

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

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 24-27. **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.

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

- Citizens' Comments



- Policy Direction

- Goals & Objectives
- Performance Measures
- Administrator Guidance
- Department submittals
- Five Year Expenditure and Revenue Projections
- Propose Millage
- Management Team meetings

PERFORMANCE MEASURES RESULTS

Initiative I: Service Delivery



South Carolina Association of Counties

Charleston County Zoning and Planning Department was awarded the J. Mitchell Graham award for their work on the Dupont Wappoo Community Plan. The award recognizes counties that address community challenges, implement operational improvements, or enhance their citizens' quality of life in a unique way. The Dupont Wappoo Community Plan was created after a collaborative planning process with community members, business owners, non-profit organizations, County and City of Charleston leaders. The National Association of Counties also recognized Charleston County's Dupont Wappoo Community Plan.

Charleston County is the first county in the nation to launch Citibot, America's first interactive text messaging and customer service software system for civic engagement with government. Using text messages, Citibot allows a citizen to report a problem, ask a question, or send a message. Citibot responds in real time.



8:15 minutes

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

38

Households in rural Charleston were provided access to clean water and/or sewer.



40

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



40,000

Acres Preserved

10,275

Acres Added to the Francis Marion National Forest

5,610

Acres Preserved for Lowcountry Wetlands

4,675

Acres Purchased for Regional County Parks

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 diversity and inclusion in the workplace and provides diverse learning programs and special activities reflecting our cultures and heritages. The County's Diversity Committee promotes diversity awareness in the workforce. This year the committee held a Diversity and Inclusion Workshop that included topics on race relations, closing the gender gap in wages, and diversity among the generational gap.

"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

The Diversity Committee's mission is to promote diversity awareness and cultural connectivity through various committee activities and by being role models and leaders throughout the county.



Initiative III: Long-Term Financial Planning

AAA Exceptionally Strong Fitch	Aaa Exceptional Moody's	AAA Exceptionally Strong Standard & Poor's
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14

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



The American Public Works Association's accreditation program provides a means of formally verifying and recognizing public works agencies for compliance with recommended practices set forth in the Public Works Management Practices manual. Public Works, Transportation Development, Facilities Management and Fleet Management departments are all accredited by APWA.

Improving Systems of Care

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



15%

Reduction in the Detention Center population (goal is 25% by May 2019)

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	FY	FY	Proj	FY
	2017	2018	2018	Status	2019
	Actual	Projected	Actual	√ if met	Projected
Number of active voters	286,008	300,000	269,445		280,222
Library registered users as percentage of population	75.55%	76.31%	60.40%		61.00%
Circulation of all library materials per year	2,800,552	2,828,558	2,639,170		2,665,562
Claims filed by Veterans	1,939	2,062	2,324	✓	2,516
DAODAS total client intakes	3,399	3,500	3,466		3,500
Incidents EMS responded to	57,598	57,000	60,326	✓	60,000
Average EMS Response Time	8:39	7:59	8:15	✓	8:08
Number of improved property inspections per fiscal year	50,399	50,000	53,317	✓	53,000
IT Customer Service Satisfaction survey acceptable or better	8.50	8.00	8.50	✓	8.00
Percent of site plan review applications processed within 30 days	98.0%	100%	99.0%		100%
Total tons of waste diverted from landfill	126,566	130,000	100,081		103,000
Total tons of waste composted	87,562	90,000	85,169		85,000
Increase percentage of recycling rate to 40%	30.00%	29.00%	24.00%		24.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	70	70	63		60
Average number of cases (charges) per Public Defender attorney	229	229	266	✓	266
Percent of Solicitor General Session cases pending over 365 days (≤30%)	34.0%	35.0%	42.0%		45.0%
Percent of Solicitor Family Court cases pending over 180 days (≤40%)	16.0%	15.0%	17.0%	✓	17.0%

Initiative II: Human Resources and Resource Management

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

Measures	FY	FY	FY	Proj	FY
	2017	2018	2018	Status	2019
	Actual	Projected	Actual	√ if met	Projected
Number of new hires under the Administrator trained in Customer Service Excellence	335	380	360		550
Number of Health Assessments performed	550	905	650		1300
Overall Countywide Human Resources Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	100%	100%	100%	✓	100%
Participants attending training sessions	1,661	1,200	1,930	✓	3,500

PERFORMANCE MEASURES RESULTS

Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY	FY	FY	Proj	FY
	2017	2018	2018	Status	2019
	Actual	Projected	Actual	√ if met	Projected
Collection rate of real and other taxes	96.30%	96.00%	96.30%	✓	96.30%
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	FY	FY	Proj	FY
	2017	2018	2018	Status	2019
	Actual	Projected	Actual	√ if met	Projected
Homestead Exemptions/Property Tax Relief processed	1,846	1,900	1,775		1,800
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	95.28%	95.28%	96.53%	✓	
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 4	Class 4	Class 4	✓	Class 3
Workers' compensation claims/on-the-job injuries	256	250	216		225
Average cost per mile to operate a support vehicle	\$0.32	\$0.33	\$0.46		\$0.45
Fleet availability (≥90%)	95.80%	96.00%	92.00%	✓	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.

Measures	FY	FY	FY	Proj	FY
	2017	2018	2018	Status	2019
	Actual	Projected	Actual	√ if met	Projected
Emergency Preparedness average hours spent updating plans and procedures	300	250	500	✓	400
DAODAS client satisfaction rating for all applicable programs combined	95.60%	90.00%	93.45%	✓	95.00%
EMS survey rating of satisfaction >90%	98.00%	99.00%	99.00%	✓	95.00%
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	98.00%	98.00%	99.00%	✓	99.00%