

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.

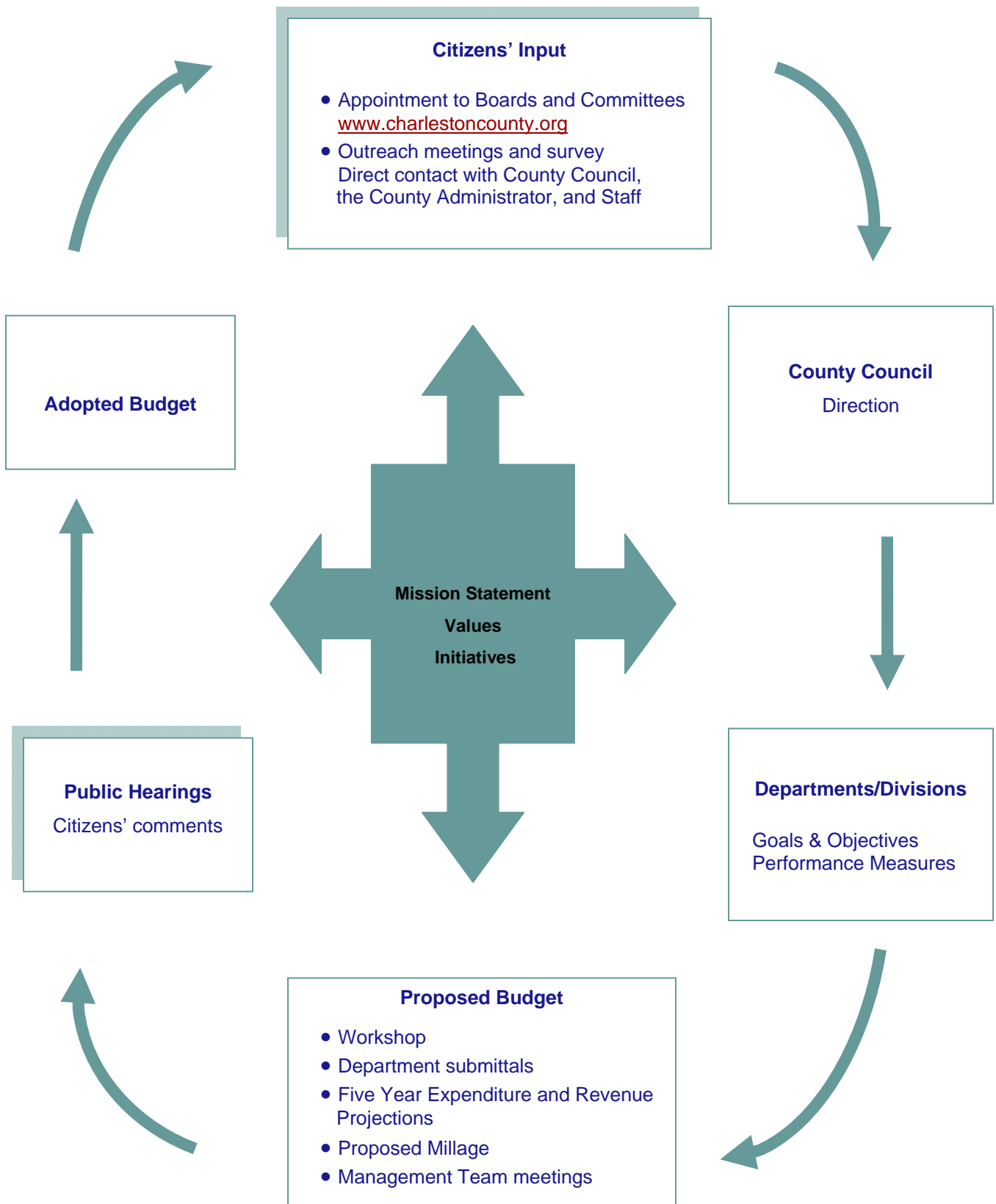
We value safety and security - We share accountability for the health and well-being of our employees and the community we serve.

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



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.

Fiscal Year Notable 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.

Fiscal Year 2016 Notables

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



Sponsored By American Public Works Association

Highlighting the theme, *Public Works Always There*, the **Public Works Department** conducted outreach activities to grow awareness and educate the general public about the value, necessities and careers of public works in our daily lives. Outreach efforts included:

- Book donations of *Chipper's Adventures in Public Works* to the 16 Charleston County Public Libraries.
- Presentations to Charleston County School District students and after-school program participants of Charleston County Libraries about the work Public Works performs including roads, drainage and water quality.
- Representatives sharing a story time reading of *Chippers Adventures in Public Works* for kindergarten and first grade students.
- Interactive activities with Stormwater and Mosquito Control for grades 2 through 5.

Roper St. Francis Physicians Endowment awarded two grants to the Charleston Development Corporation (CDC), which serves as a non-profit entity by which grant awards for charitable causes within the County may be accepted. **Charleston Center** used the award to fund a community giving campaign. The giving campaign provides items and services such as recreation items, furniture items, educational materials, indigent care items and assistance, infant care items, client care and therapeutic décor.

The **Board of Elections and Voter Registration** partnered with the Charleston Charter School of Math and Science as part of a pilot program highlighting the *Vote in Honor of a Veteran* initiative. The 16 week program was embedded into the curriculum and included:

- A visit from a veteran who shared his experiences serving in the military and conveyed the importance of democracy and voting.
- An assignment for students based on that visit.
- A visit by a Board of Elections and Voter Registration representative who taught a lesson on voting procedures and gave students the opportunity to register to vote and sign up to be poll workers.
- A final veteran visit to the classroom along with a mock election for students.



"Voting is one of our most basic civic duties. The Vote in Honor of a Veteran initiative not only educates our youth about this civic duty, but engages them in the process at the earliest opportunity."

Isaac Cramer

Absentee Supervisor with the Board of Elections and Voter Registration

Fiscal Year 2016 Notables

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

The **Zoning and Planning Department** was awarded a Federal Historic Preservation Grant from the National Park Service (administered by the South Carolina Department of Archives and History) to fund an update to the Charleston County Historical and Architectural Survey. Citizens were invited to a workshop for input to help identify potential properties for inclusion on the Historical and Architectural Survey. Economic development programs rely on survey information to attract investors to communities and to promote heritage tourism. Survey information provides educators, civic organizations, and interested citizens with a basis for learning about the history of their community and making decisions about the care of historic

The **Community Development Department** sought input from citizens to identify community needs that were eligible for funding from the County's Urban Entitlement program through the U.S. Department of Housing and Urban Development (HUD). Data gathered from the survey assists County staff in ranking the needs eligible for funding, which will range from community infrastructure projects and rehabilitation of substandard housing to homeless shelter operations and affordable housing development.



“Citizen participation is essential to ensure that federal funding is directed to the most pressing community needs.”

Johnna Murray

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

The **Human Resources Department** developed and implemented a series of Professional Development Programs open to all employees interested in improving their professional effectiveness. Additional events included on-site Lunch and Learns sessions with topics included Financial Wellness, Health, Nutrition, and Stress Reduction.



The **Wellness Committee** expanded the Public Service Building Fitness Center to include circuit training multi-gym equipment and additional space for Barre and Yoga classes due to increased employee participation.

Fiscal Year 2016 Notables

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

With the efforts of the Economic Development Department, the following businesses are expanding their operations:

- Limehouse Produce, which has provided farmed produce and unique products to Charleston area restaurants, schools and hospitals, is expanding its Lowcountry operations. The company sources its quality produce from more than 70 farmers across the country and shippers worldwide. In an effort to meet increased customer demand in one of the nation's fastest-growing metro regions, Limehouse Produce has purchased a 14.9 acre tract and will renovate the property's existing 128,000 square-foot structure. Additionally, Limehouse Produce will construct a new 43,000 square-foot facility to house future



warehouse operations and its company headquarters. The company is investing \$8.3 million and is expected to create 40 new jobs .

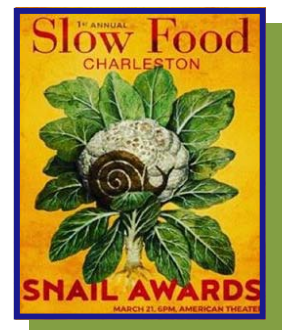
- Call Experts, one of North America's premier telephone answering service providers and call centers, is expanding its existing operations in Charleston County. The company offers an array of services, primarily serving surrounding business communities with a complete line of contact center, virtual receptionist and call center solutions. The expansion will add 7,300 square-feet to the company's current facility and allow for the creation of more than 300 new jobs.

"The work ethic we have encountered here has been unmatched...this business environment has enabled us to bring our services around the world from this exceptional city."

Abby Leibowitz Pearson
Call Experts President

Initiative IV: Workflow Analysis-Process Management — Ensure all new and existing processes and workflow are reviewed for efficiency of resources and utilized funding.

The **Environmental Management Department** was awarded the Snail Award for raising awareness about the availability to compost restaurant food scraps. Area farmers purchase compost to apply to their soil and chefs purchase produce from local farmers, which closes the composting loop. Ultimately, organic waste is diverted from disposal in the landfill and is used to make Charleston County compost. The compost facility occupies 28 acres, employs 18 people and processes 100% of the yard waste generated and accepted at the landfill. Additionally, the County was the first in the state to initiate food waste composting.



The **Consolidated 9-1-1 Center** was recognized as the Communications Center of the Year for South Carolina by the South Carolina chapters of the National Emergency Number Association (NEMA) and the Association of Public Safety Communications Official (APCO). The annual award is presented to the center that has exemplified outstanding professionalism, leadership and innovation to the community and has contributed to the advances of Public Safety Communications through the use of technology, management and training of staff.

Fiscal Year 2016 Notables

Initiative V: Quality Control — Track progress of County development and use the information to make educated decisions for the future of the County.

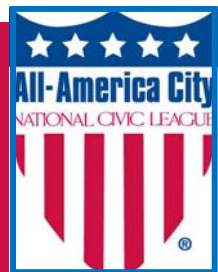
Charleston County's **Criminal Justice Coordinating Council (CJCC)** has joined the White House's Data Driven Justice initiative to implement reforms to safely reduce the jail population and create a more effective local criminal justice system. This national initiative is a bipartisan coalition of 67 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. The CJCC's initiatives in jail reform were launched earlier when the John D. and Catherine T. MacArthur Foundation awarded the group \$2.25 million to implement reforms. Charleston County is one of 11 jurisdictions in the country that was chosen to receive funding and access to expert technical assistance to implement a plan for reform. The CJCC's goal is to reduce the jail population by 25 percent in the next three years.



With the support of the **Sheriff's Department**, the Turning Leaf Project began as a response to the lack of services for current and former inmates in Charleston, SC. Its intent is to change participant's attitudes, thinking, and behavior – moving them from antisocial to prosocial patterns. Twenty-seven men participated in the Turning Leaf Project this past year in lieu of prison. All twenty-seven male participants were released from jail with employment, which supports them throughout the class time. Turning Leaf has earned public accolades, gained wide acceptance by the criminal justice system and demonstrated an impact on changing criminal patterns of behavior in program graduates.



Charleston County had the rare privilege of being selected as one of 20 communities across the nation to compete for the National Civic League's All-America City Award, and was the only County selected this year. Every year the Civic League selects the best communities across the nation to come to Denver, Colorado and be a part of a competition to select 10 All-America communities. After being selected, each community travels to Denver and presents their community project before a panel of judges. Through our energy and enthusiasm, we won the hearts of our peers. Our choir led us in a round of "This Little Light of Mine", a song that we used as our anthem in our presentation. It was our message to the nation of what Charleston County was about—a shining light in a loving community.





End Section