

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.

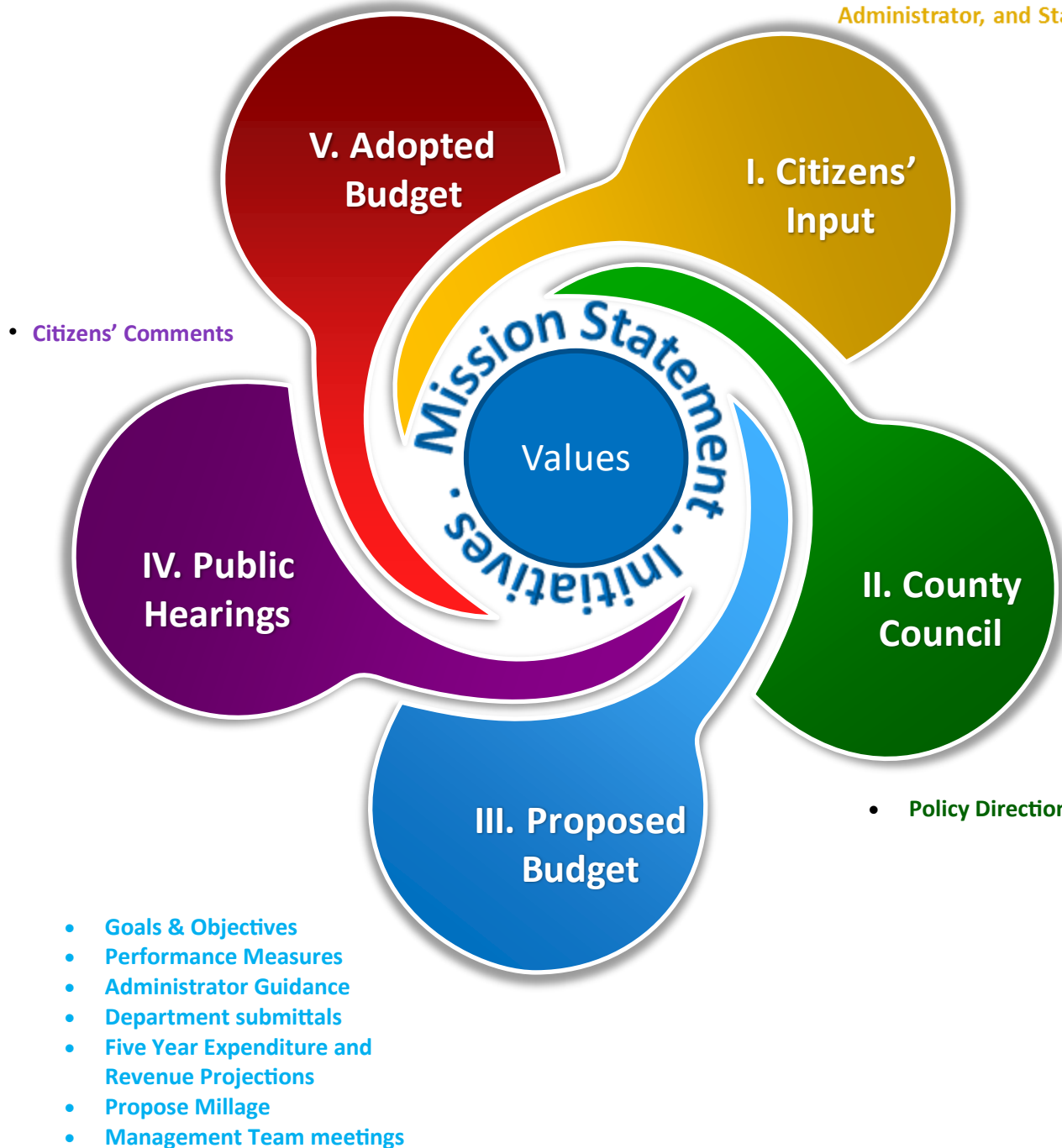
Customer Service Excellence – Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.

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 35-37. **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 refer-ence a Departmental Goal to one of the County Initiatives.

Charleston County seeks to forge partnerships that uplift the community and our environment in many different ways. Below are a few of the partnerships Charleston County has taken on this year.

Vaccines To Our Rural Communities



Charleston County Emergency Management and Fetter Health Care Network vaccinated 564 citizens at the St. Paul's/Hollywood Library. Vaccines were available for citizens in phase 1a, which includes those 65 and older. This is the first of several planned vaccine clinics in Charleston County's rural communities.

"We would like to thank the Fetter Health Care Network for their continued partnership and assisting us in making vaccines available to our rural communities. We would also like to thank Charleston County Library for not only providing a location for this clinic, but for offering staff to assist with registrations."

- Jason Patno

Charleston County Emergency Management Director



SC Aquarium Litter Sweep

Charleston County Environmental Management and Public Works Stormwater partnered with the South Carolina Aquarium and South Carolina Floodwater Commission for a litter sweep. Recycling Program Coordinator, Christina Moskos and Civil Engineer of Stormwater, Ashley Gerillo, encouraged volunteers to recycle right and keep litter and trash off our streets.

Countdown to Success Supplier Summit



In partnership with NASA, Charleston County sponsored a small business forum event. The forum was an opportunity for 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.

PERFORMANCE MEASURES RESULTS

Initiative I: Service Delivery

Brilliant Ideas at Work



The South Carolina Association of Counties recognized Board of Elections & Voter Registration staff. The Satellite Voting Unit received an Honorable Mention for the J. Mitchell Graham Award for counties with a population over 150,000. This mobile precinct will make absentee voting more convenient for citizens living in rural communities as well as other municipalities located far from the Board of Elections headquarters in North Charleston.



In continued response to COVID-19, the Charleston Center added the following services:

- ◆ Telehealth services to citizens, reducing transportation and childcare barriers.
- ◆ Pilot Site for Nicotine Replacement Therapy (NRT).
- ◆ Virtual and In-person Narcan training to address the opioid epidemic.



9:29 minutes

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

84

Well/septic upgrades, maintenance, and connections were provided to households in Charleston County for access to clean water and/ or sewer.



Fire Safe South Carolina

Awendaw-McClellanville Consolidated Fire District obtained the Fire Safe South Carolina Community Designation for the second year in a row! They promote consistent fire safety messaging and stress the importance of providing all relative data collected at fire scenes. Despite challenges associated with the pandemic, the Awendaw-McClellanville Fire District continued to provide fire and life safety information to citizens.



57

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

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



Charleston County recognizes the importance of investing in their employees. With restrictions due to the pandemic, Human Resources made the decision to go paperless by offering the following alternatives:

- ◆ Learning Management System (LMS) - NeoGov Learn for remote learning
- ◆ Onboarding for new hires remotely
- ◆ Document Management System – OnBase for unemployment claims

Initiative III: Long-Term Financial Planning



January 2020 — December 2020

4 + **8** = **12**
NEW COMPANIES EXPANDED COMPANIES TOTAL BUSINESS GROWTH

ECONOMIC
GROWTH



10

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



Charleston County Public Works was awarded the American Public Works Association, South Carolina Chapter Transportation Project of the Year Award for their efforts on a paved North Charleston project. This award recognizes Excellence in the Management and Administration of Public Works Projects. The purpose of the paving project was to improve the safety and condition of the road.

Initiative V: Quality Control



Charleston County Criminal Justice Coordinating Council developed a Strategic Plan to better inform and involve the community in improving the local criminal justice system. The Strategic Plan consists of four initiatives:

- ♦ Community Engagement & Addressing Inequity
- ♦ Strengthening Jail Diversion & Deflection from the Criminal Justice System
- ♦ Focusing on Fairness & Reentry
- ♦ Case Processing Advancements

Reduction in the Detention Center Population - Goal met.

For more details on the progress of this Strategic plan, visit:

<https://cjcc.charlestoncounty.org/files/FINAL-2021-MIDYEAR-REPORT.pdf>

PERFORMANCE MEASURES RESULTS

Initiative I: Service Delivery

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

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Number of active voters	298,859	300,000	312,374	✓	330,000
Library registered users as percentage of population	57.83%	58.40%	58.40%	✓	58.40%
Circulation of all library materials per year	2,522,051	2,547,272	2,547,272	✓	2,547,272
Claims filed by Veterans	2,445	2,200	3,159	✓	2,934
DAODAS total client intakes	2,735	3,000	2,487		2,600
Incidents EMS responded to	61,568	63,000	60,930		62,500
Average EMS Response Time	9:03	9:05	9:29		8:59
Number of improved property inspections per fiscal year	33,110	33,839	33,588		35,267
IT Customer Service Satisfaction survey acceptable or better	9.39	8.00	9.40	✓	8.00
Percent of site plan review applications processed within 30 days	100.0%	100%	100.0%	✓	100%
Total tons of waste diverted from landfill	110,979	111,000	118,634	✓	124,500
Total tons of waste composted	63,336	65,000	68,049	✓	69,500
Increase percentage of recycling rate to 40%	23.00%	23.00%	23.00%	✓	23.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	62	63	✓	63
Average number of cases (charges) per Public Defender attorney	342	342	347	✓	340
Percent of Solicitor General Session cases pending over 365 days (≤40%)	48.0%	48.0%	69.0%		60.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	29.0%	31.0%	62.0%		50.0%

Initiative II: Human Resources and Resource Management

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

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Number of New Retirees Processed ¹	n/a	n/a	98		100
Total Number of Claims Paid ¹	n/a	n/a	294		300
Percentage of Remote Training Completed by Employees ¹	n/a	n/a	100%		100%
Number of Benefits Eligible New Hires Onboarded Remotely ¹	n/a	n/a	365		375

¹ The Department began tracking this measure in FY 2022.

PERFORMANCE MEASURES RESULTS

Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Collection rate of real and other taxes	96.42%	96.00%	96.40%	✓	96.40%
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 2020 Actual	FY 2021 Projected	FY 2021 Actual	Proj Status √ if met	FY 2022 Projected
Homestead Exemptions/Property Tax Relief processed	2,528	2,500	2,100		2,200
Average time it takes to place four Awendaw Fire personnel on scene	10 min	10 min	12 min		12 min
Closure (collection) rate for delinquent real property accounts ≥ 95	97.20%	95.90%	94.20%		N/A
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 3	Class 3	Class 3	✓	Class 3
Workers' compensation claims/on-the-job injuries	173	170	161	✓	160
Average cost per mile to operate a support vehicle	\$0.41	\$0.43	\$0.42	✓	\$0.45
Fleet availability (≥90%)	90.00%	91.50%	94.00%	✓	95.00%

Initiative V: Quality Control

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

	2020 Actual	2021 Projected	2021 Actual	Status √ if met	2022 Projected
Emergency Preparedness average hours spent updating plans and procedures	500	500	500	✓	500
DAODAS client satisfaction rating for all applicable programs combined	95.30%	95.00%	95.00%	✓	95.00%
EMS survey rating of satisfaction >90%	100.00%	100.00%	100.00%	✓	100.00%
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%

See Charleston County's Interactive Results for more details
<https://www.charlestoncounty.org/departments/budget/FY20-budget-interactive.php>