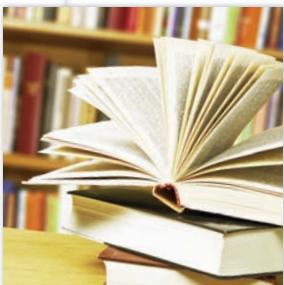


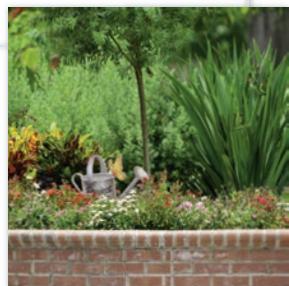
Pursuing INNOVATION



PROPOSED
BUDGET



fiscal year
2018



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.





PROPOSED BUDGET | **2018**

fiscal year

Mayor
Vice Mayor
Commissioners

City Manager

Steve Leary
Pete Weldon
Carolyn Cooper
Greg Seidel
Sarah Sprinkel

Randy B. Knight

City of Winter Park
401 South Park Avenue
Winter Park, Florida 32789

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.



administrative staff

Administration

Assistant City Manager
City Attorney
City Clerk

Michelle Neuner
Kurt Ardaman
Cindy Bonham

Building & Permitting Services Director

George Wiggins

Communications Director

Clarissa Howard

Electric Utility Director

Dan D'Alessandro

Finance Director

Wes Hamil

Fire-Rescue Chief

James White

Information Technology

Parsram Rajaram

Parks & Recreation Director

John Holland

Planning & Community
Development Director

Dori Stone

Police Chief

Michael Deal

Public Works Director

Troy Attaway

Water & Wastewater Utilities Director

David Zusi

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budget schedule

2018



City Manager Proposed Budget overview	July 10
City Commission Budget Work Session	July 24
Receive public input on 2018 Budget & set tentative Millage Rate	July 24
Receive public & City Commission input on 2018 Budget	Aug 14
Receive public & City Commission input on 2018 Budget	Aug 28
First reading of budget adoption process	Sept 11
Adoption of 2018 Budget	Sept 25

other meetings and/or work sessions may be scheduled as needed



transmittal letter



CITY OF WINTER PARK

401 Park Avenue South

Winter Park, Florida

32789-4386

To: Mayor and City Commissioners

From: Randy B. Knight, City Manager

Date: July 10, 2017

Subject: Fiscal Year 2018 Budget and Five-Year Capital Improvement Plan

I am pleased to present the Fiscal Year (FY) 2018 budget and corresponding five-year Capital Improvement Plan (CIP) that enhances the quality services and facilities the community has come to expect. With a third consecutive year of solid revenue growth, the City of Winter Park is fortunate to have the means and opportunity to invest in projects with a lasting impact and benefit to our residents and businesses. Winter Park faces the exceptional opportunity of deciding how we plan to thrive together headed into this next fiscal year.

Revenue growth projections are still positive due primarily to increased real estate valuations and real estate activity. However many vital sources of revenue growth such as consumer spending and utility related sources, may start to show declines in the near future.

Operating revenues for the General Fund in FY 2018 are expected to grow approximately 4.5% or \$2.3 million and represents a slowing rate vs. the 5.1% increase in the prior year. Though we are likely seeing the end of the peak in revenue growth, the past years of strong growth have allowed the city to offer expanded services while continuing to invest in necessary city functions and infrastructure. These investments are key as we determine how best to leverage our resources to fulfill our community *vision of being the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations*. This budget supports our long-term efforts towards achieving our goals as we, *Pursue Innovation, looking to capitalize on new and exciting opportunities in our future*.

PURSUING INNOVATION

Through careful leadership and policy direction from our City Commission the City of Winter Park is looking ahead and working to craft a budget that *Pursues Innovation*, building a

forward looking city of the future by enhancing our community assets, establishing leading facilities and infrastructure, incorporating cutting edge technology, and providing an exceptional experience to our residents and businesses. Winter Park is a regional leader in the State, and we aim to keep it that way.

Forecasting that municipal revenues will begin to weaken over the next few years, the City of Winter Park has been prudent in allocating its resources and evaluating projects to make sure that fiscal stewardship remains a high priority.

In addition to these major efforts, this year's budget expands a number of services in Winter Park that all speak to the themes outlined above including, record funding for new tree plantings, adding to innovative policing technologies through the deployment of body cameras and fingerprinting technologies, expanded attention to our park's customers' facility experience with the takeover of the Cady Way pool, funding for historic preservation programs, building the foundation for Smart City applications by connecting city facilities to a fiber optic network, enhancing public safety response and efficiency through radio upgrades, expanded funding for local non-profit partners, implementing the technological upgrade to the city's operating system, building a sustainable future by installing solar arrays on the rooftops of the city's water plants, the upgrade and care of the Azalea Lane Tennis Courts, capitalizing on the enhanced golf experience on the city's nine-hole course, and the ambitious beginning of the city's state-of-the-art Library & Events Center. All of these efforts and many more speak to the city's commitment to quality services, arts and culture, protection of our character, and lifelong learning.

The story of our city continues with this refreshing next chapter as we are reminded of the great trust placed in us to build a vision and a beautiful city that is for all our residents, businesses, and visitors so that the Winter Park experience can be enjoyed by all.

STRATEGIC PLANNING

The proposed budget was prepared with our vision statement and previous strategic planning efforts as the guiding tools. **Our Vision: Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.**

The city-wide visioning process involved more than 1,000 participants and over 21 community meetings. With the work of all our participants, the Visioning Steering Committee, and City staff, the following four themes emerged:

- 1) Cherish and sustain Winter Park's extraordinary quality of life.
- 2) Plan our growth through a collaborative process that protects our city's timeless scale and character.
- 3) Enhance the Winter Park brand through a flourishing community of arts and culture.

4) Build and embrace our local institutions for lifelong learning and future generations.

These five core objectives make up the framework that supports the city's vision:

- Exceptional Quality of Life
- Intelligent Growth and Development
- Fiscal Stewardship
- Public Health & Safety
- Investment in Public Assets & Infrastructure

Each objective is followed by strategies that make up that objective and the actions and steps that will accomplish the strategy. Additionally staff is continually working to assign cost estimates, discuss priorities, identify project leads, and create measurements that will track success. Coupled with this process is the development of the city's performance measurements that track key indicators within the city that each department has identified as important. Metrics are presented and posted online and a selection of these metrics can be found in the Program pages portion of this document.

BUDGET GOALS

As the budget was prepared, we continued with the budget goals previously adopted by the City Commission. The budget goals utilized are as follows:

- ✓ Continue to work toward achieving 30 percent reserves in the General Fund by allocating over \$545k in funding reserve increases as part of FY 2018 budget.
- ✓ Maintains the current operating millage rate of 4.0923 which has been the city's rate for 9 years.
- ✓ Utilizes an organizational support funding formula based upon one quarter of one percent of gross revenues in the General Fund, Water & Wastewater Utility, and Electric Utility. This generates over \$315k annually for non-profit partners in the city.
- ✓ Maintain a minimum of 45 days working capital in the Electric and Water & Wastewater Utilities.
- ✓ Maintains or expands current levels of service.
- ✓ Provide a performance based pay raise for employees, maintaining a program that keeps pay within the top 35 percent and benefits within the top 50 percent of municipalities approved for benchmarking.

LEVELS OF SERVICE

The City of Winter Park provides a wide variety of services to its residents, business owners and visitors. The levels of service have been established over time through

City Commission, citizen and staff input with the goal to preserve a superior quality of life for **today's residents and for future generations**. While some levels of service are regulated by statutes, most are simply policy driven. The levels of service desired by the City Commission and the community have a direct impact on the budget. Staff is constantly working on ways to improve efficiencies. This budget format provides a description of service levels within each program page segmented out at the division level.

CHANGES TO THE BUDGET

Revenues are increasing this year, however, the demand for resources always outpaces the availability of funding. In order to be looking ahead towards the future we must build a solid foundation from which to grow and allocate funding where it can make the most difference. This year's budget supports the city's continued commitment to invest in vital infrastructure, pursue innovative programs, ensure resident safety and security, provide exceptional touches that make Winter Park a vibrant destination, and continues to invest in our staff by maintaining a merit based pay incentive. City services are only as reliable as the people, equipment, and infrastructure that deliver them.

The budget follows the same format and provides elevated levels of service compared to FY 2017. The following section highlights the more significant changes in funding and service levels.

Significant changes:

General Administration:

- *Health Insurance:* After a couple of good years of health claims experience, costs are again rising and are being shared by both the city and the employees. This change comes after a year in which no cost escalations needed to be passed on to employees and as a result of the good couple years, the city will be able to smooth out future cost increases as healthcare continues to be a source of national debate in this country. Being self-insured allows the city substantial flexibility in taking advantage of program changes and seeing that reflected in claim and payment activity. In FY 2017 the city set aside about \$5.5 million for claims. In FY 2018 the city will set aside just over \$6 million.
- *Fees & Rates:* Other than some minor user fee increases there are no tax or fee increases in the proposed General Fund budget. All expenditures have been funded with existing revenues at existing rates. Excluding the use of reserves and reimbursements, General Fund revenues are growing by about 4.3 percent.
- *Gapped Positions:* As with any organization this large there will be some turnover in positions during the year. There is a natural savings during the time it takes to fill these vacancies. These savings can be increased when

needed by delaying the replacement of an employee. This budget contains a projected General Fund savings of \$195k from gapped positions during the year.

- *Commuter Rail:* In FY 2009, the city began carving out an increasing portion of the General Fund budget so that when the time comes that a city contribution to commuter rail is required, it would not be a new hit to the budget. The city's contract with Orange County has a known maximum operating exposure of \$350k after the seven-year FDOT full-funding period ends which is anticipated to be 2021. The carve-out portion for commuter rail in the current budget is \$284k. That amount will not be spent and will roll into the unrestricted reserves balance at the end of the year to move the city toward meeting the reserves goal.
- *Contingency:* The city will set aside \$500k to add to fund balance this year through funding contingency and commuter rail carve outs. This funding will put the city right at 26.2% of unencumbered reserves as a percentage of operating expenditure. The city recently had unencumbered reserves fall to 17% due to purchases of land assets and investments in Showalter Stadium and the Golf Course. The expected sale of land assets in FY 2017 and FY 2018, and favorable revenue estimates for FY 2017 will increase estimated reserves to \$13.7 million by the end of FY 2018. For further discussion on this issue, see the Cash Reserves section of this document.

Building, Permitting, & Sustainability:

- *Keep Winter Park Beautiful and Sustainable:* The FY 2018 budget includes operational funding for the city's sustainability board to promote and enhance the natural beauty and wellness of the city through its environmental advocacy efforts. A total of \$50k will be provided for annual operations through a \$25k contribution from the General Fund and \$25k from Waste Pro, the city's solid waste services provider. This will allow the KWPB board to continue to offer Earth Day and other community awareness activities.
- *Customer Service Enhancement:* Added in mid-FY 2017, the new budget continues to fund a part time temporary code inspector, a full time Permit and Engineering Review Specialist, and a staff assistant position. The Building Department has seen record permit revenue this year with FY 2017 year-end estimates estimated to double the budgeted forecast. Predominately some large projects have been the primary source of these added revenues, but the demands for inspections and permit review turnarounds, require the additional staffing. These positions are funded through Building reserves that are restricted for use by State Statute and do not place additional demands on general fund revenue sources. As the real estate market is expected to remain above its historical average for permitting activity, these positions will be maintained throughout FY 2018.

Communications:

- Reflected in the Public Art Advisory Board line item in the Planning Department, 25k has been allocated to support the mission of the newly created Arts & Culture Subcommittee to enhance and improve awareness and visibility of the non-profit arts and culture organizations, which offer programming to the public within the City of Winter Park limits.

Community Redevelopment Agency (CRA):

- *Revenue Growth:* FY 2018 presents continued significant revenue growth in the CRA with an increase over 2017's TIF revenue of 14%. This grows TIF funding by over \$530k and leaves the CRA with a contingency balance of over \$650k. The completion of major projects such as the Lakeside Crossings phases and Paseo have done a significant job raising TIF revenue. The ongoing development of projects along the 17/92 corridor should also continue to raise TIF revenues for the next year. The Ten Year Pro-forma section of this document will go into further detail on the future of the CRA but the next ten years are expected to spin off a total of \$26 million in unallocated funding for CRA eligible expenditures.
- *Projects:* The five-year CIP for the CRA includes funding \$1,000,000 toward the second phase of the New York Avenue streetscape (total cost of \$1.76 million), which is currently under design. The intersection improvements to Webster and Fairbanks are also still maintained in the outer years of the CIP. Funding remains (\$40k) to provide for small-scale capital improvements as they arise over the fiscal year such as new sidewalks, lighting, or other beautification improvements. In addition, the CRA has set aside \$100k to expand infrastructure improvements in the district such as repairs to the Community Center Splash Pad and ADA enhancements.

Electric Utility:

- *Electric Utility Reorganization:* For 10 years the contracting company ENCO managed the operations of the city's electric utility. In FY 2016 this contract term ended and the city brought all management and operations in-house. Now with over a year of operations under its belt, this action has had substantial benefits for costs. Operating spending (excluding debt service, bulk power costs, and the underground program) dropped \$377k in 2016, is on track to drop \$1.5 million in FY 2017, and budgeted to be almost \$100k less in FY 2018. This has shown that the Utility has been able to successfully reduce cost by bringing functions in-house.
- *Call Center and Outage Management:* The Utility has need of a call center that can also handle outage management and dispatch. This will better enable the Utility to isolate the location and magnitude of outages to provide for more efficient response. This will also assist during emergency weather conditions such as a hurricane where accurate and timely response are critical. This represents a net increase in cost of about \$50k annually.

- *Stabilizing Rates for Long-term Sustainability:* Discussed in expanded fashion in the Budget Highlights section of this document, the Electric Utility budget includes an approximate 5% increase to the average customer's bill to be able to maintain the undergrounding program at the current \$3.5 million level and still provide all daily operating functions. As mentioned in previous budgets, the Utility has benefited from more extreme weather that raised energy consumption. In addition the \$450k in bond proceeds that subsidized the undergrounding program were exhausted in FY 2017. Cost for bulk power have also been increasing over time. In the past few years, the reductions to operating costs have been able to absorb these increases without passing them on to the consumer. In the FY 2017 budget, \$900k in cost increases were absorbed, estimates show that FY 2018 will result in an additional \$450k in costs. Lastly, the weather that has been a benefit for the Utility has been moderating and putting pressure on current year sales. The FY 2018 budget is based on a rate structure change that shifts more of the increase to the fixed part of the bill to help account for variances in weather and to offset the growing impact of conservation. To encourage sustainability and to lower the impact of the base rate change on the smaller consumer, rates will drop for the residential consumer on the first 1,000 kWh used, while raising it on the subsequent consumption. The net effect is that the average residential and commercial customer, who already have rates much lower than many other neighbors, will see an average of about a 5% increase to their bill. The city's Utility Advisory Board (UAB) has endorsed the rate change and asked that the new rates add to the Utility's cash balance each year. The current proposed budget will increase cash by \$250k. In addition to the rate increase, the UAB has suggested that rates tie to an annual index, much like the Water Utility, that helps account for annual cost inflation and preserve the long-term commitment to the undergrounding program.
- *Electric Undergrounding:* The Electric Undergrounding program, which is committed to completing its goal of undergrounding all distribution power lines in the city over the next 9 years, will maintain annual funding at \$3.5 million. This is only possible if the proposed rate increase is approved. As about half a million dollars in undergrounding funding from prior bond proceeds was used up in 2017, cost escalations for bulk power have increased, and forecasted sales for next year are in decline, the undergrounding program would have to be reduced by about \$2 million. In order to stay on schedule while still offering the Winter Park customer a rate that is below most competitors, a 5% increase to the average customer's bill is needed.

Equipment Management:

- *Equipment Replacement Funding:* The city continues to review its vehicles and heavy equipment to reduce overall cost obligations. The total operations of the city, including the Electric, Water, and Stormwater funds,

traditionally need about \$1.85 million annually to appropriately reserve funds to replace existing city and utility equipment when their useful life ends. Currently the average age of fleet equipment and vehicles is just under 8 years. Each department's list of equipment is assigned a replacement cost, useful life, and salvage value to determine what each department should contribute annually to the fund so that money will be available when the time comes to replace equipment. By setting aside the funds in the equipment replacement fund the city smooths out costs in any given fiscal year and provides an effective means to replace needed equipment such as police cruisers, water & sewer utility trucks, ambulances, generators, trailers, life safety equipment, and fire trucks. To maintain current service levels it will be necessary to consistently add to the replacement fund balance in low cost years to meet future demand.

Forestry:

- *Urban Forest Master Plan:* The budget brings total funding for Urban Forestry Services to \$1.9 million (a 16% increase). This funding level allows for the completion of a full maintenance cycle within seven years; addressing needs on a priority basis. The Urban Forestry (UF) Team has completed removal of the most critical high-risk trees that have been identified but continued vigilance will be required to address Priority 2 and 3 pruning and removals. Urban Forestry has implemented the "touch a tree one time" concept which has proven to be very cost effective by removing hazards, canopy lifting for street and sidewalk clearance, and performing utility vegetation management (UVM) at one single location with a single setup. Additionally, this funding level provides for ongoing right of way (ROW) maintenance following the restorative maintenance cycle currently underway. The budget includes funding an additional arborist to assist with tree removal permitting and assessments.
- *Tree Purchases:* The proposed budget provides for increased tree purchases, expanding the level of service for new plantings in FY 2018. Funding for tree purchases will grow 38% to \$400k. Due to the aggressive planting of trees, sourcing oak trees of a particular caliper has been difficult and the city has been purchasing larger trees. This means that the trees planted will be larger than in previous years and despite the higher cost the city expects to meet its goal of complete replacement of any removed hazardous trees. As of June 2017, the city has planted 385 and removed 381 trees in FY 2017 or a replacement ratio of approximately 102%.

Information Technology (IT):

- *Municipal Fiber Network:* The budget will accelerate the city's plan to put all city facilities on a private fiber optic network. This will reduce annual costs paid to 3rd parties by over \$50k. Endorsed by the City Commission's Fiber Optics Task Force, this is the first phase of a 3-year effort to build out a fiber optics backbone for the city. As many new technologies rely on having

an efficient, safe, and fast information infrastructure, owning a municipal network will allow the city to position itself to take advantage of the numerous “Smart” initiatives that include parking, security, energy efficiency, traffic management, and response time enhancements. A study completed in FY 2017 estimated the total backbone cost at \$4.3 million. The budget includes about \$600k to connect the outlying water facilities and fire station with future needs met through synergies with the Electric Utility undergrounding program, support from other city funds, partnerships with other broadband providers, and potential revenue sharing initiatives related to fiber deployment.

- *Enterprise Resource Program:* Technology serves as the backbone of most city operations and services provided to the citizens. This budget includes the final year funding contribution in the CIP to replace the core of the city’s operating software known as an Enterprise Resource Program (ERP). Originally purchased in 1988, the city’s current software was identified by the IT Governance Council as the number one priority to improve efficiency, increase service levels to the citizens, and provide access to modern technology functions such as mobility, integrated online access, and compatibility with common software such as Microsoft Office and GIS. The three-year project implementation is already underway with Financials, Budgeting, and Purchasing functions all in live use by Oct. 1st 2017. The remaining two phases will be implemented in FY 2018 and 2019 and the total project is estimated to cost \$2.3 million. The budget for FY 2018 now includes the additional funding needed for the ongoing support and maintenance of the new system. While the implementation is underway it is necessary to pay to have both the old and new systems running concurrently. Once completed the old system software payments will be discontinued reducing operating cost by \$100k annually. Additional information about the program is contained in the CIP section of this document.

Library:

- *New Library/Events Center:* In FY 2018 work will begin on the city’s largest construction project in recent history. The new Library, Events Center, and associated parking garage was approved by a voter referendum in March of 2016 and the City Commission authorized issuance of up to \$27.5 million in bonds to support the project. This planned state-of-the-art facility will be designed by Hunton-Brady and David Adjaye Architects. Because this project will be built on the site of the existing Civic Center, revenue projections for FY 2018 have been reduced by about \$63k. The voted debt service approved by the residents will effect residents and businesses during FY 2018 and the impact is discussed in further detail in this document. Total debt service millage will increase by about 0.35 mills.

Organizational Support:

- *Funding Mechanism:* The City Commission approved a funding mechanism for outside organizations which allocates a ¼% of the gross revenue from each of the three major funds: General Fund, Electric, and Water & Wastewater. The calculated amount is then deposited into the Designations Trust Fund and earmarked for organizational support. Based on budget estimates the pool of funding will be approximately \$315k. The city has traditionally funded the following organizations: Mead Gardens (\$85k), Historical Association (\$80k), United Arts (\$17k), Performing Arts Center (\$100k), and Winter Park Day Nursery (\$25k).

Parks & Recreation:

- *Golf Course:* Since the remodel was completed last fiscal year, the golf course has seen a significant increase in revenues with greens fees for the first 5 months up 88% vs. the comparable months the prior fiscal year. To deal with demand and customer service considerations an additional staff person was added in FY 2017 and this position is funded in the FY 2018 budget.
- *Cady Way Pool:* The city and the YMCA have ended their lease relationship at the facility and the FY 2018 budget includes funding to staff and maintain the pool facility. This includes the addition of 6 new part time life guards and additional funding for building maintenance. The total net cost, after incorporating revenues from paid swimming is estimated at about \$50k annually.
- *MLK Park Field Maintenance:* The budget includes \$60k in funding to provide for contracted maintenance of three fields at MLK park. Part of a larger study to examine potential options to improve field quality, this will be funded and evaluated over the course of the year.
- *Project Bloom:* This project seeks to enhance the medians and right-of-way green spaces in the city. The FY 2018 budget includes funding to add color to city medians through the use of flowering plants. Enhancements are also being made to the downtown and the pole mounted flower baskets.
- *Capital Investments:* Projects include an increase to \$320k for major maintenance of parks facilities and equipment which will cover minor capital repairs, equipment replacement, mini park repairs, and facility upgrades. The Azalea Lane Tennis Courts will see over \$200k in refurbishment to both the facility and the courts. The long needed improvement to the storage situation for the golf course and cemetery will be met by \$200k in funding for a replacement storage and maintenance building. Funding for replacing the athletic field lighting will continue at \$200k annually. Further info on Parks projects is available in the CIP portion of this document.

Planning & Community Development:

- *Historical Master Site File Update:* The city has not updated the Florida Master Site File since 2001. The FMSF is part of the state inventory of potential historic sites and is called out in the city's Historic Preservation Ordinance which was adopted as part of the city's land Development Code.
- *Parking and Mobility Studies:* The city currently has a strategic parking plan underway with possible expansions into Orange Avenue, Hannibal Square and other areas adjacent to downtown Winter Park. Planning also funds mobility studies for traffic analysis throughout the city such as the Fairbanks Avenue corridor operations and safety study, signalization at Canton Avenue/US 17-92 and the evaluation of Calvary Assembly Church in Orlando.

Public Safety:

- *Police & Fire Pensions:* Long-term actuarial projections showed city pension costs increased by \$350k. Funding for Police pensions will increase by \$200k to \$2.24 million and Fire will increase by \$150k to \$1.8 million. Market performance was good the previous year with fund performance at 10% however, the four year smoothing estimates for actuarial forecasting still includes the rather poor FY 2015 and dragged overall average performance down. The city continues to be on track to reach 100 percent funding as part of the 30-year plan. Funding in the Police plan is expected to be at 79% by year-end, while Fire will be at 88%.
- *Competitive Pay Comparisons for Officers:* Nation-wide, police forces have dealt with increased concerns, declining applicant interest, and rising costs. The City of Winter Park maintains a policy of being in the top third of pay for positions. In the last two years, Winter Park moved from being in the top third to the bottom third for starting officer pay. Other major municipalities, such as Orlando, have already moved to address qualified officer shortages and raised wages 7.5% this current year. As competition for a limited pool of qualified officers intensifies, the budget includes funding to bring officer pay back in-line with policy parameters. This adjustment will add \$350k to wages.
- *Motorola Radio Upgrade:* The city will spend approximately \$350k toward replacement of the communications radios issued to personnel for emergency response. The replacement radios will allow for secure communication for both Police and Fire through an encrypted transmission and will be able to reach areas in the city with signal that the current radios cannot reach when personnel are inside buildings. This cost is part of long term equipment replacement funding and will be paid from funds transferred to the Equipment Replacement Fund.
- *Paramedicine Program:* The Fire Department program seeks to proactively provide preventative healthcare options to divert a health situation from escalating to where they require emergent care. A trained paramedic will routinely meet with select individuals to see that basic healthcare needs are

being maintained such as proper taking of medication and basic monitoring of vital signs. This program is currently in a 6 month pilot trial and may become an ongoing program in FY 2018. It will ultimately require the addition of one employee as well as associated training materials, equipment, and supplies. Annual expenses are not expected to exceed \$100k. If this becomes an adopted program it is anticipated that additional funding to run the program may be supported from local charitable, insurance, and medical partners.

- *Emergency Operations Center:* Hurricane Mathew was a timely reminder of the need for proper planning and preparedness. The budget includes \$40k to upgrade the EOC with new computers, monitors, and other equipment to make sure that the city's operational response is not hindered by aging equipment.
- *Automated Fingerprint Information System:* Highlighting the importance of pursuing innovative technology to enhance crime fighting ability, the forfeiture budget includes \$80k for an AFIS which allows the city to avoid the multi-month delay of having to have suspect prints run through the State. Eliminating these delays can be crucial in resolving cases and timely turnaround should enhance the city's clearance rate. Related to improving efficacy, the budget also includes additional funding to speed up reviews of laboratory related requests by sending samples to private labs. As county resources have been strained, it has reduced their availability to assist other jurisdictions.
- *Body Cameras:* Thankfully, Winter Park has not had the struggles that have gripped the nation regarding police response and interaction with the public. To highlight transparency, the budget includes funding to launch the use of body cameras for police officers. These programs are significant in their capital outlay and ongoing costs but they may also provide crucial exonerations during difficult incidents. The body camera program will cost approximately \$200k to initiate, and about \$140k annually to maintain. This includes the cost of equipment and the addition of a new position to assist with management of the program. The position will be funded from the General Fund with equipment purchases and ongoing maintenance costs from the Forfeiture Fund. Currently the Forfeiture Fund has sufficient assets to cover the initial costs of the program for the first year however if new funds are not received, then a portion of program costs may move to the General Fund at that time.

Public Works:

- *Infrastructure Investments:* Funding for road, sidewalk/bike path repair and improvements, facilities replacement, and intersection signals has remained consistent with historical funding with a slight increase to \$1.3 million. Additionally, added funding in Streets will increase repairs to brick streets.

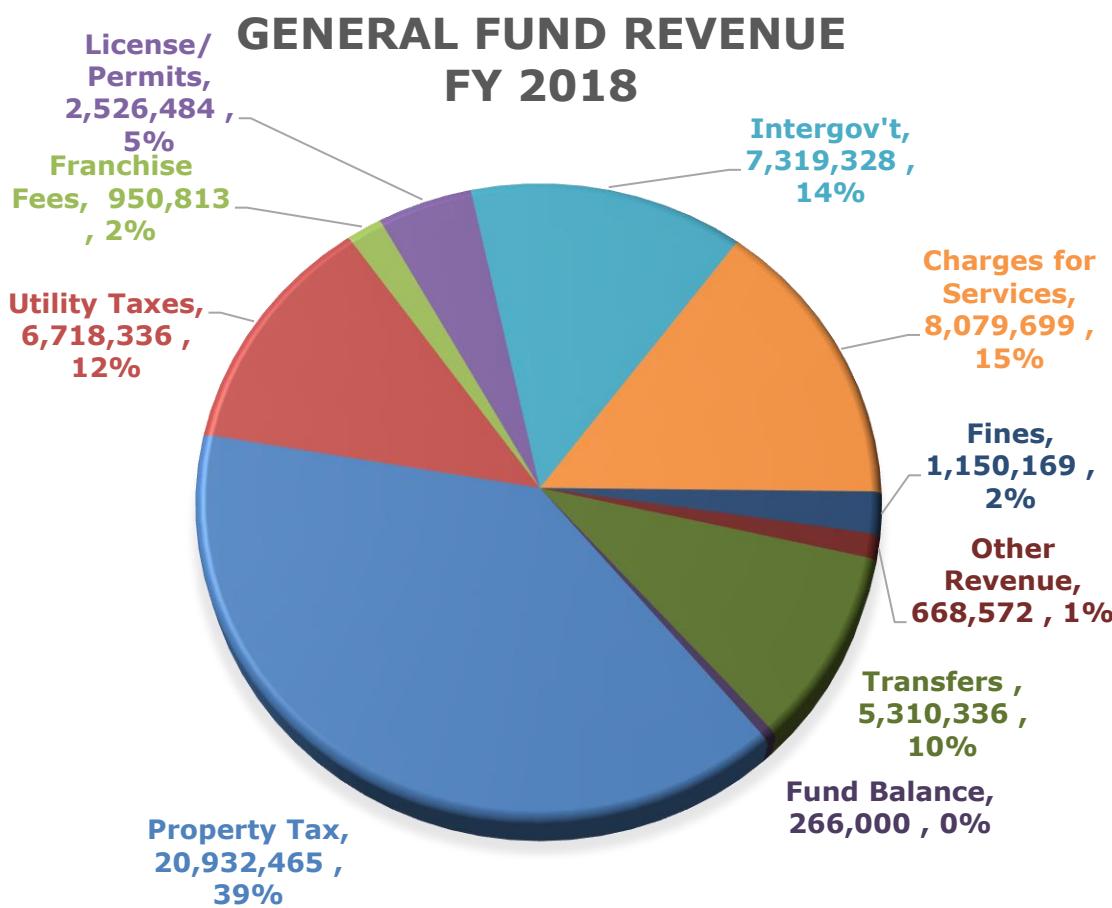
- Bicycle/Pedestrian Improvements: This year's CIP maintains the city contribution at \$75k to expand pedestrian and bicycle-friendly initiatives.
- *Traffic Signalization Upgrades*: The CIP maintains spending at \$65k for upgrades and capital maintenance of the city's 50 signalized intersections.

Water & Wastewater Utility:

- *Rates*: The City uses the Public Service Commission approved guidelines for rate adjustments to alter what the city's water and sewer customers pay each year. For FY 2018 the adjustment will be 1.51%. The Utility's Ten Year Proforma included later in this document assumes that rates will start to return to historical annual increase levels of 2%.
- *Capital Investments*: The utility will make significant investments in infrastructure this year including \$550k in repairs and replacement funding to the system. This is reduced from normal levels as crews are stretched to complete the scope of the I-4 Ultimate project in FY 2018.
- *Water Plant Improvements*: The last remaining facilities not connected to the city's municipal fiber network are primarily the Utility Water Plants. Funding of \$600k has been earmarked to complete these extensions and enhance information security, while increasing connection speeds and reducing costs paid for connectivity. Promoting sustainability, \$250k has been set aside to explore the possibility of diversifying the city's power sources by installing solar paneling on the water plants. There are numerous business models for these projects with many of them paying for themselves in reduced utility bills. Currently the majority of the city's water plants are outside the city limits with monthly bill payments going to Duke Energy.
- *Ultimate I-4 Project*: The FDOT's expansion to Interstate 4 is currently underway. The impact on the city's budget has been a moving target as estimates from FDOT are not set in stone. Last year the total cost was estimated at \$3 million. That estimate has been revised upwards to \$4.4 million. The city's 5 year CIP has been updated to reflect this change and includes the additional funds coming from planned revenue to be received by the water and sewer impact fee funds.
- *Wastewater Treatment*: A large part of the annual budget for the Utility involves cost sharing partnerships for the treatment of wastewater. The largest is the city's partnership with Orlando for the Ironbridge Facility.

REVENUES

Total budgeted revenues for the General Fund (excluding reimbursements and the use of reserves in fund balance) are projected to be \$53.65 million, which are approximately \$2.3 million (4.5 percent) more than budgeted revenues in FY 2017. The following graph shows the breakdown of the various revenue sources.



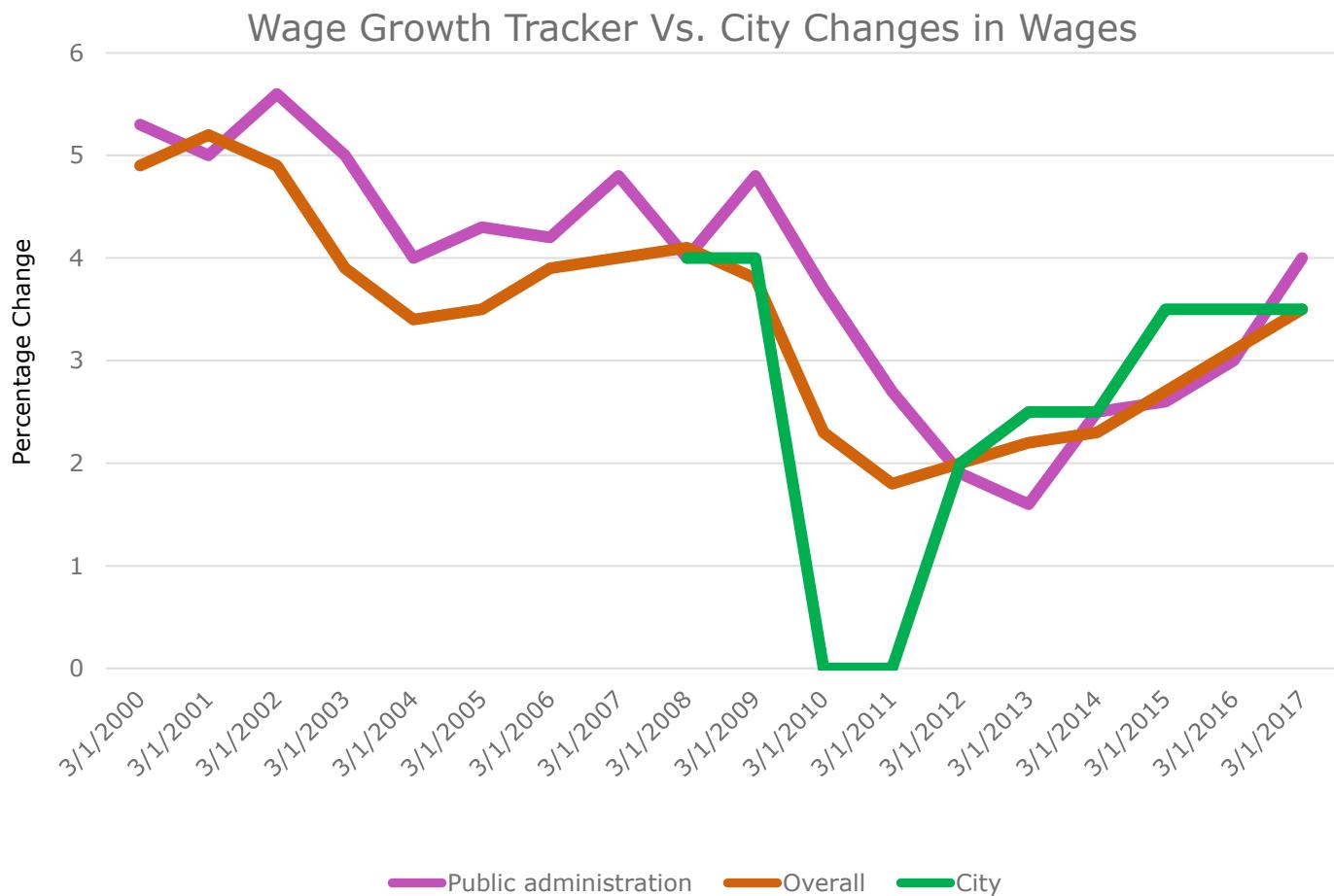
The General Fund Budget is based on no increases in the tax rate and will hold steady at 4.0923 mills. A more detailed analysis of revenues is available in the Budget Highlights section of this document.

PERSONNEL

Like most service organizations, the single largest component of the city's budget is personnel costs. Total personnel costs for the General Fund are projected to be approximately \$35.6 million, an increase of 4.3% from the prior budget year. From a height of 568 employees in 2008 the total full-time employee count has dropped 7 percent to 529 employees in the FY 2018 budget. From the prior year, this represents a net increase of three new positions. Not counting the Electric Utility positions that were created in FY 2016 as part of taking operations in-house,

employment count has dropped 10% from its high. For a description of the personnel changes see the Position Summary located under Management Reports.

Recognizing that our people are our greatest asset, it is important that we continue to be able to recruit and retain quality, talented staff. This budget recommends a pay structure that meets the adopted budget goal of maintaining a program that keeps pay within the top 35 percent and benefits within the top 50% of municipalities approved for benchmarking. A merit-based pay increase of up to 3.5 percent of wages has been factored into the FY 2018 budget. This increase would be performance based and provided at the employee's anniversary date. Annually the city reviews other area local governments to make sure that any pay adjustment is in-line with other jurisdictions. In addition the city follows the Atlanta Federal Reserve wage growth tracker as a benchmark for testing wage increases. Following, is a graph of the history of all wage categories in the USA compared to how public administration positions and then the city's wage growth merit history.



Across the USA, wage pressures are starting to increase and more positions are requiring a review to make sure that pay ranges are in-line with the city policy to retain and attract talent. Three areas are particularly difficult due to the current economy and that includes real estate related trade professions, police officers, and construction related jobs. The Water Utility is currently making adjustments to deal

with vacancies for sewer and water line construction jobs as the major I-4 project has made resources scarce. Locally, the county is looking to fill over 200 police jobs. The City of Orlando and most of Winter Park's municipal neighbors have raised officer pay this fiscal year. Currently our Police force has five vacancies and finding qualified applicants is difficult as the city must compete with regional neighbors. As outlined above, this budget addresses the public safety concern by increasing starting pay for officers and making appropriate adjustments to make sure that all positions are filled with qualified professionals. Plumbing, electrician, painting, and HVAC positions have been difficult to fill for the Facilities division, with some vacancies stretching more than 6 months. Work has been contracted out and projects slowed as a result. Management will be carefully reviewing pay and job structure going into FY 2018 to continue to address these concerns.



Healthcare claim costs are again rising after a couple years of very good claims experience. As a result, employee contributions to healthcare costs will rise by 5% in FY 2018. Overall healthcare cost concerns are a national problem with it not uncommon to see double digit cost increases in a year. The City of Winter Park self-insures itself for its claims costs and is therefore able to take advantage of its

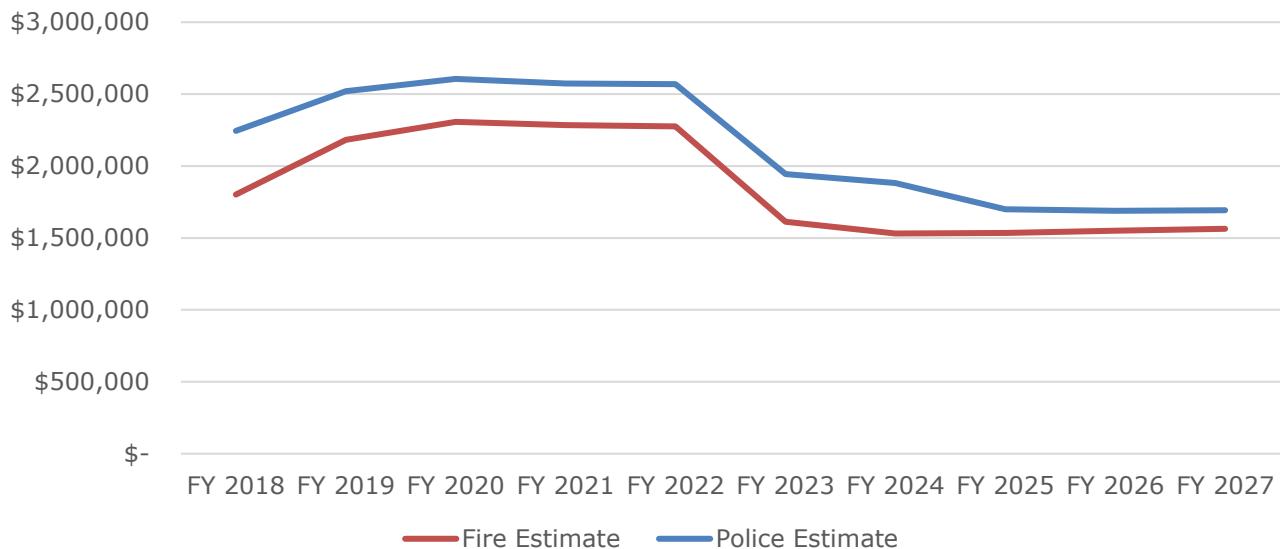
claims experience and wellness programs to lower future cost. Preventative medicine is becoming increasingly important and employers, hospitals, and insurers are now taking a more proactive view towards ways to address health concerns before they become significant. The Fire Department's paramedicine program is a good example of this proactive approach to community healthcare. The city will be working with Aetna in FY 2018 to assist with claims analytics to provide early warnings for problem areas and to suggest means to manage employee health.

In FY 2017, the city opened its new health clinic operated by Interra Health. Clinic visits started at 20 – 30 a month but have tripled to 80 – 110 over the last few months as word of mouth spreads. The Human Resources Division also works to market and make employees aware of the services provided in order to expand use. Onsite clinics can potentially reduce costs while improving outcomes for the workforce by catching serious illnesses early and monitoring and assisting with prescription drug management. As the city is self-insured, the ability to lower future major claims costs by catching and treating chronic illnesses early is extremely important. Traditionally the opening of a clinic will result in an increase in claims in the short term, as health concerns are caught and treated.

Regarding pensions, cost containment remains a high priority for city management and the latest actuarial reports show costs increasing for Fire and Police by \$350k or 9.5% vs. last year while general employee pension costs are expected to rise by

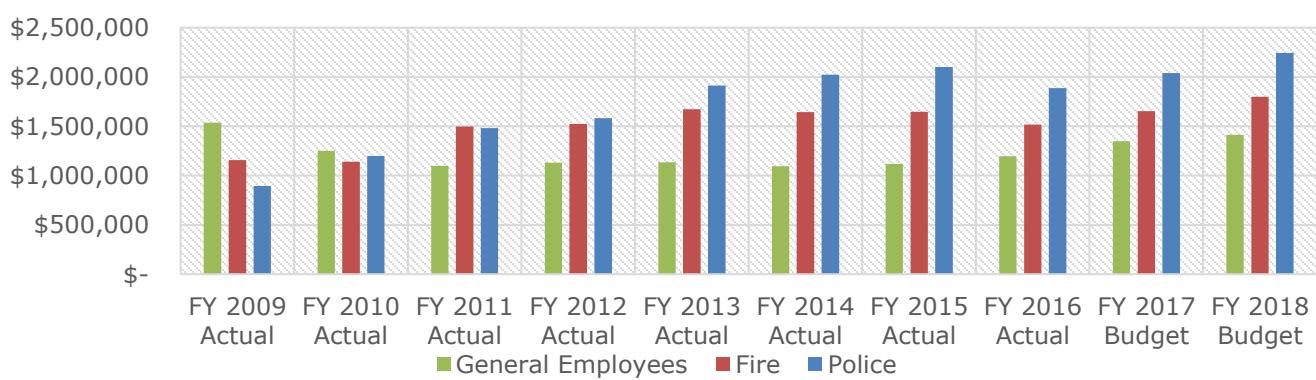
4.8% or \$65k. For FY 2019, public safety pensions are expected to rise by \$650k+. As with all forecasts, they are subject to change and the city is on track to reach 100% funding in both public safety plans. However, the next few years indicate a difficult road ahead before it starts to improve. Market returns will continue to play a substantial role in pension funding obligations.

Current Actuarial Forecasts of Police and Fire Pension Obligations



The graph below shows the contributions paid to pensions for general, fire and police employees.

City Pension Costs FY 2009 - FY 2018



CONTINGENCY, CAPITAL PROJECTS AND CONTRIBUTIONS

The balanced budget has been developed with the budget goals and previous year's Capital Improvement Plan (CIP) in mind. The 2018-2022 CIP projects,

contingency, and projected increases to General Fund Reserves are already included in this balanced budget. An in-depth discussion of the capital projects funded is contained in the CIP portion of this document.

CONCLUSION

This budget strongly considers ***today's residents*** and ***future generations*** by remembering that leading cities must ***Pursue Innovation*** in building the foundation for the needs of the community with significant investments in infrastructure, community assets, programs, and quality of life enhancements. Staff has made every effort to maximize the resources available and provide ***an exceptional quality of life*** to the residents and business owners of Winter Park.

I would like to thank all of the department heads and their staff for the hard work and creative efforts that went into preparing this budget. A special thank you goes to Assistant City Manager Michelle Neuner, Finance Director Wes Hamil, and Budget & Performance Measurement Manager Peter Moore, whose professional expertise, attention to detail and countless hours of work helped me get the budget balanced and the document prepared.

Additionally, thank you, to our City Commission for your leadership and guidance in helping the City of Winter Park to build its reputation of being a place that ***Pursues Innovation*** as a city of the future for all the exceptional years to come.



management reports

City of Winter Park Budget Policies

Operating Budget Policies	FY 2018 Budget Meet Requirement?	
	Yes	No
The City Manager will submit a proposed balanced budget to the City Commission before the first regular Commission Meeting in July. Each fund's revenues plus other sources must equal expenditures/expenses plus other uses.	✓	
The budget will support City Commission goals, objectives and policies in meeting the needs of the community.	✓	
The budget will support a scheduled level of maintenance and replacement of its infrastructure and fleet.	✓	
The City will comply with mandatory Federal, State and local laws and when appropriate will comply with industry and professional requirements or standards	✓	
The operating impacts of the Capital Improvements Program (CIP) projects will be reviewed prior to any project being included in the annual budget.	✓	
The City will avoid budgetary procedures that balance the current budget at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.	✓	
Utility enterprise funds will be self-supporting for operating and capital expenses and receive no General Fund tax support unless a specific exception is approved by the City Commission.	✓	
The budget will provide the full required funding for the Police and Fire defined benefit retirement plans as determined by the actuary. In any year in which the minimum required contribution is less than the annual pension costs of the plan, the budget will fund the higher amount and the differential will be set aside and designated for future unfunded liabilities or to smooth future increases in required contributions.	✓	
Budget an annual general contingency amount for unanticipated expenses or revenue shortfalls equal to no less than $\frac{1}{2}$ of 1% of budgeted expenditures. Any unspent contingency at the end of the year would be closed into reserves.	✓	
The City will maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust and ensure compliance with the adopted budget.	✓	
Budget adjustments: The City Manager's level of budgetary control will be at the fund expenditure level. This means the City Manager can authorize budget adjustments between expenditure line items within an individual fund. Any budget adjustment crossing funds, increasing the total budget at the fund level or affecting a capital project requires City Commission approval.	✓	

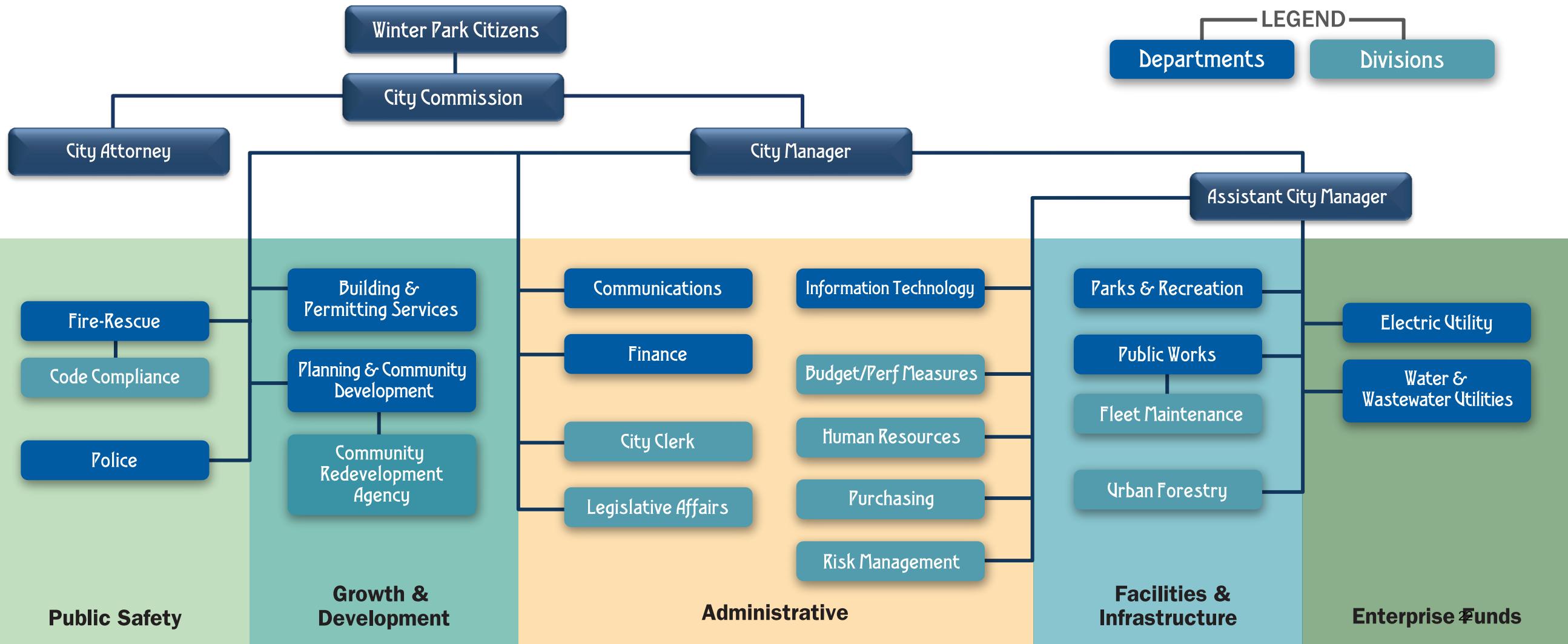


ORGANIZATIONAL

adopted NOVEMBER 2011

updated June 2017

chart



CITY OF WINTER PARK
Position Summary By Department
Actual & Budgets 2013/2014 through 2017/2018
(FT denotes full-time employees; PT denotes part-time employees)

	13/14		14/15		15/16		16/17		17/18		Change 15/16 to 16/17	
	FT	PT	FT	PT								
GENERAL FUND												
City Commission	-	5	-	5	-	5	-	5	-	5	-	-
City Manager	3	-	3	-	3.5	-	3.5	-	3.5	-	-	-
Budget	1	-	1	-	1	-	1	-	1	-	-	-
City Clerk	2	-	2	-	1	-	1	-	1	-	-	-
Communications	3.5	-	4	-	4	-	4	-	4	-	-	-
Human Resources	3	-	3	-	3	-	4	-	4	-	-	-
Purchasing	3	-	3	-	3	-	2.5	-	2.5	-	-	-
Information Technology Services	7.5	-	8	-	9	-	9	-	9	-	-	-
Finance	9	-	9	-	9	-	9	-	9	-	-	-
Forestry	5	-	3	-	5	-	5	-	6	-	1.0	-
Planning	5	-	5	-	5	-	5	-	5	-	-	-
Building	10	-	11	-	11	-	12.5	2.0	12.5	2	-	-
Public Works	35	-	34	-	35	1	36	1	36	1	-	-
Police	114	12	114	12	113	11	113	11	114	11	1.0	-
Fire	81	3	82	1	82	1	82	1	82	1	-	-
Parks/Recreation	62	22	62	23	61	28	65	26	65	26	-	-
Total General Fund	344	42	344	41	345.5	46	352.5	46	354.5	46	2.0	-
SPECIAL REVENUE FUNDS												
Stormwater Utility	22	-	22	-	22	-	22	-	22	-	-	-
Community Redevelopment	2	1	4	-	4	-	4	-	4	-	-	-
Total Special Revenue Funds	24	1	26	-	26	-	26	-	26	-	-	-
ENTERPRISE FUNDS												
Water/Sewer Service	119	3	116	3	114	3	114	3	116	3	2.0	-
Electric Service	3	-	3	-	20	-	20	-	20	-	-	-
Total Enterprise Funds	122	3	119	3	134	3	134	3	136	3	2.0	-
INTERNAL SERVICE FUNDS												
Fleet Maintenance	10	-	10	-	10	-	11	-	11	-	-	-
General Insurance	1	-	1	-	1.5	-	1.5	-	1.5	-	-	-
Total Internal Service Funds	11	-	11	-	11.5	-	12.5	-	12.5	-	-	-
TOTAL ALL FUNDS	501	46	500	44	517	49	525	49	529	49	4.0	-

Changes in position counts - 15/16 to 16/17:

- Building In mid FY 17, to handle the record volume of projects, a Permit & Eng. Review Specialist, a Staff Assistant, and a part-time code inspector, were added to the division.
- Fleet In mid FY 17 an Automotive Technician was added to deal with increased workload from bringing Electric operations in-house.
- Forestry In mid FY 17 a Field Coordinator position was created to assist with contract and project management.
- Parks & Recreation In mid FY 17, two Parks Service Workers positions were created out of one reclassified mid-level position. In addition, demand at the newly remodeled golf course necessitated upgrading a part time Sales Associate position to full time.
- Police A Property & Evidence Tech position was added to the budget to handle the workload of crime scene analysis and to assist with body camera monitoring.



budget highlights

2017 – 2018 Budget Highlights

The Budget Highlights section of this document serves as a summary of the financial situation of the City of Winter Park for the 2017- 2018 fiscal year. Throughout this section, references will be made to other portions of the budget document for deeper analysis and discussion.

This budget was prepared and balanced through the efforts of the City Staff and City Commission working together toward the common goal of providing quality city services to the public at the most efficient cost possible.

Summary

The FY 2017-2018 citywide budget is \$165 million as compared to \$158.5 million in the prior year, an increase of about \$6.6 million or 4.2%¹.

Of the total budget, \$53.9 million is for the General Fund, \$33.7 million is for the Water & Sewer Fund and \$48.8 million is for the Electric Services Fund. This budget provides for personnel and operational costs associated with current services provided by the various city departments and divisions. A contingency budget of \$262,000 for the General Fund has been set aside to be used at the discretion of the City Commission to fund unexpected expenditures that may occur during the year.

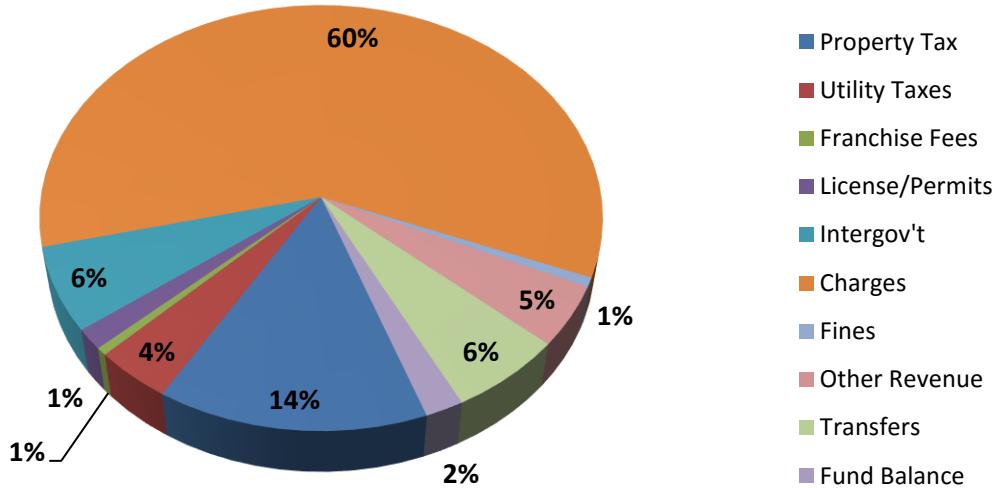
In addition to the contingency budget there is a placeholder budget of \$284k for future operational costs of a commuter rail stop. This placeholder budget will not be expended and will increase each year until it reaches \$350,000 in 2021. That is the projected year the city will become responsible for up to \$350,000 in annual operating costs for a commuter rail stop. In the meantime, this placeholder amount plus the contingency (\$546k in total) will improve General Fund reserves and acclimate the budget for this upcoming annual operating expense.

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

¹ The voted debt service for the new library accounts for \$1.8 million of the net increase or almost a third of the overall growth in the combined funds' budgets.

Revenues

All Funds Sources FY 2018



The revenue outlook for FY 2018 is still better than historical average but is starting to show weakness in growth and may pose concerns for future fiscal years. Real estate activity in Winter Park has been consistently strong for the last 4 years and the benefit of that is still being felt in the tax rolls. Taxable property values have now logged a fourth year of growth increasing 7.78% from the prior year to total \$5.28 billion in valuation. Property taxes now account for almost 40% of the budget and their strong growth is the only reason for overall revenue strength this year. As there are discussions about adding additional homestead exemptions to come into effect in FY 2020, this will greatly impact this important revenue source. Building and permit revenue have seen a record in FY 2017, with key major projects driving returns well above budgeted expectations. However, this tremendous revenue growth is based on single projects and not an increasing trend in standard permitting activity. Activity still remains high and is expected to show strength again in FY 2018, but as interest rates rise and markets become saturated, the tail of the real estate boom may be occurring. Sales taxes which have long been the second strongest general revenue source are now slowing substantially in FY 2017. With previous years' logging 5 - 6% growth, FY 2017 is set to come in around 1.5%. Long term annual growth rates for sales taxes is approximately 2-3%. As the city's primary source of investments are fixed income securities, the Federal Reserve's commencement of interest rate hikes will put downward pressure on market values. While future securities that are purchased will have higher coupon rates the mark-to-market reporting required may show declines in growth in the short term. Current estimates reflect that returns should come in slightly lower than in the last couple years. Charges for services in the General Fund are showing some gains mostly due to expanded revenue expectations related to the new

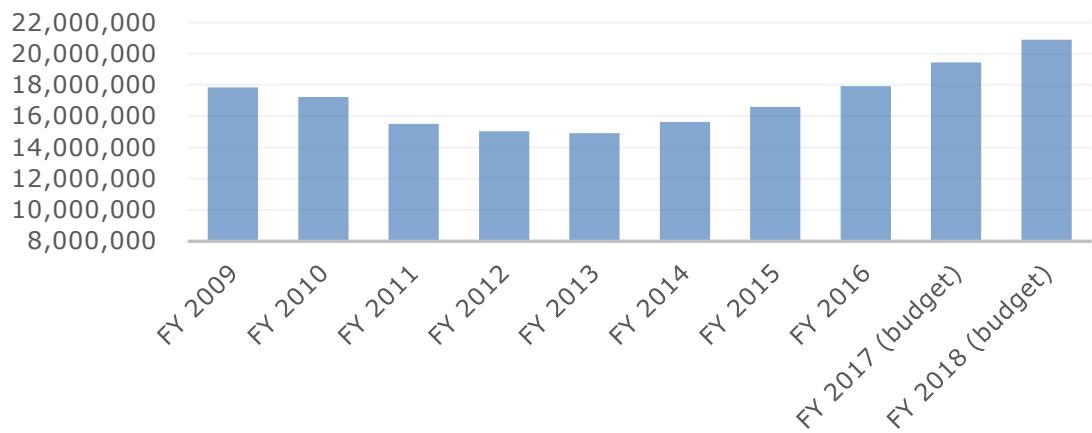
golf course renovation and a change in how the city's solid waste contract is accounted. The vast majority of charges city-wide are related to the Electric and Water utilities which are estimated to have mixed performance in FY 2018. Both are being effected by changes in weather with the Water Utility benefiting from dry weather in FY 2017, while the Electric Utility has been hurt by more mild temperatures. While weather is impossible to predict and budget, revenues for FY 2018 reflect a more conservative approach towards expectations. The loss of the revenue from the closure of the Civic Center for the construction of the Library will have a minor effect in FY 2018 with other facility rentals showing moderate to strong growth. Transfers, which primarily are made up of funding from the Electric and Water & Wastewater utilities, are essentially unchanged at 1.2% growth. Flat, or declining, consumption growth and conservation are counteracting any growth benefit from the real estate recovery. Utility taxes would have been a drag on revenue this coming year but, due to a one-time settlement issue over communications services taxes that is expected to keep them from dropping next year and a proposed increase to electric rates that raises revenue of the utility tax, overall utility taxes are expected to grow 4.9%. Total revenues for FY 2018 city-wide are expected to be approximately \$165 million. Below is a breakdown of revenue by fund source.

General Fund:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Property Tax	14,922,817	15,628,124	16,593,276	17,929,160	19,441,569	20,932,465
Utility Taxes	6,686,075	6,671,552	6,560,897	6,582,206	6,404,269	6,718,336
Franchise Fees	1,082,856	1,146,843	1,216,596	1,267,143	1,079,913	950,813
Licenses and Permits	2,576,051	2,851,123	2,392,821	3,121,261	2,457,412	2,526,484
Intergovernmental Revenues:						
Sales Tax	3,821,379	4,029,181	4,281,355	4,470,609	4,600,413	4,573,297
Local Option Gas Tax	919,444	928,112	953,010	1,009,683	1,042,816	1,040,000
Other Intergovernmental	3,771,400	1,663,663	1,796,367	1,801,488	1,776,688	1,706,031
Charges for Services	5,303,759	5,554,210	5,655,128	5,732,320	7,504,420	8,079,699
Fines and Forfeitures	1,241,568	1,097,291	973,799	1,242,855	1,111,205	1,150,169
Other Revenue	27,058	741,659	1,461,812	707,270	688,850	668,572
Transfers from Other Funds	5,364,994	5,104,366	4,908,252	4,998,227	5,248,467	5,310,336
Fund Balance	-	-	-	-	133,284	266,000
Total	45,717,402	45,416,124	46,793,313	48,862,222	51,489,306	53,922,202

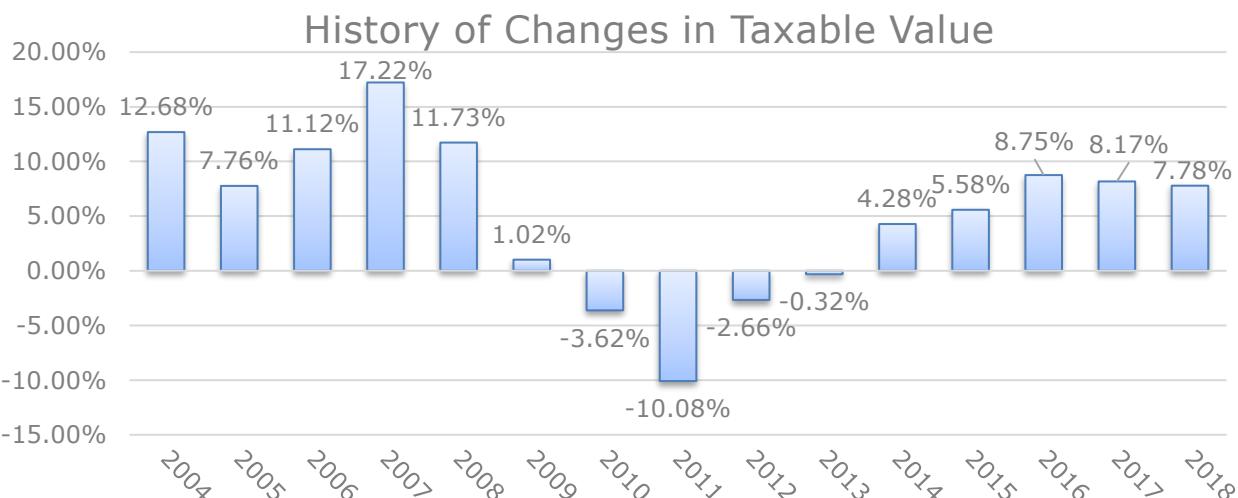
Community Redevelopment Agency Special Revenue Fund:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Intergovernmental Revenues	1,041,912	1,113,115	1,243,644	1,550,967	1,975,328	2,196,932
Charges for Services	205,357	219,080	210,177	157,335	225,000	200,000
Other Revenue	(62,391)	51,366	113,100	71,166	70,000	65,000
Transfers from Other Funds	961,467	1,071,174	1,147,624	1,435,305	1,822,815	2,125,167
Proceeds from Debt Issuance	5,870,000	-	-	-	-	-
Total	8,016,345	2,454,735	2,714,544	3,214,774	4,093,143	4,587,099
Stormwater Utility Fee:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Stormwater Utility Special Revenue Fund	2,237,524	2,362,112	2,353,254	2,407,204	2,464,383	2,568,533
Stormwater Capital Projects Fund	727,103	693,730	729,714	668,523	618,523	575,000
Debt Service Fund:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Property Tax and Special Assessments	1,367,232	1,343,983	1,369,081	1,364,315	974,189	2,769,272
Water and Sewer Fund:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Charges for Services	27,037,647	27,635,064	28,138,902	29,085,039	29,291,713	30,258,542
Water and Sewer Impact Fees	1,327,477	2,835,720	368,583	916,854	385,000	800,000
Other Revenue	(457,615)	1,100,086	766,612	303,230	486,016	382,485
Fund Balance	-	-	-	-	2,721,146	2,280,000
Total	27,907,509	31,570,870	29,274,097	30,305,123	32,883,875	33,721,027
Electric Services Fund:	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget
Electric Revenues	49,007,283	49,459,325	47,931,186	47,786,641	47,841,054	48,653,136
Intergovernmental	-	-	-	-	-	-
Transfer from other Funds	-	-	-		151,088	146,561
Other Revenue	160,765	769,096	329,933	77,068	6,293	2,000
Fund Balance	-	-	-		450,000	
Total	49,168,048	50,228,421	48,261,119	47,863,709	48,448,435	48,801,697

PROPERTY TAXES

Property Tax: FY 2009- 2018



Ad valorem taxes, or property taxes as they are commonly called, represent the single largest revenue source for the city's General Fund at \$20.9 million or 39.0% of the total revenues anticipated. The amount of revenue generated is determined by the taxable values established by the Orange County Property Appraiser multiplied by the operating millage rate set by the City Commission. Recent robust real estate activity has placed the taxable value of property in Winter Park at a 7.8% increase (\$5.3 billion) above its last year high of \$4.9 billion in FY 17. As can be seen from the chart below, despite recent strength in the growth in the tax base the recent changes are of a lesser magnitude than the pre-recession growth seen in 2004 – 2008. This is due to various measures adopted at the State level that cap the growth in taxable value for both residential and commercial property.



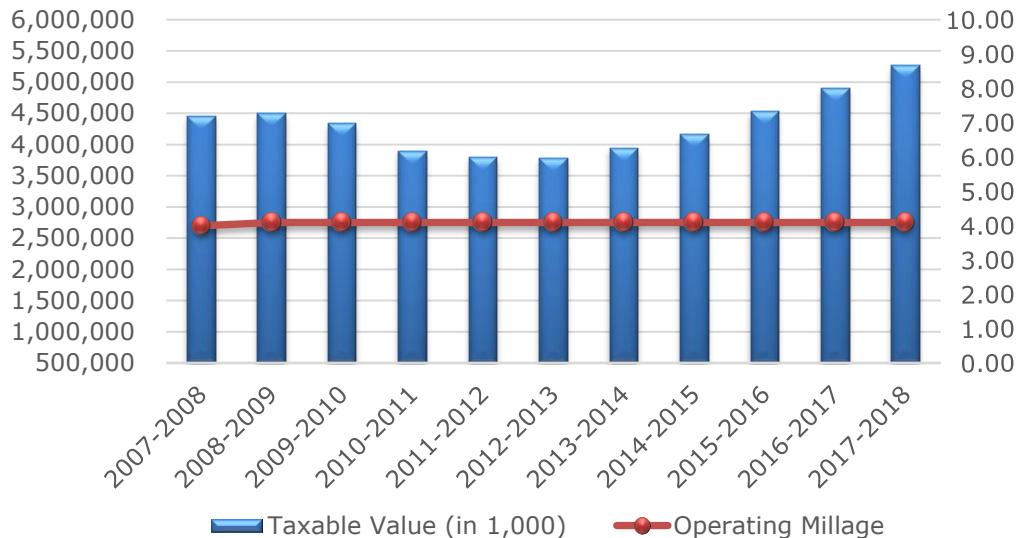
It is unlikely that Winter Park will ever see growth of that size again because the legislation passed caps on annual growth in taxable value at the lesser of 3%, or CPI, on residential homesteads and 10% on everything else. In the adopted 2016 tax rolls which line up with revenues for FY 2017, residential properties made up 78.5% of Winter Park's total taxable valuation. With about 60% of all Winter Park homes being homesteaded and therefore capped at an annual appreciation of 3%, it would be very unlikely to ever get future growth well above its current level. If 60% of the residential value grew at a max of 3% while everything else grew at 10%, the total growth would only be around 6.7%. As growth in FY 2018 will be 7.8%, it shows the impact of new construction that is not constrained by caps. The table below highlights the 2016 tax rolls by development type. The percentage allocations have not changed from the prior year, underscoring that despite significant building activity in the commercial sector, moving the needle to increase the percentage of the tax base that comes from commercial, is very difficult.

Winter Park Taxable Value 2016 Rolls		
Residential	3,849,209,424	78.5%
Commercial	943,713,999	19.2%
Other	111,776,717	2.3%
Total	4,904,700,140	100.0%

Currently there is new legislation to add an additional \$25,000 in assessed value homestead exemptions. The legislation would exclude school districts from being effected and is planned for a vote on the ballot in late 2018 to take effect in FY 2020. This would have an adverse effect on Winter Park's revenues in the near future. With about 62% of the residential tax base being homestead eligible, the additional exemption, if it was enacted for FY 2018, would reduce revenue by about \$711k. These types of targeted voter based tax cuts shift the existing tax burden to non-homesteaded residential property and the business community. This increases the likelihood that many local governments will respond by raising their millage rates, further aggravating the disparity.

Below is a graph which shows Winter Park's taxable values and operating millage rates for the last ten years and the anticipated rate for FY 2018. As can be seen, Winter Park has long taken pride in keeping its taxing rate steady.

Taxable Value and Operating Millage



The budget was prepared with an operating millage rate of 4.0923 which has been the same rate used for the previous nine years making Winter Park the only city amongst its neighbors that has not increased its tax rate since the recession began. This rate represents \$4.09 in property tax for each \$1,000 of taxable value. Taxable property values increased approximately 7.8% this year adding an estimated \$1.56 million in revenue. This is strong growth and in-line with expectations given the past few years of strength in the real estate market. It does represent a slight decline over the 8%+ figures seen the last two years and may mark the beginning of the slowdown in property tax revenue growth.

The downtown core, predominately covered by the Community Redevelopment Area (CRA), also saw significant growth with revenue increasing by 14% adding an additional \$538k to their annual budget. This is the first year that the CRA will rebate a greater portion of their County share of TIF back to Orange County as the dollar value of the total TIF transfer now exceeds \$2 million. The CRA receives 95% of all County TIF up to \$2 million, and keeps 70% of any TIF above \$2 million but less than \$3 million.

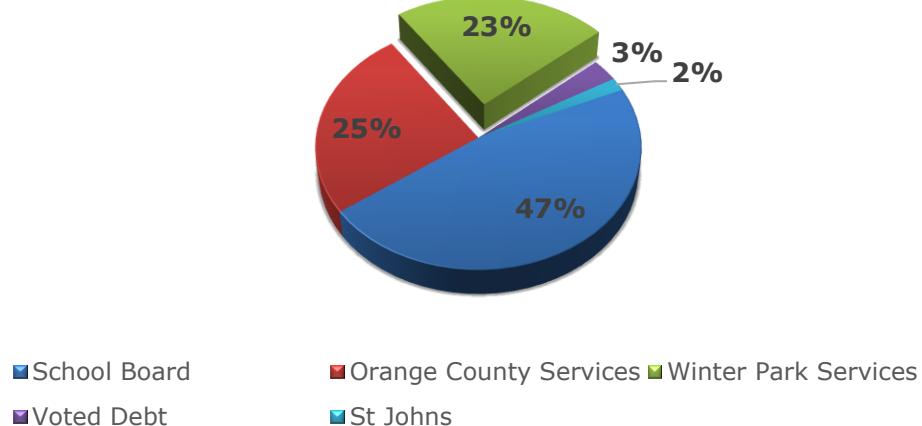
Property taxes levied each year in November are calculated based upon the value of a property as of the previous January 1st. As property tax revenue typically lags 18 months to 2 years from when a new development takes place, the CRA and the City as a whole are feeling the benefit of past development activity. Additionally, a number of recent commercial developments, such as the new Lakeside Crossings, continued work at Ravaudage, the Kmart plaza redevelopment, and some of the projects being discussed for the downtown core

will continue to keep new construction value added to the tax rolls over the next year. Residential activity has continued to remain strong with about 100 homes under permitting at any given time over the last year. The average new residential construction, typically after a demolition of a previously smaller home, is still averaging a permit value of around \$400k - \$500k.

At its July 24, 2017 meeting, the City Commission will be asked to adopt the tentative millage rate. The tentative rate is the rate that is used by the Orange County Property Appraiser in sending out the TRIM notices in August. The tentative millage adopted will effectively set the cap on what the final millage can be. If the Commission wants additional flexibility as it goes through the budget process it could set a higher tentative millage and adjust it back downward upon final adoption if so desired. Each $\frac{1}{4}$ mill adjustment would change revenue projection in the general fund by about \$1.3 million.

The adopted rate will be what is eventually levied against property holders in Winter Park for their share of property tax. Winter Park is fortunate to have one of the lowest property taxes in the region. Of the total amount of money that a property owner pays in taxes each year, only about 23% comes to support city services while about half of taxes paid go to the schools and 25% to Orange County. Below is a graph outlining how property taxes are levied and utilized. The new Library project, approved in a city-wide referendum, will increase voted debt service by about .35 mils.

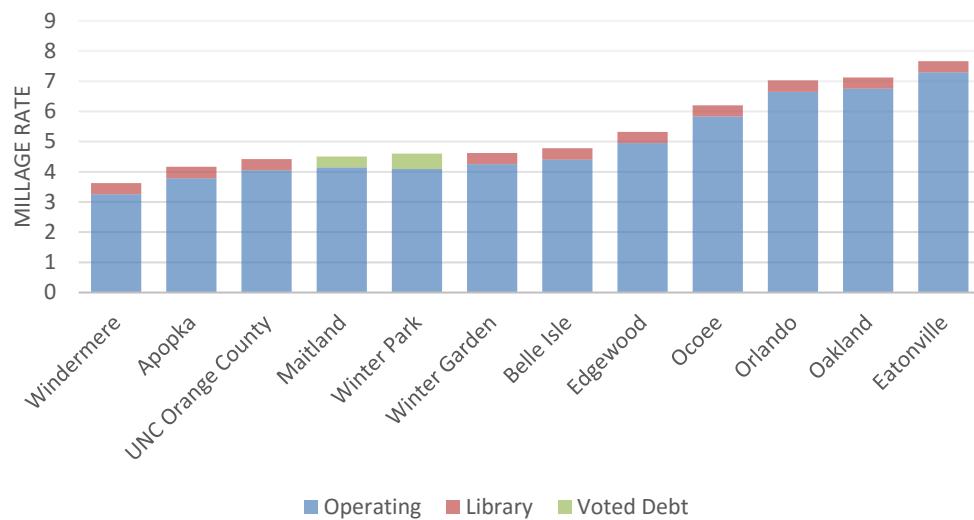
Est. Millage Rate Allocation by Jurisdiction 2017



The graph below shows how Winter Park's millage rate compares to other jurisdictions within Orange County assuming no change in current rates for all other jurisdictions in the FY 18 year. Maitland and Winter Park both support their own libraries out of operating millage so the millage cost of participating in Orange County's library system has been added to the other jurisdictions for

comparison. Winter Park ranks as the second lowest operating millage after Windermere, however the addition of voted debt service for the new library building will put Winter Park as 5th lowest overall.

MILLAGE COMPARISONS ORANGE COUNTY 2016 (OPERATING, LIBRARY, DEBT SERVICE)

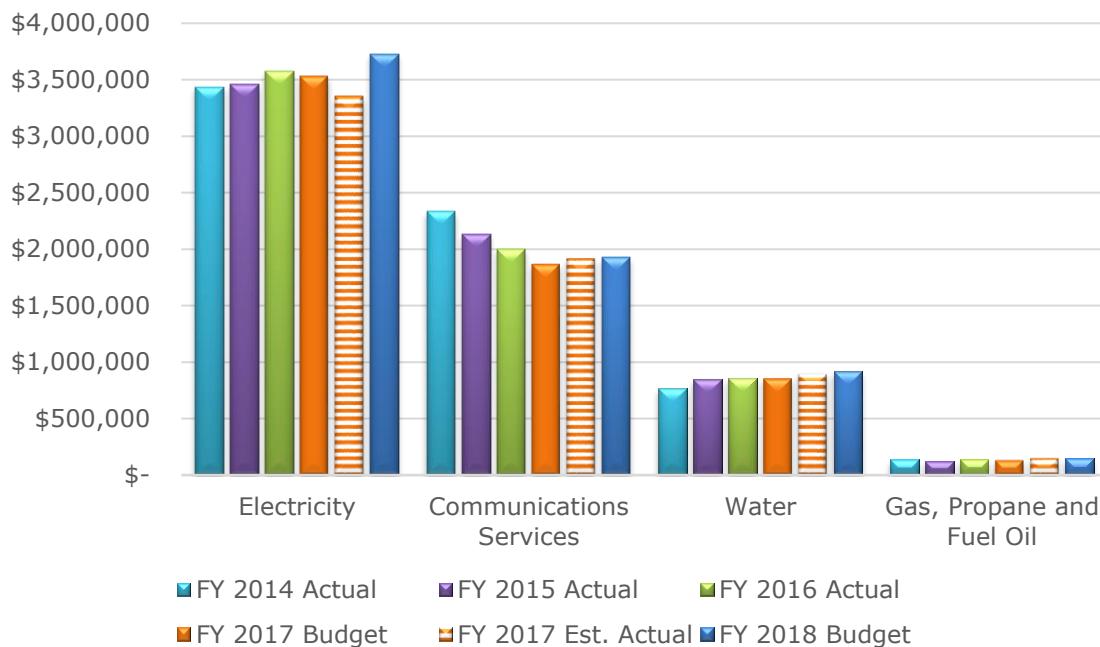


UTILITY TAXES

This revenue category includes utility taxes on electricity, water, gas, fuel oil, communications, and propane gas and is the third largest contributor to General Fund revenues at 12.48% of the estimated total. Projections of these revenues were based on historical revenues as state estimates will not be available until early July. Total utility tax revenue is expected to increase from \$6.4 million in FY 17 to \$6.7 million in FY 18. Increases are due to expected growth in Electric Utility Tax revenues due to a recommended increase in user rates. This approximate 5% increase in the average customer's bill will reverse what has been a declining revenue source over the last few years. If no rate increase is approved as part of the budget, general fund revenues would drop by about a quarter million dollars. Water Utility Taxes are also growing well at a 6% increase over the prior year due to continued dry weather. Communications services taxes are expected to be relatively flat as a lawsuit settlement with AT&T will end and funding from that carrier will resume in full, offsetting what has been an overall 17% decline over 5 years for this revenue source. The communication services tax is tied in-part to the reduction of land lines and bundling of non-taxable with taxable services by providers. The future growth expectation for utility taxes (absent future rate increases) is that this revenue source will continue to

experience flat to negative growth as energy conservation limits utility tax revenue increases and continued anticipated declines in the communications services tax. The chart below demonstrates the portion of utility taxes provided by each source and shows how communications services continues to weaken.

Utility Taxes FY 2014 - 2018 Comparison



Electric Utility Tax

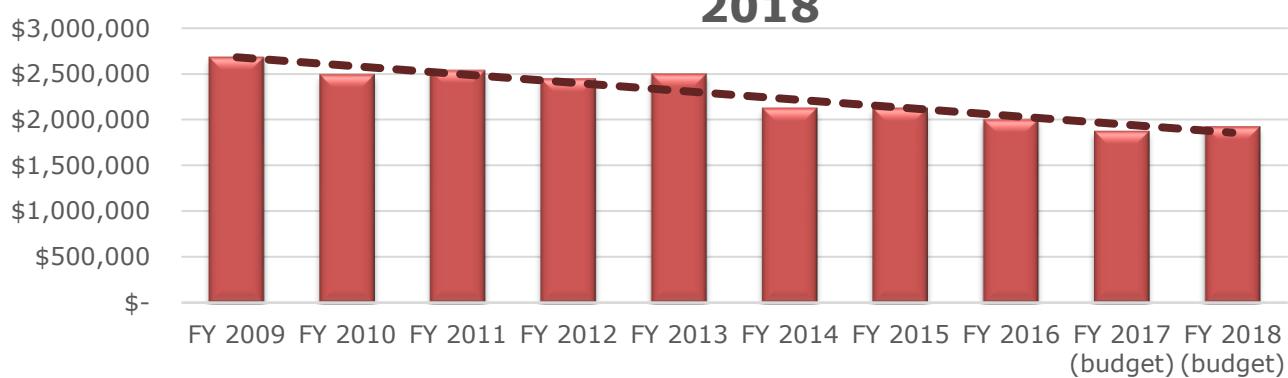
The electric utility tax is the largest utility tax. Projections were based on historical usage by customer class and rates that will be in place October 1, 2017 for customers inside the city's electric service territory. Revenues from customers served by Duke Energy and Orlando Utilities Commission were estimated based on historical collections. Electric Utility tax revenue has been modestly growing each year over the last few years but growth for this significant source has been historically viewed as an overall drag on General Fund revenues as increases are typically around 1% a year. This revenue source is planned to grow at 5.6% this year due primarily to a recommended increase to electric rates. This increase will have a direct impact on revenue received by the General Fund and is the reason for the expected bump in funding. Though the economy has picked up in recent years, conservation technology put into new buildings is substantially more efficient and constrains growth. The newly remodeled Publix Grocery locations, even though they are larger, are using 1/3 less electricity than in prior years. The City Hall remodel

and replacement of the AC unit has brought similar results. Even though the economy is improving this revenue source will have many headwinds, including these increasingly efficient systems being implemented by customers, potential moderating trends in weather, and the inability to grow the customer base. In the long-term electric utility tax revenue is expected to remain fairly flat.

Communications Services Tax

The State Communications Services Tax became effective October 1, 2001. The tax represents a combination of the former 7% telecommunications tax, the 5% Cable Television franchise fee and the 1% franchise fees on telephone services. The city's communication services tax rate is 5.72%. Based on fiscal year 2017 receipts to-date, estimated revenue for fiscal year 2018 is anticipated to stay relatively flat at a 2.6% increase over last year's budget or \$1,923,000 in total. Normally this would be forecasted to decline however the last 18 months have seen a reduced transfer of funding from the State as AT&T resolved a settlement and temporarily contributed less to the tax fund. That period will have elapsed for FY 18 and regular payments will continue. The long-term outlook for this revenue source is increasingly negative and future years will probably see declines in the 5 – 6% range annually. The slope of the trend line in this revenue source indicates that \$92k is being lost each year.

Communications Services Taxes : FY 2009 - 2018



FRANCHISE FEES

Estimated revenues from electric, gas, the Scenic Boat Tour and solid waste collection are projected to decrease by \$129k (-12%) from budgeted FY 2017. Primarily this is a result of the change in the city's solid waste contract with Waste Pro. The new contract was signed and came into effect in early FY 2017 and the structure of the deal shifts funds away from franchise fees and to charges for services. So while there is a strong drop in this revenue source a

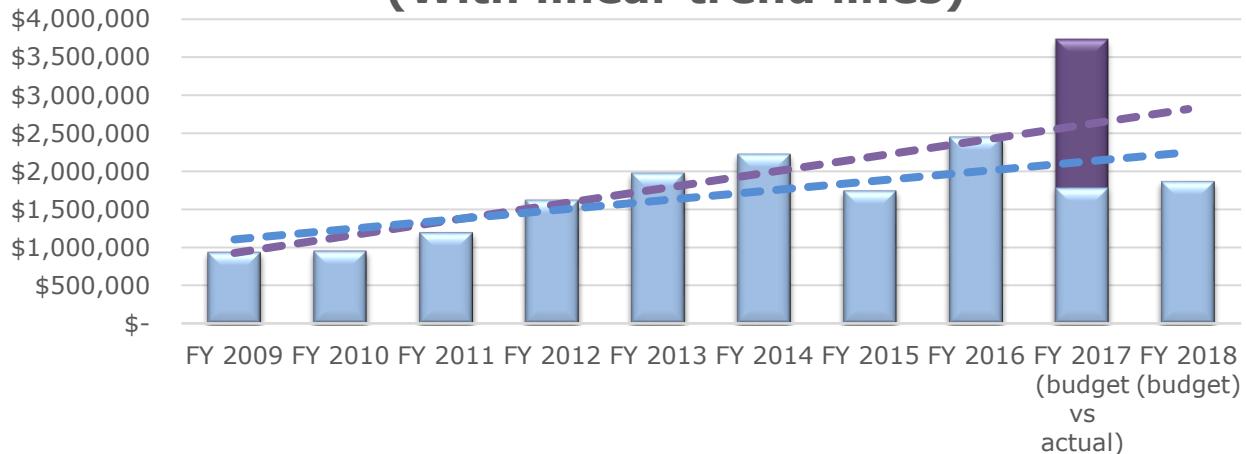
corresponding increase will be noted in Charges for Services. Other franchise fees vary in their performance. Electric franchise fees paid from electric energy providers doing business in the city limits are expected to decline (-9.4%) as all utilities are experiencing the same headwinds of decreased sales due to conservation and weather. The Scenic Boat Tour is expected to grow revenue substantially at 22%, perhaps indicating the robust economy. The tennis court operator has seen declining sales and revenue is expected to decline 9.3%. Electric franchise fees from areas served by the city's electric utility are reported as revenue in the Electric Services Fund and then transferred to the General Fund. Electric franchise fees from the city's electric utility were projected based on historical usage by customer class for rates that will be in place October 1, 2016. Revenues from customers served by Duke Energy and Orlando Utilities Commission were estimated based on historical collections. Solid waste collection franchise fees were estimated based on historical billings and current rates. Future growth rates for this revenue source should be fairly flat with annual increases in the 2% range.

LICENSES AND PERMITS

More than any funding source, building permits have been the greatest strength in the current fiscal year. After a dip in FY 2015 and a strong comeback in FY 2016, it was expected that FY 2017 would moderate and be relatively flat with the caveat that certain major projects could have significant upward effect on revenues. These projects did indeed lift revenues and included the apartment complex at Ravaudage, the Hospital expansion, and the Health Foundation project. The graph below shows the historical building permit revenue and the purple bar shows the current prediction for fiscal year end in FY 2017. Due to this variance and the reason that a few key projects are driving the significant revenue gains, estimates for FY 2018 are hard to predict. Though there are known redevelopment sites, the timing of their permitting is difficult to pin down to any specific year. Additionally there are signs that real estate activity is slowing nationwide as multifamily project lending declines and single family home absorption fluctuates significantly with each month's national report. Permitting in Winter Park for residential single family has remained consistent at about 100 homes under construction at any given time, while commercial permitting activity varies from quarter to quarter depending upon the scope of new projects. For budget purposes it is assumed that building permit revenue will cool to levels that take an average of performance in FY 2014 - FY 2016. This is still elevated over historical levels but builds some conservatism into financial planning for next year. Looking at trend lines using budget vs. actual show very different trajectories for future growth however it seems unrealistic to assume these permit revenues will continue in either linear fashion given the age of the real estate boom. Revenues are expected to be half of what the estimated year-end actual for FY 2017 is anticipated to be. Future revenue growth should also decline further as the real estate market becomes more saturated and cools. Rising interest

rates will also eventually take their toll on single family home sales and potentially reduce interest in new building activity.

Building Permits: FY 2009- 2018 (With linear trend lines)



FINES & FORFEITURE

Fines and forfeiture revenues are primarily related to red light traffic cameras. Looking at current returns for FY 2017 shows that revenue goals will fall slightly short this year, with growth in FY 2018 expected to rise by 3.5% vs. the prior budget estimate.

Year	Actual 2014	Actual 2015	Actual 2016	Budget 2017	Est. Actual 2017	Budget 2018
Fines & Forfeitures	1,097,291	973,799	1,242,855	1,111,205	1,073,045	1,150,169

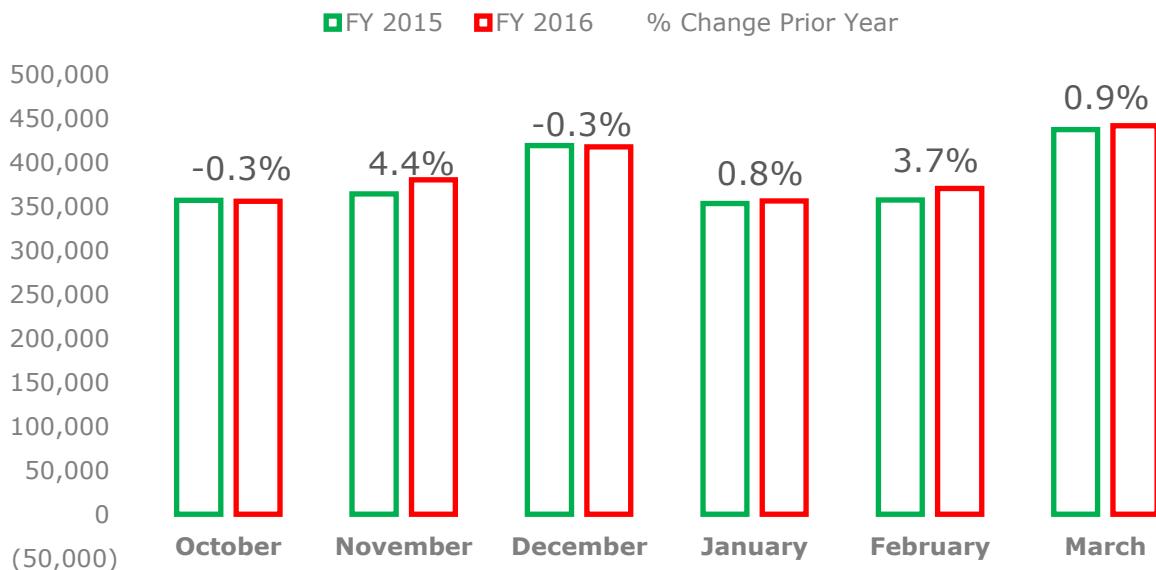
INTERGOVERNMENTAL REVENUES

Estimated revenues from the Federal, State, and other local governments amount to \$7.32 million, a decrease of -1.4%, or \$100k. The three largest categories of intergovernmental revenues include the half cent sales tax (\$4.6 million), municipal revenue sharing (\$1.3 million), and local option gas tax (\$1 million). The revenue estimates in this area are based upon historical collections but may be revised when state estimates become available.

Half-Cent Sales Tax

Sales tax distributions are classified as Intergovernmental Revenues and are divided primarily based on population and overall consumer spending. In recent years, with the economic recovery, sales tax has been a strong source of revenue growth. Now signs are showing that this may no longer be the case. That last few years have seen annual growth of 5 – 6%, however last year declined to 4.4% growth and FY 2017 is shaping up to finish only 1.5% above the previous year. Despite seeing some of the strongest growth in Florida, the Central Florida area may now be entering an era of sales tax revenue decline. In light of this seeming decline, revenue growth is expected to decline modestly by -0.6% from the fiscal year 2017 original budgeted level. For the first 6 months of FY 2017 sales tax revenues have shown continued weakness vs. prior years with month-to-month comparisons flat or 4% higher than the previous year's month.

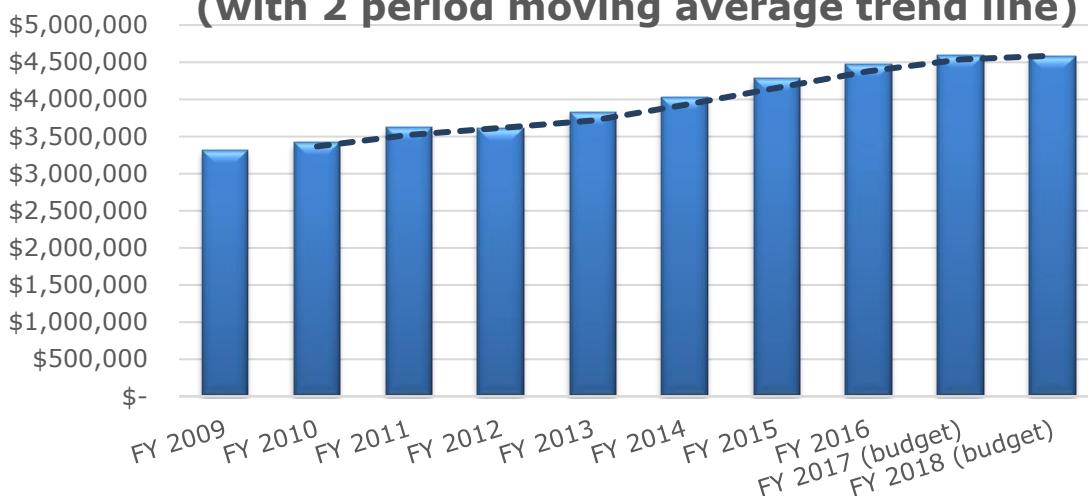
Half Cent Sales Tax Revenue Comparison Oct - March Comparison FY 16 to FY 17



This will create significant headwinds for future budget years, which is bad news considering that this is one of the largest single revenue sources for the General Fund. Given the weakness in this source, revenue growth could easily be negative to upwards of 1.5% in the next couple years which falls short of the long term annual growth rate of 2%. The following table shows the ten year trend history of this revenue for Winter Park and the moderating moving average trend line that could be indicating a peak in growth.

Half Cent Sales Tax Revenue: FY 2009 - 2018

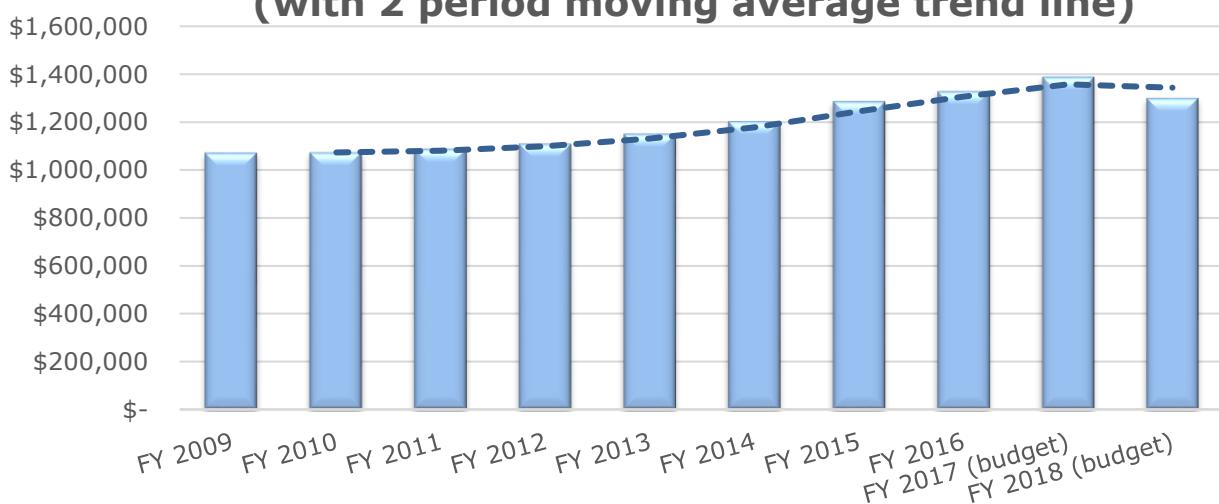
(with 2 period moving average trend line)



State Revenue Sharing

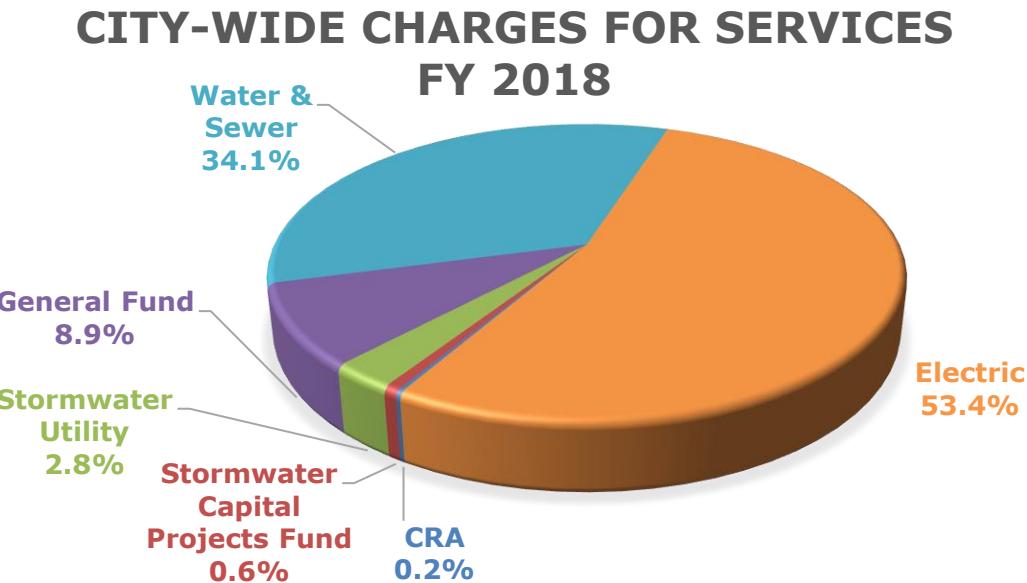
State Revenue Sharing is comprised primarily of two revenue sources, the 8th Cent Motor Fuel Tax and Sales Tax and to a much lesser extent, the State alternative fuel user decal fee collections. Based on current estimates, total budgeted revenue sharing is projected to decrease by \$87,000 (-6.3%) from the fiscal year 2017 original budgeted level due to weaker expectations of sales tax revenue sharing. In the short-term this revenue source is considered to track closely with the half cent sales tax. If that remains flat or negative, then this will too, with growth likely to be negative in the next couple years.

Municipal Revenue Sharing: FY 2009- 2018 (with 2 period moving average trend line)



CHARGES FOR SERVICES

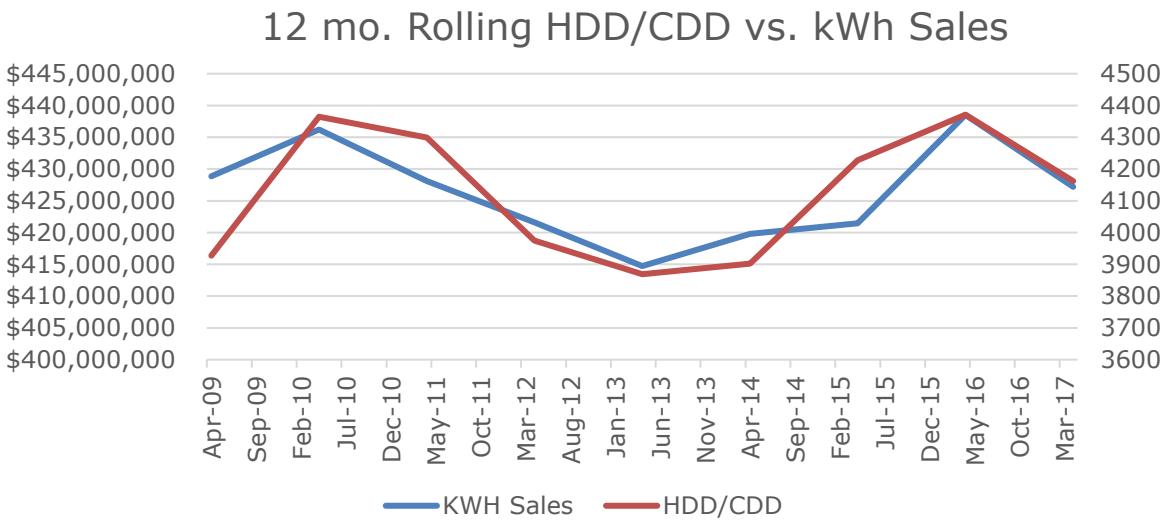
Charges for services represent revenues generated from provided city services such as utility bill payments, stormwater fees, garbage, recreational programs, etc. Estimated charges for services citywide are expected to reach approximately \$91 million in FY 2018 (excluding internal funds), with Electric and Water & Sewer service making up 87% of total billing.



*excludes internal service funds

Electric Utility Charges for Services

Electric revenues were estimated based on historical kilowatt hours sold by customer class and a relatively bleak outlook for sales in FY 2018. The last couple years have seen very modest growth in consumption driven in large part by the number of heating and cooling days having grown above the average. When weather is either cooler or hotter more often, this tends to have a positive effect on energy consumption as customers will operate their home AC units to compensate. Weather has an enormous impact on electricity consumption but its unpredictability creates a budgeting challenge. For FY 2017 it was assumed that weather would remain consistent with the prior year however the current fiscal year has seen continued moderation in weather and the result on kWh sales is clearly visible. As the heating and cooling days decline energy sales have likewise declined. As a result of this change in weather, revenues for the current fiscal year are expected to come in about 2.5% under budget for a total of about 423 million kWh.



For projecting kWh sales for FY 2018, some assumptions need to be made about weather trends because of the high correlation to its effect on sales. Over history heating and cooling days appear to follow cycle trends. As can be seen from this graph an argument can be made that the current weather is in its 7th such cycle.

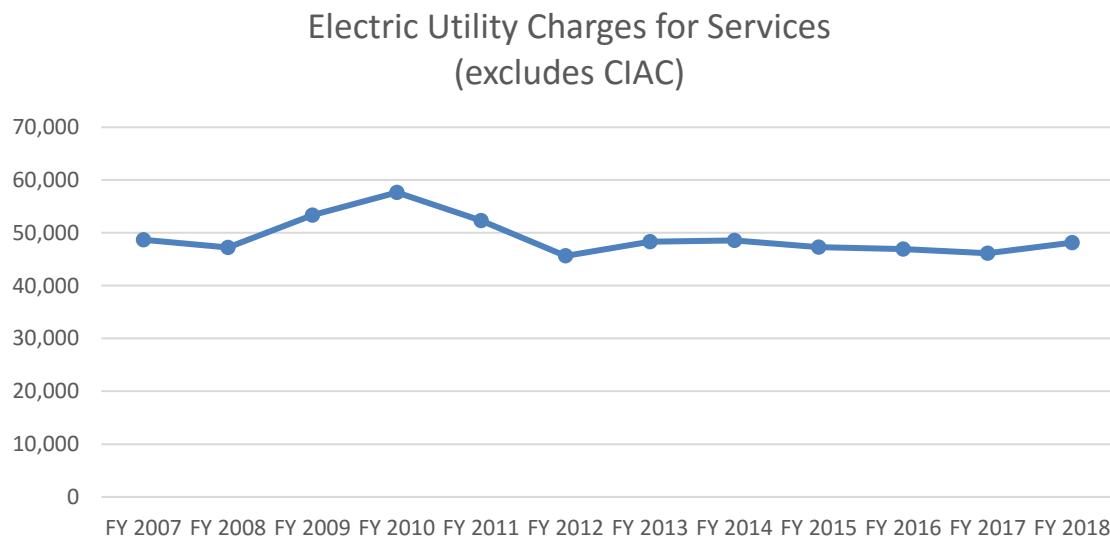


Due to this downward trend the budget has been built on an assumption of total kWh sales at 420 million. Slightly less than what is expected for the close of the current fiscal year.

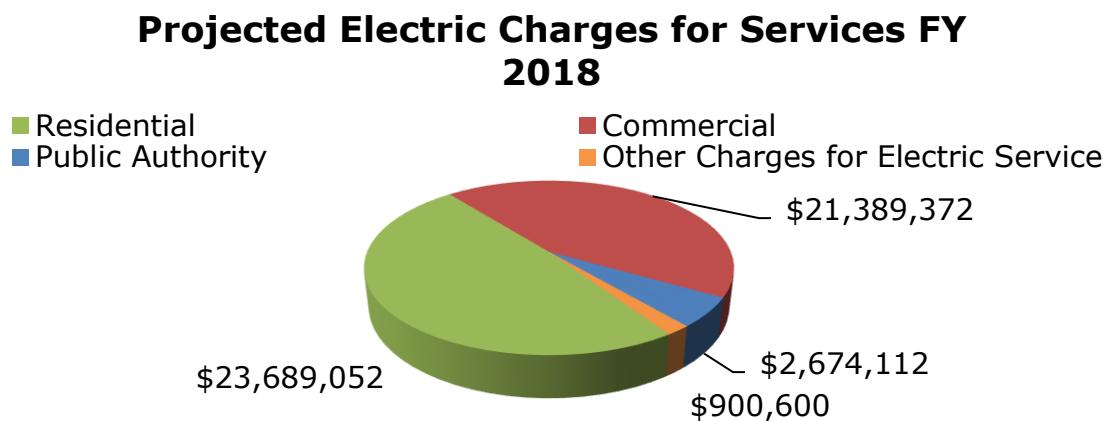
For the past couple years the electric consumer in Winter Park has benefited from favorable weather, continued operating efficiency in the Utility to lower costs, and lower bulk power costs. However weather has created a revenue side

shock to the bottom line and bulk power costs are continuing to edge back up, putting capital constraints on the Utility's undergrounding program. As a result of these changes the FY 2018 Utility charges for services include an approximate rate increase of about 5% to the average customer's bill. This increase will allow the Utility to maintain its undergrounding program at \$3.5 million and add to cash balance to bring cash reserves to a more secure position.

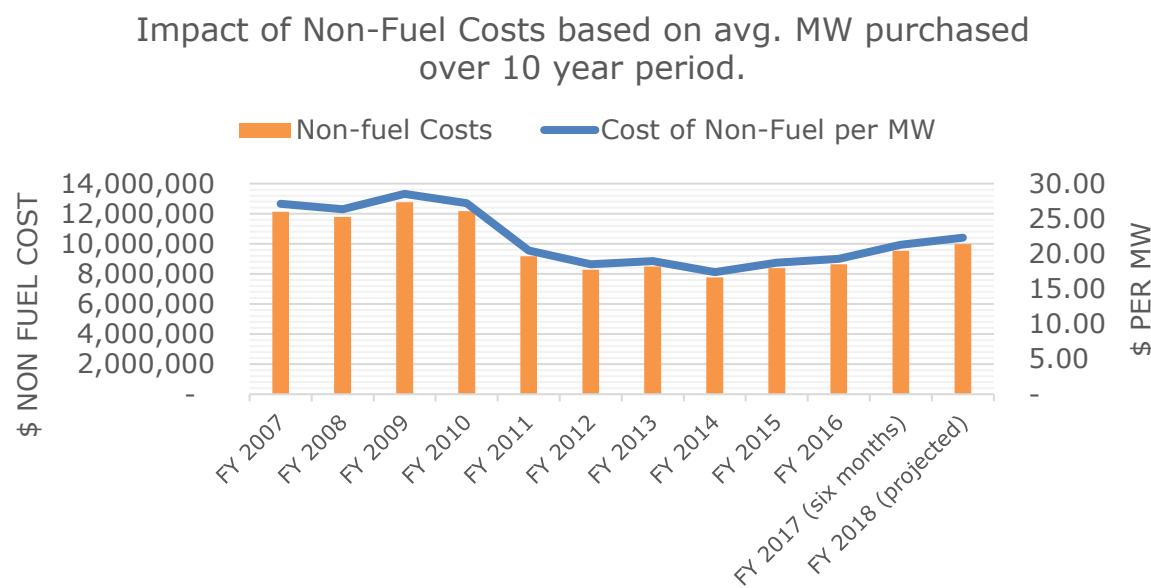
For the purpose of budget planning Fuel cost recovery rates are set to break even with the fuel cost component of the bulk power purchases. Below is a graph of Electric Utility charges for services revenue which shows the fairly flat rate of growth in electric demand. Over a 10 year period the annualized growth in demand is only 0.21%.



As can be seen in the chart below, the residential customer base provides the largest portion of revenues followed closely by commercial customers which are fewer in number but tend to be greater consumers of energy.

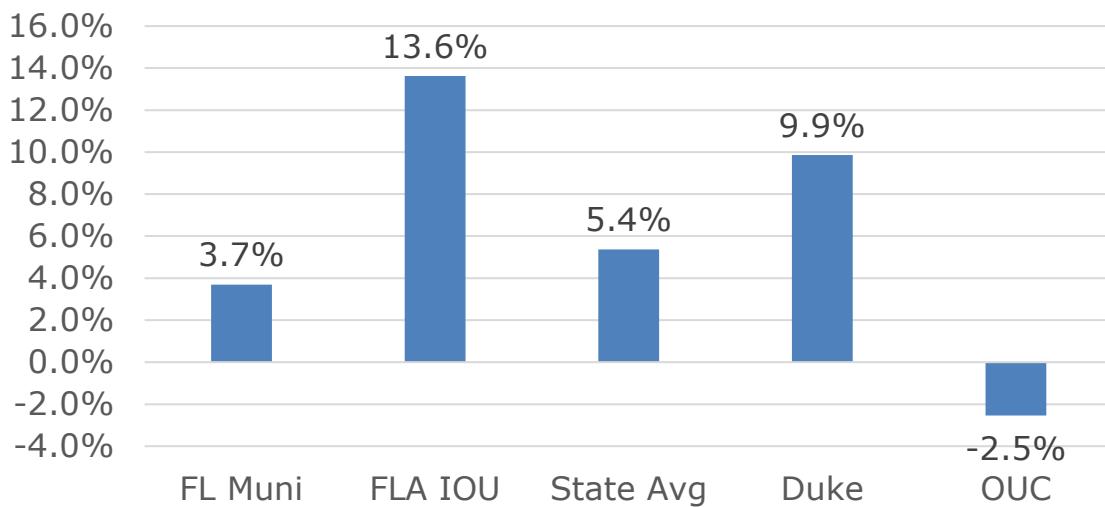


The city's current undergrounding program was initially made possible by reductions in the expenditure side of the Electric utility. Most notably through the power portfolio contracts negotiated by the Utility which dropped overall costs. As can be seen in the graph below, non-fuel costs dropped significantly between 2010 and 2011 with the new contracts. However over the last few years, bulk power costs have started increasing again putting pressure on surplus operating funds used for undergrounding.



The city's ambitious undergrounding program contemplates \$3.5 million to be dedicated annually to this effort from funding surpluses from operations. As electric demand has historically been fairly flat, and conservation has cut into any potential gains from new construction, the City Commission approved the first rate increase since 2009, raising the average bill by 1.5% for FY 2016. In FY 2017 the good news is that with the reorganization of the utility and taking operations in-house, the utility did not need a rate increase to fund the undergrounding program in the current year. As mentioned in last year's budget the \$450k used to subsidize the undergrounding program would run out in FY 2018 necessitating some action on rates to keep operations consistent. The variances in the weather and the increase in bulk power costs have put continued strain on operational surpluses and will aggravate the impact to undergrounding in FY 2018. Currently, the utility enjoys rates about 10% below Duke Power and 5% below the state average.

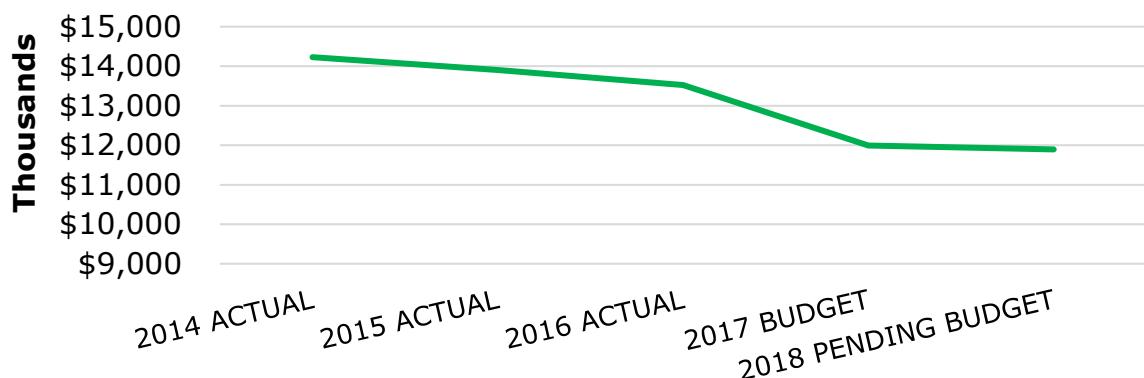
Peer Utility Rate Differential Compared to Winter Park



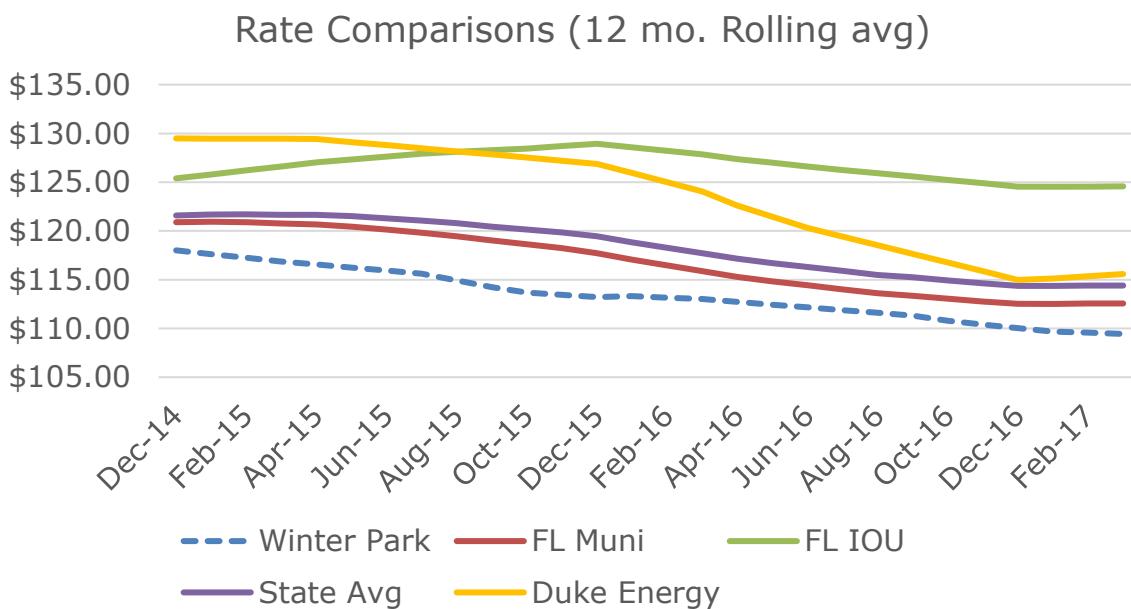
Long term, some sort of rate indexing, perhaps tied to an index like a weighted average of CPI for electric costs, would provide some stability in continuing the undergrounding program. Personnel and operating costs have been carefully maintained and reduced over recent years with all possible action being taken to lower the expenditure side of operations without impacting service. As can be seen below the operational costs of the Utility have dropped significantly which has allowed the Utility to absorb increases to bulk power costs without passing on a rate increase to the consumer.

	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2018 PENDING BUDGET
Op Cost	14,228,596	13,900,247	13,522,586	11,989,734	11,894,368
\$ ch		(328,349)	(377,661)	(1,532,852)	(95,366)
% ch		-2.3%	-2.7%	-11.3%	-0.8%

Electric Operations Costs (Excludes Bulk Power, Debt Service, & Undergrounding)



The Utility Advisory Board was given a presentation on the rate increase and voted to endorse the change for FY 2018. The average customer will see a 5% increase in their total bill. As can be seen in the following graph, the Winter Park customer has consistently had better rates than the average.

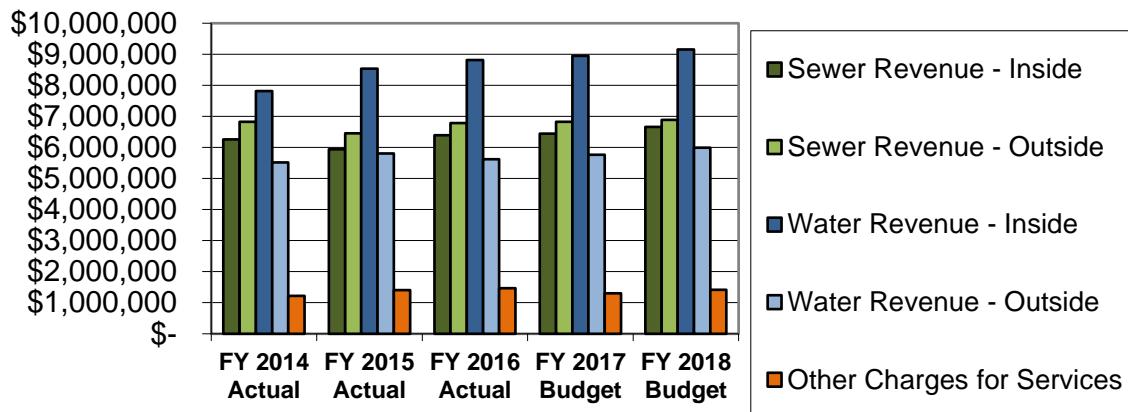


Water & Sewer Charges for Services

Charges for services is the revenue category that primarily makes up the bulk of utility revenues. These revenues have fluctuated year-over-year but have remained relatively flat. The annualized rate of change from FY 2014 to FY 2018 is only 2.2%, helped most recently by an uptick in water demand due to dry weather. This reflects the overall reality that is being seen in all the utilities

(Electric and Stormwater) where revenue growth is fairly flat or negative, due to conservation, greater efficiency standards in building construction, variances in weather, and limited growth in the consumer base. Overall charges for services are expected to grow from \$29.3 million in FY 2017 to \$30.1 million in FY 2018.

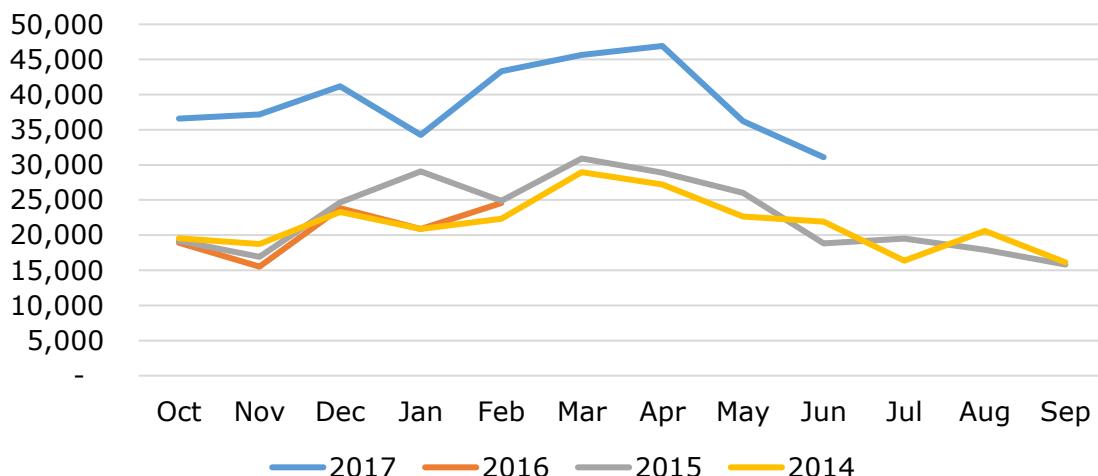
Water and Sewer Charges for Services: 5 Year Trend



General Fund Charges for Services

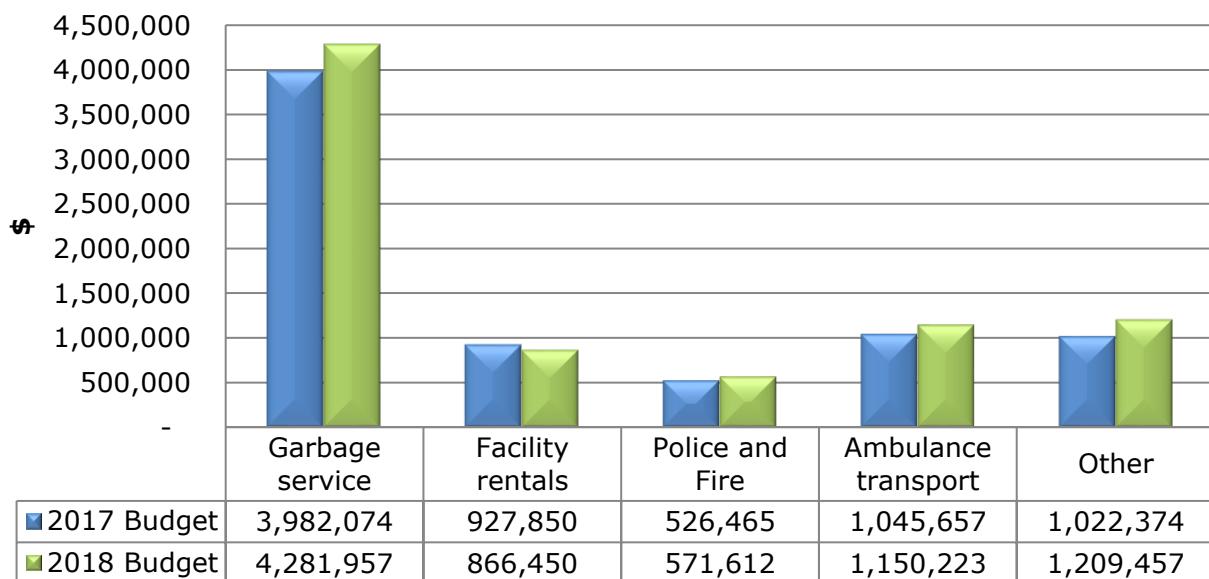
General Fund charges for services are estimated at \$8.1 million vs. \$7.5 million the prior year. Garbage services are expected to rise (+7%) while Facility Rentals will decline (-6.6%), but Police & Fire Services (+9.5%), and Other (+18.3%), which includes items like program fees paid for activities at the community center, recreational fields, or the golf course, are all increasing. Garbage services make up the largest piece due to the new seven year deal with Waste Pro to provide collection services to the city. This new contract has the city handling commercial billing and treats receipt of revenues as a pass through to Waste Pro. Facility rentals are declining overall due to the closure of the Civic Center in light of the new Library and Events Center project expected to begin in early 2018. All other city facilities are actually up modestly again in FY 2018. Police and Fire charges are increasing again as a good portion of the Fire revenues are tied to building and permitting activity. Ambulance transport fees are also part of Police and Fire charges and will post some increases with the new changes in Medicare billing. The increase in the Other category is due primarily to anticipated continued strong performance at the golf course after the recently completed remodel and change of management. The graph below shows the first 9 months performance in greens fees revenues vs. prior years. (Note that the course closed in 2016 for the remodel.)

Greens Fee Revenues Last 4 Years on a Monthly Basis



Overall, charges for services were estimated based on historical experience.

FY 17 - FY 18 Comparison of General Fund Charges for Services



Stormwater Charges for Services

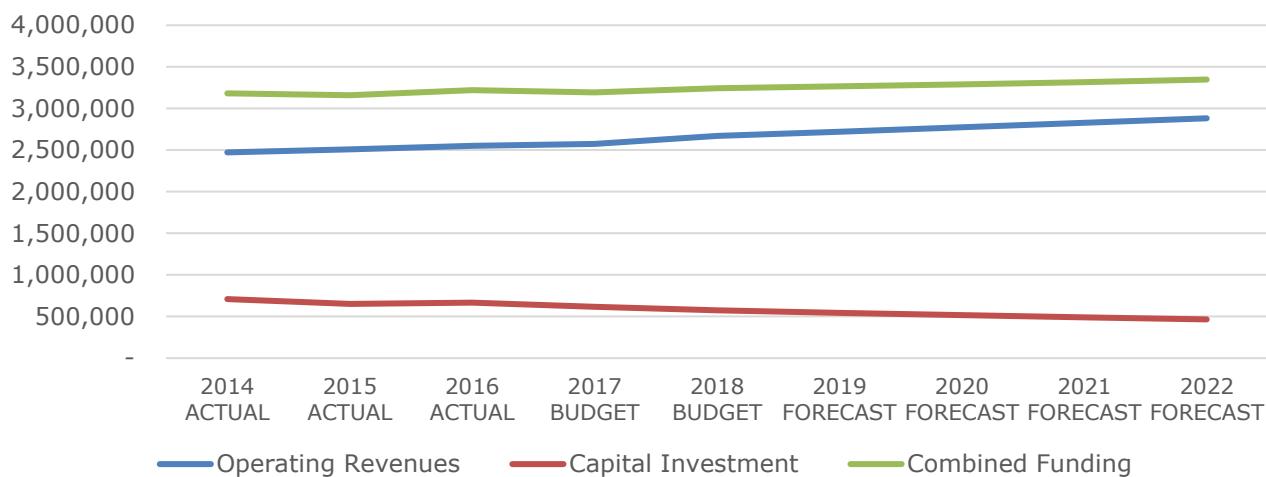
Stormwater utility fees provide funding to treat stormwater runoff, control flooding and to maintain and improve the quality of the lakes in the city. The

fee is based on the impervious surface area on an owner's property and the fee per equivalent residential unit remains at \$11.56 per month in FY 2017.

The Stormwater Utility Fee generates approximately \$3.1 million per year. \$2.55 million is used to fund the stormwater and lakes operations and maintenance and \$575k is used for stormwater capital improvements.

The Stormwater Utility rates have remained the same since FY 11. Over the last 4 years, Stormwater revenues have risen at about 0.48% per year annualized. This level of growth is not sufficient to keep pace with even moderate expenditure growth expectations.

Stormwater Revenue History & Forecast



Despite a real estate boom, overall revenues have only grown marginally. This indicates that real estate redevelopment does not necessarily add to stormwater fee revenue unless the actual impervious area of a development expands. As stormwater rates are based on how much of the surface of a development is covered in non-permeable materials such as cement or asphalt if only the existing building gets remodeled and updated the fees will not change much.

The CIP section of this document will further discuss the capital constriction that is taking place in the Stormwater Utility and that each year the funding available for capital projects can be expected to decline by about \$25k annually with no changes to rates.

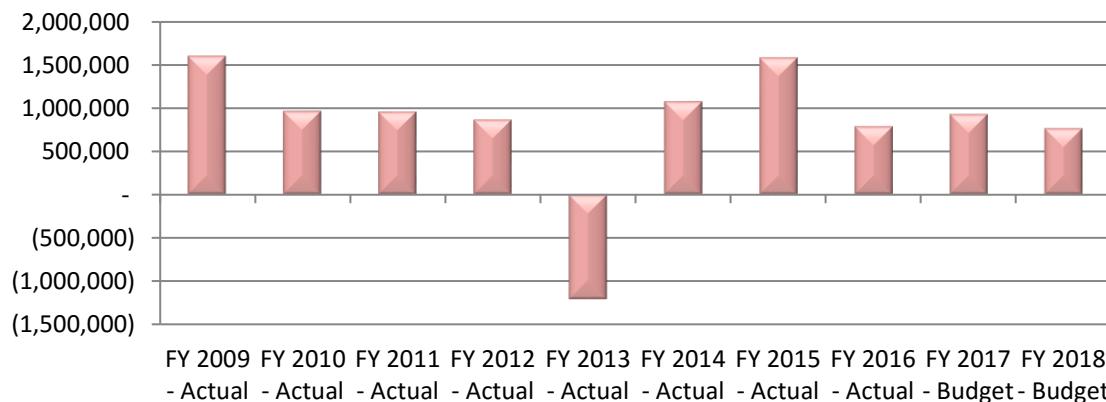
INVESTMENT EARNINGS

Other Revenue (-2.9%) consists primarily of investment earnings from the city's investment portfolio. Funds are conscientiously being invested to earn

a fair return on the city's resources within the investing guideline restraints allowed. Unlike a personal retirement or stock account that may invest in numerous investment options of varying degrees of risk, the city has a local investment policy adopted by the Commission that mirrors the state statutes and covers three priorities for public funds. The primary objective of the investment activities is the safety and preservation of city funds. Second, the investment strategy will provide sufficient liquidity to meet the city's operating, payroll and capital requirements. Third, funds will be invested to maximize the return on the portfolio while minimizing investment risk. This primarily means that the city invests in treasury securities and federal agency instruments of short to intermediate terms. The city typically experiences about a 1.3% annual investment yield on its portfolio.

As can be seen in the chart below, investment earnings have fluctuated widely based on interest rates and changes in the fair value of investments. After much discussion, the Federal Reserve is making modest increases to interest rates. These rate increases will put headwinds on investment earnings as rising rates lower existing bond market values. As investments must be "marked-to-market" reflecting the current value of the bond if sold now, investment earnings reflected on the books may overstate losses as in almost all cases the city will hold all bond investments until maturity and not liquidate below the par value. However, a rising interest rate environment will have a negative effect on existing, interest rate sensitive, investments. As can be seen in FY 2013 discussions at the Federal Reserve spooked the bond markets and sent values dropping, however in more recent years market values have recovered. It is extremely difficult to speak confidently about potential revenue growth in investments due to the sensitivity to rate policy of the city's investments. Traditionally investment revenue is based on a fairly conservative basis by looking at the last couple years' averages. Of all the funding sources for the city this estimate has the most risk and it would not be surprising to see swings of 30% up or down.

City-wide Investment Earnings: FY 2009 - 2018 (excludes bond and pension funds)



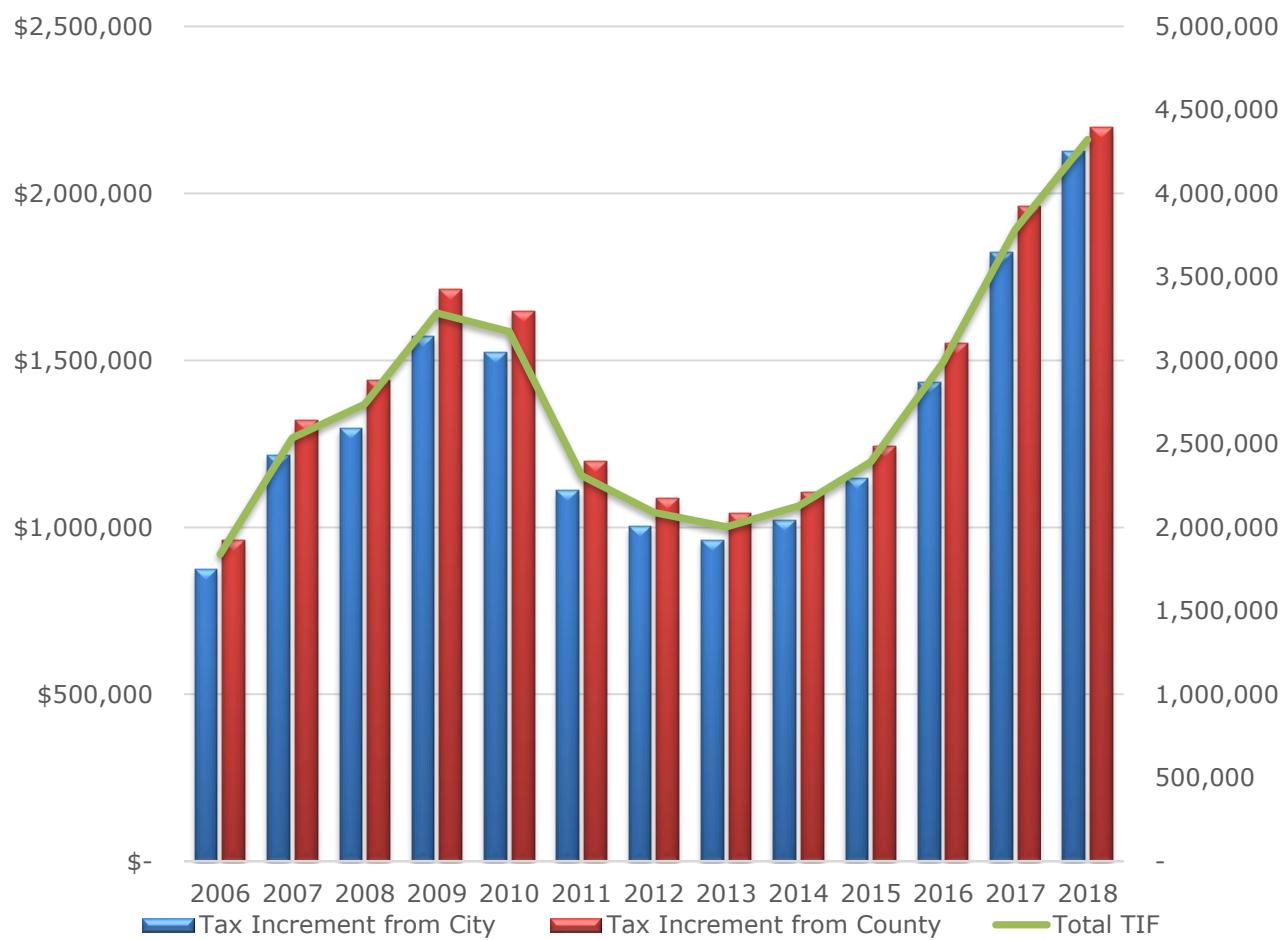
TRANSFERS

The majority of General Fund transfers come from the Water and Sewer Enterprise Fund as a return on investment and the electric franchise fee equivalent from the Electric Services Fund. Total transfers in the budget amount to \$5.3 million in the FY 2018 budget as compared to \$5.25 in the FY 2017 budget, or a modest 1.2% increase.

COMMUNITY REDEVELOPMENT AGENCY

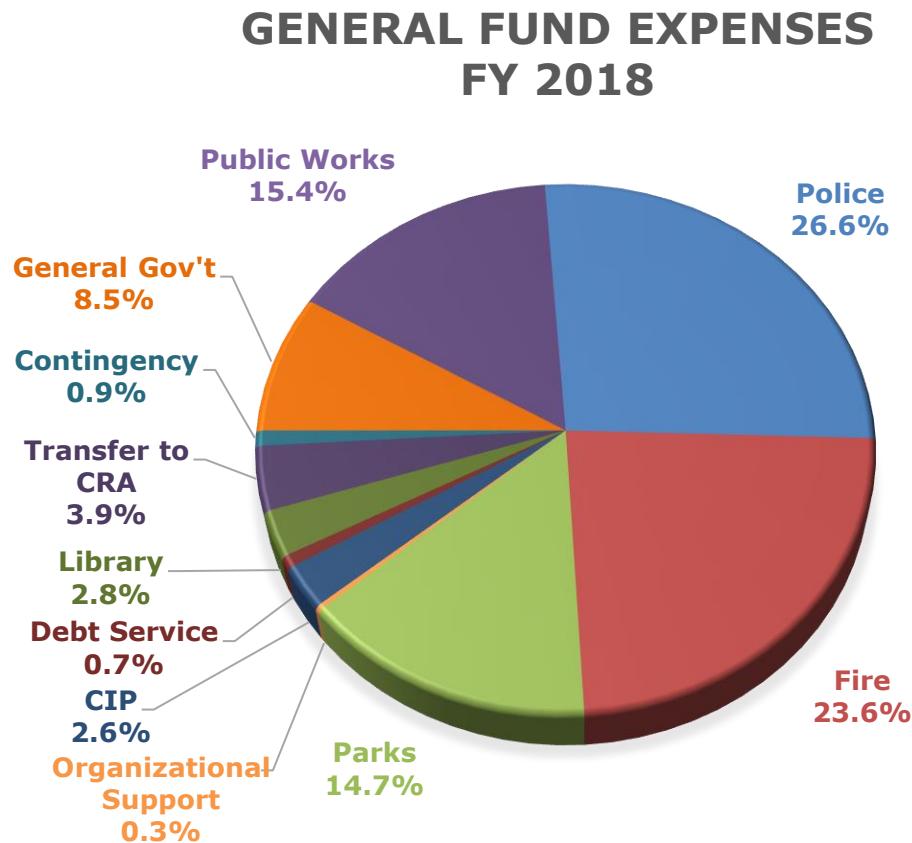
The CRA will again post significant growth in TIF revenue, increasing over \$500k or 14% from FY 2017. CRAs receive their revenue as contributions from both the city and county calculated off the property tax growth from the base year in which the CRA was established. The city and county then contribute 95% of the tax increment funding total (TIF) to the CRA as calculated by their respective millage rates. The Winter Park CRA's base year taxable value was set at \$263 million in 1994 (then revised in 1999). Today the taxable value totals \$810 million, a 208% increase. In FY 2018 the county will contribute \$2.2 million of increment funding that would otherwise go to county general fund use and Winter Park will contribute \$2.1 million which is reflected as a transfer expense in the General Fund. Total TIF funding in FY 2018 will equal about \$4.3 million. This year will represent the first year that the CRA will rebate a larger portion of the County received TIF due to sharing thresholds that take effect at different growth tiers. The CRA receives 95% of all increment value up to \$2 million, 70% of any amount between \$2 – 3 million, and 50% of any amount above \$3 million. This will cause a diminishing return curve for future TIF revenue growth.

CRA Tax Increment Revenue



Expenditures

The discussion below highlights the overall allocation of General Fund Expenditures including personal services, operating, and capital. General Fund expenditures total \$53.9 million in FY 2018.



As shown in the chart above, over 50 percent of the General Fund budget is expended for Public Safety services related to Police and Fire. Support for the city's numerous Parks and facilities make up 14.7% and Public Works support for city infrastructure at 15.4%. General Government encompasses all other city operations including management, finance, building and planning, communications, and administrative services. With the growing value of the CRA area within the city, the transfer to the fund has increased in FY 2018. Funding for Capital Projects in the city's CIP makes up 2.6% and support for the city's Library at 2.8%. Contingency funding was expanded in this budget while debt service costs have remained flat. Organizational support represents funds from the General Fund contributed to the city-wide pool of monies that go towards non-profit partners in the city. This year the total pool from the quarter point of gross revenues the major funds will total approximately \$315k in funding.

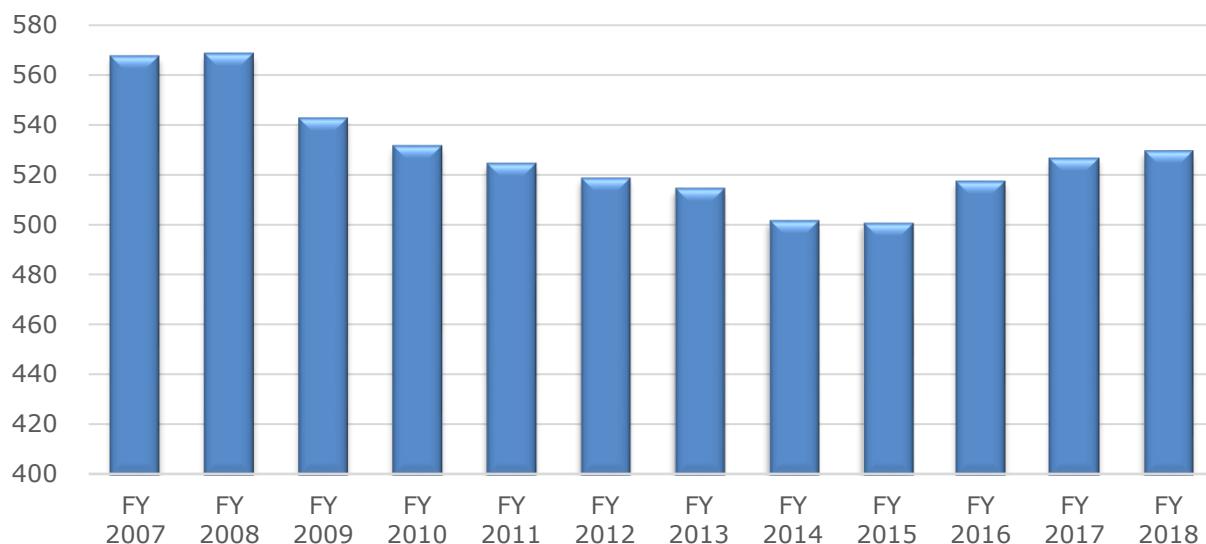
PERSONAL SERVICES

Citywide salaries and benefits are expected to increase by 5.08%. Regular wages grew by 3.05% overall, which is in-line with average wage growth expectations assuming no change in personnel counts. Additional wage costs to bring officer pay in-line with the city's neighbors (+\$350k) was offset by changes to the Fire Union contract, which shifted some cost burden out of regular pay and into overtime. Increased permitting and office support for the Building Department, funded out of restricted reserves also accounted for large increase in overall pay (+\$74k). Part-time wages stayed flat while overtime wages saw a 30% increase due to the revised Fire Union contract. Electric also reduced its overtime pay as spending for summer storm labor has come in lower than expected. Other Wages is made up primarily of Public Safety related pay, which includes incentives and pass through pay for contracted Police and Fire services. City healthcare expenses will increase in FY 2018, rising 9.4% as claims experience has trended back upward this current fiscal year. Pension costs include general employee retirement plans as well as Police and Fire pensions. As discussed earlier in this document, Police and Fire pensions have increased and are expected to exert even more cost pressures in FY 2019. Other Benefits includes workers comp, AD&D, life insurance, FICA, unemployment and other required employee costs.

Category	2014	2015	2016	2017 Budget	2018 Budget	\$ Change	% Ch	% Share of Total
Regular Wages	25,142,740	26,532,608	28,007,413	29,823,922	30,734,608	910,686	3.05%	62.8%
Part Time Wages	511,496	522,056	591,139	736,725	764,230	27,505	3.73%	1.6%
Overtime Wages	1,525,607	1,145,660	1,206,940	1,316,358	1,710,536	394,178	29.94%	3.5%
Other Wages	800,293	810,299	804,601	1,079,449	1,086,348	6,899	0.64%	2.2%
Group Healthcare	5,066,411	5,144,603	5,446,740	5,210,000	5,701,048	491,048	9.43%	11.7%
Pension	4,933,190	5,048,241	4,785,456	5,229,962	5,650,238	420,276	8.04%	11.5%
Other Benefits	2,798,035	2,914,682	3,022,337	3,162,603	3,276,178	113,575	3.59%	6.7%
Total	40,777,772	42,118,149	43,864,625	46,559,019	48,923,186	2,364,167	5.08%	100.0%

The following chart reflects authorized positions for the past eleven years:

Number of Full-Time Permanent Employees (Includes Electric, Water, Stormwater, CRA)

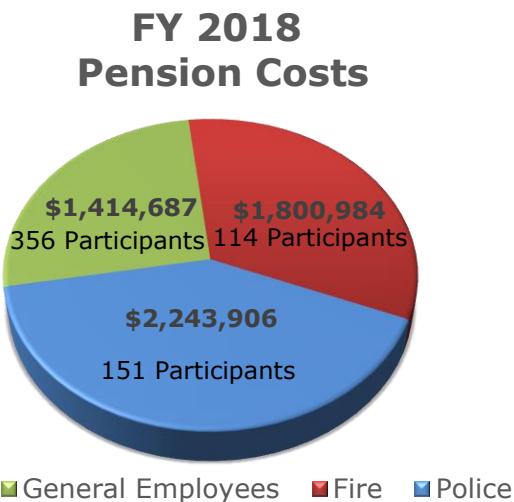


*In FY 16 the City brought all contracted Electric Utility Positions In-House

A description of positions added and deleted is included in the Programs section of this document. The bump in 2016 reflects the addition of the Electric Utility positions being added.

General employees of the city participate in a defined contribution pension plan and contribute three percent of their compensation. The city contributes seven percent of pay to this plan.

Police and fire service employees are covered by defined benefit pension plans. The following chart breaks out 2018 pension costs.



OPERATING EXPENSES

The chart below shows the trend in operating costs (costs other than payroll, capital or debt service items) over the past five years for the city's more significant funds with the exception of internal service funds (the revenues that fund their operations are already reflected as costs in the funds below).

5 Year Operating Expenditure Trends (excluding internal service funds)							
Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2018 Budget	FY17-18 Change	
						\$	%
General Fund	13,428,568	13,900,774	14,979,632	16,679,819	17,662,719	982,900	5.9%
Stormwater Utility Fund	939,860	1,004,015	1,041,299	1,089,804	1,080,540	(9,264)	-0.9%
CRA	237,269	373,563	313,682	523,347	511,565	(11,782)	-2.3%
Water & Sewer Fund	4,758,785	4,689,601	4,701,248	5,184,363	5,243,853	59,490	1.1%
Electric Services Fund	34,492,007	31,929,889	31,288,945	32,721,382	32,908,137	186,755	0.6%

Operating costs in the General Fund increased by \$983k or 5.9%. Approximately one third of the change (\$300k) was due to the change in the solid waste service contract with Waste Pro. Though reflected as an increase in operating, this pass-through bill cost also increases revenues and makes this item a wash. Costs associated with the takeover of the Cady Way pool added to operational costs adding over \$50k annually for contractual services for cleaning and maintenance. A change in the accounting for long term funding of vital equipment resulted in a \$150k increase to the Fire operating lines (decrease to capital lines) to contribute toward replacement of radios used by emergency responders. Fire training equipment as well as funding for the Paramedicine program added about \$80k. New tree purchases increased by \$60k, while expected fuel costs (\$32k), and the annual operating support for the Library (\$44k) all increased. Correcting for the solid waste contract and the accounting change for equipment funding, operating costs in the General Fund rose by 3.2%

The Stormwater Utility Fund spending will remain relatively flat in FY 2018.

The Community Redevelopment Agency operating expenses are expected to decrease slightly due to a reduction in consulting services spending with the majority of new TIF revenue being allocated to capital projects, programs, and contingency.²

² Some CRA funded programs paid out of the project line items, such as the Ice Rink, Façade program, and QTI program are considered as Operating in the accounting statements portion of this document but are not included here.

Water and Sewer Fund operating costs will increase modestly in FY 2018 rising 1.1%. General operating increases to contractual services and other cost of doing business items, will be offset by significant reductions in equipment spending. FY 2017 saw increased spending on equipment while FY 2018 will return to historical spending levels. Interlocal agreements governing the cost sharing of wastewater treatment will stay relatively flat in FY 2018 after years of growth. Water line maintenance will increase by \$75k but will be offset by water plant maintenance -\$75k.

Operating costs in the Electric Services Fund will increase \$186k or 0.6%. These costs include bulk power costs which are seeing transmission services rise \$388k while overall wholesale power costs are expected to drop \$477k. Wholesale power costs are made up of pass-through fuel costs that are then charged to the consumer, and non-fuel power costs which are absorbed by the Utility. Unfortunately, non-fuel costs are rising \$450k but this negative overall effect on profitability is hidden by the overall drop in fuel costs due to expected lower kWh sales in FY 2018. An additional \$55k was added to expand call center operations to add needed improvements to outage management services. Added tree purchases out of the Electric Fund will increase by \$50k, and inventory purchases for streetlights will increase by about \$129k.

CAPITAL OUTLAY

Capital outlay includes those expenditures for equipment over \$5,000 with a useful life of more than one year. The most significant capital outlay in the FY 2017-2018 budget includes:

General Fund:

- \$5,000 for Tree Inventory software.
- \$16,000 for furniture, and equipment upgrades to the Emergency Operations Center.
- \$13,000 for replacement exercise equipment for Public Safety.
- \$37,000 for Parks Maintenance equipment including a Versa Vac, tow behind blower, and a Bush Hog attachment for a skid steer.
- \$12,500 for a passenger golf cart for cemetery plot sales and a grass and fertilizer spreader.

Water and Sewer Fund:

- \$13,500 for ACAD/GIS licenses.
- \$100,000 for an air compressor skid in Water Treatment
- \$40,000 for a fire alarm panel.
- \$82,000 for Bar Screen replacement in Wastewater Treatment.
- \$100,000 for lift station pumps and motors.
- \$30,000 for lift station telemetry units.
- \$25,000 for lift station control panels.

- \$100,000 for a reinstatement cutter in Wastewater Collection.
- \$28,000 for a main line camera.
- \$11,000 for two arrow boards.

Electric Services Fund:

- \$160,000 for capital maintenance of the city's street lights.
- \$16,000 for warehouse racking and storage equipment.

Federal Forfeiture Fund:

- \$120,000 for body camera equipment.
- \$80,000 for an AFIS fingerprinting machine.

Equipment Replacement Fund:

- \$1.85 million for the purchase of vehicles and heavy equipment to replace equipment at the end of its useful life.

CAPITAL PROJECTS

Capital Projects total \$13.2 million for the FY 2017-2018 budget and are explained in detail in the Capital Improvement Plan (CIP) portion of this document. Capital projects are accounted for in the Community Redevelopment Fund, General Capital Projects Fund, Stormwater Capital Projects Fund, Water & Sewer Fund, and Electric Services Fund. A selection of major capital projects is highlighted below:

General capital projects funded include:

- \$1 million for planned replacement of pavement, sidewalk, bikepath, and curbs.
- \$320,000 from the General Fund for major parks maintenance items which include refurbishment of the Azalea Lane facility and equipment, park, and minor infrastructure improvements.
- \$268,750 for the final year of funding to replace the city's operating system software, the enterprise resource program (ERP).
- \$266,667 was set aside to accumulate funds for the replacement of roofs, air conditioning, paint, flooring, and other capital maintenance for the city's facilities.
- \$240,000 for information technology infrastructure upgrades.
- \$200,000 to replace athletic field and tennis court lighting.
- \$200,000 for a storage and maintenance building to be shared use by the golf course and cemetery divisions.
- \$100,000 in continued capital support for Mead Gardens.
- \$100,000 to begin the first phase of the hard court replacement at Azalea Lane.
- \$75,000 for bicycle and pedestrian improvements.

- \$65,000 for pedestrian and traffic signal upgrades.

Stormwater capital projects funded include:

- \$300,000 for Seminole County ditch piping project.
- \$100,000 for small drainage and treatment projects that arise throughout the year which require construction to implement improvements.
- \$100,000 for replacement of wetlands trees at Mead Gardens.
- \$55,000 to make stormwater improvements to land locked lakes.
- \$20,000 for Stormwater facility educational enhancements and signage.

Community Redevelopment Agency capital projects funded include:

- \$1 million for the second half of funding for New York Streetscape improvements.
- \$100,000 for infrastructure repairs and replacement.
- \$40,000 for small-scale capital projects.

Water and Sewer Fund capital projects funded include:

- \$1.7 million for anticipated costs due to FDOTs work on the I-4 Ultimate project.
- \$1.2 million as the city's share of upgrades to the regional Iron Bridge wastewater treatment facility.
- \$850,000 to make improvements to the water plants, including fiber connectivity to the city's network and installation of rooftop solar.
- \$200,000 upgrade sanitary sewer mains.
- \$150,000 to replace sub-standard water mains.
- \$150,000 for lift station upgrades.
- \$50,000 for rehabilitation of sanitary manholes.

Electric Services Fund capital projects funded include:

- \$3,500,000 to underground electric utility lines. This is part of a long-term plan to underground the power lines over the next 9 years.
- \$816,000 annual routine capital improvements to the distribution system.

DEBT SERVICE

The city currently provides for debt service of the General Fund, Community Redevelopment Agency, the Water and Sewer Fund and Electric Services Fund.

General Obligation Debt Service for FY 2017-2018 totals \$2.1 million. This amount covers the principal and interest necessary to make payments on the

city's General Obligation Bonds, Series 2011 (\$263k) and the new 2017 bonds. The General Obligation Bonds, Series 2004 were fully repaid in FY 2015-2016.

General Obligation Bonds, Series 2017 covers the debt service for the \$27.5 million in authorized bonds for the new Library, Events Center, and parking garage project that was approved by a voter referendum. These bonds will be supported by an added voter debt service adjustment to the millage rate, with the FY 2018 debt service payment totaling approximately \$1.8 million.

Debt service for the Community Redevelopment Agency (CRA) includes \$1.5 million for debt service on loans outstanding as of September 30, 2017 for various capital improvement projects. Final debt service is due in 2026.

The Orange Avenue Refunding Revenue Note, Series 2012A will have total debt service payments of \$144k in FY 2018 and are payable from special assessments from owners of property adjacent to the improvement area. The Park Avenue Refunding Improvement Revenue Note, Series 2012B is partially supported by assessments on adjacent property owners as well as funding from the city. Total debt service will be \$239k in FY 2018.

Annual debt service on the Trane air conditioning and lighting loan is \$197k. Paying agent fees on all debt was estimated at \$2,000 and is reflected in the fund summaries.

Issues outstanding in the Water and Sewer Fund are the Series 2009, 2010 and 2011 Water & Sewer Revenue Bonds. Total debt service for principal and interest on these bond issues is \$5.9 million. Both the 2009 and 2010 bonds will mature in December 2034. The 2011 bonds mature in December 2021. The 2009 bonds were issued to refund a portion of the 2004 bonds with fixed rate debt and provide funding for an automated meter reading system and additional funding for improvements at the Iron Bridge Regional Wastewater Treatment Facility. The 2010 bonds were issued to refund the remaining 2004 bonds and provide \$3,000,000 in funding for the extension of sewer service on Fairbanks Avenue from 17-92 to I-4. The 2011 bonds were issued to refund the portion of the 2002 bonds maturing after December 2012. Other costs associated with these bond issues include \$3,000 in paying agent fees.

Issues outstanding in the Electric Services Fund are the Series 2005A, 2007, 2009A & B, 2010, 2014 and 2014A Revenue Bonds. Total debt service for principal and interest on these bonds is \$5.0 million. The original 2005A and 2005B bonds were issued to finance the acquisition of the electric distribution system in most of the city and necessary improvements to establish it as a stand-alone distribution system. The 2007 series bonds were issued to fund the undergrounding of certain major feeder utility lines, the electric portion of an automated meter reading system and to refund the series 2005 Revenue

Anticipation Note. The 2009A and 2009B bonds were issued to refund a portion of the 2005A and 2005B bonds with fixed rate debt. The 2010 bonds were issued to refund the remaining 2005B bonds that were outstanding in December 2010. The 2014 and 2014A bonds refunded an additional portion of the 2005A bonds at a fixed rate. The annual fee to have this line of credit available is \$20,000.

ORGANIZATIONAL SUPPORT

The city supports several nonprofit organizations serving the greater Orlando area that make the community a better place to live and provide a direct benefit specific to the Winter Park community. The City Commission utilizes a funding methodology to determine the pool of resources available for outside organizational support. As part of the annual budget process one-quarter of one percent (0.25%) of gross revenues of the General Fund, Electric Fund, and Water Utility are designated for organizational support. The total estimated funding pool for FY 2018 will total \$315,000. A number of organizations that receive support from the city have executed contractual agreements with benchmarks to ensure that public funds are utilized to achieve desired goals and remain accountable to the citizens. FY 2018 funding for organizations is listed below:

- Winter Park Public Library - \$1,509,100
- Doctor Philips Performing Arts Center - \$100,000
- Mead Botanical Gardens - \$85,000
- Winter Park Historical Association - \$80,000
- United Arts - \$17,000
- Winter Park Day Nursery - \$25,000

Support for the following organizations was included in the Community Redevelopment Agency's FY 2017-2018 budget as these organizations generally support activities benefiting functions located in the Community Redevelopment Area:

- Heritage Center - \$40,000
- Enzian Theatre - \$6,000
- Welbourne Nursery - \$25,000
- Winter Park Community Center - \$40,000
- Winter Park Playhouse - \$40,000

CONTINGENCY

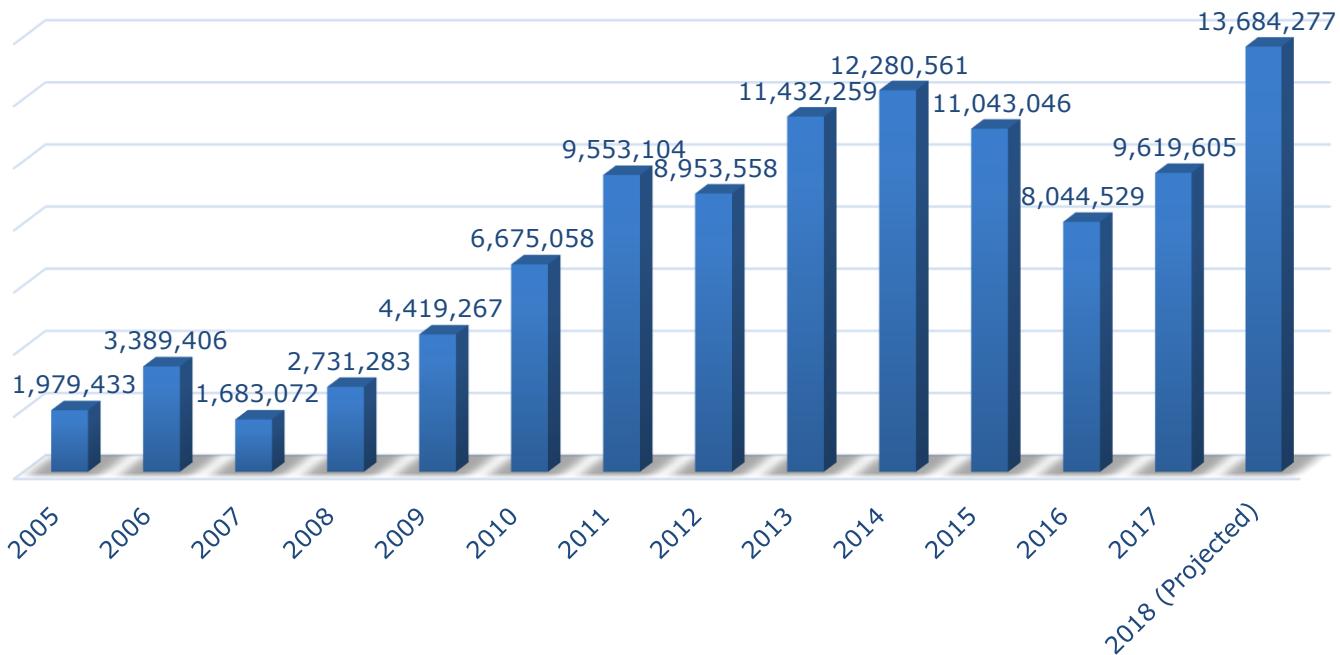
In addition to the \$262,000 General Fund contingency budget, \$284,000 has been set aside as a placeholder for commuter rail stop operations.

Commuter rail operations began in 2014 and the first seven years of operations will be funded by the Florida Department of Transportation. The city began preparing for these operating costs in the FY 2009 budget gradually adding an expanding placeholder each year to acclimate the budget to the new operating cost when the city becomes liable for \$350k annually in 2021.

The total contingency of \$546k represents the standard operating cash flow addition to fund balance. In the last three years, some of the contingency funding has been diverted to accelerate tree purchases as part of the Urban Forestry Master plan or account for adjustments to changes in State revenue estimates.

The chart below shows the past years' trend of unassigned General Fund balance. The city has a goal of reaching a fund balance of 30% of reoccurring operating expenditures. By the end of FY 2018 the city is estimated to be at 26.2%. That is a significant increase from the FY 2016 ending balance of 17%. In the last couple years the city invested in some major projects and land investments. Many of those land investments are assumed to be resold in the next two years, and exceptional revenue performance, primarily due to building and permitting revenues that are unrestricted for general use, will drive the city's unencumbered reserve fund balance to \$13.7 million. The city does have a number of additional land assets that can be sold to reach the city's target but that will be discussed in further detail in the Cash Reserves section.

Unassigned Fund Balance





budget summary

CITY OF WINTER PARK
ALL FUNDS BUDGET SUMMARY
October 1, 2017 through September 30, 2018

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL
ESTIMATED REVENUES:							
Taxes:							
Property Taxes:							
Operating millage	\$ 20,932,465	\$ -	\$ 816,750	\$ -	\$ -	\$ -	\$ 20,932,465
Debt Service - 2011	-	-	-	-	-	-	816,750
Utility Taxes	6,718,336	-	-	-	-	-	6,718,336
Franchise Fees	950,813	-	-	-	-	-	950,813
Licenses and Permits	2,526,484	49,000	-	-	-	-	2,575,484
Intergovernmental Revenue	7,319,328	3,236,497	-	-	-	-	10,555,825
Charges for Services	8,079,699	2,768,533	-	575,000	79,711,678	13,260,994	104,395,904
Fines and Forfeitures	1,150,169	-	-	-	-	-	1,150,169
Other Revenue	668,572	561,900	152,000	-	384,485	580,368	2,347,325
Transfers	5,310,336	2,465,316	382,283	1,905,417	146,561	-	10,209,913
Fund Balance	266,000	59,570	45,581	-	2,280,000	-	2,651,151
Total Estimated Revenues	\$ 53,922,202	\$ 9,140,816	\$ 3,197,136	\$ 2,480,417	\$ 82,522,724	\$ 13,841,362	\$ 165,104,657
ESTIMATED APPROPRIATIONS							
BY PROGRAM:							
General Government	\$ 4,398,025	\$ -	\$ 508,750	\$ -	\$ 13,841,362	\$ -	18,748,137
Financial Services	914,096	-	-	-	1,223,662	-	2,137,758
Plan/Community Development	2,256,318	2,294,295	-	-	-	-	4,550,613
Public Works	9,146,537	2,600,481	-	981,667	60,107,626	-	72,836,311
Police	14,509,778	1,021,565	-	-	-	-	15,531,343
Fire	12,802,056	-	-	-	-	-	12,802,056
Parks & Recreation	8,086,752	58,000	-	920,000	-	-	9,064,752
Organizational Support	1,509,100	401,149	-	-	-	-	1,910,249
Debt Service	-	1,496,648	3,197,136	-	10,954,725	-	15,648,509
Transfers	4,068,085	489,570	-	-	5,652,258	-	10,209,913
Reimbursements	(4,120,217)	57,550	-	-	4,062,667	-	-
Non-Departmental	(195,000)	-	-	-	-	-	(195,000)
Contingency	546,672	721,558	-	70,000	521,786	-	1,860,016
Total Estimated Appropriations	\$ 53,922,202	\$ 9,140,816	\$ 3,197,136	\$ 2,480,417	\$ 82,522,724	\$ 13,841,362	\$ 165,104,657
ESTIMATED APPROPRIATIONS							
BY FUNCTION:							
Personal Services	\$ 35,884,794	\$ 1,911,752	\$ -	\$ 10,136,998	\$ 1,001,873	\$ -	48,935,417
Operating Costs	13,424,668	3,323,738	-	-	41,980,790	10,989,489	69,718,685
Capital Outlay	4,313,200	-	-	-	605,500	1,850,000	6,768,700
Debt Service	-	1,496,648	3,197,136	-	10,954,725	-	15,648,509
Capital Projects	-	1,140,000	-	2,410,417	8,608,000	-	12,158,417
Transfers	4,068,085	489,570	-	-	5,652,258	-	10,209,913
Reimbursements	(4,120,217)	57,550	-	-	4,062,667	-	-
Non-Departmental	(195,000)	-	-	-	-	-	(195,000)
Contingency	546,672	721,558	-	70,000	521,786	-	1,860,016
Total Estimated Appropriations	\$ 53,922,202	\$ 9,140,816	\$ 3,197,136	\$ 2,480,417	\$ 82,522,724	\$ 13,841,362	\$ 165,104,657

CITY OF WINTER PARK
SUMMARY OF OPERATING REVENUES - ALL FUNDS

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
GENERAL FUND:					
Property taxes	\$ 15,628,124	\$ 16,593,276	\$ 17,929,160	\$ 19,441,569	\$ 20,932,465
Utility taxes and franchise fees	7,818,395	7,777,493	7,849,349	7,484,182	7,669,149
Licenses and permits	2,851,123	2,392,821	3,121,261	2,457,412	2,526,484
Fines and forfeitures	1,097,291	973,800	1,242,855	1,111,205	1,150,169
Intergovernmental revenues	6,620,957	7,030,732	7,281,781	7,419,917	7,319,328
Charges for services	5,730,595	5,655,128	5,938,788	7,504,420	8,079,699
Other	565,275	1,151,073	500,802	688,850	668,572
Transfers from other funds	5,104,366	4,908,252	4,998,227	5,248,467	5,310,336
Fund balance	-	-	-	133,284	266,000
TOTAL GENERAL FUND	45,416,126	46,482,575	48,862,223	51,489,306	53,922,202
SPECIAL REVENUE FUNDS:					
Licenses and permits	224,613	48,985	48,344	46,000	49,000
Intergovernmental revenues	2,134,483	2,387,809	2,749,782	2,818,619	3,236,497
Charges for services	2,408,655	2,620,841	2,632,886	2,689,383	2,768,533
Fines and forfeitures	54,765	64,093	135,923	-	-
Lot sales	452,671	458,050	282,223	340,000	335,000
Other	1,143,562	811,873	619,299	233,900	226,900
Transfers from other funds	1,198,820	1,451,624	1,770,989	2,155,381	2,465,316
Proceeds from debt issuance	-	-	-	77,730	59,570
Fund balance	-	-	-	-	-
TOTAL SPECIAL REVENUE FUNDS	7,617,569	7,843,274	8,239,445	8,361,013	9,140,816
DEBT SERVICE FUND:					
Property taxes	1,179,486	1,206,563	1,201,145	812,750	2,617,272
Other	164,497	162,518	162,887	161,439	152,000
Transfers from other funds	1,449,167	909,786	911,009	385,815	382,283
Proceeds from debt issuance	-	-	-	-	-
Fund balance	-	-	-	33,493	45,581
TOTAL DEBT SERVICE FUND	2,793,150	2,278,867	2,275,041	1,393,497	3,197,136
CAPITAL PROJECT FUNDS:					
Intergovernmental revenues	812,649	654,758	266,473	-	-
Charges for services	693,730	729,714	726,533	600,000	575,000
Other	242,149	69,883	1,023,210	-	-
Transfers from other funds	1,216,000	3,882,504	6,021,060	2,188,005	1,905,417
Proceeds from debt issuance	-	-	-	-	-
TOTAL CAPITAL PROJECT FUNDS	2,964,528	5,336,859	8,037,276	2,788,005	2,480,417
ENTERPRISE FUNDS:					
Charges for water and sewer services	27,635,066	28,138,903	29,020,089	29,291,713	30,258,542
Charges for electric services	49,459,325	47,931,186	47,857,842	47,841,054	48,653,136
Charges for golf course fees	441,180	-	-	-	-
Intergovernmental revenues	-	-	111,315	-	-
Capital contributions	2,835,720	368,584	916,855	385,000	800,000
Other	1,869,180	1,096,543	378,171	492,309	384,485
Transfers from other funds	-	-	-	151,088	146,561
Fund balance	-	-	-	3,171,146	2,280,000
TOTAL ENTERPRISE FUNDS	82,240,471	77,535,216	78,284,272	81,332,310	82,522,724
INTERNAL SERVICE FUNDS:					
Charges for services	11,896,828	12,201,334	13,013,294	12,514,730	13,260,994
Other	173,733	165,752	692,554	570,475	580,368
Fund balance	-	-	-	-	-
TOTAL INTERNAL SERVICE FUNDS	12,070,561	12,367,086	13,705,848	13,085,205	13,841,362
TOTAL ALL FUNDS	\$ 153,102,405	\$ 151,843,877	\$ 159,404,105	\$ 158,449,336	\$ 165,104,657

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
GENERAL FUND:					
General administration	\$ 4,428,402	\$ 4,453,670	\$ 4,613,770	\$ 5,078,510	\$ 5,312,121
Planning and development	1,596,377	2,033,970	2,127,703	2,045,982	2,256,318
Public works	6,685,057	6,804,383	7,215,570	8,842,427	9,146,537
Police	12,518,583	12,902,007	12,820,778	13,607,783	14,509,778
Fire	10,814,993	11,608,622	12,075,338	12,573,304	12,802,056
Parks and recreation	7,090,425	7,126,101	7,670,698	7,517,116	8,086,752
Organizational support	1,534,560	1,394,580	1,423,872	1,465,146	1,509,100
Nondepartmental	-	-	-	(175,000)	(195,000)
Transfers to other funds	3,086,294	4,115,994	6,987,093	4,045,771	4,068,085
Reimbursements	(3,487,381)	(3,625,544)	(3,790,346)	(3,930,209)	(4,120,217)
Contingency	-	-	-	418,476	546,672
TOTAL GENERAL FUND	44,267,310	46,813,783	51,144,476	51,489,306	53,922,202
SPECIAL REVENUE FUNDS:					
Stormwater Operations Fund	2,356,932	2,434,345	2,551,730	2,574,283	2,669,433
Affordable Housing Fund	77,285	-	-	-	-
Community Redevelopment Agency Fund	2,899,808	2,498,760	3,549,186	4,093,143	4,587,099
Cemetery Trust Fund	257,413	241,526	293,572	380,000	379,570
Designations Trust Fund	894,158	1,137,161	890,846	407,566	448,149
Police Grants Fund	961,941	1,110,182	1,076,513	828,291	1,021,565
Federal Forfeiture Fund	312,051	657,698	320,002	77,730	35,000
TOTAL SPECIAL REVENUE FUNDS	7,759,588	8,079,672	8,681,849	8,361,013	9,140,816
DEBT SERVICE FUND:					
Debt Service Fund	2,315,400	2,310,591	2,315,718	1,393,497	3,197,136
TOTAL DEBT SERVICE FUND	2,315,400	2,310,591	2,315,718	1,393,497	3,197,136
CAPITAL PROJECT FUNDS:					
General Capital Projects Fund	1,598,089	2,217,929	8,053,418	2,188,005	1,905,417
Stormwater Capital Projects Fund	1,186,727	907,170	478,275	600,000	575,000
TOTAL CAPITAL PROJECT FUNDS	2,784,816	3,125,099	8,531,693	2,788,005	2,480,417
ENTERPRISE FUNDS:					
Water and Sewer Fund	26,315,135	27,313,061	27,212,511	32,883,875	33,721,027
Electric Services Fund	45,545,689	44,515,972	43,681,091	48,448,435	48,801,697
Golf Course Fund	-	-	-	-	-
TOTAL ENTERPRISE FUNDS	71,860,824	71,829,033	70,893,602	81,332,310	82,522,724
INTERNAL SERVICE FUNDS:					
Fleet Maintenance Fund	1,319,744	1,359,508	1,390,762	1,469,734	1,528,524
Vehicle/Equipment Replacement Fund	1,164,403	1,163,430	1,238,323	1,850,000	1,850,000
Employee Insurance Fund	7,312,538	5,898,076	6,288,282	7,355,616	7,958,043
General Insurance Fund	2,024,927	2,233,283	2,152,121	2,409,855	2,504,795
TOTAL INTERNAL SERVICE FUNDS	11,821,612	10,654,297	11,069,487	13,085,205	13,841,362
TOTAL ALL FUNDS	\$ 140,809,550	\$ 142,812,475	\$ 152,636,826	\$ 158,449,336	\$ 165,104,657

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Property taxes	\$ 15,628,124	\$ 16,593,276	\$ 17,929,160	\$ 19,441,569	\$ 20,932,465
Utility taxes and franchise fees	7,818,395	7,777,493	7,849,349	7,484,182	7,669,149
Licenses and permits	2,851,123	2,392,821	3,121,261	2,457,412	2,526,484
Fines and forfeitures	1,097,291	973,800	1,242,855	1,111,205	1,150,169
Intergovernmental revenues	6,620,957	7,030,732	7,281,781	7,419,917	7,319,328
Charges for services	5,730,595	5,655,128	5,938,788	7,504,420	8,079,699
Other	565,275	1,151,073	500,802	688,850	668,572
Transfers from other funds	5,104,366	4,908,252	4,998,227	5,248,467	5,310,336
Total Revenues/Sources	45,416,126	46,482,575	48,862,223	51,356,022	53,656,202
EXPENDITURES/USES					
General administration	4,428,402	4,453,670	4,613,770	5,078,510	5,312,121
Planning and development	1,596,377	2,033,970	2,127,703	2,045,982	2,256,318
Public works	6,685,057	6,804,383	7,215,570	8,842,427	9,146,537
Police	12,518,583	12,902,007	12,820,778	13,607,783	14,509,778
Fire	10,814,993	11,608,622	12,075,338	12,573,304	12,802,056
Parks and recreation	7,090,425	7,126,101	7,670,698	7,517,116	8,086,752
Organizational support	1,534,560	1,394,580	1,423,872	1,465,146	1,509,100
Nondepartmental	-	-	-	(175,000)	(195,000)
Transfers to other funds	3,086,294	4,115,994	6,987,093	4,045,771	4,068,085
Reimbursements	(3,487,381)	(3,625,544)	(3,790,346)	(3,930,209)	(4,120,217)
Total Expenditures/Uses	44,267,310	46,813,783	51,144,476	51,070,830	53,375,530
Revenues/Sources over (under) Expenditures/Uses					
	1,148,816	(331,208)	(2,282,253)	285,192	280,672
Beginning Fund Balance	11,927,709	13,076,525	12,745,317	10,463,064	10,748,256
Ending Fund Balance	\$ 13,076,525	\$ 12,745,317	\$ 10,463,064	\$ 10,748,256	\$ 11,028,928
Non Spendable , Restricted, Committed and Assigned	\$ 795,964	\$ 1,702,271	\$ 2,418,535	\$ 2,285,251	\$ 2,151,967
Unassigned	12,280,561	11,043,046	8,044,529	8,463,005	8,876,961
Total Fund Balance	\$ 13,076,525	\$ 12,745,317	\$ 10,463,064	\$ 10,748,256	\$ 11,028,928

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 2,362,113	\$ 2,353,254	\$ 2,407,204	\$ 2,464,383	\$ 2,568,533
Intergovernmental Revenue	13,683	23,851	58,351	15,000	18,000
Licenses and permits	49,376	48,985	48,344	46,000	49,000
Other	47,314	61,245	35,965	48,900	33,900
Transfers from other funds	-	22,000	-	-	-
Total Revenues/Sources	2,472,486	2,509,335	2,549,865	2,574,283	2,669,433
EXPENDITURES/USES					
Public Works (by program)					
Stormwater management	267,301	303,442	304,463	277,862	408,860
Lakes	1,003,592	1,041,866	1,150,805	1,165,099	1,079,413
Street drainage and maintenance	738,555	771,968	767,935	783,614	766,349
Street sweeping	282,484	317,069	328,527	347,708	345,859
Lakes patrol reimbursement	65,000	-	-	-	-
Total Expenditures/Uses	2,356,932	2,434,345	2,551,730	2,574,283	2,600,481
Revenues/Sources over (under) Expenditures/Uses					
	115,554	74,990	(1,866)	-	68,952
Beginning Fund Balance	109,057	224,611	299,601	297,735	297,735
Ending Fund Balance	\$ 224,611	\$ 299,601	\$ 297,735	\$ 297,735	\$ 366,687
Non Spendable					
	\$ 55,862	\$ 53,547	\$ 38,080	\$ 36,079	\$ 36,079
Spendable	168,749	246,054	261,656	261,656	330,608
Total Fund Balance	\$ 224,611	\$ 299,601	\$ 299,736	\$ 297,735	\$ 366,687

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Licenses and permits	\$ 175,237	\$ -	\$ -	\$ -	\$ -
Other	40,543	36,580	23,243	-	-
Transfers from other funds	-	-	-	-	-
Total Revenues/Sources	215,780	36,580	23,243	-	-
EXPENDITURES/USES					
Planning and development	77,285	-	-	-	-
Total Expenditures/Uses	77,285	-	-	-	-
Revenues/Sources over (under) Expenditures/Uses					
	138,495	36,580	23,243	-	-
Beginning Fund Balance	226,262	364,757	401,337	424,580	424,580
Ending Fund Balance	\$ 364,757	\$ 401,337	\$ 424,580	\$ 424,580	\$ 424,580
Non Spendable					
Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ 364,757	\$ 401,337	\$ 424,580	\$ 424,580	\$ 424,580

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 219,080	\$ 210,177	\$ 157,335	\$ 225,000	\$ 200,000
Intergovernmental revenue	1,113,115	1,243,644	1,550,967	1,975,328	2,196,932
Miscellaneous revenue	51,366	113,100	71,166	70,000	65,000
Proceeds from debt issuance	-	-	-	-	-
Transfers from other funds	1,071,174	1,147,624	1,435,305	1,822,815	2,125,167
Total Revenues/Sources	2,454,735	2,714,544	3,214,774	4,093,143	4,587,099
EXPENDITURES/USES					
Planning and development	771,801	816,394	855,351	1,089,060	1,240,295
Debt service	1,486,425	1,498,378	1,494,054	1,493,552	1,496,648
Capital Projects	73,889	134,090	142,466	819,183	1,140,000
Transfers to other funds	542,693	3,993	1,003,993	3,993	-
Payment to Refunded Bond Escrow Agent	-	-	-	-	-
Reimbursements	25,000	45,905	53,323	42,611	57,550
Total Expenditures/Uses	2,899,808	2,498,760	3,549,186	3,448,399	3,934,493
Revenues/Sources over (under)					
Expenditures/Uses	(445,073)	215,784	(334,412)	644,744	652,606
Beginning Fund Balance	2,320,458	1,875,385	2,091,169	1,756,756	2,401,500
Ending Fund Balance	\$ 1,875,385	\$ 2,091,169	\$ 1,756,756	\$ 2,401,500	\$ 3,054,106
Non Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Spendable	1,875,385	2,091,169	1,756,756	2,401,500	3,054,106
Total Fund Balance	\$ 1,875,385	\$ 2,091,169	\$ 1,756,756	\$ 2,401,500	\$ 3,054,106

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Other	\$ 449,729	\$ 34,264	\$ 37,719	\$ -	\$ -
Total Revenues/Sources	\$ 449,729	34,264	37,719	-	-
EXPENDITURES/USES					
Park & rec	104,769	-	-	-	-
Total Expenditures/Uses	104,769	-	-	-	-
Revenues/Sources over (under)					
Expenditures/Uses	344,960	34,264	37,719	-	-
Beginning Fund Balance	260,801	605,761	640,025	677,744	677,744
Ending Fund Balance	\$ 605,761	\$ 640,025	\$ 677,744	\$ 677,744	\$ 677,744

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Lot sales	\$ 452,671	\$ 458,050	\$ 282,223	\$ 340,000	\$ 335,000
Other	35,239	55,283	28,077	40,000	20,000
Transfers from other funds	-	-	-	-	-
Total Revenues/Sources	487,910	513,333	310,300	380,000	355,000
EXPENDITURES/USES					
Operations	-	-	-	-	-
Parks	-	2,300	-	-	-
Transfers to other funds	256,413	239,226	293,572	256,763	379,570
Reimbursements	1,000	-	-	-	-
Total Expenditures/Uses	257,413	241,526	293,572	256,763	379,570
Revenues/Sources over (under) Expenditures/Uses					
	230,497	271,807	16,728	123,237	(24,570)
Beginning Fund Balance	1,431,983	1,662,480	1,934,287	1,951,016	2,074,253
Ending Fund Balance	\$ 1,662,480	\$ 1,934,287	\$ 1,951,016	\$ 2,074,253	\$ 2,049,683
Spendable	\$ 1,662,480	\$ 1,934,287	\$ 1,951,016	\$ 2,074,253	\$ 2,049,683
Total Fund Balance	\$ 1,662,480	\$ 1,934,287	\$ 1,951,016	\$ 2,074,253	\$ 2,049,683

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Fines and Forfeitures	\$ 54,765	\$ 64,093	\$ 135,923	\$ -	\$ -
Intergovernmental	29,958	27,348	33,874	-	-
Charges for Services	46,542	57,410	68,347	-	-
Special Assessments				-	-
Other	517,362	511,993	419,922	75,000	108,000
Transfers from other funds	<u>127,646</u>	<u>282,000</u>	<u>335,683</u>	<u>332,566</u>	<u>340,149</u>
Total Revenues/Sources	776,273	942,844	993,749	407,566	448,149
EXPENDITURES/USES					
Planning and development	15,216	45,688	78,457	-	33,000
Public works	255,175	1,234	-	-	-
Police	65,637	107,703	48,465	-	-
Fire	67,503	42,573	35,000	-	-
Parks & recreation department	340,891	597,963	361,924	25,000	25,000
Organizational support	-	257,000	292,000	307,566	315,149
Transfers to other funds	<u>149,736</u>	<u>85,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
Total Expenditures/Uses	894,158	1,137,161	890,846	407,566	448,149
Revenues/Sources over (under) Expenditures/Uses	(117,885)	(194,317)	102,903	-	-
Beginning Fund Balance	<u>1,310,984</u>	<u>1,193,099</u>	<u>998,782</u>	<u>1,101,685</u>	<u>1,101,685</u>
Ending Fund Balance	<u>\$ 1,193,099</u>	<u>\$ 998,782</u>	<u>\$ 1,101,685</u>	<u>\$ 1,101,685</u>	<u>\$ 1,101,685</u>
Spendable	\$ 1,193,099	\$ 998,782	\$ 1,101,685	\$ 1,101,685	\$ 1,101,685
Total Fund Balance	<u>\$ 1,193,099</u>	<u>\$ 998,782</u>	<u>\$ 1,101,685</u>	<u>\$ 1,101,685</u>	<u>\$ 1,101,685</u>

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Intergovernmental Revenues	\$ 977,727	\$ 1,092,966	\$ 1,106,589	\$ 828,291	\$ 1,021,565
Miscellaneous	2,009	(593)	3,206	-	-
Total Revenues/Sources	979,736	1,092,373	1,109,796	828,291	1,021,565
EXPENDITURES/USES					
Police	961,941	1,110,182	1,076,513	828,291	1,021,565
Transfers to other funds	-	-	-	-	-
Total Expenditures/Uses	961,941	1,110,182	1,076,513	828,291	1,021,565
Revenues/Sources over (under) Expenditures/Uses	17,795	(17,809)	33,283	-	-
Beginning Fund Balance	104,787	122,582	104,773	138,056	138,056
Ending Fund Balance	\$ 122,582	\$ 104,773	\$ 138,056	\$ 138,056	\$ 138,056
Spendable	\$ 122,582	\$ 104,773	\$ 138,056	\$ 138,056	\$ 138,056
Total Fund Balance	\$ 122,582	\$ 104,773	\$ 138,056	\$ 138,056	\$ 138,056

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Fines and Forfeitures	\$ 931,973	\$ 73,408	\$ 116,962	\$ -	\$ -
Miscellaneous	10,221	29,628	7,329	-	-
Total Revenues/Sources	942,194	103,036	124,291	-	-
EXPENDITURES/USES					
Police	312,051	579,968	242,272	-	-
Transfers to other funds	-	77,730	77,730	77,730	35,000
Total Expenditures/Uses	312,051	657,698	320,002	77,730	35,000
Revenues/Sources over (under) Expenditures/Uses	630,143	(554,662)	(195,711)	(77,730)	(35,000)
Beginning Fund Balance	534,686	1,164,829	610,167	414,456	336,726
Ending Fund Balance	\$ 1,164,829	\$ 610,167	\$ 414,456	\$ 336,726	\$ 301,726
Spendable	\$ 1,164,829	\$ 610,167	\$ 414,456	\$ 336,726	\$ 301,726
Total Fund Balance	\$ 1,164,829	\$ 610,167	\$ 414,456	\$ 336,726	\$ 301,726

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Property taxes	\$ 1,179,486	\$ 1,206,563	\$ 1,201,145	\$ 812,750	\$ 2,617,272
Other	164,497	162,518	162,887	161,439	152,000
Proceeds from bond issuance	-	-	-	-	-
Transfers from other funds	<u>1,449,167</u>	<u>909,786</u>	<u>911,009</u>	<u>385,815</u>	<u>382,283</u>
Total Revenues/Sources	<u>2,793,150</u>	<u>2,278,867</u>	<u>2,275,041</u>	<u>1,360,004</u>	<u>3,151,555</u>
EXPENDITURES/USES					
Debt Service	2,315,400	2,310,591	2,315,718	1,393,497	3,197,136
Payment to Refunded Bond Escrow Agent	-	-	-	-	-
Total Expenditures/Uses	<u>2,315,400</u>	<u>2,310,591</u>	<u>2,315,718</u>	<u>1,393,497</u>	<u>3,197,136</u>
Revenues/Sources over (under) Expenditures/Uses					
	477,750	(31,724)	(40,677)	(33,493)	(45,581)
Beginning Fund Balance, as restated	<u>193,638</u>	<u>671,388</u>	<u>639,664</u>	<u>598,987</u>	<u>565,494</u>
Ending Fund Balance	<u>\$ 671,388</u>	<u>\$ 639,664</u>	<u>\$ 598,987</u>	<u>\$ 565,494</u>	<u>\$ 519,913</u>
Spendable					
	\$ 671,388	\$ 639,664	\$ 598,987	\$ 565,494	\$ 519,913
Total Fund Balance	<u>\$ 671,388</u>	<u>\$ 639,664</u>	<u>\$ 598,987</u>	<u>\$ 565,494</u>	<u>\$ 519,913</u>

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Intergovernmental revenues	\$ 390,849	\$ 405,556	\$ 140,893	\$ -	\$ -
Other	242,149	69,883	1,023,210	-	-
Transfers from other funds	1,216,000	3,882,504	6,021,060	2,188,005	1,905,417
Total Revenues/Sources	1,848,998	4,357,943	7,185,163	2,188,005	1,905,417
EXPENDITURES/USES					
Capital projects	1,598,089	2,217,929	8,053,418	2,118,005	1,835,417
Total Expenditures/Uses	1,598,089	2,217,929	8,053,418	2,118,005	1,835,417
Revenues/Sources over (under)					
Expenditures/Uses	250,909	2,140,014	(868,255)	70,000	70,000
Beginning Fund Balance	800,099	1,051,008	3,191,022	2,322,767	2,392,767
Ending Fund Balance	\$ 1,051,008	\$ 3,191,022	\$ 2,322,767	\$ 2,392,767	\$ 2,462,767
Spendable	\$ 1,051,008	\$ 3,191,022	\$ 2,322,767	\$ 2,392,767	\$ 2,462,767
Total Fund Balance	\$ 1,051,008	\$ 3,191,022	\$ 2,322,767	\$ 2,392,767	\$ 2,462,767

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 693,730	\$ 729,714	\$ 726,533	\$ 600,000	\$ 575,000
Intergovernmental revenues	421,800	249,202	125,580	-	-
Total Revenues/Sources	1,115,530	978,916	852,113	600,000	575,000
EXPENDITURES/USES					
Capital projects	1,186,727	866,647	459,752	600,000	575,000
Transfers to other funds	-	40,523	18,523	-	-
Total Expenditures/Uses	1,186,727	907,170	478,275	600,000	575,000
Revenues/Sources over (under) Expenditures/Uses	(71,197)	71,746	373,838	-	-
Beginning Fund Balance	2,268,250	2,197,053	2,268,799	2,642,637	2,642,637
Ending Fund Balance	\$ 2,197,053	\$ 2,268,799	\$ 2,642,637	\$ 2,642,637	\$ 2,642,637
Spendable	\$ 2,197,053	\$ 2,268,799	\$ 2,642,637	\$ 2,642,637	\$ 2,642,637
Total Fund Balance	\$ 2,197,053	\$ 2,268,799	\$ 2,642,637	\$ 2,642,637	\$ 2,642,637

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 27,635,066	\$ 28,138,903	\$ 29,020,089	\$ 29,291,713	\$ 30,258,542
Capital contributions	2,835,720	368,584	916,855	385,000	800,000
Other	<u>1,100,087</u>	<u>766,610</u>	<u>303,229</u>	<u>486,016</u>	<u>382,485</u>
Total Revenues/Sources	31,570,873	29,274,097	30,240,173	30,162,729	31,441,027
EXPENSES/USES					
General administration	1,664,983	1,646,987	1,757,791	1,702,619	1,869,304
Operations	12,859,057	13,079,324	13,518,680	15,662,170	16,069,646
Depreciation	3,339,636	3,577,256	3,354,768	-	-
Amortization	741,638	741,638	664,439	-	-
Interest and fiscal charges	3,389,783	3,369,794	3,237,061	3,038,330	2,818,097
Amount allocated for principal payment	-	-	-	2,890,000	3,110,000
Amount allocated for capital projects	-	-	-	4,581,146	4,292,000
Reimbursements	2,226,438	2,187,363	2,324,829	2,349,132	2,518,326
Transfers to other funds	<u>2,093,600</u>	<u>2,710,699</u>	<u>2,354,943</u>	<u>2,660,478</u>	<u>2,773,654</u>
Total Expenses/Uses	26,315,135	27,313,061	27,212,511	32,883,875	33,451,027
Change in Net Assets (Cash Flows for Budget Years Presented)	5,255,738	1,961,036	3,027,662	(2,721,146)	(2,010,000)
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(3,400,000)	(3,400,000)
Deduct estimate for amortization	-	-	-	(1,350,000)	(1,350,000)
Add back payment of principal	-	-	-	2,890,000	3,110,000
Add back investment in capital assets	-	-	-	4,581,146	4,292,000
Change in Net Assets (After Adjustments to Budget Years)	5,255,738	1,961,036	3,027,662	-	642,000
Net Assets at Beginning of Year	59,591,049	64,846,787	66,807,823	69,835,485	69,835,485
Net Assets at End of Year	\$ 64,846,787	\$ 66,807,823	\$ 69,835,485	\$ 69,835,485	\$ 70,477,485
Invested in capital assets, net of related debt	\$ 42,744,353	\$ 42,679,670	\$ 44,117,925	\$ 46,839,071	\$ 49,491,071
Restricted	7,295,121	8,227,365	8,402,745	8,402,745	8,402,745
Unrestricted	<u>14,807,313</u>	<u>15,900,788</u>	<u>17,314,815</u>	<u>14,593,669</u>	<u>12,583,669</u>
Total Net Assets	\$ 64,846,787	\$ 66,807,823	\$ 69,835,485	\$ 69,835,485	\$ 70,477,485

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 49,459,325	\$ 47,931,186	\$ 47,857,842	\$ 47,841,054	\$ 48,653,136
Intergovernmental revenues	-	-	111,315	-	-
Other	769,093	329,933	74,942	6,293	2,000
Transfers from other funds				151,088	146,561
Total Revenues/Sources	50,228,418	48,261,119	48,044,099	47,998,435	48,801,697
EXPENSES/USES					
General administration	1,128,818	1,217,200	1,544,591	1,480,605	1,601,978
Operations	34,444,728	31,994,282	31,846,427	33,905,694	33,998,360
Depreciation	2,455,857	2,064,954	2,299,524	-	-
Amortization	656,300	656,300	656,300	-	-
Interest and fiscal charges	3,079,475	3,317,845	3,080,695	2,969,780	2,576,628
Amount allocated for principal payment	-	-	-	2,070,000	2,450,000
Amount allocated for capital projects	-	-	-	3,500,000	3,500,000
Reimbursements	1,090,893	1,386,390	1,405,371	1,531,858	1,544,341
Transfers to other funds	2,689,618	3,879,001	2,848,183	2,990,498	2,878,604
Total Expenses/Uses	45,545,689	44,515,972	43,681,091	48,448,435	48,549,911
Change in Net Assets (Cash Flows for Budget Years Presented)	4,682,729	3,745,147	4,363,008	(450,000)	251,786
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(2,600,000)	(2,600,000)
Deduct estimate for amortization	-	-	-	(656,300)	(656,300)
Add back payment of principal	-	-	-	2,070,000	2,450,000
Add back investment in capital assets	-	-	-	3,500,000	3,500,000
Change in Net Assets (After Adjustments to Budget Years)	4,682,729	3,745,147	4,363,008	1,863,700	2,945,486
Net Assets at					
Beginning of Year, as Restated	17,479,529	22,162,258	25,907,405	30,270,413	32,134,113
Net Assets at					
End of Year	\$ 22,162,258	\$ 25,907,405	\$ 30,270,413	\$ 32,134,113	\$ 35,079,599
Invested in capital assets, net of related debt	\$ 9,957,214	\$ 15,080,030	\$ 18,013,697	\$ 20,327,397	\$ 23,021,097
Unrestricted	12,205,044	10,827,375	12,256,716	11,806,716	12,058,502
Total Net Assets	\$ 22,162,258	\$ 25,907,405	\$ 30,270,413	\$ 32,134,113	\$ 35,079,599

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 1,270,279	\$ 1,455,893	\$ 1,474,572	\$ 1,469,734	\$ 1,528,524
Other	(4,217)	(5,846)	(1,751)	-	-
Total Revenues/Sources	1,266,062	1,450,047	1,472,821	1,469,734	1,528,524
EXPENSES/USES					
Operations	1,292,747	1,352,967	1,383,284	1,463,126	1,528,524
Depreciation	997	655	655	-	-
Reimbursements	26,000	5,886	6,823	6,608	-
Total Expenses/Uses	1,319,744	1,359,508	1,390,762	1,469,734	1,528,524
Change in Net Assets (Cash Flows for Budget Years Presented)	(53,682)	90,539	82,059	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(441)
Change in Net Assets (After Adjustments to Budget Years)	(53,682)	90,539	82,059	(1,000)	(441)
Net Assets at Beginning of Year	(133,297)	(186,979)	(96,440)	(14,381)	(15,381)
Net Assets at End of Year	\$ (186,979)	\$ (96,440)	\$ (14,381)	\$ (15,381)	\$ (15,822)
Invested in capital assets, net of related debt	\$ 2,096	\$ 1,441	\$ 786	\$ (214)	\$ (655)
Unrestricted	(189,075)	(97,881)	(15,167)	(15,167)	(15,167)
Total Net Assets	\$ (186,979)	\$ (96,440)	\$ (14,381)	\$ (15,381)	\$ (15,822)

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 1,525,103	\$ 1,545,833	\$ 1,855,298	\$ 1,850,000	\$ 1,850,000
Other	160,138	93,844	217,888	-	-
Total Revenues/Sources	1,685,241	1,639,677	2,073,185	1,850,000	1,850,000
EXPENSES/USES					
Operations	-	-	-	-	-
Depreciation	1,002,877	1,163,430	1,238,323	-	-
Interest expense	44	-	-	-	-
Amount allocated for capital equipment				1,850,000	1,850,000
Transfers to other funds	150,000	-	-	-	-
Reimbursements	11,482	-	-	-	-
Total Expenses/Uses	1,164,403	1,163,430	1,238,323	1,850,000	1,850,000
Change in Net Assets (Cash Flows for Budget Years Presented)	520,838	476,247	834,863	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,200,000)	(1,200,000)
Add back payment of principal	-	-	-	-	-
Add back investment in capital assets	-	-	-	1,850,000	1,850,000
Change in Net Assets (After Adjustments to Budget Years)	520,838	476,247	834,863	650,000	650,000
Net Assets at					
Beginning of Year	5,955,280	6,476,118	6,952,365	7,787,228	8,437,228
Net Assets at					
End of Year	\$ 6,476,118	\$ 6,952,365	\$ 7,787,228	\$ 8,437,228	\$ 9,087,228
Invested in capital assets, net of related debt	\$ 5,786,969	\$ 5,965,378	\$ 7,818,286	\$ 8,468,286	\$ 9,118,286
Unrestricted	689,149	986,987	(31,058)	(31,058)	(31,058)
Total Net Assets	\$ 6,476,118	\$ 6,952,365	\$ 7,787,228	\$ 8,437,228	\$ 9,087,228

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 7,010,204	\$ 7,058,414	\$ 7,375,976	\$ 6,790,141	\$ 7,382,675
Other	15,170	67,843	470,800	565,475	575,368
Total Revenues/Sources	7,025,374	7,126,257	7,846,776	7,355,616	7,958,043
EXPENSES/USES					
Operations	7,283,970	5,898,076	6,288,282	7,355,616	7,958,043
Reimbursements	28,568	-	-	-	-
Total Expenses/Uses	7,312,538	5,898,076	6,288,282	7,355,616	7,958,043
Change in Net Assets	(287,164)	1,228,181	1,558,494	-	-
Net Assets at Beginning of Year	457,973	170,809	1,398,990	2,957,484	2,957,484
Net Assets at End of Year	\$ 170,809	\$ 1,398,990	\$ 2,957,484	\$ 2,957,484	\$ 2,957,484
Unrestricted	\$ 170,809	\$ 1,398,990	\$ 2,957,484	\$ 2,957,484	\$ 2,957,484
Total Net Assets	\$ 170,809	\$ 1,398,990	\$ 2,957,484	\$ 2,957,484	\$ 2,957,484

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 2,091,242	\$ 2,141,194	\$ 2,307,448	\$ 2,404,855	\$ 2,499,795
Other	2,642	9,911	5,617	5,000	5,000
Total Revenues/Sources	2,093,884	2,151,105	2,313,065	2,409,855	2,504,795
EXPENSES/USES					
Operations	2,010,880	2,232,049	2,150,860	2,409,855	2,504,795
Depreciation	1,047	1,234	1,261	-	-
Transfers to other funds	-	-	-	-	-
Reimbursements	13,000	-	-	-	-
Total Expenses/Uses	2,024,927	2,233,283	2,152,121	2,409,855	2,504,795
Change in Net Assets (Cash Flows for Budget Years Presented)	68,957	(82,178)	160,944	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(1,000)
Change in Net Assets (After Adjustments to Budget Years)	68,957	(82,178)	160,944	(1,000)	(1,000)
Net Assets at					
Beginning of Year	(340,981)	(272,024)	(354,202)	(193,258)	(193,258)
Net Assets at					
End of Year	\$ (272,024)	\$ (354,202)	\$ (193,258)	\$ (193,258)	\$ (193,258)
Invested in capital assets, net of related debt	\$ 6,916	\$ 6,753	\$ 5,492	\$ 4,492	\$ 3,492
Unrestricted	(278,940)	(360,955)	(198,750)	(197,750)	(196,750)
Total Net Assets	\$ (272,024)	\$ (354,202)	\$ (193,258)	\$ (193,258)	\$ (193,258)



program budgets

Program Budgets

This portion of the budget speaks to financial allocations by department/program function and offers information on goals and objectives designed to implement major policies. The first section includes summary tables showing the city-wide combined budget summary for all the funds broken out by revenues and then expenses by program and function. Next is a table summarizing the personnel changes by division for the last 5 years. The following sections then go into detail for each program fund and display the following information for each fund type:

Fund Level:

- 5-Year summary of fund spending

Department Level:

- Vision/Mission for each department
- Graph of historical and future estimated spending over the next 3 years
- Selected key performance measures for the department

Division Level:

- Historical spending and employee count history
- Summary of duties and responsibilities
- Level of Service provided by the division based on allocated funding
- Organizational Chart
- Goals and Accomplishments
- Detailed line-item budget of historical and planned spending

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



general fund

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Property taxes	\$ 15,628,124	\$ 16,593,276	\$ 17,929,160	\$ 19,441,569	\$ 20,932,465
Utility taxes and franchise fees	7,818,395	7,777,493	7,849,349	7,484,182	7,669,149
Licenses and permits	2,851,123	2,392,821	3,121,261	2,457,412	2,526,484
Fines and forfeitures	1,097,291	973,800	1,242,855	1,111,205	1,150,169
Intergovernmental revenues	6,620,957	7,030,732	7,281,781	7,419,917	7,319,328
Charges for services	5,730,595	5,655,128	5,938,788	7,504,420	8,079,699
Other	565,275	1,151,073	500,802	688,850	668,572
Transfers from other funds	5,104,366	4,908,252	4,998,227	5,248,467	5,310,336
Total Revenues/Sources	45,416,126	46,482,575	48,862,223	51,356,022	53,656,202
EXPENDITURES/USES					
General administration	4,428,402	4,453,670	4,613,770	5,078,510	5,312,121
Planning and development	1,596,377	2,033,970	2,127,703	2,045,982	2,256,318
Public works	6,685,057	6,804,383	7,215,570	8,842,427	9,146,537
Police	12,518,583	12,902,007	12,820,778	13,607,783	14,509,778
Fire	10,814,993	11,608,622	12,075,338	12,573,304	12,802,056
Parks and recreation	7,090,425	7,126,101	7,670,698	7,517,116	8,086,752
Organizational support	1,534,560	1,394,580	1,423,872	1,465,146	1,509,100
Nondepartmental	-	-	-	(175,000)	(195,000)
Transfers to other funds	3,086,294	4,115,994	6,987,093	4,045,771	4,068,085
Reimbursements	(3,487,381)	(3,625,544)	(3,790,346)	(3,930,209)	(4,120,217)
Total Expenditures/Uses	44,267,310	46,813,783	51,144,476	51,070,830	53,375,530
Revenues/Sources over (under) Expenditures/Uses					
	1,148,816	(331,208)	(2,282,253)	285,192	280,672
Beginning Fund Balance	11,927,709	13,076,525	12,745,317	10,463,064	10,748,256
Ending Fund Balance	\$ 13,076,525	\$ 12,745,317	\$ 10,463,064	\$ 10,748,256	\$ 11,028,928
Non Spendable , Restricted, Committed and Assigned	\$ 795,964	\$ 1,702,271	\$ 2,418,535	\$ 2,285,251	\$ 2,151,967
Unassigned	12,280,561	11,043,046	8,044,529	8,463,005	8,876,961
Total Fund Balance	\$ 13,076,525	\$ 12,745,317	\$ 10,463,064	\$ 10,748,256	\$ 11,028,928



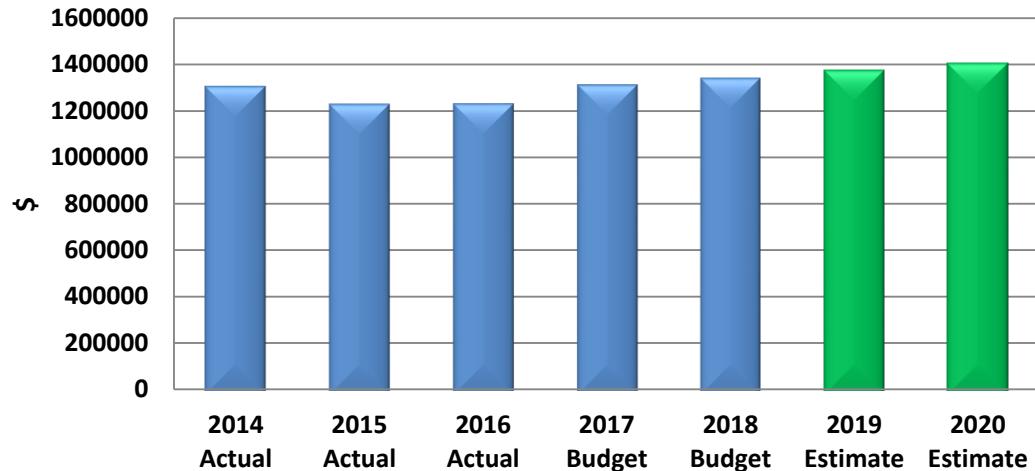
legislative general admin

Legislative & General Administration

Vision : The City of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.

Historical Spending & Future Estimated Expenditures

Legislative & General Administration



City Commission

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	13,586	11,617	13,664	13,667
Operating Expenses	9,091	11,764	13,000	14,900
Capital Outlay	1,339	1,358	1,200	-
Total	\$ 24,016	\$ 24,739	\$ 27,864	\$ 28,567
No. of Positions				
Full-time	5	5	5	5
Part-time				
Seasonal				
Total FTE's	5	5	5	5
	2.5	2.5	2.5	2.5

Program Summary:

The City Commission consists of five members, one of whom holds the title of Mayor. The Mayor and City Commissioners must be residents of the city, are elected at-large and serve a maximum of four, three-year terms. The City Commission is the governing body and authority of the city that makes major policy decisions. Unless otherwise announced, the City Commission meets regularly on the second and fourth Mondays of every month, on the second floor in City Hall City Commission Chambers.

Level of Service Provided in Budget:

- Oversight and policy direction for the City of Winter Park.

City Commission

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1101-511.13-10	PART TIME/TEMPORARY WAGES	12,600	10,775	12,675	12,675
001-1101-511.21-10	FICA TAXES	964	824	969	969
001-1101-511.24-10	WORKER'S COMPENSATION	22	18	20	23
001-1101-511.40-10	TRAVEL & TRAINING	2,917	3,905	4,000	4,000
001-1101-511.47-10	PRINTING & BINDING	104	-	-	-
001-1101-511.48-10	PROMOTIONAL ACTIVITIES	172	673	1,000	1,500
001-1101-511.52-10	GENERAL OPERATING SUPPLY	181	886	1,000	2,400
001-1101-511.54-20	MEMBERSHIPS	5,717	6,300	7,000	7,000
001-1101-511.64-50	MACHINERY & EQUIPMENT	1,339	1,358	1,200	-
Totals		24,016	24,739	27,864	28,567
% Change from Prior Year		NA	3.0%	12.6%	2.5%

Legal Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	408,663	450,731	462,000	462,000
Capital Outlay				
Total	\$ 408,663	\$ 450,731	\$ 462,000	\$ 462,000
No. of Positions				
Full-time				Legal services are contracted
Part-time				
Seasonal				
Total FTE's				

Program Summary:

The City Attorney is appointed by the City Commission and provides legal counsel and representation to the city in any suit, action or proceeding filed by or against it. The city attorney provides legal advice at City Commission meetings, performs legal research and offers advisory opinions, and responds to requests from the City Commission and city staff to draft or review contracts, ordinances, resolutions and other legal documents. This Division also covers the cost of the City Labor Attorney and legislative lobbying activities.

Level of Service Provided in Budget:

- Attendance at City Commission and CRA Agency board meetings and other special meetings and sessions as required.
- Review of agendas and resolutions and ordinances.
- Weekly one-on-one meetings with City Staff by appointment.
- Consultation on all legal matters pertaining to the business of the City of Winter Park.
- Funding for Federal and State lobbyists.
- Provides for representation in matters involving litigation.
- Provides for services of a labor attorney.

Legal Services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1102-514.31-10	CITY ATTORNEY	163,553	208,370	200,000	200,000
001-1102-514.31-11	CITY ATTORNEY-LITIGATION	57,454	97,657	80,000	100,000
001-1102-514.31-20	OTHER LEGAL SERVICES	97,978	42,704	80,000	60,000
001-1102-514.33-02	FEDERAL LOBBYIST	35,000	42,000	42,000	42,000
001-1102-514.33-03	STATE LOBBYIST	54,340	60,000	60,000	60,000
Totals		408,663	450,731	462,000	462,000
% Change from Prior Year		NA	10.3%	2.5%	0.0%

City Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	528,399	547,165	551,347	576,608
Operating Expenses	48,916	43,695	62,202	62,320
Capital Outlay	-	2,369	-	-
Total	\$ 577,315	\$ 593,229	\$ 613,549	\$ 638,928
 No. of Positions				
Full-time	3	3.5	3.5	3.5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	3.5	3.5	3.5
FTE's	3	3.5	3.5	3.5

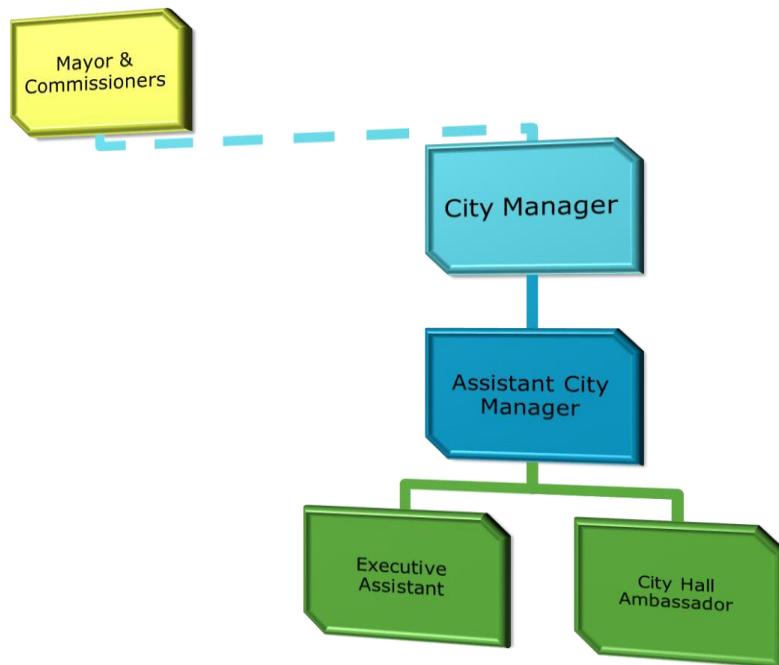
Program Summary:

The City Manager is the chief administrative officer of the City of Winter Park. This position is appointed by the Mayor and City Commission. The City Manager carries out policy decisions and directives issued by the governing body and runs the day-to-day operations of the City. In addition, the City Manager is responsible for hiring all city employees and department heads. In FY 2016 an existing city employee was moved to a shared position between City Management and Risk Management.

Level of Service Provided in Budget:

- Oversight of the management and operations of the City of Winter Park, its 500+ full-time employees, its \$150+ million annual budget, and the operations of the Electric and Water Utilities.

City Management



One Executive Assistant position is split with Risk Management.

City Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1201-512.12-10	REGULAR WAGES	414,100	429,006	436,225	454,766
001-1201-512.21-10	FICA TAXES	25,070	25,847	25,448	26,777
001-1201-512.22-10	PENSION	47,243	48,962	49,010	51,467
001-1201-512.22-20	ICMA CITY CONTRIBUTION	2,679	2,783	2,869	2,970
001-1201-512.23-10	GROUP HEALTH/DENTAL	36,574	37,796	35,000	37,625
001-1201-512.23-11	LIFE INSURANCE	892	921	935	973
001-1201-512.23-12	AD&D INSURANCE	99	102	103	108
001-1201-512.23-13	DISABILITY INSURANCE	990	1,023	1,038	1,081
001-1201-512.24-10	DISABILITY INSURANCE	716	689	683	805
001-1201-512.25-10	DISABILITY INSURANCE	36	36	36	36
001-1201-512.40-10	TRAVEL & TRAINING	4,156	2,870	5,000	5,000
001-1201-512.40-20	CAR ALLOWANCE	5,782	5,804	5,776	5,776
001-1201-512.41-15	TELEPHONE - EQUIP CHGS	1,450	960	1,381	1,537
001-1201-512.41-16	AIRCARDS	-	180	-	200
001-1201-512.41-20	MOBILE COMM DEVICES	2,014	1,550	2,000	2,000
001-1201-512.44-63	COPIER RENTAL	-	-	500	500
001-1201-512.45-10	GENERAL LIABILITY	15,621	17,245	17,797	16,879
001-1201-512.45-11	RISK MGMT OPERATIONS	1,915	3,460	3,392	4,088
001-1201-512.45-40	OTHER INSURANCE	250	250	250	250
001-1201-512.47-10	PRINTING & BINDING	104	-	-	-
001-1201-512.47-30	COPIER	2,496	70	106	90
001-1201-512.48-10	PROMOTIONAL ACTIVITIES	114	742	2,000	2,000
001-1201-512.51-20	OFFICE EQUIP UNDER \$5,000	-	-	1,000	-
001-1201-512.52-10	GENERAL OPERATING SUPPLY	10,161	5,238	15,000	15,000
001-1201-512.52-90	EQUIPMENT UNDER \$5,000	-	-	-	3,000
001-1201-512.54-10	BOOKS & PERIODICALS	400	470	500	500
001-1201-512.54-20	MEMBERSHIPS	4,453	4,855	7,500	5,500
001-1201-512.64-40	FURNITURE & FIXTURES	-	2,369	-	-
Totals		577,315	593,229	613,549	638,928
% Change from Prior Year		11.2%	2.8%	3.4%	4.1%

City Clerk

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	138,996	112,362	114,041	115,036
Operating Expenses	56,404	25,945	71,943	73,583
Capital Outlay	-	-	-	-
Total	\$ 195,400	\$ 138,307	\$ 185,984	\$ 188,619
No. of Positions				
Full-time	2	1	1	1
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	2	1	1	1
FTE's	2	1	1	1

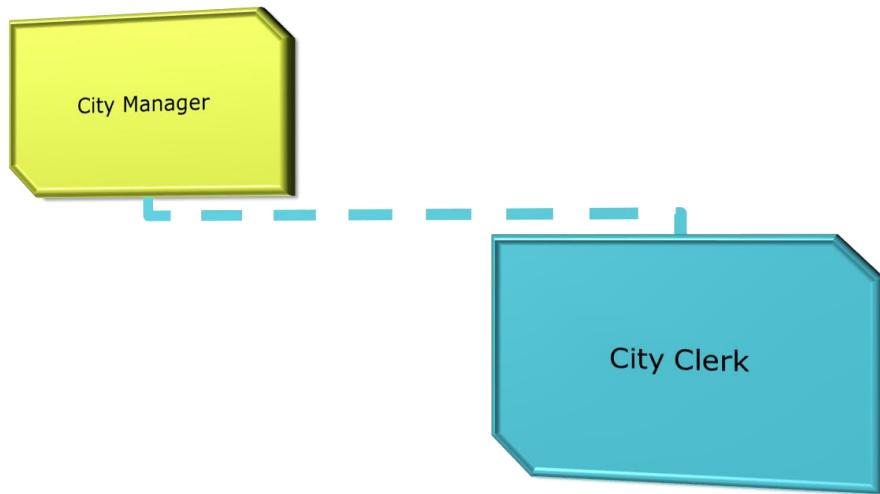
Program Summary:

The City Clerk is a staff officer in the City Manager's Office and is the custodian of the city seal and all city records (including meeting minutes, ordinances, resolutions, agreements, and deeds of city-owned property). The clerk attends, records, and prepares minutes for all Commission meetings; provides information to the public regarding City matters; serves as the City's records liaison with the State of Florida and coordinates scheduling and destruction of all City records; coordinates public records requests; tracks all City board members; serves as the supervisor of election for all city elections and is responsible for legal advertisements for public hearings.

Level of Service Provided in Budget:

- Average public record request turnaround of 2 days or less.
- Management of meeting minutes and agendas for 28 meetings.
- Coordination of records retention according to State statutes.
- Coordination of local elections and requirements according to statute.
- Tracks and updates 19 citizen advisory boards.

City Clerk



City Clerk

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1203-512.12-10	REGULAR WAGES	105,908	86,521	89,138	89,002
001-1203-512.14-10	OVERTIME WAGES	85	-	-	-
001-1203-512.21-10	FICA TAXES	7,648	6,487	6,494	6,676
001-1203-512.22-10	PENSION	7,419	6,056	6,100	6,230
001-1203-512.22-20	ICMA CITY CONTRIBUTION	1,698	1,730	1,743	1,780
001-1203-512.23-10	GROUP HEALTH/DENTAL	15,526	11,000	10,000	10,750
001-1203-512.23-11	LIFE INSURANCE	230	187	188	193
001-1203-512.23-12	AD&D INSURANCE	26	21	21	21
001-1203-512.23-13	DISABILITY INSURANCE	256	208	209	214
001-1203-512.24-10	DISABILITY INSURANCE	185	140	138	160
001-1203-512.25-10	DISABILITY INSURANCE	15	10	10	10
001-1203-512.34-40	CONTRACTUAL SERVICE	10,263	14,853	13,500	14,000
001-1203-512.34-46	ELECTION COSTS	31,032	18	42,000	42,000
001-1203-512.40-10	TRAVEL & TRAINING	3,315	2,887	3,700	3,700
001-1203-512.41-15	TELEPHONE - EQUIP CHGS	997	640	345	384
001-1203-512.42-10	POSTAGE & FREIGHT	-	6	50	-
001-1203-512.44-63	COPIER RENTAL	-	-	500	500
001-1203-512.45-10	GENERAL LIABILITY	5,248	3,554	3,605	3,348
001-1203-512.45-11	RISK MGMT OPERATIONS	643	713	687	811
001-1203-512.46-10	MAINTENANCE CONTRACTS	499	1,099	500	1,200
001-1203-512.47-10	PRINTING & BINDING	-	-	200	-
001-1203-512.47-30	COPIER	241	70	106	90
001-1203-512.49-01	RECORDING FEES	-	138	500	500
001-1203-512.49-10	LEGAL ADS	1,928	1,467	3,600	3,600
001-1203-512.51-20	OFFICE EQUIP UNDER \$5,000	649	-	700	1,600
001-1203-512.52-10	GENERAL OPERATING SUPPLY	909	108	900	1,100
001-1203-512.52-90	EQUIPMENT UNDER \$5,000	125	97	300	-
001-1203-512.54-10	BOOKS & PERIODICALS	-	-	100	100
001-1203-512.54-20	MEMBERSHIPS	555	295	650	650
Totals		195,400	138,307	185,984	188,619
% Change from Prior Year		-18.5%	-29.2%	34.5%	1.4%



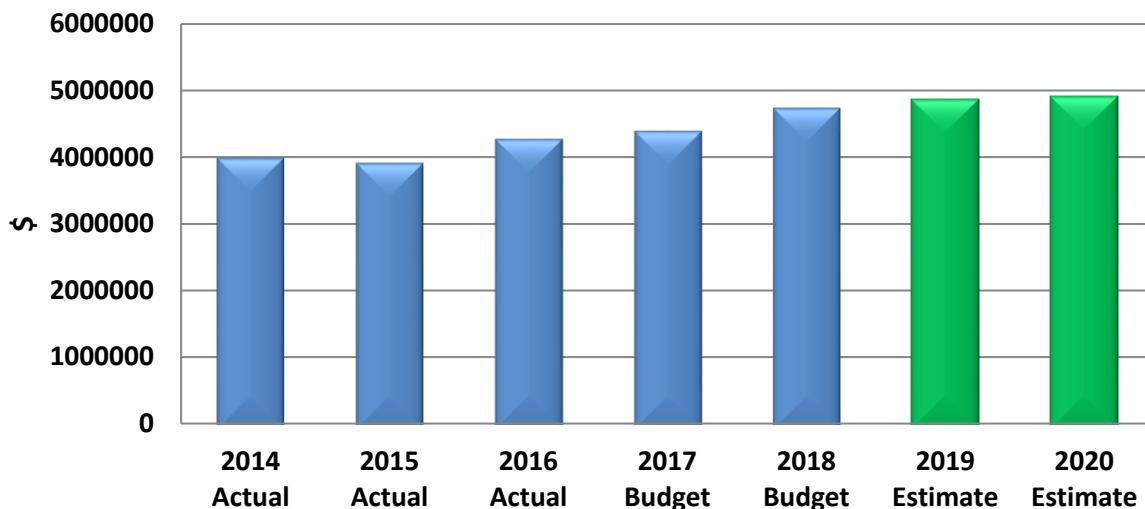
administrative services

Administrative Services

Mission: The mission of the Administrative Services Department is to provide the highest quality support services to other departments and the public so that the City as a whole may achieve its mission.

Historical Spending & Future Estimated Expenditures

Administrative Services



*Includes Risk Management

Key Performance Indicators

Indicator	Actual FY 16	YTD FY 17	Goal FY 18	Notes
Risk Management - Workers' Compensation Experience Modification	0.73	0.73	< .80	
Budget - Revenue Forecast Accuracy	102.4%	Review at Yr end	99% - 101%	Based on all Revenue Sources' original estimates.
Forestry - Trees Planted/ Hazardous Trees Removed	546/697 78.3%	385/381 101%	> 100%	Based on row trees & city owned property
HR - Annual Turnover Rate	9.9%	7.3%	< 5%	Includes layoffs and retirements

Human Resources

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	234,235	238,541	259,190	315,114
Operating Expenses	95,664	80,612	89,130	98,691
Capital Outlay	5,381	6,937	-	-
Total	\$ 335,280	\$ 326,089	\$ 348,320	\$ 413,805
No. of Positions				
Full-time	3	3	3	3
Part-time	-	-	2	2
Seasonal	-	-	-	-
Total	3	3	5	5
FTE's	3	3	4	4

Program Summary:

It is the mission of the Division of Human Resources to assist City Departments in recruitment and retention of highly qualified personnel; to insure the City is compliant with all laws and statutes relevant to recruitment, employment, benefits and other human resources related areas; to negotiate and administer benefits for City personnel; to develop and administer policies, procedures, and compensation in a fair, efficient, and equitable manner; to conduct labor negotiations; to train employees and supervisors on City policies and procedures; to coordinate the wellness program; and to counsel and assist employees, management and departments.

Level of Service Provided in Budget:

- Oversee recruitment and selection process to fill vacant positions.
- Process new hires, including background checks, physical examinations, and required paperwork.
- Coordinate employee onboarding, including first day, benefits and monthly new hire orientation.
- Facilitate organizational development through employee and supervisory training.
- Administer City's employee and retiree benefits programs in accordance with local, state, and federal law.
- Maintain all records related to employment and personnel in accordance with local, state and federal law.
- Oversee employee relations and participate in labor relations activities.
- Administer City's compensation and classification activities and performance management program.

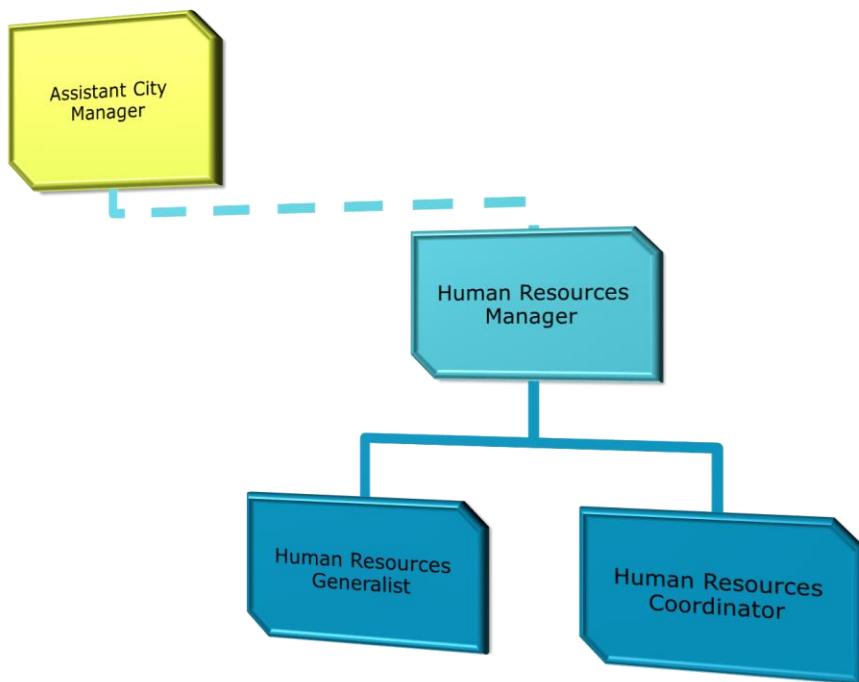
Human Resources

Accomplishments for FY 2017

- Implemented Pay and Classification Study on 10/1/17
- Successfully opened and promoted the employee clinic, "The Wellness Place"
- Created and implemented new master filing system for HR in preparation for digital conversion
- Revamped New Hire and Employee Orientation processes
- Implemented employee financial educational program in coordination with Fiduciary First
- Developed and presented TrakStar training to all managers responsible for employee evaluations
- Introduced several new employee engagement activities
- Developed strategic plan for new wellness program for FY18 implementation

Goals for FY 2018

- Review current employee medical, dental, and other ancillary insurances and solicit bids as necessary
- Release new policy manual in conjunction with "mini" New Employee Orientation
- Set up and implement HR module of new city-wide ERP
- Re-invigorate and reintroduce the City's Core Values Program
- Implement new and improved wellness program
- Continue to improve and streamline the recruitment and selection process
- Review and revise job descriptions and provide access to all employees
- Develop, coordinate and implement supervisory training program



Human Resources splits two Administrative Services Assistant positions with Purchasing & with Building.

Human Resources

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1801-513.12-10	REGULAR WAGES	169,484	176,291	192,843	223,992
001-1801-513.13-10	PART TIME/TEMPORARY WAGES	5,203	4,927	-	17,000
001-1801-513.14-10	OVERTIME WAGES	237	286	-	-
001-1801-513.21-10	FICA TAXES	12,418	12,925	14,752	15,987
001-1801-513.22-10	PENSION	11,830	7,988	12,659	15,679
001-1801-513.22-20	ICMA CITY CONTRIBUTION	2,650	2,494	2,744	3,308
001-1801-513.23-10	GROUP HEALTH/DENTAL	31,260	32,556	35,000	37,625
001-1801-513.23-11	LIFE INSURANCE	368	350	394	488
001-1801-513.23-12	AD&D INSURANCE	41	39	44	54
001-1801-513.23-13	DISABILITY INSURANCE	409	388	437	543
001-1801-513.24-10	WORKER'S COMPENSATION	302	265	287	402
001-1801-513.25-10	UNEMPLOYMENT COMPENSATION	33	33	30	36
001-1801-513.34-50	MEDICAL TESTING	9,641	15,849	11,000	15,000
001-1801-513.40-10	TRAVEL & TRAINING	2,001	5,274	6,000	5,000
001-1801-513.41-10	TELEPHONE - LONG DISTANCE	-	-	-	-
001-1801-513.41-15	TELEPHONE - EQUIP CHGS	1,450	960	1,036	1,153
001-1801-513.41-20	MOBILE COMM DEVICES	595	447	600	1,020
001-1801-513.42-10	POSTAGE & FREIGHT	-	-	-	-
001-1801-513.44-30	EQUIPMENT RENTALS	-	-	-	-
001-1801-513.44-63	COPIER RENTAL	-	-	413	413
001-1801-513.45-10	GENERAL LIABILITY	8,240	7,439	7,481	8,425
001-1801-513.45-11	RISK MGMT OPERATIONS	883	1,492	1,426	2,041
001-1801-513.46-10	MAINTENANCE CONTRACTS	2,416	1,445	3,500	1,500
001-1801-513.46-19	MAINT-SOFTWARE	12,085	14,815	14,500	19,000
001-1801-513.47-10	PRINTING & BINDING	-	52	-	-
001-1801-513.47-30	COPIER	2,471	167	174	243
001-1801-513.48-10	PROMOTIONAL ACTIVITIES	17,695	7,309	11,000	11,000
001-1801-513.49-10	LEGAL ADS	1,320	2,036	-	-
001-1801-513.51-20	OFFICE EQUIP UNDER \$5,000	800	639	4,000	1,500
001-1801-513.52-10	GENERAL OPERATING SUPPLY	3,780	4,402	3,000	5,000
001-1801-513.52-90	EQUIPMENT UNDER \$5,000	2,750	(48)	-	-
001-1801-513.54-10	BOOKS & PERIODICALS	-	-	-	-
001-1801-513.54-20	MEMBERSHIPS	681	1,110	1,000	2,000
001-1801-513.54-30	EMPLOYEE DEVELOPMENT	28,856	17,225	24,000	25,396
001-1801-513.64-50	MACHINERY & EQUIPMENT	5,381	5,873	-	-
Totals		335,280	326,089	348,320	413,805
% Change from Prior Year		14.2%	-2.7%	6.8%	18.8%

*Added split Admin Assistant in FY 2017

Purchasing

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	129,774	149,814	174,034	186,470
Operating Expenses	52,275	92,831	88,628	107,357
Capital Outlay	1,611	-	-	-
Total	\$ 183,660	\$ 242,645	\$ 262,662	\$ 293,827
No. of Positions				
Full-time	3	3	2.5	2.5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	3	2.5	2.5
FTE's	3	3	2.5	2.5

Program Summary:

The Purchasing Division is committed to safeguarding the integrity of the procurement process and identifying resources to provide the highest quality of goods and services to better serve the community.

Level of Service Provided in Budget:

- Process purchase orders in an efficient and compliant manner
- Conduct an audit of Pcard purchases and manage cardholder program
- Promote competition and achieve cost savings by utilizing quote systems
- Maximize purchasing value of public monies of the City
- Centralize purchasing of goods & services where efficiencies can be gained
- Committed to seeking more creative and innovative ways of conducting business
- Achieve cost savings by successfully negotiating contracts with vendors.

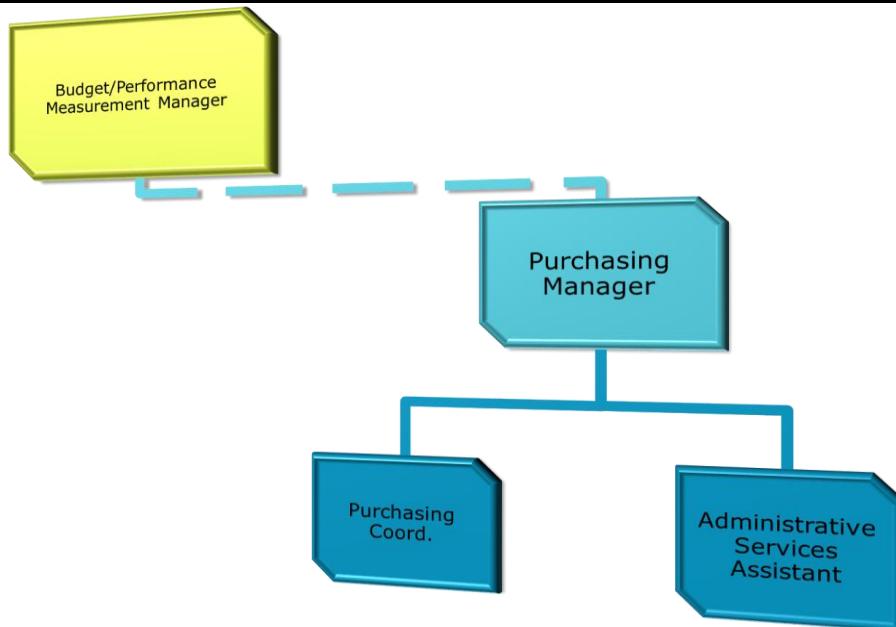
Purchasing

Accomplishments for FY 2017

Maintained high level of service to customers and vendors
Purchase orders reviewed and approved within 24 hours
Enhanced credit card fraud protection through increased monitoring and training
Increased efficiency for contract execution by implementing electronic signatures
Issued more than 20 formal solicitations including Continuing Professional Services and Library project.
Updated Purchasing Policy and Procedural Manuals
Revised New Hire Orientation P-Card Training
Implemented new ERP system for Purchasing and Contracts

Goals for FY 2018

Implement new Purchasing/Procurement policy and procedures
Develop and conduct training for end users performing Purchasing/Procurement functions.
Receive the Award of Excellence in Procurement
Monitor spending and contract awards to M/WBE Businesses
Centralize all Contracts and Agreements in Purchasing/Procurement



Administrative Services Assistant position is split with Human Resources.

Purchasing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1803-513.12-10	REGULAR WAGES	89,949	99,933	126,342	135,875
001-1803-513.14-10	OVERTIME WAGES	267	841	-	4,000
001-1803-513.21-10	FICA TAXES	6,547	7,355	9,665	9,001
001-1803-513.22-10	PENSION	171	7,054	9,964	8,601
001-1803-513.22-20	ICMA CITY CONTRIBUTION	1,004	1,111	2,119	1,277
001-1803-513.23-10	GROUP HEALTH/DENTAL	31,260	32,834	25,000	26,875
001-1803-513.23-11	LIFE INSURANCE	185	212	310	268
001-1803-513.23-12	AD&D INSURANCE	21	24	34	30
001-1803-513.23-13	DISABILITY INSURANCE	205	236	344	298
001-1803-513.24-10	WORKER'S COMPENSATION	146	193	226	220
001-1803-513.25-10	UNEMPLOYMENT COMPENSATION	19	23	30	25
001-1803-513.34-40	CONTRACTUAL SERVICE	677	480	2,500	2,000
001-1803-513.40-10	TRAVEL & TRAINING	2,572	2,912	5,000	7,500
001-1803-513.41-15	TELEPHONE - EQUIP CHGS	1,450	960	691	769
001-1803-513.41-20	MOBILE COMM DEVICES	895	986	900	1,020
001-1803-513.42-10	POSTAGE & FREIGHT	27,865	39,610	19,000	35,000
001-1803-513.44-63	COPIER RENTAL	-	-	300	300
001-1803-513.45-10	GENERAL LIABILITY	6,301	5,718	5,888	4,622
001-1803-513.45-11	RISK MGMT OPERATIONS	772	1,147	1,122	1,119
001-1803-513.46-10	MAINTENANCE CONTRACTS	376	4,620	4,000	4,500
001-1803-513.47-30	COPIER	1,606	121	127	177
001-1803-513.49-10	LEGAL ADS	338	-	1,500	1,500
001-1803-513.49-35	AUCTION AGENT FEES	1,088	-	3,000	-
001-1803-513.51-20	OFFICE EQUIP UNDER \$5,000	-	-	3,000	3,000
001-1803-513.52-10	GENERAL OPERATING SUPPLY	7,835	35,105	37,000	42,000
001-1803-513.52-90	EQUIPMENT UNDER \$5,000	-	662	2,500	2,000
001-1803-513.54-10	BOOKS & PERIODICALS	-	-	500	250
001-1803-513.54-20	MEMBERSHIPS	500	510	1,600	1,600
001-1803-513.64-50	MACHINERY & EQUIPMENT	1,611	-	-	-
Totals		183,660	242,645	262,662	293,827
% Change from Prior Year		-20.3%	32.1%	8.2%	11.9%

Forestry

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	139,551	186,610	188,767	278,603
Operating Expenses	775,734	1,113,222	922,801	981,633
Capital Outlay	-	3,900	6,000	5,000
Total	\$ 915,285	\$ 1,303,732	\$ 1,117,568	\$ 1,265,236
No. of Positions				
Full-time	3	5	5	6
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	5	5	6
FTE's	3	5	5	6

Program Summary:

Urban forestry is responsible for strategically managing, maintaining, and renewing the urban forest within the city. This includes trees on city right-of-ways and city property. Utility vegetation management is included in the maintenance and management of the urban forestry program along with roadway/sidewalk clearance. Community outreach and education is a role of urban forestry as well as issuance of tree removal permits, residential/commercial landscape inspections, and participation in DRC. An urban forest management plan has been written and adopted to be utilized as a tool to manage and guide maintenance decisions in an effort to insure a healthy and sustainable urban forest for future generations.

Level of Service Provided in Budget:

- Urban Forestry continues to mitigate hazard tree conditions by removing priority 1 high risk trees, pruning trees specifically targeted as high risk, and performing hazard mitigation on routine maintenance pruning.
- Urban Forestry has combined efforts by utilizing the utility vegetation management crews to also provide routine maintenance over the roadway/sidewalk per the CWP code.
- Average response time for emergency call out has gone from over 1 hour to less than 20 minutes.
- More than 600 right-of-way trees will be replanted.
- Adds an additional arborist in FY 2018 to assist with permitting and tree assessment.

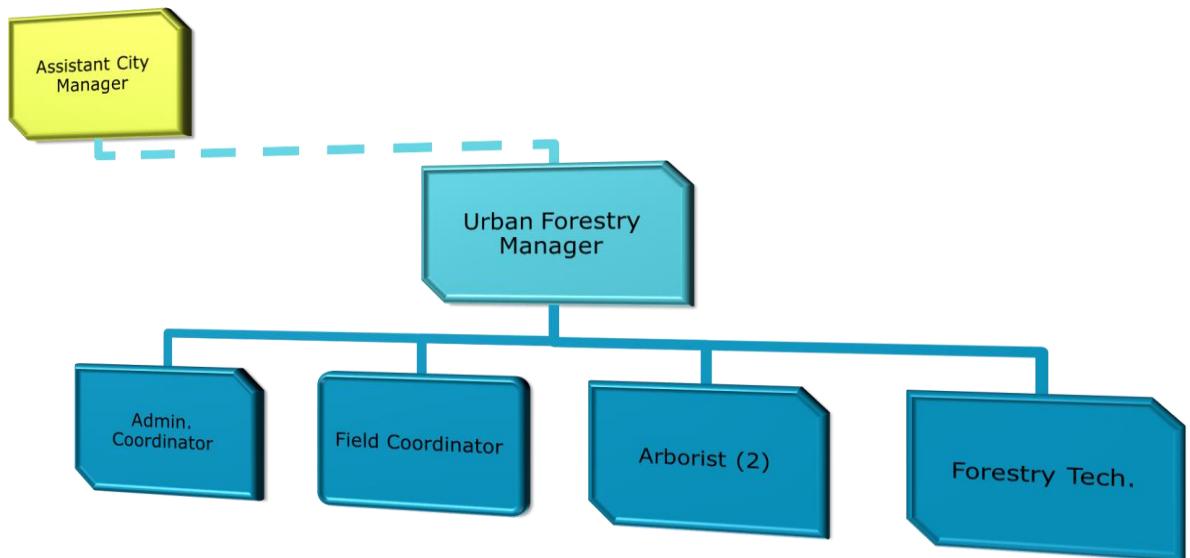
Forestry

Accomplishments for FY 2017

Continued to implement the Urban Forestry Management Plan
Updated the street tree inventory
Began coding Right-of-Way Trees to GIS

Goals for FY 2018

Continue to update completed street tree inventory
Continue to incorporate tree site locations into GIS
Plant 600 trees
Continue the touch-a-tree-one-time concept
Begin work on Priority 2 trees, which allows for the development of a routine tree canopy maintenance schedule.



Forestry

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6104-539.12-10	REGULAR WAGES	87,640	133,082	130,633	196,531
001-6104-539.13-10	PART TIME/TEMPORARY	93	-	-	-
001-6104-539.14-10	OVERTIME WAGES	676	1,647	1,000	-
001-6104-539.21-10	FICA TAXES	6,453	9,848	9,642	14,130
001-6104-539.22-10	PENSION	6,182	7,610	9,144	13,757
001-6104-539.22-20	ICMA CITY CONTRIBUTION	570	583	581	607
001-6104-539.23-10	GROUP HEALTH/DENTAL	34,907	29,413	33,500	46,763
001-6104-539.23-11	LIFE INSURANCE	193	279	284	430
001-6104-539.23-12	AD&D INSURANCE	21	31	31	48
001-6104-539.23-13	DISABILITY INSURANCE	214	310	316	477
001-6104-539.24-10	WORKER'S COMPENSATION	2,578	3,772	3,602	5,816
001-6104-539.25-10	UNEMPLOYMENT COMPENSATION	24	35	34	44
001-6104-539.34-40	CONTRACTUAL SERVICE	727,775	945,082	600,000	600,000
001-6104-539.34-69	VEGETATIVE DEBRIS REMOVAL	-	-	20,000	25,000
001-6104-539.40-10	TRAVEL & TRAINING	679	2,498	5,000	5,000
001-6104-539.41-15	TELEPHONE - EQUIP CHGS	1,933	1,280	1,381	1,537
001-6104-539.41-16	AIRCARDS	1,900	2,646	1,500	800
001-6104-539.41-20	MOBILE COMM DEVICES	728	2,546	1,500	800
001-6104-539.42-10	POSTAGE & FREIGHT	-	106	19	-
001-6104-539.44-30	EQUIPMENT RENTALS	520	-	-	-
001-6104-539.44-60	EQUIP REPLACEMENT FUNDING	1,568	15,475	9,175	9,126
001-6104-539.44-63	COPIER RENTAL	-	-	1,000	1,000
001-6104-539.45-10	GENERAL LIABILITY	7,598	3,731	5,404	7,392
001-6104-539.45-11	RISK MGMT OPERATIONS	931	748	1,030	1,790
001-6104-539.45-30	VEHICLE INSURANCE	176	1,407	744	740
001-6104-539.46-50	VEHICLE MAINTENANCE	16,172	4,656	16,327	4,811
001-6104-539.46-60	FLEET MAINT. OVERHEAD	831	5,225	2,113	648
001-6104-539.47-10	PRINTING & BINDING	579	1,199	-	-
001-6104-539.47-30	COPIER	489	205	310	394
001-6104-539.48-10	PROMOTIONAL ACTIVITIES	1,070	-	-	500
001-6104-539.51-20	OFFICE EQUIP UNDER \$5,000	2,110	954	2,500	4,000
001-6104-539.52-10	GENERAL OPERATING SUPPLY	4,386	5,525	4,000	5,000
001-6104-539.52-25	TREES	71	109,971	240,000	300,000
001-6104-539.52-20	FUEL	5,151	4,983	5,798	6,495
001-6104-539.52-70	CLOTHING	443	1,636	1,500	1,500
001-6104-539.52-90	EQUIPMENT UNDER \$5,000	-	2,075	2,000	3,600
001-6104-539.54-20	MEMBERSHIPS	624	1,274	1,500	1,500
001-6104-539.64-50	MACHINERY & EQUIPMENT	-	3,900	6,000	-
001-6104-539.66-20	SOFTWARE	-	-	-	5,000
Totals		915,285	1,303,732	1,117,568	1,265,236
% Change from Prior Year		-24.5%	42.4%	-14.3%	13.2%

Budget & Performance Measurement

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	132,873	139,494	143,586	148,569
Operating Expenses	19,861	16,050	16,500	18,095
Capital Outlay	-	-	-	-
Total	\$ 152,734	\$ 155,544	\$ 160,086	\$ 166,664
No. of Positions				
Full-time	1	1	1	1
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	1	1	1	1
FTE's	1	1	1	1

Program Summary:

Created in FY 2013 the Budget & Performance Measurement Division is responsible for preparing the City's annual budget, development and maintenance of a performance measurement system, departmental efficiency studies and other management reports and analytics. In 2015 the Budget Division assumed responsibility of the City's Purchasing division and in 2016 now oversees centralized Warehousing city-wide. The Budget division, overall, provides analytical and data based support for City administrative and operational functions.

Level of Service Provided in Budget:

- Completion and management of the annual budget process and adopted document.
- Submission for the annual GFOA distinguished budget award.
- Semi-annual budget and performance measurement reviews with each department.
- Semi-annual performance measurement reports posted to City website
- Special projects including but not limited to strategic planning, organizational management, operational efficiency, compensation analysis, and analytical reports as requested.
- Oversight of Purchasing Division.
- Oversight of Warehousing Division.
- Works with City boards and Task Forces as assigned.

Budget & Performance Measurement

Accomplishments for FY 2017

Completed assimilation of Electric warehouse and beginning implementation of Water & Wastewater warehousing.

Oversaw the update of the City's Purchasing Policy.

Worked with other City divisions to implement the first phase of bringing all financial modules into the new Enterprise Resource Program (ERP) operating software.

Updated the City's Communications Facilities ordinance and worked with the Fiber Optics Task Force to expand the network in Winter Park.

Brought Performance Measurement data online.

Received the Distinguished Budget Award.

Held budget reviews with all departments.

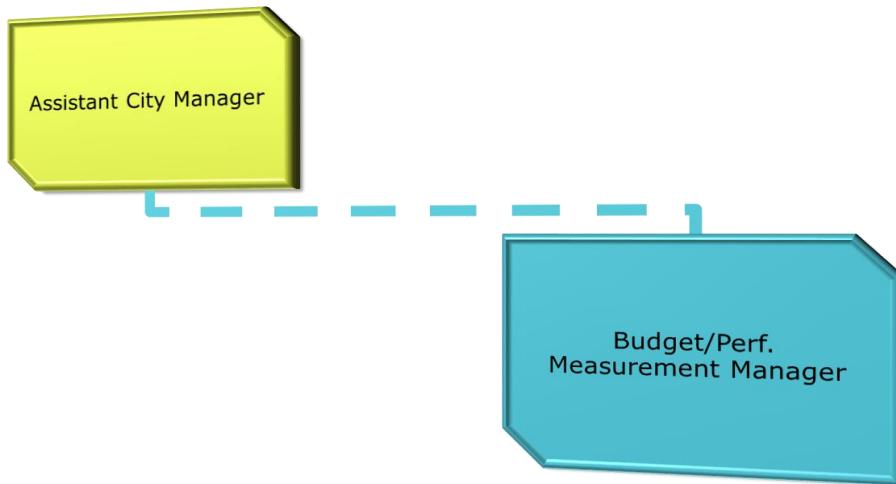
Goals for FY 2018

Continue expanding the City's performance measurement presence through partnerships and more online expansions.

Implement Phase 2 of the City's ERP software conversion (HR and Payroll).

Incorporate the Water Utility materials operations into the centralized warehouse.

Receive the GFOA Distinguished Budget Award.



Budget & Performance Measurement

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1202-512.12-10	REGULAR WAGES	104,990	110,564	112,213	117,964
001-1202-512.13-10	PART TIME/TEMPORARY WAGES	-	-	3,000	-
001-1202-512.21-10	FICA TAXES	7,315	7,595	7,643	8,448
001-1202-512.22-10	PENSION	7,349	7,740	7,785	8,258
001-1202-512.22-20	ICMA CITY CONTRIBUTION	2,100	2,211	2,224	2,359
001-1202-512.23-10	GROUP HEALTH/DENTAL	10,420	10,668	10,000	10,750
001-1202-512.23-11	LIFE INSURANCE	228	238	240	256
001-1202-512.23-12	AD&D INSURANCE	25	26	27	28
001-1202-512.23-13	DISABILITY INSURANCE	253	264	267	284
001-1202-512.24-10	WORKER'S COMPENSATION	183	178	177	212
001-1202-512.25-10	UNEMPLOYMENT COMPENSATION	10	10	10	10
001-1202-512.40-10	TRAVEL & TRAINING	1,616	1,384	2,500	2,000
001-1202-512.41-15	TELEPHONE - EQUIP CHGS	453	320	345	384
001-1202-512.41-20	MOBILE COMM DEVICES	595	187	-	-
001-1202-512.44-63	COPIER RENTAL	-	-	125	125
001-1202-512.45-10	GENERAL LIABILITY	4,152	4,536	4,600	4,437
001-1202-512.45-11	RISK MGMT OPERATIONS	509	910	877	1,075
001-1202-512.47-30	COPIER	6,544	50	53	74
001-1202-512.52-10	GENERAL OPERATING SUPPLY	344	7,718	1,000	1,000
001-1202-512.52-90	EQUIPMENT UNDER \$5,000	1,882	-	1,000	1,000
001-1202-512.54-20	MEMBERSHIPS	3,766	395	6,000	6,000
Totals		152,734	155,544	160,086	166,664
% Change from Prior Year		12.1%	1.8%	2.9%	4.1%

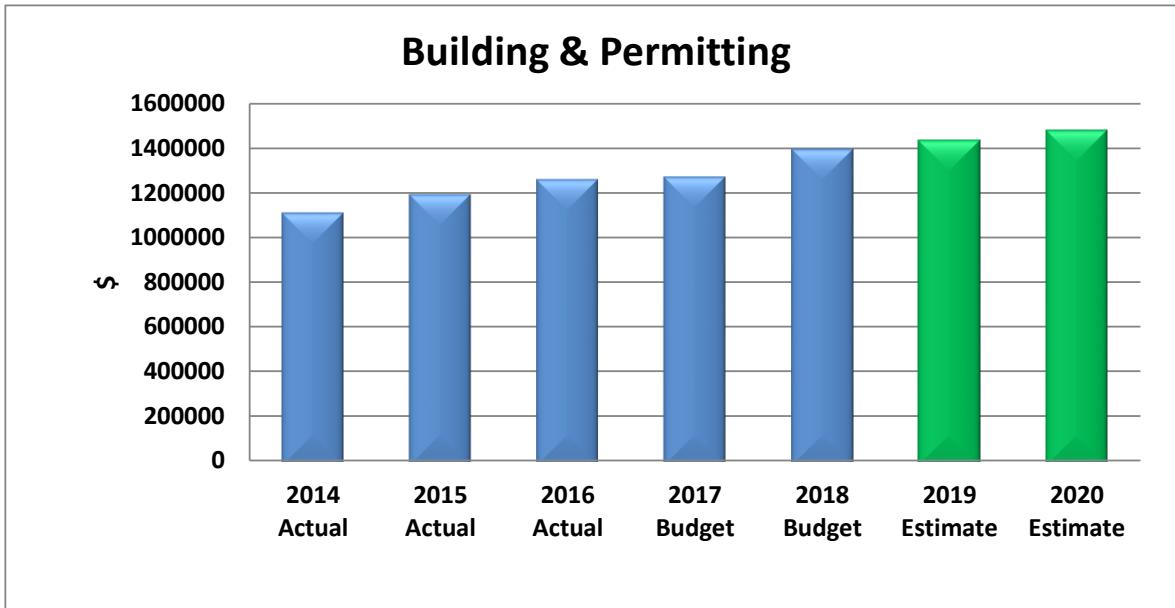


building permitting services

Building & Permitting Department

Mission: To preserve and enhance quality and sustainability of neighborhoods and commercial areas while enforcing the application of land development provisions, sustainability action plan, and the enforcement of safe building practices. The department is committed to accomplishing code compliant plan review, inspection and permitting services that are responsive to citizens while performing professional building code enforcement for the benefit of the public and environment.

Historical Spending & Future Estimated Expenditures



Key Performance Indicators

Indicator	Actual FY 16	YTD FY 17	Goal FY 18	Notes
% of inspections completed next business day	99%	99%	> 98%	
% of plans reviewed and returned within 8-10 business days (Building/All Departments)	99%/93%	99%/93%	99%	

Building, Permitting, & Sustainability Services

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	1,008,833	1,089,470	1,089,747	1,207,767
Operating Expenses	137,264	145,096	157,715	163,137
Capital Outlay	22,526	-	-	-
Total	\$ 1,168,623	\$ 1,234,566	\$ 1,247,462	\$ 1,370,904
No. of Positions				
Full-time	10	11	13	13
Part-time	-	-	2	2
Seasonal	-	-	2	2
Total FTE's	10	11	17	17
	10.0	11.0	14.5	14.5

Program Summary:

Processes building permits, performs building plan reviews, inspects new construction, and guides interdepartmental plan coordination to ensure that all buildings and structures are constructed by licensed contractors in conformance with all City construction and land development codes. Additionally, the Department initiates actions and responds to requests concerning building code violations. City codes related to land development, property maintenance and other areas are revised or updated where needed and in response to City Commission directives. Coordination of legislative affairs with State & Federal Lobbyists and information on areas affecting the City is provided to the Commission and staff. 3 Boards assist the department: Board of Adjustments, Construction Board of Adjustment and Appeals and the KWB/Sustainability Board. Staff acts as liaison to these boards & provides input to the Development Review Committee. Miscellaneous permitting functions include business certificate issuance, special events, sidewalk cafe permits, solicitation permits, garage sale permits, film permits and others are processed, approved and issued.

Level of Service Provided in Budget:

- Construction plan review times: Residential 8 days; minor Commercial 7 days; major Commercial 14-21 days.
- Provide annual renewal of over 4000 business licenses through mail out renewals and return of new license within 10 days of receiving paid license renewal.
- Provide processing and issuance of permits for special events within 3 business days for events on commercial property and within 14 to 21 days for large public events that include closure of streets.
- Provide construction inspection for code compliance within one business day from time of request
- Provide technical assistance and preliminary plan review for residential and commercial construction projects with staff, on-line access to building permitting information, and all basic instructions and forms.
- Manage city's sustainability plan, facilitate KWPB&S Board, plan and organize Earth Day Celebration and other environmentally friendly efforts to include hazardous waste disposal.

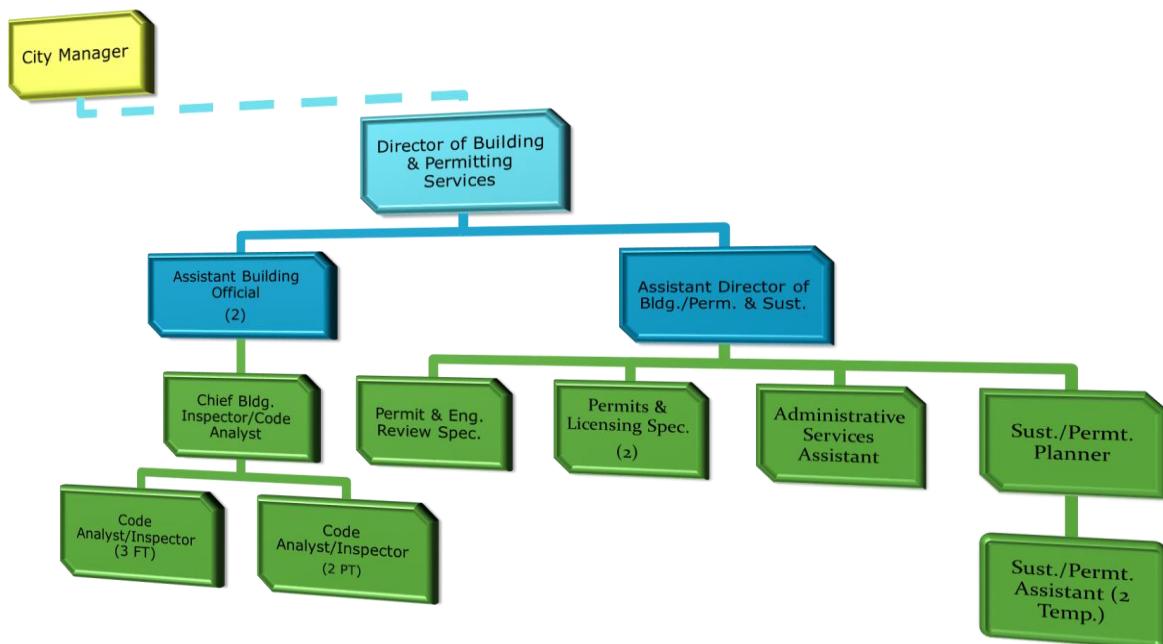
Building, Permitting, & Sustainability Services

Accomplishments for FY 2017

Achieved ISO ratings of 2 for both Residential and Commercial Permitting Processes
Incorporate Engineering, Water/Waste Water Utility, and Urban Forestry into IVR system
Continued electronic recording of documents with Orange County
Improved permit streamlining through pre-review meetings and enhanced guides and procedures
Improvements to electronic plan review process
Recycle Across America Labeling
Started registration of solid waste haulers
Achieved Circle of Champions Status in America In Bloom Competition
Introduced SNAP at Farmers Market
Received Keep Florida Beautiful Grant for composting and water bottle filling stations
Introduced for 4 PACE service providers
Implemented improved single stream curb side recycling with RFID.

Goals for FY 2018

Implement and train on Sixth Edition of Florida Codes
Improve Utility and Engineering review process through hiring of new Engineering Specialist
Green Building/Energy Code Database
Advance data collection and analysis of solid waste collection and recycling
Implement America in Bloom recommendations
Advance Community Solar



Additional positions were added in mid-FY 2017 to handle permitting demand. Those positions are fully reflected in the FY 2018 budget. Building shares an Administrative Assistant with HR.

Building & Permitting

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-2303-524.12-10	REGULAR WAGES	747,162	800,861	794,131	868,641
001-2303-524.13-10	PART TIME/TEMPORARY WAGES	-	11,423	32,000	32,000
001-2303-524.14-10	OVERTIME WAGES	6,813	7,082	4,500	7,000
001-2303-524.15-10	INCENTIVE	4,440	6,319	4,500	4,500
001-2303-524.21-10	FICA TAXES	53,862	57,942	55,656	64,911
001-2303-524.22-10	PENSION	54,115	61,325	60,113	64,014
001-2303-524.22-20	ICMA CITY CONTRIBUTION	12,134	12,932	13,335	9,509
001-2303-524.23-10	GROUP HEALTH/DENTAL	114,620	116,127	110,000	139,750
001-2303-524.23-11	LIFE INSURANCE	1,628	1,668	1,722	1,838
001-2303-524.23-12	AD&D INSURANCE	180	185	191	204
001-2303-524.23-13	DISABILITY INSURANCE	1,809	1,853	1,912	2,041
001-2303-524.24-10	WORKER'S COMPENSATION	11,961	11,643	11,575	13,207
001-2303-524.25-10	UNEMPLOYMENT COMPENSATION	109	111	112	152
001-2303-524.34-40	CONTRACTUAL SERVICE	16,264	-	12,000	-
001-2303-524.34-45	CREDIT CARD FEES	16,395	28,273	17,000	25,000
001-2303-524.40-10	TRAVEL & TRAINING	16,213	10,214	16,000	16,000
001-2303-524.41-15	TELEPHONE - EQUIP CHGS	5,579	3,811	3,798	4,227
001-2303-524.41-16	AIRCARDS	1,299	1,298	1,100	1,100
001-2303-524.41-20	MOBILE COMM DEVICES	5,119	5,339	6,000	6,000
001-2303-524.42-10	POSTAGE & FREIGHT	-	-	-	-
001-2303-524.44-60	EQUIP REPLACEMENT FUNDING	7,653	9,535	9,500	9,152
001-2303-524.44-63	COPIER RENTAL	-	-	2,125	2,125
001-2303-524.45-10	GENERAL LIABILITY	29,447	32,439	32,685	34,281
001-2303-524.45-11	RISK MGMT OPERATIONS	3,609	6,507	6,230	8,303
001-2303-524.45-30	VEHICLE INSURANCE	857	867	734	742
001-2303-524.46-13	MAINT-NON IBM	-	9,345	9,800	10,290
001-2303-524.46-50	VEHICLE MAINTENANCE	5,757	4,952	5,643	5,556
001-2303-524.46-60	FLEET MAINT. OVERHEAD	1,166	1,304	730	748
001-2303-524.47-10	PRINTING & BINDING	646	2,784	2,500	1,500
001-2303-524.47-30	COPIER	6,997	2,231	3,500	1,541
001-2303-524.51-20	OFFICE EQUIP UNDER \$5,000	693	2,414	2,500	1,000
001-2303-524.52-10	GENERAL OPERATING SUPPLY	11,867	9,036	11,000	10,000
001-2303-524.52-20	FUEL	4,978	4,427	4,370	6,072
001-2303-524.52-70	CLOTHING	802	2,152	1,500	2,000
001-2303-524.52-90	EQUIPMENT UNDER \$5,000	132	-	5,000	5,000
001-2303-524.54-20	MEMBERSHIPS	1,791	3,175	4,000	4,000
001-2303-524.64-50	MACHINERY & EQUIPMENT	8,026	-	-	-
001-2303-524.66-20	SOFTWARE	14,500	-	-	-
Totals		1,168,623	1,234,566	1,247,462	1,370,904
% Change from Prior Year		7.6%	5.6%	1.0%	9.9%

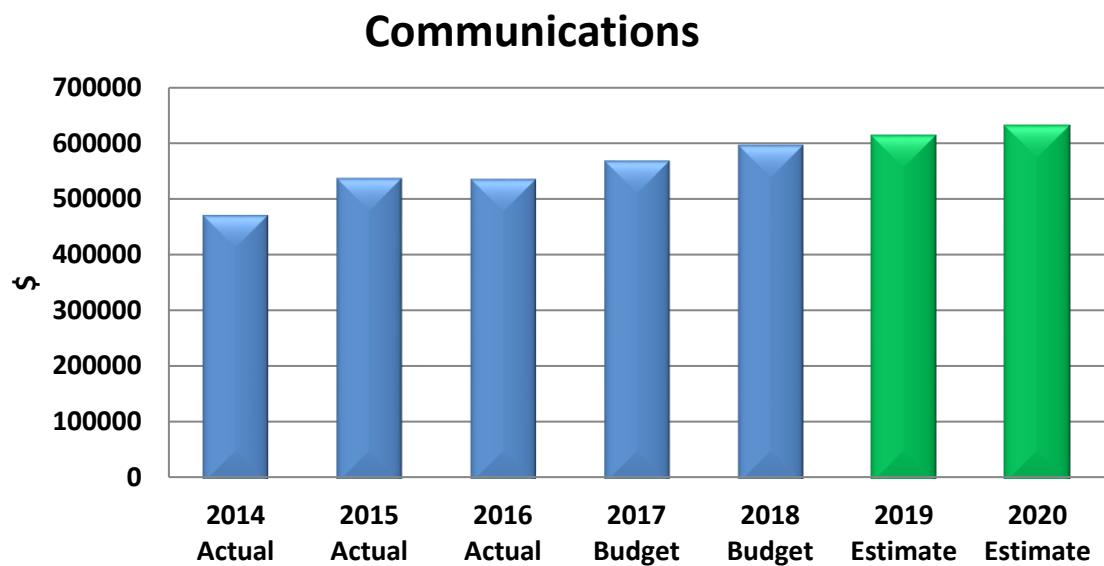


communications

Communications

Mission: To preserve and enhance the quality of life in Winter Park by informing city staff, city residents, local and national media and the community of news, events, programs, projects, initiatives and activities related to the City of Winter Park.

Historical Spending & Future Estimated Expenditures



Key Performance Indicators

Goals

Engage city employees in local fundraising/awareness initiatives that promote health & wellbeing of employees and community.

Implement Arts & Culture marketing plan that includes local promotions and the creation of an Arts & Culture special event.

Increase social media fans/followers by 10 percent.

Continue featuring city services through creation of additional "Inside the City" videos.

Communications

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	410,162	425,217	433,847	447,950
Operating Expenses	102,467	97,042	123,250	137,184
Capital Outlay	13,474	2,125	-	-
Total	\$ 526,103	\$ 524,384	\$ 557,097	\$ 585,134
No. of Positions				
Full-time	4.0	4.0	4.0	4.0
Part-time	-	-	-	-
Seasonal				
Total	4.0	4.0	4.0	4.0
FTE's	4.0	4.0	4.0	4.0

Program Summary:

The Communications Department's mission is fulfilled thorough the services described below.

Level of Service Provided in Budget:

- Strategizes with city leaders and advises on best communication tools and methods to share city messages.
- Serves as city spokesperson working in conjunction with department heads and city management.
- Works closely with all media outlets to coordinate interviews, provide information and follow-thru on all media inquiries.
- Ensures consistency of city brand.
- Coordinates coverage of city initiatives and programs in local, regional and national print, electronic and social media outlets.
- Creates and distributes press releases, speeches and proclamations
- Works with city departments to coordinate internal city functions such as blood drives, employee recognition programs, employee eNewsletters and employee gatherings.
- Maintains and updates the city's most comprehensive resource: cityofwinterpark.org
- Designs and produces graphic material for all city departments (logos, flyers, posters, invitations, brochures, signage, promotional items, etc.).
- Photographs city events and maintains comprehensive photo library.
- Use social media "live" features to broaden event coverage and visibility.
- Oversees City of Winter Park social media accounts (Facebook, Twitter, Instagram, Vimeo, YouTube and Next-door).

Communications

Accomplishments for FY 2017

Established Arts & Culture Subcommittee to increase awareness and visibility of the non-profit arts & culture organizations within city limits.

Increased social media fans/followers by over 20 percent for all applications.

Opened a nextdoor.com official city account adding to our social media tools to communicate with targeted neighborhood audiences.

Implemented "HootSuite," a social media management platform for social media accounts providing for better efficiency, accuracy and consistency of messaging for a more customized presentation.

Better managed media database by adding it to the existing newsletter system, making the distribution of press releases more efficient and trackable.

Created and produced four featured videos covering:

1. #OrlandoUnited in honor of the Pulse tragedy
2. Golf Course Grand Reopening
3. "Inside the City" featuring the Urban Forestry Division
4. We are Winter Park short film

Implemented an updated Social Media Policy.

Officially launched "Ask Winter Park" app that allows citizens to request a city service via their desktop or mobile device.

Adopted official guidelines for city-issued proclamations and created a web page with city proclamations posted.

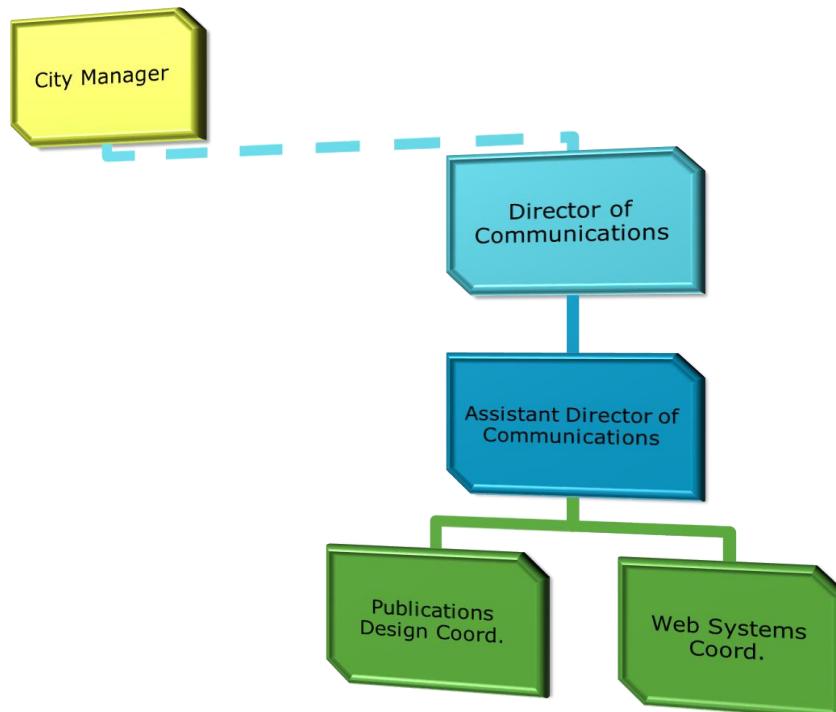
Goals for FY 2018

Engage city employees in local fundraising/awareness initiatives that promote health & wellbeing of employees and community.

Implement Arts & Culture marketing plan that includes local promotions and the creation of an Arts & Culture special event.

Increase social media fans/followers by 10 percent.

Continue featuring city services through creation of additional "Inside the City" videos.



Communications

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1204-512.12-10	REGULAR WAGES	315,442	327,030	338,015	346,904
001-1204-512.21-10	FICA TAXES	22,868	23,360	23,744	25,364
001-1204-512.22-10	PENSION	22,549	23,379	23,813	24,797
001-1204-512.22-20	ICMA CITY CONTRIBUTION	4,645	5,162	5,273	5,547
001-1204-512.23-10	GROUP HEALTH/DENTAL	41,680	43,309	40,000	43,000
001-1204-512.23-11	LIFE INSURANCE	683	711	726	754
001-1204-512.23-12	AD&D INSURANCE	76	79	80	83
001-1204-512.23-13	DISABILITY INSURANCE	759	790	806	838
001-1204-512.24-10	DISABILITY INSURANCE	1,419	1,356	1,349	622
001-1204-512.25-10	DISABILITY INSURANCE	41	41	41	41
001-1204-512.34-40	CONTRACTUAL SERVICE	17,433	13,912	15,000	20,000
001-1204-512.40-10	TRAVEL & TRAINING	2,409	2,438	3,500	3,500
001-1204-512.41-15	TELEPHONE - EQUIP CHGS	1,933	1,280	1,381	1,537
001-1204-512.41-20	MOBILE COMM DEVICES	1,250	1,249	1,800	1,800
001-1204-512.42-10	POSTAGE & FREIGHT	13,667	12,191	23,160	25,320
001-1204-512.44-63	COPIER RENTAL	-	-	413	413
001-1204-512.45-10	GENERAL LIABILITY	12,260	13,378	13,776	13,048
001-1204-512.45-11	RISK MGMT OPERATIONS	1,503	2,684	2,626	3,160
001-1204-512.47-10	PRINTING & BINDING	33,472	38,630	41,200	44,500
001-1204-512.47-30	COPIER	1,994	519	378	360
001-1204-512.48-10	PROMOTIONAL ACTIVITIES	7,816	4,451	5,150	8,150
001-1204-512.51-20	OFFICE EQUIP UNDER \$5,000	135	-	-	-
001-1204-512.52-10	GENERAL OPERATING SUPPLY	2,262	2,005	2,000	3,680
001-1204-512.52-90	EQUIPMENT UNDER \$5,000	2,023	1,231	5,130	3,260
001-1204-512.54-20	MEMBERSHIPS	4,310	3,074	7,736	8,456
001-1204-512.64-40	FURNITURE & FIXTURES	-	2,125	-	-
001-1204-512.64-50	MACHINERY & EQUIPMENT	13,474	-	-	-
Totals		526,103	524,384	557,097	585,134
% Change from Prior Year		14.3%	-0.3%	6.2%	5.0%

*FY 15 included bringing the management of web services in-house.



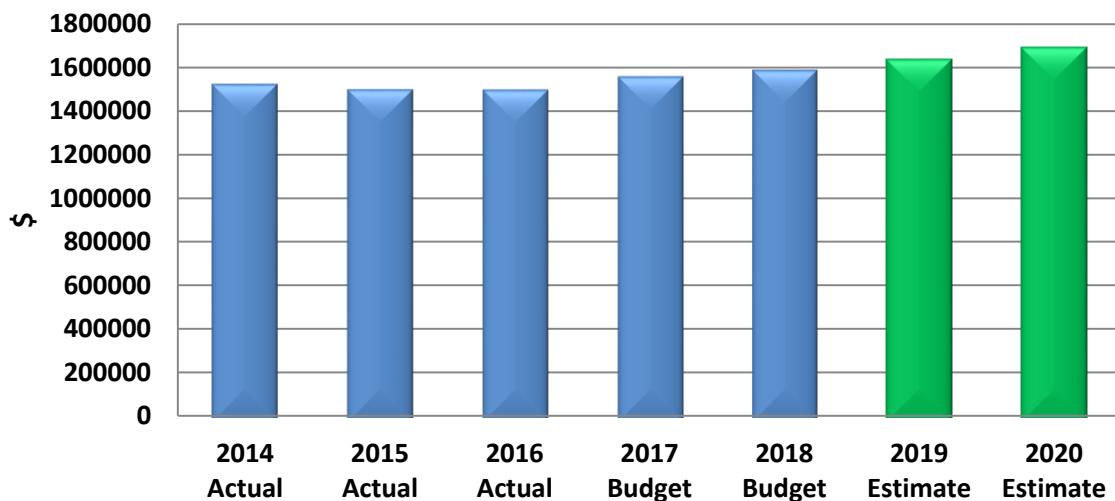
finance

Financial Services

Mission: The mission of the Finance Department is to safeguard the assets of the City and to maximize the efficiency by which those assets are allocated. To maintain a strong financial condition to ensure sufficient resources are available for funding the appropriate level of services that fulfill residents' expectations.

Historical Spending & Future Estimated Expenditures

Finance



Key Performance Indicators

Indicator	Actual FY 16	Goal FY 17	Goal FY 18	Notes
Distinguished Comprehensive Annual Financial Report (CAFR) award received.	Yes	Yes	Yes	
Utility Billing collection loss % on bad debt.	0.11%	< 0.5%	< 0.5%	
% Annualized Blended Rate of Return on Investments	1.29%	1.35%	1.35%	
City General Obligation Debt Service Rating	Aa1 (Moody's)	Aa1 (Moody's) AA+ (Fitch)	Aa1 (Moody's) AA+ (Fitch)	

Finance

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	774,184	781,191	817,550	824,242
Operating Expenses	94,937	82,536	92,336	89,854
Capital Outlay	-	-	-	-
Total	\$ 869,121	\$ 863,727	\$ 909,886	\$ 914,096
No. of Positions				
Full-time	9	9	9	9
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	9	9	9	9
FTE's	9	9	9	9

Program Summary:

The Finance Department is responsible for the prompt and cost effective administration of debt; cash flow improvement; maintenance of accounting records, payment of all city employees for services and preparation of the Comprehensive Annual Financial Report.

Level of Service Provided in Budget:

- Provide all internal management of financial controls and processes in an efficient and effective manner.
- Process payments within 30 days or less of receipt of invoices.
- Provide regular reports to the City Commission.
- Manage payroll for all city employees.
- Manage investment of city funds.
- Prepare city's financial and reporting documents.

Accomplishments for FY 2017

Completed preparations to implement the general ledger, accounts payable, project ledger, cash management, and fixed assets applications of the new enterprise resource program software.

Worked with Tyler (ERP program software) and SunTrust Bank to develop upload for city credit card transactions.

Continued to receive the Government Finance Officers' Association Award for the Achievement of Excellence in Financial Reporting.

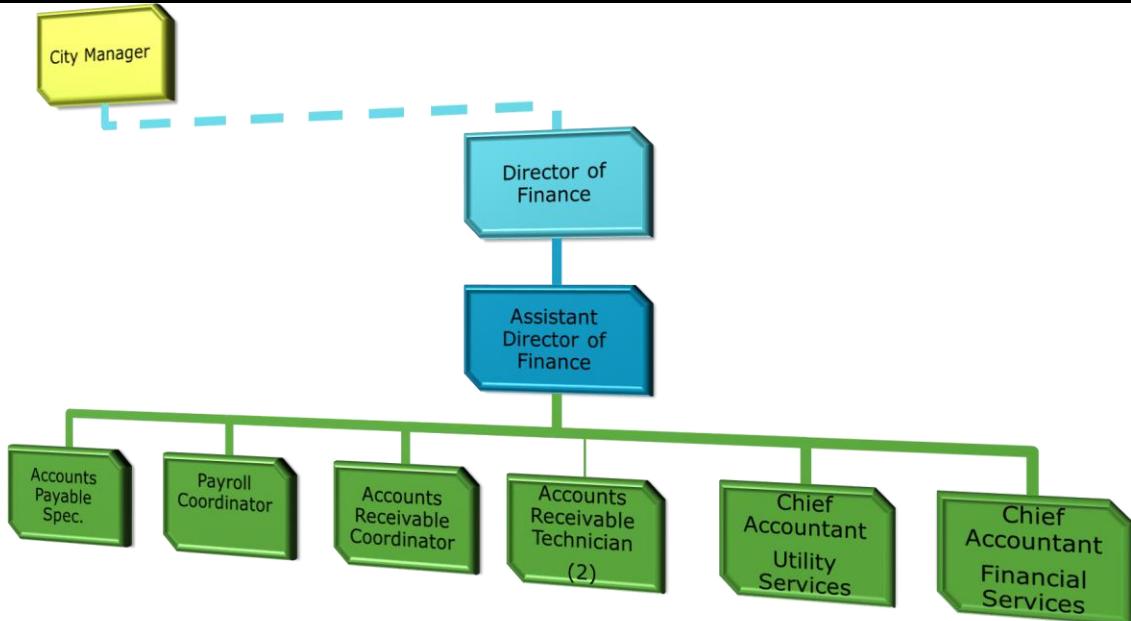
Successfully added the billing of commercial garbage service.

Goals for FY 2018

Establish partnerships with local retailers such as Publix and Walgreens, to allow utility customers to pay their city bills in the store.

Implement the Payroll and assist with the Human Resources modules as part of Phase II of the ERP software installation.

Implement Electronic Fund Transfer payments to further automate the process of vendor payments done by Automated Clearing House transfers.



Financial Services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1501-513.12-10	REGULAR WAGES	580,984	596,066	605,456	622,573
001-1501-513.13-10	PART TIME/TEMPORARY WAGES	4,093	4,437	10,000	-
001-1501-513.14-10	OVERTIME WAGES	2,198	2,136	18,000	5,000
001-1501-513.21-10	FICA TAXES	40,471	41,700	41,333	43,544
001-1501-513.22-10	PENSION	41,397	27,599	42,288	44,137
001-1501-513.22-20	ICMA CITY CONTRIBUTION	7,316	7,475	6,550	8,021
001-1501-513.23-10	GROUP HEALTH/DENTAL	93,780	97,836	90,000	96,750
001-1501-513.23-11	LIFE INSURANCE	1,257	1,288	1,299	1,354
001-1501-513.23-12	AD&D INSURANCE	143	145	144	150
001-1501-513.23-13	DISABILITY INSURANCE	1,437	1,451	1,442	1,505
001-1501-513.24-10	WORKER'S COMPENSATION	1,012	963	947	1,117
001-1501-513.25-10	UNEMPLOYMENT COMPENSATION	96	94	91	91
001-1501-513.32-10	ACCOUNTING & AUDITING	20,667	20,667	21,667	21,667
001-1501-513.34-40	CONTRACTUAL SERVICE	6,770	5,837	6,430	6,680
001-1501-513.34-45	CREDIT CARD FEES	11,383	10,780	13,100	12,500
001-1501-513.40-10	TRAVEL & TRAINING	2,173	2,102	2,500	3,000
001-1501-513.41-15	TELEPHONE - EQUIP CHGS	4,350	2,880	3,108	3,459
001-1501-513.41-20	MOBILE COMM DEVICES	475	557	470	530
001-1501-513.42-10	POSTAGE & FREIGHT	20	-	-	-
001-1501-513.44-63	COPIER RENTAL	-	-	425	425
001-1501-513.45-10	GENERAL LIABILITY	24,078	24,754	24,673	23,416
001-1501-513.45-11	RISK MGMT OPERATIONS	2,951	4,966	4,703	5,672
001-1501-513.46-10	MAINTENANCE CONTRACTS	2,721	-	2,750	-
001-1501-513.46-40	EQUIPMENT MAINTENANCE	6,836	-	750	-
001-1501-513.47-10	PRINTING & BINDING	1,538	2,128	5,000	3,250
001-1501-513.47-30	COPIER	2,499	83	105	100
001-1501-513.48-10	PROMOTIONAL ACTIVITIES	-	89	250	250
001-1501-513.51-20	OFFICE EQUIP UNDER \$5,000	688	584	750	750
001-1501-513.52-10	GENERAL OPERATING SUPPLY	6,878	3,396	2,500	5,500
001-1501-513.52-90	EQUIPMENT UNDER \$5,000	-	3,492	2,100	2,100
001-1501-513.54-10	BOOKS & PERIODICALS	-	-	300	-
001-1501-513.54-20	MEMBERSHIPS	910	220	755	555
Totals		869,121	863,727	909,886	914,096
% Change from Prior Year		1.4%	-0.6%	5.3%	0.5%

Utility Billing

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	365,793	366,161	371,938	395,858
Operating Expenses	235,858	238,981	248,263	249,865
Capital Outlay	-	-	-	-
Total	\$ 601,651	\$ 605,142	\$ 620,201	\$ 645,723
No. of Positions				
Full-time	11	10	10	10
Part-time	2	2	2	2
Seasonal	-	-	-	-
Total	13	12	12	12
FTE's	13	11	11	11

Program Summary:

The Utility Billing Division produces and mails billing statements for our City's Water Distribution, Wastewater Collection, Solid Waste Collection, Storm Water Management Systems and Electric Services. It provides assistance, support and statistical data to other City Departments/Divisions while providing an exceptional level of customer service.

Level of Service Provided in Budget:

- Provide prompt services to customer calls for service.
- Manage on/off service requests.
- Coordinate requests for repairs.
- Timely billing and collection of payments.
- Provide customer leak detection alerts through electronic meter reading software.

Utility Billing

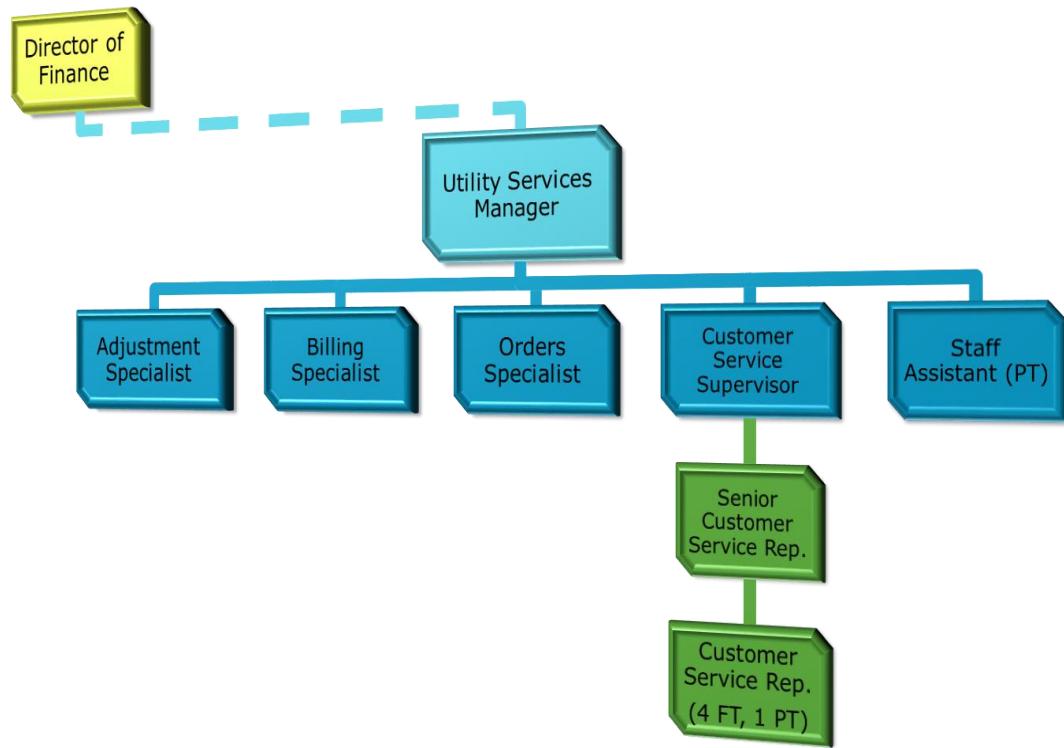
Accomplishments for FY 2017

Assumed responsibility for billing commercial customers for garbage service (previously performed by contractor)

Goals for FY 2018

Partner with MoneyGram to offer walk-in cash payment customers an alternate payment option; pay at CVS, Walmart, other Local Retailers.

Work with Online Utility Exchange to activate the collection module.



Utility Billing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-1505-536.12-10	REGULAR WAGES	234,867	232,935	248,070	264,216
403-1505-536.13-10	PART TIME/TEMPORARY WAGES	23,964	28,808	21,627	23,196
403-1505-536.14-10	OVERTIME WAGES	181	218	2,750	1,500
403-1505-536.21-10	FICA TAXES	18,404	18,761	19,047	20,443
403-1505-536.22-10	PENSION	16,465	13,412	17,224	18,495
403-1505-536.22-20	ICMA CITY CONTRIBUTION	1,474	1,512	1,526	1,639
403-1505-536.23-10	GROUP HEALTH/DENTAL	68,772	68,880	60,000	64,500
403-1505-536.23-11	LIFE INSURANCE	514	513	539	577
403-1505-536.23-12	AD&D INSURANCE	57	57	59	64
403-1505-536.23-13	DISABILITY INSURANCE	571	570	598	640
403-1505-536.24-10	WORKER'S COMPENSATION	452	426	425	515
403-1505-536.25-10	UNEMPLOYMENT COMPENSATION	72	69	73	73
403-1505-536.34-40	CONTRACTUAL SERVICE	3,992	4,657	5,565	5,825
403-1505-536.34-45	CREDIT CARD FEES	104,813	87,920	107,000	108,000
403-1505-536.34-46	PRINT&MAIL UTILITY BILLS	34,960	34,187	36,500	36,500
403-1505-536.34-48	SURGE & WIRE PROTECTION	-	19,985	-	-
403-1505-536.40-10	TRAVEL & TRAINING	4	-	500	500
403-1505-536.41-15	TELEPHONE - EQUIP CHGS	5,316	3,520	4,144	4,612
403-1505-536.41-20	MOBILE COMM DEVICES	839	769	465	480
403-1505-536.41-40	LONG DISTANCE SERVICE	2,249	2,679	2,300	2,700
403-1505-536.42-10	POSTAGE & FREIGHT	64,961	65,594	68,930	68,000
403-1505-536.44-50	OTHER RENTALS	1,313	911	1,100	1,100
403-1505-536.44-63	COPIER RENTAL	-	-	600	600
403-1505-536.45-10	GENERAL LIABILITY	10,835	9,446	10,179	10,810
403-1505-536.45-11	RISK MGMT OPERATIONS	1,328	1,895	1,940	2,618
403-1505-536.46-40	EQUIPMENT MAINTENANCE	-	4,180	4,635	4,320
403-1505-536.47-10	PRINTING & BINDING	499	433	800	600
403-1505-536.47-30	COPIER	1,996	192	255	300
403-1505-536.48-10	PROMOTIONAL ACTIVITIES	-	89	250	200
403-1505-536.51-20	OFFICE EQUIP UNDER \$5,000	234	-	300	300
403-1505-536.52-10	GENERAL OPERATING SUPPLY	2,433	559	2,000	1,600
403-1505-536.52-90	EQUIPMENT UNDER \$5,000	86	1,965	800	800
Totals		601,651	605,142	620,201	645,723
% Change from Prior Year		-5.8%	0.6%	2.5%	4.1%



fire- rescue

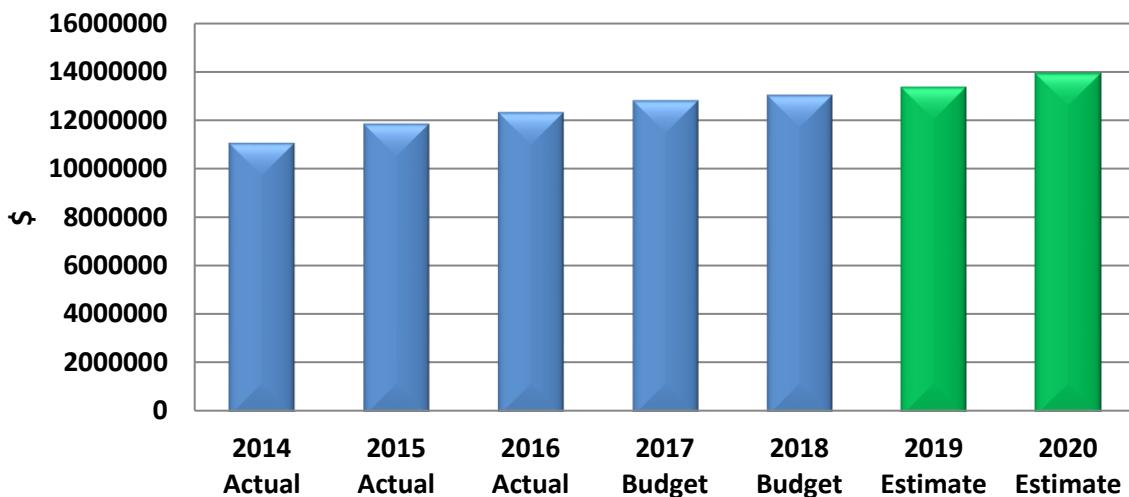
Fire Rescue Department

Mission: To protect and preserve our community through the prompt, professional delivery of service.

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

Historical Spending & Future Estimated Expenditures

Fire-Rescue & Code Compliance



Key Performance Indicators

Indicator	Actual CY 15	Actual CY 16	Goal CY 17	Notes
Distribution (1st Unit Arrival) to 90% of all Priority EMS responses. Baseline - Total Response Time.	7:24	7:03	7:00	Data reflects EMS responses, or 70% of all agency responses
Concentration of Resources (17 ERF) to 90% of all low-moderate risk FIRE. Baseline - Total Response Time.	8:27	7:24	7:20	The ERF refers to the 17 people dispatched and arriving at fires
Patients in cardiac arrest who return to spontaneous circulation (ROSC).	29%	30%	35%	U.S. average for ROSC is 5%
Code Compliance Cases resolved within 30 Days or less.	51%	61%	75%	Data reflects all cases resolved

Fire Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	585,994	667,139	682,636	711,990
Operating Expenses	58,406	62,543	70,327	80,101
Capital Outlay	-	-	-	-
Total	\$ 644,400	\$ 729,681	\$ 752,963	\$ 792,091
No. of Positions				
Full-time	4	5	5	5
Part-time	1	1	1	1
Seasonal				
Total	5	6	6	6
FTE's	4.5	5.5	5.5	5.5

Program Summary:

The fire administrative section is assigned to develop and project the mission and vision of the organization. The administrative staff monitors agency governance, finance, and planning in addition to the recruitment and retention of all staff. The vision for the organization is founded in the agency's community -driven strategic plan. The strategic plan was updated in December 2015 and set the agency's goals and objectives for 2016-2021. Administration also monitors performance measurements for compliance as well as develops new benchmarks for continued operational improvement. All programs offered by the agency are assessed annually and measured for against industry best-practice. Fire Administration also manages the city's emergency management function and supervises the agency's fire marshal's office and code compliance section.

Level of Service Provided in Budget:

The fire administration section is tasked with:

- maintaining the agency at a constant state of readiness
- operating within the allocated budget
- seeking to achieve all available levels of validation and industry accreditation
- labor/management relationships
- human relations
- procurement and inventory
- performance measurement

Fire Administration

Accomplishments for FY 2017

Implemented the strategic objective #6 of initiating a Community Paramedicine program in April 2017.

Exercised the agency's succession plan with the hiring and promotion of several successful candidates for manager and candidate positions.

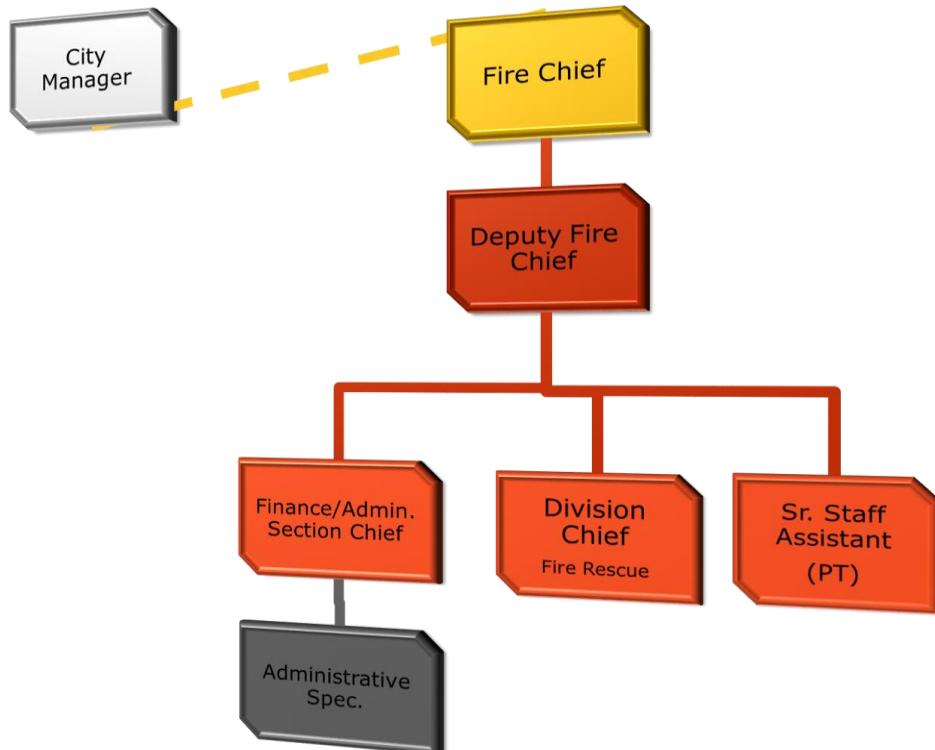
Further developed the role of the department administration in managing the Code Compliance operation.

Goals for FY 2018

Continue to apply administration to the strategic goals and objective found contained within the agency's community-driven Strategic Plan for 2016-2020.

Apply the agency's succession plan with the hiring and replacement of mid-level managers and candidates.

Apply the direction of the City Commission with implementation of the Community Paramedicine program.



Fire Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5101-522.12-10	REGULAR WAGES	421,919	485,892	492,365	511,000
001-5101-522.13-10	PART TIME/TEMPORARY WAGES	26,747	25,410	28,000	24,707
001-5101-522.15-10	INCENTIVE	5,048	4,859	5,040	5,032
001-5101-522.21-10	FICA TAXES	31,165	35,791	35,532	37,425
001-5101-522.22-10	PENSION	3,919	7,545	7,302	7,614
001-5101-522.22-12	FIRE PENSION	36,994	34,153	44,624	48,583
001-5101-522.22-20	ICMA CITY CONTRIBUTION	2,350	2,509	2,517	3,825
001-5101-522.23-10	GROUP HEALTH/DENTAL	41,680	54,169	50,000	53,750
001-5101-522.23-11	LIFE INSURANCE	902	1,029	1,052	1,091
001-5101-522.23-12	AD&D INSURANCE	100	114	116	121
001-5101-522.23-13	DISABILITY INSURANCE	1,001	1,143	1,169	1,212
001-5101-522.24-10	WORKER'S COMPENSATION	14,118	14,463	14,858	17,569
001-5101-522.25-10	UNEMPLOYMENT COMPENSATION	51	61	61	61
001-5101-522.31-60	PROFESSIONAL SERVICES	-	1,500	1,500	1,650
001-5101-522.34-40	CONTRACTUAL SERVICE	-	-	-	-
001-5101-522.34-90	MOTOROLA RADIOS	706	1,000	2,000	-
001-5101-522.40-10	TRAVEL & TRAINING	1,331	1,768	4,000	4,000
001-5101-522.41-15	TELEPHONE - EQUIP CHGS	2,417	1,600	2,072	2,306
001-5101-522.41-16	AIRCARDS	866	866	900	900
001-5101-522.41-20	MOBILE COMM DEVICES	2,626	2,716	3,000	4,000
001-5101-522.42-10	POSTAGE & FREIGHT	7	-	-	-
001-5101-522.44-60	EQUIP REPLACEMENT FUNDING	8,871	10,411	9,882	9,992
001-5101-522.44-63	COPIER RENTAL	-	-	1,500	2,000
001-5101-522.45-10	GENERAL LIABILITY	17,167	19,795	20,367	20,119
001-5101-522.45-11	RISK MGMT OPERATIONS	2,104	3,971	3,882	4,873
001-5101-522.45-30	VEHICLE INSURANCE	993	946	801	810
001-5101-522.46-50	VEHICLE MAINTENANCE	3,223	3,951	5,080	5,159
001-5101-522.46-60	FLEET MAINT. OVERHEAD	638	943	657	694
001-5101-522.47-10	PRINTING & BINDING	-	-	100	200
001-5101-522.47-30	COPIER	6,004	904	1,061	1,120
001-5101-522.52-10	GENERAL OPERATING SUPPLY	1,821	2,344	2,400	4,400
001-5101-522.52-20	FUEL	5,140	3,825	4,625	5,278
001-5101-522.52-70	CLOTHING	1,654	2,310	2,500	3,000
001-5101-522.54-10	BOOKS & PERIODICALS	462	383	500	500
001-5101-522.54-20	MEMBERSHIPS	1,537	1,703	2,000	2,100
001-5101-522.54-30	EMPLOYEE DEVELOPMENT	839	1,607	1,500	7,000
Totals		644,400	729,681	752,963	792,091
% Change from Prior Year		0.9%	13.2%	3.2%	5.2%

Office of the Fire Marshall

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	341,657	359,605	372,743	384,959
Operating Expenses	53,971	67,214	77,263	84,257
Capital Outlay	-	-	-	-
Total	\$ 395,628	\$ 426,818	\$ 450,006	\$ 469,216
No. of Positions				
Full-time	4	4	4	4
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	4.0	4.0	4.0	4.0
FTE's	4.0	4.0	4.0	4.0

Program Summary:

This section is responsible for preventing the loss of life and property from fire and other known risks. They are also tasked with identifying common community risks and developing programs to educate the population to reduce the risk of injury or death.

Under the direction of the fire marshal, commercial construction plans are reviewed and processed for compliance, on-site examinations are performed that result in the award of the final occupational license; special events are also monitored for safety and fire code compliance. Existing commercial occupancies are examined for compliance. The division has established a performance goal to implement a schedule of commercial inspections in compliance

Level of Service Provided in Budget:

The Office of the Fire Marshal (OFM) focuses on the following areas of performance:

- commercial construction plans review and approval
- commercial fire inspections
- complete field investigations of all fires
- maintain training and certification of all fire inspectors

Office of the Fire Marshall

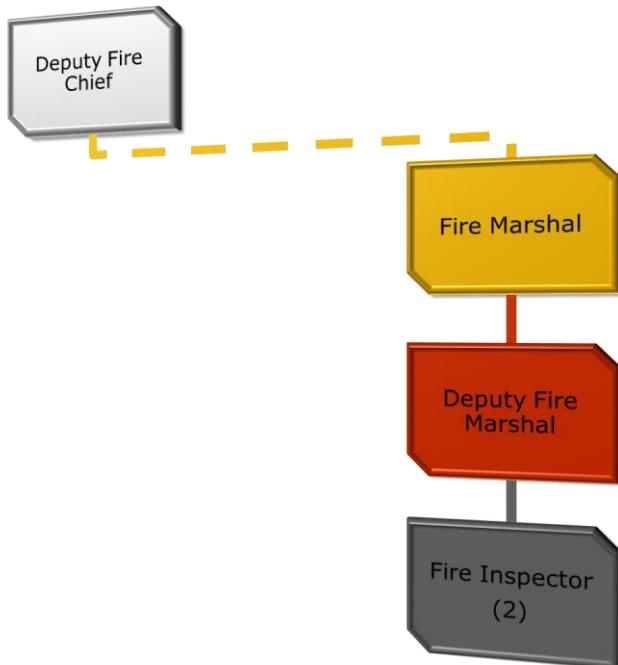
Accomplishments for FY 2017

The Office of the Fire Marshal implemented a commercial fire inspection schedule which met or exceeded the requirements of the State of Florida and NFPA 1730.

Goals for FY 2018

Continue to maximize the inspection schedule for all commercial properties to meet the State and NFPA frequency requirements.

Develop an occupancy load inspection program for all assembly occupancies.



Office of the Fire Marshall

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5102-522.12-10	REGULAR WAGES	220,120	237,808	252,285	254,948
001-5102-522.12-20	TEMPORARY SUPERVISOR PAY	274	450	500	500
001-5102-522.13-10	PART TIME/TEMPORARY WAGES	10,013	-	-	-
001-5102-522.14-10	OVERTIME WAGES	6,056	6,128	-	-
001-5102-522.15-10	INCENTIVE	-	-	1,080	1,080
001-5102-522.15-20	SPECIAL DETAIL	4,020	3,450	4,500	4,500
001-5102-522.21-10	FICA TAXES	16,612	16,817	16,370	17,349
001-5102-522.22-10	PENSION	10,000	11,238	11,201	11,593
001-5102-522.22-12	FIRE PENSION	30,436	27,133	33,613	39,094
001-5102-522.22-20	ICMA CITY CONTRIBUTION	2,912	2,992	2,909	3,104
001-5102-522.23-10	GROUP HEALTH/DENTAL	31,260	43,336	40,000	43,000
001-5102-522.23-11	LIFE INSURANCE	463	512	525	555
001-5102-522.23-12	AD&D INSURANCE	51	57	58	62
001-5102-522.23-13	DISABILITY INSURANCE	515	568	583	616
001-5102-522.24-10	WORKER'S COMPENSATION	8,882	9,076	9,078	8,517
001-5102-522.25-10	UNEMPLOYMENT COMPENSATION	43	41	41	41
001-5102-522.31-60	PROFESSIONAL SERVICES	-	2,000	2,000	2,200
001-5102-522.34-90	MOTOROLA RADIOS	109	1,000	1,000	2,000
001-5102-522.40-10	TRAVEL & TRAINING	5,330	6,915	11,000	11,000
001-5102-522.41-15	TELEPHONE - EQUIP CHGS	2,417	1,600	1,381	1,537
001-5102-522.41-16	AIRCARDS	2,090	2,164	2,200	2,400
001-5102-522.41-20	MOBILE COMM DEVICES	1,837	1,934	3,000	3,000
001-5102-522.42-10	POSTAGE & FREIGHT	-	-	-	-
001-5102-522.44-60	EQUIP REPLACEMENT FUNDING	7,226	9,098	8,635	7,742
001-5102-522.45-10	GENERAL LIABILITY	7,208	9,689	10,004	9,589
001-5102-522.45-11	RISK MGMT OPERATIONS	883	1,944	1,907	2,323
001-5102-522.45-30	VEHICLE INSURANCE	809	827	700	628
001-5102-522.46-10	MAINTENANCE CONTRACTS	-	660	1,000	1,000
001-5102-522.46-50	VEHICLE MAINTENANCE	3,292	3,334	2,675	2,974
001-5102-522.46-60	FLEET MAINT. OVERHEAD	950	834	346	400
001-5102-522.47-10	PRINTING & BINDING	104	156	600	600
001-5102-522.48-10	PROMOTIONAL ACTIVITIES	3,180	6,783	7,000	10,000
001-5102-522.51-20	OFFICE EQUIP UNDER \$5,000	6,754	2,901	3,300	5,000
001-5102-522.52-10	GENERAL OPERATING SUPPLY	747	453	2,000	2,000
001-5102-522.52-20	FUEL	4,226	3,302	3,815	3,839
001-5102-522.52-70	CLOTHING	952	2,326	3,000	3,000
001-5102-522.54-10	BOOKS & PERIODICALS	1,406	395	1,500	2,000
001-5102-522.54-20	MEMBERSHIPS	3,741	3,600	5,200	6,025
001-5102-522.54-30	EMPLOYEE DEVELOPMENT	710	5,297	5,000	5,000
Totals		395,628	426,818	450,006	469,216
% Change from Prior Year		-1.2%	7.9%	5.4%	4.3%

Fire Rescue Division

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	8,821,326	9,009,043	9,203,206	9,262,407
Operating Expenses	1,069,697	1,322,154	1,325,901	1,526,708
Capital Outlay	10,997	-	192,000	-
Total	\$ 9,902,020	\$ 10,331,197	\$ 10,721,107	\$ 10,789,115
No. of Positions				
Full-time	69	69	69	69
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total FTE's	69	69	69	69

Program Summary:

The fire rescue section is the largest and most visible program of the agency. The section remains dedicated to exceeding all community expectations for professional, rapid, and efficient emergency response. Our citizens and guests in the community count on our firefighters to live by our core values of protecting their lives and property. Operational performance is outlined in the community's Standards of Cover document adopted by the City Commission. The SOC dictates the expected levels of performance for all areas of response which is based on the assessed risk of the community.

Level of Service Provided in Budget:

- For 90% of all structure fire responses the first apparatus shall arrive within 6 minutes 20 seconds (6:20), capable of pumping 1500 GPM and staffed with 3 personnel.
- For 90% of risk structure fires, the balance of the first alarm assignment containing an Effective Response Force (ERF) of 17 personnel shall arrive within 10 minutes 20 seconds (10:20), total response time.
- The ERF assignment shall be capable of assuming command, initiating an uninterrupted water supply, advancing of multiple fire attack lines and back-up lines for safe fire control, ventilation, forcible entry, victim search & rescue and control of utilities and advancing to upper levels of a structure.
- For 90% of all maximum-risk structure fires, an effective response force of 20 personnel shall arrive within 12 minutes (12:00) Total Response Time. The ERF assignment for a maximum risk assignment shall be capable of assuming command, initiating an uninterrupted water supply, advancing of multiple fire attack lines and back-up lines, ground and aerial master stream operations, ventilation, forcible entry, victim search & rescue and control of utilities.

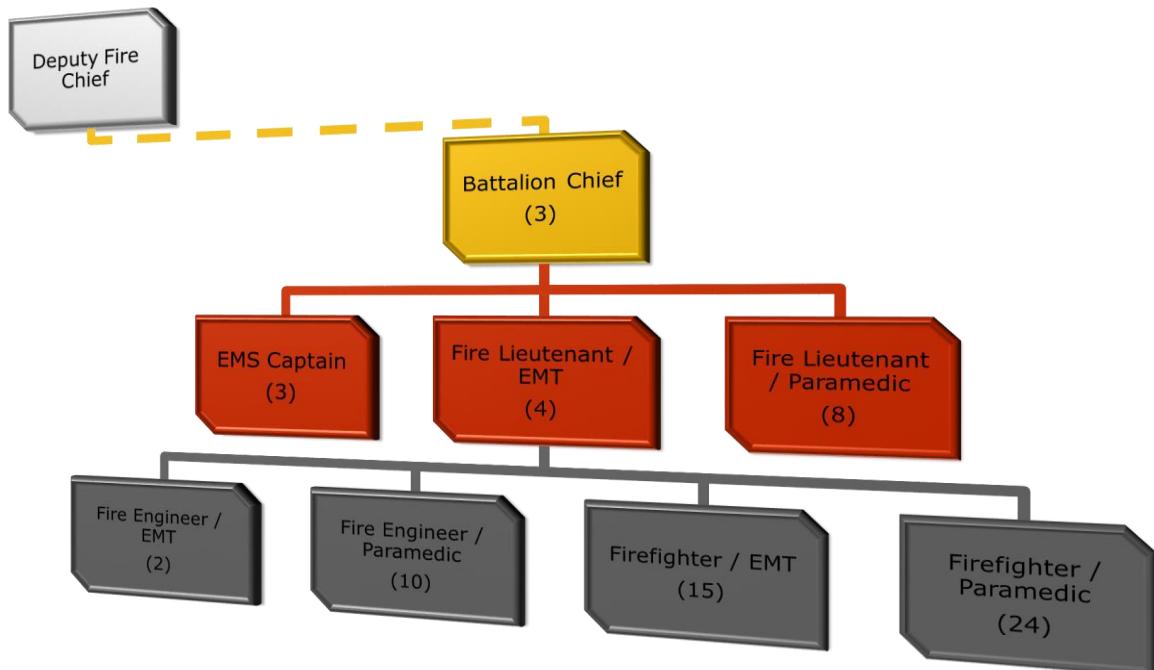
Fire Rescue Division

Accomplishments for FY 2017

Improved several specific response times to events monitored in the Standards of Cover.
Improved cardiac resuscitation rates for patients found in survivable cardiac arrest.
Replaced two front-line fire apparatus.

Goals for FY 2018

Continue to apply specific and strategic recommendations from CFAI accreditation process.
Continue to execute the agency's 2016-2018 succession planning model.
Maintain ISO Class 1 individual and company level training regiment.



Fire Rescue

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5103-522.12-10	REGULAR WAGES	5,135,170	5,394,596	5,341,089	4,864,167
001-5103-522.12-20	TEMPORARY SUPERVISOR PAY	56,649	60,365	62,520	62,520
001-5103-522.14-10	OVERTIME WAGES	365,034	346,927	375,000	755,000
001-5103-522.14-11	FLSA PREMIUM	-	-	159,626	159,626
001-5103-522.14-12	HOLIDAY PAY	175,715	179,577	190,000	205,727
001-5103-522.15-10	INCENTIVE	43,593	43,817	50,000	48,695
001-5103-522.15-20	SPECIAL DETAIL	13,419	13,449	10,000	10,000
001-5103-522.15-30	TRANSPORT INCENTIVE	67,238	65,503	70,000	68,320
001-5103-522.21-10	FICA TAXES	411,331	427,634	442,064	372,109
001-5103-522.22-12	FIRE PENSION	1,580,852	1,456,617	1,575,510	1,713,307
001-5103-522.22-20	ICMA CITY CONTRIBUTION	29,267	28,621	27,881	27,544
001-5103-522.23-10	GROUP HEALTH/DENTAL	718,980	761,028	690,000	741,750
001-5103-522.23-11	LIFE INSURANCE	10,087	10,221	10,532	10,425
001-5103-522.23-12	AD&D INSURANCE	1,118	1,131	1,166	1,154
001-5103-522.23-13	DISABILITY INSURANCE	11,203	11,354	11,699	11,581
001-5103-522.24-10	WORKER'S COMPENSATION	200,965	207,508	185,418	209,781
001-5103-522.25-10	UNEMPLOYMENT COMPENSATION	705	696	701	701
001-5103-522.31-60	PROFESSIONAL SERVICES	42,204	43,935	35,000	37,950
001-5103-522.34-40	CONTRACTUAL SERVICE	27,502	27,431	27,285	26,685
001-5103-522.34-50	MEDICAL TESTING	875	2,482	6,500	6,500
001-5103-522.34-90	MOTOROLA RADIOS	2,325	6,966	7,000	-
001-5103-522.40-10	TRAVEL & TRAINING	27,614	24,299	32,028	32,000
001-5103-522.41-15	TELEPHONE - EQUIP CHGS	8,841	11,538	9,814	10,360
001-5103-522.41-16	AIRCARDS	4,957	4,833	4,800	4,800
001-5103-522.41-20	MOBILE COMM DEVICES	6,283	6,090	7,380	7,380
001-5103-522.42-10	POSTAGE & FREIGHT	187	-	-	-
001-5103-522.43-20	WATER	9,458	9,586	8,400	10,800
001-5103-522.43-40	GAS	2,621	2,992	3,100	3,100
001-5103-522.43-70	ELECTRICITY	16,159	16,001	14,700	15,000
001-5103-522.44-60	EQUIP REPLACEMENT FUNDING	283,853	368,661	367,293	543,254
001-5103-522.44-63	COPIER RENTAL	-	-	500	500
001-5103-522.45-10	GENERAL LIABILITY	184,991	201,997	202,527	182,013
001-5103-522.45-11	RISK MGMT OPERATIONS	22,673	40,522	38,604	44,084
001-5103-522.45-30	VEHICLE INSURANCE	31,785	33,515	29,780	31,885
001-5103-522.46-10	MAINTENANCE CONTRACTS	4,144	4,719	5,500	11,500
001-5103-522.46-40	EQUIPMENT MAINTENANCE	15,688	36,472	24,988	23,760
001-5103-522.46-50	VEHICLE MAINTENANCE	161,815	169,938	154,600	170,500
001-5103-522.46-60	FLEET MAINT. OVERHEAD	22,932	25,382	20,005	22,950
001-5103-522.46-70	OTHER MAINTENANCE	2,926	8,544	9,000	9,000
001-5103-522.47-30	COPIER	20	-	-	-
001-5103-522.49-50	OTHER CURRENT CHARGES	1,170	14,162	12,940	3,590
001-5103-522.51-20	OFFICE EQUIP UNDER \$5,000	6,669	7,271	5,000	10,000
001-5103-522.52-10	GENERAL OPERATING SUPPLY	12,198	13,546	16,450	34,518
001-5103-522.52-20	FUEL	50,367	35,417	40,753	46,879
001-5103-522.52-60	JANITORIAL SUPPLIES	11,493	10,082	15,000	13,000
001-5103-522.52-70	CLOTHING	61,813	101,662	113,000	100,000
001-5103-522.52-90	EQUIPMENT UNDER \$5,000	30,790	73,572	76,254	77,000
001-5103-522.54-10	BOOKS & PERIODICALS	173	1,470	1,500	1,500
001-5103-522.54-20	MEMBERSHIPS	9,171	9,071	15,200	15,200
001-5103-522.54-30	EMPLOYEE DEVELOPMENT	6,000	10,000	21,000	31,000
001-5103-522.64-50	MACHINERY & EQUIPMENT	10,997	-	192,000	-
Totals		9,902,020	10,331,197	10,721,107	10,789,115
% Change from Prior Year		8.9%	4.3%	3.8%	0.6%

Emergency Medical Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	255,565	232,111	277,630	308,341
Capital Outlay	14,519	-	-	-
Total	\$ 270,084	\$ 232,111	\$ 277,630	\$ 308,341
No. of Positions	-	-	-	-
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total FTE's	-	-	-	-

Program Summary:

This program funds the non-personnel costs for providing the emergency medical services. It includes supplies and the contract fees for both the city medical director and patient transport services billing services. Costs of medications and supplies have continued to increase. The point of sale program installed for the management of all supplies has continued to be beneficial; not only for inventory control, but in controlling costs and stock.

Level of Services Provided in Budget:

- For 90% of all priority-one EMS incidents, the first-in apparatus shall arrive within 6 minutes (6:00), Total Response Time.
- All priority-one EMS responses will receive a minimum of five (5) personnel. The first arriving unit shall be staffed with a minimum of two (2) personnel, one being a Paramedic, and be capable of providing advanced life support patient care.
- Current performance measures return a level of service which affords critical care patients a survival rate which exceeds national standards.

Accomplishment for FY 2017

Reduced the cost of supplies by 5% from FY17 for all EMS related materials despite continued rising costs for pharmaceuticals.

Goal for FY 2018

Perform a comparison of emergency medical protocols to assure the continued benefit of individual city medical direction.

Emergency Medical Services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5104-522.33-06	MEDICAL DIRECTOR SERVICES	38,756	40,306	41,918	43,176
001-5104-522.34-40	CONTRACTUAL SERVICE	117,982	103,894	130,000	145,375
001-5104-522.41-16	AIRCARDS	-	-	-	-
001-5104-522.46-10	MAINTENANCE CONTRACTS	8,436	7,308	7,540	10,790
001-5104-522.52-10	GENERAL OPERATING SUPPLY	14,516	8,640	12,510	14,000
001-5104-522.52-90	EQUIPMENT UNDER \$5,000	75,875	71,963	85,662	95,000
001-5104-522.64-50	MACHINERY & EQUIPMENT	14,519	-	-	-
Totals		270,084	232,111	277,630	308,341
% Change from Prior Year		NA	-14.1%	19.6%	11.1%

Emergency Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	10,463	17,430	18,200	58,200
Capital Outlay	-	-	-	16,000
Total	\$ 10,463	\$ 17,430	\$ 18,200	\$ 74,200
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

The fire chief is the city's emergency manager and is responsible for coordinating the emergency management functions for the city. Since September 11, 2001, fire services nationally have been further recognized as having the capability and skill to manage large scale incidents. Fire Rescue coordinates the city's compliance requirements found within the National Incident Management System (NIMS) and holds regular exercises to assure readiness.

Level of Service Provided in Budget:

- Maintain routine maintenance and perform monthly testing process for all community warning devices (tornado sirens)
- Complete annual preparation exercise with city staff (table top and full scale exercises)
- Existing capabilities allows for a level of readiness, preparation, and awareness above what is required by the state of Florida. These systems result in a better prepared response and earlier warning for those in harm's way.

Accomplishments for FY 2017

Completed annual city-wide emergency management level training exercise.

Completed training for elected city officials.

Managed the impacts of Hurricane Matthew on the city.

Goals for FY 2018

Continue to prepare the city for any multi-agency emergency though document updates and internal training.

Conduct a table-top exercise in May 2018.

Update City's CEMP by May 2018.

Emergency Management

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5105-522.34-40	CONTRACTUAL SERVICE	7,182	12,440	13,200	13,200
001-5105-522.52-10	GENERAL OPERATING SUPPLY	3,281	4,990	5,000	45,000
001-5105-522.64-50	MACHINERY & EQUIPMENT	-	-	-	16,000
Totals		10,463	17,430	18,200	74,200
% Change from Prior Year		NA	66.6%	4.4%	307.7%

Code Enforcement

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	325,518	273,301	271,007	279,642
Operating Expenses	60,509	64,798	82,391	89,451
Capital Outlay	-	-	-	-
Total	\$ 386,027	\$ 338,099	\$ 353,398	\$ 369,093
No. of Positions				
Full-time	5	4	4	4
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	5	4	4	4
FTE's	5	4	4	4

Program Summary:

Code Compliance is responsible for the monitoring of all property for any violations of city codes and ordinances to include identification, notification, processing, and enforcement actions. Code Compliance also is tasked with educating residents and business owners on specific codes in an effort to prevent violations.

Patrols are completed on a daily basis; seven days per week. Complaints are responded to within one working day, or less. The city is seeing a 90% compliance rate from properties receiving a formal notice of violation. Properties found to be in violation after a notice of violation is exercised are presented to the Code Enforcement Board for further action. Other cases are also processes through the Orange County Circuit Court.

Level of Service Provided in Budget:

- Code Officers are on patrol seven days a week utilizing a rotating schedule of days and time. This keeps violators from determining when and where an officer may appear.
- A system of electronic code violation reporting is open 24/7/365 allowing residents to report violations anomalously.
- Processing of violations takes place using a stepped process of enforcement to gain compliance.
- Cases are monitored for continued compliance.
- Snipe signs are removed form city rights of way on a daily basis.

Code Enforcement

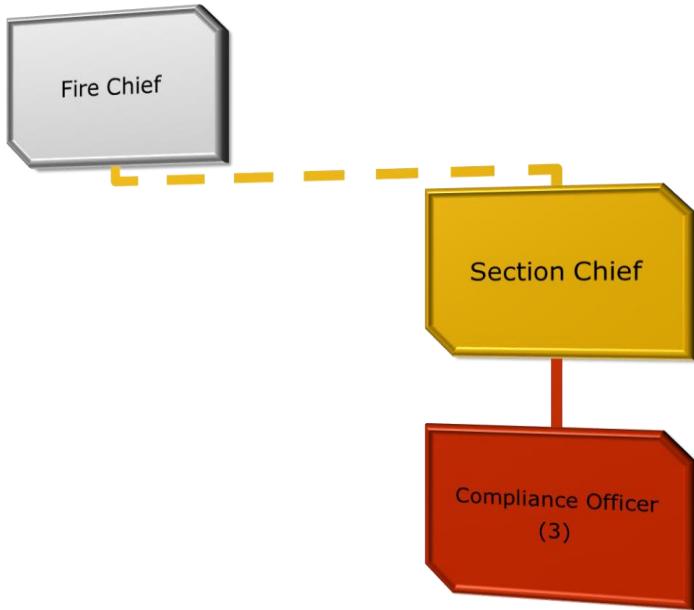
Accomplishments for FY 2017

Successfully reduced the time required to process a complaint of violation through to successful compliance. Fewer code violations are rising to the level of Code Compliance Board action resulting in fewer days of non-compliance, city-wide.

Goals for FY 2018

Reduce the amount of citizen complaints of violation by 10% through continued patrols and officer initiated actions.

Participate in the update and review process for new city codes. In FY 2018 we anticipate the sign Ordinance being updated by the City Commission.



Code Enforcement

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-5107-522.12-10	REGULAR WAGES	233,837	196,216	196,798	201,339
001-5107-522.14-10	OVERTIME WAGES	482	521	1,000	1,000
001-5107-522.21-10	FICA TAXES	16,738	13,926	13,872	14,077
001-5107-522.22-10	PENSION	16,206	13,805	13,776	14,094
001-5107-522.22-20	ICMA CITY CONTRIBUTION	1,482	1,455	1,457	1,461
001-5107-522.23-10	GROUP HEALTH/DENTAL	52,100	43,295	40,000	43,000
001-5107-522.23-11	LIFE INSURANCE	495	421	429	439
001-5107-522.23-12	AD&D INSURANCE	54	46	47	49
001-5107-522.23-13	DISABILITY INSURANCE	549	467	477	488
001-5107-522.24-10	WORKER'S COMPENSATION	3,526	3,108	3,110	3,654
001-5107-522.25-10	UNEMPLOYMENT COMPENSATION	49	41	41	41
001-5107-522.34-40	CONTRACTUAL SERVICE	11,575	16,192	21,000	18,000
001-5107-522.34-43	CLEARING CITY OWNED LOTS	970	-	2,000	2,000
001-5107-522.34-90	Motorola Radios	464	1,000	2,000	2,000
001-5107-522.40-10	TRAVEL & TRAINING	2,884	2,953	5,000	6,000
001-5107-522.41-15	TELEPHONE - EQUIP CHGS	2,417	1,628	1,727	1,922
001-5107-522.41-16	AIRCARDS	1,299	1,298	1,308	1,308
001-5107-522.41-20	MOBILE COMM DEVICES	1,020	1,212	2,000	2,000
001-5107-522.44-60	EQUIP REPLACEMENT FUNDING	5,645	7,034	6,677	6,752
001-5107-522.45-10	GENERAL LIABILITY	9,622	7,983	8,141	7,573
001-5107-522.45-11	RISK MGMT OPERATIONS	1,180	1,602	1,552	1,834
001-5107-522.45-30	VEHICLE INSURANCE	632	639	541	547
001-5107-522.46-40	EQUIPMENT MAINTENANCE	-	-	2,000	2,000
001-5107-522.46-50	VEHICLE MAINTENANCE	3,723	5,904	4,166	5,066
001-5107-522.46-60	FLEET MAINT. OVERHEAD	538	722	539	682
001-5107-522.47-10	PRINTING & BINDING	454	2,736	3,000	3,000
001-5107-522.47-30	COPIER	384	-	-	-
001-5107-522.49-50	OTHER CURRENT CHARGES	-	-	800	5,800
001-5107-522.51-20	OFFICE EQUIP UNDER \$5,000	3,455	3,126	2,400	4,400
001-5107-522.52-10	GENERAL OPERATING SUPPLY	3,647	2,520	5,000	5,000
001-5107-522.52-20	FUEL	3,409	2,699	3,040	3,067
001-5107-522.52-70	CLOTHING	4,110	2,613	4,000	4,000
001-5107-522.54-10	BOOKS	234	180	1,000	1,000
001-5107-522.54-20	MEMBERSHIPS	780	1,713	2,000	3,000
001-5107-522.54-30	EMPLOYEE DEVELOPMENT	2,067	1,043	2,500	2,500
Totals		386,027	338,099	353,398	369,093
% Change from Prior Year		-1.4%	-12.4%	4.5%	4.4%



information technology

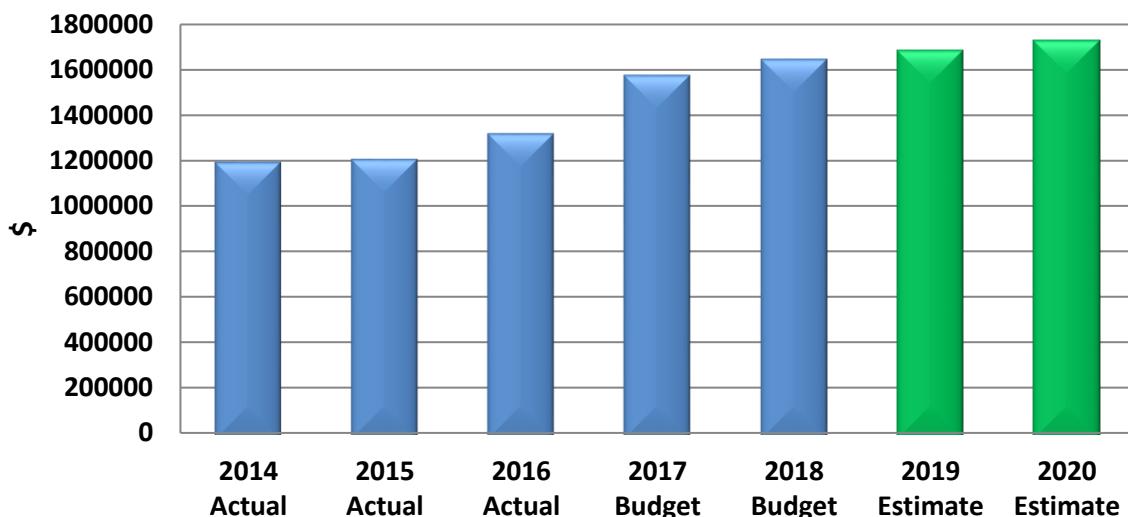
Information Technology

Mission:

To provide technology design and selection, technical support and training, technology acquisition, the review and development of IT policies and standards, and IT strategic planning services for the City of Winter Park.

Historical Spending & Future Estimated Expenditures

Information Technology



Key Performance Indicators

Indicator	Actual FY 16	YTD FY 17	Goal FY 18	Notes
Network Uptime	99.90%	99.90%	99.90%	
Miles of private fiber installed	3	2	5	
Email Uptime	99.90%	99.90%	99.90%	
IT - # Service Requests/Completed in < 1 hr	3,014/ 20%	688/ 29%	2,500/ 30%	

Information Technology Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	664,468	747,446	818,550	869,349
Operating Expenses	498,434	513,771	717,512	751,132
Capital Outlay	18,476	33,162	15,000	-
Total	\$ 1,181,378	\$ 1,294,379	\$ 1,551,062	\$ 1,620,481
No. of Positions				
Full-time	8	9	9	9
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	8	9	9	9
FTE's	8	9	9	9

Program Summary:

The mission of the Information Technology Division is to provide technology design and selection, technical support and training, technology acquisition, the review and development of IT policies and standards and IT strategic planning services for the City of Winter Park. IT is responsible for the operation, confidentiality, security, and integrity of the City technology infrastructure. This infrastructure includes a modern data network, Voice over IP telecommunication network, wireless voice and data network and control data network for Electric and water operations. There are over five hundred users on the City network, with over a thousand pieces of equipment valued at over three million dollars. IT supports all systems and the array of peripherals attached to the network.

Level of Service Provided in Budget:

- Capacity to effectively support 70 servers
- Provide 99.9% network uptime
- Capacity to support 500 workstations
- Capacity to provide timely and effective hardware and software support
- Provide secure and reliable computer systems
- Appropriately meet support and implementation expectations
- Provide technical tools that effectively support business needs

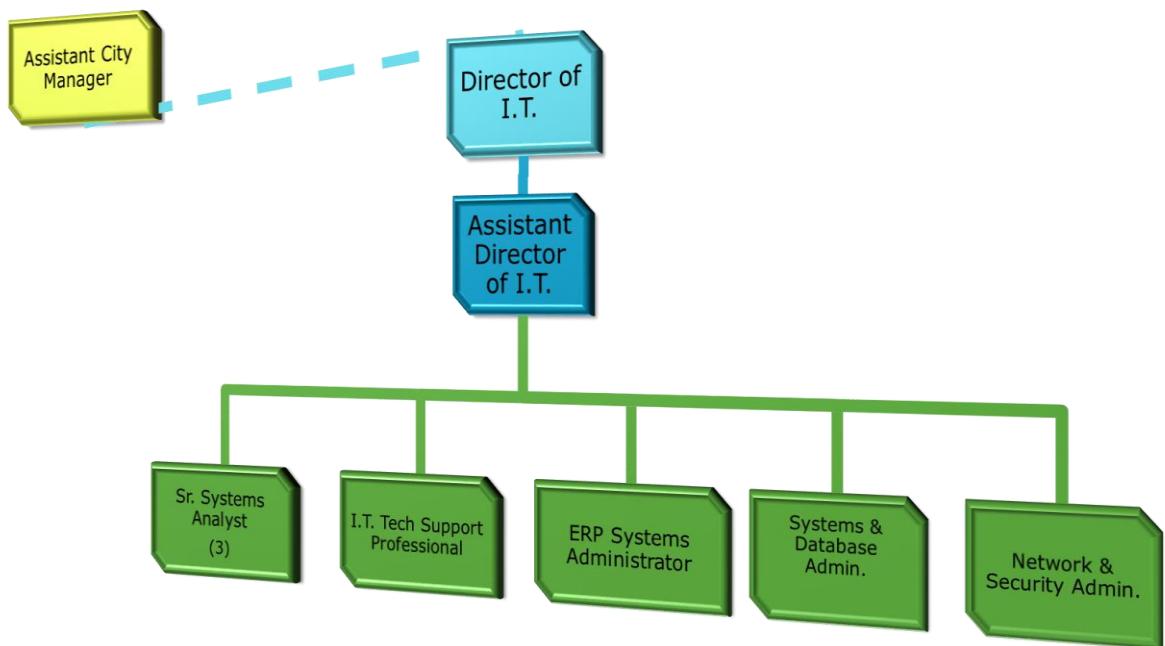
Information Technology Services

Accomplishments for FY 2017

Installation of new ERP system hardware and financial module software
Brought 3 more City buildings onto private fiber
Migrated and upgraded VMware to version 6.0.
Implemented new service desk system.
Improved security of workstations by ensuring compliance in SCCM.
Moved Parks Board to cloud based agenda management system.
Replaced and upgrade Cisco voice over IP servers.
Upgrade City Hall workstations to Windows10
Implemented encryption and dual factors authentication for PD laptops
Deploy workstation images using Microsoft System Center
Upgrade PD MDTs to Windows 10.
Implemented redundant email filter

Goals for FY 2018

Continue ERP Modules Installation and configuration.
Replace end of life Cisco Switches
Implement City Wide cloud based Agenda Management program.
Implement a uniform Project Management Platform for the City.
Use Windows Hello for facial recognition for authentication.
Encrypt files to improve security.
Increase Windows Update critical patch compliance in SCCM.
Convert storage and compute networking from copper to fiber
PD MDT hardware refresh to CF-54 model.



Information Technology

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-1301-513.12-10	REGULAR WAGES	491,877	560,613	629,665	658,637
001-1301-513.14-10	OVERTIME WAGES	746	1,549	-	2,000
001-1301-513.15-10	INCENTIVE	5,220	5,240	-	5,500
001-1301-513.21-10	FICA TAXES	35,671	40,531	42,800	47,494
001-1301-513.22-10	PENSION	34,760	39,807	42,000	46,104
001-1301-513.22-20	ICMA CITY CONTRIBUTION	7,142	7,543	7,699	8,400
001-1301-513.23-10	GROUP HEALTH/DENTAL	83,360	86,005	90,000	96,750
001-1301-513.23-11	LIFE INSURANCE	1,067	1,221	1,305	1,433
001-1301-513.23-12	AD&D INSURANCE	118	135	145	159
001-1301-513.23-13	DISABILITY INSURANCE	1,186	1,356	1,450	1,591
001-1301-513.24-10	WORKER'S COMPENSATION	3,241	3,356	3,395	1,190
001-1301-513.25-10	UNEMPLOYMENT COMPENSATION	80	88	91	91
001-1301-513.34-40	CONTRACTUAL SERVICE	12,918	38,942	20,000	20,000
001-1301-513.40-10	TRAVEL & TRAINING	15,862	17,081	17,000	17,000
001-1301-513.41-15	TELEPHONE - EQUIP CHGS	9,584	3,883	6,216	6,918
001-1301-513.41-16	AIRCARDS	5,705	8,597	4,000	4,000
001-1301-513.41-17	REMOTE ACCESS CHARGES	5,491	6,610	4,647	4,647
001-1301-513.41-20	MOBILE COMM DEVICES	6,717	8,094	7,200	7,200
001-1301-513.42-10	POSTAGE & FREIGHT	9	-	-	-
001-1301-513.44-63	COPIER RENTAL	-	-	825	825
001-1301-513.45-10	GENERAL LIABILITY	18,737	21,402	22,549	24,773
001-1301-513.45-11	RISK MGMT OPERATIONS	2,297	4,293	4,298	6,000
001-1301-513.46-11	MAINT-AS400 CITY	91,070	93,770	95,000	95,000
001-1301-513.46-12	MAINT-OTHER IBM	-	2,242	5,000	5,000
001-1301-513.46-13	MAINT-NON IBM	3,491	196	16,600	16,000
001-1301-513.46-14	MAINT-TRAINING	-	-	-	-
001-1301-513.46-15	MAINT-DISASTER	29,532	27,269	28,000	28,000
001-1301-513.46-17	POLICE DISPATCH SYSTEM	65,000	65,000	65,000	65,000
001-1301-513.46-18	MAINT-TELEPHONE SYSTEM	22,755	22,386	25,000	30,000
001-1301-513.46-19	MAINT-SOFTWARE	140,074	141,396	342,900	362,425
001-1301-513.46-21	NETWORK EQUIPMENT MAINT.	45,648	22,594	25,000	30,000
001-1301-513.46-40	EQUIPMENT MAINTENANCE	-	928	-	-
001-1301-513.47-30	COPIER	2,007	249	277	344
001-1301-513.51-20	OFFICE EQUIP UNDER \$5,000	1,182	312	-	-
001-1301-513.51-50	SOFTWARE UNDER \$5,000	999	1,194	2,000	2,000
001-1301-513.52-10	GENERAL OPERATING SUPPLY	19,184	23,195	20,000	20,000
001-1301-513.52-90	EQUIPMENT UNDER \$5,000	172	4,137	6,000	6,000
001-1301-513.64-40	FURNITURE & FIXTURES	4,120	-	-	-
001-1301-513.64-50	MACHINERY & EQUIPMENT	1,335	10,684	-	-
001-1301-513.66-20	SOFTWARE	13,021	22,478	15,000	-
Totals		1,181,378	1,294,379	1,551,062	1,620,481
% Change from Prior Year		1.1%	9.6%	19.8%	4.5%

*ERP Systems Administrator was added in mid FY16

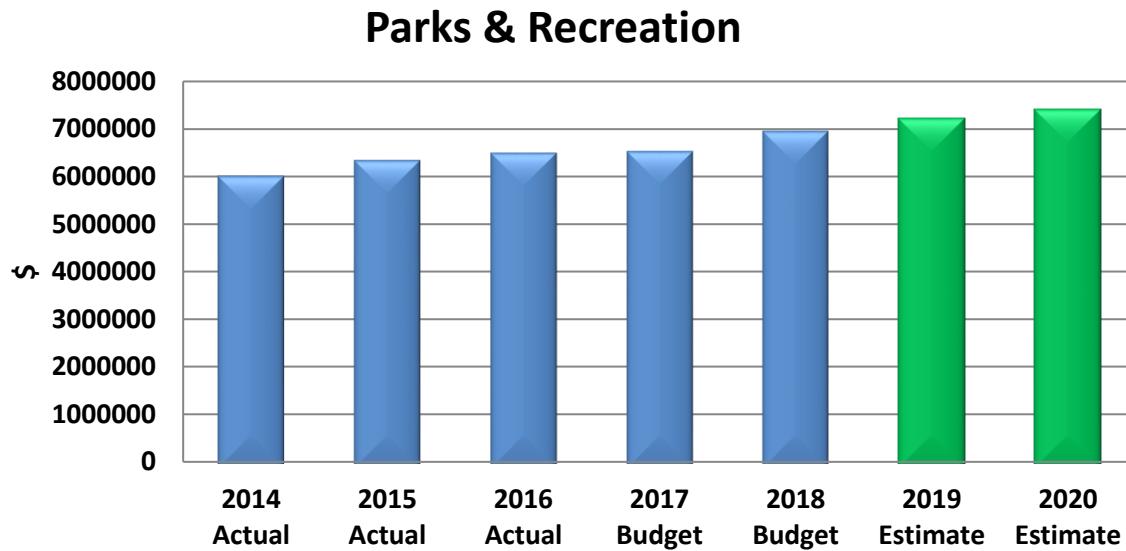


parks & recreation

Parks and Recreation

Mission: To Enhance the Quality of Life For Our Community by Providing Outstanding Parks, Recreational Facilities, Activities, and Service.

Historical Spending & Future Estimated Expenditures



*Excludes Forestry which is accounted for in the Administrative Services section.

Key Performance Indicators

Indicator	Actual FY 16	Projected FY 17	Goal FY 18	Notes
Maintenance Cost Per Acre	\$ 7,877	\$ 7,433	\$ 7,741	
Number of Venue Rentals Per Year-All Venues	6,234	6,000	5800	Civic Center reduced rentals in 2017 and closed in 2018
Per Capita Cost of Parks and Recreation per Day	\$0.560	\$0.598	\$0.632	Includes all divisions of Parks and Recreation

Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	427,859	435,515	436,636	450,289
Operating Expenses	53,294	45,362	40,256	42,281
Capital Outlay	-	-	-	-
Total	\$ 481,153	\$ 480,877	\$ 476,892	\$ 492,570
No. of Positions				
Full-time	4	4	4	4
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	4	4	4	4
FTE's	4.0	4.0	4.0	4.0

Program Summary:

The Parks and Recreation Administration Division is responsible for coordinating the activities and resources of the department. This division, under the management of the Department Director, develops, guides and evaluates all divisions regarding the establishment and accomplishment of goals set in strategic and master plans . The Departmental budget, payroll, purchasing, policy and contract management and all personnel matters are overseen by the Administrative staff. Additionally, all department matters that are brought before the Parks and Recreation Board, the City Commission, state or federal levels, such as grant applications and grant management, park policies and legislation are the responsibility of this Division.

Level of Service Provided in Budget:

- Preparation and maintenance of all accreditation documents.
- Preparation and maintenance of budgets.
- Planning and oversight of all projects both administrative and physical.
- Oversight of purchasing and personnel matters.

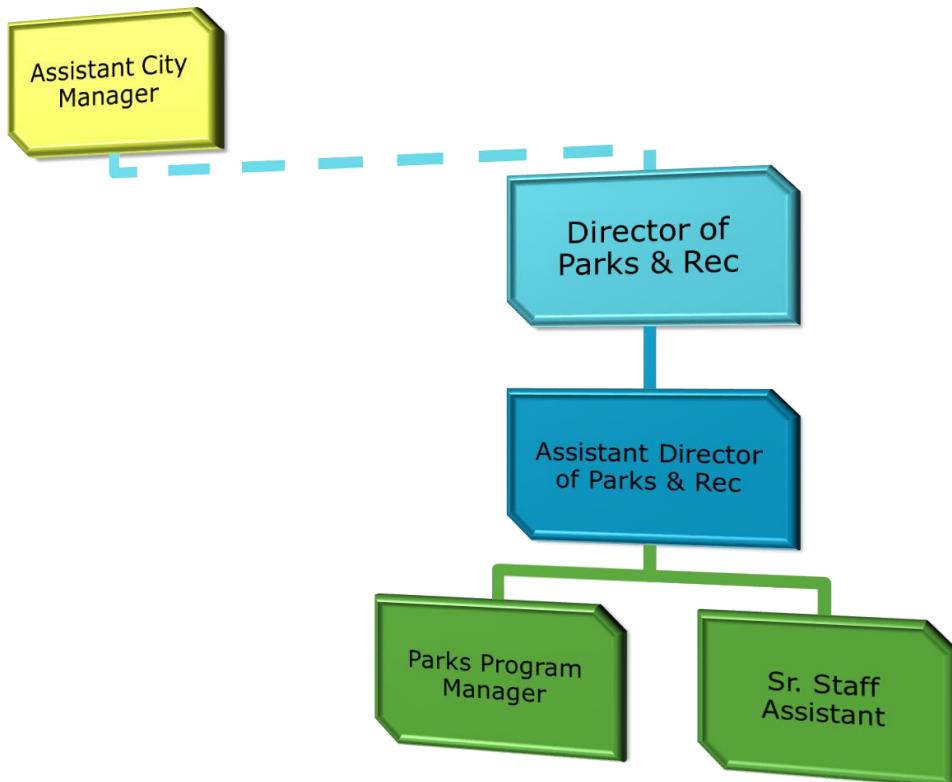
Administration

Accomplishments for FY 2017

Facilitated a major upgrade of department facility rental, activity and point of sale software.
Managed the renovation and installation of the new business plan at the golf course.
Produced both a comprehensive annual report and a departmental services guide.
Managed financial statements for capital accounts and project accounts

Goals for FY 2018

Review and enhance departmental website
Produce both a comprehensive annual report and a departmental services guide.
Update all brochures that are distributed to the public.
Manage projects and capital funding accounts through completion
Manage civic center construction and transition of project.



Parks Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6101-572.12-10	REGULAR WAGES	327,738	331,976	337,438	347,527
001-6101-572.14-10	OVERTIME WAGES	2,078	2,356	2,000	2,000
001-6101-572.21-10	FICA TAXES	23,284	23,447	23,180	24,377
001-6101-572.22-10	PENSION	23,684	24,019	24,046	24,910
001-6101-572.22-20	ICMA CITY CONTRIBUTION	5,609	5,889	5,920	6,136
001-6101-572.23-10	GROUP HEALTH/DENTAL	41,680	43,834	40,000	43,000
001-6101-572.23-11	LIFE INSURANCE	694	721	728	754
001-6101-572.23-12	AD&D INSURANCE	77	80	81	83
001-6101-572.23-13	DISABILITY INSURANCE	770	800	808	837
001-6101-572.24-10	WORKER'S COMPENSATION	2,204	2,352	2,394	624
001-6101-572.25-10	UNEMPLOYMENT COMPENSATION	41	41	41	41
001-6101-572.34-40	CONTRACTUAL SERVICE	15	616	-	-
001-6101-572.40-10	TRAINING AND TRAVEL	14,018	1,306	2,000	2,000
001-6101-572.41-15	TELEPHONE - EQUIP CHGS	1,933	1,280	1,381	1,537
001-6101-572.41-16	AIRCARDS	433	433	520	450
001-6101-572.41-20	MOBILE COMM DEVICES	1,471	1,429	1,500	1,450
001-6101-572.42-10	POSTAGE & FREIGHT	14	-	50	50
001-6101-572.44-63	COPIER RENTAL	-	-	750	750
001-6101-572.45-10	GENERAL LIABILITY	13,031	13,352	13,876	13,071
001-6101-572.45-11	RISK MGMT OPERATIONS	1,597	2,678	2,645	3,166
001-6101-572.47-10	PRINTING & BINDING	200	-	400	700
001-6101-572.47-30	COPIER	4,312	443	624	607
001-6101-572.48-10	PROMOTIONAL ACTIVITIES	1,796	1,395	500	2,500
001-6101-572.52-10	GENERAL OPERATING SUPPLY	13,679	19,626	13,000	13,000
001-6101-572.54-20	MEMBERSHIPS	795	2,805	3,010	3,000
Totals		481,153	480,877	476,892	492,570
% Change from Prior Year		8.7%	-0.1%	-0.8%	3.3%

Parks Maintenance

Program Resources:		Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel		1,612,109	707,516	707,369	734,118
Operating Expenses		778,188	739,845	639,059	652,339
Capital Outlay		-	-	-	37,000
Total		\$ 2,390,297	\$ 1,447,360	\$ 1,346,428	\$ 1,423,457
No. of Positions					
Full-time		32	11	11	11
Part-time		-	-	-	-
Seasonal		-	-	-	-
Total		32	11	11	11
FTE's		32.0	11.0	11.0	11.0

In FY16 the Parks Department underwent a reorganization and shifted duties among divisions.

Program Summary:

This division is responsible for maintaining 402.43 acres of parks, rights of way, facilities and other City properties. The division maintains, repairs, constructs, and renovates all park facilities, playgrounds, fencing, fountains, irrigation systems and park amenities.

Level of Service Provided in Budget:

- Maintain parks to high standards to provide pleasing park properties
- Ensure maintenance of infrastructure such as irrigation, fencing to support parks properties
- Support for special events such as Art festivals and Fourth of July

Parks Maintenance

Accomplishments for FY 2017

Division has begun to improve staff skill sets by allowing for cross training amongst various crews.

Major upgrade and clean up of several parks. Includes Howell Branch, Phelps Playground, and Showalter Stadium

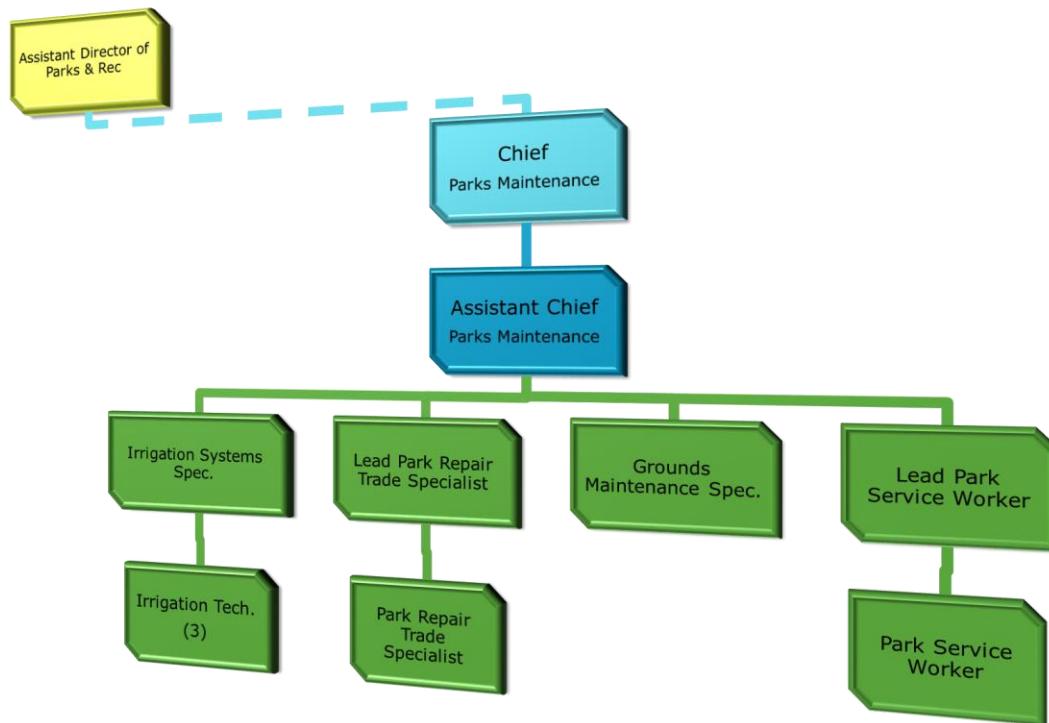
Landscaping and Mowing crews now on coordinated routes to improve efficiency and quality.

Goals for FY 2018

Continue to maintain all park property at current level of service.

Continue to cross train staff from irrigation and fencing work group with tradesman for flexibility.

Institute new park maintenance software and begin process of streamlining workflow to capture costs.



Parks Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6102-572.12-10	REGULAR WAGES	1,084,276	473,097	498,996	510,677
001-6102-572.14-10	OVERTIME WAGES	29,169	21,130	8,000	10,000
001-6102-572.21-10	FICA TAXES	78,953	35,280	35,674	36,739
001-6102-572.22-10	PENSION	77,135	34,209	34,398	35,356
001-6102-572.22-20	ICMA CITY CONTRIBUTION	3,133	2,485	2,281	2,351
001-6102-572.23-10	GROUP HEALTH/DENTAL	302,180	124,668	110,000	118,250
001-6102-572.23-11	LIFE INSURANCE	2,229	996	1,074	1,103
001-6102-572.23-12	AD&D INSURANCE	247	110	119	123
001-6102-572.23-13	DISABILITY INSURANCE	2,477	1,106	1,193	1,225
001-6102-572.24-10	WORKER'S COMPENSATION	32,052	14,331	15,522	18,182
001-6102-572.25-10	UNEMPLOYMENT COMPENSATION	258	104	112	112
001-6102-572.34-40	CONTRACTUAL SERVICE	127,243	95,448	95,000	80,000
001-6102-572.40-10	TRAINING AND TRAVEL	91	1,073	1,500	1,500
001-6102-572.41-15	TELEPHONE - EQUIP CHGS	8,060	2,189	691	769
001-6102-572.41-20	MOBILE COMM DEVICES	4,130	4,882	2,760	2,760
001-6102-572.43-20	WATER	206,427	229,344	190,000	200,000
001-6102-572.43-70	ELECTRICITY	75,642	85,159	85,000	85,000
001-6102-572.44-60	EQUIP REPLACEMENT FUNDING	49,667	70,785	71,922	69,940
001-6102-572.44-63	COPIER RENTAL	-	-	500	500
001-6102-572.45-10	GENERAL LIABILITY	47,241	50,381	20,559	19,208
001-6102-572.45-11	RISK MGMT OPERATIONS	5,790	10,107	3,919	4,652
001-6102-572.45-30	VEHICLE INSURANCE	5,562	6,435	5,832	5,671
001-6102-572.46-20	BUILDING MAINTENANCE	1,197	2,402	4,000	10,000
001-6102-572.46-30	GROUNDS MAINTENANCE	33,573	7,757	8,000	8,000
001-6102-572.46-40	EQUIPMENT MAINTENANCE	-	2,441	1,000	1,000
001-6102-572.46-50	VEHICLE MAINTENANCE	79,310	99,215	73,988	86,438
001-6102-572.46-60	FLEET MAINT. OVERHEAD	12,187	12,387	9,574	11,635
001-6102-572.47-30	COPIER	229	53	64	127
001-6102-572.52-10	GENERAL OPERATING SUPPLY	37,531	21,129	23,000	23,000
001-6102-572.52-20	FUEL	33,692	22,904	26,250	27,139
001-6102-572.52-50	CHEMICALS	29,141	4,522	5,000	5,000
001-6102-572.52-60	JANITORIAL SUPPLIES	7,798	3,828	4,000	3,000
001-6102-572.52-70	CLOTHING	6,915	5,148	3,000	3,500
001-6102-572.52-90	EQUIPMENT UNDER \$1,000	5,997	2,254	3,000	3,000
001-6102-572.54-20	MEMBERSHIPS	765	-	500	500
001-6102-572.64-50	MACHINERY & EQUIPMENT	-	-	-	37,000
Totals		2,390,297	1,447,360	1,346,428	1,423,457
% Change from Prior Year		4.7%	-39.4%	-7.0%	5.7%

*In FY16 the Parks Department went through a major reorganization shifting employees and resources across divisions.

Landscaping

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	337,860	654,491	661,059	689,295
Operating Expenses	60,565	83,946	92,002	95,002
Capital Outlay	-	-	-	-
Total	\$ 398,425	\$ 738,437	\$ 753,061	\$ 784,297
No. of Positions				
Full-time	6	13	14	14
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	6	13	14	14
FTE's	6.0	13.0	14.0	14.0

In FY16 the Parks Department underwent a reorganization and shifted duties among divisions.

Program Summary:

The Landscaping Division is responsible for the intensive maintenance of the extensive landscaping, numerous planters, streetscapes, hanging baskets and flower pots throughout the city. Routine care of Park Avenue, New England Avenue, Morse Blvd, Pennsylvania Avenue and Orange Avenue rights-of-way is also the responsibility of the Landscaping Division. Additionally, the Landscaping Division is responsible for the mowing of medians, mini-parks, neighborhood parks, and other City properties.

Level of Service Provided in Budget:

- Medians and rights-of-way planter beds
- All hanging pots and flower beds in streetscapes on Park, Orange, Penn Avenue
- Intense maintenance of central park rose garden.
- Mowing and maintenance of all parks and city properties.
- Project BLOOM, annuals in key locations throughout city

Landscaping

Accomplishments for FY 2017

Completion of landscape renovations at Mead Amphitheater.

New and/or improved landscaped areas at key locations throughout city such as Palm Cemetery, Orange Avenue, New England Avenue.

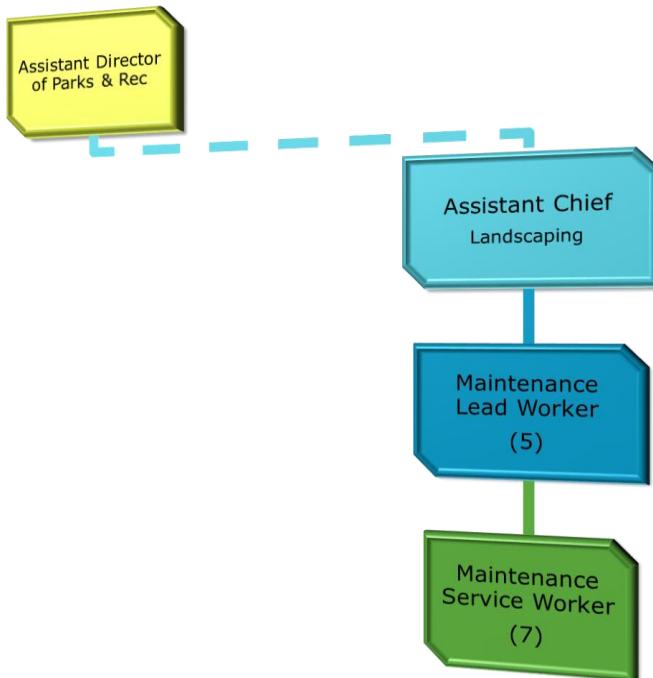
Developed evaluation and scoring system for standard measuring of condition of parks.

Goals for FY 2018

Focus on training and development of our personnel to provide even better service to our city. This includes maintaining current licenses, acquiring new skills and keeping up with the new things in our field of work.

Fertilization will be integrated under one lead for all properties and one plan developed.

Project Bloom will continue to become more and more visible.



Landscaping

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6103-539.12-10	REGULAR WAGES	239,743	427,478	448,738	449,128
001-6103-539.14-10	OVERTIME WAGES	2,961	9,845	3,000	5,000
001-6103-539.21-10	FICA TAXES	17,423	31,269	31,876	34,358
001-6103-539.22-10	PENSION	17,071	29,520	31,272	32,000
001-6103-539.23-10	GROUP HEALTH/DENTAL	52,100	140,964	130,000	150,500
001-6103-539.23-11	LIFE INSURANCE	504	936	977	977
001-6103-539.23-12	AD&D INSURANCE	56	104	108	110
001-6103-539.23-13	DISABILITY INSURANCE	560	1,040	1,085	1,100
001-6103-539.24-10	WORKER'S COMPENSATION	7,377	13,207	13,871	15,990
001-6103-539.25-10	UNEMPLOYMENT COMPENSATION	65	130	132	132
001-6103-539.40-10	TRAVEL & TRAINING	-	835	500	1,000
001-6103-539.41-15	TELEPHONE - EQUIP CHGS	2,558	5,715	5,325	5,364
001-6103-539.41-20	MOBILE COMM DEVICES	1,405	1,656	2,100	1,750
001-6103-539.43-70	ELECTRICITY	2,483	2,309	2,300	2,000
001-6103-539.44-60	EQUIP REPLACEMENT FUNDING	8,231	10,114	9,600	9,377
001-6103-539.44-63	COPIER RENTAL	-	-	500	500
001-6103-539.45-10	GENERAL LIABILITY	7,681	7,998	18,480	14,965
001-6103-539.45-11	RISK MGMT OPERATIONS	941	1,604	3,522	3,625
001-6103-539.45-30	VEHICLE INSURANCE	922	919	778	760
001-6103-539.46-20	BUILDING MAINTENANCE	-	-	500	-
001-6103-539.46-30	GROUNDS MAINTENANCE	19,838	27,328	24,000	30,000
001-6103-539.46-50	VEHICLE MAINTENANCE	5,184	5,349	6,249	5,552
001-6103-539.46-60	FLEET MAINT. OVERHEAD	1,043	1,129	809	747
001-6103-539.47-30	COPIER	8	12	14	18
001-6103-539.52-10	GENERAL OPERATING SUPPLY	1,633	5,417	6,000	6,000
001-6103-539.52-20	FUEL	4,254	3,756	4,075	5,094
001-6103-539.52-50	CHEMICALS	2,361	1,933	3,000	5,000
001-6103-539.52-70	CLOTHING	1,317	4,654	2,000	2,000
001-6103-539.52-90	EQUIPMENT UNDER \$5,000	581	3,216	2,000	1,000
001-6103-539.54-20	MEMBERSHIPS	125	-	250	250
Totals		398,425	738,437	753,061	784,297
% Change from Prior Year		19.3%	85.3%	2.0%	4.1%

*In FY16 the Parks Department went through a major reorganization shifting employees and resources across divisions.

Cemeteries

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	122,651	130,168	129,677	135,216
Operating Expenses	116,576	119,352	127,086	131,854
Capital Outlay	-	-	-	12,500
Total	\$ 239,227	\$ 249,520	\$ 256,763	\$ 279,570
No. of Positions				
Full-time	2	2	2	2
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total FTE's	2	2	2	2
	2.0	2.0	2.0	2.0

Program Summary:

The Cemeteries Division is responsible for two municipal cemeteries. Palm Cemetery is 17 acres and was established in 1906 after the land was donated by Loring Chase. Pineywood Cemetery is 11 acres. This property was taken over by the city in the 1970's from a privately run organization. Both cemeteries have spaces available for sale to residents. It is anticipated that sale of spaces will continue for many years to come. Perpetual care of the cemetery is budgeted through the placement of cemetery revenues from sales and interments into a specified fund.

Level of Service Provided in Budget:

- Provides highly sensitive customer service for burials and space sales in two cemeteries
- Management of 28 acres of property - maintenance.
- Management of subcontracted vault company and coordination of installation of headstones and mausoleums.
- Highly regimented records system both electronic and manual, checks and balance.

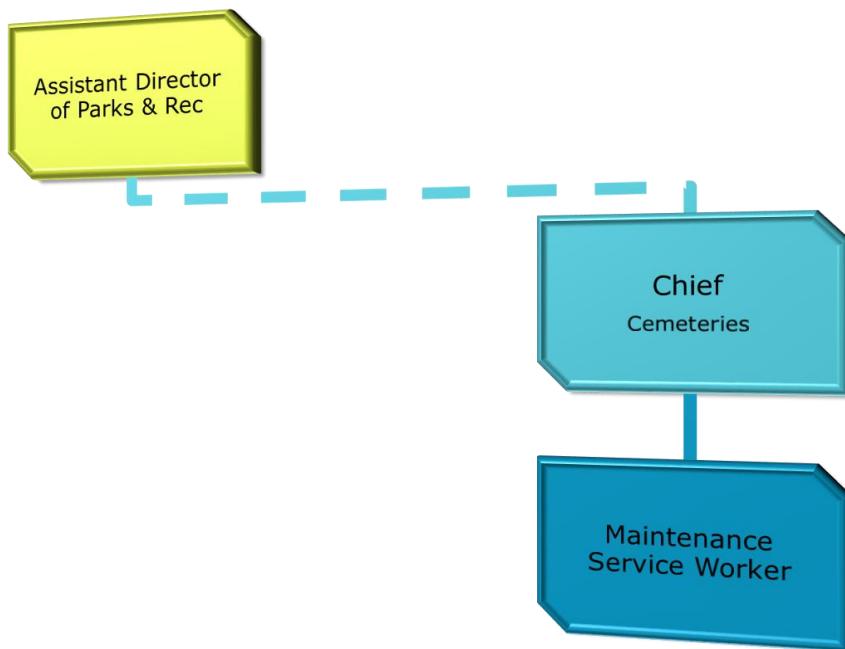
Cemeteries

Accomplishments for FY 2017

Installed sod around Columbarium at Palm enhancing look of entire area.
Added hose bibs along north section of cemetery for customer convenience.
Installed a new maintenance shed at Pineywood Cemetery.
Began a new program with the Library by conducting tours of cemetery.
Added new brick columns to the westernmost entrance to Palm Cemetery.
Added new concrete entryways at all Webster Avenue Entryways at Palm.

Goals for FY 2018

Work towards creating a master plan for cemeteries.
Continue adding hose bibs for customer convenience in watering their flowers.
Build new office and restroom at Pineywood Cemetery.



Cemeteries

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6105-539.12-10	REGULAR WAGES	82,039	86,930	88,971	91,874
001-6105-539.14-10	OVERTIME WAGES	2,647	3,552	2,800	3,000
001-6105-539.21-10	FICA TAXES	6,196	6,600	6,487	6,347
001-6105-539.22-10	PENSION	5,928	6,334	6,228	6,431
001-6105-539.23-10	GROUP HEALTH/DENTAL	20,840	21,667	20,000	21,500
001-6105-539.23-11	LIFE INSURANCE	180	191	194	201
001-6105-539.23-12	AD&D INSURANCE	20	21	22	22
001-6105-539.23-13	DISABILITY INSURANCE	201	212	216	223
001-6105-539.24-10	WORKER'S COMPENSATION	4,580	4,641	4,739	5,598
001-6105-539.25-10	UNEMPLOYMENT COMPENSATION	20	20	20	20
001-6105-539.34-40	CONTRACTUAL SERVICE	45,322	45,160	47,000	52,000
001-6105-539.34-41	CONT. SERV. - OPEN/CLOSE	39,109	35,001	38,000	39,000
001-6105-539.34-45	CREDIT CARD FEES	2,577	2,664	2,500	2,500
001-6105-539.40-10	TRAVEL & TRAINING	50	-	380	-
001-6105-539.41-15	TELEPHONE - EQUIP CHGS	1,233	2,270	2,145	384
001-6105-539.41-16	AIR CARDS	433	433	440	-
001-6105-539.41-20	MOBILE COMM DEVICES	595	595	600	600
001-6105-539.42-10	POSTAGE & FREIGHT	49	47	50	50
001-6105-539.43-20	WATER	722	735	800	800
001-6105-539.43-70	ELECTRICITY	3,129	3,403	3,900	3,900
001-6105-539.44-60	EQUIP REPLACEMENT FUNDING	3,161	3,939	3,591	3,631
001-6105-539.45-10	GENERAL LIABILITY	3,337	3,485	3,680	3,456
001-6105-539.45-11	RISK MGMT OPERATIONS	409	699	702	837
001-6105-539.45-30	VEHICLE INSURANCE	354	358	291	294
001-6105-539.46-30	GROUNDS MAINTENANCE	1,089	1,575	6,000	6,000
001-6105-539.46-50	VEHICLE MAINTENANCE	2,454	5,669	3,733	4,803
001-6105-539.46-60	FLEET MAINT. OVERHEAD	1,049	966	483	647
001-6105-539.47-10	PRINTING & BINDING	263	-	300	300
001-6105-539.52-10	GENERAL OPERATING SUPPLY	4,838	4,907	5,200	5,200
001-6105-539.52-20	FUEL	400	320	441	402
001-6105-539.52-50	CHEMICALS	5,000	5,879	6,000	6,200
001-6105-539.52-60	JANITORIAL SUPPLIES	76	55	150	150
001-6105-539.52-70	CLOTHING	927	1,192	700	700
Totals		239,227	249,520	256,763	279,570
% Change from Prior Year		-7.2%	4.3%	2.9%	8.9%

Azalea Tennis Center

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	27,272	19,018	23,923	27,231
Capital Outlay	-	-	-	-
Total	\$ 27,272	\$ 19,018	\$ 23,923	\$ 27,231
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

The Tennis Center is operated by a tennis management contractor. This is an industry accepted practice and is resulting in a net profit for this division.

Level of Service Provided in Budget:

- Contractor return revenue to the city is just over \$65,000 per year

Azalea Tennis Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6201-572.34-40	CONTRACTUAL SERVICE	-	-	400	400
001-6201-572.41-15	TELEPHONE - EQUIP CHGS	3,161	6,570	5,671	5,749
001-6201-572.42-10	POSTAGE & FREIGHT	-	-	-	-
001-6201-572.43-20	WATER	-	-	-	-
001-6201-572.43-70	ELECTRICITY	3,405	-	-	3,000
001-6201-572.46-50	VEHICLE MAINTENANCE	2,431	1,610	1,463	1,835
001-6201-572.46-60	FLEET MAINT. OVERHEAD	32	106	189	247
001-6201-572.46-70	OTHER MAINTENANCE	9,300	6,358	7,500	7,500
001-6201-572.48-10	PROMOTIONAL ACTIVITIES	533	572	500	500
001-6201-572.52-10	GENERAL OPERATING SUPPLY	6,256	1,223	6,000	6,000
001-6201-572.52-60	JANITORIAL SUPPLIES	2,154	2,579	2,200	2,000
001-6201-572.64-50	MACHINERY & EQUIPMENT	-	-	-	-
Totals		27,272	19,018	23,923	27,231
% Change from Prior Year		24.7%	-30.3%	25.8%	13.8%

Recreation

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	381,455	919,189	959,849	998,401
Operating Expenses	186,829	250,226	351,112	422,739
Capital Outlay	-	-	-	-
Total	\$ 568,284	\$ 1,169,415	\$ 1,310,961	\$ 1,421,140
No. of Positions				
Full-time	4	14	14	14
Part-time	1	7	7	7
Seasonal	-			
Total	5	21	21	21
FTE's	4.5	17.5	17.5	17.5

In FY16 the Parks Department underwent a reorganization and shifted duties among divisions.

Program Summary:

The Recreation Division provides administration and operational management of Athletics, Mead Garden Amphitheater, pavilion rentals, Central Park Rose Garden, and Kraft Azalea Garden wedding venue rentals. This division supports all of the recreational programs, city activities , all city and private special events while overseeing the operation of the Saturday Market, and the city's transportation duties.

Level of Service Provided in Budget:

Accommodate over 2,000 rentals of 30 outdoor venues including fields, parks, and pavilions.

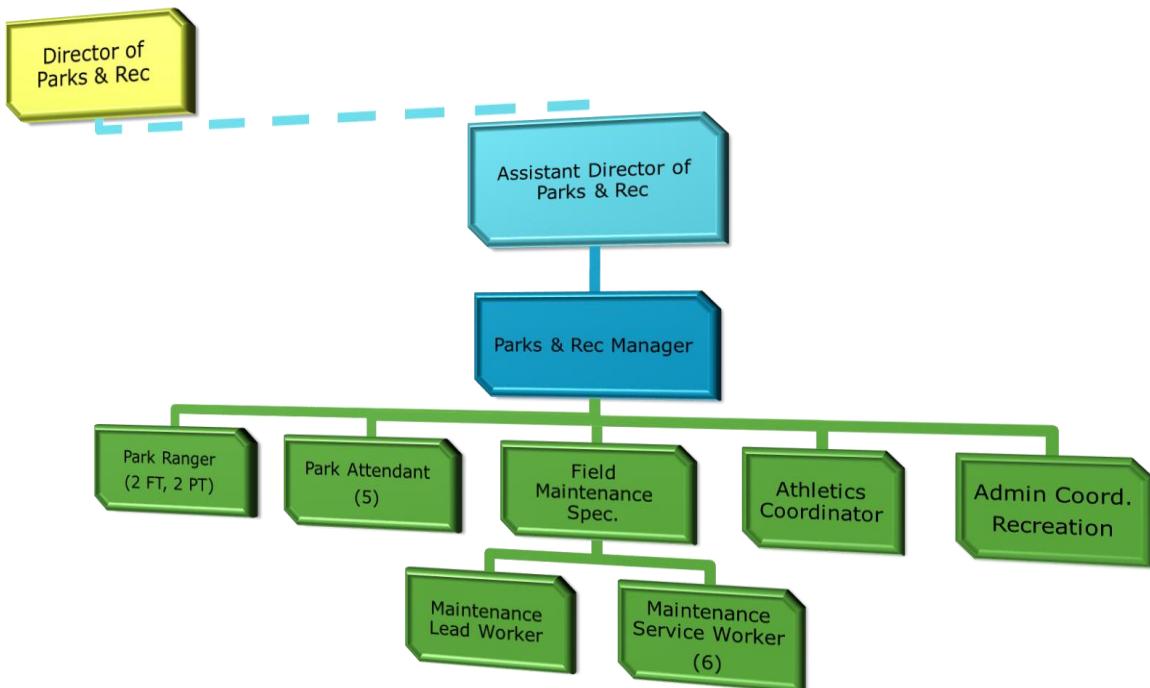
Recreation

Accomplishments for FY 2017

Renovation of Showalter Field and assignment of management of stadium to this division.
Ongoing replacement of field lighting on baseball and multipurpose fields.
Ongoing improvements to field maintenance practices and scheduling of maintenance.

Goals for FY 2018

Attract state and regional events to Showalter Stadium
Implement a Babe Ruth Baseball Association agreement for use of Ward Park.
Continue improvements to field conditions and level of service at sports facilities.
Create partnership with Full Sail for operation of scoreboard and video board at Stadium.



Recreation

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6202-572.12-10	REGULAR WAGES	249,450	557,326	597,570	615,569
001-6202-572.13-10	PART TIME/TEMPORARY WAGES	24,115	90,458	89,810	95,272
001-6202-572.14-10	OVERTIME WAGES	17,209	16,250	10,000	12,000
001-6202-572.21-10	FICA TAXES	20,963	47,860	53,350	51,294
001-6202-572.22-10	PENSION	17,184	39,963	41,830	43,035
001-6202-572.22-20	ICMA CITY CONTRIBUTION	2,145	3,972	4,023	3,357
001-6202-572.23-10	GROUP HEALTH/DENTAL	41,680	141,297	140,000	150,500
001-6202-572.23-11	LIFE INSURANCE	537	1,209	1,244	1,345
001-6202-572.23-12	AD&D INSURANCE	59	134	138	149
001-6202-572.23-13	DISABILITY INSURANCE	596	1,343	1,381	1,493
001-6202-572.24-10	WORKER'S COMPENSATION	7,448	19,182	20,300	24,174
001-6202-572.25-10	UNEMPLOYMENT COMPENSATION	69	197	203	213
001-6202-572.34-40	CONTRACTUAL SERVICE	10,455	13,092	19,000	90,000
001-6202-572.34-45	CREDIT CARD FEES	2,190	2,949	3,500	2,500
001-6202-572.40-10	TRAINING AND TRAVEL	170	-	500	500
001-6202-572.41-15	TELEPHONE - EQUIP CHGS	3,233	1,909	1,381	1,537
001-6202-572.41-20	MOBILE COMM DEVICES	2,078	3,417	4,650	4,650
001-6202-572.42-10	POSTAGE & FREIGHT	-	94	100	100
001-6202-572.43-20	WATER	32,347	40,860	55,000	40,000
001-6202-572.43-40	GAS	22	-	-	-
001-6202-572.43-70	ELECTRICITY	76,751	68,919	96,000	75,000
001-6202-572.44-60	EQUIP REPLACEMENT FUNDING	3,224	4,017	4,555	4,276
001-6202-572.44-63	COPIER RENTAL	-	-	750	750
001-6202-572.45-10	GENERAL LIABILITY	7,584	6,554	23,561	26,736
001-6202-572.45-11	RISK MGMT OPERATIONS	929	1,315	4,491	6,476
001-6202-572.45-30	VEHICLE INSURANCE	361	365	369	347
001-6202-572.46-10	MAINTENANCE CONTRACTS	-	-	500	-
001-6202-572.46-20	BUILDING MAINTENANCE	-	3,244	18,500	20,000
001-6202-572.46-30	GROUNDS MAINTENANCE	-	3,885	30,000	25,000
001-6202-572.46-40	EQUIPMENT MAINTENANCE	-	126	7,500	7,500
001-6202-572.46-50	VEHICLE MAINTENANCE	6,655	8,053	5,711	6,669
001-6202-572.46-60	FLEET MAINT. OVERHEAD	1,097	888	739	898
001-6202-572.47-30	COPIER	5,173	443	624	607
001-6202-572.48-10	PROMOTIONAL ACTIVITIES	3,231	2,650	1,000	500
001-6202-572.51-20	OFFICE EQUIP UNDER \$5,000	1,887	-	2,000	2,000
001-6202-572.52-10	GENERAL OPERATING SUPPLY	11,818	23,229	18,000	20,000
001-6202-572.52-20	FUEL	7,967	4,893	7,181	7,193
001-6202-572.52-50	CHEMICALS	-	20,015	15,000	20,000
001-6202-572.52-60	JANITORIAL SUPPLIES	5,436	14,610	24,000	20,000
001-6202-572.52-70	CLOTHING	2,010	7,950	4,000	4,000
001-6202-572.52-90	EQUIPMENT UNDER \$1,000	1,466	5,714	2,000	2,000
001-6202-572.54-20	MEMBERSHIPS	285	(10)	500	500
001-6202-574.55-08	4TH OF JULY	460	-	-	-
Totals		568,284	1,169,415	1,310,961	1,421,140
% Change from Prior Year		27.4%	105.8%	12.1%	8.4%

*In FY16 the Parks Department went through a major reorganization shifting employees and resources across divisions.

**Contracted field maintenance for MLK Park was added in FY 2018.

Recreation Facilities

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	383,508	395,638	417,062	406,006
Operating Expenses	118,911	122,267	88,353	97,710
Capital Outlay	-	-	-	-
Total	\$ 502,419	\$ 517,905	\$ 505,415	\$ 503,716
No. of Positions				
Full-time	5	5	5	5
Part-time	5	5	4	4
Seasonal				
Total	10	10	9	9
FTE's	7.5	7.5	7.0	7.0

Program Summary:

Recreation Facilities management and staff are responsible for the Civic Center, Farmer's Market building, Country Club, and Lake Island Recreation Center. All reservations are accommodated in one office to ensure that each event is carefully managed and staffed appropriately. The reservations are computerized enabling accurate record keeping and statistical data reports available. The Civic Center is scheduled for demolition and reconstruction in 2018.

Level of Service Provided in Budget:

- 98.8% customer satisfaction rate.
- 700 events per year.
- Revenues exceed \$350,000.

Recreation Facilities

Accomplishments for FY 2017

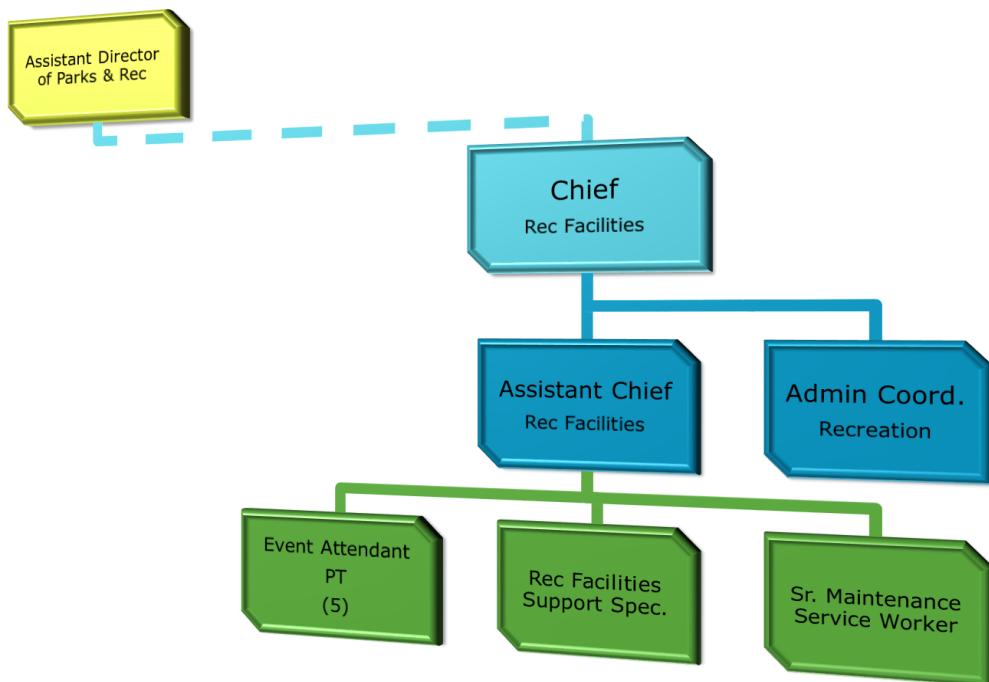
Completed extensive inventory in preparation of closing civic center

Goals for FY 2018

Maintain level of service for remaining buildings after closing of civic center

Plan for the reopening of the Civic Center.

Work on branding the new civic center and printing marketing collateral.



Recreation Facilities

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6203-572.12-10	REGULAR WAGES	224,473	230,812	235,508	242,530
001-6203-572.13-10	PART TIME/TEMPORARY WAGES	60,903	61,737	81,251	67,382
001-6203-572.14-10	OVERTIME WAGES	314	1,091	300	300
001-6203-572.21-10	FICA TAXES	19,717	20,547	22,316	21,779
001-6203-572.22-10	PENSION	15,681	16,189	16,485	16,977
001-6203-572.22-20	ICMA CITY CONTRIBUTION	1,409	1,446	1,457	1,498
001-6203-572.23-10	GROUP HEALTH/DENTAL	52,100	54,834	50,000	53,750
001-6203-572.23-11	LIFE INSURANCE	489	505	515	528
001-6203-572.23-12	AD&D INSURANCE	54	56	57	58
001-6203-572.23-13	DISABILITY INSURANCE	543	561	573	587
001-6203-572.24-10	WORKER'S COMPENSATION	7,733	7,768	8,498	607
001-6203-572.25-10	UNEMPLOYMENT COMPENSATION	92	93	102	10
001-6203-572.34-40	CONTRACTUAL SERVICE	3,262	2,981	1,100	500
001-6203-572.34-45	CREDIT CARD FEES	4,353	5,190	2,220	4,000
001-6203-572.41-15	TELEPHONE - EQUIP CHGS	6,675	8,517	6,361	1,537
001-6203-572.41-20	MOBILE COMM DEVICES	1,691	1,570	1,100	1,400
001-6203-572.42-10	POSTAGE & FREIGHT	294	262	300	200
001-6203-572.43-20	WATER	7,189	8,058	6,400	6,400
001-6203-572.43-70	ELECTRICITY	46,883	46,958	33,000	46,000
001-6203-572.44-60	EQUIP REPLACEMENT FUNDING	1,756	2,188	2,077	2,101
001-6203-572.44-63	COPIER RENTAL	-	-	1,000	1,000
001-6203-572.45-10	GENERAL LIABILITY	9,146	9,486	9,742	11,015
001-6203-572.45-11	RISK MGMT OPERATIONS	1,121	1,903	1,857	2,668
001-6203-572.45-30	VEHICLE INSURANCE	197	199	168	170
001-6203-572.46-10	MAINTENANCE CONTRACTS	3,306	3,313	1,400	600
001-6203-572.46-20	BUILDING MAINTENANCE	8,780	8,189	8,000	7,000
001-6203-572.46-40	EQUIPMENT MAINTENANCE	473	385	300	300
001-6203-572.46-50	VEHICLE MAINTENANCE	3,032	1,169	1,654	1,531
001-6203-572.46-60	FLEET MAINT. OVERHEAD	145	149	214	206
001-6203-572.47-10	PRINTING & BINDING	322	14	300	200
001-6203-572.47-30	COPIER	2,568	337	420	414
001-6203-572.48-10	PROMOTIONAL ACTIVITIES	612	-	-	-
001-6203-572.52-10	GENERAL OPERATING SUPPLY	4,375	9,468	2,000	2,000
001-6203-572.52-20	FUEL	561	1,536	1,440	1,668
001-6203-572.52-60	JANITORIAL SUPPLIES	10,514	9,708	6,400	6,000
001-6203-572.52-70	CLOTHING	1,531	687	900	800
001-6203-572.54-20	MEMBERSHIPS	125	-	-	-
Totals		502,419	517,905	505,415	503,716
% Change from Prior Year		2.0%	3.1%	-2.4%	-0.3%

*Reductions in cost planned due to closure of Civic Center as part of the Library construction project.

Community Center

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	623,515	599,248	614,500	665,146
Operating Expenses	199,868	187,196	187,417	211,123
Capital Outlay	-	-	-	-
Total	\$ 823,383	\$ 786,444	\$ 801,917	\$ 876,269
No. of Positions				
Full-time	6	6	6	6
Part-time	13	13	12	12
Seasonal	12	12	13	13
Total	31	31	31	31
FTE's	12.5	12.5	12.00	12.00

Program Summary:

After opening in October of 2011, the Community Center Division continues to increase services and programming. From the rental of the meeting rooms to the participation in programs and camps, the projections have been far exceeded. The operation of the 38,000 square foot facility has been extremely well received by the community and continues to grow in popularity.

Level of Service Provided in Budget:

- Accommodate 1,550 room and facility rentals per year.
- Provide a minimum of 50 programs to serve youth, seniors and adults.
- Operate pool May to October, 2,500 daily passes.
- 150 children in summer camp and 60 in afterschool program.
- Over 33,000 ID card scans per year for center attendees using programs.

Community Center

Accomplishments for FY 2017

Increased revenues by 5%.

Maintained 35% cost recovery.

Increased overall facility visits by 10%.

Maintained building rentals of 100 per month.

Developed a teen program.

Goals for FY 2018

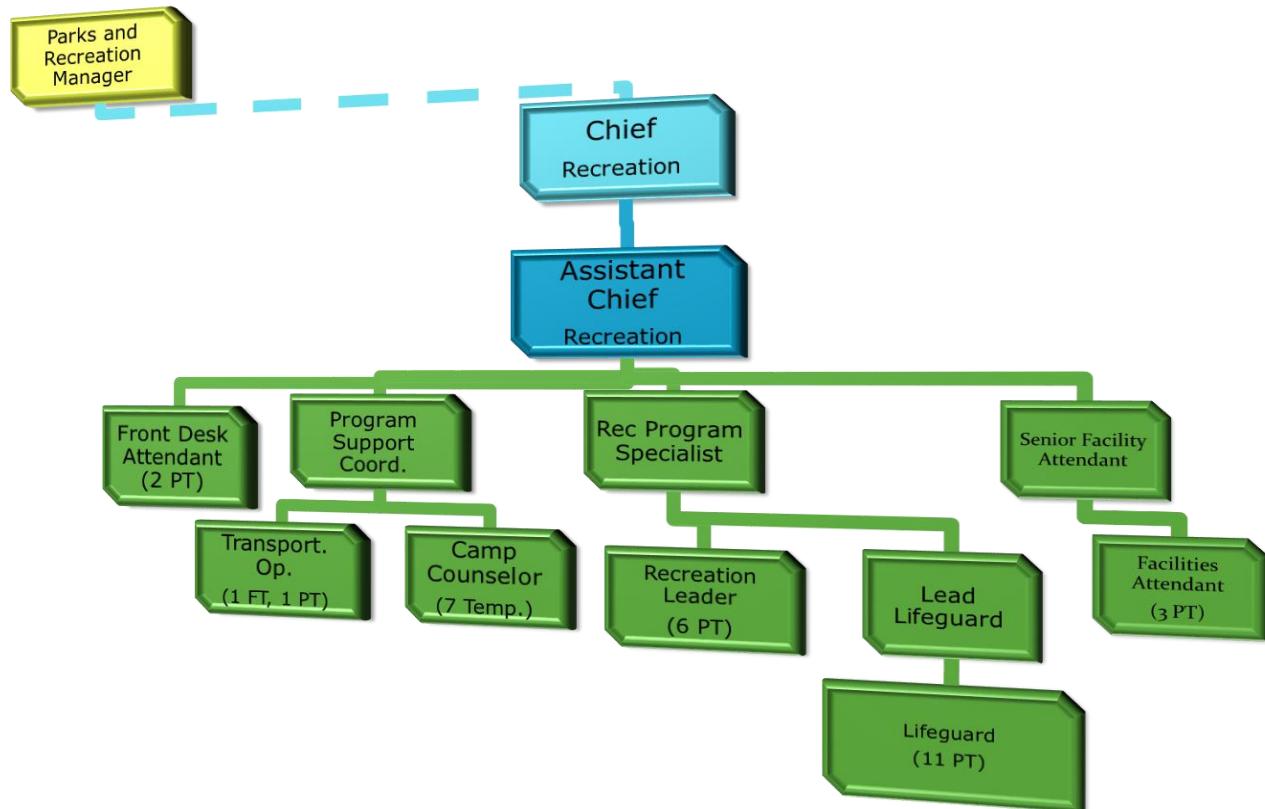
Increase revenues by 5%.

Maintain 40% cost recovery.

Manage newly acquired Cady Way pool at an 80% cost recovery.

Maintain building rentals of 100 per month.

Maintain evaluation score of 3.5 out of 4 in all participant evaluations.



Community Center

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6205-572.12-10	REGULAR WAGES	234,075	226,562	239,432	241,274
001-6205-572.13-10	PART TIME/TEMPORARY WAGES	248,467	233,759	244,803	283,517
001-6205-572.14-10	OVERTIME WAGES	4,683	5,894	2,000	4,500
001-6205-572.21-10	FICA TAXES	35,737	34,015	35,309	36,041
001-6205-572.22-10	PENSION	16,211	15,789	16,760	17,810
001-6205-572.22-20	ICMA CITY CONTRIBUTION	2,843	2,137	2,166	1,135
001-6205-572.23-10	GROUP HEALTH/DENTAL	62,520	68,011	60,000	64,500
001-6205-572.23-11	LIFE INSURANCE	494	480	525	555
001-6205-572.23-12	AD&D INSURANCE	55	53	58	62
001-6205-572.23-13	DISABILITY INSURANCE	549	533	582	617
001-6205-572.24-10	WORKER'S COMPENSATION	17,659	11,791	12,550	14,830
001-6205-572.25-10	UNEMPLOYMENT COMPENSATION	222	223	315	305
001-6205-572.34-40	CONTRACTUAL SERVICE	44,380	48,257	45,000	45,000
001-6205-572.34-45	CREDIT CARD FEES	4,031	5,184	3,000	4,000
001-6205-572.40-10	TRAINING AND TRAVEL	1,301	768	500	500
001-6205-572.41-15	TELEPHONE - EQUIP CHGS	3,383	2,765	2,417	2,690
001-6205-572.41-20	MOBILE COMM DEVICES	1,123	1,774	1,200	1,200
001-6205-572.42-10	POSTAGE & FREIGHT	48	-	100	100
001-6205-572.43-20	WATER	14,304	15,993	16,000	16,000
001-6205-572.43-40	GAS	811	845	800	800
001-6205-572.43-70	ELECTRICITY	15,892	15,595	17,000	16,000
001-6205-572.44-60	EQUIP REPLACEMENT FUNDING	6,649	9,790	7,864	7,952
001-6205-572.44-63	COPIER RENTAL	-	-	1,500	1,500
001-6205-572.45-10	GENERAL LIABILITY	10,309	10,471	9,904	18,610
001-6205-572.45-11	RISK MGMT OPERATIONS	1,263	2,101	1,888	4,507
001-6205-572.45-30	VEHICLE INSURANCE	745	753	638	645
001-6205-572.45-40	OTHER INSURANCE	2,700	2,700	2,700	2,700
001-6205-572.46-10	MAINTENANCE CONTRACTS	-	45	1,000	1,000
001-6205-572.46-20	BUILDING MAINTENANCE	165	4,292	5,000	5,000
001-6205-572.46-40	EQUIPMENT MAINTENANCE	1,893	1,730	4,000	3,000
001-6205-572.46-50	VEHICLE MAINTENANCE	3,325	2,996	3,076	3,131
001-6205-572.46-60	FLEET MAINT. OVERHEAD	557	542	398	421
001-6205-572.47-10	PRINTING & BINDING	315	1,133	1,000	1,000
001-6205-572.47-30	COPIER	1,224	887	1,249	1,215
001-6205-572.48-10	PROMOTIONAL ACTIVITIES	436	-	250	500
001-6205-572.51-20	OFFICE EQUIP UNDER \$5,000	2,404	1,176	500	500
001-6205-572.52-10	GENERAL OPERATING SUPPLY	11,656	15,921	15,000	17,000
001-6205-572.52-14	RECREATION SUPPLIES	2,351	1,268	2,500	3,000
001-6205-572.52-15	INV - FOOD & BEV	12,459	-	-	-
001-6205-572.52-20	FUEL	2,000	2,345	1,933	3,152
001-6205-572.52-50	CHEMICALS	-	-	-	-
001-6205-572.52-60	JANITORIAL SUPPLIES	15,267	14,630	12,000	13,000
001-6205-572.52-70	CLOTHING	2,490	1,925	2,000	2,500
001-6205-572.52-90	EQUIPMENT UNDER \$5,000	186	358	500	8,000
001-6205-572.54-20	MEMBERSHIPS	868	-	500	500
001-6205-572.55-60	OTHER RECREATION ACTIVITY	35,333	20,953	26,000	26,000
Totals		823,383	786,444	801,917	876,269
% Change from Prior Year		0.0%	-4.5%	2.0%	9.3%

*City takeover of management of the Cady Way Pool is included in FY 2018.

Recreation Event Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	103,892	109,817	113,869	120,923
Operating Expenses	69,831	96,903	92,470	95,374
Capital Outlay	-	-	-	-
Total	\$ 173,723	\$ 206,720	\$ 206,339	\$ 216,297
No. of Positions				
Full-time	1	1	1	1
Part-time	1	1	1	1
Seasonal	-	-	-	-
Total	2.0	2.0	2.0	2.0
FTE's	1.5	1.5	1.5	1.5

Program Summary:

The Special Event Division is responsible for the scheduling, coordination and execution of all city special and private events taking place within city parks and or facilities. All special event reservation requests are handled and processed through all necessary city departments, notice procedures, permitting and Advisory Board approvals.

Level of Service Provided in Budget:

- 5 large annual special events that are held by the city.
- 16 annual events that are held by outside groups but facilitated by the division.
- Other event services and management as required.
- Oversee City vending machine program

Recreation Event Management

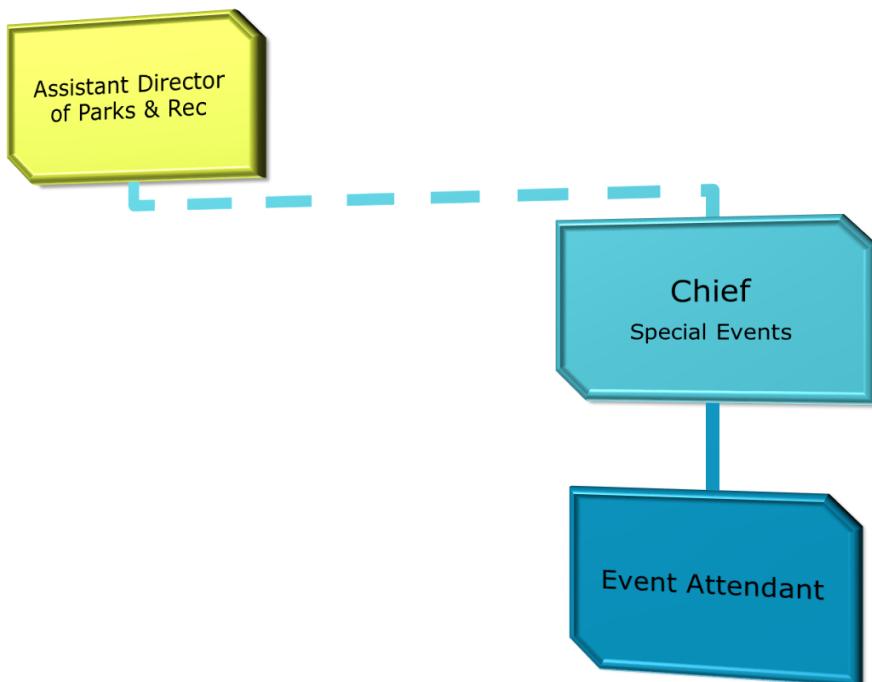
Accomplishments for FY 2017

Continue to host high quality special events for our residents
Make changes to programming for Easter and Fourth of July events.

Add two new vending machines eliminating two machines not currently stocked by the City

Goals for FY 2018

Continue to make improvements to the Easter and Fourth of July events.
Upgrade and expand our Flag Football web site.
Upgrade and expand our Special Events page on our web site.
Establish a method for gathering feedback from event attendees.



Recreation Event Management

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6211-572.12-10	REGULAR WAGES	70,944	72,818	72,845	74,874
001-6211-572.13-10	PART TIME/TEMPORARY WAGES	9,107	12,548	16,573	19,714
001-6211-572.14-10	OVERTIME WAGES	70	-	-	-
001-6211-572.21-10	FICA TAXES	5,493	5,754	6,204	6,596
001-6211-572.22-10	PENSION	4,966	5,073	5,099	5,241
001-6211-572.23-10	GROUP HEALTH/DENTAL	10,420	10,668	10,000	10,750
001-6211-572.23-11	LIFE INSURANCE	154	157	158	162
001-6211-572.23-12	AD&D INSURANCE	17	17	17	18
001-6211-572.23-13	DISABILITY INSURANCE	171	174	176	180
001-6211-572.24-10	WORKER'S COMPENSATION	2,530	2,588	2,777	3,368
001-6211-572.25-10	UNEMPLOYMENT COMPENSATION	20	20	20	20
001-6211-572.41-15	TELEPHONE - EQUIP CHGS	483	320	345	384
001-6211-572.41-20	MOBILE COMM DEVICES	1,241	1,104	1,000	1,000
001-6211-572.44-60	EQUIP REPLACEMENT FUNDING	1,568	1,954	3,190	2,686
001-6211-572.45-10	GENERAL LIABILITY	2,897	2,971	3,013	3,558
001-6211-572.45-11	RISK MGMT OPERATIONS	355	596	574	862
001-6211-572.45-30	VEHICLE INSURANCE	176	178	259	218
001-6211-572.46-50	VEHICLE MAINTENANCE	1,627	2,298	1,553	2,112
001-6211-572.46-60	FLEET MAINT. OVERHEAD	222	306	201	284
001-6211-572.47-10	PRINTING & BINDING	-	1,153	1,000	500
001-6211-572.51-20	OFFICE EQUIP UNDER \$5,000	179	134	-	-
001-6211-572.52-10	GENERAL OPERATING SUPPLY	2,849	6,094	3,000	3,000
001-6211-572.52-14	RECREATION SUPPLIES	-	12,209	8,000	8,000
001-6211-572.52-20	FUEL	2,505	930	1,885	1,020
001-6211-572.52-70	CLOTHING	173	138	250	250
001-6211-572.52-90	EQUIPMENT UNDER \$1,000	5,270	899	2,000	1,000
001-6211-572.52-15	INVENTORY FOOD AND BEVERAGE	-	1,105	8,000	8,000
001-6211-574.52-90	EQUIPMENT UNDER \$1,000	-	-	-	-
001-6211-574.55-04	BOARD APPRECIATION	-	15,050	16,000	16,000
001-6211-574.55-08	4TH OF JULY	20,261	14,967	15,000	15,000
001-6211-574.55-28	EASTER EGG HUNT	3,260	3,511	3,000	4,000
001-6211-574.55-40	FOOTBALL	7,230	13,496	14,000	14,000
001-6211-574.56-05	COMMISSION CEREMONIES (4)	236	140	200	500
001-6211-574.57-24	MISC EVENTS	19,299	17,347	10,000	13,000
Totals		173,723	206,720	206,339	216,297
% Change from Prior Year		6.1%	19.0%	-0.2%	4.8%

Golf Course Operations

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	146,104	101,733	148,839	198,217
Operating Expenses	82,387	96,215	95,892	96,099
Capital Outlay	-	-	-	-
Total	\$ 228,491	\$ 197,948	\$ 244,731	\$ 294,316
No. of Positions				
Full-time	2	2	3	3
Part-time	2	2	2	2
Seasonal	-	-	-	-
Total	4	4	5	5
FTE's	3.0	3.0	4.0	4.0

Program Summary:

The Winter Park Country Club Golf shop Division manages the day to day operations of the golf course and golf shop at the City of Winter Parks nine hole golf course. The responsibilities of this division include but are not limited to the following: Opening and closing of the golf shop, collecting fees, merchandising, food & beverage operations, offering and conducting leagues and tournaments, promotion and marketing of the golf course, and daily upkeep of the golf shop.

Level of Service Provided in Budget:

- Pro shop services over 30,000 rounds of golf per year.
- Sales of food and beverages and merchandising of same.
- Accommodation of tournaments and memberships

Golf Course Operations

Accomplishments for FY 2017

Implemented tee time system successfully.

Membership revenues have increased by over 1000%

Merchandise Sales have increased by over 200%

Tournaments have increased by over 200%

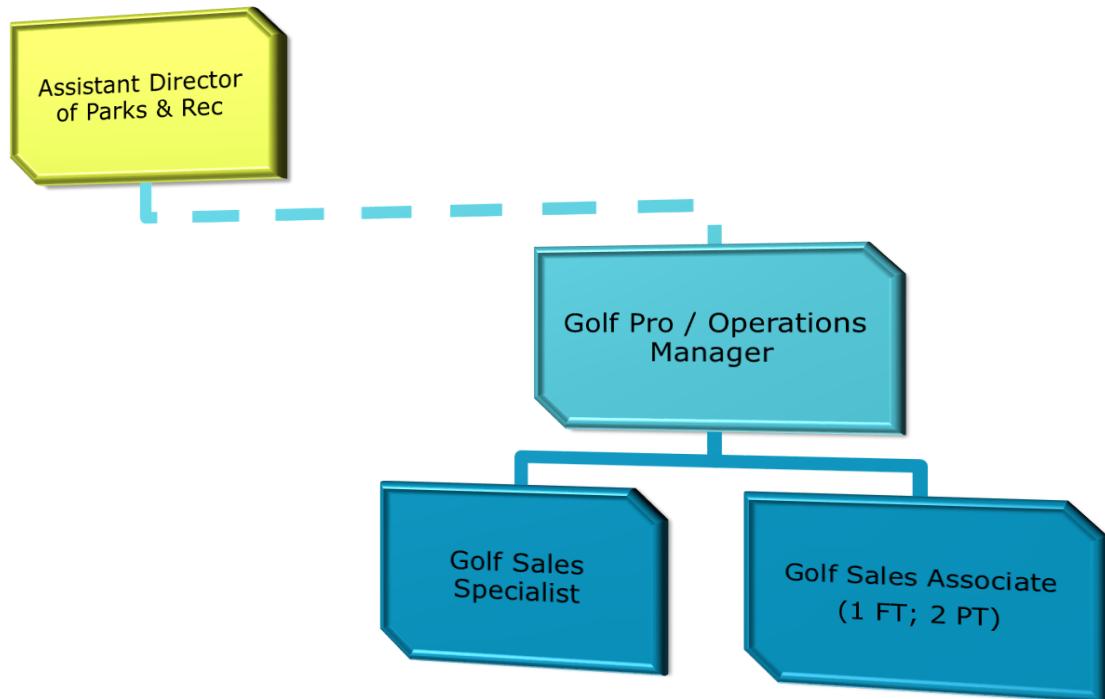
A new staffing model with customer service as a focus has greatly improved the service level.
Member event, uniforms, greeting customers by name, a much improved guest experience.

Goals for FY 2018

Grow lessons and memberships by 5%

Research on line tee times

Increase advertising via printed and digital media



Golf Course Operations

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6301-572.12-10	REGULAR WAGES	75,165	64,650	75,427	110,799
001-6301-572.13-10	PART TIME/TEMPORARY WAGES	30,423	17,444	35,470	34,496
001-6301-572.14-10	OVERTIME WAGES	2,878	1,492	500	500
001-6301-572.21-10	FICA TAXES	7,735	6,074	8,311	10,524
001-6301-572.22-10	PENSION	5,331	(12,393)	5,280	7,756
001-6301-572.22-20	ICMA CITY CONTRIBUTION	-	208	-	1,042
001-6301-572.23-10	GROUP HEALTH/DENTAL	20,840	22,000	20,000	32,250
001-6301-572.23-11	LIFE INSURANCE	158	106	165	242
001-6301-572.23-12	AD&D INSURANCE	17	12	18	27
001-6301-572.23-13	DISABILITY INSURANCE	175	117	183	269
001-6301-572.24-10	WORKER'S COMPENSATION	3,342	2,000	3,444	261
001-6301-572.25-10	UNEMPLOYMENT COMPENSATION	40	25	41	51
001-6301-572.34-40	CONTRACTUAL SERVICE	667	1,513	-	-
001-6301-572.34-45	CREDIT CARD FEES	6,624	2,987	6,000	7,500
001-6301-572.40-10	TRAINING AND TRAVEL	1,979	3,518	2,000	1,500
001-6301-572.41-15	TELEPHONE - EQUIP CHGS	3,933	6,772	5,671	769
001-6301-572.41-20	MOBILE COMM DEVICES	-	248	600	600
001-6301-572.43-20	WATER	228	228	300	300
001-6301-572.43-70	ELECTRICITY	7,554	6,691	7,000	7,000
001-6301-572.44-63	COPIER RENTAL	-	-	500	500
001-6301-572.45-10	GENERAL LIABILITY	3,062	3,105	3,120	5,465
001-6301-572.45-11	RISK MGMT OPERATIONS	375	623	595	1,324
001-6301-572.46-20	BUILDING MAINTENANCE	-	3,000	800	800
001-6301-572.46-60	FLEET MAINT. OVERHEAD	138	153	-	-
001-6301-572.47-10	PRINTING & BINDING	899	1,584	1,700	1,400
001-6301-572.47-30	COPIER	1,531	51	106	141
001-6301-572.48-10	PROMOTIONAL ACTIVITIES	161	-	-	-
001-6301-572.52-10	GENERAL OPERATING SUPPLY	12,922	14,155	12,000	12,000
001-6301-572.52-12	INV-MERCHANDISE	22,461	29,291	30,000	30,000
001-6301-572.52-14	RECREATION SUPPLIES	780	1,210	1,500	1,500
001-6301-572.52-15	INV - FOOD & BEV	8,569	13,949	10,000	10,000
001-6301-572.52-16	INV-ALCOHOL BEV	6,323	4,722	10,000	10,000
001-6301-572.52-60	JANITORIAL SUPPLIES	1,076	419	1,100	2,600
001-6301-572.52-70	CLOTHING	1,096	994	1,100	1,200
001-6301-572.54-20	MEMBERSHIPS	2,009	1,003	1,800	1,500
Totals		228,491	197,948	244,731	294,316
% Change from Prior Year		-1.5%	-13.4%	23.6%	20.3%

*Increased staffing in FY 2017 to handle increased customer demand.

Golf Course Maintenance

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	225,171	251,256	279,348	286,705
Operating Expenses	152,971	298,467	193,770	215,948
Capital Outlay	-	3,594	-	-
Total	\$ 378,142	\$ 553,317	\$ 473,118	\$ 502,653
No. of Positions				
Full-time	4	4	5	5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total FTE's	4	4	5	5
	4.0	4.0	5.0	5.0

Program Summary:

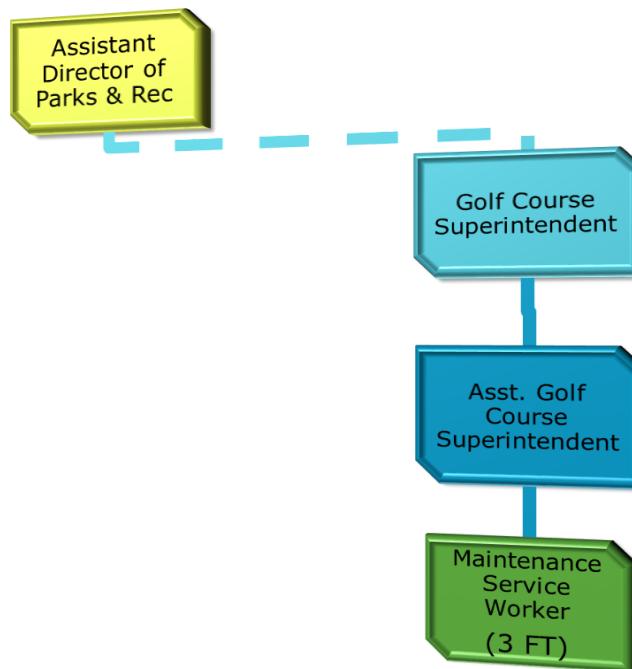
Golf Course Maintenance Division provides the management, labor and equipment for the care and upkeep of the golf course turf and landscaped areas. The Course Superintendent is a turf management professional responsible for preventative BMP (best management practices) and daily maintenance of the course turf, irrigation, tees, greens and sand traps. Staffing and maintenance is required 7 days per week, 365 days per year.

Level of Service Provided in Budget:

- Maintenance of 40.77 acres.
- High level of maintenance includes daily mowing.
- Sand traps and roughs maintained daily.
- Added additional employee to assist with expanded greens maintenance.

Accomplishments for FY 2017
Successful initial grow in period
Implementation of fertigation system
Improved streetscape and views of the golf course

Goals for FY 2018
Increased level of maintenance and pushing the young turf with fertilizer
Construct a sod farm north west of hole 4
Irrigate and plant landscape on hole five.



Golf Course Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-6302-572.12-10	REGULAR WAGES	149,343	165,039	190,123	193,436
001-6302-572.14-10	OVERTIME WAGES	2,465	10,983	3,000	3,000
001-6302-572.21-10	FICA TAXES	10,577	12,463	14,774	13,845
001-6302-572.22-10	PENSION	10,626	12,322	13,000	13,541
001-6302-572.22-20	ICMA CITY CONTRIBUTION	1,138	1,241	1,211	1,253
001-6302-572.23-10	GROUP HEALTH/DENTAL	41,680	43,335	50,000	53,750
001-6302-572.23-11	LIFE INSURANCE	328	355	360	424
001-6302-572.23-12	AD&D INSURANCE	36	39	40	47
001-6302-572.23-13	DISABILITY INSURANCE	365	394	399	471
001-6302-572.24-10	WORKER'S COMPENSATION	8,575	5,044	6,400	6,887
001-6302-572.25-10	UNEMPLOYMENT COMPENSATION	38	41	41	51
001-6302-572.34-40	CONTRACTUAL SERVICE	10,859	3,483	13,000	13,000
001-6302-572.40-10	TRAINING AND TRAVEL	570	370	1,500	1,500
001-6302-572.41-15	TELEPHONE - EQUIP CHGS	1,233	2,270	2,145	384
001-6302-572.41-20	MOBILE COMM DEVICES	775	506	650	650
001-6302-572.42-10	POSTAGE & FREIGHT	250	9	-	-
001-6302-572.43-20	WATER	376	159	250	250
001-6302-572.43-70	ELECTRICITY	7,844	10,494	9,000	10,000
001-6302-572.44-60	EQUIP REPLACEMENT FUNDING	27,070	112,886	32,763	38,289
001-6302-572.45-10	GENERAL LIABILITY	6,917	6,575	6,789	7,276
001-6302-572.45-11	RISK MGMT OPERATIONS	848	1,319	1,294	1,762
001-6302-572.45-30	VEHICLE INSURANCE	3,031	3,150	2,656	3,105
001-6302-572.46-30	GROUNDS MAINTENANCE	28,117	56,126	35,000	40,000
001-6302-572.46-50	VEHICLE MAINTENANCE	34,031	46,026	34,357	47,560
001-6302-572.46-60	FLEET MAINT. OVERHEAD	5,427	5,467	4,446	6,402
001-6302-572.52-10	GENERAL OPERATING SUPPLY	3,131	7,436	5,000	5,000
001-6302-572.52-20	FUEL	8,647	8,842	15,000	10,000
001-6302-572.52-50	CHEMICALS	10,921	31,086	26,000	26,000
001-6302-572.52-60	JANITORIAL SUPPLIES	326	218	370	370
001-6302-572.52-70	CLOTHING	1,246	674	900	1,600
001-6302-572.52-90	EQUIPMENT UNDER \$1,000	662	272	2,000	2,000
001-6302-572.54-20	MEMBERSHIPS	690	800	650	800
Totals		378,142	553,317	473,118	502,653
% Change from Prior Year		-0.9%	46.3%	-14.5%	6.2%

*Additional maintenance person added in FY17 to deal with expanded remodeled golf course.



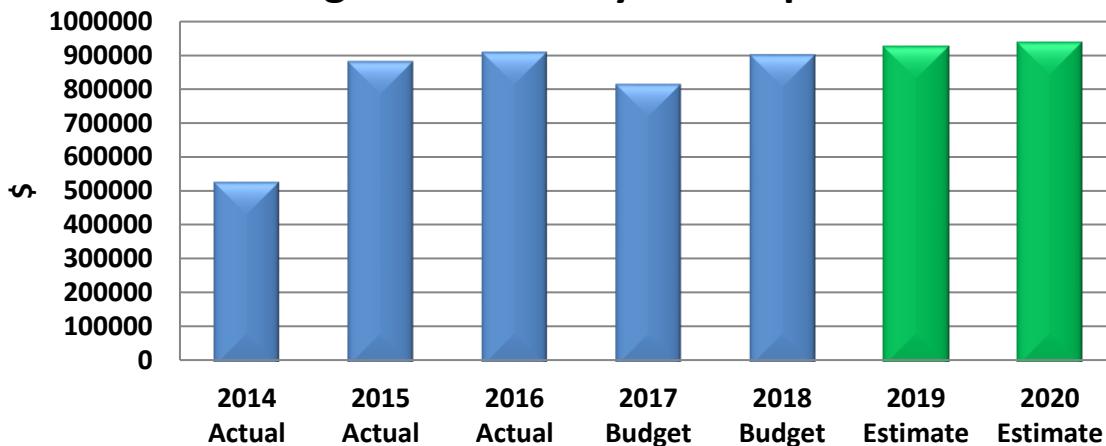
planning &
community
development

Planning & Community Development

Mission: The City of Winter Park has developed over the years with a unique character and environment. The Planning Department ensures that the excellent quality of life and economic vitality in Winter Park as reflected in the built and natural environment and its heritage is maintained and enhanced by providing vision, fostering good design and guidance over dynamic development and growth.

Historical Spending & Future Estimated Expenditures

Planning & Community Development



*Includes historical spending on Economic Development. Excludes CRA.

Key Performance Indicators

Actual Est. Goal

Indicator	FY 16	FY 17	FY 18	Notes
Citizen, builder & other requests for code information, consultations, meetings to assist business start-ups, real estate transactions & building projects.	4,200	4,250	4,300	Development interest remains high.
Planning and Zoning Board applications processed including lakefront reviews.	31	39	41	Residential construction activity is increasing.

Planning

Program Resources:

	Actual FY 14	Actual FY 15	Projected FY 16	Budget FY 17
Personnel	524,706	538,380	556,885	593,431
Operating Expenses	330,493	329,651	241,635	291,983
Capital Outlay	-	2,610	-	-
Total	\$ 855,199	\$ 870,642	\$ 798,520	\$ 885,414
No. of Positions				
Full-time	5	5	5	5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	5	5	5	5
FTE's	5.0	5.0	5.0	5.0

Program Summary:

The Planning Department maintains and administers the Comprehensive Plan and the Land Development Code; providing information about the codes to the residents and property/business owners of Winter Park. The codes ensure orderly and well-planned development of the city. Additionally the department manages economic development in cooperation with the CRA and is responsible for implementing the Economic Development Plan. The Planning Department is represented on the Winter Park Pedestrian and Bicycle Advisory Board.

Level of Service Provided in Budget:

The department serves as the staff liaison to the Planning and Zoning Board and Historic Preservation Board as well as to the Mayor and City Commission for the application and review for rezoning, subdivisions, conditional uses, annexations, applicable facade design guidelines, historic designation, Certificates of Review, and lakefront site plans. It also advises applicants about the review process, notifies property owners of sites under review, and provides consistency in decisions relating to the Comprehensive Plan. The department is the liaison to the Public Art Advisory Board and implements public art projects and programs. The department is also the liaison to neighborhood groups and implements neighborhood grant and informational programs.

Planning

Accomplishments for FY 2017

Completed Visioning Plan

Completed Evaluation and Appraisal Report

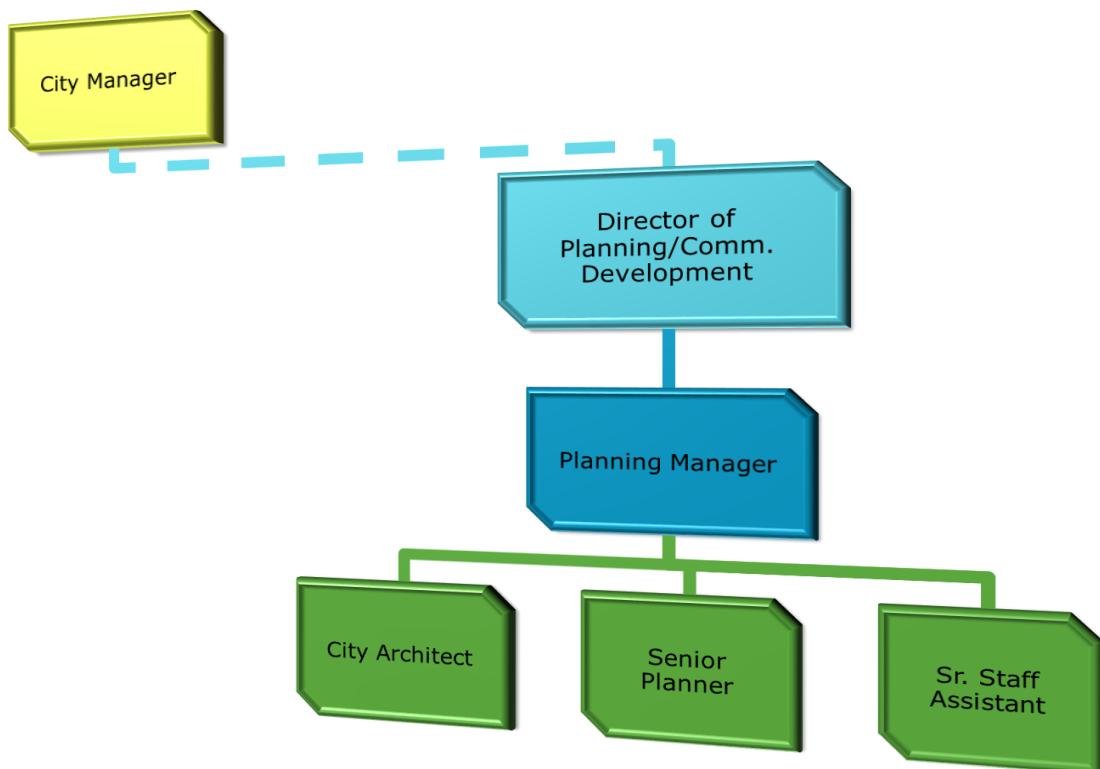
Completed update to Comprehensive Plan

Goals for FY 2018

Update the city's land development code to include Comp Plan updates and code revisions.

Continue work on corridor studies, particularly Orange Avenue.

Develop and implement mixed use concept.



Planning & Community Development

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-2301-515.12-10	REGULAR WAGES	394,694	405,236	425,049	451,957
001-2301-515.14-10	OVERTIME WAGES	7,222	6,974	8,000	8,000
001-2301-515.21-10	FICA TAXES	28,461	29,355	29,958	33,057
001-2301-515.22-10	PENSION	32,952	33,710	34,602	36,504
001-2301-515.22-20	ICMA CITY CONTRIBUTION	6,678	6,145	6,504	7,121
001-2301-515.23-10	GROUP HEALTH/DENTAL	52,100	54,296	50,000	53,750
001-2301-515.23-11	LIFE INSURANCE	846	883	921	981
001-2301-515.23-12	AD&D INSURANCE	94	98	102	109
001-2301-515.23-13	DISABILITY INSURANCE	940	981	1,024	1,090
001-2301-515.24-10	WORKER'S COMPENSATION	677	657	674	811
001-2301-515.25-10	UNEMPLOYMENT COMPENSATION	42	47	51	51
001-2301-515.34-40	CONTRACTUAL SERVICE	7,513	26,303	50,000	100,000
001-2301-515.34-42	COMP EVALUATION PLAN	-	59,367	25,000	-
001-2301-515.34-49	HISTORIC PRESERVATION	510	2,116	50,000	50,000
001-2301-515.34-51	PUBLIC ART	-	572	1,000	25,000
001-2301-515.34-54	LIBRARY TASK FORCE	87,405	-	-	-
001-2301-515.40-10	TRAVEL & TRAINING	3,778	3,548	2,500	3,500
001-2301-515.41-15	TELEPHONE - EQUIP CHGS	1,933	1,280	1,727	1,922
001-2301-515.41-20	MOBILE COMM DEVICES	1,535	1,214	2,600	2,600
001-2301-515.42-10	POSTAGE & FREIGHT	11,902	10,276	10,000	10,000
001-2301-515.44-63	COPIER RENTAL	-	-	625	625
001-2301-515.45-10	GENERAL LIABILITY	15,083	15,253	17,583	16,999
001-2301-515.45-11	RISK MGMT OPERATIONS	1,849	3,060	3,351	4,117
001-2301-515.45-40	OTHER INSURANCE	250	250	250	250
001-2301-515.47-10	PRINTING & BINDING	8,501	6,068	5,000	5,000
001-2301-515.47-30	COPIER	3,363	588	749	720
001-2301-515.48-10	PROMOTIONAL ACTIVITIES	2,053	2,500	2,500	2,500
001-2301-515.49-10	LEGAL ADS	38,543	31,503	30,000	30,000
001-2301-515.49-25	ECONOMIC DEVELOPMENT ACTV	126,022	143,476	20,000	20,000
001-2301-515.51-20	OFFICE EQUIP UNDER \$5,000	499	730	1,500	1,500
001-2301-515.52-10	GENERAL OPERATING SUPPLY	13,293	17,766	14,000	14,000
001-2301-515.54-10	BOOKS & PERIODICALS	-	-	250	250
001-2301-515.54-20	MEMBERSHIPS	6,461	3,780	3,000	3,000
001-2301-515.64-50	MACHINERY & EQUIPMENT	-	2,610	-	-
Totals		855,199	870,642	798,520	885,414
% Change from Prior Year		73.1%	1.8%	-8.3%	10.9%

*For FY 15 the cost for Economic Development (2309 accts) was transferred to the Planning Department.

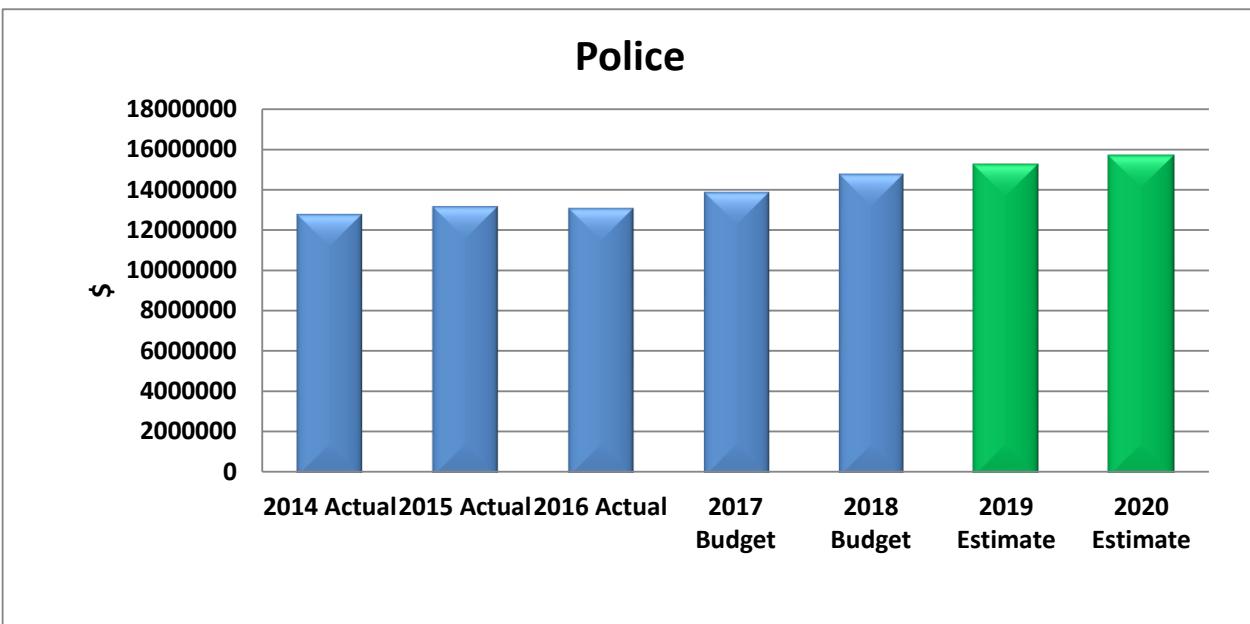


police

Police Department

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

Historical Spending & Future Estimated Expenditures



*Excludes HIDTA funding.

Indicator	Key Performance Indicators			Notes
	Actual FY 16	YTD FY 17	Goal FY 18	
% of emergency calls answered within 10 seconds	97%	97%	98%	
Average response time to priority one emergency calls for service	2 min/35 seconds	2 min/31 seconds	2 min/30 seconds	
Average response time to non-emergency priority three calls	3 min/57 seconds	3 min/39 seconds	3 min/50 seconds	
Neighborhood Advisory Council Members	--	75	90	

Police Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	492,035	509,978	525,768	563,954
Operating Expenses	99,719	92,192	104,524	96,940
Capital Outlay	5,685	-	-	-
Total	\$ 597,439	\$ 602,169	\$ 630,292	\$ 660,894
No. of Positions				
Full-time	5	5	5	5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	5	5	5	5
FTE's	5	5	5	5

Program Summary:

Police Administration is responsible for the overall administration and operation of the Police Department to ensure the highest quality of law enforcement services are provided. Police Administration is responsible for the preparation and monitoring of the department's strategic plan and fiscal year budget, the recruitment and enlistment of state certified personnel, department-wide training, internal affairs, accreditation, purchasing, forfeiture and grant funds.

Level of Service Provided in Budget:

- Develop policy and procedures to ensure the highest level of service is delivered to the citizens
- Prepare Department's fiscal year budget and monitor and approve all budget expenditures
- Oversee operations for the entire Police Department
- Maintain Excelsior Accreditation through the Florida Commission for Law Enforcement Accreditation
- Continue seeking all grant opportunities available to the department
- Strive to maintain past reductions in overall crime and work to achieve further reductions

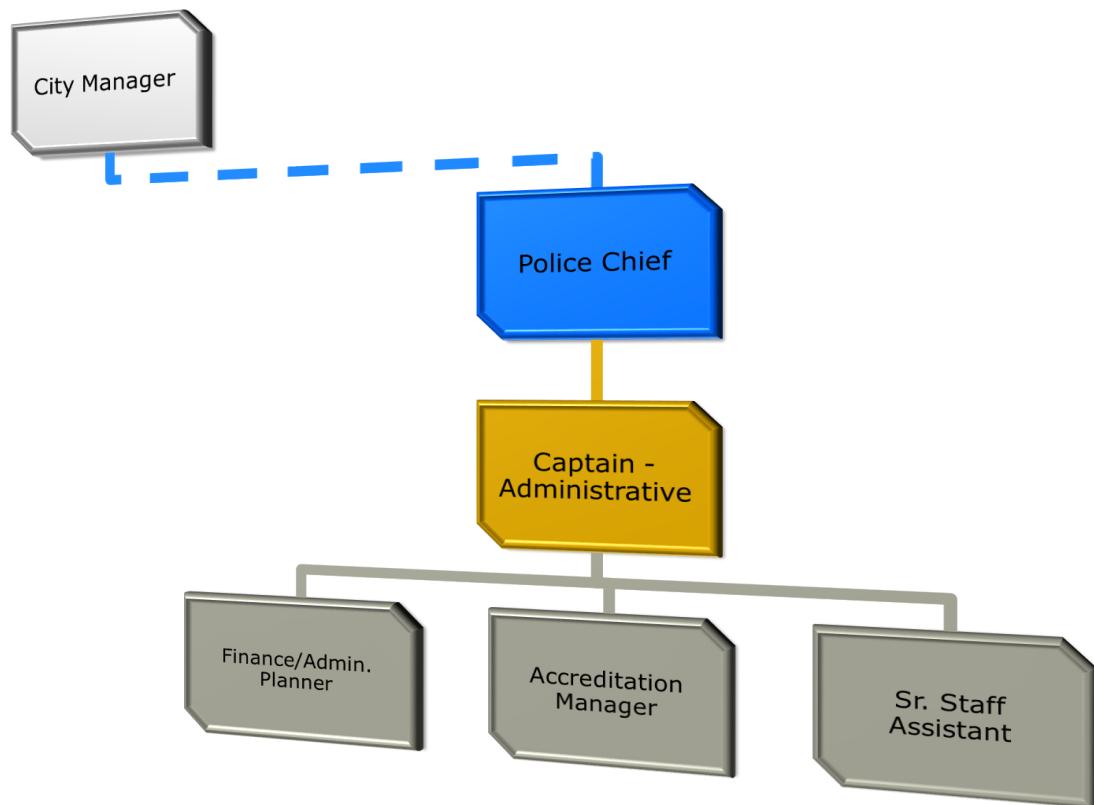
Police Administration

Accomplishments for FY 2017

- Updated the Department's Strategic plan.
- Shifted our policing strategy to one that is focused more on community policing in our neighborhoods and business communities.
- Expanded the Neighborhood Advisory Council and developed a steering committee to maintain scheduling and develop topics to further increase community involvement and the trust in the community.
- Two Senior Command Staff members completed the FDLE Senior Leadership Program in preparation for advancement in senior management.
- Reorganized the Senior Command Staff to a structure that allows more growth and opportunities for succession.
- Retracted a Detective position from the Joint Homicide Investigative Team to provide additional police service within the City of Winter Park.
- Changed policy on social media use to promote and document more visibility and interaction with the community.

Goals for FY 2018

- Review how internal investigations are handled to ensure consistent, fair and timely investigations.
- Continue to develop a succession plan by creating opportunities for growth and development for Senior Staff.
- Review evaluation process to identify evaluation component for Community Policing efforts.
- Review current training program to ensure members are receiving the desired level of training.



Police Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4101-521.12-10	REGULAR WAGES	390,763	394,196	408,629	387,817
001-4101-521.14-10	OVERTIME WAGES	4,761	3,094	4,000	4,000
001-4101-521.15-10	INCENTIVE	3,321	2,603	3,631	3,631
001-4101-521.21-10	FICA TAXES	29,921	30,002	30,205	29,129
001-4101-521.22-10	PENSION	7,177	11,811	11,831	21,762
001-4101-521.22-11	POLICE PENSION	445	-	-	47,137
001-4101-521.22-20	ICMA CITY CONTRIBUTION	4,354	7,103	7,384	6,935
001-4101-521.23-10	GROUP HEALTH/DENTAL	41,680	53,341	50,000	53,750
001-4101-521.23-11	LIFE INSURANCE	729	728	890	845
001-4101-521.23-12	AD&D INSURANCE	81	81	98	93
001-4101-521.23-13	DISABILITY INSURANCE	810	809	988	938
001-4101-521.24-10	WORKER'S COMPENSATION	7,951	6,163	8,061	7,866
001-4101-521.25-10	UNEMPLOYMENT COMPENSATION	42	46	51	51
001-4101-521.31-60	PROFESSIONAL SERVICES	13,202	10,995	13,280	12,100
001-4101-521.34-40	CONTRACTUAL SERVICE	8,587	7,113	10,300	8,200
001-4101-521.40-10	TRAVEL & TRAINING	6,672	6,784	4,500	4,500
001-4101-521.41-15	TELEPHONE EQUIPMENT	2,417	1,600	1,727	1,922
001-4101-521.41-20	MOBILE COMM DEVICES	811	923	1,200	1,400
001-4101-521.42-10	POSTAGE & FREIGHT	404	288	550	350
001-4101-521.43-20	WATER	632	641	900	900
001-4101-521.43-70	ELECTRICITY	10,687	14,705	13,000	14,000
001-4101-521.44-60	EQUIP REPLACEMENT FUNDING	6,680	6,659	3,561	3,601
001-4101-521.44-63	COPIER RENTAL	-	-	1,500	1,500
001-4101-521.45-10	GENERAL LIABILITY	13,556	14,060	16,904	14,587
001-4101-521.45-11	RISK MGMT OPERATIONS	1,661	2,820	3,222	3,533
001-4101-521.45-30	VEHICLE INSURANCE	748	605	289	292
001-4101-521.46-10	MAINTENANCE CONTRACTS	1,295	655	1,300	1,300
001-4101-521.46-20	BUILDING MAINTENANCE	-	-	600	600
001-4101-521.46-50	VEHICLE MAINTENANCE	1,917	788	4,347	2,067
001-4101-521.46-60	FLEET MAINT. OVERHEAD	655	1,042	563	278
001-4101-521.47-10	PRINTING & BINDING	4,862	4,575	6,000	6,000
001-4101-521.47-30	COPIER	4,908	281	453	385
001-4101-521.51-20	OFFICE EQUIP UNDER \$5,000	772	849	700	700
001-4101-521.52-10	GENERAL OPERATING SUPPLY	9,008	10,862	10,770	11,910
001-4101-521.52-20	FUEL	4,670	1,429	2,560	1,520
001-4101-521.52-70	CLOTHING	1,521	2,174	3,128	2,178
001-4101-521.52-90	EQUIPMENT UNDER \$5,000	1,053	-	-	-
001-4101-521.54-10	BOOKS & PERIODICALS	1,241	1,280	1,240	1,297
001-4101-521.54-20	MEMBERSHIPS	1,760	1,065	1,930	1,820
001-4101-521.64-50	MACHINERY & EQUIPMENT	5,685	-	-	-
Totals		597,439	602,169	630,292	660,894
% Change from Prior Year		4.6%	0.8%	4.7%	4.9%

Police Records

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	258,178	246,303	265,223	279,053
Operating Expenses	17,270	12,692	16,548	16,963
Capital Outlay	-	-	-	-
Total	\$ 275,448	\$ 258,995	\$ 281,771	\$ 296,016
No. of Positions				
Full-time	5	5	5	5
Part-time	1	1	1	1
Seasonal	-	-	-	-
Total	6	6	6	6
FTE's	5.5	5.5	5.5	5.5

Program Summary:

The Records Division processes all incident and arrest reports and all of the uniform traffic and parking violation citations on a daily basis. Computer generated and handwritten reports are reviewed, photocopied, disseminated and retained in files by division personnel in compliance with Departmental directives, State and Federal administrative procedures, the requirements of the Commission for Florida Law Enforcement Accreditation and other applicable law. Records Division Personnel are also responsible for accepting and disseminating Subpoenas received from the State Attorney's Office, process seal and expungement requests and complete the required Uniform Crime Reporting to the Florida Department of Law Enforcement.

Level of Service Provided in Budget:

- Maintain records documenting delivery of police services and the reporting of crime
- Provide monthly updates of Uniform Crime Reporting to assist in identifying and addressing crime trends
- Provide police reports to citizens in compliance with public records laws
- Invoice and receive payments for false alarms, parking citations, red light cameras, restitution payments and public records request
- Fingerprinting for citizens

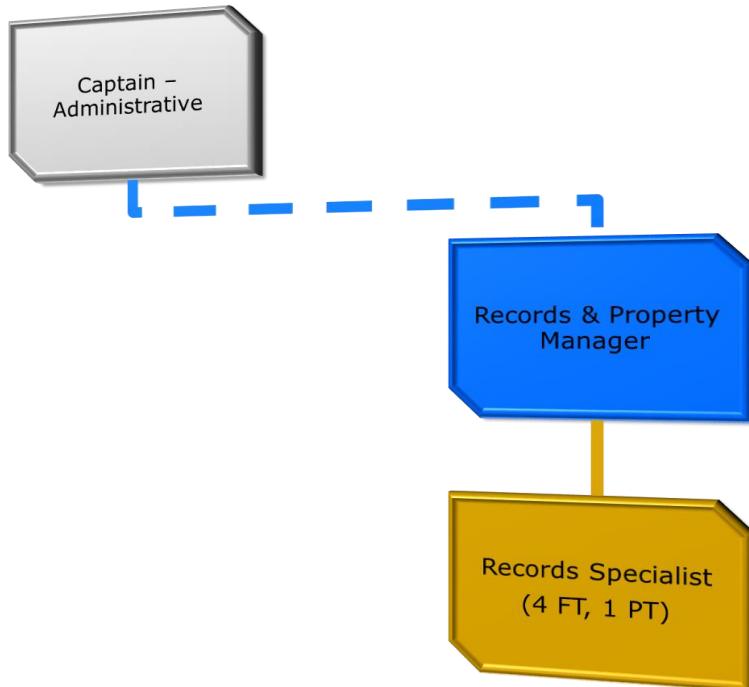
Police Records

Accomplishments for FY 2017

- Records employees attended local job related training courses to gain more insight into their positions and to network with similar entities of other agencies.
- Submitted 9.75 cubic yards of records for destruction in compliance with record retention laws.
- Interfiled and attached all reports and attachments received from the police department into Cafeweb.

Goals for FY 2018

- Continue to pull for destruction, records from 1999-2010, which meet or exceeds the retention period as per either the General Records Schedule for State and Local Agencies or the General Records Schedule for Law Enforcement, Correctional Facilities and District Medical Examiners.
- Continue working with Orange County Clerk of Courts to implement a new digital subpoena process.
- Continue to interfile and attach all reports and attachments received from CID into Cafeweb.



Police Records

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4102-525.12-10	REGULAR WAGES	171,454	162,421	174,506	181,562
001-4102-525.13-10	OTHER SAL/PART TIME	7,849	5,030	12,877	14,660
001-4102-525.14-10	OVERTIME WAGES	1,029	158	1,000	1,000
001-4102-525.21-10	FICA TAXES	12,522	11,916	13,415	14,075
001-4102-525.22-10	PENSION	12,021	11,380	12,216	12,709
001-4102-525.23-10	GROUP HEALTH/DENTAL	52,100	54,295	50,000	53,750
001-4102-525.23-11	LIFE INSURANCE	375	352	383	398
001-4102-525.23-12	AD&D INSURANCE	42	39	43	44
001-4102-525.23-13	DISABILITY INSURANCE	417	392	425	442
001-4102-525.24-10	WORKER'S COMPENSATION	311	267	297	352
001-4102-525.25-10	UNEMPLOYMENT COMPENSATION	58	52	61	61
001-4102-525.41-15	TELEPHONE - EQUIP CHGS	2,417	1,600	1,727	1,922
001-4102-525.41-20	MOBILE COMM DEVICES	406	387	600	700
001-4102-525.42-10	POSTAGE & FREIGHT	15	11	30	30
001-4102-525.44-63	COPIER RENTAL	-	-	1,875	1,875
001-4102-525.45-10	GENERAL LIABILITY	6,947	7,276	7,219	7,380
001-4102-525.45-11	RISK MGMT OPERATIONS	851	1,460	1,376	1,788
001-4102-525.46-50	VEHICLE MAINTENANCE	-	-	416	-
001-4102-525.46-60	FLEET MAINT. OVERHEAD	275	230	54	-
001-4102-525.47-10	PRINTING & BINDING	100	-	-	-
001-4102-525.47-30	COPIER	5,489	408	531	568
001-4102-525.51-20	OFFICE EQUIP UNDER \$5,000	-	580	200	200
001-4102-525.52-10	GENERAL OPERATING SUPPLY	470	1,264	2,500	2,500
001-4102-525.52-20	FUEL	300	-	20	-
Totals		275,448	258,995	281,771	296,016
% Change from Prior Year		7.0%	-6.0%	8.8%	5.1%

Uniform Patrol

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	5,105,030	5,063,579	5,038,922	5,437,054
Operating Expenses	848,346	867,119	929,446	972,205
Capital Outlay	-	-	-	13,000
Total	\$ 5,953,376	\$ 5,930,698	\$ 5,968,368	\$ 6,422,259
 No. of Positions				
Full-time	45	45	45	45
Part-time	1	1	1	1
Seasonal	-	-	-	-
Total FTE's	46	46	46	46

Program Summary:

Officers assigned to Patrol are the most visible members of the Department. High visibility and omnipresence not only can deter criminal activity, it helps create a sense of security by reducing the fear of crime in the community. Patrol Officers are the first to be dispatched to emergency calls for service and the first to arrive at the scene of a crime. Winter Park's Uniform Patrol averages one of the lowest emergency response times of any dispatched uniform police patrol unit in Orange County. The median response time to non-emergency calls is also far superior to that of most law enforcement agencies. When not responding to or handling calls for service, officers diligently provide proactive preventive patrols throughout the city. During an Officer's discretionary time, they are encouraged to patrol neighborhoods and businesses not only to prevent or detect criminal activity, but also to engage the community by interacting with citizens who either reside, work, or are visiting in the city. Crime analysis reports and Area Patrols are used to direct and coordinate activities of the Patrol Officers to better focus their efforts in line with crime trends and social harms.

Level of Service Provided in Budget:

- Maintain a response time to priority calls for service within 2 minutes and 30 seconds
- Conduct highly visible preventative crime patrols on foot, bike, Segway and vehicles
- Arrest law violators to ensure compliance with local and state laws
- Conduct traffic stops to ensure compliance with local and state traffic laws
- Investigate traffic crashes to ensure compliance with local and state traffic laws
- Respond to alarm activations and conduct house and business checks
- Conduct initial investigations of reported crimes; documenting the results
- Respond to citizens in crisis and direct them to appropriate community resources

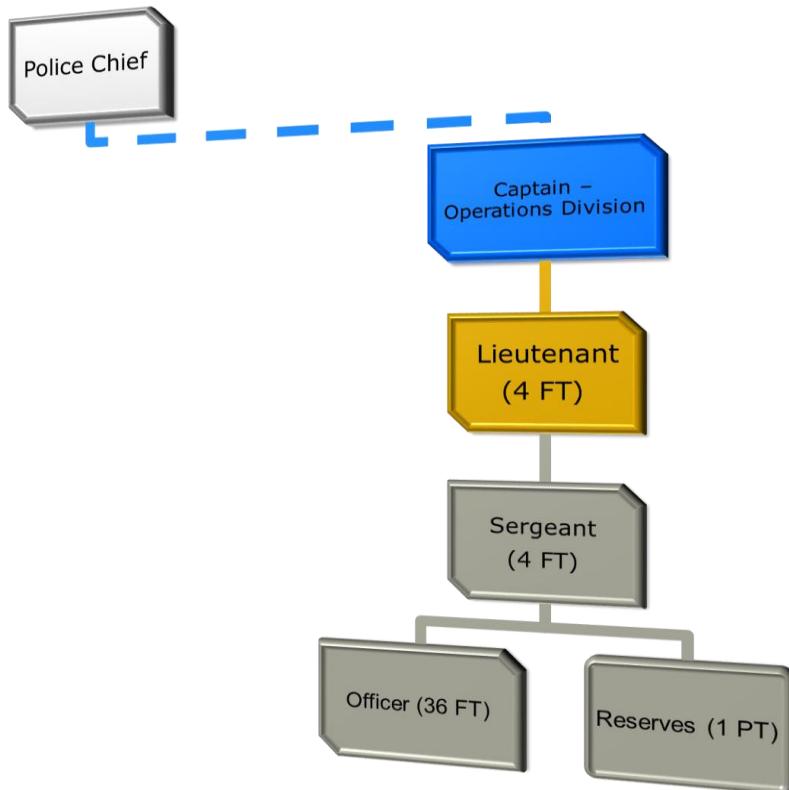
Uniform Patrol

Accomplishments for FY 2017

- Completed enhancement of Officer Training Program by improving/replacing the training vehicles utilized.
- Increased utilization of stationary and mobile license plate readers to enhance intelligence gathering.
- Maintained desired response times to priority calls for service.
- Increased Community engagement through the establishment of the Neighborhood Advisory Council.

Goals for FY 2018

- Refocus efforts towards Community Policing through citizen engagement and interaction.
- Identify and implement new initiatives and strategies to address crime.
- Use current manpower to staff a highly visible enforcement team to target trending crime and social issues.
- Implementation of body worn camera pilot-program.
- Focus on existing technologies to include License Plate Readers and Video Surveillance Cameras to assist us in identifying and investigating criminal activities.



Uniform Patrol

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4104-521.12-10	REGULAR WAGES	2,652,927	2,719,344	2,653,113	2,905,802
001-4104-521.13-10	OTHER SAL/PART TIME	-	4,970	19,600	6,400
001-4104-521.14-10	OVERTIME WAGES	195,707	171,524	210,000	210,000
001-4104-521.15-10	INCENTIVE	84,310	86,086	90,212	90,212
001-4104-521.15-20	SPECIAL DETAIL	136,395	139,658	165,000	175,000
001-4104-521.21-10	FICA TAXES	210,367	212,429	187,267	217,218
001-4104-521.22-11	POLICE PENSION	1,251,223	1,123,187	1,159,615	1,229,827
001-4104-521.22-20	ICMA CITY CONTRIBUTION	14,166	13,069	12,620	14,677
001-4104-521.23-10	GROUP HEALTH/DENTAL	468,900	499,914	450,000	483,750
001-4104-521.23-11	LIFE INSURANCE	5,311	5,572	5,778	5,770
001-4104-521.23-12	AD&D INSURANCE	589	618	638	637
001-4104-521.23-13	DISABILITY INSURANCE	5,900	6,190	6,417	6,408
001-4104-521.24-10	WORKER'S COMPENSATION	78,776	80,522	78,205	90,886
001-4104-521.25-10	UNEMPLOYMENT COMPENSATION	459	496	457	467
001-4104-521.34-50	MEDICAL TESTING	33,849	37,116	42,555	41,115
001-4104-521.40-10	TRAVEL & TRAINING	302	130	200	3,400
001-4104-521.41-15	TELEPHONE EQUIPMENT	5,241	3,617	3,108	3,459
001-4104-521.41-16	AIRCARDS	32,855	35,143	39,672	38,304
001-4104-521.41-20	MOBILE COMM DEVICES	5,913	6,596	7,920	28,996
001-4104-521.42-10	POSTAGE & FREIGHT	1,092	884	3,000	3,300
001-4104-521.44-60	EQUIP REPLACEMENT FUNDING	193,585	201,317	195,327	199,522
001-4104-521.44-63	COPIER RENTAL	-	-	1,625	1,625
001-4104-521.45-10	GENERAL LIABILITY	111,095	108,528	110,576	102,094
001-4104-521.45-11	RISK MGMT OPERATIONS	13,616	21,771	21,077	24,727
001-4104-521.45-30	VEHICLE INSURANCE	21,677	18,302	15,837	16,177
001-4104-521.46-10	MAINTENANCE CONTRACTS	9,128	17,982	31,448	29,948
001-4104-521.46-40	EQUIPMENT MAINTENANCE	5,900	5,313	7,450	7,170
001-4104-521.46-50	VEHICLE MAINTENANCE	152,183	176,159	151,435	155,006
001-4104-521.46-60	FLEET MAINT. OVERHEAD	17,788	20,751	19,595	20,865
001-4104-521.46-70	OTHER MAINTENANCE	984	1,167	600	600
001-4104-521.47-10	PRINTING & BINDING	1,461	942	1,500	1,500
001-4104-521.47-20	PHOTOGRAPHY	751	1,057	720	720
001-4104-521.47-30	COPIER	5,090	820	1,096	1,177
001-4104-521.51-20	OFFICE EQUIP UNDER \$5,000	8,946	10,213	10,000	14,245
001-4104-521.52-10	GENERAL OPERATING SUPPLY	35,174	43,056	44,540	46,540
001-4104-521.52-20	FUEL	106,350	68,743	103,494	116,164
001-4104-521.52-70	CLOTHING	36,745	38,931	44,536	44,536
001-4104-521.52-90	EQUIPMENT UNDER \$5,000	19,898	20,694	38,370	38,150
001-4104-521.54-10	BOOKS & PERIODICALS	1,128	928	625	540
001-4104-521.54-20	MEMBERSHIPS	1,525	2,198	3,140	2,325
001-4104-521.54-40	POLICE STANDARDS TRAINING	26,070	24,761	30,000	30,000
001-4104-521.64-50	MACHINERY & EQUIPMENT	-	-	-	13,000
Totals		5,953,376	5,930,698	5,968,368	6,422,259
% Change from Prior Year		7.9%	-0.4%	0.6%	7.6%

Traffic Enforcement

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	837,613	862,791	1,001,352	1,065,098
Operating Expenses	614,915	600,324	642,160	648,331
Capital Outlay	4,745	-	10,046	-
Total	\$ 1,457,273	\$ 1,463,116	\$ 1,653,558	\$ 1,713,429
No. of Positions				
Full-time	10	10	10	10
Part-time	9	9	8	8
Seasonal	-	-	-	-
Total	19	19	18	18
FTE's	14.5	14.5	14.0	14.0

Program Summary:

Traffic Enforcement Unit officers are assigned to the Special Operations Division. These Officers are responsible for the expeditious flow of traffic and safety upon the road and waterways, roadway parking, school zone crossing safety, selective traffic enforcement actions and traffic crashes, the severity of which range from minor property damage to those involving the loss of life. Unit officers are also tasked with enforcing the laws and regulations governing vehicular, bicycle and pedestrian movement within the City limits. Unit officers regularly assist citizens who present them with requests to deal with violations of posted speed limits or cut-through traffic in their respective neighborhoods. Unit officers work as a team with other City Departments by implementing solutions to various traffic conditions and concerns. Officers maintain generators and emergency safety equipment to be deployed at major intersections during power outages that create traffic safety concerns. Officers assigned to this program focus on traffic safety to include occupant safety to include child safety seat inspections and installations for the community. Officers also patrol the lakes and water ways of Winter Park to promote safe boating and conduct vessel inspections.

Level of Service Provided in Budget:

- Respond to serious traffic crashes involving death or serious bodily injuries
- Respond to citizen complaints involving traffic concerns to evaluate and provide traffic enforcement
- Prepare and distribute traffic and pedestrian safety information to public
- Patrol the chain of lakes to foster safe waterways for public access and enjoyment
- Conduct parking enforcement duties to ensure compliance of local and state parking laws
- Continued participation with the Bike/Pedestrian Board to focus efforts on safety
- Conduct child safety seat inspections to increase occupant safety and ensure compliance with state laws
- Continue Red Light Camera Program

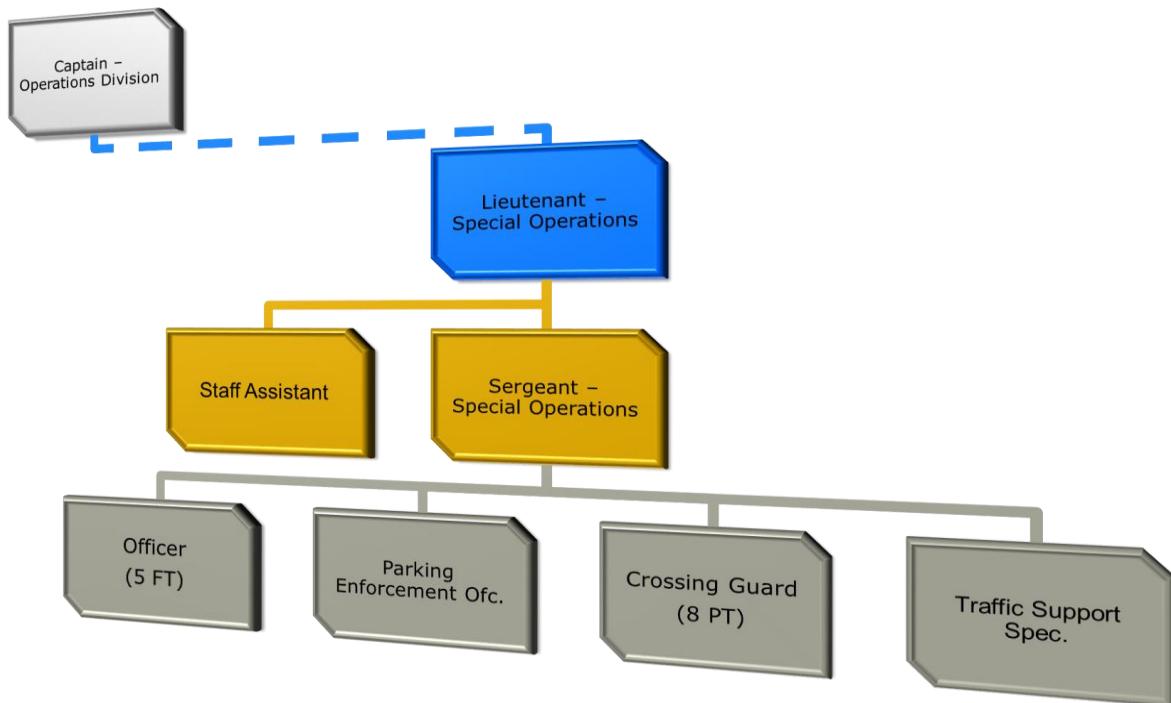
Traffic Enforcement

Accomplishments for FY 2017

- Conducted annual review to determine top 5 crash locations and causations within the City.
- Reviewed Bike/Pedestrian grant to promote Bike/Pedestrian safety in the community.
- Secured new signboard technology to promote traffic safety and intelligence gathering.
- Achieved recognition for Traffic Safety Program from International Association of Chiefs of Police.
- Enhanced boating safety program and trained Boating Officers.

Goals for FY 2018

- Continue to conduct annual review to determine top 5 crash locations and causations within the City.
- Continue to work with the City Engineer to address top 5 crash locations.
- Continue Traffic Homicide scenario based training for traffic and patrol officers.
- Monitor and evaluate effectiveness of roadways near Lee Road and N. Orlando Avenue construction.



Traffic Enforcement

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4105-521.12-10	REGULAR WAGES	415,485	453,387	528,895	577,546
001-4105-521.13-10	OTHER SAL/PART TIME	25,412	31,176	33,781	33,718
001-4105-521.14-10	OVERTIME WAGES	45,043	43,603	43,000	43,000
001-4105-521.15-10	INCENTIVE	20,256	21,507	21,000	21,000
001-4105-521.15-20	SPECIAL DETAIL	38,427	26,465	80,000	60,000
001-4105-521.21-10	FICA TAXES	38,113	39,987	39,991	42,816
001-4105-521.22-10	PENSION	6,918	7,202	7,311	7,462
001-4105-521.22-11	POLICE PENSION	127,468	114,321	128,967	150,585
001-4105-521.22-20	ICMA CITY CONTRIBUTION	2,621	1,698	1,718	1,773
001-4105-521.23-10	GROUP HEALTH/DENTAL	104,200	108,924	100,000	107,500
001-4105-521.23-11	LIFE INSURANCE	907	981	1,160	1,210
001-4105-521.23-12	AD&D INSURANCE	100	109	128	134
001-4105-521.23-13	DISABILITY INSURANCE	1,007	1,090	1,288	1,344
001-4105-521.24-10	WORKER'S COMPENSATION	11,533	12,202	13,940	16,837
001-4105-521.25-10	UNEMPLOYMENT COMPENSATION	123	139	173	173
001-4105-521.34-40	CONTRACTUAL SERVICE	469,120	453,216	469,520	468,520
001-4105-521.34-45	CREDIT CARD FEES	644	856	800	900
001-4105-521.40-10	TRAVEL & TRAINING	691	-	-	-
001-4105-521.41-15	TELEPHONE EQUIPMENT	3,867	2,560	2,762	3,075
001-4105-521.41-20	MOBILE COMM DEVICES	1,202	1,211	1,584	4,630
001-4105-521.42-10	POSTAGE & FREIGHT	256	128	800	800
001-4105-521.44-60	EQUIP REPLACEMENT FUNDING	35,394	39,565	44,191	42,967
001-4105-521.45-10	GENERAL LIABILITY	22,056	22,132	21,879	21,957
001-4105-521.45-11	RISK MGMT OPERATIONS	2,703	4,440	4,170	5,318
001-4105-521.45-30	VEHICLE INSURANCE	3,963	3,597	3,583	3,484
001-4105-521.46-10	MAINTENANCE CONTRACTS	1,637	5,112	4,529	4,529
001-4105-521.46-40	EQUIPMENT MAINTENANCE	7,749	7,540	10,450	9,870
001-4105-521.46-50	VEHICLE MAINTENANCE	33,708	24,512	35,352	35,181
001-4105-521.46-60	FLEET MAINT. OVERHEAD	3,979	5,151	4,574	4,736
001-4105-521.46-70	OTHER MAINTENANCE	-	102	100	100
001-4105-521.47-10	PRINTING & BINDING	218	320	300	300
001-4105-521.52-10	GENERAL OPERATING SUPPLY	5,300	7,688	7,785	8,185
001-4105-521.52-20	FUEL	10,113	6,965	11,255	15,251
001-4105-521.52-70	CLOTHING	10,930	12,437	14,676	14,676
001-4105-521.52-90	EQUIPMENT UNDER \$5,000	1,340	2,745	3,800	3,800
001-4105-521.54-10	BOOKS & PERIODICALS	45	49	50	52
001-4105-521.64-50	MACHINERY & EQUIPMENT	4,745	-	10,046	-
Totals		1,457,273	1,463,116	1,653,558	1,713,429
% Change from Prior Year		-8.4%	0.4%	13.0%	3.6%

Canine Patrol

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	96,132	108,073	101,374	112,988
Operating Expenses	18,314	24,408	20,916	24,648
Capital Outlay	-	-	-	-
Total	\$ 114,446	\$ 132,481	\$ 122,290	\$ 137,636
No. of Positions				
Full-time	1	1	1	1
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	1	1	1	1
FTE's	1	1	1	1

Program Summary:

The Winter Park Canine Team provides Canine support and other assistance to uniform patrol officers who respond to in progress crimes and calls for service. The Canine Team conducts searches of buildings, vehicles and wooded areas for suspects, missing persons, articles and contraband. A Canine Team may be dispatched as the primary unit or the reporting officer when uniformed patrol officers are not available. When not providing assistance in support of another officer the Canine Team provides preventive patrols throughout the city. In addition, the Canine Team participates in crime prevention programs in order to increase citizen awareness of the capabilities of Law Enforcement.

Level of Service Provided in Budget:

- Respond to calls for service
- Assist patrol officers as needed
- Conduct area and building searches
- Conduct tracks to locate suspects or missing persons
- Conduct searches for articles
- Certification in narcotics detection
- Conduct Canine educational demonstrations
- Conducts high visibility patrols

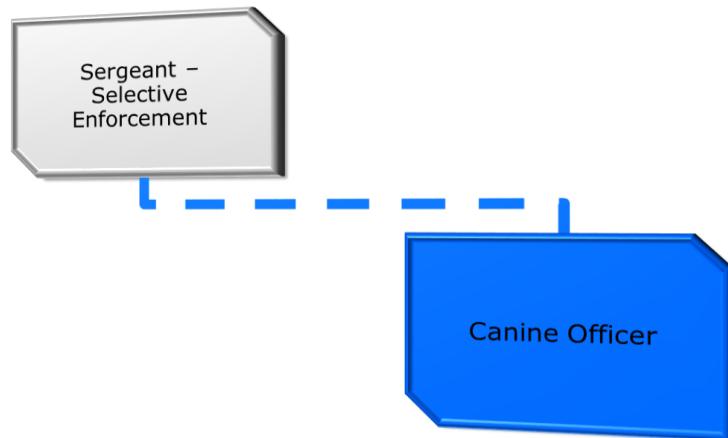
Canine Patrol

Accomplishments for FY 2017

- Completed canine certification through Florida Department of Law Enforcement.
- Old canine training aids were disposed of and the application to receive new training aids has been completed.

Goals for FY 2018

- Maintain the Canine Team certification and meet or exceed monthly training standards.
- Adjust work hours based on crime trends or patrols need for Canine Team in the apprehension of criminal suspects.



Canine Patrol

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4106-521.12-10	REGULAR WAGES	43,431	45,036	49,606	55,793
001-4106-521.14-10	OVERTIME WAGES	5,245	12,688	7,000	8,000
001-4106-521.15-10	INCENTIVE	5,121	5,292	5,100	5,100
001-4106-521.21-10	FICA TAXES	4,213	5,399	3,711	4,192
001-4106-521.22-11	POLICE PENSION	26,024	27,136	24,206	27,120
001-4106-521.23-10	GROUP HEALTH/DENTAL	10,420	10,834	10,000	10,750
001-4106-521.23-11	LIFE INSURANCE	95	99	108	112
001-4106-521.23-12	AD&D INSURANCE	11	11	12	12
001-4106-521.23-13	DISABILITY INSURANCE	106	110	120	125
001-4106-521.24-10	WORKER'S COMPENSATION	1,456	1,458	1,501	1,774
001-4106-521.25-10	UNEMPLOYMENT COMPENSATION	10	10	10	10
001-4106-521.34-51	MEDICAL TESTING-K-9 DOGS	326	621	1,300	1,300
001-4106-521.41-20	MOBILE COMM DEVICES	37	41	48	600
001-4106-521.44-60	EQUIP REPLACEMENT FUNDING	7,097	6,659	6,321	6,392
001-4106-521.45-10	GENERAL LIABILITY	1,907	1,990	2,052	1,929
001-4106-521.45-11	RISK MGMT OPERATIONS	234	399	391	467
001-4106-521.45-30	VEHICLE INSURANCE	795	605	512	518
001-4106-521.46-50	VEHICLE MAINTENANCE	3,093	9,334	2,870	4,950
001-4106-521.46-60	FLEET MAINT. OVERHEAD	658	651	371	666
001-4106-521.52-10	GENERAL OPERATING SUPPLY	728	781	1,300	1,300
001-4106-521.52-20	FUEL	3,319	2,911	3,871	4,616
001-4106-521.52-70	CLOTHING	120	360	880	880
001-4106-521.52-90	EQUIPMENT UNDER \$5,000	-	-	1,000	1,000
Totals		114,446	132,481	122,290	137,636
% Change from Prior Year		36.8%	15.8%	-7.7%	12.5%

Criminal Investigations

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	1,206,546	1,276,259	1,394,300	1,577,037
Operating Expenses	162,777	144,330	170,368	198,627
Capital Outlay	-	-	-	-
Total	\$ 1,369,323	\$ 1,420,588	\$ 1,564,668	\$ 1,775,664
No. of Positions				
Full-time	13	13	13	14
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	13	13	13	14
FTE's	13	13	13	14

Program Summary:

The Criminal Investigation Unit is primarily responsible for supporting all units of the Department by conducting follow-up investigations of reported criminal activity. Unit detectives are assigned cases that may require them to interview victims, witnesses or suspects, further process physical evidence submitted by reporting officers to the Property and Evidence Section and prepare the evidence for submittal to the Florida Department of Law Enforcement Crime Laboratory. Detectives respond to and investigate major crime scenes occurring within the city. The Property and Evidence Specialist maintains absolute control of and documents the location and disposition of all evidence, contraband, other seized items and found property. The Crime Scene Technician responds to and processes major crime scenes and delivers evidence for processing to the Florida Department of Law Enforcement. The Crime/Systems Analyst is responsible for analyzing and reporting crime and traffic data, the dissemination of crime and traffic related information concerning possible suspects, potential crimes and methods of operation. Additionally, the Crime/Systems Analyst is responsible for the implementation and maintenance of technology-related solutions within the Department.

Level of Service Provided in Budget:

- Assign felony cases and specific misdemeanor cases for follow-up investigation
- Contact victim of assigned cases within 48 business hours
- Respond to extensive crime scenes and document, photograph, collect and submit evidence
- Conduct recorded interviews with victims, witnesses and suspects
- Process evidentiary items
- Analyze crime, disseminate intelligence and crime information bulletins in a timely manner
- Consistently working towards improvement of case clearances by use of advanced investigative and evidence techniques.
- Effect arrests upon finding probable cause
- Write search warrants for evidence related to criminal acts
- Provide support services to the Patrol Division on major investigations

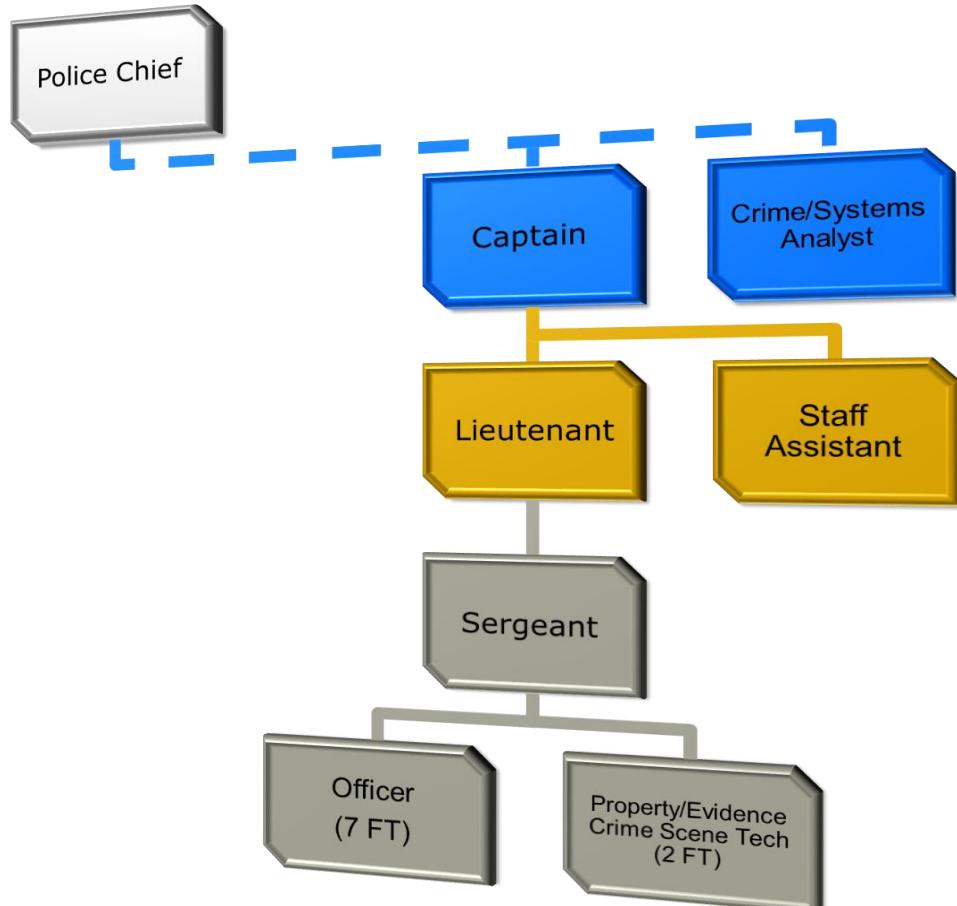
Criminal Investigations

Accomplishments for FY 2017

- Successfully transitioned to the electronic submission of search and arrest warrants.
- Increased the use of social media to generate information regarding identification of suspects, increase awareness of trending crimes and generate awareness of missing persons.

Goals for FY 2018

- Transition to an electronic case management system.
- Establish an automated case tracking system to monitor and alert time frames for case clearance.
- Increase staffing for the property and evidence function.



Additional Property/Evidence Crime Scene Tech added in FY 2018 to assist with investigations and body cams.

Criminal Investigations

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4107-521.12-10	REGULAR WAGES	680,944	706,163	789,239	894,283
001-4107-521.14-10	OVERTIME WAGES	32,321	44,877	40,000	45,000
001-4107-521.15-10	INCENTIVE	31,796	30,989	33,000	33,000
001-4107-521.21-10	FICA TAXES	53,908	55,191	57,347	65,328
001-4107-521.22-10	PENSION	10,424	10,870	10,224	10,694
001-4107-521.22-11	POLICE PENSION	235,601	260,101	305,789	346,208
001-4107-521.22-20	ICMA CITY CONTRIBUTION	5,500	5,393	5,482	4,009
001-4107-521.23-10	GROUP HEALTH/DENTAL	135,460	141,864	130,000	150,500
001-4107-521.23-11	LIFE INSURANCE	1,454	1,521	1,717	1,785
001-4107-521.23-12	AD&D INSURANCE	161	169	190	198
001-4107-521.23-13	DISABILITY INSURANCE	1,615	1,690	1,907	1,983
001-4107-521.24-10	WORKER'S COMPENSATION	17,244	17,309	19,273	23,917
001-4107-521.25-10	UNEMPLOYMENT COMPENSATION	118	123	132	132
001-4107-521.31-60	PROFESSIONAL SERVICES	3,555	3,656	4,700	26,300
001-4107-521.40-10	TRAVEL & TRAINING	381	36	300	300
001-4107-521.41-15	TELEPHONE EQUIPMENT	5,316	3,520	3,798	4,227
001-4107-521.41-20	MOBILE COMM DEVICES	4,634	4,520	6,432	8,006
001-4107-521.42-10	POSTAGE & FREIGHT	155	70	300	500
001-4107-521.44-60	EQUIP REPLACEMENT FUNDING	29,894	20,905	30,510	30,852
001-4107-521.44-63	COPIER RENTAL	-	-	1,250	1,250
001-4107-521.45-10	GENERAL LIABILITY	32,674	31,588	32,771	31,002
001-4107-521.45-11	RISK MGMT OPERATIONS	4,005	6,337	6,247	7,509
001-4107-521.45-30	VEHICLE INSURANCE	3,347	1,900	2,474	2,501
001-4107-521.46-10	MAINTENANCE CONTRACTS	19,906	21,022	20,924	21,024
001-4107-521.46-50	VEHICLE MAINTENANCE	15,498	18,081	15,231	16,142
001-4107-521.46-60	FLEET MAINT. OVERHEAD	2,301	2,412	1,971	2,173
001-4107-521.47-20	PHOTOGRAPHY	395	879	700	700
001-4107-521.47-30	COPIER	4,493	563	688	671
001-4107-521.49-30	INFORMER FEES	-	-	1,000	1,000
001-4107-521.51-20	OFFICE EQUIP UNDER \$5,000	1,614	-	-	-
001-4107-521.52-10	GENERAL OPERATING SUPPLY	6,470	6,586	9,020	9,220
001-4107-521.52-20	FUEL	12,487	6,814	13,647	15,863
001-4107-521.52-70	CLOTHING	15,202	14,648	17,530	18,240
001-4107-521.54-10	BOOKS & PERIODICALS	225	409	230	352
001-4107-521.54-20	MEMBERSHIPS	225	385	645	795
Totals		1,369,323	1,420,588	1,564,668	1,775,664
% Change from Prior Year		11.6%	3.7%	10.1%	13.5%

Street Crimes Unit

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	826,832	727,616	869,593	976,136
Operating Expenses	111,458	107,694	115,036	129,279
Capital Outlay	-	-	-	-
Total	\$ 938,290	\$ 835,311	\$ 984,629	\$ 1,105,415
No. of Positions				
Full-time	10	8	8	8
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	10	8	8	8
FTE's	10	8	8	8

Program Summary:

The primary objective of the Street Crimes unit is to take a proactive approach to identify and address crimes occurring within the city limits as it relates to street level drug dealing, prostitution and other sex related crimes, alcoholic beverages, and crime trends identified through crime analysis. Further, Unit detectives supplement the Patrol Division using uniformed patrol as needed during periods of high call activity. The secondary objective of the unit is the gathering and dissemination of intelligence information relating to individuals or groups known or suspected of being involved with these categories of criminal activity. Unit detectives follow up on suspected violations reported by citizens and uniformed patrol officers. They also initiate their own investigations from personal observations and from the information provided to them from confidential sources. Unit detectives also are assigned to assist other units within the Department as directed. Detectives participate in local, State and Federal Task Forces to include: M.B.I., HSI/ICE, D.E.A., Secret Service / I.R.S. and H.I.D.T.A.

Level of Service Provided in Budget:

- Respond to drug tip hotline complaints
- Conduct street level illegal drug and narcotic investigations
- Conduct investigations involving vice and prostitution related activities
- Conduct underage alcohol enforcement activities
- Conduct surveillance operations
- Conduct sexual offender registration and annual verification
- Utilize ILP reports from the crime analyst to conduct proactive enforcement activities (often in uniform) in relation to trending crimes

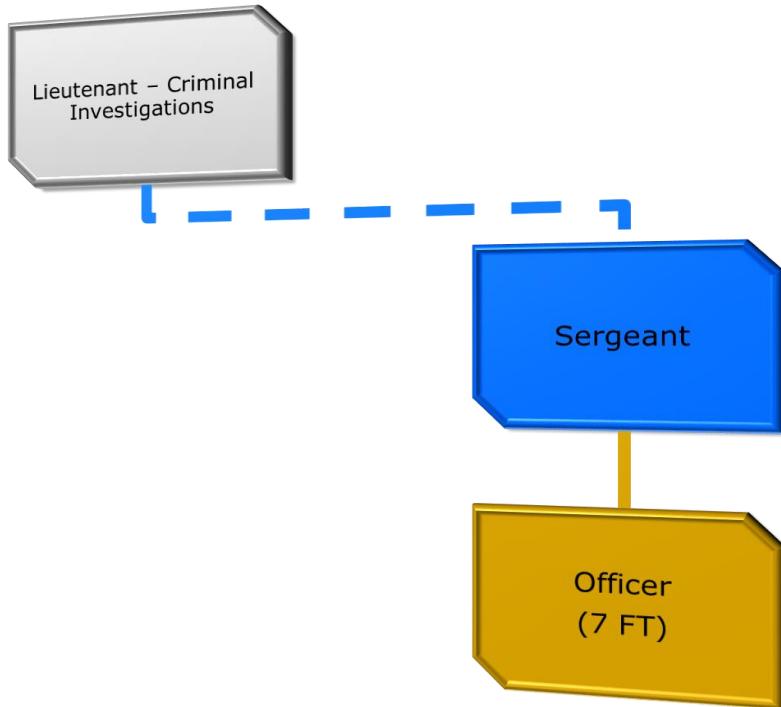
Street Crimes Unit

Accomplishments for FY 2017

- Used technology, specifically tag reader cameras and tracing devices, to proactively target crime.
- Used highly visible uniformed teams for enforcement efforts.
- Enhanced communication and data sharing with the Patrol Division to encourage proactive patrols throughout the community.
- Developed new street crimes door hangers to increase citizen tips and provide police social media information to citizens.

Goals for FY 2018

- Maintain the use of technology as a force multiplier for trending crimes or ongoing investigations.
- Address citizen initiated complaints by obtaining search warrants and arrest warrants.
- Provide an increased presence in neighborhood areas through uniformed patrols.
- Assist patrol with trending crimes through proactive patrols and targeted enforcement.



Street Crimes Unit

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4108-521.12-10	REGULAR WAGES	369,397	335,132	440,401	496,574
001-4108-521.14-10	OVERTIME WAGES	68,000	71,975	71,496	77,496
001-4108-521.15-10	INCENTIVE	22,864	17,824	21,000	21,000
001-4108-521.21-10	FICA TAXES	32,562	30,140	31,699	35,684
001-4108-521.22-11	POLICE PENSION	215,577	171,621	208,273	239,730
001-4108-521.22-20	ICMA CITY CONTRIBUTION	1,189	1,714	1,603	1,657
001-4108-521.23-10	GROUP HEALTH/DENTAL	104,200	87,382	80,000	86,000
001-4108-521.23-11	LIFE INSURANCE	749	700	959	1,007
001-4108-521.23-12	AD&D INSURANCE	83	77	106	112
001-4108-521.23-13	DISABILITY INSURANCE	832	777	1,065	1,119
001-4108-521.24-10	WORKER'S COMPENSATION	11,309	10,212	12,910	15,676
001-4108-521.25-10	UNEMPLOYMENT COMPENSATION	70	62	81	81
001-4108-521.40-10	TRAVEL & TRAINING	8,657	5,129	6,000	15,000
001-4108-521.41-15	TELEPHONE EQUIPMENT	1,450	960	1,036	1,153
001-4108-521.41-16	AIRCARDS	433	433	456	1,368
001-4108-521.41-20	MOBILE COMM DEVICES	3,296	3,438	3,184	3,600
001-4108-521.42-10	POSTAGE & FREIGHT	16	-	-	-
001-4108-521.44-40	OUTSIDE EQUIP REPLACEMENT FUNDIN	7,247	6,887	8,000	8,000
001-4108-521.44-60	EQUIP REPLACEMENT FUNDING	12,923	16,321	12,533	10,798
001-4108-521.44-63	COPIER RENTAL	-	-	375	375
001-4108-521.45-10	GENERAL LIABILITY	21,728	21,421	18,218	17,380
001-4108-521.45-11	RISK MGMT OPERATIONS	2,663	4,297	3,473	4,209
001-4108-521.45-30	VEHICLE INSURANCE	1,447	1,484	1,016	875
001-4108-521.46-10	MAINTENANCE CONTRACTS	4,499	3,018	5,675	5,675
001-4108-521.46-40	EQUIPMENT MAINTENANCE	-	1,079	1,050	1,050
001-4108-521.46-50	VEHICLE MAINTENANCE	18,816	17,354	18,996	18,086
001-4108-521.46-60	FLEET MAINT. OVERHEAD	1,508	2,023	2,458	2,435
001-4108-521.47-30	COPIER	924	7	28	13
001-4108-521.49-30	INFORMER FEES	4,000	1,000	6,000	6,000
001-4108-521.52-10	GENERAL OPERATING SUPPLY	2,365	2,658	4,140	4,640
001-4108-521.52-20	FUEL	7,954	5,133	6,840	7,922
001-4108-521.52-70	CLOTHING	7,701	7,814	9,664	9,784
001-4108-521.52-90	EQUIPMENT UNDER \$5,000	3,281	6,369	5,044	10,044
001-4108-521.54-10	BOOKS & PERIODICALS	45	49	50	52
001-4108-521.54-20	MEMBERSHIPS	505	820	800	820
Totals		938,290	835,311	984,629	1,105,415
% Change from Prior Year		-7.9%	-11.0%	17.9%	12.3%

Community Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	996,399	988,527	1,055,177	1,120,241
Operating Expenses	129,737	117,676	133,969	137,156
Capital Outlay	-	-	-	-
Total	\$ 1,126,136	\$ 1,106,203	\$ 1,189,146	\$ 1,257,397
No. of Positions				
Full-time	9	9	9	9
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	9	9	9	9
FTE's	9	9	9	9

Program Summary:

One of the Community Services Unit's primary functions is the promotion of safe neighborhoods and schools. Another is to assist the various schools, residential, business and faith based populations with the development of cooperative crime prevention endeavors. Unit officers handle the School Resource Program, Fantastic Foundations Elementary Curriculum, Neighborhood and Business Watch programs, Business and Residential Security Surveys, National Night Out, Personal Safety training, Pre-school Readings, Firearm Safety courses, Ride-Along opportunities, the Police Explorer program, Student Interns, Volunteers, the Citizen's Police Academy, the Police Chaplain program and maintain the Smartwater Tracer Kit Program. Unit supervisors manage Professional Standards, Officer Recruitment and Selection, Background Investigations, Public Information, Social Media Publishing and Monitoring. Ultimately the Community Services Division is responsible for cultivating community collaboration and developing solutions to address identified problems using multifaceted approaches to include: prevention, education and enforcement.

Level of Service Provided in Budget:

- 7 officers, 4 of which are assigned to the schools
- Organize and facilitate neighborhood and business watch meetings
- Approve new commercial construction building permits
- Conduct residential and business security surveys using CPTED & CPP principles
- Organize and facilitate community meetings and events
- Prepare and release press releases involving events of significant police activity
- Organize, facilitate and supervise Police Explorer Program
- Utilize social media programs to enhance communications between police and citizens
- Facilitate department training
- Oversees and prepares policy revisions for approval

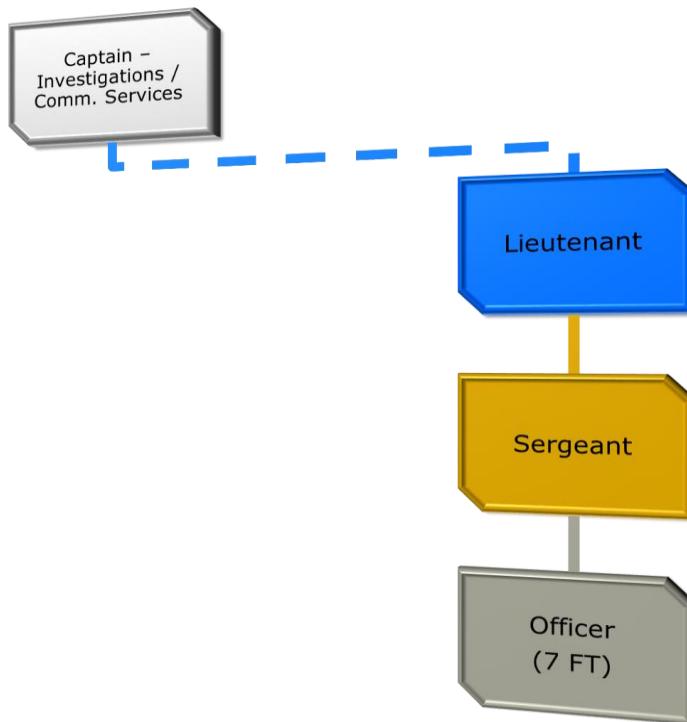
Community Services

Accomplishments for FY 2017

- Unified the faith-based organizations within the city for enhanced response and communications similar to that of the Business Watch Program.
- Continued to enhance our Neighborhood and Business Watch Programs.
- Utilized social media to continue to promote the agency and officer accomplishments.
- Developed and implemented a Neighborhood Advisory Newsletter which continues to provide statistical information and data to our citizens.

Goals for FY 2018

- Continue to enhance the Eye Watch program for broader participation.
- Facilitate the Orientation Phase of Field Training with a minimum of two members being "High Liability" instructors.
- Work towards cross training officers in all unit tasks to include gaining the Crime Prevention Practitioner designation.
- Combine the Neighborhood Watch meetings with the Neighborhood Advisory meetings and facilitate those meetings at a location within the existing patrol zones at a community-meeting place.
- Continue enhancing our Business Watch Program.



Community Policing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4110-521.12-10	REGULAR WAGES	523,463	561,094	607,452	666,093
001-4110-521.14-10	OVERTIME WAGES	43,765	45,740	51,000	51,000
001-4110-521.15-10	INCENTIVE	25,057	24,997	27,000	27,000
001-4110-521.21-10	FICA TAXES	43,572	46,052	43,637	48,176
001-4110-521.22-11	POLICE PENSION	245,430	190,768	211,681	203,299
001-4110-521.22-20	ICMA CITY CONTRIBUTION	2,284	2,647	3,410	3,509
001-4110-521.23-10	GROUP HEALTH/DENTAL	93,780	97,458	90,000	96,750
001-4110-521.23-11	LIFE INSURANCE	1,140	1,220	1,324	1,374
001-4110-521.23-12	AD&D INSURANCE	126	135	146	152
001-4110-521.23-13	DISABILITY INSURANCE	1,265	1,355	1,471	1,526
001-4110-521.24-10	WORKER'S COMPENSATION	16,429	16,969	17,965	21,271
001-4110-521.25-10	UNEMPLOYMENT COMPENSATION	88	91	91	91
001-4110-521.41-15	TELEPHONE EQUIPMENT	1,933	1,280	1,381	1,537
001-4110-521.41-20	MOBILE COMM DEVICES	1,363	1,421	2,184	4,100
001-4110-521.42-10	POSTAGE & FREIGHT	690	1,040	800	400
001-4110-521.44-60	EQUIP REPLACEMENT FUNDING	33,119	32,616	24,061	24,330
001-4110-521.44-63	COPIER RENTAL	-	-	1,000	1,000
001-4110-521.45-10	GENERAL LIABILITY	22,383	24,426	25,128	23,680
001-4110-521.45-11	RISK MGMT OPERATIONS	2,743	4,900	4,790	5,735
001-4110-521.45-30	VEHICLE INSURANCE	3,709	2,965	1,951	1,973
001-4110-521.46-10	MAINTENANCE CONTRACTS	5,241	4,283	7,131	6,600
001-4110-521.46-40	EQUIPMENT MAINTENANCE	513	1,066	2,000	2,000
001-4110-521.46-50	VEHICLE MAINTENANCE	15,456	15,951	15,603	16,482
001-4110-521.46-60	FLEET MAINT. OVERHEAD	1,298	1,433	2,019	2,219
001-4110-521.46-70	OTHER MAINTENANCE	31	-	-	-
001-4110-521.47-10	PRINTING & BINDING	3,748	3,192	3,800	3,800
001-4110-521.47-30	COPIER	4,754	276	587	419
001-4110-521.48-10	PROMOTIONAL ACTIVITIES	5,323	5,260	7,000	7,500
001-4110-521.52-10	GENERAL OPERATING SUPPLY	3,462	2,729	6,740	7,237
001-4110-521.52-20	FUEL	12,652	7,135	15,239	15,524
001-4110-521.52-70	CLOTHING	10,825	7,289	11,165	11,165
001-4110-521.52-90	EQUIPMENT UNDER \$5,000	204	21	900	900
001-4110-521.54-10	BOOKS & PERIODICALS	190	208	210	240
001-4110-521.54-20	MEMBERSHIPS	100	185	280	315
Totals		1,126,136	1,106,203	1,189,146	1,257,397
% Change from Prior Year		-2.6%	-1.8%	7.5%	5.7%

Emergency Communications

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	989,895	988,969	1,046,979	1,038,186
Operating Expenses	80,384	82,253	101,482	102,882
Capital Outlay	-	-	64,600	-
Total	\$ 1,070,279	\$ 1,071,222	\$ 1,213,061	\$ 1,141,068
No. of Positions				
Full-time	17	17	17	17
Part-time	2	2	2	2
Seasonal	-	-	-	-
Total FTE's	19	19	19	19
	18.0	18.0	18.0	18.0

Program Summary:

The Emergency Communications Unit is responsible for providing immediate, accurate and comprehensive dispatching in response to emergency 9-1-1 calls and non-emergency requests for police and fire/emergency medical services. Operators search and obtain information from the Florida and National Criminal Justice Networks to assist in the apprehension of wanted offenders and the recovery of stolen property. Unit personnel utilize a Computer Aided Dispatch (CAD) System and a 800 Megahertz P25 Digital Radio Communication Network to respond to all such requests by dispatching the required assistance in a timely manner. The Communications Manager coordinates all of the handheld and mobile radio maintenance and repairs for all of the City personnel that are assigned a radio unit and coordinates the annual certification of all members to access the various systems. A City-owned 28-foot mobile command vehicle is available to the personnel for receiving calls for service and for directly dispatching from the scene of a man-made or a natural disaster or from the location of a special event.

Level of Service Provided in Budget:

- Answer emergency 911 calls for both police and fire service
- Answer 98% of emergency 911 calls within 10 seconds
- Answer non-emergency calls for service
- Provide life saving medical information to callers prior to the arrival of EMS personnel
- Conduct local, state and federal criminal history checks

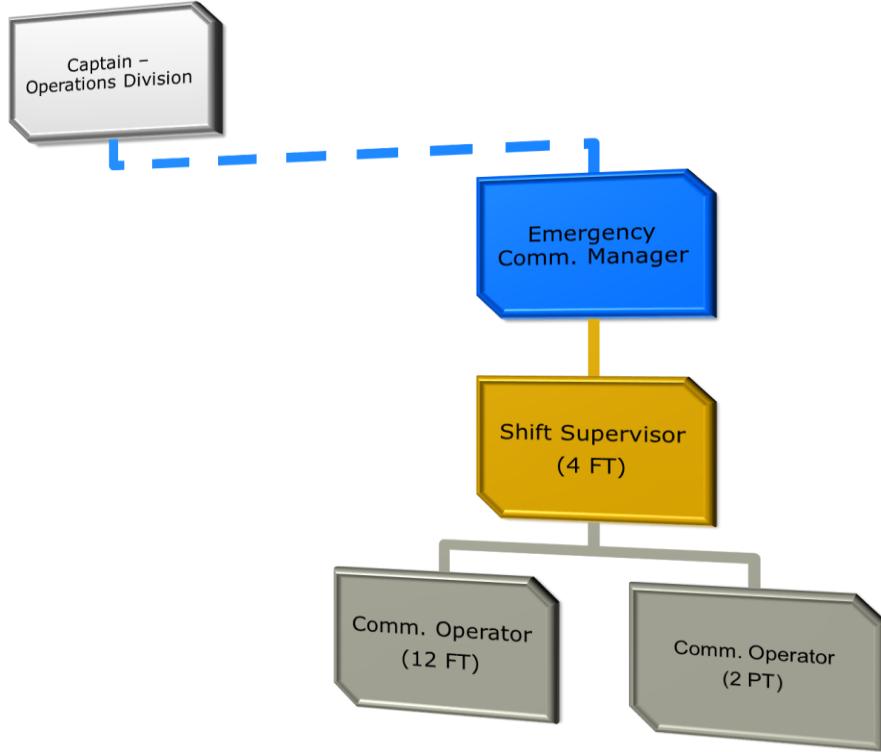
Emergency Communications

Accomplishments for FY 2017

- Processed emergency calls in less than 2 minutes.
- Processed non-emergency calls for service in 4 minutes or less.
- Answered 911 calls in 10 seconds or less 98% of the time.
- C.I.T. certification achieved for 60% of Communications Operators.
- Achieved 100% compliance with State Public Safety Telecommunicator Program.

Goals for FY 2018

- Process non- emergency calls for service in 4 minutes or less.
- Answer 911 calls in 10 seconds or less 98% of the time.
- Process Fire/EMS calls for service in 60 seconds or less 90% of the time.
- Achieve C.I.T. certification for 75% of Communications Operators.
- Revise the training program to be certified by the State under the Public Safety Telecommunicator Program.



Emergency Communications

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-4111-525.12-10	REGULAR WAGES	611,839	612,847	686,325	665,681
001-4111-525.13-10	OTHER SAL/PART TIME	1,976	7,318	36,303	37,428
001-4111-525.14-10	OVERTIME WAGES	100,165	89,993	50,000	50,000
001-4111-525.21-10	FICA TAXES	50,009	49,585	50,703	50,076
001-4111-525.22-10	PENSION	43,326	39,012	47,638	46,193
001-4111-525.22-20	ICMA CITY CONTRIBUTION	1,269	1,318	1,358	1,406
001-4111-525.23-10	GROUP HEALTH/DENTAL	177,140	184,758	170,000	182,750
001-4111-525.23-11	LIFE INSURANCE	1,324	1,332	1,489	1,443
001-4111-525.23-12	AD&D INSURANCE	146	147	165	159
001-4111-525.23-13	DISABILITY INSURANCE	1,471	1,480	1,655	1,603
001-4111-525.24-10	WORKER'S COMPENSATION	1,064	1,006	1,150	1,264
001-4111-525.25-10	UNEMPLOYMENT COMPENSATION	166	171	193	183
001-4111-525.41-15	TELEPHONE - EQUIP CHGS	9,746	12,796	9,740	10,053
001-4111-525.41-20	MOBILE COMM DEVICES	591	597	792	1,500
001-4111-525.42-10	POSTAGE & FREIGHT	115	80	100	100
001-4111-525.44-63	COPIER RENTAL	-	-	1,250	1,250
001-4111-525.45-10	GENERAL LIABILITY	27,313	27,756	28,391	26,446
001-4111-525.45-11	RISK MGMT OPERATIONS	3,348	5,568	5,412	6,405
001-4111-525.46-10	MAINTENANCE CONTRACTS	21,622	22,442	36,710	37,760
001-4111-525.46-40	EQUIPMENT MAINTENANCE	4,011	3,213	6,000	6,000
001-4111-525.47-30	COPIER	2,863	262	309	390
001-4111-525.51-20	OFFICE EQUIP UNDER \$5,000	-	1,215	1,200	1,200
001-4111-525.52-10	GENERAL OPERATING SUPPLY	1,859	1,736	2,019	2,119
001-4111-525.52-70	CLOTHING	6,239	4,310	6,928	6,928
001-4111-525.52-90	EQUIPMENT UNDER \$5,000	1,374	1,003	1,200	1,200
001-4111-525.54-10	BOOKS & PERIODICALS	675	683	718	718
001-4111-525.54-20	MEMBERSHIPS	628	591	713	813
001-4111-525.64-50	MACHINERY & EQUIPMENT	-	-	64,600	-
Totals		1,070,279	1,071,222	1,213,061	1,141,068
% Change from Prior Year		-2.3%	0.1%	13.2%	-5.9%

HIDTA Grant Program

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	65,879	70,585	71,222	71,981
Operating Expenses	899,852	994,635	757,069	949,584
Capital Outlay	144,451	11,293	-	-
Total	\$ 1,110,182	\$ 1,076,513	\$ 828,291	\$ 1,021,565
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

HIDTA (High Intensity Drug Trafficking Area) is a federally grant funded drug task force . The City serves as a program administrator and all personnel and operating costs are a pass through and reimbursed.

Level of Service Provided in Budget:

- Funding is reimbursed, see program summary above.



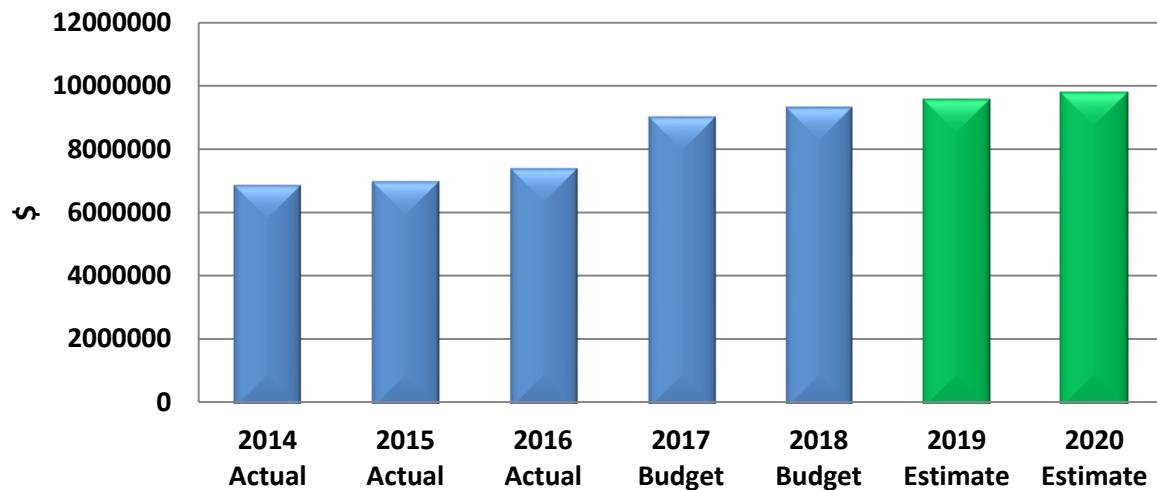
public works

Public Works Department

Mission: To provide our community with the highest quality, cost efficient public service through planning, technical engineering, construction and project management and maintenance of all City streets, sidewalks, parking lots, facilities, storm water collection systems, streetlights, traffic signals, lakes and other related public infrastructure.

Historical Spending & Future Estimated Expenditures

Public Works



*Excludes Stormwater spending.

**FY 17 reflects pass-through cost of commercial billing for waste services.

Key Performance Indicators

Indicator	Actual	Goal	Goal
Indicator	FY 16	FY 17	FY 18
% of Roadways with Sidewalk	61.0%	61.5%	62.0%
% of streets meeting or exceeding PASER 5 condition rating	90%	85%	85%
Construct new sidewalk (feet)	4,000	5,000	5,000

Public Works Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	298,850	319,356	313,816	264,101
Operating Expenses	25,158	20,035	20,877	18,898
Capital Outlay	-	-	-	-
Total	\$ 324,008	\$ 339,391	\$ 334,693	\$ 282,999
No. of Positions				
Full-time	3	3	2	2
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	3	2	2
FTE's	3.0	3.0	2.0	2.0

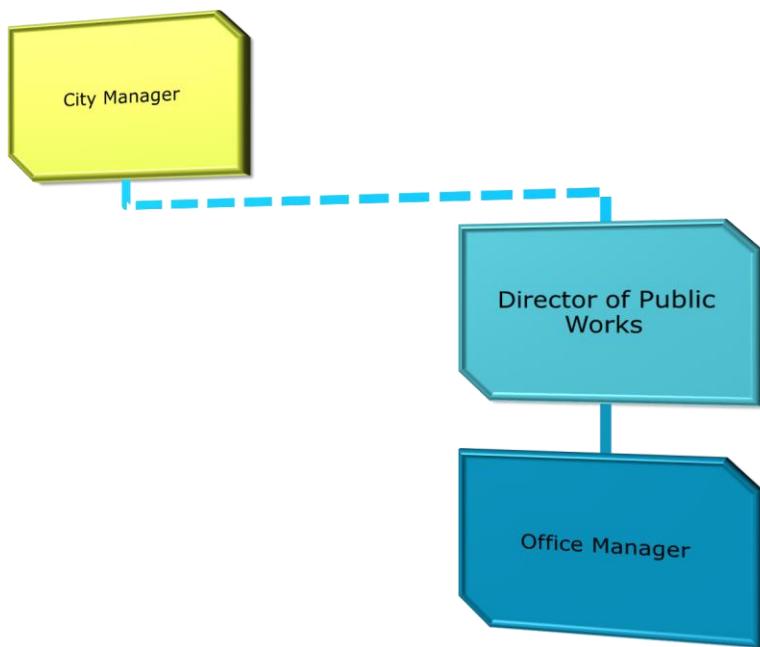
Program Summary:

Public Works Administration provides day-to-day management of the Public Works Department.

Level of Service Provided in Budget

- Provide policy direction, program evaluation, budget management and controls for the entire Public Works Department.
- Continue to respond to resident phone calls and requests for information.
- Provide administrative support to Lakes, Stormwater and Engineering Divisions.
- Improve communications with citizens and solicit feedback on service levels

Public Works Administration



Public Works Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3101-539.12-10	REGULAR WAGES	228,590	245,622	243,285	208,806
001-3101-539.21-10	FICA TAXES	16,000	16,843	16,259	14,103
001-3101-539.22-10	PENSION	16,546	17,796	17,621	15,229
001-3101-539.22-20	ICMA CITY CONTRIBUTION	2,722	3,009	2,955	3,063
001-3101-539.23-10	GROUP HEALTH/DENTAL	31,260	32,335	30,000	21,500
001-3101-539.23-11	LIFE INSURANCE	498	528	531	453
001-3101-539.23-12	AD&D INSURANCE	55	59	59	50
001-3101-539.23-13	DISABILITY INSURANCE	553	587	590	503
001-3101-539.24-10	WORKER'S COMPENSATION	2,595	2,531	2,486	374
001-3101-539.25-10	UNEMPLOYMENT COMPENSATION	31	31	30	20
001-3101-539.40-10	TRAVEL & TRAINING	4,055	605	735	735
001-3101-539.41-15	TELEPHONE - EQUIP CHGS	1,450	960	1,036	1,153
001-3101-539.41-16	AIRCARDS	-	-	-	-
001-3101-539.41-20	MOBILE COMM DEVICES	1,062	820	2,000	2,000
001-3101-539.42-10	POSTAGE & FREIGHT	-	-	-	-
001-3101-539.44-63	COPIER RENTAL	-	-	425	425
001-3101-539.45-10	GENERAL LIABILITY	9,339	9,708	10,064	7,854
001-3101-539.45-11	RISK MGMT OPERATIONS	1,145	1,947	1,918	1,902
001-3101-539.45-40	OTHER INSURANCE	-	-	-	-
001-3101-539.47-30	COPIER	2,579	524	297	279
001-3101-539.48-10	PROMOTIONAL ACTIVITIES	484	-	200	100
001-3101-539.52-10	GENERAL OPERATING SUPPLY	4,352	4,269	3,000	3,000
001-3101-539.54-20	MEMBERSHIPS	692	1,202	1,202	1,200
Totals		324,008	339,391	334,693	282,999
% Change from Prior Year		1.8%	4.7%	-1.4%	-15.4%

*Reclassified and moved a position to Facilities in FY 2017.

Engineering

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	663,047	684,719	715,146	737,074
Operating Expenses	71,622	76,435	80,474	80,593
Capital Outlay	-	-	-	-
Total	\$ 734,669	\$ 761,154	\$ 795,620	\$ 817,667
No. of Positions				
Full-time	9	8	8	8
Part-time	-	1	1	1
Seasonal	-	-	-	-
Total	9	9	9	9
FTE's	9.0	8.5	8.5	8.5

Program Summary:

The Engineering Division provides technical expertise and contract administration in the planning, design, implementation and inspection of city projects.

Level of Service Provided in Budget

- Continue seeking grant opportunities
- Maintains official technical records
- Continue to review and issue Rights of Way permits.
- Prepare design contract bid packages for CIP projects, Operations and Maintenance programs.
- Oversee sidewalk replacement and repair program.
- Oversee pedestrian and bicycle programs in the City.
- Oversees City construction projects.
- Continue to design plans for in-house projects.

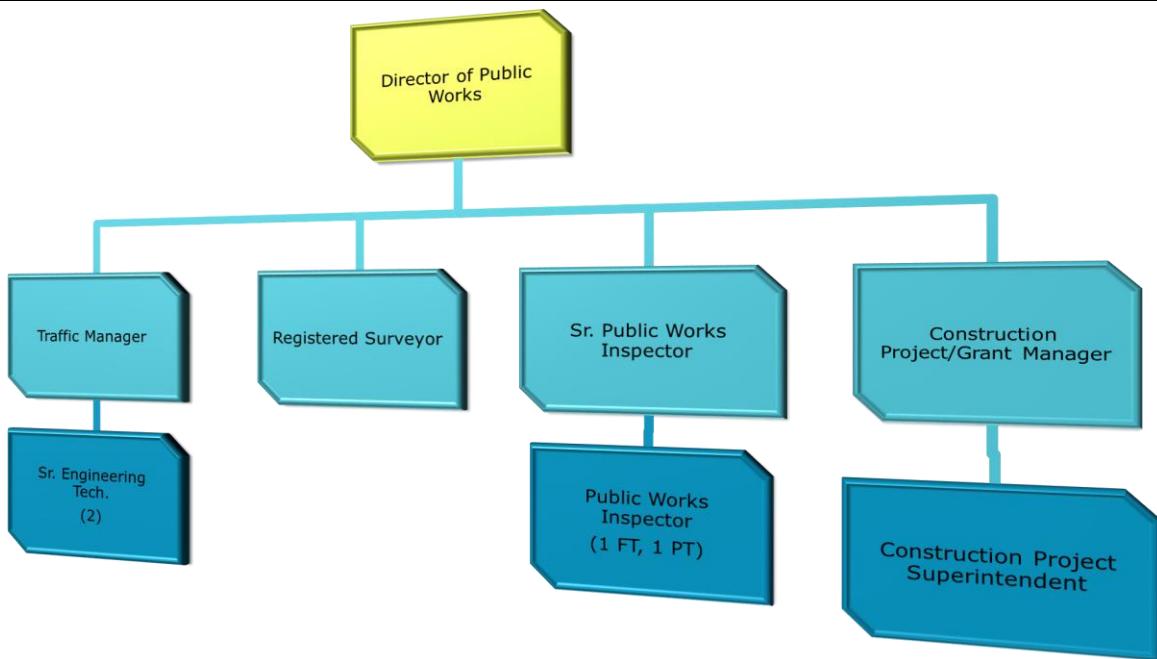
Engineering

Accomplishments for FY 2017

Implemented a 17/92 retiming study
Completed design of the Bicycle Wayfinding plan
Began design of St. Andrews Trail
Initiated new Transportation Board
Managed renovations to Fire Station 64

Goals for FY 2018

Implementation of quiet zones.
Lake Howell Pond reconfiguration
Completion of St. Andrews Trail
Manage construction of Winter Park Library, Event Center and Garage
Oversee MLK master plan renovations
Develop Mobility Plan
New York Avenue Streetscape Project



Engineering

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3112-539.12-10	REGULAR WAGES	491,337	506,207	520,400	530,756
001-3112-539.13-10	PART TIME/TEMPORARY	6,055	7,060	27,074	28,476
001-3112-539.21-10	FICA TAXES	35,682	36,685	38,918	40,287
001-3112-539.22-10	PENSION	34,304	35,436	36,190	37,153
001-3112-539.22-20	ICMA CITY CONTRIBUTION	4,604	4,736	4,803	4,924
001-3112-539.23-10	GROUP HEALTH/DENTAL	83,360	87,169	80,000	86,000
001-3112-539.23-11	LIFE INSURANCE	1,067	1,102	1,124	1,156
001-3112-539.23-12	AD&D INSURANCE	118	122	124	128
001-3112-539.23-13	DISABILITY INSURANCE	1,185	1,224	1,249	1,284
001-3112-539.24-10	WORKER'S COMPENSATION	5,249	4,871	5,173	6,819
001-3112-539.25-10	UNEMPLOYMENT COMPENSATION	86	88	91	91
001-3112-539.34-40	CONTRACTUAL SERVICE	10,742	15,416	15,000	15,000
001-3112-539.40-10	TRAVEL & TRAINING	239	804	600	600
001-3112-539.41-15	TELEPHONE - EQUIP CHGS	3,867	2,560	2,762	3,075
001-3112-539.41-16	AIRCARDS	1,299	1,298	1,200	1,200
001-3112-539.41-20	MOBILE COMM DEVICES	2,705	2,990	2,800	2,800
001-3112-539.42-10	POSTAGE & FREIGHT	37	-	-	-
001-3112-539.44-60	EQUIP REPLACEMENT FUNDING	4,140	6,253	8,012	8,102
001-3112-539.44-63	COPIER RENTAL	-	-	413	413
001-3112-539.45-10	GENERAL LIABILITY	19,777	20,849	21,387	21,034
001-3112-539.45-11	RISK MGMT OPERATIONS	2,424	4,182	4,076	5,094
001-3112-539.45-30	VEHICLE INSURANCE	464	568	650	657
001-3112-539.46-50	VEHICLE MAINTENANCE	8,455	5,996	7,411	7,432
001-3112-539.46-60	FLEET MAINT. OVERHEAD	1,014	1,041	959	1,000
001-3112-539.47-10	PRINTING & BINDING	-	-	-	-
001-3112-539.47-30	COPIER	3,089	499	288	270
001-3112-539.49-50	OTHER CURRENT CHARGES	492	567	400	400
001-3112-539.51-20	OFFICE EQUIP UNDER \$5,000	-	-	-	-
001-3112-539.52-10	GENERAL OPERATING SUPPLY	5,371	8,594	7,350	7,350
001-3112-539.52-20	FUEL	6,050	3,886	5,966	4,966
001-3112-539.52-70	CLOTHING	764	932	500	500
001-3112-539.54-20	MEMBERSHIPS	693	-	700	700
Totals		734,669	761,154	795,620	817,667
% Change from Prior Year		-0.8%	3.6%	4.5%	2.8%

Streets Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	241,390	249,790	248,870	264,142
Operating Expenses	34,169	42,494	45,033	62,911
Capital Outlay	-	-	-	-
Total	\$ 275,559	\$ 292,284	\$ 293,903	\$ 327,053
No. of Positions				
Full-time	3	3	3	3
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	3	3	3
FTE's	3.0	3.0	3.0	3.0

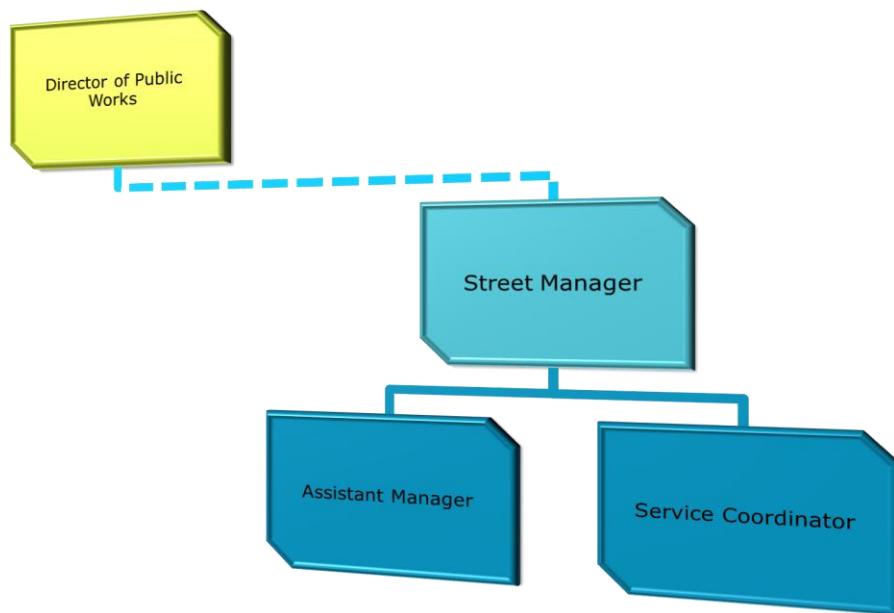
Program Summary:

Streets Administration oversees the daily operations of the Streets division. Coordination is performed for all Street Paving, Asphalt Repairs, Storm Drain maintenance, repairs and new installations, and emergency and minor Concrete repairs and maintenance.

Level of Service Provided in Budget

- Oversee Traffic Control Operations, Signs and Markings, and Signal Maintenance and Inspections.
- Coordination of street paving, asphalt repairs, storm drain maintenance, emergency and concrete repairs and maintenance.

Streets Administration



Streets Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3102-541.12-10	REGULAR WAGES	171,111	176,324	179,292	187,904
001-3102-541.14-10	OVERTIME WAGES	1,669	2,174	1,000	2,000
001-3102-541.21-10	FICA TAXES	12,580	12,794	12,624	13,264
001-3102-541.22-10	PENSION	12,095	12,495	12,550	13,153
001-3102-541.22-20	ICMA CITY CONTRIBUTION	2,226	2,702	2,736	2,879
001-3102-541.23-10	GROUP HEALTH/DENTAL	31,260	32,834	30,000	32,250
001-3102-541.23-11	LIFE INSURANCE	373	383	390	407
001-3102-541.23-12	AD&D INSURANCE	41	42	43	45
001-3102-541.23-13	DISABILITY INSURANCE	414	425	434	452
001-3102-541.24-10	WORKER'S COMPENSATION	9,590	9,586	9,771	11,758
001-3102-541.25-10	UNEMPLOYMENT COMPENSATION	31	31	30	30
001-3102-541.40-10	TRAVEL & TRAINING	922	345	1,500	1,500
001-3102-541.41-15	TELEPHONE - EQUIP CHGS	1,622	1,408	1,430	1,153
001-3102-541.41-20	MOBILE COMM DEVICES	2,308	2,260	2,500	2,500
001-3102-541.44-60	EQUIP REPLACEMENT FUNDING	5,018	6,253	13,502	24,756
001-3102-541.44-63	COPIER RENTAL	-	-	625	625
001-3102-541.45-10	GENERAL LIABILITY	6,971	7,226	7,417	7,068
001-3102-541.45-11	RISK MGMT OPERATIONS	854	1,450	1,414	1,712
001-3102-541.45-30	VEHICLE INSURANCE	562	568	1,095	2,007
001-3102-541.46-50	VEHICLE MAINTENANCE	5,307	10,709	5,358	6,263
001-3102-541.46-60	FLEET MAINT. OVERHEAD	555	444	693	843
001-3102-541.47-30	COPIER	103	112	139	158
001-3102-541.52-10	GENERAL OPERATING SUPPLY	3,583	5,625	3,500	3,500
001-3102-541.52-20	FUEL	2,765	4,571	2,460	7,426
001-3102-541.52-70	CLOTHING	2,564	1,310	2,600	2,600
001-3102-541.52-90	EQUIPMENT UNDER \$5,000	720	-	500	500
001-3102-541.54-20	MEMBERSHIPS	315	212	300	300
Totals		275,559	292,284	293,903	327,053
% Change from Prior Year		2.3%	6.1%	0.6%	11.3%

Traffic Control

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	203,121	208,014	203,088	212,443
Operating Expenses	160,571	169,960	165,325	168,655
Capital Outlay	-	-	-	-
Total	\$ 363,692	\$ 377,974	\$ 368,413	\$ 381,098
No. of Positions				
Full-time	3	3	3	3
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	3	3	3
FTE's	3.0	3.0	3.0	3.0

Program Summary:

Traffic Control is responsible for providing routine and systematic maintenance of all traffic control devices within the city limits. In-house staff handles most repairs, installations, and maintenance of traffic signals, traffic signs, and pavement markings. Contracted personnel are on call twenty-four hours every day to respond for emergency repairs. Traffic Control also provides Maintenance of Traffic (MOT) plans for many in-house construction projects to safely and efficiently guide vehicles and pedestrians around work zones.

Level of Service Provided in Budget

In accordance with State and Federal guidelines, 49 signalized intersections and 8 flashing signalized school zones are in place to ensure the safe and timely movement of pedestrians, cyclists, and motorized vehicles throughout the City. These signals and school zones are inspected routinely by in-house staff.

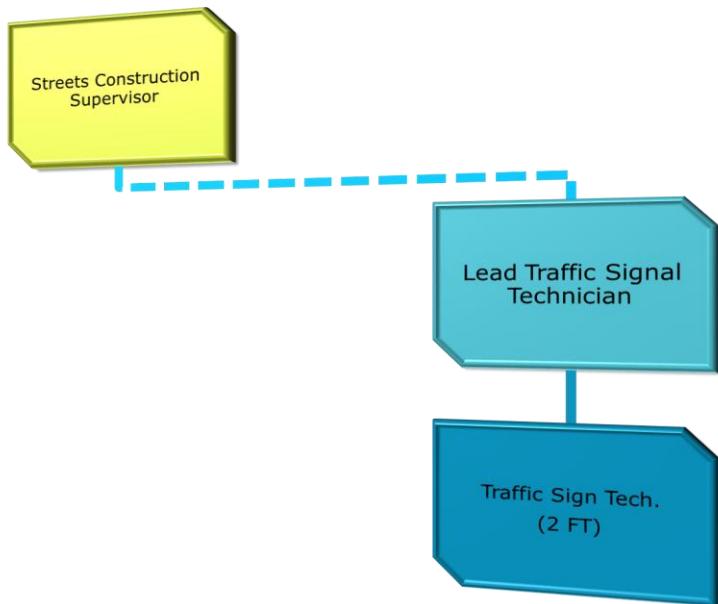
Traffic Control

Accomplishments for FY 2017

Completed 80 % of the Street sign replacements with the new style Street signs
Completed Installation of new signage and painting for traffic control/parking zones on Center Street
Installed 20 new bike route signs at various locations
Made 973 new signs and installed them city wide.

Goals for FY 2018

Continue the replacement / Upgrades of the Street Signs throughout the City
Continue Upgrades to the city's signalized intersections



Traffic Control

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3103-541.12-10	REGULAR WAGES	125,508	129,250	131,569	136,255
001-3103-541.14-10	OVERTIME WAGES	10,675	11,115	8,000	8,000
001-3103-541.15-10	INCENTIVE	5,320	5,140	5,500	5,500
001-3103-541.21-10	FICA TAXES	10,370	9,958	8,807	9,154
001-3103-541.22-10	PENSION	9,789	10,300	9,210	9,538
001-3103-541.23-10	GROUP HEALTH/DENTAL	31,260	32,169	30,000	32,250
001-3103-541.23-11	LIFE INSURANCE	271	282	288	297
001-3103-541.23-12	AD&D INSURANCE	30	31	32	33
001-3103-541.23-13	DISABILITY INSURANCE	301	313	320	330
001-3103-541.24-10	WORKER'S COMPENSATION	9,566	9,424	9,332	11,056
001-3103-541.25-10	UNEMPLOYMENT COMPENSATION	31	31	30	30
001-3103-541.34-40	CONTRACTUAL SERVICE	27,226	22,015	20,000	25,000
001-3103-541.40-10	TRAVEL & TRAINING	1,710	383	2,000	2,000
001-3103-541.41-15	TELEPHONE - EQUIP CHGS	2,865	2,413	953	769
001-3103-541.41-16	AIRCARDS	433	433	480	480
001-3103-541.41-20	MOBILE COMM DEVICES	630	880	800	800
001-3103-541.43-70	ELECTRICITY	55,934	54,088	59,000	55,000
001-3103-541.44-60	EQUIP REPLACEMENT FUNDING	5,959	7,034	10,461	12,228
001-3103-541.45-10	GENERAL LIABILITY	5,077	5,406	5,443	5,125
001-3103-541.45-11	RISK MGMT OPERATIONS	622	1,084	1,037	1,241
001-3103-541.45-30	VEHICLE INSURANCE	667	639	848	991
001-3103-541.46-50	VEHICLE MAINTENANCE	6,707	8,827	8,166	8,695
001-3103-541.46-60	FLEET MAINT. OVERHEAD	2,162	1,634	1,057	1,170
001-3103-541.52-10	GENERAL OPERATING SUPPLY	45,023	60,286	50,000	50,000
001-3103-541.52-20	FUEL	3,906	3,274	3,780	3,556
001-3103-541.52-70	CLOTHING	1,305	1,299	1,000	1,300
001-3103-541.54-20	MEMBERSHIPS	345	265	300	300
Totals		363,692	377,974	368,413	381,098
% Change from Prior Year		6.3%	3.9%	-2.5%	3.4%

Sidewalks/Bikepaths/Curbs

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	278,770	299,031	300,000	325,000
Capital Outlay				
Total	\$ 278,770	\$ 299,031	\$ 300,000	\$ 325,000
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

Work is performed using contractors under direct City staff supervision. This program provides for the construction and maintenance of sidewalks, curbs, and curb cut ramps within the City in order to meet Americans with Disabilities Act (ADA) criteria and to safely and efficiently move pedestrians, and young or unskilled cyclists.

Sidewalk construction/maintenance is performed at a risk mitigation level of service which means that once sidewalk problems (uplifts, separations, crushed or missing sections) are reported, the area is secured as necessary and repairs are performed promptly, usually within two weeks at the outset. Additionally, inspections are performed in a one block radius of the reported problem so that we are efficient in the use of our staff and/or contractual costs since there is a mobilization minimum built into our contractor agreement.

Level of Service Provided in Budget

The City currently has an inventory of over 157 miles of concrete sidewalk, 150 miles of concrete curb, and over 500 wheelchair accessible curb cut ramps.

Accomplishments for FY 2017

Bicycle Wayfinding Pilot Project Signs Implemented from Cady Way to Meade Gardens.

New Streetname sign conversion is approximately 75 % complete.

Sidewalks completed are: Executive Drive, Preserve Point, Webster Ave, Minnesota Ave, Oak Place, and Glenridge Way. Constructed 3635 LF of sidewalk as July 1.

The Transportation Advisory Board (TAB) was established. TAB was instrumental in rewriting the Transportation Element of the Comprehensive Plan Update.

Goals for FY 2018

Complete Design for the St Andrews Trail.

Complete Construction of the Denning Drive Multiuse Trail from Orange Ave to Webster Ave.

Begin Design for Denning Drive Multiuse Trail from Orange Ave to Mead Gardens.

The Transportation Advisory Board completion of a Mobility Plan.

Implement Bikeshare & expand bicycle wayfinding.

Continue Maintenance of existing sidewalks and curb.

Installation of sidewalk, curb and wheelchair accessible ramps as needed.

Sidewalk, Bikepath & Curb

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3105-541.34-40	CONTRACTUAL SERVICE	206,988	162,590	150,000	150,000
001-3105-541.53-40	OTHER ROAD MATERIALS	71,782	136,441	150,000	175,000
	Totals	278,770	299,031	300,000	325,000
	% Change from Prior Year	NA	7.3%	0.3%	8.3%

Refuse Service

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	2,400,492	2,506,477	3,818,110	3,895,000
Capital Outlay				
Total	\$ 2,400,492	\$ 2,506,477	\$ 3,818,110	\$ 3,895,000
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

The City recently underwent a renewal of waste services and Waste Pro USA was awarded the contract to operate solid waste and recycling services within the City of Winter Park. The City now handles the billing of commercial accounts as well as residential, and starting in FY 2017 those costs are reflected as a pass-through in the budget.

Level of Service Provided in Budget

Funding provides for solid waste services provided in contract by Waste Pro. Includes trash pick-up twice a week, recycling once a week, yard waste once, and bulk items once a week. Additional commercial and business services are also performed. As part of the contract, the city manages all billing of commercial accounts which had previously been directly handled by the waste company. Now customers of Winter Park will have one location to call for all billing concerns. The increase in operating expenses for this pass-through expense is reflected in actual and budget totals and accounts for the increases in cost. Corresponding revenues have also been increased to reflect this change and offset all increases in costs.

Refuse Service

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3109-534.34-40	CONTRACTUAL SERVICE	2,219,876	2,290,652	3,626,110	-
001-3109-534.34-41	SPECIAL PICK UP	4,571	9,740	6,000	8,000
001-3109-534.34-46	CENTER ST COMPACTORS	160,464	174,136	160,000	165,000
001-3109-534.34-47	WILLIAMS SONOMA COMPACTOR	9,981	22,558	20,000	20,000
001-3109-534.34-48	SHARED RECYCLE-CENTER ST	5,600	9,390	6,000	17,000
001-3109-534.34-49	GARBAGE & TRASH COLLECTIO	-	-	-	2,820,000
001-3109-534.34-51	GARBAGE & TRASH - DISPOSA	-	-	-	865,000
Totals		2,400,492	2,506,477	3,818,110	3,895,000
% Change from Prior Year		NA	4.4%	52.3%	2.0%

*FY 17-18 reflects the restructured solid waste contract and addition of pass-through billing for commercial accounts.

Street Paving

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	333,908	347,452	337,901	352,443
Operating Expenses	334,952	357,218	367,762	367,485
Capital Outlay	-	-	-	-
Total	\$ 668,860	\$ 704,670	\$ 705,663	\$ 719,928
No. of Positions				
Full-time	6	6	6	6
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	6	6	6	6
FTE's	6	6	6	6

Program Summary:

This Division is responsible for the resurfacing of asphalt streets and repairing of brick streets throughout the City using in-house staff and equipment. The City of Winter Park has 117 miles of roads with heavy traffic flows on an aging infrastructure. Brick streets make up approximately 20 miles of roadway.

Level of Service Provided in Budget

- Perform new road base installation.
- Supports 117 roads.

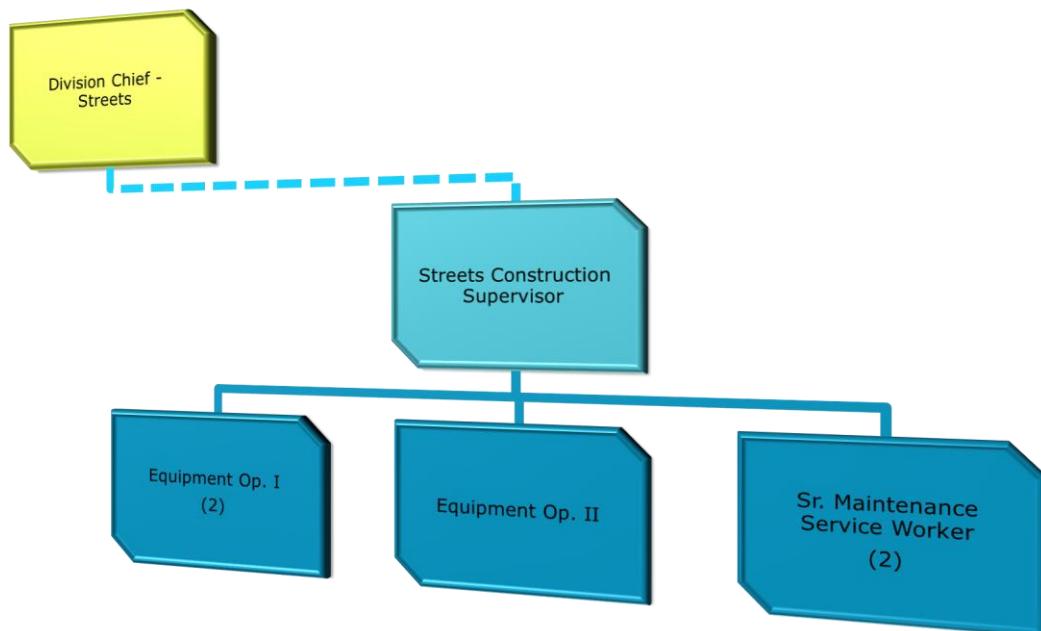
Street Paving

Accomplishments for FY 2017

Completed Modifications & Paving of the RR tracks crossing at Holt and Pennsylvania.
Completed Modifications & Paving of the RR tracks crossing at Webster and Pennsylvania.
Completed Paving and Micro surfacing of 6.4 Lane miles of Road
Completed Approx. 92000 Sq ft of Brick repairs at various Locations
Completed repaving of Webster Ave from the RR Tracks to Georgia Ave.
Completed repaving of north portion of Sunnyside Dr.
Completed Micro surfacing of Beloit Ave., Misty Ln., Waterfall Ln., Virginia Ave., Keyes Ave.
Completed Micro surfacing of N. New York Ave., N. Pennsylvania Ave.
Completed rebricking repairs on Winter Park Rd - Glenridge Ave to Lake Sue Ave.
Completed rebricking of E. Reading Way

Goals for FY 2018

Pave 4.5 Lane Miles of Roads in the City
Compete Approx. 30,000 Sq Ft. of Street Brick Repair



Street Paving

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3115-541.12-10	REGULAR WAGES	215,815	220,134	221,971	226,901
001-3115-541.12-20	TEMPORARY SUPERVISOR	186	-	-	-
001-3115-541.14-10	OVERTIME WAGES	6,288	10,784	7,000	8,000
001-3115-541.15-10	INCENTIVE	1,010	2,220	1,500	1,500
001-3115-541.21-10	FICA TAXES	15,603	16,552	15,443	16,086
001-3115-541.22-10	PENSION	15,655	16,348	15,328	15,883
001-3115-541.23-10	GROUP HEALTH/DENTAL	62,520	65,169	60,000	64,500
001-3115-541.23-11	LIFE INSURANCE	472	470	480	495
001-3115-541.23-12	AD&D INSURANCE	52	52	53	55
001-3115-541.23-13	DISABILITY INSURANCE	525	522	533	550
001-3115-541.24-10	WORKER'S COMPENSATION	15,721	15,140	15,532	18,412
001-3115-541.25-10	UNEMPLOYMENT COMPENSATION	61	61	61	61
001-3115-541.34-40	CONTRACTUAL SERVICE	55,026	78,508	80,000	80,000
001-3115-541.40-10	TRAVEL & TRAINING	51	991	800	800
001-3115-541.41-15	TELEPHONE - EQUIP CHGS	541	469	477	384
001-3115-541.41-20	MOBILE COMM DEVICES	745	795	1,000	1,000
001-3115-541.45-10	GENERAL LIABILITY	10,000	9,211	9,058	8,534
001-3115-541.45-11	RISK MGMT OPERATIONS	1,226	1,848	1,727	2,067
001-3115-541.46-50	VEHICLE MAINTENANCE	125	-	-	-
001-3115-541.52-10	GENERAL OPERATING SUPPLY	2,266	3,501	2,500	2,500
001-3115-541.52-70	CLOTHING	2,170	2,115	2,200	2,200
001-3115-541.53-40	OTHER ROAD MATERIALS	262,802	259,780	270,000	270,000
Totals		668,860	704,670	705,663	719,928
% Change from Prior Year		2.4%	5.4%	0.1%	2.0%

Facilities Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	636,436	730,855	848,086	957,493
Operating Expenses	1,113,825	1,193,123	1,340,939	1,430,599
Capital Outlay	-	8,071	37,000	9,700
Total	\$ 1,750,261	\$ 1,932,048	\$ 2,226,025	\$ 2,397,792
No. of Positions				
Full-time	11	11	14	14
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	11	11	14	14
FTE's	11	11	14	14

Program Summary:

The Facilities Management Division is responsible for maintenance of city owned buildings including but not limited to: air conditioning, heating & refrigeration, carpentry, electrical, painting, and plumbing. This Division is working towards reducing the amount of energy used in various buildings with-in the City. To accomplish this we are installing energy efficient lighting and ballasts, controlling air conditioning and heating control setting, tinting of windows and similar practices. Recycling of mercury containing items, ballast, batteries and old paint are also a priority to protect the environment. In FY 16 the budget includes the addition of an Assistant Manager to assist with project coordination. As most facility projects are completed in-house to save on cost, this will speed up project completion time improving service at our parks, civic facilities, and other public buildings.

Level of Service Provided in Budget

- Maintaining 125 City owned buildings and/or structures (a total of 385,492 square feet), various parks & ball field structures.
- Coordinate 62 service contracts.

Facilities Management

Accomplishments for FY 2017

Assisted with remodeling and maintenance projects throughout the city.

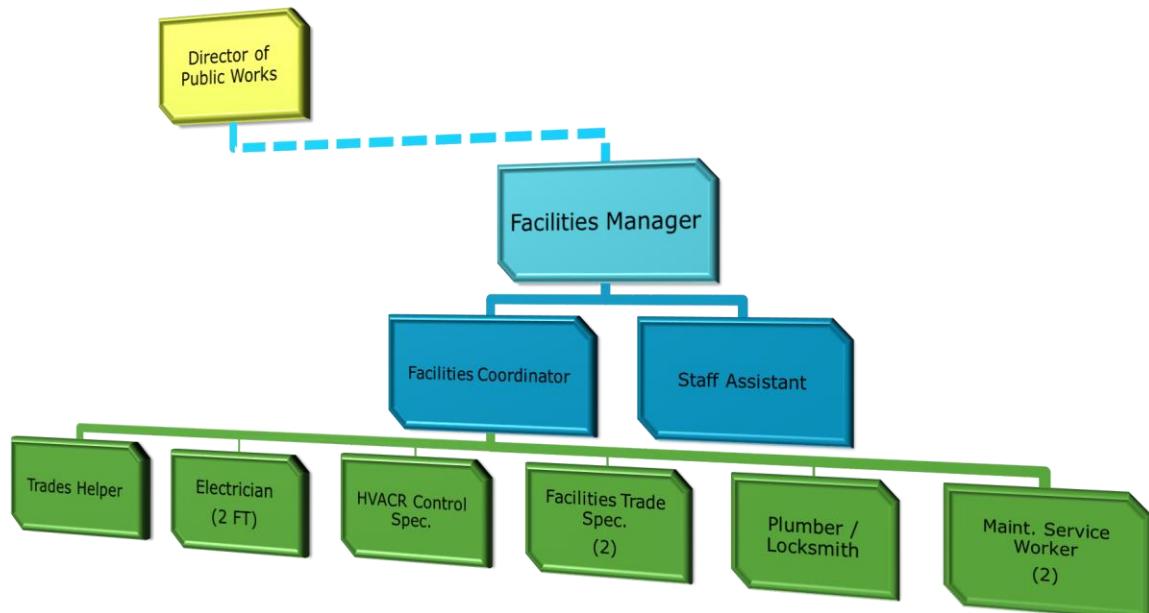
Worked with holiday events including the Christmas lights, banners & decorations, and Ice Rink set-up and breakdown.

Assisted on projects such as the Fire Station 64 refurbishment, the new warehouse construction, the scoreboard at Showalter, the Showalter facility and turf replacement, and new field lighting at Ward Park and the Tennis courts.

Goals for FY 2018

Complete Facility Replacement funding schedule to determine future facility repair and maintenance needs.

Evaluate trades positions for competitiveness and review potential outsourcing of services.



Facilities Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
001-3110-539.12-10	REGULAR WAGES	436,757	495,399	593,569	660,289
001-3110-539.14-10	OVERTIME WAGES	16,823	15,123	22,670	22,140
001-3110-539.21-10	FICA TAXES	31,851	35,856	39,588	48,078
001-3110-539.22-10	PENSION	17,617	35,591	39,100	46,220
001-3110-539.22-20	ICMA CITY CONTRIBUTION	2,708	3,007	3,014	3,227
001-3110-539.23-10	GROUP HEALTH/DENTAL	114,620	128,291	130,000	150,500
001-3110-539.23-11	LIFE INSURANCE	946	1,062	1,222	1,444
001-3110-539.23-12	AD&D INSURANCE	105	118	135	160
001-3110-539.23-13	DISABILITY INSURANCE	1,052	1,180	1,357	1,604
001-3110-539.24-10	WORKER'S COMPENSATION	13,859	15,028	17,309	23,689
001-3110-539.25-10	UNEMPLOYMENT COMPENSATION	98	108	122	142
001-3110-539.34-10	PEST CONTROL	19,911	23,351	25,230	25,730
001-3110-539.34-40	CONTRACTUAL SERVICE	481,032	514,956	639,000	738,250
001-3110-539.40-10	TRAVEL & TRAINING	2,244	2,158	3,000	3,000
001-3110-539.41-15	TELEPHONE - EQUIP CHGS	3,522	3,084	2,860	2,306
001-3110-539.41-16	AIRCARDS	433	433	450	450
001-3110-539.41-20	MOBILE COMM DEVICES	4,470	4,167	4,200	4,500
001-3110-539.43-20	WATER	40,634	39,201	41,500	40,000
001-3110-539.43-40	GAS	1,204	1,078	2,500	2,500
001-3110-539.43-70	ELECTRICITY	306,628	302,146	315,000	305,000
001-3110-539.44-60	EQUIP REPLACEMENT FUNDING	16,635	20,728	22,479	30,833
001-3110-539.44-63	COPIER RENTAL	-	-	1,000	1,000
001-3110-539.45-10	GENERAL LIABILITY	20,123	20,235	23,106	24,835
001-3110-539.45-11	RISK MGMT OPERATIONS	2,466	4,059	4,404	6,015
001-3110-539.45-30	VEHICLE INSURANCE	1,863	1,884	1,823	2,500
001-3110-539.46-20	BUILDING MAINTENANCE	108,294	126,144	115,000	135,000
001-3110-539.46-40	EQUIPMENT MAINTENANCE	907	467	1,000	1,000
001-3110-539.46-50	VEHICLE MAINTENANCE	12,578	12,568	20,191	12,987
001-3110-539.46-60	FLEET MAINT. OVERHEAD	1,619	1,774	2,613	1,748
001-3110-539.46-70	OTHER MAINTENANCE	15,252	50,625	45,000	40,000
001-3110-539.47-30	COPIER	2,501	159	203	196
001-3110-539.52-10	GENERAL OPERATING SUPPLY	29,786	31,583	35,000	35,000
001-3110-539.52-11	CHRISTMAS LGTS-PARK AVE	26,586	18,743	20,000	-
001-3110-539.52-20	FUEL	6,582	5,158	5,630	7,199
001-3110-539.52-60	JANITORIAL SUPPLIES	2,551	1,887	2,000	2,000
001-3110-539.52-70	CLOTHING	4,778	6,306	5,500	5,700
001-3110-539.52-90	EQUIPMENT UNDER \$5,000	1,226	232	1,750	2,350
001-3110-539.54-10	BOOKS & PERIODICALS	-	-	500	500
001-3110-539.64-50	MACHINERY & EQUIPMENT	-	8,071	37,000	9,700
Totals		1,750,261	1,932,048	2,226,025	2,397,792
% Change from Prior Year		-3.7%	10.4%	15.2%	7.7%

*Additional person in FY 17 for Showalter maintenance. Reclassed an Admin employee in FY 17 to Facilities.

** Cady Way pool maintenance added to contractual services in FY 2018.



stormwater fund

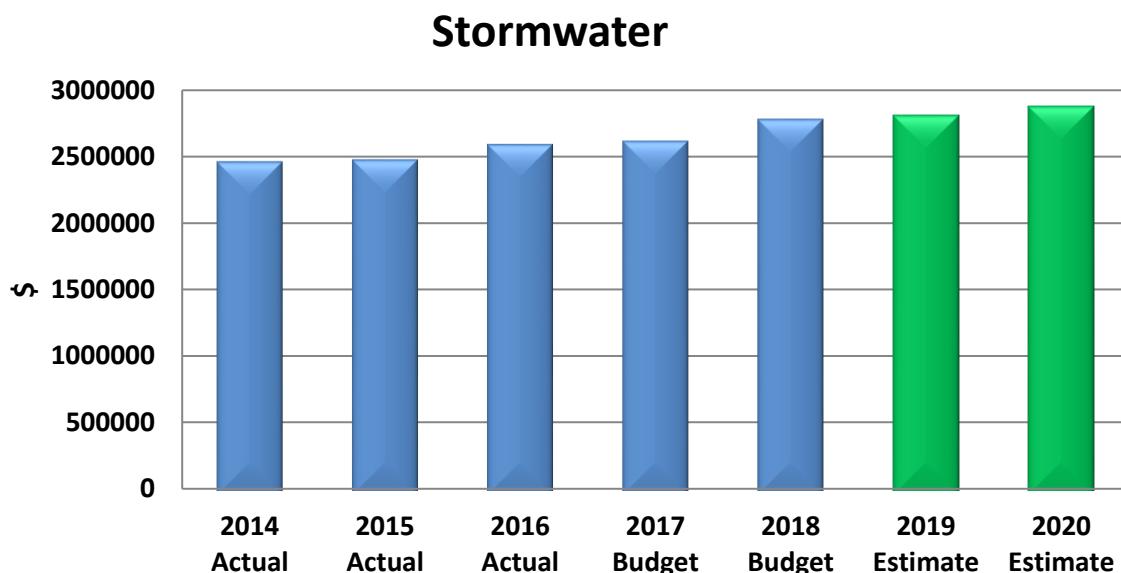
CITY OF WINTER PARK
SPECIAL REVENUE FUNDS
STORMWATER UTILITY FUND
MULTI-YEAR ACTUAL AND BUDGET SUMMARY

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 2,362,113	\$ 2,353,254	\$ 2,407,204	\$ 2,464,383	\$ 2,568,533
Intergovernmental Revenue	13,683	23,851	58,351	15,000	18,000
Licenses and permits	49,376	48,985	48,344	46,000	49,000
Other	47,314	61,245	35,965	48,900	33,900
Transfers from other funds	-	22,000	-	-	-
Total Revenues/Sources	2,472,486	2,509,335	2,549,865	2,574,283	2,669,433
EXPENDITURES/USES					
Public Works (by program)					
Stormwater management	267,301	303,442	304,463	277,862	408,860
Lakes	1,003,592	1,041,866	1,150,805	1,165,099	1,079,413
Street drainage and maintenance	738,555	771,968	767,935	783,614	766,349
Street sweeping	282,484	317,069	328,527	347,708	345,859
Lakes patrol reimbursement	65,000	-	-	-	-
Total Expenditures/Uses	2,356,932	2,434,345	2,551,730	2,574,283	2,600,481
Revenues/Sources over (under) Expenditures/Uses					
	115,554	74,990	(1,866)	-	68,952
Beginning Fund Balance	109,057	224,611	299,601	297,735	297,735
Ending Fund Balance	\$ 224,611	\$ 299,601	\$ 297,735	\$ 297,735	\$ 366,687
Non Spendable					
	\$ 55,862	\$ 53,547	\$ 38,080	\$ 36,079	\$ 36,079
Spendable	168,749	246,054	261,656	261,656	330,608
Total Fund Balance	\$ 224,611	\$ 299,601	\$ 299,736	\$ 297,735	\$ 366,687

Stormwater

Mission: To provide residents with a comprehensive stormwater management program that addresses stormwater pollution through education, coordination, development, maintenance, and management of stormwater systems in an efficient and cost effective manner that considers the needs for protection of public health, private property, the natural environment, and economic development.

Historical Spending & Future Estimated Expenditures



Key Performance Indicators

Indicator	Actual FY 16	YTD FY 17	Goal FY 18
Average lake clarity (Goal >6.5 ft)	7.4	7.4	> 6.5
Distance of Drainage Pipes Cleaned (linear feet)	9,126	6,220	9,000
Volume of debris Removed (cubic yards)	3,648	4,370	5,800

Stormwater Administration

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	271,316	273,339	255,288	377,358
Operating Expenses	32,126	31,124	22,574	31,502
Capital Outlay	-	-	-	-
Total	\$ 303,442	\$ 304,463	\$ 277,862	\$ 408,860
No. of Positions				
Full-time	2	2	3	3
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	2	2	3	3
FTE's	2	2	3	3

*In FY 17 a position from Lakes was reclassified to Admin. This is reflected in the higher FY18 estimate.

Program Summary:

The Stormwater Utility Administration Division supervises all in-house stormwater and lakes management activities. This Division also reviews plans for permitting on all private development by coordinating with their engineers to assure conformance with the City's stormwater regulations and other regulatory agencies.

Level of Service Provided in Budget

- Develop plans and improvements to City stormwater and lake management systems.
- Supervises the work of the Lakes Division and Stormwater Division maintenance crews.
- Ensures compliance with its NPDES (National Pollution Discharge Elimination System) permit.
- Update the Stormwater 5 Year CIP Plan.
- Serve as staff liaison to the Lakes and Waterways Advisory Board.

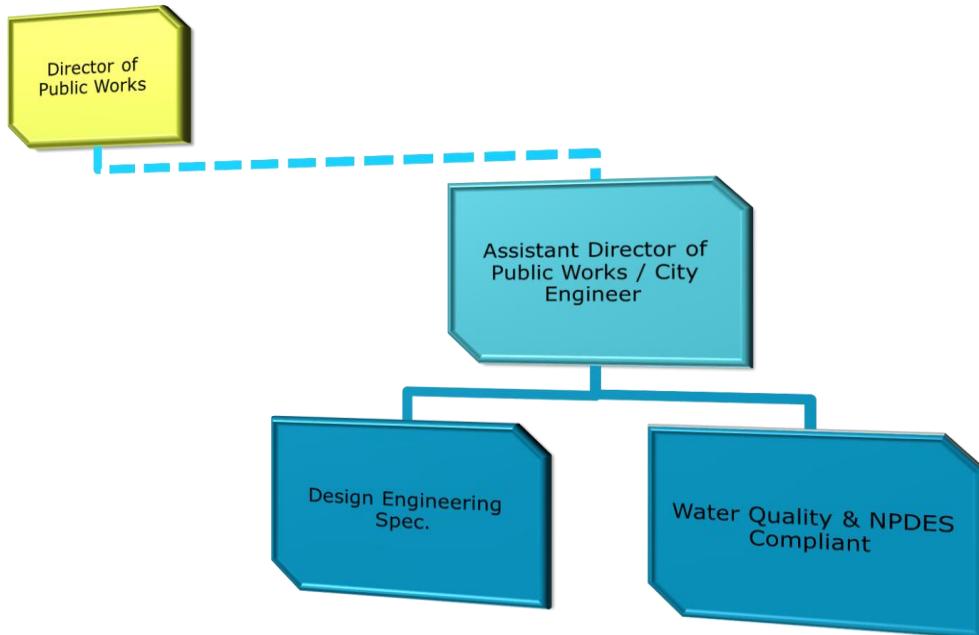
Stormwater Administration

Accomplishments for FY 2017

Alum Station Upgrades Phase 1 & 2 - completed
Lake Killarney Sediment Inactivation - whole lake alum treatment - completed
Lake Sylvan Outfall - stormwater retrofit - CDS Unit installed
Lee Road (1950) Outfall - stormwater retrofit - CDS Unit installed

Goals for FY 2018

Continue to implement the stormwater Capital Improvement Projects in accordance with the five year plan.



Stormwater Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
102-3401-534.12-10	REGULAR WAGES	214,461	206,590	201,649	295,364
102-3401-534.21-10	FICA TAXES	15,200	14,545	14,179	21,180
102-3401-534.22-10	PENSION	15,012	14,461	14,116	20,676
102-3401-534.22-20	ICMA CITY CONTRIBUTION	3,959	4,102	4,033	5,907
102-3401-534.23-10	GROUP HEALTH/DENTAL	20,840	32,336	20,000	32,250
102-3401-534.23-11	LIFE INSURANCE	451	433	437	640
102-3401-534.23-12	AD&D INSURANCE	50	48	48	71
102-3401-534.23-13	DISABILITY INSURANCE	501	481	486	710
102-3401-534.24-10	WORKER'S COMPENSATION	816	323	320	530
102-3401-534.25-10	UNEMPLOYMENT COMPENSATION	26	20	20	30
102-3401-534.34-40	CONTRACTUAL SERVICE	2,701	2,220	2,800	2,800
102-3401-534.34-45	CREDIT CARD FEES	10,120	10,032	-	-
102-3401-534.40-10	TRAVEL & TRAINING	1,881	645	2,300	4,300
102-3401-534.41-15	TELEPHONE - EQUIP CHGS	967	640	691	769
102-3401-534.41-20	MOBILE COMM DEVICES	2,452	1,820	2,450	2,450
102-3401-534.44-63	COPIER RENTAL	-	-	413	413
102-3401-534.45-10	GENERAL LIABILITY	7,706	9,409	8,342	11,109
102-3401-534.45-11	RISK MGMT OPERATIONS	944	1,888	1,590	2,691
102-3401-534.47-30	COPIER	2,112	499	288	270
102-3401-534.48-10	PROMOTIONAL ACTIVITIES	36	-	-	-
102-3401-534.49-50	OTHER CURRENT CHARGES	313	(88)	500	-
102-3401-534.52-10	GENERAL OPERATING SUPPLY	1,679	2,649	2,000	5,500
102-3401-534.52-70	CLOTHING	343	-	200	200
102-3401-534.54-20	MEMBERSHIPS	872	270	1,000	1,000
Totals		303,442	304,463	277,862	408,860
% Change from Prior Year		13.5%	0.3%	-8.7%	47.1%

* In FY 17 a position in Lakes was moved to Admin. This is fully reflected in the FY 18 budget.

Streets Drainage

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	378,434	388,171	391,764	399,378
Operating Expenses	393,534	379,764	391,850	366,971
Capital Outlay	-	-	-	-
Total	\$ 771,968	\$ 767,935	\$ 783,614	\$ 766,349
No. of Positions				
Full-time	7	7	7	7
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	7	7	7	7
FTE's	7	7	7	7

Program Summary:

This Division is responsible for inlets and underground storm pipe for the City's underground storm drain system.

Level of Service Provided in Budget

- Installation of inlets and underground storm pipe
- Cleaning and reshaping of existing drainage ditches to ensure proper runoff.

Streets Drainage

Accomplishments for FY 2017

Installed 700 ' of new drainage pipe in various locations.

Installed 6 new drainage structures

Addressed drainage situation on New England Ave. at W. Hannibal Sq.

Repaired Storm drainage box at Winter Park Towers

Adjusted Storm drain lids at the Winter Park Golf Course and Installed Geo Web at access point for the course

Installed new Curbs for and assisted with Brick relay on E. Reading Way

Assisted with Brick installs and repairs on Winter Park Rd.

Made 1500 sq. ft. of brick repairs on Laurel Rd.

Installed 200 lft of Curb on Dale Ave.

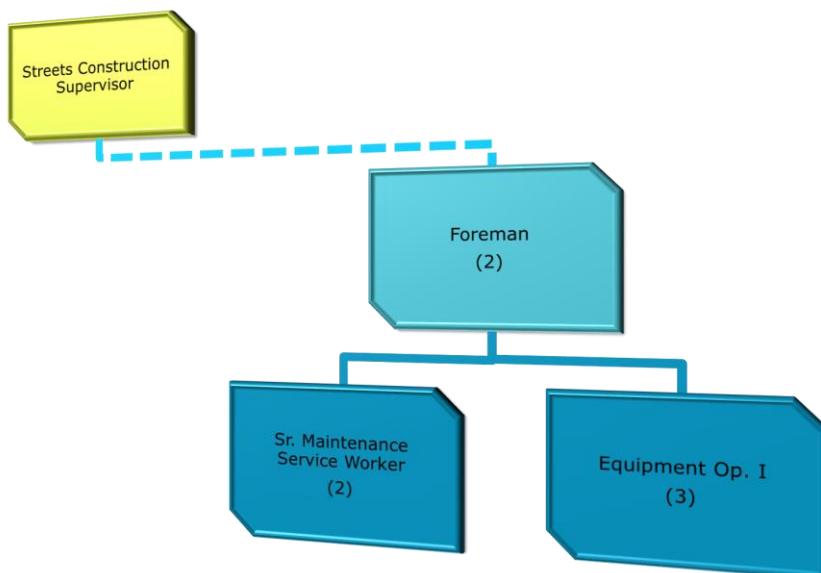
Made 5000 sq ft. of Brick repairs on Dale Ave.

Installed New Island and Modifications on Interlachen & Fairbanks

Addressed drainage situation on Layfette Ave.

Goals for FY 2018

Address Ward Park drainage Pipe and Ponds.



Street Drainage & Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
102-3402-534.12-10	REGULAR WAGES	232,377	242,335	252,712	251,742
102-3402-534.14-10	OVERTIME WAGES	18,799	13,545	12,000	12,000
102-3402-534.15-10	INCENTIVE	2,510	2,620	2,500	3,000
102-3402-534.21-10	FICA TAXES	17,876	18,172	17,690	18,101
102-3402-534.22-10	PENSION	15,723	18,081	17,635	17,567
102-3402-534.23-10	GROUP HEALTH/DENTAL	72,940	74,941	70,000	75,250
102-3402-534.23-11	LIFE INSURANCE	506	528	554	549
102-3402-534.23-12	AD&D INSURANCE	56	59	62	61
102-3402-534.23-13	DISABILITY INSURANCE	562	587	615	610
102-3402-534.24-10	WORKER'S COMPENSATION	17,016	17,158	17,925	20,427
102-3402-534.25-10	UNEMPLOYMENT COMPENSATION	69	71	71	71
102-3402-534.34-40	CONTRACTUAL SERVICE	10,500	3,730	17,000	17,000
102-3402-534.40-10	TRAVEL & TRAINING	902	1,787	2,500	2,500
102-3402-534.41-15	TELEPHONE - EQUIP CHGS	483	320	345	384
102-3402-534.41-20	MOBILE COMM DEVICES	1,888	1,865	1,700	1,800
102-3402-534.44-60	EQUIP REPLACEMENT FUNDING	140,001	124,120	142,435	112,907
102-3402-534.44-63	COPIER RENTAL	-	-	625	625
102-3402-534.45-10	GENERAL LIABILITY	9,732	10,131	10,454	9,469
102-3402-534.45-11	RISK MGMT OPERATIONS	1,193	2,032	1,993	2,293
102-3402-534.45-30	VEHICLE INSURANCE	13,111	11,284	11,549	9,155
102-3402-534.46-50	VEHICLE MAINTENANCE	91,792	123,297	97,299	104,229
102-3402-534.46-60	FLEET MAINT. OVERHEAD	19,057	17,992	12,590	14,030
102-3402-534.47-30	COPIER	3,302	112	139	158
102-3402-534.52-10	GENERAL OPERATING SUPPLY	3,021	3,709	3,300	3,300
102-3402-534.52-20	FUEL	40,228	27,532	34,721	33,921
102-3402-534.52-70	CLOTHING	2,549	2,398	2,700	2,700
102-3402-534.52-90	EQUIPMENT UNDER \$5,000	631	500	500	500
102-3402-534.53-30	REPAIRS - DRAINAGE	10,569	11,841	12,000	12,000
102-3402-534.53-40	OTHER ROAD MATERIALS	44,575	37,114	40,000	40,000
Totals		771,968	767,935	783,614	766,349
% Change from Prior Year		4.5%	-0.5%	2.0%	-2.2%

Street Sweeping

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	59,674	64,237	66,978	55,912
Operating Expenses	257,395	264,290	280,730	289,947
Capital Outlay	-	-	-	-
Total	\$ 317,069	\$ 328,527	\$ 347,708	\$ 345,859
No. of Positions				
Full-time	1	1	1	1
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	1	1	1	1
FTE's	1	1	1	1

Program Summary:

This program provides all funding for contracted and in-house street sweeping services and storm sewer cleaning.

Level of Service Provided in Budget

- Provides for sweeping all streets once every two week. During heavy leaf fall (January - March) the frequency increases to once per week.
- Cleaning storm sewer inlets
- Downtown and commercial areas are swept 2 time per week.

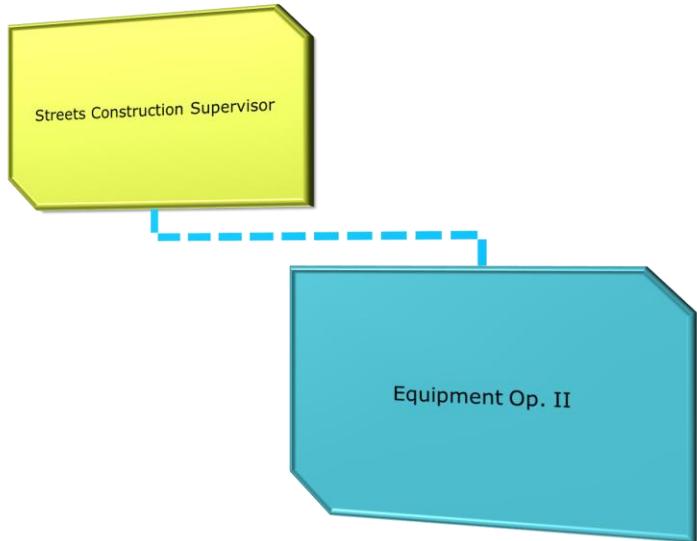
Street Sweeping

Accomplishments for FY 2017

Maintained the city's streets and cleared debris from all areas
Continue & improving the current Street Sweeping process in the city
Sweeping Services removed 3310 cubic yards of leaves and debris from our streets this year.

Goals for FY 2018

Complete 1,620 miles of street sweeping each quarter at least twice a month.



Street Sweeping

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
102-3404-534.12-10	REGULAR WAGES	39,957	44,035	45,335	35,315
102-3404-534.14-10	OVERTIME WAGES	406	55	1,000	1,000
102-3404-534.15-10	INCENTIVE	280	-	1,200	1,200
102-3404-534.21-10	FICA TAXES	2,928	3,107	3,197	2,126
102-3404-534.22-10	PENSION	2,600	2,735	2,824	2,472
102-3404-534.23-10	GROUP HEALTH/DENTAL	10,420	11,000	10,000	10,750
102-3404-534.23-11	LIFE INSURANCE	80	86	88	78
102-3404-534.23-12	AD&D INSURANCE	9	10	10	9
102-3404-534.23-13	DISABILITY INSURANCE	89	96	98	86
102-3404-534.24-10	WORKER'S COMPENSATION	2,895	3,104	3,216	2,866
102-3404-534.25-10	UNEMPLOYMENT COMPENSATION	10	10	10	10
102-3404-534.34-40	CONTRACTUAL SERVICE	212,223	187,006	205,000	205,000
102-3404-534.34-44	STREET SWEEPING DISPOSAL	1,500	61	2,000	2,000
102-3404-534.41-20	MOBILE COMM DEVICES	227	442	260	480
102-3404-534.44-60	EQUIP REPLACEMENT FUNDING	11,820	34,859	37,539	37,316
102-3404-534.45-10	GENERAL LIABILITY	1,537	1,825	1,875	1,328
102-3404-534.45-11	RISK MGMT OPERATIONS	188	366	357	322
102-3404-534.45-30	VEHICLE INSURANCE	1,107	3,169	3,044	3,026
102-3404-534.46-50	VEHICLE MAINTENANCE	25,239	32,732	25,481	33,823
102-3404-534.46-60	FLEET MAINT. OVERHEAD	1,988	1,575	3,297	4,553
102-3404-534.52-10	GENERAL OPERATING SUPPLY	521	1,166	700	700
102-3404-534.52-20	FUEL	814	602	877	1,099
102-3404-534.52-70	CLOTHING	231	486	300	300
Totals		317,069	328,527	347,708	345,859
% Change from Prior Year		12.2%	3.6%	5.8%	-0.5%

Lakes Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	720,905	766,566	770,449	687,293
Operating Expenses	320,964	366,121	394,650	392,120
Capital Outlay	-	18,118	-	-
Total	\$ 1,041,869	\$ 1,150,805	\$ 1,165,099	\$ 1,079,413
No. of Positions				
Full-time	12	12	11	11
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	12	12	11	11
FTE's	12	12	11	11

Program Summary:

The Lakes Management Division is charged with managing the City's aquatic resources to meet the needs of various user groups. Lakes Management balances intensive recreational uses such as skiing and boating with more passive uses like fishing and swimming. The Division is responsible for three main program areas, aquatic habitat management, stormwater management and public outreach (environmental). Tasks related to habitat management include aquatic plant management, shoreline permitting, maintenance dredging and water quality sampling, testing and reporting. Stormwater management responsibilities include NPDES compliance, employee training and cleaning and maintaining the City's many stormwater treatment systems. Public outreach activities include stormwater and environmental education (Lakes webpage, Waterways newsletter, summer camp and school presentations) and access management (buoys and signage).

Level of Service Provided in Budget

- The current budget supports habitat management activities on 25 lakes and ponds, two miles of canals and streams and two miles of ditches. Retrofit maintenance is performed monthly on 73 systems (inspect and clean if material is accumulated).
- The Waterways newsletter is published twice a year and distributed to 12,000 recipients.
- School and community outreach presentations are performed upon request.
- Perform 3,288 routine water testing measurements annually.
- Lake sampling is performed monthly and beach sampling every two weeks.
- Quarterly watershed cleanups in coordination with Sustainability Division. Average debris removal of 850lbs.

Lakes Management

Accomplishments for FY 2017

Completed alum treatment on Lake Killarney to reduce nutrient loading and algal blooms.

Presented at technical symposia for FL Aquatic Plant Management Society and University of Florida Aquatic Weed Control.
Lakes management completed move into new warehouse.

Planted 35 native trees to assist in habitat restoration of Howell Creek wetland.

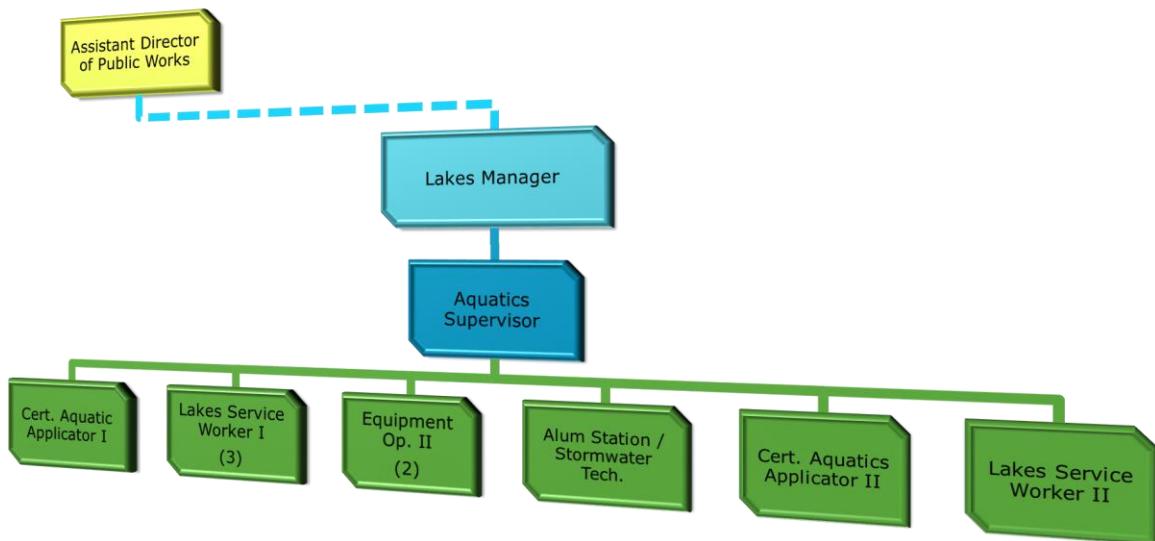
Completed dredging of WP 9th grade pond, and stormwater outfalls on Lakes Berry, Spier, and Maitland.

Goals for FY 2018

Refine stormwater retrofit maintenance procedures and develop outfall maintenance tracking procedure.

Complete Mead Gardens wetlands replanting.

Present at International Conference on Aquatic Invasive Species.



Lakes Management

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
102-3405-534.12-10	REGULAR WAGES	500,898	529,130	540,791	480,634
102-3405-534.14-10	OVERTIME WAGES	4,617	5,089	7,000	7,000
102-3405-534.21-10	FICA TAXES	35,755	37,653	38,170	32,850
102-3405-534.22-10	PENSION	29,323	37,395	37,855	33,644
102-3405-534.22-20	ICMA CITY CONTRIBUTION	3,783	3,879	3,983	1,363
102-3405-534.23-10	GROUP HEALTH/DENTAL	125,040	131,295	120,000	118,250
102-3405-534.23-11	LIFE INSURANCE	1,103	1,153	1,179	1,050
102-3405-534.23-12	AD&D INSURANCE	122	128	131	116
102-3405-534.23-13	DISABILITY INSURANCE	1,225	1,281	1,309	1,167
102-3405-534.24-10	WORKER'S COMPENSATION	18,919	19,439	19,909	11,107
102-3405-534.25-10	UNEMPLOYMENT COMPENSATION	120	123	122	112
102-3405-534.34-40	CONTRACTUAL SERVICE	47,774	53,492	71,000	71,000
102-3405-534.34-45	CREDIT CARD FEES	69	77	70	80
102-3405-534.40-10	TRAVEL & TRAINING	5,999	5,720	5,000	5,000
102-3405-534.41-15	TELEPHONE - EQUIP CHGS	1,082	939	953	769
102-3405-534.41-16	AIRCARDS	133	-	350	-
102-3405-534.41-20	MOBILE COMM DEVICES	3,654	3,521	2,600	3,700
102-3405-534.42-10	POSTAGE & FREIGHT	5,452	2,104	3,500	3,000
102-3405-534.43-20	WATER	1,141	1,234	1,700	1,300
102-3405-534.43-70	ELECTRICITY	10,907	10,200	13,200	11,500
102-3405-534.44-60	EQUIP REPLACEMENT FUNDING	37,811	44,728	48,593	58,430
102-3405-534.44-63	COPIER RENTAL	-	-	700	450
102-3405-534.45-10	GENERAL LIABILITY	20,931	21,738	22,371	18,078
102-3405-534.45-11	RISK MGMT OPERATIONS	2,565	4,361	4,264	4,378
102-3405-534.45-30	VEHICLE INSURANCE	3,541	4,066	3,940	4,738
102-3405-534.46-50	VEHICLE MAINTENANCE	54,960	36,087	42,930	42,832
102-3405-534.46-60	FLEET MAINT. OVERHEAD	6,624	5,960	5,555	5,766
102-3405-534.47-10	PRINTING & BINDING	4,083	3,416	5,000	5,000
102-3405-534.47-30	COPIER	439	421	192	224
102-3405-534.52-10	GENERAL OPERATING SUPPLY	21,997	17,957	25,000	25,000
102-3405-534.52-20	FUEL	14,236	12,870	15,032	14,675
102-3405-534.52-40	LAKES CHEMICALS	58,857	72,340	88,000	80,000
102-3405-534.52-50	CHEMICALS	13,651	58,542	30,000	30,000
102-3405-534.52-60	JANITORIAL SUPPLIES	388	231	400	400
102-3405-534.52-70	CLOTHING	4,520	5,361	3,500	5,000
102-3405-534.54-10	BOOKS & PERIODICALS	50	-	-	-
102-3405-534.54-20	MEMBERSHIPS	100	727	800	800
Totals		1,041,869	1,150,805	1,165,099	1,079,413
% Change from Prior Year		3.8%	10.5%	1.2%	-7.4%

* In FY 17 a position in Lakes was moved to Admin.



community redevelopment agency

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

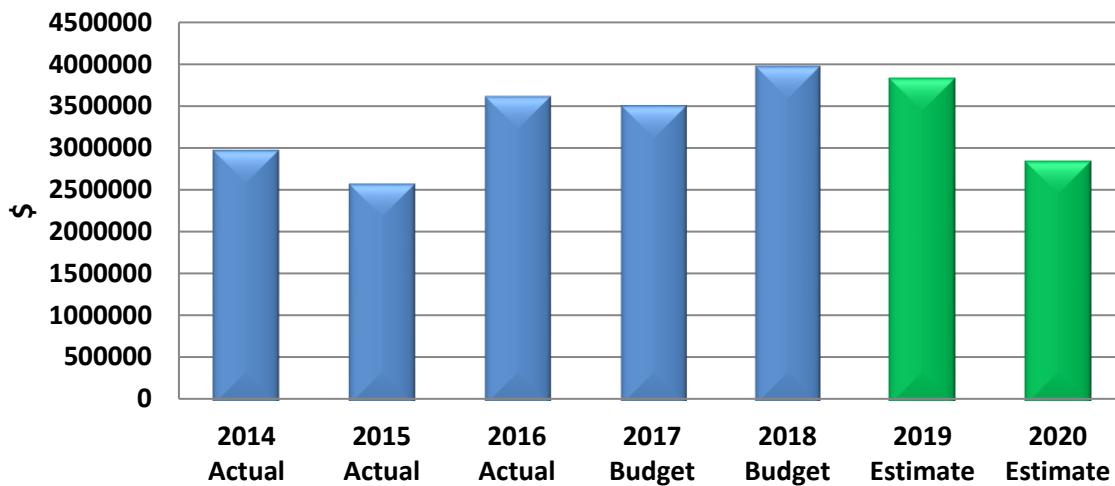
	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 219,080	\$ 210,177	\$ 157,335	\$ 225,000	\$ 200,000
Intergovernmental revenue	1,113,115	1,243,644	1,550,967	1,975,328	2,196,932
Miscellaneous revenue	51,366	113,100	71,166	70,000	65,000
Proceeds from debt issuance	-	-	-	-	-
Transfers from other funds	1,071,174	1,147,624	1,435,305	1,822,815	2,125,167
Total Revenues/Sources	2,454,735	2,714,544	3,214,774	4,093,143	4,587,099
EXPENDITURES/USES					
Planning and development	771,801	816,394	855,351	1,089,060	1,240,295
Debt service	1,486,425	1,498,378	1,494,054	1,493,552	1,496,648
Capital Projects	73,889	134,090	142,466	819,183	1,140,000
Transfers to other funds	542,693	3,993	1,003,993	3,993	-
Payment to Refunded Bond Escrow Agent	-	-	-	-	-
Reimbursements	25,000	45,905	53,323	42,611	57,550
Total Expenditures/Uses	2,899,808	2,498,760	3,549,186	3,448,399	3,934,493
Revenues/Sources over (under)					
Expenditures/Uses	(445,073)	215,784	(334,412)	644,744	652,606
Beginning Fund Balance	2,320,458	1,875,385	2,091,169	1,756,756	2,401,500
Ending Fund Balance	\$ 1,875,385	\$ 2,091,169	\$ 1,756,756	\$ 2,401,500	\$ 3,054,106
Non Spendable					
Spendable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fund Balance	\$ 1,875,385	\$ 2,091,169	\$ 1,756,756	\$ 2,401,500	\$ 3,054,106

Community Redevelopment Agency

Mission: This department is responsible for the continued management and implementation of the CRA Plan as well as working to capitalize on economic development and business sustainability opportunities throughout the city.

Historical Spending & Future Estimated Expenditures

Community Redevelopment Agency



*FY 19 & 20 does not include surplus fund balances as allocations are not finalized

Key Performance Indicators

Indicator	Actual	Actual	Goal	Notes
	FY 16	FY 17	FY 18	
CRA TIF Revenue Growth	24.88%	26.70%	14.24%	
CRA Strategic Plan	Goals and Strategies dictated by the CRA Plan			
CRA Capital Improvement Plan	Denning Drive Adoption	New York Avenue Design		Each plan has numerous action items. The plans are moving forward and the Action Items are being implemented on a recurring basis.
City-wide Economic Development Strategic Plan	Execution of Goals Outlined in the Plan with new 3-yr updated plan through FY18.			

*Economic Development is accounted for in the General Fund and the CRA is accounted for in CRA Fund. The employees are in the CRA Fund.

Community Redevelopment Agency

Program Resources:		Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel		178,769	280,164	300,713	319,830
Operating Expenses		625,571	525,258	715,347	834,465
Capital Outlay		1,054	-	-	-
Debt Service		1,498,378	1,494,054	1,493,552	1,496,648
Organizational Support		11,000	49,929	73,000	86,000
CRA Projects		134,090	142,466	819,183	1,140,000
Transfers		3,993	1,003,993	3,993	-
Reimbursements		45,905	53,323	42,611	57,550
Contingency		-	-	644,744	652,606
Total		\$ 2,498,760	\$ 3,549,186	\$ 4,093,143	\$ 4,587,099
No. of Positions					
Full-time		2	4	4	4
Part-time		1	-	-	-
Seasonal		-	-	-	-
Total		3.0	4	4	4
FTE's		2.5	4	4	4

Program Summary:

To preserve and improve the residential viability and livability of the neighborhoods within the Community Redevelopment Agency (CRA) area by encouraging and initiating activities which empower residents to effect change and to enhance and improve the commercial areas of the CRA by encouraging and implementing activities that promote economic growth. The CRA is responsible for many streetscapes, business incentive programs, social and community support programs, funding of capital projects, affordable housing initiatives, and many special events.

Level of Service Provided in Budget:

- Community Initiatives: Expanded the Summer Youth Employment program. Provide funding to continue the operations of the Heritage Center and Welbourne Nursery and Winter Park Playhouse. Provide programs for the Community Center. Provide funding for events such as the "popcorn flix" movies in the park and the St. Patrick's Day Parade.
- Capital Maintenance: Maintain the parking garages per the agreements with garage owners.
- Capital Projects: Provide grants to qualified applicants through microloan, business facade, and TIE programs. Construct and manage the Winter in the Park ice skating rink during the holiday season. Construct new design for Denning Drive, work with consultant to develop New York Avenue design, expand Saturday Sunrail service.
- Update the 2007 Strategic Plan for the next 5 years.

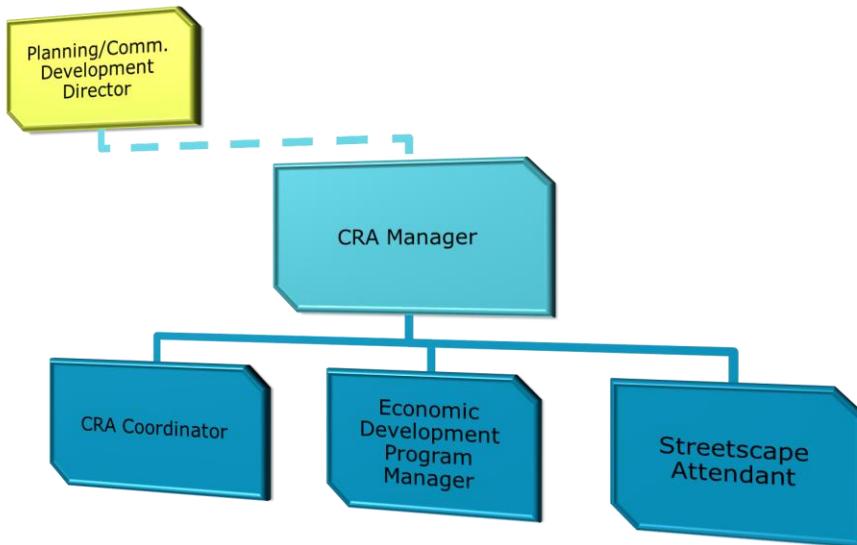
Community Redevelopment Agency

Accomplishments for FY 2017

- Design and adoption of Denning Drive Complete Street Project
- Execution of design on New York Avenue improvement project
- Created a CRA Strategic Initiatives sheet for evaluation of future projects outside the current CIP
- Improved quality of maintenance and aesthetics in downtown core

Goals for FY 2018

- Develop and fund Capital Improvements Project Schedule
- Receive direction on strategic initiatives sheet for future projects outside the current CIP
- Monitor level of service provided by additional staff for CRA



Community Redevelopment Agency

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
104-2306-515.12-10	REGULAR WAGES	134,784	200,765	223,292	236,126
104-2306-515.13-10	PART TIME/TEMPORARY WAGES	-	-	-	-
104-2306-515.14-10	OVERTIME WAGES	1,408	1,743	-	-
104-2306-515.21-10	FICA TAXES	9,908	14,907	16,444	17,063
104-2306-515.22-10	PENSION	(2,184)	14,176	15,631	16,529
104-2306-515.22-20	ICMA CITY CONTRIBUTION	1,844	2,612	3,038	3,238
104-2306-515.23-10	GROUP HEALTH/DENTAL	31,260	43,834	40,000	43,000
104-2306-515.23-11	LIFE INSURANCE	291	433	486	515
104-2306-515.23-12	AD&D INSURANCE	32	48	54	57
104-2306-515.23-13	DISABILITY INSURANCE	323	480	539	572
104-2306-515.24-10	WORKER'S COMPENSATION	1,076	1,127	1,188	2,689
104-2306-515.25-10	UNEMPLOYMENT COMPENSATION	27	39	41	41
104-2306-515.31-10	CITY ATTORNEY	18,333	18,153	20,000	20,000
104-2306-515.34-40	CONTRACTUAL SERVICE	96,280	40,826	185,000	150,000
104-2306-515.34-47	SUMMER YOUTH EMPLOYMENT	8,999	9,627	20,000	20,000
104-2306-515.34-48	HERITAGE CENTER OPERATION	30,000	30,000	40,000	40,000
104-2306-515.34-52	COMMUNITY CENTER PROGRAMS	38,501	41,669	40,000	40,000
104-2306-515.40-10	TRAVEL & TRAINING	6,083	3,955	8,000	8,000
104-2306-515.41-15	TELEPHONE - EQUIP CHGS	1,450	960	1,036	1,153
104-2306-515.41-16	AIRCARDS	857	866	-	-
104-2306-515.41-20	MOBILE COMM DEVICES	1,817	2,495	2,400	2,400
104-2306-515.42-10	POSTAGE & FREIGHT	-	-	1,000	1,000
104-2306-515.44-63	COPIER RENTAL	-	-	1,000	1,000
104-2306-515.45-10	GENERAL LIABILITY	9,377	9,009	9,237	8,881
104-2306-515.45-11	RISK MGMT OPERATIONS	1,149	1,807	1,761	2,151
104-2306-515.45-40	OTHER INSURANCE	8,231	8,231	8,231	8,500
104-2306-515.46-65	PARKING GARAGE MAINT.	119,159	75,331	90,000	90,000
104-2306-515.47-10	PRINTING & BINDING	2,679	4,416	4,000	4,000
104-2306-515.47-30	COPIER	3,634	525	482	780
104-2306-515.48-10	PROMOTIONAL ACTIVITIES	9,743	4,161	5,000	10,000
104-2306-515.52-10	GENERAL OPERATING SUPPLY	4,902	6,868	7,000	11,500
104-2306-515.52-90	EQUIPMENT UNDER \$5,000	360	-	2,500	2,500
104-2306-515.54-10	BOOKS & PERIODICALS	-	35	200	200
104-2306-515.54-20	MEMBERSHIPS	1,010	4,220	3,500	3,500
104-2306-515.64-50	MACHINERY & EQUIPMENT	1,054	-	-	-
104-8502-581.20-30	TRANSFER TO DEBT SERVICE	-	-	-	-
104-8502-581.30-10	TRANS TO CAPITAL PROJECTS	3,993	1,003,993	3,993	-
104-8502-584.01-10	REIMB ADMIN TO GEN FUND	45,905	53,323	42,611	57,550
104-9200-585.04-10	CONTINGENCY	-	-	644,744	652,606
Totals (Contingency excluded)		592,285	1,601,232	797,664	802,945
% Change from Prior Year		-47.2%	170.3%	-50.2%	0.7%

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
104-2307-582.71-19	2006 LOAN	110,000	115,000	120,000	125,000
104-2307-582.71-21	COMMUNITY CENTER LOAN	430,000	445,000	465,000	490,000
104-2307-582.71-28	CRA NOTE, SERIES 2012	515,000	525,000	535,000	545,000
104-2307-582.72-19	2006 LOAN	55,044	50,667	46,097	41,331
104-2307-582.72-21	COMMUNITY CENTER LOAN	286,496	266,896	246,512	225,120
104-2307-582.72-28	CRA NOTE, SERIES 2012	101,838	91,490	80,943	70,197
Totals		1,498,378	1,494,054	1,493,552	1,496,648
% Change from Prior Year		NA	-0.3%	0.0%	0.2%

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
104-2308-515.01-02	HOUSING REHAB. ASSISTANCE	27,643	16,696	40,000	-
104-2308-515.01-30	MISC. ENHANCEMENTS/OPP	-	17,704	40,000	140,000
104-2308-515.01-50	BUSINESS FAÇADE MATCH PRG	-	21,200	-	40,000
104-2308-515.01-59	WEST MEADOW ICE RINK	235,364	223,610	225,000	225,000
104-2308-515.01-63	PARK AVE. STRATEGIC PLAN	-	28,308	-	-
104-2308-515.01-65	QUALIFIED TARGET IND PROG	19,800	19,800	-	109,900
104-2308-515.01-66	SIGNS AND WAYFINDING PJT	84,290	8,653	-	-
104-2308-515.01-70	WP WOMANS CLUB	30,000	10,000	-	-
104-2308-515.01-71	NEW YORK STREETSCAPE	-	50,000	762,183	1,000,000
104-2308-515.01-73	DRIVEWAY IMPROVE PRGM	-	3,000	12,000	24,000
104-2308-515.01-74	PAINT ONLY PRGM	-	5,000	5,000	10,000
Totals		397,097	403,971	1,084,183	1,548,900
% Change from Prior Year		NA	1.7%	168.4%	42.9%

*Project funding for New York Streetscape was reallocated to the Bowling Alley purchase in FY16.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
104-7100-550.52-01	ORG. SUPPORT TO ALLOCATE	-	3,929	15,000	15,000
104-7100-550.52-38	WELBOURNE NURSERY	5,000	15,000	25,000	25,000
104-7100-550.52-39	ENZIAN THEATRE	6,000	6,000	6,000	6,000
104-7100-550.52-42	WINTER PARK PLAYHOUSE	-	25,000	25,000	40,000
104-7100-550.52-46	ST. PATRICK'S DAY PARADE	-	-	2,000	-
Totals		11,000	49,929	73,000	86,000
% Change from Prior Year		NA	353.9%	46.2%	17.8%



electric utility

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

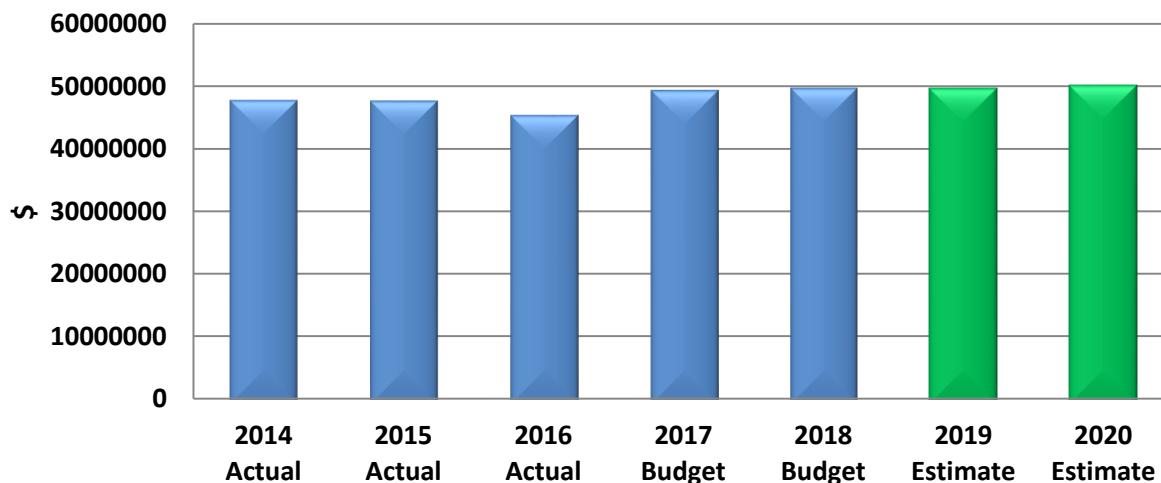
	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 49,459,325	\$ 47,931,186	\$ 47,857,842	\$ 47,841,054	\$ 48,653,136
Intergovernmental revenues	-	-	111,315	-	-
Other	769,093	329,933	74,942	6,293	2,000
Transfers from other funds				151,088	146,561
Total Revenues/Sources	50,228,418	48,261,119	48,044,099	47,998,435	48,801,697
EXPENSES/USES					
General administration	1,128,818	1,217,200	1,544,591	1,480,605	1,601,978
Operations	34,444,728	31,994,282	31,846,427	33,905,694	33,998,360
Depreciation	2,455,857	2,064,954	2,299,524	-	-
Amortization	656,300	656,300	656,300	-	-
Interest and fiscal charges	3,079,475	3,317,845	3,080,695	2,969,780	2,576,628
Amount allocated for principal payment	-	-	-	2,070,000	2,450,000
Amount allocated for capital projects	-	-	-	3,500,000	3,500,000
Reimbursements	1,090,893	1,386,390	1,405,371	1,531,858	1,544,341
Transfers to other funds	2,689,618	3,879,001	2,848,183	2,990,498	2,878,604
Total Expenses/Uses	45,545,689	44,515,972	43,681,091	48,448,435	48,549,911
Change in Net Assets (Cash Flows for Budget Years Presented)	4,682,729	3,745,147	4,363,008	(450,000)	251,786
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(2,600,000)	(2,600,000)
Deduct estimate for amortization	-	-	-	(656,300)	(656,300)
Add back payment of principal	-	-	-	2,070,000	2,450,000
Add back investment in capital assets	-	-	-	3,500,000	3,500,000
Change in Net Assets (After Adjustments to Budget Years)	4,682,729	3,745,147	4,363,008	1,863,700	2,945,486
Net Assets at					
Beginning of Year, as Restated	17,479,529	22,162,258	25,907,405	30,270,413	32,134,113
Net Assets at					
End of Year	\$ 22,162,258	\$ 25,907,405	\$ 30,270,413	\$ 32,134,113	\$ 35,079,599
Invested in capital assets, net of related debt	\$ 9,957,214	\$ 15,080,030	\$ 18,013,697	\$ 20,327,397	\$ 23,021,097
Unrestricted	12,205,044	10,827,375	12,256,716	11,806,716	12,058,502
Total Net Assets	\$ 22,162,258	\$ 25,907,405	\$ 30,270,413	\$ 32,134,113	\$ 35,079,599

Electric Services

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

Historical Spending & Future Estimated Expenditures

Electric Utility



Key Performance Indicators

Indicator	Actual FY 16	End March 12 Mo	Goal FY 18	Notes
System Average Interruption Duration Index (SAIDI)	73.6	95.5	< 60	Measures the average duration of outage (minutes) a customer experiences in a year
Momentary Average Interruption Frequency Index (MAIFI)	0.33	0.15	< 3.0	Measures the average frequency of momentary outages (< 1 min) per customer per year
WPE Electric Rates as a % of State Average	94.8%	96.0%	< 105%	Average Monthly bill for 1,000 kWh residential customer + 6% franchise fee
Debt Service Coverage	2.69	Calc at Year-End	> 2.75	Measure of financial performance

Administration

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	399,462	656,980	750,824	756,882
Operating Expenses	342,342	410,340	234,704	267,157
Capital Outlay	-	33,190	-	-
Total	\$ 741,804	\$ 1,100,510	\$ 985,528	\$ 1,024,039
No. of Positions				
Full-time	3	8	8	8
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	3	8	8	8
FTE's	3	8	8	8

Program Summary:

For the last decade the Electric Utility operations were managed by ENCO. In FY16 the City assumed all operational control, hired management and line staff, and now operates all aspects of the utility. The Electric Department is responsible for purchasing bulk electric power and maintaining the poles, wires and other components of the distribution system to reliably deliver the power to the City's retail customers. Electric Department Administrative staff manages the crews, operations, and contracts of the utility.

Level of Service Provided in Budget:

- Manage the city's electric distribution system including the city's electric undergrounding initiative with an estimated completion in the 3rd quarter of 2026.
- Maintain electric rates that are not more than 5% above the state average.
- Maintain Debt Service coverage at 2.75x or greater.

Administration

Accomplishments for FY 2017

Began process of properly mapping our Electrical infrastructure on GIS

Fully staffed Electric utility with 7 day a week coverage

Secured warehouse staff creating synergy with Electric Utility

Redesigned OH-UG conversion projects to 26 projects incorporating a more efficient design/tangible timeframe

Completed projects D&E with little remaining to complete F

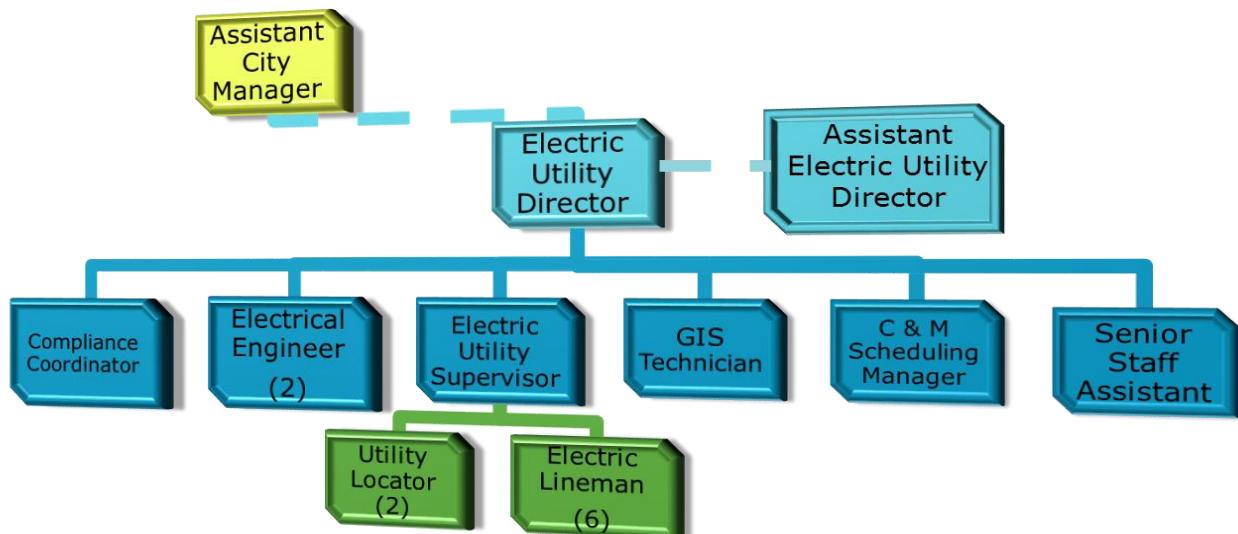
Completed \$3.5 million in undergrounding improvements as part of the approved city-wide undergrounding plan.

Goals for FY 2018

Begin work on the W. Fairbanks Undergrounding Project in January 2018.

Continue to implement the city-wide undergrounding program. With goal to complete projects F,G & H

Begin acquiring a functional Outage Management System(OMS)



*Org chart includes all Admin and Operations staff.

Electric Utility Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2901-531.12-10	REGULAR WAGES	311,317	532,788	557,987	574,697
406-2901-531.14-10	OVERTIME WAGES	-	27	2,500	-
406-2901-531.21-10	FICA TAXES	22,089	38,400	45,500	42,433
406-2901-531.22-10	PENSION	22,552	35,775	43,859	40,229
406-2901-531.22-20	ICMA CITY CONTRIBUTION	5,181	7,055	7,125	4,321
406-2901-531.23-10	GROUP HEALTH/DENTAL	31,260	31,558	80,000	86,000
406-2901-531.23-11	LIFE INSURANCE	676	1,150	1,365	1,251
406-2901-531.23-12	AD&D INSURANCE	75	127	151	138
406-2901-531.23-13	DISABILITY INSURANCE	751	1,277	1,516	1,389
406-2901-531.24-10	WORKER'S COMPENSATION	5,528	8,756	10,730	6,343
406-2901-531.25-10	UNEMPLOYMENT	33	67	91	81
406-2901-531.31-10	CITY ATTORNEY	24,750	24,506	27,000	28,000
406-2901-531.31-20	OTHER LEGAL SERVICES	872	-	-	-
406-2901-531.32-10	ACCOUNTING & AUDITING	20,667	20,667	21,667	22,000
406-2901-531.34-40	CONTRACTUAL SERVICES	173,487	232,204	50,000	50,000
406-2901-531.40-10	TRAVEL & TRAINING	13,183	19,130	12,000	12,000
406-2901-531.41-15	TELEPHONE - EQUIP CHARGES	1,622	1,521	4,291	3,459
406-2901-531.41-16	AIRCARDS	1,564	1,421	1,500	1,500
406-2901-531.41-20	MOBILE COMM DEVICES	5,382	8,383	5,000	8,000
406-2901-531.42-10	POSTAGE & FREIGHT	6	16	200	-
406-2901-531.44-63	COPIER RENTAL	-	-	1,500	1,500
406-2901-531.45-10	GENERAL LIABILITY	11,591	13,812	25,919	21,616
406-2901-531.45-11	RISK MGMT OPERATIONS	1,421	2,771	4,940	5,235
406-2901-531.46-10	MAINTENANCE CONTRACTS	-	-	-	33,000
406-2901-531.47-10	PRINTING & BINDING	37	318	250	-
406-2901-531.47-30	COPIER	1,132	832	437	847
406-2901-531.48-10	PROMOTIONAL ACTIVITIES	11,059	4,163	6,500	6,500
406-2901-531.49-30	REGULATORY ASSESSMENT FEE	25,027	21,221	24,000	24,000
406-2901-531.52-10	GENERAL OPERATING SUPPLY	10,967	15,506	6,000	6,000
406-2901-531.52-70	CLOTHING	767	1,700	-	-
406-2901-531.52-90	EQUIPMENT UNDER \$5,000	199	6,237	3,500	3,500
406-2901-531.54-20	MEMBERSHIPS	38,609	35,933	40,000	40,000
406-2901-531.64-50	MACHINERY & EQUIPMENT	-	14,686	-	-
406-2901-531.66-20	SOFTWARE	-	18,504	-	-
Totals		741,804	1,100,510	985,528	1,024,039
% Change from Prior Year		12.3%	48.4%	-10.4%	3.9%

*In mid FY 16 the City brought the Electric Utility Operations in-house and stopped outside contracting with ENCO.

Distribution Systems - Operations

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	-	448,158	923,837	875,332
Operating Expenses	28,376,739	28,155,116	30,328,063	30,303,561
Capital Outlay	2,017,352	1,269,669	800,000	816,000
Total	\$ 30,394,091	\$ 29,872,942	\$ 32,051,900	\$ 31,994,893
No. of Positions				
Full-time	-	9	9	9
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total FTE's	-	9	9	9

Program Summary:

This budget represents the contract costs for ENCO; the purchase of bulk power under contracts from Seminole Electric Cooperative, Gainesville Regional Utility, Clean Footprint, Florida Power & Light Co, Orlando Utilities Commission, and Covanta Energy, other subcontractors used in the construction and maintenance of the electric system; operating expenses associated with the electric operations center (Metric), and the cost of materials purchased for the electric system's inventory.

Level of Service Provided in Budget:

Maintain the city's electric distribution system within the following goals and guidelines:

- Reduce the System Average Interruption Duration Index to 60 minutes.
- Maintain a Momentary Average Interruption Frequency Index of less than 3 per year.

Accomplishments for FY 2017

Replaced contracted line positions with in-house City managed staff

Brought in City Electrical Engineers

Placed City Electrical GIS into City platform and began verifying all field electrical distribution inventory

Reorganized and streamlined underground to overhead conversion process

Goals for FY 2018

Secure call center and dispatch function either in-house or with firm that provides interactive logic with City's GIS platform

Complete 5 miles of overhead to underground conversion

Complete the Fairbanks overhead to underground conversion

Develop written processes, policies and guidelines for the utility

Develop Electric Utility storm plan to support City EOC storm plan

Distribution Systems - Operations

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2903-531.12-10	REGULAR WAGES	-	315,518	567,466	582,417
406-2903-531.14-10	OVERTIME WAGES	-	46,213	160,000	100,000
406-2903-531.21-10	FICA TAXES	-	23,252	48,185	40,215
406-2903-531.22-10	PENSION	-	21,952	44,875	40,770
406-2903-531.22-20	ICMA CITY CONTRIBUTION	-	168	-	1,838
406-2903-531.23-10	GROUP HEALTH/DENTAL	-	34,399	90,000	96,750
406-2903-531.23-11	LIFE INSURANCE	-	632	1,391	1,267
406-2903-531.23-12	AD&D INSURANCE	-	70	154	141
406-2903-531.23-13	DISABILITY INSURANCE	-	702	1,545	1,408
406-2903-531.24-10	WORKER'S COMPENSATION	-	5,209	10,130	10,451
406-2903-531.25-10	UNEMPLOYMENT	-	44	91	75
406-2903-531.34-40	CONTRACTUAL SERVICES	143,328	135,748	15,000	15,000
406-2903-531.34-53	BULK POWER CONTRACT	23,385,614	22,779,278	24,813,654	24,336,485
406-2903-531.34-54	ENCO - OVERTIME	194,060	72,942	-	-
406-2903-531.34-55	SUBSTATION MAINT.	32,017	33,531	75,000	45,000
406-2903-531.34-57	ENCO - CALL CENTER	43,320	56,443	55,000	110,000
406-2903-531.34-58	TRANSMISSION SERVICES	3,254,741	3,261,373	3,105,267	3,493,178
406-2903-531.34-59	ENCO - OPERATIONS MAN.	866,091	693,470	-	-
406-2903-531.34-60	ENCO - CONTRACT ADDENDUM	651,434	541,308	-	-
406-2903-531.34-62	ENCO - 3RD PARTY INVOICES	5,970	10,995	-	-
406-2903-531.34-63	CONT. IN AID OF CONSTRUCT	56,544	77,209	500,000	500,000
406-2903-531.34-64	SURGE & WIRE PROTECTION	60,513	22,377	40,000	-
406-2903-531.34-65	ELECTRIC CAPITAL	2,017,352	1,269,669	800,000	816,000
406-2903-531.34-68	ENERGY CONSERVATION PROG	61,058	43,586	50,000	50,000
406-2903-531.34-70	LOCATOR SERVICE	26,491	18,113	-	-
406-2903-531.34-71	RES U/G SERVICE CONV	177,307	299,344	-	-
406-2903-531.34-72	CONTRACTED OUTAGE REST.	-	49,942	-	15,000
406-2903-531.39-99	CONTRA EXPENSE/RECLASS	(2,241,147)	(1,750,918)	-	-
406-2903-531.40-10	TRAVEL & TRAINING	-	96	-	10,000
406-2903-531.41-15	TELEPHONE - EQUIP CHARGES	14,315	25,979	21,640	13,106
406-2903-531.41-20	MOBILE COMM DEVICES	-	1,771	7,000	5,000
406-2903-531.43-20	WATER	1,498	1,240	1,700	1,500
406-2903-531.43-70	ELECTRICITY	2,846	3,982	4,000	4,000
406-2903-531.44-20	BUILDING RENTAL	172,500	86,738	-	-
406-2903-531.44-60	EQUIP REPLACEMENT FUNDING	-	-	134,641	115,859
406-2903-531.44-65	VEHICLE RENTAL	22,063	21,142	-	-
406-2903-531.45-10	GENERAL LIABILITY	-	-	26,519	21,906
406-2903-531.45-11	RISK MGMT OPERATIONS	-	-	5,055	5,306
406-2903-531.45-30	VEHICLE INSURANCE	-	-	10,917	9,394
406-2903-531.46-50	VEHICLE MAINTENANCE	115,495	99,178	121,148	122,152
406-2903-531.46-60	FLEET MAINT. OVERHEAD	-	-	15,676	16,443
406-2903-531.49-24	GROSS RECEIPTS TAX	1,173,637	1,157,315	1,171,269	1,193,812
406-2903-531.52-10	GENERAL OPERATING SUPPLY	-	327,238	100,000	50,000
406-2903-531.52-11	ENCO - SUPPLIES	119,094	65,864	-	-
406-2903-531.52-12	INVENTORY	136,179	-	-	150,000
406-2903-531.52-20	FUEL	5,801	10,343	45,277	15,420
406-2903-531.52-70	CLOTHING	-	1,512	6,300	2,000
406-2903-531.52-90	EQUIPMENT UNDER \$5,000	1,327	821	3,000	3,000
406-2903-531.52-98	WAREHOUSE/SHORT & OVER	(105,357)	(6,068)	-	-
406-2903-531.64-50	MACHINERY & EQUIPMENT	-	13,224	-	-
Totals		30,394,091	29,872,942	32,051,900	31,994,893
% Change from Prior Year		-7.1%	-1.7%	7.3%	-0.2%

*In mid FY 16 the City brought the Electric Utility Operations in-house and stopped outside contracting with ENCO.

**In FY 2018 the Utility will expand its call center operations to add outage management.

Street Lighting

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel				
Operating Expenses	593,363	575,162	525,000	505,000
Capital Outlay	(1)	1,448	90,000	160,000
Total	\$ 593,362	\$ 576,610	\$ 615,000	\$ 665,000
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

City crews will handle all aspects of lighting repair and replacement.

Level of Service Provided in Budget:

With Electric Operations being brought in-house, funding for 3rd party contractual costs for street lighting management has declined and all labor and replacement work will be performed by the City's utility line positions. Funding provided in this division will maintain all public street lighting in an efficient and effective manner. In an effort to promote sustainability, replacements are done with LEDs where possible.

Street Lighting

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2904-531.39-99	CONTRA EXPENSE/RECLASS	(183,035)	(397,633)	-	-
406-2904-531.40-10	TRAVEL & TRAINING	-	130	-	-
406-2904-531.43-50	ELECTRICITY-STREET LIGHTS	422,776	419,032	425,000	425,000
406-2904-531.46-71	STREET LIGHTS-LABOR	47,225	32,337	-	-
406-2904-531.46-72	STREET LIGHTS-MATERIALS	-	-	-	80,000
406-2904-531.48-10	PROMOTIONAL ACTIVITIES	-	2,906	-	-
406-2904-531.52-14	STREET LIGHTING INVENTORY	120,913	17,178	100,000	-
406-2904-531.52-98	WAREHOUSE/SHORT & OVER	2,449	103,579	-	-
406-2904-531.63-11	STREET LIGHTS-LABOR	93,784	223,318	40,000	80,000
406-2904-531.63-12	STREET LIGHTS-MATERIALS	89,250	175,763	50,000	80,000
Totals		593,362	576,610	615,000	665,000
% Change from Prior Year		-30.7%	-2.8%	6.7%	8.1%

Utility Billing

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	244,609	245,683	249,540	263,906
Operating Expenses	230,789	218,262	245,537	314,033
Capital Outlay	-	-	-	-
Total	\$ 475,398	\$ 463,945	\$ 495,077	\$ 577,939
No. of Positions				
Full-time				
Part-time				
Seasonal				
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

Utility Billing is managed by the Finance Department. Costs above represent the Electric Utility's funding responsibility as a pro-rata share of total cost.

Level of Service Provided in Budget:

- Efficiently and effectively respond to all customer calls and concerns with an average wait time of less than five minutes.
- Resolve customer inquiries within 3 minutes or less of service time.
- Handle an annual average of 85,000+ calls.

Accomplishments for FY 2017

Assumed responsibility for billing commercial customers for garbage service (previously performed by contractor)

Goals for FY 2018

Partner with MoneyGram to offer walk-in cash payment customers an alternate payment option; pay at CVS, Walmart, other Local Retailers.

Work with Online Utility Exchange to activate the collection module.

Electric Utility Billing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2905-531.12-10	REGULAR WAGES	157,323	156,865	166,035	176,144
406-2905-531.13-10	PART TIME/TEMPORARY WAGES	15,977	19,205	14,418	15,464
406-2905-531.14-10	OVERTIME WAGES	121	145	2,760	1,000
406-2905-531.21-10	FICA TAXES	12,270	12,507	12,698	13,628
406-2905-531.22-10	PENSION	10,976	8,941	11,482	12,330
406-2905-531.22-20	ICMA CITY CONTRIBUTION	983	1,008	1,017	1,093
406-2905-531.23-10	GROUP HEALTH/DENTAL	45,848	45,920	40,000	43,000
406-2905-531.23-11	LIFE INSURANCE	342	342	359	384
406-2905-531.23-12	AD&D INSURANCE	38	38	40	43
406-2905-531.23-13	DISABILITY INSURANCE	380	380	399	427
406-2905-531.24-10	WORKER'S COMPENSATION	301	284	283	344
406-2905-531.25-10	UNEMPLOYMENT	50	48	49	49
406-2905-531.34-40	CONTRACTUAL SERVICES	2,662	3,105	3,800	3,900
406-2905-531.34-45	CREDIT CARD FEES	147,165	131,596	150,000	160,000
406-2905-531.34-46	PRINT&MAIL UTILITY BILLS	23,307	22,791	25,000	25,000
406-2905-531.34-48	SURGE & WIRE PROTECTION	-	-	-	57,600
406-2905-531.40-10	TRAVEL & TRAINING	29	652	600	600
406-2905-531.41-20	MOBILE COMM DEVICES	(48)	(48)	310	310
406-2905-531.41-40	LONG DISTANCE SERVICE	1,499	1,786	1,600	1,800
406-2905-531.42-10	POSTAGE & FREIGHT	43,307	43,730	48,000	48,000
406-2905-531.44-50	OTHER RENTALS	876	607	725	800
406-2905-531.44-63	COPIER RENTAL	-	-	900	900
406-2905-531.45-10	GENERAL LIABILITY	7,778	7,261	6,786	7,207
406-2905-531.45-11	RISK MGMT OPERATIONS	953	1,457	1,293	1,746
406-2905-531.46-40	EQUIPMENT MAINTENANCE	-	2,787	3,100	2,880
406-2905-531.47-10	PRINTING & BINDING	333	487	590	550
406-2905-531.47-30	COPIER	1,994	288	383	390
406-2905-531.48-10	PROMOTIONAL ACTIVITIES	-	89	200	200
406-2905-531.51-20	OFFICE EQUIP UNDER \$5,000	156	-	150	150
406-2905-531.52-10	GENERAL OPERATING SUPPLY	721	365	1,100	1,000
406-2905-531.52-90	EQUIPMENT UNDER \$5,000	57	1,310	1,000	1,000
Totals		475,398	463,945	495,077	577,939
% Change from Prior Year		0.0%	-2.4%	6.7%	16.7%

Meter Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	221,242	239,909	246,390	242,779
Operating Expenses	120,018	189,431	121,939	132,016
Capital Outlay	-	-	-	-
Total	\$ 341,260	\$ 429,340	\$ 368,329	\$ 374,795
No. of Positions				
Full-time				
Part-time				
Seasonal				
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

Meter Reading is managed by the Water and Wastewater Department. Costs above represent the Electric Utility's funding responsibility as a share of total costs. The level of service by AMR is greatly enhanced while the annual operating cost has been reduced.

Level of Service Provided in Budget:

- Accurately measure and monitor meter consumption and provide valuable information to the consumer.

Accomplishments for FY 2017

Completed 1884 initial meter reads, 1855 final readings, 2 flow tests, 1540 electric meter reconnects, 1571 electric disconnects, 112 electric meter exchanges, and 694 shut off nonpaid. Total rereads 703 at the end of Q2 FY 2017.

Goals for FY 2018

Continue meter reading accuracy at > 99.5%.
 Continue the Random Electric Meter Testing Program including all form types.
 Periodic testing a percentage of each electric form types on monthly schedule.

Meter Services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2906-531.12-10	REGULAR WAGES	148,267	160,255	169,547	162,287
406-2906-531.12-20	TEMPORARY SUPERVISOR PAY	20	48	200	200
406-2906-531.14-10	OVERTIME WAGES	3,242	3,720	3,000	3,600
406-2906-531.15-10	INCENTIVE	400	650	600	900
406-2906-531.21-10	FICA TAXES	11,132	11,802	12,038	11,646
406-2906-531.22-10	PENSION	5,710	10,511	11,707	11,199
406-2906-531.23-10	GROUP HEALTH/DENTAL	47,932	48,001	44,000	47,300
406-2906-531.23-11	LIFE INSURANCE	320	341	364	350
406-2906-531.23-12	AD&D INSURANCE	36	38	40	39
406-2906-531.23-13	DISABILITY INSURANCE	355	378	405	388
406-2906-531.24-10	WORKER'S COMPENSATION	3,791	4,126	4,448	4,833
406-2906-531.25-10	UNEMPLOYMENT	37	38	41	37
406-2906-531.34-40	CONTRACTUAL SERVICES	2,415	2,366	3,000	2,600
406-2906-531.40-10	TRAVEL & TRAINING	2,294	1,237	3,000	2,200
406-2906-531.41-20	MOBILE COMM DEVICES	2,907	3,034	3,000	3,120
406-2906-531.42-10	POSTAGE & FREIGHT	11	-	50	60
406-2906-531.44-60	EQUIP REPLACEMENT FUNDING	12,857	113,465	13,194	12,924
406-2906-531.45-10	GENERAL LIABILITY	7,242	6,994	7,014	6,104
406-2906-531.45-11	RISK MGMT OPERATIONS	888	1,403	1,337	1,478
406-2906-531.45-30	VEHICLE INSURANCE	1,203	1,227	1,070	1,050
406-2906-531.46-10	MAINTENANCE CONTRACTS	161	2,891	3,200	3,360
406-2906-531.46-40	EQUIPMENT MAINTENANCE	700	700	2,900	1,800
406-2906-531.46-44	ELECTRIC METERS	71,377	45,164	65,000	71,000
406-2906-531.46-50	VEHICLE MAINTENANCE	7,614	6,289	5,892	6,522
406-2906-531.46-60	FLEET MAINT. OVERHEAD	787	951	762	878
406-2906-531.47-10	PRINTING & BINDING	135	68	-	100
406-2906-531.48-10	PROMOTIONAL ACTIVITIES	-	-	100	100
406-2906-531.52-10	GENERAL OPERATING SUPPLY	4,161	2,653	3,500	2,850
406-2906-531.52-20	FUEL	3,493	-	7,720	7,770
406-2906-531.52-70	CLOTHING	1,773	191	1,000	-
406-2906-531.52-90	EQUIPMENT UNDER \$5,000	-	798	200	8,100
Totals		341,260	429,340	368,329	374,795
% Change from Prior Year		18.3%	25.8%	-14.2%	1.8%

Electric Undergrounding

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	53,774	15,151	-	-
Operating Expenses	4,419,477	2,891,123	3,500,000	3,500,000
Capital Outlay				
Total	\$ 4,473,251	\$ 2,906,274	\$ 3,500,000	\$ 3,500,000
No. of Positions				
Full-time	-	-	-	-
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	-	-	-	-
FTE's	-	-	-	-

* Note that FY16 includes the \$3 million budget for the undergrounding of the Duke Energy distribution lines along Fairbanks.

Program Summary:

Electric Undergrounding represents the city's efforts to underground all overhead wires out of revenues in excess of operating expenses from the Electric Utility. Fluctuations in sales (revenues) and market costs will cause the funding available each year to vary however the city has a goal of undergrounding all wires in the city within 9 years.

Level of Service Provided in Budget:

- Complete the planned underground schedule in line with the 9 year remaining project horizon.

Electric Undergrounding

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2909-531.01-01	UNDERGROUNDING BUDGET	4,419,477	2,887,073	3,500,000	3,500,000
406-2909-531.01-02	DUKE ENERGY FAIRBANKS UG	-	4,050	-	-
406-2909-531.12-10	REGULAR WAGES	40,160	14,351	-	-
406-2909-531.21-10	FICA TAXES	2,910	1,030	-	-
406-2909-531.22-10	PENSION	2,811	1,005	-	-
406-2909-531.22-20	ICMA CITY CONTRIBUTION	-	-	-	-
406-2909-531.23-10	GROUP HEALTH/DENTAL	6,484	(1,736)	-	-
406-2909-531.23-11	LIFE INSURANCE	88	31	-	-
406-2909-531.23-12	AD&D INSURANCE	10	3	-	-
406-2909-531.23-13	DISABILITY INSURANCE	98	35	-	-
406-2909-531.24-10	WORKER'S COMPENSATION	1,203	429	-	-
406-2909-531.25-10	UNEMPLOYMENT	10	3	-	-
406-2909-531.39-99	CONTRA EXPENSE/RECLASS	(4,310,564)	(2,999,687)	-	-
Totals		4,473,251	2,906,274	3,500,000	3,500,000
% Change from Prior Year		20.4%	-35.0%	20.4%	0.0%

Tree Trimming

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	70,337	102,607	126,227	168,577
Operating Expenses	417,812	492,090	429,530	504,777
Capital Outlay	-	-	-	-
Total	\$ 488,149	\$ 594,697	\$ 555,757	\$ 673,354
No. of Positions				
Full-time				
Part-time				
Seasonal				
Total	-	-	-	-
FTE's	-	-	-	-

Program Summary:

Tree Trimming handles the contractual costs of maintaining line clearance with contract management handled by Forestry.

Level of Service Provided in Budget:

- Funding of \$50,000 to support planting of new trees is included in the budget.
- Provides tree trimming support organized and implemented by the Forestry Division.

Tree Trimming

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2910-531.12-10	REGULAR WAGES	52,933	73,460	91,993	102,252
406-2910-531.14-10	OVERTIME WAGES	-	312	-	25,000
406-2910-531.21-10	FICA TAXES	3,920	5,424	6,900	7,603
406-2910-531.22-10	PENSION	3,705	5,164	6,439	7,158
406-2910-531.22-20	ICMA CITY CONTRIBUTION	1,059	1,082	1,079	1,127
406-2910-531.23-10	GROUP HEALTH/DENTAL	6,773	14,511	16,500	21,285
406-2910-531.23-11	LIFE INSURANCE	115	161	199	222
406-2910-531.23-12	AD&D INSURANCE	13	18	22	25
406-2910-531.23-13	DISABILITY INSURANCE	128	179	221	247
406-2910-531.24-10	WORKER'S COMPENSATION	1,684	2,286	2,857	3,641
406-2910-531.25-10	UNEMPLOYMENT	7	11	17	17
406-2910-531.34-52	TREE TRIMMING CONTRACT	396,130	439,449	375,000	375,000
406-2910-531.34-69	VEGETATIVE DEBRIS REMOVAL	-	-	-	25,000
406-2910-531.45-10	GENERAL LIABILITY	2,140	2,200	3,805	3,846
406-2910-531.45-11	RISK MGMT OPERATIONS	262	441	725	931
406-2910-531.52-13	TREE PURCHASES	19,280	50,000	50,000	100,000
Totals		488,149	594,697	555,757	673,354
% Change from Prior Year		NA	21.8%	-6.5%	21.2%

Warehousing

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	-	83,459	193,099	208,725
Operating Expenses	-	396,015	36,609	65,593
Capital Outlay	-	41,246	85,000	16,000
Total	\$ -	\$ 520,720	\$ 314,708	\$ 290,318
No. of Positions				
Full-time	-	3*	3	3
Part-time				
Seasonal				
Total	-	3	3	3
FTE's	-	3	3	3

*Staff was hired late in FY16

Program Summary:

The Warehousing division is responsible for the acquisition, inventory, and issuance of materials and supplies for the Electric and Water & Wastewater Utilities. Created in FY16 with the completion of the new 10,000 SF facility at the Public Works Compound, the Warehousing division operates in cooperation with the utilities under the oversight of the Budgeting Division. Costs are accounted for in the Electric Fund and then split with the Water & Wastewater Fund on an equal basis.

Level of Service Provided in Budget:

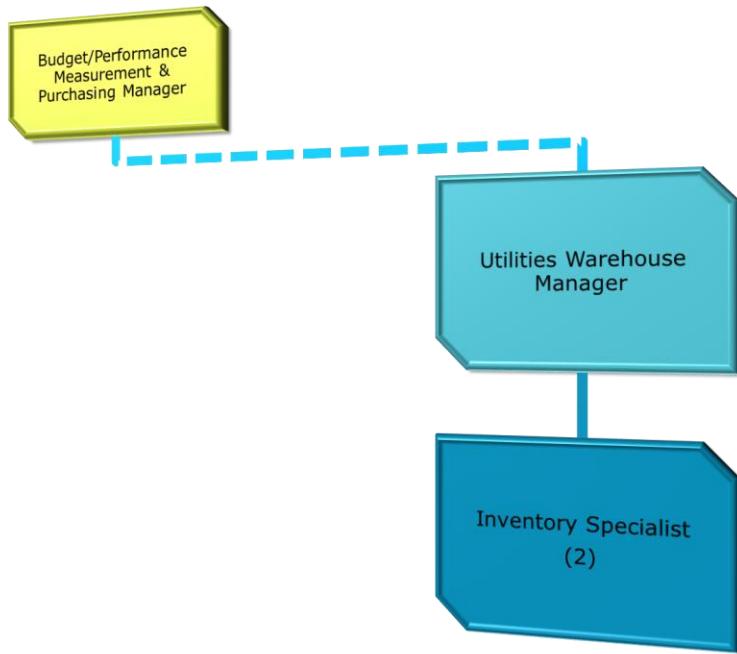
- Provide 11 hour daily 'peak time' operating hours during the work week.
- Provide prompt after hours emergency response time of under 1 hour.
- Safe and accurate storage and accountability of materials and supplies under management.
- Annual inventory tolerance for discrepancy of less than 5%.

Accomplishments for FY 2017

Restructured the warehouse yard to accommodate the Palmetto yard inventory and consolidate sites.
Worked with Departments to develop requisition forms and process for in-house crews and contractors.
Begin integration of Electric and Water & Wastewater inventory management into new facility.
Reduced inventory of obsolete or surplus materials.
Developing satellite materials site for emergency after-hours access to basic materials.
Created min/max thresholds and reorder points for common materials.
Established materials contracts for Electric vendors to reduce lead times and costs on common items.
Created cycle count process to increase accuracy.

Goals for FY 2018

Bring the Water & Wastewater Utility inventory operations into the warehouse.
Establish safety training procedures for equipment.
Review existing processes for better customer service and efficiency.



Warehousing

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
406-2911-531.12-10	REGULAR WAGES	-	67,242	134,700	146,131
406-2911-531.13-10	PART TIME/TEMPORARY WAGES	-	-	1,000	-
406-2911-531.14-10	OVERTIME WAGES	-	2,045	5,000	5,000
406-2911-531.21-10	FICA TAXES	-	5,135	10,162	10,367
406-2911-531.22-10	PENSION	-	4,318	9,429	10,229
406-2911-531.22-20	ICMA CITY CONTRIBUTION	-	125	-	1,357
406-2911-531.23-10	GROUP HEALTH/DENTAL	-	3,238	30,000	32,250
406-2911-531.23-11	LIFE INSURANCE	-	138	293	319
406-2911-531.23-12	AD&D INSURANCE	-	15	32	35
406-2911-531.23-13	DISABILITY INSURANCE	-	153	325	355
406-2911-531.24-10	WORKER'S COMPENSATION	-	1,034	2,128	2,652
406-2911-531.25-10	UNEMPLOYMENT	-	16	30	30
406-2911-531.34-40	CONTRACTUAL SERVICES	-	2,909	1,000	1,000
406-2911-531.40-10	TRAVEL & TRAINING	-	169	2,000	2,000
406-2911-531.41-15	TELEPHONE - EQUIP CHARGES	-	-	-	1,537
406-2911-531.41-20	MOBILE COMM DEVICES	-	779	2,700	2,700
406-2911-531.43-20	WATER	-	-	1,400	1,000
406-2911-531.43-70	ELECTRICITY	-	-	9,500	10,000
406-2911-531.44-60	EQUIP REPLACEMENT FUNDING	-	-	-	10,052
406-2911-531.44-63	COPIER RENTAL	-	-	-	250
406-2911-531.45-10	GENERAL LIABILITY	-	-	5,572	5,496
406-2911-531.45-11	RISK MGMT OPERATIONS	-	-	1,062	1,331
406-2911-531.46-40	EQUIPMENT MAINTENANCE	-	-	2,500	3,000
406-2911-531.46-50	VEHICLE MAINTENANCE	-	-	-	1,500
406-2911-531.47-30	COPIER	-	37	-	137
406-2911-531.52-10	GENERAL OPERATING SUPPLY	-	9,458	1,200	20,000
406-2911-531.52-12	INVENTORY	-	-	1,000	-
406-2911-531.52-20	FUEL	-	165	4,000	1,590
406-2911-531.52-70	CLOTHING	-	843	2,100	1,500
406-2911-531.52-90	EQUIPMENT UNDER \$5,000	-	7,806	2,500	2,500
406-2911-531.52-98	WAREHOUSE/SHORT & OVER	-	373,849	-	-
406-2911-531.54-20	MEMBERSHIPS	-	-	75	-
406-2911-531.64-50	MACHINERY & EQUIPMENT	-	35,022	85,000	16,000
406-2911-531.66-20	SOFTWARE	-	6,224	-	-
Totals		-	520,720	314,708	290,318
% Change from Prior Year		NA	NA	-39.6%	-7.8%

*Created in mid FY16, the Utility Warehousing Division is funded out of the Electric Fund and split with the Water Utility.



waters wastewater utilities

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

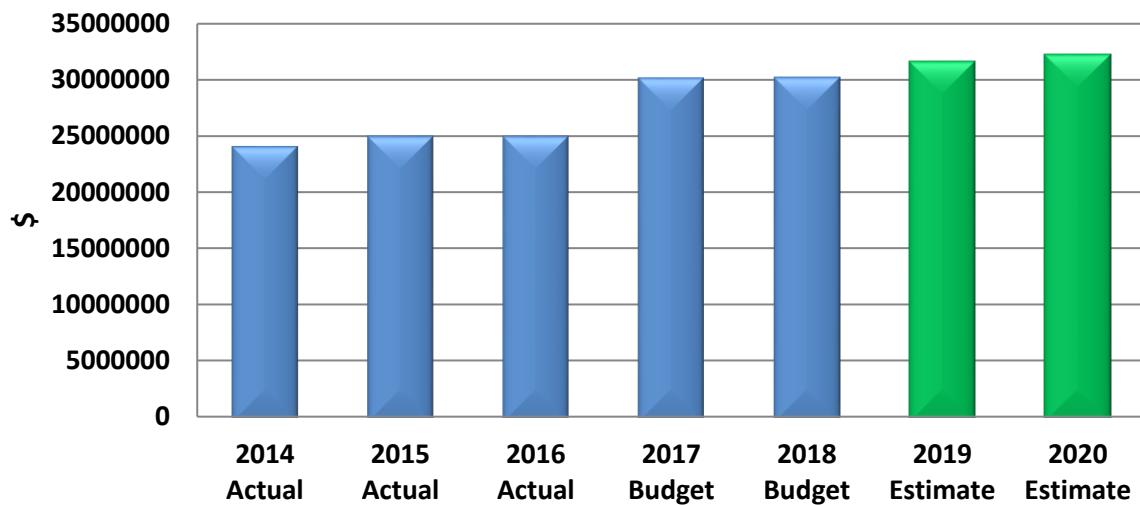
	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 27,635,066	\$ 28,138,903	\$ 29,020,089	\$ 29,291,713	\$ 30,258,542
Capital contributions	2,835,720	368,584	916,855	385,000	800,000
Other	<u>1,100,087</u>	<u>766,610</u>	<u>303,229</u>	<u>486,016</u>	<u>382,485</u>
Total Revenues/Sources	31,570,873	29,274,097	30,240,173	30,162,729	31,441,027
EXPENSES/USES					
General administration	1,664,983	1,646,987	1,757,791	1,702,619	1,869,304
Operations	12,859,057	13,079,324	13,518,680	15,662,170	16,069,646
Depreciation	3,339,636	3,577,256	3,354,768	-	-
Amortization	741,638	741,638	664,439	-	-
Interest and fiscal charges	3,389,783	3,369,794	3,237,061	3,038,330	2,818,097
Amount allocated for principal payment	-	-	-	2,890,000	3,110,000
Amount allocated for capital projects	-	-	-	4,581,146	4,292,000
Reimbursements	2,226,438	2,187,363	2,324,829	2,349,132	2,518,326
Transfers to other funds	<u>2,093,600</u>	<u>2,710,699</u>	<u>2,354,943</u>	<u>2,660,478</u>	<u>2,773,654</u>
Total Expenses/Uses	26,315,135	27,313,061	27,212,511	32,883,875	33,451,027
Change in Net Assets (Cash Flows for Budget Years Presented)	5,255,738	1,961,036	3,027,662	(2,721,146)	(2,010,000)
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(3,400,000)	(3,400,000)
Deduct estimate for amortization	-	-	-	(1,350,000)	(1,350,000)
Add back payment of principal	-	-	-	2,890,000	3,110,000
Add back investment in capital assets	-	-	-	4,581,146	4,292,000
Change in Net Assets (After Adjustments to Budget Years)	5,255,738	1,961,036	3,027,662	-	642,000
Net Assets at Beginning of Year	59,591,049	64,846,787	66,807,823	69,835,485	69,835,485
Net Assets at End of Year	\$ 64,846,787	\$ 66,807,823	\$ 69,835,485	\$ 69,835,485	\$ 70,477,485
Invested in capital assets, net of related debt	\$ 42,744,353	\$ 42,679,670	\$ 44,117,925	\$ 46,839,071	\$ 49,491,071
Restricted	7,295,121	8,227,365	8,402,745	8,402,745	8,402,745
Unrestricted	<u>14,807,313</u>	<u>15,900,788</u>	<u>17,314,815</u>	<u>14,593,669</u>	<u>12,583,669</u>
Total Net Assets	\$ 64,846,787	\$ 66,807,823	\$ 69,835,485	\$ 69,835,485	\$ 70,477,485

Water and Sewer Services

Mission: The Water & Wastewater Utility Department employees are dedicated to providing our customers with the highest quality water and utility service in a safe, reliable, and efficient manner, with care and concern for the environment.

Historical Spending & Future Estimated Expenditures

Water & Wastewater



Key Performance Indicators

Indicator	Actual FY 16	YTD FY 17	Goal FY 18	Notes
Unaccounted for water	6.70%	5.44% (last 12 mo)	<5%	Industry standard is <10%
Water quality sampling MCL violations	0	0	0	Water quality indicator reported annually in CCR
Conformance to State/Federal Drinking Water and Wastewater guidelines	100%	100%	100%	

Administration

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	791,388	788,702	804,064	840,007
Operating Expenses	286,535	363,947	278,354	370,074
Capital Outlay	7,355	17,741	-	13,500
Total	\$ 1,085,278	\$ 1,170,390	\$ 1,082,418	\$ 1,223,581
No. of Positions				
Full-time	8	8	8	8
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	8	8	8	8
FTE's	8	8	8	8

Program Summary:

The administration of the Utility Dept. provides leadership, direction, rate and fee development, and long term planning and assistance for the City's potable water, wastewater and reclaimed water utilities.

Level of Service Provided in Budget:

- Management of the \$29 million a year Water and Wastewater Utility.
- The administration also coordinates with local, state and federal regulatory agencies including the USEPA, the FDEP, the SJRWMD, the SSNOCWTA, the EPD, Orange County, Seminole County, the City of Orlando, design consultants, contractors, developers, and other departments within the City.
- This division has a liaison on the Utility Advisory Board.

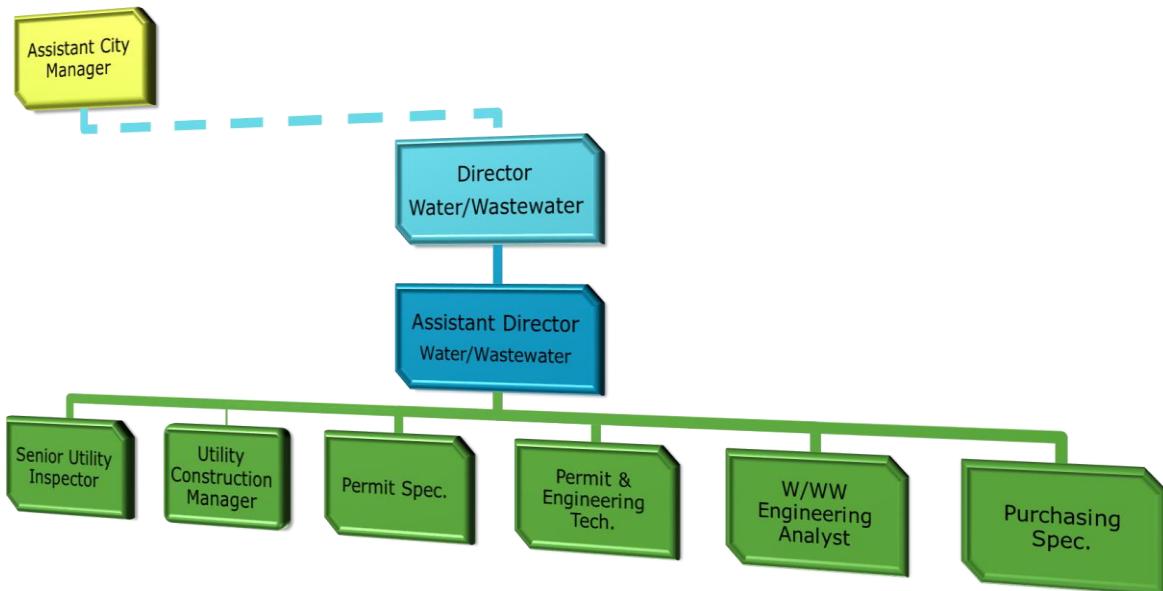
Administration

Accomplishments for FY 2017

Negotiated savings on some Utility Betterments associated with the FDOT Ultimate I-4 project, and partnered with the construction to save over a million dollars.
Negotiated several public/private agreements that allowed some critical water main system improvements to be completed during development at a fraction of the cost if done independently.
Great strides were made in incorporating field data into GIS.

Goals for FY 2018

Continue coordination with Florida Department of Transportation for the I-4 Ultimate (Interstate expansion) project.
Make collection system modifications to divert additional wastewater to the City WWTP to provide additional reclaimed water for future expansion of that system.



Water Utility Administration

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2841-536.12-10	REGULAR WAGES	605,093	594,391	619,138	643,772
403-2841-536.13-10	PART TIME/TEMPORARY WAGES	-	2,295	-	-
403-2841-536.14-10	OVERTIME WAGES	6,677	6,639	6,700	5,000
403-2841-536.21-10	FICA TAXES	41,811	45,126	42,286	44,694
403-2841-536.22-10	PENSION	42,363	45,433	43,566	45,298
403-2841-536.22-20	ICMA CITY CONTRIBUTION	4,980	3,031	5,215	5,418
403-2841-536.23-10	GROUP HEALTH/DENTAL	83,360	84,762	80,000	86,000
403-2841-536.23-11	LIFE INSURANCE	1,276	1,283	1,337	1,390
403-2841-536.23-12	AD&D INSURANCE	141	142	148	154
403-2841-536.23-13	DISABILITY INSURANCE	1,417	1,424	1,485	1,544
403-2841-536.24-10	WORKER'S COMPENSATION	4,189	4,094	4,108	6,656
403-2841-536.25-10	UNEMPLOYMENT COMPENSATION	81	81	81	81
403-2841-536.31-10	CITY ATTORNEY	64,167	63,534	72,500	65,000
403-2841-536.32-10	ACCOUNTING & AUDITING	20,667	20,667	21,700	22,000
403-2841-536.33-08	ENG./TECHNICAL STUDIES	-	59,208	28,000	65,000
403-2841-536.33-09	GIS CONSULTANT	125,531	147,879	55,000	55,000
403-2841-536.34-40	CONTRACTUAL SERVICE	5,553	4,060	40,100	55,000
403-2841-536.40-10	TRAVEL & TRAINING	4,047	1,014	5,200	7,500
403-2841-536.41-15	TELEPHONE - EQUIP CHGS	4,327	3,756	3,814	3,075
403-2841-536.41-16	AIRCARDS	866	866	1,000	1,000
403-2841-536.41-20	MOBILE COMM DEVICES	2,662	2,609	3,462	4,500
403-2841-536.42-10	POSTAGE & FREIGHT	30	28	75	75
403-2841-536.44-60	EQUIP REPLACEMENT FUNDING	1,875	1,954	1,855	1,875
403-2841-536.44-63	COPIER RENTAL	-	-	1,000	1,000
403-2841-536.45-10	GENERAL LIABILITY	24,274	25,072	25,612	24,214
403-2841-536.45-11	RISK MGMT OPERATIONS	2,975	5,030	4,882	5,865
403-2841-536.45-30	VEHICLE INSURANCE	176	178	150	152
403-2841-536.46-10	MAINTENANCE CONTRACTS	-	1,298	1,200	45,000
403-2841-536.46-50	VEHICLE MAINTENANCE	845	1,404	1,682	1,631
403-2841-536.46-60	FLEET MAINT. OVERHEAD	212	251	218	220
403-2841-536.47-10	PRINTING & BINDING	222	104	150	175
403-2841-536.47-30	COPIER	4,010	379	303	311
403-2841-536.48-10	PROMOTIONAL ACTIVITIES	119	518	300	-
403-2841-536.51-20	OFFICE EQUIP UNDER \$5,000	731	3,073	1,700	2,000
403-2841-536.51-30	OTHER OFFICE SUPPLIES	132	-	-	-
403-2841-536.52-10	GENERAL OPERATING SUPPLY	8,498	13,384	4,000	4,500
403-2841-536.52-20	FUEL	999	1,670	951	1,081
403-2841-536.52-70	CLOTHING	414	332	500	500
403-2841-536.52-90	EQUIPMENT UNDER \$5,000	926	3,405	1,500	1,500
403-2841-536.52-98	WAREHOUSE/SHORT & OVER	11,694	856	-	-
403-2841-536.54-10	BOOKS & PERIODICALS	86	-	250	400
403-2841-536.54-20	MEMBERSHIPS	428	1,419	1,250	1,500
403-2841-536.54-30	EMPLOYEE DEVELOPMENT	69	-	-	-
403-2841-536.64-50	MACHINERY & EQUIPMENT	-	4,495	-	-
403-2841-536.66-20	SOFTWARE	7,355	13,246	-	13,500
Totals		1,085,278	1,170,390	1,082,418	1,223,581
% Change from Prior Year		5.3%	7.8%	-7.5%	13.0%

Water Treatment

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	882,320	903,702	898,174	973,444
Operating Expenses	1,332,475	1,339,072	1,634,815	1,531,215
Capital Outlay	83,749	1,036	87,000	40,000
Total	\$ 2,298,544	\$ 2,243,810	\$ 2,619,989	\$ 2,544,659
No. of Positions				
Full-time	12	12	12	12
Part-time	1	1	1	1
Seasonal	-	-	-	-
Total	13	13	13	13
FTE's	12.5	12.5	12.5	12.5

Program Summary:

The Water Treatment Division is responsible for the water quality of the potable water system for the City. The City's drinking water system consists of four interconnected water plants that serve approximately 23,549 connections in a 22 square mile service area in and outside the City limits.

Our Cross Connection Control Program protects the City's water quality through the installation of backflow preventers on all connections that may be a potential hazard to the water system. The City has an in-house testing and repair program for backflow preventers.

Level of Service Provided in Budget:

Available funding for FY 2018 will support adequate treatment for 3.85 billion gallons of water and provide sufficient funding for repair and maintenance for the water plants and equipment.

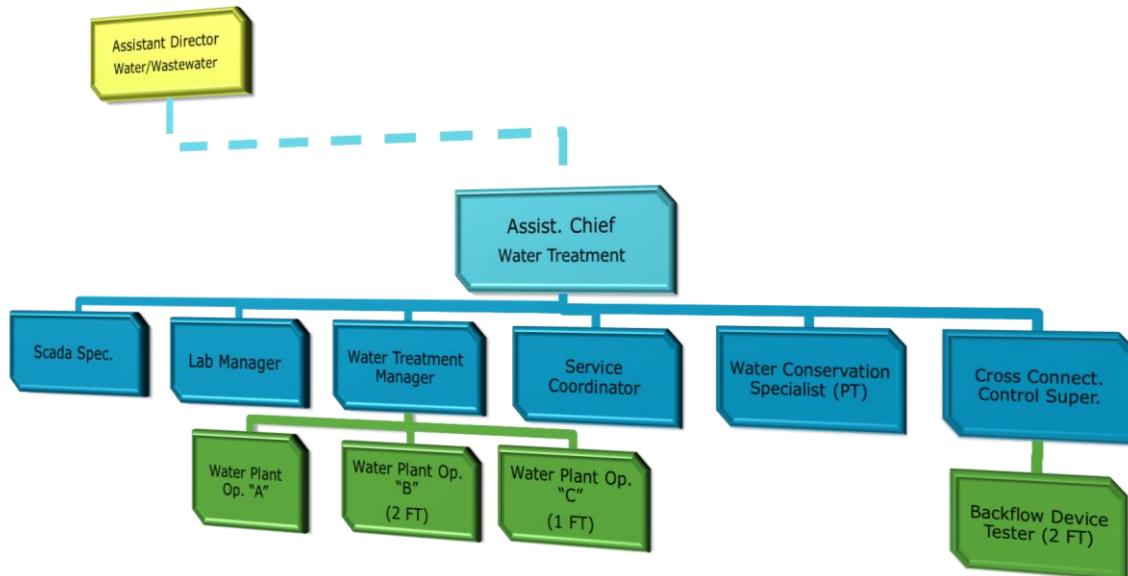
Water Treatment

Accomplishments for FY 2017

- Replaced second High Service Pump Variable Frequency Drive at Swoope Water Plant
- Painted Aloma and Magnolia Water Plants (in progress)
- Replace Air Compressor skid and nitrogen boost system for Swoope Water Plant (in progress)
- Treated 1.873 Billion Gallons of water thru 2 quarters of FY 17
- Implemented a used cooking oil recycling program

Goals for FY 2018

- Maintain unaccounted water to 5% or less
- Meet all Federal and State regulations
- Increase Backflow device installation by 3%
- Install an alternate water supply (well) for two city parks to eliminate potable water use for irrigation



Water Treatment

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2842-536.12-10	REGULAR WAGES	594,412	610,244	605,352	658,939
403-2842-536.12-20	TEMPORARY SUPERVISOR PAY	64	75	-	-
403-2842-536.13-10	PART TIME/TEMPORARY WAGES	9,057	12,358	16,463	18,125
403-2842-536.14-10	OVERTIME WAGES	37,112	39,316	39,382	41,000
403-2842-536.15-10	INCENTIVE	5,300	4,990	6,000	6,000
403-2842-536.21-10	FICA TAXES	45,010	46,458	44,475	47,137
403-2842-536.22-10	PENSION	43,961	36,888	43,123	45,722
403-2842-536.22-20	ICMA CITY CONTRIBUTION	4,294	4,037	4,027	4,457
403-2842-536.23-10	GROUP HEALTH/DENTAL	125,040	130,670	120,000	129,000
403-2842-536.23-11	LIFE INSURANCE	1,268	1,302	1,342	1,426
403-2842-536.23-12	AD&D INSURANCE	140	144	149	158
403-2842-536.23-13	DISABILITY INSURANCE	1,409	1,446	1,491	1,584
403-2842-536.24-10	WORKER'S COMPENSATION	15,124	15,645	16,238	19,764
403-2842-536.25-10	UNEMPLOYMENT COMPENSATION	129	131	132	132
403-2842-536.34-40	CONTRACTUAL SERVICE	49,719	44,228	58,020	58,020
403-2842-536.40-10	TRAVEL & TRAINING	8,851	3,501	5,500	5,500
403-2842-536.41-15	TELEPHONE - EQUIP CHGS	14,888	25,616	22,593	16,383
403-2842-536.41-16	AIRCARDS	433	433	444	-
403-2842-536.41-20	MOBILE COMM DEVICES	4,995	5,016	5,229	5,229
403-2842-536.42-10	POSTAGE & FREIGHT	5,249	1,864	4,500	4,500
403-2842-536.43-20	WATER	13,913	12,475	14,000	14,000
403-2842-536.43-70	ELECTRICITY	585,769	590,728	685,000	685,000
403-2842-536.44-60	EQUIP REPLACEMENT FUNDING	17,456	19,965	19,152	18,950
403-2842-536.44-63	COPIER RENTAL	-	-	563	563
403-2842-536.45-10	GENERAL LIABILITY	24,449	25,048	26,403	25,466
403-2842-536.45-11	RISK MGMT OPERATIONS	2,997	5,025	5,033	6,168
403-2842-536.45-30	VEHICLE INSURANCE	1,635	1,815	1,553	1,536
403-2842-536.46-10	MAINTENANCE CONTRACTS	17,396	17,209	21,000	21,000
403-2842-536.46-20	BUILDING MAINTENANCE	1,773	204	1,500	1,500
403-2842-536.46-30	GROUNDS MAINTENANCE	23,365	21,418	42,500	40,000
403-2842-536.46-40	EQUIPMENT MAINTENANCE	46,552	44,642	65,000	65,000
403-2842-536.46-41	BACKFLOW REPR & REPL	13,939	7,788	17,000	15,000
403-2842-536.46-50	VEHICLE MAINTENANCE	13,131	7,488	13,257	10,534
403-2842-536.46-60	FLEET MAINT. OVERHEAD	1,268	1,450	1,715	1,418
403-2842-536.46-61	WATER PLANT MAINTENANCE	94,755	151,537	170,000	95,000
403-2842-536.47-10	PRINTING & BINDING	557	373	1,300	1,200
403-2842-536.47-30	COPIER	781	165	242	223
403-2842-536.48-10	PROMOTIONAL ACTIVITIES	16,719	7,669	25,000	25,000
403-2842-536.49-50	OTHER CURRENT CHARGES	2,100	2,100	2,500	2,500
403-2842-536.51-20	OFFICE EQUIP UNDER \$5,000	724	1,743	1,200	1,200
403-2842-536.52-10	GENERAL OPERATING SUPPLY	68,450	45,539	52,500	51,000
403-2842-536.52-20	FUEL	7,238	6,330	6,881	8,095
403-2842-536.52-30	FUEL/LUBE - OTHER	-	-	500	-
403-2842-536.52-50	CHEMICALS	285,860	279,423	352,000	335,000
403-2842-536.52-60	JANITORIAL SUPPLIES	283	597	500	500
403-2842-536.52-70	CLOTHING	5,018	4,986	4,230	4,230
403-2842-536.52-90	EQUIPMENT UNDER \$5,000	1,374	2,331	6,500	10,000
403-2842-536.54-10	BOOKS & PERIODICALS	289	-	300	300
403-2842-536.54-20	MEMBERSHIPS	549	368	1,200	1,200
403-2842-536.64-50	MACHINERY & EQUIPMENT	83,749	1,036	87,000	40,000
403-2842-536.66-20	SOFTWARE	-	-	-	-
Totals		2,298,544	2,243,810	2,619,989	2,544,659
% Change from Prior Year		-3.1%	-2.4%	16.8%	-2.9%

Wastewater Treatment

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	585,150	631,350	655,809	682,420
Operating Expenses	278,260	309,577	335,882	360,979
Capital Outlay	6,880	20,150	-	82,000
Total	\$ 870,290	\$ 961,078	\$ 991,691	\$ 1,125,399
No. of Positions				
Full-time	10	10	10	10
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	10	10	10	10
FTE's	10	10	10	10

Program Summary:

The Wastewater Treatment Division monitors all domestic and industrial waste generated within the service area in accordance with Federal and State requirements. This division is responsible for preserving and maintaining the sewage treatment facilities and ensuring that the final effluent for spray irrigation sites meets regulatory standards.

This division operates and maintains the Winter Park Estates Wastewater Facility and four effluent spray sites. This facility is staffed 24 hours per day, 7 days per week by State Certified Operators. The in-house State Certified lab schedules and performs all testing and sampling required by regulatory agencies. The Industrial Waste Program monitors the concentration of chemicals and strength of raw sewage coming from commercial users. Four Water Plants and sixty Lift Stations are monitored from the telemetry computer located at this facility.

Level of Service Provided in Budget:

Available funding for FY 2018 will support adequate treatment for 200 million gallons of reuse water and provide sufficient repair and maintenance for the water reclamation facility and equipment.

Wastewater Treatment

Accomplishments for FY 2017

Completed rehab of splitter box

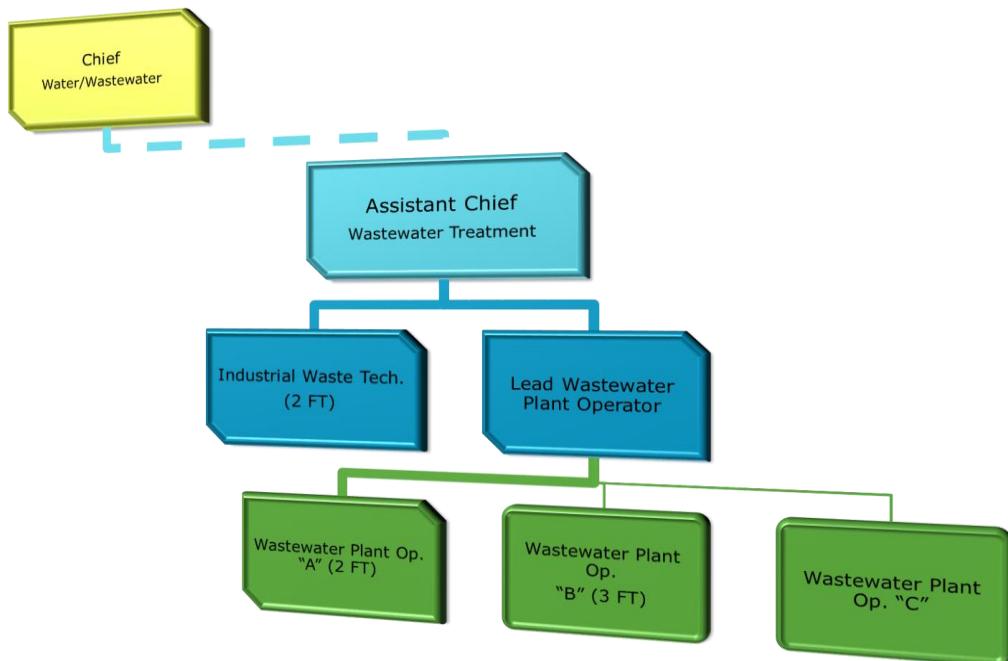
Treated 85.534 Million Gallons; 61.451 Million Gallons reuse thru 2 quarters of FY 2017

Replace Hydropneumatic tank (in progress)

Goals for FY 2018

Continue to stay in compliance with FDEP permit.

Meet or exceed reclaimed water effluent discharge standards.



Wastewater Treatment

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2843-536.12-10	REGULAR WAGES	402,657	434,308	460,470	475,284
403-2843-536.12-20	TEMPORARY SUPERVISOR PAY	313	180	240	275
403-2843-536.14-10	OVERTIME WAGES	8,381	13,305	17,000	17,000
403-2843-536.21-10	FICA TAXES	28,790	31,205	32,571	33,758
403-2843-536.22-10	PENSION	29,019	31,023	32,233	33,270
403-2843-536.23-10	GROUP HEALTH/DENTAL	104,200	109,049	100,000	107,500
403-2843-536.23-11	LIFE INSURANCE	886	930	1,005	1,040
403-2843-536.23-12	AD&D INSURANCE	98	103	111	115
403-2843-536.23-13	DISABILITY INSURANCE	984	1,032	1,116	1,155
403-2843-536.24-10	WORKER'S COMPENSATION	9,730	10,122	10,961	12,921
403-2843-536.25-10	UNEMPLOYMENT COMPENSATION	92	94	102	102
403-2843-536.34-40	CONTRACTUAL SERVICE	29,936	33,385	29,000	60,000
403-2843-536.40-10	TRAVEL & TRAINING	3,700	2,004	3,500	3,500
403-2843-536.41-15	TELEPHONE - EQUIP CHGS	4,775	9,605	9,016	9,133
403-2843-536.41-20	MOBILE COMM DEVICES	1,850	1,906	1,984	1,984
403-2843-536.42-10	POSTAGE & FREIGHT	2,584	1,696	1,800	1,800
403-2843-536.43-20	WATER	1,312	1,322	1,300	1,500
403-2843-536.43-70	ELECTRICITY	58,821	51,960	70,000	70,000
403-2843-536.44-30	EQUIPMENT RENTALS	-	1,099	500	500
403-2843-536.44-60	EQUIP REPLACEMENT FUNDING	5,481	5,712	5,793	5,806
403-2843-536.45-10	GENERAL LIABILITY	17,966	18,590	19,048	17,877
403-2843-536.45-11	RISK MGMT OPERATIONS	2,202	3,729	3,631	4,330
403-2843-536.45-30	VEHICLE INSURANCE	513	519	470	471
403-2843-536.46-20	BUILDING MAINTENANCE	3,922	1,134	17,500	9,000
403-2843-536.46-30	GROUNDS MAINTENANCE	12,134	10,613	11,000	12,000
403-2843-536.46-40	EQUIPMENT MAINTENANCE	20,057	22,861	30,000	30,000
403-2843-536.46-50	VEHICLE MAINTENANCE	3,426	2,171	3,981	3,625
403-2843-536.46-60	FLEET MAINT. OVERHEAD	524	618	515	488
403-2843-536.46-62	WASTEWATER PLANT MAINT	38,917	63,831	45,000	45,000
403-2843-536.47-10	PRINTING & BINDING	203	-	400	400
403-2843-536.47-30	COPIER	2,670	132	163	191
403-2843-536.48-10	PROMOTIONAL ACTIVITIES	119	458	750	750
403-2843-536.49-10	LEGAL ADS	-	-	400	400
403-2843-536.49-50	OTHER CURRENT CHARGES	50	50	500	500
403-2843-536.51-20	OFFICE EQUIP UNDER \$5,000	1,113	1,724	1,800	1,800
403-2843-536.52-10	GENERAL OPERATING SUPPLY	19,230	23,336	23,000	23,000
403-2843-536.52-20	FUEL	2,465	2,243	3,090	2,374
403-2843-536.52-30	FUEL/LUBE - OTHER	102	-	400	400
403-2843-536.52-50	CHEMICALS	37,145	39,366	40,000	40,000
403-2843-536.52-60	JANITORIAL SUPPLIES	2,345	1,356	2,000	2,000
403-2843-536.52-70	CLOTHING	3,950	6,481	4,991	5,000
403-2843-536.52-90	EQUIPMENT UNDER \$5,000	448	1,673	3,300	5,100
403-2843-536.54-10	BOOKS & PERIODICALS	-	-	300	300
403-2843-536.54-20	MEMBERSHIPS	300	-	750	750
403-2843-536.64-50	MACHINERY & EQUIPMENT	6,880	20,150	-	82,000
403-2843-536.66-20	SOFTWARE	-	-	-	-
Totals		870,290	961,078	991,691	1,125,399
% Change from Prior Year		-0.2%	10.4%	3.2%	13.5%

Water Distribution

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	1,074,164	1,136,950	1,211,468	1,329,630
Operating Expenses	757,547	705,779	642,368	756,162
Capital Outlay	6,395	-	6,700	-
Total	\$ 1,838,106	\$ 1,842,729	\$ 1,860,536	\$ 2,085,792
No. of Positions				
Full-time	24	23	22	22
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	24	23	22	22
FTE's	24	23	22	22

Program Summary:

Mission Statement: The Water Distribution Division maintenance and repair program will in a safe and sanitary manner repair all water mains, water services, fire hydrants, valves, and install new services and AMR radio read meters with minimal disruption of service. This Division will always provide the most efficient and highest quality of service possible to all residents and businesses.

Level of Service Provided in Budget:

The Water Distribution Division is responsible for the maintenance and repair of 560.44 miles of water mains within the City of Winter Park's 23 square mile service area. This Division provides the maintenance and testing to approximately 1,151 fire hydrants inside the City and 883 fire hydrants in the unincorporated Orange County service area and approximately 10,688+ isolation valves throughout the City's Water Distribution System. The Meter Services Division with the assistance of the Water Distribution Division reads and maintains approximately 24,400 radio read water meters and water services and approximately 14,586 radio read electric meters. We are currently reading 99.7% of all our radio read meters through the Sensus AMI FlexNet system. Many of the services that this Division provides are mandated by specific regulatory requirements.

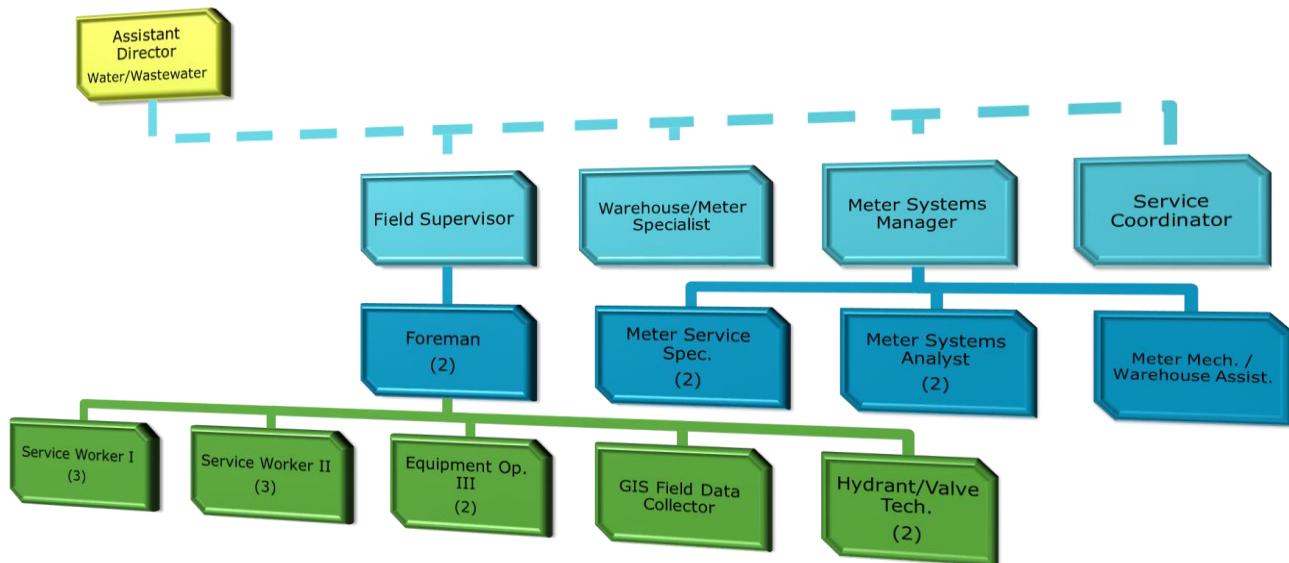
Water Distribution

Accomplishments for FY 2017

Completed 25 main breaks, installed 137 new meter sets, 645 meter exchanges, and 55 demolitions.
1278 hydrant repairs, 191 service line repairs, 83 meter boxes replaced, 31 meter relocations,
42 meters removed from system @ end of 2nd Quarter. The AMI system is currently reading at 99.7%

Goals for FY 2018

Continue to minimize scheduled water outages utilizing Line Stop or Insta Valve equipment.
Continue proactive fire hydrant testing and maintenance programs.
Continue to relocate water meters out of sidewalk and traveled areas.
Continue pro-active maintenance to reduce the number of leaks and after hour emergencies.



This division shares the cost of two GIS Utility Locator Positions in the Electric Utility.

Water Distribution

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2844-536.12-10	REGULAR WAGES	735,490	780,305	859,162	931,075
403-2844-536.12-20	TEMPORARY SUPERVISOR PAY	318	209	400	550
403-2844-536.14-10	OVERTIME WAGES	20,672	30,392	25,000	40,000
403-2844-536.15-10	INCENTIVE	5,960	4,575	5,500	5,000
403-2844-536.21-10	FICA TAXES	53,328	56,484	67,669	74,329
403-2844-536.22-10	PENSION	44,969	54,973	54,343	59,585
403-2844-536.23-10	GROUP HEALTH/DENTAL	191,728	186,860	176,000	189,200
403-2844-536.23-11	LIFE INSURANCE	1,567	1,672	1,695	1,859
403-2844-536.23-12	AD&D INSURANCE	173	185	187	206
403-2844-536.23-13	DISABILITY INSURANCE	1,741	1,857	1,883	2,065
403-2844-536.24-10	WORKER'S COMPENSATION	18,042	19,253	19,446	25,572
403-2844-536.25-10	UNEMPLOYMENT COMPENSATION	176	185	183	189
403-2844-536.34-40	CONTRACTUAL SERVICE	16,649	17,971	21,000	21,000
403-2844-536.34-70	LOCATOR SERVICES	105,964	72,453	-	-
403-2844-536.40-10	TRAVEL & TRAINING	3,897	4,395	4,000	5,500
403-2844-536.41-15	TELEPHONE - EQUIP CHGS	5,151	4,599	4,291	3,459
403-2844-536.41-20	MOBILE COMM DEVICES	6,291	6,113	6,500	6,500
403-2844-536.42-10	POSTAGE & FREIGHT	830	478	400	500
403-2844-536.43-70	ELECTRICITY	590	589	640	640
403-2844-536.44-60	EQUIP REPLACEMENT FUNDING	71,357	81,326	78,534	83,389
403-2844-536.44-63	COPIER RENTAL	-	-	313	313
403-2844-536.45-10	GENERAL LIABILITY	30,776	31,237	32,496	32,252
403-2844-536.45-11	RISK MGMT OPERATIONS	3,772	6,266	6,194	7,811
403-2844-536.45-30	VEHICLE INSURANCE	6,683	7,393	6,368	6,761
403-2844-536.46-10	MAINTENANCE CONTRACTS	242	4,336	5,000	7,589
403-2844-536.46-40	EQUIPMENT MAINTENANCE	9,719	11,464	6,000	16,500
403-2844-536.46-50	VEHICLE MAINTENANCE	63,234	66,649	63,053	66,454
403-2844-536.46-60	FLEET MAINT. OVERHEAD	10,684	11,407	8,159	8,945
403-2844-536.46-64	WATER LINE MAINTENANCE	332,667	310,747	320,000	395,000
403-2844-536.46-70	OTHER MAINTENANCE	14,675	10,893	15,500	12,600
403-2844-536.47-10	PRINTING & BINDING	909	773	700	950
403-2844-536.47-30	COPIER	1,412	97	139	128
403-2844-536.48-10	PROMOTIONAL ACTIVITIES	300	529	300	300
403-2844-536.49-50	OTHER CURRENT CHARGES	2,085	2,238	1,800	2,700
403-2844-536.51-20	OFFICE EQUIP UNDER \$5,000	662	969	989	500
403-2844-536.52-10	GENERAL OPERATING SUPPLY	16,503	12,075	17,250	22,500
403-2844-536.52-20	FUEL	40,482	28,883	28,392	31,111
403-2844-536.52-60	JANITORIAL SUPPLIES	-	89	150	180
403-2844-536.52-70	CLOTHING	9,136	10,645	9,950	10,600
403-2844-536.52-90	EQUIPMENT UNDER \$5,000	2,877	1,165	4,250	11,800
403-2844-536.54-10	BOOKS & PERIODICALS	-	-	-	180
403-2844-536.64-50	MACHINERY & EQUIPMENT	6,395	-	6,700	-
Totals		1,838,106	1,842,729	1,860,536	2,085,792
% Change from Prior Year		-3.4%	0.3%	1.0%	12.1%

Wastewater Collection

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	1,020,006	1,022,411	1,061,783	1,178,528
Operating Expenses	464,361	418,605	694,763	581,748
Capital Outlay	60,414	99,640	41,200	133,500
Total	\$ 1,544,781	\$ 1,540,657	\$ 1,797,746	\$ 1,893,776
No. of Positions				
Full-time	18	17	17	19
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	18	17	17	19
FTE's	18	17	17	19

Program Summary:

Mission Statement: To ensure the safe, healthful, and economical transportation of domestic and commercial wastewater to an approved treatment facility.

Level of Service Provided in Budget:

The Wastewater Collection Division is responsible for the maintenance and repair of the sanitary sewer collection system. The sanitary collection system is comprised of over 146.84 miles of gravity mains, 44.92 miles of pressure force mains and 3,762 manholes; 2,348 in the city and 1,414 in the county. The collection system is considered a "mature" system and requires extensive pro-active measures to insure safe conveyance of sanitary waste. In addition, this division performs emergency response and repairs for approximately 8 miles of large diameter force main owned by the Transmission Authority.

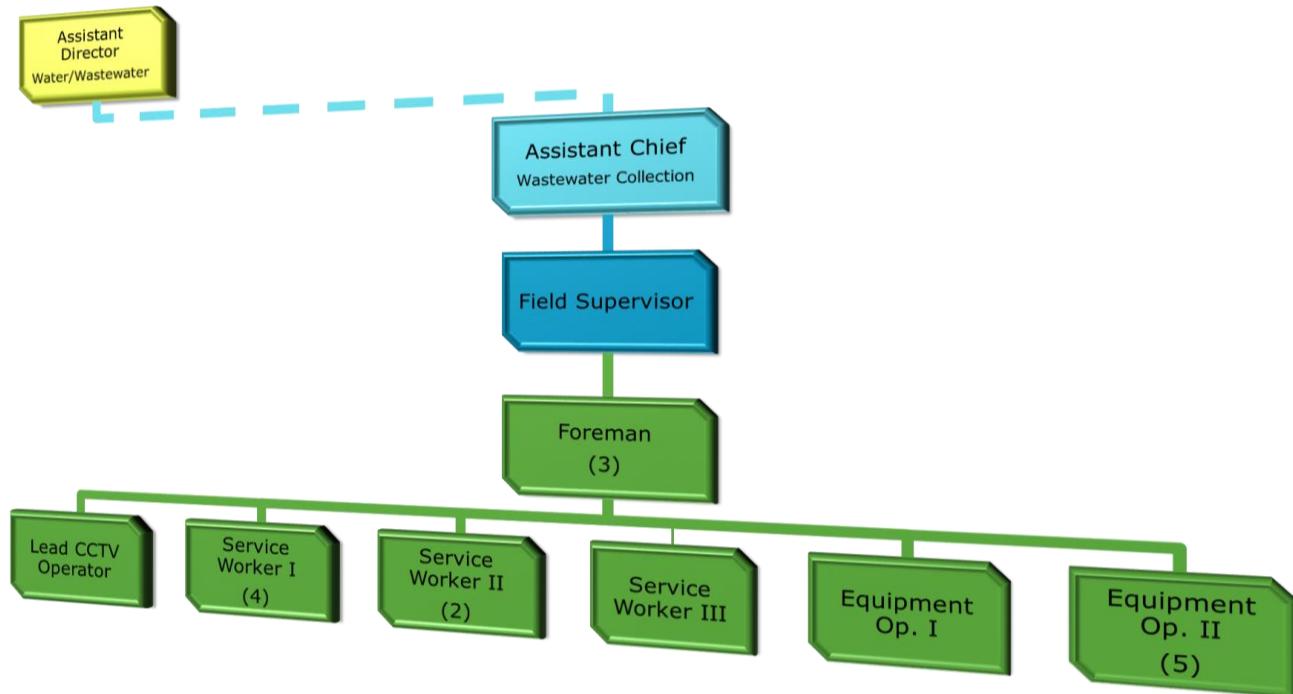
Wastewater Collection

Accomplishments for FY 2017

Responded to 51 sewer back ups, 44 repaired sewer mains, 99 lateral repairs, inspected 53,508 LF of sewer mains and cleaned 157,699 LF of sewer mains. Installed 204 Clean outs, installed 149 Short Liners and 10 lateral liners, and installed 10 laterals by end of the 2nd Quarter.

Goals for FY 2018

Minimize overflows to <1000, gal. per event by quick response time and aggressive mainline cleaning.
Continue to maintain the collection system proactively to prevent depressions and possible road collapses.



Added two Service Worker I's to assist with short liner installation.

Wastewater Collection

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2845-536.12-10	REGULAR WAGES	703,146	693,220	741,781	811,647
403-2845-536.12-20	TEMPORARY SUPERVISOR PAY	52	84	300	300
403-2845-536.14-10	OVERTIME WAGES	16,360	17,819	16,500	22,000
403-2845-536.15-10	INCENTIVE	3,390	4,860	4,800	4,000
403-2845-536.21-10	FICA TAXES	49,188	50,435	51,736	58,439
403-2845-536.22-10	PENSION	48,339	49,443	50,822	51,847
403-2845-536.22-20	ICMA CITY CONTRIBUTION	1,113	1,156	1,191	1,295
403-2845-536.23-10	GROUP HEALTH/DENTAL	177,140	183,038	170,000	204,250
403-2845-536.23-11	LIFE INSURANCE	1,467	1,481	1,591	1,618
403-2845-536.23-12	AD&D INSURANCE	162	164	176	179
403-2845-536.23-13	DISABILITY INSURANCE	1,629	1,645	1,767	1,797
403-2845-536.24-10	WORKER'S COMPENSATION	17,853	18,903	20,946	20,983
403-2845-536.25-10	UNEMPLOYMENT COMPENSATION	167	162	173	173
403-2845-536.34-40	CONTRACTUAL SERVICE	14,723	16,716	14,000	12,500
403-2845-536.40-10	TRAVEL & TRAINING	2,668	2,681	4,500	3,500
403-2845-536.41-15	TELEPHONE - EQUIP CHGS	3,303	2,923	2,982	2,306
403-2845-536.41-20	MOBILE COMM DEVICES	5,056	4,046	3,880	3,880
403-2845-536.42-10	POSTAGE & FREIGHT	1,466	430	1,500	750
403-2845-536.44-30	EQUIPMENT RENTALS	-	-	500	500
403-2845-536.44-60	EQUIP REPLACEMENT FUNDING	100,408	98,924	257,139	106,141
403-2845-536.44-63	COPIER RENTAL	-	-	313	313
403-2845-536.45-10	GENERAL LIABILITY	28,370	29,921	30,685	28,422
403-2845-536.45-11	RISK MGMT OPERATIONS	3,477	6,002	5,849	6,884
403-2845-536.45-30	VEHICLE INSURANCE	9,403	8,993	14,362	20,362
403-2845-536.46-40	EQUIPMENT MAINTENANCE	14,584	28,217	17,000	21,500
403-2845-536.46-50	VEHICLE MAINTENANCE	96,635	77,149	136,845	156,746
403-2845-536.46-60	FLEET MAINT. OVERHEAD	13,871	14,416	17,707	20,894
403-2845-536.46-65	SEWER LINE MAINTENANCE	77,384	61,880	83,000	76,000
403-2845-536.46-70	OTHER MAINTENANCE	15,269	11,023	16,069	10,500
403-2845-536.47-10	PRINTING & BINDING	621	598	600	600
403-2845-536.47-30	COPIER	1,412	97	139	128
403-2845-536.48-10	PROMOTIONAL ACTIVITIES	250	542	250	250
403-2845-536.49-50	OTHER CURRENT CHARGES	2,790	1,889	4,500	4,000
403-2845-536.51-20	OFFICE EQUIP UNDER \$5,000	749	828	700	1,000
403-2845-536.52-10	GENERAL OPERATING SUPPLY	20,039	12,539	20,000	20,000
403-2845-536.52-20	FUEL	35,863	22,772	42,167	57,362
403-2845-536.52-50	CHEMICALS	5,250	4,900	4,500	4,500
403-2845-536.52-60	JANITORIAL SUPPLIES	-	89	140	100
403-2845-536.52-70	CLOTHING	8,412	7,959	8,500	9,550
403-2845-536.52-90	EQUIPMENT UNDER \$5,000	2,358	1,125	6,936	13,060
403-2845-536.64-50	MACHINERY & EQUIPMENT	60,414	99,640	41,200	133,500
Totals		1,544,781	1,540,657	1,797,746	1,893,776
% Change from Prior Year		0.0%	-0.3%	16.7%	5.3%

*The FY17 budget includes rolling in the old Test & Seal division.

**FY 18 includes adding two Utility Service Workers to implement in-house short liner installations.

Construction Services

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	438,600	422,456	961,763	1,016,792
Operating Expenses	492,802	520,214	522,117	552,389
Capital Outlay	19,522	13,699	112,000	5,500
Total	\$ 950,924	\$ 956,368	\$ 1,595,880	\$ 1,574,681
No. of Positions				
Full-time	16	16	16	16
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	16	16	16	16
FTE's	16	16	16	16

Program Summary:

Mission Statement: To provide total construction support for all funded utility capital projects, while assisting other divisions and departments as needed, thereby providing significant savings to the City as compared to the costs of outside contracting for like services.

Level of Service Provided in Budget:

The Construction Services Division is responsible for providing installation of the following: new water mains, fire hydrants, force mains, gravity sanitary sewer mains, manholes, package lift stations, upgrades of undersized and or rear lot water mains, in conjunction with ac main replacements. Also the installation of various electrical conduits for traffic signalization, underground power and fiber conduit is installed utilizing directional boring equipment. Projects are implemented in the 23 square mile service area on a priority basis utilizing conventional construction methods, horizontal directional drilling, and pipe bursting techniques.

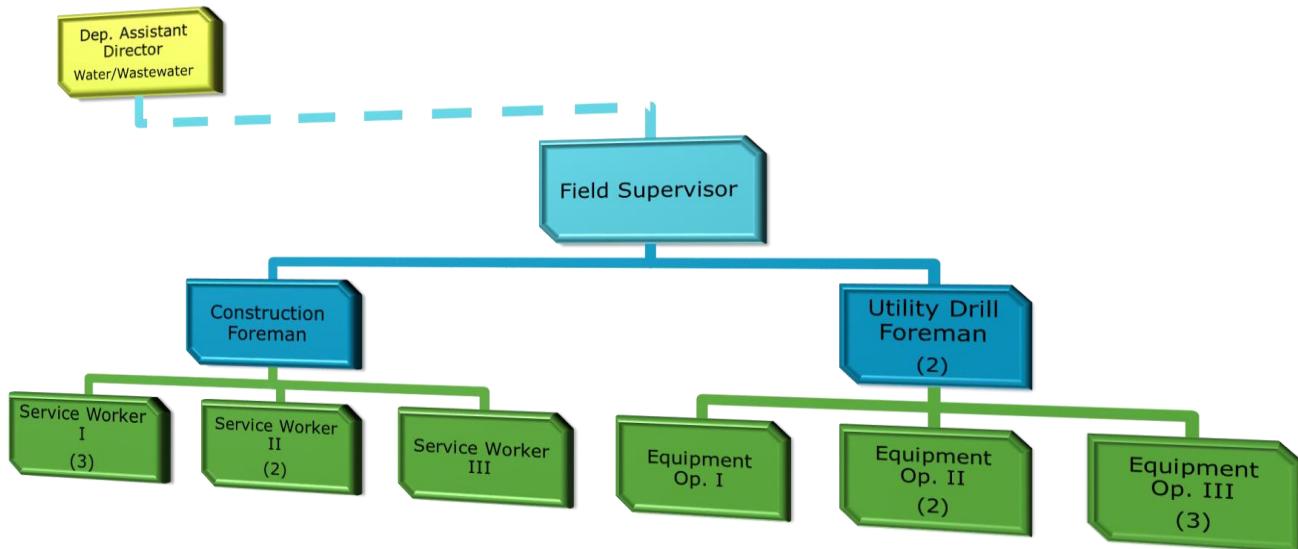
Construction Services

Accomplishments for FY 2017

At mid-year completed various water main upgrade projects totaling over 5,947 LF of Water Mains installed, 1712 LF of service lines installed, 2,535 LF of conduit installed utilizing HDD installation. Continuing to upgrade water and sanitary force mains along the I-4 Corridor in conjunction w/ the I-4 Ultimate Widening Project.

Goals for FY 2018

Begin the reroute of additional sanitary flows to East Plant. Continue with upgrade to water main projects, replacing substandard materials and rear lot line mains while improving fire protection. Extend sanitary sewer into neighborhoods to eliminate residential septic systems. Continue construction support to other departments as needed.



Utility Construction Services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2849-536.12-10	REGULAR WAGES	265,157	221,724	659,667	684,081
403-2849-536.12-20	TEMPORARY SUPERVISOR PAY	39	61	150	130
403-2849-536.14-10	OVERTIME WAGES	13,830	23,927	16,500	33,500
403-2849-536.15-10	INCENTIVE	5,830	5,660	6,000	5,000
403-2849-536.21-10	FICA TAXES	15,775	13,492	45,399	47,130
403-2849-536.22-10	PENSION	16,353	2,383	45,981	47,690
403-2849-536.23-10	GROUP HEALTH/DENTAL	94,840	128,120	160,000	172,000
403-2849-536.23-11	LIFE INSURANCE	1,362	1,365	1,435	1,489
403-2849-536.23-12	AD&D INSURANCE	152	152	159	165
403-2849-536.23-13	DISABILITY INSURANCE	1,513	1,516	1,593	1,655
403-2849-536.24-10	WORKER'S COMPENSATION	23,587	23,898	24,716	23,789
403-2849-536.25-10	UNEMPLOYMENT COMPENSATION	162	157	163	163
403-2849-536.34-40	CONTRACTUAL SERVICE	6,759	6,965	6,100	6,100
403-2849-536.40-10	TRAVEL & TRAINING	4,201	2,031	4,500	4,500
403-2849-536.41-15	TELEPHONE - EQUIP CHGS	1,140	1,045	1,430	1,153
403-2849-536.41-20	MOBILE COMM DEVICES	3,723	3,762	3,700	3,780
403-2849-536.42-10	POSTAGE & FREIGHT	-	160	100	100
403-2849-536.44-30	EQUIPMENT RENTALS	-	-	500	3,780
403-2849-536.44-60	EQUIP REPLACEMENT FUNDING	178,220	188,071	209,615	198,242
403-2849-536.44-63	COPIER RENTAL	-	-	313	313
403-2849-536.45-10	GENERAL LIABILITY	25,845	26,624	27,288	25,730
403-2849-536.45-11	RISK MGMT OPERATIONS	3,168	5,341	5,201	6,232
403-2849-536.45-30	VEHICLE INSURANCE	16,691	17,097	16,996	16,074
403-2849-536.46-40	EQUIPMENT MAINTENANCE	17,462	32,983	25,000	23,000
403-2849-536.46-50	VEHICLE MAINTENANCE	136,190	157,068	137,494	162,303
403-2849-536.46-60	FLEET MAINT. OVERHEAD	18,323	18,857	17,791	21,847
403-2849-536.46-70	OTHER MAINTENANCE	9,037	5,613	10,000	10,000
403-2849-536.47-10	PRINTING & BINDING	558	436	250	340
403-2849-536.47-30	COPIER	1,412	97	139	100
403-2849-536.48-10	PROMOTIONAL ACTIVITIES	274	528	300	300
403-2849-536.51-20	OFFICE EQUIP UNDER \$5,000	50	-	300	300
403-2849-536.52-10	GENERAL OPERATING SUPPLY	12,326	8,515	10,000	12,000
403-2849-536.52-20	FUEL	41,721	32,147	34,150	43,595
403-2849-536.52-60	JANITORIAL SUPPLIES	-	-	100	100
403-2849-536.52-70	CLOTHING	10,399	9,702	9,200	9,000
403-2849-536.52-90	EQUIPMENT UNDER \$5,000	5,303	3,030	1,650	3,500
403-2849-536.64-50	MACHINERY & EQUIPMENT	19,522	13,699	112,000	5,500
Totals		950,924	956,368	1,595,880	1,574,681
% Change from Prior Year		-0.3%	0.6%	66.9%	-1.3%

*Wages costs are capitalized each year, explaining the difference in Budget vs. Actual years.

Utility Maintenance

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	924,551	959,429	951,647	969,905
Operating Expenses	616,239	580,969	704,902	720,583
Capital Outlay	70,007	38,931	180,000	155,000
Total	\$ 1,610,797	\$ 1,579,329	\$ 1,836,549	\$ 1,845,488
 No. of Positions				
Full-time	15	15	15	15
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	15	15	15	15
FTE's	15	15	15	15

Program Summary:

The Utility Maintenance division is responsible for maintaining, in a safe and sanitary manner, the utility system that collects and transmits water and Wastewater from the service district to the regional treatment plants and the City's Water Reclamation Facility.

Level of Service Provided in Budget:

- Funding provided will maintain:
- 99 sewage pumping lift stations.
 - The water reclamation facility.
 - 2 stormwater lift stations.
 - 4 water plants.
 - 39 generators.

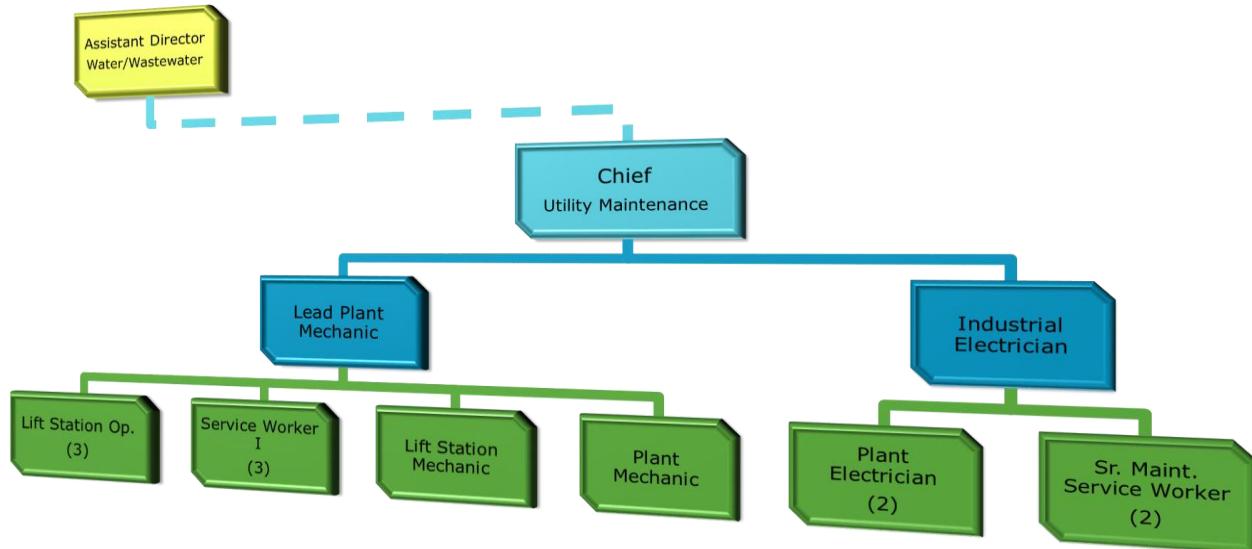
Utility Maintenance

Accomplishments for FY 2017

Installed Biological Delivery Systems at one site
Zero Sanitary Sewer Overflows
Upgraded two Lift station control cabinets

Goals for FY 2018

Maintain Sanitary Sewer Overflows at zero.
Meet all Federal and State regulations.
Upgrade lift stations 47
Upgrade two Lift station control cabinets



Utility Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
403-2851-536.12-10	REGULAR WAGES	617,501	640,320	648,596	651,592
403-2851-536.12-20	TEMPORARY SUPERVISOR PAY	56	5	250	250
403-2851-536.14-10	OVERTIME WAGES	22,307	22,510	23,000	23,000
403-2851-536.15-10	INCENTIVE	15,940	15,720	15,600	15,600
403-2851-536.21-10	FICA TAXES	47,486	48,098	46,546	47,392
403-2851-536.22-10	PENSION	42,142	45,877	44,648	45,066
403-2851-536.22-20	ICMA CITY CONTRIBUTION	1,392	1,446	1,456	1,498
403-2851-536.23-10	GROUP HEALTH/DENTAL	156,300	164,089	150,000	161,250
403-2851-536.23-11	LIFE INSURANCE	1,329	1,366	1,391	1,404
403-2851-536.23-12	AD&D INSURANCE	147	152	155	156
403-2851-536.23-13	DISABILITY INSURANCE	1,476	1,517	1,545	1,560
403-2851-536.24-10	WORKER'S COMPENSATION	18,326	18,174	18,308	20,985
403-2851-536.25-10	UNEMPLOYMENT COMPENSATION	149	153	152	152
403-2851-536.34-40	CONTRACTUAL SERVICE	5,875	6,753	5,500	5,750
403-2851-536.40-10	TRAVEL & TRAINING	3,910	4,914	6,000	6,000
403-2851-536.41-15	TELEPHONE - EQUIP CHGS	2,704	2,347	2,384	1,922
403-2851-536.41-16	AIRCARDS	433	433	500	500
403-2851-536.41-20	MOBILE COMM DEVICES	3,800	3,909	4,500	4,500
403-2851-536.42-10	POSTAGE & FREIGHT	369	280	1,200	1,000
403-2851-536.43-20	WATER	12,569	13,394	16,500	16,500
403-2851-536.43-70	ELECTRICITY	198,136	185,573	230,000	210,000
403-2851-536.44-60	EQUIP REPLACEMENT FUNDING	21,750	28,716	48,839	42,686
403-2851-536.44-63	COPIER RENTAL	-	-	550	550
403-2851-536.45-10	GENERAL LIABILITY	25,716	26,606	26,830	24,508
403-2851-536.45-11	RISK MGMT OPERATIONS	3,152	5,337	5,114	5,936
403-2851-536.45-30	VEHICLE INSURANCE	2,037	2,611	3,960	3,461
403-2851-536.45-40	DEBT SERVICE INSURANCE	2,500	2,500	2,500	2,500
403-2851-536.46-30	GROUNDS MAINTENANCE	608	817	3,500	3,500
403-2851-536.46-40	EQUIPMENT MAINTENANCE	22,332	16,347	20,000	20,000
403-2851-536.46-50	VEHICLE MAINTENANCE	40,911	30,580	41,302	31,481
403-2851-536.46-59	GENERATOR MAINTENANCE	49,622	39,460	45,000	75,000
403-2851-536.46-60	FLEET MAINT. OVERHEAD	3,208	3,584	5,344	4,238
403-2851-536.46-63	LIFT STATION MAINTENANCE	99,319	101,066	100,000	100,000
403-2851-536.46-70	OTHER MAINTENANCE	7,297	-	6,000	6,000
403-2851-536.47-10	PRINTING & BINDING	916	775	500	500
403-2851-536.47-30	COPIER	1,394	162	236	221
403-2851-536.48-10	PROMOTIONAL ACTIVITIES	172	555	250	250
403-2851-536.51-20	OFFICE EQUIP UNDER \$5,000	3,139	-	2,000	2,000
403-2851-536.52-10	GENERAL OPERATING SUPPLY	43,421	24,608	35,000	35,000
403-2851-536.52-20	FUEL	30,792	24,152	27,123	36,780
403-2851-536.52-30	FUEL/LUBE - OTHER	179	412	1,000	1,000
403-2851-536.52-50	CHEMICALS	20,137	43,908	49,000	62,000
403-2851-536.52-60	JANITORIAL SUPPLIES	310	-	1,000	1,000
403-2851-536.52-70	CLOTHING	7,782	8,427	9,000	11,500
403-2851-536.52-90	EQUIPMENT UNDER \$5,000	1,749	2,304	4,000	4,000
403-2851-536.54-10	BOOKS & PERIODICALS	-	397	150	150
403-2851-536.54-20	MEMBERSHIPS	-	40	120	150
403-2851-536.64-50	MACHINERY & EQUIPMENT	70,007	38,931	180,000	155,000
Totals		1,610,797	1,579,329	1,836,549	1,845,488
% Change from Prior Year		4.5%	-2.0%	16.3%	0.5%

Utility Patch Crew

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	209,060	226,740	229,727	234,213
Operating Expenses	83,364	89,950	119,899	117,838
Capital Outlay	-	-	-	-
Total	\$ 292,424	\$ 316,690	\$ 349,626	\$ 352,051
No. of Positions				
Full-time	4	4	4	4
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	4	4	4	4
FTE's	4	4	4	4

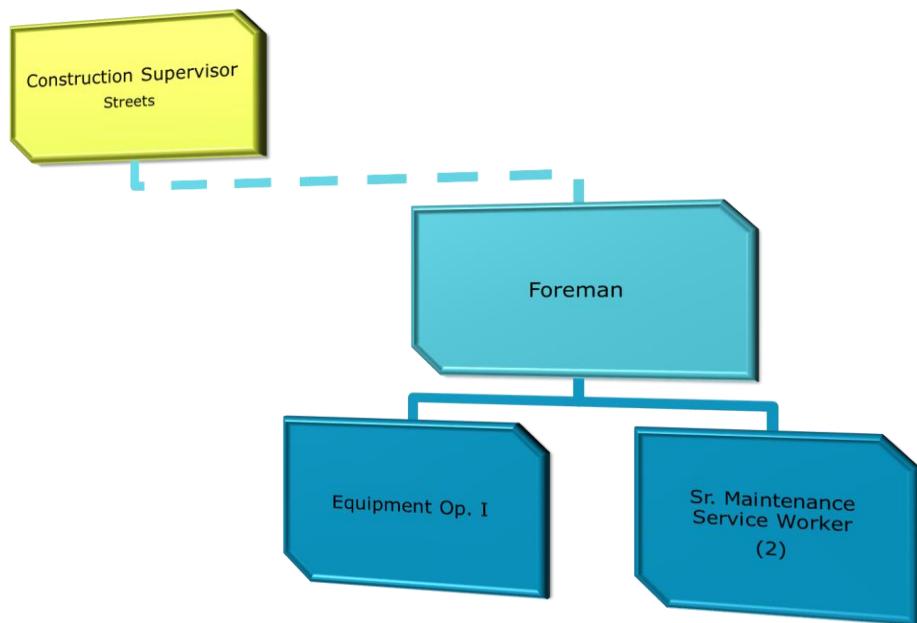
Program Summary:

This program provides for the labor, material, and equipment to perform repair of concrete sidewalk and curb along with asphalt or brick repair related to water and sewer utility work throughout the entire service area, (both in City and County). This division also performs services for the Electric Utility undergrounding efforts and city's private fiber efforts.

Level of Service Provided in Budget:

A significant amount of utilities repairs are unscheduled however the funding provided is sufficient to provide necessary and expected repair based on previous expenditure history.

Utility Patch Crew



Utility Patch Crew

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
437-2884-536.12-10	REGULAR WAGES	134,335	146,117	151,099	150,964
437-2884-536.12-20	TEMPORARY SUPERVISOR PAY	-	-	-	-
437-2884-536.14-10	OVERTIME WAGES	2,255	4,609	5,000	5,000
437-2884-536.15-10	INCENTIVE	1,200	400	1,000	1,000
437-2884-536.21-10	FICA TAXES	9,574	10,600	10,554	10,661
437-2884-536.22-10	PENSION	9,514	10,634	10,577	10,567
437-2884-536.23-10	GROUP HEALTH/DENTAL	41,680	43,335	40,000	43,000
437-2884-536.23-11	LIFE INSURANCE	289	319	332	329
437-2884-536.23-12	AD&D INSURANCE	32	36	37	36
437-2884-536.23-13	DISABILITY INSURANCE	321	355	369	365
437-2884-536.24-10	WORKER'S COMPENSATION	9,822	10,294	10,718	12,250
437-2884-536.25-10	UNEMPLOYMENT COMPENSATION	38	41	41	41
437-2884-536.40-10	TRAVEL & TRAINING	41	490	800	800
437-2884-536.41-20	MOBILE COMM DEVICES	1,241	1,350	1,300	1,300
437-2884-536.44-60	EQUIP REPLACEMENT FUNDING	3,600	3,752	4,303	1,050
437-2884-536.45-10	GENERAL LIABILITY	6,113	5,765	6,250	5,678
437-2884-536.45-11	RISK MGMT OPERATIONS	749	1,157	1,191	1,375
437-2884-536.45-30	VEHICLE INSURANCE	337	341	349	85
437-2884-536.46-50	VEHICLE MAINTENANCE	4,519	8,703	5,330	7,149
437-2884-536.46-60	FLEET MAINT. OVERHEAD	491	844	690	962
437-2884-536.52-10	GENERAL OPERATING SUPPLY	1,231	2,068	1,000	1,500
437-2884-536.52-20	FUEL	1,517	770	1,486	539
437-2884-536.52-70	CLOTHING	1,579	1,592	1,300	1,500
437-2884-536.52-90	EQUIPMENT UNDER \$5,000	338	1,374	900	900
437-2884-536.53-40	OTHER ROAD MATERIALS	61,608	61,744	95,000	95,000
Totals		292,424	316,690	349,626	352,051
% Change from Prior Year		-4.2%	8.3%	10.4%	0.7%



internal service funds



fleet management

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

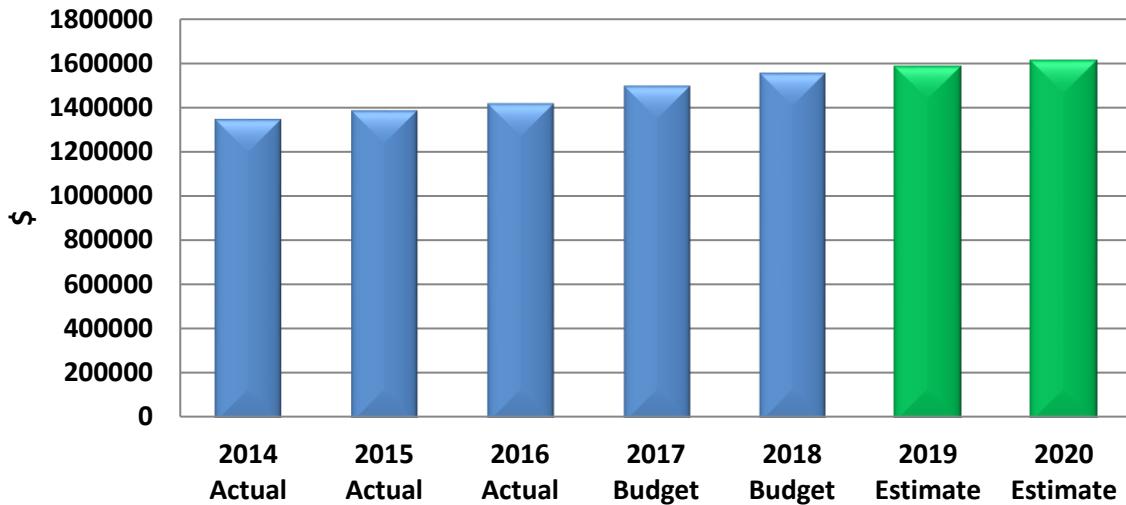
	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 1,270,279	\$ 1,455,893	\$ 1,474,572	\$ 1,469,734	\$ 1,528,524
Other	(4,217)	(5,846)	(1,751)	-	-
Total Revenues/Sources	1,266,062	1,450,047	1,472,821	1,469,734	1,528,524
EXPENSES/USES					
Operations	1,292,747	1,352,967	1,383,284	1,463,126	1,528,524
Depreciation	997	655	655	-	-
Reimbursements	26,000	5,886	6,823	6,608	-
Total Expenses/Uses	1,319,744	1,359,508	1,390,762	1,469,734	1,528,524
Change in Net Assets (Cash Flows for Budget Years Presented)	(53,682)	90,539	82,059	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(441)
Change in Net Assets (After Adjustments to Budget Years)	(53,682)	90,539	82,059	(1,000)	(441)
Net Assets at Beginning of Year	(133,297)	(186,979)	(96,440)	(14,381)	(15,381)
Net Assets at End of Year	\$ (186,979)	\$ (96,440)	\$ (14,381)	\$ (15,381)	\$ (15,822)
Invested in capital assets, net of related debt	\$ 2,096	\$ 1,441	\$ 786	\$ (214)	\$ (655)
Unrestricted	(189,075)	(97,881)	(15,167)	(15,167)	(15,167)
Total Net Assets	\$ (186,979)	\$ (96,440)	\$ (14,381)	\$ (15,381)	\$ (15,822)

Fleet Division

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

Historical Spending & Future Estimated Expenditures

Fleet Management



Key Performance Indicators

Indicator	Actual FY 16	Projected FY 17	Goal FY 18	Notes
Fleet availability				
Entire Fleet:	98.51%	98.34%	95.00%	
Police Patrol:	97.44%	96.85%	95.00%	
Fire Rescue:	97.48%	97.32%	95.00%	
Road Calls:	2.08%	1.92%	<5%	

Fleet Maintenance Division

Program Resources:

	Actual FY 15	Actual FY 16	Budget FY 17	Budget FY 18
Personnel	715,351	743,588	761,402	845,703
Operating Expenses	632,908	627,263	698,332	682,821
Capital Outlay	11,249	19,911	10,000	-
Total	\$ 1,359,508	\$ 1,390,762	\$ 1,469,734	\$ 1,528,524
No. of Positions				
Full-time	10	10	11	11
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	10	10	11	11
FTE's	10	10	11	11

Program Summary:

The Fleet Maintenance Department provides fleet management and maintenance services for all equipment including rolling stock owned by the City of Winter Park. Fleet management provides the control necessary to effectively plan and manage the maintenance of vehicles, both scheduled and unscheduled, in a safe, efficient, and cost-effective manner. This division interacts continually with all City Departments in developing preventive maintenance schedules, new vehicle requirements, specifications, costs, and replacement schedules as well as maintaining and repairing both fuel tank sites for the city.

In FY 2016 the Fleet Maintenance began servicing the vehicles owned by the City's Electric Utility.

Level of Service Provided in Budget:

- Maintain the highest level of service of maintenance and repairs to vehicles and equipment owned by the city.
- ASE/ EVT certified technicians will properly maintain, diagnose, and repair the equipment properly, keeping downtime to less than 3%.
- 24 hour service for after hour emergency repairs.
- Balance and maintain part inventory storeroom and to keep on hand most commonly used parts to help reduce downtime to the equipment that we are maintaining.
- Offer field service to the Golf Course, Lake Island, and MLK Park's lawn equipment.
- Maintain all equipment, lifts, and tools in the city.
- Make recommendations and decisions on vehicle/ equipment replacement based on age, mileage, usage, condition, and cost to maintain it. Also make decisions to what vehicle/ equipment is best needed for the job.

Fleet Maintenance Division

Accomplishments for FY 2017

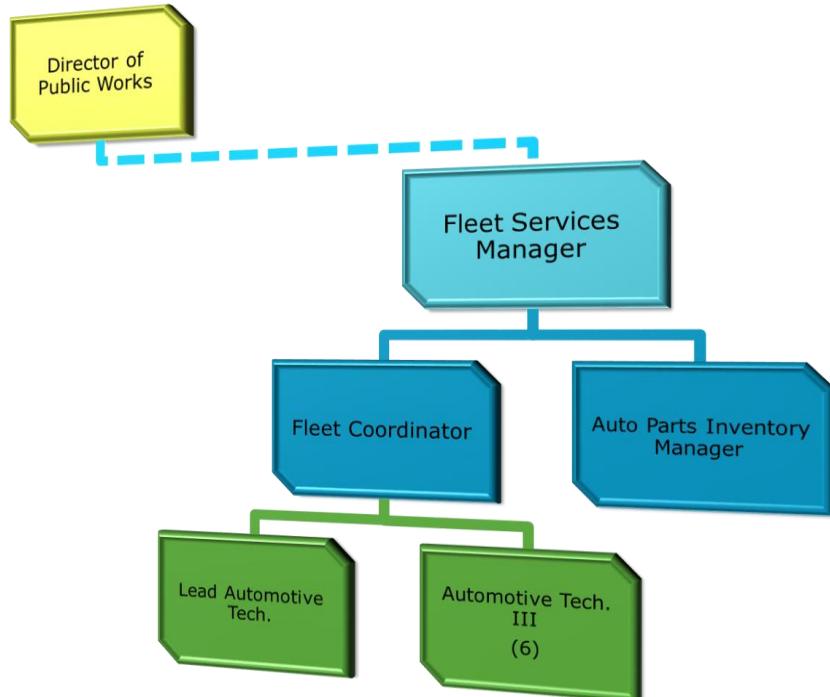
Took over Electric Utility vehicles and equipment.

Kept fleet availability of city vehicles and equipment above 95%.

Goals for FY 2018

Keep fleet availability of city vehicles and equipment at 95% or higher.

Evaluate fleet utilization and encourage shared use of equipment to maximize efficiency and minimize new purchases.



Fleet Maintenance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
501-3202-591.12-10	REGULAR WAGES	499,204	517,718	529,800	584,005
501-3202-591.14-10	OVERTIME WAGES	3,516	5,743	16,000	16,000
501-3202-591.15-10	INCENTIVE	18,946	18,489	24,000	24,000
501-3202-591.21-10	FICA TAXES	35,254	36,335	36,035	41,464
501-3202-591.22-10	PENSION	36,318	37,601	37,306	41,946
501-3202-591.22-20	ICMA CITY CONTRIBUTION	2,472	2,537	2,504	2,729
501-3202-591.23-10	GROUP HEALTH/DENTAL	104,200	109,461	100,000	118,250
501-3202-591.23-11	LIFE INSURANCE	1,083	1,117	1,137	1,274
501-3202-591.23-12	AD&D INSURANCE	120	124	126	141
501-3202-591.23-13	DISABILITY INSURANCE	1,202	1,240	1,264	1,416
501-3202-591.24-10	WORKER'S COMPENSATION	12,934	13,122	13,128	14,366
501-3202-591.25-10	UNEMPLOYMENT COMPENSATION	102	102	102	112
501-3202-591.40-10	TRAVEL & TRAINING	5,831	7,723	12,000	10,000
501-3202-591.41-15	TELEPHONE - EQUIP CHGS	1,622	1,408	1,430	1,153
501-3202-591.41-20	MOBILE COMM DEVICES	2,637	2,585	2,800	2,800
501-3202-591.42-10	POSTAGE & FREIGHT	391	-	-	-
501-3202-591.43-40	GAS	994	688	2,200	2,200
501-3202-591.44-60	EQUIP REPLACEMENT FUNDING	7,779	6,651	11,135	7,366
501-3202-591.44-63	COPIER RENTAL	-	-	1,000	1,000
501-3202-591.45-10	GENERAL LIABILITY	20,668	20,940	21,502	21,966
501-3202-591.45-11	RISK MGMT OPERATIONS	2,533	4,201	4,099	5,320
501-3202-591.45-30	COMPREHENSIVE AUTO	728	605	903	597
501-3202-591.45-40	INSURANCE / OTHER INSURANCE	9,000	9,000	9,000	9,000
501-3202-591.46-10	MAINTENANCE CONTRACTS	11,100	12,578	16,000	15,000
501-3202-591.46-40	EQUIPMENT MAINTENANCE	4,640	5,481	5,000	5,000
501-3202-591.46-66	FUEL SYSTEM MAINTENANCE	19,074	21,884	26,500	25,000
501-3202-591.47-30	COPIER	3,999	63	98	73
501-3202-591.51-30	OTHER OFFICE SUPPLIES	2,860	1,980	4,300	4,300
501-3202-591.52-10	GENERAL OPERATING SUPPLY	512,900	508,365	553,361	552,473
501-3202-591.52-20	FUEL	3,828	2,414	3,396	3,573
501-3202-591.52-70	CLOTHING	6,830	6,519	8,000	7,000
501-3202-591.52-90	EQUIP UNDER \$5,000	8,953	6,701	9,000	9,000
501-3202-591.64-50	MACHINERY & EQUIPMENT	11,249	19,911	10,000	-
501-8502-584.01-10	REIMB ADMIN TO GEN FUND	5,886	6,823	6,608	-
501-8788-588.67-00	DEPRECIATION EXPENSE	655	655	-	-
Totals		1,359,508	1,390,762	1,469,734	1,528,524
% Change from Prior Year		3.0%	2.3%	5.7%	4.0%



risk management

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

	ACTUAL FY 2014	ACTUAL FY 2015	ACTUAL FY 2016	BUDGET FY 2017	BUDGET FY 2018
REVENUES/SOURCES					
Charges for services	\$ 2,091,242	\$ 2,141,194	\$ 2,307,448	\$ 2,404,855	\$ 2,499,795
Other	2,642	9,911	5,617	5,000	5,000
Total Revenues/Sources	2,093,884	2,151,105	2,313,065	2,409,855	2,504,795
EXPENSES/USES					
Operations	2,010,880	2,232,049	2,150,860	2,409,855	2,504,795
Depreciation	1,047	1,234	1,261	-	-
Transfers to other funds	-	-	-	-	-
Reimbursements	13,000	-	-	-	-
Total Expenses/Uses	2,024,927	2,233,283	2,152,121	2,409,855	2,504,795
Change in Net Assets (Cash Flows for Budget Years Presented)	68,957	(82,178)	160,944	-	-
Adjustments to Budget Years to Convert to GAAP Accounting:					
Deduct estimate for depreciation	-	-	-	(1,000)	(1,000)
Change in Net Assets (After Adjustments to Budget Years)	68,957	(82,178)	160,944	(1,000)	(1,000)
Net Assets at					
Beginning of Year	(340,981)	(272,024)	(354,202)	(193,258)	(193,258)
Net Assets at					
End of Year	\$ (272,024)	\$ (354,202)	\$ (193,258)	\$ (193,258)	\$ (193,258)
Invested in capital assets, net of related debt	\$ 6,916	\$ 6,753	\$ 5,492	\$ 4,492	\$ 3,492
Unrestricted	(278,940)	(360,955)	(198,750)	(197,750)	(196,750)
Total Net Assets	\$ (272,024)	\$ (354,202)	\$ (193,258)	\$ (193,258)	\$ (193,258)

Risk Management

Program Resources:

	Actual FY 15	Actual FY 16	Projected FY 17	Budget FY 18
Personnel	101,846	133,439	150,310	156,170
Operating Expenses	2,130,203	2,017,421	2,259,545	2,348,625
Capital Outlay	1,071	-	-	-
Total	\$ 2,233,120	\$ 2,150,860	\$ 2,409,855	\$ 2,504,795
No. of Positions				
Full-time	1	1.5	1.5	1.5
Part-time	-	-	-	-
Seasonal	-	-	-	-
Total	1	1.5	1.5	1.5
FTE's	1	1.5	1.5	1.5

Program Summary:

This Risk Management Division's is charged with the responsibility for the preservation of assets, both human and physical. Our goal is to minimize the adverse effects of unpredictable events by developing and implementing appropriate techniques for assessing and resolving these exposures via risk assumption, risk reduction, risk transfer and the purchase of insurance.

Level of Service Provided in Budget:

- Initial response to customer inquiries within 48 hours.
- Facilitate immediate care and treatment for injured workers.
- Provide Certificates of Insurance for City activities within three business days
- Review insurance policies annually to look for opportunities to reduce cost and/or expand coverage.
- Review service provided by Third Party Administrator annually.
- Actively participate in discovery process for claims and litigation meeting court or claim decision deadlines.

Risk Management

Accomplishments for FY 2017

Completed State requirements for in-house CDL Training & Testing Program.
Provided training for Trainers and Examiners for CDL Training & Testing Program.

Goals for FY 2018

Finish DriveCam implementation by installing cameras in remaining vehicles (excluding Police & Fire).
Expand team of DriveCam coaches promoting flexibility and team work to achieve results.



Risk Management splits an Executive Assistant position with City Management.

Risk Management

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
509-1602-513.12-10	REGULAR WAGES	78,722	99,953	118,433	122,578
509-1602-513.21-10	FICA TAXES	5,209	7,112	7,065	7,312
509-1602-513.22-10	PENSION	5,426	7,501	7,440	7,700
509-1602-513.22-20	ICMA CITY CONTRIBUTION	1,550	1,691	1,659	1,717
509-1602-513.23-10	GROUP HEALTH/DENTAL	10,420	16,500	15,000	16,125
509-1602-513.23-11	LIFE INSURANCE	168	225	231	239
509-1602-513.23-12	AD&D INSURANCE	19	25	26	27
509-1602-513.23-13	DISABILITY INSURANCE	187	250	257	266
509-1602-513.24-10	WORKER'S COMPENSATION	135	167	183	189
509-1602-513.25-10	UNEMPLOYMENT COMPENSATION	10	15	16	17
509-1602-513.31-10	CITY ATTORNEY	12,833	14,000	13,000	11,725
509-1602-513.34-40	CONTRACTUAL SERVICE	13,779	4,863	75,000	100,000
509-1602-513.40-10	TRAVEL & TRAINING	4,825	2,024	5,000	5,000
509-1602-513.41-15	TELEPHONE - EQUIP CHGS	483	320	345	350
509-1602-513.41-20	MOBILE COMM DEVICES	475	475	500	500
509-1602-513.42-10	POSTAGE & FREIGHT	20	-	-	50
509-1602-513.47-10	PRINTING & BINDING	6	-	-	-
509-1602-513.51-20	OFFICE EQUIP UNDER \$5,000	-	-	2,500	2,500
509-1602-513.52-10	GENERAL OPERATING SUPPLY	1,648	25	2,500	2,500
509-1602-513.54-10	BOOKS & PERIODICALS	-	-	200	500
509-1602-513.54-20	MEMBERSHIPS	100	485	500	500
509-1602-513.64-50	MACHINERY & EQUIPMENT	1,071	-	-	-
Totals		137,086	155,632	249,855	279,795
% Change from Prior Year		NA	13.5%	60.5%	12.0%

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 BUDGET	FY 2018 BUDGET
509-1603-513.25-80	UNEMPLOYMENT COMPENSATION	21,077	1,443	30,000	15,000
509-1603-513.45-01	WORK COMP, AUTO, LIABILIT	675,282	662,317	700,000	715,000
509-1603-513.45-04	PROPERTY PACKAGE PREMIUM	318,253	310,230	380,000	380,000
509-1603-513.45-06	RISK ABATEMENT ITEMS	86,097	106,687	25,000	75,000
509-1603-513.45-07	STATE WORKERS COMP. FEE	21,361	14,500	25,000	25,000
509-1603-513.45-09	AGENCY FEE	100,000	100,000	100,000	100,000
509-1603-513.45-12	THIRD PARTY ADMINISTRATOR	48,220	48,036	50,000	50,000
509-1603-513.45-21	PROP, AUTO, LIAB - CLAIMS	295,295	340,062	300,000	350,000
509-1603-513.45-22	WORKERS COMP.-CLAIMS PAID	489,779	340,777	500,000	450,000
509-1603-513.45-82	OTHER INSURANCE	25,087	41,309	25,000	35,000
509-1603-513.45-90	SMALL CLAIM BELOW DEDUCT	15,583	24,869	25,000	30,000
Totals		2,096,034	1,995,228	2,160,000	2,225,000
% Change from Prior Year		NA	-4.8%	8.2%	3.0%



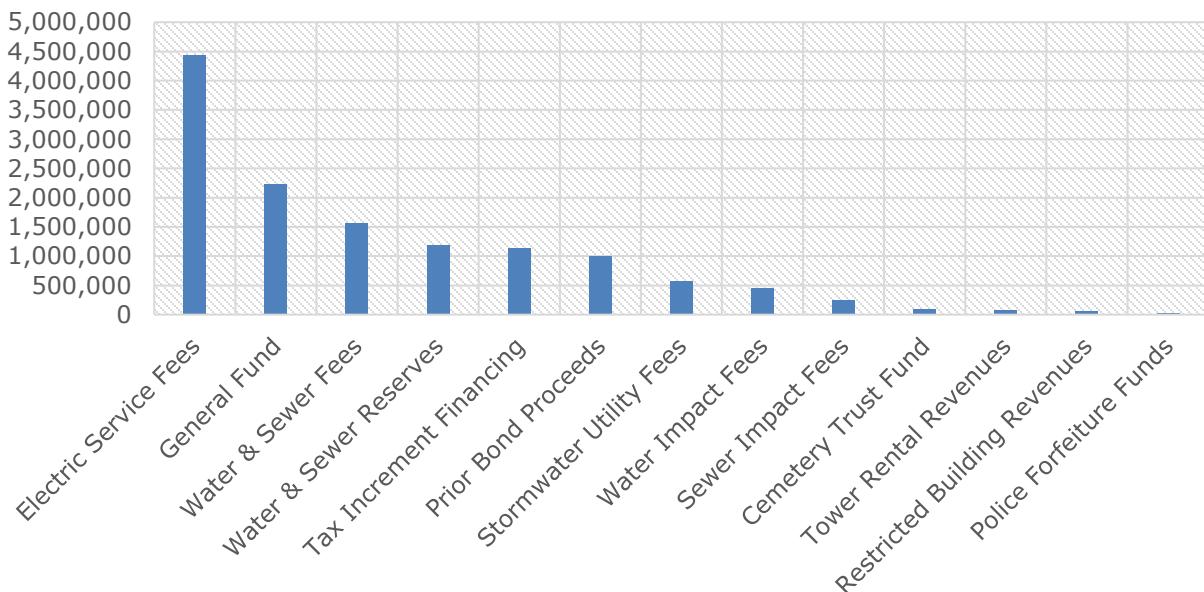
5-year cip

Capital Improvements Plan

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

The CIP is reviewed and updated each year in cooperation with City Staff and their respective advisory boards. Projects are often reprioritized as Commission and community priorities shift, unforeseen needs arise or available funding changes. The five-year CIP contains \$13.2 million in projects for FY18 and the revenue sources that support these improvements are outlined in the following graph:

CIP Funding Sources by Type FY 2018

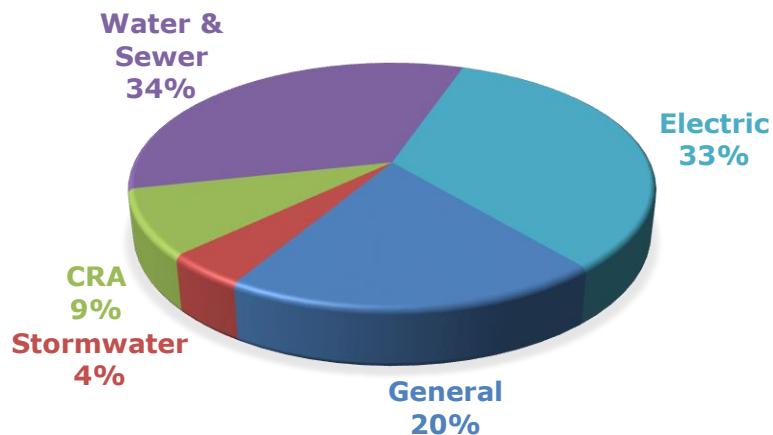


At \$4.4 million Electric Service fees make up the largest portion of funding, representing the \$3.5 million in annual undergrounding and routine capital maintenance to the electric infrastructure. The General Fund makes up \$2.3 million and supports Public Works, Parks, IT, and general city capital projects. While no single Water Utility fund source is larger than electric spending the combined funding from Water and Sewer Fees, Impact fees, bond proceeds, and reserves totals about \$4.5 million, predominately due to the I-4 Ultimate

project. CRA Tax Increment Funding also makes the list due to planned additional spending for the New York Streetscape project at \$1 million.

This investment in infrastructure is broken down into the following spending categories by type and each category is then explained in detail:

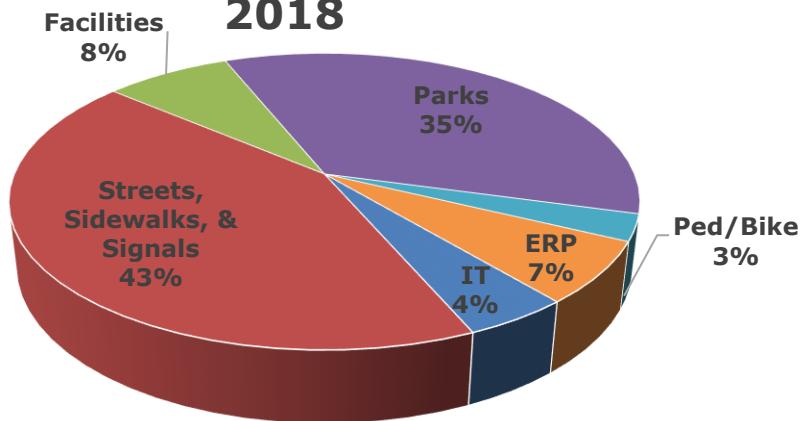
CIP ALLOCATION BY FUND TYPE FY 2018



General Fund

Planned spending in the General Fund will be approximately \$2.6 million in FY 2018.

General CIP Projects by Category FY 2018



Public Works:

Pavement Resurfacing and Sidewalk and Bikepath Repairs: The city recently conducted a detailed PASER analysis of all of the roads in the city and the proposed capital plan continues to meet the goal of keeping 85% of our roads

at a PASER rating of 5 or above. The plan also provides for repairs of 3 – 4 miles per year of brick streets. Total funding in FY 18 will be \$1.05 million.

Bicycle/Pedestrian and Signalization Improvements: Funding for these safety improvements have been planned at a level to be in-line with anticipated repairs/replacement, funding for new projects and initiatives, and the addition of new sidewalks, while also maintaining high quality rights-of-way throughout the city. Total funding in FY 18 will be \$140k.

Facility Replacement: This account handles major repairs to the numerous facilities and buildings owned and operated by the city. Examples of projects could include roof replacement, AC replacement, flooring, and painting as well as smaller capital improvement items that protect the city's investment and keep the city's buildings functioning efficiently. Funding for this is planned to increase in future years to keep pace with maintaining quality facilities. City staff is continuing to work on a facility replacement analysis to determine if long-term needs are being adequately covered by this funding. Total funding in FY 18 will be \$267k.

Changes to Funding for Public Works Projects: Funding of \$100k was reserved to improve the golf course storage building but has been revised in the CIP to include an additional \$100k from the Cemetery Trust Fund so that improvements for the cemetery and the golf course could be completed in one co-located project.

Information Technology:

Information Technology Upgrades: As more and more city service delivery relies on technology for the communication, completion and payment of daily operational functions, funding for upgrades to the technology infrastructure of the city have been increased slightly in FY18 and planned to grow in future years. In FY 18 funding is primarily expected to continue to support the expansion of city owned fiber optic deployment linking city facilities together and reducing 3rd party network payment costs. Funding will also support the upgrade of critical IT network and security infrastructures to ensure confidentiality, integrity, and availability of essential electronic data. As cybersecurity becomes an increasing threat, and recently called the next battleground by NATO, funding to ensure the security of our customers' privacy and integrity of city data is becoming increasingly important. Both the Electric and Water Utility also contribute to this fund. Total funding in FY 18 will be \$240k.

Parks & Recreation:

General Parks Major Maintenance: This fund traditionally provides for capital repairs and replacement as needed throughout the city. With the addition of

the responsibility for maintaining the Showalter field and stadium, the Parks Department increasingly has need of a designated fund to act as a reserve for future capital expenditure replacement. This fund in FY 18 will go towards numerous capital projects:

- Tennis Center Refurbishment
- Showalter Locker Rooms
- Playground Restorations
- Mini-Park Restorations
- Capital Equipment replacement such as power equipment, tools, benches, bleachers, signage, etc.

Funding for FY18 is \$320k and planned to increase \$20k annually.

Athletic Field and Tennis Lighting: Funding for this project has been set at \$200k annually over the next five years at a level sufficient to continue with the long-term plan of upgrading the lighting at the city's athletic fields.

Mead Gardens Capital Support: In addition to the \$85k in operational report received annually by Mead Botanical Gardens Inc., this organization will also receive \$100k to make continued capital improvements to the city owned public park and facilities.

Expansion of Golf Course Maintenance/Cemeteries Building: This project will include the removal of the existing Quonset hut on the golf course and the construction of an addition to the existing golf/cemeteries maintenance building. The new addition will house the equipment currently stored in the irreparable Quonset hut. This project is estimated to cost \$200k and will be funded equally from the General Fund and the Cemeteries Trust Fund.

Future Parks Projects: The CIP also includes planned future funding for additional Parks Department projects including additional bathroom facilities near Central Park, restoration of the Dinky Dock, improvements to Phelps Park, sand volleyball courts, Lake Baldwin Park improvements, and additional pavilion replacements at Ward and Phelps Parks. The Cemetery Trust Fund will also consider enhancing its long-term revenue options by expanding the columbarium. The Northwest Sports Complex, the \$5 million+ project to add additional sports fields on the site of the Tree Farm property located north of Lee Rd. near I-4 is still contemplated in long-term future projects. Other changes include the Lake Baldwin Park Improvements, which were taken out of long-term and put in FY 2022. For some time 3rd party fundraising efforts were to cover the project cost but that has grown increasingly unlikely, so if the project is to occur it will have to be supported by the General Fund.

General City Projects:

ERP System Replacement: The city purchased the existing Enterprise Resource Program software in the late 1980s and it serves as the core operating system for all city functions. The existing software package has not kept up with technological advances and needs to be replaced. Upgrading ERP software is a major investment. Conversion is not a simple process and FY 18 will represent the 2nd year of the three year effort to convert all applications. Upgraded software will allow the city to better provide customer service, create operational efficiencies, automate numerous tasks, reduce paperwork, integrate with mobile devices and GIS, and remove the requirement to maintain numerous software programs that have been purchased over the years to augment the existing system. Implementation started in August of 2016 and is expected to last into 2019. The city will go live with the new financial, purchasing, and budgeting software on October 1st, 2017, with payroll, HR, Utilities, and Building, following in the next two years. Funding for the project has been contributed by all funds on a pro-rata basis. This year's funding in the CIP represents the last contribution to the project in the CIP and the final scope of services and implementation will cost \$2.13 million with some additional funding set aside for unforeseen changes.

Community Redevelopment Agency

FY 17 saw tremendous growth in Tax Increment Financing (TIF) which is based on real property assessed values. FY18 was no different with another 17% growth in revenue. This increase in funding has allowed the CRA to cash flow projects as it completes out the last 10 years of its life. The FY18 CIP is little changed from the prior year with the only addition being funding provided for infrastructure improvements within the CRA. These could include repairs to the Community Center Splash Pad, streetscape improvements for ADA accessibility, and overall physical upgrades not currently planned for in the CIP.

New York Streetscape Improvements: This project would include landscaped bump-outs, bricked crossing areas, and other beautification improvements. This project would be completed over 3 years and cost about \$1.76 million with the \$1 million in the CIP for FY 18 representing the final contribution to the project.

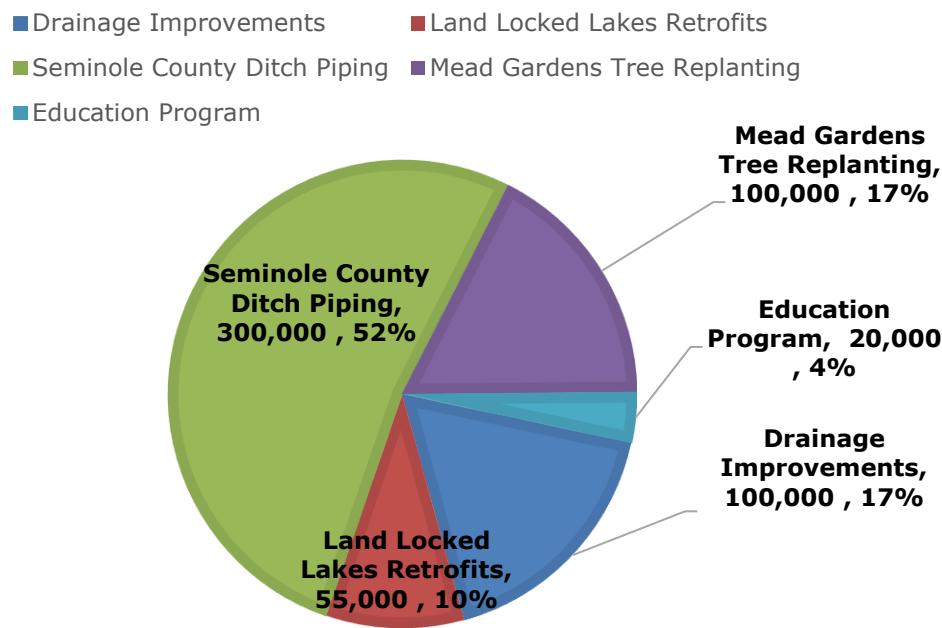
Small Scale CRA Improvements: Funded out of cash flow this amount of money would be reserved for small-scale CRA fundable projects that arise during the fiscal year but have not been established yet. Essentially this creates a flexible project fund for needs as they arise. Funding has been dedicated at \$40k per year for 5 years.

CRA Infrastructure Improvements: There are many capital infrastructure needs within the district for which there is no available funding source for enhancements and repairs. This would allow the CRA to improve infrastructure where needed and projects could include repairs to existing CRA projects such as the Splash Pad, or enhancements to safety like ADA improvements. Funding is capped at \$100k annually.

Future CRA Projects: The CRA has provided funding to complete two future intersection improvements to 17/92 at the Fairbanks and Webster intersections. Improvements could include curbing, signage, lighting, hardscapes, landscaping, and irrigation. Despite the projects already listed in the CIP, the CRA has significant additional cash flow that can be allocated to new CIP initiatives. Potential projects that have been discussed for consideration include, public parking strategies, fiber optics deployment, and MLK park improvements. These projects will be further explored as part of the budget process.

Stormwater Fund

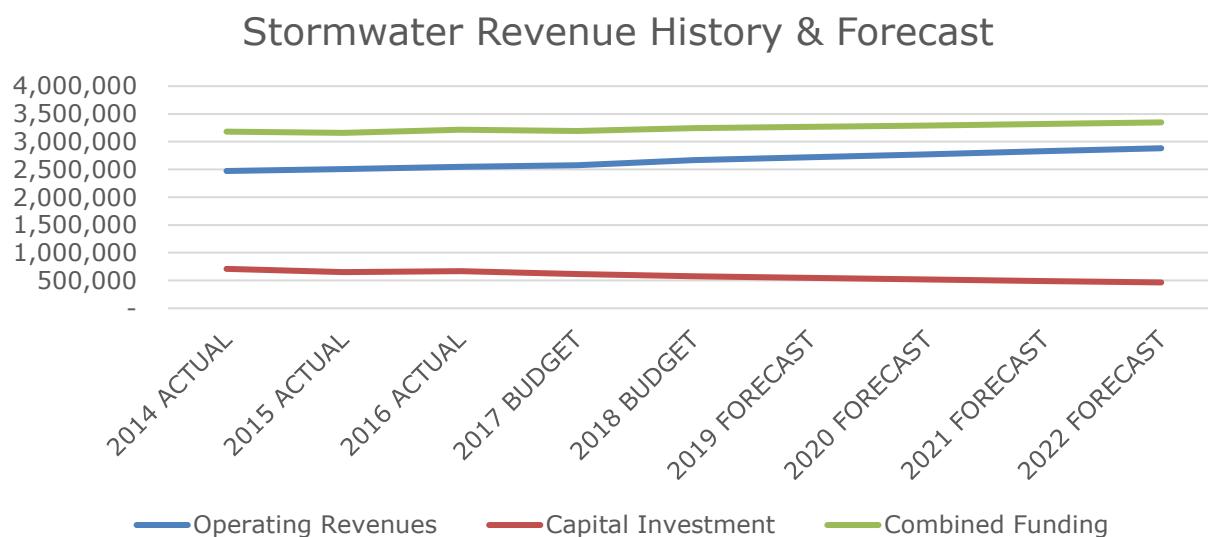
STORMWATER CIP FY 2018



Two years ago, the budget began the implementation of a planned decrease in CIP funding for Stormwater projects in an amount of \$25k annually. Despite the real estate revitalization of the last few years, economic development has not translated into growth in stormwater revenues (annualized growth at about 0.5%) since 2014. This is primarily due to the fact that Winter Park is a built-out city with limited opportunities for increasing impervious coverage

from which revenues are derived. As a redevelopment densifies or gets rebuilt, the actual footprint of that development does not change and in some cases could decrease. This will reduce funding for future capital projects as rising operating costs will require a greater portion of revenues.

The Stormwater Fund has done an excellent job of keeping total costs low with an annualized historic growth rate of just 1.42% since 2014. During that time total revenues have also only grown at a .48% rate. The graph below takes into account the most recent history from 2014 and attempts to forecast future capital constriction by applying the historical growth rates for Operating Revenues and Capital Investment. The results show that capital continues to decline by about \$25 -35k a year. As a result, the 5 year CIP for Stormwater over the next few years assumes an annual reduction in total available funding in each subsequent year.



The Lakes & Waterways Advisory Board is aware of this situation and as a result approved a 5-year CIP that reduces capital funding each successive year with a floor of \$525,000. This gradual decline of capital funding is not new and it has long been known that as needed stormwater projects are completed the utility will go from being capital intensive to becoming maintenance intensive. However, given constriction, the floor at \$525k may have to be reassessed each year to determine if it can be maintained.

The following projects are funded for the FY 2018 year:

Drainage Improvements: Many of the city's storm sewer infrastructure is over 60 years old. Some of these older systems do not meet the city's current drainage standards and in many cases are experiencing pipe material failures. Groundwater seepage into the storm sewer system is considered an illicit

discharge carrying sediments to the city's lakes compromising water quality. These funds will provide for the storm sewer repairs and upgrades necessary to improve water quality and meet current city standards. Funding of \$100k has been allocated to these improvements.

Stormwater Education Program: This project will provide funding for constructing an educational path with signage along the north shoreline of Lake Virginia behind Rollins College. Signs will describe in detail the existing local habitat and the importance of stormwater and lakes management for its protection. Funding of \$20k has been allocated for this position.

Miscellaneous Land Locked Lakes Stormwater Retrofits: This project for funding of small-scale stormwater retrofits, such as baffle boxes. In conjunction with necessary repairs on the City's existing storm sewer system, these small-scale retrofits will be installed wherever it is practical. For example, in FY'05 four baffle boxes were installed on Lake Chelton which in turn allowed for the removal of the unsightly and less efficient traps at the lake shore. Future installations are proposed for lakes such as, Lake Sylvan, Lake Knowles, Lake Wilbar, Lake Spier, Lake Forest and Lake Grace. Funding for FY 18 has been set at \$55,000.

Mead Gardens Wetland Tree Replanting: The northern wetland in Mead Botanical Garden provides water quality polishing for stormwater runoff that discharges from the Clay Pit Ponds to Howell Branch Creek, which is the major watershed in Winter Park and a significant tributary to the St. Johns River. The wetland has suffered a number of adverse impacts over the years. This project will provide new canopy trees to speed up reforestation of the wetland and will include removal of invasive tree species to improve habitat and prevent downstream infestations. This project will be funded with \$100,000 in FY 18.

Seminole County Ditch Piping at Arbor Park Drive: The City of Winter Park and Seminole County both have contributing drainage basins that lead to a ditch behind the homes along N. Lakemont Avenue and Arbor Park Drive. This project will improve access and add piping in cooperation with Seminole County. Funding for this project is \$400,000 in FY 18.

Future Stormwater Projects: Additional CIP projects include further funding for drainage improvements, stormwater retrofits, and general improvements to infrastructure and pond facilities that will be further articulated in time.

Electric Utility

The Electric Utility has now been operated by city staff for a second year and is continuing to keep operating costs low while delivering quality service to

the end consumer. Winter Park was the first municipality in Central Florida to be up and running after Hurricane Matthew, is committed to the undergrounding program, and sports rates lower than the State average and the regional utility. Regardless, the power industry is struggling with conservation and weather is also a wildcard effecting sales. The current fiscal year's mild weather has resulted in substantially lower power sales than originally forecasted (See Electric Revenue discussion in the Budget Highlights section of this document).

The capital plan for the Utility assumes approval of a rate increase that will affect consumers, depending upon use, from about 4% - 6%. This will put the Utility on par with the State average but still 5% below Duke Energy. This rate increase would allow undergrounding to continue at \$3.5 million and provide a quarter million cash cushion to avoid any further drawdowns on the Utility's cash reserves. As always, weather will be the major variable and the budget presented attempts to mitigate that risk as much as possible.

Routine Capital: Funding in this category provides for the capital repair and replacement of the utility's infrastructure to continue to provide exceptional electric service to the city's customers. Previously performed by contractors, a large portion of this work will now be accomplished through city crews. Estimated routine capital spending is \$816k for FY18.

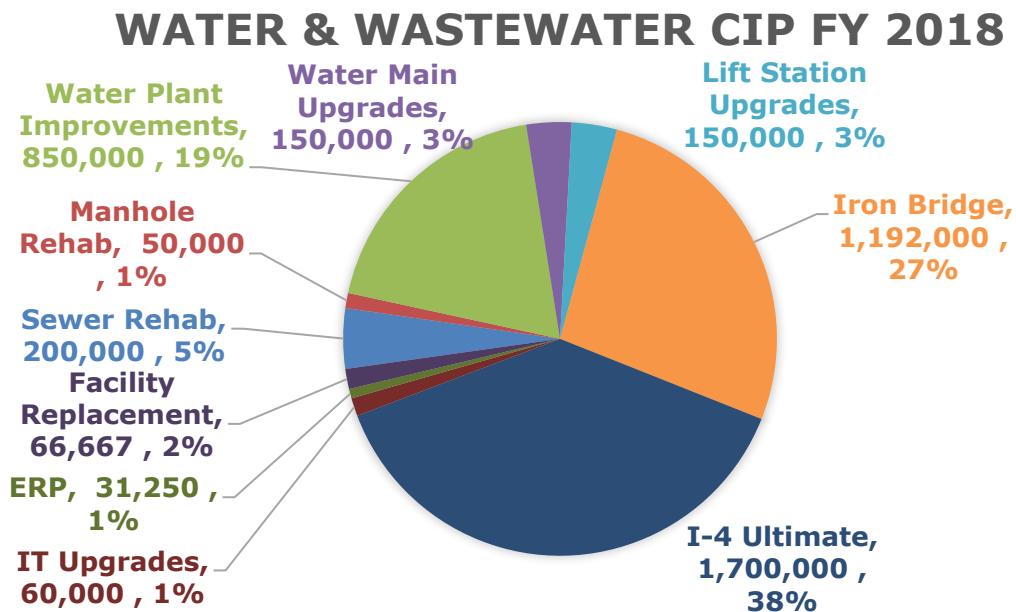
Electric Undergrounding: A detailed long-term undergrounding plan has been developed with a focus on reducing tree conflicts and improving reliability. The plan calls for annual undergrounding expenditures of approximately \$3.5 million which, if continued, should underground the entire system in approximately 9 years. This year's effort is funded by \$3.5 million in electric utility profits.

ERP Upgrade: This transfer represents the utility's final contribution to the project to upgrade the operating software of the city.

Water & Wastewater Utility

In FY17 work along the I-4 corridor as part of the FDOT's major expansion dubbed I-4 Ultimate started in earnest and will continue to consume much of the Utility's efforts in FY 18. Though final costs from FDOT are still unavailable, the original CIP estimate of \$3 million last year had to be revised upward to \$4.4 million. Fortunately impact fee revenue has been significant this fiscal year and much of the improvements to the corridor are eligible for these funds which may reduce the need to use additional Utility reserves to complete the city's obligations. This year's CIP reflects the enormity of the I-4 project and completing it over the next two years will use much of the Utility's manpower,

as such, the funding for routine maintenance has been reduced as current project balances should be sufficient to cover costs in the short term.



Routine Rehabilitation and Upgrades: This includes sewer mains, sanitary manholes, short line sewer installations, water mains, asbestos force main replacement, and lift station upgrades. Replacement of asbestos force mains and short line sewer liner installations will be accomplished using remaining project funds. Total new routine funding will total \$550,000 in FY 18.

I-4 Ultimate Project: This expansion to a 21-mile stretch of Central Florida's Interstate 4, includes four new express lanes, reconstructed interchanges, and completely rebuilt bridges. This planned 5-year project by the Florida Department of Transportation is already underway and will require the city to make a number of utility relocations. Currently there is no set agreement between the city and the state regarding payment obligations for relocations of the city's infrastructure. Estimates were set at \$3 million for last year's CIP however it seems additional funding will be required and could put the total tab closer to \$4.4 million. The new CIP reflects this change but still showing the \$1 million that was already planned to come from Utility reserves and adds an additional \$1.4 million over two years from the impact fee funds. As sewer and water upgrades are a large portion of this project, those restricted funds can be utilized to fund the additional need. This project will be monitored for changes in budgeted needs and further revisions may still be needed.

Upgrading Iron Bridge: As part of the agreement with Orlando to provide wastewater treatment at the Iron Bridge facility the city is obligated for a

portion of any planned capital spending improvements. As a partner in the facility Winter Park has about a 15% cost share in any new projects. Traditionally the city has paid for its share of improvements using prior bond proceeds that had been secured for some early work at the facility. The remaining costs associated with the site were expected to be cash-flowed out of operating profits in the utility as the future needs were quite small. However, the addition of new major capital projects will make it impossible for the utility to pay the anticipated costs out of operating profits and therefore reserves or additional debt service at the time these costs are due, may have to be considered. The City of Orlando has not provided updates to facility costs for FY18 so the CIP currently contains the estimates from their last updated CIP. FY 18 will represent the first year that funding outside of bond proceeds will be required to support the facility. It is unlikely that capital needs at Ironbridge will cease in FY 20, so it is anticipated that this CIP will need to be revised at some point when those updated figures are available. Until further information is available, staff is anticipating that there are sufficient bond proceeds to cover needs in FY 18 with some modest planned support from reserves.

Water Plant Security & Sustainability Improvements: This project makes security, efficiency, and sustainability improvements to the Utility's water plant operations. Funding will assist with connecting the plants to the city's fiber optic network, increasing connection speeds while enhancing security and lowering costs paid to 3rd parties for internet access. The city pays over \$50k a year in internet connection costs to its facilities, and connecting the plants will remove these charges. In addition, the Utility is currently in conversations to potentially locate solar arrays on the rooftops of the water plants. Rooftop solar would allow the Utility to promote sustainability while reducing payments to power providers outside of the city's service area. Multiple options are available for partnership on all aspects of this project and all options are being investigated. Funding in FY 18 of \$850,000 is earmarked for this project.

ERP Upgrade: This transfer represents the utility's final payment contribution towards the software upgrade.

Future Water & Wastewater Utility Projects: Many projects originally expected to begin in FY17 or 18 have been pushed out as the priority of the I-4 Ultimate project has taken precedence.

- Purchase Additional Sewer Capacity: The City has an interlocal agreement with Altamonte for sewer capacity. Originally it was thought that new development changes along W. Fairbanks and Lee Rd. may require additional capacity however the need for that capacity is not urgent at this time.

- Orange County Territory Restructure: This involves a revision of the Interlocal Service Area Agreements with Orange County which provides sanitary sewer to UniGold Shopping Center and Hunters Ridge Apartments. Currently provided by Orange County these services will be switched to the city.
- Expansion of Reclaimed Water: The city uses very little reclaimed water services and has the advantage of not being near the approved limit on the amount of water that the city is allowed to pull from the aquifers. This project only affects a small area of the city in the South East and demand is not at a level where this project needs to be pursued at this time.

**CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS**

Description	Funding Source	Estimated 5 Yr. Cost	Schedule of Planned CIP Expenditures							
			FY 2018	FY 2019	FY 2020	FY 2021	FY 2022			
General Capital Projects	General Fund	12,281,523	2,324,928	2,326,032	2,347,955	2,586,029	2,696,579	-	-	-
	Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000	-	-	-
	Police Forfeiture Funds	35,000	35,000	-	-	-	-	-	-	-
	General Fund Reserves restricted for Building Code Enforcement	65,000	65,000	-	-	-	-	-	-	-
	Cemetery Trust Fund	1,100,000	100,000	-	-	1,000,000	-	-	-	-
	Parks Bond Issue	-	-	-	-	-	-	-	5,000,000	-
	General Obligation Bonds Subject to Referendum	-	-	-	-	-	-	-	17,500,000	-
Stormwater Capital Projects	Stormwater Utility Fees	2,175,000	575,000	550,000	525,000	525,000	-	-	-	-
Community Redevelopment	Tax Increment Financing	3,702,761	1,140,000	890,000	675,648	857,113	140,000	-	-	-
Water and Sewer Fund	Water & Sewer Fees	8,452,917	1,557,917	1,635,000	1,708,333	1,756,667	1,795,000	-	-	-
	Sewer Impact Fees	1,926,000	250,000	576,000	625,000	475,000	-	-	-	-
	Water Impact Fees	2,224,000	450,000	674,000	625,000	475,000	-	-	-	-
	Prior Bond Proceeds (W&S)	1,000,000	1,000,000	-	-	-	-	-	-	-
	Water & Sewer Reserves	3,208,356	1,192,000	466,356	300,000	1,250,000	-	-	-	-
Electric Services Fund	Electric Service Fees	22,158,997	4,438,500	4,397,320	4,418,966	4,440,946	4,463,265	-	-	-
Totals		58,704,554	13,203,345	11,589,708	11,300,902	13,440,754	9,169,844	22,500,000		

SUMMARY OF CAPITAL PROJECTS
GENERAL CAPITAL PROJECTS

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Other Long-term Needs
Public Works	Pavement Resurfacing and Brick Road Repairs	General Fund	3,807,523	719,928	741,032	762,955	782,029	801,579	on-going
Public Works	Sidewalk, bikepath and curb repairs	General Fund	1,700,000	325,000	325,000	350,000	350,000	350,000	on-going
Public Works	Facility replacement account funding (replacement of flooring, roofing, air conditioning and painting) (75% General Fund, 25% Water and Sewer Fund)	General Fund	1,250,000	200,000	225,000	250,000	275,000	300,000	on-going
ITS	Information Technology Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund)	General Fund	700,000	120,000	130,000	140,000	150,000	160,000	on-going
Parks	General Parks Major Maintenance	General Fund	1,800,000	320,000	340,000	360,000	380,000	400,000	on-going
Parks	Mead Garden Master Plan Renovation	General Fund	100,000	100,000					
Parks	Central Park Maintenance/Restroom Building	General Fund	250,000				250,000		
Parks	Dinky Dock Renovation	General Fund	200,000		200,000				
Parks	Phelps Park Playground	General Fund	170,000			170,000			
Parks	Athletic Field and Tennis Center Lighting	General Fund	625,000	125,000	125,000	125,000	125,000	125,000	
		Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000	
Parks	Pavilion Replacement (Ward (2) and Phelps)	General Fund	134,000				134,000		
Parks	Sand Volleyball Courts	General Fund	50,000			50,000			
Parks	Lake Baldwin Park Improvements	General Fund	420,000					420,000	
Parks	Development of Northwest Sports Complex	Parks Bond Issue	-						5,000,000
Parks	Columbarium Section Palm Cemetery	Cemetery Trust Fund	1,000,000				1,000,000		
Parks	Expansion of Golf Maintenance/Cemeteries Building	General Fund	100,000	100,000					
		Cemetery Trust Fund	100,000	100,000					
Parks	Complete Restoration of Hard Courts Azalea Lane	General Fund	200,000	100,000	100,000				
Public Works	Bicycle & Pedestrian Improvements	General Fund	375,000	75,000	75,000	75,000	75,000	75,000	on-going
Public Works	Signalization Upgrades	General Fund	325,000	65,000	65,000	65,000	65,000	65,000	on-going

**SUMMARY OF CAPITAL PROJECTS
GENERAL CAPITAL PROJECTS**

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Other Long- term Needs
General	Enterprise Resource Program Software Replacement (ERP)	General Fund	75,000	75,000					
		Police Forfeiture Funds	35,000	35,000					
		General Fund Reserves restricted for Building Code Enforcement	65,000	65,000					
Parks	MLK Park Improvements	TBD							TBD
General	Construct new City Hall (50,000 square feet)	General Obligation Bonds - Subject to Referendum	-						12,500,000
General	City Hall Parking Garage (250 spaces at \$20,000 per space)	General Obligation Bonds - Subject to Referendum	-						5,000,000
General	Acquisition of the Post Office Property	TBD	-						TBD
Totals			13,856,523	2,599,928	2,401,032	2,422,955	3,661,029	2,771,579	22,500,000

Totals by Funding Source:

	5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Other Long- term Needs
General Fund	12,281,523	2,324,928	2,326,032	2,347,955	2,586,029	2,696,579	-
Tower Rental Revenues	375,000	75,000	75,000	75,000	75,000	75,000	-
Police Forfeiture Funds	35,000	35,000	-	-	-	-	-
General Fund Reserves restricted for Building Code Enforcement	65,000	65,000	-	-	-	-	-
Cemetery Trust Fund	1,100,000	100,000	-	-	1,000,000	-	-
Parks Bond Issue	-	-	-	-	-	-	5,000,000
General Obligation Bonds - Subject to Referendum	-	-	-	-	-	-	17,500,000
	13,856,523	2,599,928	2,401,032	2,422,955	3,661,029	2,771,579	22,500,000

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
Public Works	Pavement Resurfacing	The City's pavement resurfacing program calls for the resurfacing of eight to nine miles of streets in the upcoming fiscal year. A pavement condition assessment identifies those streets in most need of resurfacing to prevent degradation of the road base.	Local option gas tax revenues	\$ 719,928	Investments in routine road repaving reduces the annual costs of road repairs.
Public Works	Sidewalk, Bikepath & Curb Repairs	Replacement of sidewalks, bikepaths and curbing where necessary for public safety	Local option gas tax revenues	\$ 325,000	No additional impact on operating budget
Public Works	Facility Replacement Account	This account will accumulate funds for the replacement of roofs, air conditioning, paint and flooring and other major capital expenditures for City's facilities.	General Fund - \$175,000 and Water and Sewer Fund - \$58,333	\$ 266,667	No additional impact on operating budget
Information Technology	Information Technology Upgrades	Upgrades to computers, networks, servers and phone systems. Also contains funding to continue the City facilities underground fiber network.	General Fund - \$100,000, Water & Sewer Fund - \$50,000 and Electric Services Fund - \$50,000	\$ 240,000	No additional impact on operating budget
Parks	Major Parks Maintenance Items	This funding is set aside for needed Parks Department capital equipment and facility maintenance and repairs.	General Fund	\$ 320,000	No additional impact on operating budget
Parks	Mead Garden Master Plan Renovation	Improvements to Mead Garden. This is an extension of funding to the original 5 year plan while Mead Gardens develops a revised 5 year master plan.	General Fund - \$100,000	\$ 100,000	\$85,000 additional funding allocated to budget through Operational Support
Parks	Athletic Field & Tennis Court Lighting	Replace athletic field lighting on baseball field #7, multipurpose field A, and softball fields #9 and #10 at Ward Park as well as tennis court lighting. This is a multi year project that was begun in FY 2011 and expected to end in FY 2019.	General Fund - \$125,000; Cell Tower Revenues - \$75,000	\$ 200,000	No additional impact on operating budget. Reduces maintenance on existing aging lighting stock.
Parks	Golf Maintenance/ Cemeteries Building	This project will include the removal of the existing Quonset hut on the golf course and the construction of an addition to the existing golf/cemeteries maintenance building to also accomodate the housing of golf course equipment.	General Fund - \$100,000; Cemetery Trust Fund - \$100,000	\$ 200,000	No additional impact on operating budget

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
Parks	Azalea Lane Hard Courts Restoration	This project will completely remove and replace the eight 35 year old hard courts at Azalea Lane. These courts are beyond the life expectancy and continued patching is no longer effective as the underlayment beneath the concrete surface must be replaced.	General Fund	\$ 100,000	No additional impact on operating budget
Public Works	Bicycle/Pedestrian Plan Improvements	Funding for this project will be used to create and promote a viable and safe pedestrian and bicycle-friendly infrastructure and promote these modes of transportation throughout the city.	General Fund	\$ 75,000	No additional impact on operating budget
Public Works	Pedestrian & Traffic Signal Upgrades	This project is part of a multi year plan to upgrade antiquated traffic signals and improve the safety of pedestrians crossing intersections. Includes additional funding to expand wayfinding signage along Howell Branch Rd.	General Fund	\$ 65,000	No additional impact on operating budget
General	Enterprise Resource Program Software Replacement (ERP)	This project would replace the city's current enterprise operating software, purchased in the 1980s, with a modern software system. This change is necessary to continue to provide modern and efficient municipal services including transferring to a Windows based operating platform, online permitting and payment, automation of many manual tasks, functionality with mobile applications, and integration with GIS. Implementation is estimated to take 3 years and cost approximately \$2.3 million.	General Fund - \$75,000; Police Forfeiture Funds - \$35,000; General Fund Reserves Restricted for Building Code Enforcement - \$65,000; Water & Sewer Fees - \$31,250; Electric System Revenues - \$62,500	\$ 268,750	Once implemented, approximately \$230k annually, however the city currently pays about \$150k annually for ERP maintenance and related programs that would go away with the replacement. Further efficiency enhancements are also expected.

CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS
STORMWATER CAPITAL PROJECTS FUND

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	Drainage Improvements - Most of the City's stormwater sewer infrastructure is over fifty years old. Some of these older systems do not meet the City's current drainage standards and in many cases are experiencing pipe material failures. Groundwater seepage into the stormwater sewer system is considered an illicit discharge carrying sediments to the City's lakes compromising water quality.	Stormwater Fees	440,000	100,000	130,000	105,000	105,000
Public Works	Miscellaneous Land Locked Lakes Stormwater Retrofits	Stormwater Fees	55,000	55,000			
Public Works	Wetlands Tree Removal & Replant at Mead Gardens	Stormwater Fees	100,000	100,000			
Public Works	Seminole County Ditch Piping at Arbor Park Dr.	Stormwater Fees	300,000	300,000			
Public Works	Stormwater Education Signage Program	Stormwater Fees	80,000	20,000	20,000	20,000	20,000
Public Works	Stormwater Infrastructure Rehabilitation & Replacement	Stormwater Fees	400,000		400,000		
Public Works	Regional Pond Facilities	Stormwater Fees	800,000			400,000	400,000
Totals			2,175,000	575,000	550,000	525,000	525,000

Note: The stormwater capital improvement plan has been approved by the Lakes and Waterways Board.

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN - Stormwater Fund
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
Public Works	Stormwater drainage improvements	Most of the City's stormwater infrastructure is over sixty years old. Groundwater seepage into the stormwater system can compromise the water quality in the City's lakes.	Stormwater utility fee	\$ 100,000	No additional impact on operating budget
Public Works	Land Locked Lakes Stormwater Retrofits	Provide for funding of small scale stormwater retrofits, such as baffle boxes. In conjunction with necessary repairs on the City's existing storm sewer system, these small scale retrofits will be installed wherever it is practical. Future installations are proposed for lakes such as, Lake Sylvan, Lake Knowles, Lake Wilbar, Lake Spier, Lake Forest and Lake Grace.	Stormwater utility fee	\$ 55,000	No additional impact on operating budget
Public Works	Seminole County Ditch Piping along Arbor Park Dr.	The City of Winter Park and Seminole County both have contributing drainage basins that lead to a ditch behind the homes along N Lakemont Avenue and Arbor Park Drive. This project will improve access and add piping in cooperation with Seminole County.	Stormwater utility fee	\$ 300,000	No additional impact on operating budget
Public Works	Mead Gardens Wetlands Tree Replanting	The northern wetland in Mead Botanical Garden provides water quality polishing for stormwater runoff that discharges from our Clay Pit Ponds to Howell Branch Creek. This project will provide new canopy trees to speed up reforestation of the wetland and will include removal of invasive tree species to improve habitat and prevent downstream infestations.	Stormwater utility fee	\$ 100,000	This project should have no additional impact on operating budget. The city traditionally provides Mead Botanical Gardens Inc. \$85k annually in operating funds.
Public Works	Stormwater Education Program	This project creates an educational path with signage along the north shoreline of Lake Virginia behind Rollins College. Signs will describe the existing local habitat and the importance of stormwater and lakes management for its protection.	Stormwater utility fee	20,000	No additional impact on operating budget

**CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS
COMMUNITY REDEVELOPMENT AGENCY FUND**

Current Adopted CIP

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
CRA	Small Scale CIP Improvements	TIF	200,000	40,000	40,000	40,000	40,000	40,000
CRA	CRA Infrastructure Improvements	TIF	500,000	100,000	100,000	100,000	100,000	100,000
CRA	New York Streetscape Improvements	TIF	1,000,000	1,000,000				
CRA	17-92 / Fairbanks Intersection	TIF	1,285,648		750,000	535,648		
CRA	17-92 / Webster Intersection	TIF	717,113				717,113	
Totals			3,702,761	1,140,000	890,000	675,648	857,113	140,000

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
CRA	New York Streetscape Improvements	From Fairbanks to Canton Ave - Improvements to ROW, including curbs, roadways, hardscapes, furnishings, landscaping and irrigation, and RR crossings. Removes 'illegal' parking spaces and outlines parking through curb cuts and bulbouts. No net spaces lost.	Tax Increment Financing	\$ 1,000,000	This project is a one time expenditure and should not impact ongoing operational costs.
CRA	Small Scale CRA Improvements	Purpose of this fund is to include minor project expenditures that may be incurred throughout the year such as SunRail weekend ridership, district enhancements, or other small scale projects.	Tax Increment Financing	\$ 40,000	These projects would be one time expenditures and should not impact ongoing operational costs.
CRA	CRA Infrastructure Improvements	This fund will provide for infrastructure improvement needs that enhance the CRA district and are in accordance with the adopted plan.	Tax Increment Financing	\$ 100,000	These projects would be one time expenditures and should not impact ongoing operational costs.

CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS
WATER AND WASTEWATER FUND

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021
Water and Sewer	Rehabilitation of defective sewer mains with heavy ground water infiltration	Water and Sewer Fees	1,525,000	200,000	300,000	325,000	350,000
Water and Sewer	Rehabilitation of sanitary manholes to restore their structural integrity	Water and Sewer Fees	445,000	50,000	75,000	100,000	100,000
Water and Sewer	Short Liner Installation - for rehabilitation of sanitary sewer mains and laterals from the main to the property line	Water and Sewer Fees	1,225,000	-	300,000	300,000	300,000
Water and Sewer	Upgrade water mains - replacement of sub-standard water mains throughout the water distribution system.	Water and Sewer Fees	2,770,000	150,000	650,000	650,000	650,000
Water and Sewer	Replacement of asbestos cement sanitary force mains deteriorated by hydrogen sulfide gas	Water and Sewer Fees	90,000	-	20,000	30,000	40,000
Water and Sewer	Lift Station Upgrades	Water and Sewer Fees	750,000	150,000	150,000	150,000	150,000
Water and Sewer	Expansion of reclaimed water system	Water and Sewer Reserves	1,550,000	-	-	300,000	1,250,000
		Sewer Impact Fees	1,100,000			625,000	475,000
		Water Impact Fees	1,250,000	-	150,000	625,000	475,000
Water and Sewer	Upgrading/rerating of Iron Bridge Regional Wastewater Treatment Facility (City of Orlando).	Prior Bond Proceeds	1,000,000	1,000,000	-	-	-
		Water and Sewer Reserves	658,356	192,000	466,356	-	-
Water and Sewer	Purchase Additional Sewer Capacity from Altamonte	Sewer Impact Fees	250,000	-	250,000	-	-
Water and Sewer	Orange County Territory Restructure	Sewer Impact Fees	76,000	-	76,000	-	-
		Water Impact Fees	74,000	-	74,000	-	-
Water and Sewer	Water Plant Security & Sustainability Improvements	Water and Sewer Fees	850,000	850,000	-	-	-

CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS
WATER AND WASTEWATER FUND

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021
Water and Sewer	I-4 Ultimate Project (Expansion of Interstate)	Sewer Impact Fees	500,000	250,000	250,000	-	-
		Water Impact Fees	900,000	450,000	450,000	-	-
		Water and Sewer Reserves	1,000,000	1,000,000	-	-	-
ITS	Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund)	Water and Sewer Fees	350,000	60,000	65,000	70,000	75,000
General	Enterprise Resource Program Software Replacement (ERP)	Water and Sewer Fees	31,250	31,250	-	-	-
Public Works	Funding of facility replacement account for Public Works Complex items (flooring, roofing, air conditioning & paint) (75% General Fund, 25% Water and Sewer Fund)	Water and Sewer Fees	416,667	66,667	75,000	83,333	91,667
Totals			16,811,273	4,449,917	3,351,356	3,258,333	3,956,667

Totals by Funding Source:

Water and Sewer Fees	8,452,917	1,557,917	1,635,000	1,708,333	1,756,667
Water and Sewer Reserves	3,208,356	1,192,000	466,356	300,000	1,250,000
Sewer Impact Fees	1,926,000	250,000	576,000	625,000	475,000
Water Impact Fees	2,224,000	450,000	674,000	625,000	475,000
Surplus Project Funds	-	-	-	-	-
Prior Bond Proceeds	1,000,000	1,000,000	-	-	-
	16,811,273	4,449,917	3,351,356	3,258,333	3,956,667

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN - Water & Sewer
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
Water and Sewer	Upgrade sanitary sewer mains	Defective sanitary sewer mains will be rehabilitated to decrease heavy ground water infiltration, in effect reducing the total flow to waste water facilities.	Water and Sewer Fees	\$ 250,000	This project will reduce wastewater treatment costs by reducing ground water infiltration
Water and Sewer	Rehabilitate sanitary sewer manholes	Sanitary sewer manholes deteriorated by hydrogen sulfide gas will be reconstructed. Repairing and restoring the structural integrity to the manholes will eliminate the possibility of collapse and groundwater infiltration, thus reducing flows and associated treatment costs.	Water and Sewer Fees	\$ 75,000	This project will reduce wastewater treatment costs by reducing ground water infiltration
Water and Sewer	Upgrade water mains	Water main upgrades consist of construction and upgrade of water mains and service lines to replace sub-standard water mains throughout the water distribution system. This work will improve water quality, flows and fire protection in the impacted areas.	Water and Sewer Fees	\$ 150,000	No additional impact on operating budget
Water and Sewer	Lift station upgrades	Replacement of "can" type lift stations close to failure with submersible "rail" type lift stations. Includes completing projects at stations 2 and 35.	Water and Sewer Fees	\$ 150,000	No additional impact on operating budget
Water and Sewer	Water Plan Improvements (Fiber connectivity and Solar Panel Installations)	This project makes security, efficiency, and sustainability improvements to the Utility's water plants. Funding will connect the water plants to the city's fiber optic network, increasing connection speeds while enhancing security and lowering cost. In addition the Utility will work with vendors to utilize the rooftops of the plants to provide for solar installations.	Water and Sewer Fees: Est. \$250k for Solar and \$600k for Fiber.	\$ 850,000	Building the municipal fiber network will reduce 3rd party connection costs by \$50k+ annually. Solar scenarios are still being explored and savings vary on the structure of any agreement. At worst the city would anticipate being able to diversify power sources to renewable ones at no new net cost to the utility.
Water and Sewer	Iron Bridge Regional Wastewater Treatment Facility	Upgrading/rerating of Iron Bridge Regional Wastewater Treatment Facility (City of Orlando).	Water and Sewer Reserves	\$ 1,192,000	No additional impact on operating budget
Water and Sewer	I-4 Ultimate	This FDOT project to expand interstate 4 to six lanes will involve the removal and replacement of many sewer and water crossings owned by the utility. Final details of payment responsibility between the city and the state are still being developed but this project is expected to take a good amount of manpower and resources in FY18.	Sewer Impact Fees - \$1,125,000; Water Impact Fees - \$1,125,000	\$ 1,700,000	No additional impact on operating budget

CITY OF WINTER PARK
SUMMARY OF CAPITAL PROJECTS
ELECTRIC SERVICES FUND

Department	Description	Funding Source	Estimated 5 Yr. Cost	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Electric Services	Routine Capital improvements including: undergrounding electric lines, renewals and replacements, and other improvements required to provide service and improve the reliability of the electric system	Electric System Revenues	4,246,497	816,000	832,320	848,966	865,946	883,265
Electric Services	Undergrounding of Electric Lines	Electric System Revenues	17,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
General	Enterprise Resource Program Software Replacement (ERP)	Electric System Revenues	62,500	62,500				
ITS	Information Technology Infrastructure Upgrades (50% General Fund, 25% Water and Sewer Fund and 25% Electric Services Fund)	Electric System Revenues	350,000	60,000	65,000	70,000	75,000	80,000
Totals			22,158,997	4,438,500	4,397,320	4,418,966	4,440,946	4,463,265

Totals by Funding Source:

Electric System Revenues	22,158,997	4,438,500	4,397,320	4,418,966	4,440,946	4,463,265
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Note: No additional bond issues are anticipated in the period covered by this Capital Improvement Plan

CITY OF WINTER PARK
CAPITAL IMPROVEMENT PLAN - Electric Services
Fiscal Year 2017-2018

Function	Project	Project Description	Primary Funding Source	Amount	Impact on Operating Budgets
Electric Services	Routine Capital: annual electric system improvements	These improvements include undergrounding electric lines and other improvements to increase the reliability of the electric system.	Electric Service Fees	\$ 816,000	No impact on operating budget
Electric Services	Undergrounding Electric Utilities	This is part of an ongoing plan to underground electric utility lines over the next 9 years.	Electric Service Fees	\$ 3,500,000	As electric utilities are placed underground there will be less costs for trimming trees around power lines.



10-year pro forma

Ten-Year Pro-formas

To gauge the effects of current service levels, funding decisions, and revenue trends on future periods, ten year pro-formas were prepared for the General Fund, Water & Sewer Fund, Electric Fund, and Community Redevelopment Agency. Also, incorporated in the pro-forma is funding for the city's five year Capital Improvement Plan which is included under the Capital Projects portion of this document. For all the pro-formas, known near-term impacts were factored into revenue and expenditure growth assumptions, while later years' growth estimates are based on long-term historical averages. These proformas are passive and do not take into account ongoing management intervention. The trends indicated in the analysis should be used to inform policy decisions, not create exact estimates of any given future year's results, as those will be subject to change every year.

General Fund Pro-forma:

This pro-forma assumes a continued strong performance in the general economy by accounting for higher property tax growth in the near term (6%) with the outlying years tapering off to long term averages (3%). Building and permitting revenue, already at a high level is assumed to decline over the next few years (-5%) then flatten out and return to long term average growth (3%). Sales tax revenues are expected to be flat before returning to the long term average growth rate (2%). The millage rate assessed for property tax purposes is assumed to remain constant over the 10 year period. Investment earnings are estimated to be especially weak in the short term as interest rate pressures weigh on any benefit from increased coupon yield (-10%). Over time they will grow to a historical average return (2.5%). Franchise fee and Utility tax revenues are estimated at their long-term average (2.6%). Personnel cost increases are held constant throughout, consistent with long term averages published by the Bureau of Labor Statistics, at a target of 3.5% with no assumed change in total employment. Health insurance costs have been revised up from prior years growing at 8% - 9% in the near term and leveling out at 8% annually. Pricing for fuel is expected to snap back in the short term (10%) as fuel prices stabilize from their recent lows. Road materials, and vehicle purchases are all based on 10 year averages published as part of the Producer Price Index (PPI) maintained by the Bureau of Labor Statistics. Pension costs are based on the most recently completed actuarial studies completed on behalf of the city which show pensions being fully funded for Police in 14 years and Fire in 12 years. All other operating costs appreciate at 3% annually.

General Fund Findings: The near term results of the pro-forma show that Winter Park enjoys a strong fiscal position and is in good shape over the next few years as it continues to enjoy the tail end of the real estate boom in the economy. This long-term analysis highlights the difficulty that expenditure growth typically outpaces revenue growth. Property taxes now account for 40% of revenue and the next couple years of expected elevated growth will outweigh the negative or slowing growth of all other revenue sources. Revenues in the GF will grow about 4.5% in FY 2018 and projected to decline to just under 3% in FY 2019. As property tax growth cools, this majority source of the General Fund's annual revenue will have a

profound effect on future revenue surpluses. Considering expenditure growth averaging around 3 – 4% annually this outpaces revenues by about 1% annually over the long term and begins to take its toll in FY 2021. Obviously many other changes would occur before that date but this pro-forma clearly shows the constant pressure the General Fund will always experience when not in a strong real estate boom environment. Findings from this pro-forma should indicate future difficulty in taking on new projects or personnel that add to ongoing operating costs, the ability to quickly add to reserves absent one-time sources of revenue, and the importance of revenue diversification (assessments, fees, etc.) in a constant millage rate environment.

Water & Wastewater Pro-forma:

The expenditure side assumptions utilized in the general fund pro-forma are also used for this pro-forma. Growth in water and sewer revenue is based on the 10 year average PSC index increase (1.5% to 2%).

Water & Wastewater Pro-forma Findings: Overall the utility is expected to be able to maintain its high level of investment in infrastructure while adding to reserves. The utility has a strong amount of working capital in excess of the 45 day policy and even with the expected drain on reserves from the I-4 Ultimate and Iron Bridge projects the utility will maintain strong working capital going forward. Debt service coverage remains strong at 1.7% growing to 1.89% in the longer term. As always, there are risks that cannot be accounted for yet, including larger than expected costs for I-4 Ultimate or other wastewater treatment capital costs, but the utility is in good shape to handle those challenges.

Electric Services Pro-forma:

This pro-forma maintains the city's undergrounding program at the \$3.5 million annual level. It also assumes that the annual cost to trim trees to comply with line clearance will decrease gradually over the 10 year period. Electric demand growth revenues are expected to increase modestly on an annual basis (1.5%). This assumes some limited growth and highlights the need for consistent rate increases that keep pace with inflation. Non-fuel and transmission wholesale power costs are expected to rise faster (4-5%) as contracted terms raise costs annually. The fuel portion of the wholesale power costs are structured as a pass-through in the pro-forma and grow at 1% annually. As always, weather plays an enormous variable role in future revenues. Total energy sold can vary significantly and, as discussed in other parts of this document, moderating weather is having a negative effect on current sales. If weather trends do not remain consistent with the 420 million kWh sales assumptions for the coming year, any findings from the pro-forma would be subject to revisions.

Electric Services Findings: The utility will now be in its third year running the majority of operational functions in-house. The takeover of operations has allowed the Utility to reduce operational costs and absorb other costs increases that would have normally been passed on to consumers. As weather moderates and current FY 2017 revenues look to disappoint, it is vital that the Utility address the revenue side issue of long term sustainability by raising rates and establishing an index based

annual rate increase, much like the Water Utility has had for years. The pro-forma assumes that the city's Undergrounding program will be completed in nine years however continued cost pressures, coupled with tepid revenue growth, will keep the Utility from being able to meet this timetable as evidenced by the deficits generated in the pro-forma's future years. Bond funds previously used to subsidize the undergrounding budget were used up in FY 2018 (\$450k annually). Contracted non-fuel bulk power costs are rising annually (+450k in FY 2018) and cutting into profitability. Lastly, moderating weather has hurt current fiscal year energy sales and this trend seems unlikely to end. The pro-forma takes into account the Utility Advisory Board recommended increase to the average customers' bill of about 5%. In addition, the UAB recommended indexing annual rate increases to some inflationary measure to keep pace with growing costs. As the undergrounding effort is funded out of operating profits of the Utility, the loss of subsidy, rising costs, and reduced revenue, will all negatively affect the program. As can be seen, the rate increase will preserve undergrounding and absorb cost increases for two years before capital constriction resumes. The Electric Utility currently enjoys rates well below the state average (4% better) and certainly below the regional competitor Duke Energy (10% better).

Community Redevelopment Agency Pro-forma:

The CRA continues its strong growth this year, with TIF revenues rising 14%. This staggering increase is adding \$538k in additional annual revenue. Given the last three years of significant growth the CRA is expected to still see better than average growth for the next two years (9% and 6%) as real estate cools. The CRA is small enough, though, that a major project in the district could greatly alter these estimates. Long-term the CRA has had TIF revenue growth rates of 5-6% annually. This year also marks the first year in which the CRA will rebate back to Orange County a larger portion of TIF revenues received in compliance with the founding resolution. The CRA receives 95% of all TIF up to \$2 million, 70% of TIF between \$2 – 3 million, and 50% of anything above \$3 million. Capital maintenance and community initiative expenses are expected to be in the 2 – 3% range over the long term.

CRA Findings: The CRA surpluses indicated in the pro-forma are a return to the record years last seen prior to the recession when the CRA was spinning off \$1.8 million in project capital. With no changes in assumptions or tax rates, total excess cash flow will equal \$26.4 million by the end of FY 2027. As the CRA ceases to exist in 2027, this pro-forma is a good picture of the final capacity of this entity. With bond amortization timelines shrinking, the concept of future debt issuance is unlikely but as can be seen, the CRA has capacity to cash flow new projects on an annual basis.

The ten year pro-formas are included on the following page.

General Fund 10 Year Pro-Forma

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
ESTIMATED REVENUES:										
Taxes:										
Property Taxes	20,932,465	22,188,413	23,297,834	24,229,747	24,956,639	25,705,338	26,476,499	27,270,794	28,088,917	28,931,585
Utility Taxes	6,718,336	6,766,068	6,820,119	6,880,449	6,964,046	7,052,674	7,146,380	7,245,212	7,349,223	7,458,469
Franchise Fees	950,813	977,333	1,004,596	1,032,625	1,061,441	1,091,065	1,121,521	1,152,833	1,185,023	1,218,118
Licenses and Permits	2,526,484	2,426,066	2,349,909	2,295,266	2,260,170	2,267,411	2,268,096	2,311,433	2,347,183	2,428,073
Intergovernmental Revenue	7,319,328	7,350,754	7,428,568	7,548,500	7,669,391	7,792,884	7,919,032	8,044,728	8,173,229	8,304,591
Charges for Services	8,079,699	8,257,828	8,478,059	8,881,144	9,212,709	9,433,766	9,684,940	9,917,393	10,181,494	10,425,936
Fines and Forfeitures	1,150,169	1,178,923	1,208,396	1,238,606	1,269,571	1,301,311	1,333,843	1,367,190	1,401,369	1,436,403
Other Revenue	668,572	651,052	648,842	663,893	679,296	696,278	713,685	731,527	749,815	768,561
Transfers	5,310,336	5,433,468	5,572,443	5,715,036	5,861,368	6,011,544	6,165,671	6,323,862	6,486,232	6,652,898
Fund Balance	266,000	273,980	282,199	244,199	204,199	210,325	216,635	223,134	229,828	236,723
Total Estimated Revenues	53,922,202	55,503,884	57,090,966	58,729,465	60,138,831	61,562,597	63,046,303	64,588,106	66,192,315	67,861,358
	2.93%	2.86%	2.87%	2.40%	2.37%	2.41%	2.45%	2.48%	2.52%	
ESTIMATED APPROPRIATIONS										
BY PROGRAM:										
General Government	5,312,121	5,508,298	5,708,927	5,917,710	6,135,037	6,361,322	6,597,001	6,842,536	7,098,415	7,365,158
Plan/Community Development	2,256,318	2,368,390	2,472,631	2,590,362	2,689,343	2,792,595	2,900,337	3,012,799	3,130,227	3,252,883
Public Works	9,146,537	9,461,565	9,784,664	10,118,529	10,470,007	10,834,987	11,214,076	11,613,833	12,029,661	12,462,323
Police	14,509,778	15,280,982	15,871,341	16,357,522	16,894,405	16,833,684	17,361,500	17,797,144	18,433,659	19,113,029
Fire	12,802,056	13,604,964	14,162,087	14,584,352	15,040,029	14,862,076	15,286,310	15,817,561	16,384,248	16,971,176
Parks & Recreation	8,086,752	8,346,859	8,652,455	8,976,877	9,315,332	9,668,552	10,037,312	10,422,438	10,824,807	11,245,353
Organizational Support	1,509,100	1,554,373	1,601,004	1,649,034	1,698,505	1,749,461	1,801,944	1,856,003	1,911,683	1,969,033
Transfers	4,068,085	2,863,254	3,007,576	3,140,849	3,028,935	3,020,834	3,166,650	3,319,717	3,480,401	3,649,081
Reimbursements	(4,120,217)	(4,223,222)	(4,328,803)	(4,437,023)	(4,547,949)	(4,661,647)	(4,778,189)	(4,897,643)	(5,020,084)	(5,145,586)
Non-departmental	(195,000)	(180,000)	(186,300)	(192,821)	(199,569)	(206,554)	(213,784)	(221,266)	(229,010)	(237,026)
Funding for commuter rail	284,000	299,000	316,000	333,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Estimated Appropriations	53,659,530	54,884,462	57,061,581	59,038,391	60,874,075	61,605,309	63,723,158	65,913,120	68,394,007	70,995,423
	2.28%	3.97%	3.46%	3.11%	1.20%	3.44%	3.44%	3.76%	3.80%	
Excess Revenues (Deficit)	262,672	619,422	29,385	(308,926)	(735,244)	(42,712)	(676,855)	(1,325,014)	(2,201,692)	(3,134,065)
ESTIMATED APPROPRIATIONS										
BY CATEGORY:										
City operations	46,567,319	48,866,306	50,784,854	52,510,753	54,331,984	54,957,620	56,811,424	58,719,560	60,905,412	63,197,923
City capital maintenance	1,426,026	1,481,529	1,538,448	1,597,575	1,664,220	1,733,949	1,806,923	1,889,106	1,975,521	2,066,411
Organizational support	1,654,735	1,717,448	1,768,026	1,820,247	1,873,342	1,927,841	1,984,018	2,041,915	2,101,589	2,163,095
Transfers to other funds	3,922,450	2,700,179	2,840,554	2,969,636	2,854,098	2,842,453	2,984,576	3,133,805	3,290,495	3,455,020
Non-departmental	(195,000)	(180,000)	(186,300)	(192,821)	(199,569)	(206,554)	(213,784)	(221,266)	(229,010)	(237,026)
Commuter rail funds	284,000	299,000	316,000	333,000	350,000	350,000	350,000	350,000	350,000	350,000
Contingency	262,672	619,422	29,385	(308,926)	(735,244)	(42,712)	(676,855)	(1,325,014)	(2,201,692)	(3,134,065)
Reserves	13,684,277	14,510,857	14,821,704	14,845,778	14,460,533	14,767,821	14,265,966	12,940,952	10,739,260	7,605,194
Reserves as a Percentage of Expenditures	26.2%	26.4%	26.0%	25.1%	23.8%	24.0%	22.4%	19.6%	15.7%	10.7%

Water & Wastewater Fund 10 Year Pro-Forma

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inflows:										
Charges for services	30,258,542	30,723,707	31,255,264	31,826,158	32,468,757	33,124,360	33,793,230	34,475,638	35,171,857	35,882,168
Other	300,485	272,437	260,045	265,330	270,722	277,490	284,428	291,538	298,827	306,298
Use of excess reserves for capital	1,192,000	466,356	300,000	1,250,000	-	-	-	-	-	-
Total Inflows	31,751,027	31,462,499	31,815,309	33,341,488	32,739,479	33,401,850	34,077,658	34,767,176	35,470,684	36,188,466
Outflows:										
General administration	1,869,304	1,939,897	2,011,977	2,087,015	2,165,217	2,246,741	2,331,758	2,420,444	2,512,989	2,609,596
Operations	16,069,646	16,328,292	16,764,963	17,209,682	17,673,796	18,157,235	18,660,965	19,187,249	19,736,069	20,308,589
Principal on debt	3,234,167	3,255,000	2,700,000	2,815,000	2,945,000	3,250,000	3,380,000	3,515,000	3,655,000	3,815,000
Interest on debt	2,693,930	2,607,963	2,480,055	2,351,702	2,217,546	2,080,863	1,942,007	1,797,643	1,639,081	1,465,510
Capital improvements	2,592,000	1,961,356	1,855,000	2,840,000	1,615,000	1,648,350	1,697,801	1,748,735	1,801,197	1,855,232
Reimbursements	2,518,326	2,593,876	2,671,692	2,751,843	2,834,398	2,919,430	3,007,013	3,097,223	3,190,140	3,285,844
Transfers to other funds	2,773,654	2,794,320	2,855,946	2,921,170	2,992,703	3,057,612	3,124,006	3,191,961	3,261,526	3,332,745
Total Outflows	31,751,027	31,480,704	31,339,633	32,976,412	32,443,659	33,360,230	34,143,549	34,958,254	35,796,002	36,672,516
Net Inflow (Outflow)	-	(18,205)	475,676	365,076	295,820	41,620	(65,891)	(191,078)	(325,318)	(484,050)
Est. Working Capital	11,236,860	10,752,299	10,927,975	10,043,051	10,338,871	10,380,491	10,314,600	10,123,521	9,798,203	9,314,153
No. of Days of Working Capital	170	159	158	142	142	139	135	129	121	112
Bonds Outstanding	57,850,833	54,595,833	51,895,833	49,080,833	46,135,833	42,885,833	39,505,833	35,990,833	32,335,833	28,520,833
Debt Service Coverage	1.70	1.73	1.94	1.94	1.95	1.89	1.89	1.89	1.89	1.89

Electric Services Fund 10 Year Pro-Forma

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Electric Sales:										
Fuel	14,574,541	14,720,286	14,867,489	15,016,164	15,166,326	15,317,989	15,471,169	15,625,881	15,782,139	15,939,961
Non-Fuel	33,177,995	33,675,665	34,180,800	34,693,512	35,213,915	35,742,123	36,278,255	36,822,429	37,374,765	37,935,387
Intergovernmental Revenues	-	-	-	-	-	-	-	-	-	-
Other Operating Revenues	1,047,161	1,083,613	1,116,678	1,150,794	1,185,995	1,222,318	1,259,801	1,298,482	1,338,402	1,379,602
Investment Earnings	2,000	1,800	1,710	1,744	1,779	1,824	1,869	1,916	1,964	2,013
Use of Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Total Inflows	48,801,697	49,481,364	50,166,677	50,862,214	51,568,015	52,284,254	53,011,094	53,748,707	54,497,270	55,256,963
General and Administrative	1,601,978	1,661,876	1,723,013	1,786,702	1,853,070	1,922,253	1,994,394	2,069,643	2,148,163	2,230,123
Operating Expenses	6,897,038	7,017,095	7,178,771	7,370,270	7,543,130	7,747,605	7,933,958	8,152,468	8,353,427	8,587,141
Purchased Power	27,829,664	28,540,546	29,277,238	30,040,815	30,832,400	31,653,166	32,504,336	33,387,187	34,303,050	35,253,318
Routine Capital	816,000	832,320	848,966	865,946	883,265	905,346	927,980	951,179	974,959	999,333
Principal on Debt	2,530,000	2,670,000	2,780,000	2,885,000	3,015,000	3,135,000	3,250,000	3,370,000	3,505,000	3,660,000
Interest on Debt	2,496,628	2,446,335	2,341,616	2,229,935	2,112,154	1,987,828	1,857,039	1,720,451	1,574,369	1,431,432
Total Outflows	42,171,308	43,168,172	44,149,603	45,178,667	46,239,019	47,351,199	48,467,707	49,650,928	50,858,967	52,161,346
Available Funds	6,630,389	6,313,192	6,017,074	5,683,547	5,328,995	4,933,055	4,543,387	4,097,779	3,638,303	3,095,616
Operating Transfers Out	2,878,604	2,863,243	2,910,066	2,957,517	3,005,603	3,051,736	3,098,595	3,146,194	3,194,544	3,243,659
Undergrounding Power Lines	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	0
Reserves Surplus/Deficit	251,785	(50,051)	(392,993)	(773,970)	(1,176,608)	(1,618,680)	(2,055,208)	(2,548,415)	(3,056,241)	(148,042)
Est. Working Capital	7,294,403	7,244,352	6,851,360	6,077,390	4,900,782	3,282,102	1,226,893	(1,321,521)	(4,377,763)	(4,525,805)
No. of Days of Working Capital	73	71	66	57	44	29	11	(11)	(36)	(36)
Bonds Outstanding	63,185,000	60,515,000	57,735,000	54,850,000	51,835,000	48,700,000	45,450,000	42,080,000	38,575,000	34,915,000
Debt Service Coverage	2.48	2.40	2.34	2.28	2.21	2.14	2.07	1.99	1.91	1.80

Community Redevelopment Agency 10-Year Proforma

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
ESTIMATED REVENUES										
TIF Revenue - City	2,125,167	2,316,432	2,455,418	2,578,189	2,707,099	2,842,454	2,984,576	3,133,805	3,290,495	3,455,020
TIF Revenue - County	2,196,932	2,349,656	2,460,635	2,558,667	2,644,000	2,721,200	2,802,260	2,887,373	2,976,742	3,070,579
Investment Earnings	35,000	31,500	29,925	30,524	31,134	31,912	32,710	33,528	34,366	35,225
Misc. Revenues	230,000	238,000	246,320	254,973	263,972	273,331	283,064	293,186	303,714	314,662
Total Revenues	4,587,099	4,935,588	5,192,298	5,422,352	5,646,204	5,868,897	6,102,610	6,347,892	6,605,317	6,875,487
ESTIMATED EXPENDITURES										
Personnel & Indirect Costs	377,380	402,882	420,829	438,941	457,924	477,827	498,699	520,596	543,574	567,695
General Operating	235,565	242,632	249,911	257,408	265,130	273,084	281,277	289,715	298,407	307,359
Community Initiatives	186,000	191,580	197,327	203,247	209,345	215,625	222,094	228,757	235,619	242,688
Capital Maintenance	90,000	92,250	95,018	97,868	100,804	103,828	106,943	110,151	113,456	116,860
Adopted/Proposed Projects	1,548,900	1,238,000	1,033,008	1,224,207	517,218	527,747	538,697	550,085	561,928	574,245
Debt Service & Transfers	1,496,648	1,483,491	1,489,029	1,483,116	1,490,654	1,481,581	1,070,062	1,066,035	710,568	-
Total Expenditures	3,934,493	3,650,835	3,485,122	3,704,788	3,041,076	3,079,693	2,717,772	2,765,338	2,463,552	1,808,846
Annual Surplus/Deficit (Funding Available for Additional Projects and Programs)	652,606	1,284,753	1,707,176	1,717,565	2,605,129	2,789,204	3,384,838	3,582,554	4,141,765	5,066,641



cash reserves

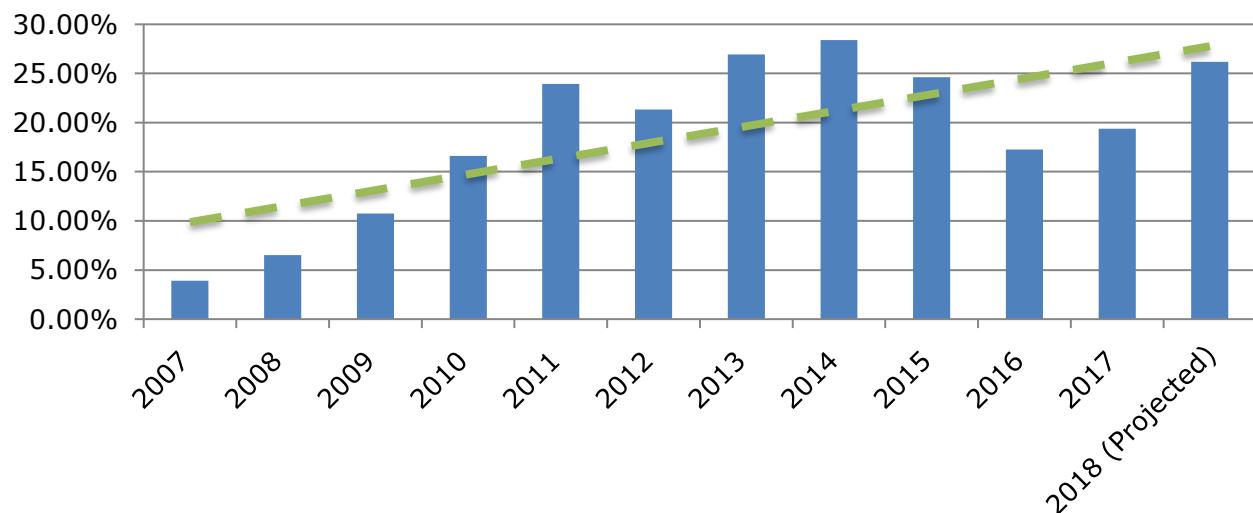
Cash Reserves

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

General Fund

From 2001 to 2007 the city's General Fund Reserves were drawn down to fund costs associated with capital projects, the 2004 hurricane cleanup costs, start-up of the Electric Utility, and the purchase of the development rights at the post office property. The reserve balance reached a dangerously low level of 4% of recurring expenditures at the end of 2007. At that time the city established a goal to rebuild unreserved fund balance to equal 30% of recurring General Fund expenditures over the next several years. Through guidance from the City Commission and management fiscal prudence, the city managed to rebuild its reserves percentage. Now just over 10 years from the low, the City of Winter Park is expected to be close to its goal by the end of FY 2018. As the economy turned the corner some reserves were used to support a number of major projects. Reserves and contingency for the last few years were diverted in part to support additional tree purchases (approx. \$250k), matching funds for the Quiet Zones railroad crossing project (\$700k), the Lee Rd. property site purchase, the care and maintenance of Showalter (\$220k), the golf course renovation (\$1.2 million), and the purchase of the bowling alley property on Fairbanks Ave. (\$1.9 million).

Unassigned General Fund Balance as a Percentage of Budgeted Expenditures



At the end of FY 2018 the city is projected to have approximately \$13.7 million in unencumbered funds available or 26.2% of recurring costs. This will be a significant increase from FY 2017's \$9.6 million estimate. A number of factors are contributing to the gains expected in FY 2017 and 2018. The most significant contribution is the expected sales of property bought by the city that will now be resold. The Lee Rd. property is expected to close in FY 2018 and contribute \$850k back to reserves. The Blake Yard sale is also estimated to add 441k to the bottom line in FY 17.¹ In FY 2018 the resale of the bowling alley property is expected to add approximately \$2.7 million back to reserves. Contingency fund balances are expected to add just over \$900k over two years and positive revenue performance in FY 2017 is expected to add an additional \$715k. While electric revenue and State transfers are a drag on revenues, the unrestricted building permitting revenues and better than expected performance at the golf course will more than replace those losses. While best practices vary, typically at least 15% to 20% is considered prudent to act as a safety net. In addition the city's excellent credit rating and pooled cash provide it ample resources to face any difficulty.

The General Fund does have some potential options to improve the overall percentage in FY 2018. To reach the 30% goal the city would need to have approximately \$15.7 million available, an additional \$2.1 million.

- Sell Progress Point. Appraised at over \$5 million, this alone would get the city to the 30% target. The city has currently engaged a commercial broker to assist with divestment of this property and review of other city assets. This would raise reserves to 35.5% or \$18.7 million.
- Sell the Swoope Water Plant site. Likely to net a little over half a million this site has been broached by the local development community as a possible restaurant or condo site that would overlook the golf course. This would raise reserves to 27% or \$14.2 million.
- Sell the Tree Farm site. No appraisal has been done on this site. Long discussed as a potential site for a sports complex, its location, access, and proximity to residential on all sides make it a challenging site for an athletic complex. Instead of growing operating obligations, this site could be sold and revenues used in part to raise reserves or contribute to updating and improving MLK Park in concert with the Library redevelopment project. The sale of the site would also not make any meaningful impact on the parks concurrency practice of keeping 10 acres of green space for every 1,000 residents. Current concurrency is in excess of 11 acres per 1,000, and its sale would still keep it above the minimum level.

¹ An estimate of 8% was deducted from the contracted price of land sales to determine the remainder that will accrue to reserves.

Water and Wastewater Utility

The Commission adopted goal for Water and Wastewater Utility Fund working capital is 45 days of operating expenses less amortization. At the end of FY 2018 the Water and Wastewater Utility is expected to have 170 days of working capital on hand (\$11.2 million) well in excess of the budget goal. This strong performance is also highlighted further by the fact that about \$1.2 million of reserves will be used to support the I-4 project and Iron Bridge wastewater facility.

Electric Utility

The Commission adopted goal for Electric Fund working capital is 45 days of operating expenses less amortization. At the end of FY 18 the Electric Utility is expected to have 73 days of working capital or about \$7.3 million. This is an increase over the prior year as cost cutting has helped reduce capital drain and this estimate also assumes an increase to customer rates. However, the pro-forma shows continued pressure on the Utility over the next 10 years. This balance is projected to decrease below the 45 day minimum by FY 2022 if undergrounding efforts continue to be funded at \$3,500,000 each year without further reduction to costs or periodic increases to rates.