

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.

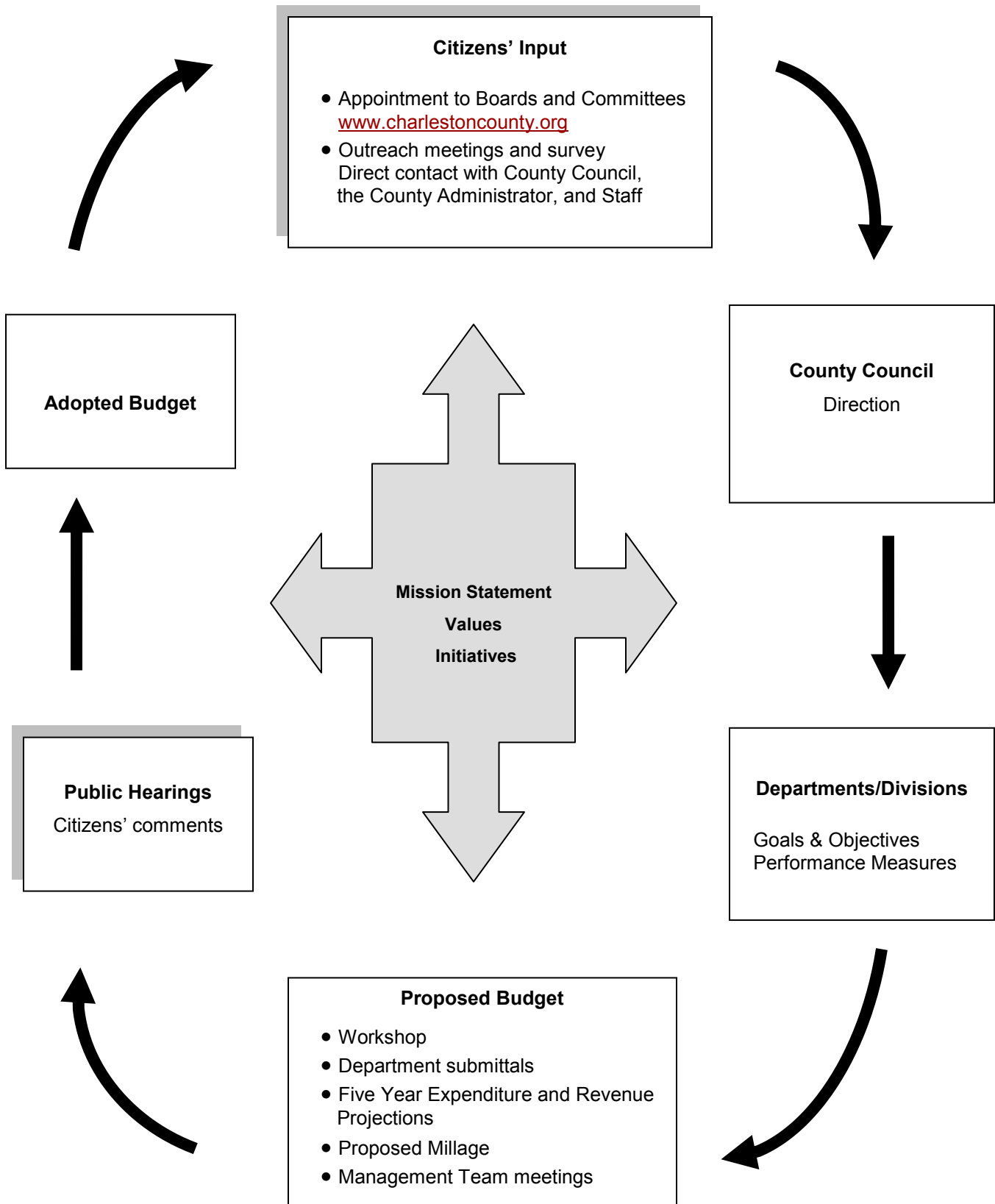
Diversity (the respect and understanding of the integrity and worth of all people, lifestyles and cultures) is a key to the success of Charleston County - To provide effective government services in an increasingly demanding and diverse environment, the County is committed to eliminating the physical, 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



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 Association (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 2013 Notables

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

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

- The inaugural *Charleston Tells Storytelling Festival* with national, regional and local storytellers featured over a two-day weekend. *Charleston Tells* drew rave reviews from both attendees and tellers. More than 1,700 people attended the Festival, pre-event programs held to promote and educate the community about storytelling, and pre-event school programs with tellers visiting area schools.
- TumbleBook Library - a collection of free interactive animated talking storybooks for children. Some books feature “Word Help” to assist children in sounding out words. There are also book-related puzzles and games to play. Stories are available in English, Spanish, French and Chinese.
- Mango Languages - an online learning service that helps users learn 40 different languages, provides English as a Second Language lesson in 16 languages, and offers a text-based translation tool for customers wanting to translate Spanish into English.
- Summer Reading programs for nearly 20,000 children, young adults, and adults.



Charleston Tells



Storytelling Festival

Officials from multiple jurisdictions celebrated the grand opening of Charleston County’s **Consolidated Dispatch Center (CDC)** and **Emergency Operations Center**. The CDC uses dedicated call takers to process calls through the use of nationally-recognized protocols and has a full-time Quality Assurance Department. The 38,000 square foot structure enables the full consolidation of 9-1-1 and emergency dispatch operations in Charleston County and serves as the new location for the Emergency Operations Center and public safety information hub. It is designed to be occupied during disasters, with the ability to withstand winds of 191 mph and resist earthquake forces.



“We are extremely proud of the Consolidated 9-1-1 Center for reaching this significant milestone, which has been envisioned since the establishment of the agreement for consolidating our emergency 9-1-1 and dispatch services.”

Jon Zumalt
North Charleston Police Chief

Fiscal Year 2013 Notables

Expanding its use of social media communication with the public, **Charleston County** added the following:

- New main County Facebook page offers news releases, additional photos and video links to County programs and events
- **Consolidated 9-1-1 Center's** Public Education Program Facebook page includes video examples of 9-1-1 calls to teach the proper way to call for help during an emergency
- **Emergency Management Department** Facebook page plays a key role in disseminating information to citizens in the event of a hurricane or other natural or manmade disaster situation

The **Delinquent Tax Department** announced a new website service to help citizens identify unclaimed funds. The new service offers citizens the ability to:

- Identify an unclaimed balance resulting from a tax sale of property
- Access a property Tax Sale Year link for unclaimed funds
- Provide instructions and forms to claim their funds



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

The **Human Resources'** Wave Riders Team developed and implemented the Customer Service Excellence program. The key initiatives include:

- Customer Service Satisfaction Survey—to improve processes and to better serve our citizens and internal customers
- Information Desk Staffing and Logistical Improvements—to provide improved service to guests entering the building
- Employee Appraisal Element—to add Customer Service Excellence as a ninth County value and as a job duty element to the employees' Performance Appraisals
- Employee Engagement Survey—to identify trends and opportunities for improvement



The **Human Resources Department** implemented a Train-the-Trainer program to provide customer service training for all County employees.

In partnership with Ambrose Family Farm of Wadmalaw Island, the **Human Resources'** Wellness Committee offered employees the opportunity to participate in a Community Supported Agriculture (CSA) program. Participants purchased a “share” of the farm’s fresh, highest quality food grown the safest most organic method possible.

Fiscal Year 2013 Notables

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

The **County Treasurer** and the S.C. Department of Motor Vehicles (SCDMV) implemented a new effort that will save taxpayer dollars and will streamline the process for vehicle license renewals. Through a Memorandum of Agreement, the County Treasurer participates in a service that the SCDMV offers to all counties regarding how receipts are sent to taxpayers. The SCDMV will mail one document that will contain both the customer's vehicle registration and their vehicle property tax receipt. Previously, the treasurer and the SCDMV sent two different pieces of mail. An estimated savings of \$72,000 annually will be realized by the County through the partnership.

With the efforts of the **Economic Development Department**, Morgan Olson LLC established its new 100,000 square foot facility in Charleston County. Morgan Olson's Charleston facility will strip and retrofit truck chassis built by Mercedes in North Charleston, as well as upfit cargo vans with modular interiors for Fed Ex, Ryder and other customers. The \$1 million investment is expected to generate 119 new jobs.



"We are excited about locating our new facility in Charleston County. South Carolina offers a business-friendly environment and the skilled workforce we need for our operations."

Dave Halladay
Vice President of Operations at Morgan Olson

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

With International Academies of Emergency Dispatch awarded Accreditation to the Charleston County **Consolidated Dispatch Center** as an Emergency Fire and Emergency Medical Dispatch Center of Excellence. The Consolidated Dispatch Center is only the 24th Emergency Fire Dispatch Center and the 171st Emergency Medical Dispatch Center in the world to be awarded the highest distinction for their comprehensive implementation and compliance with the Fire and Medical Priority Dispatch System and associated 20 Points of Excellence.

The American Public Works Association (APWA) awarded Accreditation to the **Public Works, Transportation Development, and Facilities** departments. Public Works is charged with maintaining county roads and drainage systems as well as managing the mosquito control program. Transportation Development is tasked with road improvement projects from the design phase to maintenance and all stages in between. Facilities ensure all County building structures are in efficient working order.

Fiscal Year 2013 Notables

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

The South Carolina African American Heritage Commission (SCAAHC) recognized **Charleston County Government** for their efforts to preserve the remnants of a large inland rice field discovered during the construction of the Palmetto Commerce Parkway. The visible water dikes in the Palmetto Commerce Parkway area were once part of a large inland rice plantation that has not been used for over a century. Charleston County created the Inland Rice Fields Project to offer citizens a chance to learn about the site. The project is registered with the State Historic Preservation Office, which is a part of the South Carolina Department of Archives and History. Included in the plan is a website, a resource guide, and a Traveling Trunk program to help educate students about the historic rice fields.



“The Inland Rice Fields Project has allowed Charleston County Government to demonstrate our commitment to preserve the heritage of the county and state.”

Kurt Taylor
Charleston County Administrator

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

- Developed the Special Event Recycling Program to effectively recycle waste generated at special events.
- Expanded the Greening Schools Program to include food waste recycling at 10 elementary schools across the County.
- Partnered with Publix Super Markets to launch a pilot program for composting their organic waste.
- Implemented Phase V of the single stream residential recycling program to include 9,000 more homes.
- Began a collaborative effort to recycle more cardboard generated by downtown Charleston businesses.





End Section