

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.

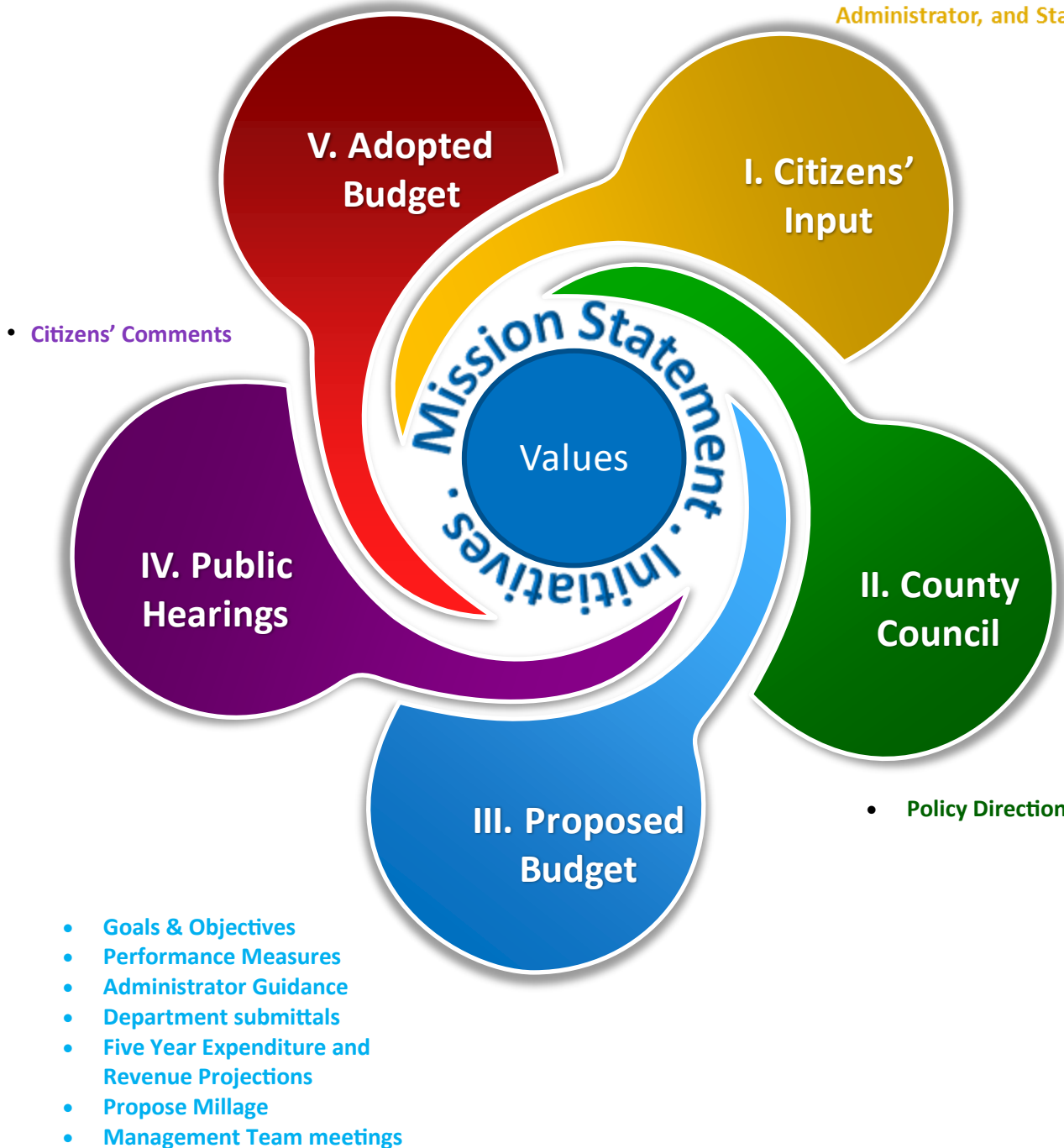
Picture: The Arthur Ravenel Jr. Bridge is a cable-stayed bridge over the Cooper River in Charleston

PERFORMANCE MEASURES GUIDE

Identifying the Goals of Charleston County

- 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 24-28.

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 RESULTS

Initiative I: Service Delivery



Charleston County Public Library (CCPL) was named one of America's best public libraries by Library Journal that measures the services of more than 7,300 libraries across the nation. CPL is one of 260 libraries, and the only library in SC recognized.

Brilliant Ideas at Work

National Association of Counties recognized the Charleston County's Non-Standard Roads Program. This program maintains non-public roads in the rural areas of the county.



8:08 minutes

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

44

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



48

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



20 million

Estimated property damage and clean-up for Charleston County

6,474

Calls to the Citizen Information Line

692

Calls to the Citizen Information Spanish Line

13,600

Law Enforcement, Fire, and EMS dispatched to incidents

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 employee’s health and providing opportunities for employees to enhance their health and well-being. The County’s “Well-being Works” program emphasizes wellness in all aspects of life—physical, nutritional, financial, preventative, emotional and social/community/career. In 2017, the “Well-being Works” program received the Charleston Healthy Business Challenge Gold Level Award and the BlueCross Blue Shield Live Life Blue Employer Award.



Gold Level Award by the City of Charleston, Medical University of South Carolina, Arthur J. Gallagher & Company, and BlueCross Blue Shield of South Carolina.



Recipient of the LiveLife Blue Employer Award presented by BlueCross BlueShield of SC.

Initiative III: Long-Term Financial Planning

AAA Exceptionally Strong Fitch	Aaa Exceptional Moody’s	AAA Exceptionally Strong Standard & Poor’s
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13

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

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.

Solar in Your Community

Charleston County was designated by the National Association of Counties as solar ready based on the policies set forth by the Building Inspections and Zoning/Planning Departments.



Initiative V: Quality Control



7%

Reduction in the Detention Center population (goal is 25% in three years)

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
	2016	2017	2017	Status	2018
	Actual	Projected	Actual	√ if met	Projected
Number of active voters	268,885	285,008	286,008	✓	300,000
Library registered users as percentage of population	74.82%	75.56%	75.55%		76.31%
Circulation of all library materials per year	3,068,536	3,099,221	2,800,552		2,828,558
Claims filed by Veterans	867	1,384	1,939	✓	2,062
DAODAS total client intakes	3,508	3,683	3,399		3,500
Incidents EMS responded to	55,276	55,500	57,598	✓	57,000
Average EMS Response Time	8:39	7:45	8:08	✓	7:59
Number of improved property inspections per fiscal year	33,831	35,000	50,399	✓	50,000
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	96.0%	96.0%	98.0%	✓	100%
Total tons of waste diverted from landfill	111,577	114,000	126,566	✓	130,000
Total tons of waste composted	70,898	73,000	87,562	✓	90,000
Increase percentage of recycling rate to 40%	28.80%	28.60%	30.00%	✓	29.00%
Condition of paved road network (deterioration) based on Overall Condition Index of 100	70	70	70	✓	70
Average number of cases (charges) per Public Defender attorney	274	274	229		229
Percent of Solicitor General Session cases pending over 365 days (≤30%)	30.0%	35.0%	34.0%		35.0%
Percent of Solicitor Family Court cases pending over 180 days (≤40%)	27.0%	25.0%	16.0%	✓	15.0%

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
	2016	2017	2017	Status	2018
	Actual	Projected	Actual	√ if met	Projected
Number of new hires under the Administrator trained in Customer Service Excellence	313	350	335		380
Number of Health Assessments performed	731	1,000	550		605
Overall Countywide Human Resources Training Program evaluations achieving "good" to "excellent" satisfaction rating on average	100%	100%	100%	✓	100%
Employees attending training sessions	2,168	2,200	1,661		1,200

PERFORMANCE MEASURES RESULTS

Initiative III: Long-Term Financial Planning

Ensure sound fiscal long-term planning.

Measures	FY	FY	FY	Proj	FY
	2016	2017	2017	Status	2018
	Actual	Projected	Actual	√ if met	Projected
Collection rate of real and other taxes	96.25%	96.25%	96.30%	✓	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
	2016	2017	2017	Status	2018
	Actual	Projected	Actual	√ if met	Projected
Homestead Exemptions/Property Tax Relief processed	1,798	1,800	1,846	✓	300,000
Average time it takes to place four Awendaw Fire personnel on scene	12 min	12 min	12 min	✓	76.31%
Closure (collection) rate for delinquent real property accounts ≥ 95	93.23%	95.00%	95.28%	✓	2,828,558
Community Rating System rating (FEMA) – results in 30% reduction in flood insurance	Class 4	Class 4	Class 4	✓	2,062
Workers' compensation claims/on-the-job injuries	256	240	256	✓	3,500
Percent of strain injury reduction	7.00%	7.00%	-7.00%		57,000
Average cost per mile to operate a support vehicle	\$0.31	\$0.32	\$0.32	✓	7:59
Fleet availability (≥90%)	95.79%	96.00%	95.80%	✓	50,000

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
	2016	2017	2017	Status	2018
	Actual	Projected	Actual	√ if met	Projected
Percentage of DAODAS clients showing reduced risk of driving impaired	77.09%	90.00%	77.05%		77.05%
DAODAS client satisfaction rating for all applicable programs combined	96.50%	90.00%	95.60%	✓	90.00%
EMS survey rating of satisfaction >90%	99.00%	99.00%	98.00%	✓	90.00%
Percent of victims who perceive that the judges and court personnel were courteous and responsive to them	98.00%	98.00%	98.00%	✓	98.00%