



CITY OF PORTLAND STRATEGIC OPERATING PLAN

OPERATING VISION

A city recognized for its exceptional family life, safety, extremely clean appearance, well maintained infrastructure, expanded municipal service menu and moderate cost of living through the promotion of economic development

PHILOSOPHY OF GOVERNMENT

The City of Portland shall provide services and levels of service demanded by the majority of its citizens with the smallest government possible for the least possible cost. The City Council, Staff and employees pledge to:

1. Comply with local, state and federal law.
2. Meet or exceed ethical and professional standards.
3. Meet their fiduciary responsibilities.
4. Be concerned, courteous and responsive when dealing with the public.
5. Fully inform, involve and utilize a talented citizenry.
6. Project a positive image and promote the City whenever possible.
7. Place the interests of the City and the needs of the citizens before their own.
8. Promote professional development and innovation that improves the provision of City services.

OPERATING PRINCIPLES

1. Revenue projections must be minimized and cost estimates maximized to ensure budget integrity.
2. The size and cost of day to day government must be maintained to the extent possible until the revenue base diversifies and expands through development.
3. True cost-benefit analysis should be conducted before decisions are made to annex land, acquire more property, construct new facilities, raise service levels or deliver additional services.
4. Services that have questionable strategic value and benefit a limited number of citizens should either be eliminated or the costs associated with their delivery should be borne by the citizens who benefit.
5. Expenditures associated with the maintenance, repair and rehabilitation of the infrastructure must increase.
6. A minimum 3-month reserve must be maintained in every budgetary operating fund.
7. The General Fund Reserve and Water/Wastewater Enterprise Fund Reserve may be used to finance capital projects (improvements and recurring capital maintenance projects) when minimum balances have been exceeded.
8. Utility rates should be designed to finance truly segregated (water and sanitary sewer service) day to day costs, debt service, unforeseen capital repairs and if possible, recurring capital maintenance.
9. Facilities that have questionable value, benefit a limited number of citizens and generate more costs than revenue should be eliminated.
10. Opportunities to secure public grants-in-aid, private contributions and sell surplus property should be fully exploited.
11. The waiver of recreation facility user fees should be minimized.