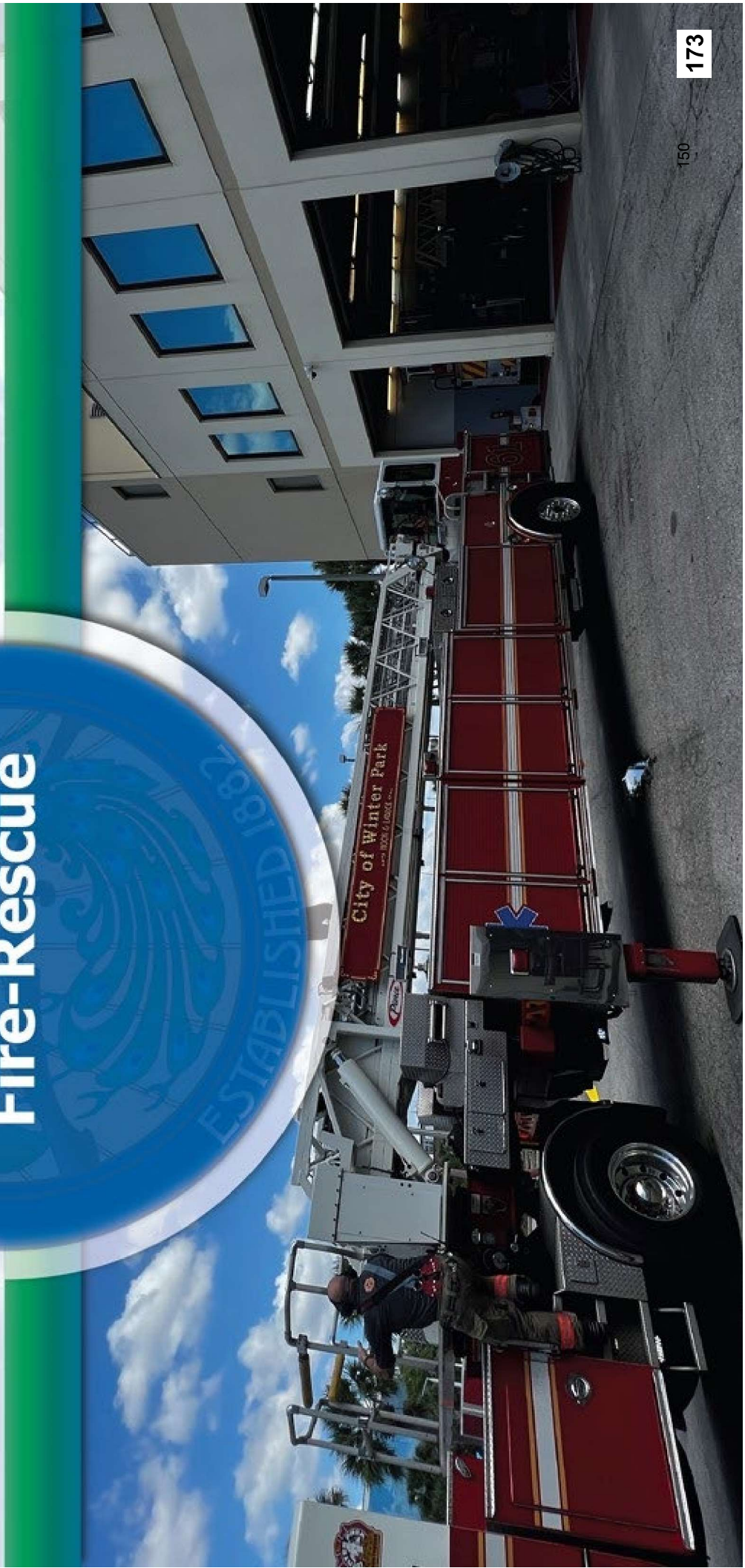
Key Performance Indicators (KPI)

| Indicator                                                                  | Actual FY22 | YTD FY23          | Goal FY24       |
|----------------------------------------------------------------------------|-------------|-------------------|-----------------|
| Distinguished Comprehensive Annual Financial Report (CAFR) award received. | Yes         | Pending           | Yes             |
| Utility Billing collection loss % on bad debt.                             | 0.22%       | Updated end of FY | < 0.5%          |
| City General Obligation Debt Service Rating                                | Aa1         | Aa1               | Aa1- or greater |





# Fire-Rescue



## Fire Services

### Mission

To protect and preserve our community through prompt, professional delivery of fire protection and emergency medical service.

### Program Summary

Winter Park Fire-Rescue Department, WPFDR, is a full-service, high-performance emergency service agency. Its history dates back to the founding of our community more than 120 years ago.

Today, the Winter Park Fire Department (WPFDR) is one of the most respected high-performing fire and emergency medical service providers in the country. WPFDR is accredited through the Commission on Fire Accreditation International and the Commission for the Accreditation of Ambulance Services, and has received a fire protection classification rating of Class 1 from the ISO. Our firefighters and staff believe in providing our citizens with the absolute best and highest level of service.

### Motto

C.A.R.E. Compassion, Accountability, Respect and Empathy





## Program Resources

| Expenditures       | Actual FY21  | Actual FY22  | Budgeted FY23 | Budgeted FY24 |
|--------------------|--------------|--------------|---------------|---------------|
| Personnel          | \$11,274,019 | \$11,635,988 | \$11,140,365  | \$12,090,263  |
| Operating Expenses | \$1,976,563  | \$1,990,571  | \$2,308,173   | \$2,906,028   |
| Capital Outlay     | \$69,269     | \$0          | \$0           | \$0           |
| Total              | \$13,319,850 | \$13,626,559 | \$13,448,538  | \$14,996,291  |

### Level of Service Provided in Budget

- Protects and enhances the city’s quality of life through the effective and efficient delivery of Advanced Life Support emergency & non-emergency services through five divisions. Provide an all-hazards service level response for Fire, EMS, Fire inspection services, Emergency Management, and community education.

### Accomplishments

- Expansion of Emergency Management Programs
- Traffic Preemption, Phase two of three
- Fire Station Alerting System RFP and vendor selection

- Firefighter protective gear cleaning program – in-house program
- Expansion of community risk assessment program
- New engine bay floor at Fire Station 61
- New generator for Fire Station 64

### Goals

- Installation of Fire Station Alerting System
- Remodel of Station 61 kitchen
- Phase three of three traffic preemption
- Begin construction of the Fire Training Facility on Wymore Road
- Ensure compliance with stated response time goals

Key Performance Indicators (KPI)

| Indicator                                                                                          | Actual FY22 | YTD FY23 | Goal FY24 | Notes                                                                 |
|----------------------------------------------------------------------------------------------------|-------------|----------|-----------|-----------------------------------------------------------------------|
| First unit arrival to emergency calls for service 90% of all <b>EMS</b> responses                  | 6:41        | 6:59     | 6:00      | EMS responses represent 72% of all agency call volume                 |
| The arrival of all suppression units (17 ERF) to 90% of all moderate risk of <b>FIRE</b> Responses | 10:34       | 9:24     | 10:20     | The ERF refers to the 17 people dispatched and arriving at fire calls |

FY 24 goal will be dependent on the request of additional personnel.

# Information Technology



## Information Technology Services

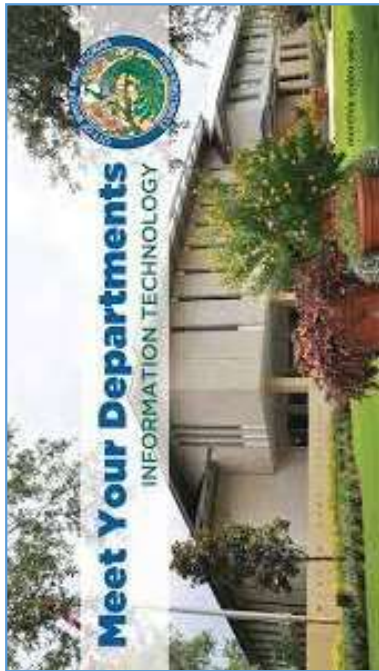
### Mission

To provide technology design and selection, technical support and training, technology acquisition, the review and development of IT policies and standards, and IT strategic planning services for the City of Winter Park.

### Program Summary

IT covers, supports, and promotes the productive use of technology throughout the organization. It is responsible for the operation, confidentiality, security, and integrity of the City technology infrastructure. This infrastructure includes a modern data network, Geographic Information Systems, Enterprise Resource Planning

IT  
12 FT



System, Voice over IP telecommunication network, wireless voice and data network and control data network for Electric and water operations. IT also protects business interests and technology investments with effective policies, procedures, and practices, maintains positive relationships with end users through information and communication, and manages service contracts and vendor relationships for cost-effective solutions. They are also the liaisons to the City's Smart City task force.

There are over five hundred users on the City network, with over a thousand pieces of equipment valued at over 4 million dollars. IT supports all systems and the array of peripherals attached to the network.

## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$1,093,779 | \$1,242,911 | \$1,367,621   | \$1,494,165   |
| Operating Expenses | \$779,810   | \$857,366   | \$1,118,288   | \$1,194,012   |
| Capital Outlay     | \$0         | \$0         | \$0           | \$35,000      |
| Total              | \$1,873,588 | \$2,100,277 | \$2,485,909   | \$2,723,177   |

### Level of Service Provided in Budget

- Provide appropriate cyber security services.
- Capacity to effectively support over 125 servers.
- Provide 99.9% network uptime.
- Build and support a private fiber network.
- Ability to effectively support over 1200 workstations, laptops, and mobile devices.
- Capacity to provide timely and effective hardware and software support.
- Provide secure and reliable computer systems.
- Ability to support a converged, modern access control and camera security system.
- Ability to support modern Audio Visual systems.
- Capacity to provide for effective virtual and hybrid public meetings.
- Maintenance, programming, and support for Website systems.
- Appropriately meet support and implementation expectations for various hardware and software.
- Provide technical tools that effectively support business needs.
- Effectively manage GIS systems for data collection, validation, automation and mapping.
- Ability to support smart city initiatives.

### Accomplishments

- Utility Billing Go Live.
- Implement cyber vault.
- Sensus Cloud – Migrate on prem Sensus servers to an upgrade version in the Cloud.
- Compass – Implement Meter and Billing Analytics Software.
- Private Fiber Network – Complete Private Dark Fiber network installation thereby eliminating all paid for 3<sup>rd</sup> party connections.
- Cloud based calling – Migrate phone system to the Cisco Cloud.
- VMS Rollout – Installed/Upgrades Cameras and Access controls to several City facilities.
- Implement and accessibility monitoring tool for City Website.
- Implemented several GIS based work order systems.
- Digitize electric undergrounding plans into GIS.
- Implement customer payment portal.
- Rollout Cisco DNA for device management.
- Upgrade Park Avenue public safety security cameras.

### Goals

- Complete VMS rollout by December 2023.
- Migrate to Office 365.
- Develop several new intranet sites.
- Complete integration of Utility Billing software with Compass and Sensus.



- Implement software defined network to streamline device management and strengthen cyber security posture.
- Strengthen identity and security access with the goal of moving closer to a zero trust security model.
- Expand public WiFi.
- Inventory all IT assets.
- Complete Smart City strategic plan.
- Expand disaster recovery capabilities.
- Continuously improve cyber security.
- Digital public notice board.

### Key Performance Indicators (KPI)

| Indicator                              | Actual FY22 | YTD FY23 | Goal FY24 |
|----------------------------------------|-------------|----------|-----------|
| Network Uptime                         | 99%         | 99%      | 99.9%     |
| Feet of private fiber installed        | 50,000      | 30,000   | 5,000     |
| Email Uptime                           | 99.9%       | 99.9%    | 99.9%     |
| % of Tickets resolved on first contact | 69%         | 67%      | 70%       |



# Natural Resources & Sustainability



## Natural Resources & Sustainability Services

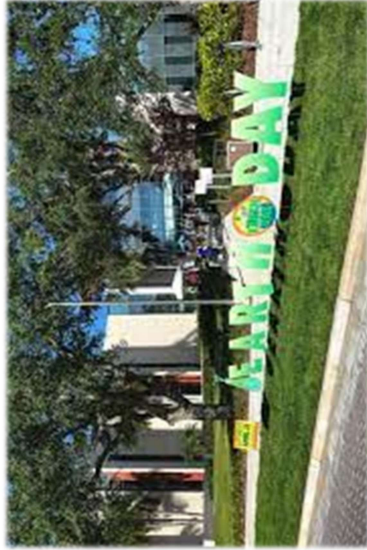
### Mission

It is the mission of the Natural Resources & Sustainability Department to oversee the overall operation and management of sustainability as well as regulation compliance for the city's lakes.

### Program Summary

The Natural Resources & Sustainability Department is responsible for the overall operation and management of sustainability as well as management and regulation compliance for the city's lakes. Focused

on protecting Winter Park's treasured natural assets, the department cultivates partnerships with local agencies, neighborhoods, schools, camps and civic groups to facilitate educational and public outreach programs, activities and events. The Lakes Division manages and maintains all city lakes and waterways through aquatic weed control, access management, canal maintenance, and water quality monitoring. This division also performs shoreline permitting activities including boat dock and vegetation removal permits, and assists with stormwater management activities. The Sustainability Division manages initiatives, contracts, and programs associated with balancing existing needs with city functions without compromising the future.



## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$569,304   | \$1,011,177 | \$1,071,349   | \$1,133,765   |
| Operating Expenses | \$4,612,923 | \$5,230,126 | \$5,348,339   | \$6,263,834   |
| Capital Outlay     | \$0         | \$10,500    | \$10,500      | \$30,000      |
| Total              | \$5,182,227 | \$6,251,803 | \$6,430,188   | \$7,427,599   |

### Level of Service Provided in Budget

- The current budget supports lake management activities on 26 lakes and 28 ponds, two miles of canals and streams and two miles of ditches as well as sustainability efforts to divert waste to landfills and greenhouse emissions within the city.

### Accomplishments

- Sustainability Action Plan adopted
- Successfully restarted all sustainability programming i.e. adopted Backyard Chicken Program, Energy Conservation Rebates, and Composting
- Increased engagement events significantly to better provide education to residents and our community
- Implemented composting at city sponsored events
- Completed Feasibility & Energy Efficiency studies
- Stocked lakes with Triploid Grass Carp Fish
- Implemented bathymetry vegetation mapping to produce accurate, inexpensive plant and contour maps of city lakes
- Lake sampling performed monthly and/or quarterly, beach sampling every two weeks

### Goals

- Adopting Single Use Plastic Policy – working with Procurement as well as create Green Event Guide
- Launch Zero in on Zero Waste campaign by Dec 2023
- Successful launch of Center Street Waste Diversion Program
- Increase volunteer engagement on Lakes & Sustainability Projects
- Improve data collection, projection, and storage
- Continue with renewable energy progress and energy conservation efforts
- Create lake related interactive educational resources for residents
- Update the Lakes page with more relevant and attractive content
- Create an Annual Lake Assessment Report for all city sampled lakes
- Howell Preserve Restoration project

### Key Performance Indicators (KPI)

| Indicator                                 | Actual FY22 | YTD FY23 | Goal FY24    | Notes                                                   |
|-------------------------------------------|-------------|----------|--------------|---------------------------------------------------------|
| Waste Diverted from Landfills             | 2.1 tons    | 1.1 tons | 2.3 tons     | Residential only                                        |
| Residential Energy Audits                 | 46          | 12       | 70           |                                                         |
| Solar                                     | 60          | 2        | 10% increase | # of CWP Utility Customers w/ Solar                     |
| Community Engagement-Volunteer Hours      | 604         | 211      | 1500         | Monitoring the number of volunteer hours for Department |
| Avg Lake Clarity (ft depth)               | 8.7         | 6.7      | 7.2          | All NPDES Lakes                                         |
| Avg Lakes TSI score                       | -           | 44       | <60          | Low scores are desirable                                |
| Native Aquatic Plants Installed           | 3000        | 0        | 3000         |                                                         |
| Number of Lake Inspections Conducted      | 163         | 85       | 144          |                                                         |
| Number of Water Quality Samples Conducted | 307         | 37       | 274          |                                                         |





# Parks & Recreation



# Parks & Recreation Services

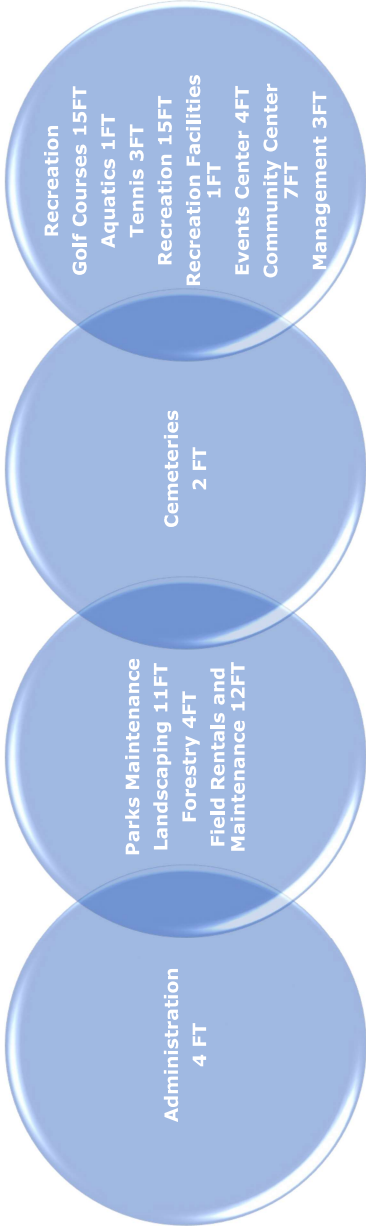
## Mission

To enhance the Quality of Life for our community by providing outstanding parks, recreational facilities, activities, and services.

## Program Summary

The Parks and Recreation Department oversees the maintenance and management for a wide range of parks, events venues, recreation facilities, and other designated park properties within the City of Winter

Park. The Parks & Recreation Department is a nationally accredited agency and has met or exceeded best practices in the ten required elements, which include planning, administration, financial management, facility management, programs and services. The Parks & Recreation Department was named a finalist in the 2013 National Gold Medal Awards. This national award, from the American Academy for Parks and Recreation Administration in partnership with the National Recreation and Parks Association, recognizes excellence in parks and recreation management. Winter Park was one of four finalists nationwide in our category.



# Program Resources

| Expenditures       | Actual FY21 | Actual FY22  | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|--------------|---------------|---------------|
| Personnel          | \$4,822,911 | \$5,614,722  | \$6,945,064   | \$7,682,466   |
| Operating Expenses | \$4,042,581 | \$5,241,171  | \$4,612,788   | \$4,991,964   |
| Capital Outlay     | \$0         | \$6,788      | \$47,000      | \$88,000      |
| Total              | \$8,865,492 | \$10,862,681 | \$11,604,852  | \$12,762,430  |

Note: Pines golf course was added in FY22.

## Level of Service Provided in Budget

- The proposed budget for the Parks and Recreation Department allows for continued level of service of City parks, venues, programming, and events.

## Accomplishments

- CAPRA reaccreditation
- Certified Tree City USA
- Completion of comprehensive analysis of park properties and mini parks through PRAB
- Commission approval of Tree Preservation Ordinance
- Margaret Square play area renovation
- MLK Unity Corner and Playground completion of design
- Shady Park remodel and artist completion
- Completion of Pineywood Columbarium
- New turf field completion at Ward Park
- Replacement of Mead Garden Pavilion
- Dinky Dock Parking lot remodel
- Completion of 7 Oaks Park design

- Completion of Howell Branch Preserve design
- Continuous upkeep and care of athletic playing fields
- Completion of PRAB-Mini park assessment and new designations
- WP 9 Golf course remodel of patio and Tee #1
- WP 18 Golf
  - o ADA bathrooms
  - o New range amenities
  - o New outdoor patio and awning

## Goals

- Continue CAPRA standards progression for new yearly audits
- Completion of 7 Oaks Park
- Completion of Howell Branch Preserve Trail
- Completion of MLK Park Community Playground renovation and construction of Unity Corner
- Completion of Mini park, enhanced streetscapes, and lake look-outs upgrades
- Complete renovation of Winter Park Tennis Center soft courts

### Key Performance Indicators (KPI)

| Indicator                                            | Actual FY22 | YTD FY23                      | Goal FY24  | Notes                                           |
|------------------------------------------------------|-------------|-------------------------------|------------|-------------------------------------------------|
| Ten Acres of Park per 1,000 Population               | 16.3        | 16.3                          | 10         | The Comprehensive Plan has a goal of 10.        |
| Forestry - Trees Planted/<br>Hazardous Trees Removed | 135/113     | >100%                         | >100%      | Based on ROW trees & city owned property        |
| Number of Venue Rentals Per Year-All Venues          | 9,576       | 4,771 (as of March 2023)      | 10,000     | Pandemic and shutdown are weighing on rentals   |
| Parks Cost Recovery Rate                             | 42%         | >25%                          | >40%       | Includes all divisions of Parks and Recreation. |
| Community Center Rec ID issued                       | 2,875       | 3,660                         | >3750      |                                                 |
| WP 9 Golf Rounds/members                             | 42,427/275  | 18,895/325 (as of March 2023) | 40,000/325 |                                                 |
| WP 18 Golf Rounds/members                            | 19,710/187  | 22,081/164                    | 42,000/180 | Took over course 5/14/22                        |
| Volunteer hours                                      | 7,000       | 7,400                         | 7500       |                                                 |
| Tennis Court reservation/members                     | 33,314/384  | 17,208/225 (as of March 2023) | 34,000/250 |                                                 |





# Planning & Zoning



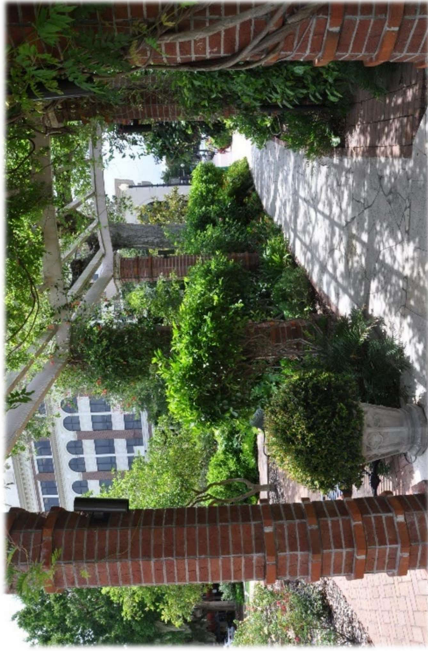
# Planning & Zoning Services

## Mission

The City of Winter Park has developed over the years with a unique character and environment. The Planning & Zoning Division ensures that the excellent quality of life in Winter park is maintained and reflected in the built and natural environment to encourage its heritage to be maintained and enhanced by providing vision and fostering thoughtful and compatible design.

## Program Summary

Planning & Zoning Department is responsible for developing and presenting public policy alternatives to the City Manager and City Commission regarding growth management, development, quality of life and related intergovernmental coordination. The department serves as the staff liaison to the Planning & Zoning board as well as to the Mayor and City Commission for the application and review for rezonings, subdivisions, conditional uses, annexations, and lakefront site plans.



The department administers the Land Development Code and provides information about the zoning codes to the residents, property owners and business owners of Winter Park. They also advise applicants about the review process, notifies property owners of sites under review, and provides consistency in decisions relating to the Comprehensive Plan. Plans are also reviewed to ensure compliance with applicable façade design guidelines. They direct the daily work and special projects and coordinate related activities with other departments so that a unified direction is maintained for the city.

The City of Winter Park has developed over the years with a unique character and environment. The Planning & Zoning Department ensures that the excellent quality of life in Winter Park as reflected in the built and natural environment and its heritage is maintained and enhanced by providing vision, fostering good design and guidance over development.

## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$605,561   | \$719,525   | \$717,137     | \$569,180     |
| Operating Expenses | \$233,941   | \$289,621   | \$268,153     | \$467,059     |
| Capital Outlay     | \$0         | \$0         | \$0           | \$0           |
| Total              | \$839,502   | \$1,009,145 | \$985,290     | \$1,036,239   |

### Level of Service Provided in Budget

- The Department serves as the staff liaison to the following Boards: P&Z, HPB, BOA, TAB, Orange Avenue Overlay Architectural Review Committee. The Department also brings numerous items to the Mayor and City Commission for the application and review for rezoning, subdivisions, conditional uses, annexations, applicable facade design guidelines, Historic designation, Certificates of review, and lakefront site plans.
- The Department is dedicated to multi-modal transportation in Winter Park. This includes addressing current issues, working with the Transportation Division to create long-term capital project priorities, utilize emerging technologies and work with citizens to address issues in their neighborhoods.
- Advises applicants about the review process, notifies property owners of sites under review, and provides consistency in decisions relating to the Comprehensive Plan and Zoning Code.
- The Department is also the liaison to neighborhood groups and implements neighborhood grant and informational programs.
- The Department helps new business owners start their business by administering and reviewing all Business Certificates applications for businesses located within Winter Park.

### Accomplishments

- Updated, modernized and simplified the residential zoning codes.
- Updated the lakefront development zoning codes.
- Provided plaques for all homes in Winter Park that have a Winter Park Historic Designation and all homes Historic neighborhood of College Quarter.
- Took over responsibility of facilitating the Board of Adjustment, and processing variance applications.
- Took over Zoning duties as it relates to Building Permits from the Building Department.
- Worked with a consultant to audit all businesses in the City currently operating without a Business Certificate into compliance and obtain a Business Certificate.

### Goals

- Complete the update of the Comprehensive Plan and then implement any necessary changes into the Land Development Code.
- Work on a new policy for West Fairbanks Avenue to spur redevelopment of the area.
- Create architectural design standards for commercial development within the City.

- Oversee the implementation of the new Architectural Review group for the OAO.
- Continue to work on the Winter Park Transportation Master Plan with the Transportation Division with a focus on creating greenways throughout the city.
- Continue to evaluate and assist the Transportation Division with Multi-Modal Transportation Impact Fees for new development and redevelopments.
- Create more opportunities for traffic discussions that are impacting Winter Park neighborhoods.
- Produce marketing videos and materials for Historic Preservation initiatives.
- Transition development applications to be submitted electronically via Energov software, and establish SOP and training sessions to assist the public with submittals.

Key Performance Indicators (KPI)

| Indicator                                                                                                                                                   | Actual FY22 | YTD FY23 | Goal FY24 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|-----------|
| Citizen, builder & other requests for code information, consultations, meetings to assist business start-ups, real estate transactions & building projects. | 4,450       | 3,500    | 5,000     |
| Historic Preservation, Board of Adjustment, Planning and Zoning Board applications processed including lakefront reviews.                                   | 65          | 38       | 40        |







## Police Services

### Mission

We will ensure public safety, enforce the law with integrity, and provide extraordinary services.

### Program Summary

It is the mission of the Police Department to ensure that the highest quality of law enforcement services is provided. The Department's daily operations are run under the direction of senior staff members in each specific division/unit and under the direction of the Chief and the Deputy Chief. The Records Division processes all incident, accident, arrest reports and uniform traffic citations on a daily basis. The Professional Standards/Training Division maintains the high liability documentation in the areas of internal affairs and use of force as well as being responsible for providing in-service training. Uniformed Patrol are the most visible members of the Department providing response to emergency and non-emergency calls for service as well as providing a highly visible

presence to deter criminal activity throughout the City. The Traffic Enforcement Division is responsible for the expeditious flow of traffic and safety upon the road and waterways, roadway parking, school zone crossing safety, selective traffic enforcement actions and traffic crashes. Investigations is comprised of Criminal Investigations, Selective Enforcement/Investigative Criminal Intelligence Unit, Canine Unit and various Task Force Detectives who are primarily responsible for supporting all units of the Department by conducting follow-up investigations, proactively addressing and identifying criminal activity and crime trends, and gathering and dissemination of intelligence information. The Community Policing Unit encompasses numerous functions to include the safety of our schools and neighborhoods, community outreach, social media and community safety programs. Emergency Communications is responsible for providing immediate and accurate dispatch services in response to emergency 9-1-1 calls and non-emergency requests for Police and Fire/EMS.





## Program Resources

| Expenditures       | Actual FY21  | Actual FY22  | Budgeted FY23 | Budgeted FY24 |
|--------------------|--------------|--------------|---------------|---------------|
| Personnel          | \$13,179,834 | \$13,979,881 | \$14,031,766  | \$15,076,208  |
| Operating Expenses | \$2,055,618  | \$2,341,615  | \$2,777,768   | \$3,016,476   |
| Capital Outlay     | \$0          | \$16,974     | \$0           | \$0           |
| Total              | \$15,235,452 | \$16,338,470 | \$16,809,534  | \$18,092,684  |

### Level of Service Provided in Budget

- High visibility and omnipresence to deter criminal activity while promoting traffic safety, reducing crime and the fear of crime.
- Conduct follow-up investigations for reported crimes.
- Develop policy and procedures to ensure the highest level of service is delivered to the citizens.
- Maintain Excelsior Accreditation through the Florida Commission for Law Enforcement Accreditation.
- Strive to maintain past reductions in overall crime and work to achieve further reductions.

### Accomplishments

- Implemented a Police Officer Trainee position and have current trainees attending the Police academy.
- Added more access to camera systems throughout the city for monitoring through our "Real Time Crime Center."
- Increased the staffing in our Training Unit to ensure the best and most up to date training is available.
- Implemented a new Community Service Officer Program.

- Implemented a full-time Lakes Patrol program from April to September each year.
- Upgraded taser and body-worn camera technologies.

### Goals

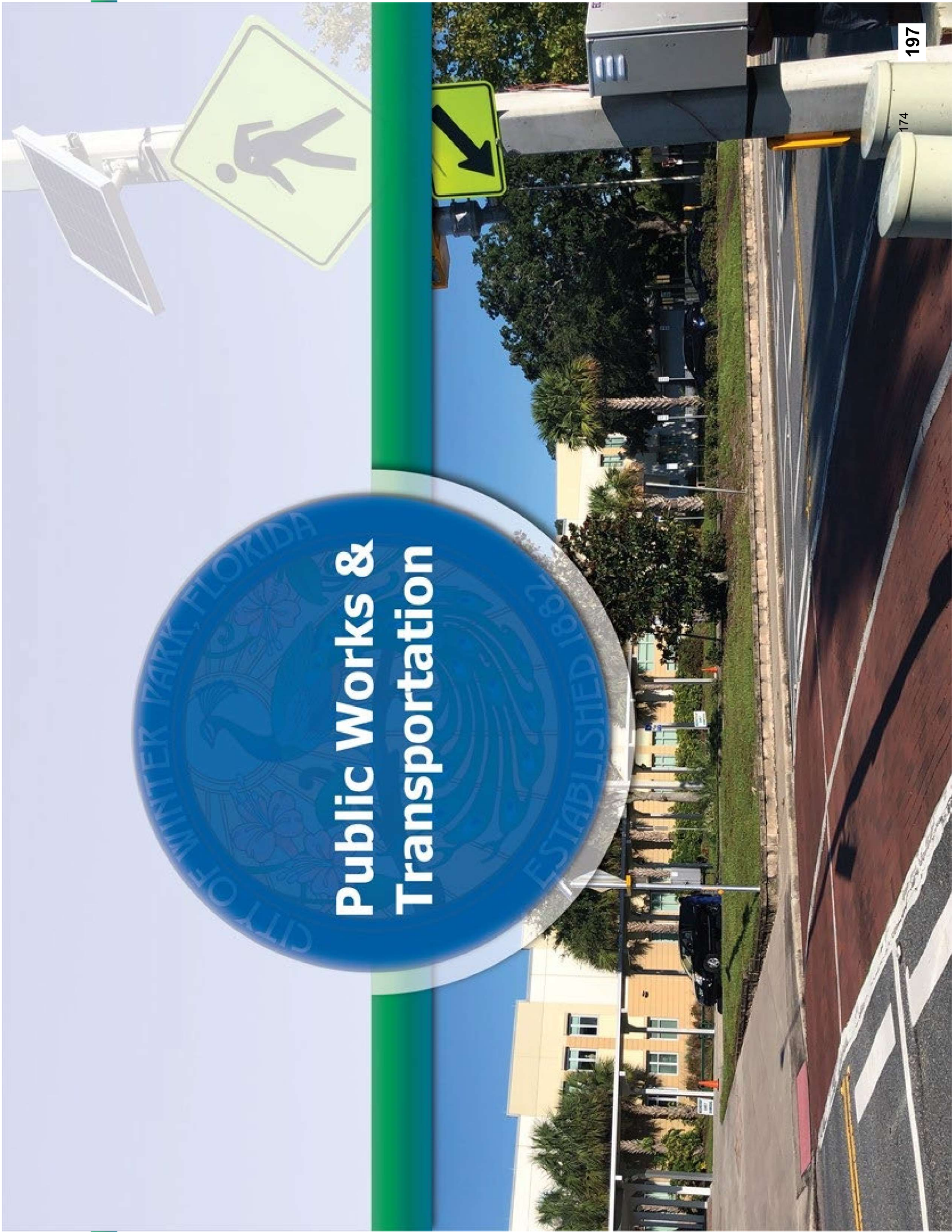
- Expand the Traffic Division by one officer for Lakes Patrol coverage.
- Increase patrols in business district and assist local businesses with safety plans
- Expand the use of the law enforcement radar "Speed Spy" to monitor hot spots and obtain another "Speed Spy" for deployment.
- Continue efforts to install Red Light cameras at intersections adversely affected by traffic crashes.
- Evaluate the use of Speed Cameras on roadways with school zones.
- Continue recruitment efforts and options to increase the pool of qualified candidates.
- Continue to evaluate new technologies for providing safer and more efficient police response.

Key Performance Indicators (KPI)

| Indicator                                                         | Actual FY22 | YTD FY23 | Goal FY24 |
|-------------------------------------------------------------------|-------------|----------|-----------|
| % of emergency calls answered within 10 seconds                   | 96%         | 96%      | 96%       |
| Average response time to priority one emergency calls for service | 2:09        | 1:41     | 2:30      |
| Average response time to non- emergency priority three calls      | 4:22        | 4:26     | 4:30      |
| Neighborhood Advisory Newsletter Members                          | 704         | 703      | 710       |



# Public Works & Transportation





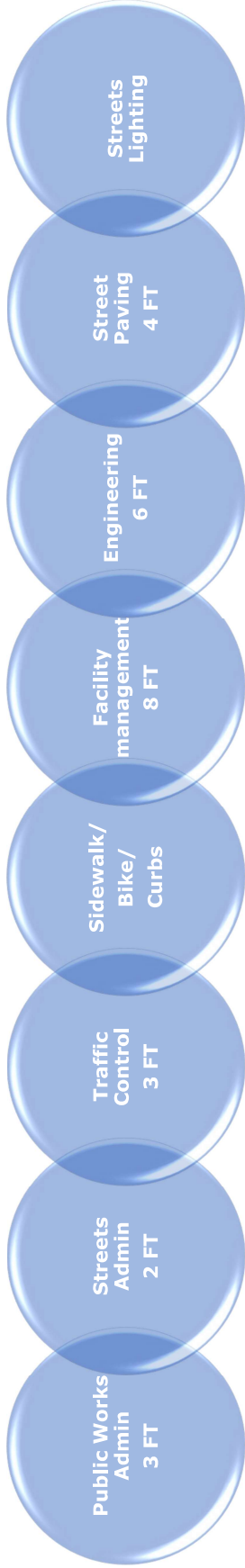
## Public Works Services

### Mission

To provide our community with the highest quality, cost efficient public service through planning, technical, engineering, construction, project management and maintenance of all city streets, sidewalks, parking lots, facilities, stormwater collection systems, signs, traffic signals, and other related public infrastructure.

The Administration Division oversees the day-to-day operations of the Public Works Department. It manages, supervises, coordinates, and directs all the operations of the Department including Engineering, Facilities Management, Stormwater, and Streets. The Engineering Division, manages all work in the city's right of way including road design, parking and site improvements for city structures, traffic analysis and control, signal analysis and design, coordination and implementation of streetlights, administration of the city's streetlight, brick street and sidewalk policies, survey and mapping, inspection of construction activities, permitting of right-of-way uses, and utility connections.

This division also performs traffic studies, infrastructure improvement designs, drainage studies and surveying, using qualified in-house staff and equipment at significant cost savings to the city. Construction management for all city construction projects is provided by this division ensuring responsiveness to city residents' concerns and needs. The Division also coordinates roadway maintenance, improvement, resurfacing and reconstruction of streets including asphalt repair, brick repair, curb and sidewalk repair along with street/traffic sign maintenance and street sweeping. This division also maintains and constructs storm sewers in the city. Most tasks are performed in-house using qualified personnel and city owned equipment to provide timely and efficient service to city residents. The division maintains 114 miles of roads; 1100 storm inlets, 200 miles of curb and sidewalks, and approximately 12 miles of storm piping throughout the city.





## Program Resources

| Expenditures       | Actual FY21        | Actual FY22         | Budgeted FY23       | Budgeted FY24       |
|--------------------|--------------------|---------------------|---------------------|---------------------|
| Personnel          | \$1,774,203        | \$1,813,320         | \$2,223,881         | \$2,523,677         |
| Operating Expenses | \$7,258,330        | \$8,568,672         | \$9,433,857         | \$10,484,753        |
| Capital Outlay     | \$0                | \$0                 | \$0                 | \$0                 |
| <b>Total</b>       | <b>\$9,032,533</b> | <b>\$10,381,992</b> | <b>\$11,657,738</b> | <b>\$13,008,430</b> |

*Note: Transportation team moved to PW Engineering in FY23.*

### Level of Service Provided in Budget

- Provide the personnel and resources to maintain and improve the city's mobility infrastructure including roads, sidewalks, curbing, city facilities, transportation networks, and rights-of-way. The Department is also responsible for the management of Stormwater.

### Accomplishments

- 5,732lf of sidewalk replaced.
- Provided lake elevations and finished floor elevations in the wake of Hurricanes Ian and Nicole.
- Changing out old pedestrian signals for new ones on Park Ave.
- Replaced over 50 tons of HVAC citywide.
- Reroofed over 60,000sf of buildings citywide.
- Refinished or revitalized over 100,000sf of flooring.
- Painted over 10,000sf of interior and exterior buildings.
- Inventoried, assessed and certified all fire safety devices in all buildings.

- Paved Park North subdivision, Windsor Dr, Lakefront Blvd and Micro-surface Trisman Terrace neighborhood.
- Completed design for Dinky Dock parking lot and 1401 Howell Branch Site for Building Dept.

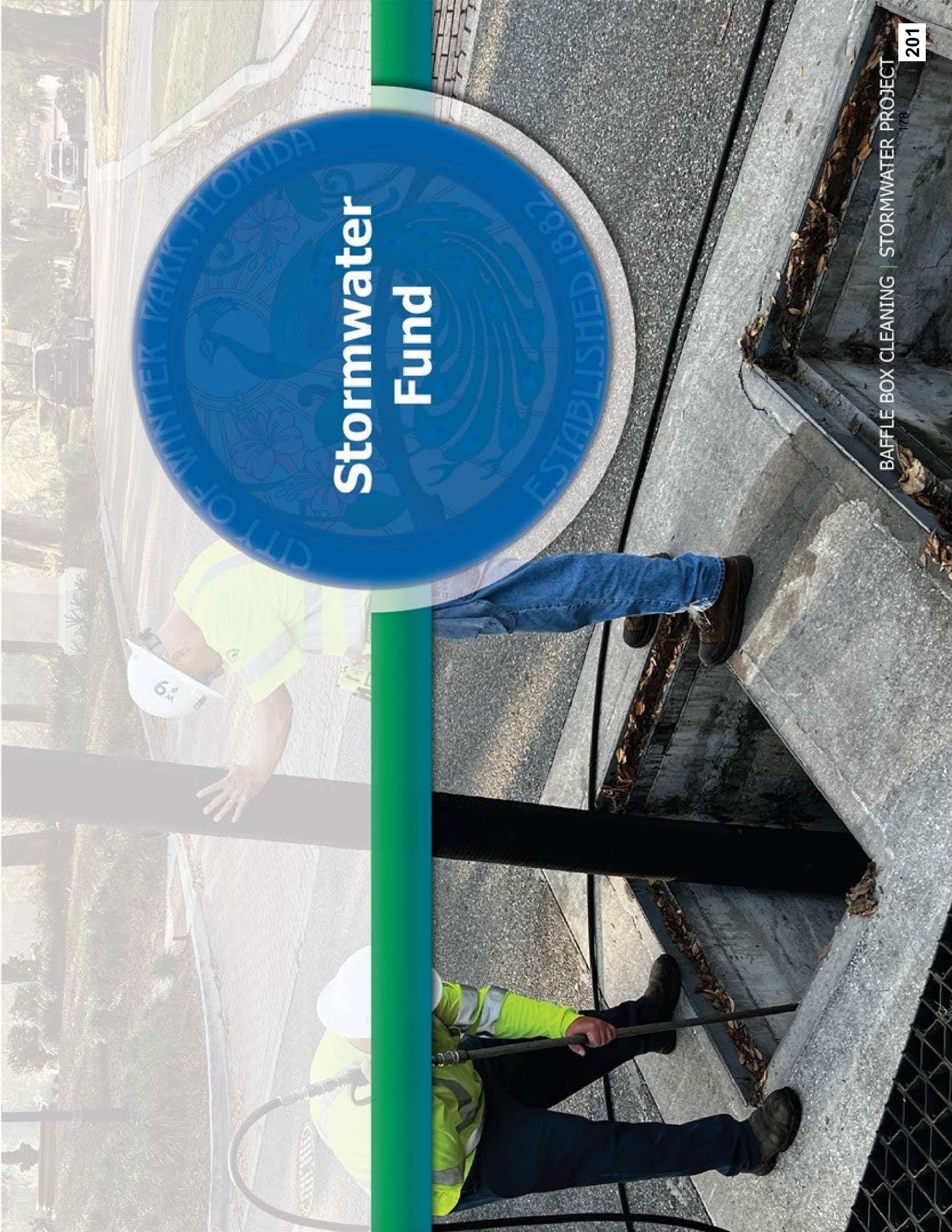
### Goals

- Continue ADA improvements throughout the City.
- Complete designs for N Denning drive multi-area trail project, Knowles Parking lot design.
- Construct Public Works compound wash bay improvements.
- Continue to update the City-wide network of physical control points used to calibrate horizontal and vertical survey positioning.
- Consolidate the number of building safety contractors to enhance customer service and provide better performance.
- Increase response and job completion times.
- Update City limits description to include all annexed properties into Metes and Bounds (Geometry Based) legal description.

Key Performance Indicators (KPI)

| Indicator                                                  | Actual FY22 | YTD FY23 | Goal FY24 |
|------------------------------------------------------------|-------------|----------|-----------|
| Road miles paved                                           | 3.5         | 5.71     | 9         |
| % of streets meeting or exceeding PASER 5 condition rating | 90%         | 97.6%    | 85%       |
| Construct new sidewalk (feet)                              | 2100        | 114      | 1500      |





# Stormwater Fund



# Stormwater Services

## Mission

The Stormwater Division is charged with implementing the city's Stormwater Management Program. This program, funded by the city's Stormwater Utility, includes review and issuance of storm water permits for development, design and construction of drainage and stormwater retrofit projects, and compliance with the city's NPDES permit requirements which includes city-wide monitoring of public and

private stormwater ponds and erosion control of all construction sites.

Stormwater capital improvement projects are designed and/or administered by this division in an effort to prevent further degradation of the city's valuable resources including land, lakes, and public amenities.





## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$1,612,490 | \$1,765,502 | \$2,102,396   | \$2,224,750   |
| Operating Expenses | \$1,149,499 | \$1,195,739 | \$1,216,314   | \$1,363,086   |
| Capital Outlay     | \$0         | \$0         | \$10,500      | \$30,000      |
| Total              | \$2,761,989 | \$2,961,241 | \$3,329,210   | \$3,617,836   |

### Level of Service Provided in Budget

- Ensure compliance with NPDES (National Pollution Discharge Elimination System) permit
- Execute Stormwater 5-year CIP plan
- Cleaned and inspected 225 catch basins
- Installed 200lf of new pipe and 815lf of damaged pipe
- Removed 626 cubic yards of debris from various inlets and treatment systems
- Installed 10 new inlets

### Accomplishments

- Update Hurricane preparedness plan
- 14 Storm related pipe repairs
- Lake Level alterations Policy
- Perform drainage studies for Chain of Lakes, land locked lakes, MLK pond, etc.
- Removed 2,890 cubic yards of street debris while sweeping 7,996 curb miles

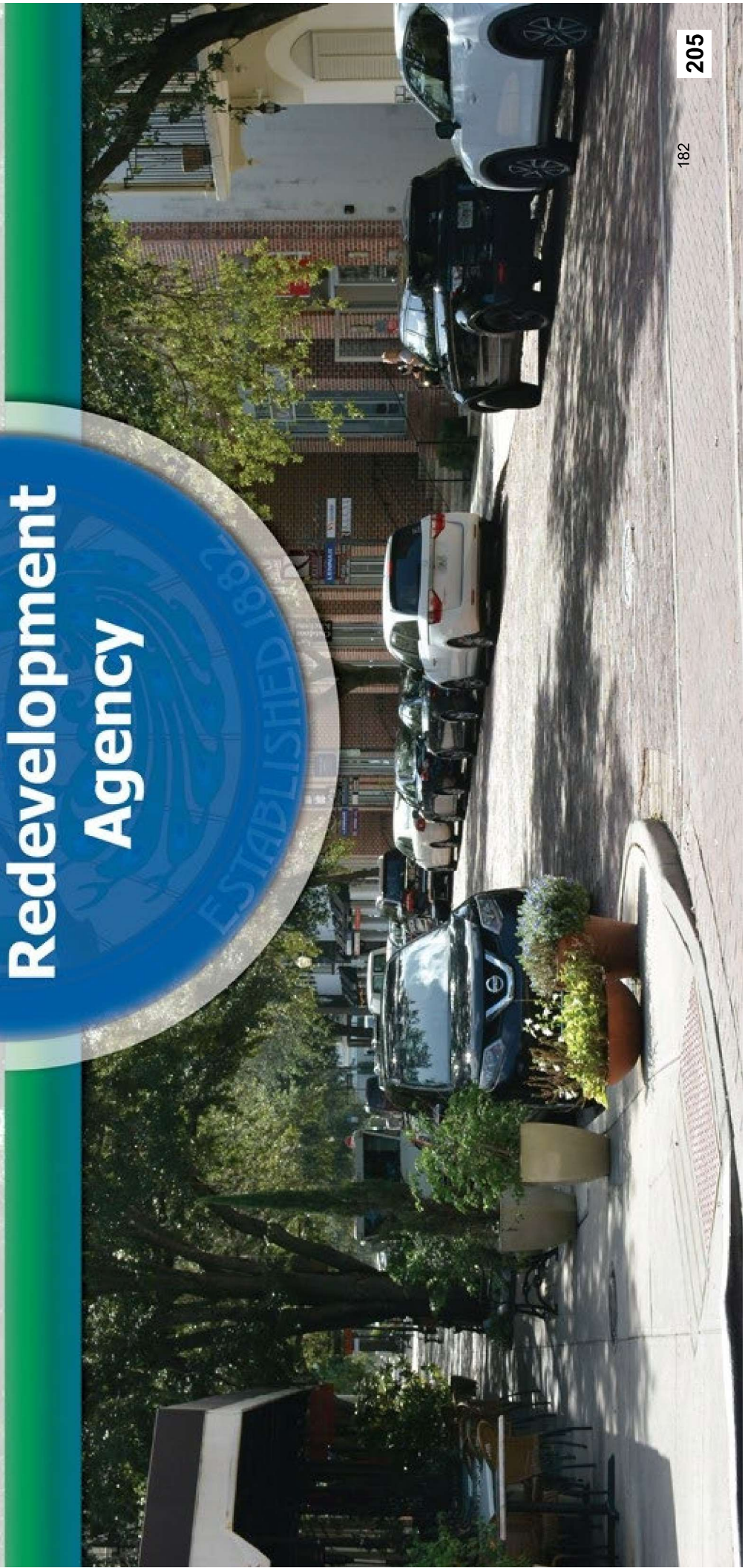
### Goals

- Install Smart lake level gauges
- Additional City-wide weather stations
- Future CIP considerations for Lake Interconnects
- Continue implementation of the Seminole County ditch piping project and moving forward with permitting through SJRWMD
- Complete GIS storm sewer systems mapping

Key Performance Indicators (KPI)

| Indicator                                         | Actual FY22 | YTD FY23 | Goal FY24 |
|---------------------------------------------------|-------------|----------|-----------|
| Distance of Drainage Pipes Cleaned (linear feet)  | 52,000      | 31,680   | 50,000    |
| Volume of Stormwater Debris Removed (cubic yards) | 550         | 291      | 500       |







# Community Redevelopment Agency

## Mission

This department is responsible for the continued management and implementation of the CRA Plan as well as working to capitalize on economic development and business sustainability opportunities throughout the city.

## Program Summary

It is the mission of the Community Redevelopment Agency is to preserve and improve the residential viability and livability of the neighborhoods within the Community Redevelopment Agency (CRA) area by encouraging and initiating activities which empower residents to effect change and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic and social growth.

The CRA is responsible for many streetscapes' improvements, business incentive programs, social and community support programs, funding of capital projects, affordable housing initiatives, and many special events. For over two decades, the agency has played an integral role in the revitalization of the downtown area and surrounding community. The CRA was established in 1994 with the purpose of creating a vibrant, high-quality environment for residents and businesses. Initially encompassing the central business district and historic Westside community of Winter Park, in 1999 the CRA expanded its boundaries to include the U.S. Highway 17-92 corridor. Today, the CRA encompasses 15% of the land area, has approximately 10% of the residential population, and over 50% of all businesses within the City of Winter Park

Oversight of the CRA & Economic Development is placed under the Office of Management & Budget.





## Program Resources

| Expenditures           | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|------------------------|-------------|-------------|---------------|---------------|
| Personnel              | \$353,962   | \$416,714   | \$509,883     | \$529,762     |
| Operating Expenses     | \$356,508   | \$595,603   | \$622,503     | \$793,833     |
| Capital Outlay         | -           | -           | -             | -             |
| Organizational Support | \$383,871   | \$334,986   | \$327,000     | \$442,500     |
| Debt Service           | \$1,491,056 | \$1,496,097 | \$1,484,485   | \$1,071,284   |
| Capital Projects       | \$1,747,762 | \$1,463,262 | \$3,721,765   | \$4,090,000   |
| Reimbursements         | \$180,354   | \$123,974   | \$62,759      | \$130,415     |
| Contingency            | -           | -           | \$706,047     | \$1,385,575   |
| Total                  | \$4,513,512 | \$4,430,636 | \$7,434,442   | \$8,443,369   |

## Level of Service Provided in Budget

- Community Initiatives: Provided funding to continue recreation and specific programs for the benefits of the CRA district including through the Community Center. Offered business and resident assistance in the form of service facilitation, coordinated grant assistance and programs such as the business façade, housing renovation, and "popcorn flicks" monthly event.
- Capital Maintenance: The CRA holds contracts and maintains over 200 public parking spaces in conjunction with private parking owners.
- Capital Projects: Provide grants to qualified applicants through business façade, housing renovation programs, and enhancements to the district via infrastructure and public spaces.

## Accomplishments

- Intersection improvements along New York Avenue
- New Central Park Main Stage
- \$125K in federal grant funding for digital inclusion
- Park Avenue District admittance into the Florida Main Street Program
- Property purchases at 901 W. Fairbanks and 929-957 W. Fairbanks for future infrastructure improvements

## Goals

- Completion of Denning/Webster and Denning/Fairbanks streetscape improvements
- Completion of Shady Park art installation and enhancements
- Construction underway on MLK park improvements including gateway feature at the unity corner
- Proposal for extending and or/expanding the Winter Park CRA
- Expanding the city's incentive suite for the city's business clusters

Key Performance Indicators (KPI)

| Indicator                  | Actual FY22 | YTD FY23 | Goal FY24  | Notes                                             |
|----------------------------|-------------|----------|------------|---------------------------------------------------|
| CRA TIF Revenue Growth     | 6.92%       | 9.48%    | 10.05%     | From Property Appraiser Estimates                 |
| Business Façade Grants     | 8           | 13       | 10 or more |                                                   |
| Home Rehabilitation Grants | 4           | 15       | 10 or more | Includes renovation, paint, and driveway programs |



# Electric Utility





# Electric Utility Services

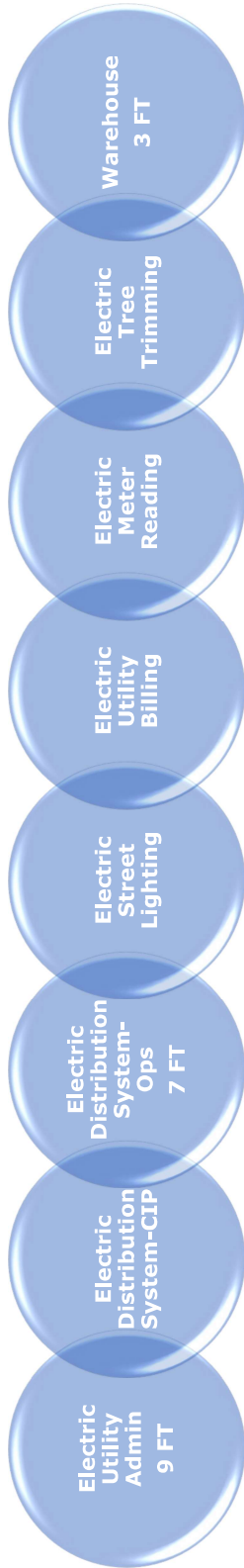
## Mission

The city of Winter Park will provide electric service: with top tier customer service; with superior reliability in a fiscally prudent manner; operating with a low physical and aesthetic impact on the environment; and at competitive rates.

## Program Summary

The Electric Utility Department delivers energy reliability to residents, businesses and commercial customers. This is accomplished through routine investment in the system as well as an aggressive electric

undergrounding program which will put every overhead electric wire underground by FY30. Winter Park is one of the only cities in America that has a plan in place to underground their entire electrical system by this date. Because the utility is owned by the city, it is able to provide this undergrounding service while maintaining rates that are below the average for the State of Florida. Additionally, because the city has local control over its revenues, it is able to reinvest all profits and revenues back into the system to pay for these undergrounding efforts and not through an additional tax to its residents. This program has dramatically increased reliability of power service as well as beautifying the city. In addition, the department has increased sustainability with renewable resources for conservation of energy.





## Program Resources

| Expenditures                | Actual FY21  | Actual FY22  | Budgeted FY23 | Budgeted FY24 |
|-----------------------------|--------------|--------------|---------------|---------------|
| Personnel                   | \$2,508,735  | \$2,612,153  | \$2,607,369   | \$3,210,928   |
| Operations & Reimbursements | \$25,795,829 | \$37,590,890 | \$35,708,379  | \$30,867,323  |
| Debt Service                | \$4,823,459  | \$4,823,460  | \$4,725,917   | \$4,708,690   |
| Capital                     | \$5,802,741  | \$5,978,721  | \$7,892,000   | \$7,761,600   |
| Transfers                   | \$3,186,264  | \$3,476,919  | \$3,151,141   | \$2,811,069   |
| Budgeted Contingency        | \$0          | \$0          | \$124,229     | \$0           |
| Total                       | \$42,117,029 | \$54,482,143 | \$54,209,035  | \$49,359,610  |

### Level of Service Provided in Budget

- Manage the city's electric distribution system including the city's electric undergrounding initiative with an estimated completion with the revised FY30 remaining project horizon
- Maintain electric rates that are not more than 5% above the state average
- Maintain Debt Service coverage at 2.75x or greater
- Obtain a System Average Interruption Duration Index of 30 minutes or less FMPA standard is to be below 60 minutes
- Accurately measure and monitor meter consumption and provide valuable information to the consumer
- Provide 11 hour daily 'peak time' operating hours during the work week

### Accomplishments

- Total undergrounding miles completed is 93.14.
- Residential service conversions are 198
- All 5.78 miles of Project Q undergrounded
- Completed 68% of Project L undergrounding
- Smoothed DER's (Distribution Energy Resources) process

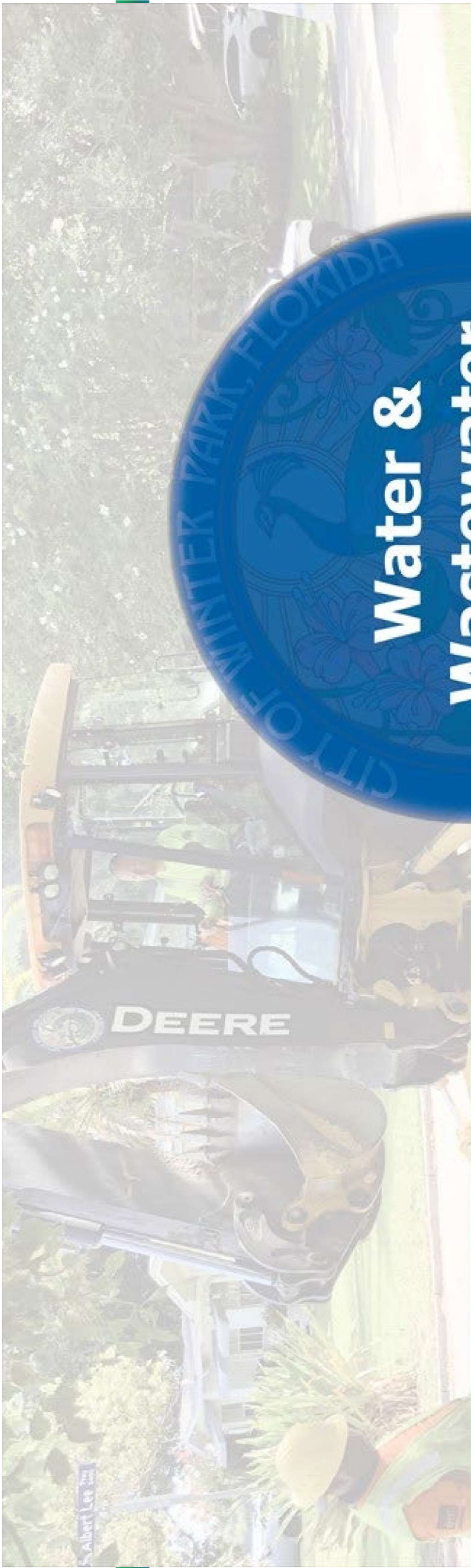
### Goals

- To complete undergrounding Project L and R
- Continue undergrounding Project J and K
- Add several switch gears to our substation exit cables to several feeders
- To have a good working compass integration for data tracking, outage history and more
- Safety first and always

**Key Performance Indicators (KPI)**

| Indicator                                            | Actual FY22 | Current rolling 12 months | Goal FY24 | Notes                                                                                             |
|------------------------------------------------------|-------------|---------------------------|-----------|---------------------------------------------------------------------------------------------------|
| System Average Interruption Duration Index (SAIDI)   | 60.11       | 50.0                      | <30.0     | Measures the average duration of outage (minutes) a customer experiences in a year                |
| Annual Undergrounding Miles Completed                | 6.94        | 2.15                      | 8         | Undergrounding challenges due to supply issues for transformer delays                             |
| WPE Electric Rates as a % of State Municipal Average | 107.4%      | 98.9%                     | <105%     | Average Monthly bill for 1,000 kWh residential customer + 6% franchise fee. Rolling 12 mo. basis. |





# Water & Wastewater Utilities





# Water Utility Services

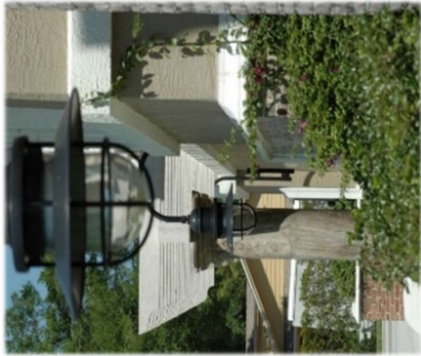
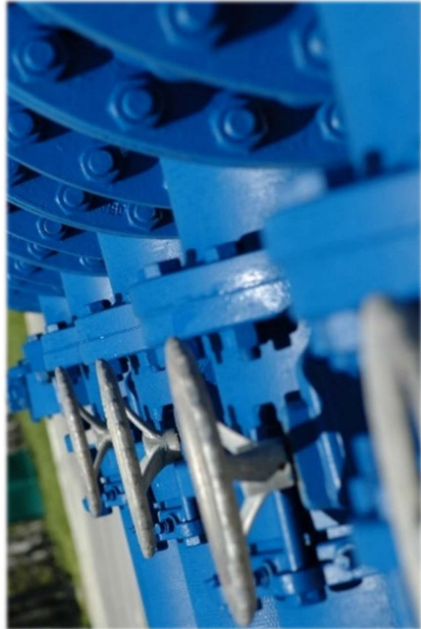
## Mission

The Water & Wastewater Utility Department employees are dedicated to providing our customers with the highest quality water and utility service in a safe, reliable, and efficient manner, with care and concern for the environment.

## Program Summary

The Water and Wastewater Utility Department provides treatment and distribution of potable water, collection and treatment of wastewater, and distribution of reclaimed water. Providing these services includes

new construction; repair, maintenance and upgrading of existing piping and mechanical infrastructure (lift stations and treatment plants); industrial waste pretreatment and cross-connection control programs; certified in-house laboratory testing; compliance with local, state and federal regulatory agencies throughout our 23 square mile service territory. The Department also manages interlocal agreements for the treatment of wastewater; coordination for utility relocations associated with state and county roadway improvement projects; emergency management and response; FDEP and USEPA water quality sampling; coordination with other city departments and neighboring municipalities; and myriad other activities required for a public utility.





## Program Resources

| Expenditures                | Actual FY21  | Actual FY22  | Budgeted FY23 | Budgeted FY24 |
|-----------------------------|--------------|--------------|---------------|---------------|
| Personnel                   | \$7,173,967  | \$7,595,815  | \$8,412,739   | \$8,727,065   |
| Operations & Reimbursements | \$13,583,421 | \$14,876,982 | \$16,212,262  | \$17,631,393  |
| Debt Service                | \$4,603,043  | \$4,603,044  | \$4,722,834   | \$4,706,808   |
| Capital                     | \$1,617,359  | \$4,949,178  | \$5,181,717   | \$8,067,900   |
| Transfers                   | \$2,859,396  | \$2,906,863  | \$3,060,567   | \$2,993,440   |
| Budgeted Contingency        | \$0          | \$0          | \$0           | \$0           |
| Total                       | \$29,837,186 | \$34,931,882 | \$37,590,119  | \$42,126,606  |

### Level of Service Provided in Budget

- Continue to meet all regulatory requirements and levels of service outlined in the Comprehensive Plan

### Accomplishments

- Replaced 45,000 LF of water mains
- Lined approximately 20,000 LF of gravity sewer
- Significant ongoing R&R improvements to water and wastewater treatment facilities
- Multiple mechanical and electrical component upgrades to lift stations
- Updated Emergency Response checklist to include lessons learned from intense flooding hurricane event
- Budgeted for additional portable and fixed generators for enhanced emergency response capabilities
- Continued implementation sand integration of new AMI system software with Tyler ERP and GIS
- Met all EPA and FDEP Safe Drinking Water Act water quality standards

### Goals

- Continue replacement and upgrade of substandard water and wastewater mains
- Continue water and wastewater treatment plant CIP improvements
- Integration of upgraded meter management software to take advantage of new AMI capabilities
- Coordination with FDOT and Orange County regarding utility relocation in conjunction with roadway projects
- Expand our fleet of fixed and portable generators
- Ongoing evaluation of opportunities for improved services and efficiencies
- Develop a Strategic Plan in conjunction with the Utility Advisory Board

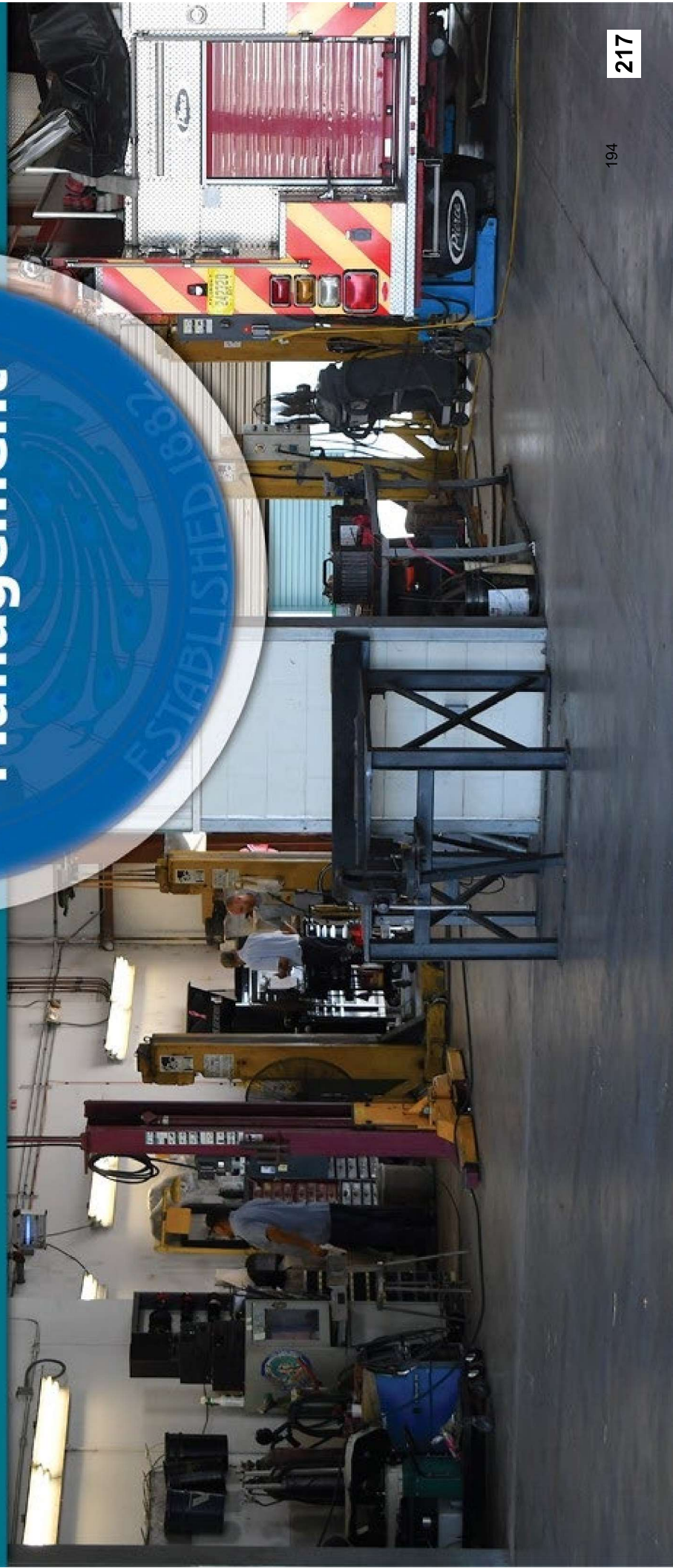
### Key Performance Indicators (KPI)

| Indicator | Actual FY22 | YTD FY23 | Goal FY24 | Notes |
|-----------|-------------|----------|-----------|-------|
|-----------|-------------|----------|-----------|-------|

|                                       |       |       |        |                                                                                   |
|---------------------------------------|-------|-------|--------|-----------------------------------------------------------------------------------|
| Unaccounted for water                 | 7.23% | N/A*  | <10%   | *Data is accumulated over a 12-month period so FY23 is not available at this time |
| Water quality sampling MCL violations | 0     | 0     | 0      | Water quality indicator reported annually in CCR                                  |
| Average % of Water Meters Reporting   | 98%   | 96.3% | >98.5% | % of meters that do not require a manual read due to system errors                |



# Fleet Management





# Fleet Services

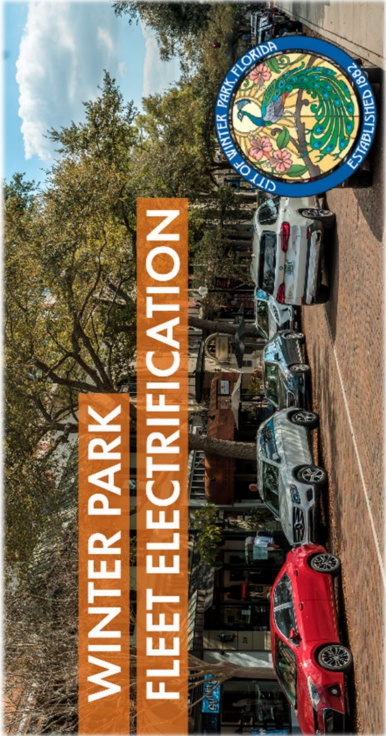
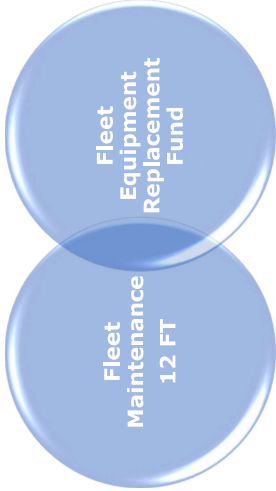
## Mission

To provide premium fleet management services meeting departmental needs through maintaining safe, operational equipment with minimal downtime in a safe, efficient, and positive workplace environment.

## Program Summary

The Fleet Maintenance Department provides fleet management and maintenance services for all equipment including rolling stock owned by the City of Winter Park. Fleet management provides the control

necessary to effectively plan and manage the maintenance of vehicles, both scheduled and unscheduled, in a safe, efficient, and cost-effective manner. This division interacts continually with all city departments in developing preventive maintenance schedules, new vehicle requirements, specifications, costs, and replacement schedules as well as maintaining and repairing both fuel tank sites for the city. This regularly maintained schedule also provides for high quality service to residents, transportation access for city employees to respond to requests and services, and ensures equipment longevity to, and past, its useful. In FY23, Fleet was moved under the management of the Finance Department.





## Program Resources

| Expenditures       | Actual FY21 | Actual FY22 | Budgeted FY23 | Budgeted FY24 |
|--------------------|-------------|-------------|---------------|---------------|
| Personnel          | \$870,379   | \$910,983   | \$1,034,340   | \$1,069,979   |
| Operating Expenses | \$694,622   | \$690,758   | \$761,189     | \$820,351     |
| Capital Outlay     | \$0         | \$0         | \$0           | \$0           |
| Total              | \$1,565,000 | \$1,601,742 | \$1,795,529   | \$1,890,330   |

### Level of Service Provided in Budget

- Maintain the highest level of service of maintenance and repairs to vehicles and equipment owned by the city
- ASE/ EVT certified technicians will properly maintain, diagnose, and repair the equipment properly, keeping downtime to less than 5%
- 24 hour service for after hour emergency repairs
- Balance and maintain part inventory storeroom and to keep on hand most commonly used parts to help reduce downtime to the equipment that we are maintaining
- Offer field service to the Golf Course, Lake Island, and MLK Park, Mead Gardens, Central Park lawn equipment
- Maintain all equipment, lifts, and tools in the city
- Make recommendations and decisions on vehicle/ equipment replacement based on age, mileage, usage, condition, and cost

to maintain it. Also make decisions to what vehicle/ equipment is best needed for the job

### Accomplishments

- Took over the maintenance and repairs of the newly purchased Winter Pines 18-hole golf course.
- Started moving forward with the installation of drive cam cameras in some of the police vehicles and conducted training for the police department coaches.
- By the end of this year we will have 8 EV charging stations installed for our city vehicles.

### Goals

- Maintain a 95% or better fleet availability
- Continue to expand the implementation of electric and hybrid vehicles
- Continue to right size vehicle needs based on job descriptions and departmental needs

Key Performance Indicators (KPI)

| Fleet Availability | Actual FY22 | YTD FY23 | Goal FY24     |
|--------------------|-------------|----------|---------------|
| Entire Fleet:      | 97.90%      | 97.92%   | 95% or higher |
| Police Patrol:     | 94.80%      | 96.09%   | 97% or higher |
| Fire Rescue:       | 96.90%      | 98.51%   | 97% or higher |
| Road Calls:        | 1.14%       | 1.30%    | 5% or less    |



## Organizational Support

The City provides support to various organizations that make Winter Park a better place in which to live. The City Commission approved a funding methodology to create an annual pool of funds for outside organizations based on 0.25% of the gross revenues of the General Fund, Electric Utility, and Water Utility. Past years' contributions along with current year budget are:

| Recipient                                  | 2023 Budget      | 2024 Budget      | \$ Ch.         |
|--------------------------------------------|------------------|------------------|----------------|
| <b>Dr. Phillips Performing Arts Center</b> | 100,000          | 100,000          | -              |
| <b>Mead Botanical Gardens</b>              | 85,000           | 93,500           | 8,500          |
| <b>Winter Park Historical Association</b>  | 80,000           | 88,000           | 8,000          |
| <b>Winter Park Day Nursery</b>             | 35,000           | 38,500           | 3,500          |
| <b>United Arts</b>                         | 17,000           | 18,400           | 1,400          |
| <b>Blue Bamboo</b>                         | 10,000           | 11,000           | 1,000          |
| <b>Polasek Museum</b>                      | 23,000           | 25,300           | 2,300          |
| <b>Winter Park Library</b>                 | 1,840,000        | 1,932,000        | 92,000         |
| <b>Total</b>                               | <b>2,190,000</b> | <b>2,306,700</b> | <b>116,700</b> |

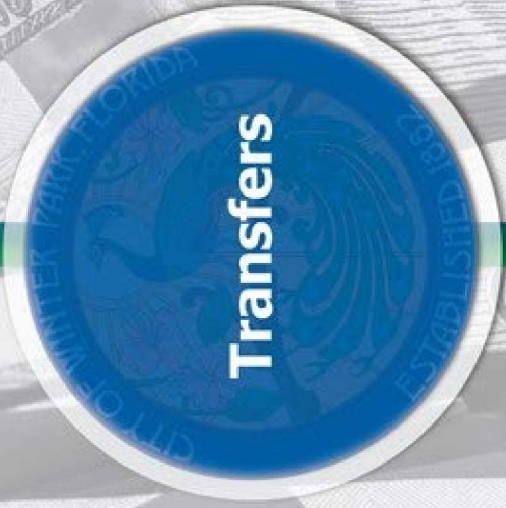
Based on the funding formula for determining city support, the quarter percent of gross revenues from the major funds will generate approximately \$388k. Existing requests for funding<sup>7</sup> utilize about \$374k, leaving about \$14k in additional support. As many organizations have not seen an increase from the city in a few years, the funding support includes some inflationary adjustments. A few organizations have already requested additional increases, or new organizations looking for support have sent in inquiries; however, staff will not be recommending any changes in existing practice as there are no current guidelines for how to determine which organization should be supported with taxpayer funds. This extra funding does provide the city the flexibility to consider adoption of guidelines and possibly add additional organizations requesting support. It should be noted that the funding for Dr. Phillips Performing Arts is based on a contracted interlocal agreement that will conclude after FY25, which will free up additional funds for other potential requests.

| Recipient                    | 2023 Budget    | 2024 Budget    | \$ Ch.        |
|------------------------------|----------------|----------------|---------------|
| <b>Enzian Theater</b>        | 7,000          | 10,000         | 3,000         |
| <b>Heritage Center</b>       | 40,000         | 50,000         | 10,000        |
| <b>Welbourne Day Nursery</b> | 35,000         | 38,500         | 3,500         |
| <b>Winter Park Playhouse</b> | 40,000         | 44,000         | 4,000         |
| <b>Depugh Nursing Home</b>   | 20,000         | 25,000         | 5,000         |
| <b>Total</b>                 | <b>142,000</b> | <b>167,500</b> | <b>25,500</b> |

The Community Redevelopment Agency annually appropriates money in its budget to support organizations and initiatives that are part of the CRA Plan and is funded separately from the revenue formula used for other organizations.

<sup>7</sup> Excluding the library which is appropriated for separately.





# Transfers

## Transfers

General Fund transfers to other funds in the budget include the following:

| Recipient Fund                        | Amount             | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Debt Service Fund                     | \$518,612          | Annual debt service for the newly acquired Pines Golf Course.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Designations Trust Fund               | \$237,084          | General Fund share of contribution to support outside organizations as well as \$50k operating support for Keep Winter Park Beautiful (KWPB).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| CRA Trust Fund                        | \$4,523,207        | Represents the City's TIF payment to the CRA trust fund.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Capital Projects Fund                 | \$3,505,000        | Funding for the renovation of the new Building Department Offices (\$1,300,000), capital maintenance account for city facilities (\$600,000), transfer payment for turf field and Mead Gardens loan repayment from the utility (\$280,000), fire safety equipment (\$200,000), information technology upgrades (\$100,000), police safety equipment (\$170,000), major maintenance items for parks facilities (\$175,000), traffic signalization upgrades (\$200,000), pavilion replacements at parks (\$80,000), playground and mini parks (\$25,000), Tennis Center improvements (\$325,000), and contingency buffer for projects (\$50,000). |
| <b>Total Transfers to other Funds</b> | <b>\$8,783,903</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**CITY OF WINTER PARK  
TRANSFERS**

**Fiscal Years 2021/2022 through 2023/2024**

|                           | <b>Actual<br/>2021/2022</b> | <b>Budgeted<br/>2022/2023</b> | <b>Budgeted<br/>2023/2024</b> | <b>Dollar Chg<br/>2022/2023 to<br/>2023/2024</b> | <b>% Change<br/>2022/2023 to<br/>2023/2024</b> |
|---------------------------|-----------------------------|-------------------------------|-------------------------------|--------------------------------------------------|------------------------------------------------|
| Operating                 | \$ 7,492,780                | \$ 7,358,164                  | \$ 8,783,903                  | \$ 1,425,739                                     | 19.38%                                         |
| <b>TOTAL EXPENDITURES</b> | <u>\$ 7,492,780</u>         | <u>\$ 7,358,164</u>           | <u>\$ 8,783,903</u>           | <u>\$ 1,425,739</u>                              | <u>19.38%</u>                                  |

**EXPENDITURES**





## General Fund Non-Departmental

The FY24 General Fund budget includes \$600k in contingency. If these funds are not appropriated for other needs, based on the list of unfunded items and priorities discussed elsewhere in this document, the city should have around \$19.1 million in reserves at the end of FY24.<sup>8</sup>

The General Fund budget also plans for \$400,000 in savings from vacant positions. These savings come from the regular turnover and job vacancy that is created when an employee leaves their position and no wages or benefits need to be paid until the position is filled again. With recent high turnover, vacancy rates have increased. Historically they average about \$300k in savings in the General Fund.

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<sup>8</sup> This assumes that the FY23 budget ends on target with \$42k added to contingency. It should be noted that the investment value of the city's portfolio could materially impact the mark-to-market value of unencumbered cash at the close of the fiscal year.

**CITY OF WINTER PARK**  
**NON-DEPARTMENTAL**  
**Fiscal Years 2021/2022 through 2023/2024**

|                            | <u>Actual</u><br><u>2021/2022</u> | <u>Budgeted</u><br><u>2022/2023</u> | <u>Budgeted</u><br><u>2023/2024</u> | <u>Dollar Chg</u><br><u>2022/2023 to</u><br><u>2023/2024</u> | <u>% Change</u><br><u>2022/2023 to</u><br><u>2023/2024</u> |
|----------------------------|-----------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------|------------------------------------------------------------|
| <b><u>EXPENDITURES</u></b> |                                   |                                     |                                     |                                                              |                                                            |
| Personal Services          | \$ -                              | \$ (400,000)                        | \$ (400,000)                        | \$ -                                                         | 0.00%                                                      |
| Contingency                | -                                 | 106,390                             | 600,000                             | 493,610                                                      | 463.96%                                                    |
| <b>TOTAL EXPENDITURES</b>  | <u>\$ -</u>                       | <u>(293,610)</u>                    | <u>200,000</u>                      | <u>493,610</u>                                               | <u>-168.12%</u>                                            |



**CITY OF WINTER PARK**  
**DEBT SERVICE**  
Fiscal Years 2021/2022 through 2023/2024

**EXPENDITURES**

|                                         | <u>Actual</u><br><u>2021/2022</u> | <u>Budgeted</u><br><u>2022/2023</u> | <u>Budgeted</u><br><u>2023/2024</u> | <u>Dollar Chg</u><br><u>2022/2023 to</u><br><u>2023/2024</u> | <u>% Change</u><br><u>2022/2023 to</u><br><u>2023/2024</u> |
|-----------------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------------------|------------------------------------------------------------|
| <u>General Fund</u>                     |                                   |                                     |                                     |                                                              |                                                            |
| 2017 General Obligation Bonds (Library) | 1,800,800                         | 1,802,800                           | 1,800,300                           | (2,500)                                                      | -0.14%                                                     |
| 2020 General Obligation Bonds (Library) | 147,600                           | 145,532                             | 143,464                             | (2,068)                                                      | -1.42%                                                     |
| Trane Air Conditioning                  | 146,889                           | -                                   | -                                   | -                                                            | -                                                          |
| 2012A Orange Ave Note Refunding         | 147,417                           | 149,178                             | 145,876                             | (3,302)                                                      | -2.21%                                                     |
| 2022 General Obligation Bonds (WP18)    | -                                 | 449,336                             | 518,612                             | 69,276                                                       | 15.42%                                                     |
| Total                                   | \$ 2,242,706                      | \$ 2,546,846                        | \$ 2,608,252                        | \$ 61,406                                                    | 2.41%                                                      |
| <u>Community Redevelopment Agency</u>   |                                   |                                     |                                     |                                                              |                                                            |
| 2006 Bonds                              | 165,909                           | 165,171                             | 164,239                             | (932)                                                        | -0.56%                                                     |
| Community Center Bonds                  | 709,472                           | 707,928                             | 710,152                             | 2,224                                                        | 0.31%                                                      |
| 2012 Bonds                              | 620,716                           | 611,386                             | 196,893                             | (414,493)                                                    | -67.80%                                                    |
| Total                                   | \$ 1,496,097                      | \$ 1,484,485                        | \$ 1,071,284                        | \$ (413,201)                                                 | -27.83%                                                    |
| <u>Water and Sewer Fund</u>             |                                   |                                     |                                     |                                                              |                                                            |
| Paying Agent Fees                       | -                                 | 1,000                               | 1,000                               | -                                                            | -                                                          |
| 2017 Revenue Bonds                      | 1,277,616                         | 3,137,435                           | 3,116,465                           | (20,970)                                                     | -0.67%                                                     |
| 2020 Revenue Bonds                      | 309,112                           | 1,584,399                           | 1,589,343                           | 4,944                                                        | 0.31%                                                      |
| Total                                   | \$ 1,597,430                      | \$ 4,722,834                        | \$ 4,706,808                        | \$ (16,026)                                                  | -0.34%                                                     |
| <u>Electric Services Fund</u>           |                                   |                                     |                                     |                                                              |                                                            |
| Paying Agent & Broker Fees              | 750                               | 1,000                               | 750                                 | (250)                                                        | -25.00%                                                    |
| 2019 Revenue Bonds                      | 1,119,646                         | 2,199,070                           | 2,183,001                           | (16,069)                                                     | -0.73%                                                     |
| 2010 Revenue Bonds                      | 89,280                            | 354,960                             | 356,160                             | 1,200                                                        | 0.34%                                                      |
| 2014 Revenue Bonds                      | 143,302                           | 513,165                             | 512,753                             | (412)                                                        | -0.08%                                                     |
| 2014A Revenue Bonds                     | 122,890                           | 408,554                             | 409,733                             | 1,179                                                        | 0.29%                                                      |
| 2016 Revenue Bonds                      | 525,572                           | 1,228,168                           | 1,225,293                           | (2,875)                                                      | -0.23%                                                     |
| Line of Credit                          | 23,667                            | 21,000                              | 21,000                              | -                                                            | 0.00%                                                      |
| Total                                   | \$ 2,025,106                      | \$ 4,725,917                        | \$ 4,708,690                        | \$ (17,227)                                                  | -0.36%                                                     |



## Debt Service

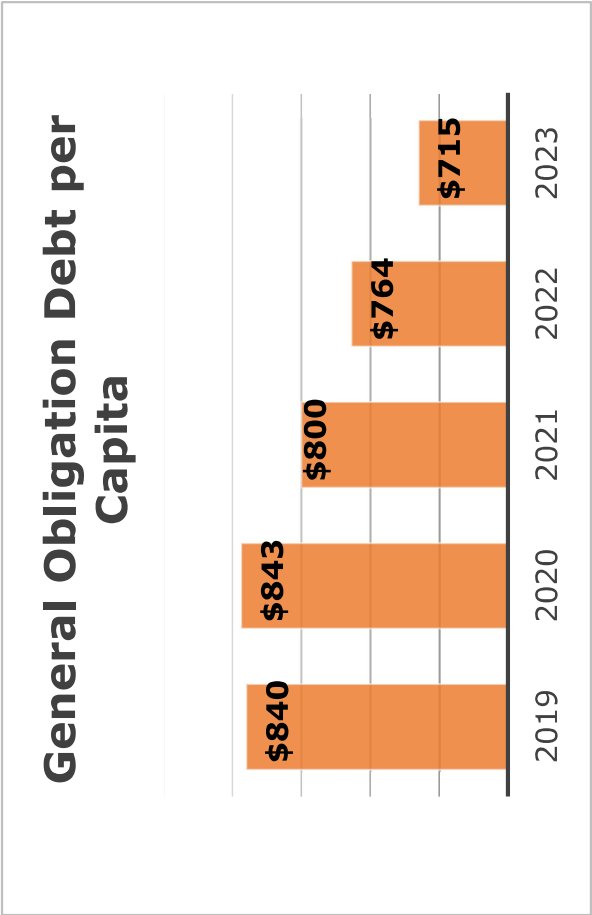
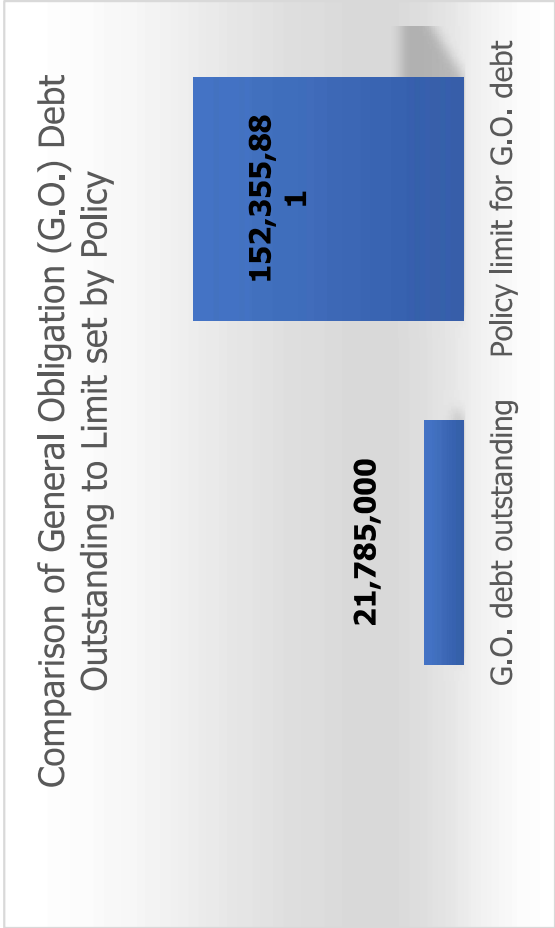
The City’s Debt Management Policy provides the framework for evaluating debt transactions as well as fund balance and financial reporting policies. This policy limits the amount of general obligation debt to 2% of the assessed taxable value. As of September 30, 2023, total general obligation debt outstanding will be \$21,785,000 and 2% of assessed taxable value totaled over \$152 million which means that the city is only using 14% of its debt capacity limit according to policy.

There are no legal limitations placed upon the amount of debt the City may issue by either the City’s Charter, code, ordinances or by the Florida Statutes. The City’s Charter does require voter referendum for the following categories of bonds:

- General obligation bonds.
- Revenue bonds intended to finance enterprises or projects, which involve the purchase, lease and/or acquisition of real property.
- Revenue bonds which pledge specific non-ad valorem taxes as the primary source(s) of revenue to pay the principal and interest and which have a principal value in excess of one million dollars.

This dollar limitation is adjusted annually as of the end of the fiscal year in accordance with changes in the cost-of-living as published by the federal government. The limitation, as adjusted, at September 30, 2022 was \$2,932,887. However, voter referendum approval is not required prior to the issuance of revenue bonds which finance the purchase, lease and/or acquisition of park real property and/or park projects by the city or agencies of the city.

The burden of general obligation debt has been declining due to growth in the taxable value of the city.



The next several pages provide debt service detail of principal and interest payments over the life of the City’s currently outstanding bond issues.<sup>9</sup>

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<sup>9</sup> Debt per capita is updated annually at the close of the fiscal year. The figures noted in this section are anticipated based on expected payment for any current debt and preliminary population figures from the state. This section will be updated in the Fall of 2023 for any changes and will become part of the public document provided on the city’s website.

## General Obligation Bonds, Series 2017 & 2020

The proceeds of these bond issue were used to fund the construction of the Library and Events Center Project at MLK Park. This was a voted debt service referendum and funding support is calculated and allocated for the property tax bills each year.

| General Obligation Bonds, Series 2017              |      |            |           |            |
|----------------------------------------------------|------|------------|-----------|------------|
| Issue                                              | Year | Principal  | Interest  | Total      |
| <b>General Obligation Bonds, Series 2017</b>       | 2024 | 1,080,000  | 720,300   | 1,800,300  |
| <b>Original Issue Amount: \$27,500,000</b>         | 2025 | 1,135,000  | 666,300   | 1,801,300  |
| <b>Original Issue Date: June 1, 2017</b>           | 2026 | 1,195,000  | 609,550   | 1,804,550  |
| <b>Interest Rate: 2.66%</b>                        | 2027 | 1,255,000  | 549,800   | 1,804,800  |
| <b>Pledged Revenue: Voted debt service millage</b> | 2028 | 1,315,000  | 487,050   | 1,802,050  |
| <b>Moody's rated Aa1</b>                           | 2029 | 1,370,000  | 434,450   | 1,804,450  |
|                                                    | 2030 | 1,425,000  | 379,650   | 1,804,650  |
|                                                    | 2031 | 1,465,000  | 336,900   | 1,801,900  |
|                                                    | 2032 | 1,510,000  | 292,950   | 1,802,950  |
|                                                    | 2033 | 1,555,000  | 247,650   | 1,802,650  |
|                                                    | 2034 | 1,600,000  | 201,000   | 1,801,000  |
|                                                    | 2035 | 1,650,000  | 153,000   | 1,803,000  |
|                                                    | 2036 | 1,700,000  | 103,500   | 1,803,500  |
|                                                    | 2037 | 1,750,000  | 52,500    | 1,802,500  |
| <b>TOTAL</b>                                       |      | 20,005,000 | 5,234,600 | 25,239,600 |

| General Obligation Bond, Series 2020        |      |           |          |           |
|---------------------------------------------|------|-----------|----------|-----------|
| Issue                                       | Year | Principal | Interest | Total     |
| General Obligation Bond, Series 2020        | 2024 | 110,000   | 33,464   | 143,464   |
| Original Issue Amount: \$2,095,000          | 2025 | 115,000   | 31,396   | 146,396   |
| Original Issue Date: March 18, 2020         | 2026 | 115,000   | 29,234   | 144,234   |
| Interest Rate: 1.88%                        | 2027 | 120,000   | 27,072   | 147,072   |
| Pledged Revenue: Voted debt service millage | 2028 | 120,000   | 24,816   | 144,816   |
| Moody's rated Aa1                           | 2029 | 125,000   | 22,560   | 147,560   |
|                                             | 2030 | 125,000   | 20,210   | 145,210   |
|                                             | 2031 | 130,000   | 17,860   | 147,860   |
|                                             | 2032 | 130,000   | 15,416   | 145,416   |
|                                             | 2033 | 135,000   | 12,972   | 147,972   |
|                                             | 2034 | 135,000   | 10,434   | 145,434   |
|                                             | 2035 | 135,000   | 7,896    | 142,896   |
|                                             | 2036 | 140,000   | 5,358    | 145,358   |
|                                             | 2037 | 145,000   | 2,726    | 147,726   |
|                                             |      |           |          |           |
| TOTAL                                       |      | 1,780,000 | 261,414  | 2,041,414 |



## Capital Improvement Revenue Bond, Series 2022

The proceeds of these bond issue were used to fund the acquisition and minor renovation of the Winter Pines Golf Course. This 18-hole course was purchased by the city in 2022 and turned into a public asset that is now managed by the city. As the acquisition was for park property, it did not require voter referendum.

| Issue                                                       | Year | Principal | Interest  | Total     |
|-------------------------------------------------------------|------|-----------|-----------|-----------|
| <b>Capital Improvement Revenue Bond, Series 2022</b>        | 2024 | 325,000   | 193,612   | 518,612   |
| <b>Original Issue Amount: \$8,000,000</b>                   | 2025 | 330,000   | 185,293   | 515,293   |
| <b>Original Issue Date: April 1st, 2022</b>                 | 2026 | 340,000   | 176,784   | 516,784   |
| <b>Interest Rate: 2.54%</b>                                 | 2027 | 350,000   | 168,021   | 518,021   |
| <b>Pledged revenue: Non-ad valorem General Fund revenue</b> | 2028 | 360,000   | 159,004   | 519,004   |
|                                                             | 2029 | 370,000   | 149,733   | 519,733   |
|                                                             | 2030 | 375,000   | 140,272   | 515,272   |
|                                                             | 2031 | 385,000   | 130,620   | 515,620   |
|                                                             | 2032 | 395,000   | 120,714   | 515,714   |
|                                                             | 2033 | 405,000   | 110,554   | 515,554   |
|                                                             | 2034 | 415,000   | 100,140   | 515,140   |
|                                                             | 2035 | 425,000   | 89,472    | 514,472   |
|                                                             | 2036 | 440,000   | 78,486    | 518,486   |
|                                                             | 2037 | 450,000   | 67,183    | 517,183   |
|                                                             | 2038 | 460,000   | 55,626    | 515,626   |
|                                                             | 2039 | 470,000   | 43,815    | 513,815   |
|                                                             | 2040 | 485,000   | 31,687    | 516,687   |
|                                                             | 2041 | 495,000   | 19,241    | 514,241   |
|                                                             | 2042 | 510,000   | 6,477     | 516,477   |
| <b>TOTAL</b>                                                |      | 7,785,000 | 2,026,730 | 9,811,730 |

## Orange Avenue Refunding Revenue Note, Series 2012A

This loan represents a refinancing of the original Orange Avenue Revenue Improvement Note, Series 2007, at a lower interest rate. The proceeds of this loan were used to provide funding for streetscaping improvements on Orange Avenue. The loan will be repaid from non-ad valorem General Fund revenues. Assessments to owners of property adjacent to the improved area provide funding for the annual debt service.

| Issue                                                     | Year | Principal | Interest | Total   |
|-----------------------------------------------------------|------|-----------|----------|---------|
| <b>Orange Avenue Refunding Revenue Note, Series 2012A</b> | 2024 | 130,000   | 15,876   | 145,876 |
| Original Issue Amount: \$2,230,000                        | 2025 | 135,000   | 12,510   | 147,510 |
| Original Issue Date: December 1, 2007                     | 2026 | 140,000   | 9,018    | 149,018 |
| Original Interest Rate: 4.348%                            | 2027 | 140,000   | 5,461    | 145,461 |
| Refunded Interest Rate: 2.54%                             | 2028 | 145,000   | 1,842    | 146,842 |
| Pledged revenue: Non-ad valorem General Fund revenue      |      |           |          |         |
| <b>TOTAL</b>                                              |      | 690,000   | 44,707   | 734,707 |

## Water and Sewer Revenue Bonds, Series 2020

The proceeds of this bond issue were used to refund the Water and Sewer Revenue Bonds, Series 2010, which were used to refinance the Series 2004 and financed upgrades to the ozone water treatment process at all City WTPs, construct two new WTPs to replace the old Swoope and University WTPs, the remainder of the City's obligation for improvements at the Iron Bridge Wastewater Treatment Facility, the City's portion of the improvements to the South Seminole and North Orange County Wastewater Treatment Authority system, two years of the City's renewal and replacement program and other distribution system improvements. The 2010 bonds also provided funding for the extension of sanitary sewer service along Fairbanks Avenue from 17-92 to I-4.

| Issue                                                              | Year | Principal  | Interest  | Total      |
|--------------------------------------------------------------------|------|------------|-----------|------------|
| <b>Water and Sewer Revenue Bond, Series 2020</b>                   | 2024 | 1,330,000  | 259,343   | 1,589,343  |
| <b>Original Issue Amount: \$14,565,000</b>                         | 2025 | 1,385,000  | 228,256   | 1,613,256  |
| <b>Original Issue Date: December 1, 2020</b>                       | 2026 | 1,430,000  | 196,024   | 1,626,024  |
| <b>Interest Rate: 2.29%</b>                                        | 2027 | 1,480,000  | 162,704   | 1,642,704  |
| <b>Pledged revenue: net revenues of the water and sewer system</b> | 2028 | 1,515,000  | 128,412   | 1,643,412  |
| <b>Moody's rated Aa2</b>                                           | 2029 | 1,575,000  | 93,032    | 1,668,032  |
| <b>Standard &amp; Poors rated AA-</b>                              | 2030 | 1,615,000  | 56,506    | 1,671,506  |
|                                                                    | 2031 | 1,660,000  | 19,007    | 1,679,007  |
|                                                                    |      |            |           |            |
| <b>TOTAL</b>                                                       |      | 11,990,000 | 1,143,284 | 13,133,284 |

## Water and Sewer Revenue Bonds, Series 2017

The proceeds of this bond issue were used to refund the Water and Sewer Revenue Bonds, Series 2009, which were a partial refunding of the Series 2004 bonds that provided funding for an automated meter reading system and improvements at the Iron Bridge Wastewater Treatment Facility.

| Issue                                                              | Year | Principal  | Interest  | Total      |
|--------------------------------------------------------------------|------|------------|-----------|------------|
| <b>Water and Sewer Revenue Bonds, Series 2017</b>                  | 2024 | 2,365,000  | 751,465   | 3,116,465  |
| <b>Original Issue Amount: \$35,030,000</b>                         | 2025 | 2,385,000  | 689,715   | 3,074,715  |
| <b>Original Issue Date: December 19, 2017</b>                      | 2026 | 2,410,000  | 627,380   | 3,037,380  |
| <b>Interest Rate: 2.60%</b>                                        | 2027 | 2,435,000  | 564,395   | 2,999,395  |
| <b>Pledged revenue: net revenues of the water and sewer system</b> | 2028 | 2,480,000  | 500,500   | 2,980,500  |
| <b>Moody's rated Aa2</b>                                           | 2029 | 2,495,000  | 435,825   | 2,930,825  |
| <b>Standard &amp; Poors rated AA-</b>                              | 2030 | 2,525,000  | 370,565   | 2,895,565  |
|                                                                    | 2031 | 2,560,000  | 304,460   | 2,864,460  |
|                                                                    | 2032 | 2,575,000  | 237,705   | 2,812,705  |
|                                                                    | 2033 | 2,595,000  | 170,495   | 2,765,495  |
|                                                                    | 2034 | 2,615,000  | 102,765   | 2,717,765  |
|                                                                    | 2035 | 2,645,000  | 34,385    | 2,679,385  |
| <b>TOTAL</b>                                                       |      | 30,085,000 | 4,789,655 | 34,874,655 |



## Electric Revenue Bonds, Series 2010

The proceeds of this bond issue were used to refund the remaining Electric Revenue Bonds, Series 2005B

| Issue                                                            | Year | Principal | Interest | Total     |
|------------------------------------------------------------------|------|-----------|----------|-----------|
| <b>Electric Revenue Bonds, Series 2010</b>                       | 2024 | 280,000   | 76,160   | 356,160   |
| <b>Original Issue Amount: \$5,245,000</b>                        | 2025 | 290,000   | 67,040   | 357,040   |
| <b>Original Issue Date: December 20, 2010</b>                    | 2026 | 300,000   | 57,600   | 357,600   |
| <b>Interest Rate: 3.2%, subject to adjustment after 15 years</b> | 2027 | 310,000   | 47,840   | 357,840   |
| <b>Pledged revenue: net revenues of the electric system</b>      | 2028 | 320,000   | 37,760   | 357,760   |
| <b>Moody's rated A1</b>                                          | 2029 | 330,000   | 27,360   | 357,360   |
| <b>Fitch Ratings rated A+</b>                                    | 2030 | 340,000   | 16,640   | 356,640   |
|                                                                  | 2031 | 350,000   | 5,600    | 355,600   |
|                                                                  |      |           |          |           |
| <b>TOTAL</b>                                                     |      | 2,520,000 | 336,000  | 2,856,000 |

## Electric Refunding Revenue Bonds, Series 2014

The proceeds of this bond issue were used to refund a portion of the variable rate Electric Revenue Bonds, Series 2005A to a fixed rate financing at a historically low rate.

| Issue                                                       | Year | Principal | Interest | Total     |
|-------------------------------------------------------------|------|-----------|----------|-----------|
| <b>Electric Revenue Bonds, Series 2014</b>                  | 2024 | 385,000   | 127,753  | 512,753   |
| <b>Original Issue Amount: \$7,680,000</b>                   | 2025 | 395,000   | 117,066  | 512,066   |
| <b>Original Issue Date: June 13, 2014</b>                   | 2026 | 405,000   | 106,106  | 511,106   |
| <b>Interest Rate: 2.74%, fixed</b>                          | 2027 | 415,000   | 94,873   | 509,873   |
| <b>Pledged revenue: net revenues of the electric system</b> | 2028 | 430,000   | 83,296   | 513,296   |
| <b>Moody's rated A1</b>                                     | 2029 | 440,000   | 71,376   | 511,376   |
| <b>Fitch Ratings rated A+</b>                               | 2030 | 450,000   | 59,183   | 509,183   |
|                                                             | 2031 | 465,000   | 46,648   | 511,648   |
|                                                             | 2032 | 475,000   | 33,771   | 508,771   |
|                                                             | 2033 | 490,000   | 20,550   | 510,550   |
|                                                             | 2034 | 505,000   | 6,918    | 511,918   |
| <b>TOTAL</b>                                                |      | 4,855,000 | 767,540  | 5,622,540 |

## Electric Refunding Bonds, Series 2014A

The proceeds of this bond issue were used to refund an additional portion of the variable rate Electric Revenue Bonds, Series 2005A to a fixed rate financing at a historically low rate. This adds to the bonds refunded from the Series 2014.

| Issue                                                       | Year | Principal | Interest | Total     |
|-------------------------------------------------------------|------|-----------|----------|-----------|
| <b>Electric Revenue Bonds, Series 2014A</b>                 | 2024 | 300,000   | 109,733  | 409,733   |
| <b>Original Issue Amount: \$7,680,000</b>                   | 2025 | 310,000   | 100,614  | 410,614   |
| <b>Original Issue Date: November 3, 2014</b>                | 2026 | 315,000   | 91,270   | 406,270   |
| <b>Interest Rate: 2.99%, fixed</b>                          | 2027 | 325,000   | 81,701   | 406,701   |
| <b>Pledged revenue: net revenues of the electric system</b> | 2028 | 335,000   | 71,834   | 406,834   |
| <b>Moody's rated A1</b>                                     | 2029 | 345,000   | 61,668   | 406,668   |
| <b>Fitch Ratings rated A+</b>                               | 2030 | 355,000   | 51,203   | 406,203   |
|                                                             | 2031 | 365,000   | 40,440   | 405,440   |
|                                                             | 2032 | 380,000   | 29,302   | 409,302   |
|                                                             | 2033 | 390,000   | 17,790   | 407,790   |
|                                                             | 2034 | 400,000   | 5,980    | 405,980   |
|                                                             |      |           |          |           |
| <b>TOTAL</b>                                                |      | 3,820,000 | 661,535  | 4,481,535 |

## Electric Refunding Bonds, Series 2016

The proceeds of this bond issue were used to refund the majority portion of the variable rate Electric Revenue Bonds, Series 2007 to a fixed rate financing at a historically low rate.

| Issue                                                       | Year | Principal  | Interest  | Total      |
|-------------------------------------------------------------|------|------------|-----------|------------|
| <b>Electric Revenue Bonds, Series 2016</b>                  | 2024 | 775,000    | 450,293   | 1,225,293  |
| <b>Original Issue Amount: \$18,260,000</b>                  | 2025 | 815,000    | 410,543   | 1,225,543  |
| <b>Original Issue Date: May 12, 2016</b>                    | 2026 | 860,000    | 368,668   | 1,228,668  |
| <b>Interest Rate: 2.74%, fixed</b>                          | 2027 | 900,000    | 338,168   | 1,238,168  |
| <b>Pledged revenue: net revenues of the electric system</b> | 2028 | 915,000    | 320,018   | 1,235,018  |
| <b>Moody's rated A1</b>                                     | 2029 | 935,000    | 300,934   | 1,235,934  |
| <b>Fitch Ratings rated A+</b>                               | 2030 | 955,000    | 276,675   | 1,231,675  |
|                                                             | 2031 | 985,000    | 247,575   | 1,232,575  |
|                                                             | 2032 | 1,015,000  | 217,575   | 1,232,575  |
|                                                             | 2033 | 1,045,000  | 186,675   | 1,231,675  |
|                                                             | 2034 | 1,070,000  | 154,950   | 1,224,950  |
|                                                             | 2035 | 1,105,000  | 122,325   | 1,227,325  |
|                                                             | 2036 | 1,140,000  | 88,650    | 1,228,650  |
|                                                             | 2037 | 1,175,000  | 53,925    | 1,228,925  |
|                                                             | 2038 | 1,210,000  | 18,150    | 1,228,150  |
| <b>TOTAL</b>                                                |      | 14,900,000 | 3,555,124 | 18,455,124 |



## Electric Revenue Bonds, Series 2019

The proceeds of this bond issue were used to refund a portion of the Electric Revenue Bonds, Series 2009A and 2009B

| Issue                                                       | Year | Principal  | Interest  | Total      |
|-------------------------------------------------------------|------|------------|-----------|------------|
| <b>Electric Revenue Bond, Series 2019</b>                   | 2024 | 1,485,000  | 698,001   | 2,183,001  |
| <b>Original Issue Amount: \$25,405,000</b>                  | 2025 | 1,530,000  | 645,540   | 2,175,540  |
| <b>Original Issue Date: July 9, 2019</b>                    | 2026 | 1,585,000  | 591,339   | 2,176,339  |
| <b>Interest Rate: 3.48%, fixed</b>                          | 2027 | 1,640,000  | 535,224   | 2,175,224  |
| <b>Pledged revenue: net revenues of the electric system</b> | 2028 | 1,680,000  | 477,456   | 2,157,456  |
| <b>Moody's rated A1</b>                                     | 2029 | 1,745,000  | 417,861   | 2,162,861  |
| <b>Fitch Ratings rated A+</b>                               | 2030 | 1,760,000  | 356,874   | 2,116,874  |
|                                                             | 2031 | 1,770,000  | 295,452   | 2,065,452  |
|                                                             | 2032 | 1,820,000  | 232,986   | 2,052,986  |
|                                                             | 2033 | 1,890,000  | 168,432   | 2,058,432  |
|                                                             | 2034 | 1,955,000  | 101,529   | 2,056,529  |
|                                                             | 2035 | 985,000    | 50,373    | 1,035,373  |
|                                                             | 2036 | 955,000    | 16,617    | 971,617    |
| <b>TOTAL</b>                                                |      | 20,800,000 | 4,587,684 | 25,387,684 |

## Community Redevelopment Agency Redevelopment Refunding Revenue Note, Series 2012

This note represents a refunding of four prior CRA debt issuances: Series 2003-1, 2003-2, 2005-1, and 2005-2. These were all refinanced in 2012 to take advantage of significantly lower interest rates. The original projects funded included various streetscapes, downtown public parking structure projects, housing rehabilitation, purchase of land for affordable housing, undergrounding of electric utilities, and partial construction of the Winter Park Welcome Center. The refunded debt will save the CRA approximately \$50,000 annually.

| Issue                                                                                     | Year | Principal | Interest | Total   |
|-------------------------------------------------------------------------------------------|------|-----------|----------|---------|
| <b>Community Redevelopment Agency Redevelopment Refunding Revenue Note, Series 2012</b>   | 2024 | 190,000   | 6,893    | 196,893 |
| <b>Original Issue Amount (total all 4 loans): \$8,722,000</b>                             | 2025 | 190,000   | 2,298    | 192,298 |
| <b>Original Issue Dates: October 29, 2003, December 30, 2003, &amp; December 28, 2005</b> |      |           |          |         |
| <b>Interest Rate: 2.42%</b>                                                               |      |           |          |         |
| <b>Old Interest Rate: 3.78% - 5.91%</b>                                                   |      |           |          |         |
| <b>Pledged revenue: Tax increment revenue from the Community Redevelopment Area</b>       |      |           |          |         |
| <b>Bond issue not rated</b>                                                               |      |           |          |         |
| <b>TOTAL</b>                                                                              |      | 380,000   | 9,191    | 389,191 |

## Community Redevelopment Agency Revenue Bond, Series 2006

The proceeds of this loan were used to provide funding for affordable housing and several streetscape projects as well as pedestrian crossing and intersection improvement projects.

| Issue                                                                               | Year | Principal | Interest | Total   |
|-------------------------------------------------------------------------------------|------|-----------|----------|---------|
| <b>Community Redevelopment Agency Revenue Bond, Series 2006</b>                     | 2024 | 155,000   | 9,239    | 164,239 |
| Original Issue Amount: \$2,155,000                                                  | 2025 | 160,000   | 3,112    | 163,112 |
| Original Issue Date: September 19, 2006                                             |      |           |          |         |
| Interest Rate: 3.89%                                                                |      |           |          |         |
| <b>Pledged revenue: Tax increment revenue from the community redevelopment area</b> |      |           |          |         |
| Bond issue not rated                                                                |      |           |          |         |
| <b>TOTAL</b>                                                                        |      | 315,000   | 12,351   | 327,351 |

## Community Redevelopment Agency Revenue Bond, Series 2010

The proceeds of this loan were used to provide funding for construction of a new Winter Park Community Center.

| Issue                                                                        | Year | Principal | Interest | Total     |
|------------------------------------------------------------------------------|------|-----------|----------|-----------|
| <b>Community Redevelopment Agency Revenue Bond, Series 2010</b>              | 2024 | 635,000   | 75,152   | 710,152   |
| Original Issue Amount: \$8,100,000                                           | 2025 | 665,000   | 46,032   | 711,032   |
| Original Issue Date: February 16, 2010                                       | 2026 | 695,000   | 15,568   | 710,568   |
| Interest Rate: 4.48%                                                         |      |           |          |           |
| Pledged revenue: Tax increment revenue from the community redevelopment area |      |           |          |           |
| Bond issue not rated                                                         |      |           |          |           |
| <b>TOTAL</b>                                                                 |      | 1,995,000 | 136,752  | 2,131,752 |





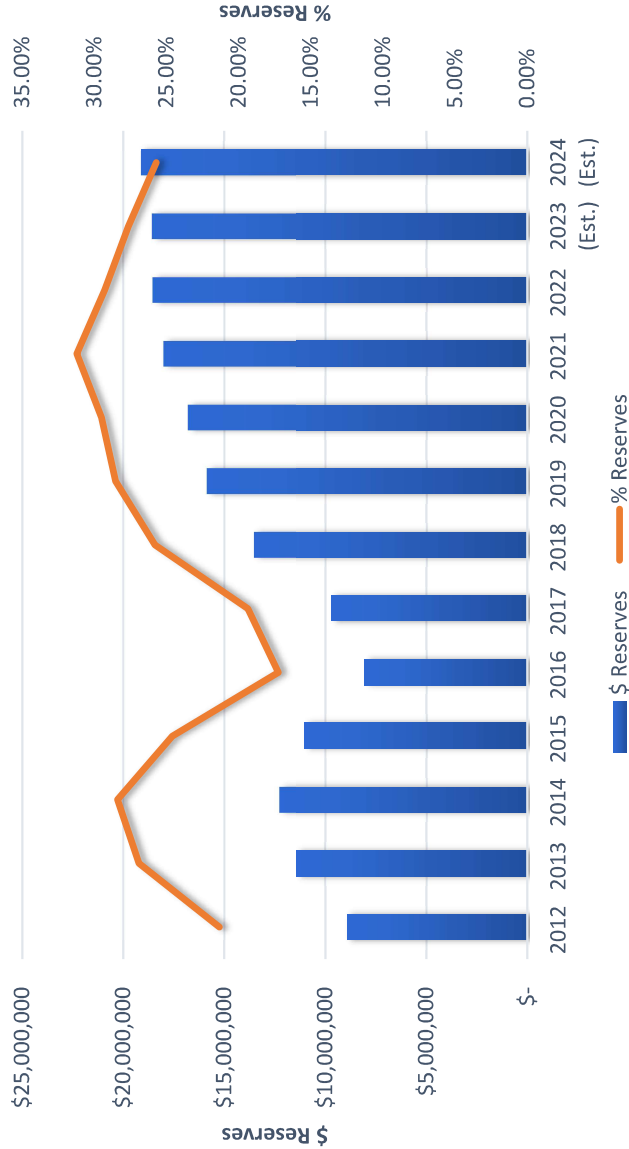
## Cash Reserves

Governments hold cash in reserve for a variety of reasons. Often money is set aside to prepare for emergencies, such as natural disasters or unrealized revenues. Reserves may also be accumulated to fund specific projects or to position the City to take advantage of matching grants or land purchase opportunities.

### General Fund

After the significant decline in reserves due to hurricanes back in the early 2000's, the city established a goal to rebuild unreserved fund balance to equal 30% of recurring General Fund expenditures over the next several years. The city reached the 30% goal in FY 20, but since the pandemic, expenditures have increased at higher rate than contributions to reserves. So, while the cash position of the city is growing, it is not maintaining the 30% ratio goal. It is estimated that the reserves percentage will be just below 26% at the end of FY24. This is predicated on the \$600k in contingency tentatively provided in the proposed budget is not reallocated to another use therefore adding to fund balance. If it is used for other needed services and initiatives, the reserve percentage would fall to about 25%. While the percentage may be declining the overall funds in the reserve account are increasing. In FY24, the cash balance is expected to be just over \$19.1 million. The performance of the city's investment portfolio in the current year could have a material impact on the reserve balance in FY23 but will not be fully known until the fall of this year. The following graph highlights the history of unassigned fund balance.

Unassigned General Fund Balance



While best practices vary, typically at least 15% to 20% is considered prudent to act as a safety net. In addition, the city's excellent credit rating and pooled cash provide it ample resources to face future uncertainty. The Ten-Year Pro-forma portion of this document examines the long-term cash position of the General Fund and its reserves and provides insight into future challenges and opportunities.

## Water and Wastewater Utility

The Commission adopted goal for Water and Wastewater Utility Fund working capital is 45 days of operating expenses less amortization. At the end of FY 24 the Water and Wastewater Utility is expected to have 94 days of working capital on hand (\$8 million) which is a significant decrease from the prior year. This decline is due to the use of fund

balance to pay the city's share of large capital obligations, under the agreements with the City of Orlando for the Iron Bridge and Conserv II wastewater facilities. Other large major projects such as county led road projects that require relocation of utilities, were planned to draw down on cash reserves but have been delayed by FDOT to outside the term of the CIP. These project changes do make it difficult for the utility in performing long-range capital planning as significant changes can occur to capital requirements and the projects are outside of the utility's control. Having a strong cash position is the best long-term planning strategy for the utility to face this challenge. Near-term action on rates may be prudent but with the current inflationary environment, passing on any additional costs to consumers is difficult. Overall, the utility is going to see increased pressure on its cash position as demands for these capital contributions draw down balances. This is discussed more fully in the Ten-Year Pro-forma section of this document.

## Electric Utility

The Commission adopted goal for Electric Fund working capital is 45 days of operating expenses less amortization. At the end of FY 24 the

Electric Utility is expected to have 124 days of working capital or about \$10.8. The utility's cash position has improved in recent years, helping with rating agencies that had previously expressed concern. This highlights the benefit the utility is receiving from its negotiated bulk power deal with FMPA, which is saving over 20% on expenses on an ongoing basis. This has enabled the utility to expand its undergrounding effort, promote sustainable solar projects, and invest in the reliability of its infrastructure and substations all while adding cash back to the balance sheet. The utility has a decision point coming up regarding where to source 10 MWh of power that is currently being provided by Covanta under a contract set to expire in FY24. Covanta has been a high priced but stable source of power, and letting it expire or gaining a more favorable price on renewal, will impact the ability to continue the undergrounding program as planned. The fact that utility revenues do not grow significantly outside of rate increases, over time, capital capacity is being eroded as the cost of labor and materials all grow at a faster rate. While the current situation for the utility is strong, the Ten-Year Pro-forma indicates that the level of capital investment cannot be maintained as planned without an increase to the non-fuel portion of rates (see the Ten-Year Pro-Forma portion of this document).





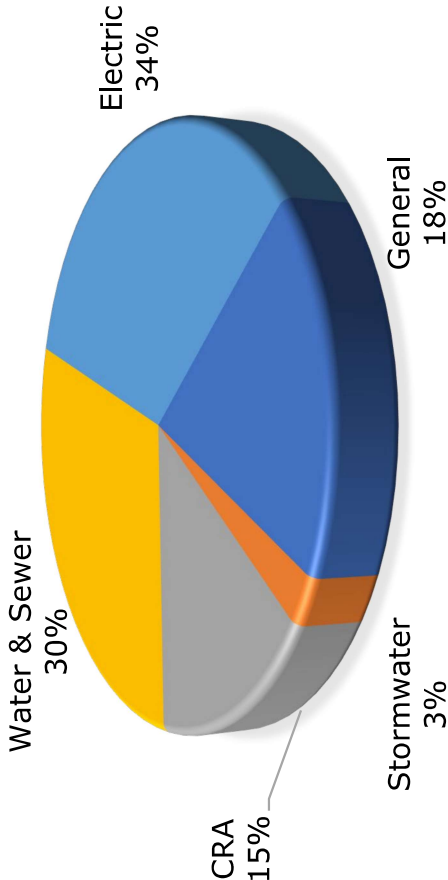
## Capital Improvement Plan

The following five-year Capital Improvement Plan (CIP) reflects planned expenditures over the next five years for items that have a useful life of more than one year, are capital in nature and equal or exceed \$25,000. Each capital project listed will include the funding source, a brief description of the project, and whether the completion of the project will result in any ongoing operational costs. Additionally, there are some needs identified beyond the five-year timeline to be completed as funding becomes available.

The five-year CIP supports an extensive list of projects containing \$27.4 million for FY24. The revenue sources that support these improvements as described in the chart below.

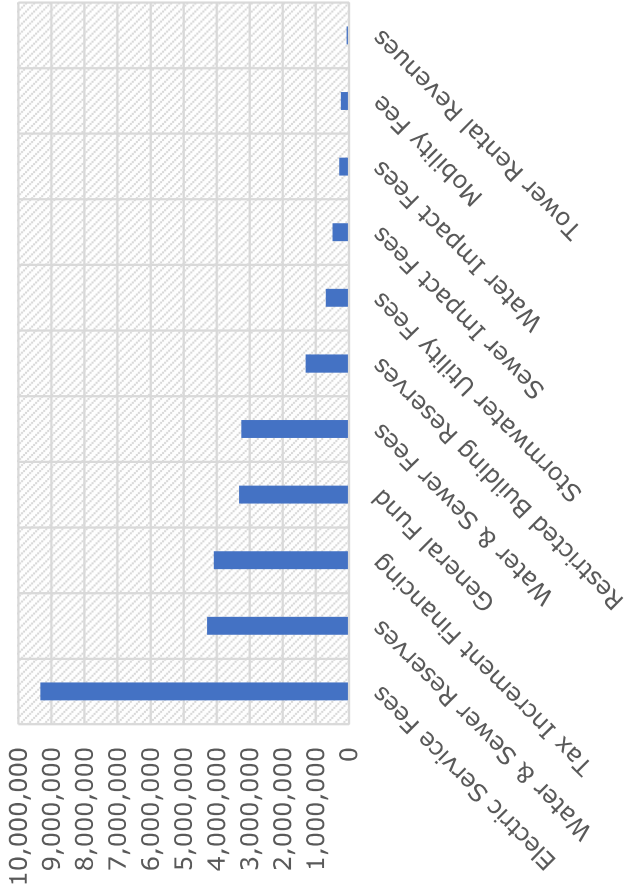
The largest portions of funding are made up by the Electric Services at \$9.3 million, Water & Wastewater Utility Reserves at \$4.3 million, TIF Revenue through the CRA at \$4.1 million, General Funding at \$3.3 million, Water & Wastewater Utility Fees at \$3.3 million.

### CIP ALLOCATION BY FUND TYPE FY 2024



The CIP is reviewed and updated each year in cooperation with City Staff and their respective advisory boards. Projects are often reprioritized as Commission and community priorities shift, unforeseen needs arise, or available funding changes.

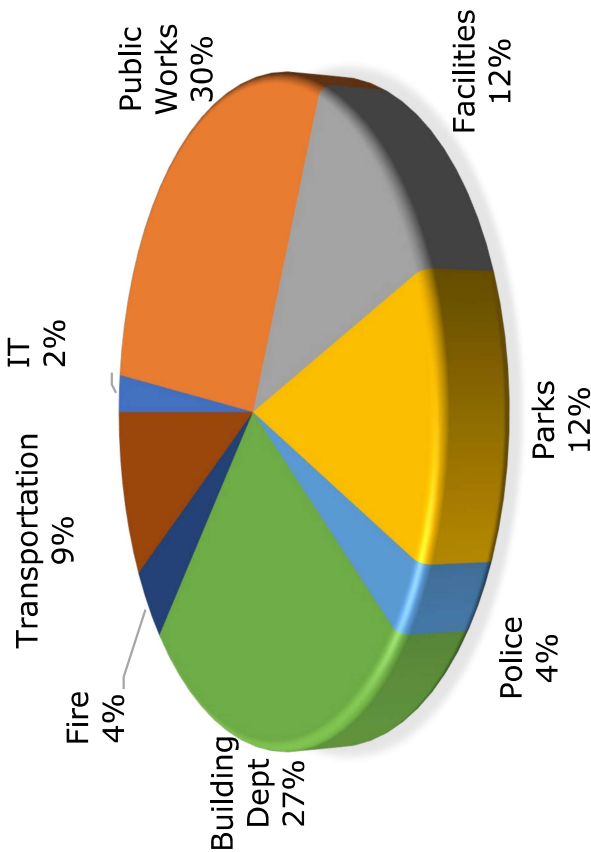
### CIP Funding Sources by Type FY 2024



General Fund spending is decreasing \$0.5 million to \$3.3 million, reflecting the tightening of projects as inflation increases spending on projects. This funding supports Public Works, Parks, IT, Public Safety, and general city capital projects (right).

The City's investment in infrastructure is broken down into the following spending categories by type in the graph to right and each category is then explained in detail:

**GENERAL CIP PROJECTS BY  
CATEGORY FY 2024**



## General Fund

### Public Works:

**Pavement Resurfacing and Sidewalk and Bikepath Repairs:** The proposed capital plan decreases funding by \$100k to right size total miles of resurfacing and repairs to meet the goal of keeping 85% of our roads at a PASER rating of 5 or above, and repaving 11 lane miles of asphalt roads. The plan also provides for spot leveling repairs of 2 miles of brick streets. These adjustments from previous year's objectives are in line to serve as realistic goals. Total funding in FY24 will be \$1.4 million.

**Facility Replacement:** This account addresses major repairs to the numerous facilities and buildings owned and operated by the city. Examples of projects could include roof replacement, AC replacement, flooring, and painting as well as smaller capital improvement items that protect the city's investment and keep the city's buildings and real estate assets functioning efficiently. FY24 has replacements planned for the MLK maintenance building, Lake Baldwin building, Ward park building 7, and Compound building 1. Funding is also set aside to complete HVAC upgrades concurrent with the roof improvements. The generator at the Public Safety building will be replaced. The City Hall elevator is being upgraded. Total funding for facility improvements is just under \$1 million.

**Bicycle/Pedestrian and Signalization Improvements:** Funding in FY24 doubles to \$450k for new sidewalks and signalization projects while also maintaining high quality rights-of-way. The increase in spending is funded by the mobility fee revenues to begin implementation of the transportation master plan.

### Information Technology:

**Information Technology Upgrades:** The City will continue its security implementation program at City facilities, adding additional cameras and converting traditional locks to digital badge access.

Additionally, the IT team will be implementing cybersecurity improvements to its Microsoft office application for security, application management, threat protection, identity, and access management. Funding for this project will come from the General Fund as well as contributions from the Electric and Water & Wastewater Utilities. Total funding for IT infrastructure improvements in FY24 will be \$200k.

### Parks & Recreation:

**General Parks Major Maintenance:** This fund provides for capital repairs and replacement as needed throughout the city. The Parks Department increasingly has need of a designated fund to act as a reserve for future capital expenditure replacement. In FY24, funding is budgeted at \$175k to resurface some Cady Way tennis courts and convert to pickle ball courts.

**Tennis Center Improvements:** This fund provides for capital repairs and replacement at the Azalea Lane Tennis Center. In FY24, funding is budgeted at \$325k to rebuild the clay courts and have reserve for additional repairs that arise.

**Pavilion Replacements:** Funding for a partial cover over the Cady Way pickle ball court for \$80k is scheduled in FY24. This project improves the rentable shaded structures at City parks.

**Athletic Field and Tennis Lighting:** This project replaces old wooden light poles and upgrades fixtures with LEDs where possible. In FY24, funding is budgeted at \$75k from revenues received from cell towers owned by the city. This year's contribution will be held for reserve to save for the next light replacement and contributions from the General Fund can be reinstated.

**Mini Park Restorations:** This fund provides for general upgrades and refurbishment of mini parks throughout the city. In FY24, funding is budgeted at \$15k.

**Playground Restorations:** This fund provides for scheduled capital repairs and replacement of city playgrounds. In FY24, funding is budgeted at \$10k and will update scheduled playground structures at various city properties.

**Future Parks Projects:** The CIP also includes planned future funding for additional Parks Department projects including facility improvements to the Cady Way Pool center, identifying the need for long-term funding for Mead Garden master plan implementation, and continued investments in mini parks and other amenities throughout the city. Additionally, the city needs to update its Parks Master Plan by FY25 and that could cause revisions to project priorities.

### Fire-Rescue:

The Fire Safety Equipment CIP creates a needed funding reserve for critical capital purchases and enhancements for the City's Fire Department. Total funding in FY24 will be \$200k and will provide a facility refresh of Station 61. This station has capital improvements needed to refresh the kitchen, dining area, and garage ventilation.

### Police:

This addition to the CIP creates a funding source for the needed replacement and purchase of Police Safety equipment. The CIP funding allocated over FY24–28 will be saved to implement and subscribe to the FUSUS platform at an estimated to cost \$600k in total. The FUSUS platform provides public and private video sharing through a data integration platform. It will expedite intelligence gathering and provide greater efficiency of response to critical incidents and criminal investigations as they unfold. Additionally, FY24 funding will replace unserviceable Motorola radios.

### Future General City Projects:

There are a number of major projects currently being evaluated at the Commission level and are part of strategic capital conversations underway. The Fire station 62 will need to be rebuilt. Originally under consideration to be funded through a state grant, this project has now been moved to long-term needs in the CIP until funding potential can

be reevaluated. Additionally, if the city chooses to annex the Killarney area to the west of the city, this would necessitate the construction of an additional station. Acquisition of new park spaces is currently being discussed by the city commission and this includes the possible desire to consider adding to the city's 7 Oaks Park by purchasing a piece of land commonly referred to as the Ozark's property. This is a \$7.5 million acquisition and is currently listed as unfunded in the city's 5/25 year capital plan.

General improvements to Lake Baldwin Park were moved to long-term needs as this project will be deferred while the Parks Department absorbs the current load of project completions already in play. The need to eventually re-evaluate the existing City Hall is still contemplated in Other Long-term Needs in the CIP. The scope and scale of this project and the uncertainty of timing make it an unlikely opportunity to occur within the next 5 years.

### Community Redevelopment Agency

The 5-year CIP plan for the CRA details the project selection last approved by the CRA Agency. A full look at the remaining project life of the CRA can be found in the Ten-Year Pro-forma section of this document.

**MLK Enhancement Project:** At \$2 million in FY24, this remaining project funding to implement design improvements to MLK Park is expected to compliment the field improvements. Proposed as a multiphase project, improvements include a memorial corner paying homage to the history of the park, community, and Dr. Martin Luther King, playground enhancements preserving the legacy and core of MLK Park's Castle Playground with added amenities, sidewalk, lighting and parking enhancements.

**17-92 PD&E Streetscape:** Funding dedicated at \$1 million in FY24 to begin financial allocations to the 17-92 Streetscape improvement. This project covers improvements all along the 17-92 corridor including the intersections of Fairbanks, Morse, and Webster



Ave. Project will include improvements to landscape, lighting, curbing, and other hardscape enhancements.

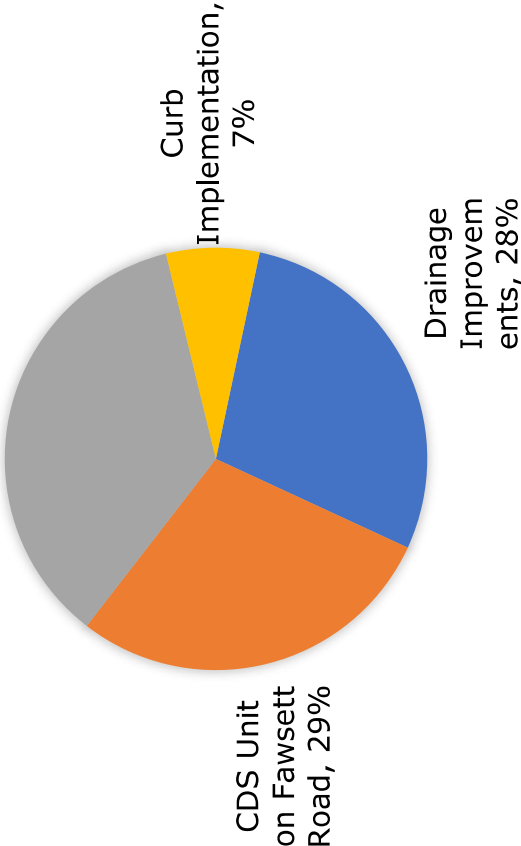
**West Meadow Restroom and Storage:** Funding dedicated at \$750k in FY24. In continuation of enhancements to the downtown, this project will include design and construction of restrooms in the Central Business District and will include storage areas that will greatly enhance the experience of the Farmers’ Market in the West Meadow and provide a needed amenity to serve visitors to the downtown.

**Hannibal Square Connectivity:** Funding dedicated at \$200k in FY24. This fund will provide for infrastructure improvement needs for the connectivity of Hannibal Square.

**Miscellaneous Enhancements:** Funding dedicated at \$140k in FY24. This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.

## STORMWATER CIP FY 2024

Stirling Bridge  
Replacement, 36%



**Future CRA Projects:** The CRA Agency provided funding allocation limits for major projects that have now been put into a timetable in the 5-year CIP and Ten-Year Pro-forma. These included an additional \$4 million for a 17-92 PD&E Streetscape. Additionally, funding that was set aside as a placeholder for post office relocation was maintained as well as \$7 million for parking improvements towards the end of the CRA’s life in FY27.

As the CRA does not have the capital capacity to perform all these projects simultaneously, staff has provided them in a logical timetable for completion as presented in the pro-forma section of this document. It should be noted that all these projects are dependent upon the state of the real estate market and resulting property tax valuations. As

formal decisions are made, there may need to be future amendments to the CIP regarding this potential surplus project funding. In addition, the CRA is currently asking for an extension to assist with completing the goals of the CRA Plan. Inflation in cost has greatly driven up projects and it is likely that projects like the 17/92 streetscape will be significantly more expensive when FDOT is ready to begin the project.

### Stormwater Fund

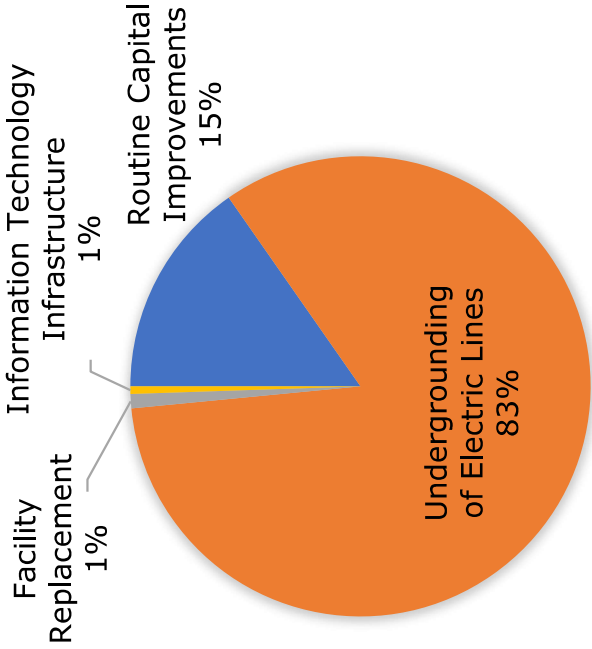
The Stormwater Department has more capital projects than funding. The 2022 hurricanes highlighted the need for an assessment of City infrastructure and future needs are being based on studies that are currently underway.

**Drainage Improvements:** Rainfall events within recent years have produced increased amounts, which have not been experienced in the past. As a result, the City has been experiencing localized flooding in areas that have not been prone to flooding. \$150k has been allocated in FY24 to provide for the installation of additional storm drains in areas that have been identified within recent years.

**Stirling Bridge Replacement:** As part of capital infrastructure investments, funding of \$250k in FY24 will be allocated to replace the bridge at Stirling road.

**CDS Unit on Fawcett Road:** This is a replacement of the CDS unit to improve stormwater management. Funding of \$200k in FY24

### ELECTRIC CIP FY 2024



has been budgeted to provide for the drainage improvements.  
**Curb Implementation:** Most of the city is curbed, however if stormwater work is performed in a neighborhood that does not have curbs they will be installed along with the work of the project. New curb implementation is budgeted at \$50k in FY24 and will continue until the City is fully curbed.

**Future Stormwater Projects:** Additional CIP projects include further funding for drainage improvements at Canton at Knowles, Temple Dr. Stormwater Replacement, and corrugated metal pipe

replacement. In addition the Strategic Planning portion of this document lists a number of longer-term capital projects that could improve the utility's efficiency and effectiveness over time but are at a time horizon that exceeds the 5-Yr CIP.

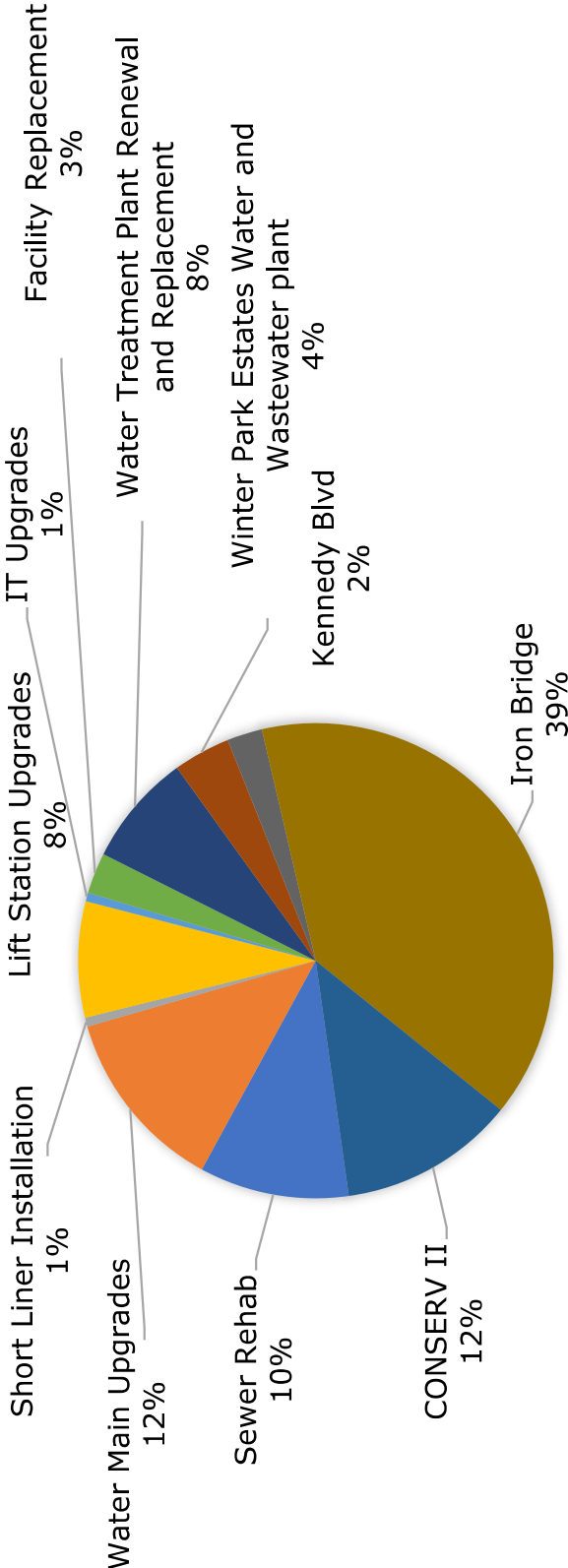
### Electric Utility

The Electric Utility is experiencing significant cost pressures to its undergrounding effort as materials costs have risen significantly. Examples include transformers (over 100% increase) and contracted labor costs. Even with additional funding, delays in material delivery and availability have noticeably impacted scheduling and underground completion.

performed by contractors, a large portion of this work will now be accomplished through city crews. Estimated routine capital spending is \$1.42 million for FY24 and is based on historical levels that fluctuates at the expected cost of wage inflation over time.

**Electric Undergrounding:** A detailed long-term undergrounding plan has been developed with a focus on reducing tree conflicts and improving reliability. The plan calls for annual undergrounding expenditures of approximately \$7.7 million which, if continued, should underground the entire system by FY30. This is an expansion of the program completion timetable because completing underground service drops to each resident house has been added to the program scope. While this will slow the full project completion timetable down,

### WATER & WASTEWATER CIP FY 2024



**Routine Capital:** Funding in this category provides for the capital repair and replacement of the utility's infrastructure to continue to provide exceptional electric service to the city's customers. Previously

it will now cover costs that homeowners used to have to pay, will increase aesthetics by removing wood poles, and will do it without having a rate increase added to complete this portion of the project.

The utility is still targeting a goal of completing 8 miles of undergrounding but material delays and adding to the project scope, may mean that mileage completed comes in at a lower number.

## Water & Wastewater Utility

The Utility balances in house capital needs along with partnering with other shared entities for infrastructure improvements. The majority of this year's FY24 budget will be supporting partner capital shared investments.

**Routine Rehabilitation and Upgrades:** This includes sewer mains, and water mains. Replacement of asbestos force mains, short line sewer and liner installations, and sanitary manholes will be accomplished using remaining project funds. Total new routine funding will total \$1.95 million in FY24.

**Upgrade Water & Wastewater Treatment Plants:** Renewal and replacement of components for the Water Treatment plants, pump facilities, and Wastewater Reclamation facility is funded at \$965k in FY24.

**Lift Station Upgrades:** Renewal and replacement of aging lift stations throughout the city. New funding has expanded and is allocated at \$660k in FY24.

**Kennedy Blvd Force Main Upgrade:** Funding of \$200k in FY24 move force mains during the Orange County road widening project.

**Iron Bridge Wastewater Treatment Plant:** As part of the agreement with Orlando to provide wastewater treatment at the Iron Bridge facility the city is obligated for a portion of any planned capital spending improvements. The 5yr CIP estimated total for improvements needed is \$7.5 million. This is an increase over last year's number and is mostly front-end loaded to the more near-term portion of the CIP. If funding keeps expanding at this level, rates will have to be addressed to accommodate these increases. As previously discussed in the document, the inflationary adjustment of the PSC index was not meant to cover capital costs of a utility and is insufficient over the long term.

Capital contributions to Orlando for the treatment plant will total \$3.3 million in FY24. As the utility cannot cash-flow such a large sum from operations, the likely funding source would be from cash reserves.

**CONSERV II:** As part of the Orange County cooperative water reuse program, which expands the City's capacity for wastewater treatment service and state requirements to eliminate discharge to surface waters. The City is contributing \$1 million towards capital infrastructure improvements in FY24.

### Future Water & Wastewater Utility Projects:

As part of the FDOT's streetscape improvement to the 17-92 highway corridor in cooperation with the City's CRA, the utility will need to relocate a number of utility lines. As this project is still in the planning stage, the exact year is not known but the need for funding will also likely have to come from reserves.

**Expansion of Reclaimed Water:** It is anticipated the demand for potable water could exceed the capacity allowed under the City's consumptive use permit, at which time more reclaimed water capacity may be needed. This project would expand the system. Estimated at \$3.75 million.

**Ground Storage Tank Expansion:** Construction of a new 5-million-gallon ground storage tank for reuse water storage to replace the existing lined storage ponds and increase reclaimed water supply capacity to meet irrigation demands. Estimated at \$6.1 million, the utility is investigating making repairs to the existing pond system to find a more cost-efficient alternative to the high-priced tanks.

**Richard Crotty Parkway Utility Upgrade:** Orange County is planning to realign Hanging Moss Road. As a result, the city is required to relocate its water and sewer facilities. Our project portion future funding estimated at \$915k. This project was originally projected to start in FY22 but the city received notice that it has now been delayed till FY25. It is likely that re-bidding of pricing has caused a delay in this project, and that other project delays to regional projects could show up as costs are re-evaluated in this inflationary environment.



**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS**

| Description                    | Funding Source                                   | Estimated 5 Yr. Cost | Schedule of Planned CIP Expenditures |            |            |            |            |            | Other Long-term Needs |
|--------------------------------|--------------------------------------------------|----------------------|--------------------------------------|------------|------------|------------|------------|------------|-----------------------|
|                                |                                                  |                      | FY 2024                              | FY 2025    | FY 2026    | FY 2027    | FY 2028    |            |                       |
| General Capital Projects       | General Fund                                     | 14,148,350           | 3,395,251                            | 3,625,859  | 3,647,384  | 3,479,856  | 3,338,301  | 350,000    |                       |
|                                | Tower Rental Revenues                            | 300,000              | 75,000                               | 75,000     | 75,000     | 75,000     | 75,000     | -          |                       |
|                                | Restricted Building Reserves                     | 1,300,000            | -                                    | -          | -          | -          | -          | -          |                       |
|                                | Mobility Fee                                     | 1,000,000            | 250,000                              | 250,000    | 250,000    | 250,000    | 250,000    | -          |                       |
|                                | Grants/Fund Raising                              | -                    | -                                    | -          | -          | -          | -          | 320,000    |                       |
|                                | General Obligation Bonds - Subject to Referendum | -                    | -                                    | -          | -          | -          | -          | 5,800,000  |                       |
|                                | Stormwater Capital Projects                      | 2,800,000            | 700,000                              | 700,000    | 700,000    | 700,000    | 700,000    | -          |                       |
| Community Redevelopment Agency | Tax Increment Financing                          | 22,770,228           | 4,090,000                            | 7,140,000  | 4,400,228  | 7,140,000  | -          | -          |                       |
|                                | Water & Sewer Fees                               | 11,449,231           | 3,255,769                            | 2,608,846  | 2,792,308  | 2,792,308  | 2,817,308  | 9,100,000  |                       |
|                                | Sewer Impact Fees                                | 1,400,000            | 500,000                              | 300,000    | 300,000    | 300,000    | 300,000    | 1,100,000  |                       |
|                                | Water Impact Fees                                | 1,200,000            | 300,000                              | 300,000    | 300,000    | 300,000    | 300,000    | 1,100,000  |                       |
| Water and Sewer Fund           | Water & Sewer Reserves                           | 8,561,750            | 4,292,900                            | 2,965,100  | 1,303,750  | -          | -          | 13,465,000 |                       |
|                                | Electric Service Fees                            | 41,916,972           | 9,332,129                            | 10,460,851 | 10,808,701 | 11,315,290 | 11,872,209 | -          |                       |
| Totals                         |                                                  | 106,846,530          | 27,491,049                           | 28,425,656 | 24,577,371 | 26,352,454 | 19,652,818 | 37,035,000 |                       |

**SUMMARY OF OPERATING IMPACT**

| Description                    | Funding Source          | Estimated 5 Yr. Operating Impact | Schedule of Planned CIP Expenditures |         |         |         |         |                       |
|--------------------------------|-------------------------|----------------------------------|--------------------------------------|---------|---------|---------|---------|-----------------------|
|                                |                         |                                  | FY 2024                              | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Other Long-term Needs |
| General Capital Projects       | General Fund            | 310,908                          | 76,000                               | 78,280  | 80,628  | 83,047  | 85,539  | -                     |
| Stormwater Capital Projects    | Stormwater Utility Fees | -                                | -                                    | -       | -       | -       | -       | -                     |
| Community Redevelopment Agency | Tax Increment Financing | 153,409                          | 37,500                               | 38,625  | 39,784  | 40,977  | 42,207  | -                     |
| Water and Sewer Fund           | Water & Sewer Fees      | -                                | -                                    | -       | -       | -       | -       | -                     |
|                                | Sewer Impact Fees       | -                                | -                                    | -       | -       | -       | -       | -                     |
|                                | Water Impact Fees       | -                                | -                                    | -       | -       | -       | -       | -                     |
|                                | Water & Sewer Reserves  | -                                | -                                    | -       | -       | -       | -       | -                     |
| Electric Services Fund         | Electric Service Fees   | -                                | -                                    | -       | -       | -       | -       | -                     |
| Totals                         |                         | 464,317                          | 113,500                              | 116,905 | 120,412 | 124,025 | 127,745 | -                     |

**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
GENERAL CAPITAL PROJECTS**

| Department     | Description                                                                                                                                                                                     | Funding Source                                   | Estimated 5 Yr. Cost | FY 2024   | FY 2025   | FY 2026   | FY 2027   | FY 2028   | Other Long-term Needs |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------------------|
| Public Works   | Pavement Resurfacing and Brick Road Repairs                                                                                                                                                     | General Fund                                     | 5,416,651            | 1,020,251 | 1,050,859 | 1,082,384 | 1,114,856 | 1,148,301 | on-going              |
| Public Works   | Sidewalk, bike path and curb repairs                                                                                                                                                            | General Fund                                     | 2,700,000            | 500,000   | 500,000   | 550,000   | 550,000   | 600,000   | on-going              |
| Facilities     | Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund). | General Fund                                     | 2,500,000            | 600,000   | 400,000   | 500,000   | 500,000   | 500,000   | on-going              |
| IT             | Information Technology Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund).                                                                                    | General Fund                                     | 950,000              | 100,000   | 200,000   | 200,000   | 200,000   | 250,000   | on-going              |
| Parks          | General Parks Major Maintenance                                                                                                                                                                 | General Fund                                     | 675,000              | 175,000   | 200,000   | 100,000   | 100,000   | 100,000   | on-going              |
| Parks          | Playground Restorations                                                                                                                                                                         | General Fund                                     | 90,000               | 10,000    | 20,000    | 20,000    | 20,000    | 20,000    |                       |
| Parks          | Mini Park Restoration                                                                                                                                                                           | General Fund                                     | 240,000              | 15,000    | 150,000   | 25,000    | 25,000    | 25,000    |                       |
| Parks          | Ward Park Improvements                                                                                                                                                                          | General Fund                                     | 100,000              |           |           |           | 100,000   |           |                       |
| Parks          | Showalter Field Improvements                                                                                                                                                                    | General Fund                                     | 150,000              |           | 150,000   |           |           |           |                       |
| Parks          | Tennis Center                                                                                                                                                                                   | General Fund                                     | 425,000              | 325,000   | 100,000   |           |           |           |                       |
| Parks          | Cady Way Pool Improvements                                                                                                                                                                      | General Fund                                     | 250,000              |           |           | 250,000   |           |           |                       |
| Parks          | Athletic Field and Tennis Center Lighting                                                                                                                                                       | General Fund                                     | 500,000              |           | 125,000   | 125,000   | 125,000   | 125,000   |                       |
| Parks          | Tower Rental Revenues                                                                                                                                                                           | General Fund                                     | 375,000              | 75,000    | 75,000    | 75,000    | 75,000    | 75,000    |                       |
| Parks          | Pavilion Replacement                                                                                                                                                                            | General Fund                                     | 160,000              | 80,000    | 160,000   |           |           |           |                       |
| Transportation | Bicycle & Pedestrian Improvements                                                                                                                                                               | Mobility Fee                                     | 1,250,000            | 250,000   | 250,000   | 250,000   | 250,000   | 250,000   | on-going              |
| Transportation | Signalization Upgrades                                                                                                                                                                          | General Fund                                     | 1,000,000            | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | on-going              |
| Building Dept  | New Department Building                                                                                                                                                                         | Restricted Building                              | 1,300,000            | 1,300,000 |           |           |           |           |                       |
| Fire           | Fire Safety & Equipment Fund                                                                                                                                                                    | General Fund                                     | 1,100,000            | 200,000   | 200,000   | 300,000   | 200,000   | 200,000   | on-going              |
| Fire           | Station 62 Improvement                                                                                                                                                                          | General Obligation Bonds - Subject to Referendum | -                    |           |           |           |           |           | 5,800,000             |
| Police         | Police Safety & Equipment Fund                                                                                                                                                                  | General Fund                                     | 850,000              | 170,000   | 170,000   | 170,000   | 170,000   | 170,000   | on-going              |
| Parks          | Mead Garden Master Plan Renovation                                                                                                                                                              | General Fund                                     | 300,000              |           |           | 125,000   | 175,000   |           |                       |
| Parks          | Lake Baldwin Park Improvements                                                                                                                                                                  | Grants/Fund Raising                              | -                    |           |           |           |           |           | 320,000               |
| Totals         |                                                                                                                                                                                                 |                                                  | 20,331,651           | 5,020,251 | 3,950,859 | 3,972,384 | 3,804,856 | 3,663,301 | 6,470,000             |

**SUMMARY OF CAPITAL PROJECTS  
GENERAL CAPITAL PROJECTS**

| Department                       | Description                                      | Funding Source | Estimated 5 Yr. Cost | FY 2024        | FY 2025        | FY 2026        | FY 2027        | FY 2028        | Other Long-term Needs        |
|----------------------------------|--------------------------------------------------|----------------|----------------------|----------------|----------------|----------------|----------------|----------------|------------------------------|
| <b>Totals by Funding Source:</b> |                                                  |                |                      |                |                |                |                |                |                              |
|                                  |                                                  |                | <b>5 Yr. Cost</b>    | <b>FY 2024</b> | <b>FY 2025</b> | <b>FY 2026</b> | <b>FY 2027</b> | <b>FY 2028</b> | <b>Other Long-term Needs</b> |
|                                  | General Fund                                     |                | 17,406,651           | 3,395,251      | 3,625,859      | 3,647,384      | 3,479,856      | 3,338,301      | 350,000                      |
|                                  | Tower Rental Revenues                            |                | 375,000              | 75,000         | 75,000         | 75,000         | 75,000         | 75,000         | -                            |
|                                  | Restricted Building Reserves                     |                | 1,300,000            | 1,300,000      | -              | -              | -              | -              | -                            |
|                                  | Mobility Fee                                     |                | 1,250,000            | 250,000        | 250,000        | 250,000        | 250,000        | 250,000        | -                            |
|                                  | Golf Revenues                                    |                | -                    | -              | -              | -              | -              | -              | -                            |
|                                  | General Fund Reserves                            |                | -                    | -              | -              | -              | -              | -              | -                            |
|                                  | Police Forfeiture Funds                          |                | -                    | -              | -              | -              | -              | -              | -                            |
|                                  | Cemetery Trust Fund                              |                | -                    | -              | -              | -              | -              | -              | -                            |
|                                  | Grants/Fund Raising                              |                | -                    | -              | -              | -              | -              | -              | 320,000                      |
|                                  | General Obligation Bonds - Subject to Referendum |                | -                    | -              | -              | -              | -              | -              | 5,800,000                    |
|                                  |                                                  |                | 20,331,651           | 5,020,251      | 3,950,859      | 3,972,384      | 3,804,856      | 3,663,301      | 6,470,000                    |

**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2023 - 2024**

| Function               | Project                                | Project Description                                                                                                                                                                                                                                            | Primary Funding Source                                                                          | Capital Funding Amount | Impact on Operating Budgets                                                                                                       | Operating Impact Amount |
|------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Public Works           | Pavement Resurfacing                   | The City's pavement resurfacing program calls for the resurfacing of eight to nine miles of streets in the upcoming fiscal year. A pavement condition assessment identifies those streets in most need of resurfacing to prevent degradation of the road base. | Local option gas tax revenues                                                                   | \$ 1,020,251           | Investments in routine road repaving reduces the annual costs of road repairs.                                                    | -                       |
| Public Works           | Sidewalk, Bike path & Curb Repairs     | Replacement of sidewalks, bike paths and curbing where necessary for public safety.                                                                                                                                                                            | Local option gas tax revenues                                                                   | \$ 500,000             | No additional impact on operating budget                                                                                          | -                       |
| Public Works           | Facility Replacement Account           | This account will accumulate funds for the replacement of roofs, air conditioning, paint and flooring and other major capital expenditures for City's facilities.                                                                                              | General Fund - \$630,000, Water & Sewer Fund - \$242,308 and Electric Services Fund - \$96,923  | \$ 923,077             | Replacing the aging capital reduces the costs of repairs.                                                                         | -                       |
| Information Technology | Information Technology Upgrades        | Upgrades to computers, networks, servers and phone systems. Also contains funding to continue the City facilities underground fiber network.                                                                                                                   | General Fund - \$200,000, Water & Sewer Fund - \$100,000 and Electric Services Fund - \$100,000 | \$ 200,000             | No additional impact on operating budget                                                                                          | -                       |
| Parks                  | Major Parks Maintenance Items          | This funding is set aside for needed Parks Department capital equipment and facility maintenance and repairs.                                                                                                                                                  | General Fund                                                                                    | \$ 175,000             | No additional impact on operating budget                                                                                          | -                       |
| Parks                  | Playground Restorations                | Replacement and updating of playground structures at various city properties.                                                                                                                                                                                  | General Fund                                                                                    | \$ 10,000              | No additional impact on operating budget                                                                                          | -                       |
| Parks                  | Mini Park Restoration                  | General upgrades and refurbishment of mini parks throughout the City. Replacement of site amenities, furnishings, and landscape.                                                                                                                               | General Fund                                                                                    | \$ 15,000              | No additional impact on operating budget                                                                                          | -                       |
| Parks                  | Tennis Center                          | Funding for ongoing resurfacing of WPTC hard courts.                                                                                                                                                                                                           | General Fund                                                                                    | \$ 325,000             | No additional impact on operating budget                                                                                          | -                       |
| Parks                  | Athletic Field & Tennis Court Lighting | Multi-year lighting enhancement project at the city's athletic venues. Includes replacement of worn poles and fixtures.                                                                                                                                        | Cell Tower Revenues - \$75k<br>General Fund - \$125k                                            | \$ 75,000              | The new technology LED lighting will decrease the energy cost saving money and increase the cities sustainable energy efficiency. | (5,000)                 |
| Parks                  | Pavilion Replacement                   | Provides funding to replace two pavilions.                                                                                                                                                                                                                     | General Fund                                                                                    | \$ 80,000              | No additional impact on operating budget                                                                                          | -                       |



**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2023 - 2024**

| <b>Function</b>           | <b>Project</b>                                            | <b>Project Description</b>                                                                                                                                                                  | <b>Primary Funding Source</b> | <b>Capital Funding Amount</b> | <b>Impact on Operating Budgets</b>                                                                   | <b>Operating Impact Amount</b> |
|---------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------|
| Planning & Transportation | Bicycle/Pedestrian Plan Improvements                      | Funding for this project will be used to create and promote a viable and safe pedestrian and bicycle-friendly infrastructure and promote these modes of transportation throughout the city. | General Fund                  | \$ 250,000                    | No additional impact on operating budget                                                             | -                              |
| Planning & Transportation | Pedestrian & Traffic Signal Upgrades                      | This project is part of a multi year plan to upgrade antiquated traffic signals and improve the safety of pedestrians crossing intersections.                                               | General Fund                  | \$ 200,000                    | Annual Wifi connection costs                                                                         | 18,000                         |
| Planning & Transportation | New Department Building                                   | This project is part of a multi year plan to upgrade antiquated traffic signals and improve the safety of pedestrians crossing intersections.                                               | Restricted Building Reserves  | \$ 1,300,000                  | Some additional impact on operating budget is expected as this adds a building to the city's assets. | 63,000                         |
| Fire                      | Fire Safety Equipment Replacement Fund - Station Alerting | Contributions to the funding pool for the capital replacement of crucial life-saving equipment will go towards station remodels to the floors and kitchen.                                  | General Fund                  | \$ 200,000                    | No additional impact on operating budget                                                             | -                              |
| Police                    | Police Safety & Equipment Fund                            | This fund will allow the Police Department to create a funding pool for replacement of crucial life-saving equipment. In FY24 -28, funds will be purchasing the FUSUS platform.             | General Fund                  | \$ 170,000                    | No additional impact on operating budget                                                             | -                              |
| <b>Total Funding FY24</b> |                                                           |                                                                                                                                                                                             |                               | <u>\$ 5,443,328</u>           |                                                                                                      | <u>\$ 76,000</u>               |

**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
STORMWATER CAPITAL PROJECTS FUND**

| Department   | Description                                                                                                                                                                                                                                                                                                                                                                                             | Funding Source  | Estimated 5 Yr. Cost | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|---------|---------|---------|---------|---------|
| Public Works | Drainage Improvements - Most of the City's stormwater sewer infrastructure is over fifty years old. Some of these older systems do not meet the City's current drainage standards and in many cases are experiencing pipe material failures. Groundwater seepage into the stormwater sewer system is considered an illicit discharge carrying sediments to the City's lakes compromising water quality. | Stormwater Fees | 1,250,000            | 200,000 | 200,000 | 200,000 | 200,000 | 450,000 |
| Public Works | Canton at Knowles Drainage Improvements                                                                                                                                                                                                                                                                                                                                                                 | Stormwater Fees | 250,000              |         | 250,000 |         |         |         |
| Public Works | Temple Dr Stormwater Replacement                                                                                                                                                                                                                                                                                                                                                                        | Stormwater Fees | 700,000              |         |         | 250,000 | 250,000 | 200,000 |
| Public Works | Curb Implementation                                                                                                                                                                                                                                                                                                                                                                                     | Stormwater Fees | 250,000              | 50,000  | 50,000  | 50,000  | 50,000  | 50,000  |
| Public Works | Corrugated Metal Pipe Replacement                                                                                                                                                                                                                                                                                                                                                                       | Stormwater Fees | 600,000              |         | 200,000 | 200,000 | 200,000 |         |
| Public Works | CDS Unit on Fawsett Road                                                                                                                                                                                                                                                                                                                                                                                | Stormwater Fees | 200,000              | 200,000 |         |         |         |         |
| Public Works | Stirling Bridge Replacement                                                                                                                                                                                                                                                                                                                                                                             | Stormwater Fees | 250,000              | 250,000 |         |         |         |         |
| Totals       |                                                                                                                                                                                                                                                                                                                                                                                                         |                 | 3,500,000            | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |

**Totals by Funding Source:**

|                 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|-----------------|---------|---------|---------|---------|---------|
| Stormwater Fees | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |
|                 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |

**Note: The stormwater capital improvement plan has been approved by the Lakes and Waterways Board.**

**CITY OF WINTER PARK**  
**CAPITAL IMPROVEMENT PLAN - Stormwater Fund**  
**Fiscal Year 2023 - 2024**

| <b>Function</b>           | <b>Project</b>              | <b>Project Description</b>                                                                                                                                                                                                                                            | <b>Primary Funding Source</b> | <b>Capital Funding Amount</b> | <b>Impact on Operating Budgets</b>       | <b>Operating Impact Amount</b> |
|---------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|------------------------------------------|--------------------------------|
| Public Works              | Drainage improvements       | Rainfall events within recent years have produced increased intensities which have exceeded the capacity of the storm sewer infrastructure and as result the City has been experiencing localized flooding in areas that have not been prone to flooding in the past. | Stormwater utility fee        | \$ 200,000                    | No additional impact on operating budget | -                              |
| Public Works              | CDS Unit on Fawsett Road    | This is a replacement of the CDS unit for improved stormwater management.                                                                                                                                                                                             | Stormwater utility fee        | \$ 200,000                    | No additional impact on operating budget | -                              |
| Public Works              | Stirling Bridge Replacement | Replacement of bridge for infrastructure maintenance.                                                                                                                                                                                                                 | Stormwater utility fee        | \$ 250,000                    | No additional impact on operating budget | -                              |
| Public Works              | Curb Implementation         | New curb installations                                                                                                                                                                                                                                                | Stormwater utility fee        | \$ 50,000                     | No additional impact on operating budget | -                              |
| <b>Total Funding FY24</b> |                             |                                                                                                                                                                                                                                                                       |                               | <u><u>\$ 700,000</u></u>      |                                          | <u><u>\$ -</u></u>             |

**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
COMMUNITY REDEVELOPMENT AGENCY FUND**

**Current Adopted CIP**

| Department | Description                            | Funding Source | Estimated 5 Yr. Cost | FY 2024   | FY 2025   | FY 2026   | FY 2027   | FY 2028 (CRA Expires) |
|------------|----------------------------------------|----------------|----------------------|-----------|-----------|-----------|-----------|-----------------------|
| CRA        | Small Scale CIP Improvements           | TIF            | 160,000              | 40,000    | 40,000    | 40,000    | 40,000    |                       |
| CRA        | CRA Infrastructure Improvements        | TIF            | 400,000              | 100,000   | 100,000   | 100,000   | 100,000   |                       |
| CRA        | Parking Improvements                   | TIF            | 7,000,000            |           |           |           | 7,000,000 |                       |
| CRA        | 17-92 / PD&E Streetscape               | TIF            | 5,185,228            | 1,000,000 | 2,000,000 | 2,185,228 |           |                       |
| CRA        | MLK Landscaping & Parking Improvements | TIF            | 2,000,000            | 2,000,000 |           |           |           |                       |
| CRA        | Post Office Acquisition                | TIF            | 7,075,000            |           | 5,000,000 | 2,075,000 |           |                       |
| CRA        | Central Park Stage Area Improvements   | TIF            | 750,000              | 750,000   |           |           |           |                       |
| CRA        | Hannibal Square Connectivity           | TIF            | 200,000              | 200,000   |           |           |           |                       |
| Totals     |                                        |                | 22,570,228           | 4,090,000 | 7,140,000 | 4,400,228 | 7,140,000 | -                     |

**Totals by Funding Source:**

|                               |            |           |           |           |           |   |
|-------------------------------|------------|-----------|-----------|-----------|-----------|---|
| Tax Increment Financing (TIF) | 22,570,228 | 4,090,000 | 7,140,000 | 4,400,228 | 7,140,000 | - |
|-------------------------------|------------|-----------|-----------|-----------|-----------|---|



**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2023 - 2024**

| Function                  | Project                             | Project Description                                                                                                                                                                                                                  | Primary Funding Source    | Capital Funding Amount | Impact on Operating Budgets                                                                                 | Operating Impact Amount |
|---------------------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------|
| CRA                       | Small Scale CRA Improvements        | Purpose of this fund is to include minor project expenditures that may be incurred throughout the year such as SunRail weekend ridership, district enhancements, or other small scale projects                                       | Tax Incremental Financing | \$ 40,000              | These projects would be one time expenditures and should not impact ongoing operational costs.              | -                       |
| CRA                       | CRA Infrastructure Improvements     | This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.                                                                                               | Tax Incremental Financing | \$ 100,000             | These projects would be one time expenditures and should not impact ongoing operational costs.              | -                       |
| CRA                       | 17-92 PD&E Streetscape Improvements | This project covers improvements all along the 17-92 corridor including the intersections of Fairbanks, Morse, and Webster Ave. Project will include improvements to landscape, lighting, curbing, and other hardscape enhancements. | Tax Incremental Financing | \$ 1,000,000           | This project is a one time expenditure and should not impact ongoing operational costs.                     | -                       |
| CRA                       | MLK Park Improvements               | First phase of the improvements to Martin Luther King park, to include renovation of the fields and viewshed improvements, park amenities, playground, restroom, stormwater, and hardscape and lighting.                             | Tax Incremental Financing | \$ 2,000,000           | These projects would be one time expenditures and should not impact ongoing operational costs.              | -                       |
| CRA                       | West Meadow Restroom                | Construction of restrooms to accent the Farmers' Market and amenitize the downtown.                                                                                                                                                  | Tax Incremental Financing | \$ 750,000             | The CRA will cover this capital portion while the Parks department will incur the ongoing maintenance cost. | 37,500                  |
| CRA                       | Hannibal Square Connectivity        | This fund will provide for infrastructure improvement needs for the connectivity of Hannibal Square.                                                                                                                                 | Tax Incremental Financing | \$ 200,000             | No additional impact on operating budget                                                                    | -                       |
| <b>Total Funding FY24</b> |                                     |                                                                                                                                                                                                                                      |                           | <u>\$4,090,000</u>     |                                                                                                             | <u>\$37,500</u>         |

**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
WATER AND WASTEWATER FUND**

| <b>Department</b> | <b>Description</b>                                                                                                          | <b>Funding Source</b>                         | <b>Estimated 5 Yr. Cost</b> | <b>FY 2024</b>     | <b>FY 2025</b>     | <b>FY 2026</b>     | <b>FY 2027</b>     | <b>FY 2028</b>     | <b>Other Long-term Needs</b> |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------|
| Water and Sewer   | Upgrade sewer mains - Rehabilitation of defective sewer mains with heavy ground water infiltration.                         | Water and Sewer Fees<br>Sewer Impact Fees     | 2,500,000                   | 500,000            | 500,000            | 500,000            | 500,000            | 500,000            |                              |
| Water and Sewer   | Rehabilitation of sanitary manholes to restore their structural integrity                                                   | Water and Sewer Fees                          | 475,000                     | 50,000             | 50,000             | 125,000            | 125,000            | 125,000            |                              |
| Water and Sewer   | Short Liner Installation - for rehabilitation of sanitary sewer mains and laterals from the main to the property line.      | Water and Sewer Fees                          | 1,325,000                   | 50,000             | 300,000            | 325,000            | 325,000            | 325,000            |                              |
| Water and Sewer   | Upgrade water mains - Replacement of sub-standard water mains throughout the water distribution system.                     | Water Impact Fees<br>Water and Sewer Fees     | 1,500,000<br>3,750,000      | 300,000<br>750,000 | 300,000<br>750,000 | 300,000<br>750,000 | 300,000<br>750,000 | 300,000<br>750,000 |                              |
| Water and Sewer   | Lift Station Upgrades                                                                                                       | Water and Sewer Fees                          | 1,910,000                   | 660,000            | 350,000            | 300,000            | 300,000            | 300,000            |                              |
| Water and Sewer   | Upgrading/rerating of Iron Bridge Regional Wastewater Treatment Facility (City of Orlando).                                 | Water and Sewer Reserves                      | 7,561,750                   | 3,292,900          | 2,965,100          | 1,303,750          |                    |                    |                              |
| Water and Sewer   | CONSERV II                                                                                                                  | Water and Sewer Reserves<br>Sewer Impact Fees | 1,000,000<br>-              | 1,000,000          |                    |                    |                    |                    |                              |
| Water and Sewer   | Kennedy Blvd Road Widening Force Main Upgrade                                                                               | Sewer Impact Fees                             | 200,000                     | 200,000            |                    |                    |                    |                    |                              |
| Water and Sewer   | Water Treatment Plant Renewal and Replacement                                                                               | Water and Sewer Fees                          | 1,715,000                   | 640,000            | 175,000            | 300,000            | 300,000            | 300,000            |                              |
| Water and Sewer   | Winter Park Estates Water and Wastewater plant                                                                              | Water and Sewer Fees                          | 1,155,000                   | 325,000            | 230,000            | 200,000            | 200,000            | 200,000            |                              |
| ITS               | Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund). | Water and Sewer Fees                          | 475,000                     | 50,000             | 100,000            | 100,000            | 100,000            | 125,000            |                              |

**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
WATER AND WASTEWATER FUND**

| Department      | Description                                                                                                                                                                                     | Funding Source                                                     | Estimated 5 Yr. Cost | FY 2024   | FY 2025   | FY 2026   | FY 2027   | FY 2028   | Other Long-term Needs |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|-----------|-----------------------|
| Public Works    | Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund). | Water and Sewer Fees                                               | 961,538              | 230,769   | 153,846   | 192,308   | 192,308   | 192,308   |                       |
| Water and Sewer | Richard Crotty Parkway Utility Upgrade                                                                                                                                                          | Water Impact Fees<br>Water and Sewer Reserves                      | -                    |           |           |           |           |           |                       |
| Water and Sewer | 17-92 Water and Sewer relocation                                                                                                                                                                | Water and Sewer Fees                                               | -                    |           |           |           |           |           | 915,000               |
| Water and Sewer | FDOT 17-92 UT line Relocation                                                                                                                                                                   | Water and Sewer Reserves                                           | -                    |           |           |           |           |           | 3,000,000             |
| Water and Sewer | Expansion of reclaimed water system                                                                                                                                                             | Water and Sewer Reserves<br>Sewer Impact Fees<br>Water Impact Fees | -                    |           |           |           |           |           | 11,000,000            |
| Water and Sewer | Ground Storage Tank Expansion                                                                                                                                                                   | Water and Sewer Fees                                               | -                    |           |           |           |           |           | 1,550,000             |
|                 | Totals                                                                                                                                                                                          |                                                                    | 26,028,288           | 8,348,669 | 6,173,946 | 4,696,058 | 3,392,308 | 3,417,308 | 24,765,000            |

**Totals by Funding Source:**

|                          |            |           |           |           |           |            |
|--------------------------|------------|-----------|-----------|-----------|-----------|------------|
| Water and Sewer Fees     | 12,703,231 | 3,255,769 | 2,608,846 | 2,792,308 | 2,817,308 | 9,100,000  |
| Water and Sewer Reserves | 13,158,467 | 4,292,900 | 2,965,100 | 1,303,750 | -         | 13,465,000 |
| Sewer Impact Fees        | 1,968,000  | 500,000   | 300,000   | 300,000   | 300,000   | 1,100,000  |
| Water Impact Fees        | 1,581,000  | 300,000   | 300,000   | 300,000   | 300,000   | 1,100,000  |
|                          | 29,410,698 | 8,348,669 | 6,173,946 | 4,696,058 | 3,392,308 | 24,765,000 |

**CITY OF WINTER PARK**  
**CAPITAL IMPROVEMENT PLAN - Water & Sewer**  
**Fiscal Year 2023 - 2024**

| <b>Function</b> | <b>Project</b>                                               | <b>Project Description</b>                                                                                                                                                                                                                                                        | <b>Primary Funding Source</b> | <b>Capital Funding Amount</b> | <b>Impact on Operating Budgets</b>                                                        | <b>Operating Impact Amount</b> |
|-----------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-------------------------------------------------------------------------------------------|--------------------------------|
| Water and Sewer | Upgrade sanitary sewer mains                                 | Defective sanitary sewer mains will be rehabilitated to decrease heavy ground water infiltration, in effect reducing the total flow to waste water facilities.                                                                                                                    | Water and Sewer Fees          | \$ 800,000                    | This project will reduce wastewater treatment costs by reducing ground water infiltration | -                              |
| Water and Sewer | Rehabilitate sanitary sewer manholes                         | Sanitary sewer manholes deteriorated by hydrogen sulfide gas will be reconstructed. Repairing and restoring the structural integrity to the manholes will eliminate the possibility of collapse and groundwater infiltration, thus reducing flows and associated treatment costs. | Water and Sewer Fees          | \$ 50,000                     | This project will reduce wastewater treatment costs by reducing ground water infiltration | -                              |
| Water and Sewer | Rehabilitate sanitary sewer mains - short liner installation | Rehabilitation of defective sanitary sewer mains with heavy ground water infiltration or structural deficiencies by internally inserting a short liner system.                                                                                                                    | Water and Sewer Fees          | \$ 50,000                     | This project will reduce wastewater treatment costs by reducing ground water infiltration | -                              |
| Water and Sewer | Upgrade water mains                                          | Water main upgrades consist of construction and upgrade of water mains and service lines to replace sub-standard water mains throughout the water distribution system. This work will improve water quality, flows and fire protection in the impacted areas.                     | Water and Sewer Fees          | \$ 1,050,000                  | No additional impact on operating budget                                                  | -                              |
| Water and Sewer | Lift station upgrades                                        | Replacement of "can" type lift stations close to failure with submersible "rail" type lift stations.                                                                                                                                                                              | Water and Sewer Fees          | \$ 660,000                    | No additional impact on operating budget                                                  | -                              |
| Water and Sewer | Kennedy Road Widening & Force Main Upgrade                   | In conjunction with Orange County, the City will be upgrading the force main along Kennedy Blvd. from I-4 to Forest City Rd.                                                                                                                                                      | Sewer Impact Fees             | \$ 200,000                    | No additional impact on operating budget                                                  | -                              |



**CITY OF WINTER PARK**  
**CAPITAL IMPROVEMENT PLAN - Water & Sewer**  
**Fiscal Year 2023 - 2024**

| Function        | Project                                                | Project Description                                                                                                                                                                | Primary Funding Source   | Capital Funding Amount | Impact on Operating Budgets              | Operating Impact Amount |
|-----------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------|------------------------------------------|-------------------------|
| Water and Sewer | Upgrade Water Treatment Plants                         | Renewal and replacement of components for the Water treatment plants and renumo facilities.                                                                                        | Water and Sewer Fees     | \$ 640,000             | No additional impact on operating budget | -                       |
| Water and Sewer | Upgrade Winter Park Estates Wastewater Treatment Plant | Renewal and replacement of components for the Winter Park Estates Wastewater Reclamation Facility.                                                                                 | Water and Sewer Fees     | \$ 325,000             | No additional impact on operating budget | -                       |
| Water and Sewer | Iron Bridge Regional Wastewater Treatment Facility     | Upgrading/rerating of Iron Bridge Regional Wastewater Treatment Facility (City of Orlando).                                                                                        | Water and Sewer Reserves | \$ 3,292,900           | No additional impact on operating budget | -                       |
| Water and Sewer | CONSERV II                                             | Orange County cooperative water reuse program, which expands the Cities capacity for wastewater treatment service and state requirements to eliminate discharge to surface waters. | Water and Sewer Reserves | \$ 1,000,000           | No additional impact on operating budget | -                       |

**Total Funding FY24**

*\*Transfers for utility contributions to IT and Facility Replacement are accounted for in the General Tab*

\* 8,067,900

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**CITY OF WINTER PARK  
SUMMARY OF CAPITAL PROJECTS  
ELECTRIC SERVICES FUND**

| Department        | Description                                                                                                                                                                                    | Funding Source           | Estimated 5 Yr. Cost | FY 2024   | FY 2025    | FY 2026    | FY 2027    | FY 2028    |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------|-----------|------------|------------|------------|------------|
| Electric Services | Routine Capital improvements including: renewals, replacements, and other improvements required to provide service and improve the reliability of the electric system                          | Electric System Revenues | 7,891,826            | 1,428,222 | 1,499,633  | 1,574,614  | 1,653,345  | 1,736,012  |
| Electric Services | Undergrounding of Electric Lines                                                                                                                                                               | Electric System Revenues | 42,887,740           | 7,761,600 | 8,149,680  | 8,557,164  | 8,985,022  | 9,434,273  |
| Electric Services | Substation Upgrades                                                                                                                                                                            | Electric System Revenues | 2,150,000            | -         | 650,000    | 500,000    | 500,000    | 500,000    |
| ITS               | Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund)                                                                     | Electric System Revenues | 475,000              | 50,000    | 100,000    | 100,000    | 100,000    | 125,000    |
| Public Works      | Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund) | Electric System Revenues | 384,615              | 92,308    | 61,538     | 76,923     | 76,923     | 76,923     |
| Totals            |                                                                                                                                                                                                |                          | 53,789,181           | 9,332,129 | 10,460,851 | 10,808,701 | 11,315,290 | 11,872,209 |

**Totals by Funding Source:**

Electric System Revenues 48,565,988 9,332,129 10,460,851 10,808,701 11,315,290 11,872,209

Note: No additional bond issues are anticipated in the period covered by this Capital Improvement Plan

**CITY OF WINTER PARK**  
**CAPITAL IMPROVEMENT PLAN - Electric Services**  
**Fiscal Year 2023 - 2024**

| Function                  | Project                                              | Project Description                                                                                                             | Primary Funding Source | Capital Funding Amount | Impact on Operating Budgets                                                                                  | Operating Impact Amount |
|---------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------|
| Electric Services         | Routine Capital: annual electric system improvements | These improvements include repair and replacement of utility infrastructure to increase the reliability of the electric system. | Electric Service Fees  | \$ 1,428,222           | No impact on operating budget                                                                                | -                       |
| Electric Services         | Undergrounding Electric Utilities                    | This is part of an ongoing plan to underground electric utility lines over the next 8 years.                                    | Electric Service Fees  | \$ 7,761,600           | As electric utilities are placed underground there will be less costs for trimming trees around power lines. | -                       |
| <b>Total Funding FY24</b> |                                                      |                                                                                                                                 |                        | * \$ 9,189,822         |                                                                                                              | \$ -                    |

\*Transfers for utility contributions to IT and Facility Replacement are accounted for in the General Tab



**Miscellaneous**

## Historical, General, & Demographic Information

### The Early History of Winter Park

The history of Winter Park began with an eight-acre plot purchased in 1858 by one David Mizell. He called it Lake View. In 1881, with the addition of 600 adjacent acres purchased and plotted as a town, Winter Park was born. After considerable effort a railroad was persuaded to extend its line to the new town, and in 1882 the railroad depot was constructed that has the distinction of being the town's first building. Loring Chase and O. E. Chapman, owners of the 600 acres of land, built a store building at the corner of now Park and Welbourne Avenues, that housed the first mercantile establishment, post office, and on the second floor, an assembly room. That building still stands.

The first telegraphic communication was a message to U.S. President Chester A. Arthur on New Year's Day, 1883. In the same month the first school was opened. 1885 saw the founding of the Winter Park Public Library. The first municipal election was held in 1886 and 102 registered voters incorporated the town in 1887. The next year the Winter Park Improvement Association was founded which continued throughout the years to become the Chamber of Commerce.

By 1886, when surrounding land was selling for \$1.25 per acre, many acres had been planted and citrus growing was becoming the leading activity. Groves, totaling 850 acres, were under cultivation. The world famous "Temple" orange was discovered in Winter Park and developed in the surrounding groves. The original tree still stands on private property in the City. By 1887 the population of the City was 617.

Many interesting facets of local history abound that exceed the scope of this sketch. Some have to do with transportation including the "Dinky", a narrow-gauge steam train line that served interurban passengers between Winter Park and Orlando; steam boats on the

lakes used to tow lumber and pulp to mills in the area; and a mule-drawn street railway.

The chief economic asset in early years, as now, was entertaining winter visitors. The largest hotel in the state, the Seminole, flourished in Winter Park for many years. The winter climate, beautiful forests, swales, and fertile soil exerted strong influences on the early settlers and visitors but the strongest attraction to Central Florida then, as now, were the numerous lakes.

Most attractive, however, are the many cultural advantages that have evolved through the years. Starting with the founding of Rollins College in 1885 by a committee of Congregational ministers as the first institution of higher learning in the State, a tradition of academic excellence and highest regard for the arts in all forms has resulted in a





nationally recognized Spring Art Festival, the Bach Festival, a strong drama community with many fine presentations each year, an almost continuous round of recitals exhibitions and other manifestations of culture and the arts. Expanded in 2011, the Charles Hosmer Morse Museum of American Art, which houses the largest collection of Tiffany glass in the world, was first opened in July 1995. As a result, Winter Park has drawn, both as visitors and residents, a wide range of distinguished persons. They imported a civic atmosphere that is still very strong.



## The Present-Day Winter Park

The City of Winter Park is located in the center of the State of Florida in North Orange County and is considered a part of the Orlando Metropolitan Area.

Although the Orlando Metropolitan Area has been one of the top growth areas in the country, generally, Winter Park has seen only modest

population growth since 1970. The median age of the population is 45.8 years old. The population is better educated and older than the surrounding population in the Orange County area with a median age of 35.5 years. Winter Park's person per household ratio has continued to decline over the past several decades following the national trend so that it is now 2.20 persons on average.

Winter Park is often mistakenly considered a bedroom community but with a thriving business district, Winter Park is a daytime employee destination. The City contains the full range of residential uses, a premier central business district, major office buildings, a hospital and a small amount of industrial property. Possession of this full range of land use types plus the economic and ethnic diversity of the City's population qualifies Winter Park as a true city.

The largest employers within Winter Park include Winter Park Memorial Hospital, Rollins College, Orange County Public Schools and the City of Winter Park. Yet, Winter Park's economy is not overly dependent on any one employer as the total employed by the five largest employers represents less than fifteen percent of the total workforce in Winter Park.

Recent years have seen redevelopment of commercial properties on major arterial roads and the renovation of houses throughout the City. No longer a \$1.25 an acre like in 1886, recent land sale prices on commercial property range from \$3 - \$6 million an acre. The widespread renovation of homes is attributable to the desirability of Winter Park as a place to live and the lack of available vacant lots.

This combination of construction, renovation and overall economic strength has helped preserve the City's ad valorem tax base with residential property accounting for just under 80% of the total taxable value in the city and commercial at about 20%.

## Government Structure:

The City of Winter Park operates under a commission-manager form of government. The City Commission establishes policy and appoints a professional manager to implement policy and run the city on a day-to-day basis.

## Transportation:

Winter Park is well positioned in the middle of a well-connected and diverse economy just northeast of the City of Orlando and 25 miles from Disney World. For information on transportation infrastructure, please see the information below or visit [orlando.org](http://orlando.org).

### Airports

- *Orlando International Airport (MCO)* – MCO is located at State Road 436 and Toll Road 528 with convenient access to all the major transportation routes. OIA offers direct service to numerous domestic and international destinations with over 50.2 million passengers served last year.



- *Orlando-Sanford International Airport (SFB)* – Located off County Rd 46A and Interstate4, SFB offers commercial and public service both

domestically and internationally to over 2.8 million passengers annually.

- *Orlando Executive Airport (OEA)* – Located off US Hwy. 50 and Bennett Road near downtown Orlando OEA offers convenient service for the corporate jet traveler.

For more information on these airports, please visit [orlandoairports.net/](http://orlandoairports.net/)

### Rail

- *Amtrak Passenger Rail* – Located at 150 West Morse Boulevard in the heart of downtown Winter Park, Amtrak offers convenient passenger connectivity to cities across the nation. For passenger and route information, please visit [amtrak.com](http://amtrak.com).
- *CSX Transportation* - The largest rail network in the eastern United States, CSXT provides rail freight transportation over a network of more than 23,000 route miles in 23 states, the District of Columbia, and two Canadian provinces. With its headquarters in Jacksonville, Fla., and key facilities in Tampa, Orlando and Pensacola, CSXT owns and maintains approximately 1,750 route miles in the state.
- *SunRail Commuter Line* – With service started in 2014, the 49-mile commuter rail line uses existing tracks to link 16 stations along the north-south corridor of central Florida, reducing traffic congestion and pollution. Already a daily destination for employment, shopping and dining, the conveniently located, historic train station in the heart of the city offers an affordable mass-transit option for those desiring to reach Winter Park which boasted 84k riders per year. For more information, please visit their website at [sunrail.com](http://sunrail.com).

### Bus

- *Lynx* – The Central Florida Regional Transportation Authority operates a fleet of 290 buses on 65 routes serving Orange, Osceola and Seminole counties. With over 26 million passenger trips, Lynx provides convenient service to Winter Park. For more information, please visit [golynx.com](http://golynx.com).

### Ports

- *Port Canaveral* – Located on the east coast of Central Florida about an hour and a half drive from Winter Park, this customer-friendly gateway to major consumer markets and leisure destinations, offers deep water port services including cargo, cruising and recreation services. For more information about recreational and business services, please visit [portcanaveral.com](http://portcanaveral.com)
  - *Port of Sanford* – Located 25 minutes from Winter Park, the Port of Sanford offers intercostal waterway access via the St. Johns River. For more information, please visit <https://portofsanford.org/>
  - *Port of Tampa* – Florida’s largest cargo tonnage port is located on the Gulf of Mexico offering recreational and business services. For more information, please visit their website at [tampaport.com](http://tampaport.com).
- Noted Corporate headquarters located in Winter Park:
    - *4 Rivers BBQ* – Winter Park’s own nationally recognized BBQ chain.
    - *AndCo Consulting* – Institutional investment consulting firm.
    - *Bonnier Corporation* – Swedish publishing and multimedia giant located in Winter Park Village.
    - *Brassfield & Gorrie* – One of the nation’s largest privately-held construction and contracting services companies.
    - *Ruth’s Hospitality Group International* – International restaurant chain owning the Ruth’s Chris brand.
    - *Timbers Resorts, LLC*, - An international resort parent company.
    - *Sonny’s BBQ* – Nationally recognized BBQ chain specializing in southern-style cuisine.
    - *(Coming Soon) Elevation Financial Group, private equity real estate investment company*

### MAJOR EMPLOYERS

Winter Park is not a bedroom community, but a commercial working hub. With over 31,000 employees coming to work each day in the city, Winter Park is an excellent place to locate your business in a vibrant community with convenient access to talent. Below is a list of some of the top employers and corporate headquarters that call Winter Park home.

| Employer              | Business Type   | Employee Count |
|-----------------------|-----------------|----------------|
| Advent Health         | Health Services | 1,600          |
| Orange County Schools | Education       | 650            |
| Rollins College       | Education       | 650            |
| City of Winter Park   | Government      | 555            |
| Publix                | Retail          | 300            |



## Executive Summary

Winter Park City, FL  
Winter Park City, FL (1278300)  
Geography: Place

Prepared by Esri

Winter Park c...

### Population

|                        |        |
|------------------------|--------|
| 2010 Population        | 27,716 |
| 2020 Population        | 29,798 |
| 2023 Population        | 30,523 |
| 2028 Population        | 30,180 |
| 2010-2020 Annual Rate  | 0.73%  |
| 2020-2023 Annual Rate  | 0.74%  |
| 2023-2028 Annual Rate  | -0.23% |
| 2023 Male Population   | 48.1%  |
| 2023 Female Population | 51.9%  |
| 2023 Median Age        | 45.8   |

In the identified area, the current year population is 30,523. In 2020, the Census count in the area was 29,798. The rate of change since 2020 was 0.74% annually. The five-year projection for the population in the area is 30,180 representing a change of -0.23% annually from 2023 to 2028. Currently, the population is 48.1% male and 51.9% female.

### Median Age

The median age in this area is 45.8, compared to U.S. median age of 39.1.

### Race and Ethnicity

|                                          |       |
|------------------------------------------|-------|
| 2023 White Alone                         | 74.3% |
| 2023 Black Alone                         | 8.3%  |
| 2023 American Indian/Alaska Native Alone | 0.2%  |
| 2023 Asian Alone                         | 3.8%  |
| 2023 Pacific Islander Alone              | 0.0%  |
| 2023 Other Race                          | 3.2%  |
| 2023 Two or More Races                   | 10.1% |
| 2023 Hispanic Origin (Any Race)          | 13.2% |

Persons of Hispanic origin represent 13.2% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 55.9 in the identified area, compared to 72.1 for the U.S. as a whole.

### Households

|                             |        |
|-----------------------------|--------|
| 2023 Wealth Index           | 175    |
| 2010 Households             | 12,136 |
| 2020 Households             | 12,729 |
| 2023 Households             | 13,124 |
| 2028 Households             | 13,097 |
| 2010-2020 Annual Rate       | 0.48%  |
| 2020-2023 Annual Rate       | 0.94%  |
| 2023-2028 Annual Rate       | -0.04% |
| 2023 Average Household Size | 2.20   |

The household count in this area has changed from 12,729 in 2020 to 13,124 in the current year, a change of 0.94% annually. The five-year projection of households is 13,097, a change of -0.04% annually from the current year total. Average household size is currently 2.20, compared to 2.22 in the year 2020. The number of families in the current year is 6,934 in the specified area.

**Data Note:** Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

**Source:** U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



## Executive Summary

Winter Park City, FL  
Winter Park City, FL (1278300)  
Geography: Place

Prepared by Esri

Winter Park c...

### Mortgage Income

|                                     |       |
|-------------------------------------|-------|
| 2023 Percent of Income for Mortgage | 35.9% |
|-------------------------------------|-------|

### Median Household Income

|                              |           |
|------------------------------|-----------|
| 2023 Median Household Income | \$93,509  |
| 2028 Median Household Income | \$108,059 |
| 2023-2028 Annual Rate        | 2.93%     |

### Average Household Income

|                               |           |
|-------------------------------|-----------|
| 2023 Average Household Income | \$153,727 |
| 2028 Average Household Income | \$171,819 |
| 2023-2028 Annual Rate         | 2.25%     |

### Per Capita Income

|                        |          |
|------------------------|----------|
| 2023 Per Capita Income | \$66,223 |
| 2028 Per Capita Income | \$74,689 |
| 2023-2028 Annual Rate  | 2.44%    |

### GINI Index

|                 |      |
|-----------------|------|
| 2023 Gini Index | 42.1 |
|-----------------|------|

### Households by Income

Current median household income is \$93,509 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$108,059 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$153,727 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$171,819 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$66,223 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$74,689 in five years, compared to \$47,525 for all U.S. households

### Housing

|                                    |        |
|------------------------------------|--------|
| 2023 Housing Affordability Index   | 69     |
| 2010 Total Housing Units           | 13,577 |
| 2010 Owner Occupied Housing Units  | 7,759  |
| 2010 Renter Occupied Housing Units | 4,378  |
| 2010 Vacant Housing Units          | 1,441  |
| 2020 Total Housing Units           | 14,074 |
| 2020 Vacant Housing Units          | 1,345  |
| 2023 Total Housing Units           | 14,288 |
| 2023 Owner Occupied Housing Units  | 8,705  |
| 2023 Renter Occupied Housing Units | 4,419  |
| 2023 Vacant Housing Units          | 1,164  |
| 2028 Total Housing Units           | 14,349 |
| 2028 Owner Occupied Housing Units  | 8,792  |
| 2028 Renter Occupied Housing Units | 4,305  |
| 2028 Vacant Housing Units          | 1,252  |

### Socioeconomic Status Index

|                                 |      |
|---------------------------------|------|
| 2023 Socioeconomic Status Index | 60.5 |
|---------------------------------|------|

Currently, 60.9% of the 14,288 housing units in the area are owner occupied; 30.9%, renter occupied; and 8.1% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 14,074 housing units in the area and 9.6% vacant housing units. The annual rate of change in housing units since 2020 is 0.47%. Median home value in the area is \$558,863, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 0.87% annually to \$583,468.

**Data Note:** Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

**Source:** U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.





## Executive Summary

Orange County, FL 2  
Orange County, FL (12095)  
Geography: County

Prepared by Esri

Orange County...

### Population

|                        |           |
|------------------------|-----------|
| 2010 Population        | 1,145,956 |
| 2020 Population        | 1,429,908 |
| 2023 Population        | 1,497,941 |
| 2028 Population        | 1,569,755 |
| 2010-2020 Annual Rate  | 2.24%     |
| 2020-2023 Annual Rate  | 1.44%     |
| 2023-2028 Annual Rate  | 0.94%     |
| 2023 Male Population   | 49.4%     |
| 2023 Female Population | 50.6%     |
| 2023 Median Age        | 35.5      |

In the identified area, the current year population is 1,497,941. In 2020, the Census count in the area was 1,429,908. The rate of change since 2020 was 1.44% annually. The five-year projection for the population in the area is 1,569,755 representing a change of 0.94% annually from 2023 to 2028. Currently, the population is 49.4% male and 50.6% female.

### Median Age

The median age in this area is 35.5, compared to U.S. median age of 39.1.

### Race and Ethnicity

|                                          |       |
|------------------------------------------|-------|
| 2023 White Alone                         | 43.1% |
| 2023 Black Alone                         | 19.3% |
| 2023 American Indian/Alaska Native Alone | 0.5%  |
| 2023 Asian Alone                         | 5.7%  |
| 2023 Pacific Islander Alone              | 0.1%  |
| 2023 Other Race                          | 12.4% |
| 2023 Two or More Races                   | 18.8% |
| 2023 Hispanic Origin (Any Race)          | 33.9% |

Persons of Hispanic origin represent 33.9% of the population in the identified area compared to 19.4% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 84.7 in the identified area, compared to 72.1 for the U.S. as a whole.

### Households

|                             |         |
|-----------------------------|---------|
| 2023 Wealth Index           | 87      |
| 2010 Households             | 421,847 |
| 2020 Households             | 519,437 |
| 2023 Households             | 547,159 |
| 2028 Households             | 577,883 |
| 2010-2020 Annual Rate       | 2.10%   |
| 2020-2023 Annual Rate       | 1.61%   |
| 2023-2028 Annual Rate       | 1.10%   |
| 2023 Average Household Size | 2.67    |

The household count in this area has changed from 519,437 in 2020 to 547,159 in the current year, a change of 1.61% annually. The five-year projection of households is 577,883, a change of 1.10% annually from the current year total. Average household size is currently 2.67, compared to 2.68 in the year 2020. The number of families in the current year is 349,637 in the specified area.

**Data Note:** Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

**Source:** U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.



## Executive Summary

Orange County, FL 2  
Orange County, FL (12095)  
Geography: County

Prepared by Esri

Orange County...

### Mortgage Income

|                                     |       |
|-------------------------------------|-------|
| 2023 Percent of Income for Mortgage | 31.0% |
|-------------------------------------|-------|

### Median Household Income

|                              |          |
|------------------------------|----------|
| 2023 Median Household Income | \$69,236 |
| 2028 Median Household Income | \$81,052 |
| 2023-2028 Annual Rate        | 3.20%    |

### Average Household Income

|                               |           |
|-------------------------------|-----------|
| 2023 Average Household Income | \$101,755 |
| 2028 Average Household Income | \$118,014 |
| 2023-2028 Annual Rate         | 3.01%     |

### Per Capita Income

|                        |          |
|------------------------|----------|
| 2023 Per Capita Income | \$37,275 |
| 2028 Per Capita Income | \$43,546 |
| 2023-2028 Annual Rate  | 3.16%    |

### GINI Index

|                 |      |
|-----------------|------|
| 2023 Gini Index | 42.5 |
|-----------------|------|

### Households by Income

Current median household income is \$69,236 in the area, compared to \$72,603 for all U.S. households. Median household income is projected to be \$81,052 in five years, compared to \$82,410 for all U.S. households

Current average household income is \$101,755 in this area, compared to \$107,008 for all U.S. households. Average household income is projected to be \$118,014 in five years, compared to \$122,048 for all U.S. households

Current per capita income is \$37,275 in the area, compared to the U.S. per capita income of \$41,310. The per capita income is projected to be \$43,546 in five years, compared to \$47,525 for all U.S. households

### Housing

|                                    |         |
|------------------------------------|---------|
| 2023 Housing Affordability Index   | 79      |
| 2010 Total Housing Units           | 487,839 |
| 2010 Owner Occupied Housing Units  | 243,950 |
| 2010 Renter Occupied Housing Units | 177,897 |
| 2010 Vacant Housing Units          | 65,992  |
| 2020 Total Housing Units           | 561,851 |
| 2020 Vacant Housing Units          | 42,414  |
| 2023 Total Housing Units           | 588,018 |
| 2023 Owner Occupied Housing Units  | 309,641 |
| 2023 Renter Occupied Housing Units | 237,518 |
| 2023 Vacant Housing Units          | 40,859  |
| 2028 Total Housing Units           | 621,573 |
| 2028 Owner Occupied Housing Units  | 328,821 |
| 2028 Renter Occupied Housing Units | 249,062 |
| 2028 Vacant Housing Units          | 43,690  |

### Socioeconomic Status Index

|                                 |      |
|---------------------------------|------|
| 2023 Socioeconomic Status Index | 47.6 |
|---------------------------------|------|

Currently, 52.7% of the 588,018 housing units in the area are owner occupied; 40.4%, renter occupied; and 6.9% are vacant. Currently, in the U.S., 58.5% of the housing units in the area are owner occupied; 31.7% are renter occupied; and 9.8% are vacant. In 2020, there were 561,851 housing units in the area and 7.5% vacant housing units. The annual rate of change in housing units since 2020 is 1.41%. Median home value in the area is \$357,789, compared to a median home value of \$308,943 for the U.S. In five years, median value is projected to change by 0.77% annually to \$371,692.

**Data Note:** Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

**Source:** U.S. Census Bureau. Esri forecasts for 2023 and 2028. Esri converted Census 2010 data into 2020 geography.

## Active Advisory Boards and Task Forces

### Building

- Board of Adjustments
- Construction Board of Adjustments & Appeals

### Natural Resources

- KWPB & Sustainable Advisory Board
- Lakes and Waterways Advisory Board
- Lake Killarney Advisory Board

### Planning and Zoning

- Historic Preservation Board
- Housing Authority Board
- Orange Avenue Overlay Appearance Review Advisory Board
- Planning and Zoning Board

### Public Works and Transportation

- Transportation Advisory Board
- Utilities Advisory Board

### Public Safety

- Civil Service Board
- Firefighters Pension Fund Board of Trustees
- Police Retirement Board of Trustees

### Parks & Recreation

- Parks and Recreation Advisory Board
- Tree Preservation Board
- Winter Pines Golf Course Advisory Board

### General Administration

- Broadband & Smart City Ad Hoc Committee
- Code Compliance Board
- CRA Agency
- CRA Advisory Board
- Economic Development Advisory Board
- Economic Development Advisory Board Subcommittee
- Public Art Advisory Board

## Glossary

### **Account Code**

Expenditure classification according to the types of items purchased or services obtained.

### **Accounting System**

The total set of records and procedures used to record, classify, summarize and report information on the financial status and operations of the City.

### **Accrual Basis of Accounting**

A basis of accounting which recognizes increases or decreases in economic resources as soon as the underlying event or transaction occurs.

### **Ad Valorem Tax**

Property taxes levied on the assessed value of real or personal property.

### **Amortization**

Payment of principal on outstanding debt.

### **Appropriation**

A legal authorization granted by the City commission to purchase goods and services.

### **Arbitrage Regulations**

Arbitrage regulations from the Internal Revenue Service limit the amount of investment earnings from the proceeds of tax-exempt debt that may be retained by the City. Earnings in excess of the interest expense must be rebated to the Internal Revenue Service.

### **Assessed Valuation**

The value placed upon real and personal property by the Orange County Assessor for purposes of taxation.

### **Assessment Roll**

An official list containing: (1) the legal description of each real property or the description of personal property; (2) the assessed value; and (3) the name and address of the owner.

### **Assets**

Resources owned or held by a government that have monetary value.

### **Audit**

A financial audit is an objective examination and evaluation of the financial statements of an organization to make sure that the financial records are a fair and accurate representation of the transactions they claim to represent.

### **Authorized Positions**

The approved list of positions that an organization may hire to fill.

### **Authorizing Legislation**

Legal action providing authority to incur debts or make payments.

### **Budget**

A financial plan containing an estimate of proposed expenditures for specified services and the proposed means of financing them, usually for a single fiscal year. Florida law allows for a proposed, tentative or adopted budget.

### **Balanced Budget**

A budget in which planned resources equal planned expenditures.

### **Budgetary Control**

The control or management of a government following an approved budget to keep expenditures within the limits of authorized appropriations and available resources.

### **Budget Calendar**

The schedule of key dates that a government follows in the preparation and adoption of the budget.

### **Budget Document**

The official written statement of proposed revenues and expenditures prepared by the Finance Department and presented by the City Manager to the Commission.

### **Budget Message**

A general discussion of the proposed budget presented in writing as a part of, or as a supplement to, the budget document. It explains the principal budget issues, financial status at the time of the message and presents recommendations by the City Manager to the Commission.

### **CAFR**

Comprehensive Annual Financial Report.

### **Capital Equipment (also Capital Assets)**

Tangible property or equipment used for operations, expected to have a service life of more than three years and a cost of more than \$5,000.

### **Capital Improvement Project Budget (CIP)**

A financial plan for construction of physical assets such as streets, buildings, sewers and recreation facilities.

### **Capital Improvements**

Expenditures related to the acquisition, expansion or rehabilitation of the City's physical assets (infrastructure).

### **Capital Lease**

A capital lease is a financing arrangement to acquire a piece of equipment through lease payments. Ownership of the equipment transfers to the City when all lease payments have been made.

### **Capital Outlay**

Expenditures that result in acquisitions of, or additions to, fixed assets.

### **Comprehensive Budget**

All revenues and expenditures included in the budget.

### **Consumer Price Index (CPI)**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

### **Contingency**

An appropriation of funds to cover unforeseen events that occur during the fiscal year.

### **CRA**

Community Redevelopment Agency

### **Current Services Budget**

An executive budget projection that anticipates specific revenue expenditure and dept. service levels, if current policies remain the same.

### **Current Year**

The fiscal year in progress.

### **Debt Limit/Capacity**

The city's debt management policy sets the debt limit, or total amount of General Obligation Debt Outstanding, at 2% of the city's taxable value.



### **Debt Service**

Payment of principal and interest to holders of a government's debt instruments (bonds and notes).

### **Debt Service Coverage**

The ratio of net revenue available for debt service to the annual debt service requirements of an issue of revenue bonds.

### **Debt Service Fund**

A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### **Debt Service Requirement**

The amount of money required to pay principal and interest in any fiscal year.

### **Deficit**

The excess of expenses over revenues during a fiscal year.

### **Delinquent Taxes**

Taxes remaining unpaid on and after the due date, to which a late-payment penalty is added.

### **Department**

A major unit of organization in the City, headed by a department director. Sub-units, called Divisions, form the basis for a department.

### **Depreciation**

The decrease in value of physical assets due to usage and the passage of time.

### **Designated Revenue**

Funds from a specific source to be spent only for designated purposes, i. e., gasoline taxes to be used only for street construction and maintenance.

### **Direct Expenses**

Those expenses that can be charged directly as a part of the cost of a product or service of a department or operating unit.

### **Division**

A major sub-unit of a department.

### **Effectiveness**

A measurement comparing the amount or level of service produced to the resources used to produce it.

### **EMS**

Emergency medical services provided by Fire/Rescue staff.

### **EMT**

Emergency medical transport of a patient to a hospital for treatment.

### **Encumbrance**

An amount of money committed for the payment of good and services not yet received or paid for.

### **Enterprise Fund**

A self-supporting fund designed to account for activities supported by user charges, i.e., Water & Sewer, Electric and Golf Course Funds.

### **Estimated Revenues**

Projections of monies to be received during the fiscal year.

### **Expenditures/Expenses**

The cost of goods delivered or services rendered including personnel and operating cost, capital outlays and debt service.

### **Financial Plan**

A statement of estimated revenues, expenditures and balances for each fund.

### **Fiscal Year**

A 12-month period to which the annual budget applies, after which a government determines its financial position and results of its operations. The City's fiscal year begins October 1 and ends September 30.

### **Fixed Assets**

Assets of a long-term character that continue to be held or used, such as land, buildings and equipment.

### **Franchise Fees**

A fee assessed on a business, usually a public utility, in return for giving them the exclusive right to operate inside the City limits. The City of Winter Park has granted franchises for electric, cable television, gas and scenic boat tours.

### **Full Faith and Credit**

A pledge of the general taxing body for the payment of debt obligations. Bonds carrying such pledges are called general obligation bonds.

### **Fund**

A set of inter-related accounts to record revenues and expenditures associated with a specific purpose.

### **Fund Balance**

Fund equity for governmental funds and trust funds reflecting the accumulated excess of assets over liabilities for general governmental functions.

### **FY**

Fiscal year ending September 30

### **GAAP**

Generally accepted accounting principles.

### **General Fund**

The fund used to account for all financial resources except those required to be accounted for in another fund. Included in the City's General Fund are the Police, Fire, Administration, Finance, Planning and Community Development, Public Works and Parks and Recreation.

### **General Obligation Bonds**

Bonds issued, pledging the full faith and credit of the issuing government upon voter approval at a general referendum.

### **General Revenue**

The revenues of a government other than those derived from, and retained in, Enterprise and Internal Service funds.

### **Goals**

The City's priorities, developed through a strategic planning workshop, for which it strives to attain to deal with the challenges of the present and future.

### **Grant**

Contributions or gifts of cash or other assets from Federal, State or local governments for a specified project, purpose or activity.

### **Governmental Funds**

Funds used to account for governmental operations funded through a combination of general purpose revenues and user charges.

### **Homestead Exemption**

A deduction from the total taxable assessed value of property occupied by the owner in the State of Florida. The exemption is \$25,000 for all property owners who qualify.

### **Indirect Cost**

Any cost incurred that cannot be charged to any single cost objective.

### **Infrastructure**

The physical assets of the City, i.e., streets, water/sewer systems, public buildings, parks.

### **Intergovernmental Revenue**

Funds received from Federal, State and other local government sources, such as grants, shared revenues and payments in lieu of taxes.

### **Internal Service Changes**

Charges by Internal Service Funds to other departments within the City as reimbursement for goods supplied or services rendered.

### **Internal Service Funds**

Self-supporting funds established for the financing of goods or services provided by one department or other departments within the City on a cost-reimbursement basis.

### **Liability**

Debt or other legal obligations arising out of transactions in the past that must be paid or refunded at some future date, not including encumbrances.

### **MGD**

Measurement of water or wastewater flow in millions of gallons per day.

### **Millage Rate**

The tax rate on real and personal property, expressed in mills. Each mill generates \$1 for every \$1,000 of assessed valuation of taxable property.

### **Modified Accrual Accounting**

A basis of accounting which recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash.

### **Operating Budget**

A budget for general expenditures such as salaries, supplies and services.

### **Ordinance**

A formal legislative enactment by the governing board of a municipality having the full force and effect of law within the boundaries of the municipality to which it applies, provided it does not conflict with a higher form of law such as a state statute.

### **Personal Services**

The cost of wages, salaries, retirement and other fringe benefits.

### **Policy Goals/Objectives**

The major statements identifying the City's broad goals and specific objectives.

### **Prior Year**

The fiscal year immediately preceding the current year.

### **Property Tax**

A tax levied on the assessed value of real property; also call ad valorem tax.

### **Recurring Expense**

Expenses that continue from year to year, where a similar amount can be expected annually, such as personnel expenses and charges for utilities.

### **Recurring Revenue**

Revenue sources that continue from year to year and where a similar amount can be expected annually, i.e., property taxes, utility taxes and license fees.

### **Reserve**

An account indicating that a portion of the fund is legally restricted for a specific purpose or not available for appropriation or spending.

### **Resolution**

An order of a legislative body requiring less legal formality than an ordinance or statute.

### **Retained Earnings**

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

### **Receipts/Revenues**

An increase to a fund's assets that; (1) does not increase a liability; (2) is not repayment of an expenditure already made; (3) does not represent cancellation of certain liabilities; (4) does not represent contributions of capital.

### **Revenue Bonds**

Bonds for which a specific revenue source is pledged for the repayment of the debt (e.g., water and sewer revenues).

### **Risk Management**

The reduction of risk or loss through careful procedures and practices.

### **Rollback Rate**

The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.

### **Self-Insurance**

The underwriting of one's own insurance instead of obtaining coverage from a private provider.

### **Service Plan**

The methods by which a government plans to meet its service objectives; the basis for annual budget preparation.

### **Tax Increment Revenue**

Property tax revenue from the City and County derived from taxable value in excess of the taxable values as of the base years in the Community Redevelopment Area.

### **Tax Levy**

The total amount of taxes imposed by a government to finance services executed for the common benefit.

### **Tax Roll**

The official list showing the amount of taxes levied against each taxpayer or property.

### **Tax Year**

The calendar year in which property owners received tax bills. The 2017 tax bills produce revenue to the City in FY 2018.

### **TRIM**

Truth in Millage requirements for advertising any increased property tax revenue over the prior year, whether from an increased millage rate or taxable value, as a tax increase.

### **User Charges**

Charges for specific services rendered only to users of the services, i.e., water sales.

### **Utility Taxes**

Municipal charges levied by the City on consumers for every purchase of utility service within the corporate limits of the City, such as electricity, water, gas, fuel oil and telephone service.

### **Working Capital**

The difference between a company's current assets, such as cash, accounts receivable and inventories of raw materials and finished goods, and its current liabilities, such as accounts payable.

**WTP**  
Water treatment plant.





# City Commission **agenda item**

|                                 |                                                     |
|---------------------------------|-----------------------------------------------------|
| <b>item type</b> Consent Agenda | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Rene Cranis  | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed |                                                     |
| <b>strategic objective</b>      |                                                     |

## **subject**

Approve the minutes of the regular meeting, June 28, 2023

## **motion / recommendation**

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

[CC-rm-2023-06-28-min.pdf](#)



# City Commission Regular Meeting Minutes

June 28, 2023 at 3:30 p.m.

City Hall, Commission Chambers  
401 S. Park Avenue | Winter Park, Florida

## Present

Mayor Phil Anderson, Commissioners Marty Sullivan, Sheila DeCiccio, Kris Cruzada, and Todd Weaver; Assistant City Manager Michelle del Valle and City Clerk Rene Cranis.

### 1) Meeting Called to Order

### 2) Invocation

The invocation was provided by Pastor Eddie Rivera, Action Church, followed by the Pledge of Allegiance.

### 3) Approval of Agenda

### 4) Mayor Report

Mayor Anderson wished the Winter Park crew team good luck as they compete in the world championship for the second year in a row and asked staff to post information on their first race on social media.

### 5) City Manager Report

- a. Update on purchase of Bank of the Ozarks property.

Ms. del Valle reported that the city has not received a response to their offer.

She reported the following:

- The meeting schedule has been modified moving the Broadband/Smart City work session from August 10th to the 24<sup>th</sup> and revising the budget presentation schedule.
- The Board Appreciation event is tomorrow at 5:30 at the Farmers' Market.
- The commission subcommittee meeting of the 426 project is tomorrow at 3:00.

Mayor Anderson explained that the subcommittee of he and Commissioner Cruzada is to discuss expressed preferences and work with FDOT and staff in an attempt to accelerate the process to reach a recommendation.

Commissioner Sullivan suggested the city consider an option to purchase the Bank of the Ozarks (Ozarks) property with parameters that would include the purchase price, which he feels should be the asking price of \$7.5m and periodic negotiated monthly payments during a specified time period. The city would have the right to terminate but would forego the payments made. He believes one year would be an adequate time to

explore and consider available funding and provide opportunities for others to contribute toward the purchase.

Mayor Anderson recalled the city's hard offer was \$6m. Commissioner DeCiccio recalled a 10-day response on city's offer. Ms. del Valle confirmed that the 10-day period ended June 26<sup>th</sup> and Division Director of OMB Peter Moore said he contacted the realtor today but has not received a response. (It was clarified in the June 29<sup>th</sup> work session that the deadline was 10 business days that would end July 3<sup>rd</sup>)

Commissioner Weaver asked Commissioner Sullivan why he is suggesting increasing the offer to the asking price. Commissioner Sullivan said he would not want to spend \$7.5M but does not want to remove the opportunity to purchase which he feels would be difficult for the city, but not impossible; however, if bank situation changes, they may be willing to come back to the city.

Commissioner Weaver asked whether there is support to reallocate CRA funds from the post office and parking garages. Mayor Anderson noted that the extension of time and boundaries is Orange County's discretion and may be approved with certain limitations (housing, transportation, infrastructure). There was no consensus to reallocate CRA funds.

Mayor Anderson recalled there were three commissioners in the last commission meeting that might consider city funding \$5m, but he is questioned the source of the additional \$2.5m. He expressed his concern about amount of the option payment.

Commissioner Sullivan said he believes the question is how much would the city have to pay for the option and if it is \$500k, he would say no. He clarified that the offer has to be \$7.5m for an option the seller would accept, but he is looking for a price closer to the appraised value.

Mayor Anderson said one way to look at this is an agreement with the seller to "stand still" for six months for a sum of money from the city but without an agreement on the final purchase price. Commissioner Sullivan said they would have to agree to refuse any offers during that period. Mayor Anderson said a right of first refusal for six months may be better. Commissioner Sullivan said he would like a longer period than six months. Discussion followed on offer terms, price, risks and potential outcome.

Mayor Anderson asked for consensus for staff to request an option for a 12-month period at purchase price of \$7.5m. Mayor Anderson opposed because the \$7.5m cost is too high and because the of the lack of funds.

Commissioner Cruzada expressed concern about lack of existing funding and effect on the operational budget. If it there is consensus for an option, he suggested an amendment for assignability.

Commissioner Weaver said while there are many benefits to purchasing this property (greenspace, stormwater system improvements, future train station, roundabout), he is opposed to the purchase price.

Commissioner DeCiccio supported asking if they would consider an option, but not leading with \$7.5m. She does not believe they are a willing seller since they did not respond to the city's offer.

After additional discussion, it was agreed that Attorney Ardaman and Ms. del Valle draft a letter asking the seller if they would consider an option for 12 months with a right of first refusal and assignability but without a purchase price for consideration on Commission Reports.

**6) City Attorney Report**

**7) Non-Action Items**

**8) Public Comments | 5 p.m. or soon thereafter** (heard after the recess)

**9) Consent Agenda**

- a. Approve the minutes of the Old Library Neighborhood Meeting, June 12, 2023
- b. Approve the minutes of the regular meeting, June 14, 2023
- c. Approve the minutes of the work session, June 15, 2023
- d. Approve the following contract:
  1. Cintas Corporation - FY21-17 - Fire Protection Services; For services on an as needed basis for the remainder of the current term through May 31, 2024. Amount: \$75,000.
- e. Approve the following piggyback contract:
  1. Ferguson Waterworks, Inc. - Seminole County Contract #IFB-603115-18/GCM - Assorted Concrete, Corrugated & Drainage Pipes; For goods on an as-needed basis during the term of the Agreement through August 5, 2023; Amount: \$100,000

**Motion made by Commissioner Weaver to approve the Consent Agenda; seconded by Commissioner Cruzada.** There were no public comments. **Motion carried unanimously with a 5-0 vote.**

**10) Action Items Requiring Discussion**

- a. RFP - Old Library Site

Mayor Anderson asked for comments or changes to the RFP. Commissioner Cruzada asked whether a provision is necessary to incentivize recycling or reuse of building materials. It was agreed that no language is needed as this is the city's standard practice.

Upon comments by Commissioner Sullivan. Ms. del Valle said if a survey cannot be located, the city surveyor can complete the survey to confirm area of property and Mayor Anderson recalled commissioner support for 17 dwelling units per acre. There was discussion on FDOT plans for a roundabout which could impact what is permitted on this site since the impervious area will be reduced with roundabout and will affect entitlements if land area is reduced.

**Motion made by Mayor Anderson to approve the scope of work, evaluation matrix, and timeline of the RFP for the Old Library site; seconded by Commissioner DeCiccio.**

**Amendment 1 Motion made by Mayor Anderson to amend the first bullet on Page 6 to read: without reducing entitlements, the site plan may be affected by FDOT easements; seconded by Commissioner Sullivan.**

Discussion ensued on the Evaluation Criteria with the following amendments:

**Amendment 2 Motion made by Mayor Anderson to amend Item 2, Financial Consideration, to add that favorable consideration will be given to strong lease payment and shorter lease term or option to buy out the lease; seconded by Commissioner Weaver.**

**Amendment 3 Motion made by Commissioner Sullivan to amend Item 4, Community Support, adding education and changing the weight from 10 to 20% and decreasing the weight for Item 1, Concept and Vision, from 60 to 50%; seconded by Commissioner Weaver.**

**Motion made by Commissioner Weaver to amend Item 3, Preservation of Existing Building, increasing the weight by 10%, reducing Item 1, Concept and Vision, by 10% and language stating this does not preclude submissions wishing to add on to the existing building. Motion failed for lack of second.**

**Amendment 4 Motion made by Mayor Anderson a sentence under Item 3 that reads "This does not preclude additions modifications to the existing building;" seconded by Commissioner Weaver. (Note: this motion was included in the vote for Amendment 1)**

**Motion made by Commissioner Weaver to amend reduce #1, Concept and Vision by 10% and increase Item 3 by 10%. Motion failed for lack of second.**

There were no public comments.

**Upon a roll call vote on Amendment 1 regarding retaining entitlements, Commissioners Sullivan, DeCiccio and Cruzada and Mayor Anderson voted yes. Commissioner Weaver voted no. Motion carried with a 4-1 vote. (Includes Amendment 4 regarding modifications)**



**Upon a roll call vote on Amendment 2, regarding lease term and buy-out, Commissioners Sullivan, DeCicco, Weaver and Cruzada and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

**Upon a roll call vote on Amendment 3, changing the weight for Community Support and Concept and Vision categories, Commissioners Sullivan, DeCicco, Weaver and Cruzada and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

**Upon a roll call vote on the main motion as amended, Commissioners Sullivan, DeCicco, Weaver and Cruzada and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

A recess was held from 4:58 to 5:13 p.m.

#### **8) Public Comments | 5 p.m. or soon thereafter**

Sarah Jackson, 721 Glenridge Way, expressed her excitement about Seven Oaks Park and opposition to any higher buildings in the area. She urged the commission to carefully consider whether to purchase the Ozarks property.

Steve Goldman, 2009 Venetian Way, Winter Park Land Trust, said he feels Ozarks property will be more valuable with connectivity to parks. He feels it is unrealistic to expect that this new land trust could raise the necessary funds.

Bruce Thomas, 1031 Royal St. George Drive, Orlando said the Seven Oaks Park is a lovely gateway into the city and that the Ozarks property is better suited for a park than a building.

Stephanie Breske, 640 Berwick Drive, suggested lowering property taxes instead of buying land during this economy. She feels the property will not worth purchase price in the near future.

Sally Flynn, 1400 Highland Road, favored the option clause and keeping it open until funds are found and opposed a building on the Ozarks property.

Pat McDonald, 2348 Summerfield Road, said she feels it is imperative to continue to be the city that we've always been, a charming village full of parks, and it would be foolish to walk away from this opportunity.

Ruth Heine, 2358 Summerfield Road, supported the purchase of Ozarks property and feels the city will regret not purchasing.

Brad Blum, 1169 Lakeview Drive, spoke about the loss of tree canopy and changes in the character of the city. He hopes the city will find a solution to purchase the Ozarks property as it will be worth so much more than money in the future.

Katrina Knight, sister of Daniel Knight who was killed at an event in Winter Park last year, spoke about an article in Winter Park Voice about her brother and feels portions of it were not relevant. She believes reports of the police department were not accurate.

Jennel Smith, brother of Daniel Knight, spoke about the impact of his death and loss of trust in the police and how things may have turned out if it were handled with humanity.

Mayor Anderson spoke of the tragedy of the events and wished the Knight family well as they heal. He read a statement regarding the city's action as it faces potential lawsuits and directing inquiries to the city's attorneys.

Bonnie Hamilton, 701 Douglas Avenue, expressed concern about ongoing flooding and said she hopes the city is doing everything possible to fix the infrastructure in the Hannibal Square area, particularly Douglas Avenue. She thanked the city what has been done and what will be done.

#### **11) Public Hearings: Quasi-Judicial Matters**

- a. RESOLUTION 2273-23 - A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING THE PROPERTY LOCATED AT 1530 BERKSHIRE AVENUE, WINTER PARK, FLORIDA AS A HISTORIC RESOURCE ON THE WINTER PARK REGISTER OF HISTORIC PLACES.

Attorney Ardaman read the resolution by title. Director of Planning and Zoning Jeff Briggs reviewed the request.

**Motion made by Commissioner Weaver to approve the resolution; seconded by Commissioner Sullivan.** There were no public comments. **Upon a roll call vote, Commissioners Sullivan, DeCiccio, Cruzada and Weaver and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

- b. RESOLUTION 2274-23 - A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, DESIGNATING THE PROPERTY LOCATED AT 1299 HARDING STREET, WINTER PARK, FLORIDA AS A HISTORIC RESOURCE ON THE WINTER PARK REGISTER OF HISTORIC PLACES.

Attorney Ardaman read the resolution by title. Mr. Briggs reviewed the request.

**Motion made by Commissioner Weaver to approve the resolution; seconded by Commissioner Sullivan.** There were no public comments. **Upon a roll call vote, Commissioners Sullivan, DeCiccio, Cruzada and Weaver and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

- c. Tree Removal Permit Appeal - 1336 Palm Ave

City Arborist Jorden Hinrichsen, reviewed the background of the property, tree removal permits and photos of the live oak tree which was not permitted to be removed. The Tree Preservation Board upheld staff's denial.

**Motion made by Commissioner Sullivan to uphold staff denial of the permit; seconded by Commissioner Weaver.** There were no public comments. **Upon a roll call vote, Commissioners Sullivan, DeCiccio, Cruzada and Weaver and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

## **12) Public Hearings: Non-Quasi-Judicial Matters**

- a. RESOLUTION 2275-23 - A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF WINTER PARK, FLORIDA, PROVIDING NOTICE TO THE PUBLIC OF A PENDING ORDINANCE AND DIRECTING STAFF TO DEVELOP AND PROCESS FOR ADOPTION AN ORDINANCE TO PROVIDE FOR CERTIFICATION OF COMPLIANCE OF AFFORDABLE HOUSING PROJECTS AND OTHER LAND DEVELOPMENT REGULATIONS ADDRESSING AFFORDABLE HOUSING, MIXED-USE AND MULTI-FAMILY PROJECTS.

Attorney Ardaman read the resolution by title. Mayor Anderson spoke about home rule and the legislature preempting some of the city's land use regulations. This resolution is a step toward preserving home rule while meeting intent of the legislature and the character of Winter Park.

Mr. Briggs explained the impact of the "live local act" which does not require developers to guarantee they are providing affordable housing. This resolution provides notice to developers that an ordinance is being drafted requiring certification that they are providing affordable housing.

**Motion made by Mayor Anderson to adoption of the Resolution; seconded by Commissioner DeCiccio.** There were no public comments. **Motion carried unanimously with a 5-0 vote.**

- b. Ordinance - Amending Chapter 102 of the City Code modifying the method of calculation and collection of stormwater management utility fees. (1st reading)

Attorney Ardaman read the ordinance by title.

Finance Director Wes Hamil reported the ordinance will be revised for second reading correcting the calculation of impervious surface area from a monthly rate of \$.005 to an annual rate of \$.06. He stated changing the collection method and changes the fee structure. He explained impact to different properties and stated this will provide additional revenue.

**Motion made by Commissioner Weaver to approve the ordinance; seconded by Commissioner DeCiccio.** There were no public comments. **Upon a roll call vote, Commissioners Sullivan, DeCiccio, Cruzada and Weaver and Mayor Anderson voted yes. Motion carried unanimously with a 5-0 vote.**

### **13) City Commission Reports**

Mr. Ardaman read draft language to Bank of the Ozarks expressing an interest in a 12-month option agreement to acquire the property. If bank has interest, the city would like to consider the option cost, purchase price and any other key terms required by the Bank. The city manager would be available to discuss. Verbally agreed to by Commissioners Sullivan, DeCiccio and Weaver.

Commissioner Sullivan – No report.

Commissioner DeCiccio -

- Showed photos of a limousine in a residential driveway and spoke about parking of commercial vehicles in driveway; however, stretch limos are not considered a commercial vehicle according to city code.

Mr. Briggs said zoning regulations allow personal vehicles, without commercial marking, to be parked in a driveway. He said the commission could consider prohibiting parking such vehicles in residential areas based on passenger capacity. Commissioner Cruzada noted State Statutes address private motor coaches and length limitations. Consensus was to bring back for discussion.

- Asked for a status of report on flood-prone areas, particularly the west side. Ms. del Valle advised this will be covered in tomorrow's work session.

Commissioner Cruzada – No report.

Commissioner Weaver –

- Will be participating virtually in the work session tomorrow.

Mayor Anderson – No report.

### **14) Summary of Meeting Actions**

- Reported that WPHS crew team is participating in their second world championship.
- Agreed to language to present an option to purchase the Ozarks property.
- Approved the Consent Agenda.
- Approved the old library RFP with three amendments.
- Adopted resolutions designating two homes to the historic register.
- Upheld denial of tree permit.
- Adopted resolution providing notice of pending ordinance regarding affordable housing.
- Approved ordinance modifying calculation and collection of stormwater utility fees.
- Directed staff to look at new language regarding long vehicles such as limos parked in residential driveways.

Mayor Anderson advised that the Construction Board of Adjustments and Appeals, which does not meet regularly, will be meeting soon to consider changes to city code and will be making his appointments and reporting in the next meeting.

**15) Adjournment**

The meeting adjourned at 6:25 p.m.

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Mayor Phillip M. Anderson

ATTEST:

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City Clerk Rene Cranis





# City Commission **agenda item**

|                                 |                                                     |
|---------------------------------|-----------------------------------------------------|
| <b>item type</b> Consent Agenda | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Rene Cranis  | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed |                                                     |
| <b>strategic objective</b>      |                                                     |

## **subject**

Approve the minutes of the work session, June 29, 2023

## **motion / recommendation**

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

[CC-ws-2023-06-29-min.pdf](#)



# City Commission Work Session Meeting Minutes

June 29, 2023 at 1:00 p.m.

City Hall, Commission Chambers  
401 S. Park Avenue | Winter Park, Florida

## Present

Mayor Phil Anderson, Commissioners Marty Sullivan, Sheila DeCiccio, Kris Cruzada, and Todd Weaver (Virtual); City Manager Randy Knight; Assistant City Manager Michelle del Valle and City Clerk Rene Cranis.

### 1) Call to Order

Mayor Anderson called the meeting to order at 1:00 p.m.

### 2) Discussion Item(s)

#### a. Stormwater Update/Hurricane Preparation

Mayor Anderson explained the purpose of the meeting to review existing conditions of flooding, beginning a series of capital projects including grant applications, and long-term plans in collaboration with other agencies.

Fire Chief Dan Hagedorn gave a presentation on the city's emergency management, needs and risk assessment. This storm preparedness effort required each department to review staffing, equipment, and training which ended with a tabletop exercise in June. He explained the three levels of operation of the Emergency Operation Center (EOC).

Ms. del Valle noted receipt of grant funding of \$3.2M from the National Resource Conservation Service (NRCS) for drainage improvements, dredging and other storm-related projects and advised of pending grant applications and expected reimbursements (\$2m) from FEMA for Hurricanes Ian and Nicole. Mr. Knight said it could take 1-2 years to receive reimbursement. Ms. del Valle confirmed that the city is prepared to assist residents and small businesses with FEMA applications as well as city programs in the event of another major storm event.

Electric Utility Director Dan D'Alessandro spoke about their storm preparedness with largest efforts toward retaining outside resources prior to the storm and allowing staff time to prepare their home/family. He explained required notifications of outages to the state at regular intervals and spoke about post-storm restoration.

Water and Wastewater Utility Director David Zusi spoke about the impact to stormwater systems and lift stations and unprecedented flooding from Hurricanes Ian and Nicole. He reviewed improvements since Hurricane Ian including targeted sewer lining, rerouting flow, adding a bypass pump connection, and installation of additional portable connections and generators. He reported on current projects/efforts to

improve existing conditions and efforts to decrease flooding in the MLK and Hannibal Square areas. He explained the circumstances of stormwater infiltration into the sanitary sewer system and the city's efforts to eliminate water pouring into the system with the lining project and smoke testing.

Communications Director Clarissa Howard explained the operation and staffing of the EOC and tools use to communicate to residents throughout storm events (website, social media, targeted reverse 9-1-1 emergency alert system, and press releases) and noted the publishing of the Hurricane Preparedness Guide.

St. John's River Water Management District (SJRWMD) Chief Resilience Officer Tom Frick gave a presentation on the District service area covering 18 counties with more than 50% of the area in the 100-year flood plain. He reviewed the impact of Hurricane Ian showing the volume of water flowing in local basins with Howell Creek getting more than 20 times the normal water flow and St. Johns River which took 2-3 months for the water level to decrease. He explained the impact on 100-year floodplain areas, flood storage volume and the District's strategies for flood protection and floodplain conservation.

In response to questions about opening the weirs at Lake Killarney, Mr. Frick stated the District has emergency authorization and most of the structures have a control elevation, and flows that deal with things that are going downstream. (recording cannot be heard clearly in the section due to audio interference.).

Commissioner Weaver noted the Governor has vetoed money for stormwater improvements in Central Florida and asked if the District has a wish list of projects that SJRWMD is considering when funding comes available. Mr. Frick said the District is working with local governments to compile a list with a goal to ensure there is communication between agencies to establish the priority projects to get the system flowing through multiple jurisdictions as best as possible.

Mayor Anderson asked about adjusting the weir at Lake Maitland/Howell Branch. Assistant Director of Public Works Don Marcotte said the weir is a fixed concrete structure. He said the weir on Lake Killarney at Lake Gem has not been adjusted in several years and the weir at Lake Bell can be adjusted. Discussion followed on lake weirs, whether they can be adjusted or controlled before storm events, and the need for cooperation with the District for control of lake weirs. Director of Public Works and Transportation Charles Ramdatt advised that the city, other agencies, and SJRWMD are working toward a resolution. Discussion continued on adjustment and control of weirs.

Director of Natural Resources and Sustainability Gloria Eby outlined the responsibilities of the Lakes Division including barrier removal, environmental monitoring, and weir inspections. She presented images of flooding from Hurricane Ian and said the city's flood management guide outlines tasks that begin a week in advance of a storm and

includes lowering weirs when the outer edge of a hurricane cone reaches Central Florida. She explained the function and management of the drain well/risers at Lake Killarney and new smart technology for lake elevation meters which will provide telemetry in order to understand what's happening with lake elevations.

Mr. Marcotte spoke about the department's responsibilities for storm sewers and pumps and also of city facilities and sandbag distribution. He showed images of flooding in three basins to be studied: WP Golf Course, Chain of Lakes, Killarney/Lake Bell/MLK Pond. He outlined post-hurricane efforts: canal dredging, storm pipe repair and replacement, and upcoming drainage basin studies (western basin, central and eastern basins) and outlined next steps. He responded to questions on the scope of basin studies and the potential to create more storage at MLK Pond as an interim solution.

Mayor Anderson suggested looking at micro basins for less intense storm events. Mr. Ramdatt said the consultants for each study will be working together toward an integrated urban model and responded to additional questions on Mead Garden improvements and basin study areas.

Mr. Knight and Mayor Anderson expressed appreciation for staff's work on toward preparedness for storm events. He asked that an updated infrastructure project listing be distributed to the commission.

Items Not on the Agenda:

Mayor Anderson said the commission directed staff to move forward with a second approach on the purchase of the Bank of the Ozarks property at yesterday's meeting. Mr. Knight advised that the ten-day response time was ten business days, not calendar days, and the actual deadline is Monday July 3rd. Consensus was to send the letter on July 5<sup>th</sup> due to the 4th of July.

Commissioner DeCiccio announced that the Winter Park High School girls crew team are in Henley, England competing in the world championship and won their first race with a record-setting time. She congratulated the team on their achievements.

**3) Adjournment**

The meeting adjourned at 3:05 p.m.

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Mayor Phillip M. Anderson

ATTEST:

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City Clerk Rene Cranis



# City Commission **agenda item**

|                                 |                                                     |
|---------------------------------|-----------------------------------------------------|
| <b>item type</b> Consent Agenda | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Rene Cranis  | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed |                                                     |
| <b>strategic objective</b>      |                                                     |

## **subject**

Approve the minutes of the subcommittee meeting, June 29, 2023

## **motion / recommendation**

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

[CC-sc-2023-06-29-min.pdf](#)





# City Commission Sub-Committee Meeting Minutes

June 29, 2023 at 3:00 p.m.

City Hall, Commission Chambers  
401 S. Park Avenue | Winter Park, Florida

## Present

Mayor Phil Anderson; Commissioner Kris Cruzada; City Manager Randy Knight; Director of Public Works Charles Ramdatt; Transportation Engineer Hongmyung Lim and City Clerk Rene Cranis.

### 1) Call to Order

Mayor Anderson called the meeting to order at 3:15

### 2) Discussion Items

#### a. S.R. 426 Project

Mayor Anderson reviewed the agenda and believes the goal is to take resident input and with staff's guidance develop recommendations for the project.

Commissioner Cruzada posed questions as to whether the city can add to FDOT's proposal to make it more pedestrian and bicycle friendly, whether eminent domain is an option toward improving safety and whether the city negotiate with FDOT to take on some responsibilities, i.e., engineering to add additional safety measures.

Mayor Anderson noted the real issue is volume in that there is no way to reduce the number of lanes and maintain that level of volume. He recalled that eminent domain is not part of the plan. Commissioner Cruzada said traffic warrants are only allowed by FDOT in certain conditions to add lights or for a road diet. He expressed a desire to know those preconditions for a warrant and data. Mr. Ramdatt advised that warrant requirements are the Manual on Uniform Traffic Control Devices (MUTCD)

Mr. Ramdatt spoke about need for compromise in the near term and that the traffic signal issue may be due to lack of location for the foundation of a pole. He suggested passing on the road diet since would create gridlock and impact the ability to easily access the hospital and regionally, people may feel they are being driven to other roadways and other jurisdictions may feel the impact. He suggested looking at easements on either side of the roadway to facilitate a wider sidewalk and a bike path. He also suggested not taking the lead on anything that may require eminent domain.

Mr. Lim said that FDOT has requested that the city provide input on its preference, likes and dislikes on the alternatives by July 13th. After discussion, consensus was to schedule

a meeting on July 3rd at 2:00 p.m. He said FDOT will compile all feedback and then present a final design.

General discussion was held on pedestrian crossing beacons, roundabout at Fairbanks/ Chase and speed tables, all is it relates to vehicular ad pedestrian safety. Detailed discussion was held on components of FDOT's Alternative One

- Barrier between the road and sidewalk at westbound at Brewer's Curve: design, vehicle contact while passing. Staff to request alternatives to metal barrier and responsibility for repair and maintenance.
- Lane narrowing – opposed.
- Pedestrian crossings with lights at Courtland and Shepherd with hybrid beacon lights
- Left turn lanes at Phelps –removed by FDOT from project.
- Left turn lane at Trismen – residents are divided on safety of left-turn lane
- Cortland intersection: blind corner around curve eastbound on 426.
- Double left-turn lanes at Lakemont – removed from project.
- Medians – trees – opposed due to narrow medians and vehicular safety.
- Painted lines to give illusion of lane narrowing on the straightaway: city would be required to maintain. Support to negotiate with FDOT.
- Easements needed for street lights behind the sidewalk.
- Delete turn lanes for sidewalks and have warning signals at Trismen and Henkel. Staff to look at options.

Consensus was to work with Alternative 1 and have staff prepare a list of components for use in the July 3<sup>rd</sup> meeting to track support/opposition for each.

### **3) Adjournment**

The meeting adjourned at 4:23 p.m.

---

Mayor Phillip M. Anderson

ATTEST:

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City Clerk Rene Cranis, CMC



# City Commission **agenda item**

|                                 |                                                     |
|---------------------------------|-----------------------------------------------------|
| <b>item type</b> Consent Agenda | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Rene Cranis  | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed |                                                     |
| <b>strategic objective</b>      |                                                     |

## **subject**

Approve the minutes of the subcommittee meeting, July 3, 2023

## **motion / recommendation**

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

[CC-sc-2023-07-03-min.pdf](#)



# City Commission Sub-Committee Meeting Minutes

July 3, 2023 at 2:00 p.m.

City Hall, Commission Chambers  
401 S. Park Avenue | Winter Park, Florida

## Present

Mayor Phil Anderson, Commissioner Kris Cruzada, City Manager Randy Knight; Director of Public Works and Transportation Charles Ramdatt; Transportation Engineer Hongmyum Lim and City Clerk Rene Cranis.

### 1) Call to Order

Mayor Anderson called the meeting to order at 2:00 p.m.

### 2) Discussion Items

#### a. S.R. 426 Project

Mayor Anderson advised this is a continuation of the discussion from June 29<sup>th</sup>.

Commissioner Cruzada said walked the roadway with Ben Robinson (Fix 426), Mr. Ramdatt and Mr. Lim. Mayor Anderson noted he walked the roadway and reported that Mr. Robinson would like a bike path along Mizell to Osceola and then connecting at the Brewer' Curve and a pocket park in the area. They observed that FDOT signs are sometimes placed on the sidewalk and overgrowth that obstructed parts of the sidewalks.

Discussion was held on the bike path project (north of on Lakemont to Mizell) which is slotted for FY 29 or 30 by MetroPlan Orlando. Mr. Ramdatt said the trail can be built in phases but the most significant work is bridge widening. He spoke about the opportunities to either move walls, do sidewalk maintenance to reclaim sidewalks or move light poles. He added that Mr. Robinson will work with staff in community outreach (peer engagement) to gain easements.

Mayor Anderson addressed the narrow sidewalks from Trismen to Chase and the need for easements to widen the sidewalk. He questioned the feasibility of abandoning the sidewalk on the south side of 426 between Henkel and Henkel and use to realign 426 for a wider sidewalk on the north side and discussion followed on the proposed crosswalk and need for easements. Mayor Anderson requested staff to determine if would be easier to make changes on the south side of Trismen heading west than the north.

Discussion returned to the location and safe route for a bike path at Cortland and Trismen. Staff to research.

The following were discussed with direction to staff:

- Lighted (offset) intersection at Henkel and Trismen. Staff to draft a design.
- Advanced warning signals on Brewer Curve (suggested by Mr. Ramdatt.)
- Crossing near Trismen Park - possibility and value of taking bike path up the hill from Osceola. Staff to measure and look at ideas: speed table or pedestrian crossing outside of Trismen Park.

The list of improvement measures was reviewed and completed showing support, rejection, undecided, and notes (attached)

Mayor Anderson submitted a lane repurposing guidebook from Fix 426 and asked staff to review the section on road diets and lane removals. He suggested staff discuss individually with he and Commissioner Cruzada.

Commissioner Cruzada said he feels this is a good start toward slowing and reducing traffic and implementing safety infrastructure.

### **3) Adjournment**

The meeting was adjourned at 3:08 p.m.

---

Mayor Phillip M. Anderson

ATTEST:

---

City Clerk Rene Cranis



| <u>Improvement Measures</u>                                                  | <u>Location</u>                           | <u>Alternative</u> | <u>Y/N</u> | <u>Notes</u>                                                 |
|------------------------------------------------------------------------------|-------------------------------------------|--------------------|------------|--------------------------------------------------------------|
| Signal Timing Optimization with Leading Pedestrian & Transit Signal Priority | All Signals                               | 1 & 2              | Y          |                                                              |
| Intersection Geometry Improvements                                           | Lakemont Ave                              | 1 & 2              | M          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | South side West of Lakemont               | 1 & 2              | N          |                                                              |
| 25 MPH Pavement Markings                                                     | West of Lakemont                          | 1                  | Y          |                                                              |
| New Left Turn Lane                                                           | Phelps Ave                                | 1 & 2              | N          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Phelps Ave                                | 1 & 2              | Y          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Shephard Ave/ Sylvan Dr                   | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Shephard Ave/ Sylvan Dr                   | 1 & 2              | N          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | West of Shephard Ave/ Sylvan Dr           | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | South side West of Shephard Ave/Sylvan Dr | 1 & 2              | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | North side West of Shephard Ave/Sylvan Dr | 1 & 2              | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Fletcher Pl                               | 1 & 2              | N          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | East of Cortland Ave                      | 2                  | N          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Cortland Ave                              | 1                  | Y          |                                                              |
| 25 MPH Pavement Markings                                                     | Cortland Ave                              | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Cortland Ave                              | 2                  | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | North side west of Cortland Ave           | 1                  | N          |                                                              |
| Rumble Strips                                                                | West of Cortland Ave                      | 2                  | M          | City needs to test the rumble strips prior to implementation |
| Pedestrian Barrier Wall                                                      | North side of the curve                   | 1 & 2              | Y          |                                                              |
| In-Lane Decals                                                               | North side of the curve                   | 1 & 2              | M          | Who maintains                                                |
| Internally Illuminated RPMs                                                  | North side of the curve                   | 1                  | Y          |                                                              |
| Mini-Median                                                                  | North side of the curve                   | 1                  | N          |                                                              |
| Dynamic Curve System                                                         | North side of the curve                   | 1 & 2              | ?          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | North Middle of the curve                 | 1 & 2              | Y          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | South Middle of the curve                 | 1 & 2              | M          |                                                              |
| Internally Illuminated RPMs                                                  | South side of the curve                   | 1                  | Y          |                                                              |
| Pedestrian Barrier Wall                                                      | South side of the curve                   | 1 & 2              | Y          |                                                              |

| <b><u>Improvement Measures</u></b>                   | <b><u>Location</u></b>  | <b><u>Alternative</u></b> | <b><u>Y/N</u></b> | <b><u>Notes</u></b>                              |
|------------------------------------------------------|-------------------------|---------------------------|-------------------|--------------------------------------------------|
| Dynamic Curve System                                 | South side of the curve | 1 & 2                     | ?                 |                                                  |
| Mini-Median                                          | South side of the curve | 1 & 2                     | ?                 |                                                  |
| In-Lane Decals                                       | South side of the curve | 1 & 2                     | Y                 | Who maintains                                    |
| 25 MPH Pavement Markings                             | East of Henkel Circle   | 1 & 2                     | Y                 |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | East of Henkel Circle   | 1 & 2                     | N                 |                                                  |
| Mini-Median                                          | East of Henkel Circle   | 1 & 2                     | ?                 | Who maintains                                    |
| Tighten Curb Returns with High Visibility Crosswalks | Henkel Cir              | 1 & 2                     | N                 |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Henkel Cir              | 1                         | Y                 |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | Henkel Cir              | 1 & 2                     | N                 |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | East of Osceola Ave     | 1 & 2                     | Y                 |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | Osceola Ave             | 1 & 2                     | N                 |                                                  |
| Roundabout                                           | Chase Ave               | 1                         | M                 | Discuss in the future, not funded                |
| Remove Slip Lane                                     | Chase Ave               | 2                         | N                 |                                                  |
| Mini-Median                                          | Chase Ave               | 2                         | N                 |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | West of Chase Ave       | 1 & 2                     | N                 |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Chase Ave       | 1                         | Y                 |                                                  |
| Internally Illuminated RPMs                          | East of Interlachen Ave | 1                         | Y                 |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Interlachen Ave         | 1 & 2                     | Y                 |                                                  |
| Mini-Median                                          | East of Interlachen Ave | 2                         | ?                 | Losing width? Keep Traffic Light                 |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Interlachen Ave | 1                         | Y                 | Keep Traffic Light                               |
| Tighten Curb Returns with High Visibility Crosswalks | West of Interlachen Ave | 1                         | N                 |                                                  |
| Internally Illuminated RPMs                          | East of Park Ave        | 1                         | Y                 |                                                  |
| Mini-Median                                          | East of Park Ave        | 2                         | N                 |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Park Ave                | 1 & 2                     | Y                 |                                                  |
| Bus Stop Markings                                    | Throughout the Corridor | 2                         | Y                 |                                                  |
| Chicane Roadway Edge                                 | East of Phelps Ave      | 2                         | N                 |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Henkel Cir      | 2                         | M                 |                                                  |
| Additional Traffic Signals                           |                         | N/A                       | Y                 | 3: Cortland, Henkle/Trismen, and Sylvan/Jo-Al-Ca |
| Decorative Intersections                             |                         | N/A                       | Y                 |                                                  |
| Storm Pollution Mitigation                           |                         | N/A                       | Y                 |                                                  |



# City Commission **agenda item**

|                                                |                                                                     |
|------------------------------------------------|---------------------------------------------------------------------|
| <b>item type</b> Consent Agenda                | <b>meeting date</b> July 12, 2023                                   |
| <b>prepared by</b> Rebecca Watt                | <b>approved by</b> Jennifer Maier, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                |                                                                     |
| <b>strategic objective</b> Fiscal Stewardship. |                                                                     |

## **subject**

Approval of the following piggyback contracts:

## **item list**

1. All-Rite Fencing Services, LLC. – City of Oviedo Contract #ITB23-42 - Fencing Installation, Replacement, and Repairs; For goods and services on an as-needed basis during the term of the Agreement through June 19, 2026; Amount: \$200,000
2. Motorola Solutions, Inc. - Orange County Contract #Y23-102-MV - Motorola Services; For goods on an as-needed basis during the term of the Agreement through December 16, 2023; Amount: \$225,000
3. ACF Standby Systems, LLC – Columbia County Contract #2022-AA – Generator Maintenance Services; For services on an as-needed basis during the term of the Agreement through October 1, 2025; Amount: \$100,000
4. DH Pace Company, Inc. - City of Orlando Contract #IFB20-0207 - Maintenance and Repairs of Overhead Roll-Up Doors; For services on an as needed basis during the term of the Agreement through July 14, 2024; Amount: \$200,000

## **motion / recommendation**

Commission approve items as presented and authorize Mayor to execute.

## **background**

- 1-2. The Originating Agency issued a formal solicitation to award this contract in FY23
3. The Originating Agency issued a formal solicitation to award this contract in FY22.
4. The Originating Agency issued a formal solicitation to award this contract in FY20.

## **alternatives / other considerations**

N/A

## **fiscal impact**

Total expenditures included in approved budgets.



# City Commission **agenda item**

|                                                |                                                                     |
|------------------------------------------------|---------------------------------------------------------------------|
| <b>item type</b> Consent Agenda                | <b>meeting date</b> July 12, 2023                                   |
| <b>prepared by</b> Rebecca Watt                | <b>approved by</b> Jennifer Maier, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                |                                                                     |
| <b>strategic objective</b> Fiscal Stewardship. |                                                                     |

## **subject**

Approval the following formal solicitations:

## **item list**

1. Tetra Tech, Inc. - RFP14-23 - Emergency Debris Monitoring Services; Amount: \$150,000
2. Ceres Environmental Services, Inc. - RFP15-23 - Emergency Debris Management Services; Amount: \$400,000

## **motion / recommendation**

Commission approve items as presented and authorize Mayor to execute Agreements.

## **background**

1. A formal solicitation was issued April 6, 2023 with responses due on May 23, 2023. The City received one (1) submittal, staff determined it to be most advantageous for the City to move forward with one response and is recommending award to the selected vendor.
2. A formal solicitation was issued April 6, 2023 with responses due on May 19, 2023, and we received eight (8) submittals. Staff shortlisted and received presentations from the top five (5) ranked firms and is recommending to award to the selected vendor.

## **alternatives / other considerations**

N/A

## **fiscal impact**

Total expenditures included in approved budgets.



# City Commission **agenda item**

|                                                |                                                                     |
|------------------------------------------------|---------------------------------------------------------------------|
| <b>item type</b> Consent Agenda                | <b>meeting date</b> July 12, 2023                                   |
| <b>prepared by</b> Rebecca Watt                | <b>approved by</b> Jennifer Maier, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                |                                                                     |
| <b>strategic objective</b> Fiscal Stewardship. |                                                                     |

## **subject**

Approval of the following contract:

## **item list**

Xylem Water Solutions USA, Inc. - SS23-12 - Flygt Products; For goods on an as-needed basis through September 30, 2023; Amount: \$150,000

## **motion / recommendation**

Commission approve item as presented and authorize Mayor to execute.

## **background**

Procurement approved Sole Source to be posted on September 1, 2022 for 15 business days per Florida State Statute. This Sole Source is valid through September 30, 2023.

## **alternatives / other considerations**

N/A

## **fiscal impact**

Total expenditure included in approved budgets.





# City Commission **agenda item**

|                                                    |                                                                  |
|----------------------------------------------------|------------------------------------------------------------------|
| <b>item type</b> Action Items Requiring Discussion | <b>meeting date</b> July 12, 2023                                |
| <b>prepared by</b> Kyle Dudgeon                    | <b>approved by</b> Peter Moore, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                    |                                                                  |
| <b>strategic objective</b>                         |                                                                  |

## **subject**

Economic Development Advisory Board Retail Strategies Report

## **motion / recommendation**

Accept the document.

## **background**

Over the past year, staff has worked with the Economic Development Advisory Board (EDAB) a number of initiatives outlined in the 2021 Strategies and Action Plan. These included performance metrics, business cluster identification and inventory, downtown pedestrian activity, and gap analysis. Of these initiatives, the gap analysis shed light on an additional question of whether, at a more nuanced level, was Winter Park's retail mix fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible. Working with MJB and GAI consultants, the intent of the analysis is to showcase a better understanding of the city's opportunities and limitations with regard to the city's business clusters, and/or industry sectors trending downward. Work was divided into two phases, both of which can be reviewed at a higher level in the 'Vision One Page' attached.

Phase I focused on the key retail areas of the retail, dining, and entertainment. It outlined the community's general market conditions and emerging influences impacting retail activity of the city's six commercial corridors (Park, Hannibal Square, Orange, 17/92, Fairbanks, Lee, and Aloma). The resulting document outlined a vision for each including market trade area, tenant potential, and risks/vulnerabilities.

From there, Phase II offered guidance on the role(s) that the City, various non-profit, and private sector stakeholders should be playing with respect to retail overall and within specific individual areas or districts. It also addresses policies, initiatives, commitments, actions and behaviors consistent with those roles. This included outreach to stakeholders from each of the corridors resulting in an additional fourteen private sector discussions held between them and the consultant as part of the final document.

The phase II implementation matrix prepared by MJB Consulting and GAI Consultants

outlines strategies, implementable action, and a time horizon for each corridor recommendation. The document was unanimously approved by EDAB at their June 13, 2023 meeting.

#### **alternatives / other considerations**

#### **fiscal impact**

Staff will return with priority recommendations cost estimates.

#### **ATTACHMENTS:**

[Winter Park Retail Strategies Report\\_June 2023\\_Final Draft.pdf](#)

#### **ATTACHMENTS:**

[WinterParkRetailVisionOnePagerFinal.pdf](#)



# CITY OF WINTER PARK RETAIL STRATEGIES

PHASE II IMPLEMENTATION MATRIX I  
JUNE 2023

*Prepared by MJB Consulting and GAI Consultants, Inc.  
Prepared for City of Winter Park, Florida*

# CITY OF WINTER PARK

# RETAIL

# STRATEGIES

PHASE II IMPLEMENTATION MATRIX | JUNE 2023

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## ACKNOWLEDGMENTS

**Kyle Dudgeon** | Assistant Division Director, *Economic Development/CRA*  
**Peter Moore** | Division Director, *Office of Management and Budget*

City of Winter Park  
401 South Park Avenue  
Winter Park, Florida 32789  
(407) 599.3399

## PROJECT TEAM

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This document has been prepared by MJB Consulting and GAI Consultants, Inc. on behalf of the City of Winter Park, Florida.





# PROJECT UNDERSTANDING

In March 2022, the City of Winter Park (“Client”) hired MJB Consulting, as a sub-consultant to GAI Consultants’ Community Solutions Group (“Project Team”), to undertake an extensive scope-of-work designed to arrive at and secure buy-in to retail strategies for Winter Park’s six main business districts and commercial corridors, listed below and illustrated on the map on the following page:

- Park Avenue and Side Streets
- Hannibal Square
- Fairbanks Avenue
- Orange Avenue
- 17/92 (“The Golden Mile”)
- Aloma Corners

Phase I in this scope-of-work analyzed retail conditions, opportunities and challenges, culminating in a memorandum that assessed whether Winter Park’s retail mix has been fully leveraging its synergistic potential and, if not, what market and real estate-related factors might be responsible.

As part of this exercise, the Project Team conducted interviews with the following<sup>1</sup>:

- Teri Gagliano, Chez Vincent
- John Crossman, CrossMarc Services
- Damien Madsen, Harbert Realty Services
- Darryl Hoffman, JLL
- Sam Stark, Rollins College
- Dan Butts, Crossman & Company
- Tracy Brand-Liffey, New General
- David Gabbai, Colliers
- Matthew McKeever, Colliers
- Drew Hill, Hill Gray Seven
- David Albertson, Park Avenue landlord
- Brenda Carey, Great American Land Company
- Palmer Vietor, Owens Realty Capital
- James Petrakis, The Ravenous Pig/Swine & Sons

In addition, the Project Team met with and presented to the members of the Economic Development Advisory Board (“EDAB”) on various occasions throughout 2022—July, September, and October—integrating the EDAB’s input and feedback into our ultimate findings and conclusions.

In Phase II, the Project Team has developed a host of recommendations that the City and various other stakeholders might consider in the name of more fully realizing such retail potential.

These recommendations are based on our extensive research and national experience as well as initial input and feedback from the EDAB (at a March 2023 meeting) and the City’s Planning Department.

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<sup>1</sup>The Project Team also reached out to a number of other stakeholders who did not respond.



Image Source: City of Winter Park



Note, however, that these recommendations are *preliminary*. There are many more stakeholders to interview for comments and buy-in. Even then, each of the individual action items would need to travel through the same mandated approval processes as any other such proposals.

The following *Implementation Matrix* provides detail on these recommendation items, including the following:

- Area – Bucket, with recommendations assigned to one of four “buckets”, which include: (1) Marketing, (2) Incentives, (3) Zoning and (4) Capital Improvements.
- Specific Action Item(s), with specifics on what the proposal consists of and requires.
- Time Horizon for Implementation – ranging from 0 to 1 years (short-term), 0 to 3 years (short- to medium-term) and

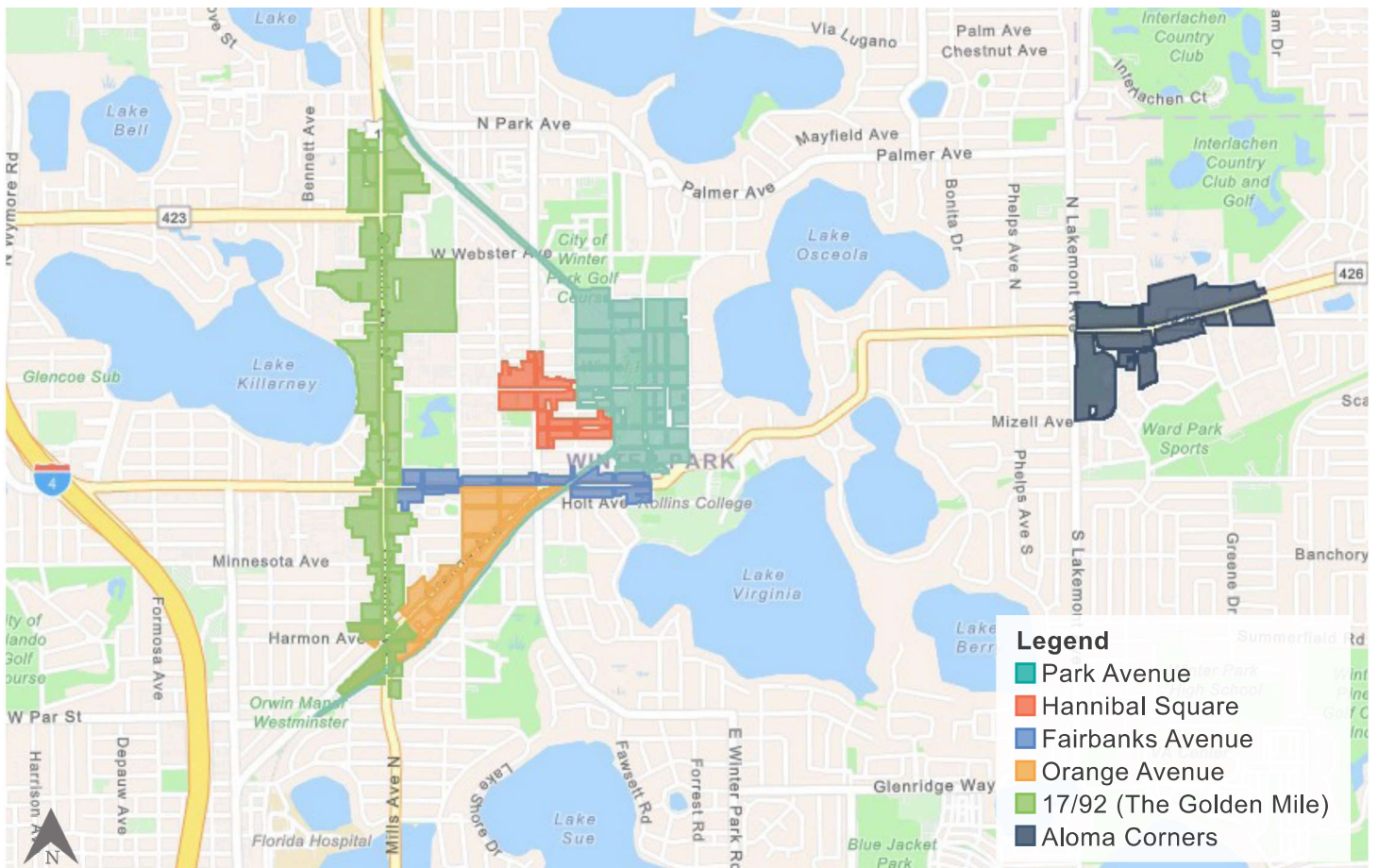
3+ years (long-term), as based on the need for adjustments or deeper dives, the process for securing buy-in as well as the practicalities of capacity, timing and priority.

- Chief Sponsor(s), including those spearheading execution, supplying funding and/or otherwise impacted.
- Context/Commentary, summarizing the reasoning and rationale.

Briefly, the three most immediate priorities that emerged from this exercise are as follows:

1. Creation and dissemination of retail marketing collateral.
2. Tweaks and adjustments to C-2 Zoning
3. Incentives for comparison goods retailers in Park Avenue Corridor.

### Focus Districts and Corridors in Winter Park



## KEY THEMES AND CONCEPTS

Some of the key themes and concepts that emerged from the analysis in Phase I, as useful context for what has been proposed within the *Implementation Matrix*, include the following:

### LOCATION DRIVERS

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”, that is, the nearby businesses that generate relevant cross-traffic.

### CRITICAL MASS

The need for established shopping destinations, particularly ones specializing in comparison goods, to retain a “critical mass” (or remain above a certain threshold) of such stores.

### GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

### WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park’s districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating “spillover” tenant demand in others.

### ZONING & POLICIES

The accompanying notion that the city’s overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

### INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, “second-generation” spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

### FLEXIBILITY AS PRE-EMPTION

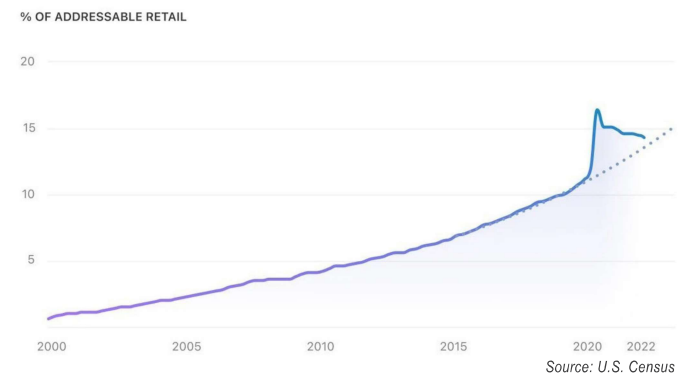
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

### THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

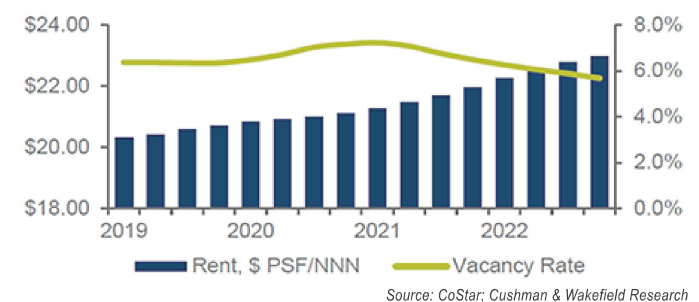
DEFINITION: “Retail” for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

### US Ecommerce Adoption Growth Rate



CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

### Overall Vacancy & Asking Rent



CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.

# IMPLEMENTATION MATRIX

| Area – Bucket                                                      | Specific Action Item(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Time Horizon                                                                                                                                          |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Retail Marketing Collateral – <b>MARKETING</b>                     | Draft, refine, finalize and produce brochure, in physical and digital formats, that frames and sells Winter Park as a retail location to prospective tenants, tenant-rep brokers and other industry professionals, including inserts and tabs about specific districts as well as a sleeve for property-specific fliers.                                                                                                                                                                                                                                                                                                                                    | Short Term (0-1 years)                                                                                                                                |
| Consumer Marketing – <b>MARKETING</b>                              | Develop and promulgate a multi-channel marketing campaign that targets theme park visitors and Central Florida residents with more elevated tastes and preferences, including tabs and inserts about specific districts.                                                                                                                                                                                                                                                                                                                                                                                                                                    | Short to Medium Term (0-3 years – depending on sponsor response)                                                                                      |
| Place Management Entities – <b>MARKETING/ CAPITAL IMPROVEMENTS</b> | With the help of an established consultant, explore different models for a non-profit, “place management” entity for Park Ave—perhaps as an outgrowth to the Park Avenue District—that spearheads beautification efforts, stages events and promotions, coordinates marketing campaigns, facilitates economic development as well as advocates on behalf of the district and its stakeholders, among other predetermined responsibilities; provide support as well for nascent efforts to create “Main Street” or other such “voluntary” organization(s) in Hannibal Square and Orange Avenue, perhaps as outgrowth(s) of existing merchant association(s). | Short to Medium Term (0-3 years – allowing time for the Park Avenue District to “grow” into such a role and for efforts in other districts to cohere) |

| Chief Sponsor(s)                                                                                                                                                                                                                      | Context/Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>City of Winter Park, with support from leasing professionals, the Park Avenue District and the Winter Park Chamber of Commerce.</p>                                                                                                | <p>Retailers and brokers active in Central Florida certainly know about Winter Park, but the purpose here would be to deepen awareness of the opportunity in analogous markets further afield --like, for instance, St. Armands Circle (Sarasota), Chatham (Cape Cod), Cherry Creek North (Denver), Claremont Village (Los Angeles), etc., with the ultimate goal of catapulting Winter Park into the upper echelon of retail locations nationwide; such a piece would provide ammunition with which developers, landlords and leasing professionals can make a broader community/district-level pitch that would accompany their property-specific efforts; it should be updated digitally on a semi-annual basis, and in print, annually.</p>                                                                                                                                                                                                                                                      |
| <p>Winter Park Chamber of Commerce, with support from the Park Avenue District, the City of Winter Park, local hotels, Rollins College, Morse Museum and other relevant stakeholders.</p>                                             | <p>Winter Park and Park Ave is still leaving money on the table in the absence of a proactive effort to capture the attention and spending of the subset of visitors that yearn for a more mature and upmarket alternative or accompaniment to the traditional Orlando tourist experience, who, while perhaps accounting for just a tiny percentage of the overall pie, nonetheless account for a large absolute number; at the same time, preemptive action is needed to ensure that Park Ave remains metro Orlando's premier "Main Street" experience in the minds of Central Florida residents, given the ascendancy of newer competitors such as Winter Garden, Mt. Dora, etc.</p>                                                                                                                                                                                                                                                                                                               |
| <p>Park Avenue District, the Winter Park Chamber of Commerce, the City of Winter Park and landlords/ merchants, with the requisite buy-in from relevant stakeholders (in the case of Park Avenue, as part of a mandated process).</p> | <p>While it can take several forms (e.g. BID, SID, NID, Main Street, etc.), the benefits of such an entity for Park Avenue include the following: 1) a guaranteed funding mechanism from the additional assessment (thereby greatly reducing the dependence on City grants, private fundraising, revenue-generating events, etc. and providing greater certainty for multi-year initiatives); 2) hedge against recession-triggered decline in municipal tax base; 3) a voice and forum for property and business owners; 4) a more entrepreneurial approach to addressing district needs and challenges; 5) a mechanism for coordinating provision of collective goods; and 6) greater marketing clout for small businesses—as an approximation of the role of a mall manager but for a Downtown setting with multiple stakeholders; in contrast, the models proposed for other Winter Park districts would not involve automatic assessments and would only offer benefits #3 through #6 above.</p> |



## CONTINUATION OF IMPLEMENTATION MATRIX

| Area – Bucket                                                                          | Specific Action Item(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Time Horizon                           |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| C-2 Zoning –<br><b>ZONING</b>                                                          | <p>Consider appropriate tweaks and adjustments to the Commercial (C-2) district (Sec. 58-75) for the commercial portion of the central business district as well as definitions particularly relevant thereto:</p> <ol style="list-style-type: none"> <li>1. Simplify definitions of different kinds of eating and drinking establishments so as to align more closely with industry terminology and understanding;</li> <li>2. Raise threshold for revenue from take-out orders to qualify as a fine-dining restaurant;</li> <li>3. Allow for greater flexibility in changes to “core business” (i.e. mix of goods and services) before requiring a new application to the City (e.g. for business tax receipt); and</li> <li>4. Prohibit “churches, nonprofit organizations’ halls/ lodges and schools less than 5,000 sq. ft. in size)” in the ground-floor of properties having frontage on Park Avenue or along intersecting streets within 140 feet of Park Avenue.</li> </ol> | Short Term<br>(0-1 years)              |
| Comparison<br>Goods Retailers<br>in the Park<br>Avenue Corridor –<br><b>INCENTIVES</b> | Explore different sorts of incentives for existing and perspective tenants in comparison goods categories (e.g. apparel, footwear, jewelry, accessories, home goods, gifts, art, etc.), like, for instance, forgivable loans and fee waivers with interior build-out and/or modernization.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Short Term<br>(0-1 years)              |
| Role for Rollins<br>College –<br><b>INCENTIVES</b>                                     | Partner with Rollins College and other stakeholders on a broader retail vision and tenanting approach along Fairbanks Avenue that can help to create a more compelling “college-town” environment for the school’s roughly 3,100 students, leveraging their presence to attract amenities that the general public can also enjoy, with Rollins, for instance, contracting with a new operator for a hybrid college/general bookstore and considering leases with other such broadly-desired businesses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Short to<br>Medium Term<br>(0-3 years) |



| Chief Sponsor(s)                                                                                                                                                      | Context/Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>City of Winter Park, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.</p>                | <p>Chief arguments for each of these proposed modifications are as follows:</p> <ol style="list-style-type: none"> <li>1. The language used to define different kinds of restaurants—for the two worthwhile and appropriate goals of protecting against fast food in particular and avoiding a proliferation of restaurants more generally—is confusing and leaves too much room for discretion, deterring prospective tenants that long for clarity and predictability;</li> <li>2. The current 10% threshold does not account for the growth in “off-premise” dining that took hold amidst the pandemic. According to data from the NPD Group, off-site consumption accounted for 33% at full-service restaurants nationwide (versus 19% pre-pandemic);</li> <li>3. Making such tweaks too onerous risks hampering the ability of individual businesses to respond nimbly to shifts in consumer tastes and preferences, which helps to keep the overall mix fresh and current; and</li> <li>4. These uses would remove precious ground-floor inventory that could otherwise be occupied by more synergistic tenants which add to Park Avenue’s critical mass.</li> </ol> |
| <p>City of Winter Park and/or the CRA, with input and buy-in from the Winter Park Chamber of Commerce, the Park Avenue District and Park Ave landlords/merchants.</p> | <p>Park Avenue’s appeal as a shopping destination for comparison goods is a large part of what differentiates it among other competing Downtowns in the region, yet preserving and fortifying such primacy requires a meaningful commitment to retaining the critical mass in such categories, as such shops are often outflanked by other uses (e.g. eating and drinking establishments) on a level playing field; note that the purpose is not so much to promote individual small businesses but rather, to entice certain kinds of retailers (including well-capitalized ones that do not technically need the support) so as to protect the overall mix and defend a position in the marketplace.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>City of Winter Park, Rollins College and Fairbanks Ave landlords/merchants.</p>                                                                                    | <p>Fairbanks Avenue has long ranked as Winter Park’s most underwhelming commercial corridor, yet it is the prime gateway to Park Avenue as well as the front door to Rollins College, which would seem to have the mandate, the incentive and the financial wherewithal to reinvigorate the two-block stretch it primarily owns and controls so as to better compete with prospective students, professors and researchers (as well as engender good will as a tax-exempt institution)—similar to how many other elite colleges and universities across the country, in partnership with local government, have acted aggressively to elevate their surroundings for such purpose (even at the expense of their portfolio’s operating margins).</p>                                                                                                                                                                                                                                                                                                                                                                                                                        |

## CONTINUATION OF IMPLEMENTATION MATRIX

| Area – Bucket                                                                     | Specific Action Item(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Time Horizon                        |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Fairbanks Avenue as Gateway –<br><b>CAPITAL IMPROVEMENTS</b>                      | Continue with ongoing efforts to beautify the Fairbanks Avenue corridor from the I-4 exit to Park Avenue while also, perhaps with the help of a transportation consultant, assessing ways to improve traffic flow as well as enhance automobile access and visibility for adjoining business.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Short to Medium Term<br>(0-3 years) |
| Zoning in Orange Avenue Corridor –<br><b>ZONING</b>                               | Consider appropriate tweaks and adjustments to the Orange Avenue Overlay District (Ordinance 3228-21):<br><ol style="list-style-type: none"> <li>1. Require conditional use permits for certain personal services (e.g. spas, massage, cosmetic treatment) and “quasi-retail tenancies” (e.g. financial institutions, professional offices, medical/dental clinics) at street level, while limiting entrances, leasing or management offices and residential amenities (e.g. health/fitness, meeting/activity room, storage) in mixed-use buildings to no more than 15% of the ground floor;</li> <li>2. Loosen restrictions on resale/stores as a permitted use;</li> <li>3. Allow retail businesses to use a limited percentage of their floorplates for other purposes besides sale of merchandise to on-premises customers; and</li> <li>4. Provide greater clarity and less room for subjectivity in the distinction between “fast food”, which is prohibited, and “fast-casual”, which is permitted.</li> </ol> | Short to Medium Term<br>(1-3 years) |
| Off-Street Parking in the Orange Avenue Corridor –<br><b>CAPITAL IMPROVEMENTS</b> | With the help of an appropriate consultant, consider a special assessment district that identifies and secures a centrally-located parcel for as well as funds the design, construction and management of a public parking structure in or near the Orange Avenue Corridor; and, if realized, relax requirements for off-street parking in said Corridor (e.g. for redevelopment that adds square footage, change-of-use to food and beverage, etc.) as well as extend the distance threshold from 750 to 1,320 feet.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Long Term<br>(3+ years)             |

| Chief Sponsor(s)                                                                                                                      | Context/Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City of Winter Park, State of Florida, the Winter Park Chamber of Commerce, Rollins College and Fairbanks Avenue landlords/merchants. | <p>As the primary route between I-4 and Park Avenue/Rollins College, Fairbanks Avenue serves as the gateway to Winter Park for most visitors, yet in its current appearance, the City’s recent investments notwithstanding, it still does not always reflect the higher standards and upmarket positioning for which the community is known, nor does it offer what is perceived as a viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92 (see below); at the same time, leasing efforts and customer volumes along the corridor are reportedly constrained by both poor access (e.g. left turns heading eastbound are extremely difficult at certain times of day) as well as compromised visibility (e.g. navigation provides few opportunities for motorists to take notice of the businesses that they are passing).</p>                                                                                                                                                                                                                                                                                                                                                         |
| City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.                                                    | <p>Chief arguments for each of these proposed modifications are as follows:</p> <ol style="list-style-type: none"> <li>1. Such tenancies do not typically generate much street-level interest in, widespread excitement about or destination appeal for the district, nor do they provide more than limited spin-off for nearby businesses;</li> <li>2. Vintage/resale has long been popular among neo-hipsters while no longer carrying quite the same stigma more broadly (as evidenced by the proliferation of stores selling “designer consignment”);</li> <li>3. With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery; and</li> <li>4. Gourmet “foodie” dining among younger generations often takes a fast-casual form (without the attributes of traditional “fine” dining, e.g. reservations, waiters, white tablecloths, etc.), yet differentiation vis-à-vis fast food that is based solely on what constitutes “freshly-prepared, higher-quality food” leaves prospective tenants vulnerable to personal tastes and discretion, resulting in a lack of predictability that can act as a deterrent.</li> </ol> |
| City of Winter Park, with input and buy-in from Orange Avenue landlords/merchants.                                                    | <p>Redevelopment and re-tenanting in the corridor is currently challenged—and traffic congestion exacerbated—by a number of undersized, under-parked properties, while the benefits of a new parking scheme will no doubt accrue to the owners and tenants of the same; planners and urban designers routinely define “walking distance” as a quarter-mile radius, which translates to 1,320 feet.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## CONTINUATION OF IMPLEMENTATION MATRIX

| Area – Bucket                                         | Specific Action Item(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Time Horizon            |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Zoning for 17/92 and Fairbanks Avenue – <b>ZONING</b> | <p>Consider changes in the ordinance which create different rules for 17/92 (north of Orange Avenue) and Fairbanks (west of Denning Avenue), both of which are largely designated as Commercial (C-3):</p> <p><b>17/92</b> – as the “A” commercial corridor, with the following permitted: theaters, restaurants, bars, taverns and cocktail lounges, fitness facilities, exercise or health clubs, buildings over 10,000 sq ft (or any addition over 500 sq ft to such a building, etc.); with the following requiring conditional use permits (and prohibited along the frontage): personal or business services (including banks or similar financial institutions), business, financial, governmental, medical and professional offices, agencies and clinics, blueprinting, photocopying and printing offices, animal hospitals, veterinary clinics and other animal case businesses; and with the following prohibited in any location: funeral homes and cemetery monument sales, churches, community clubs, nonprofit organizations’ halls/lodges and schools, publicly-owned recreational facilities, repair and servicing of motor vehicles (also, as an ancillary use to a vehicle sales showroom), paint and body shops, office/showroom/warehouse uses, conditional uses provided in the R-3 and R-4 districts; and</p> <p><b>Fairbanks Avenue</b> – as the “B” commercial corridor, with the same as the existing Commercial (C-3) zoning except that the following are also permitted: fitness facility, exercise or health clubs; Shopping Centers designated as Commercial (C-1): revise in accordance with the above classifications, depending on corridor.</p> | Long Term<br>(3+ years) |
| Approvals and Permitting Process – <b>INCENTIVES</b>  | Undertake a comprehensive review of the current process that prospective retail tenants must navigate in order to secure necessary approvals and permits, including (but not limited to) consideration of a new, more flexible approach for evaluating proposed uses and tenancies that acknowledges today’s rapidly-evolving and fiercely-competitive retail industry.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Long Term<br>(3+ years) |

| Chief Sponsor(s)                                                                                            | Context/Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>City of Winter Park, with input and buy-in from landlords/merchants on 17/92 and Fairbanks Avenue.</p>   | <p>1) 17/92 and Fairbanks Avenue currently occupy very different positions in the ecology and hierarchy of Winter Park retail, suggesting different approaches to land use and zoning, with the following goals: (i) reserving the precious real estate along the space-constrained “Golden Mile” (and especially the frontage) for the tenancies with the greatest need for such visibility and access as well as the most potential for generating widespread interest; and (ii) establishing Fairbanks Avenue as a more viable alternative for uses prohibited, requiring a conditional use permit or otherwise unable to secure locations along 17/92;</p> <p>In addition, the requirement for a conditional use permit for any building of 10,000 sq ft or more seems overly restrictive for a corridor like 17/92 with so many big and medium-box uses; and</p> <p>2) With the rise of “omni-channel” business models, retailers are increasingly valuing and utilizing brick-and-mortar spaces for multiple purposes, including fulfillment for on-line delivery and distribution for wholesale -- which seems especially appropriate for commercial corridors with large-floor plate tenancies, surface-parking fields, loading docks, etc.</p> |
| <p>City of Winter Park, with requisite buy-in from relevant stakeholders as part of a mandated process.</p> | <p>Prospective retail tenants frequently cite approvals and permitting as a decisive factor in where they do and do not choose to locate, and can be deterred by processes which provide ample opportunity for elected officials and staff planners to inject their subjective tastes and preferences into the process; at the same time, the conventional approach of prohibiting any use not specifically enumerated in (a periodically-updated) zoning code has always been unable to “keep up” with changes and innovations in retail tenancy -- and never more so than now, with new concepts and formats (as well as combinations thereof) emerging at an especially fast clip, and with the need to stay ahead of and differentiated from the competition (both physical and digital) becoming ever more urgent.</p>                                                                                                                                                                                                                                                                                                                                                                                                                             |



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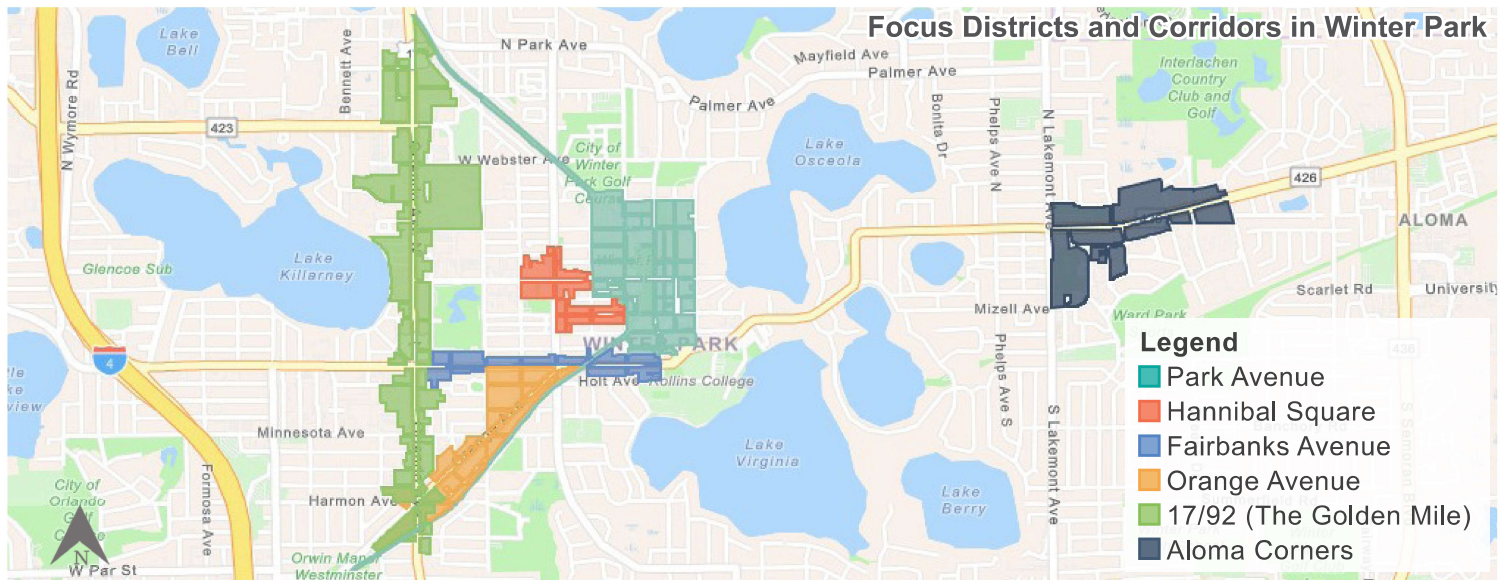


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# WINTER PARK RETAIL VISION

For more information, see Phase I memorandum.



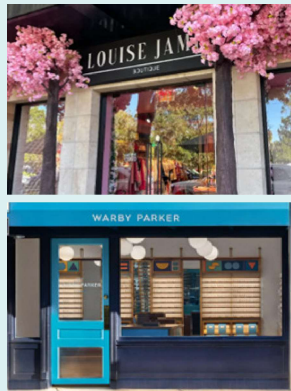
## PARK AVENUE

### Current Positioning

- Metro's premier walkable/authentic shopping destination
- Upmarket, skewing middle-aged and older

### Potential

- Additional **soft goods** co-tenancy
- Broadening of customer base
- Side-street opportunities



## ORANGE AVENUE

### Current Positioning

- Continuation of neo-hipsterdom to the south/west
- Affordable **eclecticism**
- "Every-so-often" uses

### Potential

- Home design/improvement
- Craft food and beverage
- Vintage/resale



## HANNIBAL SQUARE

### Current Positioning

- Park Avenue **spillover/extension**
- Local orientation
- Food and beverage skew

### Potential

- Destination concepts/brands
- Better connectivity/in-fill



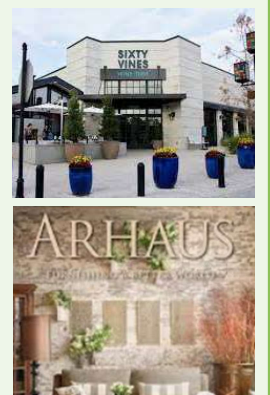
## 17/92 (THE GOLDEN MILE)

### Current Positioning

- Upmarket/specialty strip commercial**
- "Restaurant Row" for north metro

### Potential

- Comparison shopping (both upscale and value)
- "Non-commodified" conveniences
- Sophisticated/first-in-market food & beverage chain-lets



## FAIRBANKS AVENUE

### Current Positioning

- Park Avenue spillover + **Rollins**
- "Every so often" uses
- Primary gateway to I-4

### Potential

- Hybrid college/general bookstore
- Home design/improvement, bridal
- Clinic (medical, dental, vet, etc.)
- Ongoing beautification



## ALOMA CORNERS

### Current Positioning

- Mid-market conveniences
- Local draw**

### Potential

- Fast casual/casual food and beverage
- Mall staples going "off-mall"





## KEY THEMES AND CONCEPTS

Some of the key themes and concepts that emerged from the analysis in Phase I, as useful context for what has been proposed within the *Implementation Matrix*, include the following:

### LOCATION DRIVERS

The extent to which the site-location decisions of prospective retail tenants are driven by considerations of “co-tenancy”, that is, the nearby businesses that generate relevant cross-traffic.

### CRITICAL MASS

The need for established shopping destinations, particularly ones specializing in comparison goods, to retain a “critical mass” (or remain above a certain threshold) of such stores.

### GROUND FLOOR TENANCY

The importance of active retail tenancies on the ground floor of walkable districts and along the frontage of commercial corridors (to preserve such spaces for uses with the greatest need for high visibility)—in cases where tight market conditions prevail.

### WINTER PARK RETAIL ECOLOGY

The understanding of Winter Park’s districts and corridors as a retail ecology or hierarchy, with the tight market for retail space in one creating “spillover” tenant demand in others.

### ZONING & POLICIES

The accompanying notion that the city’s overall retail potential can only be maximized by grounding policies (including zoning) in such dynamics, even if in some cases that implies different expectations for individual properties and stakeholders.

### INTERESTING MIX OF TENANCIES

The roles that development economics, permitted uses and rent expectations play in street-level vitality, with strategically-zoned, “second-generation” spaces often priced at levels that can be sustained by a broader and more interesting mix of tenancies.

### FLEXIBILITY AS PRE-EMPTION

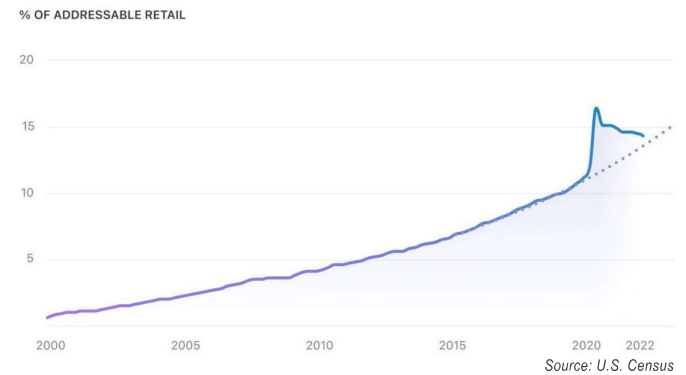
The realization that flexibility—in policy, zoning, approvals, and permitting—will be essential to keeping Winter Park relevant and differentiated in a rapidly-evolving and fiercely-competitive industry.

## THE PRIMACY OF SUPPLY AND DEMAND

The recognition that market forces—specifically, supply and demand variables—can often dictate retail conditions and opportunities to a greater extent than the physical and design attributes of roads and buildings.

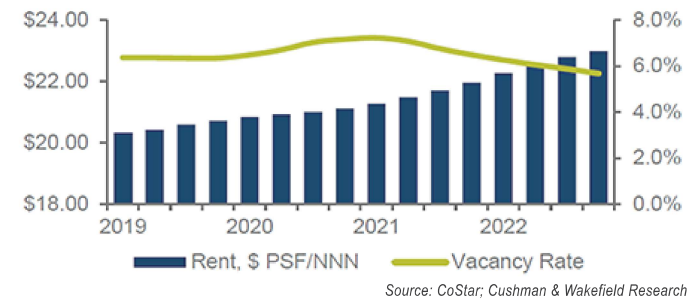
DEFINITION: “Retail” for the purposes of this scope-of-work has been defined broadly, to include any ground-floor uses that are consumer-facing—that is, welcoming potential customers either on a walk-in or subscription basis. This would encompass, then, personal services, food and beverage as well as entertainment venues, while precluding businesses that operate exclusively or primarily by appointment.

## US Ecommerce Adoption Growth Rate



CAPTION: **No, e-commerce has *not* taken over:** By 2022, the market share of online sales was roughly similar to where it would have been without the pandemic, given historic growth rates.

## Overall Vacancy & Asking Rent



CAPTION: **What Retail Apocalypse?** Despite pandemic-era disruption, the market for retail space was robust in 2021 and most of 2022, with declining vacancy rates and rising asking rents.





# City Commission **agenda item**

|                                                    |                                                     |
|----------------------------------------------------|-----------------------------------------------------|
| <b>item type</b> Action Items Requiring Discussion | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Allison McGillis                | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                    |                                                     |
| <b>strategic objective</b>                         |                                                     |

## **subject**

Discussion on amending Sec. 58-71 to prohibit the parking of limousine style vehicles within residential zoning districts.

## **motion / recommendation**

Provide staff with direction on amending Sec. 58-71.

## **background**

Staff was directed at the June 28th Commission meeting to bring back a discussion item on amending Sec. 58-71 to prohibit the parking of limousine style vehicles within residential zoning districts. Based on research of lengths of common cars found in the city, staff feels that regulating limousine style vehicles based on length instead of number of passengers makes the most sense to not prohibit typical vehicles found within the city.

There are several high-priced cars that can be found within the city, for example, Rolls-Royce and Maybach, that are about 20 feet in length. There are also several vans/trucks/SUVs within the city that could hold up to 12 to 15 passengers that are about 22 to 24 feet but are not as lengthy as a stretch limousine. Therefore, in order to not prohibit typical vehicles found in the city, if there is consensus among the Commission, staff will prepare an Ordinance to amend Sec. 58-71 stating that parking of limousines greater than 25 feet in length is not permitted within residential zoning districts unless the vehicle is parked in the side or rear lot areas and screened by fences, walls and landscape screening, including hedges, trees, etc., having at least 65 percent opaqueness of the view of the vehicle so as to buffer adjacent residential properties and from the right-of-way.

## **alternatives / other considerations**

## **fiscal impact**



# City Commission **agenda item**

|                                                    |                                                     |
|----------------------------------------------------|-----------------------------------------------------|
| <b>item type</b> Action Items Requiring Discussion | <b>meeting date</b> July 12, 2023                   |
| <b>prepared by</b> Hongmyung Lim                   | <b>approved by</b> Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                    |                                                     |
| <b>strategic objective</b>                         |                                                     |

## **subject**

SR426 FDOT's proposed improvement measures

## **motion / recommendation**

Recommendation for approval of the selected improvement measures by the SR426 Subcommittee

## **background**

## **alternatives / other considerations**

## **fiscal impact**

## **ATTACHMENTS:**

[List of alternatives for consideration.xlsx](#)

## **ATTACHMENTS:**

[Meeting\\_summary\\_May\\_23\\_\\_June\\_1.pdf](#)



| <u>Improvement Measures</u>                                                  | <u>Location</u>                           | <u>Alternative</u> | <u>Y/N</u> | <u>Notes</u>                                                 |
|------------------------------------------------------------------------------|-------------------------------------------|--------------------|------------|--------------------------------------------------------------|
| Signal Timing Optimization with Leading Pedestrian & Transit Signal Priority | All Signals                               | 1 & 2              | Y          |                                                              |
| Intersection Geometry Improvements                                           | Lakemont Ave                              | 1 & 2              | M          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | South side West of Lakemont               | 1 & 2              | N          |                                                              |
| 25 MPH Pavement Markings                                                     | West of Lakemont                          | 1                  | Y          |                                                              |
| New Left Turn Lane                                                           | Phelps Ave                                | 1 & 2              | N          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Phelps Ave                                | 1 & 2              | Y          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Shephard Ave/Sylvan Dr                    | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Shephard Ave/Sylvan Dr                    | 1 & 2              | N          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | West of Shephard Ave/Sylvan Dr            | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | South side West of Shephard Ave/Sylvan Dr | 1 & 2              | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | North side West of Shephard Ave/Sylvan Dr | 1 & 2              | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Fletcher Pl                               | 1 & 2              | N          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | East of Cortland Ave                      | 2                  | N          |                                                              |
| Raised Intersection with High Visibility Crosswalks                          | Cortland Ave                              | 1                  | Y          |                                                              |
| 25 MPH Pavement Markings                                                     | Cortland Ave                              | 1 & 2              | Y          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | Cortland Ave                              | 2                  | N          |                                                              |
| Tighten Curb Returns with High Visibility Crosswalks                         | North side west of Cortland Ave           | 1                  | N          |                                                              |
| Rumble Strips                                                                | West of Cortland Ave                      | 2                  | M          | City needs to test the rumble strips prior to implementation |
| Pedestrian Barrier Wall                                                      | North side of the curve                   | 1 & 2              | Y          |                                                              |
| In-Lane Decals                                                               | North side of the curve                   | 1 & 2              | M          | Who maintains                                                |
| Internally Illuminated RPMs                                                  | North side of the curve                   | 1                  | Y          |                                                              |
| Mini-Median                                                                  | North side of the curve                   | 1                  | N          |                                                              |
| Dynamic Curve System                                                         | North side of the curve                   | 1 & 2              | ?          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | North Middle of the curve                 | 1 & 2              | Y          |                                                              |
| Raised Crosswalk with Pedestrian Hybrid Beacon                               | South Middle of the curve                 | 1 & 2              | M          |                                                              |
| Internally Illuminated RPMs                                                  | South side of the curve                   | 1                  | Y          |                                                              |
| Pedestrian Barrier Wall                                                      | South side of the curve                   | 1 & 2              | Y          |                                                              |
| Dynamic Curve System                                                         | South side of the curve                   | 1 & 2              | ?          |                                                              |
| Mini-Median                                                                  | South side of the curve                   | 1 & 2              | ?          |                                                              |
| In-Lane Decals                                                               | South side of the curve                   | 1 & 2              | Y          | Who maintains                                                |

| <u>Improvement Measures</u>                          | <u>Location</u>         | <u>Alternative</u> | <u>Y/N</u> | <u>Notes</u>                                     |
|------------------------------------------------------|-------------------------|--------------------|------------|--------------------------------------------------|
| 25 MPH Pavement Markings                             | East of Henkel Circle   | 1 & 2              | Y          |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | East of Henkel Circle   | 1 & 2              | N          |                                                  |
| Mini-Median                                          | East of Henkel Circle   | 1 & 2              | ?          | Who maintains                                    |
| Tighten Curb Returns with High Visibility Crosswalks | Henkel Cir              | 1 & 2              | N          |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Henkel Cir              | 1                  | Y          |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | Henkel Cir              | 1 & 2              | N          |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | East of Osceola Ave     | 1 & 2              | Y          |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | Osceola Ave             | 1 & 2              | N          |                                                  |
| Roundabout                                           | Chase Ave               | 1                  | M          | Discuss in the future, not funded                |
| Remove Slip Lane                                     | Chase Ave               | 2                  | N          |                                                  |
| Mini-Median                                          | Chase Ave               | 2                  | N          |                                                  |
| Tighten Curb Returns with High Visibility Crosswalks | West of Chase Ave       | 1 & 2              | N          |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Chase Ave       | 1                  | Y          |                                                  |
| Internally Illuminated RPMs                          | East of Interlachen Ave | 1                  | Y          |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Interlachen Ave         | 1 & 2              | Y          |                                                  |
| Mini-Median                                          | East of Interlachen Ave | 2                  | ?          | Losing width? Keep Traffic Light                 |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Interlachen Ave | 1                  | Y          | Keep Traffic Light                               |
| Tighten Curb Returns with High Visibility Crosswalks | West of Interlachen Ave | 1                  | N          |                                                  |
| Internally Illuminated RPMs                          | East of Park Ave        | 1                  | Y          |                                                  |
| Mini-Median                                          | East of Park Ave        | 2                  | N          |                                                  |
| Raised Intersection with High Visibility Crosswalks  | Park Ave                | 1 & 2              | Y          |                                                  |
| Bus Stop Markings                                    | Throughout the Corridor | 2                  | Y          |                                                  |
| Chicane Roadway Edge                                 | East of Phelps Ave      | 2                  | N          |                                                  |
| Raised Crosswalk with Pedestrian Hybrid Beacon       | West of Henkel Cir      | 2                  | M          |                                                  |
| Additional Traffic Signals                           |                         | N/A                | Y          | 3: Cortland, Henkle/Trismen, and Sylvan/Jo-Al-Ca |
| Decorative Intersections                             |                         | N/A                | Y          |                                                  |
| Storm Pollution Mitigation                           |                         | N/A                | Y          |                                                  |



## S.R. 426 COALITION Fix426 MEETING #2 MEETING SUMMARY

May 23, 2023 | 5:00 – 7:00pm

### 1. INTRODUCTIONS/ROLES – See attached sign-in sheet.

Below please find the meeting summary, reflective of the team's understanding of Fix426's comments conveyed during the review of Alternatives. Additional project details, including the Alternatives reviewed, can be found at <https://www.cflroads.com/project/451282-1>.

Jesse Blouin, Project Manager and Mark Trebitz, FDOT Project Development Manager provided an update on the project status and process moving forward, and thanked the Fix426 members for their continued efforts and support of the project. Christine Fanchi, Lead Concept Engineer, then presented a PowerPoint presentation that provided details on the work that has been underway since the last Fix426 meeting, including the draft Alternatives that were reviewed following the presentation.

### 2. PRESENTATION – FIX426 QUESTIONS/COMMENTS

- Q – Can you explain “right of way” (ROW)?
  - » A – The property owned by FDOT which includes the roadway and any FDOT property adjacent to the road.
- Q – If no additional land is being acquired, how is it possible to add 9' turn lanes at Phelps Avenue?
  - » A – By reducing the width of the existing lanes to 9' from 11'.
- Q – Will cars divert to other roads if there are fewer lanes on S.R. 426?
  - » A – This is unlikely because there are no practical alternatives to divert to.
- Comment – It would be beneficial to the residents if there were fewer cars on S.R. 426.
- Comment – Not everyone in the community supports a road diet, but everyone does want a safer road.
- Comment – Improving traffic signal timing, while potentially beneficial, is not the highest priority of the residents. Safety is the highest priority.
- Q – Can a signal be installed at Cortland Avenue? It feels unsafe to turn left out of Cortland Avenue.
  - » A – Once school is back in session, additional traffic counts will be collected to determine the feasibility of a signal at Cortland Avenue.
- Q – Is there a minimum number of pedestrians required to warrant a Pedestrian Hybrid Beacon (PHB)?
  - » A – No minimum is required to warrant a PHB per current FDOT Traffic Engineering Manual (TEM) and S.R. 426's roadway context classification.
- Q – How high will the raised intersections/crosswalks be on S.R. 426?
  - » A – 4”.
- Q – Where are other raised intersections in the Orlando area?
  - » A – Orange Blossom Trail near Holden Avenue (just south of I-4).
- Comment – The highest crash location is Phelps Avenue because that is where all of the residents go to turn onto S.R. 426 at the traffic signal.



- Q – Can the entire street be resurfaced in brick?
  - » The Florida Design Manual does not permit state roads to be brick.
- Q – Can the signage (especially large overhead signs) be more aesthetically pleasing?
  - » There are specific colors and fonts required by the Federal Highway Administration's Manual on Uniform Traffic Control Devices (MUTCD) in order to provide the most visibility. We will review all options to improve safety and aesthetics with signage on corridor, when possible.
- Comment – To achieve longer-term improvements for bicyclists and pedestrians, consider ROW donations from private property owners along S.R. 426.
- Comment – Supports the idea of a roundabout at Chase Avenue/Ollie Avenue.
- Comment – Look at traffic counts at Trismen Terrace, Alberta Drive and Cortland Avenue collectively to reach the volume warrant for a traffic signal.
- Q - Will FDOT do traffic counts at Cortland Avenue?
  - » A – Yes, FDOT will do counts in the fall when school is back in session. The counts are anticipated to be collected at Trismen Terrace, Alberta Drive and Cortland Avenue.

### 3. REVIEW OF ALTERNATIVES

- **Alternative #1 Comments**
  - » Raise intersections and pedestrian crossings to 5" or 6" instead of 4".
  - » If lanes are narrowed to 9', use the space to add two 4' bike lanes.
  - » Narrow lanes are too dangerous because of high speeds.
  - » Remove turning lanes between Henkel Circle and Trismen Terrace and use the additional width to widen sidewalks.
  - » Need left turn pocket at Trismen Terrace for staging southbound/eastbound turns.
  - » Consider extending the pedestrian barrier wall from the southern curve to Park Avenue.
  - » Add advance pedestrian signal warning if there is a pedestrian crossing installed at Cortland Avenue.
- **Alternative #2 Comments**
  - » Sidewalks are neglected and need maintenance.
  - » Trees in spot medians should be higher to provide more of an enclosed feel to slow people down.
  - » Landscaping provides more of a neighborhood feel.
  - » Need more ROW to make more impactful improvements.
  - » Create a parallel bike route.
  - » Narrower sidewalks, but with pedestrian barrier walls would feel safer.
  - » Partial support for removal of slip lane (the short one-way roadway segment that provides access to Chase Avenue). Concerned that if it is removed that the Chase Avenue intersection will be more congested.
  - » Add rumble strips.
  - » Likes speed limit markings in the lanes.



- » Extend the pedestrian barrier wall the full length of the road.
- » Likes the pedestrian barrier wall between the lanes and the sidewalk, not at the back of the sidewalk.
- » Consider a pedestrian tunnel under S.R. 426.
- » Widen canal bridge to allow for trail/wider sidewalks.
- » Need to look at Trismen Terrace, Alberta Drive and Cortland Avenue collectively to meet signal warrant for volume.
- » 9' lanes at Henkel Circle/Trismen Terrace are too narrow.
- » Remove turn lanes at Henkel Circle/Trismen Terrace.
- » Keep turn lanes at Henkel Circle/Trismen Terrace
- » People use Trismen Terrace to make U-turns.
- » If ROW is limited, narrow lanes slightly and increase sidewalk width only on the south side of S.R. 426.
- » Need a continuous bike trail to Park Avenue.
- » Likes addition/extension of median through the curves.
- » Cars regularly hit the guardrail in front of houses in Brewers Curve.
- » City should plant trees behind the sidewalk at Trismen Park.
- » Concerned about safety of pedestrian crossing at Cortland Avenue.
- » Acquire land from private property owners in Brewers Curve to flatten out the curve for better sight distance, and to slow down cars.
- » Add a signal at Cortland Avenue, with advance warning signs before signal.
- » Brick the entire road.
- » Add signal at Trismen Terrace.
- » Add bike lanes.
- » Widen sidewalks.
- » Doesn't like 9' lanes at Phelps Avenue which would be needed to provide dedicated left turn lanes.
- » Consider converting to one-way streets to improve operations of S.R. 426. Example – Cortland Avenue south of S.R. 426 and Sylvan Drive could be one-way pairs.

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#### 4. CLOSING COMMENTS & NEXT STEPS

- Next meeting is PVT Meeting #2 – June 1 at 9:00am at the Woman's Club of Winter Park.
- Community Event #1 is June 13 at 5:30pm at the Winter Park Events Center. Flyers were shared with Fix426 for assistance distributing to the community.









## PROJECT VISIONING TEAM (PVT) MEETING #2

### S.R. 426 COALITION PROJECT

JUNE 1, 2023 | 9:00AM-11:00AM

#### 1. INTRODUCTION

Below please find the meeting summary, reflective of the team's understanding of the PVT's comments conveyed during the review of Alternatives. Additional project details, including the Alternatives reviewed, can be found at <https://www.cflroads.com/project/451282-1>.

Jesse Blouin, Project Manager and Mark Trebitz, FDOT Project Development Manager provided an update on the project status and process moving forward, and thanked the PVT members for their continued efforts and support of the project. Christine Fanchi, Lead Concept Engineer, then presented a PowerPoint presentation that provided details on the work that has been underway since the last PVT meeting, including the draft Alternatives that were reviewed following the presentation.

#### 2. PRESENTATION – PVT QUESTIONS/COMMENTS

Below are questions raised by the PVT in the beginning of the meeting.

**Q –** Cortland Avenue or Sylvan Boulevard should be studied for a signal rather than Jo-Al-Ca Avenue. The warrant will not be met if you look the intersections are considered individually. Residents on most of the other side streets go to N. Phelps Avenue because of they prefer to use the existing signal, so counts are artificially low at other intersections. Need to look at Trismen Terrace, Alberta Drive and Cortland Avenue collectively to meet signal warrant for volume.

**A –** FDOT agreed to collect new traffic count data at these three intersections when school is back in session in the fall.

**Q –** Does the City of Winter Park agree with the Alternatives being proposed?

**A –** The City indicated that they have been in discussions with FDOT regarding the proposed improvements, but they are not currently in agreement with all of the potential improvements. Ongoing coordination will take place to determine the final recommended alternative in conjunction with the City.

#### 3. REVIEW OF ALTERNATIVES

The input below was obtained from the PVT members during the group break-out session to review the Alternatives.

- **Alternative #1 Comments**

- Move Pedestrian Hybrid Beacon (PHB) at Chapman Avenue to the corner of the Rollins College parking garage.
- Move Rollins crosswalk further east.
- Prefers hedges in the medians instead of trees (lower height) due to sight distance concerns.
- Park Avenue – pedestrians get walk signal at same time as cars, need Leading Pedestrian Interval (LPI) so the pedestrians have advance time to cross the street.
- Color the crosswalks for enhanced visibility.
- Consider full signal at Interlachen Avenue.



- Cars traveling southbound from Interlachen Avenue to S.R. 426 do not stop at stop sign.
- Add “No Right Turn on Red” at Interlachen Avenue (turning westbound onto S.R. 426).
- Advance pedestrian warning at Interlachen Avenue to make cars aware of pedestrians.
- Add LED lit stop sign at Interlachen Avenue.
- Support for roundabout.
- Concern about southbound to eastbound turning movements at Chase Avenue.
- Support for the roundabout and desire for discussions with the City to help this move forward more quickly. Feels that roundabout would help to right-size pedestrian crossings.
- Would like a continuous pedestrian wall.
- Cars currently use Trismen Terrace to make U-turns.
- Limited support for 9' lanes.
- Would like a trail to Park Avenue – would provide economic benefits.
- Supports more raised elements (such as speed tables, pedestrian crossings, intersections).
- Would like the pedestrian wall to be extended from Chase Avenue east to the southern curve.
- Supports lengthening the existing median in the southern curve.
- Use City ROW in southern curve to maintain 11' lane width.
- Economic benefits will occur if the pedestrian wall is continued to Chase Avenue/Ollie Avenue.
- Would like a signal at Cortland Avenue.
- Make Alberta Drive a right in/right out.
- Extend the spot median past Alberta Drive to restrict left turns.
- Support for pedestrian barrier wall. Mixed input on whether it should be standard concrete or include aesthetic enhancements (ex. painted mural).
- Close Cortland Avenue. Create a larger intersection at Sylvan Boulevard/Jo-Al-Ca Avenue.
- Add more speed tables.
- Add at least two stop lights between Phelps Avenue and Brewers Curve.
- Concerned about 9' lanes that would be required to provide a dedicated turn lane at Phelps Avenue.

- **Alternative #2 Comments**

- Widen pedestrian crossings near Rollins College to provide larger crossing surface for students.
- There are 900 parking spaces in the Rollins College parking garage and Alford Inn. Move crosswalk near Chapman Avenue closer to the corner of the parking garage due to high student/pedestrian crossing demand from the garage to Rollins College.
- At the Woman's Club the driveway access off Interlachen is very close to the intersection and visibility is challenging - needs improvement. Request for additional signage.
- Southbound from Interlachen Avenue to S.R. 426 is difficult for pedestrian crossings across Interlachen Avenue. Cars turning right don't look for pedestrians to their right. Would like signage/motion-activated sensor installed on Interlachen Avenue southbound.
- Prefers low growing landscaping to improve visibility where there will be plantings.



- Supports reduction to 10' lanes to allow for spot medians.
- Concerned about reducing lane width to 10' to provide for spot medians.
- Likes bus lane markings at Interlachen Avenue.
- LYNX likes the markings, but careful with placement as bus stop locations are moved at times.
- Landscaping is not maintained by property owners and creates visibility issues.
- Must keep the turn lanes at Trismen Terrace. Well used.
- Would like to remove turn lanes at Trismen Terrace/Henkel Circle and use the additional space to increase sidewalk width.
- Likes speed tables. Would like to see them as long as possible to have more impact.
- Would like LYNX to consider using smaller vehicles on this corridor (would fit better in the lanes).
- Would like LYNX to consider relocating bus stops based on highest use locations on S.R. 426.
- Would like spot median to extend east of Alberta Drive to prevent left turns.
- Add a pedestrian bridge to span S.R. 426 at Sylvan Drive/Shepherd Avenue.
- Would like to restrict size of trucks that can use S.R. 426.
- Add a traffic light at Cortland Avenue.
- Request to add delineators at edge of sidewalk.
- Place pedestrian wall along entire corridor.
- Likes turn lanes at Phelps Avenue but does not like reducing existing lanes to 9' to accommodate new turning lanes.
- Signal timing at Chase Avenue/Ollie Avenue needs to be reevaluated.
- Pedestrian signal at Chase Avenue/Ollie Avenue takes too long to wait to cross.
- Prefers pedestrian wall in front of sidewalk, not at back.

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#### 4. NEXT STEPS

- The schedule of next steps was reviewed at the end of the meeting. Most immediately – the Community Event is scheduled for June 13, 2023.
- Community Event flyers were distributed to PVT members to share with the community.





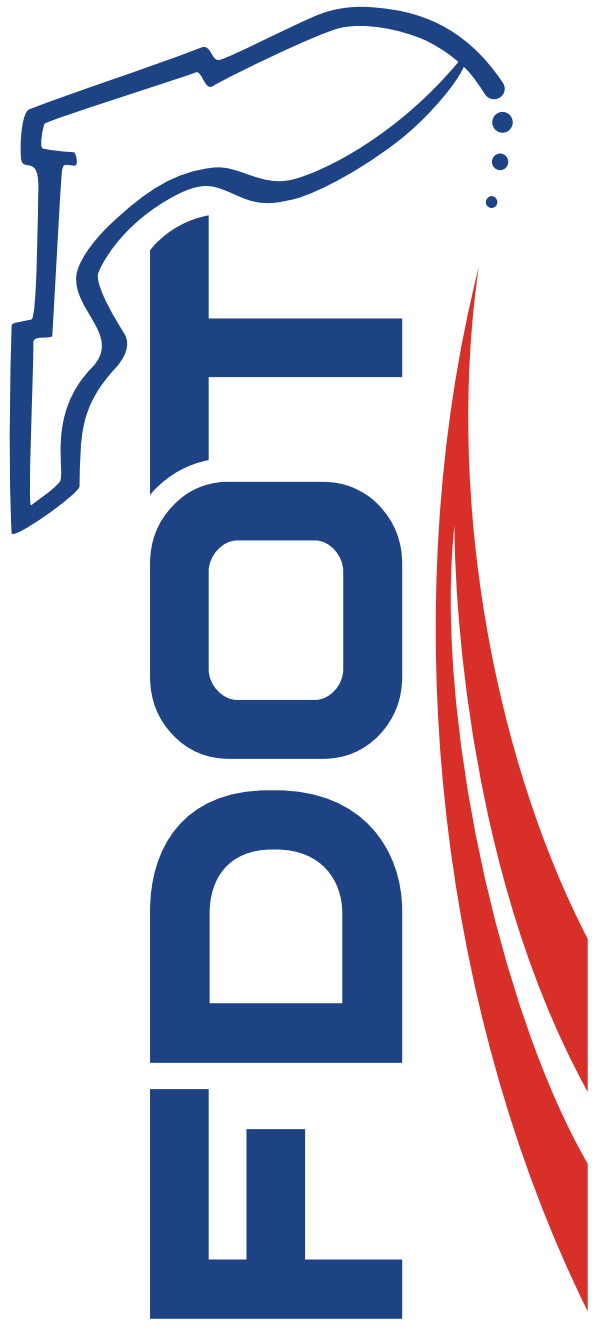
**PROJECT VISIONING TEAM MEETING #2**  
**S.R. 426 COALITION PROJECT**  
 JUNE 1, 2023 | 9:00AM-11:00AM

**Sign-In Sheet**

| Name                | Signature         | Organization/Agency | Email                         | Phone        |
|---------------------|-------------------|---------------------|-------------------------------|--------------|
| Judy Allen          | Judy Allen        | Woman's Club        | judyallen244@gmail.com        | 407-644-8855 |
| Lisa Frugé          | Lisa Frugé        | WSP                 | LISA.FRUGE@WSP.COM            | 407-587-7889 |
| Liz Antin           | Liz Antin         | WSP                 | elizabeth.antin@wsp.com       |              |
| Vince Dyer          | Vince Dyer        | Bike/Walk CF        | vince@bikewalkcf.org          | 407-818-9995 |
| Zach Zahner-Actis   | Zach Zahner-Actis | FDOT                | zachary.zahneractis@dot       | 386 943 5370 |
| Cliff Satter        | Cliff Satter      | LYNX                | csatter@golynx.com            | 407-254-0933 |
| Jen Hall            | Jen Hall          | LYNX                | jhall@golynx.com              | 407-713-3191 |
| Rebbie Komanski     | Rebbie Komanski   | Polasek Museum      | dkomanski@polasek.com         | 407-847-6294 |
| Kate Campbell       | Kate Campbell     | Woman's Club        | kcampbellwclub@gmail.com      | 407-484-5889 |
| Orman Kay Kimbrough | Kay Kimbrough     | All Saints          | Kay Kimbrough@yahoo.com       | 407 616 5314 |
| MIKE MILLER         | MIKE MILLER       | ME                  | MMILLER2375@YAHOO             | 321-356-0043 |
| Sarah Grafton       | Sarah Grafton     | Park Ave District   | sarahgraffton                 | 407-920-2045 |
| AnneMarie Cooper    | AnneMarie Cooper  | WPCC                | a.cooper@winterpark.org       | 813-347-7120 |
| Debra Rosenblat     | Debra Rosenblat   | Fix 426             | drosenblat@gmail.com          | 202-246-9762 |
| Pam Peters          | Pam Peters        | cc                  | pamela.peters@me.com          | 407-620-7765 |
| Trin Volkerson      | Trin Volkerson    | WPPO                |                               |              |
| Hong Lim            | Hong Lim          | Winter Park         | HLim@cityofwinterpark.org     | 407-599-3521 |
| Beth Davis          | Beth Davis        | All Saints Church   | betheallsaints.winterpark.org | 321-689-5611 |
| Ken Mauer           | Ken Mauer         | Lowens Corridor     | kmauer@lowens.edu             | 407 646 2002 |
| Michelle Kendall    | Michelle Kendall  | WSP                 | michelle.kendall@wsp.com      | 407-587-7806 |
| Christine Fanchi    |                   | WSP                 | christine.fanchi@wsp.com      | 602-703-0231 |
| Jesse Blouin        |                   | FDOT                | jesse.blouin@dot.state.fl.us  | 386-943-5167 |
| Mark Trebitz        |                   | FDOT                | mark.trebitz@dot.state.fl.us  | 386-943-5157 |
| Sakoat Hossan       |                   | WSP                 | mdsakoat.hossan@wsp.com       | 407-587-7862 |
|                     |                   |                     |                               |              |
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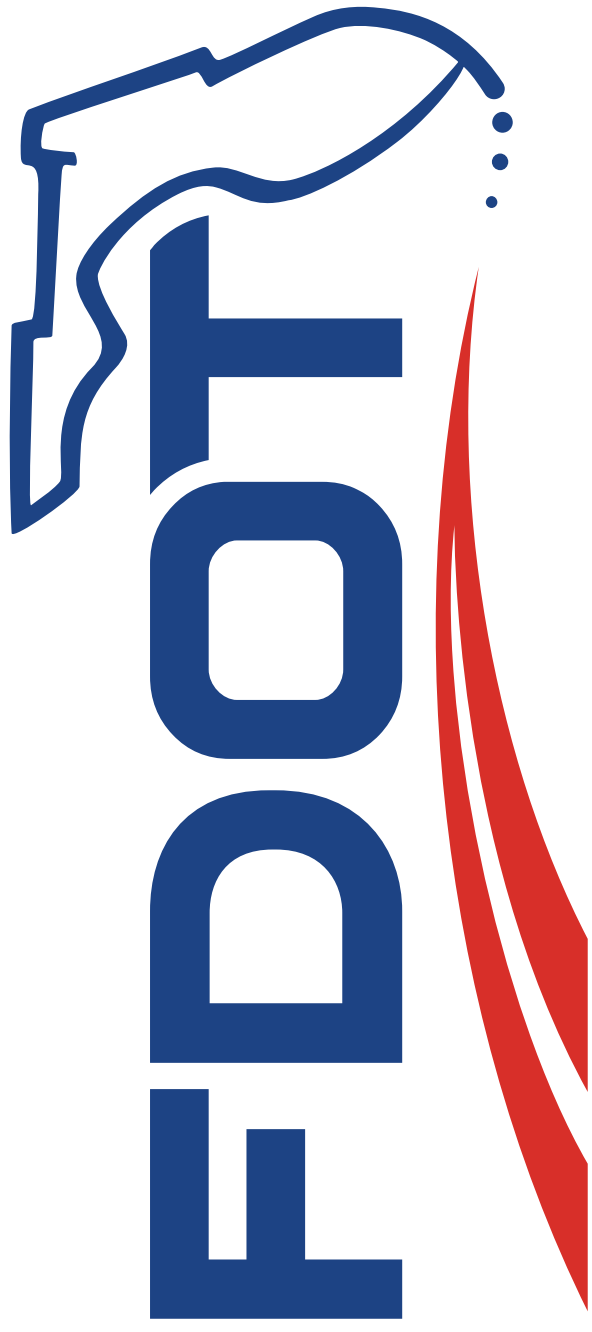






▼ Existing View Looking West





▼ Existing View Looking West









# City Commission agenda item

|                                                                                                                                                  |                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>item type</b> Public Hearings: Non-Quasi Judicial Matters<br>(Public participation and comment on these matters may be virtual or in-person.) | <b>meeting date</b> July 12, 2023                              |
| <b>prepared by</b> Rene Cranis                                                                                                                   | <b>approved by</b> Wes Hamil, Michelle del Valle, Randy Knight |
| <b>board approval</b> Completed                                                                                                                  |                                                                |
| <b>strategic objective</b> Financial stewardship and accountability                                                                              |                                                                |

## subject

Ordinance - Amending Chapter 102 of the City Code modifying the method of calculation and collection of stormwater management utility fees. (2nd reading)

## motion / recommendation

Approve ordinance changing the method of collection for stormwater fees from the utility bill to the property tax bill and modifying the method of calculating stormwater fees.

## background

**Update for 2nd reading:** Section 102.161, under "Fee Schedule", the Fee per square foot of impervious surface area was changed to \$.06 as noted by staff at 1st reading.

On February 22, 2023, the City Commission adopted a resolution stating its intent to use non-ad valorem assessments to collect stormwater charges. The attached amending ordinance will modify the original ordinance establishing the stormwater fee which called for collecting the fee on the utility bill. In addition, staff is proposing the current stormwater fee structure with different rates for different ranges of impervious surface area be replaced with a flat per square foot charge that would apply to all properties.

The main advantages of a flat charge per square foot of impervious surface area are simplicity in calculating the charge; easier to apply technology such as GIS, aerial photos, and permit records; and equitability among all property owners in the City. The main disadvantage is this would result in a higher charge for most residential property owners. Attached is a comparison of the monthly stormwater charge for each class and the proposed charge at a rate of \$0.005/square foot of impervious surface area (the current average for all property classes). Property owners with less impervious surface area

would see a decrease in their fees while those with more impervious surface area would see an increase in fees which escalates as impervious surface area increases. Commercial properties are currently billed at \$0.0055/square foot so, a rate of \$0.005 would be a decrease for those property owners.

Overall, the application of a rate of \$0.005/square foot is projected to increase net stormwater revenue to the City by about \$600,000. This results from increasing the rate for residential property owners with more impervious surface area and using the property tax bill which better ensures all properties within the City pay the applicable stormwater charges whether there is an associated utility account or not. The actual additional revenue is anticipated to be lower as we go through this process for the first time and get the proposed assessments on the Notice of Proposed Property Taxes that go to property owners in August. There will be questions from property owners who have not been billed for stormwater charges in the past and adjustments will be made where applicable.

The proposed FY 2024 stormwater budget will include a recommendation to increase fees by 8% if the current stormwater fee structure is retained. This rate increase only provides enough additional revenue to continue to fund status quo operations. A flat fee of \$0.005/square foot of impervious surface area would negate the need for this increase.

In addition to passing the attached ordinance, our next steps in this process will be as follows:

1. Staff sends list of preliminary assessments by parcel ID to the Property Appraiser by July 3
2. Staff sends letters to all property owners in Winter Park advising them of their assessment and the date for a public hearing at which the assessment roll will be approved by the City Commission. This letter will also advise property owners of their right to appear at the hearing and to file written objections within 20 days of the notice. This letter must be sent out 20 days prior to the public hearing for the assessment roll.
3. City Commission approves the stormwater assessment roll by resolution which must be sent to the Property Appraiser by September 15
4. Billing for stormwater fees is transitioned from the utility bill to the property tax bill effective October 1

#### **alternatives / other considerations**

Continue to bill stormwater services on the utility bill

Revise the proposed rate of \$0.005/square foot of impervious surface area

#### **fiscal impact**

Projected additional stormwater revenue from moving stormwater fees to the property

tax bill and using a flat charge of \$0.005/square foot of impervious surface area is \$600,000

ATTACHMENTS:

[Ordinance 3275-23 Stormwater Fees Revised for 2nd Reading.doc](#)

ATTACHMENTS:

[Backup for June 28 Commission Meeting.pdf](#)

## **ORDINANCE 3275-23**

### **AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA, AMENDING ARTICLE V OF CHAPTER 102 OF THE WINTER PARK CODE OF ORDINANCES, MODIFYING THE METHOD OF CALCULATION AND COLLECTION OF STORMWATER MANAGEMENT UTILITY FEES; AND PROVIDING FOR CODIFICATION, INCONSISTENCY, SEVERABILITY, AND AN EFFECTIVE DATE.**

#### **RECITALS:**

**WHEREAS**, the City of Winter Park (hereinafter referred to as the "City") enacted Ordinance No. 1832 on July 25th, 1989, to establish a stormwater management utility fee program for the purpose of generating additional funding for stormwater management; and

**WHEREAS**, the City Commission desires to update the method of collecting and calculating stormwater management utility fees; and

**WHEREAS**, in accordance with the City of Winter Park Resolution No. 2268-23, this Ordinance will enable stormwater management utility fees to be collected through the uniform method for the levy, collection, and enforcement of non-ad valorem assessments established in § 197.3632, Florida Statutes, which authorizes local governments to use non-ad valorem assessments for any assessment levied pursuant to local government ordinance; and

**WHEREAS**, the City Commission of the City of Winter Park finds that the provisions of this Ordinance are in the best interests of the citizens of the City of Winter Park and that such provisions are necessary for the health, safety, and welfare of the citizens of the City of Winter Park.

**NOW, THEREFORE, IT IS HEREBY ORDAINED BY THE CITY OF WINTER PARK, FLORIDA, AS FOLLOWS:**

**SECTION I:** Recitals. The above recitals are true and correct, are adopted and incorporated herein, and constitute the legislative findings of the City Commission of the City of Winter Park.

**SECTION II:** Amendment. Article V of Section 102 of the Code of Ordinances, City of Winter Park, Florida, is hereby amended to read as follows (underlined language are additions; ~~stricken through~~ language are deletions; stars \*\*\*\* indicate breaks between sections, subsections, or paragraphs and do not indicate changes to the City



Code; and provisions that are not shown or not otherwise underlined or stricken are not being amended):

## **ARTICLE V. - STORMWATER MANAGEMENT UTILITY**

### **DIVISION 1. – GENERALLY**

#### **Sec. 102-156. - Definitions.**

\*\*\*\*

*Dwelling unit* means one or more rooms with bathroom and kitchen facilities designed for occupancy by one family.

*Equivalent residential unit (ERU)* means the basic unit for the computation of stormwater utility fees. ~~Single-family and multifamily properties, based on data for the city, have an average impervious area of 2324 square feet. Nonresidential/commercial properties will have ERUs computed using the following formula:~~

~~No. of ERUs = Impervious Area (Sq. Ft.) / 2324 Sq. Ft.~~

*Feepayer* means the owner ~~or occupant~~ of real property in the city which contributes stormwater runoff to and which benefits from the city's stormwater management system.

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#### **Sec. 102-160. Authority for fees.**

(a) *Generally.* The stormwater management utility is empowered by this article to recommend charges for the use of and discharge to the city's stormwater management system. Such charges shall be based on the cost of providing stormwater management services to all properties within the city and may be different for properties receiving different classes of service. The city commission shall adopt and revise from time to time a schedule of stormwater utility fees for stormwater management services to cover funding requirements of utility operations.

(b) *Rates for stormwater management service.* There is levied against all feepayers for all real property in the city which contributes stormwater runoff to and which benefit from the city's stormwater management system a ~~monthly~~ yearly stormwater utility fee non-ad valorem assessment in accordance with the following definitions, methodology and schedule:

~~(1) — Single-family property utility fees. Single-family residential properties shall be divided into classifications based upon their impervious area, and the rate~~

~~imposed shall be in accordance with the schedule set out in this article. The classifications shall be made utilizing the impervious area data as reflected in the records of the property appraiser for the county, recognizing that such records do not reflect impervious areas for residential driveways, walks and similar improvements.~~

~~(2) — *Multifamily property stormwater utility fees.* Each separate apartment, condominium and duplex dwelling unit shall be considered as a class 2 single-family residential unit and the fee imposed shall be equal to the fee charged for such class 2 single-family residential unit.~~

~~(3) — *Nonresidential/commercial property.* The monthly stormwater utility fee for nonresidential/commercial property shall be charged on the basis of the impervious area on the property in accordance with the following formula:~~

~~Impervious Area (Sq. Ft.) / 2324 Sq. Ft. = Number of ERUs~~

~~Monthly Service Charge = (No. ERUs) × (Rate/ERU)~~

~~A minimum value of 1.0 ERU shall be assigned to each nonresidential/commercial property. The impervious area of each nonresidential/commercial property shall be determined by the director of public works or his designee. The number of ERUs shall be determined and rounded to the nearest one-tenth of an ERU. The value of 2,324 square feet of impervious area per ERU is an average obtained using data for the city.~~

~~(1) *Fee calculation basis.* The yearly stormwater utility fee assessment for all properties will be calculated on the basis of the square footage of impervious area on the property. The square footage of impervious area will be multiplied by the fee set by the fee schedule in section 102-161 to determine the total fee assessed. For condominiums in which units are individually owned but a common area is shared, the fee calculated based on total square footage of impervious area for all units and common areas will be divided by the number of individual units, and each individual unit will be assessed the quotient.~~

~~(4) *(2) Application to all developed properties.* Stormwater utility fees shall apply to all properties within the city, including those properties classified as nonprofit or tax-exempt for ad valorem tax purposes. It shall apply to all governmental property, including properties of the city, such as city-owned buildings, parks and other properties, but shall not include any public right-of-way.~~

~~(5) *(3) Undeveloped property.* Stormwater utility fees shall not be levied against undeveloped property that has not been altered from the natural state as defined~~

under the term "impervious area" under section 102-156. Farmland, gardens and landscaped areas shall also be exempt except for any roads, parking or structures associated therewith.

~~(6)-(4)~~ *Credits.* A feepayer may obtain credit against a portion of the ~~monthly~~ annual stormwater utility fee by the construction and maintenance of onsite stormwater retention facilities serving the property for which credit is sought or for properties demonstrating that they are not significantly contributing runoff to or benefitting from the city's stormwater management system. Credits shall not be allowed for single-family or multifamily properties. Credits for nonresidential/commercial properties shall not be allowed for stormwater retention facilities which retain less than the first one-half inch of runoff from all impervious surfaces. A credit equal to ten percent of the ~~monthly~~ annual stormwater utility fee shall be allowed for onsite stormwater retention facilities retaining the first one-half inch of stormwater runoff from onsite impervious surfaces, and a credit equal to 20 percent of the ~~monthly~~ annual stormwater utility fee shall be allowed for onsite stormwater retention facilities retaining the first one inch or more of stormwater runoff from onsite impervious surfaces. In no event shall the credits allowed under this subsection in the aggregate exceed 50 percent of the ~~monthly~~ annual stormwater utility fee.

(c) *Billing.* The stormwater utility fees imposed by this article ~~shall~~ will be assessed to each property owner by the Florida uniform method of collecting non-ad valorem assessments provided for in section 197.3632, Florida Statutes, as may be amended or transferred. Commencing with the Ad Valorem Tax Bill for tax year 2023, stormwater utility fees will be levied each year thereafter. ~~billed in conjunction with the monthly utility bill issued by the city's utility billing section. Such fees shall be due and payable at the same time and in the same manner and subject to the same penalties as other utility fees. If a property shall not have utility service at the time of the adoption of the ordinance from which this section is derived but is deemed to be contributing runoff to or benefitting from the city's stormwater management system, a new account shall be developed and that property shall be billed separately for the stormwater management charges.~~

### **Sec. 102-161. Computation of fees.**

The amount of the ~~monthly~~ annually assessed stormwater utility fee shall will be determined in accordance with the following fee schedules, ~~with the monthly fee to be charged for each equivalent residential unit (ERU) to be \$3.00; and such fee schedule may be amended from time to time by the city commission:~~

## FEE SCHEDULE

Fee per square foot of impervious surface area: \$0.06

| Land Use Type                                                                  | Fee    |
|--------------------------------------------------------------------------------|--------|
| Single-family residential property<br>(based upon sq. ft. of impervious area): |        |
| Class 1 (1,099 and smaller)                                                    | \$2.00 |
| Class 2 (1,100—1,699)                                                          | \$2.50 |
| Class 3 (1,700—2,299)                                                          | \$3.00 |
| Class 4 (2,300—2,899)                                                          | \$3.50 |
| Class 5 (2,900—3,499)                                                          | \$4.00 |
| Class 6 (3,500—4,099)                                                          | \$4.50 |
| Class 7 (4,100—4,699)                                                          | \$5.00 |
| Class 8 (4,700—5,299)                                                          | \$5.50 |
| Class 9 (5,300 and higher)                                                     | \$6.00 |
| Multifamily residential property:                                              |        |
| Duplex, per dwelling unit                                                      | \$2.50 |
| Condominium unit, per dwelling unit                                            | \$2.50 |
| Apartment unit, per dwelling unit                                              | \$2.50 |
| Nonresidential/commercial property:                                            |        |
| Per ERU                                                                        | \$3.00 |

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**~~Sec. 102-164. -- Delinquent charges; liens.~~**

~~The city shall have a lien upon the property for which the stormwater utility fee is assessed for any and all delinquent or unpaid stormwater management utility fees. Enforcement and foreclosure of the lien shall be as provided by law. The city shall be entitled to collect reasonable attorneys' fees from any feepayer, customer or property owner for services rendered by the city attorney in the collection of such charges or in the institution and prosecution of any foreclosure proceedings.~~

~~Secs. 102-165—102-175. 102.164—102-175. - Reserved.~~

**SECTION III: Inconsistency.** If any Ordinances or parts of Ordinances are in conflict herewith, this Ordinance will govern and control to the extent of any such conflict.

**SECTION IV: Severability.** If any portion of this Ordinance is determined to be void, unconstitutional, or invalid by a court of competent jurisdiction, the remainder of this Ordinance shall remain in full force and effect.

**SECTION V: Codification.** Section II of this Ordinance will be codified and made a part of the City of Winter Park Code of Ordinances; the Sections of this Ordinance may be renumbered or re-lettered to accomplish such intention; and the word "*Ordinance*" may be changed to "*Section*," "*Article*," "*Division*" or another appropriate word. The City Clerk is given liberal authority to correct scrivener's errors such as incorrect Code cross-references and grammatical, typographical, and similar errors when codifying this Ordinance.

**SECTION VI: Effective Date.** This Ordinance will become effective immediately following approval by the City Commission at its second reading.

**PASSED AND ADOPTED** on second reading this \_\_\_\_ day of \_\_\_\_\_ 2023.

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Phillip M. Anderson, Mayor

ATTEST:

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Rene Cranis, City Clerk



**Current Stormwater Fee Rate Structure with Proposed 8% Increase**

| City Rate Code                      | Square Foot Range          | Number of Customers in Class | Mid Point Square Footage | Rate per Square Foot at | Current Monthly Charge with | Proposed Charge Based on \$0.005/Square Foot Applied to Mid Point Square Footage | Change in Monthly Stormwater Fee |
|-------------------------------------|----------------------------|------------------------------|--------------------------|-------------------------|-----------------------------|----------------------------------------------------------------------------------|----------------------------------|
|                                     |                            |                              |                          | Mid Point of Range      | 8% Increase                 |                                                                                  |                                  |
| Single family residential property: |                            |                              |                          |                         |                             |                                                                                  |                                  |
| CL1                                 | SL1 1,0009 - SMALLER       | 153                          | 550                      | \$0.0132                | \$7.85                      | \$2.75                                                                           | (5.10)                           |
| CL2                                 | CL2 1,100 - 1,699          | 413                          | 1400                     | \$0.0065                | \$9.81                      | \$7.00                                                                           | (2.81)                           |
| CL3                                 | CL3 1,700 - 2,299          | 855                          | 2000                     | \$0.0055                | \$11.77                     | \$10.00                                                                          | (1.77)                           |
| CL4                                 | CL4 2,300 - 2,899          | 996                          | 2600                     | \$0.0049                | \$13.77                     | \$13.00                                                                          | (0.77)                           |
| CL5                                 | CL5 2,900 - 3,499          | 998                          | 3200                     | \$0.0046                | \$15.72                     | \$16.00                                                                          | 0.28                             |
| CL6                                 | CL6 3,500 - 4,099          | 922                          | 3800                     | \$0.0043                | \$17.68                     | \$19.00                                                                          | 1.32                             |
| CL7                                 | CL7 4,100 - 4,699          | 899                          | 4400                     | \$0.0041                | \$19.67                     | \$22.00                                                                          | 2.33                             |
| CL8                                 | CL8 4,700 - 5,299          | 828                          | 5000                     | \$0.0040                | \$21.62                     | \$25.00                                                                          | 3.38                             |
| CL9                                 | CL9 5,300 - 5,899          | 613                          | 5600                     | \$0.0039                | \$23.58                     | \$28.00                                                                          | 4.42                             |
| CL10                                | CL10 5,900 - 6,499         | 471                          | 6200                     | \$0.0039                | \$25.79                     | \$31.00                                                                          | 5.21                             |
| CL11                                | CL11 6,500 - 7,099         | 247                          | 6800                     | \$0.0037                | \$27.53                     | \$34.00                                                                          | 6.47                             |
| CL12                                | CL12 7,100 - 7,699         | 356                          | 7400                     | \$0.0037                | \$29.49                     | \$37.00                                                                          | 7.51                             |
| CL13                                | CL13 7,700 - 8,299         | 203                          | 8000                     | \$0.0036                | \$31.45                     | \$40.00                                                                          | 8.55                             |
| CL14                                | CL14 8,300 - 8,899         | 150                          | 8600                     | \$0.0036                | \$33.42                     | \$43.00                                                                          | 9.58                             |
| CL15                                | CL15 8,900 - LARGER        | 546                          | 12000                    | \$0.0027                | \$35.39                     | \$60.00                                                                          | 24.61                            |
| CLNR                                | CL NON-RESIDENTIAL PER ERU | 1004                         | 2324                     | \$0.0055                | \$13.77                     | \$11.62                                                                          | (2.15)                           |
| SUUN                                | ML/COND PER UNIT           | 1031                         | 1400                     | \$0.0065                | \$9.81                      | \$7.00                                                                           | (2.81)                           |
| Average per square foot             |                            |                              |                          | \$0.0050                |                             |                                                                                  |                                  |

