

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
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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
Revenue stream - Maintain and diversify portfolio by leasing available properties and possibly redeveloping selected parcels					X		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
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

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ACTION STEPS ONGOING												
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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ACTION STEPS ONGOING												
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. Partner with other stakeholders in economic development ecosystem, such as local cities, chambers of commerce, universities and colleges, Small Business Development Center at Daytona State College, SCORE87, and CareerSource Flagler/Volusia					X	X			X	X	X	X
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	

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ACTION STEPS ONGOING												
Data and research - Enhance the collection and analysis of economic data and reports, continue providing the information to the business community and local partners					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	
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
Industrial Development Authority (IDA) - Facilitate IDA membership and support their activities					X			X	X	X	X	X

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ACTION STEPS ONGOING												
Legislative funding and support - Continue seeking opportunities with legislative and executive branches for project funding support	X	X			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	

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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												
Contracts - Review and negotiate/re negotiate contracts for cost savings and economies									X			
Vendor outreach - Continue to participate in quarterly workshops and trade shows to increase vendor pool									X	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, including renegotiation of lease terms and building enhancements for Bank of America lease in DeLand for Human Resources Division								X	X	X	X	
Energy conservation - Install more energy efficient components and systems during routine maintenance and replacement, including completion of Phase III of energy-efficient HVAC equipment and automated controls at Foxman Justice Center in Daytona Beach							X	X		X	X	
Water conservation - Continue to retrofit plumbing to reduce water usage							X	X		X	X	
Strategic Planning - Engage in planning for future county staffing and facility needs, including commencing Phase II (site and schematic design) of a new east side judicial complex			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; will begin project with land acquisition of suitable parcel	X			X			X					X

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ACTION STEPS ONGOING												
Extended vehicle life cycles - Refurbish Solid Waste transfer trailers; refurbishment costs are 25% of a new unit cost and extends the vehicle life by 50%								X		X	X	
Ambulance replacement cost control - Reduce costs of ambulance replacement by remounting the ambulance box, beginning EVAC ambulance body refurbishment program for 3 units installing refurbished body on new truck chassis, which is expected to save 25% or \$44,000 per ambulance								X		X	X	
Staff competencies - Fleet mechanics continue to recertify every five years for various Automotive Service Excellence (ASE) levels and to acquire new certifications										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; perform second life rebuild of the 5th landfill compactor. The cumulative cost reduction is over \$1.8 million and the refurbished machines have longer warranties than new machines.								X		X	X	
Alternative fueled 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
Emergency preparedness - Install emergency generator at Transfer Station fuel site in DeLand to insure uninterrupted fueling operations				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 - Council approval of consultant for public safety radio system upgrade; radio system planning and assessment with county and city agencies; development of system specifications for modernizing radio system to P25 technology.	X								X			X
Automated failover of critical computer systems - Full automated near time failover of all computer systems in DeLand to Daytona data center for disaster recovery testing and in support of DeLand data center floor replacement project	X										X	
e-signature Technology - County team of IT, Human Resources, Purchasing and Legal to complete e-signature system requirements analysis							X			X	X	
College internships - IT internships are offered to students from colleges such as Daytona State College and Embry-Riddle Aeronautical University. IT staff attend college advisory board meetings to provide feedback on school curriculum and needed IT skills.						X	X		X			
Employee professional development - Develop and provide internal staff training opportunities in budgeting, hiring, vendor management processes, along with shadowing opportunities						X	X				X	
Paperless operations - Update digitization plan by performing assessment of paper records in county departments							X	X			X	
Computer-assisted mass appraisal system - New appraisal system scheduled to go live in 2 nd quarter of FY 2017-18; new web and mapping offerings to follow 2-3 months later	X						X	X		X	X	X

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ACTION STEPS ONGOING												
Upgrade infrastructure for jail - Implement phase I of the new network infrastructure that will support inmate phone system and video visitation modernization	X			X			X				X	X
Modernize Corrections Division video visitation, inmate phone, and jail management systems - Work with Corrections Division to plan, select, and implement new systems; release solicitations for new systems; select and implement inmate phone system and video visitation system.	X							X			X	X
Local Update of Census Addresses (LUCA) Initiative - In partnership with county department and 15 area cities, coordinate efforts to collect and submit update Volusia countywide address information by 2018 deadlines in preparation for 2020 U.S. census	X						X				X	X

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ACTION STEPS ONGOING												
Re-engineer processes - Continue to minimize redundant processes, increase efficiencies, maximize effectiveness, and provide better customer service							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 - Continued update to technical training plan for team members to develop skills and stay current with changes to legal requirements affecting business operations						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
Employee recognition - Develop and deploy a recognition and incentive program						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 and other strategies and the situation warrants							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
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

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ACTION STEPS ONGOING												
Succession planning - Develop and deploy a succession plan strategy, focusing on development opportunities for staff who seek advancement and enhancing the applicant pool						X				X	X	X
High-speed batch technology - Identify opportunities to provide high speed processing to other divisions within county government to increase efficiency and provide cost savings								X		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 marinesciencescenter.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												
ECHO program - Ensure accountability and transparency in ECHO grant funding process			X	X					X			

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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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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	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			

COMMUNITY SERVICES

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ACTION STEPS ONGOING												
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											
Hope Place - Operated by Halifax Urban Ministries and located in the City of Daytona Beach, the facility will provide 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	X		X	X					X	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		
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 ONGOING												
Public health leadership - Convene community partners to improve response to emerging public health threats			X	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			
Service expansion - Offer more integrated and community-based dental, WIC, and clinical services, with partners delivering services at Health Department offices			X				X	X	X	X		X
Collaboration - Collaborate with county departments to impact health outcomes	X		X	X					X			
Communication - Increase public health messaging through communication/media	X		X	X						X		
Health community environments - Transform processes to produce healthy living and improved conditions	X		X	X			X		X	X		
Community health improvement - Work with agencies and organizations to advance opportunities for residents to thrive			X						X			
Leadership in consolidation of administrative services - Increase efficiencies and provide for better return on infrastructure investments through innovation for Florida Department of Health; service area includes 22 counties and has created approximately 35 professional/skilled jobs in local community that would otherwise be located in other areas of the state					X	X	X	X		X	X	X
Workforce development - Employ rewards and recognition, and offer professional development opportunities to develop staff			X			X		X		X		X

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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 by making training opportunities available through the library e-resource lynda.com, and provide computer assistance and training in library e-labs						X						
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		
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		
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 2018 Big Read grant from the National Endowment for the Arts to encourage reading by a diverse audience									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		

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ACTION STEPS ONGOING												
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
Hope Place library - Offer library services at Hope Place			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

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ACTION STEPS ONGOING												
Half marathon - Continue to hold Daytona Beach Half Marathon			X		X		X	X	X	X	X	X
Library play yard - Install and maintain Rachel Robinson Play Yard at Daytona Beach Regional Library on City Island			X						X			
Community cultural grants - Ensure accountability and transparency in community cultural operating assistance grant funding	X	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
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

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ACTION STEPS ONGOING												
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
Hope Place recreation yard - Install and maintain neighborhood recreation area for residents of Hope Place and in the surrounding neighborhood			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
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
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 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 fulfill an identified unmet transportation need in western New Smyrna Beach, June, 2018	X		X		X		X	X		X		X
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	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
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

FINANCE

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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

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ACTION STEPS ONGOING												
Employee recognition - Continue coordinating the annual employee recognition luncheon and program (Caught in the Act)						X	X	X	X	X	X	X
Diversity and inclusion - Promote, educate, and champion initiatives for diverse and inclusive workplace						X	X	X	X	X	X	X
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
Training - Provide workforce training, geared towards and relevant to varying needs of employees and supervisors, and provide an orientation training for new employees				X		X				X	X	X
Workers compensation claims - Manage and monitor incidents/claims, and provide efficient and timely claims handling processes						X	X			X	X	X
Workplace safety - Promote workplace safety via trainings, program evaluations, and safety inspections of facilities and work sites	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
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

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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

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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
Flood Management - Continue implementation of the Floodplain Management Program	X	X	X	X	X		X	X		X	X	X
Customer Service - Implement ongoing efforts to improve overall customer service experience	X		X	X	X		X	X		X		
Technology - Continuously evaluate current technology and implement improvements to remain technologically relevant	X		X	X		X	X	X		X	X	X

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ACTION STEPS ONGOING												
Grant funding for programs - Seek and obtain funding for environmental and marine programs		X					X					
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
Educational programs - Provide educational opportunities about water and conservation lands for county residents and visitors		X							X		X	
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	

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ACTION STEPS ONGOING												
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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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
Zoning code updates - Continue to review and update the zoning code to increase efficiency and decrease regulatory burden	X				X		X		X	X	X	X
Land development code - Continue to update the land development code (LDC) to increase efficiency and decrease regulatory burden	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
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	

LEADERSHIP

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
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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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ACTION STEPS ONGOING												
Thoroughfare road impact fee credits - Evaluate and modify county policy for impact fee credits as circumstances warrant					X				X		X	
Dynamic Master Plan - Tracking and achievement review of Council's goals and objectives											X	X
Capital Project Schedule - Tracking and update of major capital projects	X				X		X	X			X	X

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ACTION STEPS ONGOING												
Client experience - Continue to develop and deliver an environment, customer service, and programs for enhancing experience of users		X	X		X		X			X	X	X
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
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								

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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
Increase public awareness of county Animal Services Division - Continue collaboration with county's Community Information Department to enhance website with goal of increasing public awareness of services, and continue use of social media to educate and to reunite pet owners with missing pets				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
Partnerships for employee recruitment - Partner with area schools and universities to engage individuals for future employment						X	X	X	X		X	
Educate about beach safety and beach ecology - Provide information via community outreach programs and to beachgoers				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
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	X		X	X	X	X				X	X	X
Improve public and vehicle access - Operational adjustments to accommodate additional beach ramp openings approved by Council; increase signage and traffic control safety procedures to facilitate additional and improved public and vehicle access	X	X	X		X		X	X	X	X		X

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ACTION STEPS ONGOING												
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
Branch Jail roof replacement - Replace roof that is original to 30-year old building and has reached its useful life span; two phased replacement project.	X	X					X	X			X	
Workforce - Increase efforts to retain, develop, and recruit a diverse workforce			X			X	X	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	
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	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
Building security - Continue phased approach to harden security until optimal levels are achieved	X	X		X			X				X	
Upgrade infrastructure for jail - Assist the Information Technology Division's effort to implement phase I of a new network infrastructure that will support inmate phone system and video visitation modernization	X			X			X				X	X

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ACTION STEPS ONGOING												
Modernize video visitation, inmate phone, and jail management systems - In conjunction with the Information Technology Division, plan, select, and implement new systems for the two correctional facilities; release solicitations for new systems; select and implement inmate phone system and video visitation system	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	X

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ACTION STEPS ONGOING												
Grants for emergency management - Identify, pursue, and use grant funding to achieve and enhance emergency management preparedness and operations				X			X	X	X		X	
Public awareness of FEMA guidelines - Increase public awareness of current guidelines using social media and mass media			X				X	X	X	X	X	X
Emergency preparedness awareness - Increase public awareness of general preparedness and severe weather preparedness	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
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	X
Local Mitigation Strategy Work Group - The EM Division coordinates "Volusia Prepares," the Local Mitigation Strategy Working Group, comprised of designated representatives from all 16 municipalities, the school board, hospitals, nonprofit organizations, civic groups, businesses, and citizens in the county, whose purpose is to recommend and rank mitigation projects for funding from available grant monies.	X	X		X			X	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
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

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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				
Workforce development - Facilitate development opportunities for current staff who seek advancement, promote an ethical and inclusive workplace culture, increase volunteers and diversity in workforce within the division						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
Student/Volunteer Internship Program - Implement a Medical Examiner's Student Internship Program to assist in all areas of the Medical Examiner's office					X	X	X		X			

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ACTION STEPS ONGOING												
Roadway/pavement management - Oversee contract for all county-maintained roads	X						X		X			
Debris removal - Continue FEMA-approved debris removal plan, including pre-event contracts for cleanup, monitoring and debris removal			X	X					X			X

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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
Marine/boating industry - Develop and recruit marine and boating industry for economic development					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	X	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
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
Derelict vessels - Remove abandoned/damaged vessels from Volusia's waterways					X	X		X	X		X	

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ACTION STEPS ONGOING												
Hope Place library - Oversee and coordinate renovation/construction of the library facility/space at Hope Place			X				X		X			
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
Turnbull Bay Road Bridge - Complete replacement of failing 2-lane bridge with 2-lane bridge with shoulders in New Smyrna Beach	X											X
LPGA - Complete 4-laning LPGA Boulevard from Derbyshire Road and Jimmy Ann Drive, including utility improvements in Daytona Beach and Holly Hill	X						X					X
Deltona - Complete 2-lane to 4-lane widening of Howland Boulevard from Providence to Elkcam Boulevard	X											X
DeLand Orange Camp Road - Complete 2-lane to 4-lane widening from Martin Luther King Boulevard to I-4	X											X
New Smyrna Beach/Edgewater roads - 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

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Edgewater roads - 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	X											X
DeLand Beresford Avenue extension - Construct new 2-lane road from Blue Lake Avenue to Kepler Road	X											X
Tom Staed Veterans Memorial Bridge - Replace existing bascule bridge with 2-lane concrete arch bridge with 8' sidewalks and fishing pier	X											X
Spring-to-Spring Trail - Continue construction of trail segments until completion of the county trail			X				X			X	X	X

PUBLIC WORKS

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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	3.1 Public/private partnerships	3.2 High level customer service	3.3 Leadership	3.4 Meet expectation for quality
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 2017-18	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 by adding a fourth hybrid-electric vehicle in FY 2017-18 for fuel efficiency and reducing 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												
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					
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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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
Leachate system improvements - Design and construction for additional capacity due to landfill cell expansion and improved treatment for discharge	X	X										X

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ACTION STEPS ONGOING												
Traffic signal Orange City - Upgrade to 4-pole signal at Graves Avenue and Kentucky Avenue	X	X					X	X	X			
Traffic signal DeLand - Upgrade to 4-pole signal at Plymouth Avenue and Stone Street	X	X					X	X	X			
Traffic signal Daytona Beach - Convert to mast arm signal at Mason Avenue and Jimmy Ann Drive	X	X					X	X	X			
Transportation/road studies - Continue participation in International Speedway Boulevard studies and steering groups, including ISB Coalition					X				X	X		
Traffic signals - Continue updating, rebuilding, and installing new signals in cities and county to reduce maintenance and repair costs	X	X					X	X	X			

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ACTION STEPS ONGOING												
Normandy Boulevard reclaimed water main extension - Construct extension to commercial development proposed within the I-4 activity center east of I-4	X	X			X		X	X			X	X
Southwest Regional Advanced Wastewater Treatment Facility - Complete performance testing to achieve full facility operation	X		X									X
Deep Creek aquifer performance test wells - Construction of wells/aquifer performance testing to identify the ground water quality and sustainable ground water yield	X	X			X		X	X				X
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
Deltona water treatment facility - Rehabilitate and continue technology improvements at county's Del North water treatment plant	X											X
Halifax Plantation water treatment facility - Rehabilitate and continue technology improvements at county's Halifax wastewater treatment plant	X											X

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ACTION STEPS ONGOING												
Water conservation through technology - Use advanced meter infrastructure technology to conserve water usage	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	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

SHERIFF'S OFFICE

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ACTION STEPS ONGOING												
Grant funding for programs - Seek and obtain funding for security, safety, crime prevention, and victim programs			X	X			X	X				
Engage the community - Engage citizens for improved relations, aimed at increasing crime prevention and crime solving activities				X						X	X	
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
Crime reduction - Engage in activities to prevent, control, and respond to crime			X	X					X	X	X	X
Accountability-based policing - Ensure accountability, transparency, and responsiveness of agency performance	X		X	X	X	X	X	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
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
Human resources - Ensure personnel processes reflect community diversity and standards, and agency practices enhance the workforce and its operation				X	X	X	X	X	X		X	X

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ACTION STEPS ONGOING												
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	X			X								X
Deputy sponsorships - Continue providing scholarships for individuals through the deputy sponsorship program						X						X