Charleston County Mission and Values

Mission

We will promote and protect the quality of life in Charleston County by delivering service of value to the community.

Values

Trust is essential *- We value trust as the essential building block for all successful relationships.*

Commitment brings success - *We are committed to taking personal responsibility and action to ensure mission success.*

Communication is open and ongoing - *We engage in a complete and ongoing exchange of information to ensure the stated goals and objectives are understood by all.*

We are a versatile workforce - *We willingly create and apply new methods to meet and overcome emerging challenges from a diverse community.*

We are accountable for our actions *- We accept responsibility for our actions, and we evaluate others' actions fairly.*

We work as a team *- To accomplish our goals, we work together as members of a team, each accountable to himself, to his coworkers, and to the community.*
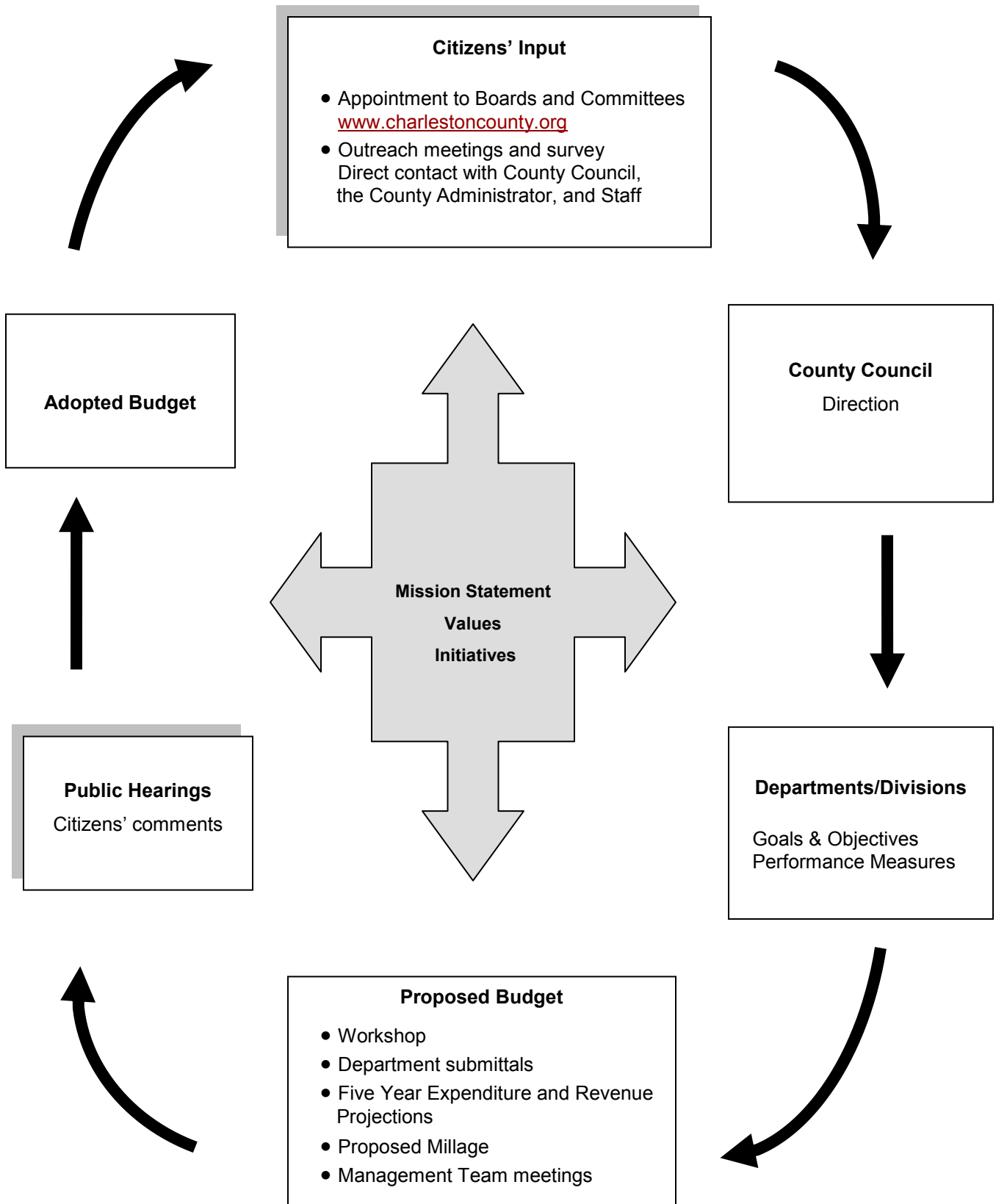
We value safety and security *- We share accountability for the health and well-being of our employees and the community we serve.*

Diversity (the respect and understanding of the integrity and worth of all people, lifestyles and cultures) is a key to the success of Charleston County - *To provide effective government services in an increasingly demanding and diverse environment, the County is committed to eliminating the physical, attitudinal, and organizational obstacles that prevent individuals, businesses, and organizations from contributing to the future success of the County.*

Customer Service Excellence *– Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.*

Picture: The Arthur Ravenel Jr. Bridge is a cable-stayed bridge over the Cooper River in Charleston

Performance Measures Guide

Identifying the Goals of Charleston County

Citizens' Input

- Appointment to Boards and Committees
  www.charlestoncounty.org
- Outreach meetings and survey
  Direct contact with County Council,
  the County Administrator, and Staff

Adopted Budget

Mission Statement

Values

Initiatives

County Council

Direction

Public Hearings

Citizens' comments

Departments/Divisions

Goals & Objectives
Performance Measures

Proposed Budget

- Workshop
- Department submittals
- Five Year Expenditure and Revenue
  Projections
- Proposed Millage
- Management Team meetings

Performance Measures Guide

The Mission and Values of the County begin with concern for each and every citizen. The **County Mission Statement** answers the question, "Why do we exist and for whom." The County wants to articulate its existence and ensure that everyone has the same understanding of its purpose. The eight **County Values** express the core principles by which the County operates daily. The **County Goals** are comprised of five **Initiatives** developed to set the direction for the County departments/divisions in fulfilling the mission and maintaining value in daily activities.

> ### *Financial Policies*
>
> - *Operating Budget Policy #6: ...develop and employ performance measures and/or benchmarks that support the County's mission. Selected performance measures will be included in the budget document.*

The **Initiatives** refer to the five County goals that set the direction of departments in fulfilling the mission and values of Charleston County.

- **Initiative I: Service Delivery** - Provide a level of service that the customer recognizes as high in quality and value.
- **Initiative II: Human Resources & Resource Management** - Develop and maintain a flexible organization that is knowledgeable, productive and committed.
- **Initiative III: Long-Term Financial Planning** - Ensure sound fiscal long-term planning.
- **Initiative IV: Workflow Analysis-Process Management** - Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.
- **Initiative V: Quality Control** -Track progress of county development and use the information to make educated decisions for the future of the County.

Department Goals state accomplishments required in order to fulfill the mission and serve our citizens. The **Objectives** specify well-defined and measurable terms that can be reached within an achievable time frame. The **Measures** enable the reader to determine the objective accomplished through delivery of products, services, or processes. The four types of measures recognized by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Asociation (GFOA) are input measures, output measures, efficiency measures, and outcome measures. Input measures represent the resources available to provide services or the level of service or number of activities/items the department is expected to service. Output measures represent work or activities undertaken in providing services. Efficiency measures are a useful indicator of the cost-effectiveness of a program or service. Finally, outcome measures provide program results in a numeric format (i.e., measures of timeliness and effectiveness of programs) and report the quality of service being provided. The **Action Steps** highlight short-term and long-term projects for departments and are used as the method of accomplishing the goals.

**Fiscal Year Notable Results** for each **County Initiative** are listed on pages B-4 to B-7. **Department Goals**, **Objectives**, **Measures** and **Action Steps** can be found in the individual department/division narratives, where the reader of this document will be able to cross reference a Departmental Goal to one of the County Initiatives.

Fiscal Year 2014 Notables

Initiative I: Service Delivery—Provide a level of service that the customer recognizes as high quality and value.

Charleston Tells
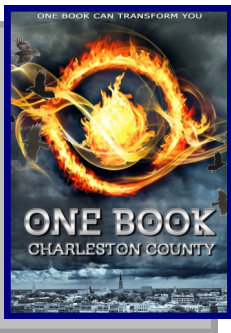
One Book Charleston County

Programs, services and activities offered by the **Charleston County Library** included:

- The Second Annual *Charleston Tells Storytelling Festival,* attracted both county residents and visitors from other states. More than 1,600 people enjoyed more than 40 performances during the weekend Festival and two pre-Festival events. This year's *Charleston Tells* featured national, regional and local performers plus an "open mic" event that allowed inexperienced and new tellers the opportunity to try their luck on the stage.

- One Book Charleston County featuring the smash best seller *Divergent* by Veronica Roth. The month-long event drew 2,800 people to different activities and programs based on the novel's dystopian theme, and more than 1,400 people checked out the book.

- Developed a major Construction and Renovation Plan that includes building five new libraries, three serving as replacements for existing facilities, renovating 13 existing branches, moving the library's support staff out of the Main Library so that space can be reconfigured for public use and upgrading the technology in all buildings. The $108.5 million plan was finalized after a series of 11 community meetings that drew hundreds of residents countywide. The question of funding the projects is being put before voters in the November 2014 election.

The **Public Works Department** introduced the YourGOV mobile device application by Cartegraph to provide a direct link for citizens to the Public Works Work Order System. The citizen request application allows users to report non-emergency issues and service requests for potholes, fallen trees, vandalism, street light outages and more. Designed for use nationwide, YourGOV helps prompt quicker responses to requests and issues. YourGOV opens new lines of communication, providing the access and transparency that helps build smarter, more sustainable, and more collaborative communities.

Charleston County

The **Zoning/Planning Department** established a Facebook page to better communicate with the public. The new media offers the public access to:

- Meeting notifications for the County's Board of Zoning Appeals and Planning Commission

- Updates on planning efforts and opportunities for community input

- Links to articles from the American Planning Association and its local chapters, other government agencies and County partners

Initiative II: Human Resources & Resource Management —Develop and maintain a flexible organization that is knowledgeable, productive and committed.

The **Human Resources Department** in conjunction with the County **Veterans Affairs Department** worked to set up a local Non-Paid Work Experience Program (NPWE). This non-paid work experience program helps veterans with at least a 10% service-connected disability prepare for, find and keep suitable jobs. The program provides the veterans with on-the-job training and an opportunity to learn more about public service during their six month assignment and it provides the County with additional talent in delivering quality service to its citizens.

The **Human Resources Department** transitioned from an activity based wellness program to a results oriented wellness program. An Operation and Strategic plan was created outlining the wellness program's Vision, Mission and Initiatives. New events and activities included

Initiative III: Long-Term Financial Planning — Ensure sound fiscal long-term planning.

The **Budget** and **Finance Departments** identified opportunities for refinancing Charleston County's debt that resulted in a savings of $2.8 million. This brings the total debt refinancing savings to $14.4 million over the last three years. These savings minimize the future financial burden for the County's taxpayers.

With the efforts of the **Economic Development Department**, Aeterna Zentaris, Inc. announced it had selected Charleston County as its new location for the company's North American business and global commercial operations. Aeterna Zentaris is a specialty biopharmaceutical company engaged in developing novel treatments in oncology and endocrinology. Over the next five years, Aeterna Zentaris is expected to implement a staff to support the areas of commercial operations, business development, regulatory and quality assurance, manufacturing management, clinical and product development as well as administrative functions.

"The Charleston, South Carolina area is one of the most thriving and exciting business communities in the United States and we are very much looking forward to becoming part of it. "

David Dodd
President and CEO at Aeterna Zentaris

Initiative IV: Workflow Analysis-Process Management— Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.

The International Accreditation Services awarded accreditation to the **Building Inspections** department for demonstrating best practices, procedures and processes. The review and examination covered 10 categories under Building Inspection Services from structural and life safety to building and property maintenance. The Building Inspections department is one of only 21 accredited building departments in the United States. The principle role of Building Inspections is to ensure structures are built and maintained to the international construction standards. In addition, the department also provides floodplain management, damage assessment, community education, contractor licenses and maintains the Charleston Regional Hazard Mitigation Plan.

The **Consolidated 9-1-1 Center** implemented its first phase of station alerting. This first of three phases uses the Purvis automated voice over radio to dispatch calls for fire and medical calls. Station alerting reduces the amount of steps needed to manually dispatch the calls. The system chooses the correct radio channels and, using an automated voice, dispatches the call over the radio channels using information already in the 9-1-1 computer system .

The County welcomed the Charleston Police Department (CPD) as the final phase of consolidation among the consolidated partner agencies of the Charleston County **Consolidated 9-1-1 Center**. With the addition of the CPD telecommunicators, Charleston County's Consolidated 9-1-1 Center staffs 30 telecommunicators and supervisors per shift to provide their internationally accredited service to the public, law enforcement officials, firefighters and emergency medical services personnel.

"Having the Charleston Police Department join the existing agencies enhances the sharing of information and resources so that the public receives the best possible service."

Jim Lake
Charleston County Consolidated 9-1-1 Center Director

The **Emergency Management Department** developed an app to inform the public before, during and after an emergency situation. Charleston County applied for and received a federal grant to cover the entire cost of production. The grant also provides funding for yearly maintenance costs of the app. The new app offers the following functions:

- Emergency information
- Shelter locations
- Neighborhood distribution points
- Special event information

- Closings
- Daily weather
- Family emergency plans
- Contact numbers

Initiative V: Quality Control—Track progress of County development and use the information to make educated decisions for the future of the County.

The **Environmental Management Department** implemented the following additional services to encourage recycling:

- Hosted Community Collection Day, an event that provided residents with a location to drop off unwanted items that are not collected as part of the residential curbside recycling program. The County received 5,265 items overall that included paint, e-waste, and other recyclable items.

- Partnered with Charleston County School District to sponsor a student video contest to increase recycling awareness and participation in local schools. The video contest empowers students and facilitators to take action toward conserving resources, reducing pollution and increasing the life of the County's landfill by encouraging increased recycling participation in their schools.

- Implemented Phase VII and Phase VIII of the single stream residential recycling program to include more than 30,000 homes.

- Partnered with City of Isle of Palms to expand recycling service to include the beach.

- Expanded the Commercial Food Waste Composting Program. Entering the program's third year, diverse participants include schools, colleges and universities, hospitals, local restaurants, grocery stores, and other food waste generators.

"I encourage all Charleston County citizens to recycle as much as they can every single day and impress this message upon our youth and future generations."

Anna Johnson
Charleston County Councilwoman

Phil D. Bin

CHARLESTON COUNTY

SOUTH CAROLINA

End Section