

2007
Securing Your Future



Seminole County
County Manager's
Annual
Report



2007

Seminole County

County Manager's Annual

Report



SEMINOLE COUNTY
FLORIDA'S NATURAL CHOICE

1101 East First Street
Sanford, FL 32771
www.seminolecountyfl.gov
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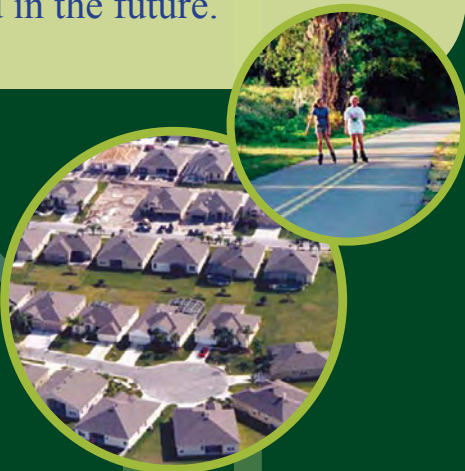


Our Vision

To be the best county government in the United States by establishing the performance benchmark for providing public service.

Our Mission

To deliver excellent public service that enhances quality of life and addresses our community's needs, now and in the future.



FAST FACTS

1,169,000 patrons visited Seminole County Public Libraries in Fiscal Year 2006/2007.

940,200 reference questions were answered by librarians in Fiscal Year 2006/2007.

21.3 million gallons of drinking water are produced by the County on an average day; 34.6 million gallons are produced on peak days.

731,000 pounds of hazardous waste; 270,600 pounds of old electronics; 13,600 gallons of used oil and 8,800 pounds of medical sharps (used needles) were collected through the Household Hazardous Waste Program.

630 teams with more than 10,000 participants from local leagues played ball at the Seminole County Softball Complex and Red Bug Lake Park.

Nearly **80,000 hours** of training were logged by Seminole County firefighters.

More than **60,000 calls** were answered by the Seminole County Emergency Communications 9-1-1 Center.

Between **600-650 abused children** per month were represented by the Guardian Ad Litem program.

65 miles of river and 22 miles of roadway were adopted for periodic cleanup by civic organizations and neighbors.

17,500 hours were completed by 724 community service workers who cleaned up medians.

More than **10,000 miles** were swept, and 5,700 cubic yards of debris were removed through the Street Sweeping Program.

Seminole County Solid Waste Management took in **342,000 tons of garbage**; 50,000 tons of yard waste; 13,000 tons of recycled goods and 525 tons of white goods-appliances.



COUNTY SERVICES

**24 HOURS A DAY,
7 DAYS A WEEK**

Seminole County Employees Are Working Hard To Keep Your County A Safe And Desirable Place To Live, Learn, Work And Play.

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THE SEMINOLE COUNTY BOARD OF COUNTY COMMISSIONERS

COUNTY MANAGER



WORKING TOGETHER TO MAKE A DIFFERENCE IN YOUR COMMUNITY

The Board of County Commissioners (BCC) represents citizens in five commission districts who are elected at-large. Serving four-year, staggered terms, the Board functions as Seminole County's legislative branch in which individual Commissioners serve as both legislative officers and fiscal representatives of the County.

The Board meets regularly at the Seminole County Services Building, 1101 East First Street in Sanford, on the second and fourth Tuesday of each month. In addition, the Board may meet in scheduled work sessions to discuss matters of general importance; however, no official action is taken during these sessions.

Minutes are recorded for all Commission meetings, work sessions and public hearings and are made part of the record in the County Commission Records Office. All meetings are also televised live on Seminole Government Television (SGTV) cable channel 199 and streamed to the County Web site. The regular BCC meetings are replayed at 11 a.m. on the Sunday following the meeting and at 7 p.m. on the Tuesday following the meeting. Archived video of the Commission meetings, agendas and minutes are available online at www.seminolecountyfl.gov.

The Board of County Commissioners also serves as your ambassadors or liaisons to many local, regional and state boards and committees. These boards and committees cover a variety of important matters that affect Seminole County residents and businesses including: the economy, transportation, regional and local planning, the environment, tourism, juvenile issues and the arts. The Board of County Commissioners is actively engaged in working for the good of the community.



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A MESSAGE FROM CYNTHIA A. COTO



SECURING YOUR FUTURE.

I am pleased to present the 2007 Annual Report, which highlights the accomplishments of Seminole County Government over the past year and addresses future challenges faced by our community.

In 2007, the uncertainty of property tax reform had a significant influence on Seminole County and all local Florida governments. Fortunately, we have been fiscally responsible and conservative through the years; as a result, we are in a better position than many other local governments.

A critical review of the budget was done to assure that we are managing our resources as efficiently as possible with the understanding that we still need to maintain and provide a high level of service to our citizens. The budget was tightened, and we identified areas where we could cut levels of service, such as roadway median mowing schedules and certain administrative practices. Due to this time of uncertainty, we are also prepared to streamline further.

While the year 2007 presented many challenges, it also afforded us the opportunity to demonstrate our optimism. The development of a new strategic plan allowed us to evaluate ourselves and embark on a fresh course for an even brighter future. The County's last plan ended in 2005; it led to many positive changes in the way we operate. The new strategic plan will identify additional, more relevant areas for improvement and create a dynamic organization that can be proactive and flexible enough to meet future challenges. This new plan, unlike the previous, involved the community and County Commissioners. With your help, we finalized the vision, mission and values as well as identified strategic priority and focus areas. The 2007 Annual Report is designed around these strategic priorities.

Though we are certain to face impending concerns such as growth and the availability of water resources, as your County Manager and a resident of this great community, I am confident that Seminole County will continue to be a high-performance organization committed to preserving your quality of life and securing your future.

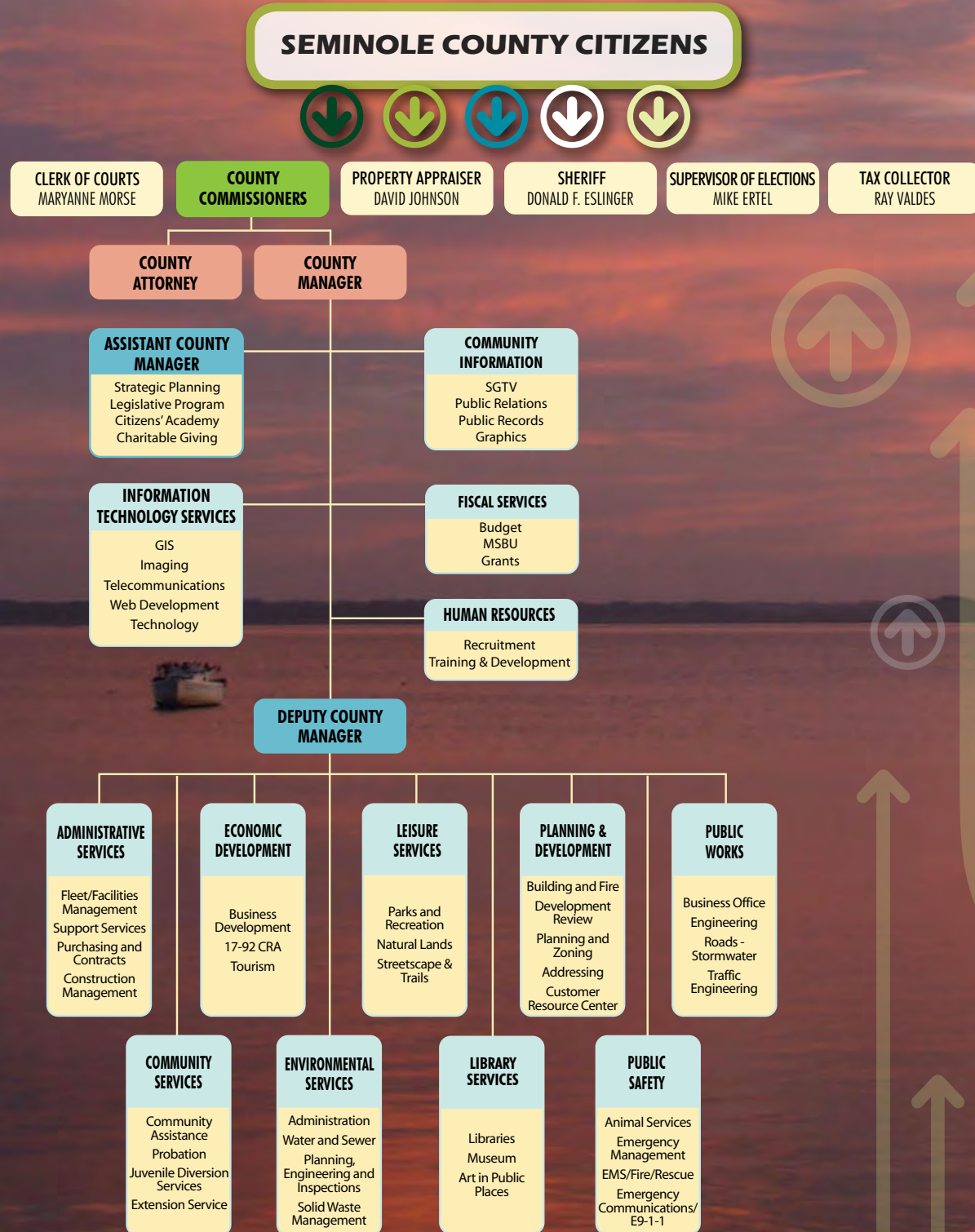
Sincerely,

Cynthia A. Coto, County Manager
Seminole County Government



SEMINOLE COUNTY GOVERNMENT ORGANIZATIONAL CHART

There are several governmental entities that serve the citizens of Seminole County as illustrated in the chart below. The Board of County Commissioners realigned departments in 2007 to create efficiencies and streamline functions.



WHAT WE DO FOR YOU OUR DEPARTMENT FUNCTIONS

Thirteen departments work together to provide essential services to the citizens of Seminole County. Below is a summary of the functions of each department.

Administrative Services keeps the County running with operational and administrative support. Responsibilities include property management, printing and mail services, facilities management and construction, fleet maintenance, risk management and purchasing.

By helping citizens obtain support, guidance and healthcare, **Community Services** guides individuals on the path to a better life. Community Assistance, Extension Service, Juvenile Diversion Services, Probation and Veterans' Services are part of this department.

Community Information serves as a central office for media inquiries and public records requests. Public relations, SGTV and the County's graphic design group facilitate communication to residents.

Economic Development promotes the County to the state, nation and international communities. Its primary goal is to increase business, development and tourism in the area. This department is also responsible for the administration of the U.S. Highway 17-92 Community Redevelopment Area.

Providing the water, sewer and trash collection services you rely on, **Environmental Services** is comprised of Planning, Engineering and Inspections, Water Conservation, Solid Waste, Water and Wastewater.

Dedicated to allocating taxpayers' money wisely, **Fiscal Services** oversees all financial-related activities under the Board of County Commissioners. Divisions within this Department include Budget, Grants and the Municipal Services Benefit Unit (MSBU).

Human Resources recruits, trains, promotes wellness and handles labor relations for the County. The Department strives to provide competitive pay and a more diverse work force.

Information Technology Services keeps the County connected with technology through networking and server management, web development, cellular and satellite services and countywide switchboard operations.

Quality recreation and preservation of our natural lands is the responsibility of **Leisure Services**. Divisions include Parks & Recreation, Trails and Streetscaping and the Natural Lands Program.

Library Services provides access to knowledge through literature, information resources and history with five branch libraries and the Museum of Seminole County History.

Planning and Development manages construction, zoning functions and land development oversight and planning. Divisions include Addressing, Building and Fire Inspection, the Customer Resource Center, Development Review and Planning & Zoning.

Public Safety ensures the safety and welfare of the citizens through Administration, Animal Services, Emergency Communications, EMS/Fire/Rescue and Emergency Management.

Committed to making your commute easier, **Public Works** serves citizens through Engineering, Roads-Stormwater and Traffic Engineering.



A RICH HISTORY

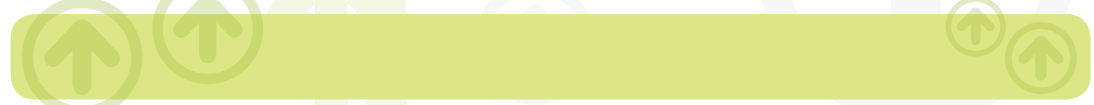
Seminole County is rich in culture and history, and the Museum of Seminole County History is endeavoring to illustrate and explain the various cultures and ways of life that have existed in the County since the early nineteenth century.

Events and exhibits like the annual St. Lucia Festival, featuring the County's Swedish heritage, and the Cutting-Edge Art Quilt Exhibition, which featured 600-year-old shawls, were great attractions. Admission for these and the museum's many other activities are free.



OUR STRATEGIC PLAN SECURING YOUR FUTURE

Securing your future and ensuring the continued success of Seminole County is our priority. In 2007, a new strategic plan, our multi-year look at the County and where we're going, was developed to identify strategic priorities that are critical to sustaining and enhancing the quality of life of our stakeholders.



THE PROCESS

The new strategic plan took a more inclusive approach than previous plans by involving stakeholders. Data collection for the plan included community meetings, an employee survey and interviews with approximately 35 businesses and the Board of County Commissioners. The feedback resulted in the identification of strategic issues. These issues represent the synthesis and integration of opinions, perceptions and concerns shared by the participating groups and individuals. The following are the County's strategic priorities:

As part of the process, a diverse group of staff were selected to participate in focus groups to prioritize issues this county may encounter in the next five years. As a result, 40 goals were created, including:

- ⬆ Identify and evaluate the resources that define the Seminole County quality of life.
- ⬆ Leverage existing technology to improve customer service.
- ⬆ Develop partnerships with nongovernment and community organizations to sustain the County's social and cultural resources.

PROVIDING AN EFFECTIVE AND EFFICIENT GOVERNMENT.

- ⬆ Focuses on financial and human resources, accountability, quality and accessibility of services, infrastructure, operations and programs.

The County is in the process of putting together a five-year timeline for implementation of the strategic plan. It will be finalized in 2008.

CONTINUING TO ADDRESS GROWTH MANAGEMENT AND THE ENVIRONMENT.

- ⬆ Focuses on concerns related to responsible stewardship of natural resources and unique community environments and reliable public infrastructure.

ADVANCING SOCIAL AND ECONOMIC OPPORTUNITIES IN SEMINOLE COUNTY.

- ⬆ Focuses on concerns related to improving programs, services and facilities in all areas of the County and ensuring access to economic opportunities that increase the quality of life for residents.





SERVING EFFICIENTLY THE WAY WE WORK

Cost-saving solutions were key strategies in 2007. With the vision of the County Manager, the organization and its services were examined to ensure that the County is operating in the most efficient way.



FIRE MATRIX STUDY

Over the past year, many of the directives of the Joint City-County Advisory Committee, which is comprised of representatives from the County, Cities and local Chambers of Commerce to identify ways to make government more efficient, were examined. One of the most significant is the Fire Matrix Study. A component of the study required a review of Emergency Services. The committee, through a cooperative and collaborative effort, is striving towards identifying viable services that can be streamlined to be more effective.

complaints. Over the next three years, the Cities' roles will be phased out. The first of the County's mosquito control staff was hired in 2007, and additional staff will be added in 2008.

STAFFING FOR EFFICIENCY

Internally, the County has also made an effort to provide more efficient services. Permitting, for example, is one of the busiest areas of the County. To improve efficiency, an emphasis has been placed on cross training, and an inspector position was dedicated to work solely on unpermitted construction, a large percentage of permit requests. In 2007, 14,437 permits were issued; 74,483 inspections were performed and 684 unpermitted work complaints were conducted.

Using community service workers on weekends enables the County to reduce the number of paid man hours for right-of-way clean up. This allows the County's specialized staff to concentrate on areas of expertise, such as maintenance and repair of County infrastructure. The Roads-Stormwater Division has processed 130 work orders and collected 536 cubic yards of trash from County roadways.

MOSQUITO CONTROL

The Mosquito Control Program is another excellent example of how services can be made more efficient through partnerships. There is now an agreement between the County and all seven Cities. This past year an official advisory committee was established, and the County became the official agency to receive mosquito control



YOUR RESOURCE

The Customer Resource Center, located in the County Services Building, is a tool for Seminole County residents and contractors seeking knowledge and resources for the planning, permitting and construction of projects.

The Customer Resource Center provides knowledgeable staff, application assistance, access to maps, special area studies and subdivision information. During 2007, the Community Resource Center assisted 2,100 walk-in customers and 2,150 by telephone.



SERVING EFFECTIVELY

FINDING WAYS TO SAVE MONEY



MASTER GARDENERS

Master Gardeners are volunteers trained by County Extension Service personnel and University of Florida staff to educate and provide research-based information to our citizens about gardening and landscaping. The program has existed in Seminole County for 24 years.

In 2007, the County's 67 Master Gardeners provided more than 4,000 hours to assist our citizens. Volunteers answered questions on lawns, plants and insects; conducted soil tests; held plant clinics and made presentations for community groups and children. Savings to taxpayers was \$81,000.



Property tax reform prompted governments across Florida to re-examine programs and budgets. Seminole County has always been fiscally responsible but looked at this time as an opportunity to be even more effective with our spending.

THE PROACTIVE APPROACH

A common way citizens determine the success of their government is through maintenance of roads and other infrastructure. To ensure that your tax dollars are being used most effectively, it is necessary to perform preventive maintenance.

Proactively inspecting and identifying problem areas in the County's infrastructure significantly reduces future costs or repairs. In the Roads-Stormwater Division, proactive routine inspections included: 3,000 drainage structures, 53 miles of storm culverts and 130 miles of sidewalk.

There were 25.3 lane miles of road rehabilitation projects. Red Bug Lake Rd. and Dike Rd. were completed under the Second Generation Sales Tax (2001). Also, a total of 40.3 lane miles were completed under the Local Street Resurfacing Program, averaging \$120,000 per mile.

Traffic Engineering implemented an improved signal preventative maintenance program, reducing trouble calls by approximately 10 percent and increasing the life of equipment. These efforts all contribute towards more efficient traffic flow within the County and decreased liability exposure on the signals we maintain.

COST-CUTTING TECHNOLOGY

Remote control cameras inspected 49,000 linear feet of Stormwater culverts. These cameras identified underground stormwater infrastructure in need of rehabilitation. Major County fueling facilities located at

the Five Points Operations Center and the landfill were replaced; this refurbishment helped make administrative tracking more efficient, and in some cases, reduced the amount of time to fuel vehicles.

ADDED VALUE

The County's Extension Service Division serves our residents by providing scientifically-based knowledge to youth, families, businesses and government through programs such as 4H, the Expanded Food and Nutrition Program as well as Horticulture and Florida Yards and Neighborhood Programs. Currently, 50 percent of the Division's budget is provided by the University of Florida. These programs help us lead healthier lives. Extension volunteers contribute man-hours equivalent to eight full-time staff positions annually.



MANAGING GROWTH TO CREATE A BETTER COMMUNITY



RECLAIMED WATER

This project provides reclaimed water instead of potable water for irrigating lawns in neighborhoods with high water use in the County's Northwest Service Area. Phase 1 has been completed, and Phase 2 will be completed in 2008. It is estimated that the targeted neighborhoods currently use as much as 1 million gallons of drinking water per day to irrigate, enough to fill 67 swimming pools. County citizens will realize an indirect financial benefit from the project because it will help postpone the need to develop more costly water sources.



Projections show that by the year 2050, more than 7.2 million people will call Central Florida home and as many as 850,000 will live right here in Seminole County. Growth management is imperative for the quality of life in this region, and your government is taking the proactive approach to ensure that yours only gets better.



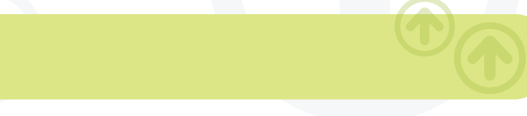
IMPROVING THE FLOW

Traffic impacts everyone, and Seminole County is taking steps to ensure that your quality of life is not affected. The County, the Florida Department of Transportation and Metroplan Orlando are working together to implement a signal retiming program within the county. Along with our Advanced Traffic Management System, these efforts improve traffic flow, cut vehicle delays and work towards improving the environment by reducing vehicle emissions.

Also, four new intersections received mast arm signals this past year, including CR 419 at Live Oak Reserve, the Lake Mary High School Entrance, Upsala Rd. at St Johns Pkwy. and Red Bug Lake Rd. at Dovera Rd. Each intersection costs approximately \$180,000 and was funded through the 2001 Sales Tax.

PROTECTING PEDESTRIANS

Trails and pedestrian crossings completed in 2007 include the Jones Trailhead and six miles of paved trails, as well as two new sections of unpaved trails. Two pedestrian overpasses were also completed across Lake Mary Blvd. at a cost of \$7 million. These projects are part of the County's trail network, ensuring safe pedestrian and bicycle access/connection to schools, park sites, Natural Lands and mixed-use centers. In addition, more than 10 miles of new sidewalks were constructed along collector and local roadways at an approximate cost of \$1.32 million.



GROWTH AND SAFETY

Growth has an influence on safety, and Seminole County Public Safety implemented projects this year that will ensure that our citizens remain secure and protected into the future. Fire Station 13, in southwest Seminole County, was constructed in 2007 and will become operational in 2008. Seminole County firefighters also conducted high-rise training exercises due to the increasing number of multi-level construction projects taking place in the County.

FIRE TRAINING CENTER

This year renovations were completed for the new Fire-EMS Training Center, located in Longwood. The facility will provide a place for hands-on fire, Emergency Medical Services (EMS) and hazardous material training. Approximately 6,000 firefighters will use this facility every year.





A NATURAL CHOICE

CONSERVATION AND RECREATION

Seminole County is Florida's Natural Choice, and your government continues to work hard every day to sustain this reputation. Through Public Works, Leisure and Environmental Services, the County is protecting the quality of the natural environment.



OPEN TO THE PUBLIC

Seminole County manages more than 6,600 acres of Natural Lands at 13 separate locations. In 2007, two new wilderness areas opened for public access, Black Hammock and Black Bear, creating access to 2,300 acres and nearly six miles of new nature trails. Operating our Natural Lands properties costs \$88 per acre annually. This includes maintenance of approximately 70 miles of trails and environmental education programs. The County doubled referendum funding through grants and partnerships, increasing the Natural Lands budget by more than \$1.5 million. More than 700 individual volunteers logged more than 4,500 hours in this program, the equivalent of two full-time staff positions annually.

of more than \$900,000 through team and individual sports. More than 5,000 players participated in soccer leagues, and more than 2,200 participated in tennis tournaments. Annually an average of \$33 per household is spent for Parks and Recreation to support and maintain these and many other services.

ENERGY FROM TRASH

Through a public-private partnership with Seminole Energy LLC, a landfill gas-to-energy plant was constructed at the Seminole County Landfill. Seminole Energy LLC, owned by Landfill Energy Systems (LES), will purchase landfill gas from the County for a 20-year term. LES has negotiated a power purchase agreement with Seminole Electric Cooperative for the sale of the power. The plant will convert the potent greenhouse gas, methane, into enough renewable electricity to power more than 6,000 homes. The landfill is expected to operate for more than 40 years into the future, producing gas and electricity.

PLAY IN YOUR PARKS

In 2007, there were more than 1.5 million visitors to County parks, and these parks generated a combined revenue

KEEPING YOUR WATER CLEAN

In 2007, Seminole County constructed approximately 134 acres of regional stormwater ponds to help reduce pollutants from stormwater run-off into area lakes and rivers. The County also implemented a formal science-based Lake Management Program to conduct environmental, scientific assessments of unincorporated County lakes for the purposes of pollution and health analyses and possible restoration.



CONSERVATION STARTS HERE

The Energy Conservation Committee, formed in 2007 to lower energy usage in County buildings, is a great example of the County's commitment to preserve resources. A new energy conservation policy was also implemented; as a result, environmentally-friendly practices will be incorporated into daily operations and future construction. Initiatives already underway include: standardizing temperature settings and installing energy-efficient lighting. The committee's goal is to lower energy usage by 15 percent in the first year of the program's inception.





LIBRARY SERVICES

Business outreach is part of Library Services and provides our citizens with an opportunity to enrich not only their lives but also the County's economy.

Seminars are aimed at small business owners and those interested in starting their own businesses. In 2007, more than 1,000 people attended the business programs and seminars, and approximately 1,200 individuals subscribed to the quarterly Business Matters E-newsletter.



COMMUNITY NEEDS PROVIDING HELP & GUIDANCE

The primary role of government is to manage and satisfy the needs of its community. Seminole County addresses your social, environmental, safety and educational needs through quality, innovative programs and initiatives.



A HELPING HAND

Seminole County improves the social and economic quality of life for our residents. Our Emergency Financial Assistance Program aided 1,016 residents with medical, utility, childcare and eviction prevention payments in the amount of \$466,000. Rental assistance programs totaling \$575,000 served more than 130 residents. Approximately \$2,750,000 in State Housing Assistance was granted to help 50 families purchase homes.

A BETTER FUTURE

Juvenile Diversion Services offers an alternative to court for approximately 1,100 youth offenders each year. For the past six years, less than seven percent of youth who have successfully completed the program have re-offended. Those who have gone through the court system average between 35 to 40 percent. Another program, Teen Court, serves approximately 250 minors per year. Funded entirely through a \$3 court cost fee assessed to adult offenders, it saves taxpayers \$150,000 annually.

MANAGING OFFENDERS

During Fiscal Year 2006/2007, nearly 5,500 probation, pretrial diversion and electronically-monitored offenders were processed in County Probation. Probation officers work directly with offenders to address needs of employment, mental health, substance abuse services and family issues. Serving these clients outside of incarceration saves an estimated \$54 per day or \$8,910,000 in jail costs. Supervision fees paid by offenders make up 67 percent of the total budget.

9-1-1 NEW TECHNOLOGY

During the next year, the E911 Administration Office will replace two major parts of the 9-1-1 system. The current voice recording system will be upgraded and modified to prepare for the next generation of calls, including text messaging, photos and video.

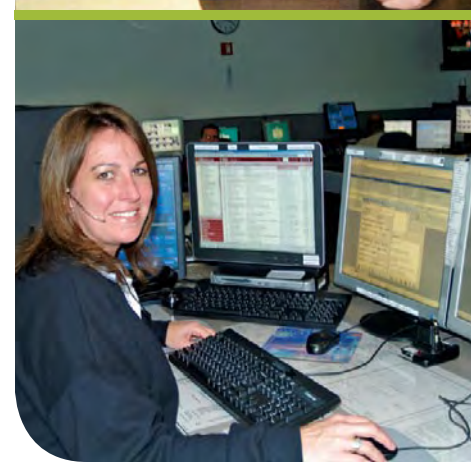
PREPARED

The better prepared we are for a disaster, the faster we can recover. Seminole County Emergency Management has embraced that philosophy by developing a culture of preparedness. *PrepareSeminole* was a campaign created to carry it out. To reach citizens, this campaign included the launching of a Web site, educational workshops, billboards, a weather radio initiative, preparedness guidebook and a new electronic notification system, *AlertSeminole*.

Preparedness was not limited to outreach. Emergency Management conducted numerous exercises and trainings to help all emergency operations center staff, first responders and volunteers prepare to serve our citizens in the next disaster.

SAVING LIVES

The Community Automated External Defibrillator Responder Enhance (CARE) Program registered 76 new Automated External Defibrillators (AEDs) within the County. This brings the total number of registered AEDs to 264. Every public school in Seminole County has at least one AED.





VISIT SEMINOLE

Tourism Development is going places. The County's Economic Development Department launched a redesigned Web site, www.visitseminole.com. Tourism also worked with the staff at the Orlando Sanford International Airport to relocate and design a new Visitors Information Desk.



ECONOMIC GROWTH

GROWING NEW BUSINESS

Promoting economic growth and opportunity for the businesses within our community is essential to the future of the County. Through our partnerships, business development incentives and expanding tourism industry, we have created a thriving economy.



THE NUMBERS

The year 2007 was successful for economic growth. Through important business partnerships, the County established 16 expansion or relocation projects, which created 1,355 new jobs, \$54.9 million in capital investment and occupied 596,000 square feet of space.

ECONOMIC DEVELOPMENT

To foster a synergy among local partners, the Economic Development Administration Office relocated to the Seminole Community College Center for Economic Development at Heathrow. This new facility brings together Seminole Community College, the Seminole Advisory Board Council, the Florida High Tech Corridor Council, the Metro Orlando Economic Development Commission, Leadership Seminole and the Seminole County Regional Chamber of Commerce.

US 17-92 CRA

The US 17-92 Community Redevelopment Agency (CRA) continues to expand the economic opportunities of the County and our partners: Casselberry, Lake Mary, Sanford and Winter Springs. Building upon last year's capital investment, the US 17-92 CRA became home to Lowe's and Fifth/Third Bank. These ventures and others have brought this year's capital investment to more than \$50 million.

The County is working on a multi-million dollar infrastructure project in the Fern Park area. When complete, the entire US 17-92 CRA corridor will have stormwater drains

and sanitary sewers. The CRA partners are providing incentives through redevelopment programs, encouraging mixed-use development and creating transportation strategies centered on the Central Florida Commuter Rail.

1.8 MILLION AND COUNTING

The Orlando Sanford International Airport (OSIA) is an important component of our economic and tourism development. The Airport generates almost \$2 billion annually in economic activity for the region. Service is currently available to 27 cities in the U.S. with Allegiant Airlines and to 10 European destinations with other airlines. More than 1.6 million passengers used OSIA in 2006, and the count for 2007 was nearly 1.8 million. In August 2007, a \$12 million, 830-space parking garage opened at the airport to accommodate its growing number of users.



STRATEGIC VALUES

A FOUNDATION FOR THE FUTURE



STARTING OVER

In early 2007, the Animal Services Shelter experienced a devastating two-alarm fire, resulting in the loss of 32 cats, seven dogs and destroyed a portion of the shelter. The cause of the fire was electrical, and damage was estimated at more than \$1 million. The loss of offices, the medical area and the cat and small dog housing areas forced staff to work in cramped conditions and find alternative ways to continue providing outstanding services to the residents and animals of Seminole County. Reconstruction of the shelter will begin around summer 2008.



Having a foundation of values arms us with the necessary tools to face the future with optimism. By continuing to be conservative in the management of our resources, fiscally responsible and innovative in meeting the needs of the community, Seminole County will only become an even better place to live, learn, work and play.

OUR VALUES

Over time values change and evolve. As part of the strategic planning process, a new set of values was created that will allow us to work efficiently and effectively for you, keeping in mind the challenges of tomorrow. We endeavor to provide excellent public service to enhance your quality of life and address our community's changing needs, now and in the future.

It is through the implementation of these values that we will be able to make our Vision become reality:

To be the best county government in the United States by establishing the performance benchmark for providing service.

ACCOUNTABILITY

⬆️ *I am empowered to find solutions, to go above and beyond to create an exceptional customer experience.*

COMPASSION

⬆️ *I am a part of a caring county government that values every person through compassion and respect.*

INNOVATION

⬆️ *I think outside conventional boundaries, introduce new ideas and strive to find better and innovative solutions.*

INTEGRITY

⬆️ *I maintain my convictions, even in the face of adversity, and my actions are consistent with my words.*

RESPECT

⬆️ *I treat every person with respect and embrace differences.*

PRIDE IN PUBLIC SERVICE

⬆️ *The work I do is important to improve the quality of life for our community.*



COMPASSION FOR CHARITY

Seminole County employees have compassion for this community. That's why many employees give back by dedicating personal time and money. Last year the County's official charitable giving program raised more than \$13,000 for victims of the tornados in Lake and Volusia Counties through softball and tennis tournaments and donations. They also raised \$7,600 and donated 2,500 lbs. of food for the Sharing Center in Longwood.





BUDGET AT A GLANCE

Ad valorem revenue is a major source used to fund essential public services including: public safety, transportation, libraries, natural lands, parks, trails and community service programs.

BEING PROACTIVE

In the 2007/2008 Budget Work Sessions, \$10 million was cut. This reduction was accomplished without the loss of essential services or staff; however, it was imperative to continue looking at ways to further reduce costs. The County's challenge was to ensure that resources continue to be available to meet operational needs, maintain existing assets, invest in new capital assets and maintain adequate levels of reserves.

FISCALLY RESPONSIBLE

Being fiscally responsible is not new territory for Seminole County Government; history proves this. The fiscal conservatism of the Board of County Commissioners combined with economic development investment efforts, afforded tax relief to its property owners through the reduction of the County's millage rate six times from 1991 through 1999. Strong local economic conditions followed, enabling the Board to enhance service delivery for its residents while holding constant its low countywide ad valorem millage rate of 4.9989 mills for the past eight years.



LOOKING AHEAD OUTLOOK FOR THE FUTURE

The future of Seminole County is bright. The County's proactive approach, fiscally responsible practices and strong economy will keep us on a course of success. Some of the most important concerns faced by the County include growth, transportation and environmental issues. We are prepared to successfully face all three.

ALL ABOARD

Construction of commuter rail stations is expected to begin in late 2008. This development is a result of the Commuter Rail Agreements with the Florida Department of Transportation (FDOT), Orange, Seminole, Volusia and Osceola Counties and the City of Orlando, establishing the partnership for the commuter rail service initiative in Central Florida. Using the existing CSX tracks, the new commuter rail system will span 61 miles, 21.8 miles of these are within Seminole County. Service is anticipated to begin in 2010.

CONSERVING YOUR WATER

A critical issue we face in the future is the potential shortage of drinking water. Through the Seminole County Capital Improvement Program (CIP), Seminole Environmental Enhancement 2012 (SEE 2012), there will be a modernization and expansion of potable, sanitary sewer and reclaimed water infrastructure and treatment facilities. At its inception the CIP was valued at more than \$332 million.

The goal of SEE 2012 is to deliver an affordable water and wastewater infrastructure program for our citizens by implementing timely, cost effective projects. To date, the program has encumbered approximately \$75 million for 19 already-designed projects with another 17 underway. Seven projects have reached construction completion, while 11 are currently under construction. Two more projects are in the bid phase and others are in the planning phase.

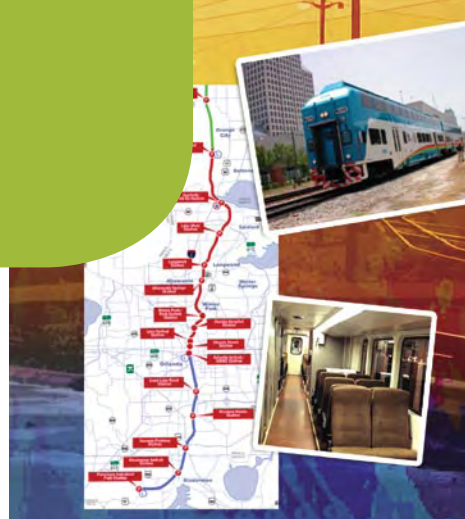
Bids were received for the largest CIP project—the Yankee Lake Surface Water Plant, with a budget of approximately \$42.5 million. The Regional Water Treatment Facility at Yankee Lake will ultimately use treated surface water from the St. Johns River to replace groundwater in order to reduce withdrawals from the Floridan Aquifer.

JETTA POINT PARK

The design and construction of Jetta Point Park, located between Oviedo and Winter Springs, was approved. Amenities will include a playground, pavilions, trail, equestrian area, softball complex, soccer field, concessions and support facilities. Additional programming opportunities such as summer camps, youth and adult sports and leisure activities will be introduced as a part of this project. Completion is scheduled for fall 2008.

FUTURE DEVELOPMENT

SeminoleWay is underway to create a high-value, high-wage corridor along SR 417 (the GreeneWay). The project will develop common land use/zoning districts that cross jurisdictional boundaries and attract even more thriving businesses to Seminole County, while still preserving environmentally sensitive lands within the corridor. The County's partners are the Cities of Oviedo, Sanford and Winter Springs, the Orlando Sanford International Airport, the Florida Turnpike Enterprise and Seminole County Regional Chamber of Commerce.



GET INVOLVED

BE A PART OF YOUR GOVERNMENT

Seminole County Government works for the citizens. With this fact in mind, the County continually strives to expand its citizens' knowledge of, and involvement in the County's programs and functions.



PUBLIC MEETINGS AND COUNTY EVENTS

One way Seminole County residents can increase their understanding of government is by watching or attending public meetings such as: the Board of County Commissioners, Code Enforcement Board, Joint City-County Advisory Committee, Planning and Zoning Board and the Board of Adjustment. These meetings are broadcast on Seminole Government Television (SGTV). Also, our Natural Lands Program offers many educational events and guided hikes for citizens of all ages throughout the year.

VISIT US ON THE WEB

Just a click away, Seminole County's Web site, www.seminolecountyfl.gov, offers a variety of online services. Streaming video allows SGTV to broadcast live programming, such as the County Commission meeting. An archive of SGTV programs is available as well. A variety of documents, such as employment applications and cable franchising complaint forms, can be located and submitted online. Water and sewer bills can also be paid online.

JOIN CITIZENS' ACADEMY

Citizens have the opportunity to take a more hands on approach to community involvement. Seminole County's Citizens' Academy is a nine-month interactive program for residents and business owners designed to educate how County government operations contribute to

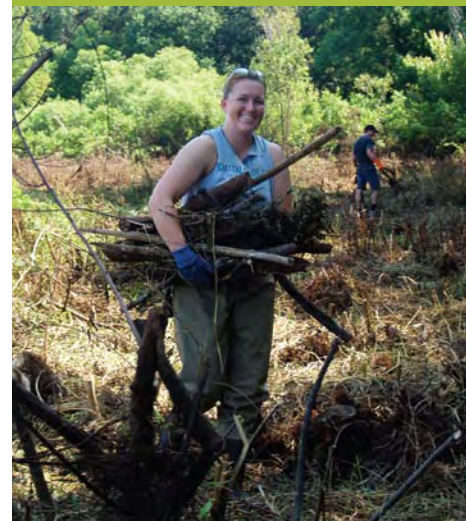
building a better community. Elected officials, department administrators and other County staff host the classes. These seminars acquaint citizens with the County's 13 departments and the County's key officials. The program began in 2004 and has produced more than 100 graduates. Call 407-665-1175 for more information.

WATCH SGTV

SGTV, the County's 24-hour cable channel, presents another gateway into our activities. Cablecast on Bright House channel 199, programming includes live meetings; community events; *Seminole InSIGHT*, a monthly magazine show featuring informational stories about the County or its residents; community messages and state and federal government shows.

VOLUNTEER OPPORTUNITIES

Seminole County offers several volunteer opportunities in the community. Diverse programs such as the Fire Department Explorer Post, the Natural Lands Program, Master Gardeners, Teen Court and the Watershed Action Volunteer Program (Adopt-A-Road and Adopt-A-River programs) afford citizens the opportunity to pursue their interests while giving back.



Location of COUNTY SERVICES

1 COUNTY SERVICES BUILDING



1101 East First Street, Sanford
 Location for: County Administration, Community Information, Fiscal Services, Human Resources, Information Technology Services, Planning & Development, County Attorney, Property Appraiser and Tax Collector

2 CIVIL COURTHOUSE



301 North Park Avenue Sanford
 Location for: Court Functions - Civil Trials and Clerk of the Circuit Court (Marriage Licenses, Passports, Power of Attorney)

3 9 HEALTH DEPARTMENT



400 West Airport Boulevard Sanford - (3)
108 Sausalito Boulevard Casselberry - (9)
 Locations for: Health Services and Health Department

4 REFLECTIONS PLAZA COMPLEX



Northwest corner of Lake Mary Boulevard & Hidden Lake Drive Sanford
 Location for: Environmental Services, Community Services, Veterans' Services, Public Works and County Attorney

5 SHERIFF & PUBLIC SAFETY



100 Bush Boulevard and 150 Bush Boulevard Sanford
 Location for: Seminole County Sheriff's Office and Public Safety

6 CRIMINAL JUSTICE CENTER



101 Bush Boulevard Sanford
 Location for: Court Functions - Criminal Trials and Clerk of the Circuit Court (Traffic Ticket Payments)

7 FIVE POINTS OPERATIONS CENTER



Northwest corner of County Home Road and US 17-92, Sanford
 Location for: Administrative Services, Traffic Engineering, Animal Services, Museum of Seminole County History, Roads - Stormwater and Extension Service Office

8 CENTRAL TRANSFER STATION



1950 State Road 419 Longwood
 Location for: Solid Waste Management including Recycling, Household Hazardous Waste Collection, Sharps Collection, etc.

10 ECONOMIC DEVELOPMENT

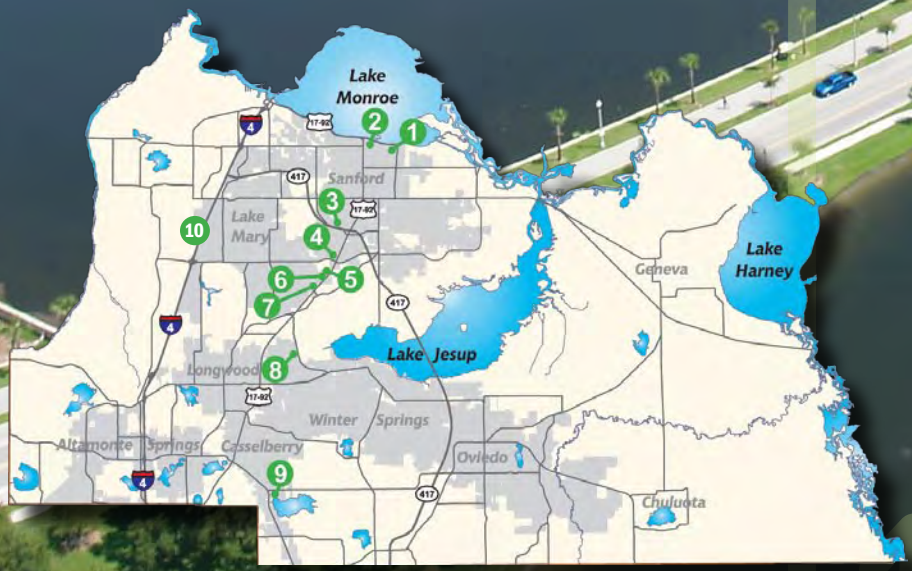


1055 AAA Drive Heathrow
 Location for: Economic Development Department

www.seminolecountyfl.gov



LOCATION MAP OF COUNTY OFFICES



CONTACT US

**FOR EMERGENCIES,
DIAL 9-1-1.**
*For general County
information, dial
(407) 665-0311.*



IMPORTANT PHONE NUMBERS TO REACH OUR SERVICES & PROGRAMS

Board of County Commissioners (407) 665-7219
 County Manager..... (407) 665-7219
 County Attorney's Office (407) 665-7254

COUNTY DEPARTMENT CONTACTS

Administrative Services (407) 665-5274
 Community Information..... (407) 665-1175
 Community Services (407) 665-2300
 Economic Development (407) 665-7135
 Environmental Services (407) 665-2000
 Fiscal Services (407) 665-7176
 Human Resources..... (407) 665-7944
 Information Technology Services (407) 665-1112
 Leisure Services (407) 665-2001
 Library Services (407) 665-1505
 Planning & Development (407) 665-7432
 Public Safety..... (407) 665-5000
 Public Works..... (407) 665-5601
 Tourism Development..... (407) 665-2900

ADDITIONAL NUMBERS

Affordable Housing (407) 665-2300
 Animal Services..... (407) 665-5110
 Auto/Boat/Tag/Title/Registration (407) 665-1000
 Bid Information..... (407) 665-7116
 Budget Office..... (407) 665-7176
 Building Inspections (407) 665-7050
 Building Permits (407) 665-7050
 Clerk of the Circuit Court (407) 665-4330
 Code Enforcement (407) 665-6650
 Community Assistance (407) 665-2300
 Drivers Licenses (407) 327-4760
 EMS/Fire/Rescue (407) 665-5175
 Environmental Health (407) 665-3604
 Extension Service..... (407) 665-5551
 Garbage Collection/Recycling..... (407) 665-2260
 Health Department Clinic, Casselberry..... (407) 665-3400
 Health Department Clinic, Sanford..... (407) 665-3000
 Homestead Exemptions..... (407) 665-7508
 Job Hotline (24-Hour)..... (407) 665-7816
 Juvenile Diversion Services..... (407) 665-5360
 Land Records (407) 665-4409
 Libraries (407) 665-1505
 Museum of Seminole County History (407) 665-2489
 Occupational Licenses..... (407) 665-1000
 Parks Information..... (407) 665-2001
 Probation (407) 665-4602
 Property Appraiser (407) 665-7506
 Prosecution Alternatives for Youth (P.A.Y.) (407) 665-5360
 Purchasing..... (407) 665-7116
 Road and Storm Drainage..... (407) 665-ROAD
 School Board (407) 320-0000
 Seminole Government Television (407) 665-SGTV
 Sheriff's Office (407) 665-6600
 Solid Waste Customer Service..... (407) 665-2260
 State Attorney (407) 665-6000
 Street Lighting (407) 665-7178
 Supervisor of Elections..... (407) 708-7700
 Tax Collector (407) 665-1000
 Traffic Fines (407) 665-4323
 Veterans' Services (407) 665-2300
 Water & Sewer Billing..... (407) 665-2110
 Zoning (407) 665-7444

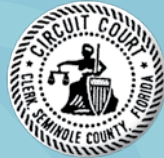
SEMINOLE COUNTY GOVERNMENT

(407) 665-0311
www.seminolecountyfl.gov



CLERK OF THE CIRCUIT COURT

(407) 665-4330
www.seminoleclerk.org



HEALTH DEPARTMENT

(407) 665-3000
www.seminolecohealth.com



PROPERTY APPRAISER

(407) 665-7506
www.scpafl.org



SHERIFF'S OFFICE

(407) 665-6600
www.seminolesheriff.org



SUPERVISOR OF ELECTIONS

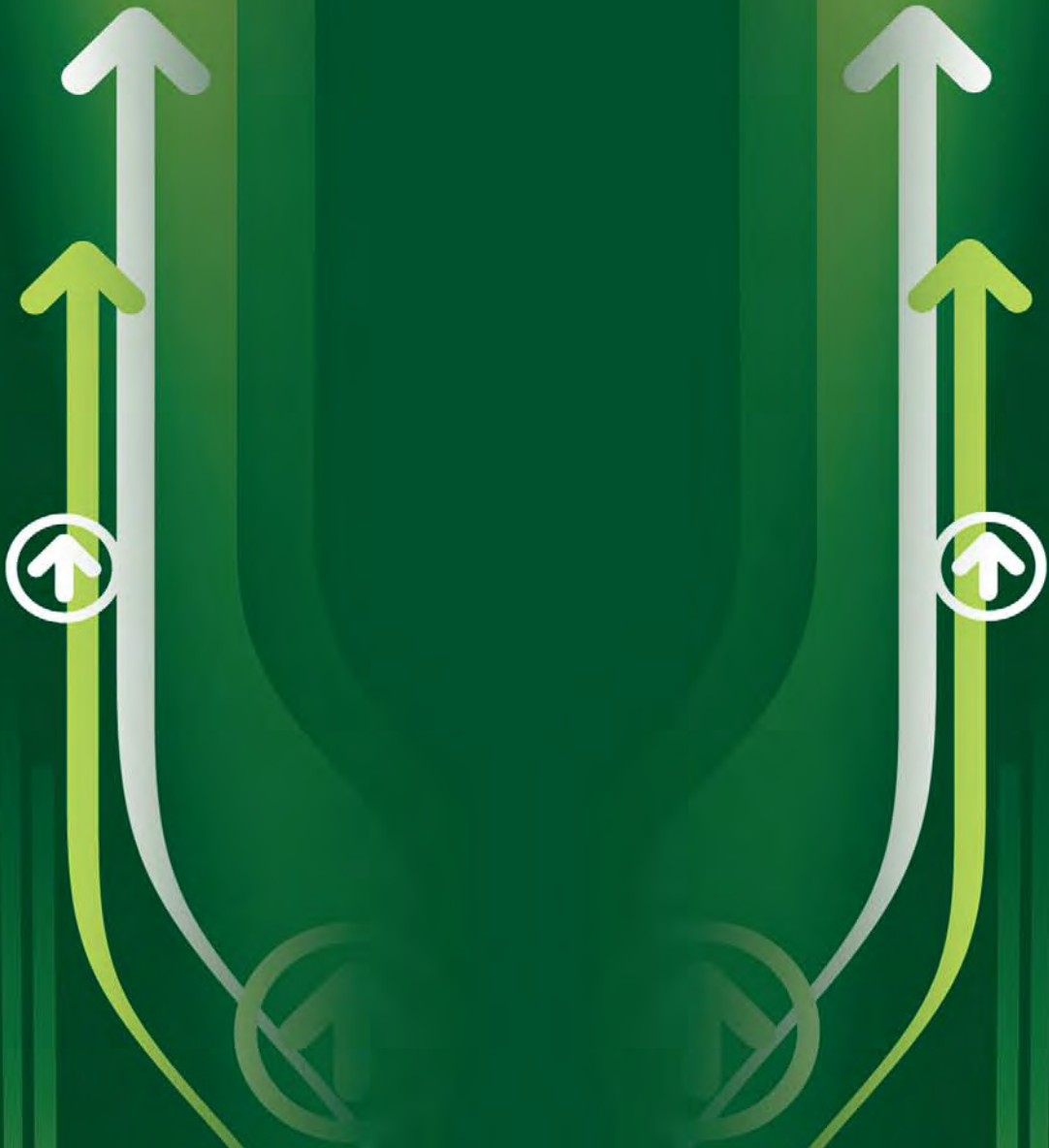
(407) 708-7700
www.voteseminole.org



TAX COLLECTOR

(407) 665-1000
www.seminoletax.org





SEMINOLE COUNTY
FLORIDA'S NATURAL CHOICE

www.seminolecountyfl.gov
407-665-0311

1101 East First Street
Sanford, FL 32771

A circular white badge with a green border containing the Seminole County logo and contact information. The logo features a stylized green and blue graphic above the text 'SEMINOLE COUNTY' and 'FLORIDA'S NATURAL CHOICE'. Below the logo, the website 'www.seminolecountyfl.gov', phone number '407-665-0311', and address '1101 East First Street, Sanford, FL 32771' are listed.