

# 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.

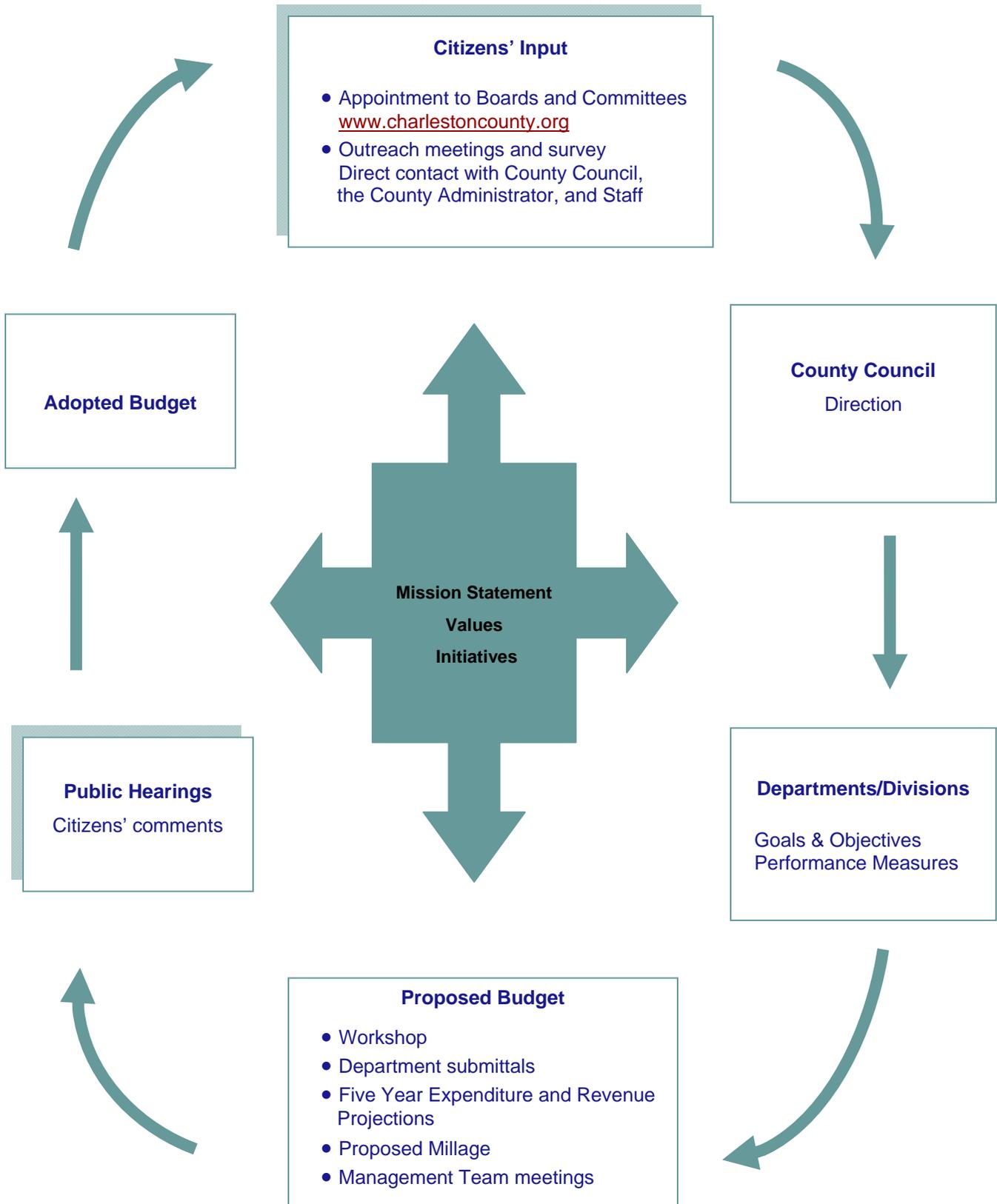
***Diversity (the respect and understanding of the integrity and worth of all people, lifestyles and cultures) is a key to the success of Charleston County*** - To provide effective government services in an increasingly demanding and diverse environment, the County is committed to eliminating the physical,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

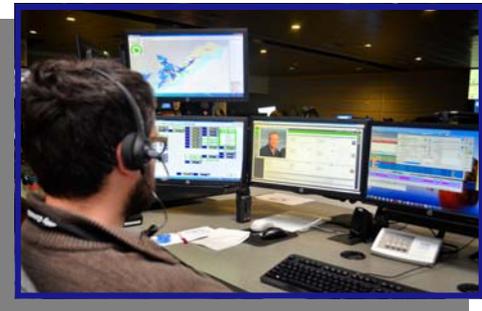
# Fiscal Year 2015 Notables

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

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**E**mergency Management and the Consolidated 9-1-1 Center launched a new Citizen Alert Notification System. Charleston County can send information about emergency situations to its citizens through a multitude of platforms that include home phone, mobile phone, text message, email, and fax.

**T**he Consolidated 9-1-1 Center announced the use of Smart911, a national service that provides 9-1-1 dispatchers with a private online profile of the individual or household calling with an emergency. The program allows citizens to create a free Safety Profile for their household, such as the names and photos of family members, health conditions, medications, pets in the home, vehicle details and emergency contacts. Smart911 is private and secure and is only made available to 9-1-1 when an emergency call is made.



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“...the public can now provide us with vital information they want us to know to better help them during times of great distress, when communicating simple details can be difficult.”

Jason Patno

Charleston County Emergency Management Director

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**T**he Procurement Department facilitated the following free workshops for small business owners:

- *Federal Contracting Programs* that afford opportunities to increase competitiveness in a complex market.
- *Legal and Accounting Tools* that expand upon business legal structures and asset protection.
- *Management Software Tools* that can be tailored to the business organization’s specific operations.
- *Bonding Workshop* that includes the basics of bonding, requirements to become bonded, and methods to maintain and increase bonding capacity.
- *Becoming a General Contractor* that outlines the various types of general contracting classification and the techniques to prepare for the state General Contractor’s exam.
- *Business Law for Small Business Owners.*
- *Your Business and Social Media.*
- *Contact to Contracts: A Networking Event.*



# Fiscal Year 2015 Notables

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

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**T**he **Human Resources Department** lead the Committee for Auditing Performance and Evaluation Standards (CAPES) with the goal of improving how our employees are recognized, rewarded and paid. The revised pay structure and staging for the Merit Program were both successfully administered. Over 400 supervisors were trained on performance management and provided with tools and resources to support the enhanced employee evaluation system.

**T**he **Human Resources Department** developed and implemented a Professional Development Program open to all employees interested in improving their professional effectiveness. Participants completed approximately 30 hours of instruction and had the opportunity to expand their network and participate in highly interactive discussions and learning exercises. Additional events included on-site *Financial Wellness, Health, Nutrition, and Stress Reduction* Lunch and Learns.

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

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**W**ith the efforts of the **Economic Development Department**, Mercedes-Benz Vans, a division of Daimler, announced plans to invest \$500 million to establish a new, full van manufacturing plant in Charleston County. The new production plant will supply the North American market with the next-generation Sprinter, creating 1,300 new jobs over the next several years. The new Sprinter plant is considered strategically essential for Mercedes-Benz Vans as the large van segment is expected to grow rapidly in North America over the next few years. The Mercedes-Benz Sprinter is the world's leading large van and more than 2.8 million Sprinters have been delivered to customers in 130 countries worldwide.



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“Charleston is an excellent location for our new plant. The region has very highly-skilled workers, a dense network of reliable suppliers, and an outstanding logistics infrastructure that includes good transport connections to the nearby harbor.”

**Volker Mornhinweg**  
Head of Mercedes-Benz Vans

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# Fiscal Year 2015 Notables

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

The **Awendaw McClellanville Consolidated Fire Protection District** received an enhanced insurance rating of Class 4 resulting in a 5 to 10 percent insurance premium discount to residents living within five “road” miles of a fire station. Fire department leaders credit the rating Improvement to the addition of personnel, more capable fire apparatus and fire hydrants, as well as improved personnel training. Ten percent of the overall score in the determination of the rating was also based on how well the 911 center receives and dispatches fire alarms. The county was evaluated in three categories: Emergency Reporting, Telecommunicators, and Dispatch Circuits.



The International Academies of Emergency Dispatch awarded accreditation to the **Consolidated 9-1-1 Center** as an Emergency Fire and Emergency Medical Dispatch Center of Excellence. The Consolidated 9-1-1 Center is only the 24th Emergency Fire Dispatch Center and the 171<sup>st</sup> 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 International Association of Coroners and Medical Examiners (IAC&ME) awarded Accreditation to the **Coroner's** department for its efforts in providing the highest level of service to the citizens, neighbors and visitors of Charleston County. The review covered 288 standards including the review of its administrative, forensic, investigative procedures and a site visit by the IAC&ME. The accreditation allows coroner and medical examiner offices to ensure they are conducting business practices and procedures in compliance with international standards. The Coroner's department is one of only 23 accredited departments in the United States.



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“I believe that the deceased and those left behind deserve to be treated with the utmost compassion and professionalism.”

Rae Wooten  
Charleston County Coroner

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**Fleet Management** was recognized as a Certified Fleet Management Operation (CFMO) by the Government Fleet Management Alliance (GFMA). The accreditation covered 120 specific criteria points and included 15 performance standards. The principle role of Fleet Management is to provide, repair, and maintain vehicles and equipment for county departments. In addition, the department provides research, development, and assistance to agencies with specifications for vehicles and heavy equipment purchases.

# Fiscal Year 2015 Notables

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

**T**he **Charleston County Library** renovation plan was developed after a detailed assessment of existing facilities, a review of population growth, changing technology, along with focus groups and interviews to determine community needs. Local citizens showed their support by overwhelmingly approving a major referendum. The \$108.5 million plan includes construction or renovation of 19 buildings throughout the county. Five new libraries will be constructed—two in areas of rapid growth and three to replace outdated facilities that are not able to meet customer needs. A total of 13 existing libraries will be renovated, the library's support staff will be relocated from the Main Library to free up space for public use, and the library's technology would be upgraded to include self-checkout kiosks, more public computers and the latest equipment in meeting rooms.



“These are the services people tell us they want, that they expect.”

**Douglas Henderson**  
Charleston County Public Library Executive  
Director

**T**he **Zoning and Planning Department** hosted five public workshops in five different areas of the County to gather input for the five-year review of the Charleston County Comprehensive Plan. The main objectives of the five-year review are to:

- Review and revise the location of the Urban Growth Boundary for consistency with Geographic features, property boundaries, and the Urban Growth Boundaries adopted by the City of Charleston and Town of Mount Pleasant.
- Review and revise the future land use designations to reflect current demographic trends and community needs and desires.
- Review and revise the goals, needs, and strategies of all Plan elements.
- Update the implementation work plan.

The Comprehensive Plan is an expression of the County's intent for where and how future growth and development should occur. The Plan also identifies parts of the County that may or may not be appropriate for certain types of growth. The public input, along with the proposed amendments, will be presented to the Charleston County Planning Commission.

“Expanding the opportunities for citizen comments results in a larger collection of valuable input on where and how growth should occur in Charleston County and how best to manage that growth.”

**Dan Pennick**  
Charleston County Zoning/Planning Director





**End Section**