



FY2026 BUDGET

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
Marty Sullivan

Commissioners

Kris Cruzada
Warren Lindsey
Craig Russell

City Manager

Randy B. Knight

Administrative Staff

Administration

Assistant City Manager
City Attorney
City Clerk
Deputy City Clerk

Building & Permitting Services Director

Communications Director

Electric Utility Director

Finance Director

Fire-Rescue Chief

Michelle del Valle
Kurt Ardaman
Rene Cranis
Kim Breland

Gary Hiatt

Clarissa Howard

Jamie England

Wes Hamil

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

David Zusi



2026 Budget Meeting Schedule

City Manager & Department Proposed Budget Presentations	July 9
Department Presentations (continued at Worksession)	July 10
CRA Budget & Capital Planning Meeting Receive Public Input & Set Tentative Millage Rate Department Presentations (continued)	July 23
Receive Public Input at City Commission Meeting	August 13
CRA Agency Budget Adoption Receive Public Input at City Commission Meeting	August 27
Adoption of Budget » First Reading	September 10
Adoption of Budget	September 24

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 FY26 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 that is further explained in our Strategic Planning section of this document, as well as videos of all the departments' video presentations of their budget proposals to the City Commission. 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 \$233 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!

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)

[5-25 Year Strategic Capital Plan Update FY26](#)

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

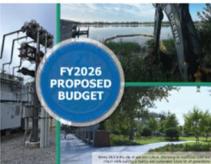


Police Website Events Jobs Media  

Residents & Guests Services Business Government Departments

Budget Information

-  [Proposed Fiscal Year \(FY\) 2026 Budget](#)
-  [FY2026 Proposed Budget presentation](#)
-  [5-25 Year Strategic Capital Plan Update FY26](#)



FY2026 PROPOSED BUDGET

2025-2026 Proposed Budget



FY2025 BUDGET

2024-2025 Annual Budget



FY2024 BUDGET

2023-2024 Annual Budget



FY2023 BUDGET

2022-2023 Annual Budget

FY2026 Department Budget Presentations 

A vintage typewriter is shown in a soft-focus, monochromatic tone. A green ribbon banner is draped vertically across the typewriter, featuring a circular emblem on the right side. The emblem contains the text 'CITY OF WINTER PARK FLORIDA' around the top and 'ESTABLISHED 1882' around the bottom. In the center of the emblem is a circular seal depicting a figure, possibly a Native American, holding a bow and arrow. The word 'CORONA' is printed in large, decorative letters across the middle of the typewriter's keyboard.

Transmittal Letter

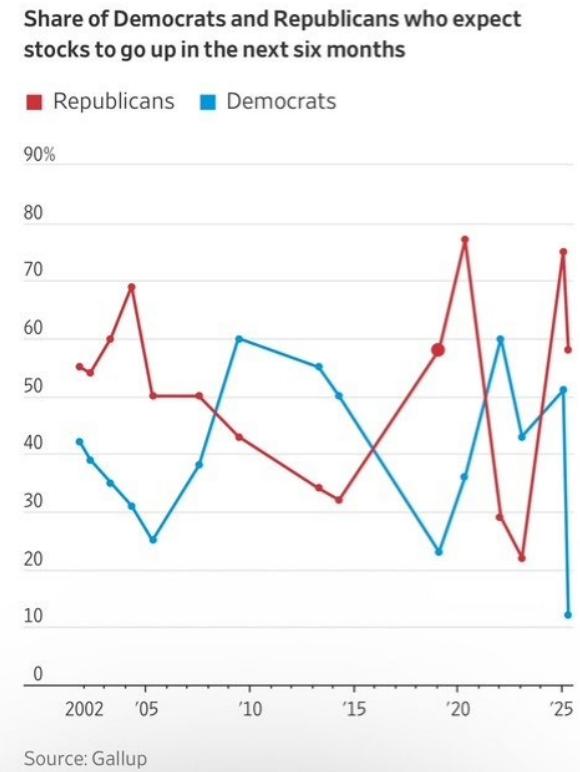
To: Mayor and City Commissioners
From: Randy B. Knight, City Manager
Date: October 1st, 2025
Subject: Fiscal Year 2026 Budget and Five-Year Capital Improvement Plan

If you're uncertain about the direction of the economy, you're in good company. Just about everyone has differing opinions. This is especially highlighted by political affiliation, as opinions about the economic outlook often hinge on who is currently occupying the White House. All this contributes to rising levels of uncertainty and coupled with geo-political tensions, it is hard to predict where we are headed.

It is difficult in a few pages to encapsulate what budget message should be conveyed in these opening paragraphs. We are entering our 5th year of elevated inflation. The long-vaunted US economy is showing some concerning cracks as job growth is slowing, the number of home buyers vs home sellers has been dropping, retail sales are down, businesses have reduced hiring, creating the largest difference in unemployment between recent college graduates and the general workforce in years. All this points to a slowing economy that is likely going to remain at an elevated new normal of inflation around 3%. This means that the city will be experiencing slowing revenue growth while still facing an elevated inflation rate.

However, revenue growth going into FY26 is estimated to be moderately strong, with a General Fund growth of 8%. It is true that government revenues tend to lag the general economy so when we start to see weakness in the overall economy then it often means that cities have about an 18-month warning before they begin to feel that downturn. Property taxes are continuing to row the boat for the city's fiscal picture, rising 7.6% and accounting for 44% of General Fund revenue. This stabilizing force is what keeps most city services humming. Its rate of growth is sufficient to support the existing level of city services, but it is limited in what it can provide in excess of just staying on course.

Wage inflation is still a real thing averaging 4 – 6% nationwide. While cooling, it remains elevated in both the private and public sector. Nowhere is this more prevalent than in the public safety arena, where competition for employees, especially police officers, has raised starting pay almost 50% in just a few short years. Operating costs are still feeling the legacy of inflation as contracted services continue to rise in price. The Forestry Division had to raise funding by 28% to keep the level of tree canopy maintenance in the city at the same standard as last year. Recent solicitations for



janitorial services for all the city-owned buildings is expected to increase close to 50%. The IT industry continues to transition to the business model of moving all software to the cloud and selling as a subscription-based model, raising software costs by 22%. The increase in vehicle prices has raised the cost of maintaining and replacing the city's fleet of vehicles and equipment by 10% and is likely to require continued increases of the same amount over the next few years to meet replacement estimates. While 8% looks like solid revenue growth, it is now difficult to provide substantial increases in levels of service at this rate.



So what does all this mean?

With revenue growth at current rates, the city can maintain its exceptional level of service, but it cannot expand it. A pair of recent announcements by the governor regarding public safety pay and hours, is putting pressure on wages in the state. This year, surplus funding is being directed to public safety pay in order to stay competitive for positions in the marketplace. The governor announced pay increases of 25% for state public safety personnel and this is now rippling throughout the state with cities like Tampa already set to have starting police officer pay at \$72k. This FY26 budget forgoes adding additional officers or firefighters, as we have done

the last two years, and instead focuses on raising pay so that starting police officers in Winter Park will be at around the mid \$60k range. Wage increases for public safety personnel will total almost \$700k in FY26¹. In addition, public safety pension costs will rise \$671k and together these two items will account for over 1/5 of all new funding expected in FY26. Additionally, the governor has recommended in HB929 that fire personnel have reduced weekly shifts with the same pay, which if this becomes the new standard in the state, would require the Fire Department to hire over 15 additional new personnel to provide shift coverage. While only a few cities have enacted this, such as Kissimmee², staff is watching this closely to see how this might affect future budgets.

The Parks Department is overdue for an update to its parks master plan which will update benchmarks for the city's parks, evaluate deficiencies, and provide important foundational information for prioritizing future projects. This is estimated to cost \$200k and is incorporated into the operating budget of the department. This will help focus future spending in the most effective manner and is expected to begin at the start of the fiscal year. As a city that cherishes its greenspaces, this is deemed as a top priority in FY26.

¹ Note that at October 1st, the city is in negotiations with the Fire union and these numbers are subject to amendment.

² The City of Kissimmee also instituted a fire services fee, essentially an expanded millage rate increase to cover the cost of fire services.

However, the rising cost of services already mentioned will use up all the remaining net new funding. This means that capital project contributions will be able to support the Capital Improvement Plan (CIP) but many new requested items had to be deferred or pushed to long-term needs in the CIP. These are more fully explained in the CIP portion of this document, but it highlights the capital constriction that has been warned about as the extra funding provided by government pandemic support through ARPA has now ended. Any new CIP projects that are not already identified in the 5-year plan, would now need to compete against existing planned projects, be funded from a grant or other source, or wait their turn in a future 6th year.

The city's utilities face a similar difficulty as the cost of materials has increased significantly over the last few years, but rates have not been raised to keep pace. The Water & Wastewater Utility normally adjusts rates according to the Public Service Commission index (PSC), however that index only increased by 2.23% for FY26 and is well below the level of cost inflation. 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. The Electric Utility has not had any kind of index-based rate increase and has had the same margin rates since 2019. This means that the utility has borne the entire cost of the last 4 years of inflation based on lowering operating costs and limiting capital spending. However, the ability to continue to hold rates but still provide safe and reliable electricity has ended, and this budget raises rates modestly. The level of increase was discussed at length during the budget process but ultimately settled at an increase of 7% to the non-fuel portion of bill, excluding the customer charge. This would normally translate to about a 3 - 4% increase to the average customer's total bill, but changes in fuel cost projections will actually cause overall bills to decline by about 7% overall, despite the rate change. 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, without the customers experiencing any immediate increase in their costs.

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 second increase for FY26 and this will add approximately \$700k in new capital to support water storage and quality improvements in the city. In addition, the city's newly expanded and extended Community Redevelopment Agency (CRA) has \$15 million allocated to stormwater project improvements throughout the downtown core and W. Fairbanks corridor.

As revenue growth slows, whether in the General Fund or the utilities, expansion of capital spending will require reduction in other areas or expanded sources of revenues. The city may be able to maintain the current level of services and the CIP outlined in this document over the next couple years, but there are always new project priorities and needs and being able to divert resources to support those projects will require hard choices.

As part of the budget process, staff will work with the City Commission and the community to review the list of unfunded items, discuss the economic outlook, and the long-term 5/25-year capital plan, to determine the most needed areas to make investment and to prioritize resources.

While there will always be reasons for concern, the city's challenges going into the next fiscal year are about issues of priority and not issues of having to cut services and routine capital investment. Chasing every issue and trying to fix everything at once is impractical and now that the Federal funding support from the pandemic is no longer available, the city's capacity to do projects will largely be constrained to what is pre-planned and placed in the 5-Year CIP. While this budget does not assume a recession in FY26, there are concerns on the horizon and visible weakening in the economy. This could just mean a return to normal growth after the post-Pandemic spike, or this could portend something worse. Regardless, the city is moving into a slower for longer growth model, where adding new services and projects will only be possible in the context of the growth rate of traditional revenue sources such as the millage rate, fees, and customer rates.

It is with this outlook in mind that we are presenting the Fiscal Year 2026 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 an 18th 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 elect expanded service options and capital projects. If there is widespread adoption of new laws regarding public safety and the city is forced to compete for new positions and higher pay increases, it seems unlikely that this could be accomplished in subsequent years without an increase in the millage.

2025 – 2026 Budget – 'Public Safety & Utility Infrastructure'

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, 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 increasing pay for Police and Firefighters to maintain staffing in a highly competitive environment, as well as investing in a new Parks Master Plan. Funding to support roads and transportation, urban forestry and tree canopy maintenance, and all other government services will remain consistent with last year, which may cause an erosion in service standards as inflation is absorbed in budgets.

Overall, the city's All Funds budget will grow by 9% or \$19 million, to \$233.8 million. Almost half of the growth will come from the Enterprise funds as increased rates for the Electric and Water & Wastewater utilities are increasing capital infrastructure investment. The city's General Fund (35%) is the next largest share of the growth with funding largely focused on Public Safety, Parks, and Public Works. Special Revenue Funds (which include the CRA and Stormwater Funds) will expand slightly, while the Debt Service fund will remain flat. The Capital Projects Fund which includes projects supported by transfers from the General Fund as well as capital spending made by the Stormwater Utility, will grow 38% and account for 9% of the share of growth in all revenues. This is due entirely to the increase in the stormwater fee which is allowing for an expansion of capital spending. Contributions from the General Fund are remaining flat as there is little room to expand capital contributions. Internal Service Funds are increasing due to an increase in the amount of funding set aside for vehicle and equipment replacement. To maintain its current fleet size, the city needs to put aside approximately \$2.75 million for FY26, this is a moderate increase (\$250k) from previous years but inflation in the cost of vehicles has been rising dramatically over the last few years. Staff is also reviewing fleet operations and service standards for FY26 and evaluating areas for improvement to help manage costs.

STRATEGIC PLANNING

Over the last few years, the City Commission and staff developed and continuously updated a 5- & 25-Year Strategic project prioritization and funding model which informs the priorities of the budget. Over the summer months of FY25, the Commission will be evaluating strategic capital planning and setting priorities for future budget years. With cost pressures still elevated and a pending slowdown in future revenue growth, prioritization of investments in our infrastructure will continue to be the center of attention.

The budget was prepared with our vision statement and previous strategic planning efforts as the guiding tools. In past visioning efforts, the city developed a word cloud of priorities for Winter Park under the guidance of the vision statement. ***Our Vision: Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.*** This process was completed over a decade ago and will be updated as part of the budget for FY26. This update to the strategic planning process will also allow the city to review its budget goals and evaluate them for updates.

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 17 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 \$440k 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.

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 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 \$400k and this amount has been placed in the budget.
- *Employee Pay:* The city is continuing to strive to keep pay competitive in what continues to be a difficult labor environment. The city is proposing a cost-of-living-adjustment on Oct. 1st of 2% and up to a 3% merit on an employee's anniversary date. The effect of these increases works out to an average wage increase of 4 – 5%.
- *Fees & Rates:* The world economy is now in its fourth year of elevated inflation. While this has been improving, costs for services and materials are at a much higher threshold and have been impacting the ability to continue expanding levels of service and investment in capital. Additionally, the need to expand infrastructure improvements in the utilities has necessitated increases to rates. Below is a list of the rate and fee changes that are incorporated into this budget proposal and their impact.
 - 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 2.23% increase in water and wastewater rates for FY26. This is even lower than last year's 3% adjustment and is insufficient to maintain operational levels of service and investment in capital. 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. For the FY26 budget, staff is proposing a 2% premium to the PSC index which would raise water and wastewater rates a total of 4.23%. This will allow the utility to maintain its current level of capital investment and to stop using reserves to fund obligations for the Ironbridge and Conserv II wastewater facilities. The overall increase to the average 8,000 gallon monthly customer bill will be \$3.41.
 - 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 7 cents to 8 cents for FY26 and then to a total of 9 cents in 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 begin implementing the findings of the Stormwater Basin Study Master Plans. In the past, the utility only had \$700k annually for capital improvements but in FY26 the city will have over \$1.8 million and that will grow to an estimated \$2.5 million in FY27. This increase in rates will result in the average customer bill increasing by just under \$4 a month. 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. However, the margin portion of the rates has not been adjusted since 2019, meaning that all the years of inflation in the last four years has been absorbed by operating growth which tends to average 1 – 2% annually. This level of growth is no longer sufficient to sustain the necessary investments needed in capital infrastructure and reliability improvements. The proposed budget for FY26 includes an increase in the margin portion of rates, but decreases to the fuel portion will lower overall bills for the average customer by about 7%.

- *Personnel Count:* Departments submitted 19 requests for additional full-time positions as part of their budget requests. While more positions are always helpful to operations, the proposed budget is only supporting the addition of four new emergency communications call-taker positions to assist with managing the takeover of handling dispatch for the City of Maitland. These positions will be paid for by the agreement with Maitland but will raise the overall full-time position count in the city to 575 persons. 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 reached this goal over the last few years and ended FY24 with almost \$22 million in General Fund reserves. The proposed budget is earmarking \$447k for contingency which exceeds 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 \$22.2 million by the end of FY26. As part of the budget process and highlighted throughout this document, staff will provide the City Commission with an extensive list of items that could not be accommodated with the size of the current budget and these items, if pursued could reduce or eliminate planned contributions to reserves.
- *SunRail Payments:* The city is contractually obligated to support SunRail operations as part of having a station in Winter Park. Due to delays in construction and then the pandemic, municipalities and counties were exempt from paying their contracted amounts. After many delays, the obligations for support started in FY25 and will grow by an inflation adjustment each year. The city signed an agreement with the county years ago that capped Winter Park's contribution at \$350k annually plus inflation. Recent attempts to pay for this through a county-wide penny sales tax have failed but may be resurrected at a later date. This cost is accounted for within the operating budget of Public Works.

Public Safety:

- *Police & Fire Pensions:* Pension costs for public safety employees will rise 10.4% in FY26. Costs will rise approximately \$671k and account for upward pressure on wages and benefits in the departments. Pensions are funded in accordance with actuarial estimates and often vary widely. This is discussed in more detail below.

- *Police Fire Competitive Pay Increases:* A major initiative of this year's proposed budget is an increase in pay to police and firefighters to stay competitive with the region. In the spring of 2025, the governor announced that the state would be raising pay for police and fire positions by 25%. While state pay has historically been far below levels in Winter Park, it puts upward pressure on pay in the industry throughout the state. Other jurisdictions have already been raising pay and competition for positions, especially for police officers, is extremely fierce. The city was the premium payer for public safety just a few short years ago when starting pay for an officer was \$45k. Now starting pay is expected to be in the mid-60k range and is likely to be the average in the region. The City of Tampa is already at \$72k and the City of Sanford recently announced pay at \$66k. The budget includes just under \$700k in pay adjustments for public safety which has a corresponding impact on the growth rate in personnel costs and in the Fire and Police budgets. Due to the urgency of being able to retain and attract these positions, both Chiefs have agreed to waive the addition of net new positions that had been previously planned in favor of increasing compensation. Maintaining the competitiveness of public safety positions at the city is going to increasingly put pressure on future budgets and with revenues likely to continue slowing in the future, this indicates that future balanced budgets will be difficult. Of the total revenues received by the General Fund, property tax revenue from the millage rate
- *Police Capital:* The Police Department sets aside \$200k annually in the CIP for capital investments. In FY26 this will be used for continued replacement of the Motorola emergency communication radios as well as access controls at the public safety building. Access controls improvements will enhance safety and security at the Public Safety Complex by upgrading the hardware and software behind the electronic doors and locking systems. This project is expected to be funded over multiple years.

Building & Permitting:

- *Permit Activity:* Permit revenue in the current year has been high, mostly due to some large development projects being developed at Ravaudage, Orange Avenue, and Rollins College. Overall, the outlook is for slowing activity as concerns and cracks in the economy are starting to show. Higher interest rates have made construction loans difficult, and some developers have commented that the equity portion of deals required by banks is increasing. As uncertainty seems to be the current outlook, this will also have a more chilling effect on development in the city. Building and permitting revenues are largely restricted for use of enforcing the Florida Building Code, so a portion of excess revenues generated here do not accrue to the benefit of the General Fund's unencumbered reserve balance. Budgeting for permitting revenue is often quite difficult as Winter Park's permitting revenue is largely determined by when a few significant projects pull permits. The Building Department maintains a high level of service with 98% of inspections completed the next business day and 98% of plans reviewed and returned within 21 business days.
- *Training:* In the FY26 budget, the department is emphasizing training and education to help staff acquire additional licenses and certifications, as well as continuing to look at the use of computer software automation to improve the permitting process.

Communications:

- *Semiquincentennial*: In celebration of the United States Semiquincentennial, the Communications Department has created a 20-person Winter Park Celebrates America 250 Committee to plan and manage various events and initiatives throughout the city between January and July 2026 in honor of this anniversary. An America 250 logo, webpage and promotional materials will be developed featuring celebratory events throughout the anniversary season. As part of Winter Park's America 250 celebrations, Memorial Day will be acknowledged with a public event including a flag raising ceremony to become an annual Memorial Day tradition in Winter Park.
- *Arts & Culture Alliance*: The addition of the city's part-time Senior Advisor of Arts & Culture position allows a focused attention to increasing awareness and visibility of the city's Arts and Culture offerings in a targeted and strategic manner. The return of Arts Weekend in 2025 was an inspiring success and encourages the community to support and enjoy arts in Winter Park. This upcoming fiscal year will be focused on enhancing Arts Weekend, continuing the cultivation of stronger relationships with local and regional organizations, and supporting the continued implementation of impactful marketing campaigns and promotional assets targeted to the diverse audiences of the Alliance members.
- *Public Art Advisory Board*: The PAAB completed an online inventory of the city's entire public art collection including the Winter Park Sidewalk Art Festival "Best of Show" collection and all other public art pieces in public spaces. Funding will support marketing and promotional efforts for future sculpture installations at Seven Oaks Park, printing of the online public art collection brochures, and development of promotional items to promote public art initiatives. The city also provides 10% of the net surplus of general fund revenues in excess of expenses towards the promotion, installation, and maintenance of public art.

Community Redevelopment Agency (CRA):

- *Revenue Growth*: Tax Increment Financing (TIF) revenue is projected to grow 7.9% (CRA I) and -0.06% (CRA II), for a blended growth rate of 6.2%. Since its inception, the CRA has increased taxable values in the district by over 500%. This is also the first year the CRA will collect increment revenue from CRA III (West Fairbanks). This supports 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. Over the past year, staff has worked in coordination with Orange County on the successful execution of a CRA extension and expansion to address several public infrastructure elements. This year's budget includes stormwater projects for the Canton Avenue area, Martin Luther King Jr. Park area basin, and West Fairbanks area. In addition, staff is finalizing its coordination with the public on creating the 'right-mix' between preservation and enhancement of the Community Playground. This effort has included several board meetings through the Parks and Recreation Advisory Board, CRA Advisory board, CRA Agency, stakeholders, and invitations to the community at-large. The CIP also accounts for multiyear allocations to the 17-92 Streetscape improvement. The project will include improvements to landscape, lighting, curbing, and other hardscape enhancements. Finally, per board direction, staff is moving forward with ideas for improvement at the intersection of Denning/Fairbanks. There is a need to improve the stormwater system in the area, and with the acquisition of property adjacent to the sinkhole area, staff is evaluating public benefit.
- *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 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 160 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 70 businesses since its creation. Finally, as a result of the work in concert with the city's economic development advisory board, the CRA also adopted a CRA retail build-out program which encourages a similar match for interior improvements for select businesses in its commercial corridors.

Electric Utility:

- *Undergrounding Funding & Cost Inflation:* The Electric Utility is significantly 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 FY26 will be 13% or just over \$1 million higher, bringing the total investment to \$9.2 million. This will help address the additional cost of including service drops to each home when streets are put underground. When the policy of including service drops to properties was included as part of the undergrounding program, there was no additional funding adjustment made and the costs for doing this are now being accounted for in the FY26 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.

- *Fuel Costs & the Power Portfolio:* The Florida Municipal Power Corporation (FMPA) is the city's primary power provider picking up the majority of the city's 100 MWh power portfolio after about 10% from OUC and 20% from solar power, and Duke Energy providing transmission power 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 FY26.
- *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 reliability 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 of them 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 years. The CIP for the utility now includes annual funding of \$800k - \$900k to provide for ongoing replacement of transformers. This will allow the utility to go ahead and purchase one now, so that it can be ready in three years. In addition, the budget and CIP also include funding for ongoing repairs and maintenance to substations 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 FY26 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 expand 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:* The utility is funding additional building improvements that will support renovating the offices in Building 14 for \$150k as well as contributing \$200k to refurbish building 4 to match the needs of the department, both current and future.
- *Rate Comparison:* Winter Park routinely enjoys 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 33% below Duke Energy. The City Commission and Utility Advisory Board had long discussions during the budget process about the appropriate rate level required to maintain the system's reliability and to invest in future infrastructure. Ultimately the boards agreed to raise rates by 7% on the non-fuel portion of the bill. This would normally result in about a 4% increase to the average customer's bill, however fuel adjustments for rates in August have caused overall bills, for the time being, to be almost 7% lower for all customers despite the non-fuel rate increase.

Fleet & Equipment Management:

- *Equipment Replacement Funding:* Anyone purchasing a vehicle in the last few years has noticed that the price of cars has increased significantly. The average vehicle now sells for over \$50k in the US and this increase in cost has also applied to everything from police vehicles to fire trucks and heavy construction machinery. For FY25 the city set aside \$2.5 million for the replacement of necessary vehicles and heavy equipment. Staff estimates that in the next few years, over \$4 million will be required annually to support long-term replacement schedules for the existing fleet. Due to the need to increase the size of the replacement fund pool aggressively, the proposed budget will increase funding by \$250k or 10%, to \$2.75 million in FY26. This is still short of the initial Fleet request for just under \$3 million, meaning that some vehicle replacements will have to be deferred to a future year. 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 34 vehicles in FY26 with an average age of the vehicles being disposed at approximately 15 years. Some of these vehicles will have to be deferred until the following fiscal year but Fleet is still evaluating.
- *Facility Improvements:* Fleet will make several capital improvements to their facility to better support vehicle maintenance and repairs. This includes purchasing two new portable lifts for \$35k, as well as redoing the electrical and plumbing in a small storage shed that will allow it to function as a small engine shop to support the golf course and landscape maintenance equipment (\$20k). The division will also purchase an AC flush machine and transmission flush machine (\$22k). Lastly, they will install a tire storage rack for \$75k which will free up space in the facility for the ability to make repairs. Fleet will also be raising their internal billing rates for repairs by 10%. Fleet is an internal service fund, and its costs are covered by billing for repairs to the other departments. Rising parts inflation has raised the cost of operating Fleet services.

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):

- *Smart City Initiative:* The IT Department aims to enhance the quality of life in the City of Winter Park through the integration of advanced technologies and data-driven solutions. These solutions can result in improved infrastructure and services, enhanced public safety, increased operational efficiency and resource management, and improved environmental sustainability.
 - *Fiber Network:* The fiber ring connecting all city facilities is now complete and redundant circuits are being set up through the use of point-to-multipoint wireless systems.
 - *Smart Lighting:* As part of the Park Avenue Refresh project, we are adding smart lighting solutions. This will provide for the remote operation of lights, as well as proactive alerts for preventive maintenance.
 - *Smart Utilities:* IT will continue to work with Water/Wastewater, Electric, Utility Billing and Permitting to implement automated communication and work management systems utilizing AI, ERP, and GIS technologies.
 - *Public WiFi:* Expansion efforts are ongoing including adding WiFi to the West Meadow.
 - *Smart Traffic:* IT is collaborating with City Management and Public Works to implement a traffic management system and program. This initiative aims to establish the technological foundation necessary for making better real-time decisions and improving traffic flow.
- *Cloud Services:* Many IT services and programs are transitioning to the cloud, meaning that most software and hardware will no longer be hosted on City premises. This shift offers numerous operational and cybersecurity benefits, but it also comes with a cost typically 2 to 3 times higher than on-prem costs. One major project completed is the migration to Microsoft 365. The next major cloud projects include:
 - The migration to cloud based SAAS version of the enterprise resource planning (ERP)software.
 - Implementation of the cloud-based version of Laserfiche
 - Configuration and implementation of multiple cloud-based servers and services.
- *Physical & Cyber Security:* The projects outlined below will enhance the confidentiality, integrity, and availability of City data.
 - *Physical:* The Department will continue to make improvements to physical security at city facilities provided through the IT infrastructure fund. The goal is to modernize any hardware and software that's running on legacy software. the end goal is to implement a single, modern, integrated, secure solution.
 - *Security Information and Event Management (SIEM):* Continue to add more data sources to our SIEM solution. This enhances the capability to detect, respond to, and manage security threats effectively. This tool consolidates security data, offers real-time monitoring and alerts, supports compliance initiatives, enables advanced threat detection, and facilitates incident response, thereby enhancing the overall security posture.

- *Network:* Ensure reliable and secure network infrastructure. This includes the potential conversion to a software-defined network architecture and replacement of end-of-life network equipment to ensure secure and reliable network communications.
- *Backup & Disaster Recovery:* FY26 will include revamping the IT disaster recovery plan to include cloud and on prem data backup in order to reduce disruptions due to data loss.

Natural Resources Department:

- *Natural Resources, Resiliency and Restoration Initiatives:* Following the allocation of \$3.2 million in federal funding, the department has launched a series of large-scale restoration and resiliency projects focused on enhancing the city's capacity to withstand extreme weather events, protect natural ecosystems, as well as improvements vulnerable stormwater infrastructure. To further support these initiatives, the department secured an additional \$700,000 in grant funding, allowing continued progress on hurricane and flood mitigation, ecological restoration of sensitive natural areas, and infrastructure upgrades to protect water quality and reduce flooding risks.
- *Lakes Preservation Initiatives:* With the integration of smart technology, electronic data entry systems, and online permitting platforms, the department is modernizing its approach to lake preservation and aquatic plant management. These advancements improve both efficiency and transparency across key program areas. High-priority capital improvement projects, such as dredging Howell Creek north of Lake Maitland and the Genius Canal connecting Lakes Mizell and Virginia, are essential to maintaining lake accessibility and preserving the aesthetic and ecological integrity of the city's iconic lakes. As part of broader restoration goals, over \$100,000 in grant funding was invested in Howell Branch Preserve, leading to the treatment of invasive species and the planting of more than 7,000 native plants and trees.
- *Keep Winter Park Beautiful & Sustainable (KWPBS) Initiatives:* With the support of \$50,000 in supplemental funding for Keep Winter Park Beautiful & Sustainable (KWPBS), the division will continue to expand community-focused sustainability and beautification projects. These efforts not only foster environmental stewardship but also advance the city's vision of a cleaner, healthier, and more sustainable Winter Park:
 - *Waste Diversion Education & Awareness:* Promote recycling, composting, and waste reduction through outreach campaigns and programming.
 - *EV Awareness & Energy Efficiency Education:* Host events to highlight electric vehicle benefits, charging infrastructure, reducing carbon footprint, provide information and tools on solar energy adoption, and support emission reduction efforts.
 - *Public Education Campaigns:* Continue "Fertilize Responsibly" and "Healthy Shorelines" programs to protect water quality and natural ecosystems.
 - *Community Partnership Building:* Collaborate with local organizations to expand reach and improve access to sustainability resources.
 - *Food Insecurity Reduction:* Install and support community gardens to enhance local food access and resilience.

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. Staff is still in the process of integrating to the new system but hopes to be able to release the final polished version of the budget in this new format by the late fall of 2025. Lastly, the city will be able to generate online and traditional reports that tie to live financial data so that custom reporting can be created and distributed both internally and externally.
- *Grant Support:* The city has been very fortunate that FY25 has been the city's most successful in terms of grant dollars awarded. The OMB team partnered with the Winter Park Playhouse to apply for, and received, an \$8 million grant through Orange County's tourist development tax (TDT) program, to purchase the current site where the theater is located and to make renovation improvements that will modernize the building and increase seating capacity by 50%. Staff was also awarded \$5.1 million in a wastewater resiliency and capacity grant through Community Development Block Grant funding, to be able to complete the Ravaudage lift station and force main project. This will greatly expand capacity in the system and mitigate against future rainwater intrusion in times of severe flooding. This project will be supported by \$3 million from the Water & Wastewater (W&WW) Utility. The city was also awarded \$1.125 million in grants through the Department of Environmental Protection (DEP) to support stormwater work at Canton and Shoreview. These projects are currently underway or will start in FY26 and are supported with matching funds and additional project funds from the CRA. The Police Department also received over \$200k to support the hire of additional police officers. For the purpose of the budget document, projects to be funded by grants are typically not placed in the CIP until a grant is confirmed or deemed likely. Currently the city has a number of grants pending with multiple agencies including MLK basin stormwater, generators for lift stations, and others.
- *Awards:* For over 30 years the City of Winter Park has received that Government Finance Officers Association (GFOA) for excellence in budgeting. The Finance department has also received their Annual Comprehensive Financial Report (ACFR) award for many years, but this current fiscal year also saw the city receive 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.
- *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. Pricing has skyrocketed for many materials and waiting times of over two years were not uncommon. The supply chain disruption seems to have calmed down and FY26 appears to have fewer areas of concern for delays, but due to the issue of needing to have ample supply and a two to three times increase in the cost of some items, the average size of utility inventory has more than doubled to \$10 million on average. This is expected to drop in FY26 as the large stock of transformers sitting in inventory get deployed into the field. Despite the size, the cycle count accuracy of items under management is greater than 99%. In FY26 the warehouse will

undertake a significant project to reinforce the surface of the Electric materials laydown yard. Settling over the years needs to be addressed and the project is funded through the utility and expected to cost \$150k.

Organizational Support:

- *Funding Mechanism:* The City Commission approved a funding mechanism for outside organizations which allocates a 1/4% 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 \$442k. Existing long-term recipients of support will receive an inflation adjustment of approximately 4%. The city estimates that it will have approximately \$142k available in funds that could be allocated to additional organizational support or it could be held in reserve as areas of concern in the budget are more fully evaluated over the course of the coming budget year. Staff collects requests from interested and eligible non-profits throughout the budget process and provide these to the Commission for consideration. The reality of non-profit support is that there will always be more worthy causes than there are resources for a city of Winter Park's size to support. This highlights the need for the city to consider adopting support guidelines as it applies to non-profits so that giving can be aligned with strategic vision or tied to those that provide a municipal service or operate a municipal facility. A list of the organizations and their support levels can be found in the Budget Highlights section of this document.
- *Library:* The Winter Park Library continues to experience strong and consistent usage, with over 45,000 visits recorded from January to March 2025. Attendance at classes and events, circulation, and public Wi-Fi usage have all shown quarter-over-quarter growth. To meet rising demand, the Library expanded its public hours in 2024 by opening on Sundays from 12-6 PM—bringing total weekly open hours to 72. This makes the Winter Park Library the most accessible public library in Central Florida in terms of open hours.

For FY26, the library has requested a 4% increase in funding to address rising personnel costs. This results in \$2.1 million in support from the City's General Fund and \$387,000 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 more community engagement.

The library's performance remains exceptional. It is currently ranked #1 in circulation, #2 in library visits, and #2 in program attendance statewide among peer libraries. It is also the #1 children's library in the State of Florida. The Star Library program is on pause in 2025, per Library Journal. However, a recent market analysis shows that Winter Park Library has exceeded the necessary benchmarks in 6 out of 8 measured categories, positioning them well to earn a Star Rating if the program is reinstated.

In 2025, as it celebrates 140 years of service to the Winter Park community, Winter Park Library was honored to host the prestigious Library Journal Design Institute—marking the first time the event was held in Florida. Additionally, the library achieved certification as a Family Place Library, becoming one of only two libraries in the state to receive this distinguished designation.

Parks & Recreation:

- *Parks Master Plan:* In part of accreditation, and in order to continually evaluate performance, the Parks Department has allocated funding to perform a Parks Master Plan update. This significant work will take place throughout FY26 and is expected to cost \$250k. It is one of the largest single additions to the Parks budget that affects the growth in operating costs for the budget year.
- *Events Center:* The Events Center has already had 165 rentals in FY25 (though May 2025) with the majority of activity centered around weddings, non-profit & corporate events, and special occasions. The first quarter of 2026 is filling up, demonstrating sustained demand and high client retention. Notable repeat clients include Orlando Health, Advent Health, League of Women Voters, and City Year Orlando. Revenues continue to be in line with expectations at about \$650k - \$700k annually.
- *Capital Investments:* \$1.53 million will be invested in enhancing the city's numerous parks and venues.
 - Golf Course Improvements (\$410k): Bunker refurbishment and ball tracking technology.
 - Tennis Center (\$200k): Grant application for funding to replace 8 hardcourts.
 - 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.
 - Landscaping Office (\$150k): The existing structure is dilapidated and needs to be replaced.
 - General Parks Major Maintenance (\$50k): Funding to support capital replacement needs as identified throughout the year.
 - Howell Creek Retention Pond Improvements (\$650k): Funded largely by an expected donation from private citizens of \$400k, the City Commission voted to utilize some originally planned contingency to provide the remaining \$250k to complete this project. This will clean up the retention area and add some walkability elements to the site.

Planning:

- *Plan Updates:* With the update to the Comprehensive Plan in 2023 and the expansion of the Community Redevelopment Area (CRA) to include West Fairbanks, the department will integrate the new policy for West Fairbanks Avenue into the Land Development Code to encourage redevelopment and continue annexation efforts in the area. Additionally, the department will work to simplify the sign code for commercial development citywide and develop architectural design standards for commercial areas not included in recent updates. This will be done in collaboration with the city's Urban Design Advisor, and funds are included in the contractual services portion of the budget to accommodate this.

- *Historic Preservation:* The FY26 budget includes funding for commemorative plaques at designated historic properties and a home rehabilitation program for historic structures. The department will also develop marketing videos and outreach materials to promote Historic Preservation initiatives, including the city's historic designation, rehabilitation programs, and incentives, which are funded at \$108,000 annually. Furthermore, the city's Historic Resources Survey—last updated in 2013—will be revised using funds from the Planning Department's budget and the Historic Preservation Trust Fund.

Public Works & Transportation:

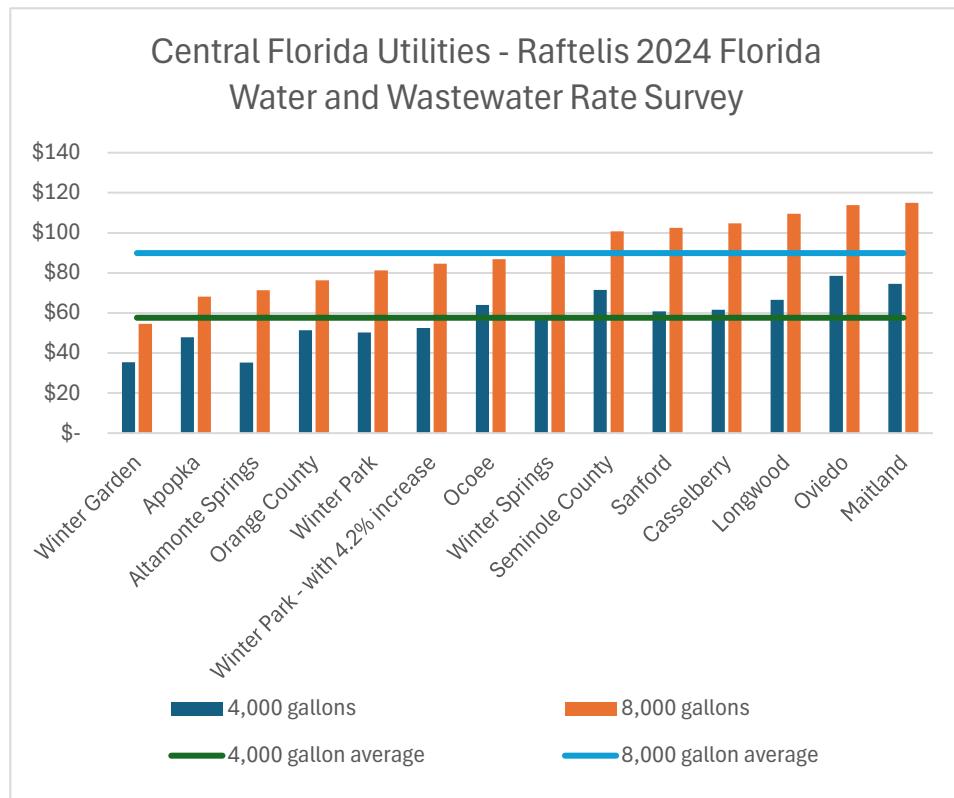
- *Stormwater Master Plan Implementation:* The Stormwater budget includes that the annual assessment fee per impervious square foot, be raised by one penny to eight cents in order to support major infrastructure and project needs. This was part of a City Commission approved plan to raise the overall rate by one penny a year for three years. The Stormwater Fund has long been fiscally constrained by a lack of organic revenue growth 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 meet demand. The CIP portion of this document includes more detail on the potential projects, and funding for FY26 capital improvements will increase by a third to above \$1.8 million.
- *Brick & Asphalt Resurfacing/Sidewalk & Bike Path Repairs:* The proposed capital plan maintains funding to meet the goal of keeping 85% of our roads at a PASER rating of 6 or above, and repaving 9 miles of asphalt road lanes. The plan also provides for approximately 10,000 square feet of spot brick repairs throughout the city. There is also some limited expanded funding for contracted road repairs at \$100k, however the Public Works Department could easily deploy additional capital if it was available to accelerate road repairs. With slimming revenue growth and higher costs, the city will need a funding solution to keep pace with the current standard. The department had requested an additional expansion of funding of over \$400k to expand repair efforts, however this was unable to be accommodated due to budget constraints.
- *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:* The Facility Management Division is responsible for the maintenance and operation of city facilities, including fire protection, HVAC, plumbing, electrical, janitorial, painting, and project management. Each of these areas has equipment with life cycles and replacement of equipment occurs at the end of its life cycle or if the cost to repair is excessive. The list of needs is long and has been an area which is requiring

more funding each budget year in order to replace and maintain building systems in an appropriate manner. The list of needs funded by capital contributions to the Facility Replacement Account in the CIP are estimated to include the following planned projects for FY26 at a cost of \$925k:

- Replace remaining fire alarms to cellular (2 buildings)
- HVAC replacement: Replace HVAC units that have reached end of life, shown signs of potential failure, or those that have been deemed inefficient. In addition, such energy efficient improvements were identified in the studies conducted for city-owned facilities to reduce carbon emissions and assist with achieving renewable energy targets for a more sustainable future.
- Replace non-insulated City Hall Windows for energy efficiency and aesthetics
- Update non ADA-compliant restrooms at the Gun Range
- Full building painting/metal protection at city compound

Water & Wastewater Utility:

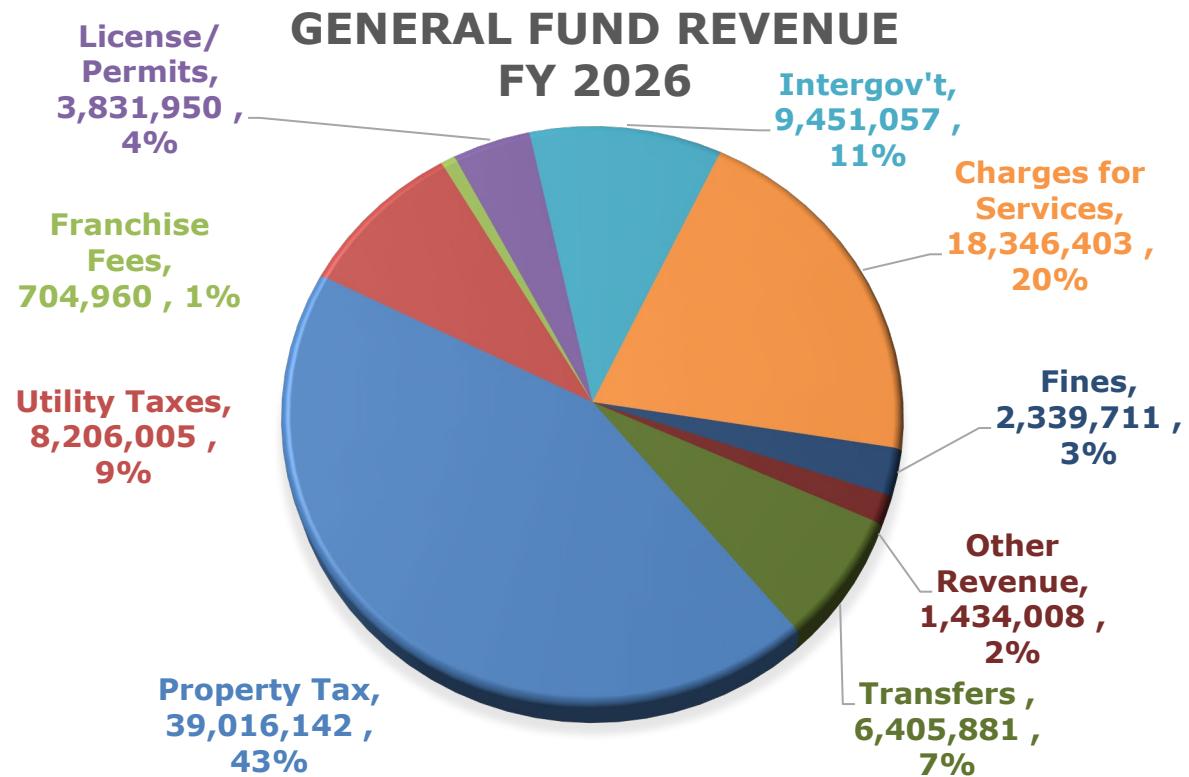
- *Special Incentive Pay:* Utilities give a pay premium for on-call employees to be available 24 hours. This pay rate has been increasing substantially in neighboring utilities and the city is now raising its pay to compete. Some of the hardest positions to fill have been in the W&WW utility, and this is expected to improve vacancy and turnover. This accounts for a significant portion of the change in personnel costs in the utility.
- *Rates:* By policy, the city references the Public Service Commission price index for water and sewer rate comparisons each year. For FY26 the adjustment will be 2.23%, 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 4.23%. Even with the increase, Winter Park will still remain below the average for both 4,000 gallon and 8,000 use tiers. 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 reduce the use of fund balance to support interlocal agreements.



- *Capital Investments:* The utility is budgeting almost \$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. 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 FY26. 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.

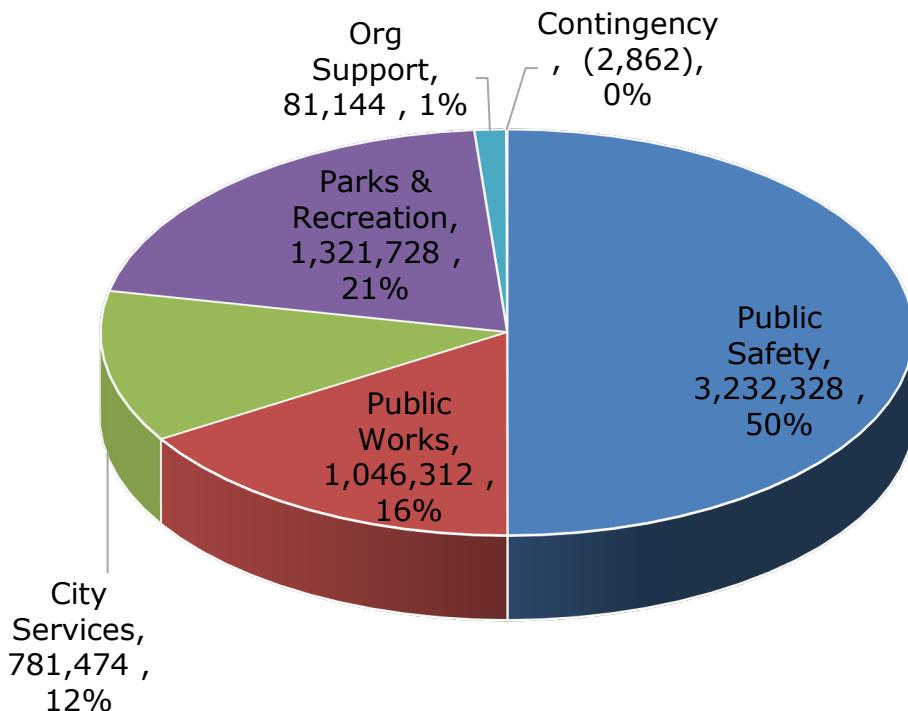
REVENUES



Revenue growth in the General Fund is expected to climb 8% when excluding reimbursements. However, this reasonably strong revenue performance is being met with a host of wage and operating inflation pressures that are still persistent even into the 4th year of elevated inflation. Property taxes continue to be of great importance to the city, making up 44% of total revenues, though the rate of growth at 7.8% is less than last year and well below the rate of growth two years ago when it exceeded 10%. Utility tax revenue and Transfers will climb due to increases in electric and water rates. Charges for Services will grow modestly this year mostly due to inflation in the solid waste contract and billing for serving as Maitland's emergency dispatch. 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 had an unexpectedly strong FY25 due to the completion of some large projects at Ravaudage, Rollins College, and on Orange Avenue.

The General Fund Budget was prepared with no proposed increase in the tax rate, keeping it steady at 4.0923 mills for an 18th year, and lowest overall millage rate of a full-service city in Orange County. However, the ability to do anything beyond the status quo will become an increasingly difficult issue for future budgets as slowing growth meets continued inflation. Future commissions may want to consider an increase in the rate to prevent the erosion of services or deferred maintenance of infrastructure.

Distribution of Expenditure Growth FY26 Budget
(Excludes Reimbursements & Non-departmental)



USE OF FUNDS

Personal Services, which covers wages, reimbursements, non-departmental, and benefits will increase primarily due to wage inflation (4 - 5%), the addition of 4 new positions to handle dispatch services for Maitland (\$200k), full reflection of two new police positions that were added during 2025 (\$230k), added pay to keep police and fire pay competitive with the market (\$700k), and increases in Public Safety pension costs (\$671k). Operating Costs, which includes contracted services, will increase significantly due to generally higher costs of doing business but also due to the increased cost in providing janitorial services for all city-owned facilities and buildings which will increase costs almost 50%. In addition, operating costs will increase more than normal with the addition of funding for the Parks Master Plan (\$200k), and the increased cost of contracted tree trimming work (\$200k). Capital Outlay relates to purchases of capital equipment and in FY26 will increase substantially but it is a small portion of the budget. 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.

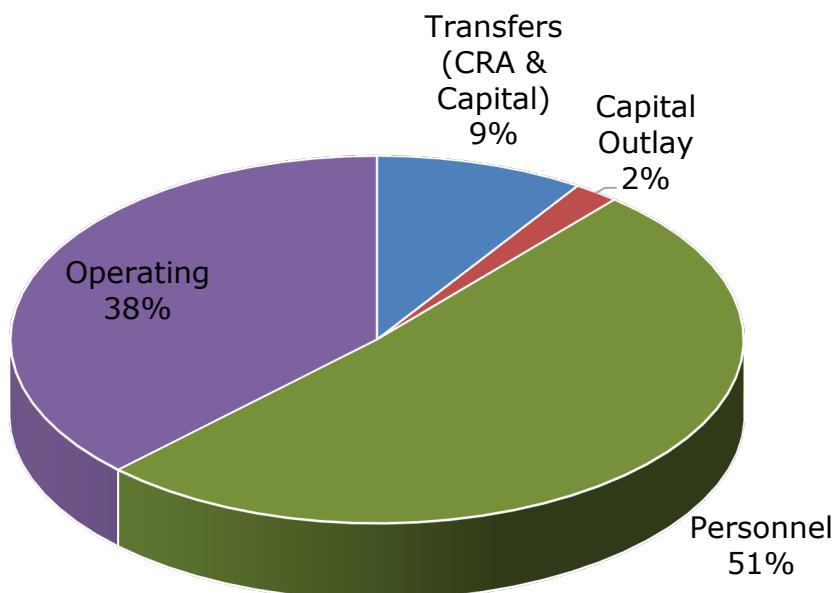
ESTIMATED APPROPRIATIONS FUNCTION:	Budgeted FY25	Budgeted FY26	Increase/ (Decrease)	Percentage Change
Personal Services	43,890,226	47,349,954	3,459,728	7.88%
Operating Costs	30,333,413	32,868,318	2,534,905	8.36%
Capital Outlay	201,000	336,000	135,000	67.16%
Transfers- CRA	4,872,880	5,206,424	333,544	6.84%
Transfers-CIP	2,468,000	2,741,250	273,250	11.07%
Transfers-Other	772,282	787,033	14,751	1.91%
Contingency	450,000	447,138	(2,862)	-0.64%
Total Estimated Appropriations	82,987,801	89,736,117	6,748,316	8.13%

Of the \$6.7 million in new General Fund revenue expected in FY26, the majority is going towards the operating functions of Public Safety, as increased pension costs, added pay competitiveness, and fully funded officer positions use up about half of all funds. Parks & Rec will use up about 21%, driven by increased Forestry and the Master Planning costs. Public Works will expand due to the increased cost of the janitorial contract and the growth in the garbage contract. All remaining city operating functions will receive 12% of the growth in revenues.

While personnel services as a category account for 60% of General Fund costs, it will only receive 53% of the use of new funds. Operating costs account for 37% of costs and will receive 40% of the new funding. Transfers and Capital Outlay account for about 10% of costs and will receive about 7% of the growth.

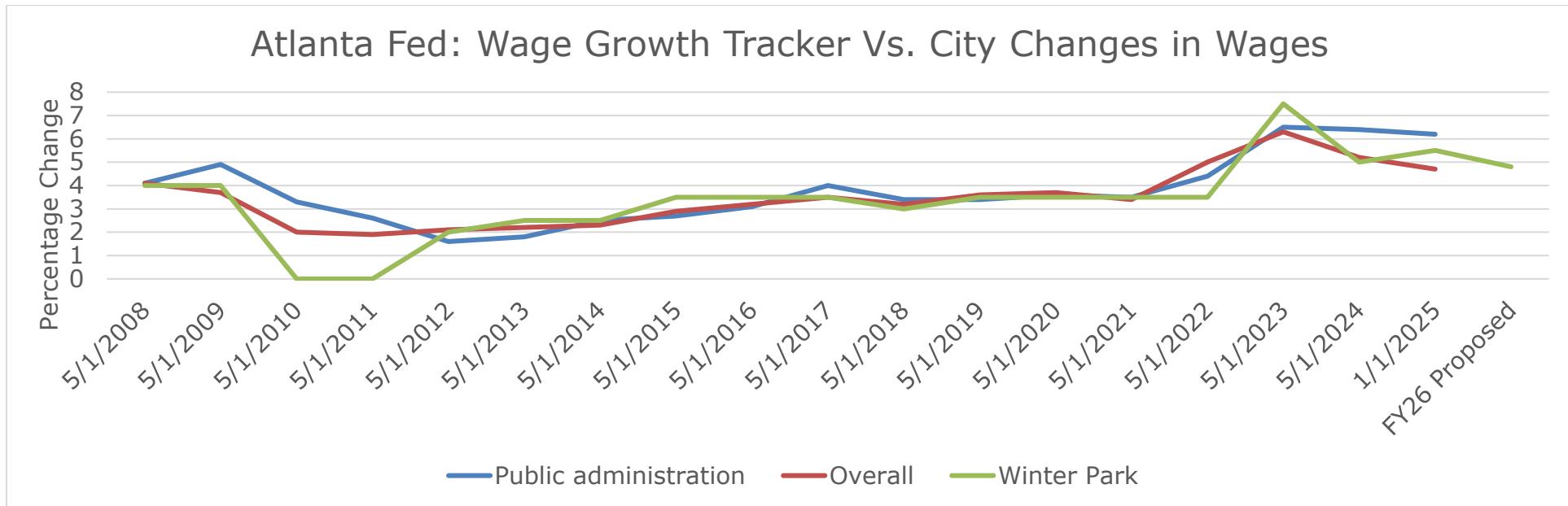
PERSONNEL

Distribution of Expenditure Growth FY26 Budget



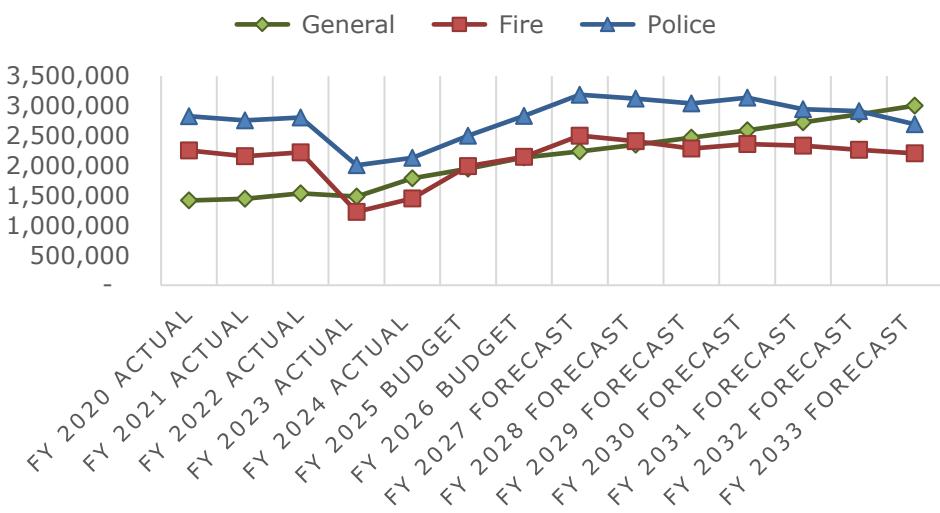
Recognizing that our people are our greatest asset, it is important that we continue to be able to recruit and retain quality, talented staff. Keeping and attracting positions has been difficult the last few fiscal years as the private sector has now started to compete for talent in the public market. 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. This has dropped average vacant positions in the city, reducing turnover. However, some areas of industry within city services are seeing increasing competitive pay, most notably in the public safety sector, and specifically for police officers. Average starting wages have risen drastically in the state this year (+25%) and that is putting pressure on all public safety pay.

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 3%. This equates to about a 4.7% increase to pay on average over the course of the fiscal year. Within the General Fund, each change in a single percent of COLA equates to \$363k, while each percent adjustment to PFP is \$202k.



While wage growth rates are moderating and starting to decline, they are still elevated above recent history and highlight the continuing tight labor pool. 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 \$3.8 million in the increase in personnel wage and benefit costs in the General Fund estimated for the next fiscal year, 18% 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 couple years have been more expensive. This is a large portion of what is driving higher costs in each of the public safety departments. Costs are expected to continue to rise as wage inflation, slowing stock market performance, and the addition of new personnel raise the costs for pension contributions. Currently the pensions stand at 85% fully funded in Fire with the 100% mark being reached in FY38, and 82% funded in Police with the 100% mark being reached in FY36. These numbers vary wildly as just three years ago the city was considered to be at 100% in both plans and market performance in this current year will influence how these figures may be revised for next year.

CONCLUSION

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

PRESENTED TO

**City of Winter Park
Florida**

For the Fiscal Year Beginning

October 01, 2024

Christopher P. Morrell
Executive Director



Overview

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,

TRIM Bill Calendar and Timetable 1

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 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.

The **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.

The **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.

The **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.

The **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.

The **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 2026 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 $\frac{1}{2}$ of 1% of budgeted expenditures. Any unspent contingency at the end of the year would be closed into reserves.	✓	
The City will maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust and ensure compliance with the adopted budget.	✓	

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

Revenues

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

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

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

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

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

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

Maintain aggressive policies on revenue collections.

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

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

Cash Management and Investments

The City will follow its adopted investment policy when handling public funds. The investment policy is contained in a separate document.

In general, the investment philosophy is safety, liquidity and return in that order of priority.

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

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

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

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

Debt Policies

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

Obtain voter approval for the issuance of General Obligation Bonds, Revenue Bonds to finance enterprises or projects which involve the purchase, lease and or acquisition of real property (excluding park land), and revenue bonds which pledge specific non-ad valorem taxes

and which have a principal value in excess of the amount specified in the Charter.

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

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

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

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

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

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

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

Limit the debt level so as not to adversely affect the City's credit rating.

Projects financed with long-term debt will have a minimum life of 20 years.

Reserve Policies

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

Emergency uses would include but not be limited to hurricanes, tornadoes, and other natural disasters, train wrecks, plane crashes,

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

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

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

Ten percent of any annual increase in General Fund balance as reported in the audited 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.



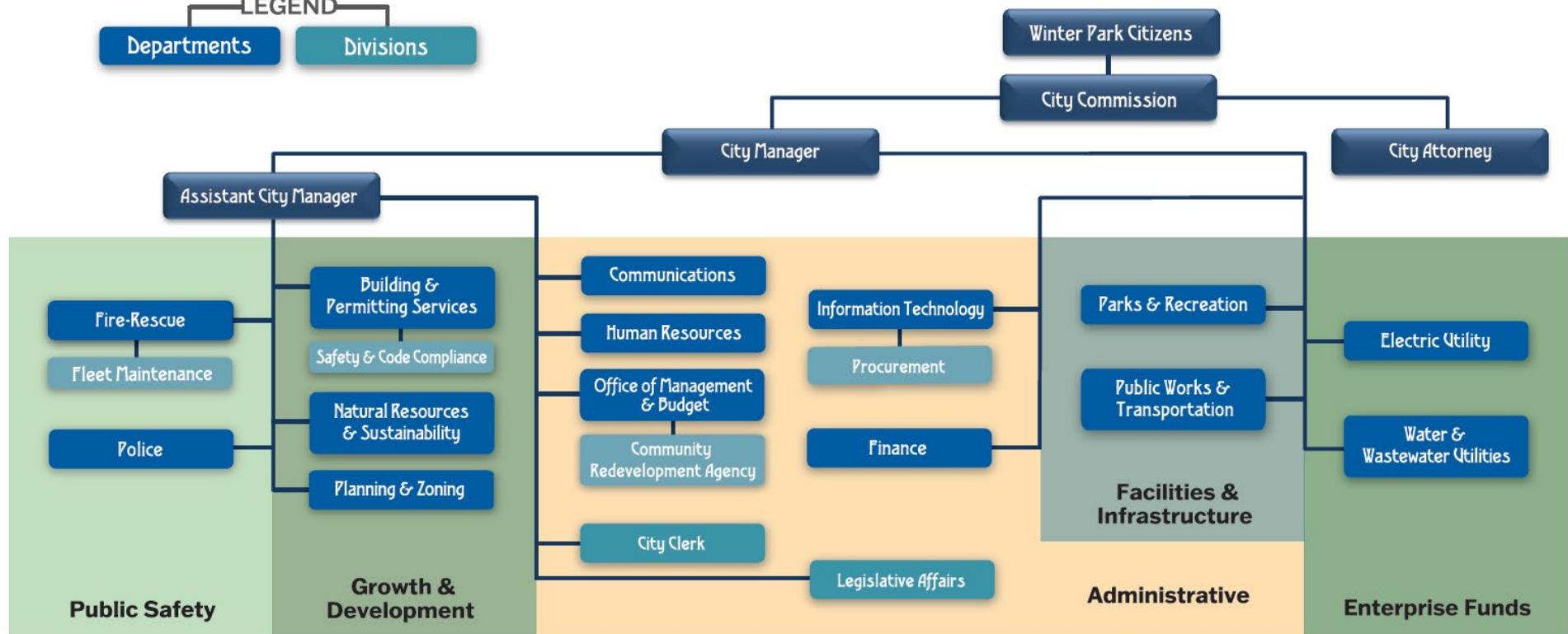
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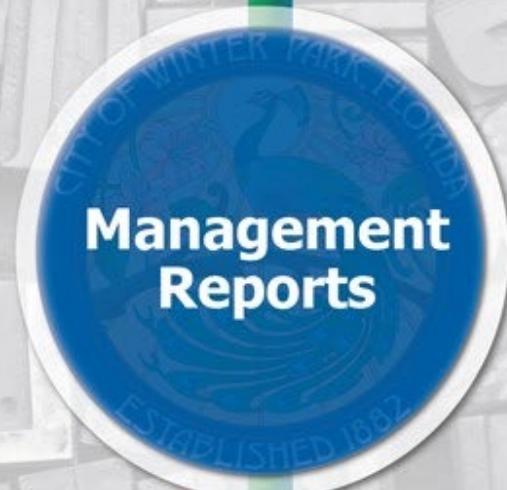
adopted NOVEMBER 2011

updated January 2025

chart

LEGEND
Departments Divisions





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 & The 5-25 Year Capital Plan

The City of Winter Park does not have a formal adopted strategic plan. However, it 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.

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 2026

The Budget Highlights section of this document serves as a summary of the financial situation of the City of Winter Park for the 2026 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
General	82,987,319	89,736,117	6,748,798	8.1%	38.4%
Special Revenue	15,059,565	15,684,372	624,807	4.1%	6.7%
Debt Service	2,610,499	2,614,586	4,087	0.2%	1.1%
Capital Projects	4,466,077	6,165,000	1,698,923	38.0%	2.6%
Enterprise	90,635,553	99,491,330	8,855,777	9.8%	42.5%
Internal Service	18,670,486	20,150,124	1,479,638	7.9%	8.6%
All Funds	214,429,499	233,841,529	19,412,030	9.1%	100.0%

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

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

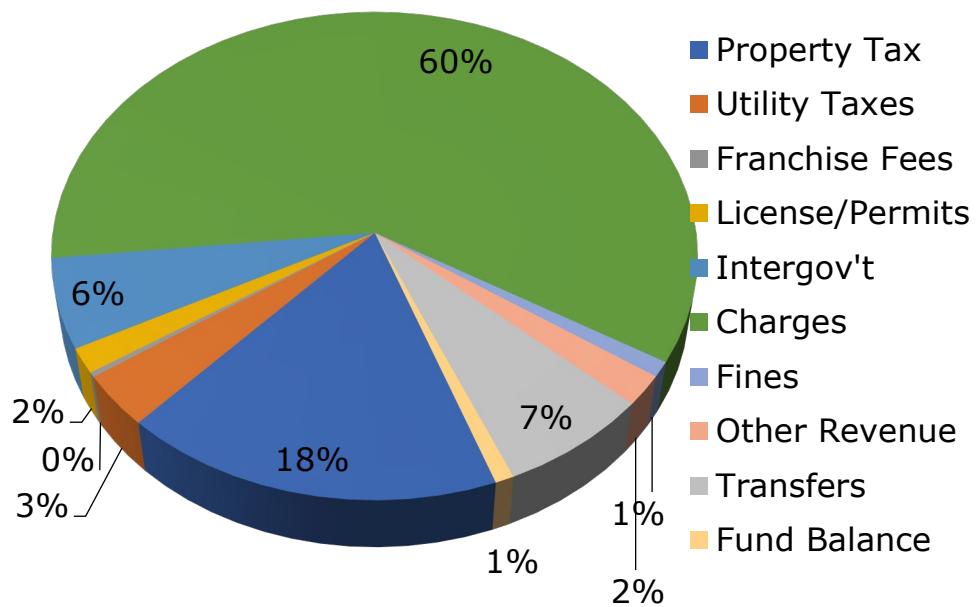
and administration. Gains in property tax revenues are still strong and make up 44% of overall revenues in the General Fund. Utility taxes and Transfers are growing due to rate increases in the utilities which increases utility tax and franchise fee revenue. Building permitting revenues are expected to remain strong as legacy developments approved in previous years mature and come online. Fines and Forfeitures are also increasing due to red light traffic camera revenue, and Other revenue is being driven higher by investment earning returns. These revenue increases are matching the demands of inflation across all types of expenses such as wage inflation needed to compete for public safety personnel, expanded technology costs as more software moves to the cloud, and an increase in contractual services and materials costs across all disciplines.

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 so a moderate increase in this source will allow it to expand its CIP spending in FY26 to pursue additional

projects and support revisions to existing project costs due to inflationary pressures. The Stormwater Fund has been placed on a much healthier trajectory with the approval last year of a three year process for raising rates by 1 penny per square foot of impervious coverage over each of the three years. This will greatly increase the scale of capital projects that were identified in the Stormwater Basin Studies.

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 2026



comes from internal payments of other city operations.

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

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. This is increasing significantly in FY26 due to the increased funding available for Stormwater projects.

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. These will grow in FY26 with proposed rate increases in each utility to be able to meet the future needs of investing in the city's extensive infrastructure networks as well as keeping pace with inflation effecting the electric undergrounding program.

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

Revenues

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

General Fund:	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Property Tax	27,511,689	30,400,942	33,818,498	36,259,683	39,016,142
Utility Taxes	7,006,666	7,533,817	7,775,483	7,531,878	8,206,005
Franchise Fees	845,244	682,947	651,705	698,755	704,960
Licenses and Permits	3,667,915	2,890,770	3,147,947	3,139,714	3,831,950
Intergovernmental Revenues:					
Sales Tax	5,798,265	5,899,575	5,756,087	5,523,509	5,695,525
Local Option Gas Tax	959,539	944,277	932,094	940,000	934,865
Other Intergovernmental	2,526,559	2,768,694	2,875,880	2,911,317	2,820,667
Charges for Services	11,566,711	13,831,675	15,458,466	16,979,138	18,346,403
Fines and Forfeitures	1,180,220	1,505,884	2,102,642	1,902,101	2,339,711
Other Revenue	(2,110,313)	1,203,777	2,569,165	1,199,325	1,434,008
Transfers from Other Funds	7,488,744	6,291,728	5,623,699	5,902,381	6,405,881
Fund Balance	-	-	-	-	-
Total	66,441,240	73,954,086	80,711,666	82,987,801	89,736,117
% Change Prior Year	8.6%	11.3%	9.1%	2.8%	8.1%

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 revenue source is continuing its slowing trend and could indicate tighter years ahead. Charges for Services will grow due to the city's handling dispatch services for the City of Maitland and their payment of this service. 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 had an unexpectedly strong FY25 due to some large projects at Ravaudage and on Orange Avenue. Utility tax and Transfer revenues are moving higher due to proposed increases to the electric and water utility rates. These rate increases raise the amount of funding received by the General Fund through utility taxes and franchise fees (reported as transfers in the General Fund). Further developments along 17/92 and Ravaudage are expected to increase permit revenues in FY26. Revenues overall, are expected to grow 8.1%.

Community Redevelopment Agency Special Revenue Fund:	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Intergovernmental Revenues	3,162,566	3,388,561	3,653,759	3,840,295	4,021,021
Other Revenue³	(1,098,174)	433,906	1,327,478	457,652	602,044
Transfers from Other Funds	3,622,600	4,039,166	4,528,611	4,872,398	5,206,424
Total	5,686,992	7,861,633	9,509,848	9,170,345	9,829,489
% Change Prior Year	-10.4%	38.2%	21.0%	-3.6%	7.2%

The CRA is seeing revenue growth of just over 7%, reflecting continued growth in Tax Increment Financing (TIF) which is based on property tax revenue and greater return on investment revenue earnings. While TIF revenue has increased every year, the rate of increase is slowing.

Stormwater Utility Fee:	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Stormwater Utility Special Revenue Fund	3,037,160	2,715,697	3,813,302	4,091,592	4,265,058
Stormwater Capital Projects Fund	550,000	700,000	700,000	1,150,000	1,875,000
Total	3,587,159	3,415,697	4,513,302	5,241,592	6,140,058
% Change Prior Year	7.0%	-4.8%	32.1%	16.1%	17.1%

³ Investment revenue makes up the majority of Other Revenue and varies widely each year because of the mark-to-market requirement in financial reporting. The city never sells its investments at a loss and holds all bonds and notes to maturity. Budget year estimates are based solely on expected interest income and not calculated on any guess at market performance.

The Stormwater Utility is seeing revenues increase due to the second year of rate increases, approved as part of a three-year increase in rates to allow for greater spending on 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.

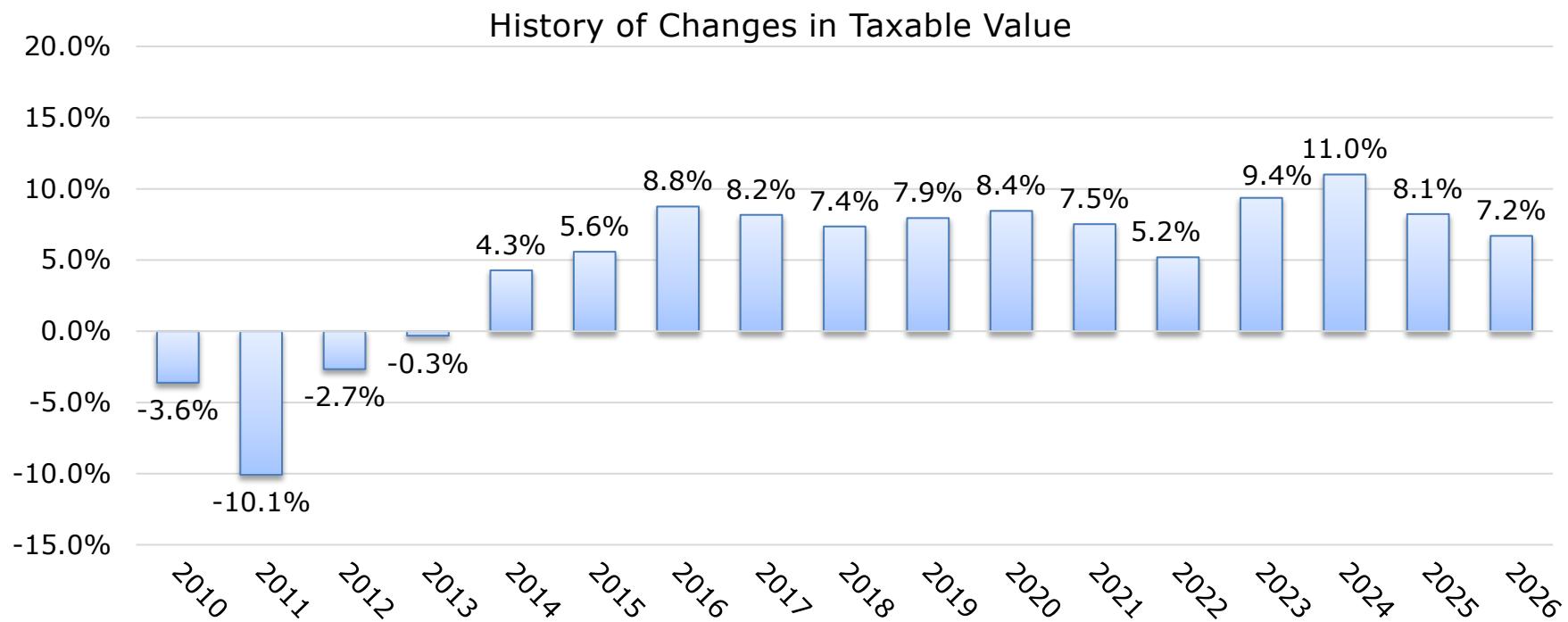
Water and Sewer Fund:	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Charges for Services	32,684,133	34,027,979	37,903,144	38,814,190	41,317,673
Water and Sewer Impact Fees	704,931	696,960	433,712	518,483	490,000
Other Revenue	(3,044,016)	700,473	1,987,538	654,509	834,407
Fund Balance	-	-		800,000	-
Total	30,345,048	35,425,411	40,324,394	40,787,182	42,642,080
% Change Prior Year	-8.3%	16.7%	13.8%	1.1%	4.5%

The Water & Wastewater Fund will see revenues grow by 4.5% due to the change in the Public Service Commission (PSC) index of 2.23% and a recommended additional increase of 2% to address cost increases for capital project needs. This is the index that the city has followed for over 20 years and adjusts annual rates in accordance with operating inflation experienced by utilities state-wide.

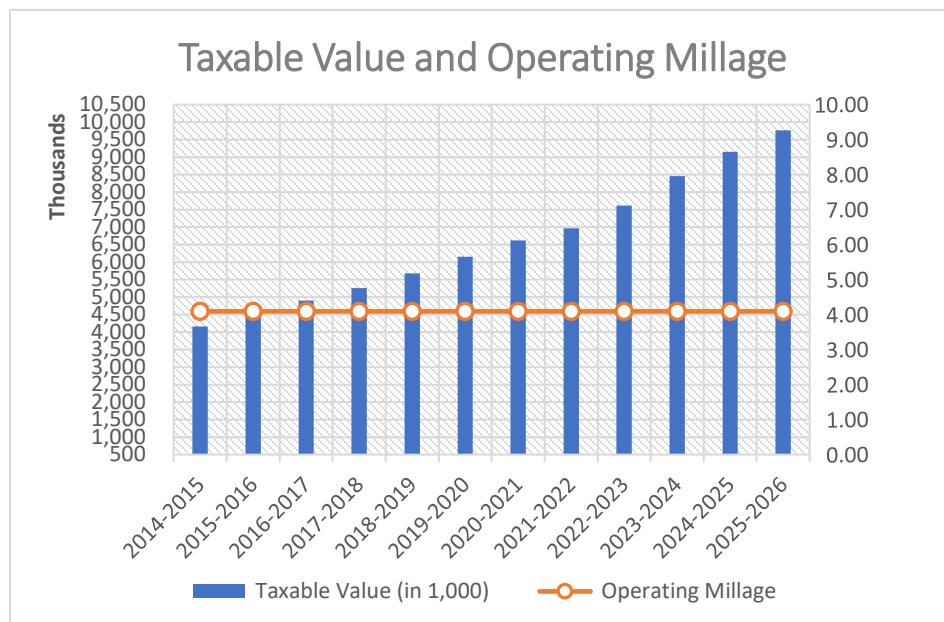
Electric Services Fund:	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Electric Revenues	59,508,448	50,044,036	47,604,769	49,512,454	54,568,251
Intergovernmental	415,460	(131)	-	-	-
Transfer from other Funds	810,758	822,890	833,827	192,750	193,221
Other Revenue	(404,942)	565,777	265,713	143,167	137,616
Total	60,329,724	51,432,573	48,704,309	49,848,371	54,899,088
% Change Prior Year	25.8%	-14.7%	-5.3%	2.3%	10.1%

Electric revenues are climbing due to higher overall expected fuel rates in FY26 as well as an increase to the margin portion of a customer's utility bill. The City Commission approved a 7.4% in these rates which will be the first increase to the margin side of the rate structure since 2019. However in early FY26 the average customer is expected to experience an overall bill that is about 7% lower because costs for fuel are currently quite low. The utility does not expect this to remain the case for the full year however most customers will not notice the shift in rates. 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.

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 come 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.



The property taxation rate, or millage rate, for Winter Park has been flat for over 17 years and the graph highlights that increases in the underlying values of property is what has increased property tax revenues over time.

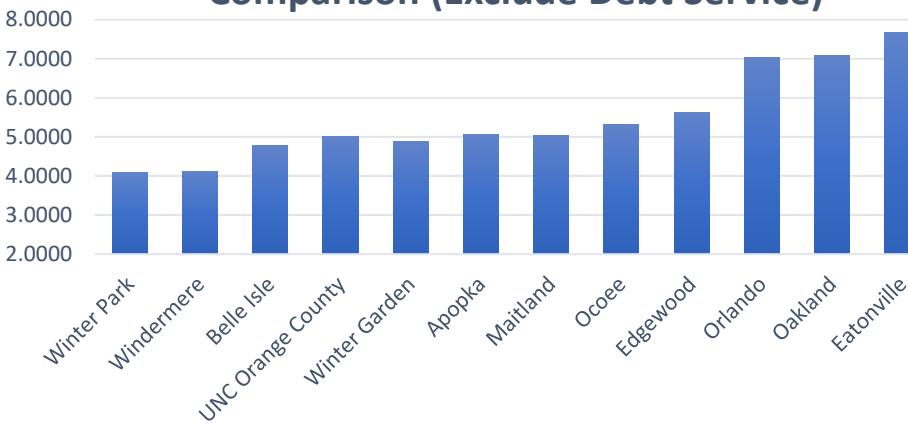
The budget was prepared assuming an operating millage rate of 4.0923 making Winter Park the only city amongst its neighbors that has not increased its tax rate since the 2009 Great Recession. This rate represents \$4.09 in property tax for each \$1,000 of taxable value.

At its July 23, 2025 meeting, the City Commission adopted 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 1/4 mill adjustment changes revenue projection in the general fund by about \$2.3 million.

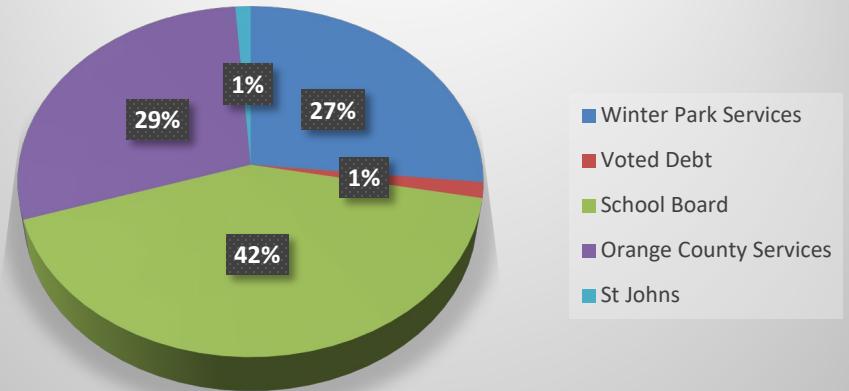
The adopted millage rate, approved with the budget in September, will be levied against property holders in Winter Park for their share of property taxes. Winter Park has one of the lowest operating millage rates among major cities in the region. Of the total amount of money that a property owner pays 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 2nd lowest overall. The voted debt service for the

2024 Orange County Operating Millage Comparison (Exclude Debt Service)



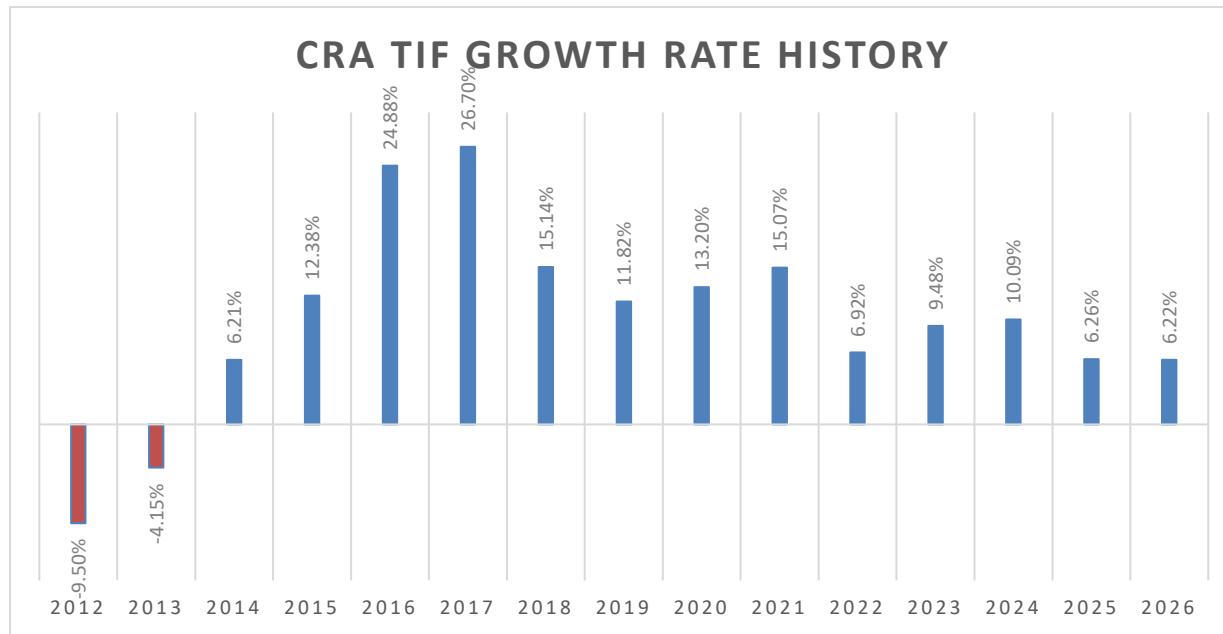
Millage Rate Allocation by Jurisdiction Adopted 2024



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

Property taxes levied each year in November are calculated based upon the value of a property as of the previous January 1st. As property tax revenue typically lags 18 months to 2 years from when a new development takes place, the CRA and the City as a whole are feeling the financial benefit of past development activity that is now being completed and placed on the tax rolls. The rate of growth in this revenue is declining over the last few years and while the city does not anticipate negative growth years like the Great Recession, it is possible to see this revenue source decline to the long-term average and limit the ability of the city to provide services in the face of persistent inflation.

The Community Redevelopment Area (CRA) is supported by growth in property tax valuations called Tax Increment Financing (TIF). TIF is a calculated formula based on how much the value of the CRA has changed since its inception in 1994, then the City General Fund and Orange County each contribute a portion of funding for the CRA to carry out the goals of its plan. Most of the major streetscape, facilities, grant programs, and major projects in the downtown have been built by the CRA, such as the Community Center, Welcome Center, Heritage Center, most of the street bricking and decorative lighting, park improvements, 200 affordable home renovations, and over 70 business façade grants. The CRA recently completed the Central Park Stage and is about to wrap up construction on the MLK Corner in MLK Park, as well as a restroom and pavilion in the West Meadow. The CRA has also been largely involved in stormwater improvements and is currently starting work on improvements from W. Fairbanks through the downtown core.



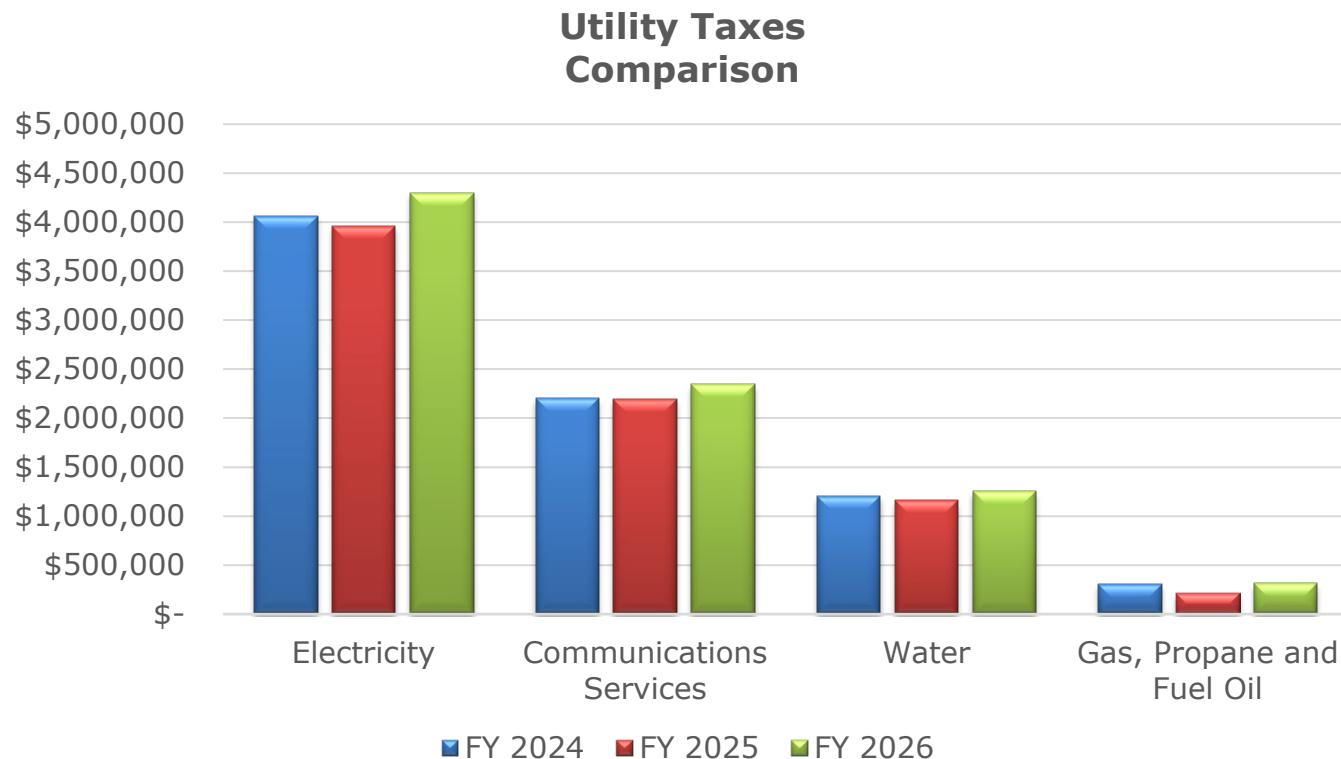
The CRA is seeing slowing revenue growth as commercial property assessments likely weigh on overall growth of the tax base. Revenues will grow at just over 6%, which is at the slowest rate since the Great Recession. Growth in the CRA would have been higher, however under the agreement with Orange County, the CRA must rebate a portion of TIF revenue above certain thresholds. The CRA receives 95% of all County TIF up to \$2 million and keeps 70% of any TIF above \$2 million but less than \$3 million. Beyond \$3 million, the CRA rebates 50%. This year the rebate estimate to Orange County will be approximately \$1.6 million.

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.

UTILITY TAXES

This revenue category includes utility taxes on electricity, water, gas, fuel oil, communications, and propane gas and is the fourth largest contributor to General Fund revenues at 9% of the estimated total. Projections of these revenues are based on historical revenues 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 \$600k 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 essentially flat over time. The chart below demonstrates the portion of utility taxes provided by each source.

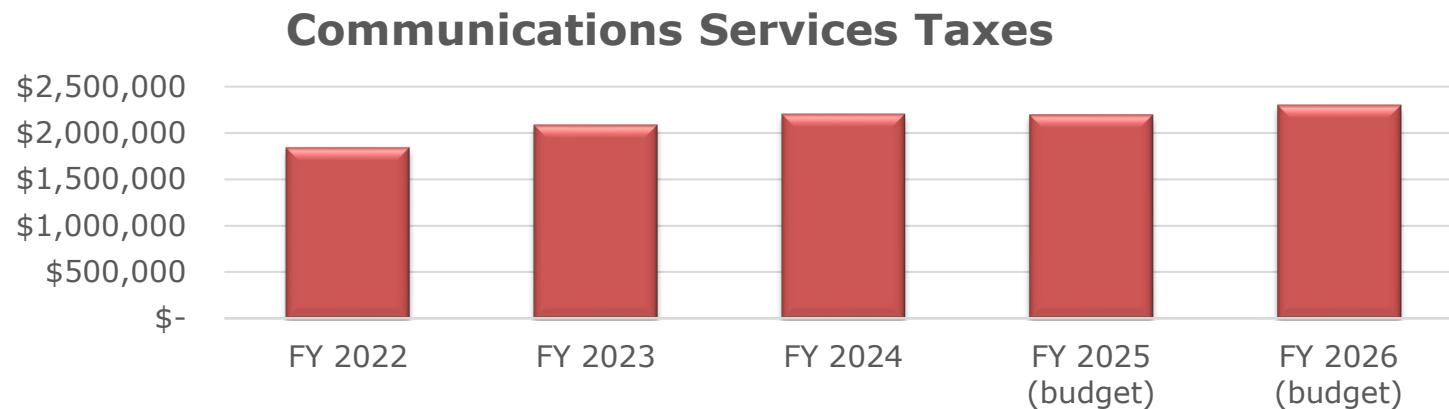


Electric Utility Tax

The electric utility tax is the largest utility tax. Projections were based on historical usage by customer class and proposed rates for October 1, 2025 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

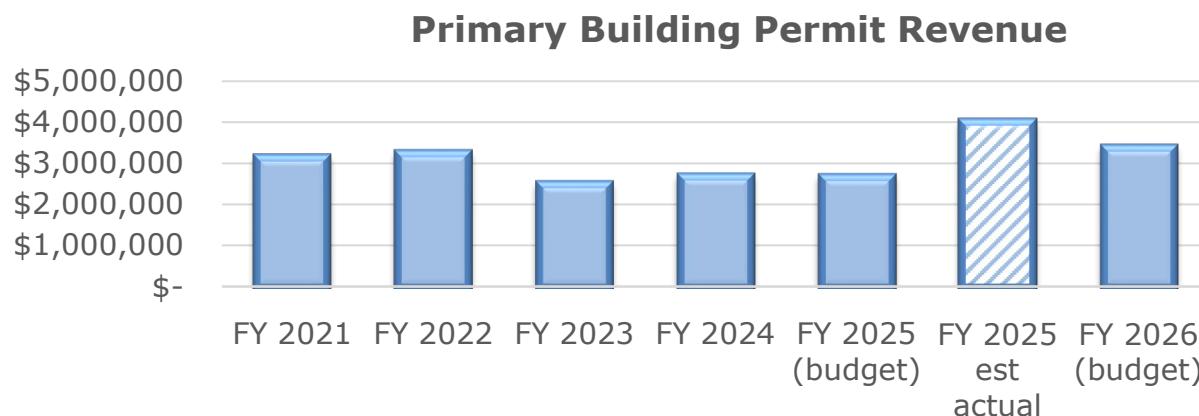
Estimated revenues from electric, gas, the Scenic Boat Tour and solid waste collection are projected to be flat in FY26. This category has decreased in relevance in the budget as the solid waste franchise fee component used to show up under franchise fees, but now that the city handles all the

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, 2025. 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 had been slowing in the last couple years but a few large projects previously approved as part of the Ravaudage area as well as Winter Park's first class A office property built in the last decade on Orange Ave, are driving current FY25 year collections higher. This is making the budget year to budget year comparison look significant but when compared against the year-end expected value for FY25, the forecast for FY26 is

somewhere in between the recent results and historical averages. There are a few projects expected to come forward at Ravaudage that will keep revenue growth strong in FY26, however there is very little else in the way of known development activity proposed for Winter Park over the next few years and this may slow revenue growth both in permitting, and ultimately in property tax revenues.



2.6% of General Fund revenues but it is expected to grow 23% due to anticipated increases in red light traffic camera revenue as the updated and more advanced cameras are able to catch more infractions.

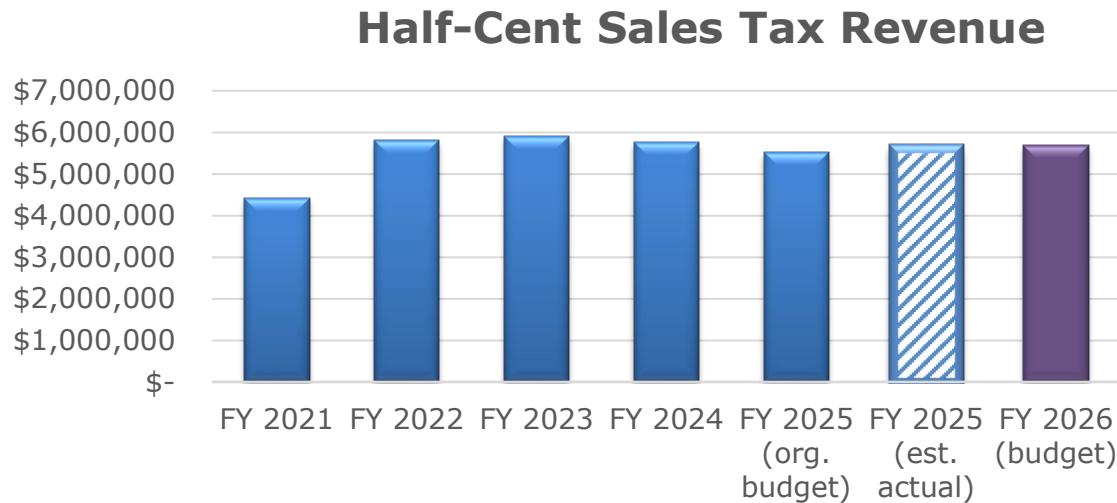
FINES & FORFEITURE

This revenue source is fairly small representing only

INTERGOVERNMENTAL REVENUES

Estimated revenues from the Federal, State, and other local governments make up the third most important source of revenue for the General Fund and the three largest categories of intergovernmental revenues include the half-cent sales tax, municipal revenue sharing, and local option gas tax.

Half-Cent Sales Tax



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 however staff is expecting that FY25 will be a peak year for

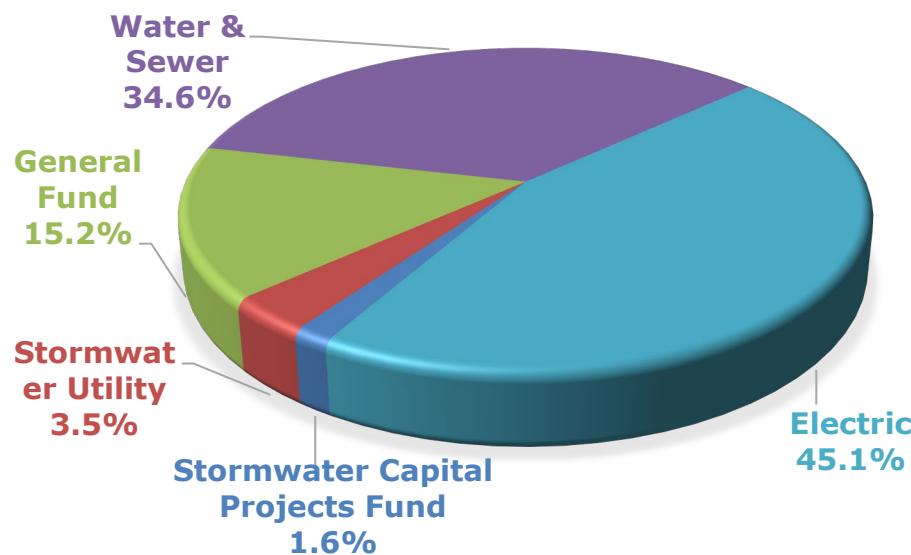
Sales tax distributions are classified as Intergovernmental Revenues and are divided primarily based on population and overall consumer spending county-wide. Spending has rebounded robustly after the pandemic with FY23 showing the highest collection amount on record. The current year month-to-month comparisons, while still strong, are showing 2 – 3% declines, which further indicate that perhaps this revenue source has peaked. However, the amount anticipated in FY25 is expected to be very close to what was budgeted. The FY26 year is expected to slow modestly as well, with staff currently projecting that growth will slow but that there will not be a recession. If a recession does hit, then expect this revenue source to decline quickly and significantly. Consumers have continued to buy even in the face of tariff uncertainty and a weakening dollar. As long as wage growth remains strong (4 – 5%), it is likely that consumers will not change their habits. Over the long-term,

revenues and that they will likely decline in FY26. 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. Estimated charges for services citywide are expected to top \$120 million in FY 26 (excluding internal funds), with Electric and Water & Sewer service making up 80% of the total.

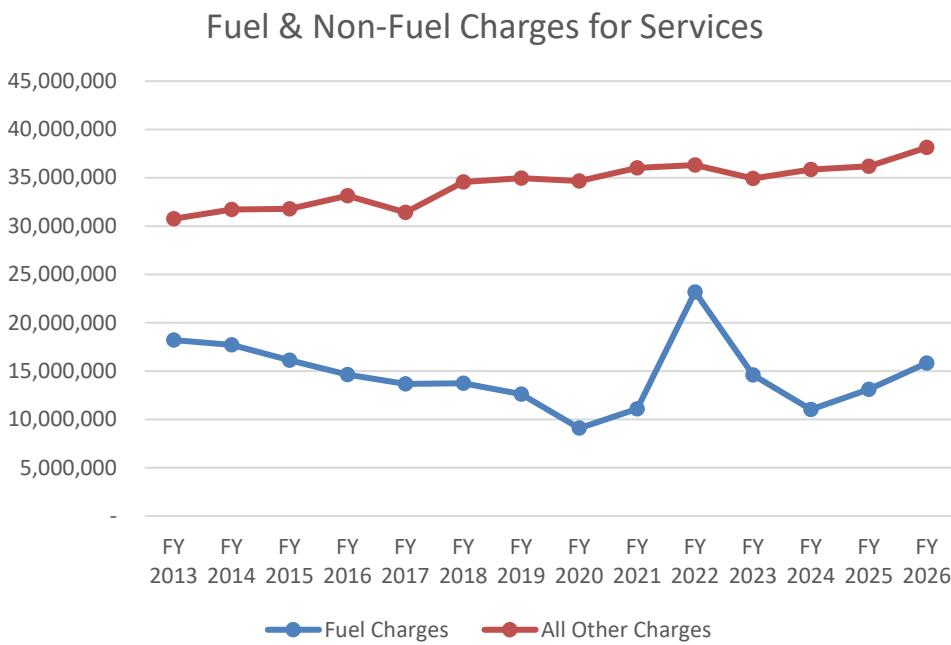
CITY-WIDE CHARGES FOR SERVICES FY 2026



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 off 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. In the FY 23 budget, high fuel costs raised the overall size of the budget, however now with moderating natural gas prices, the size of the utility budget will increase slightly due to fuel costs. Fuel-related charges for services can be seen spiking and now returning to lows, while non-fuel charges have remained flat over time. With the utility proposing raising rates in FY26, this will increase the non-fuel charges for services and generate more capital for investment in infrastructure.

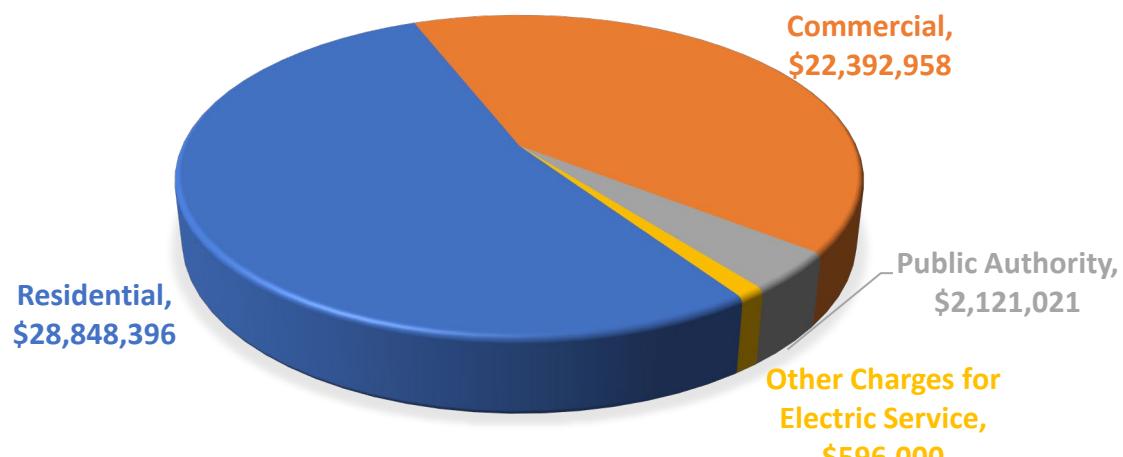
Overall consumption of electricity has been fairly consistent. The budget for FY26 utilizes an estimate of 430 MkWh in total sales which is flat with last year's estimate. This estimate of consumption for purposes of the budget should be viewed as conservative as total sales in FY23 were 432, and 442 MkWh in FY24.



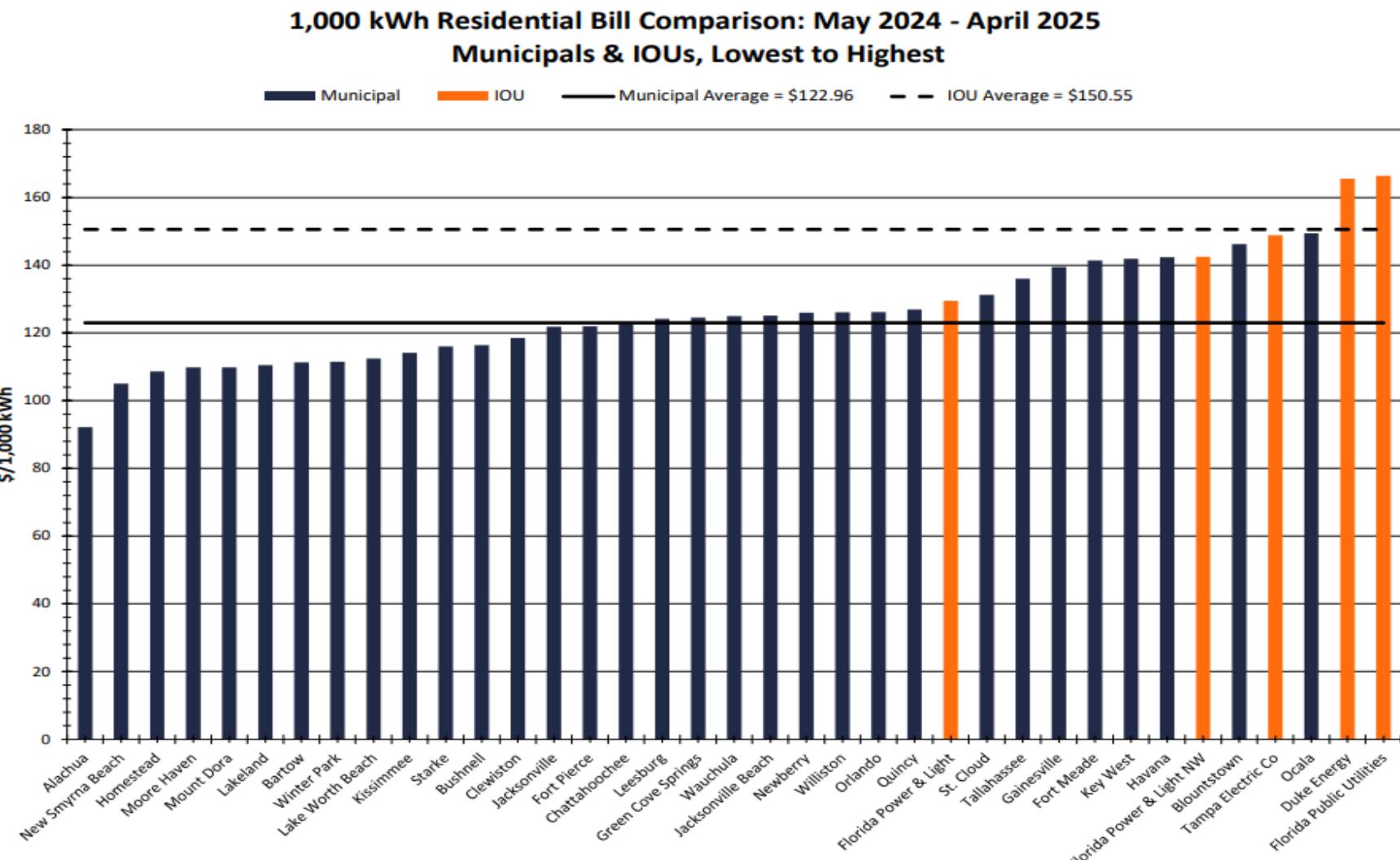
Long lead times for critical components of the utility system have improved but inflation is still expected to remain a problem in the new budget year. Much of the materials the utility buys are directly impacted by the tariff discussions and staff is expecting costs to continue rising. Previously it 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 over half-a-million dollars to make significant replacements to the aging meter stock. Funding that was previously saved to make meter replacements had to be diverted to cover the rising costs of the undergrounding program in 2024. The CIP portion of this document includes an additional funding to continue the utility's effort to underground all power lines in the city as well as to start setting aside over \$800k annually to replace the major transformers at the electric substations which 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 not raised the margin side of the rate structure since 2019. Since that time, the industry and world has seen significant inflationary pressures and the utility needs to raise rates 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

PROJECTED ELECTRIC CHARGES FOR SERVICES FY 2026



However fuel prices are coming in quite low in early FY26 and reductions in this pass-through cost will actually result in most customers seeing an average overall decrease of 7% to their bills despite the increase to margin rates. 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 for 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 some of the lowest rates in the state. Prior to the pandemic, staff and UAB discussed adding a small indexed increase to non-fuel rates each year to create a buffer against rising costs. 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. The utility does have tremendous discretion in its rate setting ability as the Winter Park rate payer has enjoyed rates over the last year that are about 33% below the largest competitor, Duke Energy, and 9% below the municipal average. In effect, Winter Park's rate adjustment still keeps them as one of the lowest cost providers in the state while still enabling the utility to invest in undergrounding and crucial capital infrastructure. Below is a comparison of rates for a 1,000 kWh residential consumer over the last year ending in April.



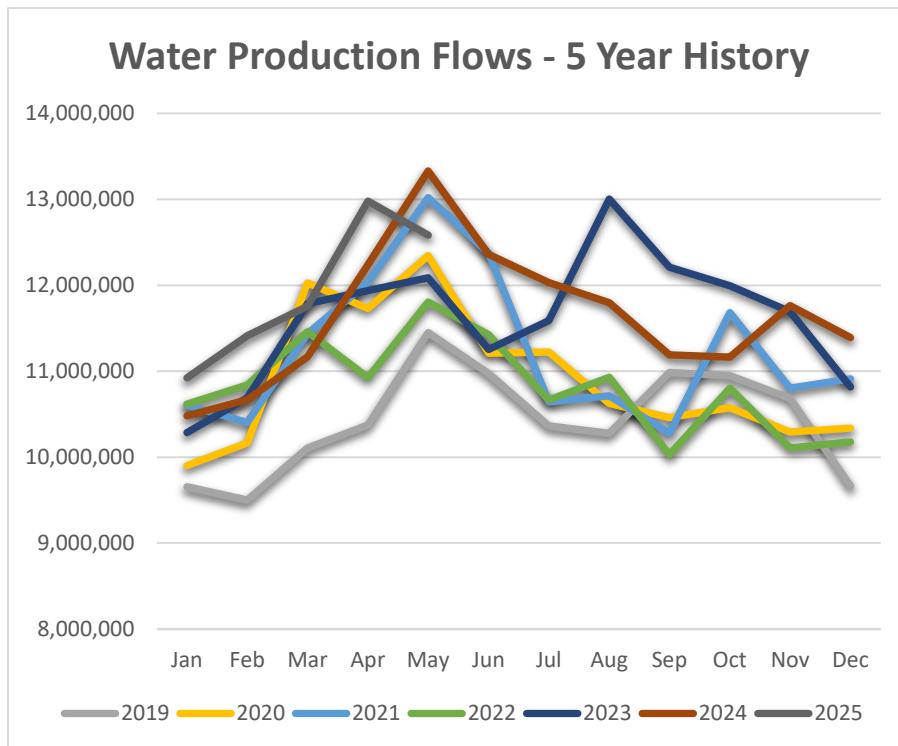
Water & Sewer Charges for Services

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 FY26 the PSC will inflate rates by just 2.23%. 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 4.23%. 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. In addition, this will allow the utility to pay for the estimated annual \$800k cost of setting aside capital funding for improvements to the shared wastewater treatment facilities at Ironbridge and Conserv II, which have historically been paid from reserves but should really be considered part of the rate calculation. Overall, these primary revenue sources are expected to rise by 6.4% due to the rate increase and slightly higher 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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Sewer Revenue - Inside	7,443,596	8,429,645	8,324,868	9,053,492
Sewer Revenue - Outside	7,965,539	8,650,246	8,988,653	9,274,235
Water Revenue - Inside	10,632,527	12,406,569	12,533,761	13,802,485
Water Revenue - Outside	6,547,836	7,246,048	7,516,797	7,709,395
Other Charges for Services	1,438,481	1,170,636	1,450,111	1,478,066
Totals	34,027,979	37,903,144	38,814,190	41,317,673
Ch. Prior Yr.	4.1%	11.4%	2.4%	6.4%

Like the Electric Utility, the Water & Wastewater Utility is experiencing record cost escalation on basic materials and contracted costs. While the PSC index change is needed, these index changes were never meant to cover the cost of the capital investment side of the business model. While operating

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



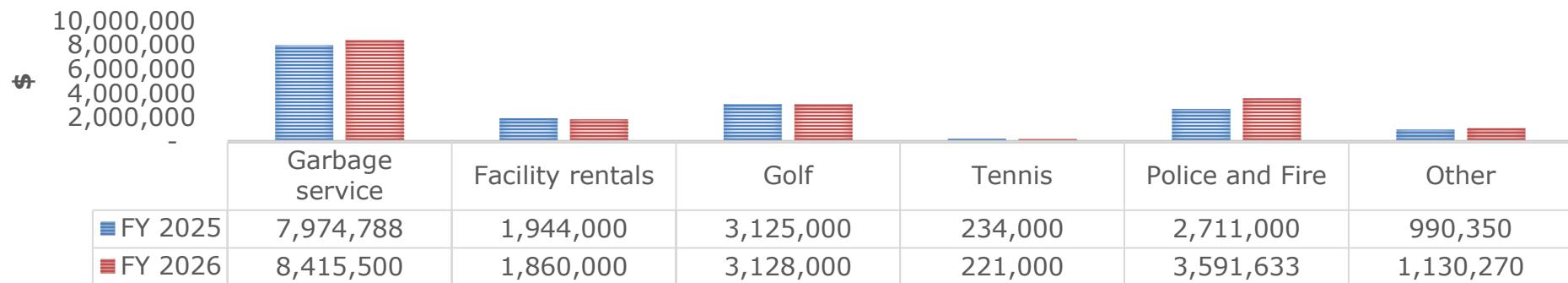
Water flows have largely maintained a higher trend in the last few years and are heavily correlated to weather. The dryer the climate, the less water is used and revenues drop. Flows in FY25 are looking very similar to the demand in 2024 and the budget is based on the assumption that this trend will continue.

General Fund Charges for Services

General Fund charges for services are estimated to increase 8%. A primary reason for the growth is the taking over of dispatch services for the City of Maitland. The city will be paid by Maitland for these services and this is reflected in Charges for Services. Past year major increases to this category have been driven by the solid waste contract with Waste Pro, however in FY26 there will be no significant increase to rates. There are no other planned fee increases of major significance and revenue increases are related to greater demand at the city's tennis facilities, higher use of public safety special details, and ambulance transport fees. Special detail revenue is a major component of the increase, and it reflects increased use of 3rd party requests for off-duty officers to support events and activities around the city. These are paid for by the requestor and budgeted as a pass-through in the General Fund.

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 25 - FY 246 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. The first of three years was implemented for FY25 making the rate 7 cents, and the adopted budget for FY26 includes this increase that will raise the rate to 8 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.

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, however this year also includes the addition of funding expected to be received from the City of Maitland for providing dispatch services. Previously provided by Apopka, the City of Maitland will now pay the City of Winter Park to handle their dispatch needs and the Other Revenue section includes this annual payment of \$400k+ to support that effort.

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 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 5% and greater, 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 important now because whenever the Federal Reserve is in a rate raising cycle, it drops the value of any current bonds held by investors. This is precisely what happened in FY22 and the financial statements for the city show significant paper losses. While this may look troubling, the reality is that this is just a reported loss, and not an actual one. In fact, the city's cash position is actually growing as higher interest rates allow the city to reinvest and earn a better coupon rate. Investment earnings are always volatile from a reporting standpoint, but when it comes to budgeting purposes the city simply looks at what earnings would potentially be made off of the interest on the current portfolio. This is a truer reflection of what is sustainable from a cash-flow standpoint in the budget and does not require huge reductions or allow for massive windfalls when bond values fluctuate. Staff took the average annual cash position in each fund and applied a 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 more significantly this year due to the increase in rates in the electric utility. 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.

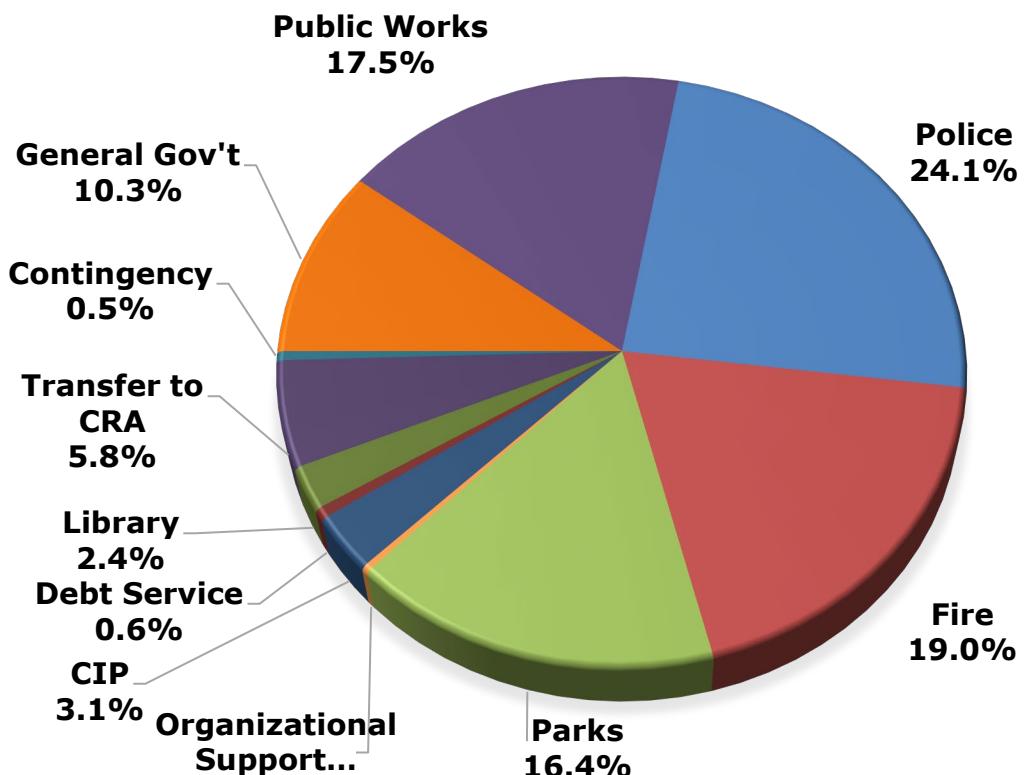
REVENUE SUMMARY

Overall, revenues are forecasted to grow consistently 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. However, there are signs of softening in the real estate market and if construction activity also continues to slow, this vital source of revenue is likely to continue its declining rate of growth. 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 undergrouding and capital investment through a rate increase. As discussed, this is the first 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 due to the planned rate increase from the PSC index plus a small premium, as well as rising sales of water due to dryer weather. The Stormwater Utility's revenue outlook will improve significantly due to the planned annual increases in rates by a penny a year for three years, and has secured the utilities near-term financial health and capital capacity.

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 General Government are driven largely by growth in IT spending (+\$425k) as the movement of all software subscriptions are moved to the cloud and result in significantly higher expenses for the city. In addition, the city is now centralizing all computer replacement decisions within IT and has provided \$100k annually for this effort. Most other departments are growing modestly with more significant growth in the public safety area due to the addition of new positions to handle Maitland dispatch as well as proposing increasing pay for officers and firefighters to compete with recent increases both locally and state-wide. Increases in Parks & Recreation revolve primarily around \$200k for a Parks Master Plan update and increased cost for contracted services, and the purchase of new equipment for maintaining fields and the golf courses.

Program	FY 25	FY 26	\$ Change	% Change
General Government	8,202,679	8,778,090	575,411	7.01%
Financial Services	1,279,260	1,354,499	75,239	5.88%
Planning, Building & Code	3,622,077	3,752,901	130,824	3.61%
Public Works	15,603,331	16,649,643	1,046,312	6.71%
Police	19,458,557	21,874,236	2,415,679	12.41%
Fire	16,344,757	17,161,406	816,649	5.00%
Parks & Recreation	13,479,846	14,801,574	1,321,728	9.81%
Organizational Support	2,028,600	2,109,744	81,144	4.00%
Transfers	8,112,680	8,734,707	622,027	7.67%
Reimbursements	(5,194,468)	(5,527,821)	(333,353)	6.42%
Non-Departmental	(400,000)	(400,000)	-	-
Contingency	450,000	447,138	(2,862)	-0.64%
Totals	82,987,319	89,736,117	6,748,798	8.13%

PERSONAL SERVICES

City-wide salaries and benefits are expected to increase by \$5 million or about 7.5%. The city's plan to increase wages by a 2% cost-of-living adjustment effective October 1st, and a 3% potential merit increase on an employee's hire anniversary, are predominately contributing to the increase in Regular Wages. This increase is lower than last year's and reflects the easing wage pressures that are being felt in some occupational areas nationwide. This easing is certainly not happening in public safety and the planned increase in additional firefighters and officers by the public safety departments was deferred in favor of increasing existing wages for non-civilian personnel. This accounts for almost \$700k of the overall increase in wages city-wide and will allow the city to better compete with other jurisdictions that are aggressively competing for positions. Wages will also increase due to the addition of 4 new Emergency Call Taker positions in the Police Department to facilitate the assumption of dispatch services for the City of Maitland. These costs are all covered by payment from Maitland but do raise the size of the overall personnel budget. Part-Time Wages and Overtime are expected to increase moderately next year. Other Wages are rising significantly due primarily to estimated increases in police special detail requests which are offset by revenues received from the party requesting assistance, and incentive pay in the Water & Wastewater Utility Department which is seeing increased competition in the market and hurting the utility's ability to hire.

City-Wide Wages & Benefits (\$1,000's)	2023 Actuals	2024 Actuals	2025 Budget	2026 Budget	\$ Change	% Change
Wages	40,276	43,540	47,290	50,830	3,539	7.5%
Regular Wages	35,680	37,910	41,720	44,786	3,066	7.3%
Part Time Wages	1,282	1,620	1,775	1,869	94	5.3%
Overtime Wages	2,039	2,389	2,255	2,415	159	7.1%
Other Wages	1,275	1,621	1,539	1,760	221	14.3%
Benefits	15,970	17,689	19,719	21,193	1,474	7.5%
Group Healthcare	6,852	7,570	7,908	8,352	444	5.6%
Pension & Retirement	5,003	5,681	6,763	7,460	697	10.3%
Other Benefits	4,115	4,437	5,048	5,381	332	6.6%
Grand Total	56,246	61,229	67,009	72,023	5,013	7.5%

and AD&D insurance. They generally rise in tandem with wage costs.

The number of full-time permanent employees in the city will only increase by the four new positions being added to accommodate the dispatch services for Maitland. This will bring the city's full-time positions to 575 in FY26. During the budget review process, an additional 15 full-time positions were requested by departments, however none of those are being funded in the current proposed budget due to budget constraints and the need to shift resources to public safety pay, parks improvements, and cost inflation. Over 11 years, the size of full-time employee count has risen only 15%, with a large share of that increase having come from decisions to purchase the Winter Park Pines and now the addition of Maitland dispatch. This represents an annualized rate of full-time employee growth of just under 1.3%.

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

Benefits will grow primarily due to increases in fire and police pension costs. This is the second year where pension costs have grown significantly and account for 14% of the overall increase in personnel costs city-wide. Employee healthcare costs will rise modestly and currently the city has rolling annual health claims of about \$7.9 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,

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 2023 Actual	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	FY25-26 Change \$	FY25-26 Change %
General Fund	25,256,464	29,378,323	30,333,413	32,868,318	2,534,905	8.4%
Stormwater Utility Fund	1,268,820	1,294,939	1,441,968	1,402,216	(39,752)	-2.8%
CRA	962,304	1,333,454	1,909,745	2,108,334	198,589	10.4%
Water & Sewer Fund	12,963,346	13,925,147	14,847,104	15,352,809	505,705	3.4%
Electric Services Fund	28,669,116	26,742,594	27,805,676	31,088,319	3,282,643	11.8%

The General Fund is seeing a significant increase in operating costs due to inflationary pressures across a number of departments. Of the \$2.5 million increase, half will come from increased contractual services costs (\$1.4 million). This is primarily driven by increase in the cost of providing janitorial services city-wide (\$543k), the requirement for accreditation to update the Parks Master Plan (\$200k), additional funding to support tree trimming cost escalation in Urban Forestry (\$200k), and increased road repair services (\$125k). Contracted agreement costs will increase \$266k with half of that coming from the Police Department decision to outsource crossing guard services. This is expected to reduce the need to pull officers off the streets to cover school crossings when vacancies arise. Solid waste services costs tied to inflation clauses in the contract with Waste Pro will increase costs \$255k. Software costs will increase 22% or \$226k as more services move to the cloud. Credit card transaction fees will also rise \$175k as more transactions are done with cards. While this increases efficiency the city is discussing limiting the size of transactions that can be put on a credit card or the consideration of charging a convenience fee. An increase in the General Fund's share of the Equipment Replacement Fund contribution is also increasing operating costs. The city is setting aside \$2.75 million in FY26; however Fleet estimates that with rising vehicle prices, this annual amount may need to grow to over \$4 million within the next 5 years, putting significant pressure on future budget years. Lastly, the city's support for the library will increase by 4% or \$81k.

The Stormwater Utility Fund operating costs will decrease slightly due to contribution allocations towards equipment replacement costs.

The Community Redevelopment Agency operating expenses will increase by 10% largely due to an increase of \$100k in funding support for its Business Façade Matching Grant program. This program provides \$30k in matching grants for eligible property improvements and with the expansion of the CRA along W. Fairbanks, the CRA is anticipating increased demand. This should also improve the visual appeal of the corridor as property owners and businesses make improvements and upgrades. The CRA budget will maintain spending for affordable housing initiatives at \$200k per

year. To-date the city has completed over 200 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 in-line with inflationary pressures. While chemical costs have been increasing, the utility is reducing funding reserved for general engineering studies.

Operating costs in the Electric Services Fund will increase primarily due to the higher cost of bulk power (16% increase). Transmission wheeling costs will also increase 7%, 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:

\$100,000 IT Computer Replacement: This will centralize the replacement of computers city-wide and standardize determinations for making upgrades. Funding for computer replacement has been relocated to the IT Department and is expected to replace 60 – 80 computers in FY26.

\$100,000 Spray Rig: Replacing old spray cart that can no longer be repaired.

\$90,000 3 New Vehicles: Vehicles will be assigned to individual staff members (facilities specialist, janitorial specialist, & project coordinator) to work more efficiently.

\$31,000 Sandpro 5040: For WP9, allows staff to keep it on property without having to transport.

\$14,000 Toro Workman Club Car: Restaurant at WP18 requires inserts to be changed out weekly to use their cart as a bar cart. This will allow the course to have its own separate cart.

\$6,000 Roadway Pavement Marking Machine: Old machine is unrepairable and needs to be replaced.

Stormwater Fund:

\$65,000 Ford Lightning: Lakes Specialist has been using a loaner vehicle from fleet. This will allow for more efficient day-to-day operations.

\$35,000 Chemical Storage Unit: Current storage unit is not properly vented or fitted with a spill recovery if a spill was to occur. Additionally, expansion of shed is necessary and the original space was inadequate to house all that is needed.

\$35,000 Office Conversion: Expansion of offices and storage is necessary with new Grants position

\$25,000 Gator Utility Vehicle: Will enhance division tasks with equipment that provides efficient means.

Water and Sewer Fund:

\$170,000 Crane Truck: Crane truck for water/wastewater treatment plants and lift stations.

\$40,000 Lateral Lining Water Heater: Water flow heater for lateral lining equipment.

\$10,000 Short Liner Trailer: Existing trailer is 20+ years old and beyond useful life.

Electric Services Fund:

\$216,000 Outage Management System: This system will be an upgrade that promotes efficient outage response, customer count, historical data and dispatch capabilities.

\$150,000 Leveling of Electric Yard: Leveling of the Electric yard for safety concerns.

\$125,000 Trailer for Wire Pulling: Equipment needed for pulling primary and secondary conductor through conduit.

\$75,000 Engineering Software CAD/GIS: Needed for designing work orders and changes in GIS mapping.

\$55,000 Operations Truck: Department is currently short one vehicle, creating inefficiencies within the department and delays in customer response.

\$55,000 Engineering Pool SUV: The engineering team of 4 and administrative team share one vehicle creating inefficiencies within this department and delays to customer response.

\$10,000 Truck and Equipment Painting: Material Handler Bucket truck and department trailer are in need of painting.

Fleet Maintenance and Equipment Replacement Fund:

\$75,000 Tire Storage Rack: New tire rack carousel system will enable organization of all tires on a single rotating rack inside the shop. This will allow repurposing of the shed for a small engine and golf course equipment repair shop that will offer 2 working bays.

\$35,000 Vehicle Lift: The existing lift in the shop needs to be replaced due to its age and condition.

\$31,000 Copier Equipment Replacement: Reserve funds for future copier replacements. The City streamlined its copier purchases, management, and maintenance with Konica Minolta and saves over \$70k annually through purchasing its own copiers instead of leasing.

\$20,000 Electrical/Plumbing for Fleet Shed: Installation of two 240-volt outlets and an air supply in the existing shed behind Fleet, which is being repurposed into the golf course/small engine shop

\$10,000 A/C Flush Machine: The A/C machine will be used on all vehicles in the city. This system will allow flushing of A/C systems removing any kind of contaminates and blockages while repairing an A/C system

\$12,000 Transmission Flush Machine: Many of the newer vehicles no longer have a way to manually exchange transmission fluid and now require a transmission flush machine. Without access to this machine, Fleet would have to send all newer vehicles to the dealership for transmission service, which would lead to longer downtime and higher cost.

\$2.75 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 FY26 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 4 years. To hit that target with current annual funding at \$2.75 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
1997	Ford	F-250	100,000
2014	Ford	INTERCEPTOR	80,000
2014	Ford	F 150	70,000

2015	Ford	INTERCEPTOR SUV	80,000
2015	Ford	INTERCEPTOR SUV	80,000
2015	Ford	INTERCEPTOR SUV	80,000
2015	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2016	Ford	INTERCEPTOR SUV	80,000
2011	GMC	Express	80,000
2014	Ford	INTERCEPTOR SUV	80,000
2003	Ford	F 550	110,000
1999	GMC	C7500	150,000
2004	Ford	F 550	110,000
2007	Ford	F 550	100,000
2006	Chevrolet	2500HD	55,000
2006	VOLVO	EW180B	275,000
2007	Sterling	VAC-CON	600,000
2013	Ford	F 250	60,000
2011	John Deere	1545	30,000
2012	Ford	E250	50,000
2013	John Deere	Z930M	13,000
2013	John Deere	Z930M	13,000

2013	John Deere	Z930M	13,000
2013	John Deere	GATOR	22,000
2013	John Deere	Z930M	13,000
2013	John Deere	GATOR	22,000
2006	Ford	F 350	60,000
2006	Chevrolet	C1500	45,000
2015	Toro	Workman HDX Aut	22,000
2012	Chevrolet	Express	60,000
2011	Toro	SAND PRO 3040	22,000

CAPITAL PROJECTS

Capital Projects total approximately \$30 million for the FY26 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:

\$1,800,743 for pavement resurfacing, bikepath, curbing, and brick road repairs.

\$925,000 for facility improvements including an additional \$350,000 for renovation of Buildings 4 & 14 by the Electric Department.

\$650,000 for improvements to Howell Creek Pond with 2/3 funded from private donors.

\$410,000 for golf course improvements including golf ball tracking technology at Winter Park Pines driving range and bunker repairs at WP9.

\$400,000 for information technology infrastructure upgrades including cybersecurity, system upgrades, site security improvements, and continuing migration of Microsoft 365.

\$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. In FY26, it is expected that some funding will be dedicated to outfitting the department's new training facility.

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

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

\$200,000 towards Police Equipment Fund. Funds will be allocated each year and go towards the purchase of major, necessary equipment. In FY26, funding will go towards protective gear, communications technology, and other mission-critical tools.

\$150,000 for new landscaping office building.

\$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.

\$200,000 in grant funding to rebuild clay courts at Azalea Lane Tennis Center.

CRA capital project funded include:

\$2.5 million for the Park Avenue Refresh.

\$1.3 million for Canton Ave stormwater drainage improvements.

\$1 million for West Fairbanks stormwater improvements.

\$500,000 for MLK Basin stormwater improvements.

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

Stormwater capital projects funded include:

\$600,000 for pipe replacement at Golfside Drive

\$550,000 for installation of new hydrodynamic separator at Fawsett Road CDS.

\$400,000 for seawall cap refurbishment at chain of lakes canal.

\$195,000 for general drainage improvements.

\$80,000 for curb implementation and repair.

\$25,000 for Mead Garden invasive mitigation.

\$25,000 Howell Branch Preserve improvements.

Water and Sewer Fund capital projects funded include:

\$1,263,000 for Lift Station repair and replacements.

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

\$800,000 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.

\$345,000 for capital improvements to the City's Water Treatment Plants.

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

\$300,000 for capital improvements at Winter Park Estates water and wastewater plant

\$100,000 for short liner installation in sanitary sewer mains

Electric Services Fund capital projects funded include:

\$9,200,000 underground electric utility lines. This is an expansion of funding to accommodate inflationary pressures.

\$1,260,000 for annual routine capital improvements to the distribution system.

\$833,000 towards substation transformer replacement. This will require an additional \$1.6 million in subsequent fiscal years.

\$565,00 for electrical meter replacement. There is approximately 6,000 commercial and residential meters that need replacing and this funding will cover replacement of ~40% of the meter inventory. An estimated \$1 million will be required in subsequent fiscal years to complete the project.

\$315,000 for substation upgrades.

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 over one-fifth of a mil at 0.2068.

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 the course operation.

Debt service for the Community Redevelopment Agency (CRA) includes \$711k for debt service on loans outstanding as of September 30, 2022 for the Community Center and various capital improvement projects. Final debt service payment is due in 2026, after which the CRA will be debt-free.

The Orange Avenue Refunding Revenue Note, Series 2012A will have total debt service payments of \$149k 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 \$4.7 million. The 2009 bonds were refinanced to become the 2017 bonds. The old 2009 bonds were issued to refund a portion of the 2004 bonds with fixed rate debt and provide funding for an automated meter reading system and additional funding for improvements at the Iron Bridge Regional Wastewater Treatment Facility. The 2020 bonds refinanced the 2010 bonds which were issued to refund the remaining 2004. Other costs associated with these bond issues include \$2,000 in paying agent fees.

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

ORGANIZATIONAL SUPPORT

The city provides support to several nonprofit organizations serving the 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 \$442k. 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 in FY25, staff proposed revisions to policy for organizational support, and this was tabled pending the overall budget process and assessment of the economy, with staff asked to bring policy proposals back to the Commission in the Fall. Pending further clarity on funding support for outside organizations, staff is only recommending inflationary adjustments of 4 – 5% for existing support recipients. In addition, funding provided to the Winter Park Institute and Men of Integrity was only granted on a single year basis while policy is settled. Staff removed this support in FY26 and left an unallocated balance of \$140k at the future discretion of the Commission. 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.

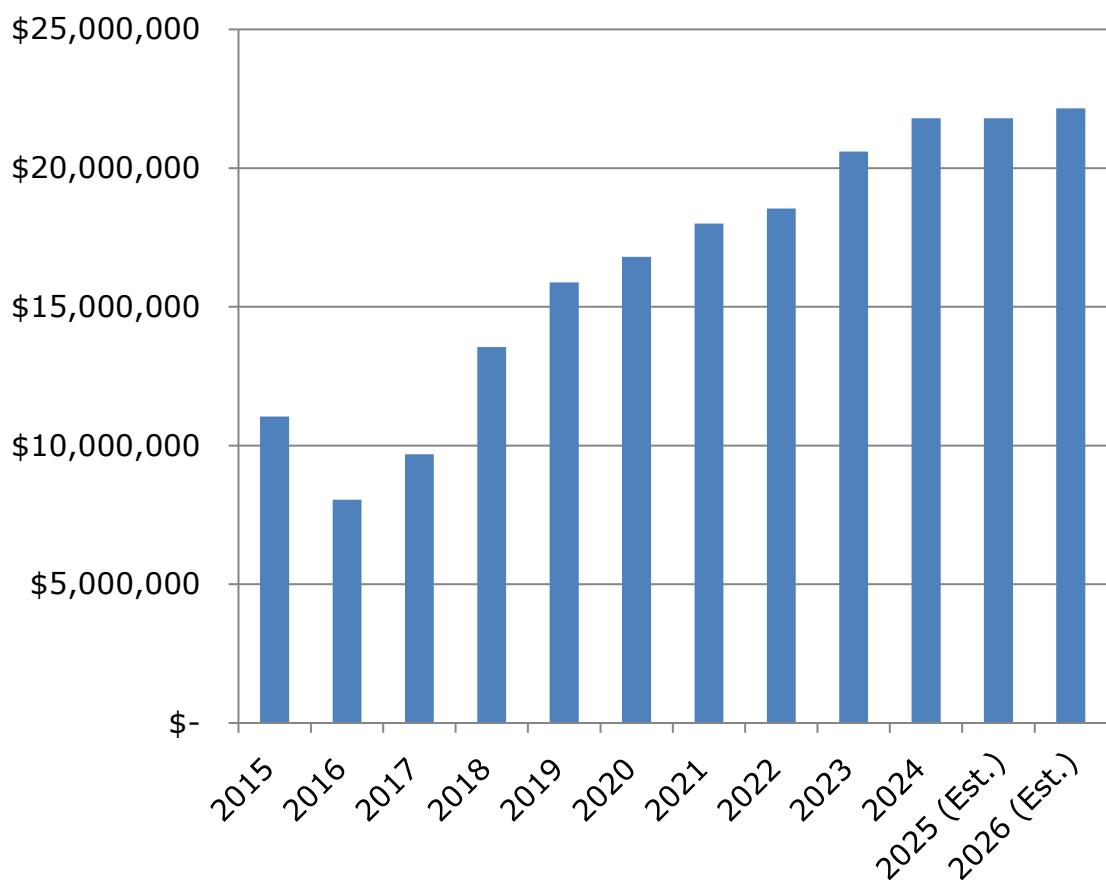
City Funded Org Support			
Recipient	2025 Budget	2026 Budget	\$ Ch.
Mead Botanical Gardens	98,000	102,000	4,000
Winter Park Historical Association	93,000	97,000	4,000
Winter Park Day Nursery	41,000	42,500	1,500
United Arts	19,000	20,000	1,000
Blue Bamboo	12,000	12,500	500
Polasek Museum	27,000	28,000	1,000
Winter Park Library	2,028,600	2,109,744	81,144
Men of Integrity	18,000	-	(18,000)
Winter Park Institute	25,000	-	(25,000)
Available Funding	86,320	140,259	53,939
Total	2,447,920	2,552,003	104,083

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.

CRA Funded Org Support			
Recipient	2025 Budget	2026 Budget	\$ Ch.
Enzian Theater	10,000	10,000	-
Heritage Center	50,000	50,000	-
Welbourne Day Nursery	41,000	43,000	2,000
Winter Park Playhouse	47,000	49,300	2,300
Depugh Nursing Home	23,000	24,000	1,000
Winter Park Library	368,000	387,000	19,000
Total	539,000	563,300	24,300

CONTINGENCY

Unassigned General Fund Balance



Budget policy calls for one-half of 1% of gross revenues, or just under \$450k, to be set aside as contingency. The city has a state goal of having unencumbered reserves of 30% of non-recurring annual operating expenses. That goal was achieved in FY20 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% in FY25 as little funding is expected to be added to contingency in the current year. The proposed budget for FY26 includes a contingency that meets the policy requirement, however at \$447k, the reserves percentage will slip to about 25.6% despite the fact that the cash balance will increase to just over \$22 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 & the 5/25 Year Capital Plan

Winter Park does not have a formally adopted strategic plan for the whole of the city. 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. Each of these documents, for their parts, influence how each department creates their budget, however there is no unifying document that links all these together.

The city is still looking into the adoption of its own strategic plan but in the meantime 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](#)

Strategic Objectives:

Exceptional Quality of Life

Investment in Public Assets & Infrastructure

Public Health & Safety

Fiscal Stewardship

Intelligent Growth & Development

Other Department Plans⁴

[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](#)

⁴ 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.

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 Uncertain. Fiscal policy in the US is in flux as debates over future taxation, tariffs, and spending circulate at the Federal level. The geopolitical environment is at a level of concern that is even more elevated than in previous years. The war in Ukraine continues with no indication of either side willing to make concessions to the other. Now the Middle East is back on the frontlines with the Israeli and US strikes against nuclear facilities in Iran. The strength of the residential real estate market, long the bulwark of the local economy, is now showing signs of weakening. Sellers of homes now outnumber buyers, and this portends a slowing in price appreciation and perhaps could lead to declines. This is especially stark in Florida and Texas where new homebuilding added many more units to the local markets. 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. A bright spot is investment revenue as investors are able to lock in higher interest rates and then benefit from value appreciation when interest rates are cut by the Federal Reserve, as is widely expected over the next year.

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. This is a difficult scenario to absorb, and those effects will be noted in the General Fund in the near-term. 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 4.5% 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. These decisions are typically evaluated annually and as competition shows no sign of ending at this current time, the General Fund pro-forma may be too optimistic.

Healthcare: Representing what the city pays for health plan costs for employees, this is expected to grow at 4% 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 have been trading in a range, and the pro-forma assumes that costs will increase modestly. If there is a wider conflagration in the oil producing geographies of the world then this will directly affect these costs.

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 have appreciated, and tariffs could also threaten the cost of replacement parts. 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 FY27.

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 FY26, it is possible for this revenue to still grow with the negative effects not being felt until FY28 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 FY29 and FY30 (4%) before rising to a long-term rate of 5%. Over the last twenty years, the long-term average of property tax growth is 7%.

Sales taxes are probably the most instantly sensitive revenue to any softening in the economy. As timing and severity of any downturn is unknown, the 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. It is then expected to return to modest growth and its long-term average of just over 2%.

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

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

Investment earnings may now be the most interesting change in the pro-forma as now there is value in holding onto cash reserves. The FY26 budget bases interest earnings at an average portfolio yield of 3%, however it is expected to grow to more than 5% over the near-term as the city sells off lower performing bonds and locks in higher long-term rates. While investment earnings are posted and reported based on their market value, the long-term interest income that is actually received from the investments is a more accurate measure of income added to the city. Investment revenue reported in financial documents has been negative because as the Federal Reserve raises rates it lowers the value of existing bonds owned; however, the city does not typically sell any assets prior to maturity and will receive the

full value of the notes. Now that rates are likely to decline over the next couple years, formally reported investment revenue will include both the interest earnings and increase in valuation of the portfolio. For the purposes of the pro-forma, it is assumed that coupon rates will reach over 4% in FY27 and stay elevated for a few years before declining over the longer term. This will make investment earnings an increasingly important part of balancing the budget.

Other revenue sources have been revised to inflate at 3.5% annually for a few years before falling to 3%, 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. This could be subject to change as the existing solid waste contract is expiring in FY27 and will need to be reissued.

Public Safety Pension costs are based on the most recently completed actuarial studies. This is typically one of the largest variables in the pro-forma each year as these estimates get significantly revised each year. For the current budget they will rise 10% and are expected to increase 23% in FY27 before flattening and put significant pressure on cashflow in FY27.

IT software costs have been rising at a much higher rate than general operating costs, with costs rising over 20% in FY26. As more companies shift business models and move services to the cloud, subscription fees

are rising. To more accurately reflect this cost pressure, software costs have been inflated at 10% annually.

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

The 5-Year CIP is fully incorporated into the first four years of the model and then a longer-term average of just above \$3 million is inflated annually by 5% through 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 18 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 maintain and 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. FY27 indicates immediate pain with public safety cost growth in pensions adding \$1.5 million in new costs, pushing the city from a half-million surplus in FY26 to a \$400k deficit in FY27. This is all assuming that the city does not add anything new in the future years and just

rows the boat on service standards. If there is a desire to increase road repair, expand CIP spending, or further enhance public safety, it will require difficult choices. This also indicates that the city's 5-Yr CIP may not be possible as presented as the expansion of planned capital spending in FY27, is \$300k more than the prior year, and may not be able to be afforded without other changes, or more favorable pension results. While the cumulative effect of surpluses and deficits is largely mild over the ten-year period, this is a model that does not provide for anything new or different over a decade and this may not be favorably viewed by the stakeholders of the city. This also ignores previous decisions to add additional police and fire positions. Those plans were shelved when the city had to divert resources to maintain competitive pay. It is also likely that these pay competition issues will continue over the next couple of years and will likely raise the city's cost profile, putting pressure on other departments to cut services or to consider new revenue options. At a budget workshop in February, staff proposed future consideration of millage rate increases dedicated to specific issues such as public safety or transportation. Without considering an increase at some point in the future, or choosing which services to reduce, improving public safety or addressing the needs of the city's Transportation Master Plan, will be difficult. Despite higher costs weighing on operations, the city is not going to operate on a deficit, so either the revenue outlook would need to improve or city services would be reduced and projects delayed, for the purposes of this pro-forma, that would likely mean slimming down planned CIP expenditures in FY27.

The city had previously met its goal of having 30% of annual reoccurring operating expenses in an unencumbered reserve but it will likely slip (est. 26%) as the size of the budget has outpaced additional contributions to reserves. This will peak at \$22.2 million in FY26 before

falling over time as the static outlook in the model drags down the reserves percentage.

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

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. In a major change from past pro-formas, the annual inflation rate of these costs has been reduced to 4% from the previous 7.5% annual increases. To indicate how sensitive this model is to this particular cost, the W&WW model is spinning off a cumulative net inflow of \$7.4 million over the ten-year period. If these costs return to the higher rate, the model now has a negative \$7.2 million total. This is a major cost burden and small changes in this number have profound effects on cash-flow over the pro-forma.

An improvement this year is the incorporation of the annual payments for the future capital improvements at the utility's regional wastewater treatment facilities into the operating cash flow of the utility. In the past these funds were taken from reserves and adding downward pressure on working capital.

Growth in water and sewer revenue is based on the PSC index rate increase of 2.23% plus a 2% premium. The PSC annual estimates a

rate that a utility would have to increase their rates to keep pace with inflation pressures from the prior year. However, a 2.23% rate is far below the rate of inflation and insufficient to maintain services and the planned capital improvement schedule. If rates published by the PSC continue to be far below market, staff will likely continue to request a premium.

Water & Wastewater Pro-forma Findings:

The rate increases in FY26 coupled with the change in the assumed inflation rate for interlocal costs, results in a pro-forma for the utility that is largely healthy. FY27 may be tight but future growth rates seem to account for future inflation costs. 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 139 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 since 2019. 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, green energy expansion, 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 \$17 million in annual capital improvements in the 6 – 10th 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 an increase in rates that will allow for expanded capital investment and would be the first increase since 2019. Without this increase, the utility would need to remove about \$3 million in planned capital spending in FY26 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 AA-.

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 7.4% increase to non-fuel rates (excluding the customer charge) will allow the utility to catch-up on capital needs for FY26, 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.

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 173, 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:

For the dedicated reader of these annual budget documents, the CRA proforma will look significantly different this year as the county approved a ten-year extension to the sunset date. This means that the Winter Park CRA will continue to enjoy doubling down on the benefit of

keeping Orange County tax revenue for use within the boundaries of the CRA. The extension deal 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. The revised pro-forma now includes the revised 5-Year CIP that went through the budget process of consideration by the CRA Advisory Board and then adoption by the Agency. Currently staff is not filling in a capital value for the years 2031 to 2035 as these will be developed over the course of the next year as staff works with its boards and governing body to prioritize projects outlined in the newly revised CRA plan.⁵

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 \$1.6 million in FY26). 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 FY27, then 4.5% in FY28, and then down to 2% in FY29, before gradually returning to a long-term

⁵ CRA plan documents can be found here:

<https://cityofwinterpark.org/departments/management-budget/community-redevelopment-agency/cra-plan/>

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 will pay off all debt after FY26, which lowers ongoing annual operating costs and allows for increased investment in capital.

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 is largely already designated in the 5-Year CIP, leaving an estimated \$2 million in currently unallocated funds at the end of FY30. This does leave room for some flexibility if the Agency desires to adjust the priority of various projects. After FY30, the CRA will provide over \$7 million, and growing to over \$10 million, annually for capital needs. This largely means that the CRA can handle many of the infrastructure needs of the downtown core, investing millions in transportation, stormwater, and streetscape efforts.

General Fund 10 Year Pro-Forma

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
ESTIMATED REVENUES:									
Taxes:									
Property Taxes	39,016,142	41,552,191	43,837,562	45,591,064	47,414,707	49,548,369	51,778,045	54,108,057	56,813,460
Utility Taxes	8,206,005	8,452,185	8,681,601	8,892,543	9,189,075	9,496,714	9,710,261	9,928,893	10,152,736
Franchise Fees	704,960	726,109	747,892	767,337	787,288	807,758	828,759	850,307	872,415
Licenses and Permits	3,831,950	3,323,858	3,034,522	3,086,602	3,240,932	3,380,378	3,461,546	3,521,284	3,605,949
Intergovernmental Revenue	9,451,057	9,329,409	9,289,061	9,488,854	9,959,183	10,232,379	10,488,966	10,752,423	11,022,947
Charges for Services	18,286,403	18,926,427	19,546,389	20,186,775	20,848,262	21,473,710	22,117,922	22,781,459	23,464,903
Fines and Forfeitures	2,339,711	2,421,601	2,506,357	2,594,079	2,684,872	2,765,418	2,848,381	2,933,832	3,021,847
Other Revenue	1,494,008	1,637,594	1,754,251	1,830,714	1,857,883	1,776,539	1,801,365	1,826,935	1,853,273
Transfers	6,405,881	6,586,528	6,772,226	6,946,393	7,125,271	7,308,822	7,497,331	7,690,937	7,889,786
Fund Balance	-	-	-	-	-	-	-	-	-
Total Estimated Revenues	89,736,117	92,955,901	96,169,861	99,384,363	103,107,474	106,790,087	110,532,576	114,394,129	118,697,317
	3.59%	3.46%	3.34%	3.75%	3.57%	3.50%	3.49%	3.76%	
ESTIMATED APPROPRIATIONS									
BY PROGRAM:									
General Government	11,763,526	12,310,220	12,842,364	13,368,225	13,921,071	14,508,624	15,127,528	15,779,949	16,468,235
Plan/Community Development	3,752,901	3,910,269	4,060,238	4,203,837	4,352,764	4,508,551	4,670,198	4,837,940	5,012,022
Public Works	16,649,643	17,259,941	17,817,835	18,379,716	18,959,099	19,557,364	20,174,276	20,811,147	21,467,907
Police	21,874,236	23,069,832	23,820,946	24,516,105	25,421,126	26,046,402	26,854,885	27,510,711	28,393,522
Fire	17,161,406	18,196,899	18,760,244	19,265,302	19,991,775	20,601,321	21,189,920	21,817,404	22,615,296
Parks & Recreation	13,170,637	13,476,808	14,001,469	14,509,600	15,038,151	15,570,148	16,121,984	16,694,451	17,288,375
Organizational Support	2,109,744	2,194,134	2,281,899	2,361,766	2,444,427	2,529,982	2,618,532	2,710,180	2,805,037
Transfers- to CRA	5,206,424	5,492,777	5,739,952	5,854,751	6,030,394	6,271,610	6,710,622	7,180,366	7,682,991
Transfers- to Capital Projects	2,741,250	2,800,000	2,900,000	3,055,000	3,030,000	3,181,500	3,060,575	3,213,604	3,374,284
Transfers- Other	787,033	800,411	809,429	818,194	823,040	832,595	842,045	851,539	861,883
Reimbursements	(5,527,821)	(5,776,573)	(6,007,636)	(6,217,903)	(6,435,530)	(6,660,773)	(6,893,900)	(7,135,187)	(7,384,918)
Non-departmental	(400,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)
Total Estimated Appropriations	89,288,979	93,334,719	96,610,741	99,684,033	103,130,688	106,486,097	109,999,295	113,778,026	118,073,263
	4.53%	3.51%	3.18%	3.46%	3.25%	3.30%	3.44%	3.78%	
Excess Revenues (Deficit)	447,138	(378,817)	(440,880)	(299,670)	(23,214)	303,990	533,280	616,103	624,054
ESTIMATED APPROPRIATIONS									
BY CATEGORY:									
City operations	76,516,392	80,031,270	82,795,728	85,442,795	88,581,913	91,377,107	94,400,053	97,378,175	100,826,334
City capital maintenance	2,328,136	2,416,127	2,499,733	2,582,088	2,666,543	2,754,530	2,844,838	2,938,240	3,034,104
Organizational support	2,109,744	2,194,134	2,281,899	2,361,766	2,444,427	2,529,982	2,618,532	2,710,180	2,805,037
Transfers to other funds	8,734,707	9,093,188	9,449,381	9,727,945	9,883,434	10,285,704	10,613,242	11,245,508	11,919,158
Non-departmental	(400,000)	(400,000)	(416,000)	(430,560)	(445,630)	(461,227)	(477,370)	(494,078)	(511,370)
Contingency	447,138	(378,817)	(440,880)	(299,670)	(23,214)	303,990	533,280	616,103	624,054
Total Estimated Appropriations	89,736,117	92,955,901	96,169,861	99,384,363	103,107,474	106,790,087	110,532,576	114,394,129	118,697,317
	22,152,763	21,773,946	21,333,066	21,033,396	21,010,182	21,253,374	21,679,998	22,172,880	22,672,124
Reserves as a Percentage of Expenditures	25.6%	24.1%	22.8%	21.8%	21.0%	20.6%	20.3%	20.1%	19.8%

Water & Wastewater Fund 10 Year Pro-Forma

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Inflows:									
Charges for services	41,317,673	42,763,792	44,260,524	45,596,257	46,972,338	48,381,508	49,832,954	51,327,942	52,867,780
Other	459,929	527,193	578,904	607,608	608,190	549,608	550,140	550,688	551,252
Use of excess reserves for capital	-	-	-	-	-	-	-	-	-
Total Inflows	41,777,602	43,290,985	44,839,428	46,203,864	47,580,528	48,931,117	50,383,094	51,878,630	53,419,033
	3.6%	3.6%	3.0%	3.0%	2.8%	3.0%	3.0%	3.0%	3.0%
Outflows:									
General administration	2,872,007	2,989,252	3,099,740	3,206,174	3,316,382	3,432,249	3,552,356	3,676,866	3,805,953
Operations	23,234,037	24,210,598	25,175,169	26,142,257	27,151,487	28,134,047	29,153,789	30,212,239	31,310,892
Principal on debt	4,140,000	4,215,000	4,295,000	4,370,000	4,440,000	4,520,000	2,875,000	2,895,000	2,915,000
Interest on debt	823,404	727,099	628,912	528,857	427,071	323,467	237,705	170,495	102,765
Capital improvements	4,058,000	4,295,000	4,315,000	4,100,000	4,150,000	4,357,500	4,575,375	4,804,144	5,044,351
Reimbursements	3,172,588	3,315,018	3,447,889	3,569,209	3,694,835	3,824,571	3,958,879	4,097,922	4,241,869
Transfers to other funds	3,477,566	3,610,082	3,724,517	3,870,822	3,994,440	4,113,904	4,237,096	4,363,975	4,494,650
Total Outflows	41,777,602	43,362,049	44,686,227	45,787,320	47,174,215	48,705,738	48,590,200	50,220,641	51,915,479
	3.8%	3.1%	2.5%	3.0%	3.2%	-0.2%	3.4%	3.4%	3.4%
Net Inflow (Outflow)	-	(71,064)	153,201	416,545	406,313	225,379	1,792,894	1,657,989	1,503,554
Est. Working Capital	13,081,082	13,290,018	13,723,219	14,419,763	15,106,076	15,611,455	17,404,350	19,062,339	20,565,892
No. of Days of Working Capital	139	136	136	138	140	140	151	160	167
Bonds Outstanding	33,470,000	29,255,000	24,960,000	20,590,000	16,150,000	11,630,000	8,755,000	5,860,000	2,945,000
Debt Service Coverage	2.52	2.59	2.66	2.71	2.76	2.80	4.41	4.53	4.66

Electric Services Fund 10 Year Pro-Forma

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034
Electric Sales:									
Fuel	15,828,879	15,987,220	16,147,093	16,308,563	16,471,649	16,636,366	16,802,729	16,970,757	17,140,464
Non-Fuel	37,953,372	38,756,962	39,578,182	40,417,439	41,275,151	42,134,715	43,012,491	43,908,876	44,824,272
Other Operating Revenues	831,000	820,191	814,059	811,899	813,130	814,775	773,571	787,779	802,412
Investment Earnings	92,616	106,508	117,159	123,017	123,017	110,715	110,715	110,715	110,715
Transfers in	193,221	201,579	209,913	217,904	226,235	234,569	243,227	252,222	261,569
Fund Balance CarryFwd - Inventory	1,950,162	2,000,000	1,000,000	-	-	-	-	-	-
Total Inflows	56,849,250	57,872,461	57,866,406	57,878,824	58,909,182	59,931,139	60,942,734	62,030,349	63,139,433
General and Administrative	3,140,593	3,269,023	3,389,924	3,505,932	3,625,996	3,752,950	3,884,552	4,020,983	4,162,431
Operating Expenses	7,961,985	8,016,231	8,255,442	8,511,007	8,776,175	8,986,842	9,006,111	9,284,282	9,571,662
Purchased Power	24,751,835	25,345,724	25,970,480	26,628,349	27,321,755	28,053,312	28,825,840	29,642,381	30,506,217
Routine Capital	1,760,000	1,830,000	1,902,360	1,978,214	2,057,732	2,110,464	2,164,778	2,220,722	2,278,343
Principal on Debt	3,465,000	3,590,000	3,680,000	3,795,000	3,860,000	3,935,000	3,690,000	3,815,000	3,930,000
Interest on Debt	1,215,983	1,098,806	991,364	880,199	761,575	636,715	514,634	394,447	270,377
Total Outflows	42,295,396	43,149,784	44,189,570	45,298,701	46,403,233	47,475,283	48,085,916	49,377,814	50,719,031
Available Funds	14,553,854	14,722,677	13,676,837	12,580,123	12,505,949	12,455,856	12,856,818	12,652,534	12,420,402
Operating Transfers Out	3,641,199	3,366,712	3,429,726	3,526,691	3,599,936	3,673,938	3,749,415	3,826,616	3,905,435
Other Capital Projects	879,655	1,125,000	1,205,000	1,290,000	1,375,000	1,135,000	1,170,000	1,205,000	1,240,000
Undergrounding Infrastructure	9,200,000	9,660,000	10,143,000	10,650,150	11,182,658	-	-	-	-
Service Conversions	-	300,000	325,000	350,000	400,000	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
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
Substation Transformer Replacement	833,000	833,000	833,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000
Reserves Surplus/Deficit	-	(562,035)	(2,258,890)	(4,136,719)	(4,951,644)	(4,753,082)	(4,587,597)	(5,029,081)	(4,725,033)
Est. Working Capital	17,014,598	16,452,563	14,193,674	10,056,955	5,105,311	352,228	(4,235,369)	(9,264,450)	(13,989,484)
No. of Days of Working Capital	173	164	138	95	47	3	(37)	(79)	(115)
Bonds Outstanding	36,865,000	33,275,000	29,595,000	25,800,000	21,940,000	18,005,000	14,315,000	10,500,000	6,570,000
Debt Service Coverage	4.03	4.06	4.08	4.07	4.10	4.13	4.51	4.47	4.44

Community Redevelopment Agency 10-Year CIP

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
ESTIMATED REVENUES										
TIF Revenue - City	5,206,424	5,492,777	5,739,952	5,854,751	6,030,394	6,271,610	6,710,622	7,180,366	7,682,991	8,220,801
TIF Revenue - County	4,021,021	4,242,177	4,433,075	4,521,737	4,657,389	4,843,684	5,182,742	5,545,534	5,933,722	6,349,082
Investment Earnings	572,044	657,851	723,636	759,817	759,817	683,836	683,836	683,836	683,836	683,836
Misc. Revenues	30,000	-	-	-	-	-	-	-	-	-
CRA Revenues	9,829,489	10,392,805	10,896,663	11,136,305	11,447,600	11,799,130	12,577,200	13,409,736	14,300,549	15,253,719
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Revenues	9,829,489	10,392,805	10,896,663	11,136,305	11,447,600	11,799,130	12,577,200	13,409,736	14,300,549	15,253,719
ESTIMATED EXPENDITURES										
Personnel & Indirect Costs	850,410	888,098	924,829	959,098	994,661	1,032,966	1,072,821	1,114,292	1,157,451	1,202,369
General Operating	760,034	785,278	807,683	831,935	856,915	882,645	909,149	936,448	964,568	993,533
Community Initiatives	1,163,300	1,484,380	1,527,947	1,550,890	1,595,193	1,640,902	1,688,061	1,736,715	1,786,913	1,838,704
Capital Maintenance	185,000	192,400	199,134	205,108	211,261	217,599	224,127	230,851	237,776	244,910
Misc. Capital Enhancements	400,000	400,000	400,000	400,000	400,000	412,000	424,360	437,091	450,204	463,710
Debt Service & Transfers	710,565	-	-	-	-	-	-	-	-	-
Total Expenditures	4,069,309	3,750,157	3,859,593	3,947,030	4,058,031	4,186,112	4,318,517	4,455,397	4,596,912	4,743,226
Annual Surplus/Deficit (Funding Available for Additional Projects and Programs)	5,760,180	6,642,648	7,037,070	7,189,275	7,389,569	7,613,017	8,258,683	8,954,338	9,703,637	10,510,493

Five Year CIP & Project Balances	Prj. Bal.	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Misc. Infrastructure Improvements	1,385,730										
17/92 Streetscape		-	-	5,000,000	5,000,000	2,000,000					
MLK Basin Stormwater Improvements	2,925,067	500,000	500,000	-	1,000,000	-					
Denning/Fairbanks Intersection Improvements	1,485,763	-	-	-	-	3,000,000					
MLK Park Improvements	2,065,862	-	-	-	-	-					
W. Fairbanks Stormwater/Infrastructure	2,479,531	1,000,000	1,000,000	-	-	-					
MLK Surface Parking	1,200,000	-	-	-	-	-					
Canton Ave Stormwater Drainage		1,300,000	3,450,000	-	-	-					
1792/Fairbanks Intersection Improvements		-	2,000,000	2,000,000	-	-					
Killarney Estates Brick & Drainage Refresh	500,000	-	-	-	-	-					
Park Ave Refresh	69,000	2,500,000	-	-	1,000,000	2,000,000					

CRA Project Funding Total	5,300,000	6,950,000	7,000,000	7,000,000	7,000,000	-	-	-	-	-
Fund Surplus/Deficit	460,180	(307,352)	37,070	189,275	389,569	7,613,017	8,258,683	8,954,338	9,703,637	10,510,493
Cumulative Fund Balance (Reserves est.)	460,180	152,828	189,898	379,173	768,743	8,381,760	16,640,443	25,594,781	35,298,418	45,808,911



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

conscious 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 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
GENERAL FUND:					
Property taxes	\$ 27,511,689	\$ 30,400,941	\$ 33,818,498	\$ 36,201,662	\$ 39,016,142
Utility taxes and franchise fees	7,851,909	8,216,764	8,427,188	8,230,633	8,910,965
Licenses and permits	3,667,915	2,890,770	3,147,947	3,189,714	3,831,950
Fines and forfeitures	1,180,220	1,505,884	2,102,642	1,902,101	2,339,711
Intergovernmental revenues	9,284,363	9,612,546	9,564,061	9,374,826	9,451,057
Charges for services	11,665,578	13,872,437	15,518,628	16,979,138	18,346,403
Other	(2,209,188)	1,163,038	2,521,203	1,206,864	1,434,008
Transfers from other funds	7,488,744	6,291,728	5,623,699	5,902,381	6,405,881
Fund balance	-	-	-	-	-
TOTAL GENERAL FUND	66,441,230	73,954,108	80,723,866	82,987,319	89,736,117
SPECIAL REVENUE FUNDS:					
Licenses and permits	115,832	147,616	54,899	140,000	30,000
Intergovernmental revenues	4,255,819	3,734,243	5,166,136	4,040,953	4,214,599
Charges for services	3,263,023	2,915,670	4,105,065	4,091,592	4,265,058
Fines and forfeitures	50,516	95,443	152,479	-	-
Lot sales	469,860	466,090	626,221	581,000	560,000
Other	(1,125,498)	1,172,926	2,292,340	726,302	885,032
Transfers from other funds	4,000,652	5,528,768	5,257,680	5,341,718	5,698,683
Proceeds from debt issuance	-	-	-	-	-
Fund balance	-	-	-	138,000	31,000
TOTAL SPECIAL REVENUE FUNDS	11,030,204	14,060,757	17,654,820	15,059,565	15,684,372
DEBT SERVICE FUND:					
Property taxes	1,941,294	1,964,356	1,965,518	2,095,206	2,097,802
Other	(18,557)	116,575	124,185	-	-
Transfers from other funds	146,889	451,014	518,612	515,293	516,784
Fund balance	-	-	-	-	-
TOTAL DEBT SERVICE FUND	2,069,626	2,531,945	2,608,315	2,610,499	2,614,586
CAPITAL PROJECT FUNDS:					
Intergovernmental revenues	1,000,000	3,000,000	65	-	200,000
Charges for services	550,000	726,607	700,000	1,150,000	1,875,000
Other	645,754	1,599,932	790,656	-	400,000
Transfers from other funds	4,915,000	3,859,231	4,153,077	3,316,077	3,690,000
Proceeds from debt issuance	8,000,000	-	-	-	-
TOTAL CAPITAL PROJECT FUNDS	15,110,754	9,185,770	5,643,798	4,466,077	6,165,000
ENTERPRISE FUNDS:					
Charges for water and sewer services	32,684,133	34,027,980	37,903,145	38,814,190	41,317,673
Charges for electric services	59,508,002	50,043,905	47,604,769	49,512,454	54,568,251
Capital contributions	704,932	696,960	433,712	518,483	490,000
Other	(3,445,351)	1,334,267	2,298,187	797,676	972,023
Transfers and Reimbursements	10,770	-	-	192,750	193,221
Fund balance	-	-	-	800,000	1,950,162
TOTAL ENTERPRISE FUNDS	90,319,571	86,103,112	88,239,813	90,635,553	99,491,330
INTERNAL SERVICE FUNDS:					
Charges for services	14,399,155	15,804,031	17,746,669	18,367,191	19,772,124
Other	(528,486)	941,180	738,175	303,295	333,081
Fund balance	-	-	-	-	44,919
TOTAL INTERNAL SERVICE FUNDS	13,872,319	16,745,211	18,484,844	18,670,486	20,150,124
TOTAL ALL FUNDS	\$ 198,843,704	\$ 202,580,903	\$ 213,355,456	\$ 214,429,499	\$ 233,841,529

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
GENERAL FUND:					
General administration	\$ 7,282,691	\$ 7,853,883	\$ 8,716,352	\$ 9,481,939	\$ 10,132,589
Planning and development	3,265,381	3,280,963	3,484,776	3,622,077	3,752,901
Public works	10,406,367	12,046,626	14,240,352	15,603,331	16,649,643
Police	16,338,467	16,221,951	17,712,331	19,458,557	21,874,236
Fire	13,626,554	13,666,042	15,303,877	16,344,757	17,161,406
Parks and recreation	10,862,686	12,482,308	13,387,161	13,479,846	14,801,574
Organizational support	1,656,999	1,840,000	1,932,000	2,028,600	2,109,744
Nondepartmental	-	-	-	(400,000)	(400,000)
Transfers (CRA, CIP, Other)	7,492,780	8,709,855	9,835,964	8,113,162	8,734,707
Reimbursements	(4,062,447)	(4,274,445)	(4,800,673)	(5,194,468)	(5,527,821)
Contingency	-	-	-	450,000	447,138
TOTAL GENERAL FUND	66,869,478	71,827,183	79,812,140	82,987,801	89,736,117
SPECIAL REVENUE FUNDS:					
Stormwater Operations Fund	2,961,241	3,288,716	3,534,125	4,171,592	4,330,985
Affordable Housing Fund	-	200,000	400,000	200,000	-
Community Redevelopment Agency Fund	4,430,640	3,547,770	4,935,068	9,170,345	9,829,489
Cemetery Trust Fund	805,848	950,874	399,875	624,650	603,687
Multi-Modal Transportation Fund	-	-	-	150,000	150,000
Designations Trust Fund	824,713	1,126,710	1,964,132	544,320	567,259
Police Grants Fund	997,559	112,809	180,136	160,658	171,952
Federal Forfeiture Fund	-	905,343	71,950	38,000	31,000
TOTAL SPECIAL REVENUE FUNDS	10,020,001	10,132,223	11,485,285	15,059,565	15,684,372
DEBT SERVICE FUND:					
Debt Service Fund	2,242,706	2,545,846	2,608,252	2,610,499	2,614,586
TOTAL DEBT SERVICE FUND	2,242,706	2,545,846	2,608,252	2,610,499	2,614,586
CAPITAL PROJECT FUNDS:					
General Capital Projects Fund	13,307,718	4,114,483	3,222,959	3,316,077	4,290,000
Stormwater Capital Projects Fund	633,784	410,086	670,781	1,150,000	1,875,000
TOTAL CAPITAL PROJECT FUNDS	13,941,502	4,524,569	3,893,740	4,466,077	6,165,000
ENTERPRISE FUNDS:					
Water and Sewer Fund	30,447,289	31,762,466	34,350,793	40,787,182	42,642,080
Electric Services Fund	49,739,899	40,880,758	39,645,393	49,848,371	56,849,250
TOTAL ENTERPRISE FUNDS	80,187,188	72,643,224	73,996,186	90,635,553	99,491,330
INTERNAL SERVICE FUNDS:					
Fleet Maintenance Fund	1,601,744	1,827,168	2,042,481	2,035,002	2,372,654
Vehicle/Equipment Replacement Fund	1,666,498	1,689,855	1,604,079	2,591,000	2,902,000
Employee Insurance Fund	8,518,181	9,073,261	9,201,802	10,388,864	11,169,014
General Insurance Fund	3,885,468	3,842,641	2,980,849	3,655,620	3,706,456
TOTAL INTERNAL SERVICE FUNDS	15,671,891	16,432,926	15,829,212	18,670,486	20,150,124
TOTAL ALL FUNDS	\$ 188,932,766	\$ 178,105,971	\$ 187,624,815	\$ 214,429,981	\$ 233,841,529

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

GENERAL FUND						
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change		
ESTIMATED REVENUES:						
Taxes:						
Property Taxes:						
Operating millage	\$ 36,201,662	\$ 39,016,142	\$ 2,814,480	7.77%		
Debt Service - 2020	-	-	-	-		
Debt Service - 2017	-	-	-	-		
Utility Taxes	7,531,878	8,206,005	674,127	8.95%		
Franchise Fees	698,755	704,960	6,205	0.89%		
Licenses and Permits	3,189,714	3,831,950	642,236	20.13%		
Intergovernmental Revenue	9,374,826	9,451,057	76,231	0.81%		
Charges for Services	16,979,138	18,346,403	1,367,265	8.05%		
Fines and Forfeitures	1,902,101	2,339,711	437,610	23.01%		
Other Revenue	1,206,864	1,434,008	227,144	18.82%		
Transfers	5,902,381	6,405,881	503,500	8.53%		
Fund Balance	-	-	-	-		
Total Estimated Revenues	\$ 82,987,319	\$ 89,736,117	\$ 6,748,798	8.13%		
ESTIMATED APPROPRIATIONS						
BY PROGRAM:						
General Government	\$ 8,202,679	\$ 8,778,090	\$ 575,411	7.01%		
Financial Services	1,279,260	1,354,499	75,239	5.88%		
Planning, Building & Code	3,622,077	3,752,901	130,824	3.61%		
Public Works	15,603,331	16,649,643	1,046,312	6.71%		
Police	19,458,557	21,874,236	2,415,679	12.41%		
Fire	16,344,757	17,161,406	816,649	5.00%		
Parks & Recreation	13,479,846	14,801,574	1,321,728	9.81%		
Organizational Support	2,028,600	2,109,744	81,144	4.00%		
Debt Service	-	-	-	-		
Transfers	8,112,680	8,734,707	622,027	7.67%		
Reimbursements	(5,194,468)	(5,527,821)	(333,353)	6.42%		
Non-Departmental	(400,000)	(400,000)	-	-		
Contingency	450,000	447,138	(2,862)	-0.64%		
Total Estimated Appropriations	\$ 82,987,319	\$ 89,736,117	\$ 6,748,798	8.13%		
ESTIMATED APPROPRIATIONS						
BY FUNCTION:						
Personal Services	\$ 49,484,694	\$ 53,277,775	\$ 3,793,081	7.67%		
Operating Costs	30,333,413	32,868,318	2,534,905	8.36%		
Capital Outlay	201,000	336,000	135,000	67.16%		
Debt Service	-	-	-	-		
Capital Projects	-	-	-	-		
Transfers	8,112,680	8,734,707	622,027	7.67%		
Reimbursements	(5,194,468)	(5,527,821)	(333,353)	6.42%		
Non-Departmental	(400,000)	(400,000)	-	0.00%		
Contingency	450,000	447,138	(2,862)	-0.64%		
Total Estimated Appropriations	\$ 82,987,319	\$ 89,736,117	\$ 6,748,798	8.13%		

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

	SPECIAL REVENUE			
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change
ESTIMATED REVENUES:				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	-
Debt Service - 2020	-	-	-	-
Debt Service - 2017	-	-	-	-
Utility Taxes	-	-	-	-
Franchise Fees	-	-	-	-
Licenses and Permits	140,000	30,000	(110,000)	-78.57%
Intergovernmental Revenue	4,040,692	4,214,599	173,907	4.30%
Charges for Services	4,091,592	4,265,058	173,466	4.24%
Fines and Forfeitures	-	-	-	-
Other Revenue	1,307,563	1,445,032	137,469	10.51%
Transfers	5,341,718	5,698,683	356,965	6.68%
Fund Balance	138,000	31,000	(107,000)	-77.54%
Total Estimated Revenues	\$ 15,059,565	\$ 15,684,372	\$ 624,807	4.15%

	ESTIMATED APPROPRIATIONS			
	BY PROGRAM:			
General Government	\$ -	\$ -	\$ -	-
Financial Services	-	-	-	-
Plan/Community Development	7,268,668	7,685,145	416,477	5.73%
Public Works	4,041,291	4,183,829	142,538	3.53%
Police	198,658	202,952	4,294	2.16%
Fire	-	-	-	-
Parks & Recreation	50,000	50,000	-	-
Organizational Support	1,278,320	1,445,559	167,239	13.08%
Debt Service	1,066,442	710,565	(355,877)	-33.37%
Transfers	445,014	457,876	12,862	2.89%
Reimbursements	268,543	267,455	(1,088)	-0.41%
Non-Departmental	-	-	-	-
Contingency	442,629	680,991	238,362	53.85%
Total Estimated Appropriations	\$ 15,059,565	\$ 15,684,372	\$ 624,807	4.15%

	ESTIMATED APPROPRIATIONS			
	BY FUNCTION:			
Personal Services	\$ 3,179,324	\$ 3,433,615	\$ 254,291	8.00%
Operating Costs	4,131,613	4,123,870	(7,743)	-0.19%
Capital Outlay	236,000	160,000	(76,000)	-32.20%
Debt Service	1,066,442	710,565	(355,877)	-33.37%
Capital Projects	5,290,000	5,850,000	560,000	10.59%
Transfers	445,014	457,876	12,862	2.89%
Reimbursements	268,543	267,455	(1,088)	-0.41%
Non-Departmental	-	-	-	-
Contingency	442,629	680,991	238,362	53.85%
Total Estimated Appropriations	\$ 15,059,565	\$ 15,684,372	\$ 624,807	4.15%

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

DEBT SERVICE					
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change	
ESTIMATED REVENUES:					
Taxes:					
Property Taxes:					
Operating millage	\$ -	\$ -	\$ -	-	-
Debt Service - 2020	146,396	144,234	(2,162)	-1.48%	
Debt Service - 2017	1,801,300	1,804,550	3,250	0.18%	
Utility Taxes	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Other Revenue	147,510	149,018	1,508	1.02%	
Proceeds from Debt Issuance	-	-	-	-	-
Transfers	515,293	516,784	1,491	0.29%	
Fund Balance	-	-	-	-	-
Total Estimated Revenues	\$ 2,610,499	\$ 2,614,586	\$ 4,087	0.16%	
ESTIMATED APPROPRIATIONS					
BY PROGRAM:					
General Government	\$ -	\$ -	\$ -	-	-
Financial Services	-	-	-	-	-
Plan/Community Development	-	-	-	-	-
Public Works	-	-	-	-	-
Police	-	-	-	-	-
Fire	-	-	-	-	-
Parks & Recreation	-	-	-	-	-
Organizational Support	-	-	-	-	-
Debt Service	2,610,499	2,614,586	4,087	0.16%	
Transfers	-	-	-	-	-
Reimbursements	-	-	-	-	-
Non-Departmental	-	-	-	-	-
Contingency	-	-	-	-	-
Total Estimated Appropriations	\$ 2,610,499	\$ 2,614,586	\$ 4,087	0.16%	
ESTIMATED APPROPRIATIONS					
BY FUNCTION:					
Personal Services	\$ -	\$ -	\$ -	-	-
Operating Costs	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	2,610,499	2,614,586	4,087	0.16%	
Capital Projects	-	-	-	-	-
Transfers	-	-	-	-	-
Reimbursements	-	-	-	-	-
Contingency	-	-	-	-	-
Total Estimated Appropriations	\$ 2,610,499	\$ 2,614,586	\$ 4,087	0.16%	

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

	CAPITAL PROJECTS			
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change
ESTIMATED REVENUES:				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	-
Debt Service - 2020	-	-	-	-
Debt Service - 2017	-	-	-	-
Utility Taxes	-	-	-	-
Franchise Fees	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental Revenue	-	200,000	200,000	-
Charges for Services	1,150,000	1,875,000	725,000	63.04%
Fines and Forfeitures	-	-	-	-
Other Revenue	-	400,000	400,000	-
Transfers	3,316,077	3,690,000	373,923	11.28%
Fund Balance	-	-	-	-
Total Estimated Revenues	\$ 4,466,077	\$ 6,165,000	\$ 1,698,923	38.04%

ESTIMATED APPROPRIATIONS				
BY PROGRAM:				
General Government	\$ 400,000	\$ 400,000	\$ -	-
Financial Services	-	-	-	-
Plan/Community Development	-	-	-	-
Public Works	2,673,077	4,100,000	1,426,923	53.38%
Police	200,000	200,000	-	-
Fire	300,000	300,000	-	-
Parks & Recreation	613,000	885,000	272,000	44.37%
Organizational Support	-	-	-	-
Debt Service	280,000	280,000	-	-
Transfers	-	-	-	-
Reimbursements	-	-	-	-
Non-Departmental	-	-	-	-
Contingency	-	-	-	-
Total Estimated Appropriations	\$ 4,466,077	\$ 6,165,000	\$ 1,698,923	38.04%

ESTIMATED APPROPRIATIONS				
BY FUNCTION:				
Personal Services	\$ -	\$ -	\$ -	-
Operating Costs	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	280,000	280,000	-	-
Capital Projects	4,186,077	5,885,000	1,698,923	40.59%
Transfers	-	-	-	-
Reimbursements	-	-	-	-
Contingency	-	-	-	-
Total Estimated Appropriations	\$ 4,466,077	\$ 6,165,000	\$ 1,698,923	38.04%

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

	ENTERPRISE			
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change
ESTIMATED REVENUES:				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	-
Debt Service - 2020	-	-	-	-
Debt Service - 2017	-	-	-	-
Utility Taxes	-	-	-	-
Franchise Fees	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	88,845,127	96,375,924	7,530,797	8.48%
Fines and Forfeitures	-	-	-	-
Other Revenue	797,676	972,023	174,347	21.86%
Proceeds from Debt Issuance	-	-	-	-
Transfers	-	-	-	-
Reimbursements	192,750	193,221	471	0.24%
Fund Balance	800,000	1,950,162	1,150,162	143.77%
Total Estimated Revenues	\$ 90,635,553	\$ 99,491,330	\$ 8,855,777	9.77%
ESTIMATED APPROPRIATIONS				
BY PROGRAM:				
General Government	\$ -	\$ -	\$ -	-
Financial Services	2,445,312	2,605,161	159,849	6.54%
Plan/Community Development	-	-	-	-
Public Works	66,913,898	74,404,952	7,491,054	11.20%
Police	-	-	-	-
Fire	-	-	-	-
Parks & Recreation	-	-	-	-
Organizational Support	-	-	-	-
Debt Service	9,369,524	9,644,387	274,863	2.93%
Transfers	6,517,775	7,118,765	600,990	9.22%
Reimbursements	5,118,675	5,453,587	334,912	6.54%
Non-Departmental	-	-	-	-
Contingency	270,369	264,478	(5,891)	-2.18%
Total Estimated Appropriations	\$ 90,635,553	\$ 99,491,330	\$ 8,855,777	9.77%
ESTIMATED APPROPRIATIONS				
BY FUNCTION:				
Personal Services	\$ 13,066,750	13,872,330	\$ 805,580	6.17%
Operating Costs	41,552,780	45,181,128	3,628,348	8.73%
Capital Outlay	435,000	1,126,000	691,000	158.85%
Debt Service	9,369,524	9,644,387	274,863	2.93%
Capital Projects	14,304,680	16,830,655	2,525,975	17.66%
Transfers	6,517,775	7,118,765	600,990	9.22%
Reimbursements	5,118,675	5,453,587	334,912	6.54%
Non-Departmental	-	-	-	-
Contingency	270,369	264,478	(5,891)	-2.18%
Total Estimated Appropriations	\$ 90,635,553	\$ 99,491,330	\$ 8,855,777	9.77%

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

	INTERNAL SERVICE			
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change
ESTIMATED REVENUES:				
Taxes:				
Property Taxes:				
Operating millage	\$ -	\$ -	\$ -	-
Debt Service - 2020	-	-	-	-
Debt Service - 2017	-	-	-	-
Utility Taxes	-	-	-	-
Franchise Fees	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	18,367,191	19,772,124	1,404,933	7.65%
Fines and Forfeitures	-	-	-	-
Other Revenue	303,295	333,081	29,786	9.82%
Transfers	-	-	-	-
Fund Balance	-	44,919	44,919	-
Total Estimated Revenues	\$ 18,670,486	\$ 20,150,124	\$ 1,479,638	7.93%
ESTIMATED APPROPRIATIONS				
BY PROGRAM:				
General Government	\$ 18,670,486	\$ 20,150,124	\$ 1,479,638	7.93%
Financial Services	-	-	-	-
Plan/Community Development	-	-	-	-
Public Works	-	-	-	-
Police	-	-	-	-
Fire	-	-	-	-
Parks & Recreation	-	-	-	-
Organizational Support	-	-	-	-
Debt Service	-	-	-	-
Transfers	-	-	-	-
Reimbursements	-	-	-	-
Non-Departmental	-	-	-	-
Contingency	-	-	-	-
Total Estimated Appropriations	\$ 18,670,486	\$ 20,150,124	\$ 1,479,638	7.93%
ESTIMATED APPROPRIATIONS				
BY FUNCTION:				
Personal Services	\$ 1,216,258	1,374,635	\$ 158,377	13.02%
Operating Costs	14,863,228	15,873,489	1,010,261	6.80%
Capital Outlay	2,591,000	2,902,000	311,000	12.00%
Debt Service	-	-	-	-
Capital Projects	-	-	-	-
Transfers	-	-	-	-
Reimbursements	-	-	-	-
Non-Departmental	-	-	-	-
Contingency	-	-	-	-
Total Estimated Appropriations	\$ 18,670,486	\$ 20,150,124	\$ 1,479,638	7.93%

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
2024/2025 Compared to 2025/2026

	TOTAL			
	Budgeted 2024/2025	Budgeted 2025/2026	Increase/ (Decrease)	Percentage Change
ESTIMATED REVENUES:				
Taxes:				
Property Taxes:				
Operating millage	\$ 36,201,662	\$ 39,016,142	\$ 2,814,480	7.77%
Debt Service - 2020	146,396	144,234	(2,162)	-1.48%
Debt Service - 2017	1,801,300	1,804,550	3,250	0.18%
Utility Taxes	7,531,878	8,206,005	674,127	8.95%
Franchise Fees	698,755	704,960	6,205	0.89%
Licenses and Permits	3,329,714	3,861,950	532,236	15.98%
Intergovernmental Revenue	13,415,518	13,865,656	450,138	3.36%
Charges for Services	129,433,048	140,634,509	11,201,461	8.65%
Fines and Forfeitures	1,902,101	2,339,711	437,610	23.01%
Other Revenue	3,762,908	4,733,162	970,254	25.78%
Transfers and Reimbursements	15,268,219	16,504,569	1,236,350	8.10%
Fund Balance	938,000	2,026,081	1,088,081	116.00%
Total Estimated Revenues	\$ 214,429,499	\$ 233,841,529	\$ 19,412,030	9.05%
ESTIMATED APPROPRIATIONS				
BY PROGRAM:				
General Government	\$ 27,273,165	\$ 29,328,214	\$ 2,055,049	7.54%
Financial Services	3,724,572	3,959,660	235,088	6.31%
Plan/Community Development	10,890,745	11,438,046	547,301	5.03%
Public Works	89,231,597	99,338,424	10,106,827	11.33%
Police	19,857,215	22,277,188	2,419,973	12.19%
Fire	16,644,757	17,461,406	816,649	4.91%
Parks & Recreation	14,142,846	15,736,574	1,593,728	11.27%
Organizational Support	3,306,920	3,555,303	248,383	7.51%
Debt Service	13,326,465	13,249,538	(76,927)	-0.58%
Transfers	15,075,469	16,311,348	1,235,879	8.20%
Reimbursements	192,750	193,221	471	0.24%
Non-Departmental	(400,000)	(400,000)	-	-
Contingency	1,162,998	1,392,607	229,609	19.74%
Total Estimated Appropriations	\$ 214,429,499	\$ 233,841,529	\$ 19,412,030	9.05%
ESTIMATED APPROPRIATIONS				
BY FUNCTION:				
Personal Services	\$ 66,947,026	\$ 71,958,355	\$ 5,011,329	7.49%
Operating Costs	90,881,034	98,046,805	7,165,771	7.88%
Capital Outlay	3,463,000	4,524,000	1,061,000	30.64%
Debt Service	13,326,465	13,249,538	(76,927)	-0.58%
Capital Projects	23,780,757	28,565,655	4,784,898	20.12%
Transfers	15,075,469	16,311,348	1,235,879	8.20%
Reimbursements	192,750	193,221	471	0.24%
Non-Departmental	(400,000)	(400,000)	-	-
Contingency	1,162,998	1,392,607	229,609	19.74%
Total Estimated Appropriations	\$ 214,429,499	\$ 233,841,529	\$ 19,412,030	9.05%



CITY OF WINTER PARK
Combined Statement of Revenues, Expenditures and Changes in Fund Balance - Estimated
October 1, 2025 through September 30, 2026

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL
REVENUES/SOURCES							
Taxes:							
Property Taxes:							
Operating millage	\$ 39,016,142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,016,142
Debt Service - 2017	-	-	1,804,550	-	-	-	1,804,550
Debt Service - 2020	-	-	144,234	-	-	-	144,234
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 & Reimbursements	6,405,881	5,698,683	516,784	3,690,000	193,221	-	16,504,569
Fund Balance							
Total Revenues/Sources	89,736,117	15,653,372	2,614,586	6,165,000	97,541,168	20,105,205	231,815,448
EXPENDITURES/USES							
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)
Total Expenditures/Uses	89,288,979	15,003,381	2,614,586	6,165,000	99,226,852	20,150,124	232,448,922
Revenues over (under) Expenditures	447,138	649,991	-	-	(1,685,684)	(44,919)	(633,474)
Fund Balances - estimated							
Beginning of year	25,559,665	25,890,754	241,019	7,419,200	201,737,624	16,548,006	277,396,268
End of year	\$ 26,006,803	\$ 26,540,745	\$ 241,019	\$ 7,419,200	\$ 200,051,940	\$ 16,503,087	\$ 276,762,794

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Property taxes	\$ 27,511,689	\$ 30,400,941	\$ 33,818,498	\$ 36,201,662	\$ 39,016,142
Utility taxes and franchise fees	7,851,909	8,216,764	8,427,188	8,230,633	8,910,965
Licenses and permits	3,667,915	2,890,770	3,147,947	3,189,714	3,831,950
Fines and forfeitures	1,180,220	1,505,884	2,102,642	1,902,101	2,339,711
Intergovernmental revenues	9,284,363	9,612,546	9,564,061	9,374,826	9,451,057
Charges for services	11,665,578	13,872,437	15,518,628	16,979,138	18,346,403
Other	(2,209,188)	1,163,038	2,521,203	1,206,864	1,434,008
Transfers from other funds	7,488,744	6,291,728	5,623,699	5,902,381	6,405,881
Total Revenues/Sources	66,441,230	73,954,108	80,723,866	82,987,319	89,736,117
EXPENDITURES/USES					
General administration	7,282,691	7,853,883	8,716,352	9,481,939	10,132,589
Planning and development	3,265,381	3,280,963	3,484,776	3,622,077	3,752,901
Public works	10,406,367	12,046,626	14,240,352	15,603,331	16,649,643
Police	16,338,467	16,221,951	17,712,331	19,458,557	21,874,236
Fire	13,626,554	13,666,042	15,303,877	16,344,757	17,161,406
Parks and recreation	10,862,686	12,482,308	13,387,161	13,479,846	14,801,574
Organizational support	1,656,999	1,840,000	1,932,000	2,028,600	2,109,744
Nondepartmental	-	-	-	(400,000)	(400,000)
Transfers - CRA	3,622,075	4,039,166	4,528,611	4,872,880	5,206,424
Transfers - CIP	3,540,000	2,645,000	3,655,000	2,468,000	2,741,250
Transfers - Other	330,705	2,025,689	1,652,353	772,282	787,033
Reimbursements	(4,062,447)	(4,274,445)	(4,800,673)	(5,194,468)	(5,527,821)
Total Expenditures/Uses	66,869,478	71,827,183	79,812,140	82,537,801	89,288,979
Revenues/Sources over (under)					
Expenditures/Uses	(428,248)	2,126,925	911,726	449,518	447,138
Beginning Fund Balance	22,499,744	22,071,496	24,198,421	25,110,147	25,559,665
Ending Fund Balance	\$ 22,071,496	\$ 24,198,421	\$ 25,110,147	\$ 25,559,665	\$ 26,006,803
Non Spendable , Restricted, Committed and Assigned	\$ 3,527,383	\$ 3,601,382	\$ 3,315,094	\$ 3,764,612	\$ 3,854,040
Unassigned	18,544,113	20,597,039	21,795,053	21,795,053	22,152,763
Total Fund Balance	\$ 22,071,496	\$ 24,198,421	\$ 25,110,147	\$ 25,559,665	\$ 26,006,803

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 3,081,345	\$ 2,715,697	\$ 3,813,302	\$ 4,091,592	\$ 4,265,058
Intergovernmental Revenue	63,042	23,927	39,021	40,000	21,626
Licenses and permits	-	29,429	33,686	40,000	30,000
Other	(6,861)	880	33,486	-	14,301
Transfers from other funds	1,350	-	-	-	-
Total Revenues/Sources	3,138,876	2,769,932	3,919,495	4,171,592	4,330,985
EXPENDITURES/USES					
Public Works (by program)					
Stormwater management	436,992	476,450	504,381	505,891	520,869
Lakes	1,107,085	1,167,812	1,197,138	1,378,362	1,638,394
Street drainage and maintenance	1,155,794	1,403,549	1,546,608	1,884,899	1,752,625
Street sweeping	261,370	240,906	178,248	272,139	271,941
Total Expenditures/Uses	2,961,241	3,288,716	3,534,125	4,171,592	4,330,985
Revenues/Sources over (under)					
Expenditures/Uses	177,635	(518,784)	385,370	-	-
Beginning Fund Balance	340,373	518,008	(777)	384,593	384,593
Ending Fund Balance	\$ 518,008	\$ (777)	\$ 384,593	\$ 384,593	\$ 384,593
Non Spendable	\$ 65,984	\$ 65,986	\$ 65,986	\$ 65,986	\$ 65,986
Spendable	452,022	(66,762)	318,608	318,608	318,608
Total Fund Balance	\$ 518,006	\$ (777)	\$ 384,593	\$ 384,593	\$ 384,593

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Licenses and permits	\$ 115,832	\$ 118,187	\$ 21,213	\$ 100,000	\$ -
Other	(27,087)	5,194	5,585	-	-
Transfers from other funds	-	-	-	-	-
Total Revenues/Sources	88,745	123,381	26,798	100,000	-
EXPENDITURES/USES					
Planning and development	-	200,000	400,000	200,000	-
Total Expenditures/Uses	-	200,000	400,000	200,000	-
Revenues/Sources over (under) Expenditures/Uses					
	88,745	(76,619)	(373,202)	(100,000)	-
Beginning Fund Balance	225,731	314,476	237,857	(135,345)	(235,345)
Ending Fund Balance	\$ 314,476	\$ 237,857	\$ (135,345)	\$ (235,345)	\$ (235,345)
Non Spendable					
Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>314,476</u>	<u>237,857</u>	<u>(135,345)</u>	<u>(235,345)</u>	<u>(235,345)</u>
Total Fund Balance	\$ 314,476	\$ 237,857	\$ (135,345)	\$ (235,345)	\$ (235,345)

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Other	\$ 266,996	\$ 437,090	\$ 349,112	\$ 150,000	\$ 150,000
Transfers from other funds	-	-	-	-	-
Fund Balance	-	-	-	-	-
Total Revenues/Sources	266,996	437,090	349,112	150,000	150,000
EXPENDITURES/USES					
Planning and development	-	-	-	150,000	150,000
Total Expenditures/Uses	-	-	-	150,000	150,000
Revenues/Sources over (under)					
Expenditures/Uses	266,996	437,090	349,112	-	-
Beginning Fund Balance	-	266,996	704,086	1,053,197	1,053,197
Ending Fund Balance	\$ 266,996	\$ 704,086	\$ 1,053,197	\$ 1,053,197	\$ 1,053,197
Non Spendable					
Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ 266,996	\$ 704,086	\$ 1,053,197	\$ 1,053,197	\$ 1,053,197

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenue	3,162,566	3,388,561	3,653,759	3,840,295	4,021,021
Miscellaneous revenue	(1,098,174)	433,906	1,327,478	457,652	602,044
Transfers from other funds	3,622,600	4,039,166	4,528,611	4,872,398	5,206,424
Total Revenues/Sources	5,686,992	7,861,633	9,509,848	9,170,345	9,829,489
EXPENDITURES/USES					
Planning and development	1,554,908	1,405,476	1,853,686	2,637,668	2,838,445
Debt service	1,496,097	1,484,485	1,071,284	1,066,442	710,565
Capital Projects	1,255,661	595,050	1,879,683	5,140,000	5,700,000
Transfers to other funds	-	-	-	-	-
Reimbursements	123,974	62,759	130,415	138,242	120,299
Total Expenditures/Uses	4,430,640	3,547,770	4,935,068	8,982,352	9,369,309
Revenues/Sources over (under) Expenditures/Uses					
	1,256,352	4,313,864	4,574,780	187,993	460,180
Beginning Fund Balance	8,583,549	9,839,901	14,153,765	18,728,545	18,916,538
Ending Fund Balance	\$ 9,839,901	\$ 14,153,765	\$ 18,728,545	\$ 18,916,538	\$ 19,376,718
Non Spendable					
	\$ -	\$ -	\$ -	\$ -	\$ -
Spendable	9,839,901	14,153,765	18,728,545	18,916,538	19,376,718
Total Fund Balance	\$ 9,839,901	\$ 14,153,765	\$ 18,728,545	\$ 18,916,538	\$ 19,376,718

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Intergovernmental revenues	\$ -	\$ -	\$ 586,432	\$ -	\$ -
Other	(99,482)	51,420	89,150	-	-
Transfers from other funds	-	-	250,000	-	-
Total Revenues/Sources	(99,482)	51,420	925,582	-	-
EXPENDITURES/USES					
Parks & Recreation	472,026	88,353	422,944	-	-
Total Expenditures/Uses	472,026	88,353	422,944	-	-
Revenues/Sources over (under)					
Expenditures/Uses	(571,508)	(36,933)	502,638	-	-
Beginning Fund Balance	1,809,748	1,238,240	1,201,307	1,703,945	1,703,945
Ending Fund Balance	\$ 1,238,240	\$ 1,201,307	\$ 1,703,945	\$ 1,703,945	\$ 1,703,945

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Lot sales	\$ 469,860	\$ 466,090	\$ 626,221	\$ 581,000	\$ 560,000
Other	(191,832)	44,171	104,725	43,650	43,687
Transfers	-	-	-	-	-
Total Revenues/Sources	278,028	510,261	730,946	624,650	603,687
EXPENDITURES/USES					
Transfers to other funds	805,848	950,874	399,875	370,014	382,876
Total Expenditures/Uses	805,848	950,874	399,875	370,014	382,876
Revenues/Sources over (under)					
Expenditures/Uses	(527,820)	(440,613)	331,071	254,636	220,811
Beginning Fund Balance	<u>2,193,117</u>	<u>1,665,297</u>	<u>1,224,684</u>	<u>1,555,755</u>	<u>1,810,391</u>
Ending Fund Balance	<u>\$ 1,665,297</u>	<u>\$ 1,224,684</u>	<u>\$ 1,555,755</u>	<u>\$ 1,810,391</u>	<u>\$ 2,031,202</u>
Spendable	\$ 1,665,297	\$ 1,224,684	\$ 1,555,755	\$ 1,810,391	\$ 2,031,202
Total Fund Balance	<u>\$ 1,665,297</u>	<u>\$ 1,224,684</u>	<u>\$ 1,555,755</u>	<u>\$ 1,810,391</u>	<u>\$ 2,031,202</u>

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Fines and Forfeitures	\$ 50,516	\$ 95,443	\$ 152,479	\$ -	\$ -
Intergovernmental	-	222,545	703,792	-	-
Charges for Services	181,678	199,974	291,763	-	-
Other	25,408	198,577	379,614	75,000	75,000
Transfers from other funds	<u>376,702</u>	<u>1,489,602</u>	<u>729,069</u>	<u>469,320</u>	<u>492,259</u>
Total Revenues/Sources	634,304	2,206,140	2,256,716	544,320	567,259
EXPENDITURES/USES					
Planning and development	42,737	49,405	7,800	50,000	50,000
Public works	50,961	103,145	-	-	-
Natural Resources & Sustainability	-	-	1,011,374	-	-
Police	52,829	51,768	59,304	-	-
Fire	41,744	18,689	19,674	-	-
Parks & recreation department	211,442	343,903	396,045	-	-
Organizational support	350,000	350,000	374,700	419,320	442,259
Transfers to other funds	75,000	75,000	75,000	75,000	75,000
Capital Improvements	-	134,800	20,235	-	-
Total Expenditures/Uses	824,713	1,126,710	1,964,132	544,320	567,259
Revenues/Sources over (under)					
Expenditures/Uses	(190,409)	1,079,430	292,584	-	-
Beginning Fund Balance	1,879,505	1,689,096	2,768,526	3,061,110	3,061,110
Ending Fund Balance	\$ 1,689,096	\$ 2,768,526	\$ 3,061,110	\$ 3,061,110	\$ 3,061,110
Spendable	\$ 1,689,096	\$ 2,768,526	\$ 3,061,110	\$ 3,061,110	\$ 3,061,110
Total Fund Balance	\$ 1,689,096	\$ 2,768,526	\$ 3,061,110	\$ 3,061,110	\$ 3,061,110

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Intergovernmental Revenues	\$ 1,030,211	\$ 99,211	\$ 183,133	\$ 160,658	\$ 171,952
Miscellaneous	5,534	1,688	3,191	-	-
Total Revenues/Sources	<u>1,035,745</u>	<u>100,899</u>	<u>186,324</u>	<u>160,658</u>	<u>171,952</u>
EXPENDITURES/USES					
Police	997,559	112,809	180,136	160,658	171,952
Transfers to other funds	-	-	-	-	-
Total Expenditures/Uses	<u>997,559</u>	<u>112,809</u>	<u>180,136</u>	<u>160,658</u>	<u>171,952</u>
Revenues/Sources over (under) Expenditures/Uses	38,186	(11,910)	6,188	-	-
Beginning Fund Balance	<u>38,464</u>	<u>76,650</u>	<u>64,740</u>	<u>70,928</u>	<u>70,928</u>
Ending Fund Balance	<u>\$ 76,650</u>	<u>\$ 64,740</u>	<u>\$ 70,928</u>	<u>\$ 70,928</u>	<u>\$ 70,928</u>
Spendable	\$ 76,650	\$ 64,740	\$ 70,928	\$ 70,928	\$ 70,928
Total Fund Balance	<u>\$ 76,650</u>	<u>\$ 64,740</u>	<u>\$ 70,928</u>	<u>\$ 70,928</u>	<u>\$ 70,928</u>

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Fines and Forfeitures	\$ 154,417	\$ 209,870	\$ 26,853	\$ -	\$ -
Miscellaneous	(22,072)	603,408	16,343	-	-
Total Revenues/Sources	<u>132,345</u>	<u>813,278</u>	<u>43,196</u>	<u>-</u>	<u>-</u>
EXPENDITURES/USES					
Police	-	905,343	71,950	38,000	31,000
Transfers to other funds	-	-	-	-	-
Total Expenditures/Uses	<u>-</u>	<u>905,343</u>	<u>71,950</u>	<u>38,000</u>	<u>31,000</u>
Revenues/Sources over (under) Expenditures/Uses					
	132,345	(92,065)	(28,754)	(38,000)	(31,000)
Beginning Fund Balance	<u>205,067</u>	<u>337,412</u>	<u>245,347</u>	<u>216,593</u>	<u>178,593</u>
Ending Fund Balance	<u>\$ 337,412</u>	<u>\$ 245,347</u>	<u>\$ 216,593</u>	<u>\$ 178,593</u>	<u>\$ 147,593</u>
Spendable	\$ 337,412	\$ 245,347	\$ 216,593	\$ 178,593	\$ 147,593
Total Fund Balance	<u>\$ 337,412</u>	<u>\$ 245,347</u>	<u>\$ 216,593</u>	<u>\$ 178,593</u>	<u>\$ 147,593</u>

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Property taxes	\$ 1,941,294	\$ 1,964,356	\$ 1,965,518	\$ 2,095,206	\$ 2,097,802
Other	(18,557)	116,575	124,185	-	-
Transfers from other funds	146,889	451,014	518,612	515,293	516,784
Total Revenues/Sources	2,069,626	2,531,945	2,608,315	2,610,499	2,614,586
EXPENDITURES/USES					
Debt Service	2,242,706	2,545,846	2,608,252	2,610,499	2,614,586
Total Expenditures/Uses	2,242,706	2,545,846	2,608,252	2,610,499	2,614,586
Revenues/Sources over (under)					
Expenditures/Uses	(173,080)	(13,901)	63	-	-
Beginning Fund Balance, as restated	427,937	254,857	240,956	241,019	241,019
Ending Fund Balance	\$ 254,857	\$ 240,956	\$ 241,019	\$ 241,019	\$ 241,019
 Spendable					
	\$ 254,857	\$ 240,956	\$ 241,019	\$ 241,019	\$ 241,019
Total Fund Balance	\$ 254,857	\$ 240,956	\$ 241,019	\$ 241,019	\$ 241,019

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Intergovernmental revenues	\$ 1,000,000	\$ 3,000,000	\$ 65	\$ -	\$ 200,000
Other	707,017	1,578,147	703,617	-	400,000
Proceeds from bond issuance	8,000,000	-	-	-	-
Transfers from other funds	4,765,000	3,859,231	4,153,077	3,316,077	3,690,000
Total Revenues/Sources	14,472,017	8,437,378	4,856,759	3,316,077	4,290,000
EXPENDITURES/USES					
Capital projects	13,307,718	4,114,483	3,222,959	3,036,077	4,010,000
Transfers to other funds	-	-	-	280,000	280,000
Total Expenditures/Uses	13,307,718	4,114,483	3,222,959	3,316,077	4,290,000
Revenues/Sources over (under) Expenditures/Uses					
	1,164,299	4,322,895	1,633,800	-	-
Beginning Fund Balance	(765,494)	398,805	4,721,700	6,355,500	6,355,500
Ending Fund Balance	\$ 398,805	\$ 4,721,700	\$ 6,355,500	\$ 6,355,500	\$ 6,355,500
Spendable					
	\$ 398,805	\$ 4,721,700	\$ 6,355,500	\$ 6,355,500	\$ 6,355,500
Total Fund Balance*	\$ 398,805	\$ 4,721,700	\$ 6,355,500	\$ 6,355,500	\$ 6,355,500

**Fund balances are fully encumbered for approved projects.*

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 550,000	\$ 726,607	\$ 700,000	\$ 1,150,000	\$ 1,875,000
Intergovernmental revenues	-	-	-	-	-
Other	(61,263)	21,785	87,039	-	-
Transfers from other funds	150,000	-	-	-	-
Total Revenues/Sources	638,737	748,392	787,039	1,150,000	1,875,000
EXPENDITURES/USES					
Capital projects	633,784	410,086	670,781	1,150,000	1,875,000
Transfers to other funds	-	-	-	-	-
Total Expenditures/Uses	633,784	410,086	670,781	1,150,000	1,875,000
Revenues/Sources over (under) Expenditures/Uses					
	4,953	338,306	116,258	-	-
Beginning Fund Balance	604,183	609,136	947,442	1,063,700	1,063,700
Ending Fund Balance	\$ 609,136	\$ 947,442	\$ 1,063,700	\$ 1,063,700	\$ 1,063,700
 Spendable					
	\$ 609,136	\$ 947,442	\$ 1,063,700	\$ 1,063,700	\$ 1,063,700
Total Fund Balance	\$ 609,136	\$ 947,442	\$ 1,063,700	\$ 1,063,700	\$ 1,063,700

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 32,684,133	\$ 34,027,980	\$ 37,903,145	\$ 38,814,190	\$ 41,317,673
Capital contributions	704,932	696,960	433,712	518,483	490,000
Other	(3,040,409)	768,479	2,026,615	654,509	834,407
Transfers from other funds	10,770	-	-	-	-
Total Revenues/Sources	30,359,426	35,493,419	40,363,472	39,987,182	42,642,080
EXPENSES/USES					
General administration	2,072,135	2,191,126	2,470,170	2,856,654	2,872,007
Operations	17,866,731	18,614,106	21,143,066	21,981,493	23,234,037
Depreciation	2,761,870	2,821,618	2,837,915	-	-
Amortization	845,910	952,263	905,736	-	-
Interest and fiscal charges	1,597,430	1,520,474	1,398,154	917,971	823,404
Amount allocated for principal payment	-	-	-	3,770,000	4,140,000
Amount allocated for capital projects	-	-	-	4,755,000	4,658,000
Reimbursements	2,396,350	2,602,312	2,602,312	2,923,424	3,172,588
Transfers to other funds	2,906,863	3,060,567	2,993,440	3,312,271	3,477,566
Total Expenses/Uses	30,447,289	31,762,466	34,350,793	40,516,813	42,377,602
Change in Net Assets (Cash Flows for Budget Years Presented)	(87,863)	3,730,953	6,012,679	(529,631)	264,478
Adjustments to Budget Years to Convert to GAAP Accounting:					
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	-	-	-	4,755,000	4,658,000
Change in Net Assets (After Adjustments to Budget Years)	(87,863)	3,730,953	6,012,679	4,395,369	5,462,478
Net Assets at					
Beginning of Year, as Restated	92,978,953	92,891,090	96,622,043	102,634,722	107,030,091
Net Assets at End of Year	\$ 92,891,090	\$ 96,622,043	\$ 102,634,722	\$ 107,030,091	\$ 112,492,569
Invested in capital assets, net of related debt	\$ 59,133,245	\$ 62,617,036	\$ 65,443,348	\$ 70,368,348	\$ 75,566,348
Restricted	21,948,734	19,170,211	19,622,586	19,622,586	19,622,586
Unrestricted	11,809,111	14,834,797	17,568,789	17,039,158	17,303,636
Total Net Assets	\$ 92,891,090	\$ 96,622,044	\$ 102,634,723	\$ 107,030,092	\$ 112,492,570

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 59,508,002	\$ 50,043,905	\$ 47,604,769	\$ 49,512,454	\$ 54,568,251
Intergovernmental revenues	415,905	-	-	-	-
Other	(404,942)	565,788	271,572	143,167	137,616
Transfers from other funds	1,530	-	-	-	-
Reimbursements	-	-	-	192,750	193,221
Total Revenues/Sources	59,520,495	50,609,693	47,876,341	49,848,371	54,899,088
EXPENSES/USES					
General administration	2,951,680	2,556,091	2,714,116	2,956,985	3,140,593
Operations	35,404,227	27,128,187	25,523,084	27,259,398	30,932,821
Depreciation	3,483,482	3,720,375	3,999,286	-	-
Amortization	701,902	702,011	702,538	-	-
Interest and fiscal charges	2,025,107	1,863,684	1,719,170	1,341,553	1,215,983
Amount allocated for principal payment	-	-	-	3,340,000	3,465,000
Amount allocated for capital projects	-	-	-	9,549,680	12,172,655
Reimbursements	1,696,582	1,775,965	2,132,235	2,195,251	2,280,999
Transfers to other funds	3,476,919	3,134,445	2,854,964	3,205,504	3,641,199
Total Expenses/Uses	49,739,899	40,880,758	39,645,393	49,848,371	56,849,250
Change in Net Assets (Cash Flows for Budget Years Presented)	9,780,596	9,728,935	8,230,948	-	(1,950,162)
Adjustments to Budget Years to Convert to GAAP Accounting:					
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	-	-	-	9,549,680	12,172,655
Change in Net Assets (After Adjustments to Budget Years)	9,780,596	9,728,935	8,230,948	8,689,680	9,487,493
Net Assets at Beginning of Year, as Restated	58,277,374	68,057,970	77,786,905	86,017,853	94,707,533
Net Assets at End of Year	\$ 68,057,970	\$ 77,786,905	\$ 86,017,853	\$ 94,707,533	\$ 104,195,026
Invested in capital assets, net of related debt	\$ 50,052,861	\$ 57,258,316	\$ 66,460,160	\$ 75,149,840	\$ 86,587,495
Unrestricted	18,005,109	20,528,589	19,557,697	19,557,697	17,607,535
Total Net Assets	\$ 68,057,970	\$ 77,786,905	\$ 86,017,857	\$ 94,707,537	\$ 104,195,030

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 1,540,083	\$ 1,812,950	\$ 2,132,167	\$ 2,035,002	\$ 2,372,654
Other	(903)	19,443	12	-	-
Transfers from other funds	1,350	-	-	-	-
Total Revenues/Sources	1,540,530	1,832,393	2,132,179	2,035,002	2,372,654
EXPENSES/USES					
Operations	1,601,744	1,827,168	2,042,481	2,035,002	2,372,654
Total Expenses/Uses	1,601,744	1,827,168	2,042,481	2,035,002	2,372,654
Change in Net Assets (Cash Flows for Budget Years Presented)	(61,214)	5,224	89,698	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(1,000)
Change in Net Assets (After Adjustments to Budget Years)	(61,214)	5,224	89,698	(1,000)	(1,000)
Net Assets at					
Beginning of Year, as Restated	(108,134)	(169,348)	(164,124)	(74,426)	(75,426)
Net Assets at					
End of Year	\$ (169,348)	\$ (164,124)	\$ (74,426)	\$ (75,426)	\$ (76,426)
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ (1,000)	\$ (2,000)
Unrestricted	(169,348)	(164,124)	(74,426)	(74,426)	(74,426)
Total Net Assets	\$ (169,348)	\$ (164,124)	\$ (74,426)	\$ (75,426)	\$ (76,426)

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

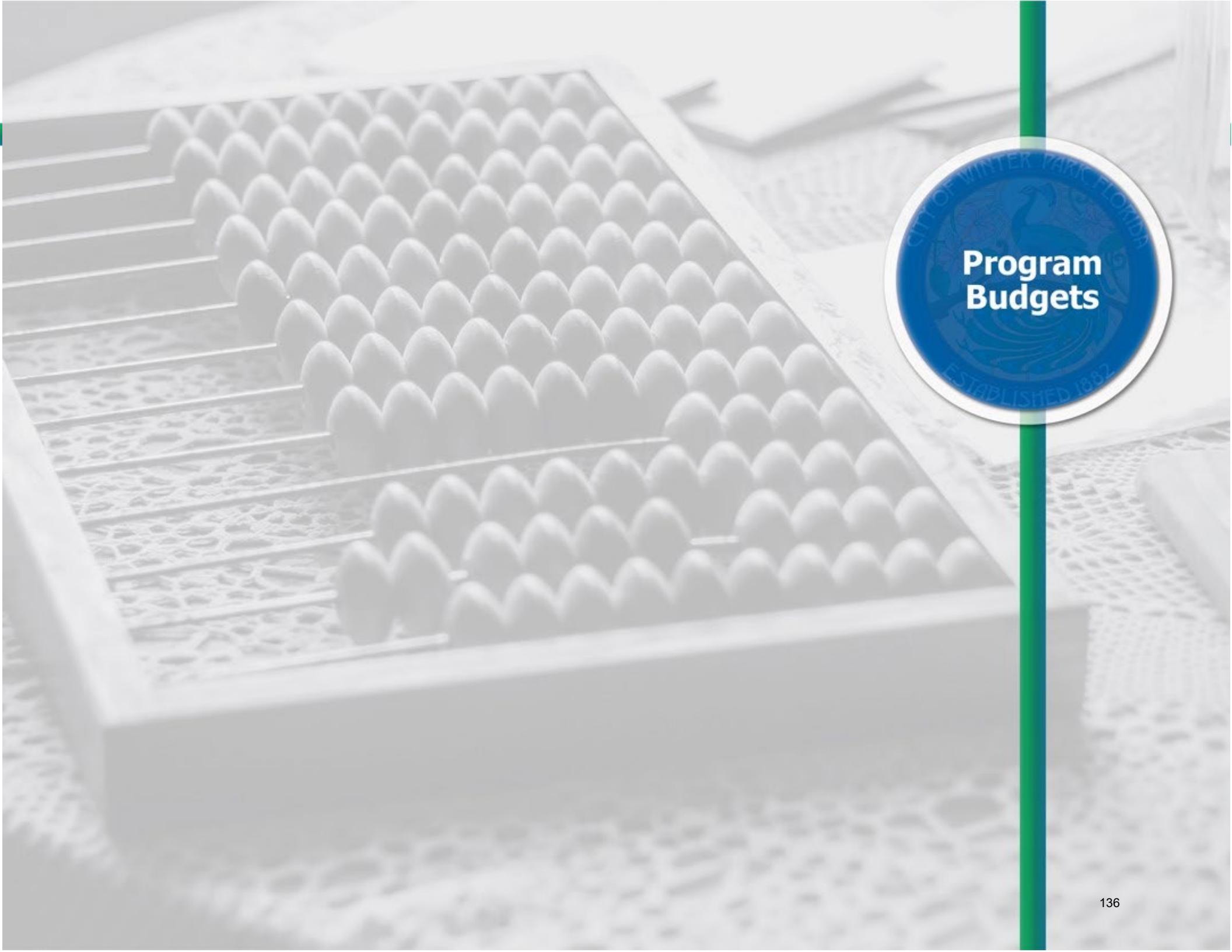
	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 1,504,972	\$ 1,674,447	\$ 2,409,178	\$ 2,530,015	\$ 2,784,128
Intergovernmental revenues	-	-	-	-	-
Other	(96,651)	107,940	237,351	60,985	72,953
Transfers In			195,282		
Total Revenues/Sources	1,408,321	1,782,387	2,841,811	2,591,000	2,857,081
EXPENSES/USES					
Operations	-	-	-	-	-
Depreciation	1,666,498	1,689,855	1,604,079	-	-
Amount allocated for capital equipment	-	-	-	2,591,000	2,902,000
Transfers to other funds	-	-	-	-	-
Reimbursements	-	-	-	-	-
Total Expenses/Uses	1,666,498	1,689,855	1,604,079	2,591,000	2,902,000
Change in Net Assets (Cash Flows for Budget Years Presented)	(258,177)	92,532	1,237,732	-	(44,919)
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,650,000)	(1,650,000)
Add back payment of principal	-	-	-	-	-
Add back investment in capital assets	-	-	-	2,591,000	2,902,000
Change in Net Assets (After Adjustments to Budget Years)	(258,177)	92,532	1,237,732	941,000	1,207,081
Net Assets at Beginning of Year	10,679,311	10,421,134	10,513,666	11,751,398	12,692,398
Net Assets at End of Year	\$ 10,421,134	\$ 10,513,666	\$ 11,751,398	\$ 12,692,398	\$ 13,899,479
Invested in capital assets, net of related debt	\$ 8,645,184	\$ 8,465,316	\$ 9,438,580	\$ 10,379,580	\$ 11,631,580
Unrestricted	1,775,950	2,048,350	2,312,818	2,312,818	2,267,899
Total Net Assets	\$ 10,421,134	\$ 10,513,666	\$ 11,751,398	\$ 12,692,398	\$ 13,899,479

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

	<u>ACTUAL FY 2022</u>	<u>ACTUAL FY 2023</u>	<u>ACTUAL FY 2024</u>	<u>BUDGET FY 2025</u>	<u>BUDGET FY 2026</u>
REVENUES/SOURCES					
Charges for services	\$ 8,207,945	\$ 8,880,160	\$ 9,683,073	\$ 10,182,584	\$ 10,956,258
Other	(337,036)	183,475	385,625	206,280	212,756
Total Revenues/Sources	<u>7,870,909</u>	<u>9,063,635</u>	<u>10,068,698</u>	<u>10,388,864</u>	<u>11,169,014</u>
EXPENSES/USES					
Operations	8,518,181	9,073,261	9,201,802	10,388,864	11,169,014
Reimbursements	-	-	-	-	-
Total Expenses/Uses	<u>8,518,181</u>	<u>9,073,261</u>	<u>9,201,802</u>	<u>10,388,864</u>	<u>11,169,014</u>
Change in Net Assets	(647,272)	(9,626)	866,896	-	-
Net Assets at					
Beginning of Year - as Restated	<u>3,248,238</u>	<u>2,600,966</u>	<u>2,591,340</u>	<u>3,458,235</u>	<u>3,458,235</u>
Net Assets at					
End of Year	<u>\$ 2,600,966</u>	<u>\$ 2,591,340</u>	<u>\$ 3,458,235</u>	<u>\$ 3,458,235</u>	<u>\$ 3,458,235</u>
Unrestricted	\$ 2,600,966	\$ 2,591,340	\$ 3,458,235	\$ 3,458,235	\$ 3,458,235
Total Net Assets	<u>\$ 2,600,966</u>	<u>\$ 2,591,340</u>	<u>\$ 3,458,235</u>	<u>\$ 3,458,235</u>	<u>\$ 3,458,235</u>

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

	ACTUAL FY 2022	ACTUAL FY 2023	ACTUAL FY 2024	BUDGET FY 2025	BUDGET FY 2026
REVENUES/SOURCES					
Charges for services	\$ 3,146,155	\$ 3,436,474	\$ 3,522,251	\$ 3,619,590	\$ 3,659,084
Other	(93,896)	630,322	115,187	36,030	47,372
Transfers from other funds	300	-	-	-	-
Total Revenues/Sources	3,052,559	4,066,796	3,637,438	3,655,620	3,706,456
EXPENSES/USES					
Operations	3,885,468	3,842,641	2,980,849	3,655,620	3,706,456
Depreciation	-	-	-	-	-
Total Expenses/Uses	3,885,468	3,842,641	2,980,849	3,655,620	3,706,456
Change in Net Assets (Cash Flows for Budget Years Presented)	(832,909)	224,155	656,589	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(1,000)
Change in Net Assets (After Adjustments to Budget Years)	(832,909)	224,155	656,589	(1,000)	(1,000)
Net Assets at					
Beginning of Year, as Restated	424,965	(407,944)	(183,790)	472,799	472,799
Net Assets at					
End of Year	\$ (407,944)	\$ (183,790)	\$ 472,799	\$ 472,799	\$ 472,799
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ (1,000)	\$ (2,000)
Unrestricted	(407,944)	(183,790)	472,799	473,799	474,799
Total Net Assets	\$ (407,944)	\$ (183,790)	\$ 472,799	\$ 472,799	\$ 472,799



Program Budgets



Program Budgets

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

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

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 by division

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

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

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL
ESTIMATED REVENUES:							
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
Total Estimated Revenues	\$ 89,736,117	\$ 15,684,372	\$ 2,614,586	\$ 6,165,000	\$ 99,491,330	\$ 20,150,124	\$ 233,841,529
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
Total Estimated Appropriations	\$ 89,736,117	\$ 15,684,372	\$ 2,614,586	\$ 6,165,000	\$ 99,491,330	\$ 20,150,124	\$ 233,841,529
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
Total Estimated Appropriations	\$ 89,736,117	\$ 15,684,372	\$ 2,614,586	\$ 6,165,000	\$ 99,491,330	\$ 20,150,124	\$ 233,841,529

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
October 1, 2024 through September 30,
2025

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL
ESTIMATED REVENUES:							
Taxes:							
Property Taxes:							
Operating millage	\$ 36,201,662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,201,662
Debt Service - 2020	-	-	146,396	-	-	-	146,396
Debt Service - 2017	-	-	1,801,300	-	-	-	1,801,300
Utility Taxes	7,531,878	-	-	-	-	-	7,531,878
Franchise Fees	698,755	-	-	-	-	-	698,755
Licenses and Permits	3,189,714	140,000	-	-	-	-	3,329,714
Intergovernmental Revenue	9,374,826	4,040,692	-	-	-	-	13,415,518
Charges for Services	16,979,138	4,091,592	-	1,150,000	88,845,127	18,367,191	129,433,048
Fines and Forfeitures	1,902,101	-	-	-	-	-	1,902,101
Other Revenue	1,206,864	1,307,563	147,510	-	797,676	303,295	3,762,908
Transfers and Reimbursements	5,902,381	5,341,718	515,293	3,316,077	192,750	-	15,268,219
Fund Balance	-	138,000	-	-	800,000	-	938,000
Total Estimated Revenues	\$ 82,987,319	\$ 15,059,565	\$ 2,610,499	\$ 4,466,077	\$ 90,635,553	\$ 18,670,486	\$ 214,429,499
ESTIMATED APPROPRIATIONS							
BY PROGRAM:							
General Government	\$ 8,202,679	\$ -	\$ -	\$ 400,000	\$ -	\$ 18,670,486	\$ 27,273,165
Financial Services	1,279,260	-	-	-	2,445,312	-	3,724,572
Plan/Community Development	3,622,077	7,268,668	-	-	-	-	10,890,745
Public Works	15,603,331	4,041,291	-	2,673,077	66,913,898	-	89,231,597
Police	19,458,557	198,658	-	200,000	-	-	19,857,215
Fire	16,344,757	-	-	300,000	-	-	16,644,757
Parks & Recreation	13,479,846	50,000	-	613,000	-	-	14,142,846
Organizational Support	2,028,600	1,278,320	-	-	-	-	3,306,920
Debt Service	-	1,066,442	2,610,499	280,000	9,369,524	-	13,326,465
Transfers	8,112,680	445,014	-	-	6,517,775	-	15,075,469
Reimbursements	(5,194,468)	268,543	-	-	5,118,675	-	192,750
Non-Departmental	(400,000)	-	-	-	-	-	(400,000)
Contingency	450,000	442,629	-	-	270,369	-	1,162,998
Total Estimated Appropriations	\$ 82,987,319	\$ 15,059,565	\$ 2,610,499	\$ 4,466,077	\$ 90,635,553	\$ 18,670,486	\$ 214,429,499
ESTIMATED APPROPRIATIONS							
BY FUNCTION:							
Personal Services	\$ 49,484,694	\$ 3,179,324	\$ -	\$ -	\$ 13,066,750	\$ 1,216,258	\$ 66,947,026
Operating Costs	30,333,413	4,131,613	-	-	41,552,780	14,863,228	90,881,034
Capital Outlay	201,000	236,000	-	-	435,000	2,591,000	3,463,000
Debt Service	-	1,066,442	2,610,499	280,000	9,369,524	-	13,326,465
Capital Projects	-	5,290,000	-	4,186,077	14,304,680	-	23,780,757
Transfers	8,112,680	445,014	-	-	6,517,775	-	15,075,469
Reimbursements	(5,194,468)	268,543	-	-	5,118,675	-	192,750
Non-Departmental	(400,000)	-	-	-	-	-	(400,000)
Contingency	450,000	442,629	-	-	270,369	-	1,162,998
Total Estimated Appropriations	\$ 82,987,319	\$ 15,059,565	\$ 2,610,499	\$ 4,466,077	\$ 90,635,553	\$ 18,670,486	\$ 214,429,499

CITY OF WINTER PARK
Position Summary By Department FY22 - FY26

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

	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		Ch. FY25 - 26	
	FT	PT	FT	PT								
GENERAL FUND												
City Commission	-	5.0	-	5.0			5.0		5.0		5.0	-
City Manager	3.5	-	3.5	-	3.5		3.5		3.5		-	-
OMB	2.0	-	3.0	-	2.0		2.0		2.0		-	-
City Clerk	2.0	-	2.0	-	3.0		3.0		3.0		-	-
Communications	7.0	1.0	5.0	-	5.0		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	-	-
Human Resources	5.0	-	5.0	1.0	6.0	1.0	6.0	1.0	6.0		-	(1.0)
Purchasing	3.0	-	3.0	1.0	4.0	1.0	4.0	1.0	4.0	1.0	-	-
Information Technology	12.0	-	12.0	-	12.0		13.0		13.0		-	-
Finance	9.0	-	9.0	-	9.0		9.0		9.0		-	-
Planning	8.0	1.0	9.0	1.0	5.0		5.0		5.0	-	-	-
Building & Code Enforcement	14.0	1.0	14.0	1.0	18.0	2.0	18.0	2.0	18.0	1.0	-	(1.0)
Public Works	24.0	-	25.0	-	28.0		29.0		29.0		-	-
Police	114.0	10.0	115.0	13.0	116.0	13.0	118.0	12.0	122.0	5.0	4.0	(7.0)
Fire	81.0	2.0	81.0	2.0	83.0	2.0	85.0	2.0	85.0	2.0	-	-
Parks/Recreation	69.0	43.0	79.0	55.0	80.0	56.0	82.0	56.0	82.0	67.0	-	11.0
Total General Fund	353.5	63.0	368.5	80.0	377.5	83.0	385.5	83.0	389.5	85.0	4.0	2.0
SPECIAL REVENUE FUNDS												
Stormwater Utility & Natural Resources (Lakes)	23.0	-	25.0	-	25.0	-	27.0	-	27.0		-	-
Community Redevelopment	4.0	-	4.0	-	5.0	-	7.0	-	7.0		-	-
Total Special Revenue Funds	27.0	-	29.0	-	30.0	-	34.0	-	34.0	-	-	-
ENTERPRISE FUNDS												
Water/Sewer Service	116.0	3.0	115.0	3.0	119.0	2.0	119.0	2.0	119.0		-	(2.0)
Electric Service & Warehouse	19.0	-	20.0	-	20.0	-	21.0	-	21.0		-	-
Total Enterprise Funds	135.0	3.0	135.0	3.0	139.0	2.0	140.0	2.0	140.0	-	-	(2.0)
INTERNAL SERVICE FUNDS												
Fleet Maintenance	11.0	-	11.0	-	12.0	-	12.0	-	12.0		-	-
Risk Mgmt.	5.5	2.0	6.5	1.0	0.5	-	0.5	-	0.5		-	-
Total Internal Service Funds	16.5	2.0	17.5	1.0	12.5	-	12.5	-	12.5	-	-	-
TOTAL ALL FUNDS	532.0	68.0	550.0	84.0	559.0	85.0	572.0	85.0	576.0	85.0	4.0	-

Changes in position counts

Information Technology	GIS Analyst position added in FY25 to replace a 3rd party contract that had expired.
Parks	More part time positions were created but with fewer allocated hours to support hiring of more people and better manage staff availability.
Planning	Position was removed in FY25 while department determines whether to replace or utilize contracted services in FY26.
Police	Added four additional Emergency Operations Call Taker positions to support Maitland dispatch services. This is paid for by a contract with Maitland. Removed crossing guard PT positions as this will now be handled by a 3rd party contract.
Lakes	Position to assist with Grants was added mid-year in FY25 to replace a contracted consultant..



General
Fund

CITY OF WINTER PARK, FLORIDA
ESTABLISHED 1882



WINTER PARK CITY HALL

Administrative Services

Mission

The mission of the Administrative Services Department is to provide the highest quality oversight and 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

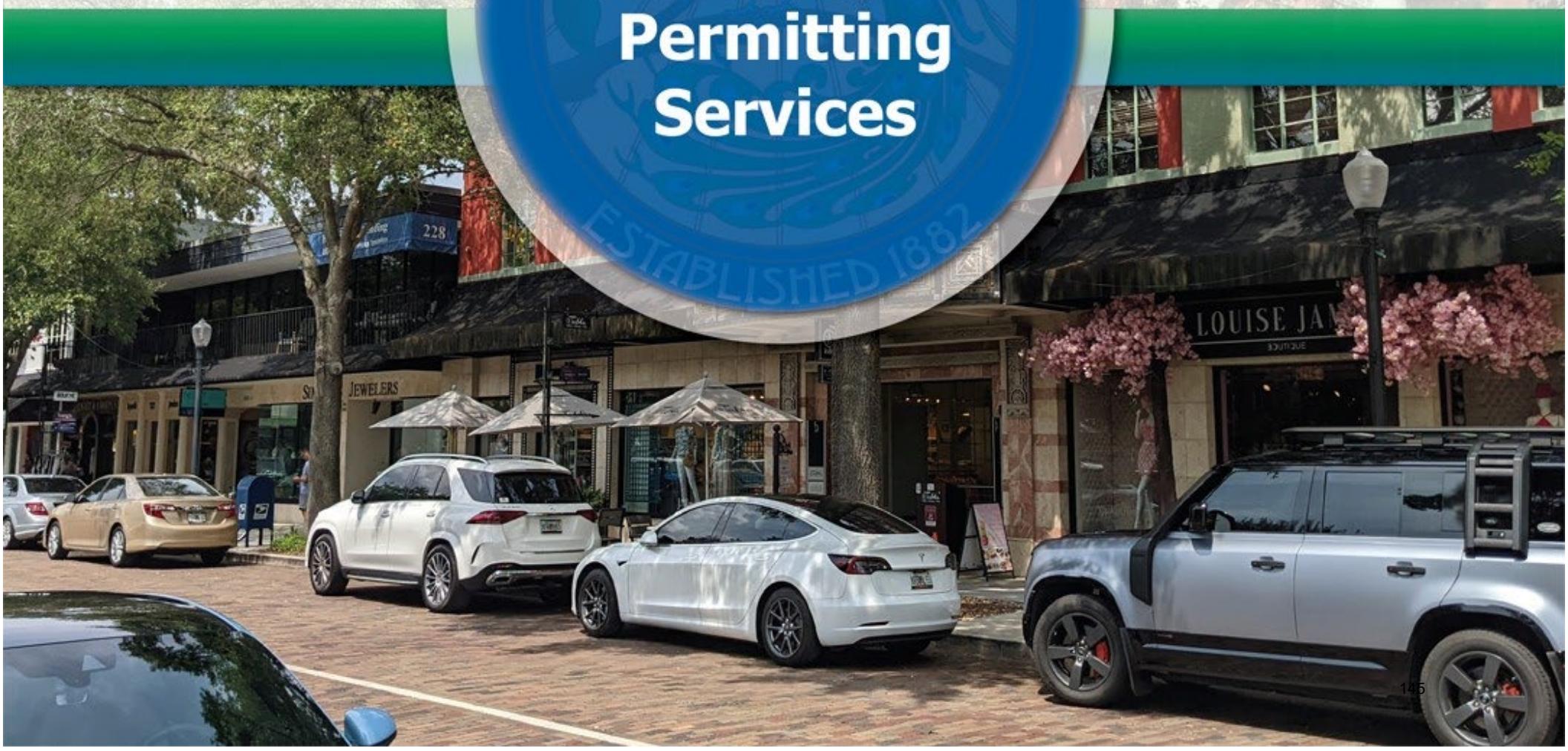
- Provision of resources to effectively operate the administrative and management functions of city government and its over 20 government and citizen advisory boards

Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$1,048,535	\$1,144,091	\$1,191,223	\$1,256,293
Operating Expenses	\$632,370	\$562,501	\$800,319	\$791,913
Capital Outlay	-	-	-	-
Total	\$1,680,905	\$1,706,592	\$1,991,542	\$2,048,206



Building & Permitting Services



Building & Code Compliance Services

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.

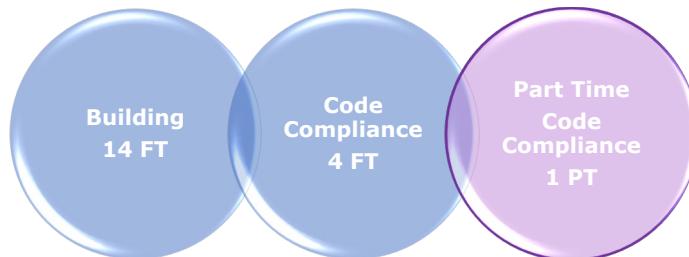
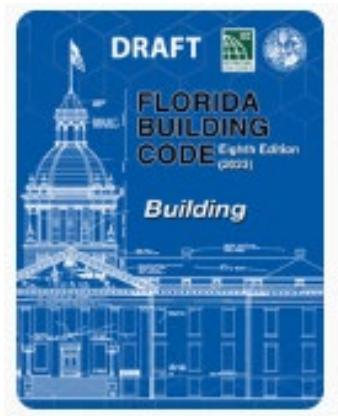
Program Summary

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

The 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, and permits for special events, sidewalk cafe seating, solicitation, garage sale, and filming permits.
- Handles grievances 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.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$1,713,782	\$1,694,835	\$1,865,074	\$1,930,878
Operating Expenses	\$526,797	\$737,022	\$653,109	\$796,082
Capital Outlay	\$0	\$0	\$0	\$10,000
Total	\$2,240,579	\$2,431,858	\$2,518,183	\$2,736,960

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.
- Adopted the 8th Edition of the Florida Building Code with local amendments.
- Implemented the new Selectron inspection software
- Created the Private Provider audit procedure.

Goals

- Focus emphasis on overall staff training, as well as acquiring additional licenses and certifications.
- Develop new procedures for condominium and coop building reporting requirements for the milestone inspections.
- Continue to improve in different areas of automations in the permitting software.
- Continue to participate in the building code development at the State and National levels.
- Notify condominium and coop association for the missed milestone inspection reporting deadline.
- 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.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
% of inspections completed next business day	98%	98%	100%
% of plans reviewed and returned within 21 business days (Building/All Departments)	98%	98%	100%
% of Code Enforcement Complaints brought to compliance	100%	100%	100%



Communications



MAYOR'S ANNUAL STATE OF THE CITY ADDRESS

Communications Department

Mission

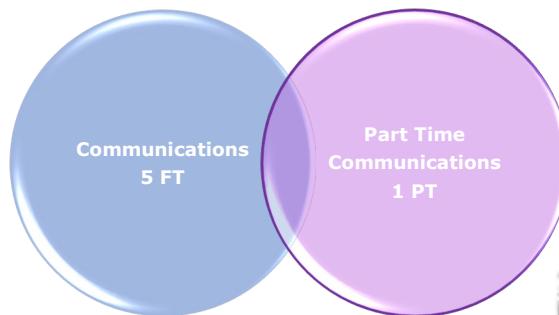
To preserve and enhance the quality of life in Winter Park by informing residents, guests, media, and staff of city-related news, events, projects, programs, and arts/cultural amenities.

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.

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 communications department also develops media partnerships, assists in the coordination of special presentations, press conferences, grand openings and ribbon-cuttings, and writes press releases, speeches, reports and proclamations.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$593,212	\$665,136	\$710,939	\$739,199
Operating Expenses	\$205,163	\$224,130	\$256,783	\$257,312
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$798,375	\$889,267	\$967,722	\$996,511

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, 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

- Assembled a productive and multidisciplinary project team of experts to begin the planning and design for the Park Ave Refresh project.
- Identified Seven Oaks Park as a potential location for the addition of public art pieces funded by the public art funding source.
- Hosted & coordinated the return of "Weekend of the Arts," now called "Arts Weekend" a celebration of arts & culture in Winter Park held in February 2025
- Secured the Senior Advisor of Arts & Culture as a permanent part-time position.
- Created the Communications internship program to develop local colleges communications/marketing students.
- Worked with IT Department on the creation of a draft AI policy outlining the uses for city business and its ability to potentially enhance department efficiencies.
- Celebrated the 20th Anniversary of Winter Park's acquisition of the electric utility with two community events and a short documentary video.
- Dedicated the two historic gateways on the north and south end of Park Avenue.

- In collaboration with the Natural Resources & Sustainability Department and Optimus Energy, launched the city's official Mobility Hub that offers high quality EV Charging Stations, ride share pick up and drop off locations, and e-bike charging hub.

Goals

- Continue coordination and management of the Park Avenue Refresh Project completing Phase I and beginning Phase II.
- Coordinate and plan Winter Park's America 250 Semiquincentennial events celebrating USAs 250th Anniversary from January to July 2026.
- Increase information sharing at annual social media meetings by highlighting top content, current trends, and new resources for city admins to use in promotion of department events and programs.

- Strengthen partnerships with United Arts and Orange County to help promote public art installations and Winter Park arts & culture in Central Florida.
- Enhance the 2nd annual Arts Weekend with creative branding and incorporation of performances from newly added organizations such as Central Florida Community Arts & Emotion Dance.
- Become more active in the Central Florida Communicators group by serving as host to one or more of its meetings in Winter Park.
- Continue improving the city website with additional graphics, photos and/or updated information.

Key Performance Indicators (KPI)

Indicator	Actual 24	YTD FY25	Goal FY26	Notes
Website pageviews	1,579,107	1,337,581	No Set Goal	Pageviews is the total number of pages viewed. Repeated views of a single page are counted
Facebook followers	18,378	20,453	Increase 10%	
Instagram followers	11,481	17,568	Increase 7%	
Twitter followers	12,178	12,440	Increase 5%	

Cashiers

Welcome

to the

City of Winter Park Utility Billing Division



NEC



61

Financial Services

Mission

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

Program Summary

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

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



ANNUAL COMPREHENSIVE FINANCIAL REPORT



The City of Winter Park, Florida
For The Year Ended September 30, 2024

Prepared by the Finance Department

Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$939,372	\$1,039,039	\$1,074,143	\$1,156,946
Operating Expenses	\$175,028	\$188,348	\$205,117	\$197,553
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$1,114,400	\$1,227,387	\$1,279,260	\$1,354,499

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

- Launched a 24/7 online “Start and Stop Service” request feature on the city website, empowering residents to conveniently submit applications and attach necessary documentation at any time. This initiative is designed to improve customer satisfaction while also reducing call volume.
- Introduced two innovative payment solutions with payment provider Paymentus: Text to Pay and Scan to Pay. These additions expanded payment options for residents while also establishing a new proactive communication channel for pre-planned outbound messaging.

- Worked with the City’s OMB and Communications departments, to prepare the City’s first ever Popular Annual Financial Report (PAFR) for FY23 and received the Government Finance Officers Association (GFOA) Award for Outstanding Achievement in Popular Annual Financial Reporting.

Goals

- Foster ongoing collaboration with internal stakeholders and vendors to optimize the use of data from Smart Works Metering and Compass Meter Data Management Systems, maximizing its functionality and increasing efficiency in billing and metering processes.
- Enhance the customer leak notification process to promote water conservation and proactively prevent excessive billing, ensuring timely alerts and improved customer support.
- Continuous updates and enhancements to standard operating procedures (SOPs) for Utility Services job functions through detailed process mapping driving cross-departmental efficiency with a focus on improving service to residents.
- Partner with customer service system provider Tyler to mass-upload accurate phone numbers and email addresses,

strengthening communication capabilities through e-mail, text, and robo-call communication channels.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Distinguished Annual Comprehensive Financial Report (ACFR) award received.	Yes	Pending	Pending
Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) award received.	In process	Pending	Pending
Utility Billing collection loss % on bad debt.	0.25%	0.15%	< 0.25%
City General Obligation Debt Service Rating	AAA	AAA	AAA



Fire Services

Mission

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

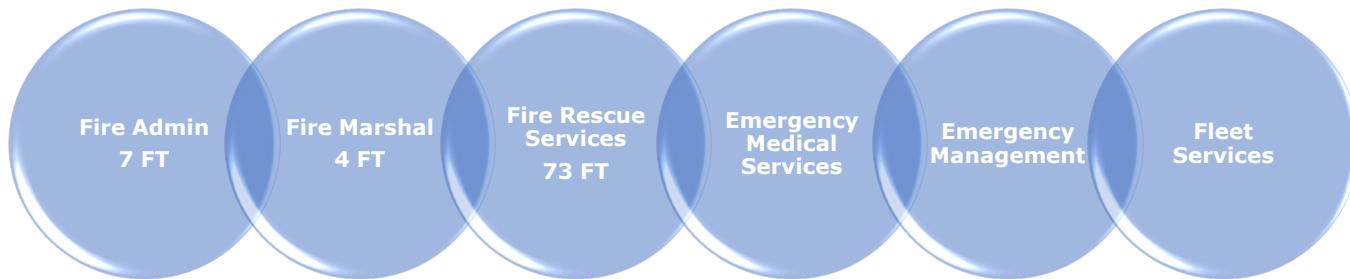
Program Summary

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

Motto

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



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$11,354,642	\$12,338,847	\$13,385,826	\$14,155,161
Operating Expenses	\$2,311,394	\$2,965,030	\$2,958,931	\$3,006,245
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$13,666,036	\$15,303,878	\$16,344,757	\$17,161,406

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
- Finalize traffic preemption project
- Begin construction of the Fire Training Facility on Wymore Road
- Ensure compliance with stated response time goals

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26	Notes
First unit arrival to emergency calls for service 90% of all EMS responses	6:52	6:41	6:00	EMS responses represent 77% of all agency call volume
The arrival of all suppression units (17 ERF) to 90% of all moderate risk of FIRE Responses	10:18	9:34	10:00	The ERF refers to the 17 people dispatched and arriving at fire calls



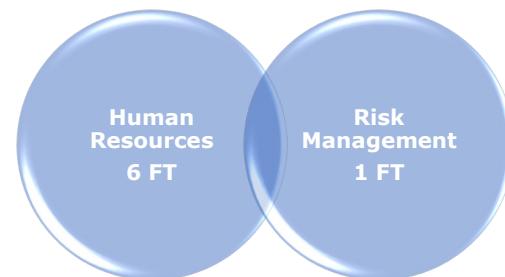
Human Resources



Human Resources

Mission

The mission of the Human Resources Department is to foster a positive, inclusive, and productive work environment where every employee is valued and empowered to reach their full potential.



Program Summary

The Human Resources Department provides quality services and support in employment, training, benefits, and compensation. It is responsible for developing a qualified, productive, and responsive workforce, equipped with the knowledge, abilities, skills and tools necessary to meet the City's present and future needs. Through strategic partnerships, innovative solutions, and a focus on employee well-being, we aim to support the City's goals and contribute to its long-term success.



Program Resources (HR & Risk Management)

Expenditures	Actual FY23	Actual FY24	Budgeted F25	Budgeted FY26
Personnel	\$862,667	\$774,587	\$767,664	\$872,151
Operating Expenses	\$3,680,942	\$3,079,119	\$3,822,665	\$3,786,182
Capital Outlay	-	-	-	-
Total	\$4,543,608	\$3,853,706	\$4,590,329	\$4,658,333

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

Level of Service Provided in Budget

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

Accomplishments

- Implemented new employee performance program
- Digitized all employee personnel files
- Completed city-wide benefit audit
- Reduced employee turnover rate
- Achieved the gold level Cigna Healthy Workforce Designation in 2024

Goals

- Improve employee turnover rate
- Create new employee handbook
- Transition HR location from Howell Branch Road to City Hall

Key Performance Indicators (KPI)

Indicator	Actual FY24	Actual FY25	YTD FY26
Annual Turnover Rate	20%	10%	9%



Information Technology

Information Technology Services

Mission

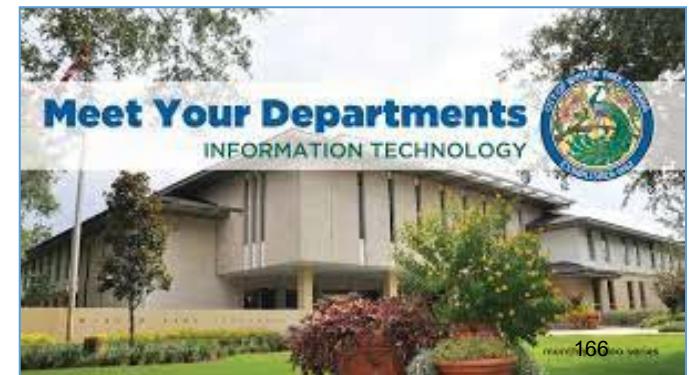
Drive organizational success through innovative and reliable technology solutions developed and implemented in collaboration with our stakeholders.

Program Summary

IT oversees, supports, and promotes the effective and innovative use of technology throughout the City. IT is responsible for the operation, confidentiality, security, and integrity of the City's technology infrastructure, which powers critical services and enhances efficiency. This infrastructure includes a modern network supporting telecommunications, wireless, voice, data, and control systems, as well as key platforms such as the Geographic Information System (GIS) and the Enterprise Resource Planning (ERP) system.

In alignment with the City's Smart City Plan, IT drives the implementation of forward-thinking projects that leverage technology to improve public services, enhance connectivity, and support sustainable growth. IT also safeguards business interests and technology investments through effective policies, procedures, and best practices. Additionally, IT maintains strong relationships with end users through communication and support while managing service contracts and vendor partnerships to ensure cost-effective solutions.

With hundreds of users on the City network, and thousands of pieces of equipment valued at millions of dollars, IT provides comprehensive support for all technology systems and the wide range of peripherals connected to them.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$1,641,386	\$1,811,008	\$1,952,936	\$2,154,414
Operating Expenses	\$1,154,564	\$1,481,492	\$1,449,105	\$1,661,245
Capital Outlay	\$0	\$7,255	\$65,000	\$115,000
Total	\$2,795,950	\$3,299,754	\$3,467,041	\$3,930,659

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.
- Ability to support smart city initiatives.

Accomplishments

- Implemented Microsoft 365
 - o Enterprise Mobility
 - o Enterprise Security
 - o Windows Enterprise E3
- Created redundant wireless connections for critical sites.
- Implemented smart city solutions.
 - o Weather stations
 - o Pedestrian Counters
 - o AI enabled cameras
 - o Additional public WiFi
 - o ALPR system for parking enforcement
- Continued digitizing electric undergrounding plans into GIS.
- Cloud service implementation.
- Implemented mobile device management platform.
- Continuously improved cyber security.
- Provided cyber security awareness training to senior staff.
- Upgraded remaining EUC equipment to the latest OS.
- Audio Visual systems enhancement – Community Center

- Upgraded ERP software.
- Implemented IT asset management tools.
- Implemented facilities management software.

Goals

- Implement software-defined network to streamline device management and strengthen cyber security posture for several remote locations.
- Leverage M365 features to strengthen identity and security access with the goal of moving closer to a zero trust security model.
- Move ERP workload to vendor hosted cloud solution
- Replace end of life hyperconverged computer system.
- Implement Text service for Building and Permitting.
- Expand disaster recovery capabilities.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Network Uptime	99%	99%	99.9%
Feet of private fiber installed	60,000	20,000	15,000
Email Uptime	99.9%	99.9%	99.9%
% of Tickets resolved on first contact	75%	65%	70%



Natural Resources & Sustainability

Natural Resources & Sustainability Services

Mission

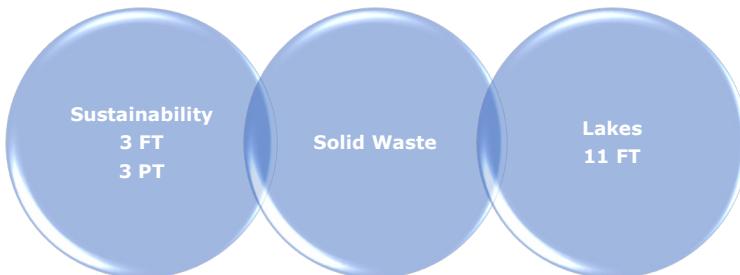
It is the mission of the NR&S Department to oversee the operation and management of sustainability as well as regulate compliance for the city's lakes and natural resources.

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 facilitates stormwater management activities including hurricane preparedness, 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. It 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 NR&S is committed to enhancing quality of life and building a more resilient community.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$1,086,341	\$1,152,788	\$1,288,236	\$1,448,117
Operating Expenses	\$5,424,336	\$6,325,489	\$7,522,781	\$7,741,120
Capital Outlay	\$0	\$21,795	\$19,000	\$160,000
Total	\$6,510,677	\$7,500,073	\$8,830,017	\$9,349,237

Level of Service Provided in Budget

- The current budget supports lake management activities on 26 lakes, 28 ponds, two miles of canals and streams and two miles of ditches. It also supports sustainability efforts to divert waste to landfills and reduce greenhouse gas emissions within the city, while assisting with community resources needs.

Accomplishments

- Initiated a Community Needs Assessment & Resource guide for citizens
- Increased volunteer engagement events including litter clean-ups and waste diversion
- Received the Florida Recycling Champion Award
- Implemented composting at city sponsored events and within Center Street District
- Completed Hurricane Resiliency and Restoration projects including Howell Creek and Howell Branch Preserve
- Implemented hurricane preparedness activities via newly adopted Flood Management Guide
- Completed Vulnerability Assessment Study identifying resiliency needs
- Launched series of educational workshops and opportunities to enhance wellness and the environment

Goals

- Align Community Needs Assessment Survey with program enhancements
- Increase volunteer engagement on Lakes & Sustainability Projects
- 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
- Create Mobility Hub for citizens and visitors
- Assume grant management for the city
- Continue renewable energy initiatives and energy conservation efforts including LEED for Cities Certification

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26	Notes
Waste Diverted from Landfills	4,558 tons	1,820 tons	5,000 tons	Residential only
Residential Energy Audits	65	12	70	
Solar	25	6	15	Number of new CWP Utility Customers w/ Solar
Community Engagement- Volunteer Hours	1,213	202	1,500	
Community Engagement Events	48	25	40	



Office of Management & Budget



Office of Budget & Management

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 Budget & Management 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.

Office of
Budget &
Management
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Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$370,532	\$243,111	\$258,311	\$273,374
Operating Expenses	\$36,816	\$134,569	\$84,552	\$160,620
Capital Outlay	\$0	\$0	\$76,000	\$0
Total	\$407,348	\$377,680	\$342,863	\$433,994

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

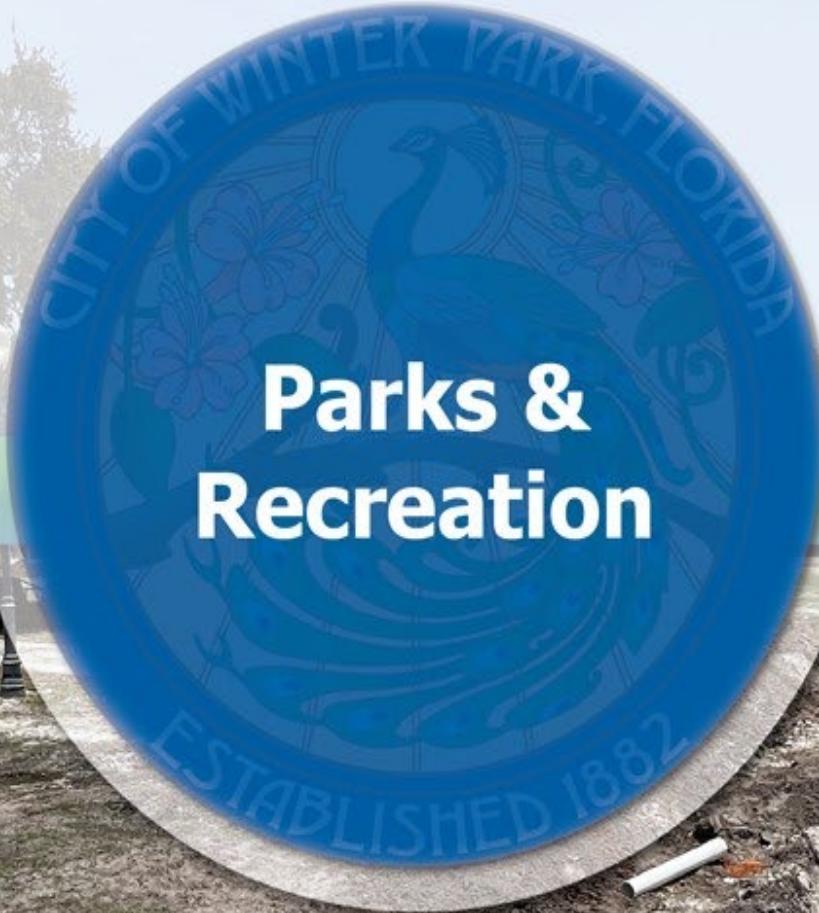
- Received GFOA award for Budgeting Excellence, and met state TRIM compliance.
- Received GFOA award for Popular Annual Financial Report (PAFR), giving the city a rare triple crown of financial awards when including the Annual Comprehensive Financial Report.
- Record year for grant awards, totaling over \$14.3 million through state, federal, and CDBG programs
- Began implementation of the OpenGov software platform
- Established the city's first Economic Enhancement District through the state brownfield program

Goals

- Implement OpenGov software for transparency and reporting of FY26 budget
- Provide new "Year in Review" infographic document for FY25
- Generate online reports that tie to live financial data
- Create incentive pilot programs for the W. Fairbanks Ave. corridor to promote responsible redevelopment.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Management & Budget - Revenue Forecast Accuracy	102% (est.)	102% est.	99%-101%



Parks & Recreation Services

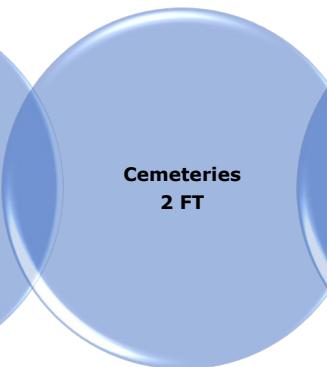
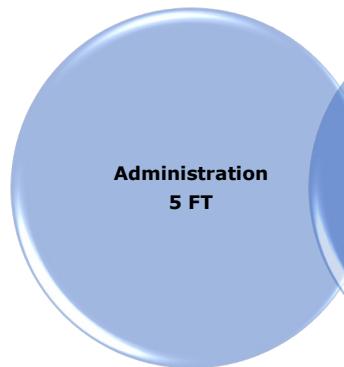
Mission

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

Program Summary

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

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



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$6,571,429	\$7,410,698	\$7,897,674	\$8,534,347
Operating Expenses	\$5,910,869	\$5,947,596	\$5,582,172	\$6,172,227
Capital Outlay	\$0	\$85,048	\$0	\$145,000
Total	\$12,482,298	\$13,443,343	\$13,479,846	\$14,851,574

Note: Pines golf course was added in FY22.

Level of Service Provided in Budget

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

- WP 18 Golf
 - Added 3 strokes to course
 - New ADA bathrooms
 - New tees, signage, yardage, rating
 - New landscaping and trees

Accomplishments

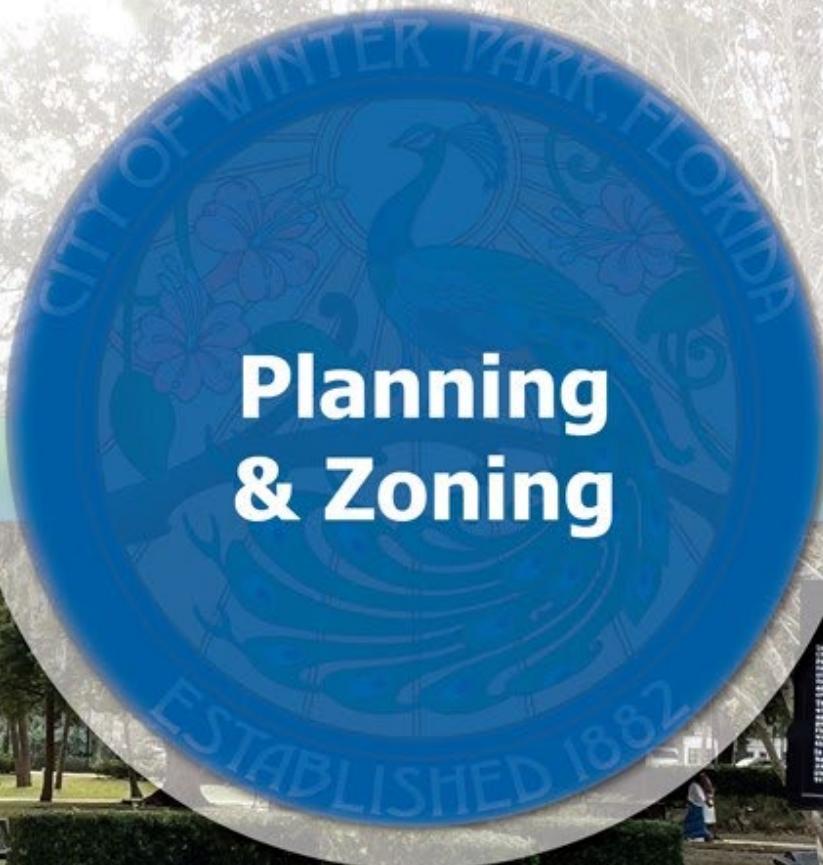
- Certified Tree City USA
- Completion of 7 Oaks Park
- Awarded Tree Growth USA award for improving Urban Forestry Program
- Irrigation audit and update/repairs to WP Pines Golf Course
- Designed and initiated construction on Mead Boardwalk replacement funded through FDEP RTP grant
- Passed yearly accreditation audit
- Commission approval of Tree Preservation Ordinance
- Replacement of Showalter Stadium lighting
- Reconstruction of Cady Way pickleball/tennis courts
- Updated City's lightning detection system
- Shady Park remodel and artist completion
- Completion of soft courts 9-12 at Tennis center
- Completion of ADA loop at Mead Garden
- Continuous upkeep and care of athletic playing fields

Goals

- Parks & Recreation Master Plan Update
- Continue CAPRA standards progression for new yearly audits
- Complete MLK Park Community Playground
- 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
- Continue to reach or exceed full operational cost recovery for both Winter Park Pines and Winter Park GC
- Complete ADA loop at Mead Garden
- Complete Unity Corner at MLK Park
- MLK pickleball and basketball reconstruction (add lighting for courts)
- Complete facelift at MLK entry
- Geothermal pool heater at community center pool
- Add shade structure to courts 15/16

Key Performance Indicators (KPI)

Indicator	Actual FY23	Actual FY24	YTD FY25	Goals FY26	Notes
Forestry - Trees Planted/ Trees Removed	256/183	422/305	479/203	>100%	Based on ROW trees & city owned property
Number of Venue Rentals Per Year-All Venues	9,456	12,655	6,717	10,000	All fields, pavilions, parks, buildings
Parks Cost Recovery Rate	42%	49%	>40%	>40%	Includes all divisions of Parks and Recreation.
Community Center Rec ID issued	3,660	2,855	1,877	3400	
WP 9 Golf Rounds/members	45/162/325	51,975/530	27,693/285	40,000/300	
WP 18 Golf Rounds/members	43,572/164	32,931/180	16,183/196	40,000/160	*Took over course 5/14/22
Volunteer hours	7,400	7,400	2000	7500	
Tennis Court reservation/members	25,280/225	33,151/297	18,284/255	30,000	No more monthly members, only annual
# of Field reservation hours	37,890	31,139	14,921	N/A	
# of special event permits processed	70	108	73	N/A	Moved to Energov from Asana



Planning & Zoning



Planning & Zoning Services

Mission

The City of Winter Park has developed over the years with a unique character and environment. The Planning & Zoning Department ensures that the excellent quality of life in the city 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 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.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$779,363	\$604,960	\$738,182	\$663,028
Operating Expenses	\$175,919	\$447,060	\$365,712	\$352,913
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$955,282	\$1,052,020	\$1,103,894	\$1,015,941

Level of Service Provided in Budget

- The Department serves as the staff liaison to the following Boards: P&Z, HPB, BOA, DRC, and the Orange Avenue Overlay Architectural Review Committee. They are also staff liaison to the Design Guidelines Ad-Hoc Committee that will sunset before the FY26 Budget. The Department also brings numerous items to the Mayor and City Commission for the application and review for rezoning, subdivisions, conditional uses, annexations, applicable facade design guidelines, historic designation, certificates of review, and lakefront site plans.
- Advises applicants about the review process, notifies property owners of sites under review, and provides consistency in decisions relating to the Comprehensive Plan and Zoning Code.
- The Department is also the liaison to neighborhood groups and implements neighborhood grant and informational programs.
- The Department is dedicated to multi-modal transportation in Winter Park. This includes addressing current issues, working with the Transportation Division to create long-term capital project priorities, utilizing emerging technologies and working with citizens to address issues in their neighborhoods.

- The Department helps new business owners start their businesses by administering and reviewing all Business Certificate applications for organizations located within Winter Park.

Accomplishments

- Modernized the minimum parking requirements for multi-family and office developments.
- Continued implementation of historic landmark signs and historic designations.
- Updated architectural design standards for the Central Business District, Morse Boulevard, and Orange Avenue.
- Adopted a Joint Planning Agreement with Orange County to address future annexations in response to the County Charter Amendments and eliminated the Stonehurst Enclave.
- Executed a Continuing Services Contract with an Urban Design Advisor to assist with architectural compatibility determinations within key areas of the city.
- Updated the Historic Preservation Ordinance to help clarify the role of the Historic Preservation Board.

Goals

- Implement the Comprehensive Plan policy for West Fairbanks Avenue into the Land Development Code to spur redevelopment of the area and continue annexations in this area.
- Work on simplifying the sign code for commercial development.
- Create architectural design standards for commercial development within the city.
- Update the city's historic resources survey that was last updated in 2013.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Citizen, builder & other requests for code information, consultations, meetings to assist business start-ups, real estate transactions & building projects.	4,450	3,500	5,000
Historic Preservation, Board of Adjustment, Planning and Zoning Board applications processed including lakefront reviews.	62	33	45



Police

Police Services

Mission

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

Program Summary

It is the mission of the Police Department to ensure that the highest quality of law enforcement services is provided. The Department's daily operations are run under the direction of senior staff members in each specific division/unit and under the direction of the Chief and 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.



Program Resources

Expenditures	Actual FY23	Budgeted FY24	Budgeted FY25	Budgeted FY26
Personnel	\$13,872,503	\$15,013,422	\$16,456,642	\$18,395,571
Operating Expenses	\$2,349,444	\$2,698,903	\$3,001,915	\$3,478,665
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$16,221,947	\$17,712,325	\$19,458,557	\$21,874,236

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 Excelsior Accreditation through the Florida Commission for Law Enforcement Accreditation.
- Strive to reduce overall crimes and continually work to address trending crimes.

Accomplishments

- Committed to recruiting qualified applicants, which resulted in full staffing of police officers in April of 2025.
- Developed a resource guide to assist officers and citizens in helping those who are experiencing homelessness.
- Received federal COPS grant for partial funding of two (2) new police officer positions to establish the HART Unit (Homeless Advocacy Response Team).
- Implemented an Adult Civil Citation Program through the State Attorney's Office.
- Successfully completed the Re-accreditation process and the Department was awarded the 4th Excelsior level designation.

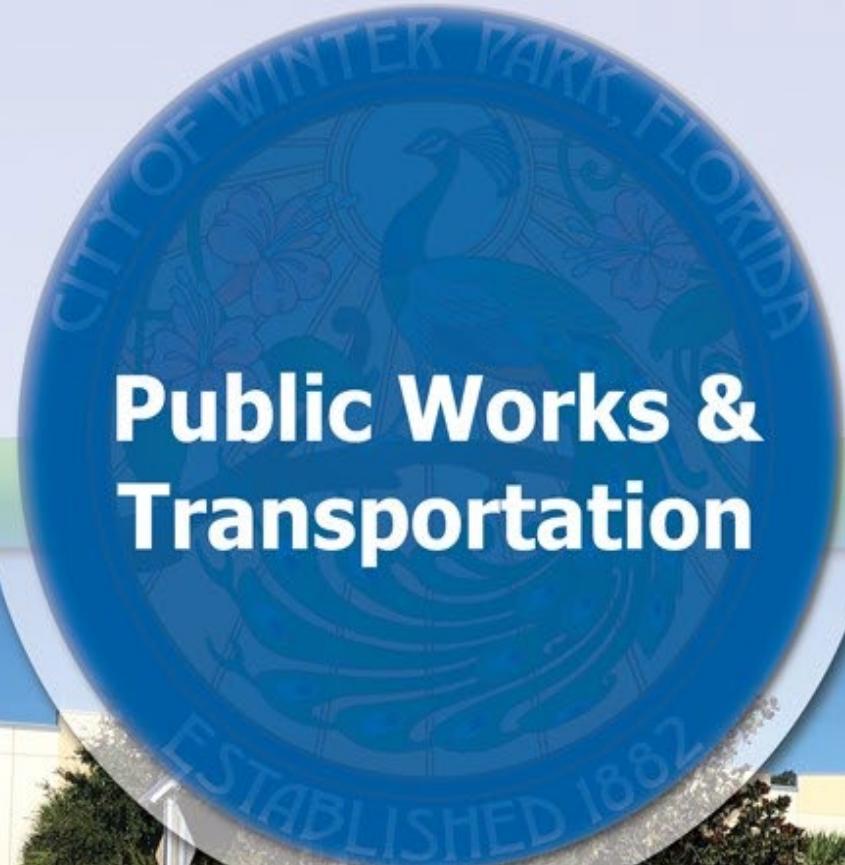
- Received grant-funding for equipment and deployed the equipment to increase police response and investigative ability.
- Received State grant funding for technology and equipment upgrade of the Police Training Room.
- Received both State and Federal grant funding for the purchase of bulletproof vests for officers.
- Received Grant funding for tactical training walls that allows for better, more realistic training scenarios.

Goals

- Implement and utilize a five (5) year strategic plan to guide the agency's resources and strategies to meet the needs of community safety and services.
- Recruit and Hire a new Accreditation Manager and begin the process of the three (3) year re-accreditation cycle.
- Proactively promote public trust and engagement through positive non-enforcement activities.
- Continue to work towards 100% Crisis Intervention Trained Police Officers and Emergency Communication Operators.
- Prioritize Traffic Safety through Education, Enforcement and the use of Technology.
- Evaluate operational planning for specialized events to address criminal trends and threat based intelligence in order to provide the highest level of event safety.
- Continue to explore grant opportunities for equipment and staffing through the state and federal levels.

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
% of emergency calls answered within 10 seconds	96%	96%	96%
Average response time to priority one emergency calls for service	2m 23s	1m 53s	2m 15s
Average response time to non- emergency priority three calls	4m 6s	4m 50s	4m 27s
Neighborhood Advisory Newsletter Members	786	787	800



Public Works & Transportation



Public Works Services

Mission

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

The Administration Division oversees the day-to-day operations of the Public Works Department. It manages, supervises, coordinates, and directs all the operations of the department including Engineering, Facilities Management, Stormwater, Streets, and Transportation. The Facilities Division manages and repairs physical city assets such as City Hall and the Public Safety Building.

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 performs traffic studies, traffic control, signal design and analysis, manages brick street and sidewalk policies, and reviews internal/external permits. 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



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$2,369,020	\$2,540,740	\$2,899,963	\$2,963,181
Operating Expenses	\$9,671,504	\$11,604,729	\$12,583,198	\$13,620,462
Capital Outlay	\$0	\$0	\$60,000	\$66,000
Total	\$12,040,524	\$14,145,470	\$15,543,161	\$16,649,643

Level of Service Provided in Budget

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

Accomplishments

- 30,775 SF of sidewalk replaced as of 7/1/2025.
- Installed one rectangular rapid flashing beacon (RRFB) on Canton Ave by the Denning Trail (Webster Avenue to Solana Avenue) project.
- 29,633 SF brick street repaired as of 7/1/2025.
- Hosted Bike 5 Cities in October 2024 with roughly 300 participants.
- Coordinated 9 block parties
- Lakemont Ave between Taylor Ave to Pine Ave was repaved.
- 16 Traffic Studies performed as of 7/1/2025.
- Continued working with FDOT on the SR426 coalition project and other initiatives.
- Knowles Parking lot will be redone in the summer of 2025.
- Started the Killarney Estates Brick and Drainage project

Goals

- Continue ADA improvements throughout the City.
- Continue to update the City-wide network of physical control points used to calibrate horizontal and vertical survey positioning.
- Continue to update the City limits description to include all annexed properties into Metes and Bounds (Geometry Based) legal description.
- Complete phase I of the smart cities management center with adding the transportation element.
- Start the Golfside Dr and Summerfield Dr project for ADA sidewalk and ramp enhancements, and curb repairs. Repaving the neighborhood will also take place next fiscal year.
- Finish the design for Denning Trail from Orange Ave to Mead Gardens to connect to City of Orlando

Key Performance Indicators (Transportation KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Road lane miles paved	4.62	5.8	9.00
% of asphalt street lengths meeting or exceeding PASER 6 condition rating	66.7%	68.4%	85%
Construct new sidewalk (feet)	110	175	150
Repair existing sidewalk (SF)	38,332	29,701	50,000

* The KPI was revised in FY24 to meeting or exceeding PASER 6 instead of PASER 5.

Accomplishments (Facilities)

- Implemented Facility Management software
- Replacing generators at Public Safety, clinic, and compound before Oct 2025
- Converted all non-cellular fire alarms to cellular
- Replaced HVAC and ductwork in West Wing City Hall

Goals

- Implement more features in the facility management software
- Digitize all facility plans and records
- Update comprehensive preventative maintenance and replacement plan in new the software
- Create condition assessments of all facilities

Key Performance Indicators (Facilities KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Amount of HVAC Replaced Citywide (tons)	100	80	100
New roof installed (square feet)	25,000	10,500	15,000
New indoor and outdoor paint (square feet)	30,000	40,000	35,000
Tile Floor Refinished (square feet)	70,000	73,000	75,000



Stormwater Fund

Stormwater Fund

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. 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.

Stormwater
Admin
3 FTE

Street
Drainage
13 FTE

Street
Sweeping



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$1,219,505	\$1,262,948	\$1,443,900	\$1,499,734
Operating Expenses	\$901,400	\$966,289	\$1,034,029	\$1,045,701
Capital Outlay	\$0	\$0	\$185,000	\$0
Capital Projects*	\$700,000	\$700,000	\$1,150,000	\$1,875,000
Total	\$2,820,905	\$2,929,237	\$3,812,929	\$4,420,435

*Capital projects are reflected in the Stormwater Capital Fund.

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

- Received St. Johns River Water Management District permit for the Killarney Dr Drainage Improvement Phase I
- Awarded a \$375,000 Water Quality Improvement Grant for the Canton Ave Hydrodynamic Separator
- Awarded a \$750,000 Water Quality Improvement Grant for the Shoreview Ave Hydrodynamic Separator
- Received FDEP approval for the replacement of the Lake Spier Drainwell
- Implemented new scope of services for contracted street sweeping to ensure improved sweeping frequency and tracking capabilities
- Completed 60% drainage plan for the Stirling Bridge Project
- Installed seven additional City-wide weather stations to cover each major drainage basin
- Completed the large-scale Western Basin Flood Study including portions of the CRA boundaries, MLK Park, Lake Killarney and Lake Bell surrounding neighborhoods
- Initiated the first round of projects generated by the large-scale Western Basin Flood Study
- Completed the large-scale Central Basin Flood Study including the Chain of Lakes and interconnections to smaller land locked lakes
- Completed the large-scale Eastern Basin Flood Study including the WP18 Golf Course and surrounding neighborhood, the area north of the Mayflower retirement community, the Arbor Park Drive, and N Lakemont Avenue neighborhoods.
- Completed and submitted the City's NPDES annual report
- Completed an audit of the City's NPDES Permit Program

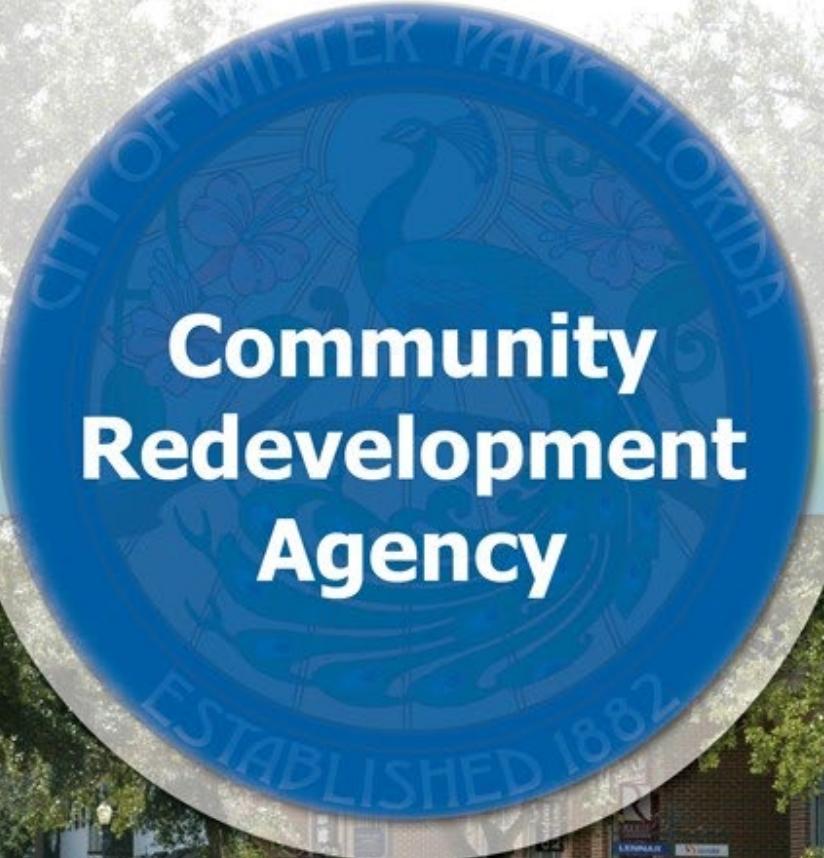
- Provided comments for the Loch Haven Chain of Lakes study as a local stakeholder
- Completed the Lake Bell Weir Outfall Improvement Project
- Completed the Nicolet Pond Project
- Provided management and funding for several storm sewer repairs and pipelining projects throughout the City identified by the infrastructure overburden caused by Hurricane Ian

Goals

- Continue providing the highest-level stormwater management services
- Begin implementation and construction of stormwater projects as identified by the three large scale basin studies starting with the “low hanging fruit” projects
- 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
- Complete the GIS storm sewer systems mapping

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26
Storm Sewer Video Inspections (linear feet)	3,241	3,362	3,500
Storm Sewers Cleaned (linear feet)	83,000	101,700	125,000
Volume of Stormwater Debris Removed (cubic yards)	856	436	750
Street Sweeping Debris Removed (cubic yards)	3,278	1,602	1140



Community Redevelopment Agency

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 15% of the land area, has approximately 12% of the residential population, and over 55% of all businesses within the City of Winter Park.

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



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$443,173	\$520,232	\$702,923	\$730,111
Operating Expenses	\$565,047	\$665,274	\$1,050,745	\$1,105,034
Capital Outlay	-	-	\$25,000	-
Organizational Support*	\$397,257	\$668,179	\$859,000	\$1,003,300
Debt Service	\$1,484,485	\$1,071,284	\$1,066,442	\$710,565
Capital Projects	\$595,050	\$1,879,683	\$5,140,000	\$5,700,000
Reimbursements	\$62,759	\$130,415	\$138,242	\$120,299
Contingency	-	-	\$187,993	\$460,180
Total	\$3,5447,770	\$4,935,068	\$9,170,345	\$9,829,489

*Organizational support increased due to programing funding provided to the Winter Park Library. The CRA supports additional staff in Parks and 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

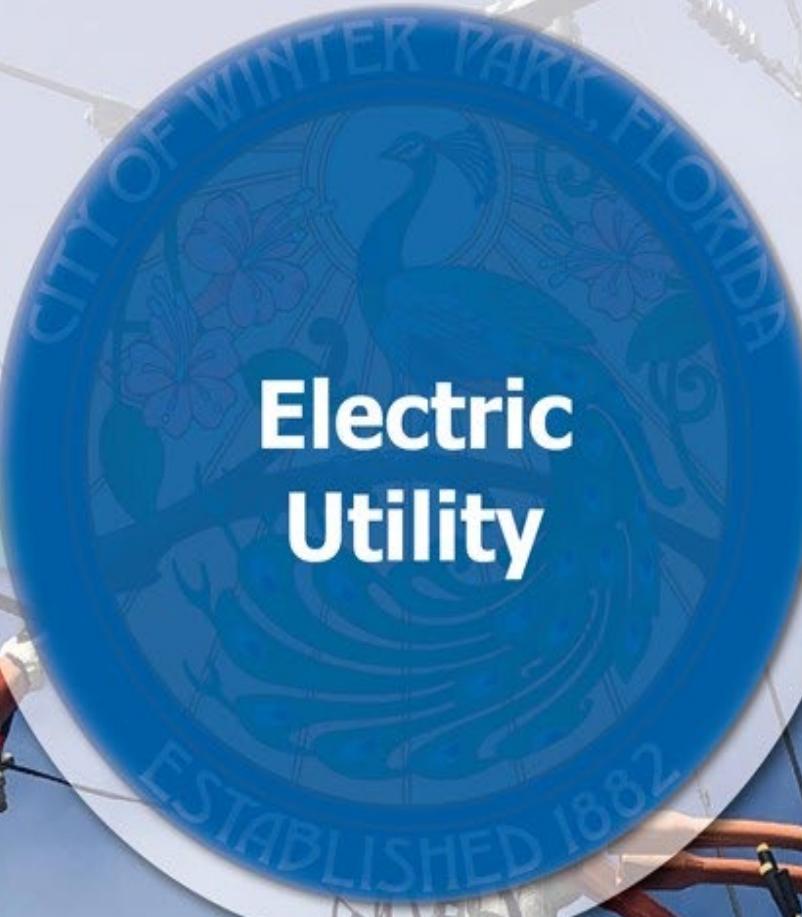
- Local approval of CRA extension & expansion – approved October 2024
- Completion of Shady Park improvements
- Denning/Fairbanks intersection improvements
- Denning/Webster streetscape enhancements
- Continued operation of the award-winning Winter Park Business Academy for small business entrepreneurs

Goals

- Complete installation of Park Avenue gateways
- Begin cultivating improvements on West Fairbanks
- Begin construction on MLK playground
- Completion of West Meadow Restroom/Public Amenity project
- Hearing on Winter Park enhancement area (brownfield) program and subsequent incentive suite

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26	Notes
CRA TIF Revenue Growth	10%	10.4%	*5.3%	*This is the actual for FY26
Business Façade Grants	4	8	10 or more	Includes interior rebuild
Home Rehabilitation Grants	4	4	10 or more	Includes renovation, paint, and driveway programs



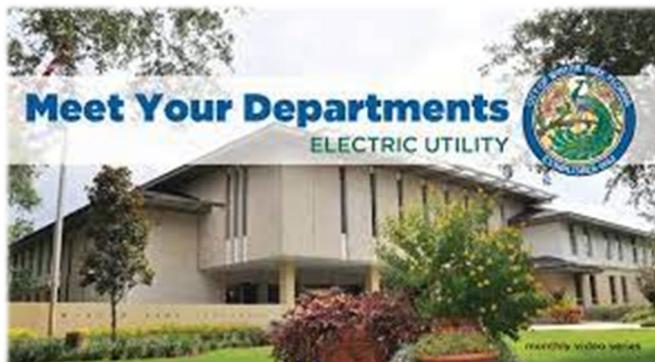
Electric Utility Services

Mission

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

Program Summary

Winter Park's Electric Utility Department ensures reliable power delivery to residents, businesses, and commercial customers through ongoing infrastructure investment and a proactive undergrounding program. The city plans to transition all overhead mainline distribution lines underground by FY30—making it one of the only cities in the U.S. with such a goal. As a city-owned utility, Winter Park has offered this service while maintaining electricity rates below the Florida average. The Electric Utility net revenues are reinvested locally, enhancing electric service reliability, sustainability through renewable energy, and city aesthetics.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$2,706,148	\$3,209,235	\$3,410,707	\$3,359,095
Operations & Reimbursements	\$28,020,013	\$25,995,300	\$28,900,927	\$32,109,318
Debt Service	\$4,736,586	\$4,823,460	\$4,681,553	\$4,680,983
Capital	\$8,271,274	\$10,698,065	\$9,649,680	\$13,058,655
Transfers	\$3,134,445	\$2,854,964	\$3,205,504	\$3,641,199
Budgeted Contingency	\$0	\$0	\$0	\$0
Total	\$46,868,466	\$47,581,024	\$49,848,371	\$56,849,250

Level of Service Provided in Budget

- Manage WP's electric distribution system including the electric underground conversion project with an estimated completion of mainline distribution lines by FY2030.
- 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 below 60 minutes
- Accurately measure and monitor meter consumption and provide valuable information to our customers

Accomplishments

- Total undergrounding miles completed is 103.4
- Residential service conversions are 1,232
- Project R – 100% complete
- Project L – 98% complete

- Project J – 95% complete
- Started receiving 5 MW from Rice Creek in October
- Increased solar share of Whistling Duck from 5 MW to 18 MW

Goals

- To complete undergrounding Project L and J
- Continue undergrounding Project K & O
- Project P, Y, Z design completion
- Continue pursuit of clean energy sustainable alternatives
- Initiate city owned solar array inspection program
- Adopt and execute EU Strategic Plan
- Introduce Outage Management System/GIS
- Introduce Utilisync (digital locate ticket system)
- Conduct cost of service and rate study
- Prepare Bulk Power Purchasing negotiations
- Add switchgears to our substation infrastructure, creating feeder ties and improving resiliency
- Replace circuit breakers at Canton Ave Substation

- Introducing AI technology to substation monitoring
- Executing Park Ave Smart Streetlighting – Refresh Project
- Revising Streetlighting Policy
- Secure substation inspection, maintenance & relay testing contracts
- Integrate Compass software for data tracking, outage history and monitor system performance.

Key Performance Indicators (KPI)

Indicator	Actual FY24	FY25 YTD	Goal FY26	Notes
System Average Interruption Duration Index (SAIDI)	28.16	26.23	<30.0	System Average outage duration (minutes).
Annual Undergrounding Miles Completed	4.77	3.78	5	Primary/secondary distribution lines, excluding service to residents' homes.
WPE Electric Rates as a % of State Municipal Average	88.3%	98.4%	<105%	Average Monthly bill for 1,000 kWh residential customer + 6% franchise fee. Rolling 12 month.
Debt Service Coverage	3.61	3.85	>2.75	



Water & Wastewater Utilities

FIRE HYDRANT REPLACEMENT PROJECT

Water Utility Services

Vision

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

Mission

The Water and Wastewater Utilities are dedicated to providing the highest quality water and services in a safe, reliable, sustainable, and efficient manner.



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.

Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$7,580,031	\$8,684,711	\$9,656,043	\$10,513,235
Operations & Reimbursements	\$15,565,658	\$16,662,612	\$18,105,528	\$18,765,397
Debt Service	\$4,603,043	\$4,603,044	\$4,687,971	\$4,963,404
Capital	\$3,553,181	\$3,497,343	\$4,755,000	\$4,658,000
Transfers	\$3,060,567	\$2,993,440	\$3,312,271	\$3,477,566
Budgeted Contingency	\$0	\$0	\$270,369	\$264,478
Total	\$34,362,480	\$36,441,151	\$40,787,182	\$42,642,080

Level of Service Provided in Budget

- Continue to meet all regulatory requirements and levels of service outlined in the Comprehensive Plan
- Adjust utility rates if unincorporated customer surcharge is removed by legislature

Accomplishments

- Completed a Strategic Plan for the Department
- Replaced 45,000 linear feet of water mains
- Tested and performed annual maintenance on over 900 fire hydrants
- Tested and performed annual maintenance on over 1000 isolation valves
- Implemented an insert-a-valve program
- Lined approximately 20,000 linear feet of gravity sewer
- Significant ongoing R&R improvements to water and wastewater treatment facilities
- Multiple mechanical and electrical component upgrades to lift stations
- Continued optimization of new AMI system software with Tyler ERP and GIS
- Met all EPA and FDEP Safe Drinking Water Act water quality standards

Goals

- Continue replacement and upgrade of 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
- Optimization of upgraded meter management software to take advantage of new AMI capabilities
- 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 wastewater master plan

Key Performance Indicators (KPI)

Indicator	Actual FY24	YTD FY25	Goal FY26	Notes
Unaccounted for water	9.76%	N/A*	<10%	*Data is updated annually.
Water quality sampling MCL violations	0	0	0	Water quality indicator reported annually in CCR
State/Federal Drinking Water MCL violations	0	0	0	Water quality results reported annually in Consumer Confidence Report
State/Federal Wastewater violations	3	12**	0	Sanitary Sewer Overflows ** 10 SSO- Resulting from Hurricane Milton



Fleet Management



Fleet Services

Mission

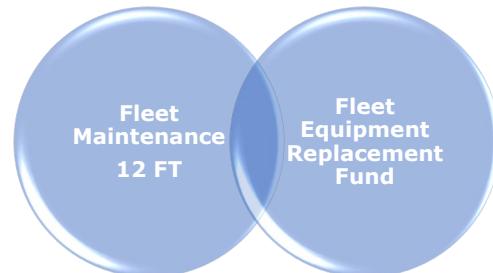
To provide premium fleet management services meeting departmental needs through maintaining safe, operational, equipment with minimal downtime in an efficient, and positive work environment.

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 Fire Department.



Program Resources

Expenditures	Actual FY23	Actual FY24	Budgeted FY25	Budgeted FY26
Personnel	\$983,431	\$1,084,789	\$1,165,562	\$1,231,629
Operating Expenses	\$843,737	\$957,692	\$869,440	\$1,141,025
Capital Outlay	\$0	\$0	\$0	\$0
Total	\$1,827,168	\$2,042,481	\$2,035,002	\$2,372,654

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 for properly maintaining, diagnosing, and repairing equipment while keeping downtime to less than 5%
- 24 hour service for after hour emergency repairs
- Balance and maintain part inventory storeroom and keep on hand most commonly used parts to help reduce downtime to the equipment being maintained.
- 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 specific jobs

Accomplishments

- Completed 1,633 preventative maintenance services and found/ repaired 1,172 deficiencies during the PM services preventing

road calls. Because of these services, road calls are down to only 1.5% of total repairs.

- Maintained fleet availability at 97%.
- Added an additional 2-post vehicle lift to increase productivity.
- Currently have 19 full electric vehicles, 29 hybrid vehicles, and 167 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

Key Performance Indicators (KPI)

Fleet Availability	FY24	YTD FY25	Goal FY26
Entire Fleet:	97.92%	97.75%	95% or higher
Police Patrol:	96.09%	95.69%	97% or higher
Fire Rescue:	98.51%	96.25%	97% or higher
Road Calls:	1.30%	1.5%	5% or less



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	2025 Budget	2026 Budget	\$ Ch.
Mead Botanical Gardens	98,000	102,000	4,000
Winter Park Historical Association	93,000	97,000	4,000
Winter Park Day Nursery	41,000	42,500	1,500
United Arts	19,000	20,000	1,000
Blue Bamboo	12,000	12,500	500
Polasek Museum	27,000	28,000	1,000
Winter Park Library	2,028,600	2,109,744	81,144
Men of Integrity	18,000	-	(18,000)
Winter Park Institute	25,000	-	(25,000)
Unallocated	86,320	140,259	53,939
Total	2,447,920	2,552,003	104,083

Commission for other needs or can be devoted back to additional requests for organizational support. Two organizations received support in FY25 but on a one-time basis until the policy could be reviewed again. All other organizations have been receiving funding for over five years.

Recipient	2025 Budget	2026 Budget	\$ Ch.
Enzian Theater	10,000	10,000	-
Heritage Center	50,000	50,000	-
Welbourne Day Nursery	41,000	43,000	2,000
Winter Park Playhouse	47,000	49,300	2,300
Depugh Nursing Home	23,000	24,000	1,000
Winter Park Library	368,000	387,000	19,000
Total	539,000	563,300	24,300

Based on the funding formula for determining city support, the quarter percent of gross revenues from the major funds will generate approximately \$440k. Existing requests for funding⁶ utilize about \$302k, leaving about \$140k in additional support. As many organizations are also feeling the impact of inflation, there have been modest increases made to many organizations. In FY25 staff 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. The surplus funds can be reappropriated by the

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

⁶ Excluding the library which is appropriated for separately.

CITY OF WINTER PARK
ORGANIZATIONAL SUPPORT
Fiscal Years 2023/2024 through 2025/2026

	<u>Actual</u> <u>2023/2024</u>	<u>Budgeted</u> <u>2024/2025</u>	<u>Budgeted</u> <u>2025/2026</u>	<u>Dollar Chg</u> <u>2024/2025 to</u> <u>2025/2026</u>	<u>% Change</u> <u>2024/2025 to</u> <u>2025/2026</u>
<u>EXPENDITURES</u>					
Operating	\$ 1,932,000	\$ 2,028,600	\$ 2,109,744	\$ 81,144	4.00%
TOTAL EXPENDITURES	\$ 1,932,000	\$ 2,028,600	\$ 2,109,744	\$ 81,144	4.00%



Transfers

Transfers

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

Recipient Fund	Amount	Purpose
Debt Service Fund	\$516,784	Annual debt service for the newly acquired Pines Golf Course.
Designations Trust Fund	\$270,249	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	\$5,206,424	Represents the City's TIF payment to the CRA trust fund.
Capital Projects Fund	\$2,741,250	Funding for capital maintenance account for city facilities (\$601,250), Golf course enhancements for ball tracking technology and bunker refurbishment (\$410,000), transfer payment for turf field and Mead Gardens loan repayment from the utility (\$280,000), fire safety equipment (\$300,000), Howell Creek pond improvements (\$250,000), information technology upgrades (\$200,000), police safety equipment (\$200,000), traffic signalization upgrades (\$200,000), bicycle and pedestrian walkway improvements (\$100,000), replacement of the landscaping office building (\$150,000), and general major maintenance to the city's parks (\$50,000).
Total Transfers to other Funds	\$8,734,707	

CITY OF WINTER PARK
TRANSFERS
Fiscal Years 2023/2024 through 2025/2026

	Actual 2023/2024	Budgeted 2024/2025	Budgeted 2025/2026	Dollar Chg 2024/2025 to 2025/2026	% Change 2024/2025 to 2025/2026
<u>EXPENDITURES</u>					
Reimbursement	\$ 9,779,789	\$ 8,113,162	\$ 8,734,707	\$ 621,545	7.66%
TOTAL EXPENDITURES	\$ 9,779,789	\$ 8,113,162	\$ 8,734,707	\$ 621,545	7.66%



General Fund Non-Departmental

The FY26 General Fund budget includes \$447k 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 \$22.2 million in reserves at the end of FY26.⁷

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

⁷ This assumes that the FY25 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 and is likely to be a positive influence, making the FY25 and FY26 numbers much more favorable.

CITY OF WINTER PARK
NON-DEPARTMENTAL
Fiscal Years 2023/2024 through 2025/2026

	Actual 2023/2024	Budgeted 2024/2025	Budgeted 2025/2026	Dollar Chg 2024/2025 to 2025/2026	% Change 2024/2025 to 2025/2026
<u>EXPENDITURES</u>					
Personal Services	\$ -	\$ (400,000)	\$ (400,000)	\$ -	- -
Contingency	<u>-</u>	<u>\$ 450,000</u>	<u>\$ 447,138</u>	<u>(2,862)</u>	<u>-0.64%</u>
TOTAL EXPENDITURES	\$ -	\$ 50,000	\$ 47,138	\$ (2,862)	-5.72%



Debt Service



CITY OF WINTER PARK
DEBT SERVICE
Fiscal Years 2023/2024 through 2025/2026

	<u>Actual</u> <u>2023/2024</u>	<u>Budgeted</u> <u>2024/2025</u>	<u>Budgeted</u> <u>2025/2026</u>	<u>Dollar Chg</u> <u>2024/2025 to</u> <u>2025/2026</u>	<u>% Change</u> <u>2024/2025 to</u> <u>2025/2026</u>
2017 General Obligation Bonds (Library)	1,800,300	1,801,300	1,804,550	3,250	0.18%
2020 General Obligation Bonds (Library)	143,464	146,396	144,234	(2,162)	-1.48%
2012A Orange Ave Note Refunding	145,876	147,510	149,018	1,508	1.02%
2022 General Obligation Bonds (WP18)	518,612	515,293	516,784	1,491	0.29%
Total	\$ 2,608,251	\$ 2,610,499	\$ 2,614,586	\$ 4,087	0.16%
2006 Bonds	164,239	163,112	-	(163,112)	-100.00%
Community Center Bonds	710,152	711,032	710,565	(467)	-0.07%
2012 Bonds	196,893	192,298	-	(192,298)	-100.00%
Total	\$ 1,071,284	\$ 1,066,442	\$ 710,565	\$ (355,877)	-33.37%
2017 Revenue Bonds	1,148,964	3,074,715	3,037,380	(37,335)	-1.21%
2020 Revenue Bonds	249,190	1,613,256	1,626,024	12,768	0.79%
Total	\$ 1,398,154	\$ 4,687,971	\$ 4,663,404	\$ (24,567)	-0.52%
Paying Agent & Broker Fees	\$ 1,350	750	1,000	\$ 250	33.33%
2019 Revenue Bonds	964,516	2,175,540	2,176,339	799	0.04%
2010 Revenue Bonds	71,680	357,040	357,600	560	0.16%
2014 Revenue Bonds	122,478	512,066	511,106	(960)	-0.19%
2014A Revenue Bonds	105,248	410,614	406,270	(4,344)	-1.06%
2016 Revenue Bonds	453,898	1,225,543	1,228,668	3,125	0.25%
Total	\$ 1,719,170	\$ 4,681,553	\$ 4,680,983	\$ (570)	-0.01%

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, 2024, total general obligation debt outstanding will be \$20,595,000 and 2% of assessed taxable value totaled over \$169 million which means that the city is only using 12% of its debt capacity limit according to policy.

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

- General obligation bonds.
- Revenue bonds intended to finance enterprises or projects, which involve the purchase, lease and/or acquisition of real property. 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.

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

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

169,067,556

20,595,000

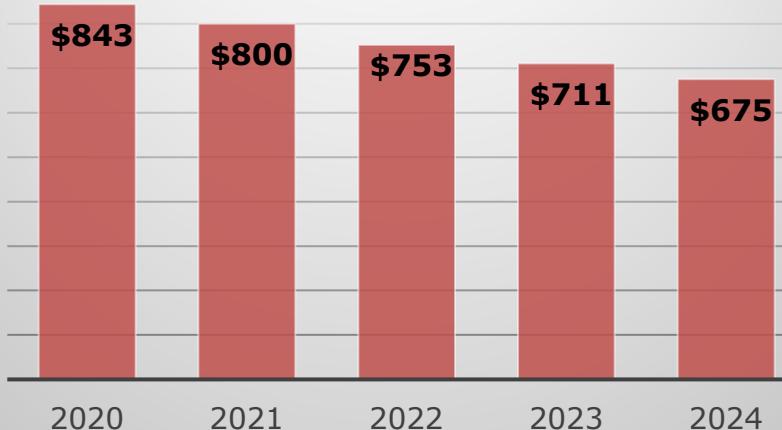
G.O. debt outstanding

Policy limit for G.O. debt

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 Debt per Capita



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>				
Issue	Year	Principal	Interest	Total
General Obligation Bonds, Series 2017	2026	1,195,000	609,550	1,804,550
Original Issue Amount: \$27,500,000	2027	1,255,000	549,800	1,804,800
Original Issue Date: June 1, 2017	2028	1,315,000	487,050	1,802,050
Interest Rate: 2.66%	2029	1,370,000	434,450	1,804,450
Pledged Revenue: Voted debt service millage	2030	1,425,000	379,650	1,804,650
Moody's rated Aa1	2031	1,465,000	336,900	1,801,900
	2032	1,510,000	292,950	1,802,950
	2033	1,555,000	247,650	1,802,650
	2034	1,600,000	201,000	1,801,000
	2035	1,650,000	153,000	1,803,000
	2036	1,700,000	103,500	1,803,500
	2037	1,750,000	52,500	1,802,500
TOTAL		17,790,000	3,848,000	21,638,000

General Obligation Bond, Series 2020

Issue	Year	Principal	Interest	Total
General Obligation Bond, Series 2020	2026	115,000	29,234	144,234
Original Issue Amount: \$2,095,000	2027	120,000	27,072	147,072
Original Issue Date: March 18, 2020	2028	120,000	24,816	144,816
Interest Rate: 1.88%	2029	125,000	22,560	147,560
Pledged Revenue: Voted debt service millage	2030	125,000	20,210	145,210
Moody's rated Aa1	2031	130,000	17,860	147,860
	2032	130,000	15,416	145,416
	2033	135,000	12,972	147,972
	2034	135,000	10,434	145,434
	2035	135,000	7,896	142,896
	2036	140,000	5,358	145,358
	2037	145,000	2,726	147,726
TOTAL		1,555,000	196,554	1,751,554

Capital Improvement Revenue Bond, Series 2022

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

Issue	Year	Principal	Interest	Total
Capital Improvement Revenue Bond, Series 2022	2026	340,000	176,784	516,784
Original Issue Amount: \$8,000,000	2027	350,000	168,021	518,021
Original Issue Date: April 1st, 2022	2028	360,000	159,004	519,004
Interest Rate: 2.54%	2029	370,000	149,733	519,733
Pledged revenue: Non-ad valorem General Fund revenue	2030	375,000	140,272	515,272
	2031	385,000	130,620	515,620
	2032	395,000	120,714	515,714
	2033	405,000	110,554	515,554
	2034	415,000	100,140	515,140
	2035	425,000	89,472	514,472
	2036	440,000	78,486	518,486
	2037	450,000	67,183	517,183
	2038	460,000	55,626	515,626
	2039	470,000	43,815	513,815
	2040	485,000	31,687	516,687
	2041	495,000	19,241	514,241
	2042	510,000	6,477	516,477
TOTAL		7,130,000	1,647,825	8,777,825

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
Orange Avenue Refunding Revenue Note, Series 2012A	2026	140,000	9,018	149,018
Original Issue Amount: \$2,230,000	2027	140,000	5,461	145,461
Original Issue Date: December 1, 2007	2028	145,000	1,842	146,842
Original Interest Rate: 4.348%				
Refunded Interest Rate: 2.54%				
Pledged revenue: Non-ad valorem General Fund revenue				
TOTAL		425,000	16,321	441,321

Water and Sewer Revenue Bonds, Series 2020

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

Issue	Year	Principal	Interest	Total
Water and Sewer Revenue Bond, Series 2020	2026	1,430,000	196,024	1,626,024
Original Issue Amount: \$14,565,000	2027	1,480,000	162,704	1,642,704
Original Issue Date: December 1, 2020	2028	1,515,000	128,412	1,643,412
Interest Rate: 2.29%	2029	1,575,000	93,032	1,668,032
Pledged revenue: net revenues of the water and sewer system	2030	1,615,000	56,506	1,671,506
Moody's rated Aa2	2031	1,660,000	19,007	1,679,007
Standard & Poors rated AA-				
TOTAL		9,275,000	655,685	9,930,685

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
Water and Sewer Revenue Bonds, Series 2017	2026	2,410,000	627,380	3,037,380
Original Issue Amount: \$35,030,000	2027	2,435,000	564,395	2,999,395
Original Issue Date: December 19, 2017	2028	2,480,000	500,500	2,980,500
Interest Rate: 2.60%	2029	2,495,000	435,825	2,930,825
Pledged revenue: net revenues of the water and sewer system	2030	2,525,000	370,565	2,895,565
Moody's rated Aa2	2031	2,560,000	304,460	2,864,460
Standard & Poors rated AA-	2032	2,575,000	237,705	2,812,705
	2033	2,595,000	170,495	2,765,495
	2034	2,615,000	102,765	2,717,765
	2035	2,645,000	34,385	2,679,385
TOTAL		25,335,000	3,348,475	28,683,475

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
Electric Revenue Bonds, Series 2010	2026	300,000	57,600	357,600
Original Issue Amount: \$5,245,000	2027	310,000	47,840	357,840
Original Issue Date: December 20, 2010	2028	320,000	37,760	357,760
Interest Rate: 3.2%, subject to adjustment after 15 years	2029	330,000	27,360	357,360
Pledged revenue: net revenues of the electric system	2030	340,000	16,640	356,640
Moody's rated A1	2031	350,000	5,600	355,600
Fitch Ratings rated A+				
TOTAL		1,950,000	192,800	2,142,800

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
Electric Revenue Bonds, Series 2014	2026	405,000	106,106	511,106
Original Issue Amount: \$7,680,000	2027	415,000	94,873	509,873
Original Issue Date: June 13, 2014	2028	430,000	83,296	513,296
Interest Rate: 2.74%, fixed	2029	440,000	71,376	511,376
Pledged revenue: net revenues of the electric system	2030	450,000	59,183	509,183
Moody's rated A1	2031	465,000	46,648	511,648
Fitch Ratings rated A+	2032	475,000	33,771	508,771
	2033	490,000	20,550	510,550
	2034	505,000	6,918	511,918
TOTAL		4,075,000	522,721	4,597,721

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
Electric Revenue Bonds, Series 2014A	2026	315,000	91,270	406,270
Original Issue Amount: \$7,680,000	2027	325,000	81,701	406,701
Original Issue Date: November 3, 2014	2028	335,000	71,834	406,834
Interest Rate: 2.99%, fixed	2029	345,000	61,668	406,668
Pledged revenue: net revenues of the electric system	2030	355,000	51,203	406,203
Moody's rated A1	2031	365,000	40,440	405,440
Fitch Ratings rated A+	2032	380,000	29,302	409,302
	2033	390,000	17,790	407,790
	2034	400,000	5,980	405,980
TOTAL		3,210,000	451,188	3,661,188

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
Electric Revenue Bonds, Series 2016	2026	860,000	368,668	1,228,668
Original Issue Amount: \$18,260,000	2027	900,000	338,168	1,238,168
Original Issue Date: May 12, 2016	2028	915,000	320,018	1,235,018
Interest Rate: 2.74%, fixed	2029	935,000	300,934	1,235,934
Pledged revenue: net revenues of the electric system	2030	955,000	276,675	1,231,675
Moody's rated A1	2031	985,000	247,575	1,232,575
Fitch Ratings rated A+	2032	1,015,000	217,575	1,232,575
	2033	1,045,000	186,675	1,231,675
	2034	1,070,000	154,950	1,224,950
	2035	1,105,000	122,325	1,227,325
	2036	1,140,000	88,650	1,228,650
	2037	1,175,000	53,925	1,228,925
	2038	1,210,000	18,150	1,228,150
TOTAL		13,310,000	2,694,288	16,004,288

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
Electric Revenue Bond, Series 2019	2026	1,585,000	591,339	2,176,339
Original Issue Amount: \$25,405,000	2027	1,640,000	535,224	2,175,224
Original Issue Date: July 9, 2019	2028	1,680,000	477,456	2,157,456
Interest Rate: 3.48%, fixed	2029	1,745,000	417,861	2,162,861
Pledged revenue: net revenues of the electric system	2030	1,760,000	356,874	2,116,874
Moody's rated A1	2031	1,770,000	295,452	2,065,452
Fitch Ratings rated A+	2032	1,820,000	232,986	2,052,986
	2033	1,890,000	168,432	2,058,432
	2034	1,955,000	101,529	2,056,529
	2035	985,000	50,373	1,035,373
	2036	955,000	16,617	971,617
TOTAL		17,785,000	3,244,143	21,029,143

Community Redevelopment Agency Revenue Bond, Series 2010

The proceeds of this loan were used to provide funding for construction of a new Winter Park Community Center.

Issue	Year	Principal	Interest	Total
Community Redevelopment Agency Revenue Bond, Series 2010	2026	695,000	15,568	710,568
Original Issue Amount: \$8,100,000				
Original Issue Date: February 16, 2010				
Interest Rate: 4.48%				
Pledged revenue: Tax increment revenue from the community redevelopment area				
Bond issue not rated				
TOTAL		695,000	15,568	710,568



**Cash
Reserves**

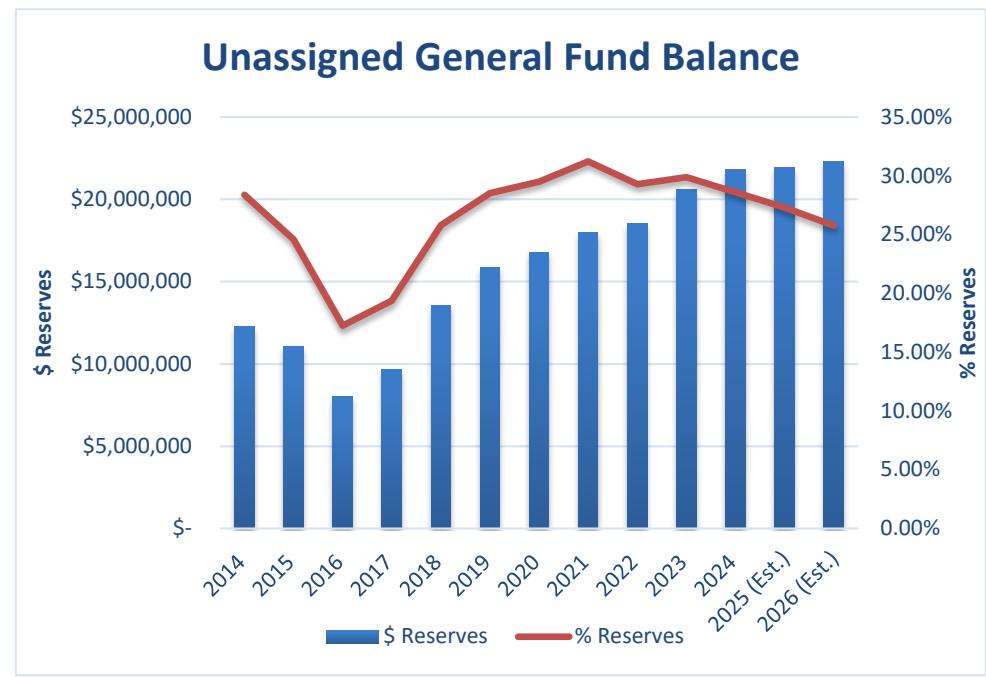
Cash Reserves

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% at the end of FY26. This is predicated on the \$447k 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 FY26, the cash balance is expected to be just over \$22.2 million. The performance of the city's investment portfolio in the current year could have a material impact on the reserve balance in FY25 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.

Water and Wastewater Utility

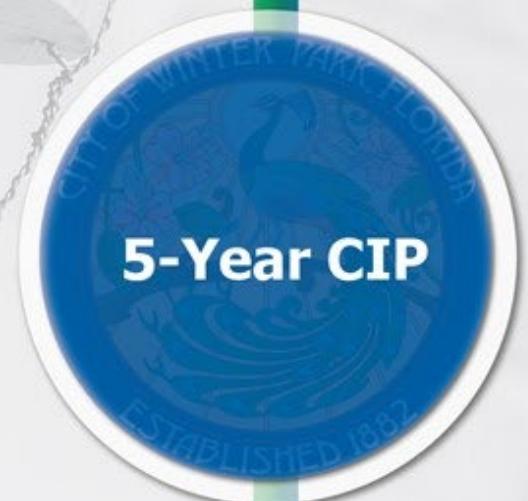
The Commission adopted goal for Water and Wastewater Utility Fund working capital is 45 days of operating expenses less amortization. At the end of FY 26 the Water and Wastewater Utility is expected to have 139 days of working capital on hand which is consistent with the prior year. Other large major 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 26 the Electric Utility is expected to have 173 days of working capital which is

stable with 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 the primary reason for the proposed rate increase in FY26 as no increase to the margin portion of the rates has been implemented since 2019.



Capital Improvements Plan

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

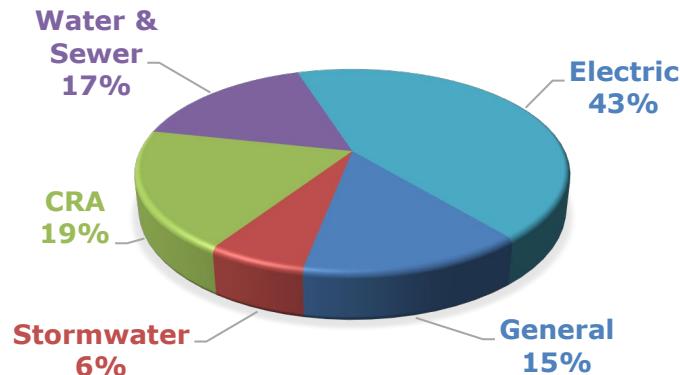
The CIP is reviewed and updated each year in cooperation with City Staff and their respective advisory boards. Projects are often reprioritized as Commission and community priorities shift, unforeseen needs arise, or available funding changes.

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.

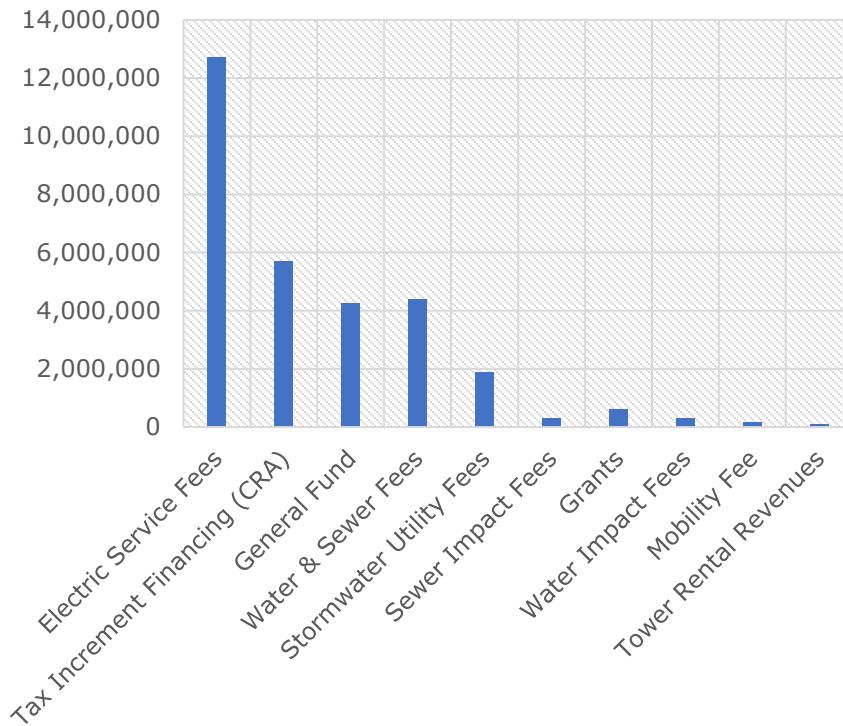
The five-year CIP supports an extensive list of projects containing \$30.3 million for FY26. The revenue sources that support these improvements as described in the chart below.

The largest portions of funding are made up by the Electric Services at \$12.7 million, TIF Revenue through the CRA at \$5.7 million, Water & Wastewater Utility Fees at \$5 million, Stormwater fees at \$1.875 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:

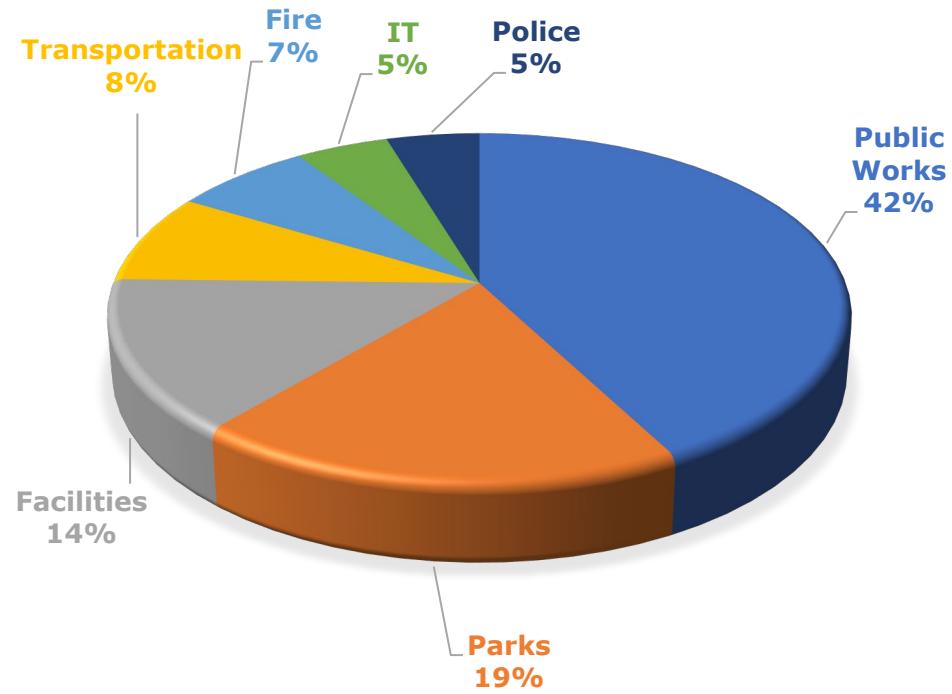
CIP ALLOCATION BY FUND TYPE FY 2026



CIP Funding Sources by Type FY 2026



GENERAL CIP PROJECTS BY CATEGORY FY 2026



General Fund

Public Works:

Pavement Resurfacing/Sidewalk and Bikepath Repairs: The proposed capital plan increases funding by \$200k to meet the goal of keeping 85% of our roads at a PASER rating of 6 or above and repaving 9 miles of asphalt road lanes. The plan also provides for an additional 10,000sq ft of brick repairs. These adjustments from previous year's objectives are in line to meet these goals. Total funding in FY26 will be \$1.8 million.

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. FY26 will continue these efforts with planned renovations to Electric Buildings 4 and 14. Funding is also allocated for HVAC upgrades at both the Winter Park Chamber of Commerce Welcome Center and the City compound. Additional projects include a roof replacement at the Farmers Market and new carpeting at City Hall. Total funding for facility improvements is just under \$1 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. As for signalization efforts, some of the existing infrastructure is outdated and needs attention. One of the City's visions is to develop a traffic management center. To accomplish this goal, the older technology needs to be replaced with modern systems and more advanced technology. The budget includes elements of this vision such as planning/design through engineering firms, project construction, and procurement of traffic signal technology and infrastructure. Total funding in FY26 is at \$450K.

Information Technology:

Information Technology Upgrades: The City will enhance its security posture by continuing the migration to Microsoft 365. In parallel, the IT team will introduce cybersecurity upgrades to various systems and applications, focusing on standardization, application oversight, threat mitigation, identity security, and access control. Funding for these projects will come from the General Fund as well as contributions from the Electric and Water & Wastewater Utilities. Total funding for IT infrastructure improvements in FY26 is \$400k.

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 FY26.

Tennis Center Improvements: This project is contingent upon the receipt of a \$200,000 grant and would support capital repairs and facility upgrades at the Azalea Lane Tennis Center. If awarded, the funding will be used in FY26 to resurface all hardcourts, which are nearing the end of their useful life.

Athletic Field and Tennis Lighting: This project replaces old wooden light poles and upgrades fixtures with LEDs where possible. In FY26, funding is budgeted at \$75k from revenues received from cell towers owned by the City.

Golf Course Improvements: The FY26 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 \$160K will be set for bunker enhancements and repairs at WP9, supporting course quality and player experience. An additional \$250K will be allocated for upgrades to the WP18 driving range, which includes the installation of covered structures and modern ball tracking technology to elevate training and recreational use. This will put total funding at \$410K in the FY26 budget however, an additional \$250K is planned in FY27 to complete the full scope of the WP18 driving range enhancements. This phased approach is necessary due to budget constraints limiting the availability of funds in a single fiscal year. Once complete, the upgraded driving range is expected to generate additional revenue through increased usage and enhanced programming opportunities, helping to offset the investment over time.

Landscaping Office: Funding provides for the replacement and relocation of the existing landscaping office to improve functionality and visibility. The new facility will provide essential office space for the superintendent and landscaping staff, supporting day-to-day operations and enhancing overall efficiency. Funding for FY26 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.

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 FY26 will remain at \$300k and will be used to begin replacement of the emergency vehicle LifePaks. Each one is estimated to cost \$65k and the department will need to ultimately replace ten of them. The department will also be replacing vehicle extrication equipment for a new fire engine that is expected for delivery in FY26.

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, FY26 funding will replace unserviceable Motorola radios and invest in access control systems at the police station. Total funding for FY26 will be at \$200K.

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 other initiatives that directly impact public safety, recreation, mobility, and long-term facility planning.

Among these is the much needed rebuilding of Fire Station 62 on Lakemont Ave. Originally anticipated to be 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 (\$3 million): 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 former caretaker house at Ward Park (\$400K): This project would activate underutilized space and improve access to park features.
- 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 towards 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.

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

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.

Regional Stormwater Improvements: Funding dedicated at \$1.5M in FY26 is divided between the MLK stormwater basin and West Fairbanks improvements. Staff has worked the past year on diligently evaluating design concepts and project documents in order to execute meaningful improvements aligned with the City's stormwater master plan which includes the CRA.

Canton Ave Stormwater Drainage: Funding dedicated at \$1.3M in FY26. This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.

Park Avenue Refresh: Funding dedicated at \$2.5M in FY26. The last streetscape restoration of Park Avenue occurred between 1996 and 1999. This project focuses on updating and enhancing Park Avenue's streetscape to better meet current and future community needs. Improvements include infrastructure upgrades such as new conduit for electrical, low-voltage, fiber, and irrigation lines; repairs to sidewalks, curbs, and planters; and intersection safety treatments. The project also features enhancements, including new street lighting with smart technology, decorative elements, seasonal landscaping, and streetscape furnishings to improve aesthetics, pedestrian safety, and overall visitor experience.

Miscellaneous Enhancements: Funding dedicated at \$400k in FY26. This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.

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 \$12 million for a 17-92 PD&E Streetscape in FY28-30, an additional \$3.45M for Canton Avenue, and set aside as a placeholder for the 17-92/Fairbanks intersection at \$4M 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 in its 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 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 an increase to the stormwater assessment rate from 6 cents to 7 cents 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 8 cents) in FY26 and an additional one cent (to 9 cents) in FY27. With this latest increase, the stormwater utility will be able to increase capital spend by 63% to \$1,875,000 in FY26. 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 in the coming years, with its FY26 rate already exceeding 10 cents per square foot, rising to 12 cents, in the subsequent couple years.

Stormwater Improvements: Rainfall events within recent years have exposed localized 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 FY26, \$195k has been allocated to provide for various small-scale stormwater infrastructure improvements throughout the city.

Curb Implementation: \$80K has been allocated in FY26 for the installation of new curbs and the replacement of deteriorated sections throughout the city to improve roadway safety, drainage performance, and long-term pavement durability.

Fawsett Road CDS: \$550K has been allocated in FY26 for the installation of a new hydrodynamic separator, meant to intercept and treat stormwater runoff before discharging into Lake Sue.

Golfside Drive Pipe Replacement: \$600K has been allocated in FY26 for the upsizing of an existing stormwater culvert under Golfside Dr. This project addresses drainage deficiencies in the area where the current pipe is undersized and prone to capacity issues during heavy rainfall events.

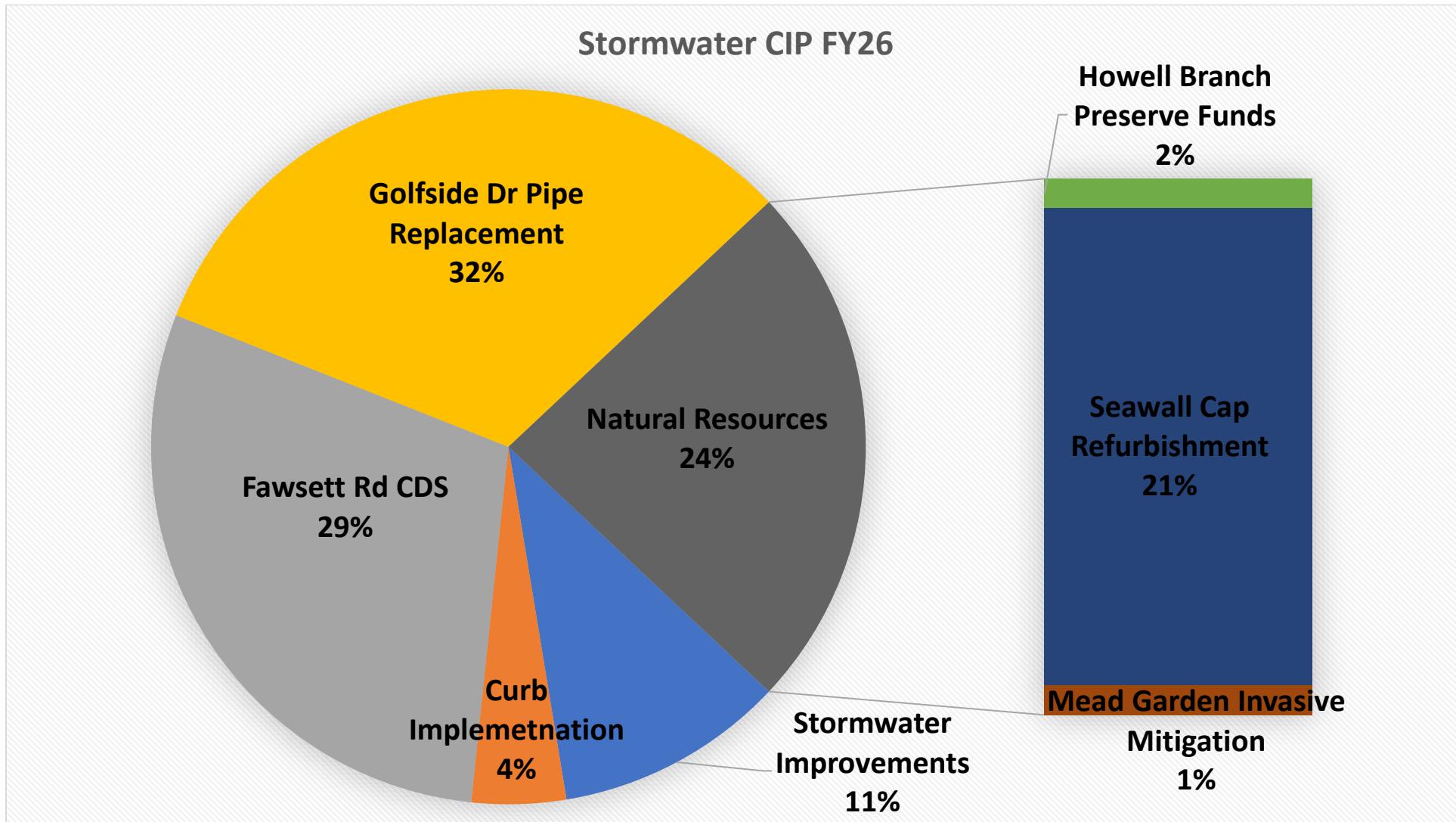
Seawall Cap Refurbishment: \$400K in FY26 for the repair and refurbishment of aging seawall caps along the canals connecting the city's Chain of Lakes. These seawall caps are critical to preserving the structural integrity of the canal walls, preventing erosion, and maintaining safe and navigable waterway access for residents and recreational users. FY26 funding will address the most deteriorated sections of seawall in need of immediate attention while an additional \$200K will be needed between FY27-FY30 to complete phased improvements in other priority areas.

Howell Branch Preserve Funds: \$25K 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 FY26 for site maintenance, herbicide treatments to manage invasive species, and native plantings that promote habitat restoration and ecological balance.

Future Stormwater Projects: Thanks to the implementation of the stormwater assessment increase approved last year, 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:

- Design for Killarney Outfall to Lake Gem Control Structure Improvement: Revisions to the existing outfall structure that serves Lake Killarney and discharges to Lake Gem to increase pre-storm release (\$150K)
- Design for Sherbrooke Rd., WPHS, & Cady Way Ditch Drainage Improvements: Design for improvements to the drainage basin that serves the Sherbrooke Rd Neighborhood and Cady Way Ditch (\$200K)
- 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 FY27-FY30, \$2 million)
- Lake Corrine Outfall Canal Improvements: Improvement to the cross section of the Lake Corrine (Baldwin) Outfall canal to increase conveyance of stormwater (Phased over FY28-FY29, \$1.14 million)
- Palmer at Old England Drainage Improvements (Phase 1B): Additional phase of construction to support the improved stormwater conveyance at the intersection of Old England and Palmer Ave (\$500K)
- Temple Drive Drainage Improvements: Various improvements to drainage system along Temple Drive (Phased over FY27-FY29, \$1.5 million)
- Corrugated Metal Pipe Replacement: Replacing aging corrugated metal stormwater pipes with modern, durable materials (Phased over FY27-FY30, \$800K)
- Sediment Removal/Dredging: Removal of accumulated sediment and debris from lakes, canals, and stormwater ponds to restore depths and improve overall water quality, navigation, and drainage performance (Phased over FY27-FY30, \$195K)



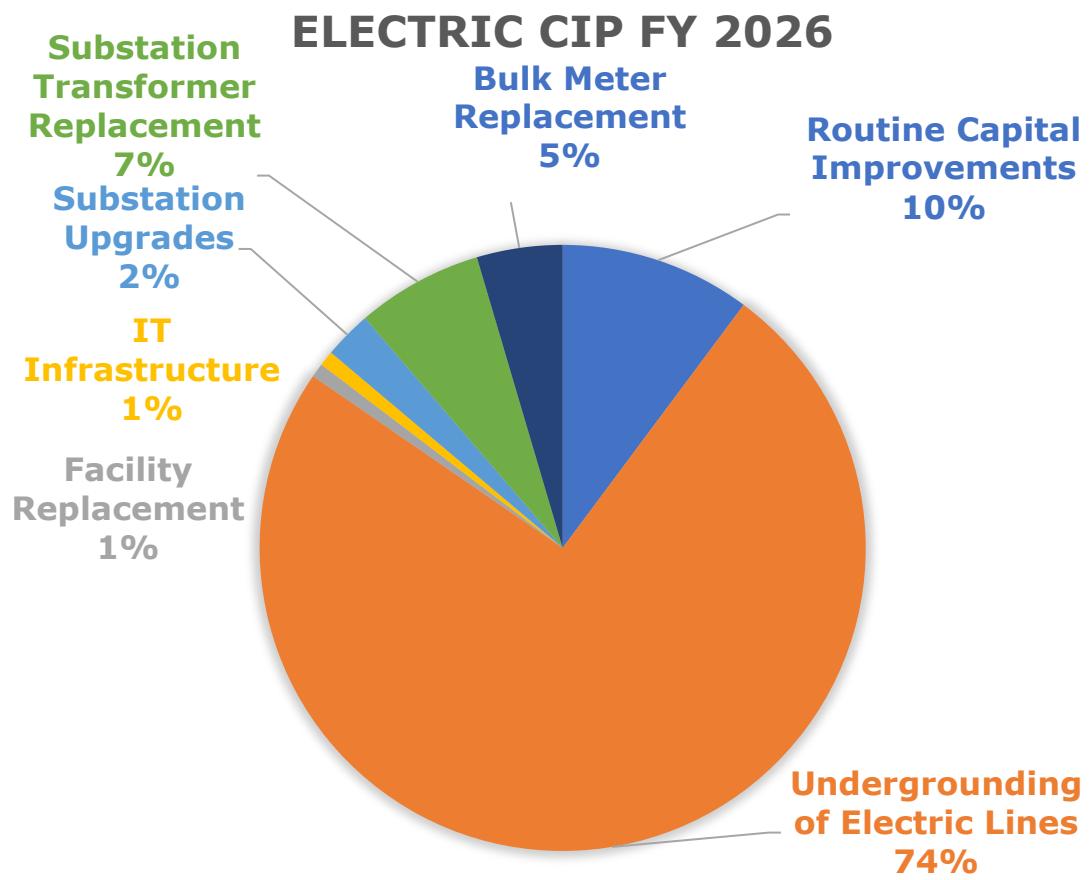
Electric Utility

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 that the 5 units the utility owns are replaced as needed.

To address these financial challenges and ensure the sustainability of the undergrounding program, a 7.4% rate increase was approved to the non-fuel portion of the bill (excluding the customer charge), however the fuel rate adjustment to the bill for the beginning of FY26 was so much lower that despite the increase to those rates, the average customer will actually experience a drop of 7% to their bill. This adjustment will help offset rising costs while supporting continued investment in system reliability and storm resiliency. Even with this increase, Winter Park's electric rates will remain highly competitive, approximately 33% lower than Duke Energy and 9% below the state municipal average.

Routine Capital: Funding in this category provides for the capital repair and replacement of the utility's infrastructure to continue to provide exceptional electric service to the City's customers. Previously performed by contractors, a large portion of this work will now be accomplished through City crews. Estimated routine capital spending is \$1.3 million for FY26 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 \$9.2 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 FY26 is set at \$833,000, with an additional \$1.66 million planned across FY27 and FY28 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. FY26 funding of \$565,000 will support the replacement of roughly 40% of the meter inventory. An additional \$2.3 million is anticipated across FY27 to FY30 to complete the project.

Substation Upgrades: Improvements to the City's electric substations to enhance system reliability, resiliency, and capacity. Upgrades may include replacing aging equipment, modernizing control systems, improving protection and monitoring technology. These enhancements will support stable power delivery, reduce outage risks, and ensure the substations can meet current and future demand. FY26 funding is set at \$314K.

Water & Wastewater Utility

The utility funds in-house capital needs along with its contractual share of regional infrastructure improvements. The majority of this year's FY26 budget will be supporting partner capital shared investments.

Routine Rehabilitation and Upgrades: This includes sewer mains, and water mains, replacement of asbestos force mains, short line sewer, and liner installations, with sanitary manhole improvements addressed by using remaining project funds. Total new routine funding will total \$2.3 million in FY26.

Upgrade Water & Wastewater Treatment Plants: Renewal and replacement of components for the Water Treatment plants, pump facilities, and Wastewater Reclamation facility is funded at \$1 million in FY26.

Lift Station Upgrades: Renewal and replacement of aging lift stations throughout the City. In FY26, new funding has expanded and is totaling at \$1.263 million. This will be broken down to cover generator replacements at Lift Stations 1 & 37 (\$475,000), converting a can station to a submersible configuration at Lift Station 19 (\$350,000), building a canopy for portable generators (\$100,000), and general equipment upgrades and replacements to improve system reliability and operational efficiency (\$400,000).

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 the City's utility systems.

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 FY26.

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

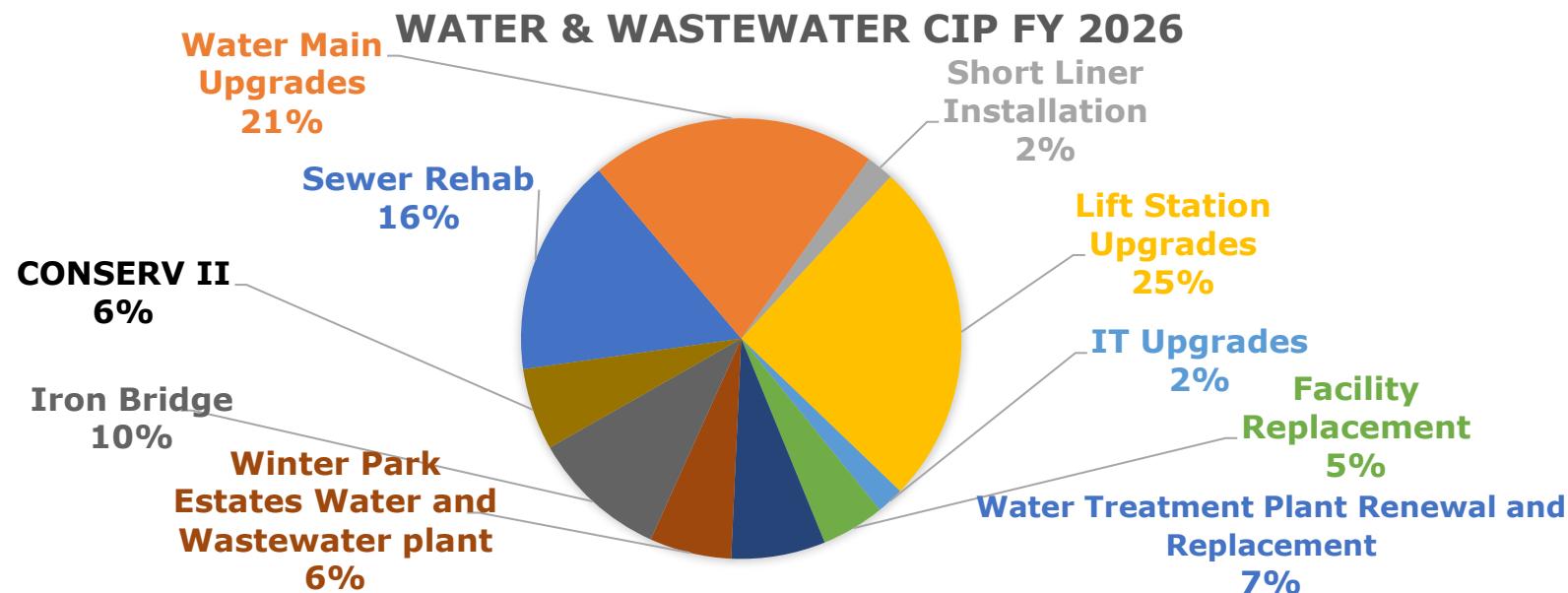
Commission (PSC) index, which would modestly raise rates while helping to keep pace with inflation and rising construction costs. Without this or a similar funding adjustment, essential projects may face delays, and deferred maintenance could lead to higher costs or system reliability issues in the future.

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. Estimated cost is projected at \$14 million.

Expansion of Reclaimed Water: It is anticipated the demand for potable water could exceed the capacity allowed under the City's consumptive use permit, at which time more reclaimed water capacity may be needed. This project would expand the system. Total project cost is estimated at \$3.75 million.

Ground Storage Tank Expansion: Construction of a new 5-million-gallon ground storage tank (GST) for reuse water storage to replace the existing lined storage ponds and increase reclaimed water supply capacity to meet irrigation demands. As part of a special federal appropriation for addressing the impacts from hurricanes Milton and Helene, the W&WW Department is applying for approximately \$30 million in State Revolving Fund (SRF) loans. These particular SRF loans are 50% forgivable and are issued at 0% interest. The GST discussed above is part of our SRF request. If the SRF request is unsuccessful, the utility is investigating making repairs to the existing surface pond system to find a more cost-efficient alternative to the high-priced tanks.

Additional SRF loan Components: In addition to the GST mentioned above, the SRF loan request includes 13 lift station upgrades or replacements, 40,000 feet of sewer lining, sewer system flow diversion from areas that surcharged during hurricane Milton, and other wastewater hardening projects.



CITY OF WINTER PARK CAPITAL IMPROVEMENT PLAN- CRA							
Description	Funding Source	Estimated 5 Yr. Cost					
			FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
General Capital Projects	General Fund	23,001,158	4,261,993	4,406,765	4,593,868	4,837,084	4,901,447
	Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000
	Mobility Fee	750,000	150,000	150,000	150,000	150,000	150,000
	Grants/Fund Raising	600,000	600,000	-	-	-	-
	General Obligation Bonds - Subject to Referendum	-	-	-	-	-	5,800,000
Stormwater Capital Projects	Stormwater Utility	11,875,000	1,875,000	2,500,000	2,500,000	2,500,000	2,500,000
Community Redevelopment Agency	Tax Increment Financing (CRA)	35,250,000	5,700,000	7,350,000	7,400,000	7,400,000	7,400,000
Water and Sewer Fund	Water & Sewer Fees	22,756,942	4,389,250	4,645,000	4,665,000	4,494,231	4,563,462
	Sewer Impact Fees	1,500,000	300,000	300,000	300,000	300,000	300,000
	Water Impact Fees	1,500,000	300,000	300,000	300,000	300,000	300,000
	Water & Sewer Reserves	-	-	-	-	-	12,550,000
Electric Services Fund	Electric Service Fees	69,387,335	12,715,155	13,141,000	13,770,150	14,531,450	15,229,580
Totals		166,995,435	30,366,398	32,867,765	33,754,018	34,587,765	35,419,488
SUMMARY OF OPERATING IMPACT							
Description	Funding Source	Estimated 5 Yr. Operating Impact					
			FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
General Capital Projects	General Fund	95,564	18,540	19,096	19,669	20,259	20,867
Stormwater Capital Projects	Stormwater Utility Fees	-	-	-	-	-	-
Community Redevelopment Agency	Tax Increment Financing	27,342	5,150	5,305	5,464	5,628	5,796
Water and Sewer Fund	Water & Sewer Fees	-	-	-	-	-	-
	Sewer Impact Fees	-	-	-	-	-	-
	Water Impact Fees	-	-	-	-	-	-
	Water & Sewer Reserves	-	-	-	-	-	-
Electric Services Fund	Electric Service Fees	-	-	-	-	-	-
Totals		122,906	23,690	24,401	25,133	25,887	26,663

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
GENERAL CAPITAL PROJECTS**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other Long-term Needs
Public Works	Pavement Resurfacing and Brick Road Repairs	General Fund	6,374,908	1,200,743	1,236,765	1,273,868	1,312,084	1,351,447	on-going
Public Works	Sidewalk, bike path and curb repairs	General Fund	3,700,000	600,000	700,000	750,000	800,000	850,000	on-going
Facilities	Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund).	General Fund	3,351,250	601,250	650,000	650,000	700,000	750,000	on-going
IT	Information Technology Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund).	General Fund	1,100,000	200,000	200,000	200,000	250,000	250,000	on-going
Parks	General Parks Major Maintenance	General Fund	250,000	50,000	50,000	50,000	50,000	50,000	on-going
Parks	Howell Creek Pond Improvements	General Fund	250,000	250,000					
		Grants/Fund Raising	400,000	400,000					
Parks	Golf Course Enhancements	General Fund	2,280,000	410,000	370,000	-	750,000	750,000	1,500,000
Parks	Landscaping Office	General Fund	150,000	150,000					
Parks	Tennis Center Upgrades	Grants/Fund Raising	200,000	200,000					
		General Fund	240,000		200,000	40,000			200,000
Parks	Community Center Improvements	General Fund	180,000		150,000	30,000			
Parks	Ward Park Improvements	General Fund	400,000			400,000			900,000
Parks	Kraft Azalea Restroom Rebuild	General Fund	-						300,000
Parks	Athletic Field and Tennis Center Lighting	General Fund	175,000			100,000	75,000	-	75,000
		Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000	
Parks	Lake Baldwin Park Improvements	General Fund	200,000			200,000			
Transportation	Bicycle & Pedestrian Improvements	Mobility Fee	750,000	150,000	150,000	150,000	150,000	150,000	
		General Fund	500,000	100,000	100,000	100,000	100,000	100,000	
Transportation	Signalization Upgrades	General Fund	1,350,000	200,000	250,000	300,000	300,000	300,000	on-going

**CAPITAL IMPROVEMENT PLAN
GENERAL CAPITAL PROJECTS**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other Long-term Needs
Fire	Fire Safety & Equipment Fund	General Fund	1,500,000	300,000	300,000	300,000	300,000	300,000	on-going
Fire	Station 62 Improvement	General Obligation Bonds - Subject to Referendum	-						5,800,000
Police	Police Safety & Equipment Fund	General Fund	1,000,000	200,000	200,000	200,000	200,000	200,000	on-going
Totals			24,726,158	5,086,993	4,631,765	4,818,868	5,062,084	5,126,447	8,775,000

Totals by Funding Source:

	5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other Long-term Needs
General Fund	23,001,158	4,261,993	4,406,765	4,593,868	4,837,084	4,901,447	2,975,000
Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000	-
Mobility Fee	750,000	150,000	150,000	150,000	150,000	150,000	-
Grants/Fund Raising	600,000	600,000	-	-	-	-	-
General Obligation Bonds - Subject to Referendum	-	-	-	-	-	-	5,800,000
Totals	24,726,158	5,086,993	4,631,765	4,818,868	5,062,084	5,126,447	8,775,000

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

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	\$ 1,200,743	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	\$ 600,000	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 - \$601,250, Water & Sewer Fund - \$231,250 and Electric Services Fund - \$92,500	\$ 925,000	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 - \$200,000, Water & Sewer Fund - \$100,000 and Electric Services Fund - \$100,000	\$ 400,000	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	Howell Creek Pond Improvements	This project will reshape and improve the retention quality of the pond at Howell Creek. This is part of a multi-phased project that will eventually add public amenities such as a pathway. It is expected to improve retention, clear away old fencing, and is being supported by private citizen fundraising and support from the city's General Fund.	General Fund- \$250,000, Fundraising- \$400,000	\$ 650,000	No additional impact on operating budget for this phase of work	-
Parks	Landscaping Office	This funding is for rebuilding and moving the landscape building to the front of the landscaping yard. This will also give much needed office space so that the superintendent's office will be in the same location as staff.	General Fund	\$ 150,000	No additional impact on operating budget	-
Parks	Golf Course Improvements	First of two years of funding to provide ball tracking technology at the WP18 (Pines). Also includes funding for bunker replacements at the WP9.	General Fund	\$ 410,000	No additional impact on operating budget	-
Parks	Tennis Center	Funding for ongoing resurfacing of WPTC hard courts.	Grant Funding	\$ 200,000	No additional impact on operating budget	-

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

Function	Project	Project Description	Primary Funding Source	Capital Funding Amount	Impact on Operating Budgets	Operating Impact Amount
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, Mobility Fee- \$150,000	\$ 250,000	No additional impact on operating budget	-
Planning & Transportation	Pedestrian & Traffic Signal Upgrades	This project is part of a multi year plan to upgrade antiquated traffic signals and improve the safety of pedestrians crossing intersections.	General Fund	\$ 200,000	Annual Wifi connection costs	18,000
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	-
Total Funding FY26				\$ 5,610,743		\$ 18,000

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
STORMWATER CAPITAL PROJECTS FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other long- term needs
Public Works	Stormwater Improvements- Various in-house stormwater projects scheduled for 2022-2023: Shultz Ave pipe repair, Greentree Dr, Cherokee Ave drainage improvements, dredging various stormwater outfalls	Stormwater Fees	1,595,000	195,000	200,000	400,000	400,000	400,000	
Public Works	Design for Killarney Outfall to Lake Gem Control Structure Improvement - Western Basin Study Generated	Stormwater Fees	150,000		150,000				
Public Works	Design for Sherbrooke Rd, WPHS, & Cady Way Ditch Drainage Improvement through WP 18 - Eastern Basin Generated	Stormwater Fees	200,000		200,000				
Public Works	Construction for Sherbrooke Rd, WPHS, & Cady Way Ditch Drainage Improvement through WP 18 (Phased over 4 years)	Stormwater Fees	2,000,000		200,000	200,000	200,000	1,400,000	
Public Works	Lake Corrine (Baldwin) Outfall Canal Improvement (Phased over 2 years)	Stormwater Fees	1,140,000			570,000	570,000		
Public Works	Palmer Ave at Old England - Drainage Improvements - Phase 1B	Stormwater Fees	500,000		500,000				
Public Works	Curb Implementation	Stormwater Fees	330,000	80,000	50,000	100,000	100,000		
Public Works	Corrugated Metal Pipe Replacement	Stormwater Fees	800,000	-	200,000	200,000	200,000	200,000	
Public Works	Fawsett Rd CDS	Stormwater Fees	550,000	550,000					
Public Works	Golfside Dr Pipe Replacement	Stormwater Fees	600,000	600,000					
Public Works	Temple Dr Drainage Improvements (Phased over 3 years)	Stormwater Fees	1,500,000		500,000	500,000	500,000		
Public Works	Stormwater Maintenance Dredging	Stormwater Fees	60,000			30,000	30,000		
Public Works	Venetian Canal Boat Bypass	Stormwater Fees	-	-					600,000
Public Works	Lake Knowles Interconnect	Stormwater Fees	-						2,250,000
Natural Resources	Nutrient Reduction Improvements- Chain of Lakes	Stormwater Fees	1,000,000		300,000	200,000	250,000	250,000	
Natural Resources	Lake Killarney Sediment Inactivation Study	Stormwater Fees	75,000			75,000			
Natural Resources	Howell Branch Preserve Funds	Stormwater Fees	135,000	25,000	30,000	30,000	25,000	25,000	
Natural Resources	Seawall Cap Refurbishment/ Chain of Lakes Canal	Stormwater Fees	650,000	400,000	100,000	50,000	50,000	50,000	

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
STORMWATER CAPITAL PROJECTS FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other long- term needs
Natural Resources	Mead Garden Invasive Mitigation Funds	Stormwater Fees	125,000	25,000	25,000	25,000	25,000	25,000	25,000
Natural Resources	Nutrient Reduction Improvements- Forest Lake	Stormwater Fees	70,000			70,000			
Natural Resources	Nutrient Reduction Improvements- Berry	Stormwater Fees	100,000	-			100,000		
Natural Resources	Nutrient Reduction Improvements- Lakes	Stormwater Fees	100,000					100,000	
Natural Resources	Sediment Removal/Dredging	Stormwater Fees	195,000		45,000	50,000	50,000	50,000	50,000
Totals			11,875,000	1,875,000	2,500,000	2,500,000	2,500,000	2,500,000	2,925,000

Totals by Funding Source:	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Stormwater Fees	1,875,000	2,500,000	2,500,000	2,500,000	2,500,000
	1,875,000	2,500,000	2,500,000	2,500,000	2,500,000

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

Function	Project	Project Description	Primary Funding Source	Capital Funding Amount	Impact on Operating Budgets	Operating Impact Amount
Public Works	Stormwater Improvements	Point repairs for existing stormwater pipe, pipe lining, pipe replacement, and other storm sewer repairs as needed.	Stormwater utility fee	\$ 195,000	These projects would be one time expenditures and should not impact ongoing operational costs.	
Public Works	Curb Implementation	Installation of new and replacement curb to support proper stormwater conveyance.	Stormwater utility fee	80,000	This project will require additional funding of \$150K total between FY27-FY29	
Public Works	Fawsett Rd at CDS	New CDS treatment device to serve the outfall at Fawsett Rd near Kings Way. Provides stormwater quality treatment to runoff entering Lake Sue.	Stormwater utility fee	\$ 550,000	This project would be one time expenditures and should not impact ongoing operational costs.	
Public Works	Golfside Drive Pipe Replacement	Upsize existing pipe crossing under Golfside Dr to increase flow capacity.	Stormwater utility fee	\$ 600,000	This project would be one time expenditures and should not impact ongoing operational costs.	
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	\$ 400,000	This project will require additional funding of \$250K total between FY27-FY30	
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	\$ 25,000	This project would be one time expenditures and should not impact ongoing operational costs.	
Natural Resources	Mead Garden Invasive Mitigation Funds	Dedicated funding for maintenance and herbicide treatments to manage invasive species.	Stormwater utility fee	\$ 25,000	This project would be one time expenditures and should not impact ongoing operational costs.	
Total Funding FY26					\$ 1,875,000	\$ -

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN- CRA
COMMUNITY REDEVELOPMENT AGENCY FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
CRA	CRA Infrastructure & Small Scale Improvements	TIF	2,000,000	400,000	400,000	400,000	400,000	400,000
CRA	17-92 / PD&E Streetscape	TIF	12,000,000			5,000,000	5,000,000	2,000,000
CRA	MLK Basin Stormwater Improvements	TIF	2,000,000	500,000	500,000		1,000,000	
CRA	West Fairbanks Stormwater/Infrastructure	TIF	2,000,000	1,000,000	1,000,000			
CRA	Canton Ave. Stormwater Drainage	TIF	4,750,000	1,300,000	3,450,000			
CRA	17-92/Fairbanks Intersection Improvements	TIF	4,000,000		2,000,000	2,000,000		
CRA	Park Avenue Refresh	TIF	5,500,000	2,500,000			1,000,000	2,000,000
CRA	Denning/Fairbanks Intersection Improvements	TIF	3,000,000					3,000,000
	Totals		35,250,000	5,700,000	7,350,000	7,400,000	7,400,000	7,400,000

Totals by Funding Source:

Tax Increment Financing (TIF)	35,250,000	5,700,000	7,350,000	7,400,000	7,400,000	7,400,000
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CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN- CRA
Fiscal Year 2025 - 2026

Function	Project	Project Description	Primary Funding Source	Capital Funding Amount	Impact on Operating Budgets	Operating Impact Amount
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.	5,000.00
CRA	MLK Basin Stormwater Improvements	Recent storm activity has highlighted the importance of improving retention in the CRA area. This funding will be used to implement the findings of MLK basin stormwater studies.	Tax Increment Financing	\$ 500,000	These projects would be one time expenditures and should not impact ongoing operational costs in the CRA. The CRA is also awaiting notification of a potential grant award that may affect funding needed.	-
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	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	\$ 1,300,000	This project will require an additional 3.45M of funding in FY27	-
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	\$ 2,500,000	These projects would be one time expenditures and should not impact ongoing operational costs in the CRA.	-
Total Funding FY26				<u><u>\$5,700,000</u></u>		<u><u>\$5,000</u></u>

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
WATER AND WASTEWATER FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other Long-term Needs
Water and Sewer	Upgrade sewer mains - Rehabilitation of defective sewer mains with heavy ground water infiltration.	Water and Sewer Fees	2,500,000	500,000	500,000	500,000	500,000	500,000	
		Sewer Impact Fees	1,500,000	300,000	300,000	300,000	300,000	300,000	
Water and Sewer	Rehabilitation of sanitary manholes to restore their structural integrity	Water and Sewer Fees	500,000	-	125,000	125,000	125,000	125,000	
Water and Sewer	Short Liner Installation - for rehabilitation of sanitary sewer mains and laterals from the main to the property line.	Water and Sewer Fees	1,200,000	100,000	225,000	225,000	325,000	325,000	
Water and Sewer	Upgrade water mains - Replacement of sub-standard water mains throughout the water distribution system.	Water Impact Fees	1,500,000	300,000	300,000	300,000	300,000	300,000	
		Water and Sewer Fees	3,750,000	750,000	750,000	750,000	750,000	750,000	
Water and Sewer	Lift Station Upgrades	Water and Sewer Fees	5,798,000	1,263,000	1,095,000	1,140,000	1,150,000	1,150,000	
Water and Sewer	Upgrading/rerating of Iron Bridge Regional Wastewater Treatment Facility (City of Orlando).	Water and Sewer Fees	2,500,000	500,000	500,000	500,000	500,000	500,000	
Water and Sewer	Capital contribution upgrades and improvements to the CONSERV II wastewater	Water and Sewer Fees	1,500,000	300,000	300,000	300,000	300,000	300,000	
Water and Sewer	Water Treatment Plant Renewal and Replacement	Water and Sewer Fees	2,070,000	345,000	600,000	575,000	250,000	300,000	
Water and Sewer	Winter Park Estates Water and Wastewater plant	Water and Sewer Fees	1,100,000	300,000	200,000	200,000	200,000	200,000	
ITS	Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund).	Water and Sewer Fees	550,000	100,000	100,000	100,000	125,000	125,000	

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
WATER AND WASTEWATER FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Other Long-term Needs
Public Works	Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund).	Water and Sewer Fees	1,288,942	231,250	250,000	250,000	269,231	288,462	
Water and Sewer	17-92 Water and Sewer relocation	Water and Sewer Fees	-						3,000,000
Water and Sewer	FDOT 17-92 UT line Relocation	Water and Sewer Reserves	-						11,000,000
Water and Sewer	Expansion of reclaimed water system	Water and Sewer Reserves	-						1,550,000
		Sewer Impact Fees	-						1,100,000
		Water Impact Fees	-						1,100,000
Water and Sewer	Ground Storage Tank Expansion	Water and Sewer Fees	-						6,100,000
Totals			25,756,942	4,989,250	5,245,000	5,265,000	5,094,231	5,163,462	23,850,000

Totals by Funding Source:

Water and Sewer Fees	22,679,250	4,389,250	4,645,000	4,665,000	4,494,231	4,563,462	9,100,000
Water and Sewer Reserves	-	-	-	-	-	-	12,550,000
Sewer Impact Fees	600,000	300,000	300,000	300,000	300,000	300,000	1,100,000
Water Impact Fees	600,000	300,000	300,000	300,000	300,000	300,000	1,100,000
	23,879,250	4,989,250	5,245,000	5,265,000	5,094,231	5,163,462	23,850,000

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

Function	Project	Project Description	Primary Funding Source	Capital Funding Amount	Impact on Operating Budgets	Operating Impact Amount
Water and Sewer	Upgrade sanitary sewer mains	Defective sanitary sewer mains will be rehabilitated to decrease heavy ground water infiltration, in effect reducing the total flow to waste water facilities.	Water and Sewer Fees	\$ 800,000	This project will reduce wastewater treatment costs by reducing ground water infiltration	-
Water and Sewer	Short Liner Installation	Rehabilitate small, isolated sections of damaged sewer or stormwater pipes. This will minimize disruption and extend the service life of existing infrastructure.	Water and Sewer Fees	\$ 100,000	No additional impact on operating budget	
Water and Sewer	Upgrade water mains	Water main upgrades consist of construction and upgrade of water mains and service lines to replace sub-standard water mains throughout the water distribution system. This work will improve water quality, flows and fire protection in the impacted areas.	Water and Sewer Fees	\$ 1,050,000	No additional impact on operating budget	-
Water and Sewer	Lift station upgrades	Replacement of "can" type lift stations close to failure with submersible "rail" type lift stations.	Water and Sewer Fees	\$ 1,263,000	No additional impact on operating budget	-
Water and Sewer	Upgrade Water Treatment Plants	Renewal and replacement of components for the Water treatment plants and repump facilities.	Water and Sewer Fees	\$ 345,000	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	\$ 300,000	No additional impact on operating budget	-

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

Function	Project	Project Description	Primary Funding Source	Capital Funding		Impact on Operating Budgets	Operating Impact Amount
				Amount			
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	-
Total Funding FY26						* <u>4,658,000</u>	<u>-</u>

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

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
ELECTRIC SERVICES FUND**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Electric Services	Routine Capital improvements including: renewals, replacements, and other improvements required to provide service and improve the reliability of the electric system	Electric System Revenues	6,962,295	1,260,000	1,323,000	1,389,150	1,458,608	1,531,538
Electric Services	Undergrounding of Electric Lines	Electric System Revenues	50,835,808	9,200,000	9,660,000	10,143,000	10,650,150	11,182,658
Electric Services	Substation Upgrades	Electric System Revenues	2,214,655	314,655	400,000	450,000	500,000	550,000
Electric Services	Decorative Street Lighting	Electric System Revenues	750,000	-	150,000	175,000	200,000	225,000
Electric Services	Building 14 Renovation	Electric System Revenues	150,000	150,000				
Electric Services	Building 4 Renovation		200,000	200,000				
Electric Services	Substation Transformer Replacement	Electric System Revenues	4,299,000	833,000	833,000	833,000	900,000	900,000
Electric Services	Bulk Meter Replacement	Electric System Revenues	2,910,000	565,000	575,000	580,000	590,000	600,000
ITS	Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund)	Electric System Revenues	550,000	100,000	100,000	100,000	125,000	125,000
Public Works	Facility replacement account funding (replacement of flooring, roofing, air conditioning, painting, & other capital needs) (65% General Fund, 25% Water and Sewer Fund, and 10% Electric Fund)	Electric System Revenues	515,577	92,500	100,000	100,000	107,692	115,385
Totals			69,387,335	12,715,155	13,141,000	13,770,150	14,531,450	15,229,580

Totals by Funding Source:

<u>Electric System Revenues</u>	22,607,143	12,715,155	13,141,000	13,770,150	14,531,450	15,229,580
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Note: No additional bond issues are anticipated in the period covered by this Capital Improvement Plan

**CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2025 - 2026**

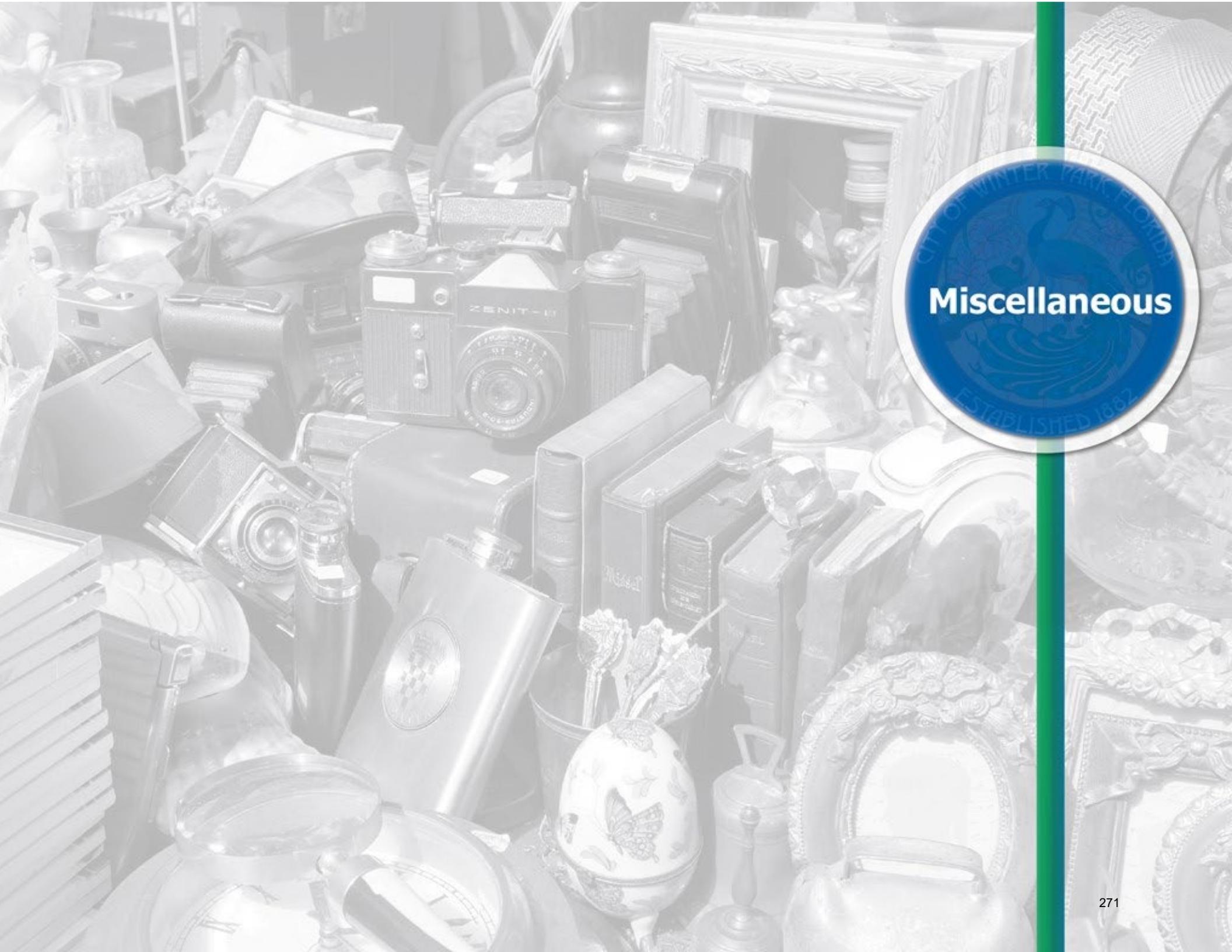
Function	Project	Project Description	Primary Funding Source	Capital Funding Amount	Impact on Operating Budgets	Operating Impact Amount
Electric Services	Routine Capital: annual electric system improvements	These improvements include repair and replacement of utility infrastructure to increase the reliability of the electric system.	Electric Service Fees	\$ 1,260,000	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	\$ 9,200,000	As electric utilities are placed underground there will be less costs for trimming trees around power lines.	-
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	\$ 314,655	Replacing the aging capital reduces the costs of repairs.	-
Electric Services	Building 14 Renovation	Create additional office space to clean up appearance, replace cabinetry and furniture, foster organization and promote professional environment for customers vendors and employees	Electric Service Fees	\$ 150,000	No impact on operating budget	
Electric Services	Building 4 Renovation	Create effective work environment that promotes communication and collaboration. This area will include additional office space, conference room, dispatch center, break room and upgraded bathroom facility. Funds of \$150k reserved from last year will be added to these to accomodate the	Electric Service Fees	\$ 200,000	No impact on operating budget	
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	Will require an additional \$1.6M of funding in years FY27 & FY28	
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	\$ 565,000	Will require an additional \$1M of funding in years FY27 & FY28	

Total Funding FY26

* \$ 12,522,655

\$ -

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

A grayscale collage of various vintage items, including cameras (a Zenith and a Kodak), books, a flask, a perfume bottle, and decorative plates.

Miscellaneous

Historical, General, & Demographic Information

The Early History of Winter Park

The history of Winter Park began with an eight-acre plot purchased in 1858 by one David Mizell. He called it Lake View. In 1881, with the addition of 600 adjacent acres purchased and plotted as a town, Winter Park was born. After considerable effort a railroad was persuaded to extend its line to the new town, and in 1882 the railroad depot was constructed that has the distinction of being the town's first building. Loring Chase and O. E. Chapman, owners of the 600 acres of land, built a store building at the corner of now Park and Welbourne Avenues, that housed the first mercantile establishment, post office, and on the second floor, an assembly room. That building still stands.

The first telegraphic communication was a message to U.S. President Chester A. Arthur on New Year's Day, 1883. In the same month the first school was opened. 1885 saw the founding of the Winter Park Public Library. The first municipal election was held in 1886 and 102 registered voters incorporated the town in 1887. The next year the Winter Park Improvement Association was founded which continued throughout the years to become the Chamber of Commerce.

By 1886, when surrounding land was selling for \$1.25 per acre, many acres had been planted and citrus growing was becoming the leading activity. Groves, totaling 850 acres, were under cultivation. The world famous "Temple" orange was discovered in Winter Park and developed in the surrounding groves. The original tree still stands on private property in the City. By 1887 the population of the City was 617.

Many interesting facets of local history abound that exceed the scope of this sketch. Some have to do with transportation including the "Dinky", a narrow-gauge steam train line that served interurban

passengers between Winter Park and Orlando; steam boats on the lakes used to tow lumber and pulp to mills in the area; and a mule-drawn street railway.

The chief economic asset in early years, as now, was entertaining winter visitors. The largest hotel in the state, the Seminole, flourished in Winter Park for many years. The winter climate, beautiful forests, swales, and fertile soil exerted strong influences on the early settlers and visitors but the strongest attraction to Central Florida then, as now, were the numerous lakes.

Most attractive, however, are the many cultural advantages that have evolved through the years. Starting with the founding of Rollins College in 1885 by a committee of Congregational ministers as the first institution of higher learning in the State, a tradition of academic



excellence and highest regard for the arts in all forms has resulted in a nationally recognized Spring Art Festival, the Bach Festival, a strong drama community with many fine presentations each year, an almost continuous round of recitals exhibitions and other manifestations of culture and the arts. Expanded in 2011, the Charles Hosmer Morse Museum of American Art, which houses the largest collection of Tiffany glass in the world, was first opened in July 1995. As a result, Winter Park has drawn, both as visitors and residents, a wide range of distinguished persons. They imported a civic atmosphere that is still



very strong.

The Present-Day Winter Park

The City of Winter Park is located in the center of the State of Florida in North Orange County and is considered a part of the Orlando Metropolitan Area.

Although the Orlando Metropolitan Area has been one of the top growth areas in the country, generally, Winter Park has seen only modest population growth since 1970. The median age of the population is 45.8 years old. The population is better educated and older than the surrounding population in the Orange County area with a median age of 35.5 years. Winter Park's person per household ratio has continued to decline over the past several decades following the national trend so that it is now 2.20 persons on average.

Winter Park is often mistakenly considered a bedroom community but with a thriving business district, Winter Park is a daytime employee destination. The City contains the full range of residential uses, a premier central business district, major office buildings, a hospital and a small amount of industrial property. Possession of this full range of land use types plus the economic and ethnic diversity of the City's population qualifies Winter Park as a true city.

The largest employers within Winter Park include Winter Park Memorial Hospital, Rollins College, Orange County Public Schools and the City of Winter Park. Yet, Winter Park's economy is not overly dependent on any one employer as the total employed by the five largest employers represents less than fifteen percent of the total workforce in Winter Park.

Recent years have seen redevelopment of commercial properties on major arterial roads and the renovation of houses throughout the City. No longer a \$1.25 an acre like in 1886, recent land sale prices on commercial property range from \$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.

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/
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.
- *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.

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.

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
- *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.

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
Advent Health	Health Services	1,600
Orange County Schools	Education	650
Rollins College	Education	650
City of Winter Park	Government	555
Publix	Retail	300

Winter Park c...

Population

2010 Population	27,870
2020 Population	29,798
2024 Population	30,576
2029 Population	30,452
2010-2020 Annual Rate	0.67%
2020-2024 Annual Rate	0.61%
2024-2029 Annual Rate	-0.08%
2020 Male Population	47.2%
2020 Female Population	52.8%
2020 Median Age	44.5
2024 Male Population	48.4%
2024 Female Population	51.6%
2024 Median Age	43.6

In the identified area, the current year population is 30,576. In 2020, the Census count in the area was 29,798. The rate of change since 2020 was 0.61% annually. The five-year projection for the population in the area is 30,452 representing a change of -0.08% annually from 2024 to 2029. Currently, the population is 48.4% male and 51.6% female.

Median Age

The median age in this area is 43.6, compared to U.S. median age of 39.3.

Race and Ethnicity

2024 White Alone	73.7%
2024 Black Alone	8.3%
2024 American Indian/Alaska Native Alone	0.2%
2024 Asian Alone	3.7%
2024 Pacific Islander Alone	0.0%
2024 Other Race	3.3%
2024 Two or More Races	10.7%
2024 Hispanic Origin (Any Race)	13.6%

Persons of Hispanic origin represent 13.6% of the population in the identified area compared to 19.6% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 56.8 in the identified area, compared to 72.5 for the U.S. as a whole.

Households

2024 Wealth Index	170
2010 Households	12,244
2020 Households	12,729
2024 Households	12,974
2029 Households	12,885
2010-2020 Annual Rate	0.39%
2020-2024 Annual Rate	0.45%
2024-2029 Annual Rate	-0.14%
2024 Average Household Size	2.22

The household count in this area has changed from 12,729 in 2020 to 12,974 in the current year, a change of 0.45% annually. The five-year projection of households is 12,885, a change of -0.14% annually from the current year total. Average household size is currently 2.22, compared to 2.22 in the year 2020. The number of families in the current year is 7,436 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.

June 24, 2025

Winter Park c...

Mortgage Income

2024 Percent of Income for Mortgage	39.6%
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Median Household Income

2024 Median Household Income	\$104,789
2029 Median Household Income	\$122,426
2024-2029 Annual Rate	3.16%

Average Household Income

2024 Average Household Income	\$168,267
2029 Average Household Income	\$187,566
2024-2029 Annual Rate	2.20%

Per Capita Income

2024 Per Capita Income	\$71,533
2029 Per Capita Income	\$79,498
2024-2029 Annual Rate	2.13%

GINI Index

2024 Gini Index	38.9
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Households by Income

Current median household income is \$104,789 in the area, compared to \$79,068 for all U.S. households. Median household income is projected to be \$122,426 in five years, compared to \$91,442 all U.S. households.

Current average household income is \$168,267 in this area, compared to \$113,185 for all U.S. households. Average household income is projected to be \$187,566 in five years, compared to \$130,581 for all U.S. households.

Current per capita income is \$71,533 in the area, compared to the U.S. per capita income of \$43,829. The per capita income is projected to be \$79,498 in five years, compared to \$51,203 for all U.S. households.

Housing

2024 Housing Affordability Index	62
2010 Total Housing Units	13,661
2010 Owner Occupied Housing Units	7,909
2010 Renter Occupied Housing Units	4,335
2010 Vacant Housing Units	1,417
2020 Total Housing Units	14,074
2020 Owner Occupied Housing Units	8,100
2020 Renter Occupied Housing Units	4,629
2020 Vacant Housing Units	1,345
2024 Total Housing Units	14,146
2024 Owner Occupied Housing Units	8,147
2024 Renter Occupied Housing Units	4,827
2024 Vacant Housing Units	1,172
2029 Total Housing Units	14,201
2029 Owner Occupied Housing Units	8,480
2029 Renter Occupied Housing Units	4,405
2029 Vacant Housing Units	1,316

Socioeconomic Status Index

2024 Socioeconomic Status Index	60.8
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Currently, 57.6% of the 14,146 housing units in the area are owner occupied; 34.1%, renter occupied; and 8.3% are vacant. Currently, in the U.S., 57.9% of the housing units in the area are owner occupied; 32.1% are renter occupied; and 10.0% are vacant. In 2020, there were 14,074 housing units in the area and 9.6% vacant housing units. The annual rate of change in housing units since 2020 is 0.12%. Median home value in the area is \$662,465, compared to a median home value of \$355,577 for the U.S. In five years, median value is projected to change by 0.86% annually to \$691,585.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Orange County...

Population	
2010 Population	1,145,956
2020 Population	1,429,908
2024 Population	1,515,719
2029 Population	1,607,043
2010-2020 Annual Rate	2.24%
2020-2024 Annual Rate	1.38%
2024-2029 Annual Rate	1.18%
2020 Male Population	48.7%
2020 Female Population	51.3%
2020 Median Age	35.6
2024 Male Population	49.5%
2024 Female Population	50.5%
2024 Median Age	36.3

In the identified area, the current year population is 1,515,719. In 2020, the Census count in the area was 1,429,908. The rate of change since 2020 was 1.38% annually. The five-year projection for the population in the area is 1,607,043 representing a change of 1.18% annually from 2024 to 2029. Currently, the population is 49.5% male and 50.5% female.

Median Age

The median age in this area is 36.3, compared to U.S. median age of 39.3.

Race and Ethnicity

2024 White Alone	42.6%
2024 Black Alone	19.3%
2024 American Indian/Alaska Native Alone	0.5%
2024 Asian Alone	5.8%
2024 Pacific Islander Alone	0.1%
2024 Other Race	12.3%
2024 Two or More Races	19.3%
2024 Hispanic Origin (Any Race)	34.3%

Persons of Hispanic origin represent 34.3% of the population in the identified area compared to 19.6% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 84.9 in the identified area, compared to 72.5 for the U.S. as a whole.

Households

2024 Wealth Index	89
2010 Households	421,847
2020 Households	519,437
2024 Households	548,641
2029 Households	579,620
2010-2020 Annual Rate	2.10%
2020-2024 Annual Rate	1.30%
2024-2029 Annual Rate	1.10%
2024 Average Household Size	2.69

The household count in this area has changed from 519,437 in 2020 to 548,641 in the current year, a change of 1.30% annually. The five-year projection of households is 579,620, a change of 1.10% annually from the current year total. Average household size is currently 2.69, compared to 2.68 in the year 2020. The number of families in the current year is 359,011 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Orange County...

Mortgage Income

2024 Percent of Income for Mortgage 35.1%

Median Household Income

2024 Median Household Income \$75,628

2029 Median Household Income \$87,976

2024-2029 Annual Rate 3.07%

Average Household Income

2024 Average Household Income \$110,837

2029 Average Household Income \$129,425

2024-2029 Annual Rate 3.15%

Per Capita Income

2024 Per Capita Income \$40,226

2029 Per Capita Income \$46,780

2024-2029 Annual Rate 3.06%

GINI Index

2024 Gini Index 39.8

Households by Income

Current median household income is \$75,628 in the area, compared to \$79,068 for all U.S. households. Median household income is projected to be \$87,976 in five years, compared to \$91,442 all U.S. households.

Current average household income is \$110,837 in this area, compared to \$113,185 for all U.S. households. Average household income is projected to be \$129,425 in five years, compared to \$130,581 for all U.S. households.

Current per capita income is \$40,226 in the area, compared to the U.S. per capita income of \$43,829. The per capita income is projected to be \$46,780 in five years, compared to \$51,203 for all U.S. households.

Housing

2024 Housing Affordability Index 70

2010 Total Housing Units 487,839

2010 Owner Occupied Housing Units 243,950

2010 Renter Occupied Housing Units 177,897

2010 Vacant Housing Units 65,992

2020 Total Housing Units 561,851

2020 Owner Occupied Housing Units 279,246

2020 Renter Occupied Housing Units 240,191

2020 Vacant Housing Units 42,414

2024 Total Housing Units 591,832

2024 Owner Occupied Housing Units 299,008

2024 Renter Occupied Housing Units 249,633

2024 Vacant Housing Units 43,191

2029 Total Housing Units 627,444

2029 Owner Occupied Housing Units 324,230

2029 Renter Occupied Housing Units 255,390

2029 Vacant Housing Units 47,824

Socioeconomic Status Index

2024 Socioeconomic Status Index 47.6

Currently, 50.5% of the 591,832 housing units in the area are owner occupied; 42.2%, renter occupied; and 7.3% are vacant. Currently, in the U.S., 57.9% of the housing units in the area are owner occupied; 32.1% are renter occupied; and 10.0% are vacant. In 2020, there were 561,851 housing units in the area and 7.5% vacant housing units. The annual rate of change in housing units since 2020 is 1.23%. Median home value in the area is \$423,952, compared to a median home value of \$355,577 for the U.S. In five years, median value is projected to change by 2.51% annually to \$479,800.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units. The Gini index measures the extent to which the distribution of income or consumption among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0 represents perfect equality, while an index of 100 implies perfect inequality.

Source: U.S. Census Bureau. Esri forecasts for 2024 and 2029. Esri converted Census 2010 into 2020 geography and Census 2020 data.

Active Boards and Task Forces

Administration

- City Commission

Building

- Code Compliance Board
- Construction Board of Adjustments & Appeals

Communications

- Arts Alliance
- 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
- Winter Pines Golf Course Advisory Board

Planning and Zoning

- Board of Adjustments
- Historic Preservation Board
- Housing Authority Board
- Orange Avenue Overlay Appearance Review Advisory 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.

ARPA

The American Rescue Plan Act was signed into law by on March 11, 2021, it guaranteed direct funding to all cities, towns and villages in the United States. The U.S. Department of the Treasury responsible for overseeing the program.

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 Changes

Charges by Internal Service Funds to other departments within the City as reimbursement for goods supplied or services rendered.

Internal Service Funds

Self-supporting funds established for the financing of goods or services provided by one department or other departments within the City on a cost-reimbursement basis.

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 call ad valorem tax.

Recurring Expense

Expenses that continue from year to year, where a similar amount can be expected annually, such as personnel expenses and charges for utilities.

Recurring Revenue

Revenue sources that continue from year to year and where a similar amount can be expected annually, i.e., property taxes, utility taxes and license fees.

Reserve

An account indicating that a portion of the fund is legally restricted for a specific purpose or not available for appropriation or spending.

Resolution

An order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Receipts/Revenues

An increase to a fund's assets that; (1) does not increase a liability; (2) is not repayment of an expenditure already made; (3) does not represent cancellation of certain liabilities; (4) does not represent contributions of capital.

Revenue Bonds

Bonds for which a specific revenue source is pledged for the repayment of the debt (e.g., water and sewer revenues).

Risk Management

The reduction of risk or loss through careful procedures and practices.

Rollback Rate

The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.

Self-Insurance

The underwriting of one's own insurance instead of obtaining coverage from a private provider.

Service Plan

The methods by which a government plans to meet its service objectives; the basis for annual budget preparation.

Tax Increment Revenue

Property tax revenue from the City and County derived from taxable value in excess of the taxable values as of the base years in the Community Redevelopment Area.

Tax Levy

The total amount of taxes imposed by a government to finance services executed for the common benefit.

Tax Roll

The official list showing the amount of taxes levied against each taxpayer or property.

Tax Year

The calendar year in which property owners received tax bills. The 2017 tax bills produce revenue to the City in FY 2018.

TRIM

Truth in Millage requirements for advertising any increased property tax revenue over the prior year, whether from an increased millage rate or taxable value, as a tax increase.

User Charges

Charges for specific services rendered only to users of the services, i.e., water sales.

Utility Taxes

Municipal charges levied by the City on consumers for every purchase of utility service within the corporate limits of the City, such as electricity, water, gas, fuel oil and telephone service.

Working Capital

The difference between a company's current assets, such as cash, accounts receivable and inventories of raw materials and finished goods, and its current liabilities, such as accounts payable.

WTP- Water Treatment Plant