

# 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.

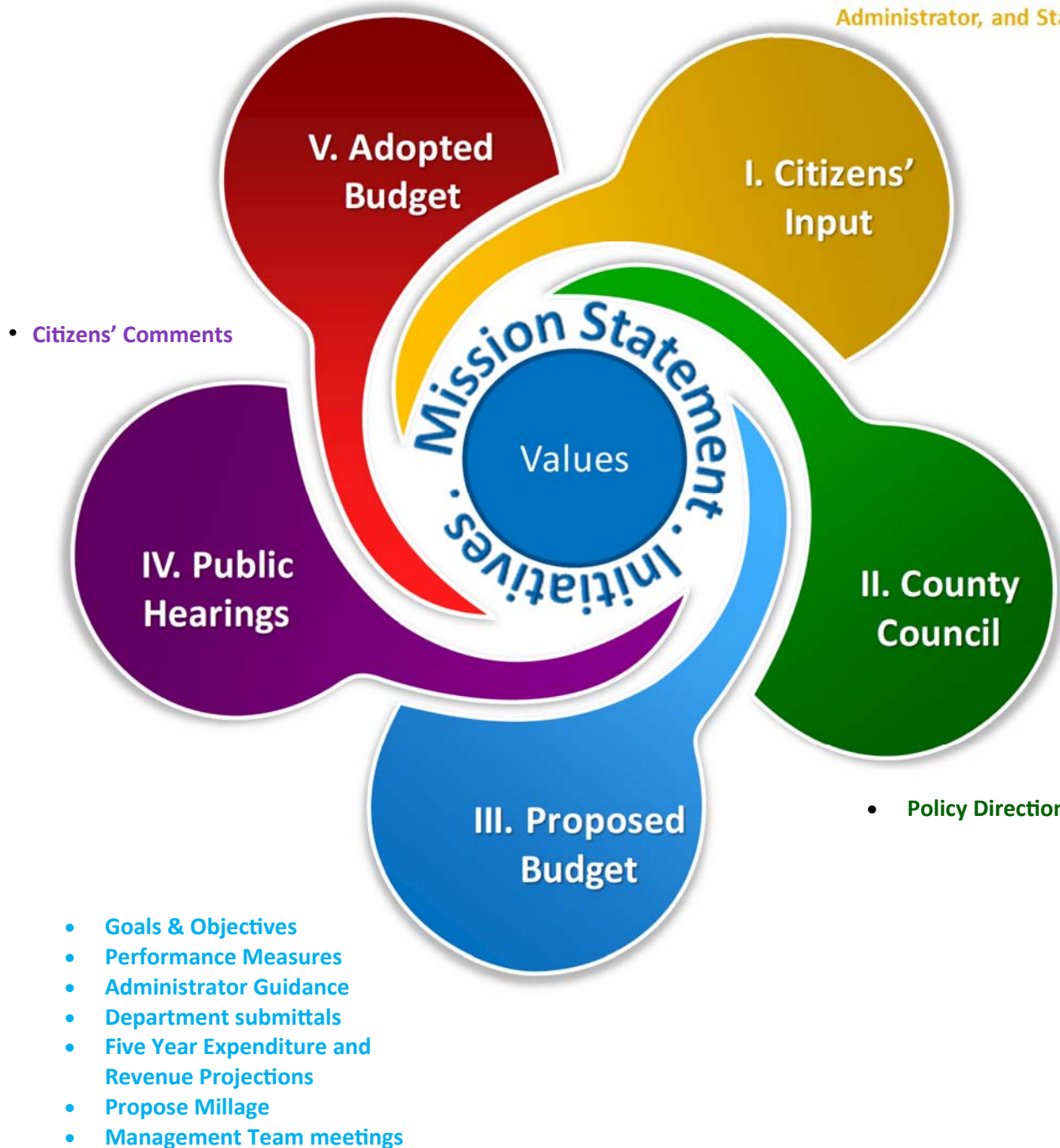
**Customer Service Excellence** – Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.

# PERFORMANCE MEASURES GUIDE

## Identifying the Goals of Charleston County

- Requires three readings of the ordinance

- Appointment to Boards and Committees
- Outreach meetings and surveys
- Direct contact with County Council, the County Administrator, and Staff



## 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.

**Performance Measures Results** for each **County Initiative** are listed on pages 32-36. **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.



**C**harleston County seeks to forge partnerships that uplift the community and our environment in many different ways. Check out a few of the partnerships Charleston County has taken on this year.

## Educator Café Series! ~ Winter



*Charleston County's Transportation Development and Public Works' staff, in partnership with the LowCountry STEM Collaborative, participated in the Educator Winter Science Café Series. Educators and leading professionals switched tables every 20 minutes and talked about sustainability, infrastructure, and flooding in Charleston County.*

"The question has to be asked—can we really make a difference? I believe we can. Making a difference starts right where we are in our homes and in our jobs here at the County."

**Jennifer Miller**  
**Charleston County Administrator**

## Citizen Science - Empowering Everyone to Protect Water, Wildlife and Wild Places



This project enables citizens to monitor and report storm drain issues directly to the County through the SC Aquarium Citizen Science App.

*County Council allocated \$150,000 for the Community Investment Fund. Local non-profit organizations will apply to receive funding from this allocation to assist with providing social service programs to the community.*



## Build a Shed

*Facilities staff mentored Burke High School students at the Build a Shed event hosted by the Metro Chamber of Commerce. Preparing the students over several months taught them new skills and introduced them to career opportunities.*



Hosted by Charleston County and in partnership with NASA, approximately 1,000 Charleston County School District students from over 20 schools attended the *STEM Career Fair*. It allowed students to explore STEM-related businesses, participate in hands on learning experiences, and interact with NASA.



In partnership with NASA, Charleston County sponsored a small business forum event. The forum engaged small businesses in our region to learn how their businesses can contract with NASA in order to develop Nasa's mission to build the Space Launch System, the most powerful rocket ever built by America.

## Natural Hazards Awareness

Building Inspections Services, in collaboration with the National Weather Service and insurance experts, held an expo to educate the public about natural hazards, importance of flood insurance, flood maps, and disaster preparedness.



Here are just a few more of the many partners the County works with to provide services to the community.

- ♦ **Citadel Military College** ~ Charleston County hosted 28 Citadel cadets for the annual Citadel Leadership Day. Speakers covered a variety of topics that included the county's operations and how their education translates to today's workplace.
- ♦ **Trident United Way's Day of Caring** ~ Charleston County staff participate annually in the Tri-County community Event.
- ♦ **Habitat for Humanity** ~ Twice a year staff volunteer to build housing for low income families.
- ♦ **Mitchell Elementary School** ~ Many County staff serve as mentors to Mitchell Math and Science Elementary School students through the *Lunch Buddies Program*.

## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

#### National Association of Counties



Charleston County Government was recognized with an Achievement Award from the National Association of Counties (NACo). The awards honor innovative, effective county government programs that strengthen services for residents. NACo recognized the Launch with NASA Program in the category of Community and Economic Development. The event included a small business forum and a Launch Your School Year event for County students. Students were exposed to NASA science, technology, engineering and math expo. The business forum engaged small businesses in our region to learn how to contract as a NASA supplier, subcontractor or service provider in NASA's mission to build the Space Launch System.

Charleston County partnered with the South Carolina Aquarium to offer a new feature on the Aquarium's app. This project encourages citizens to monitor and report storm drain issues directly to the county through the app. The app is available in the app store by searching SC Aquarium.



**8:55 minutes**

Average Response Time for County EMS (national average is 12 to 15 minutes)

**30**

Well/septic upgrades or connections were provided to Households in rural Charleston for access to clean water and/or sewer.



**49**

Substandard houses repaired and rehabilitated in partnership with local non-profit groups.



**1,450**

Acres Added to the Francis Marion National Forest in FY 2019

**> 9,300**

Acres Purchased for Public Parks and Greenspaces to Date

**Greenbelt Program  
Goal Met — Preserve  
30% Land**

The County partners with the City of North Charleston to manage U.S. Housing and Urban Development (HUD) funds. This funding provides clean, suitable and decent living conditions for the area's low-to-moderate income populations.



## PERFORMANCE MEASURES RESULTS

### Initiative II: Human Resources and Resource Management



In January 2019 Human Resources rolled out the NEOGOV applicant tracking system.

#### Benefits for Applicants:

- ◆ Ability to create and store multiple application versions that can be edited for future use.
- ◆ Automatic Updates—Applicants will receive on screen and email notifications EACH time they apply for a position.
- ◆ Applicants can also submit job interest cards to receive alerts when new positions have been posted.

#### Benefits for Hiring Departments/Offices:

- ◆ Expedited access to applicant's applications and resumes.

### Initiative III: Long-Term Financial Planning



September 2017—August 2018

5 + 14 = 19

NEW COMPANIES

EXPANDED COMPANIES

TOTAL BUSINESS GROWTH

ECONOMIC  
GROWTH

948  
TOTAL JOBS

\$123.7M  
TOTAL CAPITAL INVESTMENT

\$35.5M  
NEW ANNUAL PAYROLL

AAA

Exceptionally  
Strong

Fitch

Aaa

Exceptional

Moody's

AAA

Exceptionally  
Strong

Standard  
& Poor's

15

Number of years Charleston County has maintained the highest financial rating a government can achieve from the financial rating agencies.

## PERFORMANCE MEASURES RESULTS

### Initiative IV: Workflow Analysis & Process Management



In the ongoing effort to reduce the negative impact of drugs and alcohol on the community, the Charleston Center added the following services:

- ◆ Medicaid began covering Medication Assisted Treatment and services in Opioid Treatment Programs; thus, allowing the admission of more patients.
- ◆ Designated as a Community Distributor for the life-saving medication Naloxone and distributed over 600 Narcan kits to the community since November 2018.
- ◆ Received the Empowering Communities for Health Outcomes grant, which allowed the addition of a Prevention Coordinator to address drug abuse/misuse and community issues in response to the opioid epidemic in our community.
- ◆ Certified Support Specialists provided recovery coaching to patients with opioid use disorder.



### Improving Medical Care Systems

Charleston County's Emergency Medical Services received the American Heart Association's Mission: Lifeline EMS Gold Plus Award for implementing quality improvement measures for the treatment of patients who experience severe heart attacks.



### Initiative V: Quality Control



**18%**

Reduction in the  
Detention Center population  
(goal is 25%)

Charleston County's Criminal Justice Coordinating Council (CJCC) joined the White House's Data Driven Justice initiative to implement reforms to safely reduce the jail population and create a more effective local criminal justice system. This national initiative is a bipartisan coalition of 67 communities – the only one in South Carolina - who have committed to using data-driven strategies to provide alternatives to jail for low-level offenders with mental health and substance use disorders and to enhance the pretrial process.



## PERFORMANCE MEASURES RESULTS

### Initiative I: Service Delivery

Provide a level of service that the customer recognizes as high in quality and value.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status √ if met	FY 2020 Projected
Number of active voters	269,445	280,222	286,390	✓	297,560
Library registered users as percentage of population	60.40%	61.00%	58.00%		58.58%
Circulation of all library materials per year	2,639,170	2,665,562	2,633,719		2,660,056
Claims filed by Veterans	2,324	2,516	2,876	✓	3,020
DAODAS total client intakes	3,466	3,500	3,530	✓	3,600
Incidents EMS responded to	60,326	60,000	62,327	✓	63,000
Average EMS Response Time	8:39	8:08	8:55		9:00
Number of improved property inspections per fiscal year	53,317	53,000	64,521	✓	50,000
IT Customer Service Satisfaction survey acceptable or better	8.86	8.00	9.28	✓	8.00
Percent of site plan review applications processed within 30 days	99.0%	100%	99.0%		99%
Total tons of waste diverted from landfill	100,081	103,000	105,062	✓	100,000
Total tons of waste composted	82,169	85,000	75,718		60,000
Increase percentage of recycling rate to 40%	24.00%	24.00%	22.00%		20.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	60	63	✓	63
Average number of cases (charges) per Public Defender attorney	266	266	337	✓	337
Percent of Solicitor General Session cases pending over 365 days (≤40%)	42.0%	45.0%	42.0%		43.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	17.0%	17.0%	31.0%	✓	24.0%

### Initiative II: Human Resources and Resource Management

Develop and maintain a flexible organization that is knowledgeable, productive, and committed.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status √ if met	FY 2020 Projected
Number of new hires under the Administrator trained in Customer Service Excellence	360	550	319		350
Number of Health Assessments performed	650	1300	522		500
Overall Countywide Human Resources Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	100%	100%	100%	✓	100%
Participants attending training sessions	1,930	3,500	2,464		3,015

## PERFORMANCE MEASURES RESULTS

### Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status √ if met	FY 2020 Projected
Collection rate of real and other taxes	96.30%	96.30%	96.12%		96.00%
Rating from all 3 financial agencies (Moody, Standard & Poor's, Fitch)	Yes	Yes	Yes	✓	Yes
GFOA Certificate Achievement for Excellence in Financial Report	Yes	Yes	Yes	✓	Yes
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	✓	Yes

### Initiative IV: Workflow Analysis-Process Management

Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status √ if met	FY 2020 Projected
Homestead Exemptions/Property Tax Relief processed	1,775	1,800	3,879	✓	2,000
Average time it takes to place four Awendaw Fire personnel on scene	12 min	12 min	12 min	✓	12 min
Closure (collection) rate for delinquent real property accounts ≥ 95	96.53%	95.90%	95.90%	✓	95.90%
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 4	Class 3	Class 4		Class 3
Workers' compensation claims/on-the-job injuries	216	225	187		187
Average cost per mile to operate a support vehicle	\$0.46	\$0.45	\$0.39	✓	\$0.45
Fleet availability (≥90%)	92.00%	95.00%	93.00%	✓	92.00%

### Initiative V: Quality Control

Track progress of County development and use the information to make educated decisions for the future of the County.

Measures	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	Proj Status √ if met	FY 2020 Projected
Emergency Preparedness average hours spent updating plans and procedures	500	400	500	✓	500
DAODAS client satisfaction rating for all applicable programs combined	93.45%	95.00%	96.30%	✓	95.00%
EMS survey rating of satisfaction >90%	99.00%	95.00%	95.00%	✓	95.00%
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	99.00%	99.00%	99.00%	✓	99.00%