

**9-1-1**

**WCCCA**

POLICE • FIRE • MEDICAL

# ADOPTED BUDGET FISCAL YEAR 2008-09

*Adopted by*

WCCCA Board of Commissioners  
March 13, 2008

Washington County  
Consolidated  
Communications Agency  
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Paul A. Pedersen, Jr.  
Director





# Adopted Budget Document Fiscal Year 2008-09

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Presented to Chief Executive Officers Board  
January 17, 2008

Recommended to Budget Committee  
January 17, 2008

Approved by Budget Committee  
March 13, 2008

Adopted by Board of Commissioners  
March 13, 2008

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# TABLE OF CONTENTS

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<i>Budget Committee</i> .....	1
<i>Board Members</i> .....	2
<i>Budget Message</i> – Paul A. Pedersen, Jr., Budget Officer .....	3
<i>Agency Overview</i>	
Distinguished Budget Presentation Award FY07-08.....	7
Agency Overview .....	9
Organizational Chart.....	12
<i>Key Factors</i> .....	13
<i>Performance Measures</i> .....	17
<i>Agency Mission and Strategic Goals</i>	
Strategic Goals.....	19
Budget Planning Directions .....	23
<i>Budget Process</i> .....	25
<i>Financial Summary</i>	
Overview of Appropriated Funds .....	27
Resolution to Adopt Budget.....	29
Budget Summary for Revenues .....	31
Budget Summary for Expenditures.....	35
<i>General Fund</i>	
General Fund Revenues and Expenditures .....	39
Personnel Matrix .....	43
<i>Special Funds</i>	
Capital Equipment Replacement Fund .....	47
Facilities Maintenance Fund.....	49
System Upgrade Capital Fund .....	50
<i>Budget Detail</i>	
General Fund Budget Detail .....	53
Capital Equipment Replacement Fund Budget Detail .....	59
Facilities Maintenance Fund Budget Detail.....	60
System Upgrade Capital Fund Budget Detail.....	61
<i>User Costs</i>	
FY08-09 Costs by Agency.....	63
User Cost Allocation Formula .....	64
<i>Appendix</i>	
9-1-1 Revenue History.....	65
Fund Balance .....	67
Financial Forecast .....	69
Community Profile.....	71
<i>Glossary</i> .....	73

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# BUDGET COMMITTEE

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## BOARD OF COMMISSIONERS

<u>Participating Agency</u>	<u>Board Representative</u>
<i>City of Banks</i>	Mayor Teri Branstitre
<i>Banks Fire District #13</i>	Chief Brian Coussens
<i>City of Beaverton</i>	Mayor Rob Drake, <i>Chair</i>
<i>Cornelius Police Department</i>	Chief Paul Rubenstein, <i>Vice Chair</i>
<i>Cornelius Fire District</i>	Chief Chris Asanovic
<i>City of Durham</i>	Roland Signett, City Administrator
<i>Forest Grove Fire District</i>	Chief Robert Mills
<i>Gaston Fire District</i>	Phil Anderson, Board of Directors
<i>City of Hillsboro</i>	Rob Massar, Assistant City Manager
<i>City of King City</i>	Chief Charles Fessler
<i>City of North Plains</i>	Councilor Robert Kindel, Jr.
<i>City of Sherwood</i>	Ron Ruecker, Public Safety Director
<i>City of Tigard</i>	Al Orr, Assistant Police Chief
<i>City of Tualatin</i>	Councilor Jay Harris
<i>Tualatin Valley Fire &amp; Rescue</i>	Bob Wyffels, Board of Directors
<i>Washington County Fire District #2</i>	Gary Wells, Board of Directors
<i>Washington County</i>	Robert Davis, County Administrator

## CITIZEN REPRESENTATIVES

<u>Board Representative</u>	<u>Appointed by:</u>	<u>Terms</u>
Patrick Duffy	<i>City of Beaverton</i>	01/2005-12/2007
Councilor Tom Johnston	<i>City of Forest Grove</i>	2/2006-12/2008
Bob Rohlf	<i>City of Tigard</i>	1/2005-12/2007
Sue Lamb	<i>City of Tualatin</i>	2/2007-12/2009
Michael Mudrow	<i>Tualatin Valley Fire &amp; Rescue</i>	2/2007-12/2009

# BOARD MEMBERS

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## BOARD OF COMMISSIONERS

<i>City of Banks</i>	Councilor Teri Branstitre
<i>Banks Fire District #13</i>	Chief Brian Coussens
<i>City of Beaverton</i>	Mayor Rob Drake, <i>Chair</i>
<i>City of Cornelius</i>	Chief Paul Rubenstein, <i>Vice Chair</i>
<i>Cornelius Fire District</i>	Chief Chris Asanovic
<i>City of Durham</i>	Roland Signett, City Administrator
<i>City of Forest Grove/Fire District</i>	Chief Robert Mills
<i>Gaston Fire District</i>	Phil Anderson, Board of Directors
<i>City of Hillsboro</i>	Rob Massar, Assistant City Manager
<i>City of King City</i>	Chief Charles Fessler
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<i>City of Sherwood</i>	Ron Ruecker, Public Safety Director
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<i>Washington County</i>	Robert Davis, County Administrator

## CHIEF EXECUTIVE OFFICERS BOARD

<i>City of Beaverton</i>	Mayor Rob Drake, <i>Board Chair</i>
<i>City of Cornelius</i>	Chief Paul Rubenstein, <i>Vice Chair</i>
<i>City of Hillsboro</i>	Rob Massar, Assistant City Manager
<i>Tualatin Valley Fire &amp; Rescue</i>	Chief Jeff Johnson
<i>Washington County</i>	Robert Davis, County Administrator



*Adopted Budget*  
*Fiscal Year 2008-2009*

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# BUDGET MESSAGE

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# BUDGET MESSAGE

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March 13, 2008

TO: Budget Committee Members and Citizens  
Board of Commissioners  
CEO Board Members  
Sheriff and Chiefs of WCCCA Participating Agencies

FROM: Paul A. Pedersen Jr., Director



This Fiscal Year 2008-09 Adopted Budget for the Washington County Consolidated Communications Agency (WCCCA) demonstrates the Agency's commitment to financially conservative planning while providing quality services to the citizens in need of 911 emergency services and to the public safety community who protects them. The Adopted Budget is a product of much deliberation and consideration by WCCCA staff based on guidance from the Budget Committee, Chief Executive Officers Board, Board of Commissioners and leaders in the Washington County public safety community.

We recognize our funding comes from individual taxpayers and we commit to providing timely, efficient and compassionate emergency communications services in a fiscally responsible manner.

The men and women who staff the dispatch center around the clock are the backbone of the Agency. I am committed to providing them with the support they need to carry out their duties. Staffing and training continue to be a priority for WCCCA. Recruitment and applicant screening processes have been altered to provide a nearly continuous pool of eligible candidates to fill vacant positions more quickly than in the past. Combined, these efforts have resulted in reduced vacancies and improved services to all of our users.

The current year's budget includes modest staffing increases. Board members have supported the floor operational needs by providing funding in FY 2008-09 for one additional dispatch operations supervisor. As the Agency grows in its use of cutting edge technology, an information technology technician position was also added to provide better depth to support our systems.

## **2007-08 Accomplishments**

Since the Agency's inception, the Tualatin Valley Fire and Rescue District (TVF&R) had provided full financial administration services to WCCCA. In July of 2007, the Agency took over these responsibilities. An accountant was hired; a new accounting system was installed and brought into live operation; the audit was accomplished internally and the first Comprehensive Annual Report was produced internally. All of Administration staff worked hard to make this transition occur successfully. Their efforts were appreciated, as was the oversight guidance and assistance of the TVF&R financial staff.

## BUDGET MESSAGE

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### 2007-08 Accomplishments, continued

In November 2000, voters passed a countywide public safety levy which included \$13.4 million in funding to upgrade WCCCA's facility, data systems, and radio system. The radio system upgrade included enhancements to the system controller and improvements to radio system coverage by adding sites. The system controller, the centerpiece of the system upgrade, was installed in 2001 and has accommodated a partnership with Clackamas County to expand radio system coverage and share 800 MHz system capabilities.

Implementation of the public safety levy supported projects continues. After extensive research, staff identified additional radio tower sites and configurations that would provide optimum radio coverage for user agencies, and began the acquisition process for those sites. Due to delays in the land use application and permitting processes, construction on the tower sites didn't begin until mid-2006. The completion date is now anticipated in the winter of 2008. The upgrades will improve radio coverage for user agencies on a daily basis, as well as improve interoperability with other radio systems in the region to better prepare for any major emergency events.

WCCCA enjoys an ongoing partnership with Clackamas County to provide technical support and system maintenance, as well as shared 800 MHz system access. This unique partnership has significantly reduced the amount of build out required by WCCCA to adequately serve our users. Interoperability between all metropolitan counties has also been enhanced. WCCCA continues to pursue other similar partnerships to share operating costs and enhance overall system capabilities.

With the passage of the November 2006 public safety levy, a new Computer Aided Dispatch (CAD) server and programs will be purchased and installed, with the larger project vision involving our Clackamas County partner. Funding for the project will be provided by the public safety levy in the amount of \$500,000, to which will be added \$290,000 in grant funds from the Urban Area Strategic Initiative (U.S. Department of Homeland Security) and \$385,000 in capital equipment replacement reserves of the Agency. The Agency will purchase a CAD system similar to that operated by Clackamas County and place it on their server. The new server to be purchased will be placed at WCCCA and contain identical programming, connected to the server at Clackamas County and will provide disaster recovery and redundancy for both counties. The planning and contracting for this project was accomplished in the current fiscal year with the involvement of member agencies and their staff, and Clackamas County, in a strenuous and diligent joint effort.

WCCCA mails out more than 100 evaluation surveys each month to 9-1-1 callers. Over the past year, approximately 35% responded with the majority of the respondents reporting the Agency provided the assistance needed in a competent and professional manner.

# BUDGET MESSAGE

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## For the Year and For the Future

The Nextel Rebanding project continues to be a large project for WCCCA's technical staff. In 2005, the FCC negotiated a settlement between Nextel and public safety users nationwide to resolve interference caused by Nextel on public safety frequencies. The solution involves moving all public safety users farther away from Nextel frequencies and installing guard and expansion bands as a buffer. This solution should significantly reduce interference issues experienced by all public safety users, but will take a massive effort by the parties involved. As part of the settlement, Nextel has agreed to fund the move, including replacement of radios and equipment that are not capable of being reprogrammed, project management, legal expenses and most other associated costs. WCCCA is in the "first wave" of agencies that will be moved and a contract to fund the planning process. Nextel provided \$78,000 in funding in the current fiscal year, along with 100 state of the art radios; another \$75,000 is anticipated in FY2008-09 Budget. The rebanding effort is anticipated to be completed in winter of 2008.

WCCCA staff continues involvement in the Governor's initiative to research the feasibility of statewide radio system interoperability, providing both technical expertise and other guidance. WCCCA is active in a regional consortium of communications centers established to administer the UASI grant funds, intended to aid in establishing interoperability and efficiencies among the metro area dispatch centers.

The Agency has contracted for a consultant to provide facilitation services in developing a Strategic Plan. Progress was made during the current fiscal year, with the project anticipated to be completed in FY2008-09. The Board continues to focus on the future in its annual planning session in October to address the financial stability and strategic future of the Agency.

## The Budget Document

The Agency has chosen to follow Local Budget Law as proscribed in the Oregon Revised Statutes, although it is an ORS Chapter 190 organization. Its accounting follows generally accepted accounting principles, as required. As such, this document is structured on a fund basis, including the General Fund for all operations of the Agency, a Capital Equipment Replacement Fund, Facilities Maintenance Fund and System Upgrade Fund.

The Agency enjoys a stable partnership that provides operational funding on a contractual basis. Under financially conservative management, user fees for next fiscal year will increase an average of 2.5%. 911 telephone excise taxes also provide a significant source of revenue for operations. Both sources of funding are stable and secure, particularly with the extension of 911 tax legislation by the Oregon State 2007 Legislature.

There have been no financial policies changes over the past year or anticipated in the FY08-09 Budget.

## **BUDGET MESSAGE**

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The Agency is grateful to Jessica Dunkin, the outgoing Management Analyst, for her guidance in the development and production of this budget document.

The Chief Executive Officers' Board and Board of Commissioners leadership and support of this Agency has secured a stable partnership and provided forwarding looking operational planning to the continual benefit of this jointly owned Agency. With the continued support of our community, WCCCA will remain a vital link in the public safety system, providing fast, efficient, and compassionate services to all citizens.

*Adopted Budget*  
*Fiscal Year 2008-2009*

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# AGENCY OVERVIEW

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# BUDGET AWARD

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Washington Co. Consolidated Communications Agency**

**Oregon**

For the Fiscal Year Beginning

**July 1, 2007**

President

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Washington Co. Consolidated Communications Agency, Oregon for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.*

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# AGENCY OVERVIEW

Washington County Consolidated Communications Agency (WCCCA) was formed in 1985, under the authority of Oregon Revised Statutes (ORS) 190 by the execution of an



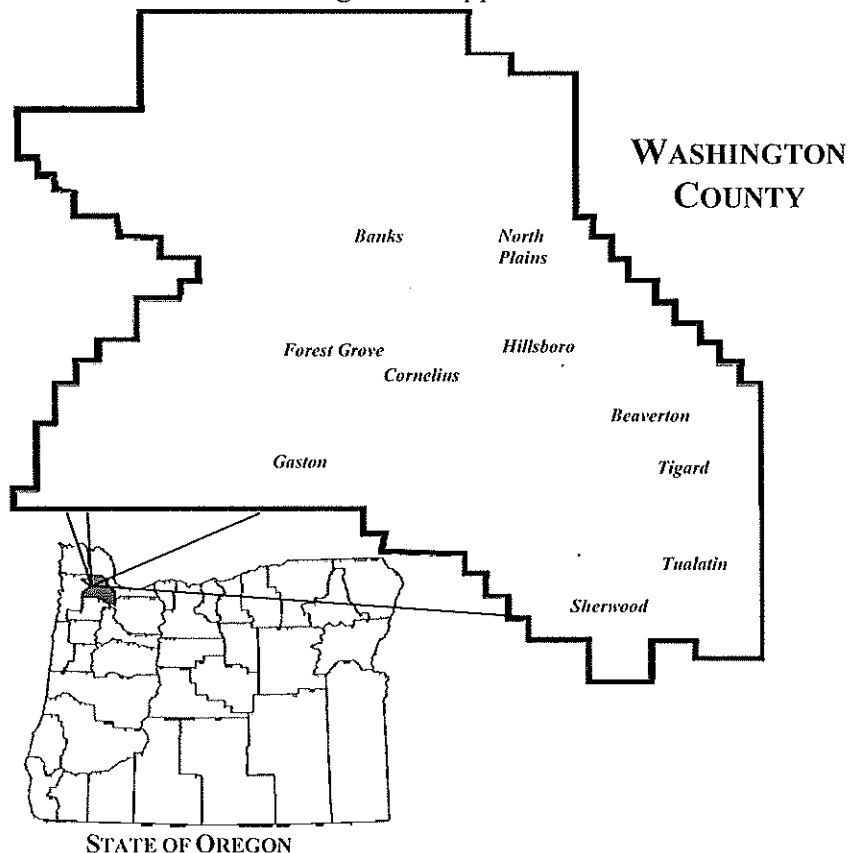
*L to R: Joe Kuran, Technical Systems Manager; Gina Anhorn, Operations Manager; Paul Pedersen, Director; Larry Hatch, Assistant Director*

Intergovernmental Agreement between Washington County and the cities of Beaverton, Hillsboro, Cornelius, North Plains, and Washington County Rural Fire Protection Districts Nos. 1 (now Tualatin Valley Fire and Rescue), and 2. The Agency has subsequently entered into intergovernmental agreements with the cities of Durham, King City, Sherwood, Tigard, Gaston, Tualatin, Forest Grove and Banks. Subsequent Fire Districts joining the agency are Forest Grove, Banks, Gaston and Cornelius. User agencies currently total 20. The Agency was established to provide 9-1-1 service and public safety communications for police, fire, and

emergency medical service for the participating jurisdictions and for other governments under contract.

WCCCA is governed by a Board of Commissioners consisting of one appointed official from each participating jurisdiction. The Board is responsible for appointing the Agency Director, establishment of Agency service levels, adoption of the annual budget, financial audit, and personnel rules. A Chief Executive Officers Board consisting of the Chair of the Board of Commissioners, the representatives of the 2 largest participating agencies and 2 at-large members appointed by the Board meet monthly to address more timely issues, including policy changes, purchasing issues, and labor negotiations.

The Agency serves an area of 727 square miles and a population of approximately 500,000. Through its broad



## AGENCY OVERVIEW

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geographic base, the Agency serves a rapidly developing and growing part of Oregon's economic base. The Agency's population has experienced considerable growth over the past 10 years. Continued growth is expected over the next 20 years.

As an ORS 190 organization, user fees from the participating jurisdictions, State 9-1-1 excise taxes, and contract revenues from several non-emergent users fund the Agency. In addition, the Agency provides radio and data infrastructure for an adjoining county through a unique partnership arrangement.

The Agency is run by a dedicated staff of over 91 that is organized into administration, operations, technical and data services. The FY08-09 Adopted Budget is approximately \$16.6 million.

### ADMINISTRATION

The Administrative Division is responsible for ensuring that the Agency's goals and objectives, as defined by the Board of Commissioners, are fulfilled. These goals include maintaining or improving performance levels for 9-1-1 answering and radio dispatch services, maximizing the utilization of existing resources, ensuring financial stability, ensuring preparedness for catastrophic events, seeking efficiencies through cooperative initiatives, promoting craftsmanship among employees, and fostering a diverse workforce. This Division is responsible for the daily business operations of the Agency, as well as the more strategic issues, which may include legislative initiatives and strategic planning. This Division is staffed by 6 full-time employees, including the Director, Assistant Director, Management Analyst, Accountant, and two Senior Administrative Specialists, who work with other divisions, member agencies, and the community to ensure that WCCCA's service is meeting the expectations of its many users.

### OPERATIONS



The primary functions of the Operations Division are 9-1-1 call answering and radio dispatch for WCCCA's 20 user agencies. This Division is staffed for FY08-09 with 66.5 Dispatchers, 6 Operations Supervisors, 1 Training Coordinator, and 1 Operations Manager. WCCCA Dispatchers handle over 430,000 calls and over 500,000 radio dispatch requests each year. The Dispatchers are truly WCCCA's front-line customer service representatives for citizens, police officers, and firefighters alike, and strive to meet WCCCA's mission of providing timely, efficient and compassionate communications services to all citizens.

## AGENCY OVERVIEW

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### TECHNICAL

The Technical Services Division is responsible for maintaining WCCCA's radio infrastructure, radio equipment for user agencies, WCCCA facilities, and WCCCA's computer networks. The Technical Services Division is also responsible for maintaining the radio infrastructure and user equipment for Clackamas County through an intergovernmental partnership agreement. This Division is staffed for FY08-09 by 4 Technicians, 1 Facilities Maintenance Technician, 1 Technical Services Supervisor, and 1 Technical Services Manager.

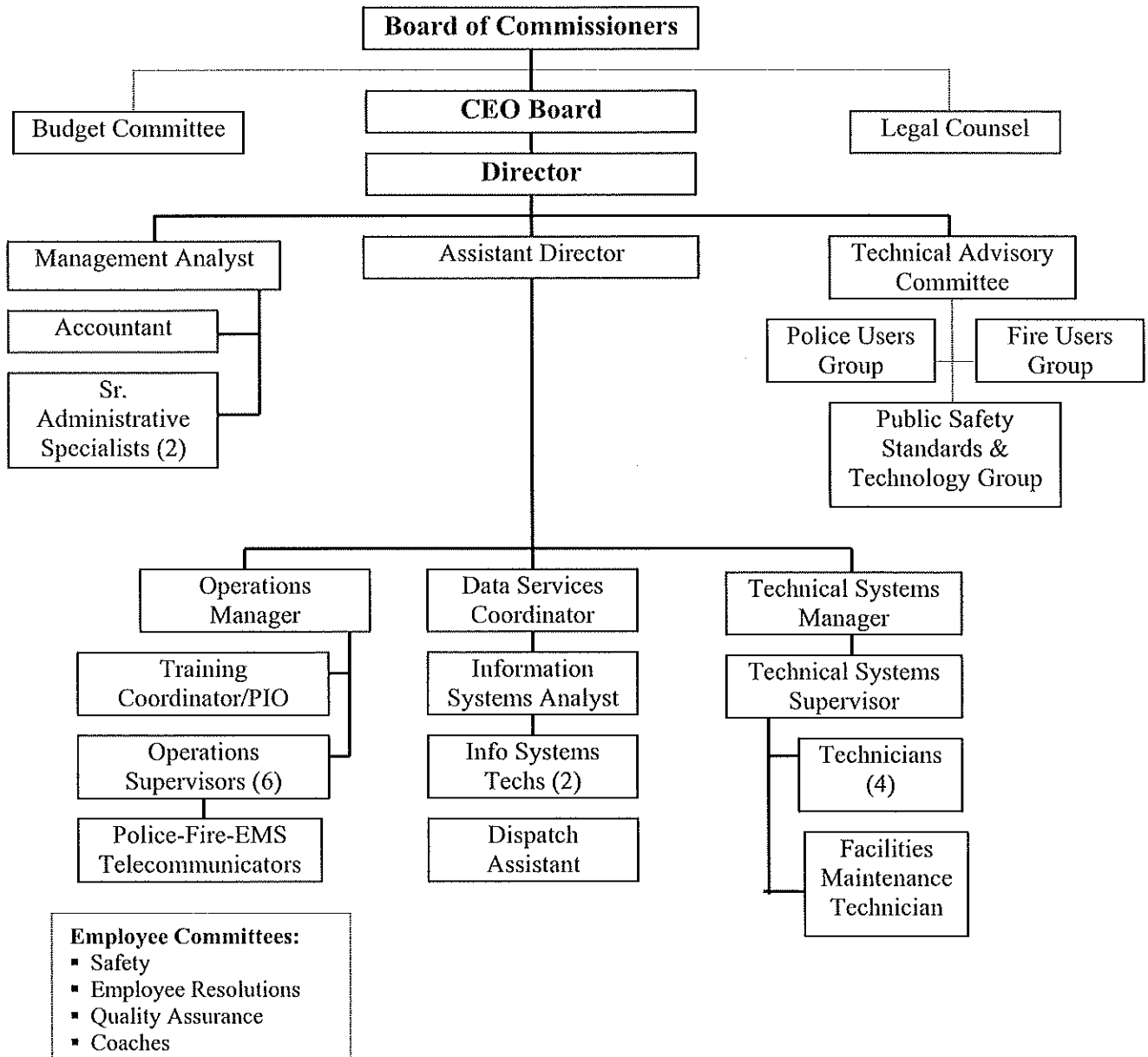


*Back row L to R: Technicians Neil Whitaker, Paul Gittins, Craig Cook. Front row L to R: Ron Eatherton, Technician, Ron Polluconi, Tech Services Supervisor, Joe Kuran, Technical Systems Manager*

### DATA SERVICES

The Data Services Division is tasked with maintaining the software and programs that enable computer-aided dispatching (CAD) services, and providing information to users and the public. This Division is staffed by 1 Data Services Coordinator primarily responsible for maintaining the CAD software and system, 1 Information Systems Analyst, and 2 Information Systems Technicians primarily responsible for intranet/internet development, and software/hardware support, and a .4 FTE Dispatch Assistant that meets public information requests from users and citizens regarding 9-1-1 calls/incidents.

# ORGANIZATIONAL CHART



*Adopted Budget*  
*Fiscal Year 2008-2009*

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# KEY FACTORS

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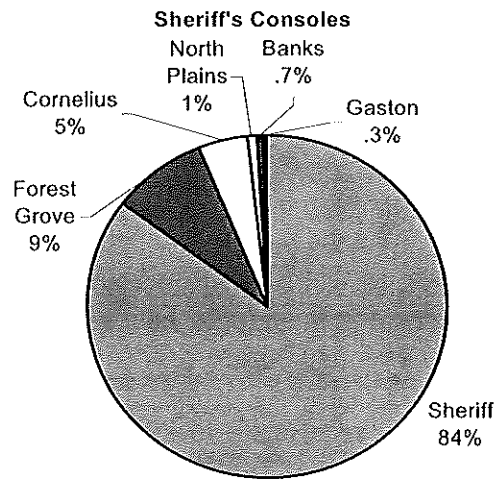
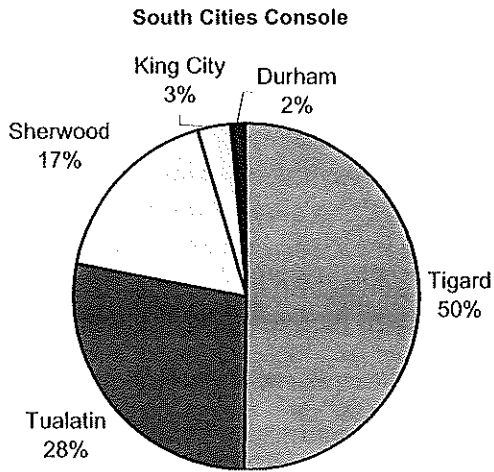
# KEY FACTORS

User fees have increased an average of 2.5% for Police and Fire users in the FY08-09 Adopted Budget. In addition to the funds required, several other factors affect the cost of WCCCA's service to each of its users. The factors discussed below impact the allocation of costs to each individual agency.

## *Population Increases*

Washington County continues to experience one of the highest rates of population growth in the State of Oregon, and that is expected to continue. The County has now topped 500,000 in population and includes 2 of the 10 largest cities in Oregon. There remains a direct correlation in the number of public safety responses and the amount of Agency dispatch services necessary, relative to the population served. We continue to work actively and cooperatively with other governments and regional planning groups to ensure WCCCA's continued ability to service this larger future population.

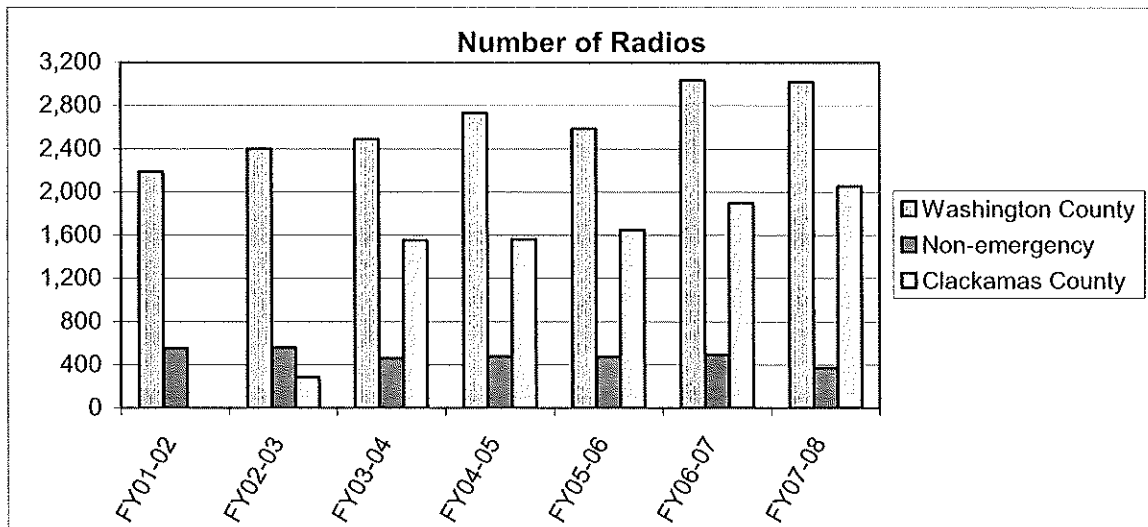
Population increases raise a police agency's allocation of costs for police dispatch, and may also increase the number of calls for service for fire agencies. Population increases did not affect user fees for the Beaverton and Hillsboro Police Departments since they have dedicated consoles. The charts below indicate the shares of population of each agency on a shared police console, which directly translates into the shares of total cost allocated to each agency.



# KEY FACTORS

## Radio System Usage

The number of radios on the system has been steadily increasing as member agencies add personnel and equipment. For the FY08-09 Adopted Budget, the per-unit cost for each radio decreased to \$149.23/unit. The graph below illustrates the change in the number of radios on the WCCCA system since FY02-03, including WCCCA member agencies, Clackamas County users, and contracted non-emergency system users.



## Incoming Call Activity

Call statistics for activity at the communications center showed an increase of approximately 17% in 2007, for a total of 444,095 incoming calls. However, the call statistics for 2007 are difficult to compare to the 2006 activity due to changes that were made in the local 9-1-1 network. In July 2006, Verizon began a transition process from one brand of selective router to another. This move required all vendors supplying telephone service in Washington County to order new trunks into the 9-1-1 network and then transition them to the new selective router. The sharp increase in call volume can be attributed to this project.

Of the calls recorded, 146,135 were citizens calling 9-1-1 for emergency assistance. The remaining incoming calls were non-emergency calls to the dispatch center, which include calls from citizens, officers, etc. While incoming call activity does not directly affect the allocation of costs to user agencies, it does reflect an increase in population, which impacts the service activity level requested of the dispatch center by both citizens and user agencies.

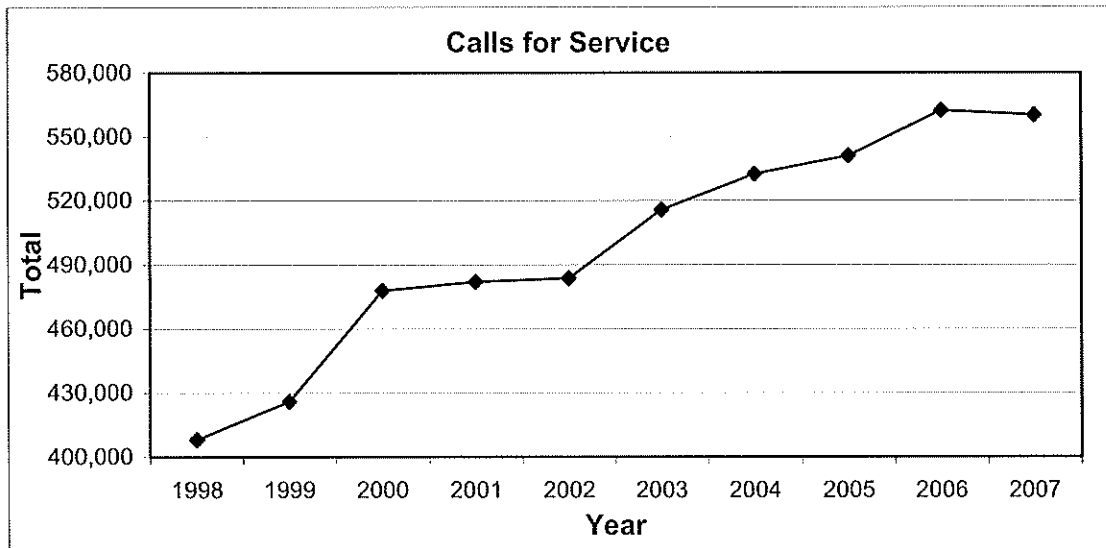
# KEY FACTORS

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## *Calls for Service from Police and Fire Users*

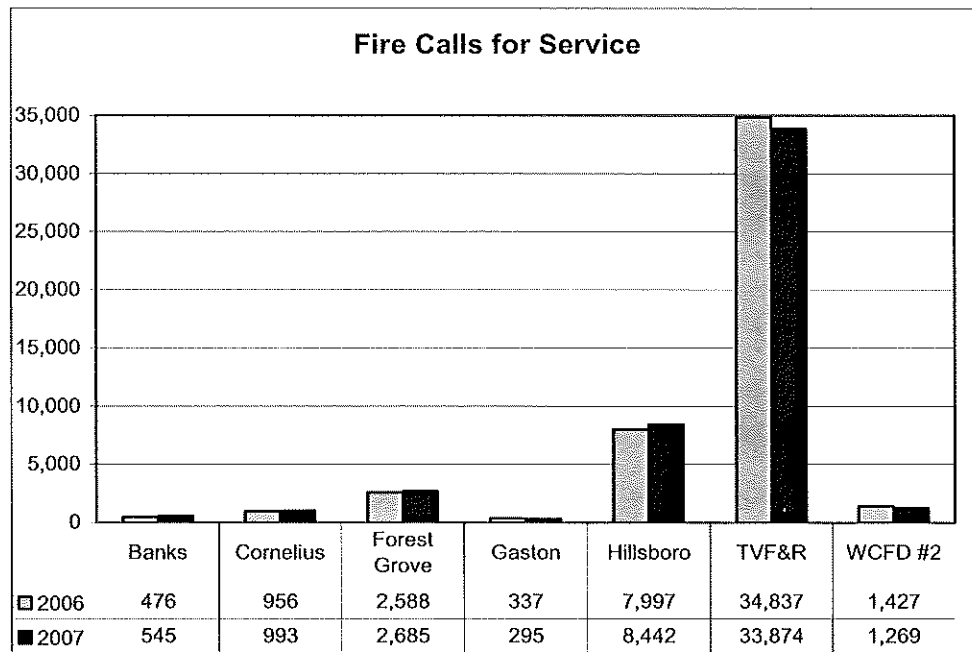
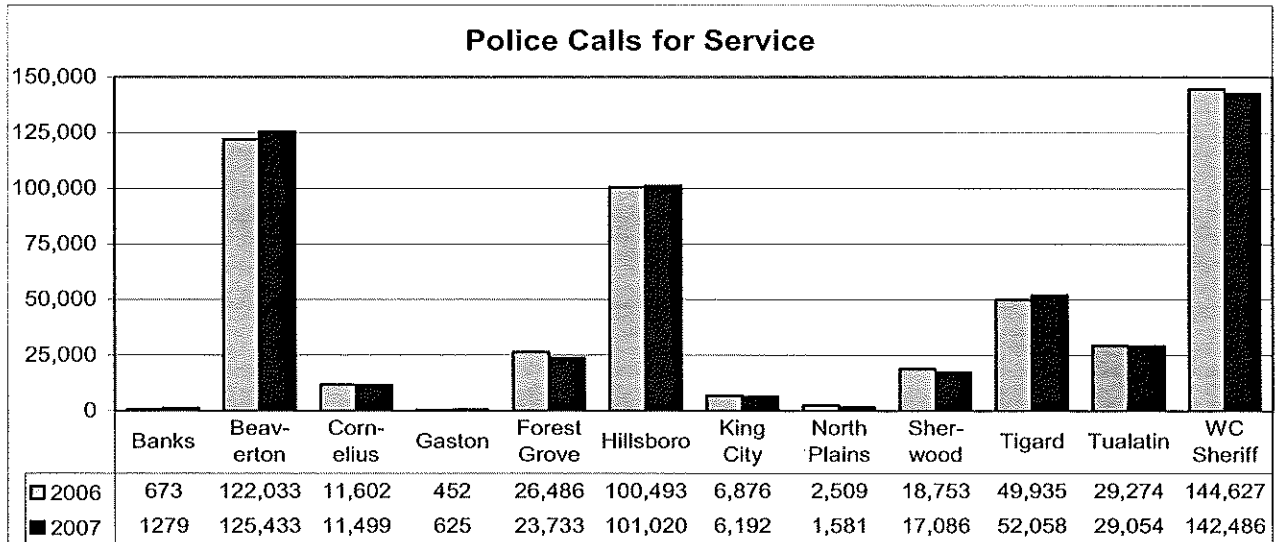
Calls for dispatch services (CAD incidents) from field officers and firefighters decreased in 2007 by approximately 0.4%. WCCCA Dispatchers handled 512,046 law enforcement CAD incidents in 2007, and approximately 48,103 Fire/EMS CAD incidents. Changes in calls for service directly affect a fire agency's allocation of costs for dispatch, and also reflect a change in population and officer activity for police agencies. The number of calls for dispatch services is expected to increase over the next year partly due to the increasing population in this region, and the corresponding addition of public safety personnel on the streets.

The graph below illustrates the overall change in calls for service (CAD incidents) over the past nine years.



# KEY FACTORS

The charts below further detail the change in calls for service from 2006 to 2007 by user agency.



*Adopted Budget*  
*Fiscal Year 2008-2009*

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# PERFORMANCE MEASURES

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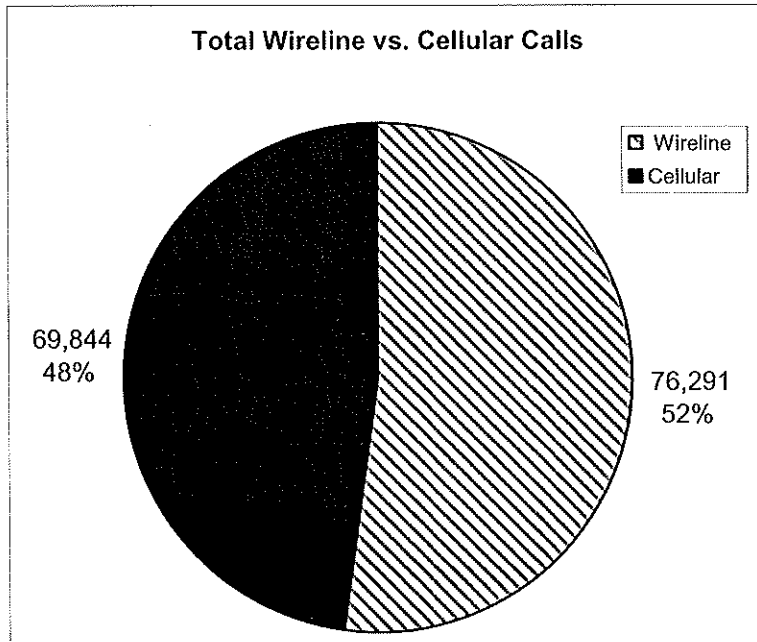
# PERFORMANCE MEASURES

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WCCCA tracks call answering performance on a quarterly basis. The measures below show the type of calls and the call answer times for the period of January 1, 2007 through December 31, 2007.

## *Call Origin*

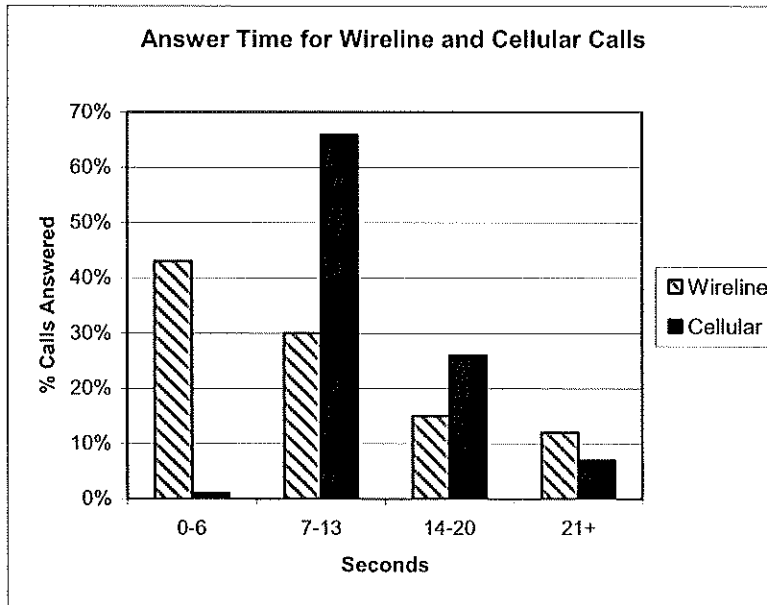
Calls are tracked according to wireline and cellular origination. This is done because the answer times vary due to the XMU system which routes all cell phone calls received through a call screening system before it is answered by a call-taker. Because of the high numbers of accidental 9-1-1 calls from cell phones, they are routed through a system which requires callers to push a button or speak into the phone before the call is processed as an emergency call. This results in slightly longer answer times for cell phone callers; however, it saves the 9-1-1 call takers from answering the accidental calls and allows them to handle true emergency calls faster. Over 20,000 calls (23% of calls dialed from cell phones) were blocked due to this technology. The following chart shows the total calls received which were not blocked by the XMU.



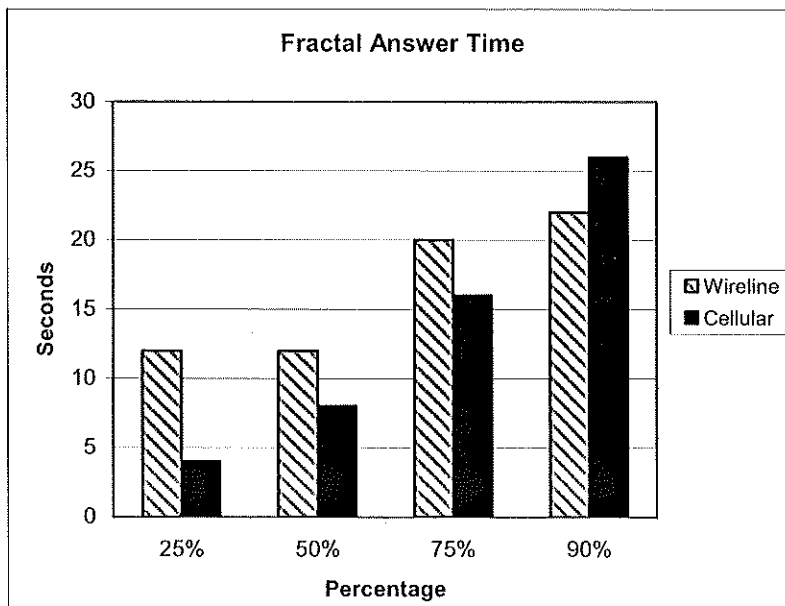
# PERFORMANCE MEASURES

## Call Answer Times

The average speed of answer (ASA) for 2007 was 13 seconds for calls originating from a wireline and 17 seconds for those from cellular phones. The chart below shows the percentage of calls answered in each time bracket measured.



Fractal answer times measure the maximum time it takes for a percentage of calls to be answered. For example, 90% of wireline 9-1-1 calls are answered in 26 seconds or less.





*Adopted Budget*  
*Fiscal Year 2008-2009*

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# MISSION STATEMENT AND GOALS

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# AGENCY MISSION AND STRATEGIC GOALS

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## MISSION

*WCCCA is committed to providing timely, efficient and compassionate communication services to all citizens through innovation, employee excellence and partnerships with public safety providers.*

## STRATEGIC GOALS

### **1. Maintain and Improve Performance Levels for Call Answering and Radio Dispatch Services**

- Support Law Enforcement Council planning process evaluating pertinent WCCCA workload by hour of day and day of week. Develop or facilitate proposals for alternative dispatch delivery models.
- Continue planning process with Fire Defense Board and key users focusing on accomplishment of key expectations.
- Develop and implement a non-punitive quality improvement program for all disciplines that measures performance using objective criteria and subjective peer review.
- Evaluate staffing to ensure adequate service levels are maintained as prescribed by user agencies or groups.
- Develop a strategy that prepares the agency to meet technological changes in our industry.
- Complete installation of Phase II upgrade project.

### **2. Maximize Utilization of Existing Resources**

- Develop a maintenance plan for Agency equipment including replacement schedules for useful life or reliability sensitive machines.
- In cooperation with all stakeholders, develop an Agency organizational chart and communication protocol. General functions of each stakeholder group should be defined.
- In cooperation with users, develop performance indicators/goals for critical and support functions of the Agency.
- Enhance Agency capabilities in collecting and disseminating information on the achievement of performance goals.

### **3. Ensure Financial Stability**

- Prepare mid to long term financial forecasting and funding models for Agency operating and capital programs. Analyze economic and population trends, citizen and user service level requests/requirements, and

## **AGENCY MISSION AND STRATEGIC GOALS**

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other variables that may impact financial performance of the Agency, such as the labor contract.

- Prepare annual budgets after identifying objectives with users and employees.
- Increase employee awareness of Agency finances including regular review of budget to actual expenditures. Encourage a broad understanding of financial performance and how decisions directly relate to service levels.
- Participate and provide leadership in legislative, APCO and NENA processes with the objective of maintaining or enhancing current 9-1-1 systems or capabilities, as well as searching out alternative revenue sources.
- Encourage a realistic understanding among all customers of the costs of meeting service level expectations through education and open discussion.
- Seek and implement program and process revisions that promote financial stability through fiscal responsibility and organizational efficiency.

#### **4. Ensure Preparedness for Catastrophic Events**

- Develop incident management procedures to direct, coordinate and support Agency response to system failures, major emergencies and catastrophic events.
- Develop a plan for the installation of redundant system facilities (CAD and dispatch capabilities) at a remote PSAP or other location.
- Develop and maintain a plan to exercise incident management procedures including a failure of current WCCCA systems.
- Provide training to employees and their families to encourage preparedness for a significant event, major emergency or catastrophic event.
- Complete installation of WCCCA facility security measures.
- Develop a plan to rebuild WCCCA systems in the event of a catastrophic event

#### **5. Seek Efficiencies through Cooperative Initiatives**

- Evaluate cooperative service opportunities with contiguous jurisdictions when financial or operational efficiencies could be achieved.
- Develop a strategy and provide leadership for advancing the concept of a regional radio, CAD, and RMS network.
- Explore service opportunities with user agencies where redundant systems could be eliminated or enhanced.
- Promote coordination of recruitment and retention efforts with regional PSAP managers.

## **AGENCY MISSION AND STRATEGIC GOALS**

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- Build and maintain partnerships with business and public agencies to fund 9-1-1 awareness and other public education opportunities.
- Continue to seek regional training opportunities
- Evaluate and research the possibility of outsourcing certain administrative functions.

### **6. Promote Craftsmanship and Pride throughout the Organization**

- Encourage employees to make a difference through problem solving and decision making at all levels.
- Define “craftsman” and establish levels of expertise to indicate when an individual has achieved that designation.
- Promote craftsmanship through ongoing education to include quality, proficiency, responsibility, common sense and risk taking.
- Set clear expectations of allowing and encouraging a culture that supports all elements of risk taking in the spirit of improving service to user agencies, the public, and co-workers.
- Foster a work environment where employees value the contribution of their co-workers. Review, refine and re-dedicate WCCCA employee expectations.
- Support change for improvement – educate employees on personal and professional impact of change.

### **7. Develop and Foster a Workforce which Honors and Respects the Diversity and Contributions of One Another Including the Community We Serve**

- Review and update, on a monthly basis, the WCCCA action plan for employment practices until measurable objectives are met.
- Revise Agency personnel manual and deliver training to all personnel
- Conduct diversity training for Agency personnel including awareness of different personality types and communication styles.
- Develop a plan to improve the Agency’s ability to communicate with members of various cultures in our community.

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## BUDGET PLANNING DIRECTIONS

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- I. **Balanced Budget:** The WCCCA budget shall be presented in balance as to total projected resources and requirements, and shall operate as such throughout the fiscal year. The levels of control for each fund shall be established as Personal Services, Materials and Services, Capital Outlay, Fund Transfers, and Contingency. In the event of deviations from the adopted budget at these levels, or in total resources, staff shall make recommendations to the Board of Commissioners to bring the budget back into balance.
  
- II. **Implementation of Service Levels:** The WCCCA Budget process will aim ultimately for the implementation of the directives of its contracting entities as it relates to the fulfilling service priorities and service levels. Ideally, these service priorities and service levels should be identified and agreed upon well in advance of the release of the Proposed Budget Document. Gaps between the current service levels/corresponding funding levels and new demands/corresponding funding from the public and users should be clearly identified along with the full cost impacts and options associated with filling those gaps.
  
- III. **Budget Emphasis:** In accordance with the service level discussion above, the WCCCA budget will identify the resources needed to meet current service priorities and levels identified by its users. The WCCCA budget will attempt to balance the need to hold-the-line on user fee increases with the need to fulfill current service priorities and demands identified by its users. If there is a need to move beyond current service levels because of a user-identified demand or a public demand (e.g. population increase), options for responding to those demands will be presented. Examples of potential options could include: a) the erosion of the existing service level; or b) user-approved funding of the new service demand.
  
- IV. **Staffing Levels:** Staff will continue to assess staffing levels in order to ensure that WCCCA has the FTE's necessary to meet the service standards established by user agencies. New staff will be considered at the request of users, and in accordance with goals established by the Board, and in the context of the processes outlined in #2 and #3 above.
  
- V. **Materials and Services:** WCCCA's obligation to try to keep user fees at a minimum must be balanced with the need to maintain a viable 9-1-1 communications center. Accordingly, staff will develop a budget that will allow for adequate maintenance and growth at WCCCA, while continuing to pursue cost-reducing measures to keep user fees at a minimum. Additionally, actual expenditures shall be compared to budget periodically, and any significant variations justified. If necessary, staff shall recommend a course of action to bring the budget back into balance.

## BUDGET PLANNING DIRECTIONS

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- VI. **Unpredictable Revenues:** The WCCCA budget shall avoid the use of one-time revenues to fund ongoing expenditures. Any new programs/projects that will have ongoing expenditures shall be established in accordance with #2 and #3 above. Regarding unpredictable revenues, staff shall make every effort to conservatively estimate revenues, using historical collection trends and advance knowledge of future changes. If during the adopted budget cycle, it becomes apparent that estimated revenues will be significantly less than budgeted, staff shall recommend a course of action to the Board of Commissioners.
- VII. **Pursuit of New Revenues:** WCCCA staff shall continue to pursue new revenues from contract users and other revenue sources wherever and whenever possible as long as new users are assigned a fair portion for infrastructure and overhead development costs of the 9-1-1 system if applicable. New users should not be allowed onto the system if long-term capacity for current IGA members is impacted or system depreciation and inefficiency is accelerated.
- VIII. **Strategic Investments:** WCCCA will continue to identify for Board consideration, opportunities to make strategic investments in training, technology, and other infrastructure aimed at modernizing or enhancing the efficiency of the Agency.
- IX. **Reserves and Contingencies:** WCCCA will continue to maintain a contingency fund for unforeseen expenditures. The general goal is for the contingency to be established at 5% of operating expenditures. Additionally, WCCCA shall maintain a prudent level of financial reserves to protect against the need to reduce service levels and/or raise fees due to temporary revenue shortfalls or unpredicted one-time expenditures.



*Adopted Budget*  
*Fiscal Year 2008-2009*

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# BUDGET PROCESS

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# BUDGET PROCESS

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The budgetary and accounting policies contained in the Adopted FY08-09 Budget conform to generally accepted accounting principles as established by the Governmental Accounting Standards Board. WCCCA uses a modified accrual basis for budgeting as well as accounting. The Agency's accounts are organized on the basis of funds and account groups, each of which is considered a separate budgetary and accounting entity.

The Board of Commissioners' resolution authorizing appropriations for each fund at the end of the budget process sets the level by which expenditures cannot exceed appropriations. Total personal services, materials and services, capital outlay, fund transfers and contingency are the levels of control for each fund established by resolution. Appropriations lapse at year-end.

Original budgets may be modified by the use of appropriation transfers between the expenditure categories upon approval by the Board of Commissioners. If it becomes necessary to amend the budget during the fiscal year to increase a fund by more than 10%, a supplemental budget is prepared and published pursuant to ORS 294. Staff presents the supplemental budget to the CEO Board, who makes a recommendation to the Board of Commissioners regarding adoption. A public hearing is held, and the supplemental budget is considered for adoption. If adopted, the supplemental budget is filed with the State of Oregon Revenue Department and implemented at WCCCA.

Below is the schedule for preparing, reviewing and adopting the budget for the coming fiscal year:

*Full Board Meeting:*

Annual Planning Retreat with full Board October 18, 2007

Budget Policies and Calendar considered by CEO Board November <sup>20</sup> 8, 2007

Staff Receives Budgetary Input from TAC December 14, 2007 <sup>Dec 10, 2008</sup>

Staff Presents the Preliminary Proposed Budget to the CEO December <sup>18</sup> 20, 2007

*Full Board Meeting:*

Budget Committee Members appointed December <sup>18</sup> 20, 2007

CEO Considers Approval of the Proposed Budget and Recommendation to the Budget Committee January 17, 2008

*Budget Committee Workshop:*

Officers Elected February 8, 2008

Present and Discuss CEO Recommended Budget

*Budget Committee Meeting:*

Provide Opportunity for Public Testimony March 13, 2008

Consider Approval of Recommended Budget

# BUDGET PROCESS

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*Full Board Meeting:*

Following Budget Committee meeting:

**Public Hearing** of Approved Budget

March 13, 2008

Board Adoption of FY 2008/09 Budget

March 13, 2008

Adopted Budget document distributed to Board

June 30, 2008

*Adopted Budget  
Fiscal Year 2008-2009*

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# FINANCIAL SUMMARY

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# FINANCIAL SUMMARY

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## FUNDS OVERVIEW

### General Fund

The General Fund is WCCCA's primary operating fund where revenues are received and expenditures made for operating expenses such as personnel costs, supplies and utilities, computer/capital replacements, and grant funds.

### Capital Equipment Replacement Fund

This fund is used to set aside money for radio infrastructure maintenance and repairs. Funds are transferred from the General Fund each year and expended as needed.

### Facility Maintenance Fund

This fund is used to set aside money for major facility maintenance and repairs. Funds are transferred in from the General Fund each year and expended as needed.

### System Upgrade Fund

This fund contains the revenues and expenditures for the system upgrade project, which was funded through a levy by Washington County.

### *Fiscal Year 2008-09 Resources and Requirements by Fund*

Account	General Fund	Capital Equipment Replacement Fund	Facilities Maintenance Fund	System Upgrade Capital Fund
Beginning Fund Balance	\$3,737,395	\$848,556	\$271,391	\$1,205,821
Interest	\$146,400	\$35,200	\$28,500	\$25,000
9-1-1 Excise Tax	\$2,831,100	\$0	\$0	\$0
Dispatch Contracts	\$5,979,104	\$0	\$0	\$0
System User Contracts	\$428,498	\$0	\$0	\$0
Levy Proceeds	\$0	\$125,000	\$0	\$0
Transfers/Other Revenues	\$261,335	\$350,000	\$350,000	\$0
<b>Total Resources</b>	<b>\$13,383,832</b>	<b>\$1,358,756</b>	<b>\$649,891</b>	<b>\$1,230,821</b>
Personal Services	\$8,706,439	\$0	\$0	\$0
Materials & Services	\$1,271,941	\$0	\$45,000	\$0
Capital Outlay	\$166,500	\$1,161,000	\$8,000	\$1,230,821
Transfers to Other Funds	\$700,000	\$0	\$0	\$0
Contingency	\$1,917,500	\$100,000	\$150,000	\$0
Unapprop Ending Fund Bal.	\$621,452	\$97,756	\$446,891	\$0
<b>Total Requirements</b>	<b>\$13,383,832</b>	<b>\$1,358,756</b>	<b>\$649,891</b>	<b>\$1,230,821</b>

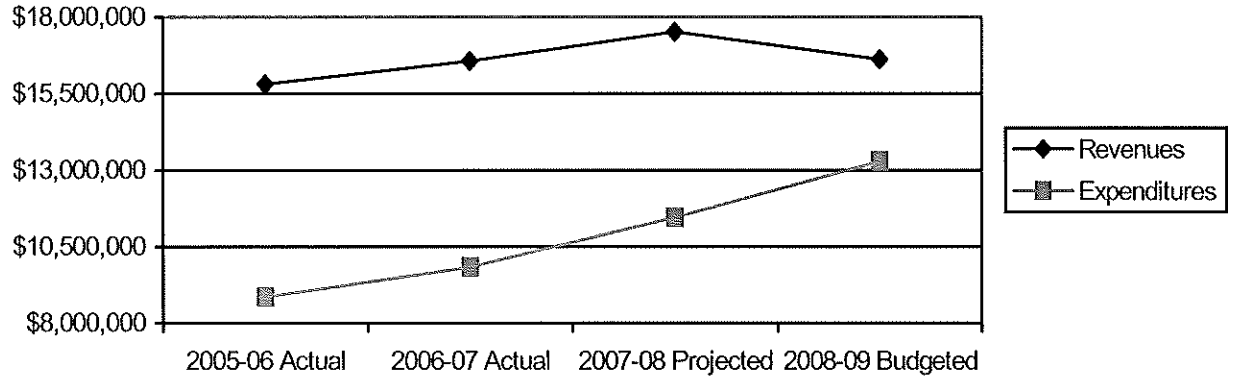
**Total Resources for All Funds: \$16,623,300**

**Total Requirements for All Funds: \$16,623,300**

# FINANCIAL SUMMARY

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All Funds Budget Summary



\* The Expenditures do not include Contingency and Unappropriated Ending Fund Balance amounts.



# FINANCIAL SUMMARY



Washington County Consolidated Communications Agency

## RESOLUTION 08-1

### RESOLUTION TO ADOPT THE FISCAL YEAR 2008-09 BUDGET

*WHEREAS*, the Fiscal Year 2008-09 Budget has been recommended by the Agency's Chief Executive Officers Board and approved by the Agency's Budget Committee; and

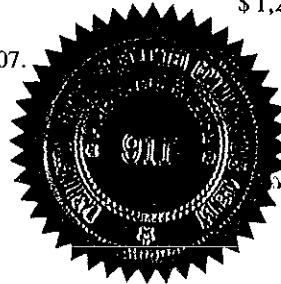
*WHEREAS*, a Public Hearing on the Approved Budget was held before the Board of Commissioners; and

*NOW THEREFORE BE IT RESOLVED*, that the WCCCA Board of Commissioners hereby adopts the Budget for the fiscal year ending June 30, 2009 in the total amount of \$15,457,201, excluding Unappropriated Ending Fund Balances totaling \$1,166,099 and authorizes appropriations, as follows:

<i>Fund:</i>	<i>General</i>	
	Personal Services	\$ 8,706,439
	Materials and Services	\$ 1,271,941
	Capital Outlay	\$ 166,500
	Transfer to Other Funds	\$ 700,000
	Contingency	<u>\$ 1,917,500</u>
		\$12,762,380
<i>Fund:</i>	<i>Facility Maintenance Fund</i>	
	Materials and Services	\$ 45,000
	Capital Outlay	\$ 8,000
		<u>\$ 150,000</u>
		\$ 203,000
<i>Fund:</i>	<i>Capital Equipment Replacement Fund</i>	
	Capital Outlay	\$ 1,161,000
	Contingency	<u>\$ 100,000</u>
		\$ 1,261,000
<i>Fund:</i>	<i>System Upgrade Capital Fund</i>	
	Capital Outlay	<u>\$ 1,230,821</u>
		\$ 1,230,821

*APPROVED AND ADOPTED* this 13th day of March, 2007.

  
Chair, Board of Commissioners



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# FINANCIAL SUMMARY

In compliance with the State of Oregon Local Budget Law, the annual budget for the Washington County Consolidated Communications Agency (WCCCA) for the fiscal year beginning July 1, 2008 and ending June 30, 2009 was adopted in public meeting, and is balanced between total projected resources and requirements. As adopted, the annual budget is intended to serve as a financial plan for the next fiscal year, an operational plan detailing the allocation of the Agency's resources during the 2008-2009 fiscal year, and as an active financial guide to implement WCCCA goals and objectives.

Several key factors have impacted the Agency's funding requirements for FY08-09, including the need for additional staffing and the need to further stabilize an ending fund balance in an effort to minimize future user fee increases. Staff continues to work diligently to explore alternatives for more efficient and cost effective service delivery in order to maximize the human and financial resources already available.

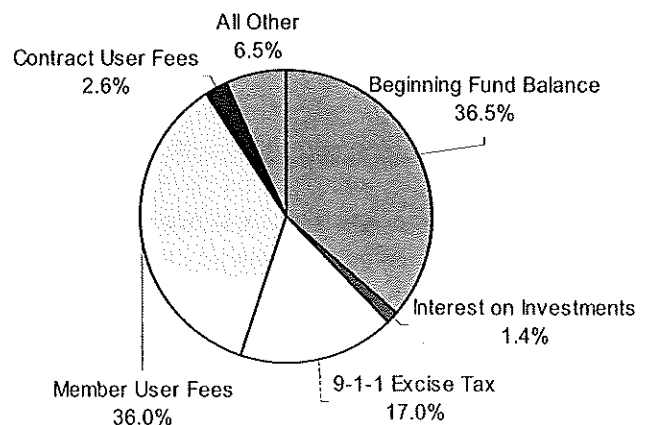
## BUDGET SUMMARY FOR REVENUES

Total revenues for all funds for the current and next fiscal years are shown below:

Revenues	FY07-08 Adopted Budget	FY08-09 Adopted Budget	Increase (Decrease)
Beginning Fund Balance	5,689,120	6,063,163	374,043
Interest on Investments	89,500	235,100	145,600
9-1-1 Excise Tax	2,400,000	2,831,100	431,100
Member User Fees	5,836,922	5,979,104	142,182
Contract User Fees	435,197	428,498	(6,699)
Intergovernmental Tax Revenue	0	125,000	125,000
Transfer/Other Revenues	800,612	961,335	160,723
<b>Total Resources</b>	<b>\$15,251,351</b>	<b>\$16,623,300</b>	<b>\$1,371,949</b>

The total revenues for all funds in the FY08-09 Adopted Budget are illustrated below by budget category:

Resources	2008-09 Adopted Budget	Percent
Beginning Fund Balance	6,063,163	36.5%
Interest	235,100	1.4%
9-1-1 Telephone Tax	2,831,100	17.0%
Dispatch Contracts	5,979,104	36.0%
System User Contracts	428,498	2.6%
All Other	1,086,335	6.5%
<b>Total Resources</b>	<b>\$16,623,300</b>	<b>100.0%</b>



# FINANCIAL SUMMARY

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## *2008-09 Significant Changes:*

### **Beginning Fund Balance**

The Beginning Fund Balance has increased by \$374,043 (6.6%) for all funds. The General Fund's beginning balance increased by \$769,276 (25.9%) due largely to unfilled positions in the current fiscal year, as well as higher than anticipated 9-1-1 revenues. The beginning fund balance accounts for 36.5% of General Fund resources. This resource is estimated based on the anticipated level of resources over expenditures in the current year's budget.

The Facilities Maintenance Fund's beginning balance increased by \$20,391 (8.1%) for a total of \$271,391 reflecting minimal expenditures in the current year. The Capital Equipment Replacement Fund's beginning balance increased by \$278,556 (48.9%). This significant increase is due to the first year's proceeds from Washington County's Public Safety Local Option Levy in FY07-08 of \$125,000 as well as the General Fund transfer (\$200,000) made in anticipation of projects scheduled in FY08-09. The System Upgrade Fund's beginning balance decreased by \$694,179 (36.5%) reflecting the utilization of the fund's resources to complete the Phase II project.

### **Interest on Investments**

All Agency funds are invested in the Oregon Local Government Investment Pool. Investments are regulated by Board of Commissioner Policy. Interest from investments is estimated to increase by \$145,600 (162.7%) based on current interest earnings.

### **9-1-1 Excise Tax**

The 9-1-1 excise tax is a State-mandated tax levied on all telephone users. The current 9-1-1 excise tax is a flat 75-cent per month charge on all phone numbers that have access to 9-1-1, including cellular phone lines and Voice over Internet Protocol (VoIP). Revenues are estimated to increase by 18.0% to a total of \$2.8 million, a more accurate estimation based on historical performance (see Appendix for 9-1-1 Revenue History).

### **Member User Fees**

As an ORS 190 organization, WCCCA is primarily funded by user fees from participating jurisdictions (36.0% of total revenue). User fees increased overall by 2.5% (\$142,182) from FY07-08. These fees are estimated using a complex cost allocation schedule (see page 64 for User Formula), which allocates the net budgetary requirements not already offset by other revenues to police and fire user agencies. The police and fire agencies then pay those costs, in the form of user fees, in order to fulfill the budget requirements.

### **Contract User Fees**

Other resources include revenues from intergovernmental agreements with Clackamas County and the City of Newberg, which account for another 2.6% of the total revenues.

## **FINANCIAL SUMMARY**

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### **Maintenance Services**

Maintenance services provided by our Technical Services Department are expected to increase by 8.9% (\$8,000) based on historical trends. These services include the repair of radio equipment owned by the Agency's members and contract users.

### **Miscellaneous Income**

Miscellaneous income is expected to increase by \$89,227 (249.4%) due to reimbursements received from Nextel for the rebanding project. Other revenue is generated by public information requests, special projects and reimbursements.

### **Grant Revenues and Donations**

At the time the budget was adopted, no grant revenues were anticipated for FY08-09.

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# FINANCIAL SUMMARY

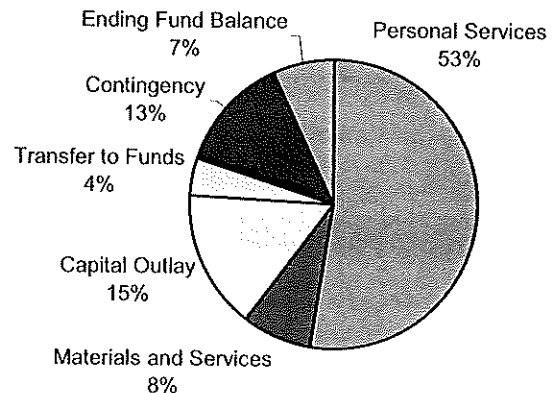
## BUDGET SUMMARY FOR EXPENDITURES

Total expenditures for all funds for the current fiscal year and the next fiscal year are shown below:

Expenditures	FY07-08 Adopted Budget	FY08-09 Adopted Budget	Increase (Decrease)
Total Personal Services	8,154,527	8,706,439	551,912
Total Materials and Services	1,452,025	1,316,941	(135,084)
Total Capital Outlay	2,383,103	2,566,321	183,218
Transfer to Funds	540,000	700,000	160,000
Contingency	1,290,000	2,167,500	877,500
Ending Fund Balance	1,431,696	1,166,099	(265,597)
<b>Total Expenditures</b>	<b>\$15,251,351</b>	<b>\$16,623,300</b>	<b>\$1,371,949</b>

The total expenditures for all funds in the FY08-09 Adopted Budget are illustrated below by budget category:

Expenditures	2008-09 Adopted Budget	Percent
Total Personal Services	8,706,439	36.5%
Total Materials and Services	1,316,941	1.4%
Total Capital Outlay	2,566,321	17.0%
Transfer to Funds	700,000	36.0%
Contingency	2,167,500	2.6%
Ending Fund Balance	1,166,099	6.5%
<b>Total Expenditures</b>	<b>\$16,623,300</b>	<b>100.0%</b>



### 2008-09 Significant Changes:

#### Personal Services

All of the Agency's Personal Services are located within the General Fund. Total expenditures in this category increased by \$551,912 (6.8%). Salaries increased by \$357,746 (6.1%) due to the addition of 2.0 full-time equivalent (FTE) positions. In addition to the staff additions, the cost of living adjustment (COLA) was estimated at 4% for all Agency personnel. Benefits and payroll expenses increased by \$194,166 (8.5%) overall, which can be attributed to additional staff, and the projected increase in medical insurance rates (10% for Regence BlueCross BlueShield, 7.1% for Kaiser).

# FINANCIAL SUMMARY

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## Materials and Services

Materials and Services decreased by \$135,084 (9.3%) overall from the FY07-08 adopted budget. The General Fund reflects an increase of \$24,916 (2.0%), due to known contract amounts and the Financial Forecast, in which staff estimated costs to increase by approximately 2.5% each year. In the Facilities Maintenance Fund, expenditures decreased by \$85,000 (65.4%), reflecting the completion of non-recurring projects in FY07-08. The System Upgrade Capital Fund saw a decrease in authorized expenditures of \$75,000 (100%), as all remaining expenditures for the Phase II project are budgeted to Capital Outlay accounts.

## Capital Outlay

Capital outlay decreased by \$183,218 (7.7%) for a total of \$2,566,321. The General Fund's capital outlay decreased overall by 31.5% due to the completion of Metropolitan Area Communications Commission (MACC) grant projects in FY07-08. The Capital Equipment Replacement Fund's authorized expenditures increased by \$1,111,000 (2222.0%) for the Computer Aided Dispatch (CAD) system replacement scheduled for FY08-09. The System Upgrade Capital Fund's outlay decreased by \$859,179 (41.1%) based on estimated work to be completed in FY08-09 for the Phase II radio system upgrade.

Capital expenditures are defined as items or projects of more than \$5000 in value. Capital items include durable fixed equipment, such as vehicles, communications equipment, and computers.

## Transfers to Funds

Transfers to the capital funds were increased by \$160,000 (29.6%) from FY07-08. The Facilities Maintenance Fund receives \$350,000. The Capital Equipment Replacement Fund receives \$250,000.

## Contingency

Contingencies increased by \$877,500 (68.0%). The General Fund Contingency for FY08-09 was increased by \$627,500 (48.6%). Contingencies were added to the Capital Equipment Replacement Fund (\$100,000) and the Facilities Maintenance Fund (\$150,000), where in the past all remaining funds were budgeted to the Unappropriated Ending Fund Balance. Whereas under Oregon law the ending fund balance may not be appropriated during the year, the contingency appropriation provides for flexibility in operations should an unexpected major event occur.

## Ending Fund Balance

The Unappropriated Ending Fund Balance (5999) for all funds totals \$1.16 million, a decrease of \$265,597 (18.6%) from FY07-08. The General Fund's Ending Fund Balance was set \$621,452. Ending Fund Balance amounts for the Facilities Maintenance Fund (\$446,891) the Capital Equipment Replacement Fund (\$97,756) will be carried forward



## FINANCIAL SUMMARY

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for future capital project needs. The System Upgrade Capital Fund is expected to have all funds expended at the end of FY08-09.

### **Debt Service**

As an ORS 190 organization, WCCCA is not statutorily authorized to utilize debt, and therefore, has no current debt and does not intend to issue debt.

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*Adopted Budget*  
*Fiscal Year 2008-2009*

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# GENERAL FUND

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# GENERAL FUND

The General Fund is WCCCA's primary operating fund where revenues are received and expenditures made for operating expenses such as personnel costs, supplies and utilities, computer/capital replacements, and grant funds.

## REVENUES

For the FY08-09 Adopted Budget, an overall increase in General Fund revenues of \$1,432,981, or approximately 12.0% is expected. This increase in revenues is primarily due to an increase in the beginning fund balance, as well an overall user increase fee of 2.5%.

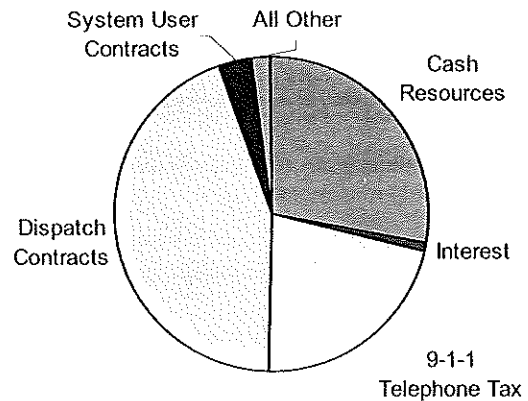
### Budget Summary for Revenues

Revenues by Budget Category	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Adopted Budget
Beginning Fund Balance	2,106,787	2,823,838	2,968,120	3,737,395
Interest	88,272	124,612	50,000	146,400
9-1-1 Telephone Tax	2,390,880	2,655,493	2,400,000	2,831,100
Dispatch Contracts	5,412,109	5,688,737	5,836,922	5,979,104
System User Contracts	383,068	422,067	435,197	428,498
All Other	518,631	392,061	260,612	261,335
<b>Total Revenue</b>	<b>\$10,899,747</b>	<b>\$12,106,808</b>	<b>\$11,950,851</b>	<b>\$13,383,832</b>

### General Fund Resources by Budget Category

The total General Fund revenues in the FY08-09 Adopted Budget are illustrated below by budget category:

Resources	2008-09 Adopted Budget	Percent
Beginning Fund Balance	3,737,395	27.9%
Interest	146,400	1.1%
9-1-1 Telephone Tax	2,831,100	21.2%
Dispatch Contracts	5,979,104	44.7%
System User Contracts	428,498	3.2%
All Other	261,335	2.0%
<b>Total Resources</b>	<b>\$13,383,832</b>	<b>100.0%</b>



# GENERAL FUND

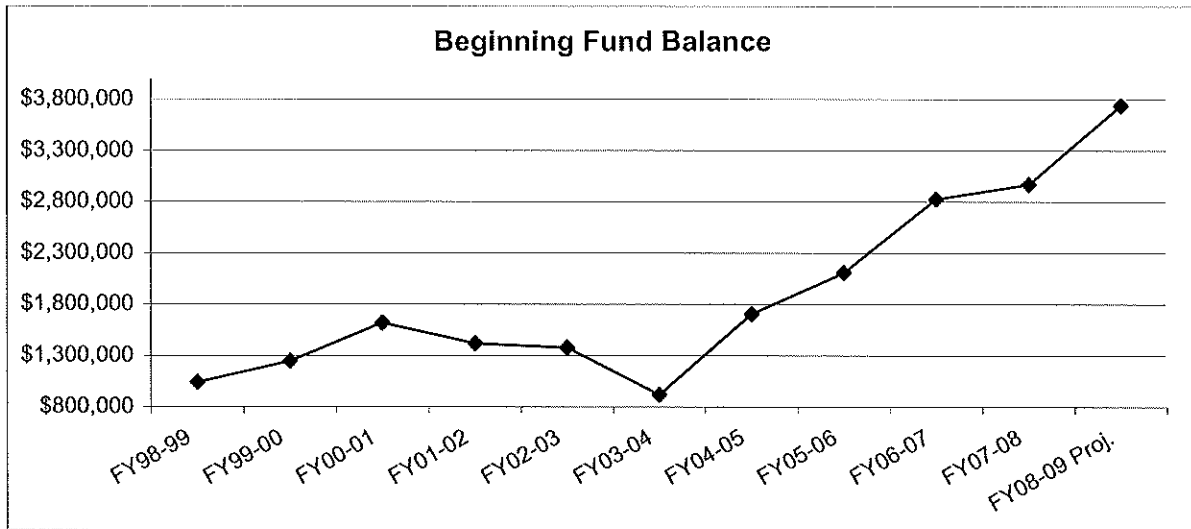
## Budgetary Impacts

### Beginning Fund Balance

The Agency “use of funds” has exceeded new revenues in past fiscal years, causing the beginning fund balance to decline up until FY03-04. Due to the Board’s adoption of an Unappropriated Ending Fund Balance and Contingency, the beginning fund balance has increased since FY03-04. It is expected to increase by 25.9% in FY08-09 due to the adoption of a higher level of Contingency in FY07-08 than in previous years. In addition, staffing remained below authorized strength for the year, resulting in unused funds in Personal Services. 9-1-1 telephone tax revenues for the year are projected to be 35.3% over budget due to an unanticipated, special distribution from the State of Oregon.

While the beginning fund balance has increased, the Financial Forecast (see Appendix) shows that trend reversing in the near future. In order to offset some of the anticipated declining beginning fund balance over the next five years, the Board of Commissioners opted to increase user fees modestly (by an average of 2.5%). Staff will continue its endeavor to identify and propose funding methods that will keep user fee increases at a reasonable level over the years to come.

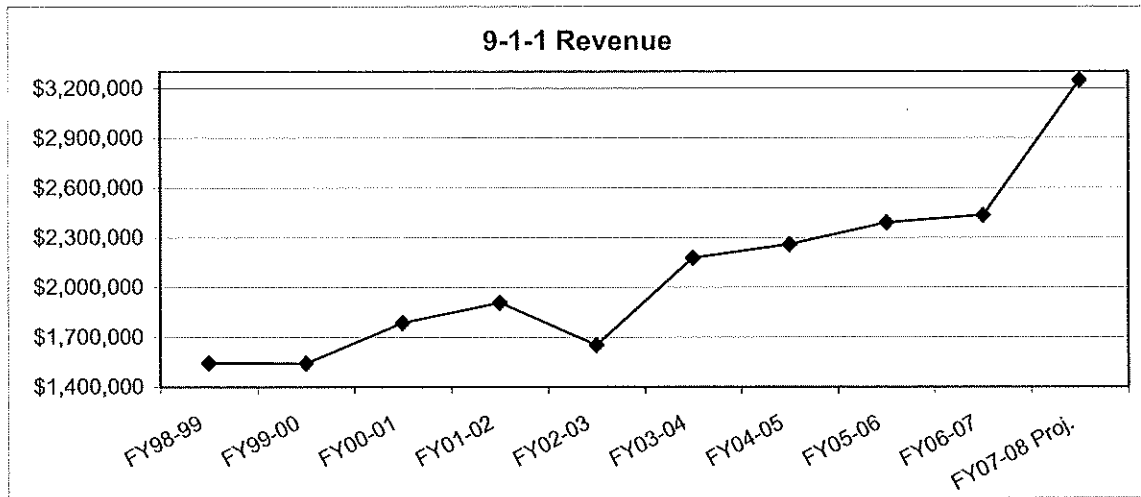
Below is a graph depicting the FY08-09 projected beginning fund balance in comparison to historical beginning fund balances.



### 9-1-1 Revenues

The 9-1-1 excise tax revenues are used in the General Fund to offset user fees by partially funding costs related to answering incoming emergency calls and dispatching emergency services. The graph below illustrates WCCCA’s 9-1-1 tax revenue trend for the past 10 years.

# GENERAL FUND



The sharp increase in 9-1-1 revenues in FY07-08 is due to a special one-time distribution from the State of Oregon received in the current fiscal year. The Office of Emergency Management, the office responsible for administering the State 9-1-1 Program, was transferred to the Oregon Military Department from the Oregon State Police. As a component of the transfer, the departments worked to balance all 9-1-1 accounts and distribute them appropriately, resulting in an additional unanticipated distribution to this Agency of \$521,622.

For FY08-09, this revenue comprises 17.0% of the Adopted Budget and is therefore a very important source of offsetting revenue for our users. While the increasing revenue trend is expected to continue for the State, there is a risk that legislative actions could significantly impact the future distribution of that revenue to local communications centers. Staff continues to take an active role in efforts to stabilize this funding source for local governments.

# GENERAL FUND

## EXPENDITURES

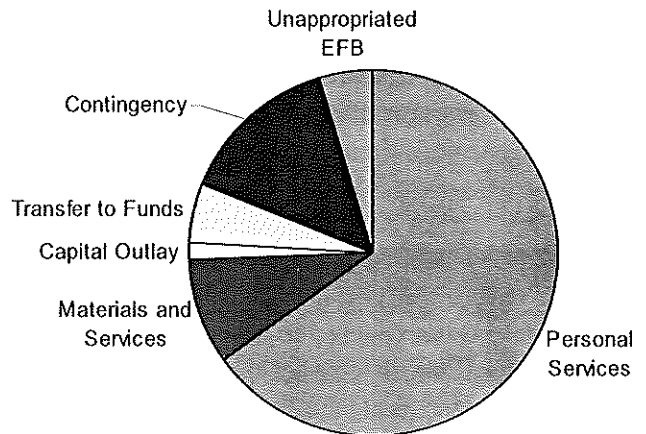
### *Budget Summary for Expenditures*

Expenditures by Budget Category	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Adopted Budget
Personal Services	6,563,527	7,731,432	8,154,528	8,706,439
Materials and Services	995,655	1,287,156	1,247,025	1,271,941
Capital Outlay	187,065	286,434	141,200	166,500
Transfer to Funds	209,866	209,866	540,000	700,000
Contingency	423,643	953,891	1,290,000	1,917,500
Unappropriated EFB	432,027	432,005	476,196	621,452
<b>Total Requirements</b>	<b>\$8,811,783</b>	<b>\$10,900,784</b>	<b>\$11,848,948</b>	<b>\$13,383,832</b>

### *General Fund Requirements by Budget Category*

The total General Fund expenditures in the FY08-09 Adopted Budget are illustrated below:

Requirements	2008-09 Adopted Budget	Percent
Personal Services	8,706,439	64.8%
Materials & Services	1,271,941	9.5%
Capital Outlay	166,500	1.2%
Transfer to Other Funds	700,000	5.2%
Contingency	1,917,500	14.6%
Ending Fund Balance	621,452	4.6%
<b>Total Requirements</b>	<b>13,383,832</b>	<b>100.0%</b>



### *Budgetary Impacts*

Several major issues have impacted the Agency's FY08-09 adopted budget, including the increased need for staffing and the need to consider the impact of increased user fees on our member agencies. WCCCA continues to grow as an agency and requires additional staff in order to operate effectively. The FY08-09 Adopted Budget includes the authorization to hire an additional 1.0 FTE Operations Supervisor 1.0 FTE Information Systems Technician.

Recognizing the need to minimize the impact of user fee increases to our member agencies, staff developed a budget with minimal increases. Some increases were necessary due to service contract increases and vehicle replacements, but staff endeavored to keep the materials and services and capital outlay budgets substantially similar to the previous year.



# GENERAL FUND

## 2008-09 Significant Changes:

### Personal Services

Total expenditures in General Fund Personal Services increased by \$551,912 (6.8%). The increase of \$357,746 (6.1%) in salaries is due to the addition of 2.0 full-time equivalent (FTE) positions and the cost-of-living adjustment (COLA) which was 4% for represented personnel and estimated at the same for non-represented personnel. One FTE was added to the Data Services department for an Information Systems Technician responsible for GIS mapping maintenance. In Operations, 1.0 FTE Supervisor was added in order to expand supervisor coverage to twenty-four hours a day.

PERS employer rates remained the same from the 2007-08 fiscal year (12.2% for Tier 1 and 2; 14.35% for OPSRP). Benefits and payroll expenses increased by \$194,166 (8.5%) overall, which can be attributed to additional staff, and a significant increase in medical insurance rates (projected at 10% for Regence BlueCross BlueShield, and 7.1% for Kaiser).

The changes in FTE's are summarized in the table below.

Non-Represented Positions	Adopted FY06-07	Adopted FY07-08	Adopted FY08-09	Change from FY07-08
Director	1	1	1	0
Assistant Director	1	1	1	0
Operations Manager	1	1	1	0
Operations Supervisors	5	5	6	1
Management Analyst	1	1	1	0
Accountant	0	1	1	0
Administrative Assistant	1	1	0	-1
Administrative Specialist	1	1	2	1
HR Analyst	1	0	0	0
Training Coordinator	1	1	1	0
Technical Systems Manager	1	1	1	0
Technical Systems Supervisor	1	1	1	0
Technician	3.75	4	4	0
Facilities Maintenance Tech	1	1	1	0
Data Services Coordinator	1	1	1	0
Information Systems Analyst	0	1	1	0
Info Systems Technician	1	1	2	1
Dispatch Assistant	0.4	0.4	0.4	0
<b>Represented Positions</b>				
Dispatchers	64.5	66.5	66.5	0
<b>TOTAL FTE</b>	<b>86.65</b>	<b>89.90</b>	<b>91.90</b>	<b>2</b>

# GENERAL FUND

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## Materials and Services

General Fund Materials and Services increased by \$24,916 (2.0%) from the FY07-08 Adopted Budget. Many of the changes in the Materials and Services category are known increases in contract amounts, or are directly related to increases in the Financial Forecast, in which staff estimated costs to increase by approximately 2.5% each year.

Radio Supplies (5301) increased by \$19,270 (26.5%) to more accurately reflect actual costs.

Non-Capital Furniture and Equipment (5330) increased by \$37,075 (130.4%) to purchase new equipment for the Technical Services department such as back batteries and chargers (\$13,600) and 2 each UHF and VHF mobile radios (\$10,000) for communication and support of both types of users; computer replacements; and four new radios (\$12,000) to be installed at the call-taker positions.

Consultant Fees/Contract Services (5413) decreased by \$48,591 (38.7%). This decrease reflects the completion of the strategic planning process and the architectural review of the dispatch floor.

Building Maintenance (5416) increased by \$18,388 (50.2%) due to some services being transferred to this line item from M&R Facility/Sites (5361).

## Capital Outlay

The General Fund's capital outlay decreased overall by \$76,603 (31.5%) due to the completion of MACC Grant projects in FY07-08. For the Technical Services Department, \$75,000 is included for replacements and new purchases of capital equipment, including the replacement of HVAC units at the original sites (\$36,000). These units have exceeded their useful life and the failure rate over the past two years has increased significantly.

## Other Categories

### *Transfers to Funds*

Transfers to capital funds increased by \$160,000 (29.6%) from FY07-08. These transfers were made to the special capital funds. The expenditures of these funds are included in the individual fund explanation.

### *Contingency*

The Contingency reserve (5900) was increased by \$627,500 (48.6%). At the direction of the CEO Board during the preparation of the FY07-08 Budget, an increase to the Contingency reserve was made in order to offset the forecasted declining Beginning Fund

## GENERAL FUND

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Balance which will provide for more stability in changes to the user fees for the coming years.

### *Unappropriated Ending Fund Balance*

The Unappropriated Ending Fund Balance (5999) increased by \$145,256 (30.5%) over FY07-08. As in FY07-08, the Ending Fund Balance is approximately 25% of the remaining funds not appropriated to the operating or capital budgets, with the other 75% budgeted to Contingency. The Board has opted to budget an ending fund balance to strengthen the Agency's financial position for the future.

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*Adopted Budget*  
*Fiscal Year 2008-2009*

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# SPECIAL FUNDS

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## SPECIAL FUNDS

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The primary resource for the special funds, with the exception of the System Upgrade Capital Fund, is the beginning fund balance (cash resources). As the special funds are generally only used for unanticipated projects, the appropriated funds are often unspent, and serve to increase the beginning fund balance each year. The primary revenue source for these funds is an annual transfer from the General Fund. These revenues occur each year, and are intended to maintain the fund balance by partially offsetting any necessary expenditures from these funds.

### **CAPITAL EQUIPMENT REPLACEMENT FUND - Fund 22**

In the Capital Equipment Replacement Fund, the Board adopted an FY08-09 budget of \$1,261,000 for the replacement of capital equipment. The beginning fund balance is an accumulation of Transfers In over the past few years to build funds for future projects. The Transfer In for FY08-09 increased by \$150,000 from FY07-08 to build funding for the Computer Aided Dispatch (CAD) system replacement project.

WCCCA has been using its CAD system for approximately 12 years. At the direction of the CEO Board, the Agency has been involved in a regional effort to obtain a grant from the Urban Area Security Initiative (UASI) to purchase an existing modern CAD from Clackamas County at a cost of \$2.1 million. The grant-purchased CAD will be a regional resource owned and managed by the Portland Dispatch Center Consortium (PDCC) for use by any or all of the region's communications centers. The objective is to make available to all seven dispatch centers a common regional CAD. Such a system would, among other benefits, (1) provide sharing of unit status information across the region which would allow the more expedient dispatch of fire resources across jurisdictional boundaries and (2) provide redundancy across the region through the use of back up CAD servers. While the grant funds will be used to purchase the system, each participating agency must pay a membership fee to join the common CAD. Annual user fees will be charged to participating agencies each year thereafter, prorated based on system usage. These fees will provide for the yearly software and hardware maintenance contracts and any agency labor costs incurred for the good of all participating agencies. WCCCA currently pays software and hardware maintenance fees for its current system. It is anticipated that the new system's fees will be comparable.

In addition to a transfer from the General Fund, the Capital Equipment Replacement Fund will receive \$125,000 per year from FY07-08 to FY09-10 from the proceeds of Washington County's public safety levy passed by voters in November 2006. This project is expected to be completed by the end of FY08-09, with all funds expended.

### *Projects Summary*

The following projects are planned for fiscal year 2008-09:

- Common CAD initial participation fee for \$650,000, plus additional one-time project expenses, not to exceed \$1,000,000

## SPECIAL FUNDS

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- Generator and transfer switch replacements at three radio tower sites for \$22,000 each
- Air conditioning unit in the equipment/server room for \$45,000

### *Operating Budget Impact*

<b>Project</b>	<b>Cost</b>	<b>Operating Budget Impact</b>
CAD Replacement	\$1,000,000	No impact
Generator and transfer switch replacements at three sites	\$66,000	No impact
Air conditioning for equipment/server room	\$45,000	Services: \$2500 (Electricity)



## SPECIAL FUNDS

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### FACILITY MAINTENANCE FUND - FUND 25

#### *Program Description*

This fund is used to set aside money for major facility maintenance and repairs. Funds are transferred in from the General Fund each year and expended as needed.

#### *Projects Summary*

The following projects are planned for fiscal year 2008-09:

- Re-carpeting of dispatch floor for \$45,000
- Roof replacement on the radio building at the Bald Peak site for \$15,000

#### *Operating Budget Impact*

<b>Project</b>	<b>Cost</b>	<b>Operating Budget Impact</b>
Re-carpeting of dispatch floor	\$45,000	No impact
Roof replacement at Bald Peak site	\$8,000	No impact

## SPECIAL FUNDS

### SYSTEM UPGRADE FUND - Fund 51

In the System Upgrade Capital Fund, the Board adopted an FY08-09 budget of \$1.2 million for capital projects. The beginning fund balance is an accumulation of levy funds over previous years that have gone unspent due to delays in site construction. Radio site construction and upgrades are expected to be complete in FY08-09.

In addition to a transfer from the General Fund, the System Upgrade Capital Fund has received the majority of its revenue from the proceeds of a public safety levy passed by voters in November 2000. This project is expected to be completed by the end of FY08-09, with all funds expended.

#### *Project Summary*

These projects will focus on completing the construction of new radio sites and upgrades to existing sites to enhance radio coverage throughout the county. In FY07-08, two of the three remaining new sites were completed—Cedar Hills and Burntwood. The River Road site, which was also scheduled for completion in FY07-08, was relocated to Washington County's former jail facility after structural and geotechnical engineers discovered that the soils types at the site would require additional work to meet seismic requirements, making the construction cost prohibitive at that location. This site is anticipated to be complete in FY08-09.

The radio site on Parrett Mountain has lost its lease and work is scheduled to begin in April 2008 to relocate the site approximately 1.2 miles away on the same hilltop. The new site will provide better overall coverage to areas served by the existing site but does not have a microwave path into the WCCCA system. As such a new site for an intermediate microwave hop is required. An established site was found on Mountain Top with a building owned by ODOT and a tower owned by Yamhill County.

In addition to the site construction, components of the system upgrade still to be completed include a portion of the installation, verification, and validation of the 800 MHz Simulcast System by Motorola, primarily at the west end sites.

#### *Operating Budget Impact*

Project	Cost	Annual Operating Budget Impact
Washington County Courthouse Site	<i>Total project cost:</i> \$200,000 <i>Est. costs to be incurred in FY08-09: \$100,000</i>	Personnel: \$8587 (technical/maintenance) Services: \$6300 (Electricity) Lease: \$420 (Battery Maintenance) \$4203 (to be adjusted annually per Washington County's Cost Plan)
Parrett Mountain Site Relocation	<i>Total project cost:</i> \$329,135 <i>Est. costs to be incurred in FY08-09: \$100,000</i>	Personnel: \$8587 (technical/maintenance) Supplies: \$420 (Fuel for Generator) Services: \$6300 (Electricity) \$420 (Battery Maintenance)

# SPECIAL FUNDS

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Project	Cost	Annual Operating Budget Impact
Mountain Top	\$250,000	Personnel: \$8587 (technical/maintenance) Supplies: \$420 (Fuel for Generator) Services: \$2800 (Lease) \$6300 (Electricity) \$420 (Battery Maintenance)
Motorola Contract	\$950,000	No impact

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*Adopted Budget  
Fiscal Year 2008-2009*

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# BUDGET DETAIL

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**BUDGET DETAIL - GENERAL FUND****GENERAL FUND - Fund 10**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>RESOURCES</b>						
4001	Beginning Fund Balance	2,106,787	2,823,838	2,968,120	3,737,395	3,737,395
4050	Interest	88,272	124,612	50,000	146,400	146,400
4011	9-1-1 Telephone Tax	2,390,880	2,655,493	2,400,000	2,831,100	2,831,100
	<i>First Quarter</i>				695,238	695,238
	<i>Add'l Distribution (est)</i>					
	<i>Second Quarter (est)</i>				703,588	703,588
	<i>Third Quarter (est)</i>				712,038	712,038
	<i>Fourth Quarter (est)</i>				720,236	720,236
4200	Dispatch Contracts	5,412,109	5,688,737	5,836,922	5,979,104	5,979,104
	<i>Police User Costs</i>		3,968,901	4,049,217	4,142,128	4,142,128
	<i>Fire User Costs</i>		1,621,462	1,677,787	1,730,248	1,730,248
	<i>EMS User Costs</i>		20,664	12,678	12,001	12,001
	<i>Non-WCCCA Contract Users</i>		99,428	97,240	94,727	94,727
4202	System User Contracts	383,068	422,067	435,197	428,498	428,498
	<i>Clackamas County Revenues</i>			385,197	378,498	378,498
	<i>Newberg Revenues</i>			50,000	50,000	50,000
4204	Maintenance Services	92,853	94,926	90,000	98,000	98,000
	<i>Revenue for Radio Services</i>					
4304	Rental Revenue	50,239	52,185	32,936	38,335	38,335
	<i>Bald Peak Tower</i>			-	5,400	5,400
	<i>Verizon Site Lease</i>			24,000	24,000	24,000
	<i>PGE Site Lease</i>			8,936	8,935	8,935
4400	Grant Revenues	308,285	208,614	101,903		
	<i>Homeland Security Funds</i>					
	<i>MACC Grant</i>			101,903		
4450	Miscellaneous Income	55,944	36,336	35,773	125,000	125,000
	<i>Nextel Rebanding Implementation</i>			5,773	75,000	75,000
	<i>Funding</i>					
	<i>Tapes, Special Projects, User</i>			30,000	50,000	50,000
	<i>Reimb.s</i>					
4600	Transfers In from Other Funds	11,310	-			
<b>Total Resources</b>		<b>10,899,747</b>	<b>12,106,808</b>	<b>11,950,851</b>	<b>13,383,832</b>	<b>13,383,832</b>

**BUDGET DETAIL - GENERAL FUND**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>EXPENDITURE APPROPRIATIONS</b>						
<b>Personal Services</b>						
5001	Admin-Salary and Wages	1,147,132	1,489,089	1,679,991	1,913,191	1,913,191
	<i>Director (1)</i>			124,082	132,903	132,903
	<i>Assistant Director (1)</i>			110,893	114,735	114,735
	<i>Management Analyst (1)</i>			52,542	57,103	57,103
	<i>Accountant (1)</i>			51,207	67,716	67,716
	<i>Sr Admin Specialist (2)</i>			77,824	77,494	77,494
	<i>Technical System Manager (1)</i>			98,137	101,533	101,533
	<i>Technical Services Supervisor (1)</i>			93,701	96,979	96,979
	<i>Sr. Technician (1)</i>			75,664	82,162	82,162
	<i>Technician II (2)</i>			140,992	145,895	145,895
	<i>Technician I (1)</i>			51,838	56,322	56,322
	<i>Facilities Maintenance Tech (1)</i>			39,985	43,455	43,455
	<i>Operations Manager (1)</i>			88,840	96,300	96,300
	<i>Supervisors (6)</i>			399,093	494,609	494,609
	<i>Training Coordinator (1)</i>			69,234	71,646	71,646
	<i>Data Services Coordinator (1)</i>			83,599	82,373	82,373
	<i>Info Systems Analyst (1)</i>			55,101	62,985	62,985
	<i>Info Systems Technician (2)</i>			47,598	108,632	108,632
	<i>Dispatch Assistant (.40)</i>			19,660	20,349	20,349
5002	Union-Salary and Wages	3,221,165	2,999,231	3,722,297	3,837,727	3,837,727
	<i>Dispatchers (66.5 FTE)</i>			3,672,297	3,787,727	3,787,727
	<i>On-Call Employees</i>			50,000	50,000	50,000
5120	Overtime	368,694	497,133	465,884	475,000	475,000
	<b>Total Salaries</b>	<b>4,736,991</b>	<b>4,985,453</b>	<b>5,868,172</b>	<b>6,225,918</b>	<b>6,225,918</b>
5201	PERS	598,293	631,097	734,107	780,175	780,175
5203	FICA	343,336	375,631	445,855	473,650	473,650
5206	Workers Comp.	45,135	21,402	42,429	45,016	45,016
5207	Tri-Met Tax	29,970	31,926	36,135	39,208	39,208
5210	Medical Insurance	780,781	755,709	986,446	1,049,418	1,079,918
5230	Deferred Comp Match	-	-	-	26,000	26,000
5240	Life/Disability Ins.	18,150	18,624	21,083	21,554	21,554
5250	State Unemployment	8,385	17,044	15,000	15,000	15,000
	Tuition Reimbursement			1,000		
5295	Auto Allowance	2,485	4,260	4,300		
	<b>Total Payroll Expenses &amp; Benefits</b>	<b>1,826,536</b>	<b>1,855,693</b>	<b>2,286,355</b>	<b>2,450,021</b>	<b>2,480,521</b>
<b>Total Personal Services</b>		<b>6,563,527</b>	<b>6,841,146</b>	<b>8,154,527</b>	<b>8,675,939</b>	<b>8,706,439</b>



**BUDGET DETAIL - GENERAL FUND**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>Materials and Services</b>						
5300	Supplies	39,987	27,534	42,899	35,000	35,000
	<i>Office and miscellaneous supplies (plotter supplies, postage, S&amp;H, etc.)</i>					
5301	Radio Supplies	91,646	87,685	72,730	92,000	92,000
	<i>Radio Parts for Radio Repair. Expenditures are billed to users and offset in revenue</i>					
5302	Training Supplies		887	1,500	1,500	1,500
5303	Uniform Allowance		529	500	800	800
5313	Employment Tests	14,011	14,189	18,232	18,250	18,250
	<i>Annual Hearing Tests 10 @ \$25</i>			250	250	250
	<i>Applicant Testing</i>			10,782	10,800	10,800
	<i>Psychological Testing 20 @ \$360</i>			7,200	7,200	7,200
5315	Tuition Reimbursement	-	250		2,500	2,500
5323	Food		2,457	1,450	1,450	1,450
5330	Non Capital Furn & Equip		43,238	28,425	65,500	65,500
	<i>Support Computers</i>				16,000	16,000
	<i>Chairs 6 @ \$800 ea.</i>				4,800	4,800
	<i>4 Radios @ \$3000 ea.</i>				12,000	12,000
	<i>Printer \$1,200</i>				1,200	1,200
	<i>Data Services Equipment</i>				1,500	1,500
	<i>Lunch room furnishings</i>				2,000	2,000
	<i>Tech Services Equipment</i>				28,000	28,000
5340	Software Expense & Upgrades		4,061	7,200	8,200	8,200
5350	Fuel	8,891	23,369	45,780	48,060	48,060
	<i>Operational Vehicles</i>				7,270	7,270
	<i>Facility and Radio Site Generator Usage</i>				40,790	40,790
5361	M & R Facility/Sites	94,107	111,221	91,257	93,757	93,757
	<i>Alarm System (Simplex)</i>				4,486	4,486
	<i>Security/Access Control System</i>				5,577	5,577
	<i>HVAC/Facility Prev Maintenance</i>				13,000	13,000
	<i>HVAC Repairs</i>				14,000	14,000
	<i>Landscaping (\$934/mo. avg, Sites @\$2500/yr)</i>				18,003	18,003
	<i>Generator/Facility</i>				2,000	2,000
	<i>Generator/11 Radio Sites @ \$550</i>				6,050	6,050
	<i>UPS @ WCCCA - 3 Systems</i>				10,815	10,815
	<i>UPS/Battery Mnt @ Radio Sites</i>				1,236	1,236
	<i>Battery Maintenance @ WCCCA</i>				3,090	3,090
	<i>Elevator/Boiler Permits/State of Oregon</i>				400	400
	<i>Terminex Contract @ \$50/mo.</i>				600	600
	<i>Miscellaneous Repairs: Sidewalk repair, Electrical, Paint, Plumbing, Outside Sprinklers, Fire Sprinklers</i>				14,500	14,500

**BUDGET DETAIL - GENERAL FUND**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
5363	M & R Vehicles <i>Service for 6 Vehicles; tires for van</i>	5,348	6,342	5,000	6,000	6,000
5364	M & R Communications <i>Technical Services</i>	4,664	7,606	8,000	8,500	8,500
	<i>Headset Repair</i>				2,500	2,500
	<i>Ear Mold Supplies</i>				4,500	4,500
					1,000	1,000
5367	M & R Office Equipment <i>Copy Machine Maintenance/Admin</i>	229,263	6,001	7,650	7,650	7,650
	<i>Pitney Bowes/Postage Equipment</i>				6,000	6,000
					1,650	1,650
5368	M & R Computer Equipment <i>Digital Recorder Maint. (CVDS)</i>		226,820	211,676	210,000	210,000
	<i>CAD Maintenance (Hewlett Packard)</i>			8,250	8,663	8,663
	<i>Regional CAD-to-CAD Connection Maint - Totalroam</i>			45,000	47,250	47,250
	<i>PSSI Software Maintenance</i>			10,000	10,500	10,500
	<i>PC and Printer Maintenance Costs</i>			87,820	92,211	92,211
	<i>Adager (CAD CPU)</i>			2,000	2,100	2,100
	<i>Meridian Switch Maint Agmt Verizon</i>			1,850	1,943	1,943
	<i>DSL Switch Maint Agmt-Verizon</i>			13,210	13,871	13,871
	<i>Radio Sys Reporting Software Maint (Genesis)</i>			919	965	965
	<i>Tech Svcs Mgmt Software Maint (Micromain)</i>			3,000	3,150	3,150
	<i>Community Notification Sys Mntnc.</i>			2,200	2,310	2,310
	<i>Dispatch Stats Reader Board Maint</i>			1,947	2,044	2,044
	<i>Comsearch Frequency Fees</i>			550	578	578
	<i>F5 Networks</i>			-	-	-
	<i>MEDS</i>			4,000	4,200	4,200
	<i>Mapping Software Maint.(ESRI)</i>			5,130	5,387	5,387
	<i>Geocoding services (2-yrw pd 0708)</i>			1,000	1,050	1,050
	<i>Financial Mgmt Software Maint</i>			9,000	-	-
				7,000	7,350	7,350
5400	Insurance <i>Liability and Vehicle Insurance</i>	53,039	56,226	63,201	64,200	64,200
	<i>Property, Radio Towers &amp; Site Ins</i>					
5410	Legal Services	29,329	11,757	40,000	30,000	30,000
5411	Collective Bargaining		23,527			
5412	Audit Fees <i>Annual Financial Audit</i>	6,580	8,515	11,935	11,765	15,665
	<i>GFOA Award Applications</i>			11,270	11,100	15,000
				665	665	665
5413	Contract Services <i>Physician Supervisor Services</i>	30,983	124,620	125,641	77,050	77,050
	<i>Flytecomm</i>			5,191	9,000	9,000
	<i>Metro GIS Service</i>			22,800	22,800	22,800
	<i>Metro Aerial Photo</i>			8,000	8,000	8,000
	<i>ADP Payroll Services</i>			12,000	12,000	12,000
	<i>A&amp;E Review of Dispatch Floor</i>			10,000	12,000	12,000
	<i>E Core Scheduling Software Service</i>			25,000		
	<i>Strategic Planning - Phase I &amp; II</i>			7,650	9,250	9,250
	<i>FMLA processing</i>			35,000	4,000	4,000

**BUDGET DETAIL - GENERAL FUND**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
5414	Data Processing <i>TVFR Financial Svcs, FSA Admin.</i>	48,630	54,656	2,000	2,000	2,000
5415	Printing <i>Letterhead, CAFR, budget, promotional materials</i>	1,689	2,444	3,500	3,500	3,500
5416	Building Maintenance <i>Janitorial Services - \$3,095/mo. Shred-It services; pest control; inspections; other</i>	33,918	35,230	36,612	55,000 37,140	55,000 37,140
5430	Telephone <i>Network Omni (Average \$2600/mo) 7-Digit Business/Ops (avg \$5000/mo) Direct Dial System (Data Files, Phone Lines) Moves/Changes/Admin Maintenance</i>	99,799	111,609	109,400	109,400 31,200 60,000 16,200 2,000	109,400 31,200 60,000 16,200 2,000
5431	Admin. Telephone <i>21 Pagers @ \$7/mo. each Cell Phones - 11 Mgmt Staff; 7 Emergency PCN/Cable Network E-Mail Access (BUG Membership) Conference Bridge</i>	22,895	24,113	25,238	25,238 1,764 7,768 7,458 7,748 500	25,238 1,764 7,768 7,458 7,748 500
5432	Heat/Energy <i>Facility (avg \$1250/mo.)</i>	14,988	15,805	15,744	16,531	16,531
5433	Electricity <i>Facilities &amp; Street Lights 10 Radio Sites @ \$6240/yr ea</i>	76,707	82,364	153,434	157,525 85,904 71,621	157,525 85,904 71,621
5434	Water/Sewer <i>Water and Sewer (avg \$550/mo.) Facility Fire Sprinklers (avg \$38/mo.)</i>	6,674	6,925	7,056	8,000 7,540 460	8,000 7,540 460
5436	Garbage	2,156	2,624	2,850	2,850	2,850
5445	Rent <i>WCCCA Facility Lease Bald Peak Radio Site Gales Peak Radio Site Parrett Mtn. Radio Site Round Top Radio Site Canterbury Radio Site Burntwood Radio Site Cedar Hills Site Council Crest River Road Site Gassner Road Buxton Radio Site Top Hill Site</i>	42,777	41,903	33,516	27,065 1 1 5,000 12,600 5,000 1 2,001 2,560 - 1 1,200 1 5,150	27,065 1 1 5,000 - 5,000 1 3,500 2,560 - 1 6,000 1 5,000
5461	Training <i>Operations Training Technical Training Data Services Training Admin Training &amp; Conferences</i>		25,560	38,100	40,000 14,200 11,500 8,000 6,300	40,000 14,200 11,500 8,000 6,300

**BUDGET DETAIL - GENERAL FUND**

Acc't #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
5462	Travel and Per Diem <i>Travel, Meals, Lodging //Conferences</i>	25,272	20,034	17,000	16,000	16,000
5472	Employee Recognition & Awards		3,347	2,000	2,100	2,100
5481	Community Education <i>Educational Materials</i>	2,934	2,509	3,300	3,300	3,300
5500	Dues & Subscriptions <i>Membership Dues, Periodicals</i>	436	9,548	8,800	8,800	8,800
5570	Business Expense <i>Misc. Meetings With Users, Etc</i>	3,167	1,283	1,600	3,250	3,250
5571	Planning Retreat Expense		710	800	800	800
5572	Advertising/Public Notices	5,766	3,674	3,000	4,500	4,500
<b>Total Materials and Services</b>		<b>995,655</b>	<b>1,231,172</b>	<b>1,247,025</b>	<b>1,268,041</b>	<b>1,271,941</b>
<b>Capital Outlay</b>						
5610	Building Improvements <i>(FY08-09: Other building improvements)</i>	-	-		14,000	14,000
5615	Vehicles	32,978	34,782	22,000	24,000	24,000
5630	Office Furniture and Equipment	3,060	8,056	2,000	7,500	7,500
5650	Communications Equipment	151,027	195,119	117,200	75,000	75,000
5655	Data Processing Software		26,930	-	-	-
5660	Computer Equipment <i>(FY08-09: Battery back up, with expanded capacity)</i>			101,903	46,000	46,000
<b>Total Capital Outlay</b>		<b>187,065</b>	<b>264,887</b>	<b>243,103</b>	<b>166,500</b>	<b>166,500</b>
<b>Other Categories</b>						
5800	Transfer to Other Funds <i>Facility Maintenance Fund</i>	209,866	209,866	540,000	700,000	700,000
	<i>Equipment Replacement Fund</i>			90,000	350,000	350,000
	<i>System Upgrade Capital Fund</i>			200,000	350,000	350,000
				250,000	-	-
5900	Contingency			1,290,000	1,951,900	1,917,500
<b>Total Other Category</b>		<b>209,866</b>	<b>209,866</b>	<b>1,830,000</b>	<b>2,651,900</b>	<b>2,617,500</b>
5999	Unappropriated Ending Fund Balance			476,196	621,452	621,452
<b>TOTAL GENERAL FUND BUDGET</b>		<b>7,956,113</b>	<b>8,547,071</b>	<b>11,950,851</b>	<b>13,383,832</b>	<b>13,383,832</b>

## BUDGET DETAIL – SPECIAL FUNDS

### CAPITAL EQUIPMENT REPLACEMENT FUND - Fund 22

#### *Budget Detail*

Acct #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>RESOURCES</b>						
4001	Beginning Fund Balance	509,283	567,660	570,000	848,556	848,556
4050	Interest	21,891	33,183	20,000	35,200	35,200
4500	Levy Proceeds - Wash Co	-	-	-	125,000	125,000
4600	Transferred From Other Funds	50,000	50,000	200,000	350,000	350,000
4450	Misc Revenue	-	-	-	-	-
<b>TOTAL BUDGET RESOURCES</b>		<b>581,174</b>	<b>650,843</b>	<b>790,000</b>	<b>1,358,756</b>	<b>1,358,756</b>
<b>EXPENDITURES / APPROPRIATIONS</b>						
<b>Capital Outlay</b>						
5640	Building Equipment <i>\$45,000 air conditioning for equip./ server room; Generators at Bald Peak, Gales Creek &amp; Parret Mtn. at \$22,000 apiece</i>	-	-	50,000	111,000	111,000
5650	Communications Equipment <i>CAD replacement</i>	13,514	-	-	650,000	1,050,000
<b>Total Capital Outlay</b>		<b>13,514</b>	<b>-</b>	<b>50,000</b>	<b>761,000</b>	<b>1,161,000</b>
5900	Contingency	-	-	-	250,000	100,000
<b>Total Requirements</b>		<b>13,514</b>	<b>-</b>	<b>50,000</b>	<b>1,011,000</b>	<b>1,261,000</b>
5999	Unappropriated Ending Fund Balance	-	-	740,000	347,756	97,756
<b>TOTAL BUDGET</b>		<b>13,514</b>	<b>-</b>	<b>790,000</b>	<b>1,358,756</b>	<b>1,358,756</b>

# BUDGET DETAIL – SPECIAL FUNDS

## FACILITY MAINTENANCE FUND - Fund 25

### Budget Detail

Acct #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted Budget	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>RESOURCES</b>						
4001	Beginning Fund Balance	217,615	259,006	251,000	271,391	271,391
4050	Interest	9,624	15,387	4,500	28,500	28,500
4600	Transfer In From Other Funds	34,866	34,866	90,000	350,000	350,000
<b>TOTAL BUDGET RESOURCES</b>		<b>262,105</b>	<b>309,259</b>	<b>345,500</b>	<b>649,891</b>	<b>649,891</b>
<b>EXPENDITURES / APPROPRIATIONS</b>						
<b>Materials and Services (M&amp;S)</b>						
5361	M & R Facility - Total M&S <i>\$45,000 to re-carpet Dispatch floor.</i>	3,100	15,368	130,000	45,000	45,000
<b>Capital Outlay (C/O)</b>						
5610	Building Improvements – Total C/O <i>\$8,000 for roof replacement - Bald Peak building.</i>	-	-	-	8,000	8,000
<b>Other Requirements</b>						
5900	Contingency				150,000	150,000
<b>Total Requirements</b>		<b>3,100</b>	<b>15,368</b>	<b>130,000</b>	<b>203,000</b>	<b>203,000</b>
5999	Unappropriated Ending Fund Balance			215,500	446,891	446,891
<b>TOTAL BUDGET</b>		<b>3,100</b>	<b>15,368</b>	<b>345,500</b>	<b>649,891</b>	<b>649,891</b>

**BUDGET DETAIL – SPECIAL FUNDS****SYSTEM UPGRADE FUND - Fund 51***Budget Detail*

Acct #	Account Description	FY05-06 Actual	FY06-07 Actual	FY07-08 Adopted	FY08-09 Proposed	FY08-09 Approved & Adopted
<b>RESOURCES</b>						
4001	Beginning Fund Balance	2,375,721	3,233,634	1,900,000	1,205,821	1,205,821
4050	Interest	110,929	143,172	15,000	25,000	25,000
4500	Levy Proceeds - Wash Co	1,510,264	-	-	-	-
4600	Transfer In From Other Funds	125,000	125,000	250,000	-	-
<b>TOTAL RESOURCES</b>		<b>4,121,914</b>	<b>3,501,806</b>	<b>2,165,000</b>	<b>1,230,821</b>	<b>1,230,821</b>
<b>EXPENDITURES / APPROPRIATIONS</b>						
<b>Materials &amp; Services</b>						
5300	Supplies	-	1,200	-	-	-
5330	Non Capital Furniture and Equipment	-	-	-	-	-
5361	M&R Bldg/Bldg Equipment	-	4,638	-	-	-
5410	Legal	140	8,585	-	-	-
5413	Contract Services	59,756	85,263	75,000	-	-
5450	Rental of Equipment	5,000	-	-	-	-
5572	Advertising/Public Notices	-	246	-	-	-
<b>Total Materials and Services</b>		<b>64,896</b>	<b>99,932</b>	<b>75,000</b>	<b>-</b>	<b>-</b>
<b>Capital Outlay (C/O)</b>						
5650	Communications Equip. - Total C/O <i>Completion of Phase II tower sites</i>	822,731	1,164,769	2,090,000	1,230,821	1,230,821
<b>Total Requirements</b>		<b>887,627</b>	<b>1,264,701</b>	<b>2,165,000</b>	<b>1,230,821</b>	<b>1,230,821</b>
5999	Unappropriated Ending Fund Balance	-	-	-	-	-
<b>TOTAL BUDGET</b>		<b>887,627</b>	<b>1,264,701</b>	<b>2,165,000</b>	<b>1,230,821</b>	<b>1,230,821</b>

## BUDGET DETAIL – SPECIAL FUNDS

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### ACCRUED ABSENCES COMPENSATION FUND (CLOSED) - FUND 26

This fund was used to set aside money in anticipation of retirements where the employee has a large accumulated leave balance to cash out.

This fund was closed in FY05-06.

	FY05-06 Actual	FY06-07 Actual	FY 07-08 Adopted	FY 08-09 Proposed	FY 08-09 Approved & Adopted
4001 Beginning Fund Balance	18,238	-	-	-	-
4050 Interest	460	-	-	-	-
4600 Transferred/Other Funds	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>18,698</b>	-	-	-	-
5015 Vacation Sold	7,388	-	-	-	-
5800 Transfers to Other Funds	11,310	-	-	-	-
5999 Unappropriated Ending Fund Balance	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>18,698</b>	-	-	-	-



*Adopted Budget*  
*Fiscal Year 2008-2009*

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# USER COSTS

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# USER COSTS

## FISCAL YEAR 2008-09 COSTS BY AGENCY

FY 07-08 Costs by Agency		FY 08-09 Costs by Agency			Change		3% Cap Adj.	TOTAL	% Inc. after adj.
Total Costs	User Costs (Operations)	800 System Costs	Agency	User Costs (Operations)	800 System Costs	Subtotal Costs			
1,403,987	1,287,411	116,576	Sheriff's Office	1,335,790	90,991	1,426,781	7,039	1,433,820	2.12%
796,004	752,163	43,841	Beaverton Police	782,131	34,219	816,350	4,028	820,377	3.06%
808,371	752,242	56,129	Hillsboro Police	782,131	43,810	825,941	4,075	830,016	2.68%
74,570	67,761	6,809	Cornelius Police	70,422	5,444	75,866	374	76,240	2.24%
10,100	5,782	4,318	North Plains Police	11,459	3,629	15,089	(4,686)	10,403	3.00%
4,839	3,344	1,495	Gaston Police	4,114	1,167	5,280	(296)	4,984	3.00%
412,826	382,935	29,891	Tigard Police	393,167	23,331	416,498	2,055	418,552	1.39%
230,404	214,130	16,274	Tualatin Police	217,850	12,702	230,553	1,137	231,690	0.56%
138,739	125,620	13,119	Sherwood Police	136,831	10,240	147,071	726	147,797	6.53%
10,706	10,706		City of Durham	11,886		11,886	(859)	11,027	3.00%
16,767	14,442	2,325	King City Police	22,396	2,852	25,248	8,481	17,270	3.00%
5,826	5,826		Banks Police	9,370		9,370	(3,369)	6,001	3.00%
137,979	125,358	12,621	Forest Grove Police	133,106	9,851	142,957	705	143,662	4.12%
4,051,118	3,747,720	303,398	Total Police Costs	3,910,654	238,236	4,148,889	2,952	4,151,841	2.49%
			Costs per Console	782,131		782,131			
1,179,216	1,091,217	87,999	TVFR	1,116,463	69,195	1,185,658	6,442	1,191,508	1.04%
275,379	250,524	24,855	Hillsboro Fire	278,242	19,544	297,786	22,407	299,255	8.67%
50,772	35,154	15,618	WCFD #2	41,825	12,281	54,106	3,334	52,295	3.00%
96,742	81,124	15,618	Forest Grove Fire	88,496	12,281	100,776	4,034	101,274	4.68%
23,265	13,021	10,244	Banks Fire #13	17,963	8,055	26,018	2,753	23,963	3.00%
37,350	23,411	13,939	Cornelius Fire	32,729	11,224	43,953	6,603	38,471	3.00%
15,882	5,638	10,244	Gaston020Fire	9,723	8,055	17,778	1,896	16,358	3.00%
1,678,606	1,500,089	178,517	Total Fire Costs	1,585,441	140,634	1,726,075	47,469	1,723,123	2.65%
			Cost per Console	792,721		792,721			

\* = subject to 3% increase cap

(Includes adjustments due to 3% cap for some agencies.)

### Total Dispatch Contracts:

Police & Fire, above: 5,874,964  
 EMS: 11,766  
 Non-WCCCA users: 92,374  
 \$5,979,104

## USER COSTS

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### USER COST ALLOCATION FORMULA

Agency costs shall be distributed to the users based on a per-console cost.

The base operating budget shall be determined and direct costs which can be identified to the listed divisions shall be directly allocated.

Divisions are as follows:

1. 9-1-1/Call Answering
2. Police Dispatch
3. Fire/EMS Dispatch
4. Technical
5. Administrative/Overhead

Indirect costs not identified to a division and technical division costs shall also be distributed to the listed divisions in the same proportion as direct costs.

The administrative/overhead costs shall be allocated to 9-1-1, police, and fire/EMS based on a direct labor ratio.

9-1-1 Excise Tax Revenue shall be directly forwarded from each participating jurisdiction receiving excise tax to the commission.

After each division has had all direct and indirect costs distributed, 9-1-1 revenue will be used to fund the 9-1-1 division. Excess 9-1-1 revenue will be distributed to offset costs to the police division and the fire/EMS division on a proportional share of 9-1-1 activity.

The fire/EMS dispatch console costs will then be apportioned to each fire user based upon a proportional share of actual incidents, based on the previous year's activity levels.

The police dispatch costs shall be apportioned to each user based on consoles used by each jurisdiction. In the event a console is shared by several jurisdictions, the console cost shall be apportioned based on the percentage of population served.

After actual costs for each jurisdiction are determined, the agencies represented by a combined Voting Board Representative (Cornelius Fire, Tri-Cities Fire, Gaston Fire, Washington County District #2, King City, Durham, North Plains, Gaston Police, Banks) shall have their adjusted costs determined. As adopted by the Board of Commissioners on 12-16-99, these members' fees may not increase by more than 3% per year, using the FY 99-00 user fees as the base year. Any remaining increase is to be distributed to the remaining users proportionate to their share of the user fees for agencies without combined representation.

*Adopted Budget*  
*Fiscal Year 2008-2009*

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# APPENDIX

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# 9-1-1 REVENUE HISTORY

Washington County/Countywide (All Jurisdictions)											
Qty	FY97-98	FY98-99	FY99-00	FY00-01	FY 01-02*	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	Avg Qty Revenue
1st Qtr	\$339,606	\$371,039	\$398,373	\$436,502	\$485,447	\$497,792	\$445,427	\$540,304	\$600,428	\$623,205	\$488,724
2nd Qtr	\$331,864	\$365,549	\$417,018	\$440,846	\$496,690	\$498,792	\$661,107	\$553,646	\$577,522	\$631,323	\$515,833
3rd Qtr	\$363,430	\$376,174	\$415,992	\$448,326	\$497,955	\$488,190	\$489,437	\$557,624	\$668,297	\$681,978	\$513,775
4th Qtr	\$361,694	\$389,383	\$418,153	\$492,966	\$507,412	\$147,184	\$610,448	\$580,033	\$622,872	\$698,445	\$496,322
County Total	\$1,396,594	\$1,502,145	\$1,649,536	\$1,818,640	\$1,987,504	\$1,631,958	\$2,206,419	\$2,231,607	\$2,469,119	\$2,634,951	\$2,014,653
State Total	\$14,386,385	\$15,351,744	\$16,626,540	\$17,979,869	\$18,744,665	\$15,366,133	\$20,683,229	\$20,418,303	\$18,764,846**	\$24,390,522	\$18,702,872
Washington Co. % of Statewide Distribution	9.71%	9.78%	9.92%	10.11%	10.60%	10.62%	10.67%	10.93%	13.16%	10.80%	10.77%

\* Final Year of distribution to Forest Grove Dispatch Center - consolidated into WCCCA in FY02-03  
 \*\* An average was paid from the State in the 4<sup>th</sup> quarter of FY04-05 and was subsequently withheld from the distributions in FY05-06 resulting in a decrease in revenues received in FY05-06.

Qty	FY 98-99 Actual	FY 99-00 Actual	FY 00-01 Actual	FY 01-02 Actual	FY 02-03 Actual	FY 03-04 Actual	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Estimated	FY 08-09 Estimated
1st Qtr	\$355,689	\$382,213	\$418,705	\$466,234	\$497,792	\$445,427	\$540,304	\$600,428	\$623,205	\$676,763	\$707,775
2nd Qtr	\$350,426	\$400,101	\$422,872	\$477,031	\$498,792	\$661,107	\$553,646	\$577,522	\$631,323	\$1,254,977***	\$707,775
3rd Qtr	\$360,612	\$399,304	\$430,047	\$478,246	\$488,190	\$489,437	\$557,624	\$668,297	\$681,978	\$658,255	\$707,775
4th Qtr	\$373,587	\$401,106	\$473,340	\$487,004	\$147,183	\$610,448	\$580,033	\$622,872	\$698,445	\$658,255	\$707,775
Total	\$1,440,314	\$1,582,724	\$1,744,964	\$1,908,515	\$1,631,957	\$2,206,420	\$2,231,607	\$2,469,119	\$2,634,951	\$3,248,250	2,831,100

Figures in italics are estimates

\*\*\* Includes special one-time distribution from State (see explanation on page 41).

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# FUND BALANCE

## *Projected Beginning Fund Balance FY2008-09*

Resources	Fiscal Year 2007-08		
	Adopted Budget	Actual as of 11/30/07	Projected 6/30/08
Beginning Fund Balance	2,968,120	3,559,737	3,559,737
Interest	50,000	54,993	142,200
9-1-1 Telephone Tax	2,400,000	676,763	3,248,250
Dispatch Contracts	5,836,922	2,937,596	5,778,553
System User Contracts	435,197	198,024	393,337
All Other	260,612	186,683	402,301
<b>Total Resources</b>	<b>11,950,851</b>	<b>7,613,796</b>	<b>13,524,378</b>

## **Expenditure / Appropriation Summary**

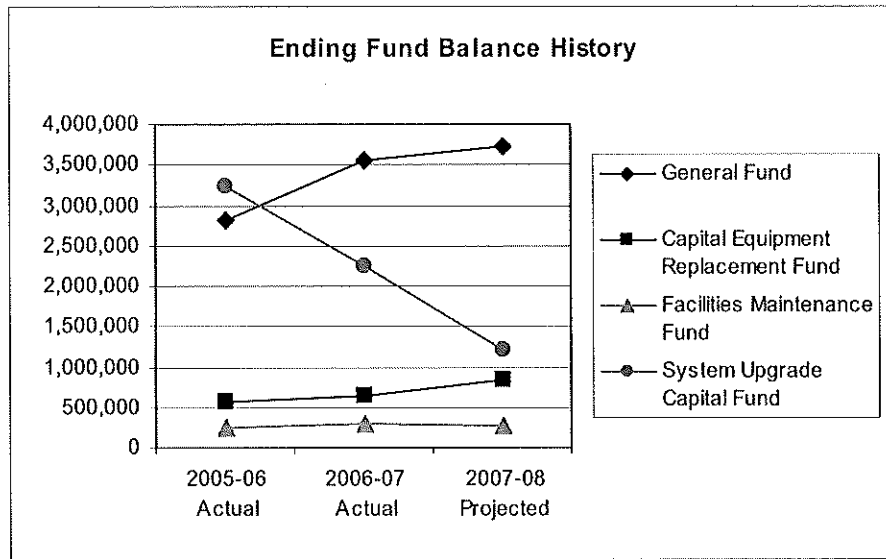
Personal Services			
<i>Salaries</i>	5,868,172	2,165,654	5,562,650
<i>Payroll Expenses &amp; Benefits</i>	2,286,355	834,625	2,195,957
Total Personal Services	8,154,527	3,000,279	7,758,607
Materials and Services	1,247,025	637,055	1,240,493
Capital Outlay	243,103	55,228	247,882
Transfers to Other Funds	540,000	540,000	540,000
Contingency	1,290,000		
<b>Total Requirements</b>	<b>11,474,655</b>		
Unappropriated Ending Fund Balance	476,196		
<b>Total General Fund Budget</b>	<b>11,950,851</b>	<b>4,232,562</b>	<b>9,786,982</b>

**Estimated Ending Fund Balance 06-30-08:** 3,737,395

# FUND BALANCE

## Ending Fund Balance History

	General Fund	Capital Equip. Replacement Fund	Facilities Maintenance Fund	System Upgrade Capital Fund
2007-08 Projected	3,737,395	848,556	271,391	1,205,821
2006-07 Actual	3,559,737	650,843	293,891	2,237,105
2005-06 Actual	2,823,838	567,660	259,006	3,233,634



# FINANCIAL FORECAST

## SUMMARY

	FY06-07 Actual	FY07-08 Budget	FY07-08 Forecast	FY08-09 Budget	FY08-09 Forecast	FY09-10 Forecast	FY10-11 Forecast	FY11-12 Forecast
<b>RESOURCES</b>								
Beginning Fund Balance	2,823,828	2,968,120	3,559,737	3,737,395	3,737,395	3,205,816	3,105,034	2,713,425
Revenue Stabilization								
Interest	124,612	50,000	142,200	146,400	146,400	150,673	145,937	127,531
911 Excise Tax	2,655,493	2,400,000	3,248,250	2,831,100	2,831,100	2,856,000	2,884,560	2,913,406
Dispatch Contracts	5,688,737	5,836,922	5,778,553	5,979,104	5,979,104	6,131,194	6,284,474	6,441,586
Contract Services 1)	52,185	32,936	32,936	38,335	38,336	40,253	42,265	44,379
System User Contracts 2)	422,067	435,197	393,337	428,498	438,961	447,740	456,695	465,829
Grant Revenues	208,614	101,903	144,545	0	0	0	0	0
Maintenance Svcs	94,926	90,000	98,900	98,000	98,000	82,400	84,872	87,418
Misc Income 3)	36,346	35,773	125,920	125,000	125,000	107,100	109,242	111,427
<b>Total Resources (98% Est.)</b>	<b>12,106,808</b>	<b>11,950,851</b>	<b>13,524,378</b>	<b>13,383,832</b>	<b>13,394,296</b>	<b>13,021,176</b>	<b>13,113,079</b>	<b>12,905,000</b>
<b>Personal Services (94% Est.)</b>	<b>6,841,146</b>	<b>8,154,527</b>	<b>7,758,607</b>	<b>8,706,439</b>	<b>8,184,053</b>	<b>8,490,290</b>	<b>8,901,038</b>	<b>9,346,090</b>
Base FTEs	6,652,521 4)	7,910,472	7,514,552	8,596,174	7,996,672	8,344,397	8,751,752	9,346,090
New FTE's Admin	40,848 6)	110,265 8)	110,265	110,265	187,381 10)	0	0	0
Dispatch	147,777 7)	133,790 9)	133,790	0	0	145,893 11)	149,286 12)	
<b>Materials &amp; Services (92% Estimate)</b>	<b>1,231,172</b>	<b>1,247,025</b>	<b>1,240,493</b>	<b>1,271,941</b>	<b>1,170,186</b>	<b>1,213,262</b>	<b>1,261,792</b>	<b>1,312,264</b>
Capital Outlay	264,887	243,103	247,882	166,500	166,500	127,725	151,957	108,195
Transfers	209,866	540,000	540,000	700,000	700,000	84,866	84,866	84,866
<b>Total Estim Ending Fund Balance</b>	<b>3,559,737</b>	<b>1,766,196</b>	<b>3,737,395</b>	<b>2,538,952</b>	<b>3,173,558</b>	<b>3,105,034</b>	<b>2,713,425</b>	<b>2,053,585</b>
<b>% User Fee increase from previous yr</b>	<b>5.24%</b>	<b>2.60%</b>		<b>2.44%</b>	<b>2.44%</b>	<b>2.54%</b>	<b>2.50%</b>	<b>2.50%</b>

- 1) Contract Services income consists of site lease revenue from Verizon and PGE
- 2) System User Contracts consists of revenue from Clackamas Co. & City of Newberg
- 3) Misc Income consists of revenue from tape requests, MSAG reimbursement from the state and other unanticipated revenues
- 4) Represents .5 FTE HR Analyst & classification change for Tech Svcs Supervisor
- 5) Represents 2.0 FTE Dispatchers
- 6) Represents .5 FTE HR Analyst; .75 FTE Technician
- 7) Represents 2.0 FTE Dispatchers
- 8) Represents 1.0 FTE IT Tech; 1 FTE Accountant
- 9) Represents 2.0 FTE Dispatchers
- 10) Represents 1.0 FTE IT Tech; 1.0 FTE Supervisor
- 11) Represents 2.0 FTE Dispatchers
- 12) Represents 2.0 FTE Dispatchers

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# COMMUNITY PROFILE

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Washington County and the Portland metropolitan area are nationally recognized as one of the most livable areas in the country. Located on the western edge of the City of Portland, Washington County is the second largest and fastest growing urban county in Oregon, with over 500,000 citizens.

Washington County is 727 square miles and includes a portion of the City of Portland and eleven incorporated cities including Hillsboro, Beaverton, Tigard and Tualatin. Focused residential and industrial growth has enabled the county to preserve more than 75% of its agricultural and forestlands through utilization of the nationally acclaimed Urban Growth Boundary. This boundary designates land available for residential and commercial development versus land reserved for rural uses.

Washington County residents are the youngest, most affluent, and most highly educated in Oregon. The community enjoys excellent schools, and a uniquely diverse array of cultural and recreational activities. Only an hour's drive from the beach and mountains, and less than a half-hour to downtown Portland, Washington County enjoys the benefits of a healthy urban and rural environment.

The county's developed regions are home to traditional suburban and new mixed-use neighborhoods, electronics leaders such as Intel, IBM and Tektronix, and world headquarters for both Nike and Columbia Sportswear. Intel's investment in Washington County exceeds that of any Intel site worldwide. Outside the Urban Growth Boundary, the county transitions to nurseries, wineries and other farm and forest enterprises. Washington County ranks first in manufacturing and third in agriculture production in Oregon.

Two decades of explosive population and employment growth have prompted various sectors to focus much of their energy and resources on meeting physical infrastructure needs. New and expanded roads, bridges, rails, schools, churches, high-tech manufacturing facilities, hospitals, and other "brick-and-mortar" projects have helped define this increasingly urban community.

## STATISTICS SNAPSHOT

- 65% of Washington County residents own their **homes** and the median monthly housing costs are about \$1643. Those who **rent** pay an average of \$785/month.
- In Washington County, 18% of residents were **born in another country**. While those of Hispanic and Asian heritage are the greatest in number at 8% and 7% respectively, the same opportunities that have drawn streams of immigrants to Washington County for 150 years are now attracting individuals and families from throughout the world. Washington County offers a quality of life driven by good jobs, quality education for children, and a healthy respect for the land and environment.

# COMMUNITY PROFILE

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- After nearly 30% growth through the 1990s, **employment** in the county dropped during the years 2002 through 2004 since its high in 2000. That decline saw the county's **unemployment** rise above 8% in 2003 - a significant increase from the record low rates in the late 90's. Fortunately, the county's unemployment has steadily decreased since 2004, with the current unemployment rate at 5.0%.
- The technology industry is still thriving. With leadership from Intel, the future of computing and wireless technology is being charted in our backyard in dimensions too small to fathom.
- While incredible investments in high tech research and development and cutting edge manufacturing facilities have the technology sector ranking first, our traditional economy - agriculture - continues to produce strongly. Earnings from Washington County farms, orchards, nurseries and vineyards were \$ \$322 million in 2006. Nursery and greenhouse crops, which are a fairly new emphasis, accounted for 61% of that total. It should be noted that healthcare is rapidly moving to forefront.
- In 1980, one-in-four county residents had completed a **college education** or greater; today, that has increased to one-in-three, the second highest in the state - with only Benton County ahead of us.
- The county's high school **dropout rate** was 3.4% in 2005-06 (the most recent data available).
- The pace of our growing **population** is steady. Roughly 500,585 people live in Washington County today: 58% in a city, 36% outside a city but inside the urban growth boundary (or UGB), and 6% in the rural area.
- 94% of our population lives inside the UGB on 16% of the county's land mass.
- Travel from **home to work** currently averages 24 minutes. In 1990, 54% of residents worked in the county. That percentage is currently at 68%.
- Finally, our **prosperity, or lack of it, also reflects the diversity** of Washington County. Washington County has the state's highest median household income at \$59,481 and 24% of households make more than \$100,000 per year. In Washington County household median income is \$12,000 higher than across the state. By contrast, 18% of homes make less than \$25,000. Of families led by a single mother, 24% live **in poverty**; more than 12% of children in our community are growing up "officially" poor, as are 8 percent of our seniors.

*Adopted Budget*  
*Fiscal Year 2008-2009*

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# GLOSSARY

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# GLOSSARY

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## **800 MHz System**

WCCCA has deployed and maintains a countywide 800 MHz Trunking Radio System for use by police, fire, and emergency medical personnel for routine, emergency and disaster voice and data communications. Additional users of this system include schools, parks, public works departments, and others who provide a public service to the community.

## **Account**

A classification of expenditure or revenue. Example: "Office Supplies" is an account in the Materials and Services category of expenditures.

## **Appropriation**

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

## **Budget**

A plan of financial operation embodying an estimate of proposed expenditures for a given period (fiscal year), and the proposed means of financing them (revenue estimates).

## **Budget Message**

A general discussion of the budget as presented in writing by the budget-making authority to the governing body.

## **Budgetary Control**

The control of management of a governmental unit or enterprise in accordance with an adopted budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

## **CAD**

Computer Aided Dispatch - The computer system used by dispatchers to enter calls for service and dispatch to field units. CAD is also used to track officer activity, such as traffic stops.

## **CAD Incident**

Every call for service or officer activity entered into the CAD system is a separate incident and is assigned an incident number.

## **GLOSSARY**

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### **Call for Service**

An incident which is reported to, or called in to, the dispatch center and is then sent to the appropriate user agency for action.

### **Capital Expenditures**

Expenditures for items considered durable fixed equipment, such as vehicles, communications equipment (CAD system), and radio infrastructure.

### **Capital Projects Fund**

A fund used to account for resources, such as a local option levy, to be used for major capital item purchase or construction.

### **Cash Resources (Beg Fund Balance)**

The excess of an entity's assets over its liabilities carried forward from the previous fiscal year.

### **CEO**

Chief Executive Officers Board (Governing board of WCCCA).

### **CNS**

Community Notification System (A high speed calling system that makes automatic phone notification to residents in an emergency situation.)

### **Contract Users**

Entities using the WCCCA radio infrastructure system through a negotiated contract.

### **Cost Centers**

Five identified categories of cost: 9-1-1 Costs, Police Costs, Fire Costs, Administrative Costs, and Technical/Radio System Costs. These categories are used to allocate revenues and expenditures in calculating the cost to member agencies for WCCCA operations.

### **Debt**

An obligation resulting from the borrowing of money or from the purchase of goods and services. WCCCA does not incur debt due to its structure under ORS.

### **Ending Fund Balance**

The excess of an entity's assets over its liabilities at the end of a fiscal year.

## **GLOSSARY**

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### **Expenditures**

The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

### **Fiscal Year**

A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.

### **FTE**

Full Time Equivalent – the number of positions calculated on the basis that one FTE equates to a 40-hour work week for twelve months. For example, two part-time positions working 20 hours per week for twelve months also equals one FTE.

### **FUG**

Fire Users Group – A subcommittee of TAC, the focus of the group is to provide direction to WCCCA staff and TAC on operational procedures and related operational issues related to the fire dispatch system.

### **Fund**

A sum of money or other resources set aside for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. A fund is a distinct financial or fiscal entity.

### **General Fund**

The general operating fund of WCCCA. It is used to account for all transactions of governmental unit which are not accounted for in another fund.

### **Homeland Security Grant**

A federal grant, dispersed by the state office of emergency management, intended to fund improvement of our ability to deter or respond to a terrorist event.

### **IGA**

Inter-Governmental Agreement - establishes WCCCA as a partnership of governments under Oregon Revised Statute 190 for the purposes of consolidated emergency dispatch.

### **Interfund Transfers**

Transfers of resources between funds. Revenues are typically received into the General Fund and transferred into special funds as a resource to that fund.

## **GLOSSARY**

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### **Language Line**

A private sector company from which foreign language interpretation services is purchased.

### **Levy**

(Verb) To impose taxes, special assessments, or service charges for the support of governmental activities.

(Noun) The total amount of taxes, special assessments, or service charges imposed by a governmental unit.

### **Levy Proceeds**

Revenues received by WCCCA from a levy imposed.

### **Line Item**

A financial reporting unit for budget, management, or accounting purposes.

### **M&R**

Maintenance and Repair

### **Materials and Services**

A category of budgeted expenditures generally comprised of administrative expenses, such as supplies, telephone expense, electricity, insurance, travel, equipment maintenance, etc.

### **Mobile Data Computer**

AKA Mobile Data Terminal. A computer installed in public safety vehicles equipped with PSSI's MDC Software, which provides field officers extensive capabilities within the CAD system.

### **Mobile Repeater Trailer**

An enclosed trailer that contains the necessary radio repeaters, antennas, power source, and cross connections that will allow radio communications interoperability between various radio bands. This trailer can be towed and set-up anywhere deemed appropriate to replace an existing non-serviceable repeater site or enhance the radio system in an emergency situation.

### **Modified Accrual Basis**

The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when received in cash.

## **GLOSSARY**

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### **Number Portability**

The ability to take a cellular phone number from one provider to another, not having to change phone numbers.

### **Operating Budget**

A budget which applies to all outlays other than capital, for example personal services and materials and services. See Budget.

### **Operating Expenses**

Expenses for general governmental purposes, including personal services, materials and services, and capital expenditures.

### **OPSRP**

Oregon Public Service Retirement Plan. A State of Oregon defined contribution/defined benefit pension plan to which members make contributions; employers may or may not also make contributions. OPSRP members are employees hired by a public employer participating in the OPSRP Pension Plan into a qualifying position on or after August 29, 2003.

### **ORS**

Oregon Revised Statute

### **ORS 190**

An Oregon Revised Statute which states that a unit of local government may enter into a written agreement with any other unit or units of local government for the performance of any or all functions and activities that a party to the agreement, its officers or agencies, have authority to perform. The agreement may provide for the performance of a function or activity.

### **PERS**

The Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employee and employer contribute.

### **Personal Services**

A category of budgeted expenditures generally comprised of salaries and benefits for budgeted staff positions.

### **Phase II Upgrade**

Construction of new radio sites and upgrades to existing sites to enhance radio coverage throughout the county.

## **GLOSSARY**

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### **PSAP**

Public Safety Answering Point – an industry term for an emergency communications (or 9-1-1) center.

### **PSSTG**

Public Safety Standards Technology Group – A subcommittee of TAC, the purpose is to utilize the knowledge and technological expertise of WCCCA member agencies to provide advice and recommendations to the Tactical Advisory Committee on matters related to information systems and the implementation of new technologies.

### **PUG**

Police Users Group – A subcommittee of TAC, the focus of the group is to provide direction to WCCCA staff and TAC on operational procedures and related operational issues related to the police dispatch system.

### **Radio Infrastructure**

The necessary facilities and networks employed to transmit and receive information by electrical or electronics means. This includes, but is not limited to, point-to-point microwave radio, data base stations, voice radio repeaters, and metallic cables.

### **Requirements**

The level of funding required to maintain Agency operations and to balance the budget.

### **Resources**

The actual assets of a governmental unit, such as cash.

### **Revenue**

The term designates an increase to a fund's assets, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities, and does not represent an increase in contributed capital.

### **Revenue Stabilization**

A reserve established to protect against temporary revenue shortfalls or unpredicted one-time expenditures. This reserve should stabilize user fees by providing additional resources (other than user fees) to offset budgetary requirements.

# GLOSSARY

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## **Revenue**

- The term designates an increase to a fund's assets which,
- Does not increase a liability (e.g. proceeds from a loan),
  - Does not represent a repayment of an expenditure already made,
  - Does not represent a cancellation of certain liabilities,
  - Does not represent an increase in contributed capital.

## **Self-Initiated Activity**

Activity initiated by a field unit and reported to dispatch from a field unit and entered into CAD as an incident.

## **TAC**

Technical Advisory Committee – TAC Representatives are liaisons between user agencies and WCCCA and assure that this Agency's personnel are informed of activities and special events within their jurisdiction, to assure this Agency meets the needs of the jurisdiction.

## **Unappropriated Ending Fund Balance**

Amount set aside in the budget to be used as a cash carryover to the next year's budget. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency.

## **User Fees**

WCCCA's operating costs allocated to and paid by each member agency

## **Users**

Refers to any of the 18 police or fire emergency response agencies that are members of the inter-governmental partnership establishing WCCCA.

## **WCCCA**

Acronym for Washington County Consolidated Communications Agency

## **WCDA**

Washington County Dispatchers Association – refers to the bargaining unit for union represented employees at WCCCA

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