



State of the County Address

January 15, 2019

A Caring and Thriving Community

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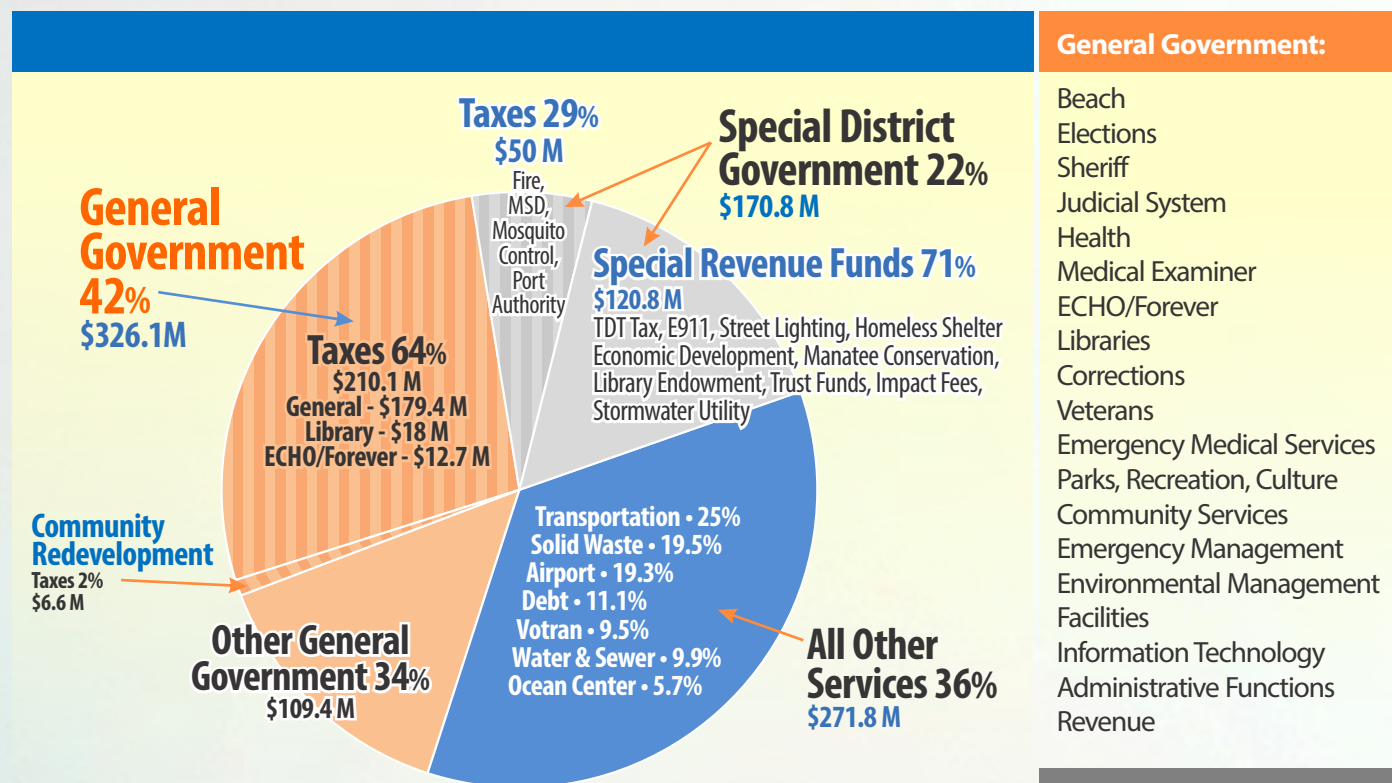
The State of the County Address is an annual report that highlights accomplishments of Volusia County Government. But residents don't have to wait for a once-a-year update. A few years back, the county manager established what we call the Dynamic Master Plan (DMP), which follows actions and priorities of the County Council throughout the year and provides an update on government activities every quarter. The DMP provides a transparent update every quarter on all government activities. In 2018, the National Association of Counties recognized the DMP with an achievement award for strategic planning.

Looking back at the accomplishments of 2018, there are four major themes: protecting natural resources, improving infrastructure development, enhancing a rich community life, and supporting a caring community. Major advances were achieved in all areas of the county, from improvements in treating wastewater to treating stormwater before it enters our rivers and lakes.

Major businesses in Volusia County made commitments to expand, and the pipeline is filling up for new businesses interested in coming to our communities. Our Community Assistance Division assisted thousands of families with affordable housing, emergency assistance for utilities, compensation for veterans, and many other support services – many that prevent people from becoming homeless.

Caring is at the heart of every decision of the County Council and the dedicated staff who work every day to provide services and programs to enhance our quality of life. All of us care deeply about this county and its diverse communities, and we will continue to work for the good of all.

Volusia County's operating budget



In the chart above, Volusia County's operating budget is shown by function. The chart is composed 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 and Special District Government. The chart illustrates that \$267 million (35 percent) of the county's total operational funding, derived 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 Community Redevelopment total of \$6.6 million is collected by the county for community redevelopment areas (CRAs); funds are passed through to the cities to spend on projects within their jurisdictional boundaries.
- Approximately \$50 million in the Special District Government section provides funding for certain functions such as fire rescue and municipal-type services such as public safety, parks and recreation for the county's unincorporated residents. Also included are other Special District functions such as Mosquito Control and the Ponce Inlet Port Authority, which have specific purposes within defined boundaries.

Other Special District Government functions include 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.

Dynamic Master Plan



Volusia County continues to implement initiatives using the structure of the Dynamic Master Plan (DMP) to ensure efforts align with the county's overall goals and objectives. The DMP was first presented to the Volusia County Council in September 2016. The DMP brought together the work of the sitting County Council and prior councils in a very concise way, setting a vision, mission, and goals and objectives for Volusia County Government.

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.

Elected Officials



Larry Bartlett

Property Appraiser – Larry Bartlett

A new Property Appraiser office was opened at the intersection of Third Street and Nova Road in Holly Hill in 2018, as a result of Hurricane Irma forcing the closure of eastside office on Beach Street in 2017. The Property Appraiser's new website introduced helpful features, and home-stead applications will be accepted online in the near future. Telephones are always answered by a real person and not by a machine. Questions from residents are always answered by friendly staff in the four office locations in Holly Hill, DeLand, Orange City and New Smyrna Beach. Answering a call for help from Bay County, the Volusia County Property Appraiser's office sent a 10-person team to the Panhandle to assist in assessing the damage from Hurricane Michael. The staff's long experience with hurricane damage assessment was welcomed by the hard-pressed residents of Panama City and Mexico Beach. In October 2018, Larry Bartlett was elected president of the statewide Florida Association of Property Appraisers.



Mike Chitwood

Sheriff – Mike Chitwood

In 2018, the Volusia County Sheriff's Office focused on new, innovative ways to fight crime. From license plate reader technology to a brand-new partnership with the RING home security network, to the construction of a state-of-the-art evidence facility, the launch of Text to 911 service, expanded use of body-worn cameras and the start of the biggest information technology overhaul in years, the agency is capitalizing on modern tools to keep Volusia County safe. The cutting-edge Volusia County Crime Center is expanding and has become a critical tool not just for the Sheriff's Office, but for agencies across the county. In addition to these and other equipment upgrades, 2018 brought needed increases in pay for sworn and civilian employees; improvements in recruitment, hiring and training; and a continued focus on partnerships with other agencies and the community. Sheriff Mike Chitwood and the deputies and employees of the Sheriff's Office are looking forward to building on all these programs and more in 2019.



Lisa Lewis

Supervisor of Elections – Lisa Lewis

2018 was a busy year for the Department of Elections. Legislation was passed in early 2018 to give Florida elections supervisors money to enhance security measures for elections. The department has since upgraded cyber and physical security. In preparation for the 2018 elections, more than 800 poll workers were assigned and trained. Training is a major undertaking that includes the compilation of a training manual and hands-on material to implement Florida Statutes and procedures. Volusia County saw record numbers for the mid-term election with a 60.41 percent turnout. Sixty-two percent of voters cast their ballots before Election Day by mail or early voting. In addition to three statewide recounts, Volusia County conducted recounts locally. A machine recount occurs when the difference in a race is one-half of a percent or less. When the difference in a race is one-quarter of a percent or less, a manual recount takes place. The Department of Elections conducted six machine recounts and three manual recounts. The staff and the public made this a smooth process. With long days and late hours, we kept our spirits up!



Laura Roth

Clerk of the Circuit Court – Laura Roth

The Clerk of the Circuit Court provides many essential services, including issuance of marriage licenses, recording of official land records, passport processing, domestic violence injunction assistance, pro se assistance with court proceedings, child support collection and disbursement, traffic citation processing, maintenance of all official court records, and extensive public records accessibility via the internet through clerk.org. In 2018, the Clerk of the Circuit Court conducted several specialty group weddings on Valentine's Day and during Bike Week. The clerk's office also implemented two new protective court case types that offer assistance to the public and the judiciary: petitions for risk protection and vulnerable adult petitions. We have several special events planned for 2019, including Passport Saturday, scheduled for Saturday, Jan. 26.

Notable Achievements



Volusia County's employees are dedicated to serving the public and providing outstanding services. Their innovation and expertise were honored with several national and state awards in 2018.

Volusia County's **Emergency Management** App and Dynamic Master Plan won achievement awards from the 2018 National Association of Counties (NACo). The app, which was created to keep residents and employees informed during disasters, includes weather alerts, checklists, shelter status, sandbag locations, evacuation routes, push notifications, links to county sites, and a location indicator that can be sent to family and friends. It also aids in damage assessment as residents can submit damage reports and photos.

The Dynamic Master Plan, introduced in 2016, is Volusia County's approach to strategic planning. It continually evolves and translates vision and mission concepts into concrete pathways for action. The plan is updated quarterly, and an annual report of department and division efforts is prepared.

Volusia County Purchasing and Contracts Division was awarded the Achievement in Excellence in Procurement, a national award given to agencies that exceed set standards in procurement by the National Procurement Institute.

The Government Finance Officers Association awarded a Distinguished Budget Presentation Award to Volusia County for its 2017-2018 budget. To earn the award, the county's **Budget and Administrative Services Division** had to provide a proficient policy document, financial plan, operations guide and communications device.

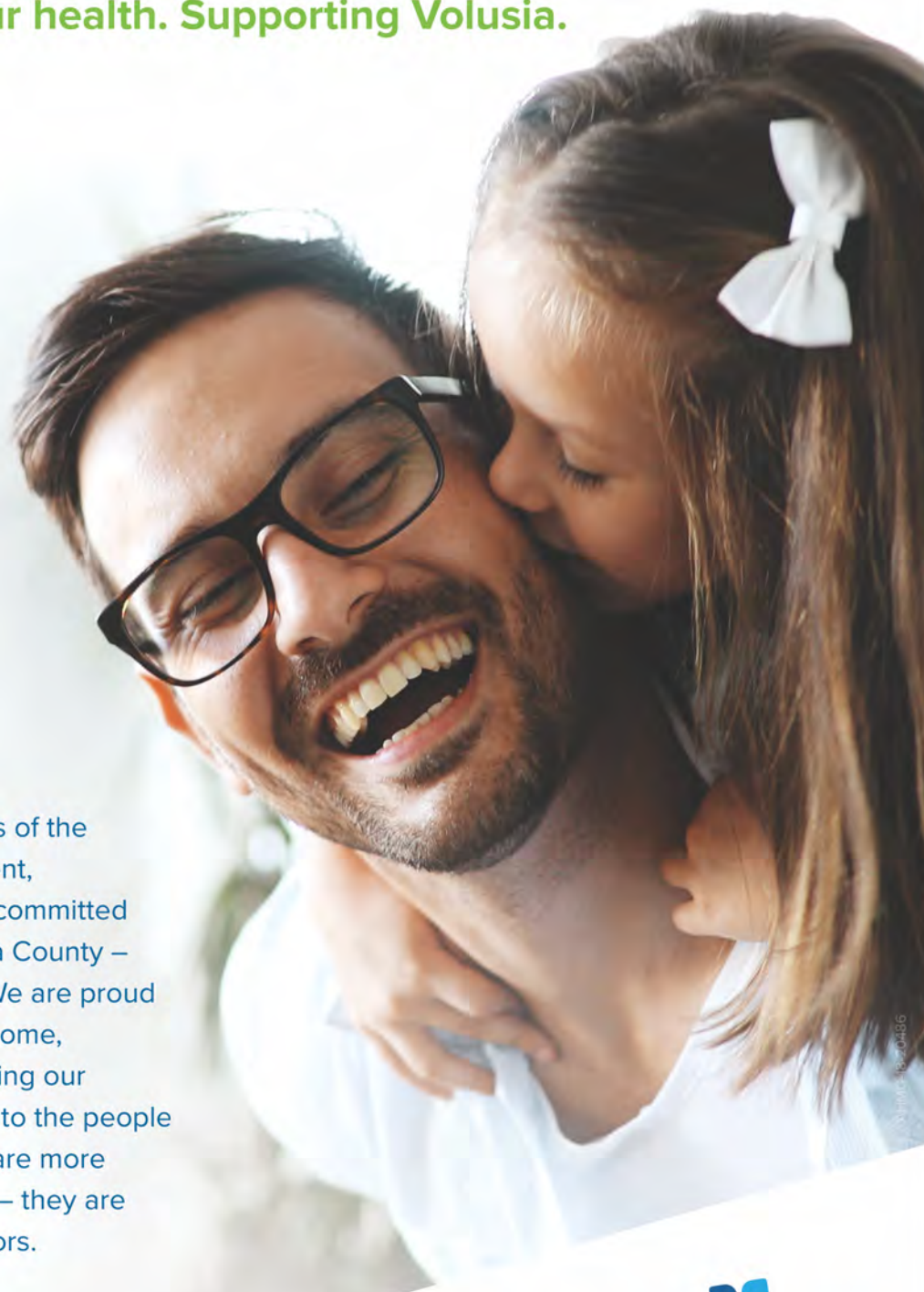
Volusia County's **Revenue Division** received the Legacy Award for excellence in financial operations from the Florida Tax Collectors Association, a collaborative network of the state's 67 tax collectors. A panel of government financial executives selected the division based on performance criteria including review of financial records, evidence of technological innovation and automation, customer focus and budgeting proficiency.

The Fun Coast Worksite Wellness Council presented its highest Healthiest Companies Award, the platinum award, to Volusia County for its employee wellness program. The council applauded the Volusia County/Cigna partnership, which includes an on-site health advocate registered nurse, a 24/7 telehealth program, and an online health assessment questionnaire that allows employees to better understand their health risks and participate in healthy lifestyle coaching from Cigna.



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Volusia County's **Community Assistance Division** spent more than \$1.7 million on homelessness prevention programs, using funds from the Low-income Home Energy Assistance Program, Emergency Home Energy Assistance for the Elderly Program, Community Development Block Grant Program, Emergency Shelter Grant Program, HOME Investment Partnership Program, and the county's general fund.

Hope Place opened in March to provide a temporary and transitional shelter for homeless families with children and unaccompanied youth. Volusia County donated the land and buildings and provided a \$3.5 million grant to the shelter, which is operated by Halifax Urban Ministries. Hope Place successfully transitioned 89 percent of the 225 adults and children sheltered at its facility to permanent housing. Permanent housing was secured for 100 percent of the 30 adults and children exiting the agency's transitional apartments, and 60 percent of the unaccompanied youth residents were housed successfully.

Looking ahead for 2019, the Hope Place Public Library, funded by a \$971,771 Community Development Block grant, will open to the public. This full-service library branch will provide library materials, public access computers, Wi-Fi access and programs for all ages. It will be open to the public Monday through Saturday.

Meanwhile, construction continues on the **First Step Shelter** on International Speedway Boulevard, west of Daytona Beach. Volusia County donated the property and pledged \$2 million toward construction along with \$400,000 a year for five years for operations. The shelter is expected to open in mid-2019.

Volusia County supports the Neighborhood Center of West Volusia, which feeds the hungry, houses the homeless and prevents homelessness in West Volusia. The center opened a 12-bed transitional housing facility called GAP (Growth and Achievement Program) House in July 2018, increasing the agency's total bed capacity for emergency and transitional housing to 162. Construction is underway on **The Bridge**, a homeless shelter and day center project.

To improve service to clients, Volusia County moved its New Smyrna Beach office for Veterans Services and Human Services to the Florida Department of Health building at 717 W. Canal St. The new office provides enhanced services, including close parking, a Votran bus stop in front of the building, a larger waiting area, and easy access to health services. Veterans Services and Human Services also have offices at 123 W. Indiana Ave., DeLand; and 775 Harley Strickland Blvd., Orange City.

Votran, the county's transit system, implemented new bus service in New Smyrna Beach in June 2018. Route 44 serves the main corridor of New Smyrna Beach, taking riders "from the shore to the store." Route 25, which will begin running in February 2019, will service Deltona and operate primarily in the Howland Boulevard corridor. It will run from Dupont Lakes Shopping Center west to Halifax Health (Deltona) and Epic Theatres. Route 25 will provide connecting service to Routes 21 and 22.

Volusia County was proclaimed a **Purple Heart County** in August 2018. The county earned the designation for its services for all veterans and their families, with special attention to combat-wounded veterans.





Protecting Natural Resources

The Environmental Management Division monitors water quality at 90 locations around the county, with the data used to identify problems and solutions. The division focused on education and outreach and in 2018, received a \$240,000 grant from the Florida Department of Environmental Protection using federal environmental protection funds for the "Save Our Springs and Rivers" project. The three-year education and outreach project is intended to bring focus to the issues of septic systems in the Blue Spring springshed and involves Volusia County's Water Resources and Utilities Division, municipal water suppliers and Project H2O. Project H2O is a coalition of government agencies, environmental organizations, local universities and nonprofit groups concerned with our waterways, particularly the Indian River Lagoon.



The Water Resources and Utilities Division completed expansion of the Southwest Regional Advanced Wastewater Treatment Facility in DeBary as well as a 4,700-foot reclaimed water main extension along Normandy Boulevard in Deltona. Both projects furthered the county's protective efforts of Blue Spring by reducing pollution and increasing alternate water supply.

Major projects completed by the county's **Stormwater Division** include Thornby Park Water Quality Improvement Project, an initiative to treat stormwater entering Lake Monroe. An engineering firm was engaged to prepare the grant application for funding and pre-construction activities, which include installation of a nutrient-separating baffle box and upflow filter.

Blue Spring Basin

The county entered into an agreement with the St. Johns River Water Management District for a feasibility study to assess the potential to develop a wetland recharge area for treating stormwater pollutants while increasing the spring flow benefiting the Blue Spring basin. In northeast Volusia, a rehabilitation project is underway at the Halifax Plantation wastewater treatment plant. The county is partnering with the City of Oak Hill on plans for expanding its sewer collection and transmission system.

Other planned projects include the implementation of the Reasonable Assurance Plan for Mosquito Lagoon. The plan is a partnership between Volusia County; the cities of New Smyrna Beach, Edgewater and Oak Hill; and Florida Department of Transportation. Two projects that will be designed and permitted will be the Tenth Street Water Quality Pond, located in Edgewater near the border of New Smyrna Beach, and the Ariel Canal Water Quality Improvements in the unincorporated area between Edgewater and Oak Hill. Construction of the Rio Way Regional Retention Pond is underway in the unincorporated area north of Holly Hill and south of Ormond Beach. Another project along Dirksen Drive in DeBary included the installment of two baffle boxes to separate sediment and harmful nutrients from roadway drainage near Gemini Springs.



Infrastructure Development

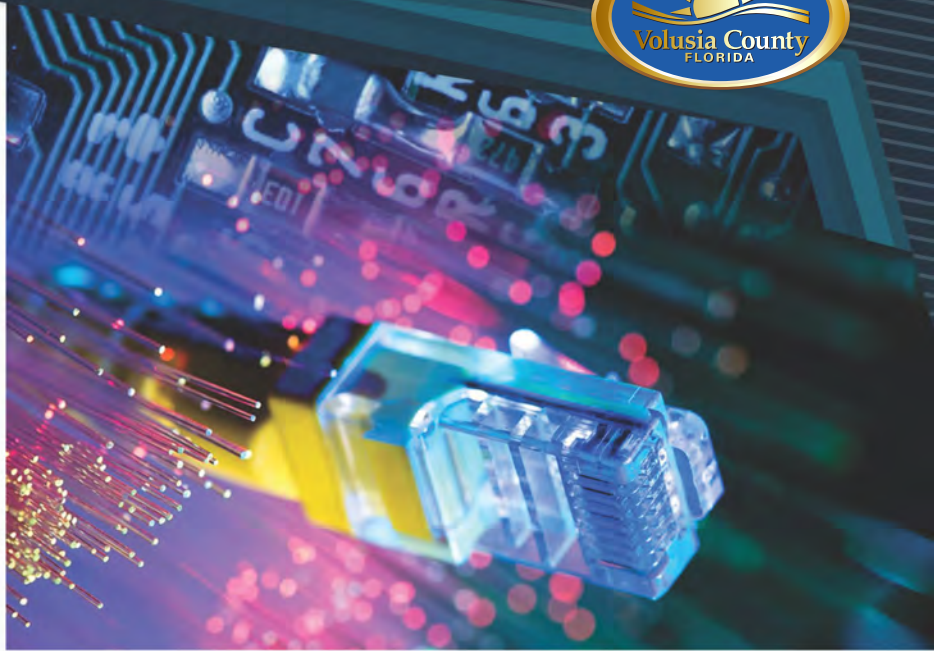
New computer systems and network infrastructure upgrades for a variety of departments and divisions brought Volusia County abreast of current technology.

The **Revenue Division** implemented automated bill pay services for the 2018 tax season using Ebox payments. The division also implemented high-speed processing for water bills and revamped its annual tax bill mailing. These efforts have produced greater efficiencies and annual cost savings.

The **Property Appraiser's Office** upgraded its 20-year-old information system to the new Computer-Assisted Mass Appraisal, which provides property appraisals, analytical analysis, ownership and exemption tracking, notices of proposed property taxes, and web-based mapping.

The **Division of Corrections** has begun the engineering and design work for the network infrastructure that will support the inmate phone system and modernize video visitation and jail security systems at the Volusia County Branch Jail.

The **Public Protection Department** is taking steps to acquire an 800 MHz radio system that will be used by all first responders – police, fire and emergency medical services – to ensure timely and safe responses. The county's public safety radio needs have advanced beyond the units currently in use; many radio units are at the end of their useful life, and repairs are not possible due to the phase-out of replacement parts. During the past year, the county engaged a consultant to develop the specifications for the P25 technology of the modernized radio system. In 2019, staff will work with a consultant to write the request for proposals for the purchase of hardware, software and services necessary for the 800 MHz radio upgrade.





Rich Community Life

Economic Development is flourishing in Volusia County. In 2018, the County Council approved a 20 percent match of performance-based incentives – as required by Florida Statute – for two companies:

B. Braun Medical and **Mystic Power Boats**.

The B. Braun project is a proposed second manufacturing facility that could be built on recently acquired property in Daytona Beach, just east of the current manufacturing facility. If selected, B. Braun would invest another \$100 million in Volusia County, bringing its total investment to more than \$240 million. The firm will also have committed to create over 200 new jobs at 125 percent of the area's annual average wage.

Mystic Power Boats' expansion of its manufacturing plant in DeLand is projected to add 70 new jobs, at 115 percent of the annual wage. The larger plant and expanded production lines are expected to account for new capital investment of approximately \$5 million.

In late 2017, the county celebrated marine life and recreation with a two-day event where attendees climbed aboard two sea vessels – the 90-foot Tug **Everglades** and 150-foot **Lady Philomena**.

In June 2018, those vessels were towed out to sea and sunk at artificial reef site 12 as part of the county's artificial reef program. Now, the boats are teeming with sea life, including red snapper, mangrove snapper and goliath grouper. The artificial reefs build marine habitat where none naturally exists and support the local marine industry by providing popular destinations for boaters, fishermen and divers. Funding for the artificial reefs comes from Volusia County's Port Authority reserves and does not affect property tax rates.

In fall 2018, **Sunwing** announced that it would begin twice weekly, seasonal, non-stop service to **Daytona Beach International Airport** (DAB). The new air service creates an opportunity for increased tourism in Volusia County and provides an additional travel destination for local residents.

The airport began a two-year project in April to rehabilitate several taxiways, including the primary air carrier taxiway, named November. Improvements include new pavement, LED lighting and safety improvements. The \$35 million dollar project is 95 percent funded by the Federal Aviation Administration and Florida Department of Transportation.

Looking forward to 2019, DAB will begin renovations on several projects, including modernization of the cellphone lot and upgrades to the terminal parking lot, which will feature a modern look and greener footprint. Customers will also notice new exterior signage in and around the airport. Additionally, terminal renovations will kick off this year. The new design will provide an open view of the ticketing and concourse areas and will add a waterfall feature, highlighting the area's natural resources.

Rich Community Life

To celebrate educational accomplishments in Volusia County, the **Division of Economic Development** produced its inaugural graduation issue, *Today's Workforce*. This publication examines the close relationship between learning accomplishments and economic success. Whether by professional certification, diploma achievement or degree completion, doors of economic opportunity are open to graduates and to the businesses and organizations they join. The special report highlights the capability of graduates and how partnerships between Volusia County businesses and educational institutions can make living, learning, working and doing business here profitable and rewarding.

A rich community life translates into a great place to live, work and play. A key component is the richness of leisure activities and programs in the county. **Volusia County's trails system** took three giant leaps forward with the openings of a trio of trail segments in 2018. The outdoor destinations include:

- A long-awaited 20.2-mile phase that includes two segments: one that runs from Gobblers Lodge Road to Maytown Spur Road, and another that extends from the Brevard County line north to Cow Creek, where it connects to existing trail and the pedestrian overpass on State Road 442. This \$16.1 million project was funded by the Florida Department of Transportation.
- A 1.2-mile segment that extends from the intersection of Donald E. Smith and DeBary Plantation boulevards to the existing trail near Detroit Terrace. This is the first trail constructed by the county using SUN Trail funds, which totaled \$848,739.
- A 1.7-mile trail segment that runs from Lemon Street to King Street along Grand Avenue in the Glenwood area. The \$1.9 million cost was covered by an ECHO grant of \$1.5 million and local option gas tax funds totaling nearly \$400,000.

Volusia County now has 59.9 miles of trails residents and visitors can use to walk, jog, skate, bicycle and commune with nature. Outdoor activities and sports are not the only facet of Volusia's rich community life. In 2000, voters passed a resolution for the **ECHO program**, which designates a proportion of taxes for projects that enhance the quality of life in Volusia County for environmental, cultural, historical and outdoor recreational opportunities. In 2018, the County Council approved ECHO awards of \$2.33 million to 10 organizations and municipalities. Grants included \$400,000 to the City of DeLand for expansion of the Sperling Sports Complex, \$237,900 to the Ormond Beach YMCA for a playground and splash park, and \$140,750 to the City of DeBary for Gateway Park improvements.

In addition to ECHO grants, the county provides community cultural operating assistance grants. The County Council awarded \$611,758 to 31 community cultural organizations for the visual and performing arts and historical and cultural programs. This year's recipients included the African American Museum of the Arts, Daytona Beach Symphony Society, Atlantic Center for the Arts, and the Halifax Historical Society.



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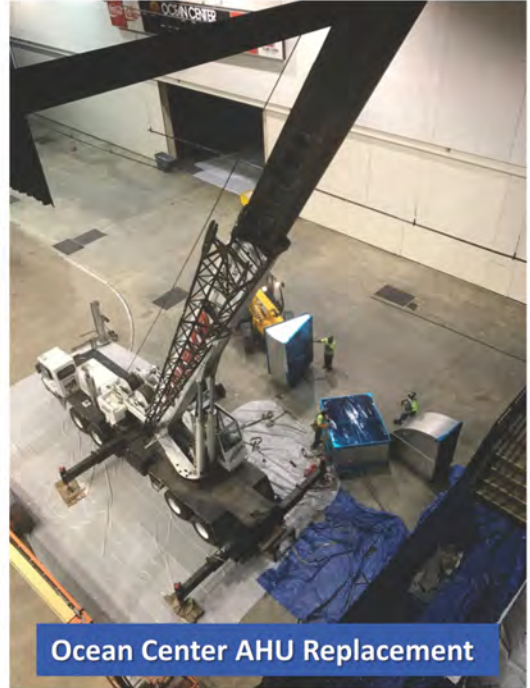
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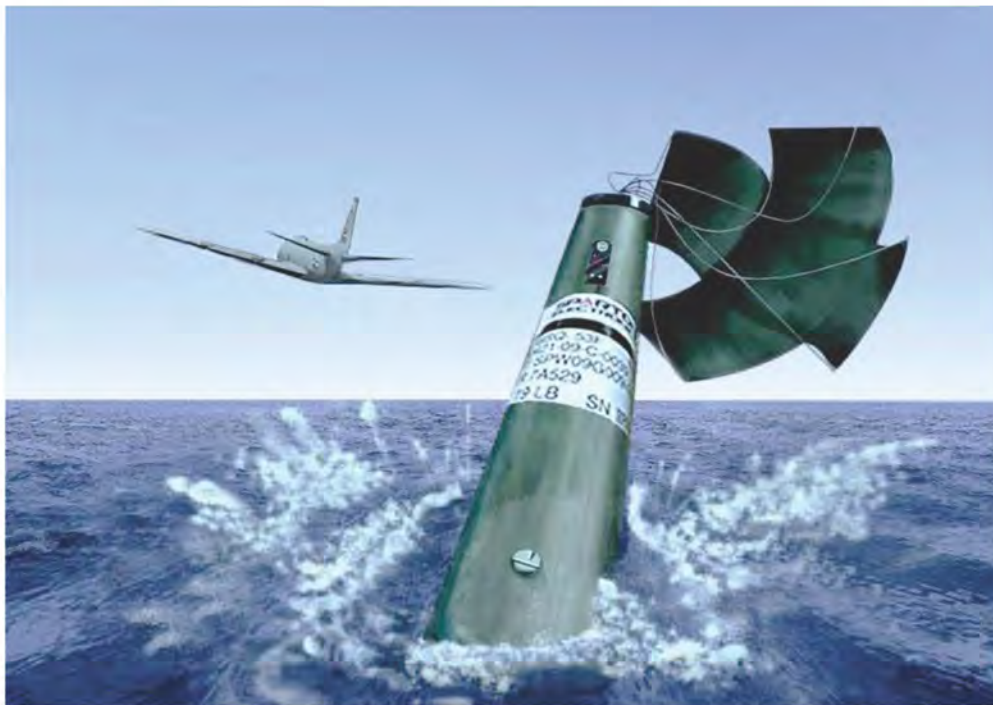
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