

## STRATEGIC OPERATING PLAN

*The Portland City Council has adopted its vision, philosophy and operating principles and has directed the City Manager to apply the plan to all facets of day-to-day city operations.*

### OPERATING VISION

A city recognized for its exceptional family life, safety, civility, extremely clean appearance, well maintained infrastructure, expanded municipal service menu and moderate cost of living through the promotion of economic development that is beneficial to the long term well-being of the community.

### PHILOSOPHY OF GOVERNMENT

In all ways possible, the City of Portland functions as a business with city services as its product and citizens as its customers. 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:

- Comply with local, state and federal law
- Meet or exceed ethical and professional standards
- Meet our fiduciary responsibilities
- Recognize that government can't do everything for everyone
- Be concerned, courteous and open when dealing with the public
- Keep our public informed of important issues.
- Project a positive image, continuously promoting the City and competing for distinction and institutional recognition whenever possible
- Place the interests of the City and the needs of our citizens before our own
- Ensure that special interests, resident or non-resident, are not promoted to the detriment of the City or its citizens
- Cooperate, collaborate and coordinate locally, regionally and statewide to the extent possible
- Promote professional development and innovation that supports our employees and improves our services to the public.

## OPERATING PRINCIPLES

We have clearly defined principles that guide our actions because we understand that our decisions affect our citizens, employees and the community we serve:

- Revenue projections must be minimized and cost estimates maximized to ensure budget integrity
- The size and cost of day to day government must be maintained to the extent possible
- 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
- Whenever possible, services that have questionable strategic value and/or benefit a limited number of citizens should either be eliminated or the costs associated with their delivery borne by the citizens who benefit from those services
- The City must allocate sufficient resources to repair and maintain infrastructure thereby protecting the public's investments in its assets
- A minimum 3-month reserve must be maintained in every budgetary operating fund
- The General Fund Reserve and Water/Wastewater Enterprise Fund Reserve may be used to finance planning initiatives or capital projects (improvements and/or recurring capital maintenance projects) permitted by law when minimum balances have been exceeded
- 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
- Facilities that have questionable value, benefit a limited number of citizens and generate more costs than revenue should be eliminated
- Opportunities to secure public grants-in-aid, private contributions and sell surplus property should be fully exploited
- The waiver of recreation facility user fees should be minimized to the extent possible and prohibited in the case of fundraisers
- Existing policies, rules and regulations should be continuously reviewed to ensure present day relevance, fairness and appropriateness
- Opportunities to identify, cultivate and secure desirable economic development prospects should be fully exploited, be they within the city limits, within the extraterritorial jurisdiction or just beyond. However, demands made by such prospects for financial incentives should only be met when there is a compelling purpose
- The delivery of business and development services should be streamlined as well as expedited

- Sensible “Green” policies, programs and projects should be promoted
- Goods and services should be locally purchased as long as doing so does not compromise quality, quantity or cost
- Significant services delivered through private sector contracts or interlocal governmental agreements should be internally proposed or bid, competitively proposed or bid and continually reviewed to ensure outsourcing is the most appropriate means of delivery
- Technological advances that increase effectiveness, promote efficiency, improve customer service or reduce costs should be fully exploited

Amended by Resolution 682 on June 3, 2014