



# State of the County Address

April 18, 2017



## Volusia County Reflections

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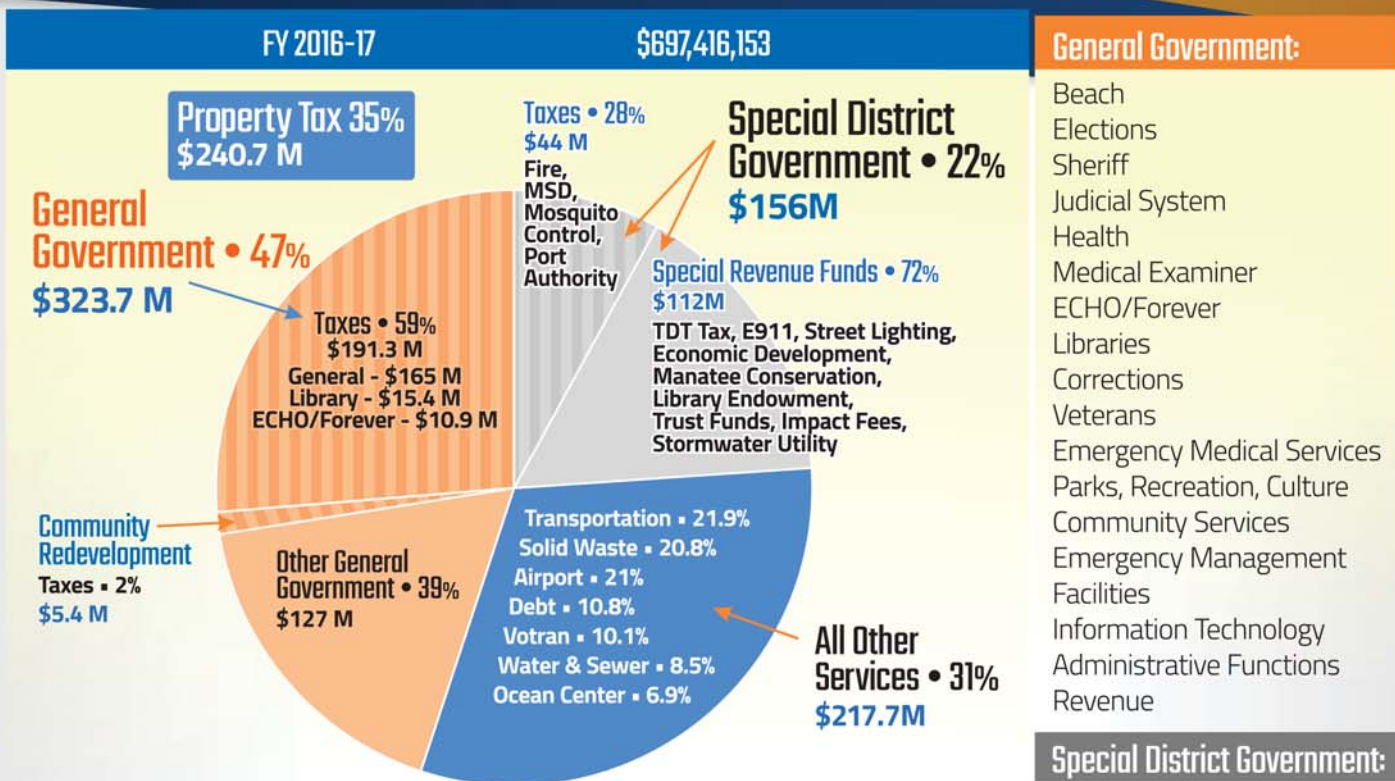
# State of the County Address



As communities committed to partnerships, our collaborative efforts reflect a growing and vibrant area continuing to move forward from the economic downturn. Last year we saw numerous new businesses open and others expand. As Charles Dickens wrote in "A Tale of Two Cities," "It was the best of times; it was the worst of times." The year was marked by financial good news, with strong economic development in job expansion and recruitment. An ambitious plan to become debt-free within two years in the general fund was endorsed by the Volusia County Council. The year also brought bad weather news – Hurricane Matthew, from which we fortunately escaped a direct hit. Our communities were impacted and the cities, county, business community, nonprofits and residents pulled together in recovery efforts. As 2016 closed, several elected officials' terms ended. Those decision makers who had guided the county through the good and challenging times departed knowing they left the county in better shape than they had found it. Without hesitation, we can say this organization worked hard to fulfill its vision to be a community rich with resources and opportunities today and for generations to come.

## Volusia County Reflections





### General Government:

Beach  
Elections  
Sheriff  
Judicial System  
Health  
Medical Examiner  
ECHO/Forever  
Libraries  
Corrections  
Veterans  
Emergency Medical Services  
Parks, Recreation, Culture  
Community Services  
Emergency Management  
Facilities  
Information Technology  
Administrative Functions  
Revenue

### Special District Government:

Fire Services  
Growth Management  
Mosquito Control  
Port District  
Sheriff

### All Other Services:

Airport  
Debt Service  
Ocean Center  
Solid Waste  
Transportation  
Votran  
Water and Sewer

In the chart above, Volusia County's operating budget is shown by function and comprised of three distinct segments: General Government (in peach), Special District Government (in gray) and All Other Services (in blue). Also shown is the breakout of property taxes, indicated by the vertical lines in General Government as well as Special District Government. The chart illustrates that \$240.7 million (or 35 percent) of the county's total operational funding comes specifically from property taxes – General Fund, Library, Echo/Forever, Community Redevelopment and these Special District Government functions: Fire, Municipal Service District (MSD), Mosquito Control and Port Authority.

- The estimated total of \$5.4 million is collected by the county for Community Redevelopment Areas (CRAs), which are passed through to the cities to spend on projects within their jurisdictional boundaries.
- The \$44 million in the Special District Government section provides funding for certain Special District Government functions such as fire rescue and municipal-type services such as public safety and parks and recreation for the unincorporated residents of the county. Also, included are other Special District Government functions such as Mosquito Control and the Ponce Inlet Port Authority, which have specific purposes within defined boundaries.

Other operating revenues support Special District Government functions such as tourist development, emergency 911, street lighting, economic development, manatee conservation, library endowment, trust funds, impact fees and stormwater utility.

All Other Services include transportation, solid waste, airport, debt, Votran, water and sewer and the Ocean Center.



In September 2016, the Dynamic Master Plan (DMP) was presented to the Volusia County Council. The DMP brought together the work of the sitting County Council and prior Councils in setting a vision, mission, and goals and objectives. It also addressed the efforts of the county manager and staff to fulfill the goals and objectives of the past decade, from 2006 to 2016.

The DMP emphasizes core themes – the bedrocks – that consistently have been the basis for Volusia County Government activity. These bedrocks are not time- or person-bound. Rather, they are timeless expressions of what is desired for our community, why and/or how to do it, and the intended and achieved outcomes of activity.

**Volusia's Vision:** To be a community rich with resources and opportunities today and for generations to come

**Volusia's Mission:** To provide responsive and fiscally responsible services for the health, safety and quality of life for our citizens

## Volusia's Bedrocks – Goals & Objectives

### Thriving Communities

Promote health and safety, provide services to meet needs of citizens, and practice stewardship of the environment



#### Objectives

- 1.1** Engage in infrastructure and regulatory actions that protect and enhance the experience of residents and visitors.
- 1.2** Enrich and preserve the natural and built environment.
- 1.3** Provide a broad range of services for the physical, mental and social well-being of residents and visitors.
- 1.4** Provide a safe and secure community through prevention, readiness and professional response.

### Economic & Financial Vitality

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



#### Objectives

- 2.1** Be a community that attracts and retains businesses.
- 2.2** Develop and retain an educated, ready workforce matched to varying job opportunities.
- 2.3** Allocate limited resources fairly and efficiently.
- 2.4** Ensure services and decisions are financially sustainable.

### Excellence in Government

Foster partnerships to deliver exceptional services



#### Objectives

- 3.1** Maintain and foster productive relationships with public and private partners.
- 3.2** Provide a high level of customer service.
- 3.3** Demonstrate leadership in decisions and actions.
- 3.4** Meet community expectations for quality.



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### **Clerk of the Circuit Court - Laura Roth**

The Clerk of the Circuit Court's office finalized its Florida Supreme Court "Security Matrix" pilot in 2016, greatly increasing online access to many public court documents. The office also implemented eService of court documents for attorneys and participating litigants and began eSigning and eServing summons in most case types in 2016. The office also added an automated payment kiosk at the City Island annex in Daytona.



*Laura Roth*

### **Supervisor of Elections - Lisa Lewis**

The Department of Elections implemented new voting equipment in 2016. The equipment provides capability for people with special needs to vote and cast their ballots in the same tabulator. All of Volusia County's voting results were compiled and received from all of the polling locations by 8:47 p.m. during the November presidential election, which was a record for the Department of Elections. Volusia County saw record numbers for voter turnout – more than 75,000 people voted by mail and more than 93,000 voted early for a 73 percent voter turnout in 2016.



*Lisa Lewis*

### **Property Appraiser - Larry Bartlett**

In 2016, the Property Appraiser's office entered into an agreement with Tyler Technologies to replace its 17-year-old mass appraisal system and will be going live with the new system December 2017. Following Hurricane Matthew, the Property Appraiser's office immediately mobilized its appraisal, GIS and administrative staff to assess storm damage. The teams canvassed the entire county in three days to complete the initial damage assessment. Those assessments were electronically sent to the Property Appraiser's team at the county emergency operations center where the central damage assessment data entry took place with additional backup at the DeLand office.



*Larry Bartlett*

### **Sheriff - Mike Chitwood**

Approximately 200 deputy-worn body cameras were deployed in 2016 to aid in documenting actions in the field, preparing criminal cases for prosecution and ensuring enhanced transparency as an agency. Also in 2016, planning for construction of a new evidence storage building progressed with the awarding of an architectural/engineering contract for the new facility. Last year also saw the launch of the Sheriff's Office's Crime Center, a fully-integrated facility serving the entire county by providing analysis of crime trends and patterns as well as real-time intelligence disseminated to officers in the field responding to high-risk, in-progress incidents.



*Mike Chitwood*





**Hope Place** will address the needs within our community as it provides temporary and transitional housing for homeless and near-homeless families with children and unaccompanied teens. The facility, which will be in a former elementary school in Holly Hill, will be operated by Halifax Urban Ministries (HUM). The unique public/private partnership among Volusia County Government, the Volusia County School Board and HUM was authorized by the County Council in June 2016, when the property was rezoned and conveyed to HUM. The county agreed to provide \$3.5 million for building renovations, in addition to funding a neighborhood recreation area and additional sheriff's patrols for the property. The Volusia County Public Library, the Parks, Recreation and Culture Division, and the University of Florida/Volusia County Extension (all parts of the Volusia County Community Services Department) will provide ongoing support via an on-site library and upkeep of the recreation area and outside plantings.





## Community Assistance

More than \$1.5 million was provided to income-eligible people for housing rehabilitation services such as installation of window and door coverings, upgraded garage doors, down payments and closing costs. More than \$528,000 was provided to homeowners for reimbursement of insurance deductibles and to those needing home repairs as a result of Hurricane Matthew.

- 6,790 people received utility assistance.
- Rent and mortgage assistance to prevent homelessness was provided to 2,295 people.
- 1,050 summer camp scholarships were provided for low-income children and families.

## Veterans assistance

Annually, Volusia County's Veterans Services Division assists all former and present members of the Armed Forces and their dependents in preparing claims for compensation, hospitalization, vocational training, and other benefits and privileges to which they are entitled under federal and state laws and county regulations. Through the efforts of the staff, more than \$176 million is distributed to veterans and their dependents each year. In 2016, the county assisted 8,259 clients and received \$211 million in annual compensation/pension payments for veterans, including \$26 million in retroactive funds.

## Library usage

The Library Services Division offers services for personal growth, improving the quality of life and strengthening the community. Library branches are centers for school readiness and school success, offering early learning computer stations/family computers and preschool reading programs. In 2016, Library Services began implementation of self-check-out in high-use libraries after studies reflected 85 percent of users prefer self-check-out. Library Services promoted early literacy to help families get children ready for school. Pre-school library users recorded reading more than 177,520 books before starting kindergarten. There also were 22,629 children who attended the library's summer reading programs, which are designed to stem student achievement losses over the summer. Library Services volunteers gave 46,605 hours of volunteer service at an estimated value of more than \$1 million.







# A Proud Supporter of Volusia County

Florida Hospital is proud to support the **State of the County event** and we are just as proud to call Volusia County our home. We're blessed to be a part of such a vibrant community and share a powerful bond with our Volusia County neighbors. From our Partnership with Daytona International Speedway® to the many quality and safety awards we have garnered, we are committed to helping those in our county live healthier, happier lives where they live, work and play.

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# Hurricane Matthew operations and recovery



For many, 2016 was the first time we felt the impact of a major hurricane in more than a decade. When Hurricane Matthew passed by Volusia County Oct. 7, it left in its wake more than 10,000 homes, businesses and government facilities impacted and more than 1 million cubic yards of debris. The county and municipalities' response was truly cross-functional and comprehensive. More than 200 individuals worked at the county's Emergency Operations Center, coordinating with local municipalities, businesses and nonprofits for response and recovery operations.

The collective efforts of Beach Safety, Coastal, Corrections and Environmental Management ensured beaches were opened as quickly as possible. Signage and conservation markings were re-installed, beach ramps and walkovers were made safe or closed for repair, and debris was removed.

The storm's winds forced the temporary suspension of ambulance service. However, the Sheriff's Office's Mine Resistant Ambush Protected/ Armored Personnel (MRAP) carrier was able to navigate through the wind and rain for emergency medical situations.



## Volusia County Reflections



In 2016, Daytona Beach International Airport welcomed its third major carrier, **JetBlue**. The airline commenced daily nonstop service Jan. 7 between Daytona Beach and New York City. By year's end, the route became one of the most profitable new domestic routes for the airline, according to JetBlue executives. Attracting JetBlue Airways to the airport enhances the county's economic and financial vitality, thanks to this public/private partnership that was crucial in attracting the new air service. The airport now has the two largest air carriers in the world with American Airlines and Delta, and now the most respected low-cost carrier in JetBlue.

Volusia County's **Daytona Beach International Airport** saw continued growth in 2016. Airport passenger traffic reached the highest point in 20 years – totaling 707,657 – and continues to reach for the sky.

In 2016, the Volusia County Council unanimously showed its commitment to Embry-Riddle Aeronautical University's (ERAU) vision to become the world's leading applied aerospace research university. ERAU began construction of the 50,000-square-foot advanced aerodynamic lab building, known as the "Micaplex" (John Mica Engineering and Aerospace Innovation Complex), the first component of the new ERAU Research Park. In April, an airfield access agreement with ERAU was approved by the County Council. The agreement expands access between ERAU and the airport from the university's **Micaplex and Research Park**. In addition, design for extending Taxiway Sierra into ERAU's Research Park West was completed. On Sept. 23, the County Council approved transfer of the B-1 barn at the corner of Clyde Morris Boulevard and Bellevue Avenue to ERAU for incorporation into its research/educational park. In December, the County Council approved county funding of ERAU research park infrastructure improvements. The partnership between the county and ERAU illustrates the value and long-term nature of economic development action, and demonstrates that many incremental steps are necessary in business incubation to bring an economic plan to fruition.





# Economic Development successes



With several projects completed, 2016 was a banner year in our community. The county invested considerable effort for business recruitment and expansion. At least four existing businesses in Volusia County sought assistance in expanding their operation to add jobs, and two other businesses were recruited with approximately 1,000 jobs expected.



**OneDaytona**, an \$800 million, 300,000-square-foot retail, dining and entertainment district across from Daytona International Speedway, welcomed its first tenant, Cobb Theatres.

**B.Braun Medical Company**, a German medical manufacturer, announced plans to make a capital investment of more than \$100 million and create 175 jobs.

**DaVita Labs** plans to expand its DeLand complex with the construction of a new lab building and the creation of 100 new jobs.

**Tanger Outlet Mall**, a \$100 million destination retail center, opened with more than 75 outlet stores at its high-profile location along Interstate 95.

## Volusia County Reflections



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# Impacting our communities



## Food Drive

Public employees from the cities, the county, Daytona State College, School Way Café and the Health Department collected more than 184,000 pounds of food during the sixth annual countywide "Feed the Need" public employee food drive. Feed the Need began in 2011; since then, employees have collected 591,000 pounds of food for the community. Partnering with area municipalities, schools and universities, the annual food drive occurs after Thanksgiving to replenish area food banks. The collected donations of food and cash are then provided to multiple agencies within Volusia County for distribution to residents.

## Roads, sidewalks, dune walkovers and trails

In 2016, Volusia County completed the Votran intermodal transfer facility in New Smyrna Beach, an \$11.1 million road project on Howland Boulevard in Deltona, and the \$15 million South Williamson extension in Port Orange. Renovated sidewalks and 96 bus stop pads in unincorporated areas were made ADA compliant for Votran. The county also implemented a dune walkover redecking program, redecking 18 walkovers. Trails also were expanded in 2016. The county completed 5.5 miles of trails – 2.5 miles of the Spring-to-Spring Trail and three miles of trail along S.R. 415 from Beck Ranch to the Seminole County line.

## Energy and fuel conservation

Volusia County reduced energy consumption with lighting retrofits at the Justice Center, and the Daytona Beach and DeLand administration buildings. Electric plug-in stations were installed at county-owned locations and other public buildings to allow air conditioning systems of EMS/EVAC ambulances to operate without engine running, saving estimated \$500,000 to \$1 million annually in fuel/maintenance. Green Volusia and reThink encouraged carpooling, vanpooling, cycling, walking or using SunRail. In 2016, an online platform for logging commute trips was initiated and 70 participants took part in the challenge. Staff saved 10,400 pounds of carbon emissions and reduced vehicle miles driven by 10,000 by carpooling.

# Volusia County Reflections





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# Exceptional service and events



## Countywide customer service (e-services, etc.)

As technology evolves, so do Volusia County's e-services. Highlights of progress in 2016 include:

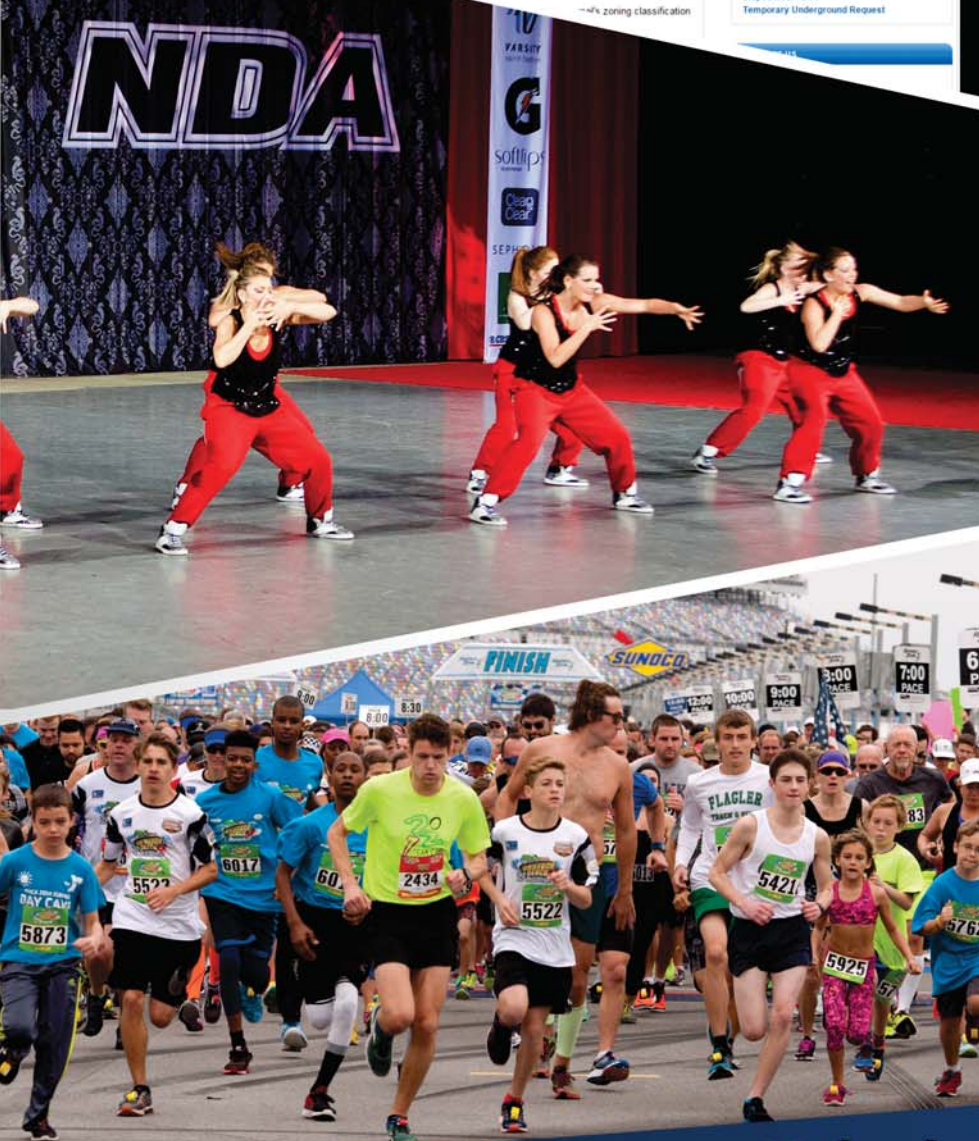
- QR codes now appear on tax bills.
- Tax bills can be received via email in addition to a paper copy.
- Updated the trails app and implemented online permitting to include payment processing.
- Implemented web-based reservation system for beach bonfire pits and online registration and payment for the Junior Lifeguard program.
- Initiated online payment of ambulance bills.
- Initiated online and renewable beach pass.
- Expanded Weather Bug and traffic reports for the beach.
- Developed 43 online building and permitting applications.

## Ocean Center numbers

More than 250,000 people attended one of the 104 events hosted at the Ocean Center in 2016. Events varied and included the National Cheerleaders Association and National Dance Association's Daytona Beach International Championship, which has been hosting its event at the county convention center for more than 20 years.

## Half Marathon

Volusia County partnered with the Daytona International Speedway to present the Daytona Beach Half Marathon in 2016 at the speedway. The marathon exceeded the organizers' expectations of 2,500 runners, with 2,748 registered participants. The Daytona Beach Half Marathon was named one of the top seven scenic half marathons in the nation.



# Volusia County Reflections





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Construction began in 2016 of the new **Tom Staed Veterans Memorial Bridge**. The \$38 million construction contract is funded by the federal government. Design elements of the new two-lane bridge include handicap accessibility, 8-foot sidewalks, fishing piers on both sides of the Halifax River and plaques at 28 scenic overlooks commemorating conflicts in America's military history. The plaques will include descriptions of conflicts and outcomes; the number of killed, wounded and missing in action; a QR code linked to additional data; and a Braille plate with information.



The Volusia County Council unanimously agreed to establish a Veterans Memorial Fund at its Sept. 22 meeting. Donations to the fund will be used to construct a \$1.2 million **Veterans Memorial Plaza**, which is proposed to be built on the northwest side of the new bridge. To make a donation to help fund the creation of the Veterans Memorial Plaza, please contact Volusia County Accounting at **386-736-5933** or send a check made payable to **Volusia County, 123 W. Indiana Ave., Room 302, DeLand, FL 32720** and note on the check **Veterans Memorial Donation**. For more information, visit [volusia.org/veteransmemorialbridge.com](http://volusia.org/veteransmemorialbridge.com).




Volusia County partnered with the Florida Department of Environmental Protection (DEP) and the St. Johns River Water Management District in a \$12.7 million advanced wastewater treatment and reuse water project to protect **Blue Spring**. The project will redirect wastewater from the decommissioned Four Towns treatment plant to the county's Southwest Regional Water Reclamation Facility, which will improve the level of wastewater treatment and produce 220,000 gallons of reclaimed water each day. The improved wastewater treatment will result in an estimated reduction of 27,000 pounds of nitrogen and 14,000 pounds of phosphorus per year in the Blue Spring springshed. Also in 2016, the County Council adopted a resolution supporting the proposed Volusia Governments Water Resource Compact.



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