

# Seminole County, Florida

Invites your interest in the position of



# COUNTY MANAGER



County Administration Center

## ABOUT SEMINOLE COUNTY, FLORIDA

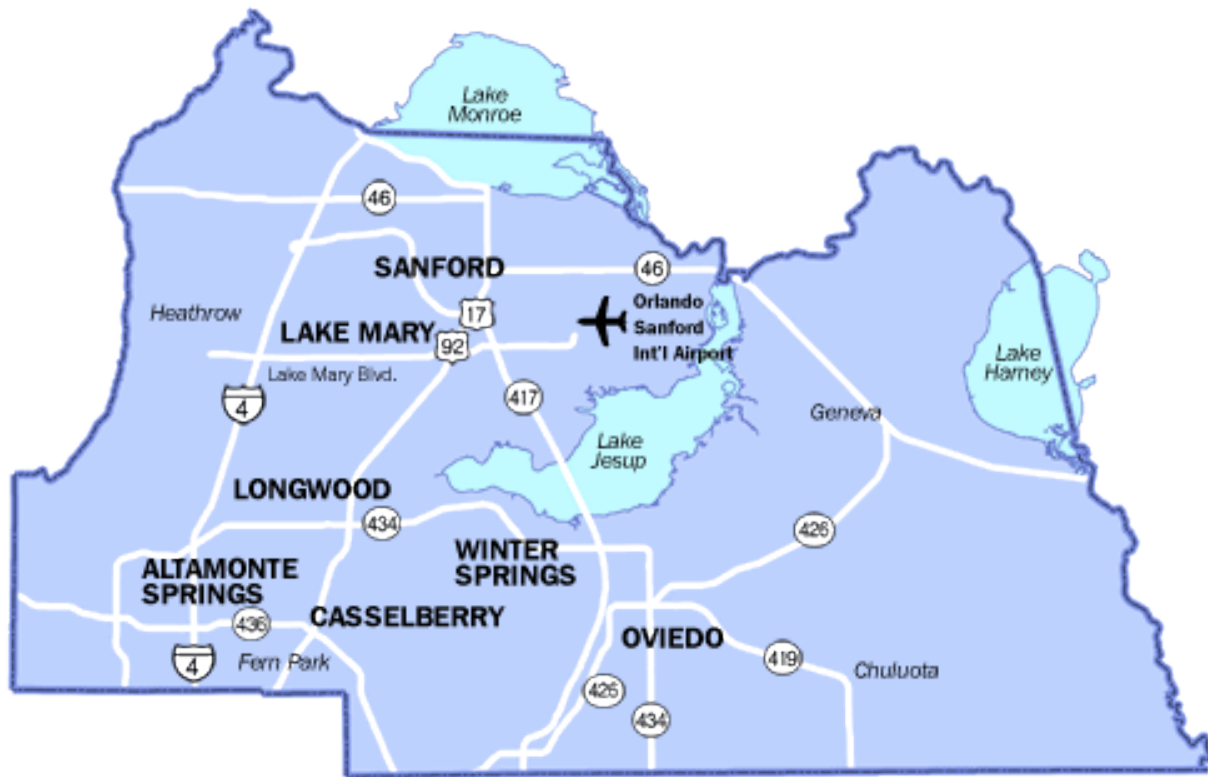
With one of the highest rated public school systems in the state, the fastest growing airport in the country, the region's lowest unemployment rate and highest average annual wage, Seminole County has long been sought by business leaders, professionals, and families. Stacker.com distinguished Seminole County as the "Best County in Florida to Raise a Family," and Niche.com recognized the community as the "Best County to Call Home in Florida."

Seminole County Government, located in the City of Sanford, is just 25 miles from downtown Orlando and situated halfway between Orlando and Daytona Beach. Seminole is the fourth smallest county geographically in the state with a total of 344 square miles, but is third in terms of population density, with more than 470,000 residents. Seminole holds the fifth highest taxable value in Florida based on value per square mile. With a median age of 39 and 40% of the County's population with a bachelor's degree or higher, Seminole is often considered a microcosm of the United States.

The County has been a hotbed for economic development and attracts significant business operations from around the world, including American Automobile Association (AAA), Verizon Communications, Mitsubishi Hitachi Power Systems, Deloitte Consulting, LLP, Faro Technologies, and Convergys.

Home to seven separately incorporated municipalities, Seminole continues to be one of the fastest growing counties in Florida.

## SEMINOLE COUNTY'S SEVEN INCORPORATED MUNICIPALITIES



*Seminole County —where innovation, business and a creative workforce come together*

### SEMINOLE COUNTY COMMISSION

Bob Dallari	Chair/District I
Jay Zembower	District II
Lee Constantine	District III
Amy Lockhart	District IV
Andria Herr	District V



## THE SEMINOLE COUNTY GOVERNMENT

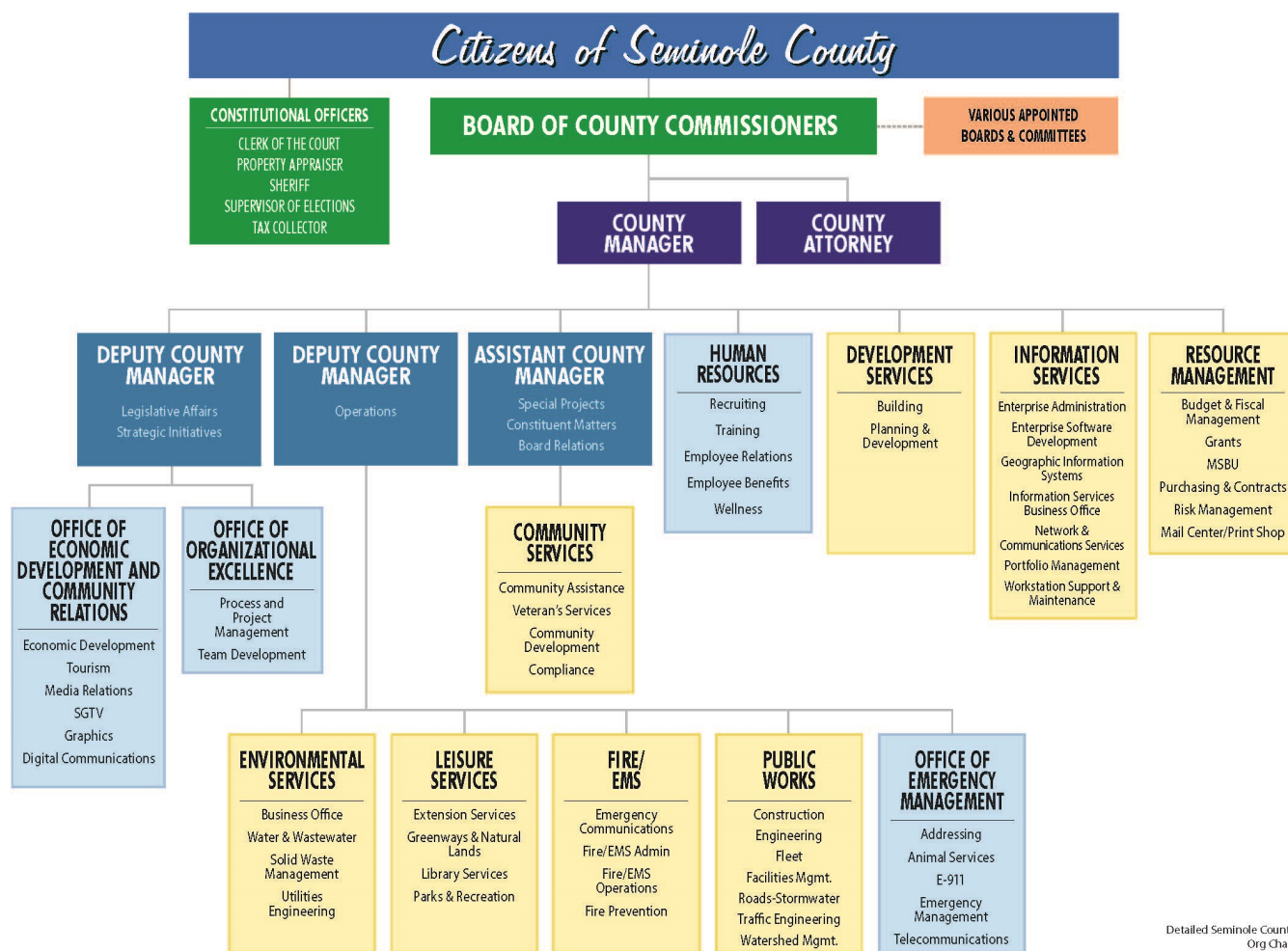
Seminole County is a Home Rule Charter County as provided in the Florida Constitution and approved by voter referendum, effective January 1, 1989. The County operates under an elected County Commission and appointed County Manager form of government. Legislative responsibilities are assigned to the Board of County Commissioners and executive duties are assigned to the County Manager, who carries out the directives and policies of the Board of County Commissioners.

The Board of County Commissioners is comprised of five members serving staggered terms of four years. One Commissioner represents each of the five County Commissioner districts established pursuant to general law and is elected countywide. In November each year, the Board elects one member as Chair. The Chair presides over all Board meetings, executes legal documents, and appoints Commissioners to various boards and committees. The Chair is the official representative of the Board and retains a vote on all items.

The offices of Sheriff, Property Appraiser, Tax Collector, Clerk of the Circuit Court and Comptroller, and Supervisor of Elections are elected constitutional offices. The Constitutional Officers perform their executive and administrative functions as specified by law.

The School Board, made up of five members, is elected every four years in staggered elections.

The County Manager is the Chief Executive Officer and responsible for administering County Commission policies. The Manager oversees nine departments: Administration (which includes Community/Media Relations, Human Resources, Office of Economic Development and Tourism, Office of Emergency Management, Office of Organizational Excellence), Community Services, Development Services, Environmental Services, Information Services, Leisure Services, Resource Management, Public Works, and the Seminole County Fire Department. The County retains approximately 1,550 full-time equivalent employees.



Detailed Seminole County  
Org Chart  
Updated February 2022



**Seminole County Sports Complex**

The Fiscal Year 2021/22 Adopted Budget totals \$904 million, including \$639 million in operating funds and \$265 million for non-dedicated transfers and reserves. Public safety, water, sewer, solid waste, and transportation services account for 70% of the operating budget. The Unincorporated County millage rate of 7.7507 (Countywide, roads, fire) remains one of the lowest in the region.

More information about Seminole County is available on the web at: [www.seminolecountyfl.gov](http://www.seminolecountyfl.gov)

#### **PROGRESS, ACHIEVEMENTS AND OPPORTUNITIES**

- The County's One Cent Infrastructure Sales Tax expires in December 2024. Last year, the tax provided for \$47 million in County projects. When the voters originally approved it in 2014, the Third Generation of the Penny Sales Tax was estimated to generate \$63 million annually, \$36 million of which is designated for County projects. Pursuant to an Interlocal Agreement, the County receives 55.6% of the projected sales tax, with Seminole County Public Schools receiving 25%, and the seven cities share 19.4% of the estimated revenue.
- Phase One of the County's Five Points Master Plan Development, which includes relocation of the Civil Courthouse from downtown Sanford as well as construction of a central energy plant and parking garage, commenced in January. This \$65.6 million project will be completed by May of 2023, with funding secured through the future issuance of a \$75 million bond. Efforts to initiate Phase Two, a multi-million project involving relocation of County services and Constitutional Offices, commenced last year and remain a top priority.
- The County's current Land Development Code regulates growth in the unincorporated portions of the County and covers a range of topics and procedures, from zoning and subdivision regulations to endangered species protection and right-of-way use permitting. The Board initiated a Land Development Code revisioning process to modify components of the current 900-page document to better align with the County's Comprehensive Plan and to modernize certain chapters of the Code. The two-year process is anticipated for completion later this year.



- The County vacancy rate is currently 10%, a 2-3% increase over previous years. Vacant positions continue to challenge the organization; a market salary survey will be finalized this spring.
- Last August, the Board authorized the County's \$91.6 million American Rescue Plan Act relief and financial assistance plan, the largest aid program in County history. Funds must be allocated by December 2024; therefore the County continues to refine programming within the authorized categories to ensure many qualified community needs are addressed.
- At its March 2021 retreat, the Board refined 10 Key Strategic Priorities (KSPs) that represent programs and projects that align with the County's purpose to serve and strengthen the community: Community-driven land use vision plan; affordable and workforce housing; General Fund Reserves; General Fund capital improvements strategy; Five Points; Regional Partnerships; Holistic Water Policy; Leadership and Talent Development; County Government Technology Improvements; and Community Health Initiatives.
- Fiscal Year 2020/21 demonstrated a 5.28% in growth in property valuations. Property values have remained steady due to the County's thriving residential real estate market. Last year reflected the stabilization of some non-Ad Valorem revenues following the onset of the pandemic; however Gas Tax and Tourist Development Tax collections have not returned to pre-pandemic levels.
- Even with steady property values, several factors will influence future budgets: health insurance costs have increased 6% annually over the previous six years; LYNX services have increased 8% annually on average; fuel tax revenues continue to trend downward; the County's aging fleet required \$6-8 million annually to remain operational. Per Florida Amendment 2, the minimum wage must increase to \$15 per hour by September 2026.
- Seminole County Fire Department is one of three County fire departments in Florida with an Insurance Services Office (ISO) Class 1 rating and among 411 ISO Class 1 departments nationwide.
- Since opening in 2016, the \$30 million Boombah Sports Complex has hosted more than 300 tournaments, contributing towards the highest Tourist Development Tax collections in County history. Last year, Sports Tourism hosted a record-setting 104 baseball and softball events, generating \$45 million in economic impact.
- Seminole County was the first in Florida to provide COVID-19 vaccinations to the public (December 2020) and opened Florida's first government-sponsored monoclonal antibody infusion center in April 2021; Since October 2020, \$32 million in various federal individual assistance relief grants have been distributed to County residents, a 7,175% increase over previous County residential assistance programs.



Downtown Sanford



Sanford Marina

***Economic development programs and partnerships will continue to achieve objectives which further enhance Seminole County as a great place to live; will attract economic prosperity; will build a strong business environment and will communicate the extraordinary Seminole***

#### **External Relations**

- The Commissioners themselves serve as spokespersons for the County. However, the County Manager needs to be visible in the community on behalf of the Commission and capable of communicating in a manner that generates respect and understanding for the office, County government and projects.
- The Manager should establish and maintain cooperative working relationships with other jurisdictions and organizations.

#### **Personality Traits and Skills**

- The Manager should be fiscally responsible.
- The Manager should possess excellent management skills and facilitate employee satisfaction.
- The Manager should have excellent verbal and written communication skills.
- The Manager should be flexible, visionary and innovative relative to new ideas or approaches in County government while being a realist in determining how to best deploy County resources.
- The Manager must be strongly committed to following policy direction as set by the County Board of Commissioners as well as to accomplishing goals set by the Commission.
- The Manager should be technically proficient particularly in public finance, budget, land use planning, organizational assessment and strategic planning.
- The Manager must have a strong commitment to customer service and organizational excellence.
- The Manager should be energetic and dynamic - be action and achievement oriented with a strong record of professional achievement.
- The Manager should be perceptive and understand how the actions of local government affect private businesses and citizens.
- The Manager should have a comprehensive understanding of private sector business workings.
- The Manager should be a quick study and be able to be effective within a short time.



## ABOUT THE COUNTY MANAGER

The County Manager is appointed by and serves at the pleasure of the BCC and is responsible for the professional management and oversight of all programs and activities under the Board. The County Manager executes appropriate policies and procedures concerning matters applicable to the BCC.

He or she oversees a full array of services which include Human Resources, Development Services, Information Services, Resource Management, Economic Development and Community Relations, Office of Organizational Excellence, Community Services, Environmental Services, Leisure Services, Fire/EMS, Public Works, and the Office of Emergency Management.

## QUALIFICATIONS

The successful candidate should be a self-starter who is committed to sustaining the County's excellent financial condition; will have a master's degree or commensurate experience in business, public administration or a related field; and will have five years of experience as the manager or ten years experience as an assistant manager in a comparable operation.

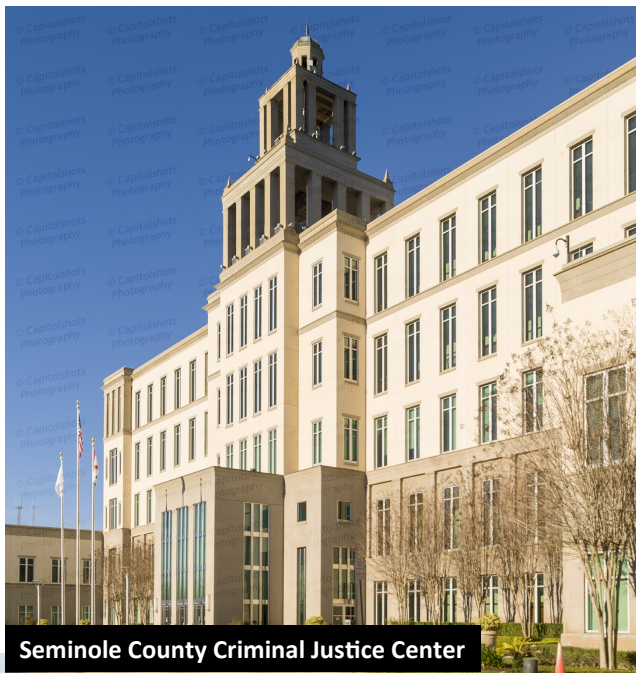
### *Interaction with the Board of County Commissioners*

- The County Manager should be a person with a solid understanding and respect for the Commission/Manager form of government, and the difference between administering policy and establishing policy.
- The Manager should be an apolitical person with the capability to sense and avoid any political alignment; not a vote counter or a "yes" person.
- The Manager should keep all members of the County Commission fully informed, avoiding surprises in the media.
- The Manager is viewed by the members of the Commission as a team member and is expected to generate policy options and make recommendations. He or she should participate in Commission discussions but follow Commission policy direction fully and enthusiastically after decisions are made.
- The Manager should be supportive of the elected officials by providing necessary, complete and timely information enabling sound policy decisions.

### *Interaction with staff and employees*

- The Manager should be committed to the County and promote an environment where all employees share this commitment.
- The Manager should promote excellent customer service for the County's citizens, partners and constituents.
- The Manager should be a strong and effective leader who uses a stabilizing, team-oriented style - solicits ideas from staff.
- The Manager should be skillful in staff selection, development, morale building and performance assessment.
- The Manager should develop staff to create an environment free of micromanagement.
- The Manager should be a pro-active and decisive manager who will make "tough" decisions as needed.
- The Manager should treat employees with fairness and consistency and provide clear direction and effective, timely feedback to staff.
- The Manager must continually and accurately assess organizational strengths and weaknesses.
- The Manager through his/her own conduct and ability should be able to command staff and employee respect and create opportunities for staff to deliver excellence.
- The Manager should be a visionary who regularly communicates with staff and motivates the team to develop and implement innovative ideas and programs.
- The Manager should lead the charge on strategic planning





**To apply:** The position will remain open until filled and the process will move forward immediately upon receipt of an adequate pool of well-qualified applicants. If interested, please email your resume and cover letter with salary expectations right away to [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

For additional information about this job contact:

Robert E. Slavin, President

**SLAVIN MANAGEMENT CONSULTANTS**

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Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848

E-mail [slavin@bellsouth.net](mailto:slavin@bellsouth.net)



**Note: Under Florida Law, resumes are public documents and will be provided to the media upon request. Please call prior to submitting your resume if confidentiality is important to you.**

**Seminole County is an Equal Opportunity Employer**