

# Corporate Strategy Objectives and Definitions

## Serve the Customer *“What is our mission and vision?”*

Objective	Definition	Measure
Reduce Crime	Decrease crime with community oriented policing and other strategies that target crime categories or offenders	Crime rate
Increase Perception of Safety	Improve perception of safety by enhancing police community problem solving partnerships, improving neighborhood appearance and addressing neighborhood decay and nuisances	Perception of safety survey
Strengthen Neighborhoods	Deliver planning, infrastructure, environmental safety and capacity building investments to improve and sustain the quality of life in neighborhoods	Quality of Life survey
Provide Transportation Choices	Provide programs and services to expand travel choices and increase use of alternative modes of transportation	Pavement condition survey rating Vehicle miles traveled Transit ridership Miles of new sidewalk
Safeguard the Environment	Provide programs and services to protect and improve the City's land, water, air, and natural resources	Air quality Water quality Resource conservation
Promote Economic Opportunity	Provide programs and services to enhance the quality of life and make Charlotte an attractive location for quality jobs and businesses	Business retention and expansion Minority, Women, and Small Business Enterprises participation

**Run the Business “At what processes must we excel to achieve the mission and vision?”**

Objective	Definition	Measure
Develop Collaborative Solutions	Elevate citizen service above key business unit customer service. Develop internal and external partnerships to solve problems and share control in leadership, planning, accountability, risk and reward	Document collaboration challenges and successes
Enhance Customer Service	Improve service delivery to internal and external customers. Provide services that are accessible, responsive, courteous and seamless	Citizen survey
Optimize Business Processes	Analyze key business processes to ensure alignment to organizational business strategies and priorities and apply shared technologies to improve service delivery, increase operational efficiencies and control cost.	Identify processes for study Document how processes work to prepare for redesign Align/redirect existing funds to priorities Improvements achieved

**Manage Resources “How do we ensure value in achieving the mission and value?”**

Objective	Definition	Measure
Maintain AAA Rating	Pursue fiscal policy that will maintain the City's AAA credit rating	Maintain target bond rating
Delivery Competitive Services	Ensure value and quality of services by being productive and efficient. Maximize public resources through benchmarking, competition, privatization and optimization.	Benchmarking results Dollar value of services subjected to competition/ optimization
Expand Tax Base & Revenues	Increase available revenues by expanding tax base through residential and business development. Seek funding partnerships and other revenue sources to lessen reliance upon property taxes.	Grants awarded New revenue sources approved Building permit value in targeted areas
Invest in Infrastructure	Support priorities by optimizing existing infrastructure and creating new infrastructure, including streets, technology, equipment and facilities. Ensure capital and land use investments are consistent with Smart Growth principles	Technology funding aligned to priorities (\$) Evaluate technology infrastructure Percent of Capital program funded (\$)

**Develop Employees “How do we develop employees to respond to the mission and vision?”**

Objective	Definition	Measure
Achieve Positive Employee Climate	Strengthen work-life environment where employees are empowered, motivated and productive	Employee survey
Recruit & Retain Skilled, Diverse Workforce	Select and retain qualified and diverse workforce to meet community needs	Employee turnover
Promote Learning & Growth	Maximize employee development through training opportunities. Create a learning environment where employees are encouraged to test ideas and explore new methods	Employee survey % of employees receiving formal training