



# City Commission Regular Meeting

## Agenda

**July 8, 2026 @ 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/meetings/](http://cityofwinterpark.org/meetings/) and include virtual meeting instructions.

### decorum

As a courtesy to those present, please silence your mobile devices. If you must take a phone call, please excuse yourself and step outside.

Members of the public shall observe the same rules of propriety, decorum and good conduct applicable to members of the Board. Persons making remarks or exhibiting behavior that disrupts the orderly conduct of this meeting will be subject to removal from the meeting.

### 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 -Wes Hamil**
- 3. Pledge of Allegiance**
- 4. Community Partner Presentation - Melissa Schneider, Winter Park Library**
- 5. Approval of Agenda**
- 6. Mayor’s Report**
- 7. City Manager’s Report**
  - a. FY 26 Q4 Schedule 1 minute
  - b. FY 27 Budget Presentations 45 minutes
- 8. City Attorney’s Report**
- 9. Non-Action Items**
- 10. Public Comments | 5 p.m. or soon thereafter**  
 (If the meeting ends earlier than 5 p.m., public comments will be at the end of the meeting. Three minutes are allowed for each speaker.)
- 11. Consent Agenda**
  - a. Approve the minutes of the work session, June 22, 2026. 1 minute
  - b. Approve the minutes of the regular meeting, June 24, 2026. 1 minute
  - c. Approve the minutes of the work session, June 25, 2026. 1 minute
  - d. Approve the following piggyback contracts: 1 minute
    - 1. Stuart C. Irby, LLC - Orlando Utilities Commission #PR9071 - Wire & Cable; For the purchase of inventory to support Electric Utility operations. Contract Term: Through June 14, 2029; Not to Exceed: \$500,000
    - 2. Ten-8 Fire Equipment Company - Lake County #22-730K - Fire Equipment, Supplies and Services; Requesting additional funds to support the Fire Department's operational needs. Contract Term: Through July 31, 2027; Not to Exceed: \$145,000
    - 3. Atlantic Pipe Services, LLC - Amendment 3 - City of Orlando #IFB22-0161-3 - Sanitary Sewer Lining and Manhole Rehabilitation;

For as-needed rehabilitation and maintenance of the City's sanitary sewer infrastructure. Contract Term: Through July 17, 2027; Not to Exceed: \$300,000

e. Approve the following contracts: 1 minute

1. RFP8-24 - Amendment 2 - The Davey Tree Expert Company - Tree Pruning and Removal Services; For as-needed tree pruning and removal to support City operations. Contract Term: Through July 7, 2027; Not to Exceed: \$750,000
2. IFB20-22 - Amendment 4 - Tom's Sod Services, Inc. - Purchase, Delivery, and Installation of Sod; For as-needed services throughout the City to support operational needs. Contract Term: Through July 13, 2027; Not to Exceed: \$400,000

f. Employment Agreement — Michelle del Valle 1 minute

**12. Action Items Requiring Discussion**

**13. Public Hearings: Quasi-Judicial Matters**

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

**14. Public Hearings: Non Quasi-Judicial Matters**

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

**15. City Commission Reports**

**16. Summary of Meeting Actions**

**17. Adjournment**



**item type**

City Manager's Report

**meeting date**

July 8, 2026

**prepared by**

Kim Breland, Deputy City Clerk

**approved by**

Randy Knight, City Manager

**subject**

FY 26 Q4 Schedule

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. FY 26 Q4 Schedule

FY 26 Q4 Commission Meetings and Work Sessions, July – September 2026

Regular Meetings start at 3:30 p.m. Work Sessions are scheduled for 3:30 - 5:30 p.m.

	Meeting/Topic
Wednesday, July 8	Regular Meeting (CM and dept. budget presentations)
Thursday, July 9	Work Session – Department budget presentations
Wednesday, July 22, 2025, 2:00 p.m.	CRA (Agency) Work Session– budget and capital planning
Wednesday, July 22	Regular Meeting
Thursday, July 23	Work Session – West Fairbanks Incentives Program / Redesign of Net Energy Metering Electric Rate
Wednesday, August 12	Regular Meeting
Thursday, August 13	Work Session – Micromobility ordinance discussion
Wednesday, August 26, 2:00 p.m.	CRA Regular Meeting (tentative)
Wednesday, August 26	Regular Meeting
Thursday, August 27	Work Session – Budget Review and Commission Suggestion Discussion
Wednesday, September 9	Regular Meeting
Thursday, September 10	Work Session –
Wednesday, September 23	Regular Meeting
Thursday, September 24	Work Session – Historic Preservation

Future Topics:

Denning/Fairbanks area improvements

Howell Branch Pond



**item type**

City Manager's Report

**meeting date**

July 8, 2026

**prepared by**

Peter Moore, Director of Office of Management and Budget

**approved by**

Randy Knight, City Manager

**subject**

FY 27 Budget Presentations

**motion | recommendation**

**background**

Each year, city staff presents the FY27 budget as well as department level budget overviews. With the issue of potential property tax reform, staff will be making a slight adjustment to past practice. A new law passed by the state asks all local governments to annually include a 90% level budget along with the proposed budget. The idea behind the law is that local governments will keep an eye on ways they could reduce cost growth over time. While a potentially useful exercise, it will have complexities in the future. While this law isn't required for the current budget year, because there will likely be revenue impacts from tax reform, staff would like to start the discussion early about how the city might approach a 10% reduction and what expenses and revenues could be adjusted to achieve this. The City Managers will provide the FY27 presentation of the proposed budget and this will be followed by the largest four departments in the General Fund providing a review of their services and their potential suggestions for how to reduce costs or raise revenues. Public Works will present immediately following the City Managers, and then Fire, Police, and Parks will all present the following day at the budget work session. The two utilities will provide their customary presentation at the July 22nd meeting.

The Proposed FY27 Budget Book is attached to this item.

July 8th Budget Presentations:  
City FY27 Budget  
Public Works

July 9th Budget Presentations:  
Parks

Fire  
Police

July 22nd Budget Presentations:  
Water & Wastewater Utility  
Electric Utility

## **alternatives | other considerations**

### **fiscal impact**

The city has a General Fund Budget of over \$94 million and an All Funds Budget of \$247 million.

### **attachments**

1. Budget Book FY27-Proposed Budget for Commission



## A large, circular blue seal with a white border. The seal features the text "CITY OF WINTER PARK, FLORIDA" at the top and "ESTABLISHED 1882" at the bottom. In the center, the text "FY2027 PROPOSED BUDGET" is written in large, bold, white letters. The seal also contains a faint illustration of a peacock.



*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**

**Sheila DeCiccio**  
**Kris Cruzada**

**Commissioners**

**Elizabeth Ingram**  
**Warren Lindsey**  
**Craig Russell**

**City Manager**

**Randy B. Knight**

**Administrative Staff**

**Administration**

Assistant City Manager  
City Attorney  
City Clerk

Michelle del Valle  
Kurt Ardaman  
Kim Breland

**Building & Permitting Services Director**

Gary Hiatt

**Communications Director**

Clarissa Howard

**Electric Utility Director**

Jamie England

**Finance Director**

Wes Hamil

**Fire-Rescue Chief**

Dan Hagedorn

**Human Resources Director**

Pam Russell

**Information Technology Director**

Parsram Rajaram

**Natural Resources & Sustainability Director**

Gloria Eby

**Office of Management & Budget Director**

Peter Moore

**Parks & Recreation Director**

Jason Seeley

**Planning & Zoning Director**

Allison McGillis

**Police Chief**

Tim Volkerson

**Public Works & Transportation Director**

Charles Ramdatt

**Water & Wastewater Utilities Director**

Jason Riegler

# 2027 Budget Meeting Schedule

<b>City Manager &amp; Department Proposed Budget Presentations</b>	<b>July 8</b>
<b>Department Presentations (continued at Worksession)</b>	<b>July 9</b>
<b>CRA Budget &amp; Capital Planning Meeting Receive Public Input &amp; Set Tentative Millage Rate Department Presentations (continued)</b>	<b>July 22</b>
<b>Receive Public Input at City Commission Meeting</b>	<b>August 12</b>
<b>CRA Agency Budget Adoption Receive Public Input at City Commission Meeting</b>	<b>August 26</b>
<b>Adoption of Budget » First Reading</b>	<b>September 9</b>
<b>Adoption of Budget</b>	<b>September 23</b>

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

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## Welcome & Quick Links

Welcome to the City of Winter Park's FY27 Budget Document. Here you will find a comprehensive look at the city's adopted annual budget, its operating units, financial history and forecasts, and much more. To aid in understanding the document, we have added some new links to our website to provide further insight into the budget process. Listed on our department website, you will find a copy of this document as well as prior years' budgets, links to the city's Popular Annual Financial Report (PAFR), the 5-25 Year Strategic Capital Plan Update (pending) that is further explained in our Strategic Planning section of this document. We hope that this additional information will provide further clarity and understanding and allow you to choose the resources that are most useful to you in understanding the city's \$247 million dollar budget. Whether you are a resident, business, or just a curious visitor, please always feel free to contact us with any questions. Thank you for your interest in the City of Winter Park!

Please note that this year we are in the process of migrating our budget to the online transparency portal OpenGov. This is expected to be completed this budget year, but we may have some formatting style inconsistencies within the document as we move through this process. Some portions will be in a different format and style than others. Ultimately this document will be interactively available on our website. Stay tuned.

Links:

[Office of Management & Budget Department Homepage](#) (Links to the PAFR, current and past budgets, and videos of Department budget presentations made to the City Commission can all be found on this page)

[Performance Measures, Infographics, & Reports](#)

[2026 Resident Survey Results](#)



CLYDE WINTER PARK, FLORIDA  
ESTABLISHED 1882

# Transmittal Letter

**To: Mayor and City Commissioners**  
**From: Randy B. Knight, City Manager**  
**Date: July 8, 2026**  
**Subject: Fiscal Year 2027 Budget and Five-Year Capital Improvement Plan**

It is my pleasure to present to you the proposed FY 2027 budget and five-year capital plan, my last as City Manager for the City of Winter Park. As I look back on my long career with the city, I am proud of what we as a community have accomplished together. As the Finance Director in 1989 I helped prepare the proposed FY90 budget. The General Fund budget at that time was \$14.2 million with an All-Funds budget of \$36.1 million. A lot has changed since then, and in my opinion, most for the better.

We added the stormwater utility FY91 which has transformed the quality of our lakes to the pristine level they are today. We created the CRA in 1994, which has transformed the area between Interlachen Avenue and Orlando Avenue into a thriving commercial and residential community. We acquired the underlying property of the WP-9 golf course in 1995 preventing that valuable property from being developed. We recovered from the 2004 hurricane season that decimated the tree canopy in the city. We acquired the electric utility in 2005, beginning the process of improving reliability and undergrounding the distribution system. We bought the Pines Golf Course in 2022, preserving 94 acres of green space for current and future generations to enjoy. We negotiated an extension and expansion of the CRA in 2025 that will carry us through 2037, providing much needed funding for the renewal of the 17/92 and West Fairbanks corridors.

We have constructed a new community center, library, events center, public safety building, train station, welcome center, parks maintenance facility, Central Park stage, and several park restroom facilities. Together, we have accomplished so much. Today our General Fund Budget stands at \$94.6 million and All Funds Budget at \$247 million.

As we face potential impacts from the so-called tax reform, I want to remind you that we have faced tough times before and always endured. The 2004 hurricane season cost approximately \$18M for recovery and wiped out our reserves. The 2008 housing bubble coupled with tax reform resulted in a huge hit on city revenues. The Pandemic shuttered businesses and locked down communities, but we survived and thrived. Today Winter Park is the envy of the region, with commercial properties with the lowest vacancy rates and highest asking rents, exceptional schools, and beautiful walkable residential communities and amenities. Over 3 million visitors come to the crown jewel of downtown Park Avenue each year and our financial reserves have grown to over \$24 million.

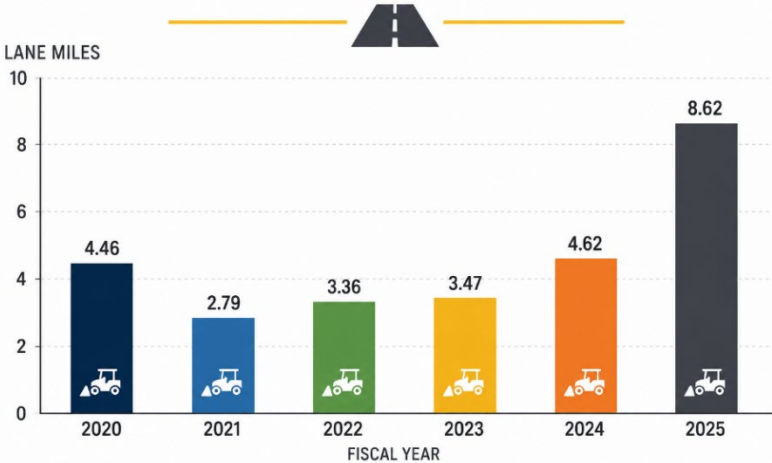
Through each of these challenges, staff was able to work with the Commission to adopt balanced budgets that kept service levels high. I am confident that with our extraordinarily talented senior staff and the passion shown by the Commission for this community, we will be able to navigate and continue to thrive through any difficulty.

# 2026 – 2027 Budget – ‘Roads and Pensions’

The City of Winter Park prides itself in providing a high level of service for its citizens and will continue to do so with this budget, however maintaining the current level of service in utility infrastructure investment will require increases in Electric, Stormwater, and Water & Wastewater rates. This will show up in the budget through increased capital investments in undergrounding electric lines, reliability and safety improvements to substations, purchase of major transformers, significant investment in lift stations, new meters, and flooding and water quality improvements. The city’s General Fund will keep the millage rate unchanged; however the inflationary cost of services is limiting the city to maintaining current levels of service while focusing any surplus funding on doubling funding for road materials and absorbing the largest increase to Police and Fire pensions ever. Achieving this was only possible because a number of other departments were able to hold operating cost growth flat to reprioritize spending where the community identified that it needed it the most.

Two significant issues are driving the city’s budget development for this coming fiscal year. The first is a recently completed city-wide survey and the second is proposed property tax reform that if approved will impact revenues starting in FY28. Overall, the city-wide survey was largely positive with some of the highest overall ratings for a city when benchmarked against others. Over 800 people completed the survey, and the full interactive document can be accessed at this link: [2026 Resident Survey Results](#)

## ROAD RESURFACING



Areas for improvement largely centered around the issue of road quality for asphalt and brick streets. Rated as one of the most important issues in the city but also needing the most improvement, this FY27 budget seeks to address this by allocating more resources to road improvement. This has been an area in which funding has been added in the past, but it has been insufficient to keep pace with the level of street deterioration and the cost of repairs.

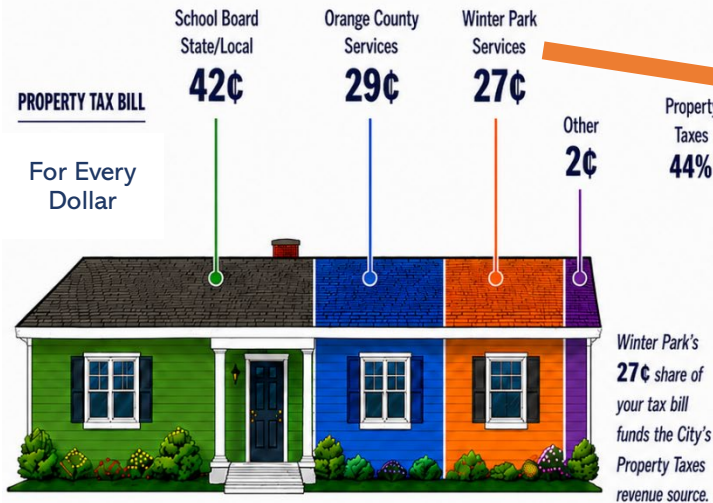
The city has had a stated goal of achieving 9 lane miles of resurfacing each fiscal year. However, with the exception of FY25, over the past few years the city has not met this benchmark. Pandemic recovery, then supply chain issues, then personnel shortages, and now cost increases have hampered performance. Now not all lane miles are equal and in some years, there may be added expense in not only resurfacing but in repairing the base layer, or roads that also need curb and sidewalk replacement as part of the project. However, the city has been averaging closer to 4 – 5 lane miles annually. As such, the city is allocating increased funding to road materials and contracted repairs to lift the FY27 lane mile goal to 7.5 miles. While

this will not be a drastic change, the plan is to make incremental increases each year.

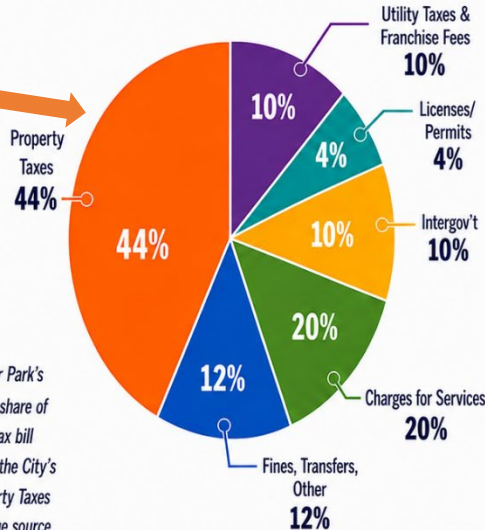
While the plan is to increase funding for road improvements, this may become increasingly difficult as the second main issue influencing this budget, a ballot measure to increase the homestead exemption, could have an impact on revenues and their growth in the future. Passed by the Florida House and Senate is an amendment that will appear on the ballot in November of 2026. This amendment will make a number of changes but the main points relevant to local government revenues are:

## HOW YOUR PROPERTY TAX BILL CONNECTS TO CITY REVENUES

### HOW YOUR PROPERTY TAX BILL IS DIVIDED



### FY27 GENERAL FUND: WHERE THE MONEY COMES FROM



Percentages may not add to 100 due to rounding.

- \$250k Homestead Exemption:** For homeowners than live in their own home, the existing \$50k exemption will increase by \$100k in FY28 and another \$100k in FY29, resulting in a total exemption of \$250k. This will reduce the portion of a property's value that is taxable and will therefore reduce property tax income. This is estimated to reduce property tax revenue by approximately \$5.4 million when phased in while saving a homesteaded property \$818 on their Winter Park millage rate portion of property taxes.

- Cap on Non-Homestead Property:** Reduces the current cap on valuation growth from 10% down to 5%. Non-homestead property is everything else, such as commercial property, apartment homes, second homes, and rentals. Historically non-homesteaded property in Winter Park has grown at an annualized rate of 7%.

If this law passes with 60% of the vote, it will have an impact on city services that will be felt. Over 44% of all revenue in the General Fund is derived from property tax valuations. As you can see from the graphic, the majority of property taxes paid actually go to the school system (which is exempt from this new law), while only about a quarter goes to funding all the services that Winter Park provides its residents and businesses.

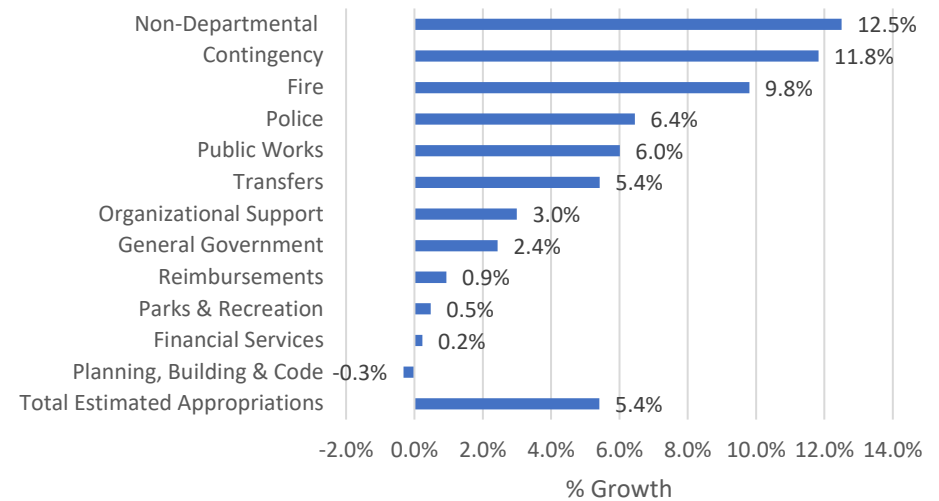
Winter Park will still be able to provide essential services, but the city may lose some of the things that make it feel extra special. Winter Park is fortunate to have a diverse and valuable tax base, which offers the city an opportunity to take careful inventory of the services it provides and to start the public discussion about how this will impact the city. A loss of over \$5 million is like losing almost half of the Parks Department, so it will not be a small issue to determine how best to prioritize spending, but it is likely that a combination of service reductions and revenue increases will end

up balancing the budget in future years. The impact and process for dealing with this will be discussed further in the Strategic Planning portion of this document.

Absent the issue of property tax reform, the city will be experiencing moderate revenue growth in FY27 with the city’s All-Funds budget increasing by 5.7% and the city’s General Fund budget growing by just over 5%. Property tax revenue will continue to be the support to growth in the General Fund as well is interest income on city bond holdings, while other areas will be largely flat such as sales tax revenue, franchise fees, licenses and permits, charges for services, and fines and forfeitures. The utilities will see moderate revenue growth largely through proposed rate increases which are approximately 4 – 5% in Electric and about 4.5% in Water & Wastewater.

To prioritize funding towards road improvements, departments were asked to keep budget growth flat. With wage inflation rising every year this effectively means a reduction in other operating costs. Keeping costs flat in Public Safety for Police and Fire was especially difficult this year due to record high increases in pension costs, as well as the impact of the Fire Union labor contract. Costs grew in Public Works because of increased spending on road maintenance while holding other areas flat. With the rest of the departments keeping spending neutral and reducing capital outlay in General Government, Finance, Planning & Building, and Parks & Recreation. Transfers represent funding allocated to debt service, non-profit support, the CRA, and Capital Projects, from the General Fund. Organizational Support is funding allocated to support the Winter Park Library. Reimbursements represent funding received from other funds for support services provided such as HR, accounting and finance, facilities, etc. Non-departmental is the estimate of vacant position wages anticipated in FY27. As turnover occurs in positions throughout the year, the gap in paying wages while a new employee is hired often results in some savings. Given the more concerning outlook, this estimate was raised as staff anticipates hiring decisions may take longer. Contingency is set at the budget policy level and will grow modestly to \$500k.

FY27 Budget - Growth in Expenditure by Department



This year’s proposed budget will again include modest rate increases for utility customers. The Water & Wastewater Utility normally adjusts rates according to the Public Service Commission index (PSC), however that index only increased by 2.46% for FY27 and is well below the level of cost inflation for building and construction materials, chemicals, wire and copper, cement, contracted services and many other inputs for maintain the city’s Water and Electric Utilities. As such, this budget is based on adding a premium of 2% to the PSC rate in order to maintain capital spending at the prior years’ levels. This was done last year when the PSC index was barely above 2% and it is likely that similar premiums to the PSC rate will be

needed in the future to maintain capital spending. The Electric budget is also based on a similar increase to last year with the average customer likely to experience a 4 – 5% increase in their monthly bill. This will allow the utility to keep pace with the undergrounding program and the target completion date of FY30, as well as invest in critical substation infrastructure, facility improvements, and meter replacement. Just like the Water Utility has always had an annual rate adjustment, this will need to become common practice for Electric as well. Despite these planned increases, the utility's have rate below the average for other Florida municipalities.

The Stormwater Utility is continuing to benefit from the funding plan that was implemented by the Commission in 2024, when it approved increasing rates by one penny per impervious square footage, each year, for three years. The utility is now implementing its third one penny increase for FY27 and this will add approximately \$600k in new capital to support water storage and quality improvements in the city. Like the Electric and Water Utilities, it is likely that Stormwater will need ongoing annual index based increases to rates of some smaller amount to maintain operating and capital spending. Without any increase in rate, stormwater revenues historically only grow at just over 1% annually. This is insufficient to keep pace with wage and operating inflation.

As revenue growth slows, either naturally or through tax law changes, whether in the General Fund or the utilities, expansion of capital spending will require reduction in other areas or expanded sources of revenues. Planned capital projects are outlined in the 5-Year CIP portion of this document and are based on a status quo expectation of funding. If the new tax law is passed, it is likely that these projects will need to be revisited.

Because of the potential impact of new laws, it is staff's intention to use this fiscal year to begin preparing for the future years where revenue growth is more uncertain. This will mean presentations by departments focusing on areas where level of service could be cut back, as well as worksessions to discuss potential ways or raising new revenues.

It is with this outlook in mind that we are presenting the Fiscal Year 2027 budget and the 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 19<sup>th</sup> consecutive year. While no other major city in Orange County has accomplished holding the tax rate steady for this long, this is limiting the city's ability to provide expanded service options and capital projects.

## STRATEGIC PLANNING

This year the City Commission and staff produced a city-wide survey to solicit feedback regarding services in Winter Park. This survey now gives leadership a clearer picture of the priorities of its residents and staff is developing an action plan to execute on these initiatives. The practice of surveying the community will become more commonplace and this recently completed major survey will be repeated every three years so that progress on goals can be tracked. In intervening years, the city may do surveys on subset issues that require further investigation.

Staff will also work with the City Commission to highlight the issues facing the city as it pertains to ballot measures that may reduce future revenue growth. This year instead of every department doing a general presentation about their department, the main core departments of the General Fund that will be most affected by property tax revenue declines (Fire, Police, Parks, Public Works) will present on their ideas for areas of service level reduction that will provide the least impact on quality of life and essential services. This may include seasonal use of recreational facilities, changing hours, limiting funding support for other organizations, reducing staff, and closing down some programs. In addition, this will include ideas for new revenue opportunities. Over the last few years, these budget documents have highlighted the importance that Charges for Services, paying for activities and services, has become an increasingly important share of overall revenues. This is due to more local governments shifting to a pay-to-play model. Where services may have been discounted or free in the past, there may now be need to increase fees and behave more like a private business.

The budget was prepared with our vision statement and previous strategic planning efforts as the guiding tools. *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.* These have been our budget goals for over a decade and may be revised as part of budget discussions this summer.

## BUDGET GOALS

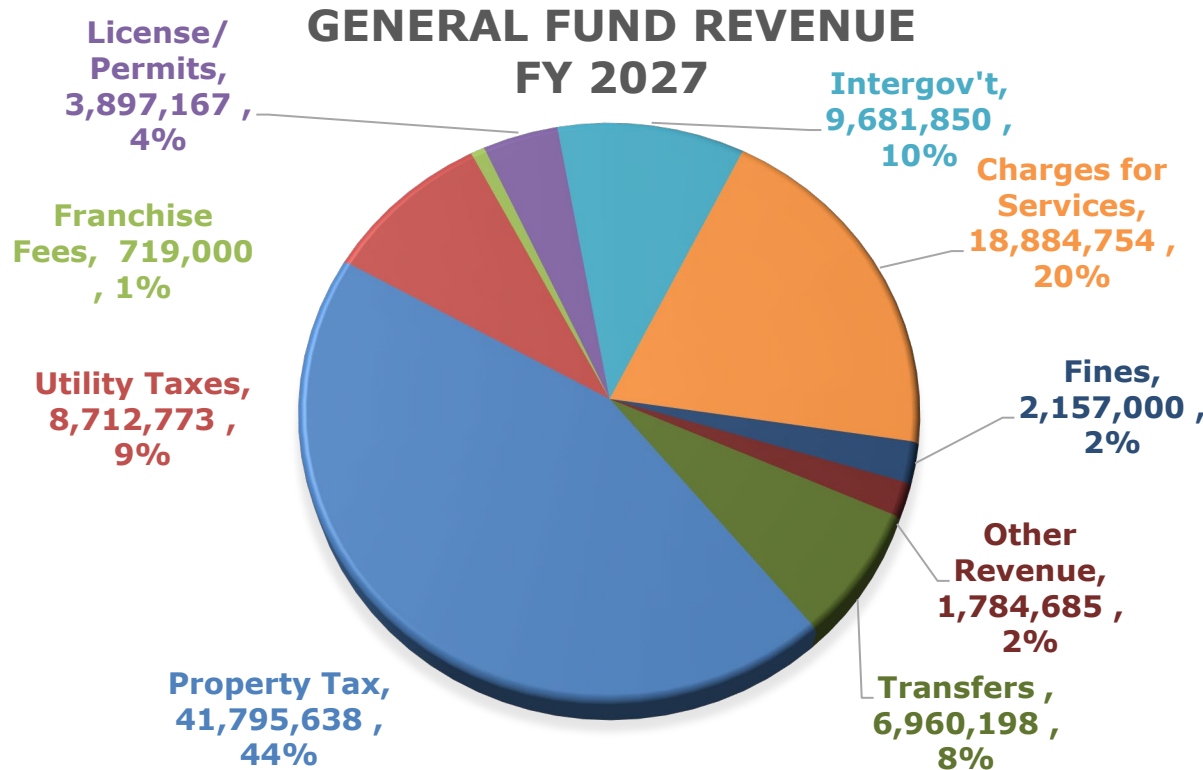
The budget process offers an opportune time for the review of goals. The budget was prepared with goals previously adopted by the City Commission and are detailed below.

- ✓ 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 18 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 \$487k 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 efficiency. This budget format provides a description of service levels within each program page segmented out at the department level.

## REVENUES



Revenue growth in the General Fund is expected to slow its growth rate to 5% when excluding reimbursements. Property taxes continue to be of great importance to the city, making up the majority of total revenues, though the rate of growth at 7% is slightly less than last year and continuing the trend of slowing. Utility tax revenue and Transfers will climb due to proposed increases in electric and water rates. Charges for Services will be largely flat due to inflation in the solid waste contract. As interest rates have remained high, money in the bank is now earning more interest income and that expectation is driving Other Revenues higher. Licenses and permit revenue is expected to stay flat. Franchise fees, sales taxes, and fines are all expected to be flat or declining.

The General Fund Budget was prepared with no proposed increase in the tax rate, keeping it steady at 4.0923 mills for a 19<sup>th</sup>

year, and lowest overall millage rate of a full-service city in Orange County. The proposed ballot measure to increase the homestead exemption to \$250k per household will further put pressure on revenues, causing an impact of about \$5 - \$6 million and slowing taxable value growth in the future. It is expected that if enacted, many local governments may look to a combination of service reductions and revenue increases to keep budgets balanced.

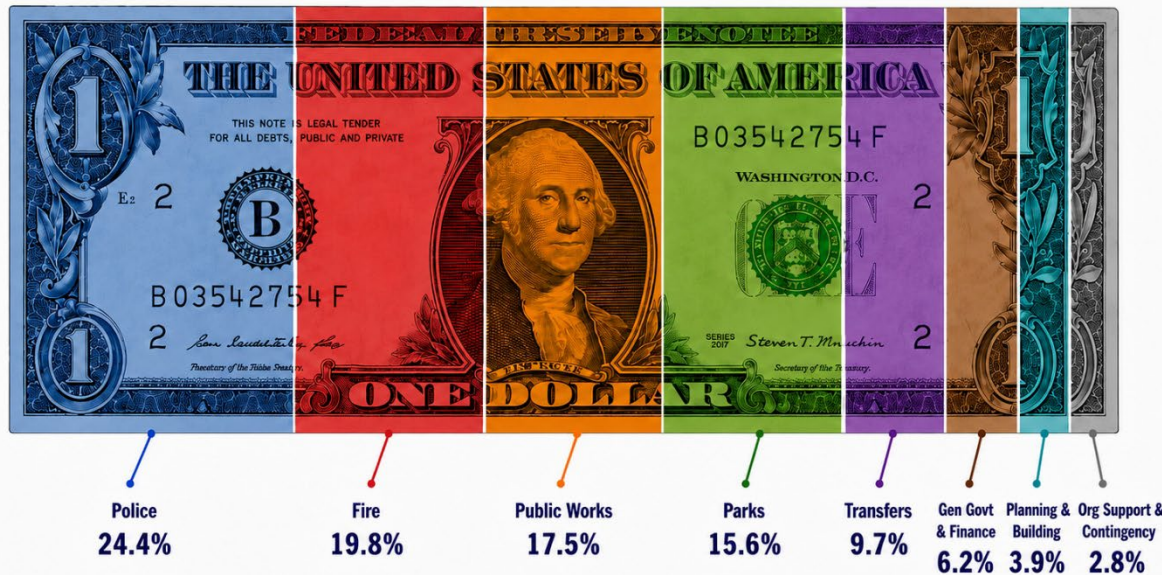
## USE OF FUNDS

### FY27 GENERAL FUND: HOW EVERY DOLLAR IS SPENT

**EXPENDITURES**

**100¢ OF  
EVERY DOLLAR**

How the City  
Spends Its Money



Percentages may not add to 100 due to rounding.

While Public Works is seeing a significant piece of the increased revenues in the General Fund, unavoidable increases in Public Safety budgets are driving almost 70% of all new costs in FY27. Personal Services, which covers wages, reimbursements, non-departmental, and benefits will increase primarily due to wage and benefit inflation in public safety. Approximately \$1.2 million is solely due to increases in Police and Fire pension funding costs. In addition, about \$1 million is due to catching up to the increase in cost of the fire union contract. The remaining \$1.2 million increase in personal services is due to the standard cost of living and merit pay increases offered to all employees which averages to about 3.5% in total for the year.

Operating Costs, which includes contracted services, are being held flat by departments in order to allocate more funding towards road improvements. Approximately \$600k in net new funding is being added to contracted services and road materials within Public Works. Other increases in operating are largely due to the solid waste contract.

Capital Outlay is dropping significantly as departments are reducing their purchases of new equipment to meet budget constraints. Transfers primarily represent funds moved to capital projects, whether funded by the General Fund or the CRA, as well as debt service payments on the Pines golf course which totals about \$500k annually. Contingency has been set at the city's policy goal of adding ½ of 1% of gross revenues to reserves. The following table outlines the use of funds.

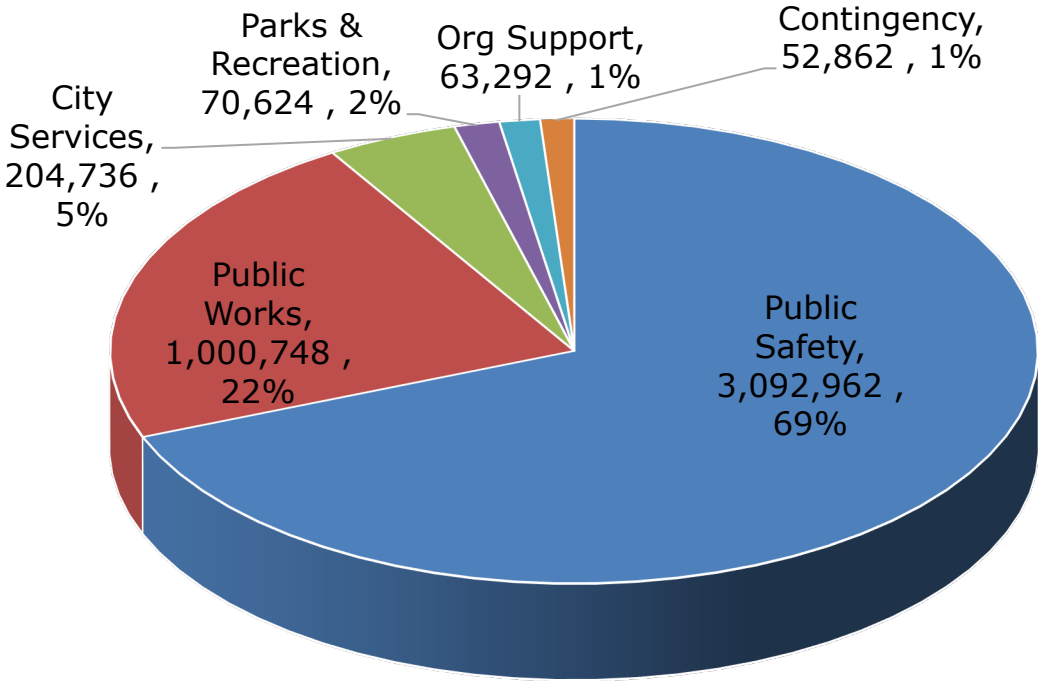
<b>ESTIMATED APPROPRIATIONS FUNCTION:</b>	<b>Budgeted FY26</b>	<b>Budgeted FY27</b>	<b>Increase/ (Decrease)</b>	<b>Percentage Change</b>
<b>Personal Services</b>	47,349,954	51,276,536	3,926,582	8.29%
<b>Operating Costs</b>	32,868,318	33,532,329	664,011	2.02%
<b>Capital Outlay</b>	336,000	76,000	(260,000)	-77.38%
<b>Transfers- CRA</b>	5,206,424	5,708,429	502,005	9.64%
<b>Transfers-CIP</b>	2,741,250	2,686,750	(54,500)	-1.99%
<b>Transfers-Other</b>	787,033	813,021	25,988	3.30%
<b>Contingency</b>	447,138	500,000	52,862	11.82%
<b>Total Estimated Appropriations</b>	<b>89,736,117</b>	<b>94,593,065</b>	<b>4,856,948</b>	<b>5.41%</b>

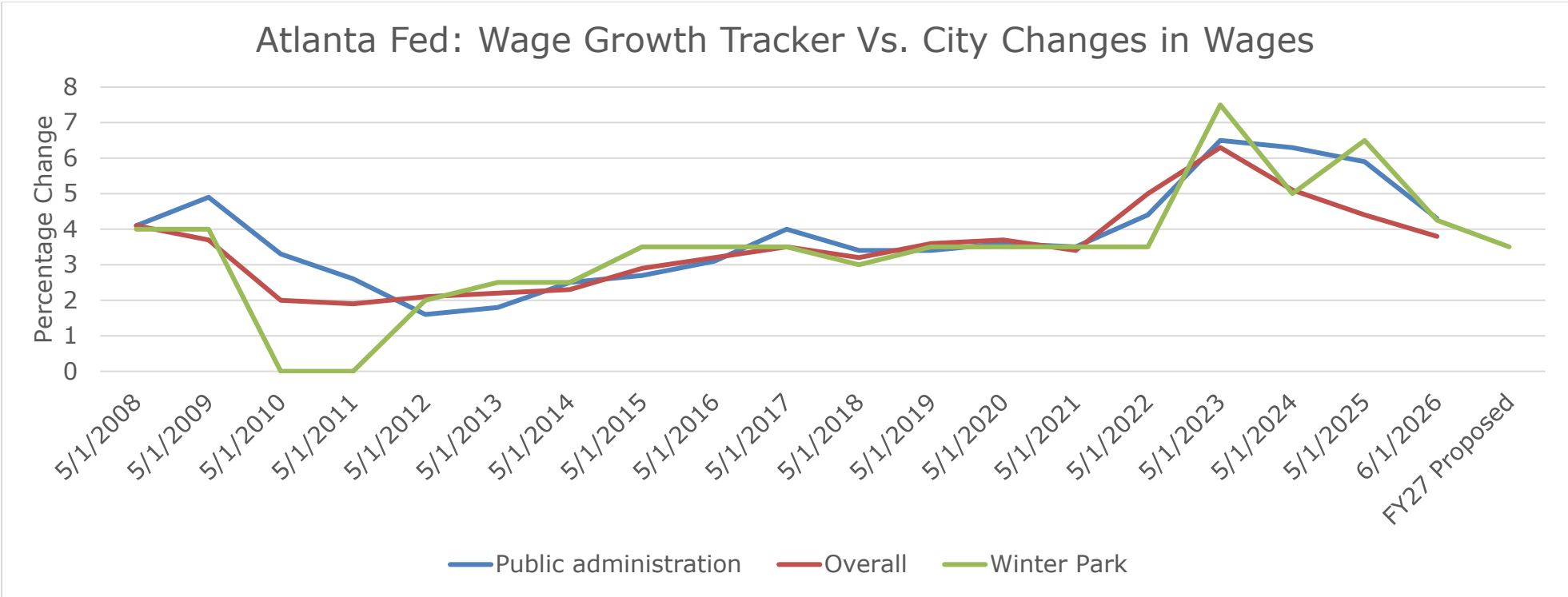
## PERSONNEL

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 the private sector has now started to compete for talent in the public market. The City Commission made great efforts in the last few years to retain talent by offering boosts through cost-of-living-adjustments and increased pay for performance.

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. Wage inflation has been moderating but still remains above historical averages, based on overall wages across all industries as well as specifically the public sector. Winter Park is proposing a cost-of-living adjustment (COLA) of 2%, and a pay-for-performance adjustment (PFP) on an employee's anniversary date of 2%. This equates to about a 3.5% increase to pay on average over the course of the fiscal year. Within the General Fund, each change in a single percent of COLA.

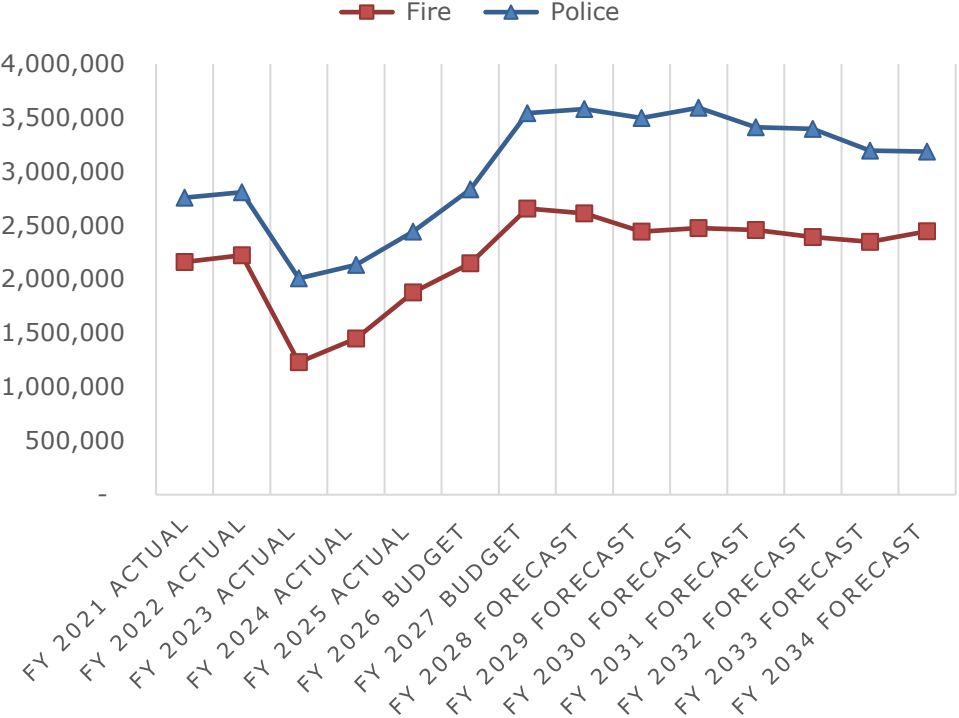
Distribution of Expenditure Growth by Department - FY27 Budget





While wage growth rates are moderating and starting to decline, they are still elevated above recent history. Over the next couple years, this is expected to loosen and return to a more familiar wage inflation environment but pockets of industry, such as policing and highly technical fields like IT and engineering, are likely to remain competitive. 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.

# PENSION FUNDING (HISTORY AND FORECAST)



Of the \$4 million in the increase in personnel wage and benefit costs in the General Fund estimated for the next fiscal year, almost a third (30%) is due to increases in public safety pensions for police and fire retirement plans. The city had previously had fairly good years for estimated contributions to the plans, but the last few years have seen double digit percentage increases. Costs are expected to flatten however the actuary forecasts do not account for the new fire union contract yet, and that is likely to cause another increase. Currently the pensions stand at 87% fully funded in Fire with the 100% mark being reached in FY39, and 83% funded in Police with the 100% mark being reached in FY39. Staff is reviewing the possibility of making adjustments to the pension plan in the future to attempt to mitigate this growing cost. With property tax reform on the horizon, having a quarter of the entire annual growth in revenue going solely to Public Safety pensions, is not sustainable.

## CHANGES TO THE BUDGET

The city has always enjoyed an exceptional level of service in a beautiful and well-maintained setting. Many services and facilities have been added over the years, creating a vibrant and energized community that focuses on quality of life. Projects such as undergrounding all the electric power lines in the city have increased reliability and improved the beauty of the community. New facilities

and services have been completed or are underway such as the opening of the five-acre Seven Oaks Park, the West Meadow Restroom and Pavilion, the Parks Maintenance Facility, millions of dollars in stormwater investment, and the MLK Park improvements with the new playground, Unity Corner, field upgrades, new courts, and landscaping. The city has made improvements to the Cady Way Complex and Community Center facilities while also expanding capital for the preservation and health of our lakes and waterways. While each of these items elevates the service standards in the city, the persistent inflation being felt across the board, specifically in Public Safety and in material components for construction, is having a profound effect on the cost of providing services and further providing capital improvements. The ability to fund new capital projects and priorities is diminished and doing anything new outside of identifying new revenue sources or grant opportunities will be difficult without cutting other 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 maintains competitive compensation for staff.

The budget follows the same format and strives to build 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:

- *Frozen, Vacant & Gapped Positions:* On a routine basis, natural turnover in positions results in an annual savings of about \$450k and this amount has been placed in the budget.
- *Employee Pay:* The city is proposing a cost-of-living-adjustment on Oct. 1<sup>st</sup> of 2% and up to a 2% merit on an employee's anniversary date. The effect of these increases works out to an average wage increase of mid to high 3% range, which is commiserate with the wage benchmark standard through the Atlanta Fed.
- *Fees & Rates:* The city continues to adjust to the higher-for-longer inflation that has persisted in the economy. Originally, 2026 was supposed to see two fed rate decreases, now the potential for increases to keep down growing inflation, are a possibility.
  - *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 2.46% increase in water and wastewater rates for FY27. In the last few years, staff has discussed the possibility of implementing a premium to the PSC index to be able to support infrastructure investment and 2% was added to the PSC rate last year. With a very low PSC rate for FY27 of 2.46%, staff is proposing that a premium of 2% be added again, bringing rates up by 4.46%. This will allow the utility to maintain its current level of capital investment while the overall increase to the average 8,000 gallon monthly customer bill will be under \$4. This proposed increase was approved by the Utility Advisory Board in June.
  - *Stormwater Rates:* In 2024 the City Commission approved increasing stormwater rates by one penny per square foot of impervious coverage each year, for a total of three years. This was consistent with the moves the City of Orlando made when they chose to double their rate over a few years to 12 cents a square foot. Winter Park rates per square foot of impervious coverage will increase from 8 cents to 9 cents for FY27. The stormwater fee is what is assessed annually and handles drainage, treatment, and the care of lakes in the city. This expanded funding will enable the utility to continue implementing the findings of the Stormwater Basin Study Master Plans. In the past, the utility only had \$700k annually for capital improvements but in FY27 the city will have \$2.4 million. This proposed increase in rates will result in the average customer bill increasing by just under \$4 a month. Absent this increase, stormwater revenue growth is historically anemic at 1 – 2% annually. It is likely, that like the other utilities, some sort of future annual index adjustment will need to become standard practice. This issue will be addressed further in the Budget Highlights portion of this document and a list of specific projects in the 5-Year CIP portion.
  - *Electric Rates:* The electric utility customers have long benefited from some of the lowest rates in Florida; consistently 30% below the predecessor utility, Duke Energy, and lower than the state average among municipally owned utilities. The utility routinely makes

adjustments to its fuel component of rates which are treated as a pass-through in the budget, with changes in those rates not adding anything to the bottom-line. Last year the city completed a 20-year pro-forma that outlined potential future capital investment and the rate adjustments to the margin portion of rates necessary to maintain the status quo. This proposed budget includes a rate increase to the non-fuel rates and customer charge of 7.7%. This will result in a less than 5% impact on the average customer's bill or about \$8 monthly. This proposed increase was approved by the Utility Advisory Board in June.

- *Personnel Count:* In preparation for more difficult fiscal years ahead, staff is not recommending the addition of any full-time positions outside of an additional Electric Utility Engineering position that will assist with improving compliance and processing times for permitting. This budget also decreases the City Clerk division from 3 positions to 2 and adds a part-time administrative assistant to the IT Department. This budget will include 575 full-time people which is actually a decrease of 1 position from FY26. 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. The city has hovered near this goal over the last few years and ended FY25 with over \$23 million in General Fund reserves. The proposed budget is earmarking \$500k for contingency which follows the city's budget policy that requires 1/2 of 1% of gross revenues be set aside annually. However, the size of the budget is increasing faster than contributions to reserves and the reserves percentage is expected to fall to about 26%. It would require \$3.8 million in additional savings 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 \$24.5 million by the end of FY27. Should the City Commission desire to expand service levels, such as increasing road resurfacing, this funding could be allocated towards those initiatives.

### Public Safety:

- *Police & Fire Pensions:* Pension costs for public safety employees will rise 24% or \$1.2 million. This is the largest dollar increase than in any past year and is due to changes in actuarial tables, the addition of new employees and the weak 2022 stock market year that still affects their formulas. This increase alone accounts for a quarter of all new expected revenues in the General Fund and there may need to be discussions about future reform to make this sustainable. To help mitigate some of the cost increase in Police pensions, the department is defunding a community services position for FY27, reducing cost by about \$80k.
- *Fire Union Pay:* Part of the impact to the FY27 budget when compared to FY26 is the effect of the approved fire union contract. This increased pay by 12% in FY26, however the estimates for FY26 were much lower at about 7%. This means that personnel costs for FY27 look like they are rising significantly in the Fire Department when in reality they are already rising in the current fiscal year, they are just being fully accounted for now. In addition to this catch-up, union members will receive 4% merit pay in FY27. Across all of Public Safety, in Fire and in Police, the city has strived to stay competitive in a quickly rising market. Police pay has increased almost 50% over the last few years, however it is possible that the property tax reform being debated in Florida, may be a cooling effect on public safety pay in the next few years.
- *Police & Fire Capital:* The Police Department sets aside \$200k annually in the CIP for capital investments. In FY27 this will be used for continued replacement of the Motorola emergency communication radios as well as the purchase of two new dispatch consols to facilitate capacity for the Maitland dispatch contract. In FY26 the Police Department took over dispatch services for Maitland and is paid for this service. The payments cover

the costs of the new employees and equipment. The Police Department will also use this funding to fix the overhand awning at their training facility where the concrete foundation has become unstable. The Fire Department has \$300k for improvements which they plan to dedicate to needed equipment at the new Fire Training Facility which is expected to be completed in FY27.

### Building & Permitting:

- *Permit Activity:* Permit revenue remains strong and continues to be driven largely by several significant development and redevelopment projects throughout the city, including activities in residential constructions, in the Ravadage area, along Orange/Fairbanks/Morse Avenue and at Rollins College. While development activity has remained resilient, economic uncertainty, elevated construction costs, financing challenges, higher interest rates and inflation continue to impact the pace and timing of new projects. Developers have noted that lending requirements remain stringent, with higher equity contributions often required by financial institutions. These factors may contribute to delays in project starts and a more cautious development environment.

Building and permitting revenues are largely restricted to activities associated with the administration and enforcement of the Florida Building Code; therefore, excess revenues generated by permitting activity do not substantially contribute to the General Fund's unencumbered reserve balance. Forecasting permit revenue continues to be challenging, as annual revenue is heavily influenced by the timing of a relatively small number of large development projects, permit issuances and new state law that restricts permit fees based on actual cost of service.

Despite fluctuations in permit activity, the Building Department continues to maintain a high level of customer service and operational efficiency, with the goal of all requested inspections completed by the next business day and plan reviews completed within the established performance targets.

- *Training:* In the FY27 budget, the department continues to emphasize employee training and professional development to support staff in obtaining additional licenses, certifications, and specialized credentials. Ongoing investment in workforce development helps maintain a highly qualified team capable of meeting evolving regulatory requirements and industry standards.
- *Virtual Inspection Software:* The department also remains focused on leveraging technology and software automation to improve operational efficiency, streamline permitting and inspection processes, enhance customer service, and support data-driven decision-making. As part of these efforts, the department plans to implement new virtual inspection software to expand inspection service options, improve accessibility and convenience for customers, reduce travel time for inspectors when appropriate, and further enhance the efficiency and responsiveness of inspection operations.

## Communications:

- *Personnel Reorganization:* The former Assistant Director position is being reclassified as a Communications Manager position, which will save an estimated \$30k annually.
- *Park Avenue Refresh:* The Communications Department is serving as the lead Project Manager for the Park Avenue Refresh project that involves infrastructure, safety and aesthetic improvements, between Webster and Fairbanks avenues, after almost 30 years of the original streetscape in 1996-1999. Communications resources include coordination of regular and as needed meetings and on-site discussions with internal city departments and hired contractors and sub-contractors on a weekly basis to keep the project on schedule and within budget. The Department is also responsible for the development of all communications assets (emails, hand-outs, digital graphics, presentation materials, etc.) to be distributed and shared with the businesses, merchants, and community about the construction activity and schedule.
- *Social Media:* The Communications Department has focused its efforts on the development of social media campaigns that are intended to strengthen engagement between the City of Winter Park and the community. These campaigns highlight staff across all departments, showcase major infrastructure improvements, and amplify the work of the 23 nonprofits that make up the Arts & Culture Alliance. Communications resources include the creation of comprehensive digital assets (graphics, videos, messaging, and photos), collaboration with internal departments, and ongoing coordination to ensure accurate, timely, and consistent content across all platforms. These efforts help connect residents with city services and reinforce transparency, accessibility, and community involvement.
- *Arts & Culture Alliance:* The Alliance is gaining momentum as it reaches its 10th Anniversary in 2027. The number of visitors to wpinspires.com traffic has increased by 95%, the open rate of the newly instituted eNewsletter is rising to 24%, and the attendance to Arts Weekend ~ A Tapestry of Experiences has increased by 25%. Staff is continuing its efforts on raising awareness of Winter Park's deep cultural programming and increasing collaboration between Alliance members as well as local community arts supporters. The arts are proven positive drivers of economy, wellbeing and connection. Enhancements are being made to the annual Arts Weekend which is a four-day event bringing all Alliance members and the community together through thoughtful conversations, dazzling performances and specialty programming.

### Community Redevelopment Agency (CRA):

- *Revenue Growth:* Tax Increment Financing (TIF) revenue is projected to grow 8.6%(CRA I), 6.7%(CRA II),and 149K in CRA III (or 136%) for a blended growth rate of 8.14% Since its inception, the CRA has increased taxable values in the district by 361%. This is also the second year the CRA will collect increment revenue from CRA III (West Fairbanks). This continues to support the overall conversation of slower rates of growth than had been experienced for many years prior to the pandemic as the CRA is approximately 70% commercial tax base by TIF revenue. Persistent trends in the commercial sector of cooling values may be conditioned upon several factors such as limited supply of new commercial projects, interest rates, labor market, and the nature of remote work. Regionally, the office and retail markets continue to trail Winter Park collectively which is helpful for increment revenues; however, it is subject to national and regional influences. Explained more fully in the Ten Year Proforma section of this document, the CRA continues to be a key tool for capital project implementation and dollar flexibility to complete prior allocated projects while maintaining agility for new initiatives.
- *Projects:* The CRA continues to strive towards its mission by providing projects, programming, and support for the district. This includes maintaining a proactive approach to keep pace with rising material and labor costs. This year's budget includes funding for implementation and construction for Phase II of the Park Avenue Refresh. FY27 represents the second of a three-year project encapsulating the section of Park Avenue from Garfield to New England Avenue. CRA funding also includes its continued commitment to stormwater mitigation through a stormwater master plan including both West Fairbanks and the Park Avenue Area. West Fairbanks improvements set aside funding for capital project design implementation while the Canton Avenue provides conveyance needs resulting in a substantial decrease in the extent and severity of potential roadway flooding. Upon completion, mitigation should address issues from Canton Avenue to Knowles Avenue and Park Avenue, in 2-year, 24 hour and 10-year 24-hour storm event. Finally, investment in the 17-92/Fairbanks intersections aims to deliver turn lane and right-of-way optimization for domestic and regional traffic. It is anticipated these improvements would be consistent with the overall17/92 plan, provide additional accessibility at the intersection, and create a model for the entire corridor moving forward.
- *Programming:* The CRA Agency directed staff to allocate funding towards both its residential and commercial constituency. This includes affordable housing, business programs, and community support. The CRA currently offers its Housing Rehabilitation program, which provides up to \$30k for renovations to single-family, owner-occupied houses. This includes exterior code and safety related issues as well as providing a bridge gap for flooding after emergency conditions such as hurricanes. To-date, the program has supported over 170 homes in addition to its over twenty-year legacy of partnerships through the Community Development Block Grant Program, Habitat for Humanity, and Hannibal Square Community Land Trust. 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 now offers up to \$30k to make improvements to the facades of businesses and has served over 80 businesses since its creation. In addition, with conjunction between the city's economic development and CRA advisory board's the Retail Build-Out Program has also seen seven successful applications since inception in 2024. This program encourages a similar match for interior improvements for select businesses in its commercial corridors.

## Electric Utility:

- *Undergrounding Funding & Cost Inflation:* The Electric Utility is increasing its funding for the undergrounding program that aims to have all mainline secondary and primary electric overhead wires, underground, by the end of FY30. Funding in FY27 will increase from \$9.2 million to \$9.7 million. This will help address the additional cost of including service drop conversions to residential properties when project areas are under construction. When the policy change of including cost related to service drop conversions to residential properties was inclusive of the undergrounding program, there was no additional funding adjustment made and the costs for doing this are now being accounted for in the FY27 budget and beyond. In the go forward years, staff is estimating a cost inflation of 5% annually to maintain the goal of undergrounding all lines. The undergrounding program is entirely supported out of operating margins in the utility and this need to increase capital spending is a primary reason behind the need for an increase in rates. The WPEU is increasing engineering and field resources for the Underground Conversion project to offset the demand from other competing projects that require the same assets. Additionally, pole inspections, inventory audits, and Joint Use NJUNS submittals are improvements underway, supporting the reduction of redundant poles and incentivizing Communication Companies to underground their infrastructure.
- *Fuel Costs & the Power Portfolio:* The Florida Municipal Power Agency (FMPA) is the city's primary power provider supplying the majority of the city's 100 MWh peak power portfolio after about 13% from OUC and 10% from solar power; Duke Energy provides transmission services. Customers will continue to benefit from the low-cost power portfolio mix that Winter Park supplies if the price of natural gas does not escalate drastically. For the purposes of the budget, average rates over the whole year were estimated at a little higher than the April 2025 level. This was looking to be conservative as natural gas prices had started softening, however conflicts in oil producing regions around the world may have a lingering effect going into FY27. The city's power supply contracts with OUC and FMPA expire at the end of 2026 and 2027, respectively. Staff is meeting with suppliers and preparing to negotiate replacement supply contracts. The City added 23 MW of greenfield solar through the Florida Municipal Solar initiative: 5 MW in October 2024 from Rice Creek and 18 MW in December 2025 from Whistling Duck through 20-year contracts with Origis.
- *Substation Transformers & Improvements:* The utility maintains two substation facilities. These facilities are each responsible for routing about half of the city's power. Their maintenance and investment in resiliency are crucial to supplying power to the residents and businesses in Winter Park. The purchase price for a new substation transformer is approximately \$2.5 million. The utility has five substation transformers and needs to begin a program to fund and execute their replacement in the years ahead. Currently the lead time for a substation transformer is 3 – 5 years depending upon size and manufacturer. The CIP for the utility now includes annual funding of \$800k - \$900k to provide for ongoing replacement of transformers. This will enable the utility to begin transformer specification and substation engineering design, as well as the procurement process needed to secure these long-lead-time assets. Additionally, the budget and CIP also include funding for ongoing repairs , equipment upgrades, and maintenance to substation infrastructure at \$300k - \$500k annually, over the course of five years.
- *Outage Management & Bulk Meter Replacement:* The utility has about 16k electric meters in the system with 6,000 currently at life expectancy. The budget includes \$565k to replace 2,000 meters in FY27 as well as ongoing funding each year in the CIP. These new meters will be able to work with

smart technology and allow the utility to enhance its use of outage management systems. The budget also includes just under \$200k to purchase an outage management system that will better allow the utility to communicate where outages are occurring and to communicate with customers and field crews.

- *Building Improvements:* Past estimates for refurbishing facilities have proven too low, so in FY26 the utility is making improvements to its administrative offices at Building 14, however a request of \$700k to improve Building 4 will likely have to wait until the undergrounding program is completed and discretionary capital is available. This is reflected in the long-term needs section of the CIP.
- *Rate Comparison:* Winter Park has typically enjoyed one of the lowest rates in the state for almost all customer types. This is due to the favorable power portfolio contracts (capacity availability) and the utility's willingness to quickly pass these savings onto its customers. For a 1,000 kWh residential consumer, Winter Park over the last 12-month period has been about 10% below the municipal owned utility state average and 30% below Duke Energy. Last year the City Commission and Utility Advisory Board had significant discussions about rates and future capital needs. The budget for FY27 follows the outcome of those discussions and proposes to increase rates by 7.7% on non-fuel and customer charge portions of the bill. This is likely to raise the overall customer bill by about 4 – 5%. Like last year, it is possible that fuel rates will be coming down when this is implemented, which may make the effect unnoticeable to customers. Without increasing rates, the utility would need to reduce its undergrounding program by about a third. Leidos Engineering was engaged to update the Cost of Service and Rate Design Study conducted for the City over five years ago. The Study is expected to be completed by the end of the current fiscal year.

### Fleet & Equipment Management:

- *Equipment Replacement Funding:* In order to keep up with vehicle price inflation, staff has been steadily increasing contributions to the Equipment Replacement Fund. Internal estimates first placed vehicle replacement needs at over \$4 million, however staff is already increasing contributions by 10% and that only achieves a balance of just over \$3 million. This means that Fleet will be making difficult choices in prioritizing those vehicles that must be replaced and then working to stretch more life out of aging stock. Typically, vehicles are around 12 – 17 years old when they are replaced. This increased cost is raising the operating cost inflation in each department and then also affecting the growth of the budget in the Internal Services Funds which includes fleet operations. 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 has become 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. Fleet plans to replace 28 vehicles in FY27 with an average age of the vehicles being disposed at approximately 12 years. Some of these vehicles will have to be deferred until the following fiscal year but Fleet is working with OMB and the user departments to consider leasing aging construction equipment where it is economically feasible to do so.

- *Hybrid Services:* Fleet has launched a pilot program in partnership with a local car dealer for minor maintenance issues such as oil changes, air filter, and tire pressure handled by the dealership. This will allow fleet to focus more on the more significant maintenance and repair work. This will be reviewed over FY27 and may have future impacts on the cost and billing structure for the operations of Fleet.

### Human Resources:

- *Staffing:* Recruitment and retention continue to remain a priority for the city. Florida's unemployment rate currently hovers around 3.7% compared to the national average of 4.2%. The city is committed to retaining and recruiting top talent by ensuring pay and benefits remain competitive. Turnover for the City is at 9% due in large part to retirements and relocations.
- *Personnel Policies:* The Employee Handbook will be revamped in the coming year to ensure all federal and local policies related to employees are updated in a clear and concise manner. The goal is to provide a policy manual that is easy to read, understand and follow.
- *Risk Management:* The City's Workers' Compensation and Public Liability Program will take a proactive approach to safety training in order to reduce city risk and liability. The city is committed to finding areas of opportunity to ensure employees are working in a safe manner and are educated to avoid and report suspected safety hazards and violations.

### Information Technology (IT):

The Information Technology Department provides the foundational technology infrastructure and digital services that enable the City of Winter Park to deliver efficient, reliable, and secure services to residents, businesses, and employees. As the city continues to modernize operations, IT remains a critical driver of productivity, operational efficiency, and service innovation across all departments. A key focus for FY27 is ensuring that technology investments continue to align with the city's goals while strengthening cybersecurity, improving operational resilience, and expanding the use of data-driven and artificial intelligence-enabled solutions.

- *Smart City Initiative:* The city will continue to deploy appropriate Smart City technologies that enhance quality of life, improve operational efficiency, and support sustainable community development. Recent accomplishments include the deployment of smart lighting systems and environmental sensors, which provide enhanced monitoring capabilities and enable more proactive infrastructure management.
- *Network Infrastructure and Connectivity:* The city's fiber network continues to serve as a foundational asset for all technology services. Except for two remote facilities, all city buildings are now connected via the city-owned fiber ring. Critical sites have been further strengthened with wireless backup circuits to ensure redundancy and operational continuity. Public WiFi expansion efforts continue, including completion of West Meadow and planned Park Avenue Refresh upgrades. The city is also advancing SR 1792 corridor connectivity with FDOT to support future traffic management capabilities.
- *Cloud Services and Digital Transformation:* The city has successfully completed the enterprise rollout of Microsoft 365, including Teams, OneDrive, Intune, and Entra ID with multi-factor authentication. The city continues its transition toward SaaS platforms, improving resiliency, scalability, and cybersecurity posture. A hybrid backup and disaster recovery solution has been implemented to protect both cloud and on-premises systems.

- *Artificial Intelligence and Innovation:* The city has established an Artificial Intelligence Governance Council and adopted an AI policy framework. Active initiatives include Microsoft Copilot across Office 365 and Teams for meeting summaries and productivity enhancements. The City's AI strategy is focused on responsible AI adoption to improve services, enhance productivity, and support informed decision-making.
- *Utility Technology Modernization:* IT continues to partner with utility departments to modernize operations through automation and integration. Key initiatives include work management automation, outage management capabilities, and enhancements to utility billing systems leveraging GIS and ERP platforms.
- *Cybersecurity and Resiliency:* Cybersecurity remains a top priority with expansion of SIEM capabilities, advancement of Zero Trust architecture, identity modernization, vulnerability management, and security awareness training. The city has also implemented a hybrid disaster recovery solution to improve resilience and business continuity.
- *Infrastructure Modernization and End-of-Life Systems:* The city continues to modernize aging infrastructure including on-premises compute, network systems, and core technology platforms to ensure reliability, security, and performance.
- *Strategic Priorities for FY27:* Key priorities include Tyler SaaS migration, responsible AI adoption, network modernization, cybersecurity advancement, disaster recovery improvements, and utility systems modernization.

### Natural Resources Department:

- *Natural Resources, Resiliency and Restoration Initiatives:* The Natural Resources Department continues to advance environmental stewardship, community resilience, and sustainability through strategic investments and grant-funded initiatives. In FY26, the department secured more than \$19 million in grant funding to support restoration, resiliency, infrastructure, and environmental enhancement projects throughout the city. These resources will help fund key capital improvement projects focused on lake restoration, stormwater system enhancements, water quality protection, and community sustainability initiatives. The department also completed a Community Needs Assessment and Resource Guide, expanded environmental education programming, launched a series of wellness and sustainability workshops, and completed a comprehensive tree canopy study to guide future conservation efforts. Looking ahead, the department will continue pursuing grant opportunities, improving environmental data collection and analysis, and implementing programs that align with community needs and sustainability goals.
- *Lakes Preservation Initiatives:* Protecting and enhancing Winter Park's lakes remains a primary focus of the department. During FY26, the city launched a new public-facing Lakes Dashboard, providing residents with greater access to lake monitoring data and environmental information. The department continues to advance lake restoration and preservation efforts through capital improvement projects, including nutrient reduction initiatives, sediment management, and stormwater infrastructure improvements designed to improve water quality and ecological health. Future efforts will include the creation of an Annual Lake Assessment Report, development of interactive educational resources, expanded community engagement opportunities, and enhancements to the Lakes Division's public outreach and communications platforms.
- *Keep Winter Park Beautiful & Sustainable (KWPBS) Initiatives:* The Keep Winter Park Beautiful & Sustainable program continues to expand community participation in environmental stewardship and sustainability initiatives. During FY26, the program increased volunteer engagement through litter

cleanups, waste diversion events, and educational programming. The department diverted more than 219,000 pounds of food waste through composting efforts at city-sponsored events and within the Center Street District. Additional accomplishments included the installation of a Learning Garden at Martin Luther King, Jr. Park and the completion of a Mobility Hub at the train station. In FY27, the program will focus on implementing zero-waste standards for events held on City property, increasing volunteer participation in sustainability and lake-related projects, expanding community garden programming, improving electric vehicle infrastructure awareness, and continuing to foster partnerships that promote a cleaner, healthier, and more sustainable Winter Park.

- *Highlighted Capital Investments:*

- **Seawall Cap Refurbishment:** \$100K will be invested in FY27 for the repair and refurbishment of aging seawall caps along the canals connecting the City's Chain of Lakes. These seawall caps are critical to preserving the structural integrity of the canal walls, preventing erosion, and maintaining safe and navigable waterway access for residents and recreational users.
- **Nutrient Reduction Improvements:** \$265K will be allocated in FY27 for improving lake water quality by reducing excess nutrients entering the City's Chain of Lakes system. Improvements include best management practices designed to reduce algae growth, improve ecosystem health, and protect long-term sustainability as well as implementing alum treatment application.

### Office of Management & Budget:

- *Transparency & Reporting:* The OMB has been in the process of implementing OpenGov software to include budgeting and performance management modules. This will allow for an efficient budget development process that eliminates spreadsheet use and manages the formation of the annual budget from initial concept to final written document. With more municipalities moving in this direction, the city will be able to create external facing and interactive budget information so that citizens can access and review data at their leisure. This will also add a website version of the budget in interactive format. This year's initial budget presentation will include some elements already in the new system and staff plans to highlight some of these new functions as part of the budget presentations during the summer and fall.
- *Awards:* For over 30 years the City of Winter Park has received that Government Finance Officers Association (GFOA) award for excellence in budgeting. The Finance department has also received their Annual Comprehensive Financial Report (ACFR) award for over 40 years, but now the city can add a second year of receiving the Popular Annual Financial Report (PAFR) award through GFOA which makes Winter Park one of the select governments to receive all three, referred to as the Triple Crown in fiscal stewardship reporting. The PAFR is a brief look at a summary of the prior year's annual report but in a shortened and engaging format. Access to the most recent documents are available here: [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)
- *Warehousing:* Management of the city's Utility Warehouse for both the Electric and Water Utility falls under OMB. Under the direction of the warehouse team, the last few years have seen challenges for lead times and product sourcing. The supply chain disruption seems to have calmed down and FY27 appears to have fewer areas of concern regarding delays but is still anticipating price creep. Inventory levels remain elevated as many things ordered over the last couple years of supply chain delays are all arriving now. Despite the size, the cycle count accuracy of items under management is greater than 99%. The strengthening of the warehouse yard floor will continue into FY27 and is funded with budget money from FY26.

## 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 \$487k. Existing long-term recipients of support will receive an inflation adjustment of approximately 3%. The city estimates that it will have approximately \$177k available in funds that could be allocated to additional organizational support or it could be help in reserve as areas of concern in the budget are more fully evaluated over the course of the coming budget year. It should be noted that with impending property tax reform changes, this is an area that may see reductions or removal as core services are focused on instead. A list of the organizations and their support levels can be found in the Budget Highlights section of this document.
- *Library:* The Winter Park Library continues to demonstrate strong, consistent community use and remains one of the top-performing libraries in Florida. It is currently ranked the #1 children’s library, #2 in library visits, #2 in program attendance, and #2 in collection use. The Library also offers the broadest public service hours in Central Florida, remaining open 72 hours per week, including Sundays from 12:00–6:00 PM.

From January through March 2026, the Library welcomed more than 45,000 visitors. Database utilization increased from 6,908 uses in 2025 to 23,680 uses in 2026, driven in part by Winter Park resident cardholder access to resources such as the Orlando Sentinel, The New York Times, and The Wall Street Journal. Public Wi-Fi use remained strong as well, with more than 30,000 sessions during the quarter.

For FY27, the Library is requesting a 3% funding increase to address rising personnel costs. This request results in \$2.17 million in support from the City’s General Fund and \$395,000 from the CRA. The City of Winter Park continues to contribute approximately 70%–75% of the Library’s annual operating costs. CRA funding also supports program expansion and initiatives that promote broader community engagement.

For FY27, the Library will host Library Journal’s Directors’ Summit, bringing library leaders from across the country to Winter Park for high-level discussion on the future of public libraries, innovation, leadership, and community impact. The Library will also launch Reading Roots, a new tutoring initiative designed to support struggling readers in Winter Park schools, and expand technology education for the community through classes focused on artificial intelligence and emerging digital tools.

## Parks & Recreation:

- *Events Center:* The Events Center has already had 140 rentals in FY26 (though May 2026) with the majority of activity centered around weddings, non-profit & corporate events, and special occasions. Notable repeat clients include Orlando Health, AdventHealth, League of Women Voters, and Coastal Conservation Association Florida. Revenues continue to be in line with expectations at about \$600k - \$650k annually.
- *Capital Investments:* \$825K will be invested in enhancing the city’s numerous parks and venues.
  - *Golf Course Improvements (\$550k):* Irrigation replacement at the Winter Park Pines back 9, supporting course quality and player experience.
  - *Community Center Improvements (\$150k):* Various improvements at the Community Center including resurfacing the pool.

- Lighting: Funding for replacing the athletic field lighting was set at \$75k. This funding replaces aging lighting infrastructure at athletic fields and tennis courts with LEDs.
- *General Parks Major Maintenance (\$50k)*: Funding to support capital replacement needs as identified throughout the year.

### Planning:

- *Implementation of Code Plans in Redevelopment Corridors*: The Planning and Zoning Department will continue advancing implementation of the Comprehensive Plan vision through several key initiatives during the upcoming fiscal year. Efforts will focus on implementation of the South of Fairbanks Avenue (SOFA) District vision in coordination with the Community Redevelopment Agency and Economic Development Department, including targeted economic development incentives intended to encourage high quality redevelopment and support strategic annexations.
- *Simplification of Sign Code*: P&Z will also attempt to modernization and simplification of the city's commercial sign regulations to improve clarity, usability, and overall design outcomes.
- *Design Standards*: In partnership with the city's Urban Design Advisor, staff will work to develop architectural design standards for commercial development that promote cohesive, context sensitive, and high-quality design throughout the city.
- *Historic Preservation*: Historic preservation initiatives will remain a priority, including finalizing the citywide, comprehensive update to the city's historic resources survey, last completed in 2013, to better identify, evaluate, and protect significant historic assets. Staff will also evaluate potential updates to the Historic Preservation Ordinance and explore new incentives and tools to encourage preservation and reinvestment in historic properties.

### Public Works & Transportation:

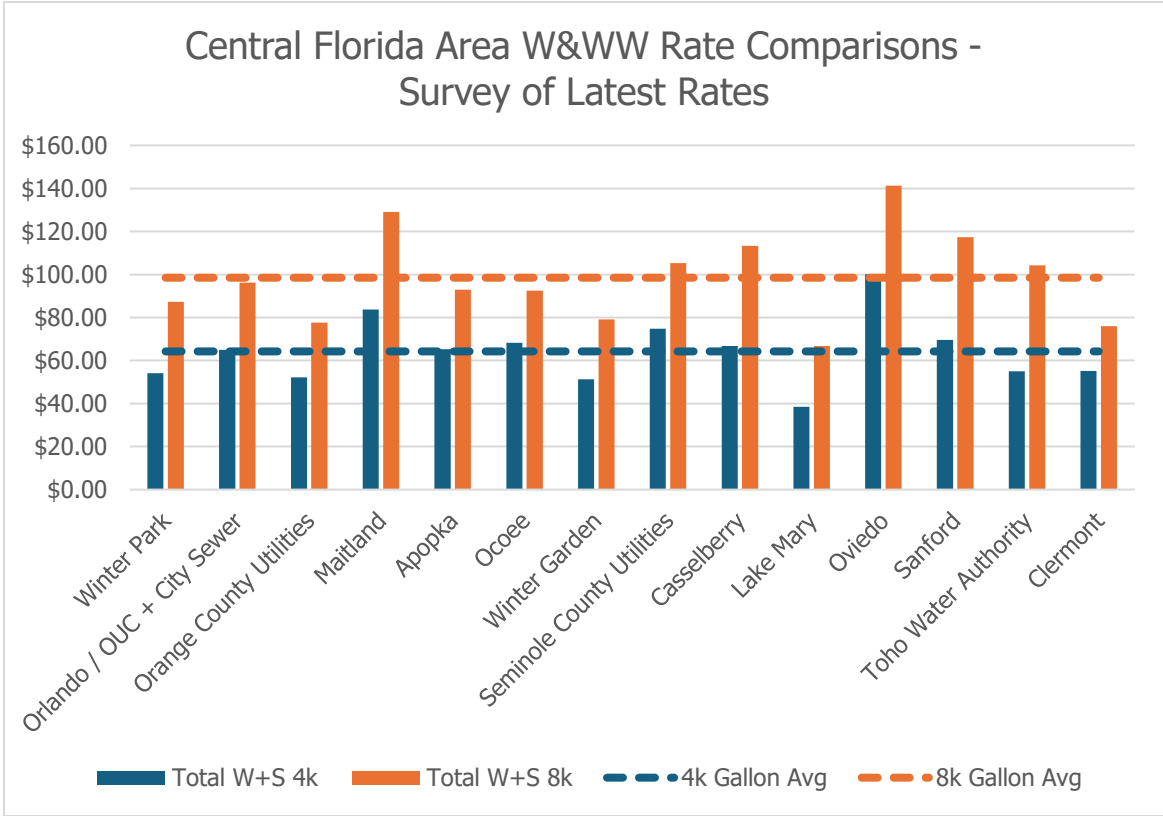
- *Stormwater Master Plan Implementation*: The Stormwater budget includes that the annual assessment fee per impervious square foot be raised by one penny to nine cents, in order to support major infrastructure and project needs. This was part of a City Commission approved plan to raise the overall rate by one penny a year for three years, and this increase represents the final year of significant increase. The Stormwater Fund has long been fiscally constrained by a lack of organic revenue growth (avg of 1 – 2% typically) and the rising prices of materials have made some projects three times as expensive compared to a few years ago. The stormwater basin studies have now been completed and the CIP portion of this document shows the new projects that can now be pursued by the utility. The City of Orlando, with a fee that has been traditionally the same as Winter Park, has already approved doubling their fee over the next few years to approximately 12 cents. The CIP portion of this document includes more detail on the potential projects, and funding for FY27 capital improvements will increase by \$600k to \$2.4 million.
- *Prioritizing Street Road and Brick Resurfacing*: Improvements to roads came back as one of the most important areas of the city that needed improvement as part of the city-wide survey. This budget includes expanded funding for contracted road resurfacing services and doubles the funding for road materials by adding \$500k. In the past, the city has attempted to pursue a policy of paving 9 lane miles a year, however, has fallen short of that goal as costs have increased. While the city achieved this goal in 2025, the majority of the last few years have seen 4 – 5 lane miles repaved.

The expanded funding provided will allow the city to meet a standard of 7.5 lane miles. The department's goal is to have 85% of our roads at a PASER rating of 6 or above.

- *Transportation Master Plan:* The city's approved plan highlights over \$140 million in projects priorities over 20 years. Unfortunately, there is no dedicated funding source of this capacity to be able to complete these projects. The exception is the CRA that is able to leverage funding from the county to make capital improvements in the downtown core, 17/92 corridor and along Fairbanks Avenue. Because of the funding received from the county, the CRA is able to pursue traffic improvements through its capital plan, however the bulk of improvements will require a dedicated funding source such as a future milage increase or a significant reprioritization of existing services.
- *Facilities Management: 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 or has a low overall health score. 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 are estimated to include the following planned projects for FY27 at just under 900k:
  - HVAC replacement: Replace HVAC units that have reached end of life, shown signs of potential failure, or those that have been deemed inefficient. FY27 plan includes replacement of units located in City Hall, Welcome Center, Building 10 and Building 11.
  - Upgrade City Hall chiller controls that are obsolete and showing signs of failure.
  - Painting of the interior of City Hall as well as the exterior of the Winter Park Community Center.
  - Elevator upgrades to meet new code compliance for Building 10, Building 11, and the Public Safety Complex.
  - Replace the nonfunctioning lift at the Winter Park Tennis Center.

### Water & Wastewater Utility:

- *Rates:* By policy, the city references the Public Service Commission price index for water and sewer rate comparisons each year. For FY27 the adjustment will be 2.46%, which considers the backward-looking year's rise in cost pressures. As a lagging adjustment, this increase is lower than was expected and is insufficient to support operational inflation and capital investment. In order to maintain capital investment, rates are proposed to increase by an additional 2%, for a total of 4.46%. Even with the increase, Winter Park will still remain below the average for both 4,000 gallon and 8,000 use tiers and likely have a less than \$5 impact on a customer's monthly bill. Increased 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, and this increase will eliminate the use of fund balance to support capital projects.



- Capital Investments:** The utility is budgeting just over \$5 million in repairs and replacement funding to the system’s water & sewer mains, lift stations, and plants. Particular focus is being paid to lift station improvements as issues during the storms highlighted the importance of this vital infrastructure. Funding of lift station improvements for the addition of emergency generators is being supplemented by a Hazard Mitigation Grant Program administered through the Florida Division of Emergency Management. Additional funding for infrastructure renewal and replacement in the near future is through a \$19M State Revolving Fund loan/grant through EPA and FDEP for various projects including lift station upgrades and gravity sewer lining. The utility will also begin work on the Ravaudage lift station and force main project which will enhance system capacity and shift flow to better accommodate growth and mitigate against future flooding saturation of the system during extreme weather. This project is estimated to be over \$8 million and is being supported by funding and a grant received in FY25.

- 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 regional wastewater treatment facilities. Staff has discussed with Orlando the need for elevated funding and has determined that the utility can offer a smoothed approach to budgeting as over \$6 million is currently held in reserve by the utility and has not been requested by Orlando, so only \$800k has been set aside as a contribution in FY27. 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 could require the utility to support capital contributions through debt issuance or increases in rates.

## CONCLUSION

While the upcoming FY27 is not affected by the proposed property tax law changes, it would be unrealistic to assume that the city should worry about this when it hits in FY28 and FY29. It is likely that in those years, the city may experience its first decline in revenues and services will have to be modified. Regardless, the city is dedicated to maintaining core services so that *today's residents* and *future generations* may be proud of the city that they live in. We must also remember 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 these next few years together.

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 Director Peter Moore, Assistant Director Kyle Dudgeon, and Budget Analyst Jon Revels, 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.

## TRIPLE CROWN FINANCIAL DOCUMENT AWARD WINNERS

The Government Finance Officers Association of the United States and Canada (GFOA) awards for annual reports, budget documents, and popular annual financial reporting, is considered the gold standard in distinguished financial document awards. The city has routinely received awards for both the Distinguished ACFR and Budget Document for over 25 years, however this last year now marks the second year that the city has received awards in every category with the addition of the award for the Popular Annual Financial Report (PAFR). Copies of all these documents can be found on the city's website.

<https://cityofwinterpark.org/departments/management-budget/>

Because it is a goal of the Budgeting Division to ensure that the City's budget meets and exceeds the high standards of the GFOA, this year's approved budget will again be submitted for award eligibility, and the city anticipates continuing to be triple crown winners in the years to come.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Winter Park  
Florida**

For the Fiscal Year Beginning

**October 01, 2025**

*Christopher P. Morill*

Executive Director



CULT OF WATER MARK FLORIDA  
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# Overview

STELLAR  
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.

### 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*

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.

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 Office of Management & Budget 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 Office of Management & Budget 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 Office of Management & Budget 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 Annual Comprehensive Financial Report (ACFR) 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 ACFR.
- Purchases of capital assets are budgeted as expenses in enterprise and internal service funds but reported as assets in the ACFR.
- Depreciation of capital assets and amortization of intangible assets are reported as expense in the ACFR but are not budgeted.
- Personal leave accruals are reported as expense in the ACFR 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

Operating Budget Policies	FY 2027 Budget Meet Requirement ?	
	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 ½ 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 ACFR will be designated for the acquisition of land for parks and likewise an additional ten percent will be designated for the purchase, expansion, and maintenance of public art.

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 capital 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.

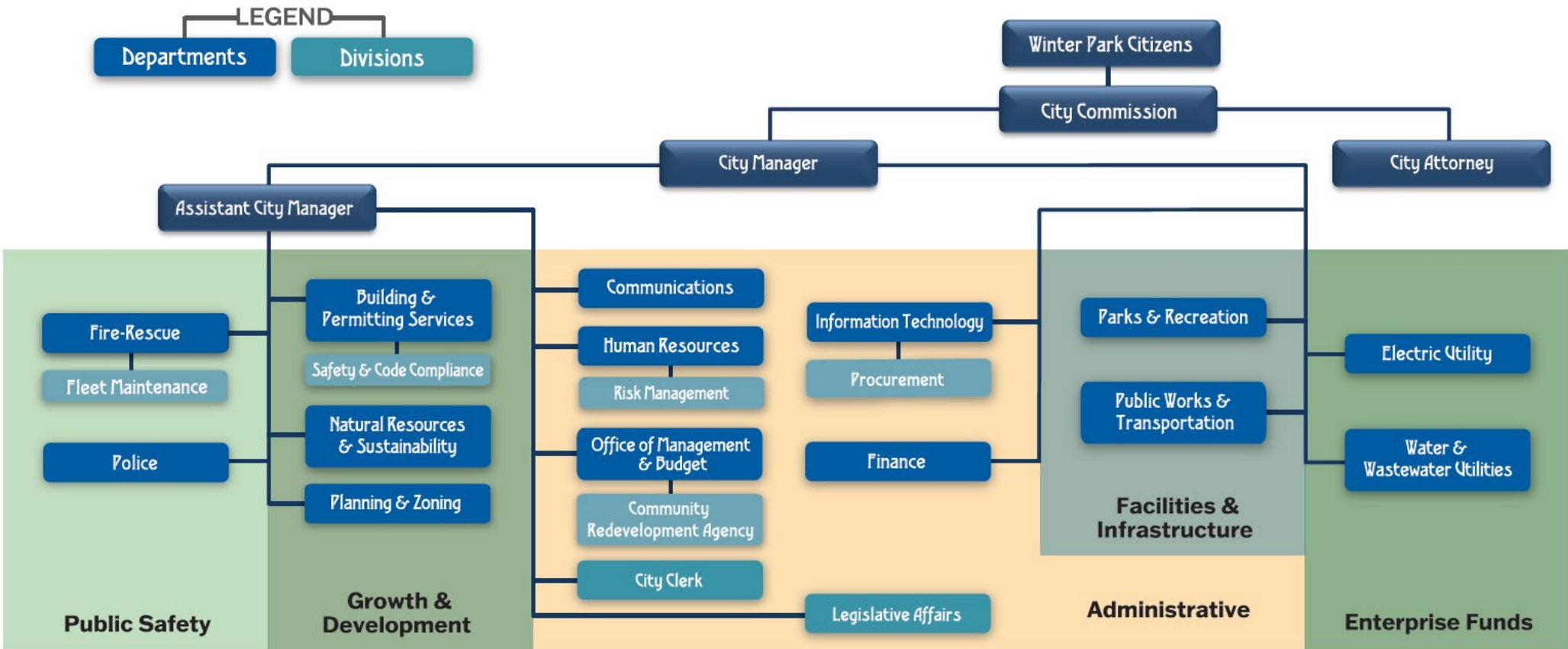


# ORGANIZATIONAL

chart

adopted NOVEMBER 2011

updated March 2026





# 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 is 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, Community Survey, & Property Tax Reform

While the City of Winter Park does not have a formal adopted strategic plan it has taken the steps to begin this process by adopting the practice of a regular community survey and benchmarking those results against cities. The overall feedback was excellent but did highlight areas for improvement that have now been made a focus of this budget, such as road repair and replacement. Additionally, the city does have a strategic planning framework and draft versions have been used to frame goals and objectives over the years. As part of the long-term planning process, the City Commission and staff developed the 5-25 Year Strategic Capital Plan Update. This document is used as an informal tool to gauge the city's long-term capacity to afford the capital investments discussed and desired for the next 25 years. Few cities take such a long view at financial capacity, and this document is routinely updated to help frame funding priorities and financial planning discussions. In addition to these strategic efforts, this section of the budget will also include a high-level conversation of the types of service reduction the city may need to consider to address the impact of tax reform and the plan for rolling out that discussion so that the community can have plenty of time for input.

### 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 2027

The Budget Highlights section of this document serves as a summary of the financial situation of the City of Winter Park for the 2027 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 FY25	Budget FY26	\$ Change	% Change	% of FY26 Budget
<b>General</b>	89,736,117	94,593,065	4,856,948	5.4%	38.3%
<b>Special Revenue</b>	15,684,372	17,480,190	1,795,818	11.4%	7.1%
<b>Debt Service</b>	2,614,586	2,615,354	768	0.0%	1.1%
<b>Capital Projects</b>	6,165,000	5,700,000	(465,000)	-7.5%	2.3%
<b>Enterprise</b>	99,491,330	105,716,701	6,225,371	6.3%	42.8%
<b>Internal Service</b>	20,150,124	21,064,459	914,335	4.5%	8.5%
<b>All Funds</b>	233,841,529	247,169,769	13,328,240	5.7%	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.

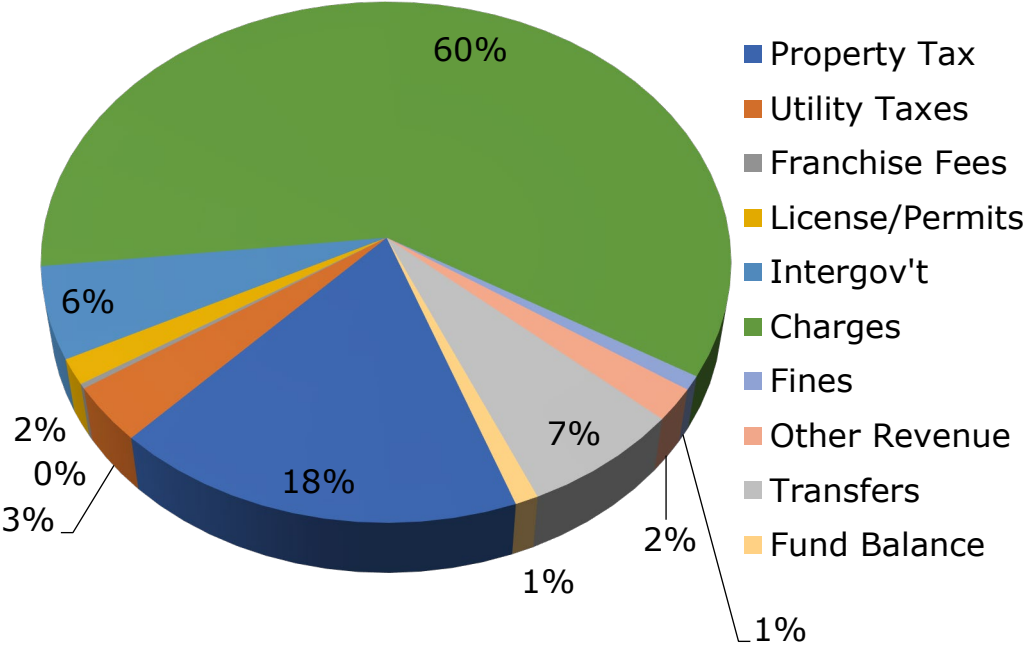
General Fund: Made up of the traditional front-line aspects of city business such as public safety, parks, recreation, roads and traffic, drainage, planning and zoning, permitting, code compliance,

and administration.

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 for 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 increment and is therefore sensitive to changes in taxable valuation. The Stormwater Fund has been placed on a much healthier trajectory with the approval of a three-year process for raising rates by 1 penny per square foot of impervious coverage over each of the three years.

Debt Service Fund: A special designated fund for receiving and making payments on debt and loans of 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 Sources FY 2027



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.

Internal Service Funds: Made up of the Fleet, Insurance, 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

The following is a breakout of core revenues in each of the major funds.

General Fund	FY2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Original Budget	FY2027 Proposed Budget	\$ Change FY26 - FY27	% Change FY26 - FY27
<b>Property taxes</b>	\$30,400,942	\$33,818,498	\$36,492,431	\$39,016,142	\$41,795,638	\$2,779,496	7.0%
<b>Intergovernmental Revenue</b>	\$9,612,546	\$9,564,061	\$9,729,968	\$9,451,057	\$9,681,850	\$230,793	2.0%
<b>Utility Taxes</b>	\$7,533,817	\$7,775,483	\$8,054,343	\$8,206,005	\$8,712,773	\$506,768	6.0%
<b>Licenses and Permits</b>	\$2,890,770	\$3,147,947	\$5,127,214	\$3,831,950	\$3,897,167	\$65,217	2.0%
<b>Franchise Fees</b>	\$682,947	\$651,705	\$658,618	\$704,960	\$719,000	\$14,040	2.0%
<b>Charges for Services</b>	\$13,786,675	\$15,398,466	\$17,858,904	\$18,286,403	\$18,824,754	\$538,351	3.0%
<b>Fines and Forfeitures</b>	\$1,505,884	\$2,102,642	\$2,087,169	\$2,339,711	\$2,157,000	(\$182,711)	-8.0%
<b>Other Revenue</b>	\$1,248,777	\$2,641,365	\$2,430,252	\$1,494,008	\$1,844,685	\$350,677	23.0%
<b>Transfers from other funds</b>	\$6,291,728	\$5,623,699	\$9,735,540	\$6,405,881	\$6,960,198	\$554,317	9.0%
<b>Total</b>	\$73,954,086	\$80,723,866	\$92,174,439	\$89,736,117	\$94,593,065	\$4,856,948	5.4%

The General Fund is seeing continued increases in property tax revenue due to increasing valuations in existing real estate which has traditionally been the primary support of the majority of the growth in revenues over time and now makes up 44% of total General Fund revenues. However, This is likely to fall by approximately \$2.7 million in FY28 and then \$2.7 million in FY29 if the property tax homestead exemption is approved by voters in November. Intergovernmental revenues which are primarily from the half-cent sales tax, will stay largely flat which has been the history of this revenue source in recent years. Utility taxes will increase due primarily to the proposed increase in rates for electric and water bills which raises the size of the customers' bill and increases this revenue source. Licenses and permits, Franchise Fees and Charges for Services will also grow below the rate of inflation in FY27, though it is possible that future charges for services will increase throughout Florida as local governments are likely to consider user fee increases for facilities if property tax revenue is impacted. As interest rates have remained high, money in the bank is now earning more interest income and since the city has consistently increased its reserves, this revenue source is of increasing significance. Fines and forfeitures

are expected to decrease with lower expected Red Light Traffic camera revenue. Transfers from other funds is largely influenced by utility rate increases as the franchise fee equivalent paid by electric customers is reported as transfers in the General Fund. Revenues overall, are expected to grow at a slower rate than in recent years.

Community Redevelopment Agency (Special Revenue Fund)	FY2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Original Budget	FY2027 Proposed Budget	\$ Change FY26 - FY27	% Change FY26 - FY27
<b>Intergovernmental Revenue</b>	3,388,561	3,653,759	3,831,829	4,021,021	4,293,024	272,003	7.0%
<b>Other Revenue</b>	433,906	1,327,478	1,053,074	602,044	657,026	54,982	9.0%
<b>Transfers from other funds</b>	4,039,166	4,528,611	4,857,254	5,206,424	5,708,429	502,005	10.0%
<b>Fund Balance</b>	–	–	–	–	499,835	499,835	–
<b>Total</b>	7,861,633	9,509,848	9,742,157	9,829,489	11,158,314	1,328,825	13.5%

The CRA is seeing tax increment financing revenue growth of over 8%, which is based on property tax valuations. If tax reform passes the CRA is likely to take a larger percentage hit to revenues than the General Fund and this will decrease capital capacity in the CIP and likely require revisions to plan project investments. The CRA will also be using about a half million in planned use of reserves in order to fund capital projects slated to begin in FY27.

Stormwater Operating & Capital Funds	FY2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Original Budget	FY2027 Proposed Budget	\$ Change FY26 - FY27	% Change FY26 - FY27
<b>Intergovernmental Revenue</b>	23,677	39,021	9,507	21,626	20,000	(1,626)	-8.0%
<b>Licenses and Permits</b>	29,429	33,686	32,623	30,000	30,000	-	0.0%

<b>Charges for Services</b>	3,442,304	4,513,302	5,258,184	6,140,058	6,866,032	725,974	12.0%
<b>Fines and Forfeitures</b>	250	-	-	-	-	-	-
<b>Other Revenue</b>	22,669	120,521	145,932	14,301	92,286	77,985	545.0%
<b>Transfers from other funds</b>	-	-	1,003,143	-	-	-	-
<b>Total</b>	3,518,329	4,706,530	6,449,389	6,205,985	7,008,318	802,333	12.9%

The Stormwater Utility is seeing revenues increase due to the third and final year of elevated rate increases, approved as part of a three-year increase in rates to allow for expanded investment in capital projects that address flooding and water quality issues. This has improved the ability of the city to address projects identified in the Stormwater Basin Studies. After this year of increase, stormwater revenues are expected to resume their long-term annual growth rate of about 1% per year. The natural rate of inflation will slowly erode utility’s ability to maintain capital spending and it is staff’s suggestion that the utility adopts an annual practice of a small indexed inflation rate each year.

W&WW Operating and R&R Funds	FY2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Original Budget	FY2027 Proposed Budget	\$ Change FY26 - FY27	% Change FY26 - FY27
<b>Charges for Services</b>	34,027,979	37,903,144	39,470,851	41,317,673	42,533,009	1,215,336	3.0%
<b>Other Revenue</b>	444,398	1,143,232	768,862	459,929	510,070	50,141	11.0%
<b>Transfers from other funds</b>	3,299,243	2,532,317	3,510,514	-	-	-	-
<b>Total</b>	37,771,620	41,578,693	43,750,227	41,777,602	43,043,079	1,265,477	3.0%

The Water & Wastewater Fund will see revenues grow by 3%. This is despite building the budget based on a proposed rate increase of 4.46% made up of the Public Service Commission (PSC) index of 2.46% and a recommended additional increase of 2% to address cost increases for capital project needs. Water flows have been slightly lower in FY26 and this is pulling down overall revenue expectations for the future. This revenue growth rate will allow the utility to keep its proposed capital plan in place for FY27.

Electric Utility Fund	FY2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Original Budget	FY2027 Proposed Budget	\$ Change FY26 - FY27	% Change FY26 - FY27
<b>Charges for Services</b>	50,044,036	47,604,769	51,421,472	54,568,251	59,556,765	4,988,514	9.0%
<b>Other Revenue</b>	565,651	265,713	153,320	137,616	44,262	(93,354)	-68.0%
<b>Transfers from other funds</b>	822,890	833,827	849,050	193,221	204,408	11,187	6.0%
<b>Fund Balance</b>	-	-	-	1,950,162	2,000,000	49,838	3.0%
<b>Total</b>	51,432,577	48,704,309	52,423,842	56,849,250	61,805,435	4,956,185	8.7%

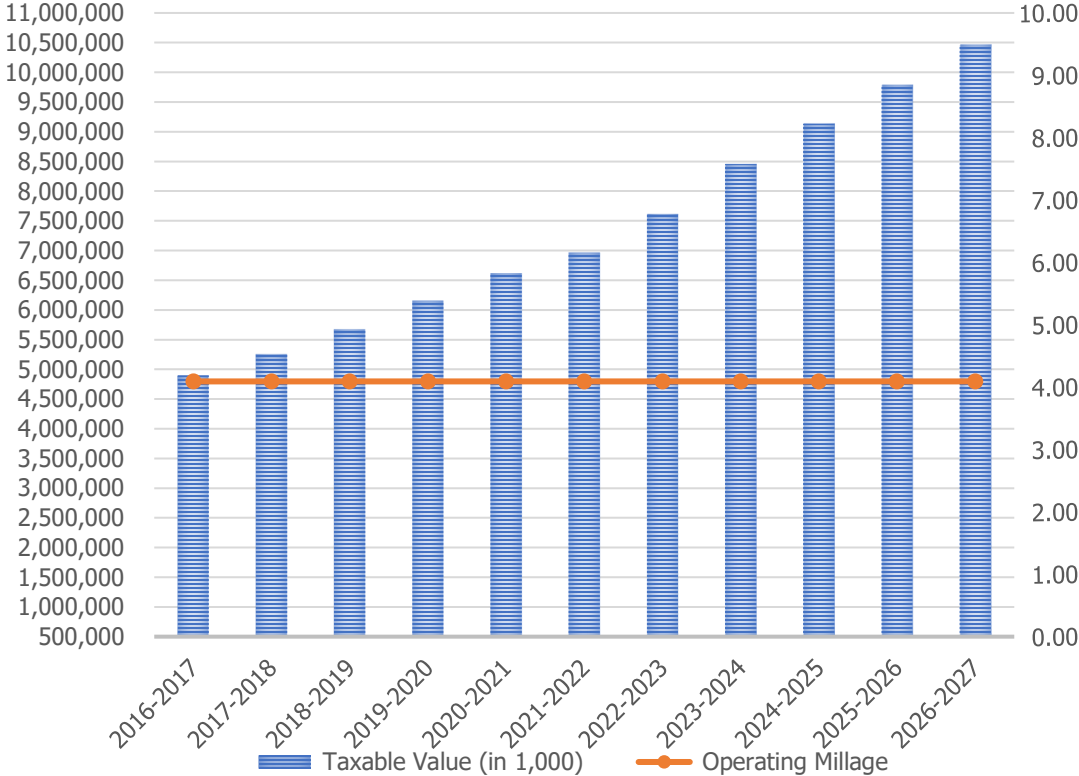
Electric revenues are climbing due to higher overall expected fuel rates in FY27 as well as an increase to the margin portion of a customer's utility bill. Staff is proposing a 7.7% in these rates which will be the second increase to the margin side of the rate structure since 2019. However, the average customer is likely to experience about a 5% increase to their overall total bill, as the margin rates are just a portion of the overall bill. This

increase is in-line with expectations set last year when the city and Commission performed a 20-year pro-forma review of the utility and potential future projects. Without this increase, the undergrounding program would have to be significantly reduced. Over the years, inflation has eroded the margin available for investment in large scale capital improvements and the cost increases of the undergrounding program, the need to replace meters throughout the city, and to start investing in major transformer replacements at the substations, are requiring the increase. Even with this increase, Winter Park will still have one of the lowest overall bills by comparison against the other investor-owned utilities such as Duke Energy, and as well as compared against the state municipal average. It should be expected that annual increases, just like in the W&WW utility, will become a regular occurrence as organic revenue growth of less than 2% cannot keep up with cost inflation.

## 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. Having such a large proportion of revenue derived from this single source 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 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 grew 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 affects the real estate market.

# TAXABLE VALUE AND OPERATING MILLAGE



The property taxation rate, or millage rate, for Winter Park has been flat for over 18 years and the graph highlights that increases in the underlying values of property is what has increased property tax revenues over time.

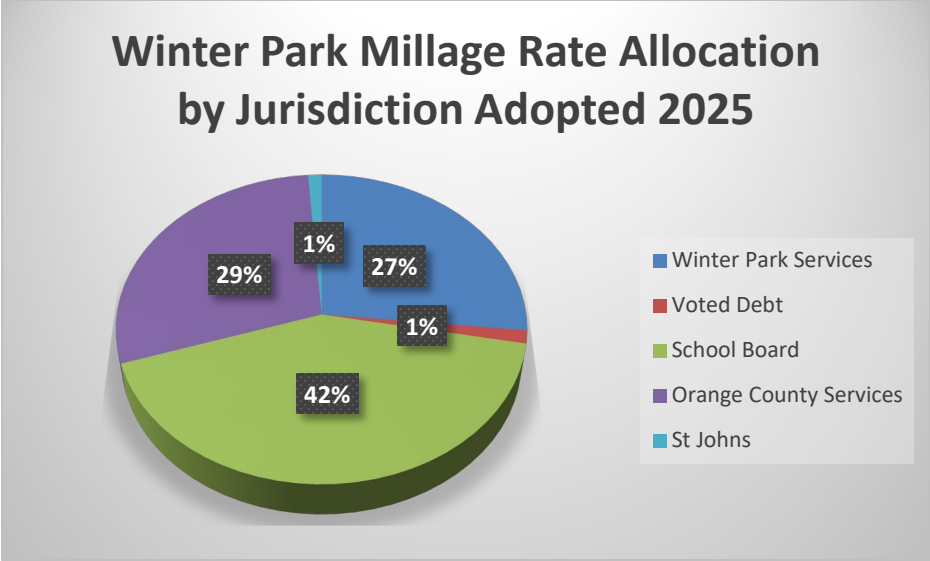
The budget was prepared assuming an operating millage rate of 4.0923 making Winter Park the only city amongst its neighbors that has not increased its tax rate since the 2009 Great Recession. This rate represents \$4.09 in property tax for each \$1,000 of taxable value.

At its July 22, 2026 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 wanted additional flexibility as it goes through the budget process it could have set a higher tentative millage and adjusted it back downward upon final adoption if so desired. Each ¼ mill adjustment changes revenue projection in the general fund by about \$2.4 million.

The adopted millage rate, approved with the budget in September, will be levied against property holders in Winter Park for their share of property taxes. Winter Park has one of the lowest operating millage rates among major cities in the region. Of the total amount of money that a property owner pays in taxes each year, only about a quarter comes to support city services and voted debt while the remainder of taxes paid go to the schools and Orange County. To the right is a graph outlining how property taxes are levied and utilized.

The graph below 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. 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. Because of this revenue source is the primary support for municipal services, the proposed ballot initiative to increase the



2025 Orange County Operating Millage Comparison (Exclude Debt Service)



homestead exemption to \$250k over the course of the next couple years, will have a negative impact on revenue growth. While staff estimates that the exemption change itself will reduce revenues by about \$5.5 million, the cap of 5% on non-homesteaded valuation growth will reduce growth rates in the future as the long-term average is about 7%. While not drastic or crisis inducing, these combined impacts are expected to lower projected revenues over a ten-year period by about \$76 million.

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, 210 affordable home renovations, and over 80 business façade grants. The CRA recently completed the MLK Corner in MLK Park, as well as a restroom and pavilion in the West Meadow, and is now working on the MLK playground and park improvements that also include new lighting, playing areas, courts, and a restroom. The CRA has also been largely involved in stormwater improvements and is currently starting work on improvements from W. Fairbanks through the downtown core.

### CRA TIF GROWTH RATE HISTORY



The CRA revenue growth is staying consistent with recent historical averages and singular developments within the district can have a significant impact on revenues growth. Under the interlocal 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%.

The CRA received a ten-year extension to its existing sunset date from Orange County in early FY25. This will move the termination of the CRA to 2037 and will allow Winter Park taxpayers to retain approximately \$60 million in property taxes that would otherwise have gone to

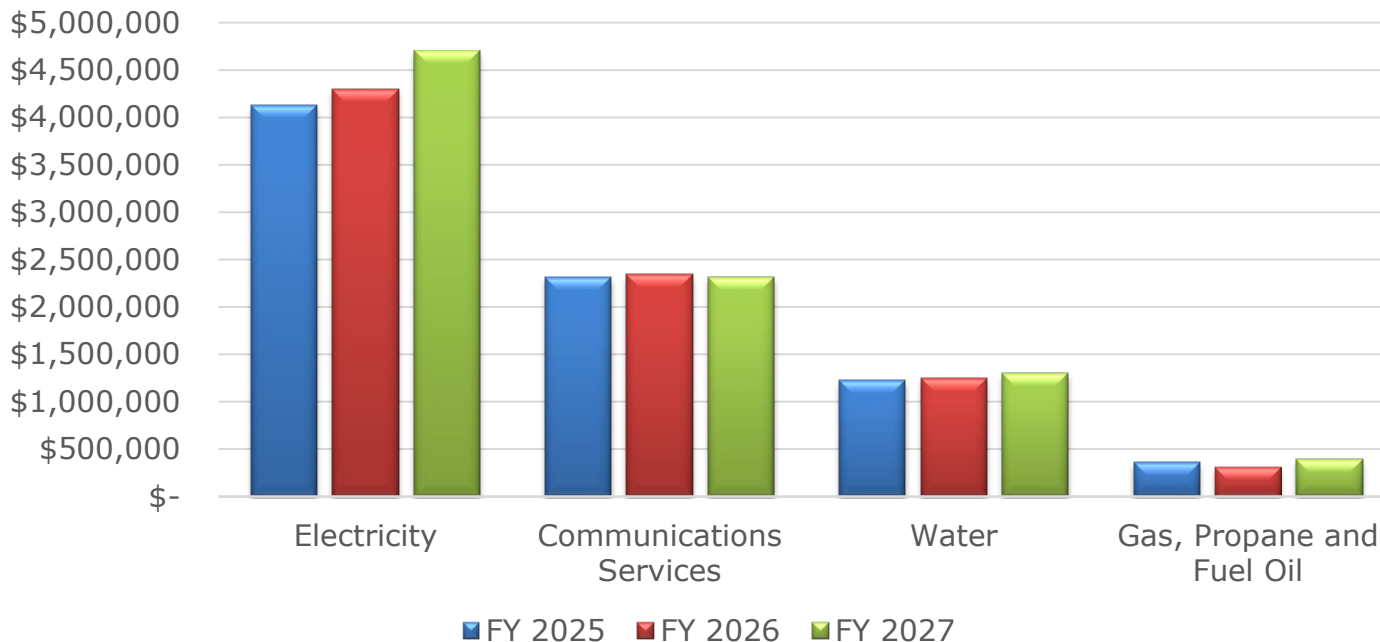
Orange County and will instead be used to invest in transportation, public spaces, and stormwater improvements. The extension of the CRA also came with a geographic expansion along the W. Fairbanks Corridor. This expansion rolls areas of Winter Park, unincorporated Orange County, and the City of Orlando, under the CRA and will allow the city to make cohesive improvements to this critical gateway into Winter Park. As corridor improvements to areas such as Fairbanks Ave came back as one of the top citizen priorities in the city-wide survey, the CRA will be the implementation tool that will drive this change.

## UTILITY TAXES

This revenue category includes utility taxes on electricity, water, gas, fuel oil, communications, and propane gas and is one of the largest contributors to total revenues. Projections of these revenues are based on historical growth and staff estimates. Total utility tax revenue is expected to climb primarily due to increased electric and water utility rates. These increases will add approximately a half million to the city’s General Fund to support services. If these rate increases are not approved, the city would need to reduce spending in the General Fund, as well as in the utilities. Overall, this funding source does not usually 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 traditionally the lowest in Orange County and essentially flat over time. The chart demonstrates the portion of utility taxes provided by each source.

population growth is traditionally the lowest in Orange County and essentially flat over time. The chart demonstrates the portion of utility taxes provided by each source.

**Utility Taxes 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, 2026 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 unless there is an increase in underlying rates. 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 modestly, with the last couple years reversing what has been a slow decline. The past reduction of land lines and bundling of non-taxable with taxable services by providers may now be offset by increases in fiber and broadband customers. The future growth expectation is that this revenue will continue to remain flat to slightly positive over the longer term.

## FRANCHISE FEES

Estimated revenues from electric, gas, the Scenic Boat Tour and solid waste collection are projected to be flat in FY27. This category has decreased in relevance in the budget as the solid waste franchise fee component used to show up under franchise fees, but now that the city handles all the billing it is being reported in Charges for Services. Fees from the revenue share arrangement with the Scenic Boat Tour are expected to remain stable 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, 2026. Revenues from customers served by Duke Energy and Orlando Utilities Commission were estimated based on historical collections. Future growth rates for this revenue source should be flat, though if higher inflation rates remain persistent they may be passed through to this revenue source.

## LICENSES AND PERMITS

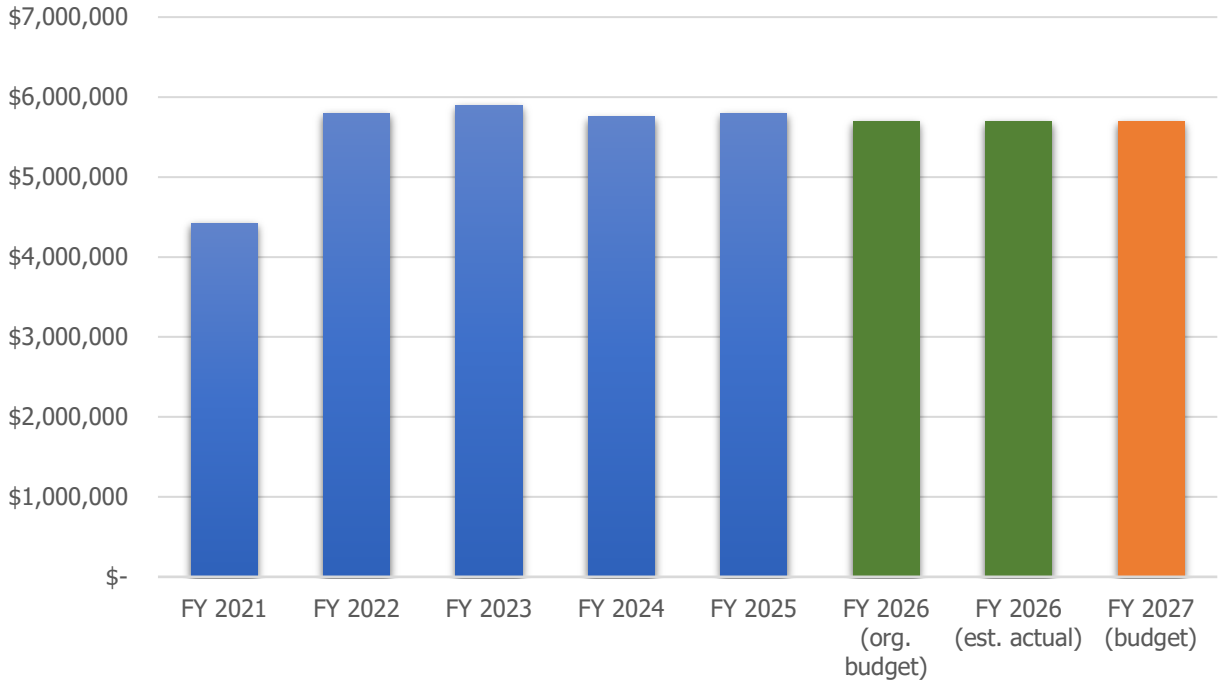
Permit revenues swing significantly each year and a single major project can mean the difference from being over or under budget in any given year. Permit revenue has been quite strong in the last few years primarily due to projects at Ravaudage and a number Rollins College projects such as their new dormitories, museum, and workforce house project for teachers. Winter Park's first class A office property built in the last decade on Orange Ave also contributed to growth. There are a few projects expected to come forward at Ravaudage that will keep revenue growth strong in FY27, however there is very little else in the way of known development activity proposed for Winter Park, however investment in the West Fairbanks corridor may end up being the next area for responsible growth in the city.

## FINES & FORFEITURE

This revenue source is fairly small representing just over 2% of General Fund revenues but it is expected to decline as red light traffic violations decline. This happens periodically as drivers adapt to camera locations and adjust behavior.

**INTERGOVERNMENTAL REVENUES**

**Half-Cent Sales Tax Revenue**



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.

**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 robustly after the pandemic with FY23 showing the highest collection amount on record. The current year month-to-month comparisons, while still strong, are flattening, indicating that perhaps this revenue source has peaked. However, the amount anticipated in FY26 is expected to be very close to what was budgeted and FY27 is expected to be fairly consistent. The state will release their estimate in the late summer and staff may make adjustments to this projection at that time. Over the long-term, this revenue

source has an annualized growth rate of just over 2%.

**State Revenue Sharing**

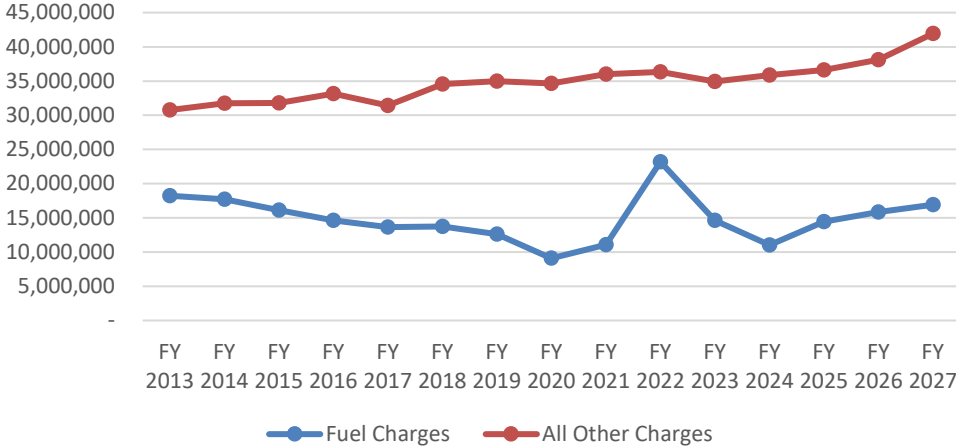
State Revenue Sharing is estimated by the state each year and for budget planning purposes, it is expected to track closely with the half-cent sales tax. It is comprised primarily of two revenue sources, the 8th Cent Motor Fuel Tax and Sales Tax and, to a much lesser extent, the State alternative

fuel user decal fee collections. Past revenue growth rates have been steadily healthy and is expecting further increases in FY27. The long-term outlook is for moderate growth to be in-line with the last ten years of history at around 3 - 5% per year.

### CHARGES FOR SERVICES

Charges for services represent revenues generated from city provided services such as utility bill payments, stormwater fees, garbage, recreational programs, etc. The largest portion of charges comes from the billing of customers for water and electric service and typically represents over 80% of all charges for services revenue annually.

Fuel & Non-Fuel Charges for Services



### Electric Utility Charges for Services

The city has a power portfolio that buys power from a number of sources including, solar, and traditional natural gas and other fuels. About 85% of total power supply comes from natural gas and the last year has seen some modest increases in the price of this fuel source. In Winter Park, the Electric Utility does not profit from the rising price of fuel and instead treats fuel cost 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. Fuel-related charges for services can be seen spiking when global incidents such as the invasion of Ukraine, raised natural gas prices. Non-fuel charges have remained largely flat over time but have been rising in recent years as the utility has been raising the margin portion of electric rates to keep pace with rising costs of capital construction.

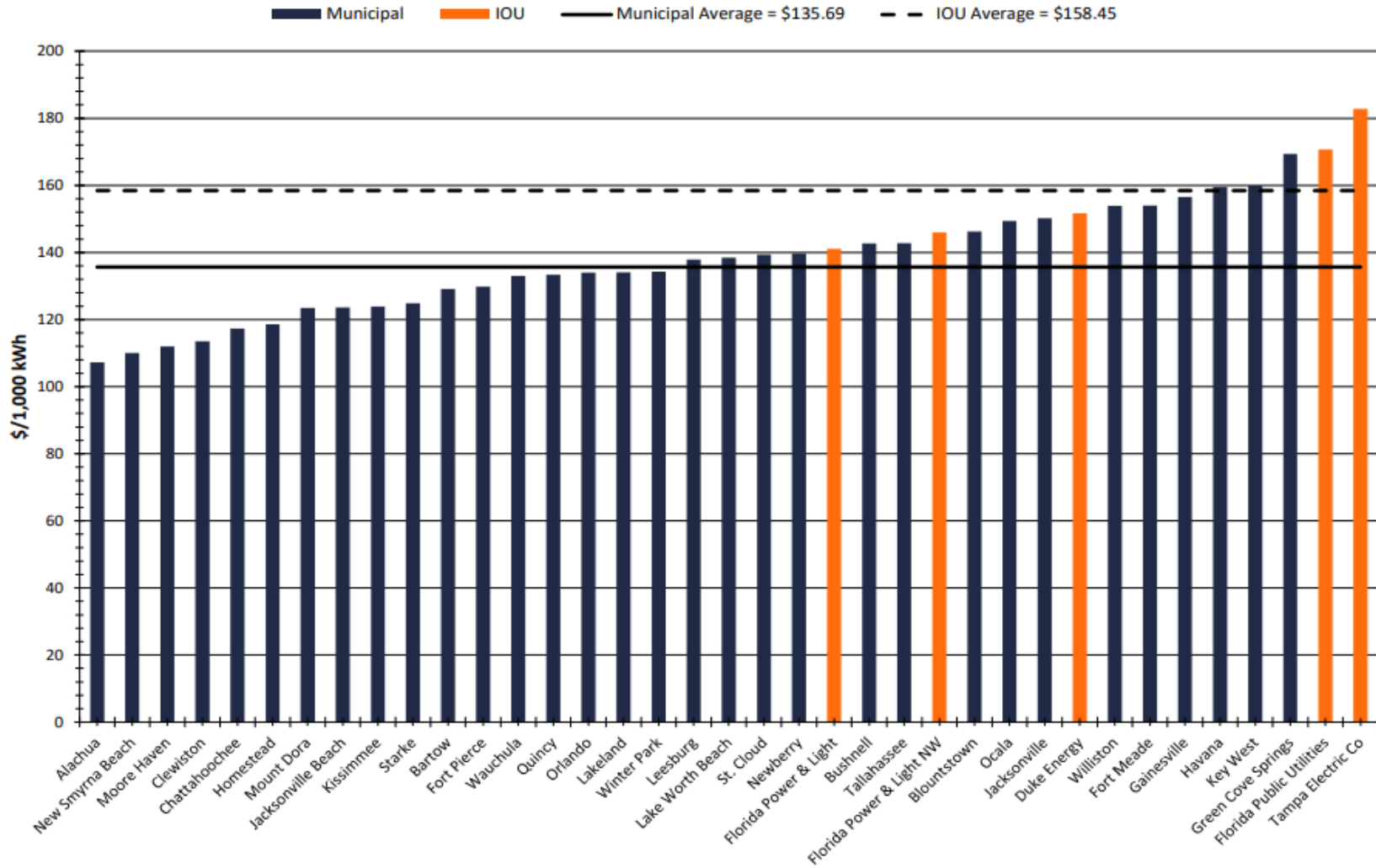
Overall consumption of electricity has been fairly consistent. The budget for FY26 utilizes an estimate of 443 MkwH in total sales which is a notable increase from last year's budget estimate of 430 MkwH. However this higher estimated is more in-line with recent experience showing that budget estimates have been too conservative.

Long lead times for critical components of the utility system have improved but inflation is still expected to remain a problem in the new budget year. Much of the materials the utility buys are directly impacted by the tariff discussions and staff is expecting costs to stay elevated. Previously it was extremely difficult to get electric meters, most notably, meters capable of handling net-metering, required for residential solar installs, but that has now corrected and the proposed budget includes continued investment in meters as well as in substation and transformer investment. The city's substations located and Canton and at Interlachen essentially each power half of the city. The aging transformer stock and infrastructure is stable but over 20 years old and plans need to be made for replacement. The utility owns 5 major transformers at the electric substations and each will cost

over \$2.5 million apiece and have a three-year lead time. Orders for this kind of critical infrastructure have to be placed now to lock in current pricing and it is expected that the utility will need to continually set aside an ever-increasing amount of funding for substation capital replacement and maintenance.

Revenue outlook for the utility will always depend upon 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 crimping margins and reducing the ability of the utility to expand its capital capacity, especially as the utility has only just started to make small increases to its margin rates. Over the last few years, the industry and world has seen significant inflationary pressures, not seen since 40 years ago, and the utility needs to make annual rate adjustments to adequately provide for the safe and reliable provision of power to its customers. The utility is also in the twilight of its purchased power agreements with FMPA and OUC and the tail end of those agreements called for some increases in pricing. Now in FY27, the continued increase in the cost of non-fuel power and the need to continue investing in capital infrastructure outside of the undergrounding programing, is necessitating an increase to the non-fuel or margin portion of the rate structure by 7.7%. If fuel rates were to remain flat, this would only equate to about a 5% increase to the average customer's bill. Like last year, fuel rates are also likely to be revised downward in September which will mitigate the impact of these higher margin rates. It is possible that most customers will not see a change in their total bill. If the higher inflation environment persists it should be expected that these regular small increases to rates will continue so as to avoid dramatic shifts that could be a significant burden on our customers. It is actually surprising that the utility has not had to raise its non-fuel rates more frequently over the years and is a testament to the extremely good power agreements and low-cost operation of the utility. For now, the electric undergrounding program should remain on schedule however renegotiation of the power supply contracts over the next few years will be crucial to maintaining competitive rates in the state. This issue of capital capacity erosion is also not just an issue unique to the electric utility, the ability to continue to invest in capital is an issue in all the major funds and largely has to be combatted by raising rates to match cost pressures. Currently, the utility is just below the state municipal average and about 13% below Duke Energy. In effect, Winter Park's rate adjustment still keeps the utility competitive with other municipalities in the state while investing in undergrounding and crucial capital infrastructure, something that other municipal utilities are not necessarily doing. Below is a comparison of rates for a 1,000 kWh residential consumer over the last year ending in May.

### 1,000 kWh Residential Bill Comparison: May 2026 Municipals & IOUs, Lowest to Highest



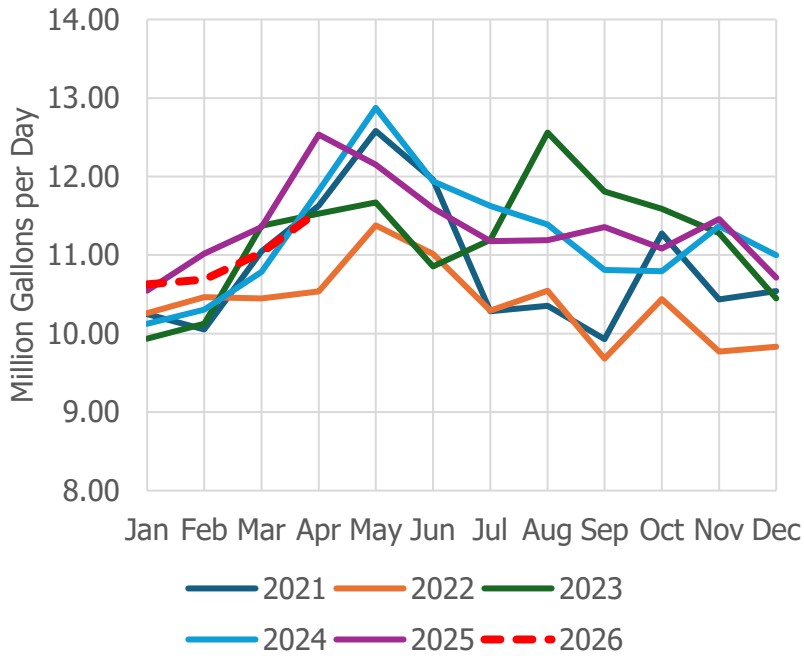
### Water & Sewer Charges for Services

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. For FY27 the PSC will inflate rates by just 2.46%. This is far too small to keep pace with material or labor inflation. To maintain the existing CIP plan, staff is proposing an additional 2% increase to rates, making the overall change 4.46%. This will boost revenues at a level that can sustain current capital transfers and reinvestment in infrastructure which are typically in the \$3 - \$3.5 million range. Overall, these primary revenue sources are expected to rise by 3% due to the rate increase and slightly lower expected sales of water. Typically, revenue growth is difficult to manage in an industry where conservation, greater efficiency standards in building construction, variances in weather, and limited growth in the consumer base can cause downward pressures. 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 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget
<b>Sewer Revenue - Inside</b>	8,429,645	8,598,207	9,053,492	9,583,949
<b>Sewer Revenue - Outside</b>	8,650,246	8,842,936	9,274,235	9,442,174
<b>Water Revenue - Inside</b>	12,406,569	12,794,672	13,802,485	13,695,188
<b>Water Revenue - Outside</b>	7,246,048	7,420,188	7,709,395	7,984,116
<b>Other Charges for Services</b>	1,170,636	1,628,527.84	1,478,066.00	1,827,582.00
<b>Totals</b>	37,903,144	39,284,532	41,317,673	42,533,009
<b>Ch. Prior Yr.</b>	11.4%	3.6%	5.2%	2.9%

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

Water Production Flows - 5 Year History  
Average Monthly Daily Flow (Million  
Gallons per Day)



margins are increasingly under pressure, the expense of capital projects and the open-ended exposure to regional wastewater treatment facility contributions and FDOT transportation projects, make capital cost escalations a real risk.

Water flows have largely maintained a higher trend in the last few years and are heavily correlated to weather. The wetter or cooler the climate, the less water is used and revenues drop. Flows in FY26 are looking weaker to the demand in 2025 and the budget is based on the assumption that this trend will continue.

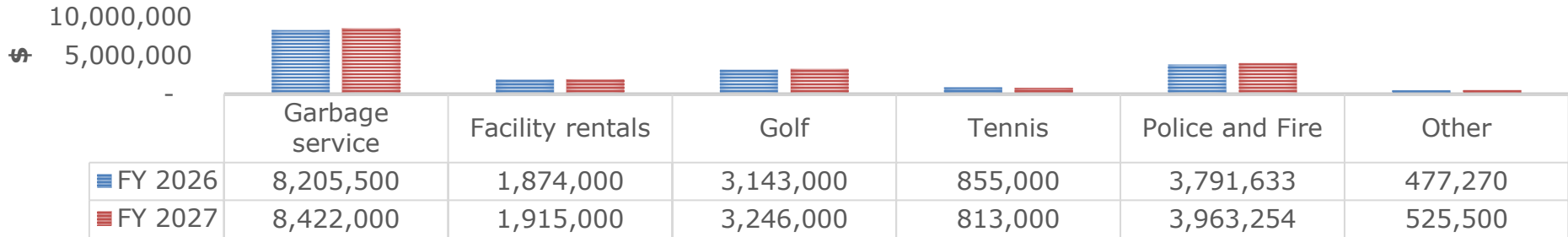
### General Fund Charges for Services

General Fund charges for services are estimated to increase 3%. Past year major increases to this category have been driven by the solid waste contract with Waste Pro and taking over dispatch services for the City of Maitland. However, in FY27 there are no significant increases to rates planned, though this may change if property tax revenue is impacted through the November ballot initiative. All departments are being asked to look at cost cutting and revenue raising options within their spheres of influence so that this can be discussed throughout the budget season.

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.

## FY 26 - FY 27 COMPARISON OF GENERAL FUND CHARGES FOR SERVICES



### 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 is now assessed at a rate per square foot as part of the annual property tax bill under non-ad valorem assessments. Previously the city had charged stormwater fees as part of the monthly utility bill, however this was inequitable as any vacant home or business tenancy would not pay for their respective share of impervious coverage because when there is no electric or water customer, there is no bill that is sent out. Now, the city provides an assessment roll to the Orange County Property Appraiser in July so that the proposed assessment can be part of the TRIM noticing that goes out to all property owners in August of each year.

In June of 2024, the City Commission approved staff’s recommendation that the stormwater utility increase this assessment rate of 6 cents by one penny a year for three years. This coming budget year will see the implementation of that final penny increase, bringing the total fee per square foot of impervious coverage to 9 cents. This adds an additional \$700k annually that will allow the utility to tackle projects of larger scale that have been identified in the Stormwater Basin Study plans. Funding for capital used to be at \$700k annually but will rise to \$2.5 million in FY27 and beyond. The utility is seeing price inflation both on the operational side with chemicals for the treatment of lakes, contracted labor, cement and asphalt for repairs, and the overall rising cost of labor continuing to put pressure on what has always been the city’s most fiscally constrained fund. Organic growth of revenues has always been very low (1% +) as Winter Park is largely a built-out city with little opportunity to add new impervious coverage. The utility will want to consider an annual index or small increase to keep pace with inflation.

In 2025, the City of Orlando announced a doubling of their fee over the next few years. Winter Park and Orlando have always had a similar fee and with their approved change, their rate in FY27 will be 12 cents per square foot. Like Winter Park, Orlando has recognized that the capital cost of improvements, the need to replace aging infrastructure, and the demands of weather on the stormwater systems is necessitating a higher price to property owners.

The full slate of projects that will be supported by the stormwater fee are highlighted in the CIP section of this document.

## INVESTMENT EARNINGS

Other Revenue consists primarily of investment earnings from the city's investment portfolio.

Investment 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 very conservative 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 is 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 relevant 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 from 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 3% 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 increase this year due to the proposed change in rates in the electric and water utilities. 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. 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, and increases will likely only come from rate increases.

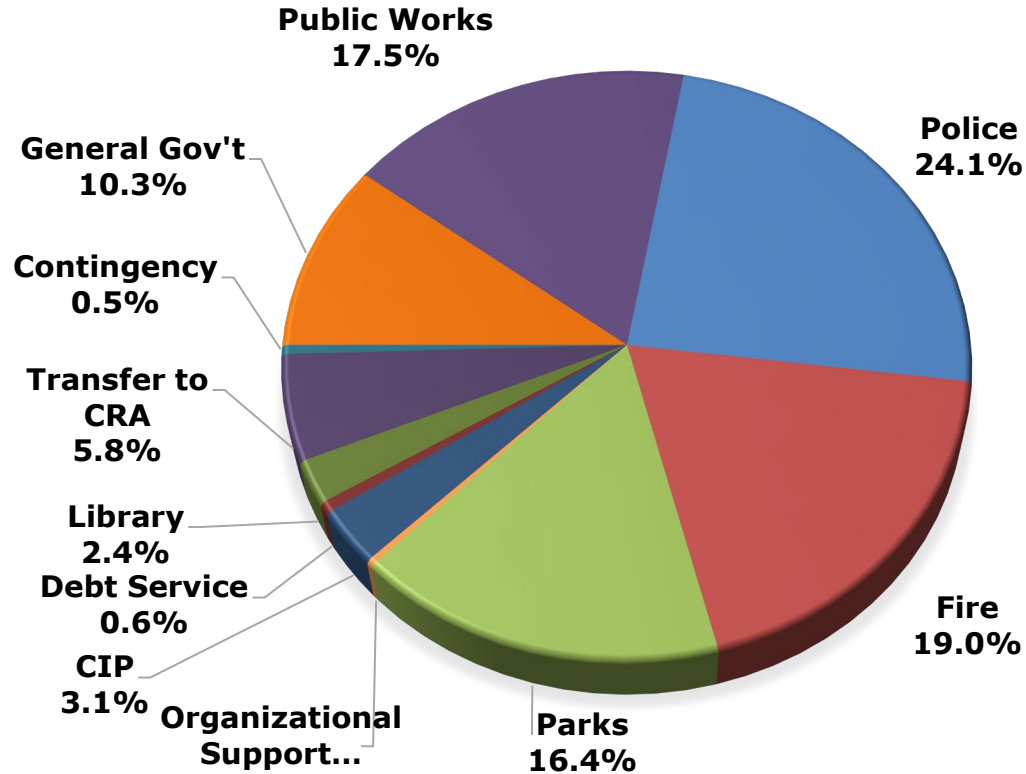
## **REVENUE SUMMARY**

Overall, revenues are forecasted to grow fairly 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 maintain investment in infrastructure and mitigate the cost of inflation. In the General Fund, property tax revenue is carrying the burden of supporting city services as most of the other sources are largely flat. Utility taxes and Transfers are growing due to the rate increases proposed in the utilities. Investment revenue will be meaningful again and contribute well across all funds as interest income derived from reinvesting at higher rates will benefit the city. The CRA will grow in accordance with property tax values and its overall health will depend upon commercial development in the district and the overall health of the real estate market. The Electric Fund is only able to maintain its level of undergrounding and capital investment through a rate increase. As discussed, this is the second increase to the margin side of rates since 2019, as changes in fuel cost rates are simply a pass-through in the utility. Water & Wastewater Fund will benefit from revenue growth equal to inflation due to the planned rate increase from the PSC index plus a small premium, which is offsetting a modest decline in sales of water. The Stormwater Utility's revenue outlook will improve significantly due to the planned annual increases in rates by a final penny per square foot of impervious coverage, creating a capital funding pool that will better be able to complete projects of scale and keep up with maintenance and improvements to the system.

## Expenditures

As shown in the chart, a significant portion 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 2026



Increases to expenditures in the General Fund are largely being driven by Public Safety wage and benefit costs. Most notably the \$1.2 million increase in public safety pension contribution costs, as well as truing up to the full cost of the fire union contract in addition to regular increases to wages (\$1.7 million). The Public Works budget is increasing primarily due to the increased focus on road resurfacing improvements. Most other operating units of the General Fund will be relatively flat as departments were asked to look for opportunities to slow cost growth. These include the use of contracted services, reducing new equipment purchases, and making small reductions throughout budgets. Transfers will increase modestly primarily due to the payment obligation to the CRA trust fund, and contingency will be up slightly to keep pace with the budget policy of allocating half of one-percent of revenues to contingency.

Program	FY 26	FY 27	\$ Change	% Change
General Government	8,778,090	8,991,790	213,700	2.43%
Financial Services	1,354,499	1,357,635	3,136	0.23%
Planning, Building & Code	3,752,901	3,740,801	(12,100)	-0.32%
Public Works	16,649,643	17,650,391	1,000,748	6.01%
Police	21,874,236	23,284,496	1,410,260	6.45%
Fire	17,161,406	18,844,108	1,682,702	9.81%
Parks & Recreation	14,801,574	14,872,198	70,624	0.48%
Organizational Support	2,109,744	2,173,036	63,292	3.00%
Transfers	8,734,707	9,208,200	473,493	5.42%
Reimbursements	(5,527,821)	(5,579,590)	(51,769)	0.94%
Non-Departmental	(400,000)	(450,000)	(50,000)	12.50%
Contingency	447,138	500,000	52,862	11.82%
<b>Totals</b>	<b>89,736,117</b>	<b>94,593,065</b>	<b>4,856,948</b>	<b>5.41%</b>

### PERSONAL SERVICES

City-wide salaries and benefits are expected to increase by \$4.6 million or about 6.4%. Regular wages includes the city’s planned 2% cost-of-living adjustment effective October 1<sup>st</sup>, and a 2% potential merit increase on an employee’s hire anniversary. However, the preponderance of cost increases is due to the fire union contract which was finalized after FY26 already began. This called for a 12% increase in pay and a 2% COLA and 4% merit increase and these costs are now fully factored into the FY27 budget. Of the \$2.45 million in new regular wages cost, \$1.1 million, or about half, is due to wages in the Fire Department. While regular wages are growing by 5.5% overall, excluding public safety, wages would increase just 3.8%.

City-Wide Wages & Benefits (\$1,000's)	2024 Actuals	2025 Actuals	2026 Budget	2027 Budget	\$ Change	% Change
<b>Wages</b>	<b>43,540</b>	<b>47,290</b>	<b>50,830</b>	<b>53,264</b>	<b>2,435</b>	<b>4.8%</b>
<b>Regular Wages</b>	37,910	41,720	44,786	47,243	2,457	5.5%
<b>Part Time Wages</b>	1,620	1,775	1,869	2,066	197	10.6%
<b>Overtime Wages</b>	2,389	2,255	2,415	2,219	(196)	-8.1%

<b>Other Wages</b>	1,621	1,539	1,760	1,735	(25)	-1.4%
<b>Benefits</b>	<b>17,689</b>	<b>19,719</b>	<b>21,193</b>	<b>23,366</b>	<b>2,173</b>	<b>10.3%</b>
<b>Group Healthcare</b>	7,570	7,908	8,352	9,101	749	9.0%
<b>Pension &amp; Retirement</b>	5,681	6,763	7,460	8,692	1,232	16.5%
<b>Other Benefits</b>	4,437	5,048	5,381	5,573	192	3.6%
<b>Grand Total</b>	<b>61,229</b>	<b>67,009</b>	<b>72,023</b>	<b>76,630</b>	<b>4,608</b>	<b>6.4%</b>

Benefits will grow primarily due to increases in fire and police pension costs. This year’s contribution represents the largest annual increase and the \$1.2 million in new funding accounts for a quarter of all of the increase in wages and benefits city-wide. City staff is in discussions regarding having actuarial studies done to determine if there are any

adjustments to the plan that might make future contributions more sustainable.

Employee healthcare costs will rise and currently the city has 12-month rolling annual health claims of about \$9 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 modestly on an annual basis. Other Benefits covers, Social Security, Medicare, Unemployment, Workman’s Comp, Disability, Life insurance, and AD&D insurance. They generally rise in tandem with wage costs.

Full-time employee count will remain unchanged in the new fiscal year. Staff has asked that all departments put a hold on new employee requests as advancements in artificial intelligence as well as concerns about revenue impacts from additional homestead property tax exemptions, give solid reasons to wait. The Electric Utility, which does not receive property tax funding, will look to add a new engineer position to assist with compliance and processing of permitting approvals, and will also absorb a former metering position from the Water Utility to assist with managing locates and meters in the Electric Utility. The City Clerk’s office will permanently reduce headcount by one employee. This will put some more administrative burden on other departments to manage their own meetings and minutes for advisory board operations but is viewed as a minimal impact. The Police Department will keep a Community Services position vacant in FY27 to lower overall costs while they review their future needs and coverage.

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 except for internal service funds (the revenues that fund their operations are already reflected as costs in the funds below).

Fund	FY 2024 Actual	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	FY26-27 Change	
					\$	%
General Fund	29,378,323	30,333,413	32,868,318	33,532,329	664,011	2.0%

Stormwater Utility Fund	1,294,939	1,441,968	1,402,216	1,566,937	164,721	11.7%
CRA	1,333,454	1,909,745	2,108,334	2,040,659	(67,675)	-3.2%
Water & Sewer Fund	13,925,147	14,847,104	15,352,809	16,241,624	888,815	5.8%
Electric Services Fund	26,742,594	27,805,676	31,088,319	35,159,482	4,071,163	13.1%
<b>Totals</b>	<b>72,674,456</b>	<b>76,337,906</b>	<b>82,819,996</b>	<b>88,541,031</b>	<b>5,721,035</b>	<b>6.9%</b>

The General Fund is seeing minimal increase in operating cost growth as some increases are being offset by reductions elsewhere. Last year the Parks Department started the Parks Master Plan at a cost of \$200k, but now that is underway and contractual services spending will be reduced. In addition, the newly negotiated merchant credit card processing fees will save the Building Department over \$220k, though this is mitigated with \$120k in increased software costs. A minor reduction to tree planting and trimming will save an additional \$110k in the Parks Department. IT operating costs will increase by \$130k due to contractual services and software pricing. Public Works will see the largest operating cost increase as more funding is devoted to road resurfacing work (\$600k). Solid waste services costs tied to inflation clauses in the contract with Waste Pro will increase costs \$113k. An increase in the General Fund's share of the Equipment Replacement Fund contribution is also increasing operating costs. The city is setting aside just over \$3 million in FY27; however, Fleet estimates that with rising vehicle prices they may need closer to \$4 million. As this is too great an increase to absorb in any given year, staff is reviewing all equipment and performing cost analysis on when it may be more advantageous to lease versus own. This is especially relevant in construction services where a piece of equipment may be needed only a few times a year and paying to replace ageing equipment is no longer feasible. Lastly, the city's support for the library will increase by 3%, or \$63k.

The Stormwater Utility Fund operating costs will increase almost 12% with the majority due to expanding street sweeping services to 30 cycles a year.

The Community Redevelopment Agency operating expenses will decrease slightly but the CRA budget will maintain spending for affordable housing initiatives at \$200k per year. To date the city has completed over 210 rehabilitation projects for single-family homeowners. Lastly the CRA will continue to provide funding support to the Police Department to expand patrols and the presence of officers in the downtown area, and will increase support to Library programming to enable services to be offered to the community on Sundays.

Water and Wastewater Fund will see costs increases as the utility is increasing funding reserved for general engineering studies as well as cost increases in software.

Operating costs in the Electric Services Fund will increase primarily due to the higher cost of bulk power (11% increase, or \$2.3 million). Transmission wheeling costs will also increase 23% (\$1 million), 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. 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% 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:

\$65,000 Truck for tree-watering and maintenance duties.

\$8,000 Infrared asphalt heater for streets team.

\$3,000 Powermoon 360-degree LED light to provide proper lighting during early morning/late night paving operations.

### Stormwater Fund:

\$58,000 Mini airboat for herbicide application in lakes and creeks.

\$30,000 Uniform buoy markers "no wake", "slow speed", "no motor zone" for majority of the lakes.

\$14,500 Radios that allow for communication above and underground. These radios also serve as ear protection from loud equipment.

### Water and Sewer Fund:

\$40,000 Water flow heater for lateral lining equipment.

\$15,000 24-inch reamer for horizontal directional drilling of large pipe projects.

\$10,000 Lateral camera for locating sewer gravity laterals during horizontal drilling operations.

\$6,000 Portable generator for pipe fusing equipment, area lights, and other site power needs as needed.

\$6,000 Ring saw for cutting through manholes and rehabilitation projects.

### Electric Services Fund:

\$250,000 Bucket truck for crews to safely access overhead power lines, perform maintenance, and respond to service outages.

\$25,000 Testing of smart light feature on existing lights to evaluate operational benefits, energy efficiency, and remote monitoring capabilities.

\$20,000 Equipment shed to protect utility tools, materials, and equipment from weather exposure.

\$18,000 Mini excavator to support underground maintenance, service installations, and other field operations requiring excavation in confined areas.

\$5,000 OMS Field Equipment to support the Electric Utility's outage management system, helping crews respond to outages more efficiently and reliably.

### Fleet Maintenance and Equipment Replacement Fund:

\$3.1 million Equipment Replacement Fund: Capital replacement of vehicles and equipment, at the end of their useful life. The table below outlines the potential replacements however the cost exceeds available funding in FY27 and some of these items will be deferred. It is estimated that the city needs to increase its annual reserve for vehicle replacement to over \$4 million within about 2 years. To hit that target with current annual funding at \$3.1 million will require significant annual adjustments and will put pressure on future budget years. 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. Any unspent funds are added to the replacement reserve so that future year's spending can be smoothed. One major complication that may affect the future of the replacement fund is the recent concern over the salvage value of used, fully electric vehicles. Unlike a conventional gas-powered vehicle, the battery in electric vehicles degrades over time and is a significant replacement cost at the end of its useful life. This may drop the desirability of anyone purchasing the vehicle and these devaluation concerns may become reflected in the resale market for EVs and may require the city to adjust its fleet salvage value as more data becomes available. Below is a list of the items slated for potential replacement and the corresponding cost.

Year	Make	Model	Cost
2016	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2017	Ford	INTERCEPTOR SUV	80,000
2017	Ford	INTERCEPTOR SUV	80,000
2017	Ford	INTERCEPTOR	80,000
2017	Ford	INTERCEPTOR	80,000
2017	Ford	INTERCEPTOR	80,000
2017	Ford	INTERCEPTOR	80,000
2017	Ford	INTERCEPTOR	80,000
2017	Pierce	Quantum	1,120,000
2017	Ford	F 550	600,000

<b>2007</b>	Ford	F 550	110,000
<b>2007</b>	John Deere	410J	250,000
<b>2007</b>	Caterpillar	262C	80,000
<b>2013</b>	Ford	F-250	70,000
<b>2007</b>	Toro	GRENMASTR 3150	70,000
<b>2016</b>	Ford	TRANSIT CONNECT	45,000
<b>2016</b>	Ford	TRANSIT CONNECT	45,000
<b>2011</b>	Chevrolet	2500HD	100,000
<b>2014</b>	Toro	5510	70,000
<b>2017</b>	Cushman	Hauler Pro 72	25,000
<b>2012</b>	Toro	5510	70,000
<b>2016</b>	Toro	WORKMAN GTX	22,000
<b>2016</b>	Toro	WORKMAN GTX	22,000
<b>2017</b>	Toro	3100-D	70,000

## CAPITAL PROJECTS

Capital Projects total approximately \$33 million for the FY27 budget. Project details are in the Capital Improvement Plan (CIP) portion of this document. Below is a list of major projects that are funded in the proposed budget.

### General capital projects funded include:

\$1,951,617 for pavement resurfacing, bikepath, curbing, and brick road repairs.

\$895,000 for facility improvements including roof replacement, AC replacement, flooring, and painting as well PD gun range upgrades and upgrades to elevators at the Public Safety building.

\$550,000 on improvements to the City's golf courses, including replacement of the irrigation at Winter Park Pines back 9.

\$450,000 for information technology infrastructure upgrades including cybersecurity, system upgrades, and implementation of an SIEM tool.

\$300,000 towards the Fire Safety Equipment Fund. Funds will be allocated each year and go towards the purchase of necessary life safety and training equipment.

\$250,000 for planned pedestrian and traffic signal upgrades.

\$200,000 towards Police Equipment Fund. Funds will be allocated each year and go towards the purchase of major, necessary equipment. In FY27, funding will go towards protective gear, communications technology, and other mission-critical tools.

\$100,000 for planned replacement of bicycle and pedestrian improvements.

\$150,000 for Community Center improvements including resurfacing the pool.

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

\$50,000 for general parks maintenance including capital repairs, building, grounds, and equipment replacement as needed.

**CRA capital project funded include:**

\$3,500,000 for the Park Avenue Refresh.

\$2,450,000 million for Canton Ave stormwater drainage improvements.

\$1,000,000 for West Fairbanks stormwater improvements.

\$1,000,000 for 17-92 & Fairbanks intersection improvements.

\$400,000 CRA Infrastructure and small-scale improvements.

**Stormwater capital projects funded include:**

\$1,000,000 for repair and rehabilitation of storm sewer under Bennet Ave.

\$500,000 for construction of new inlets and piping at Palmer Ave. & Old England.

\$265,000 for nutrient reduction improvements in the City's Chain of Lakes.

\$200,000 for general drainage improvements.

\$200,000 for flood storage improvements at Sherbrooke Road and Cady Way ditch.

\$100,000 for seawall cap refurbishment at chain of lakes canal.

\$50,000 for curb implementation and repair.

\$30,000 Howell Branch Preserve improvements.

\$30,000 for sediment removal & dredging in the City's lakes, ponds, and canals.

\$25,000 for Mead Garden invasive mitigation.

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

\$1,315,000 for Lift Station repair and replacements.

\$1,075,000 to replace sub-standard water mains.

\$992,000 for rehabilitation of defective sewer mains.

\$500,000 for Winter Park's share of capital improvements at the shared Ironbridge wastewater treatment facility in Orlando.

\$450,000 for capital improvements at Winter Park Estates wastewater plant.

\$300,000 for Winter Park's share of capital improvements at the shared CONSERV II wastewater treatment facility for Orange County.

\$75,000 for upgrading water meter systems.

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

\$9,660,000 for undergrounding electric utility lines. This is an expansion of funding to accommodate inflationary pressures.

\$1,323,000 for annual routine capital improvements to the distribution system.

\$833,000 towards substation transformer replacement. This will require an additional \$3.5 million in subsequent fiscal years.

\$575,00 for electrical meter replacement. An estimated \$2.4 million will be required in subsequent fiscal years to complete the project.

\$400,000 for substation upgrades.

\$150,000 for installation, replacement, and enhancement of decorative streetlighting throughout the City.

**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 2026 debt service payment totaling approximately \$1.95 million or just under a 1/5 mill at 0.1934.

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 will total \$516k. This annual payment is mostly offset by revenues from course operation.

Debt service for the Community Redevelopment Agency (CRA) has now been entirely paid off and the CRA is debt-free.

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. This will be fully paid off in FY28.

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 \$4.6 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 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 \$475k. 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.

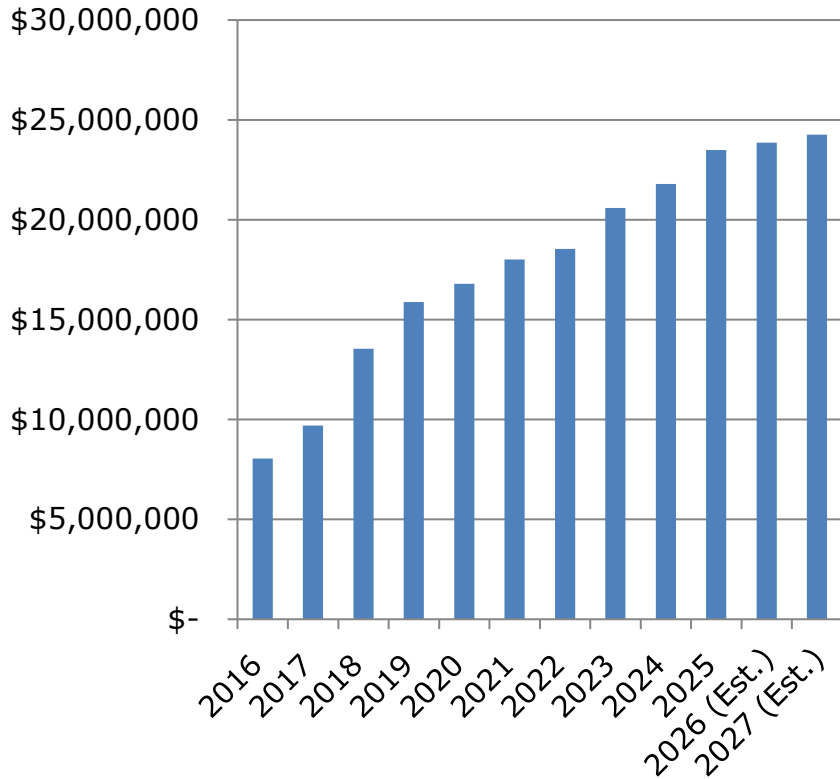
It should be noted that staff has proposed revisions to policy for organizational support, and this has been tabled pending concerns about budget availability and now property tax reform. Pending further clarity on funding support for outside organizations, staff is recommending inflationary adjustments of 3% for existing support recipients. It should be noted that CRA support for non-profit organizations has often been a target of legislation at the state level. While no legislation was supported this year, it is something that could change in the future and limit, or eliminate, the CRA's ability to provide grants. It is also staff's intention to bring forward the issue of funding non-profits as an area for potential reduction should the city see reduced revenues through tax reform.

<b>City Funded Org Support</b>			
<b>Recipient</b>	<b>2026 Budget</b>	<b>2027 Budget</b>	<b>\$ Ch.</b>
<b>Mead Botanical Gardens</b>	102,000	105,000	3,000
<b>Winter Park Historical Association</b>	97,000	99,900	2,900
<b>Winter Park Day Nursery</b>	42,500	43,800	1,300
<b>United Arts</b>	20,000	20,000	-
<b>Blue Bamboo</b>	12,500	12,900	400
<b>Polasek Museum</b>	28,000	28,900	900
<b>Winter Park Library</b>	2,109,744	2,173,036	63,292
<b>Unallocated</b>	140,259	176,515	36,256
<b>Total</b>	<b>2,552,003</b>	<b>2,660,051</b>	<b>108,048</b>

Support for the following organizations was included in the Community Redevelopment Agency’s budget as these organizations support activities benefiting functions located in the Community Redevelopment Area. Support has been largely updated modestly for inflation with the support to the Winter Park Library being the large share of increased organizational support in the CRA.

<b>CRA Funded Org Support</b>			
<b>Recipient</b>	<b>2026 Budget</b>	<b>2027 Budget</b>	<b>\$ Ch.</b>
<b>Enzian Theater</b>	10,000	14,000	4,000
<b>Heritage Center</b>	50,000	51,500	1,500
<b>Welbourne Day Nursery</b>	43,000	44,300	1,300
<b>Winter Park Playhouse</b>	49,300	50,800	1,500
<b>Winter Park Library</b>	387,000	398,610	11,610
<b>Total</b>	<b>539,300</b>	<b>559,210</b>	<b>19,910</b>

### Unassigned General Fund Balance



### CONTINGENCY

Budget policy calls for one-half of 1% of gross revenues, or approximately \$500k, to be set aside as contingency. The city has a state goal of having unencumbered reserves of 30% of non-reoccurring annual operating expenses. That goal was achieved in FY20 and has largely been maintained at the 29% level. However, without ever-increasing contributions each year, the budget policy will not maintain the same percent of reserves as 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 27.5% in FY26 as little funding is expected to be added to contingency in the current year. The proposed budget for FY27 includes a contingency that meets the policy requirement, however at \$500k, the reserves percentage will slip to about 26.5% despite the fact that the cash balance will increase to just over \$24 million. Only nine years ago, reserves stood at \$8 million, a significant improvement given the pandemic and inflationary periods over the last few years.

Reserves in the General Fund are put in place for emergency response needs such as a significant weather event, strategic opportunities that may arise, and as 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. The City Commission also has the full ability to utilize reserves or budgeted contingency for any purpose as it arises.

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

## Strategic Planning, Community Survey, & Property Tax Reform

Winter Park develops departmental strategic plans that are specific to their respective areas of responsibility and operations. Many of its major operating departments such as the Water & Wastewater Utility, Electric Utility, and Police and Fire Departments each have their own plans that are posted on their respective department websites. Other operating units, like Parks & Recreation, have their Parks Master Plan, or Public Works with their Transportation Master Plan, or the Community Redevelopment Agency with their CRA Plans and amendments. These documents are then used to coordinate and influence how each department creates their budget, establishes priorities, and contributes insights in developing the community survey. Links to all these plans can be found below.

### Department Strategic Plans<sup>1</sup>

[Public Works Transportation Master Plan](#)

[Fire Department Strategic Plan](#)

[Community Redevelopment Agency Plans](#)

[Electric Utility Strategic Plan](#)

[Parks & Recreation Plans](#)

[Water & Wastewater Strategic Plan](#)

[Police Department Strategic Plan](#)

### Community Survey Results

In February, residents were asked to share their thoughts through a community survey. Winter Park's ratings are extremely high in comparison to other cities. Residents are generally very satisfied with Winter Park and 73% agree the city is heading in the right direction. Like all cities there is always room for improvement with some particular areas being more attention to road quality and traffic as well as redevelopment of gateway corridors. A total of 819 residents responded (with a  $\pm 3.43\%$  margin of error). Results can be accessed at [cityofwinterpark.org/residentsurvey](http://cityofwinterpark.org/residentsurvey).

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<sup>1</sup> Links to plans may be altered as documents are updated. If the above links are no longer working, please navigate to each respective Department homepage from the city's website at [www.cityofwinterpark.org](http://www.cityofwinterpark.org).

After receiving feedback from the community, in April, the City Commission held a Strategic Priority Work Session to review the results and start shaping the direction for this year's budget. During the work session, the survey feedback helped guide the Commission's discussion, and five main priorities rose to the top:

1. Parking
2. Roads & traffic
3. Communication
4. Maintaining facilities & amenities
5. Pedestrian safety & micromobility

City staff and the Commission are committed to work these priorities into the upcoming budget and future capital improvement plans. This year the proposed CRA CIP and Ten-Year Proforma includes additional funding for parking and roadway improvements, as well as in the operating funding for road improvement in Public Works.

## 5 & 25-Year Strategic Capital Plan

The city has developed the 5/25 Year Strategic Capital Plan to help categorize all the major projects and investments desired over the next 25 years and their respective funding source. This is really an expansion of the typical 5 Year CIP and is a step even beyond the 10 Year Pro-Formas. This plan is a relatively informal document that is updated periodically by staff and the City Commission and helps lay out the future feasibility of projects. In addition to outlining all possible capital projects over 25 years, the plan also now includes the beginnings of a strategic plan framework. The city has largely used the general objectives outlined in the framework to categorize initiatives and projects as they come to the City Commission, however this has not been formally adopted. These strategic objectives are now part of the 5/25 Year Plan now posted on the website. It is anticipated that these documents could be used as the basis for a formal strategic plan to be completed in the next couple years.

[Link to 5/25 Year Strategic Capital Plan & Draft Strategic Action Roadmap](#)

## Preparing for Property Tax Reform

The State of Florida recently passed a proposal that will appear on the ballot in November 2026 that would raise the homestead exemption from \$50k to \$250k over two years. Additionally, it proposes a cap on non-homestead valuation growth at 5%, where the historical rate of growth on an annual basis has been closer to 7%. This will greatly impact the city's largest and most stable revenue source, with over 44% of revenues in the General Fund coming from valuations of property, any changes that impact the tax base will also impact service delivery. The combination of these two changes is expected to reduce overall revenue expectations from property taxes by around \$76 million over ten years, based on pro-forma modeling.

Staff is preparing for this early by performing an exercise that will be required annually during each budget process. Starting in FY28, another recently passed state law requires all governments to provide a 90% budget along with their proposed budget. The concept behind this is that local

governments will be looking for areas they can cut back each year and provide this to the citizens in a transparent manner. This exercise will highlight that revenue growth is outpaced by wages and inflation with the cumulative effect of this exercise over many years making viable budgets increasingly difficult. As no allowance for the portions of the budget that generate revenue are considered, local governments will eventually be showing budgets that are simply not feasible should the reduction budget be adopted each successive year.

Regardless of the concerns about how implementation of this requirement will work, city staff has asked all departments to begin thinking about what their 90% budget might look like. What services could be curtailed or removed? Even though no credit is given for it, practically speaking, what new revenue opportunities for mitigating costs might be available? As we know this process will be difficult, staff wants to start the conversation early so that the City Commission and our residents and businesses can have an early and long look at how best to modify service delivery. While any one stakeholder might find an item in the budget they do not fully support, it is rare that everyone dislikes something. No matter what gets cut, someone will be impacted, it is the job of the city and our leadership to perform this in a transparent manner that clearly details the impact and rationale for the changes.

Some examples may include going to fully digital for all communications or going cash-less and charging convenience fees for all credit card transactions, reducing discounts for residents at facilities, and curtailing spending on events and for non-profit organizations. Other examples may include seasonal closures of facilities that have lower use during certain months, such as the pools, or cutting back on tree trimming and tree planting efforts. While nothing is set in stone, the major departments of the General Fund will devote the first half of the budget process to highlighting their ideas for cost savings and revenue enhancements. While the FY27 budget will not be impacted by property tax reform, it would be imprudent to not plan for it in advance. The city does not want to add services now that it will just have to cut later.

On July 8<sup>th</sup> the City Manager will present the proposed budget, and on that day and the following day on July 9<sup>th</sup>, Department Heads from Parks, Police, Fire, and Public Works will discuss their suggestions for potential budgets that meet the 90% threshold.

## 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 most common word to describe the future of the economy right now is again, Uncertain. Fiscal policy in the US is in flux as debates over future taxation, tariffs, and spending circulate at the Federal level. The global geopolitical environment remains highly uncertain, with ongoing conflicts in Eastern Europe and the Middle East continuing to create volatility in energy markets, supply chains, and overall economic conditions. While the direct impacts are difficult to quantify, prolonged international instability has the potential to influence inflation, interest rates, and consumer confidence, all of which are considered when developing long-term financial projections. The strength of the residential real estate market, long the bulwark of the local economy, is now showing signs of weakening. Sellers of homes continue to outnumber buyers, and this portends a slowing in price appreciation and perhaps could lead to declines. Federal support for local projects through grants and earmarks is likely to decline as purported fiscal

austerity becomes popular again. Sales tax, while still strong, has been in a weakening trend in the last couple years, and while building permit revenue has been near historical highs, there are no major new projects in the pipeline that will expand the city's tax base in the near future, and revenues received through building permits and fees can only be used for enforcement of the Florida Building Code, and not general uses.

As the city is in uncertain times, 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 the US will see an economic slowdown in the near-term but avoid a significant recession. Added to this is the belief that the 2% interest rate level of the past is now gone and the new normal for inflation is likely to hover around 3%. This means that the city will experience slowing growth with higher-than-normal inflation. If the economy slows down, this means that revenue sources that are immediately economically sensitive, such as sales taxes and permitting fees, are likely to weaken, followed by a slowdown in property tax revenue in the following years. Local governments do have the advantage that the negative financial effects of a slow-down do not impact them immediately. This means that at the first signs of any significant downturn, government should be prepared for impacts about 12 to 18 months out, and to also anticipate any subsequent improvement will also be similarly delayed during a recovery. These assumptions are all educated guesses and certainly open to other interpretations. 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 an annualized rate of 4% in FY27, and 4% in FY28, before falling to a long-term rate of increase of 3.5%. This matches with the expectation that a period of higher inflation will still affect wages and benefits over the next two years, but that this wage pressure is cooling from the more recent highs. If employee count changes drastically either through adding new services or outsourcing existing ones, this would no longer be a fair assumption. It should also be noted that this pro-forma does not evaluate continued competition for public safety personnel through more aggressive annual pay increases. While it is likely that increasing concern over revenue outlook across Florida due to property tax reform will cause a cooling effect on public safety spending, these decisions are typically evaluated annually and may be updated in future pro-formas.

**Healthcare:** Representing what the city pays for health plan costs for employees, this is expected to grow at 5% before settling to a longer-term rate of 6% annually. This is a reduction from previous years as the city has been able to largely manage the cost control of employee health benefits through the self-funding insurance plan.

**Fuel:** Fuel prices are impossible to predict, especially given the geopolitical situation in the Middle East. For now it is just assumed that they will increase moderately with long term inflation rates, but even if this is inaccurate, they represent only a small portion of total city spending and will not have significant impact on the budget.

**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 future years by 10% annually to bring the city's annual funding reserve to over \$4 million by FY30. This is largely a recognition of just how much vehicle prices and replacement parts have appreciated. The city may have to consider reducing its fleet, or stretching replacement schedules if revenue growth slows.

**All Other Operating Expenses:** This is set at a long-term average of 3% but is assumed to be a little higher at 3.5% for FY28.

## General Fund Pro-forma:

Property tax revenue makes up over 44% of General Fund revenues and this pro-forma assumes one more year of decent growth (6.5%) before beginning a slowdown in this important revenue source. Property tax revenue typically lags the general economy by about 18 months. Therefore, if a slowdown occurs in FY27, it is possible for this revenue to still grow with the negative effects not being felt until FY29 and beyond. If the housing market softens then revenue growth rates will slow. The pro-forma attempts to incorporate this scenario by showing subdued growth in FY30 and FY31 (4%) before rising to a long-term rate of 5%. Over the last twenty years, the long-term average of property tax growth has been 7%.

**Property Tax Reform Scenario:** The pro-forma work this year also includes an alternate scenario that attempts to calculate the impact on the status-quo model of the proposed increase in the homestead exemption and slowing growth rate in the future due to the 5% cap on homestead properties. For purposes of this scenario, the pro-forma assumes a reduction in overall property tax revenue of \$2.7 million in FY28 and in FY29, to reflect the layering in of the exemptions at \$100k per homestead annually. Then it also includes a slow-down in the rate of growth for property tax revenue in the amount of 1% verses the status-quo version. This estimate is based on the cap of 5% on non-homestead property, lowering the traditional annual growth rate by 2% (from 7% to 5%). As non-homestead makes up about half of all property taxes, this will have about a 1% annual impact on growth rates.

The sales tax model uses the same gradual slowing trend rates of -2% and -3% experienced over the last couple years as the model for the

next two years. As one of the City's more economically sensitive revenues, these estimates recognize the potential for slower consumer spending in the near term while assuming a return to stable growth if economic conditions normalize.

Similarly, building permit fees are expected to decline over the next two years as there are no major projects in the city's planning timeline and higher borrowing costs have made redevelopment work in a city with high land costs, increasingly difficult. Over the longer term, this revenue will grow at about 2% annually. This revenue source is a bell weather for future property tax revenue growth. As this declines or stagnates, so too will property tax revenue. Winter Park's office property stock is particularly older than most and projects that would reposition or renovate these properties would bring in additional permit fees and raise the tax base without causing much impact on city resources as office is inexpensive to serve from a municipal standpoint.

Franchise fees and utility taxes 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 are now a much more meaningful part of the proforma as there is now value in holding onto cash reserves. The FY27 budget bases interest earnings at an average portfolio yield of 3%, however it is expected to grow to more than 4% 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 rates are likely to increase over the next couple years, formally reported investment revenue will include both the interest earnings and a decrease in valuation of the portfolio. This means that the city will be making more in interest income but it will not look like it because the value of those bonds will drop as rates rise. For purposes of the proforma, it is assumed that interest income will increase for a couple more years then flatten out.

Other revenue sources have been revised to inflate at 3% annually, which is all within the long-term 20-year experience for revenue growth in the General Fund. The millage rate assessed for property tax purposes is assumed to remain constant over the 10-year period. Communication Services Taxes are expected to grow slowly and then ebb and flow until they settle at their long-term average of 1.4%.

Solid waste costs associated with the city's franchise agreement with the company Waste Pro, will grow modestly at around 3%, which is tied to the inflation growth clauses in the current contract although future costs may be influenced by the City's upcoming solid waste procurement process.

Public Safety Pension costs are based on the most recently completed actuarial studies. This is typically one of the largest variables in the proforma each year as these estimates get significantly revised each year. For the current budget they will rise 24% and are expected to be flat in FY28. However, it should be noted that it is possible that these will be revised when the full impact of the fire union contract is factored into actuarial estimates.

IT software costs have been rising at a much higher rate than general operating costs, with costs rising over 10% in FY27. 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. The city is currently performing a

review of all its software agreements for areas of redundancy and to see if cost reductions are possible.

The 5-Year CIP is fully incorporated into the first four years of the model and then a longer-term average of just around \$3 million is inflated annually by 5% throughout the rest of the life of the model.

Overall, the General Fund currently enjoys one of the few AAA bond ratings from Fitch.

***General Fund Findings:***

General Funds universally struggle with issues of long-term revenue growth that can meet the diverse and expanding service needs of a city. The city has held its millage rate constant for 19 years, and thankfully the city's stable tax base, and good fiscal management has enabled the city to add many new services over time. However, with the new era of inflation, the idea that a city can expand its level of service every year while pursuing new capital projects, and adding new personnel, without touching the millage rate or making decisions to lower services in some areas to raise them in others, is over, and this pro-forma demonstrates that viewpoint. If nothing much new is added and there are no revenue surprises, the General Fund can only narrowly maintain the status quo over the next few years. Budgets will be tight and there will be limited surplus funding for any new activities, while the percentage of reserves will erode over time. This means that if this set of assumptions becomes reality, the city can row the boat but cannot add anything new without removing something else or increasing revenue.

Where this picture gets stark is under the scenario in which property tax reform passes the state-wide referendum vote of 60%, and the homestead exemption is expanded and the rate of growth on non-homestead property is capped at 5%. The first wave of impact to property taxes will hit in FY28 when every homestead gets an additional \$100k of exempt value, and that will be doubled in FY29. This equates

to about a \$2.7 million deduction to property taxes in each of those fiscal years. That, combined with slower growth rates, shows a very different picture with ever-increasing deficits in each fiscal year. Over ten years the model shows a cumulative deficit of \$74 million.

Now clearly the city will not allow deficits of this magnitude and decisions will have to be made to decrease the cost of government while also considering what other revenues could be adjusted. Staff intends to make this dialogue the main discussion point of the summer budget process with departments discussing the areas they would recommend decreasing if revenue growth was impacted. There may also be suggestions that are worth implementing regardless of any outcome and the exercise of reviewing what matters most, is a healthy one. However, there will be things that the city currently does, that add value for stakeholders in the city, that will likely be trimmed back or go away with future budgets.

**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. The model is very sensitive to changes in this estimated growth rate, and for the purposes of forecasting, it has been set at 4% annually, which matches recent experience.

Growth in water and sewer revenue is based on the PSC index rate increase of 2.46% plus a 2% premium for FY27. The PSC annually estimates a rate that a utility would have to increase their rates to keep pace with inflation pressures from the prior year. However, the 2.46% rate is far below the rate of inflation and insufficient to maintain services and the planned capital improvement schedule. As PSC rates have recently been below the rate of inflation, staff has discussed the

practice of routinely adding an additional small increase to the adjustment each year to maintain the capital program. To demonstrate the potential need for a premium increase to rates, the pro-forma does not assume any additional extra rate increase and just utilizes the recent PSC increase of 2.5% for the first couple years before falling to the long-term average of 2%.

The W&WW utility also received a \$19 million loan, of which half is forgivable. This will act as a line of credit that the utility can withdraw down upon when needed. As projects are still in the development stage, the timing of those drawdowns are not known, so for the purposes of the pro-forma, staff has layered in increasing debt service payments over a five year period which then level out at half a million annually for the duration of the pro-forma.

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

When revenues are growing at 2% but expenses are growing at 3 – 4%, the immediate impact on the pro-forma is negative with some slight reprieves coming in FY32 and FY236, when debt service obligations are paid off. While no single year shows a disaster in net inflow/outflow, the utility would have to continually trim operating or capital spend to keep pace with slower revenue growth, and the model shows a cumulative loss of about \$6 million over ten years. Thankfully this is not a huge issue and adding a modest 1% or 2% premium for a few years reverses this outcome. Regardless, it shows that without the practice of adjusting rates at the true cost of inflation for operating and capital expenditures, it is impossible to maintain the status quo.

As with the General Fund pro-forma, this model largely assumes a status quo level of service, which means that capital contributions are largely flat over the ten-year period. This may be insufficient or undesirable as new projects arise or are required by other jurisdictions. A large unknown variable in utility work are unfunded mandates that come from other jurisdictions such as the county, state, or Florida Department of Transportation, requiring the utility to relocate or

improve infrastructure. For example, the FDOT work for 17/92 corridor will also require the replacement of a major line that could cost over \$11 million. It is possible that the city's CRA may be able to address this when the time comes, but for now this is unknown in the future as regards to final cost and timing. It is large project funding needs like this, that are often the reason why utilities hold large cash balances. The median for utilities nationwide is around 400 days of working capital. While this seems excessive, it may be how other utilities are financing large projects without debt issuance. The utility also enjoys a strong bond rating from Fitch at AA-.

Days working capital will be 132 days and the city holds a policy goal that working capital remain at 45 days or higher. This policy goal is likely outdated and is intended to be revised through a refresh of the city's visions and guiding goals.

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

The utility is in a period of transition as its existing power supply contracts are expiring over the next couple of years. These highly advantageous agreements helped the utility to lower its cost structure significantly over five years ago and allowed the utility to continue to pursue the undergrounding program without raising the margin portion of rates six years. However, the power supply contract with FMPA will expire in the next couple years and as this currently provides about 70% of the city's power supply, those negotiated rates and contracts will significantly impact customer rate expectations. With the Artificial Intelligence (AI) boom and its associated need for energy supply, the city will be negotiating in a much more cost competitive market. It should not be a surprise if in a couple years, rates rise 20% or more to compensate for increased fuel costs. This very large variable is not presented in the pro-forma as staff has no insight into what the impact may be, but assumes that since fuel is a pass-through cost, this will be built into future rates and be cost neutral in the proforma. This type of unstated impact would essentially flow through higher rates for fuel

that are passed on to consumers. As the city evaluates green energy alternatives, the issue of considering different fuel mixes, or negotiating shorter contract terms from existing energy providers, could also have a rate impact that would need to be evaluated.

Presumed capital spending is the largest variable to the utility's outlook. This pro-forma reflects an increase in the cost of undergrounding by 5% annually over the life of the program, which is expected to be complete in FY30. All other capital projects in the first five years of the proforma come from the utility's CIP document. At the end of the undergrounding program, the profits of the system can then be allocated to other uses such as decorative LED streetlights, substation improvements, and other capital projects. These other capital projects are presumed to be a selection of decorative lighting replacement, substation hardening, replacement of aging previously undergrounded infrastructure, and meter renewal. The city's Utility Advisory Board (UAB) is currently working with staff on future project selection, and these assumptions may change as this conversation matures. For now, the model includes about \$18 million in annual capital improvements in the 6 – 10<sup>th</sup> years of the pro-forma.

Organic revenue growth in the utility is largely non-existent in a utility that does not have the option of expanding its customer base. Natural demand growth is only estimated at 2% annually, which is consistent with historical growth. This means that revenue increases will come from future increases to the margin portion of rates. As discussed throughout this document, the utility is proposing another increase in rates that will allow for expanded capital investment. Without this increase, the utility would need to remove about \$2.6 million in planned capital spending in FY28 and beyond. However, the level of capital investment desired in the pro-forma shows that this status quo is not possible. To achieve the rate of capital spending the utility desires will likely require minor ongoing annual increases to rates over time. This would be very similar to how the water utility functions with the PSC index. The Electric Utility needs an annually adjusted increase to margin

rates based on inflation. This small change to policy would create a much more sustainable revenue growth outlook and not be a major disruption to any customer's bill in any given year. The utility does enjoy a strong bond rating opinion from Fitch at A+.

***Electric Services Findings:*** The primary finding is that the current level of desired capital spend is not sustainable in the future years if continual modest increases to rates are not implemented annually. The proposed 7.7% increase to non-fuel rates (excluding the customer charge) will allow the utility to catch-up on capital needs for FY27, but expanded investment into other capital needs in the future will require minor increases, or approximately \$2 - 4 million annually would need to be reduced from long-term annual planned capital spending. It is also feasible that the utility could issue debt to finance any of the capital assets with a 20+ yearlong useful life. If the utility adopts a policy of annually adjusting rates to inflation, that would likely solve the deficit and allow the utility to cashflow its needs without incurring interest payments. It should be noted that the Utility Advisory Board has already reviewed this rate recommendation and approved it. It will then be part of the budget process with the City Commission.

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 163 but will decline over time if no intervention is made. However, if there was a major concern, the annual funding for capital projects far exceeds the deficit in any given year and could support any declines by either deferring capital spending or raising rates.

## Community Redevelopment Agency Pro-forma:

Upon the county approving a ten-year extension to the sunset date, the Winter Park CRA will continue to enjoy doubling down on the

benefit of keeping Orange County tax revenue for use within the CRA boundaries. The extension means that an estimated \$60 million in tax increment revenue that would normally go to the county's general fund will stay to be used in the CRA on projects such as transportation, infrastructure, stormwater, parks, facilities, etc. As project capacity was not built out for anything past the earlier expiration date of 2027, staff has been working with the CRA Advisory Board to develop a fleet of projects for the full ten-year pro-forma. The latest effort is provided in the document and is subject to change, but it highlights the funding capacity in the CRA and the reason the CRA is the capital project engine for the city.

This year the CRA will again rebate back to Orange County a larger portion of TIF revenues received in compliance with the founding resolution (over \$1.8 million in FY27). 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. The CRA's primary source of revenue is Tax Increment Financing (TIF) deposited in the trust fund by both the county and the city. This is derived from the growth of the tax base since the inception of the CRA. As this is tied to tax base, then CRA revenue is entirely correlated to the real estate market. CRA revenues have been declining in the last couple years and are expected to continue to slow, with 5.5% growth in FY28, then 4.5% in FY29, and then down to 2% in FY30, before gradually returning to a long-term growth rate of 7% for the remainder of the proforma. This is likely conservative but will give a lower limit for funding available for long-term project planning.

It should also be noted that the CRA paid off all debt after FY26, which lowers ongoing annual operating costs and allows for increased investment in capital.

The CRA will be affected by the property tax reform as its revenues are derived from increases in the tax base, however the majority of revenue for the CRA (~70%) comes from commercial properties and not residential. As residential homesteads are what will be affected if the law passes, the CRA may see a decrease in the high single digit percentages. Staff is still working on final estimates for this impact. This will likely reduce the size of the capital plan presented and is the reason for the slack built into the model in later years in case those expected revenues do not materialize at the level currently estimated.

***CRA Findings:*** This CRA pro-forma largely exists to evaluate what scale of capital capacity may be available for additional projects before the CRA sunset date. With the extension in place, the CRA now has significant funding capacity to advance the needs of the adopted plan. The first five years of funding are largely designated within the 5-Year CIP. This does leave room for some flexibility if the Agency desires to adjust the priority of various projects. Projects identified beyond FY31 are intended for long-term planning purposes and remain subject to change as community needs, funding availability, and Agency priorities evolve. The CRA Advisory Board is still working on priorities for the later years of the pro-forma and are expected to bring forward more project concepts as they evolve. Additionally, approximately 70% of future TIF revenues will be required to be invested within CRA Districts II & III. While this will influence the geographic distribution of future capital investments, the CRA is expected to continue supporting transportation, stormwater, streetscape, and other infrastructure improvements that advance redevelopment objectives throughout the downtown core.

**General Fund 10 Year Pro-Forma - Status Quo**

	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
<b>ESTIMATED REVENUES:</b>										
Taxes:										
Property Taxes	41,795,638	44,512,354	46,960,534	48,838,955	50,792,514	53,078,177	55,466,695	57,962,696	60,860,831	63,903,872
Utility Taxes	8,712,773	8,950,996	9,169,548	9,379,042	9,593,577	9,813,280	10,038,279	10,268,706	10,504,696	10,746,388
Franchise Fees	719,000	740,570	759,825	779,580	799,849	820,645	841,982	863,874	886,334	909,379
Licenses and Permits	3,897,167	3,360,103	3,066,093	3,066,093	3,119,015	3,172,995	3,228,055	3,284,216	3,341,500	3,399,930
Intergovernmental Revenue	9,681,850	9,557,845	9,516,519	9,662,671	9,887,903	10,160,572	10,417,573	10,681,518	10,952,609	11,231,051
Charges for Services	18,814,754	19,421,307	20,003,946	20,604,064	21,222,186	21,858,852	22,514,617	23,190,056	23,885,757	24,602,330
Fines and Forfeitures	2,157,000	2,221,710	2,288,361	2,357,012	2,427,723	2,500,554	2,575,571	2,652,838	2,732,423	2,814,396
Other Revenue	1,844,685	1,963,774	2,042,722	2,072,448	2,103,066	2,134,603	2,167,086	2,200,543	2,235,004	2,270,499
Transfers	6,960,198	7,113,193	7,279,246	7,430,823	7,585,495	7,743,499	7,904,912	8,069,813	8,238,284	8,410,406
Fund Balance	-	-	-	-	-	-	-	-	-	-
<b>Total Estimated Revenues</b>	<b>94,583,065</b>	<b>97,841,851</b>	<b>101,086,794</b>	<b>104,190,689</b>	<b>107,531,327</b>	<b>111,283,177</b>	<b>115,154,770</b>	<b>119,174,260</b>	<b>123,637,439</b>	<b>128,288,252</b>
		3.45%	3.32%	3.07%	3.21%	3.49%	3.48%	3.49%	3.75%	3.76%
<b>ESTIMATED APPROPRIATIONS</b>										
<b>BY PROGRAM:</b>										
General Government	12,040,712	12,578,584	13,126,042	13,667,209	14,242,516	14,848,272	15,486,559	16,159,632	16,869,934	17,620,115
Plan/Community Development	3,740,801	3,891,046	4,042,666	4,187,459	4,339,047	4,496,409	4,659,780	4,829,406	5,005,544	5,188,461
Public Works	17,650,391	18,307,483	18,901,405	19,499,226	20,117,106	20,754,288	21,411,384	22,089,868	22,789,601	23,512,157
Police	23,284,496	24,141,671	24,911,096	25,817,233	26,450,586	27,281,977	27,956,753	28,863,134	29,752,670	31,028,623
Fire	18,844,108	19,490,103	20,032,899	20,744,579	21,385,570	22,006,857	22,672,036	23,507,523	24,473,412	25,473,058
Parks & Recreation	13,180,911	13,465,713	13,993,706	14,505,235	15,020,726	15,555,555	16,110,502	16,686,378	17,284,030	17,904,341
Organizational Support	2,173,036	2,238,227	2,327,756	2,409,228	2,493,551	2,580,825	2,671,154	2,764,644	2,861,407	2,961,556
Transfers- to CRA	5,708,429	6,022,393	6,293,400	6,419,268	6,611,846	6,876,320	7,357,663	7,872,699	8,423,788	9,013,453
Transfers- to Capital Projects	2,686,750	3,010,000	3,105,000	2,730,000	2,780,000	2,639,000	2,770,950	2,909,498	3,054,972	3,207,721
Transfers- Other	803,021	813,609	822,450	825,748	834,448	843,921	853,440	863,075	873,565	889,207
Reimbursements	(5,579,590)	(5,802,774)	(6,034,885)	(6,246,106)	(6,464,719)	(6,690,984)	(6,925,169)	(7,167,550)	(7,418,414)	(7,678,058)
Non-departmental	(450,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)	(529,268)
<b>Total Estimated Appropriations</b>	<b>94,083,065</b>	<b>97,756,054</b>	<b>101,105,535</b>	<b>104,128,521</b>	<b>107,365,046</b>	<b>110,731,214</b>	<b>114,547,682</b>	<b>118,884,230</b>	<b>123,459,139</b>	<b>128,591,365</b>
		3.90%	3.43%	2.99%	3.11%	3.14%	3.45%	3.79%	3.85%	4.16%
<b>Excess Revenues (Deficit)</b>	<b>500,000</b>	<b>85,797</b>	<b>(18,741)</b>	<b>62,168</b>	<b>166,281</b>	<b>551,963</b>	<b>607,088</b>	<b>290,030</b>	<b>178,299</b>	<b>(303,113)</b>
<b>ESTIMATED APPROPRIATIONS</b>										
<b>BY CATEGORY:</b>										
City operations	80,144,232	82,943,761	85,738,516	88,835,128	91,641,649	94,690,798	97,694,894	101,172,178	104,838,141	109,003,515
City capital maintenance	3,017,597	3,128,065	3,234,413	3,339,709	3,449,182	3,561,576	3,676,951	3,796,214	3,918,637	4,045,182
Organizational support	2,173,036	2,238,227	2,327,756	2,409,228	2,493,551	2,580,825	2,671,154	2,764,644	2,861,407	2,961,556
Transfers to other funds	9,198,200	9,846,001	10,220,850	9,975,016	10,226,294	10,359,242	10,982,053	11,645,272	12,352,325	13,110,381
Non-departmental	(450,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)	(529,268)
Contingency	500,000	85,797	(18,741)	62,168	166,281	551,963	607,088	290,030	178,299	(303,113)
<b>Total Estimated Appropriations</b>	<b>94,583,065</b>	<b>97,841,851</b>	<b>101,086,794</b>	<b>104,190,689</b>	<b>107,531,327</b>	<b>111,283,177</b>	<b>115,154,770</b>	<b>119,174,260</b>	<b>123,637,439</b>	<b>128,288,252</b>
<b>Reserves</b>	<b>24,255,099</b>	<b>24,323,737</b>	<b>24,304,996</b>	<b>24,354,731</b>	<b>24,487,756</b>	<b>24,929,326</b>	<b>25,414,997</b>	<b>25,647,021</b>	<b>25,789,661</b>	<b>25,486,548</b>
<b>Reserves as a Percentage of Expenditures</b>	<b>26.5%</b>	<b>25.7%</b>	<b>24.8%</b>	<b>24.0%</b>	<b>23.4%</b>	<b>23.1%</b>	<b>22.7%</b>	<b>22.1%</b>	<b>21.4%</b>	<b>20.3%</b>

**General Fund 10 Year Pro-Forma - Property Tax Reform Scenario**

	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
<b>ESTIMATED REVENUES:</b>										
Taxes:										
Property Taxes	41,795,638	41,394,398	40,557,146	41,773,860	43,027,076	44,533,024	46,091,680	47,704,888	49,613,084	51,597,607
Utility Taxes	8,712,773	8,950,996	9,169,548	9,379,042	9,593,577	9,813,280	10,038,279	10,268,706	10,504,696	10,746,388
Franchise Fees	719,000	740,570	759,825	779,580	799,849	820,645	841,982	863,874	886,334	909,379
Licenses and Permits	3,897,167	3,360,103	3,066,093	3,066,093	3,119,015	3,172,995	3,228,055	3,284,216	3,341,500	3,399,930
Intergovernmental Revenue	9,681,850	9,557,845	9,516,519	9,662,671	9,887,903	10,160,572	10,417,573	10,681,518	10,952,609	11,231,051
Charges for Services	18,814,754	19,421,307	20,003,946	20,604,064	21,222,186	21,858,852	22,514,617	23,190,056	23,885,757	24,602,330
Fines and Forfeitures	2,157,000	2,221,710	2,288,361	2,357,012	2,427,723	2,500,554	2,575,571	2,652,838	2,732,423	2,814,396
Other Revenue	1,844,685	1,963,774	2,042,722	2,072,448	2,103,066	2,134,603	2,167,086	2,200,543	2,235,004	2,270,499
Transfers	6,960,198	7,113,193	7,279,246	7,430,823	7,585,495	7,743,499	7,904,912	8,069,813	8,238,284	8,410,406
Fund Balance	-	-	-	-	-	-	-	-	-	-
<b>Total Estimated Revenues</b>	<b>94,583,065</b>	<b>94,723,895</b>	<b>94,683,406</b>	<b>97,125,594</b>	<b>99,765,890</b>	<b>102,738,024</b>	<b>105,779,755</b>	<b>108,916,453</b>	<b>112,389,692</b>	<b>115,981,988</b>
		0.15%	-0.04%	2.58%	2.72%	2.98%	2.96%	2.97%	3.19%	3.20%
<b>ESTIMATED APPROPRIATIONS</b>										
<b>BY PROGRAM:</b>										
General Government	12,040,712	12,578,584	13,126,042	13,667,209	14,242,516	14,848,272	15,486,559	16,159,632	16,869,934	17,620,115
Plan/Community Development	3,740,801	3,891,046	4,042,666	4,187,459	4,339,047	4,496,409	4,659,780	4,829,406	5,005,544	5,188,461
Public Works	17,650,391	18,307,483	18,901,405	19,499,226	20,117,106	20,754,288	21,411,384	22,089,868	22,789,601	23,512,157
Police	23,284,496	24,141,671	24,911,096	25,817,233	26,450,586	27,281,977	27,956,753	28,863,134	29,752,670	31,028,623
Fire	18,844,108	19,490,103	20,032,899	20,744,579	21,385,570	22,006,857	22,672,036	23,507,523	24,473,412	25,473,058
Parks & Recreation	13,180,911	13,465,713	13,993,706	14,505,235	15,020,726	15,555,555	16,110,502	16,686,378	17,284,030	17,904,341
Organizational Support	2,173,036	2,238,227	2,327,756	2,409,228	2,493,551	2,580,825	2,671,154	2,764,644	2,861,407	2,961,556
Transfers- to CRA	5,708,429	6,022,393	6,293,400	6,419,268	6,611,846	6,876,320	7,357,663	7,872,699	8,423,788	9,013,453
Transfers- to Capital Projects	2,686,750	3,010,000	3,105,000	2,730,000	2,780,000	2,639,000	2,770,950	2,909,498	3,054,972	3,207,721
Transfers- Other	803,021	805,814	806,442	808,085	815,034	822,559	830,003	837,431	845,446	858,441
Reimbursements	(5,579,590)	(5,802,774)	(6,034,885)	(6,246,106)	(6,464,719)	(6,690,984)	(6,925,169)	(7,167,550)	(7,418,414)	(7,678,058)
Non-departmental	(450,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)	(529,268)
<b>Total Estimated Appropriations</b>	<b>94,083,065</b>	<b>97,748,259</b>	<b>101,089,527</b>	<b>104,110,858</b>	<b>107,345,633</b>	<b>110,709,851</b>	<b>114,524,244</b>	<b>118,858,585</b>	<b>123,431,020</b>	<b>128,560,599</b>
		3.90%	3.42%	2.99%	3.11%	3.13%	3.45%	3.78%	3.85%	4.16%
<b>Excess Revenues (Deficit)</b>	<b>500,000</b>	<b>(3,024,364)</b>	<b>(6,406,121)</b>	<b>(6,985,264)</b>	<b>(7,579,743)</b>	<b>(7,971,827)</b>	<b>(8,744,489)</b>	<b>(9,942,132)</b>	<b>(11,041,328)</b>	<b>(12,578,612)</b>
<b>ESTIMATED APPROPRIATIONS</b>										
<b>BY CATEGORY:</b>										
City operations	80,144,232	82,943,761	85,738,516	88,835,128	91,641,649	94,690,798	97,694,894	101,172,178	104,838,141	109,003,515
City capital maintenance	3,017,597	3,128,065	3,234,413	3,339,709	3,449,182	3,561,576	3,676,951	3,796,214	3,918,637	4,045,182
Organizational support	2,173,036	2,238,227	2,327,756	2,409,228	2,493,551	2,580,825	2,671,154	2,764,644	2,861,407	2,961,556
Transfers to other funds	9,198,200	9,838,206	10,204,842	9,957,354	10,206,881	10,337,879	10,958,615	11,619,627	12,324,206	13,079,615
Non-departmental	(450,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)	(529,268)
Contingency	500,000	(3,024,364)	(6,406,121)	(6,985,264)	(7,579,743)	(7,971,827)	(8,744,489)	(9,942,132)	(11,041,328)	(12,578,612)
<b>Total Estimated Appropriations</b>	<b>94,583,065</b>	<b>94,723,895</b>	<b>94,683,406</b>	<b>97,125,594</b>	<b>99,765,890</b>	<b>102,738,024</b>	<b>105,779,755</b>	<b>108,916,453</b>	<b>112,389,692</b>	<b>115,981,988</b>
<b>Reserves</b>	<b>24,255,099</b>	<b>21,230,735</b>	<b>14,824,615</b>	<b>7,839,351</b>	<b>259,608</b>	<b>(7,712,219)</b>	<b>(16,456,708)</b>	<b>(26,398,840)</b>	<b>(37,440,168)</b>	<b>(50,018,780)</b>
<b>Reserves as a Percentage of Expenditures</b>	<b>26.5%</b>	<b>22.4%</b>	<b>15.1%</b>	<b>7.7%</b>	<b>0.2%</b>	<b>-7.1%</b>	<b>-14.7%</b>	<b>-22.8%</b>	<b>-31.1%</b>	<b>-39.9%</b>

**Water & Wastewater Fund 10 Year Pro-Forma**

	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
<b>Inflows:</b>										
Charges for services	42,533,009	43,605,472	44,705,021	45,618,510	46,550,851	47,502,438	48,473,673	49,464,969	50,476,745	51,509,431
Other	510,070	560,027	587,719	588,197	588,688	589,195	589,717	590,254	590,807	591,377
Use of excess reserves for capital	-	-	-	-	-	-	-	-	-	-
<b>Total Inflows</b>	<b>43,043,079</b>	<b>44,165,499</b>	<b>45,292,740</b>	<b>46,206,707</b>	<b>47,139,539</b>	<b>48,091,632</b>	<b>49,063,390</b>	<b>50,055,223</b>	<b>51,067,552</b>	<b>52,100,809</b>
		2.6%	2.6%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Outflows:</b>										
General administration	3,379,482	3,509,816	3,637,358	3,761,008	3,890,871	4,025,430	4,164,864	4,309,362	4,459,121	4,614,346
Operations	23,244,660	24,210,060	25,184,285	26,164,387	27,114,981	28,101,539	29,125,492	30,188,377	31,291,707	32,437,151
Principal on debt	4,215,000	4,395,000	4,570,000	4,740,000	4,920,000	3,375,000	3,395,000	3,415,000	3,445,000	800,000
Interest on debt	727,099	628,912	528,857	427,071	323,467	237,705	170,495	102,765	34,385	-
Capital improvements	4,355,000	4,642,000	4,311,200	3,910,400	3,814,600	4,005,330	4,205,597	4,415,876	4,636,670	4,868,504
Reimbursements	3,327,229	3,461,338	3,600,163	3,726,932	3,857,828	3,993,339	4,133,630	4,278,871	4,429,236	4,584,908
Transfers to other funds	3,794,609	3,919,426	4,028,372	4,121,461	4,215,246	4,303,652	4,393,945	4,486,167	4,580,359	4,676,564
<b>Total Outflows</b>	<b>43,043,079</b>	<b>44,766,551</b>	<b>45,860,235</b>	<b>46,851,259</b>	<b>48,136,993</b>	<b>48,041,995</b>	<b>49,589,024</b>	<b>51,196,418</b>	<b>52,876,479</b>	<b>51,981,473</b>
		4.0%	2.4%	2.2%	2.7%	-0.2%	3.2%	3.2%	3.3%	-1.7%
<b>Net Inflow (Outflow)</b>	<b>-</b>	<b>(601,052)</b>	<b>(567,495)</b>	<b>(644,552)</b>	<b>(997,454)</b>	<b>49,638</b>	<b>(525,634)</b>	<b>(1,141,195)</b>	<b>(1,808,926)</b>	<b>119,336</b>
Est. Working Capital	12,691,655	12,370,603	12,083,108	11,718,556	11,001,103	11,050,740	10,525,106	9,383,911	7,574,985	7,694,320
No. of Days of Working Capital	132	124	117	110	100	97	89	77	60	59
Bonds Outstanding	29,555,000	25,160,000	20,590,000	15,850,000	10,930,000	7,555,000	4,160,000	745,000	(2,700,000)	(3,500,000)
Debt Service Coverage	2.65	2.58	2.52	2.43	2.34	3.31	3.26	3.21	3.13	13.08

**Electric Services Fund 10 Year Pro-Forma**

	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
Electric Sales:										
Fuel	16,946,233	17,115,695	17,286,852	17,459,721	17,634,318	17,810,661	17,988,768	18,168,655	18,350,342	18,533,845
Non-Fuel	41,487,855	42,349,861	43,230,075	44,128,889	45,046,706	45,983,937	46,941,001	47,918,328	48,916,357	49,935,536
Other Operating Revenues	1,152,677	1,138,357	1,129,046	1,123,937	1,122,368	1,123,794	1,080,817	1,095,242	1,110,099	1,125,402
Investment Earnings	14,262	15,688	16,473	16,473	16,473	16,473	16,473	16,473	16,473	16,473
Transfers in	204,408	213,145	222,043	230,578	239,101	247,957	257,160	266,724	276,664	286,996
Fund Balance CarryFwd - Inventory	2,000,000	1,000,000	-	-	-	-	-	-	-	-
<b>Total Inflows</b>	<b>61,805,435</b>	<b>61,832,747</b>	<b>61,884,489</b>	<b>62,959,598</b>	<b>64,058,966</b>	<b>65,182,822</b>	<b>66,284,219</b>	<b>67,465,422</b>	<b>68,669,935</b>	<b>69,898,253</b>
General and Administrative	3,720,995	3,866,292	4,010,752	4,149,067	4,295,606	4,447,568	4,605,164	4,768,619	4,938,164	5,114,041
Operating Expenses	8,021,195	8,113,123	8,356,359	8,615,782	8,870,701	9,084,046	9,106,112	9,387,203	9,677,636	9,977,740
Purchased Power	28,051,605	28,758,834	29,503,767	30,289,159	31,117,985	31,993,453	32,919,023	33,898,428	34,935,695	36,035,170
Routine Capital	2,123,000	2,506,650	2,591,633	2,680,554	2,773,601	2,838,809	2,905,973	2,975,152	3,046,407	3,119,799
Principal on Debt	3,590,000	3,680,000	3,795,000	3,860,000	3,935,000	3,690,000	3,815,000	3,930,000	2,090,000	2,095,000
Interest on Debt	1,099,306	991,864	880,699	762,075	637,215	515,134	394,947	270,877	174,198	106,767
<b>Total Outflows</b>	<b>46,606,101</b>	<b>47,916,764</b>	<b>49,138,209</b>	<b>50,356,636</b>	<b>51,630,108</b>	<b>52,569,010</b>	<b>53,746,219</b>	<b>55,230,279</b>	<b>54,862,100</b>	<b>56,448,518</b>
<b>Available Funds</b>	<b>15,199,334</b>	<b>13,915,983</b>	<b>12,746,280</b>	<b>12,602,962</b>	<b>12,428,858</b>	<b>12,613,812</b>	<b>12,538,000</b>	<b>12,235,143</b>	<b>13,807,834</b>	<b>13,449,735</b>
Operating Transfers Out	3,581,334	3,665,947	3,742,034	3,811,805	3,882,977	3,962,560	4,043,692	4,126,662	4,211,365	4,297,836
Other Capital Projects	1,125,000	1,205,000	1,290,000	1,375,000	10,716,790	1,135,000	1,170,000	1,205,000	1,240,000	1,275,000
Undergrounding Infrastructure	9,660,000	10,143,000	10,650,150	11,182,658	2,400,000	-	-	-	-	-
Service Conversions	-	-	-	-	-	1,000,000	1,100,000	1,200,000	-	-
Replacement Undergrounding for Older, Direct Buried Infrastructure (includes service conversions)	-	-	-	-	-	2,400,000	2,425,000	2,450,000	4,000,000	5,000,000
Feeder lines between substations	-	-	-	-	-	4,000,000	4,000,000	4,000,000	3,000,000	-
Decorative Street Lighting Conversion	-	-	-	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Substation Transformer Replacement	833,000	833,000	900,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Reserves Surplus/Deficit</b>	<b>-</b>	<b>(1,930,964)</b>	<b>(3,835,904)</b>	<b>(4,666,500)</b>	<b>(5,470,910)</b>	<b>(4,883,748)</b>	<b>(5,200,692)</b>	<b>(5,746,520)</b>	<b>(3,643,531)</b>	<b>(2,123,101)</b>
Est. Working Capital	17,765,720	15,834,756	11,998,852	7,332,352	1,861,442	(3,022,306)	(8,222,999)	(13,969,518)	(17,613,049)	(19,736,150)
No. of Days of Working Capital	163	142	105	62	15	(24)	(64)	(106)	(130)	(141)
Bonds Outstanding	33,275,000	29,595,000	25,800,000	21,940,000	18,005,000	14,315,000	10,500,000	6,570,000	4,480,000	2,385,000
Debt Service Coverage	4.22	4.26	4.23	4.26	4.27	4.62	4.61	4.56	8.32	8.40

**Community Redevelopment Agency 10-Year CIP**

	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
<b>ESTIMATED REVENUES</b>										
TIF Revenue - City	5,708,429	6,022,393	6,293,400	6,419,268	6,611,846	6,876,320	7,357,663	7,872,699	8,423,788	9,013,453
TIF Revenue - County	4,293,024	4,529,140	4,732,952	4,827,611	4,972,439	5,171,337	5,533,330	5,920,663	6,335,110	6,778,567
Investment Earnings	627,026	689,729	724,215	724,215	724,215	724,215	724,215	724,215	724,215	724,215
Misc. Revenues	30,000	-	-	-	-	-	-	-	-	-
CRA Revenues	10,658,479	11,241,262	11,750,567	11,971,094	12,308,500	12,771,872	13,615,208	14,517,577	15,483,113	16,516,235
Fund Balance	499,835	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>11,158,314</b>	<b>11,241,262</b>	<b>11,750,567</b>	<b>11,971,094</b>	<b>12,308,500</b>	<b>12,771,872</b>	<b>13,615,208</b>	<b>14,517,577</b>	<b>15,483,113</b>	<b>16,516,235</b>
<b>ESTIMATED EXPENDITURES</b>										
Personnel & Indirect Costs	767,655	799,625	832,937	864,181	898,085	933,396	970,175	1,008,488	1,048,403	1,089,992
General Operating	766,449	791,888	814,481	838,931	864,116	890,057	916,777	944,299	972,648	1,001,849
Community Initiatives	1,079,210	1,091,996	1,125,588	1,158,218	1,191,901	1,226,672	1,262,566	1,299,620	1,337,872	1,377,359
Capital Maintenance	195,000	202,800	209,898	216,195	222,681	229,361	236,242	243,329	250,629	258,148
Misc. Capital Enhancements	400,000	400,000	400,000	400,000	412,000	424,360	437,091	450,204	463,710	477,621
Debt Service & Transfers	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,208,314</b>	<b>3,286,309</b>	<b>3,382,905</b>	<b>3,477,525</b>	<b>3,588,783</b>	<b>3,703,846</b>	<b>3,822,851</b>	<b>3,945,940</b>	<b>4,073,262</b>	<b>4,204,969</b>
<b>Annual Surplus/Deficit</b> (Funding Available for Additional Projects and Programs)	<b>7,950,000</b>	<b>7,954,953</b>	<b>8,367,662</b>	<b>8,493,569</b>	<b>8,719,717</b>	<b>9,068,026</b>	<b>9,792,357</b>	<b>10,571,637</b>	<b>11,409,851</b>	<b>12,311,266</b>

<b>Five Year CIP &amp; Project Balances</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>
Misc. Infrastructure Improvements	-	-	-	-	-	-	-	-	-	-
17/92 Streetscape	-	-	5,000,000	2,500,000	2,500,000	5,000,000	5,000,000	-	-	-
MLK Basin Stormwater Improvements	-	-	1,000,000	-	-	-	-	-	-	-
Denning/Fairbanks Intersection Improvements	-	-	-	-	-	-	-	-	-	-
MLK Park Improvements	-	-	-	-	-	-	-	-	-	-
W. Fairbanks Stormwater/Infrastructure	1,000,000	-	2,600,000	-	5,330,000	-	-	-	-	-
MLK Surface Parking	-	-	-	-	-	-	-	-	-	-
Canton Ave Stormwater Drainage	2,450,000	-	-	-	-	-	-	-	-	-
1792/Fairbanks Intersection Improvements	1,000,000	3,000,000	-	-	-	-	-	-	-	-
Killarney Estates Brick & Drainage Refresh	-	-	-	-	-	-	-	-	-	-
Park Ave Refresh	3,500,000	3,500,000	-	-	-	-	-	-	-	-
Property Acquisition (Workforce/Infrastructure)	-	-	1,000,000	5,000,000	2,000,000	2,200,000	-	-	-	-
Parking Capacity Considerations	-	-	-	-	-	-	4,000,000	5,000,000	5,000,000	-

<b>CRA Project Funding Total</b>	7,950,000	6,500,000	9,600,000	7,500,000	9,830,000	7,200,000	9,000,000	5,000,000	5,000,000	-
<b>Fund Surplus/Deficit</b>	-	1,454,953	(1,232,338)	993,569	(1,110,283)	1,868,026	792,357	5,571,637	6,409,851	12,311,266
<b>Cumulative Fund Balance (Reserves est.)</b>	-	<b>1,454,953</b>	<b>222,615</b>	<b>1,216,184</b>	<b>105,902</b>	1,973,927	2,766,284	8,337,921	14,747,772	27,059,038



## 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% fee 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, traffic enforcement 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 FY 2023	ACTUAL FY 2024	ACTUAL FY 2025	BUDGET FY 2026	BUDGET FY 2027
<b>GENERAL FUND:</b>					
Property taxes	\$ 30,400,941	\$ 33,818,498	\$ 36,492,431	\$ 39,016,142	\$ 41,795,638
Utility taxes and franchise fees	8,216,764	8,427,188	8,683,874	8,910,965	9,431,773
Licenses and permits	2,890,770	3,147,947	5,104,394	3,831,950	3,897,167
Fines and forfeitures	1,505,884	2,102,642	2,087,660	2,339,711	2,157,000
Intergovernmental revenues	9,612,546	9,564,061	9,729,970	9,451,057	9,681,850
Charges for services	13,872,437	15,518,628	17,944,812	18,346,403	18,874,754
Other	1,163,038	2,521,203	2,317,344	1,434,008	1,784,685
Transfers from other funds	6,291,728	5,623,699	9,735,540	6,405,881	6,960,198
Fund balance	-	-	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>73,954,108</b>	<b>80,723,866</b>	<b>92,096,025</b>	<b>89,736,117</b>	<b>94,583,065</b>
<b>SPECIAL REVENUE FUNDS:</b>					
Licenses and permits	147,616	54,899	158,709	30,000	30,000
Intergovernmental revenues	3,734,243	5,166,136	7,462,042	4,214,599	4,441,121
Charges for services	2,915,670	4,105,065	4,411,811	4,265,058	4,531,234
Fines and forfeitures	95,443	152,479	98,425	-	-
Lot sales	466,090	626,221	619,647	560,000	690,000
Other	1,172,926	2,292,340	3,156,334	885,032	1,052,556
Transfers from other funds	5,528,768	5,257,680	5,699,831	5,698,683	6,245,444
Proceeds from debt issuance	-	-	-	-	-
Fund balance	-	-	-	31,000	499,835
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>14,060,757</b>	<b>17,654,820</b>	<b>21,606,799</b>	<b>15,684,372</b>	<b>17,490,190</b>
<b>DEBT SERVICE FUND:</b>					
Property taxes	1,964,356	1,965,518	1,966,426	2,097,802	2,097,333
Other	116,575	124,185	20,946	-	-
Transfers from other funds	451,014	518,612	622,870	516,784	518,021
Fund balance	-	-	-	-	-
<b>TOTAL DEBT SERVICE FUND</b>	<b>2,531,945</b>	<b>2,608,315</b>	<b>2,610,242</b>	<b>2,614,586</b>	<b>2,615,354</b>
<b>CAPITAL PROJECT FUNDS:</b>					
Intergovernmental revenues	3,000,000	65	3,906,282	-	-
Charges for services	726,607	700,000	1,150,000	1,875,000	2,334,798
Other	1,599,932	790,656	606,860	400,000	65,202
Transfers from other funds	3,859,231	4,153,077	7,651,182	3,690,000	3,300,000
Proceeds from debt issuance	-	-	-	-	-
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>9,185,770</b>	<b>5,643,798</b>	<b>13,314,324</b>	<b>5,965,000</b>	<b>5,700,000</b>
<b>ENTERPRISE FUNDS:</b>					
Charges for water and sewer services	34,027,980	37,903,145	39,284,531	41,317,673	42,533,009
Charges for electric services	50,043,905	47,604,769	51,181,088	54,568,251	59,556,765
Capital contributions	696,960	433,712	1,145,004	490,000	450,000
Other	1,334,267	2,298,187	1,519,760	972,023	972,519
Transfers and Reimbursements	-	-	-	193,221	204,408
Fund balance	-	-	-	1,950,162	2,000,000
<b>TOTAL ENTERPRISE FUNDS</b>	<b>86,544,292</b>	<b>88,239,813</b>	<b>93,130,383</b>	<b>99,491,330</b>	<b>105,716,701</b>
<b>INTERNAL SERVICE FUNDS:</b>					
Charges for services	15,804,031	17,746,669	19,573,768	19,772,124	20,685,132
Other	941,180	738,175	810,349	333,081	379,327
Fund balance	-	-	-	44,919	-
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>16,745,211</b>	<b>18,484,844</b>	<b>20,384,117</b>	<b>20,150,124</b>	<b>21,064,459</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 203,022,083</b>	<b>\$ 213,355,456</b>	<b>\$ 243,141,890</b>	<b>\$ 233,641,529</b>	<b>\$ 247,169,769</b>

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

	<b>ACTUAL FY 2023</b>	<b>ACTUAL FY 2024</b>	<b>ACTUAL FY 2025</b>	<b>BUDGET FY 2026</b>	<b>BUDGET FY 2027</b>
<b>GENERAL FUND:</b>					
General administration	\$ 7,853,883	\$ 8,716,352	\$ 9,654,802	\$ 10,132,589	\$ 10,349,425
Planning and development	3,280,963	3,484,776	3,699,408	3,752,901	3,740,801
Public works	12,046,626	14,240,352	16,350,058	16,649,643	17,650,391
Police	16,221,951	17,712,331	19,783,468	21,874,236	23,284,496
Fire	13,666,042	15,303,877	16,217,217	17,161,406	18,844,108
Parks and recreation	12,482,308	13,387,161	14,292,947	14,801,574	14,872,198
Organizational support	1,840,000	1,932,000	2,028,600	2,109,744	2,173,036
Nondepartmental	-	-	-	(400,000)	(450,000)
Transfers (CRA, CIP, Other)	8,709,855	9,835,964	11,860,297	8,734,707	9,198,200
Reimbursements	(4,274,445)	(4,800,673)	(5,194,468)	(5,527,821)	(5,579,590)
Contingency	-	-	-	447,138	500,000
<b>TOTAL GENERAL FUND</b>	<b>71,827,183</b>	<b>79,812,140</b>	<b>88,692,329</b>	<b>89,736,117</b>	<b>94,583,065</b>
<b>SPECIAL REVENUE FUNDS:</b>					
Stormwater Operations Fund	3,288,716	3,534,126	4,159,697	4,330,985	4,608,318
Affordable Housing Fund	200,000	400,000	-	-	-
Community Redevelopment Agency Fund	3,547,770	4,935,068	10,926,480	9,829,489	11,158,314
Cemetery Trust Fund	950,874	399,875	379,486	603,687	740,145
Multi-Modal Transportation Fund	-	-	8,667	150,000	243,301
Designations Trust Fund	1,126,710	1,964,132	6,026,608	567,259	612,015
Police Grants Fund	112,809	180,136	181,361	171,952	128,097
Federal Forfeiture Fund	905,343	71,950	82,948	31,000	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>10,132,223</b>	<b>11,485,286</b>	<b>21,765,247</b>	<b>15,684,372</b>	<b>17,490,190</b>
<b>DEBT SERVICE FUND:</b>					
Debt Service Fund	2,545,846	2,608,252	2,605,563	2,614,586	2,615,354
<b>TOTAL DEBT SERVICE FUND</b>	<b>2,545,846</b>	<b>2,608,252</b>	<b>2,605,563</b>	<b>2,614,586</b>	<b>2,615,354</b>
<b>CAPITAL PROJECT FUNDS:</b>					
General Capital Projects Fund	4,114,483	3,222,959	9,915,195	4,090,000	3,300,000
Stormwater Capital Projects Fund	410,086	670,781	1,629,289	1,875,000	2,400,000
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>4,524,569</b>	<b>3,893,740</b>	<b>11,544,484</b>	<b>5,965,000</b>	<b>5,700,000</b>
<b>ENTERPRISE FUNDS:</b>					
Water and Sewer Fund	31,762,466	34,464,031	39,651,138	42,642,080	43,911,266
Electric Services Fund	40,880,758	39,634,676	45,212,688	56,849,250	61,805,435
<b>TOTAL ENTERPRISE FUNDS</b>	<b>72,643,224</b>	<b>74,098,707</b>	<b>84,863,826</b>	<b>99,491,330</b>	<b>105,716,701</b>
<b>INTERNAL SERVICE FUNDS:</b>					
Fleet Maintenance Fund	1,827,168	2,042,481	2,305,614	2,372,654	2,428,908
Vehicle/Equipment Replacement Fund	1,689,855	1,604,079	1,989,023	2,902,000	3,225,911
Employee Insurance Fund	9,073,261	9,201,802	10,757,963	11,169,014	11,819,304
General Insurance Fund	3,842,641	2,980,849	2,906,551	3,706,456	3,590,336
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>16,432,926</b>	<b>15,829,212</b>	<b>17,959,151</b>	<b>20,150,124</b>	<b>21,064,459</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 178,105,971</b>	<b>\$ 187,727,337</b>	<b>\$ 227,430,599</b>	<b>\$ 233,641,529</b>	<b>\$ 247,169,769</b>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>GENERAL FUND</b>			
	<b>Budgeted 2025/2026</b>	<b>Budgeted 2026/2027</b>	<b>Increase/ (Decrease)</b>	<b>Percentage Change</b>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ 39,016,142	\$ 41,795,638	\$ 2,779,496	7.1%
Debt Service - 2020	-	-	-	0.0%
Debt Service - 2017	-	-	-	0.0%
Utility Taxes	8,206,005	8,712,773	506,768	6.2%
Franchise Fees	704,960	719,000	14,040	2.0%
Licenses and Permits	3,831,950	3,897,167	65,217	1.7%
Intergovernmental Revenue	9,451,057	9,681,850	230,793	2.4%
Charges for Services	18,346,403	18,874,754	528,351	2.9%
Fines and Forfeitures	2,339,711	2,157,000	(182,711)	-7.8%
Other Revenue	1,434,008	1,784,685	350,677	24.5%
Transfers	6,405,881	6,960,198	554,317	8.7%
Fund Balance	-	-	-	0.0%
<b>Total Estimated Revenues</b>	<b>\$ 89,736,117</b>	<b>\$ 94,583,065</b>	<b>\$ 4,846,948</b>	<b>5.4%</b>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ 8,778,090	\$ 8,991,790	\$ 213,700	2.4%
Financial Services	1,354,499	1,357,635	3,136	0.2%
Planning, Building & Code	3,752,901	3,740,801	(12,100)	-0.3%
Public Works	16,649,643	17,650,391	1,000,748	6.0%
Police	21,874,236	23,284,496	1,410,260	6.4%
Fire	17,161,406	18,844,108	1,682,702	9.8%
Parks & Recreation	14,801,574	14,872,198	70,624	0.5%
Organizational Support	2,109,744	2,173,036	63,292	3.0%
Debt Service	-	-	-	0.0%
Transfers	8,734,707	9,198,200	463,493	5.3%
Reimbursements	(5,527,821)	(5,579,590)	(51,769)	0.9%
Non-Departmental	(400,000)	(450,000)	(50,000)	12.5%
Contingency	447,138	500,000	52,862	11.8%
<b>Total Estimated Appropriations</b>	<b>\$ 89,736,117</b>	<b>\$ 94,583,065</b>	<b>\$ 4,846,948</b>	<b>5.4%</b>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 53,277,775	\$ 57,306,126	\$ 4,028,351	7.6%
Operating Costs	32,868,318	33,532,329	664,011	2.0%
Capital Outlay	336,000	76,000	(260,000)	-77.4%
Debt Service	-	-	-	0.0%
Capital Projects	-	-	-	0.0%
Transfers	8,734,707	9,198,200	463,493	5.3%
Reimbursements	(5,527,821)	(5,579,590)	(51,769)	0.9%
Non-Departmental	(400,000)	(450,000)	(50,000)	12.5%
Contingency	447,138	500,000	52,862	11.8%
<b>Total Estimated Appropriations</b>	<b>\$ 89,736,117</b>	<b>\$ 94,583,065</b>	<b>\$ 4,846,948</b>	<b>5.4%</b>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>SPECIAL REVENUE</b>			
	<b>Budgeted 2025/2026</b>	<b>Budgeted 2026/2027</b>	<b>Increase/ (Decrease)</b>	<b>Percentage Change</b>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	0.0%
Debt Service - 2020	-	-	-	0.0%
Debt Service - 2017	-	-	-	0.0%
Utility Taxes	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Licenses and Permits	30,000	30,000	-	0.0%
Intergovernmental Revenue	4,214,599	4,441,121	226,522	5.4%
Charges for Services	4,265,058	4,531,234	266,176	6.2%
Fines and Forfeitures	-	-	-	0.0%
Other Revenue	1,445,032	1,742,556	297,524	20.6%
Transfers	5,698,683	6,245,444	546,761	9.6%
Fund Balance	31,000	499,835	468,835	1512.4%
<b>Total Estimated Revenues</b>	<b>\$ 15,684,372</b>	<b>\$ 17,490,190</b>	<b>\$ 1,805,818</b>	<b>11.5%</b>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ -	\$ -	\$ -	0.0%
Financial Services	-	-	-	0.0%
Plan/Community Development	7,685,145	10,469,145	2,784,000	36.2%
Public Works	4,183,829	4,444,835	261,006	6.2%
Police	202,952	128,097	(74,855)	-36.9%
Fire	-	-	-	0.0%
Parks & Recreation	50,000	50,000	-	0.0%
Organizational Support	1,445,559	1,399,725	(45,834)	-3.2%
Debt Service	710,565	-	(710,565)	-100.0%
Transfers	457,876	449,520	(8,356)	-1.8%
Reimbursements	267,455	183,243	(84,212)	-31.5%
Non-Departmental	-	-	-	0.0%
Contingency	680,991	365,625	(315,366)	-46.3%
<b>Total Estimated Appropriations</b>	<b>\$ 15,684,372</b>	<b>\$ 17,490,190</b>	<b>\$ 1,805,818</b>	<b>11.5%</b>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 3,433,615	3,609,064	\$ 175,449	5.1%
Operating Costs	4,123,870	4,430,238	306,368	7.4%
Capital Outlay	160,000	102,500	(57,500)	-35.9%
Debt Service	710,565	-	(710,565)	-100.0%
Capital Projects	5,850,000	8,350,000	2,500,000	42.7%
Transfers	457,876	449,520	(8,356)	-1.8%
Reimbursements	267,455	183,243	(84,212)	-31.5%
Non-Departmental	-	-	-	0.0%
Contingency	680,991	365,625	(315,366)	-46.3%
<b>Total Estimated Appropriations</b>	<b>\$ 15,684,372</b>	<b>\$ 17,490,190</b>	<b>\$ 1,805,818</b>	<b>11.5%</b>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>DEBT SERVICE</b>			
	<u>Budgeted 2025/2026</u>	<u>Budgeted 2026/2027</u>	<u>Increase/ (Decrease)</u>	<u>Percentage Change</u>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	0.00%
Debt Service - 2020	144,234	147,072	2,838	1.97%
Debt Service - 2017	1,804,550	1,804,800	250	0.01%
Utility Taxes	-	-	-	0.00%
Franchise Fees	-	-	-	0.00%
Licenses and Permits	-	-	-	0.00%
Intergovernmental Revenue	-	-	-	0.00%
Charges for Services	-	-	-	0.00%
Fines and Forfeitures	-	-	-	0.00%
Other Revenue	149,018	145,461	(3,557)	-2.39%
Proceeds from Debt Issuance	-	-	-	0.00%
Transfers	516,784	518,021	1,237	0.24%
Fund Balance	-	-	-	0.00%
<b>Total Estimated Revenues</b>	<u>\$ 2,614,586</u>	<u>\$ 2,615,354</u>	<u>\$ 768</u>	<u>0.03%</u>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ -	\$ -	\$ -	0.00%
Financial Services	-	-	-	0.00%
Plan/Community Development	-	-	-	0.00%
Public Works	-	-	-	0.00%
Police	-	-	-	0.00%
Fire	-	-	-	0.00%
Parks & Recreation	-	-	-	0.00%
Organizational Support	-	-	-	0.00%
Debt Service	2,614,586	2,615,354	768	0.03%
Transfers	-	-	-	0.00%
Reimbursements	-	-	-	0.00%
Non-Departmental	-	-	-	0.00%
Contingency	-	-	-	0.00%
<b>Total Estimated Appropriations</b>	<u>\$ 2,614,586</u>	<u>\$ 2,615,354</u>	<u>\$ 768</u>	<u>0.03%</u>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ -	\$ -	\$ -	0.00%
Operating Costs	-	-	-	0.00%
Capital Outlay	-	-	-	0.00%
Debt Service	2,614,586	2,615,354	768	0.03%
Capital Projects	-	-	-	0.00%
Transfers	-	-	-	0.00%
Reimbursements	-	-	-	0.00%
Contingency	-	-	-	0.00%
<b>Total Estimated Appropriations</b>	<u>\$ 2,614,586</u>	<u>\$ 2,615,354</u>	<u>\$ 768</u>	<u>0.03%</u>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>CAPITAL PROJECTS</b>			
	<b>Budgeted 2025/2026</b>	<b>Budgeted 2026/2027</b>	<b>Increase/ (Decrease)</b>	<b>Percentage Change</b>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	0.0%
Debt Service - 2020	-	-	-	0.0%
Debt Service - 2017	-	-	-	0.0%
Utility Taxes	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Licenses and Permits	-	-	-	0.0%
Intergovernmental Revenue	200,000	-	(200,000)	-100.0%
Charges for Services	1,875,000	2,334,798	459,798	24.5%
Fines and Forfeitures	-	-	-	0.0%
Other Revenue	400,000	65,202	(334,798)	-83.7%
Transfers	3,690,000	3,300,000	(390,000)	-10.6%
Fund Balance	-	-	-	0.0%
<b>Total Estimated Revenues</b>	<b>\$ 6,165,000</b>	<b>\$ 5,700,000</b>	<b>\$ (465,000)</b>	<b>-7.5%</b>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ 400,000	\$ 450,000	\$ 50,000	12.5%
Financial Services	-	-	-	0.0%
Plan/Community Development	-	-	-	0.0%
Public Works	4,100,000	3,645,000	(455,000)	-11.1%
Police	200,000	200,000	-	0.0%
Fire	300,000	300,000	-	0.0%
Parks & Recreation	885,000	825,000	(60,000)	-6.8%
Organizational Support	-	-	-	0.0%
Debt Service	280,000	280,000	-	0.0%
Transfers	-	-	-	0.0%
Reimbursements	-	-	-	0.0%
Non-Departmental	-	-	-	0.0%
Contingency	-	-	-	0.0%
<b>Total Estimated Appropriations</b>	<b>\$ 6,165,000</b>	<b>\$ 5,700,000</b>	<b>\$ (465,000)</b>	<b>-7.5%</b>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ -	\$ -	\$ -	0.0%
Operating Costs	-	-	-	0.0%
Capital Outlay	-	-	-	0.0%
Debt Service	280,000	280,000	-	0.0%
Capital Projects	5,885,000	5,420,000	(465,000)	-7.9%
Transfers	-	-	-	0.0%
Reimbursements	-	-	-	0.0%
Contingency	-	-	-	0.0%
<b>Total Estimated Appropriations</b>	<b>\$ 6,165,000</b>	<b>\$ 5,700,000</b>	<b>\$ (465,000)</b>	<b>-7.5%</b>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>ENTERPRISE</b>			
	<u>Budgeted 2025/2026</u>	<u>Budgeted 2026/2027</u>	<u>Increase/ (Decrease)</u>	<u>Percentage Change</u>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	0.0%
Debt Service - 2020	-	-	-	0.0%
Debt Service - 2017	-	-	-	0.0%
Utility Taxes	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Licenses and Permits	-	-	-	0.0%
Intergovernmental Revenue	-	-	-	0.0%
Charges for Services	96,375,924	102,539,774	6,163,850	6.4%
Fines and Forfeitures	-	-	-	0.0%
Other Revenue	972,023	972,519	496	0.1%
Proceeds from Debt Issuance	-	-	-	0.0%
Transfers	-	-	-	0.0%
Reimbursements	193,221	204,408	11,187	5.8%
Fund Balance	1,950,162	2,000,000	49,838	2.6%
<b>Total Estimated Revenues</b>	<u>\$ 99,491,330</u>	<u>\$ 105,716,701</u>	<u>\$ 6,225,371</u>	<u>6.26%</u>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ -	\$ -	\$ -	0.0%
Financial Services	2,605,161	2,793,812	188,651	7.2%
Plan/Community Development	-	-	-	0.0%
Public Works	74,404,952	79,772,040	5,367,088	7.2%
Police	-	-	-	0.0%
Fire	-	-	-	0.0%
Parks & Recreation	-	-	-	0.0%
Organizational Support	-	-	-	0.0%
Debt Service	9,644,387	9,631,405	(12,982)	-0.1%
Transfers	7,118,765	7,375,943	257,178	3.6%
Reimbursements	5,453,587	5,600,314	146,727	2.7%
Non-Departmental	-	-	-	0.0%
Contingency	264,478	543,187	278,709	105.4%
<b>Total Estimated Appropriations</b>	<u>\$ 99,491,330</u>	<u>\$ 105,716,701</u>	<u>\$ 6,225,371</u>	<u>6.26%</u>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 13,872,330	14,268,746	\$ 396,416	2.9%
Operating Costs	45,181,128	50,081,106	4,899,978	10.8%
Capital Outlay	1,126,000	595,000	(531,000)	-47.2%
Debt Service	9,644,387	9,631,405	(12,982)	-0.1%
Capital Projects	16,830,655	17,621,000	790,345	4.7%
Transfers	7,118,765	7,375,943	257,178	3.6%
Reimbursements	5,453,587	5,600,314	146,727	2.7%
Non-Departmental	-	-	-	0.0%
Contingency	264,478	543,187	278,709	105.4%
<b>Total Estimated Appropriations</b>	<u>\$ 99,491,330</u>	<u>\$ 105,716,701</u>	<u>\$ 6,225,371</u>	<u>6.26%</u>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>INTERNAL SERVICE</b>			
	<b>Budgeted 2025/2026</b>	<b>Budgeted 2026/2027</b>	<b>Increase/ (Decrease)</b>	<b>Percentage Change</b>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	0.0%
Debt Service - 2020	-	-	-	0.0%
Debt Service - 2017	-	-	-	0.0%
Utility Taxes	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Licenses and Permits	-	-	-	0.0%
Intergovernmental Revenue	-	-	-	0.0%
Charges for Services	19,772,124	20,685,132	913,008	4.6%
Fines and Forfeitures	-	-	-	0.0%
Other Revenue	333,081	379,327	46,246	13.9%
Transfers	-	-	-	0.0%
Fund Balance	44,919	-	(44,919)	-100.0%
<b>Total Estimated Revenues</b>	<b>\$ 20,150,124</b>	<b>\$ 21,064,459</b>	<b>\$ 914,335</b>	<b>4.54%</b>

**ESTIMATED APPROPRIATIONS**

**BY PROGRAM:**

General Government	\$ 20,150,124	\$ 21,064,459	\$ 914,335	4.5%
Financial Services	-	-	-	0.0%
Plan/Community Development	-	-	-	0.0%
Public Works	-	-	-	0.0%
Police	-	-	-	0.0%
Fire	-	-	-	0.0%
Parks & Recreation	-	-	-	0.0%
Organizational Support	-	-	-	0.0%
Debt Service	-	-	-	0.0%
Transfers	-	-	-	0.0%
Reimbursements	-	-	-	0.0%
Non-Departmental	-	-	-	0.0%
Contingency	-	-	-	0.0%
<b>Total Estimated Appropriations</b>	<b>\$ 20,150,124</b>	<b>\$ 21,064,459</b>	<b>\$ 914,335</b>	<b>4.54%</b>

**ESTIMATED APPROPRIATIONS**

**BY FUNCTION:**

Personal Services	\$ 1,374,635	1,429,000	\$ 54,365	4.0%
Operating Costs	15,873,489	16,409,548	536,059	3.4%
Capital Outlay	2,902,000	3,225,911	323,911	11.2%
Debt Service	-	-	-	0.0%
Capital Projects	-	-	-	0.0%
Transfers	-	-	-	0.0%
Reimbursements	-	-	-	0.0%
Non-Departmental	-	-	-	0.0%
Contingency	-	-	-	0.0%
<b>Total Estimated Appropriations</b>	<b>\$ 20,150,124</b>	<b>\$ 21,064,459</b>	<b>\$ 914,335</b>	<b>4.54%</b>

**CITY OF WINTER PARK  
ALL FUNDS BUDGET SUMMARY  
2025/2026 Compared to 2026/2027**

	<b>TOTAL</b>			
	<u>Budgeted 2025/2026</u>	<u>Budgeted 2026/2027</u>	<u>Increase/ (Decrease)</u>	<u>Percentage Change</u>
<b>ESTIMATED REVENUES:</b>				
Taxes:				
Property Taxes:				
Operating millage	\$ 39,016,142	\$ 41,795,638	\$ 2,779,496	7.12%
Debt Service - 2020	144,234	147,072	2,838	1.97%
Debt Service - 2017	1,804,550	1,804,800	250	0.01%
Utility Taxes	8,206,005	8,712,773	506,768	6.18%
Franchise Fees	704,960	719,000	14,040	1.99%
Licenses and Permits	3,861,950	3,927,167	65,217	1.69%
Intergovernmental Revenue	13,865,656	14,122,971	257,315	1.86%
Charges for Services	140,634,509	148,965,692	8,331,183	5.92%
Fines and Forfeitures	2,339,711	2,157,000	(182,711)	-7.81%
Other Revenue	4,733,162	5,089,750	356,588	7.53%
Transfers and Reimbursements	16,504,569	17,228,071	723,502	4.38%
Fund Balance	2,026,081	2,499,835	473,754	23.38%
<b>Total Estimated Revenues</b>	<u>\$ 233,841,529</u>	<u>\$ 247,169,769</u>	<u>\$ 13,328,240</u>	<u>5.70%</u>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ 29,328,214	\$ 30,506,249	\$ 1,178,035	4.02%
Financial Services	3,959,660	4,151,447	191,787	4.84%
Plan/Community Development	11,438,046	14,209,946	2,771,900	24.23%
Public Works	99,338,424	105,512,266	6,173,842	6.21%
Police	22,277,188	23,612,593	1,335,405	5.99%
Fire	17,461,406	19,144,108	1,682,702	9.64%
Parks & Recreation	15,736,574	15,747,198	10,624	0.07%
Organizational Support	3,555,303	3,572,761	17,458	0.49%
Debt Service	13,249,538	12,526,759	(722,779)	-5.46%
Transfers	16,311,348	17,023,663	712,315	4.37%
Reimbursements	193,221	203,967	10,746	5.56%
Non-Departmental	(400,000)	(450,000)	(50,000)	0.13
Contingency	1,392,607	1,408,812	16,205	1.16%
<b>Total Estimated Appropriations</b>	<u>\$ 233,841,529</u>	<u>\$ 247,169,769</u>	<u>\$ 13,328,240</u>	<u>5.70%</u>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 71,958,355	\$ 76,612,936	\$ 4,654,581	6.47%
Operating Costs	98,046,805	104,453,221	6,406,416	6.53%
Capital Outlay	4,524,000	3,999,411	(524,589)	-11.60%
Debt Service	13,249,538	12,526,759	(722,779)	-5.46%
Capital Projects	28,565,655	31,391,000	2,825,345	9.89%
Transfers	16,311,348	17,023,663	712,315	4.37%
Reimbursements	193,221	203,967	10,746	5.56%
Non-Departmental	(400,000)	(450,000)	(50,000)	0.13
Contingency	1,392,607	1,408,812	16,205	1.16%
<b>Total Estimated Appropriations</b>	<u>\$ 233,841,529</u>	<u>\$ 247,169,769</u>	<u>\$ 13,328,240</u>	<u>5.70%</u>



**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, 2026 through September 30, 2027**

	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE</u>	<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>ENTERPRISE</u>	<u>INTERNAL SERVICE</u>	<u>TOTAL</u>
<b>REVENUES/SOURCES</b>							
Taxes:							
Property Taxes:							
Operating millage	\$ 41,795,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,795,638
Debt Service - 2017	-	-	1,804,800	-	-	-	1,804,800
Debt Service - 2020	-	-	147,072	-	-	-	147,072
Utility Taxes	8,712,773	-	-	-	-	-	8,712,773
Franchise Fees	719,000	-	-	-	-	-	719,000
Licenses and Permits	3,897,167	30,000	-	-	-	-	3,927,167
Intergovernmental Revenue	9,681,850	4,441,121	-	-	-	-	14,122,971
Charges for Services	18,874,754	4,531,234	-	2,334,798	102,539,774	20,685,132	148,965,692
Fines and Forfeitures	2,157,000	-	-	-	-	-	2,157,000
Other Revenue	1,784,685	1,742,556	145,461	65,202	972,519	379,327	5,089,750
Transfers & Reimbursements	6,960,198	6,245,444	518,021	3,300,000	204,408	-	17,228,071
Fund Balance	-	-	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>94,583,065</u>	<u>16,990,355</u>	<u>2,615,354</u>	<u>5,700,000</u>	<u>103,716,701</u>	<u>21,064,459</u>	<u>244,669,934</u>
<b>EXPENDITURES/USES</b>							
General Government	8,991,790	-	-	450,000	-	21,064,459	30,506,249
Financial Services	1,357,635	-	-	-	2,793,812	-	4,151,447
Plan/Community Development	3,740,801	10,469,145	-	-	-	-	14,209,946
Public Works	17,650,391	4,444,835	-	3,645,000	79,772,040	-	105,512,266
Police	23,284,496	128,097	-	200,000	-	-	23,612,593
Fire	18,844,108	-	-	300,000	-	-	19,144,108
Parks & Recreation	14,872,198	50,000	-	825,000	-	-	15,747,198
Organizational Support	2,173,036	1,399,725	-	-	-	-	3,572,761
Debt Service	-	-	2,615,354	280,000	9,631,405	-	12,526,759
Transfers	9,198,200	449,520	-	-	7,375,943	-	17,023,663
Reimbursements	(5,579,590)	183,243	-	-	5,600,314	-	203,967
Non-Departmental	(450,000)	-	-	-	-	-	(450,000)
<b>Total Expenditures/Uses</b>	<u>94,083,065</u>	<u>17,124,565</u>	<u>2,615,354</u>	<u>5,700,000</u>	<u>105,173,514</u>	<u>21,064,459</u>	<u>245,760,957</u>
<b>Revenues over (under)</b>							
<b>Expenditures</b>	500,000	(134,210)	-	-	(1,456,813)	-	(1,091,023)
<b>Fund Balances - estimated</b>							
<b>Beginning of year</b>	<u>28,960,981</u>	<u>20,474,634</u>	<u>245,698</u>	<u>8,989,040</u>	<u>211,374,108</u>	<u>19,239,053</u>	<u>289,283,514</u>
<b>Fund Balances - estimated</b>							
<b>End of year</b>	<u>\$ 29,460,981</u>	<u>\$ 20,340,424</u>	<u>\$ 245,698</u>	<u>\$ 8,989,040</u>	<u>\$ 209,917,295</u>	<u>\$ 19,239,053</u>	<u>\$ 288,192,491</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 2,715,697	\$ 3,813,302	\$ 4,108,184	\$ 4,265,058	\$ 4,531,234
Intergovernmental Revenue	23,927	39,021	9,507	21,626	20,000
Licenses and permits	29,429	33,686	32,517	30,000	30,000
Other	880	33,486	48,200	14,301	27,084
Transfers from other funds	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>2,769,932</u>	<u>3,919,495</u>	<u>4,198,408</u>	<u>4,330,985</u>	<u>4,608,318</u>
<b>EXPENDITURES/USES</b>					
Public Works (by program)					
Stormwater management	476,450	612,132	568,599	520,869	542,993
Lakes	1,167,812	1,197,138	1,302,290	1,638,394	1,615,446
Street drainage and maintenance	1,403,549	1,546,608	1,833,899	1,752,625	1,919,549
Street sweeping	240,906	178,248	324,608	271,941	366,847
<b>Total Expenditures/Uses</b>	<u>3,288,716</u>	<u>3,534,126</u>	<u>4,159,697</u>	<u>4,330,985</u>	<u>4,608,318</u>
<b>Revenues/Sources over (under)</b>					
<b>Expenditures/Uses</b>	(518,784)	385,369	38,711	-	-
<b>Beginning Fund Balance</b>	<u>518,008</u>	<u>(777)</u>	<u>384,592</u>	<u>423,303</u>	<u>423,303</u>
<b>Ending Fund Balance</b>	<u>\$ (777)</u>	<u>\$ 384,592</u>	<u>\$ 423,303</u>	<u>\$ 423,303</u>	<u>\$ 423,303</u>
Non Spendable	\$ 65,986	\$ 72,776	\$ 72,779	\$ 72,779	\$ 72,779
Spendable	<u>(66,762)</u>	<u>311,813</u>	<u>350,524</u>	<u>350,524</u>	<u>350,524</u>
<b>Total Fund Balance</b>	<u>\$ (777)</u>	<u>\$ 384,589</u>	<u>\$ 423,303</u>	<u>\$ 423,303</u>	<u>\$ 423,303</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Licenses and permits	\$ 118,187	\$ 21,213	\$ 126,192	\$ -	\$ -
Other	5,194	5,585	485	-	-
Transfers from other funds	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>123,381</u>	<u>26,798</u>	<u>126,677</u>	<u>-</u>	<u>-</u>
<b>EXPENDITURES/USES</b>					
Planning and development	<u>200,000</u>	<u>400,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures/Uses</b>	<u>200,000</u>	<u>400,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	(76,619)	(373,202)	126,677	-	-
<b>Beginning Fund Balance</b>	<u>314,476</u>	<u>237,857</u>	<u>(135,345)</u>	<u>(8,669)</u>	<u>(8,669)</u>
<b>Ending Fund Balance</b>	<u>\$ 237,857</u>	<u>\$ (135,345)</u>	<u>\$ (8,669)</u>	<u>\$ (8,669)</u>	<u>\$ (8,669)</u>
Non Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Spendable	<u>237,857</u>	<u>(135,345)</u>	<u>(8,669)</u>	<u>(8,669)</u>	<u>(8,669)</u>
<b>Total Fund Balance</b>	<u>\$ 237,857</u>	<u>\$ (135,345)</u>	<u>\$ (8,669)</u>	<u>\$ (8,669)</u>	<u>\$ (8,669)</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Other	\$ 437,090	\$ 349,112	\$ 1,338,904	\$ 150,000	\$ 243,301
Transfers from other funds	-	-	54,577	-	-
Fund Balance	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>437,090</u>	<u>349,112</u>	<u>1,393,481</u>	<u>150,000</u>	<u>243,301</u>
<b>EXPENDITURES/USES</b>					
Planning and development	-	-	8,667	150,000	243,301
<b>Total Expenditures/Uses</b>	<u>-</u>	<u>-</u>	<u>8,667</u>	<u>150,000</u>	<u>243,301</u>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	437,090	349,112	1,384,814	-	-
<b>Beginning Fund Balance</b>	<u>266,996</u>	<u>704,086</u>	<u>1,053,197</u>	<u>2,438,011</u>	<u>2,438,011</u>
<b>Ending Fund Balance</b>	<u>\$ 704,086</u>	<u>\$ 1,053,197</u>	<u>\$ 2,438,011</u>	<u>\$ 2,438,011</u>	<u>\$ 2,438,011</u>
Non Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Spendable	<u>704,086</u>	<u>1,053,197</u>	<u>2,438,011</u>	<u>2,438,011</u>	<u>2,438,011</u>
<b>Total Fund Balance</b>	<u>\$ 704,086</u>	<u>\$ 1,053,197</u>	<u>\$ 2,438,011</u>	<u>\$ 2,438,011</u>	<u>\$ 2,438,011</u>

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

	ACTUAL FY 2023	ACTUAL FY 2024	ACTUAL FY 2025	BUDGET FY 2026	BUDGET FY 2027
<b>REVENUES/SOURCES</b>					
Charges for services	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenue	3,388,561	3,653,759	3,831,829	4,021,021	4,293,024
Miscellaneous revenue	433,906	1,327,478	1,053,074	602,044	657,026
Transfers from other funds	4,039,166	4,528,611	4,857,254	5,206,424	5,708,429
<b>Total Revenues/Sources</b>	<b>7,861,633</b>	<b>9,509,848</b>	<b>9,742,157</b>	<b>9,829,489</b>	<b>10,658,479</b>
<b>EXPENDITURES/USES</b>					
Planning and development	1,405,476	1,853,686	2,404,798	2,838,445	2,788,554
Debt service	1,484,485	1,071,284	1,066,442	710,565	-
Capital Projects	595,050	1,879,683	7,316,999	5,700,000	8,350,000
Transfers to other funds	-	-	-	-	-
Reimbursements	62,759	130,415	138,242	120,299	19,760
<b>Total Expenditures/Uses</b>	<b>3,547,770</b>	<b>4,935,068</b>	<b>10,926,480</b>	<b>9,369,309</b>	<b>11,158,314</b>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	4,313,864	4,574,780	(1,184,323)	460,180	(499,835)
<b>Beginning Fund Balance</b>	<b>9,839,901</b>	<b>14,153,765</b>	<b>18,728,545</b>	<b>17,544,223</b>	<b>18,004,403</b>
<b>Ending Fund Balance</b>	<b>\$ 14,153,765</b>	<b>\$ 18,728,545</b>	<b>\$ 17,544,223</b>	<b>\$ 18,004,403</b>	<b>\$ 17,504,568</b>
Non Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Spendable	14,153,765	18,728,545	17,544,223	18,004,403	17,504,568
<b>Total Fund Balance</b>	<b>\$ 14,153,765</b>	<b>\$ 18,728,545</b>	<b>\$ 17,544,223</b>	<b>\$ 18,004,403</b>	<b>\$ 17,504,568</b>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Intergovernmental revenues	\$ -	\$ 586,432	\$ -	\$ -	\$ -
Other	51,420	89,150	142,505	-	-
Transfers from other funds	-	250,000	-	-	-
<b>Total Revenues/Sources</b>	<u>51,420</u>	<u>925,582</u>	<u>142,505</u>	<u>-</u>	<u>-</u>
<b>EXPENDITURES/USES</b>					
Parks & Recreation	<u>88,353</u>	<u>422,944</u>	<u>2,025,354</u>	<u>-</u>	<u>-</u>
<b>Total Expenditures/Uses</b>	<u>88,353</u>	<u>422,944</u>	<u>2,025,354</u>	<u>-</u>	<u>-</u>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	(36,933)	502,638	(1,882,849)	-	-
<b>Beginning Fund Balance</b>	<u>1,238,240</u>	<u>1,201,307</u>	<u>1,703,945</u>	<u>(178,904)</u>	<u>(178,904)</u>
<b>Ending Fund Balance</b>	<u>\$ 1,201,307</u>	<u>\$ 1,703,945</u>	<u>\$ (178,904)</u>	<u>\$ (178,904)</u>	<u>\$ (178,904)</u>

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

	<u>ACTUAL FY 2023</u>	<u>ACTUAL FY 2024</u>	<u>ACTUAL FY 2025</u>	<u>BUDGET FY 2026</u>	<u>BUDGET FY 2027</u>
<b>REVENUES/SOURCES</b>					
Lot sales	\$ 466,090	\$ 626,221	\$ 619,647	\$ 560,000	\$ 690,000
Other	44,171	104,725	73,493	43,687	50,145
Transfers	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>510,261</u>	<u>730,946</u>	<u>693,140</u>	<u>603,687</u>	<u>740,145</u>
<b>EXPENDITURES/USES</b>					
Operations	-	-	-	-	-
Parks	-	-	-	-	-
Transfers to other funds	950,874	399,875	379,486	382,876	374,520
Reimbursements	-	-	-	-	-
Contingency	-	-	-	220,811	365,625
<b>Total Expenditures/Uses</b>	<u>950,874</u>	<u>399,875</u>	<u>379,486</u>	<u>603,687</u>	<u>740,145</u>
<b>Revenues/Sources over (under) Expenditures/Uses</b>	(440,613)	331,071	313,654	-	-
<b>Beginning Fund Balance</b>	<u>1,665,297</u>	<u>1,224,684</u>	<u>1,555,755</u>	<u>1,869,409</u>	<u>1,869,409</u>
<b>Ending Fund Balance</b>	<u>\$ 1,224,684</u>	<u>\$ 1,555,755</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>
Spendable	<u>\$ 1,224,684</u>	<u>\$ 1,555,755</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>
<b>Total Fund Balance</b>	<u>\$ 1,224,684</u>	<u>\$ 1,555,755</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>	<u>\$ 1,869,409</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Fines and Forfeitures	\$ 95,443	\$ 152,479	\$ 98,425	\$ -	\$ -
Intergovernmental	222,545	703,792	3,436,935	-	-
Charges for Services	199,974	291,763	303,628	-	-
Other	198,577	379,614	497,095	75,000	75,000
Transfers from other funds	1,489,602	729,069	788,000	492,259	537,015
<b>Total Revenues/Sources</b>	<u>2,206,140</u>	<u>2,256,716</u>	<u>5,124,082</u>	<u>567,259</u>	<u>612,015</u>
<b>EXPENDITURES/USES</b>					
Planning and development	49,405	7,800	64,215	50,000	50,000
Public works	-	-	-	-	-
Natural Resources & Sustainability	103,145	1,011,374	3,896,282	-	-
Police	51,768	59,304	84,219	-	-
Fire	18,689	19,674	198,957	-	-
Parks & recreation department	343,903	396,045	374,935	-	-
Organizational support	350,000	374,700	333,000	442,259	487,015
Transfers to other funds	75,000	75,000	75,000	75,000	75,000
Capital Improvements	134,800	20,235	1,000,000	-	-
<b>Total Expenditures/Uses</b>	<u>1,126,710</u>	<u>1,964,132</u>	<u>6,026,608</u>	<u>567,259</u>	<u>612,015</u>
<b>Revenues/Sources over (under)</b> <b>Expenditures/Uses</b>	1,079,430	292,584	(902,526)	-	-
<b>Beginning Fund Balance</b>	<u>1,689,096</u>	<u>2,768,526</u>	<u>3,061,110</u>	<u>2,158,585</u>	<u>2,158,585</u>
<b>Ending Fund Balance</b>	<u>\$ 2,768,526</u>	<u>\$ 3,061,110</u>	<u>\$ 2,158,585</u>	<u>\$ 2,158,585</u>	<u>\$ 2,158,585</u>
 Spendable	\$ 2,768,526	\$ 3,061,110	\$ 2,158,585	\$ 2,158,585	\$ 2,158,585
<b>Total Fund Balance</b>	<u>\$ 2,768,526</u>	<u>\$ 3,061,110</u>	<u>\$ 2,158,585</u>	<u>\$ 2,158,585</u>	<u>\$ 2,158,585</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Intergovernmental Revenues	\$ 99,211	\$ 183,133	\$ 183,771	\$ 171,952	\$ 128,097
Miscellaneous	1,688	3,191	2,578	-	-
<b>Total Revenues/Sources</b>	<u>100,899</u>	<u>186,324</u>	<u>186,349</u>	<u>171,952</u>	<u>128,097</u>
<b>EXPENDITURES/USES</b>					
Police	112,809	180,136	181,361	171,952	128,097
Transfers to other funds	-	-	-	-	-
<b>Total Expenditures/Uses</b>	<u>112,809</u>	<u>180,136</u>	<u>181,361</u>	<u>171,952</u>	<u>128,097</u>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	(11,910)	6,188	4,988	-	-
<b>Beginning Fund Balance</b>	<u>76,650</u>	<u>64,740</u>	<u>70,928</u>	<u>75,916</u>	<u>75,916</u>
<b>Ending Fund Balance</b>	<u>\$ 64,740</u>	<u>\$ 70,928</u>	<u>\$ 75,916</u>	<u>\$ 75,916</u>	<u>\$ 75,916</u>
Spendable	\$ 64,740	\$ 70,928	\$ 75,916	\$ 75,916	\$ 75,916
<b>Total Fund Balance</b>	<u>\$ 64,740</u>	<u>\$ 70,928</u>	<u>\$ 75,916</u>	<u>\$ 75,916</u>	<u>\$ 75,916</u>

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

	<u>ACTUAL FY 2023</u>	<u>ACTUAL FY 2024</u>	<u>ACTUAL FY 2025</u>	<u>BUDGET FY 2026</u>	<u>BUDGET FY 2027</u>
<b>REVENUES/SOURCES</b>					
Fines and Forfeitures	\$ 209,870	\$ 26,853	\$ 92,084	\$ -	\$ -
Miscellaneous	603,408	16,343	10,602	-	-
Fund Balance				31,000	-
<b>Total Revenues/Sources</b>	<u>813,278</u>	<u>43,196</u>	<u>102,686</u>	<u>-</u>	<u>-</u>
<b>EXPENDITURES/USES</b>					
Police	905,343	71,950	82,948	31,000	-
Transfers to other funds	-	-	-	-	-
<b>Total Expenditures/Uses</b>	<u>905,343</u>	<u>71,950</u>	<u>82,948</u>	<u>31,000</u>	<u>-</u>
<b>Revenues/Sources over (under) Expenditures/Uses</b>	(92,065)	(28,754)	19,738	(31,000)	-
<b>Beginning Fund Balance</b>	<u>337,412</u>	<u>245,347</u>	<u>216,593</u>	<u>236,331</u>	<u>205,331</u>
<b>Ending Fund Balance</b>	<u>\$ 245,347</u>	<u>\$ 216,593</u>	<u>\$ 236,331</u>	<u>\$ 205,331</u>	<u>\$ 205,331</u>
 Spendable	 \$ 245,347	 \$ 216,593	 \$ 236,331	 \$ 205,331	 \$ 205,331
<b>Total Fund Balance</b>	<u>\$ 245,347</u>	<u>\$ 216,593</u>	<u>\$ 236,331</u>	<u>\$ 205,331</u>	<u>\$ 205,331</u>

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

	<b>ACTUAL FY 2023</b>	<b>ACTUAL FY 2024</b>	<b>ACTUAL FY 2025</b>	<b>BUDGET FY 2026</b>	<b>BUDGET FY 2027</b>
<b>REVENUES/SOURCES</b>					
Property taxes	\$ 1,964,356	\$ 1,965,518	\$ 1,966,426	\$ 2,097,802	\$ 2,097,333
Other	116,575	124,185	20,946	-	-
Transfers from other funds	451,014	518,612	622,870	516,784	518,021
<b>Total Revenues/Sources</b>	<b>2,531,945</b>	<b>2,608,315</b>	<b>2,610,242</b>	<b>2,614,586</b>	<b>2,615,354</b>
<b>EXPENDITURES/USES</b>					
Debt Service	2,545,846	2,608,252	2,605,563	2,614,586	2,615,354
<b>Total Expenditures/Uses</b>	<b>2,545,846</b>	<b>2,608,252</b>	<b>2,605,563</b>	<b>2,614,586</b>	<b>2,615,354</b>
<b>Revenues/Sources over (under)</b>					
Expenditures/Uses	(13,901)	63	4,679	-	-
<b>Beginning Fund Balance, as restated</b>	<b>254,857</b>	<b>240,956</b>	<b>241,019</b>	<b>245,698</b>	<b>245,698</b>
<b>Ending Fund Balance</b>	<b>\$ 240,956</b>	<b>\$ 241,019</b>	<b>\$ 245,698</b>	<b>\$ 245,698</b>	<b>\$ 245,698</b>
Spendable	\$ 240,956	\$ 241,019	\$ 245,698	\$ 245,698	\$ 245,698
<b>Total Fund Balance</b>	<b>\$ 240,956</b>	<b>\$ 241,019</b>	<b>\$ 245,698</b>	<b>\$ 245,698</b>	<b>\$ 245,698</b>

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

	<b>ACTUAL FY 2023</b>	<b>ACTUAL FY 2024</b>	<b>ACTUAL FY 2025</b>	<b>BUDGET FY 2026</b>	<b>BUDGET FY 2027</b>
<b>REVENUES/SOURCES</b>					
Intergovernmental revenues	\$ 3,000,000	\$ 65	\$ 3,906,282	\$ -	\$ -
Other	1,578,147	703,617	509,127	400,000	-
Proceeds from bond issuance	-	-	-	-	-
Transfers from other funds	3,859,231	4,153,077	6,648,039	3,690,000	3,300,000
<b>Total Revenues/Sources</b>	<b>8,437,378</b>	<b>4,856,759</b>	<b>11,063,448</b>	<b>4,090,000</b>	<b>3,300,000</b>
<b>EXPENDITURES/USES</b>					
Capital projects	4,114,483	3,222,959	9,915,195	4,010,000	3,020,000
Transfers to other funds	-	-	-	280,000	280,000
<b>Total Expenditures/Uses</b>	<b>4,114,483</b>	<b>3,222,959</b>	<b>9,915,195</b>	<b>4,290,000</b>	<b>3,300,000</b>
<b>Revenues/Sources over (under) Expenditures/Uses</b>	4,322,895	1,633,800	1,148,253	(200,000)	-
<b>Beginning Fund Balance</b>	398,805	4,721,700	6,355,500	7,503,753	7,303,753
<b>Ending Fund Balance</b>	<b>\$ 4,721,700</b>	<b>\$ 6,355,500</b>	<b>\$ 7,503,753</b>	<b>\$ 7,303,753</b>	<b>\$ 7,303,753</b>
Spendable	\$ 4,721,700	\$ 6,355,500	\$ 7,503,753	\$ 7,303,753	\$ 7,303,753
<b>Total Fund Balance*</b>	<b>\$ 4,721,700</b>	<b>\$ 6,355,500</b>	<b>\$ 7,503,753</b>	<b>\$ 7,303,753</b>	<b>\$ 7,303,753</b>

\*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> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 726,607	\$ 700,000	\$ 1,150,000	\$ 1,875,000	\$ 2,334,798
Intergovernmental revenues	-	-	-	-	-
Other	21,785	87,039	97,733	-	65,202
Transfers from other funds	-	-	1,003,143	-	-
<b>Total Revenues/Sources</b>	<u>748,392</u>	<u>787,039</u>	<u>2,250,876</u>	<u>1,875,000</u>	<u>2,400,000</u>
<b>EXPENDITURES/USES</b>					
Capital projects	410,086	670,781	1,629,289	1,875,000	2,400,000
Transfers to other funds	-	-	-	-	-
<b>Total Expenditures/Uses</b>	<u>410,086</u>	<u>670,781</u>	<u>1,629,289</u>	<u>1,875,000</u>	<u>2,400,000</u>
<b>Revenues/Sources over (under)</b>					
<b>Expenditures/Uses</b>	338,306	116,258	621,587	-	-
<b>Beginning Fund Balance</b>	<u>609,136</u>	<u>947,442</u>	<u>1,063,700</u>	<u>1,685,287</u>	<u>1,685,287</u>
<b>Ending Fund Balance</b>	<u>\$ 947,442</u>	<u>\$ 1,063,700</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>
Spendable	<u>\$ 947,442</u>	<u>\$ 1,063,700</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>
<b>Total Fund Balance</b>	<u>\$ 947,442</u>	<u>\$ 1,063,700</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>	<u>\$ 1,685,287</u>

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

	<b>ACTUAL FY 2023</b>	<b>ACTUAL FY 2024</b>	<b>ACTUAL FY 2025</b>	<b>BUDGET FY 2026</b>	<b>BUDGET FY 2027</b>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 34,027,980	\$ 37,903,145	\$ 39,284,531	\$ 41,317,673	\$ 42,533,009
Capital contributions	696,960	433,712	1,145,004	490,000	450,000
Other	768,479	2,026,615	1,366,439	834,407	928,257
Transfers from other funds	-	-	-	-	-
<b>Total Revenues/Sources</b>	<b>35,493,419</b>	<b>40,363,472</b>	<b>41,795,974</b>	<b>42,642,080</b>	<b>43,911,266</b>
<b>EXPENSES/USES</b>					
General administration	2,191,126	2,470,170	2,858,634	2,872,007	3,379,482
Operations	18,614,106	21,143,066	24,751,747	23,234,037	23,244,660
Depreciation	2,821,618	2,837,915	2,912,189	-	-
Amortization	952,263	905,736	913,002	-	-
Interest and fiscal charges	1,520,474	1,398,154	1,274,871	1,193,404	802,099
Amount allocated for principal payment	-	-	-	3,770,000	4,140,000
Amount allocated for capital projects	-	-	-	4,658,000	4,680,000
Reimbursements	2,602,312	2,715,550	2,923,424	3,172,588	3,327,229
Transfers to other funds	3,060,567	2,993,440	4,017,271	3,477,566	3,794,609
<b>Total Expenses/Uses</b>	<b>31,762,466</b>	<b>34,464,031</b>	<b>39,651,138</b>	<b>42,377,602</b>	<b>43,368,079</b>
<b>Change in Net Assets (Cash Flows for Budget Years Presented)</b>	<b>3,730,953</b>	<b>5,899,441</b>	<b>2,144,836</b>	<b>264,478</b>	<b>543,187</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	-	-	-	3,770,000	4,140,000
Add back investment in capital assets	-	-	-	4,658,000	4,680,000
<b>Change in Net Assets (After Adjustments to Budget Years)</b>	<b>3,730,953</b>	<b>5,899,441</b>	<b>2,144,836</b>	<b>5,092,478</b>	<b>5,763,187</b>
<b>Net Assets at</b>					
<b>Beginning of Year, as Restated</b>	<b>92,891,090</b>	<b>96,622,043</b>	<b>102,634,723</b>	<b>104,779,559</b>	<b>109,872,037</b>
<b>Net Assets at</b>					
<b>End of Year</b>	<b>\$ 96,622,043</b>	<b>\$ 102,521,484</b>	<b>\$ 104,779,559</b>	<b>\$ 109,872,037</b>	<b>\$ 115,635,224</b>
Invested in capital assets, net of related debt	\$ 62,617,036	\$ 65,443,348	\$ 69,154,782	\$ 73,982,782	\$ 79,202,782
Restricted	19,170,211	19,622,586	21,778,438	21,778,438	21,778,438
Unrestricted	14,834,797	17,568,789	16,769,763	17,034,241	17,577,428
<b>Total Net Assets</b>	<b>\$ 96,622,044</b>	<b>\$ 102,634,723</b>	<b>\$ 107,702,983</b>	<b>\$ 112,795,461</b>	<b>\$ 118,558,648</b>

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

	<u>ACTUAL FY 2023</u>	<u>ACTUAL FY 2024</u>	<u>ACTUAL FY 2025</u>	<u>BUDGET FY 2026</u>	<u>BUDGET FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 50,043,905	\$ 47,604,769	\$ 51,181,088	\$ 54,568,251	\$ 59,556,765
Intergovernmental revenues	-	-	-	-	-
Other	565,788	271,572	153,321	137,616	44,262
Transfers from other funds	-	-	-	-	-
Reimbursements	-	-	-	193,221	204,408
<b>Total Revenues/Sources</b>	<u>50,609,693</u>	<u>47,876,341</u>	<u>51,334,409</u>	<u>54,899,088</u>	<u>59,805,435</u>
<b>EXPENSES/USES</b>					
General administration	2,556,091	2,714,116	3,077,196	3,140,593	3,720,995
Operations	27,128,187	25,523,084	29,253,372	30,932,821	34,599,715
Depreciation	3,720,375	3,988,569	4,421,994	-	-
Amortization	702,011	702,538	702,598	-	-
Interest and fiscal charges	1,863,684	1,719,170	1,570,134	1,340,983	1,224,306
Amount allocated for principal payment	-	-	-	3,340,000	3,465,000
Amount allocated for capital projects	-	-	-	12,172,655	12,941,000
Reimbursements	1,775,965	2,132,235	2,195,251	2,280,999	2,273,085
Transfers to other funds	3,134,445	2,854,964	3,992,143	3,641,199	3,581,334
<b>Total Expenses/Uses</b>	<u>40,880,758</u>	<u>39,634,676</u>	<u>45,212,688</u>	<u>56,849,250</u>	<u>61,805,435</u>
<b>Change in Net Assets (Cash Flows for Budget Years Presented)</b>	9,728,935	8,241,665	6,121,721	(1,950,162)	(2,000,000)
<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	-	-	-	3,340,000	3,465,000
Add back investment in capital assets	-	-	-	12,172,655	12,941,000
<b>Change in Net Assets (After Adjustments to Budget Years)</b>	9,728,935	8,241,665	6,121,721	9,362,493	10,206,000
<b>Net Assets at</b>					
<b>Beginning of Year, as Restated</b>	<u>68,057,970</u>	<u>77,786,905</u>	<u>86,017,857</u>	<u>92,139,578</u>	<u>101,502,071</u>
<b>Net Assets at</b>					
<b>End of Year</b>	<u>\$ 77,786,905</u>	<u>\$ 86,028,570</u>	<u>\$ 92,139,578</u>	<u>\$ 101,502,071</u>	<u>\$ 111,708,071</u>
<b>Invested in capital assets, net of related debt</b>					
Unrestricted	<u>\$ 57,258,316</u>	<u>\$ 66,460,160</u>	<u>\$ 73,951,003</u>	<u>\$ 85,263,658</u>	<u>\$ 97,469,658</u>
	<u>20,528,589</u>	<u>19,557,697</u>	<u>20,383,826</u>	<u>18,433,664</u>	<u>16,433,664</u>
<b>Total Net Assets</b>	<u>\$ 77,786,905</u>	<u>\$ 86,017,857</u>	<u>\$ 94,334,829</u>	<u>\$ 103,697,322</u>	<u>\$ 113,903,322</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 1,812,950	\$ 2,132,167	\$ 2,265,178	\$ 2,372,654	\$ 2,428,908
Other	19,443	12	12	-	-
Transfers from other funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues/Sources</b>	<u>1,832,393</u>	<u>2,132,179</u>	<u>2,265,190</u>	<u>2,372,654</u>	<u>2,428,908</u>
<b>EXPENSES/USES</b>					
Operations	<u>1,827,168</u>	<u>2,042,481</u>	<u>2,305,614</u>	<u>2,372,654</u>	<u>2,428,908</u>
<b>Total Expenses/Uses</b>	<u>1,827,168</u>	<u>2,042,481</u>	<u>2,305,614</u>	<u>2,372,654</u>	<u>2,428,908</u>
<b>Change in Net Assets (Cash Flows for Budget Years Presented)</b>	5,224	89,698	(40,424)	-	-
<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>	5,224	89,698	(40,424)	(1,000)	(1,000)
<b>Net Assets at</b>					
<b>Beginning of Year, as Restated</b>	<u>(169,348)</u>	<u>(164,124)</u>	<u>(74,426)</u>	<u>(114,850)</u>	<u>(115,850)</u>
<b>Net Assets at</b>					
<b>End of Year</b>	<u>\$ (164,124)</u>	<u>\$ (74,426)</u>	<u>\$ (114,850)</u>	<u>\$ (115,850)</u>	<u>\$ (116,850)</u>
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ (1,000)	\$ (2,000)
Unrestricted	<u>(164,124)</u>	<u>(74,426)</u>	<u>(114,850)</u>	<u>(114,850)</u>	<u>(114,850)</u>
<b>Total Net Assets</b>	<u>\$ (164,124)</u>	<u>\$ (74,426)</u>	<u>\$ (114,850)</u>	<u>\$ (115,850)</u>	<u>\$ (116,850)</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 1,674,447	\$ 2,409,178	\$ 3,487,329	\$ 2,784,128	\$ 3,134,127
Intergovernmental revenues	-	-	-	-	-
Other	107,940	237,351	381,781	72,953	91,784
Transfers In	-	195,282	-	-	-
<b>Total Revenues/Sources</b>	<u>1,782,387</u>	<u>2,841,811</u>	<u>3,869,110</u>	<u>2,857,081</u>	<u>3,225,911</u>
<b>EXPENSES/USES</b>					
Operations	-	-	-	-	-
Depreciation	1,689,855	1,604,079	1,989,023	-	-
Amount allocated for capital equipment	-	-	-	2,902,000	3,225,911
Transfers to other funds	-	-	-	-	-
Reimbursements	-	-	-	-	-
<b>Total Expenses/Uses</b>	<u>1,689,855</u>	<u>1,604,079</u>	<u>1,989,023</u>	<u>2,902,000</u>	<u>3,225,911</u>
<b>Change in Net Assets (Cash Flows for Budget Years Presented)</b>	92,532	1,237,732	1,880,087	(44,919)	-
<b>Adjustments to Budget Years to Convert to GAAP Accounting:</b>					
Deduct estimate for depreciation	-	-	-	(1,650,000)	(1,650,000)
Add back payment of principal	-	-	-	-	-
Add back investment in capital assets	-	-	-	2,902,000	3,225,911
<b>Change in Net Assets (After Adjustments to Budget Years)</b>	92,532	1,237,732	1,880,087	1,207,081	1,575,911
<b>Net Assets at</b>					
<b>Beginning of Year</b>	<u>10,421,134</u>	<u>10,513,666</u>	<u>11,751,398</u>	<u>13,631,485</u>	<u>14,838,566</u>
<b>Net Assets at</b>					
<b>End of Year</b>	<u>\$ 10,513,666</u>	<u>\$ 11,751,398</u>	<u>\$ 13,631,485</u>	<u>\$ 14,838,566</u>	<u>\$ 16,414,477</u>
Invested in capital assets, net of related debt	\$ 8,465,316	\$ 9,438,580	\$ 9,438,580	\$ 10,690,580	\$ 12,266,491
Unrestricted	<u>2,048,350</u>	<u>2,312,818</u>	<u>4,192,905</u>	<u>4,147,986</u>	<u>4,147,986</u>
<b>Total Net Assets</b>	<u>\$ 10,513,666</u>	<u>\$ 11,751,398</u>	<u>\$ 13,631,485</u>	<u>\$ 14,838,566</u>	<u>\$ 16,414,477</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 8,880,160	\$ 9,683,073	\$ 10,137,531	\$ 10,956,258	\$ 11,595,074
Other	183,475	385,625	339,963	212,756	224,230
<b>Total Revenues/Sources</b>	<u>9,063,635</u>	<u>10,068,698</u>	<u>10,477,494</u>	<u>11,169,014</u>	<u>11,819,304</u>
<b>EXPENSES/USES</b>					
Operations	9,073,261	9,201,802	10,757,963	11,169,014	11,819,304
Reimbursements	-	-	-	-	-
<b>Total Expenses/Uses</b>	<u>9,073,261</u>	<u>9,201,802</u>	<u>10,757,963</u>	<u>11,169,014</u>	<u>11,819,304</u>
<b>Change in Net Assets</b>	(9,626)	866,896	(280,469)	-	-
<b>Net Assets at</b>					
<b>Beginning of Year - as Restated</b>	<u>2,600,966</u>	<u>2,591,340</u>	<u>3,458,235</u>	<u>3,177,766</u>	<u>3,177,766</u>
<b>Net Assets at</b>					
<b>End of Year</b>	<u>\$ 2,591,340</u>	<u>\$ 3,458,235</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>
Unrestricted	<u>\$ 2,591,340</u>	<u>\$ 3,458,235</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>
<b>Total Net Assets</b>	<u>\$ 2,591,340</u>	<u>\$ 3,458,235</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>	<u>\$ 3,177,766</u>

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

	<u>ACTUAL</u> <u>FY 2023</u>	<u>ACTUAL</u> <u>FY 2024</u>	<u>ACTUAL</u> <u>FY 2025</u>	<u>BUDGET</u> <u>FY 2026</u>	<u>BUDGET</u> <u>FY 2027</u>
<b>REVENUES/SOURCES</b>					
Charges for services	\$ 3,436,474	\$ 3,522,251	\$ 3,683,730	\$ 3,659,084	\$ 3,527,023
Other	630,322	115,187	88,593	47,372	63,313
Transfers from other funds	-	-	-	-	-
<b>Total Revenues/Sources</b>	<u>4,066,796</u>	<u>3,637,438</u>	<u>3,772,323</u>	<u>3,706,456</u>	<u>3,590,336</u>
<b>EXPENSES/USES</b>					
Operations	3,842,641	2,980,849	2,906,551	3,706,456	3,590,336
Depreciation	-	-	-	-	-
<b>Total Expenses/Uses</b>	<u>3,842,641</u>	<u>2,980,849</u>	<u>2,906,551</u>	<u>3,706,456</u>	<u>3,590,336</u>
<b>Change in Net Assets (Cash Flows for Budget Years Presented)</b>	224,155	656,589	865,772	-	-
<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>	224,155	656,589	865,772	(1,000)	(1,000)
<b>Net Assets at</b>					
<b>Beginning of Year, as Restated</b>	<u>(407,944)</u>	<u>(183,790)</u>	<u>472,799</u>	<u>1,338,571</u>	<u>1,338,571</u>
<b>Net Assets at</b>					
<b>End of Year</b>	<u>\$ (183,790)</u>	<u>\$ 472,799</u>	<u>\$ 1,338,571</u>	<u>\$ 1,338,571</u>	<u>\$ 1,338,571</u>
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ (1,000)	\$ (2,000)
Unrestricted	<u>(183,790)</u>	<u>472,799</u>	<u>1,338,571</u>	<u>1,339,571</u>	<u>1,340,571</u>
<b>Total Net Assets</b>	<u>\$ (183,790)</u>	<u>\$ 472,799</u>	<u>\$ 1,338,571</u>	<u>\$ 1,338,571</u>	<u>\$ 1,338,571</u>



**Program  
Budgets**

## Program Budgets

*This section has all been developed with the city's brand-new budget transparency software, OpenGov. As the full integration of the budget document into its fully digital and interactive version will not be ready until the Fall, there are some editing and page break formats that do not show up cleanly in the printed version.*

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.<sup>2</sup>

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<sup>2</sup> Note that there will be discrepancies between the summary table and the department sheets as it pertains to employee count. The summary sheet is based on only counting FT and PT positions while the OpenGov system counts every position, including seasonal employees or temporary employees at a .5

The following sections then go into detail for each program fund and display the following information for each fund type:

### Fund Level:

- 5-Year summary of fund spending

### 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

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.

FTE that the city does not include in the summary count. The summary also removes overfill positions where extra positions have been authorized because turnover is high, such as Call Taker positions in Police.

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**October 1, 2026 through September 30, 2027**

	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE</u>	<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>ENTERPRISE</u>	<u>INTERNAL SERVICE</u>	<u>TOTAL</u>
<b>ESTIMATED REVENUES:</b>							
Taxes:							
Property Taxes:							
Operating millage	\$ 41,795,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,795,638
Debt Service - 2020	-	-	147,072	-	-	-	147,072
Debt Service - 2017	-	-	1,804,800	-	-	-	1,804,800
Utility Taxes	8,712,773	-	-	-	-	-	8,712,773
Franchise Fees	719,000	-	-	-	-	-	719,000
Licenses and Permits	3,897,167	30,000	-	-	-	-	3,927,167
Intergovernmental Revenue	9,681,850	4,441,121	-	-	-	-	14,122,971
Charges for Services	18,874,754	4,531,234	-	2,334,798	102,539,774	20,685,132	148,965,692
Fines and Forfeitures	2,157,000	-	-	-	-	-	2,157,000
Other Revenue	1,784,685	1,742,556	145,461	65,202	972,519	379,327	5,089,750
Transfers and Reimbursements	6,960,198	6,245,444	518,021	3,300,000	204,408	-	17,228,071
Fund Balance	-	499,835	-	-	2,000,000	-	2,499,835
<b>Total Estimated Revenues</b>	<u>\$ 94,583,065</u>	<u>\$ 17,490,190</u>	<u>\$ 2,615,354</u>	<u>\$ 5,700,000</u>	<u>\$ 105,716,701</u>	<u>\$ 21,064,459</u>	<u>\$ 247,169,769</u>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ 8,991,790	\$ -	\$ -	\$ 450,000	\$ -	\$ 21,064,459	\$ 30,506,249
Financial Services	1,357,635	-	-	-	2,793,812	-	4,151,447
Plan/Community Development	3,740,801	10,469,145	-	-	-	-	14,209,946
Public Works	17,650,391	4,444,835	-	3,645,000	79,772,040	-	105,512,266
Police	23,284,496	128,097	-	200,000	-	-	23,612,593
Fire	18,844,108	-	-	300,000	-	-	19,144,108
Parks & Recreation	14,872,198	50,000	-	825,000	-	-	15,747,198
Organizational Support	2,173,036	1,399,725	-	-	-	-	3,572,761
Debt Service	-	-	2,615,354	280,000	9,631,405	-	12,526,759
Transfers	9,198,200	449,520	-	-	7,375,943	-	17,023,663
Reimbursements	(5,579,590)	183,243	-	-	5,600,314	-	203,967
Non-Departmental	(450,000)	-	-	-	-	-	(450,000)
Contingency	500,000	365,625	-	-	543,187	-	1,408,812
<b>Total Estimated Appropriations</b>	<u>\$ 94,583,065</u>	<u>\$ 17,490,190</u>	<u>\$ 2,615,354</u>	<u>\$ 5,700,000</u>	<u>\$ 105,716,701</u>	<u>\$ 21,064,459</u>	<u>\$ 247,169,769</u>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 57,306,126	\$ 3,609,064	\$ -	\$ -	\$ 14,268,746	\$ 1,429,000	\$ 76,612,936
Operating Costs	33,532,329	4,430,238	-	-	50,081,106	16,409,548	104,453,221
Capital Outlay	76,000	102,500	-	-	595,000	3,225,911	3,999,411
Debt Service	-	-	2,615,354	280,000	9,631,405	-	12,526,759
Capital Projects	-	8,350,000	-	5,420,000	17,621,000	-	31,391,000
Transfers	9,198,200	449,520	-	-	7,375,943	-	17,023,663
Reimbursements	(5,579,590)	183,243	-	-	5,600,314	-	203,967
Non-Departmental	(450,000)	-	-	-	-	-	(450,000)
Contingency	500,000	365,625	-	-	543,187	-	1,408,812
<b>Total Estimated Appropriations</b>	<u>\$ 94,583,065</u>	<u>\$ 17,490,190</u>	<u>\$ 2,615,354</u>	<u>\$ 5,700,000</u>	<u>\$ 105,716,701</u>	<u>\$ 21,064,459</u>	<u>\$ 247,169,769</u>

**CITY OF WINTER PARK**  
**ALL FUNDS BUDGET SUMMARY**  
**October 1, 2025 through September 30, 2026**

	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE</u>	<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>ENTERPRISE</u>	<u>INTERNAL SERVICE</u>	<u>TOTAL</u>
<b>ESTIMATED REVENUES:</b>							
Taxes:							
Property Taxes:							
Operating millage	\$ 39,016,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,016,142
Debt Service - 2020	-	-	144,234	-	-	-	144,234
Debt Service - 2017	-	-	1,804,550	-	-	-	1,804,550
Utility Taxes	8,206,005	-	-	-	-	-	8,206,005
Franchise Fees	704,960	-	-	-	-	-	704,960
Licenses and Permits	3,831,950	30,000	-	-	-	-	3,861,950
Intergovernmental Revenue	9,451,057	4,214,599	-	200,000	-	-	13,865,656
Charges for Services	18,346,403	4,265,058	-	1,875,000	96,375,924	19,772,124	140,634,509
Fines and Forfeitures	2,339,711	-	-	-	-	-	2,339,711
Other Revenue	1,434,008	1,445,032	149,018	400,000	972,023	333,081	4,733,162
Transfers and Reimbursements	6,405,881	5,698,683	516,784	3,690,000	193,221	-	16,504,569
Fund Balance	-	31,000	-	-	1,950,162	44,919	2,026,081
<b>Total Estimated Revenues</b>	<u>\$ 89,736,117</u>	<u>\$ 15,684,372</u>	<u>\$ 2,614,586</u>	<u>\$ 6,165,000</u>	<u>\$ 99,491,330</u>	<u>\$ 20,150,124</u>	<u>\$ 233,841,529</u>

**ESTIMATED APPROPRIATIONS  
BY PROGRAM:**

General Government	\$ 8,778,090	\$ -	\$ -	\$ 400,000	\$ -	\$ 20,150,124	\$ 29,328,214
Financial Services	1,354,499	-	-	-	2,605,161	-	3,959,660
Plan/Community Development	3,752,901	7,685,145	-	-	-	-	11,438,046
Public Works	16,649,643	4,183,829	-	4,100,000	74,404,952	-	99,338,424
Police	21,874,236	202,952	-	200,000	-	-	22,277,188
Fire	17,161,406	-	-	300,000	-	-	17,461,406
Parks & Recreation	14,801,574	50,000	-	885,000	-	-	15,736,574
Organizational Support	2,109,744	1,445,559	-	-	-	-	3,555,303
Debt Service	-	710,565	2,614,586	280,000	9,644,387	-	13,249,538
Transfers	8,734,707	457,876	-	-	7,118,765	-	16,311,348
Reimbursements	(5,527,821)	267,455	-	-	5,453,587	-	193,221
Non-Departmental	(400,000)	-	-	-	-	-	(400,000)
Contingency	447,138	680,991	-	-	264,478	-	1,392,607
<b>Total Estimated Appropriations</b>	<u>\$ 89,736,117</u>	<u>\$ 15,684,372</u>	<u>\$ 2,614,586</u>	<u>\$ 6,165,000</u>	<u>\$ 99,491,330</u>	<u>\$ 20,150,124</u>	<u>\$ 233,841,529</u>

**ESTIMATED APPROPRIATIONS  
BY FUNCTION:**

Personal Services	\$ 53,277,775	\$ 3,433,615	\$ -	\$ -	\$ 13,872,330	\$ 1,374,635	\$ 71,958,355
Operating Costs	32,868,318	4,123,870	-	-	45,181,128	15,873,489	98,046,805
Capital Outlay	336,000	160,000	-	-	1,126,000	2,902,000	4,524,000
Debt Service	-	710,565	2,614,586	280,000	9,644,387	-	13,249,538
Capital Projects	-	5,850,000	-	5,885,000	16,830,655	-	28,565,655
Transfers	8,734,707	457,876	-	-	7,118,765	-	16,311,348
Reimbursements	(5,527,821)	267,455	-	-	5,453,587	-	193,221
Non-Departmental	(400,000)	-	-	-	-	-	(400,000)
Contingency	447,138	680,991	-	-	264,478	-	1,392,607
<b>Total Estimated Appropriations</b>	<u>\$ 89,736,117</u>	<u>\$ 15,684,372</u>	<u>\$ 2,614,586</u>	<u>\$ 6,165,000</u>	<u>\$ 99,491,330</u>	<u>\$ 20,150,124</u>	<u>\$ 233,841,529</u>

**CITY OF WINTER PARK  
Position Summary By Department FY23 - FY27**

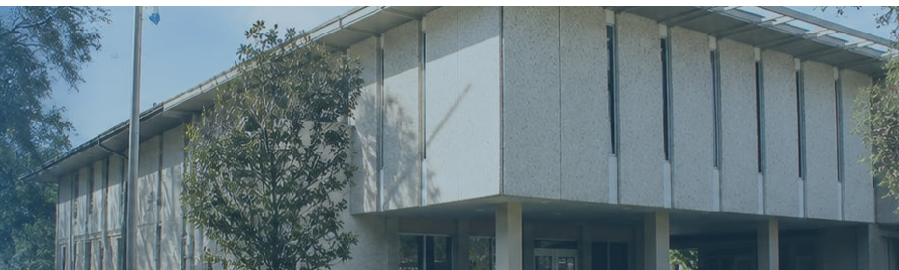
(FT denotes full-time employees; PT denotes part-time employees)

	FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		Ch. FY26 - 27	
	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	3.0	-	2.0		2.0		2.0		2.0		-	-
City Clerk	2.0	-	3.0		3.0		3.0		2.0		(1.0)	-
Communications	5.0	-	5.0		5.0	1.0	5.0	1.0	5.0	1.0	-	-
Sustainability	3.0	1.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0		-	(3.0)
Human Resources	5.0	1.0	6.0	1.0	6.0	1.0	6.0		6.0		-	-
Purchasing	3.0	1.0	4.0	1.0	4.0	1.0	4.0	1.0	4.0	1.0	-	-
Information Technology	12.0	-	12.0		13.0		13.0		13.0	1.0	-	1.0
Finance	9.0	-	9.0		9.0		9.0		9.0		-	-
Planning	9.0	1.0	5.0		5.0		5.0	-	5.0		-	-
Building & Code Enforcement	14.0	1.0	18.0	2.0	18.0	2.0	18.0	1.0	18.0	1.0	-	-
Public Works	25.0	-	28.0		29.0		30.0		30.0		-	-
Police	115.0	13.0	116.0	13.0	118.0	12.0	122.0	5.0	121.0	3.0	(1.0)	(2.0)
Fire	81.0	2.0	83.0	2.0	85.0	2.0	84.0	2.0	84.0	3.0	-	1.0
Parks/Recreation	79.0	55.0	80.0	56.0	82.0	56.0	82.0	67.0	81.0	68.0	(1.0)	1.0
Total General Fund	368.5	80.0	377.5	83.0	385.5	83.0	389.5	85.0	386.5	83.0	(3.0)	(2.0)
<b>SPECIAL REVENUE FUNDS</b>												
Stormwater Utility & Natural Resources (Lakes)	25.0	-	25.0	-	27.0	-	27.0		27.0	1.0	-	1.0
Community Redevelopment	4.0	-	5.0	-	7.0	-	7.0		7.0		-	-
Total Special Revenue Funds	29.0	-	30.0	-	34.0	-	34.0	-	34.0	1.0	-	1.0
<b>ENTERPRISE FUNDS</b>												
Water & Wastewater	115.0	3.0	119.0	2.0	119.0	2.0	119.0		118.0	2.0	(1.0)	2.0
Electric & Warehouse	20.0	-	20.0	-	21.0	-	21.0		23.0		2.0	-
Total Enterprise Funds	135.0	3.0	139.0	2.0	140.0	2.0	140.0	-	141.0	2.0	1.0	2.0
<b>INTERNAL SERVICE FUNDS</b>												
Fleet Maintenance	11.0	-	12.0	-	12.0	-	12.0		12.0		-	-
Risk Mgmt.	6.5	1.0	0.5	-	0.5	-	0.5		1.5		1.0	-
Total Internal Service Funds	17.5	1.0	12.5	-	12.5	-	12.5	-	13.5	-	1.0	-
<b>TOTAL ALL FUNDS</b>	<b>550.0</b>	<b>84.0</b>	<b>559.0</b>	<b>85.0</b>	<b>572.0</b>	<b>85.0</b>	<b>576.0</b>	<b>85.0</b>	<b>575.0</b>	<b>86.0</b>	<b>(1.0)</b>	<b>1.0</b>

City Clerk	Downsized the division by removing the Admin position
Information Technology	Added a PT Admin to assist with department functions
Police	Defunded a Community Services position
Parks & Rec	Downgraded a position to PT
W&WW	Transferred a metering position to the Electric Utility
Electric	Created a Locate and Meter Manager and added an Engineering Position
Risk Mgmt	Converted a consultant position into an in-house risk management position



# 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.

## 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

## FTE Summary

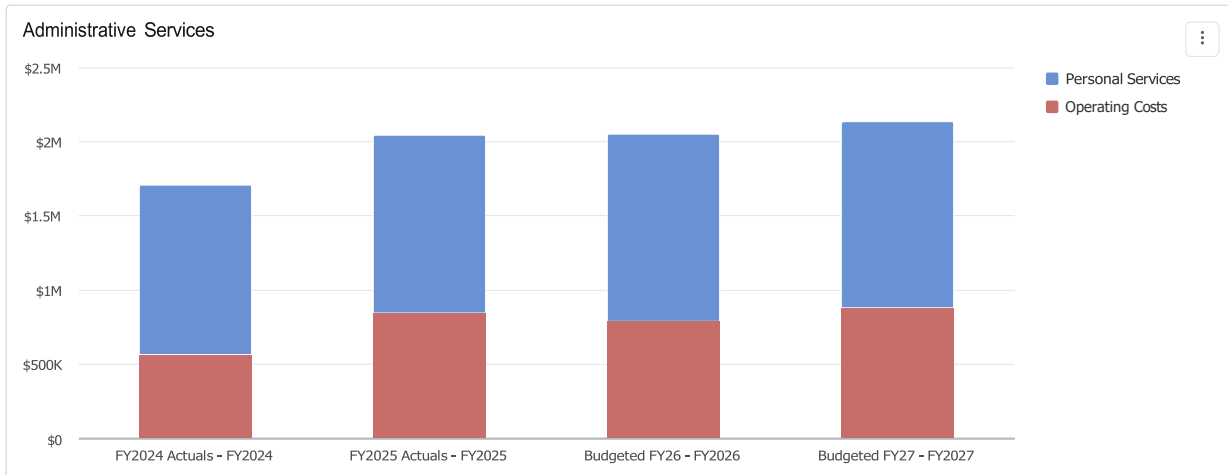
### ADMINISTRATIVE SERVICES

Divisions Description	FY27
<b>Allocated FTE Count</b>	
CITY MANAGEMENT	3.5
CITY COMMISSION	2.5
CITY CLERK	3
<b>ALLOCATED FTE COUNT</b>	<b>9</b>

# Program Resources

## Administrative Services

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$1,144,091	\$1,200,803	\$1,256,293	\$1,257,893
Operating Costs	\$562,501	\$842,173	\$791,913	\$879,554
<b>EXPENSES TOTAL</b>	<b>\$1,706,592</b>	<b>\$2,042,976</b>	<b>\$2,048,206</b>	<b>\$2,137,447</b>



Data Updated: Jul 01, 2026, 2:39 PM





# Building & Permitting



## Mission

Ensure safety, public health & general welfare of the City of Winter Park residents, business owners and visitors through education and enforcement of Federal laws, State codes and local ordinances.

## Program Summary

The Building & Permitting Services Department processes building permits and performs plan reviews/inspections.

Department also guides interdepartmental plan review coordination, initiates actions, and responds to requests concerning building code violations.

Other duties include:

- Administering the Construction Board of Adjustment and Appeals; and Code Compliance Board.
- Administering/Assisting miscellaneous permitting functions including business certificate issuance, special events, sidewalk cafe permits, solicitation permits, garage sale, and film permits.
- Handles complaints received from the 24-hour complaint line, staff emails and City @YourRequest portal.
- Provides training and assistance to other departments for the presentation of non-compliance cases brought forward to the Code Compliance Board.
- Annually tracks & responds to state legislation that will impact building and municipal services.
- Active participation in the Florida Building Code development, interpretations and legislative actions.

## 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, use on-line access for building permitting information, and all basic instructions and forms
- Assist in the development of permitting workflow for other departments

## Accomplishments

- Received numerous State licenses for plans examiners, building inspectors, and code enforcement officers; also received approvals from the State licensing board for additional licenses.
- Determined to be compliant with the Floodplain Management Program and received eligibility to continue to participate in the National Flood Insurance Program.
- Improved permitting workflows, reduced call wait times, enhanced the automation of certificates of occupancy and certificates of completion issuance, developed new procedures for Special Flood Hazard Area compliance.
- Extended the contract for the Selectron inspection software.
- Updated the Private Provider audit procedure.
- Revised fee schedule in compliance with HB803 (2026).
- Conduct community workshop for permitting procedures.
- Acquired the new Virtual Inspection software

## Goals

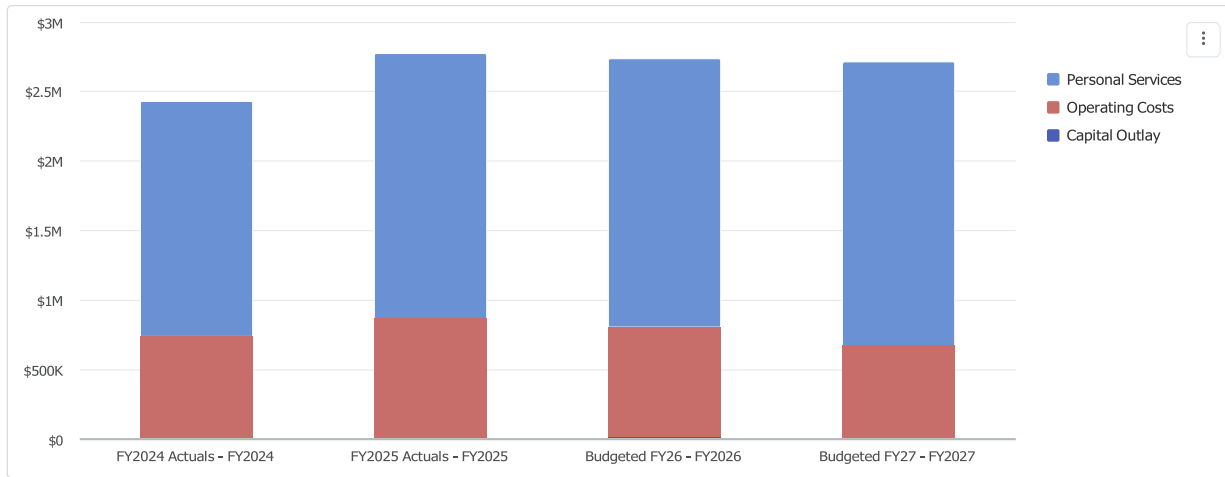
- Continue to focus emphasis on overall staff training, as well as acquiring additional licenses and certifications.
- Update procedures for condominium and coop building reporting requirements for milestone inspections.
- Continue to improve in different areas of automations in the permitting software.
- Continue to participate in building code development at the State and National levels.
- Continue to provide the highest level of service to our citizens through the enforcement of Florida Building Codes and Property Maintenance Codes.
- Continue to actively participate in the Florida Building Code development, interpretations and legislative actions.
- Full implementation of the Virtual Inspection software.

## FTE Summary

Divisions Description	FY27
<b>Allocated FTE Count</b>	
SAFETY & CODE COMPLIANCE	4.5
BUILDING & PERMITTING	14
<b>ALLOCATED FTE COUNT</b>	<b>18.5</b>

## Program Resources

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$1,694,835	\$1,911,556	\$1,930,878	\$2,044,811
Operating Costs	\$737,022	\$864,420	\$796,082	\$671,427
Capital Outlay	–	–	\$10,000	\$0
<b>EXPENSES TOTAL</b>	<b>\$2,431,858</b>	<b>\$2,775,976</b>	<b>\$2,736,960</b>	<b>\$2,716,238</b>



## Key Performance Indicators (KPI)





## 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/cultural amenities.

## Program Summary

The Communications Department is responsible for sharing information through the creation, design, and authorship of city newsletters, articles, and graphic materials used for city sponsored/co-sponsored events, programs, and initiatives. Staff works closely with various print, broadcast, and internet media to generate positive publicity of city activities while ensuring accuracy of the information shared.

The department manages and monitors the city's official social media presence which includes [Facebook®](#), [Twitter®](#), [Instagram®](#), [Vimeo®](#), [YouTube®](#), and [Nextdoor®](#). In addition, the department manages and updates the design and content of the city's most comprehensive communications tool, its official website: [Cityofwinterpark.org](http://Cityofwinterpark.org).

Other elements include internal communication with city departments and staff to identify potential media stories, and market/promote city sponsored and co-sponsored events. The department also manages the Arts & Culture Alliance and Public Art Advisory Board, develops media partnerships, assists in the coordination of presentations, press conferences, grand openings and ribbon-cuttings, as well as writes press releases, speeches, reports and proclamations.

## Level of Service Provided in Budget

- Strategize and advise city leaders and staff 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](http://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.
- Manage the Public Art Advisory Board and Arts & Culture Alliance.

# Accomplishments

- Continued coordination and management of the Park Avenue Refresh project completing Phase 1 and starting Phase 2.
- Organized and planned Winter Park’s America 250 Semiquincentennial celebratory events for 2026.
- Increased information sharing at annual social media meetings by highlighting top content, current trends, and new resources.
- Strengthened partnerships with Arts & Culture Alliance members, United Arts Central Florida and Orange County to help promote public art installations and Winter Park arts & culture in Central Florida.
- Enhanced the second Arts Weekend ~ A Tapestry of Experiences with increased grant funding, creative branding, and incorporation of performances from newly added organizations.
- Experienced a 95% increase in traffic on arts & culture webpage, [wpinspires.org](http://wpinspires.org).
- Celebrated the Creative Services Manager as Employee of the Year and Events & Marketing Coordinator for achieving the Certified Local Government Communicator certification.

# Goals

- Develop and implement communications plans to support strategic planning areas of focus.
- Develop more timely digital communications to enhance the distribution of information.
- Meet 100% ADA compliance required by the Department of Justice for city’s website [cityofwinterpark.org](http://cityofwinterpark.org).
- Enhance online event calendar making it more user friendly for external audiences and internal administrators.
- Work to incorporate “Art is Healing” programs into internal and external audiences
- Work within IT guidelines to incorporate appropriate AI methods into the department’s workflow.

# FTE Summary

## COMMUNICATIONS

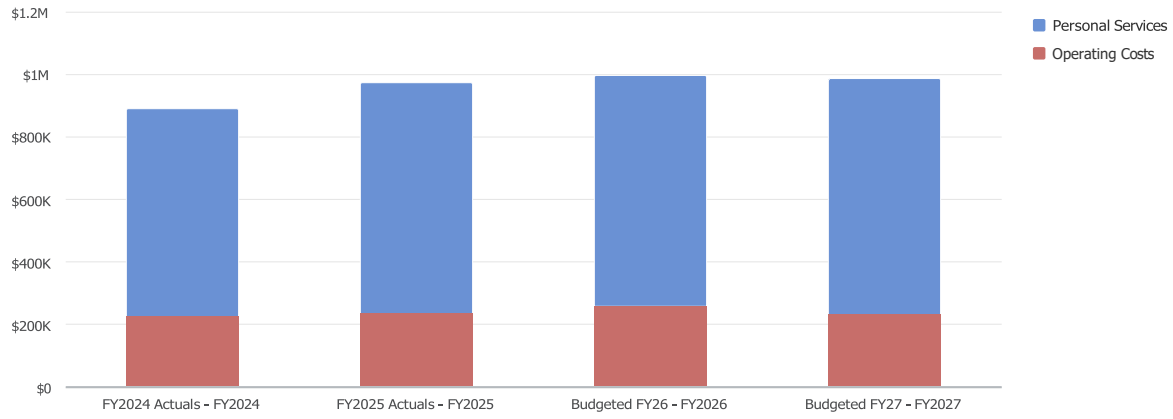
Divisions Description	FY27
<b>Allocated FTE Count</b>	
COMMUNICATIONS	5.5
<b>ALLOCATED FTE COUNT</b>	<b>5.5</b>

# Program Resources

## Communications

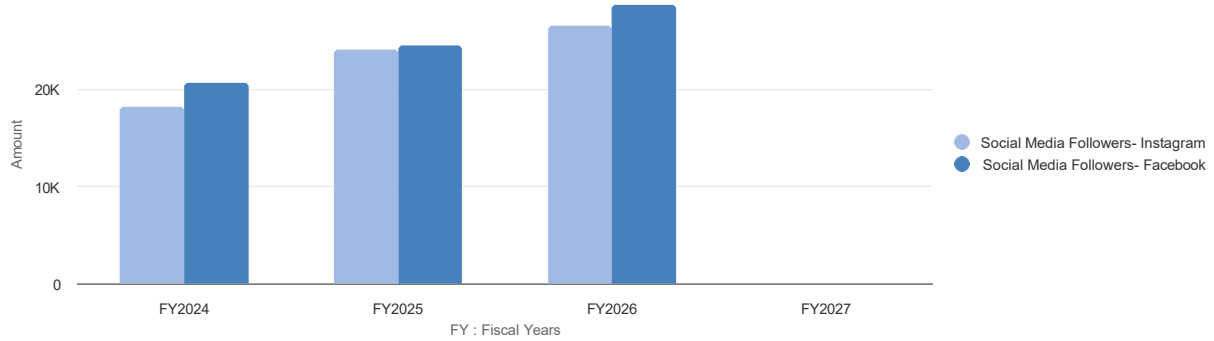
	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$665,136	\$736,758	\$739,199	\$754,800
Operating Costs	\$224,130	\$236,763	\$257,312	\$231,556
<b>EXPENSES TOTAL</b>	<b>\$889,267</b>	<b>\$973,521</b>	<b>\$996,511</b>	<b>\$986,356</b>

### Communications

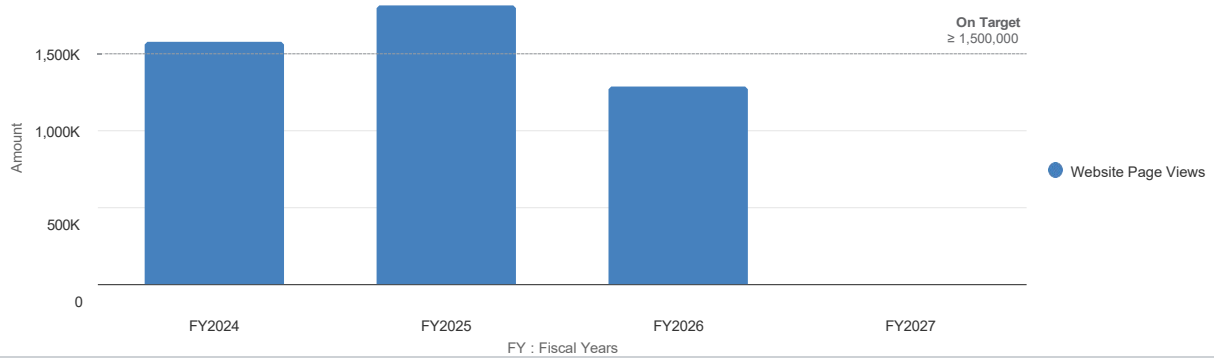


## Communications- KPIs

### Social Media Visits



### Webpage Views





# CRA

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

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. This is done by encouraging and initiating activities which empower residents 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 streetscape improvements, business incentive and community programs, funding of capital projects, affordable housing initiatives, and general district enhancement. 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. It was further extended and expanded in 2023-2024 to tackle new initiatives down the West Fairbanks corridor. Today, the CRA encompasses 13% of the land area, has approximately 11% of the residential population, and over 51% of all businesses within the City of Winter Park.

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

## Level of Service Provided in Budget

- **Community Initiatives:** Provide 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 retail build-out programs.
- **Capital Maintenance:** The CRA holds contracts and maintains over 200 public parking spaces in conjunction with private parking owners.
- **Capital Projects:** Currently underway or complete on eight different capital projects within the district.

## Accomplishments

- Improvements to Lake Killarney area (stormwater/bricking)
- Completion of Unity corner improvements
- Completion of West Meadow Restroom
- Installation of Park Avenue gateways
- Continued operation of the award-winning Winter Park Business Academy (WPBA) for small business entrepreneurs
- Approval of Winter Park enhancement area (brownfield) program

## Goals










- Completion of Phase I – Park Avenue refresh
- Finalizing construction on MLK playground
- Complete design of W. Fairbanks and MLK Park stormwater options for consideration
- Finalize design of W. Canton stormwater project

## FTE Summary

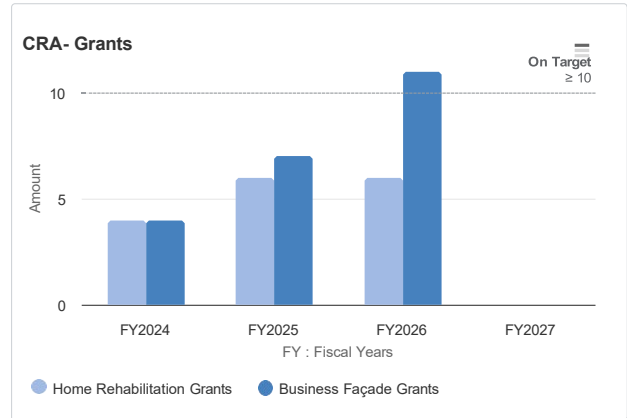
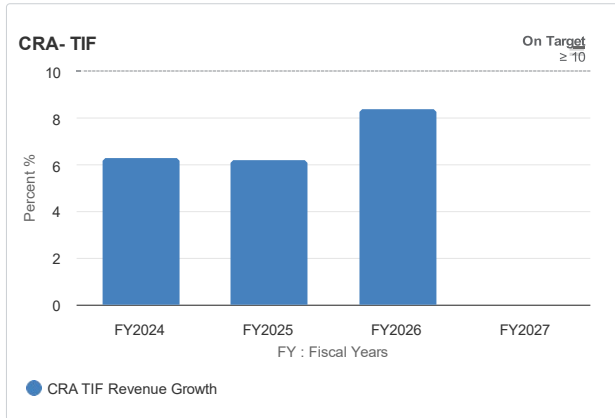
### CRA

Divisions Description	FY27
<b>Allocated FTE Count</b>	
COMMUNITY REDEVELOPMENT	8
<b>ALLOCATED FTE COUNT</b>	<b>8</b>

## Program Resources

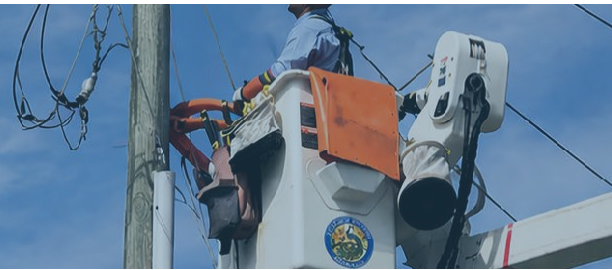
Expenditures	Actual FY24	Actual FY25	Budgeted FY26	Budgeted FY27
 Personnel	\$520,232	\$657,573	\$730,111	\$747,895
 Operating Expenses	\$665,274	\$973,955	\$1,105,034	\$1,127,949
 Capital Outlay	-	-	-	-
 Organizational Support	\$668,179	\$773,269	\$1,003,300	\$912,710
 Debt Service	\$1,071,284	\$1,066,442	\$710,565	-
 Capital Projects	\$1,879,683	\$7,254,534	\$5,700,000	\$8,350,000
 Reimbursements	\$130,415	\$138,242	\$120,299	\$19,760
 Contingency	-	-	\$460,180	-
 Total	<b>\$4,935,068</b>	<b>\$10,864,015</b>	<b>\$9,829,489</b>	<b>\$11,158,314</b>

# Key Performance Indicators (KPI)





# Electric Utility



## Mission

Safely deliver reliable, competitive, and environmentally responsible electric service with exceptional customer care.

## Program Summary

The Winter Park Electric Utility delivers reliable power to residents and businesses through ongoing infrastructure investments that strengthen system resiliency and support a proactive undergrounding program. As a city-owned utility, it consistently provides these services while maintaining electric rates below the Florida average. Net revenues are reinvested locally to further enhance reliability, advance sustainability through renewable energy initiatives, and improve community aesthetics.

## Level of Service Provided in Budget

- Manage Winter Park's electric distribution system, including infrastructure upgrades, technological advancements, regulatory compliance, and sustainability initiatives.
- Electric rates not to exceed 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
- Maintain distribution system and street lighting

## Accomplishments

- Total underground miles completed is 106.76
- Project L & J complete
- Residential service conversions are at 1,739
- Replaced circuit breakers at Canton Ave Substation
- Introduced infra-red surveillance to substation monitoring
- Revised Streetlight Policy
- Procured Outage Management System/GIS
- Procured Utilisync (digital locate ticket system)
- Initiated city owned solar array inspection program
- Procured substation maintenance & relay testing contract
- Initiated NJUNS (Joint Use notification)
- Inventory reduction (1.2 million)
- Improved outage reporting tools and customer experience
- Improved customer outage communication (map, notification)
- Executing Park Ave Smart Streetlighting – Phase one
- Bulk Power solar share 23 MW (Whistling Duck 18 MW)
- Increased community sponsorship/FL Lineman rodeo







## Goals

- Undergrounding Project completion K, O & S
- Project P, Y, Z design completion (P construction start)
- Bulk Power purchasing negotiations
- Adopt and execute EU Strategic Plan
- Cost of service and rate study
- Improving system resiliency (submersible XFRM, green jacket)
- Executing Park Ave Smart Streetlighting – Phase two
- Pole inspection, inventory audit, NJUNS submittals
- Meter replacement program
- Substation XFRM replacement program (PM)
- Construction specification manual
- Requirement for electric service manual

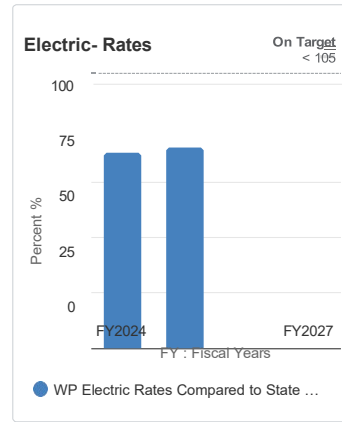
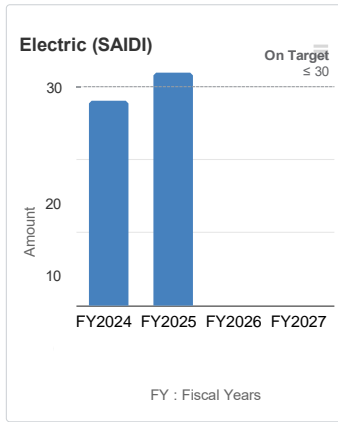
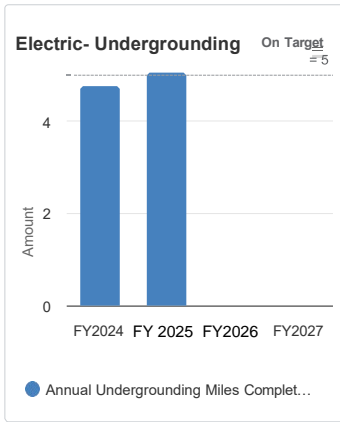
## FTE Summary

Divisions Description	FY27
<b>Allocated FTE Count</b>	
DISTRIBUTION SYSTEM OPERATIONS	7.4
UTILITIES WAREHOUSE OPERATIONS	3
ELECTRIC ADMIN	9.5
ELECTRIC TREE TRIMMING	1
ELECTRIC UTILITY SERVICES	6.8
<b>ALLOCATED FTE COUNT</b>	<b>27.7</b>

## Program Resources

Expenditures	Actual FY24	Actual FY25	Budgeted FY26	Budgeted FY27
 Personnel	\$3,209,235	\$3,529,721	\$3,359,095	\$3,966,228
 Operations & Reimbursements	\$26,175,429	\$26,937,124	\$32,995,318	\$36,627,567
 Debt Service	\$1,719,170	\$1,570,134	\$4,680,983	\$4,689,306
 Capital	\$10,517,936	\$8,750,087	\$12,172,655	\$12,941,000
 Transfers	\$2,854,964	\$3,992,143	\$3,641,199	\$3,581,334
 Total	<b>\$44,476,734</b>	<b>\$44,779,209</b>	<b>\$56,849,250</b>	<b>\$61,805,435</b>

# Key Performance Indicators (KPI)





# Finance



## 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. Expenditures and personnel counts for Utility Billing are included in the Water and Wastewater and Electric Utility Summaries. Expenditures and personnel counts for Fleet Management are included in the Fleet Management Summary.

## 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 vendors for goods and services, financial analysis and recommendations for utility rates and other matters and preparation of the Annual Comprehensive Financial Report.

## Accomplishments

- 24/7 Start/Stop Service Platform — Implemented an online request system allowing residents to submit applications and documentation anytime, reducing call volume, improving service levels by ~10%, and processing ~300 digital requests monthly.
- Automated Customer Service Email Workflow — Replaced the shared inbox with a centralized routing system that evenly distributes workload and tracks representative activity, enabling the team to manage ~1,000 monthly emails alongside 4,000 calls, walk ins, and digital requests.
- Digital Billing Conversion — Implemented default e billing to reduce paper billing costs and increase customer adoption of electronic statements.
- Expanded the use of DebtBook software — Expanded the use of DebtBook software to include reconciliation of bank transactions to general ledger activity.
- Renegotiated merchant fee rate — Renegotiated merchant fee rate for credit card payments to the building department to reduce annual costs by approximately 70%.
- Unmodified audit opinion — Received an unmodified opinion from the independent auditors on the financial statements and no management letter comments
- GFOA Triple Crown Award: Received Government Finance Officers Association Triple Crown Award for fiscal year ending 2024 Certificate of Achievement for Excellence in Financial Reporting for Financial Reporting, Popular Annual Financial Reporting Award, and Distinguished Budget Presentation Award. The City was one of just 441 governments to achieve this special recognition.

## Goals

- Implement Tyler for Other Payments — Implement the Tyler Payments system for over-the-counter and other online payments (general billing and parking tickets) to provide recurring and IVR payment options
- Implement Tyler Payments for Utility Billing — Implement the Tyler Payments system for Utility Billing to provide real-time payment posting, support multiple AutoPay drafts within the same billing cycle, improve performance for high-volume multi-account customers, and deliver a unified single sign-on experience. With the new payment system, the City will qualify for Visa's Utility Program and receive lower credit card merchant rates for both online and over-the-counter utility payments.
- Launch Tyler "Notify Me" — Deploy the Tyler "Notify Me" communication tool to enable citywide customer notifications for leaks, lake conditions, water main breaks, and other service-related issues.
- Reduce Paper Billing Costs — Decrease printing and postage expenses by increasing customer participation in e-billing and partnering with Communications to develop messaging that encourages customers to transition from paper bills to electronic statements.
- Expand EFT payments — Expand EFT payments to vendors to reduce costs and risk of misappropriation of funds due to check fraud.
- Expand quarterly financial reports — Expand quarterly financial reports to include all funds.

# FTE Summary

## Financial Services

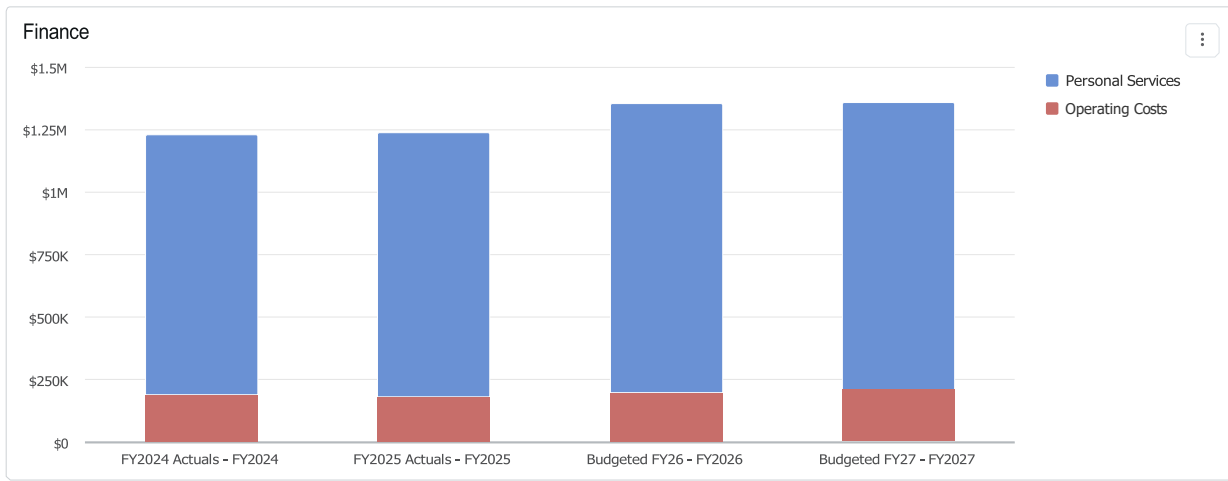
Position Name	FY27
<b>Allocated FTE Count</b>	
PAYABLES COORDINATOR	1
ACCOUNTANT I	1
DIR OF FINANCE	1
ACCOUNTING SPECIALIST I	2.6
ACCOUNTANT II	1
CUSTOMER SERVICE REP I PT	0.6
CUSTOMER SERVICE REP II	0.6
RECEIVABLES SUPERVISOR	1
ASST DIR OF FINANCE	1
UTILITY SERVICES TECHNICIAN	1.2
UTILITY BILLING SPECIALIST I	0.6
PAYROLL COORDINATOR	1
CUSTOMER SERVICE SUPERVISOR	0.6
UTILITY BILLING SPECIALIST II	1.8
CUSTOMER SERVICE REP I	2.4
UTILITY SERVICES MANAGER	0.6
<b>ALLOCATED FTE COUNT</b>	<b>18</b>

## Program Resources

### Finance

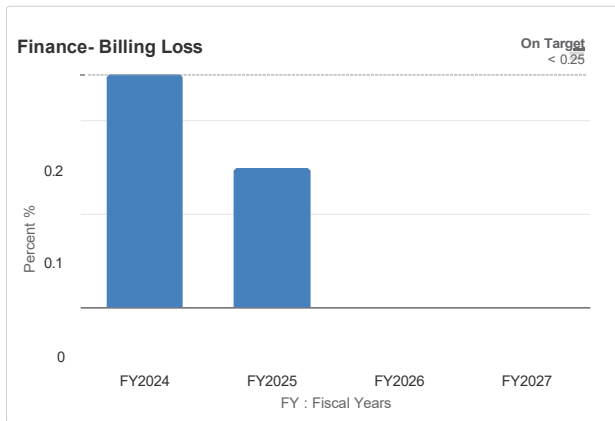
	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
Personal Services	\$1,039,039	\$1,057,393	\$1,156,946	\$1,145,006
Operating Costs	\$188,348	\$179,868	\$197,553	\$212,629
<b>EXPENSES TOTAL</b>	<b>\$1,227,387</b>	<b>\$1,237,261</b>	<b>\$1,354,499</b>	<b>\$1,357,635</b>

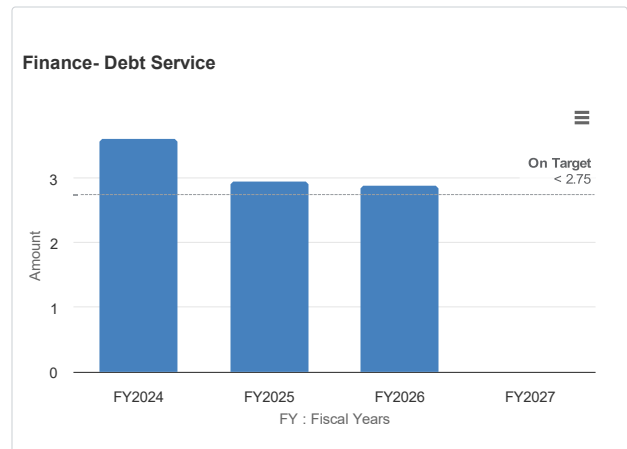


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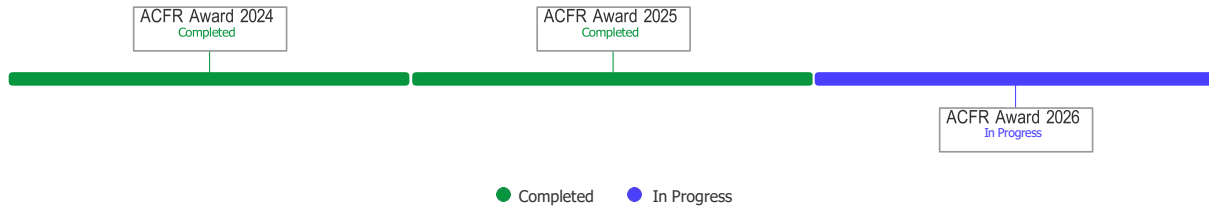
## Key Performance Indicators (KPI)



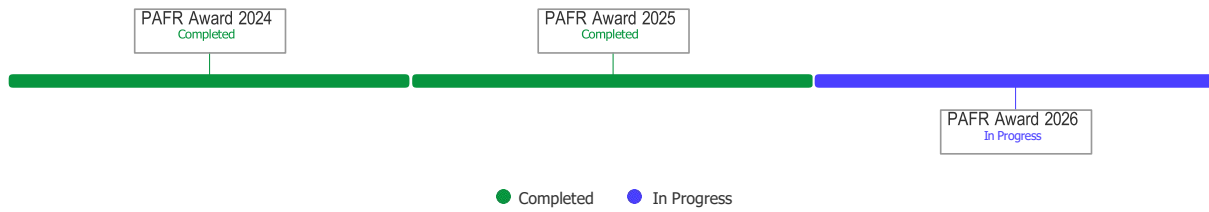
● Utility Billing collection loss % on bad debt



● Debt Service Coverage



Distinguished Annual Comprehensive Financial Report (ACFR) award received



Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) award received.





# Fire



## 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.

## 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
- Installation of Fire Station Alerting System
- Remodel of Station 61 kitchen

## Goals

- Replace emergency vehicle Lifepaks
- Phase three of three traffic preemption
- Begin construction of the Fire Training Facility on Wymore Road
- Ensure compliance with stated response time goals

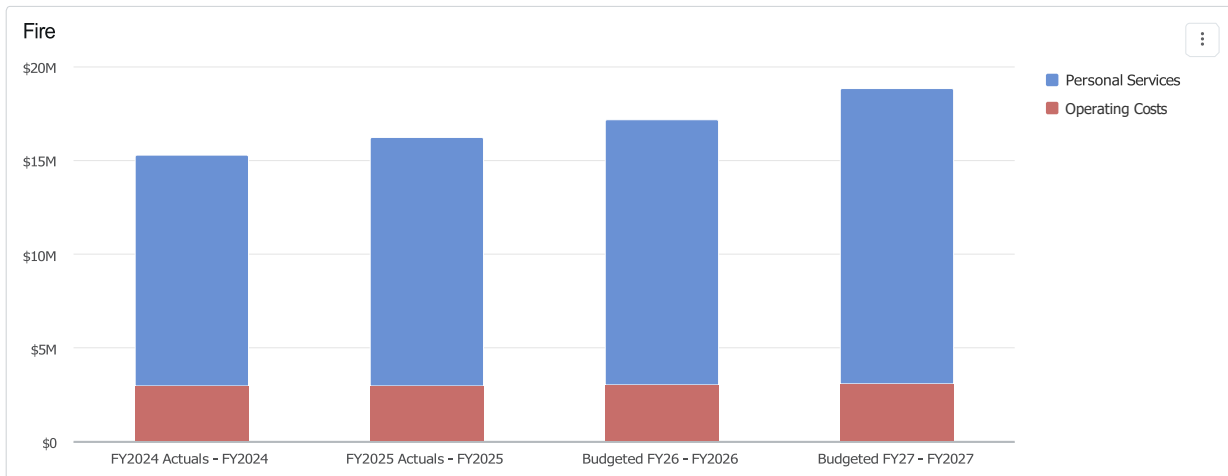
# FTE Summary

Divisions Description	FY27
<b>Allocated FTE Count</b>	
FIRE RESCUE	72
FIRE MARSHAL	4.5
FIRE ADMIN	8.5
<b>ALLOCATED FTE COUNT</b>	<b>85</b>

# Program Resources

## Fire

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$12,338,847	\$13,211,978	\$14,155,161	\$15,748,224
Operating Costs	\$2,965,030	\$3,005,237	\$3,006,245	\$3,095,884
<b>EXPENSES TOTAL</b>	<b>\$15,303,878</b>	<b>\$16,217,215</b>	<b>\$17,161,406</b>	<b>\$18,844,108</b>



## Key Performance Indicators (KPI)

### Fire- Response Times

FY	Department	Description	Goal Description	Actual Response Times
2025	Fire	Total response time at the 90th percentile (Fire) Distribution	12 Minutes 20 Seconds	11 Minutes 38 Seconds
2026	Fire	Total response time at the 90th percentile (Fire) Distribution	12 Minutes 20 Seconds	6 Minutes 25 Seconds
2024	Fire	Total response time at the 90th percentile (EMS) Distribution	12 Minutes	6 Minutes 56 Seconds
2025	Fire	Total response time at the 90th percentile (EMS) Distribution	12 Minutes	6 Minutes 38 Seconds
2026	Fire	Total response time at the 90th percentile (EMS) Distribution	12 Minutes	8 Minutes 43 Seconds
2024	Fire	Total response time at the 90th percentile (Fire) Distribution	12 Minutes 20 Seconds	9 Minutes 51 Seconds





# Fleet



## Mission

To provide premium fleet management services meeting departmental needs through maintaining safe, operational, equipment with minimal downtime in an efficient, and positive work 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 life. In FY25, Fleet was moved under the management of the Finance Department.

## 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 both Golf Courses, 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

- Completed 1,640 preventative maintenance services and found/ repaired 1,113 deficiencies during the PM services preventing road calls.
- \*\*Because of these services, road calls are down to only 0.48% of total repairs.
- Maintained fleet availability at 97%.
- Added an additional 2 post vehicle lifts to increase productivity.
- Currently have 22 full electric vehicles, 36 hybrid vehicles, and 183 battery powered small engine equipment/golf carts.

# Goals

- Maintain a 95% or better fleet availability
- Continue to right size vehicle needs based on job descriptions and departmental needs

# FTE Summary

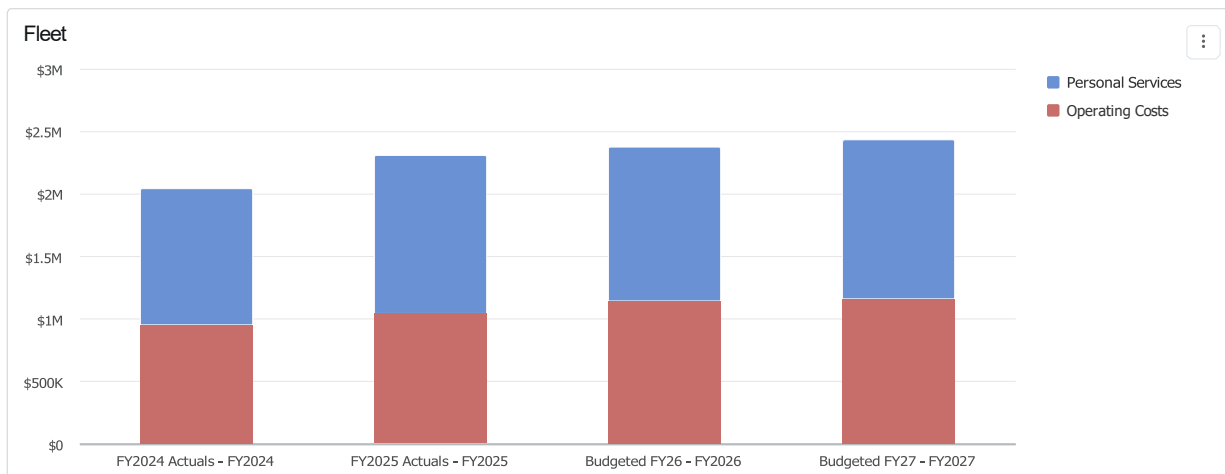
## FLEET - MOTOR TRANSPORT

Divisions Description	FY27
<b>Allocated FTE Count</b>	
VEHICLE MAINTENANCE	12
<b>ALLOCATED FTE COUNT</b>	<b>12</b>

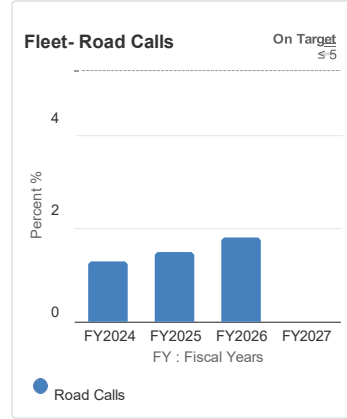
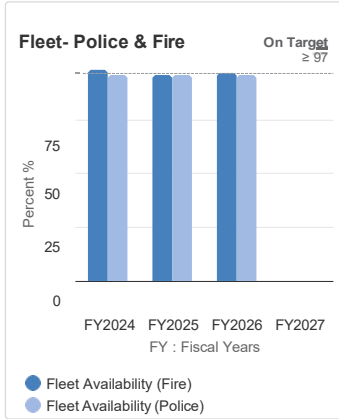
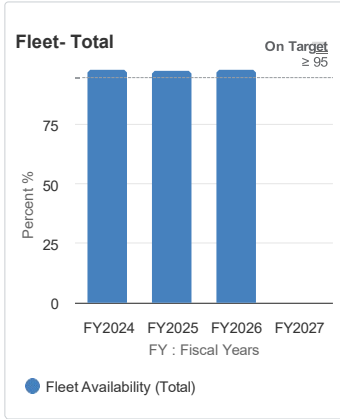
# Program Resources

## Fleet

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$1,084,789	\$1,264,698	\$1,231,629	\$1,264,993
Operating Costs	\$957,692	\$1,040,916	\$1,141,025	\$1,163,915
<b>EXPENSES TOTAL</b>	<b>\$2,042,481</b>	<b>\$2,305,614</b>	<b>\$2,372,654</b>	<b>\$2,428,908</b>



# Key Performance Indicators (KPI)





# Human Resources

## Mission

The mission of the Human Resources Department is to cultivate a thriving workplace where every individual feels supported and empowered to grow. We celebrate the unique strengths of each employee, and create opportunities that enable them to reach their full potential.

## Program Summary

The Human Resources Department provides exceptional services in employment, training, benefits, compensation, wellness, and risk management, ensuring employees have the support and resources they need to thrive. By fostering growth, strengthening well-being, and building strategic partnerships, we equip our employees with the skills and confidence to meet the City's needs today and contribute to its long-term success.

## Level of Service Provided in Budget

Provides services in recruitment, staffing, employee relations, compensation and benefits, development, compliance, wellness, risk management, and legal issues. This also includes the hiring and onboarding process as well as conflict resolution and salary management.

## Accomplishments

- Pharmacy Implementation
- Transition to City Hall location
- Increase in employee benefit offerings
- Administration of Risk Management Program

## Goals





- Maintain employee turnover rate
- Create new employee handbook

# FTE Summary

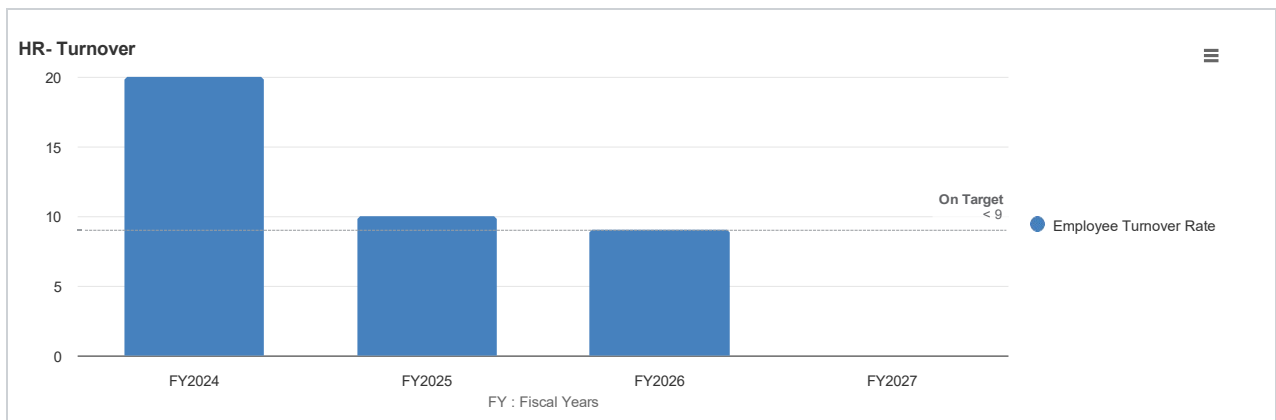
## HUMAN RESOURCES

Divisions Description	FY27
<b>Allocated FTE Count</b>	
HUMAN RESOURCES	6
<b>ALLOCATED FTE COUNT</b>	<b>6</b>

# Program Resources

Expenditures	Actual FY24	Actual FY25	Budgeted FY26	Budgeted FY27
 Personnel	\$774,587	\$797,223	\$872,151	\$902,276
 Operating Expenses	\$3,810,668	\$3,089,908	\$3,845,682	\$3,638,342
 Capital Outlay	-	-	\$22,653	-
 Total	<b>\$4,585,255</b>	<b>\$3,887,131</b>	<b>\$4,740,486</b>	<b>\$4,540,618</b>

## Key Performance Indicators (KPI)





## Mission

Drive organizational success through innovative and reliable technology solutions developed and implemented in collaboration with our stakeholders.

## Program Summary

The Information Technology (IT) Department oversees, supports, and advances the effective, secure, and innovative use of technology throughout the City. IT is responsible for ensuring the confidentiality, integrity, availability, and resilience of the City's technology environment, which powers essential municipal services and contributes to operational excellence across all departments.

IT manages a robust and modern technology infrastructure that includes citywide telecommunications, wireless connectivity, voice and data systems, and the networks that support critical operational and control systems. IT also administers major enterprise platforms such as the Geographic Information System (GIS) and the Enterprise Resource Planning (ERP) system that facilitate efficient service delivery, workflow optimization, and data-driven decision-making.

Aligned with the City's Smart City Plan, IT leads strategic initiatives that leverage emerging technologies to enhance public services, strengthen community engagement, and support sustainable infrastructure growth. This includes implementing forward-thinking solutions that improve data accessibility, expand digital services, enhance mobility, and modernize City operations. IT safeguards these investments by maintaining strong governance practices, up-to-date policies, rigorous cybersecurity standards, and enterprise-wide technology best practices.

IT maintains close partnerships with departments and end users by providing responsive customer service, ongoing communication, and comprehensive support for a broad spectrum of devices and systems. The department also manages vendor relationships and technology contracts to ensure reliable, cost-effective solutions that meet evolving organizational needs. With hundreds of users and thousands of assets valued in the millions, IT coordinates the full lifecycle management of devices, software, and infrastructure components across the City.

To further accelerate modernization, IT is leading the rollout of Artificial Intelligence (AI) capabilities across City operations. These initiatives introduce tools that automate routine processes, enhance cybersecurity monitoring, improve service responsiveness, expand access to real-time insights, and streamline departmental workflows. AI deployment will enable staff to redirect time toward higher-value tasks, elevate the quality and accuracy of service delivery, and strengthen the City's ability to analyze, predict, and respond to organizational needs. All AI implementations follow responsible-use principles and adhere to established policies, ethical standards, and security requirements. Through these efforts, the IT Department continues to provide a secure, innovative, and future-ready technology environment that supports the City's mission, empowers employees, and delivers meaningful value to the community.

## Level of Service Provided in Budget

- Provide appropriate cyber security services.
- Capacity to effectively support on prem and cloud servers.
- Provide 99.9% network uptime.
- Build and support a private fiber network.
- Effectively support over 1500 workstations, laptops, and mobile devices.
- Capacity to provide timely and effective hardware and software support.
- Provide secure and reliable computing systems.
- Ability to support a converged, modern, access control and camera security system.
- Ability to support modern Audio Visual systems.
- Capacity to provide 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.
- Responsible implementation of appropriate AI services.
- Ability to support and maintain smart city initiatives.

## Accomplishments

- Modernization of PD access control system
- Upgraded workstations to Windows 11
- Continue implementation of Microsoft 365 features
- Completed redundant wireless connections for critical sites.
- Implemented smart city solutions such as:
  - AI enabled cameras
  - Additional public WiFi
  - Smart lighting – Park Avenue
    - Continued digitizing electric undergrounding plans into GIS.
    - Continuation of Cloud service implementation including:
  - New Payment Platform
  - Permit system intelligent automation
    - Deployed modern MFA solution.
    - Deployed enhanced cyber tools.
    - Deployed Governance, Risk, and Compliance (GRC) tool.
    - Establish AI Governance Council
    - Audio Visual systems enhancement – Chamber of Commerce
    - Development of new Electric Outage reporting interface
    - Server OS upgrades
    - Modernization of backup and disaster recovery tools and processes.
    - City wide roll out of Microsoft Teams for collaboration and meeting management

## Goals

- Replacement of legacy network hardware
- Implement zero trust security model.
- Implement SaaS ERP solution.
- Replace legacy compute and storage infrastructure
- Implement responsible AI solutions.
- Expand Smart City portfolio.
- Modernize Identity and Access Management methods.
- Collaborate with FDOT on fiber network sharing.
- Enhance communication capabilities for traffic signalization.
- Expansion of public WiFi in City parks.

## FTE Summary

Divisions Description	Position Name	FTE	Divisions	Fund Type
<b>IT OPERATIONS</b>				
	NETWORK AND SECURITY ADMIN	1.0000	1301	General Fund
	SYSTEMS & DATABASE ADMINISTRAT	1.0000	1301	General Fund
	IT TECHNICAL SUPPORT PROF	1.0000	1301	General Fund
	ASST DIR OF IT	1.0000	1301	General Fund
	ERP SYSTEMS ADMINISTRATOR	1.0000	1301	General Fund
	SYSTEMS ANALYST	1.0000	1301	General Fund
	SYSTEMS ANALYST	1.0000	1301	General Fund
	GIS MANAGER	1.0000	1301	General Fund
	WEB SYSTEMS ADMINISTRATOR	1.0000	1301	General Fund
	DIR OF INFORMATION TECHNOLOGY	1.0000	1301	General Fund
	GIS ANALYST	1.0000	1301	General Fund
	IT SECURITY ANALYST	1.0000	1301	General Fund
	SENIOR SYSTEMS ANALYST	1.0000	1301	General Fund
<b>IT OPERATIONS TOTAL</b>				

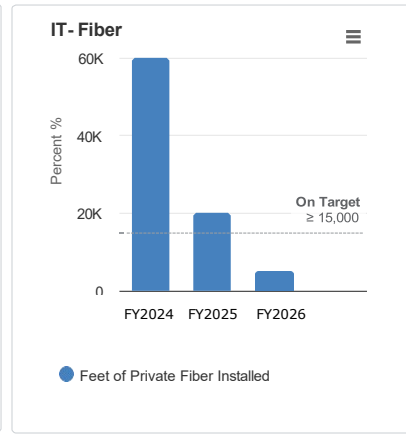
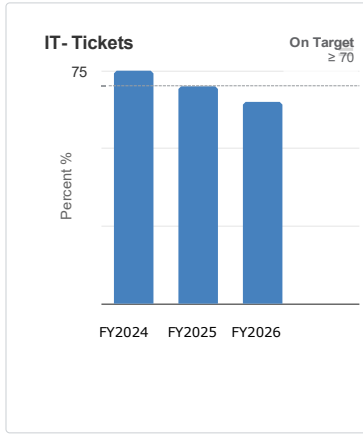
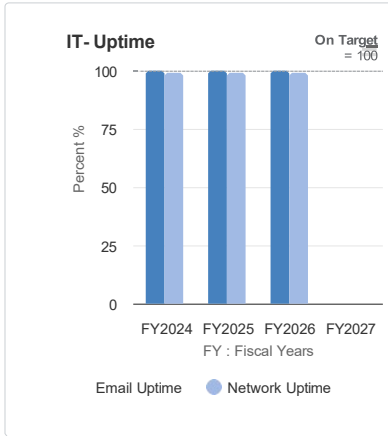
## Program Resources

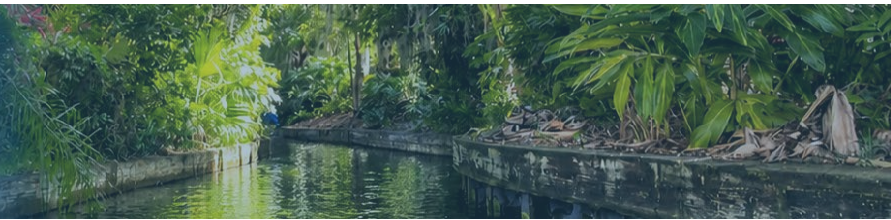
IT

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$1,811,008	\$2,026,957	\$2,154,414	\$2,311,286
Operating Costs	\$1,481,492	\$1,502,253	\$1,661,245	\$1,783,403
Capital Outlay	\$7,255	\$48,330	\$115,000	\$0
<b>EXPENSES TOTAL</b>	<b>\$3,299,754</b>	<b>\$3,577,540</b>	<b>\$3,930,659</b>	<b>\$4,094,689</b>



## Key Performance Indicators (KPI)





## Mission

It is the mission of the Natural Resources & Sustainability Department to oversee the operation, maintenance and management of City lakes and sustainability as well as regulate compliance for the city's lakes and natural resources.

## Program Summary

The Natural Resources & Sustainability Department is focused on protecting Winter Park's treasured natural assets, and 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 utilizing best aquatic plant management practices involving integration of chemical, mechanical, and biological controls. This division also performs water quality and biological monitoring, data analysis, environmental restoration, and shoreline permitting activities (such as boat docks, seawalls, revetments and shoreline plants). This division is also responsible for stormwater management activities including hurricane preparedness and resiliency and issuing lake alert notifications for matters that affect public health.

The Sustainability Division oversees responsible resource management that minimizes negative environmental impacts to ensure long-term well-being for both current and future generations. This division manages solid waste and recycling services, aims to reduce carbon emissions, and conducts community engagement initiatives—including litter clean-ups and waste diversion events. Through sustainable partnerships and collaborative efforts, the division is committed to enhancing quality of life and building a more resilient community.

New in 2025, grant pursuits and acquisition were added to the department's portfolio. The addition of a Grants Manager position has enabled more effective grant award management and acquisition efforts.

## 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 reduce greenhouse gas emissions within the city, while assisting with community resources needs.

## Accomplishments

- Completed a Community Needs Assessment & Resource guide for citizens
- Increased volunteer engagement events including litter clean-ups and waste diversion
- Creation of the Lakes Dashboard- lakes data for public viewing
- Food waste diversion via composting at city sponsored events and within Center Street District totals 219,467 lbs diverted in FY25.
- Acquired over \$19M in grants for FY26 to date.
- Installation of Learning Garden at MLK Park
- Installation of Mobility Hub at the Train Station
- Completed Tree Canopy study for years 2021-2024
- Launched series of educational workshops and opportunities to enhance wellness and the environment

## Goals

- Align Community Needs Assessment Survey with program enhancements
- Implement zero-waste standards for events held on City property, including the Farmers’ Market
- Increase volunteer engagement on Lakes & Sustainability Projects
- Increase community awareness and participation in local gardens to promote growing food locally.; Learning Garden programming
- Improve data collection, projection, and storage
- Create lake-related, interactive educational resources for residents
- Update the Lakes Division page with more relevant and attractive content
- Create an Annual Lake Assessment Report for city lakes
- Improve EV infrastructure
- Continue grant pursuits and acquisitions

## FTE Summary

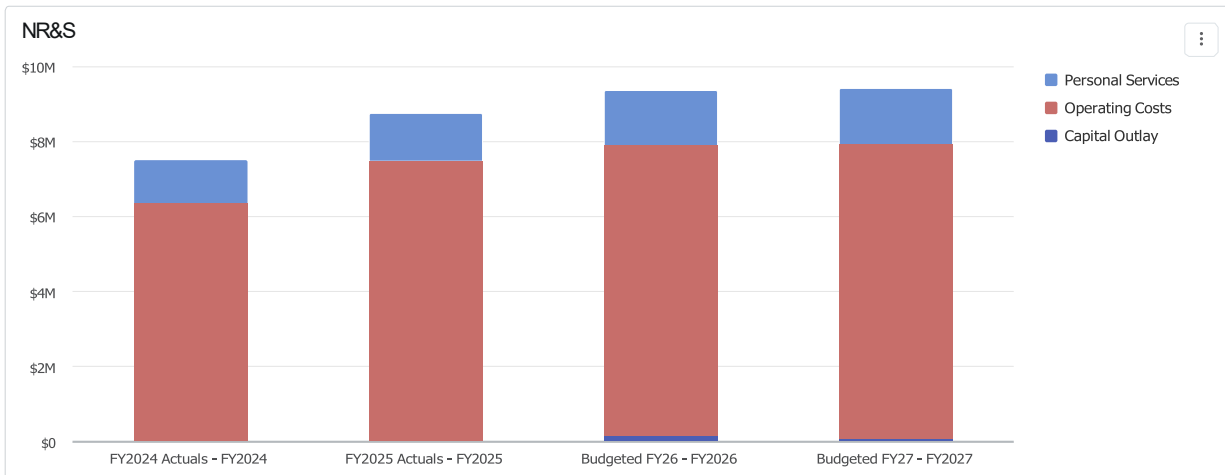
### NATURAL RESOURCES & SUSTAINABILITY

Divisions Description	FY27
<b>Allocated FTE Count</b>	
SUSTAINABILITY	4.5
LAKES MANAGEMENT	11
<b>ALLOCATED FTE COUNT</b>	<b>15.5</b>

## Program Resources

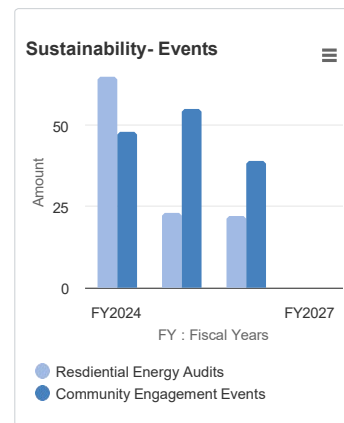
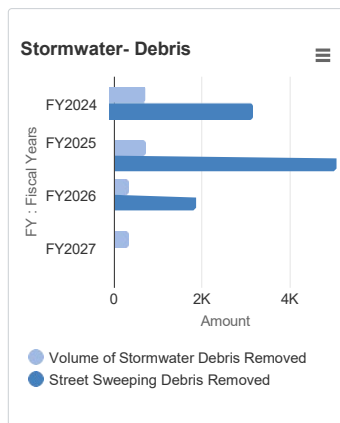
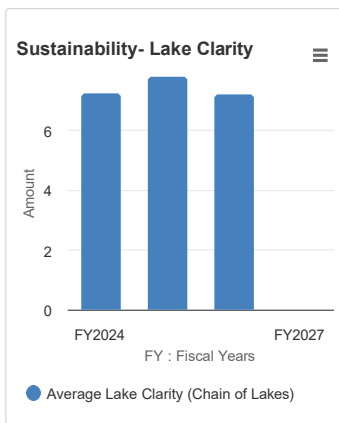
### NR&S

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$1,152,788	\$1,270,794	\$1,448,117	\$1,491,793
Operating Costs	\$6,325,489	\$7,462,630	\$7,741,120	\$7,835,135
Capital Outlay	\$21,795	\$8,000	\$160,000	\$88,000
<b>EXPENSES TOTAL</b>	<b>\$7,500,073</b>	<b>\$8,741,424</b>	<b>\$9,349,237</b>	<b>\$9,414,928</b>



Data Updated: Jul 01, 2026, 2:39 PM

## Key Performance Indicators (KPI)





## Office of Management & Budget



### Mission

The mission of the Office of Budget & Management (OMB) is to develop and implement sound fiscal practices to effectively allocate and use resources to meet operating and capital needs of today, while anticipating the implications on future fiscal periods.

### Program Summary

The Office of Management & Budget aims to ensure the efficient and effective allocation of financial resources to support the City's strategic objectives and operational needs. We are committed to maintaining fiscal responsibility, transparency, and accountability through planning, monitoring, and reporting. We also provide financial analysis and insightful guidance to help empower decision makers, optimize resource utilization, and foster sustainable growth within the City.

### Level of Service Provided in Budget

Prepares and manages the City's annual budget. This includes forecasting revenues and expenditures, allocating funds to various departments and projects, and monitoring financial performance. The OMB department also provides financial analysis and reporting to support decision making by City Officials.

### Accomplishments

- Implemented OpenGov software for transparency and reporting of FY27 budget
- Received GFOA award for excellence
- Received PAFR award from GFOA

### Goals

- Generate online reports that tie to live financial data
- Earn PAFR & Budget award from GFOA
- Use OpenGov to create online database for 5-year CIP

# FTE Summary

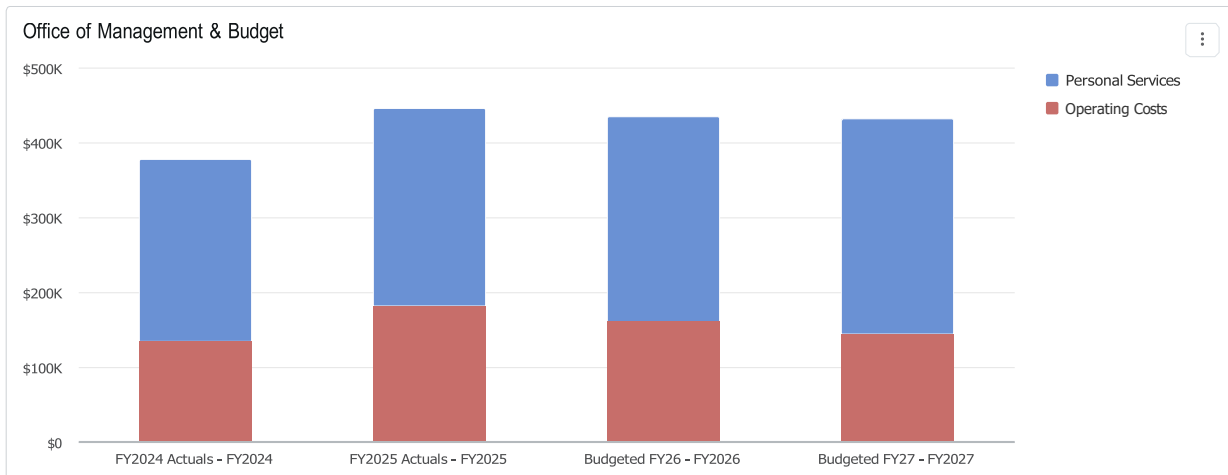
## OMB

Divisions Description	FY27
<b>Allocated FTE Count</b>	
OFFICE OF MANAGEMENT & BUDGET	1.5
<b>ALLOCATED FTE COUNT</b>	<b>1.5</b>

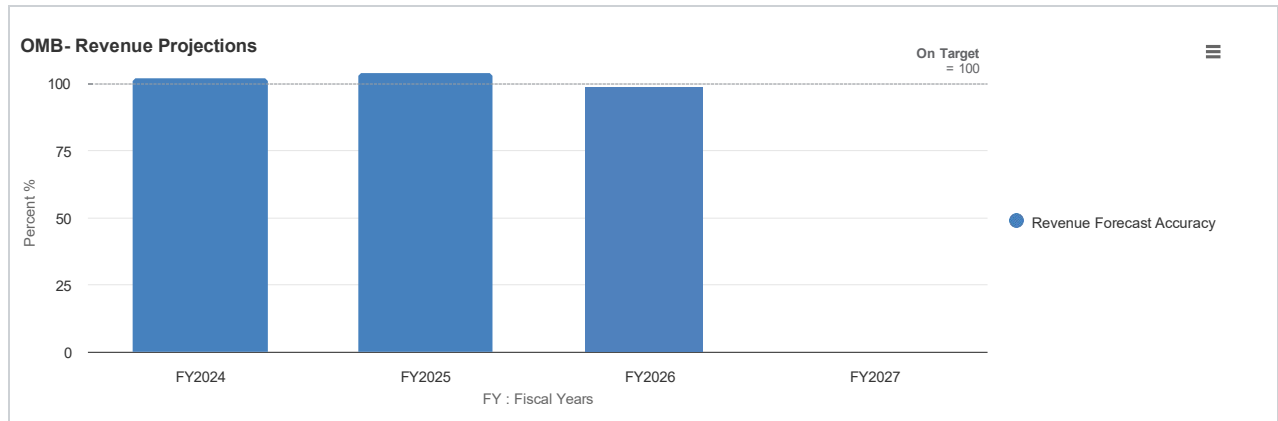
# Program Resources

## Office of Management & Budget

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$243,111	\$263,493	\$273,374	\$286,323
Operating Costs	\$134,569	\$182,031	\$160,620	\$144,711
<b>EXPENSES TOTAL</b>	<b>\$377,680</b>	<b>\$445,524</b>	<b>\$433,994</b>	<b>\$431,034</b>



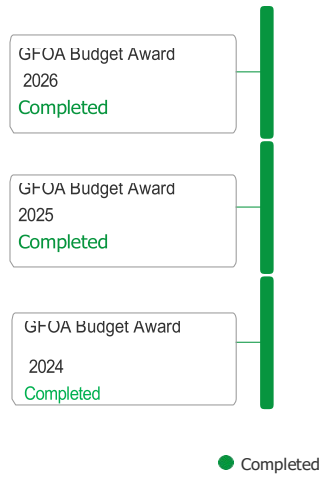
# Key Performance Indicators (KPI)



Data Updated: Jun 29, 2026, 3:21 PM

[View Report](#)

## Tracker





# Parks & Recreation

## 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, management, and programming of a diverse system of parks, event venues, recreation facilities, and other designated public spaces throughout the City of Winter Park. As one of only approximately 200 agencies nationwide accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA), the department demonstrates excellence in operations, planning, and service delivery.

The department is organized into 14 functional areas, including aquatics, athletics, special events, community center, rental facilities, golf courses, tennis, landscaping, urban forestry, park maintenance, and cemeteries, among others. These divisions work collaboratively to provide high-quality programs, maintain premier facilities, and enhance the quality of life for residents and visitors alike.

## 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

- Geothermal pool heater at community center pool
- Implement adaptive swim lessons
- Complete Unity Corner at MLK Park
- MLK pickleball and basketball reconstruction
- 3 Sand Volleyball courts built at Cady Way Park
- Tennis Center added shade structure to courts 15/16
- Tennis Center resurface clay courts 13-16
- Water Filtration system installed at the WP 18
- Certified Tree City USA
- Awarded Tree Growth USA award for improving Urban Forestry Program
- Passed yearly CAPRA Accreditation audit
- Replacement of Showalter Stadium lighting
- Completion of ADA loop at Mead Garden

## Goals

- Continue CAPRA standards progression for new yearly audits
- Complete MLK Park Community Playground
- Add lightning to MLK basketball and Pickleball
- Start WP18 Driving Range Project
- Complete renovation of Winter Park Tennis Center soft courts
- Complete irrigation audit and update/repairs to WP Pines Golf Course
- Complete design and selection process for Palm Columbarium
- Continue to reach or exceed full operational cost recovery for both Winter Park Pines and Winter Park GC
- Complete ADA loop at Mead Garden
- Blue Dolphin Pool build
- New pavilions at Ward and Lake Baldwin
- WP 9 Greens and Bunker rebuild project
- Hardscape and Lighting Update at MLK Park
- Parks and Rec Master Plan Commission adoption

## FTE Summary

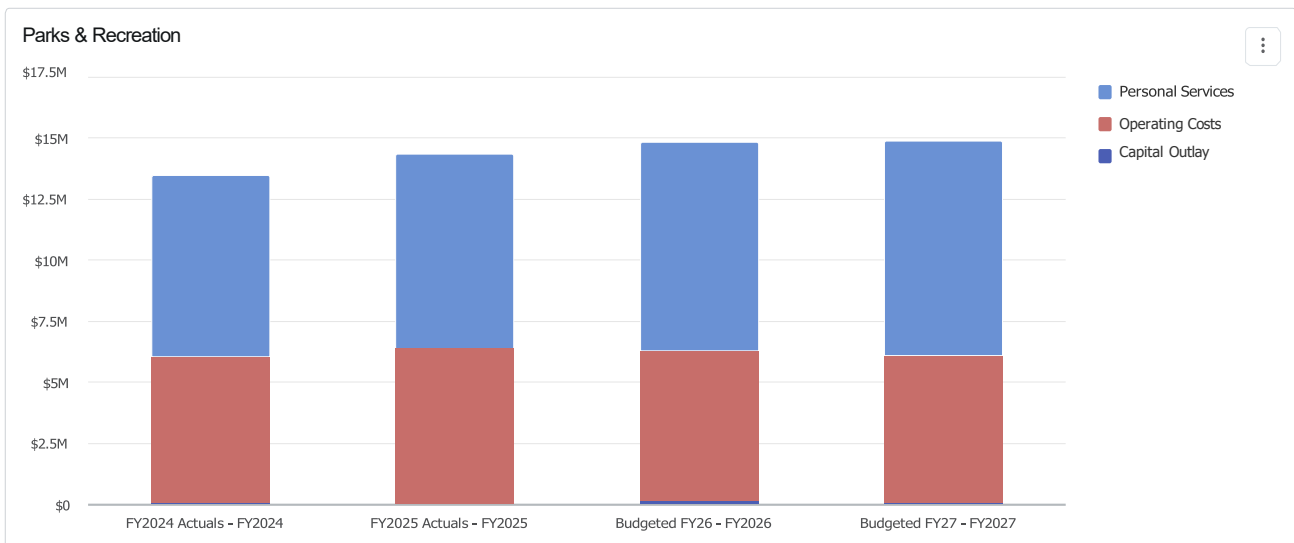
### PARKS & RECREATION

<b>Divisions Description</b>	<b>FY27</b>
<b>Allocated FTE Count</b>	
AQUATICS	10.5
GOLF COURSE OPERATIONS-WP9	4
AZALEA LANE TENNIS CENTER	5.5
COMMUNITY CENTER	14.5
RECREATION FACILITIES	3.5
CEMETERIES	2
PARKS ADMIN & ATHLETICS	5
RECREATION	18
URBAN FORESTRY	3.5
GOLF COURSE-WP18	16
RECREATION EVENT MGMT	0.5
LANDSCAPING	10
EVENTS CENTER	5.5
PARKS MAINTENANCE	11
GOLF COURSE MAINTENANCE-WP9	5.5
<b>ALLOCATED FTE COUNT</b>	<b>115</b>

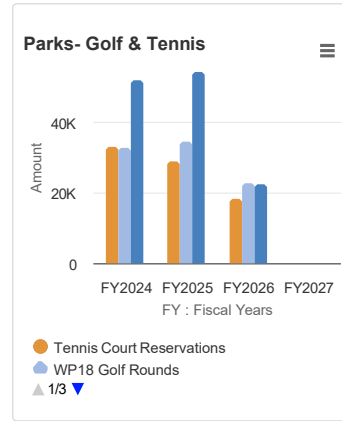
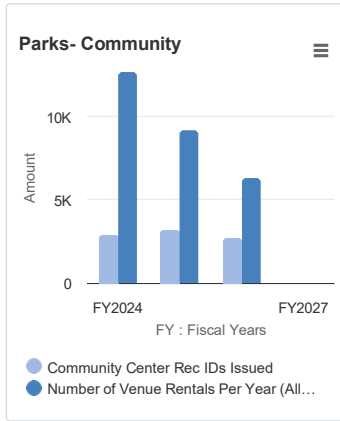
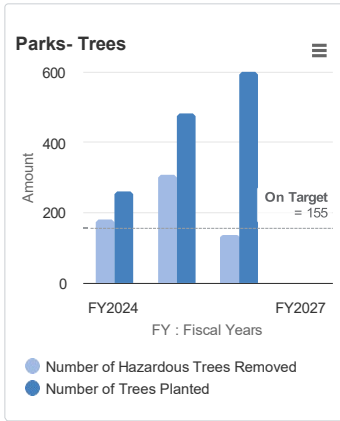
# Program Resources

## Parks & Recreation

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$7,410,698	\$7,964,870	\$8,534,347	\$8,793,475
Operating Costs	\$5,947,596	\$6,385,330	\$6,122,227	\$6,013,723
Capital Outlay	\$85,048	\$1,443	\$145,000	\$65,000
<b>EXPENSES TOTAL</b>	<b>\$13,443,343</b>	<b>\$14,351,644</b>	<b>\$14,801,574</b>	<b>\$14,872,198</b>



# Key Performance Indicators (KPI)





## 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 both the built and natural environment to encourage its heritage while fostering thoughtful and compatible design.

## Program Summary

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

## Level of Service Provided in Budget

- The Department provides essential professional planning services that directly support the City's growth, regulatory compliance, and quality of life, serving as the primary staff liaison to the Planning & Zoning Board, Historic Preservation Board, Board of Adjustments, and Development Review Committee, while also preparing and presenting a significant volume of applications to the Mayor and City Commission, including Comprehensive Plan amendments, rezonings, subdivisions, conditional uses, annexations, façade design compliance, historic designations, certificates of review, and lakefront site plans.
- Delivers critical development review and customer service functions by advising applicants throughout the entitlement process, ensuring required public notifications are completed, and maintaining consistency and legal defensibility in decision-making in accordance with the Comprehensive Plan and Land Development Code.
- Functions as a key community partner by coordinating with neighborhood organizations and proactively addressing residents' concerns.
- Advances the city's mobility goals through a strong commitment to multimodal transportation planning, including coordination with the Transportation Division on both immediate operational issues and long-range capital improvements, integration of emerging technologies, and direct engagement with residents to resolve localized concerns.
- Supports economic development by administering and reviewing Business Certificate applications, providing a streamlined and accessible process for new and existing businesses.

## Accomplishments

- Modernized regulations related to nonconforming structures and stormwater management to better align with current redevelopment practices and community needs. This effort clarified and refined valuation thresholds and reconstruction limitations for nonconforming structures, providing greater flexibility for property owners while maintaining the integrity of zoning standards, and introduced targeted exemptions to encourage reinvestment in both residential and nonresidential properties. These updates improve regulatory clarity, support reinvestment and economic vitality, which directly benefit the community.
- Advanced the city’s historic preservation program through the implementation of historic landmark signage and new designations, including the addition of five homes to the City’s Historic Register, further strengthening neighborhood character and heritage conservation.
- Continued collaboration with the city’s Urban Design Advisor to strengthen architectural compatibility determinations in key areas, enhancing design quality and ensuring cohesive, context-sensitive development.

## Goals

- Advance implementation of the Comprehensive Plan vision for the South of Fairbanks Avenue (SOFA) District through collaboration with the CRA and Economic Development Department with targeted economic development incentives to encourage high-quality redevelopment and support strategic annexations.
- Modernize and simplify the commercial sign regulations to improve clarity, usability, and design.
- Work with the city’s Urban Design Advisor to develop architectural design standards for commercial development to ensure cohesive, context-sensitive, and high-quality developments citywide.
- Undertake a comprehensive update to the city’s historic resources survey, last completed in 2013, to better identify, evaluate, and protect significant historic assets.

## FTE Summary

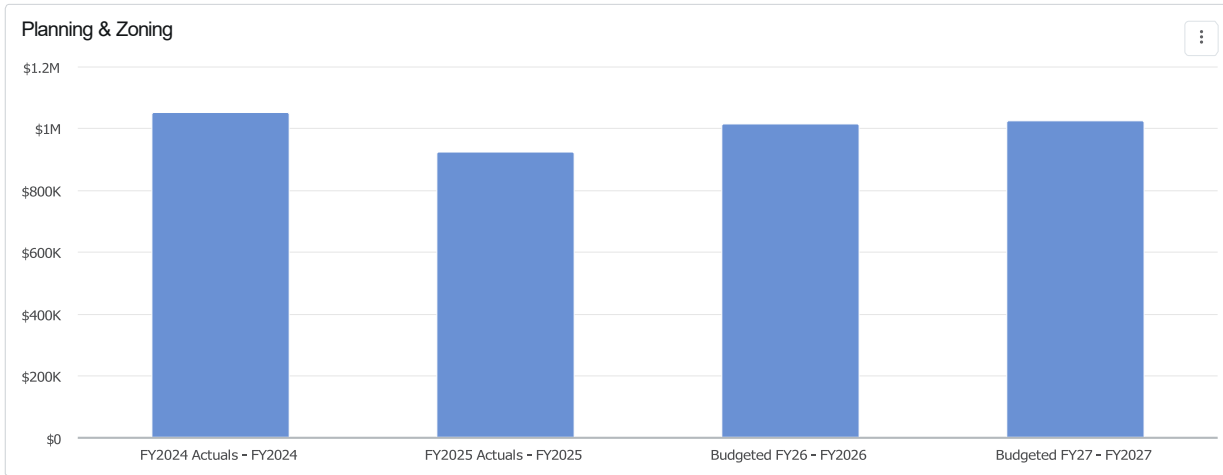
### PLANNING & ZONING

<b>Divisions Description</b>	<b>FY27</b>
<b>Allocated FTE Count</b>	
PLANNING & ZONING	5.5
<b>ALLOCATED FTE COUNT</b>	<b>5.5</b>

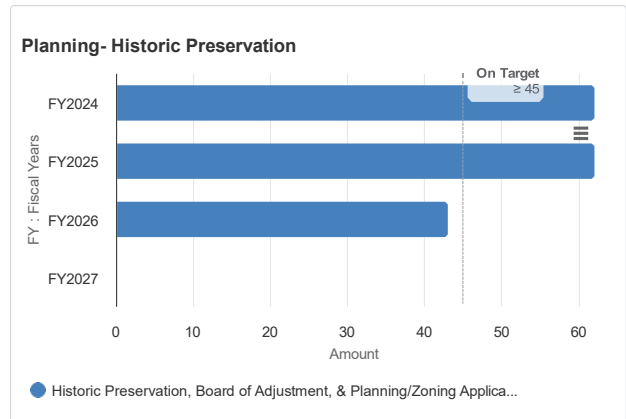
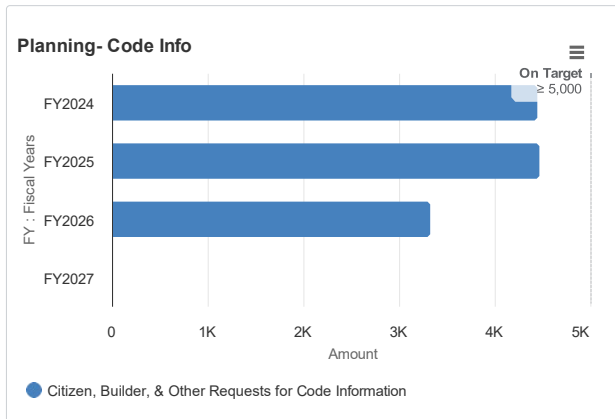
# Program Resources

## Planning & Zoning

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$604,960	\$669,988	\$663,028	\$706,529
Operating Costs	\$447,060	\$252,517	\$352,913	\$318,034
<b>EXPENSES TOTAL</b>	<b>\$1,052,020</b>	<b>\$922,505</b>	<b>\$1,015,941</b>	<b>\$1,024,563</b>



## Key Performance Indicators (KPI)





# Police



## 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 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 road and waterways, roadway parking, 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. They are primarily responsible for supporting all units of the Department by conducting follow-up investigations, proactively addressing/identifying criminal activity and crime trends, and the gathering/disseminating 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.

## Level of Service Provided in Budget

- High visibility and directed presence 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 accreditation through the Florida Commission for Law Enforcement Accreditation.
- Strive to reduce overall crimes and continually work to address trending crimes.

## Accomplishments

- Implemented and utilized a five (5) year strategic plan to guide the agency’s resources and strategies to meet the needs of community safety and services.
- Achieved full staffing for sworn law enforcement officers.
- Applied for and received JAG Grant for upgraded training equipment in the Range training classroom.
- Applied for and received JAG Grant for School Safety equipment, which was deployed for enhanced school safety.
- Applied for and received FDLE Firearms Safety Grant for training wall equipment and administration of civilian firearms safety classes.
- Applied for and received FDLE Drone Replacement Grant for the purchase of 4 new UAS’s (drones).
- Received second year approval of federal COPS grant funding for HART (Homeless Advocacy Response Team) officers.
- Applied for and received Federal grant funding for the purchase of bulletproof vests for officers.
- Applied for and received State appropriations money for the purchase and deployment of mobile vehicle barriers.

## Goals

- Evaluate and implement an education program for juvenile micro-mobility users.
- Evaluate the implementation of a City Ordinance to address micro mobility safety and use.
- Prioritize Traffic Safety through Education, Enforcement and the use of Technology.
- Proactively promote public trust and engagement through positive non-enforcement activities, like National Night Out, coffee with a Cop and Senior Prom.
- Continue to work towards 100% Crisis Intervention Trained Police Officers and Emergency Communication Operators.
- Explore live call system for public facing platform to increase community awareness and notification of events.
- Continue to explore grant opportunities for equipment and staffing through the state and federal levels.

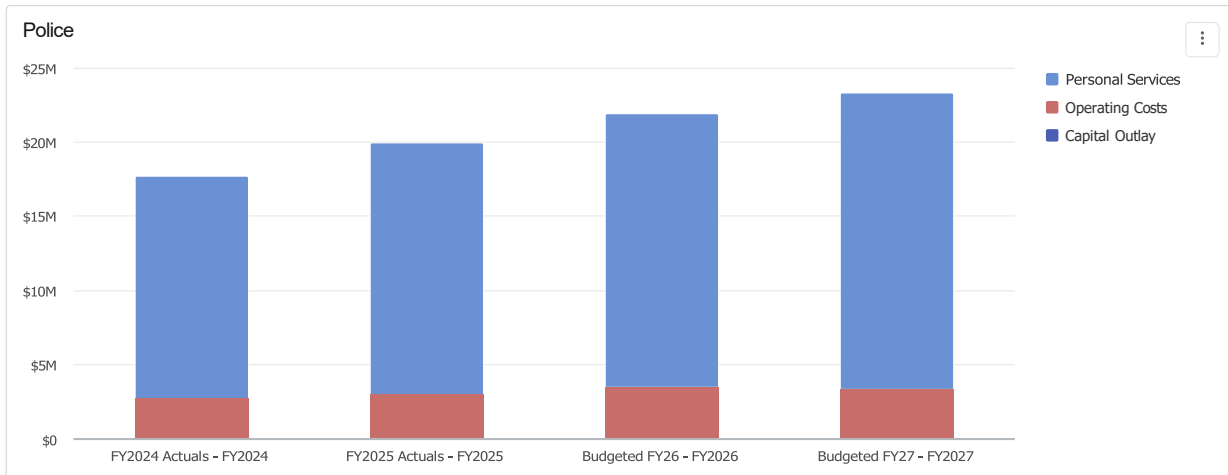
## FTE Summary

<b>Divisions Description</b>	<b>FY27</b>
<b>Allocated FTE Count</b>	
RECORDS	5
EMERGENCY COMMUNICATIONS	24
POLICE ADMIN	4
CRIMINAL INVESTIGATIONS	13
HIDTA GRANT PROGRAM	1
COMMUNITY SERVICES	9
UNIFORM PATROL	50
SELECTIVE ENFORCEMENT	7
CANINE PATROL	1
TRAFFIC ENFORCEMENT	10.5
POLICE PROFESSIONAL STANDARDS	4
<b>ALLOCATED FTE COUNT</b>	<b>128.5</b>

# Program Resources

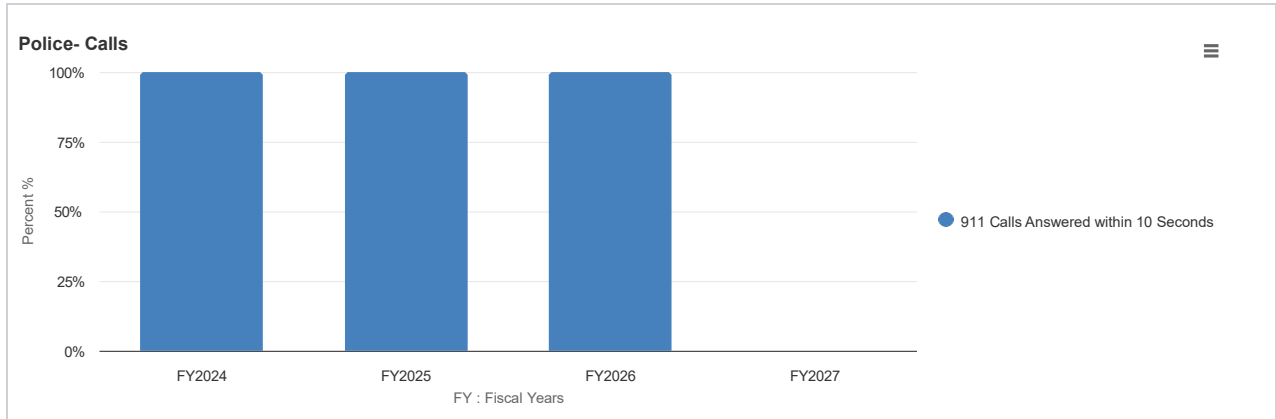
## Police

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$15,013,422	\$16,983,231	\$18,395,571	\$19,912,611
Operating Costs	\$2,698,903	\$2,956,075	\$3,478,665	\$3,371,885
Capital Outlay	-	\$9,995	\$0	\$0
<b>EXPENSES TOTAL</b>	<b>\$17,712,325</b>	<b>\$19,949,301</b>	<b>\$21,874,236</b>	<b>\$23,284,496</b>



Data Updated: Jul 01, 2026, 2:39 PM

# Key Performance Indicators (KPI)



## Police- Response Times

FY	Department	Description	Goal Description	Actual Response Times
2024	Police	Non-Priority Response Times	Less than 5 Minutes	4 Minutes 6 Seconds
2025	Police	Non-Priority Response Times	Less than 5 Minutes	4 Minutes 50 Seconds
2026	Police	Non-Priority Response Times	Less than 5 Minutes	4 Minutes 52 Seconds
2024	Police	Priority #1 Response Times	Less than 1 Minute 55 Seconds	2 Minutes 23 Seconds
2025	Police	Priority #1 Response Times	Less than 1 Minute 55 Seconds	1 Minute 53 Seconds
2026	Police	Priority #1 Response Times	Less than 1 Minute 55 Seconds	1 Minute 38 Seconds





# Public Works



## Mission

To exemplify responsive, safe, efficient, and innovative customer service in the management of the city's rights of way, facilities and infrastructure.

## Program Summary

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, Streets, and Transportation.

The Engineering Division, manages all work in the city's right of way including; construction and infrastructure improvement designs, parking and site improvements for city structures, inspection of construction activities, permitting of right-of-way uses, reviews of internal and external permits, drainage studies, and surveying/mapping. 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 Transportation Division enhances mobility, safety, and connectivity throughout the City through traffic engineering, multimodal mobility improvements, ADA accessibility initiatives, infrastructure preservation, and intelligent transportation system (ITS) coordination. The division supports operational efficiency, roadway safety, and implementation of the City's Transportation Master Plan and Vision Zero Action Plan while coordinating with regional partners including FDOT, MetroPlan Orlando, SunRail, and LYNX. The division also coordinates roadway maintenance, resurfacing and reconstruction of streets including asphalt, brick, curb/sidewalk repair, traffic sign maintenance, and street sweeping.

The division maintains approximately 114 miles of roads; 1100 storm inlets, 200 miles of curbs and sidewalks, and 12 miles of storm piping throughout the city. Construction management for all city construction projects is also provided by this department, ensuring responsiveness to city residents' concerns and needs.

## Level of Service Provided in Budget

- Provide personnel and resources necessary to maintain and improve the city's transportation, roadway, sidewalk, stormwater, mobility, and facility infrastructure systems.
- Support roadway safety, multimodal mobility, ADA accessibility, transportation operations, and infrastructure preservation initiatives throughout the city.

## Accomplishments

- 44,600 SF of sidewalk replaced as of 5/1/2026.
- 42,683 SF brick street repaired as of 5/1/2026.
- 5,084 LF of curb repaired as of 5/1/2026
- 13 ADA curb ramps installed as of 5/1/2026
- Fairway Dr roadway repaving was completed in April 2026.
- 65 traffic signs installed as of 5/1/2026.
- Lakemont Ave & Glenridge Way traffic signal optimization was completed in February 2026.
- Shores of Lake Killarney Traffic Calming Evaluation completed in April 2026.
- Completed 8 traffic engineering and transportation studies as of 5/1/2026.
- Completed 396 residential and commercial building permit transportation reviews in fiscal year 2025.
- Completed 275 Public Works building permit reviews in fiscal year 2025.
- Morse Blvd road diet test with on-street parking completed in January 2026.
- Advanced Orlando Gifted Academy school zone operational and pedestrian safety evaluations supporting Vision Zero initiatives.
- Continued implementation of Vision Zero pedestrian safety initiatives, including RRFB development at Glenridge Way & St. George St., Capen Ave & Comstock Ave., and Via Tuscany & Tuscany Place.
- Continued ITS and fiber infrastructure coordination supporting future smart mobility and traffic signal communication initiatives.
- Coordinated traffic management and roadway safety support for 11 neighborhood community events.
- Provided traffic control assistance for “Taste of Winter Park” and “Dinner On The Avenue” special events.

## Goals

- Continue Vision Zero safety initiatives to improve roadway safety and reduce serious crashes.
- Continue implementation of Transportation Master Plan operational, multimodal, and safety initiatives throughout the city.
- Conduct traffic signal timing adjustments and retiming efforts to improve congestion and traffic flow across key corridors
- Enhance traffic operations through signal timing optimization and data-driven transportation studies.
- Expand ITS infrastructure, traffic signal communications, and fiber connectivity to support smart mobility initiatives.
- Maintain and preserve roadways, sidewalk, curb, and brick street infrastructure assets.
- Continue coordination with FDOT, MetroPlan Orlando, LYNX, and SunRail to support regional mobility and multimodal transportation improvements.
- Continue the Golfside Dr and Summerfield Dr project for ADA sidewalk and ramp enhancements, and curb repairs.

# FTE Summary

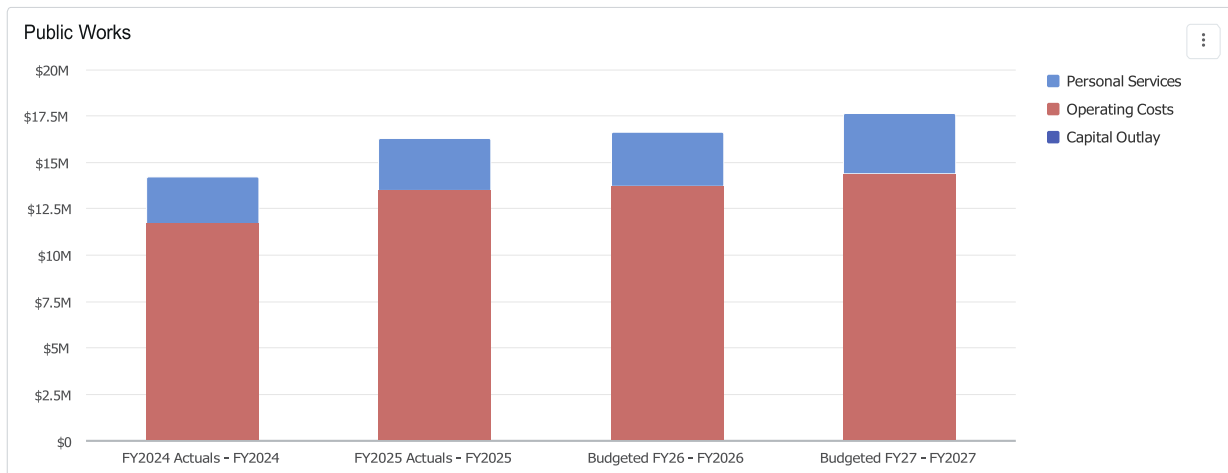
## PUBLIC WORKS

Divisions Description	FY27
<b>Allocated FTE Count</b>	
ENGINEERING	6
FACILITIES MAINTENANCE	8
PUBLIC WORKS ADMIN	4
TRAFFIC CONTROL	3
STREET PAVING	5
STREETS ADMIN	2
<b>ALLOCATED FTE COUNT</b>	<b>28</b>

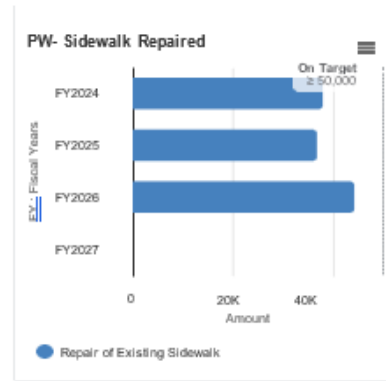
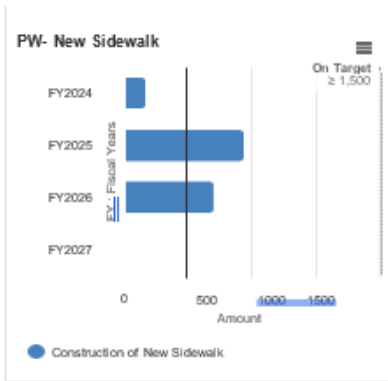
# Program Resources

## Public Works

	FY2024 ACTUALS	FY2025 ACTUALS	BUDGETED FY26	BUDGETED FY27
	FY2024	FY2025	FY2026	FY2027
<b>Expenses</b>				
Personal Services	\$2,540,756	\$2,819,101	\$2,963,181	\$3,281,621
Operating Costs	\$11,699,592	\$13,493,971	\$13,620,462	\$14,357,770
Capital Outlay	\$0	\$0	\$66,000	\$11,000
<b>EXPENSES TOTAL</b>	<b>\$14,240,348</b>	<b>\$16,313,073</b>	<b>\$16,649,643</b>	<b>\$17,650,391</b>



# Key Performance Indicators Continued (KPI)



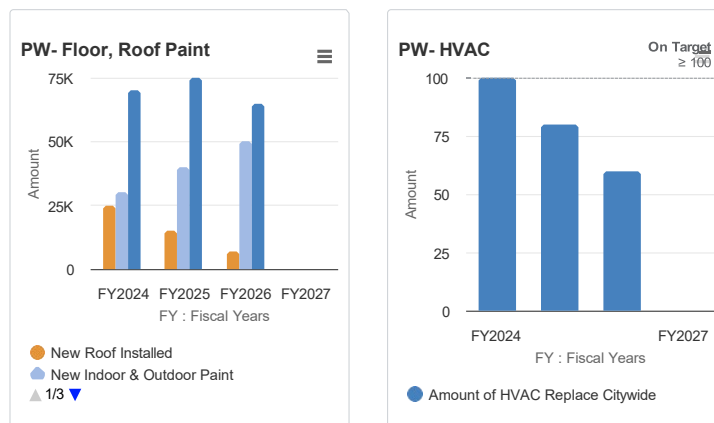
## Accomplishments (Facilities)

- Completed City Hall West Wing renovation including painting, HVAC ducts, HVAC units, plumbing, ceiling grid, lights, and carpet.
- Replaced generator at clinic and public safety. Generator at compound will be complete by end of year after hurricane season (proactively).
- Facility Management Software is being utilized by all facilities staff. Data will be used to create long term preventative maintenance and replacement plans.
- Condition assessment for buildings, structures, inventory and equipment has been input into Facility Management Software
- All facilities plans available have been digitized.
- Completed painting projects in City Hall, Welcome Center public areas, and electrical boxes tagged with graffiti.
- Completed 88 Facilities building permit reviews in fiscal year 2025.
- Replaced carpet and French doors in the community room of the Welcome Center
- Replaced roof at Mead Azalea Lodge
- Replaced shop heaters in building 11
- Replaced HVAC unit in Heritage Center
- Replaced all the exterior windows at City Hall

## Goals (Facilities)

- Create long term preventative maintenance and replacement plan in OpenGov, the facilities management software
- Digitize all facilities records including warranties, manuals, age and specifications
- Increase the response and work ticket completion times, average ticket time will be calculated in new software
- Improve the customer request portal, improving accuracy, communication, and satisfaction

## Key Performance Indicators (KPI) (Facilities)





# Stormwater

## Mission

The Stormwater Division is charged with implementing the city's Stormwater Management Program. This program, funded by the city's Stormwater Utility, includes engineering, design, project and construction management services, operation and maintenance, and code/permit compliance.

## Program Summary

Stormwater capital improvement projects are identified, designed, and/or administered by this division in an effort to preserve lake water quality and mitigate flooding. This in turn protects the city's valuable resources including lakes, streets, and public/private amenities. The division also maintains compliance of the City's NPDES permit by providing public education, performing review and issuance of storm water permits, city-wide monitoring of public and private stormwater ponds, and erosion control of all construction sites.

## Level of Service Provided in Budget

- Provide high quality professional Stormwater Management services for all City departments and private developers
- Execute the City's Stormwater 5 Year CIP Plan
- Ensure compliance with the National Pollutant Discharge Elimination System (NPDES) permit

## Accomplishments

- Completed 1,128 stormwater reviews for residential and commercial new development permits in fiscal year 2025
- Received St. Johns River Water Management District permits for the Tanglewood Outfall Improvement Project and Library and Event Center Parking Upgrades
- Completed construction of Lake Spier Drainwell
- Continued tracking progress for contracted street sweeping to ensure improved sweeping frequency and tracking capabilities
- Completed 100% drainage plan for the Stirling Bridge Project
- Began design implementation on projects identified in the Western and Eastern Basin Flood Studies
- Completed and submitted the City's NPDES annual report to FDEP
- Provided updates to FDEP's Statewide Annual Report for the Lake Jesup BMAP.
- Provided comments for the Loch Haven Chain of Lakes study as a local stakeholder
- Provided project management and funding for major storm sewer emergency repairs on Bennett Ave
- Began construction of the storm sewer system and retention pond for the new fire training facility
- Purchased TV truck and commenced continuing storm sewer inspection program

## Goals






- Continue providing the highest-level stormwater management services
- Continue implementation and construction of stormwater projects as identified by the three large scale basin studies
- Continue to develop the City’s stormwater 5 Year CIP plan for future projects
- Continue to monitor the street sweeping services to ensure proper schedule and tracking capabilities
- Continue the updating of the GIS storm sewer systems mapping

## FTE Summary

### STORMWATER

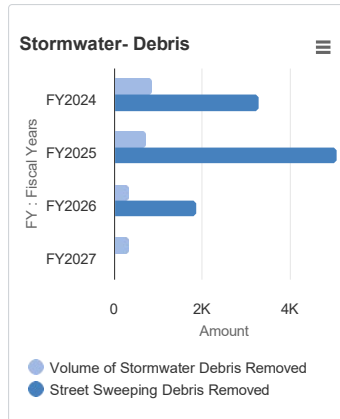
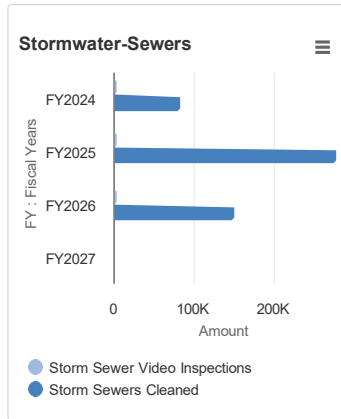
Divisions Description	FY27
<b>Allocated FTE Count</b>	
STREET DRAINAGE & MAINTENANCE	13
STORMWATER MANAGEMENT	3
<b>ALLOCATED FTE COUNT</b>	<b>16</b>

## Program Resources

Expenditures	Actual FY24	Actual FY25	Budgeted FY26	Budgeted FY27
 Personnel	\$2,109,641	\$2,435,843	\$2,621,613	\$2,775,398
 Operating Expenses	\$1,294,939	\$1,585,553	\$1,402,216	\$1,566,937
 Capital Outlay	\$21,795	\$8,000	\$160,000	\$102,500
 Capital Projects*	\$700,000	\$1,150,000	\$1,875,000	\$2,334,798
 Total	<b>\$4,126,375</b>	<b>\$5,179,396</b>	<b>\$6,058,829</b>	<b>\$6,779,633</b>

\*Includes project expenditures in addition to Capital Outlay.

# Key Performance Indicators (KPI)





# Water & Sewer



## Mission

To provide premier services that advance the Winter Park Utilities' water resources, quality workforce, resilient infrastructure, and thriving community

## 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; and 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.

## Level of Service Provided in Budget

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

## Accomplishments

- Awarded CDBG grant funding for the Ravaudage Lift Station and Wymore Lift Station Improvements Project (\$5.2M)
- Award of Clean Water State Revolving Fund Loan with zero interest and 50% principal forgiveness (\$19M) for sewer system upgrades
- Replaced 16,000 linear feet of potable water mains
- Replaced 9,000 linear feet of wastewater force mains
- Tested and performed annual maintenance on over 950 fire hydrants
- Tested and performed annual maintenance on over 1,100 isolation valves
- Lined approximately 10,300 linear feet of gravity sewer
- Ongoing R&R improvements to water and wastewater treatment facilities
- Multiple mechanical and electrical component upgrades to lift stations
- Met all EPA and FDEP Safe Drinking Water Act water quality standards








## Goals

- Continue replacement and upgrade of water and wastewater mains
- Maintain an efficient fire hydrant and valve program
- Maintain a reliable and efficient distribution and collection system
- Continue water and wastewater treatment plant CIP improvements
- Upgrade lift stations for reliability and storm hardening
- Expand our fleet of fixed and portable generators (applied for several grants)
- Ongoing evaluation of opportunities for improved services and efficiencies
- Evaluate expansion of reclaimed water systems and storage opportunities
- Submit statistical methodology to FDEP for lead and copper service line validation
- Initiate utility master planning

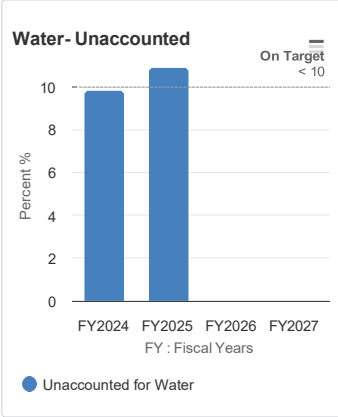
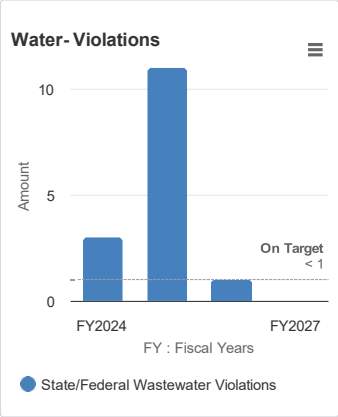
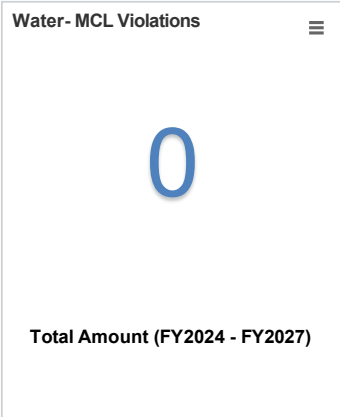
## FTE Summary

Divisions Description	FY27
<b>Allocated FTE Count</b>	
WASTEWATER COLLECTION	20
UTILITY PATCH CREW	4
WATER DISTRIBUTION	19.8
WATER TREATMENT	13
WASTEWATER TREATMENT	10
UTILITY CONSTRUCTION SERVICES	16
WATER & SEWER ADMIN	6
UTILITY MAINTENANCE	15
<b>ALLOCATED FTE COUNT</b>	<b>103.8</b>

## Program Resources

Expenditures	Actual FY24	Actual FY25	Budgeted FY26	Budgeted FY27
 Personnel	\$8,632,135	\$9,827,485	\$10,513,235	\$10,302,518
 Operations & Reimbursements	\$16,640,697	\$17,800,676	\$18,765,397	\$19,648,853
 Debt Service	\$4,603,043	\$4,603,044	\$4,963,404	\$4,942,099
 Capital	\$3,497,343	\$3,541,385	\$4,658,000	\$4,680,000
 Transfers	\$2,993,440	\$4,017,271	\$3,477,566	\$3,794,609
 Budgeted Contingency	\$0	\$0	\$264,478	\$543,187
 Total	<b>\$36,366,658</b>	<b>\$39,789,862</b>	<b>\$42,642,080</b>	<b>\$43,911,266</b>

# Key Performance Indicators (KPI)





# Organizational Support

## 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	2026 Budget	2027 Budget	\$ Ch.
Mead Botanical Gardens	102,000	105,000	3,000
Winter Park Historical Association	97,000	99,900	2,900
Winter Park Day Nursery	42,500	43,800	1,300
United Arts	20,000	20,000	-
Blue Bamboo	12,500	12,900	400
Polasek Museum	28,000	28,900	900
Winter Park Library	2,109,744	2,173,036	63,292
Unallocated	140,259	176,515	36,256
<b>Total</b>	<b>2,552,003</b>	<b>2,660,051</b>	<b>108,048</b>

Based on the funding formula for determining city support, the quarter percent of gross revenues from the major funds will generate approximately \$487k. Existing requests for funding<sup>3</sup> utilize about \$310k, leaving about \$177k in additional support. As many organizations are also feeling the impact of inflation, there have been modest increases made to many organizations. Previously, staff had proposed a new policy and competitive grant round for new support requests, however this has been put on hold by the Commission until after the budget process and further

uncertainties about the state of the economy can solidify, especially as non-profit funding may be in jeopardy if property tax revenues are impacted by legislative changes. Regardless, surplus funds can be reappropriated by the Commission for other needs or can be devoted back to additional requests for organizational support. All the listed organizations have been receiving funding for over five years and have been adjusted by an inflationary 3%.

Recipient	2026 Budget	2027 Budget	\$ Ch.
Enzian Theater	10,000	14,000	4,000
Heritage Center	50,000	51,500	1,500
Welbourne Day Nursery	43,000	44,300	1,300
Winter Park Playhouse	49,300	50,800	1,500
Winter Park Library	387,000	398,610	11,610
<b>Total</b>	<b>539,300</b>	<b>559,210</b>	<b>19,910</b>

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

<sup>3</sup> Excluding the library which is appropriated for separately.



# Transfers

## Transfers

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

<b>Recipient Fund</b>	<b>Amount</b>	<b>Purpose</b>
Debt Service Fund	\$516,784	Annual debt service for the acquisition of the Pines Golf Course.
Designations Trust Fund	\$285,000	General Fund share of contribution to support outside organizations as well as \$50k operating support for Keep Winter Park Beautiful (KWPB) that is provided by the city's solid waste services provider, Waste Pro.
CRA Trust Fund	\$5,708,429	Represents the City's TIF payment to the CRA trust fund.
Capital Projects Fund	\$2,686,750	Funding for capital maintenance account for city facilities, Golf course enhancements, transfer payment for turf field and Mead Gardens loan repayment from the utility, fire safety equipment, information technology upgrades, police safety equipment, traffic signalization upgrades, bicycle and pedestrian walkway improvements, replacement of the landscaping, and general major maintenance to the city's parks.
<b>Total Transfers to other Funds</b>	<b>\$9,198,200</b>	



**Non  
Departmental**

## General Fund Non-Departmental

The FY26 General Fund budget includes \$500k 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 \$24 million in reserves at the end of FY27.<sup>4</sup>

The General Fund budget also plans for \$450,000 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.

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<sup>4</sup> This assumes that the FY26 budget ends on target. 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.

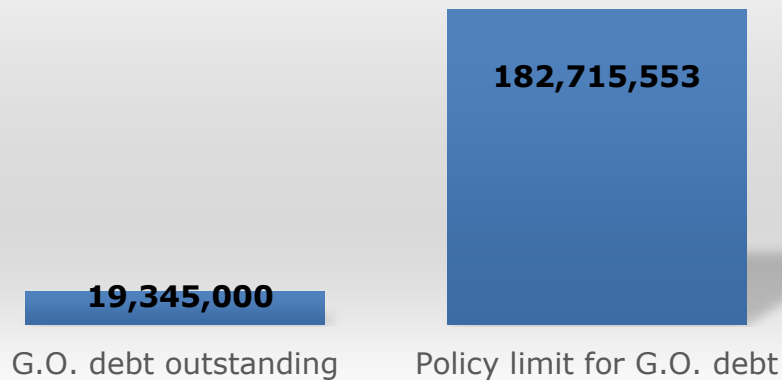


**Debt  
Service**

## 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, 2025, total general obligation debt outstanding is \$19.3 million and 2% of assessed taxable value totals over \$182.7 million which means that the city is only using 10.6% of its debt capacity limit according to policy.

### Comparison of General Obligation (G.O.) Debt Outstanding to Limit set by 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. 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.
- 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.

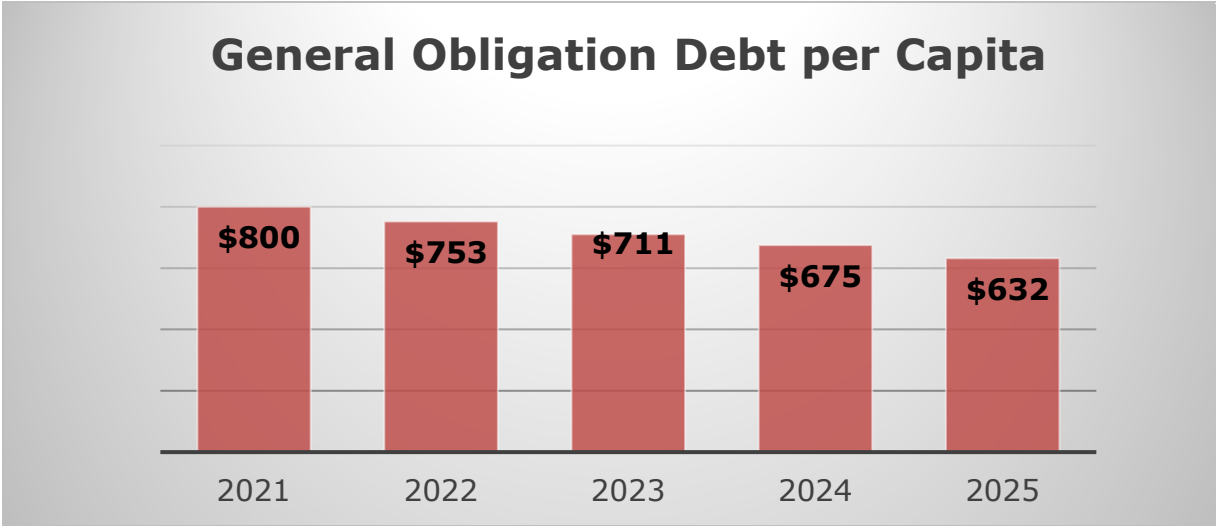
This dollar limitation is adjusted annually as of the end of the fiscal year in accordance with changes in the cost-of-living as published by the federal government. The limitation, as adjusted, at September 30, 2025 was \$3,209,487.<sup>5</sup>

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

<sup>5</sup> This section will be updated in the fall of 2026 when the new numbers are released.

As the city only utilizes debt sparingly and conservatively, none of the city’s loans or debt issues are subject to interest rate risk as all borrowings are done at a fixed rate. The city also paid off the second of the last two debt issues that were issued by the CRA. After FY26, the CRA will have no debt.

The next several pages provide debt service detail of principal and interest payments over the life of the City’s currently outstanding bond issues. If no new debt is issued, the city would be free of all debt by 2042, with the substantial bulk paid off prior to that.



## General Obligation Bonds, Series 2017 & 2020

The proceeds of these bond issue were used to fund the construction of the Library and Event 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.

<i>General Obligation Bonds, Series 2017</i>				
<b>Issue</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>General Obligation Bonds, Series 2017</b>	2027	1,255,000	549,800	1,804,800
<b>Original Issue Amount: \$27,500,000</b>	2028	1,315,000	487,050	1,802,050
<b>Original Issue Date: June 1, 2017</b>	2029	1,370,000	434,450	1,804,450
<b>Interest Rate: 2.66%</b>	2030	1,425,000	379,650	1,804,650
<b>Pledged Revenue: Voted debt service millage</b>	2031	1,465,000	336,900	1,801,900
<b>Moody's rated AAA</b>	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>		16,595,000	3,238,450	19,833,450

<i>General Obligation Bond, Series 2020</i>				
<b>Issue</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>General Obligation Bond, Series 2020</b>	2027	120,000	27,072	147,072
<b>Original Issue Amount: \$2,095,000</b>	2028	120,000	24,816	144,816
<b>Original Issue Date: March 18, 2020</b>	2029	125,000	22,560	147,560
<b>Interest Rate: 1.88%</b>	2030	125,000	20,210	145,210
<b>Pledged Revenue: Voted debt service millage</b>	2031	130,000	17,860	147,860
<b>Moody's rated AAA</b>	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
<b>TOTAL</b>		1,440,000	167,320	1,607,320

## Capital Improvement Revenue Bond, Series 2022

The proceeds of this bond issue was used to fund the acquisition and minor renovation of the Winter Pines Golf Course. This 94-acre 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>	2027	350,000	168,021	518,021
<b>Original Issue Amount: \$8,000,000</b>	2028	360,000	159,004	519,004
<b>Original Issue Date: April 1st, 2022</b>	2029	370,000	149,733	519,733
<b>Interest Rate: 2.54%</b>	2030	375,000	140,272	515,272
<b>Pledged revenue: Non-ad valorem General Fund revenue</b>	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
	2042	510,000	6,477	516,477
<b>TOTAL</b>		6,790,000	1,471,041	8,261,041

## 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>	2027	140,000	5,461	145,461
<b>Original Issue Amount: \$2,230,000</b>	2028	145,000	1,842	146,842
<b>Original Issue Date: December 1, 2007</b>				
<b>Original Interest Rate: 4.348%</b>				
<b>Refunded Interest Rate: 2.54%</b>				
<b>Pledged revenue: Non-ad valorem General Fund revenue</b>				
<b>TOTAL</b>		285,000	7,303	292,303

## 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. While this debt service is close to ending, the utility has a number of large-scale capital investments noted in the long-term portion of the CIP that will likely necessitate a potential new debt issuance in the future.

Issue	Year	Principal	Interest	Total
<b>Water and Sewer Revenue Bond, Series 2020</b>	2027	1,480,000	162,704	1,642,704
<b>Original Issue Amount: \$14,565,000</b>	2028	1,515,000	128,412	1,643,412
<b>Original Issue Date: December 1, 2020</b>	2029	1,575,000	93,032	1,668,032
<b>Interest Rate: 2.29%</b>	2030	1,615,000	56,506	1,671,506
<b>Pledged revenue: net revenues of the water and sewer system</b>	2031	1,660,000	19,007	1,679,007
<b>Moody's rated Aa2</b>				
<b>Standard &amp; Poors rated AA-</b>				
<b>Fitch rated AA-</b>				
<b>TOTAL</b>		7,845,000	459,661	8,304,661

## 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>	2027	2,435,000	564,395	2,999,395
<b>Original Issue Amount: \$35,030,000</b>	2028	2,480,000	500,500	2,980,500
<b>Original Issue Date: December 19, 2017</b>	2029	2,495,000	435,825	2,930,825
<b>Interest Rate: 2.60%</b>	2030	2,525,000	370,565	2,895,565
<b>Pledged revenue: net revenues of the water and sewer system</b>	2031	2,560,000	304,460	2,864,460
<b>Moody's rated Aa2</b>	2032	2,575,000	237,705	2,812,705
<b>Standard &amp; Poors rated AA-</b>	2033	2,595,000	170,495	2,765,495
<b>Fitch rated AA-</b>	2034	2,615,000	102,765	2,717,765
	2035	2,645,000	34,385	2,679,385
<b>TOTAL</b>		22,925,000	2,721,095	25,646,095

## 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>	2027	310,000	47,840	357,840
<b>Original Issue Amount: \$5,245,000</b>	2028	320,000	37,760	357,760
<b>Original Issue Date: December 20, 2010</b>	2029	330,000	27,360	357,360
<b>Interest Rate: 3.2%, subject to adjustment after 15 years</b>	2030	340,000	16,640	356,640
<b>Pledged revenue: net revenues of the electric system</b>	2031	350,000	5,600	355,600
<b>Moody's rated Aa3</b>				
<b>Fitch Ratings rated A+</b>				
<b>TOTAL</b>		1,650,000	135,200	1,785,200

## 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>	2027	415,000	94,873	509,873
<b>Original Issue Amount: \$7,680,000</b>	2028	430,000	83,296	513,296
<b>Original Issue Date: June 13, 2014</b>	2029	440,000	71,376	511,376
<b>Interest Rate: 2.74%, fixed</b>	2030	450,000	59,183	509,183
<b>Pledged revenue: net revenues of the electric system</b>	2031	465,000	46,648	511,648
<b>Moody's rated Aa3</b>	2032	475,000	33,771	508,771
<b>Fitch Ratings rated A+</b>	2033	490,000	20,550	510,550
	2034	505,000	6,918	511,918
<b>TOTAL</b>		<b>3,670,000</b>	<b>416,615</b>	<b>4,086,615</b>

## 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>	2027	325,000	81,701	406,701
<b>Original Issue Amount: \$7,680,000</b>	2028	335,000	71,834	406,834
<b>Original Issue Date: November 3, 2014</b>	2029	345,000	61,668	406,668
<b>Interest Rate: 2.99%, fixed</b>	2030	355,000	51,203	406,203
<b>Pledged revenue: net revenues of the electric system</b>	2031	365,000	40,440	405,440
<b>Moody's rated Aa3</b>	2032	380,000	29,302	409,302
<b>Fitch Ratings rated A+</b>	2033	390,000	17,790	407,790
	2034	400,000	5,980	405,980
<b>TOTAL</b>		2,895,000	359,918	3,254,918

## 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>	2027	900,000	338,168	1,238,168
<b>Original Issue Amount: \$18,260,000</b>	2028	915,000	320,018	1,235,018
<b>Original Issue Date: May 12, 2016</b>	2029	935,000	300,934	1,235,934
<b>Interest Rate: 2.74%, fixed</b>	2030	955,000	276,675	1,231,675
<b>Pledged revenue: net revenues of the electric system</b>	2031	985,000	247,575	1,232,575
<b>Moody's rated Aa3</b>	2032	1,015,000	217,575	1,232,575
<b>Fitch Ratings rated A+</b>	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>		12,450,000	2,325,620	14,775,620

## 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>	2027	1,640,000	535,224	2,175,224
<b>Original Issue Amount: \$25,405,000</b>	2028	1,680,000	477,456	2,157,456
<b>Original Issue Date: July 9, 2019</b>	2029	1,745,000	417,861	2,162,861
<b>Interest Rate: 3.48%, fixed</b>	2030	1,760,000	356,874	2,116,874
<b>Pledged revenue: net revenues of the electric system</b>	2031	1,770,000	295,452	2,065,452
<b>Moody's rated Aa3</b>	2032	1,820,000	232,986	2,052,986
<b>Fitch Ratings rated A+</b>	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>		16,200,000	2,652,804	18,852,804



CITY OF WINTER PARK, FLORIDA  
**Cash  
Reserves**  
ESTABLISHED 1882

## Cash Reserves

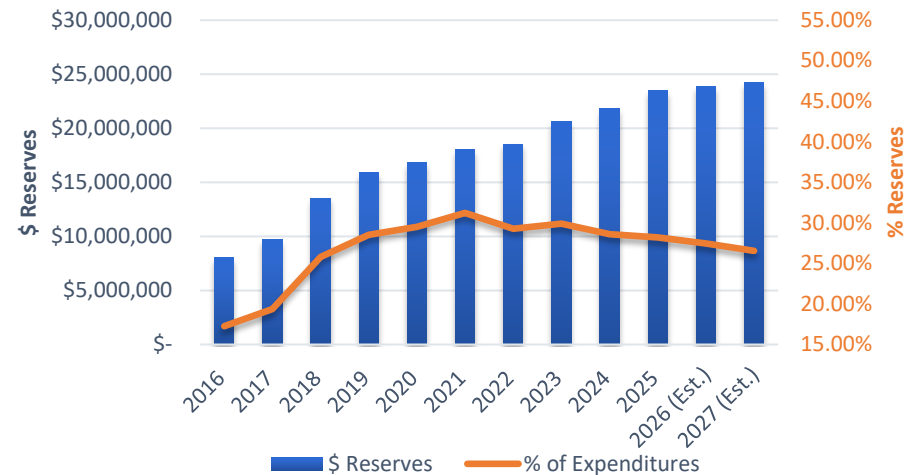
Governments hold cash in reserve for a variety of reasons. Often money is set aside to prepare for emergencies, such as natural disasters or unrealized revenues. Reserves may also be accumulated to fund specific projects or to position the City to take advantage of matching grants or land purchase opportunities.

## 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 more difficult to maintain the 30% ratio goal. It is estimated that the reserves percentage will be just below 26.5% at the end of FY27. This is predicated on the \$500k in contingency, tentatively provided in the proposed budget, is not reallocated to another use, therefore adding to fund balance. While the percentage may be declining the overall funds in the reserve account are increasing. In FY27, the cash balance is expected to be just over \$24.2 million. The performance of the city's investment portfolio in the current year could have a material impact on the reserve balance in FY26 but will not be fully known until the fall of this year. The accompanying graph highlights the history of unassigned 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.

### Unassigned General Fund Balance



## Water & 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 27 the Water and Wastewater Utility is expected to have 132 days of working capital on hand which is consistent with the prior year. 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.

## Electric Utility

The Commission adopted goal for Electric Fund working capital is 45 days of operating expenses less amortization. At the end of FY 27 the

Electric Utility is expected to have 163 days of working capital which is slightly below the prior year. The utility's cash position has improved in recent years, helping with rating agencies that had previously expressed concern. The fact that utility revenues do not grow

significantly outside of rate increases, over time the capital capacity is being eroded as the cost of labor and materials all grow at a faster rate. This is another reason for adopting a practice of annual indexed or CPI rate adjustments.





## About the Capital Improvement Plan

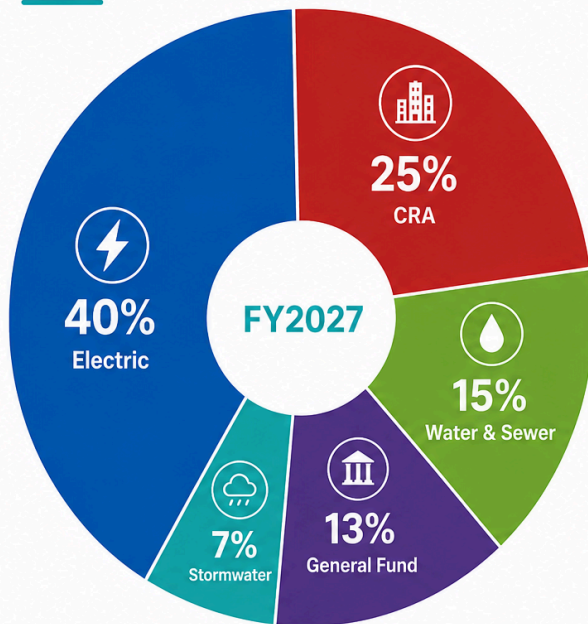
The following five year Capital Improvement Plan (CIP) reflects planned expenditures over the next five years for items that have a useful life of more than one year, are capital in nature, and equal or exceed \$25,000. Each capital project listed will include the funding source, a brief description of the project, and whether the completion of the project will result in any ongoing operational costs. Additionally, there are some needs identified beyond this timeline to be completed as funding becomes available.

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.

To that end, the CIP section of this document also provides for projects, due to limited resources and funding availability, that are not contemplated in this year's budget and remain unfunded.

## CIP ALLOCATION BY FUND TYPE

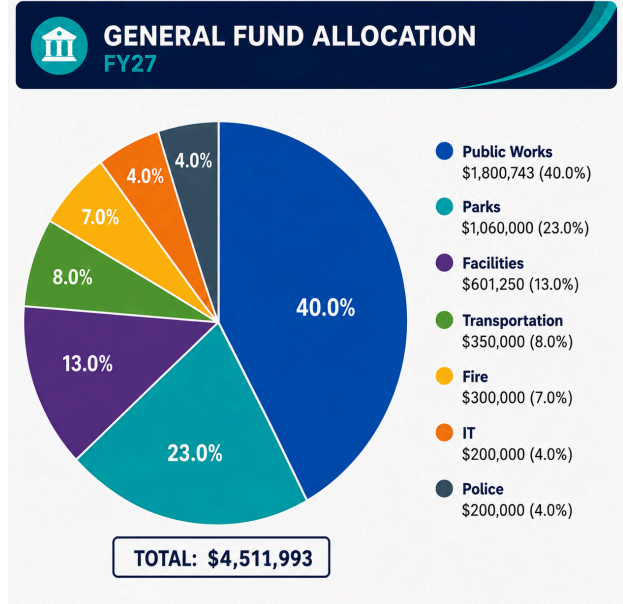
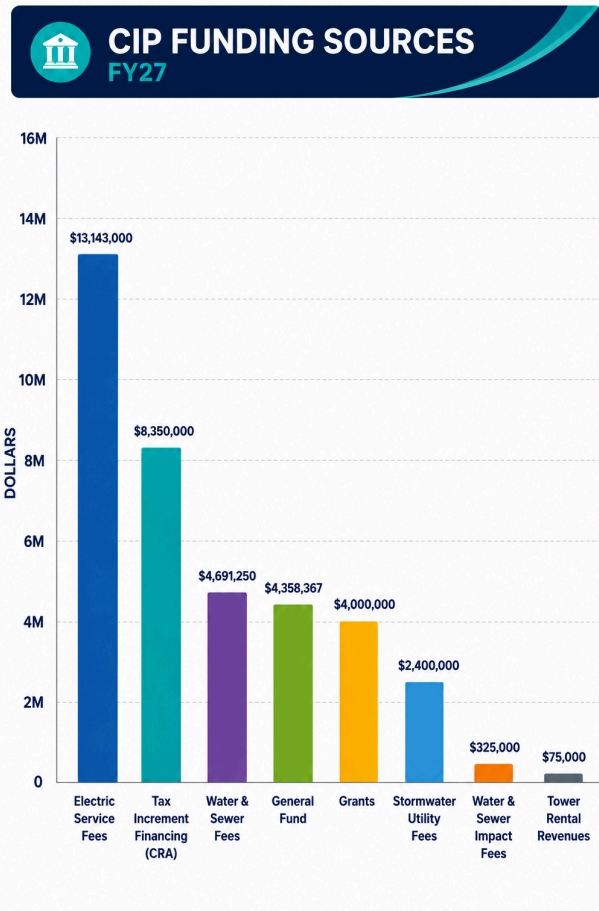
FY2027



FUND TYPE	FY2027 ALLOCATION	% OF TOTAL
Electric Fund	\$13,143,000	40%
CRA	\$8,350,000	25%
Water & Sewer Fund	\$5,016,250	15%
General Fund	\$4,433,367	13%
Stormwater Fund	\$2,400,000	7%

The five-year CIP supports an extensive list of projects containing \$33.3 million for FY27. 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 \$13.1 million, TIF Revenue through the CRA at \$8.4 million, Water & Wastewater Utility Fees at \$5.9 million, Stormwater fees at \$2.5 million, and General Funding at \$4.4 million. General funding supports Public Works, Parks, IT, Public Safety, and general City capital projects. The City’s investment in infrastructure is broken down into the following spending categories by type in the graph below and each category is explained in detail:



# General Fund

## Public Works & Transportation

*Facility Replacement:* This account addresses major repairs to the numerous facilities and buildings owned and operated by the City. Examples of projects include roof replacement, AC replacement, flooring, and painting as well as smaller capital improvement items to protect the City's investment and keep the City's buildings and real estate assets functioning efficiently. FY27 will continue these efforts with painting at City Hall and the Community Center as well as roof replacements at the Police Department Gun Range and Wellness Place. Funding is also allocated for HVAC upgrades that will take place at City Hall, the Welcome Center, and Public Works Buildings 10 & 11. Additional projects include upgrades to the elevators at the Public Safety building and replacing the lift at the Tennis Center. Total funding for facility improvements is just under \$600K.

*Pavement Resurfacing/Sidewalk and Bikepath Repairs:* The proposed capital plan increases funding by \$100k to meet the goal of keeping 85% of our roads at a PASER rating of 6 or above and repaving 7.5 miles of asphalt road lanes. The plan also provides for adding curb ramps to various streets throughout the City. These adjustments from previous year's objectives are in line to serve redevelopment needs and survey results. Total funding in FY27 will be \$1.9 million

*Bicycle/Pedestrian and Signalization Improvements:* Funds will be used for new sidewalks and signalization projects while also maintaining high quality rights-of-way. The completed Transportation Master Plan (TMP) identified more connectivity paths, greenway trails, pedestrian infrastructure, and bicycle paths which emphasize continued work and priority in this area. As for signalization efforts, the City plans to Deploy Q-Free Kinetic Signals on-premise as an interim tool for signal monitoring/management no-TMC/no-communications environments. The budget also includes funding for adding sidewalks on Temple Trail from Howell Branch Road. Total funding in FY27 is at \$350K but may be diverted to assist with road replacements.

## Information Technology

*Information Technology Upgrades:* The City will enhance its security posture by implementing an SIEM tool that provides real-time visibility by centralizing and analyzing security logs across infrastructure to detect and neutralize cyber threats before they escalate. Implementing this solution is critical for maintaining compliance and minimizing financial and operational risks associated with potential data breaches or ransomware attacks. The IT department will also be replacing EOL/EOS switches & routers throughout the City. The budget for IT improvements in FY27 is \$450k.

## Parks & Recreation

*General Parks Major Maintenance:* Funding provides for capital repairs and replacement as needed throughout the City. The Parks Department uses this fund for building, grounds, maintenance, and equipment as well as a reserve for future capital expenditure replacement. Funding is set at \$50K for FY27.

*Athletic Field and Tennis Lighting:* This project replaces old wooden light poles and upgrades fixtures with LEDs where possible. In FY27, funding is budgeted at \$75k from revenues received from cell towers owned by the City.

*Golf Course Improvements:* The FY27 CIP continues ongoing capital improvements to the City's golf courses at both the Winter Park 9 (WP9) and Winter Park Pines (WP18). Funding of \$550K will be set for irrigation replacement at the Winter Park Pines back 9, supporting course quality and player experience.

*Community Center Improvements:* Funding provides for the various improvements at the Community Center including resurfacing the pool. Funding for FY27 is set at \$150K.

*Future Parks Projects:* The CIP also includes planned future funding for additional Parks Department projects including facility improvements to Lake Baldwin Park, renovations at Ward Park, and continued investments in golf course improvements and other amenities throughout the City. In part of accreditation, and in order to continually evaluate performance, the Parks Department will also begin implementing a *Parks Master Plan* update. This is a comprehensive roadmap that will guide future parks, facilities, programs, and recreational services. The plan, which began in January and is scheduled for presentation to the City Commission in December, will include extensive public engagement, facility and program assessments, and recommendations to address current and future community needs.

## Public Safety

*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 FY27 will remain at \$300k and will be used to continue replacing emergency vehicle LifePaks. Each one is estimated to cost \$65k and the department will need to ultimately replace ten of them over the next two fiscal years.

*Police:* This addition to the CIP creates a funding source for the needed replacement and purchase of police safety equipment, helping ensure that officers are properly equipped to carry out their duties safely and effectively. The funding supports ongoing needs such as protective gear, communications technology, and other mission-critical tools. Additionally, FY27 funding will replace unserviceable Motorola radios and contribute to Facilities for upgrading the gun range. Funding remains set at \$200K for FY27.

## Future General City Projects

There are several major projects that have been identified as long-term priorities but have been delayed due to budget constraints. While the City has had to prioritize immediate infrastructure and service needs, limited funding capacity has postponed critical initiatives that directly impact public safety, recreation, mobility, and long-term facility planning.

Among these is the much needed rebuilding of Fire Station 62. Originally anticipated to be partially funded through a state grant, the project has been pushed to the "long-term needs" section of the CIP while the City reevaluates potential funding sources. This delay impacts public safety infrastructure and highlights the growing strain on aging facilities. Estimated total cost would be \$5.8 million.

The Parks Department typically has about \$700 - \$800k allocated annually to project priorities in the CIP. Any project spending above this limit must be deferred to a future year. The department requested funding for a number of projects that had to be deferred, despite their value to the community and the long-term maintenance of public assets. These projects include:

- Replacing irrigation system at Winter Park Pines (\$550K allocated for FY27, \$1.75M needed for FY29-FY31): The existing system is outdated and inefficient, leading to water waste and higher maintenance costs. Upgrading would support sustainable park operations and improve turf health.
- Repurposing the caretaker house at Ward Park (\$400K): This project would activate underutilized space and improve access to park features.
- Replacing playground at Ward Park (\$900K): The park is in need of general improvements and enhancements.
- Rebuilding the restroom at Kraft Azalea Gardens (\$300K): Existing facility no longer meets expectations and is in need of revitalization due to its age and use.
- Improvements to Lake Baldwin Park (\$200K): Lake Baldwin Park is in need of general improvements to enhance visitor experience and maintain infrastructure. Despite high public use and community interest, limited financial flexibility has stalled forward progress on these enhancements.

The St. Andrews Trail Connection, which would provide a key pedestrian and bicycle link from Aloma Avenue at St. Andrews Blvd to Cady Way Trail, is another project affected by budget constraints. While MetroPlan Orlando is providing funding of \$3.9 million toward the project, the estimated total cost of \$12.4 million (as of June 2024) leaves a substantial funding shortfall that

has placed the project on hold. The City is pursuing additional funding opportunities, including a potential \$4 million grant in FY27. Advancement of the project is contingent upon securing this grant or identifying other viable funding sources to help close the remaining funding gap.

Broader evaluation of aging City facilities is also on the long-term horizon, with many structures requiring eventual modernization or redevelopment. Due to the scope, scale, and complexity of these projects, they are now scheduled for consideration beyond the current five-year CIP despite their growing importance.

## Community Redevelopment Agency

### CRA Overview

The 5-year CIP plan for the CRA details the project selection last approved by the CRA Agency. With the approved extension and expansion of the CRA area, it has provided new life to unfunded projects and priority considerations by the Agency and City Commission. A full look at the latest CRA allocations can be found within the Ten-Year Pro-forma section of this document.

*West Fairbanks Stormwater Improvements:* Funding dedicated at \$1M in FY27 for stormwater enhancements at West Fairbanks. Staff has worked the past year on diligently evaluating design concepts and project documents to execute meaningful improvements aligned with the City's stormwater master plan which includes the CRA.

*17-92/Fairbanks Intersection Improvements:* The CRA has long desired the opportunity to transform 17/92. This includes elements of PD&E studies and coordination with FDOT, MetroPlan, and private consultants. The final product aims to include mast arm improvements, lighting upgrades, and turn lanes to better utilize right-of-way for domestic and regional traffic. It is anticipated these improvements would be consistent with the overall 17/92 plan, provide additional accessibility at the intersection, and create a model for the entire corridor moving forward. Funding is set at \$1M in FY27.

*Park Avenue Refresh:* Park Avenue is at the core of Winter Park's downtown and the CRA district. The last Park Avenue streetscape restoration occurred between 1996 and 1999. Several pieces of infrastructure are aging past their useful life requiring reinvestment into a public cultural cornerstone. The project will take a broad approach looking at hardscape, landscape, and architectural features along the Avenue, enhance aesthetics, and strengthen infrastructure for areas such as electric, smart city initiatives, irrigation, and multi-mobility elements. Funding for FY27 represents the second phase of a three-year project encapsulating the section of Park Avenue from Garfield to New England Avenue. Funding dedicated at \$3.5M in FY27.

*Canton Ave Stormwater Drainage:* Funding dedicated at \$2.45M in FY27. This fund will provide infrastructure improvements that add conveyance needs around the Canton Ave area. The resulting investment should provide a substantial decrease in the extent and severity of potential roadway flooding along Canton Avenue, particularly from Canton Avenue to Knowles Avenue and Park Avenue, in 2-year, 24-hour and 10-year 24-hour design storm events.

*Miscellaneous Enhancements:* Funding dedicated at \$400k in FY27. The purpose of this line item is to be responsive to needs and concerns not considered as part of the city's budget within a given year. Put differently, it provides a financial opportunity to increase the city's level of service not considered in the city's budget in accordance with the CRA plan. During the course

of the year, the CRA will work with the CRA Advisory Board on a number of small and capital projects to be considered under this fund.

*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 \$10 million for a 17-92 PD&E Streetscape in FY29-30, and a placeholder for the 17-92-Fairbanks intersection & Denning-Fairbanks intersection at an additional \$3M in FY28 which may be approved and improved prior to final cost considerations for the entire 17-92 PD&E project.

With the extension and expansion of the CRA area, the City is able to retain funds for large scale capital projects with particular emphasis on utility and multimodal enhancements within its jurisdiction including West Fairbanks. This is in addition to its myriad of responsibilities within the previous existing area under several different disciplines such as parks, public space, roads, sidewalks, housing, and several other items consistent with the CRA plan. The pro-forma section of this document showcases an existing example of how these efforts and investments would be undertaken. 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.

## Stormwater

### Stormwater Fund

The City's Stormwater Utility has been facing a growing gap between capital project needs and available funding. In response to the increasing frequency and severity of storm events, the City completed a comprehensive basin study to evaluate its stormwater infrastructure and prioritize investment through a long-term capital action plan. The study confirmed the need for several million dollars in additional infrastructure improvements to address capacity, flooding, and water quality concerns.

Historically, the utility operated with approximately \$700,000 annually for capital improvements—an amount that was only sufficient to maintain existing infrastructure and support modest water quality enhancements through the Natural Resources and Public Works Departments. To support the increasing demands on the system, the City Commission approved a one cent increase to the stormwater assessment rate per square foot of impervious surface beginning in FY25, generating over \$700,000 in additional capital funding annually.

The City will continue this phased increase with a one cent adjustment (to 9 cents) in FY27. With this latest increase, the stormwater utility will be able to increase capital spend by 33% to \$2,500,000 in FY27. These incremental changes are designed to ensure long-term funding stability and position the utility to take on larger-scale reinvestment projects in the years ahead. As a benchmark, the City of Orlando had announced plans to double its stormwater fee over the coming years, with its FY28 rate set to finish at over 12 cents per square foot.

*Stormwater Improvements:* Rainfall events within recent years have revealed increased areas of flooding, which have not been experienced in the past. A subset of capital funding in the CIP for stormwater is to make routine improvements to stormwater infrastructure for smaller projects as well as issues that arise during the year. In FY27, \$200k has been allocated stormwater infrastructure improvements throughout the City.

*Sherbrook Road & Cady Way Ditch:* \$200K has been allocated in FY27 for the design of flood storage improvements in the basin that serves the Sherbrooke Rd Neighborhood and Cady Way

Ditch.

*Palmer Ave at Old England:* \$500K has been allocated in FY27 for the construction of new inlets and piping at the intersection of Old England and Palmer Ave to improve stormwater capture and conveyance along Palmer Ave.

*Bennet Ave Pipe Repair:* \$1M has been allocated in FY27 for the repair and rehabilitation of the large storm sewer under Bennett Ave that serves Lee Rd and the Lake Killarney outfall into Lake Gem.

*Seawall Cap Refurbishment:* \$100K in FY27 for the repair and refurbishment of aging seawall caps along the canals connecting the City's Chain of Lakes. These seawall caps are critical to preserving the structural integrity of the canal walls, preventing erosion, and maintaining safe and navigable waterway access for residents and recreational users. FY27 funding will address the most deteriorated sections of seawall in need of immediate attention while an additional \$200K will be needed between FY28-FY31 to complete phased improvements in other priority areas.

*Howell Branch Preserve Funds:* \$30K of funding will be used for restoration improvements, maintenance, and herbicide treatments to protect the ecological health of Howell Branch Preserve. Herbicide treatments will be used to manage invasive and overgrown vegetation while additional improvements will include general site enhancements to preserve accessibility and sustainability efforts.

*Mead Garden Mitigation:* \$25K allocated in FY27 for site maintenance, herbicide treatments to manage invasive species, and native plantings that promote habitat restoration and ecological balance.

*Sediment Removal: Dredging:* \$30K allocated in FY27 for ongoing maintenance and restoration of the City's stormwater systems by removing accumulated sediment, debris, and organic material from lakes, ponds, canals, and drainage infrastructure.

*Nutrient Reduction Improvements:* \$265K allocated in FY27 for improving lake water quality by reducing excess nutrients entering the City's Chain of Lakes system. Improvements include best management practices designed to reduce algae growth, improve ecosystem health, and protect long-term sustainability as well as implementing alum treatment applications.

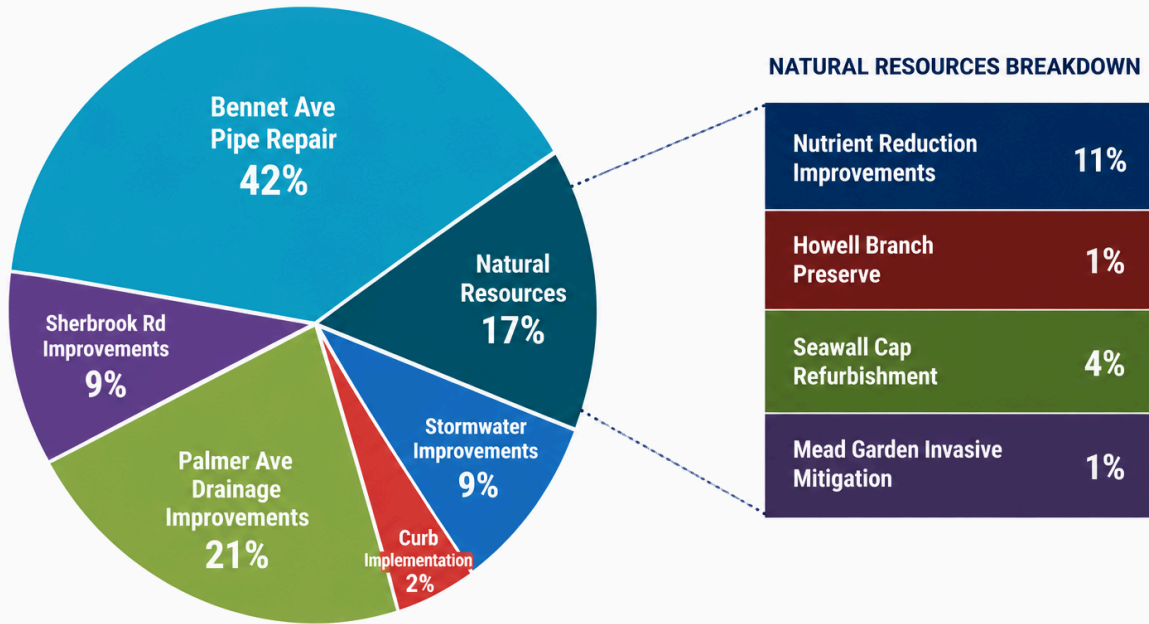
*Future Stormwater Projects:* Thanks to the implementation of the stormwater assessment increase, approved in FY 25, the City is now better positioned to address long-standing infrastructure and sustainability needs within the stormwater system. Additional CIP projects include further funding for critical projects that were identified in the basin study such as:

Construction for Sherbrooke Rd., WPHS, & Cady Way Ditch Drainage Improvements: Construction of improvements to the drainage basin that serves the Sherbrooke Rd Neighborhood and Cady Way Ditch (Phased over FY28-FY30, \$1.3 Million)

Lake Corrine Outfall Canal Improvements: Design and permitting of improvements to the cross section of the Lake Corrine (Baldwin) Outfall canal to increase conveyance of stormwater. Requires multi-jurisdictional participation. (Phased over FY28-FY29, \$1.14 Million)



# STORMWATER CIP FY27



## Electric Utility

### Electric Utility Fund

The Electric Utility continues to face significant cost pressures related to its undergrounding efforts, driven by increases in material and labor costs. Transformer prices have more than doubled, and contracted labor expenses have also risen substantially. In addition, several critical capital components such as the large substation transformers have three-year lead times and cost over \$2.5 million apiece. These need a dedicated funding source in the CIP to provide replacement and advance ordering so the five units the utility owns are replaced as needed.

*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. This work will be accomplished through a combination City crews and contracted crews. Estimated routine capital spending is \$1.3 million for FY27 and is based on historical levels that fluctuate 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 \$9.6 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 residential house has been added to the program scope. While this will slow the full project completion timetable down, it will now cover costs that homeowners used to have to pay, will increase aesthetics by removing wood poles, and achieves a more comprehensive and cohesive underground network. The

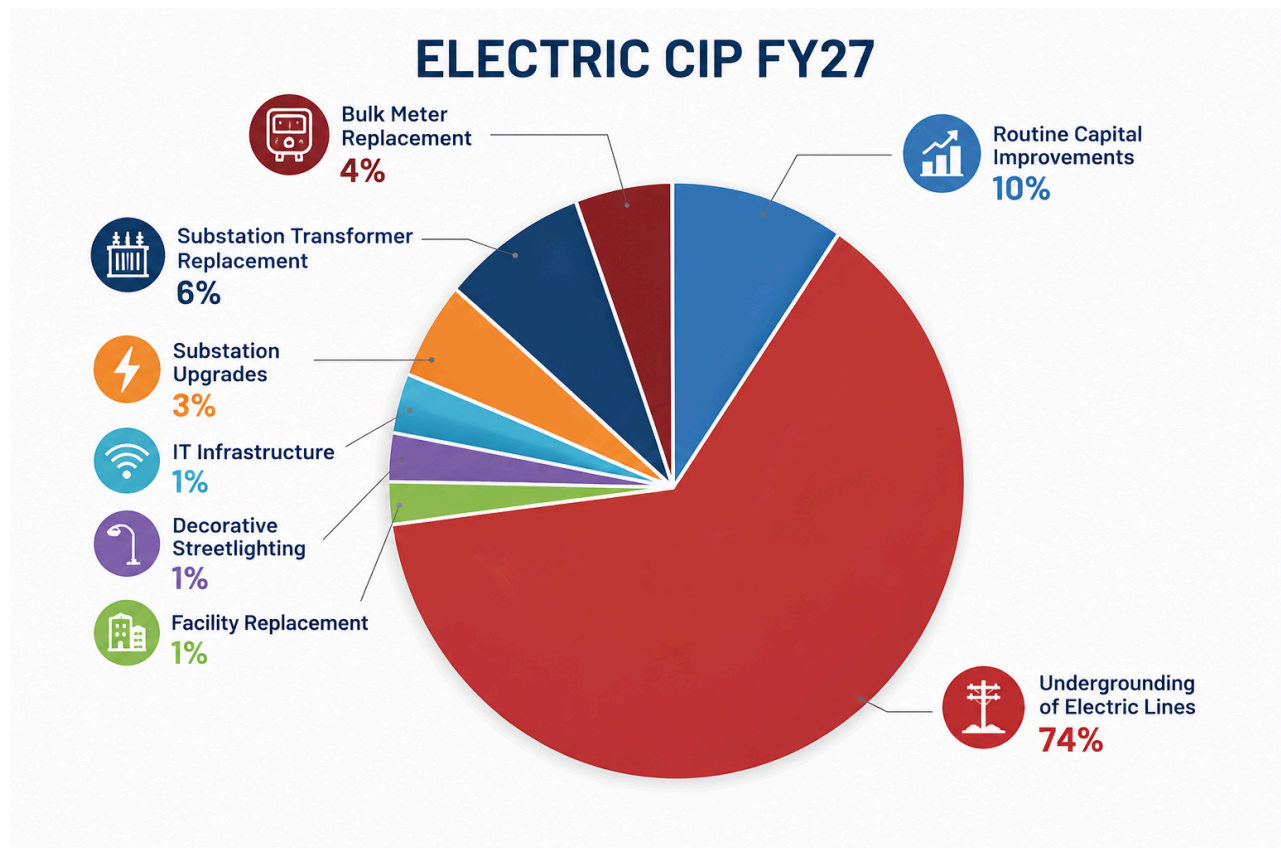
utility is still targeting a goal of completing 8 miles of undergrounding but material delays and adding to the project scope, may mean that mileage completed comes in at a lower number.

*Substation Transformer Replacement:* This project involves the phased replacement of a 50-megawatt transformer at one of the City’s electric substations. The upgrade is critical to maintaining system reliability, meeting growing demand, and ensuring long-term operational efficiency. Funding for FY27 is set at \$833,000, with an additional \$3.5 million planned across FY28-FY31 to complete the project.

*Bulk Electric Meter Replacement:* This project funds the phased replacement of approximately 6,000 commercial and residential electric meters that have reached the end of their life expectancy and can no longer receive software updates. Upgrading these meters is essential to maintaining system accuracy, operational efficiency, and compatibility with evolving technology. FY27 funding of \$575,000 will support the replacement of roughly 20% of the meter inventory. An additional \$2.3 million is anticipated across FY28 to FY31 to complete the project.

*Substation Upgrades:* This project provides funding for upgrades and modernization of the City’s electrical substations. Improvements help enhance system reliability, increase capacity to meet future demand, strengthen resiliency during outages, and support the safe and efficient delivery of electric service to customers. Funding is set at \$400K for FY27.

*Decorative Street Lighting:* This project provides funding for the installation, replacement, and enhancement of decorative streetlighting throughout the City. These improvements enhance public safety, support walkability, improve nighttime visibility, and contribute to the aesthetic character of the City’s streetscapes and public spaces. Funding is set at \$150K for FY27.



# Water & Wastewater Utility

## Water & Wastewater Utility Fund

The utility funds in-house and contracted capital needs along with its contractual share of regional wastewater transmission, treatment and disposal infrastructure improvements. The majority of this year's FY27 budget will be supporting partner capital shared investments.

*Water Distribution and Sewer Collection Renewal, Replacement and Upgrades:* This includes sewer mains, water mains, gravity sewer pipe and service lateral lining, and sanitary sewer manhole improvements addressed by using remaining project funds. New routine funding will total \$2.06 million in FY27.

*Upgrade Water & Wastewater Treatment Plants:* Renewal and replacement of components for the water treatment plants and repumping facilities, and wastewater reclamation facility is funded at \$1.6 million in FY27.

*Lift Station Renewal, Replacement and Upgrades:* Renewal and replacement of aging lift stations throughout the City. In FY27, new funding has expanded and is totaling at \$1.3 million. This covers mechanical, electrical and SCADA improvements, generator additions and replacements, and general equipment upgrades to improve system reliability and operational efficiency.

In addition to the CIP funding, the City has secured a \$5.1 million Community Development Block Grant (CDBG) to support major improvements to the Ravaudage and Wymore lift stations. This external funding represents a significant investment in critical infrastructure and will help advance efforts to modernize and expand the City's utility system.

*Iron Bridge & Conserv II Wastewater Treatment Plants:* As part of the City's agreement with Orlando for wastewater treatment services at the Iron Bridge and Conserv II facilities, Winter Park is responsible for a proportional share of capital improvement costs. The City's estimated contribution for both projects over the FY25–FY29 period is \$4 million. In previous years, these contributions were funded through reserves; however, they are now incorporated into annual operating expenses which is only possible due to the 4.23% increase in rates. This estimated annual contribution amount aims to create a smoother approach to capital planning so that the demands in any one year do not vacillate drastically and cause budget planning issues. Capital contributions to Orlando for the treatment plants will total \$800K in FY27.

*Future Water & Wastewater Utility Projects:* Looking ahead, the ability to fund major water utility projects will become increasingly challenging without identifying additional revenue sources. Many critical system upgrades and infrastructure reinvestments are on the horizon, but current funding levels may not be sufficient to meet long-term capital needs. One strategy that could be considered is implementing a 2% increase using the Public Service Commission (PSC) index, which would modestly raise rates while helping to keep pace with inflation and rising construction costs. Without this or a similar funding adjustment, essential projects may face delays, and deferred maintenance could lead to higher costs or system reliability issues in the future.

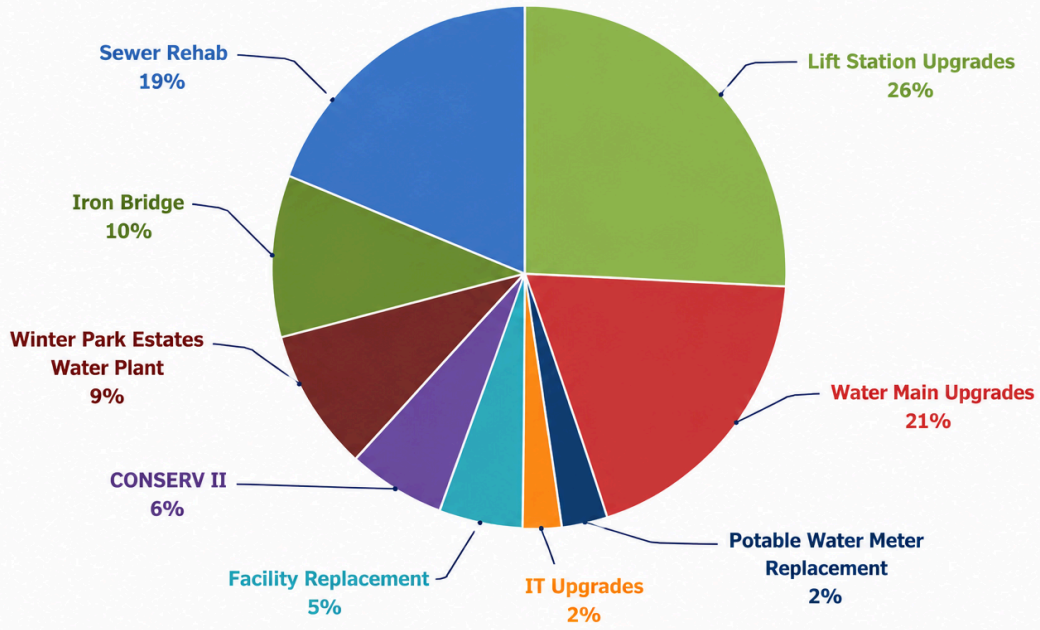
- *Water Treatment Plants Ozone Generator Replacement:* The three water treatment plants utilize ozonation for oxidation of hydrogen sulfide in the raw groundwater supply. The ozonation equipment is near the end of life and replacement of the equipment is required. This project is in the conceptual design phase to evaluate alternatives for equipment

replacement. Final design and construction is anticipated to begin within the next few years. The project cost is estimated at \$22 million.

- *Wastewater Treatment Plant Nutrient Removal Upgrades:* Chapter 2025-6, Laws of Florida (Senate Bill 42) modified the Florida Statutes (403.086) to require reclaimed wastewater used for irrigation with a BMAP to meet Advanced Waste Treatment (AWT) standards which is defined as CBOD, TSS, TN and TP concentrations of 5, 5, 3, 1 mg/L respectively along with high-level disinfection. The City's WWTF discharges reclaimed water to the Glen Haven Cemetery which is partially within the Lake Jesup BMAP which is classified as a nutrient BMAP for TN and TP. The City's WWTF does not currently meet the TN and TP requirements and requires upgrades to meet these requirements. Additionally, the City will need to expand the reclaimed system to meet Consumptive Use Permit conditions. The proposed reclaimed system expansion has been planned for the Windsong development which lies within the Lake Jesup BMAP. The project is estimated at \$16.5 million.
- *Expansion of Reclaimed Water:* It is anticipated the demand for portable 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. Total project cost is 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.
- *17-92 Improvements:* As part of 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 or an additional unknown source.

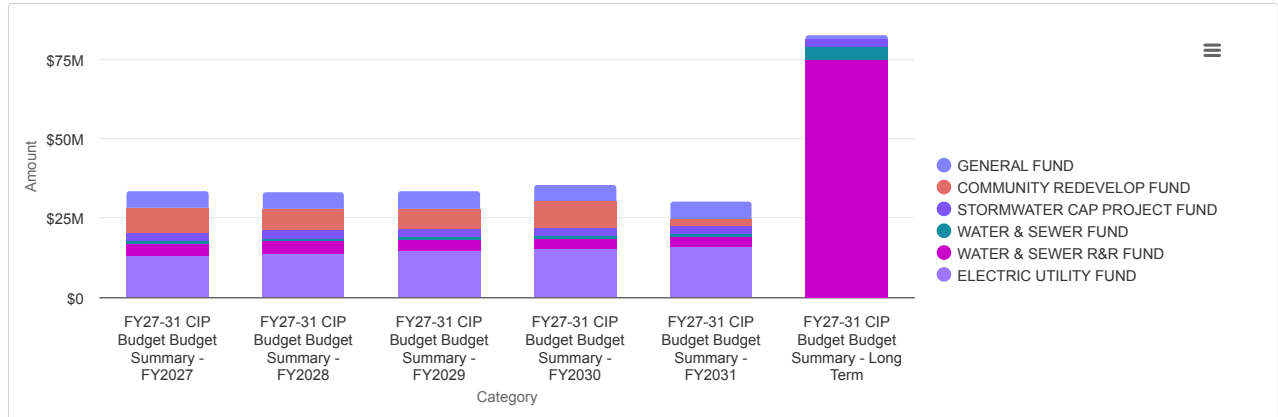


# WATER & WASTEWATER CIP FY27



All Funds Five Year CIP- FY27 Budget

FY27-31 CIP BUDGET BUDGET SUMMARY						
	FY2027	FY2028	FY2029	FY2030	FY2031	Long Term
<b>GENERAL FUND</b>	\$4,971,617	\$5,244,166	\$5,654,763	\$5,388,830	\$5,549,091	\$1,175,000
<b>COMMUNITY REDEVELOP FUND</b>	\$8,350,000	\$6,900,000	\$6,400,000	\$8,400,000	\$2,412,000	\$0
<b>STORMWATER CAP PROJECT FUND</b>	\$2,400,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,850,000
<b>WATER &amp; SEWER FUND</b>	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$3,750,000
<b>WATER &amp; SEWER R&amp;R FUND</b>	\$3,880,000	\$4,167,000	\$3,811,200	\$3,410,400	\$3,314,600	\$75,000,000
<b>ELECTRIC UTILITY FUND</b>	\$12,941,000	\$13,570,150	\$14,298,758	\$14,989,196	\$15,624,905	\$0
<b>Totals:</b>	<b>\$33,342,617</b>	<b>\$33,181,316</b>	<b>\$33,464,721</b>	<b>\$35,488,426</b>	<b>\$30,200,596</b>	<b>\$82,775,000</b>



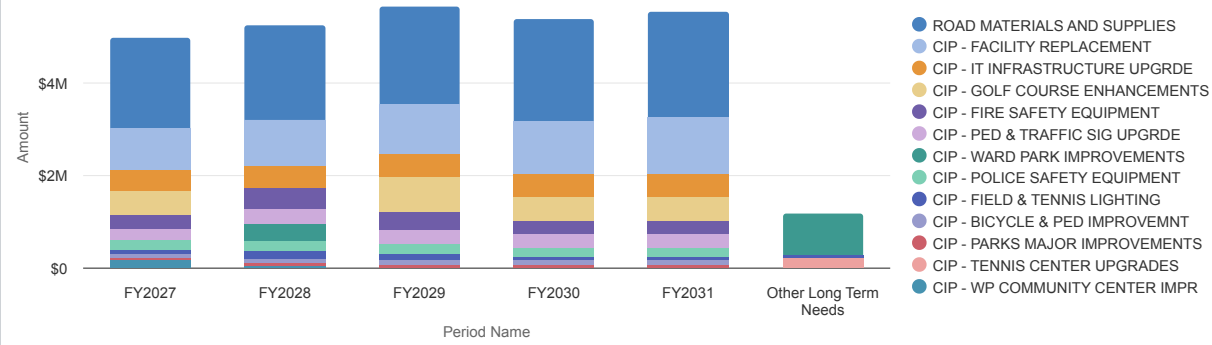
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General Fund CIP FY27-FY31

FY27-31 CIP BUDGET BUDGET SUMMARY						
	2027	2028	2029	2030	2031	Long Term
<b>Expenses</b>						
<b>EXPENSES</b>						
ROAD MATERIALS AND SUPPLIES	\$1,951,617	\$2,039,166	\$2,127,840	\$2,217,676	\$2,308,706	\$0
CIP - IT INFRASTRUCTURE UPGRDE	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0
CIP - PED & TRAFFIC SIG UPGRDE	\$250,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
CIP - BICYCLE & PED IMPROVEMNT	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0
CIP - FACILITY REPLACEMENT	\$895,000	\$1,000,000	\$1,076,923	\$1,146,154	\$1,215,385	\$0
CIP - POLICE SAFETY EQUIPMENT	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0
CIP - FIRE SAFETY EQUIPMENT	\$300,000	\$450,000	\$400,000	\$300,000	\$300,000	\$0
CIP - PARKS MAJOR IMPROVEMENTS	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0
CIP - GOLF COURSE ENHANCEMENTS	\$550,000	\$0	\$750,000	\$500,000	\$500,000	\$0
CIP - FIELD & TENNIS LIGHTING	\$75,000	\$175,000	\$150,000	\$75,000	\$75,000	\$75,000
CIP - TENNIS CENTER UPGRADES	\$0	\$0	\$0	\$0	\$0	\$200,000
CIP - WARD PARK IMPROVEMENTS	\$0	\$400,000	\$0	\$0	\$0	\$900,000
CIP - WP COMMUNITY CENTER IMPR	\$150,000	\$30,000	\$0	\$0	\$0	\$0
<b>EXPENSES TOTAL</b>	<b>\$4,971,617</b>	<b>\$5,244,166</b>	<b>\$5,654,763</b>	<b>\$5,388,830</b>	<b>\$5,549,091</b>	<b>\$1,175,000</b>
<b>EXPENSES TOTAL</b>	<b>\$4,971,617</b>	<b>\$5,244,166</b>	<b>\$5,654,763</b>	<b>\$5,388,830</b>	<b>\$5,549,091</b>	<b>\$1,175,000</b>

General Fund CIP FY27-FY31



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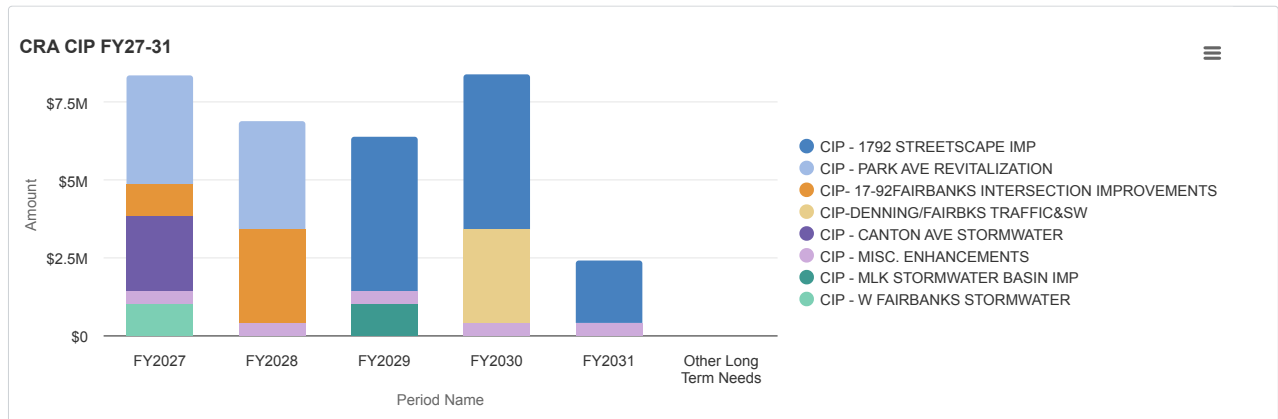
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**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2026 - 2027**

Primary 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	\$ 1,251,617	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	\$ 700,000	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 - \$581,750, Water & Sewer Fund - \$223,750 and Electric Services Fund - \$89,500	\$ 895,000	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 - \$225,000, Water & Sewer Fund - \$112,500 and Electric Services Fund - \$112,500	\$ 450,000	No additional impact on operating budget	-
Parks	General Major Maintenance	This funding is set aside for needed Parks Department capital equipment and facility maintenance and repairs.	General Fund	\$ 50,000	No additional impact on operating budget	-
Parks	Community Center Improvements	Funding provides for the various improvements at the Community Center including resurfacing the pool	General Fund	\$ 150,000	No additional impact on operating budget for this phase of work	-
Parks	Golf Course	First of two years of funding to provide ball tracking	General Fund	\$ 550,000	No additional impact on operating budget	-
Parks	Tennis Center	Funding for ongoing resurfacing of WPTC hard courts.	Grant Funding	\$ -	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	\$ 75,000	The new technology LED lighting will decrease the energy cost saving money and increase the cities sustainable energy efficiency.	-
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	\$ 100,000	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	\$ 250,000	Annual Wifi connection costs	18,000
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	\$ 300,000	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 FY26 this will continue to support the replacement of Motorola radios and will pay for security improvements for access control at the Public Safety building.	General Fund	\$ 200,000	No additional impact on operating budget	-
<b>TOTAL FUNDING FY27</b>				<b>\$ 4,971,617</b>		<b>\$ 18,000</b>

CRA CIP FY27-FY31

FY27-31 CIP BUDGET BUDGET SUMMARY						
	2027	2028	2029	2030	2031	Long Term
<b>Expenses</b>						
EXPENSES						
CIP - CANTON AVE STORMWATER	\$2,450,000	\$0	\$0	\$0	\$0	\$0
CIP- 17-92FAIRBANKS INTERSECTION IMPROVEMENTS	\$1,000,000	\$3,000,000	\$0	\$0	\$0	\$0
CIP - MISC. ENHANCEMENTS	\$400,000	\$400,000	\$400,000	\$400,000	\$412,000	\$0
CIP - 1792 STREETScape IMP	\$0	\$0	\$5,000,000	\$5,000,000	\$2,000,000	\$0
CIP - MLK STORMWATER BASIN IMP	\$0	\$0	\$1,000,000	\$0	\$0	\$0
CIP-DENNING/FAIRBKS TRAFFIC&SW	\$0	\$0	\$0	\$3,000,000	\$0	\$0
CIP - W FAIRBANKS STORMWATER	\$1,000,000	\$0	\$0	\$0	\$0	\$0
CIP - PARK AVE REVITALIZATION	\$3,500,000	\$3,500,000	\$0	\$0	\$0	\$0
<b>EXPENSES TOTAL</b>	<b>\$8,350,000</b>	<b>\$6,900,000</b>	<b>\$6,400,000</b>	<b>\$8,400,000</b>	<b>\$2,412,000</b>	<b>\$0</b>
<b>EXPENSES TOTAL</b>	<b>\$8,350,000</b>	<b>\$6,900,000</b>	<b>\$6,400,000</b>	<b>\$8,400,000</b>	<b>\$2,412,000</b>	<b>\$0</b>



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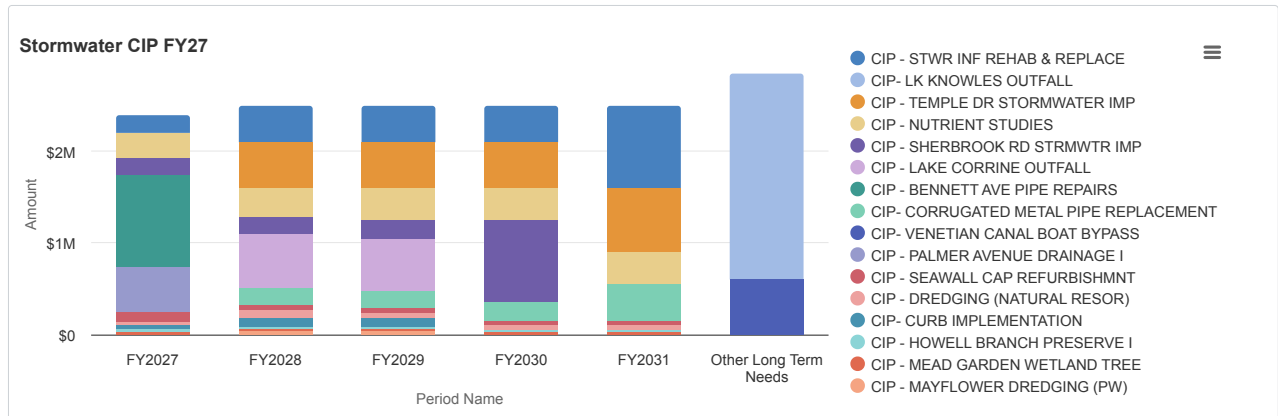
# CRA CAPITAL PROJECTS – PROJECT DESCRIPTIONS

Details of FY2027 Capital Projects and Their Operating Impact

PRIMARY FUNCTION	PROJECT	PROJECT DESCRIPTION	PRIMARY FUNDING SOURCE	CAPITAL FUNDING AMOUNT (FY2027)	IMPACT ON OPERATING BUDGETS	OPERATING IMPACT AMOUNT (FY2027)
CRA	CRA Infrastructure & Small Scale Improvements	This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.	Tax Increment Financing	\$400,000	The majority of projects would be one time expenditures and should not impact ongoing operational costs. There may be added maintenance with the kiosks and gateway signs that is expected to be minimal on an annual basis.	-
CRA	West Fairbanks Stormwater/ Infrastructure Improvements	West Fairbanks along Minnesota and other roads has experienced flooding during extreme rainfall events. This multi-year commitment to funding will explore public-private partnership to expand regional stormwater and provide enhanced conveyance.	Tax Increment Financing	\$1,000,000	These projects would be one time expenditures and should not impact ongoing operational costs in the CRA.	-
CRA	17-92/Fairbanks Intersection Improvements	This includes elements of PD&E studies and coordination with FDOT, MetroPlan, and private consultants. The final product aims to include mast arm improvements, lighting upgrades, and turn lanes to better utilize right-of-way for domestic and regional traffic. It is anticipated these improvements would be consistent with the overall 17/92 plan, provide additional accessibility at the intersection, and create a model for the entire corridor moving forward.	Tax Increment Financing	\$1,000,000	This project will require an additional \$3M of funding in FY27.	-
CRA	Canton Ave Stormwater Drainage	This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.	Tax Increment Financing	\$2,450,000	These projects would be one time expenditures and should not impact ongoing operational costs in the CRA.	-
CRA	Park Avenue Refresh	Public infrastructure around Winter Park's main street is roughly 20 years old or older. Improvements would include sidewalk, utilities, landscaping, lighting, and enhanced amenities. This funding will provide for completion of Phase I which is the northern end of Park Avenue.	Tax Increment Financing	\$3,500,000	This project will require an additional \$3.5M of funding in FY28.	-
<b>TOTAL FUNDING FY2027</b>				<b>\$8,350,000</b>		<b>\$0</b>

Stormwater CIP FY27-FY31

FY27-31 CIP BUDGET BUDGET SUMMARY						
	2027	2028	2029	2030	2031	Long Term
<b>Expenses</b>						
<b>EXPENSES</b>						
CIP- LK KNOWLES OUTFALL	\$0	\$0	\$0	\$0	\$0	\$2,250,000
CIP- CURB IMPLEMENTATION	\$50,000	\$100,000	\$100,000	\$0	\$0	\$0
CIP- CORRUGATED METAL PIPE REPLACEMENT	\$0	\$200,000	\$200,000	\$200,000	\$400,000	\$0
CIP- VENETIAN CANAL BOAT BYPASS	\$0	\$0	\$0	\$0	\$0	\$600,000
CIP - SEAWALL CAP REFURBISHMNT	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0
CIP - BENNETT AVE PIPE REPAIRS	\$1,000,000	\$0	\$0	\$0	\$0	\$0
CIP - SHERBROOK RD STRMWTR IMP	\$200,000	\$200,000	\$200,000	\$900,000	\$0	\$0
CIP - STWR INF REHAB & REPLACE	\$200,000	\$400,000	\$400,000	\$400,000	\$900,000	\$0
CIP - MEAD GARDEN WETLAND TREE	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0
CIP - TEMPLE DR STORMWATER IMP	\$0	\$500,000	\$500,000	\$500,000	\$700,000	\$0
CIP - PALMER AVENUE DRAINAGE I	\$500,000	\$0	\$0	\$0	\$0	\$0
CIP - MAYFLOWER DREDGING (PW)	\$0	\$30,000	\$30,000	\$0	\$0	\$0
CIP - NUTRIENT STUDIES	\$265,000	\$315,000	\$350,000	\$350,000	\$350,000	\$0
CIP - HOWELL BRANCH PRESERVE I	\$30,000	\$30,000	\$25,000	\$25,000	\$25,000	\$0
CIP - DREDGING (NATURAL RESOR)	\$30,000	\$80,000	\$50,000	\$50,000	\$50,000	\$0
CIP - LAKE CORRINE OUTFALL	\$0	\$570,000	\$570,000	\$0	\$0	\$0
<b>EXPENSES TOTAL</b>	<b>\$2,400,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,850,000</b>
<b>EXPENSES TOTAL</b>	<b>\$2,400,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,850,000</b>



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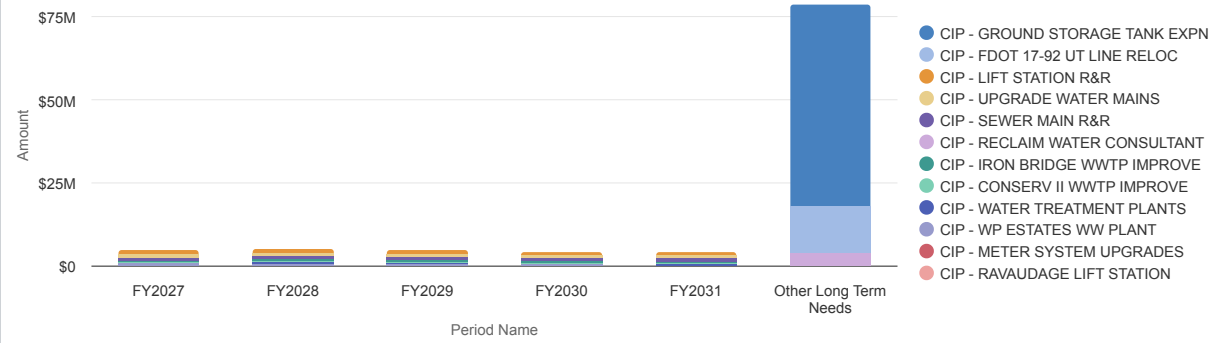
**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2026 - 2027**

PRIMARY FUNCTION	PROJECT	PROJECT DESCRIPTION	PRIMARY FUNDING SOURCE	CAPITAL FUNDING AMOUNT (FY2027)	IMPACT ON OPERATING BUDGETS	OPERATING IMPACT AMOUNT (FY2027)
Public Works	Stormwater Improvements	Point repairs for existing stormwater pipe, pipe lining, pipe replacement, and other storm sewer repairs as needed.	Stormwater utility fee	\$ 200,000	No additional impact on operating budget	-
Public Works	Curb Implementation	Installation of new and replacement curb to support proper stormwater conveyance.	Stormwater utility fee	\$ 50,000	No additional impact on operating budget	-
Public Works	Bennet Ave Pipe Replacement & Repair	Repair and rehabilitation of the large storm sewer under Bennett Ave that serves Lee Rd and the Lake Killarney outfall into Lake Gem.	Stormwater utility fee	\$ 1,000,000	No additional impact on operating budget	-
Public Works	Palmer Ave at Old England Drainage	Construction of new inlets and piping at the intersection of Old England and Palmer Ave to improve stormwater capture and conveyance along Palmer A	Stormwater utility fee	\$ 500,000	No additional impact on operating budget	-
Public Works	Construction for Sherbrook Rd	Design of flood storage improvements in the basin that serves the Sherbrooke Rd Neighborhood and Cady Way Ditch.	Stormwater utility fee	\$ 200,000	No additional impact on operating budget	-
Natural Resources	Seawall Cap Refurbishment/ Chain of Lakes Canal	Repair and refurbishment of aging seawall caps along the canals connecting the City's Chain of Lakes. FY26 funding will address the most deteriorated sections of seawall in need of immediate attention while an additional \$200K will	Stormwater utility fee	\$ 100,000	No additional impact on operating budget	-
Natural Resources	Howell Branch Preserve Funds	Restoration improvements including maintenance, and herbicide treatments to protect the ecological health of Howell Branch Preserve	Stormwater utility fee	\$ 30,000	No additional impact on operating budget	-
Natural Resources	Nutrient Reduction Techniques	Implementation of nutrient sequestering technology	Stormwater utility fee	\$ 265,000	No additional impact on operating budget	-
Natural Resources	Sediment Removal/Dredging	Ongoing maintenance and restoration of the City's stormwater systems by removing accumulated sediment, debris, and organic material from lakes, ponds, canals, and drainage infrastructure.	Stormwater utility fee	\$ 30,000	No additional impact on operating budget	-
Natural Resources	Mead Garden Invasive Mitigation Funds	Dedicated funding for maintenance and herbicide treatments to manage invasive species.	Stormwater utility fee	\$ 25,000	No additional impact on operating budget	-
<b>TOTAL FUNDING FY27</b>				<b>\$ 2,400,000</b>		<b>-</b>

**Water & Sewer CIP FY27-FY31**

FY27-31 CIP BUDGET BUDGET SUMMARY						
	2027	2028	2029	2030	2031	Long Term
<b>Expenses</b>						
EXPENSES						
CIP - METER SYSTEM UPGRADES	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$0
CIP - GROUND STORAGE TANK EXPN	\$0	\$0	\$0	\$0	\$0	\$61,000,000
CIP - RECLAIM WATER CONSULTANT	\$0	\$0	\$0	\$0	\$0	\$3,750,000
CIP - IRON BRIDGE WWTP IMPROVE	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0
CIP - CONSERV II WWTP IMPROVE	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
CIP - FDOT 17-92 UT LINE RELOC	\$0	\$0	\$0	\$0	\$0	\$14,000,000
CIP - UPGRADE WATER MAINS	\$1,075,000	\$1,075,000	\$1,050,000	\$1,050,000	\$1,050,000	\$0
CIP - SEWER MAIN R&R	\$965,000	\$992,000	\$996,200	\$1,050,400	\$1,054,600	\$0
CIP - LIFT STATION R&R	\$1,315,000	\$1,110,000	\$1,085,000	\$985,000	\$985,000	\$0
CIP - WATER TREATMENT PLANTS	\$0	\$635,000	\$375,000	\$150,000	\$150,000	\$0
CIP - WP ESTATES WW PLANT	\$450,000	\$280,000	\$230,000	\$100,000	\$0	\$0
<b>EXPENSES TOTAL</b>	<b>\$4,680,000</b>	<b>\$4,967,000</b>	<b>\$4,611,200</b>	<b>\$4,210,400</b>	<b>\$4,114,600</b>	<b>\$78,750,000</b>
<b>EXPENSES TOTAL</b>	<b>\$4,680,000</b>	<b>\$4,967,000</b>	<b>\$4,611,200</b>	<b>\$4,210,400</b>	<b>\$4,114,600</b>	<b>\$78,750,000</b>

**Water & Sewer CIP FY27-FY31**



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**WATER AND WASTEWATER CAPITAL PROJECTS – PROJECT DESCRIPTIONS**

CITY OF WINTER PARK • CAPITAL IMPROVEMENT PLAN • FISCAL YEAR 2026 – 2027

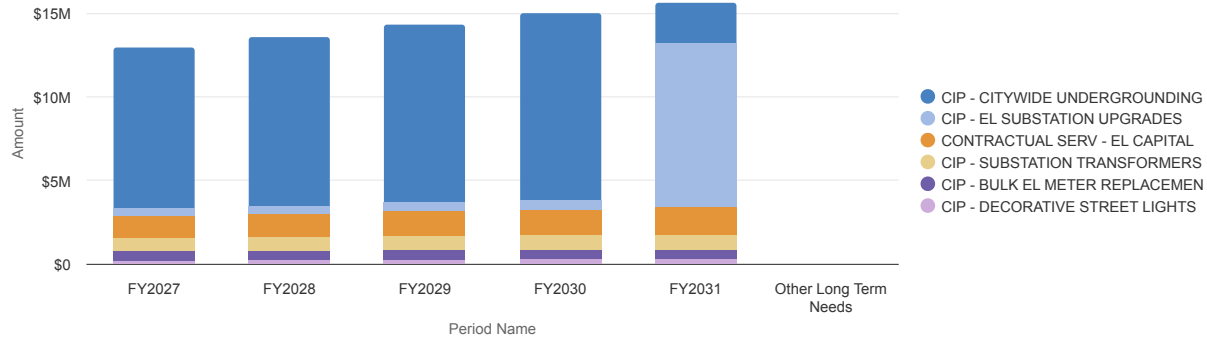
PRIMARY FUNCTION	PROJECT	PROJECT DESCRIPTION	PRIMARY FUNDING SOURCE	CAPITAL FUNDING AMOUNT (FY2027)	IMPACT ON OPERATING BUDGETS	OPERATING IMPACT AMOUNT (FY2027)
Water and Sewer	Upgrade sanitary sewer mains	Defective sanitary sewer mains will be rehabilitated to decrease heavy ground water infiltration, in effect reducing the total flow to waste water facilities.	Water and Sewer Fees	\$965,000	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	\$1,075,000	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	\$1,315,000	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	\$450,000	No additional impact on operating budget.	-
Water and Sewer	Large Potable Water Meters	Replacement and upgrade of large potable water meters. Modernized meters improve measurement accuracy, enhance system monitoring capabilities, and help ensure equitable billing and efficient water system management.	Water and Sewer Fees	\$75,000	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	\$500,000	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	\$300,000	No additional impact on operating budget.	-
<b>TOTAL FUNDING FY2027*</b>				<b>\$4,680,000</b>		<b>-</b>

\*Transfers for utility contributions to IT and Facility Replacement are accounted for in the General Tab.

**Electric CIP FY27-FY31**

FY27-31 CIP BUDGET BUDGET SUMMARY						
	2027	2028	2029	2030	2031	Long Term
<b>Expenses</b>						
EXPENSES						
CONTRACTUAL SERV - EL CAPITAL	\$1,323,000	\$1,389,150	\$1,458,608	\$1,531,538	\$1,608,115	\$0
CIP - CITYWIDE UNDERGROUNDING	\$9,660,000	\$10,143,000	\$10,650,150	\$11,182,658	\$2,400,000	\$0
CIP - SUBSTATION TRANSFORMERS	\$833,000	\$833,000	\$900,000	\$900,000	\$900,000	\$0
CIP - EL SUBSTATION UPGRADES	\$400,000	\$450,000	\$500,000	\$550,000	\$9,891,790	\$0
CIP - BULK EL METER REPLACEMEN	\$575,000	\$580,000	\$590,000	\$600,000	\$600,000	\$0
CIP - DECORATIVE STREET LIGHTS	\$150,000	\$175,000	\$200,000	\$225,000	\$225,000	\$0
<b>EXPENSES TOTAL</b>	<b>\$12,941,000</b>	<b>\$13,570,150</b>	<b>\$14,298,758</b>	<b>\$14,989,196</b>	<b>\$15,624,905</b>	<b>\$0</b>
<b>EXPENSES TOTAL</b>	<b>\$12,941,000</b>	<b>\$13,570,150</b>	<b>\$14,298,758</b>	<b>\$14,989,196</b>	<b>\$15,624,905</b>	<b>\$0</b>

Electric CIP FY27-FY31



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**CITY OF WINTER PARK  
CAPITAL IMPROVEMENT PLAN  
Fiscal Year 2026 - 2027**

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	\$ 1,323,000	No impact on operating budget	-
Electric Services	Undergrounding Electric Utilities	This is part of an ongoing plan to underground all the overhead electric lines in the city. This is expected to be completed in FY31.	Electric Service Fees	\$ 9,660,000	As electric utilities are placed underground there will be less costs for trimming trees around power lines.	-
Electric Services	Decorative Streetlighting	Installation, replacement, and enhancement of decorative streetlighting throughout the City.	Electric Service Fees	\$ 150,000	No impact on operating budget	-
Electric Services	Substation Upgrades	Substations around the city will need capital upgrades to maintain exceptional quality of service. This account will serve ongoing capital upgrades to the substations.	Electric Service Fees	\$ 400,000	Replacing the aging capital reduces the costs of repairs.	-
Electric Services	Substation Transformer Replacement	Substation transformer replacement. The estimated cost of a 50 megawatt substation transformer is 2.5 million with a 3 year timeline for delivery.	Electric Service Fees	\$ 833,000	No impact on operating budget	-
Electric Services	Bulk Meter Replacement	Replace electric meters (commercial/residential) that are at life expectancy and no longer able to accept software updates. There is a total of 6k on system...2026 budget will fund the replace of approximately 40%. An additional \$2.3 million is anticipated across FY27 to FY30 to complete the project .	Electric Service Fees	\$ 575,000	No impact on operating budget	-
<b>Total Funding FY27 *</b>				<b>\$ 12,941,000</b>		<b>\$ -</b>

\*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.

Other interesting facets of local history include early transportation including the "Dinky", a narrow-gauge steam train line that served interurban passengers between Winter Park and Orlando; steamboats

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 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 44.2 years old. The population is better educated and older than the surrounding population in the Orange County area with a median age of 36.5 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 a full range of residential uses, a premier central business district, the second largest destination for SunRail passengers in Orange County, 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 \$4 - \$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 million passengers served.



- *Orlando-Sanford International Airport (SFB)* – Located off County Rd 46A and Interstate 4, 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 Bennet 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).

### 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.

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*

Employer	Business Type	Employee Count
<b>Advent Health</b>	Health Services	1,600
<b>Rollins College</b>	Education	729
<b>Orange County Public Schools</b>	Education	688
<b>City of Winter Park</b>	Government	575
<b>Publix</b>	Retail	300

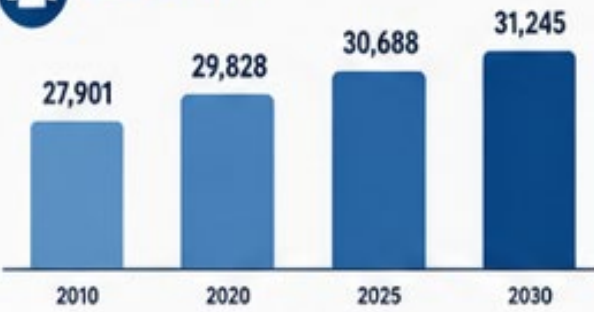


# CITY OF WINTER PARK, FL

## EXECUTIVE SUMMARY

CITY OF CULTURE AND HERITAGE

### POPULATION



2010-2020 ANNUAL RATE	0.67%
2020-2025 ANNUAL RATE	0.54%
2025-2030 ANNUAL RATE	0.36%

### AGE

44.2

2025 MEDIAN AGE

U.S. MEDIAN AGE IS 39.1

### RACE & ETHNICITY



HISPAGIC ORIGIN  
13.6%

DIVERSITY INDEX  
56.9

### HOUSEHOLDS



2010-2020 ANNUAL RATE	0.39%
2020-2025 ANNUAL RATE	0.45%
2025-2030 ANNUAL RATE	0.43%

2025 AVERAGE HOUSEHOLD SIZE  
2.22

WEALTH INDEX  
180

### HOUSING UNIT SUMMARY

HOUSING AFFORDABILITY INDEX  
57

### SOCIOECONOMIC STATUS

2025 SOCIOECONOMIC STATUS INDEX  
60.1

	2010	2020	2025	2030
TOTAL HOUSING UNITS	13,683	14,097	14,155	14,546
OWNER OCCUPIED UNITS	64.6%	63.6%	63.7%	8,810 (60.6%)
RENTER OCCUPIED UNITS	35.4%	36.4%	36.3%	4,520 (31.1%)
VACANT HOUSING UNITS	10.4%	9.6%	7.8%	1,216 (8.3%)

Source:

Esri forecasts for 2025 and 2030. U.S. Census 2010 and 2020 Census data converted by Esri into 2020 geography.

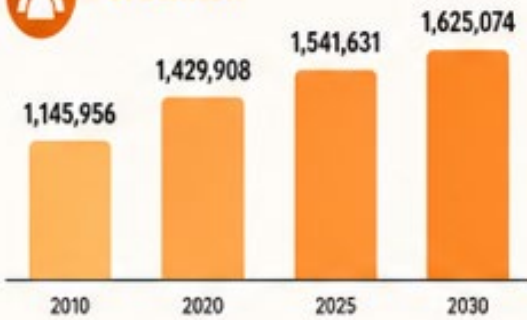


# ORANGE COUNTY, FL

## EXECUTIVE SUMMARY



### POPULATION



2010–2020 ANNUAL RATE	2.24%
2020–2025 ANNUAL RATE	1.44%
2025–2030 ANNUAL RATE	1.06%



### AGE

36.5

2025 MEDIAN AGE

U.S. MEDIAN AGE IS 39.1



### RACE & ETHNICITY

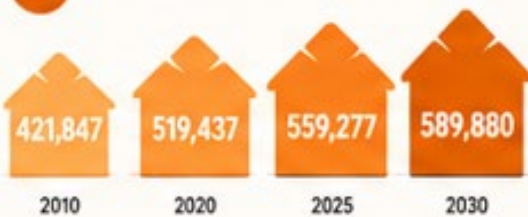


HISPANIC ORIGIN  
34.2%

DIVERSITY INDEX  
84.9



### HOUSEHOLDS



2010–2020 ANNUAL RATE	2.10%
2020–2025 ANNUAL RATE	1.42%
2025–2030 ANNUAL RATE	1.07%



2025 AVERAGE HOUSEHOLD SIZE  
2.69



WEALTH INDEX  
92



### HOUSING UNIT SUMMARY

HOUSING AFFORDABILITY INDEX

69



### SOCIOECONOMIC STATUS

2025 SOCIOECONOMIC STATUS INDEX

48.2

	2010	2020	2025	2030
TOTAL HOUSING UNITS	487,839	561,851	602,712	634,753
OWNER OCCUPIED UNITS	57.8%	53.8%	55.0%	336,003 (52.9%)
RENTER OCCUPIED UNITS	42.2%	46.2%	45.0%	253,877 (40.0%)
VACANT HOUSING UNITS	13.5%	7.5%	7.2%	44,873 (7.1%)

#### Source:

Esri forecasts for 2025 and 2030. U.S. Census 2010 and 2020 Census data converted by Esri into 2020 geography.

## Active Boards and Task Forces

### Administration

- City Commission

### Building

- Code Compliance Board
- Construction Board of Adjustments & Appeals

### Communications

- Public Art Advisory Board

### Electric & Water Utilities

- Utilities Advisory Board

### Natural Resources

- KWPB & Sustainable Advisory Board
- Lakes and Waterways Advisory Board
- Lake Killarney Advisory Board

### Parks & Recreation

- Parks and Recreation Advisory Board
- Golf Course Advisory Board

### Planning and Zoning

- Board of Adjustments
- Historic Preservation Board
- Housing Authority Board
- Planning and Zoning Board

### Public Works and Transportation

- Transportation Advisory Board

### Public Safety

- Civil Service Board
- Winter Park Firefighters Pension Board
- Winter Park Police Officers Pension Board

### Office of Management & Budget

- Community Redevelopment Agency
- Community Redevelopment Advisory Board
- Economic Development 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.

### **ACFR**

Annual Comprehensive Financial Report.

### **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.

**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.

### **GFOA**

The Government Finance Officers Association is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

### **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 Charges**

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.

### **KWPB**

Keep Winter Park Beautiful is an advisory board tasked with making improvements to the aesthetics of Winter Park.

### **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.

### **Objectives**

Strategic goals provided by past strategic planning processes and the framework for categorizing initiatives.

### **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 called 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



**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

Kim Breland, Deputy City Clerk

**approved by**

Randy Knight, City Manager

**subject**

Approve the minutes of the work session, June 22, 2026.

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. CC-min -2026-06-22 ws



# City Commission Work Session Minutes

June 22, 2026 at 3:00 PM

City Hall Commission Chambers  
401 S. Park Avenue

## Present

Mayor Sheila DeCiccio; Commissioners Elizabeth Ingram, Craig Russell, Kris Cruzada, and Warren Lindsey; City Manager Randy Knight; Assistant City Manager Michelle del Valle; City Attorney Dan Langley, and City Clerk Rene Cranis.

### 1. Meeting Called to Order

Mayor DeCiccio called the meeting to order at 3:00 p.m.

### 2. Discussion Item (s)

- a. Discussion regarding the request of Tara Tedrow to amend Chapter 58 "Land Development Code" Article, I, "Comprehensive Plan" so as to add a new policy within the text of the Future Land Use Element to permit the subdivision or lot split of lakefront property that meets specific criteria, which will impact 1020 Palmer Avenue also known as "Merrywood".

Mayor DeCiccio provided the background of the request and public concern regarding preservation of the historic Merrywood home. She noted that the lot split request should not be viewed as a special exemption and stated that each application should be considered on a case-by-case basis. She discussed ongoing efforts to update the city's preservation code and potential incentives and noted that the Bert Harris Act is not an issue as it relates to this request.

Director of Planning and Zoning Allison McGillis provided background information and statistics on lakefront properties in response to questions. She explained the request for a Comprehensive Plan amendment to allow a lakefront lot split, which was approved by the Planning and Zoning Board. She noted that the current owners have received approval to demolish the existing home, but that demolition has been paused.

Applicant Tara Tedrow gave a presentation on the request, showing aerial views of the property and explaining that the current lot size could allow for a home in excess of 55,000 square feet. She stated that the requested Comprehensive Plan amendment would allow the property to be split into two lakefront lots of more than 1.5 acres each with over 100 feet of lake frontage and would help prevent out-of-scale development on the site. She noted that the property has been actively marketed with limited buyer interest due to purchase price and significant renovation costs, and cited existing Comprehensive Plan policies she stated support the request.

Commissioner Cruzada spoke about the scope and scale of the property, noting it was a unique situation not originally intended for subdivision or redevelopment in its current form. He described the property as an anomaly and stated he was torn in his

consideration of the application, acknowledging both neighborhood character and policy considerations. He asked Tara Tedrow about the marketing process for the property. Mrs. Tedrow stated the property had been exposed to the market and shown to numerous prospective buyers, but interest was limited due to the condition of the home and the significant cost of rehabilitation in addition to the purchase price. She noted that despite extensive efforts over several months, no viable offer had come forward.

Sotheby's Realtor Mick Night, provided information on his efforts to market the property, noting that the home has been shown to over 100 prospective buyers with fewer than 20 serious buyers and multiple custom builders touring the site. He explained that the property has been actively marketed over an extended period with limited interest due to the condition of the home, the scope of required repairs, and the overall cost of renovation, which would likely exceed the cost of new construction. He stated there has been no viable interest from buyers to undertake a full restoration or preservation of the structure, and described the challenges associated with redeveloping or adapting the existing home within the constraints of the site.

In response to questions by Commissioner Lindsey, Director McGillis agreed to provide a list of the 21 lakefront lots that are at least 2 acres and clarified how upland acreage was calculated using mapping data that excludes water areas. She explained that the figures were based on property appraiser data and not surveyed boundaries.

Commissioner Russell raised the question of whether the city would lose part of its story if the house was demolished and spoke about broader implications of historic preservation and redevelopment, noting the tension between preserving community character and allowing property owners to exercise development rights. He expressed concern about the potential impact of a larger estate-scale home on the site and referenced examples of similar large residences.

Commissioner Ingram stated that while the city supports historic preservation, in some cases the cost of preservation can be prohibitive. She expressed disappointment that the home is slated for demolition and discussed whether there were options to preserve or designate the property while still addressing redevelopment considerations. In response, Mrs. Tedrow stated that efforts were made to find a preservation-minded buyer, but the cost of rehabilitation was a deterrent and no viable interest came forward.

In depth discussion followed on historic preservation efforts and impact to the city's story and the importance of increasing historic preservation efforts and incentives.

Commissioner Lindsey expressed concern about adopting a policy that applies to a single property and creates a special exemption, and supported consideration of a more uniform policy applicable to similarly situated properties. City Attorney Dan Langley explained that Comprehensive Plan amendments may be applied to individual properties and that the Commission has discretion to revise or tailor policy as needed. He stated the proposed amendment would not create a violation of the Bert Harris Act.

Commissioner Lindsey requested that staff identify other properties that could potentially be impacted by the proposed policy approach.

Mayor DeCiccio stated that each lot split application should be evaluated individually on a case-by-case basis. Mrs. Tedrow referenced prior approved lot splits and stated that the proposed policy is more restrictive than previous standards, including larger minimum lot size and frontage requirements and a lower floor area ratio. Mick Night reiterated that the property has been widely marketed with limited serious buyer interest and explained that, given the condition of the home and market constraints, redevelopment is the most likely outcome due to the economic feasibility of restoration.

There was no further discussion.

### **3. Adjournment**

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Mayor Sheila DeCiccio

ATTEST:

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Deputy City Clerk Kim Breland



**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

**approved by**

Randy Knight, City Manager

**subject**

Approve the minutes of the regular meeting, June 24, 2026.

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. CC-min-2026-06-24



# City Commission Regular Meeting Minutes

**June 24, 2026 at 3:30 PM**

City Hall Commission Chambers  
401 S. Park Avenue

## **Present**

Mayor Sheila DeCiccio, Commissioners Elizabeth Ingram, Craig Russell, Kris Cruzada and Warren Lindsey; City Manager Randy Knight; Assistant City Manager Michelle del Valle; City Attorney Dan Langley and Deputy Clerk Kim Breland.

### **1. Meeting Called to Order**

Mayor DeCiccio called the meeting to order at 3:30 p.m.

**2. Invocation** – Pastor Jake Lavender, Action Church

**3. Pledge of Allegiance**

**4. Approval of Agenda**

**Motion made by Commissioner Lindsey to approve the agenda with the removal of Item 12.b.; seconded by Commissioner Russell. Motion carried unanimously by a 5-0 vote.**

### **5. Mayor's Report**

a. Proclamation: Lakes Appreciation Month

Mayor DeCiccio read a proclamation recognizing July 2026 as Lakes Appreciation Month and recognized the Natural Resources and Sustainability Department for its stewardship of the City's lakes and waterways. Assistant Director of Natural Resources and Sustainability thanked the Commission and encouraged residents to participate in Lakes Appreciation Month activities.

### **6. City Manager's Report**

- Mr. Knight recognized City Clerk Rene Cranis on her retirement after 32 years of service. Florida Association of City Clerks Central East District Director and City of Orlando City Clerk Stephanie Herdocia presented a retirement resolution in her honor, joined by city clerks from several municipalities in attendance in support of Mrs. Cranis. Mrs. Cranis thanked those in attendance for their support. Mr. Knight recognized her years of service and contributions to the city.
- Mr. Knight provided an update on outstanding construction-related issues at the Winter Park Library and Event Center, including a recently broken window. The issue has been reported and added to the list, along with other related items that remain open and are still being worked through. Discussions are ongoing about whether to accept certain items as flaws, without disrupting facility operations.

- Parks and Recreation Director Jason Seeley gave an update on the MLK Park playground. The old playground has been demolished, and materials are in storage on site. Permitting with the St. Johns Water Management District is causing a delay; the estimated completion is the first quarter of 2027.
- Public Works Director Charles Ramdatt gave updates on the Florida Department of Transportation Fairbanks Avenue project, including a July 13 public meeting at the Winter Park Events Center, the planned protected left-turn improvement at Fairbanks and Denning, the Webster Avenue reconstruction project set to begin in the fall, and the Gulfside Drive project nearing completion.
- In response to questions regarding fuel costs, the City Manager noted that rates were adjusted in March to address higher fuel costs and prior extreme weather impacts, and that fuel cost recovery is improving with expectations of potential relief toward the end of the fiscal year and into the next fiscal year.

## **7. City Attorney's Report**

## **8. Non-Action Items**

## **9. Public Comments (heard at 6:34 p.m.)**

David Williams, 209 Tyree Lane, expressed concerns regarding neighborhood safety, code compliance, and staff. Mayor DeCiccio referred him to the Chief of Police regarding safety concerns, and to the City Manager for review of his concerns regarding staff.

## **10. Consent Agenda**

- a. Approve the minutes of the regular meeting, June 10, 2026.
- b. Approve the following piggyback contracts:
  1. Core & Main, LP - City of Boynton Beach #WH22-048 - Pipe Fittings and Accessories; Requesting additional funds to purchase various commodities for supporting City operations. Contract Term: Through October 4, 2026; Not to Exceed: \$750,000
  2. EPIC Engineering & Consulting Group, LLC - City of Oldsmar #2024-005-RFP - Enterprise Asset Management Software and Implementation; Simplify i3 Asset Management for the Water & Wastewater Department. Contract Term: Through November 3, 2030; Not to Exceed: \$250,000
- c. Approve the following contracts:
  1. IFB26-3 - Frymyer Construction & Development, Inc. - Winter Park Library and Events Center Parking Lot Expansion. Requesting additional funds for Change Orders necessary for project completion; Not to Exceed \$79,539
  2. RFP8-24 - Amendment 2 - A Budget Tree Service, Inc. - Tree Pruning and Removal Services; For as-needed tree pruning and removal to support City operations. Contract Term: Through June 14, 2027; Not to Exceed: \$500,000

**Motion made by Commissioner Cruzada to approve the Consent Agenda, seconded by Commissioner Russell. The motion carried unanimously by a 5-0 vote.**

## **11. Action Items Requiring Discussion**

a. Pension Board Appointment

**Motion made by Mayor DeCiccio to appoint Michael Poole to the Winter Park Police Officers' Pension Board; seconded by Commissioner Lindsey. The motion carried unanimously 5-0.**

## **12. Public Hearings: Quasi-Judicial Matters**

- a. ORDINANCE 3366-26 - AN ORDINANCE OF THE CITY OF WINTER PARK, FLORIDA AMENDING CHAPTER 58, "LAND DEVELOPMENT CODE", ARTICLE III, "ZONING" SECTION 58-79 "PUBLIC AND QUASI-PUBLIC (PQP) DISTRICT", TO ADD A NEW PERMITTED USE FOR DETACHED SINGLE-FAMILY DWELLING UNITS DEVELOPED IN ACCORDANCE WITH THE R-1A DEVELOPMENT STANDARDS SET FORTH IN SECTION 58-65(F) LIMITED TO ORANGE COUNTY PUBLIC SCHOOL PROPERTIES, PROVIDING FOR CODIFICATION, SEVERABILITY, CONFLICTS AND AN EFFECTIVE DATE. (2nd Reading).

Attorney Langley read the ordinance by title. Commissioner Russell recused himself at 4:07 p.m. Mayor DeCiccio explained the ordinance was previously heard on May 27th for second reading, but was brought back as it requires a supermajority vote.

**Motion made by Mayor DeCiccio to adopt the ordinance, seconded by Commissioner Cruzada. There were no public comments. Upon a roll call vote, Commissioners Ingram, Cruzada and Lindsey and Mayor DeCiccio voted yes. Motion carried unanimously by a 4-0 vote. Commissioner Russell abstained and filed Form 8b, Memorandum of Voting Conflict attached to these minutes.**

Commissioner Russell returned to the dais at 4:08 p.m.

- b. CU #26-03. Request of El Car Wash Florida, LLC for: Conditional Use approval to construct a new, 3,700 square foot automated car wash facility at 2011 Aloma Avenue and 416 Lander Road, zoned C-3. **The applicant has withdrawn this request and will be resubmitting a revised Conditional Use application.**

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

- a. Ordinance - Request of Tara Tedrow to amend Chapter 58 "Land Development Code" Article, I, "Comp Plan" so as to add a new policy within the text of the Future Land Use Element to permit the subdivision or lot split of lakefront property that meets specific criteria, which will impact 1020 Palmer Avenue also known as "Merrywood". (1st Reading) Attorney Langley read the ordinance by title.

Director of Planning and Zoning Allison McGillis explained the request to amend the Comp Plan to allow a lot split of the lakefront property at 1020 Palmer Avenue (Merrywood), where current policy prohibits such splits. The applicant's proposed policy would allow qualifying properties that meet specific size, frontage, zoning, and floor area criteria to be divided into two lakefront lots, and staff noted that the subject property is the only parcel that meets these criteria.

Mrs. McGillis summarized staff's analysis of surrounding properties and R-1AAA lots, noting that the proposed lot dimensions exceed nearby averages and that no other properties would qualify under the proposed criteria. She presented an alternative that would allow a lot split only if the existing home were historically designated, with reduced minimum lot width standards, but noted the applicant is not pursuing designation and the home is not currently designated. She added that the proposal would limit total floor area compared to what could otherwise be developed on the site. The Planning and Zoning Board recommended approval of the applicant's proposal by a 4-2 vote, and Mrs. McGillis clarified that the item before the Commission was to approve or deny the Comp Plan amendment for the lot split.

Mrs. McGillis responded to questions about an example related to the staff's alternate policy that was utilized on 1290 North New York Avenue, the number and size of R1AAA lakefront lots in the city, the approximate size of Merrywood, and the difference between staff's recommendation and the Planning and Zoning Board's recommendation. She explained that the North New York Avenue lot split involved historic designation, did not increase the number of lakefront lots, and resulted in a new lot that was not a flag lot. She also noted that only one lot would qualify under the proposed policy and that staff's alternate proposal was tied to historic designation.

Applicant Tara Tedrow, 1473 Kelso Boulevard, Windermere, Florida, stated that her family values historic preservation and has voluntarily preserved and designated historic properties. She said that 1020 Palmer was never designated historic by the homeowners, and that the staff's proposed language could not be voted on at this time because it was not properly noticed. She said the revised language would need to be advertised separately from her request before the Commission could vote on it.

Attorney Langley explained that the ordinance had been advertised by title, and any action must remain consistent with that title. He said the staff's proposed policy was not consistent with the ordinance as advertised but explained that the Commission could impose certain conditions on a Com Plan amendment if they remained within the scope of the ordinance. He also noted that, because this was an applicant-initiated request, the applicant could withdraw the application if it did not agree with the Commission's conditions.

In response to questions regarding whether the request involved a change in the land development code or a legislative amendment to the Comp Plan, Mr. Langley said it was a legislative policy decision involving an ordinance request, not a development order. He explained that the Commission had broad discretion to approve or deny the

request, and that if it wanted a different amendment, staff would need to initiate a separate city application and restart the process.

Discussion was held on whether the Commission could work collaboratively with the applicant and whether additional notice would be required. Mr. Langley explained that notice would not necessarily need to be repeated if the changes remained consistent with the ordinance title and did not create a material change, but he reiterated that the staff's proposed policy could not be adopted that evening because it was a different policy and had not been properly noticed. He added that pursuing the staff proposal would require a separate process and a new Comp Plan amendment, and that adoption would not guarantee historic designation of the house because that would still depend on the owners.

In depth discussion followed on the impact of the request. Mr. Langley clarified that the language was tied to any lots existing as of October 1, 2025, and that the ordinance before the Commission was the applicant's request. He added that if the applicant did not agree to any changes, she could withdraw the application before final adoption.

After the comments, Mrs. Tedrow agreed with Attorney Langley's explanation of the process. She reiterated that the current owners have publicly stated they do not intend to designate the home and that they have an approved demolition permit. She spoke about the realtor's substantial efforts to find a buyer for the home, with no success.

Mrs. Tedrow clarified that she is under contract to purchase the property contingent on approval of the proposed lot split, which would allow the parcel to be divided and the remaining portion to be sold separately. Commissioner Cruzada explained that the contract arrangement was contingent on obtaining the lot split and that the buyer did not have funds to purchase the entire parcel outright in a single closing. He said the structure was similar to other development transactions, in which a condition must be satisfied before the sale can proceed, and that the split would make the remaining portion saleable to another buyer.

Mrs. Tedrow reviewed her Comp Plan request, showing aerial images of the property and explaining that the site could otherwise support a very large home by right. She stated that the proposed Comp Plan amendment would allow the property to be split into two minimum 1.5-acre estate lots with 150 feet of frontage at both the lake and the street, and said the request was intended to preserve neighborhood scale and character and prevent out-of-scale development. She also cited existing Comp Plan policies that support the request.

Homeowner Kathy Gilmer read a letter she had sent to the Commission that was included in the packet.

Sotheby's Realtor Mick Knight spoke about efforts on behalf of the homeowner to market the home and property.

The commission heard public comment from:

- Sally Flynn, 1400 Highland Road, spoke in opposition to the lot split and urged the Commission to deny the request absent preservation of the house.

- Brian Mitnick, PO Box 56, Winter Park, spoke in support of the request, stating the house cannot realistically be saved and the split is a practical solution.
- David Bornstein, 1670 Mayfield Avenue, Winter Park, spoke in support of the request and urged approval with conditions on size and design.
- Jerome Pennen, 950 Palmer Avenue, Winter Park, spoke in support of the request, citing financial and practical concerns with preserving the house.
- Kevin McClanahan, 300 Carolina Avenue, Winter Park, spoke in support of the request and said the house is beyond repair and the split should be approved with safeguards.
- John Schofield, 358 Vitoria Avenue, Winter Park, spoke in support of the request and suggested a compromise that would allow both development and preservation.
- Betsy Owens, 656 N Park Avenue, Winter Park, spoke in opposition and urged the Commission to make any split contingent on preserving the historic house.
- John Bill, 1881 Alabama Drive, Winter Park, spoke in opposition and supported the staff's preservation condition.

A brief recess was held from 6:02 p.m. to 6:12 p.m.

Commissioner Cruzada asked Mrs. Tedrow if she would be willing to accept staff's alternate recommendations, including historic designation of the house, if the Commission were to approve a lot split. Mrs. Tedrow responded that she could not agree because she was acting only under authorization from the owners, who do not want historic designation, and her request is limited by the terms of the contract. She added that pursuing a different path would require a new application, additional fees, and more time and carrying costs, which she said would not be practical.

Commissioner Cruzada proposed potential conditions to approve the lot split, including reducing the allowable floor area ratio to 30,000 square feet total between the two properties, and adding architectural design limitations, such as Mediterranean, Spanish, or New Mission Revival influences. Ms. Tedrow responded that the 40,000-square-foot limit proposed had been intended as a meaningful restriction and agreed to reduce the total to 30,000 square feet, along with design parameters consistent with those styles. Mayor DeCiccio supported the reduction in square feet but does not support the design limitations. Commissioner Russell stated he was willing to support the request if the applicants agree to the proposed conditions, including compliance with the design standards and a 30,000-square-foot total limit.

Commissioner Lindsey asked to table the item for the next meeting to give the applicant time to develop architectural designs to present to the commission and to allow the public to comment.

Mrs. Tedrow explained that the Comp Plan amendment must go through state agency review and return for second reading, and any proposed conditions could be worked out more fully before that time. Mr. Langley added that the Commission could either approve the ordinance on first reading with amendments or approve it as is and refine the language before second reading. He noted that the request could be tabled or

continued, but that the better approach would be to move it forward with any agreed-upon amendments so the specific language could be finalized before the second reading.

Extensive discussion followed on the amendments and the ability to proceed with the second reading, potential outcomes, and their impact. Mayor DeCiccio outlined the barriers of preserving the home. Members of the Commission explained the basis for their positions: Mayor DeCiccio and Commissioners Cruzada and Russell supported the request, and Commissioners Ingram and Lindsey opposed.

**Motion made by Commissioner Cruzada to amend the ordinance, Section 1. Policy 1-5.1.8, subsection paragraph 3, to change from 40,000 square feet to 30,000 square feet and add paragraph 4. For specific design of Mediterranean, New Spanish Revival or a design that reflects the Gamble Rogers design.**

Commissioner Lindsey called a Point of Order stating the motion was vague. Mr. Langley reiterated that the request before the commission is an ordinance adding a Comp Plan policy related to subdivision of lakefront properties in excess of 3.5 upward acres with certain conditions that include a 30,000 max gross area between the two properties and a specific architectural style.

Mrs. Tedrow read the language proposed to staff regarding architecture: "One of the lots shall have a home architecturally designed with Mediterranean mission style and/or James Gamble Rogers II's influence." She added lakefront lot plans are reviewed by Planning and Zoning. Commissioner Cruzada said he would like both homes to adhere to the design parameters. A discussion followed on whether the restriction could apply to both lots. Mrs. Tedrow agreed to a design restriction on one of the lots.

**Motion made by Commissioner Cruzada, seconded by Commissioner Russell, for approval of the Comp Plan amendment as presented by the applicant subject to the amendments to the language including: (1) that the total gross floor area developed between the two lots may equal, but shall not exceed 30,000 square feet (in lieu of 40,000 square feet as proposed by the applicant) and (2) that one of the homes be architecturally a Mediterranean, Mission, or similar James Gambler Rogers II's influence.**

**Policy 1-5.1.8: Additional Lakefront Lot Considerations. Notwithstanding anything to the contrary contained herein, the City shall permit the subdivision or lot split of a lakefront property with a minimum of 3.5 upland acres, which is zoned R-1AAA and has a Single Family Residential Future Land Use designation (which lot exists as of October 1, 2025), into two resultant lots subject to the following standards:**

**(1) each lot shall have a minimum of 150 linear feet of frontage on both the lake boundary line and right-of-way boundary line;**

**(2) each lot shall be a minimum of 1.5 acres in size; and**

**(3) the total gross floor area developed between the two lots may equal, but shall not exceed 30,000 square feet; provided the final gross floor area of each lot shall be determined at site plan review and in no event shall either lot's gross floor area exceed 35% FAR.**

**(4) One of the two lots shall have a home architecturally designed with a Mediterranean, Mission style, or James Gamble Roger II's influence.**

The commission asked if the property owner would suspend demolition of the home prior to second reading. Mrs. Tedrow stated that the owner agreed to suspend the demolition until the second reading.

**Upon a roll call vote, Commissioners Cruzada and Russell and Mayor DeCiccio voted yes, and Commissioners Ingram and Lindsey voted no. The motion carried with a 3-2 vote.**

b. Amendment to Fee Schedule for building permit fees

Director of Building & Permitting Services Gary Hiatt explained the amendment to the fee schedule and responded to questions regarding recent state legislation (Bill 803) requiring a change from valuation-based permit fee calculations to an actual cost methodology. He stated that the new approach was developed and tested to best estimate actual costs while remaining compliant with state law and other applicable regulations.

In response to questions, Mr. Hiatt said permit revenue can vary based on project activity and that the methodology will be reviewed and adjusted over time. He clarified that building permit fees support code enforcement rather than tax revenue. He also explained that exemptions for projects under \$7,500 must be requested and approved, do not apply to structural, mechanical, gas, or plumbing work, and that other departmental reviews and fees would still apply. He added that reinspection fees are assessed on a graduated basis for repeat inspections, but are not always applied when issues can be resolved promptly as part of a customer service approach.

**Motion made by Commissioner Lindsey to approve the amendment to the fee schedule, to approve proposed modifications to building permit fees; seconded by Commissioner Cruzada. Upon a roll call vote, Commissioners Ingram, Russell, Cruzada, and Lindsey, and Mayor Deciccio voted yes. The motion carried unanimously by a 5-0 vote.**

#### **14. City Commission Reports**

- Commissioner Russell –

Met with City Attorneys Kurt Ardaman and Ben Schafer regarding revisions to the City's micro-mobility ordinance and ongoing coordination with OCPS to align related policies before the start of the school year.

- Commissioner Cruzada –

Encouraged everyone to attend the July 3 celebration at Central Park.

- Commissioner Lindsey –  
Appointed Michael Carolan to the Economic Development Advisory Board (EDAB)

Raised concerns regarding correspondence received about the Winter Park Benefit Shop. Discussion followed on the city's limited role under the lease agreement and recent changes to the organization's board and leadership.

- Mayor DeCiccio –  
Thanked Parks and Recreation Director Jason Seeley and his staff for their quick response to a resident's concern about maintenance of the Rose Garden.

### **15. Summary of Meeting Actions**

- Recognition of Lakes Appreciation Month.
- The Florida Association of City Clerks presented a resolution honoring Rene Cranis' retirement.
- Approved the Consent Agenda.
- Appointed Michael Poole to the Police Pension Board.
- Approved of a zoning amendment permitting single-family residential use in the PQP zoning district.
- Approved a Comp Plan policy amendment related to splitting R-1AAA properties.
- Approved of a fee schedule amendment to comply with state law regarding building permit fee calculations.
- Appointed of Michael Caroan to the Economic Development Advisory Board.

### **16. Adjournment**

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Mayor Sheila DeCiccio

ATTEST:

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Deputy City Clerk Kim Breland



**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

**approved by**

Randy Knight, City Manager

**subject**

Approve the minutes of the work session, June 25, 2026.

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. CC-min-2026-06-25 ws



# City Commission Work Session Minutes

**June 25, 2026 at 3:30 PM**

City Hall Commission Chambers  
401 S. Park Avenue

## Present

Mayor Sheila DeCiccio, Commissioners Elizabeth Ingram, Craig Russell, Kris Cruzada, and Warren Lindsey, City Manager Randy Knight, and Deputy City Clerk Kim Breland.

### 1. Meeting Called to Order

Mayor DeCiccio called the meeting to order at 3:30 p.m.

### 2. Discussion Item

#### a. Blue Bamboo Center for the Arts Operation Discussion

Mr. Jeff Flowers, representing the Blue Bamboo Center for the Arts, provided background information and highlighted several key points:

- The facility is ADA compliant.
- The final permit review for the renovation is expected to be completed today.
- The former Executive Director, Mr. Chris Cortez, passed away in December 2025.
- The organization has maintained profitability every month of the calendar year.
- Ticket sales have increased by 50% over the last six months, aided by a dedicated marketing team.
- There is strong support from the Board of Directors, volunteers, and staff.

The organization's goals include:

- Preserving the arts mission.
- Safeguarding public investments and Orange County TDT funds.
- Maintaining community access.
- Establishing a collaborative financial model going forward.
- Expanding to become a prominent arts hub.

Financially, the impact has been significant, with expenditures on improvements totaling \$2.3 million, supported by TDT grant funding of \$1.3 million from Orange County and \$981,000 from supporters. The Blue Bamboo Center generates nearly \$2 million in revenue.

A survey of seven nonprofit organizations revealed that none could afford the current rental costs requested in this lease. Consequently, the lease is restricted to nonprofit tenants unable to afford the rent. It is necessary to allow groups capable of paying to

rent the space. Under the original agreement, it was never expected that we would bear the full rent expenses alone. The lease is projected to double in September, increasing from \$11,000 to \$22,000 monthly.

The previous tenant on the second floor lacked the capacity to handle the additional rent. The upper floors are unsuitable for performances, and the parking lot cannot accommodate more than one performance simultaneously. The upper floors may be better utilized as a teaching or rehearsal facility.

Commissioner Lindsey inquired about the net monthly income of the Blue Bamboo Center, acknowledged the attendance of the public, and emphasized the importance of responsible stewardship of city assets.

Mayor DeCiccio mentioned the valet parking revenue from Rollins, with Mr. Flowers confirming income of approximately \$5,000 to \$6,000 per month, included within the approximate total of \$23,000 monthly revenue.

The proposal includes:

- Official recognition of Blue Bamboo as an Arts Hub.
- Amendment of the master lease to permit leasing to entities beyond arts nonprofits.
- Approval of a proposed educational partnership contingent upon certain conditions.
- Consideration of rent relief or a phased rent increase.
- Promotion of long-term cultural development via public-private partnerships.
- Flexible usage of the upper floors.
- Potentially including transitioning to another venue.

Mr. Flowers sought clarification from the commissioners concerning the intention to retain the building as an art center. Should the aim be to uphold the arts mission, Blue Bamboo stands ready to assist in achieving this goal.

Mayor DeCiccio stated that the rent figures were supplied by Mr. Flowers, and the city maintained transparency by disclosing the issues with the building. The commission bears a fiduciary duty to the taxpayers of Winter Park to consider the property's estimated value, which ranges from \$8 million to \$12 million, and the potential revenue it could generate to fund municipal projects that would benefit many, especially amid uncertainties such as the potential loss of property tax revenue. Preparations are already underway, including staff reductions. Additionally, it was noted that there was a reduction in rent for Blue Bamboo during the first and second years.

Ms. Teresa Levin-Smith addressed the Board on behalf of Central Florida Vocal Arts (CFVA), the original second-floor tenant. She observed that CFVA is financially stable, professionally managed, and a rapidly expanding nonprofit organization. CFVA declined the lease terms because they were asked to pay approximately half of the building's \$11,000 monthly rent while utilizing less than one-third of the building and being restricted to operations ending at 5pm daily. The current issue is whether the city

intends to preserve the original vision that justified awarding this facility initially. CFVA is actively engaging in discussions with multiple arts and cultural organizations that continue to demonstrate interest in participating in a collaborative model for 460 East New England Avenue. The request is that the commission prioritize the public interest, uphold accountability, and allow this facility to return to a genuinely collaborative vision that honors the promise that motivated many to support the project.

Mr. Flowers remarked that the CFVA sublease was declined because of their request for an occupancy of 250 individuals and operating hours from 7am to 11pm.

Commissioner Cruzada inquired about the occupancy and build-out of the second and third floors, which amounts to \$320K.

Commissioner Lindsey inquired whether an alternative location has been considered should the current arrangement prove unsuccessful, particularly upon lease expiration in September. What is the Plan B in such an event?

Mr. Flowers mentioned that the plan involves working collaboratively with the city, but his options are limited until August, when the building department's requirements are met. If necessary, Plan B is to subdivide and contact potential tenants once the build-out is finished.

Commissioner Russell indicated that initially, it was specified that a nonprofit organization would be designated to occupy the second floor, aligning with the city's agreement. However, it is now being stated that nonprofits are unable to afford leasing the second floor. As responsible stewards, we must adhere to the original vision outlined in the lease agreement.

Commissioner Cruzada expressed that the intention is to establish the facility as a cultural arts hub and to encourage Blue Bamboo to involve additional tenants to occupy the second and third floors.

Mr. Todd Weaver mentioned that he began assisting Chris Cortez with building issues before Mr. Cortez's illness diagnosis. During this time, he learned about the typical lead times for various construction projects, which ranged from 7 to 10 weeks. Weaver proposed renting the third floor to Central Florida Vocal Arts and the second floor to a financially strong commercial organization.

Commissioner Ingram noted that Blue Bamboo was cognizant of its obligations under the lease two years prior, and it is not the city's responsibility that these obligations were not fulfilled within the two-year period. She proposed that Central Florida Vocal Arts assume the lease and rent the space to Blue Bamboo.

Mr. Knight highlighted the parking issue, noting there are only about 73 spaces—roughly half the number needed for a 30,000 sq ft building—which restricts simultaneous occupancy. Finding a sub-tenant to use the building during off-hours, excluding evenings and nights from Thursday to Saturday, is another challenge. The idea was that nonprofit offices could occupy the space during the day, when parking demand is lower, eliminating the need for nighttime parking.

Mr. Weaver stated that the building remains open during daytime hours every day. In the evenings, it is accessible from Monday through Wednesday. Additionally, during sold-out performances, performers and staff park at Dinky Dock and All Saints Church.

Due to time constraints, Mayor DeCiccio allotted one minute for each public speaker:

Randolph Saylor addressed the assembly on behalf of Blue Bamboo, which should serve as a facilitator, and requested the use of the first floor of the building.

Kate Dolov, the general contractor for Central Florida Vocal Arts, observed that although they could apply for a building permit using their own design for the second floor, they would not be eligible to receive a Temporary Certificate of Occupancy (TCO) or Certificate of Occupancy (CO) until the ADA-compliant stairwells and elevator were completed. Owing to the lack of collaboration, an agreement and solution could not be reached.

The following individuals expressed support for Blue Bamboo:

Mike Barko, Debbie Fahmie, Dylan O'Shea, Jacklyn Johnson, Carol Ducas, CJ Wilson, Alan Houghey, and Nathalia Bauer.

Conversely, the following individuals voiced opposition to Blue Bamboo:

Julia Lozada and Victoria Wells.

Damien Madsen proposed the appointment of a commercial leasing broker to lease the second and third floors at market rates, thereby allowing Blue Bamboo to remain on the first floor, or alternatively, to initiate a new process by finding other occupants or considering the sale of the building.

### **3. Adjournment**

The meeting adjourned at 5:21 p.m.

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Mayor Sheila DeCiccio

ATTEST:

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Deputy City Clerk Kim Breland



City Commission

# agenda item 11.d

**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

**approved by**

**subject**

Approve the following piggyback contracts:

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

None



**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

Rebecca Watt, Contract Agent  
Jennifer Maier, Procurement Manager

**approved by**

Randy Knight, City Manager

**subject**

1. Stuart C. Irby, LLC - Orlando Utilities Commission #PR9071 - Wire & Cable; For the purchase of inventory to support Electric Utility operations. Contract Term: Through June 14, 2029; Not to Exceed: \$500,000
2. Ten-8 Fire Equipment Company - Lake County #22-730K - Fire Equipment, Supplies and Services; Requesting additional funds to support the Fire Department's operational needs. Contract Term: Through July 31, 2027; Not to Exceed: \$145,000
3. Atlantic Pipe Services, LLC - Amendment 3 - City of Orlando #IFB22-0161-3 - Sanitary Sewer Lining and Manhole Rehabilitation; For as-needed rehabilitation and maintenance of the City's sanitary sewer infrastructure. Contract Term: Through July 17, 2027; Not to Exceed: \$300,000

**motion | recommendation**

Commission approve items as presented and authorize Mayor to execute.

**background**

1. The Originating Agency (Orlando Utilities Commission) competitively solicited and awarded this agreement.
2. The Fire Department is requesting additional funding under the existing piggyback contract (Lake County) to support ongoing operational needs through the remainder of the contract term.
3. The Originating Agency (City of Orlando) competitively solicited, awarded, and renewed this contract in accordance with the original agreement.

**alternatives | other considerations**

## **fiscal impact**

1. Electric Utility Fund
2. General Fund
3. Stormwater Fund

## **attachments**

None



City Commission

# agenda item 11.e

**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

**approved by**

**subject**

Approve the following contracts:

**motion | recommendation**

**background**

**alternatives | other considerations**

**fiscal impact**

**attachments**

None

**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

Rebecca Watt, Contract Agent  
Jennifer Maier, Procurement Manager

**approved by**

Randy Knight, City Manager

**subject**

1. RFP8-24 - Amendment 2 - The Davey Tree Expert Company - Tree Pruning and Removal Services; For as-needed tree pruning and removal to support City operations. Contract Term: Through July 7, 2027; Not to Exceed: \$750,000
2. IFB20-22 - Amendment 4 - Tom's Sod Services, Inc. - Purchase, Delivery, and Installation of Sod; For as-needed services throughout the City to support operational needs. Contract Term: Through July 13, 2027; Not to Exceed: \$400,000

**motion | recommendation**

Commission approve items as presented and authorize Mayor to execute.

**background**

1. A formal solicitation was issued to award this contract. This is the second of four allowable renewals pursuant to the original contract.
2. A formal solicitation was issued to award this contract. This is the fourth and final allowable renewal pursuant to the original contract.

**alternatives | other considerations****fiscal impact**

1. General Fund
2. General Fund, Designations Trust Funds, Community Redevelopment Fund

**attachments**

None



**item type**

Consent Agenda

**meeting date**

July 8, 2026

**prepared by**

Michelle del Valle, Assistant City Manager

**approved by**

Randy Knight, City Manager

**subject**

Employment Agreement — Michelle del Valle

**motion | recommendation**

Approve the recommended contract

**background**

On April 8, 2026, Michelle del Valle was selected by unanimous vote of the City Commission to be appointed as the next City Manager, beginning in January 2027. The Commission authorized Mayor DeCiccio to negotiate the contract for approval by the Commission. The proposed contract was reviewed for legal sufficiency by Dan Langley, Assistant City Attorney.

**alternatives | other considerations**

**fiscal impact**

**attachments**

1. Michelle del Valle employment agreement DL revised v3-6-25-2026

**CITY OF WINTER PARK  
CITY MANAGER EMPLOYMENT AGREEMENT**

This City Manager Employment Agreement (“Agreement”), made and entered into this day of \_\_\_\_ June, 2026, by and between the **City of Winter Park**, a Florida municipal corporation, (hereinafter called "Employer" or the "City") and **Michelle del Valle**, (hereinafter called "Employee") an individual who has education, training and experience in local government management, both of whom agree as follows:

**Section 1: Term**

Employee was selected by a majority vote of all the City Commission members on April 8, 2026, and shall be appointed as City Manager as provided by Section 4.02 of the City Charter of the City of Winter Park, Florida, effective upon the earlier of the following to occur: (i) 12:01 a.m., January 8, 2027, and (ii) simultaneously upon separation of the current City Manager’s employment with Employer (“Term Commencement”). Employee accepts such appointment as City Manager and employment under the terms and conditions of this Agreement. As provided by Section 4.03 of the City Charter, the City Commission may remove and terminate Employee from employment by a majority vote of all the City Commission members. This Agreement shall continue from the Term Commencement until terminated by such a vote of the City Commission, by operation of law, or otherwise as set forth herein. Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of the Employer to terminate at will and without cause the employment and services of the Employee at any time, subject to the provisions of Section 13 of this Agreement.

**Section 2: Duties and Authority**

Employer agrees to employ Employee as City Manager to perform the functions and duties established by the City Charter and the Code of Ordinances of the Employer and to perform other legally permissible and proper duties and functions as the City Commission may direct the Employee to perform. Employee shall obey all laws of the federal, state, and applicable local governments in the performance of her duties as City Manager, including but not limited to, the City’s Charter, ordinances, regulations, and resolutions.

### **Section 3: Compensation**

Beginning upon the Term Commencement, Employer agrees to pay Employee an initial annual base salary of \$290,000.00 (less any deductions or withholdings required by applicable law and other deductions authorized by the Employee). The base salary of Employee will be reviewed no less frequently than annually, at the time of Employee's annual review. During the term of this Agreement, Employer agrees to pay Employee in equal installments on a bi-weekly basis at the same time other employees are paid, making all required and applicable payroll deductions. As an exempt employee, Employee will not receive overtime compensation. Employer may, but is not obligated to, provide merit raises to Employee.

In addition, Employer agrees to increase said base salary of Employee in such amounts and to such extent as the Employer increases the base salary of other employees as a result of an across-the-board or cost of living increase which affects all full-time, non-bargaining unit City employees. The parties agree that Employer approved increases in the base salary of Employee will not require an amendment to this Agreement.

### **Section 4: Health, Disability and Life Insurance Benefits**

Upon Term Commencement, Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for Employee and her dependents equal to that which is available to all other full-time employees of Employer.

Similarly, Employer agrees to make required premium payments for long term disability insurance coverage and Statutory AD&D for Employee while this Agreement is in force. Employer shall also pay the amount due for term life insurance with a policy amount equal to (or greater than) Employee's annual salary, including all increases during the life of this Agreement. Employee shall have the right to choose the beneficiary on such policies.

### **Section 5: Personal and Long-term Medical Leave**

Employee shall keep her present accrued personal and long-term medical leave which is credited to her by reason of her past service as Assistant City Manager. Employee shall accrue leave in accordance with the City of Winter Park Personnel Policy Manual and any amendments thereto.

### **Section 6: Automobile and Monthly Expense Allowance**

To compensate Employee for automobile and other expenses related to the duties of City

Manager, Employer agrees to provide a monthly Automobile and Monthly Expense Allowance of seven hundred seventy five dollars (\$775.00) to compensate Employee for expenses related to the use, purchase and-or lease of an automobile, as well as to operate, insure and maintain a vehicle, as well as for other expenses related to the duties of Employee. The allowance shall be adjusted annually by the CPI (All Urban Consumers) effective October of each year.

The granting of this allowance does not waive Employer's obligation to reimburse Employee at the standard IRS mileage rate for any business-related use of a personal vehicle for official business outside of Orange and Seminole counties.

### **Section 7: Retirement**

Employer shall contribute into an IRS 401A Plan on behalf of the Employee the same percentage of salary that is contributed for other general employees of the City. Employee shall contribute 3% of salary, or that required of other general employees, into the Plan and may contribute additional amounts to the extent permitted by law.

In addition, Employer shall contribute the lesser of 9% of Employee's base salary or the IRS maximum (including catch up provision) into an IRS 457 Deferred Compensation plan. Employee shall have the option to contribute additional funds to the 457 Plan so long as the combined Employer and Employee contributions do not exceed the IRS maximums.

### **Section 8: Professional Development, Dues and Subscriptions**

Employer agrees to budget for and to pay for the reasonable travel expenses of Employee for professional and official travel, meetings and occasions adequate to continue the professional development of Employee and to adequately pursue necessary official and other functions for Employer. In addition, Employer agrees to budget and pay for the continuation of the ICMA Credentialed Manager required training and evaluations.

Employer agrees to budget and to pay for the professional dues and subscriptions of Employee reasonably necessary for her continuation and full participation in national, regional, state and local associations and organizations necessary and desirable for her continued professional participation, growth and advancement, and for the good of the Employer, subject to the approval of Employer and in accordance with City policies.

### **Section 9: Civic Club Memberships**

Employer recognizes the desirability of representation in and before local civic and other organizations, and Employee is authorized to become a member of two (2) such organizations, for which Employer shall pay all reasonable dues and related expenses, subject to and in accordance with City policies. Employee shall report to the Employer on each membership that she has taken out at Employer's expense.

#### **Section 10: No Reduction of Benefits**

Employer shall not at any time during the term of this Agreement reduce the salary, compensation or other financial benefits of Employee, except to the case of such a reduction across-the-board for all department heads of the Employer, and then in the same proportion.

#### **Section 11: Parity in Benefits**

Employee is entitled to any employment benefit which is now furnished to or is hereafter furnished to any City Department Head, not including dues, memberships or subscriptions which are particular to the occupation of a Department Head, i.e., law enforcement, fire and rescue, engineering, etc.

#### **Section 12: Termination of Agreement by Act of a Party**

Any one of the following acts or events shall constitute termination of this Agreement and the Employee's employment under it:

1. A vote of the City Commission, pursuant to City Charter Section 4.03, to terminate the Agreement at a duly authorized public meeting. The parties hereto understand that no cause is required for a Charter Section 4.03 termination.

2. The taking of final action by Employer, citizens or the Florida Legislature to amend any provisions of the City Charter, ordinances or other legislation governing the role, powers, duties, authorities or responsibilities of Employee's position which eliminates the position of City Manager or materially diminishes the powers, duties, or responsibilities of the City Manager position so as to effectively change the council-manager form of government of the City. Under such circumstances Employee shall have the right to declare in writing that such amendment or amendments constitute termination, and her doing so will constitute termination of this Agreement; provided, however, that Employee must make such declaration within sixty (60) days of the effective date of the amendment.

3. Employee's written declaration of termination following a request for her resignation by Employer or an offer of Employer to accept her resignation.

### **Section 13: Severance Compensation & Accrued Leave Payout**

A. Except as provided in subsection B. of this Section, when employment is terminated for any one of the reasons set forth in Section 12 above, Employer shall pay severance compensation to Employee ("Severance Compensation") as follows:

(i) Payment of an amount equal to fifteen (15) weeks for the first three years of the agreement and then twenty (20) weeks of base salary at Employee's then-current base rate of pay just prior to termination; and

(ii) Payment of compensation for all Employee's accrued personal leave and long-term medical leave at Employee's then current rate of pay; provided, however, in no event shall Employee be compensated for accrued personal leave in excess of 520 hours or long-term medical leave in excess of 300 hours; and

(iii) For a period of fifteen weeks (15) for the first three years of the agreement and then twenty (20) weeks following termination, Employer shall pay the cost to continue the health and dental insurance benefits of Employee and her dependents at the same rate or percentage as immediately prior to termination.

The payments set forth in subsection (i) & (ii) above shall be made in one lump sum (less any deductions or withholdings required by applicable law and other deductions authorized by the Employee) within 21 days of termination of Employee's employment, unless otherwise agreed in writing by the parties.

Except as stated in this subsection A., no other severance compensation shall be owed or paid.

B. Notwithstanding anything herein, Employer shall have no obligation to pay any of Severance Compensation set forth in subsection A of this Section, if the Employee is terminated for one or more of the following reasons:

(i) the commission by the Employee of any embezzlement or other deliberate and premeditated act of dishonesty toward the Employer as determined by an

independent third-party investigator appointed by the City;

- (ii) the conviction by the Employee of or the pleading by the Employee of *nolo contendere* to a felony;
- (iii) willful damaging of the Employer's real or tangible property, as determined by an independent, third-party investigator appointed by the City;
- (iv) the abuse of alcohol, narcotics or other controlled substances on the job to the extent that an independent, third-party investigator finds that it has materially affected the Employee's ability to efficiently perform services under this Agreement;
- (v) willfully causing physical injury to any other employee of the City as determined by an independent, third-party investigator appointed by the City;
- (vi) In the event Employee's employment with the City is terminated for misconduct as defined by reference to Section 443.036(30), Florida Statutes (2026), as may be amended from time to time;
- (vii) Employee's violation of Code of Ethics for Public Employees, Chapter 112, Part III, Florida Statutes, as may be amended from time to time, as determined by the Florida Commission on Ethics or a court of law;
- (viii) If the Governor of the State of Florida removes the Employee from office, pursuant to Section 112.51, Florida Statutes, or a court of law, the state government or the federal government otherwise lawfully removes Employee from office;
- (ix) Failure to comply with the residency requirement by Employee under Section 19 of this Agreement; or
- (x) a final, non-appealable determination by a state or federal court that Employee has committed sexual harassment of any other employee of the City.

#### **Section 14: Automatic Termination Without Severance Compensation**

This Agreement shall terminate automatically upon the death of Employee; the conviction of, or the entry of a plea of guilty or *nolo contendere* by, Employee for any felony; or the physical or mental incapacity of Employee which renders her unable to perform her duties hereunder and which lasts for 90 consecutive calendar days. Upon any such automatic termination, neither

Employer nor Employee shall have any further obligation or liability under this Agreement and Employer shall have no obligation to pay the Severance Compensation.

### **Section 15: Voluntary Resignation**

Employee may voluntarily resign her position as City Manager and terminate this Agreement upon giving at least thirty (30) days advance written notice to the Employer with copy to all members of the City Commission. If Employee voluntarily resigns her employment, the Employer shall not owe Severance Compensation.

### **Section 16: Performance Evaluation**

Employer shall annually review the performance of Employee at the first regularly scheduled City Commission meeting in the month of January and any merit pay increase approved by the City Commission will be effective on January 8<sup>th</sup> of each year. Neither the contents nor outcome of said review nor the Commission's decision on a merit increase shall operate as an alteration to or amendment of any provision of this Agreement.

### **Section 17: Hours of Work**

Employee recognizes and understands that the position of City Manager shall require her full-time attention and accordingly agrees to devote all time necessary to fully discharge her duties. It is recognized that Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

### **Section 18: Outside Activities**

The employment provided for by this Agreement shall be Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to Employer and the community, Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with her responsibilities under this Agreement. Any such undertakings will be disclosed in advance and in writing to the City Commission.

### **Section 19: Residency**

City Charter Section 4.01 requires the City Manager to take up residence in the City of Winter Park within one (1) year after the effective date of appointment as City Manager, unless

otherwise waived by the unanimous approval of the City Commission. Employee agrees to become a resident of the City of Winter Park within one year of the Term Commencement and Employee further acknowledges that her continued residency thereafter is a condition of employment, unless waived by the unanimous approval of the City Commission. A one-time relocation stipend of \$15,000.00 shall be paid by Employer to Employee on or before January 31, 2027.

## **Section 20: Indemnification**

Employer shall defend, save harmless and indemnify Employee against any and all claims, lawsuits, administrative proceedings, losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings (including attorney's fees at trial and appellate levels), tort claims, professional liability claims or demands or other legal actions, whether actual or threatened, arising out of an alleged act or omission which occurs in the scope and course of Employee's employment as City Manager or as permitted by Florida law resulting from the exercise of her judgment or discretion in connection with any such act or omission, except as provided herein. Without limiting the foregoing, Employer extends to the Employee the protections afforded by Section 111.07, Florida Statutes concerning the defense of civil actions against public officers and employees. In such cases, Employee may request and Employer shall not unreasonably refuse to provide independent legal representation of Employee's reasonable choice at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend through final determination of the legal action, including any appeals brought by either party. Any settlement of any such claim must be made with prior approval of Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to settle with finality any litigation or other claim described in this Section with Employer's own funds or insurance proceeds. If Employee is a named party to any such litigation or claim, she shall have the right to decline to settle the litigation or claim as to herself, but in such event Employer shall have the right to opt to no longer defend and/or indemnify Employee.

Employee shall at all times cooperate with Employer and its counsel in any such litigation or claim, including after Employee's employment hereunder ends for any reason. Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any

litigation to which the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees (an hourly rate at equivalent pro-rated base salary of Employee when her employment terminated) and travel expenses when Employee serves as a witness, advisor or consultant to Employer in any such claim or litigation occurring after termination of Employee's employment.

However, this covenant to defend, save harmless and indemnify the Employee under this Section 20 shall not apply to: (i) acts outside the scope of Employee's employment; (ii) claims for punitive damages; and (iii) acts or omissions where the Employee acted in bad faith, with malicious purpose, or in a manner exhibiting wanton and willful disregard of human rights, safety, or property. Any attorneys' fees and litigation costs paid from public funds on behalf of Employee if Employee is found to be personally liable by virtue of acting outside the scope of her employment, or was acting in bad faith, with malicious purpose, or in a manner exhibiting wanton and willful disregard of human rights, safety, or property, shall be recoverable by the Employer against Employee in accordance with Section 111.07, Florida Statutes. This Section shall remain effective beyond termination of Employee's employment and the termination of this Agreement until the expiration of all applicable statutes of limitations for claims that could have arisen during Employee's employment.

**Section 21: Bonding**

Employer shall bear the full cost of any fidelity or other bonds required of Employee under any law or ordinance.

**Section 22: Notices**

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

EMPLOYER: Mayor  
City of Winter Park  
401 South Park Avenue  
Winter Park, Florida 32789

EMPLOYEE: Michelle del Valle  
2414 Chinook Trail

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service. After Employee moves into and establishes residency in the City of Winter Park municipal boundaries, the Employee will promptly update the Employee's address for notice purposes under this Agreement by sending written notice of the same to the Mayor, City Clerk and Employer's Human Resources Director and such address will be substituted for the above address without need for amendment to this Agreement.

### **Section 23: General Provisions**

A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions, representations or understandings by or between the parties are merged into and rendered null and void by this Agreement. This Agreement can be changed only by a writing signed and dated by both parties.

B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.

C. Effective Date. This Agreement shall become effective on the Term Commencement.

D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

E. Surrender of Equipment. On or before the effective date of termination of her employment, Employee shall turn over and surrender to Employer access cards, City credit cards and P-cards, keys, identification badges or cards and all equipment (including but not limited to, smartphones, tablets, laptops and other electronic or mechanical devices) furnished to the Employee by Employer. This subsection E. shall survive termination of Employee's

employment and this Agreement.

F. Laws of Florida/Venue. This Agreement shall be construed and governed in accordance with the laws of Florida. Venue for any litigation involving the terms, conditions and provisions of this Agreement shall exclusively lie in Orange County, Florida, or the Federal Middle District Court of Florida, Orlando Division.

IN WITNESS WHEREOF, the parties have made and entered into this Agreement.

**EMPLOYEE:**

\_\_\_\_\_  
Michelle del Valle

Date: \_\_\_\_\_

**EMPLOYER:**

**CITY OF WINTER PARK, FLORIDA**

\_\_\_\_\_  
By: Mayor Sheila DeCiccio

Date Approved by the Winter Park City  
Commission: \_\_\_\_\_