



# Efficient and Effective City Services

Council is committed to providing programs and services to the community in the most efficient and cost effective manner possible without sacrificing responsiveness and quality.



## Outcome Measures

Value of Public Services		Employee Satisfaction		Financial Condition		Confidence in City Government	
☹️ <a href="#">Value of Public Services</a>		😊 <a href="#">Employee Satisfaction</a> 😊 <a href="#">Confidence in City Leadership</a>		😊 <a href="#">Financial Condition</a> 😊 <a href="#">Unassigned Fund Balance</a>		☹️ <a href="#">Confidence in City Government</a> 😞 <a href="#">Attended/Watched a Public Meeting</a>	
Objectives and Measures				Tasks and Activities			
😊 <a href="#">Provide Effective Services</a>  <b>Measure(s)</b> 😊 <a href="#">Satisfaction with Service Quality</a> 😊 <a href="#">Positive Employee Interactions</a> ☹️ <a href="#">Use of Greer Connect</a> 😊 <a href="#">Service Requests Closed within SLA</a>				✓ Conduct National Citizen Survey 🔄 Promote use of Greer Connect 🔄 Conduct operation efficiency evaluations 🔄 Provide customer service training to all employees. 🔄 Deploy integrated software solutions 🔄 Identify and Implement Alternative Service Delivery options 🔄 Review and recommend amendments to the Municipal Code of Ordinances			
☹️ <a href="#">Maintain an Effective Workplace Environment</a>  <b>Measure(s)</b> ☹️ <a href="#">Communicating Expectations by Management</a> 😞 <a href="#">Applying Discipline Fairly and Consistently</a> 😊 <a href="#">Employee Appreciation</a> ☹️ <a href="#">Have Necessary Materials, Resources, and Equipment</a>				✓ Conduct National Employee Survey ✓ Identify and implement NES Outcome and Objective measures ✓ Complete new Classification and Compensation Study ✓ Implement performance-based employee evaluation tools ✓ Upgrade the public safety emergency communications system 🔄 Develop and implement an Employee Intranet Service 🔄 Continue and enhance employee recognition program 🔄 Increase supervisor training program 🔄 Implement asset management software solution			
😊 <a href="#">Provide Sound Financial Management</a>  <b>Measure(s)</b> 😊 <a href="#">Revenues Over/Under Expenditures</a> 😊 <a href="#">Personnel Budget</a> 😊 <a href="#">Debt Margin</a> 😊 <a href="#">Significant Material Findings</a>				✓ Draft and Implement a Financial Policy ✓ Attain Certificate of Achievement for Excellence in Financial Reporting ✓ Implement a contingency fund 🔄 Continue to build reserve fund 🔄 Pursue applicable grant opportunities			

🔄 No Data   
 🟡 At or Above Target   
 😊 Slightly Below Target   
 😞 Below Target   
 🔄 Developing   
 🔄 Implementing   
 🔄 Evaluating



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Objectives and Measures	Tasks and Activities
<p>☹️ <a href="#">Facilitate Civic Engagement</a></p> <p><b>Measure(s)</b></p> <p>😊 <a href="#">City Website Visits</a></p> <p>😊 <a href="#">Satisfaction with Public Communications</a></p> <p>☹️ <a href="#">Inviting Public Participation</a></p> <p>☹️ <a href="#">Civic Engagement Opportunities</a></p>	<p>✓ Provide online video of council meetings</p> <p>✓ Utilize social media to promote public meetings and activities</p> <p>✓ Implement Greer Connect</p> <p>🔄 Website re-design</p> <p>🔄 Develop mobile platform option for website</p> <p>🔄 Provide video broadcast of special event and activities on the PEG channel</p> <p>🔄 Provide real-time public broadcast of council meetings</p>

🚫 No Data     
 😊 At or Above Target     
 ☹️ Slightly Below Target     
 😞 Below Target     
 🔄 Developing     
 🔄 Implementing     
 🔄 Evaluating



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### 😊 Value of Public Services

Why It Matters					
The public's perception of the value they receive for city services is important in making the correlation between the taxes they pay and how effective the city is in delivering those services. If this satisfaction level is high it increases the public's trust in the decisions and policies council makes. In addition the perception of value is affected by how quickly and effectively reported problems are resolved or observed conditions are remediated.					
Target		Analysis of Outcome Measure			
65% of residents rating the value of service received for taxes paid as good or excellent.		The city conducted a new citizen survey in FY2019 in order to determine resident perceptions of the city and compare results from the FY2016 survey. Those surveyed that felt the value of services for the taxes paid were either good or excellent remained unchanged at 54%.			
Action Improvement Plan					
The city works to provide the public with information regarding the cost to serve and where the tax dollars collected are spent. Since FY2012, new efforts such as the Greer Connect system, an improved website, financial transparency program, utilization of social media, promotion of public engagement opportunities, and other initiatives have been implemented to help residents better understand how and where their tax dollars are spent.					
Data Sources		Objective(s)			
<a href="#">Citizen Surveys</a>		😊 <a href="#">Provide Effective Services</a> 😊 <a href="#">Provide Sound Financial Management</a>			
Value of Services for Taxes Paid		Year	Target	Rating	Status
<p>Legend: Good or Excellent (Blue bar), Target (Green line)</p>		FY2019	65%	54%	😊 Slightly Below Target
		FY2016	65%	54%	😊 Slightly Below Target
		FY2012	65%	52%	😞 Below Target

🚫 No Data   
 🟡 Pending   
 ✅ Completed   
 😊 At or Above Target   
 😞 Slightly Below Target   
 😞 Below Target   
 🔄 Developing   
 🔄 Implementing   
 🔄 Evaluating



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### 😊 Provide Effective Services

Why It Matters		
<p>Those served by the city expect the services provided to effectively address their concerns and issues. Addressing concerns, inquiries, and issues in a timely fashion is extremely important to being effective in the public's view. A well trained staff with the necessary tools and training is essential to delivery services in an effective manner. The resulting experience for the public helps develop their trust in the employees to not only respond in a timely fashion but with the right solutions.</p>		
Analysis of Objective	Year	Status
3 measures At or Above Target, 1 Slightly Below Target	FY2018	😊 At or Above Target
4 measures At or Above Target	FY2017	😊 At or Above Target
3 measures At or Above Target, 1 Slightly Below Target	FY2016	😐 Slightly Below Target
2 measures At or Above Target, 2 Below Target	FY2015	😞 Below Target
Action Improvement Plan		
<p>More progress needs to be made in the area of providing the public with fast and easy ways to make requests for services in addition to staff making sure they are responded to in an effective and timely manner. Through continuing operational efficiency reviews and customer service training employees will continue to have more awareness of how to best accomplish these needs. In FY2015 staff will work to promote increased use of Greer Connect, conduct operation efficiency evaluations, participate in continuing customer service training, deploying integrated software solutions to attain efficiencies, identify and implement alternative service delivery options, and review and recommend amendments to the Municipal Code of Ordinances. The city will conduct a new citizen survey in FY2016. More specific information on the actions can be found through the measure and outcome links below.</p>		
Objective Measure(s)	Outcome Measure(s)	
<ul style="list-style-type: none"> <li>😊 <a href="#">Satisfaction with Service Quality</a></li> <li>😊 <a href="#">Positive Employee Interactions</a></li> <li>😐 <a href="#">Use of Greer Connect</a></li> <li>😊 <a href="#">Service Requests Closed within SLA</a></li> </ul>	<ul style="list-style-type: none"> <li>😐 <a href="#">Value of Public Services</a></li> <li>😊 <a href="#">Employee Satisfaction</a></li> </ul>	

⊘ No Data
● Pending
✅ Completed
😊 At or Above Target
😐 Slightly Below Target
😞 Below Target
🔄 Developing
🔄 Implementing
🔄 Evaluating



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## 😊 Provide Effective Services

Objective Measures	
<p>100% 75% 50% 25%</p> <p>71% 81% 81%</p> <p>FY2012 FY2016 FY2019</p> <p>Good or Excellent Target</p> <p>😊 <a href="#">Satisfaction with Service Quality</a></p>	<p>100% 75% 50% 25%</p> <p>71% 77% 79%</p> <p>FY2012 FY2016 FY2019</p> <p>Good or Excellent Target</p> <p>😊 <a href="#">Positive Employee Interactions</a></p>
<p>500 400 300 200 100</p> <p>340 306 305 290</p> <p>FY2015 FY2016 FY2017 FY2018</p> <p>Requests Made Target</p> <p>😞 <a href="#">Use of Greer Connect</a></p>	<p>100% 75% 50% 25%</p> <p>61% 52% 65% 75%</p> <p>FY2015 FY2016 FY2017 FY2018</p> <p>Requests closed by SLA Date Target</p> <p>😊 <a href="#">Service Requests Closed within SLA</a></p>
Outcome Measures	
<p>100% 75% 50% 25%</p> <p>52% 54% 54%</p> <p>FY2012 FY2016 FY2019</p> <p>Good or Excellent Target</p> <p>😞 <a href="#">Value of Public Services</a></p>	



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### 😊 Satisfaction with Service Quality

<b>Target</b>					
The current goal is to have 65% of Greer residents who rate the quality of services as good or excellent					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city conducted a new citizen survey in FY2019 in order to determine resident perceptions of the city and compare results from the FY2016 survey. Those surveyed that felt the quality of services provided were either good or excellent remained unchanged at 81%.		The city continues to implement processes and programs that improve communications regarding the provision of city services to address lack of knowledge or understanding of expectations between the city and residents.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">Citizen Surveys</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Citizen Survey</li> <li>✓ Conduct National Employee Survey</li> <li>🔄 Conduct operation efficiency evaluations</li> <li>● Complete City Facilities Master</li> <li>🔄 Deploy integrated software solutions</li> <li>🔄 Identify and Implement Alternative Service Delivery options</li> <li>🔄 Review and recommend amendments to the Municipal Code of Ordinances</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Provide Effective Services</a>					
<b>Satisfaction with Service Quality</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>Detailed description: A bar chart titled 'Satisfaction with Service Quality' showing the percentage of residents rating services as 'Good or Excellent' from FY2012 to FY2019. The y-axis is labeled from 25% to 100% in 25% increments. The x-axis lists FY2012, FY2016, and FY2019. Blue bars represent the percentage: 71% for FY2012, 81% for FY2016, and 81% for FY2019. A green horizontal line at the 65% mark represents the target. A legend below the chart identifies the blue bar as 'Good or Excellent' and the green line as 'Target'.</p>		FY2019 FY2016 FY 2012	65% 65% 65%	81% 81% 72%	😊 At or Above Target 😊 At or Above Target 😊 At or Above Target



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### 😊 Positive Employee Interactions

<b>Target</b>					
The current goal is to have 65% of Greer residents who rate the quality of customer service received from employees as good or excellent					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city conducted a new citizen survey in FY2019 in order to determine resident perceptions of the city and compare results from the FY2016 survey. Those surveyed that rated the overall quality of customer service provided by employees as either good or excellent improved from 79% to 77%.		In FY2012, the city implemented a comprehensive customer service training program for all existing employees. New employees are provided an overview of the city's customer service philosophy. All employees receive an annual customer training session.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">Citizen Surveys</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Citizen Survey</li> <li>✓ Conduct National Employee Survey</li> <li>🔄 Provide customer service training to all employees.</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Provide Effective Services</a>					
<b>Positive Employee Interactions</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
		FY2019	65%	79%	😊 At or Above Target
		FY2016	65%	77%	😊 At or Above Target
		FY2012	65%	71%	😊 At or Above Target



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### 😊 Use of Greer Connect

<b>Target</b>																										
The current goal is to annually have at least 200 service requests made using Greer Connect. This will be increased to 400 starting FY2016.																										
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>																								
A CRM module was implemented in FY2012 to allow the public to request a service through the city's website. This option allows the public to make requests for service at any time. City staff worked with the solution provider to implement a mobile app option in FY2015. Use of Greer Connect held steady from FY2017 to FY2018.		For FY2015 staff will work to increase the promotion of Greer Connect, implement a mobile solution option, and integrate the CRM into other software solutions use in operations. The city continues to work to improve the CRM experience by developing a new desktop and mobile platform.																								
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>																								
<a href="#">Greer Connect</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>🔄 Promote use of Greer Connect</li> <li>🔄 Deploy integrated software solutions</li> <li>🔄 Implement mobile solution for Greer Connect</li> </ul>																								
<b>Objective(s)</b>																										
😊 <a href="#">Provide Effective Services</a>																										
<b>Use of Greer Connect</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>																					
<table border="1"> <caption>Use of Greer Connect Data</caption> <thead> <tr> <th>Year</th> <th>Requests Made</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY2018</td> <td>290</td> <td>300</td> </tr> <tr> <td>FY2017</td> <td>305</td> <td>300</td> </tr> <tr> <td>FY2016</td> <td>306</td> <td>300</td> </tr> <tr> <td>FY2015</td> <td>340</td> <td>200</td> </tr> <tr> <td>FY2014</td> <td>126</td> <td>200</td> </tr> <tr> <td>FY2013</td> <td>87</td> <td>200</td> </tr> </tbody> </table>		Year	Requests Made	Target	FY2018	290	300	FY2017	305	300	FY2016	306	300	FY2015	340	200	FY2014	126	200	FY2013	87	200	FY2018	300	290	😊 Slightly Below Target
Year	Requests Made	Target																								
FY2018	290	300																								
FY2017	305	300																								
FY2016	306	300																								
FY2015	340	200																								
FY2014	126	200																								
FY2013	87	200																								
		FY2017	300	305	😊 At or Above Target																					
		FY2016	300	306	😊 At or Above Target																					
		FY2015	200	340	😊 At or Above Target																					
		FY2014	200	126	😞 Below Target																					
		FY2013	200	87	😞 Below Target																					

🕒 No Data   
 🟡 Pending   
 😊 At or Above Target   
 😞 Slightly Below Target   
 😞 Below Target   
 🔄 Developing   
 🔄 Implementing   
 🔄 Evaluating





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### 😊 Service Requests Closed within SLA

<b>Target</b>					
The current goal is to complete 65% of service requests made using Greer Connect by the Service Level Agreement (SLA) date assigned for each service type					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
Staff implemented service level agreements (SLA) in the Greer Connect CRM that sets the number of days allowed to complete a service request based on the operational standards in place for each type of activity. The percentage of service requests completed within the SLA increased from 65% in FY2017 to 75% in FY2018.		Staff will continue to conduct operation efficiency reviews to insure service requests are completed in the shortest time possible. In addition, the city continues to provide customer service training to all employees. A new onboarding program is being developed that will include review of and training in the Greer Connect CRM platform.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">Greer Connect</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>🔄 Conduct operation efficiency evaluations</li> <li>🔄 Provide customer service training to all employees.</li> <li>🔄 Deploy integrated software solutions</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Provide Effective Services</a>					
<b>Service Requests Closed within SLA</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>Legend: Blue bars = Requests closed by SLA Date, Green line = Target</p>		FY2018	65%	75%	😊 At or Above Target
		FY2017	65%	65%	😊 At or Above Target
		FY2016	65%	52%	🚫 Below Target
		FY2015	65%	61%	😬 Slightly Below Target
		FY2014	65%	44%	🚫 Below Target
		FY2103	65%	48%	🚫 Below Target



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## 😊 Employee Satisfaction

Why It Matters					
Employee satisfaction is essential for efficient and effective service delivery. A high rate of employee satisfaction is directly related to lower turnover, more effective communication, higher productivity, and taking more pride in how well they perform their public service.					
Target		Analysis of Outcome Measure			
100% of employees that somewhat agree or strongly agree with being satisfied with their job with the City of Greer		The city completed a National Employee Survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment. Although employee satisfaction was very high, the city's overall effort to maintain an effective work environment was rated as Below Target based on the objective measures selected in areas identified by the employees as requiring improvement.			
Action Improvement Plan					
Develop and implement a pay plan based on the findings of the FY2015 Classification and Compensation study. Develop and conduct a bi-annual employee survey starting in FY2016 Develop Outcome and Objective Measures from NES survey Develop and implement employee programs and services that meet employee workplace expectations					
Data Sources		Objective(s)			
<a href="#">FY2017 Employee Survey</a>		⊗ <a href="#">Maintain an Effective Workplace Environment</a>			
Employee Satisfaction		Year	Target	Rating	Status
<p>Legend: <span style="color: blue;">■</span> FY2017 Somewhat or Strongly Agree, <span style="color: green;">—</span> FY2020 Target</p>		FY2017	80%	95%	😊 At or Above Target

⊗ No Data
● Pending
✓ Completed
😊 At or Above Target
😊 Slightly Below Target
⊗ Below Target
🔄 Developing
🔄 Implementing
🔄 Evaluating



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### 😊 Confidence in City Leadership

Why It Matters					
Employees must feel that their leadership is not only competent but cares about the issues they face in being able to deliver effective and efficient service to the public.					
Target		Analysis of Outcome Measure			
100% of employees whose overall level of confidence in the city's leadership is good or excellent.		The city completed a National Employee Survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment. Confidence in the city's leadership was rated high at 89% but still falls short of the 100% target. Key objective measures related to communications, employee performance management, employee appreciation, and adequate resources were identified as areas for improvement that will increase levels of confidence in the city's leadership.			
Action Improvement Plan					
Develop and implement a pay plan based on the findings of the FY2015 Classification and Compensation study, enhanced training programs, more accessible tools for communicating the city goals and objectives, enhanced employee evaluation program, upgrades to the public safety communications system, and better employee recognition programs.					
Data Sources		Objective(s)			
<a href="#">FY2017 Employee Survey</a>		⊗ <a href="#">Maintain an Effective Workplace Environment</a>			
Employee Satisfaction		Year	Target	Rating	Status
<p>100% 75% 50% 25%</p> <p>89%</p> <p>FY2017      FY2020</p> <p>Good or Excellent      Target</p>		FY2017	80%	89%	😊 At or Above Target

☐ No Data   
 ⬤ Pending   
 ✓ Completed   
 😊 At or Above Target   
 😐 Slightly Below Target   
 ⊗ Below Target   
 🔄 Developing   
 🔄 Implementing   
 🔄 Evaluating



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### ☹️ Maintain an Effective Workplace Environment

Why It Matters		
An effective workplace environment is critical to provide services to the public in an effective and efficient manner. If employees perceive or are experiencing conditions that affect them negatively or does allow them to do their jobs effectively then service provision will suffer. Training, communicating expectations, equitable compensation, accountability, proper resources, and recognition of employee performance are cornerstones of a successful workforce.		
Analysis of Objective	Year	Status
1 measure At or Above Target, 2 Slightly Below Target, 1 Below Target	FY2017	☹️ Slightly Below Target
Action Improvement Plan		
Through the city's FY2016 National Employee Survey employment satisfaction was at 95% however there were key areas identified by the employees where there needed to be improvements made. Targets for performance in each outcome and objective measure is set 100% under the believe that while employees will not always be completely satisfied with everything there are key areas that all employees much be in order to have a workplace environment that is able to deliver services in the most effective and efficient manner possible. The city will focus on increasing supervisor training, improve the public safety communications system, and more comprehensive employee recognition programs.		
Objective Measure(s)	Outcome Measure(s)	
☹️ <a href="#">Communicating Expectations by Management</a> ☹️ <a href="#">Applying Discipline Fairly and Consistently</a> 😊 <a href="#">Employee Appreciation</a> ☹️ <a href="#">Have Necessary Materials, Resources, and Equipment</a>	😊 <a href="#">Employee Satisfaction</a> 😊 <a href="#">Confidence in City Leadership</a>	



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## ☹️ Maintain an Effective Workplace Environment

Objective Measures	
<p>☹️ <a href="#">Communicating Expectations by Management</a></p>	<p>☹️ <a href="#">Applying Discipline Fairly and Consistently</a></p>
<p>😊 <a href="#">Employee Appreciation</a></p>	<p>😊 <a href="#">Have Necessary Materials, Resources, and Equipment</a></p>
Outcome Measures	
<p>😊 <a href="#">Employee Satisfaction</a></p>	<p>😊 <a href="#">Confidence in City Leadership</a></p>



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### ☺ Communicating Expectations by Management

<b>Target</b>					
The current goal is to have 100% of employees rating communication of expectations by management as good or excellent					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city completed an employee survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment Those completing the survey felt that the communication of expectations by management was good or excellent. The city will conduct a new employee survey by FY2020.		The city will improve communication of expectation through enhanced supervisor training, more accessible communication tools for employees, performance focused messaging in the quarterly employee newsletter, and more detailed performance expectation exposure during the onboarding process for new employees.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">FY2017 Employee Survey</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>🔄 Develop and implement enhanced supervisor training</li> <li>🔄 Develop and implement an employee intranet</li> <li>🔄 Incorporate performance expectations into the employee onboarding process</li> <li>🔄 Performance messaging in quarterly employee newsletter</li> </ul>			
<b>Objective(s)</b>					
☺ <a href="#">Maintain an Effective Workplace Environment</a>					
<b>Communicating Expectations by Management</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>The chart displays two bars: a blue bar for FY2017 at 78% and a green bar for the FY2020 target at 80%. The y-axis ranges from 25% to 100%.</p>		FY2017	80%	78%	☺ Slightly Below Target



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### ☹️ Applying Discipline Fairly and Consistently

<b>Target</b>					
The current goal is to have 100% of employees that feel the fair and consistent application of discipline is good or excellent.					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city completed an employee survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment Only 45% of those completing the survey felt that the fair and consistent application of discipline was good or excellent. The city will conduct a new employee survey by FY2020.		In FY2017 the city began more comprehensive supervisor training that increased the amount of personnel management based skills. The new performance based personnel evaluation form was reviewed and additional training on using it as a tool for performance counseling will provided moving forward.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">FY2017 Employee Survey</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>🔄 Develop and implement enhanced supervisor training</li> <li>🔄 Evaluate and improve the performance based personnel evaluation tool</li> </ul>			
<b>Objective(s)</b>					
☺️ <a href="#">Maintain an Effective Workplace Environment</a>					
<b>Applying Discipline Fairly and Consistently</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>100% 75% 50% 25%</p> <p>45%</p> <p>FY2017 Good or Excellent      FY2020 Target</p>		FY2017	80%	45%	☹️ Below Target



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### 😊 Employee Appreciation

<b>Target</b>					
The current goal is to have 100% of employees that feel employee appreciation efforts are good or excellent.					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city completed an employee survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment 81% of those completing the survey felt that employee appreciation efforts are good or excellent. The city will conduct a new employee survey by FY2020.		Past activities to demonstrate the city's appreciation for the efforts of its employees are long standing practices that were identified as needing to be evaluated in order to make sure they were meeting the needs of its current workforce demographics and expectations. A new employee appreciation focus group was established in FY2017 to make recommendations for employee recognition practices.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">FY2017 Employee Survey</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>✓ Establish an employee appreciation focus group</li> <li>🔄 Evaluate current employee appreciation practices and modify as recommended</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Maintain an Effective Workplace Environment</a>					
<b>Employee Appreciation</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>Legend:   <span style="color: blue;">■</span> Good or Excellent   <span style="color: green;">—</span> Excellent</p>		FY2017	80%	81%	😊 At or Above Target





## Efficient and Effective City Services

Council is committed to providing programs and services to the community in the most efficient and cost effective manner possible without sacrificing responsiveness and quality.

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### ☹️ Have Necessary Materials, Resources, and Equipment

<b>Target</b>					
The current goal is to have 100% of employees that feel the availability of the materials, resources and equipment necessary for effective and efficient delivery of services is good or excellent.					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city completed an employee survey in FY2017 to allow its employees to provide opinions regarding their satisfaction on the job and other key characteristics of a quality work environment. 79% of those completing the survey felt that the availability of materials, resources, and equipment necessary for effective and efficient delivery of services was either good or excellent. The city will conduct a new employee survey by FY2020.		In evaluating the response employees had to the availability of necessary materials, equipment, and resources it was also noted that the radio systems used by the public safety departments were rated very poorly. In FY2017 a concentrated effort was implemented to upgrade these systems and to also evaluate all equipment being utilized by employees.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">FY2017 Employee Survey</a>		<ul style="list-style-type: none"> <li>✓ Conduct National Employee Survey</li> <li>✓ Upgrade the current public safety communications systems</li> <li>🔄 Implement asset management software solution</li> </ul>			
<b>Objective(s)</b>					
☹️ <a href="#">Maintain an Effective Workplace Environment</a>					
<b>Have Necessary Materials, Resources, and Equipment</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>100% 75% 50% 25%</p> <p>79%</p> <p>FY2017 Good or Excellent      FY2020 Target</p>		FY2017	80%	79%	☹️ Slightly Below Target



## Efficient and Effective City Services

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## 😊 Financial Condition

Why It Matters																				
The city must manage its financial condition to insure it remains healthy. Sound accounting practices, appropriate debt management, revenue and expenditure oversight, and delivering a balance accurate budget are some of the most important ways to make sure the city's financial position remains strong.																				
Target		Analysis of Outcome Measure																		
Total Net Position (assets over liabilities) to be a minimum of 35%		The Total Net Position decreased from 48% in FY2017 to 40% in FY2018. Since FY2015, the city has worked to hold liabilities steady despite increases to asset valuations and increase in fund balance.																		
Action Improvement Plan																				
Continue to effectively manage the city financial position by providing sound financial management strategies.																				
Data Sources		Objective(s)																		
<a href="#">City Financial Reports</a>		😊 <a href="#">Provide Sound Financial Management</a>																		
Total Net Position (Assets Over Liabilities)		Year	Target	Rating	Status															
<table border="1"> <caption>Total Net Position (Assets Over Liabilities)</caption> <thead> <tr> <th>Year</th> <th>Assets Over Liabilities (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY2015</td> <td>34%</td> <td>35%</td> </tr> <tr> <td>FY2016</td> <td>37%</td> <td>35%</td> </tr> <tr> <td>FY2017</td> <td>45%</td> <td>35%</td> </tr> <tr> <td>FY2018</td> <td>40%</td> <td>35%</td> </tr> </tbody> </table>		Year	Assets Over Liabilities (%)	Target (%)	FY2015	34%	35%	FY2016	37%	35%	FY2017	45%	35%	FY2018	40%	35%	FY2018	35%	40%	😊 At or Above Target
Year	Assets Over Liabilities (%)	Target (%)																		
FY2015	34%	35%																		
FY2016	37%	35%																		
FY2017	45%	35%																		
FY2018	40%	35%																		
		FY2017	35%	48%	😊 At or Above Target															
		FY2016	35%	39%	😊 At or Above Target															
		FY2015	35%	35%	😊 At or Above Target															



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### 😊 Unassigned Fund Balance

Why It Matters																				
A strong and healthy unassigned fund balance provides the city with enough security to address unexpected and major needs at any time. By providing the ability to fund and continue operations under the most severe circumstances provide continuity the public needs in times of crisis.																				
Target		Analysis of Outcome Measure																		
35% of total budget that is available as an unassigned fund balance		Despite use of fund balance for various one-time expenditures, the city continues to maintain a healthy unassigned fund balance and came in well above the 35% target for the FY2018 budget cycle.																		
Action Improvement Plan																				
Continue to utilize best practices and dedicated tax millage to maintain the unassigned fund balance equal to at least 35% of the total annual budget.																				
Data Sources		Objective(s)																		
<a href="#">City Financial Reports</a>		😊 <a href="#">Provide Sound Financial Management</a>																		
Unassigned Fund Balance		Year	Target	Rating	Status															
<table border="1"> <caption>Unassigned Fund Balance Data</caption> <thead> <tr> <th>Year</th> <th>Unassigned funds to expenditures</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY2015</td> <td>48%</td> <td>35%</td> </tr> <tr> <td>FY2016</td> <td>53%</td> <td>35%</td> </tr> <tr> <td>FY2017</td> <td>76%</td> <td>35%</td> </tr> <tr> <td>FY2018</td> <td>84%</td> <td>35%</td> </tr> </tbody> </table>		Year	Unassigned funds to expenditures	Target	FY2015	48%	35%	FY2016	53%	35%	FY2017	76%	35%	FY2018	84%	35%	FY2018	35%	84%	😊 At or Above Target
Year	Unassigned funds to expenditures	Target																		
FY2015	48%	35%																		
FY2016	53%	35%																		
FY2017	76%	35%																		
FY2018	84%	35%																		
		FY2017	35%	60%	😊 At or Above Target															
		FY2016	35%	63%	😊 At or Above Target															
		FY2015	35%	48%	😊 At or Above Target															
		FY2014	35%	44%	😊 Slightly Below Target															
		FY2013	35%	33%	😊 Slightly Below Target															
		FY2012	35%	25%	😊 Slightly Below Target															



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### 😊 Provide Sound Financial Management

Why It Matters		
The city must provide sound financial management to provide effective and efficient use of public funds. Sound accounting practices, appropriate debt management, revenue and expenditure oversight, and delivering a balance accurate budget are some of the most important ways to make sure the city's financial position remains strong.		
Analysis of Objective	Year	Status
4 measures At or Above Target	FY2018	😊 At or Above Target
4 measures At or Above Target	FY2017	😊 At or Above Target
4 measures At or Above Target	FY2016	😊 At or Above Target
3 measures At or Above Target, 1 Slightly Below Target	FY2015	😊 At or Above Target
4 measures At or Above Target	FY2014	😊 At or Above Target
Action Improvement Plan		
The city has taken numerous steps to establish policies and procedures to make sure the city is financially sound. While the city has worked hard to establish an appropriate unassigned fund balance to be available in case of an unexpected and significant event, there still needs to be a strong enough contingency fund (as indicated in the financial policy) to deal with less significant but immediate operational needs not forecasted during budget preparation.		
Measure Measure(s)	Outcome Measure(s)	
<ul style="list-style-type: none"> <li>😊 <a href="#">Revenues Over/Under Expenditures</a></li> <li>😊 <a href="#">Personnel Budget</a></li> <li>😊 <a href="#">Debt Margin</a></li> <li>😊 <a href="#">Significant Material Findings</a></li> </ul>	<ul style="list-style-type: none"> <li>😊 <a href="#">Financial Condition</a></li> <li>😊 <a href="#">Unassigned Fund Balance</a></li> </ul>	



# Efficient and Effective City Services

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## 😊 Provide Sound Financial Management

Objective Measures	
<p>😊 <a href="#">Revenues Over/Under Expenditures</a></p>	<p>😊 <a href="#">Personnel Budget</a></p>
<p>😊 <a href="#">Significant Material Findings</a></p>	<p>😊 <a href="#">Debt Margin</a></p>
Outcome Measures	
<p>😊 <a href="#">Financial Condition</a></p>	<p>😊 <a href="#">Unassigned Fund Balance</a></p>

☹ No Data   
 😊 At or Above Target   
 😟 Slightly Below Target   
 ☹ Below Target   
 🔄 Developing   
 🔄 Implementing   
 🔄 Evaluating



## Efficient and Effective City Services

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### 😊 Revenues Over/Under Expenditures

<b>Target</b>					
A minimum positive 5% variance of revenues over/under expenditures annually.					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
Due to a direct focus on providing responsive services, focusing on making it easy to do business with the city, establishing manageable fees and tax burdens, and encouraging staff to spend taxpayer dollars wisely, the city has consistently met the target over the past eight years.		Work on strengthening the contingency fund and continue to pursue grant opportunities.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">City Financial Reports</a>		<ul style="list-style-type: none"> <li>✓ Draft and Implement a Financial Policy</li> <li>😊 Attain Certificate of Achievement for Excellence in Financial Reporting</li> <li>🔄 Strengthen the contingency fund</li> <li>🔄 Continue to build reserve fund</li> <li>🔄 Pursue applicable grant opportunities</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Provide Sound Financial Management</a>					
		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>Legend: Blue bar = Percent Over/Under (Positive Variance), Green line = Target</p>		FY2018	5%	23%	😊 At or Above Target
		FY2017	5%	24%	😊 At or Above Target
		FY2016	5%	11%	😊 At or Above Target
		FY2015	5%	11%	😊 At or Above Target
		FY2014	5%	10%	😊 At or Above Target
		FY2013	5%	10%	😊 At or Above Target
		FY2012	5%	7%	😊 At or Above Target



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### 😊 Personnel Budget

Target					
The personnel budget expense no higher than 65% of the total budget.					
Analysis of Objective Measure		Action Improvement Plan			
The city has consistently come in under the established target for the past eight years.		Continue to effectively manage the personnel budget that allows the city to provide the expected level of service in relation to the operational needs to provide those services.			
Data Source & Related Links		Linked Initiatives			
<a href="#">City Financial Reports</a>		<ul style="list-style-type: none"> <li>✔ Draft and Implement a Financial Policy</li> <li>🔄 Pursue applicable grant opportunities</li> </ul>			
Objective(s)					
😊 Provide Sound Financial Management					
		Year	Target	Rating	Status
<p>80% 70% 60% 50%</p> <p>60.5% 61.9% 62.3% 64.2%</p> <p>FY2015 FY2016 FY2017 FY2018</p> <p>■ Percent to Total Budget ■ Target</p>		FY2018	65%	64.2%	😊 At or Above Target
		FY2017	65%	62.3%	😊 At or Above Target
		FY2016	65%	61.9%	😊 At or Above Target
		FY2015	65%	60.5%	😊 At or Above Target
		FY2014	65%	61.5%	😊 At or Above Target
		FY2013	65%	61.3%	😊 At or Above Target
		FY2012	65%	59.9%	😊 At or Above Target



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### 😊 Debt Margin

<b>Target</b>					
Not to exceed 50% of the allowed annual legal debt limit					
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>			
The city has consistently come in under the established target for the past eight years.		Continue to effectively manage the city's existing debt and to limit the use of Tax Anticipation Notes along with prudent use of lease purchase to address capital needs. Continue to pursue grant options that can provide equipment and supplies.			
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>			
<a href="#">City Financial Reports</a>		<ul style="list-style-type: none"> <li>✓ Draft and Implement a Financial Policy</li> <li>🔄 Strengthen the contingency fund</li> <li>🔄 Continue to build reserve fund</li> <li>🔄 Pursue applicable grant opportunities</li> </ul>			
<b>Objective(s)</b>					
😊 <a href="#">Provide Sound Financial Management</a>					
		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>
<p>Legend: Blue bar = Percent of allowed limit, Green line = Target</p>		FY2018	50%	9.4%	😊 At or Above Target
		FY2017	50%	11.9%	😊 At or Above Target
		FY2016	50%	14.9%	😊 At or Above Target
		FY2015	50%	18.0%	😊 At or Above Target
		FY2014	50%	24.7%	😊 At or Above Target
		FY2013	50%	29.4%	😊 At or Above Target
		FY2012	50%	34.7%	😊 At or Above Target





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### 😊 Significant Material Findings

Target					
The target is to have no significant material findings in the annual audit.					
Analysis of Objective Measure		Action Improvement Plan			
The annual audit has found no significant material findings for seven out of the last eight years. The FY2015 audit indicated a significant material finding regarding excess expenditures over appropriations. While these expenditures were under budget overall formal budget amendments did not occur. Staff took proper corrective action to address this issue.		Continue to provide the highest level of financial management that meet accepted accounting standards and principles.			
Data Source & Related Links		Linked Initiatives			
<a href="#">City Financial Reports</a>		<ul style="list-style-type: none"> <li>✓ Draft and Implement a Financial Policy</li> <li>✓ Attain Certificate of Achievement for Excellence in Financial Reporting</li> </ul>			
Objective(s)					
😊 <a href="#">Provide Sound Financial Management</a>					
		Year	Target	Rating	Status
<p>Number of Findings: 1 (FY2015), 0 (FY2016), 0 (FY2017), 0 (FY2018) Target: 0</p>		FY2018	0	0	😊 At or Above Target
		FY2017	0	0	😊 At or Above Target
		FY2016	0	0	😊 At or Above Target
		FY2015	0	1	😞 Slightly Below Target
		FY2014	0	0	😊 At or Above Target
		FY2013	0	0	😊 At or Above Target
		FY2012	0	0	😊 At or Above Target



## Efficient and Effective City Services

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### 😊 Confidence in City Government

Why It Matters					
Ensuring the public has confidence in the city government regarding its services and priorities is inherent to building trust.					
Target		Analysis of Outcome Measure			
65% of surveyed residents who have good or excellent overall confidence in the City of Greer government		62% of the city's residents had good or excellent confidence in the city government in the FY2019 citizen survey. This remained unchanged from the FY2016 survey. This measure has been selected as an outcome measure replacing Civic Engagement Opportunities which has been changed to an objective measure replacing the Satisfaction with the PEG Channel.			
Action Improvement Plan					
The city actively pursues opportunities to share information regarding not only the types of services and activities it provides but the reasoning behind the processes and decisions that have been made in regards to why and how they are provided. The city will continue to utilize and improve the ways this information gets shared with the public through website improvements to provide access to viewing public meetings and events as well as making it easier to navigate and find information. The city will also continue to strategically utilize social media (Facebook, Twitter) to provide data and information as well as replacing the Blackboard Connect system to for direct dialing residents.					
Data Sources		Objective(s)			
<a href="#">Citizen Surveys</a>		😊 <a href="#">Facilitate Civic Engagement</a>			
Overall Confidence in City of Greer Government		Year	Target	Rating	Status
<p>Legend: Blue = Good or Excellent, Green = Target</p>		FY2019 FY2016	65% 65%	62% 62%	😊 Slightly Below Target 😊 Slightly Below Target

⊘ No Data
🟡 Pending
✅ Completed
😊 At or Above Target
😊 Slightly Below Target
🔴 Below Target
🔄 Developing
🔄 Implementing
🔄 Evaluating



## Efficient and Effective City Services

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### ☹️ Attended/Watched a Public Meeting

Why It Matters																					
An informed and involved community is vital to establish trust with those served by the city. This civic participation helps the community to better understand the way choices are made in determining how these services are delivered.																					
Target		Analysis of Outcome Measure																			
65% of the public either attending or watching a public meeting.		The city conducted a new citizen survey in FY2019 in order to determine resident perceptions of the city and compare results from the FY2016 survey. Those surveyed that either attended or watched a public meeting decreased from 28% to 21%. The results are below the target benchmark as well as much lower than the national comparison benchmarks.																			
Action Improvement Plan																					
In FY2012 the city began replaying city council meetings on the website in addition to working with local print and digital media outlets to promote upcoming meetings. The city is currently developing the ability to show council meetings live on the city's public access channel.																					
Data Sources		Objective(s)																			
<a href="#">Citizen Surveys</a>		☹️ <a href="#">Facilitate Civic Engagement</a>																			
Attended or watched a public meeting		Year	Target	Rating	Status																
<table border="1"> <caption>Attendance and Watching Data</caption> <thead> <tr> <th>Year</th> <th>Attended</th> <th>Watched</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>FY2012</td> <td>13%</td> <td>18%</td> <td>31%</td> </tr> <tr> <td>FY2016</td> <td>16%</td> <td>12%</td> <td>28%</td> </tr> <tr> <td>FY2019</td> <td>15%</td> <td>6%</td> <td>21%</td> </tr> </tbody> </table>		Year	Attended	Watched	Total	FY2012	13%	18%	31%	FY2016	16%	12%	28%	FY2019	15%	6%	21%	FY2019	35%	21%	☹️ Below Target
Year	Attended	Watched	Total																		
FY2012	13%	18%	31%																		
FY2016	16%	12%	28%																		
FY2019	15%	6%	21%																		
		FY2016	35%	28%	☹️ Slightly Below Target																
		FY2012	35%	31%	☹️ Slightly Below Target																

⊖ No Data  
 🟡 Pending  
 ✅ Completed  
 ☹️ Slightly Below Target  
 🔴 Below Target  
 🔄 Developing  
 🔄 Implementing  
 🔄 Evaluating



## Efficient and Effective City Services

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### Facilitate Civic Engagement

Why It Matters		
It is an inherent responsibility of the city to actively promote how the public can be engaged in the business of the city. Providing easier and more frequent ways for the public to engage in the local government process helps to build trust and to allow the public to learn firsthand about how and why public services are delivered.		
Analysis of Objective	Year	Status
1 measure At or Above Target, 3 Slightly Below Target	FY2018	Slightly Below Target
2 measures At or Above Target, 2 Slightly Below Target	FY2017	Slightly Below Target
1 measure At or Above Target, 3 Slightly Below Target	FY2016	Below Target
2 measures At or Above Target, 2 Slightly Below Target	FY2015	Slightly Below Target
Action Improvement Plan		
Starting in In FY2012 the city began taking several steps to better facilitate public engagement. The website was redesigned to make it easier to navigate with a more noticeable calendar of events. The city began actively using social media (Facebook, Twitter). The city developed Greer Connect to share important information with residents using a direct dial phone messaging system. In FY2015 staff began developing the website to include a mobile platform and preparation to deliver council meetings live on the city's public access channel.		
Objective Measure(s)	Outcome Measure(s)	
<a href="#">City Website Visits</a> <a href="#">Satisfaction with Public Communications</a> <a href="#">Inviting Public Participation</a> <a href="#">Civic Engagement Opportunities</a>	<a href="#">Confidence in City Government</a> <a href="#">Attended/Watched a Public Meeting</a>	



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## 😊 Facilitate Civic Engagement

Objective Measures	
<p>City Website Visits</p>	<p>Civic Engagement Opportunities</p>
<p>Satisfaction with Public Communications</p>	<p>Inviting Public Participation</p>
Outcome Measures	
<p>Confidence in City Government</p>	<p>Attended/Watched a Public Meeting</p>



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### ☹️ City Website Visits

Target																				
Average at least 18,000 visits per month to the city's website.																				
Analysis of Objective Measure		Action Improvement Plan																		
The average number of monthly visits to the city's website decreased from 18,320 in FY2017 to 17,503 in FY2018.		Effectively manage the website to keep it up to date with the accurate and relevant information. Begin developing plan to re-design the website, Continue to expand the mobile platform for the city website.																		
Data Source & Related Links		Linked Initiatives																		
<a href="#">City of Greer Home Page</a> <a href="#">Monthly Department Reports</a>		<ul style="list-style-type: none"> <li>✓ Provide online video of council meetings</li> <li>✓ Implement Greer Connect</li> <li>🔄 Website re-design</li> <li>🔄 Develop mobile platform option for website</li> </ul>																		
Objective(s)																				
☹️ <a href="#">Facilitate Civic Engagement</a>																				
City Website Visits		Year	Target	Rating	Status															
<table border="1"> <caption>City Website Visits Data</caption> <thead> <tr> <th>Year</th> <th>Avg. Monthly Visits</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY2015</td> <td>18,364</td> <td>18,000</td> </tr> <tr> <td>FY2016</td> <td>17,700</td> <td>18,000</td> </tr> <tr> <td>FY2017</td> <td>18,320</td> <td>18,000</td> </tr> <tr> <td>FY2018</td> <td>17,503</td> <td>18,000</td> </tr> </tbody> </table>		Year	Avg. Monthly Visits	Target	FY2015	18,364	18,000	FY2016	17,700	18,000	FY2017	18,320	18,000	FY2018	17,503	18,000	FY2018	18,000	17,503	☹️ Slightly Below Target
Year	Avg. Monthly Visits	Target																		
FY2015	18,364	18,000																		
FY2016	17,700	18,000																		
FY2017	18,320	18,000																		
FY2018	17,503	18,000																		
		FY2017	18,000	18,320	😊 At or Above Target															
		FY2016	18,000	17,700	☹️ Slightly Below Target															
		FY2015	18,000	18,364	😊 At or Above Target															
		FY2014	15,000	16,713	😊 At or Above Target															
		FY2013	15,000	15,184	😊 At or Above Target															
		FY2012	15,000	13,548	☹️ Slightly Below Target															



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### 😊 Civic Engagement Opportunities

<b>Target</b>																
65% of surveyed residents who feel there are good or excellent opportunities to participate in community matters.																
<b>Analysis of Objective Measure</b>			<b>Action Improvement Plan</b>													
The city conducted a new citizen survey in FY2019 in order to determine resident perceptions of the city and compare results from the FY2016 survey. Those surveyed that rated opportunities to participate in community matters increased from 60% to 62%. While still slightly below target the city's efforts to engage the community in a number of community planning initiatives over the past couple of years seems to have impacted this perception.			Starting in In FY2012 the city began taking several steps to provide the public with more outlets to receive information regarding city meetings and activities. The website was redesigned to make it easier to navigate with a more noticeable calendar of events. The city began actively using social media (Facebook, Twitter). The city developed Greer Connect to share important information with residents using a direct dial phone messaging system. In FY2015 staff began developing the website to include a mobile platform and preparation to deliver council meetings live on the city's public access channel.													
<b>Data Source &amp; Related Links</b>			<b>Linked Initiatives</b>													
<a href="#">Citizen Surveys</a>			<ul style="list-style-type: none"> <li>✓ Pilot test online and social media engagement options to garner citizen involvement in the Community Master Plan process</li> <li>🔄 Use social media to heavily promote community meetings.</li> </ul>													
<b>Objective(s)</b>																
😊 <a href="#">Facilitate Civic Engagement</a>																
<b>Civic Engagement Opportunities</b>			<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>										
<table border="1"> <caption>Civic Engagement Opportunities Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY2012</td> <td>57%</td> </tr> <tr> <td>FY2016</td> <td>60%</td> </tr> <tr> <td>FY2019</td> <td>62%</td> </tr> <tr> <td>Target</td> <td>65%</td> </tr> </tbody> </table>			Year	Percentage	FY2012	57%	FY2016	60%	FY2019	62%	Target	65%	FY2019	65%	62%	😊 Slightly Below Target
Year	Percentage															
FY2012	57%															
FY2016	60%															
FY2019	62%															
Target	65%															
			FY2016	65%	60%	😊 Slightly Below Target										
			FY2012	65%	57%	😊 Slightly Below Target										

⊖ No Data  
 ● Pending  
 ✓ Completed  
 😊 At or Above Target  
 😊 Slightly Below Target  
 ⊗ Below Target  
 🔄 Developing  
 🔄 Implementing  
 🔄 Evaluating



## Efficient and Effective City Services

Council is committed to providing programs and services to the community in the most efficient and cost effective manner possible without sacrificing responsiveness and quality.

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### 😊 Satisfaction with Public Communications

<b>Target</b>																	
65% of the public who feel the city does a good or excellent job in providing communication about meetings, events, and activities.																	
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>															
This was at the target in the FY2019 citizen survey where 65% of the respondents felt the city's public communication efforts were good or excellent. This rating declined from 69% in the FY2016 citizen survey.		A new website re-design will begin FY2016 along with continued efforts to expand the mobile platform for the city's website. Promotion and use of Greer Connect to provide communication between the city and the public will continue to expand communication efforts.															
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>															
<a href="#">Citizen Surveys</a> <a href="#">Greer Connect</a> <a href="#">City of Greer Facebook Page</a> <a href="#">Greer TV</a> <a href="#">Greer Communications Office</a>		<ul style="list-style-type: none"> <li>✓ Provide online video of council meetings</li> <li>✓ Utilize social media to promote public meetings and activities</li> <li>✓ Implement Greer Connect</li> <li>🔄 Website re-design</li> <li>🔄 Provide video broadcast of special event and activities on the PEG channel</li> <li>🔄 Provide real-time public broadcast of council meetings</li> <li>🔄 Develop mobile platform option for website</li> </ul>															
<b>Objective(s)</b>																	
😊 <a href="#">Facilitate Civic Engagement</a>																	
<b>Satisfaction with Public Communications</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>												
<table border="1"> <caption>Satisfaction with Public Communications Data</caption> <thead> <tr> <th>Year</th> <th>Good or Excellent</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY2012</td> <td>71%</td> <td>65%</td> </tr> <tr> <td>FY2016</td> <td>69%</td> <td>65%</td> </tr> <tr> <td>FY2019</td> <td>65%</td> <td>65%</td> </tr> </tbody> </table>		Year	Good or Excellent	Target	FY2012	71%	65%	FY2016	69%	65%	FY2019	65%	65%	FY2019	65%	65%	😊 At or Above Target
Year	Good or Excellent	Target															
FY2012	71%	65%															
FY2016	69%	65%															
FY2019	65%	65%															
		FY2016	65%	69%	😊 At or Above Target												
		FY2012	65%	71%	😊 At or Above Target												





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### ☺ Inviting Public Participation

<b>Target</b>															
65% of the public who feel the city does a good or excellent job in inviting participation in public meetings															
<b>Analysis of Objective Measure</b>		<b>Action Improvement Plan</b>													
This was slightly below target in the FY2019 citizen survey where 59% of the respondents felt the city does a good or excellent job of inviting public participation in city events, meetings, and activities. The rating decreased from 60% in the FY2016 survey.		Continue to expend public communications efforts that highlight opportunities for public participation. Utilize Greer Connect to heavily promote opportunity to participate in the public workshops for the Greer Community Master Plan. Develop a comprehensive program that creates a process for how the city promotes participation opportunities.													
<b>Data Source &amp; Related Links</b>		<b>Linked Initiatives</b>													
<a href="#">Citizen Surveys</a> <a href="#">Greer TV</a> <a href="#">Greer Communications Office</a>		<ul style="list-style-type: none"> <li>✓ Provide online video of council meetings</li> <li>✓ Utilize social media to promote public meetings</li> <li>✓ Implement Greer Connect</li> <li>🔄 Provide real-time public broadcast of council meetings</li> <li>🔄 Develop a comprehensive program to facilitate public participation</li> </ul>													
<b>Objective(s)</b>															
☺ <a href="#">Facilitate Civic Engagement</a>															
<b>Inviting Public Participation</b>		<b>Year</b>	<b>Target</b>	<b>Rating</b>	<b>Status</b>										
<table border="1"> <caption>Inviting Public Participation Performance Data</caption> <thead> <tr> <th>Year</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>FY2012</td> <td>58%</td> </tr> <tr> <td>FY2016</td> <td>60%</td> </tr> <tr> <td>FY2019</td> <td>59%</td> </tr> <tr> <td>Target</td> <td>65%</td> </tr> </tbody> </table>		Year	Rating	FY2012	58%	FY2016	60%	FY2019	59%	Target	65%	FY2018	65%	59%	☺ Slightly Below Target
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