

Strategic Priority Workshop

Winter Park, FL
2026



The Workshop Was Facilitated by the Following Onpointe Insights team members.



Ron Gailey - Founder / CEO

Ron was the Director of Insights for Coca-Cola across Asia for nearly 10 years. He provided the insights executives needed across 14 countries, including China, Japan, Vietnam, Thailand, Philippines, and more. Prior to that he directed market research at two Fortune 500 banks. He founded two successful market research firms, one devoted to Fortune 500 companies and the other providing expert research for mayors, members of city councils and city managers.

- Over 100 completed studies and dozens of presentations to cities in the past 4 years
- Experienced with all types of research, including quantitative and qualitative
- Primary facilitator



Ryan Young - Marketing and Operations (Language expert)

As head of Marketing and Operations, Ryan oversees survey creation, content writing, web development, video editing, and more. In addition to his skills overseeing research studies, Ryan is an expert in Asian languages, having studied linguistics at Brigham Young University. He is fluent in Thai, Laotian, Burmese and Mandarin.

- Over 50 completed projects for cities in the past 3 years
- International experience



Audrey Forsberg - Customer Support, Finance Director

As a communications major, Audrey is able to extract the story out of the confusion in the data. Audrey will be your contact for any financial questions.

- Deep experience leading complex organizations

The workshop opened with the following priorities:

By the end of the workshop, the City will have:

- A) Shared understanding of residents
- B) Clearer priorities
- C) Agreement on direction
- D) Next steps and goals

1. Identify ideas, challenges and areas of focus
2. Categorize into themes
3. Review survey data together
4. Refine priority list based on survey data
5. Lunch Break
6. Spider chart idea rating and development
7. Strengthen ideas that have most potential
8. Prioritize strongest ideas and discuss strategic vision
9. Next steps and goals

The Mayor and Commissioners shared their thoughts prompted by the question:
What is your number one goal for the workshop today?

Fix the roads

Focus on core competencies
in departments that move the
needle

Prioritize our various
projects

Accelerate road repairs without
taking away from other projects
like undergrounding

Set goals that maintain
the character of Winter
Park

Preserve high quality
of life for residents

Maintain excellent
parks and amenities

Help residents continue to
feel proud to live in
Winter Park

Speak candidly

Set effective priorities
based on resident
feedback

The Mayor and Commissioners shared their thoughts prompted by the question:
What are some important considerations for a strategic plan?

Clear communication
and resident input

Stick to the
comprehensive plan

Acknowledge the need to
evaluate potential cuts to
services or amenities

Try to develop new
income streams

A plan to fix roads,
both brick and paved

Prioritize protecting
key services if budget
cuts are needed

Seek out community
partnerships

Look to accelerate projects
where possible in the
transportation master plan

Keep high levels of
service

Seek efficiencies with
both processes and
improved technology

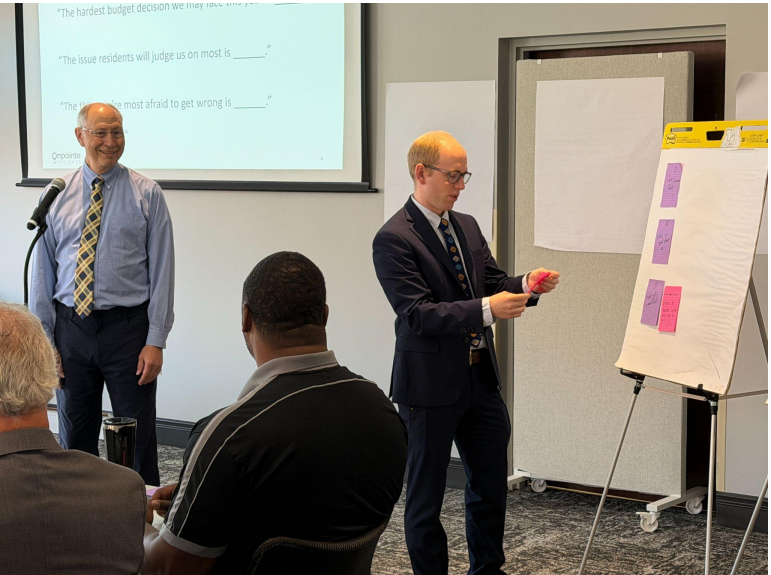
Review systems -
hardware/software for
cost savings

Review and compare
outsourcing vs internal
services

Evaluate areas where cuts need
to be made on a spectrum of
“good-better-best”

Plan for reserve fund
maintenance and seek
for alternative revenue

Department level
analysis of potential cuts
and realistic impact



The Mayor and Commissioners provided their desires and concerns about upcoming budgetary efforts, and shared their thoughts prompted by these questions:

- “The hardest budget decision we may face this year is _____.”
- “The issue residents will judge us on most is _____.”
- “The thing we’re most afraid to get wrong is _____.”

Capital improvement
priority

Cutting services that
residents expect

Ability to pay for the
basics

Where to make cuts

Achieve goals
without raising taxes

Maintain reserves

Maintain the charm
of Winter Park

Maintain the millage
rate

Continue to provide
quality services

Quality of life related
to KPIs

Fiscal responsibility

Get redevelopment
right

Not create too much
density

Not upsetting the balance
of growth/sustainable low
density

Keep resident trust in
our fiscal responsibility



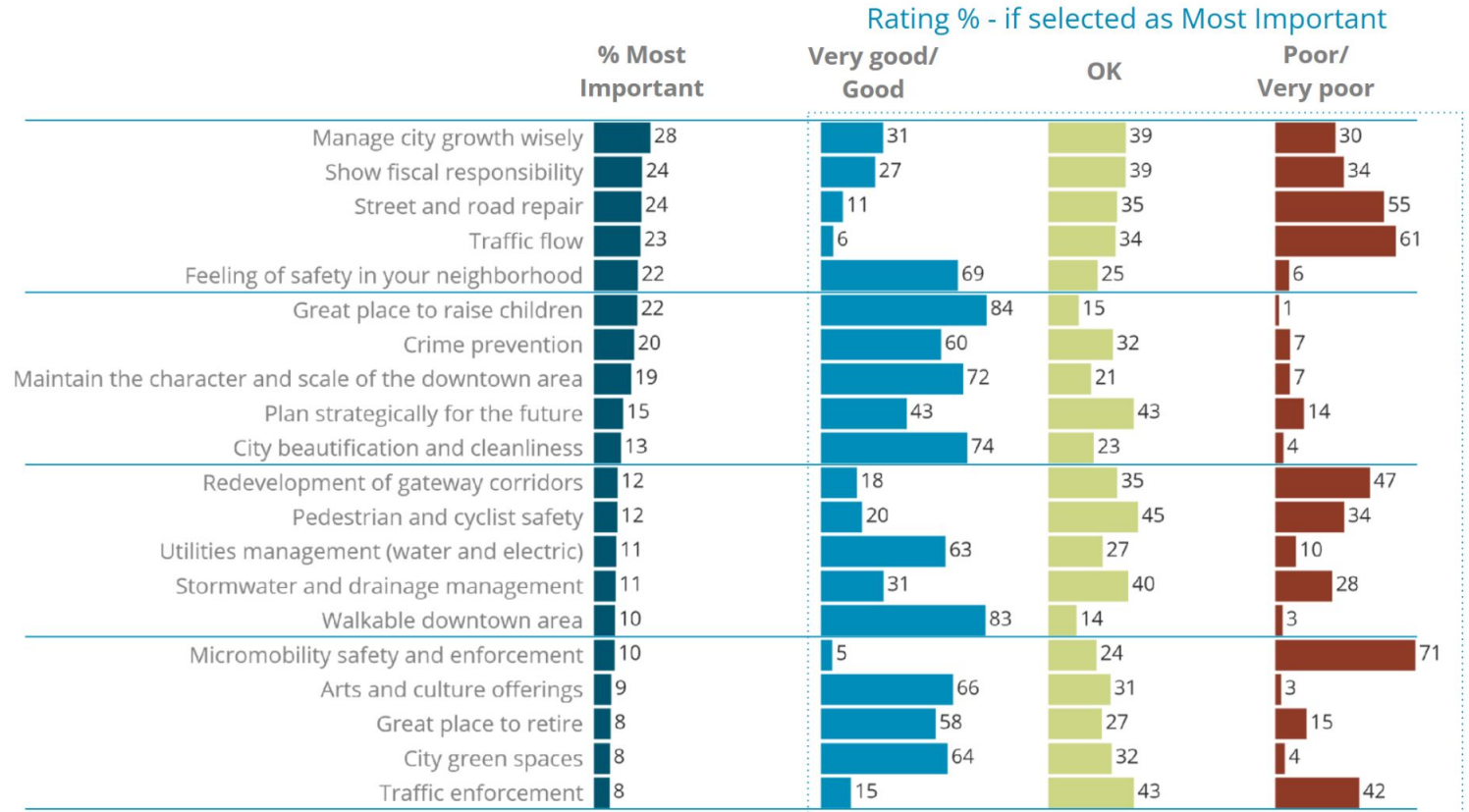
Importance/Performance (Top 20)

A review of the 2026 CityPOV Citizen Survey results resulted in an identification of the following important city priorities (in no order)

- Roads & Traffic
- Communication
- Maintaining Facilities & Amenities
- Pedestrian Safety
- Gateway Corridors
- Events
- Tax Increases / Bonds
- Workforce Housing

Five additional items were prioritized by The Commission, including:

- Parking
- Preserve High Quality Staff
- Fire Facilities
- Cost Saves Through Partnerships
- Cost Saves (Department Level)



Our next step was to carefully consider each potential priority, evaluating each on the following characteristics:

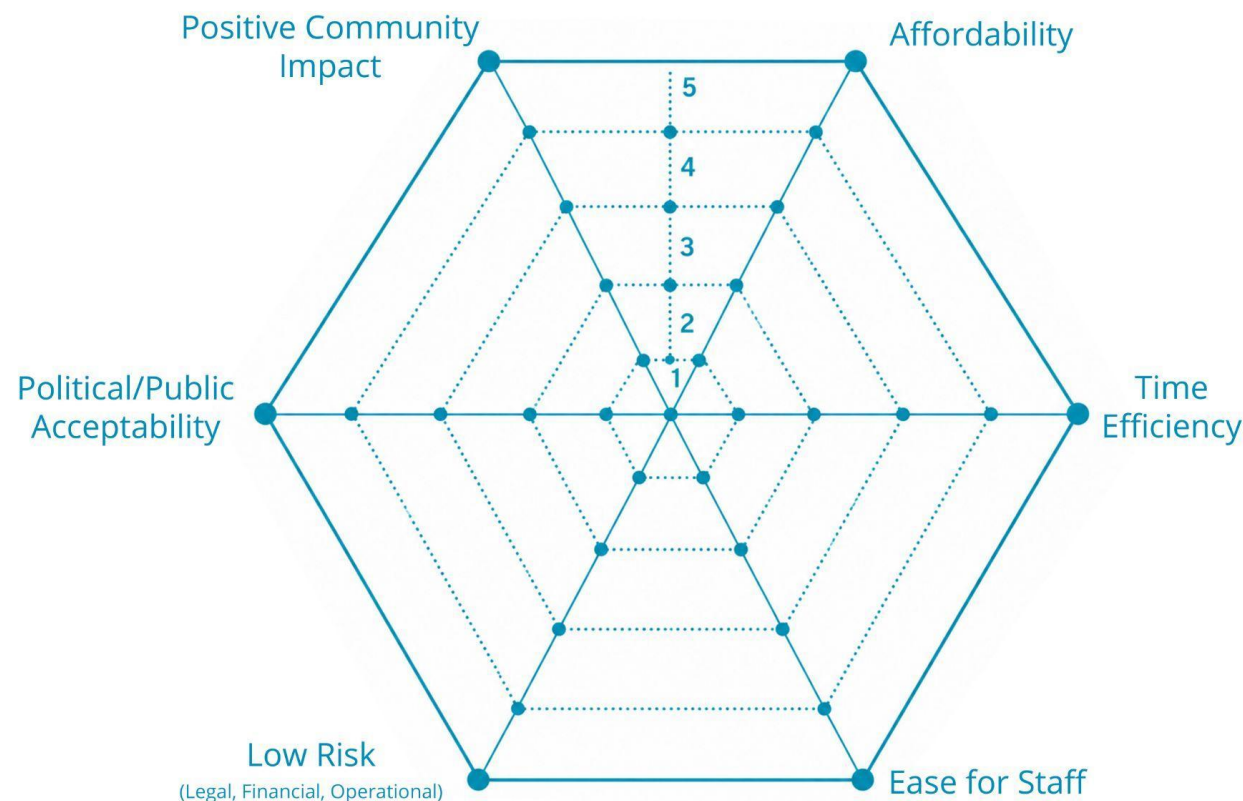
- Positive Community Impact
- Affordability
- Time Efficiency
- Ease for Staff
- Low Risk (Legal, Financial, Operational)
- Political/Public Acceptability

The Mayor created two teams with 2 Commissioners each. As they considered each potential priority, these smaller teams invited relevant department heads to join them. They circled the appropriate score for each of the 6 characteristics (5=strongly positive and 1=strongly negative).

Additionally, the Commission agreed on a Public Urgency Multiplier for each priority item (1=low public urgency, 2 = moderate public urgency, and 3=high public urgency). Points were totaled from the chart and multiplied by the Public Urgency score accordingly.

See the next three pages for their ratings.

Priority to be Evaluated



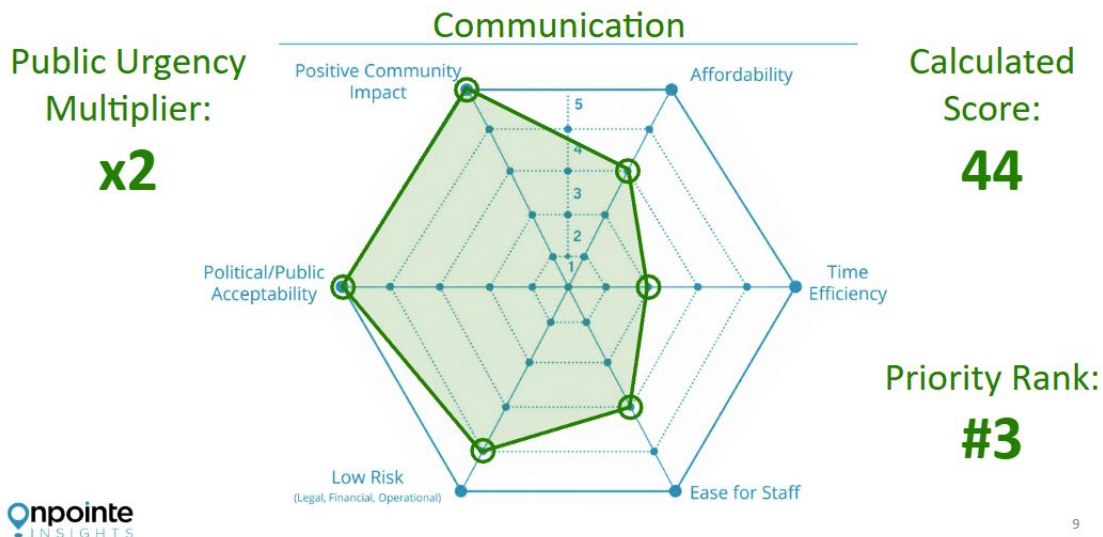
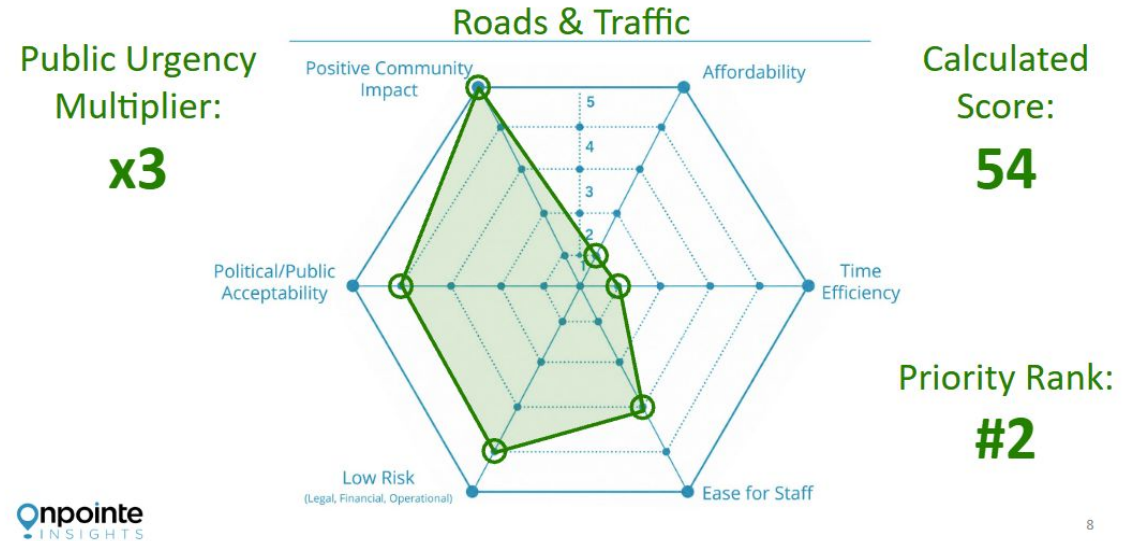
Images from the Workshop

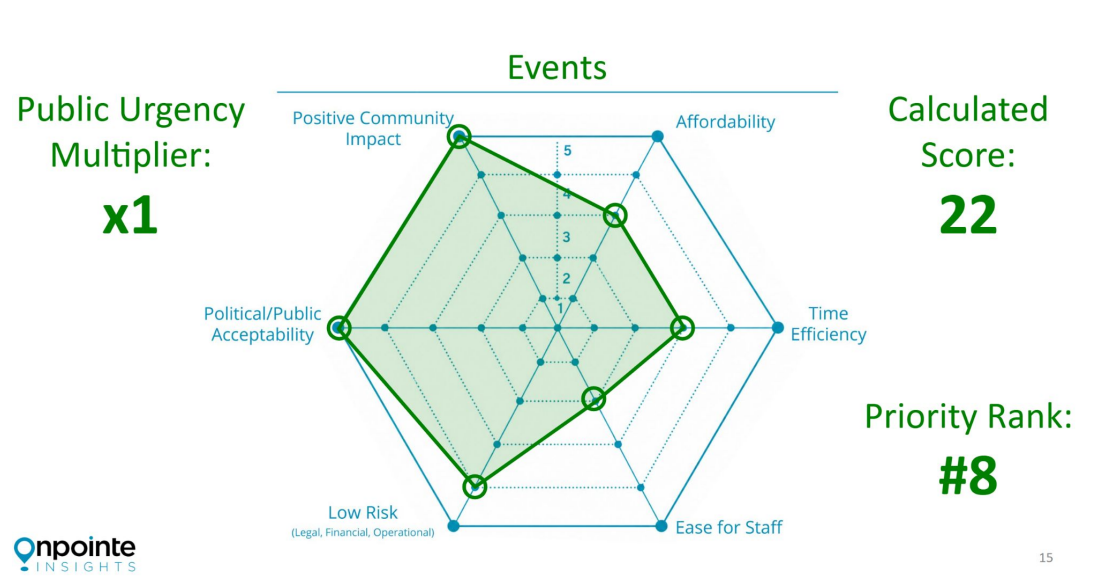
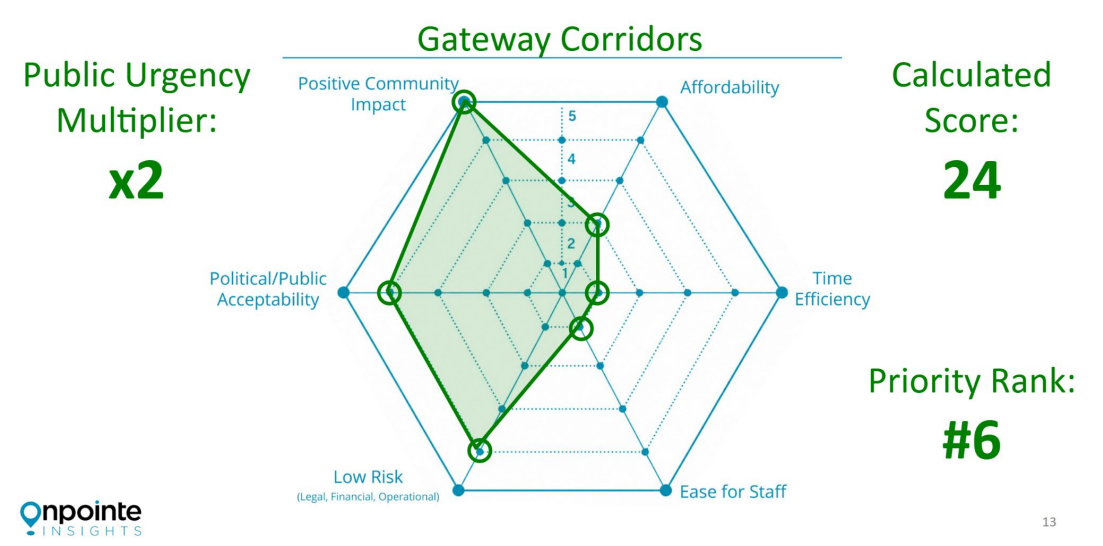
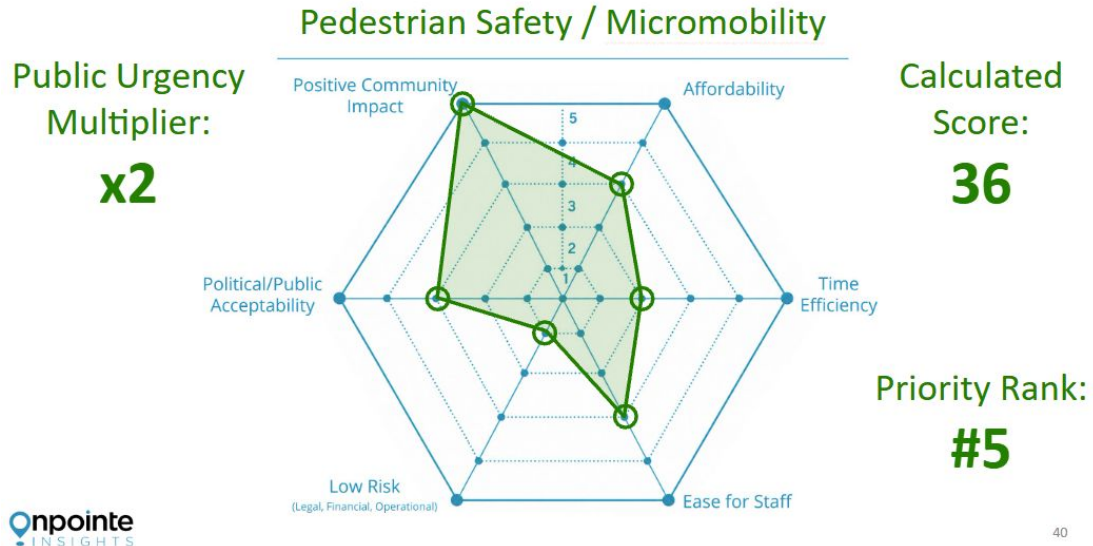
Winter Park: CityPOV



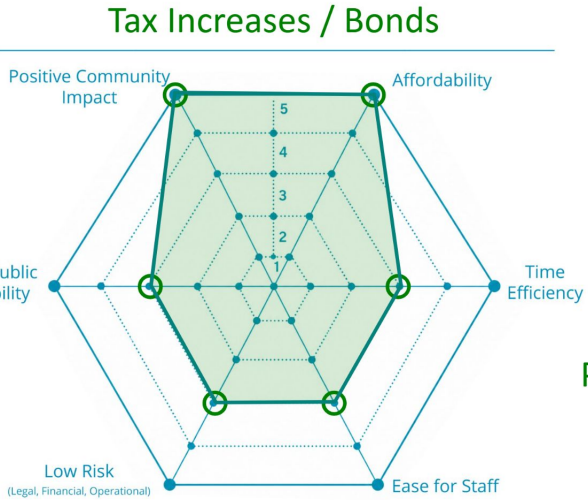
Spider Charts

Winter Park: CityPOV





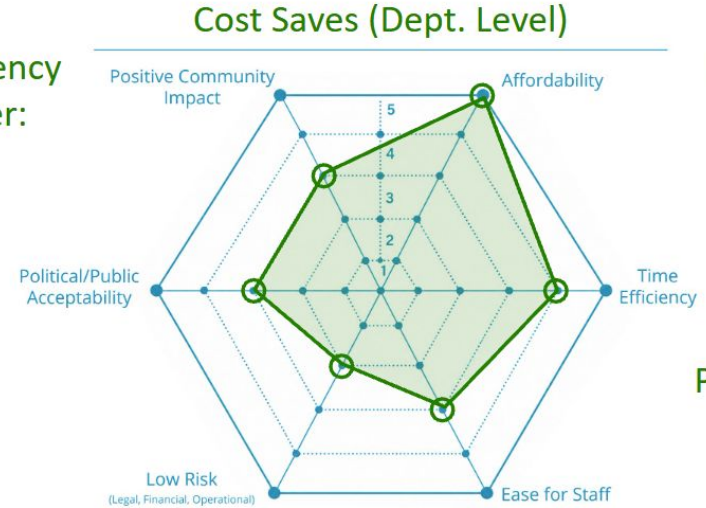
Public Urgency
Multiplier:
x1



Calculated
Score:
22

Priority Rank:
#9

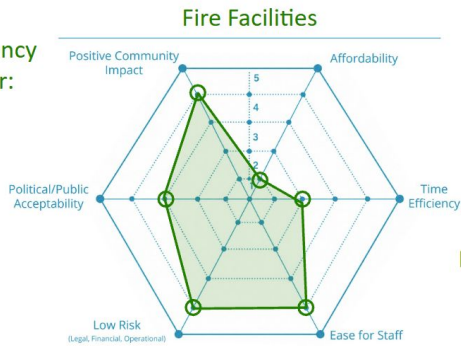
Public Urgency
Multiplier:
x1



Calculated
Score:
20

Priority Rank:
#10

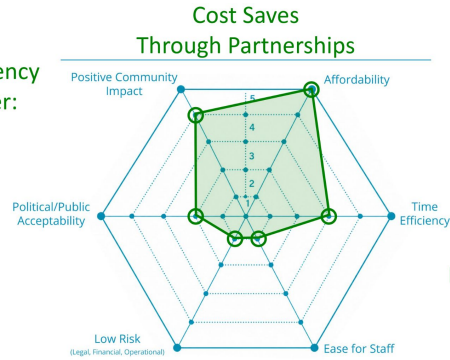
Public Urgency
Multiplier:
x1



Calculated
Score:
18

Priority Rank:
#11

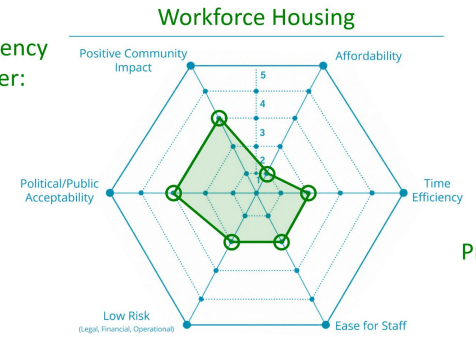
Public Urgency
Multiplier:
x1



Calculated
Score:
16

Priority Rank:
#12

Public Urgency
Multiplier:
x1



Calculated
Score:
13

Priority Rank:
#13

The Spider Charts allowed us to score each potential priority.

The Commission reviewed all ratings and collectively agreed on refinements (5 is good).

Using the Public Urgency Multiplier, some potential priorities were elevated in importance, because of public expectations.

Note that those at the top are actual public expectations. Several near the bottom are enabling priorities that may raise revenues or reduce costs.

	Overall Score	Public Urgency Multiplier	Positive Impact	Affordability	Time Efficiency	Ease for Staff	Low Risk	Public Acceptability
Parking	60	3	5	2	3	2	3	5
Roads & Traffic	54	3	5	1	1	3	4	4
Communication	44	2	5	3	2	3	4	5
Maintaining Facilities & Amenities	42	2	5	3	3	1	4	5
Pedestrian Safety / Micromobility	36	2	5	3	3	3	1	3
Gateway Corridors	34	2	5	2	1	1	4	4
Preserve High Quality Staff	24	1	3	2	5	5	5	4
Events	22	1	5	3	3	2	4	5
Tax Increases / Bonds	22	1	5	5	3	3	3	3
Cost Saves (Dept. Level)	20	1	3	5	4	3	2	3
Fire Facilities	18	1	4	1	2	4	4	3
Cost saves through partnerships	16	1	4	5	3	1	1	2
Workforce Housing	13	1	3	1	2	2	2	3

Safe and connected community		Quality of life and pride in the community		Care for public servants		Fiscal responsibility & operational excellence		Transparent, trusted, and responsive government	
Parking	60	Maintaining Facilities & Amenities	42	Preserve High Quality Staff	24	Tax Increases / Bonds	22	Communication	44
Roads & Traffic	54	Gateway Corridors	34	Workforce Housing	13	Cost Saves (Dept. Level)	20	Advisory Boards	
Pedestrian Safety / Micromobility	36	Events	22			Cost saves through partnerships	16		
Fire Facilities	18								

A final evaluation of the priorities found five overall themes for Winter Park to focus on:

1. A safe and connected community
2. Quality of life and pride in the community
3. Care for public servants
4. Fiscal responsibility and operational excellence
5. Transparent, trusted, and responsive government

These five themes covered each of the 13 priorities. And, as budgets and plans are adopted, priorities with the highest rating should be given top priority, as follows:

1. Parking
2. Roads & Traffic
3. Communication
4. Maintaining Facilities and Amenities

This Appendix contains:

1. Comments from Department Heads
2. The survey dashboard data that was reviewed in the workshop

The full dashboard can be accessed here:

<https://app.displayr.com/Dashboard?id=34eba453-fbf3-4bad-b5a9-1f97314d8a7d>

1. Full sized spider charts for each priority rated

Name	Department	Comments
Gloria Eby	Natural Resources & Sustainability	<p>Water quality and resiliency serve as a unifying focus across all departments which is our specialty. Your support is crucial for water quality and sustainability initiatives to succeed; to strengthen our ability to protect waterways, ensure safe and reliable drinking water, promote long-term environmental resilience, and provide community planning and programs. This includes stormwater infrastructure upgrades, reducing pollution and runoff, encouraging conservation practices (shoreline protection and tree canopy), and investing in both quality personnel and critical capital assets as tax base are threatened.</p> <p>Collaboration is central to these missions and as we work across departments aligned, we also work with our community to balance growth with responsible resource management and actively pursue grant opportunities to fund these initiatives. Your support in the community and staff is essential in advancing these shared priorities and achieving meaningful, lasting outcomes.</p> <p>Equally important is our commitment to stewardship and civic engagement through our Advisory Boards, individuals you appoint and the city invests in. As enhancing communication was discussed, some boards and members could strengthen their role by fostering positive and proactive communication within their community. At times, boards function more as auditors, requesting staff reports that may not always align with broader goals. While valuable ideas do emerge, there is an opportunity to build greater camaraderie and a more unified voice in promoting the city's accomplishments, initiatives, and talent. Strengthening this communication opportunity would further support communication enhancement.</p>
Charles Ramdatt	Public Works & Transportation	<p>I think we should consider which cities in Florida are like Winter Park. How are they handling their infrastructure? Are they doing anything very well that we can learn on? How did they get caught up, and once they caught up how did they maintain it? What can we learn from our neighbors?</p>
Jason Riegler	Water & Wastewater Utilities	<p>Our biggest challenge is funding for maintenance projects. We will try to plan them out appropriately so that the expenditure is consistent.</p>
David Zusi	Water & Wastewater Utilities	<p>I am thinking about the capital improvement program from 2000-2005. All of that work is 20 years old now. R&R on generators that are worth millions of dollars are important to face right now. We want to spread it out. We also need to keep up with all regulations. We are in a good place now but if a regulation drops below where we are we could be scrambling. Our rates are fairly competitive. Water generally in Florida is still fairly cheap but that could change very soon.</p>
Jamie England	Electric Utility	<p>Our strategic plans that exist in the departments themselves need to be focused on. Also, in terms of staff, if we can't compete in the market that we are serving, we become the training program for the surrounding area. Think about the cost analysis of retention vs retraining. You have to look at the whole market, not just other cities. We are not an IOU (Investor Owned Utilities), in the sense that we don't need 10 engineers, we might need just one, but we need to retain that one.</p>
Jason Seeley	Parks and Recreation	<p>We are dealing with things that are more voluntary. We can't just be good, we need to be best whenever possible. Winter Park residents have a lot of choice when it comes to recreation and we need to provide a competitive and high level experience.</p>
Dan Hagedorn	Fire	<p>Our biggest thing is maintenance, being competitive, training, and meeting the expectations of the community at a high level. We know we need a station, and we just need to figure out how to do it. Until then we are doing the best we can with what we have.</p>

Name	Department	Comments
Pamela Russell	Human Resources	Preserving high quality staff is always present no matter what. We do fairly well - 10% turnover - which is good, but that is mostly at the hard to fill positions.
Tim Volkerson	Police	I love that we are discussing safety and micro mobility. We have been working diligently at educating our youth. I feel more confident that we can get compliance with youth than I feel about parents. The ticketing and enforcement is difficult. We want to find the balance between safety and not angering the community at a high level. Still, there are many options we can consider.
Peter Moore	Management & Budget	I am very interested in the revenue discussion because of the slowing revenue and the threats to our revenue. As we consider sponsorships and community private partnerships we may have to communicate with residents that, while you might not like how we funded it, you will like what we are doing with it.
Gary Hiatt	Building and Permitting Services	Employee retention for us depends heavily on other departments having the staff they need to keep up to speed. Renatta is taking a job somewhere else. We have to compete with the private industry. Try finding someone crazy enough to do code enforcement instead of a private job. It is a serious challenge for us.
Kim Breland	Deputy City Clerk	With this understanding of strategic priorities and the survey data I feel like when residents are calling and wanting information we can more easily direct them.
Allison McGillis	Planning & Zoning	The survey was pretty positive and I am happy to see parking scoring high because it is the first question when we look at development
Parsram Rajaram	Information Technology	<p>I think Technology is a big part of making these things work. I do have an AI council and we have identified 17 or so areas where we can use AI. I think parking and streets can benefit from technology integration such as an app that will show you where parking is available in real-time. We don't even know if we don't have enough parking or if people just don't know where to find it. We started a program like that but vandalism ruined our parking projects. Kids were painting or destroying our cameras.</p> <p>There are many commercial products that we can use. Software costs are also increasing rapidly because it has shifted from a single one time investment to a yearly budget cost with subscriptions. I need to have a comprehensive inventory to see if we can renegotiate with some vendors, maybe using the power of numbers if we have multiple departments using one vendor. 10-15 years down the road I see a lot of opportunity for us to integrate technology in our products and work.</p>
Clarissa Howard	Communications	We have an opportunity to structure our communication around these strategic goals. It is hard to communicate about everything but if I know what matter most I can communicate that in an impactful way to residents so this was very helpful.
Wes Hamil	Finance	Everything we have discussed has a financial component and I am excited for the challenge of making it work.
Michelle del Valle	Administration	I feel like I am so privileged to be coming in now with such a talented and wonderful team.

CityPOV™ Dashboard

Winter Park, FL
2026

 **onpointe**
INSIGHTS



Design and Sample

- Survey was **collaboratively designed**
- **How many in sample:** 819 (+/- 3.4%)
- **How recruited?** CitEnews 37%, Facebook 18%, Text messages 18%, Email 11%, Instagram 8%, website 7%, X 1%

5 Main Question Groups

- City Facilities & Events
- City Benefits
- Redevelopment and Maintenance
- Safety & Security
- Leadership

Survey Structure

1-Validate participants

- Select City / Enter Zip Code / Map

2-City evaluation

- Refer a friend? / Direction of City?

3-City services deep dive

- **Priority:** Most Important Services
- **Ratings:** of Important Services

4-Other topics

- Evaluate departments used
- City projects priorities
- Communications
- Events importance

Background

The City commissioned OnPointe Insights to conduct the CityPOV survey from February 4th to March 9th, 2026. A total of 819 surveys were completed (+/- 3.43% statistical margin of error). The online survey measured...

- Refer a Friend Rating (willingness to refer the city to a friend)
- Direction of City / Comparison to Others / City Attributes ratings
- Importance and rating of Facilities/Events, Benefits, Development/Growth, Safety/Security, and Leadership issues
- City Performance on most important attributes
- Interaction with City Staff
- City investment priorities
- A series of questions about communication channels and desired content
- Comments by the citizens
- Demographics

Reviewing the data

This Online Dashboard presents results in an interactive way.

- Use filters to explore (like age, gender and time in the city)
- Review comments by filtering on specific topics.
- Download the data you want into PDF or PowerPoint format.

City Highlights

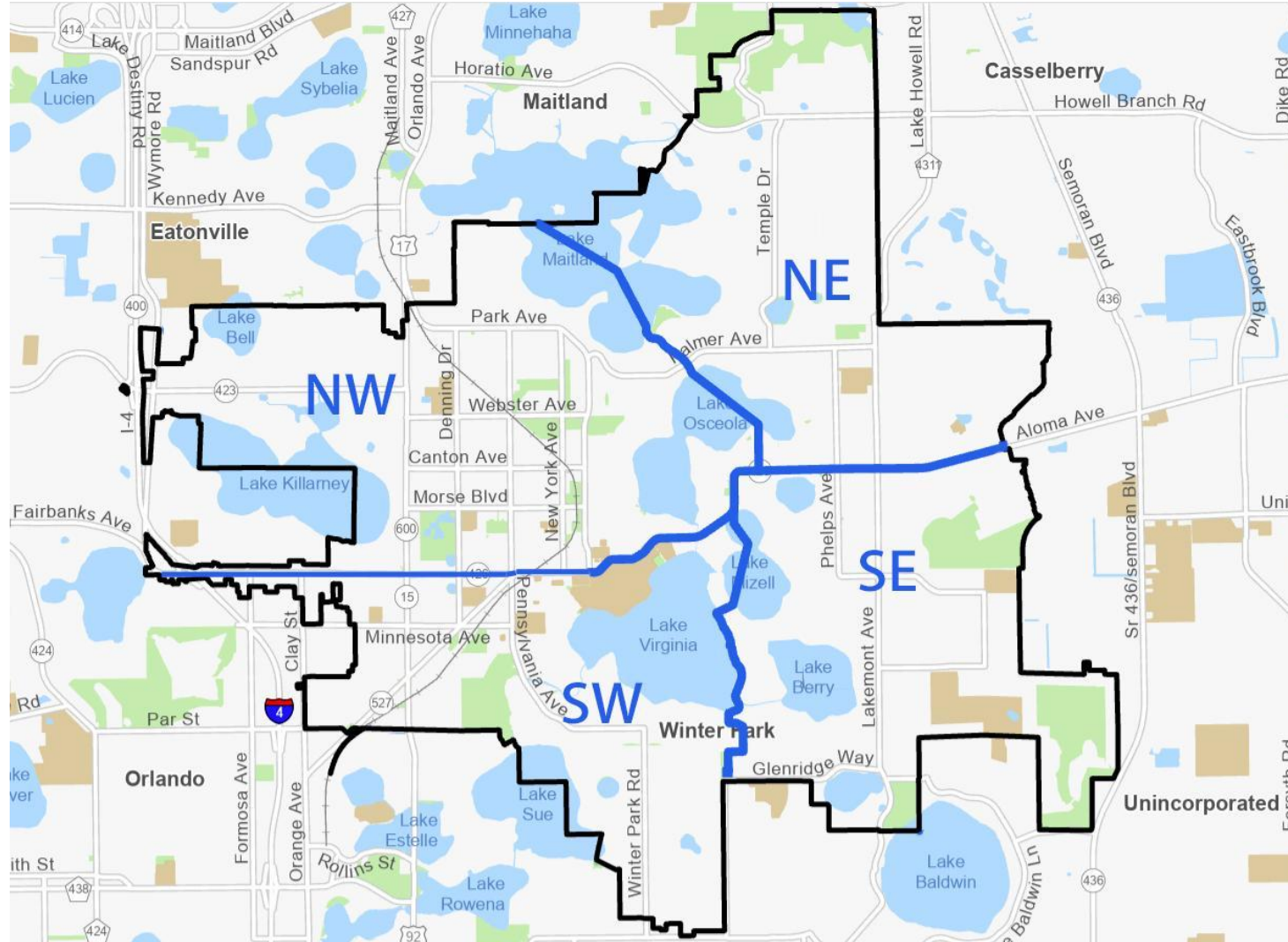
Winter Park citizens tend to agree that the city is heading in the **right direction (73%)**. **Winter Park's ratings are extremely high** compared with other cities. Residents are generally very satisfied with Winter Park. If the city could address a few frustrations, their feelings would improve. This survey will help city leaders prioritize wisely.

- We asked residents to prioritize several topics, then rate the ones they marked as high priority. **Great place to raise children, Walkable downtown area, City beautification and cleanliness** are all important and rated positively.
- The top priorities that are rated poorly focused on **Micro-mobility, safety and enforcement, Traffic flow, revitalize older neighborhoods**.
- People evaluated the departments and services used in the past 6 months. Three rated highest include **the Fire Department, Emergency communication (9-1-1) and Natural Resources & Sustainability**.
- When asked about **city investments**, most residents (62%) think the City's revenue should be used for to **improve roads and focus on brick & sidewalk maintenance**. Many others wanted the focus to be on **redevelopment of gateway corridors such as Fairbanks, Aloma & Orange avenues**.
- Regarding communications, 31% said they feel very informed about the City's events, programs and initiatives, although **65% would like to be Very informed**. In the last 6 months many have engaged with the City Website (65%) and the monthly utility bill insert (52%). The content that interests them most are City Events, Safety updates and City services.
- Which City events are most important? Those rated most important include **Winter Park sidewalk art festival in March and Autumn art festival in November**. The most selected **winter events** were Winter on the avenue (Christmas tree lighting, Christmas in the park (Tiffany windows event), and Winter park "Ye olde hometown" Christmas parade.
- **There is mild support for a tax increase**. 41% were definitely supportive or supportive. A lot were unsure (28%). 31% were either unsupportive or very unsupportive. So, there is support, but effort will be required to inform those who are unsure.

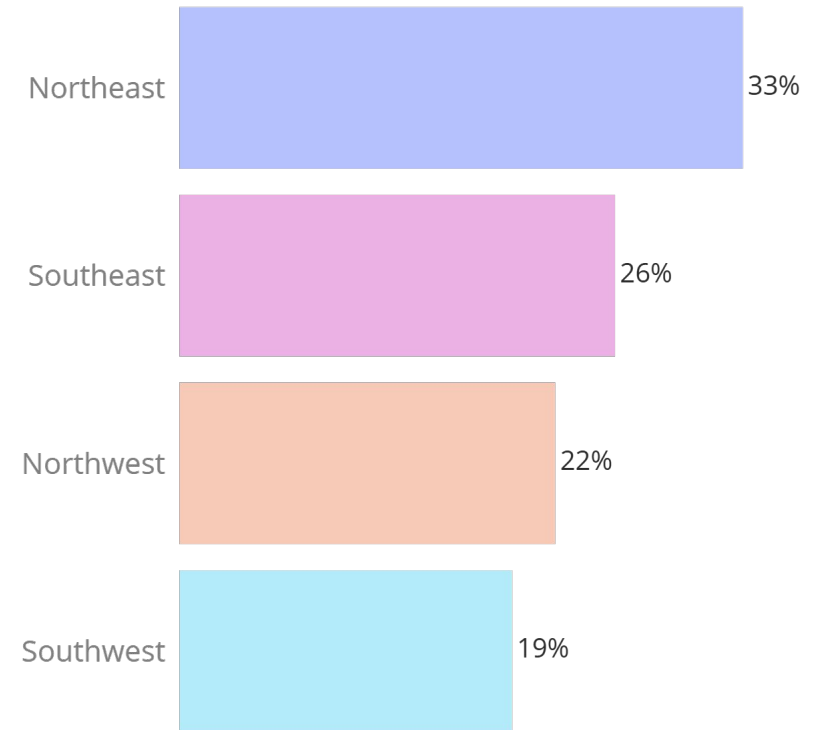
This study contains numerous comments and offers the opportunity to dive deeper into various topics. The insights gathered will serve as a valuable resource for Winter Park, providing focus throughout the year

Area of Participants

Winter Park: CityPOV



% in each Zone



Sample Size: 827

Demo Filters

Gender

Age

Race

Time in City

Children at home

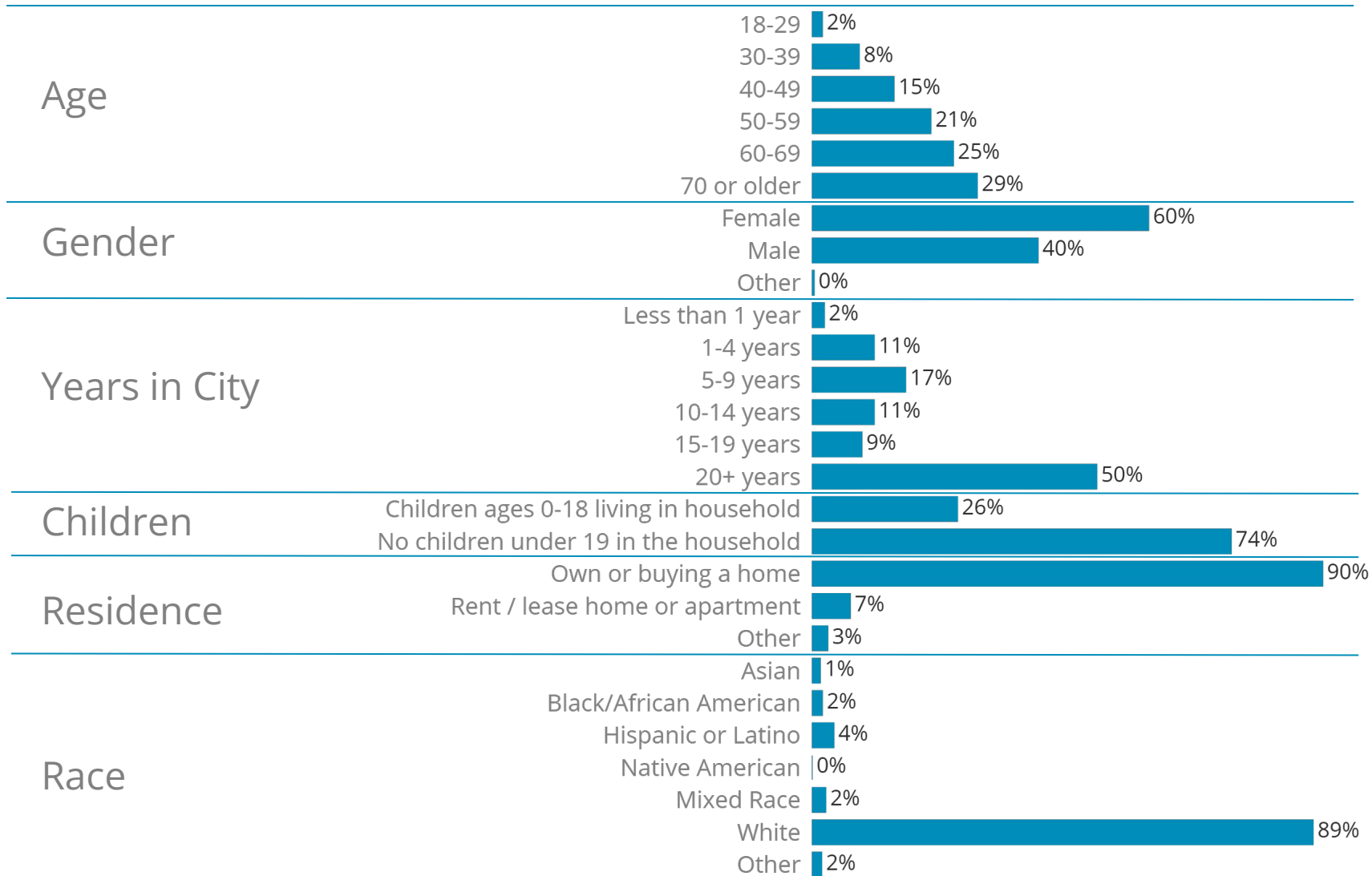
Type of residence

Area

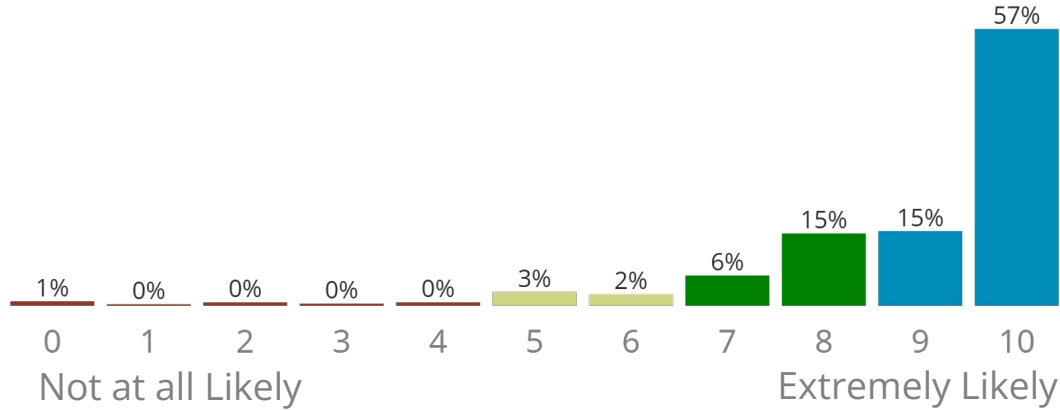
Right/Wrong Direction

Type of invite

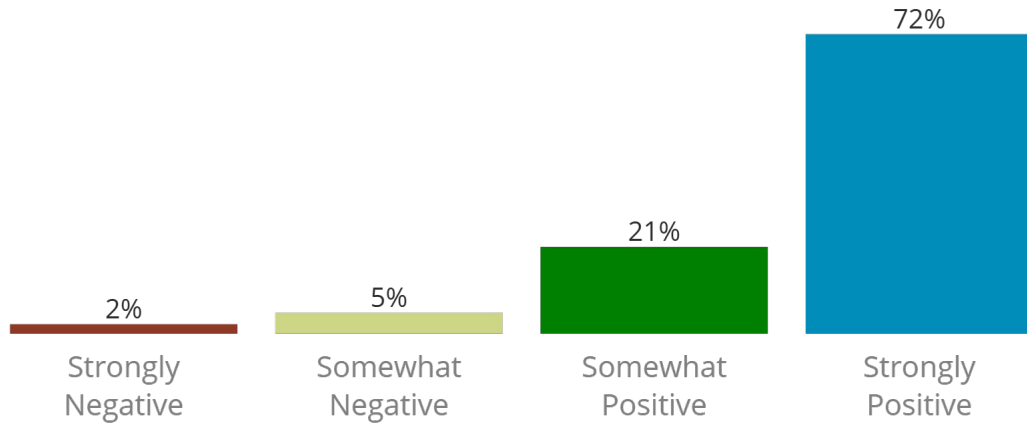
Sample: 827



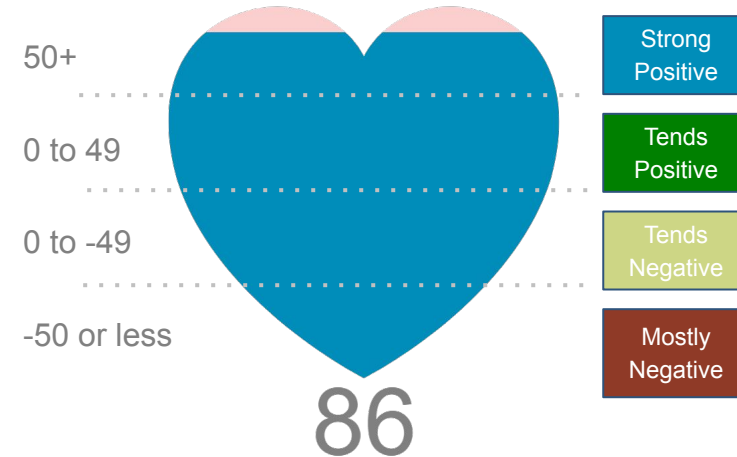
Would Refer a Friend (from 0 to 10)



Recommend City to a Friend - Groupings



City Refer a Friend Score



The Refer a Friend Score is calculated by subtracting both Negative from both Positive ratings

Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

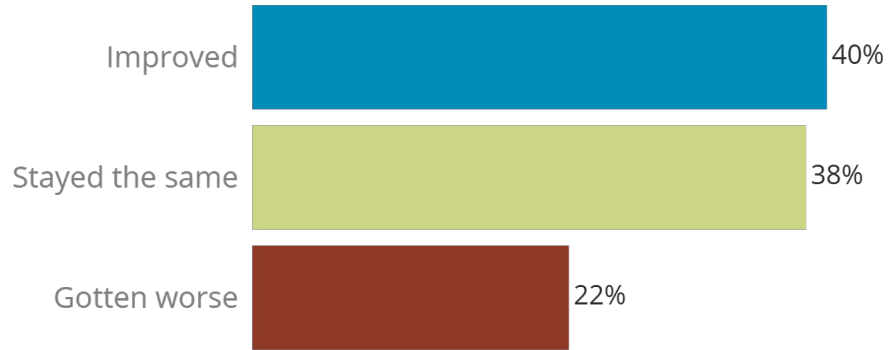
Area

Right/Wrong Direction

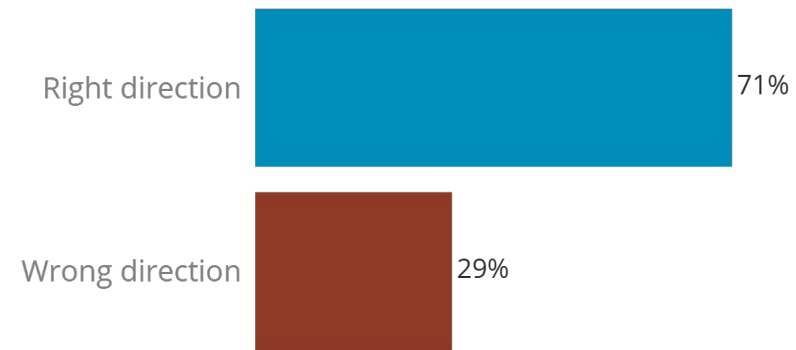
Type of invite

Sample: 827

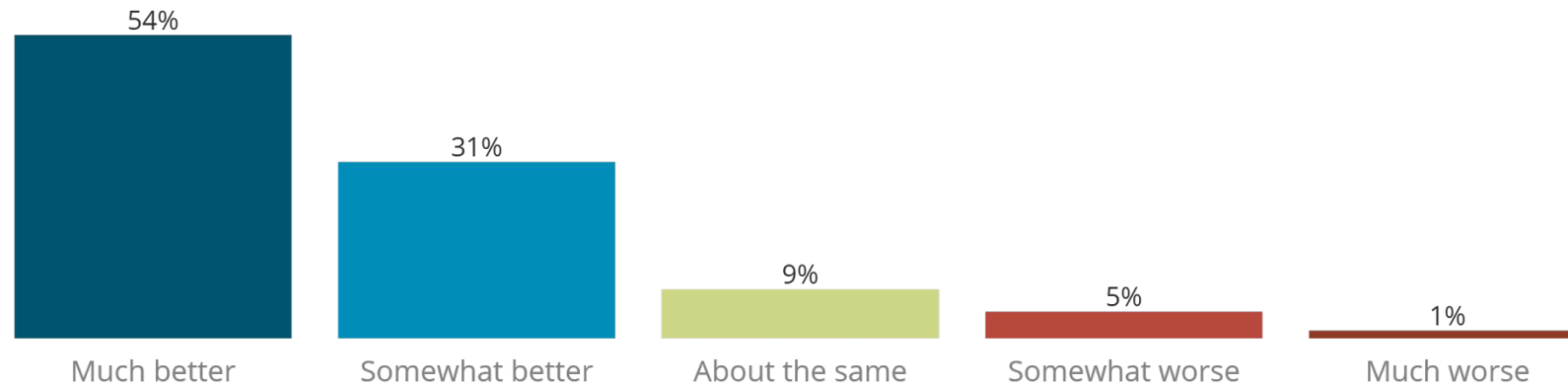
Change in the past 3 years



Direction of the city?



Compared to other cities



Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

Area

Right/Wrong Direction

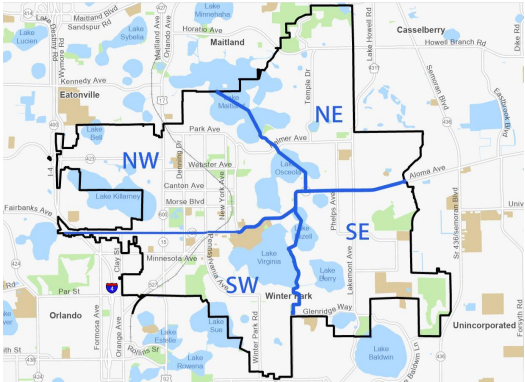
Type of invite

Sample: 827

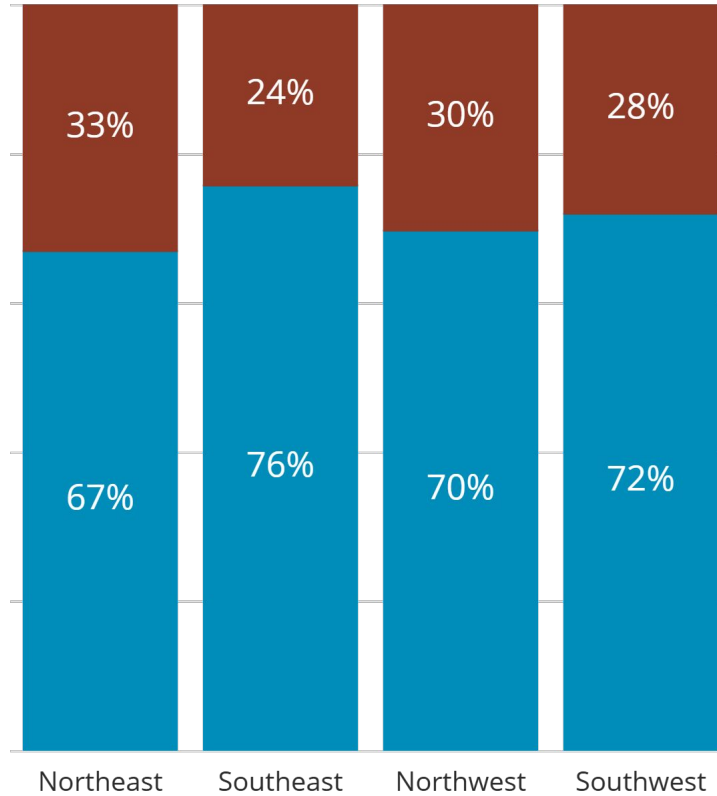
In your opinion, has the city improved, stayed the same, or declined during the past 3 years?

Overall, as a community in which to live, would you say that the city is headed in the right direction or wrong direction?

Compared with other cities in your area, or region, which statement below best captures your feelings about the city?

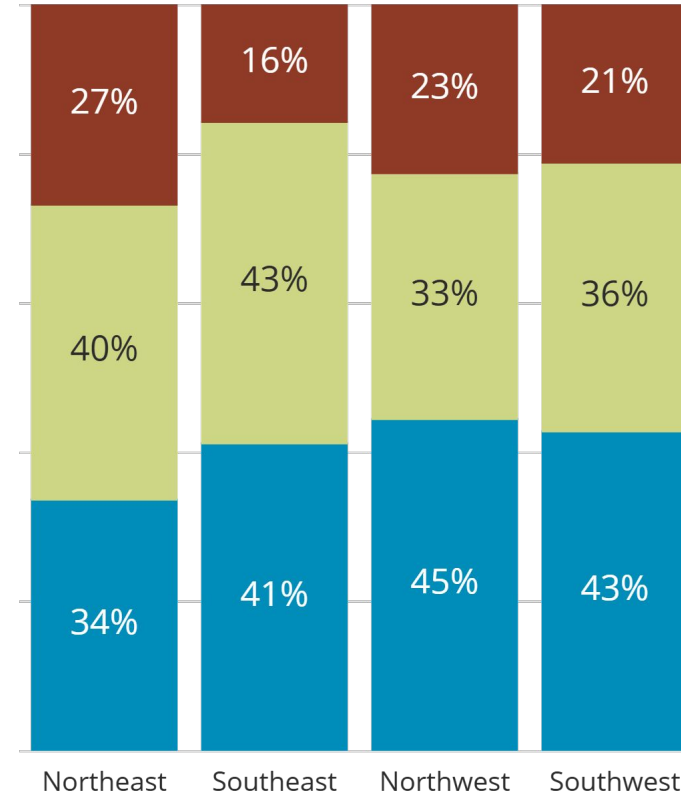


Right/Wrong Direction by Area



Wrong direction Right direction

Change by Area



Gotten worse Stayed the same Improved

Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

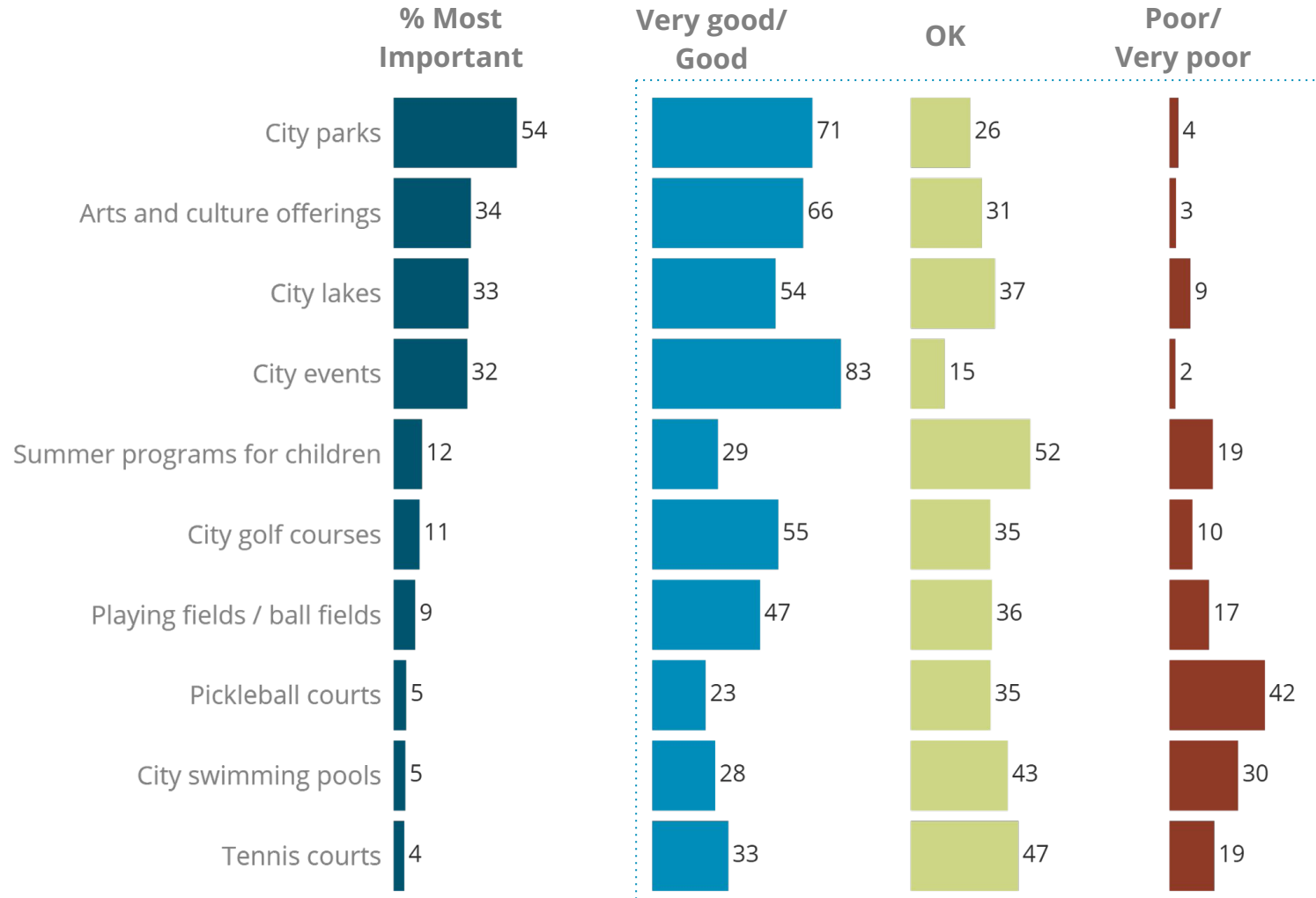
Area

Right/Wrong Direction

Type of invite

Sample: 827

Rating % - if selected as Most Important



Demo Filters

Gender

Age

Race

Time in City

Children at home

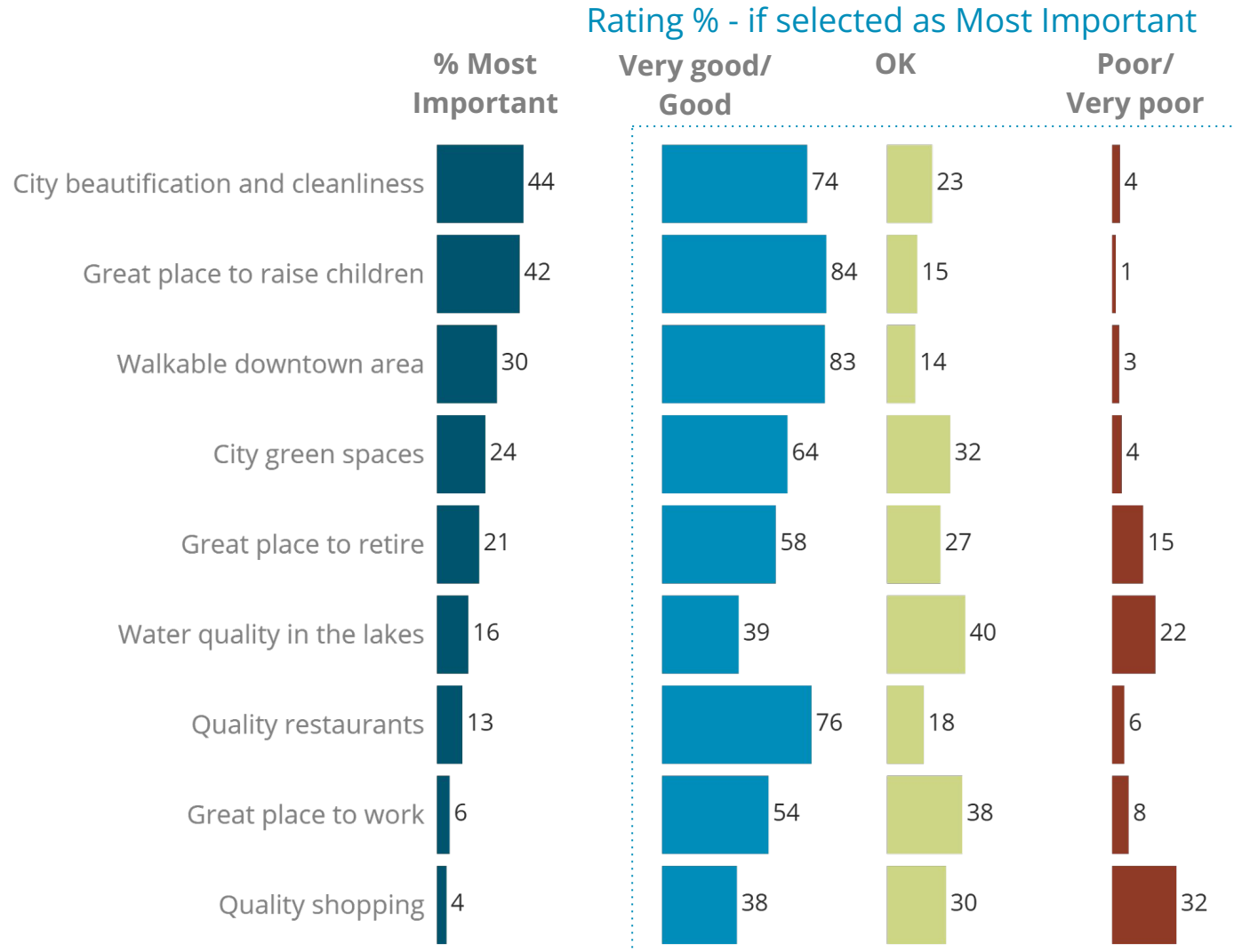
Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827



Demo Filters

Gender

Age

Race

Time in City

Children at home

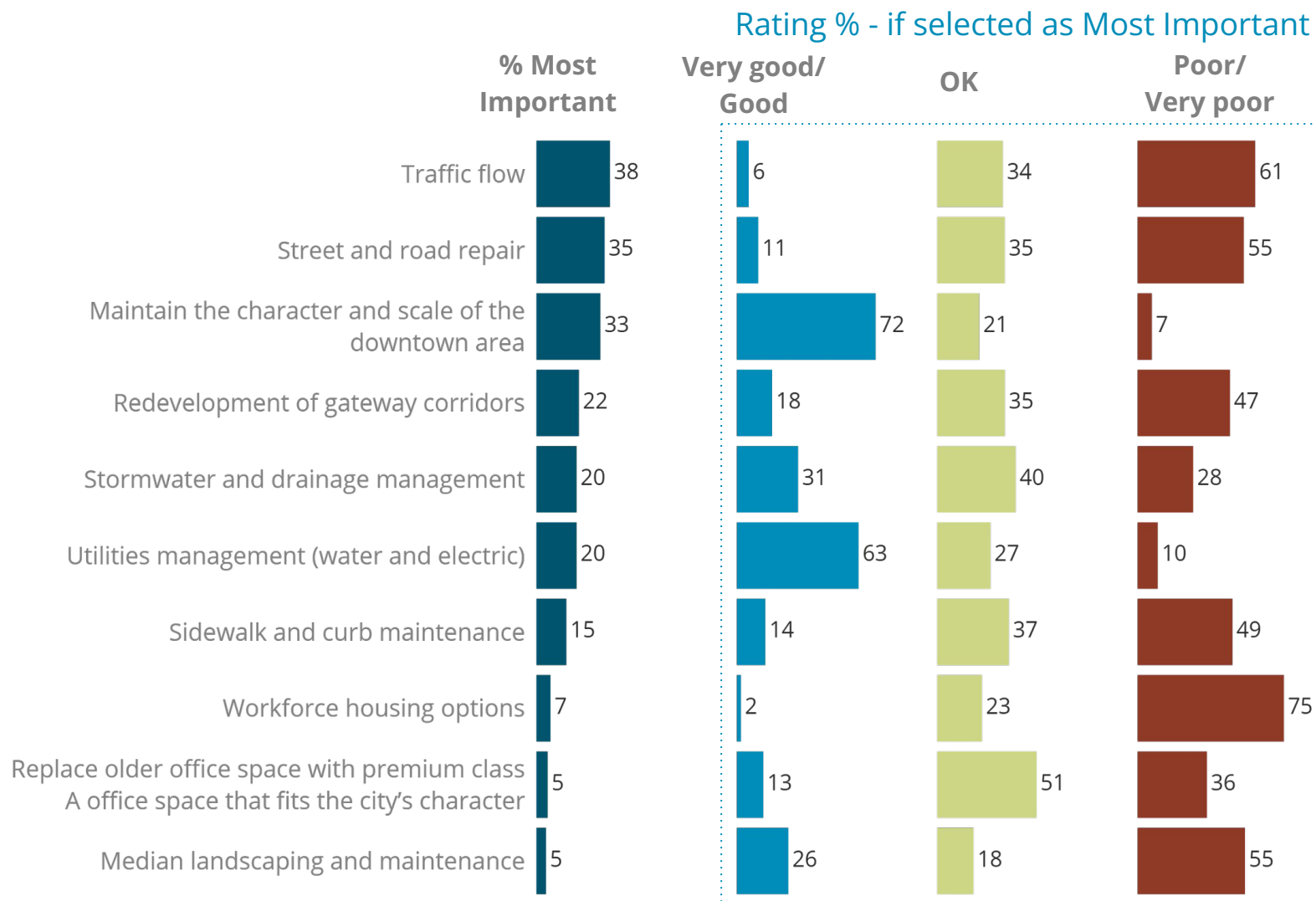
Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827



Demo Filters

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Time in City

Children at home

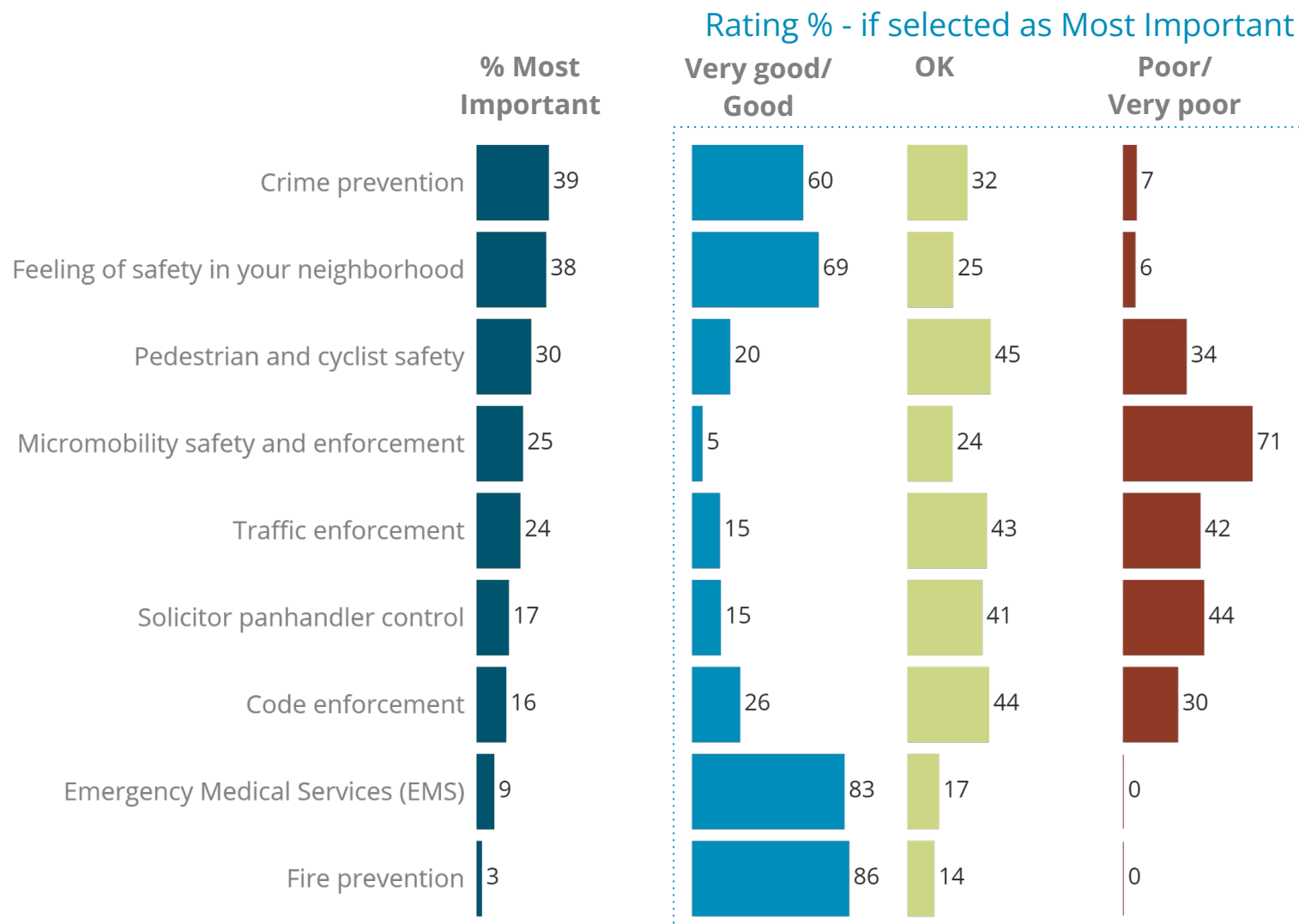
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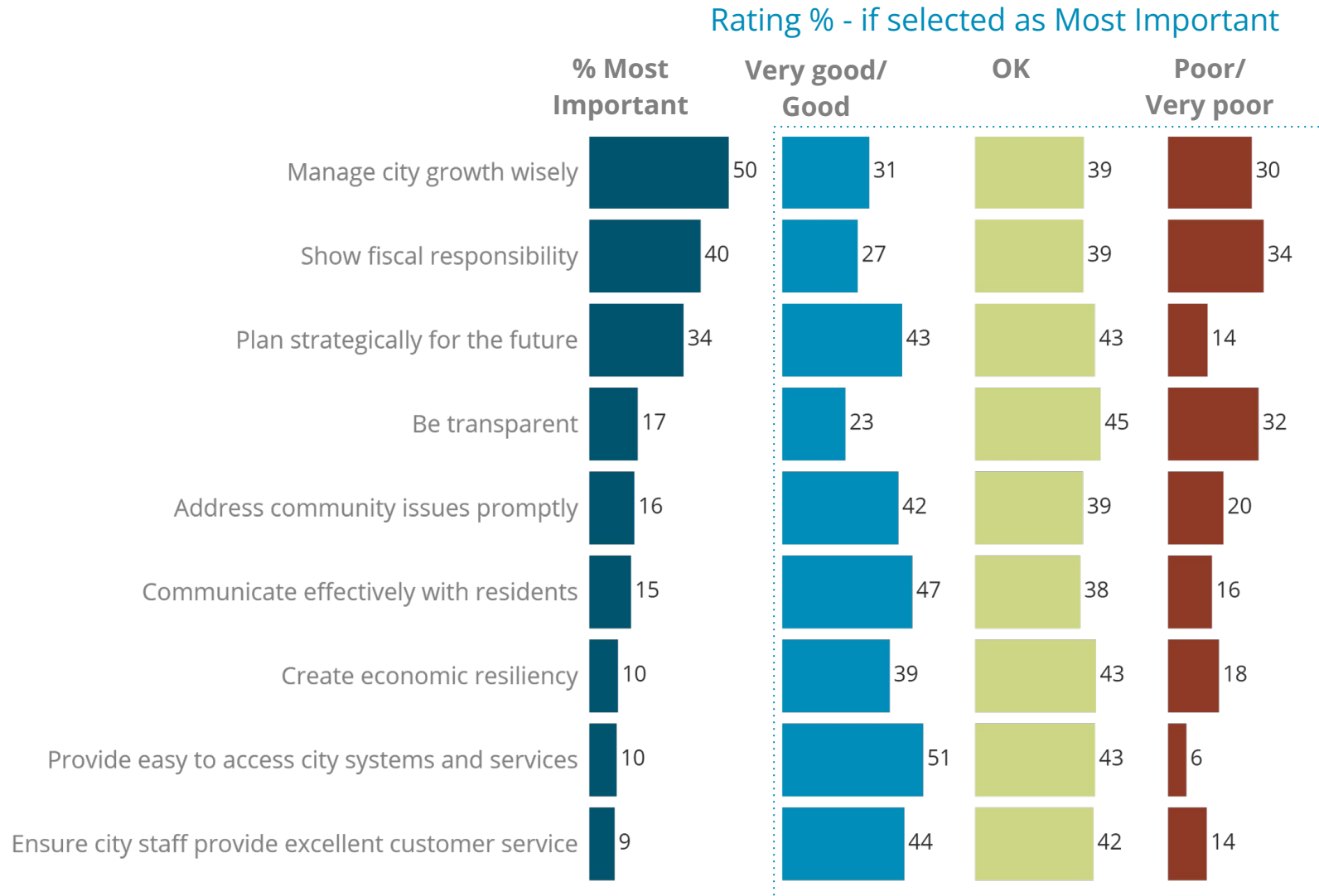
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Time in City

Children at home

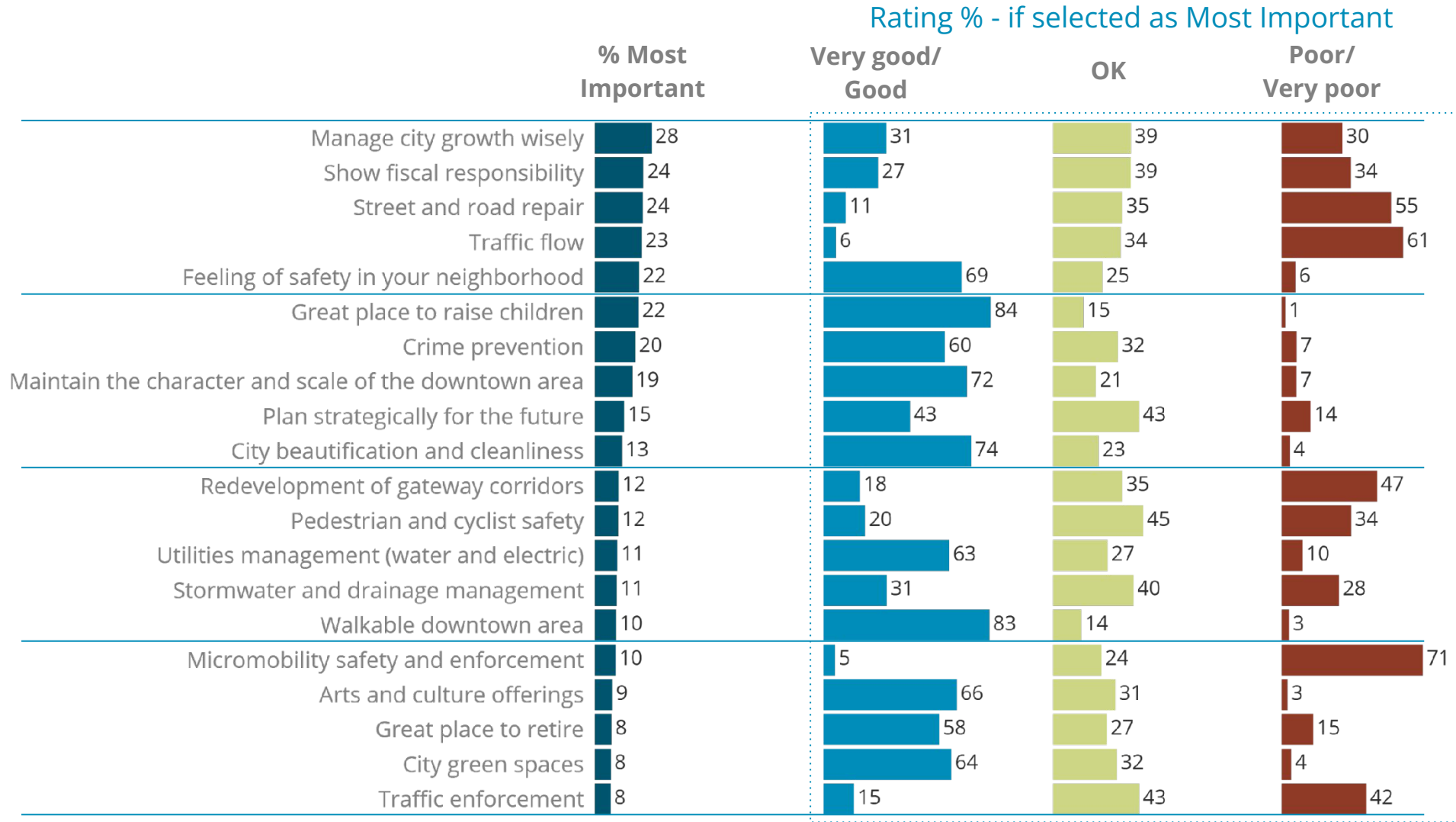
Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827



Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827

Here is a list of the 10 issues you selected as being most important. From these , which 4 are MOST important to you?

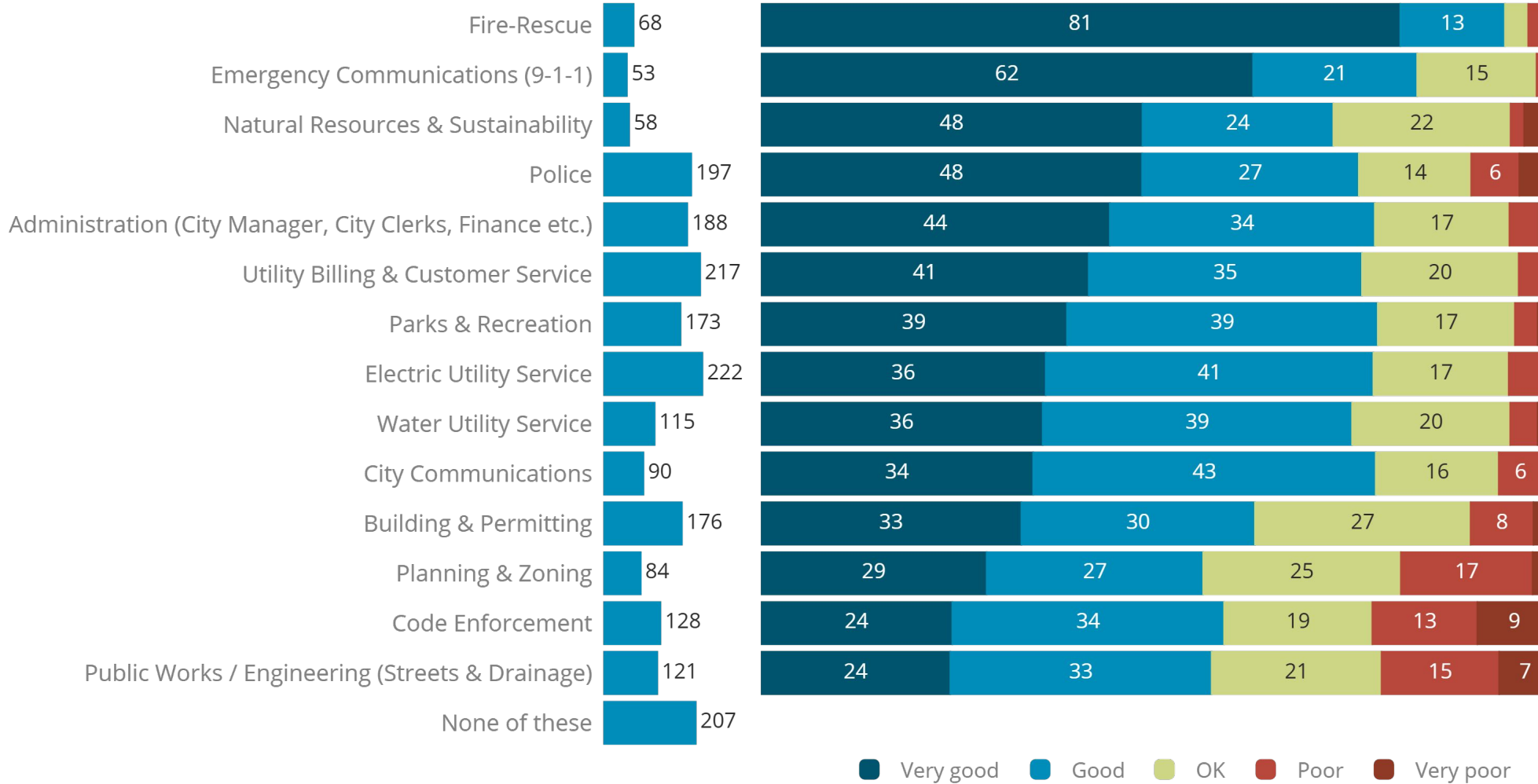
This list now combines all of the 10 issues you selected as being MOST important for the City to provide. How is the City doing on these important issues?

Note: The results of this question were shown on prior pages, from ATTRIBUTES to LEADERSHIP.

of Contacts

Rating (% Saying)

Demo Filters



Gender

Age

Race

Time in City

Children at home

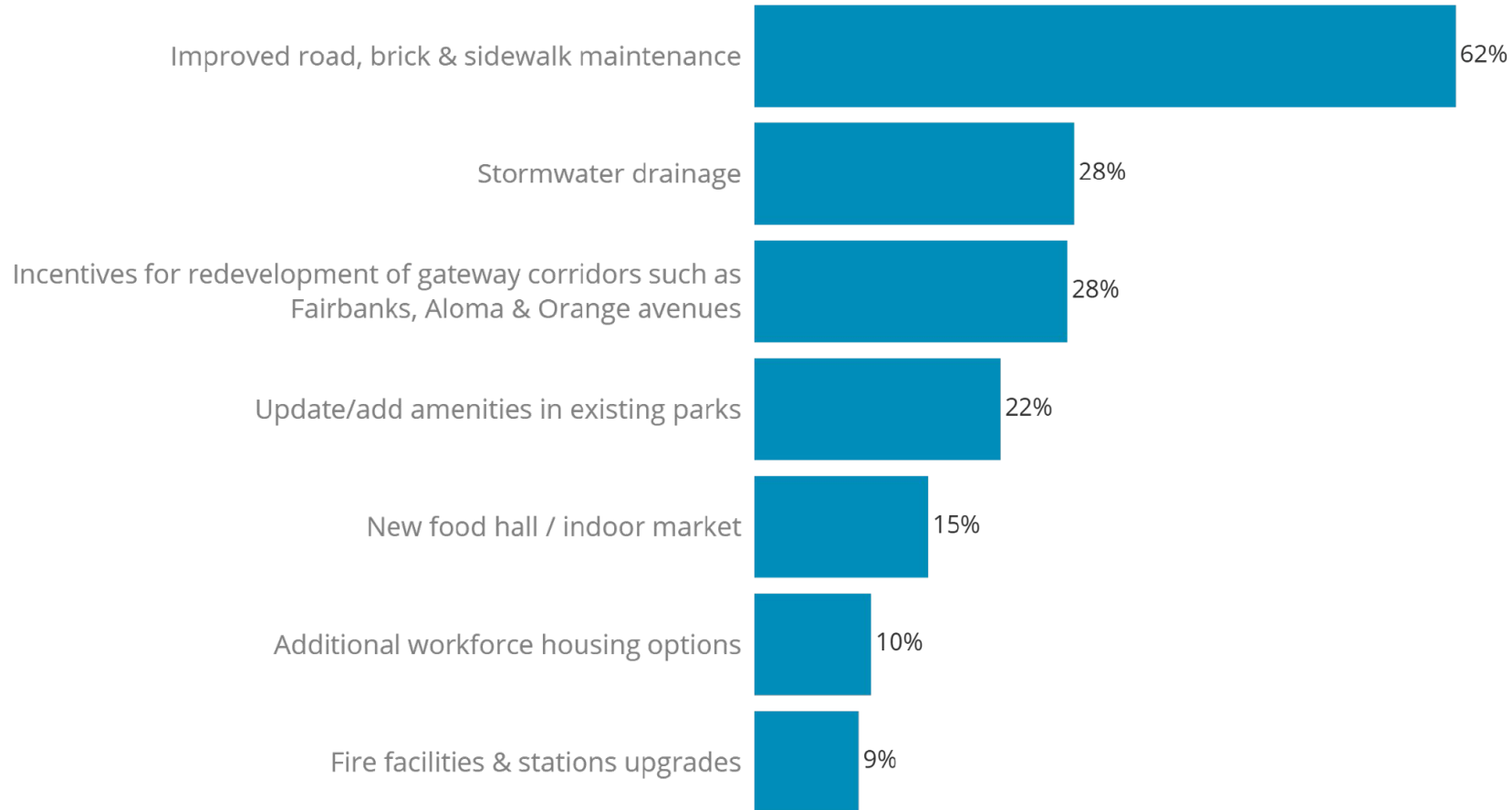
Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827



Demo Filters

Gender

(All)

Age

(All)

Race

(All)

Time in City

(All)

Children at home

(All)

Type of residence

(All)

Area

(All)

Right/Wrong Direction

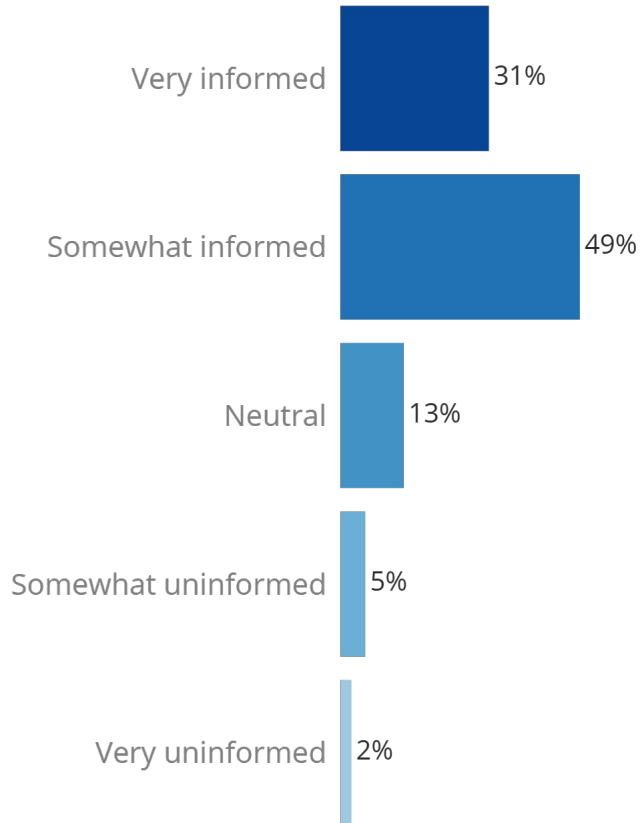
(All)

Type of invite

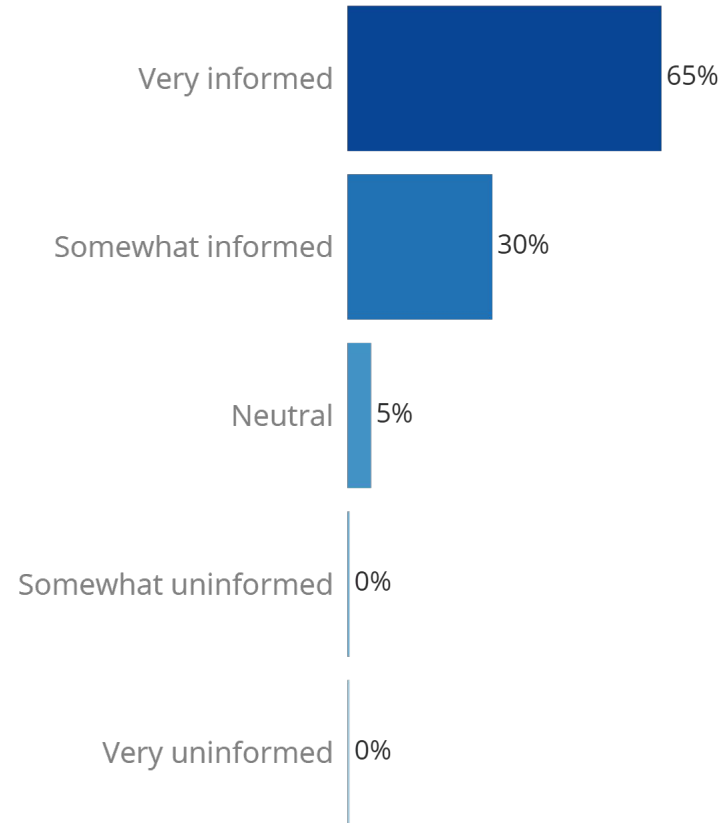
(All)

Sample: 827

How informed are you?



How informed would you like to be?



Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

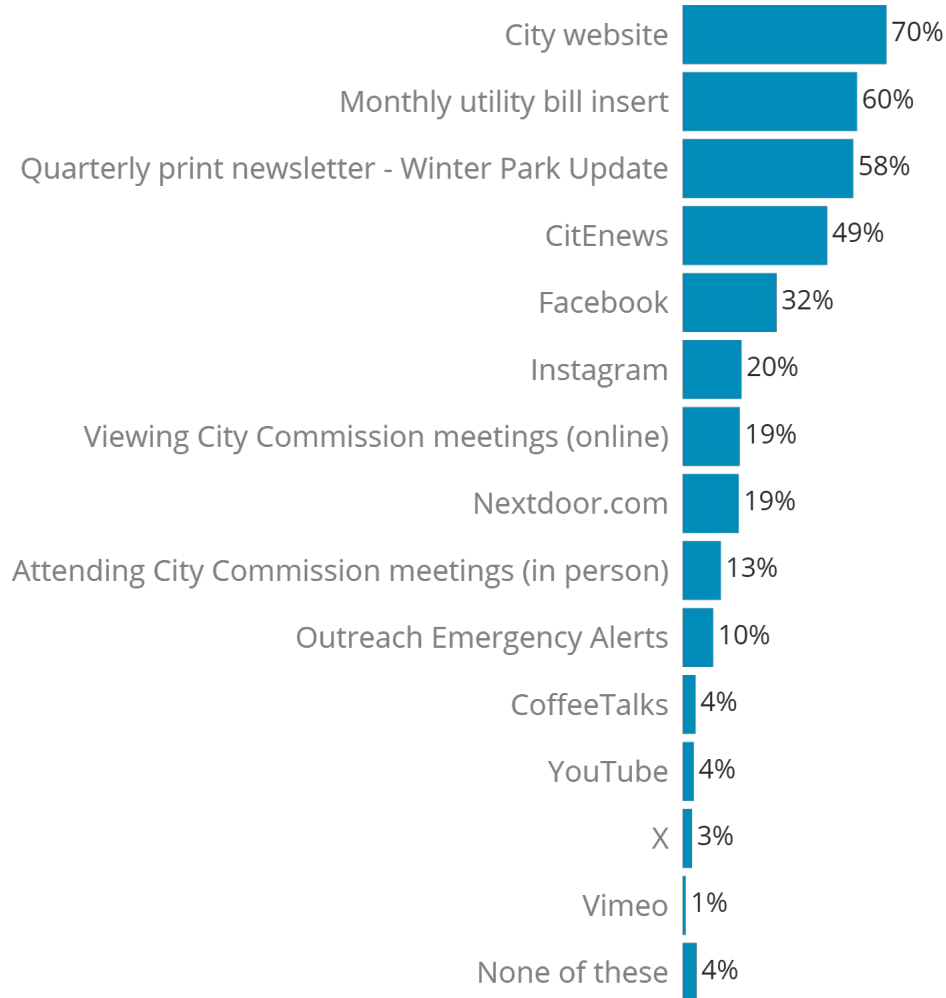
Area

Right/Wrong Direction

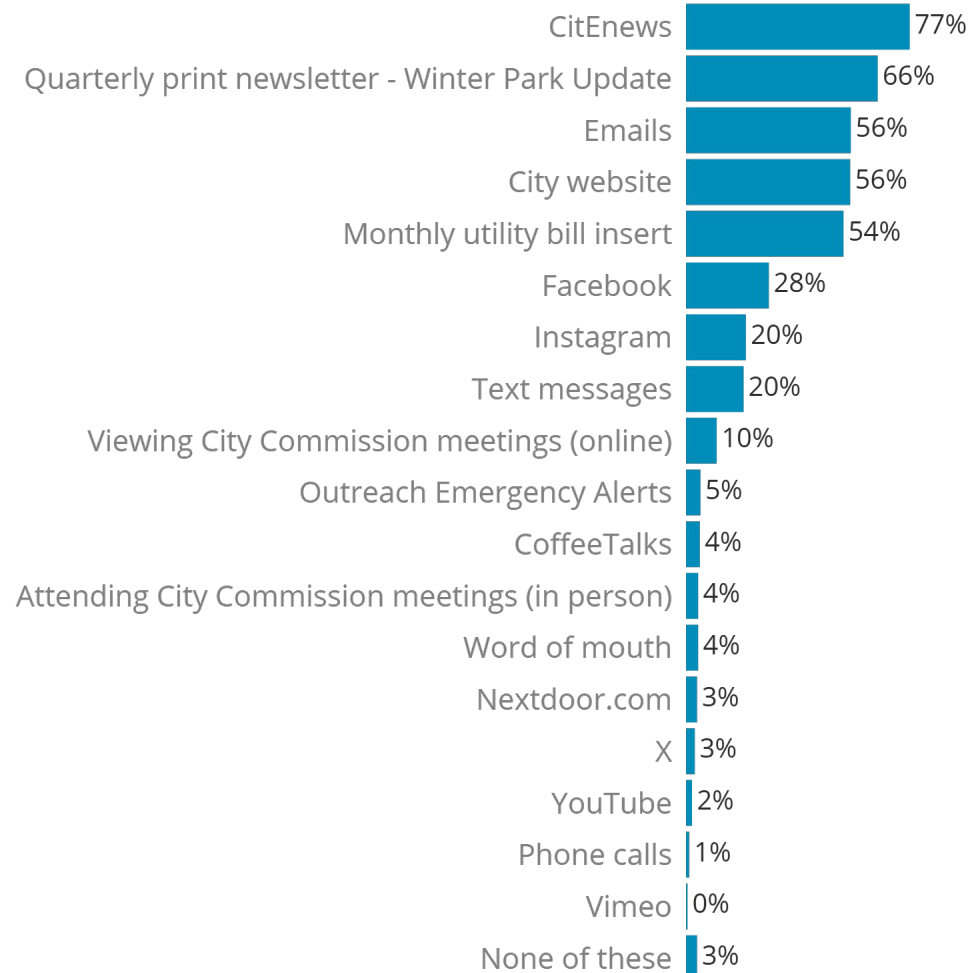
Type of invite

Sample: 827

Engaged in the past 6 months



Preferred communications channels



Demo Filters

Gender

Age

Race

Time in City

Children at home

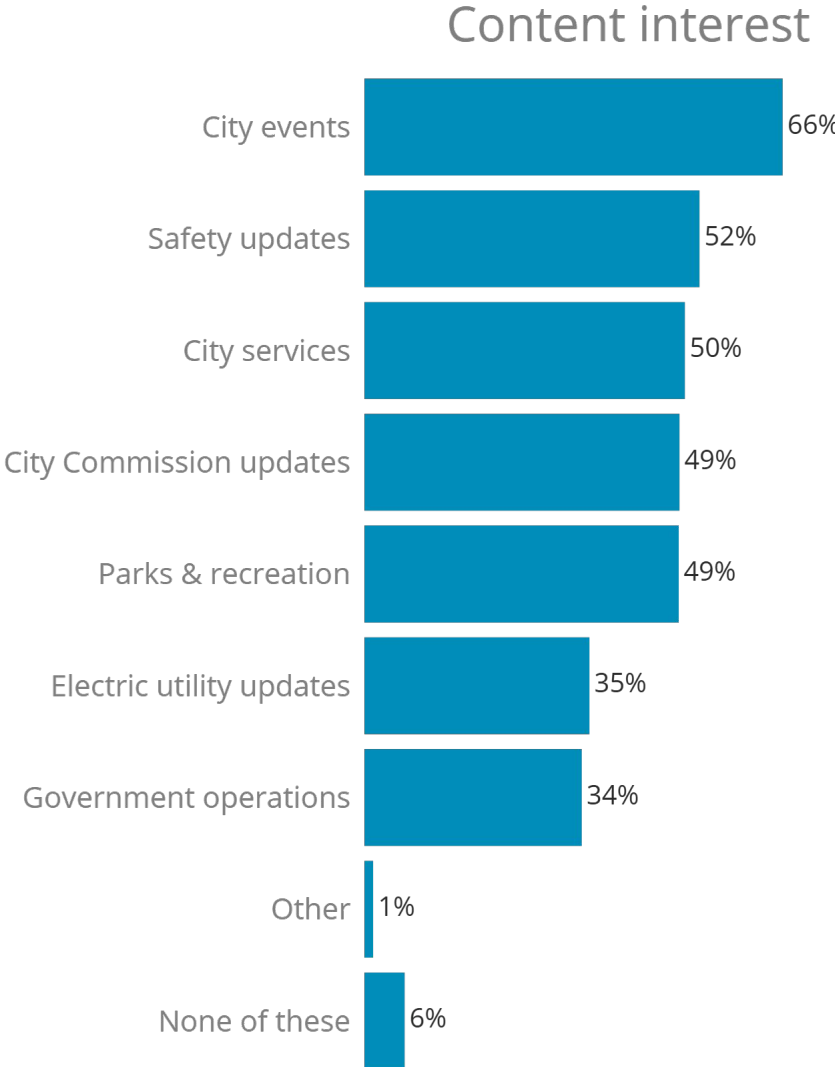
Type of residence

Area

Right/Wrong Direction

Type of invite

Sample: 827

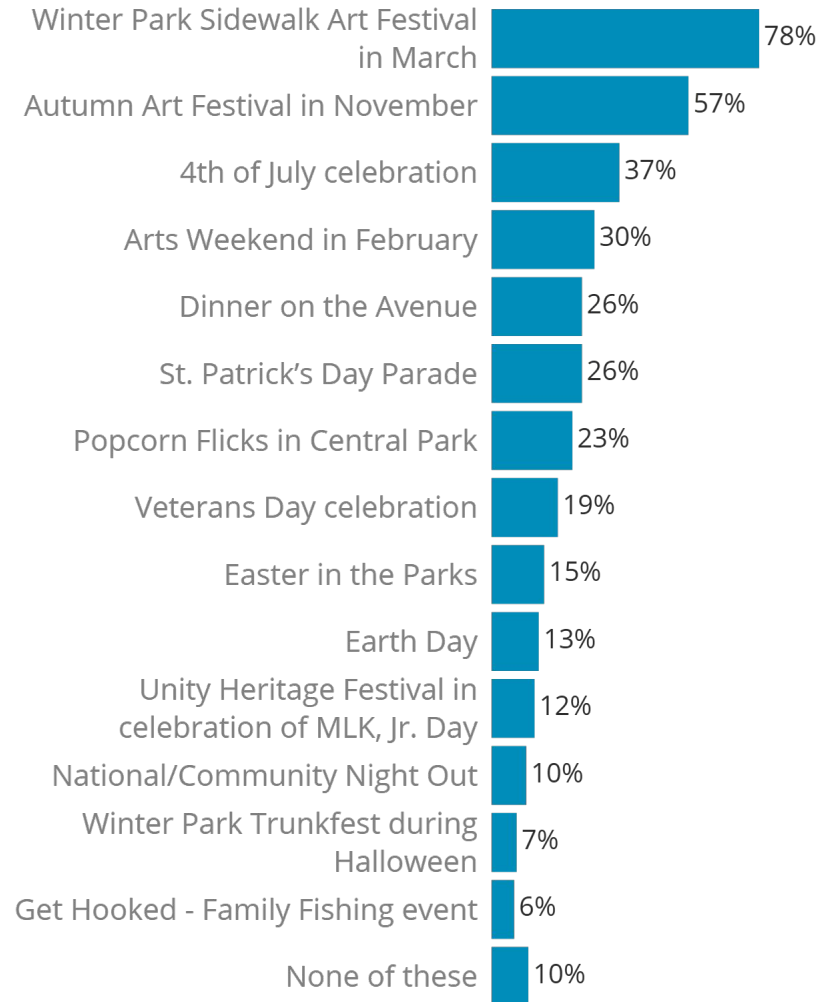


Demo Filters

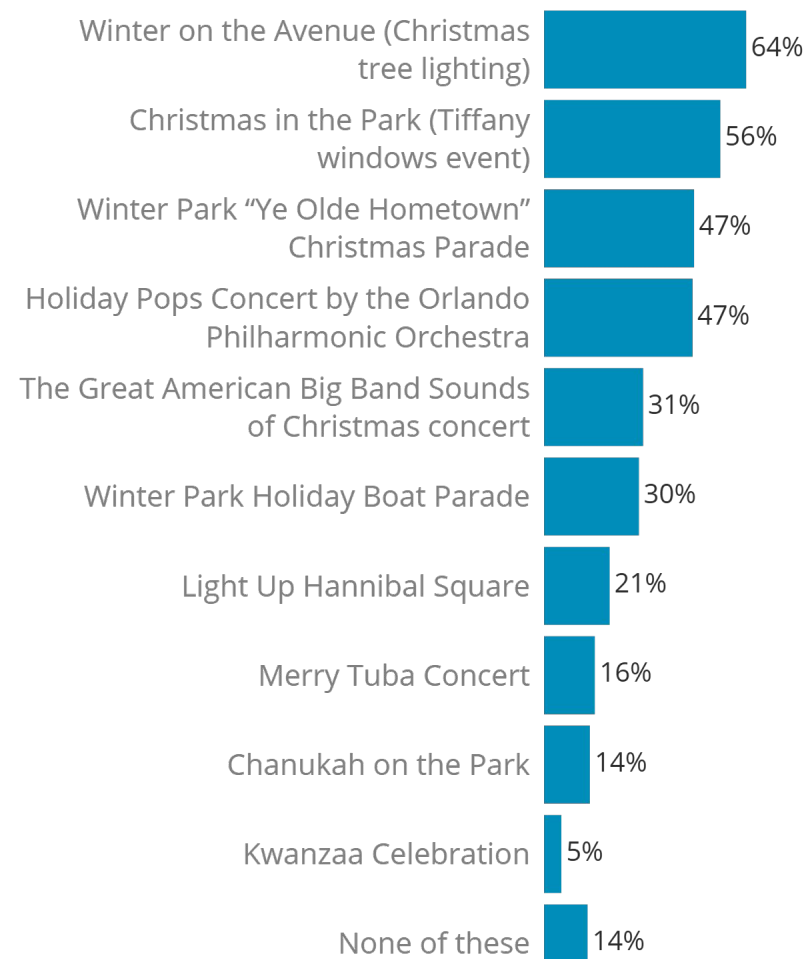
- Gender:
- Age:
- Race:
- Time in City:
- Children at home:
- Type of residence:
- Area:
- Right/Wrong Direction:
- Type of invite:

Sample: 827

Special events



Winter holiday events



Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

Area

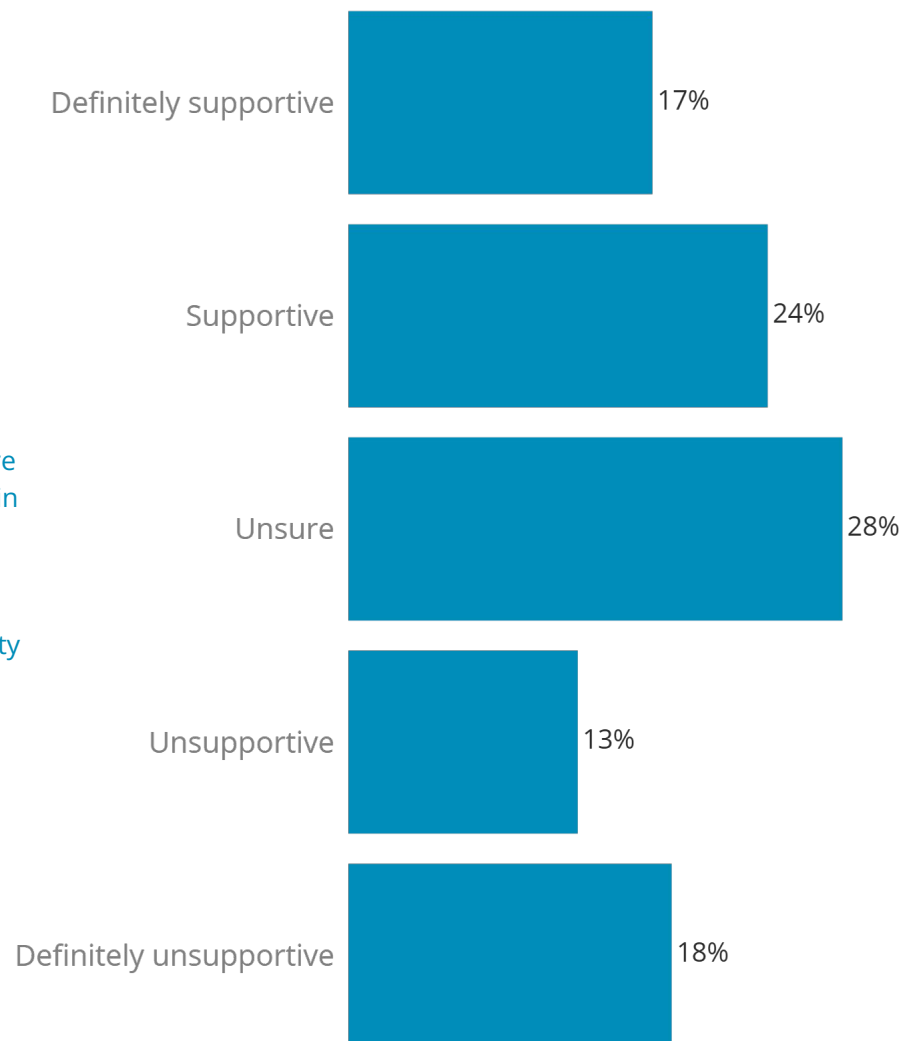
Right/Wrong Direction

Type of invite

Sample: 827

In the survey invite we mentioned potential changes in state tax policy. Though the reforms are not finalized, the city's revenue sources may shift in the coming years.

If a state tax reform passes, a moderate tax increase may be necessary to maintain ongoing city operations at existing service levels.



Demo Filters

Gender

Age

Race

Time in City

Children at home

Type of residence

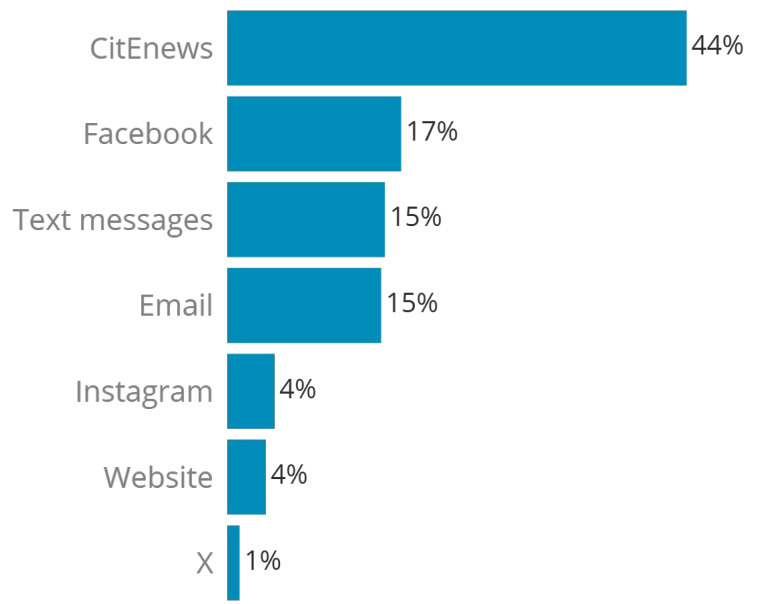
Area

Right/Wrong Direction

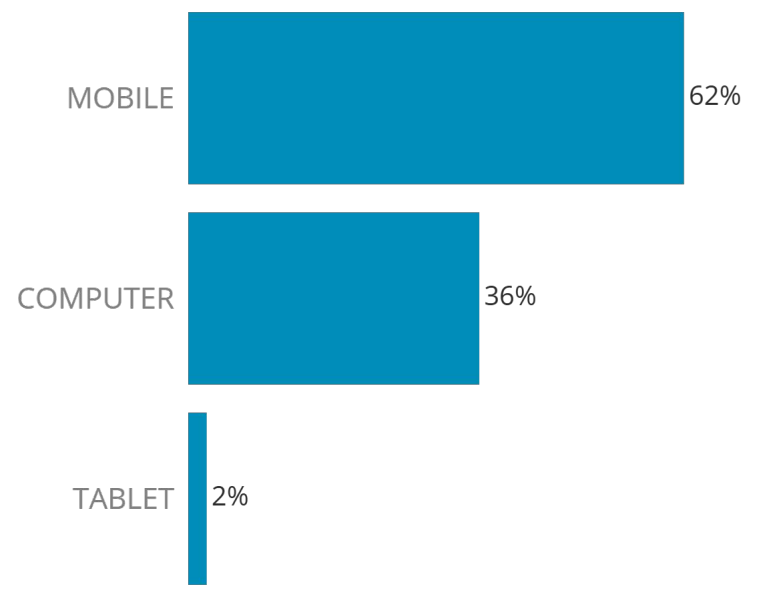
Type of invite

Sample: 827

Survey Invitation Source



Device



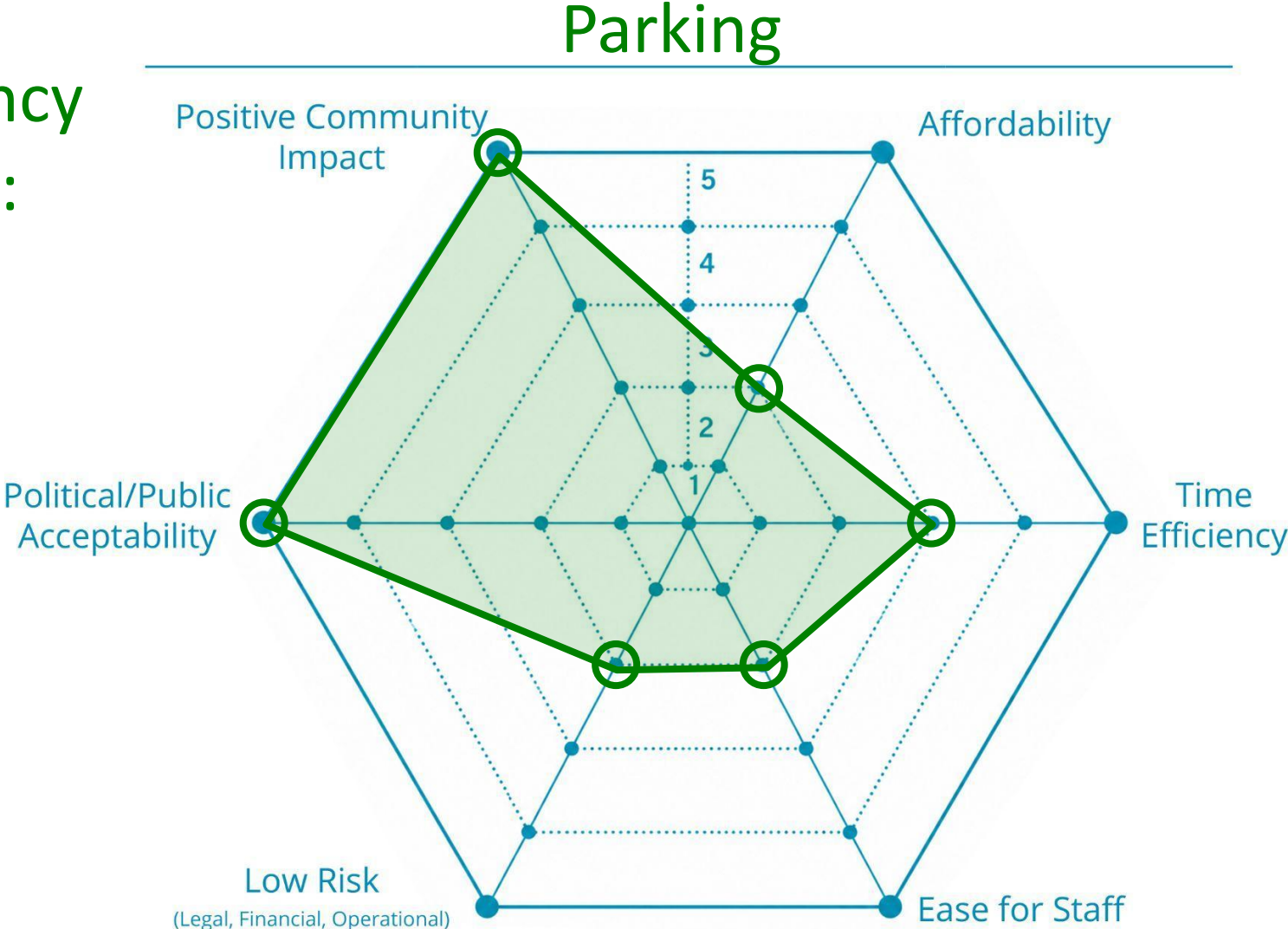
	Average	Minimum	Median
Time_Minutes	15.3 ↑	3.1	14

Demo Filters

- Gender
- Age
- Race
- Time in City
- Children at home
- Type of residence
- Area
- Right/Wrong Direction
- Type of invite

Sample: 827

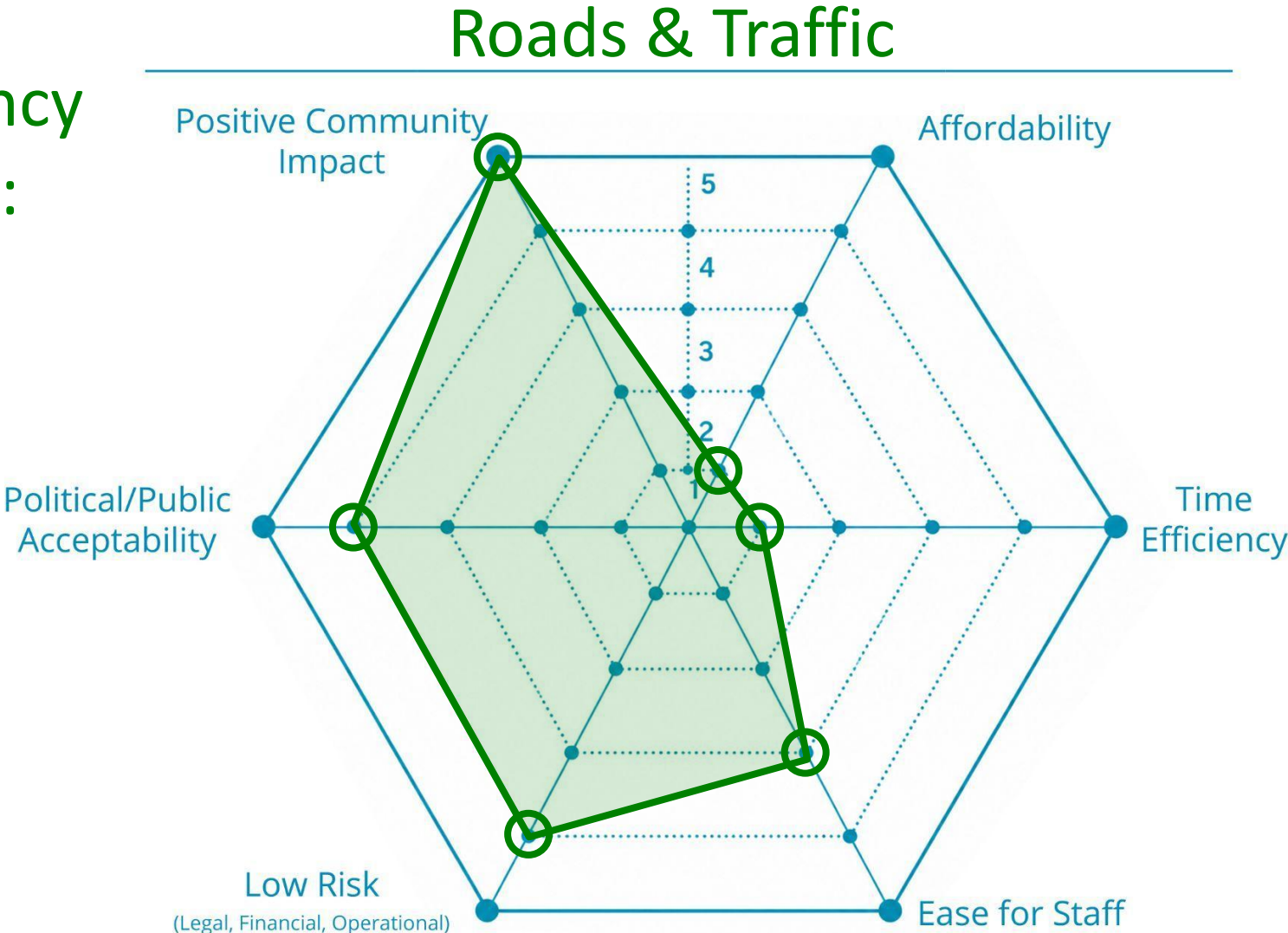
Public Urgency
Multiplier:
x3



Calculated
Score:
60

Priority Rank:
#1

Public Urgency
Multiplier:
x3

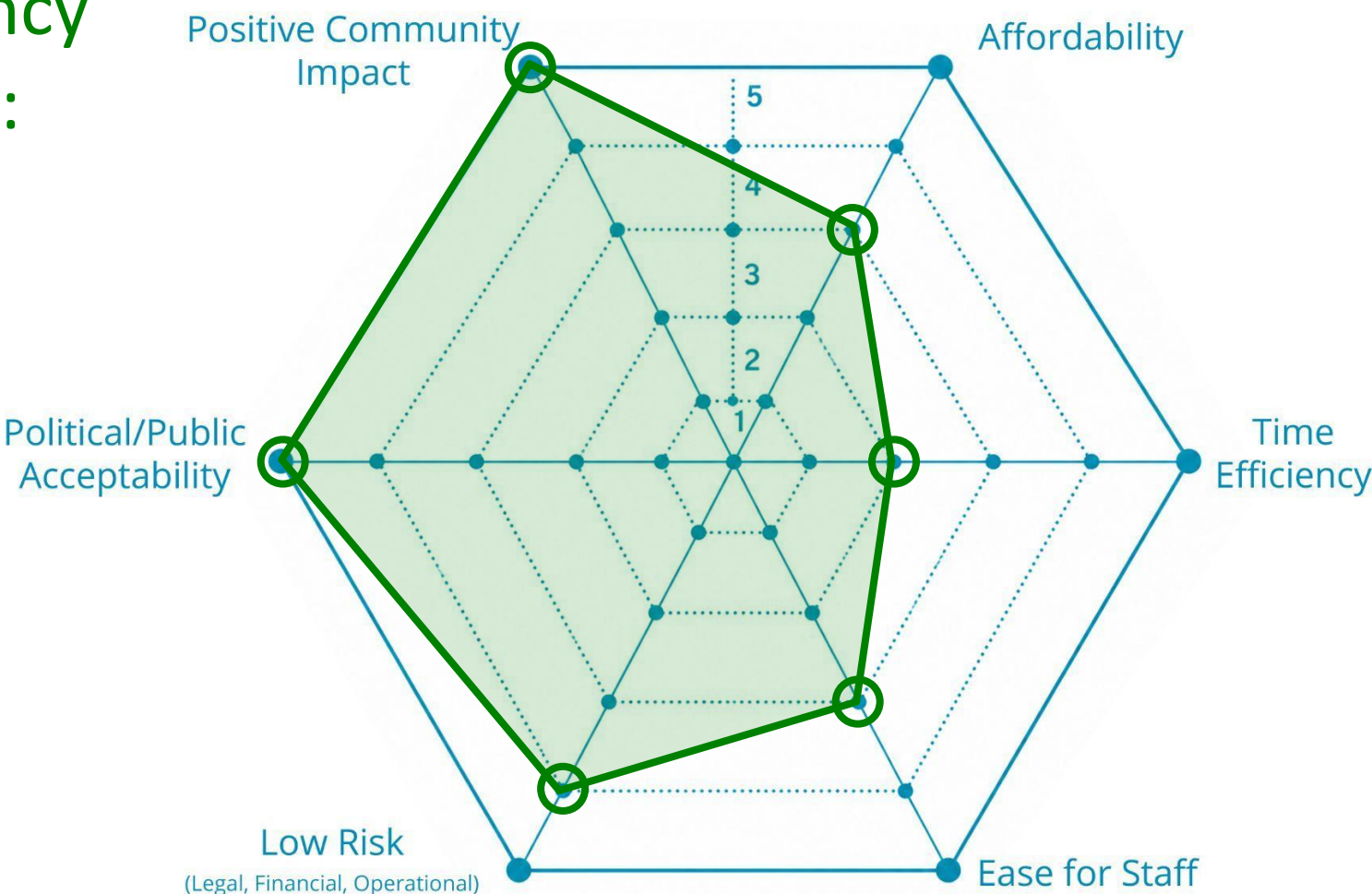


Calculated
Score:
54

Priority Rank:
#2

Communication

Public Urgency
Multiplier:
x2

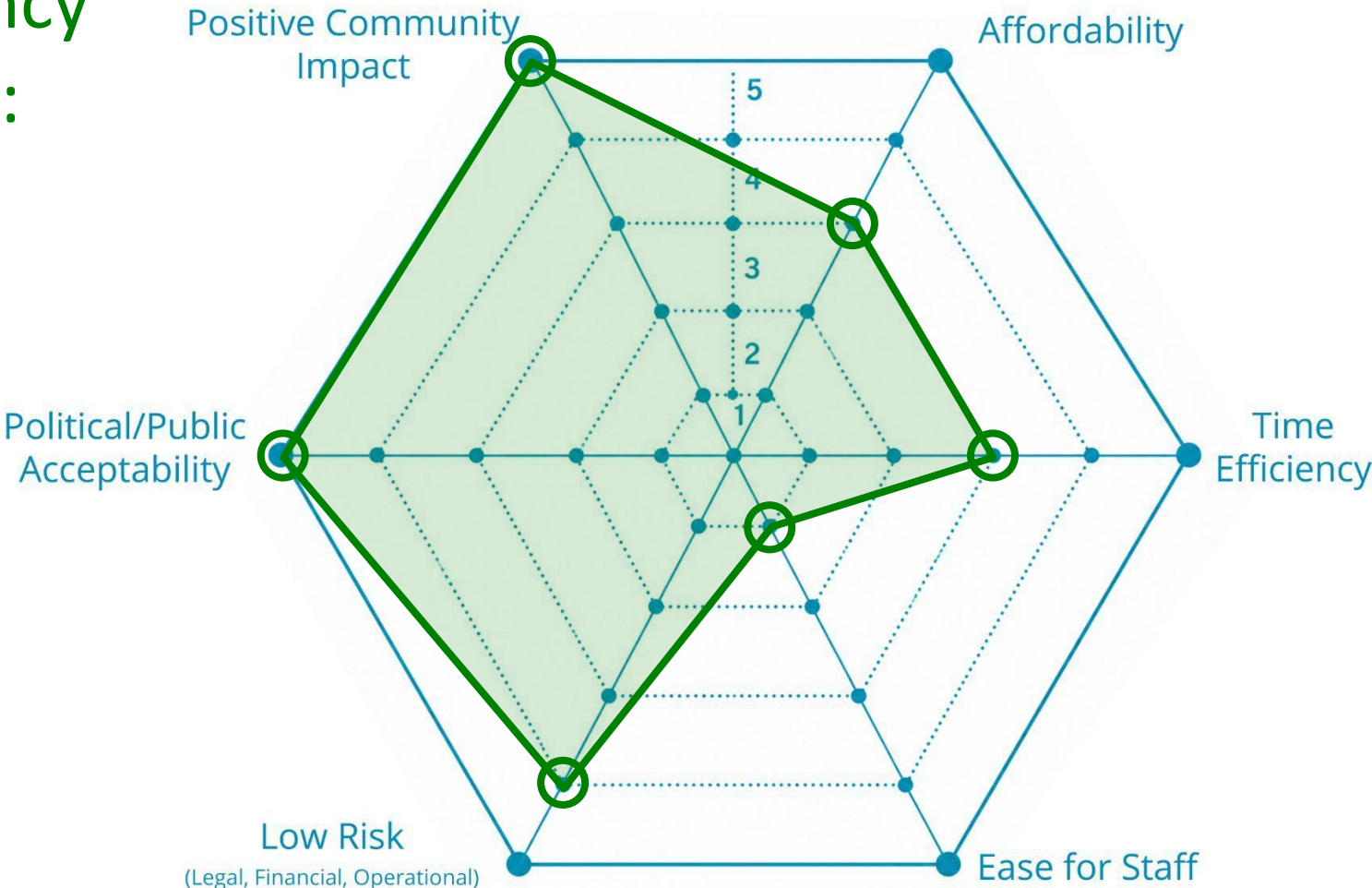


Calculated
Score:
44

Priority Rank:
#3

Maintaining Facilities & Amenities

Public Urgency
Multiplier:
x2

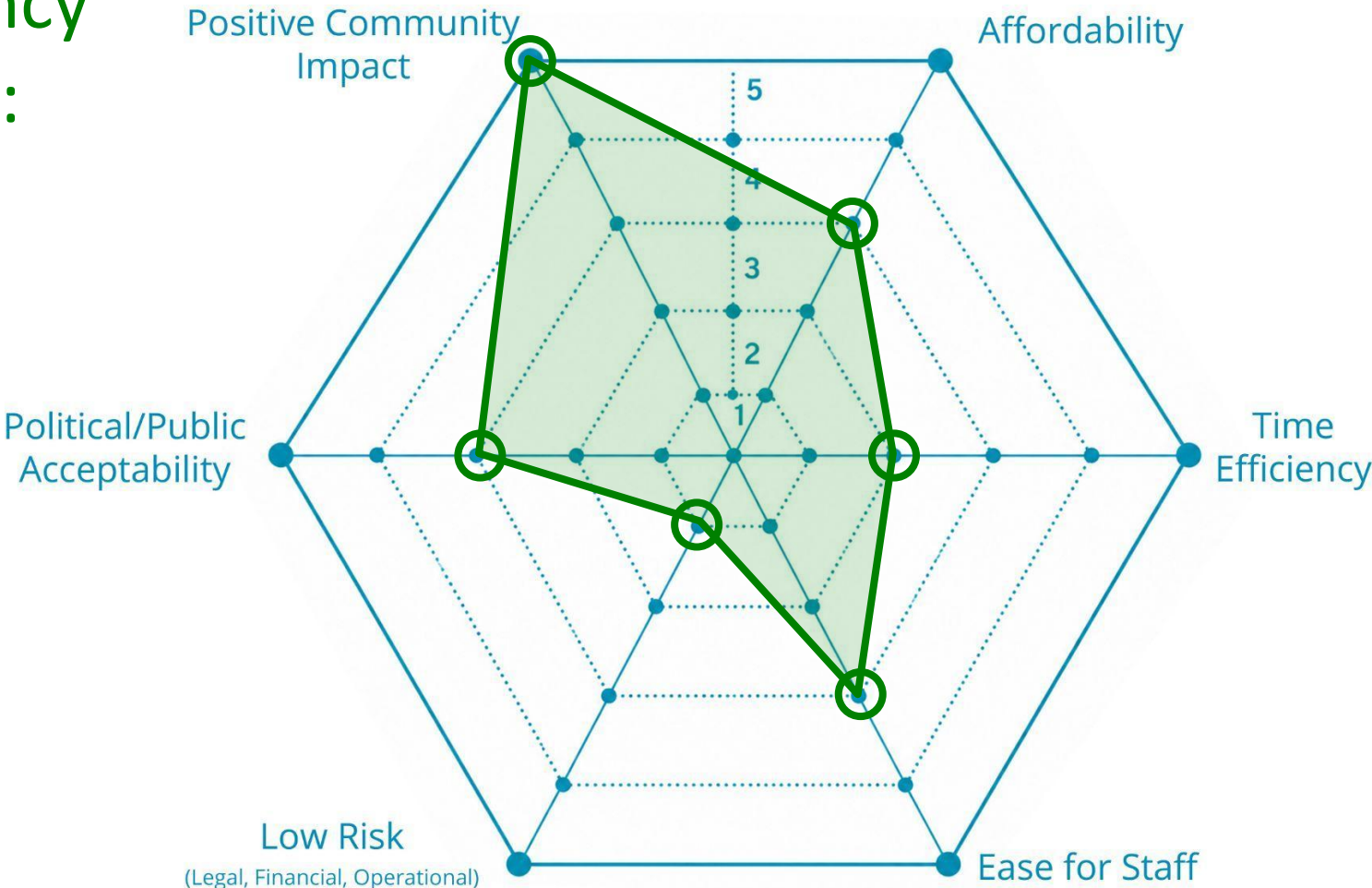


Calculated
Score:
42

Priority Rank:
#4

Pedestrian Safety / Micromobility

Public Urgency
Multiplier:
x2

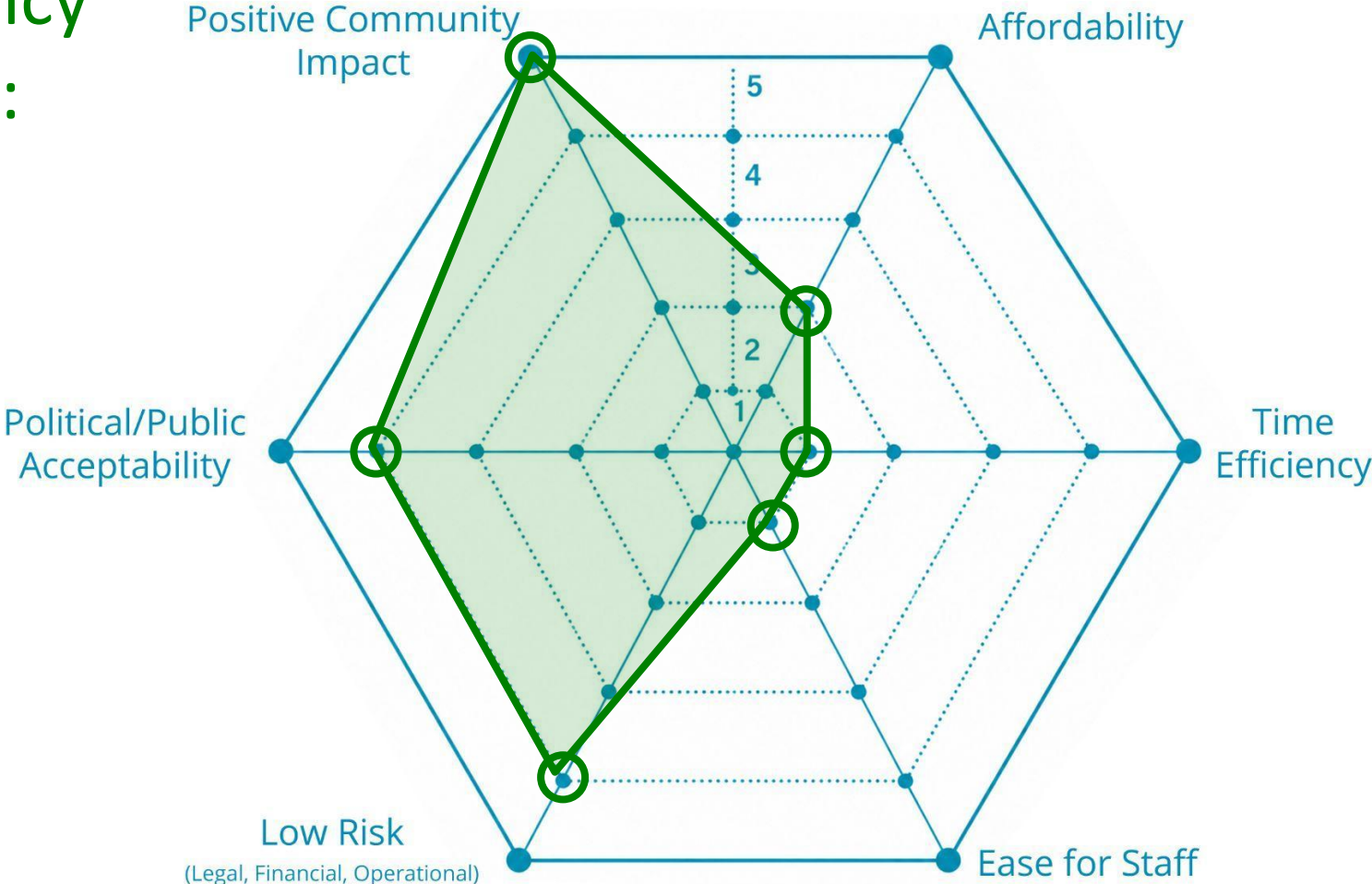


Calculated
Score:
36

Priority Rank:
#5

Gateway Corridors

Public Urgency
Multiplier:
x2

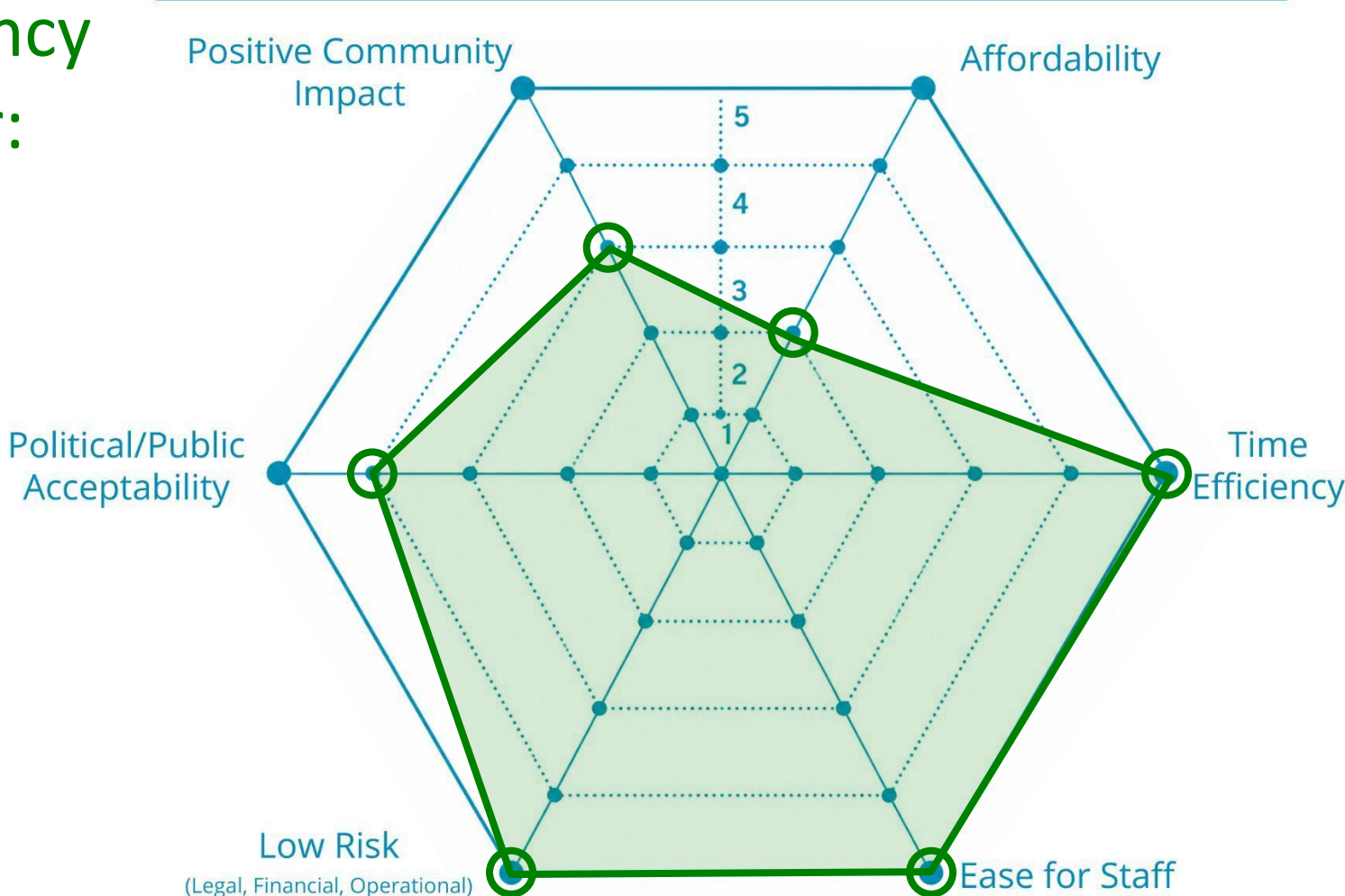


Calculated
Score:
24

Priority Rank:
#6

Public Urgency
Multiplier:
x1

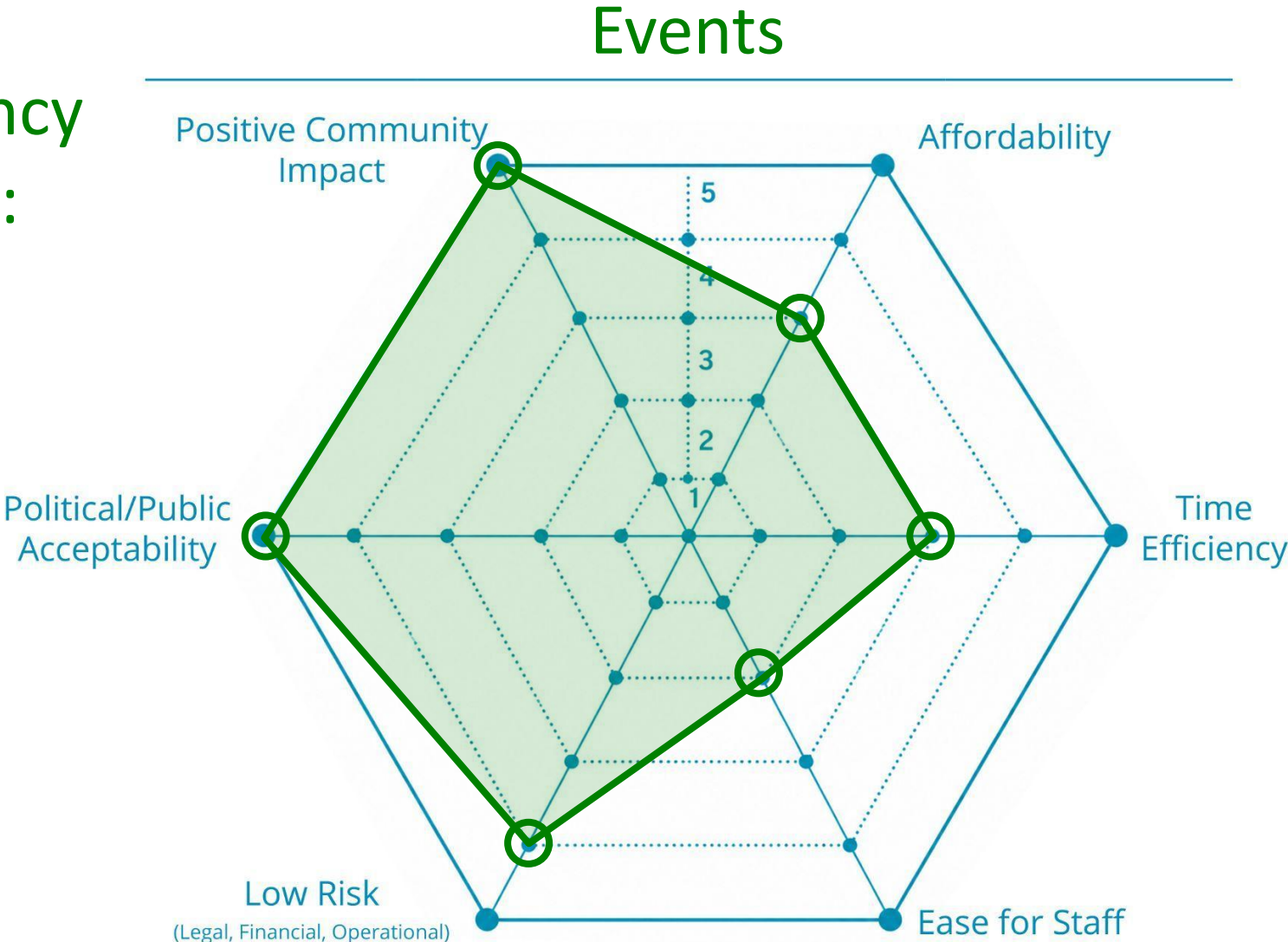
Preserve High Quality Staff



Calculated
Score:
24

Priority Rank:
#7

Public Urgency
Multiplier:
x1

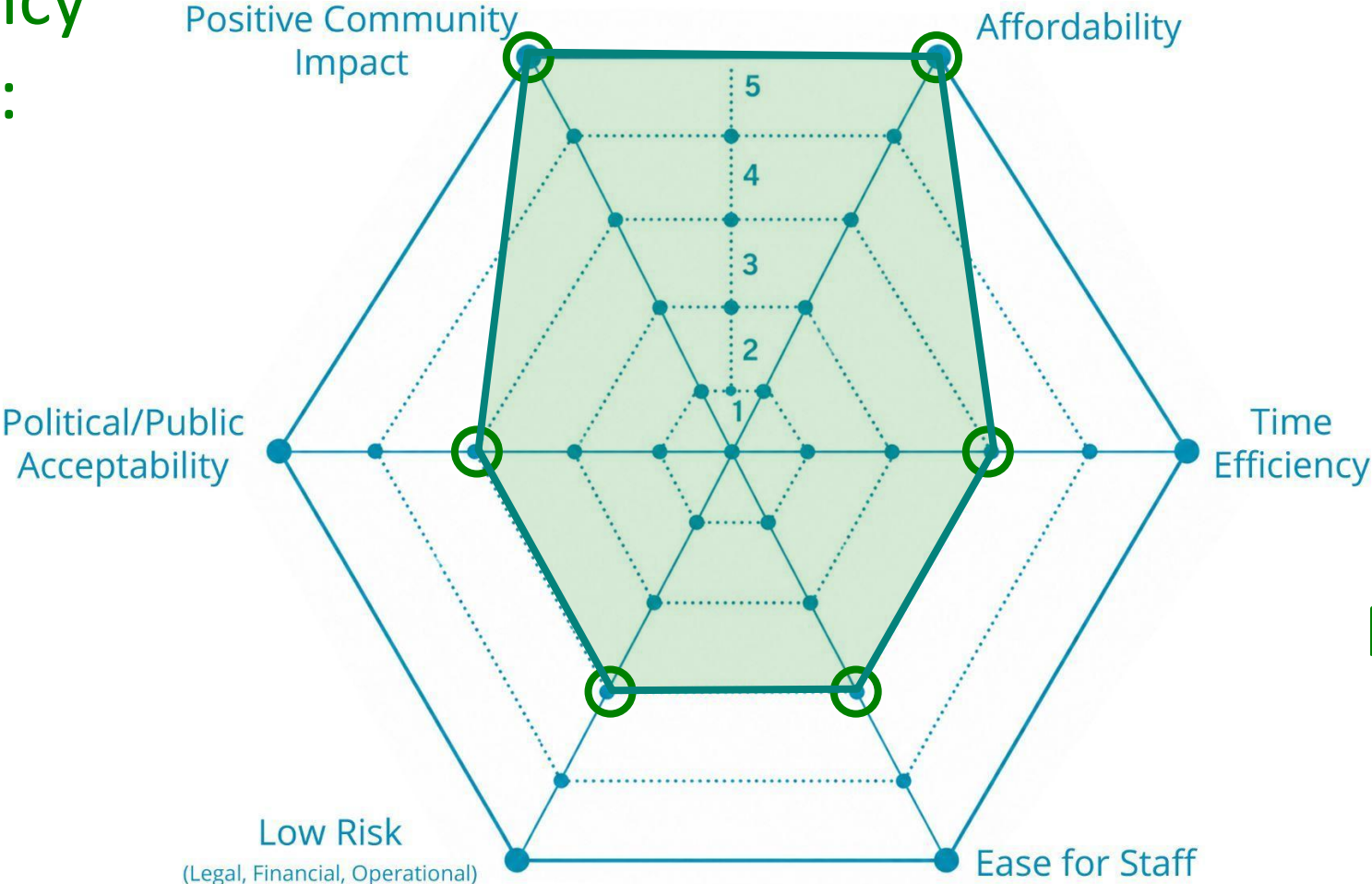


Calculated
Score:
22

Priority Rank:
#8

Tax Increases / Bonds

Public Urgency
Multiplier:
x1

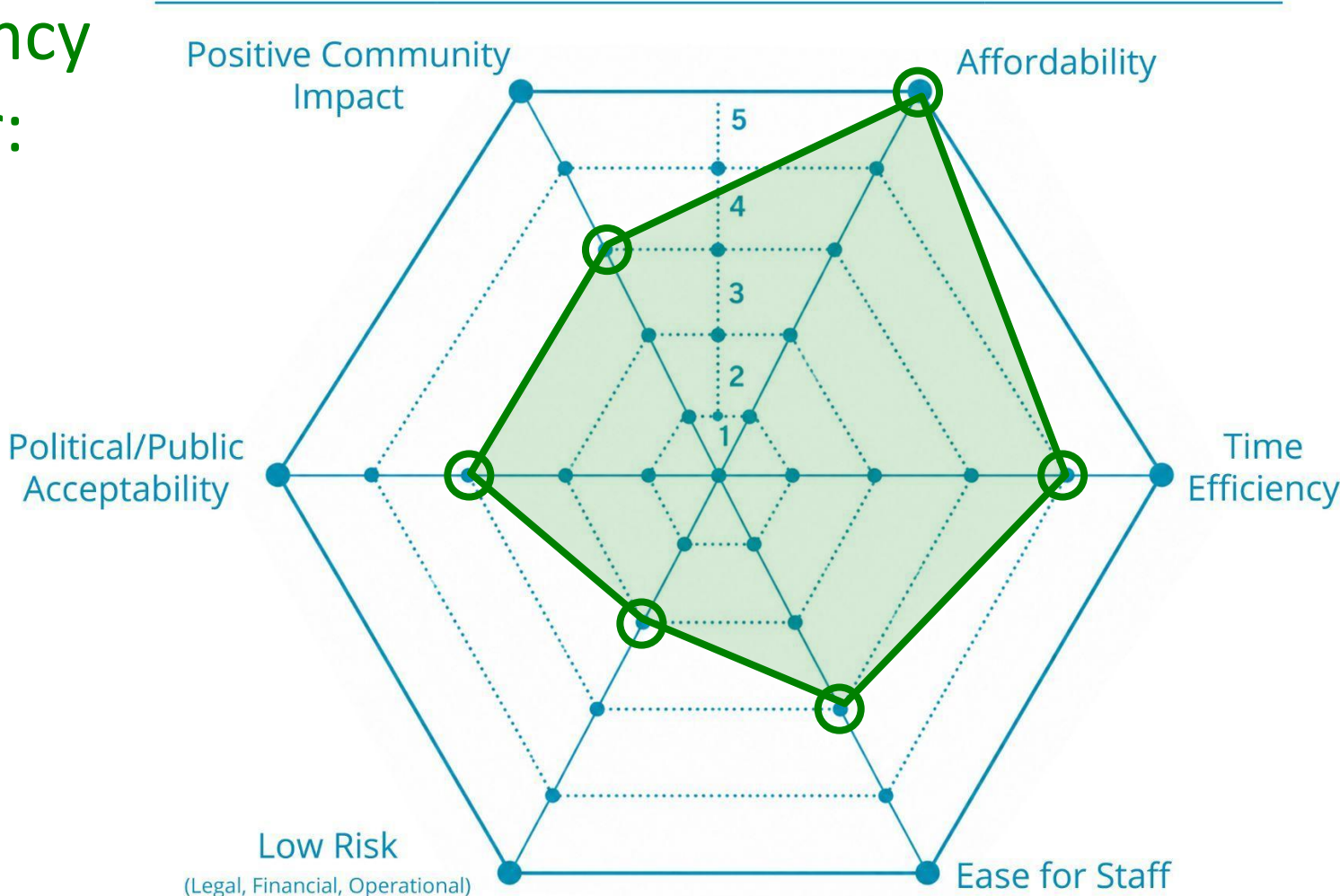


Calculated
Score:
22

Priority Rank:
#9

Public Urgency
Multiplier:
x1

Cost Saves (Dept. Level)

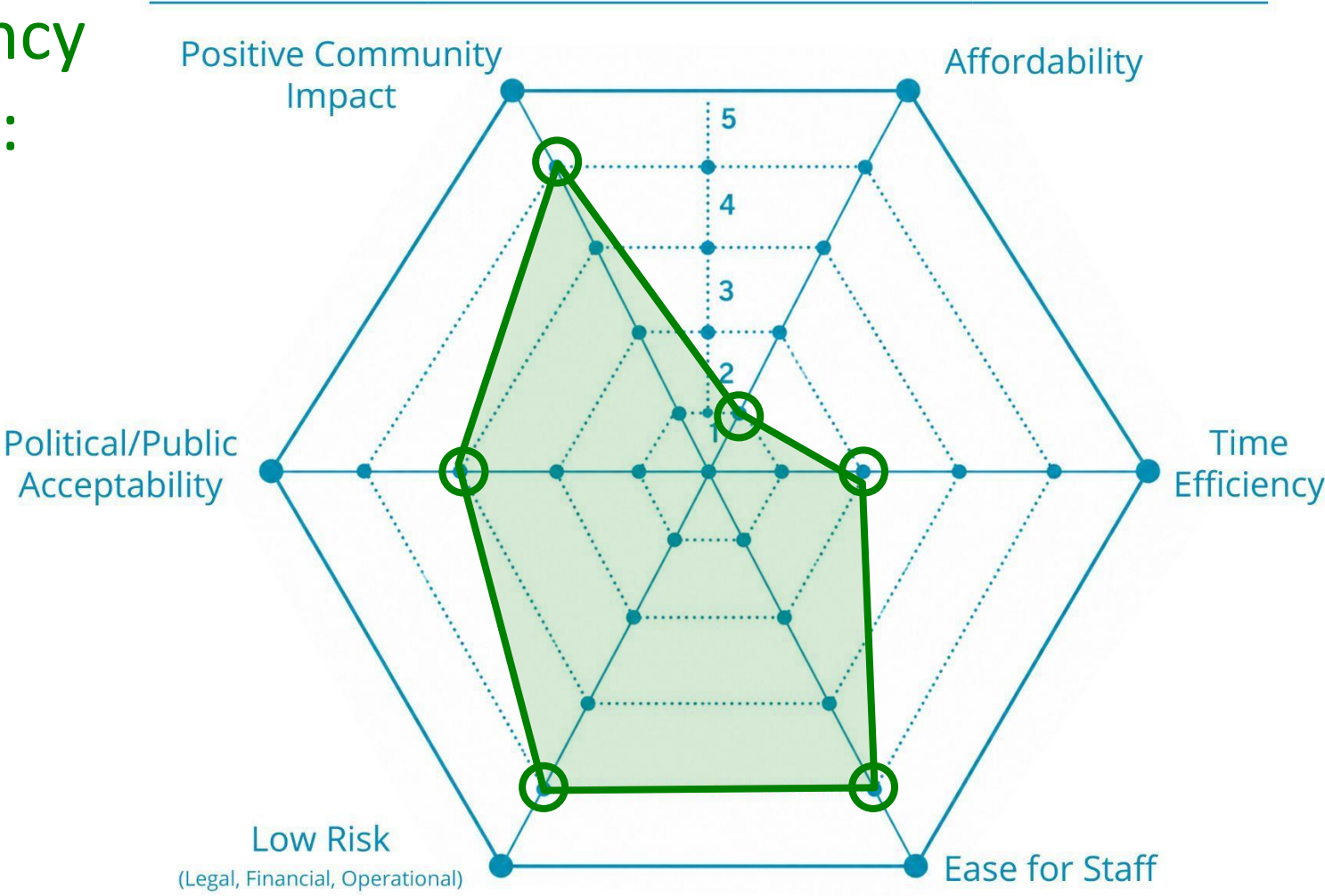


Calculated
Score:
20

Priority Rank:
#10

Fire Facilities

Public Urgency
Multiplier:
x1

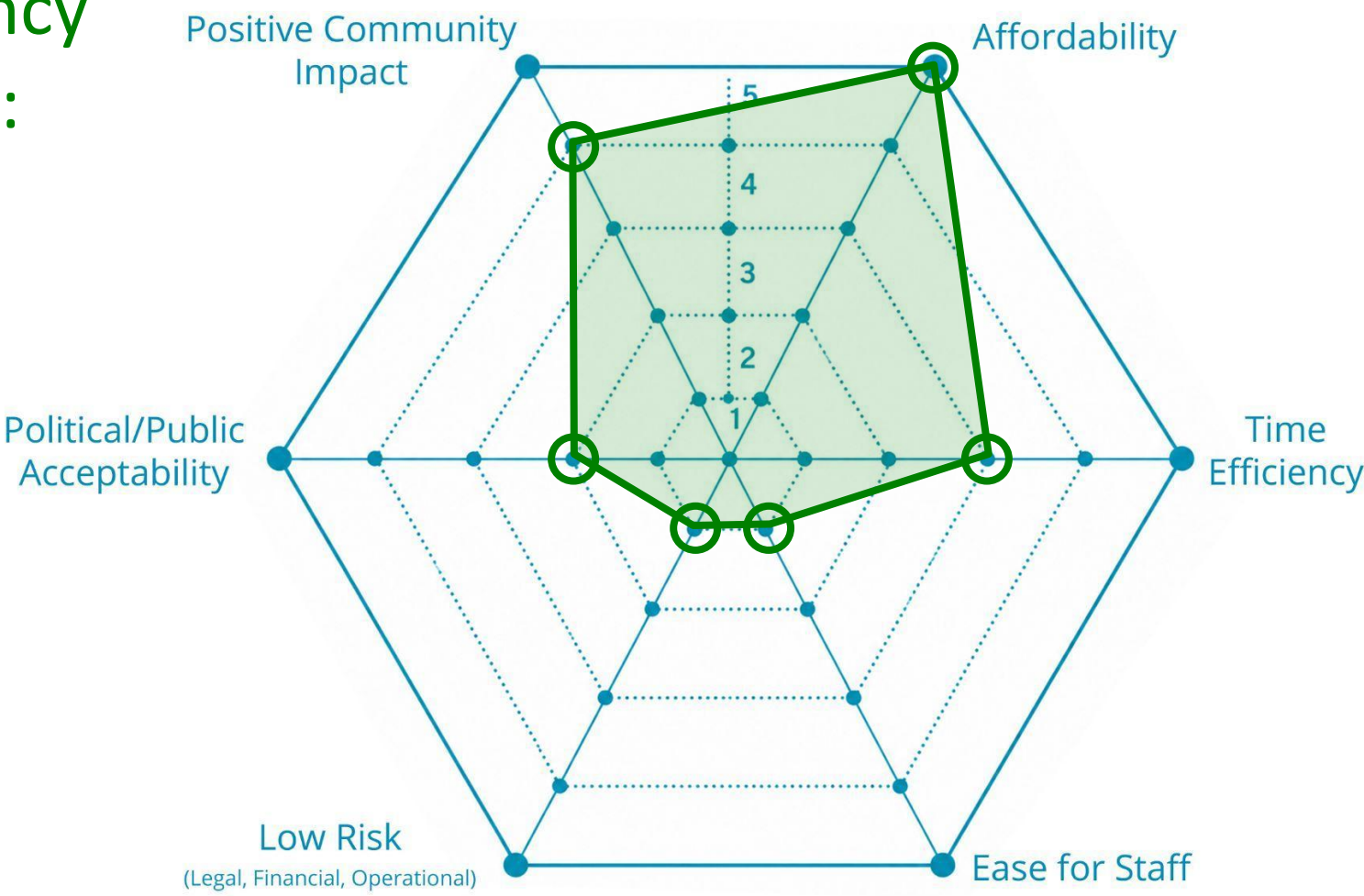


Calculated
Score:
18

Priority Rank:
#11

Cost Saves Through Partnerships

Public Urgency
Multiplier:
x1

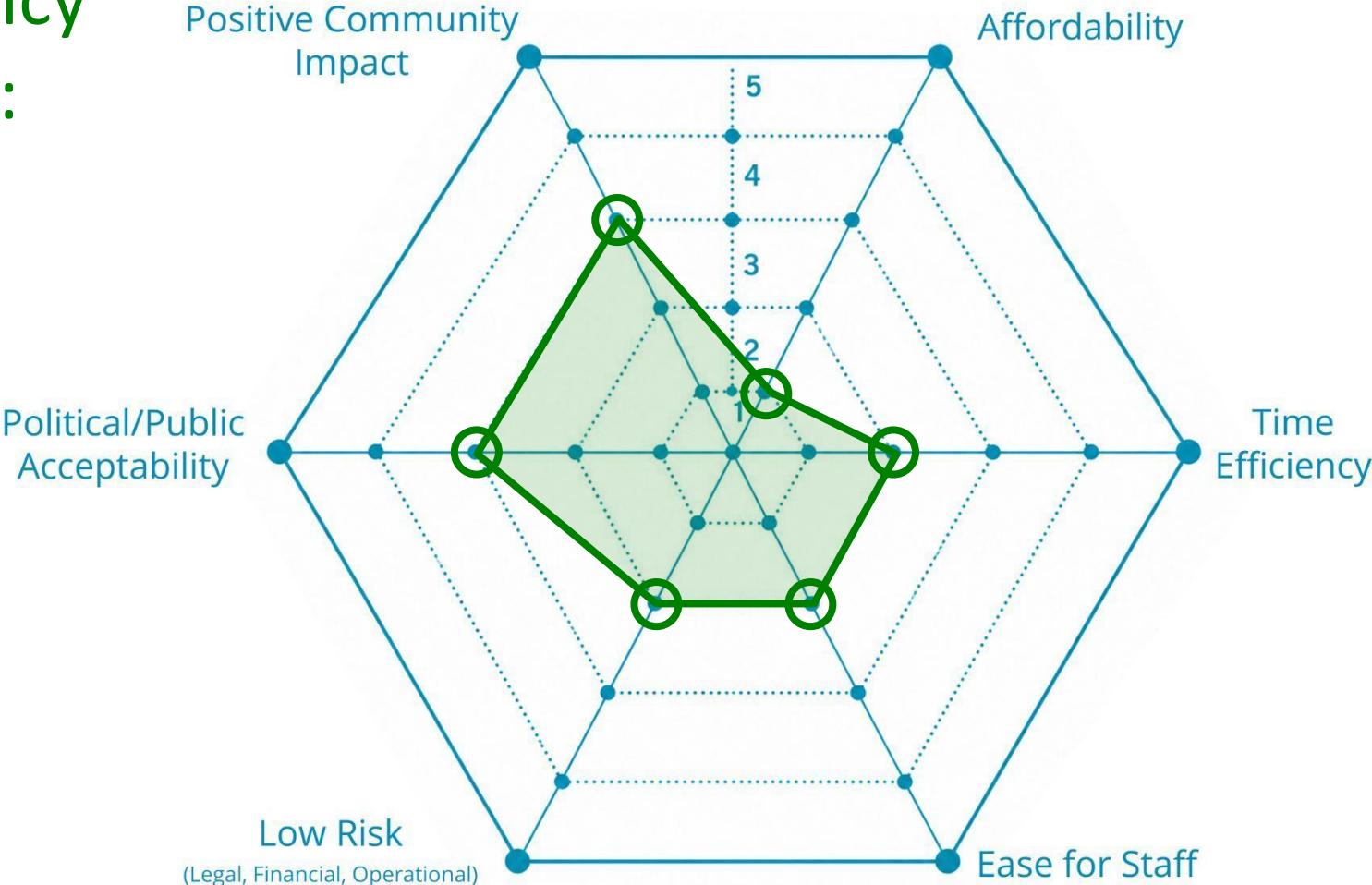


Calculated
Score:
16

Priority Rank:
#12

Workforce Housing

Public Urgency
Multiplier:
x1



Calculated
Score:
13

Priority Rank:
#13