

AVIATION & ECONOMIC RESOURCES

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
	<i>Promote health and safety, provide services to meet needs of citizens, and practice stewardship of environment.</i>				<i>Strong economic health tied to job growth, industry balance, and financial soundness.</i>				<i>Foster partnerships to deliver exceptional services.</i>			
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												
Terminal rehabilitation and renovation project - Complete the comprehensive update to the interior and exterior of the passenger terminal initiated in 2016	X				X		X		X	X	X	X
Airport Master Plan - Complete the plan update	X				X		X		X	X	X	X
Develop matrix to document airport land and infrastructure - Assess and list developed and undeveloped parcels/infrastructure to attract aviation and aerospace-related businesses that are growth-oriented to Daytona Beach and its airport.	X				X		X	X	X	X	X	X
Upgrade air handler system - Continue facility maintenance	X			X	X		X		X	X	X	X
Aircraft Rescue and Firefighting Facility (ARFF) - Construct facility on Bellevue Avenue	X			X								
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
Embry-Riddle Aeronautical University research park - Support with Taxiway Sierra extension					X		X		X	X	X	X
Public restrooms upgrade - Continue initiative until all restrooms are renovated	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	
Rental car facility - Design and construct consolidated facility to improve customer service	X				X				X	X	X	X
Terminal upgrades - 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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ACTION STEPS ONGOING												
Terminal roof rehabilitation - Last phase of project will provide newly refreshed (painted) structural steel canopy, enhancing the look and image of the terminal					X				X	X	X	X
Fuel farm - Install updated fuel system controls to improve fuel monitoring, tracking capabilities, and real-time usage reporting.					X		X	X	X	X	X	X
Emergency response road - Add at Runway 25R RSA, Taxiway Echo				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
Airport amenities - Increase for customer service					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
Revenue stream - Maintain and diversify portfolio by leasing available properties and possibly redeveloping selected parcels					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
GIS initiative - Develop a comprehensive initiative to improve facilities maintenance management and assist economic development by providing up-to-date information on airport real estate and capital assets. Geospatial information and integration with economic development, environmental and capital investment programs will greatly improve investment planning and management of airport assets.		X			X			X				
Taxiway November/Alpha - Complete the rehabilitation project				X			X					X

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ACTION STEPS ONGOING												
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	
Space Florida - Support initiatives of program	X				X	X	X		X		X	
Transportation - Support initiatives, including TPO, ISB Coalition, TCC, DRC, ITSS	X						X				X	
Funding and support - Continue seeking opportunities with legislative and executive branches for projects	X	X			X		X	X	X	X	X	X
Comprehensive economic development - Promote and implement Council's goals for economic development; support the community-wide effort in recruitment and expansion of employment opportunities and business retention, while fostering positive local intergovernmental partnering					X	X			X	X	X	X
Financial support for business expansion/recruitment - Provide local support for activities in coordination with the goals and objectives to further the county's economic development plan					X		X		X	X	X	X
Business initiatives and partnerships - Support Volusia County Industrial Development Authority, Business Incubator Advisory Board, and serve as liaison to municipalities related to monitoring Community Redevelopment Areas					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
Tool kit for business owners - Enhance current economic development "tool kit" of resources that support the needs of growth-oriented business owners					X	X			X	X	X	X

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ACTION STEPS ONGOING												
Cultivate relationships - Foster trust-based business relationships with existing large-sized employers, as well as small- and medium-sized firms focused on growth, to increase profitability and identify expansion that will lead to new job creation					X		X	X	X	X	X	X
Targeted industry growth - 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
Business incubator - Contract at airport expires in 2017; continue forward					X	X	X	X	X		X	
Community partnerships - Partner with other stakeholders in economic development ecosystem, such as local cities, chambers, universities, small business development center at Daytona State College, Score87, and CareerSource Flagler/Volusia					X			X	X	X	X	X
Education/executive partnerships - Maintain strategic partner relations with ERAU, UCF incubator program, Team Volusia, CEO Business Alliance, Florida High Tech Corridor Council					X	X	X	X	X		X	X
Data and research - Continue to provide to business community					X			X	X	X		X
ERAU and B-1 buildings - Complete vacating the B-1 buildings at the corner of Clyde Morris Boulevard and Bellevue Road for final turnover to Embry-Riddle Aeronautical University for their research park					X	X			X			
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			

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ACTION STEPS ONGOING												
Analyze debt and use of reserves - Evaluate potential debt issuance for fiscal/budgetary impact; ensure county does not become reliant on unreserved and undesignated fund balance for ongoing operating costs							X	X			X	
“Pay as you go” funding - Strategy used for capital projects to reduce interest costs							X	X			X	
Refinancing - Continue to review opportunities to take advantage of lower interest costs							X	X			X	
Fiscal control - Continue to manage and monitor revenues, expenditures, and refinancing opportunities to achieve “Go to Zero” debt paid by General Fund by 2018							X	X			X	

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ACTION STEPS ONGOING												
"How to do business" workshops - Continue to participate in quarterly workshops									X			
Reverse trade shows - Continue to participate in Central Florida reverse trade shows									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	

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ACTION STEPS ONGOING												
Cost savings - Analyze county buildings and leases to obtain more favorable terms or locations based on favorable market conditions								X	X	X	X	
Water conservation - Continue to retrofit plumbing to reduce water usage by 40% to 50%							X	X		X	X	
Energy conservation - Install Demand Control Ventilation (DCV) in larger county buildings to reduce electricity consumption (estimated 10% reduction)							X	X		X	X	
Court/Central Services Warehouse - Construct a new warehouse for secure storage of documents, materials, supplies and equipment, including integrated security system, building automation and climate control for court records	X			X			X					X
Elections Warehouse - Construct new facility for secure storage of documents, materials, supplies and equipment, including staff work areas and shipping/loading area	X			X			X					X

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ACTION STEPS ONGOING												
Alternate fuels - Reduce vehicle fuel through alternatives (electric, natural gas)										X	X	
Partnership for fuel dispensing - Partner with Votran for joint use of the fuel site location in Orange City for county emergency response vehicles								X		X		
Extended vehicle life cycles - Lengthen vehicle and fire truck life cycles through ongoing evaluation								X		X		
Ambulance replacement cost control - Reduce costs of ambulance replacement by remounting the ambulance box										X		
Staff competencies - Continue Automotive Service Excellence (ASE) for fleet technicians										X	X	
Fuel conservation - Reduce vehicle fuel through best management and safe driving practices										X	X	
Landfill equipment life cycle - Continue to extend the life cycle of landfill compactors by rebuilding rather than replacing								X		X		
Hybrid-electric vehicles - Continue to "green" fleet by adding vehicles with alternate fuel needs for fuel efficiency, reducing greenhouse gas emissions		X					X	X	X	X	X	X

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ACTION STEPS ONGOING												
Revenue-sharing contract - Incorporate revenue sharing into contract with vendor, providing end-of-life PC buyback and disposal services								X			X	
Upgrade 800 MHz - Upgrade the public safety radio system to P25 technology.	X								X			X
In-house repairs for cost containment - Reduce communications maintenance costs through in-house repairs							X	X				
West side 800 MHz radio coverage - Expansion in DeBary and Orange City using Seminole County tower and partial grant funding	X			X					X			
Automated failover of critical computer systems - Implement automated failover to secondary data center to ensure continuity of operations	X										X	
e-signature Technology - In conjunction with the Purchasing Division, analyze expansion of e-signature use to increase responsiveness and reduce manual processes							X			X	X	
College internships - Continue providing real-world networking and applications experience and training to college interns						X	X		X			
Employee professional development - Implement program to prepare internal staff for promotion into supervisory and management positions and to help retain employees						X	X				X	
Paperless operations - Continue working with departments to plan and perform migration of paper records to electronic document management system to reduce staff time, costs, and paper file storage							X	X			X	
Computer-assisted mass appraisal system - Implement for Property Appraiser's Office	X						X	X		X	X	X
Upgrade infrastructure for jail - Plan and implement multi-year upgrade of data, voice, video, and security infrastructure for the Corrections Division	X			X			X				X	X

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ACTION STEPS ONGOING												
Re-engineer processes - Continue to minimize redundant processes, increase efficiencies, and maximize effectiveness							X	X		X		X
Workforce communications - Develop and deploy a workforce communication plan that will engage employees; integrate planning between services provided; effectively and consistently communicate process changes						X					X	X
Technical training - Update technical training plan to meet current and future needs						X				X		X
Service wait time - Develop and deploy automated system to track/report customer waiting time in each branch by service type. Establish average wait time per service and develop action items to reduce excessive wait times										X		X
Paperless operations - Develop and deploy plan for document imaging to eliminate paper and file management, creating efficiencies and reducing costs							X	X		X		X
Reduce payment posting times - Install new software for customer payments to be automatically sent to the agency's depository, allowing for transaction booking by the depository within four hours of the transaction vs. the current two-day process							X	X		X		X
High-speed batch technology - Implement to accelerate processing time and reduce costs for mail and online transactions								X		X		X
Employee recognition - Develop and deploy a recognition and incentive program						X					X	
Improve internal customer service - Implement customer service committee that meets monthly to address issues, concerns, corrective actions, outcomes										X	X	X

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ACTION STEPS ONGOING												
Bankruptcy cases - Develop and deploy tracking solution that provides reporting capabilities inclusive of all case types												X
Ethics training - Develop and deploy annual training policy to ensure staff is provided knowledge to recognize ethical conflicts and work through them to arrive at a morally responsible decision											X	X
Employee turnover - Develop an incentive plan to reduce turnover in the tag office						X		X		X	X	X
Electronic processes for car dealers - Implement ORION software to process electronic tag and title transactions and refunds for EFS for efficiencies and cost savings							X	X		X		X
Tourist tax accounts audit - Continue enhancement of collection efforts by contracting with external auditing firm to provide compliance audits of tourist development tax accounts							X	X	X			X
Tourist tax accounts collections - Continue collection efforts for tourist development tax using postcard tax notices to non-homestead property owners east of Halifax River							X	X				X
Succession planning - Develop and deploy a formal succession plan						X				X	X	X
Revise web pages - Update/improve internal and external web pages to better serve customers and employees										X		X

COMMUNITY INFORMATION

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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
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	
Half marathon - Continue to manage marketing operations of Daytona Beach Half Marathon	X				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 ONGOING												
Educational programs - Conduct research-based educational programs for residents		X	X	X	X	X	X		X	X	X	X
Educational materials - Distribute educational material to clientele		X	X	X	X	X	X		X	X	X	X
Use volunteers - Volunteers will continue to donate thousands of hours per year, producing significant savings for county residents		X	X	X	X	X	X		X	X	X	X

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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		
Utility assistance - Provide heating/cooling assistance to eligible families, pending grant availability			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											

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Leadership in health - Take leadership role by convening community partners, including hospitals, to set strategic priorities to improve health of residents			X						X		X	
Fuel efficient vehicles - Convert vehicles to hybrids, smaller bodied cars, and SUVs; ongoing vehicle replacement program		X										
Child dental care - Continue providing the school base sealant program to serve all Title I elementary schools in Volusia County			X						X			
West side medical services - Expand dental, WIC and clinical services by opening office in southwest Volusia County (Orange City)			X									
HPV vaccine - Increase vaccination rates				X					X			
Communication - Increase communication/media				X						X		
Energy conservation - Reduce energy consumption in county buildings; use alternate fuels in buildings and for vehicles (5-10% monthly savings)	X							X				
Community health dialogue - Expand and focus on health disparities with emphasis on obesity and access to health care			X						X			

COMMUNITY SERVICES

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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						X						
STEAM programs - Continue partnership with Embry-Riddle Aeronautical University and Friends of the Daytona Beach Regional Library in STEAM (science, technology, engineering, arts and math) fields			X			X			X	X		
Early literacy - Continue to develop and implement a family and early literacy program through the "1,000 Books before Kindergarten" initiative, helping families get their pre-school children school ready			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
Big Read - Coordinate 2017 Big Read grant from the National Endowment for the Arts to encourage reading by a diverse audience									X	X		X
Electronic books - Continue increasing access to electronic resources, including downloadable books, music, periodicals, and online tutoring services						X				X		X
Digital divide - Continue work to close "digital divide" in community by ensuring residents have access to computers, training classes, and online learning resources						X				X		X
Traveling bike cruiser - Continue a traveling bike, pedaled by an employee, stocked with books and DVDs for checkout to engage public with creativity, technology, discovery in today's libraries			X							X		X

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ACTION STEPS ONGOING												
Hope Place library - Offer library services and space at Hope Place			X						X			
Children's play year - Plan for future opening of children's play yard at Daytona Beach Regional Library on City Island, per Council action on December 15, 2016			X						X	X		

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ACTION STEPS ONGOING												
ECHO program - Ensure accountability and transparency in ECHO grant funding process	X						X	X		X	X	X
Online registration - Implement online program registration, permitting, reservation, and scheduling to enhance customer convenience and decrease staff time			X				X			X	X	X
Half marathon - Continue to hold Daytona Beach Half Marathon			X		X		X	X	X	X	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
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
DeBary Hall - Modify the HVAC system at DeBary Hall to minimize moisture build-up		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
Osteen trailhead - Add ADA restroom at trailhead		X	X		X		X			X		X
Cypress Lake Park - Improve the boat ramp and add a fishing dock		X	X		X		X			X		X

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ACTION STEPS ONGOING												
Trails app - Revise and improve the mobile app			X		X		X			X		X
Children's play yard - Install and maintain children's play yard at Daytona Beach Regional Library on City Island, per Council action on December 15, 2016			X						X			

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ACTION STEPS ONGOING												
Pension/compensation - Continue to secure annual compensation/pension payments to Volusia veterans, including retroactive funds owed										X		X
Homeless Stand Down - Continue to partner with state and local stakeholders to implement annual Homeless Stand Down, a medical, housing, and job fair for veterans	X		X	X		X	X	X	X	X	X	X
Veterans Treatment Court - Continue to provide service support to the Volusia County Veterans Treatment Court program			X	X					X	X	X	X

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ACTION STEPS ONGOING												
Fuel conservation - Continue to evaluate vehicles, alternate fuel options, and routes for efficiencies		X	X				X	X		X	X	X
Bus pad renovation - Complete renovations so all bus stop pads are ADA compliant	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
2017 Triple Crown Rodeo - Will host the rodeo; a combination of Paratransit Rodeo, Fixed Route Rodeo, and Mechanics Competition.						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
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
Route evaluation - Continue to evaluate for efficiency and potential service improvements on most utilized routes			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		

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ACTION STEPS ONGOING												
Volusia Transit Connector Study - Continue to use information and process from the Florida Department of Transportation study presented to the County Council on September 22, 2016 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 plan that was adopted by Council on October 20, 2016 for the next ten years to help prioritize transit service improvements	X		X		X			X		X		X

FINANCE

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
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ACTION STEPS ONGOING												
Analyze debt and use of reserves - Evaluate potential debt issuance for fiscal/budgetary impact; ensure county does not become reliant on unreserved or undesignated fund balance for ongoing operating costs							X	X		X	X	X
Refinancing - Continue to review refinancing opportunities to take advantage of lower interest costs							X	X			X	
PAFR - Continue producing the county's Popular Annual Financial Report (PAFR) specifically designed to be readily accessible and understandable to the general public									X	X	X	X

FINANCE

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ONGOING ACTION STEPS												
Attract diverse applicants - Establish a talent pipeline that infuses a diverse applicant pool into each vacant job listing						X	X	X	X	X	X	X
Risk management claims - Ongoing work to resolve risk management claims and recover funds							X	X				X
Employment law currency - Continue to review and analyze future state and federal laws that have an impact on human resources; coordinate the implementation as applicable						X	X	X		X	X	X
Health, Wellness & Benefits Fair - Continue to conduct the annual assessment, information, and enrollment event for employees						X	X		X	X	X	X
Employee recognition - Continue coordinating the annual employee recognition and diversity luncheons						X	X	X	X	X	X	X
Volunteer program - Centralize the county's volunteer program in Human Resources			X	X		X	X	X	X	X	X	X
Job tracks - Develop additional entry-level positions that have a focus on transitioning a more diverse applicant pool into the county's workforce			X	X		X	X	X	X	X	X	X

GROWTH & RESOURCE MANAGEMENT

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ACTION STEPS ONGOING												
Partnerships - Continue opportunities with private/public partnerships	X	X	X	X	X	X	X	X	X	X	X	X
Achieve full online capacity - Complete effort to place all building, planning, development, and environmental applications online	X	X	X	X	X	X	X	X	X	X	X	X

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ACTION STEPS ONGOING												
Permit processing times - Track and standardize permit processing times and create seamless permitting process for all customer applications	X	X			X			X	X	X	X	X
Infill interlocal agreements - Adopt interlocal agreements to decrease service costs and promote infill		X			X	X		X	X	X	X	X

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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

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ACTION STEPS ONGOING												
Smart Growth updates - Incremental code updates as needed										X	X	X
Zoning for urban corridors - Adopt a mixed-use zoning classification for urban corridors	X				X					X	X	X
Schools interlocal agreement - Amend the schools interlocal agreement in partnership with cities and Volusia County School District as needed	X		X		X	X	X	X		X	X	X
Land development code updates - Continue to update the code to increase efficiency and decrease regulatory burden	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
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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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Client experience - Continue to develop and deliver an environment, customer service, and programs for enhancing experience of users [NEW]	Ongoing Action Step											
Installing permanent signage for ECHO Gallery and rotating exhibits to educate visitors and increase awareness of Volusia County's commitment to the environment, culture, history, and outdoor recreation (ECHO program) [NEW]		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 - Replace all HVAC systems in arena	X	X		X	X		X	X		X		X
Exterior marquee - Replace A1A marquee					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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<p>ACTION STEPS ONGOING</p>												
<p>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</p>				<p>X</p>								

PUBLIC PROTECTION

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ONGOING ACTION STEPS												
Cat spay/neuter programs - Continue to enhance programs				X			X	X	X	X	X	X

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ACTION STEPS ONGOING												
Social media and technology - Use social media and update technology to provide better customer service and information			X							X		X
Beach wheelchairs - Evaluate pilot of free beach wheelchairs to determine whether to expand										X		
Partnerships for employee recruitment - Partner with area schools and universities to engage individuals for future employment						X	X	X	X		X	

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ACTION STEPS ONGOING												
Average daily inmate population - Continue to manage jail population in manner that keeps jail expansion to a minimum		X					X	X			X	
Technology for monitoring - Upgrades to better monitor inmates and increase staff safety	X			X		X				X		X
Five-year capital plan - Continue to repair and replace building and capital systems in line with five-year capital plan, including Branch Jail roof replacement	X	X					X	X			X	
Mental health services - Continue to enhance response services for inmates with mental health issues as part of ongoing commitment to address special needs inmate populations			X	X			X			X		X
Substance abuse services - Continue to enhance services and responses for inmates with substance abuse issues as part of ongoing commitment to address special needs inmate populations			X	X			X			X		X
Building security - Continue phased approach to harden security until optimal levels are achieved	X	X		X			X				X	
Technology infrastructure upgrades - In conjunction with the Information Technology Division, plan and implement multi-year upgrade of data, voice, video, and security infrastructure for the two correctional facilities	X			X			X				X	X
Workforce - Increase efforts to retain, develop, and recruit a diverse workforce			X			X	X	X	X	X	X	X
Overtime - Continue to employ processes and staffing alternatives to control/reduce overtime costs and demands on corrections officers				X			X				X	X
Inmate work - Engage inmates in productive work while incarcerated			X			X	X	X		X	X	X

PUBLIC PROTECTION

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ACTION STEPS ONGOING												
Public awareness of FEMA guidelines - Increase public awareness of current guidelines using social media and mass media			X				X	X	X	X	X	X
Disaster recovery teams - Organize private sector groups, nonprofits and faith-based organizations into effective disaster recovery team			X	X			X	X	X	X	X	X
Comprehensive Emergency Management Plan - Execute the updated plan that was adopted by Council on October 20, 2016			X	X	X						X	X
Mobile app - Develop a mobile emergency management app that includes evacuation routes, shelter locations, storm surge zones, emergency kit preparedness, current NOAA weather radio, sandbag locations, damage report submittal, links to county EM social media and web pages			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
External medical inventory program - Establish a medical supply/medication inventory supply program for outside agencies	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

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ACTION STEPS ONGOING												
Interfacility transports - Establish long-term contracts with hospitals for interfacility transport	X		X	X	X	X	X	X	X	X	X	X
Control costs - Reduce costs through improved billing procedures and reducing expenses wherever practical			X			X	X	X	X	X	X	X
Nurse triage program - Implement dispatch-based nurse triage program to filter out low-acuity, non-emergent 911 calls	X		X	X	X	X	X	X	X	X	X	X
Internal medical inventory program - Refine the medical supply/medication inventory supply program used by the division	X		X	X			X	X	X	X	X	X
Electric plug-in stations - Continue plug-in stations at county-owned locations and other public buildings to allow HVAC systems of EVAC ambulances to operate without engine running, saving estimated \$500,000 to \$1 million annually in fuel/maintenance	X		X	X			X	X	X			X
Technology use - Employ the most advanced technology to help improve patient care	X		X	X			X	X	X			X
EMS/EVAC facility - Construct an emergency medical services (EVAC) facility	X			X			X					

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ACTION STEPS ONGOING												
Mutual aid agreements - Pursue automatic aid agreements with cities to ensure best coverage of enclaves	X			X			X	X	X	X	X	X
Enclaves in municipalities - Continue to work with municipalities that require coverage of enclaves							X		X	X	X	X
Dynamic staffing - Implement dynamic staffing model that better reflects actual community need and risks, including evaluating locations of outdated fire stations with low usage				X			X	X		X	X	X
Inter-governmental cooperation - Work with cities to consolidate functions, training, and equipment throughout county				X			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	X			X			X			X	X	X
Environmentally sustainable - Execute mission statement by protecting environment, incorporating sustainability by replacing building infrastructure with reliable, earth-friendly materials while avoiding increased expenditures		X						X				
Succession planning - Identify and develop individuals to fill future staffing needs, especially those requiring specific knowledge, skills, and abilities						X		X		X		
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	
Fire rescue training center - Upgrade facility	X			X			X					
Facility renovations - Renovate Fire Station 36 in Osteen	X			X			X					

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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	
Disaster preparedness - Partnership with Central Florida Disaster Medical Coalition for mass fatality preparation and training with region 5 medical examiner offices.			X	X					X			X

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ACTION STEPS ONGOING												
Debris removal - Continue FEMA-approved debris removal plan, including pre-event contracts for cleanup, monitoring and debris removal			X	X								X

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ACTION STEPS ONGOING												
Beach tolls - Monitor collections and adjust beach tolls as necessary	X		X					X		X	X	X
Off-beach parking - Continue expansion of coastal off-beach parking, including Hiles Avenue in New Smyrna Beach and Westin on North Atlantic Avenue in Daytona Beach	X	X	X				X	X		X		X
Marine/boating industry - Develop and recruit marine and boating industry for economic development					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
Off-beach parking - Engineer and design six beachside properties for 600 off-beach parking spaces	X	X	X		X	X	X	X		X	X	X
NSB boardwalk and fishing pier - Begin/complete construction of Smyrna Dunes Park boardwalk and fishing pier	X		X							X		X

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ACTION STEPS ONGOING												
Deltona/Port Orange roads - Complete road improvements, which are underway, for Howland Boulevard in Deltona and South Williamson Boulevard extension in Port Orange	X											X
LPGA - Complete road improvements, which are underway, for widening LPGA in Daytona Beach to Holly Hill	X											X
Sidewalks - Complete sidewalk/drainage improvements of S. Atlantic Avenue in Wilbur-by-the-Sea, Park Avenue to University High School in Orange City; Plymouth Avenue from 15A to Citrus Grove Elementary School in DeLand	X											X
New Smyrna Beach/DeLand roads - Complete road improvements of Tenth Street and West Park Avenue from New Smyrna Beach to Edgewater, Orange Camp Road in DeLand, and Beresford Avenue Extension in DeLand	X											X
Deltona roads - Complete paving of road shoulders and resurfacing of Doyle Road in Deltona - Providence Boulevard to Saxon Boulevard, Courtland to SR 415	X											X
Bridges - Complete replacement of Turnbull Bay Road Bridge and Tom Staed Veterans Memorial Bridge	X											X
East Central Regional Rail Trail - Complete segments 4B and 5 of the trail - Gobbler's Lodge Road to Maytown Spur Road in Osteen and from the Brevard County line to Cow Creek in Edgewater			X				X	X		X	X	X
Spring-to-Spring Trail - Complete bike lanes, sidewalk and resurfacing on trail - Grand Avenue, Lemon Street to King Street in Glenwood			X				X	X		X	X	X

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ACTION STEPS ONGOING												
Track pesticide use - Implement Ultra Low Volume (ULV) routing and tracking software to increase efficiencies, utilize part-time personnel, and reduce costs	X	X	X	X		X	X	X	X	X	X	X
Student interns - Continue education and integration of student interns within integrated mosquito management program	X		X	X		X	X	X	X	X	X	X
Mosquito control - Assess effectiveness of control strategies and incorporate biorational and biological control agents	X	X	X	X	X	X	X	X	X	X	X	X
Mosquito control - Enhance surveillance and control of peridomestic-backyard container mosquito species, and engage/educate public	X		X	X		X	X		X	X	X	X
Education efforts - Provide educational sessions with community partners for external customers			X	X			X	X	X	X	X	X
Contracts - Partner with cities and private communities to provide mosquito services through contracts, increasing revenues and promoting proactive integrated pest management	X	X	X	X	X		X	X	X	X	X	X
Professional relationships - Promote and participate in industry associations	X	X	X	X		X		X	X		X	X
NPDES permit - Meet or exceed permit compliance to reduce point source pollution, using variety of strategies, including proactive inspection of drainage structures, staff certification, and targeted treatments based upon mosquito surveillance thresholds	X	X	X	X		X	X	X	X	X	X	X
Minimize pesticide use - Routinely calibrate and optimize all application equipment for chemical usage to minimize pesticide quantities with maximum targeted impact to reduce number of mosquitoes	X	X	X	X		X	X	X		X	X	X

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ACTION STEPS ONGOING												
Mosquito-borne virus control - Continue implementation of science-based, aggressive response to mosquito-borne viruses in county, using surveillance data to target control of mosquito populations; continue development and implementation of Domestic Inspection Program of containers for control of other mosquito-borne viruses, FY 2016-17	X	X	X	X	X	X	X	X	X	X	X	X
Environmentally sensitive mosquito-control agents - Continue incorporating environmentally sensitive control agents into mosquito management program, including raising mosquito-fish on site and releasing them into specific areas to reduce/control mosquito populations	X	X	X	X	X	X	X	X	X	X	X	X
Lucity - Utilize web version of work order system in conjunction with the WebMap on mobile devices in field to access treatment history, respond real time to service requests, input work achievement, and improve efficiency and productivity.	X	X	X	X		X	X	X	X	X	X	X
Hybrid-electric vehicles - Continue to "green" fleet in FY 2016-17 by adding a third hybrid-electric vehicle for fuel efficiency, reduce greenhouse gas emissions		X					X	X	X	X	X	X
Reuse/recycle - Incorporate returnable/recyclable chemical drums and totes in Mosquito Control program, reducing waste stream	X	X		X			X	X	X		X	X
Aerial pesticide application - Incorporate aircraft integrated meteorological measurement system (AIMMS) in helicopters to improve effectiveness/efficiency, utilizing real-time environmental conditions for targeted pesticide application	X	X	X	X		X	X	X	X	X	X	X
Helicopter maintenance - Utilize in-house and contracted helicopter maintenance resources to improve safety and level of service	X		X	X		X	X	X	X	X	X	X

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ACTION STEPS ONGOING												
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					
Bridges - Continue work to maintain critical bridge infrastructure	X	X	X	X			X					
Roadways and drainage - Continue work to maintain critical roadway and drainage infrastructure	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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ACTION STEPS ONGOING												
Contracts - Renegotiate contracts with public partners and GEL Corp to improve terms and revenue opportunities					X				X		X	X
Commercial recycling - Promote commercial recycling	X								X		X	X
Revenue generation - Expand gas collection system to maximize revenue potential	X							X			X	X
Tomoka Landfill - Construct additional cells at the Tomoka Landfill	X			X			X	X		X	X	X
Methane gas - Continue to produce methane gas in accordance with Title V Air and FDEP solid waste permits, and negotiate a landfill gas purchase agreement for converting methane to energy		X					X	X				X

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ACTION STEPS ACHIEVED												
South Atlantic Avenue, New Smyrna Beach - Joint project agreements with local city governments for signalized mid-block pedestrian crosswalks where warranted. The crosswalk in New Smyrna Beach along South Atlantic Avenue at Oyster Quay and Sea Woods Boulevard was approved by Council on December 15, 2016 and completed January 27, 2017.	X	X					X	X	X			
ACTION STEPS ONGOING												
Traffic signals - Continue updating, rebuilding, and installing new signals in cities and county to reduce maintenance and repair costs.	X	X					X	X	X			
Transportation/road studies - Continue participation in International Speedway Boulevard studies and steering groups, including ISB Coalition and Intermodal Transit Station Study					X				X	X		
Amelia Avenue, DeLand sidewalk - Joint project agreements with local city governments for signalized mid-block pedestrian crosswalks where warranted. In FY 2016-17, in DeLand along Amelia Avenue at Arizona and Michigan within Stetson University campus a signalized crosswalk is to be installed.	X	X					X	X	X			

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ACTION STEPS ONGOING												
Technology - Continue to enhance technology for monitoring of all water, wastewater, and reclaimed systems, ensuring compliance with current and future regulatory standards	X	X	X		X		X	X				X
Chlorine systems upgrades - Water treatment plant upgrades for safer environment and reduced chemical usage	X											X
Water meters - Continue replacement of meters that are over 10 years old or use more than 1 million gallons of water a year to maximize meter efficiency and accuracy	X	X						X			X	X
Extend reclaimed water infrastructure - Continue to extend system infrastructure through cooperative funding arrangements to accommodate expected future development and offset demand for potable water use, including at Normandy Boulevard in Deltona	X	X			X		X	X			X	X
Rural communities water systems - Evaluate efficiency and cost effectiveness of consecutive water systems serving small rural communities							X	X			X	
Blue Springs water supply - Work in partnership with west Volusia cities, SJRWMD, and FDEP in the development of a new drinking water supply source outside of the spring shed	X	X			X		X	X			X	
Indian River Lagoon Estuary - Work in cooperation with southeast Volusia cities, SJRWMD, and FDEP to advance water quality improvement projects benefiting the estuary	X	X			X		X	X			X	
Utility infrastructure - Continue ongoing maintenance of public infrastructure	X		X									X
Southwest Regional Advanced Wastewater Treatment Facility - Complete construction for increased treatment capacity and upgraded treatment technologies	X		X									X