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

Identifying the Goals of Charleston County

- Appointment to Boards and Committees
- Outreach meetings and surveys
- Direct contact with County Council, the County Administrator, and Staff

- Requires three readings of the ordinance

- Citizens' Comments

V. Adopted Budget

I. Citizens' Input

Mission Statement

Initiatives

Values

IV. Public Hearings

II. County Council

III. Proposed Budget

- Policy Direction

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

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 depart-ments and are used as the method of accomplishing the goals.

Performance Measures Results for each **County Initiative** are listed on pages 34-39.   **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.

Initiative I: Service Delivery

Brilliant Ideas at Work

The Association of Public-Safety Communications Officials (APCO) has reaccredited Charleston County's Consolidated Dispatch Center (CDC) through the P33 Training Program. This is CDC's second reaccreditation for APCO P33. Charleston County was one of the 32 agencies nationwide that met the requirements for this certification in 2022. This achievement displays the dedication of CDC staff to creating and maintaining a training program that exceeds 911 industry standards.

In continued response to COVID-19, SC Hopes offers mental health and additional support during these challenging times. The South Carolina Department of Mental Health (SCDMH) and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS) have teamed up to offer a 24/7 support line to address the challenges people face in today's world. This includes:

♦ Mental health support to connect people with treatment services

♦ Direct care services to help COVID-19 patients

♦ Assisting people with addictions in finding help they need

10:27 minutes

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

21

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

53

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

Fire Safe South Carolina

Awendaw-McClellanville Consolidated Fire District obtained the Fire Safe South Carolina Community Designation award for the third time since 2018! 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.

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.

Initiative II: Human Resources and Resource Management

Charleston County Career Opportunities

Charleston County recognizes the importance of investing in their employees. Human Resources set an example for the County by accomplishing the following:

♦ Developed a workflow system for forms, allowing submissions to be tracked, approved, and filed digitally without printing.

♦ 100 Charleston County employees volunteered at the Black Expo and helped set up, present, and clean up. This facilitated an excellent event and accolades to the County.

♦ Developed the DE&I program, including a governing board and committee, who led and participated in outreach events, training, recruiting, conflict resolution, and interviewing.

Initiative III: Long-Term Financial Planning

CHARLESTON COUNTY · SC
ECONOMIC DEVELOPMENT

January 2021 — December 2021

21 Companies announced new operations or expansions in Charleston County.

ECONOMIC GROWTH

3,227
TOTAL JOBS

$165 M
TOTAL CAPITAL INVESTMENT

$157 M
NEW ANNUAL PAYROLL

AAA
Exceptionally Strong
Fitch

Aaa
Exceptional
Moody's

AAA
Exceptionally Strong
Standard & Poor's

11

Number of years Charleston County has maintained the highest financial rating a government can achieve from the financial rating agencies.

Initiative IV: Workflow Analysis & Process Management

The Charleston County Building Inspections Services Department was awarded reaccreditation by the International Accreditation Services, which ensures that structures are built and maintained to international construction standards. The evaluation process included stakeholder interviews, on-the-job activities, as well as comprehensive review of the department's policies and procedures. Charleston County is one of only 22 accredited building departments in the U.S., and one of three in the state!

Initiative V: Quality Control

Charleston County Criminal Justice Coordinating Council (CJCC) continues to inform and involve the community in improving the local criminal justice system. CJCC encourages community involvement in improving the local criminal justice system by:

♦ Hosting the public Community Justice Forum

♦ Encouraging the public to apply and serve as a CJCC representative.

"Community engagement is critical in the work of improving our local criminal justice system. I encourage anyone who may be interested to participate in the upcoming activities."- Community Representative Co-Vice Chair Keith Smalls

PERFORMANCE MEASURES RESULTS

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

Measures	FY 2021 Actual	FY 2022 Projected	FY 2022 Actual	Proj Status √ if met	FY 2023 Projected
Number of active voters	312,374	300,000	257,002		280,000
Cost per library visit	$49.44	$49.93	$34.42		$34.77
Circulation of all library materials per year	2,556,646	2,547,272	2,610,907	✔	2,637,016
Claims filed by Veterans	3,159	2,920	3,159	✔	3,358
DAODAS total client intakes	2,487	2,348	2,487	✔	2,500
Incidents EMS responded to	60,930	63,000	65,219	✔	67,000
Average EMS Response Time	9:29	9:05	10:27		11:00
Number of improved property inspections per fiscal year	33,110	35,267	33,588		35,267
IT Customer Service Satisfaction survey acceptable or better	9.40	8.00	9.00	✔	>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	118,634	111,000	105,142		109,000
Total educational outreach participants in recycling programs	235,000	240,000	240,800	✔	255,000
Total residential participants in recycling	140,000	150,000	150,000	✔	160,000
Condition of paved road network (deterioration) based on Overall Condition Index of 100	63	62	70.5	✔	70.5
Average number of cases (charges) per Public Defender attorney	347	342	357	✔	350
Percent of Solicitor General Session cases pending over 365 days (≤40%)	69.0%	48.0%	52.0%	✔	45.0%
Percent of Solicitor Family Court cases pending over 180 days (≤30%)	62.0%	31.0%	46.0%	✔	<40%

PERFORMANCE MEASURES RESULTS

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

Measures	FY 2021 Actual	FY 2022 Projected	FY 2022 Actual	Proj Status √ if met	FY 2023 Projected
Number of New Retirees Processed [1]	98	100	110	✔	100
Total Number of Unemployement Claims Paid [1]	294	300	71	✔	300
Precentage of Remote Training Completed by Employees [1]	100%	100%	100%	✔	100%
Number of Benefits Eligible New Hires Onboarded Remotely [1]	365	375	637	✔	375

1 The Department began traking this measure in FY 2022.

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

Measures	FY 2021 Actual	FY 2022 Projected	FY 2022 Actual	Proj Status √ if met	FY 2023 Projected
Collection rate of real and other taxes	96.40%	96.40%	97.12%	✔	95.00%
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 2021 Actual	FY 2022 Projected	FY 2022 Actual	Proj Status √ if met	FY 2023 Projected
Number of Fire Prevention Programs	4	30	30	✔	30
Average time it takes to place four Awendaw Fire personnel on scene	12 min	10 min	21 min		20 min
Closure (collection) rate for real property accounts > 95	94.61%	96.62%	96.62%	✔	N/A
Community Rating System rating (FEMA)-30% reduction in flood insurance premiums	Class 3	Class 3	Class 3	✔	Class 3
Percentage of Code Enforcement Officers training completed	100%	100%	100%	✔	100%
Workers' Compensation claims/on-the-job injuries	161	170	123	✔	120
Fleet availability (≥90%)	94.00%	91.50%	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 2021 Actual	FY 2022 Projected	FY 2022 Actual	Proj Status √ if met	FY 2023 Projected
Emergency Preparedness average hours spent updating plans and procedures	500	500	500	✔	500
DAODAS client satisfaction rating for all applicable programs combined	95.00%	95.00%	95.00%	✔	95.00%
Percent of Field Operations personnel certified	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%	✔	100.00%

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