



**Greenville
County**

**COUNTY OF GREENVILLE
SOUTH CAROLINA**

PERFORMANCE MEASUREMENT REPORT

Fiscal Year 2016
Fiscal Year 2017

County of Greenville
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PERFORMANCE MEASUREMENT

Performance measurement is the regular collection of specific information regarding the results of services provided. It includes the measurement of the kind of job being done and addresses the effect on the community. Performance measurement is a practice that has permeated all levels of government – from the federal government’s Government Performance and Results act of 1993 (GPRA) to numerous state and local programs. It is a practice that is being integrated into all aspects of management, including but not limited to, performance budgeting, strategic planning, and continuous improvement efforts.

In 1994, the Governmental Accounting Standards Board (GASB) adopted a concept statement strongly encouraging local government to provide annual Service Efforts and Accomplishments of “SEA” reporting, a type of standardized performance report that provides a means for comparing government performance over time and against other jurisdictions. While SEA reporting is not mandated, there is the expectation that governments at all levels should disclose performance data as they do financial data so citizens and elected officials have access to the information they need to make informed decisions in a democratic society.

Performance Measurement by Greenville County

Performance measurement by Greenville County government is not a new activity. In fact, data regarding various county government services has been tracked back to the 1960s. What is new in recent years, however, is the emphasis on the various aspects of performance, particularly outcome. Traditionally, many local governments have managed on the basis of inputs as well as the volume of workload accomplished. Greenville County, like many local governments, realized that these kinds of indicators provide an incomplete picture of efforts. As a result the performance measurement system was enhanced to more systematically include indicators of efficiency, quality, and effectiveness.

In general the County’s performance measurement system provides answers to the following questions:

- ◆ What was achieved?
- ◆ How efficiently was the work done?
- ◆ How were citizens helped by the effort?

Performance measures in this document are included for all departments, including elected offices. During each biennium budget process, departments were asked to (1) examine and evaluate services and service levels for their department; (2) develop goals for major program services, keeping in mind Council’s goals for the organization as a whole; (3) develop quantifiable objectives for each program goal; and (4) develop specific measures of performance to demonstrate a department’s activity for each objective.

Objectives of Performance Measures

One of the main objectives of the County’s performance measurement process is to align departmental strategic plans, budgets, and performance with the countywide purpose and vision as established by Council. As a result of the performance measurement process, operational and resource planning for departments has improved and the result is enhanced goal statements, objectives, and performance indicators. In addition, other beneficial changes to the organizational culture include strengthening of accountability, enhanced decision-making, improvement in customer service, and effective use of resources.

LONG-TERM GOALS AND PRIORITIES

Consistent with the County's financial policies of providing a financially stable fiscal plan, budget development directives from County Council called for streamlining the government focus. This section outlines seven long-term goals that have shaped budgetary decisions for the upcoming biennium.

- ◆ Public Safety
- ◆ Infrastructure
- ◆ Fiscal Condition
- ◆ Public Transit
- ◆ Economic Development
- ◆ Comprehensive Planning
- ◆ Employment Diversity

PRIORITY AREA I: PUBLIC SAFETY

Provide a safe community for citizens

Maintain manageable Detention Center population. Facilitate coordination between magistrates and jail regarding bond hearings and review alternatives to incarceration to reduce length of stay for inmates.

Reduce EMS Response Time. Provide for the implementation of the high performance EMS program to achieve a ninetieth percentile response time and overall response time of 12 minutes and 30 seconds or less.

Reduce Crime. Provide funding to support public safety functions that address crime and the effects of drug and gang activity within our community.

PRIORITY AREA II: INFRASTRUCTURE

Establish adequate funding and management systems to provide for County infrastructure

Provide for roads/infrastructure needs. Support infrastructure to meet the community's growth. Develop an effective road network for the county to reduce traffic congestion.

Provide for Stormwater Management System. Provide funding for drainage projects and stormwater system that allows for growth.

PRIORITY AREA III: FISCAL CONDITION

Operate within a fiscally responsible framework

Maintain Triple A Bond Ratings. Provide for long-term fiscal viability and fiscal management of fund balance reserves through operating efficiencies, cost savings, and revenue enhancement.

Maintain Levels in Quality Services. Review services provided by County Departments, their current level, any mandated levels, and opportunities for streamlining.

PRIORITY AREA IV: PUBLIC TRANSIT

Rethink public transportation to encourage ridership; reduce traffic congestion and improve air quality

Provide for Transit Oriented Economic Development. Consider public transportation availability when planning for economic development to assist with ingress/egress of the workforce.

Increase Public Transportation. Continue to financially support the operations of the Greenville Transit Authority/Greenlink and the development of a community wide transit vision and master plan with other community based groups.

PRIORITY AREA V: ECONOMIC DEVELOPMENT

Improve economic development climate within County to promote long term financial stability and provide a livable community for citizens

Increase Quality of the Workforce. Create and encourage public/private partnerships with county offices, local and state educational institutions, and private and non-profit organizations to meet the training needs of today's workforce and targeted industries.

Increase Number of Jobs/High Paying Jobs. Improve the quality of life of every Greenville County citizen by facilitating investment and job growth from new and existing companies and small businesses.

PRIORITY AREA VI: COMPREHENSIVE PLANNING

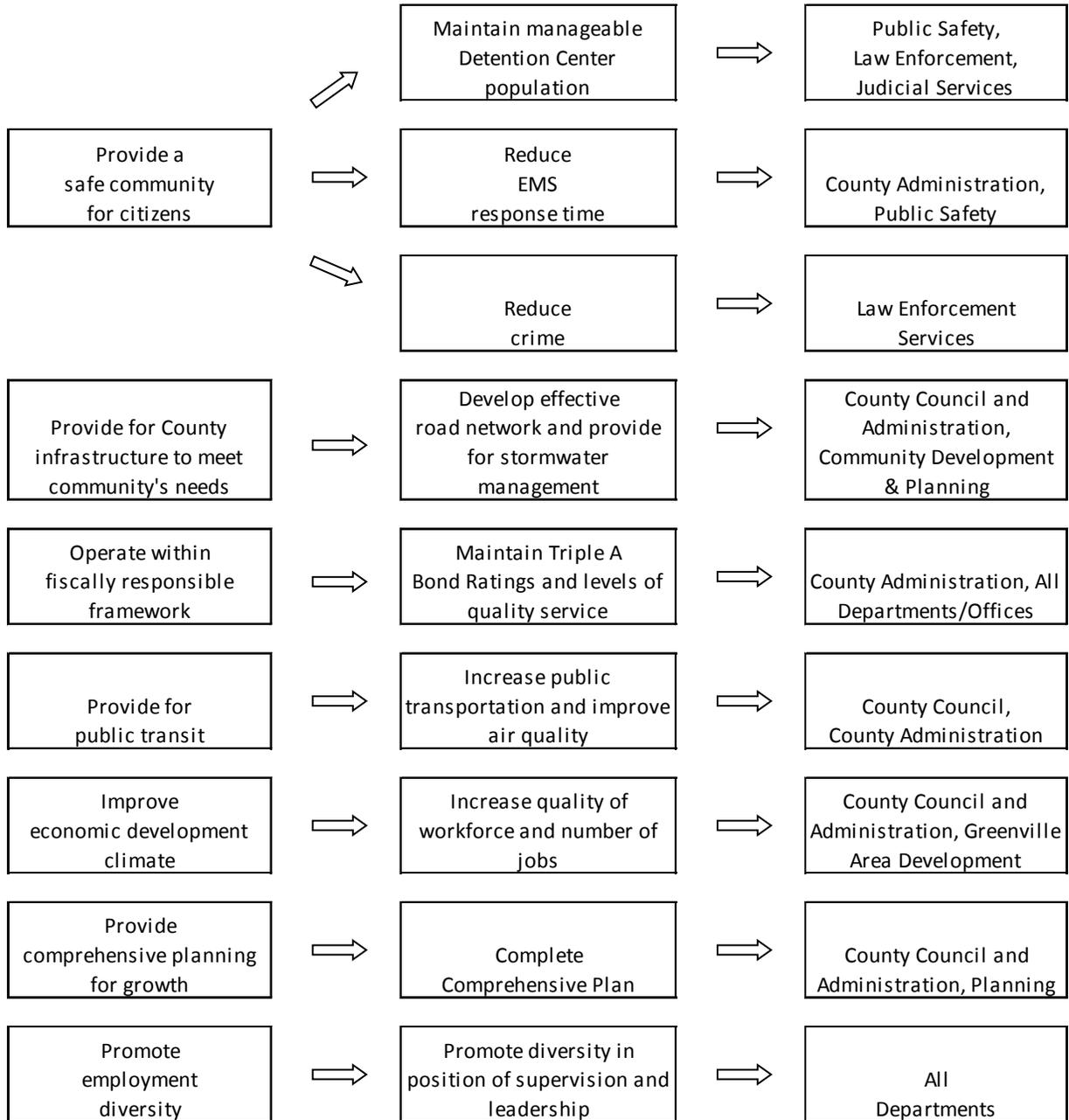
Prepare for the future ever mindful of the changing dynamics of growth

Complete Comprehensive Plan. Facilitate the comprehensive planning process for the County utilizing the involvement of the stakeholders including citizens, school district, utilities, recreation district, fire districts and municipalities. Coordinate implementation of comprehensive plan and infrastructure improvements with appropriate entities.

PRIORITY AREA VII: EMPLOYMENT DIVERSITY

Value and respect diversity in experience and perspectives, take advantage of the backgrounds and abilities that employees provide, and promote greater diversity in positions of supervision and leadership

LINKING LONG- AND SHORT-TERM GOALS



COUNTY COUNCIL

Greenville County Council has twelve members, each elected in single member district contests with four year staggered terms. County Council meets the 1st and 3rd Tuesday of each month in Council Chambers. Services of this department include, but are not limited to, holding public meetings to consider ordinances, resolutions, bids, contracts, zoning changes, road maintenance, and to review any and all matters relating to County business; levying taxes and raising/lowering tax millage/ adopting an annual County budget; setting policies and procedures; classifying and storing legislative materials for reference and review; responding to citizens' questions, requests and need for information.

Goals and Performance Measures

Supports Long-Term Goal(s): All Long-Term Goals

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide prompt and courteous service to Council members, the public and staff by providing accurate information in a useable and understandable format.				
<i>Objective 1(a):</i> To ensure accuracy of the preparation of agenda packets for distribution, agenda items for consideration, resolutions and ordinances for Council action 100% of the time.				
#/% agenda packages prepared for delivery	22/100%	22/100%	22/100%	22/100%
#/% agendas posted on webpage & bulletin board	22/100%	22/100%	22/100%	22/100%
<i>Objective 1(b):</i> To ensure that all public hearing notices are properly submitted to the designated local newspaper in accordance with the guidelines for public notices 100% of the time.				
#/% public hearing notices submitted to newspaper	30/100%	30/100%	30/100%	30/100%
<i>Objective 1(c):</i> To respond to 100% Freedom of Information Requests within 15 business days.				
# Freedom of Information Requests received	4	4	4	4
% requests responded to within 15 days	100%	100%	100%	100%

COUNTY ADMINISTRATOR

The County Administrator’s Office provides services in the following areas: community relations, special projects/assignments, and administration of day-to-day operational activities.

Goals and Performance Measures

Supports Long-Term Goal(s): All Long-Term Goals

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide quality customer service to the citizens of Greenville County.				
<i>Objective 1(a):</i> To assign 99% of E-service requests to appropriate departments/agency within 24 hours of receipt and inform citizens regarding action taken on all requests within 7 business days.				
# requests received	1,050	1,050	1,050	1,050
% requests processed within 24 hours of receipt	99%	99%	99%	99%
# responses forwarded to citizens	1,050	1,050	1,050	1,050
% responses forwarded within 7 business days	99%	99%	99%	99%

COUNTY ATTORNEY

The County Attorney’s Office provides professional legal representation and administrative support for the County as an entity, members of County Council, elected officials and County employees in litigation either brought against the County or initiated by the County. The office reviews, approves as to form, and drafts legal documents which include deeds, contracts, leases, dedication instruments, security and performance bonds, various pleadings, bond issue documents, resolutions, ordinances, and acts. Services include, but are not limited to, the delivery and coordination of legal services for the County; processing and managing all tort claims; handling all County litigation through direct representation or coordination of insured matters; prosecution of code and zoning violations and vehicle forfeitures; representation before regulatory agencies, processing public finance, and economic development tax issues; and monitoring new legislation and compliance requirements.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition; V-Economic Development; VI-Comprehensive Planning

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide legal representation and administrative support for the County as an entity, elected officials and County employees, and to citizens on County-related matters.				
<i>Objective 1(a):</i> To process 90% of tort property damage claims within 30 days.				
# claims received	53	60	65	70
% claims responded to within 30 days	100%	100%	100%	100%
<i>Objective 1(b):</i> To respond to 100% of Freedom of Information Act requests within 15 working days of receipt.				
# Freedom of Information Requests	543	568	327	475
% requests responded to within 15 days	100%	100%	100%	100%
<i>Objective 1(c):</i> To maximize collection of monies owed to the County and minimize County costs associated with County system by actively seeking appropriate reimbursements, lien payments, unpaid landfill tipping fees and unpaid false alarm fees.				
annual collections	\$82,000	\$87,000	\$80,000	\$80,000

FINANCIAL OPERATIONS

The Financial Operations Division is responsible for maintaining the fiscal integrity of the County's accounting records and reports the results of its operations in financial position. Principal functions include timely processing of claims and payments to creditors; processing the biweekly payroll; maintaining all accounting records as accurately as possible; and preparing the Comprehensive Annual Financial Report.

The Office of Management and Budget analyzes, compiles, administers, and monitors the County's operating and capital budget to meet the requirements and directions of County Council, thereby serving the citizens of Greenville County while trying to meet their needs and keep taxes to a minimum. The Office also performs internal audit functions and grant administration for the County.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Budget				
Program Goal 1: To effectively communicate budget information to all interested parties.				
<i>Objective 1(a):</i> To be recognized nationally by the Government Finance Officers Association (GFOA) for the budget presentation and receive at least proficient ratings in each of the rated categories. The award is submitted in even years.				
Receipt of Distinguished Budget Award	Yes	N/A	Anticipated	N/A
Rating (all four categories)	Proficient	N/A	Proficient	N/A
<i>Objective 1(b):</i> To respond to budget information requests within 24 hours 99% of the time and to provide information to citizens, council members, and staff in a timely and effective manner.				
% quarterly operating reports prepared by due date	100%	100%	100%	100%
% accuracy in compiling budget/financial reports	99%	99%	99%	99%
# information requests	872	809	850	850
% requests answered within 24 hours	99%	99%	99%	99%
# budget transfer requests	572	550	550	550
% budget transfers completed within 24 hours	100%	100%	100%	100%
Program Goal 2: To provide conservative and accurate estimates regarding revenues and expenditures.				
<i>Objective 2(a):</i> To maintain a variance of 2% or less between estimated and actual revenues and expenditures.				
% variance in actual and projected revenues	0.80%	2.00%	2.00%	2.00%
% variance in actual and projected expenditures	1.30%	2.00%	2.00%	2.00%
Program Goal 3: To conduct internal financial and performance audits efficiently and effectively.				
<i>Objective 3(a):</i> To complete 100% of audits, based on requests from Council and administration and routine schedule audits and achieve agreement with offices on implementing at least 90% of recommended improvements.				
# audits completed	7	10	10	10
% recommended improvements implemented	100%	95%	95%	95%
Program Goal 4: To administer grants for Greenville County departments.				
<i>Objective 4(a):</i> To complete 100% of grant financial reports by the specified deadline.				
# grant financial reports completed	136	140	140	140
% grant financial reports completed by deadline	99%	100%	100%	100%
<i>Objective 4(b):</i> To ensure 100% reimbursement of grant expenses.				
% grant reimbursements received for expenses	100%	100%	100%	100%

Financial Operations - continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Finance				
Program Goal 1: To effectively communicate financial data and reports to interested parties.				
<i>Objective 1(a):</i> To be recognized nationally by the Government Finance Officers Association (GFOA) and receive the Certificate of Achievement for Excellence in Financial Reporting and receive a proficient rating in all categories.				
Receipt of Certificate of Achievement	Received	Anticipated	Anticipated	Anticipated
# categories	17	17	17	17
# categories with proficient rating	17	17	17	17
Program Goal 2: To effectively and efficiently provide financial services to vendors and internal departments.				
<i>Objective 2(a):</i> To image 100% of invoice billings within 14 days of invoice date.				
# accounts payable checks processed	60,152	60,500	60,700	60,800
% invoices imaged within 14 days of date	100%	100%	100%	100%
<i>Objective 2(b):</i> To complete 100% of payroll reports and bi-weekly payroll on established due date.				
# payroll checks issued	62,787	62,800	62,800	62,850
% payrolls issued on established due dates	100%	100%	100%	100%
% payroll reports filed by established due dates	100%	100%	100%	100%

FLEET MANAGEMENT

Although the Fleet Management Division operates as an internal service fund, it is also a division of the General Services Department, and thereby operates under the Department's mission statement. The Fleet Management Division provides cost efficient and timely routine maintenance, minor and major repairs and fuel distribution at the County's six fueling locations for the county's vehicle and equipment fleet. Services are provided to all internal County departments and are offered to several outside agencies.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To assist risk management to provide for overall safety and driver efficiency				
<i>Objective 1(a):</i> To reduce the number of County vehicle accidents by 5% annually				
# vehicle accidents	178	169	160	150
% annual reduction in accidents		-5.1%	-5.3%	-6.3%
<i>Objective 1(b):</i> To effectively communicate accident history data to the Accident Review Board and Safety Committee on a quarterly basis				
% quarterly reports provided on time	100%	100%	100%	100%
<i>Objective 1(c):</i> To evaluate equipment inventory values annually in order to obtain lowest premium rate				
% inventory evaluated annually	100%	100%	100%	100%
Program Goal 2: To attain A.S.E. (Automotive Service Excellence) Blue Seal operational status which requires 75% A.S.E. Technician Certification				
<i>Objective 2(a):</i> To maintain A.S.E. certification				
% completion of A.S.E. certification	95%	100%	100%	100%

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The Geographic Information System (GIS) Division is responsible for database development, management, maintenance, access, distribution of geographic information and related services. Geographic information (data) includes roads, real estate parcels, topographic contours, buildings, water bodies, landmarks, and railroads. Other principal functions of the Division include system coordination, project management, technical assistance to other County departments, and software development.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition; V–Economic Development; VI–Comprehensive Planning

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide accurate and timely geographic information to the user community.				
<i>Objective 1(a):</i> To increase data availability through a reduction in maintenance turnaround time to 1 day.				
Average data maintenance turnaround time	1 day	1 day	1 day	1 day
<i>Objective 1(b):</i> To process 98% of data changes within five days of recording.				
% changes processed within five days of recording	98%	98%	96%	96%
Program Goal 2: To provide state-of-the-art web tools for system access.				
<i>Objective 2(a):</i> To accommodate the growing number of website and web tool users and increase the daily website hits by 3% annually.				
Average daily website hits	250,000	260,000	275,000	285,000
% increase (decrease) in daily website hits	-	4.00%	5.76%	3.63%
Average visitors per day	1,900	2,100	2,200	2,300
Average hits per visitor	50	60	60	60
<i>Objective 2(b):</i> To have continuous improvement through software enhancement and data update interval reduction.				
# customer driven software and data improvements	8	2	3	3

INFORMATION SYSTEMS

The Information Systems Division assists departments in creating innovative solutions to meet both public and internal needs. The Division is responsible for supporting the primary information resources for the County and maintaining the network and workstation architecture needed to provide access to use these information assets. Information Systems serves as a consultant and strategic partner to all County departments to develop technical solutions in support of business functions. Technology initiatives currently in progress include network enhancements, pilot projects for imaging and work flow technology, expansion of Internet utilization to improve public access to County information and the integration of intranet to lend to a paperless environment.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide a state-of-the-art County integrated web page.				
<i>Objective 1(a):</i> To provide for increasing user demand and usage of the County's web page and increase web page hits annually by at least 1% annually.				
# web page hits received per month	450,000	460,000	480,000	500,000
% annual increase (decrease)		2.22%	4.35%	4.17%
<i>Objective 1(b):</i> To provide new and innovate web services for the County and increase web applications by at least 5% annually.				
# web applications	70	75	80	85
% annual increase (decrease)		7.14%	6.67%	6.25%
Program Goal 2: To provide an excellent system reliability and customer service for using departments.				
days.				
# help desk calls per month	3,323	3,435	3,575	3,600
# help desk calls resolved "same day"	2,704	2,919	3,028	3,060
% calls resolved "same day"	85%	85%	85%	85%
# help desk calls resolved within 2 days	3,149	3,160	3,289	3,312
% calls resolved within 2 days	92%	92%	92%	92%
# help desk calls resolved within 3 days	3,323	3,366	3,539	3,564
% calls resolved within 3 days	99%	99%	99%	99%
<i>Objective 2(b):</i> To minimize scheduled system downtime and maintain percentage uptime at 100% during scheduled available hours.				
% system uptime during scheduled available hours	100%	100%	100%	100%
# unplanned system restarts	0	0	0	0

PROCUREMENT SERVICES

The County of Greenville operates a centralized procurement system administered by the County's Procurement Services Division. This Division purchases all supplies, equipment, materials, and services in compliance with applicable laws, regulations, and County policies. Principle functions include processing departmental requisitions, preparing and issuing purchase orders, and preparing, negotiating and awarding bids, proposals and contracts.

Goals and Performance Measures

Supports Long-Term Goal(s): III—Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To increase the overall efficiency of the procurement process for the County.				
<i>Objective 1(a):</i> To increase the number of County employee participants using the procurement card by 5% annually.				
# employee participants using procurement card	285	302	312	322
% annual increase (decrease)		5.96%	3.31%	3.21%
<i>Objective 1(b):</i> To reduce the number of purchase orders under \$1,500 by 5% annually.				
# purchase orders under \$1,500 issued	108	83	73	63
% annual increase (decrease)		-23.15%	-12.05%	-13.70%
<i>Objective 1(c):</i> To prepare appropriate formal bids/proposals in accordance with ordinance and directives 100% of the time.				
# formal bids/proposals solicited	81	90	100	100
% formal bids/proposals solicited	100%	100%	100%	100%
Program Goal 2: To prepare, negotiate, administer and monitor County contracts.				
<i>Objective 2(a):</i> To maintain electronic files on all contracts including all related information and renewal dates.				
# contracts in the database	240	240	250	260

TAX SERVICES

The Real Property Services area of the Tax Services Division is responsible for locating, appraising, and listing all real property; appraising all licensed mobile homes in the county; receiving and qualifying applications for special assessment ratios; and producing an annual certified pool for ad valorem taxation of all properties within the jurisdiction of the County. The Division also performs all necessary functions to conduct a reassessment program, which assesses and reappraises real property within the county every five years as mandated by state law.

The Tax Collector’s Office of the Tax Services Division collects real, personal, motor vehicle, and other taxes and oversees their disbursement to all county, municipal, school, and special service districts.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Tax Collection				
Program Goal 1: To improve the property tax payment process for taxpayers.				
<i>Objective 1(a):</i> To utilize/increase personnel training annually				
# training sessions per year		2	6	8
Program Goal 2: To increase collection rate of delinquent taxes				
<i>Objective 2(a):</i> To implement debt setoff collection program for processing delinquent accounts				
# accounts completed	0	0	250	500
# boats and airplanes	15	45	60	75
Tax Assessment				
Program Goal 1: Process appeals				
<i>Objective 1(a):</i> To process appeals in a timely manner-objective 20 per day per appraiser				
# appeals processed (2016 reassessment year)	1,500	1,500	10,000	2,500
Program Goal 2: Begin Neighborhood field review in mass of real estate properties				
<i>Objective 2(a):</i> To compare data in CAMA system to actual data in field				
# of parcels compared	-	-	10,000	10,000
Program Goal 3: Create and define additional benefits of using GIS as an appraisal tool				
<i>Objective 3(a):</i> To review approximately 2000 neighborhoods				
# of neighborhoods reviewed	-	-	1,000	1,000

HUMAN RELATIONS

The Human Relations Commission is the local governmental body established to promote positive human and community relations, and equal opportunity by encouraging local resolution to local problems. The Board of Commissioners is composed of County citizens who serve voluntarily to establish policy and govern the activities of the Commission. Commissioners are appointed by County Council. The mission of the Human Relations Commission is to improve the quality of life in Greenville County by promoting harmonious relationships among diverse citizens in our community by promoting tolerance, understanding, and equitable treatment; identifying actual and potential areas of conflict; proposing and implementing solutions that promote harmony; and assessing the effectiveness of our services for our changing community.

Goals and Performance Measures

Supports Long-Term Goal(s): V-Economic Development; VII- Employment Diversity

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To enhance public awareness of rights and responsibilities under federal, state, and local housing laws which impact accessibility, safety, and affordability.				
<i>Objective 1(a):</i> To conduct 15 community awareness programs throughout the county on an annual basis.				
# educational workshops conducted annually	35	35	35	35
Program Goal 2: To resolve complaint and compliance issues in a timely manners.				
<i>Objective 2(a):</i> To resolve 99% of complaint and compliance issues within 10 working days.				
# complaints received	1,550	1,600	1,600	1,600
# complaints resolved within 10 working days	1,534	1,584	1,586	1,590
% complaints resolved within 10 working days	99%	99%	99%	99%
Program Goal 3: To increase public awareness of human relations programs and services.				
<i>Objective 3(a):</i> To disseminate information through media, literature, and website resulting in a 1% increase in persons assisted.				
# persons assisted through division	1,161,600	1,277,760	1,296,538	1,303,443
% increase in persons assisted		10.00%	1.47%	0.53%

HUMAN RESOURCES

The mission of Human Resources is to support Greenville County by providing human resource services, policies, practices, and systems to attract, develop and retain a highly competent and diverse workforce while championing safety and health. The Division is responsible for recruiting, maintaining employee records, training and development, employee relations, compliance, compensation, benefits, retiree services, workers' compensation administration, diversity and EEO oversight, safety, health, wellness and risk management.

Goals and Performance Measures

Supports Long-Term Goal(s): VII – Employment Diversity

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To maintain benefits that are above average in the work force at a cost that is reasonable.				
<i>Objective 1(a):</i> To maintain the cost of health care benefits at an affordable rate so that the average cost for County health care is more than 5% less than the market.				
The average cost of health care will not exceed the avg for the market (per employee per month)	\$916.18	\$926.21	\$1,011.31	\$1,069.03
Program Goal 2: To provide employee and managerial development programs.				
<i>Objective 2(a):</i> To provide employee enhancement training on a monthly basis and increase training participation by at least 1% annually.				
# trained employees	375	380	400	405
% increase (decrease) in full-time County staff trained		1.33%	5.26%	1.25%
<i>Objective 2(a):</i> To provide supervisory training on a quarterly basis and increase training participation by at least 2% annually.				
# supervisory personnel trained	510	575	500	500
Program Goal 3: To process human resource related transactions in a timely manner.				
<i>Objective 3(a):</i> To process 100% of personnel transaction forms within 3 days of receiving appropriate document, 100% of applications received within 5 days, and to process 100% of compensation transactions by established deadline.				
# personnel transactions	3,321	1,718	1,000	500
# of on-line personnel transactions (implemented FY201	27	3,000	4,000	4,000
# online applications received	7,805	7,000	8,000	8,000
# paper applications received	336	116	100	100
% applications processed within 5 days	100%	100%	100%	100%
# compensation related inquiries	1,450	1,450	1,500	1,500
% compensation inquiries resolved	100%	100%	100%	100%
# employee performance evaluations	1,898	2,548	2,600	2,600
% evaluations processed by 1st payroll in July	100%	100%	100%	100%
Program Goal 4: To promote a healthy productive workforce.				
<i>Objective 4(a):</i> To reduce the severity and frequency of workers comp accidents by 5% through improvements by audits and training.				
% reduction in frequency of workers comp accidents	0%	5%	5%	5%
<i>Objective 4(b):</i> To maintain 100% compliance with OSHA standards to insure a safe work environment.				
# OSHA noncompliance issues	0	0	0	0
<i>Objective 4(c):</i> To encourage a healthy lifestyle for all employees by offering at least 5 wellness initiatives annually.				
# wellness initiatives annually	8	11	14	14
Program Goal 5: To reduce exposure to the County of Greenville by maintaining a risk transfer program that adequately covers property and liability exposures through the placement of insurance as appropriate.				
<i>Objective 5(a):</i> To maintain appropriate amounts of property and liability coverages so that the total cost of risk is less than \$6.50 (total cost of risk = total of all premiums/total revenue)				
Total cost of risk	\$16.52	\$17.18	\$18.00	\$18.00

REGISTRATION AND ELECTION

The Registration and Election Division is responsible for registering all voters in Greenville County and placing them in the proper precinct, Senate, House, School, and Public Service Districts, special taxing districts, and City Council districts and/or municipalities. This division is also responsible for conducting local, state, and federal elections.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To ensure the integrity of the electoral process by maintaining accurate voter registration rolls.				
<i>Objective 1(a):</i> To conduct a proactive public information process that increases the total number of registered voters by 3% annually.				
# registered voters	289,000	298,000	312,000	320,000
% increase in number of registered voters	2.20%	3.11%	4.70%	2.56%
<i>Objective 1(b):</i> To record changes and make corrections to voter registration records and provide proper precinct assignments with 95% accuracy within 1 week of notification to Registration and Election Office.				
# changes in voter registration records	7,000	2,000	9,000	2,500
% errors in voter registration data	3%	2%	2%	2%
% accuracy	97%	98%	98%	98%
% changes in data made within 1 week	75%	80%	85%	90%
Program Goal 2: To ensure the integrity of the electoral process by administering efficient elections.				
<i>Objective 2(a):</i> To plan, organize, and execute elections within 150 days.				
# precincts supported	160	160	180	180
# elections held (including runoff & special)	8	3	5	2
Average time to execute an election	120 days	120 days	120 days	120 days

VETERANS AFFAIRS

The Veterans Affairs Office assists ex-service personnel, their families, widows, orphans, and parents in securing benefits to which they are entitled under the provision of federal legislation and the code of laws of South Carolina. In addition, the Office files and prosecutes all claims which have compensation, hospitalization, education, training and insurance benefits due under federal legislation. The Office takes an active stance in informing the public of veteran history by providing ceremonies during Veterans Day and Memorial Day to honor veterans for their sacrifices and by educating children of veteran accomplishments and history through school visits.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To assist veterans and their dependents with benefits and provide information on eligibility of programs.				
<i>Objective 1(a):</i> To increase community awareness of services offered by the Division by visiting and revisiting any and all agencies available who have a need to know veterans benefits and entitlements.				
# facilities visited	15	15	15	15
<i>Objective 1(b):</i> To refer 95% veterans/survivors claims to appropriate agency within specified timeframe.				
# new claims	6,037	6,037	6,037	6,037
# re-opened claims	2,200	2,200	2,200	2,000
# total claims	8,237	8,237	8,037	8,037
# claims referred within specified timeframe	8,237	8,237	8,037	8,037
% claims referred within specified timeframe	100%	100%	100%	100%
Program Goal 2: To enhance public awareness of veteran contributions and honor past and present veterans.				
<i>Objective 2(a):</i> To direct at least 3 veteran programs annually.				
# veteran programs	4	3	4	4

ANIMAL CARE SERVICES

The Animal Care Services Division operates a full service, open-admission animal shelter facility for the purpose of impounding and quarantining dogs and cats. The division provides adequate humane care, pet reclamation assistance, adoption, animal rescue, and spay/neuter services, benefiting county residents and more than 17,500 stray and unwanted animals each year. The division is also dedicated to protecting public health and welfare by keeping stray, dangerous and potentially diseased animals in a safe and controlled environment.

Goals and Performance Measures

Supports Long-Term Goal(s): V – Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To increase the live release rate at Animal Care to 90% or higher.				
<i>Objective 1(a):</i> To reduce animal euthanasia to 10% or less.				
euthanasia rate (%)	34.00%	32.00%	27.00%	23.00%
<i>Objective 1(b):</i> To increase animal adoption and rescue transfer rates to 80% or higher.				
% of adopted pets	25.00%	28.00%	31.00%	34.00%
% of animal rescue transfers	28.00%	28.00%	29.00%	30.00%
<i>Objective 1(c):</i> To increase the number of animals reclaimed by owner to 10% or higher.				
% owner reclaimed shelter animals	6.00%	6.00%	7.00%	7.00%
<i>Objective 1(d):</i> To increase the number of shelter animals with special needs placed in foster care as an alternative to euthanasia				
# of animals placed in foster care	3,243	2,600	2,800	3,000
Program Goal 2: To achieve a 10% reduction in the number of animals entering Animal Care by the end of FY2017.				
<i>Objective 2(a):</i> To spay and neuter 10,000 owned animals per year or more.				
# of public animal spay-neuter surgeries	9,166	9,300	9,400	9,500
<i>Objective 2(b):</i> To implement a Trap Neuter Release (TNR) program to reduce intake of free roaming/community cats.				
# of stray/seized cats entering Animal Care	8,657	8,600	8,400	8,200
<i>Objective 2(c):</i> To reduce owner surrenders through pet retention services(Safe at Home Pet Help Line and Pet Wellness Center)				
# of owner surrendered animals	2,662	3,000	2,800	2,600
# of Pet Wellness Center visits	1327	1300	1350	1400
<i>Objective 2(d):</i> To reduce stray animals entering Animal Care through proactive redemption strategies.				
# of animals brought in by Animal Control	7,978	9,000	8,000	7,500
#of stray animals brought in by the public	8,138	8,900	8,500	8,300
Program Goal 3: To enforce the county and applicable state laws, ordinances, and regulations concerning animal welfare animal control within the unincorporated areas.				
<i>Objective 3(a):</i> Reduce the # of court cases for animal control to under 2% of total # of cases.				
# of complaints received	7,244	7,200	7,200	7,200
# of cruelty complaints	1,117	1,000	1,000	1,000
# of court cases	196	350	350	350
% of court cases/complaints	2.70%	4.80%	4.80%	4.80%

ENGINEERING

The Engineering Division provides services related to road, bridge, and sign maintenance; capital improvements; pavement management; and subdivision construction activity. The Division is divided into four sections: Administration, Engineering, Northern Bureau, and Southern Bureau.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To maximize life expectancy of roads and their riding surface condition by ensuring that the road infrastructure within the County's inventory is built and maintained to acceptable industry standards				
<i>Objective 1(a):</i> To implement County Council's Prescription for Program road program and implement future paving program.				
# County maintained miles paved	23.0	25.0	25.0	25.0
average OCI of county paved road in paving program	73	70	70	70
# special projects built	1	1	1	1
# sidewalk projects constructed	0	4	4	4
linear feet of sidewalk repaired	0	500	500	500
linear feet of guardrail installed	500	500	500	500
<i>Objective 1(b):</i> To assist contractors and utility agencies with the local permitting process to ensure quality control of encroachments within the County's right-of-way by (1) performing 100% of warranty checks 9 months after construction; (2) processing 95% of encroachment permits within 24 hours; and (3) processing 100% of summary plat inspections within 5 days.				
# inspections made	794	900	1,000	1,000
% inspections performed within 9 months	90%	90%	90%	90%
# encroachment permits	1,232	1,300	1,400	1,400
# encroachment permits processed within 24 hours	1,000	1,200	1,300	1,300
% encroachment permits processed within 48 hours	81%	85%	85%	85%
% failure discovered	5%	5%	1%	1%
% summary inspections within 5 days	100%	100%	100%	100%
Program Goal 2: To anticipate customer service needs, eliminating the need to be reactionary to all complaints by providing a uniform level of service countywide for routine maintenance				
<i>Objective 2(a):</i> To maintain County paved roads for longevity and vehicular safety by providing (1) clearing of 100% of roads and bridges from snow/ice within 24 hours of snowfall; (2) removing 100% of fallen trees from the roadway within 8 hours of falling; and (3) patching 100% of potholes within 24 hours.				
# miles of County paved road	1,635	1,640	1,645	1,650
% roads/bridges cleared of snow within 24 hours	100%	100%	100%	100%
% fallen trees removed within 8 hours	100%	100%	100%	100%
tonnage of potholes repaired	2,180	2,200	2,300	2,300
% potholes repaired within 24 hours	90%	90%	90%	90%
# bridges replaced or repaired	10	10	10	15
linear feet of guardrail repaired	63	75	75	75
<i>Objective 2(b):</i> To maintain County dirt and gravel roads for longevity and vehicular safety by inspecting these roads on a quarterly basis and to maintain percentage of dirt roads requiring maintenance quarterly under 20%				
# miles non-paved roads	35	35	35	35
% miles non-paved roads maintained	10%	10%	10%	10%
% dirt roads requiring maintenance quarterly	20%	20%	20%	20%

Engineering - continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
<i>Objective 2(c): To maintain Greenville County's sign inventory to ensure vehicular safety and to install 95% traffic control signs within 30 days of request and street signs within 60 days of request</i>				
# street signs produced	1,000	1,000	1,000	1,000
# street signs installed/repaired	750	750	750	750
# traffic control signs installed/repaired	750	750	750	750
% street signs installed within 60 days	99%	99%	99%	99%
% traffic control signs installed within 30 days	99%	99%	99%	99%
Program Goal 3: To provide road/bridge and engineering services in a timely and efficient manner				
<i>Objective 3(a): To respond to citizen requests for road-related services by (1) installing 85% of driveway pipes within 10 working days of request; (2) processing 99% of road relinquishments applications within 120 days of request; and (3) processing 100% of private road inspections within 2 weeks of request.</i>				
# service requests received (not including ice storm)	4,000	4,500	4,500	4,500
# driveway pipes installed	31	35	35	35
% driveway pipes installed within 10 days	90%	90%	90%	90%
# road relinquishment requests	4	5	5	5
% requests processed within 120 days	75%	75%	75%	75%
# private road inspections requested	6	5	5	5
% private road inspections within 2 weeks	100%	100%	100%	100%
<i>Objective 3(b): To enhance quality of life by correcting drainage problems on citizen properties by (1) completing 50% of off-right-of-way drainage projects within 120 days of request; (2) responding to property owners within 10 working days 90% of the time; and (3) completing 100% of all neighborhood drainage projects.</i>				
# total off-right-of-way projects	76	75	75	75
# off-right-of-way projects completed 120 days	42	50	50	50
% off-right-of-way projects completed 120 days	55%	75%	75%	75%
% property owners contacted within 10 days	100%	100%	100%	100%
# neighborhood drainage improvements	9	6	5	5
% neighborhood drainage projects on time	100%	100%	100%	100%
<i>Objective 3(c): To implement the County's traffic calming program by (1) completing 75% of traffic count requests within 45 days of request; (2) reporting findings of multi-way stop requests within 45 days; and (3) verifying 85% of speed hump petitions within 1 week of submission</i>				
# traffic calming requests	171	200	250	250
# traffic counts taken	137	150	200	200
# speed hump petition issues (# returned)	6	5	5	5
% petitions verified within 1 week	100%	100%	100%	100%
# new speed humps installed	5	10	15	15

PUBLIC WORKS ADMINISTRATION

The Public Works Administration Division is responsible for the oversight of all divisions falling under the Community Development and Planning Departments.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide leadership, coordination, and customer service to all divisions as well as citizens and council members.				
<i>Objective 1(a):</i> To increase customer service by reducing the turnaround and response time to within 8 hours of a request				
# service requests	10	10	20	20
# service requests responded to within 8 hours	9	10	20	20
<i>Objective 1(b):</i> To maintain open communication, coordination, and collaborative approach to solving problems, ordinance updates, and customer service				
Program Goal 2: To act as staff liaison to Council committees, Planning and Development, Public Works and Infrastructure, and Planning Commission				
<i>Objective 2(a):</i> To provide up-to-date information and staff support, collaborative discussions, and workshops				
# meetings attended	85	85	90	90
Program Goal 3: To ensure that budgets are maintained and expenses held at a minimum				
<i>Objective 3(a):</i> To monitor budgets on a weekly basis to ensure spending is within limits				
monitoring of budgets	monthly	monthly	monthly	monthly
<i>Objective 3(b):</i> To work collaboratively in developing budgets and finding alternative solutions to funding projects through collaborative ventures that reduce costs, increase service, and save taxpayers money				
# partnerships and collaborative developed	30	40	50	60

PLANNING AND CODE COMPLIANCE

The Planning and Code Compliance Division is responsible for the administration and enforcement of several County ordinances and adopted codes, including the Animal Control, Zoning, Environment, Sign, Junkyard, and Adult Entertainment ordinances and the Property Maintenance code. The division is dedicated to the enforcement of building codes to safeguard the public health, safety and general welfare to life and property from fire and other hazards attributed to the built environment.

The Planning area serves the County of Greenville, the cities of Fountain Inn, Greenville, Greer, Mauldin, Simpsonville, Travelers Rest, the County Transportation Committee, the local planning commissions, and the Board of Appeals.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide building safety services in the best possible manner in the areas of general and manufactured housing permitting, commercial plan review projects, and inspection services of residential and commercial projects.				
<i>Objective 1(a):</i> To reduce the percentage of re-inspections to 20% or less.				
# inspections	54,764	59,388	60,000	60,000
# failed inspections	10,699	11,244	10,000	9,000
% re-inspections	19.54%	18.93%	16.67%	15.00%
<i>Objective 1(b):</i> To provide training for the inspection staff in excess of the 24-hour state mandated training (measured on a biennial basis).				
# base hours of training	108	108	132	132
<i>Objective 1(c):</i> To provide excellent customer service and achieve a rating of 3.3 or higher in all categories of the customer service survey (scale of 1-4 with 4 being the maximum rating)				
rating for professional demeanor	3.50	3.50	4.00	4.00
rating for timeliness of inspections	3.50	3.50	4.00	4.00
rating for consistency of inspections	3.50	3.50	4.00	4.00
<i>Objective 1(d):</i> To reduce the average plan review first review to 14 days or less				
# calendar days projects in system until 1st review	10	10	10	10
<i>Objective 1(e):</i> To increase the number of preliminary reviews so as to reduce the number of revisions submitted.				
% of preliminary reviews per project	20%	20%	25%	25%
preliminary reviews received	173	238	288	288
Program Goal 2: To provide timely and efficient investigations of request of nuisance, quality of life, zoning, signage and adult business regulations in the unincorporated areas of the county.				
<i>Objective 2(a):</i> To respond to possible code violations in a timely manner and gain compliance on 95% of cases prior to legal action				
# cases (cases may have multiple violations)	4,440	5,064	6,076	6,684
# violations	7,075	8,000	9,600	11,520
<i>Objective 2(b):</i> To identify, process through the unfit structure program, remove uninhabitable and dangerous structures from the community				
# new cases	56	62	50	50
# cases demolished by county	5	10	10	20
# cases demolished by citizens	5	5	10	10
# pending cases pending demolition	72	60	50	50

Planning and Code Compliance – continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
<i>Objective 2(c): To provide a minimum regulatory program for uncontrolled growth and to decrease force-cut properties by the county to less than 10% of the total cases</i>				
# cases	1,392	1,646	1,700	1,700
# cases cut by owner	1,191	1,426	1,500	1,500
# cases cut by county	201	220	220	220
% cases cut by county	14.44%	13.37%	12.94%	12.94%
<i>Objective 2(d): To provide educational community meeting regarding code enforcement</i>				
# community meetings attending/participating	55	66	70	70
Planning				
Program Goal 1: To provide comprehensive planning services for the County and municipalities				
<i>Objective 1(a): To maintain, update, and implement the Comprehensive Plan</i>				
# plans	1	1	1	1
<i>Objective 1(b): To conduct plans, programs, and studies focused on economic development, reinvestment, beautification, and revitalization of targeted areas</i>				
# of studies and projects	1	2	2	2
# of plans	1	1	1	1
<i>Objective 1(c): To continue and expand community planning program</i>				
# of community plans	6	7	7	8
<i>Objective 1(d): To maintain and update the official zoning map through rezoning administration services.</i>				
# of rezoning cases	50	80	80	80
Program Goal 2: To coordinate with public service agencies on infrastructure plans and on all new development				
<i>Objective 2(a): To actively participate in meetings of the Subdivision Advisory Committee</i>				
# meetings	8	10	10	10
<i>Objective 2(b): To assist in the development of sewer district expansion plan</i>				
# of plans	0	1	1	0
Program Goal 3: To develop and support planning initiatives at the County and Municipal level				
Board of Zoning Appeals				
# training sessions	12	12	12	12
# of meetings	50	60	60	60
<i>Objective 3(b): To assist local governments (Ft. Inn, Travelers Rest, Greer)</i>				
# of local governments served	3	3	3	3
<i>Objective 3(c): To provide educational outreach programs for municipal staff, commissioners, and the public</i>				
# of programs	16	16	16	16
<i>Objective 3(d): To facilitate the volunteer stakeholder committee meetings for Land Development regulation update</i>				
# of meetings	16	16	0	0
Program Goal 4: To provide effective transportation planning services in county and throughout Greenville Pickens Transportation Study area				
<i>Objective 4(a): To update and implement GPATS 25-year long range transportation plan</i>				
# region-wide public meetings	0	1	6	7
# of plans adopted by end of CY 2017	0	0	0	1
<i>Objective 4(b): To update and implement the GPATS -year Transportation Improvement program adoption of new program by June 2015 and end of CY 2017</i>				
# of project status presentations to GPATS committee	4	4	4	4
# of Guideshare projects implemented	14	11	10	6
# of Tap grants awarded	2	2	3	4

Planning and Code Compliance – continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
<i>Objective 4(c):</i> Update and implement GPATS annual Unified Planning Work Program in order to receive PL grant funding				
# of plans	1	1	1	1
# of local jurisdictions receiving PL grant funding	5	0	0	5
<i>Objective 4(d):</i> Support Council, Administration, and departments with assistance in transportation matters				
# of new development projects evaluated	3	5	7	9
# of citizen queries	50	60	70	80
Program Goal 5: To continue to grow the Keep Greenville County Beautiful program to effectively deliver litter reduction and community beautification programs.				
<i>Objective 5(a):</i> Implement public art and litter awareness campaign along the Swamp Rabbit Trail				
# of sculptures installed	0	2	2	1
<i>Objective 5(b):</i> Reduce roadside litter throughout the county through targeted education campaigns and community cleanups				
\$ grants and donations	\$20,000	\$20,000	\$20,000	\$20,000

PROPERTY MANAGEMENT

The Property Management Division is responsible for ensuring that all county facilities are maintained and operated at an optimum level in a cost effective manner while providing needed services, safety and comfort to tenants, County, State, Federal and City agencies.

Goals and Performance Measures

Supports Long-Term Goal(s): III–Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To keep all County owned/operated facilities open and operating to meet the needs of the County government and citizens of Greenville County				
<i>Objective 1(a):</i> To maintain facilities which are code compliant, safe, and operated at reasonable cost per square foot				
% requests responded to within 48 business hours	98%	98%	98%	98%
% routine facility inspections for maintenance and safety issues conducted	100%	100%	100%	100%
% planned maintenance activities on time and within budget	100%	100%	100%	100%
% scheduled renovations based on need/priority	100%	100%	100%	100%
# work orders completed - all facilities	3,394	3,500	3,500	3,500
Program Goal 2: To expand, enhance, and maintain security systems in county owned/operated facilities				
<i>Objective 2(a):</i> Continue in-house security effort, minimize outsource involvement from security companies				
% audits of all security systems and user IDs conducted	100%	100%	100%	100%
Program Goal 3: To expand conservation programs in all county facilities				
<i>Objective 3(a):</i> To reduce energy consumption, stabilize cost, and project a positive image through progressive energy management programs				
\$ electrical cost	1,526,649	1,597,638	1,645,567	1,649,493
\$ heat cost	337,379	350,000	354,247	354,247
\$ water cost	421,001	437,841	450,000	450,000
Program Goal 4: To establish electronic format for all facility floor plans				
<i>Objective 4(a):</i> Budget and contract with vendor for computerized drawing of all major facilities				
% of work with vendor complete	70%	100%	100%	100%
Program Goal 5: Enhance training for employees in area of hazardous materials and programs associated with these issues				
<i>Objective 5(a):</i> Provide in-house training and specialized training with trained professionals				
% training provided on asbestos inspections, reporting and record keeping; hazardous waste removal and containment	50%	100%	100%	100%

SOLID WASTE

Although the Solid Waste Division operates as an enterprise fund, it is also a division of the Community Development and Planning Department. The Solid Waste Division provides disposal, recycling, and collection and post closure services. Elements within these services include disposal operations, collection operations, recycling, and closed landfill maintenance. The mission of the Solid Waste Division is to provide customers with quality public services and facilities through innovative technology while meeting future challenges, protecting the environment, and conserving county resources.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To inspect, identify and manage Greenville Municipal Solid Waste (MSW) stream				
<i>Objective 1(a):</i> To effectively manage the MSW stream and provide proper disposal for additional waste due to increases in population by FY2017 with no increase in full-time heavy equipment operator positions				
# tons of MSW disposed in Class III	340,552	340,000	400,000	450,000
# tons of inert waste disposed of in Class II	80,540	82,000	85,000	90,000
# tons of yard waste processed into mulch	3,879	4,400	12,400	13,000
# tons of banned materials managed	3,747	4,500	5,000	5,000
# total tons managed	429,061	430,000	500,000	510,000
# full-time heavy equipment operator positions	12	12	12	12
# tons managed per employee	35,755	35,833	41,666	42,500
<i>Objective 1(b):</i> To provide qualified personnel to ensure compliance with federal, state, and local regulations as outlined in applicable permits with no violations or fines				
# facilities monitored for DHEC compliance	7	7	7	7
% employees maintaining DHEC certification	41%	41%	41%	41%
% compliance with DHEC permits/procedures	100%	100%	100%	100%
\$ fines for non-compliance with DHEC	\$0	\$0	\$0	\$0
Program Goal 2: To improve safety within the division				
<i>Objective 2(a):</i> To provide adequate training and mitigate risk so as to decrease the number of vehicle accidents and injuries by FY2017				
# risk assessments conducted annually	32	40	42	44
% employees attending compliance training	98%	96%	98%	98%
% employees attending weekly safety training	60%	60%	60%	60%
% risk assessments conducted annually	100%	100%	100%	100%
# vehicle accidents (on and off road)	0	3	2	2
# injuries	3	2	2	2

Solid Waste - continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 3: Meet the demands of increased convenience center usage created due to growth and changes in collection policies				
<i>Objective 3(a): To provide efficient collection of increasing MSW, recyclables and construction debris collected at the residential waste and recycling centers without additional capital or budget</i>				
# tons banned materials transported from remote drop-off locations	33,765	34,500	35,000	35,500
# banned material loads transported from remote drop-off locations	3,120	3,286	3,333	3,381
current transportation cost per load	\$230.00	\$205.00	\$200.00	\$195.00
# fte's to transport waste	5	4	2	2
<i>Objective 3(b): To maintain current customer service levels at the waste and recycling facilities</i>				
# continuing education units per employee (minimum 6)	4.2	4.5	6	6
Program Goal 4: To provide efficient collection of recyclables in the unincorporated area of the county				
<i>Objective 4(a): Improve the access and parking area around the containers to house additional containers</i>				
# containers located convenience centers and landfill	8	9	11	12
Program Goal 5: Address new landfill band on the disposal of electronic waste				
<i>Objective 5(a): Provide convenient recycling locations for electronic waste within current budget</i>				
maximize tons/load to offset packaging & recycling costs	8tons/load	2 tons/load	5 tons/load	8 tons/load
total tons managed	388	480	500	520
loads transported from convenience centers	485	400	334	288

STORMWATER - FLOODPLAIN MANAGEMENT

The Floodplain Management Division was developed in FY2012. The Division was developed from portions of other areas of the Community Development and Planning Department. This Division is responsible for floodplain management, watershed studies, floodplain buyouts and floodplain remediation to include bridge and culvert replacement in the various watersheds on county road crossings, stream banks, and floodplain restoration. In addition, the Division oversees the hazard mitigation plan and floodplain permitting.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To effectively administer and enforce regulations and programs that ensure any actions that would be detrimental to public safety and well being as it relates to development in the floodplain				
<i>Objective 1(a):</i> To limit variances issued in the areas of Special Flood Hazard				
total variances	1	1	1	1
# approved variances	1	1	1	1
# denied variances	0	0	0	0
# variances that have detrimental effect on floodplain	0	0	0	0
<i>Objective 1(b):</i> To continue the effective flood mitigation program through acquisitions and structural projects				
# proposed acquisitions	20	20	20	20
# successful acquisitions	15	15	15	15
# structural projects	10	10	10	10
<i>Objective 1(c):</i> To maintain continuing education hours for Certified Floodplain Managers within the division				
# hours (16 hours bi-annual required - 7 certified floodplain managers) 56 hrs/year 112 hrs/2 yrs	112	128	128	128
<i>Objective 1(d):</i> To review all development activity in the County				
# projects reviewed	425	450	450	450
# projects in the floodplain	70	75	75	75
<i>Objective 1(e):</i> General floodplain determinations received from the general public, realtors, banks, insurance companies				
# inquiries resulting in a review and determination of any flood zone	325	350	350	350

STORMWATER - LAND DEVELOPMENT

Services of the Land Development Division include reviewing the engineering plans for all land disturbing activities in the county prior to the issuance of a grading permit and inspecting sites to ensure that plans are being implemented as part of the Stormwater Management and Sediment Control Ordinance. The Division also handles tasks related to the NPDES permit. NPDES stands for National Pollutant Discharge Elimination System, which is the compliance system for the Clean Water Act. NPDES requires that all stormwater discharges that enter waters of the United States meet minimum federal water quality requirement.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To maximize life expectancy of roads and their riding surface condition by ensuring that the road infrastructure within the County's inventory is designed and built to the Land Development regulations				
<i>Objective 1(a):</i> To provide Inspection and plan review				
# subdivision road plans reviewed	37	12	15	15
% plans reviewed within 30 days	100%	100%	100%	100%
# subdivision inspections conducted	280	280	300	300
# subdivisions accepted	9	4	10	10
# bond expirations checked	120	130	125	125
<i>Objective 1(b):</i> Ensure sufficient funds are secured to complete the road infrastructure by obtaining financial securities from developers				
# new letters of security accepted	0	8	60	60
# 90 day renewal letters sent	60	72	80	80
# 30 day renewal letters sent	66	52	62	62
# draws made	0	0	0	0
# escrows accepted	0	8	10	10
# letters of credit reduction processed	0	0	2	2
# letters of credit renewed	50	60	65	65
Program Goal 2: To protect and strengthen the general water quality through effectual stormwater management strategies				
<i>Objective 2(a):</i> To ensure stormwater discharges from construction activity does not contribute pollutants to surface waters of the state				
# pre-design meetings held	188	200	200	200
# land disturbance permits issued	208	250	275	275
# stormwater/erosion control inspections made	2,579	3,000	4,000	4,000
# violations issued	60	60	80	80
# citations / consent orders issued	1	2	2	2
# land disturbance permits closed	119	120	120	120
<i>Objective 2(b):</i> To ensure existing stormwater management facilities are functioning as designed				
# inspections performed	1,361	1,240	1,210	1,210
# stormwater facilities non-compliant	235	230	225	225
# notices to property owners within 10 days of inspection	417	300	325	325
# stormwater facilities violations corrected within 90 days of notice	165	227	191	191

Land Development – continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Objective 2(c): To eliminate reported illicit discharges from the county's MS4				
# complaints received from public	32	24	36	36
# complaints verified and found to be illicit discharge	17	12	20	20
# illicit discharges found during routine detection	2	0	1	1
# enforcement visits made	25	16	25	25
# NOVs issued	17	12	20	20
Program Goal 3: To provide a prominent level of customer service and communication to the public on water quality issues				
Objective 3(a): To respond in a timely and effective manner to citizen concerns and complaints				
# complaint calls	174	132	125	125
# calls responded to within 24 hours	169	122	120	120
# complaints resolved in 14 days	87	70	62	62
Objective 3(b): To maintain open communication and education to the development community				
# training classes held for engineers	0	1	1	1
# co-sponsored training events offered to the development community	2	1	1	1
# co-permittee training events held	0	0	1	1
Objective 3(c): To approve and process plats in a timely and effective manner for recording in the Register of Deeds.				
# simple plats approved	466	1,096	1,200	1,200
# summary plats approved	11	14	15	15
# final plats approved	41	50	60	60
Program Goal 4: To ensure compliance with Land Development Regulations pertaining to creation of parcels and variance requests.				
Objective 4(a): To assist developers with the creation of new subdivisions				
# subdivisions approved by planning commission	26	16	20	20
# subdivisions denied	0	1	1	1
# withdrawn	0	2	2	2
Objective 4(b): Facilitate requests for variances for easement abandonments.				
# variances approved by planning commission	11	10	10	10
# variances denied by planning commission	0	0	1	1
# drainage easement abandonment approved	3	2	2	2
# drainage easement abandonment denied	0	0	1	1

STORMWATER - SOIL AND WATER

Services of the Soil and Water Division include providing technical assistance to landowners who have soil erosion and water quantity and water quality problems. In addition, the Conservation district also carries out an education program for all ages.

Goals and Performance Measures

Supports Long-Term Goal(s): II-Infrastructure

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To respond in a timely and effective manner to citizen requests for assistance.				
<i>Objective 1(a):</i> To provide technical and financial support to the urban community to conserve and improve natural resources				
# contacts (stormwater/drainage/stream bank)	1,400	1,400	1,400	1,400
# projects	17	12	12	12
# contacts (water and sediment problems)	302	350	350	350
<i>Objective 1(b):</i> To work with the agricultural community and conservation groups on the importance of stormwater management, water quality and conservation				
# acres of conservation plans written	1,031	1,100	1,100	1,100
# acres for cropland with conservation applied to improve water quality	457	500	500	500
# acres for grazing and forestland with conservation applied to project and improve the resource base	1,430	1,000	1,000	1,000
# EQIP contracts	15	15	15	15
# watershed dams	9	9	9	9
Program Goal 2: To educate the community on all facets of soil and water conservation and stormwater management				
<i>Objective 2(a):</i> To organize and initiate community awareness programs				
# displays at public events	10	10	15	15
# teacher workshops	3	5	6	6
# storm drains marked	1,000	1,000	1,000	1,000
# school programs	15	25	25	25
# civic organization and homeowners' association presentations	15	10	12	12
# monthly televised outreach appearances	12	12	12	12

DETENTION CENTER

The Greenville County Detention Center houses detainees for Greenville County and several municipalities.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To effectively manage overtime and operational expenditures to ensure fiscal responsibility of the division				
<i>Objective 1(a): To reduce budgeted overtime expenditures by 2%</i>				
\$ overtime expenditures	\$375,002	\$890,287	\$456,918	\$456,918
% increase (decrease)		137%	-49%	0%
<i>Objective 1(b): To control procurement of services and supplies in order to reduce operational expenditures</i>				
Complete implementation of Inventory Control				
Software	N/A	N/A	July 2015	N/A
Analyze usage/financial reports from the Inventory Control System to identify areas of concern	N/A	N/A	September 2015	N/A
<i>Objective 1(c): To control operational expenditures</i>				
Monitor and control waste of supplies and materials	\$1,737,893	\$1,737,893	\$1,703,135	\$1,703,135
Program Goal 2: To increase rated capacity in Adult Facility				
<i>Objective 2(a): To renovate the closed Juvenile Holdover area in Bldg II to create a rated communal housing area for 36 inmate beds to be completed during FY2016</i>				
Select a contractor and begin construction	N/A	N/A	August 2015	N/A
Complete construction	N/A	N/A	December 2015	N/A
Program Goal 3: To improve facility safety and security				
<i>Objective 3(a): Upgrade outdated video surveillance recording equipment in the main control room of Bldg II to improve safety and security of inmates and staff to be completed during FY2016</i>				
Select a vendor and procure the latest technology	N/A	N/A	September 2015	N/A
Have new security equipment installed	N/A	N/A	December 2015	N/A
Program Goal 4: To complete construction of a gymnasium at the Juvenile Detention Facility				
<i>Objective 4(a): To provide unencumbered space for activities for juvenile detainees to be completed during FY2016</i>				
Select a contractor and begin construction	N/A	N/A	July 2015	N/A
Complete construction	N/A	N/A	December 2015	N/A
Program Goal 5: To establish compliance with the Prison Rape Elimination Act (PREA) in Adult and Juvenile Facilities				
<i>Objective 5(a): To complete Pre-Audit activities by the October 2015</i>				
Complete checklist provided by PREA Resource Center	N/A	N/A	September 2015	N/A
Complete PREA training for staff, contractors, and volunteers	N/A	N/A	October 2015	N/A
<i>Objective 5(b): To complete PREA Audit by the end of calendar year 2015</i>				
Select auditor and schedule audit	N/A	N/A	December 2015	N/A
<i>Objective 5(c): To address any post audit concerns by June 2016</i>				
Receive PREA compliance letter	N/A	N/A	June 2016	N/A

FORENSICS

The Forensic Division is responsible for the documentation, collection and analysis of forensic evidence within Greenville County. Consisting of the Crime Scene Section, the Latent Fingerprint Section, and the Crime Laboratory, the Division uses cutting edge criminal detection technology to solve crimes.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To improve the quality of services offered by the latent print section through the use of technology, employee development, and experience				
<i>Objective 1(a):</i> To utilize the AFIS system and the experience of the latent print examiners to effect more fingerprint identifications leading to the solving of criminal cases by increasing the AFIS hit rate by 5%				
# cases searched on AFIS	1,954	2,000	2,010	2,020
# identification from AFIS	1,067	1,100	1,125	1,150
% AFIS hit rate	54.6%	55.0%	56.0%	57.0%
Program Goal 2: To improve the prosecution speed of drug cases by reducing the length of time drug evidence is kept in the laboratory				
<i>Objective 2(a):</i> To minimize the time drug evidence spends in the laboratory pending the completion of analysis				
average # of days evidence was in Drug Lab	2.94	2.75	2.55	2.35
Program Goal 3: To aid in solving crimes requiring DNA analysis and to complete cases in a timely manner with conclusive results				
<i>Objective 3(a):</i> To have each analyst complete 3 cases per month, depending on the complexity of cases				
# cases completed	115	126	145	180
# cases completed within 90 days	25	50	70	100
average # cases completed by each analyst per month	3.19	3.5	4	5
Program Goal 4: To provide in-house crime scene processing services to client agencies and enhance accountability of completing additional evidence processing workload for each Forensic Evidence Technician				
<i>Objective 4(a):</i> To have each Forensic Evidence Technician process at least 5 in-house cases each month, in addition to their normal call volume/evidence processing				
# in-house cases completed annually	399	500	550	550
avg # in-house cases completed by each technician/mo	4.5	5	5.5	6
Program Goal 5: To enhance accountability of evidence and management of inventory through data entry of property/evidence into the barcode system				
<i>Objective 5(a):</i> To have each property specialist enter at least 500 items each month in the barcode system				
# items entered	35,538	36,000	36,500	37,000

INDIGENT DEFENSE

The Indigent Defense Office is responsible for screening defendants to determine eligibility for court appointed counsel.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To maximize efficiency in the screening of criminal defendants to determine their eligibility to receive court appointed counsel and then appointing counsel when appropriate				
<i>Objective 1(a): To assign court appointed counsel to financially eligible defendants</i>				
# attorney assignments made	5,500	5,800	6,100	6,400

MEDICAL CHARITIES

The millage collected for Charity Hospitalization (Medical Charities) is dedicated to the medical operations of the Detention Center with remaining funds allocated to the State of South Carolina for indigent health care. The funds provide for the care of the county’s medically indigent and incarcerated prisoners within the Detention Center.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To meet or exceed all medical standards required by SC Standards for Local Detention Facilities				
<i>Objective 1(a):</i> To review annual standards required to ensure medical and mental health operations are within standards				
# inmate medical requests	24,244	25,456	26,730	28,065
# health & physicals performed for inmates incarcerated 14 days or longer	3,041	3,193	3,352	3,520
review inspection findings	Dec-14	Jun/Dec	Jun/Dec	Jun/Dec
# mid-level physician or dental exams	4,816	5,535	6,092	6,700
# patients under specialized observations	5,926	6,222	6,533	6,860
Program Goal 2: To provide trackable/documented improvement in Quality Assurance Plan as relates to the Medical and Psychological services rendered in facility				
<i>Objective 2(a):</i> To coordinate planning session with GC Info Systems to review feasibility of online QA process for reportability				
<i>Objective 2(b):</i> To review & implement suggested QA form for tracking purposes				
# patient records submitted for QA increase 5% annually	unknown	240	252	265
Program Goal 3: To offer continuing education to staff to meet needs of certification/licensure and to supplement knowledge focusing on current medical/mental health issues unique to the correctional environment				
<i>Objective 3(a):</i> To seek both internal and external presentations/speakers for providing information on new approaches and practices for medical/mental health care				
# direct contact educational programs offered in-house	2	2	3	4
# publication, online, or webinar based programs	15	16	18	24
# conferences attended off-site	3	5	5	6
Program Goal 4: To continue expansion of inmate self-services and programming that redirects staff to appropriate assignments				
<i>Objective 4(a):</i> Review of Health Services guidelines and inmate kiosk system to streamline provision of OTC medications and increase number of inmate participating in Self-Medication/Keep on Person program				
# housing area participants in KOP program	2	6	10	15
<i>Objective 4(b):</i> Re-establish 24hr advanced care within Intake & Release to conduct screenings on new arrivals prior to housing and offer health education geared towards improving wellness, self-care, and reducing overall health acuity				
# educational programs offered	27	28	29	31

RECORDS

The Records Division is the central repository for the receipt, storage, release, and disposition of found property, recovered stolen property and evidence, records, law enforcement records and emergency medical service records. In addition, the Division provides local criminal background checks and copies of accident and incident reports generated by the Sheriff’s Office and City Police Department.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To process and manage law enforcement records and detention records				
<i>Objective 1(a):</i> To process and enter 90% of all reports received from law enforcement into the computer system within the designated time frame				
# reports processed (incident & accident)	51,593	52,624	53,151	53,682
# supplemental reports processed	82,445	84,093	84,934	85,784
# total reports processed	126,585	127,222	129,766	132,362
% reports processed within 72 hours	73%	75%	77%	78%
% priority report processed within 24 hours	92%	94%	94%	94%
<i>Objective 1(b):</i> To improve public access to records by allowing citizens to submit requests via the County website and have access of certain automated reports				
Development of criteria of records accessible online	0%	5%	25%	50%
Design of County webpage link for credit card payment	0%	0%	25%	50%
% local background checks researched online	0%	0%	25%	50%
<i>Objective 1(c):</i> To improve management and accuracy of inmate booking records by implementing automation of data conversion from the Courts, imaging of booking documents at Intake, and quality control of records				
% quality control implementation and the Review and				
Identification of data automation for conversion	10%	20%	22%	25%
<i>Objective 1(d):</i> To implement electronic law enforcement reports by eliminating paper copies				
% electronic downloaded and stored digitally	95%	95%	95%	95%
<i>Objective 1(e):</i> To improve management and accuracy of scanned records by updating quality assurance process				
# law enforcement documents checked for accuracy	93,372	180,700	186,121	191,704
# detention documents checked for accuracy	458,748	481,865	490,500	505,215
# medical documents checked for accuracy	0	0	500	1,000
Program Goal 2: To provide maximum efficiency in managing the County and department records center storage facilities				
<i>Objective 2(a):</i> To review, identify storage, retrieval, and retention needs of County departments through consolidation of records to one location and to continue the inventory of current records stored.				
# total records stored (boxes, books, maps)	26,478	27,478	28,027	28,588
# records inventoried	3,110	3,172	3,235	3,300
% records inventoried	12%	15%	15%	15%
<i>Objective 2(b):</i> To work with Information Systems and county departments to identify potential record series/documents for electronic management and/or imaging applications in order to reduce stored records				
% review current record documents	0%	0%	2%	2%

EMERGENCY MEDICAL SERVICES

The Emergency Medical Services Division provides emergency services, concentrating on treating patients who are acutely ill or severely sick or injured and transporting patients to hospital emergency rooms. EMS maintains a high performance emergency communications and dispatch center. In addition, EMS provides the following special rescue services: vehicle and machinery extrication, hazardous materials response, confined space rescue, high angle rescue, trench rescue, helicopter rescue, dive rescue, and search services. The Division covers approximately 790 square miles of topographically diverse rural, urban, and suburban areas, and protects over 390,000 residents and visitors within the county.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide prompt and efficient emergent medical services to citizens and visitors of Greenville County				
<i>Objective 1(a): To provide appropriate and effective Advanced Life Support (ALS) measures successfully in cases requiring advanced medical care, success based on 90th percentile</i>				
# emergent calls	73,230	76,892	80,737	84,774
time of dispatch to time of arrival on scene	12:56	12:30	12:30	12:30
Program Goal 2: To improve the financial performance of Greenville County EMS				
<i>Objective 2(a): To facilitate claim submission or patient invoicing with improved collection rates</i>				
# billable calls	46,812	46,122	47,183	48,834
% billable calls to total reports	86%	83%	86%	88%
% billable calls to processed cases by billing vendor	90%	90%	91%	91%
total amount billed, net of allowances (000 omitted)	\$20,161	\$20,279	\$18,519	\$19,167
total amount received, net of allowances (000 omitted)	\$12,702	\$12,776	\$14,035	\$14,526
% collectibles	63%	63%	64%	64%
Program Goal 3: To continue to work collaboratively with DHEC, area hospitals and other healthcare partners to identify, develop, and implement community healthcare initiatives				

CIRCUIT SOLICITOR

The mission of the Circuit Solicitor’s Office is to serve Greenville County through fair, vigorous and effective representation of the people in all criminal matters and by preserving and protecting the rights of citizens while bringing those persons accused of crimes to justice. Services include prosecution of adults or juveniles waived as adults, pretrial intervention, preliminary hearings, civil forfeitures, extradition, entreatment, detainers, expungments, sentence violators, crisis intervention, crime-to-court assistance, domestic violence assistance, bond hearings, family court prosecution, and magistrate court prosecution.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To implement new case management software system to more effectively manage the increase in annual case volume and ensure compliance with SC Supreme Court case management directives.				
<i>Objective 1(a):</i> To decrease the percentage of cases over 18 months old as a percentage of total pending cases				
% of cases over 18 mos old as % of total pending cases	11.3%	10.8%	10.3%	10.3%
Program Goal 2: To strengthen prosecution cases by strengthening investigations.				
<i>Objective 2(a):</i> To provide one educational/training session annually for law enforcement officers in their area of work.				
# training sessions provided annually	2	2	3	3
# training cases provided annually	2	2	2	2
Program Goal 3: To increase collection of restitution for Greenville County Businesses.				
<i>Objective 3(a):</i> To provide one educational/information session annually for business groups and retail associations regarding the worthless check process.				
# sessions provided annually	1	1	2	2

CLERK OF COURT

The Clerk of Court's mission is to assist the Circuit and Family Courts and Master in Equity Court. Services of the Office include facilitation of court matters in the areas of civil records, criminal records, court support and accounting for three resident Circuit Court judges, two at-large Circuit Court judges and one county Master; and administration of Family Court in the areas of record maintenance, court-ordered support payments enforcement, coordination of dockets, and accounting.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To process all new civil, criminal, domestic, and juvenile cases and additional documents presented for filing in the Clerk of Court's office				
<i>Objective 1(a):</i> To process 98% of new civil cases and enter data into the case management system within 1 business day and to process 95% of additional documents for filing within 7 business days				
# common pleas cases filed	7,191	7,500	7,500	7,500
# common pleas cases filed within 1 day	7,165	7,350	7,350	7,350
% cases entered within 1 day	99.6%	98.0%	98.0%	98.0%
# additional documents filed	90,259	90,000	90,000	90,000
# additional documents processed within 7 days	67,867	85,500	85,500	85,500
% additional documents processed within 7 days	75.2%	95.0%	95.0%	95.0%
<i>Objective 1(b):</i> To process and enter 98% of new warrants within 2 days and 95% of additional court filings within 7 business days				
# new warrants	15,632	15,000	15,000	15,000
# new warrants processed within 2 days	15,631	15,000	15,000	15,000
% new warrants processed within 2 days	100.0%	100.0%	100.0%	100.0%
# additional court documents	73,031	75,000	75,000	75,000
# additional court documents processed within 7 days	57,890	71,250	71,250	71,250
% additional documents processed within 7 days	79.3%	95.0%	95.0%	95.0%
<i>Objective 1(c):</i> To process 98% of all new domestic and juvenile cases and enter the data into the system within 1 business day of filing and ensure processing of images for current year files and 2 previous years				
# new cases filed	6,652	6,500	6,500	6,500
# new cases processed within 1 day	6,652	6,500	6,500	6,500
% cases entered within 1 day	100.0%	100.0%	100.0%	100.0%
# current files imaged	5,447	6,500	6,500	6,500
# previous year files imaged	1,000	2,000	2,000	2,000
# loose documents imaged	423,966	600,000	700,000	800,000
Program Goal 2: To file, set hearings on motions and notify submitting parties in Circuit and Family Court in a timely manner				
<i>Objective 2(a):</i> To collect fees, file motions, set hearings and notify submitting party of hearing date on all motions within 2 business days in Circuit Court				
# motions filed	8,458	8,000	8,000	8,000
# motions set for a hearing in Circuit Court	2,642	2,900	2,900	2,900
% motions set for hearing within 2 days	100%	100%	100%	100%
\$ collected on motions	\$194,937	\$200,000	\$200,000	\$200,000

Clerk of Court - continued

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
<i>Objective 2(b): To collect fees, file motions, set hearings and notify submitting party on 100% of motions filed within 2 business days in Family Court</i>				
# motions filed	3,509	3,600	3,600	3,600
% motions set for hearing within 2 days in Family Court	100%	100%	100%	100%
\$ collected on motions	\$83,550	\$84,500	\$84,500	\$84,500
Program Goal 3: To attend all courts and perform courtroom functions as prescribed by law and directed by the presiding judge and the State Supreme Court				
<i>Objective 3(a): To provide staffing, resources and jurors for 100% of court terms and trials</i>				
# guilty pleas taken	5,511	5,500	5,500	5,500
# Common Pleas jury trials held	26	30	30	30
# General Sessions jury trials held	99	100	100	100
# non-jury trials held	30	25	25	25
# jurors summoned	6,812	7,500	7,500	7,500
# jurors appeared for service	2,373	2,400	2,400	2,400
% court terms supported	100%	100%	100%	100%
Program Goal 4: To collect and disburse all monies collected in Circuit Court and Family Court				
<i>Objective 4(a): To collect 100% payments presented to the Circuit Court and to disburse monies for fines and fees</i>				
# payments collected in Circuit Court	32,952	35,000	35,000	35,000
\$ amount of collections (\$000 omitted)	\$2,805	\$3,000	\$3,000	\$3,000
\$ disbursed to Greenville County (\$000 omitted)	\$1,023	\$1,200	\$1,200	\$1,200
\$ disbursed to State of SC (\$000 omitted)	\$2,400	\$2,000	\$2,000	\$2,000
% reports to Treasurer's Office by 5th day of the month	100%	100%	100%	100%
<i>Objective 4(b): To collect and disburse monies presented for payment of child support, alimony, restitution, fines and fees ordered to be paid to the Family Court</i>				
# payments collected in Family Court	270,822	276,238	281,763	287,398
# checks issued for disbursement in Family Court	250,238	255,242	260,348	265,555
% checks issued by next business day	100%	100%	100%	100%
\$ disbursed to Greenville County (\$000 omitted)	\$1,200	\$1,223	\$1,248	\$1,273
\$ disbursed to State of SC (\$000 omitted)	\$1,321	\$1,337	\$1,364	\$1,392
% reports to Treasurer's Office by 5th day of the month	100%	100%	100%	100%

MAGISTRATES

The twenty Greenville County Summary Court Judges (Magistrates) serve in ten courts throughout Greenville County. Magistrates are appointed to four-year terms by the Governor and have Senate approval. All summary courts are under the guidance of South Carolina Court Administration. Magistrates issue warrants, set bonds and hear criminal, traffic, and civil cases, as well as preliminary hearings and transfer cases for Greenville County. Generally, the criminal jurisdiction involves cases with a maximum fine of \$500 and/or 30 days in jail. Civil jurisdiction is limited to amounts less than \$7,500 and may include such matters as summons and complaints, landlord/tenant actions, trespass, sales of abandoned property and claim and delivery.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To dispose of traffic, criminal, and civil cases in a timely manner				
<i>Objective 1(a):</i> To dispose of 95% of traffic, criminal, and civil cases on an annual basis				
# cases filed annually	93,785	94,000	94,000	94,000
# cases disposed annually	91,180	92,865	93,000	93,000
% cases disposed annually	97.2%	98.8%	98.9%	98.9%

MASTER IN EQUITY

The Master in Equity Court hears cases referred or transferred by consent of attorneys or by Order of the Chief Administrative Judge of the Circuit Court. The mission of the court is to hear a broad range of non-jury civil lawsuits with a high degree of efficiency and professionalism. Services of the Master in Equity’s Office include hearing cases referred or transferred by consent of attorneys or by Order of the Chief Administrative Judge of the Circuit Court; scheduling pre-trial conferences and hearing pre-trial motions; researching applicable law, issuing written Orders, advertising foreclosure properties, coordinating and performing the monthly Master’s Sale, handling all post-trial motions, and coordinating and implementing any and all administrative matters necessary to the proper function of the office.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To effectively and efficiently schedule, hear and dispose of non-jury cases of the South Carolina Circuit Court				
<i>Objective 1(a): To dispose of 100% of all foreclosure cases within the required timeframe by law</i>				
% cases disposed within timeframe	100%	100%	100%	100%

PROBATE COURT

The mission of the Probate Court is to provide professional and compassionate service to the public through teamwork. Services of the Probate Court include the appointment of personal representatives and supervision of decedent estates, both testate and intestate; the appointment of conservators and guardians and the supervision of the estates and care of protected persons; the involuntary commitment of the mentally ill, chemically dependent, and mentally retarded; the approval of wrongful death settlements; the approval of minor settlements; litigation of estate and trust matters; litigation of matters concerning incompetent persons and minors; the issuance of marriage licenses; and the custodian of archival records of the foregoing.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition; V-Economic Development

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide modernization of court processes				
<i>Objective 1(a):</i> To provide electronic transmittal of marriage licenses to DHEC				
# marriage licenses transmitted electronically	0	0	3,500	3,500
<i>Objective 1(b):</i> To prevent identity theft through redaction of personal information in public records				
Redaction of imaged documents back to 1983	8,000	10,000	25,000	25,000
Program Goal 2: To provide accessibility and preservation of court records				
<i>Objective 2(a):</i> Improve ease of access by the public (consistent with privacy concerns) and staff and prevent loss/theft of documents or deterioration of records by imaging documents				
# closed files imaged	6,056	10,000	25,000	25,000
# pending estates imaged	0	2,000	2,000	2,000
# marriage licenses imaged	116,430	15,318	18,000	18,000
# microfiche imaged to preserve integrity/quality	0	0	650,000	650,000
<i>Objective 2(b):</i> To provide online access for at least 50 attorneys by the end of FY2017				
# attorneys tested and approved for program	0	5	50	50
Program Goal 3: To ensure all legal rights to protection of person and property of those subject to guardianships and conservatorships				
<i>Objective 3(a):</i> Investigate cases with protected persons under court's jurisdiction upon receipt of info indicating abuse/neglect				
# visits by investigator/volunteers	40	45	50	50
<i>Objective 3(b):</i> To create pattern orders to be issued from the bench to address emergencies related to the care of incapacitated citizens or their property				
# form orders developed using Hot Docs	30	35	40	45
<i>Objective 3(c):</i> To ensure prompt and accurate reporting to SLED of individuals disqualified from possession of firearms and ammunition				
# individuals reported to SLED upon finding incapacity	60	60	65	65
<i>Objective 3(d):</i> To establish standard operating procedure for professional conservators for submission of reports online to allow for viewing by Court, conservators or other interested persons				
# accountings/reports processed online	0	50	100	100

PUBLIC DEFENDER

The mission of the Circuit Public Defender is to serve Greenville County through representation of indigent citizens in criminal matters, to bring meaning to our laws, and to promote respect through equality of justice in our courts. The service of the 13th Judicial Circuit Public Defender Office provides legal representation to indigent adult and juvenile clients charged with offenses heard in the criminal courts within Greenville County, including General Sessions Court, Magistrates Court, Municipal Court, and Family Court.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To fulfill the mandates of the Constitution and our Courts by providing effective and efficient representation in the criminal courts of the State				
<i>Objective 1(a): To maintain appropriate caseload numbers that will enable the attorneys on our staff to accomplish our mission</i>				
# clients per lawyer, reduced to ABA recommended levels of 150 clients/lawyer	150-200	150-200	150-200	150-200

AUDITOR

The mission of the Auditor’s Office is to provide a complete listing and description of taxable and exempt real and personal property in the county by owner, type of property, location and assessed value. Services include setting millage for bond indebtedness, compiling millage sheets, authorization of additions, discoveries, omissions, abatements to the tax roll, accumulation and verification of manufacturing abatements.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition

	Actual	Projected	Target	Target
Performance Indicators	2014	2015	2016	2017
Program Goal 1: To provide services of the Auditor's office in a timely and efficient manner				
<i>Objective 1(a):</i> To allocate and manage resources within the office in a manner which ensures acceptable wait time for taxpayers and other customers (tax authorities, bond attorneys, accountants, etc.)				
<i>Objective 1(b):</i> To utilize technology to improve business processes within the Auditor's Office and allow for increased performance improvement measurability				

REGISTER OF DEEDS

The Register of Deeds was established by State Law to record and maintain land titles, liens and other documents relating to property transactions in Greenville County. The mission of the Office is to provide for the recordation, maintenance and availability of county records pertaining to real and personal property, such as deeds, plats, power of attorneys, and leases, in an efficient, economical manner. Services include providing and maintaining records dating back to the late 1700's; ensuring all documents meet requirements of SC Code of Laws; and recording documents, indexing, proofreading for errors, microfilming, processing and duplicating.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To provide outstanding customer service in the Register of Deeds office for Greenville County citizens				
<i>Objective 1(a):</i> To achieve a customer satisfaction rating of 5 (extremely satisfied) on a scale of 1 to 5 through the County's customer satisfaction survey with a yearly average of 95%				
% customer surveys with rating of 5	94%	95%	96%	97%
Program Goal 2: To educate and increase awareness of new electronic recording capabilities				
<i>Objective 2(a):</i> To increase percentage of e-recorded documents by 30% as of June 30, 2017				
% e-recorded documents	7%	14%	25%	30%
Program Goal 3: To increase the percentage of documents scanned and immediately returned to attorneys				
<i>Objective 3(a):</i> To increase the percentage of documents scanned and immediately returned by 48% by June 30, 2017				
% documents scanned and immediately returned	46%	47%	48%	48%
Program Goal 4: To increase volume of intradepartmental imaging and indexing services				
<i>Objective 4(a):</i> To increase volume of imaging services for various departments				
# of pages imaged for Probate Court	750,000	750,000	750,000	750,000
# of pages imaged for Land Development	7,500	7,500	7,500	7,500
# of pages imaged for Community Development & Plann	10,000	11,000	11,000	11,000
# of pages indexed for Probate - Marriage License	5,000	0	0	0
<i>Objective 4(b):</i> Continue ROD backing and scanning of old documents for availability online				
# of pages imaged	40,000	60,000	70,000	80,000
Increase years of backfiled documents to ROD public search site	2 years	2 years	3 years	3 years

TREASURER

The Treasurer’s Office was established by State Law to collect and disburse taxes, manage bond proceeds and debt service requirements, invest funds unnecessary for current expenses, receive various funds collected for County purposes, and file reports and summaries for various governmental entities. The mission of the Treasurer’s Office is to receive and disburse all county government funds accurately, efficiently, and effectively. Services of the Treasurer’s Office include money processing, fee collections, transaction recording for general ledger, disbursement of allocation of taxes, and management of debt payments for county and political subdivisions.

Goals and Performance Measures

Supports Long-Term Goal(s): III-Fiscal Condition

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To effectively manage revenues for Greenville County				
<i>Objective 1(a):</i> To provide daily monitoring of cash and daily posting of revenues and expenditures with reconciliations by the 15th of month for previous month activity				
% months with reconciliations by 15th	100%	100%	100%	100%
daily monitoring of cash needs	Yes	Yes	Yes	Yes
daily posting of revenues and expenditures	Yes	Yes	Yes	Yes
<i>Objective 1(b):</i> To disburse allocations by appointed time each month 100% of the time				
\$ tax allocation to tax districts (\$000 omitted)	\$247,000	\$247,000	\$247,000	\$247,000
\$ tax allocation to municipalities (\$000 omitted)	\$63,000	\$63,000	\$63,000	\$63,000
% disbursements on 15th of month	100%	100%	100%	100%
\$ state accommodations allocation (\$000 omitted)	\$710	\$710	\$760	\$760
% allocations within 24 hours of request	100%	100%	100%	100%
\$ local accommodations (\$000 omitted)	\$1,286	\$1,286	\$1,400	\$1,400
% local accommodations by 5th of month	100%	100%	100%	100%
\$ deed stamp disbursements (\$000 omitted)	\$4,191	\$4,191	\$7,300	\$7,300
% deed stamp disbursements by 20th of month	100%	100%	100%	100%
\$ school district disbursements (\$000 omitted)	\$123,348	\$123,348	\$123,348	\$123,348
% school district disbursements within 24 hours	100%	100%	100%	100%
<i>Objective 1(c):</i> To achieve maximum interest rate for investments of excess funds				
Interest - State Treasurer's Investment Pool	0.25%	0.25%	0.25%	0.25%
Interest - Treasurer's Portfolio < 5 years	0.90%	0.90%	0.90%	0.90%
<i>Objective 1(d):</i> To make debt retirement payments no more than 12 hours prior to date due without incurring late fees				
% debt retirement payments no more than 12 hrs prior	100%	100%	100%	100%
# late fees incurred	0	0	0	0
<i>Objective 1(e):</i> To process 100% of hospitality tax payments within 24 hours				
% hospitality tax payments processed in 1 day	100%	100%	100%	100%

CORONER

The Coroner's Office investigates all deaths of a violent nature occurring in Greenville County and all natural deaths unattended by a physician. The mission of the Office is to provide the best possible death investigation for all deaths that are Coroner/Medical Examiner cases.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To investigate death/crime scenes in Greenville County, including homicides, suicides, accidental, those of a suspicious nature, and deaths of persons who die without a physician in attendance.				
<i>Objective 1(a):</i> To perform death scene investigation in conjunction with other agencies				
% deaths investigations completed	90%	90%	95%	100%
<i>Objective 1(b):</i> To complete investigations and obtain autopsy and toxicology results of routine cases within 60 working days.				
% investigations completed in 60 working days	85%	90%	95%	100%

MEDICAL EXAMINER

The mission of the Medical Examiner’s Office is to determine cause and manner of all deaths due to trauma, suicide, a suspicious nature or without a physician in attendance in Greenville County. Services include determining cause and manner of all deaths in Greenville County, of a violent, unnatural, or suspicious nature or those occurring without a physician in attendance; and providing forensic expertise to law enforcement, the coroner, the judicial process and the citizens of Greenville County.

Goals and Performance Measures

Supports Long-Term Goal(s): 1-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To investigate deaths within Greenville County, including homicides, suicides, accidents, suspicious deaths, and natural deaths without a physician in attendance, and perform external examinations and autopsies to determine cause and manner of death in a timely manner				
<i>Objective 1(a):</i> To complete 95% of routine autopsies within 60 working days				
# medicolegal autopsies	300	310	310	310
# medicolegal autopsies completed in 60 days	285	295	295	295
% completed in 60 days	95.0%	95.2%	95.2%	95.2%

SHERIFF

The Sheriff’s Office provides direct law enforcement services to the citizens of Greenville County. The mission is to provide services to the citizens which meet or exceed the standards established for professionally accredited law enforcement agencies; to provide equal enforcement and protection of the law, without prejudice or favor; to establish goals in partnership with the community, and to prioritize problems based on community concerns; and to contribute to the preservation and improvement of the quality of life in Greenville County. Services include responding to and directing or dispatching E911 calls for the Sheriff’s Office, EMS, Highway Patrol and fire departments; providing court security, prisoner transportation, apprehension and extradition of fugitives, service of criminal and civil process, and environmental enforcement and services; maintaining order, preventing crime, responding to emergency and routine calls for service, investigating crimes and apprehending violators; providing specialized criminal investigations; coordinating the E911 telephone communications system.

Goals and Performance Measures

Supports Long-Term Goal(s): I-Public Safety

Performance Indicators	Actual 2014	Projected 2015	Target 2016	Target 2017
Program Goal 1: To increase the number of arrests, cases cleared and warrants served				
<i>Objective 1(a):</i> To increase the number of personnel assigned to warrant service by improving the deployment of personnel in the judicial services division to handle warrant service through recessed court.				
% increase of active criminal warrants served	1%	3%	3%	3%
<i>Objective 1(b):</i> To decrease the number of personnel vacancies in public safety positions				
# interview boards for new deputies and communication specialists	8	8	9	9