

**Washington County Consolidated  
Communications Agency  
Approved Budget Document  
Fiscal Year 2023-24**



**Approved June 15, 2023**

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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, 2022**

*Christopher P. Morill*

Executive Director

# **BUDGET MESSAGE**

- ❖ **Budget Snapshot**
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Budget Message

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June 15, 2023

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 changes reflected within the Fiscal Year 2023-24 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. The effort involves 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 2022-23 (FY 2022-23 or FY23) to the FY24 budget.

<b>All Funds Consolidated</b>	FY 2021-22 Adopted Budget	FY 2022-23 Adopted Budget	FY 2023-24 Proposed Budget	% Change FY23 vs. FY24
<b>Beginning Working capital</b>	\$ 8,430,714	\$ 8,530,804	\$ 8,116,120	-4.9 %
<b>Revenues</b>				
Wash. Co. Bond Distribution	12,000,000	4,200,000	2,750,000	-34.5
Member Contract Fees	10,701,023	11,107,826	11,529,501	3.8
911 Telephone Taxes	5,200,000	5,400,000	5,450,000	0.9
All other revenues	1,251,439	1,383,579	1,515,979	9.6
<b>TOTAL RESOURCES</b>	37,583,176	30,622,209	29,361,600	-4.1 %
<b>Expenditures/Appropriations</b>				
Personnel Services	15,610,801	15,772,849	16,329,280	3.5
Materials & Services	3,670,348	3,511,751	3,223,415	-8.2
Capital Outlay	13,359,000	4,689,000	4,253,000	-9.3
Contingency & Reserves	4,465,533	4,744,233	5,176,203	9.1
<b>TOTAL REQUIREMENTS</b>	37,105,682	28,717,833	28,981,898	0.9 %
<b>Unappropriated Ending Fund Bal.</b>	477,494	2,369,081	379,702	-84.0
<b>TOTAL BUDGET</b>	\$ 37,583,176	\$ 31,086,914	\$ 29,361,600	-5.5 %

## **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 is compliance with its own financial policies outlined later in this document.

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. The goals may evolve in the future to adapt to changing demands and environments. Each department sets its own goals and objectives in line with the Agency goals. A summary of FY23 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 Operations Department will be staffed to assist with hiring bottlenecks and training challenges.

*Technical Services* in this context refers largely 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. Traditionally, most technology expenses of the agency have been captured in the Data Service's departmental budget. In FY23, the Agency began budgeting consortium costs in the separate MAJCS and PDCC budgets. These budgets ensure 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 with 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.

**FY23 Departmental Goals Summary**

Department	Goals set/Achieved	Pct.	Pct.
Administration	8/10	80%	80%
Operations	4/5	80%	80%
Information Technology	4/4	100%	100%
MAJCS	2/3	67%	67%
PDCC	2/2	100%	100%
Radio	5/6	83%	83%
Facilities	4/4	100%	100%

**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 total Agency budget is based on the priorities of the Agency mentioned above, as guided by the needs of our member agencies and stakeholders, including the public. For the FY24 budget, work began in October of 2022 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 2023, 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 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 community 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.

The Agency generally begins its budgeting process earlier than most of its members, in order to share costs that need to be included in their own budget processes. Because of the early start of the budget process, 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 including a notice for a public hearing.

For FY24, 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%. Total Agency costs continue to rise much faster than membership costs, however the Agency continues to experience significant vacancy savings, particularly in its Operations Department.

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 FY24.

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 will increase at a much more modest pace and it is likely that a shift back to Members will begin in the future. The tax currently represents about 30% of the operating revenue needed as illustrated in the shifting funding sources identified below:

**General Fund Revenue**

	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>
Member Contract Fees	62%	62%	62%
911 Telephone Taxes	30%	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.

Financial representatives of Agency stakeholders have expressed a preference for stability and predictability in billing. This presents something of a dilemma for the Agency, because the Agency's board-approved costing models are weighted towards equity of costs: Generally speaking, the more WCCCA services a member uses, the larger the member's costs. Despite the Agency controlling costs and keeping total fees relatively reasonable, member use of WCCCA services can vary greatly from year to year, causing individual member costs to fluctuate notably from year to year.

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 FY24 budget contemplates no changes in service levels. Tax receipt changes and user fee increases are outlined in more detail later in the budget document.

The Agency again received the GFOA's annual Distinguished Budget Presentation Award for its FY23 budget document, as it has for several years. The Agency receives valuable insight and criticism regarding the presentation of the budget and this document each year from this process.

### **General Fund (Operating Fund)**

For FY24, the General Fund will comprise 88.5% 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 increase 7.1% from the prior fiscal year's budget, mostly due to increased capital outlay spending. This is addressed later in this document.

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 (3.8% increase over prior year's budget):**

- Total salaries, wages and benefits will increase by \$556,430 in FY24 over the final budgeted expense of FY23, only about 3.5%. This increase, perhaps rather

modest in the current economic environment, reflects the existing labor agreement in Operations Department and non-represented staff following increases of represented staff, as noted below in this section. The current labor contract expires at the end of FY24.

- A reduction of the overtime budget of nearly \$40,000 is also a driver behind the reasonable personnel services budget for FY24. The Agency experiences significant vacancy savings in its Operations Department. Traditionally, the Agency budgets for full staffing with the expectation that not all positions in Dispatch will be filled, and offsets this by underbudgeting overtime.
- An allowance given to certain employees to offset cell phone costs was rightly recognized as belonging in the benefits category and moved from materials and services in the FY24 budget, an increase of \$18,000 to the overall Personnel Services budget.
- Salary and wage budgets are built with a projected cost of living increase of 4.0% for represented employees, as per the labor agreement settled at the end of calendar 2021. The increase for non-represented employees for FY24 is also scheduled for 4.0%.

The Agency's represented employees are dispatchers and call takers located exclusively within the Operations Department and are 67.0 FTE in total. The non-represented employees include Operations Supervisors (7.5 FTE), IT/Facilities/Radio Technicians (14.35 FTE), Administration staff (6.1 FTE) and Executive Management (6.0 FTE).

Up until FY23, 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 FY23 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, at the direction of the Agency boards.

Management is concerned about increases 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. Alternately, allowing non-represented salaries to be outpaced could result in turnover of key positions and ultimately endanger service levels.

- As noted above, the Agency has experienced significant vacancy savings in years past, driven mostly by openings in Operations. In recent years, the Agency became much more aggressive about filling Operations vacancies.

Staffing in the Operations Department continues to be problematic. The Agency 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. Once a position in the Operations Department is filled, the training

process can take up to a year, causing significant strain on staff assigned to train new positions

- Benefits are budgeted at an increase of just 3.1% over the ending FY24 budget. The two largest drivers of benefits expense are contributions to the Oregon Public Employees Retirement System (PERS) and Agency contributions for healthcare. A more aggressive budget was built for FY24 for healthcare costs, helping to keep the total aggregate budget for benefits low.

### Materials and Services:

- The category of Materials and Services (M&S) decreases in next year's proposed budget by \$288,336, an 8.2% decrease over the prior year ending budget. The Agency finally moved into its new facility beginning in January 2023 and finishing in April of that year. Many of the one-time costs budgeted in FY23 in anticipation of the relocation are not necessary and result in a reduction of M&S costs. New operational costs associated with running a new facility could still be discovered as the Agency attunes the building to its needs. Any new costs will likely be specified in the FY25 budget.
- In accordance with GASB 87, lease expense has been moved out of Materials and Service and is now classified under Debt Service. This has the effect of reducing total year over year budget for Materials and Service by roughly \$120,000 or 3.4% of the FY23 Materials and Service budget total.

### Capital Outlay:

The budget for Capital Outlay in the General Fund has significantly increased for FY24 by slightly more than \$1 million. The total Capital Outlay budget for FY24 is \$1,503,000. It includes \$600,000 for a telephone system upgrade. An additional \$650,000 is built into the budget for the possibility of unidentified capital costs associated with the new facility. These costs include improvements that may be necessary to occupy the building going forward, equipment such as HVAC or technology that may be necessary to make the facility livable or up to security standards and shop equipment as relates to our radio repair and maintenance line. \$80,000 is built in for a man lift, a fork lift and trailer for an anticipated snow cat.

### Debt Service:

According to the intergovernmental agreement that establishes WCCCA, the Agency is unable to borrow and retain debt. However, GASB 87 requires the Agency to reflect expenses from long term leases as debt service starting in FY23. Therefore, in FY24 the Agency has budgeted \$122,473 for leased office equipment and site leases for radio towers. As noted above, previously this was considered a Materials & Services expense.

### **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 managed the construction of the new facility. On the emergency communications side, WCCCA manages the radio system upgrade. WCCCA 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 FY23, 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 \$2,700,000 for the final work in FY24.

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 4<sup>th</sup> 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.

The new WCCCA Facility in Hillsboro celebrated its groundbreaking in November of 2019 and all WCCCA teams had relocated by the end of April 2023. A special note of recognition for our Technical Services staff and Operations leaders is due here, who made the technological challenge of essentially running two centers at once happen as the move progressed, without dropping a single call or causing any confusion with our police, fire or ambulance customers.

### **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 FY24 budget is principally different from the FY23 budget because of modest increase in salaries and benefits and the increase in capital spend. The Agency is, as mentioned previously, hiring dispatchers aggressively to minimize overtime and will continue to do so.

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.

### **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. 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

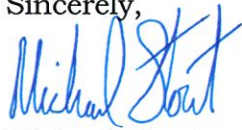
## Budget Message

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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 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 2023-2024 GENERAL FUND BUDGET ASSUMPTIONS  
COMPARED TO THE INITIALLY ADOPTED FY 2022-2023 BUDGET  
WITH NOTABLE DRIVERS MENTIONED**

**Revenues: 3.4% increase**

9-1-1 Telephone Tax	0.9% increase for expected receipts
Member User Costs	3.8% increase
C800 Radio Contract	11.8% increase for additional share of radios
Interest Income	66.7% increase based on FY23 experience
Tower Site Rent	3.2% increase due to built-in
Misc. Revenue	\$10,000 increase due to current experience

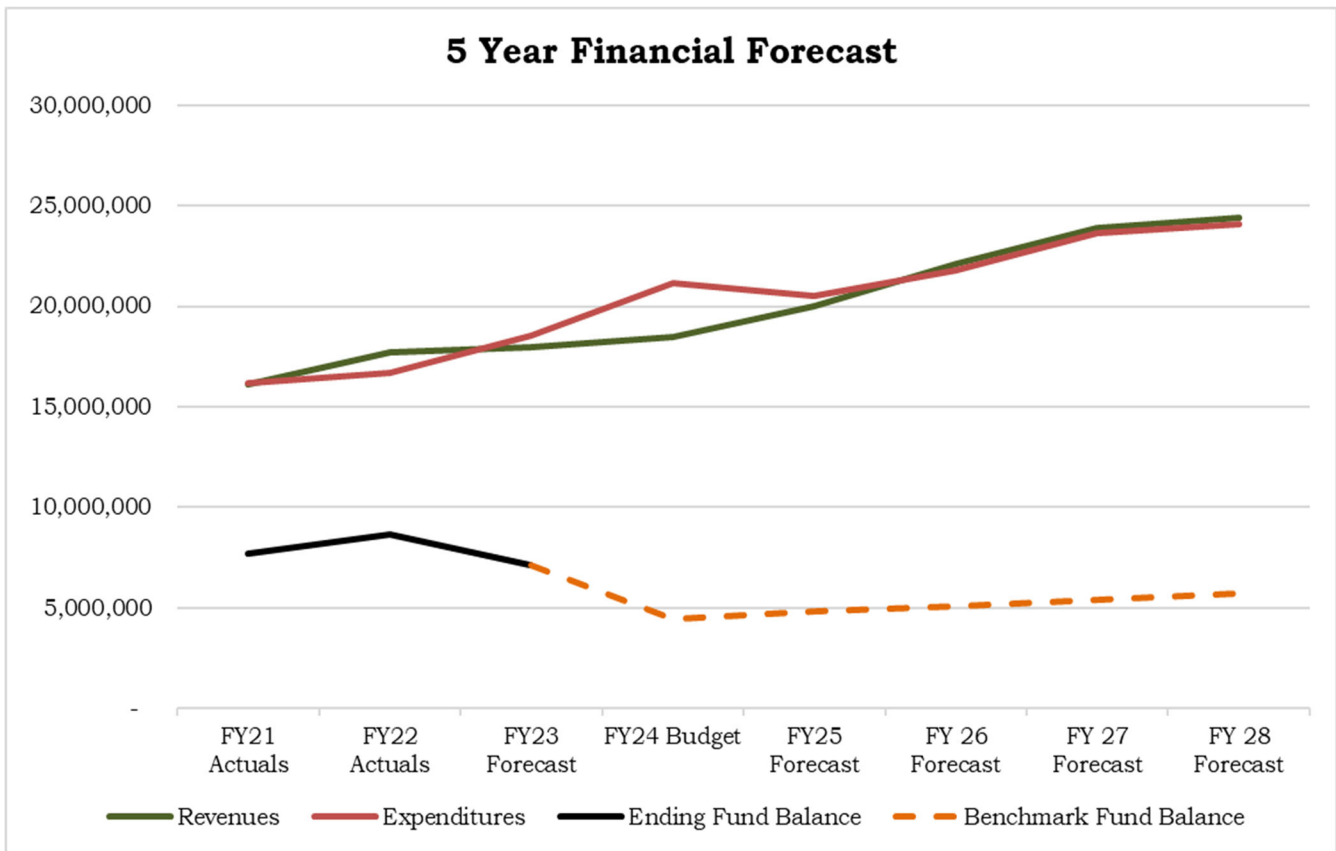
**Expenses: 7.1% decrease**

Staffing	No change to Agency FTE = 102.45
Salaries	Net increase 3.8% Cost of living increase 4.0% - represented Cost of living increase 4.0% - non-represented Overtime decrease 8.0%
Benefits	Net increase 3.1% PERS increase 5.6% Health Insurance decrease 1.9% Introduction of Oregon Paid Leave Tax and Vehicle Allowance
Materials & Services	Net decrease 8.2% or \$288,336 MAJCS CAD budget decrease \$93,065 Software upgrade decrease of \$308,669 Net of building maintenance/maint. agreements decrease of 12.0% Transfer of lease expense to debt service
Cap Outlay	Increase of 207.4% or \$1,014,000 Scheduled phone system upgrade \$600,000 Building upgrades and improvements \$600,000
Debt Svc	Increase of \$122,473 Transfer of all lease expense from Materials & Services

**Fund Balance**

Beginning fund balance decrease of 2.1%
Projected FY24 spend-down of existing fund balance \$2,682,688
Projected ending fund balance decrease 16.0% to \$4,425,832

**FINANCIAL FORECAST**



The above graph depicts the Agency’s “Financial Forecast” for FY 2020-21 through FY 2027-28. 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 nominal inflation, stable operations and a labor agreement that tracks inflation. The Agency performs key services to the community and are a critical link in the life/health/safety chains of services provided by Members. Agency funding, therefore, is a priority for Members and is designed for stability. This is generally reflected in the forecast.

The expenditures for FY24 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, which could require a sudden, significant expenditure.



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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.

# INTRODUCTION

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

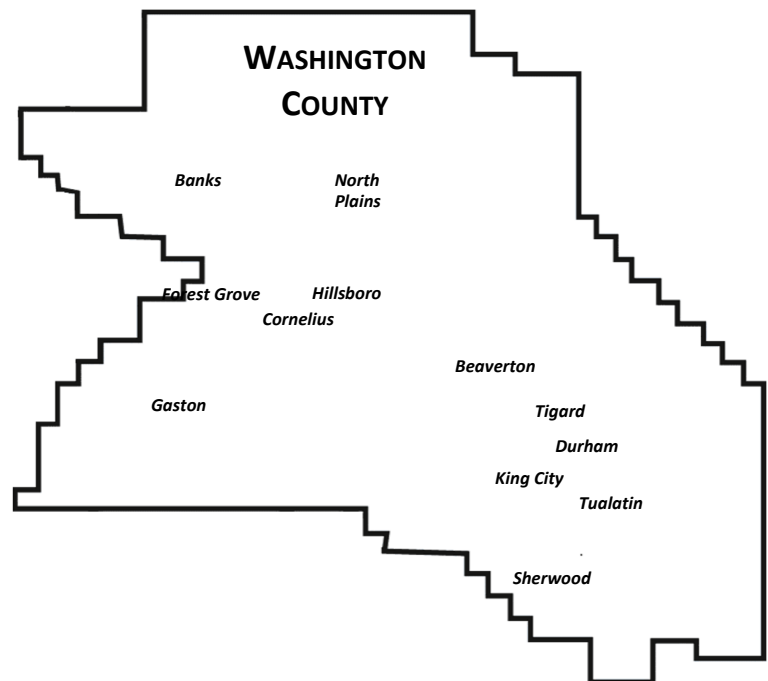
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**AGENCY OVERVIEW**

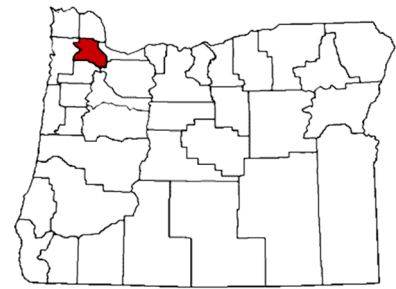
Washington County Consolidated Communications Agency (“WCCCA” or the “Agency”) was formed in 1985, under the authority of Oregon Revised Statutes (ORS) Chapter 190 by the execution of an Intergovernmental Agreement between Washington County and the cities of Beaverton, Hillsboro, Cornelius, North Plains, 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 717,380. 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.



STATE OF OREGON

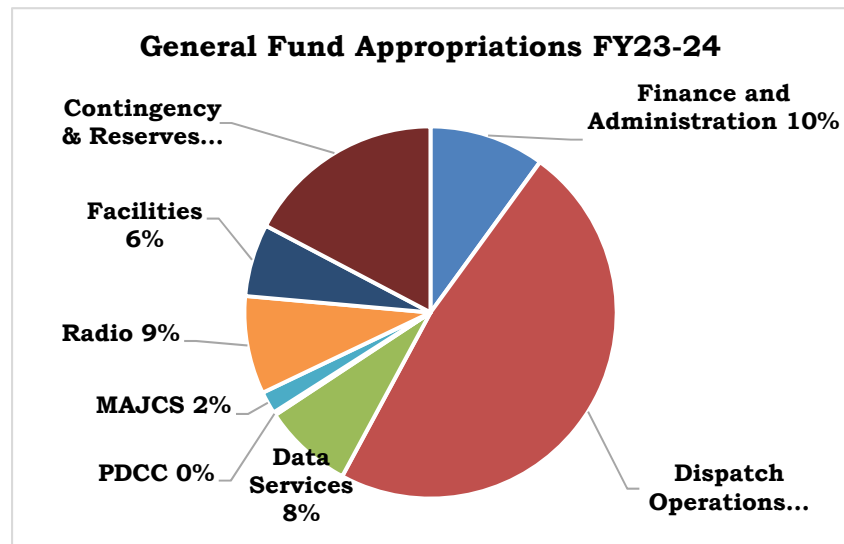
The Agency is funded by user fees from the participating jurisdictions, State 9-1-1 excise taxes, contract revenues from Clackamas County's C800 Radio Group (a governmental partnership formed under Oregon Revised Statutes Chapter 190), the City of Newberg, and other smaller contracts. The Agency provides 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 2023-24.





**Washington County Consolidated Communications Agency**

Major Employment Sectors  
Current Year and Nine Years Ago

	<b>June 2022</b>	<b>% of total</b>	<b>June 2013</b>	<b>% of total</b>
For Washington County, Oregon:				
Total nonfarm employment	301,132		256,590	
Total private	280,365		235,316	
Natural resources and mining	3,900	1%	3,231	1%
Agriculture, Forestry, Fishing and Hunting	3,780		3,024	
Mining, Quarrying and Oil and Gas Extraction	119		207	
Construction	18,698	6%	12,545	5%
Manufacturing	54,349	18%	44,132	17%
Trade, transportation and utilities	53,323	18%	45,310	18%
Wholesale trade	13,835		12,526	
Retail trade	32,411		28,934	
Transportation, warehousing and utilities	7,077		3,850	
Information	7,527	2%	7,301	3%
Financial activities	13,811	5%	14,648	6%
Professional and business services	56,249	19%	47,579	19%
Professional and technical services	16,137		13,396	
Management of companies and enterp.	17,304		11,637	
Administration and support services	21,989		21,992	
Waste management	820		553	
Education and health services	36,512	12%	30,815	12%
Leisure and hospitality	26,098	9%	21,357	9%
Other services	8,884	3%	8,316	3%
Unclassified	1,778	1%	82	0%
Government	20,767	7%	21,274	8%
Federal government	863		705	
State government	2,231		2,763	
Local government	17,672		17,806	

Source: State of Oregon Employment Department, Oregon Labor Market Information System

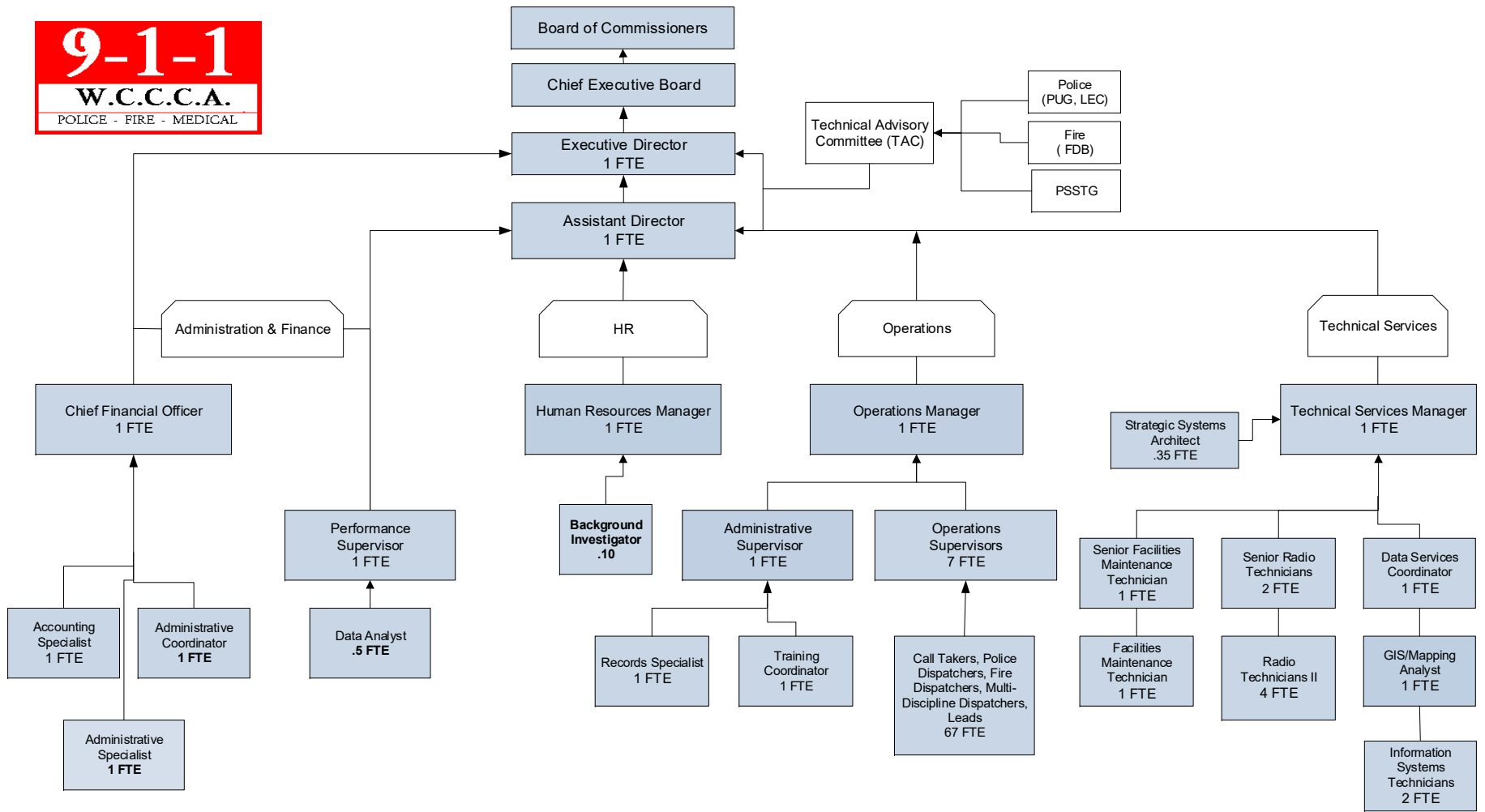
**Fiscal Year 2023-2024 Full Time Equivalent Positions**

	<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>	<b>FY23/24</b>	<b>Change/ prior FY</b>
<b>Administration</b>					
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	1.00	-
Human Resources Manager	-	-	1.00	1.00	-
Background Investigator	-	-	0.10	0.10	-
Total Administration	7.50	7.50	8.60	8.60	-
<b>Human Resources</b>					
Sr. HR Analyst	1.00	1.00	-	-	-
Background Investigator	0.07	0.10	-	-	-
Total Human Resources	1.07	1.10	-	-	-
<b>Operations</b>					
Operations Manager	1.00	1.00	1.00	1.00	-
Assistant Operations Manager	1.00	-	-	-	-
Administrative Supervisor	1.00	1.00	1.00	1.00	-
Operations Supervisors	7.00	8.00	8.00	7.50	(0.50)
Dispatchers/MDDs/Call Takers (Rep)	67.00	67.00	67.00	67.00	-
Training Coordinator	1.00	1.00	1.00	1.00	-
Audio Recording Specialist	0.50	0.50	0.50	1.00	0.50
Total Operations	78.50	78.50	78.50	78.50	-
<b>Radio Services</b>					
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	2.00	2.00	2.00	-
Total Radio Services	8.95	9.95	9.95	9.95	-
<b>Data Services</b>					
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	2.00	2.00	2.00	-
Info Systems Technician	-	-	-	-	-
GIS/Mapping Analyst	1.00	1.00	1.00	1.00	-
Total Data Services	4.40	5.40	5.40	5.40	-
<b>Total FTE</b>	<b>100.42</b>	<b>102.45</b>	<b>102.45</b>	<b>102.45</b>	<b>-</b>

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The Agency is making minimal changes to staffing in FY24. The only change is the addition of a half-time Audio Recording Specialist to compliment the existing half-time position. Changes to the Oregon public records laws have resulted in a greater demand on the Agency to produce audio recordings. Rather than increase staffing levels, the Agency has chosen to take a conservative approach and half under-fill a long vacant Operations Service position. The result is no net increase to FTE for the Agency in FY24.





Current as of January 2023

## **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**Participating Agency

City of Cornelius  
 City of Beaverton  
 Washington County  
 Tualatin Valley Fire & Rescue  
 City of Hillsboro  
 City of Tualatin  
 City of Tigard  
 City of Sherwood  
 City of Forest Grove  
 City of Gaston  
 King City  
 City of North Plains  
 City of Durham  
 City of Banks  
 Banks Fire Protect. Dist. #13  
 Cornelius Rural Fire District  
 Gaston Rural Fire District

Board Representative

Angeles Godinez, City Councilor  
 Alan Juilfs, Deputy Chief  
 Erin Calvert, Assistant County Administrator  
 Bob Wyffels, Board of Directors  
 David Downey, Fire Chief  
 Cyndy Hillier, Councilor  
 Kathy McAlpine, Police Chief  
 Keith Mays, Chair  
 Michael Marshall, Councilor  
 Jerry Spaulding, Mayor  
 Shawna Thompson, Councilor  
 Robert Kindel, jr., Councilor  
 Chuck Van Meter, Councilor  
 Niki Walters, Councilor  
 Rodney Linz, Fire Chief  
 vacant  
 David Morris, Fire Chief

**Community Members on the Agency's Budget Committee**Appointed By

Tualatin Valley Fire & Rescue  
 City of Forest Grove  
 City of Sherwood  
 City of Beaverton  
 City of North Plains  
 Banks Fire District  
 City of Hillsboro

Representative

Don Haynes  
 Cleo Howell  
 Vacant  
 Nadia Hasan  
 Michele McCall Wallace  
 Tonya Witham  
 Michelle Wareing

**Chief Executive Officers Board**Participating Agency

City of Sherwood  
 City of Tigard  
 Washington County  
 Tualatin Valley Fire & Rescue  
 King City

Board Representative

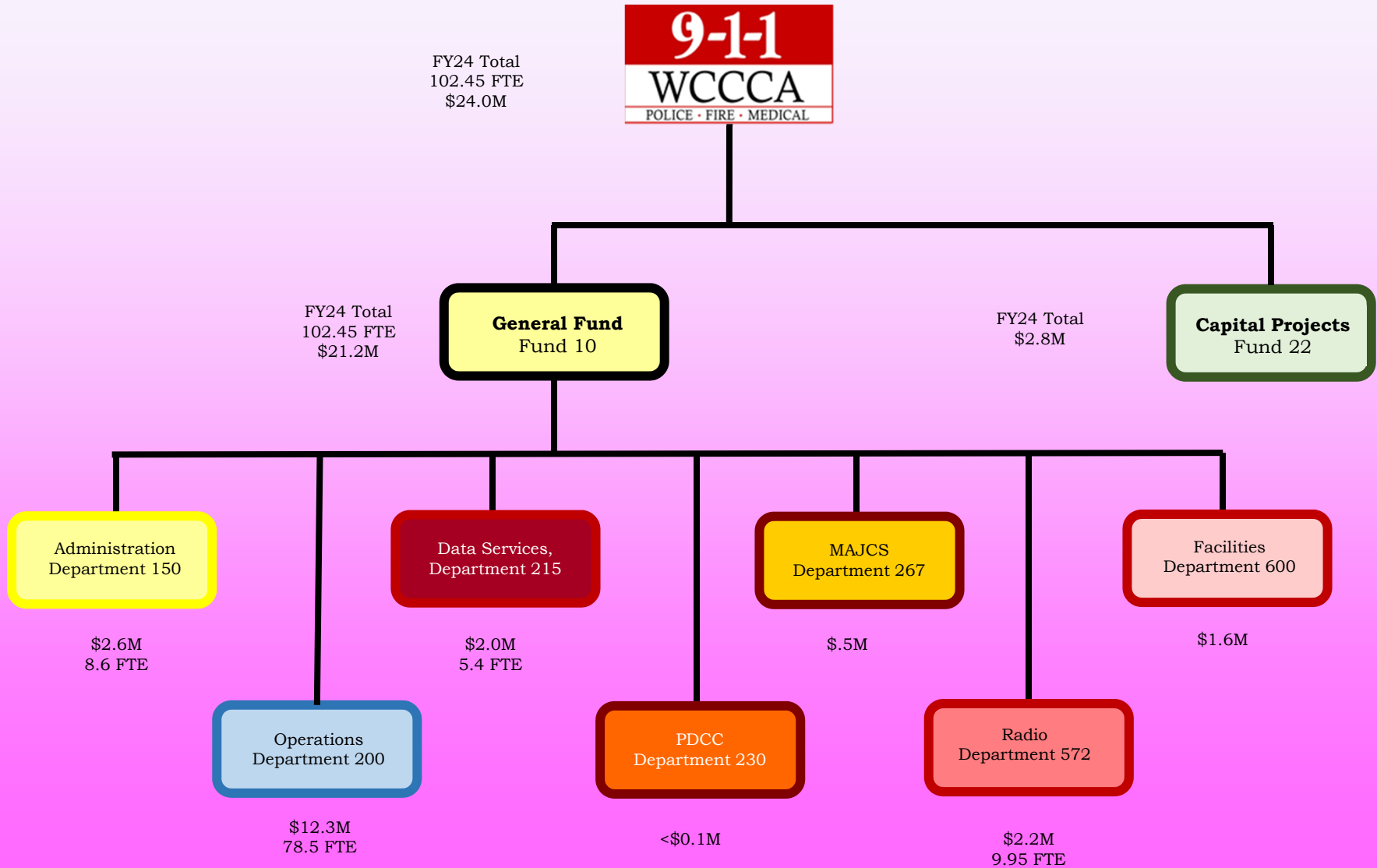
Keith Mays, Board Chair  
 Kathy McAlpine, Police Chief  
 Erin Calvert, Deputy Co. Administrator  
 Deric Weiss, Fire Chief  
 Ernie Happala, Fire Chief

**Executive Management**

Mark Buchholz  
 Jennifer Reese  
 Michael Stout  
 Ron Polluconi  
 Kimberli Foster  
 Jennifer Kilcoin

Executive Director  
 Assistant Director  
 Chief Financial Officer, Budget Officer  
 Technical Services Manager  
 Operations Manager  
 Human Resources Manager

**Washington County  
Consolidated Communications  
Agency  
FY24 Budget & Financial Structure**



# **POLICIES & PROCESS**

❖ **Financial Policies**

❖ **Budget Process**  
❖ **Budget Calendar**

## 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 9-1-1 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. Proposals for significant changes or expenditures generally must be vetted and approved by the executive staff by the end of the calendar year and would typically be reviewed by the Agency's CEO Board.

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, Debt Service 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 26, 2023. 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 16, 2023. On June 15 of 2023, the Board of Commissioners reviewed a revised budget based on the budget approved by the Budget Committee and adopted it.

## Calendar for the FY24 Budget Build

December, 2022							January, 2023							February, 2023						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31	29	30	31					26	27	28				

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

**December 15:** 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. Initial review of capital projects by the Board of Commissioners. Review/update/finalize Agency goals.

**January 19:** The CEO Board reviews draft budget, financial forecast and preliminary user fees.

**January 26:** The budget and fees presentation to users and users’ finance departments takes place (“Stakeholders Meeting”).

**February 16:** 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 16:** 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. The Board of Commissioners meet can meet to approve the budget.

**June 15:** CEO Board meeting and meeting of the Board of Commissioners. The Board of Commissioners approve a resolution to adopt the proposed budget. Second review of capital projects and projections by the Board of Commissioners.

# BUDGET SUMMARY

❖ Consolidated Budget

❖ Working Capital

❖ Requirements

❖ Other

❖ Resources

❖ Revenue

❖ Significant Expenditures

**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**

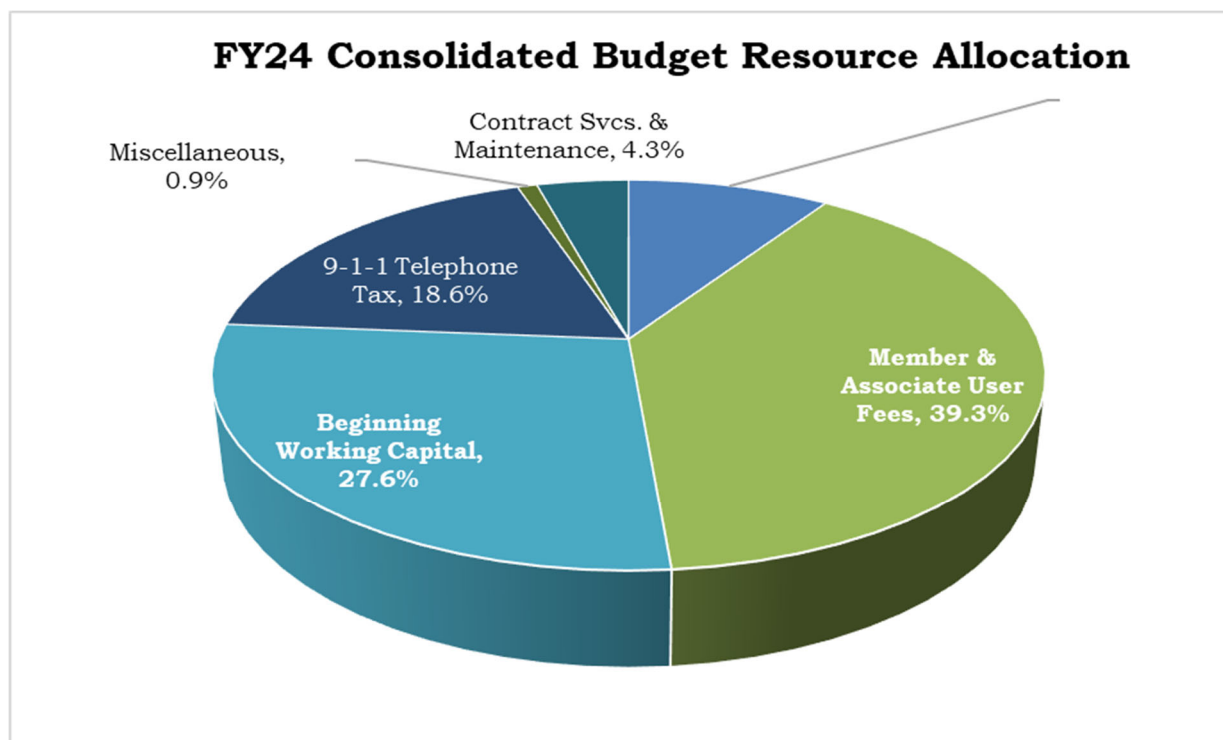
	Actual FY22	FY23 Adopted Budget	FY23 Estimated to June 30	Proposed Budget FY24
<b>RESOURCES</b>				
Beginning Working Capital	8,770,527	9,091,510	9,639,271	8,116,120
Revenues				
9-1-1 Telephone Tax	5,545,499	5,400,000	5,422,878	5,450,000
Interest Income	48,391	30,000	147,912	50,000
Member & Associate User Fees	10,704,561	11,107,826	11,109,459	11,529,501
Contract Svcs. & Maintenance	1,071,998	1,114,061	1,125,661	1,248,764
Rental Revenue	153,726	83,518	83,518	86,215
Miscellaneous	168,252	156,000	101,739	131,000
Wash. Co. Bond Distribution	5,946,913	4,200,000	4,200,000	2,750,000
Intergovt. Contract Revenue	-	-	-	-
Total Revenues	23,639,340	22,091,405	22,191,167	21,245,480
<b>TOTAL RESOURCES</b>	<b>\$ 32,409,867</b>	<b>\$ 31,182,915</b>	<b>\$ 31,830,438</b>	<b>\$ 29,361,600</b>
<b>REQUIREMENTS</b>				
Personnel Services	14,057,600	15,772,849	14,731,195	16,329,280
Materials & Services	2,041,848	3,511,751	3,322,462	3,223,415
Capital Outlay	6,671,148	4,689,000	4,678,889	4,253,000
Debt Service				122,473
Contingency		4,744,233		5,176,203
<b>TOTAL REQUIREMENTS</b>	<b>22,770,596</b>	<b>28,717,833</b>	<b>22,732,546</b>	<b>29,104,371</b>
Fund Balance (UEFB)		2,465,082		257,229
Fiscal Year End Fund Balance	9,639,271		9,097,892	
<b>TOTAL BUDGET</b>	<b>\$ 32,409,867</b>	<b>\$ 31,182,915</b>	<b>\$ 31,830,438</b>	<b>\$ 29,361,600</b>

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**FISCAL YEAR 2023-24 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 FY24 are as follows:



The following is a narrative regarding the major resources budgeted for FY24, but first, the components of “Miscellaneous Income” are described.

Miscellaneous income, as illustrated above, totals \$267,215 and is comprised of the following:

- \$96,000 (35.9% of the total) reflects grants related to GIS work the agency does.
- \$86,215 (32.3% of the total) is from radio tower space which WCCCA rents to cell phone and internet companies.
- \$50,000 (18.7% of the total) is an estimate of investment income
- \$35,000 (13.1% of the total) is miscellaneous revenue. This is mostly fees received for reproducing 9-1-1 call recordings.
- \$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

	<b>Actual 2020-21</b>	<b>Actual 2021-22</b>	<b>Estimate 2022-23</b>	<b>Budget 2023-24</b>
Beginning	\$7,691,881	\$7,655,856	\$ 8,637,633	\$ 7,108,520
Changes	1,626,489	(36,021)	(1,529,113)	(2,682,688)
Ending	7,655,856	8,637,633	7,108,520	4,425,832
% Change		12.8%	-17.7%	-37.7%

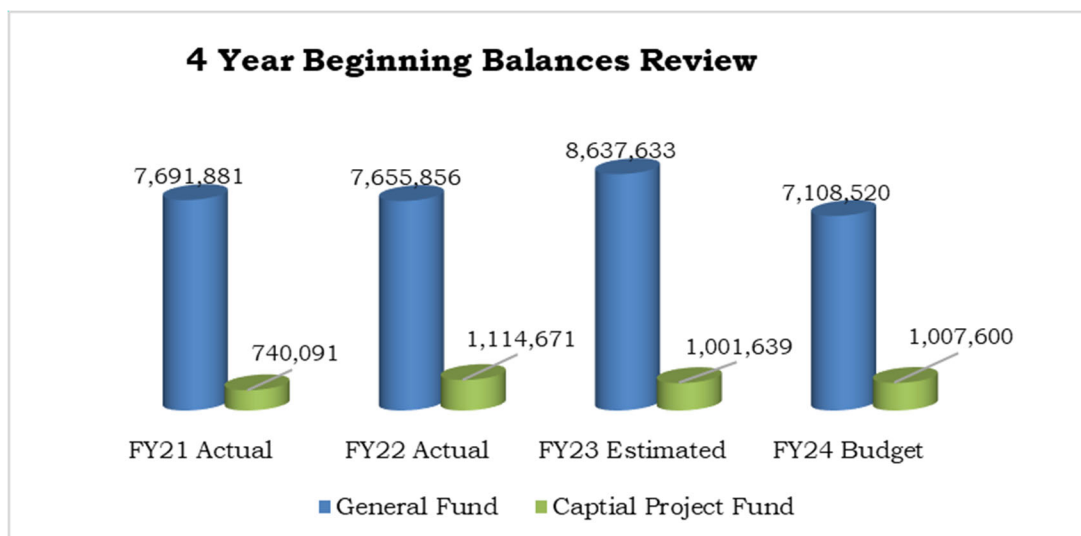
A fund balance policy was introduced for the General Fund in FY21 which sets a fund balance target of 3 months operating costs. For FY24 this will be around \$4.4 million. Fiscal year 2023-24 General Fund ending balance is expected to reduce by 37.7%. The fund balance in excess of the fund balance policy is largely the result of savings the Agency experienced through vacant positions. The Agency’s costing model is designed to offset unused funds above the fund balance policy against the upcoming year’s budget to minimize cost fluctuations for members and use funds efficiently.

**Capital Projects Fund**

Fund Balance

	<b>Actual 2020-21</b>	<b>Actual 2021-22</b>	<b>Estimate 2022-23</b>	<b>Budget 2023-24</b>
Beginning	\$ 740,091	\$1,114,671	\$ 1,001,639	\$ 1,007,600
Changes	374,580	(113,032)	5,962	1
Ending	1,114,671	1,001,639	1,007,601	1,007,601
% Change		-10.1%	0.6%	0.0%

The fund balance policy for the Capital Projects Fund 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 into the fund are planned at this time. Increases in the fund balance will be drive by interest income in the near future.

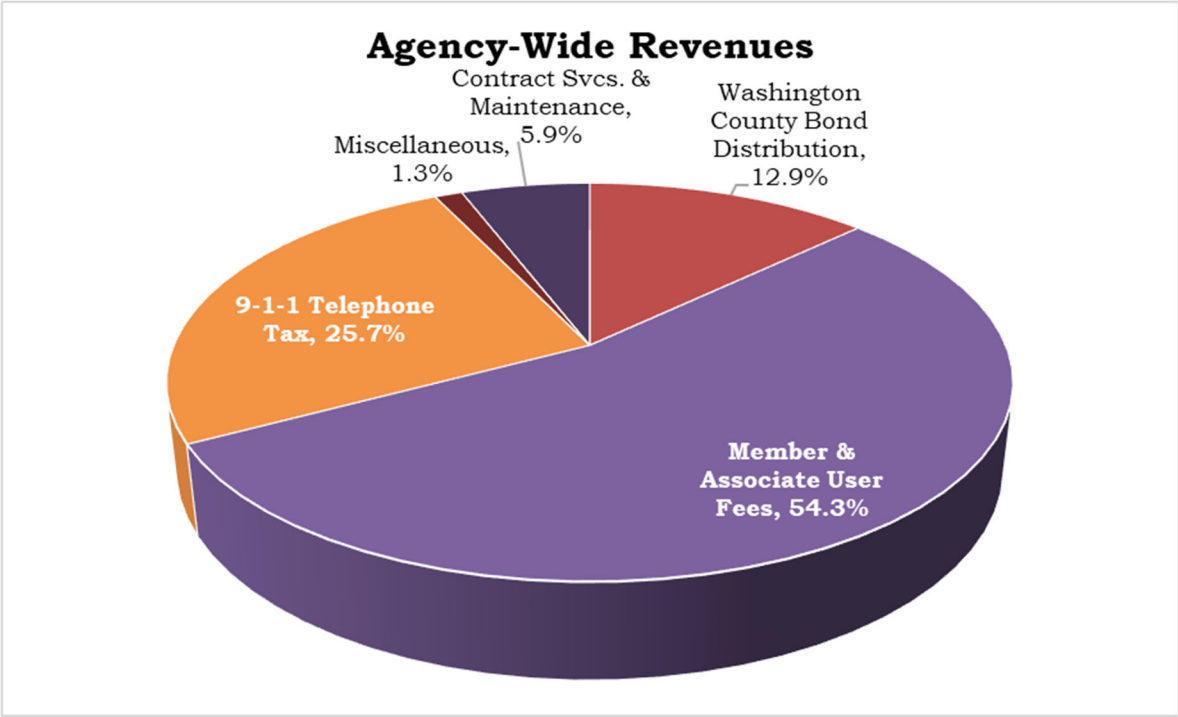


The beginning working capital for all funds combined increased between FY21 and FY23 due to staffing vacancies in the General Fund. FY24 reflects a spend down of some fund balance in relation to capital and will continue, in accordance with the Agency's long-term financial planning and expectations. 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 12.9% 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 FY24, this amount is \$2,750,000. 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 (87.1%) 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 54.3% of the revenues of the Agency as a whole for FY24 and 62.3% 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 25.7% of the total Agency revenues and 29.5% of the General Fund revenues in the upcoming budget. Together, these two sources of revenue account for 79.9% of the Agency’s estimated total revenues in the FY 2023-24 proposed budget and 91.8% for the General Fund.



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**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 members and partners' responsibility amounting to \$1,895,773 in FY24, 62.9% 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 policer 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 was not tolerable for some members. As a result, this allocation was frozen for a number of years, leading to an imbalance between the Agency's Fire and Law users. Beginning in FY24 with the approval of its boards, the Agency began a process to correct the imbalance and draw user costs closer to the intention of the original cost model design. When this process is completed, the volatility of this element in the model will be addressed.

In calendar 2022, Washington County began the process of reviewing its franchise agreement for ambulance services. The current provider had traditionally not contributed to the operation of the Agency. In the RFP for services beginning in FY24, the County included costs associated with dispatch services. Consequently, the Agency has budgeted \$500,000 for FY24 in anticipation of the new agreement between the service provider and Washington County.

Operationally, the new agreement will drive little change for WCCCA. Dispatch for ambulance services has been done and will continue to be done by staff dedicated to Fire dispatch. Therefore, the revenue anticipated from Washington County's ambulance agreement will be calculated as an offset to fees to Fire members, rather than a new revenue stream or a change in membership in the organization.

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).

Member Governments	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Budget
Washington County (Sheriff's Office)	2,653,102	2,609,443	2,769,339	2,816,229
Tualatin Valley Fire & Rescue	2,379,498	2,239,261	2,423,019	2,636,958
City of Hillsboro (Police & Fire)	1,914,016	1,866,105	2,011,209	2,059,100
City of Beaverton (Police)	1,488,897	1,455,831	1,519,294	1,549,106
City of Tigard (Police)	715,576	690,930	759,522	786,649
City of Forest Grove (Police & Fire)	511,123	506,225	551,246	583,435
City of Tualatin (Police)	378,512	361,368	391,835	375,409
City of Sherwood (Police)	218,390	219,075	229,087	234,959
City of Cornelius (Police & Fire)	200,761	191,185	194,182	210,665
Banks Fire District No. 13	33,171	33,171	35,191	36,247
City of King City (Police)	23,908	23,908	25,364	26,125
Gaston Rural Fire District	21,984	21,984	23,323	24,023
City of Durham (Police)	11,384	11,384	12,078	12,440
City of North Plains (Police)	14,399	14,399	15,276	15,735
City of Banks (Police)	8,309	8,309	8,815	9,079
City of Gaston (Police)	4,100	4,100	4,350	4,481
Public Safety Member Contract Fees	10,577,130	10,256,678	10,973,132	11,380,639
Member Government Radio (only) Fees	100,192	127,871	134,694	148,862
Total Member Contract Fees	\$10,677,322	\$10,384,549	\$11,107,826	\$11,529,501

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 10<sup>th</sup> 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 \$492.92 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 the potential volatility of remittances from the State of Oregon. Revenue from this source has leveled after the increase and is expected to remain so.

As mentioned previously, the 9-1-1 telephone excise tax revenue comprises 29.5% of the revenues budgeted in the Agency’s General Fund for FY24. 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>
2023-24	\$ 5,450,000 (A)	0.5%
2022-23	5,422,878 (B)	-2.2%
2021-22	5,545,499	22.0%
2020-21	4,546,269	23.1%
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	-3.3%

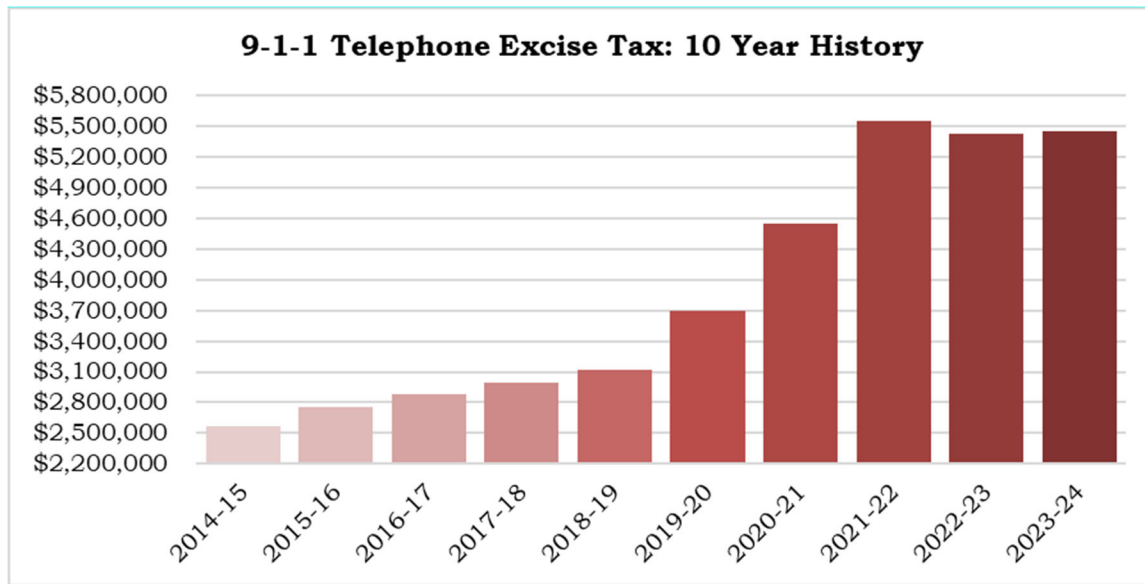
(A) Budgeted amount

(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

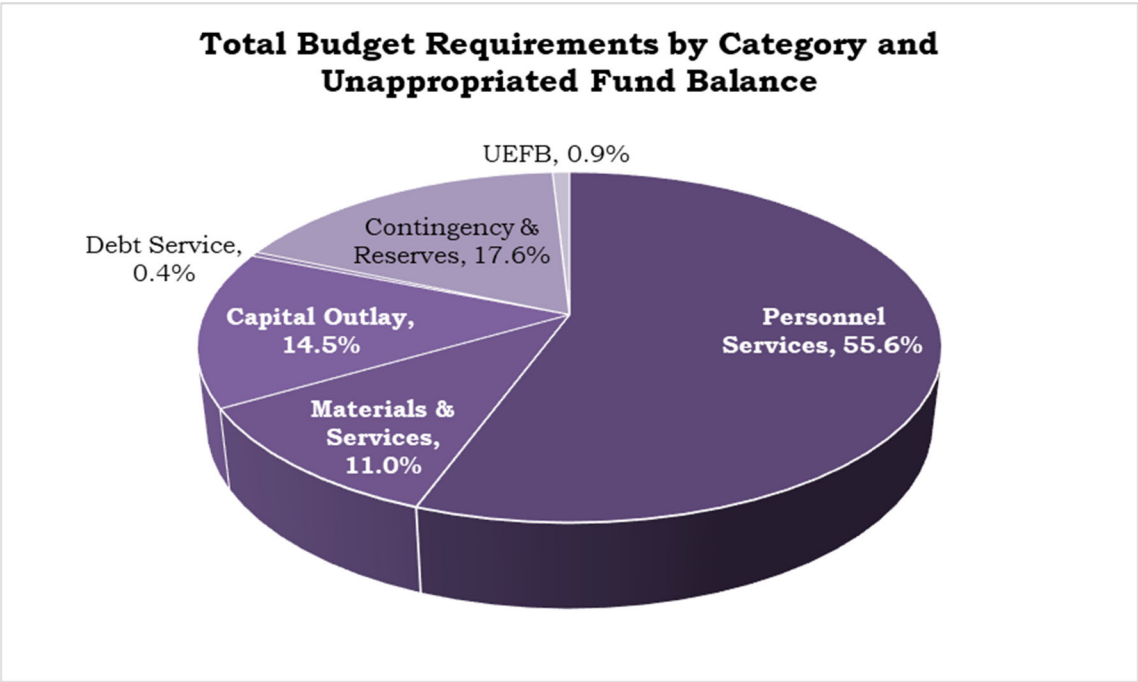
On May 17, 2016, Washington County went to the voters for funding replacement of the Emergency Communications System which WCCCA operates for its member agencies. Measure 34-243 was passed by the voters in Washington County to issue \$77 million in general obligation bonds by Washington County to fund 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 \$2.75 million in expenditures for the sixth 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 2023-24 are shown as follows:



Contingency is presented in the graph above at 17.6% of the total. This is calculated as a percent of the total amounts scheduled in the FY24 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.

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**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 \$556,430 (3.5%), despite the inflationary economic environment. This modest increase is driven by a labor agreement which increases 4.0% for represented employees. The WCCCA board directed the Agency to increase non-represented salaries at the same rate.

Overtime in our Operations Department has been driven by short staffing, however the Agency has become much more aggressive about hiring Operations position and overtime is anticipated to decrease as more dispatchers are hired and complete the training process, which can take up to a year. In addition, the Agency has experienced some turnover of tenured employees through retirements and terminations. The result has been a savings in salaries in the FY24 budget.

Total salaries for FY24 will increase by \$373,326 or 3.8% compared to FY23, however benefits are budgeted to increase \$183,104 (3.1%), as the Agency retains 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 \$2,829,071 (44.6% of all benefit costs) and health insurances at \$2,225,753 (35.9% of all benefit costs) for FY24. 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 consistent 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 \$288,336 in FY24 compared to FY23. This decrease is largely the result of reduced one-time expenditures related to the relocation of the Agency to the new facility.

**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 Annual Comprehensive Financial Report. The new building that houses

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this Agency's operations is leased from Washington County for a nominal some and improvements to the building done by the Agency can be capitalized.

Most of the Agency's Capital Outlay budget for FY24 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, improvements deemed not part of Washington County's Bond for the construction of the new facility for the Agency.

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 \$2.75 million for FY24 and does not impact the current operating budget.

The building which houses the Agency's operations is new and the Agency made the transition to it at the beginning of calendar 2023. The new facility features space for new emergency communication equipment, and complies with current seismic upgrades. As mentioned previously, the current building is owned by Washington County and leased to WCCCA for a nominal amount per year. Some improvements will undoubtedly prove to be necessary and likely will be done at the Agency's expense in future years, as the current bond will be exhausted after the final milestone payment is executed on the ECS project.

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**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 FY24. 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, 2023 is scheduled as a resource in the budget, the ending fund balance (the amount anticipated at June 30, 2023) is scheduled as contingency and unappropriated ending fund balance. Total reserves for the Agency (both funds combined) for FY2023-24 is \$5,433,432. Of this amount, \$5,176,203 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.

With the introduction of GASB 87, the Agency is required to account for lease payments as Debt Service. Previously, lease expenses have been accounted for in Materials & Services. Beginning in FY2023-24, the Agency has budgeted Debt Service for the first time, \$122,473.

**BUDGET ADOPTION**

In compliance with the State of Oregon Local Budget Law, the FY24 proposed budgets for the Agency were presented to the Budget Committee at its February 16, 2023 meeting, where the Budget Committee deliberated and approved the budget. On June 15, 2023, 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



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intended to serve as a financial and operational plan to achieve the Agency's goals and objectives.

# INDIVIDUAL FUNDS

❖ General Fund  
❖ Radio Sites Map

❖ Capital Projects Fund

**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,
- lease payments accounted for as debt service 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 2023-24, the Agency has maintained its budgeting units without change. In previous years the Human Resources budget was a stand-alone, but has now been combined with the Administration budget. Several years ago, Performance Management was a separate budget but has been combined into Administration for many years. In FY23, two new budgets for two joint ventures with other local emergency services jurisdictions were 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, \$4,176,203 is appropriated as contingency in FY 2023-24. The estimated ending fund balance, \$249,629 is scheduled as unappropriated ending fund balance.

The General Fund of governmental entities is always disclosed as a major fund for the Annual Comprehensive Financial Report (ACFR). On the following page is a chart comparing the current proposed budget, the current year's activity and associated budget along with FY22 actuals. This is followed by a breakdown of the General Fund budget for FY24 by department.

**General Fund**

	Actual FY22	FY23 Adopted Budget	FY23 Estimated to June 30	Proposed Budget FY24
<b>RESOURCES</b>				
Beginning Working Capital	7,655,856	7,821,355	8,637,633	7,108,520
<b>Revenues</b>				
9-1-1 Telephone Tax	5,545,499	5,400,000	5,422,878	5,450,000
Interest Income	42,548	30,000	141,950	50,000
Member & Associate User Fees	10,704,561	11,107,826	11,109,459	11,529,501
C800 Contract Revenue	888,651	963,181	963,181	1,077,203
Non-member Contract Revenue	147,346	133,880	133,648	143,561
Contract Svcs. & Maintenance	36,001	17,000	28,832	28,000
Rental Revenue	153,726	83,518	83,518	86,215
Miscellaneous	168,252	156,000	101,739	131,000
Total Revenues	17,686,584	17,891,405	17,985,205	18,495,480
<b>TOTAL RESOURCES</b>	<b>\$25,342,440</b>	<b>\$25,712,760</b>	<b>\$26,622,838</b>	<b>\$25,604,000</b>
<b>REQUIREMENTS</b>				
Personnel Services	14,057,600	15,772,849	14,731,195	16,329,280
Materials & Services	2,041,848	3,511,751	3,322,462	3,223,415
Capital Outlay	605,359	489,000	478,889	1,503,000
Debt Service	-	-	-	122,473
Contingency	-	3,744,233	-	4,176,203
<b>TOTAL REQUIREMENTS</b>	<b>16,704,807</b>	<b>23,517,833</b>	<b>18,532,546</b>	<b>25,354,371</b>
Fund Balance (UEFB)	-	2,098,926	-	249,629
Fiscal Year End Fund Balance	8,637,633	-	7,108,520	-
<b>TOTAL BUDGET</b>	<b>\$25,342,440</b>	<b>\$25,616,759</b>	<b>\$25,641,066</b>	<b>\$25,604,000</b>

**Total FY24 Budget by Department**

	Personnel Services	Materials & Services	Capital Outlay	Debt Service	Total Requirements
<b>Departmental</b>					
Administration & Finance	1,646,647	905,657	-	11,500	2,563,804
Operations	11,976,249	276,076	-	-	12,252,325
Data Services	905,442	392,624	710,000	-	2,008,066
MAJCS	-	497,453	-	-	497,453
PDCC	-	65,076	-	-	65,076
Radio Services	1,800,943	337,779	40,000	-	2,178,722
Facilities	-	748,750	753,000	110,973	1,612,723
Total Operational Expenditures	\$ 16,329,280	\$ 3,223,415	\$ 1,503,000	\$ 122,473	\$ 21,178,168
<b>Non-Departmental</b>					
Contingency					4,176,203
Unapp. Ending Fund Bal.					249,629
Total Budget					<u>\$ 25,604,000</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.

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 in FY23 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 FY24 budget for Administration increasing 10.1% mostly based on associated salary expense and the intention to budget for cyber insurance in FY24.

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*). Not applicable in FY23 or FY24 until the current agreement expires.

**Administration Benchmarks**

<u>Current Goal</u>	<u>Criteria</u>	<u>FY23 Achieved</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	✓	✓	✓
ACFR 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	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	N/A	✓	new

✓ Goal achieved  
✗ Goal not met

**ADMINISTRATION**

<b>Object/Account Name</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Actuals</b>	<b>FY22 Actuals</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
<b>Personnel Services</b>						
5001 ADMIN-SALARIES & WAGES	525,734	533,867	711,357	792,589	980,775	1,026,550
5015 VACATION PAYOUT	-	8,126	45,199	4,022	-	-
5120 OVERTIME PAY	-	-	1,038	-	2,000	2,000
5130 CELL PHONE ALLOWANCE	-	-	-	2,921	-	8,000
5121 COMP TIME	1,295	3,344	8,724	-	8,000	3,600
5201 PERS CONTRIBUTION	131,585	151,946	207,037	210,719	287,325	291,242
5203 FICA/MEDICARE	38,250	38,972	52,040	61,893	74,308	78,531
5204 OREGON PAID LEAVE TAX	-	-	-	-	-	4,161
5206 WORKERS COMP	1,063	700	1,605	3,487	5,449	4,681
5207 TRIMET TAX	2,792	2,872	3,880	5,462	7,765	7,593
5210 HEALTH INSURANCES	57,641	77,371	101,843	110,136	153,570	179,946
5230 DEFERRED COMPENSATION MATCH	6,567	7,492	6,983	8,771	12,385	13,002
5240 LIFE/DISABILITY/VEBA	4,139	4,355	5,536	6,516	8,917	8,841
5250 UNEMPLOYMENT INSURANCE	182	1,420	19,015	-	11,889	10,000
5295 VEHICLE ALLOWANCE	7,200	7,359	6,400	8,400	8,500	8,500
<b>Total Personnel Services</b>	<b>776,448</b>	<b>837,824</b>	<b>1,170,657</b>	<b>1,214,916</b>	<b>1,560,883</b>	<b>1,646,647</b>
<b>Materials and Services</b>						
5300 OFFICE SUPPLIES	8,425	5,375	7,273	4,839	10,200	10,200
5303 UNIFORMS	(13)	2,200	174	3,599	3,300	4,000
5310 BACKGROUND INVESTIGATIONS	-	-	-	-	1,350	-
5313 EMPLOYMENT TESTING	-	-	-	-	12,000	12,000
5323 FOOD/REFRESHMENTS	66	488	387	82	2,500	2,500
5330 NONCAPITAL FURNITURE & EQUIP	698	200	-	2,792	2,000	3,500
5367 LEASED/RENTED EQUIPMENT	8,772	8,207	8,544	6	11,500	-
5368 MAINTENANCE AGREEMENTS	7,760	7,611	8,777	6,965	11,500	-
5400 INSURANCE	92,391	95,053	132,709	5,572	165,000	11,500
5410 LEGAL SERVICES	62,359	80,459	115,690	147,832	70,000	238,324
5412 AUDIT FEES	20,391	46,828	15,210	55,626	40,000	95,000
5413 CONTRACTED SERVICES	20,613	24,883	-	54,366	-	60,000
5414 PROFESSIONAL SVC CONTRACTS	29,269	22,175	100,839	81,598	348,100	360,100
5430 TELEPHONE	6,910	7,426	6,090	6,032	12,000	15,000
5431 ADMIN. TELEPHONE	2,400	1,600	2,800	2,800	3,600	-
5461 TRAINING	5,957	3,165	2,402	3,562	9,130	11,045
5462 TRAVEL EXPENSE	15,723	4,439	(394)	6,759	21,270	24,680
5472 EMPLOYEE RECOGNITION/AWARDS	8,263	10,936	12,314	7,587	11,500	13,500
5481 COMMUNITY EDUCATION	-	1,418	125	89	3,000	3,000
5500 SUBSCRIPTIONS	10,742	3,481	3,506	2,424	2,800	2,050
5505 MEMBERSHIP DUES	-	3,662	3,575	2,570	11,540	13,258
5510 SHIPPING & POSTAGE	1,275	895	2,582	1,449	2,000	3,000
5515 FEES & SVC CHARGES	5,599	5,171	8,758	7,749	8,000	8,000
5569 BAD DEBT EXPENSE	-	945	-	-	1,000	1,000
5570 BUSINESS EXPENSE	365	5,000	5,000	5,135	-	10,000
5572 ADVERTISING/PUBLIC NOTICES	2,130	1,829	2,934	2,382	4,385	4,000
<b>Total Materials and Services</b>	<b>310,096</b>	<b>343,446</b>	<b>439,295</b>	<b>411,815</b>	<b>767,675</b>	<b>905,657</b>
5800 TRANSFERS OUT TO OTHER FUNDS	150,000	-	-	-	-	-
<b>Total Other</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Administration</b>	<b>1,236,543</b>	<b>1,181,270</b>	<b>1,609,952</b>	<b>1,626,731</b>	<b>2,328,558</b>	<b>2,552,304</b>

**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, two half-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.

The FY24 budget is essentially unchanged from the previous year, excepting for inflation of certain items and typical increases in payroll.

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 58 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>Current Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</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**

<b>Object Account Name</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Actuals</b>	<b>FY22 Actuals</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
<b>Personnel Services</b>						
5001 ADMIN-SALARIES & WAGES	663,046	695,826	895,869	973,624	1,260,525	1,305,054
5002 UNION-SALARIES & WAGES	4,148,246	4,241,336	4,394,500	4,896,924	5,473,250	5,591,177
5015 VACATION PAYOUT	42,589	51,514	107,789	100,100	-	-
5120 OVERTIME PAY	495,688	702,914	669,192	655,397	375,000	400,000
5121 COMP TIME	95,363	81,793	70,898	81,384	100,000	100,000
5130 CELL PHONE ALLOWANCE	-	-	-	-	-	6,000
5201 PERS CONTRIBUTION	1,241,497	1,497,344	1,568,632	1,767,899	1,964,391	2,080,027
5203 FICA/MEDICARE	406,270	430,892	458,071	499,047	542,100	556,648
5204 OREGON PAID LEAVE TAX	-	-	-	-	-	29,609
5206 WORKERS COMP	12,069	6,758	15,298	24,612	25,231	25,168
5207 TRIMET TAX	29,799	32,720	36,054	40,747	43,253	45,894
5210 HEALTH INSURANCES	1,135,881	1,272,330	1,367,239	1,470,225	1,766,150	1,702,513
5230 DEFERRED COMP MATCH	45,875	49,585	51,709	51,416	61,275	65,880
5240 LIFE/DISABILITY/VEBA	50,952	53,759	51,584	55,784	64,879	65,880
5295 VEHICLE ALLOWANCE	2,400	2,400	1,400	2,400	2,400	2,400
<b>Total Personnel Services</b>	<b>8,369,675</b>	<b>9,119,171</b>	<b>9,688,235</b>	<b>10,619,559</b>	<b>11,678,453</b>	<b>11,976,250</b>
<b>Materials and Services</b>						
5300 OFFICE SUPPLIES	6,057	7,455	9,997	10,580	16,000	16,100
5302 TRAINING SUPPLIES	-	-	154	1,354	600	1,700
5303 UNIFORMS	21,833	17,163	14,716	26,949	26,100	28,500
5315 TUITION REIMBURSEMENT	1,000	-	1,330	-	1,000	-
5323 FOOD/REFRESHMENTS	326	919	1,524	631	2,100	2,100
5330 NONCAPFURNITURE & EQUIP	10,567	8,469	5,476	8,966	9,200	11,650
5332 OFFSITE STORAGE	6,180	7,170	3,420	7,156	5,000	-
5340 SOFTWARE UPGRADES	-	-	15,910	9,798	17,000	27,777
5350 FUEL	-	-	168	-	-	-
5364 M & R COMMUNICATIONS	1,676	2,353	4,592	6,416	8,500	8,500
5367 LEASED/RENTED EQUIPMENT	-	-	-	-	-	2,400
5368 MAINTENANCE AGREEMENTS	10,523	-	9,006	11,157	9,500	16,595
5413 CONTRACTED SERVICES	6,600	-	-	-	-	-
5414 PROF SVC CONTRACTS	3,341	11,157	16,918	32,790	46,500	31,500
5430 TELEPHONE	81,450	75,263	76,872	94,891	83,500	93,680
5431 ADMIN. TELEPHONE	4,200	4,275	4,800	5,100	6,600	-
5461 TRAINING	4,967	3,499	7,125	6,677	21,233	20,733
5462 TRAVEL EXPENSE	4,462	2,909	2,350	3,233	13,660	10,600
5472 EMPLOYEE RECOG/AWARDS	37	138	2,232	666	800	800
5500 SUBSCRIPTIONS	360	943	1,588	1,588	2,000	2,000
5505 MEMBERSHIP DUES	-	-	-	150	2,381	1,441
5571 RETREAT EXPENSE	216	233	-	-	-	-
<b>Total Materials and Services</b>	<b>163,794</b>	<b>141,946</b>	<b>178,178</b>	<b>228,102</b>	<b>271,674</b>	<b>276,076</b>
<b>Capital Outlay</b>						
5630 OFFICE FURN & EQUIP	80,521	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>80,521</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operations</b>	<b>8,613,990</b>	<b>9,261,117</b>	<b>9,866,413</b>	<b>10,847,661</b>	<b>11,950,127</b>	<b>12,252,326</b>

**INFORMATION TECHNOLOGY DEPARTMENT**

Information Technology 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 an Information Technology Supervisor, Database Administrator, a GIS/Mapping Analyst, three Information Technology technicians, and a shared Technical Services Manager. (5.4 FTE). There are three primary functional disciplines;

***Information Technology Supervisor*** - One full time position that plans, organizes, directs and supervises the Information Technology personnel, equipment and processes that are within the Information Technology Division which includes but is not limited to LAN/WAN/MAN networks, Computer Aided Dispatch system, paging systems, data and telemetry infrastructure, IP telephony systems, user/customer technical support and training; plan for and apply technical solutions to accomplish WCCCA's business needs; to advise and assist the Technical Services Manager; and to perform a variety of administrative, financial, managerial and technical tasks as may be assigned.

***Geographical Information Services (GIS)*** – One full time staff member that possesses and broad understanding of GIS principles and supports the agency's GIS needs with a specific focus on Public Safety dispatch operations. This work involves manipulating large and complex datasets and ensuring data quality in regard to accuracy, currency and completeness. This position coordinates multiple GIS projects and is responsible to guide or train others in the development, management and operation of GIS.

***Database Administrator (DBA)*** – One full time staff member that is responsible for overseeing and managing the implementation of the agencies databases, and Computer Aided Dispatch (CAD) systems. An individual in this role shall provide expert level design, installation, maintenance, and administration of the agencies databases and application systems. This person also provides direct leadership, administration and support of the agencies CAD system.

***Systems Administrator*** – One full time position responsible for leading the implementation and support of WCCCA Information Technology computer and server systems. An individual in this role shall oversee the installation, configuration, maintenance, diagnosis, repair, or replacement of multi-platform computer, security, and control systems. Provide advanced Computer Aided Dispatch (CAD) support and maintenance, monitor the overall performance and health of the Agencies servers, computer systems and related peripherals. Lead the installation and configuration of CAD and other applications and operating systems as required.

***Network Administrator*** – One full time position responsible for overseeing and managing the implementation and support of WCCCA Information Technology network equipment and services. This position shall provide expert level installation, configuration, maintenance, diagnosis, repair or replacement of multi-platform computer, networking, security, and control systems. Lead the provision of Computer Aided Dispatch (CAD) support and maintenance, monitor the overall performance and health of the Agencies network infrastructure, servers, computer systems, and related

peripherals. Ensure the successful installation and configuration of CAD, applications, and operating systems.

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

The Information Technology 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.

After salaries and wages, technology is the largest cost driver for the Agency, and most of this cost is captured in the Information Technology budget. 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 Information Technology goals. 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.

The FY24 budget is largely consistent with the previous year's budget. Some additional funds have been allocated to the function of department lead, which is not a new cost, but has been absorbed in prior years because of vacancy savings. Also additional money is allocated to new computer equipment in FY24 as the Agency does a final fit up for its new building.

Information Technology 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: Information Technology*)
- Manage and support of WCCCA Information Technology network equipment and services, including the installation, configuration, maintenance, diagnosis, repair or replacement of multi-platform computer, networking, security, and control systems. Insuring the overall performance and health of the Agencies network infrastructure, servers, computer systems, and related peripherals. (*Agency Goal: Information Technology*)
- 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: Information Technology)*

- Supporting, updating, and managing the Agency’s public facing and WCCCA/staff facing web sites. *(Agency Goal: Information Technology)*

**Information Technology Benchmarks**

<u>Current Goal</u>	<u>Criteria</u>	<u>FY23 Achieved</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

**INFORMATION TECHNOLOGY**

<b>Object</b>	<b>Account Name</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Actuals</b>	<b>FY22 Actuals</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
<b>Personnel Services</b>							
5001	ADMIN-SALARIES & WAGES	330,706	273,236	296,282	387,202	483,290	504,800
5015	VACATION PAYOUT	5,096	8,964	2,305	13,875		30,946
5120	OVERTIME PAY	2,751	9,444	8,846	11,473	15,000	12,000
5121	COMP TIME	3,164	932	-	-	2,500	2,500
5130	CELL PHONE ALLOWANCE	-	-	-	-	-	3,000
5201	PERS CONTRIBUTION	77,991	70,640	75,823	103,794	122,694	153,802
5203	FICA/MEDICARE	25,718	21,927	22,861	29,242	38,310	42,323
5204	OREGON PAID LEAVE TAX	-	-	-	-	-	2,213
5206	WORKERS COMP	890	454	1,101	1,923	2,003	2,047
5207	TRIMET TAX	1,847	1,502	1,626	2,268	3,005	3,430
5210	HEALTH INSURANCES	55,757	78,267	77,093	100,033	137,717	138,311
5230	DEFERRED COMPENSATION MATCH	3,360	2,595	2,117	2,135	5,008	5,532
5240	LIFE/DISABILITY/VEBA	3,290	2,625	2,333	3,199	4,507	4,537
<b>Total Personnel Services</b>		<b>510,570</b>	<b>470,586</b>	<b>490,387</b>	<b>655,144</b>	<b>814,034</b>	<b>905,441</b>
<b>Materials and Services</b>							
5300	OFFICE SUPPLIES	71	283	1,271	1,457	1,800	2,000
5303	UNIFORMS	921	1,137	172	2,000	2,000	2,300
5323	FOOD/REFRESHMENTS	-	26	-	24	-	100
5330	NONCAPITAL FURNITURE & EQUIP	26,829	123	-	569	-	10,000
5335	COMPUTER HARDWARE & SUPPLIES	20,490	37,580	30,268	46,479	34,200	53,500
5336	MAJCS CAD Technology	5,627	35,533	209,563	225,382	-	-
5340	SOFTWARE UPGRADES	32,265	-	3,411	9,485	2,000	2,500
5367	LEASED/RENTED EQUIPMENT	16,430	16,430	17,430	-	-	-
5368	MAINTENANCE AGREEMENTS	169,782	345,163	245,353	124,714	129,511	143,574
5413	CONTRACTED SERVICES	36,678	30,447	-	-	-	-
5414	PROFESSIONAL SVC CONTRACTS	-	-	190,926	173,058	93,000	87,403
5431	ADMIN. TELEPHONE	1,200	1,320	966	977	3,000	-
5461	TRAINING	2,602	988	1,503	1,740	5,300	3,700
5462	TRAVEL EXPENSE	6,290	571	-	(441)	9,000	6,500
5472	EMPLOYEE RECOGNITION/AWARDS	-	-	-	-	300	300
5500	SUBSCRIPTIONS	2,753	1,660	882	6,535	47,710	80,427
5505	MEMBERSHIP DUES	-	-	-	149	320	320
5515	FEES & SVC CHARGES	8	-	-	-	-	-
<b>Total Materials and Services</b>		<b>321,945</b>	<b>471,261</b>	<b>701,745</b>	<b>592,128</b>	<b>328,141</b>	<b>392,624</b>
<b>Capital Outlay</b>							
5660	COMPUTER EQUIPMENT	59,830	13,553	1,107,389	305,024	380,000	710,000
5700	CAPITAL OUTLAY	-	-	-	-	-	-
<b>Total Capital Outlay</b>		<b>59,830</b>	<b>13,553</b>	<b>1,107,389</b>	<b>305,024</b>	<b>380,000</b>	<b>710,000</b>
<b>Total Information Technology</b>		<b>892,345</b>	<b>955,400</b>	<b>2,299,521</b>	<b>1,552,296</b>	<b>1,522,175</b>	<b>2,008,065</b>

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

The FY24 budget established for MAJCS is very similar to the previous year’s budget. It reflects a reduction of anticipated expense in contracted maintenance and better allocates the budget to match the accounting.

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>Current Goal</u>	<u>Criteria</u>	<u>FY23 Achieved</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**

<b>Object</b>	<b>Account Name</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
		<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>
<b>Materials and Services</b>							
5335	COMPUTER HARDWARE & SUPPLIES	-	-	-	-	14,843	
5336	MAJCS CAT TECHNOLOGY	-	-	-	-	150,000	56,935
5340	SOFTWARE UPGRADES	-	-	-	-	358,401	41,192
5368	MAINTENANCE AGREEMENTS	-	-	-	-	-	314,537
5414	PROFESSIONAL SVC CONTRACTS	-	-	-	-	77,846	83,789
5430	TELEPHONE	-	-	-	-	-	1,000
<b>Total Materials and Services</b>		-	-	-	-	<b>601,090</b>	<b>497,453</b>
<b>Total MAJCS</b>		-	-	-	-	<b>601,090</b>	<b>497,453</b>



**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.

For FY24, the PDCC budget is nearly identical to the previous fiscal year.

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

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

**PDCC**

<u>Current Goal</u>	<u>Criteria</u>	<u>FY22 Achieved</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**

<b><u>Object Account Name</u></b>	<b><u>FY19</u></b> <b><u>Actuals</u></b>	<b><u>FY20</u></b> <b><u>Actuals</u></b>	<b><u>FY21</u></b> <b><u>Actuals</u></b>	<b><u>FY22</u></b> <b><u>Actuals</u></b>	<b><u>FY23</u></b> <b><u>Budget</u></b>	<b><u>FY24</u></b> <b><u>Budget</u></b>
<b>Materials and Services</b>						
5335 COMPUTER HARDWARE & SUPPLIES	-	-	-	-	2,064	2,721
5340 SOFTWARE UPGRADES	-	-	-	-	5,992	5,855
5368 MAINTENANCE AGREEMENTS	-	-	-	-	25,748	29,856
5410 LEGAL SERVICES	-	-	-	-	516	403
5414 PROFESSIONAL SVC CONTRACTS	-	-	-	-	31,792	25,548
5430 TELEPHONE	-	-	-	-	-	500
5572 ADVERTISING/PUBLIC NOTICES	-	-	-	-	248	193
<b>Total Materials and Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,360</b>	<b>65,076</b>
<b>Total PDCC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,360</b>	<b>65,076</b>

**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 end of calendar 2023. 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. Radio Services 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. The Technical Services manager is split 60/40 with Information Technology, giving Radio Services a budgeted total of 9.6 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.

Lead pay for on call technicians is calculated into the Personnel Services budget of Radio Services in FY24. Previously, this cost had been absorbed through vacancy savings. The FY24 budget also features \$75,000 additional funds in Maintenance Agreements for network security and monitoring. An additional \$70,000 is budgeted for Fire Station Alerting in Professional Services.

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>Current Goal</u>	<u>Criteria</u>	<u>FY23 Achieved</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	N/A	✓	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	N/A	✓	✗
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**

<u>Object Account Name</u>	<u>FY19</u> <u>Actuals</u>	<u>FY20</u> <u>Actuals</u>	<u>FY21</u> <u>Actuals</u>	<u>FY22</u> <u>Actuals</u>	<u>FY23</u> <u>Budget</u>	<u>FY24</u> <u>Budget</u>
<b>Personnel Services</b>						
5001 ADMIN-SALARIES & WAGES	724,096	763,736	824,311	790,103	957,957	1,044,374
5015 VACATION PAYOUT	2,245	4,274	11,976	3,510	-	46,418
5120 OVERTIME PAY	73,235	74,713	37,432	39,774	95,796	35,000
5130 CELL PHONE ALLOWANCE	-	-	-	-	-	7,000
5121 COMP TIME	2,698	5,412	10,971	6,403	7,000	6,000
5201 PERS CONTRIBUTION	172,499	215,522	228,576	237,637	304,436	304,000
5203 FICA/MEDICARE	59,817	62,377	65,197	63,363	81,678	87,687
5204 OREGON PAID LEAVE TAX	-	-	-	-	-	4,555
5206 WORKERS COMP	15,029	19,163	18,982	41,662	31,823	31,089
5207 TRIMET TAX	5,336	5,710	6,258	6,241	8,486	8,427
5210 HEALTH INSURANCES	125,313	141,150	167,107	164,586	212,151	204,983
5230 DEFERRED COMPENSATION MATCH	7,630	8,019	7,731	8,179	9,547	11,160
5240 LIFE/DISABILITY/VEBA	6,488	7,044	6,606	7,317	10,608	10,249
<b>Total Personnel Services</b>	<b>1,194,387</b>	<b>1,307,120</b>	<b>1,385,147</b>	<b>1,368,775</b>	<b>1,719,480</b>	<b>1,800,942</b>
<b>Materials and Services</b>						
5300 OFFICE SUPPLIES	1,171	1,115	1,586	1,059	1,000	1,200
5301 RADIO SUPPLIES	11,411	14,508	22,099	13,361	12,000	15,000
5303 UNIFORMS	2,293	3,415	2,942	4,400	4,000	4,500
5323 FOOD/REFRESHMENTS	258	822	105	239	320	320
5330 NONCAPITAL FURNITURE & EQUIP	-	120	3,744	-	500	600
5340 SOFTWARE UPGRADES	1,345	294	-	344	2,600	-
5350 FUEL	8,130	7,080	9,062	15,433	11,000	15,500
5360 RADIO INFRASTRUCTURE MATERIALS	61,475	39,781	36,770	41,340	45,000	50,000
5363 M & R VEHICLES	11,344	7,359	10,384	13,510	9,600	12,000
5368 MAINTENANCE AGREEMENTS	100,543	116,637	101,494	(2,372)	82,173	132,204
5414 PROFESSIONAL SVC	-	-	-	2,060	-	70,000
5430 TELEPHONE	92	1,218	1,735	3,741	1,200	4,000
5431 ADMIN. TELEPHONE	4,800	4,800	4,800	4,560	6,000	-
5461 TRAINING	410	410	-	200	2,475	2,645
5462 TRAVEL EXPENSE	6,615	5,118	-	1,509	3,500	3,500
5472 EMPLOYEE RECOGNITION/AWARDS	-	-	-	13	300	500
5500 SUBSCRIPTIONS	568	24	149	629	15,600	21,900
5505 MEMBERSHIP DUES	-	235	220	-	590	590
5510 SHIPPING & POSTAGE	688	503	643	3,219	550	3,000
5515 FEES & SVC CHARGES	9	20	-	-	-	-
5572 ADVERTISING/PUBLIC NOTICES	-	-	2,043	2,222	120	320
<b>Total Materials and Services</b>	<b>211,152</b>	<b>203,459</b>	<b>197,776</b>	<b>105,467</b>	<b>198,528</b>	<b>337,779</b>
<b>Capital Outlay</b>						
5610 BUILDING IMPROVEMENTS	-	-	-	-	-	40,000
5615 VEHICLES	31,954	77,058	-	38,460	109,000	-
5700 CAPITAL OUTLAY	-	-	65,313	-	-	-
<b>Total Capital Outlay</b>	<b>31,954</b>	<b>77,058</b>	<b>65,313</b>	<b>38,460</b>	<b>109,000</b>	<b>40,000</b>
<b>Total Radio Services</b>	<b>1,437,493</b>	<b>1,587,637</b>	<b>1,648,236</b>	<b>1,512,702</b>	<b>2,027,008</b>	<b>2,178,721</b>

**FACILITIES DEPARTMENT**

The Facilities 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 sites and related infrastructure and equipment through an intergovernmental contractual arrangement.

There are no FTE currently budgeted in the Facilities Department. All costs within the Facilities budget for FY24 are Materials and Services and are components crucial to the preservation and maintenance of radio traffic. There are several large capital projects budgeted in FY24. \$213,000 for new building improvements/repairs, \$80,000 for new service vehicle fit up, \$200,000 for a needed onsite storage building and parking area and \$200,000 for a forklift and man lift needed for maintenance and support of the new building.

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)*
- Finalize move in and fit up of the new Facility and related properties *(Agency Goals: Technical Services)*

**Facilities Benchmarks**

<u>Current Goal</u>	<u>Criteria</u>	<u>FY23 Achieved</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

**FACILITIES**

<b>Object Account Name</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Actuals</b>	<b>FY22 Actuals</b>	<b>FY23 Budget</b>	<b>FY24 Budget</b>
<b>Materials and Services</b>						
5300 OFFICE SUPPLIES	550	5,637	15,666	2,591	3,500	1,800
5330 NONCAPITAL FURNITURE & EQUIP	1,269	1,832	70	282	5,000	5,000
5350 FUEL	9,534	14,990	22,475	18,264	17,250	27,600
5361 M & R BUILDING	31,018	45,302	60,395	84,780	639,400	92,700
5362 M & R TOWER SITE FACILITIES	47,833	16,527	54,536	163,744	14,550	49,650
5368 MAINTENANCE AGREEMENTS	8,717	5,837	340	6,275	189,000	215,000
5413 CONTRACTED SERVICES	11,781	14,908	13,098	9,591	1,800	2,500
5416 BUILDING MAINTENANCE	41,902	35,094	40,176	47,552	30,000	56,000
5432 HEAT/ENERGY	4,148	4,389	1,489	5,001	5,000	5,000
5433 ELECTRICITY	133,641	139,734	170,671	199,973	239,000	265,000
5434 WATER/SEWER	13,403	9,452	10,220	11,478	23,000	25,000
5436 GARBAGE	2,842	2,787	2,836	2,949	2,900	3,500
5445 RENT FOR SITE LEASES	64,428	89,566	99,632	125,843	107,883	-
5515 FEES & SVC CHARGES	8	-	-	-	-	-
<b>Total Materials and Services</b>	<b>371,074</b>	<b>386,055</b>	<b>491,604</b>	<b>678,323</b>	<b>1,278,283</b>	<b>748,750</b>
<b>Capital Outlay</b>						
5610 BUILDING IMPROVEMENTS	-	-	-	-	-	213,000
5615 VEHICLES	-	-	-	-	-	80,000
5630 OFFICE FURNITURE & EQUIPMENT	-	-	-	230,330	-	60,000
5640 BUILDING EQUIPMENT	-	-	-	-	-	200,000
5645 SHOP EQUIPMENT	-	-	-	-	-	200,000
5650 COMMUNICATIONS EQUIPMENT	-	-	-	31,546	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>261,876</b>	<b>-</b>	<b>753,000</b>
5850 DEBT SERVICE	-	-	-	-	-	110,973
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>110,973</b>
<b>Total Facilities</b>	<b>371,074</b>	<b>386,055</b>	<b>491,604</b>	<b>940,199</b>	<b>1,278,283</b>	<b>1,612,723</b>

**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 FY24 in the General Fund, \$1,503,000 will be the budget for Capital Outlay. The largest single expense of this is \$650,000 budgeted in the Information Technology department for the upgrade of the VESTA 9-1-1 Call Taking system and related positions. There are several large expenditures related to improvements/modifications to the new building/property across the Radio, Facilities and Information Technology departments identified to maintain and support the facilities and internal infrastructure. In total these amount to \$853,000.

All projects for FY24 are one-time projects with the exception of the Admin Phone project, which is a recurring upgrade approximately every seven years. All projects relate to the functionality of operations or facilities, but no project in FY24 has associated operating costs. Future cost savings associated with all projects are indefinite or incalculable.

**GF Capital Outlay Summary**

<u>Project</u>	<u>FY24 Budget</u>	<u>Department</u>	<u>Description</u>
New Facility Soft Costs	\$ 650,000	Facilities	Projects/items unidentified related to the WCCA facility
Admin Phones	600,000	Information Technology	Upgrade Administration phone system
IT Infrastructure	110,000	Information Technology	Wrap up costs for technology installation related to new bldg.
Vehicles	80,000	Facilities	Man lift, fork lift and snow cat trailer
Radio Equipment	40,000	Radio	Deferred fit up costs for Radio Services in new building
Building Improvements	23,000	Facilities	Small projects associated with new facility
<b>Total</b>	<b>\$ 1,503,000</b>		



**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 transition into and fit up of the new facility. 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 FY24 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**

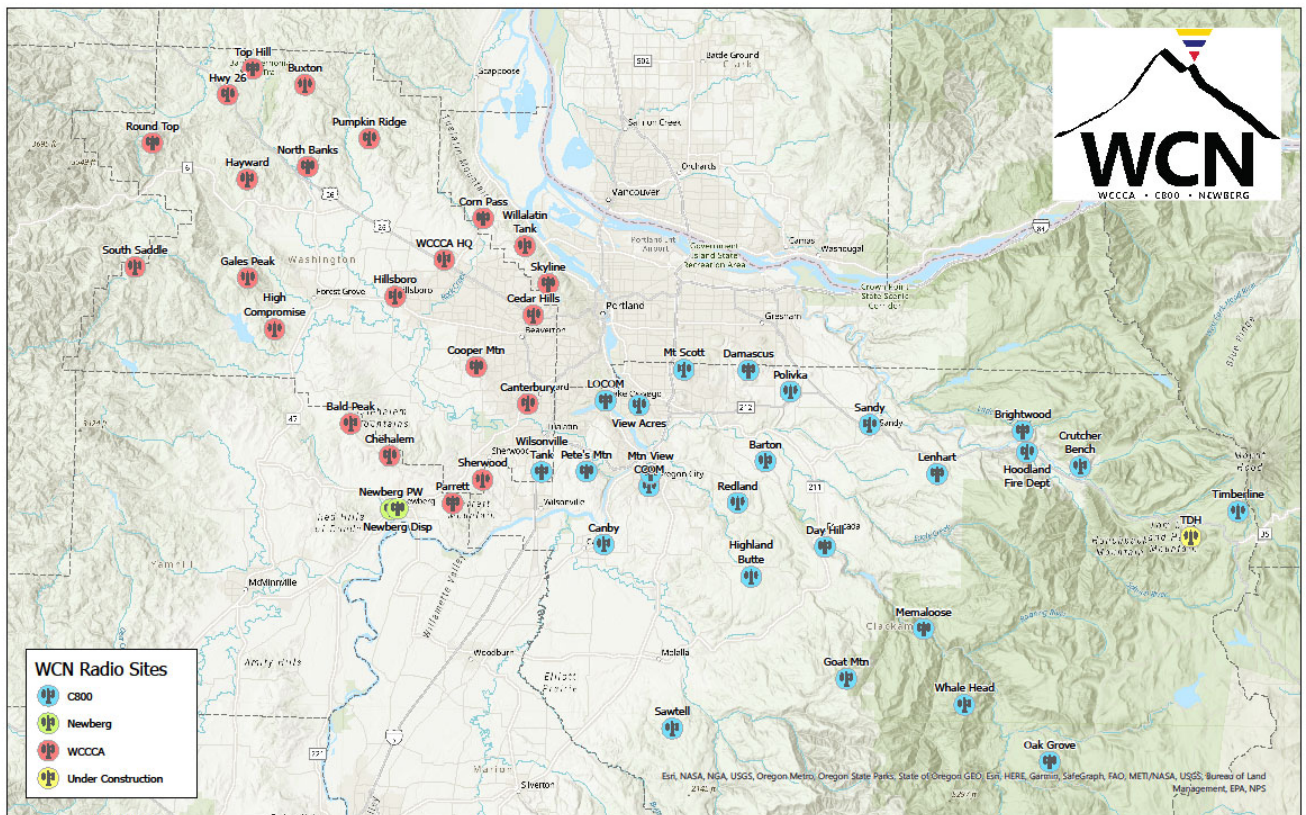
	Actual FY22	FY23 Adopted Budget	FY23 Estimated to June 30	Approved Budget FY24
<b>RESOURCES</b>				
Beginning Working Capital	1,114,671	1,270,155	1,001,638	1,007,600
Revenues				
Interest Income	5,843	-	5,962	-
Wash. Co. Bond Distribution	5,946,913	4,200,000	4,200,000	2,750,000
Total Revenues	5,952,756	4,200,000	4,205,962	2,750,000
<b>TOTAL RESOURCES</b>	<b>7,067,427</b>	<b>5,470,155</b>	<b>5,207,600</b>	<b>3,757,600</b>
<b>REQUIREMENTS</b>				
Capital Outlay	6,065,789	4,200,000	4,200,000	2,750,000
Contingency	-	1,000,000	-	1,000,000
<b>TOTAL REQUIREMENTS</b>	<b>6,065,789</b>	<b>5,200,000</b>	<b>4,200,000</b>	<b>3,750,000</b>
Fund Balance (UEFB)	-	270,155	-	7,600
Fiscal Year End Fund Balance	1,001,638	-	1,007,600	-
<b>TOTAL BUDGET</b>	<b>7,067,427</b>	<b>5,470,155</b>	<b>5,207,600</b>	<b>3,757,600</b>

### 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 FY24 operations budget, nor to future budgets as this project concludes.

Below is a map of the emergency communication system tower layout. Existing towers and new towers are show and related site owners identified. WCCCA tower denoted in RED.

### RADIO SITE LOCATIONS AND MICROWAVE NETWORK CONNECTIONS



# APPENDIX

**FISCAL YEAR 2023-24 MEMBER FEES**

WASHINGTON COUNTY CONSOLIDATED COMMUNICATIONS AGENCY											
FY 2023/24 WCCCA Member User Costs by Agency											
Prior Year	Agency	Dispatch Services	Radio System	Subtotal Costs	Amount over Prior Year	% Increase % above capped fee*	3% Cap Adjustment	Total \$ Increase over prior year	Recommended Budget	% Inc. after 3% Adj.	
\$ 2,769,339	Sheriff's Office	\$ 2,299,144	\$ 482,076	\$ 2,781,219	\$ 11,880	0.4%	\$ 35,009	\$ 46,889	\$ 2,816,228.73	1.7%	
1,519,294	Beaverton Police	1,375,565	154,284	1,529,849	10,554	0.7%	19,257	29,812	\$ 1,549,106.19	2.0%	
1,472,613	Hillsboro Police	1,291,546	167,100	1,458,646	(13,967)	-0.9%	18,361	4,394	\$ 1,477,007.18	0.3%	
759,522	Tigard Police	683,215	93,655	776,870	17,348	2.3%	9,779	27,127	\$ 786,648.95	3.6%	
391,835	Tualatin Police	327,365	43,377	370,742	(21,093)	-5.4%	4,667	(16,426)	\$ 375,409.24	-4.2%	
229,087	Sherwood Police	204,434	27,604	232,038	2,951	1.3%	2,921	5,872	\$ 234,958.68	2.6%	
358,474	Forest Grove Police	327,376	34,011	361,387	2,913	0.8%	4,549	7,462	\$ 365,936.38	2.1%	
137,686	Cornelius Police	150,578	-	150,578	12,892	9.4%	1,895	14,787	\$ 152,473.68	10.7%	
25,364	King City Police	47,155	7,394	54,549	29,184	115.1%*	(28,424)	761	\$ 26,125.31	3.0%	
15,276	North Plains Police	35,211	-	35,211	19,935	130.5%*	(19,476)	458	\$ 15,734.61	3.0%	
12,078	City of Durham	12,153	-	12,153	76	0.6%*	350	426	\$ 12,439.99	3.0%	
8,815	Banks Police	11,478	-	11,478	2,663	30.2%*	(2,399)	264	\$ 9,079.48	3.0%	
4,350	Gaston Police	4,745	-	4,745	395	9.1%*	(264)	131	\$ 4,480.65	3.0%	
<b>\$ 7,703,735</b>	<b>Total Police Costs</b>	<b>\$ 6,769,966</b>	<b>\$ 1,009,500</b>	<b>\$ 7,779,466</b>	<b>\$ 75,732</b>		<b>\$ 46,226</b>	<b>\$ 121,958</b>	<b>\$ 7,825,629.07</b>		
\$ 2,423,019	TVFR	\$ 2,211,320	\$ 392,857	\$ 2,604,177	\$ 181,158	7.5%	\$ 32,781	\$ 213,939	\$ 2,636,958.23	8.8%	
538,596	Hillsboro Fire	488,102	86,754	574,856	36,261	6.7%	7,236	43,497	\$ 582,092.46	8.1%	
192,773	Forest Grove Fire	165,503	49,292	214,795	22,022	11.4%	2,704	24,725	\$ 217,498.59	12.8%	
56,496	Cornelius Fire	61,226	32,533	93,759	37,262	66.0%*	(35,567)	1,695	\$ 58,191.05	3.0%	
35,191	Banks Fire District #	25,769	39,927	65,695	30,504	86.7%*	(29,448)	1,056	\$ 36,247.01	3.0%	
23,323	Gaston Fire	19,858	28,096	47,954	24,631	105.6%*	(23,931)	700	\$ 24,022.86	3.0%	
<b>\$ 3,269,398</b>	<b>Total Fire Costs</b>	<b>\$ 2,971,777</b>	<b>\$ 629,459</b>	<b>\$ 3,601,236</b>	<b>\$ 331,838</b>		<b>\$ (46,226)</b>	<b>\$ 285,611</b>	<b>\$ 3,555,010.20</b>		

\* = subject to a cap of 3% increase

10,973,132	<b>Combined Police &amp; Fire member fees, above:</b>			<b>Agency Members</b>	<b>\$ 11,380,639</b>	
134,694	Member Dispatch	Member Radio	Total	<b>+Associate Members</b>	<b>148,862</b>	
<b>\$ 11,107,826</b>	\$ 9,741,744	\$ 1,787,821	\$ 11,529,564	<b>Total</b>	<b>\$ 11,529,501</b>	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."<sup>1</sup> 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,"<sup>2</sup> 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)."<sup>2</sup>

**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

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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.