

Teddie Pryor, Chair
Henry Darby
Jenny Costa Honeycutt
Anna B Johnson
Kylon Jerome Middleton
Brantley Moody
Herb Sass
Dickie Schweers
Robert L Wehrman



Finance Committee Agenda
January 13, 2022 at 5:00 PM
4045 Bridgeview Drive, North Charleston, SC 29405

- 1 APPROVAL OF MINUTES OF JANUARY 4, 2022**
- 2 CONSENT AGENDA**
 - 2A Sol Legare Road Turn Lane Project - Award of Contract**
 - 2B Adele Street Improvements - Award of Contract**
- 3 GENERAL SERVICES DIRECTORATE ITEMS**
 - 3A Permitting Process - Presentation**
 - 3B Library Construction Update - Presentation**
- 4 COVID-19 RESPONSE**
 - 4A County Update - Presentation**
 - 4B Distribution of Testing Kits - Report**
 - 4C Community Education Funding - Presentation**
- 5 REDISTRICTING**
 - 5A Redistricting Map Options - Request to Consider**
- 6 RECOMMENDATIONS FROM THE HUMAN RESOURCES COMMITTEE**
 - 6A Administrator's Performance Appraisal Form - Request to Consider**

Charleston County Council

Memorandum

To: Members of the Finance Committee

From: Kristen Salisbury, Clerk of Council

Date: January 7, 2022

Subject: Minutes of January 4, 2022

At the Finance Committee meeting of January 13, 2022, the draft minutes of January 4, 2022 will be presented for approval.

Committee Agenda Item

To: Bill Tuten, County Administrator
From: Barrett J. Tolbert
Subject: Sol Legare Road Turn Lane Project
Request: Award of Contract
Committee: Finance Committee

Dept.: Procurement

Date: January 13, 2022

Department	Approver
Deputy County Administrator	Corine Altenhein
Public Works	Steve L. Thigpen
Budget	Mack Gile
Legal	Marc Belle
Administrator	Bill Tuten
Clerk	Kristen L. Salisbury

Fiscal Impact:

Funds are available in Transportation Sales Tax Fund.

Funding: Was funding previously approved? YES

If yes, please provide the following:	Org	Object	Balance in Account	Amount Needed for item
	TE0310006	64842	\$129,400.00	\$129,400.00

Situation:

The Sol Legare Road Turn Lane project is located in Charleston County, South Carolina. The work shall include, but is not limited to, site excavation, sub-grade preparation, grading, asphalt paving, improving traffic signaling, roadway striping and associated appurtenances, moving and improving an existing drainage ditch, sediment and erosion control, temporary and permanent vegetation, and traffic control. The project will be constructed utilizing the items listed on the bid tab form in the solicitation.

Bids were received in accordance with the terms and conditions of Invitation for Bid No. 5652-22C. The mandatory Small Business Enterprise (SBE) requirement for this solicitation is 12.2% and the Minority Women Disadvantaged Business Enterprise (MWDBE) goal is 25%.

Bidder	Total Bid Price	SBE Percentage	MWDBE Percentage
Truluck Construction, Inc. Charleston, SC 29407 Principal: Charles Truluck, Jr.	\$129,400.00	20.1%	6.6%
Blythe Development Company Mount Pleasant, SC 29464 Principal: Frank W. Blythe	\$234,598.20	20.2%	17.5%

Department Head Recommendation:

Authorize award of contract for the Road Work project Sol Legare Road Turn Lane Project to Truluck Construction, Inc., the lowest responsive and responsible bidder, in the amount of \$129,400.00 with the understanding that the funds are available in the Transportation Sales Tax Fund.

Committee Agenda Item

To: Bill Tuten, County Administrator
From: Barrett J. Tolbert
Subject: Adele Street Improvements
Request: Award of Contract
Committee: Finance Committee

Dept.: Procurement

Date: January 13, 2022

Department	Approver
Deputy County Administrator	Corine Altenhein
Public Works	Steve L. Thigpen
Budget	Mack Gile
Legal	Marc Belle
Administrator	Bill Tuten
Clerk	Kristen L. Salisbury

Fiscal Impact:

Funds are available in the Transportation Sales Tax 2021 Rural Roads funds and from Charleston Water System.

Funding: Was funding previously approved? YES

If yes, please provide the following:	Org	Object	Balance in Account	Amount Needed for item
	TT4205001	64842	\$643,873.00	\$643,873.00

Situation:

The Adele Street Improvement project is located in Charleston County, South Carolina. The work shall consist of paving 650 LF of Adele Street in Charleston, South Carolina with pervious asphalt. The work shall include, but is not limited to, Clearing and grubbing, asphalt paving, erosion and sediment control and traffic control.

Charleston Water System (CWS) will fund the scope of utility work which shall include the construction of approximately four hundred four linear feet (404') of six-inch (6") water main, two hundred fifty-three feet (253') of four-inch (4") water main, one (1) fire hydrant, two hundred forty feet (240') of eight-inch (8") gravity sewer main and associated appurtenances from the intersection of Adele Street and Savage Road along Adele Street. The existing water service lines will be abandoned in-place with above ground appurtenances being removed. The project will be constructed utilizing the items listed on the bid tab forms for the paving work and the utility work in the solicitation. "Contingency Cash Allowance shall be used at CWS's discretion for project overruns or changes in scope of work. Contingency shall not be used at BIDDER'S discretion. Contingency shall only be used with approval and authorization by CWS."

Bids were received in accordance with the terms and conditions of Invitation for Bid No. 5647-22C. The mandatory Small Business Enterprise (SBE) requirement for this solicitation is 12.2% and the Minority Women Disadvantaged Business Enterprise (MWDBE) goal is 25%.

Bidder	Total Bid Price	SBE Percentage	MWDBE Percentage
*IPW Construction Group, Inc. Charleston, SC 29423 Principal: Bryan Rembert	\$228,334.13 Paving \$361,716.22 Utility Total \$590,050.35	0%	100%
Truluck Roadway Services, LLC Charleston, SC 29407 Principal: Chris Truluck	\$224,912.00 Paving \$418,961.00 Utility Total \$643,873.00	100%	100%
*Deemed Non-Responsive for failure to submit required paperwork.			

Department Head Recommendation:

Authorize award of contract for the Road Work project Adele Sidewalk Improvement Project to Truluck Roadway Services, LLC., the lowest responsive and responsible bidder, in the amount of \$643,873.00 with the understanding that the funds are available in the Transportation Sales Tax 2021 Rural Roads Fund.

Authorize acceptance of funding in the amount of \$418,961.00 from Charleston Water System.

Charleston County Council

Memorandum

To: Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 5, 2022
Subject: Permitting Process

At the Finance Committee of January 13, 2022, staff will make a presentation regarding the permitting process.

Charleston County Council

Memorandum

To: Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 6, 2022
Subject: Library Construction Update

At the Finance Committee of January 13, 2022, staff will give an update on the status of the Library Construction Plan.

Charleston County Council

Memorandum

To: Members of the Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 7, 2022
Subject: COVID-19 County Update

At the Finance Committee of January 13, 2022, the Director of Emergency Management Joe Coates will provide a COVID-19 update.

Charleston County Council

Memorandum

To: Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 7, 2022
Subject: Distribution of Testing Kits

At the Finance Committee of January 13, 2022, staff will present information requested by Chairman Pryor regarding the possibility of purchasing at-home COVID-19 testing kits for distribution in the community. The committee may take action on this item.

Charleston County Council

Memorandum

To: Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 7, 2022
Subject: Community Education Funding

At the Finance Committee of January 13, 2022, a representative of the Racial Justice Network, Charleston Chapter, will make a request for funding for Coronavirus Community Education. Please see the attached letter. This item is added to the agenda at the request of Chairman Pryor.



To: Teddy Pryor
City Council

From: Tercell J. Riley

Dear Teddy,

Thank you for taking my telephone call on Monday.

Racial Justice Network, Charleston Chapter, have entered into partnership with Carolina For All out of Columbia, South Carolina. Both organizations are Non-profit and tax exempted under the 501c3 tax guidelines. The partnership has developed a team of six persons, called Vax-up and we work in conjunction with DHEC to help educate families and individuals on the facts concerning the Covid-19 virus, the variants and the vaccines.

The team travels throughout South Carolina to rural areas and high-risk areas to educate people and influence families and individuals to get the vaccine and save lives. The vaccines are supplied and administered by medical officials arranged by DHEC. Recently, we participated in a Community Block Party in the Cherokee area off Rivers Avenue. We were instrumental in getting information in the hands of the residents in the area, and 18 participants at the block party was vaccinated.

Currently, we are planning DHEC Outreaches in North Charleston and throughout Charleston County. We are going into high-risk areas where the vaccine percentages are extremely low but the percentage of infected people is very high. We are soliciting help from the City of North Charleston to help fund some of these events. We are soliciting funds from the RESCUE funds or The CARES ACT to help us fund these events. We are planning a minimum of 10 to 15 events in Charleston County over the next four months. We are asking for \$20,000 or more to provide incentives to encourage people to come out and take the vaccine and save a life. We will provide documentation of how the funds are spent and the success rate of each event.

We make an appeal to the North Charleston City Council for help in these endeavors. Everyone deserves the right to be safe and everyone deserves the right to live!

Sincerely,
Tercell J. Riley and
Racial Justice Network

Charleston County Council

Memorandum

To: Finance Committee
From: Kristen Salisbury, Clerk of Council
Date: January 5, 2022
Subject: Redistricting Map Options

At the Finance Committee of January 13, 2022, the Committee will be asked to choose a redistricting map option from the three options presented at the Special Finance Committee of January 4, 2022. The schedule for selection of the redistricting map is as follows:

- Tuesday, January 4, 2022
 - Redistricting Map Options publicly presented at Special Finance Committee
 - redistricting@charlestoncounty.org email address established to receive public comments
- Thursday, January 13, 2022
 - Finance Committee selects preferred option
 - Special County Council gives 1st reading to required ordinance
- Tuesday, January 18, 2022
 - Public hearing
 - Ordinance 2nd reading
- Tuesday, February 1, 2022
 - Ordinance 3rd reading

2021 Charleston County Council Redistricting

Pursuant to South Carolina law requiring County Council redistricting every ten years, and in compliance with the federal Voting Rights Act and U.S. Supreme Court rulings, the physical boundaries of Charleston County Council's existing districts must be redrawn this year.

The Constitutional principle of "one person, one vote" is paramount, and requires that each district ideally reflect a roughly equal number of citizens. South Carolina law sets a maximum deviation of ten percent between districts; in practice and in accord with Constitutional principles, a much lower figure is preferred.

Following receipt of the new 2020 census data in late 2021, the current population and demographic figures for existing districts were determined. These figures are referred to as the "benchmark" figures and determine the extent of redrawing necessary to comply with state and federal law. It is these new 2020 figures, not the 2010 figures, that guide the redistricting process.

Charleston County's population changed significantly from 2010 to 2020. The table below presents a summary of the 2020 census statistics as applied to our existing districts, and represents the *benchmark figures*:

Dist	Total	Deviation*	NH_Wht	NH_Wht%	NH_Bl	NH_Bl%	AllOth	AllOth%
1	51,356	13.22%	44,137	85.94%	2,723	5.30%	4,496	8.75%
2	45,868	1.12%	37,801	82.41%	4,845	10.56%	3,222	7.02%
3	44,845	-1.13%	26,669	59.47%	10,008	22.32%	8,168	18.21%
4	37,219	-17.95%	11,737	31.53%	18,221	48.96%	7,261	19.51%
5	36,958	-18.52%	15,520	41.99%	17,318	46.86%	4,120	11.15%
6	56,445	24.44%	31,060	55.03%	16,005	28.36%	9,380	16.62%
7	40,418	-10.89%	27,979	69.22%	7,933	19.63%	4,506	11.15%
8	51,009	12.46%	30,002	58.82%	15,239	29.88%	5,768	11.31%
9	44,117	-2.74%	38,655	87.62%	2,312	5.24%	3,150	7.14%
Total	408,235		263,560	64.56%	94,604	23.17%	50,071	12.27%

*Zero percent deviation would be 45,359 per district.

The following is a summary of population changes from 2010 to 2020 (percentages rounded):

- Total population *increased* by 58,026, or 17%
- NH_Wht population *increased* by 46,300 or 21%
- NH_Bl population *decreased* by 10,380 or -10%
- AllOth population *increased* by 22,106 or 79%

The most significant population changes were seen in Districts 1, 2, 6, and 8. The District 1 population increased by 12,937, District 2 by 7,401, District 6 by 17,331, and District 8 by 12,312.

The NH_Bl population decreased in all districts, with the most significant decreases in Districts 5 and 8.

Summary of the three options presented to Council:

- District lines were adjusted to account for population changes
- Overall deviation is under 5%
- No incumbent conflicts are created
- Precinct lines are respected as much as possible and improved from 2010

All options include the following:

- District 3 is much more compact than currently drawn
- District 5 is more compact and redrawn to remain in the North Area (no longer on the Peninsula or in West Ashley)
- District 6 is primarily comprised of West Ashley population, while keeping portions of the North Area

Significant differences between each option:

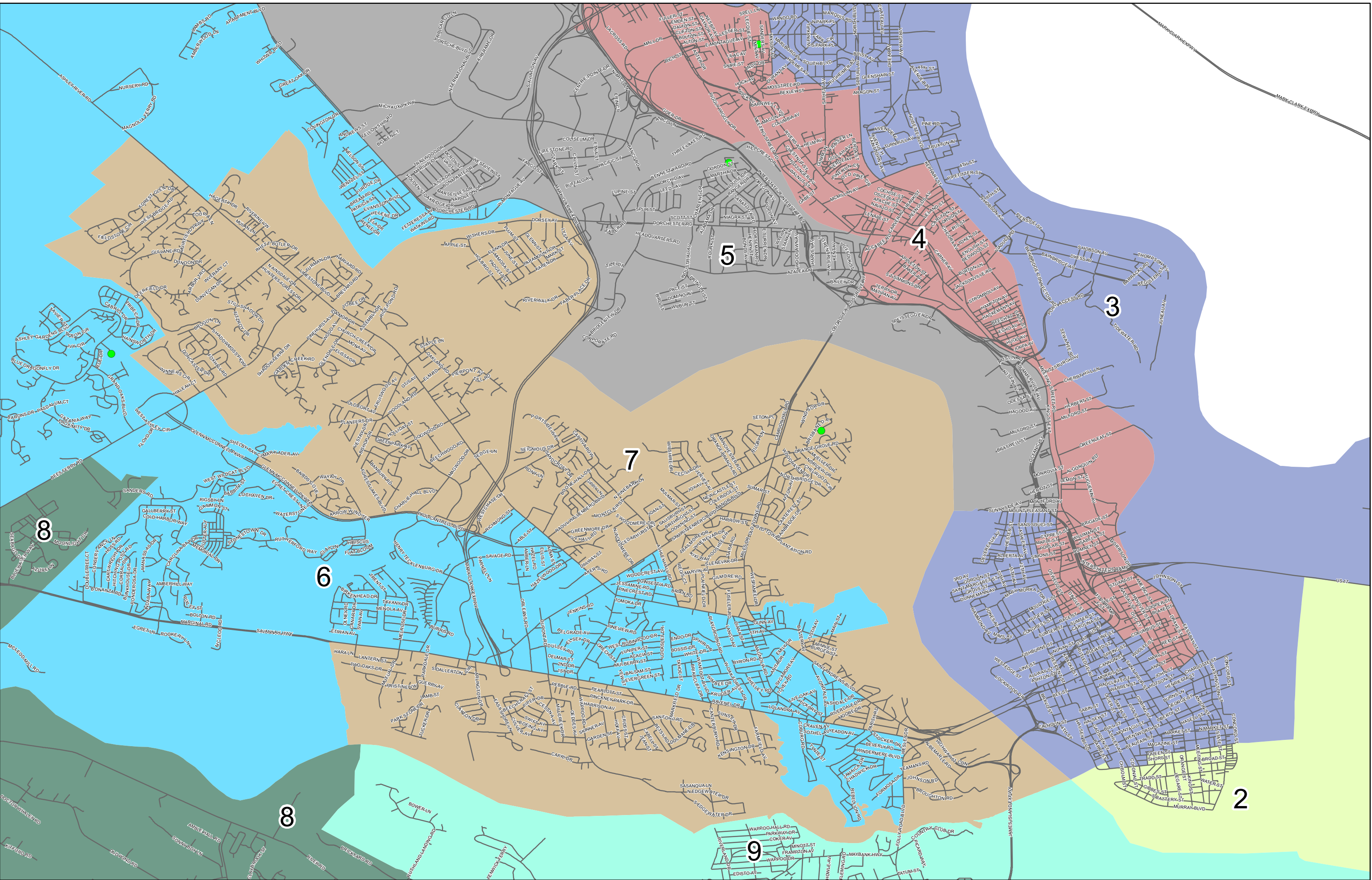
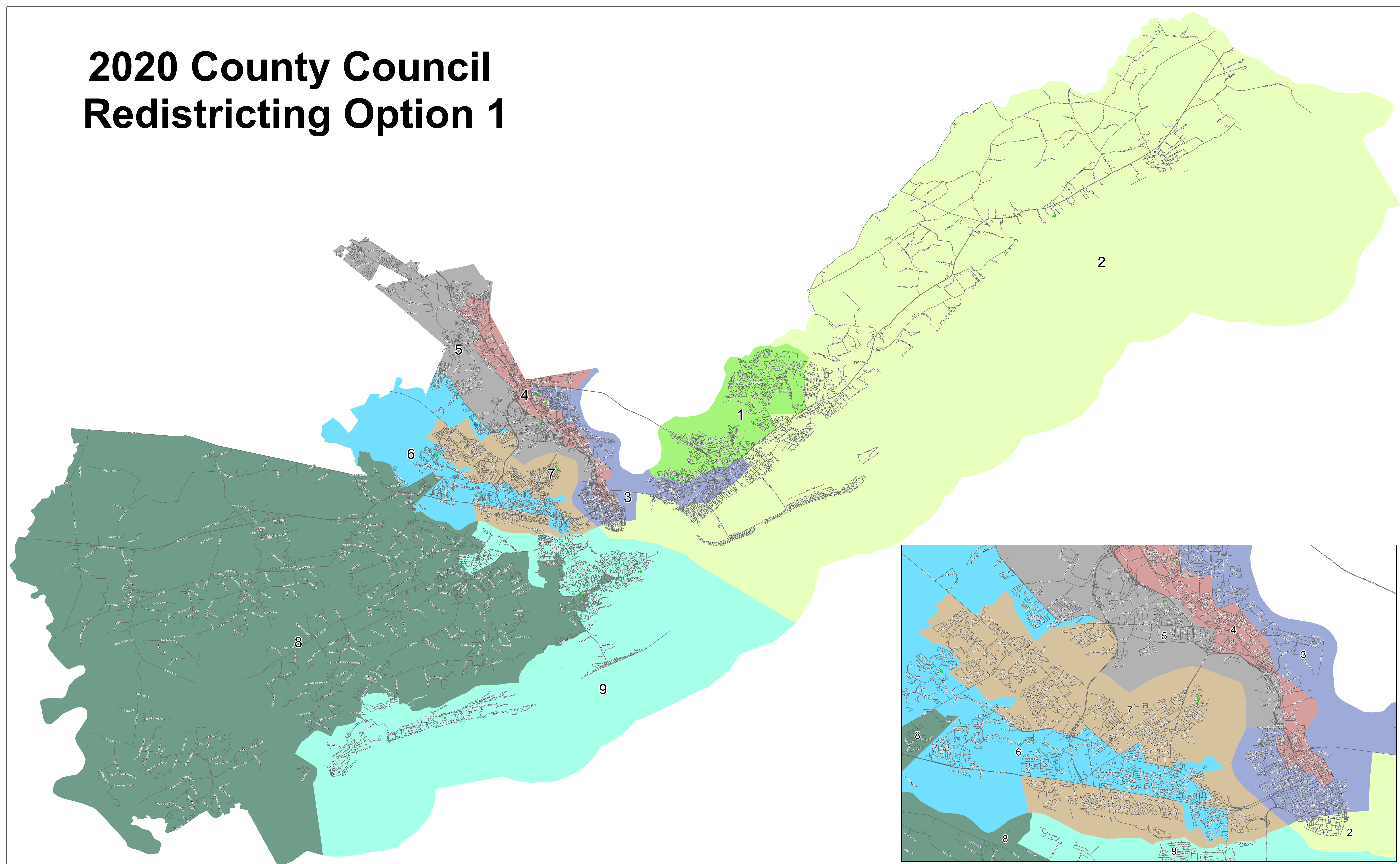
- Option 1:** *Tip of the Peninsula (three precincts) remains in District 2 (as drawn in 2003 and maintained in 2010)
 *District 9 gains populous areas between Maybank Hwy and Murraywood Rd on Johns Island
- Option 2:** *Tip of Peninsula (three precincts) moves to District 9, enabling District 3 to be more compact with smaller East Cooper population (Districts 1 and 2 are entirely East of the Cooper, becoming more compact)
- Option 3:** *A variation of Option 2, with the Ponderosa community remaining in District 8 as it currently is, and slightly expanding the District 6 North Area population.

Redistricting Criteria

1. Adhere to the Constitutional requirement of one person, one vote and do so by adhering to a state law population deviation of less than 10%
2. Adhere to the provisions of the Voting Rights Act and relevant court decisions
3. Ensure that districts are contiguous and compact
4. Maintain, to the extent possible, boundaries of existing districts
5. Respect Communities of Interest
6. Minimize splitting voting precincts
7. Avoid incumbent conflicts, if possible
8. Solicit public input

Adopted by Council action on December 16, 2021.

2020 County Council Redistricting Option 1



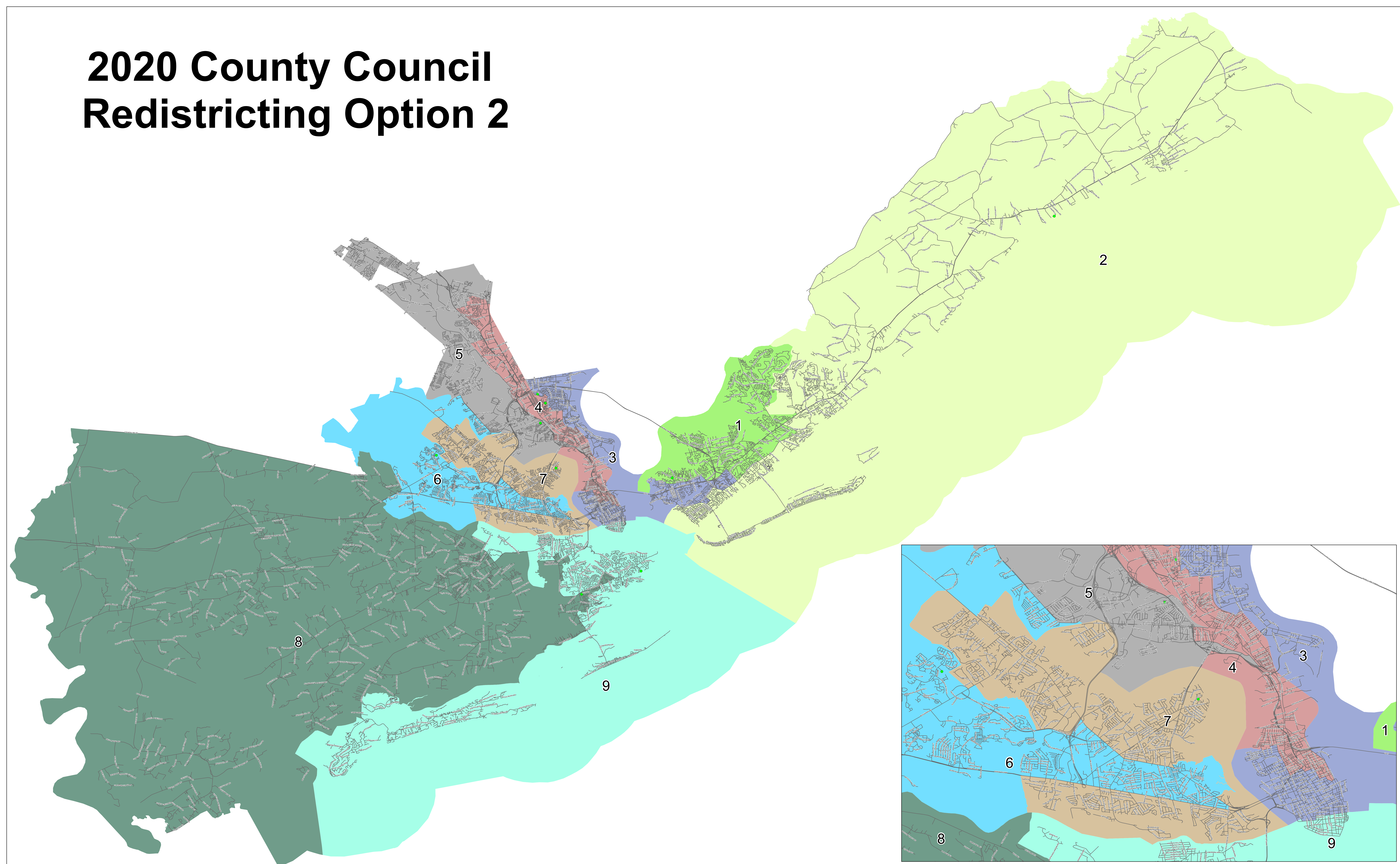
Option 1

DISTRICT

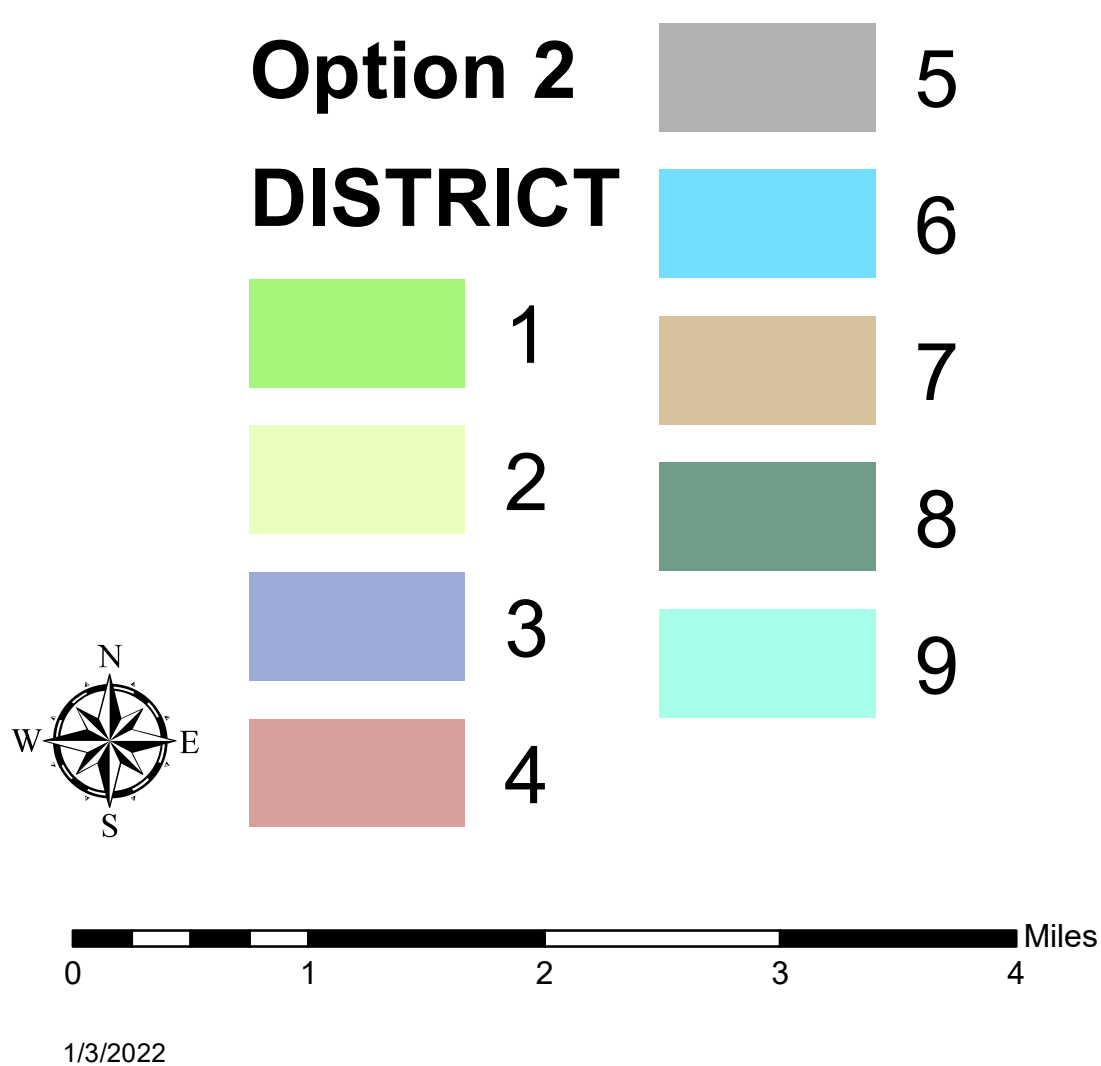
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	Total	Target_Dev	Target_Dev%	WhiteNH%	TOTALHISP_%	BLACKNH_%	ASIANNH_%	BLACKNH18_%	ALL_MIN%
District 1	45,556	197	0.43	86.25	3.53	4.99	3.06	5.25	13.75
District 2	46,539	1180	2.60	82.29	3.11	10.1	2.39	10.46	17.71
District 3	45,731	372	0.82	77.51	4	13.8	2.44	12.84	22.49
District 4	45,171	-188	-0.41	27.46	17.73	50.07	2.2	47.26	72.54
District 5	44,401	-958	-2.11	33	12.13	48.81	2.57	46.32	67
District 6	45,222	-137	-0.30	56.51	8.78	28.26	3.62	27.33	43.49
District 7	44,770	-589	-1.30	72.53	5.11	16.43	2.9	15.8	27.47
District 8	44,435	-924	-2.04	56.57	7.3	32.31	1.21	32.23	43.43
District 9	46,410	1051	2.32	86.85	3.23	5.47	1.72	5.01	13.15

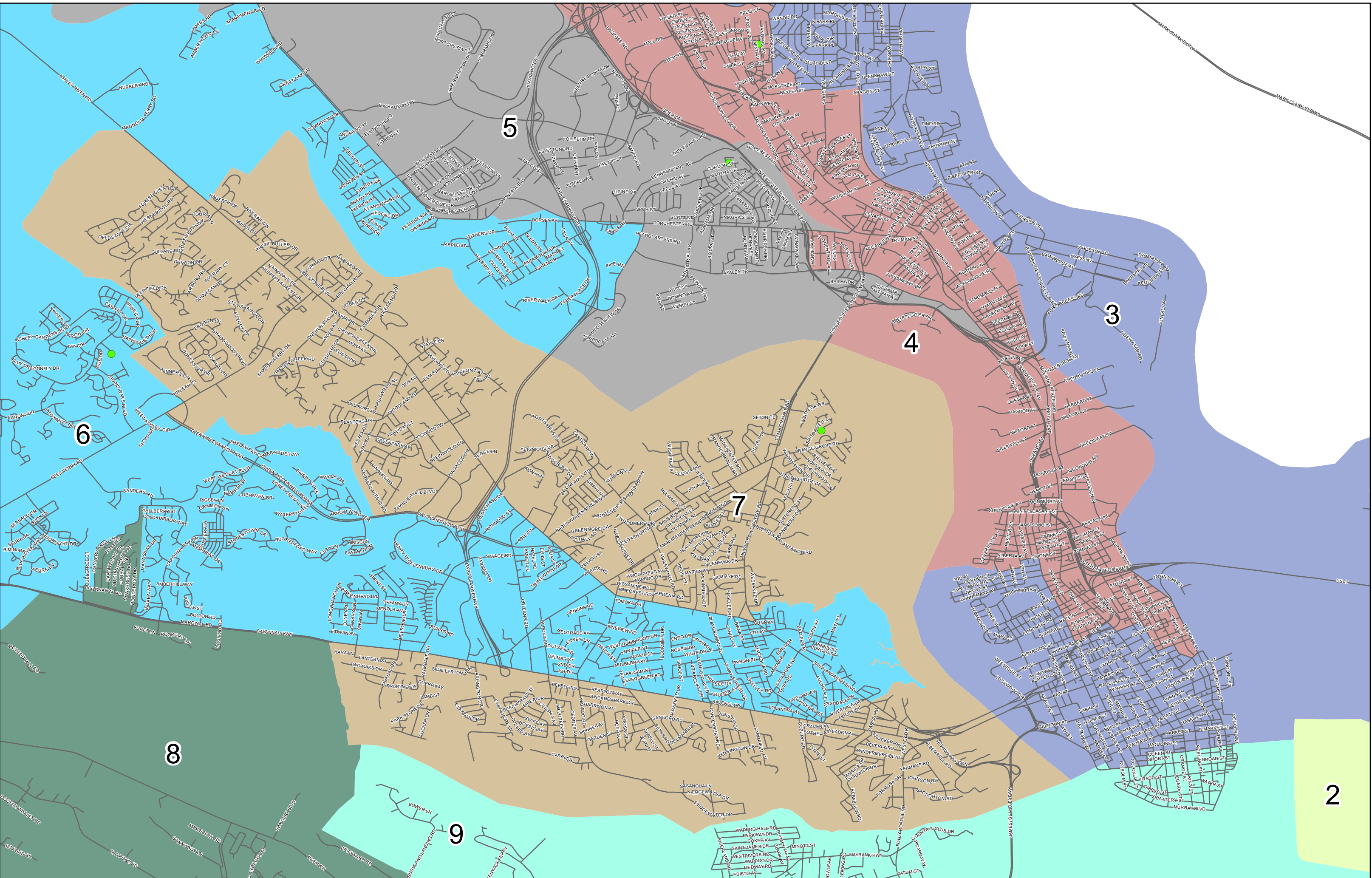
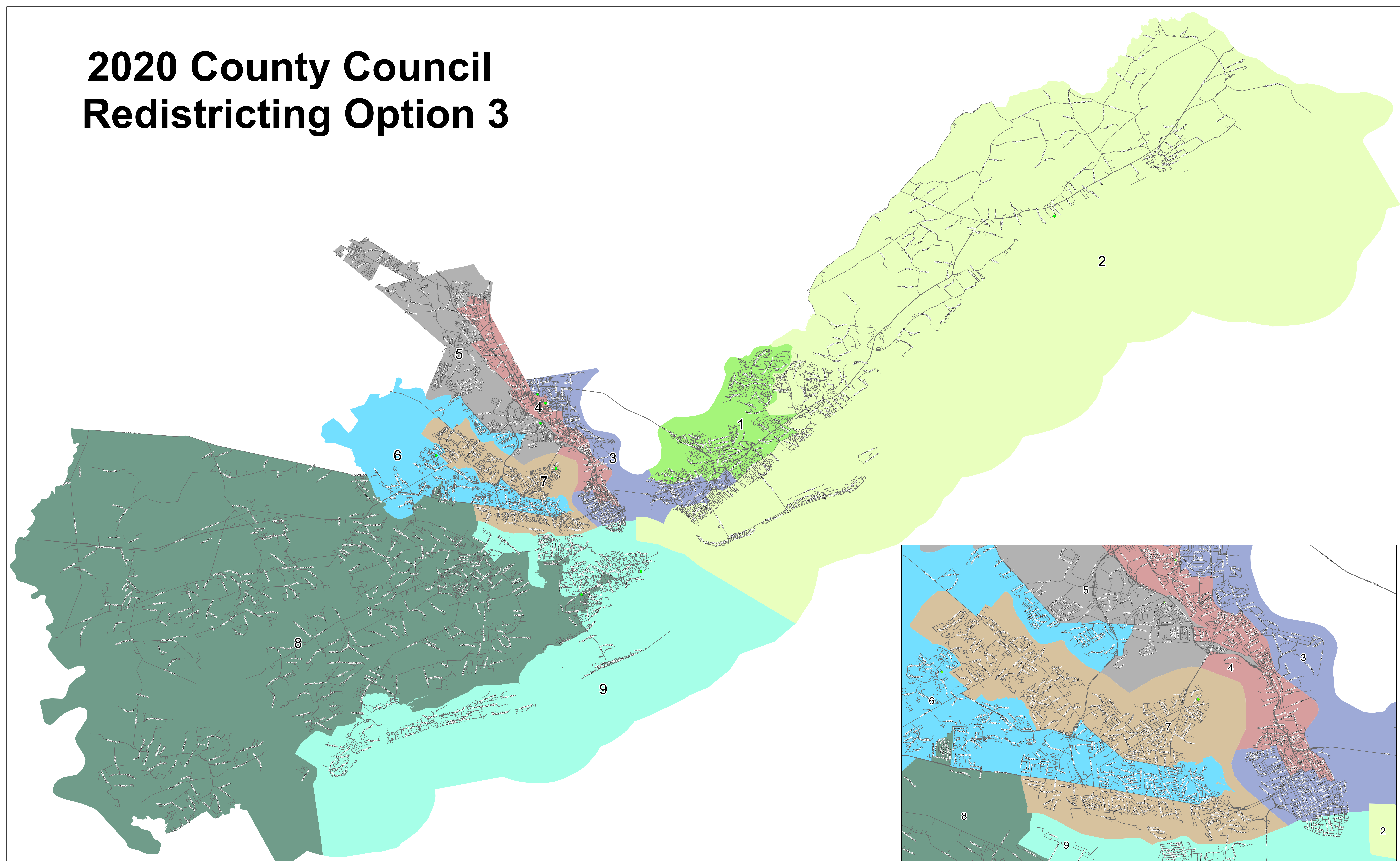
2020 County Council Redistricting Option 2



	Total	Target_Dev	Target_Dev%	WhiteNH%	TOTALHISP_%	BLACKNH_%	ASIANNH_%	BLACKNH18_%	ALL_MIN%
District 1	46,180	821	1.81	84.82	3.37	6.53	3.09	6.82	15.18
District 2	45,929	570	1.26	83.15	3.19	9.14	2.38	9.64	16.85
District 3	45,238	-121	-0.27	72.3	6.76	16.28	2.44	14.69	27.7
District 4	45,158	-201	-0.44	29	15.14	51.16	2.16	48.52	71
District 5	45,702	343	0.76	34.23	12.85	46.7	2.68	44.11	65.77
District 6	44,257	-1102	-2.43	57.55	8.18	27.58	3.85	26.74	42.45
District 7	45,420	61	0.13	73.55	5.08	15.57	2.79	14.92	26.45
District 8	45,059	-300	-0.66	57.16	7.46	31.65	1.07	31.51	42.84
District 9	45,292	-67	-0.15	88.58	2.66	4.49	1.66	4.28	11.42



2020 County Council Redistricting Option 3



Option 3

DISTRICT

1	5
2	6
3	7
4	8
	9



0 1 2 3 4 Miles

1/9/2022

	Total	Target_Dev	Target_Dev%	WhiteNH%	TOTALHISP_%	BLACKNH_%	ASIANNH_%	BLACKNH18_%	ALL_MIN%
District 1	46,180	821	1.81	84.82	3.37	6.53	3.09	6.82	15.18
District 2	45,929	570	1.26	83.15	3.19	9.14	2.38	9.64	16.85
District 3	45,238	-121	-0.27	72.3	6.76	16.28	2.44	14.69	27.7
District 4	45,158	-201	-0.44	29	15.14	51.16	2.16	48.52	71
District 5	45,631	272	0.60	34.25	12.85	46.69	2.67	44.09	65.75
District 6	44,103	-1256	-2.77	57.44	8.33	27.46	3.9	26.53	42.56
District 7	44,370	-989	-2.18	73.85	5.01	15.35	2.78	14.73	26.15
District 8	46,334	975	2.15	57.3	7.34	31.65	1.09	31.5	42.7
District 9	45,292	-67	-0.15	88.58	2.66	4.49	1.66	4.28	11.42

Charleston County Council

Memorandum

6A

To: Members of the ~~Ø~~ & ^ Committee

From: Kristen Salisbury, Clerk of Council

Date: January 12, 2022

Subject: Administrator's Ú^|_ { { æ & ^ Á } | æ æ Form

The Human Resources Committee of January 13, 2022, will & } • æ^| Á^ ^, Á^|_ { { æ & ^ Á } | æ æ form for the Ô[~ } c Administrator. V@ Á Ü Á [{ { æ^ ^ Á Á^ ^ ^ & æ Á Ô [{ { æ^ ^ Á Á^ ^ ^ á æ * Á Á @ Á^ ^ • [Á Ô[~ } & æ

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Performance Appraisal

County Administrator

Name _____

Evaluator _____

Evaluation Period

From _____ to _____

Ratings:

- **Outstanding:** Performance over a sustained period of time clearly and consistently exceeds expectations and is outstanding. Both results and how they are achieved are outstanding.
- **Very Good:** Performance clearly meets and sometimes exceeds job requirements and significant contributions are made well beyond job demands.
- **Acceptable:** Solid and occasionally impressive performance.
- **Improvement needed:** Performance is frequently unsatisfactory.

Section 4-9-630. Powers and Duties of Administrator.

The Powers and duties of the Administrator shall include, but not be limited to, the following:

- 1) To serve as the Chief Administrative Officer of the County Government;
- 2) To execute the policies, directives and legislative actions of the Council;
- 3) To direct and coordinate operational agencies and administrative activities of the County Government;
- 4) To prepare annual operating and capital improvement budgets for submission to the Council and in the exercise of these responsibilities he shall be empowered to require such reports, estimates and statistics on an annual or periodic basis as he deems necessary from all County departments and agencies;
- 5) To supervise the expenditure of appropriated funds;
- 6) To prepare annual, monthly and other reports for Council on finances and administrative activities of the County;
- 7) To be responsible for the administration of the County personnel policies including salary and classification plans approved by Council;
- 8) To be responsible for employment and discharge of personnel subject to the provisions of subsection (7) of Section 4-9-30 and subject to the appropriation of funds by the Council for that purpose.
- 9) To perform such other duties as may be required by the Council

1. Manages the County Organization (to fulfill Duties 1, 3, 7 & 8)

A. Demonstrates an understanding of each County department, and the interworkings and interconnections of all departments.	Rating: <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Effectively executes Council's policies, directives, and philosophy.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Establishes and effectively uses appropriate mechanisms to anticipate trends and opportunities inside and outside the organization. Develops and implements alternative strategies for dealing with change and planning for the future.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Fosters a climate of innovation and continuous improvement. Takes appropriate and prudent risks to move the County forward.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

2. Communication with Council (to fulfill Duty 2)

A. Practices timely and effective communication with Council. Keeps Council informed of issues that may be brought to their attention by constituents or the media. Provides information, education and solutions on issues as appropriate.	Rating: <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Provides an ongoing update of progress on Council's strategic initiatives.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Speaks and writes logically, clearly, and concisely. Makes logical, concise, and well-organized presentations.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Listens attentively and effectively. Encourages and uses feedback.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

3. Fiscal Responsibility (to fulfill Duties 4, 5 & 6)

A. Demonstrates an understanding of County funding sources	Rating: <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Ensures that prudent financial management is maintained for the continued success of the county.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Presents timely annual operating and capital improvement budgets to Council.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Ensures that programs, services, and projects provide results that matter to the County cost effectively and within budget.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

4. Leadership – Direct Reports, Department Heads, Elected and Appointed Officials

A. Inspires trust and confidence.	<p style="text-align: center;">Rating:</p> <hr/> <p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
B. Sets an effective example of high personal standards and integrity with the drive and energy to achieve established goals.	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
C. Leads, Guides, and directs the County Administrator’s Team – Deputy County Administrators (DCA’s), Public Information Officer (PIO), Economic Development Director and County Administrator’s Support Staff.	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
D. Practices timely and effective communication with Deputy County Administrators (DCAs), Department Heads, Elected and Appointed Officials.	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>

Examples Justifying Rating -

5. Leadership for all County employees

A. Inspires trust and confidence with all Charleston County employees through regularly planned and impromptu communication.	Rating: <hr/> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Leads by example showing the importance of County values and initiatives.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Leads the County employees through conflict and change providing security and trust.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Values employees and recognizes their contributions.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

6. Community

<p>A. Professionally represents the County in public, has the respect of peers in local, State, and national government. Always interacts professionally with the various publics in an effective manner insuring to promote the County in the best possible light.</p>	<p style="text-align: center;">Rating:</p> <hr/> <p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
<p>B. Seeks input from other local governments in the Tri-County region to determine if a potential synergy is available to make County services more effective and efficient.</p>	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
<p>C. Seeks ways to cooperate, collaborate, or consolidate programs as appropriate.</p>	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>
<p>D. Seeks information from other similar governments that may assist the County in providing services without need to redevelop them.</p>	<p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed </p>

Examples Justifying Rating –

7. Personal/Professional Development

A. Builds and maintains relationships with associates in similar organizations through personal contact, committees/boards, and professional associations/organizations.	Rating: <hr/> <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Demonstrates commitment to continuously enhancing professional knowledge and capability – professional reading and research, attends seminars and conferences, actively participates in professional development opportunities.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating –

8. Decision Making & Problem Solving

A. Has a systemic view of problem solving - Seeks input from those who are closest to the problem, those who will be responsible for implementing the solution and those who will be affected by the solution.	Rating: <input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
B. Uses creative and innovative problem-solving strategies for adapting to uncertainties and complexities.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
C. Makes sound decisions in a timely manner.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed
D. Analyzes situations to determine root causes and develops realistic alternative solutions.	<input type="checkbox"/> Outstanding <input type="checkbox"/> Very Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Improvement Needed

Examples Justifying Rating -