

Charleston County Commission on Management, Accountability and Performance

To: The Honorable Chairman and Members of Charleston County Council
and the Citizens of Charleston County

From: Dr. Mark Hartley, Chairman
and each of the Members of the Charleston County MAP Commission

On behalf of my fellow members of the Charleston County Commission on Management, Accountability, and Performance, it is my distinct honor to present you with our final report. This document was developed through hundreds of hours of research, discussion, and meeting time by each of our MAP Commission's members. It has truly been a great privilege to work with such a dedicated and motivated group of citizens, serving without pay, whose wonderful volunteer spirit and broad insight and expertise of business and government have led to this final report. We believe the recommendations forwarded herein will lead to both a reduction in the cost of the delivery of County services and an increase in the quality of the delivery of those services, as well as an increase in accountability to the taxpayers of Charleston County. We are pleased to see many of our interim recommendations incorporated as part of the FY2005-06 Budget.

We want to acknowledge the vision of former Council Members Carolyn Conlon, A.D. Jordan, Fran Roberts, and the late Barrett Lawrimore, as well as current Council Members Curtis Bostic, Ed Fava, Tim Scott, Charles Wallace, and Chairman Leon Stavrinakis. Thank you for your foresight in creating this Commission and for your confidence in our members. Also, we owe thanks to current Council Members Colleen Condon, Henry Darby, Curtis Inabinett, and Teddy Pryor for their insight and desire to improve county government. We certainly hope the Charleston County MAP Commission will not be viewed by current and future Councils as a one-time exercise. Rather, we urge Council to adopt this model of citizen input into county government problem-solving on an ongoing basis. Future MAP Commissions would bring new, different, and valuable areas of expertise and points of view to the table in a continuous effort to improve Charleston County government.

We are extremely grateful to the many members of County government who contributed much time, energy, and effort into this project. Auditor Peggy Moseley, Clerk of Court Julie Armstrong, Coroner Susan Chewning, Probate Judge Irv Condon, Register of Mense Conveyance Charlie Lybrand, Sheriff Al Cannon, and Treasurer Andy Smith all allowed unfettered access to their operations and employees in our gathering of data for this report. Department Heads also were very cooperative and open in sharing information and discussing issues with us. We especially thank Deputy Administrator Keith Bustraan and Chief Financial Officer Corine Altenhein, and Department Heads Mack Gile (Budget), Carl Simmons (Building Services), Don Lundy (EMS), Cathy Haynes (Emergency Preparedness), Walt Smalls (Facilities Management),

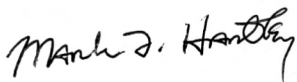
Bob Gannon (Fleet Operations), Chris Waters (Emergency Management), Stan Currie (Human Resources), Michael Filan (Internal Services), Jennifer Miller (Planning), Steve Taylor (Procurement), Jim Hutto (Public Works), Charlie Fox (Radio Communications), Larry Hodge (Safety and Risk Management), and Gregg Varner (Solid Waste). We want to thank the hundreds of Charleston County employees who answered in great detail our employee survey, providing both insight and direction for our investigations. Many employees spoke with Commission members via telephone and in person to voice concerns and point out opportunities for improvement in many areas of County government, and we thank you for your desire to improve our County. And our thanks would not be complete without acknowledging St. Paul's Fire District Chief Rocky Burke, who served on the Public Safety Task Force and attended almost all of the Commission meetings, often contributing helpful information.

We could not have accomplished our mission without the continuous insight, knowledge, and assistance of County Administrator Roland Windham. Regardless of the information or access to any level of County government, Mr. Windham was relentless in providing all materials, presentations, and data we requested in a timely fashion, and we believe the citizens of Charleston County are fortunate to have him as County Administrator. Additionally, we could not have completed this task without the day in and day out support of County Project Officer Linda Slater. Her dedicated and continuous efforts to keep us organized, on track, and moving forward are much appreciated.

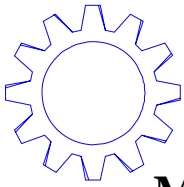
Finally, we want to thank the thousands of citizens of Charleston County who participated in this process by completing our Citizens' Survey. Your concerns and ideas for improving county government gave the Commission a wealth of valuable information and helped shape the direction in which we proceeded in completing this report. We urge you to become even more involved in improving county government in the future.

And to County Council, our hope, as we present this report to you, is that you will recognize this objective analysis of County government as a call to action to plot a new and exciting course to benefit Charleston County. We hold great confidence that you and other leaders of the Lowcountry can come together with a new commitment to make Charleston County and the surrounding areas a better place to live and work. But now is the time to set into motion new and bold ideas tried and tested by business and government entities all across America. Our citizens are counting on you to lead the way in finding ways to reduce costs, increase accountability, eliminate duplication of effort, improve effectiveness of programs and services, focus on outcomes and results, and meet their needs as customers of Charleston County government. We are certain you know that the taxpayers and citizens of Charleston County deserve nothing less.

On behalf of the entire Commission, thank you again for this wonderful opportunity to serve.



Dr. Mark Hartley, Chairman, Charleston County MAP Commission, 2004-2005



Members of the Charleston County Commission on Management, Accountability and Performance

Dr. Mark F. Hartley, Chairman, Professor of Business Administration and National Association of Purchasing Management Carolinas-Virginia Chairholder in Supply Chain Management, School of Business and Economics, College of Charleston. Hartley earned a Doctor of Business Administration degree from Louisiana Tech University in 1986 after earning B.B.A. and M.B.A. degrees from Columbus (GA) State University. He has been a member of the faculty at the College of Charleston since 1985, where he teaches Supply Chain Management, Operations Management, and Business Statistics. Hartley was a Member of the South Carolina MAP Commission in 2003, and he was recently appointed by Governor Mark Sanford to the South Carolina Procurement Review Panel. Among many civic and community activities, Hartley has been a member of the Board of Commissioners of the Charleston County Housing and Redevelopment Authority (CCHRA) since 1990 and is currently serving his fifth term as Chairman of the Board. He has also been a Board Member of the CCHRA Housing Foundation since 1998. Hartley is currently Area Chairman of East Cooper Ducks Unlimited.

Cary Chastain, Franchise Owner for Moe's Southwest Grill and Mama Fu's Asian House. Georgia native and seasoned restaurateur Cary Chastain came to Charleston in 2002 to launch one of the area's favorite fast casual dining concepts, Moe's Southwest Grill. Chastain has since expanded his operations to include five Moe's restaurants in downtown Charleston, West Ashley, Mount Pleasant and Summerville. As a successful businessman, Chastain has in turn given back to the Charleston community. The College of Charleston, Charleston's Susan G. Komen Foundation Race for the Cure, The MS Walk, The Muscular Dystrophy Association, The Red Cross, and the Summerville YMCA are just a few of the local causes to which he contributes.

Kenneth Donaldson, Jr., Businessman, Lurentide, Inc.. Donaldson is a lifelong resident of Mount Pleasant, educated in area schools and colleges, and an employee of Laurentide Inc. since 1969. He is currently a supervisor in the Custom Fabrication Department.

Charlotte Gillespie spent eight years on the North Charleston City Council, and has served as president of the civic club in her neighborhood. Gillespie moved out of the area in early 2005, but contributed a great deal of hard work as chair of the Public Safety Task Force to gathering information and input from public safety professionals throughout the County.

Stephen E. Gonzales, Esquire, is an attorney in private practice with the Law Offices of Stephen Gonzales in North Charleston, and a principal in Chembion Environmental, LLC, an environmental consulting and remediation firm. Gonzales received his B.A. from the College of Charleston and his J.D. from the University of South Carolina School of Law. He has served as City Prosecutor and City Attorney for the City of North Charleston. In 1990 he was elected to the first of two terms in the South Carolina House of Representatives where he served on the

Agriculture, Natural Resources, and Environmental Affairs Committee and the Judiciary Committee. Gonzales also has served as Commissioner of the North Charleston District/North Charleston Sewer District Commission, on the South Carolina Water Resources Commission and on numerous advisory committees including the City of North Charleston's Coliseum Advisory Committee, the City Center Task Force and the South Carolina Local Government Study Committee. In 1992 Gonzales was honored by the University of Charleston with an Honorary Doctorate, L.H.D. He is active in civic, religious and community organizations.

James J. Kerr, Principal, Asset Management & Consulting Services, Inc., a company focused on real estate investment and property management. Kerr is a 1965 graduate of The Citadel, and a member of the Board of the Citadel Business School. He is a real estate broker, a licensed residential contractor, and a former board member of the S.C. State Housing, Finances and Development Authority. He is active in civic/religious organizations and community outreach organizations.

Gary McJunkin, Retired, Cooper River Park & Playground Commission. McJunkin worked for the CRPPC from 1963 to 1994, and served as Director from 1967 to his retirement. He currently serves as a member of the North Charleston Sewer District, elected to that position in November 1996. He is a former member of the Charleston County School Board (1978 – 1982), and was a Commissioner of the Charleston County Park and Recreation Commission from 1993 to 1995. McJunkin also served on the Charleston Naval Base Redevelopment Authority from 1995 to 1996. He remains active and involved with local government issues.

Robert E. Miller, Jr., Principal, Charleston Harbor Contractors, LLC; Principal, Charleston Harbor Land Co., LLC, and Miller Development Group. For the past 25 years, Miller has been one of the county's leading developers, homebuilders and general contractors. Educated at the Baptist College and College of Charleston, he is a member and past president of the Charleston Trident Homebuilders Association and received the CTHA's 'Golden Hammer Award' as a Builder of the Year in 1984 and 1985. He also is a member of the Board of Realtors and the Urban Land Institute. Miller currently is serving his third term on the Charleston County Planning Commission (1984-1992, 2001-2006) and chaired the Commission from 2002-2005. In 2005 he was appointed to the Charleston County Transportation Committee.

Warren Moise, Esquire, is an attorney in private practice in Charleston. Since 1999, he has taught as an adjunct professor at USC Law School, and has spoken before the state judiciary at the SC Judicial Conferences in 2003 and 2004. He serves on the Board of the Carolina Medical Assessment Center, Mount Pleasant Senior Center Coalition Advisory Board, and Editorial Board of the Am. Bar Ass'n *Trial Evidence Journal*. He has written and/or edited several books, including *Impeachment Evidence* (1996), *South Carolina Practice Manual* (2000-03), *Character and Credibility Evidence* (2003), *Rebellion in the Temple of Justice* (2004), and *So You're Going to Try Your First Case* (SC Bar 2005), and writes regular legal columns for the *ABA Trial Evidence Journal*, *SC Lawyer Magazine*, and *Charleston Mercury Newspaper*.

James V. Piet is the former mayor of Kiawah Island. He was elected to the Town Council in 1995, and served as mayor from 1998 to 2002. Piet became a Kiawah property owner in 1986, after retiring from the DuPont Company as General Director of Manufacturing of the Textile Fibers Department with 10 plants throughout the Southeast. He served in various management and engineering function assignments for 21 years at several plant locations, then for 15 years at corporate headquarters in Wilmington, Delaware.

Joan K. Ustin, Principal, Joan K. Ustin & Associates. Ustin heads an organization development consulting firm based in Charleston and New York. She brings to her practice over 25 years of experience as an executive and consultant in private industry, government, and nonprofits, with particular expertise in human resources development. Ustin graduated with honors from both the Columbia University Graduate School of Journalism and the University of Vermont, where she was elected to Phi Beta Kappa. She serves on the board of directors of Hospice of Charleston, the Education Foundation of the Charleston Metro Chamber of Commerce, and the Sustainability Institute, and is a member of the Community Response Services Vision Council of Trident United Way

Perry K. “Keith” Waring, Registered Principal, Charlestowne Associates. A graduate of the University of South Carolina, Waring has been an independent registered principal and owner of Charlestowne Associates since 1982. Charlestowne Associates specializes in planning individual investment strategies and provides investment services for corporations and small businesses. Community involvement includes serving as a current board member and past chairman of the Charleston Metro Chamber of Commerce. He also serves on the City of Charleston Planning and Zoning Board, Wachovia Bank Local Advisory Board, the College of Charleston Foundation Board, Roper St. Francis Board and the Health Sciences Foundation of the Medical University of SC. Waring is a former board member and past chairman of SC Jobs-Economic Development Authority and a former board member of Charleston County Department of Social Services.

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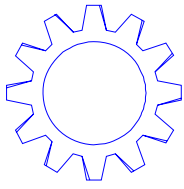


TABLE OF CONTENTS

<i>Executive Summary</i>	<i>Page 9</i>
<i>Mission Statement and Goals</i>	<i>Page 17</i>
<i>Charleston County Overview</i>	<i>Page 19</i>
<i>Methodology</i>	<i>Page 25</i>
<i>Task Force Reports</i>	
<i>Government Organization and Structure</i>	<i>Page 29</i>
<i>Human Resources</i>	<i>Page 39</i>
<i>Public Safety</i>	<i>Page 45</i>
<i>Transportation/Public Works</i>	<i>Page 59</i>
<i>Budgeting, Finance & Accounting</i>	
<i>Procurement, Outsourcing, Privatization</i>	<i>Page 69</i>
<i>Facilities & Capital Asset Management</i>	<i>Page 79</i>
<i>Summary of Recommendations</i>	<i>Page 83</i>
<i>List of Appendices</i>	<i>Page 87</i>

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