

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 Objectives	© Employee Satisfaction © Confidence in City Leadership s and Measures		© Confidence in City Government Attended/Watched a Public Meeting ks and Activities				
 Provide Effective Services Measure(s) Satisfaction with Service Quality Positive Employee Interactions Use of Greer Connect Service Requests Closed within SLA Maintain an Effective Workplace E 	Environment	✓ Conduct National Citizen Survey O Promote use of Greer Connect O Conduct operation efficiency eva O Provide customer service training O Deploy integrated software solut Identify and Implement Alternation Review and recommend amendm ✓ Conduct National Employee Surve	g to all employees. ions we Service Delivery options nents to the Municipal Code of Ordinances				
Measure(s) Communicating Expectations by Mana Applying Discipline Fairly and Consiste Employee Appreciation Have Necessary Materials, Resources,	agement ently	✓ Identify and implement NES Outce ✓ Complete new Classification and ✓ Implement performance-based et ✓ Upgrade the public safety emerged Complete and implement an Emple Continue and enhance employee Increase supervisor training programming Implement asset management so	come and Objective measures Compensation Study mployee evaluation tools ency communications system oyee Intranet Service e recognition program ram				
 Provide Sound Financial Managem Measure(s) Revenues Over/Under Expenditures Personnel Budget Debt Margin Significant Material Findings 	<u>nent</u>	✓ Draft and Implement a Financial F ✓ Attain Certificate of Achievement ✓ Implement a contingency fund ○ Continue to build reserve fund ○ Pursue applicable grant opportur	for Excellence in Financial Reporting				



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



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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
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)				
		Provide Effective ServicesProvide Sound Financial Management				
Value of Services for Taxes Paid		Target	Rating	Status		
100% 75% 50% 52% 54% 54% FY2012 FY2016 FY2019 Good or Excellent Target	FY2019 FY2016 FY2012	65% 65% 65%	54% 54% 52%	Slightly Below TargetSlightly Below TargetBelow Target		



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Provide Effective Services

Why	lt	Matters	
	••	IVIULUCIS	

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.

3 measures At or Above Target, 1 Slightly Below Target 4 measures At or Above Target 5 measures At or Above Target, 1 Slightly Below Target 7 measures At or Above Target, 2 Below Target 7 measures At or Above Target, 2 Below Target 8 Relow Target 9 Relow Target 1 Relow Target	Analysis of Objective	Year	Status
below rarget	4 measures At or Above Target 3 measures At or Above Target, 1 Slightly Below Target	FY2017 FY2016	At or Above Target

Action Improvement Plan

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.

Objective Measure(s)	Outcome Measure(s)
	Ualue of Public Services Employee Satisfaction















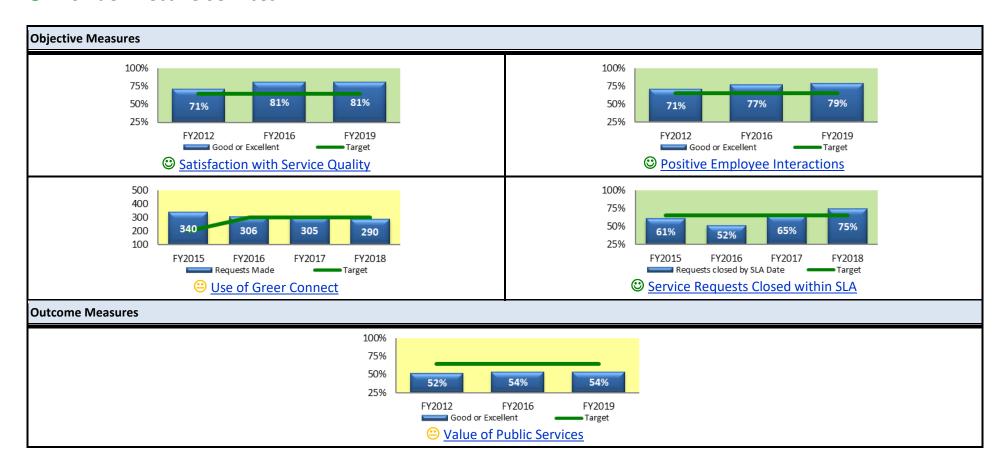


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Provide Effective Services





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© Satisfaction with Service Quality

Target					
The current goal is to have 65% of Greer residents who rate the quality of services as good or excellent					
Analysis of Objective Measure		provement	Plan		
perceptions of the city and compare results from the FY2016 survey. Those surveyed		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.			
Data Source & Related Links		iatives			
Objective(s) © Provide Effective Services	 ✓ Conduct National Citizen Survey ✓ Conduct National Employee Survey ☼ Conduct operation efficiency evaluations Complete City Facilities Master ☼ Deploy integrated software solutions ሯ Identify and Implement Alternative Service Delivery options ❖ Review and recommend amendments to the Municipal Code of Ordinances 			ons e Service Delivery options	
Satisfaction with Service Quality	Year	Target	Rating	Status	
100% 75% 50% 71% 81% 81% FY2012 FY2016 FY2019 Target	FY2019 FY2016 FY 2012	65% 65% 65%	81% 81% 72%	At or Above TargetAt or Above TargetAt or Above Target	



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© Positive Employee Interactions

Target					
The current goal is to have 65% of Greer residents who rate the quality of customer service received from employees as good or excellent					
Analysis of Objective Measure		provement	Plan		
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		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.			
Data Source & Related Links		Linked Initiatives			
<u>Citizen Surveys</u>		✓ Conduct National Citizen Survey			
Objective(s)		✓ Conduct National Employee Survey <a>♥ Provide customer service training to all employees.			
© Provide Effective Services	Provide customer service training to all employees.				
Positive Employee Interactions	Year	Target	Rating	Status	
100% 75% 50% 71% 77% 79% 25% FY2012 FY2016 FY2019 Target	FY2019 FY2016 FY2012	65% 65% 65%	79% 77% 71%	At or Above TargetAt or Above TargetAt or Above Target	







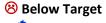
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Use of Greer Connect

Target					
The current goal is to annually have at least 200 service requests made using Greer Connect. This will be increased to 400 starting FY2016.					
Analysis of Objective Measure		rovement	Plan		
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.				
Data Source & Related Links		iatives			
Greer Connect		✓ Conduct National Employee Survey			
Objective(s)		Promote use of Greer Connect			
© Provide Effective Services	Deploy integrated software solutions G Implement mobile solution for Greer Connect				
Use of Greer Connect	Year	Target	Rating	Status	
500 400 300 200 100 FY2015 FY2016 FY2017 FY2018 Requests Made Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013	300 300 300 200 200 200	290 305 306 340 126 87	 Slightly Below Target At or Above Target At or Above Target At or Above Target Below Target Below Target Below Target 	





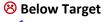
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© Service Requests Closed within SLA

Target						
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						
Analysis of Objective Measure		provement	Plan			
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.				
Data Source & Related Links		iatives				
Greer Connect Objective(s) © Provide Effective Services		 ✓ Conduct National Employee Survey ☼ Conduct operation efficiency evaluations ❖ Provide customer service training to all employees. ❖ Deploy integrated software solutions 				
Service Requests Closed within SLA		Target	Rating	Status		
100% 75% 50% 61% 52% 65% 75% FY2015 FY2016 FY2017 FY2018 Requests closed by SLA Date Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2103	65% 65% 65% 65% 65%	75% 65% 52% 61% 44% 48%	 At or Above Target At or Above Target Below Target Slightly Below Target Below Target Below Target Below Target 		





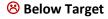
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© Employee Satisfaction

Why It Matters					
Employee satisfaction is essential for efficient and effective service delivery. A hig communication, higher productivity, and taking more pride in how well they perform t	•	•	ction is direc	ctly related to lower turnover, more effective	
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 characteristic a quality work environment. Although employee satisfaction was very high, the cit 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 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 workpla	·	·			
Data Sources	Objective(s)				
FY2017 Employee Survey	8 Maintain an Effective Workplace Environment				
Employee Satisfaction	Year	Target	Rating	Status	
	FY2017	80%	95%	At or Above Target	





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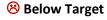
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© Confidence in City Leadership

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)			
FY2017 Employee Survey	Maintain an Effective Workplace Environment		ronment	
Employee Satisfaction	Year Target Rating Status			Status
100% 75% 50% 25% FY2017 FY2020 Good or Excellent Target	FY2017	80%	89%	☺ At or Above Target





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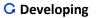
Maintain an Effective Workplace Environment

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	Analysis of Objective Year Status						
1 measure At or Above Target, 2 Slightly Below Target, 1 Below Target	measure At or Above Target, 2 Slightly Below Target, 1 Below Target						
Action Improvement Plan		-					
Through the city's FY2016 National Employee Survey employment satisfaction was at 95 be improvements made. Targets for performance in each outcome and objective meast satisfied with everything there are key areas that all employees much be in order to have efficient manner possible. The city will focus on increasing supervisor training, improve recognition programs.	are is set 100% under the believe that while ϵ we a workplace environment that is able to de	employees eliver servi	will not always be completely ces in the most effective and				
Objective Measure(s)	Outcome Measure(s)						
 Communicating Expectations by Management Applying Discipline Fairly and Consistently Employee Appreciation Have Necessary Materials, Resources, and Equipment 	Employee SatisfactionConfidence in City Leadership						











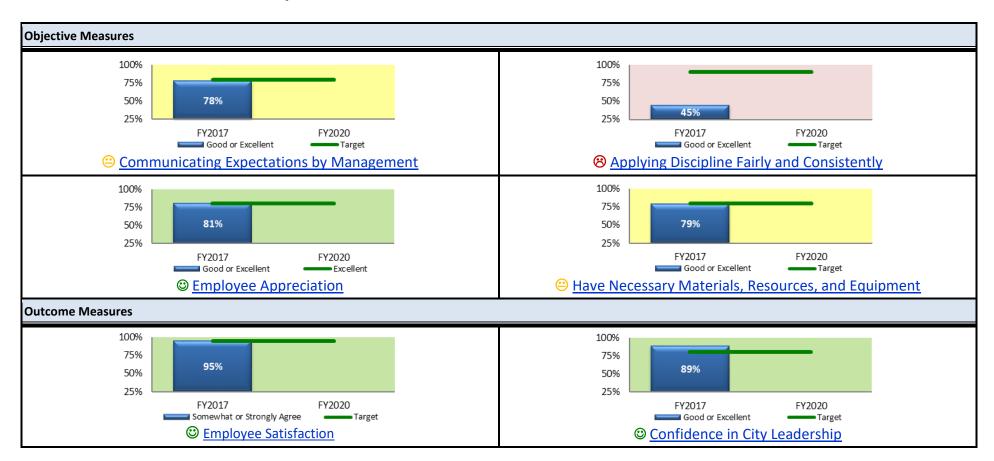


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Maintain an Effective Workplace Environment





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Communicating Expectations by Management

Target				
The current goal is to have 100% of employees rating communication of expectations b	y manageme	ent as good o	r excellent	
Analysis of Objective Measure	Action Imp	provement	Plan	
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.	training, more accessible communication tools for employees, performance focusation of messaging in the quarterly employee newsletter, and more detailed performance			
Data Source & Related Links	Linked Initiatives			
FY2017 Employee Survey Objective(s)	✓ Conduct National Employee SurveyG Develop and implement enhanced supervisor training			
Maintain an Effective Workplace Environment	G Develop and implement an employee intranet G Incorporate performance expectations into the employee onboarding process G Performance messaging in quarterly employee newsletter			
Communicating Expectations by Management	Year	Target	Rating	Status
100% 75% 50% 78% FY2017 FY2017 FY2020 FY2020 Target	FY2017	80%	78%	Slightly Below Target





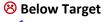
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Applying Discipline Fairly and Consistently

Target				
The current goal is to have 100% of employees that feel the fair and consistent applica-	tion of discipl	ine is good o	r excellent.	
Analysis of Objective Measure Action Improvement Plan				
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 personnevaluation form was reviewed and additional training on using it as a tool for performance counseling will provided moving forward.			
Data Source & Related Links	Linked Initiatives			
FY2017 Employee Survey	✓ Conduct	National Em	iployee Surve	у
Objective(s)	_			I supervisor training
(a) Maintain an Effective Workplace Environment	■	and improve	e the perform	ance based personnel evaluation tool
Applying Discipline Fairly and Consistently	Year	Target	Rating	Status
100% 75% 50% 25% FY2017 FY2020 Good or Excellent Target	FY2017	80%	45%	₿ Below Target





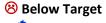
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© Employee Appreciation

Target				
The current goal is to have 100% of employees that feel employee appreciation efforts	are good or e	excellent.		
Analysis of Objective Measure	Action Improvement Plan			
Past activities to demonstrate the city's appreciation for the efforts of its employee survey in FY2017 to allow its employees to provide point on the job and other key characteristics of a puality work environment 81% of those completing the survey felt that employee preciation efforts are good or excellent. The city will conduct a new employee preciation for employee appreciation focus group was established in FY2017 make recommendations for employee recognition practices.				dentified as needing to be evaluated in order to ds of its current workforce demographics and liation focus group was established in FY2017 to
Data Source & Related Links	Related Links Linked Initiatives			
FY2017 Employee Survey	✓ Conduct	National Em	ployee Survey	,
Objective(s)			e appreciation	
(2) Maintain an Effective Workplace Environment	Evaluate	current emp	oloyee appreci	ation practices and modify as recommended
Employee Appreciation	Year	Target	Rating	Status
100% 75% 50% 81% FY2017 FY2020 Good or Excellent Excellent	FY2017	80%	81%	☺ At or Above Target





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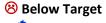


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Have Necessary Materials, Resources, and Equipment

Target				
The current goal is to have 100% of employees that feel the availability of the materia good or excellent.	ls, resources	and equipm	nent necessary	y for effective and efficient delivery of services is
Analysis of Objective Measure Action Improvement Plan				
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.				noted that the radio systems used by the public oorly. In FY2017 a concentrated effort was
Data Source & Related Links	Linked Init	iatives		
FY2017 Employee Survey	✓ Conduct	National Em	ployee Survey	,
Objective(s)			-	communications systems cware solution
(a) Maintain an Effective Workplace Environment	impleme	iii asset iiiai	nagement son	wate solution
Have Necessary Materials, Resources, and Equipment	Year	Target	Rating	Status
100% 75% 50% 25% FY2017 FY2017 FY2020 Good or Excellent Target	FY2017	80%	79%	Slightly Below Target











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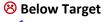


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© Financial Condition

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 FY20 the city has worked to hold liabilities steady despite increases to asset valuations are increase in fund balance.				•	
Action Improvement Plan					
Continue to effectively manage the city financial position by providing sound financial	management s	strategies.			
Data Sources	Objective(s)			
<u>City Financial Reports</u>	© Provide Se	ound Financial	Managemen	<u>t</u>	
Total Net Position (Assets Over Liabilities)	Year	Target	Rating	Status	
60% 40% 20% 34% 37% 45% 40% FY2015 FY2016 FY2016 FY2017 FY2018 Target	FY2018 FY2017 FY2016 FY2015	35% 35% 35% 35%	40% 48% 39% 35%	☼ At or Above Targetభ At or Above Targetభ At or Above Targetభ 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 securit continue operations under the most severe circumstances provide continuity the pul		-	najor needs a	at any time. By providing the ability to fund and
Target	Analysis of	Outcome Me	easure	
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 the FY2018 budget cycle.			
Action Improvement Plan				
Continue to utilize best practices and dedicated tax millage to maintain the unassign	ed fund balance	equal to at lea	st 35% of the	e total annual budget.
Data Sources	Objective(s)		
<u>City Financial Reports</u>	© Provide So	ound Financial	Managemen	<u>t</u>
Unassigned Fund Balance	Year	Target	Rating	Status
100% 75% 50% 25% 0% FY2015 FY2016 FY2017 FY2018 Unassigned funds to expenditures Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013 FY2012	35% 35% 35% 35% 35% 35% 35%	84% 60% 63% 48% 44% 33% 25%	 At or Above Target At or Above Target At or Above Target At or Above Target Slightly Below Target Slightly Below Target











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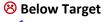
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© Provide Sound Financial Management

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 4 measures At or Above Target 4 measures At or Above Target 3 measures At or Above Target, 1 Slightly Below Target 4 measures At or Above Target			 At or Above Target 			
Action Improvement Plan						
The city has taken numerous steps to establish policies and procedures to make sure tunassigned fund balance to be available in case of an unexpected and significant even policy) to deal with less significant but immediate operational needs not forecasted du	t, there still needs to be a strong enough con					
Measure Measure(s)	e Measure(s) Outcome Measure(s)					
 Revenues Over/Under Expenditures Personnel Budget Debt Margin Significant Material Findings 	Financial ConditionUnassigned Fund Balance					

















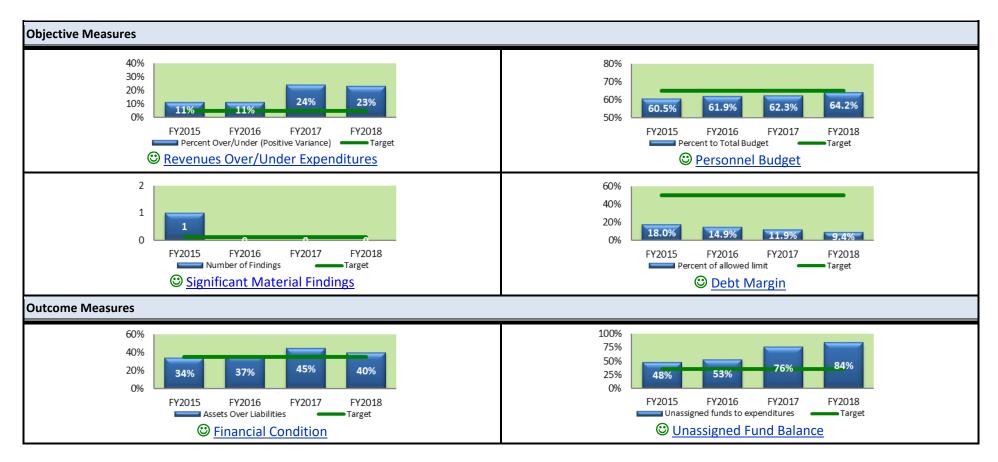


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© Provide Sound Financial Management







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© Revenues Over/Under Expenditures

Target				
A minimum positive 5% variance of revenues over/under expenditures annually.				
Analysis of Objective Measure	Action Improvement Plan			
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.	opportunities.			
Data Source & Related Links	Linked Initiatives			
City Financial Reports Objective(s)	✓ Draft and Implement a Financial Policy ③ Attain Certificate of Achievement for Excellence in Financial Reporting Strengthen the contingency fund			
© Provide Sound Financial Management	Continue	e to build res		ties
	Year	Target	Rating	Status
40% 30% 20% 10% 0% FY2015 FY2016 FY2017 FY2018 Percent Over/Under (Positive Variance) Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013 FY2012	5% 5% 5% 5% 5% 5%	23% 24% 11% 11% 10% 10%	 At or Above Target





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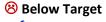


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© Personnel Budget

Target					
The personnel budget expense no higher than 65% of the total budget.					
Analysis of Objective Measure	Action Imp	rovement	Plan		
The city has consistently come in under the established target for the past eight years.	rs. Continue to effectively manage the personnel budget that allows the city to protect the expected level of service in relation to the operational needs to provide the services.				
Data Source & Related Links	Linked Initiatives				
City Financial Reports Objective(s) © Provide Sound Financial Management	✓ Draft and Implement a Financial Policy ☐ Pursue applicable grant opportunities			•	
	Year	Target	Rating	Status	
80% 70% 60% 50% 61.9% 62.3% 64.2% FY2015 FY2016 FY2017 FY2018 Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013 FY2012	65% 65% 65% 65% 65% 65%	64.2% 62.3% 61.9% 60.5% 61.5% 61.3% 59.9%	② At or Above Target ③ At or Above Target ⑤ At or Above Target ⑤ At or Above Target ⑥ At or Above Target	







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© Debt Margin

Target						
Not to exceed 50% of the allowed annual legal debt limit						
Analysis of Objective Measure	Action Improvement Plan					
The city has consistently come in under the established target for the past eight years.	rs. Continue to effectively manage the city's existing debt and to limit the use of Anticipation Notes along with prudent use of lease purchase to address capita Continue to pursue grant options that can provide equipment and supplies.			t use of lease purchase to address capital needs.		
Data Source & Related Links	Linked Initiatives					
City Financial Reports Objective(s) © Provide Sound Financial Management	✓ Draft and Implement a Financial Policy G Strengthen the contingency fund Continue to build reserve fund Pursue applicable grant opportunities			·		
	Year	Target	Rating	Status		
60% 40% 20% 0% 18.0% 14.9% 11.9% 9,4% FY2015 FY2016 FY2017 FY2018 Percent of allowed limit Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013 FY2012	50% 50% 50% 50% 50% 50% 50%	9.4% 11.9% 14.9% 18.0% 24.7% 29.4% 34.7%	① At or Above Target ② At or Above Target ③ 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.						
Data Source & Related Links	Linked Initiatives					
City Financial Reports	✓ Draft and Implement a Financial Policy					
Objective(s)	✓ Attain Certificate of Achievement for Excellence in Financial Reporting					
© Provide Sound Financial Management				or Executence in Financial Reporting		
© Provide Sound Financial Management	Year	Target	Rating	Status		







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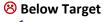
😐 Confidence in City Government

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 confident 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 provided data and information as well as replacing the Blackboard Connect system to for direct dialing residents.

Data Sources		Objective(s)			
<u>Citizen Surveys</u>		Egentation Eacilitate Civic Engagement			
Overall Confidence in	City of Greer Government	Year	Target	Rating	Status
100% 75% 50% 25%	62% 62% FY2012 FY2016 FY2019 Good or Excellent Target	FY2019 FY2016	65% 65%	62% 62%	Slightly Below TargetSlightly Below Target











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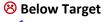
8 Attended/Watched a Public Meeting

Why It Matters						
An informed and involved community is vital to establish trust with the are made in determining how these services are delivered.	ose served by the city. This civ	ic participatior	helps the co	mmunity to better understand the way choices		
Target	Analysis of	Analysis of Outcome Measure				
65% of the public either attending or watching a public meeting.	perceptions that either a results are 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 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 city is currently developing the ability to show council meetings live on	_	-	digital media	outlets to promote upcoming meetings. The		
Data Sources	Objective(s)				
<u>Citizen Surveys</u>	e Facilitate	Civic Engagem	<u>ent</u>			
Attended or watched a public meeting	Year	Target	Rating	Status		
60% 40% 20% 18% 12%	FY2019 FY2016 FY2012	35% 35% 35%	21% 28% 31%	⊗ Below Target⇔ Slightly Below Target⇔ Slightly Below Target		



FY2019







S Evaluating

FY2012

Attended

16%

FY2016

Watched



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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 2 measures At or Above Target, 2 Slightly Below Target 1 measure At or Above Target, 3 Slightly Below Target 2 measures At or Above Target, 2 Slightly Below Target		FY2018 FY2017 FY2016 FY2015	Slightly Below TargetSlightly Below TargetBelow TargetSlightly 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)						
 City Website Visits Satisfaction with Public Communications Inviting Public Participation Civic Engagement Opportunities 	Confidence in City GovernmentAttended/Watched a Public Meeting		-				













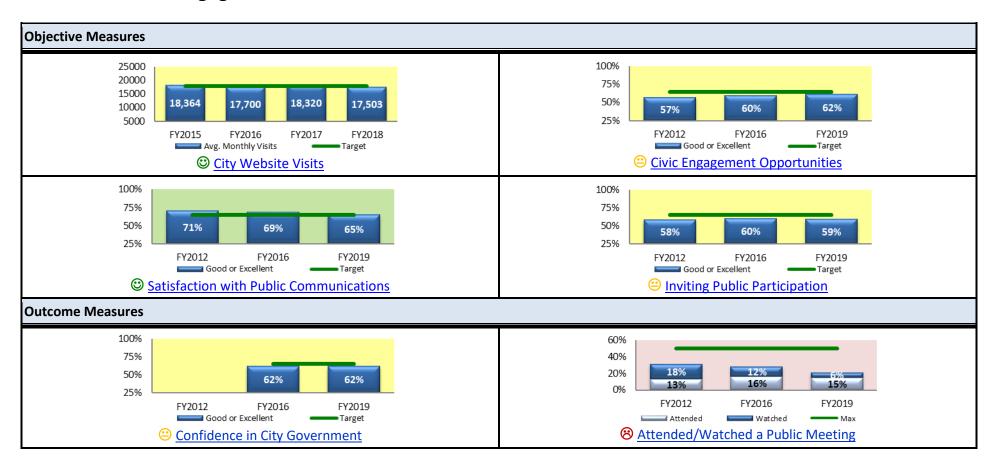


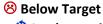
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Facilitate Civic Engagement







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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 releinformation. Begin developing plan to re-design the website, Continue to expandible platform for the city website.					
Data Source & Related Links	Linked Initiatives					
City of Greer Home Page Monthly Department Reports Objective(s)	✓ Provide online video of council meetings ✓ Implement Greer Connect G Website re-design					
Facilitate Civic Engagement	Develop	mobile platt	orm option fo	rwebsite		
City Website Visits	Year	Target	Rating	Status		
25000 20000 15000 10000 5000 18,364 17,700 18,320 17,503 FY2015 FY2016 FY2017 FY2018 Target	FY2018 FY2017 FY2016 FY2015 FY2014 FY2013 FY2012	18,000 18,000 18,000 18,000 15,000 15,000	17,503 18,320 17,700 18,364 16,713 15,184 13,548	 Slightly Below Target At or Above Target Slightly Below Target At or Above Target At or Above Target At or Above Target Slightly Below Target Slightly Below Target 		

No Data



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© Civic Engagement Opportunities

Target					
65% of surveyed residents who feel there are good or excellent opportunities to partici	pate in comn	nunity matte	rs.		
Analysis of Objective Measure	Action Improvement Plan				
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 or community planning initiatives over the past couple of years seems to have impacted this perception.	more outlets to receive information regarding city meetings and activities. The value 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				
Data Source & Related Links	Linked Init	iatives			
<u>Citizen Surveys</u>	✓ Pilot test	online and s	ocial media e	engagement options to garner citizen involvemen	
Objective(s)			er Plan proces	ss ote community meetings.	
Eacilitate Civic Engagement	Ose soci	ai illeula to il	leavily profile	ote community meetings.	
Civic Engagement Opportunities	Year	Target	Rating	Status	
100% 75% 50% 57% 60% 62% FY2012 FY2016 FY2019 Target	FY2019 FY2016 FY2012	65% 65% 65%	62% 60% 57%	Slightly Below TargetSlightly Below TargetSlightly Below Target	







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© Satisfaction with Public Communications

Target					
65% of the public who feel the city does a good or excellent job in providing communic	ation about r	meetings, eve	ents, and activ	vities.	
Analysis of Objective Measure	Action Improvement Plan				
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.					
Data Source & Related Links	Linked Initiatives				
Citizen Surveys Greer Connect City of Greer Facebook Page Greer TV Greer Communications Office Objective(s) Facilitate Civic Engagement	 ✓ Provide online video of council meetings ✓ Utilize social media to promote public meetings and activities ✓ Implement Greer Connect ʹ Website re-design ʹ Provide video broadcast of special event and activities on the PEG channel C Provide real-time public broadcast of council meetings Ć Develop mobile platform option for website 			event and activities on the PEG channel of council meetings	
Satisfaction with Public Communications	Year	Target	Rating	Status	
100% 75% 50% 71% 69% 65% FY2012 FY2016 FY2019 Good or Excellent Target	FY2019 FY2016 FY2012	65% 65% 65%	65% 69% 71%	 At or Above Target At or Above Target At or Above Target	



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Inviting Public Participation

Target					
65% of the public who feel the city does a good or excellent job in inviting participation	in public me	etings			
Analysis of Objective Measure	Action Improvement Plan				
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.				nect to heavily promote opportunity to r the Greer Community Master Plan. Develop a	
Data Source & Related Links	Linked Initiatives				
Citizen Surveys Greer TV Greer Communications Office Objective(s) Facilitate Civic Engagement	 ✓ Provide online video of council meetings ✓ Utilize social media to promote public meetings ✓ Implement Greer Connect ✓ Provide real-time public broadcast of council meetings ✓ Develop a comprehensive program to facilitate public participation 				
Inviting Public Participation	Year	Target	Rating	Status	
100% 75% 50% 58% 60% 59% FY2012 FY2016 FY2019 Good or Excellent Target	FY2018 FY2016 FY2012	65% 65% 65%	59% 60% 58%	Slightly Below TargetSlightly Below TargetSlightly Below Target	



