

**Washington County Consolidated
Communications Agency
Approved Budget Document
Fiscal Year 2022-23**

Approved June 16, 2022

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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 01, 2021

Christopher P. Morill

Executive Director

INTRODUCTION

- ❖ Agency Overview
- ❖ Position Summary
- ❖ Organizational Chart
- ❖ Mission Statement
- ❖ Core Services

- ❖ Goals
- ❖ Board of Commissioners
- ❖ Budget Committee
- ❖ Chief Executive Board
- ❖ Executive Management

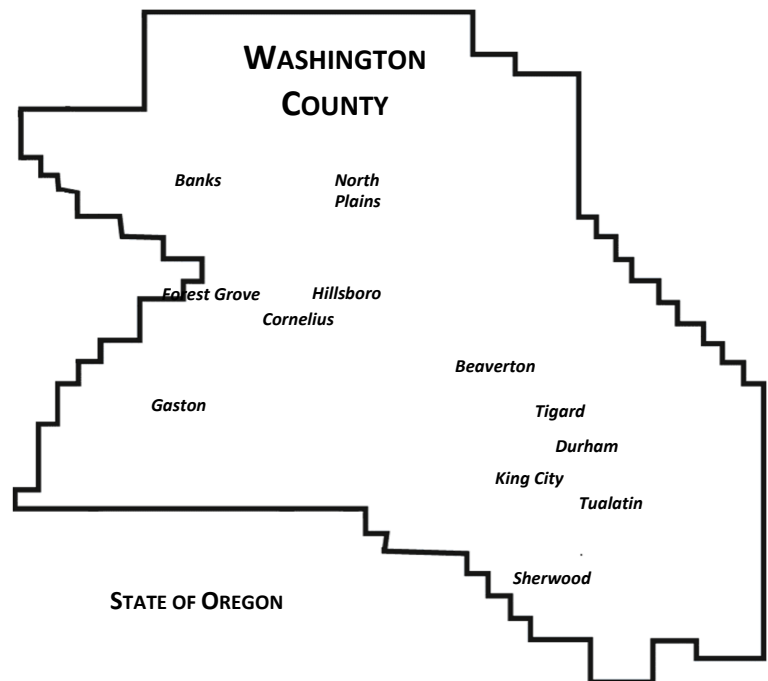
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AGENCY OVERVIEW

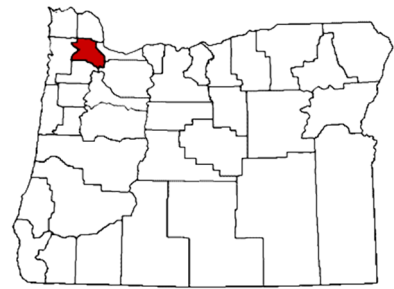
Washington County Consolidated Communications Agency (“WCCCA” or the “Agency”) was formed in 1985, under the authority of Oregon Revised Statutes (ORS) Chapter 190 by the execution of an Intergovernmental Agreement between Washington County and the cities of Beaverton, Hillsboro, Cornelius, North Plains, and Washington County Rural Fire Protection Districts No.1 (now Tualatin Valley Fire & Rescue) and No. 2 (now also Tualatin Valley Fire & Rescue). The Agency has subsequently entered into intergovernmental agreements with the cities of Durham, King City, Sherwood, Tigard, Gaston, Tualatin, Forest Grove, Banks and the fire districts of Forest Grove, Banks, Gaston and Cornelius. User agencies currently total 18. The Agency was established to provide 9-1-1 call answering service and public safety dispatch communications for police, fire, and emergency medical service for the participating jurisdictions and for other governments under contract. The Agency also provides the radio and microwave communications system, a series of towers across a two county region that offers high quality radio communications, for public safety responders.

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, establishing Agency service levels, adopting the annual budget, reviewing financial information, and approving personnel rules. A Chief Executive Officers Board consisting of the Chair of the Board of Commissioners, the representatives of the two largest participating agencies and two at-large members appointed by the Board meet monthly to address more timely issues, including contracting, policy changes, audit and financial reports and labor negotiations.

The Agency serves an area of 798 square miles and a population of approximately 705,794. This includes the areas of Newberg and Dundee in Yamhill County and other areas served by Tualatin Valley Fire and Rescue in Multnomah and Clackamas Counties.



Through its broad geographic footprint, the Agency serves a rapidly developing and growing part of Oregon's economic base. The population serviced by the Agency has experienced considerable growth over the past 25 years and is expected to continue to grow over the next 20 years.



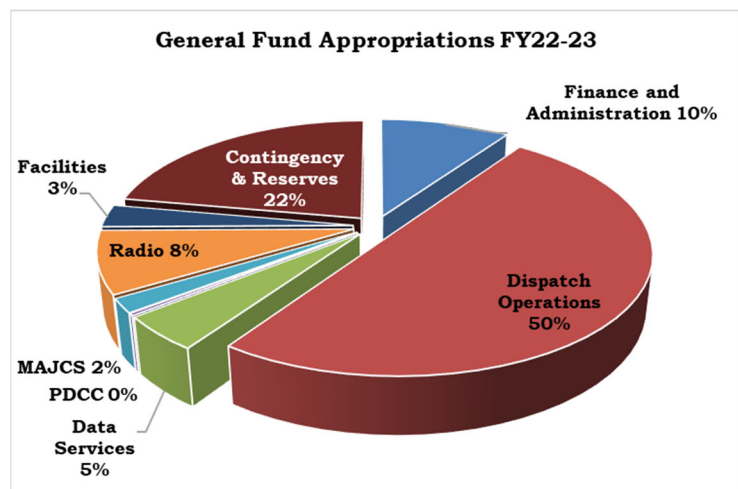
The Agency is funded by user fees from the participating jurisdictions, State 9-1-1 excise taxes, contract revenues from Clackamas County's C800 Radio Group (a governmental partnership formed under Oregon Revised Statutes Chapter 190), the City of Newberg, and other smaller contracts. The Agency provides radio and data infrastructure maintenance and development services to Clackamas 800 Radio Group (C800) and currently shares a computer aided dispatch ("CAD") system (both hardware and software) with Clackamas County, Lake Oswego Communications (LOCOM) and Columbia County 911 District. These unique arrangements comprise the partnership by agreement of Metropolitan Area Joint CAD System ("MAJCS").

The Agency is operated by a dedicated staff of 102.45 full time equivalent positions; its budget is organized on a department basis, consisting of Administration & Finance, Dispatch Services, and Technical Services.

Continually, but especially during the budget process, the Agency evaluates staffing, the structure of the organization and the feasibility of changes. At adoption of each year's budget, staffing levels are formally authorized by the Board.

The Agency's functions are organized by departments, as depicted in this pie chart, along with non-departmental appropriations for Contingency and Reserves.

This chart represents the General Fund's proposed appropriations for Fiscal Year 2022-23.



Washington County Consolidated Communications Agency

Principal Taxpayers within the County

Most Recent Year and Nine Years Prior

(dollars in thousands)

	2021			2012		
	Rank	Assessed valuation	Percent of total	Rank	Assessed valuation	Percent of total
Private Enterprises						
Intel	1	\$ 1,941,050	2.72 %	1	\$ 1,316,340	2.73 %
Nike, Inc.	2	1,435,298	2.01	2	437,734	0.91
Pacific Realty Associates	4	417,932	0.59	5	299,183	0.62
Verizon Communications	6	299,376	0.42			
Genentech	7	273,304	0.38	7	239,110	0.50
Comcast Corporation	8	263,248	0.37	8	223,356	0.46
LAM Research Corporation	9	198,543	0.28			
BV Centercal LLC	10	155,911	0.22			
Frontier Communications				4	350,700	0.73
Maxim Integrated Products				9	133,370	0.28
Tektronix				10	132,546	0.27
Utilities						
Portland General Electric	3	819,112	1.15	3	405,598	0.84
Northwest Natural Gas	5	408,827	0.57	6	279,692	0.58
All other taxpayers		<u>65,060,763</u>	<u>91.29</u>		<u>44,419,153</u>	<u>92.08</u>
Total		<u>\$71,273,364</u>	<u>100.00 %</u>		<u>\$48,236,782</u>	<u>100.00 %</u>

Source: Washington County Consolidated Annual Financial Report

Washington County Consolidated Communications Agency

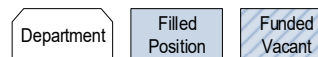
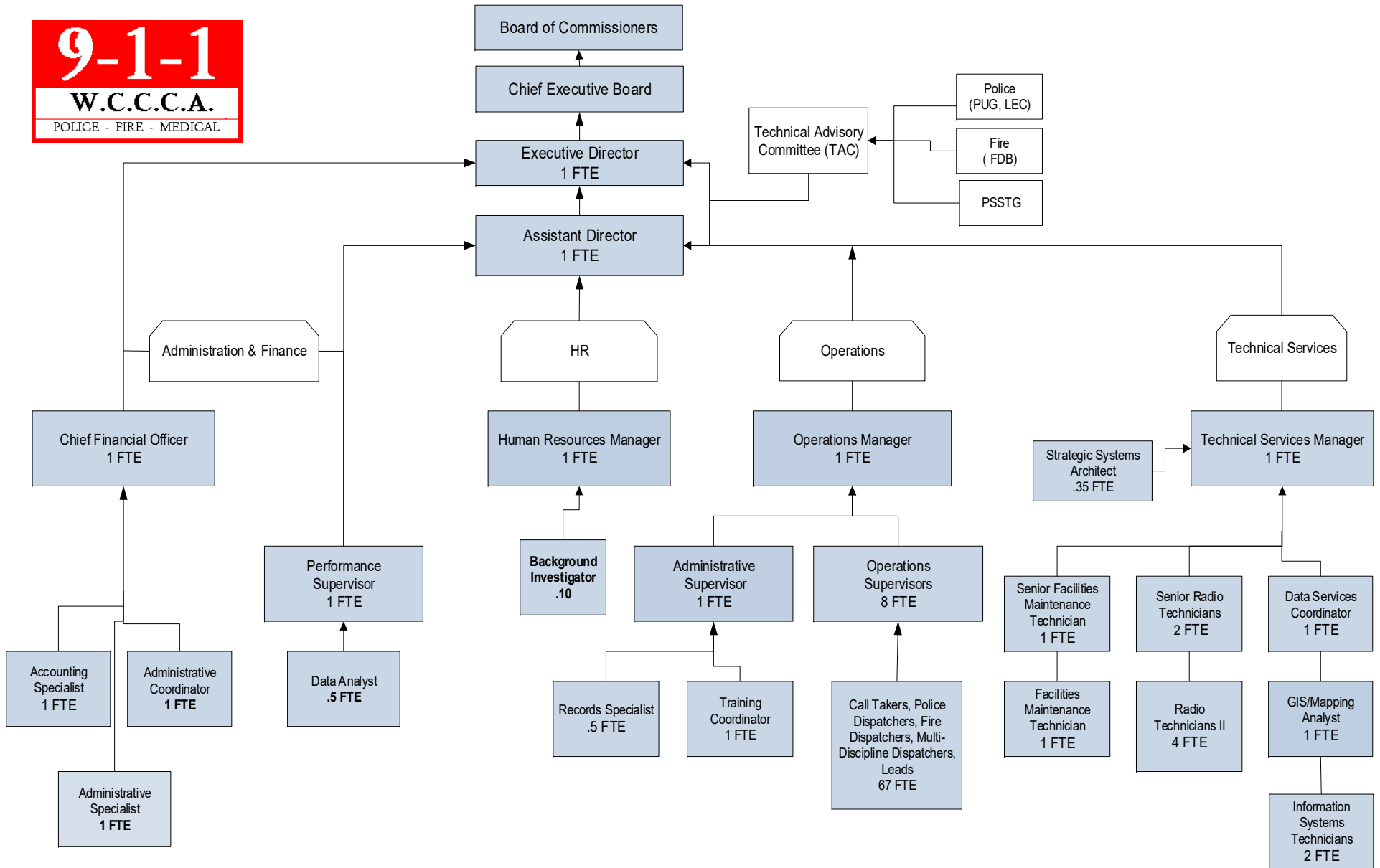
Major Employment Sectors
Most Recent Year and Nine Years Prior

	<u>As of June, 2021</u>		<u>As of June, 2012</u>	
	<u>Sector</u>	<u>Pct. of</u>	<u>Sector</u>	<u>Pct. of</u>
For Washington County, Oregon	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>
Private				
Natural resources and Mining	3,179	1.1 %	3,134	1.3 %
Construction	17,750	6.1	12,480	5.0
Manufacturing	51,498	17.6	44,140	17.7
Trade, transportation and utilities	52,901	18.1	49,718	19.9
Information	7,415	2.5	7,587	3.0
Financial activities	14,814	5.1	13,946	5.6
Professional and business services	53,769	18.4	38,480	15.4
Education and health services	37,120	12.7	29,628	11.9
Leisure and hospitality	22,567	7.7	20,612	8.3
Other services	9,087	3.1	7,996	3.2
Unclassified	579	0.2	89	0.0
Government				
Federal government	896	0.3	722	0.3
State government	2,176	0.7	2,750	1.1
Local government	18,587	6.4	18,284	7.3
Total non-farm employment	292,338	100.0 %	249,566	100.0 %

Source: State of Oregon Employment Department Employment and Wages by Industry (QCEW)

Fiscal Year 2020-2023 Full Time Equivalent Positions

	FY19/20	FY20/21	FY21/22	FY22/23	Change/ prior FY
Administration					
Director	1.00	1.00	1.00	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-
Chief Financial Officer	1.00	1.00	1.00	1.00	-
Accounting Specialist	1.00	1.00	1.00	1.00	-
Administrative Specialist	2.00	2.00	2.00	2.00	-
Business Analyst	0.50	0.50	0.50	0.50	-
Performance Supervisor	-	1.00	1.00	1.00	-
Human Resources Manager	-	-	-	1.00	1.00
Background Investigator	-	-	-	0.10	0.10
Total Administration	6.50	7.50	7.50	8.60	1.10
Human Resources					
-	-	1.00	1.00	-	(1.00)
Sr. HR Analyst	1.00	-	-	-	-
Background Investigator	0.07	0.07	0.10	-	(0.10)
Total Human Resources	1.07	1.07	1.10	-	(1.10)
Performance Management					
Performance Manager	1.00	-	-	-	-
Program Coordinator	1.00	-	-	-	-
Human Resources Generalist	-	-	-	-	-
Training Coordinator	1.00	-	-	-	-
Audio Recording Specialist	0.50	-	-	-	-
Background Investigator	-	-	-	-	-
Total Performance	3.50	-	-	-	-
Operations					
Operations Manager	1.00	1.00	1.00	1.00	-
Assistant Operations Manager	-	1.00	-	-	-
Administrative Supervisor	-	1.00	1.00	1.00	-
Operations Supervisors	6.00	7.00	8.00	7.00	(1.00)
Dispatchers/MDDs/Call Takers (Rep)	67.00	67.00	67.00	67.00	-
Training Coordinator	-	1.00	1.00	1.50	0.50
Audio Recording Specialist	-	0.50	0.50	1.00	0.50
Total Operations	74.00	78.50	78.50	78.50	-
Radio Services					
Technical Services Manager	0.60	0.60	0.60	0.60	-
Strategic Systems Architect	0.35	0.35	0.35	0.35	-
Radio Systems Supervisor	-	-	-	-	-
Radio Technicians (I, II and Senior)	6.00	6.00	6.00	6.00	-
Senior Facilities Maintenance Tech	1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech I	1.00	1.00	2.00	2.00	-
Total Radio Services	8.95	8.95	9.95	9.95	-
Data Services					
Technical Services Manager	0.40	0.40	0.40	0.40	-
Data Services Supervisor/CAD Mgr	-	-	-	-	-
Data Services Coordinator	2.00	2.00	2.00	2.00	-
Info Systems Analyst	1.00	1.00	2.00	2.00	-
Info Systems Technician	-	-	-	-	-
GIS/Mapping Analyst	1.00	1.00	1.00	1.00	-
Total Data Services	4.40	4.40	5.40	5.40	-
Total FTE	98.42	100.42	102.45	102.45	-



Current as of February 2, 2022

MISSION STATEMENT

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

CORE SERVICES

Emergency Call-Taking and Dispatching

Radio Services

Data Services

Fiscal Responsibility

~Excellence in Emergency Communications~

GOALS

Call-Taking/Dispatching

“WCCCA will provide timely and compassionate service to assure that the necessary response is initiated.”

Technical Services

“WCCCA will design, implement, and maintain the communications infrastructure and field equipment to provide effective radio communications for system users.”

Data Services

“WCCCA will provide the necessary assistance with technology to ensure system connectivity and data availability to Users and Member Agencies.”

Fiscal Responsibility

“WCCCA will provide accurate and timely financials, fiscal discipline and efficiency, and fiscal stewardship for our citizens to create useful financial plans for decision-makers and Members to make successful business decisions.”

Board of Commissioners

<u>Participating Agency</u>	<u>Board Representative</u>
City of Cornelius	City Manager Rob Drake
City of Beaverton	Mayor Lacey Beaty
Washington County	Assistant County Administrator Sia Lindstrom
Tualatin Valley Fire & Rescue	Board of Directors Bob Wyffels
City of Hillsboro	Fire Chief David Downey
City of Tualatin	Councilor Maria Reyes
City of Tigard	Police Chief Kathy McAlpine
City of Sherwood	Captain Ty Hanlon
City of Forest Grove	Mayor Pete Truax
City of Gaston	Mayor Jerry Spaulding
King City	Police Chief Ernie Happala
City of North Plains	Councilor Robert Kindel, jr.
City of Durham	Councilor Chuck Van Meter
City of Banks	Councilor Mark Gregg
Banks Fire Protect. Dist. #13	Fire Chief Rodney Linz
Cornelius Rural Fire District	vacant
Gaston Rural Fire District	vacant

Citizen Representatives

<u>Appointed By</u>	<u>Representative</u>
Tualatin Valley Fire & Rescue	Don Haynes
City of Forest Grove	Cleo Howell
City of Sherwood	Keith Mays
City of Beaverton	Nadia Hasan
City of North Plains	Michele McCall Wallace
Banks Fire District	Tonya Witham
City of Cornelius	Ralph Brown

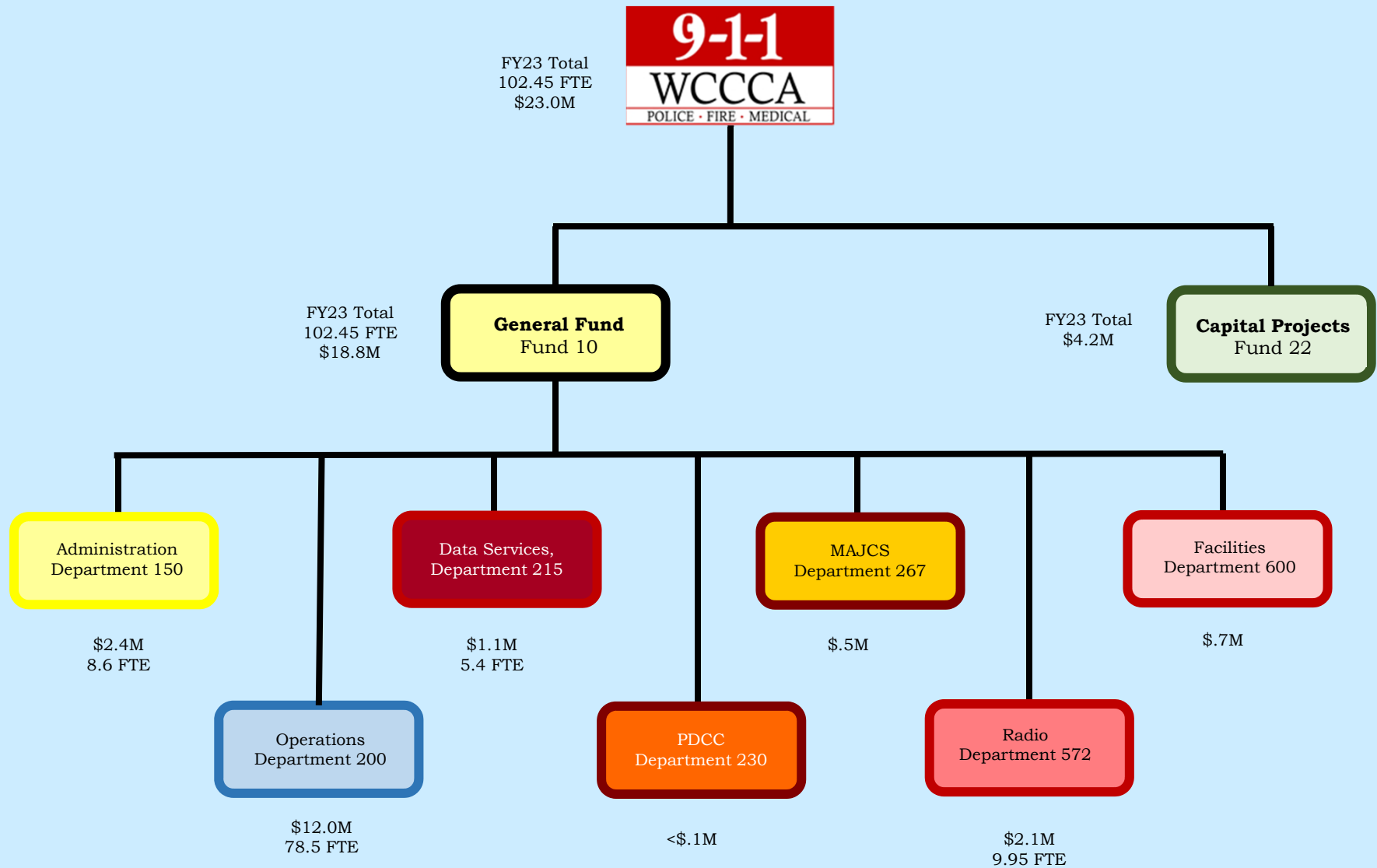
Chief Executive Officers Board

<u>Participating Agency</u>	<u>Board Representative</u>
City of Cornelius	City Manager Rob Drake
City of Tigard	Police Chief Kath McAlpine
Washington County	Deputy Co. Administrator Erin Calvert
Tualatin Valley Fire & Rescue	Fire Chief Deric Weiss
King City	Chief Ernie Happala

Executive Management

Mark Buchholz	Executive Director
Jennifer Reese	Assistant Director
Michael Stout	Chief Financial Officer, Budget Officer
Ron Polluconi	Technical Services Manager
Kimberli Foster	Operations Manager
Jennifer Kilcoin	Human Resources Manager

**Washington County
Consolidated Communications
Agency
FY23 Budget & Financial Structure**



POLICIES & PROCESS

❖ Financial Policies

❖ Budget Process
❖ Budget Calendar

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FINANCIAL POLICIES

- I. **Balanced Budget:** The 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 expenditure control for each fund shall be established as Personnel Services, Materials and Services, Capital Outlay and Fund Transfers. No expenditures are allowed directly from Contingency. In anticipation 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 budget process will aim ultimately for the implementation of the coordinated directives of its contracting entities in 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. A gap between the current services levels/corresponding funding levels and new demands/corresponding funding from the 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 budget will identify the resources needed to meet current service priorities and levels identified by its users. The budget will attempt to balance the need to minimize user fee increases with the need to fulfill current service priorities, maintain quality of services and meet 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 include: a) creative approaches to service delivery to increase efficiency and maintain quality; b) the erosion of the existing service level, or c) user-approved funding of the new service demand.
- IV. **Staffing Levels:** Staff will continue to assess staffing levels to ensure the necessary number of employees 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 II and III above.
- V. **Materials and Services:** Staff will develop a budget that will allow for adequate maintenance and growth, while striving for efficiencies and cost-reduction measures. 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 along with the implications to the long-term financial plan.
- VI. **Unpredictable Revenues:** The 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 II and III above. Regarding unpredictable revenues, staff shall 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. **Financial Planning:** Staff will present annually for Board consideration an updated five-year financial forecast using current economic indicators and projections of growth (or decline) to maintain a long term perspective of the financial health of the Agency and predicted impacts upon user fee rates.
- VIII. **Pursuit of New Revenues:** 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 where applicable. New users should not be allowed onto the system if long-term capacity for current members under contract is impacted, or if system depreciation or inefficiency is accelerated.
- IX. **Strategic Investments:** Staff 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.
- X. **Reserves and Contingencies:** The General Fund shall maintain a minimum fund balance equal to an average quarter's operations expenses from the previous fiscal year, in order to ensure continued operations in times of crisis and emergency. Additional amounts may be reserved, committed or assigned beyond this policy.

The Capital Projects Fund shall maintain a minimum fund balance of \$1 million dollars in order to cover unexpected or emergency projects. The governing board may assign additional amounts for future projects, according to the Capital Plan.
- XI. **Purchasing:** The Agency shall maintain a Purchasing Manual that complies with State Law, including ethics and fair and full competition in the expenditure of public funds, and which delineates the dollar amount thresholds of authorities for purchasing and contracting, and defines procedures for complying with state statutes, federal regulations and Agency policy.
- XII. **Capital Projects Fund:** The Agency shall maintain a separate fund to account for the restricted revenue of shared Local Option Levy tax funds from Washington County, together with other revenue associated with large capital funding, interest and Board authorized expenditures. This fund is considered a major fund for financial reporting purposes for qualitative reasons.

BUDGET PROCESS

The accounting reflected in this Approved Budget conforms to generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board. The Agency's finances are organized on a fund basis, each of which is considered a separate budgetary and accounting entity. The Agency uses the modified accrual basis of accounting for budgeting as well as for accounting as all funds are governmental fund types, which require the modified accrual basis of accounting under GAAP. Information is presented as such in the Consolidated Annual Financial Report.

Managers develop their own expense budgets with their own suggestions, which are reviewed and revised as necessary by management, in accordance with stated goals and objectives. Revenue budgets are managed by the Budget Director in conjunction with the managers of revenue streams, when applicable. Revenue streams like the 911 phone tax are planned and managed by executive staff.

By tradition, any staff member or Agency stakeholder can propose changes or initiatives for the budget. A call for input to the budget goes out annually as the Agency ramps up its budget process in October or November of each year. Proposals for significant changes or expenditures generally must be vetted and approved by the executive staff by the end of the calendar year.

The Board of Commissioners' resolution authorizing appropriations for each fund at the end of the budget process sets the legal level limitations on authorized expenditures. Total Personnel Services, Materials and Services, Capital Outlay, Inter-fund Transfers and Contingency are the budgetary category levels for expenditure appropriations and budgetary control for each fund. Amounts are also scheduled for Unappropriated Ending Fund Balance. Appropriations lapse at fiscal year-end.

Original budgets may be modified by the use of appropriation transfers between the budgetary categories only upon adoption of a resolution 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 state law. 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.

A draft budget was reviewed by stakeholders on January 27, 2022. Feedback from this meeting was incorporated and the budget was revised and presented to the Budget Committee for consideration. The Budget Committee reviewed and approved the proposed budget on February 17, 2022. On June 16 of 2022, the Board of Commissioners reviewed a revised budget based on the budget approved by the Budget Committee and adopted it.

Calendar for the FY23 Budget Build

December, 2021							January, 2022							February, 2022						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1			1	2	3	4	5
5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12
12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
26	27	28	29	30	31		23	24	25	26	27	28	29	27	28					
							30	31												

March, 2022						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

June, 2023						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Calendar Color Key Code
CEO Board meeting
CEO & Board of Comm. meeting
Both Boards & Budget Committee
Budget Presentation to Members

December 16: The Chief Executive Officer (CEO) Board reviews the budget calendar and financial policies and recommends them to the Board of Commissioners. The Board of Commissioners approves the budget calendar and financial policies.

January 20: The CEO Board reviews draft budget, financial forecast and preliminary user fees.

January 27: The budget and fees presentation to users and users' finance departments takes place ("Stakeholders Meeting").

February 17: The CEO Board considers any changes submitted to the proposed budget and recommends the proposed budget to the Budget Committee as appropriate. The Budget Committee reviews and approves a recommendation, referring the budget to the Board of Commissioners as appropriate. The Board of Commissioners meets to review and approve the proposed budget, if recommended.

March 17: Target date for an additional meeting, as necessary, of the Budget Committee, should the committee request changes or follow up to the budget, as proposed in the February meeting.

June 16: CEO Board meeting and meeting of the Board of Commissioners. The Board of Commissioners approve a resolution to adopt the proposed budget.

BUDGET MESSAGE

- ❖ Budget Snapshot
- ❖ Financial Planning
- ❖ General Fund
- ❖ Capital Project Fund
- ❖ Accomplishments

- ❖ Initiatives
- ❖ Acknowledgements
- ❖ Budget Assumptions
- ❖ Forecasts
- ❖ Member User Fees

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Budget Message

May 31, 2022

TO: Budget Committee Members
Board of Commissioners
Chief Executive Officers Board Members
WCCCA Stakeholders
Community Members of Washington County

FROM: Michael Stout, Chief Financial Officer

Washington County Consolidated Communications Agency (WCCCA, Agency) continues to evolve with exciting and profound changes which will develop within the Fiscal Year 2022-23 budget. I am delighted to present that budget to you here. Despite the rapid evolution of the Agency, WCCCA will not lose sight of its commitment to providing timely, efficient and compassionate communication services to all community members through innovation, employee excellence and partnerships with public safety providers.

WCCCA's commitment to its core services of emergency call taking, dispatching, radio services and data services while exercising fiscal responsibility will also remain steadfast. The proposed budget into which those core services fit is a collaborative, strategic financial effort involving WCCCA staff and our members to address the Agency's financial challenges, identify cost saving measures and provide the resources necessary to ensure that WCCCA continues to provide excellence to a robust and reliable emergency communications radio system for all of our users and community members.

Below is a consolidated picture of all Agency funds for a three-year comparative view. In consolidating, inter-fund transfers (an equal amount of revenue and expense) are eliminated. The percentage changes compare the Adopted Budget for Fiscal Year 2021-22 (FY 2021-22 or FY22) to the FY23 budget.

All Funds Consolidated	FY2020-21 Amended Budget	FY2021-22 Adopted Budget	FY 2022-23 Proposed Budget	% Change FY22 vs. FY23
Beginning Working capital	\$ 8,871,294	\$ 8,430,714	\$ 9,091,510	7.8 %
Revenues				
Wash. Co. Bond Distribution	13,600,000	12,000,000	4,200,000	-65.0
Member Contract Fees	10,384,550	10,701,023	11,107,826	3.8
911 Telephone Taxes	3,600,000	5,200,000	5,400,000	3.8
All other revenues	1,997,846	1,251,439	1,383,579	10.6
TOTAL RESOURCES	38,453,690	37,583,176	31,182,915	-17.0 %
Expenditures/Appropriations				
Personnel Services	14,516,046	15,610,801	15,772,850	1.0
Materials & Services	4,360,532	3,670,348	3,511,751	-4.3
Capital Outlay	14,133,000	13,359,000	4,689,000	-64.9
Contingency & Reserves	2,329,149	4,465,533	4,744,233	6.2
TOTAL REQUIREMENTS	35,338,727	37,105,682	28,717,834	-22.6 %
Unappropriated Ending Fund Bal.	3,114,963	477,494	2,465,081	416.3
TOTAL BUDGET	\$ 38,453,690	\$ 37,583,176	\$ 31,182,915	-17.0 %

Financial & Strategic Planning

Each year the Agency develops a 5-year financial forecast to guide the budget plan for the coming fiscal year. The forecast only includes the General Fund which encompasses all of the operations of the Agency. This annual financial forecasting provides the Boards and management with a long-term view of the financial health of the Agency, and offers strategic approaches to planning for service levels and predictability of the costs to the member governments that comprise the Agency.

The Agency plans strategically and maintains a mission statement to guide decisions, goals and planning. Long range planning is important to ensure the 24/7/365 service our member agencies and users depend on us to provide. The Agency previously established four goals reflecting core functions in a collaborative fashion with the boards, staff, management and stakeholders. This year, as with past years, these goals have not changed. With a new director in place, goals and objectives will likely continue to evolve. Each department sets its own goals and objectives in line with the Agency goals. A summary of FY22 performance is included at the bottom of this section.

The Agency goals are:

Call-Taking and Dispatching are at the heart of WCCCA. Around 80% of ongoing, General Fund expenditures are salary and wage expenses and roughly two-thirds of those expenses originate in our Operations Department. Filling vacant positions, compensating our employees appropriately and getting new hires up the long training curve are key considerations in budgeting this large chunk of WCCCA's budget. The FY23 budget reflects a labor settlement and the Operations Department will be staffed to assist with hiring bottlenecks and training challenges.

Technical Services refers mostly to our management of radio equipment. Radio site management and maintenance is critical to our user agencies and other stakeholders. Budgeting for Tech Services, which includes our Facilities and Radio budgets, emphasizes the critical nature of these services. The budget focuses on providing key services and materials in the name of effective communication.

Data Services budgets are built with not only technology maintenance costs, but also large CAD costs from a consortium of regional 9-1-1 centers to which WCCCA belongs. This budget ensures the connectivity for our users and members and considers technological challenges and innovations on the horizon. User expectations evolve with technology, making Data Services a particular challenge. Isolating a caller's location using cell phone information, texting to 9-1-1 and 'pocket dialing' when 9-1-1 is inadvertently called are examples of the technological pressures the Agency faces. The Data Services budget includes expenditures to address these challenges.

Fiscal Responsibility is the discipline in all budgets to act as worthy stewards of our members' contributions and other resources to which we are entrusted. To that point, the agency continues to develop its planning process and evaluate its strategy and goals. As previously noted, the Agency has found it challenging to hire dispatchers. The

Agency has also been challenged Administratively by population growth and internal service expectations.

FY22 Departmental Goals Summary

Department	Goals set/Achieved	Pct.
Administration	8/9	89%
Operations	4/5	80%
Data Services	3/4	75%
MAJCS	N/A	
PDCC	N/A	
Radio	4/5	80%
Facilities	3/4	75%

The Budgets and the Budget Process

The General Fund accounts for all operations of the Agency; a Capital Projects Fund is maintained as a matter of Board policy and is considered a major fund for qualitative reasons. The Agency accounts for these funds using the modified accrual basis of accounting.

The budget is based the priorities of the Agency mentioned above, as guided by the needs of our member agencies and stakeholders, including the public. For the FY23 budget, work began in October of 2021 and work was completed in February of the following year. Trends and assumptions from the current year's financial forecast are used to establish anticipated costs. In February of 2022, this forecast and budget work was presented to the financial staff and public safety users of each member government to provide understanding of WCCCA's needs, elicit feedback, and discuss the proposed member rate increases.

Following this presentation of the budget to the membership, and allowing time for questions and follow up with them, the budget is presented to the Chief Executive Officers (CEO) Board and Budget Committee (which includes WCCCA's Board of Commissioners as well as appointed citizen representatives from member jurisdictions) in March for review and discussion. It was determined at this year's Budget Committee meeting that the budget was complete, addressing capital and operational needs. The Budget Committee chose to approve the budget as presented at that meeting.

Because of the early start of the budget process, designed to allow members to incorporate Agency costs into their own budgets in a timely fashion, the Agency may recalibrate appropriation requests before the June board meeting to better reflect year end projections and carryforward work. The budget can be amended under 10% with a supplemental budget and adopted by resolution by the Board of Commissioners. A change of over 10% requires changes being published and a including a notice for a public hearing.

For FY23, the aggregate annual membership costs increased about 3.8% from the previous year's budgeted membership fees. The four-year average of aggregate member increases is less than 2.2%. The Agency fees are increasing, despite the decrease of year over year budgeted expenditures (4.2%). This is because the Agency is budgeting to use much less fund balance to fund operations in FY23 (\$2.0 million) than in the FY22 budget (\$3.5 million).

The Agency is conscientious about the increase in member fees and strives to minimize the impact of fee increases on members. Because the Agency has a relatively small membership base, the gap between 9-1-1 tax funding and operational expenses exponentially effects the membership fees. The Agency partners strategize with us to determine fiscal directions and plans to maintain the Agency's services to the public and our members, keeping in mind the potential for funding fluctuations that may impact service levels. The Agency strives to maintain service levels for our crucial services. No changes in service levels are anticipated in FY23.

Traditionally 9-1-1 tax revenue received by the Agency has remained consistent, with a slight increase each year over the previous year. This revenue is generated from landline, wireless and pre-paid devices which can access the 9-1-1 system. As a result of a legislative increase in the excise tax assessment for FY21 and FY22, the Agency has in recent years experienced something of a windfall, providing some fee relief to our members. Beginning in FY23 and going forward, tax receipts are expected to increase at a much more modest pace. The tax currently represents about 30% of the operating revenue needed as illustrated in the shifting funding sources identified below:

General Fund Revenue

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
Member Contract Fees	68%	62%	62%
911 Telephone Taxes	24%	30%	30%
All other revenues	8%	8%	8%
 Total Revenues	 \$14,299,744	 \$15,198,072	 \$17,891,405

The above chart excludes one-time revenues such as transfers and pass through revenue, which can be highly variable. Its purpose is to show the changing trends in the stable revenues that are relied upon to fund Agency operations.

Long range financial planning for the Agency always considers call taking and dispatching activities first. Call taking and dispatching are the very heart of WCCCA. WCCCA staff, its boards and its stakeholders recognize the position of call taking and dispatching in the first response chain of events. Accordingly, long range plans consider our largest cost drivers, which are generally personnel-driven, with appropriate care, focus and consideration.

9-1-1 services are, by nature, technology-heavy. Our long-range plans take technology trends, upgrades in communications infrastructure and data services very seriously. Technology costs can be high and volatile. Timeframes for upgrades and improvements are sometimes very narrow. This environment, coupled with evolving stakeholders'

expectations make long-range planning for data and technology changes exceedingly difficult. The agency constantly updates, adjusts and recalculates long-range tech and data plans.

Agency management is very much aware and continually mindful of the financial constraints all government partners face. Staff has scrutinized expenses through budget development and financial forecast monitoring and continues to encourage the exploration of further efficiencies and cost savings. Fiscal responsibility in the long-term is key to the agency's success. Stakeholders have expressed a preference for stability and predictability in billing. The Agency will continue to be an excellent steward of public funds into the future through wise fiscal management and planning. As previously stated, the FY23 budget contemplates no changes in service levels. Tax receipt changes and user fee increases are outlined later in the budget document.

General Fund (Operating Fund)

For FY23 the General Fund will comprise 82.5% of the Agency's expenditures and as the sole operating fund for the Agency accounts for all personnel, materials and services expenses in support of Agency operations. Discretionary expenses are few and small, if any. Overall, the operational expenses (the combined Personnel Services, Materials & Services and Capital Outlay categories) for the General Fund will decrease 4.2% from the prior fiscal year's budget, mostly due to reduced capital outlay spending.

The following are the significant budget changes in this Fiscal Year 2022-23 proposed budget for the General Fund, as compared to the current year's budget:

Personnel Services (1.0% decrease over prior year's budget):

- Salaries, wages and benefits will increase by \$162,049 in FY23 over the final budgeted expense of FY22, only about 1.0%. This modest increase reflects a number of events. Most material amongst them is the termination of several staff positions in FY22 and several of those featured large vacation payouts in FY22. The equivalent positions are budgeted less in FY23.
- A reduction of the overtime budget of nearly \$300,000 is also a primary driver behind the reduced personnel services budget for FY23. The Agency expects to hire and reduce overtime significantly in Operations.
- Worker's Compensation insurance budget was reduced nearly \$80,000 based on rebates and recalibration of insured positions for FY23.
- Salary and wage budgets are built with a projected cost of living increase of 3.5% for represented employees, as per the labor agreement settled at the end of calendar 2021. The increase for non-represented employees for FY23 is also scheduled for 3.5%.

The Agency's non-represented employees include Operations Supervisors (9.0 FTE), IT/Facilities/Radio Technicians (14.35 FTE), Administration staff (6.1 FTE) and Executive Management (6.0 FTE). Traditionally, the Agency has given the November CPI-West inflation factor to its non-represented employees. The factor stood at 7.2% at the time of the budget build, however an increase of this

magnitude was deemed intolerable by some stakeholders. After consideration of stakeholder concerns, the Agency recalibrated the increase for non-represented employees to match the increase for represented employees and presented the revision to the Budget Committee.

Management is concerned about the FY23 increase offered to its non-represented employees because increases for represented employees have outpaced non-represented by a cumulative 4.1% since fiscal 2018-19. Should the Agency attempt to true up this gap, the adjustment could have a notable impact on future member fees. A tight labor market and an inflationary environment could severely exacerbate the impact.

- The Agency has experienced significant vacancy savings in years past, driven mostly by openings in Operations. In FY22 the Agency became much more aggressive about filling Operations vacancies and has received approval from the CEO board to over hire in anticipation of new Operations vacancies and the long training curve associated with dispatcher positions.
- Benefits are budgeted at an increase of just 1.75% over the ending FY22 budget. This is due to benefits being budgeted at a percentage of the payroll budget and the lower payroll budget amount. Reasonable increases for the two primary drivers of benefits expenses, healthcare and pension expenses, were considered.

Materials and Services:

- The category of Materials and Services (M&S) decreases in next year's proposed budget by \$158,597, a 4.3% decrease over the prior year ending budget. A new facility under construction by Washington County on behalf of WCCCA was anticipated to be complete during FY22, but remains to date still in progress. Therefore, the Agency has not physically relocated as anticipated and the Agency has expended some, but not all, of the one-time costs it budgeted in FY22 in anticipation of the relocation. A total of \$772,000 of the FY23 budget is actually carryforward expense of items budgeted but not expended in FY22.
- There are several significant budget decreases for individual M&S line items. For FY23 there is a 76,476 reduction in Maintenance Agreements for Data Services, related to a reduced phone support budget. The completion of the Fire Station Alerting initiative results in a \$69,306 decrease in Radio Services' Professional Services costs. The settlement of labor negotiations results in an estimated \$50,000 decrease in legal services in the Administration budget, driven by the settlement of a labor contract.

Capital Outlay:

The budget for Capital Outlay in the General Fund has significantly decreased for FY23 and is the primary driver for the overall budget decrease compared to the previous year. A total of \$870,000 less is budgeted in FY23, a decrease of over 64.0%. As anticipated, this is driven mostly by the completion of one-time projects in FY22 related to the new facility referenced above.

\$300,000 is set aside for the impending move to the new facility in FY23 for capital outlay. In addition, a new vehicle purchase is in the plan for the next year and some additional funds for capital phone technology, totaling \$489,000.

Capital Projects Fund

The Capital Projects Fund currently functions as a pass-through for Washington County's Public Safety Bond for WCCCA, which funds the continued work toward implementation of a new digital emergency communications radio system and a new seismically structured 9-1-1 facility. Washington County is managing the construction of the new facility while on the emergency communications side, WCCCA manages and reviews expenses, provides that information to Washington County who transfers the funds from the bond to WCCCA for payment.

It was hoped the radio system would be completed in FY22, however one milestone payment was not made by year end. The work has included the construction of 9 communication shelters and towers throughout Washington County, an upgrade of 13 existing radio tower sites, a transfer from analog to digital radios and the programming of radios by WCCCA's Users. This fund has budgeted \$4,200,000 for the final work in FY23.

The Agency, as a whole, is a high-risk operation, and as such, continues its commitment to functioning as a high reliability organization in the context of a Just Culture, which is grounded in the core values of the Agency. We value our people who daily commit themselves to providing critically needed service to our community members and our members. Caring for so many in a high-risk realm creates challenges in the human side of such an operation as ours and we recognize the need for the Agency to strive for excellence, not only in the emergency communications services that we provide, but also in the recognition of the impacts that this work can exact upon our employees. As we face the challenges of staffing, implementation of new systems and plan for a full move from our current facility to another, we realize that change is continually upon us and we need to encourage resilience, exercise creativity in relieving the stress of our environment and try new things to achieve a healthy organization.

WCCCA is an accredited Agency through the Oregon Accreditation Alliance (OAA) and has been granted its 4th re-accreditation based on an OAA site visit and review process. WCCCA's Performance Supervisor is responsible for accreditation management for the Agency and has been closely involved on the OAA Board and as the Board Chair, representing both WCCCA and the State Chapter of the Association of Public-Safety Communications Officials (APCO). In this capacity, she continues in assisting the OAA in their focus, research and further development of the accreditation standards for 9-1-1 dispatch centers.

As mentioned above, work is wrapping up on the digital Emergency Communications System, which has now gone live. So much planning, work, coordination, expertise and skill has gone into every phase of this project, it's truly been a joint effort between WCCCA, Washington County and our system partners and demonstrates what working together can accomplish.

The new WCCCA Facility in Hillsboro celebrated its groundbreaking in November of 2019 and work is wrapping up presently. Dates for a final move have been postponed several times, but it is presently expected that the Agency will relocate before calendar year-end.

The Agency has managed the COVID crisis well, establishing safety policies and habits which had no impact on stakeholders and only negligible financial impact. Washington County recognized WCCCA amongst its first responders and partnered with the Agency to provide voluntary vaccinations to staff in February of 2021 and continues to be vigilant for the safety and health of staff, visitors and stakeholders.

Initiatives for the Year and for the Future

I continue to work with agency staff to enhance policies and procedures that speak to the future fiscal and capital planning of the Agency. With change in the ever-evolving technological world around us and the challenges created by inflation and the labor market, WCCCA will remain vigilant for the economic future. That future is exciting but potentially expensive.

The FY23 budget is principally different from the FY22 budget because of modest increase in salaries and benefits and the reduction in capital spend. The Agency is, as mentioned previously, hiring dispatchers aggressively to minimize overtime and will continue to do so. It was expected that the Agency would move to a new facility sometime in FY22, however construction delays have made that impossible. Nevertheless, one-time capital spend related to the move did occur in FY22, resulting in a lower capital outlay budget for FY23.

WCCCA remains committed to the pursuit of efficiency and innovation, exploring possibilities of system sharing with our member agencies and with other partners within Washington County and beyond. The current technologically-driven environment suggests a variety of opportunities for collaboration and partnering with a variety of public and private entities.

As the state of Oregon works toward funding and building Next Generation 9-1-1 infrastructure to which we will connect, we are looking forward to the changes that will be upon us in the Next Generation 9-1-1 Center. It's likely that in the next few years 9-1-1 dispatching will look different than it does today. Data will become a focal element of the 9-1-1 function and our services will develop to best serve our members.

Changes could bring about a work force that is comprised of new skill sets, necessitating reorganization, strategizing in new ways and opening new avenues of partnership with our public safety neighbors. Through networking locally, at the state level and nationally as well, we strive to educate ourselves and prepare for the capabilities that will be made possible to us in voice and data transmissions. Information transfer and dissemination is going to become a "larger than ever" portion of what we do at WCCCA and we'll be ready, providing excellence in emergency communications to our community members, our members and partner agencies.

Staffing our 9-1-1 Operations adequately remains a key focal point. Continuous recruitment and review of hiring processes is critical to identifying successful candidates who will be capable of learning and handling this specialized, difficult work. We are committed to hiring and retaining the best people to serve our communities. We are determined to achieve full staffing in the Center in the coming year and complete new and updated deployment plans to reflect current demands, service levels and effective responses to those calling us in need.

The Budget Document

While it is not legally required to do so, the Agency endeavors to match the processes of its partners by following State of Oregon Local Budget Law to the greatest extent possible. The Agency fully complies with the Council of Governments budget law which is required of it as an organization formed under Oregon Revised Statutes (ORS), Chapter 190. The Agency follows Generally Accepted Accounting Principles (GAAP) as prescribed by the Oregon Revised Statutes (ORS). This Approved Budget is structured on a fund basis, which the Governmental Accounting Standards Board (the promulgating authority for GAAP for governments) requires.

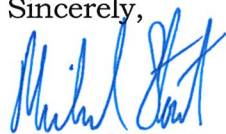
Conclusion

The constraints of funding and demand for the services WCCCA provides, including 9-1-1 call taking, emergency dispatch services and radio technology support, demands that the Agency plan strategically. WCCCA continues to improve efficiency, minimize our burden upon our Members and Partners as well as prepare for the changes to the 9-1-1 services in store for the future. Our members and partners are firm supporters of WCCCA's mission.

WCCCA's success in service to others is manifested in the talented, committed, cohesive teams that work together each day to get the job done regardless of what it takes. These people understand what it is to sacrifice for the sake of duty to others. Every role on the WCCCA team is necessary for the health and excellence of the Agency. We are truly blessed with this special group of people who bring their hearts to their work and their desire to care for the needs of others in all they do. WCCCA is WCCCA because of them. I thank each of them for bringing their strength, spirit and commitment to each day.

The deep roots of WCCCA's successes, be those successes in life-saving call taking, superior radio services or financial prudence or any number of other areas, extend from the dedicated, skilled and determined people who work at the Agency. I feel confident that every individual at WCCCA finds satisfaction adding their own expertise in pursuit of the Agency's mission. This budget reflects their dedication to their mission, and the important job that we all undertake.

Sincerely,



Michael Stout
Chief Financial Officer

**FY 2022-2023 GENERAL FUND BUDGET ASSUMPTIONS
COMPARED TO THE INITIALLY ADOPTED FY 2021-2022 BUDGET
WITH NOTABLE DRIVERS MENTIONED**

Revenues: 3.8% increase

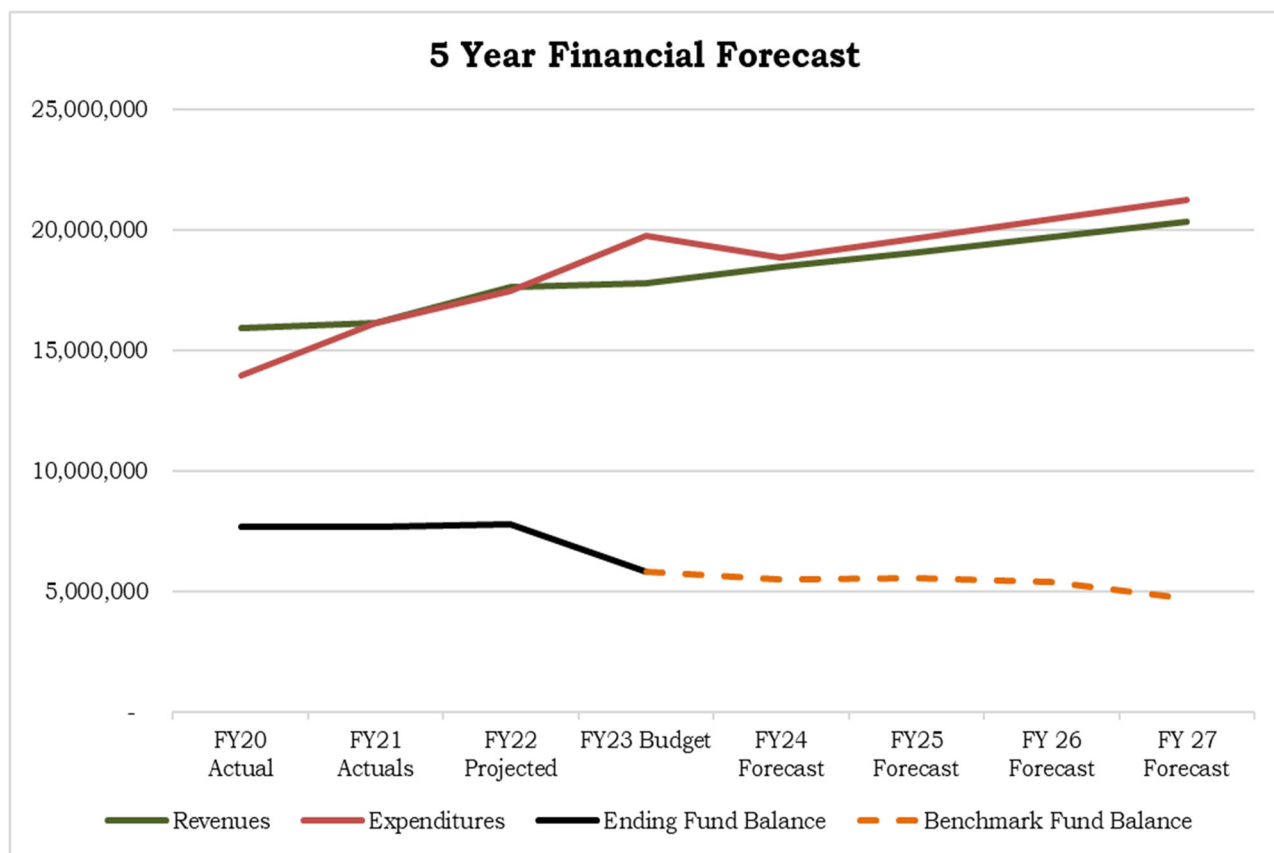
9-1-1 Telephone Tax	3.9% increase for expected receipts
Member User Costs	3.8% increase due to reduced other revenues
C800 Radio Contract	8.4% increase for additional share of radio costs
Interest Income	40% decrease based on FY22 experience
Tower Site Rent	20.6% decrease due the elimination of one tower site
Misc. Revenue	\$10,000 increase due to current experience

Expenses: 4.2% decrease

Staffing	no change to Agency FTE = 102.45
Salaries	increase 0.6% Cost of living increase 3.5% - represented Cost of living increase 3.5% - non-represented Overtime decrease 37.9%
Benefits	increase 1.8% PERS increase 4.3% Health Insurance increase 2.2% Workers Comp decrease \$79,744
Materials	increase 0.7% Leased/Rented Equipment increase 21.0% Software upgrades increase \$
Services	decrease 5.7% \$201,400 decrease Maintenance Repair: Building expenses 24.4% maintenance agreement decrease
Cap Outlay	decrease of \$870,000 Completion of one-time projects related to new facility

Fund Balance

Beginning fund balance increase 7.7% unspent cap. outlay
Projected FY23 spend down of existing fund balance \$1,978,196
Projected ending fund balance increase 54.9%

FINANCIAL FORECAST

The above graph depicts the Agency’s “Financial Forecast” for FY 2019-20 through FY 2026-27. The Agency customarily uses the terminology “Forecast” because of the dynamic nature of this planning, particularly for the second and ensuing years. The first year of each forecast, however, is used to develop the upcoming year’s budget, and the member agencies place some reliance upon the ensuing years unfolding as planned.

The forecast above assumes continued nominal inflation and a labor agreement that tracks inflation. The expenditures for FY23 show a small spike, reflecting a conservative philosophy to budgeting payroll. Agency expenditures are routinely stable and are projected as such. The budget is generally able to absorb most unexpected adverse events such as the Oregon wildfires in 2020 or an occurrence such as the destruction of a radio facility from a storm could require a sudden, significant expenditure.

This forecast assumes the continued stability of excise tax on phone lines into the foreseeable future. Smaller fee-for-service revenues earned by the Agency are also assumed to be consistent.

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BUDGET SUMMARY

❖ Consolidated Budget

❖ Working Capital

❖ Requirements

❖ Other

❖ Resources

❖ Revenue

❖ Significant Expenditures

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INTRODUCTION

The Agency is a partnership formed by an intergovernmental agreement under State of Oregon law, and as such, it is a unique government: It levies no property taxes, charges no fees to the public (except small amounts related to public information requests) and issues no debt.

Below is the consolidated view of the Agency budget for the Agency's two funds. (A "fund" is an accounting entity which has its own set of revenues, expenditures and balance sheet accounts.) The Agency uses the modified accrual basis of accounting for budgeting purposes and for the Agency's audited financial statements for all funds. In the presentation below, the combined funds include the General Fund and the Capital Projects Fund. Both are major funds and both are appropriated.

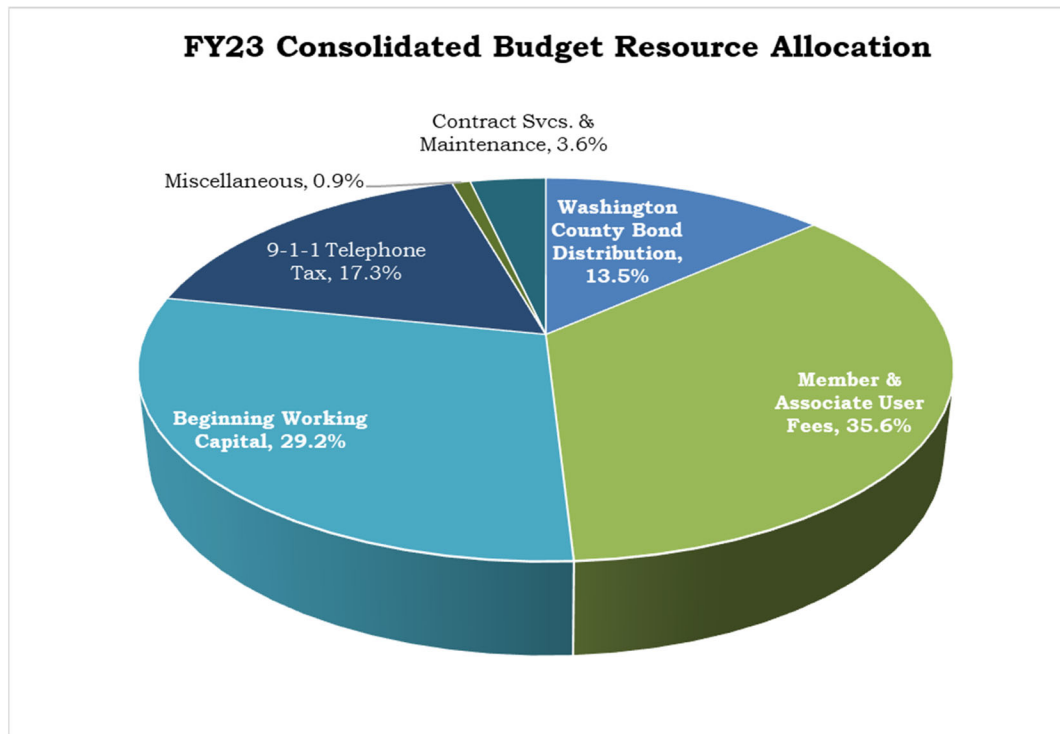
All Funds Combined

	Actual FY21	FY22 Adopted Budget	FY22 Estimated to June 30	Proposed Budget FY23
RESOURCES				
Beginning Working Capital	8,431,971	8,430,711	8,770,528	9,091,510
Revenues				
9-1-1 Telephone Tax	4,546,269	5,200,000	5,501,602	5,400,000
Interest Income	63,603	50,000	45,732	30,000
Member & Associate User Fees	10,375,852	10,701,023	10,704,369	11,107,826
Contract Svcs. & Maintenance	928,680	1,046,197	1,074,290	1,114,061
Rental Revenue	126,209	105,242	145,376	83,518
Miscellaneous	78,875	50,000	171,508	156,000
Wash. Co. Bond Distribution	6,693,335	12,000,000	5,969,962	4,200,000
Intergovt. Contract Revenue	-	-	-	-
Total Revenues	22,812,823	29,152,462	23,612,839	22,091,405
TOTAL RESOURCES	\$ 31,244,794	\$ 37,583,173	\$ 32,383,367	\$ 31,182,915
REQUIREMENTS				
Personnel Services	12,927,881	15,610,801	14,063,882	15,772,850
Materials & Services	2,049,047	3,670,348	2,753,553	3,511,751
Capital Outlay	7,497,338	13,359,000	6,474,419	4,689,000
Contingency		4,465,533		4,744,233
TOTAL REQUIREMENTS	22,474,266	37,105,682	23,291,854	28,717,834
Fund Balance (UEFB)		477,491		2,465,081
Fiscal Year End Fund Balance	8,770,528		9,091,513	
TOTAL BUDGET	\$ 31,244,794	\$ 37,583,173	\$ 32,383,367	\$ 31,182,915

FISCAL YEAR 2022-23 BUDGETED RESOURCES – ALL FUNDS

Governments distinguish between “Resources” and “Revenues”. “Resources” include beginning working capital plus all new incoming revenues for the year; “Revenues” exclude beginning working capital. These terms are used to differentiate between the two presentations.

Total budgeted resources for all funds for FY 2022-23 as follows:



The following is a narrative regarding the major resources budgeted for FY 2022-23, but first, the components of “Miscellaneous Income” are described.

Miscellaneous income, as illustrated above, totals \$173,513 and is comprised of the following:

- \$156,000 (57.9% of the total) is miscellaneous revenue. This includes fees for reproducing 9-1-1 call recordings and mapping time reimbursement provided by our GIS specialist.
- \$30,000 (11.1% of the total) is an estimate of investment income.
- \$83,518 (31.0% of the total) is from radio tower space which WCCCA rents to cell phone and internet companies.

BEGINNING WORKING CAPITAL AS A BUDGET RESOURCE – ALL FUNDS

All funds of the Agency are governmental type funds, which by definition use the modified accrual basis of accounting. Long term liabilities and fixed assets are excluded from the accounting for governmental funds. The difference between the short term assets and short term liabilities results in an amount that will be realized in cash in the near term and is therefore available to fund operations. Governments schedule this amount as Beginning working capital (also known as Beginning Fund Balance) as a resource in their budgets to start each new fiscal year.

General Fund

Fund Balance

	Actual 2019-20	Actual 2020-21	Estimate 2021-22	Budget 2021-22
Beginning	\$6,065,392	\$7,691,881	\$ 7,655,857	\$ 7,821,355
Changes	1,626,489	(36,021)	165,498	(1,978,196)
Ending	7,691,881	7,655,857	7,821,355	5,843,159
% Change		-0.5%	2.2%	-25.3%

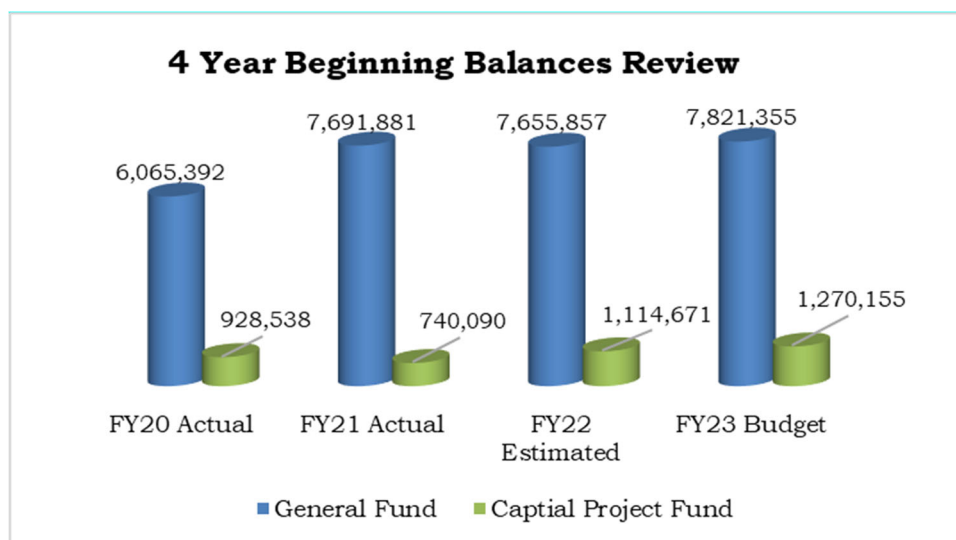
A fund balance policy was introduced for the General Fund in FY21 which sets a fund balance target of 3 months operating costs. For FY23 this will be around \$3.7 million. Fiscal year 2022-23 General Fund ending balance is expected to reduce by 50.7%. The relatively stable balances of FY20 and FY21 is largely the result of savings the Agency experienced through vacant positions. The Agency intends to be fully staffed in FY23. The FY23 budget draws down excess fund balance.

Capital Projects Fund

Fund Balance

	Actual 2019-20	Actual 2020-21	Estimate 2021-22	Budget 2021-22
Beginning	\$ 928,538	\$ 740,090	\$ 1,114,671	\$ 1,270,155
Changes	(188,448)	374,581	155,484	-
Ending	740,090	1,114,671	1,270,155	1,270,155
% Change		50.6%	13.9%	0.0%

A fund balance policy was also introduced for the Capital Projects Fund in FY21 which sets a floor fund balance of \$1,000,000. The ending fund balance for the Capital Projects Fund is estimated to remain consistent as the Emergency Communications System project wraps up and no additional revenue or transfers are planned at this time.

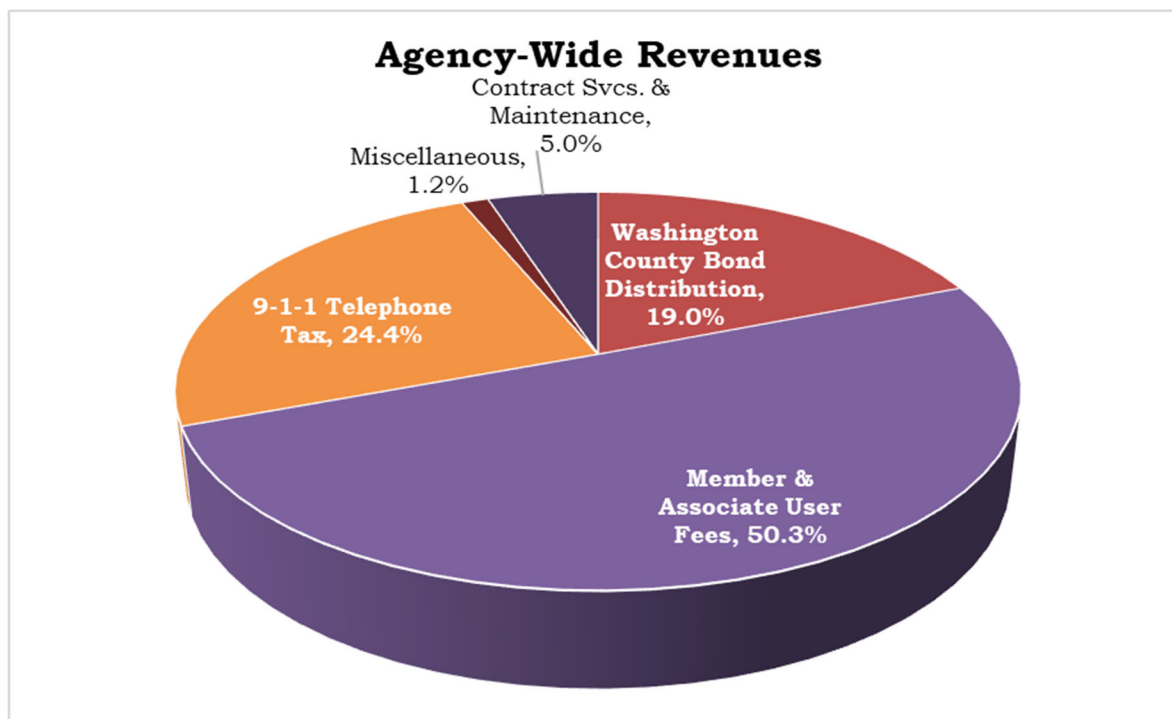


The beginning working capital for all funds combined increased between FY20 and FY22 due to staffing vacancies in the General Fund. FY23 reflects a spend down of some fund balance in relation to capital and will continue, in accordance with the Agency's long-term financial planning. On an annual basis, the Agency's Board of Commissioners reviews its plans towards a financially sustainable future, which includes the General Fund's beginning working capital as level of reserves deemed prudent for operations.

- The General Fund accounts for all Agency operations. While this fund is experiencing increasing salary and benefit expenses for personnel, the cost increases have not outpaced staffing vacancies created by a tight labor market, retirements and a long training curve for operations personnel.
- The Capital Projects Fund is used to fund radio equipment replacement in order to maintain the radio system's operating effectiveness. No transfers are scheduled. The Agency continues to develop a life cycle replacement plan to forecast capital expenditures and ensure an adequate fund balance for the future.

REVENUE – ALL FUNDS

The following graph depicts Agency-wide revenues (General Fund and Capital Projects Fund combined) excluding beginning working capital.



The Capital Project Fund revenues account for 19.0% of the Agency-wide operating revenues shown in the graph above. The Capital Projects Fund's revenue is almost exclusively funded from the Washington County bond to replace the Emergency Communication System. For FY23, this amount is \$4,200,000. The project funded new equipment as well as upgrading existing communication equipment and sites, and the amount budgeted represents the last milestone payment.

The General Fund revenue comprises the remainder (81.0%) of the above graph. A significant part of this remaining portion is member user fees for Dispatch and Radio Services. A discussion of the Agency's two primary sources of revenue for operations, member contract fees and the 9-1-1 Telephone Tax, follows.

Member user fees are the primary source of operational revenue to the Agency established under an intergovernmental agreement (IGA). These annual fees are paid by the governmental partners that formed the Agency. These fees account for 50.3% of the revenues of the Agency as a whole for FY23 and 62.1% of the General Fund revenues. The 9-1-1 telephone tax is the only other significant source of operational revenue to the Agency, accounting for 24.4% of the total Agency revenues and 30.2% of the General Fund revenues in the upcoming budget. Together, these two sources of revenue account for 74.7% of the Agency's estimated total revenues in the FY 2022-23 proposed budget and 92.3% for the General Fund.

Intergovernmental Agreement and Fee Methodology

The member governments that formed the Agency signed an intergovernmental agreement (IGA) to share in funding the Agency's operations: 9-1-1 and non-emergency call answering service, emergency services dispatching and communications, and management and maintenance of the communications system infrastructure and the users' subscriber devices. The intergovernmental agreement included a prescribed mathematical mechanism to use in distributing the needed funding amongst all participating entities.

The Agency uses two different fee models. Fees for radio usage are developed based on the Radio department budget and an allocation of administrative expenses. These expenses are divided between WCCCA and its radio partners, with WCCCA's responsibility amounting to \$1,680,660 in FY22, 62.8% of the total cost of the program. This remaining amount is allocated to users based on the number of radios used.

The second of the fee models used by the Agency apportions the cost of operations. Agency requirements less its non-member revenue sources yield the Agency's net operations needs. These needs are split based between fire and police users upon the Agency allocation of staffing between police and fire calls in Dispatch. Fire costs are split to the individual user agency level using population and call volume. Police costs are split amongst the individual user agencies using population, call volume and airtime.

Dispatch staffing is entirely within Agency management's control and judgement for safe and efficient operational needs. As a result, the use of staffing as an allocation base creates a driver of member costs which are not directly visible nor controllable by members. The resulting cost split, based on Agency dispatch staffing, has proven to add an element of volatility to Agency user costs which has not been tolerable for some members. As a result, since the adoption of this operations fee model, the staffing allocation portion has been frozen. The Agency has been working with a focus group of members to address this and anticipates a solution for the FY 2023-24 budget.

When a revenue source other than membership fees does not rise as fast as the increase in annual operating expenses of the Agency, the burden of making up the difference falls to the member governments via member user fees. Conversely, any windfall in other revenue sources can offset member user fees. This has been the experience with the 9-1-1 state telephone excise taxes revenue. This tax is described in the next section.

The following chart is a listing of the member governments of the Agency and their intergovernmental agreement fees. The fees represent the amounts to be paid for dispatch services, emergency communications, radio system usage and management and maintenance of the radio communications system, but it excludes maintenance service repair fees (which the Agency provides on a direct bill basis).

	FY20	FY21	FY22	FY23
Member Governments	Actual	Actual	Actual	Budget
Washington County (Sheriff's Office)	2,653,102	2,609,443	2,742,193	2,769,339
Tualatin Valley Fire & Rescue	2,379,498	2,239,261	2,303,729	2,423,019
City of Hillsboro (Police & Fire)	1,914,016	1,866,105	1,919,350	2,011,209
City of Beaverton (Police)	1,488,897	1,455,831	1,465,707	1,519,294
City of Tigard (Police)	715,576	690,930	714,803	759,522
City of Forest Grove (Police & Fire)	511,123	506,225	535,711	551,246
City of Tualatin (Police)	378,512	361,368	365,835	391,835
City of Sherwood (Police)	218,390	219,075	213,158	229,087
City of Cornelius (Police & Fire)	200,761	191,185	186,501	194,182
Banks Fire District No. 13	33,171	33,171	34,166	35,191
City of King City (Police)	23,908	23,908	24,626	25,364
Gaston Rural Fire District	21,984	21,984	22,644	23,323
City of Durham (Police)	11,384	11,384	11,726	12,078
City of North Plains (Police)	14,399	14,399	14,831	15,276
City of Banks (Police)	8,309	8,309	8,558	8,815
City of Gaston (Police)	4,100	4,100	4,223	4,350
Public Safety Member Contract Fees	10,577,130	10,256,678	10,567,762	10,973,132
Member Government Radio (only) Fees	100,192	127,871	133,261	134,694
Total Member Contract Fees	\$10,677,322	\$10,384,549	\$10,701,023	\$11,107,827

Smaller members whose fees do not exceed a threshold set by the Board of Directors do not increase by more than 3% each year. The burden of this subsidy is shared amongst paying members based on their share of total costs.

Intergovernmental contract fees are billed quarterly to member governments, and are due and payable the 10th day of each new quarter in accordance with the underlying intergovernmental agreement. There is a 100% collection rate for the Agency from member governments.

In prior years the Agency had charged a higher rate to non-members for radio system access. Due to declining non-member participation, radio fees for members and non-members are harmonized at \$466.07 per radio.

9-1-1 Telephone Excise Taxes

The State of Oregon levies and collects 9-1-1 telephone excise taxes for land lines, cell phones and voice over internet protocol in accordance with authorizing Oregon Revised Statutes (403.200 - 403.250). The Oregon legislative session of 2019 passed HB2449 to increase the tax by 25 cents beginning January 1, 2020 and then again by an additional 25 cents on January 1, 2021, for a total increase of 50 cents over 2 years, bringing the total to \$1.25 per phone line with access to 9-1-1 services. Revenue is subject to economic variables and the challenges of collection. The agency takes a conservative approach in forecasting these revenues due to uncertain remittance times from the State of Oregon.

The 9-1-1 telephone excise tax revenue comprises 30.2% of the revenues budgeted in the Agency's General Fund for FY 2021-22. In the chart below, the tax amounts reported by the Agency for financial reporting purposes vary somewhat from amounts reported by the State of Oregon due to the need to estimate the final quarter of each fiscal year.

9-1-1 Tax Revenues

<u>Fiscal Year</u>	<u>Amount</u>	<u>Pct. Change</u>
2022-23	\$ 5,400,000 (A)	0.0%
2021-22	5,401,602 (B)	27.0%
2020-21	4,252,496	15.2%
2019-20	3,691,750	18.5%
2018-19	3,116,690	4.1%
2017-18	2,995,198	4.1%
2016-17	2,876,401	4.2%
2015-16	2,760,760	7.6%
2014-15	2,566,276	0.2%
2013-14	2,560,815	-3.3%

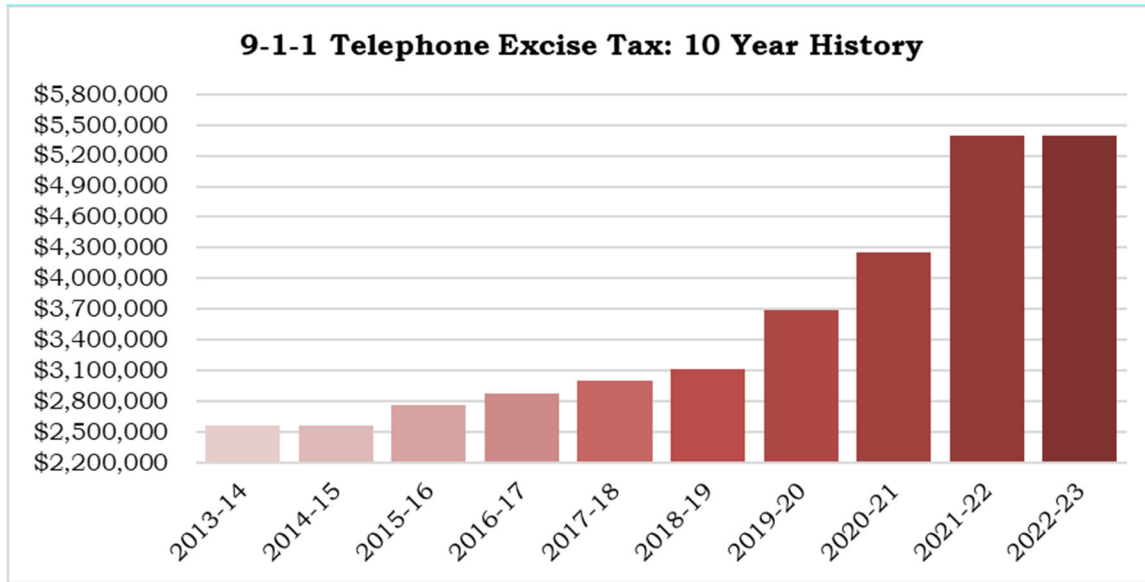
(A) Budgeted amount

(B) Projected amount

All other amounts shown are actual per the Statement of Activities in the Comprehensive Annual Financial Report, which accounts for the tax revenues on a full accrual basis of accounting (most nearly matching state reports).

9-1-1 Telephone Excise Taxes (continued)

The following graph shows the trend over a ten-year period for the 9-1-1 telephone taxes.



EMERGENCY COMMUNICATIONS SYSTEM BOND MEASURE

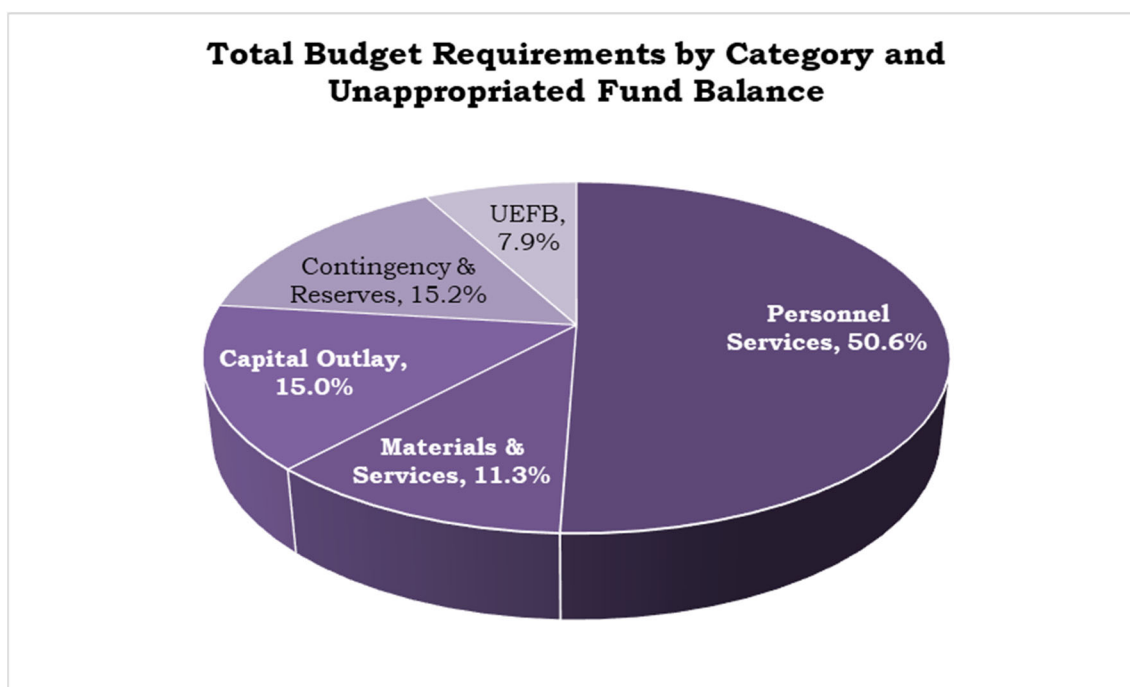
On May 17, 2016, Washington County went to the voters for funding replacement of the Emergency Communications System which WCCCA operates for its member agencies. Measure 34-243 was passed by the voters in Washington County to issue \$77 million in general obligation bonds by Washington County to fund the replacement of the Emergency Communications System including capital equipment and facilities. The Emergency Communication System (ECS) upgrade and replacement project has a \$60,548,870 budget. The difference in the balance to the bond amount relates to facilities replacement which falls under Washington County, who owns the building in which WCCCA operates. WCCCA estimates \$4.2 million in expenditures for the fifth and final year of the ECS project.

BUDGET REQUIREMENTS AND UNAPPROPRIATED ENDING FUND BALANCE – ALL FUNDS

Under State of Oregon Local Budget Law, governments are required to present budgets showing all expenditures authorized to be spent (appropriated) along with any amounts estimated to be reserved for emergency or unforeseen appropriations needs during the year (contingency). Expenditure appropriations plus contingency are the requirements for the new fiscal year. Finally, governments may also estimate an amount to be formally reserved for use in future years, which is scheduled as unappropriated ending fund balance. Unappropriated Ending Fund Balance may not be spent without a budget adjustment authorized by the governing body.

Oregon State Law defines the expenditure categories to be presented in a government's budget: Personnel services (salaries, wages, overtime and all payroll expenses); Materials and services (supplies, operational materials, small equipment and fixtures, contracted services, utilities and repairs), and capital outlay (those purchases or projects that will become an asset to be used in future years of operations of the government). Other requirements include contingency, while unappropriated ending fund balance (UEFB) is a separate category.

Total budget requirements by budget category and unappropriated ending fund balance for both funds of the Agency for FY 2022-23 are shown as follows:



Contingency is presented in the graph above at 15.2% of the total. This is calculated as a percent of the total amounts scheduled in the FY23 budget. The minimum level of contingency is set by policy of a 3 months typical operating expenditures for the General Fund and \$1.0 million for the Capital Projects Fund.

SIGNIFICANT EXPENDITURE APPROPRIATION CHANGES**Personnel Services**

As a labor-intensive organization, the personnel services budget category continues to be the largest single expenditure category. All of the Agency's personnel are accounted for in the General Fund.

Compared to the prior year's initial budget, total personnel services increased by \$162,051 (1.0%), despite cost of living increases for all employees of 3.5%. This modest increase is principally driven by a 37.9% decrease in overtime pay budgeted. Overtime has been driven by short staffing, however the Agency has become much more aggressive about hiring Operations position and overtime is expected to decrease. In addition, the Agency has experienced some turnover of tenured employees through retirements and terminations. The result has been not only a savings in salaries as the positions are refilled, but also by a reduction of expected vacation payouts in the FY23 budget.

Total salaries for FY23 will increase by \$356,178 or 4.1% compared to FY22, however benefits are budgeted to increase \$103,204 (1.8%), reflecting a slightly more aggressive methodology budgeting employee benefits. Benefits are largely budgeted as a percentage of department salary expense with consideration and adjustment for influencing factors. The two largest drivers of benefits expense are health insurance and pension expense.

Pension expense reflects the cost of Public Employees Retirement System (PERS) contributions estimated to be \$2,678,846 (44.6% of all benefit costs) and health insurances at \$2,269,588 (37.8% of all benefit costs) for FY23. Employees pay a share of their health insurance premiums and the Agency pays for the employees' 6.0% PERS contribution.

Materials and Services

After Personnel Services, the largest cost drivers for the Agency relates to technology. Some of these costs fall into the Materials and Services appropriation while other technology costs are capital outlay. Total Materials and Services (M&S) in the General Fund decreased \$158,597 in FY23 compared to FY22. This decrease is largely the result of reduced one-time expenditures related to the relocation of the Agency to the new facility currently under construction.

Capital Outlay

The Agency's capitalization policy requires items or projects of less than \$5,000 in value and having a serviceable life of less than one year to be expensed in the year acquired (charged to Materials and Services). Capital Outlay items costing more than \$5,000 include durable fixed equipment, such as vehicles and communications equipment are accounted for as fixed assets at the close of the fiscal year, becoming long term assets in the Agency's Comprehensive Annual Financial Report. Because the building that houses this Agency's operations is leased from Washington County (and given the terms of that lease) improvement projects to the building that would normally be considered Capital Outlay are expensed in the year acquired.

Most of the Agency's Capital Outlay budget for FY23 relates to the replacement of the Emergency Communication System (ECS). Capital outlay appropriation in the General Fund is work related to the relocation of the Agency to a new facility. The ECS replacement is funded by bond proceeds passed through to WCCCA's Capital Project Fund from Washington County. The project is primarily related to acquiring and building new radio tower sites and upgrading existing sites as part of the conversion from analog technology to P25 digital technology and new radio equipment technology. The new radio tower sites will preserve and improve radio coverage for emergency personnel in Washington County. The last milestone payment for the project is budgeted at \$4.2 million for FY23 and does not impact the current operating budget.

The building which houses the Agency's operations is aged, at capacity and undersized for its operations, particularly if new partners or customers are added. In the coming year we will need space for new emergency communication equipment, and as a public safety essential facility we need to comply with current seismic upgrades. As part of the ECS bond, Washington County is working with WCCCA to replace the current dispatch facility. As the current building is owned by Washington County and leased to WCCCA for a nominal amount per year, Washington County plans to continue the relationship by using bond funds and proceeds from the sale of the current facility to construct a new facility to meet the Agency's future needs. The County is administering all financial oversight of the project.

SIGNIFICANT EXPENDITURE APPROPRIATION CHANGES (CONTINUED)**INTERFUND TRANSFERS**

The Agency has in years past, with Board approval, transferred from the General Fund to the Capital Projects Fund to maintain a sufficient reserve for capital projects. There have been no transfers since FY19, there are no transfers scheduled in the current fiscal year and no transfer is budgeted for FY23. The Agency is currently developing an equipment life cycle replacement plan, identifying specific funding needs for future transfers.

CONTINGENCY AND UNAPPROPRIATED ENDING FUND BALANCE

Reserves of the Agency are comprised of the total amount of fund balance (which can also be called Working Capital) that the Agency holds. While Beginning working capital, the estimated amount of fund balance at July 1, 2022 is scheduled as a resource in the budget, the ending fund balance (the amount anticipated at June 30, 2022) is scheduled as contingency and unappropriated ending fund balance. Total reserves for the Agency (both funds combined) for FY2022-23 is \$7,209,314. Of this amount, \$4,744,233 is contingency.

OTHER**Grant Revenues**

No Grants have been applied to support any project funding.

Debt

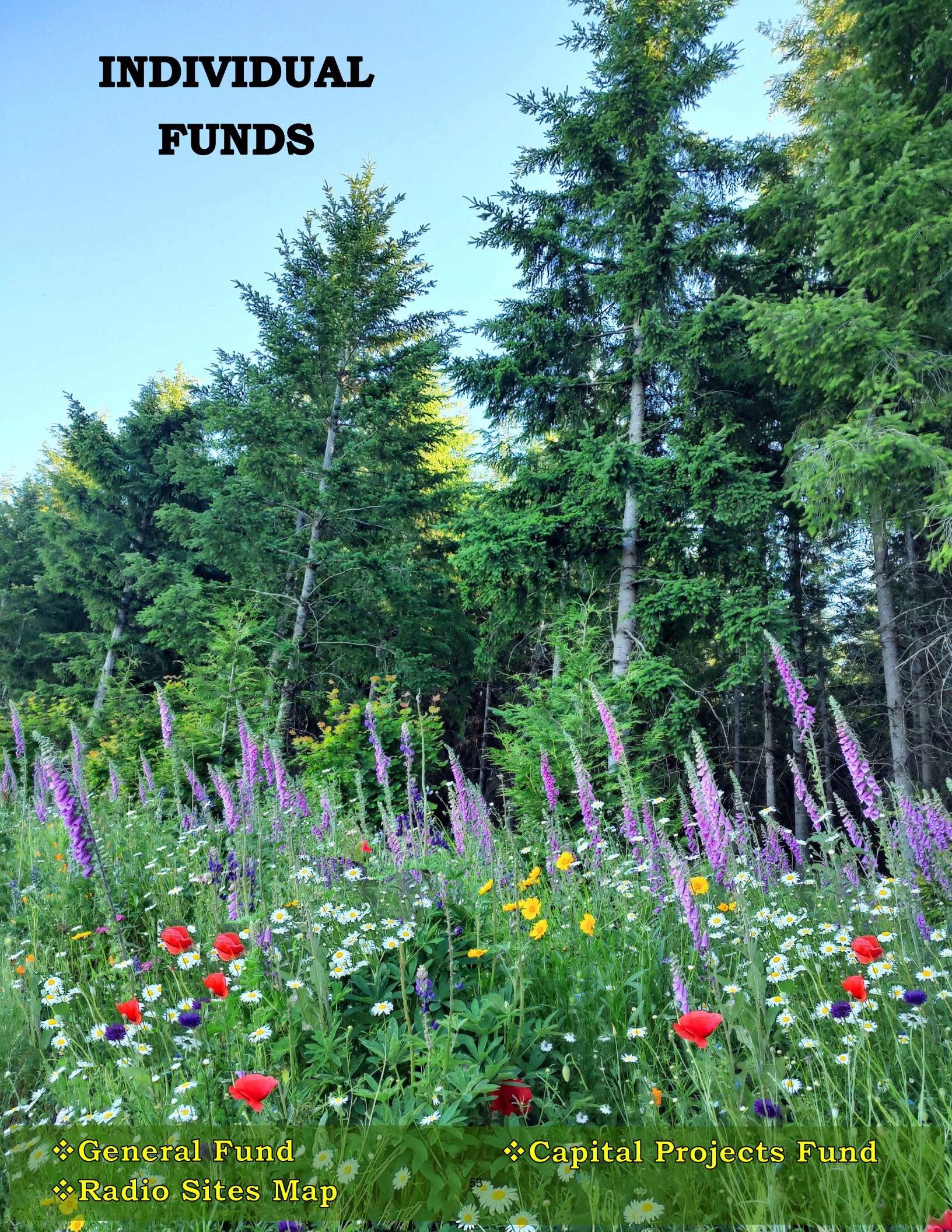
The Agency is a Chapter 190 organization under Oregon Revised Statutes. Under the current state statutes, bonded indebtedness and other debt is allowable, if the formation agreement authorizes debt. However, the Chapter 190 law in effect when this Agency's partnership was formed did not include the authority to issue debt. Therefore, the Agency's formation papers could not authorize it to indebt itself. The Agency has issued no debt and has no debt service requirements.

BUDGET ADOPTION

In compliance with the State of Oregon Local Budget Law, the FY23 proposed budgets for the Agency were presented to the Budget Committee at its February 17, 2022 meeting, where the Budget Committee deliberated and approved the budget. On June 16, 2022, the approved budget will be presented to the Board of Commissioners for its consideration and adoption. A public hearing on the approved budget will be held by the Board. The Board adopts budgets by resolution. These annual budgets are intended to serve as a financial and operational plan to achieve the Agency's goals and objectives.

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INDIVIDUAL FUNDS



❖ General Fund

❖ Radio Sites Map

❖ Capital Projects Fund

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THE GENERAL FUND

The General Fund is the Agency's sole operating fund, accounting for all revenues not restricted for other purposes, and all expenditures related to operations such as:

- personnel expenses,
- materials and services in support of operations,
- maintenance and utilities for the office building, radio towers and communications equipment, and
- operational capital needs

The General Fund is organized by departments correlating to the various functions provided by the Agency, as described earlier. In FY 2022-23, the Agency has reorganized some of its budgeting units. The Human Resources budget has now been combined with the Administration budget. Two new budgets for two joint ventures with other local emergency services jurisdictions have been created, one for the Metro Area Joint CAD System ("MAJCS") and one for the Portland Dispatch Center Consortium ("PDCC").

The Board approved the current fund balance policy for the amount of contingency in the General Fund to be a target of three months' typical operating expenditures. This contingency is for unforeseen events of significant cost and operational emergencies. contingency is an operational reserve and is not intended as a reserve for large capital needs. In accordance with Board policy, \$3,744,233 is appropriated as contingency in FY 2022-23. The estimated ending fund balance, \$2,194,926 is scheduled as unappropriated ending fund balance.

The General Fund of governmental entities is always disclosed as a major fund for the Comprehensive Annual Financial Report (CAFR). On the following page is a chart comparing the current proposed budget, the current year's activity and associated budget along with FY21 actuals. This is followed by a breakdown of the General Fund budget for FY23 by department.

General Fund

	Actual FY21	FY22 Adopted Budget	FY22 Estimated to June 30	Proposed Budget FY23
RESOURCES				
Beginning Working Capital	7,691,881	7,260,649	7,655,857	7,821,355
Revenues				
9-1-1 Telephone Tax	4,546,269	5,200,000	5,501,602	5,400,000
Interest Income	57,722	50,000	40,254	30,000
Member & Associate User Fees	10,375,852	10,701,023	10,704,369	11,107,826
C800 Contract Revenue	758,217	888,651	888,651	963,181
Non-member Contract Revenue	143,469	134,546	146,886	133,880
Contract Svcs. & Maintenance	26,994	23,000	38,753	17,000
Rental Revenue	126,209	105,242	145,376	83,518
Miscellaneous	78,875	50,000	171,508	156,000
Intergovt. Contract Revenue				
Total Revenues	16,113,607	17,152,462	17,637,399	17,891,405
TOTAL RESOURCES	\$23,805,488	\$24,413,111	\$25,293,256	\$25,712,760
REQUIREMENTS				
Personnel Services	12,927,881	15,610,801	14,063,882	15,772,850
Materials & Services	2,049,047	3,670,348	2,753,553	3,511,751
Capital Outlay	1,172,703	1,359,000	654,463	489,000
Contingency		3,465,533		3,744,233
TOTAL REQUIREMENTS	16,149,631	24,105,682	17,471,898	23,517,834
Fund Balance (UEFB)		307,429		2,098,926
Fiscal Year End Fund Balance	7,655,857		7,821,355	
TOTAL BUDGET	\$23,805,488	\$24,413,111	\$25,293,253	\$25,616,760

Total FY23 Budget by Department

	Personnel Services	Materials & Services	Capital Outlay	Total Requirements
Departmental				
Administration & Finance	1,560,883	767,675	-	2,328,558
Operations	11,678,453	271,674	-	11,950,127
Data Services	814,034	328,141	380,000	1,522,175
MAJCS	-	601,090	-	601,090
PDCC	-	66,360	-	66,360
Radio Services	1,719,480	198,528	109,000	2,027,008
Facilities	-	1,278,283	-	1,278,283
Total Operational Expenditures	\$15,772,850	\$3,511,751	\$489,000	\$19,773,601
Non-Departmental				
Contingency				3,744,233
Unapp. Ending Fund Bal.				2,098,926
Total Budget				<u>\$25,616,760</u>

ADMINISTRATION & FINANCE DEPARTMENT

The Administration and Finance Department handles the business of WCCCA which includes financial planning, budget creation, purchasing, receivables and payables, contract management, and payroll. We work with our boards, Technical Advisory Committee (TAC) and stakeholders to monitor agency health and risks as well as business continuity planning. We provide management of a service desk which serves internal and external customers, management of work orders, contracts and procurement and provide leadership within the Agency, among our members and in the partnerships we share with 9-1-1 Centers and public safety agencies in this region.

This department is responsible for ensuring that the Agency's goals and objectives, as defined by the Boards, are fulfilled. These objectives include capital planning, the quality assurance processes used within WCCCA, the long-term health and financial sustainability of the Agency, long range plans from which to guide the Agency through future challenges and which contemplate the impacts of annual WCCCA fees on our members.

The WCCCA administration is responsible for setting the tone for a culture that is built on the foundation of shared respect, understanding, trust and commitment to "excellence in emergency communications." Our culture is founded on the "Just Culture" model; non-punitive in nature, focusing on quality improvement, which fosters an environment where people can feel safe offering input, reporting operational difficulties, and expressing ideas and opinions, which drives training and system changes. We understand that errors can occur and we take the opportunity to learn from them in an honest, open-minded, respectful and fair environment which results in Agency accountability to our members and our public.

For FY 2022-23 the decision was made to combine the Human Resources ("HR") department budget with the Administration budget. The HR budget was small and payroll heavy, representing \$244,005 of the total GF budget in FY22 (1.2%).

This department is staffed with an administrative coordinator, an accounting specialist, a chief financial officer, a receptionist, part-time data analyst, a performance supervisor, an assistant director and the executive director of the Agency. The addition of the HR budget to Administration brings with it the Human Resources Manager and a part-time investigator for a total, 8.6 FTE. The most notable change in the Admin budget for FY23 is an increase in professional services contracts, representing funds set aside to hire a consultant to help the Agency develop a strategic plan for the future.

With the addition of Human Resources to the Admin budget, goals have been adjusted and expanded. The FY23 Admin budget is two thirds salaries and benefits and it is the sufficient staffing in the budget that ultimately allows the Agency to meet the goals outlined below. As mentioned previously, the Admin budget has an additional amount included in the FY23 professional services line to hire a consultant to assist with strategic plan development. Administration will maintain the Agency's health, accountability and sustainability through:

- Accurate and timely financial reporting (*Agency Goal: Fiscal Responsibility*)
- Develop key data and trending reports (*Agency Goal: Fiscal Responsibility*)
- Creation of an updated strategic plan (*Agency Goal: Fiscal Responsibility*)
- Prepare an annual budget document that complies with Oregon Budget Law and the Agency's internal policies (*Agency Goal: Fiscal Responsibility*)
- Prepare the Agency's Comprehensive Annual Financial Report (CAFR) in compliance with GASB and GAAP requirements (*Agency Goal: Fiscal Responsibility*)
- Support technology initiatives and projects (*Agency Goals: Technical Services, Data Services*)
- Retain dispatchers (*Agency Goal: Call Taking, Dispatching*)
- Maintain an open recruitment (*Agency Goal: Call Taking, Dispatching*)
- Achieve full staffing in operations (*Agency Goal: Call Taking, Dispatching*)
- Establish and use NeoGov for recruitments (*Agency Goal: Call Taking, Dispatching*)
- Finalize a labor contract (*Agency Goal: Call Taking, Dispatching*)

Administration Benchmarks

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
Financial reporting	10 months of financial statements presented to the CEO Board	✓	✓
Data reporting	12 months of operations data reports issued	✓	✓
Strategic Plan	Develop a new strategic plan by FYE23	new	N/A
Annual budget preparation	GFOA Certificate of Achievement obtained for previous budget	✓	✓
CAFR Preparation	GFOA Certificate of Achievement obtained for previous FY	✓	✓
Technology, project support	Participation in all Technical Advisory Committee meetings	✓	✓
Dispatcher retention	Maintain new hire retention to at least 75%	✓	✓
Hiring Cycle	Establish and maintain 90 day cycle open recruitment for dispatchers	new	N/A
Full staffing in Operations	Fill all vacant dispatching positions	✗	✗
Use NeoGov	All recruitments advertised and managed through NeoGov	✓	new
Labor negotiations	Successful labor agreement achieved	✓	new

✓ Goal achieved
✗ Goal not met

ADMINISTRATION Dept Expenditures by Line Item

Object	Account Name	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Budget	FY23 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES	525,734	533,867	711,357	830,110	980,775
5015	VACATION PAYOUT	-	8,126	45,199	-	-
5120	OVERTIME PAY	-	-	1,038	2,000	2,000
5121	COMP TIME	1,295	3,344	8,724	8,000	8,000
5201	PERS CONTRIBUTION	131,585	151,946	207,037	235,231	287,325
5203	FICA/MEDICARE	38,250	38,972	52,040	62,168	74,308
5206	WORKERS COMP	1,063	700	1,605	2,940	5,449
5207	TRIMET TAX	2,792	2,872	3,880	4,453	7,765
5210	HEALTH INSURANCES	57,641	77,371	101,843	134,418	153,570
5230	DEFERRED COMPENSATION MATCH	6,567	7,492	6,983	13,442	12,385
5240	LIFE/DISABILITY/VEBA	4,139	4,355	5,536	7,141	8,917
5250	UNEMPLOYMENT INSURANCE	182	1,420	19,015	10,081	11,889
5295	VEHICLE ALLOWANCE	7,200	7,359	6,400	-	8,500
Total Personnel Services		776,448	837,824	1,170,657	1,309,983	1,560,883
Materials and Services						
5300	OFFICE SUPPLIES	8,425	5,375	7,273	10,000	10,200
5303	UNIFORMS	(13)	2,200	174	3,000	3,300
5310	BACKGROUND INVESTIGATIONS	-	-	-	-	1,350
5313	EMPLOYMENT TESTING	-	-	-	-	12,000
5323	FOOD/REFRESHMENTS	66	488	387	1,500	2,500
5330	NONCAPITAL FURNITURE & EQUIP	698	200	-	2,000	2,000
5367	LEASED/RENTED EQUIPMENT	8,772	8,207	8,544	9,500	11,500
5368	MAINTENANCE AGREEMENTS	7,760	7,611	8,777	8,500	11,500
5400	INSURANCE	92,391	95,053	132,709	140,000	165,000
5410	LEGAL SERVICES	62,359	80,459	115,690	120,000	70,000
5412	AUDIT FEES	20,391	46,828	15,210	32,000	40,000
5413	CONTRACTED SERVICES	20,613	24,883	-	-	-
5414	PROFESSIONAL SVC CONTRACTS	29,269	22,175	100,839	97,600	348,100
5430	TELEPHONE	6,910	7,426	6,090	8,000	12,000
5431	ADMIN. TELEPHONE	2,400	1,600	2,800	3,000	3,600
5461	TRAINING	5,957	3,165	2,402	8,715	9,130
5462	TRAVEL EXPENSE	15,723	4,439	(394)	19,020	21,270
5472	EMPLOYEE RECOGNITION/AWARDS	8,263	10,936	12,314	11,500	11,500
5481	COMMUNITY EDUCATION	-	1,418	125	3,000	3,000
5500	SUBSCRIPTIONS	10,742	3,481	3,506	2,300	2,800
5505	MEMBERSHIP DUES	-	3,662	3,575	9,681	11,540
5510	SHIPPING & POSTAGE	1,275	895	2,582	2,000	2,000
5515	FEES & SVC CHARGES	5,599	5,171	8,758	6,500	8,000
5569	BAD DEBT EXPENSE	-	945	-	1,000	1,000
5570	BUSINESS EXPENSE	365	5,300	5,000	-	-
5572	ADVERTISING/PUBLIC NOTICES	2,130	1,829	2,934	2,700	4,385
Total Materials and Services		310,096	343,746	439,295	501,516	767,675
5800	TRANSFERS OUT TO OTHER FUNDS	150,000	-	-	-	-
Total Other		150,000	-	-	-	-
Total Administration		1,236,543	1,181,570	1,609,952	1,811,499	2,328,558

OPERATIONS DEPARTMENT

The primary function of the Operations Department is to provide 24 hours per day, 7 days per week, 9-1-1, non-emergency call answering and radio dispatching services for 18 of the Agency's Member governments, which include both Police and Fire services.

The Operations Department is authorized for 67, 8 Operations Supervisors, and an Operations Manager. Operations also oversees an Administrative Supervisor, a part time Audio Reproduction Specialist and a Training Coordinator. Dispatchers handle over 595,000 phone calls (emergency and non-emergency) and over 436,000 radio dispatch requests each year, and are the Agency's front-line service providers for community members, police officers, firefighters and emergency medical responders alike. They continually strive to provide timely, efficient and compassionate communications services to all.

Staffing in Operations not only drives the Operations Department budget, it is also the prime expense in the General Fund. The absence of appropriate staffing drives overtime in the department and would ultimately impact reaching the stated goals below.

In FY2021-22 the Agency requested and received permission from its CEO Board to hire beyond the budgeted FTE for this department, in anticipation of terminations and in acknowledgement that the training curve for dispatcher trainees can be long, with high attrition. The expectation is that aggressive hiring will significantly reduce budgeted overtime in FY23, hence the reduction depicted below.

Appropriate staffing for Operations is key to maintain the Agency's health, accountability and sustainability through

- Answering 9-1-1 90% of wireless, landline and text calls in 15 seconds or less (*Agency Goals: Call-Taking/Dispatching*)
- Maintain, analyze and act upon community member and user feedback (*Agency Goals: Call-Taking/Dispatching*)
- Achieve and sustain a count of at least 65 of 67 budgeted FTE in the department (*Agency Goals: Call-Taking/Dispatching*)
- Answer to dispatch 90% of police priority one calls in 105 seconds or less (*Agency Goals: Call-Taking/Dispatching*)
- Process audio and CAD information requests in accordance with established guidelines (*Agency Goals: Call-Taking/Dispatching, Data Services*)

Operations Benchmarks

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
Answering calls	Answering 90% of calls in 15 seconds or less	✓	✓
Public feedback tool	Maintain and respond to the citizen survey program	✓	new
Staff certification	All staff meet and maintain state certification requirements	✓	✓
Priority one police calls	Dispatch 90% of calls within 105 seconds	✗	✓
Public records request	Acknowledgement receipt of all public records requests within 5 days	✓	✓
✓ Goal achieved ✗ Goal not met			

OPERATIONS

		FY18	FY19	FY20	FY21	FY22	FY23
		Actuals	Actuals	Actuals	Actuals	Budget	Budget
Object Account Name							
Personnel Services							
5001	ADMIN-SALARIES & WAGES	707,863	663,046	695,826	895,869	1,283,547	1,260,525
5002	UNION-SALARIES & WAGES	4,084,075	4,148,246	4,241,336	4,394,500	5,156,148	5,473,250
5015	VACATION PAYOUT	103,629	42,589	51,514	107,789	-	-
5120	OVERTIME PAY	440,472	495,688	702,914	669,192	675,000	375,000
5121	COMP TIME	61,162	95,363	81,793	70,898	100,000	100,000
5201	PERS CONTRIBUTION	1,191,944	1,241,497	1,497,344	1,568,632	1,904,679	1,964,391
5203	FICA/MEDICARE	401,882	406,270	430,892	458,071	542,545	542,100
5206	WORKERS COMP	17,275	12,069	6,758	15,298	64,932	25,231
5207	TRIMET TAX	30,053	29,799	32,720	36,054	43,288	43,253
5210	HEALTH INSURANCES	1,347,772	1,135,881	1,272,330	1,367,239	1,731,527	1,766,150
5230	DEFERRED COMP MATCH	45,881	45,875	49,585	51,709	64,932	61,275
5240	LIFE/DISABILITY/VEBA	30,349	50,952	53,759	51,584	61,325	64,879
5295	VEHICLE ALLOWANCE	2,400	2,400	2,400	1,400	2,400	2,400
Total Personnel Services		8,464,757	8,369,675	9,119,171	9,688,235	11,630,324	11,678,453
Materials and Services							
5300	OFFICE SUPPLIES	8,746	6,057	7,455	9,997	16,000	16,000
5302	TRAINING SUPPLIES	-	-	-	154	-	600
5303	UNIFORMS	20,084	21,833	17,163	14,716	25,500	26,100
5315	TUITION REIMBURSEMENT	1,000	1,000		1,330	1,000	1,000
5323	FOOD/REFRESHMENTS	871	326	919	1,524	2,075	2,100
5330	NONCAPFURNITURE & EQUIP	3,906	10,567	8,469	5,476	17,650	9,200
5332	OFFSITE STORAGE		6,180	7,170	3,420	10,370	5,000
5340	SOFTWARE UPGRADES	-	-	-	15,910	-	17,000
5350	FUEL	-	-	-	168	-	-
5364	M & R COMMUNICATIONS	2,115	1,676	2,353	4,592	2,500	8,500
5368	MAINTENANCE AGREEMENTS	10,750	10,523	-	9,006	-	9,500
5413	CONTRACTED SERVICES	630	6,600	-	-	-	-
5414	PROF SVC CONTRACTS	-	3,341	11,157	16,918	61,500	46,500
5430	TELEPHONE	81,180	81,450	75,263	76,872	129,947	83,500
5431	ADMIN. TELEPHONE	4,247	4,200	4,275	4,800	6,000	6,600
5461	TRAINING	2,127	4,967	3,499	7,125	15,526	21,233
5462	TRAVEL EXPENSE	6,482	4,462	2,909	2,350	14,660	13,660
5472	EMPLOYEE RECOG/AWARDS	668	37	138	2,232	800	800
5500	SUBSCRIPTIONS	480	360	943	1,588	2,000	2,000
5505	MEMBERSHIP DUES						2,381
5571	RETREAT EXPENSE	175	216	233			
Total Materials and Services		143,462	163,794	141,946	178,178	305,528	271,674
Capital Outlay							
5630	OFFICE FURN & EQUIP	-	80,521	-	-	-	-
Total Capital Outlay		-	80,521	-	-	-	-
Total Operations		8,608,219	8,613,990	9,261,117	9,866,413	11,935,852	11,950,127

DATA SERVICES DEPARTMENT

Data Services is critical to the successful business and operations within WCCCA. This specialized team provides a wide variety of technological needs for the Agency and for our members and partners. This division is staffed by a CAD Administrator, a GIS/Mapping Analyst, two Information Systems technicians, and a shared Technical Services Manager. (4.4 FTE). There are three primary functional disciplines;

Computer Aided Dispatch (CAD) - One full time and one shared staff member are dedicated to the deployment, upgrades, maintenance and support of the WCCCA CAD systems that support the 9-1-1 call taking systems and processes, emergency responder dispatching systems and processes as well the Police, Fire, and Medical mobile data systems.

Geographical Information Services (GIS) – One full time staff member is dedicated to the development, deployment, upgrades/updates, maintenance and support of critical mapping and geospatial information. This service is directly interfaced to the CAD systems and is necessary in order to provide accurate geospatial information to Dispatchers but also accurately deploy/route emergency responders in real-time.

Information Technology (IT) – One full time and one shared staff member dedicated to the deployment of computing and networking services and equipment in support of 9-1-1 call taking, emergency responders dispatch services, external network connectivity to partner agencies and systems, internal and external building systems, surveillance, telephony, monitoring of offsite infrastructure as well providing systems and support to WCCCA technical and administrative staff at WCCCA.

The Data Services team work to provide WCCCA and its members the core services, as requested/directed by WCCCA management and members/users. The Data Services team develop and maintain databases, develop and support the tools and systems to produce periodic reports and Key Performance Indicators (KPI's) on critical metrics for analysis and reporting to internal and external stake holders.

The Data Services team develops and supports two primary web presences. One website that is public facing and provides information and services for the general public as well as to the WCCCA user community. The second website is to provide WCCCA staff access to internal systems, processes, and information specific to the sharing of information and to meet the operational needs of the overall organization.

Data Services captures the most of the largest cost driver, technology, for the Agency, after salaries and wages. The Data Services budget for FY23 differs from previous years because costs associated with Agency joint ventures MAJCS and PDCC have been stripped from the budget and given their own, separate budgets.

In addition to providing sufficient labor to meet Agency technology demands, this budget includes critical materials and services that enable the Agency to meet its Data Services goal. This budget includes crucial CAD technology costs, software and hardware updates as well as one-time computer equipment capital outlay costs related to the transition to the new facility.

Data Services will maintain the Agency's health, accountability and sustainability through

- Providing and maintaining a robust and resilient CAD system in support of dispatch services and our public safety partners/users *(Agency Goal: Data Services)*
- Assisting the larger Portland Dispatch Center Consortium (PDCC) in the support of the regional CAD to CAD system and related regional network. *(Agency Goal: Data Services)*
- Update and expand Geographical Information System (GIS), Master Street Address Guide (MSAG), and aerial pictography databases for efficient operation of the dispatch center and assurances of quick responses for first responders and the community members we support *(Agency Goal: Data Services)*
- Upgrading the Agency's public facing and WCCCA/staff facing web sites. *(Agency Goal: Data Services)*

Data Services Benchmarks

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
Internal CAD support	95% response for service requests within 1 business day	✓	✓
Regional CAD Support	95% response for service requests within 1 business day	✓	✓
GIS data bases	4 quarterly updates published	✓	new
Web sties	Both public and internal website upgrades completed	✗	new

✓ Goal achieved
 ✗ Goal not met

DATA SERVICES

<u>Object</u>	<u>Account Name</u>	FY18	FY19	FY20	FY21	FY22	FY23
		Actuals	Actuals	Actuals	Actuals	Budget	Budget
Personnel Services							
5001	ADMIN-SALARIES & WAGES	431,059	330,706	273,236	296,282	461,006	483,290
5015	VACATION PAYOUT	-	5,096	8,964	2,305	-	
5120	OVERTIME PAY	12,443	2,751	9,444	8,846	14,140	15,000
5121	COMP TIME	577	3,164	932	-	2,500	2,500
5201	PERS CONTRIBUTION	98,063	77,991	70,640	75,823	125,382	122,694
5203	FICA/MEDICARE	33,542	25,718	21,927	22,861	36,540	38,310
5206	WORKERS COMP	1,326	890	454	1,101	5,732	2,003
5207	TRIMET TAX	1,855	1,847	1,502	1,626	2,579	3,005
5210	HEALTH INSURANCES	89,502	55,757	78,267	77,093	138,517	137,717
5230	DEFERRED COMPENSATION MATCH	2,514	3,360	2,595	2,117	4,776	5,008
5240	LIFE/DISABILITY/VEBA	2,213	3,290	2,625	2,333	4,299	4,507
Total Personnel Services		673,094	510,570	470,586	490,387	795,472	814,034
Materials and Services							
5300	OFFICE SUPPLIES	488	71	283	1,271	1,860	1,800
5303	UNIFORMS	1,094	921	1,137	172	2,000	2,000
5323	FOOD/REFRESHMENTS	256	-	26	-	-	-
5330	NONCAPITAL FURNITURE & EQUIP	6,903	26,829	123	-	-	-
5335	COMPUTER HARDWARE & SUPPLIES	-	20,490	37,580	30,268	33,250	34,200
5336	MAJCS CAD Technology	-	5,627	35,533	209,563	502,324	-
5340	SOFTWARE UPGRADES	642	32,265	-	3,411	2,400	2,000
5367	LEASED/RENTED EQUIPMENT	-	16,430	16,430	17,430	-	-
5368	MAINTENANCE AGREEMENTS	627,907	169,782	345,163	245,353	355,429	129,511
5413	CONTRACTED SERVICES	52,230	36,678	30,447	-	113,000	-
5414	PROFESSIONAL SVC CONTRACTS	-	-	-	190,926	135,241	93,000
5431	ADMIN. TELEPHONE	1,800	1,200	1,320	966	1,760	3,000
5461	TRAINING	723	2,602	988	1,503	4,800	5,300
5462	TRAVEL EXPENSE	5,170	6,290	571	-	13,300	9,000
5472	EMPLOYEE RECOGNITION/AWARDS	-	-	-	-	300	300
5500	SUBSCRIPTIONS	707	2,753	1,660	882	23,400	47,710
5505	MEMBERSHIP DUES	-	-	-	-	120	320
5515	FEES & SVC CHARGES	-	8	-	-	-	-
Total Materials and Services		697,921	321,945	471,261	701,745	1,189,184	328,141
Capital Outlay							
5660	COMPUTER EQUIPMENT	245,784	59,830	13,553	1,107,389	-	380,000
5700	CAPITAL OUTLAY	-	-	-	-	759,000	
Total Capital Outlay		245,784	59,830	13,553	1,107,389	759,000	380,000
Total Data Services		1,616,799	892,345	955,400	2,299,521	2,743,656	1,522,175

MAJCS

The Metro Area Joint CAD (Computer Aided Dispatch) System (“MAJCS”) is a consortium that was established by IGA in 2014 to establish a regional CAD system. The members of the consortium are WCCCA, Clackamas County Communications (CCOM), Lake Oswego Communications (LOCOM), and Columbia County 911 Communications District (C911CD). WCCCA is the fiscal agent and contract holder for the Central Square CAD System. Each member pays fees associated with the maintenance of the system based on dispatcher seat counts, to determine their costing shares.

MAJCS has one half-time project manager that manages all projects which arise from the grant programs. This position is employed by CCOM, though all consortium members split the cost of the position through a cost sharing model.

The amounts budgeted for the MAJCS are generally technology related or technology driven expenses which reduce costs WCCCA would absorb if it were not to participate in the consortium.

MAJCS will maintain the Agency’s health, accountability and sustainability through

- Ensuring the CAD remains current and accessible to MAJCS member agencies
(Agency Goal: Data Services)
- Ensuring the Mobile Data System is available for MAJCS member agencies
(Agency Goal: Data Services)
- Maintaining fiscal responsibility for funds passing through WCCCA (Agency Goal: Fiscal Responsibility)

MAJCS

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
CAD to CAD projects	All projects are operational and maintained	new	N/A
Fiscal responsibility	All transactions are documented, properly vetted and approved.	new	N/A
Mobile Data System	No downtime to Mobile Data System	new	N/A

✓ Goal achieved
✗ Goal not met

MAJCS

<u>Object</u>	<u>Account Name</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
		<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>
Materials and Services							
5335	COMPUTER HARDWARE & SUPPLIES	-	-	-	-	-	14,843
5340	SOFTWARE UPGRADES	-	-	-	-	-	508,401
5414	PROFESSIONAL SVC CONTRACTS	-	-	-	-	-	77,846
Total Materials and Services		-	-	-	-	-	601,090
Total MAJCS		-	-	-	-	-	601,090

PDCC

The Portland Dispatch Center Consortium (“PDCC”) is a consortium of Dispatch Centers in the Portland Metro Urban Area Securities Initiative (UASI) footprint. The members of the consortium are: WCCCA, Bureau of Emergency Communications (Portland 9-1-1), Port of Portland, Clark Regional Emergency Services Area (CRESA), Clackamas County Communications (CCOM), Lake Oswego Communications (LOCOM), and Columbia 911 Communications District (C911CD).

PDCC was founded to provide a vehicle for communications centers to apply for grants and funding through the UASI grant program. The grants are physically applied for and managed through Clackamas County. WCCCA is the fiscal agent for PDCC, however this budget represents only WCCCA’s PDCC-related costs, not the total cost of the consortium.

PDCC has one half-time project manager that manages all projects which arise from the grant programs. This position is employed by CCOM, though all consortium members split the cost of the position through a cost sharing model.

The amounts budgeted for the PDCC are generally technology related or technology driven expenses which reduce costs WCCCA would absorb if it were not to participate in the consortium.

PDCC will maintain the Agency’s health, accountability and sustainability through

- Ensuring CAD to CAD projects are operation and maintained (*Agency Goal: Data Services*)
- Ensuring fiscal responsibility for funds passing through WCCCA (*Agency Goal: Fiscal Responsibility*)

PDCC

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
CAD to CAD projects	All projects are operational and maintained	new	N/A
Fiscal responsibility	All transactions are documented, properly vetted and approved.	new	N/A
✓ Goal achieved ✗ Goal not met			

PDCC

<u>Object Account Name</u>	<u>FY18 Actuals</u>	<u>FY19 Actuals</u>	<u>FY20 Actuals</u>	<u>FY21 Actuals</u>	<u>FY22 Budget</u>	<u>FY23 Budget</u>
Materials and Services						
5335 COMPUTER HARDWARE & SUPPLIES	-	-	-	-	-	2,064
5340 SOFTWARE UPGRADES	-	-	-	-	-	5,992
5368 MAINTENANCE AGREEMENTS	-	-	-	-	-	25,748
5410 LEGAL SERVICES	-	-	-	-	-	516
5414 PROFESSIONAL SVC CONTRACTS	-	-	-	-	-	31,792
5572 ADVERTISING/PUBLIC NOTICES	-	-	-	-	-	248
Total Materials and Services	-	-	-	-	-	66,360
Total PDCC	-	-	-	-	-	66,360

RADIO SERVICES

Since the fall of 2016 the Radio Services team has been engaged in the design and deployment of a replacement Emergency Communications System known as the WCN (WCCCA, C800, Newberg) Communications Network. This will be an ongoing task through the fall of 2021. This work is in addition to our team's regular responsibilities.

The Radio Services Department is responsible for designing, implementing and maintaining the Agency's communications systems infrastructure and microwave backbone, as well as communications equipment for user agencies and Agency facilities. The Technical Services Division is also responsible for designing, implementing, and maintaining Clackamas County (C800 Group) and the City of Newberg's communications systems and related infrastructure, as well as its user radio equipment through an intergovernmental contractual arrangement. The Radio Services Division consists of 9.0 FTE technicians and a 0.35 FTE Systems and Architect. The Technical Services manager is split 60/40 with Data Services, giving Radio Services a budgeted total of 9.95 FTE.

The Radio Services budget, particularly due to the positions budgeted within, is key to providing programming, preventative maintenance and repair services for all subscriber equipment. The budget provides for communications site preventative maintenance, infrastructure repair, communications design and upgrade services as well as other related services as required. In addition to positions, a new vehicle is budgeted in FY23 to replace an existing depreciated vehicle. Vehicles are critical to Radio Services to reach remote radio sites. Other than the additional capital outlay for FY23, the Radio Services budget remains very similar to the previous year.

Radio Services will maintain the Agency's health, accountability and sustainability through

- Maintain voice and data communication systems to achieve 99.98% or better overall reliability (*Agency Goals: Technical Services*)
- Maintaining highly reliable paging and notification systems (*Agency Goals: Technical Services*)
- Maintaining extremely reliable microwave transport systems (*Agency Goals: Technical Services*)
- Establishment of video surveillance (*Agency Goals: Technical Services*)
- Establishment of a preventive maintenance program for user radios (*Agency Goals: Technical Services*)

Radio Services Benchmarks

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
Paging and notification systems	Reliability of 99.98% or better	✓	✓
Voice and data communications systems	Reliability of 99.98% or better	✓	✓
Communications system	10 new towers built	✓	new
Communications system	100% of all users trained for radio usage	✓	new
Microwave transport systems	Reliability of 99.999% or better	✓	✓
Radio decommissioning	All old user radios removed from service	✓	✗
Establish preventive maintenance program	Produce and maintain a schedule of radio servicing	new	N/A
Video surveillance	All communications sites to be under full video surveillance	✗	new

✓ Goal achieved
✗ Goal not met

RADIO SERVICES

		FY18	FY19	FY20	FY21	FY22	FY23
		Actuals	Actuals	Actuals	Actuals	Budget	Budget
Object Account Name							
Personnel Services							
5001	ADMIN-SALARIES & WAGES	643,793	724,096	763,736	824,311	939,881	957,957
5015	VACATION PAYOUT	1,826	2,245	4,274	11,976	-	-
5120	OVERTIME PAY	73,066	73,235	74,713	37,432	93,988	95,796
5121	COMP TIME	2,358	2,698	5,412	10,971	7,000	7,000
5201	PERS CONTRIBUTION	146,495	172,499	215,522	228,576	270,626	304,436
5203	FICA/MEDICARE	53,200	59,817	62,377	65,197	78,065	81,678
5206	WORKERS COMP	22,038	15,029	19,163	18,982	70,259	31,823
5207	TRIMET TAX	4,743	5,336	5,710	6,258	7,182	8,486
5210	HEALTH INSURANCES	126,369	125,313	141,150	167,107	187,356	212,151
5230	DEFERRED COMPENSATION MATCH	6,003	7,630	8,019	7,731	9,368	9,547
5240	LIFE/DISABILITY/VEBA	3,185	6,488	7,044	6,606	8,327	10,608
Total Personnel Services		1,083,077	1,194,387	1,307,120	1,385,147	1,672,052	1,719,480
Materials and Services							
5300	OFFICE SUPPLIES	1,760	1,171	1,115	1,586	1,300	1,000
5301	RADIO SUPPLIES	11,595	11,411	14,508	22,099	12,000	12,000
5303	UNIFORMS	2,793	2,293	3,415	2,942	4,000	4,000
5323	FOOD/REFRESHMENTS	519	258	822	105	320	320
5330	NONCAPITAL FURNITURE & EQUIP	2,904	-	120	3,744	800	500
5340	SOFTWARE UPGRADES	-	1,345	294	-	3,200	2,600
5350	FUEL	8,521	8,130	7,080	9,062	10,000	11,000
5360	RADIO INFRASTRUCTURE MATERIALS	27,455	61,475	39,781	36,770	69,000	45,000
5363	M & R VEHICLES	6,328	11,344	7,359	10,384	8,600	9,600
5368	MAINTENANCE AGREEMENTS	75,785	100,543	116,637	101,494	45,550	82,173
5430	TELEPHONE	95	92	1,218	1,735	100	1,200
5431	ADMIN. TELEPHONE	3,631	4,800	4,800	4,800	5,300	6,000
5461	TRAINING	513	410	410	-	3,175	2,475
5462	TRAVEL EXPENSE	3,404	6,615	5,118	-	3,500	3,500
5472	EMPLOYEE RECOGNITION/AWARDS	-	-	-	-	300	300
5500	SUBSCRIPTIONS	440	568	24	149	300	15,600
5505	MEMBERSHIP DUES	-	-	235	220	590	590
5510	SHIPPING & POSTAGE	-	688	503	643	500	550
5515	FEES & SVC CHARGES	-	9	20	-	-	-
5572	ADVERTISING/PUBLIC NOTICES	-	-	-	2,043	650	120
Total Materials and Services		145,743	211,152	203,459	197,776	169,185	198,528
Capital Outlay							
5615	VEHICLES	-	31,954	77,058	-	-	109,000
5700	CAPTIAL OUTLAY	-	-	-	65,313	38,000	-
Total Capital Outlay		-	31,954	77,058	65,313	38,000	109,000
Total Radio Services		1,228,820	1,437,493	1,587,637	1,648,236	1,879,237	2,027,008

FACILITIES DEPARTMENT

The Facilities Services Department is responsible for administration, maintenance, contractor management, and repairs of WCN communication sites, WCCCA Facilities, and WCCCA vehicle fleet implementing and maintaining the Agency's communications sites infrastructure, emergency power systems, security, grounds and access. Facilities is also responsible for designing, implementing, and maintaining Clackamas County (C800 Group) and the City of Newberg's communications systems and related infrastructure, as well as its user radio equipment through an intergovernmental contractual arrangement.

There are no FTE currently budgeted in the Facilities Department. All costs within the Facilities budget for FY23 are Materials and Services and are components crucial to the preservation and maintenance of radio traffic. The FY23 Facilities budget is notably less than the previous year due to spending of one-time expenses in FY22. No capital outlay is budgeted in FY23. The largest increase for FY23 is \$300,000 for the relocation of the zone controller, which manages and monitors the radio system.

Facilities will maintain the Agency's health, accountability and sustainability through

- Maintenance of all existing communications sites for operational readiness
(*Agency Goals: Technical Services*)
- Maintenance of WCCCA vehicle fleet (*Agency Goals: Technical Services*)
- Performance of site inspections throughout the WCCCA network (*Agency Goals: Technical Services*)
- Decommission current operations site and transition to new facility (*Agency Goals: Technical Services*)

Facilities Benchmarks

<u>FY23 Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</u>	<u>FY21 Achieved</u>
Communication sites maintenance	100% operational readiness (no site failures)	✓	✓
Vehicle maintenance	100% operational readiness (no failures)	✓	✓
Site inspections	Perform 26 individual site inspections throughout the year	✓	✓
Operations facilities	No service interruptions in transition from old facility to new	✗	new

✓ Goal achieved
✗ Goal not met

Individual Funds

General Fund

FACILITIES	FY18	FY19	FY20	FY21	FY22	FY23
<u>Object Account Name</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>
Materials and Services						
5300 OFFICE SUPPLIES	414	550	5,637	15,666	3,500	3,500
5330 NONCAPITAL FURNITURE & EQUIP	1,431	1,269	1,832	70	18,000	5,000
5350 FUEL	15,056	9,534	14,990	22,475	14,700	17,250
5361 M & R BUILDING	80,212	31,018	45,302	60,395	840,800	639,400
5362 M & R TOWER SITE FACILITIES	14,832	47,833	16,527	54,536	12,700	14,550
5368 MAINTENANCE AGREEMENTS		8,717	5,837	340	182,500	189,000
5413 CONTRACTED SERVICES	38,318	11,781	14,908	13,098	1,800	1,800
5416 BUILDING MAINTENANCE	41,104	41,902	35,094	40,176	25,000	30,000
5432 HEAT/ENERGY	4,327	4,148	4,389	1,489	5,000	5,000
5433 ELECTRICITY	130,819	133,641	139,734	170,671	239,000	239,000
5434 WATER/SEWER	11,468	13,403	9,452	10,220	23,000	23,000
5436 GARBAGE	2,450	2,842	2,787	2,836	2,900	2,900
5445 RENT FOR SITE LEASES	68,169	64,428	89,566	99,632	95,000	107,883
5510 SHIPPING & POSTAGE	-	-	-	-	-	-
5515 FEES & SVC CHARGES	-	8	-	-	-	-
Total Materials and Services	408,600	371,074	386,055	491,604	1,463,900	1,278,283
Capital Outlay						
5700 Capital Outlay	-	-	-	-	562,000	-
Total Capital Outlay	-	-	-	-	562,000	-
Total Facilities	408,600	371,074	386,055	491,604	2,025,900	1,278,283

GENERAL FUND CAPITAL OUTLAY

Capital Outlay expenditures can be identified in many ways. User groups such as our advisory committee can make technology recommendations. The CEO Board could also direct expenditures and our Members may have direct requests for the Agency. Expenditures are built into the budget and follow the budget review and approval process.

For FY22 in the General Fund, \$489,000 is budgeted for Capital Outlay. The largest single expense of this is \$300,000 budgeted in Data Services for the new facility soft costs of duplicating dispatch centers for parallel operations until the new center is fully operational.

As previously mentioned, the FY23 budget also contains capital outlay in Radio Services for a new vehicle. There is also \$80,000 budgeted for telephone work related to the move to a new facility.

GF Capital Outlay Summary

<u>Project</u>	<u>FY22 Budget</u>	<u>Department</u>	<u>Description</u>
New Facility Soft Costs	\$ 300,000	Data Services	Projects/items related to the move to the new facility in FY23
New Vehicle	109,000	Radio Services	Replace and outfit aging vehicle currently in service
Admin Phones	60,000	Data Services	Upgrade Administration phone system
Admin Phones	20,000	Data Services	Complete Vesta telecomm upgrade
Total	\$ 489,000		

CAPITAL PROJECTS FUND

The Capital Projects Fund is designated to account for large capital replacement needs, and in past years has tracked radio system equipment, major office computer equipment and the Computer Aided Dispatch (CAD) replacement projects. Projects are identified based on a schedule, proposed to the CEO board and reviewed and approved by the Agency's Board of Commissioners, as appropriate.

Since the Agency is not able to assume debt according to its founding documents, projects must either be funded through savings in the capital fund, use of the fund balance or a surcharge to its members. The only other option open to the Agency for large capital spending is a bond measure done on behalf of the Agency by Washington County, such as the 2016 bond mentioned below. The funding for all projects is currently done by the Board of Commissioners on a case by case basis.

The primary use of this fund, for four consecutive fiscal years, is to account for the Emergency Communications System upgrade project funded by the Washington County 2016 General Obligation Bond. This project upgrades existing radio site facilities and enhances radio communications for members and system users. Costs are expended by WCCCA and immediately reimbursed by Washington County through bond funds. The FY23 amount budgeted represents the last milestone payment due a vendor, at the completion of the project.

The Capital Projects Fund is reported as a major fund by the Agency as a matter of policy, for qualitative reasons. This fund's contingency of \$1,000,000 is reserved for future capital needs, including a future life cycle replacement plan, and is separate from the Emergency Communications System upgrade.

Capital Projects Fund

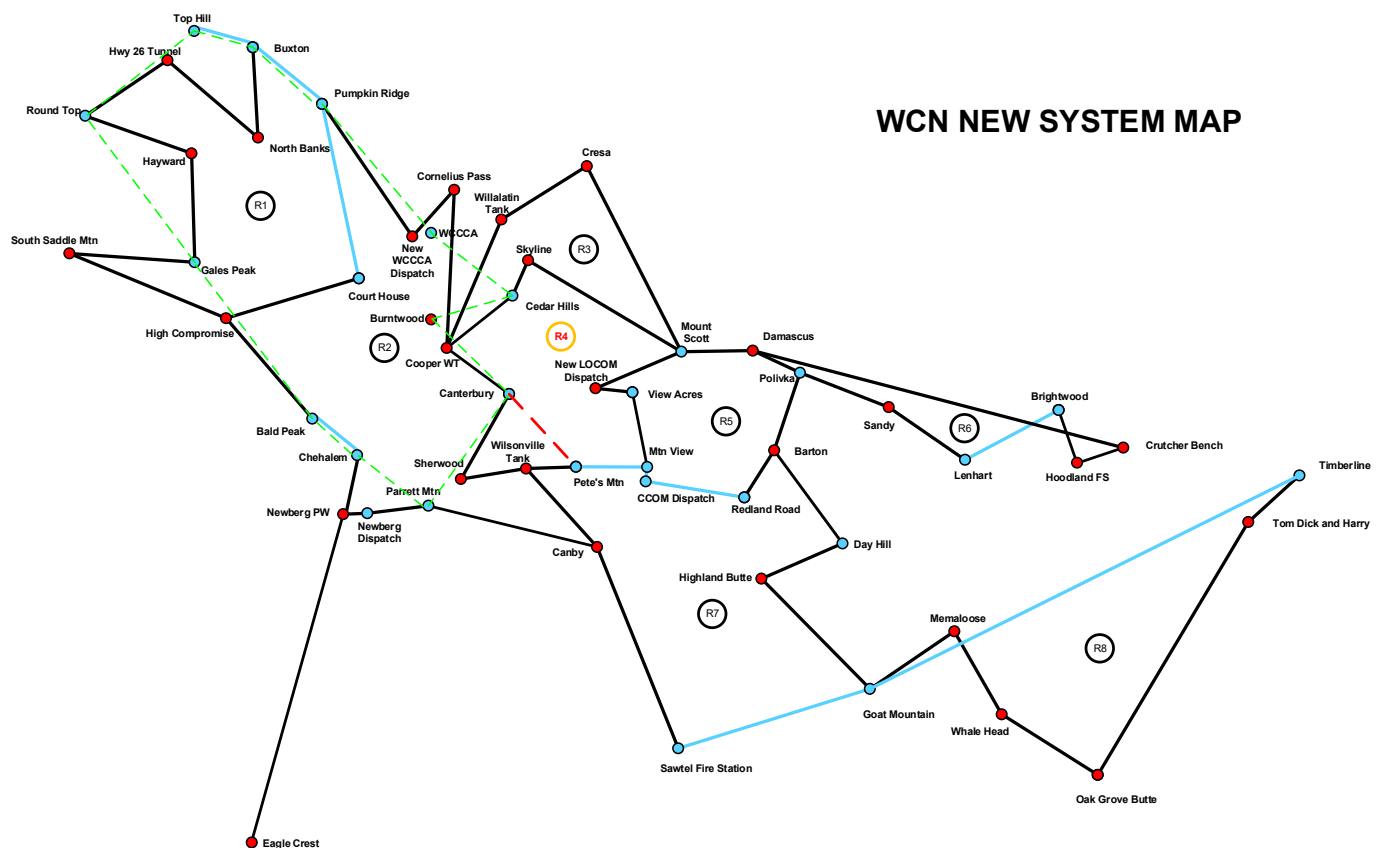
	Actual FY21	FY22 Adopted Budget	FY22 Estimated to June 30	Approved Budget FY23
RESOURCES				
Beginning Working Capital	740,090	1,170,062	1,114,671	1,270,155
Revenues				
Interest Income	5,881		5,478	
Wash. Co. Bond Distribution	6,693,335	12,000,000	5,969,962	4,200,000
Intergovernmental Revenue				
Total Revenues	6,699,216	12,000,000	5,975,440	4,200,000
TOTAL RESOURCES	7,439,306	13,170,062	7,090,111	5,470,155
REQUIREMENTS				
Capital Outlay	6,324,635	12,000,000	5,819,956	4,200,000
Contingency		1,000,000		1,000,000
TOTAL REQUIREMENTS	6,324,635	13,000,000	5,819,956	5,200,000
Fund Balance (UEFB)		170,062		270,155
Fiscal Year End Fund Balance	1,114,671		1,270,155	
TOTAL BUDGET	7,439,306	13,170,062	7,090,111	5,470,155

SIGNIFICANT NON-RECURRING CAPITAL EXPENDITURES

The Capital Projects Fund includes funding from the \$77 million Washington County Emergency Communications System Bond for the emergency communications system. This will be the final year of this project to complete the building of the new towers and implementing the digital radio systems and processes. The County distributes the bond funds as the invoices for services and equipment are received and approved. There are no anticipated impacts from this large capital spend to the FY23 operations budget, nor to future budgets as this project concludes.

Below is a map of the emergency communication system tower layout. Existing towers are shown with a black dot and new digital towers with a red dot.

RADIO SITE LOCATIONS AND MICROWAVE NETWORK CONNECTIONS



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APPENDIX



❖ Member Fees

❖ Glossary

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FISCAL YEAR 2022-23 MEMBER FEES

WASHINGTON COUNTY CONSOLIDATED COMMUNICATIONS AGENCY
FY 2022/23 WCCCA Member User Costs by Agency

Prior Year	Agency	Dispatch Services	Radio System	Subtotal Costs	3% Cap Adjustment	Total \$ Increase over prior year	Recommended Budget	% Inc. after 3% Adj.
\$ 2,742,193	Sheriff's Office	\$ 2,283,776	\$ 455,816	\$ 2,739,593	\$ 29,747	\$ 27,146	\$ 2,769,339.24	1.0%
1,465,707	Beaverton Police	1,352,901	150,075	1,502,975	16,319	53,587	\$ 1,519,294.49	3.7%
1,400,925	Hillsboro Police	1,303,924	152,871	1,456,795	15,818	71,688	\$ 1,472,612.86	5.1%
714,803	Tigard Police	662,810	88,553	751,363	8,158	44,719	\$ 759,521.80	6.3%
365,835	Tualatin Police	345,214	42,412	387,627	4,209	26,000	\$ 391,835.39	7.1%
213,158	Sherwood Police	201,925	24,702	226,627	2,461	15,929	\$ 229,087.06	7.5%
340,351	Forest Grove Police	322,465	32,159	354,623	3,851	18,123	\$ 358,473.93	5.3%
131,650	Cornelius Police	136,207	-	136,207	1,479	6,036	\$ 137,686.33	4.6%
24,626	King City Police	45,986	6,991	52,977	*(27,613)	739	\$ 25,364.38	3.0%
14,831	North Plains Police	23,351	-	23,351	*(8,075)	445	\$ 15,276.32	3.0%
11,726	City of Durham	11,978	-	11,978	350	602	\$ 12,077.66	3.0%
8,558	Banks Police	12,244	-	12,244	*(3,429)	257	\$ 8,815.03	3.0%
4,223	Gaston Police	4,650	-	4,650	*(300)	127	\$ 4,350.14	3.0%
\$ 7,438,587	Total Police Costs	\$ 6,707,430	\$ 953,579	\$ 7,661,009	\$ 42,975	\$ 265,397	\$ 7,703,734.63	
\$ 2,303,729	TVFR	\$ 2,025,534	\$ 371,458	\$ 2,396,992	\$ 26,027	\$ 119,289	\$ 2,423,018.96	5.2%
518,425	Hillsboro Fire	452,646	80,164	532,810	5,785	20,171	\$ 538,595.73	3.9%
195,359	Forest Grove Fire	144,095	46,607	190,702	2,071	(2,588)	\$ 192,772.54	-1.3%
54,851	Cornelius Fire	56,059	30,295	86,354	*(29,858)	1,646	\$ 56,496.17	3.0%
34,166	Banks Fire District #	24,217	36,820	61,037	*(25,845)	1,025	\$ 35,191.27	3.0%
22,644	Gaston Fire	17,446	27,032	44,478	*(21,155)	679	\$ 23,323.17	3.0%
\$ 3,129,175	Total Fire Costs	\$ 2,719,998	\$ 592,375	\$ 3,312,373	\$ (42,975)	\$ 140,222	\$ 3,269,397.83	

* = subject to a cap of 3% increase

10,567,762	Combined Police & Fire member fees, above:			Agency Members	\$ 10,973,132	
133,261	Member Dispatch	Member Radio	Total	+Associate Members	134,694	
\$ 10,701,023	\$ 9,427,428	\$ 1,680,648	\$ 11,108,077	Total	\$ 11,107,827	3.80%
Prior year						

GLOSSARY OF TERMS**Account**

A record collecting related debits or credits of like expenditures or revenues. Example: "Office Supplies" is a record of expenditure charges or debits called an account.

Appropriation

"An authorization granted by the governing body to make expenditures and to incur obligations for specific purposes. An appropriation is limited to a single fiscal year for municipal corporations preparing annual budgets or to the budget period for municipal corporations preparing biennial budgets."¹ Appropriations limit the amount that may be legally expended and lapse at the end of the budget time frame.

Audit

An audit is an independent examination of financial information of any entity, with a view to express an opinion on the information.

Balanced Budget

A budget is considered balanced when the fund's total resources of beginning fund balance or working capital, revenues and other financing sources is equal to the total of the expenditures, other financing uses and ending fund balance, contingency or working capital.

Budget

A financial plan for operational and capital purposes embodying an estimate of expenditures for a given period (e.g., fiscal year), and the means of financing them (estimates of resources, revenues and debt).

Budget Message

An overview and discussion of the budget as presented by or at the direction of the executive officer of the agency. State of Oregon Local Budget Law (ORS 294.403 requires that the budget message shall:

- (1) Explain the budget document;
- (2) Contain a brief description of the proposed financial policies of the municipal corporation for the ensuing year or ensuing budget period;
- (3) Describe in connection with the financial policies of the municipal corporation, the important features of the budget document;
- (4) Set forth the reason for salient changes from the previous year or budget period in appropriation and revenue items; and
- (5) Explain the major changes in financial policy.

Budgetary Control

The established system and efforts of management (at an administrative level) and governing bodies (at a legal level) to maintain expenditures within the limitation of authorized appropriations and available resources in accordance with an adopted budget.

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.

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 to have a life of more than one year, an original cost in excess of \$5,000, which are of a durable nature and used in the operations of the entity (e.g., buildings, land, equipment, furnishings, vehicles, communications equipment, and radio infrastructure).

Capital Projects Fund

A fund used to account for resources, such as a property tax levy, to be used for major capital purchase or construction.

Beginning Working Capital /Beginning Fund Balance

The excess of a government's current assets over its current liabilities at the start of a new fiscal year.

CEO Board

For Washington County Consolidated Communications Agency: the Chief Executive Officers Board with specific delegated authority of the Board.

Contract Users

As used in this document: entities using the Washington County Consolidated Communications Agency radio infrastructure system through a negotiated contract.

Debt

An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. WCCCA does not incur debt due to its formation under a former version of ORS Chapter 190.

Ending Fund Balance

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

Expenditures

The incurrence of an outflow of financial resources for goods, services or other (interest; penalties) by a government. "Expenditure" correlates with "expenses" of private enterprise but can be measured differently.

Fiscal Year

A twelve-month period of time in which revenues and expenditures are allocated and reported for budget and financial reporting purposes.

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 equals one FTE.

Fund

A distinct financial accounting entity with a self-balancing set of accounts for 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's accounts include revenues, expenditures and "equity" accounts, the latter of which is referred to as "fund balance".

Fund Balance

The amount of total assets in excess of total liabilities in a governmental financial entity.

General Fund

The general operating fund which is used to account for all transactions of a government not accounted for in another fund.

Governmental Funds

"The funds through which most governmental functions are typically financed,"² including the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds and Permanent Funds. The Agency has only two funds, both of which are Governmental Funds.

IGA

Intergovernmental Agreement –a written contract among governmental entities.

Interfund Transfers

Transfers of resources between funds.

Levy

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

(Noun) An amount of taxes imposed by a governmental unit.

Line Item:

An account used for budget and accounting purposes.

Long Term Capital Plan:

An operational and financial plan that looks at the future capital needs of the Agency, typically 3-5 years in the future.

Major Fund

Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

M&R:

Maintenance and Repair.

Materials and Services

A category of budgeted expenditures comprised of general expenses in support of operations, such as supplies, utilities, travel and training, contractual services, maintenance, etc.

Modified Accrual Basis

"The basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways: 1) revenues are not recognized until they are measureable and available and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier)."²

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 Statutes adopted by the State of Oregon Legislature.

ORS Chapter 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. The resulting “Chapter 190” organization is a governmental entity under law.

PERS

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

Personnel Services

A category of budgeted expenditures comprised of salaries, wages, payroll expenses and benefits for all budgeted staff positions.

PSAP

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

Radio Infrastructure

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

Requirements

The set of appropriation categories that comprise the budget and define the level of funding required to support operations.

Resources

Current revenues plus the Beginning Fund Balance of a governmental unit.

Revenue

An amount of inflow resulting from a financial transaction within a fiscal year.

Segment

An accounting group for an identified expense category within a department.

Self-Initiated Activity

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

Tower Site

Land with space for one of a large variety of tower styles in our system. The towers range from Free Standing Monopoles to 3 or 4 legged self-supporting lattice and guyed lattice towers and 150- 275 feet tall. They are situated in the counties where best to send and receive radio signal in the communication system to complete the transmission of signals to serve the User’s radio. (Reference map on page 78)

Unappropriated Ending Fund Balance

An estimated amount of a fund's budgeted resources that is established to be available to the ensuing year's budget and specifically reserved as such. This amount can be transferred to expenditure appropriations only by resolution of the governing body.

Users

Refers to any of the 18 police or fire emergency response agencies that are members of the intergovernmental partnership forming the Agency, or by other contract.

WCCCA

An acronym for Washington County Consolidated Communications Agency.

WCDA

Washington County Dispatchers Association – refers to the collective bargaining unit for union representation at WCCCA, affiliated with IAFF Local 1660.

Sources cited:

1. Oregon Revised Statutes, Chapter 294.311, Salem: State of Oregon, 2013.
2. Gauthier, Stephen J., Governmental Accounting Auditing and Financial Reporting, Chicago: Government Finance Officers Association, 2012.