

# 4<sup>th</sup> Quarter Performance Measurement Report FY 2014



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## Summary

Each fiscal quarter the City of Winter Park provides an update of its key performance metrics as a communication outreach to the City Commission and the public. The report is organized by the five core objectives outlined in the City Commission's Strategy Map:

### **Five Core Objectives**

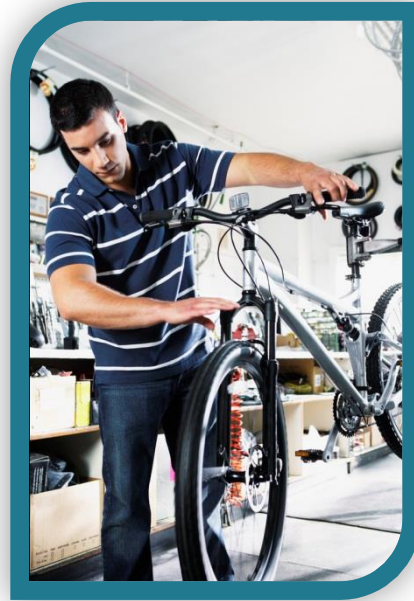
***Exceptional Quality of Life***

***Intelligent Growth & Development***

***Fiscal Stewardship***

***Public Health & Safety***

***Investment in Public Assets & Infrastructure***



### ***"Tweaking"***

In the 3<sup>rd</sup> Quarter of FY14 (April – June) the city began collecting metrics across a number of categories as part of the performance measurement effort. Currently there are over 230 data points identified as either being useful for management and operations purposes or for communication to the public. In addition the quarterly reporting process will now include updates on tasks and goals identified by departments either through their strategic planning efforts or as part of the budget process starting with the Q1 2015 report. This tweaking to the format has been useful though it has slowed our effort to adopt a final format for each quarter and it is likely that there will be further changes as departments continue to refine their methodologies for collection. Of the 230 metrics collected, approximately 70 have been identified for regular reporting and are the focus of these quarterly reports.

### ***"Keeping Score"***

The next steps for performance measurement will be to build on the continued effort to create meaningful goals with each department for their selected metrics and begin to work on finding comparable benchmarks for those items. As the city now has about 2 – 4 quarters of data for most metrics we are beginning to build our own database of internal information that is useful for benchmarking against oneself but will become more useful if also compared to other jurisdictions. This process will most likely take some time as finding stable benchmark methodologies will be difficult for items outside of those metrics that are very commonly used such as response times or basic outputs.

### “Showing Off”

Within the next two quarters the city hopes to launch an online selection of highlighted metrics that give a basic picture of overall performance in the Core Objective categories. This will allow anyone to access basic data in an easy to use graphical format and learn about how each measure is calculated, why it’s important, and how the city can influence its performance. Staff hopes to *show off* a draft version of this effort by Summer 2015.

### “It Doesn’t Add Up”

As mentioned in the previous report, not everything can be quantified. Some aspects of city operations such as response times, call volumes, and building permits easily lend themselves to collection and analysis. It is harder to develop meaningful indicators for aspects of operations such as service and administrative functions. Those none quantifiable items will start appearing as project updates with these regular reports starting with the Q1 2015 report.



## Format

The report takes each major objective and provides the strategy subsets and measures tied to each. At this stage not every strategy has a quantitative measure associated with it and in some cases those strategies may not be conducive to a specific metric but rather an accomplished goal or activity. Each Core Objective may have data in quarterly and annual formats. Quarterly data, where available, has been provided starting in Q1 2014 (Oct – Dec 2013) through the end of the fiscal year for the city on Sept. 30<sup>th</sup>, and annual data is provided for both the end of FY 13 and FY14. Any blank area, either for a goal or quarterly data entry, is an item for which no data has been collected or a goal that has not been determined at this time. The highlights section discusses any items of interest related to the reported metrics and then focuses on a selected accomplishment or metric of interest.



## Exceptional Quality of Life

Winter Park offers its residents, businesses, and guests an exceptional quality of life at one of the lowest property tax rates in the region.

Strategies for reaching this objective include:

***Vibrant Arts & Culture***

***Lifelong Learning Opportunities***

***Maintaining an Attractive & Robust Tree Canopy***

***Provide Ample Parks & Recreation Experiences***

***Expand Awareness of History & Heritage***

***Promote Community Engagement***



Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Community Engagement	Website Sessions	-	162,270	169,236	163,347	159,041
	Fans of Social Media - Facebook	+10% Annual	3,025	3,215	3,531	4,150
	Fans of Social Media - Twitter	+10% Annual	3,107	3,210	3,452	3,900
Tree Canopy	# Trees Removed (Hazard Mitigation)	-	142	197	186	204
	# Trees Pruned (Hazard Mitigation)	-	215	38	141	98
	# Trees Planted	-	78	60	93	119
	# Trees Trimmed Utility Vegetation Mgmt	-	601	596	541	871
	# Trees Trimmed Routine Maintenance	-	498	419	478	1,268
Parks & Rec	Cemetery Open/Close	-	29	24	26	18
	# of Event Rentals (Civic Ctr, Fmrs Mkt, Country Cb, Lk Isl Hall)	250	250	203	252	208
	# of Community Center Visitors	40,000	39,930	39,318	54,087	66,958
	# of Community Center Rentals	300	339	281	500	382
	# of Special Events Managed	-	32	23	18	22
	# Golfers	8,250	8,068	9,003	9,515	7,037

Strategy	Description	Goal	FY13 Year End	FY14 Year End
Parks & Rec	Park Acreage actively maintained	-	298.05	335.55
	Park Acreage per 1,000 people	>10	11.19	11.14

## Highlights

Community Engagement has maintained consistency throughout 2014 while seeing increases in social media following. Both Twitter and Facebook followings have increased well in excess of the 10% annual increase goal. Website sessions tend to be seasonal with the more active winter and spring quarters indicating higher traffic.

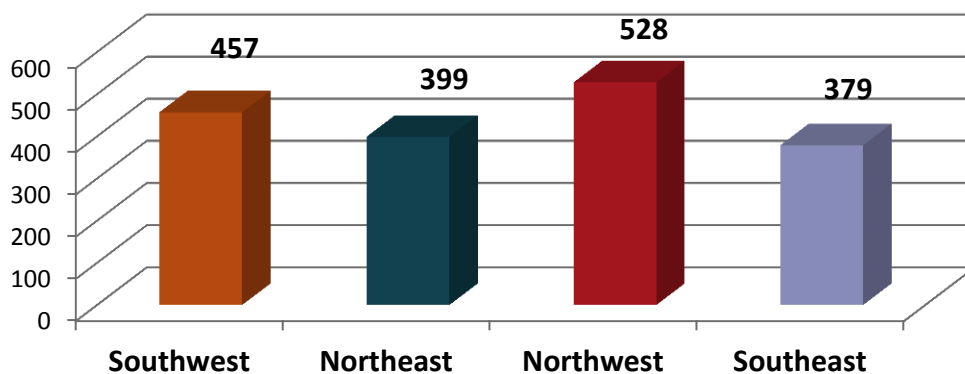
The last quarter of 2014 was very busy for Urban Forestry with trimmings, both for hazard mitigation and vegetation management, jumping significantly. The city is currently in the hazard mitigation phase of the urban forestry master plan with most Priority 1 removals and prunes expected to be completed by the end of FY15. Forestry also received a \$20k grant to continue with the inventory work. The adopted FY15 budget includes expanded funding to plant new trees and future quarterly reporting should reflect this change.

Parks facilities have continued to see strong use with Community Center revenues reaching a new high this year. Visitor growth was also very strong in the last quarter due to summer activities at the center. Expected seasonality affected the number of golfers playing the course due to the heat of summer months. Use of cemetery services has been consistently high for 2014 with lot sales exceeding initial estimates by 100% or \$229k. Use of other rental facilities has remained consistent and further monitoring will better enable analysis of the effect of seasonality on sales. Among other projects the Farmers' Market added organic and locally grown produce, a shade pavilion was added to Shady Park, and KaBOOM! Named Winter Park a Playful City USA for the 5<sup>th</sup> year.

## Highlighted Metric – Hazardous Tree Removal & New Plantings

The City of Winter Park has been engaged in an aggressive attempt to improve personal safety and the overall health of the tree canopy through the efforts of the adopted Urban Forestry Master Plan. By the end of FY 15 it is anticipated that a majority of the most hazardous trees (Priority 1) will be removed and bring the city closer to a routine maintenance schedule. Right-of-way tree plantings have been improving throughout FY 14. This will continue to improve as the extra funding in the budget for tree planting takes effect in FY 15. Below is a graph showing each quadrant and the available vacant ROW spaces to be planted. Currently 6.5% of the available ROW tree locations are vacant.

### Vacant ROW Tree Locations by City Quadrant



## Intelligent Growth & Development

Winter Park seeks to be a city that takes advantage of economic opportunity while still maintaining its village character and charm. Initial strategies for reaching this objective include:

***Promote Redevelopment through Streamlined Permitting & Approval Process***

***Diversify the Tax Base***

***Implement the Adopted Economic Development Plan***

***Mitigate Parking & Traffic Concerns***

***Promote Sustainability & Environment***



Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Econ Dev.	Retail Vacancy Rate	< regional	4.4%	4.9%	4.1%	6.9%
	Regional Retail Vacancy Rate	-	7.6%	7.5%	7.4%	7.6%
	Office Vacancy Rate	< regional	6.5%	6.6%	7.0%	8.0%
	Regional Office Vacancy Rate	-	12.0%	12.1%	12.3%	12.2%
Streamlined Permitting	% Commercial Reviews completed in 21 days	100%	-	69%	38%	65%
	% Residential Reviews completed in 21 days	100%	-	70%	69%	60%
	New Commercial Project Permits Issued	-	15	20	26	23
	New Residential Project Permits Issued	-	28	24	35	23
	% inspections completed next business day	100%	-	100%	100%	98%
Tax Base	New Commercial Project Permit \$ Value	-	\$23,462,000	\$1,533,746	\$6,572,235	\$3,366,400
	New Commercial Project Permit Sq. Ft.	-	174,769	95,684	134,291	51,829
	New Residential Project Permit \$ Value	-	\$11,584,000	\$10,066,670	\$18,445,422	\$13,039,069
	New Residential Project Permit Sq. Ft.	-	96,448	95,684	169,942	126,082

## Highlights

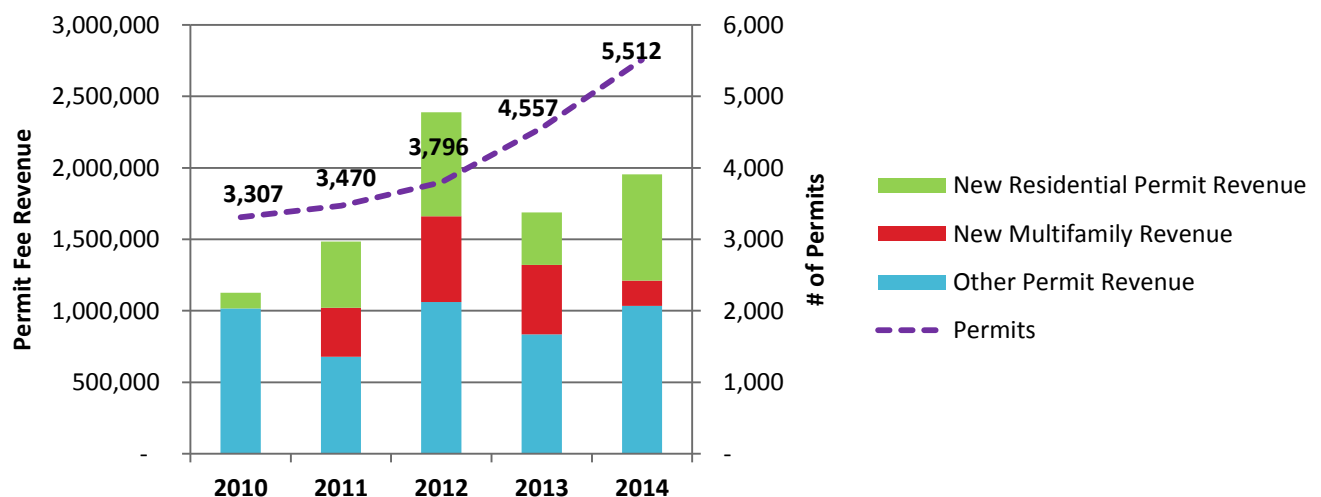
The Building Department has made a number of improvements this year including allowing for electronic payments at the permitting counter as well as taking permits online which has helped the department deal with record demand. Permit dollar volume has remained consistently high for the year and is slowing processing times for the routing and review of projects. Each department typically has to approve a project for the factors it oversees and high permitting activity has seen a review performance below the goal. As part of the budget process a workload assessment will be made to see if any action should be taken to address demand. The cyclical nature of the real estate market makes it difficult to adjust staffing to demand spikes. It is clear that expanded demand does weigh on city resources with residential and commercial review times below the target though commercial review times did improve from the previous quarter.

Winter Park saw an unusual spike in retail vacancy that was not experienced by other jurisdictions. This could mean that a significant tenant left or it could be a data reporting glitch as data gathered by the real estate firm CoStar is self-reported and can vary due to response rate. The next quarter's results should indicate whether this is a trend or a data sampling error. Office vacancy has been slowly climbing though Winter Park still leads the region and both retail and office vacancies are well below the regional average.

## Highlighted Metric – New Commercial & Residential Construction

The recent real estate boom has directly impacted the quantity of permits and the fee revenue generated from new construction. Overall the number of permits processed has almost doubled from 3,307 in 2010 to over 5,500 in 2014. New residential building construction has been the highest contributor to fee revenue with 38% of the total fees generated in 2014. New commercial multifamily construction has also contributed greatly to gains though it has tapered off in the last year from a high of almost 29% of fees in 2013 to only 9% in 2014.

### Building Permit History Calendar Years 2010 - 2014





## Fiscal Stewardship

Winter Park takes pride in being a dutiful steward of public resources. Despite one on of the greatest recessions in recent history the city has maintained the same millage rate for seven years while providing an exceptional level of service. Initial strategies for reaching this objective include:



**Forward Thinking Fiscal Management**

**Efficient & Effective City Services**

**Exceptional Workforce**

**Leverage Multi-Jurisdictional & Internal Relationships**

Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Efficient & Effective City Services	% Public records requests completed within 3 days	90%	-	-	80.0%	92.8%
	Utility Billing Volume of calls	-	22,454	21,643	19,983	*
	Utility Billing Avg. Customer call wait time (minutes)	< 5	3.86	4.97	3.21	*
	Fleet availability	>95%	97.95%	98.06%	97.85%	98.27%
Fiscal Mgmt.	% Annualized Blended Rate of Return on Investments	-	-	1.36%	1.38%	1.36%
	Electric rates vs. Duke Power	<105%	101.10%	99.40%	95.90%	92.80%

Strategy	Description	Goal	FY13 Year End	FY14 Year End
Forward Thinking Fiscal Management	Gen. Fund revenue forecast accuracy (Top 20)	99 -101%	102.30%	103.5%
	GF expenditure forecast actual vs. budget	< 100%	98.78%	98.76%
	Budget GFOA Award received	Yes	Yes	Yes
	CAFR GFOA Award received	Yes	Yes	Yes
	Unencumbered GF reserves	\$14 mil	11,432,259	12,200,000
	City Debt Service Rating	>= AA-	Aa1	Aa1
	Electric Debt Coverage Ratio	> 1.25	2.54	2.62
	Electric Days Working Capital Available	> 45 days	75.36	71.64
	Water Utility Days Working Capital Available	> 45 days	171.06	171.9
	Water Utility Debt Coverage Ratio	> 1.25	1.72	1.91
	CRA TIF/Debt Ratio	> 1.5	1.42	1.43
Efficient & Effective City Services	Workers Comp Experience Mod #	0.8	0.83	0.83
	% collection loss (bad debt)	<0.5%	0.24%	0.15%
	Per Capita Cost of Parks and Rec. per Day	\$ 0.58	\$ 0.60	\$ 0.54
	Parks Operations Cost Recovery %	25%	31%	35%
	Maintenance Cost Per Acre	\$ 8,500	\$ 8,711	\$ 8,276

\*Data temporarily unavailable due to new software implementation.

## Highlights

Overall FY 2014 was an excellent year from a revenue and expenditure standpoint. Weakness in communications services taxes were offset by record strength in sales tax returns and building and permitting activity. Spending remained within or below budget for the city with unencumbered reserves almost at the target of 30% of annual operating cost with approximately \$12.2 million in fund balance.

The Water and Electric Utilities are also in good health with days of working capital percentages well in excess of the city's target goal of 45 days. Additionally debt service coverage ratios have begun to improve across the board. SAIDI readings, a measure of electric service stability, are still below the target but have been declining. The Electric Utility has also been able to offer its residents a superior rate compared against Duke Electric with customers paying about 7% less for their power needs at the close of FY 14.

The Community Redevelopment Agency (CRA) saw a disproportionate drop in Tax Increment Financing Revenue (TIF) during the real estate collapse but is now starting to see significant growth most notably in upcoming FY 15 figures. In order to maintain the ability to issue any debt the CRA must have a TIF/debt coverage ratio of greater than 1.5. Currently the ratio is just under that amount and increasing modestly but in FY 15 the ratio should exceed 1.6.

The Parks Department had a record cost recovery year with major facility operations with fees and revenues covering 35% of operating costs. This was primarily achieved by significant sales in the cemetery division (+200k above estimate) and the community center (+78K).

The Human Resources division has implemented TrakStar, a new online employee appraisal system that allows both employees and managers to enter in achievements and comments and update progress in real time. Tied to the city's new core values implemented this past fiscal year, the employee's job description and new performance measurement scoring system, it automatically assigns achievement points based on compliance with values and accomplishment of goals. Going forward TrakStar will enable the city to more easily analyze data related to job performance, adherence to core values, and average merit award wage increases.

The Purchasing Division received the 2014 Achievement of Excellence in Procurement Award and the Finance Department and Budget Division both received the GFOA (Government Finance Officers Association) awards for distinguished Comprehensive Annual Report and Budget.

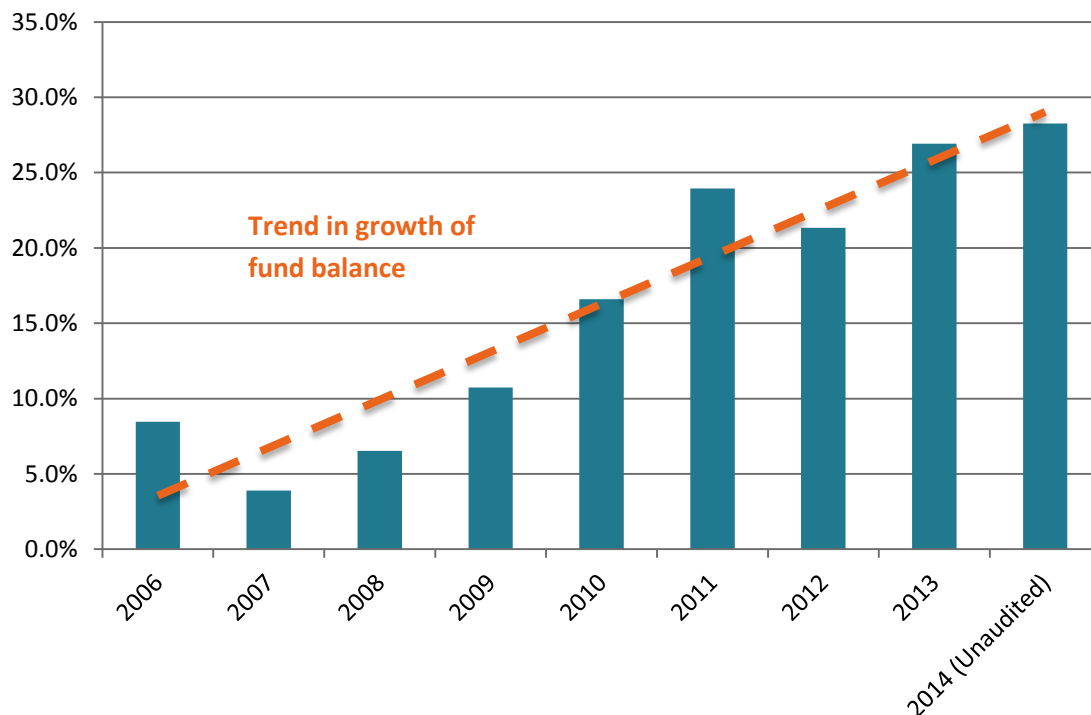
Additionally the city Finance Department secured fixed rate financing on a large portion of the Electric Utility's outstanding variable rate debt. These long term fixed rates will provide protection against future interest rate risk.



### Highlighted Metric – Unencumbered General Fund Reserves

The city adopted a policy to have 30% of the general fund's annual operating cost in cash available for use as a precautionary need for items such as major project opportunities or emergencies such as severe weather events. In 2007 this amount of funding available was significantly low at less than 5% however the city has managed, over the course of one of the worst recessions in history and without raising the tax rate, to bring this balance almost up to the target goal of about \$14 million. Due to the final receipt of FEMA disaster reimbursement funds originally spent in 2004 and the improvement in the economy and the city's revenue streams the unreserved balance at the end of FY 14 is approximately \$12.2 million. The next fiscal year will most likely bring a net reduction to unreserved fund balance as the FY 15 budget calls for utilizing the balance for two major projects: the replacement of the city's enterprise fund and the possible completion of the railroad quiet zones project. However as general fund expenditure growth is kept conservative and as revenue streams continue to improve, it seems likely the city will reach its target in the next few years. Below is a graph outlining the unencumbered fund balance for the last nine years.

### Unassigned General Fund Balance as a Percentage of Actual Expenditures



## Public Health & Safety

Winter Park strives to maintain a leading level of service to ensure that the city is a safe and healthy community. Strategies for reaching this objective include:

***Emergency Medical Response***

***Provide Exceptional Fire Service***

***Promote Safety through Code Compliance***

***Provide Exceptional Police Service***

***Leverage Healthy Partnerships***



Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014
<b>Police Services</b>	911 Calls Answered within 10 Seconds	> 95%	97%	98%	97%	98%
	Police Priority #1 - Emergency Calls for Service	-	70	69	93	63
	Police Priority #1 Response Times	< 3 min	1m:52s	2m:18s	2m:41s	2m:33s
<b>Fire Services</b>	Total response time at the 90th percentile (Fire)	12:20	8:09	7:37	7:35	7:37
<b>Medical Response</b>	Total response time at the 90th percentile (EMS)	12:00	7:24	7:14	7:05	7:12
	EMS Cardiac Patients Resuscitation Rate	30%	20%	50%	40%	33%
<b>Code Compliance</b>	% of Code Compliance cases resolved in 30 days	70.00%	41.00%	51.00%	44.00%	51.50%

Strategy	Description	Goal	FY13 Year End	FY14 Year End
<b>Police Services</b>	% Change in Local Crime Rate vs. County	< 0%	-8.20%	Update Mar '15

## Highlights

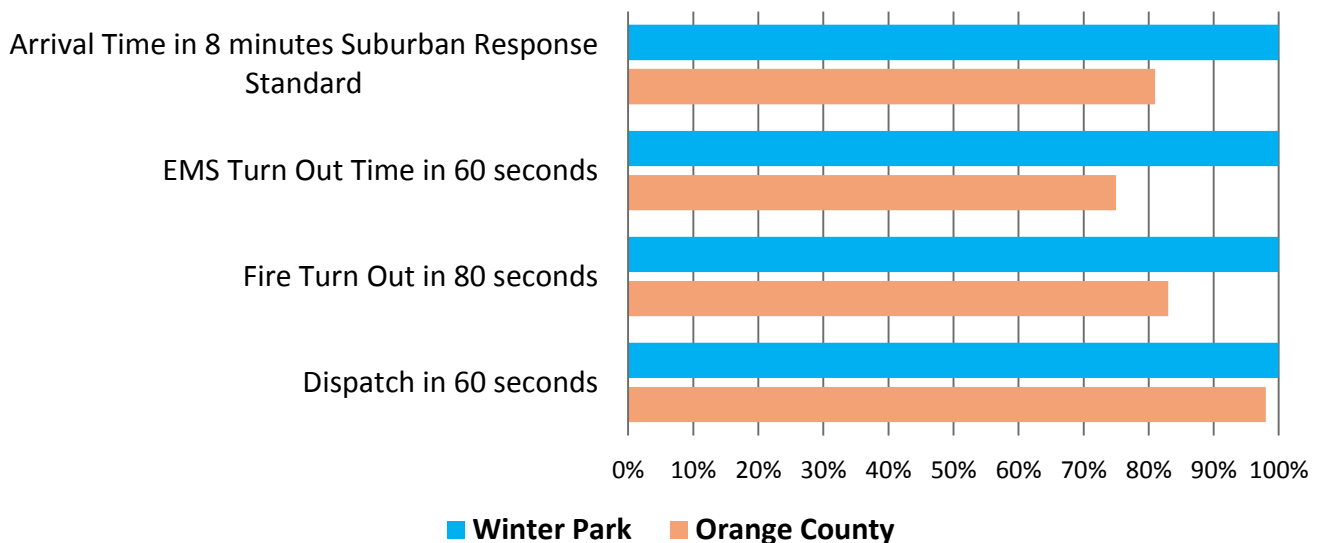
The Police Department showed improvement in response times to emergency calls for service reversing an upward trend that has been hurt by an unusually high level of turnover. High turnover is expected to be a continual problem throughout FY 15 as many senior officers are retiring over the next couple years. When turnover occurs it takes time to hire and train new officers before they can effectively be put on the streets. Emergency 911 calls answer rate was maintained at a high level with 98% of all calls answered within 10 seconds. As a comparison Orange County answered 91% of calls for the fourth quarter. An update to the relative change in the crime rate compared to Orange County will not be available until the Florida Department of Law Enforcement publishes their new figures in March. Lastly the Police Department finished 3<sup>rd</sup> in the Florida Enforcement Challenge and won \$20k to purchase additional traffic safety equipment.

The Fire Department kept response times at a high level of performance. Cardiac resuscitation rates did decline but as there are very few occurrences just one adverse outcome can greatly influence the statistic. Code Enforcement case resolution did improve compared to the prior quarter and is up overall for the year.

## Highlighted Metric – Fire Emergency Response

Winter Park is fortunate to have excellent Public Health and Safety. For the fiscal year 2014 the city's Fire Department managed the following statistics 90% of the time: dispatch in 54 seconds, turn out for Fire events in 1:11 minutes, turn out for EMS events in 58 seconds, and a total arrival time<sup>1</sup> of 7:15 minutes. Below is a comparison to Orange County statistics for FY14.

### Fire Department Response Time Comparison for FY 2013 - 2014



<sup>1</sup>Total Arrival time is the total response time from receipt of call, dispatch, turn out, and travel to the destination.

## Investment in Public Assets & Infrastructure

Winter Park knows that one of its core responsibilities is to protect and enhance each citizen's investment in public assets to provide an exceptional level of service. Initial strategies for reaching this objective include:

*Enhance the Electric System Integrity*

*Quality Water Utility Service*

*Stormwater Quality & Clarity*

*Provide Attractive & Enhanced Gateway Corridors*

*Enhance Transportation Networks*

*Coordinated Land Asset Management*



Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Water Svs.	Wastewater Collection Sewer overflows (1,000/gal)	0	0	3.6	0	0.1
	Utility Maintenance Sewer overflows (1,000/gal)	0	0.9	0	4.9	0
Stormwater	Avg. Lake Clarity Chain of Lakes (ft. depth)	> 6.5	6.2	7.7	7.8	6.6
Enhance Transportation	SunRail Ridership (daily avg.)	-	-	-	846.8	606.8

Strategy	Description	Goal	FY13 Year End	FY14 Year End
Water Svs.	Distribution System Unaccounted for Water	< 5%	4.29%	3.11%
	Conformance to Drinking water Guidelines (State & Fed)	100%	100%	100%
Electric Integrity	SAIDI Minutes (12 month rolling avg.)	< 60	72.7	65.3
	MAIFI Minutes (12 month rolling avg.)	< 3	1.02	0.11
	New Undergrounded Miles completed	5	4.86	4.96
Corridors	Avg. Paser Road Index (% of roads at PASER 5 or above)	> 85%	89%	90%

## Highlights

The Water Utility saw strong improvement in their metrics with sewer overflow figures at or very close to the target. Unaccounted for water, one of the best measures of the quality of the system, improved compared against the prior year to 3.11%. In addition the Utility received the Department of Environmental Protection award for Plant Excellence at the Swoope facility.

The Electric Utility relocated their offices from unincorporated Orange County to the city's Howell Branch facility. They have been diligently working through the details with the Florida Department of Transportation and Duke Power to begin the undergrounding of the main overhead wire running along W. Fairbanks. This significant project is being funded by a grant from the FDOT and will most likely cause a delay in the city's regular undergrounding schedule. For the fiscal year the Utility did achieve their goal of undergrounding miles of lines and continues to work on improving the SAIDI score which is a measure of electric service reliability.

Lake Clarity has fluctuated throughout the year and as more data is gathered better estimates about the effect of seasonality will be able to be incorporated into these reports. The update to the road conditions in Winter Park will be completed next month and added to the following quarter's report. In addition the Department of Public Works is looking at creating a rating methodology to assess the condition of the numerous bricked streets throughout the city.

## Highlighted Metric – SunRail Ridership

The region's commuter rail service, SunRail, began service in 2014. The data shows that Winter Park has been the most popular location overall but this was driven by heavy early demand when school was not in session with an average of 900 riders a day in July verses 300 in September. What is interesting is that Winter Park seems to be the destination of choice when riders are using the train during non-commuter times. During the summer or promotional periods Winter Park captured a disproportionate number of riders (20%+) compared to months where commuting was the main function (10%). Overall Winter Park has averaged 18% of total ridership.

### Percent of Overall Daily Ridership for SunRail Operations June - Sept 2014

