



Chief Executive Officers Board Meeting
Thursday, April 16, 2026, 1:30pm
5900 NE Pinefarm Court, Hillsboro, Oregon 97214
or online via Microsoft Teams (for link call 503-690-4911)

Agenda

- A. **Call to Order**
- B. **Roll Call**
- C. **Approval of Meeting Minutes**
 - 1. *February 19, 2026 meeting minutes
- D. **Public Comment**
- E. **Written Communication**
- F. **Finance Report**
 - 1. *March 2026 Financial Summary
- G. **New Business**
 - 1. *Compensations Study – 911 Operations
- H. **Project Reports**
 - 1. Technical Services Update
- I. **Director's Update**
- J. **Adjourn**

Next CEO Board meeting is May 21, 2026 at 1:30pm

* Requires Action

**Washington County
Consolidated Communications Agency**

Minutes

Washington County Consolidated Communications Agency
Chief Executive Officers Board
Meeting Minutes

February 19, 2026
In Person / Online using Teams

Present Keith Mays, Board Chair, City of Sherwood, City Councilor
 Jim Coleman, City of Hillsboro, Chief of Police
 Deric Weiss, TVF&R, Fire Chief
 Ernie Happala, City of King City, Chief of Police
 John Koch, WCSO, Undersheriff

Staff Present Mark Buchholz, Executive Director
 Michael Stout, Chief Financial Officer
 Kim Foster, Operations Manager
 Barbi Denman, Administrative Specialist
 Amanda Kasmeyer, Accounting Technician

A. Call to Order

Chair Mays called the meeting to order at 1:30 pm

B. Roll Call

C. Approval of Meeting Minutes

1. December 18, 2025
2. January 29, 2026, Special Meeting

Weiss moved to accept the December 18, 2025 and January 29th, 2026, minutes as presented. Second by Happala.

Mays – aye; Coleman – aye; Weiss – aye; Happala - aye

All were in favor and the Motion carried.

D. Public Comment - None

E. Written Communication – None

F. Finance Report (Stout)

Stout presented the November through January 2026 financials. Expenses were a bit higher than normal, due to hiring, retro and retirement payouts in January.

Coleman moved to approve the January 2026 financial summary as presented. Second by Happala.

Mays – aye; Coleman – aye; Weiss – aye; Happala - aye

All were in favor and the Motion carried.

G. Unfinished Business

1. Executive Director Compensation Philosophy (Mays)

The philosophy was presented in follow-up from a board member request at the Special CEO Board meeting held on January 29th.

Weiss indicated the philosophy looked good, but commented that he would like to see the actual comparable agency names removed from the document, and use “regional comparators” instead.

Weiss moved to amend the philosophy and approve by removing agency names and replacing them with “Regional Comparators” as presented. Second by Happala.

Mays – aye; Coleman – aye; Weiss – aye; Happala - aye

All were in favor and the Motion carried.

2. Amend Executive Director’s Employment Agreement (Mays)

Request CEO Board approve and recommend to the BOC, to amend the Executive Director’s employment agreement to reflect a 4% increase in salary.

Weiss moved to approve the 4% salary increase for the Executive Director. Second by Coleman.

Mays – aye; Coleman – aye; Weiss – aye; Happala - aye

All were in favor and the Motion carried.

3. Operations Manager Classification Compensation Study (Buchholz)

WCCCA is currently working with HR Answers on compensation studies for twelve classifications. Once the work is completed, details will be included for discussion at a future board meeting. The Operations Manager position ranges were presented and discussed.

Due to our recent Operations Manager vacancy and the fact that CCOM has recently posted an Operations Manager position, Buchholz requested CEO Board approval of the HR Answers proposed wage range for the Operations Manager to allow posting the position at a more competitive salary.

Happala would like to first see the full job description before any decisions are made. Weiss indicated he would like to see how the proposed range compared to other positions in the organization. No action was taken on the request by Buchholz.

H. New Business (Mays)

1. Agenda Bill - Metro West request reduction in annual radio fee

Due to operational changes at Metro West, they have removed 31 of their 70 radios configured on the system and included in their annual radio fee from WCCCA.

Normally, WCCCA does not refund or reduce radio fees for a given fiscal year once the annual budget is established. In this case, Metro West has requested the CEO Board consider this specific situation and allow a reduction in their current annual fee representative of the radios they have removed from the system. Due to the unusual and significant impact to Metro West of no longer being the franchise ambulance service provider for Washington County, it appears to be a reasonable request.

Staff recommends CEO Board approve a reduction in the FY26 annual radio system use fee of Metro West Ambulance by \$8,717, based on their reduction of radios from 71 to 40.

Happala motioned to approve the reduction in the FY27 annual radio system use fees for Metro West Ambulance \$8,717. Second by Coleman.

Mays – aye; Coleman – aye; Weiss – aye; Happala – aye

Motion carried unanimously.

2. Agenda Bill – Correction of Audit Deficiency (Stout)

The FY25 audit by TKW was completed in December. Included in the audit was one audit deficiency. The deficiency derived from how WCCCA accounted for the collective bargaining agreement retro provision. This was due to a communication breakdown between the agency/finance department and the auditors.

It was a question of which period the provision should be recorded in and how it was reflected in the financial statements. The auditors had Stout correct it by putting it into the previous fiscal year. We will need to file a corrective action with the Secretary of State.

Staff recommends the CEO Board endorse the action plan described by approving this agenda bill and enabling the chair to sign the attached letter.

Weiss moved to endorse the corrected Audit Deficiency/action plan and approve the Chair to sign the attached letter. Second by Happala.

Mays – aye; Coleman – aye; Weiss – aye; Happala - aye

All were in favor and the Motion carried.

3. FY27 Proposed Budget Preview (Stout)

Stout presented the proposed FY27 Budget preview. He is proposing a 5.48% increase in member fees for the next year. Primarily driven by the recent labor agreement which is a 5% COLA in the contract.

Noted: Total operating expenses are expected to rise by 3.2%. Due to the reduced Capital Outlay and transfers, the expected increase is not the 5% as projected. Shown was an increase to legal fees, due to DRO legal action, as well as budgeted funds for Nurse Navigator. There is also the Juniper replacement project and some server upgrades, in addition to new phones for the training lab in FY27.

Also presented, was the FY27 WCCCA Member User Costs by Agency. Noted were Tualatin and Cornelius Police significant increases based on proportional shares of air time, with a lower amount for Sherwood.

Hillsboro Fire added several radios, which increases their costs. Calls for service in Forest Grove, were down last year. Due to the proportional sharing of costs, these costs shift to the other two fire users.

Weiss asked for clarification of the 5% Cap Adjustment column. Stout indicated that it was an attempt to show the cost shift of the small member subsidy between fire and law, but he will review and follow up. He also wanted to clarify the number representing Nurse Navigator on the General Funds proposed budget. What is listed is \$100,000 which represents the net increased amount that is budgeted in FY27, rather than the total amount of the contract.

4. Five Year Financial Forecast (Stout)

Stout followed up with his FY27 General Fund projections. It is budgeted to spend down the fund balance about \$5.5 million in FY27 though the current projection is for a \$2.8 million spend down in FY27. This is a significant hit to our fund balance and every year that fund balance is offsetting member fees.

Currently there is a 14% increase scheduled for FY28. We know that is not reasonable and if it appears to be likely for FY28 there will be future discussions on how to off-set it.

Weiss asked if dispatch centers are able to use Grants when updating/purchasing CAD replacements costs. Stout is not aware of any. Buchholz believes there were some in the past, but not at this time.

I. Technical Services Update (Buchholz)

Activity and Projects:

Radio Update:

- WCCCA will be installing the latest version of CAD onto the test system on February 26th. Version 25.10.
 - Cutover date for the new CAD is scheduled for November 2026.

J. Director's Update (Buchholz)

Staffing:

- One dispatcher wrapping up in the in-house academy. Already completed DPSST.
- Seven are in the process of training with their coaches.
- Targeting 4 new hires for March.

AI Contract:

The contract has been completed. WCCCA is now working to collect data needed for the project kick off to commence in about six weeks. This is the day Aurelian will start their configuration of the non-emergency call handling software. They estimate six to eight weeks for the configuration phase.

Mays: Reminder to members, please schedule regular 1on1's with Mark.

K. Adjourn

The meeting was adjourned at 2:14 pm

Next CEO meeting is March 19, 2026 at 1:30 pm.

**Washington County
Consolidated Communications Agency**

Financial Report

WCCCA

General Fund

75.0%

	L	S	T	U	V	Y	Z	AA	AB	AC
	Actuals FY25	Actuals January	Actuals February	Actuals March	Projected April	Actuals FY26YTD	Projected FY26	Budget FY26	proj. budget variance	% budget
5 911 Telephone Tax	5,583,213	-	1,404,897	-	-	4,232,534	5,632,534	5,475,000	157,534	77.3%
6 Interest Income	513,028	38,629	33,967	35,224	38,000	359,079	473,079	400,000	73,079	89.8%
7 Member & Associate User Fees	11,651,561	1,047,601	1,047,601	1,047,601	1,047,601	9,428,412	12,571,215	12,571,204	11	75.0%
8 C800 Contract Revenue	1,129,486	104,999	104,999	104,999	104,999	944,989	1,259,986	1,259,984	2	75.0%
9 EMS Dispatch Fees	700,000	57,589	57,589	57,589	57,589	518,297	691,062	691,062	-	-
10 Non-Member Contract Revenue	157,955	18,600	11,336	17,147	18,000	159,419	213,419	223,198	(9,779)	71.4%
11 Maintenance - Members	87,299	6,310	-	-	1,500	24,797	29,297	20,000	9,297	124.0%
12 Maintenance -C800	23,319	3,855	-	-	500	9,025	10,025	10,000	25	90.3%
13 Maintenance - Non-Members	7,082	2,863	-	-	333	11,743	12,743	4,000	8,743	293.6%
14 Tower Site Rent	41,779	-	-	-	-	128,045	131,145	109,372	21,773	117.1%
15 Insurance Claims	-	-	-	-	-	40,467	40,467	-	40,467	-
16 Miscellaneous Revenue	148,613	8,670	51,957	2,238	30,050	150,457	186,107	202,944	(16,837)	74.1%
17 Pass Through	(28,581)	10,970	(476,076)	(4,619)	425,000	(470,845)	-	-	-	-
19 Total Revenue	20,014,754	1,300,085	2,236,269	1,260,179	1,723,572	15,536,420	21,251,080	20,966,764	284,316	74.1%
21 Personal Services	15,915,524	1,506,181	1,401,152	1,438,561	1,465,778	12,513,431	16,931,264	19,280,416	2,349,152	64.9%
22 Materials and Services	2,655,591	153,287	383,429	153,680	295,220	2,455,019	3,395,179	4,696,548	1,301,369	52.3%
23 Capital Outlay	652,247	35,155	12,019	52,876	64,125	763,507	1,181,882	1,308,400	126,518	58.4%
24 Other, incl. Transfers	1,575,000	-	-	-	-	1,100,000	1,100,000	1,100,000	-	-
25 Debt Service	130,975	5,533	1,160	1,363	2,667	102,151	143,151	153,495	10,345	66.5%
26 Total Operating Expense	20,929,337	1,700,156	1,797,760	1,646,480	1,827,789	16,934,108	22,751,476	26,538,859	3,787,384	63.8%
29 NET GAIN (LOSS)										
30 Beginning Fund Balance	11,302,866	9,338,460	8,938,388	9,376,898	8,990,597	10,388,285	10,388,285	10,388,285	-	-
31 Net Operating Gain (Loss)	(914,583)	(400,071)	438,509	(386,301)	(104,217)	(1,397,688)	(1,500,396)	(5,572,095)	-	-
32 Accounting Adjustment	2	-	-	-	-	-	-	-	-	-
33 Ending Fund Balance	10,388,285	8,938,388	9,376,898	8,990,597	8,886,379	8,990,597	8,887,889	4,816,189		
35 Fund Balance Policy	4,542,059	4,207,047	4,207,047	4,207,047	4,207,047	3,752,234	3,752,234	5,081,611	-	-
36 Unassigned Fund Balance	5,846,226	4,731,341	5,169,851	4,783,550	4,679,332	5,238,362	5,135,655	(265,422)		
37 Ending Fund Balance	10,388,285	8,938,388	9,376,898	8,990,597	8,886,379	8,990,597	8,887,889	4,816,189		
39 FTE	88.00	93.10	93.10	91.90		91.90		106.60		

WCCCA

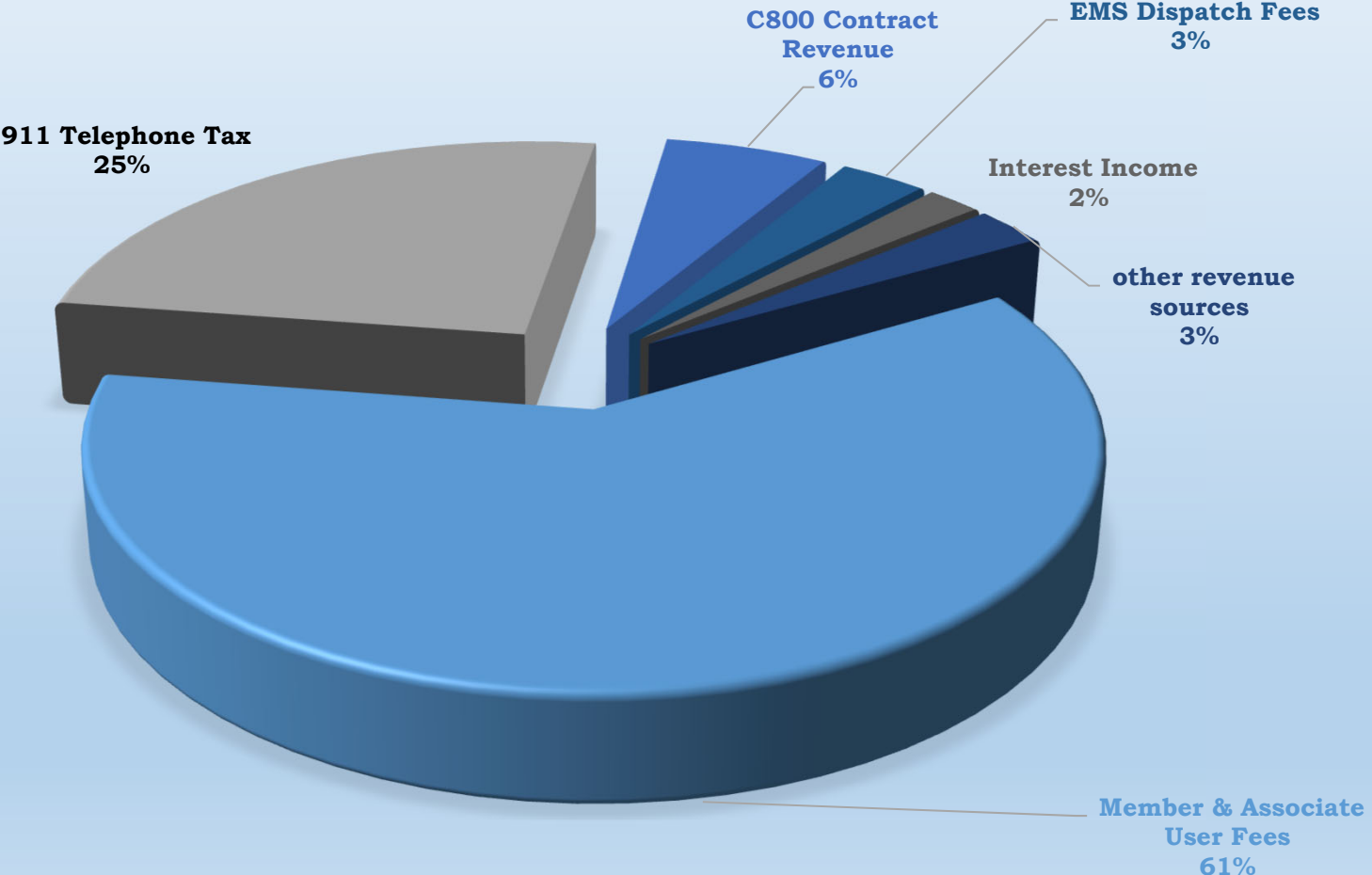
General Fund Projection

	K	L	Z	AA	AB	AE	AF	AG	AH	AI
	Actuals	Actuals	Projected	Budget	proj. budget	Projected	Projected	Projected	Projected	Projected
FY26	FY24	FY25	FY26	FY26	variance	FY27	FY28	FY29	FY30	FY31
5 911 Telephone Tax	5,691,157	5,583,213	5,632,534	5,475,000	157,534	5,600,000	5,600,000	5,600,000	5,600,000	5,600,000
6 Interest Income	458,770	513,028	473,079	400,000	73,079	450,000	450,000	450,000	450,000	450,000
7 Member & Associate User Fees	11,528,515	11,651,561	12,571,215	12,571,204	11	13,233,850	15,086,589	16,293,516	16,977,844	19,049,141
8 <i>proj. aggregate user fee incr.</i>						5.3%	14.0%	8.0%	4.2%	12.2%
9 C800 Contract Revenue	1,080,162	1,129,486	1,259,986	1,259,984	2	1,277,390	1,318,031	1,360,010	1,403,373	1,448,168
10 EMS Dispatch Fees	458,333	700,000	691,062	691,062	-	723,750	752,000	750,000	772,500	795,675
11 Non-Member Contract Revenue	117,987	157,955	213,419	223,198	(9,779)	234,358	246,076	258,380	271,299	284,863
15 Tower Site Rent	167,156	41,779	131,145	109,372	21,773	130,306	134,215	138,242	142,389	146,661
19 Other Revenue	235,068	237,732	278,640	236,944		130,000	134,600	139,373	144,326	149,466
20 Total Revenue	19,737,149	20,014,754	21,251,080	20,966,764	242,620	21,779,654	23,721,511	24,989,520	25,761,730	27,923,974
22 Personal Services	14,961,967	15,915,524	16,931,264	19,280,416	2,349,152	18,401,998	19,052,969	19,735,740	20,441,645	21,066,992
23 <i>pers. svc. increase y/y</i>						8.69%	3.54%	3.58%	3.58%	3.06%
24 <i>proj. pers. svc. savings</i>				(2,349,152)		(2,340,807)	(2,022,299)	(1,682,574)	(1,320,646)	(1,360,266)
25 Materials and Services	2,630,860	2,655,591	3,395,179	4,696,548	1,301,369	3,982,216	3,953,033	3,806,897	3,920,533	4,030,722
26 <i>m&s increase y/y</i>						17.29%	-0.73%	-3.70%	2.98%	2.81%
27 Capital Outlay	419,532	652,247	1,181,882	1,308,400	126,518	1,074,200	729,180	695,240	1,272,290	2,605,960
28 Other, incl. Transfers	-	1,575,000	1,100,000	1,100,000	-	1,000,000	800,000	600,000	-	-
29 Debt Service	155,875	130,975	143,151	153,495	10,345	161,674	166,524	171,520	176,665	181,965
30 Total Operating Expense	18,168,235	20,929,337	22,751,476	26,538,859	3,787,384	24,620,088	24,701,706	25,009,397	25,811,133	27,885,640
33 NET GAIN (LOSS)										
34 Beginning Fund Balance	9,733,955	11,302,866	10,388,285	10,388,285		9,200,000	6,359,566	5,379,370	5,359,493	5,310,090
35 Net Operating Gain (Loss)	1,568,914	(914,583)	(1,500,396)	(5,572,095)		(2,840,434)	(980,196)	(19,877)	(49,403)	38,334
36 Accounting Adjustment	(3)	2		-						
37 Ending Fund Balance	11,302,866	10,388,285	8,887,889	4,816,189		6,359,566	5,379,370	5,359,493	5,310,090	5,348,424
39 Fund Balance Policy	9,733,955	4,542,059	3,752,234	5,081,611		5,081,611	5,596,053	5,751,501	5,885,659	6,090,544
40 Unassigned Fund Balance	1,568,911	5,846,226	5,135,655	(265,422)		1,277,955	(216,683)	(392,008)	(575,569)	(742,120)
41 Ending Fund Balance	11,302,866	10,388,285	8,887,889	4,816,189		6,359,566	5,379,370	5,359,493	5,310,090	5,348,424
43 FTE	87.40	88.00	89.00	106.60		90.00	93.00	96.00	99.00	99.00

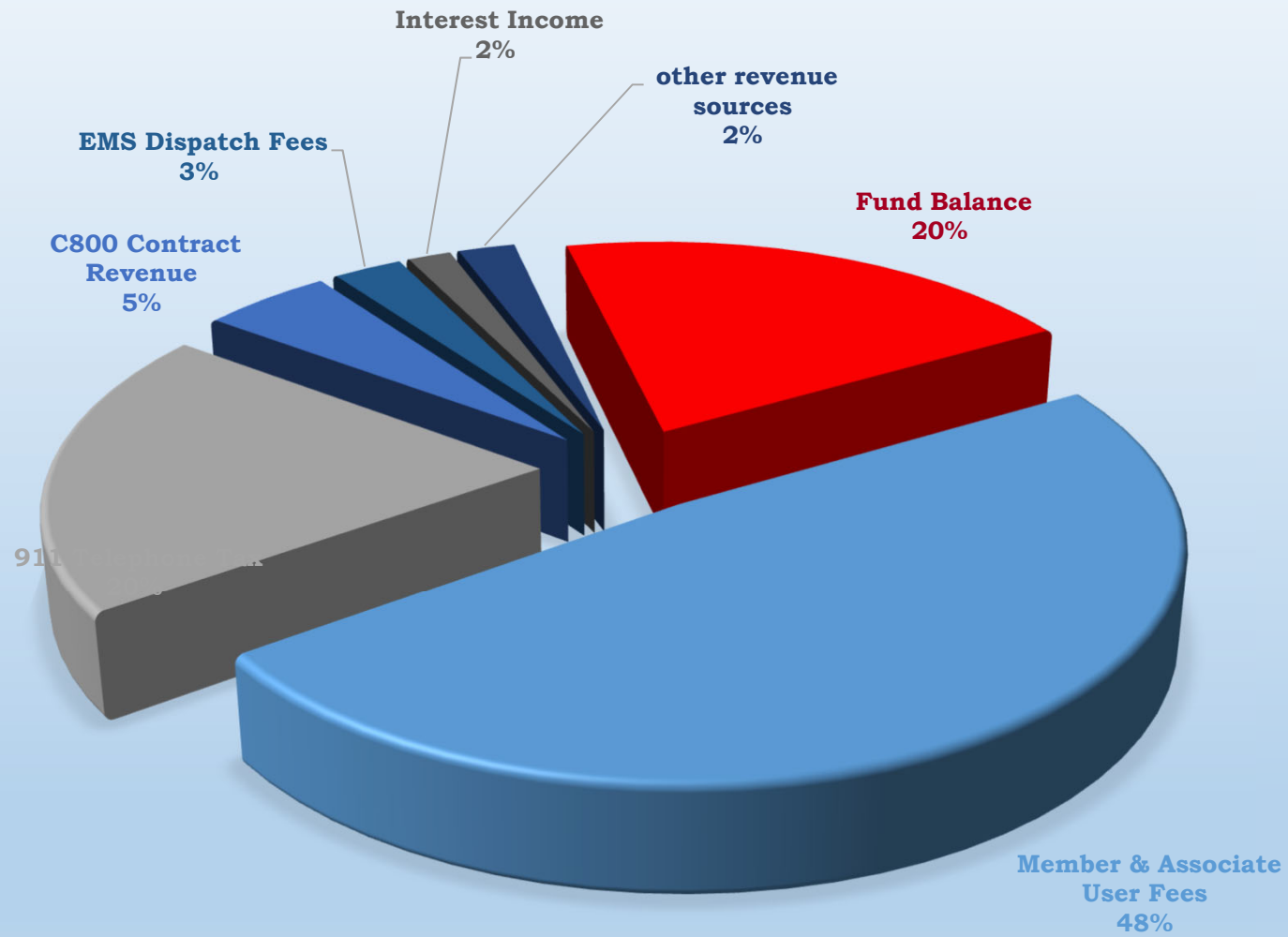
Key Assumptions:

1. Labor COLA 5% for FY27 per contract, 3% thereafter.
2. No changes in business practices or new initiatives
3. Decreasing vacancies in Operations
4. Decrease
5. Inflation 3%, some volatile costs like healthcare and fuel 5%

FY 27 General Fund Revenue: Sources & Contributions



FY 27 Costs: Sources & Contributions



**Washington County
Consolidated Communications Agency**

New Business Items

CHIEF EXECUTIVE OFFICER'S BOARD

Agenda Date: April 16, 2026

Agenda Item: Compensation Study – Unrepresented Classification Range Adjustments and Salary Increases within Dispatch Operations

Staff Recommendation

Board approve salary range adjustments for four (4) classifications based on the market analysis performed by HR Answers, thereby replacing the old salary range with a new range. The four classifications, and specific adjustments, are identified in Attachment A. Recommendation includes making these new classifications effective January 1, 2026 and moving incumbent employees into the new classification immediately to the nearest step equal to or higher than their current compensation and providing retroactive pay back to January 1, 2026.

Background

WCCCA originally contracted with Cascade Employers Association to complete salary compensation analysis for twelve (12) non-represented positions in the fall of 2024. Results were presented to the CEO Board in December of 2024. The CEO Board placed this item on hold until a performance appraisal and compensation review could be completed for the Executive Director.

The Executive Director's performance appraisal and compensation review was completed in February of 2026. At that point, the analysis provided by Cascade Employers Association was stale. WCCCA contracted with HR Answers to perform a current compensation study for the same twelve (12) non-represented classifications.

HR Answers was directed to use the CEO Board's philosophy on compensation as discussed in the January 29, 2026 CEO Board meeting to which they were present. Classifications were separated into two groups, those classifications more directly related to 9-1-1 communications used a direct market comparator approach and classifications more general to the broader labor market used a hybrid approach, including both published survey data and direct market comparators.

This agenda item is addressing five of the twelve classifications, those that are directly related to the 9-1-1 communications business. The classifications included here are: Assistant Director, Operations Manager, Operations Supervisor, Administrative Supervisor and Training Coordinator.

The data provided by HR Answers is summarized in Attachment A. Three individual comparable classifications on Attachment A show wage compensation in red. These were adjusted as HR Answers was unable to obtain specific data or the data they did obtain was not consistent with the classification's roles and responsibilities and the data has since been updated.

The target Market Average is shown with a purple background. Three of the five positions are below the target. In all three cases, the recommendation is to increase the top step (Classification max) of the classification to match the top step of the Market Average Maximum. For the Operations Manager classification, that would raise top step by 9.4% to \$176,283. For the Operations Supervisor, that would increase top step by 6.5% to \$145,673. For the Training Coordinator classification, the would raise top step by 2% to \$126,010.

Because of potential compaction issues, this recommendation includes increasing the Administrative Supervisor classifications' top step by 4% to \$132,950.

All four classifications being modified would have new steps created, six per classification with 5% between each step, prepared downward from the approved new maximum salary, establishing a new range for each adjusted classification.

The Operations Supervisor classification has six (6) incumbents. All other classifications have one incumbent.

This recommendation includes moving each incumbent into the updated classification in the closest salary step equal to or higher than their current salary retroactively to January 1, 2026.

Below the data provided by HR Answers on Attachment A is a list of positions in hierarchy order to visually view structure and potential compression.

Financial

As proposed, this action would increase the Agency's salaries and wages expense by about \$19,200 for the remainder of the current fiscal year. The total cost with benefits would be approximately \$25,900. This cost is unbudgeted in the current fiscal year. There is sufficient budget authority and fund balance to absorb this cost in the current fiscal year.

This cost is not budgeted in FY27, but anticipated vacancy periods will allow for this expense to be absorbed within the budget as proposed.

Attachment A

Job Title	Market Minimum	Market Mid-Point	Market Maximum	Spread % of Range
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1

Assistant Director				
BOEC - Deputy Director II	\$146,162	\$173,098	\$200,034	37%
CRESA - Deputy Director Ops	\$125,520	\$151,418	\$177,316	41%
Salem - Assistant Director	\$136,032	\$159,422	\$182,811	34%
Clackamas County - Deputy Director TS	\$141,570	\$166,345	\$191,119	35%
Average of all	\$137,321	\$162,570	\$187,820	37%
Market - Average BOEC & CCOM	\$143,866	\$169,721	\$195,577	36%
WCCCA Assistant Director	\$155,156	\$177,036	\$198,916	28%
% Difference between WCCCA and Market	7.8%	4.3%	1.7%	
Recommendation: No change				

2

Operations Manager				
BOEC - EC Operations Manager	\$132,891	\$160,181	\$187,470	41%
CRESA - 911 Operations Manager	\$100,672	\$121,445	\$142,218	41%
WVCC - Operations Manager	\$98,134	\$115,014	\$131,893	34%
CCOM - Communications Manager	\$122,293	\$143,694	\$165,096	35%
Average of all	\$113,498	\$135,083	\$156,669	38%
Market - Average BOEC & CCOM	\$127,592	\$151,938	\$176,283	38%
WCCCA Operations Manager	\$131,305	\$145,467	\$159,629	22%
% Difference between WCCCA and Market	2.9%	-4.3%	-9.4%	
Recommendation: Increase current top of step by 9.4% to bring position up to current market maximum and establish six steps with 5% separation ending at the current Market Maximum.				

3

Operations Supervisor				
BOEC - EC Ops Supervisor II	\$109,845	\$132,683	\$155,522	42%
CRESA - 911 Dispatch Supervisor	\$102,398	\$114,109	\$125,819	23%
WVCC - Comm Shift Supervisor	\$114,046	\$121,233	\$128,419	13%
CCOM - Operations Supervisor	\$112,135	\$123,980	\$135,825	21%
Average of all	\$109,606	\$123,001	\$136,396	24%
Market - Average BOEC & CCOM	\$110,990	\$128,332	\$145,673	31%
WCCCA Operations Supervisor	\$106,683	\$121,420	\$136,157	28%
% Difference between WCCCA and Market	-3.9%	-5.4%	-6.5%	
Recommendation: Increase current top of step by 6.5% to bring position up to current market maximum and establish six steps with 5% separation ending at the current Market Maximum.				

4

Administrative Supervisor		Attachment A			
BOEC - EC Ops Supervisor I		\$99,861	\$114,795	\$129,730	30%
CRESA					
WVCC - Shift Supervisor		\$114,046	\$121,233	\$128,419	13%
CCOM - Administrative Services Supervisor		\$91,256	\$107,227	\$123,197	35%
Average of all		\$101,721	\$114,418	\$127,115	25%
Market - Average BOEC & CCOM		\$95,558	\$111,011	\$126,464	32%
WCCCA Administrative Supervisor		\$100,152	\$113,183	\$127,837	28%
% Difference between WCCCA and Market		4.8%	2.0%	1.1%	
Recommendation: Due to Compression between the Administrative Supervisor and the Training coordinator, recommend 4% increase to top step of existing Administrative Supervisor wage.					

5

Training Coordinator (dispatch)					
BOEC - Analyst II (Ops sup I)		\$99,861	\$114,795	\$129,730	30%
CRESA - Training Assistant		\$68,944	\$78,602	\$88,259	28%
WVCC - Training Coordinator (sup)		\$114,046	\$121,233	\$128,419	13%
CCOM - Training & QA Coordinator		\$97,087	\$109,688	\$122,289	26%
Average of all		\$94,984	\$106,079	\$117,174	23%
Market - Average BOEC & CCOM		\$98,474	\$112,242	\$126,010	28%
WCCCA Training Coordinator		\$96,782	\$109,377	\$123,531	28%
% Difference between WCCCA and Market		-1.7%	-2.6%	-2.0%	
Recommendation: Increase current top of step by 2% to bring position up to current market maximum and establish six steps with 5% separation ending at the current Market Maximum.					

Items in Red above were corrected from HR Answers data.

Compression Review

Position	Current Top Step	Top Step Post Change
Assistant Director	\$198,916	\$198,916
Operations Manager	\$159,629	\$176,283
Operations Supervisor	\$136,157	\$145,673
Administrative Supervisor	\$127,837	\$132,950
Training Coordinator	\$123,531	\$126,010
Lead Multi-Dicipline Dispatcher	\$116,126	\$116,126
Multi-Dicipline Dispatcher	\$105,560	\$105,560



February 12, 2026

Mark and CEO Board,

Given the recent market compensation analysis and compensation discussions, the following overview is provided for your consideration of the market compensation data collected for the 12 unrepresented positions:

1) What we heard

As we talked through the results, you indicated the focus may not be the “average of everything,” it’s a positioning target:

- Above Clackamas
- Below Portland

That’s a rational strategy for a geographic neighbor, and it’s exactly the kind of “compensation philosophy” statement that makes survey results easier to interpret and act on. It is okay to collect all the data a not use it. Think of it as two rings of confirmation. Local and expanded.

2) What we did to reflect a positioning target in the analysis

To mirror the potential positioning goal, we separated the Portland and Clackamas comparisons and calculated an average of those two benchmarks. In other words, we built a “between Clackamas and Portland” reference point in addition to the expanded market that could mask the differences between those two regional comparators.

3) What the results still show

With that refinement, the data continues to show that most positions are above market at the minimum, midpoint, and maximum — and only four positions fall below market at the midpoint (which is the primary focus point we use for alignment discussions). The “lead” over market reduced when we used the Clackamas/Portland average, which confirms the adjustment was meaningful, and the overall conclusion still holds: your pay levels are generally positioned above this local benchmark.

4) Why this can feel surprising when you expected it to be “low”

A steady COLA practice tends to do two things well:

- It protects employees’ purchasing power and reduces “drift,” and
- It maintains a tight correlation to local market movement over time.

So, if the market moved and you moved with it (and sometimes slightly ahead of it), the data can legitimately show you’re not behind — even if it felt that way internally based on recruiting stories, workload, or a few hard-to-fill roles.

Essentially, your continued application of COLA did its job. It’s one of the reasons you’re showing up as consistently positioned relative to your local comparators. It’s also important to note that market alignment adjustment a typically few and far between, especially when a COLA practice is maintained.

5) Practical next steps (guidance)

Based on what you’ve shared as goals, there are two immediate actions that stay consistent with your intent and keep risk low:

1. Market alignment for the four positions below midpoint
Bring those four roles up to market at the midpoint level (or to your agreed positioning point).

2. Compression check for related roles

For each adjusted role, review the jobs around it (same progression, same workgroup, supervisor) to confirm the market alignment does not create a compression issue. If compression shows up, we address it intentionally rather than discovering it later.

If you would like to discuss any of this in further detail, we are happy to assist.

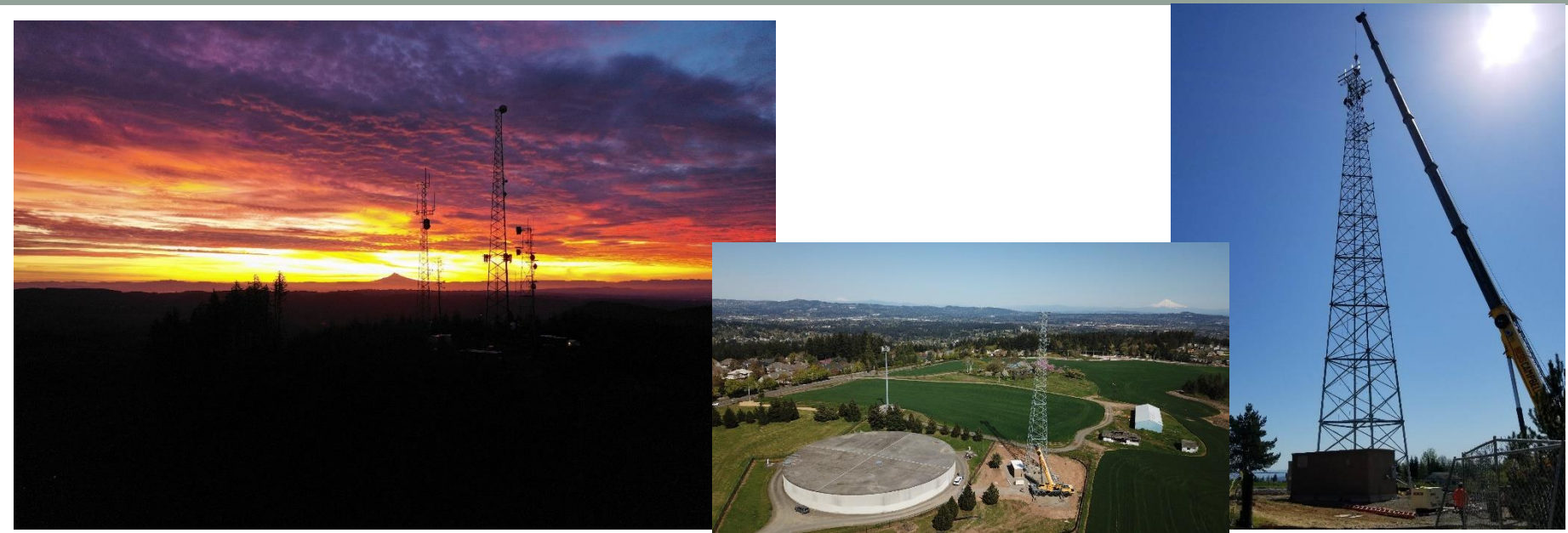
Sincerely,

Jennifer Schoorl/Laurie Grenya
HR Answers

www.hranswers.com

**Washington County
Consolidated Communications Agency**

Project Reports



WCN SYSTEMS

Technical Services

Manager: Jennifer Reese (Interim)

Radio: Curtis Floyd

IT: Justin Haines

Facilities: Ted Leach

Activity for: March 2026



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C800 Group



Radio Team

Activity and Projects:

- Motorola Projects: March Monthly patching complete. JUNE 2026-full system upgrades.
- JOT Form: on-line. <https://forms.office.com/g/uY1tn0sbbK> (QR Code can be provided)
- Site Preventative Maintenance: Motorola completed 38 sites to date.
- Station Alerting : WCCCA will provide a quarterly report for backup paging system (Wi-Path) logs to users that have errors that need to be investigated.
 - Reminder: USDD Approved Vendors and WCCCA are only personnel allowed to work on ATX or peripherals.
- Backhaul: Working on budget for systemwide replacement. ACX7020 updated quote provided.
 - WCCCA will begin backhaul switch firmware updates. No impact to users, we'll coordinate with third party system users for outages (PGE, ODOT, Trimet, etc)
- Microwave: TIMB<>GOAT Frequency change (DELAYED due to weather/access)
 - Wilsonville and Damascus replacement dishes on order.
- Member Agency (WCN) Preventative Maintenance
 - CCSO has started to cycle radios into WCCCA for PM
 - WCSO planning phase for large scope project.
- DVRS: LOPD (One test vehicle set up); HBFD DVRS completed.
 - HBPD DVRS completed, we are working through some programming updates from Moto for issues that surfaced.
- WAVE (Mobile Devices Radio Use):
 - Working with Motorola on new WAVE Management tool. We're loading tool with Talkgroups and building baseline system. We'll have outage for WCCCA users, one agency at a time. We'll communicate with our POC and users via provided emails.
 - CCSO-Working on new WAVE tool setup with WCCCA, currently using WCCCA Lic to get users online. We'll work on planned outage as cutover is needed
- BDA/DAS- Projects in progress as they arise.
 - Canby area OLCC facility going back and forth.
 - Lake Oswego Middle School recently competed.
- OTHERS and REMINDERS:
 - WCCCA Equature upgrades pushed to late June or July. Reviewing with Management.
 - WCCCA will communicate with boards on addition or programming of individual non-member radios, i.e. Nike Security, Mall Security, etc, for approvals on individual user basis. TAC Approved DPI for the Wash Co DA.
 - Request for Lake Oswego Parks submitted to C800 Executive Committee.
 - Damascus Radio site tower footing. Contractor is working on inspection of spalling on tower footings.

Facilities Team

Activity and Projects:

- Pine Farm Facility
 - Facility Tech new hire starts April 20.
- Site Maintenance Status
 - Griffith Roofing will be installing new asphalt roofs at C800 Sites: Highland and Barton. Canby and Wilsonville complete.
 - Radio site maintenance for February was completed apart from sites there were still snowed in.
- Site Power Status
 - The ATS at the Sandy radio site has malfunctioned and is awaiting new control board from the manufacturer.
- Site Security Status
 - Working Pinefarm gate issues.
- Vehicles
 - Fleet vehicle PMs were completed for the month of March.
- Special Projects
 - No updates.

Information Technology Team

Activity and Projects:

- **CAD Maintenance**
 - March CAD Maintenance was successful with all systems receiving latest security patches.
- **CAD Services**
 - TEST CAD System was updated to version 25.12
 - Met with CST in March for upgrades discussion.
 - MAJCS Tech and Ops meetings are ongoing with role assignments and noting milestones with possible roadblocks. User meeting identified concern regarding timelines for end user training.
 - MAJCS to BUG firewall connection project updates.
- **IT Services**
 - WCCCA has begun a project to replace the current MicroMain work order system with their latest version.
 - Production tool provisioning starting with vendor.
 - PC refresh started for WCCCA staff.

**Washington County
Consolidated Communications Agency**

Director's Report

Director’s Monthly Staffing Report

Period: March 14, 2026 – April 10, 2026

Staffing Levels

	Call Takers & Dispatchers	Operations Supervisors and Support (Supervisors, Training, Records)	Technical Services (Radio, Facilities, IT)	Admin (Leadership, Finance, HR)	Total
Current Staff	56	11	17.5	8.1	92.6
Current Vacancies (recruiting)	11		1		12
Current Vacancies (on hold)		1	1		2
Budgeted Staff	67	12	19.5	8.1	106.6

Details for Vacancies	Dispatchers & Call Takers	Shift Supervisor	Facilities Tech, Tech Services Manager	
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Staffing Activities

- Four Trainees (2 on phones + 2 on radios). *Trainees are included in the “Current Staff” count above*
- Police Dispatcher did not return after family leave
- No hires for April (last candidate removed due to psych results)
- 4 conditionals offer for July hiring (in background now)
- 1 lateral candidate moving to admin interview
- Most recent posting had higher level of “passing” test scores resulting in 17 phone interviews
- Continuing to gather AI Hiring testing data from candidates to compare with current test requirements
- Attending job fairs on April 14th, April 16th and a two-day event on May 15th & 16th
- Developing military partnerships
- Developing targeted advertising on social media to increase candidates
- Facilities Tech – starting April 20th
- Regional CAD Coordinator – started April 1st