

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.

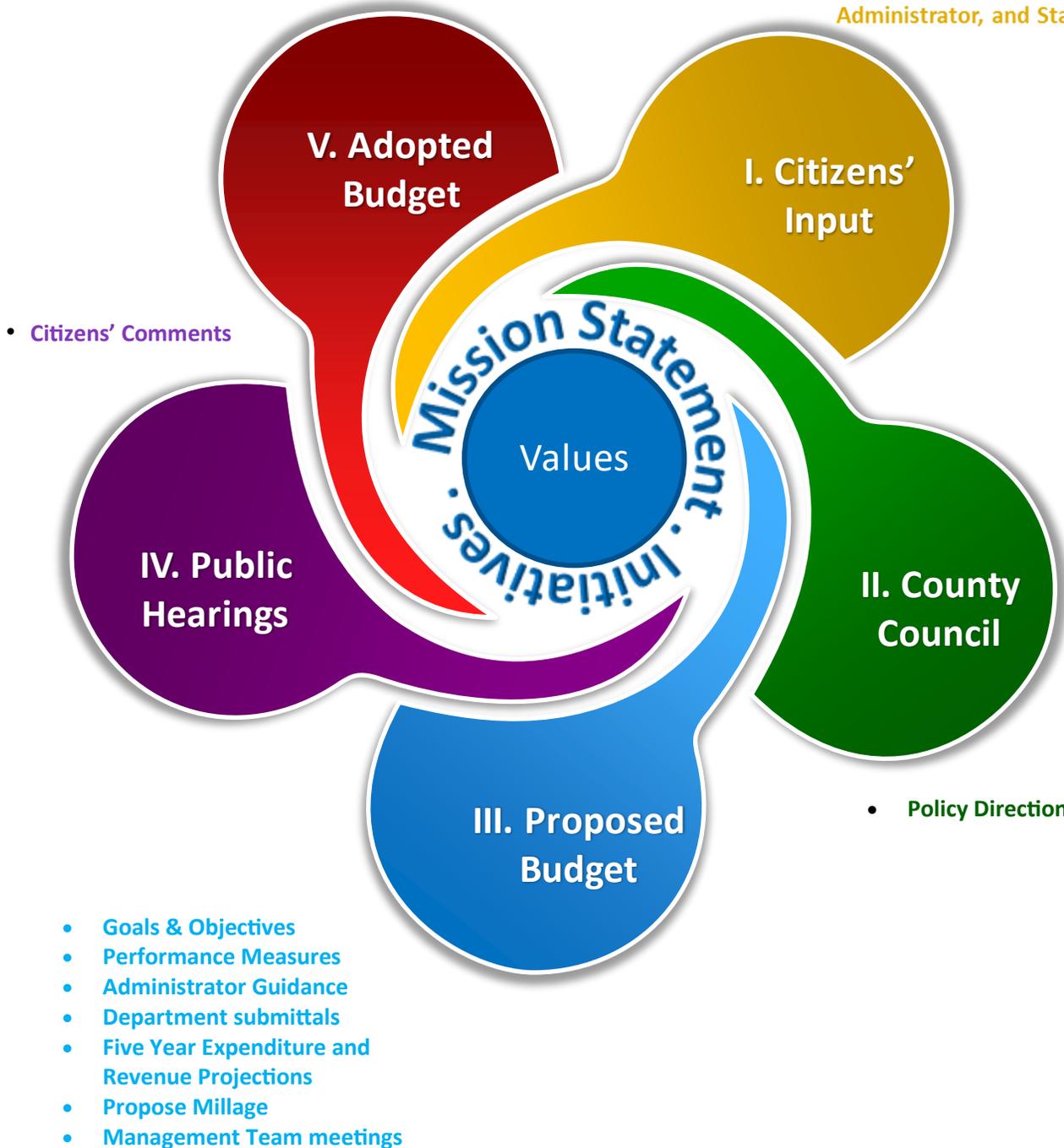
Customer Service Excellence – Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.

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 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.

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.



Mobile COVID-19 Testing

Charleston County's Public Safety Directorate and Fetter Health Care tested more than 2,000 citizens for COVID-19. "Since the onset of our partnership with Fetter Health Care Network, the goal was to reach as many people as possible in Charleston County."

-Eric Watson

Deputy County Administrator of Public Safety

"We are all working to adapt to an ever-changing situation, and being patient and vigilant as we go down a path of uncertainty."

William L. Tuten
Charleston County Administrator

Fire Truck and Supplies Head to the Bahamas



The City of Charleston announced plans to send a fire truck, along with generators, hoses, nozzles, saws, and other life saving equipment donated by the Awendaw Fire Department to the Bahamas. The Island was devastated during Hurricane Dorian.

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.



New Home for the Holidays

Charleston County Community Development, in partnership between Palmetto Community Action Partnership and the City of North Charleston, assisted in getting a local family a home for the holidays. "It's incredible to watch this deserving family take ownership of their new home right in time for the holidays."

-Jean Sullivan

Director of Community Development



Charleston County employees volunteered, participated and donated to the Lung Force Walk on Folly Beach. The purpose is to raise awareness and funds to defeat lung cancer.



County employees help the Board of Elections Staff with record number of Absentee Ballots. Charleston County mailed 23,409 absentee ballots, shattering the just over 16,000 ballots returned for the 2016 election. Staff also helped train and recruit new poll managers and put together cleaning kits for polling locations.

High-Performance CPR Training

North Charleston Fire Department released their life saving cardiac numbers and credited their partnership with Charleston County EMS for helping save lives. “A firefighter’s mission is to save a life, and High-Performance CPR along with a strong partnership with Charleston County EMS is making that happen more often.”

*-Fire Chief Greg Bulanow
North Charleston Fire Department*



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 Citadel cadets for the annual Citadel Leadership Day at the Emergency Services Building. Cadets spent the day at organizations across the Charleston area that work to make our community a better place.
- ◆ **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.
- ◆ **Student Government Day** ~ Students from Baptist Hill High School spent the day learning about various County Operations.

PERFORMANCE MEASURES RESULTS

Initiative I: Service Delivery

Community Outreach

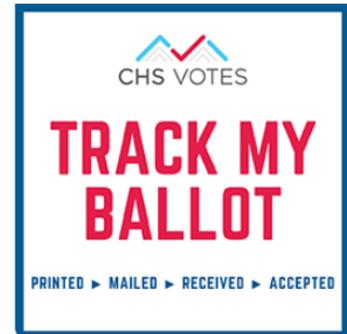


The Charleston County Library formed a new Outreach Department to provide equitable access to library programming, materials, technology, and services to patrons outside the Public Library facilities, with a focused effort on reaching the vulnerable population of Charleston County. Outreach goals include the following:

- ◆ Reach unserved or underserved citizens due to physical, economic, social, cultural, geographic or other barriers.
- ◆ Develop and strengthen relationships in populations where library use may be otherwise minimal or nonexistent.

Elections & Voter Registration Improving Voter Experience

- ◆ LiveChat feature for voters.
- ◆ Piloted Ballot Scout for tracking absentee ballots.
- ◆ First ballot drop box for voters in Charleston County.
- ◆ Virtual training due to COVID-19.
- ◆ Outreach Packets that explained registering, requesting absentee ballots, and voting.



8:59 minutes

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

32

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.



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

- ◆ Telehealth services to citizens, reducing transportation and childcare barriers.
- ◆ Additional telephonic services were added.
- ◆ Participate in Project SC HOPES, a statewide help line to assist citizens negatively affected by COVID-19 in accessing services.



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



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



January 2019 — December 2019

4 + **9** = **13**
NEW COMPANIES EXPANDED COMPANIES TOTAL BUSINESS GROWTH

ECONOMIC GROWTH



AAA

Exceptionally Strong

Fitch

Aaa

Exceptional

Moody's

AAA

Exceptionally Strong

Standard & Poor's

16

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 provide better service to the community, the Charleston County Consolidated Dispatch Center announced it will replace its on-premise computer-aided dispatch (CAD) system with Rapid Deploy's cloud-based Nimbus CAD in an effort to enhance the center's informational capabilities while lowering costs during the next five years. Benefits are the following:

- ◆ Call-takers and dispatchers can readily access helpful information using cloud-based storage.
- ◆ User-based system allows internet connection on laptops, tablets, and phones.
- ◆ Waze, the GPS-based navigation application incorporates live-time traffic into response plans for choosing better routes for faster and better service.

Initiative V: Quality Control

Virtual Technology

Charleston County is using technology to complete major transportation projects. Virtual reality uses computer technology to create a simulated, three-dimensional world that a user can manipulate and explore. Augmented reality is an enhanced version of reality created by overlaying digital information on a real-world image. This technology allows Charleston County Transportation Development staff to step into a simulated version of an intersection project and "drive" the proposed traffic patterns to better answer how infrastructure projects will look and how they will improve commute times.



20%

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	FY	FY	Proj	FY
	2019	2020	2020	Status	2021
	Actual	Projected	Actual	√ if met	Projected
Number of active voters	286,390	297,560	298,859	✓	300,000
Library registered users as percentage of population	58.00%	58.58%	57.83%		58.40%
Circulation of all library materials per year	2,633,719	2,660,056	2,522,051		2,547,272
Claims filed by Veterans	2,876	3,020	2,445		2,200
DAODAS total client intakes	3,530	3,600	2,735		3,000
Incidents EMS responded to	62,327	63,000	61,568		63,000
Average EMS Response Time	8:55	9:00	9:03		9:05
Number of improved property inspections per fiscal year	31,652	32,000	33,110	✓	33,839
IT Customer Service Satisfaction survey acceptable or better	9.28	8.00	9.39	✓	8.00
Percent of site plan review applications processed within 30 days	99.0%	99%	100.0%	✓	100%
Total tons of waste diverted from landfill	105,062	100,000	110,979	✓	111,000
Total tons of waste composted	75,718	60,000	63,336	✓	65,000
Increase percentage of recycling rate to 40%	22.00%	20.00%	23.00%	✓	23.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	63	63	✓	62
Average number of cases (charges) per Public Defender attorney	337	337	342	✓	342
Percent of Solicitor General Session cases pending over 365 days (≤40%)	42.0%	43.0%	48.0%		48.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	31.0%	24.0%	29.0%	✓	31.0%

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
	2019	2020	2020	Status	2021
	Actual	Projected	Actual ¹	√ if met	Projected ¹
Number of new hires under the Administrator trained in Customer Service Excellence	319	350	n/a		n/a
Number of Health Assessments performed	522	500	n/a		n/a
Overall Countywide Human Resources Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	100%	100%	n/a		n/a
Participants attending training sessions	2,464	3,015	n/a		n/a

¹ Due to the impacts of COVID-19, the County has temporarily discontinued training courses and health assessments.

PERFORMANCE MEASURES RESULTS

Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY	FY	FY	Proj	FY
	2019	2020	2020	Status	2021
	Actual	Projected	Actual	√ if met	Projected
Collection rate of real and other taxes	96.12%	96.00%	96.42%	✔	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	FY	FY	Proj	FY
	2019	2020	2020	Status	2021
	Actual	Projected	Actual	√ if met	Projected
Homestead Exemptions/Property Tax Relief processed	3,879	2,000	2,528	✔	2,500
Average time it takes to place four Awendaw Fire personnel on scene	12 min	12 min	10 min	✔	10 min
Closure (collection) rate for delinquent real property accounts ≥ 95	95.90%	95.90%	97.20%	✔	95.90%
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 4	Class 3	Class 3	✔	Class 3
Workers' compensation claims/on-the-job injuries	187	187	173	✔	170
Average cost per mile to operate a support vehicle	\$0.39	\$0.45	\$0.41	✔	\$0.43
Fleet availability (≥90%)	93.00%	95.00%	90.00%	✔	91.50%

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
	2019	2020	2020	Status	2021
	Actual	Projected	Actual	√ if met	Projected
Emergency Preparedness average hours spent updating plans and procedures	500	500	500	✔	500
DAODAS client satisfaction rating for all applicable programs combined	96.30%	95.00%	95.30%	✔	95.00%
EMS survey rating of satisfaction >90%	95.00%	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>