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# Strategic Goals and Projects

## Charleston County

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### COUNTYWIDE STRATEGIC GOALS

The County is currently developing a performance measurement system to be driven by countywide and departmental goals. Ongoing countywide plans include consolidating services with area governments and advancing progress on its capital projects.

The individual directorates have established strategic goals and projects, which include initiating or completing long-term projects.

### COUNCIL AGENCIES

#### INTERNAL AUDITOR

- < increase the number of operational and performance audits
- < expand services to include assistance with consulting, control self-assessment, and training
- < develop early warning indicators to quickly identify problem areas
- < install and implement computer software to assist with audits
- < perform electronic data processing audits
- < research the needs of various levels of management for audit assistance
- < develop an annual summary report based on audits completed during the year
- < revise and update departmental audit manual

#### STATE AGENCIES - PUBLIC DEFENDER

- < continue to support the Charleston County General Sessions Liaison Committee in its effort to improve the General Sessions docket
- < continue to assist with the jail overcrowding problem by monitoring attorney caseloads, educating attorneys regarding assessment of their cases, and monitoring the disposition of jail cases
- < identify programs and procedures that impact jail overcrowding
- < continue to pursue parity with the Solicitor's Office in an attempt to have less personnel turnover and to maintain an experienced office

### ELECTED OFFICIALS

#### PROBATE COURT

- < secure permanent funding for the Mental Health Court Program in addition to working toward placement and transportation assistance for the participants in the program
- < continue applying for grant funding to enhance the Adult Drug Court Program
- < upgrade the computer software system in the Commitment Division

#### REGISTER MESNE CONVEYANCE

- < implement Phase II of an electronic filing system to provide access to records using the most up-to-date technology

#### TREASURER

- < maintain a 95% collection rate
- < expand the acceptance of on-line payments using the Internet to additional County departments to create an e-commerce system for the taxpayers of Charleston County

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### APPOINTED OFFICIALS

#### LIBRARY

- < consider ways to implement the recommendations of the “Five Year Plan For Library Services”
- < monitor the construction process for the John’s Island Branch Library to determine the appropriate dates to obtain collection materials and to recruit branch staff

#### MASTER-IN-EQUITY

- < acquire a computer software system to obtain advanced statistical data for tracking and disposition of cases

#### VETERANS AFFAIRS

- < identify and retire inactive files with the objective of reducing required storage space

#### VOTER REGISTRATION

- < finalize adjustment of all voter records following reapportionment to fit the Senate lines as redrawn by the State Legislature
- < implement absentee voting at satellite locations throughout the county
- < break down document files into manageable groupings

### ADMINISTRATOR

#### GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- < develop approved spatial applications for county departments
- < promote a cooperative effort of application development and shared databases by maintaining strong relationships with governmental and private agencies
- < perform final quality control and quality assurance for all digital geographic information being considered for inclusion in the County’s enterprise-wide database, rejecting that which does not conform to standards
- < perform project management activities for all GIS projects
- < establish a repository and public dissemination point for all county-maintained digital spatial data

#### INFORMATION TECHNOLOGY SERVICES

- < implement initial phases of a new tax software package
- < develop and implement Refresh Phase III
- < develop IT Strategic Plan and participate in Facilities 5-year Master Plan with focus on technology
- < develop and prioritize infrastructure upgrades, including server refresh
- < complete implementation of Onbase Imaging System to replace the MIMS imaging system and initiate Records Center use of imaging for various departmental needs
- < update and combine all computer usage policies which includes email, Internet and computer software
- < devise plan of action for increased disaster recovery preparedness

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### CHIEF DEPUTY ADMINISTRATOR

#### BUILDING SERVICES

- < acquire and implement a stand-alone permitting software system with Internet service access capability
- < convert departmental operational systems to Internet web-site usage
- < acquire a wireless Internet map server for day-to-day operations, including updating of current county residential and commercial building stock
- < create all systems required to network with other users for day-to-day and emergency operating models
- < create/coordinate departmental resources in support of Terrorism Task Force
- < expand the community educational program through Project Impact and related programs
- < expand utilization of wireless GPS compatibility in support of addressing, storm drainage, assessment and emergency operations

#### CAPITAL PROJECTS

- < complete the following projects: Phase II of the O.T. Wallace Building renovations, Blake Tenement renovation, John's Island Branch Library, James Island Medic #4, and the East Cooper Fuel Facility in FY 2004
- < complete design and award contracts for Museum glass walls and roof repairs, King and Queen Garage renovations, Courtyard Square, Charleston Center Crisis Stabilization, and Detention Facility Infirmary in FY 2004

#### EMERGENCY PREPAREDNESS

- < establish a Cable-Over-Ride Warning System for the Public Services Building
- < establish Emergency Managers' Weather Information Network weather radar on-line within Public Services Building's CATV
- < pursue in-house GIS map display capability for integration into emergency plans
- < facilitate the Lowcountry Coroners' reestablishment of the Mass Fatality Plan working group
- < increase Earthquake Hazard awareness throughout the county
- < reestablish Continuity of Government data base including Municipal Emergency Operations Centers (EOC)
- < update Terrorism Plans in coordination with the State's Terrorism Task Force initiative
- < initiate Citizen Emergency Response Teams
- < update County EOC ICW State and Federal requirements
- < determine best way to establish EOC Incident Tracking and Messaging
- < further develop EOC Activation Protocols
- < further develop alternate EOC location(s)

#### EMERGENCY SERVICES

- < implement Continuous Positive Airway Pressure therapy capability
- < implement mobile data collection solution for patient and billing data entry
- < increase collection rate for ambulance billing
- < establish back-up Emergency Communications Center
- < monitor construction progress of EMS stations in McClellanville and John's Island
- < monitor construction progress of EMS station on James Island, relocate crews to new station, and re-evaluate Response District boundaries with new station location
- < achieve accreditation of EMS Communications Center
- < institute Emergency Fire Dispatch training

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- < implement first phase of District Supervisor program
- < implement Field Training Officer (FTO) program

### FACILITIES MANAGEMENT

- < develop a fully integrated Facilities Management Information System
- < complete improvements to Senior Citizen/Clemson Extension Facility by the end of FY 2004
- < connect centralized energy management cost control software to each large County facility and capture utility cost savings
- < initiate special programs to upgrade/improve degraded building systems
- < implement real-time contract expenditure tracking

### HAZARDOUS MATERIALS

- < obtain an additional trailer for dividing terrorism and marine firefighting equipment into three local staging areas: East Cooper, Peninsular and West Ashley
- < conduct marine firefighting live burn refresher exercise annually
- < exercise the Low Country COBRA Terrorism Task Force (TTF) communications and call-out procedures
- < participate in a statewide COBRA TTF exercise
- < continue to send members of local emergency response and industry to national training seminars based on budgetary and time constraints

### MAGISTRATES' COURTS

- < develop and implement a method to transmit data electronically between the Magistrates' Courts and the South Carolina Highway Department and to allow access to each other's records
- < update the South Carolina Driver's License Records files
- < implement procedure allowing the Courts to accept fines and fees through debit and credit cards
- < research acceptance of payment of fines and fees using the Internet
- < research acceptance of South Carolina Highway Department fees to expedite the reinstatement of driving privileges

### PLANNING

- < initiate 911/GIS Addressing Project
- < facilitate the Planning Commission and County Council in the five year review of the Comprehensive Plan due 2004
- < coordinate an updated permit tracking system with Building Services

### PUBLIC WORKS

- < continue to develop with the Legal Department a Right-of-Way Management Ordinance that will formalize the encroachment permit process
- < complete an environmental impact study with the U.S. Forest Service on the effects of mosquito control activities in the Francis Marion National Forest
- < implement design work on the Federal Emergency Management Agency grant funded drainage project in the Yorktown and Riverland South drainage basins on James Island
- < develop and implement a vegetation management program (herbicide) on all major outfall canals in inventory during fiscal year 2004

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- < develop a comprehensive database for sign inventory control
- < continue to mitigate work at the Kinsey-Blake borrow pit on John's Island as required by the South Carolina Department of Health and Environmental Control Mining Operations Division
- < continue to upgrade the County's road and drainage infrastructure which includes upgrading non-standard earth roads and associated drainage to County maintenance standards that may meet Charleston Transportation Committee requirements for rock or paved surfaces
- < continue to assist the GIS department with quality assurance reviews of the topographic map
- < continue the pre-disaster contracted debris management program which was expanded in fiscal year 2002 to include response for the City of Charleston, the City of North Charleston, and the Town of Mt. Pleasant.

### RADIO COMMUNICATIONS

- < continue to replace obsolete radios
- < upgrade public safety radio system infrastructure
- < complete the implementation of the fire interoperability plan for County departments
- < develop a statewide 800 MHz interoperability plan for public safety

### SAFETY & RISK MANAGEMENT

- < develop a plan to reduce the number of strain injuries by 39% under FY 2002 levels by FY 2005
- < continue analysis of workers compensation and vehicular accidents and develop plans and training programs to reduce any identified frequencies, severities, or trends
- < reduce workers compensation experience modification by 24 points to the 1.18 in FY 2006 and by another 18 points to 1.00 in FY 2007
- < furnish building appraisals and insurance values annually for County owned buildings to Facilities Management that will be included in the Real Property Inventory Manual
- < continue professional and career development of Safety & Risk Management staff that will improve staff knowledge and technical capabilities

### SOLID WASTE

- < complete the Facilities Issues Negotiations for the new Bees Ferry Municipal Solid Waste landfill (MSW)
- < submit the permit application package to the South Carolina Department of Health and Environmental Control for the new (MSW) landfill
- < restart the compost program
- < create an interactive website/page with pertinent information on solid waste programs and services
- < build a new classroom facility for presentations, workshops, meetings, and school children who visit the recycling center
- < increase business recycling rate through aggressive data collection for the county's annual report and through targeted education and outreach
- < initiate a new program targeting new residential communities or move-ins and provide the new residents with bins and information outlining how to recycle
- < initiate studies to reduce contaminants handled at the Materials Recovery Facility

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- < determine best methods to redesign or relocate current recycling center to handle material storage and paper sorting problems
- < negotiate long-term contract with Montenay (WTE provider) or other vendor to run the Recycling Recovery Facility after 2010
- < expand the planning aspect for MSW and Construction and Demolition landfill needs
- < define and identify the need for a transfer facility
- < identify borrow pit facilities, which includes possible acquisition

### **CHIEF FINANCIAL OFFICER**

#### **BUDGET**

- < assist departments in full implementation of performance measures for the document
- < develop ability to submit budget transfers electronically
- < develop electronic submission of budget requests on Intranet
- < assist in review of County's financial policies
- < assist in creation of annual capital budget to implement five year facility and equipment capital plan
- < develop multi-year budget to address County's current and long-term financial needs

#### **BUSINESS LICENSE/USER FEE**

- < consolidate similar functions with local municipalities to reduce cost of countywide governmental services
- < develop Internet access for payments and license renewals
- < attract additional municipalities into our consolidated programs
- < increase total revenue collections for this department above \$56,000,000 for FY 2004
- < share delinquent collection service with other county departments
- < standardize all software within department to operate at current computer speeds
- < migrate billing and collection software to operate on the newly approved Microsoft platform
- < develop additional training videos for all aspects of department

#### **CONTROLLER**

- < complete implementation of the new reporting model for the State and Local Governments required by the Governmental Accounting Standards Board (GASB) with the issuance of GASB Statement No. 34
- < publish the Comprehensive Annual Financial Report on the County's website
- < publish a popular annual report which would be more easily understood by the citizens of the County
- < complete interfaces to third party accounts receivable and billing systems
- < investigate the feasibility of document imaging as an alternative to paper files of original source documents
- < evaluate various alternatives for offline storage of transaction detail for financial software on the Integrated Fund Accounting Software system

#### **DEPARTMENT OF ALCOHOL AND OTHER DRUG ABUSE SERVICES (DAODAS)**

- < increase range of funding sources and improve payer mix through more aggressive marketing of business and industry and grant development

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- < lease space on second floor to Department of Mental Health for Crisis Stabilization Unit and develop collaborative procedures and programs to facilitate access of dual diagnosis patients
- < take a “back to basics” approach with customer service, increasing communication with all stakeholders through personal contact, newsletters and e-mails
- < begin long range development of services for special populations such as Spanish speaking clients
- < audit programs in preparation for CAFR recertification in FY 2005
- < improve contacts for outcome studies and analyze data to improve services
- < take an active role in statewide agency reorganization activities through Behavioral Health Services to ensure maintenance of addiction prevention, intervention, and treatment services

### GRANTS ADMINISTRATION

- < continue to develop and assist in the development of grant applications
- < provide programmatic and financial oversight as needed
- < ensure compliance with grant terms and conditions
- < administer the Urban County Entitlement program awarded throughout the United States Department of Housing and Urban Development and add municipalities as appropriate
- < address infrastructure with emphasis on improving sewer and water systems
- < increase affordable housing for low-moderate income families
- < maintain and expand a comprehensive database to ensure adequate tracking and reporting of services
- < expand and maintain the comprehensive workforce development system to ensure accessible tri-county service coverage for local employers and job seekers
- < assess the operating structure feasibility and cost effectiveness of the Trident One Stop Career Center system
- < initiate the development of a new comprehensive One Stop Career Center system devoted to services to youth
- < develop a revenue generation plan that supports 50% of One Stop Operations by current lease end

### HUMAN RESOURCES

- < expand implementation of the Pay for Performance Project
- < expand the Leadership Development Program
- < develop remote access capability for the Human Resources Information System including migration to kiosk and other customer-centered technology
- < implement process analysis initiatives to improve customer service and productivity
- < update the Personnel Policies and Procedures Manual
- < expand the “Career Center” model for training delivery as part of a broader career development initiative
- < research and develop a plan to incorporate “e-learning” as part of Charleston County’s training tools

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### INTERNAL SERVICES

- < seek approval to implement the Six Fleet Reduction Initiatives
- < develop and implement a Fleet Operations Policy and Procedures Manual
- < create a Fleet Management Advisory Committee (FleetMAC) which will serve in an advisory capacity to the Fleet Operations Division
- < upgrade fueling sites with new terminal heads
- < develop and complete the FASTER automated fleet management systems administrator standard operating procedures
- < develop and execute a written memorandum of understanding concerning responsibilities and actions between the Election Warehouse division and the merged Elections and Voter Registration Commission
- < implement the provisions of the Help America Vote Act of 2002 for compliance with handicap voting machine accessibility
- < consider the feasibility of unattended point of sale transaction control equipment for parking operations which includes pay on foot kiosks and rechargeable cash cards
- < complete ADA compliance construction project items in the King and Queen Street Garage
- < implement parking operations automated central management system
- < fully exploit imaging technology in appropriate office areas with digital copier applications
- < seek and achieve postal discount savings through standardization of mailers and full exploitation of pre-sorting and automated mailing contract providers
- < determine the most cost effective course of action in applying and implementing Records Management imaging and microfilming technologies with customer ease of accessibility
- < deploy an effective records destruction program to reduce the retention of retired records
- < secure most cost effective long distance telephone service contract for the County
- < obtain optimal service and rates for cellular wireless communications
- < pursue replacement communication devices for paging networks and instruments

### MEDICALLY INDIGENT ASSISTANCE PROGRAM

- < reduce the turn around time for applicants' right to appeal and fair hearing for reconsideration request
- < produce a public brochure of information about the MIAP program
- < initiate possible collaborative efforts with Project C.A.R.E. that meet the needs of the uninsured population

### PROCUREMENT

- < increase the overall efficiency of the procurement process
- < reduce the number of Sole Source and Emergency Procurement Requests by increasing the number of new sources for goods and services
- < improve Procurement Card usage by reducing improper use of card
- < improve minority participation in procurement process
- < process utility bills on procurement card
- < review specification development with departments
- < provide purchasing procedures update to departments