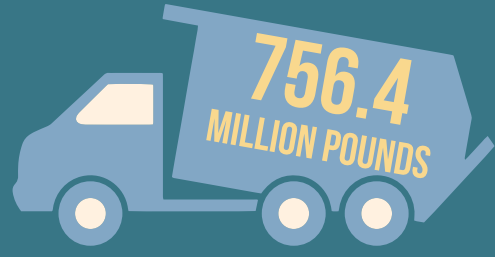


33 MILLION POUNDS



RESIDENTIAL RECYCLABLES PROCESSED

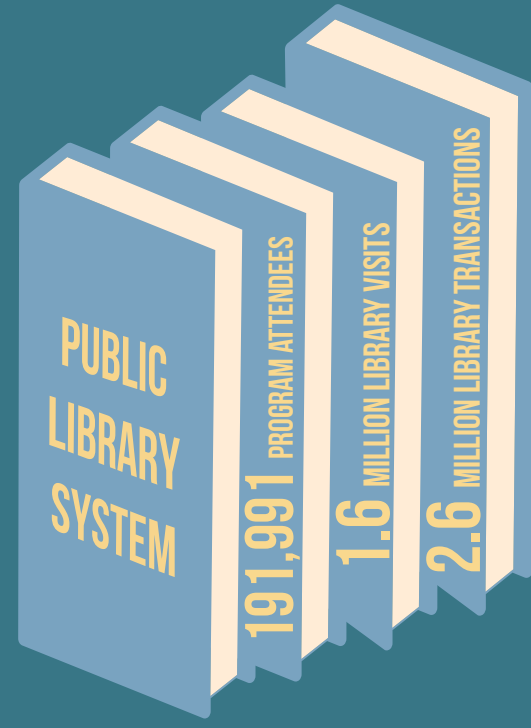


RESIDENTIAL SOLID WASTE COLLECTED

2,291 PET ADOPTIONS



25% INCREASE FROM 2015 TO 2016



120 LANE MILES OF ROADS RESURFACED  
PAVED 2.75 MILES OF DIRT ROAD

5,014 OF PIPE LINED  
ROADS & STORMWATER WORK REQUESTS COMPLETED

1,289 EMPLOYEES



1:348 EMPLOYEES PER CAPITA

\$727,000 IN STATE FUNDS USED TO MITIGATE ZIKA



2,507 MOSQUITO CONTROL SERVICE REQUESTS

400,000 MOSQUITO SOURCE REDUCTION ACTIVITIES PERFORMED



AT THE READY FOR FISCAL SUSTAINABILITY

For the first time in 10 years, the FY 2016/17 General Fund budget is structurally balanced without the use of reserves.

Taxable values increased countywide for the 4th consecutive year, averaging 5.6% growth over the past three years.

Ad valorem revenue increased \$7 million in the General Fund; \$2.4 million in the Fire Fund; and \$83,000 in the Transportation Trust Fund.

The FY 2016/17 Unincorporated millage rate of 15.1612 is the lowest Unincorporated rate in the region.

The average Unincorporated ad valorem tax bill is \$2,236 per residential household.

The competitive bid process resulted in \$4,206,653 in savings last fiscal year.

Over \$119,000 was returned to the County in Purchasing Card rebates.

CONTACT INFORMATION



BOARD OF COUNTY COMMISSIONERS  
District 1, Bob Dallari (407) 665-7215  
District 2, John Horan (407) 665-7205  
District 3, Lee Constantine (407) 665-7207  
District 4, Carlton Henley (407) 665-7201  
District 5, Brenda Carey (407) 665-7209

SEMINOLE COUNTY GOVERNMENT  
(407) 665-0311 • www.SeminoleCountyFL.gov  
1101 East First St., Sanford, FL 32771

WATCH SGTV  
For County meetings, programs, and information, watch Seminole Government Television (SGTV) on Spectrum channel 498, AT&T U-Verse channel 99, or CenturyLink Prism channel 84. Or, visit www.SeminoleCountyFL.gov to watch SGTV streaming live, 24/7.

CONNECT WITH US ON:  
Facebook, Twitter, YouTube, Nextdoor, QR code

SOCIAL MEDIA STATS:  
• 43,657 Seminole County Nextdoor Subscribers  
• 6,725 @SeminoleCounty Twitter Followers  
• 7,038 Seminole County FL Facebook Page Followers

COUNTY MANAGER MESSAGE



2016 COUNTY MANAGER'S ANNUAL REPORT



It is my pleasure to welcome you to Seminole County's 2016 Annual Report, highlighting some of the County's most important programs and initiatives of the year.

A key measure of the effectiveness of any local government is its readiness to respond to the needs of the constituencies it serves. The events and accomplishments of 2016 clearly demonstrate Seminole County's ability to readily address not only the on-going quality of life issues that make Seminole County stand apart from other communities, but also the unexpected challenges that impact our citizens.

In 2016, we continued to stand ready to welcome new economic development opportunities, incentivizing six economic development projects. These projects are expected to result in 1,096 new full-time jobs, \$76 million in wages, and a capital investment topping \$82 million. We also readied ourselves for increased tourism, and the accompanying economic benefits, with the opening of the new Seminole County Sports Complex. During the initial eight months of operation, the Complex hosted 40 tournaments, generating close to \$21 million in economic impact.

Seminole County has always stood ready to help those in need, and 2016 was no exception. Most notably, the County responded to the needs of over 3,000 resident veterans, and assisted 400 households in attaining or maintaining stable housing. Seminole County also demonstrated that we stand ready to continue building on the superb quality of life in Seminole County through the improvement of multiple trailheads, enhancements to our Natural Lands holdings, and upgrades to several community parks.

Seminole County's voter-approved One Cent Infrastructure Sales Tax has allowed the County to remain ready when it comes to providing infrastructure and public facility improvements. In 2016, the County invested almost \$50 million in infrastructure. These projects included more than 120 lane miles of road resurfacing, 3,250 linear feet of sidewalk, 9,300 feet of storm pipe, enhancement of the Rinehart Road trail system, and multiple water quality projects. The One Cent Sales Tax also funded the purchase of two fire engines and four rescue vehicles.

The events of 2016 tested the County's readiness for crisis management, and by all accounts we passed with flying colors. Hurricane Matthew, the first hurricane to impact Central Florida in 12 years, along with the Zika crisis, emphasized the importance of training and preparedness. Our response to these incidents demonstrates Seminole County's commitment to the safety of our community.

As the Annual Report reflects, Seminole County is indeed "at the ready" to respond to community needs. The strong leadership of the Board of County Commissioners, along with the dedication and talent of the County's employees, made it possible to achieve the successes of 2016. I hope you enjoy looking back on 2016, take pride in Seminole County's many accomplishments, and let us know how to best serve you in 2017.

Respectfully,  
Nicole Guille, County Manager

To read a more comprehensive account of Seminole County's accomplishments, visit: www.SeminoleCountyFL.com

218,168 SF NEW COMMERCIAL DEVELOPMENT APPROVED  
19,600 BUILDING PERMITS  
53,653 BUILDING INSPECTIONS PERFORMED  
11,101 E-PLANS SUBMITTED

OVER 3,000 VETERANS SUPPORTED THROUGH VETERAN'S SERVICES



FINANCIAL ASSISTANCE PROGRAMS PROVIDED TO 707 HOUSEHOLDS



\$426,805 IN FUNDING TO HELP RESIDENTS WITH IMMEDIATE NEEDS HOME IMPROVEMENTS



51 MILES OF PAVED TRAILS  
85 MILES OF UNPAVED TRAILS

SIX ECONOMIC DEVELOPMENT PROJECTS  
1,096 NEW JOBS AND A CAPITAL INVESTMENT OF \$82.6 MILLION



OVER 2,000 CITIZENS TRAINED IN HANDS-ONLY CPR



364 SMOKE ALARMS INSTALLED



40,894 EMS/FIRE RESPONSES



74,020 EMERGENCY COMMUNICATIONS CALLS PROCESSED



# SEMINOLE COUNTY, AT THE READY FOR...



## PUBLIC HEALTH AND SAFETY

*Standing ready to guard the public's health and safety is a critical local government function. While the County's Fire Department is usually what first comes to mind when addressing public health and safety, all County departments are involved in this endeavor. A few examples of efforts in 2016 to protect the community's health, safety and welfare include:*

**SWATTING ZIKA** - The County Mosquito Control Program responded to more than 2,500 service requests and 101 travel-related human cases in 2016. This is a 71% increase in service requests, largely due to citizen concerns related to the Zika virus, and a 1,142% increase in human cases. The State of Florida supported this effort with \$727,000 in funding, allowing the County to add eight temporary positions, purchase additional pesticide product, and bolster capital equipment and fleet operations to combat the Zika-carrying species of mosquitoes. More than 400,000 source reduction activities were conducted at County residences, 343 green pools were treated, nearly 8,000 inspections were administered, 988 mosquito traps were collected, and 3,315 mosquitoes were tested for the presence of arboviruses like Zika. In an effort to manage citizen inquiries, a customer service line was established together with the Seminole County Health Department. The Office of Emergency Management conducted tabletop exercises to prepare County staff and partner agencies for potential cases of locally acquired Zika. County staff also fogged 7,481 miles and 272,064 acres to reduce the presence of adult mosquitoes in Seminole County. As a result, no locally-acquired Zika cases were confirmed in Seminole County.

**STAYING CONNECTED AND ONLINE** - Work was completed on a \$1.3 million fiber expansion project. This project installed nearly 30 miles of aerial and underground fiber to connect isolated traffic signals and vital County facilities, such as the Hunt Club library and several County schools. Fiber connectivity of County facilities provides greater reliability in communication and management of resources during times of crisis. The County now has communications with 99.9% of its signals, allowing remote monitoring and troubleshooting of equipment to more quickly and efficiently move traffic and respond to incidents, greatly increasing safety on County roadways.

**LIFESAVING PARTNERSHIPS** - In 2016, the Central Florida Home Fire Safety Campaign provided 304 smoke alarm installations in the Midway Community, as well as an additional 60 alarms in the Bookertown area, all at no cost to residents. This campaign is a partnership between the Seminole County Fire Department and Red Cross of Central Florida, and focuses on fire safety education, such as monthly alarm testing and fire drill practice at homes in at-risk communities. The Fire Department also participated in a new community-wide program, Save-a-Life Seminole, which teaches Hands-Only CPR and the use of an automated external defibrillator to residents. Since the implementation of the program, over 2,000 individuals have received training. The impact of Hands-Only CPR-trained residents has been demonstrated in several documented cases of early action life saving through these methods.

**IMPROVING WATER QUALITY** - Seminole County's Environmental Services Department successfully completed the Unidirectional Flushing Program, a five-year project improving the water quality delivered to County utility customers through targeted flushing of the entire water distribution system. Through this and other everyday practices, Seminole County continues to exceed Water Quality Standards set by Local, State and Federal Regulations.

## RECREATIONAL OPPORTUNITIES

*Seminole County's exceptional quality of life can be attributed in large part to the County's readiness to provide multiple opportunities for recreational and leisure activities. In 2016, Seminole County once again stepped up to the plate:*

**WIDENING THE PLAYING FIELD** - In May of 2016, Seminole County celebrated the opening of the Seminole County Sports Complex. During the initial eight months of operation (May through December, 2016), the Sports Complex hosted 40 tournaments, 35,750 athletes, and 116,000 spectators. These tournaments generated almost \$21 million in economic impact. Seminole County was proud to welcome the Florida USSSA Baseball state championships, the Prospect Wire state finals, and the Athletix youth baseball and softball nationals - all tournaments that relocated to Seminole County from other areas. Along with hosting visitors from throughout the Country, the Sports Complex was home to 13 local tournaments this year. Additionally in 2016, Seminole County broke ground on the Soldiers Creek Park renovation. This project, expected to open in May of 2017, involves a complete renovation of the Park into a new six-field, tournament-level venue for fastpitch softball and youth baseball.

While focus will be on economic impact tournaments, this project will also provide much needed field space for the community.

**TRAIL AND PARK IMPROVEMENTS** - Over the course of 2016, the County made trailhead and parking lot improvements at the Jones, Big Tree, and Snow Hill Trailheads. The Lake Harney Wilderness Area gained a wildlife observation tower, new parking, and an ADA path and ramp. Enhancements were also made to the Black Bear Wilderness Area and Lake Proctor Wilderness Area entrances, including replacement of the existing wood fences, installation of new signs, and stabilization of the parking area. CS Lee Park is currently undergoing a facelift with parking area and lighting improvements to be completed in the spring of 2017. Several community park improvements were funded in 2016, including Kewannee Park and Jamestown Park playground equipment upgrades, and the Bookertown Park restroom facility addition. These projects are slated for completion in 2017.

## EMERGENCY MANAGEMENT RESPONSE

The first hurricane to impact Central Florida in 12 years, Hurricane Matthew, struck Seminole County on Friday, October 7, 2016. Matthew was forecasted to make landfall in Florida as a category three hurricane, the largest since Hurricane Charlie. On October 4, the Seminole County Emergency Operations Center activated, propelling the County and its regional partners into a preparation, response, and recovery effort that would last for weeks following the actual storm.

Fortunately, Matthew turned slightly east, saving Seminole County from direct impact. Nonetheless, more than 900 County homes reported damages, totaling an estimated \$12.1 million, and 55 County businesses were impacted, resulting in \$3.2 million in damages. Due to the number of properties affected, the Federal Emergency Management Agency established a mobile Disaster Recovery Center to aid residents with assistance program applications. While the storm was less damaging than anticipated, 72,000 residents lost power, more than 100 County roads were closed, and 150 traffic signals lost power. County Public Works team members remained vigilant and, as a result, within 36 hours of the passing of Matthew, all unincorporated Seminole County roads were safely cleared.

The success of Hurricane Matthew's readiness activities demonstrated countywide inter-agency cooperation and communication. The Office of Emergency Management's Full Scale Hurricane Exercise held earlier in the year led to seamless transfer from preparedness to response, and finally to recovery.

## HURRICANE MATTHEW BY THE NUMBERS

- **33,000 Sandbags Distributed in 2.5 Days**
- **Over 3,000 Residents Signed Up for Hurricane Matthew Text Alerts**
- **6 Shelters Opened**
- **Over 750 County Employees Deployed**
- **200 "Well Checks" Conducted for Special Needs Clients**
- **133 Special Needs Clients Registered during Hurricane Matthew**
- **100 Pets Registered at Pet Friendly Shelters**
- **1,500 Service Calls Answered through the Citizens Information Line**
- **17,500 cubic yards (CY) of Storm Debris Collected, with Additional 15,000 CY of Debris Received by Seminole County's Landfill**

## ECONOMIC PROSPERITY AND DEVELOPMENT

Seminole County has a proven track record of standing ready to facilitate positive economic growth, and last year was no exception. In 2016, the County incentivized six economic development projects, which will generate 1,096 new full-time jobs and \$76 million in expected wages to Seminole County. These projects bring with them a capital investment topping \$82 million, and include: Deloitte Consulting, LLP, Jetezy, Inc., Allegiant Airlines Training and Simulation Center, Computech City, Axiom Healthcare Pharmacy, Inc., and Veritas. Deloitte Consulting has already created 1,000 new jobs in Seminole County, with another 850 scheduled by the end of 2018.

## INFRASTRUCTURE IMPROVEMENTS

*Voters approved a One Cent Sales Tax for Infrastructure in 1991, 2001, and again in 2014, improving the County's readiness to address infrastructure needs through 2025. This voter-approved funding source allowed a \$49.6 million investment in infrastructure in 2016, including the following projects and facilities:*

- More than 120 lane miles of road re-surfacing and 9,300 feet of pipeline installation;
- Design and construction for the Lake Howell Road bridge replacement project;
- The IFAS Midway Regional Stormwater Facility, featuring stormwater improvements along Celery Avenue and Sipes Road to alleviate flooding in the area;
- Completion of several gaps in the Rinehart Road Trail project between SR 46 and CR 46A;
- Southwest Road drainage enhancements, including significant upgrades to the roadside infrastructure to improve stormwater conveyance;
- A sediment dredging project within the Wekiva Basin at Sweetwater Cove to improve drainage flows and lessen sediment flowing into the river;
- Installation of a directional median at CR 419 and Sanctuary Drive and resurfacing of CR 419 making the roadway and intersection safer for drivers;
- Improvements to Lincoln Heights drainage system to mitigate flooding within the Lincoln Heights and Ravenna Park neighborhoods;
- 3,250 linear feet of sidewalk construction; and
- The purchase of a fire engine, a special operations engine with special operations equipment, and four rescue vehicles.

## COMMUNITY CARE

*Seminole County stands ready to provide assistance to those most in need. Examples of these efforts in 2016 include:*

**VETERAN SUPPORT** - In 2016, the County's Veterans Services team supported more than 3,000 Seminole County veterans. This effort included 12,533 client contacts, and resulted in an additional \$8.7 million in VA funding for Seminole County veterans and their families. The "Veterans Stand Down," an annual community outreach event aimed at connecting veterans with a myriad of services, garnered support from 24 partner agencies and assisted over 60 homeless veterans in need during the one-day event.

**HOMELESSNESS REDUCTION IN SEMINOLE COUNTY** - Seminole County is committed to resolving homelessness. In 2013, Central Florida was identified as having the largest number of chronically homeless people among comparable urban areas. As a result, Seminole County worked collaboratively with the Seminole Action Board (SAB), a group of community stakeholders, to address this serious social concern. SAB recently developed a Homeless Action Strategy, and 2016 saw significant progress toward the Strategy's goal of ending homelessness for the 120 most vulnerable families and the 50 most vulnerable and disabled individuals in the County. In conjunction with these efforts, the County aided in the provision of stable housing for over 400 households through rent and utility assistance, including at least 60 families previously living on the streets or in local hotels. To ensure continued progress in this arena, the County established a Homeless Advocacy Office to coordinate resources, implement strategies, and provide ongoing support to the various partners addressing homelessness in Seminole County.

**ANIMAL WELFARE** - Seminole County demonstrated its readiness to protect animal welfare in 2016 through the adoption of the Greyhound Protection Act, the first local regulation of its kind in Florida. Additionally, during 2016, Seminole County's Animal Services Division (SCAS) focused on three areas - increasing pet adoptions, educating County citizens, and improving owner return rates for pets. Success in these efforts this past year include:

- Establishment of a partnership with PetSmart Charities to permit County shelter animals to be adopted from stores;
- From June through August, participated in a "Shelter Challenge" between regional partners comparing intake and release numbers between 2015 and 2016. SCAS's total release rate between those years increased by 14.2%, with overall annual adoption rates increasing by 25%;
- Educational clinics and community partnerships helped provide free rabies vaccines for almost 300 pets and microchips for over 100 furry companions;
- 875 pets were successfully returned to their owners; and
- County shelter microchipping services became available to the general public.

MONTH BY MONTH ACCOMPLISHMENTS IN 2016

## JANUARY:

Seminole County opened its first "Little Library" at Red Bug Lake Park.

## FEBRUARY:

Convergys, an international customer management firm, announced the expansion of its customer service/contact center in Seminole County, adding 155 high value jobs.

## MARCH:

The "Veterans Stand Down" assisted over 60 homeless veterans with health, dental, and identification services.

## APRIL:

Extension Services hosted 160 participants on a Farm Tour highlighting the County's agricultural industry.

## MAY:

Grand opening of the Seminole County Sports Complex.

## JUNE:

The County broke ground on Soldiers Creek Park renovations with an anticipated completion date in May, 2017.

## JULY:

650+ Seminole County school children were served at the Community Services Back 2 School Bash.

## AUGUST:

Animal Services won the Tri-County Area's Hot Summer Shelter Challenge, increasing pet adoptions during the summer by 14.2% as compared to summer 2015.

## SEPTEMBER:

Seminole County Fire Department and its partner agencies trained 530 residents on Hands-Only CPR on World Heart Day, September 29.

## OCTOBER:

In the wake of Hurricane Matthew, the County waived landfill fees for residents and received over 1,000 tons of yard waste.

## NOVEMBER:

Deloitte Consulting announced the creation of 850 new jobs in Seminole County. These jobs are in addition to 1,000 existing jobs.

## DECEMBER:

The County inked a 3-year contract for Elite Club National League national soccer showcase, expected to generate \$5 million in economic impact to Seminole County annually.