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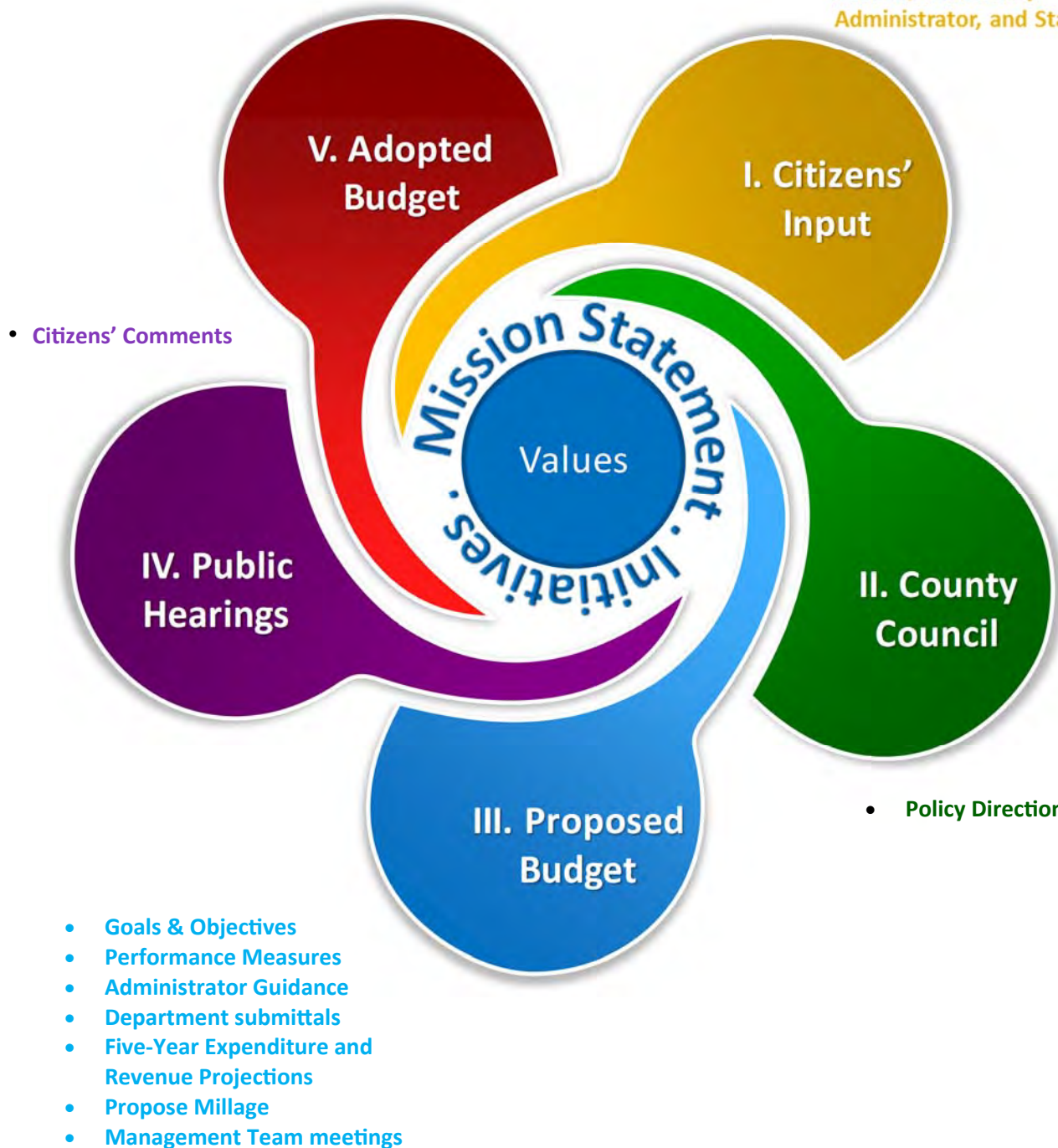
**Customer Service Excellence** – *Our internal (coworkers) and external (citizens) customers are at the heart of all that we do. We are committed to demonstrating professionalism, timeliness, empathy, competency, reliability, and responsiveness to accomplish the Charleston County Mission.*

Picture: The Arthur Ravenel Jr. Bridge is a cable-stayed bridge over the Cooper River in Charleston

## Identifying the Goals of Charleston County

- 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

**V. Adopted Budget**

**I. Citizens' Input**

**Mission Statement · Initiatives · Values**

- Citizens' Comments

**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 departments and are used as the method of accomplishing the goals.

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

# Initiative I: Service Delivery

## Brilliant Ideas at Work

The Charleston County Board of Elections and Voter Registration was presented with the National Clearinghouse Award, and recognized for "Best Practices in Recruiting, Retaining, and Training Poll Workers" for having the "Adopt a Polling Location" program and the "Day for Democracy" programs. These programs allow employees to work as election workers and adopt polling locations, without having to use their paid time off. $9,800 was raised during the "Adopt a Polling Location" program in 2022, and 128 Charleston County employees participated in the inaugural initiative for Day for Democracy. Director Issac Cramer stated, "Receiving national recognition from The U.S. Election Assistance Commission is a testament to our team's unwavering commitment to democracy and Charleston County voters."

On May 24, 2023 Charleston County EMS crews were recognized by medical staff at MUSC Shawn Jenkin's Children's Hospital for their outstanding work in:

♦ Assisting critical pediatric patients in the hospital

♦ Offering support to the family members of those patients

Each EMS crew member was issued challenge coins as a token of appreciation for their work in the community.

## 11:53 minutes
**Average Response Time for County EMS (national average is 12 to 15 minutes)**

## 39
**Well/septic upgrades, maintenance, and connections were provided to households in Charleston County**

## 154
**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 fourth 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 recognizes the importance of investing in their employees. Human Resources set an example for the County by accomplishing the following:

♦ Staff members from 27 county departments attended the March 2023 Black Expo, and informed the public about resources and employment opportunities available. Every year, the DEI committee continues to ensure that the County is well-represented at this expo in order to foster community outreach opportunities.

♦ On June 15, 2023, DE&I Committee held the second Masterclass training in Council Chambers called "A New Take on Diversity: Moving from Labels to Experiences," featuring speaker Steve Pemberton.

# Initiative III: Long-Term Financial Planning



**ECONOMIC GROWTH**

**790**
NEW JOBS

**$150 M**
TOTAL CAPITAL INVESTMENT

**$49 M**
NEW ANNUAL PAYROLL

**January 2022 — December 2022**

**11** Companies announced new operations or expansions in Charleston County.

# Initiative IV: Workflow Analysis & Process Management



During Mosquito Control Awareness Week, held from June 18th-June 24th, the Charleston County Mosquito Control Department has been spreading the word about their new testing technology. Previously, when mosquitos were trapped for disease testing, the samples would be sent to S.C. Department of Health and Environment Control, which would take approximately three weeks to receive the test results. Now, Charleston County Mosquito Control's office has equipment to test a sample of mosquitos, and process results within two hours. This process is more efficient, because it drastically decreases the time it takes to eradicate the diseased population, and is more cost-effective.

# 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 to improve public safety and well-being by:

♦ Hosting the public Community Justice Forum

♦ Continuing to reach out to the public to apply and serve as CJCC representatives on the board.

**Reduction in the Detention Center Population - Goal Met**

♦ Collaborating and attending community events, to hear comments and concerns from the public.

*CJCC's strives to "foster a criminal justice system that is fair, just, & equitable"*

# PERFORMANCE MEASURES RESULTS

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

| Measures | FY 2022 Actual | FY 2023 Projected | FY 2023 Actual | Proj Status √ if met | FY 2024 Projected |
|---|---|---|---|---|---|
| Number of active voters | 257,002 | 280,000 | 264,000 | | 273,000 |
| Cost per library visit | $34.42 | $34.77 | $29.44 | ✔ | $29.74 |
| Circulation of all library materials per year | 2,610,907 | 2,929,774 | 2,610,907 | | 2,959,072 |
| Claims filed by Veterans | 2,920 | 3,358 | 3,139 | | 3,374 |
| DAODAS total client intakes | 2,348 | 2,500 | 2,512 | ✔ | 2,550 |
| Incidents EMS responded to | 65,219 | 67,000 | 62,812 | | 62,812 |
| Average EMS Response Time | 10:27 | 11:00 | 11:23 | | 11:53 |
| Number of inspections performed | 37,381 | 36,500 | 36,500 | ✔ | 38,000 |
| IT Customer Service Satisfaction survey acceptable or better | 9.00 | >8.0 | 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 | 105,142 | 109,000 | 113,006 | ✔ | 114,500 |
| Total educational outreach participants in recycling programs | 240,800 | 255,000 | 255,000 | ✔ | 260,000 |
| Total residential participants in recycling | 150,000 | 160,000 | 160,000 | ✔ | 170,000 |
| Condition of paved road network (deterioration) based on Overall Condition Index of 100 | 70.5 | 70.5 | 70.5 | ✔ | 70.5 |
| Percent of Solicitor General Session cases pending over 365 days (≤40%) | 52.0% | 45.0% | 55.0% | ✔ | 55.0% |
| Percent of Solicitor Family Court cases pending over 180 days (≤30%) | 46.0% | <40% | <41.0% | ✔ | 38.0% |

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

| Measures | FY 2022 Actual | FY 2023 Projected | FY 2023 Actual | Proj Status √ if met | FY 2024 Projected |
|---|---|---|---|---|---|
| Number of New Retirees Processed [1] | 110 | 100 | 125 | ✔ | 0 |
| Total Number of Unemployement Claims Paid [1] | 71 | 70 | 65 | ✔ | 50 |
| Precentage of Remote Training Completed by Employees [1] | 100% | 100% | 100% | ✔ | 100% |
| Number of Benefits Eligible New Hires Onboarded Remotely [1] | 637 | 500 | 641 | ✔ | 650 |

1 The Department began traking this measure in FY 2022.

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

| Measures | FY 2022 Actual | FY 2023 Projected | FY 2023 Actual | Proj Status √ if met | FY 2024 Projected |
|---|---|---|---|---|---|
| Collection rate of real and other taxes | 97.12% | 95.00% | 96.77% | ✔ | 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 Popular Annual Financial Report Award | 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 2022 Actual | FY 2023 Projected | FY 2023 Actual | Proj Status √ if met | FY 2024 Projected |
|---|---|---|---|---|---|
| Number of Fire Prevention Programs | 30 | 30 | 30 | ✔ | 35 |
| Average time it takes to place four Awendaw Fire personnel on scene | 21 min | 20 min | 20 min | ✔ | 18 min |
| Closure (collection) rate for real property accounts > 95 | 96.62% | N/A | 95.79% | ✔ | N/A |
| Community Rating System rating (FEMA)-30% reduction in flood insurance premiums | Class 3 | Class 3 | Class 3 | ✔ | Class 2 |
| Percentage of Code Enforcement Officers training completed | 100% | 100% | 100% | ✔ | 1 |
| Workers' Compensation claims/on-the-job injuries | 123 | 120 | 120 | ✔ | 120 |
| Fleet availability (≥90%) | 92.00% | 95.00% | 95.00% | ✔ | 98.00% |

## 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 2022 Actual | FY 2023 Projected | FY 2023 Actual | Proj Status √ if met | FY 2024 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% | 99.00% | ✔ | 95.00% |
| Percent of victims who perceive that the judges and court personnel were courteous and responsive to them | 99.00% | 100.00% | 100.00% | ✔ | 100.00% |

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