



# Fiscal Year 2017

## Annual Performance Measurement Report

City of Winter Park  
February 2018



## Summary

### Vision

In FY16 the City completed its visioning effort incorporating the input from numerous public meetings, surveys, and outreach efforts. This created a new vision statement for the City:

***"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."***

A Vision is the guiding statement that informs the policies, strategy, and actions developed by the City.

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 that executes the adopted Vision:

### 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 200 data points

identified as either being useful for management and operations purposes or for communication to the public. Of the 200 metrics collected, approximately 70 have been identified for regular reporting and are the focus of these quarterly snapshots.

### "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. The city continuously reviews other benchmarking platforms however this is not a very robust industry with any clear leader that would provide a suitable number of peers cities for comparison.

### "It Doesn't Add Up"

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.

## 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 2016 (Apr – Jun 2016) through the end of Q4 2017 (July – Sep 2017), and annual data is provided for FY15, FY16, and FY17. 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 snapshot to this document that shows all the measures together with the full 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.
- For quarterly snapshots and 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 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
<b>Community Engagement</b>	Website Sessions	-	171,390	164,008	203,621	182,602	164,221	182,172
	Fans of Social Media - Facebook	+10% Yr	5,998	6,228	6,718	7,238	7,601	8,279
	Fans of Social Media - Twitter	+10% Yr	5,788	6,470	6,835	7,204	7,523	8,187
	Fans of Social Media - YouTube	+10% Yr	1,253	1,303	2,391	6,768	11,431	10,390
	Fans of Social Media - Vimeo	+10% Yr	2,530	2,456	1,882	1,542	3,413	3,687
	Fans of Social Media - Instagram	+10% Yr	568	642	778	986	1,148	1,371
<b>Tree Canopy</b>	# Trees Removed (Hazard Mitigation)	-	271	152	104	123	175	149
	# Trees Pruned (Hazard Mitigation)	-	71	66	22	12	57	100
	# Trees Planted	-	98	83	85	95	358	51
	# Trees Trimmed Utility Vegetation Mgmt.	-	399	1,335	1,187	829	1,175	1,191
	# Trees Trimmed Routine Maintenance	-	301	604	233	950	891	105
<b>Parks &amp; Rec</b>	Cemetery Open/Close	-	37	29	28	21	25	30
	# of Event Rentals (Civic Ctr., Fmrs. Mkt, Country Cb., Lk Isl. Hall)	250	236	212	84	40	45	38
	# of Community Center Visitors	40,000	66,813	64,589	71,020	64,523	66,202	72,288
	# of Community Center Rentals	300	506	435	367	382	391	379
	# of Special Events Managed	-	16	8	24	19	17	9
	# Golfers	8,250	Closed	Closed	9,663	9,917	9,076	7,640

Strategy	Description	Goal	FY15 Year End	FY16 Year End	FY17 Year End
<b>Parks &amp; Rec</b>	Park Acreage actively maintained	-	346.1	346.1	346.1
	Park Acreage per 1,000 people	>10	11.9	11.8	11.8

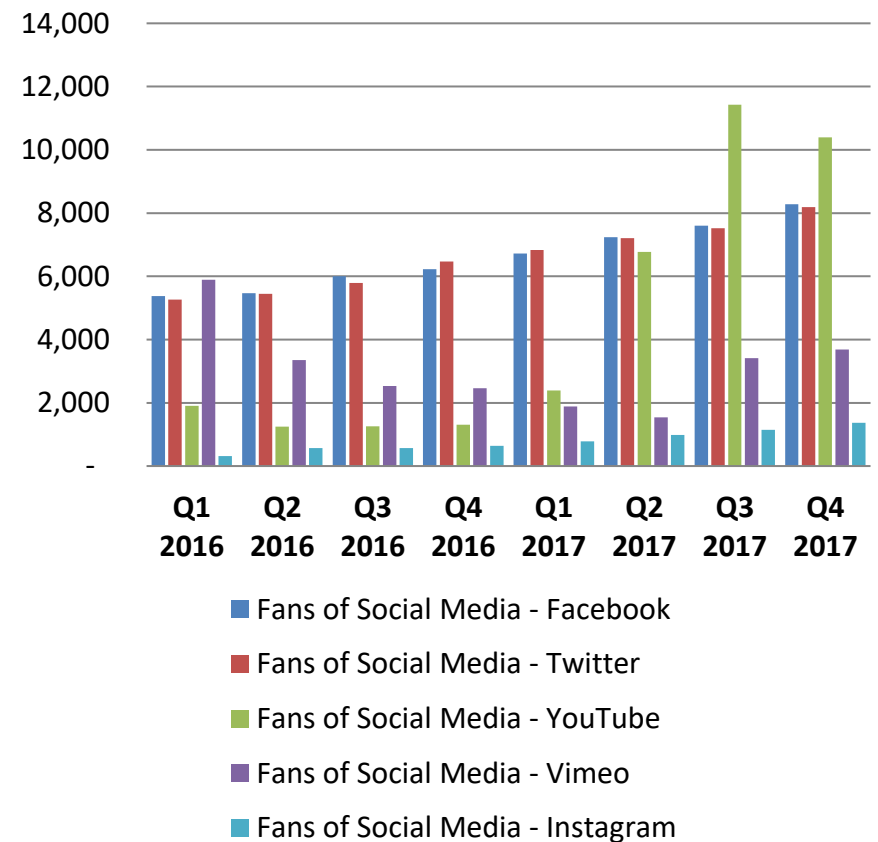
## Highlights

### Communications



The Communications Department continues to see growth in all its fan counts for social media. Facebook grew 33% vs the prior year, while Twitter increased by 26.5%, YouTube a whopping 697%, Instagram by 93% and Vimeo saw a 50% increase. Vimeo's increase comes off a decline from previous years' highs but that may have more to do with fluctuations in the popularity of the platform. YouTube saw tremendous increase as the city focused on promotional video development to highlight various city services and issues. Overall total fan counts across all 5 platforms increased 87%, with a portion of this bump due to the hurricane and the city functioning as the main clearing house for communication. The City's website continues to attract more visitors with total sessions rising 11.1% vs. the prior year total.

### Social Media Fan Growth





## Urban Forestry

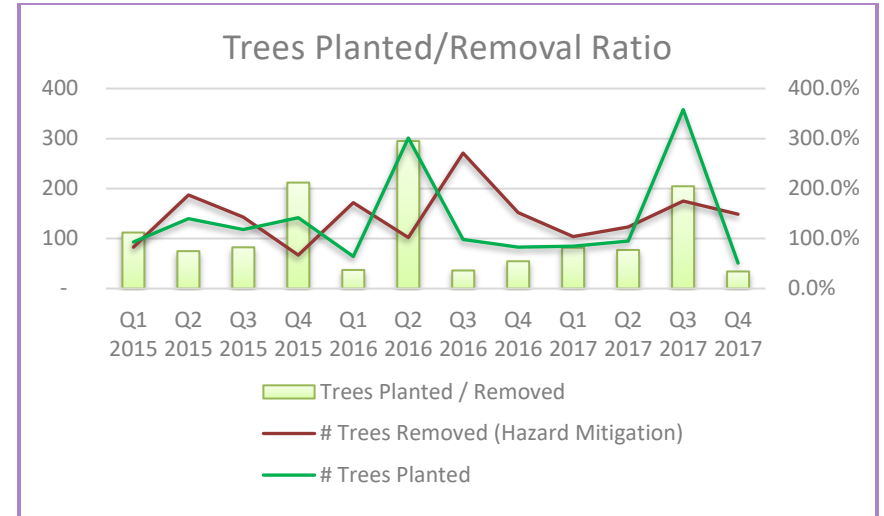


Urban Forestry continues to implement the master plan as they work to reduce the number of hazardous trees within the City and improve the overall health and future sustainability of the tree canopy. Tree plantings have been continuing to expand overall as

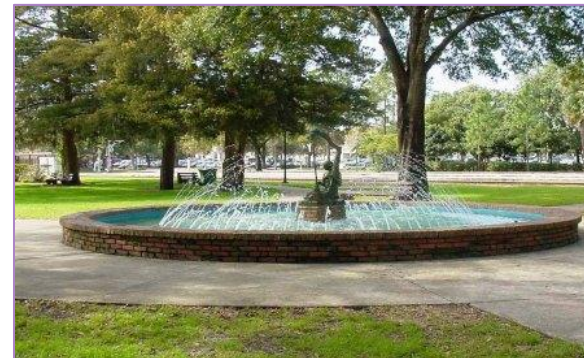
hazardous or dying trees are replaced with new young trees. The replanting ratio, or the number of trees planted compared to those removed, is improving over time with the four-year replacement ratio at just over 80%. In FY 14 only half of the trees removed, were replaced. In FY 17, more trees were planted than were removed.

Plantings	FY14	FY15	FY16	FY17	Totals
Planted	350	493	546	589	1,978
Removed	729	480	697	551	2,457
Ratio	48.0%	102.7%	78.3%	106.9%	80.5%

In FY 16 the city switched to purchasing larger oak trees which cost more but have a better growth trajectory and survival rate. Currently the City spends \$1.9 million on forestry efforts, more than the Finance and Planning budgets combined.



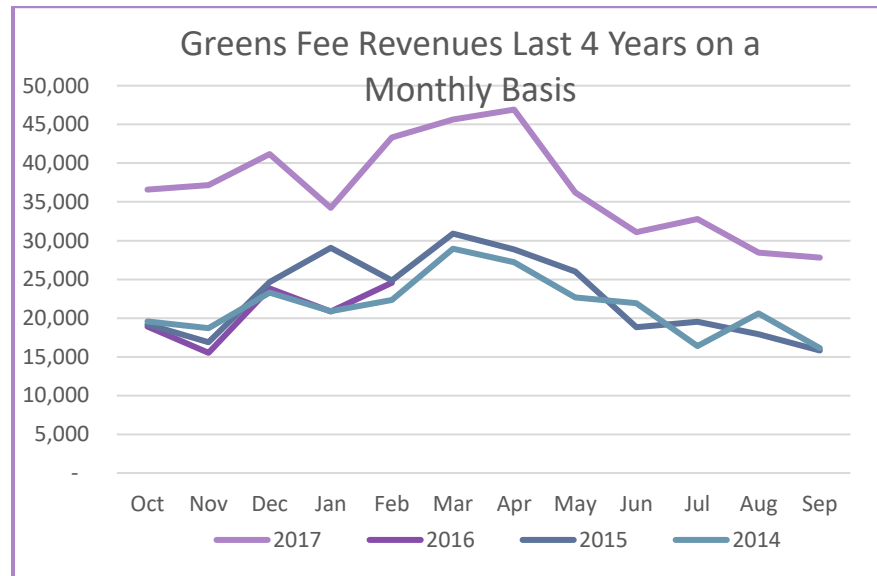
## Parks & Recreation



FY 17 saw the winding down of operations at the Civic Center to prepare for the demolition of the site and construction of the new Library and Event Center. Overall rentals for

facilities due to this change declined 77%. While one place prepared to close, the golf course renovation was completed and the Winter Park 9 opened to the public in FY 17. The course improvements and redesign saw an increase of 9% in overall number of golfers from the prior full year (FY17 36,296 vs. FY15 33,265) but also saw a substantial increase in greens fees from higher ticket sales prices (+65%). Continued improvements to

operations will soon put the course on track for breakeven on operational costs.



The Community Center continues to expand its visitor count with a 10% increase over the prior year while rentals fell by 19%. Though total revenues fell, revenues for rentals stayed flat and pool revenue almost doubled.

There was no change in total Park Acreage for FY17 therefore the ratio of park acreage per 1,000 people only declined fractionally to account for the slight increase in recorded population counts for Winter Park. In FY16 the population count was 29,308, and in FY17 population rose only slightly to 29,317, giving the City 11.8 acres per 1,000 residents. The City of Winter Park's concurrency guideline in the comprehensive plan asks for at least 10 acres per 1,000 residents. In October of 2017, the city purchased 49.55 acres of the Howell Branch area, which will raise total acreage to 395.65. With no change in population growth, acreage per 1,000 population will increase to 13.5.



## 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:

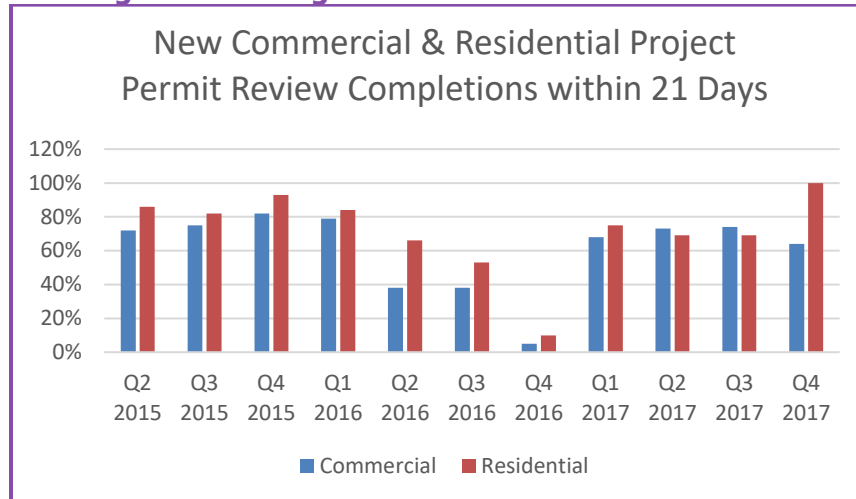
- **Promote Redevelopment through Streamlined Permitting & Approval Process**
- **Diversify the Tax Base**
- **Implement the Adopted Economic Development Plan**
- **Mitigate Parking & Traffic Concerns**
- **Promote Sustainability & Environment**

Strategy	Description	Goal	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
<b>Econ Dev.</b>	Retail Vacancy Rate	< regional	5.7%	6.4%	6.8%	7.2%	6.1%	4.1%
	Regional Retail Vacancy Rate	-	5.9%	5.8%	5.3%	5.1%	5.0%	4.6%
	Office Vacancy Rate	< regional	4.3%	4.3%	3.2%	3.2%	2.8%	2.5%
	Regional Office Vacancy Rate	-	9.4%	8.9%	8.0%	8.0%	7.8%	7.0%
<b>Streamlined Permitting</b>	% Commercial Reviews completed in 21 days	100%	38%	5%	68%	73%	74%	64%
	% Residential Reviews completed in 21 days	100%	53%	10%	75%	69%	69%	100%
	New Commercial Project Permits Issued	-	16	14	26	17	20	13
	New Residential Project Permits Issued	-	32	25	11	23	23	8
	% Inspections completed next business day	100%	99%	100%	100%	100%	99%	99%
<b>Tax Base</b>	New Commercial Project Permit \$ Value	-	\$10 mil	\$10.8 mil	\$51.5 mil	\$97.3 mil	\$3.7 mil	\$1.5 mil
	New Commercial Project Permit Sq. Ft.	-	74,463	65,964	298,746	500,038	85,028	53,411
	New Residential Project Permit \$ Value	-	\$16.2 mil	\$11.9 mil	\$4.9 mil	\$12.2 mil	\$18.5 mil	\$4 mil
	New Residential Project Permit Sq. Ft.	-	152,156	118,465	48,980	106,147	125,868	33,088
<b>Sustainability &amp; Environment</b>	Waste Diverted from Landfills	75% by 2020	15%	15%	15%	21%	19%	19%
	Electric Charging Stations Utilization Rate	-	687	750	783	864	1,112	1,075
	Residential Energy Audits	37	21	37	24	6	16	32

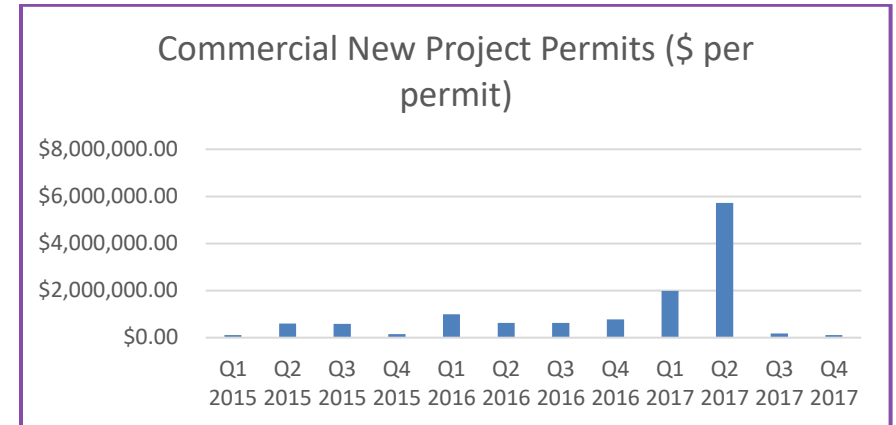


## Highlights

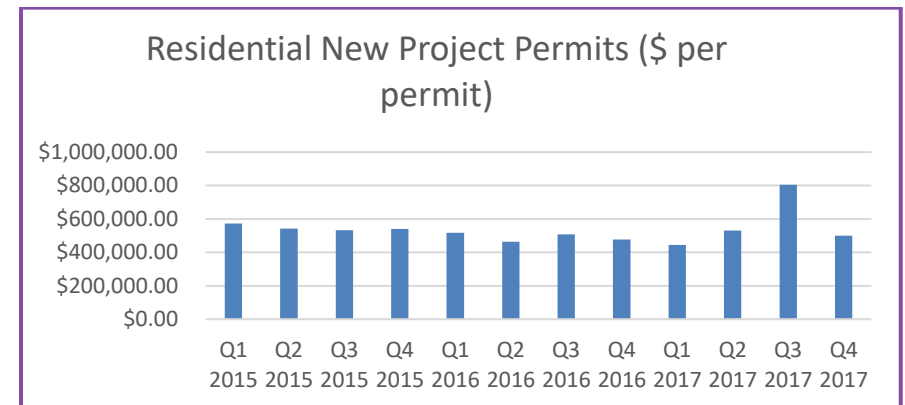
### Building & Permitting Services



While permit processing times tumbled in FY16 due to record volume and high turnover, added staffing has stabilized this statistic as the Building Department continues to see record permitting revenue. The number of new commercial permits has increased by 27% from the prior year as well as the complexity of the projects, as a few major projects drove up the permit revenue per project for new commercial construction. Valuation of the underlying commercial projects for new construction rose from \$44.8 million to almost \$154 million. This massive increase was due to the redevelopment of the Hospital, Health Foundation office, and Ravaudage projects. The following graph shows how a few commercial projects effected the valuation per permit for each quarter.



New residential home construction permits fell to their lowest level in the last four years to just 65 permits vs 93 the year before or a drop of 30%. Though residential activity has declined the overall valuation of residential new construction per permit has stayed fairly consistent at about the half a million mark.

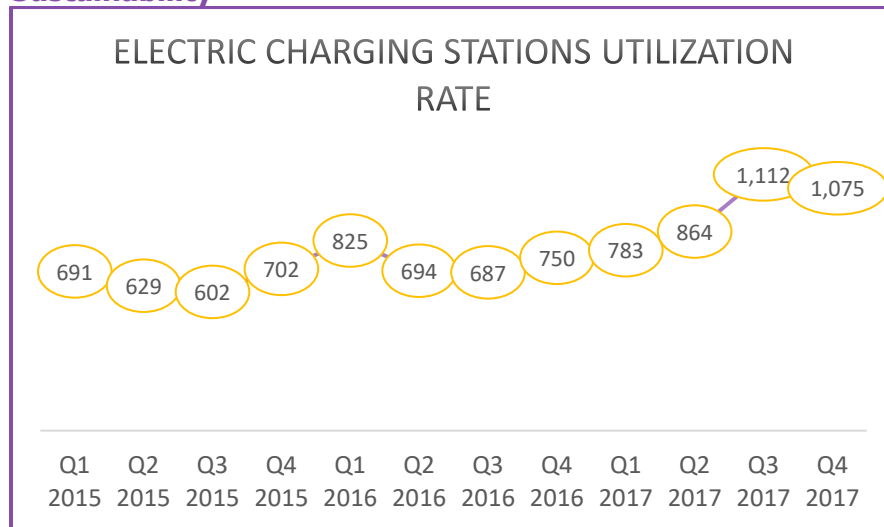


This weakness in residential permit volume may indicate the beginning of the decline in the real estate boom for residential property. The decline could also be due to a limited number of viable lots that are available for new housing product.

Overall, building permit revenues increased substantially, a rise of 57% to \$3.95 million driven primarily by a handful of projects. It is likely that once the apartment projects at Ravaudage come online, they will join the list of the top ten tax paying properties in the city.

Consistently strong, inspection times stayed at >99% of sites being inspected the next business day.

## Sustainability



The Electric utilization rate of the City's car charging stations resumed a steady increase after flat growth the prior year. As electric vehicle penetration and viability increases, the city should continue to see increases in this statistic. The city currently provides 6 car-charging stations for use for free and is looking to double that in FY18. Energy audits were paused for half the year in FY15, due to available funds being exhausted, but resumed in Q2 of FY16 and continued through FY17. Funding for this program is provided by the Winter Park Electric Utility and is used for preapproved energy efficiency enhancements.

The statistic for 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 diverted waste by 2020. The City's adopted Sustainability Action Plan has also adopted this State goal. Waste diversion has been rising in the last year and is averaging about 18.5% up from 15% the prior year. The likelihood of reaching this goal is slight, however new software already deployed with Waste Pro will allow the City to better understand recycling habits and target educational pieces to districts with lower recycling rates.

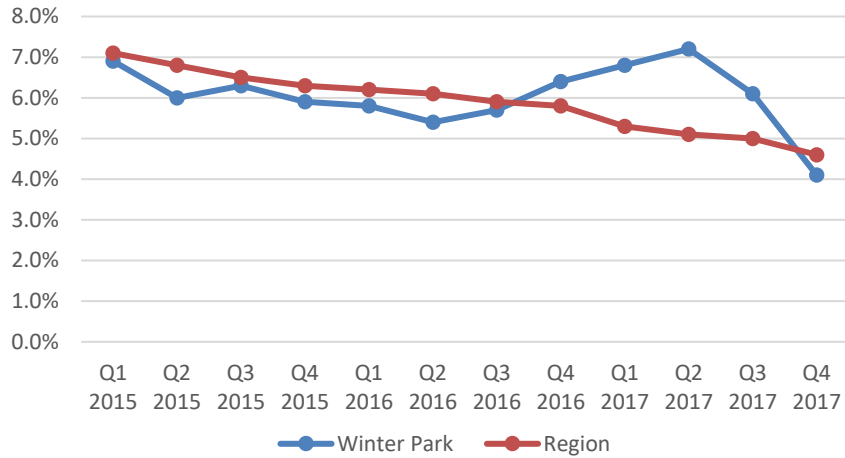
## Vacancy Rates



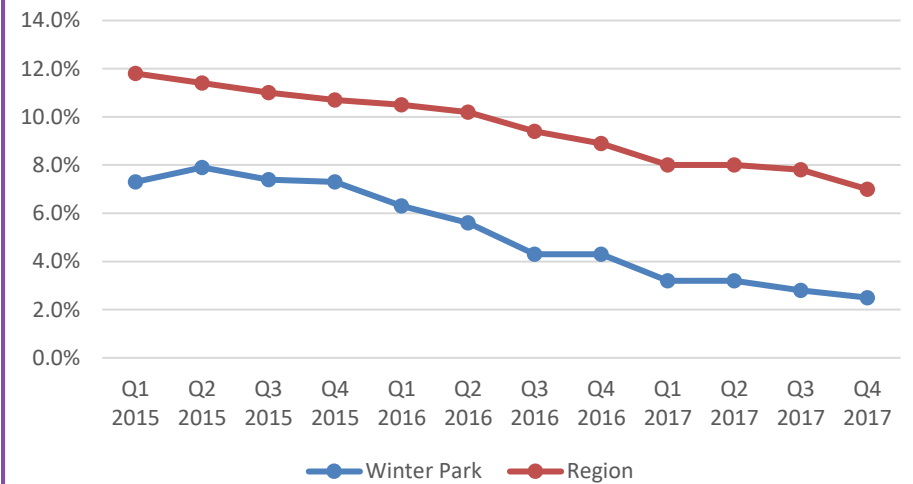
Winter Park continued its better vacancy performance vs. the broader region with Office vacancy rates ending at just over 2% while the regional vacancy remained higher at 7%. The gap between the region and Winter Park when it comes to

Retail was much tighter with the city at 4.1% and the region ending the year at 4.6%. This puts the city back in a better position vs. the region after slipping in early FY 17. It also likely proves last year's assumption that the higher vacancy statistics in late FY16 and early FY17 were due to capacity being built, but not leased, as opposed to any kind of market weakness. At the end of FY16, many new shopping center developments, such as Lakeside Crossings and Kmart Plaza, were coming online. Winter Park also still commands a strong premium in average retail rental rates at \$29.32 a SF, second only to Downtown at \$29.56. Office is equally strong and Winter Park is second in that category as well, at \$23.95 a SF.

### Retail Vacancy Rates Winter Park vs. Regional Average



### Office Vacancy Rates Winter Park vs. Regional Average



## 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***

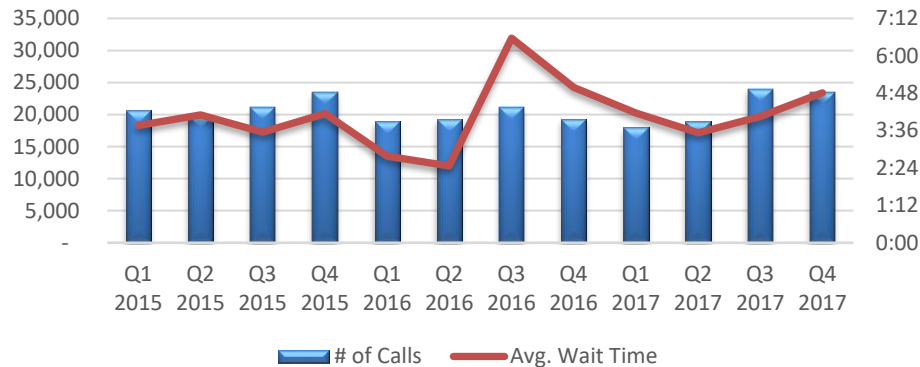
Strategy	Description	Goal	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
<b>Efficient &amp; Effective City Services</b>	% Public records requests completed within 3 days	90%	90.00%	80.00%	100.00%	90.00%	90.00%	90%
	Utility Billing Volume of Calls	-	21,062	19,343	18,028	18,936	24,003	23,424
	Utility Billing Avg. Customer call wait time (minutes)	< 5	6:34	4:59	4:10	3:32	4:03	4:49
	Fleet availability	>95%	98.32%	98.13%	98.15%	98.36%	98.32%	98.11%
<b>Fiscal Mgmt.</b>	% Annualized Blended Rate of Return on Investments	-	1.27%	1.28%	1.17%	1.43%	1.48%	1.79%
	WP Electric Rates Compared to State Avg.	<105%	96.44%	96.60%	96.22%	95.65%	95.21%	95.28%

Strategy	Description	Goal	FY15 Year End	FY16 Year End	FY17 Year End
<b>Forward Thinking Fiscal Management</b>	Gen. Fund revenue forecast accuracy	99% - 101%	100.30%	102.40%	105.70%
	Gen. Fund forecast actual vs. budget	< 100%	99.60%	99.50%	99.50%
	Budget GFOA Award received	Yes	Yes	Yes	Yes
	CAFR GFOA Award received	Yes	Yes	Yes	Yes
	Unencumbered Gen. Fund reserves	\$14.9 mil	11,043,046	8,044,529	9,754,261
	City Debt Service Rating	>=Aa-	Aa1	Aa1	Aa1
	Electric Debt Coverage Ratio	> 2.75	2.69	2.35	1.94
	Electric Days Working Capital Available	> 45 days	53.38	69.29	44.48
	Water Utility Days Working Capital Available	> 45 days	196.27	216.05	206.14
	Water Utility Debt Coverage Ratio	> 1.25	1.92	1.95	2.07
	CRA TIF/Debt Ratio	> 1.5	1.59	2.00	2.53
<b>Efficient &amp; Effective City Services</b>	Workers Comp Experience Mod #	< 0.8	0.75	0.73	0.7
	% collection loss (bad debt)	< 0.5%	0.12%	0.11%	0.19%
	Per Capita Cost of Parks and Rec. per Day	< \$0.58	\$ 0.43	\$ 0.42	\$ 0.40
	Parks Operations Cost Recovery %	> 25%	38%	30%	36%
	Parks Maintenance Cost Per Acre	\$ 8,500	\$ 7,679	\$ 7,367	\$ 7,619



## Highlights

### Customer Service Call Volume & Wait Times

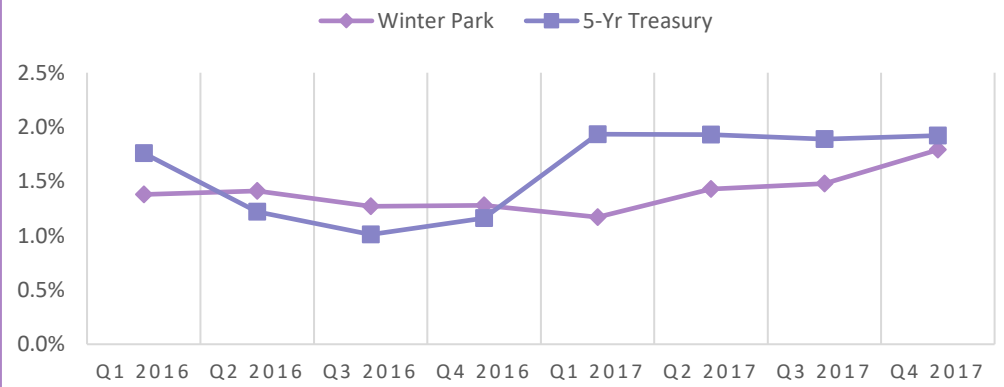


Response to public records requests stayed consistent with the prior year. Customer call volume has been trending upward lately with the last two quarters having some of the highest phone demand. The corresponding effect on average wait times can be clearly seen as demand has trended higher. Fleet availability remained strong at >98% and investment returns clocked in a reliable 1.5% returns saw a steady increase as the 5-Yr Treasury Yield has started to rise. The overall rising of rates is a mixed bag for the city. Rising rates mean that the city's cash investments will earn a greater coupon rate but in the short term will show paper losses due to the mark-to-market nature of investments. This means that as yields rise, investors are less likely to buy bonds with lower yields so the value of those bonds in the open market, drops. However as the city holds all bonds to maturity, the day-

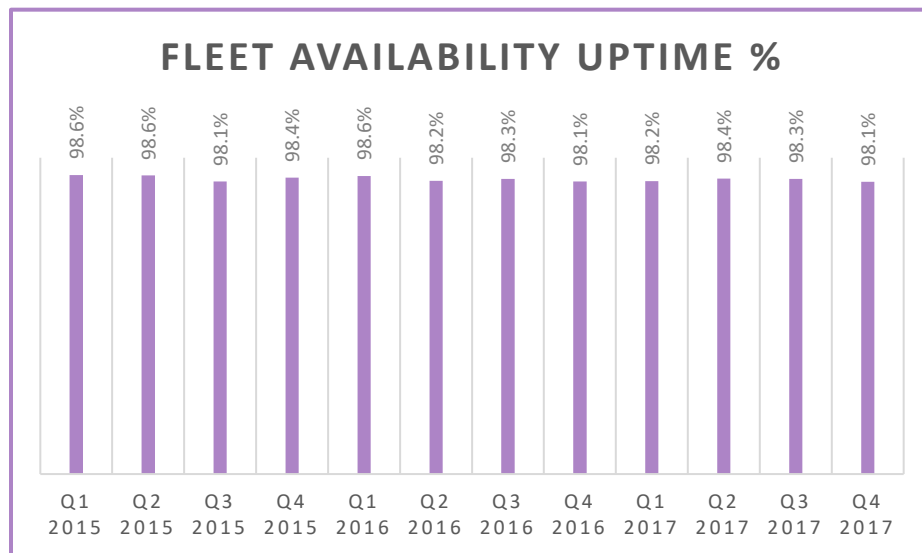
to-day value of the bonds is irrelevant as the city will receive full value at maturity. The effect of rising yields can already be seen in the total value of investment holdings as investment value for FY17 came in below expectations. As the Federal Reserve continues to increase rates in FY18, there will be even greater paper losses.

The General Fund had a good budget year with revenue and expenditure forecasts in-line, or better, than actual results. Expenditure control continued to remain tight with actual expenditures coming in with a less than 1% variance for the third year in a row at 99.5% of budget. Revenues outperformed budget estimates primarily due to substantial increases in building and permitting related revenues. Of the \$2.9 million in surplus above revenue estimates, \$2.7 million came from permit related revenues. After declining in FY16, fund balance increased to \$9.75 million from \$8 million, or +21%. The City has a number of actions it could take in FY18 to increase fund balance. The sale of the 2600 Lee Road property would add back about \$830k however

### INVESTMENT RATE OF RETURN VS. 5-YEAR TREASURY



it may be disposed of through a land lease instead which will increase annual cash flow and ultimately help reserves. A large increase in reserves will also be realized by the sale of the Fairbanks Ave. old bowling alley property. This will net the city close to \$3 million. The Progress Point site continues to be a potential site for sale which would increase reserves by \$5 – 6 million. The City has long held the goal of reaching 30% of operating costs as a good reserve target, however the Government Finance Officers Association has often used 15% as a prudent benchmark. Currently the city has just over 19% in unencumbered reserves. To reach 30% the City would need to have about \$15.7 million in reserves. 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 remain strong or have improved in the utilities and Community Redevelopment Agency.



The CRA's improvement in revenues, due to increased property tax values, has now pushed the debt service level to the 2.53 mark which is above the 1.5 level required by CRA bond covenants to allow for future borrowing. However, with the remaining life of the CRA being under the 20-year threshold for typical financing deals, future borrowing is unlikely.

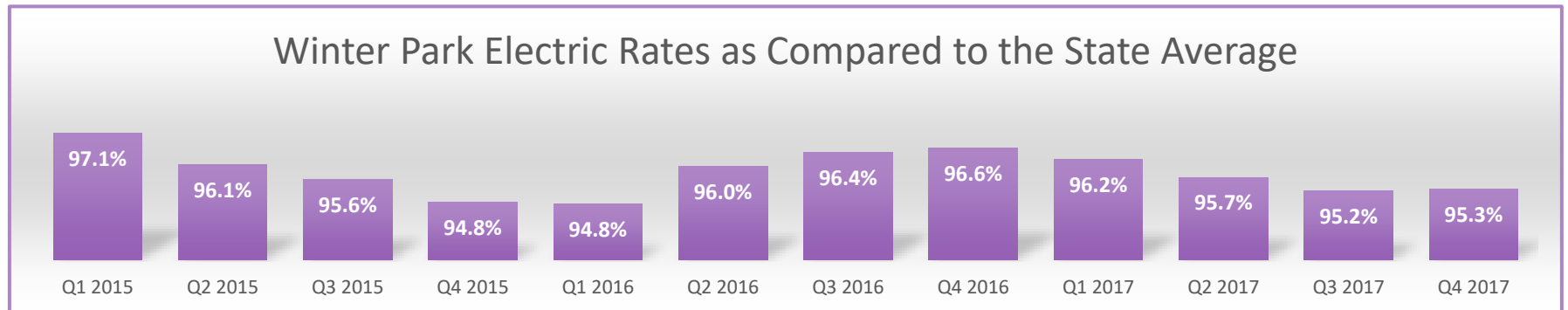
The decline in the experience modification is a good thing as this is the rate that insurance companies use to evaluate the risk and therefore the level of premium that will be charged to the City as it relates to workers' compensation. The lower the figure, the better the future renewal rates.

The City also continues to have an almost negligible level of bad debt in the utility operations with only 0.19%.

The Parks Department had a good year with a cost recovery figure of 35.6%. This means that revenues collected by Parks activities covered over one-third of operating costs. This is well above industry norm of about 25%. The increase from the previous year's 30% level is due primarily to strong revenue performance at the newly renovated Golf Course. While course operations were still a slight loss in FY17, they are much improved from previous years' history.

## Electric Rates

Winter Park Electric Customers continue to enjoy rates that are both below the state average (about 4% less) and below the regional electric producer Duke Energy (about 10% less). As part of the budget for FY18 an increase of about 5% was requested and approved in order to sustain the electric undergrounding effort at \$3.5 million annually. This rate change is expected to bring Winter Park closer in-line



with the state average but still below Duke Energy. These changes will be noted in FY18 Q1 snapshot updates on the website. As this current year progresses, staff is continually monitoring revenue performance as well as other utilities to make sure that Winter Park is still doing more than any other municipal utility while charging its customers a below market rate.

However, the Electric Utility's days of working capital has now fallen below the city's benchmark of 45 days. A few factors have influenced this change. As previously noted the City Commission approved a rate increase to stabilize the undergrounding program in FY18. Weak sales figures mostly due to mild weather in FY17 reduced revenue expectations for FY18. This aggravated the Utility's cash position as revenues came in lower than expected. In addition the Utility faced the effect of two hurricanes in FY17 which increased the cost side of the ledger. Much of this expenditure is reimbursable from FEMA but will take some time. Any positive offset from reimbursement is not expected until FY19. As budget preparation moves forward for FY19, the Utility's cash position will be a significant issue and may require a budget that adds back to that balance.

## 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***

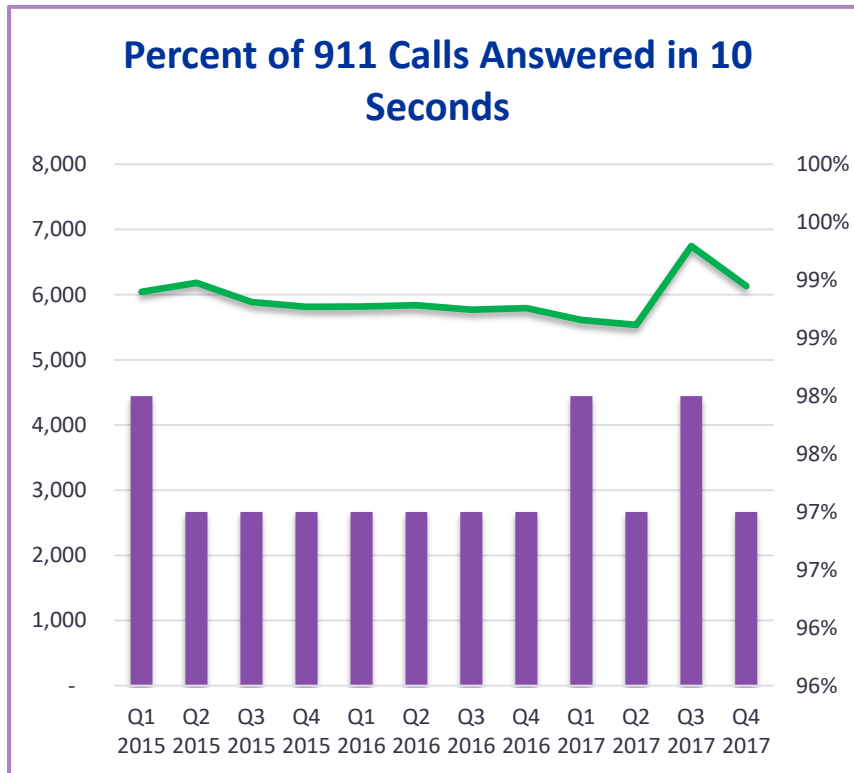
Strategy	Description	Goal	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
<b>Police Svs.</b>	# of 911 Calls Received	-	5,767	5,794	5,612	5,536	6,746	6,134
	911 Calls Answered within 10 Seconds	95%	97%	97%	98%	97%	98%	97%
	Police Priority #1 - Emergency Calls for Service	-	67	53	51	61	66	73
	Police Priority #1 Response Times	< 3 min	2:37	2:33	2:23	2:39	2:29	2:19
<b>Fire Svs.</b>	Total Calls for Service (Fire, EMS, Tech, HAZ)	-	1,230	1,280	1,297	1,337	1,308	1,392
	Total response time at the 90th percentile (Fire)	10:00	7:43	8:04	8:35	9:50	7:00	10:52
<b>Medical Response</b>	Total response time at the 90th percentile (EMS)	10:00	7:33	7:03	8:24	8:40	8:31	8:45
	EMS Cardiac Patient Resuscitation Rate	30%	N/A	25%	28%	66%	33%	40%
<b>Code Compliance</b>	% of Code Compliance cases resolved in 30 days	70.0%	72.8%	64.0%	71.5%	64.7%	47.2%	65.3%

Strategy	Description	Goal	FY15 Year End	FY16 Year End	FY17 Year End
<b>Police Service</b>	% Change in Local Crime Rate vs. County	< 0%	-3.0%	6.3%	Data in April '18

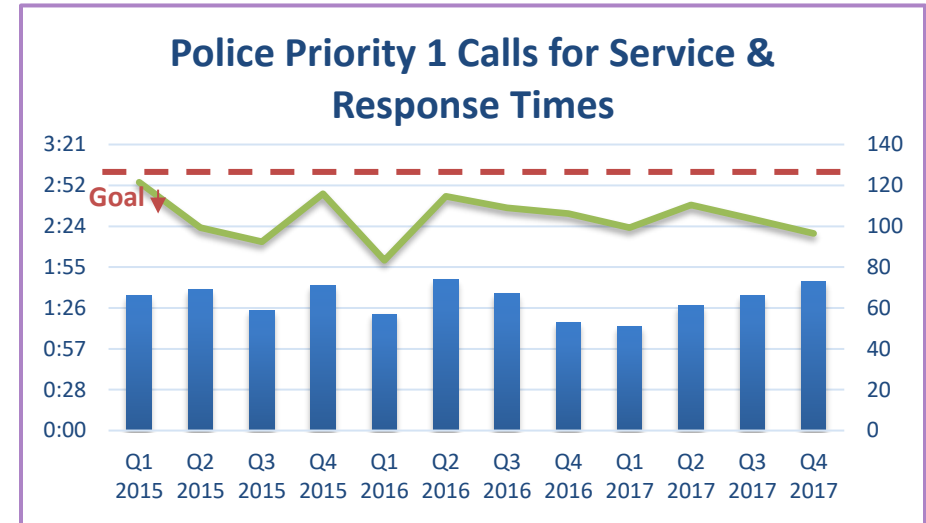
## Highlights

### Police Department

The Police Department had a great year with 911 calls for service increasing in the last two quarters while the percentage of calls answered within 10 seconds stayed at 97% or higher.

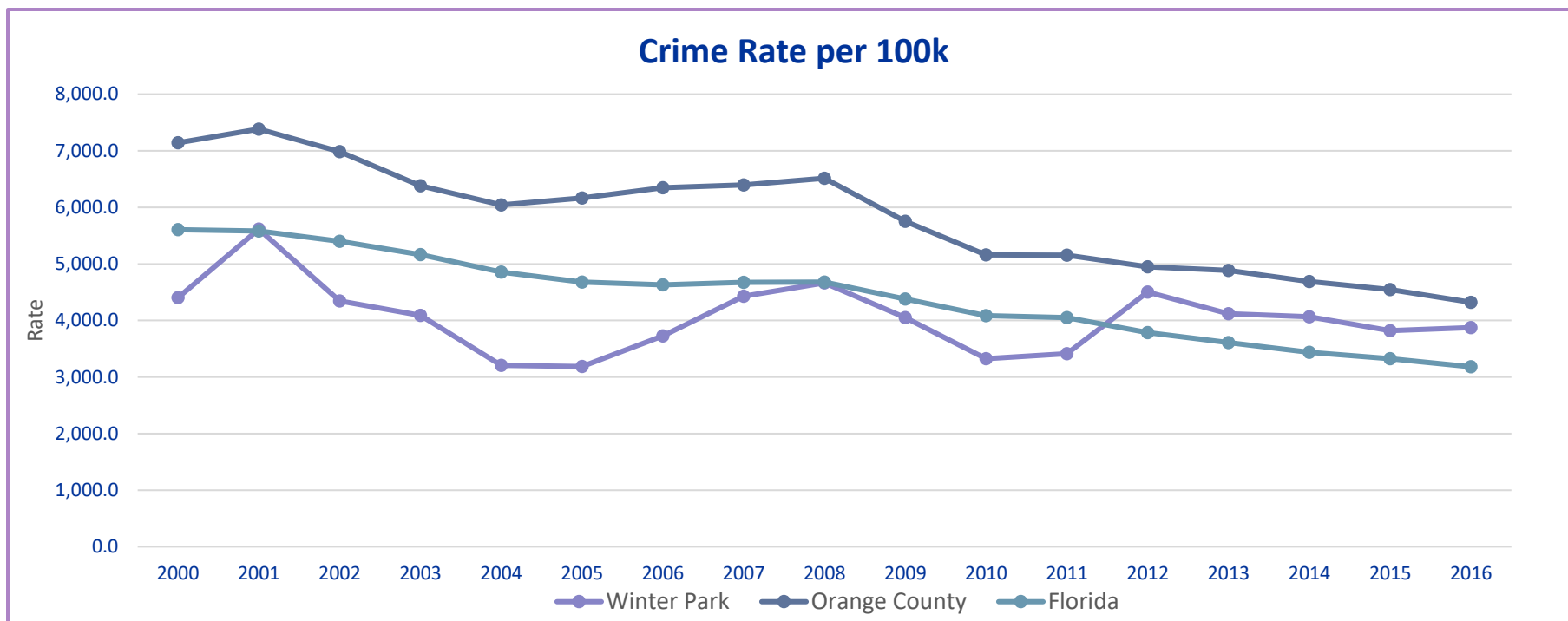


Emergency calls for service have reliably stayed within the 2 – 3 minute window while non-emergency call response time typically fell within 3 - 4 minutes. This has been excellent as call volume for priority service is increasing but response times are trending lower.

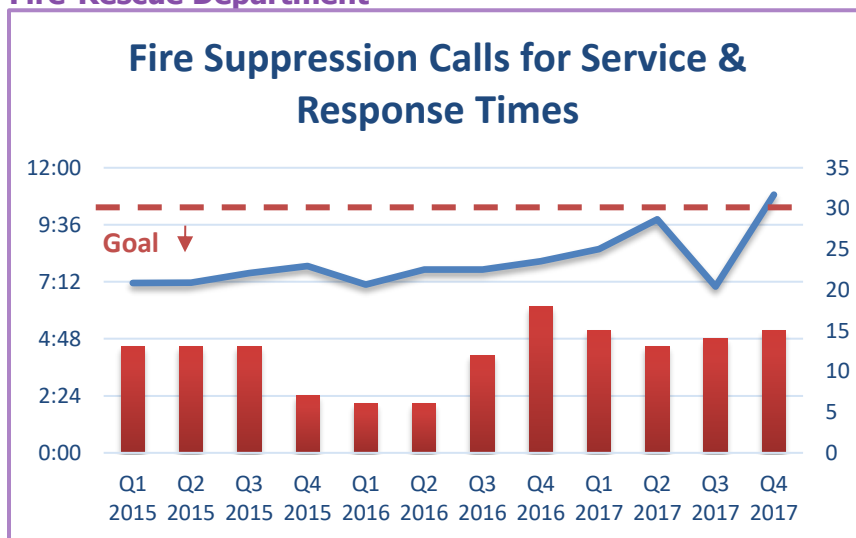


The UCR Crime stats were published in May 2017 and show that Winter Park's crime rate edged up slightly by 1.3% while Orange County saw a 5% decrease. This translates to a net increase in the relative crime rate in Winter Park vs. Orange County by 6.3%. Overall the trend for crime has been flattening after some recent years of decline. Due to the many factors affecting the recruitment and retention of officers, the City Commission voted to increase starting officer pay. As many jurisdictions compete for fewer qualified candidates, pressure on public safety wages will remain high.



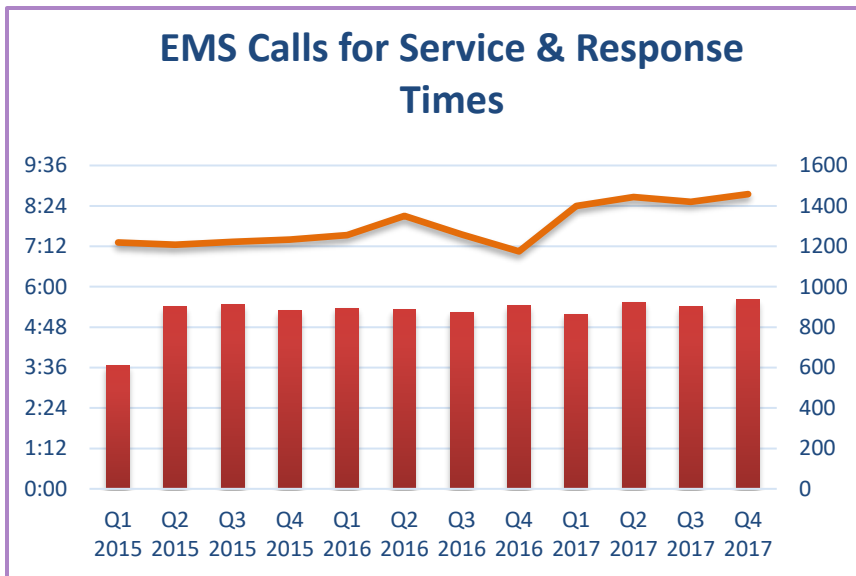


## Fire-Rescue Department



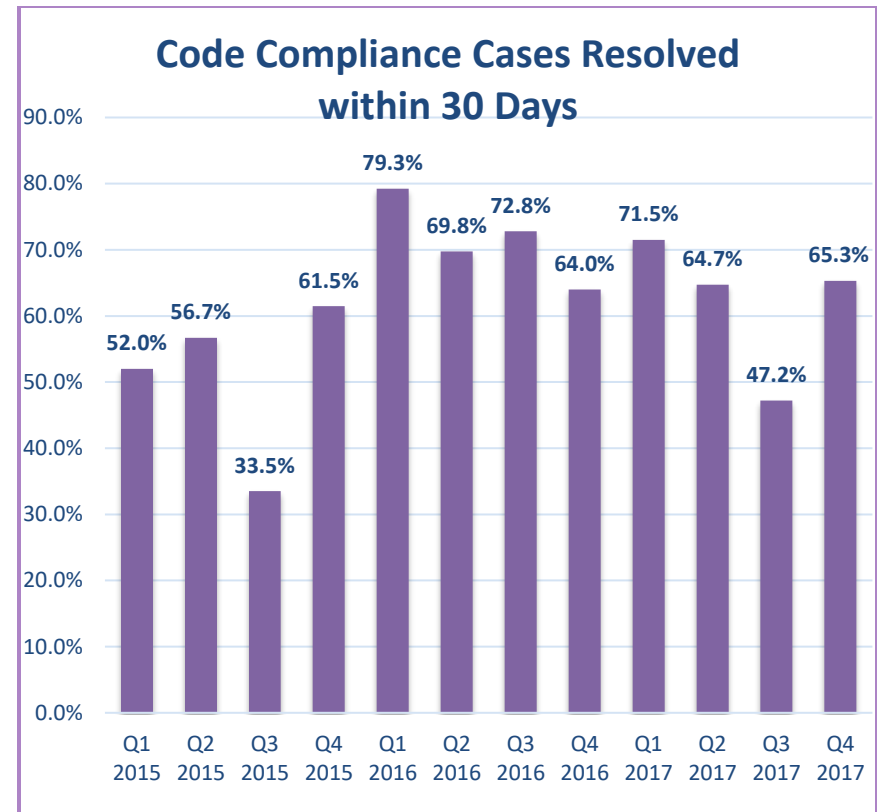
The Fire Department response times saw some volatility with the most recent performance of 10:52 minutes for fire suppression. However, with few calls for fire service, a couple unusual calls can skew overall performance. In Q4, data was effected by the hurricane and some dumpster fires and it is expected that Q1 of 2018 will see a return to better performance.

EMS response times remained strong in FY17 and the number of calls only reinforces the understanding that Fire Departments are mobile health care providers. For FY18 the Fire Department's paramedicine program will attempt to look into ways to deliver pre-emptive medical care to high-risk customers in an effort to improve health and life safety.



Cardiac resuscitation rates fluctuate significantly each quarter due to the very few instances of this occurrence in a quarter. In some quarters there were no calls for this issue.

Code Enforcement saw a slight decline in performance for clearing 70% of cases within 30 days or less. However, case complexity can often play a role in the variability of this statistic.



## 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 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
<b>Water Svs.</b>	Wastewater Collection Sewer overflows (1,000/gal)	0	0	0	0	0	0	0
	Utility Maintenance Sewer overflows (1,000/gal)	0	0	0	0	0	0	2
<b>Stormwater</b>	Avg. Lake Clarity Chain of Lakes (ft. depth)	> 6.5	8.3	6.9	7	9.3	5.7	6.7
<b>Enhance Transportation</b>	SunRail Ridership (daily avg.)		337.3	316.9	401.5	441.2	313.4	289.9
<b>Electric Integrity</b>	SAIDI Minutes (12 month rolling avg.)	< 60	80.27	65.19	58.86	35.81	36.57	34.59
	MAIFI (12 month rolling avg.)	< 3	0.01	0.00	0.00	0.00	0.00	0.00

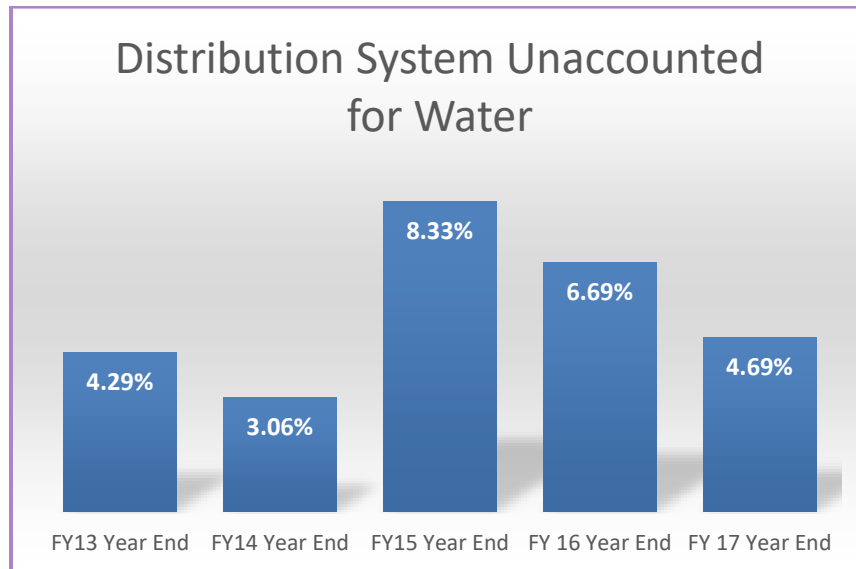
Strategy	Description	Goal	FY15 Year End	FY16 Year End	FY17 Year End
<b>Water Svs.</b>	Distribution System Unaccounted for Water	< 5%	8.33%	6.69%	4.69%
	Conformance to Wastewater Guidelines (State & Fed)	100%	100%	100%	100%
	Conformance to Drinking water Guidelines (State & Fed)	100%	100%	100%	100%
<b>Electric Integrity</b>	Undergrounded Miles completed	5	3.15	6.2	6.07
<b>Corridors</b>	Avg. Paser Road Index (% of roads at PASER 5 or above)	> 85%	90%	90%	TBD
	Avg. Brick Road Rating (% above level 4)	> 85%	90%	90%	TBD

## Highlights

### Water Utility

The utility had the unusual occurrence of an overflow that occurred on Balmoral due to a lightning strike that knocked out power at a lift station. Other than this occurrence, the utility has had an excellent history of managing this issue as can be seen from the historical data.

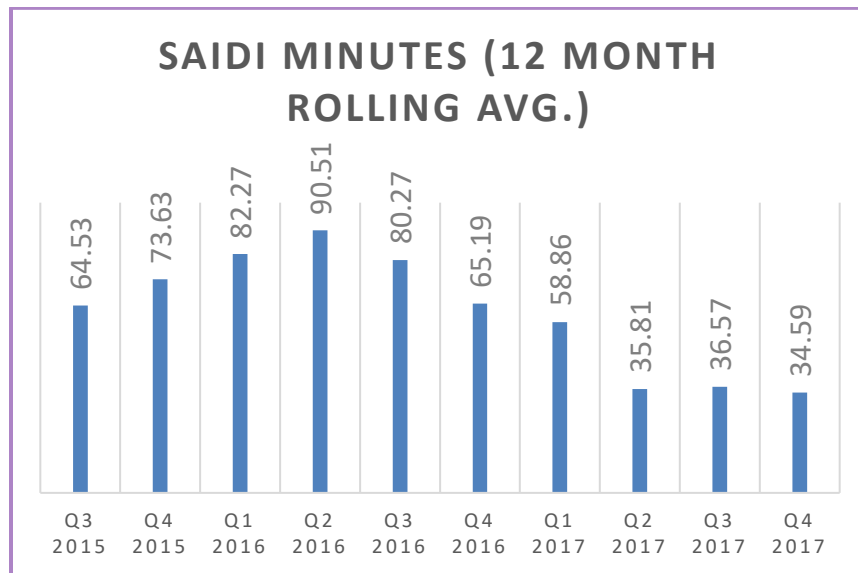
Unaccounted for water, is water sent through the system but was never billed. This could be water that is lost through pipe leaks or it could be due to faulty meter reads. As the water meter inventory ages it is natural to see some slow increase in this metric however most of the water meters in the City are still under 10 years of age and after the odd spike in FY15, this stat has been trending down over the last three years.



### Electric Utility

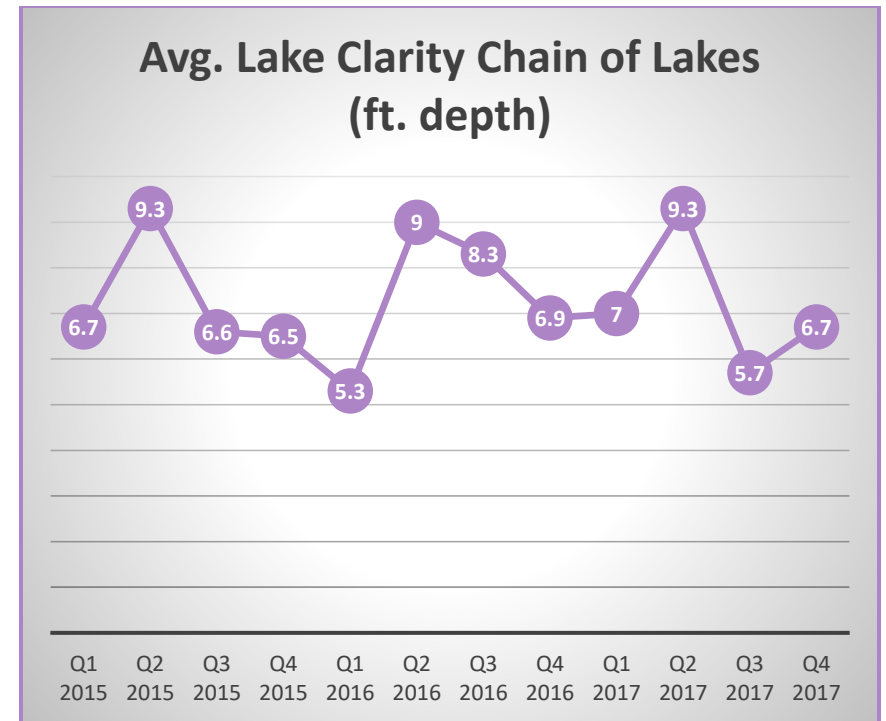
The contractual agreement to underground the overhead wires along W. Fairbanks with Duke Energy and the Florida Department of Transportation has been continually delayed. Bids solicited by Duke Energy for the work came in much higher (+\$3 million) than originally anticipated and the City is currently requesting additional funds from FDOT to make this project a reality. The City is now in the second year of handling all Electric Operations in-house with the expiration of the operating contract with ENCO. Now all City lines are served by City staff while the City's effort to underground all power lines in the City are handled by contracted labor. The City management of the Utility was tested with two hurricanes, Matthew & Irma hitting in FY17 and proved to be a solid move with the City restoring power at a faster rate than its neighbors. The City has also completed a second year of surpassing the 5 miles of undergrounding goal while coming in under budget with the completion of just over 6 miles. 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, however this second year of solid performance indicates that bringing operations in-house and changing the project design approach have resulted in a much more efficient operation. The utility is on track to complete undergrounding within 8 more years. However, bulk power prices have continued to rise and revenue weakness in FY17 due to weather and conservation, led to a 5% rate increase in the FY18 budget. Without this increase the undergrounding program would have been cut from \$3.5 million to about \$1.5 million. The Winter

Park Electric rate payer has enjoyed rates that are lower than the state average and about 10% lower than Duke Energy. With the rate increase, Winter Park will be closer the state average but still lower than Duke. SAIDI, which is a measure of interruptions to service, had its best year since this data has been recorded. If this stays consistent going into FY18, it would indicate that the city's undergrounding program is indeed improving reliability. During Hurricane Irma only one issue was due to an underground failure, all other issues were related to outages of overhead wires. SAIDI is reported on a 12-month rolling basis and excludes hurricanes.



### 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. Seasonality is also starting to show a common trend with warmer months having less clarity and cooler months having more.



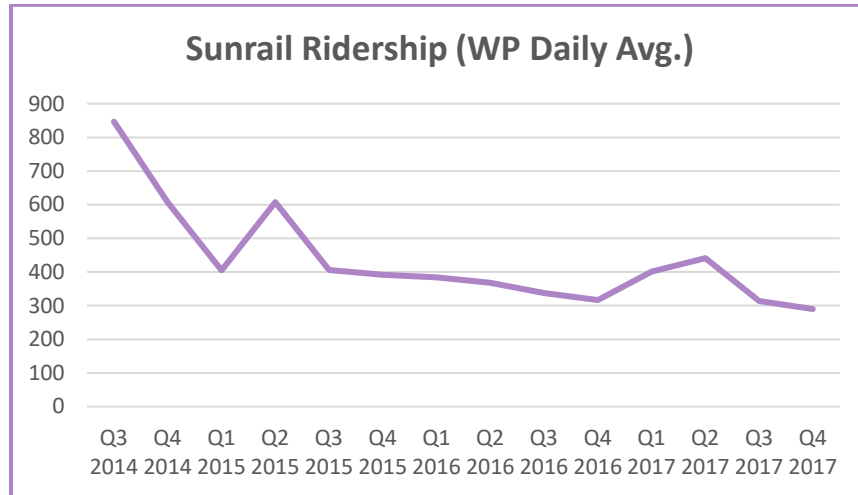
### Road Conditions



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 FY17 will occur in April of 2018.



## SunRail



SunRail ridership is declining. It's too early to call whether ridership is in a downward trend across the whole system or if Winter Park is seeing a reduction out of line with other stations. In general the feeder hubs and the major business hubs are starting to see a larger share of the ridership as Sand Lake Road, DeBary, Church Street, and the LYNX station move into the top 4 for FY17. Winter Park is still maintaining about 10% - 11% of the system traffic however, average daily ridership is certainly in a decline. Winter Park benefits far more (about 14% of monthly traffic) than other stations during special events such as the art festival or the holidays, and when traffic is run on weekends, which highlights that Winter Park is the preferred destination for social activities while the routine business of commuting is more popular for the business hubs. This continues to highlight the importance of Winter Park as a social destination and further adds to evidence that if weekend service was an option, Winter Park would be a significant gainer relative to other locations.

The following table highlights average ridership for the year and shows Winter Park now in 5<sup>th</sup> place overall.

Station	Average Daily	% of Total	Rank
Sand Lake Road	418	12.0%	1
DeBary	395	11.4%	2
Church Street	388	11.1%	3
LYNX	382	11.0%	4
Winter Park	372	10.7%	5
Lake Mary	328	9.4%	6
Sanford	246	7.1%	7
Altamonte Springs	237	6.8%	8
Longwood	233	6.7%	9
Florida Hospital	195	5.6%	10
Maitland	160	4.6%	11
Orlando Amtrak	128	3.7%	12

## 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. The City has just completed the first phase of this project with all Financial, Budgeting and Purchasing functions running on the new software. Additional phases will be completed over the next two years and include HR, Payroll, Utility Billing, and Building & Permitting. In FY17, the City created and convened the Fiber Optics Task Force to review the possibility of extending municipally owned fiber to connect city facilities and pave the way for Smart City technologies. The FY18 budget includes \$600k to expand the city's private network and the city is currently evaluating partnership options. A private fiber network will be increasingly useful to the City as the Internet of Things continues to expand, also advances in smart parking and smart traffic lights, require fiber connectivity. As part of this overall

review of fiber options, the City is also investigating the enhancement of cell phone services through microsite development. These smaller radio sites are becoming the new norm for cellular companies as they fill coverage gaps and prepare for the advent of 5G wireless standards. Currently the City is working on the practice of placing fiber conduit in the ground any

time a construction project of significance is occurring in the rights-of-way.



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 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
Exceptional Quality of Life	Community Engagement	Website Sessions	-	175,574	183,233	166,556	161,223	184,434	196,491	171,390	164,008	203,621	182,602	164,221	182,172
		Fans of Social Media - Facebook	+10% Yr	4,440	4,565	4,744	4,993	5,371	5,470	5,998	6,228	6,718	7,238	7,601	8,279
		Fans of Social Media - Twitter	+10% Yr	4,270	4,604	4,844	5,077	5,267	5,449	5,788	6,470	6,835	7,204	7,523	8,187
		Fans of Social Media - YouTube	+10% Yr	483	263	137	579	1,906	1,246	1,253	1,303	2,391	6,768	11,431	10,390
		Fans of Social Media - Vimeo	+10% Yr	3,348	4,574	4,394	8,557	5,896	3,347	2,530	2,456	1,882	1,542	3,413	3,687
		Fans of Social Media - Instagram				119	185	316	568	568	642	778	986	1,148	1,371
	Tree Canopy	# Trees Removed (Hazard Mitigation)	-	83	187	143	67	172	102	271	152	104	123	175	149
		# Trees Pruned (Hazard Mitigation)	-	87	92	66	48	123	69	71	66	22	12	57	100
		# Trees Planted	-	93	140	118	142	64	301	98	83	85	95	358	51
		Trees Planted / Removed		112.0%	74.9%	82.5%	211.9%	37.2%	295.1%	36.2%	54.6%	81.7%	77.2%	204.6%	34.2%
		# Trees Trimmed Utility Vegetation Mgmt	-	955	957	1,041	481	496	375	399	1,335	1,187	829	1,175	1,191
		# Trees Trimmed Routine Maintenance	-	1,050	894	679	370	379	211	301	604	233	950	891	105
	Parks & Rec	Cemetery Open/Close	-	21	26	31	29	36	26	37	29	28	21	25	30
		# of Event Rentals (Civic Ctr, Fmrs Mkt, Country Cb, Lk Isl Hall)	250	268	265	258	232	253	221	236	212	84	40	45	38
		# of Community Center Visitors	40,000	46,104	52,317	61,983	73,188	56,719	61,030	66,813	64,589	71,020	64,523	66,202	72,288
		# of Community Center Rentals	300	403	375	477	480	447	492	506	435	367	382	391	379
		# of Special Events Managed	-	29	15	19	9	30	18	16	8	24	19	17	9
		# Golfers	8,250	7,680	8,523	9,761	7,301	7,775	5,849	-	-	9,663	9,917	9,076	7,640
Intelligent Growth & Development	Econ Dev.	Retail Vacancy Rate	< regional	6.9%	6.0%	6.3%	5.9%	5.8%	5.4%	5.7%	6.4%	6.8%	7.2%	6.1%	4.1%
		Regional Retail Vacancy Rate	-	7.1%	6.8%	6.5%	6.3%	6.2%	6.1%	5.9%	5.8%	5.3%	5.1%	5.0%	4.6%
		Office Vacancy Rate	< regional	7.3%	7.9%	7.4%	7.3%	6.3%	5.6%	4.3%	4.3%	3.2%	3.2%	2.8%	2.5%
		Regional Office Vacancy Rate	-	11.8%	11.4%	11.0%	10.7%	10.5%	10.2%	9.4%	8.9%	8.0%	8.0%	7.8%	7.0%
	Streamlined Permitting	% Commercial Reviews completed in 21 days	100%	70%	72%	75%	82%	79%	38%	38%	5%	68%	73%	74%	64%
		% Residential Reviews completed in 21 days	100%	91%	86%	82%	93%	84%	66%	53%	10%	75%	69%	69%	100%
		New Commercial Project Permits Issued	-	20	22	24	16	14	16	16	14	26	17	20	13
		New Residential Project Permits Issued	-	32	21	11	22	18	18	32	25	11	23	23	8
		% Inspections completed next business day	100%	100%	95%	100%	98%	99%	99%	99%	100%	100%	100%	99%	99%
	Tax Base	New Commercial Project Permit \$ Value	-	\$2,160,000	\$13,114,095	\$13,899,446	\$2,402,667	\$13,965,379	\$10,033,606	\$9,971,934	\$10,797,456	\$51,553,159	\$97,306,360	\$3,683,016	\$1,453,066
		New Commercial Project Permit Sq. Ft.	-	61,982	93,430	99,087	12,432	100,630	127,232	74,463	65,964	298,746	500,038	85,028	53,411
		New Residential Project Permit \$ Value	-	\$18,333,919	\$11,365,332	\$5,861,702	\$11,869,650	\$9,305,316	\$8,333,488	\$16,247,565	\$11,912,372	\$4,894,117	\$12,206,565	\$18,516,756	\$3,991,782
		New Residential Project Permit Sq. Ft.	-	138,454	97,039	53,870	106,049	88,941	103,277	152,156	118,465	48,980	106,147	125,868	33,088
	Sustainability & Environment	Waste Diverted from Landfills	75% by 2020	15%	15%	14%	14%	15%	15%	15%	15%	15%	21%	19%	19%
		Electric Charging Stations Utilization Rate	-	691	629	602	702	825	694	687	750	783	864	1,112	1,075
		Residential Energy Audits	37	33	51	0	0	0	45	21	37	24	6	16	32

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 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017
Fiscal Stewardship	Efficient & Effective City Services	% Public records requests completed within 3 days	90%	90.00%	77.00%	100.00%	78.00%	100.00%	75.00%	90.00%	80.00%	100.00%	90.00%	90.00%	90.00%
		Utility Billing Volume of Calls	-	20,644	19,924	21,101	23,424	18,881	19,220	21,062	19,343	18,028	18,936	24,003	23,424
		Utility Billing Avg. Customer call wait time (minutes)	< 5	3:46	4:06	3:33	4:09	2:47	2:28	6:34	4:59	4:10	3:32	4:03	4:49
		Fleet availability	>95%	98.64%	98.60%	98.13%	98.42%	98.56%	98.18%	98.32%	98.13%	98.15%	98.36%	98.32%	98.11%
	Fiscal Mgmt.	% Annualized Blended Rate of Return on Investments	-	1.26%	1.43%	1.45%	1.36%	1.38%	1.41%	1.27%	1.28%	1.17%	1.43%	1.48%	1.79%
		WP Electric Rates Compared to State Avg.	<105%	97.06%	96.06%	95.59%	94.84%	94.79%	96.00%	96.44%	96.60%	96.22%	95.65%	95.21%	95.28%
Public Health & Safety	Police Svs.	# of 911 Calls Received	-	6,042	6,180	5,886	5,814	5,819	5,839	5,767	5,794	5,612	5,536	6,746	6,134
		911 Calls Answered within 10 Seconds	95%	98%	97%	97%	97%	97%	97%	97%	97%	98%	97%	98%	97%
		Police Priority #1 - Emergency Calls for Service	-	66	69	59	71	57	74	67	53	51	61	66	73
		Police Priority #1 Response Times	< 3 min	2:55	2:23	2:13	2:47	2:00	2:45	2:37	2:33	2:23	2:39	2:29	2:19
	Fire Svs.	Total Calls for Service (Fire, EMS, Tech, HAZ)	-	827	1,272	1,292	1,314	1,238	1,259	1,230	1,280	1,297	1,337	1,308	1,392
		# of Calls for Fire Suppression Service		13	13	13	7	6	6	12	18	15	13	14	15
		Total response time at the 90th percentile (Fire)	10:00	7:09	7:10	7:34	7:52	7:05	7:43	7:43	8:04	8:35	9:50	7:00	10:52
	Medical Response	Total response time at the 90th percentile (EMS)	10:00	7:19	7:15	7:20	7:24	7:32	8:06	7:33	7:03	8:24	8:40	8:31	8:45
		# of Calls for EMS Service		611	901	914	883	894	888	875	908	865	924	900	935
		EMS Cardiac Patient Resuscitation Rate	30%	40%	30%	50%	0%	16%	22%	*	25%	28%	66%	33%	40%
	Code Compliance	% of Code Compliance cases resolved in 30 days	70.0%	52.0%	56.7%	33.5%	61.5%	79.3%	69.8%	72.8%	64.0%	71.5%	64.7%	47.2%	65.3%
Investment in Public Assets & Infrastructure	Water Svs.	Wastewater Collection Sewer overflows (1,000/gal)	0	0	27	0	0	0	0	0	0	0	0	0	0
		Utility Maintenance Sewer overflows (1,000/gal)	0	0	0	0	0	0	0	0	0	0	0	0	2
	Stormwater	Avg. Lake Clarity Chain of Lakes (ft. depth)	> 6.5	6.7	9.3	6.6	6.5	5.3	9	8.3	6.9	7	9.3	5.7	6.7
	Enhance Transportation	SunRail Ridership (daily avg.)	0	404.7	607.1	405.9	391.4	384.4	367.7	337.3	316.9	401.5	441.2	313.4	289.9
	Electric Integrity	SAIDI Minutes (12 month rolling avg.)	< 60	65.27	57.56	64.53	73.63	82.27	90.51	80.27	65.19	58.86	35.81	36.57	34.59
		MAIFI (12 month rolling avg.)	< 3	0.00	0.02	0.03	0.03	0.03	0.01	0.01	0.00	0.00	0.00	0.00	0.00

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	FY16 Year End	FY17 Year End
Exceptional Quality of Life	Parks & Rec	Park Acreage actively maintained	-	298.05	335.55	346.1	346.1	346.1
		Park Acreage per 1,000 people	>10	11.19	11.9	11.9	11.8	11.8
Fiscal Stewardship	Forward Thinking Fiscal Management	Gen. Fund Revenue forecast accuracy	99% - 101%	100.20%	103.00%	100.30%	102.40%	105.70%
		Gen. Fund Expenditure forecast actual vs. budget	< 100%	98.78%	98.76%	99.60%	99.50%	99.50%
		Budget GFOA Award received	Yes	Yes	Yes	Yes	Yes	Yes
		CAFR GFOA Award received	Yes	Yes	Yes	Yes	Yes	Yes
		Unencumbered Gen. Fund reserves	\$14 mil	11,432,259	12,280,561	11,043,046	8,044,529	9,754,261
		City Debt Service Rating	>=Aa-	Aa1	Aa1	Aa1	Aa1	Aa1
		Electric Debt Coverage Ratio	> 2.75	2.54	2.62	2.69	2.35	1.94
		Electric Days Working Capital Available	> 45 days	75.36	69.65	53.38	69.29	44.48
		Water Utility Days Working Capital Available	> 45 days	171.06	208.31	196.27	216.05	206.14
		Water Utility Debt Coverage Ratio	>1.25	1.72	1.91	1.92	1.95	2.07
		CRA TIF/Debt Ratio	>1.5	1.42	1.43	1.59	2.00	2.53
	Efficient & Effective City Services	Workers Comp Experience Mod #	< 0.8	0.83	0.83	0.75	0.73	0.7
		% collection loss (bad debt)	< 0.5%	0.24%	0.15%	0.12%	0.11%	0.19%
		Per Capita Cost of Parks and Rec. per Day	< \$0.58	\$ 0.60	\$ 0.54	\$ 0.43	\$ 0.42	\$ 0.40
		Parks Operations Cost Recovery %	> 25%	31%	35%	38%	30%	36%
		Parks Maintenance Cost Per Acre	< \$8,500	\$ 8,711	\$ 8,446	\$ 7,679	\$ 7,367	\$ 7,619
Public Health & Safety	Police Svs.	% Change in Local Crime Rate vs. County	< 0%	-6.90%	2.50%	-3.00%	6.30%	TBD
Investment in Public Assets & Infrastructure	Water Svs.	Distribution System Unaccounted for Water	< 5%	4.29%	3.06%	8.33%	6.69%	4.69%
		Conformance to Wastewater Guidelines (State & Fed)	100%	100%	100%	100%	100%	100%
		Conformance to Drinking water Guidelines (State & Fed)	100%	100%	100%	100%	100%	100%
	Electric Integrity	Undergrounded Miles completed	5	4.86	4.96	3.15	6.2	6.07
	Corridors	Avg. Paser Road Index (% of roads at PASER 5 or above)	> 85%	89%	90%	90%	90%	TBD
		Avg Brick Road Rating (% above level 4)	> 85%	NA	90%	90%	90%	TBD