



Dynamic Master Plan Quarterly Update

April 17, 2018



SUMMARY

- 18 matrices updated to reflect accomplishments

Airport

Economic Development

Parks, Recreation & Culture

Beach Safety Ocean Rescue

Emergency Management

Planning and Development

Coastal

Engineering and Construction

Purchasing

Community Assistance

Environmental Management

Road and Bridge

Community Information

Library Services

Sheriff's Office

Corrections

Ocean Center

Votran

- 11 divisions revised matrices: 9 added new strategies, 5 reworded language, and 5 deleted strategies



<i>Volusia's Vision:</i> To be a community rich with resources and opportunities today and for generations to come	<i>Volusia's Mission:</i> To provide responsive and fiscally responsible services for the health, safety, and quality of life for our citizens
<i>Thriving Communities</i> Promote health and safety, provide services to meet needs of citizens, and practice stewardship of the environment	<p>Addressed needs of the homeless</p> <ul style="list-style-type: none">○ Grand opening of Hope Place, a temporary shelter for families with children and unaccompanied youth, on January 30○ County staff held meetings with local residents to inform and receive their input about Hope Place library and recreation areas○ Council approved management and general construction contract for Hope Place library <p>Addressed social, safety, and mobility needs of residents</p> <ul style="list-style-type: none">○ Approved matching funding and contracts with three local healthcare/behavioral health providers for substance abuse and mental health services○ Votran implemented headway improvements on two bus routes, decreasing time between buses from 60 to 30 minutes○ Sheriff's Office conducted crime suppression efforts, including a drug trafficking sting and zero tolerance for individuals threatening school safety <p>Acted with an eye to the future, protecting our natural environment, growth, and quality of life issues</p> <ul style="list-style-type: none">○ Approved receipt and matching funds for three-year grant from U.S. Environmental Protection Agency for a "Save Our Springs and Rivers" project○ Approved contract and environmental services for Segment 3B of the Spring-to-Spring Trail○ Amended zoning ordinance and land development code for clarity, to keep current, and airport safety and quality development <p>Acted on infrastructure/capital projects</p> <ul style="list-style-type: none">○ Approved contracts for paving Ocean Shore Boulevard off-beach parking lot and for permanent repair of beach vehicular ramp, 27th Avenue, NSB○ Approved contract for communication systems engineering to replace sound amplification and control center at Ocean Center○ Approved agreements related to widening West Park Avenue from Old Mission Road to Massey Ranch Road in Edgewater○ Approved management and general construction contract for Sheriff's Office evidence storage facility



*Economic & Financial
Vitality*

Achieve strong economic
health tied to job growth,
industry balance, and
financial soundness

Encouraged and supported business

- Presented 4th Quarter 2016 economic data to Council on 2/6/18 and business community on 2/9/18
- Purchasing Division participated in two “How to do business in Volusia County” workshops in February

Approved multiple grants/contracts that produce revenue and offset costs

- Approved lease agreements with three air carriers providing annual revenue through 2022
- Approved cost share agreement with the Florida Department of Environmental Protection to cover 50% of costs to construct two stormwater treatment boxes near Gemini Springs; St. Johns River Water Management District also provided funds for project’s construction
- Approved multiple grants for the Sheriff’s Office for victim advocates, highway safety, and drug trafficking suppression activities

Excellence in Government

Foster partnerships
to deliver
exceptional services

Power of partnerships

- Library Services coordinated a Big Read grant with multiple organizations to offer 152 public events with 9,612 attendees during January-February
- Approved an agreement with the City of Edgewater for improvements and maintenance at two bus stops
- Agreements with Florida Departments of Economic Opportunity and Transportation to four-lane Williamson Boulevard in Daytona Beach
- Sheriff’s Office engaged the community through multiple charitable and community events, donation of surplus equipment to local schools, and donation of forfeiture funds to community programs addressing drug treatment/education, crime prevention, and safe neighborhoods and schools

Recognizing our history and brand – Volusia County is a good place to live, work, and play

- Held the Daytona Beach Half Marathon on February 4 with 2,618 registered runners in four events
- Awarded \$50,000 in revenues received from state specialty license plate program to local arts organizations/programs

Develop and retain a workforce that is diverse and has varying job opportunities

- Human Resources continued diversity and inclusion efforts, with the Department of Public Protection leading employee engagement/participation in training; also countywide identification of individuals to champion the effort within every department and division

Meet expectations for quality

- Beach Safety Ocean Rescue Division earned reaccreditation for another three years
- Emergency Management Division recertified as a “Storm Ready” community by the National Oceanic and Atmospheric Administration
- Sheriff’s Office conducted three public COMPSTAT meetings, providing data on agency efforts and effectiveness
- Sheriff’s Office recognized employees, volunteers, and community supporters for excellence in achievement and support



AVIATION & ECONOMIC RESOURCES

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
	Promote health and safety, provide services to meet needs of citizens, and practice stewardship of environment.				Strong economic health tied to job growth, industry balance, and financial soundness.				Foster partnerships to deliver exceptional services.			
OBJECTIVES	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4
	Infrastructure/regulatory actions protect, enhance citizen experience	Enrich and preserve natural and built resources	Broad range of services for well-being of citizens	Safe, secure community through prevention, readiness, professional response	Community attracts and retains businesses	Develop/ retain workforce matched to varying job opportunities	Allocate limited resources fairly and efficiently	Services and decisions are financially sustainable	Public/ private partnerships	High level customer service	Leadership	Meet expectation for quality
2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Revenue stream - Maintain and diversify portfolio by leasing available properties and possibly redeveloping selected parcels	Ongoing Action Step											
Five-year lease and use agreements through 9/30/22 with three air carriers providing annual revenue from American Airlines (\$413,728), Delta ((\$1,188,651), and Jet Blue (\$377,616) approved by Council on 2/20/18 [UPDATE]					X		X	X	X	X	X	X
ACTION STEPS ONGOING												
Taxiway November/Alpha - Complete the rehabilitation project				X			X					X
Taxiway Sierra Extension - Extend Taxiway Sierra into Embry Riddle Aeronautical University Research Park					X		X		X	X	X	X
Airport south properties - Continue to plan for the south properties adjacent to the new Beville Road entrance for future development	X				X		X	X	X		X	
Airport amenities - Increase for customer service					X				X	X	X	X
Terminal update - Continue to update to the interior and exterior of the passenger terminal, project initiated in 2016	X				X		X		X	X	X	X
Airport Master Plan - Complete the plan update	X				X		X		X	X	X	X
Air handler system - Replace AHU in the terminal, airside concourse, and UCF business incubator; continue facility maintenance	X			X	X		X		X	X	X	X
Public restrooms upgrade - Continue initiative until all restrooms are renovated	X				X				X	X	X	X
Parking improvements - Pavement renovation of all airport parking, new LED exterior parking lot lighting, new wayfinding signage and ticketing canopies					X				X	X	X	X

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OBJECTIVES	1.1 Infrastructure/regulatory actions protect, enhance citizen experience	1.2 Enrich and preserve natural and built resources	1.3 Broad range of services for well-being of citizens	1.4 Safe, secure community through prevention, readiness, professional response	2.1 Community attracts and retains businesses	2.2 Develop/ retain workforce matched to varying job opportunities	2.3 Allocate limited resources fairly and efficiently	2.4 Services and decisions are financially sustainable	3.12 Public/ private partnerships	3.2 High level customer service	3.3 Leadership	3.4 Meet expectation for quality
ACTION STEPS ONGOING												
Electrical upgrades - Projects include replacing existing interior and exterior lighting with LED and automatic setback controls that reduce the airport's energy footprint. Airside and landside projects are focused on reducing the airport's carbon footprint and energy consumption.	X			X			X	X	X		X	X
Air service capacity - Increase capacity					X		X	X	X	X	X	X
Airport passenger traffic - Increase annual counts					X		X	X	X	X	X	X
Non-stop and international routes - Seek additional destinations as demand dictates					X		X	X	X	X	X	X
Customer catchment area - Increase through expanded marketing and advertising campaigns					X			X	X	X	X	X
Air service incentive program - Implement the incentive program					X		X	X	X	X	X	X
Carrier partnerships - Continue to nurture long-term community/airport partnership with JetBlue, Delta, and American Airlines					X		X	X	X	X	X	X

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Data and research - Enhance the collection and analysis of economic data and reports, continue providing the information to the business community and local partners				Ongoing Action Step								
Presented 4th Quarter 2017 economic data to Council on February 6, 2018 and to the business community on February 9, 2018 [UPDATE]					X			X	X	X		X
Comprehensive economic development - Promote and implement Council's goals for economic development; support the community-wide effort in recruitment, expansion and retention of employment opportunities; foster positive local and intergovernmental collaboration, communication, and coordination.				Ongoing Action Step								
Council approved resolution supporting application to Foreign-Trade Zones Board to reorganize FTZ No. 198 under the Alternate Site Framework (ASF) format, 3/20/18 [UPDATE]					X	X			X	X	X	X
Legislative funding and support - Continue seeking opportunities with legislative and executive branches for project funding support				Ongoing Action Step								
Staff, the local legislative delegation, and GrayRobinson (county's contract lobbying firm) efforts resulted in \$1.961 million from the Florida Job Growth Grant Fund and \$2 million in state's FY 2019 budget for road widening of Williamson Boulevard in Ormond Beach [UPDATE]				X	X			X	X	X	X	X
Industrial Development Authority (IDA) - Facilitate IDA membership and support their activities				Ongoing Action Step								

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
February 2018 approval of new <i>Guide to Industrial Development Revenue Bond Financing and Application for Bond Authorization in the County of Volusia</i> [UPDATE]					X			X	X	X	X	X
ACTION STEPS ONGOING												
Cultivate business relationships - Foster trust-based business relationships with existing small-, medium-, and large-sized employers focused on growth, seek opportunities to assist increased profitability leading to new capital investment and new job creation					X		X	X	X	X	X	X
Growth in targeted industries - Assist manufacturing and other higher wage firms with growth potential in targeted industries, such as aviation and aerospace, clean tech, life sciences, infotech, homeland security/defense, financial/professional services, and emerging technologies					X	X			X	X	X	X
Space Florida and growth in aviation & aerospace - Partner with Space FL and Team Volusia EDC to develop strategy for industry growth and to facilitate planning steps, provide support for competitive projects, actively manage project funding agreement	X				X	X	X		X		X	
Financial support for business expansion/retention and business recruitment - Provide local financial support for activities in coordination with the goals and objectives to further the county's economic development plan					X		X		X	X	X	
Business incubator - Actively manage project funding agreement and the relationship with the University of Central Florida Business Incubator Program, provide staff support for the business incubator advisory board, and support incubator activities					X	X	X	X	X		X	

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ACTION STEPS ONGOING												
ERAU research park - Continue to contribute to the development and success of the ERAU research park as a catalyst for business incubation and growth of high tech firms in the local economy					X	X			X			
Regional partnerships - Seek opportunities to grow strategic partnerships with EFI and DEO, Space Florida, ERAU, UCF and UF, CEO Business Alliance, Orlando Economic Partnership, and Florida High Tech Corridor Council					X	X	X	X	X		X	X
Airport south properties - Continue to plan for airport property development adjacent to the new Beville Road entrance for future development	X				X		X	X	X		X	
Business property matrix - Create a list of parcels countywide that are, or could be, zoned for industrial development and to improve product development					X		X	X	X	X	X	X
CEO Business Alliance - Support initiative to advance current condition of land for large, single-owner parcels for the purpose of increasing site development potential					X		X	X	X	X	X	X
Community Redevelopment Areas (CRA) Facilitate Council actions related to existing CRAs or requests for new CRAs, prepare annual financial summaries and compile annual CRA reports, maintain currency of CRA documents located on the county's Budget and Administrative Services web page					X			X	X		X	X
Transportation - Support initiatives, including TPO, ISB Coalition, TCC, DRC, ITSS	X						X				X	

BUDGET & ADMINISTRATIVE SERVICES

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Vendor outreach - Continue to participate in quarterly workshops and trade shows to increase vendor pool	Ongoing Action Step											
Participated in "How to do business with Volusia County" workshops on February 7 and February 8 [UPDATE]									X	X		
Conducted a vendor survey in February/March online using survey monkey and the county website [UPDATE]									X	X		
ACTION STEPS ONGOING												
Contracts - Review and negotiate/re negotiate contracts for cost savings and economies									X			
e-signature Technology - In conjunction with the Information Technology Division, analyze expansion of e-signature use to increase responsiveness and reduce manual processes							X			X	X	

COMMUNITY INFORMATION

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Half Marathon - Continue to manage marketing operations of Daytona Beach Half Marathon	Ongoing Action Step											
Managed operations and marketing of 2018 Daytona Beach Half Marathon held on February 4, with 2,618 registered runners in four events (half marathon, half marathon relay, 5K, and Speedway Challenge) [UPDATE]	X				X				X		X	
State of the County Address - Continue to manage marketing and implementation of the annual State of the County Address [NEW]	Ongoing Action Step											
Created a program, video and collateral materials, and successfully implemented the county's annual State of the County Address January 22 at the Ocean Center. More than 500 people attended the annual event, which is sponsored by the business community. [NEW]			X	X	X			X	X	X	X	X
ACTION STEPS ONGOING												
Timely information release - Continue to enhance timely communication to public using current (news releases, website) and emergent (Facebook, Twitter) media	X		X							X	X	X
County PIO - Provide information about county programs, services and meetings via news releases, TV, radio, website and social media	X		X							X	X	X
Recruitment materials - Develop and execute television/other ad strategy for job recruitment, particularly for hard-to-fill jobs, such as Corrections Officer, Lifeguard, EMT						X					X	X
Business updates - Continue providing specialized information about business retention, expansion, and recruitment to public via biweekly business beat segment on Volusia Magazine televised programming					X					X	X	X

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ACTION STEPS ONGOING												
Website updates - Update and manage county websites, including volusia.org, flydaytonafirst.com, floridabusiness.org, oceancenter.com			X							X	X	X
Newsletter and marketing - Continue to manage county's newsletter and email marketing system	X									X		
Food drive - Continue to manage countywide food drive, which includes cities and other public organizations			X							X	X	
Environmental Management website - Redesign marinesciencecenter.com and greenvolusia.org, convert to content management system			X							X	X	X
Records requests/FOIA - Continue management and coordination of public records requests involving multiple divisions	X											X
Television/radio programming - Continue to provide information about county services via public television program, Volusia Magazine (WDSC Ch. 15); and public radio program, Volusia Today (1150 am WNDB, 1220 am WSBB)	X		X							X	X	X

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ACTION STEPS ACHIEVED												
Specialized contracted community services - On February 6 Council approved matching funds and a negotiated letter contract with Halifax Hospital Medical Center and renewal contracts with Stewart Marchman Act Behavioral Health and The House Next Door for substance abuse and mental health services [UPDATE]												
			X						X		X	X
2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Hope Place - Operated by Halifax Urban Ministries, the facility provides temporary and transitional housing for homeless unaccompanied youths under the age of 26 years and families with children and youth; monitor the progress and status of the facility to assure the county's investment												
Ongoing Action Step												
Hope Place - Facility held its grand opening on January 30, 2018 [UPDATE]												
	X		X	X					X	X		
ACTION STEPS ONGOING												
Camp scholarships - Provide summer camp scholarships for low-income children												
			X						X	X		X
First-time homebuyers - Enable purchase of an affordable home using state funds through the SHIP program												
			X					X	X	X		X
Tenant-Based Rental Assistance - Program provides up to one year of rental assistance to eligible low-income families												
				X				X	X	X		X
Fair housing - Promote awareness in the community												
				X					X			
Family Self Sufficiency - Continue to provide the program to eligible families, pending grant availability												
			X			X			X	X		

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ACTION STEPS ONGOING												
Utility assistance - Provide heating/cooling assistance to eligible families, pending grant availability			X				X		X	X		
Energy efficiency - Promote rehabilitation standards for owner-occupied housing relative to HVAC systems, improved insulation, and installation of low-E high performance windows	X		X							X		X
Emergency assistance to prevent homelessness - Provide rental, mortgage, and utility assistance to eligible households			X				X		X	X		
Medical assistance - Provide dental and prescription referrals to eligible individuals with no health insurance			X				X		X	X		
Transportation assistance - Provide bus tokens or gas cards for medical appointments to eligible individuals			X				X		X	X		
Indigent burials/cremation - Provide for unclaimed and indigent individuals			X				X		X	X		
Housing Choice Voucher Program - Update the administrative plan for the program that sets policy to assist in ensuring compliance with federal laws, regulations and notices to clarify federal requirements and to ensure consistency in program operation	X											
DeLand homeless center - The City of DeLand, in partnership with the Neighborhood Center, will increase their shelter capacity and services for the homeless on the west side of the county; monitor the progress and status of the facility to assure the county's investment	X	X	X						X	X		
First Step Shelter - A 24-hour, come-as-you are shelter for homeless single adults without children, located and operated by the City of Daytona Beach, which is partnering with Catholic Charities; monitor the progress and status of the facility to assure the county's investment	X	X	X						X	X		

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ACTION STEPS ONGOING												
Disaster Recovery - Provide assistance to households affected by Hurricane Irma under the State Housing Initiatives Program (SHIP) disaster strategy (insurance deductible reimbursement and home repair)												
		X	X						X	X		X

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ACTION STEPS ACHIEVED												
Big Read - Coordinated the 2018 Big Read grant from the National Endowment for the Arts about the book, <i>True Grit</i> , encouraging reading by a diverse audience through 152 public events with 9,612 attendees. The programs involved every branch library and included book discussions, author talks, theatrical events, music programs, and an art exhibit. The month-long celebration started January 15 and ran through February 28. [UPDATE]												
									X	X		X
2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Hope Place library - Offer library services at Hope Place	Ongoing Action Step											
Held community meeting on February 13 to present plan and gather input for library [UPDATE]			X						X			
Council approved one-time allocation for construction of library; update on library service for community and residents of shelter, 3/6/18 [UPDATE]			X						X			
ACTION STEPS ONGOING												
Self-check-out/check-in - Continue implementation of self check-out/check-in systems in high-use libraries							X	X		X		
Economic development - Continue to actively contribute to the county's economic development effort by making training opportunities available through the library e-resource lynda.com, and provide computer assistance and training in library e-labs						X						
Early literacy - Continue "1,000 Books before Kindergarten" initiative, to improve early literacy and kindergarten readiness; introduce 21st century story time initiative in all library branches to engage 21st century learners			X							X		

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STEAM programs - Continue development of STEAM (science, technology, engineering, arts and math) fields in the LaunchPad makerspace in the Daytona Beach and Deltona Regional Libraries, along with mobile maker programs in all library branches; continue development of existing partnerships and seeking new partnerships			X			X			X	X		
Summer reading program - Continue to engage school-age children during the summer school break through coordinated summer reading program in all library branches			X						X	X		X
Student library cards - Develop partnership with the schools to provide library cards for all students to encourage use of the resources and services of the public library			X							X		
Digital divide - Continue work to close "digital divide" in community by ensuring residents have access to computers, broadband Internet, training classes, and online learning resources						X				X		X
Outreach - Provide outreach in the community to reach the underserved; attend community events to promote library services and use of library resources			X							X		X
Children's play yard - Complete installation and opening the Rachel Robinson Play Yard for children at Daytona Beach Regional Library on City Island			X						X	X		
Customer Service - Engage in goal setting and future planning to meet customer demand			X				X			X		X

COMMUNITY SERVICES

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Half marathon - Continue to hold Daytona Beach Half Marathon	Ongoing Action Step											
Partnered with other county divisions and the Daytona International Speedway to hold Daytona Beach Half Marathon on February 4, 2018, with 2,618 registered runners in four events (half marathon, half marathon relay, 5K, and Speedway Challenge) [UPDATE]			X		X		X	X	X	X	X	X
Community cultural grants - Ensure accountability and transparency in community cultural operating assistance grant funding	Ongoing Action Step											
Awarded \$50,500 to support local arts organizations for FY 2017-18 from revenues received from the state specialty license plate program [UPDATE]	X	X	X		X		X		X	X	X	X
Hope Place recreation yard - Install and maintain neighborhood recreation area for residents of Hope Place and in the surrounding neighborhood	Ongoing Action Step											
Held community meeting on February 13 to present plan and gather input for recreation yard [UPDATE]			X						X			
ACTION STEPS ONGOING												
Library play yard - Install and maintain Rachel Robinson Play Yard at Daytona Beach Regional Library on City Island			X						X			
River-to-Sea Trail - Build 82.2 miles of trails associated with the St. Johns River-to-Sea Loop	X	X	X		X				X	X	X	X
Fees - Adjust recreation fees, pavilion rentals, Strickland Range fees, and ball field rentals as needed			X				X	X		X	X	X

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ACTION STEPS ONGOING												
Educational materials - Continuously develop and improve a countywide program for interpretive educational panels, maps and kiosks at county parks and trails	X		X		X					X	X	X
Doris Leeper Spruce Creek Preserve - Create a visual vista overlooking the Halifax River at the Doris Leeper Spruce Creek Preserve Divito property		X	X		X				X	X	X	X
Shell Harbor Park - Develop the park		X	X		X		X			X	X	X
Lemon Bluff Park - Develop the park		X	X		X		X			X	X	X
Blue Lake - Improve the boat ramp		X	X		X		X			X		X
Cypress Lake Park - Improve the boat ramp and add a fishing dock		X	X		X		X			X		X
Trails app - Revise and improve the mobile app			X		X		X			X		X
Highbridge Park fishing dock - Replace the deck, stringers, and pilings		X	X		X		X			X		X
Barkley Square Dog Park - Install drainage to minimize erosion		X	X		X		X			X		X
Roberta Drive Park fishing dock - Replace the deck, stringers, and pilings		X	X		X		X			X		X
Seabridge Riverfront Park fishing dock - Replace the deck and stringers		X	X		X		X			X		X

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ACTION STEPS ACHIEVED												
Route improvements, Daytona Beach and Port Orange - Implement headway improvements on routes 7 and 11, decreasing time between buses from 60 minutes to 30 minutes, February, 2018 [UPDATE]	X		X		X		X	X		X		X
2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Bus pad renovation - Complete renovations so all bus stop pads are ADA compliant	Ongoing Action Step											
On March 20 Council approved an agreement with the City of Edgewater for two bus stop improvements and maintenance [UPDATE]	X		X				X			X	X	X
ACTION STEPS ONGOING												
Fuel conservation - Continue to evaluate vehicles, alternate fuel options, and routes for efficiencies		X	X				X	X		X	X	X
Hybrid-diesel buses - Continue phase-in; federal grant covers 100% cost of each bus		X	X				X			X	X	X
Bus service to DeBary SunRail - Continue partnership between Votran/FDOT for feeder bus routes from DeLand and Deltona to DeBary SunRail station; state funding for feeder bus service will be provided for first seven years of SunRail operation	X		X			X	X		X	X		X
Mobile app and text messaging - Ongoing promotion of technology improvements such as "My Stop Mobile" mobile app and the "Vo to Go" text messaging program			X							X	X	X

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ACTION STEPS ONGOING												
Information for seniors - Continue community conversation via monthly articles about how Votran bus services can help aging individuals reclaim their independence			X			X				X	X	X
Transit Technician certification - Implement the certified transit technician program with FDOT, CUTR and Daytona State College			X			X			X			
Van pool/vRide - Promote the Votran van pool program through contractual partnership with vRide	X		X						X	X		
Volusia Transit Connector Study - Continue to use information and process from the Florida Department of Transportation 2016 study for planning and implementation of future transit routes, stations, and sites	X		X		X		X	X	X	X	X	
Votran Transit Development Plan - Continue to use information from the 2016 plan for the next ten years to help prioritize transit service improvements	X		X		X			X		X		X
Route evaluation - Continue to evaluate for efficiency and potential service improvements on most utilized routes			X					X	X	X		X
Implement new route in New Smyrna Beach - Implementation of route to fulfil an identified unmet transportation need in western New Smyrna Beach, June, 2018	X		X		X		X	X		X		X
Interactive Voice Response for service - Continued implementation of IVR to improve the efficiency of Votran Gold service	X		X				X	X		X		X
Gillig clean diesel buses - Accept delivery of five Gillig buses in first quarter 2018	X	X	X				X	X		X		X

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ACTION STEPS ONGOING												
2018 Triple Crown Rodeo - Host statewide rodeo in partnership with Florida Department of Transportation, Florida Public Transit Association, and the Center for Urban Transportation Research at the University of South Florida. Events to be held at the Ocean Center and the Hilton Daytona Beach Oceanfront Resort						X			X		X	
Shriner's Convention - Provide conference transportation services to convention attendees in July 2018	X				X				X	X	X	X

GROWTH & RESOURCE MANAGEMENT

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Grant funding for programs - Seek and obtain funding for environmental and marine programs	Ongoing Action Step											
Educational programs - Provide educational opportunities about water and conservation lands for county residents and visitors	Ongoing Action Step											
Obtained a \$240,000 grant from the U.S. Environmental Protection Agency, which is administered by the Florida Department of Environmental Protection, for a Save Our Springs and Rivers project. The three-year education and outreach project involves Volusia County Water Resources and Utilities Division, municipal water suppliers, and Project H2O. Required match funds consist of \$139,800 in-kind services and \$33,000 in cash for a grant totaling \$412,800; approved by Council on February 6, 2018. [UPDATE]		X					X				X	
ACTION STEPS ONGOING												
Marine Science Center - Execute the MSC's five-year plan and expand the facility accordingly	X	X	X		X	X	X	X	X	X	X	X
Marine Science Center - Continue marine, bird, and protected animal rehabilitation and educational programs	X	X	X		X	X	X	X	X	X	X	X
Water quality initiatives - Monitor, preserve, and improve water quality		X									X	
Lyonia Environmental Center (LEC) - Operate the LEC, including offering educational programs supported by public and private partnerships, and engaging volunteers in programming and funding activities		X	X				X		X		X	X

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ACTION STEPS ONGOING												
Waterway debris removal - Remove debris from county's waterways		X	X						X			
Control pollution - Provide protection from pollution	X	X										X
Environmental protection standards - Implement and enforce the county's minimum standards for protecting the environment	X	X										X
Sustainability Action Plan and Green Volusia program - Achieve resource sustainability and conservation in accord with county adopted plans/programs		X			X		X		X			
Volusia Forever - Implement the Volusia Forever program for land conservation		X	X								X	
Sea turtle habitat - Manage the Sea Turtle Habitat Conservation Plan (HCP) program		X										
Manatee protection - Implement phases I and II of the Manatee Protection Plan		X							X			
Marine life volunteers - Operate the county's Marine Mammal Stranding Team and the Manatee Watch volunteer programs		X										

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Land development code - Continue to update the land development code (LDC) to increase efficiency and decrease regulatory burden	Ongoing Action Step											
Amended the zoning ordinance and land development code to clarify and correct several portions that were outdated and contradictory [UPDATE]	X				X					X	X	
Zoning code updates - Continue to review and update the zoning code to increase efficiency and decrease regulatory burden	Ongoing Action Step											
Amended the zoning ordinance to better define the maximum lot coverage at the Daytona Beach Airport to increase the ability to attract quality development, 1/18/18 [UPDATE]	X				X	X		X			X	X
Amended the zoning ordinance to create an Airport Protection Overlay Zone to be consistent with Florida statutes and to create a safer barrier around public use airports, 1/18/18 [UPDATE]	X			X							X	X
ACTION STEPS ONGOING												
Planning projects/initiatives - Review and implement ongoing planning initiatives to achieve the goals and directives set by Council	X		X		X		X			X		X
Smart Growth updates - Continue to review and incrementally update the zoning and land development code based on recommendations of the Smart Growth Committee	X		X							X	X	X
Comprehensive Plan updates - Continue to review and update the Comp Plan	X	X	X	X	X	X	X	X	X	X	X	X

GROWTH & RESOURCE MANAGEMENT

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ACTION STEPS ONGOING												
Review of county-owned property - Conduct periodic reviews of county-owned property as required by Florida statute/county policy to determine classification and/or proper disposition							X	X			X	
Volusia Transit Connector Study - Align and use information from the Florida Department of Transportation study presented to the County Council on September 22, 2016 to develop policies to foster transit-oriented development that are consistent with the comprehensive plan and the sustainability plan.	X	X			X		X	X	X	X	X	

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Client experience - Continue to develop and deliver an environment, customer service, and programs for enhancing experience of users	Ongoing Action Step											
On March 3 Council approved selection and award of contract for professional communication systems engineering to replace sound amplification and control center at the Ocean Center [UPDATE]	X	X	X		X		X			X	X	X
ACTION STEPS ONGOING												
Auxiliary services for guests - Continue to collaborate to promote activities that will increase auxiliary services (restaurants, attractions, hotels)	X	X	X		X				X	X	X	X
Lighting - Replace lighting throughout Ocean Center with LED lighting to improve light quality	X	X		X	X		X					X
Improvements to facility and parking garage - Continue with planned improvements to arena, common areas, signage and garage to enhance client experience		X	X		X		X			X	X	X
Technology upgrades - Upgrades including new internet service, expanded Ungerboeck programs, and electronic message boards	X		X		X					X		X
Heating/cooling systems - Finish replacement of all HVAC systems in arena, estimated completion April 2018	X	X		X	X		X	X		X		X
Exterior marque - Replace A1A marque					X					X		X
Roofs - Refurbish both roofing systems on arena		X			X							X
Parking garage entrances/doors - Continue to upgrade automated equipment to improve ingress and egress for the garage and continue exterior door replacement to improve security in the parking garage	X			X				X		X		X

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ACTION STEPS ONGOING												
Facilities security - Continue to provide and enhance security processes and equipment for safety/security of physical assets and customers of Ocean Center and parking garage												
				X						X		

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Diversity and inclusion - Promote, educate, and champion initiatives for diverse and inclusive workplace [NEW]	Ongoing Action Step											
The Public Protection Department had 737 employees from seven divisions complete the county's new diversity and inclusion training by the end of the first quarter 2018, with 92 employees completing the training in the prior year [NEW]						X	X	X	X	X	X	X
ACTION STEPS ONGOING												
Workforce - Increase efforts to recruit, develop, and retain a diverse workforce [NEW]				X		X	X	X	X		X	

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ACTION STEPS ONGOING												
Minimize rabies outbreaks in domestic animals - Vaccinate cats/dogs				X				X		X	X	X
Reduce number of unwanted animals - Spay/neuter cats and dogs				X				X		X	X	X
Protect people/animals by enforcing laws - Enforce laws pertaining to animals and delivery of stray animals for humane sheltering and handling				X				X	X	X	X	X
Cat spay/neuter programs - Continue to enhance programs				X			X	X	X	X	X	X
Promote responsible pet ownership through education - Inform the public via community speaking events				X	X						X	X

DELETED: Increase public awareness of county Animal Services Division - subsumed under "Promote responsible pet ownership"

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Maintain accreditation - Accredited law enforcement agency since 2006, with subsequent periodic review of policies, procedures and operations in order to maintain accreditation status with the Commission for Florida Professional Standards; to provide the public with a high level of confidence that the services provided meet the stringent criteria required for accreditation	Ongoing Action Step											
Earned reaccreditation in February for another three years (through 2021) [UPDATE]	X		X	X	X	X				X	X	X
ACTION STEPS ONGOING												
Workforce - Develop and implement methods to secure and retain seasonal lifeguards [REVISED LANGUAGE]				X		X	X	X	X		X	
Educate about beach safety and beach ecology - Provide information to beachgoers and the public through community outreach programs, social media, and technology [REVISED LANGUAGE]				X			X			X	X	X
Improve public and vehicle access - Operational and equipment adjustments to accommodate additional beach ramp openings approved by Council, while maintaining beach safety [REVISED LANGUAGE]	X	X	X		X		X	X	X	X		X
Provide a safe beach - Optimize lifeguard staffing during peak periods, through strategic placement of portable towers, dynamically staff with LEO/lifeguard/EMT, and arrange rescue equipment to meet identified response needs				X			X			X	X	X

DELETED: Social media and technology - Deleted and combined with "Educate about beach safety"

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Workforce - Increase efforts to retain and develop a diverse workforce, including retention to reduce turnover and overtime [REVISED LANGUAGE]	Ongoing Action Step											
Conducted an open house at the Branch Jail on February 3 to recruit a diverse workforce [UPDATE]			X			X	X	X	X	X	X	X
ACTION STEPS ONGOING												
Branch Jail roof replacement - Complete Phase 2 of replacement of roof that is original to 30-year old building and has reached its useful life span	X	X					X	X			X	
Average daily inmate population - Continue to manage jail population in manner that keeps jail expansion to a minimum		X					X	X			X	
Mental health services - Continue to enhance response services for inmates with mental health issues			X	X			X			X		X
Substance abuse services - Continue to enhance services and responses for inmates with substance abuse issues			X	X			X			X		X
Upgrade infrastructure for jail - Plan and implement a multi-year upgrade to data, voice, video and security infrastructure for the two correctional facilities and upgrades to better monitor inmates and increase staff safety [REVISED LANGUAGE]	X			X			X				X	X
Modernize video visitation, inmate phone, and jail management systems - Plan, select, and implement new systems for the two correctional facilities to meet current requirements for inmate and public services, security, cost efficiencies, and interoperability [REVISED LANGUAGE]	X			X			X				X	X

PUBLIC PROTECTION

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	Promote health and safety, provide services to meet needs of citizens, and practice stewardship of environment.				Strong economic health tied to job growth, industry balance, and financial soundness.				Foster partnerships to deliver exceptional services.			
OBJECTIVES	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4
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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Facility improvements - Continue to repair, replace, enhance, and secure facilities and capital items in line with the five-year capital plan [REVISED LANGUAGE]	X	X		X			X	X			X	
Inmate services - Provide food, recreation, and medical services for inmate population [NEW]		X	X	X			X	X	X	X	X	X
Inmate programs - Provide self-improvement programming including education, work, and faith-based opportunities [NEW]			X			X	X	X	X	X	X	X

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Maintain accreditation - Continue to maintain professional certifications with national accrediting bodies to provide the public with a high level of confidence in the competencies and services provided to citizens [NEW]	Ongoing Action Step											
Recertified as a "Storm Ready" community by the National Oceanic and Atmospheric Administration (NOAA) [NEW]	X	X	X	X				X	X	X	X	X
ACTION STEPS ONGOING												
Grants for emergency management - Identify, pursue, and use grant funding to achieve and enhance emergency management preparedness and operation, as well as mitigation projects focused on hazard mitigation [REVISED LANGUAGE]	X	X	X	X	X		X	X	X	X	X	X
Public preparedness - Increase public awareness of general preparedness and severe weather preparedness using social media and mass media, and through community outreach programs and preparedness exercises [REVISED LANGUAGE]	X		X	X			X	X	X	X	X	X
Health care facility reviews - Conduct reviews of local health care facilities for emergency preparedness to facilitate appropriate life-safety response during emergencies [NEW]			X	X					X	X	X	X
Disaster management - Prepare for and manage disasters and facilitate community recovery through a multi-pronged approach, including: reviews of Continuity of Operations Plans (COOP) and Emergency Support Functions (ESF); coordinating training for ESFs and partners; and support of private sector groups, non-profits, and faith-based organizations into effective disaster recovery teams (VIND, COAD, CERT, VOAD) [REVISED LANGUAGE]	X		X	X			X	X	X	X	X	

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ACTION STEPS ONGOING												
Staff competencies - Encourage staff professional certifications and participation in trainings that will increase their knowledge, skills, and abilities for responding to future emergencies [NEW]						X	X	X	X		X	X
Local Mitigation Strategy Working Group - Continue to coordinate "Volusia Prepares," comprised of local governments, hospitals, nonprofits and civic groups, which recommends projects using FEMA funds [REVISED LANGUAGE]	X	X		X			X	X	X	X	X	X
Comprehensive Emergency Management Plan - Execute the updated plan that was adopted by Council in 2016			X	X	X						X	X

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ACTION STEPS ONGOING												
Internal medical inventory program - Refine the medical supply/medication inventory supply program used by three divisions within the Public Protection Department	X		X	X			X	X	X	X	X	X
Infection control program - Institute an infection control program for Public Protection Department	X		X	X		X				X		X
Emergency medical technician and paramedic training - County engages in partnerships to ensure trained and competent emergency medical service providers				X					X		X	
Quality assurance - Review emergency medical processes and protocols for quality assurance and continuous improvement				X		X				X	X	X
COPCN (Certificate of Public Convenience and Necessity) biannual renewals - Refine the COPCN application prior to renewal of all 11 participating agencies in August 2018			X	X					X	X	X	X

DELETED: External medical inventory program

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ACTION STEPS ONGOING												
Control costs - Control/reduce costs through electric plug-in stations, vehicle redesign, supply/equipment processes and use practices [REVISED LANGUAGE]			X			X	X	X	X	X	X	X
Patient care - Provide high quality and compassionate emergent medical care and transportations through the use of state-of-the-art skills and technology [REVISED LANGUAGE]	X		X	X					X	X		X
Workforce - Develop and implement methods to secure, develop, and retain a skilled and diverse workforce [NEW]				X		X	X	X		X		X
EMS/EVAC facility - Construct an emergency medical services (EVAC) facility	X			X			X					

DELETED: Nurse triage program, Interfacility transports, Internal medical inventory program; deleted Electric plug-in stations, subsumed under "Control costs"

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ACTION STEPS ONGOING												
Intergovernmental cooperation - Work with all municipalities to consolidate functions, training, and equipment; maintain/pursue automatic aid agreements where mutually beneficial services are available [REVISED LANGUAGE]	X			X			X	X	X	X	X	X
Community outreach - Educate public about fire safety and wildland mitigation through fire station open houses, public speaking, fire training center, and other community events [REVISED LANGUAGE]			X	X					X	X	X	X
Response/risk assessment - Overall evaluation of station infrastructure for possible relocation based on future needs/reallocation of apparatus determined by risk assessment; employ dynamic staffing model that better reflects actual community needs and risks [REVISED LANGUAGE]	X			X			X			X	X	X
Community paramedicine - Continue to examine existing programs in other markets, as well as other available programs and opportunities [NEW]	X			X			X					X
Prescribed burns wildfire prevention- Continue to conduct prescribed burns as weather permits, as well as mechanical mitigation in interface areas of concern [NEW]	X	X	X	X					X		X	X
Workforce development - Facilitate skills development of current staff for promotional opportunities; educate staff about ethics, workplace diversity and harassment awareness; increase volunteers [REVISED LANGUAGE]						X		X		X		

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ACTION STEPS ONGOING												
Training and partnerships - Promote and provide continual training to provide rapid response/mitigation of incidents requiring HazMat or wildland fire response, including interagency trainings for skill competency and interagency relations/coordination				X					X	X	X	
Facility renovations - Renovate Fire Station 36 in Osteen	X			X			X					
Facility upgrades - Continue upgrading fire stations and support facilities as needed [NEW]	X			X			X					

DELETED: Environmentally sustainable

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ACTION STEPS ONGOING												
ME Laboratory - Update or expand laboratory to meet demand and meet regulatory requirements			X	X			X	X	X	X	X	X
Inter-agency cooperation - Continue to liaison with federal, state and local agencies - including Consumer Product Safety Commission, Suicide Prevention Coalition, Fetal Infant Mortality Review, Central Florida Disaster Medical Coalition - to provide medical and scientific information for reliable cause of death opinions	X		X	X					X	X	X	X
Tissue recovery - Continue to cooperate with regional organizations, including the Southeast Tissue Alliance, Lions Eye Institute, TransLife, and Central Florida Tissue and Eye Bank, benefiting the living and in accord with professional practice guidelines			X					X	X	X	X	X
Revenue generation - Continue to generate funds for contracted services and cremation approval fees, providing an offset to the division's annual budget							X	X	X	X	X	X
Death investigation trainings - Participate in various trainings to teach the community about death investigation, including specialized training for law enforcement	X									X	X	
Student/Volunteer Internship Program - Implement a Medical Examiner's Student Internship Program to assist in all areas of the Medical Examiner's officer					X	X	X		X			
Technology improvements - Continue to look at ways to employ the most advanced technology to help improve operations [NEW]							X				X	X

DELETED: Disaster Preparedness Training

PUBLIC WORKS

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
NSB 27th Avenue beach vehicular access ramp - Repair ramp that suffered significant erosion [NEW]	Ongoing Action Step											
On February 20 Council approved a task assignment for design, permitting, and construction management for permanent repair of the vehicular ramp [NEW]					X	X	X	X	X		X	
Off-beach parking 1255 Ocean Shore Boulevard - Complete lot with 44 angle parking spaces, shower, ADA beach access ramp, seawall repair, and landscaping, in Ormond-by-the-Sea	Ongoing Action Step											
Council approved contract with P & S Paving for off-beach parking lot, 3/6/18 [UPDATE]	X	X	X				X	X		X		X
ACTION STEPS ONGOING												
NSB boardwalk - Complete of all phases of Smyrna Dunes Park boardwalk	X		X							X		X
Off-beach parking Hiles Boulevard - Complete parking lot with additional handicapped spaces, restroom, shower, bike rack facility in New Smyrna Beach	X	X	X				X	X		X		X
Dune walkways - Continue renovation and repairs to upgrade and rebuild county's public beach access dune walkways	X	X	X		X	X	X	X		X		X
Beach tolls - Monitor collections and adjust beach tolls as necessary	X		X					X		X	X	X
Off-beach parking 726 N. Atlantic Avenue - Complete lot with 70 parking spaces, ADA beach access ramp, showers, bike racks, 15' wide concrete beachfront boardwalk, landscaping in Daytona Beach	X	X	X				X	X		X		X

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ACTION STEPS ONGOING												
Off-beach parking 650 S. Atlantic Avenue - Build/complete lot with 124 total spaces, including 6 handicapped spaces; Beach and Coastal North County Operations Facility; landscaping, sidewalks, improved drainage and curbing, in Ormond Beach	X	X	X				X	X		X		X
Off-beach parking Daytona Beach Shores - Resolution of placement of two parking lots before engineering, design, and construction	X	X	X		X	X	X	X		X	X	X
Off-beach parking - Continue expansion of coastal off-beach parking as needed	X	X	X				X	X		X		X

DELETED: Derelict vessels

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Hope Place library - Oversee and coordinate renovation/construction of the library facility/space at Hope Place	Ongoing Action Step											
Approval of contract with Saboungi Construction for construction management/general contracting services, 3/6/18 [UPDATE]			X				X		X			
West Park Avenue (Edgewater) - Complete 2-lane to 3-lane widening of West Park Avenue from Old Mission Road to Massey Ranch Road in Edgewater; includes adding 5' paved shoulders and stormwater management	Ongoing Action Step											
Council approved request to State of Florida for easement over state lands for project, 2/20/18 [UPDATE]	X											X
Council approved mitigation agreements with Cow Creek Ranch and authorization for Lake Swamp agreement for functional loss of wetland impact to project, 3/20/18 [UPDATE]	X											X
Williamson Boulevard (Daytona Beach) - 4-lane Williamson Boulevard from LPGA Boulevard to Strickland Range Road [NEW]	Ongoing Action Step											
Approval of infrastructure project agreements with Florida Departments of Economic Opportunity and Transportation; uses grant funding from the Florida Job Growth Grant Fund, 3/6/18 [NEW]	X						X					X
Spring-to-Spring Trail - Continue construction of trail segments until completion of the county trail	Ongoing Action Step											

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
On March 20 Council approved contract for surveying and environmental services for Segment 3B, from the north end of Don Smith Boulevard to Dirksen Drive in the City of DeBary [UPDATE]			X				X			X	X	X
ACTION STEPS ONGOING												
East Central Regional Rail Trail segment 4B - Complete trail segment from Gobbler's Lodge Road to Maytown Spur Road in Osteen; 12' wide multiuse trail with pedestrian bridges over water features			X				X	X		X	X	X
East Central Regional Rail Trail segment 5 - Complete trail section from Brevard County line to Cow Creek in Edgewater; 12' wide multiuse trail with pedestrian bridges over water features			X				X	X		X	X	X
Mike Eader Turnbull Bay Road Bridge (New Smyrna Beach) - Complete replacement of failing 2-lane bridge with 2-lane bridge with shoulders	X											X
LPGA Boulevard - Complete 4-laning LPGA Boulevard from Derbyshire Road and Jimmy Ann Drive, including utility improvements for Daytona Beach and Holly Hill	X						X					X
Howland Boulevard (Deltona) - Complete 2-lane to 4-lane widening of Howland Boulevard from Providence to Elkcam Boulevard	X											X
Orange Camp Road (DeLand) - Complete 2-lane to 4-lane widening from Martin Luther King Boulevard to I-4	X											X
Tenth Street (New Smyrna Beach & Edgewater) - Complete Tenth Street widening from 2-lanes to 4-lanes from Myrtle Avenue to U.S. 1, including major box culverts under Florida East Coast railroad and railroad crossing signalization	X											X

PUBLIC WORKS

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ACTION STEPS ONGOING												
Beresford Avenue extension (DeLand) - Construct new 2-lane road from Blue Lake Avenue to Kepler Road	X											X
Tom Staed Veterans Memorial Bridge (Daytona Beach) - Replace existing bascule bridge with 2-lane concrete arch bridge with 8' sidewalks and fishing pier	X											X

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Roadways and drainage - Continue work to maintain critical roadway and drainage infrastructure	Ongoing Action Step											
On February 6 Council approved a cooperative cost share agreement with the Florida Department of Environmental Protection (FDEP) to cover 50% of costs to construct two stormwater treatment boxes along Dirksen Drive near Gemini Springs (grant not to exceed \$190,950). The St. Johns River Water Management District (SJRWMD) provided county \$190,000 grant for construction costs in December 2017; county will provide matching funds of approximately \$50,000 for engineering, balance of construction and grant-related services. Construction bids were received on March 29 and construction is expected to begin in May. [UPDATE]	X	X	X	X			X					
ACTION STEPS ONGOING												
Bridges - Continue work to maintain critical bridge infrastructure	X	X	X	X			X					
Road transfers - Pursue additional local road transfers to cities when opportunities arise		X					X			X		X
ADA sidewalk renovations - Continue work to complete renovating sidewalks for ADA compliance	X	X	X	X			X					
Public Works Service Center - Construct a facility for Road and Bridge, Traffic Engineering, Mosquito Control, and related county services from a centrally located property	X			X			X					

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2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Grant funding for programs - Seek and obtain funding for security, safety, crime prevention, and victim programs		Ongoing Action Step										
Obtained funding in January-March 2018 from/for: • High Intensity Drug Trafficking Area (HIDTA) program grant funds will reimburse county for operating and overtime of local task force members (\$221,056) • Victims of Crime Act (VOCA) funding for victim advocate services (\$122,736) • Florida Department of Transportation Motorcycle Safety Grant for salary costs of deputies assigned to high visibility zero tolerance enforcement operations (\$30,000) [UPDATE]				X	X			X	X			
Engage the community - Engage citizens for improved relations, aimed at increasing crime prevention and crime solving activities		Ongoing Action Step										
Participated in community events, including MeStrong; Daytona Half Marathon; three LEO job fairs with Daytona State College and the University of Central Florida; two "Honor the Guard Night" at Chick-Fil-A on February 1 in Orange City/Deltona and on March 21 in DeLand; Law Enforcement Torch Run in DeLand to benefit the Special Olympics on March 31 [January-March] [UPDATE]										X	X	X
Donated 25 desktop computers and 22 laptop computers to Campbell Middle School; surplus equipment is outdated/unusable by department, January 2018 [UPDATE]					X						X	X
Donated one automobile to University High School to be used as a training scenario vehicle for driving instruction, 2/20/18 [UPDATE]					X						X	X

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Donated \$177,000 in forfeiture funds to community programs that address drug treatment, education, or prevention; crime prevention; safe neighborhoods; or school resource officer program, including Florida Sheriff's Youth Ranch, Stewart-Marchman-Act, Boys & Girls Club, West Volusia PAL, Volusia Sheriff's Youth Foundation, and other local charitable and community organizations, approved by Council, 3/6/18 [UPDATE]									X		X	X
Crime reduction - Engage in activities to prevent, control, and respond to crime	Ongoing Action Step											
Conducted "Operation Heavyweight" on the west side of the county that resulted in the arrest of 21 individuals for heroin trafficking, with 3 additional arrest warrants outstanding, 3/13/18 [NEW]			X	X	X	X			X	X	X	X
Zero tolerance for individuals threatening school shootings; 18 youth arrested for making false statements and disrupting classes with cost of agency response to be assessed to youth's parent, February-March [NEW]			X	X					X	X	X	X
Donated seven Tasers with holsters, seven ballistic panel sets with carriers, and seven rechargeable flashlight chargers to Lake Helen Police Department, 3/6/18 [UPDATE]				X						X	X	
Accountability-based policing - Ensure accountability, transparency, and responsiveness of agency performance	Ongoing Action Step											
Conducted three COMPSTAT agency and public meetings during the 1st quarter 2018 (1/11, 2/8, 3/8) [UPDATE]	X		X	X	X	X	X	X	X	X	X	X

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
	Promote health and safety, provide services to meet needs of citizens, and practice stewardship of environment.				Strong economic health tied to job growth, industry balance, and financial soundness.				Foster partnerships to deliver exceptional services.			
OBJECTIVES	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4
	Infrastructure/regulatory actions protect, enhance citizen experience	Enrich and preserve natural and built resources	Broad range of services for well-being of citizens	Safe, secure community through prevention, readiness, professional response	Community attracts and retains businesses	Develop/retain workforce matched to varying job opportunities	Allocate limited resources fairly and efficiently	Services and decisions are financially sustainable	Public/ private partnerships	High level customer service	Leadership	Meet expectation for quality
2018 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Evidence storage/forensics lab - Construct a new evidence storage building and forensics lab for the controlled storage and processing of crime scene evidence, seized and recovered property	Ongoing Action Step											
On February 6 Council approved a construction management/general contracting contract with Ajax Building Corporation establishing a guaranteed maximum price for the new evidence storage facility [UPDATE]	X			X								X
Human resources - Ensure personnel processes reflect community diversity and standards, and agency practices enhance the workforce and its operation	Ongoing Action Step											
Held annual award program of all sectors of the agency (deputies, telecommunicators, civilian employees, volunteers), as well as community supporters; recognition program supports workforce excellence and agency operations, 2/27/18 [UPDATE]				X	X	X	X	X	X		X	X
ACTION STEPS ONGOING												
Victims of crime - Support and assist victims of crime			X	X					X			X
Traffic safety - Initiate and continue efforts to ensure safety on the area's roadways			X	X						X	X	X
Operational optimum performance - Employ processes and personnel for organizational effectiveness and efficiency				X			X	X			X	X
De-escalate police-citizen encounters - Use training policy, processes, and equipment to advance de-escalation by officers	X			X					X		X	X

SHERIFF'S OFFICE

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
	Promote health and safety, provide services to meet needs of citizens, and practice stewardship of environment.				Strong economic health tied to job growth, industry balance, and financial soundness.				Foster partnerships to deliver exceptional services.			
OBJECTIVES	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4
	Infrastructure/regulatory actions protect, enhance citizen experience	Enrich and preserve natural and built resources	Broad range of services for well-being of citizens	Safe, secure community through prevention, readiness, professional response	Community attracts and retains businesses	Develop/retain workforce matched to varying job opportunities	Allocate limited resources fairly and efficiently	Services and decisions are financially sustainable	Public/ private partnerships	High level customer service	Leadership	Meet expectation for quality
ACTION STEPS ONGOING												
Technology - Employ and leverage technology to improve crime fighting and also to increase community safety by de-escalation of life threatening incidents				X			X	X			X	X
Deputy sponsorships - Continue providing scholarships for individuals through the deputy sponsorship program						X						X