



*SEMINOLE COUNTY*  
FLORIDA'S NATURAL CHOICE

**2022**

**COUNTY MANAGER'S REPORT**



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## BOARD OF COUNTY COMMISSIONERS

**Amy Lockhart,**  
Chairman  
District 4  
Commissioner

**Andria Herr,**  
Vice Chairman  
District 5  
Commissioner

**Bob Dallari,**  
District 1  
Commissioner

**Jay Zembower,**  
District 2  
Commissioner

**Lee Constantine,**  
District 3  
Commissioner

Ladies and Gentlemen of Seminole County,

A reflection on the past year reminds us that, even during times of transition, your County continues to provide essential services, expand our impact, and innovate our role. As events tested the mettle of your County Government, our employees and this community rose to the occasion, as evidenced in the forthcoming pages.

As the County Commission searched for a new County Manager, we have had the opportunity to serve this organization in an interim capacity, dividing management functions and assuming additional responsibilities. Although interim roles come with a distinct set of challenges, the opportunity to further appreciate the County's multiple lines of business and day-to-day operations is one for which there is no substitute.

Interacting with County employees and witnessing their commitment to our community has been the highlight of 2022. The tenacity of some of our most passionate directors; the pride of our Landfill employees; the dependability of our Water Treatment Plant operators; the devotion of our Animal Services workers; and the steady composure of our team members at the Communications Center have all served as daily reminders of why we continue to choose public service.

The last year has been a humbling experience and an incredible honor to serve. We look forward to welcoming a new County Manager and appreciate, more than ever, that the future of Seminole County has never been brighter!

Sincerely,



A. Bryant Applegate  
*Interim County  
Manager*



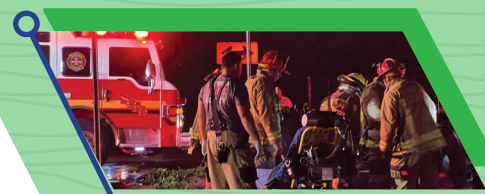
Tricia Johnson  
*Deputy County  
Manager*



Meloney Koontz  
*Assistant County  
Manager*

# SERVING AROUND THE CLOCK

Seminole County employees serve the community **EVERY HOUR, EVERY DAY.**



12 A.M.

**SCFD/EMS:** Performs life-sustaining care at a scene of a motor vehicle crash before transporting patients to the nearest trauma center

8 A.M.

**EMERGENCY MANAGEMENT:**

Staff conduct a post-storm briefing with local government, public safety, and community partners to ensure a coordinated recovery

7 A.M.

**SOLID WASTE:**

Staff report for duty and prepare for delivery of 500+ truckloads of waste and recycling



12 P.M.

**VETERANS SERVICES:**

Employees provide free walk-in consultations for Veterans and their families at multiple locations



4 P.M.

**ANIMAL SERVICES:**

A local family completes paperwork for the last pet adoption of the day

8 P.M.

**DEVELOPMENT SERVICES:**

Following a lengthy discussion regarding a proposed redevelopment in the urban corridor, the monthly Planning & Zoning meeting concludes



6 A.M.

**LEISURE SERVICES:** Maintenance workers at the Boombah Sports Complex rake and line the fields in preparation for a 110-team youth baseball tournament



10 A.M.

**LIBRARY:** County Librarians prepare for preschool story hour and other Early Literacy Program visitors



6 P.M.

**PUBLIC WORKS:**

Roads & Stormwater crews complete emergency repairs at a roadway washout following an afternoon thunderstorm



10 P.M.

**UTILITIES:** Water Treatment Operators monitor plant systems to ensure safe, clean, and tasty water is delivered to County customers

2 A.M.

**INFORMATION SERVICES:** Staff maintain and improve County technology systems to provide new features and improved reliability to customers

2 P.M.

**HUMAN RESOURCES:** New-hire orientation concludes for 20 employees as they begin their careers with Seminole County

# COMMUNITY INVESTMENTS

The American Rescue Plan Act (ARPA) delivered more than \$350 billion in federal assistance to state and local governments. Unlike the 2020 CARES program, ARPA funds can support both short-term pandemic relief and long-term community improvements, presenting counties with an unprecedented opportunity to fund catalyst projects. Following the implementation of various direct economic recovery programs, the County designated a portion of its **\$91.6 MILLION** ARPA disbursement towards one-time initiatives that will generate long-term impacts, particularly within underserved communities.



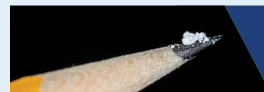
## HOMEBUYER PROGRAM



## HISTORIC ROSENWALD



## MIDWAY REDEVELOPMENT



## COMMUNITY HEALTH



## PARAMEDICINE

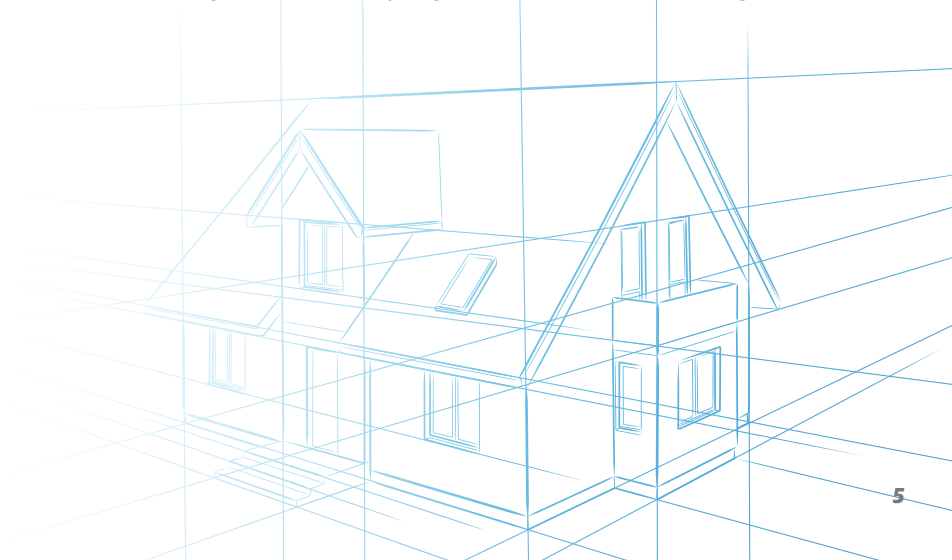


## BROADBAND

# FIRST-TIME HOMEBUYER PROGRAM

As part of a larger strategy to address the affordable housing shortage, the County Commission approved issuing a **\$2 MILLION** Notice of Funding Availability (NOFA) to accelerate the development of single-family homes for low-income, first-time homebuyers. The County will provide zero-percent interest lines of credit to qualified contractors to construct affordable housing units. Upon completion and sale of the house, 100% of the County's investment is returned as program income. The County will use 20% of the sale as down payment assistance and fund all buyer closing costs, returning the remaining revenue to the homeownership program.

Following the issuance of the NOFA last summer, the Commission approved partnerships with two contractors, Habitat for Humanity and Florida SPECS, to construct up to 10 single-family homes within the next two years. Although ARPA funds catalyzed this effort, the eventual goal is for this program to be self-sustaining.



# HISTORIC ROSENWALD

The Rosenwald School opened in the Winwood/East Altamonte subdivision in 1931. Although the school closed in 2011, the property is a historic landmark and a point of pride for the local community. As part of a redevelopment study, the County hosted a series of public engagement and stakeholder meetings, inviting the community to provide input regarding the property's future use.

The County has designated ARPA funds for demolition of designated buildings, environmental assessments, and construction of a new entrance. The County Commission is seeking a public-private partnership to accomplish the long-term goal of restoring purpose to the property. The vision for the Rosenwald School includes renovating the three remaining buildings, developing a community center, constructing affordable or senior housing, recreation space, urban farming plots, and a memorial plaza. The County hopes to include opportunities for community partners to provide classes and healthcare services.

**LEARN MORE:**  
[SEMINOLECOUNTYFL.GOV/ROSENWALD](http://SEMINOLECOUNTYFL.GOV/ROSENWALD)



**Demolition and remediation of selected buildings will begin in spring 2023. The County is seeking a public-private partnership to redevelop the eight-acre landmark.**

## ROSENWALD TIMELINE

**1931**  
 The Rosenwald School, championed by philanthropist Julius Rosenwald to educate African American children, opens its doors.

**1960**  
 A fire destroys several buildings on the campus, many of which were rebuilt.

**1970**  
 The campus is converted from an elementary school to the SCPS Rosenwald Exceptional Student Education Center.

**2011**  
 The Rosenwald School permanently closes.

**2019**  
 Seminole County Government purchases the Rosenwald property from Seminole County Public Schools for \$1.75 million.

**2021-2022**  
 Stakeholder meetings are held to engage the local community and gather feedback regarding the property's future.

**2022**  
 The Seminole County Board of County Commissioners adopts a plan to redevelop the property.

**2023**



**1931**  
 Rosenwald School Building

**1954-55**  
 Rosenwald School Library

**1961**  
 Rosenwald School Auditorium

# MIDWAY REDEVELOPMENT

Located east of downtown Sanford, Midway is a census-designated area of nearly 1,700 residents. Due to aging infrastructure and new localized development, the community is often at risk for flooding, leading to extensive damage and health risks.

The County's Midway Basin Project, which includes significant improvements to drainage and stormwater facilities, will refine flood control and water quality in the Basin, directly addressing known areas of concern. Federal grant programs, including ARPA, state grants, and the County's Infrastructure Sales Tax will fund this multi-year project.

Protecting green space in underserved communities encourages a healthy environment and increases accessibility. Seminole County has designated **\$1.5 MILLION** in ARPA funds to provide local park and recreation improvements, including the design and construction of the Midway Trail Loop, a nearly 2-mile pedestrian trail adjacent to Midway Park.

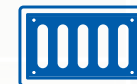
## OVER \$20 MILLION IN FUNDING

Since 2018, Seminole County has designated more than \$11 million in ARPA funds to support the Midway community, with an estimated \$10-15 million in federal, state, and local dollars anticipated to complete various projects.



### MIDWAY BASIN STUDY

Completed in May 2021, the study identifies key improvements required to alleviate localized flooding and improve water quality.



### MIDWAY STORMWATER IMPROVEMENTS

Design, property acquisition, permitting, and construction of new stormwater management facilities and roadway drainage improvements.



### MIDWAY PARK

Replacement of playground equipment, basketball court resurfacing and lighting, and potable water and electric services.



### MIDWAY TRAIL LOOP

Study, design, and construction of a nearly 2-mile multi-purpose trail circling an 85-acre stormwater pond and purchase of two parcels at the southeast corner of the park.



### MEDIAN LANDSCAPE IMPROVEMENTS

Addition of landscaping and irrigation located at State Road 46 and Lake Mary Boulevard.



**LEARN MORE:**  
[SEMINOLECOUNTYFL.GOV/MIDWAY](https://seminolecountyfl.gov/midway)



# COMMUNITY HEALTH

The County dedicated \$2 million towards the development of comprehensive services that grant communities direct and immediate access to essential resources, including medical and mental health care.

This initiative commenced with a Community Health Needs Assessment in early 2022, establishing five priority areas to improve residents' health, wellness, and quality of life. To address these priorities, Seminole County Community Services released a Notice of Funding Availability (NOFA) related to mental health, and a NOFA related to community health. The County successfully engaged with Recovery Connection, Inc. to provide multiple mental health services, including peer recovery, transitional housing, employability training, inpatient treatment, and outpatient behavioral health services. A targeted campaign, One Pill Can Kill, was deployed last fall to increase awareness pertaining to the dangers of illegal drug use.

A "boots on the ground" healthcare navigation program is anticipated to launch in 2023. This effort will benefit disproportionately impacted communities and link residents to needed services, mitigating the social determinants of health.



# PARAMEDICINE

In 2022, the Seminole County Fire Department began delivering proactive healthcare to County residents through the Community Paramedicine Program. This free program is offered to targeted patient populations to provide accessible care while preventing unnecessary 911 calls and hospital admissions. The intent of the Paramedicine Program is to close healthcare gaps and improve access, ultimately decreasing healthcare costs for County residents.

**+** 240  
RESIDENTS ENROLLED

**🏠** 2,200  
VISITS

**❤️** 10%  
ENROLLMENT RATE

# BROADBAND

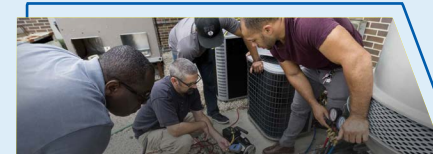
ARPA guidance strongly encourages communities to invest in initiatives that improve connectivity and the availability of broadband. Last year, in coordination with Magellan Advisors, Seminole County conducted a broadband feasibility study. The team performed a market analysis, asset inventory, and gap assessment. As a result, five areas within the County have been identified as unserved. Last October, the County Commission approved development of a broadband grant program and directed staff to work with Florida's Department of Economic Opportunity and local service providers to improve connectivity in the unserved areas.

Recent federal funding opportunities have provided Seminole County the means to ensure that all unserved and underserved residents will have access to high quality broadband. These funds will enable private-public partnerships that will propel our County into meeting the growing need for robust internet access.

 **1,789** SURVEY PARTICIPANTS

# COUNTYWIDE ARPA INVESTMENTS

Seminole County's **\$91.6 MILLION ARPA RECOVERY PLAN** dedicates significant resources to support pandemic-related projects and long-standing community investments. Additional noteworthy programs include:



**WORKFORCE TRAINING:**  
Development of industry-specific workforce training courses offered at Seminole State College that target local employment needs.



**COMMUNITY RECREATION:**  
Improvements to various County parks, including Sunland Park, Lake Dot Park, Lake Mills Park, Bookertown Park, and Midway Park.

**TOURISM:**  
Incentives and grants intended to spur local tourism and offer relief to the hard-hit hospitality and travel industries.

## ADDITIONAL SEMINOLE COUNTY ARPA RECOVERY PROGRAMS

**PANDEMIC RECOVERY GRANTS:**  
Designated for qualified residents, small businesses, and not-for-profits providing essential services.



**SEMINOLE COUNTY SHERIFF'S OFFICE HOLISTIC BEHAVIORAL HEALTH PROGRAM:**  
Investments in the Seminole Collaborative Opioid Response Effort; expansion of Juvenile Intervention Services and the Juvenile Mobile Crisis Response program; and development of a one-stop mental health drop-in center.

**HOMELESSNESS DIVERSION:**  
Funding for local emergency shelters and other diversion services to combat homelessness in the community.



# THE WAY OF THE LAND

Seminole County is anticipated to increase by nearly 100,000 residents by 2045. Consequently, the Commission has prioritized growth management as a top strategic priority. To set the course for the next 20 years, the County launched **ENVISION SEMINOLE 2045**, a countywide visioning project intended to create a blueprint for future development needs.

Over the course of six months, Seminole County and Canin Associates engaged with citizens, stakeholders, and experts to conceptualize the next 20 years of growth, change, and conservation within Unincorporated Seminole County. The outcome is a vision for protecting and enhancing the County's natural assets that support diverse wildlife; maintain rural character; accommodate new growth; grow walkable communities; and support active lifestyles. Following a series of County Commission work sessions, community meetings, a countywide survey, and a listening tour, the Commission adopted Envision Seminole 2045 last fall. The results of this effort will be integrated into the County's Comprehensive Plan and Land Development Code.

Envision Seminole 2045 Listening Tour



**For the first time in more than two decades, comprehensive updates to the Land Development Code (LDC) are under consideration. Recommendations include policies related to:**

**Planned Developments**

**Arbor Protections**

**Cluster Subdivisions**

**Parking**

**Open Space**

**New Solar Power Regulations**



**2,800+ RESPONDENTS**

PARTICIPATED IN THE COUNTYWIDE VISIONING PROJECT

**LEARN MORE:**  
[SEMINOLECOUNTYFL.GOV/ENVISIONSEMINOLE2045](https://seminolecountyfl.gov/envisionseminole2045)



Justice James E.C. Perry Courthouse Annex Groundbreaking



# GROUNDBREAKING START








In January 2022, County Commissioners and community leaders broke ground on the **JUSTICE JAMES E.C. PERRY COURTHOUSE ANNEX**. This 104,000-square-foot facility is the future home to the State Attorney, Public Defender, Seminole County Clerk of the Court and Comptroller, and various administrative offices. Select services currently located at the County Civil Courthouse and Criminal Justice Center will begin relocating to the Annex in 2023.

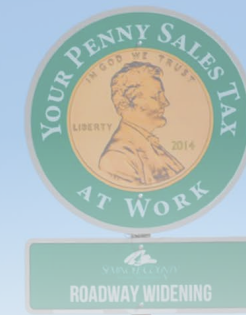
This new Annex is part of the larger Five Points Master Plan, which also includes renovations of the existing Criminal Justice Center and the construction of a central energy plant and parking garage. This **\$166 MILLION PROJECT** will be completed by **FALL 2025**, with funding secured through the issuance of a thirty-year fixed-rate bond.



# ONE CENT. BIG IMPACT.

The voter-approved One Cent Sales Tax generated \$56 million in 2022, the highest single-year revenue to date. The Third Generation Penny has expanded the County's ability to address infrastructure needs, including:

-  **41** Bridge projects, including Lake Howell/Howell Creek, Flagler Trail, Red Bug Lake Road, Lake Mills Road, Six Mile Creek, Smith Canal, and Gee Creek
-  **51,118** Linear feet of sidewalk replaced, including Goldie Manor, W. Airport Boulevard, E. Citrus Street, Virginia Avenue, E. Hillcrest Street, and E. Orange Boulevard
-  **42** Lane miles of roads resurfaced, including Lake Mary Boulevard, North Ronald Reagan Boulevard, Snow Hill Road, and Mikler Road
-  I-4 / Cross Seminole Trail Bridge improvements
-  Completion of the Cross Seminole Trail at State Road 419
-  State Road 426 and County Road 419 road widening, drainage, bike lanes, and sidewalks
-  **7,581** Linear feet of stormwater pipe lined



Lake Howell Bridge



Resurfacing Roads



I-4/Cross Seminole Trail Bridge

# AA+ GRADE

In September 2022, Standard & Poor's (S&P) Global Ratings upgraded Seminole County's issuer credit rating, along with the County's non-Ad Valorem debt, to 'AA+' from 'AA.' Such an upgrade demonstrates positive operations and economic growth within the County, supported by robust and forward-looking policies and practices. The stable outlook reflects the County's positive performance while maintaining solid reserves. In January 2023, following a revision of the criteria used to rate local governments, Moody's Investors Service raised Seminole County's rating on non-Ad Valorem secured debt to Aa1, which is now the same level as the issuer credit rating.

## GOVERNMENT BOND RATINGS

Name: Seminole County

S&P

AA+

MOODY'S

Aa1

NOTES:

*Excellent ratings!!*



The Fiscal Year 2022/23 Adopted Budget totals **\$992 MILLION**, which incorporates personnel, debt service, grants, Constitutional Offices, and reserves.



Fiscal Year 2021/22 demonstrated **12% GROWTH** in property valuations and taxable values increased county-wide for the 10<sup>th</sup> consecutive year, **AVERAGING 7.5% ANNUAL GROWTH OVER THE PAST SEVEN YEARS.**



Essential public safety, water, sewer, and solid waste services account for **76% OF THE OPERATING BUDGET.**



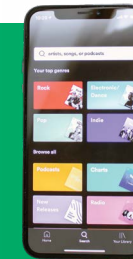
Property taxes continue to be the primary revenue source that fund general County operations; the Unincorporated County **MILLAGE RATE OF 7.7507** (countywide, roads, fire) remains **ONE OF THE LOWEST IN THE REGION.**

## THIS OR THAT: AVERAGE ANNUAL COSTS

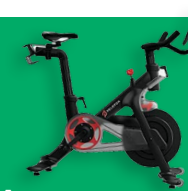
In Seminole County, the average assessed value of a single-family homestead was \$236,000 in 2022, generating a tax bill of \$2,360. These estimates reflect the average annual household cost for services.



**\$139**  
Amazon Prime Membership



**\$120**  
Spotify Individual Subscription



**\$129**  
Peloton App Subscription



**\$200**  
Ring Full Home Video Subscription

- VS -

**\$300**  
Solid Waste Household Collection Services\*

- VS -

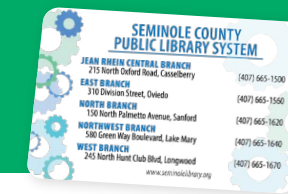
**\$43** Cost Per Household for Library Services\*

- VS -

**\$83** Cost Per Household for Trails & Natural Lands\*

- VS -

**\$850** Cost Per Household for Law Enforcement\*



\*Cost per household based on the millage required to generate the budget for these services.

# REVIVING A RIVER

For more than two years, Seminole County has endeavored to restore the Little Wekiva River, an Outstanding Florida Water located on the west side of Seminole County. This aquatic preserve was a rapidly flowing river that canoeists and kayakers regularly used to reach the larger Wekiva River. However, the channel has suffered significant sediment deposits and invasive vegetation overgrowth, altering the natural flow of water and preventing residents from recreating on the river.

In 2022, Seminole County launched a nearly **\$2 MILLION** restoration project that includes removing sediment, recontouring the river's natural meandering path, and treating and replacing invasive vegetation with native species along a roughly one-mile stretch. This collaborative project includes funding from the Federal Government, Florida's Department of Environmental Protection, the St. Johns River Water Management District, and Seminole County's Infrastructure Tax Fund.

# CONNECTING THE DROPS

Seminole County is home to more than **16 WATERSHEDS**, areas of land that drain streams and rainfall into specific waterbodies. Over time, due to aging infrastructure, varying rainfall patterns, development, and land use changes, studies of watersheds, also known as drainage basins, are necessary. A drainage basin study provides a roadmap to determine stormwater improvement needs, including flood control and water quality improvements.

Over the last three years, the County has initiated **FIVE STUDIES** which include the following drainage basins:



Lake Jesup



Wekiva Basin: Wekiva, Little Wekiva, and Yankee Lake



Big and Little Econ



Smith Canal/Monroe Basin



Howell Creek, Midway, Soldiers Creek, Gee Creek, and Little Lake Howell



Lake Monroe

# HISTORIC STORM SEASON

On September 28, 2022, Hurricane Ian made landfall in Florida, bringing historic flooding to Seminole County. Flash Flood Emergencies were issued for portions of the County, and many areas experienced flood levels that had a 1-in-500 chance of occurrence. The Little Wekiva River, Gee Creek, Howell Creek, and the Econ River Basin flooded immediately, followed by the St. Johns River. With all water bodies and basins swelling beyond previous records, Seminole County remained above Action Flood Stage for 85 days.

Due to the swift and coordinated efforts of local, state, and federal partners, Seminole County received a Major Presidential Disaster Declaration for FEMA Individual Assistance, as well as 100% FEMA reimbursement for protective measures and disaster debris removal. The Seminole County Office of Emergency Management continues to coordinate recovery and mitigation programs to support residential and commercial revitalization efforts in the wake of the 2022 storm season.

## DAMAGE ASSESSMENT TEAMS:



**2,516**  
ROADS COVERED



**602**  
DAMAGE REPORTS GENERATED



**WITHIN 3 DAYS**

ALL COUNTY ROADS WERE CLEAR OF DEBRIS

## STORM SEASON BY THE NUMBERS



**260**  
Rescues to  
Flooded Homes



**522**  
Unmet Needs  
Resolved



**31,915**  
FEMA Individual  
Assistance Claims  
Countywide



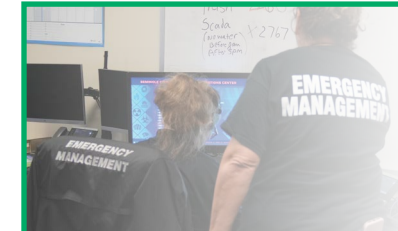
**\$18.4**  
Million in FEMA  
Grants Awarded



**246,745**  
Sandbags  
Distributed



**4,656**  
Tarps  
Distributed

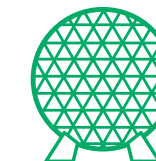
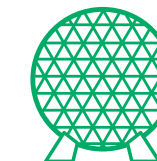
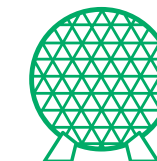
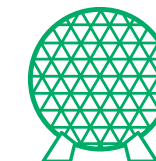


**10,000+**  
Calls to Citizens  
Information Line



**23,000+**  
Subscribers to  
Storm Specific  
Text Alerts

**360,000**  
Cubic Yards of Storm  
Debris Removed



Enough debris to fill Spaceship Earth 4.5 times

# BY THE NUMBERS



**59**  
New Fire Fighters

**Seminole County Fire Department**  
(407) 665-5175  
*Fire Prevention • EMS Operations  
Education & Outreach*



**61**  
Connected Trail Miles

**Seminole County Leisure Services**  
(407) 665-2001  
*Parks & Recreation • Library Services  
Greenways and Natural Lands*



**5,766,063**  
Website Visitors

**Seminole County Community Information**  
(407) 665-0000  
*Citizens Information • SGTV • Graphics*



**15,728**  
Building Plans Reviewed

**Seminole County Development Services**  
(407) 665-7050  
*Building • Planning & Zoning*



**18,401**  
Veterans Services  
Contacts

**Seminole County Community Services**  
(407) 665-2300  
*Community Assistance • Community Development  
Veterans Services*

**Seminole County Public Library System**  
(407) 665-1500  
*Central Branch • East Branch • West Branch  
Northwest Branch • North Branch*



**2+ Million**  
Library Transactions

**Seminole County Human Resources**  
(407) 665-7944  
*Recruiting • Benefits • Training*



**280**  
New Hires

**Seminole County Animal Services**  
(407) 665-5201  
*Animal Control • Shelter • Pet Adoptions*



**2,555**  
Pet Adoptions

**Seminole County Environmental Services**  
(407) 665-2110  
*Utilities Engineering • Utilities Billing  
Solid Waste • Water Operations*



**61,511**  
Water Customers

**Seminole County Public Works**  
(407) 665-7623  
*Roads & Stormwater • Engineering  
Traffic Engineering*



**51,118**  
Linear Feet of  
Sidewalk Replaced

## CONNECT WITH US



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[@SeminoleCountyFL](https://www.instagram.com/SeminoleCountyFL)



[Nextdoor.com](https://www.nextdoor.com)



407-665-0000

