

Dynamic Master Plan Updates - 2017

ACHIEVEMENTS

Date of Council	Agenda item number	Date matrix update to Council	Department	Division
1/19/2017	2	April 6, 2017 Quarterly Update	Aviation & Economic Resources	Economic Development
1/19/2017	5		Community Services	Community Assistance
2/16/2017	N/A - Regular work plan; reported interim accomplishment to Council 2/2/2017, 2/16/2017		Community Information	Community Information
			Community Services	Parks, Recreation & Culture
2/16/2017	13B & C		Aviation & Economic Resources	Airport
2/16/2017	13D		Aviation & Economic Resources	Airport
2/16/2017	13E		Aviation & Economic Resources	Economic Development
2/16/2017	13I		Ocean Center	Ocean Center
2/16/2017	13W, X, Y		Sheriff's Office	Sheriff's Office
3/2/2017	1D		Growth & Resource Management	Environmental Management
3/16/2017	1H		Growth & Resource Management	Environmental Management
3/16/2017	1B		Aviation & Economic Resources	Economic Development
3/16/2017	1V, 1W		Sheriff's Office	Sheriff's Office
4/6/2017	1CC		Sheriff's Office	Sheriff's Office
July 6, 2017 Quarterly Update	4/20/2017		1C	Aviation & Economic Resources
	4/20/2017	5	Community Services	Community Assistance
	4/20/2017	1Q	Public Protection	Emergency Medical Administration
	4/20/2017	1BB	Sheriff's Office	Sheriff's Office
	5/4/2017	1A, 6	Aviation & Economic Resources	Economic Development
	5/4/2017	9, 10	Community Services	Community Assistance
	5/4/2017	1G	Community Services	Parks, Recreation and Culture
	5/4/2017	8	Growth & Resource Management	Environmental Management
	5/4/2017	1Q	Public Works	Engineering and Construction
	5/4/2017	1U	Sheriff's Office	Sheriff's Office
	5/18/2017	1B	Aviation & Economic Resources	Economic Development
	5/18/2017	1G	Community Services	Community Assistance
	5/18/2017	1L	Community Services	Library
	5/18/2017	1M	Community Services	Votran
	5/18/2017	12A	Public Works	Administration
5/18/2017	1Y	Public Works	Traffic Engineering	
6/1/2017	1G	Community Services	Administration	
6/1/2017	1L	Community Services	Library	
6/1/2017	1T	Growth & Resource Management	Environmental Management	
6/1/2017	1GG, 1HH	Sheriff's Office	Sheriff's Office	
6/15/2017	6, 7	Aviation & Economic Resources	Airport	
6/15/2017	11	Community Services	Community Assistance	
6/15/2017	1P, 6, 8	Growth & Resource Management	Planning and Development	
6/15/2017	9	Leadership	Leadership	

Topic Index, May-June 2017 DMP Updates

Topic	Date(s)	Department Matrix	Division Matrix
Airport	June 15	Aviation & Economic Resources	Airport
Amelia Avenue (Stetson) sidewalk	May 18	Public Works	Traffic Engineering
Big Read	May 18	Community Services	Library
Big Tree Road Sidewalk	May 18	Public Works	Administration
Crime Center, Crime control, Community engagement	April 6, April 20, May 1, May 4	Sheriff	Sheriff
Crisis Services Transportation Plan	June 1	Community Services	Community Assistance
Emergency Medical Students/DSC	April 20	Public Protection	Emergency Medical Administration
ERAU Research Park	Spring	Aviation & Economic Resources	Economic Development
First Step Shelter	April 20, June 15	Community Services	Community Assistance
Halifax/Indian River Cleanup and International Coastal Cleanup	June 1	Growth & Resource Management	Environmental Management
Hope Place	May 4	Community Services	Community Assistance
		Public Works	Engineering and Construction
Industrial Development Authority	May 1	Aviation & Economic Resources	Economic Development
Juvenile offenders, DJJ, GPS	June 1	Sheriff	Sheriff
Mary McLeod Bethune Park	May 18	Leadership	Leadership
Paratransit	May 18	Community Services	Votran
QTI - Quality Targeted Industry Tax Refund	April 20, May 4, May 18	Aviation & Economic Resources	Economic Development
Quarterly Economic Development Report	May 4, May 5	Aviation & Economic Resources	Economic Development
Rachel Robinson Play Yard, City Island Library	May 4	Community Services	Parks, Recreation and Culture
Savannah software	June 1	Community Services	Library
Smyrna Dunes Park	May 26	Public Works	Coastal
Thoroughfare road impact fee credits	June 15	Leadership	Leadership
Triple Crown Rodeo	April 28, April 29	Community Services	Votran
Water Quality Plan	May 4	Growth & Resource Management	Environmental Management
West Volusia Homeless Shelter/Day Center	May 4, May 18	Community Services	Community Assistance

Dynamic Master Plan – Updates & Modifications

July 6, 2017

A total of 16 departments/divisions had updates to their work matrices during the second quarter of 2017 (April through June). Revisions are indicated both in the body of the matrix and the page footer. Within the matrix, the modified entry is unshaded (white) and is notated in **red font** as to the type of modification: **[NEW]** – an entry that did not appear on any prior work matrix; **[UPDATE]** – entry has occurred in a prior year or not a new endeavor within the scope of work. Page footers indicate whether a matrix have been revised with an **updated date** in **red font**. These pages replace existing pages for the department/division.

- **15 matrices were updated due to County Council action. In all instances, the change reflects achievement of an action step/strategy to reach goals and objectives.**

<u>Department</u>	<u>Division</u>	<u>Council meeting (Agenda Item #)</u>
Aviation & Economic Resources	Airport	June 15 (6, 7)
Aviation & Economic Resources	Economic Development	April 20 (1C), May 4 (1A, 6), May18 (1B)
Community Services	Administration	June 1 (1G)
Community Services	Community Assistance	April 20 (5), May 4 (9, 10), May 18 (1G), June 15 (11)
Community Services	Library Services	May 18 (1L), June 1 (1L)
Community Services	Parks, Recreation & Culture	May 4 (1G)
Community Services	Votran	May 18 (1M)
Growth Resource & Management	Environmental	May 4 (8), June 1 (1T)
Growth Resource & Management	Planning and Development	June 15 (1P, 6, 8)
Leadership	---	June 15 (9)
Public Protection	Emergency Medical Admin	April 20 (1Q)
Public Works	Administration	May 18 (12A)
Public Works	Engineering & Construction	May 4 (1Q)
Public Works	Traffic Engineering	May 18 (1Y)
Sheriff's Office	---	April 6 (1CC), April 20 (1BB), May 4 (1U), June 1 (1GG, 1HH)

- **5 departments/divisions recorded an interim achievement of an ongoing action step that was part of their regular work plan, and which did not involve action by the County Council.**

<u>Department</u>	<u>Division/Achievement</u>
Aviation & Economic Resources	Economic Resources Industrial Development Authority approved a resolution with Thompson Pump; disbursed first research park payment to ERAU
Community Services	Votran Hosted 2017 Triple Crown Rodeo
Leadership	---
	Mary McLeod Bethune Park interpretive panels installation
Public Works	Coastal Completed construction of fishing pier at Smyrna Dunes Park
Sheriff's Office	---
	Engaged the community through multiple "Coffee with a Cop" listening sessions, two town halls, and participation in charitable/community events; executed multiple crime reduction and accountability-based policing strategies, ensured human resource processes reflected community diversity

- 2 divisions revised their work matrices by adding new action steps/strategies.

Department	Division	Revision
Leadership	---	Added 1 new action step
Public Protection	Emergency Medical Admin	Added 1 new action step

The 15 updates related to Council’s actions are:

1. Aviation & Economic Resources – Airport

*Action Step Achieved: **Rezoned airport property*** – Amended zoning code in the Airport Property (AP) classification to include aeronautics, aerospace, and airport operations as permitted uses.

*Incremental Achievement of an Ongoing Action Step: **Airport south properties*** - Amended the comprehensive plan future land use map for the south properties to restrict use from non-aeronautical purposes.

2. Aviation & Economic Resources - Economic Development

*Incremental Achievement of an Ongoing Action Step: **Financial support for business expansion/retention*** - Staff assisted and the County Council approved local financial support for business expansion projects by local companies using the QTI Tax Refund program, including: 3DMaterials Technologies proposing 30 new jobs in Daytona Beach at a new manufacturing/headquarters facility, Jet Manufacturing and Design proposing 17 new jobs in DeLand, and TeleTech Healthcare Solutions proposing 60 new jobs in Daytona Beach.

3. Community Services –Administration

*Action Step Achieved: **Crisis Services Transportation Plan*** - The county partnered with Stewart-Marchman-Act Behavioral Health Services and Halifax Health Medical Center to develop a transportation plan to organize a centralized system for acute care services for citizens.

4. Community Services – Community Assistance

*Incremental Achievement of an Ongoing Action Step: **Hope Place*** – The county agreed to provide additional capital funds to complete building 10 and install a fire sprinkler in the cafeteria, and to provide matching funds for operating costs for one year. **DeLand homeless center** - The county agreed to provide \$125,000 for operating costs for one year, and using grant funds to acquire and renovate property adjacent to the Neighborhood Center for the West Volusia Homeless Shelter/Day Center. **First Step Shelter** – The county agreed to provide capital funds for construction of a 24-hour, come-as-you are homeless shelter located in the City of Daytona Beach and operating funds for five years.

5. Community Services – Library Services

*Action Steps Ongoing: **Big Read*** – Received a NEA grant for to encourage reading using the book, *True Grit*; begin planning for 2018 programs. **Customer Service** – Contracted for software that will provide real-time information from library patrons about services and programs to assist with future planning and meet customer demand.

6. Community Services – Parks, Recreation and Culture

*Incremental Achievement of an Ongoing Action Step: **Library play yard*** – Council awarded contract for purchase and installation of playground equipment at Rachel Robinson Play Yard at Daytona Beach Regional Library on City Island.

7. Community Services – Votran

*Action Step Achieved: **Paratransit vehicles*** – Approval to purchase fourteen 23-foot paratransit vehicles, which is a fleet expansion and also allows replacement of vehicles that have met their useful life.

8. Growth & Resource Management – Environmental Management

Incremental Achievement of an Ongoing Action Step: **Grant funding for programs** - Obtained a \$5,000 grant funding from the Florida Inland Navigation District (FIND) to fund the annual Halifax/Indian River Cleanup and International Coastal Cleanup. **Water quality initiatives** – Updated the county’s Water Quality Plan.

9. Growth & Resource Management – Planning and Development

Action Step Achieved: **Surplus lands** – Council adopted a resolution to declare 28 parcels as surplus and allow for the disposal or sale of the lands from county inventory.

Incremental Achievement of an Ongoing Action Step: **Airport** - Amended zoning code in the Airport Property (AP) classification to include aeronautics, aerospace, and airport operations as permitted uses.

Comprehensive Plan updates – Council adopted the five-year capital improvements plan/capital improvements element of the comprehensive plan for class A concurrency monitored public facilities.

10. Leadership

Incremental Achievement of an Ongoing Action Step: **Thoroughfare road impact fee credits** - Modified the policy for exemption standards to permit transfer of credits between impact fee zones.

11. Public Protection – Emergency Medical Administration

Incremental Achievement of an Ongoing Action Step: **Emergency medical technician and paramedic training** - Extension of agreement with Daytona State College to facilitate education of emergency medical services students (EMTs and paramedics).

12. Public Works – Administration

Action Step Achieved: **Big Tree road sidewalk** - Agreement with the City of South Daytona to fund \$50,000 towards construction of the pathway.

13. Public Works – Engineering and Construction

Incremental Achievement of an Ongoing Action Step: **Hope Place library** – Approval for contract with Saboungi Construction for construction management and general contracting services for the library facility.

14. Public Works – Traffic Engineering

Incremental Achievement of an Ongoing Action Step: **Amelia Avenue, DeLand sidewalk** - The joint project agreement with the City of DeLand was approved in May; the Rectangular Rapid Flash Beacons (RRFBs) have arrived and were assembled in Holly Hill; awaiting concrete work completion and go ahead from the Road and Bridge Division before RRFB installation.

15. Sheriff’s Office

Incremental Achievement of an Ongoing Action Step: **Grant funding for programs** - Grant from the U.S. Marshal's Service to assist in identifying/apprehending sex offenders/predators; **Engage the community** - Donated \$177,000 in forfeiture funds to community programs that address substance abuse and mental health education/treatment, crime prevention, safe neighborhoods and safe schools; **Crime reduction** – Approval of a contract with the Florida Department of Juvenile Justice for the VCSO to monitor juveniles and provide around-the-clock response; the contract will produce revenue of over \$56,000 annually to the county; **De-escalate police-citizen encounters** - Contracted with the Police Executive Research Forum (PERF) to conduct an independent review of the agency's use of force procedures, tactics, and training. **Technology** - Awarded contract for software for the Volusia County Crime Center, which will facilitate real-time crime and intelligence sharing for field personnel of the Sheriff's Office and all law enforcement agencies in the county and as a regional software solution.

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 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 ACHIEVED												
Fuel farm - Updated fuel system controls to improve fuel monitoring, tracking capabilities, and real-time usage reporting					X		X	X	X	X	X	X
Rezoned airport property - Amended zoning code in the Airport Property (AP) classification on June 15, 2017 to include aeronautics, aerospace, and airport operations as permitted uses, to assist future economic development [NEW]					X						X	
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Revenue stream - Maintain and diversify portfolio by leasing available properties and possibly redeveloping selected parcels	Ongoing Action Step											
Leases of airport properties/parcels: Sheltair lease of property extended additional five years, through 2041 (2/16/17); Daytona International Speedway temporary license for use of airport property for parking/public access during racing and concerts events (2/16/17)					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	Ongoing Action Step											
Amended the comprehensive plan future land use map for the south properties to restrict use from non-aeronautical purposes; established consistent land use and zoning requirements for the entire airport property, June 15, 2017 [UPDATE]	X				X		X	X	X		X	
ACTION STEPS ONGOING												
Terminal update - Continue to 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
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								

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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	2.3 Allocate limited resources fairly and efficiently	2.4 Services and decisions are financially sustainable	3.12 Public/ private partnerships	3.2 High level customer service	3.3 Leadership	3.4 Meet expectation for quality
ACTION STEPS ONGOING												
Taxiway Sierra Extension - Extend Taxiway Sierra into Embry Riddle Aeronautical University Research Park					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
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
Taxiway November/Alpha - Complete the rehabilitation project				X			X					X
Rental car facility - Design and construct consolidated facility to improve customer service	X				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
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
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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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
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
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	Ongoing Action Step											
Business expansion/retention - Staff assisted and the County Council approved local financial support for business expansion projects by local companies, including: B. Braun proposing 30 new jobs in Daytona Beach at a new distribution center/warehouse; Security First Managers proposing 165 new jobs in TBD location; Boston Whaler proposing 125 new jobs in Edgewater (January-March 2017)					X		X		X	X	X	
Business expansion/retention - Staff assisted and the County Council approved local financial support for business expansion projects by local and out-of-state companies, including: 3DMaterial Technologies proposing 30 new jobs in Daytona Beach at a new manufacturing/headquarters facility; Jet Machining and Design proposing 17 new jobs at a new manufacturing/national headquarters in DeLand; TeleTech Healthcare Solutions proposing 60 new jobs in Daytona Beach (April-June 2017) [UPDATE]					X		X		X	X	X	
Industrial Development Authority (IDA) - Facilitate IDA membership and support their activities	Ongoing Action Step											
The IDA reviewed and approved resolution 17-01 and a memorandum of agreement for Thompson Pump on May 1, 2017 [NEW]					X			X	X	X	X	X
Data and research - Continue to provide to business community	Ongoing Action Step											
Presented 1st Quarter 2017 economic data to Council on May 4, 2017 and to the business community on May 5, 2017 [UPDATE]					X			X	X	X		X

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
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	Ongoing Action Step											
County disbursed first payment of \$1.5 million to ERAU per the agreement approved by Council in December 2016 [UPDATE]					X	X			X			
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
Community Redevelopment Areas (CRA) - Facilitate County Council actions related to existing CRAs or new requests, 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

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ACTION STEPS ONGOING												
Business incubator - Actively manage project funding agreement and the relationship with the University of Central Florida business incubator program (current expiration in September 2017), facilitate incubator advisory board membership, and support incubator activities					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
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
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

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ACTION STEPS ONGOING												
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			

COMMUNITY SERVICES

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ACTION STEPS ACHIEVED												
Crisis Services Transportation Plan - County partnered with Stewart-Marchman-Act Behavioral Health Services and Halifax Health Medical Center to develop a transportation plan to organize a centralized system for acute care services for citizens, as required by 2016 state legislation; Council approved the plan on June 1, 2017 [NEW]			X	X					X			

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	2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS											
<p>Hope Place - In FY 2016 the county agreed to provide \$3,500,000 in capital for Hope Place, operated by Halifax Urban Ministries, which 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.</p>	Ongoing Action Step											
<p>County agreed to provide up to \$400,000 for one year for operating costs to Hope Place, to be reviewed annually, and another \$327,000 to finish building 10 and for a fire sprinkler system installation in the cafeteria, approved by Council on May 4, 2017 [UPDATE]</p>	X		X	X					X	X		
<p>DeLand homeless center - The county agreed to provide infrastructure support in the amount of \$1,130,000 to the City of DeLand, which is partnering with the Neighborhood Center, to increase their shelter capacity and services for the homeless on the west side of the county, approved by Council on January 19, 2017</p>	Ongoing Action Step											
<p>County agreed to provide \$125,000 for one year for operating costs, which will be reviewed annually, for the West Volusia Homeless Shelter/Day Center on May 4, 2017 [UPDATE]</p>	X	X	X						X	X		
<p>County and the City of DeLand entered into an Interlocal Infrastructure Grant Agreement using \$230,000 in funds from the federal Home Investment Partnerships Program (HOME) to acquire and renovate property adjacent to the Neighborhood Center for the West Volusia Homeless Shelter/Day Center, approved by Council on May 18, 2017 [UPDATE]</p>	X	X	X						X	X		
<p>First Step Shelter - Council directed staff to work the City of Daytona Beach on the 24-hour, come-as-you-are homeless center on April 20, 2017 [NEW].</p>	Ongoing Action Step											

COMMUNITY SERVICES

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
	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
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Interlocal agreement between Volusia County and the City of Daytona Beach approved by Council on June 15, 2017. The county's support includes \$2,500,000 for shelter construction; \$400,000 annually for five consecutive years, matched to the contributions by the city; the shelter will be on the city's land, with annexation of property into the city; if the facility is abandoned (per the definition in the agreement), the city shall return all capital funds received from the county. [NEW]	X	X	X						X	X		
ACTION STEPS ONGOING												
Camp scholarships - Provide summer camp scholarships for low-income children			X						X	X		X
First-time homebuyers - Enable purchase of an affordable home using state funds through the SHIP program			X					X	X	X		X
Tenant-Based Rental Assistance - Program provides up to one year of rental assistance to eligible low-income families				X				X	X	X		X
Fair housing - Promote awareness in the community				X					X			
Family Self Sufficiency - Continue to provide the program to eligible families, pending grant availability			X			X			X	X		
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		

COMMUNITY SERVICES

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ACTION STEPS ONGOING												
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											

COMMUNITY SERVICES

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ACTION STEPS ACHIEVED												
Big Read - Coordinated the 2017 Big Read grant from the National Endowment for the Arts about the book, <i>The Great Gatsby</i> , encouraging reading by a diverse audience through book discussions, author talks, theatrical events, music programs, and an art exhibit, January 2-February 21									X	X		X
ACTION STEPS ONGOING												
Self-check-out/check-in - Continue implementation of self check-out/check-in systems in high-use libraries							X	X		X		
Economic development - Continue to actively contribute to the county's economic development effort						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
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

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ACTION STEPS ONGOING												
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
Hope Place library - Offer library services and space at Hope Place			X						X			
Children's play yard - Plan for future opening of the Rachel Robinson Play Yard at Daytona Beach Regional Library on City Island, per Council action on December 15, 2016			X						X	X		
Big Read - Coordinate 2018 Big Read grant from the National Endowment for the Arts to encourage reading the book, <i>True Grit</i> , by a diverse audience, Council approved acceptance of the award on May 18, 2017 [NEW]									X	X		X
Customer Service - Contracted for library software (SaaS, known as "Savannah") that will provide real-time information from library patrons about services and programs, which will enable goal setting and future planning to meet customer demand; approved by Council on June 1, 2017 [NEW]			X				X			X		X

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Half marathon - Continue to hold Daytona Beach Half Marathon	Ongoing Action Step											
Partnered with other county divisions and the Daytona International Speedway to hold Daytona Beach Half Marathon on February 5, 2017, with 2,984 registered runners in four events (half marathon, half marathon relay, 5K, and Speedway Challenge)			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, per Council action on December 15, 2016	Ongoing Action Step											
Council awarded contract for purchase and installation of playground equipment, surfacing, and related services for the children's play yard on May 4, 2017 [UPDATE]			X						X			
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
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	19		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

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ACTION STEPS ONGOING												
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
Trails app - Revise and improve the mobile app			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 ACHIEVED												
2017 Triple Crown Rodeo - Hosted the rodeo; a combination of Paratransit Rodeo, Fixed Route Rodeo, and Mechanics Competition, on April 28 and April 29 [UPDATE]						X			X		X	
Paratransit vehicles - Council approved purchase of fourteen 23-foot paratransit vehicles, which is a fleet expansion and also allows replacement of vehicles that have met their useful life; a federal grant from the Federal Transit Administration covers 100% cost of each vehicles, May 18, 2017 [NEW]		X	X				X			X	X	X
ACTION STEPS ONGOING												
Fuel conservation - Continue to evaluate vehicles, alternate fuel options, and routes for efficiencies		X	X				X	X		X	X	X
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

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ACTION STEPS ONGOING												
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		
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

GROWTH & RESOURCE MANAGEMENT

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>			
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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Grant funding for programs - Seek and obtain funding for environmental and marine programs	Ongoing Action Step											
Obtained a \$20,000 grant from the St. Johns River Water Management District (SJRWMD) to sample the Mosquito Lagoon for water quality. This is a multi-year grant that will total nearly \$60,000; approved by Council on March 2, 2017		X					X					
Obtained \$5,000 grant funding from the Florida Inland Navigation District (FIND) to fund the annual St. Johns River Cleanup, approved by Council on March 16, 2017		X					X					
Obtained \$5,000 grant funding from the Florida Inland Navigation District (FIND) to fund the annual Halifax/Indian River Cleanup and International Coastal Cleanup, approved by Council on June 1, 2017 [UPDATE]		X					X					
Water quality initiatives - Monitor, preserve, and improve water quality	Ongoing Action Step											
Updated the county's Water Quality Plan, which was endorsed by Council on May 4, 2017 [UPDATE]		X									X	
ACTION STEPS ONGOING												
Marine Science Center - Execute the MSC's five-year plan and expand the facility accordingly	X	X	X		X	X	X	X	X	X	X	X
Marine Science Center - Continue marine, bird, and protected animal rehabilitation and educational programs	X	X	X		X	X	X	X	X	X	X	X

GROWTH & RESOURCE MANAGEMENT

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ACTION STEPS ONGOING												
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	
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										

GROWTH & RESOURCE MANAGEMENT

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ACTION STEPS ACHIEVED												
Surplus lands - Adopted Resolution to declare 28 parcels as surplus lands and allow for the disposal or sale of lands from county inventory, June 15, 2017 [NEW]							X	X			X	
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Airport - Process zoning and future land use amendments for Daytona Beach international Airport	Ongoing Action Step											
Amended zoning code in the Airport Property (AP) classification to include aeronautics, aerospace, and airport operations as permitted uses, to assist future economic development, approved by Council on June 15, 2017 [UPDATE]					X						X	
Comprehensive Plan updates - Continue to review and update the Comp Plan	Ongoing Action Step											
Council adopted Ordinance 2017-10 that updated the five-year capital improvements plan/capital improvements element of the comprehensive plan for class A concurrency monitored public facilities for FY 2016-17 through 2020-21, June 15, 2017. [UPDATE]								X			X	X
ACTION STEPS ONGOING												
Planning projects/initiatives - Review and implement ongoing planning initiatives to achieve the goals and directives set by Council	X		X		X		X			X		X
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	

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ACTION STEPS ONGOING													
Smart Growth updates - Seek direction from Council regarding the Smart Growth Committee recommendations for incremental code updates	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		

LEADERSHIP

GOALS	Thriving Communities				Economic and Financial Vitality				Excellence in Government			
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ACTION STEPS ACHIEVED												
Mary McLeod Bethune Park - Installation of two interpretive panels at park in recognition of, and explaining, the history of Bethune Beach, which gave African Americans a place of their own when most beaches in Florida were closed to them by segregation; panels unveiling and commemoration on May 18, 2017 [NEW]											X	X
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Thoroughfare road impact fee credits - Evaluate and modify county policy for impact fee credits as circumstances warrant [NEW]	Ongoing Action Step											
On June 15, 2017, Council approved modifying the policy for exemption standards to permit transfer of credits between impact fee zones, thereby allowing credits to be used at a faster rate and assisting development. [NEW]					X				X		X	

PUBLIC PROTECTION

GOALS	Thriving Communities				Economic & Financial Vitality				Excellence in Government			
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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Emergency medical technician and paramedic training - County engages in partnerships to ensure trained and competent emergency medical service providers [NEW]	Ongoing Action Step											
Council approved extension of agreement with Daytona State College to facilitate education of emergency medical services students (EMTs and paramedics) on April 20, 2017 [NEW]				X					X		X	
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

PUBLIC WORKS

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ACTION STEPS ACHIEVED												
Big Tree Road sidewalk - Agreement with the City of South Daytona to fund \$50,000 towards construction of the pathway, approved May 18, 2017 [NEW]	X								X			
ACTION STEPS ONGOING												
Debris removal - Continue FEMA-approved debris removal plan, including pre-event contracts for cleanup, monitoring and debris removal			X	X								X

PUBLIC WORKS

GOALS	Thriving Communities				Economic and Financial Vitality				Excellence in Government			
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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
NSB boardwalk and fishing pier - Begin/complete construction of Smyrna Dunes Park boardwalk and fishing pier	Ongoing Action Step											
Completed construction of the riverside fishing pier at Smyrna Dunes Park, with the grand opening by Council on May 26, 2017 [UPDATE]	X		X							X		X
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

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Hope Place library - Oversee and coordinate renovation/construction of the library facility/space at Hope Place	Ongoing Action Step											
On May 4, 2017, Council approved a contract with Saboungi Construction of Ormond Beach for construction management/general contracting services for the library facility. Saboungi Construction's first task assignment is being written to support design work of the architect. [UPDATE]			X				X		X			
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

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ACTION STEPS ONGOING												
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 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			
2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Amelia Avenue, DeLand sidewalk - Joint project 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.												
Ongoing Action Step												
Council approved a joint project agreement with the City of DeLand for the project on May 18, 2017. Rectangular Rapid Flash Beacons (RRFBs) have arrived and were assembled in Holly Hill. Awaiting concrete work completion and go ahead from the Road and Bridge Division before RRFB installation. Anticipate completion by the end of July, weather permitting. [UPDATE]												
	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		

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Grant funding for programs - Seek and obtain funding for security, safety, crime prevention, and victim programs	Ongoing Action Step											
Obtained funding from/for the following in January-March 2017: • Victims of Crime Act (VOCA) funding for victim advocate services (\$124,081), • Florida Department of Transportation funding to combat speed and aggressive driving (\$50,000), • To train law enforcement first responders in interview methods for victims of sexual assault, \$15,000 from Excellence in Sexual Assault Project (ESARP), • High Intensity Drug Trafficking Area (HIDTA) for expenses associated with HIDTA operations (\$221,056) from U.S. Department of Justice			X	X			X	X				
Grant from the U.S. Marshal's Service to assist in identifying/apprehending sex offenders/predators who meet the elements of the Jimmy Rice Act (\$14,650), Council accepted funding award on April 20, 2017 [NEW]			X	X			X	X				
Engage the community - Engage citizens for improved relations, aimed at increasing crime prevention and crime solving activities	Ongoing Action Step											
Have held four "Coffee with a Cop" listening sessions to date in 2017 to improve relations with public (1/23-DeLeon Springs, 1/25-Oak Hill, 3/1-Osteen, 3/8-DeBary)				X						X	X	
Held three "Coffee with a Cop" listening sessions to improve relations with public (6/6-Oak Hill, 6/15-Deltona, 6/17-Port Orange) [UPDATE]				X						X	X	
Held community meeting with migrant workers in Pierson to build trust and engage diverse facets of county, March 12, 2017				X					X	X	X	

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Revamped the agency's Facebook page, resulting in a wave of new followers and identification of several criminals				X	X				X	X	X	X
Participated in community events, including MeStrong; Daytona Half Marathon; 5th Annual Matt Miller Motorcycle Skills Challenge; CrimeLine Chili Cook-off; Boys and Girls Club Kickball, Dodgeball and Skating in Deltona, Lake Helen, and DeLand; "Black the Blue" in Ormond Beach; Spring Turkey Rod Run in Daytona Beach; and Community Hero's event in Port Orange [January-March]									X		X	X
Participated in community events, including Tip a Cop Fundraiser for Special Olympics at Chick-Fil-A, Daytona; Law Enforcement Torch Run for Special Olympics; Corporate Cup Challenge at Embry Riddle Aeronautical University; kickball with Spring Hill Boys and Girls Club, DeLand; Sheriff and Community Relations staff delivered stuffed Easter bunnies to sick children and patients at Halifax Health Medical Center; held First 100 Days Town Hall, Port Orange; held Fight the Blight Town Hall, Deltona, April-June [UPDATE]									X		X	X
Donated \$177,000 in forfeiture funds to community programs that address substance abuse and mental health education/treatment, crime prevention, safe neighborhoods and safe schools, including Florida Youth Ranch, Stewart-Marchman-Act, Boys & Girls Club, West Volusia PAL summer camp, and other local charitable organizations, approved April 4, 2017 [NEW]									X		X	X

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Victims of crime - Support and assist victims of crime	Ongoing Action Step											
VCSO partnered with the Building Remarkable Communities charity to provide financial support for critical temporary needs (shelter, food, services and supplies) to victims of domestic violence and sexual assault			X	X					X			X
Traffic safety - Initiate and continue efforts to ensure safety on the area's roadways	Ongoing Action Step											
Initiated safety program focusing on pedestrian and bicyclists' safety on roadways and at intersections; emphasis first on education, with other actions as secondary responses; program funded by \$30,000 grant from the Florida Department of Transportation, "Alert today Alive tomorrow"			X	X						X	X	X
Crime reduction - Engage in activities to prevent, control, and respond to crime	Ongoing Action Step											
Partnered with Florida Department of Agriculture and Consumer Services to inspect gas pumps for credit card skimmers and consumer education on skimmer scams			X	X					X	X	X	X
Conducted three countywide crime suppression operations, "Rolling Thunder," in March			X	X	X	X			X	X	X	X
Began work with community leaders to expand after school programs and revamp/expand the PAL program			X	X	X				X	X	X	X
Created a Juvenile Services Director position and began a juvenile electronic monitoring program. On June 1, the County Council approved the contract with the Florida Department of Juvenile Justice for the VCSO to monitor juveniles, engage them via weekly face-to-face contacts, and provide around-the-clock response to potential violations of court-ordered curfew/conditions; the contract will produce revenue of over \$56,000 annually to the county. [UPDATED]			X	X	X				X	X	X	X

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2017 INCREMENTAL ACHIEVEMENTS FOR ONGOING ACTION STEPS												
Conducted countywide operation, "Indecent Proposal," in May to apprehend online predators looking for sex with teenage girls and boys; 14 arrested. [NEW]			X	X	X				X	X	X	X
Conducted countywide operation to suppress illegal drugs; "Operation Crack of Dawn" targeted street-level dealers on the west side of the county, resulting in 25 arrests in May and 12 more suspects wanted on outstanding warrants. [NEW]			X	X	X				X	X	X	X
Conducted week-long sting in county parks to stop lewd activity and make parks and trails safe for families and children; "Operation Park Hopper" resulted in 18 arrests in June. [NEW]			X	X	X				X	X	X	X
Accountability-based policing - Ensure accountability, transparency, and responsiveness of agency performance	Ongoing Action Step											
Initiated COMPSTAT, a data-driven evaluation of policing effort, for agency. The bi-monthly meetings are open to community, and were held on 4/13/17, 4/27/17, 5/11/17, 5/25/17, 6/8/17, and 6/22/17 [UPDATED]	X		X	X	X	X	X	X	X	X	X	X
Operational optimum performance - Employ processes and personnel for organizational effectiveness and efficiency	Ongoing Action Step											
Consolidated offices and functional areas, including merging District 3 and 5 together and streamlining and centralizing Criminal Investigation Division (CID)				X			X	X			X	X
Restructured VCSO Training with placement of a captain in the section; started publishing Command Staff Notes for internal communication/operations, created a Special Projects Coordinator				X			X	X			X	X
Initiated strategic planning for agency, including revision of core values and guiding principles for agency; focus on integrity, unity, dedication while serving the community	X		X	X	X	X	X	X	X	X	X	X

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De-escalate police-citizen encounters - Use training policy, processes, and equipment to advance de-escalation by officers	Ongoing Action Step											
Contracted with the Police Executive Research Forum (PERF) to conduct an independent review of the agency's use of force procedures, tactics, and training. The review will identify how the agency compares to national standards and progressive policing practices, with the goal of ensuring the VCSO is using the best practices in the field/profession, May 4, 2017. [NEW]	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	Ongoing Action Step											
Added less-lethal shotguns at airport and for patrol				X			X	X			X	X
Began to refurbish VCSO helicopter fleet; completed avionics and camera system upgrades on two helicopters, with third to be completed shortly				X			X	X			X	X
Awarded contract for software for the Volusia County Crime Center, which will facilitate real-time crime and intelligence sharing for field personnel of the Sheriff's Office and all law enforcement agencies in the county and as a regional software solution; contract approved by Council on June 1, 2017. [NEW]	X			X	X		X	X		X	X	X
Human resources - Ensure personnel processes reflect community diversity and standards, and agency practices enhance the workforce and its operation	Ongoing Action Step											
Began implementation of a servant leadership style of policing through all ranks/positions within the agency				X							X	X
Opened the hiring process to year round				X	X	X	X	X	X		X	X

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Reflected community diversity in agency command with promotion of two division chiefs in May; Chief Corey Piser achieved the highest rank held by a woman in the history of the agency and Chief Tim Morgan is the second-highest African-American male in the agency's history. [NEW]				X		X					X	X
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