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City Council Work Session

Council Work Session

Budget and Finance

📅 February 18, 2025 2:00 pm – 4:30 pm

Available Online

Previously scheduled February 12, 2025 10:30 a.m. to 1:00 p.m.

Council in attendance:

- Councilor Avalos
- Councilor Dunphy
- Councilor Kanal
- Councilor Pirtle-Guiney
- Councilor Ryan
- Councilor Koyama Lane
- Councilor Morillo
- Councilor Novick
- Councilor Clark
- Councilor Green
- Councilor Zimmerman

Meeting materials:

📎 [Presentation](#) 3.15 MB

Submit written comments to Council by filling out the [budget comment form](#).

Council Chamber doors open to the public 15 minutes before the meeting starts. Learn more about [visiting City Hall to attend a Council meeting](#). Watch the live broadcast on [YouTube](#), on the [Open Signal website](#), or on cable TV (Xfinity Channels 30 and 330, CenturyLink Channels 8005 and 8505).

Work sessions are public meetings related to a specific topic where information is presented to Council. Council does not vote or take any action; public testimony is not taken. The public and press may attend work sessions when held in person or watch the live broadcast online or on cable TV.

Location

City Council Chambers

1221 SW Fourth Avenue
Second Floor Auditorium
Portland, OR 97204

[Get Directions](#)

[More about this location](#)

Contact

Jonas Biery

Deputy City Administrator -
Budget & Finance Service Area

✉ jonas.biery@portlandoregon.gov

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**City of
Portland**

Budget & Finance

City Council Work Session

Feb. 18, 2025



Agenda

01 Service Area at a glance (15 min)

02 About the Bureaus/Divisions (60 min)

Revenue Division

Treasury & Public Finance

Business Operations

Accounting

Grants Management

Risk Management

Q&A break (20 min)

Fire & Police Disability and Retirement

Small Donor Elections

City Budget Office

03 Council Q&A

Leadership Team



Jonas Biery

DCA of Budget &
Finance



Ruth Levine

Director of the
City Budget Office



Sam Hutchison

Director of Fire & Police
Disability and Retirement



Susan Mottet

Director of Small Donor
Elections



Thomas Lannom

Director of the
Revenue Division



Brigid O'Callaghan

City Treasurer



Sheila Craig

Grants Manager



John Maloney

Accounting Controller



Aaron Rivera

Business Operations
Division Manager



Patrick Hughes

Risk Manager



Juan Carlos Ocana-Chiu

Racial Equity
Program Manager



Carrie Belding

Interim Communications
Manager

Budget & Finance at a glance

Objectives

1. Maintain basic financial operations, without disruption.
2. Identify and address risks and inefficiencies in the City's financial systems.
3. Improve consistency and quality of service.
4. Increase transparency to the public.
5. Promote collaborative financial leadership and decision-making.

Structure

Six Divisions

- Revenue
- Treasury & Public Finance
- Business Operations
- Accounting
- Grants Management
- Risk Management

Three Bureaus

- Fire & Police Disability & Retirement
- Small Donor Elections
- Budget Office

Groups Served

Mayor and Council

City Bureaus and Programs

Community-Based Organizations

Portlanders

Code of Ethics

Integrity

Transparency

Consistency

Fairness

Inclusion

By the Numbers

- 298 Employees
- \$1.0B Annual Budget

| Fund Type | Bureau Operating Expenses | Contingency, Outgoing Fund Transfers, and Debt Service (with Reserves) | Total |
|--|---------------------------|--|-------------------|
| Capital Projects (LID Fund) | \$1.7M | \$41.6M | \$43.3M |
| Debt Service | \$13.5M | \$179.6M | \$193.1M |
| General Fund | \$64.5M | \$137.2M | \$201.7M |
| Internal Service (Insurance, Claims, Workers Comp) | \$26.1M | \$34.6M | \$60.7M |
| Special Revenue (General Reserve, Cannabis, Elections) | \$127.6M | \$154.2M | \$281.8M |
| Trust Pension (FPDR) | \$205.2M | \$55.4M | \$260.6M |
| Sum: | \$438.6M | \$602.6M | \$1,041.2M |

Arrayed by Fund Type, this table shows the *types of expenses* the revenue pays for— arrayed by categories used in our Appropriations Schedule (established by State Budget Law)

Revenue Division

We collect \$1.55 billion annually on behalf of the City of Portland Gen. Fund & bureaus, Metro, Multnomah County, Travel Portland, Enhanced Service Districts, and others.

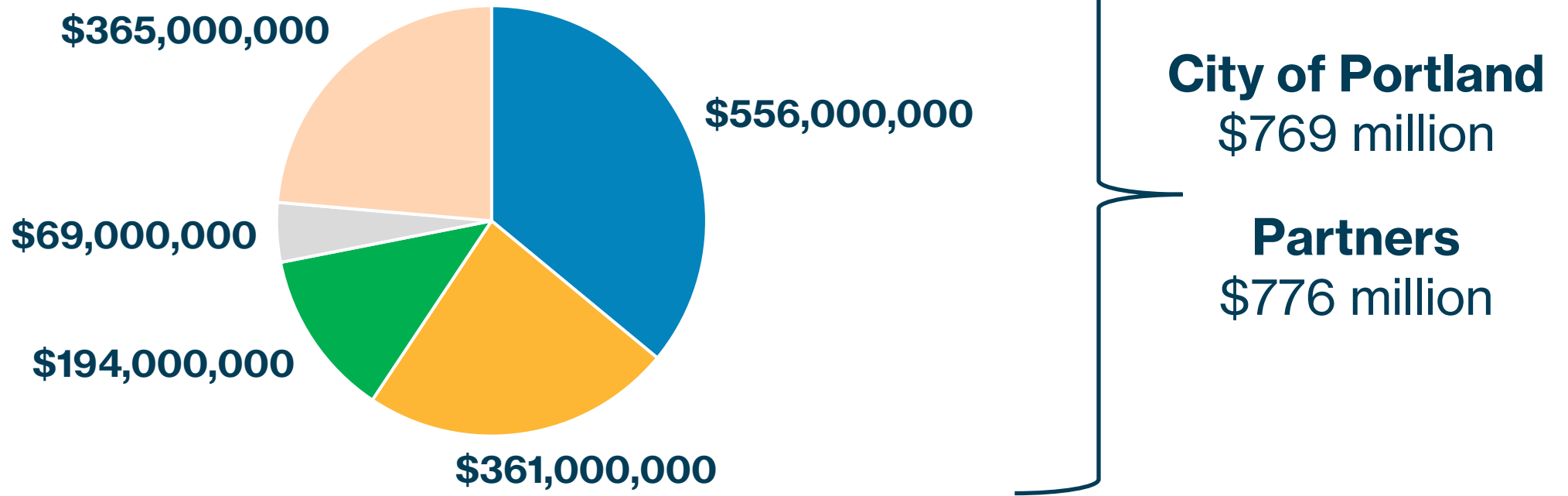
Work Teams (149 FTE):

- Tax Division (106 FTE)
- Audit and Accounting Division (23 FTE)
- Business Solutions Division (17 FTE)
- Director, Policy and IRS Data Security (3 FTE)

FY24-25 Budget: \$37.8 million (Operations)



Total Revenue Collected for FY24-25: \$1.545 billion



- Metro, City, & County Business Income Tax
- Metro, City, & County Personal Income Tax
- PCEF Surcharge
- Portland/MultCo Hotel & Motel Taxes
- All other taxes and fees

By the Numbers



1 million
notices mailed
annually



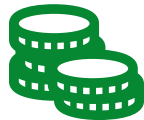
116,000
calls
received



30,000
emails
exchanged



492,000
tax returns
processed



1.8 cents
spent per
dollar
collected



\$55
received for
every dollar
spent

Key Initiatives

- Taxpayer outreach and customer service improvements
- TurboTax (Intuit) and other tax prep software expansion in 2025
- Consolidating revenue collection platforms (current effort: City liens)



Treasury & Public Finance Divisions

We provide centralized banking, investment management and debt financing services for all City programs. The Treasurer is also the administrator of the City's foreclosure sale process.

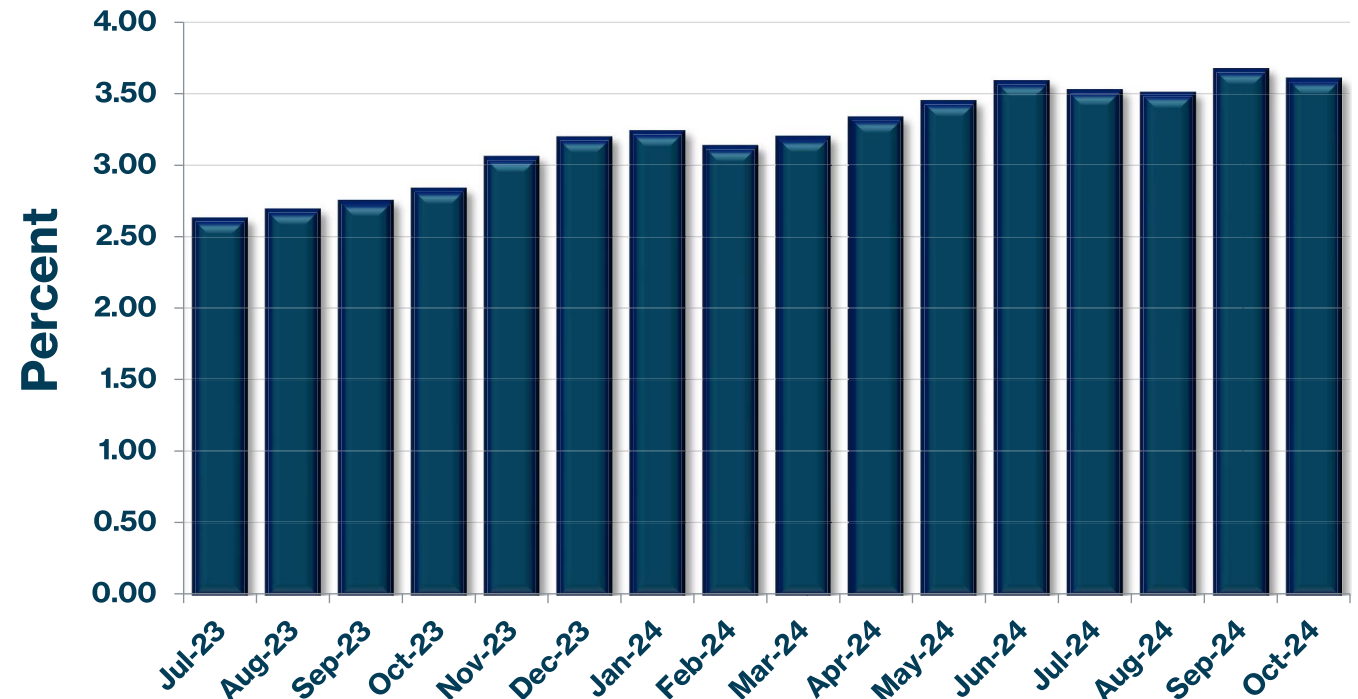
FY24-25 Budget: \$3.5 million (Operational)

Treasury Team: (5.5 FTE)

Manages a citywide investment portfolio of approximately \$3.2 billion.

- Earned \$101 million in Fiscal Year 2023-24
- ✓ *Paid directly to City Bureaus and program budgets*

City of Portland Portfolio Yield History



Treasury & Public Finance Divisions

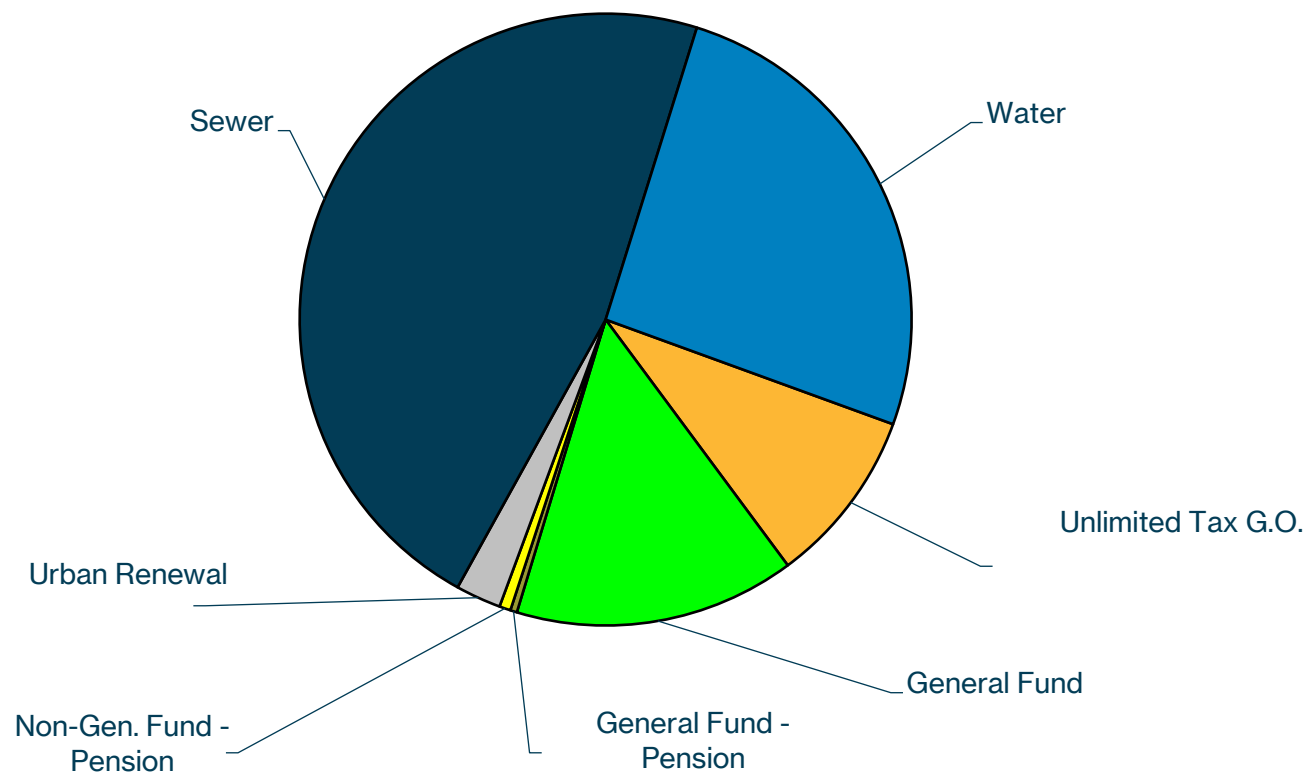
Public Finance Team: (3.5 FTE)

Manages approximately \$2.9 billion of debt financings for all bureaus and Prosper Portland.

- Issued \$759 million of bonds/loans for new City projects during Fiscal Year 2023-24 and YTD 2024-25.
- Over the same time-period, refinanced \$412 million of existing bonds to generate savings of \$21 million.

Total Outstanding Debt by Type

\$2,865,928,561⁽¹⁾





Business Operations Division

We provide centralized support for bureau budget development, financial analysis, accounting, timekeeping, and personnel and employee related services.

Work Teams: 37.5 FTE

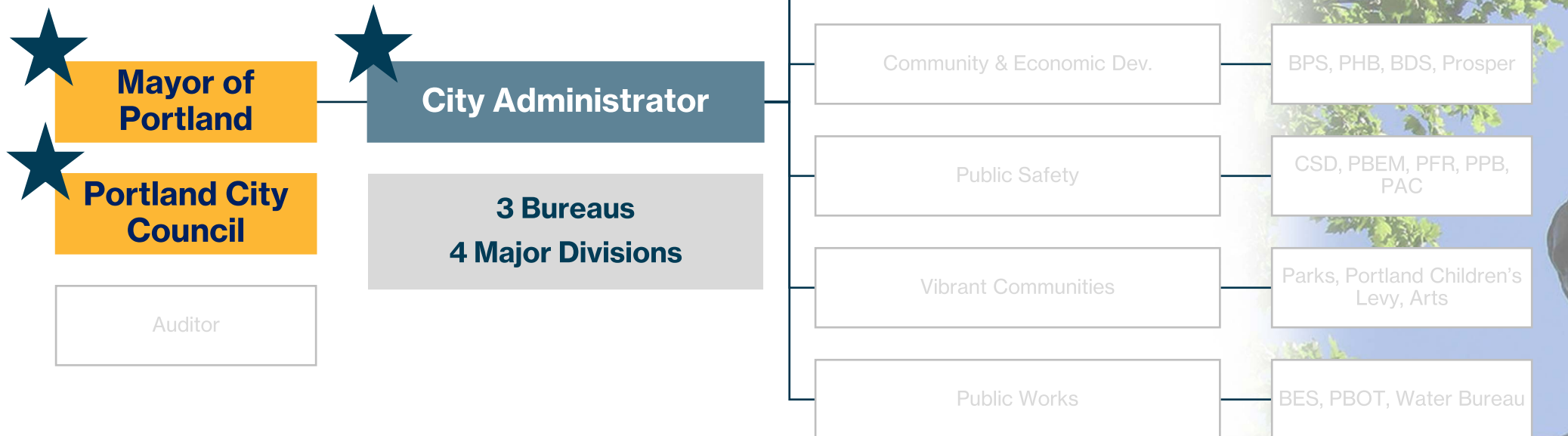
- 6 teams organized by business line and customer bureau/organization
- Single “point of contact” approach

FY24-25 Budget: \$8.6 million

- Funded by customer bureaus based upon services received
- Cost allocation includes consideration of budget size, FTE count and any specialized or unique needs.

Business Operations - who we support

- \$1.1 billion in budget/appropriations
- 661 FTE
- 17 Funds
- 10 Bureaus
- 13 Elected Officials and their offices
- 1 City Administrator's Office
- 2 Deputy City Administrators



Grants Management

Work Teams (13 FTE):

- **Application Coordination Team:** supports Bureau- and Office-led applications for grant funding and coordinate the City's pursuit of private, local, state, and federal funding opportunities.
- **Incoming Grants Team:** ensures effective administration and oversight of federal, state and private grant awards.
- **Outgoing Grants Team:** provides responsible management and adherence to City policies for outgoing grants from the City to the community.
- **Public Assistance Disaster Recovery Team:** coordinates citywide for federal reimbursement for disaster declaration

FY24-25 Budget: \$3.6 million



Accounting

We review over \$2.1 billion in payable transactions annually and produce the City's Annual Comprehensive Financial Report.

Work Team: 19 FTE

- Financial Reporting
- Financial Systems and Training
- Accounting Operations

FY24-25 Budget: \$8.6 million

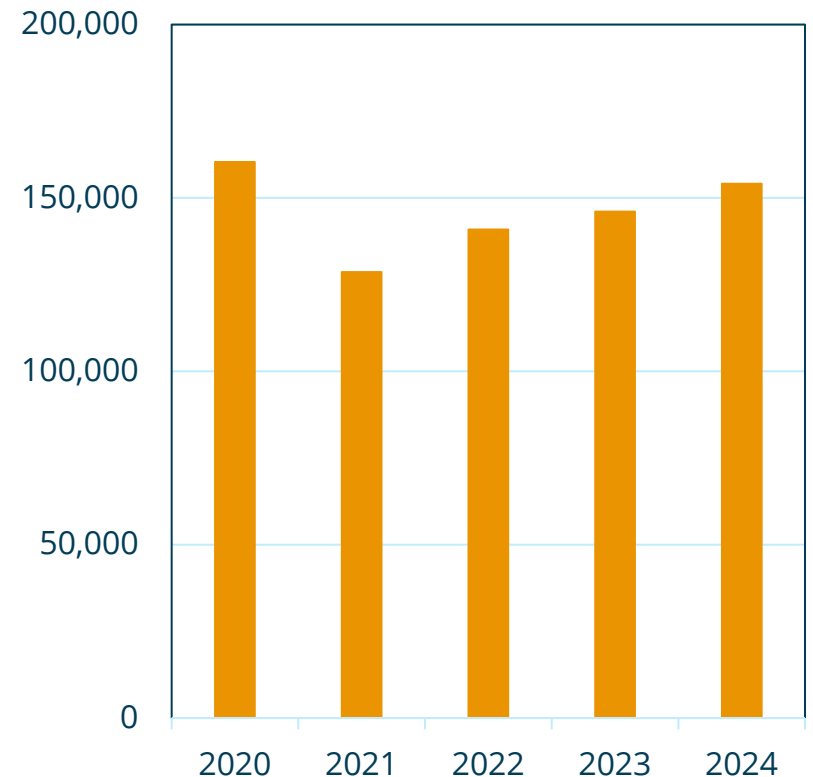
What is the Annual Comprehensive Financial Report (ACFR)?

- A report overviewing the City's financial condition, activities, and balances for the fiscal year.
- Complies with the Governmental Accounting Standards Board accounting requirements.

Where can I find the reports?

<https://www.portland.gov/accounting/finance-reports>

Payable Invoices Reviewed by Fiscal Year



Risk Management

Work Teams (24 FTE)

- Insurance and Loss Prevention
- Liability Claims Management
- Worker's Compensation Claims Management
- Risk Assessments and Risk Transfer Advice

FY24-25 Budget: \$6.4 million (Operational)



Recent Accomplishments



Revenue: All new 2025 agreement with TurboTax (Intuit) to make Portland area taxes easier to file this tax season (due April 15).



Treasury & Public Finance: City's AAA general obligation bond credit rating affirmed.



Accounting: Awarded the Certificate of Achievement for Excellence in Financial Reporting for 43 consecutive years by the Government Finance Officers Association.



Business Operations: Formed an internal team to support technical reorganization implementation.



Grants: Adopted a new Outgoing Grant Policy, 0 findings in the FY24 Single Audit (mandatory audit for any non-federal entity that expends over \$750,000 in federal funds during a fiscal year).



Risk: New Risk Management Information (RMIS) System implemented.

The Work Ahead

| Revenue | Treasury & Debt | Business Operations | Accounting | Grants Management | Risk Management |
|--|--|--|--|--|---|
| <ul style="list-style-type: none">• Customer communication improvements• Imaging and remittance processing improvements• Migrate liens administration from legacy to modern platform | <ul style="list-style-type: none">• Address major bond issues• Bond/Levy coordination | <ul style="list-style-type: none">• Continue ongoing systems and technical implementation work of the new form of government | <ul style="list-style-type: none">• Continue partnering with Procurement to complete the Ariba project• Improve tracking efforts for construction projects and fixed assets | <ul style="list-style-type: none">• Implement outgoing grants policy• Monitoring changes at federal level | <ul style="list-style-type: none">• Manage the FY25 City insurance program renewal• Obtain efficiencies in claims and insurance programs via the new RMIS system |



City of
Portland

Questions?

Break

Fire and Police Disability and Retirement

We deliver peace of mind to our fire and police members and their survivors by providing disability and retirement benefits in a timely, compassionate, and fiscally responsible manner.

Work Teams (18 FTE):

- Disability Group
- Finance Group
- Administration Group

Programs:

- FPDR 1 & 2 Pension Benefits
- FPDR 3 PERS Contributions
- Disability and Death Benefits

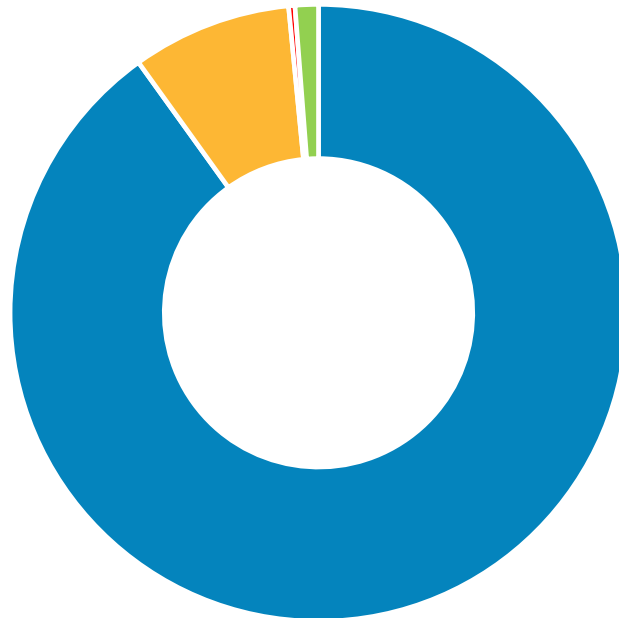


FY25-26 Budget:
\$255 million

Funded via a dedicated property tax levy

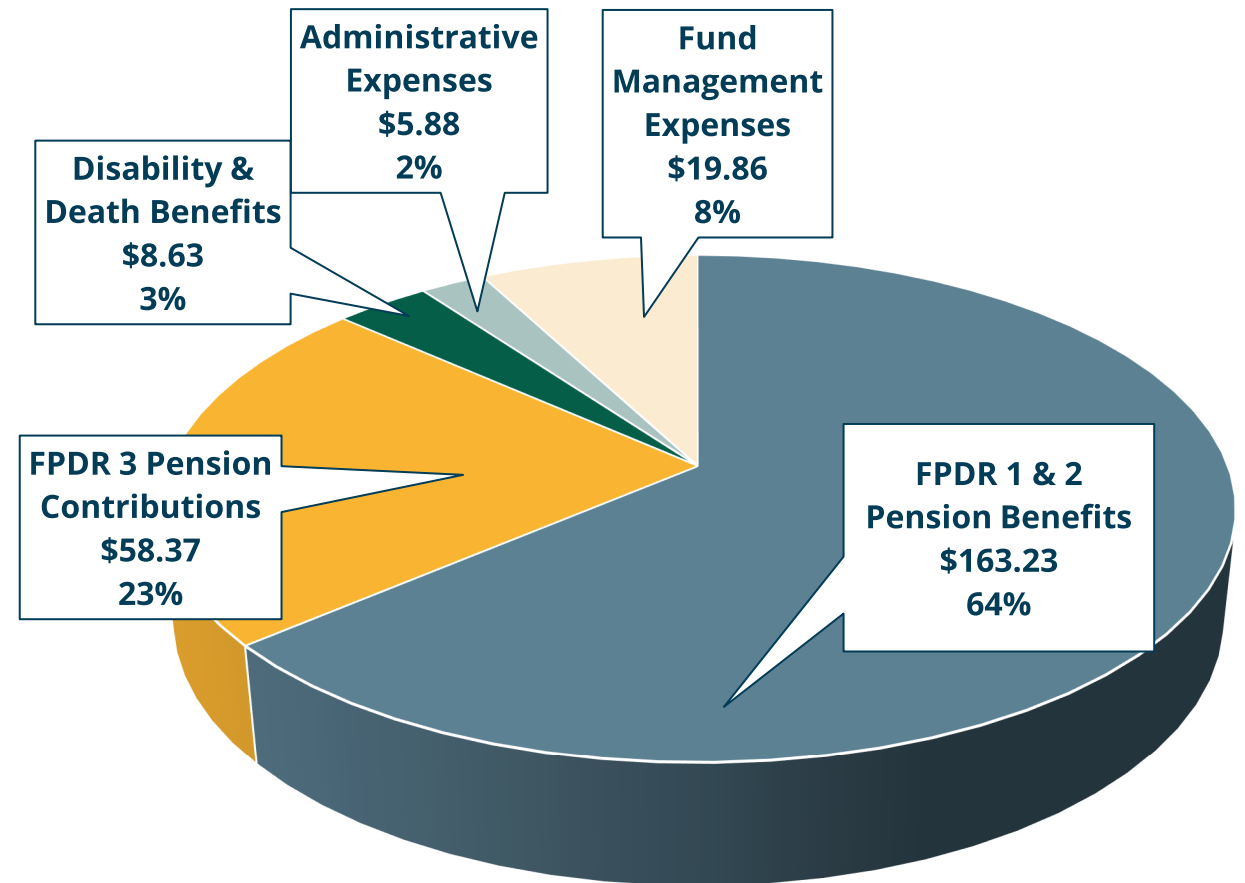
“Pay-as-you-go” structure

FYE26 Revenue Overview



- Property Taxes
- Beginning Fund Balance
- Interagency Revenues
- Other

FYE26 Expense Overview by Program (\$ Millions)



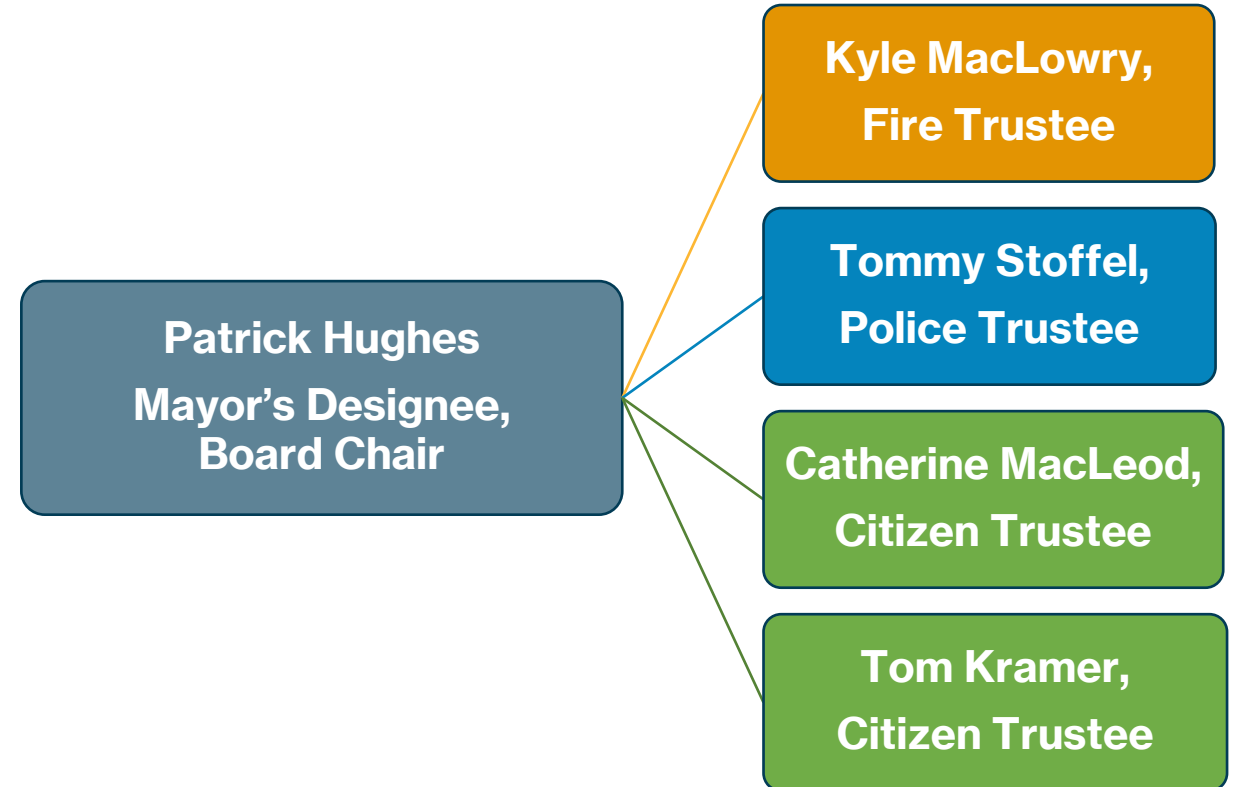


Our Board of Trustees

Independent, public body

Duties:

- Sets policy for the Fund and Plan
- Prescribes rules for the administration of the Plan
- Approves FPDR's budget
- Oversees the administration of the Plan
- Promotes the long-term viability of the FPDR Plan





Small Donor Elections

We enable candidates to run for office through small contributions and matching funds.

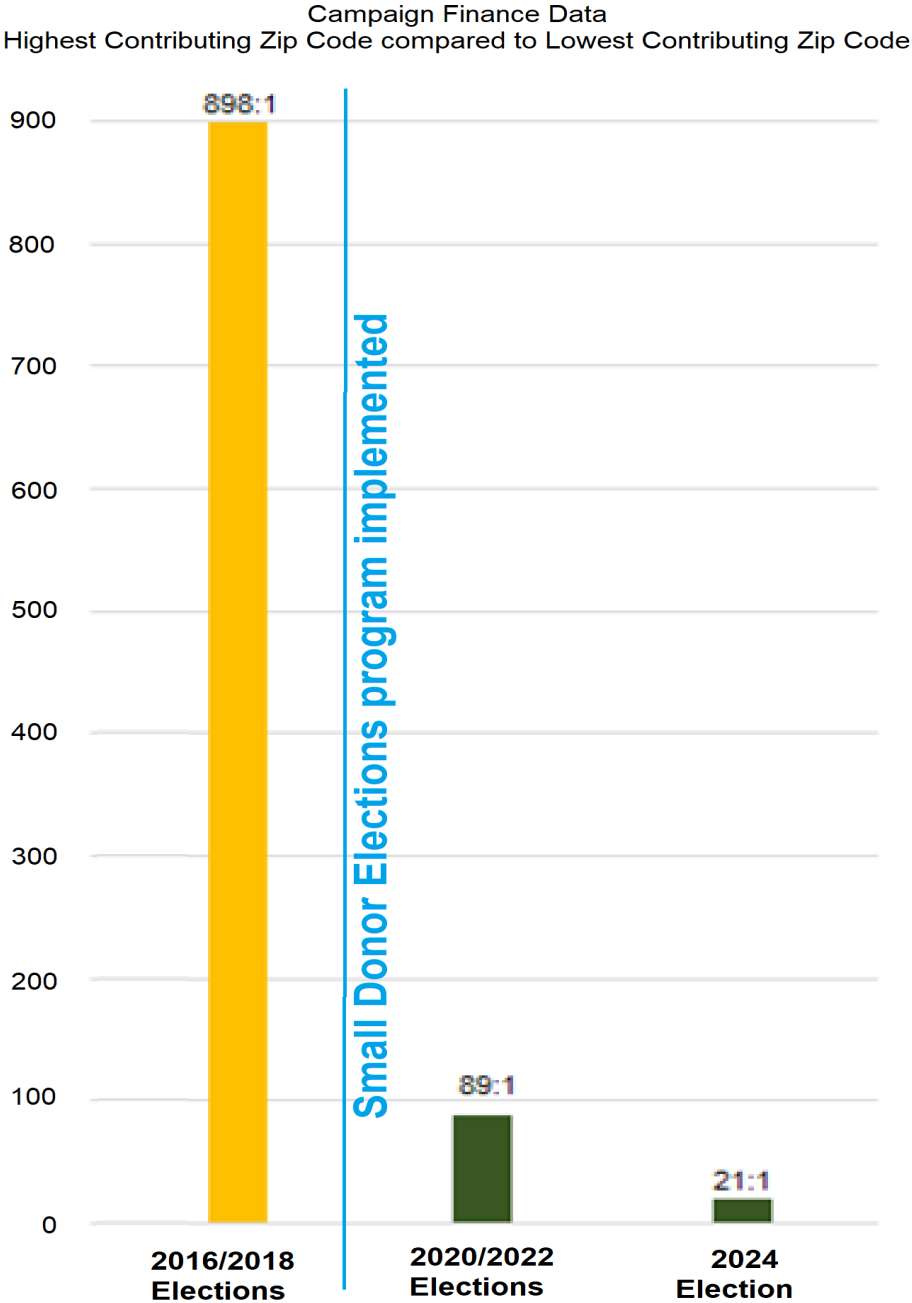
Work Team (2 FTE + casual staff):

- Susan Mottet, Director
- Hiring #2

FY24-25 Budget: \$1.383 million

The Work Ahead:

Using qualitative and quantitative data from the 2024 election – including user experience research – to improve the program.



The chart compares the zip code that contributed most per resident to least per resident. A 1:1 ratio would represent broad and equitable participation.

Primary Challenge

Finding funding to enable the program without dramatically cutting match caps.

| | 2020 Election | 2022 Election | 2022 Charter Amendments | 2024 Election | 2026 Election | 2028 Election |
|------------|--|---------------|--|--|---|--|
| Funded | \$1.28 m/yr | \$1.4 m/yr | <ul style="list-style-type: none">• Elect all 14 offices in 2024• Increase Council to 12• Ranked voting, no primary• District-based Council | \$1.7 m/yr | Anticipated \$1.3 m/yr | |
| Match caps | Regular election 100% Special election Reduced to 87.5% | 100% | | Mayor Reduced to 13% Auditor/Council Reduced to 40% | With anticipated funding Reduce to 25-40% | With funding similar to FY25-26 Reduce to 20-25% |

Portland Elections Commission

- Independent commission, added to City Charter by voters in 2024
- Implements Small Donor Elections program
- Recommends policy updates and improvements to Council and the Director
- Annually informs Mayor and Council of funding needed for Small Donor Elections program to be solvent

Amy Sample Ward



Berk Nelson



Anahi Segovia Rodriguez



Amy Ruiz



Vacancy



Courtney Veronneau



Kevin Neely



Norman Turrill



Cristina Nieves



City Budget Office

We provide timely, accurate, and transparent information and analysis regarding financial planning, forecasting, and budgeting for the enterprise for the City and to Portlanders.

Work Teams (21 FTE):

- Budget and Policy Analysis
- Performance

FY24-25 Budget: \$5.2 million



**~ \$1.1B
covered per
CBO Analyst**



**1,200 budget
decision
packages
analyzed**



**750
legislative
items
reviewed**



**3 budget
processes
managed
annually**

Budget and Policy Analysis Team



Provide impartial analysis on budget concepts, actions, ordinances, and budget-related policy.



Work with bureau finance staff to aid in the development of bureau budgets.



Manage the annual and supplemental budget processes, budget book development, and City budget software to ensure procedural justice, legal compliance, and informed decision making by City leadership.



Create materials and participate in community engagement to support education and transparency regarding the City's financial health, budget processes, tradeoffs, and decisions.

Performance Team



Set direction and provide policy and implementation support for bureaus to use data to manage performance.



Conduct citywide quality/process improvement training and support



Lead the Portland Insights survey, a biannual survey of Portlanders, to inform decision-making around services, policy, and budget

2024 survey
results out soon

2022

**PORTLAND
INSIGHTS SURVEY**

REPORT of FINDINGS



**Portland
Insights Survey**

 **Portland State
UNIVERSITY**
Regional Research Institute

CBO Resources



Adopted Budgets and Budget Book

Find the City's adopted, balanced budget in accordance with legal guidelines and GFOA standards.

[FY 2024-25 Adopted Budget](#)



Impartial Budget and Policy Analysis

Read CBO's analysis for the Mayor and Council to help them navigate the budget processes.

[FY 2024-25 CBO Analysis](#)



Portland Insights Survey

Participate to help the Mayor, City Councilors, and bureaus/programs improve and better serve Portlanders.

<https://www.portland.gov/budget/insights>



Dashboards

Explore background on how City resources are budgeted and track spending amongst the various bureaus.

<https://public.tableau.com/app/profile/portland.city.budget.office/vizzes>



City of
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Questions?

Thank you