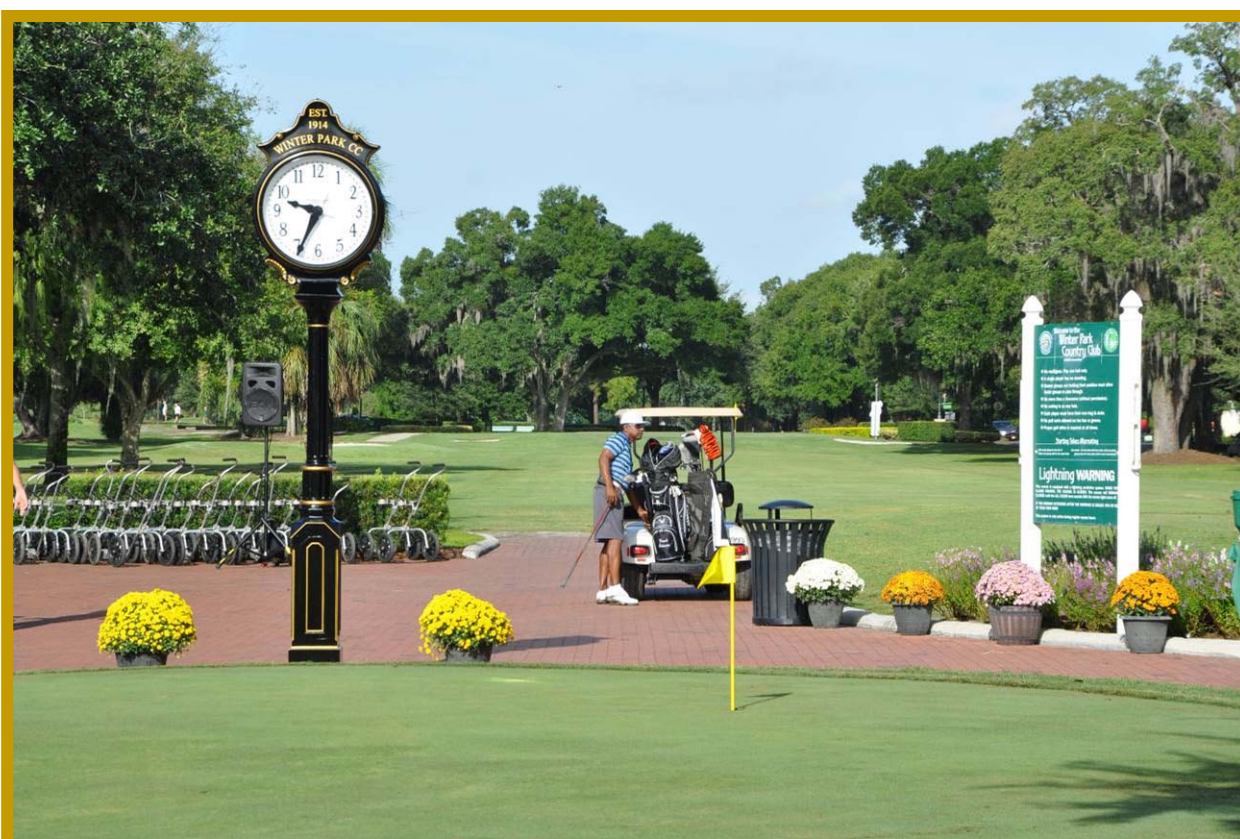




# Fiscal Year 2015

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



City of Winter Park  
January 2016

## 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**

- 1. Exceptional Quality of Life***
- 2. Intelligent Growth & Development***
- 3. Fiscal Stewardship***
- 4. Public Health & Safety***
- 5. Investment in Public Assets & Infrastructure***

### **"Tweaking"**

In the 3<sup>rd</sup> Quarter of FY14 (April – June) the city begin 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. Of the 230 metrics collected, approximately 70 have been identified for regular reporting and are the focus of these quarterly reports.

### **"Comparing Quarters"**

With the city having collected metrics for more than a year now an analysis of quarter-to-quarter comparisons can start to be made. This allows the city to start looking at how seasonality has affected figures and to see if metrics are improving or declining for the same time period in the prior year.

### **"Benchmarking"**

Currently the city provides goals or targets for many of these measures however benchmarking is still an issue that needs further development. Benchmarking allows the city to compare its performance with other cities. In the past the city has been a member of the Florida Benchmarking Coalition. Currently the city is considering joining the ICMA's performance measurement group. This is a large national effort that is in the early stages of launch but will provide a robust analytic platform that will make monitoring and updating data easier. This has delayed our foray into creating our own reporting mechanism online as these efforts may be duplicative.

### **"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. As part of the city's Enterprise Resource Planning (ERP) effort new options for reporting on project progress, gathering metrics, and providing internal dashboards for management use are expected to help with the non-quantifiable issues. This ERP effort is currently in the contract negotiation stage with the three year implementation to begin in the summer of this year.

## 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 Q3 2014 (Apr – Jun 2014) through the end of Q4 2015 (July – Sep 2015), and annual data is provided for FY13, FY14, and FY15. As the quarters of data collected are increasing, not all the data can be contained on the summary sheets, as a result we've added a summary sheet to this document that shows all the measures together with the fully history of data.
- Any N/A or 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.
- As this quarterly report also represents the close of a fiscal year annual measures for FY 15 have been included.
- For commentary on past quarterly reports please see our Performance Measurement webpage at: [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

## 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	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Community Engagement</b>	Website Sessions	-	163,347	159,041	175,574	183,233	166,556	161,223
	Fans of Social Media - Facebook	+10% Yr	3,531	4,150	4,440	4,565	4,744	4,993
	Fans of Social Media - Twitter	+10% Yr	3,452	3,900	4,270	4,604	4,844	5,077
	Fans of Social Media - YouTube	+10% Yr	n/a	n/a	483	263	137	579
	Fans of Social Media - Vimeo	+10% Yr	13,682	6,870	3,348	4,574	4,394	8,557
	Fans of Social Media - Instagram	+10% Yr					119	185
<b>Tree Canopy</b>	# Trees Removed (Hazard Mitigation)	-	186	204	83	187	143	67
	# Trees Pruned (Hazard Mitigation)	-	141	98	87	92	66	48
	# Trees Planted	-	93	119	93	140	118	142
	# Trees Trimmed Utility Vegetation Mgmt.	-	541	871	955	957	1,041	481
	# Trees Trimmed Routine Maintenance	-	478	1,268	1,050	894	679	370
<b>Parks &amp; Rec</b>	Cemetery Open/Close	-	26	18	21	26	31	29
	# of Event Rentals (Civic Ctr., Fmrs. Mkt, Country Cb., Lk Isl. Hall)	250	252	208	268	265	258	232
	# of Community Center Visitors	40,000	54,087	66,958	46,104	52,317	61,983	73,188
	# of Community Center Rentals	300	500	382	403	375	477	480
	# of Special Events Managed	-	18	22	29	15	19	9
	# Golfers	8,250	9,515	7,037	7,680	8,523	9,761	7,301



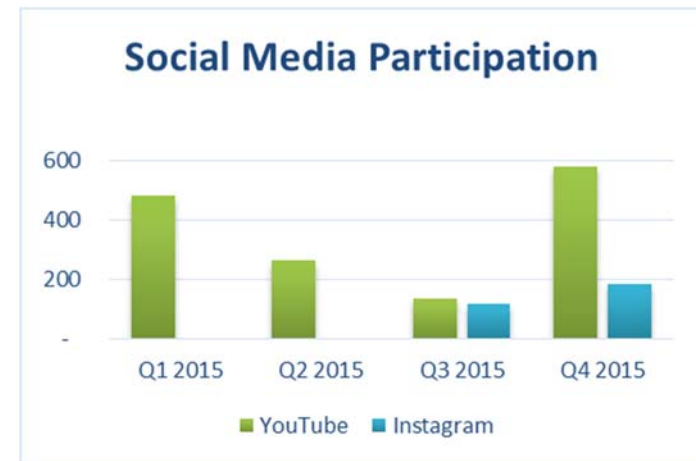
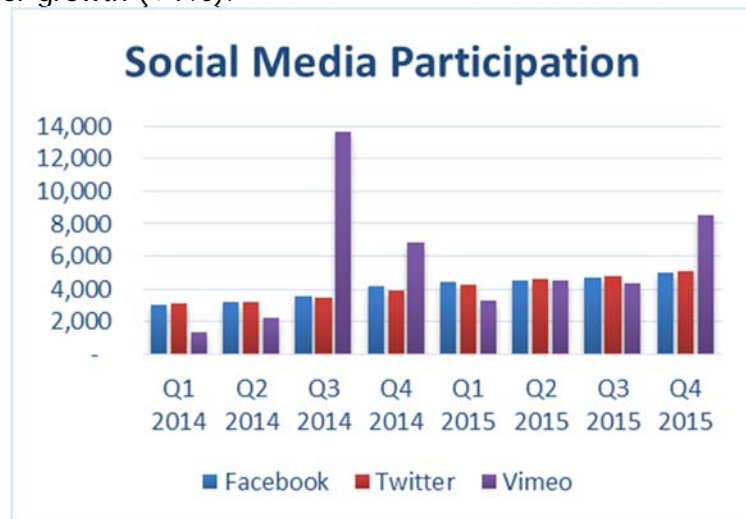
Strategy	Description	Goal	FY13 Year End	FY14 Year End	FY15 Year End
Parks & Rec	Park Acreage actively maintained	-	298.05	335.55	346.1
	Park Acreage per 1,000 people	>10	11.19	11.90	11.94

## Highlights

### Communications



The Communications Department continues to see growth in all its fan counts for social media with annual growth in Facebook (+20%), Twitter (+30%), Vimeo (+25%) all surpassing the 10% goal. Quarterly numbers do fluctuate substantially though. Instagram was added in Q3 and YouTube users reversed their decline with an over 300% gain from the prior quarter. Total fan counts across all 4 platforms are up by about 36% from the previous quarter. Website sessions are holding fairly steady logging minor growth (+1%).



### Urban Forestry



Urban Forestry is finishing up the hazard mitigation phase of the master plan as they work to reduce the number of hazardous trees within the city. Tree plantings have been continuing to expand as hazardous or dying trees are replaced with new young trees. FY 14 saw 350 trees planted while FY 15 planted 493 new trees, a 40.9% increase. The quarterly replacement ratio of planted/removed trees has also been improving. FY 14 saw one tree being planted for every two that were removed. In FY 15 replacement was higher

than removal with 480 trees removed and 493 planted, put the city at parity for the year. Additionally the City Commission approved expanded funding to plant more trees and increase funding for watering efforts to make sure that trees grow in healthy. This trend is expected to continue to strengthen over the next fiscal year as the city moves out of the aggressive hazard mitigation phase and into the maintenance and replanting phases. Currently the city spends \$1.6 million on forestry efforts, effectively the same as the Finance and Planning budgets combined.



## Parks & Recreation

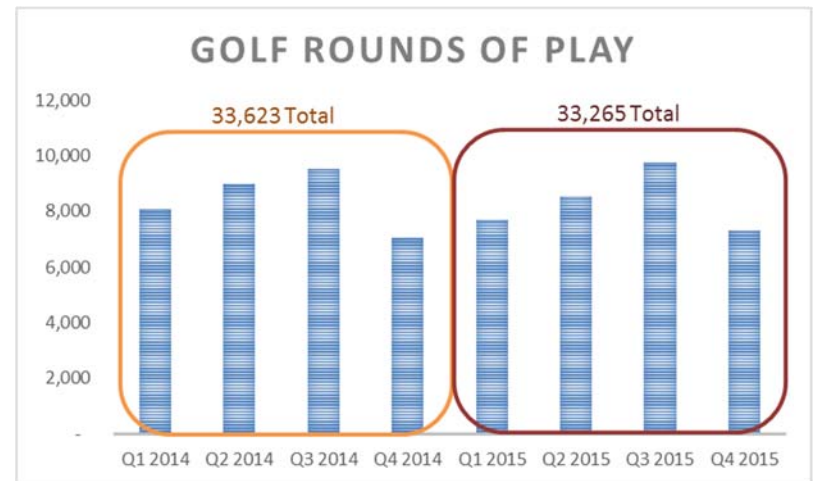


Parks facilities continue to see expanded use across the board with the exception of the golf course which saw almost no change between FY14 and FY15. The cemetery continues to perform well with revenues double annual expenditures. This enables the city to add money to the trust fund that oversees the long-term care of our cemeteries. The Pinneywood Cemetery will also receive the addition of a new office and restroom as approved in the FY16 budget. Event rentals also had a very strong FY15 with a 12% increase. The Civic Center was a big part of this growth with

revenues jumping 23.5%. The Community Center also continues to expand its use with rentals and visitor counts each up about 16% for FY15.

The FY15 metric for Park Acreage per 1,000 people was amended to reflect minor changes to total acreage however the overall acreage per 1,000 residents moved only slightly to increase to 11.94 acres. The City of Winter Park's concurrency guideline in the comprehensive plan asks for at least 10 acres per 1,000 residents.

A couple major capital projects will greatly effect rental revenue at Parks facilities in FY16 and also in FY17. The \$1.2 million renovation of the golf course expected to start in the spring will decrease revenues as portions of the course are closed and play declines. The Golf Course Task Force created by the City Commission recommended this project and it was funded in the FY16 budget. Additionally the vote to approve whether or not to fund a rebuilding of a new Winter Park Library will have an impact on Civic Center revenues. As part of this project the existing Civic Center would be rebuilt with the library being added to the site. This new 60,000 square foot facility would be supported by a voter debt issue referendum.



## 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	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
Econ Dev.	Retail Vacancy Rate	< regional	4.1%	6.9%	6.9%	6.0%	6.3%	5.9%
	Regional Retail Vacancy Rate	-	7.0%	8.0%	7.3%	7.9%	7.4%	7.3%
	Office Vacancy Rate	< regional	4.1%	6.9%	6.9%	6.0%	6.3%	5.9%
	Regional Office Vacancy Rate	-	7.4%	7.6%	7.1%	6.8%	6.5%	6.3%
Streamlined Permitting	% Commercial Reviews completed in 21 days	100%	38%	65%	70%	72%	75%	82%
	% Residential Reviews completed in 21 days	100%	69%	60%	91%	86%	82%	93%
	New Commercial Project Permits Issued	-	26	23	20	22	24	16
	New Residential Project Permits Issued	-	35	23	32	21	11	22
	% Inspections completed next business day	100%	100%	98%	100%	95%	100%	98%
Tax Base	New Commercial Project Permit \$ Value	-	\$6.6 mil	\$3.4 mil	\$2.2 mil	\$13.1 mil	\$13.9 mil	\$2.4 mil
	New Commercial Project Permit Sq. Ft.	-	134,291	51,829	61,982	93,430	99,087	12,432
	New Residential Project Permit \$ Value	-	\$18.4 mil	\$13.0 mil	\$18.3 mil	\$11.4 mil	\$5.9 mil	\$11.9 mil
	New Residential Project Permit Sq. Ft.	-	169,942	126,082	138,454	97,039	53,870	106,049
Sustainability & Environment	Waste Diverted from Landfills	75% by 2020	15%	17%	15%	15%	14%	14%
	Electric Charging Stations Utilization Rate	-	399	494	691	629	602	702
	Residential Energy Audits	37	29	34	33	51	0	0

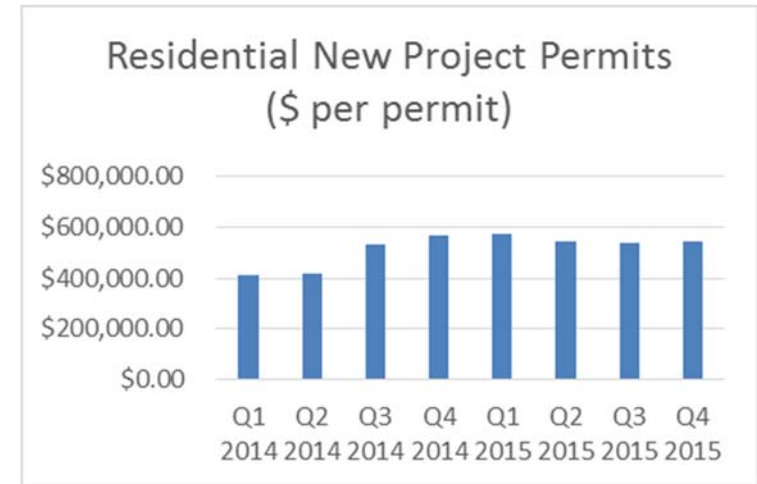
## Highlights

### Building & Permitting Services

Permit processing times had their best quarter with 82% of commercial reviews and 93% of residential reviews completed within 3 weeks. While commercial projects declined in the fourth quarter, residential projects returned to a more historically

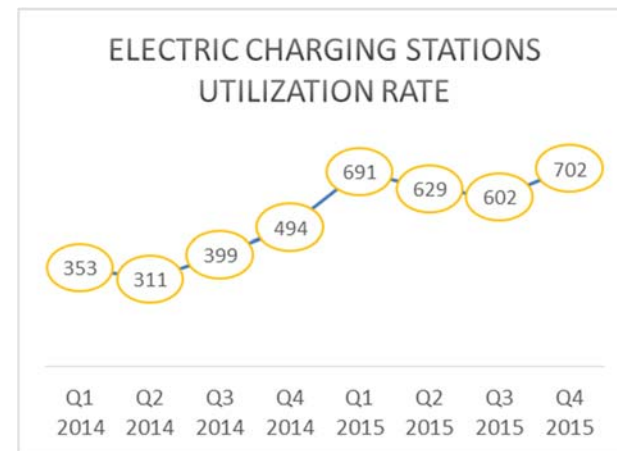


consistent level. As is reflected in budget returns for permits the city has seen a steady overall decline in permit value with total commercial value falling 10% for the year and residential at 11%. This continues to indicate that FY13 represented a peak in the real estate market and that it has been cooling down in the last two years. However the permit dollar value per permit is staying similar to prior quarters with residential at \$539k and commercial at \$150k. Inspection times stayed strong at 98% of sites being inspected the next business day.



### Sustainability

The Electric utilization rate of the city's car charging stations continues to show growth with a 69% increase in utilization for FY 15 vs. FY14. Energy audits were very popular in FY15 however the funds to provide these audits and subsidize improvements were exhausted by the 2<sup>nd</sup> quarter of FY15. With new funding in FY16 this program will resume. Funding for this program is provided by Winter Park Electric.



Waste diverted from landfills comes from the city's contracted solid waste services provider Waste Pro. The State of Florida has a target goal of reaching a 75% figure for

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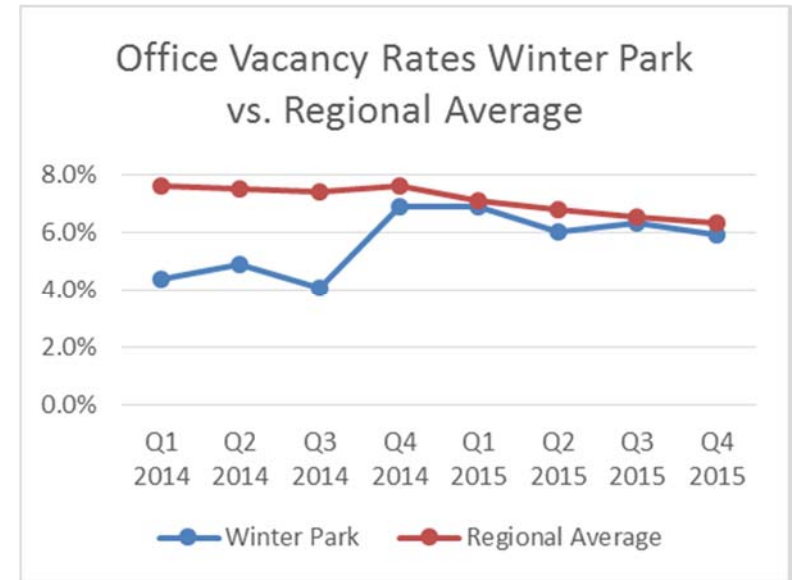
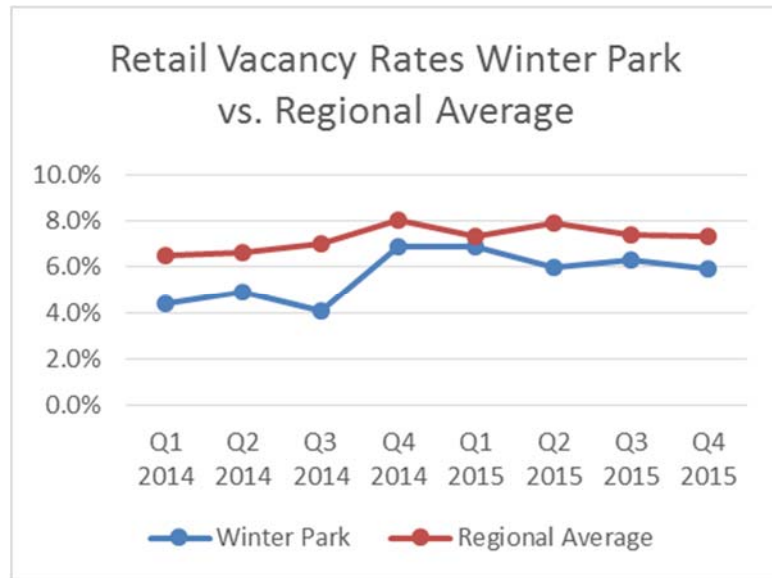
diverted waste by 2020. Waste diversion has been pretty consistent and currently rests at 14%.

### Vacancy Rates



Vacancy rates seemed to narrow when comparing Winter Park to Orange County during the early part of FY15. However there seems to be some minor widening of the gap in office vacancy (+0.4%) and residential has now consistently been at least

1pt better than the region (+1.4%). Nationally the office market is finally starting to improve and perhaps as demand picks up for office space the more desirable locations are getting taken first. Overall the trend is for declining vacancy rates which will help support property values.



### Winter Park Business Survey

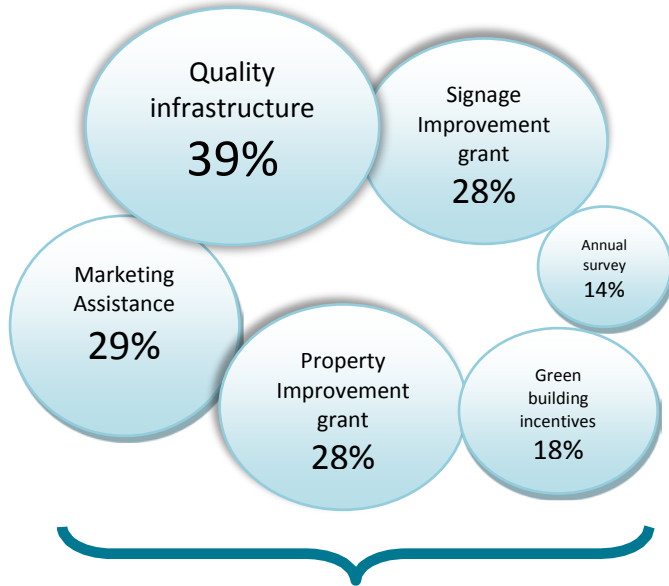
The Economic Development Division completed a business survey in FY15 that asked local businesses about program awareness, market strengths, and business obstacles. The survey involved 129 responses and is presented on the following page.

# 2015 Business Survey Results

Conducted by Winter Park Economic Development Division

## Interest in ED Programs

*High level interest only*



129 Total Responses

## Program Participation Prevention

83 respondents

- Time **42%**
- Awareness **12%**
- None **10%**
- Lack of autonomy **5%**
- Program deadlines **5%**

## Business Growth

**52%** Increasing  
**32%** Stable



**45%** of businesses surveyed plan to expand in 2 years

## Top Market Strengths

The area's high quality of life, access to customers and close proximity to home are the top reasons for attracting and sustaining business in Winter Park

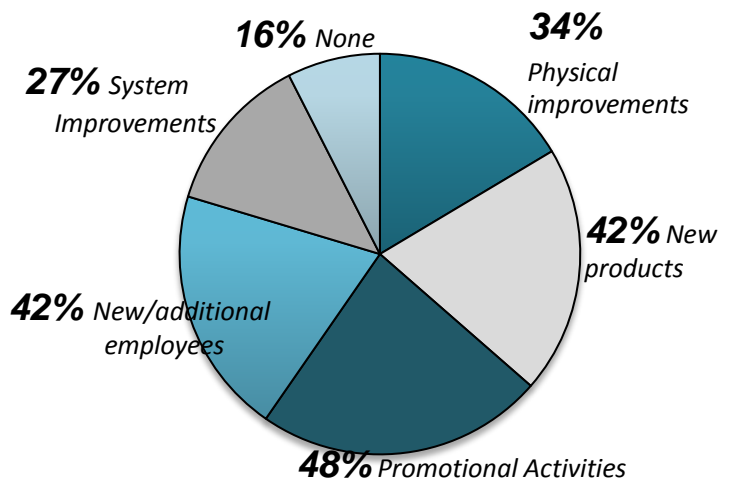
Access to my customers	72%
Proximity to home	60%
Aesthetics & cultural environment	59%
Quality of housing	16%
Traffic counts	15%
Community Leadership	13%
Recreation facilities / entertainment	13%

## Top Business Obstacles

Rent costs were clear front runner in business obstacles. From an economic development perspective, this can be interpreted as a strong, desirable location to do business. Respondents also felt that infrastructure and lack of building space were also hurdles to business growth.

Rent costs	63%
Inadequate infrastructure	35%
Lack of building space	21%
Funding building improvements	17%
Energy costs	16%
Inability to access new markets	12%
Knowledge of local resources	10%

## Investment Plans



## 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:

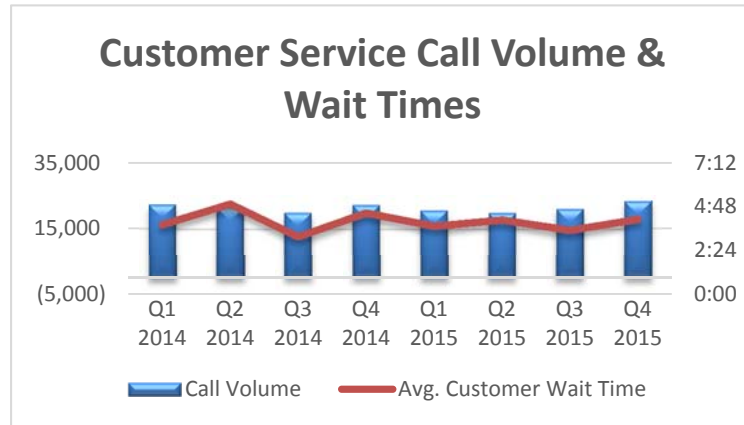
- *Forward Thinking Fiscal Management*
- *Efficient & Effective City Services*
- *Exceptional Workforce*
- *Leverage Multi-Jurisdictional & Internal Relationships*

Strategy	Description	Goal	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
<b>Efficient &amp; Effective City Services</b>	% Public records requests completed within 3 days	90%	80%	93%	90%	77%	100%	78%
	Utility Billing Volume of Calls	-	19,983	22,320	20,644	19,924	21,101	23,424
	Utility Billing Avg. Customer call wait time (minutes)	< 5	3:12	4:29	3:46	4:06	3:33	4:09
	Fleet availability	>95%	97.9%	98.3%	98.6%	98.6%	98.1%	98.4%
<b>Fiscal Mgmt.</b>	% Annualized Blended Rate of Return on Investments	-	1.4%	1.4%	1.3%	1.4%	1.5%	1.4%
	WP Electric Rates Compared to State Avg.	<105%	99.4%	97.8%	97.0%	96.1%	95.7%	95.2%

Strategy	Description	Goal	FY13 Year End	FY14 Year End	FY15 Year End
<b>Forward Thinking Fiscal Management</b>	Gen. Fund revenue forecast accuracy	99% - 101%	100.2%	103.0%	100.3%
	Gen. Fund forecast actual vs. budget	< 100%	98.78%	98.76%	99.2%
	Budget GFOA Award received	Yes	Yes	Yes	Yes
	CAFR GFOA Award received	Yes	Yes	Yes	Yes
	Unencumbered Gen. Fund reserves	\$13.9 mil	11,432,259	12,280,561	11,043,046
	City Debt Service Rating	> =Aa-	Aa1	Aa1	Aa1
	Electric Debt Coverage Ratio	> 2.75	2.54	2.62	2.69
	Electric Days Working Capital Available	> 45 days	75.36	69.65	53.38
	Water Utility Days Working Capital Available	> 45 days	171.06	208.31	196.27
	Water Utility Debt Coverage Ratio	1.25	1.72	1.91	1.92
	CRA TIF/Debt Ratio	1.5	1.42	1.43	1.59
<b>Efficient &amp; Effective City Services</b>	Workers Comp Experience Mod #	< 0.8	0.83	0.83	0.75
	% collection loss (bad debt)	< 0.5%	0.24%	0.15%	0.12%
	Per Capita Cost of Parks and Rec. per Day	< \$0.58	\$ 0.60	\$ 0.54	\$ 0.57
	Parks Operations Cost Recovery %	> 25%	31%	35%	38%
	Parks Maintenance Cost Per Acre	\$ 8,500	\$ 8,711	\$ 8,446	\$ 7,679



## Highlights



Response to public records requests slipped in the last quarter while customer calls wait times to Utility Billing stayed consistent within the 3.5 – 4 minute range for all of FY15. Fleet availability remained strong at 98.4% and investment returns clocked in a reliable 1.4% return. As local governments are restricted in how public dollars can be invested, it is unlikely that the city will ever see substantially higher returns until yield starts to return to the treasury market.

The General Fund had an excellent budget year with revenue and expenditure forecasts in-line with actual results. Overall the city has maintained its unencumbered fund reserves at 24.6% of total annual operating cost (27% if land currently listed for sale is included). This is despite the fact that the city used

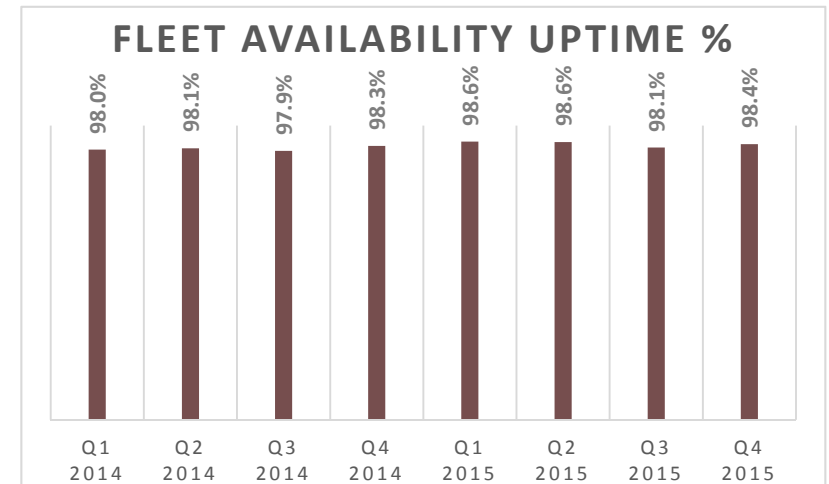
reserves for a number of projects this fiscal year. The city also received its Distinguished Awards from the Government Finance Officers Association for both the annual budget document and the comprehensive annual financial plan. The city still maintains an excellent Aa1 debt rating and debt coverage ratios improved in both the utilities and the Community Redevelopment Agency.

The CRA's improvement in revenues, due to increased property tax values, has now pushed the debt service level above the 1.5 mark which is the level required by our bond covenants to allow for future borrowing.

The decline in the experience modification is a good thing as this is the rate that insurance companies use to evaluate the risk and therefore the level of premium that will be charged to the city as it relates to workers compensation. The lower the figure, the better the future renewal rates.

The city also continues to have an almost negligible level of bad debt in the utility operations with only 0.12%.

The Parks Department had a good year with a cost recovery figure of 38%. This means that revenues collected by Parks activities covered over one-third of operating costs. This is well above industry norm of about 25%. Most of this strength is driven by the performance of the cemetery and strong gains from the Civic Center (revenue +24%) and continued strength in the Community Center (+9%).



## 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	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
Police Svs.	# of 911 Calls Received	-	6,284	5,804	6,042	6,180	5,886	5,814
	911 Calls Answered within 10 Seconds	95%	97%	98%	98%	97%	97%	97%
	Police Priority #1 - Emergency Calls for Service	-	93	63	66	69	59	71
	Police Priority #1 Response Times	< 3 min	2:41	2:33	2:55	2:23	2:13	2:47
Fire Svs.	Total Calls for Service (Fire, EMS, Tech, HAZ)	-	1,246	1,179	827	1,272	1,292	1,314
	Total response time at the 90th percentile (Fire)	12:20	7:35	7:37	7:09	7:10	7:34	7:52
Medical Response	Total response time at the 90th percentile (EMS)	12:00	7:05	7:12	7:19	7:15	7:20	7:24
	EMS Cardiac Patient Resuscitation Rate	30%	40%	33%	40%	30%	50%	0%
Code Compliance	% of Code Compliance cases resolved in 30 days	70.0%	44.0%	51.5%	52.0%	56.7%	33.5%	61.5%

Strategy	Description	Goal	FY13 Year End	FY14 Year End	FY15 Year End
Police Service	% Change in Local Crime Rate vs. County	< 0%	-6.9%	2.5%	Data in April '16

## Highlights

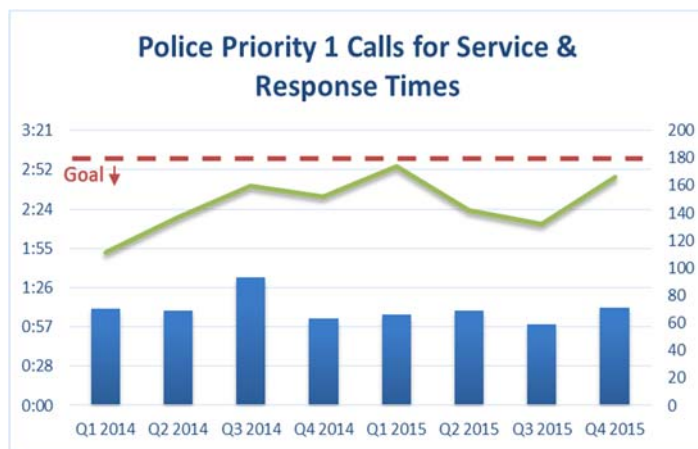
### Police Department

The Police Department had a great quarter with 911 calls for service remaining in-line with previous quarters as did the percent of calls answered within 10 seconds.

Emergency calls for service have reliably stayed within the 2 – 3 minute window while non-emergency call response time typically fell within 3 - 4 minutes.

As part of the budget adopting the City Commission approved funding two additional police officers in the budget raising the active sworn number to 82 officers.

The UCR Crime stats were published in May 2015 and show that Winter Park's crime rate dropped by -1.5% and Orange County by -4% in 2014. This translates to a slight increase in the crime rate in Winter Park relative to Orange County by 2.5%. This compares to a reduction in the prior year of -6.5%. Overall the trend for crime has been down and violent crime has been decreasing. The latest updates to the UCR statistic will not be available until April/May of 2016.



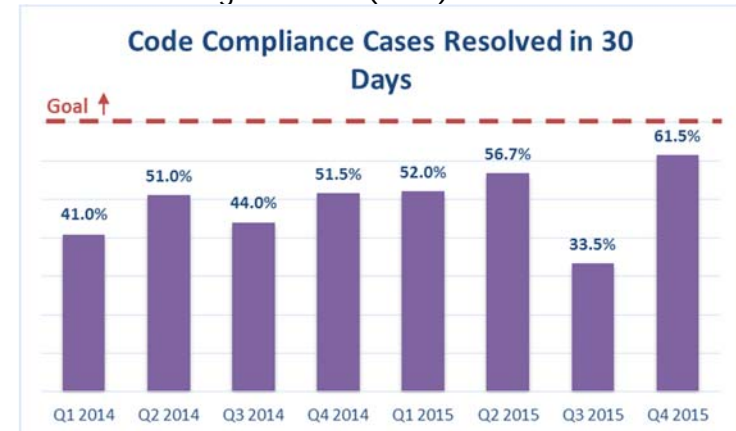
### Fire-Rescue Department



The Fire Department kept response times at a high level of performance.

Cardiac resuscitation rates fluctuate significantly each quarter due to the very few instances of this occurrence in a quarter. In Q4 there were only two adverse incidents that occurred.

Code Enforcement saw significant improvement in FY15. Overall code compliance for Q4 was at 94% and cases resolved within 30 days were at their highest level (62%) since data was recorded.



## 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	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
Water Svs.	Wastewater Collection Sewer overflows (1,000/gal)	0	0	0.1	0	27	0	0
	Utility Maintenance Sewer overflows (1,000/gal)	0	4.9	0	0	0	0	0
Stormwater	Avg. Lake Clarity Chain of Lakes (ft. depth)	> 6.5	7.8	6.6	6.7	9.3	6.6	6.5
Enhance Transportation	SunRail Ridership (daily avg.)	0	846.8	606.8	404.7	607.1	405.9	391.4
Electric Integrity	SAIDI Minutes (12 month rolling avg.)	< 60	71.35	62.01	65.27	57.56	64.53	73.63
	MAIFI (12 month rolling avg.)	< 3	N/A	N/A	N/A	0.02	0.03	0.03

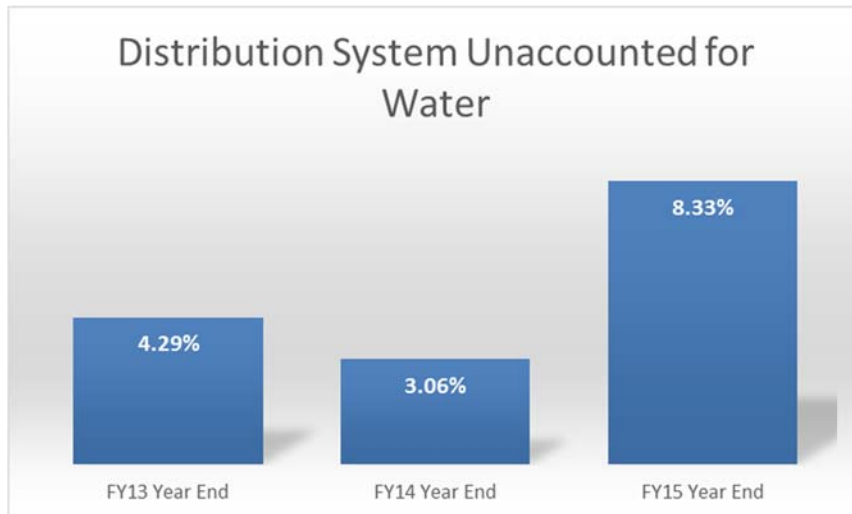
Strategy	Description	Goal	FY13 Year End	FY14 Year End	FY15 Year End
Water Svs.	Distribution System Unaccounted for Water	< 5%	4.29%	3.06%	8.33%
	Conformance to Wastewater Guidelines (State & Fed)	100%	100%	100%	100%
	Conformance to Drinking water Guidelines (State & Fed)	100%	100%	100%	100%
Electric Integrity	Undergrounded Miles completed	5	4.86	4.96	3.15
Corridors	Avg. Paser Road Index (% of roads at PASER 5 or above)	> 85%	89%	90%	TBD
	Avg. Brick Road Rating (% above level 4)	> 85%	NA	90%	TBD



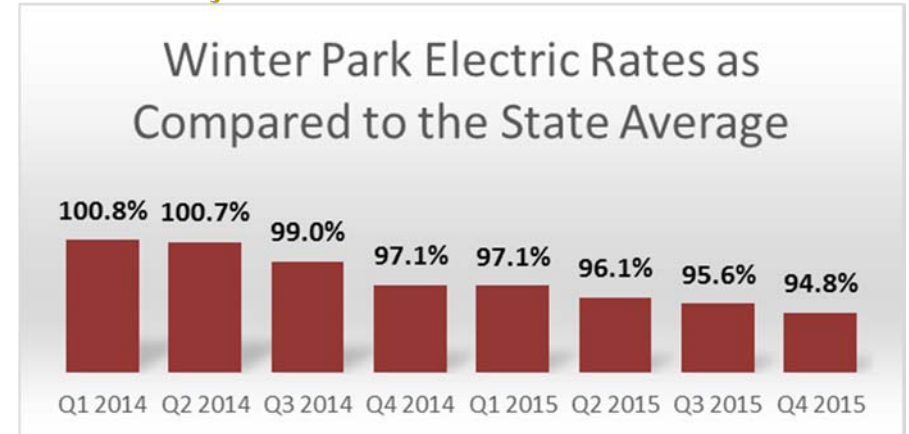
## Highlights

### Water Utility

Other than an unusually large leak in Q2 that occurred on Aloma Ave. the wastewater side of operations has had an excellent year. The results of the distribution system unaccounted for water metric took an unusual jump and staff is currently investigating whether this is a calculation error. Unaccounted for water is water that was sent through the system but never got billed. This could be water that is lost through pipe leaks or it could be due to faulty meter reads. As the water meter inventory ages it is natural to see some slow increase in this metric however most of the water meters in the city are still under 10 years of age. Three separate months in FY15 had unusually high loss percentages which is driving up the average, these months are being investigated and this report will be updated with any changes.

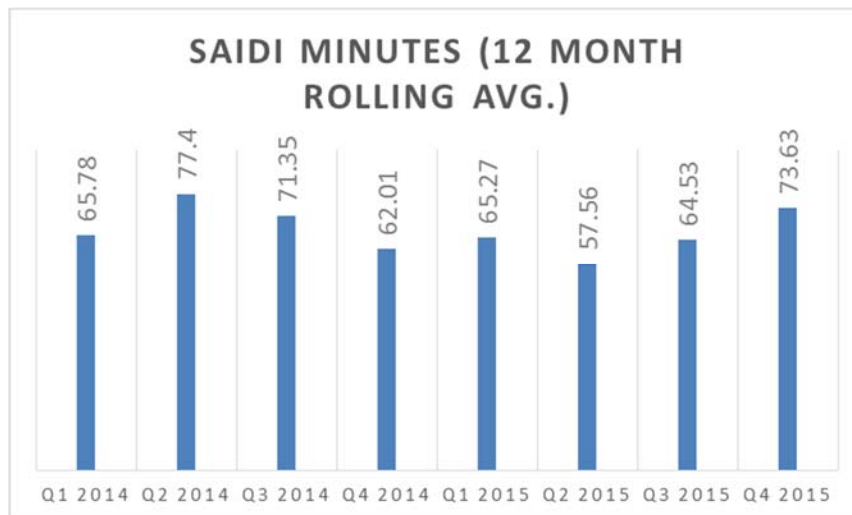


### Electric Utility



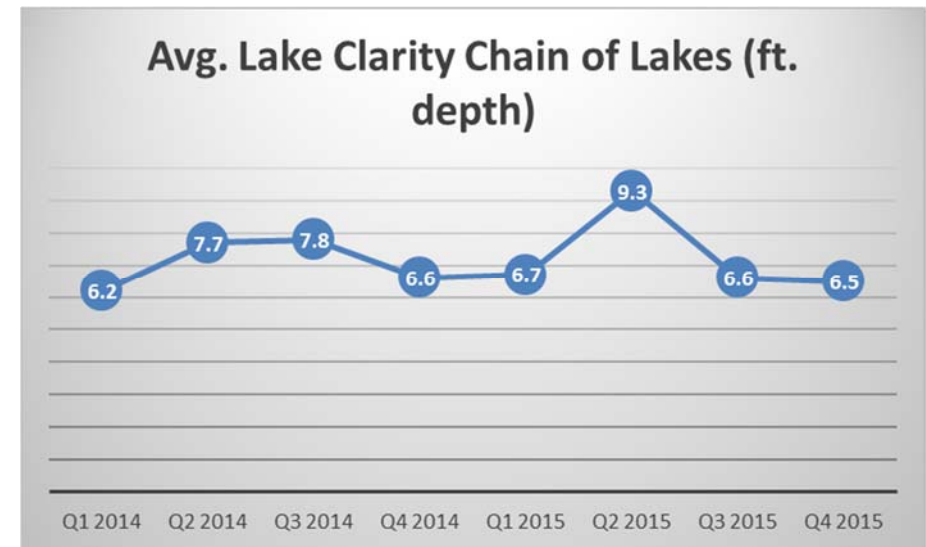
The contractual agreement to underground the overhead wires along W. Fairbanks with Duke Energy and the Florida Department of Transportation has been reached and work will start in FY16. The City Commission considered undergrounding an additional piece at Harper however the \$3.7 million price tag asked by Duke Energy made the project unfeasible. As part of the adopted budget, the City approved a 1.5% increase to the average bill so that capital work and the undergrounding program could continue at the same rate. Winter Park has not raised its rates since 2009 and increasing cost pressures were eroding the ability to complete capital projects. Staff indicated that an annual series of minor rate increases should be considered for the Electric Utility much like is already in place for the Water Utility, however this will be examined again next budget cycle. Winter Park Electric rate payers still continue to enjoy rates that are lower than both Duke Energy and the state average. Undergrounding work came in under the 5 mile goal however it has long been acknowledged that measuring progress by miles is a

misleading indicator as the complexity of individual project segments will make some years' mileage easier to complete than others. The utility is still on track to complete undergrounding within 10 more years. SAIDI, which is a measure of interruptions to service, had an increase however Q4 of FY15 saw a lot of summer rain storms and bad weather tends to aggravate SAIDI as tree conflicts bring down overhead wires.



### Lake Clarity

Lake Clarity has fluctuated throughout the year but the most recent measure shows the chain of lakes to be right in-line with the goal of 6.5 feet of depth clarity or better.



### Road Conditions



A Paser rating is a sight based analysis of the road conditions in the city. These are performed annually in the early part of the calendar year. Last year's measure showed the city at a rating of 90% and the update for FY15

will occur in February of 2016.

### SunRail

SunRail ridership appears to be declining however this is misleading as a few historical events skew past data. Comparing Q4 14 to Q4 15 seems to show that SunRail is at 2/3 of usage today, however when the system first opened, ridership was free and those Q4 numbers in FY14 include the increased traffic from that promotion. The second quarter of 2015 seems to be unusually high but that is due to the Winter Park Art Festival which the city's CRA supported by funding the operation of the trains. The increased traffic from those free tickets drove the whole metric up for the quarter. The data now collected for about two years seems to indicate that Winter Park will run a daily average of 400 passengers and 10% - 12% of total system traffic. This consistently puts Winter Park in the top three stops for riders.

### Information Technology

The Information Technology Division continues to push through a number of core projects including the management of the ERP software system project which will replace the city's 1980s operating system with a new platform. They have continued the program of extending fiber optic connectivity between municipal buildings and are working to get the golf course and cemetery online. As part of the adopted FY16 budget the City Commission approved funding to hire Magellan Advisors to look into the city creating its own fiber broadband network. As the city is currently undergrounding electric lines throughout the city, burying fiber at the same time is more cost effective. Currently staff is setting up meetings with members of the business community before rolling out additional awareness campaigns to solicit further feedback.



Selection of Regularly Reported Performance Metrics (Quarterly)  
Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Objective	Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
Exceptional Quality of Life	Community Engagement	Website Sessions	-	162,270	169,236	163,347	159,041	175,574	183,233	166,556	161,223
		Fans of Social Media - Facebook	+10% Yr	3,025	3,215	3,531	4,150	4,440	4,565	4,744	4,993
		Fans of Social Media - Twitter	+10% Yr	3,107	3,210	3,452	3,900	4,270	4,604	4,844	5,077
		Fans of Social Media - YouTube	+10% Yr					483	263	137	579
		Fans of Social Media - Vimeo	+10% Yr	1,337	2,260	13,682	6,870	3,348	4,574	4,394	8,557
		Fans of Social Media - Instagram								119	185
	Tree Canopy	# Trees Removed (Hazard Mitigation)	-	142	197	186	204	83	187	143	67
		# Trees Pruned (Hazard Mitigation)	-	215	38	141	98	87	92	66	48
		# Trees Planted	-	78	60	93	119	93	140	118	142
		Trees Planted / Removed		54.9%	30.5%	50.0%	58.3%	112.0%	74.9%	82.5%	211.9%
		# Trees Trimmed Utility Vegetation Mgmt	-	601	596	541	871	955	957	1,041	481
		# Trees Trimmed Routine Maintenance	-	498	419	478	1,268	1,050	894	679	370
	Parks & Rec	Cemetery Open/Close	-	29	24	26	18	21	26	31	29
		# of Event Rentals (Civic Ctr, Fmrs Mkt, Country Cb, Lk Isl Hall)	250	250	203	252	208	268	265	258	232
		# of Community Center Visitors	40,000	39,930	39,318	54,087	66,958	46,104	52,317	61,983	73,188
		# of Community Center Rentals	300	339	281	500	382	403	375	477	480
		# of Special Events Managed	-	32	23	18	22	29	15	19	9
		# Golfers	8,250	8,068	9,003	9,515	7,037	7,680	8,523	9,761	7,301
Intelligent Growth & Development	Econ Dev.	Retail Vacancy Rate	< regional	4.4%	4.9%	4.1%	6.9%	6.9%	6.0%	6.3%	5.9%
		Regional Retail Vacancy Rate	-	6.5%	6.6%	7.0%	8.0%	7.3%	7.9%	7.4%	7.3%
		Office Vacancy Rate	< regional	4.4%	4.9%	4.1%	6.9%	6.9%	6.0%	6.3%	5.9%
		Regional Office Vacancy Rate	-	7.6%	7.5%	7.4%	7.6%	7.1%	6.8%	6.5%	6.3%
	Streamlined Permitting	% Commercial Reviews completed in 21 days	100%	-	69%	38%	65%	70%	72%	75%	82%
		% Residential Reviews completed in 21 days	100%	-	70%	69%	60%	91%	86%	82%	93%
		New Commercial Project Permits Issued	-	15	20	26	23	20	22	24	16
		New Residential Project Permits Issued	-	28	24	35	23	32	21	11	22
		% Inspections completed next business day	100%	-	100%	100%	98%	100%	95%	100%	98%
	Tax Base	New Commercial Project Permit \$ Value	-	\$23,462,000	\$1,533,746	\$6,572,235	\$3,366,400	\$2,160,000	\$13,114,095	\$13,899,446	\$2,402,667
		New Commercial Project Permit Sq. Ft.	-	174,769	95,684	134,291	51,829	61,982	93,430	99,087	12,432
		New Residential Project Permit \$ Value	-	\$11,584,000	\$10,066,670	\$18,445,422	\$13,039,069	\$18,333,919	\$11,365,332	\$5,861,702	\$11,869,650
		New Residential Project Permit Sq. Ft.	-	96,448	95,684	169,942	126,082	138,454	97,039	53,870	106,049
	Sustainability & Environment	Waste Diverted from Landfills	75% by 2020	16%	16%	15%	17%	15%	15%	14%	14%
		Electric Charging Stations Utilization Rate	-	353	311	399	494	691	629	602	702
		Residential Energy Audits	37	39	30	29	34	33	51	0	0



Selection of Regularly Reported Performance Metrics (Quarterly)

Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Objective	Strategy	Description	Goal	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015
Fiscal Stewardship	Efficient & Effective City Services	% Public records requests completed within 3 days	90%	-	-	80.00%	92.80%	90.00%	77.00%	100.00%	78.00%
		Utility Billing Volume of Calls	-	22,454	21,643	19,983	22,320	20,644	19,924	21,101	23,424
		Utility Billing Avg. Customer call wait time (minutes)	< 5	3:51	4:58	3:12	4:29	3:46	4:06	3:33	4:09
		Fleet availability	>95%	97.95%	98.06%	97.85%	98.27%	98.64%	98.60%	98.13%	98.42%
	Fiscal Mgmt.	% Annualized Blended Rate of Return on Investments	-	-	1.36%	1.38%	1.36%	1.26%	1.43%	1.45%	1.36%
		WP Electric Rates Compared to State Avg.	<105%	100.82%	100.67%	99.03%	97.13%	97.06%	96.06%	95.59%	94.84%
Public Health & Safety	Police Svs.	# of 911 Calls Received	-	5,527	6,205	6,284	5,804	6,042	6,180	5,886	5,814
		911 Calls Answered within 10 Seconds	95%	97%	98%	97%	98%	98%	97%	97%	97%
		Police Priority #1 - Emergency Calls for Service	-	70	69	93	63	66	69	59	71
		Police Priority #1 Response Times	< 3 min	1:52	2:18	2:41	2:33	2:55	2:23	2:13	2:47
	Fire Svs.	Total Calls for Service (Fire, EMS, Tech, HAZ)	-	1,187	1,222	1,246	1,179	827	1,272	1,292	1,314
		# of Calls for Fire Suppression Service		23	25	10	13	13	13	13	7
		Total response time at the 90th percentile (Fire)	12:20	8:09	7:37	7:35	7:37	7:09	7:10	7:34	7:52
	Medical Response	Total response time at the 90th percentile (EMS)	12:00	7:24	7:14	7:05	7:12	7:19	7:15	7:20	7:24
		# of Calls for EMS Service		822	855	874	818	611	901	914	883
		EMS Cardiac Patient Resuscitation Rate	30%	20%	50%	40%	33%	40%	30%	50%	0%
	Code Compliance	% of Code Compliance cases resolved in 30 days	70.0%	41.0%	51.0%	44.0%	51.5%	52.0%	56.7%	33.5%	61.5%
Investment in Public Assets & Infrastructure	Water Svs.	Wastewater Collection Sewer overflows (1,000/gal)	0	0	3.6	0	0.1	0	27	0	0
		Utility Maintenance Sewer overflows (1,000/gal)	0	0.9	0	4.9	0	0	0	0	0
	Stormwater	Avg. Lake Clarity Chain of Lakes (ft. depth)	> 6.5	6.2	7.7	7.8	6.6	6.7	9.3	6.6	6.5
	Enhance Transportation	SunRail Ridership (daily avg.)	0	NA	NA	846.8	606.8	404.7	607.1	405.9	391.4
	Electric Integrity	SAIDI Minutes (12 month rolling avg.)	< 60	65.78	77.4	71.35	62.01	65.27	57.56	64.53	73.63
		MAIFI (12 month rolling avg.)	< 3	0.00	0.00	0.00	0.00	0.00	0.02	0.03	0.03

Selection of Regularly Reported Performance Metrics (Annual)

Full list of quarterly reports including annually recorded metrics are available at [www.cityofwinterpark.org/pm](http://www.cityofwinterpark.org/pm)

Objective	Strategy	Description	Goal	FY13 Year End	FY14 Year End	FY15 Year End
Exceptional Quality of Life	Parks & Rec	Park Acreage actively maintained	-	298.05	335.55	346.1
		Park Acreage per 1,000 people	>10	11.19	11.9	11.94
Fiscal Stewardship	Forward Thinking Fiscal Management	Gen. Fund Revenue forecast accuracy (Top 20)	99% - 101%	100.20%	103.00%	100.30%
		Gen. Fund Expenditure forecast actual vs. budget	< 100%	98.78%	98.76%	99.20%
		Budget GFOA Award received	Yes	Yes	Yes	Yes
		CAFR GFOA Award received	Yes	Yes	Yes	Yes
		Unencumbered Gen. Fund reserves	\$13.8 mil	11,432,259	12,280,561	11,043,046
		City Debt Service Rating	>=Aa-	Aa1	Aa1	Aa1
		Electric Debt Coverage Ratio	> 2.75	2.54	2.62	2.69
		Electric Days Working Capital Available	> 45 days	75.36	69.65	53.38
		Water Utility Days Working Capital Available	> 45 days	171.06	208.31	196.27
		Water Utility Debt Coverage Ratio	1.25	1.72	1.91	1.92
		CRA TIF/Debt Ratio	1.5	1.42	1.43	1.59
	Efficient & Effective City Services	Workers Comp Experience Mod #	< 0.8	0.83	0.83	0.75
		% collection loss (bad debt)	< 0.5%	0.24%	0.15%	0.12%
		Per Capita Cost of Parks and Rec. per Day	< \$0.58	\$ 0.60	\$ 0.54	\$ 0.57
		Parks Operations Cost Recovery %	> 25%	31%	35%	38%
		Parks Maintenance Cost Per Acre	< \$8,500	\$ 8,711	\$ 8,446	\$ 7,679
Public Health & Safety	Police Svs.	% Change in Local Crime Rate vs. County	< 0%	-6.90%	2.50%	16-Apr
Investment in Public Assets & Infrastructure	Water Svs.	Distribution System Unaccounted for Water	< 5%	4.29%	3.06%	8.33%
		Conformance to Wastewater Guidelines (State & Fed)	100%	100%	100%	100%
		Conformance to Drinking water Guidelines (State & Fed)	100%	100%	100%	100%
	Electric Integrity	Undergrounded Miles completed	5	4.86	4.96	3.15
	Corridors	Avg. Paser Road Index (% of roads at PASER 5 or above)	> 85%	89%	90%	TBD
		Avg Brick Road Rating (% above level 4)	> 85%	NA	90%	TBD