



# Approved Budget Document

## Fiscal Year 2019-20

**Approved February 21, 2019**

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**WCCCA**  
17911  
N.W. EVERGREEN PARKWAY



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## INTRODUCTION

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- *Position Summary*
- *Organizational Chart*
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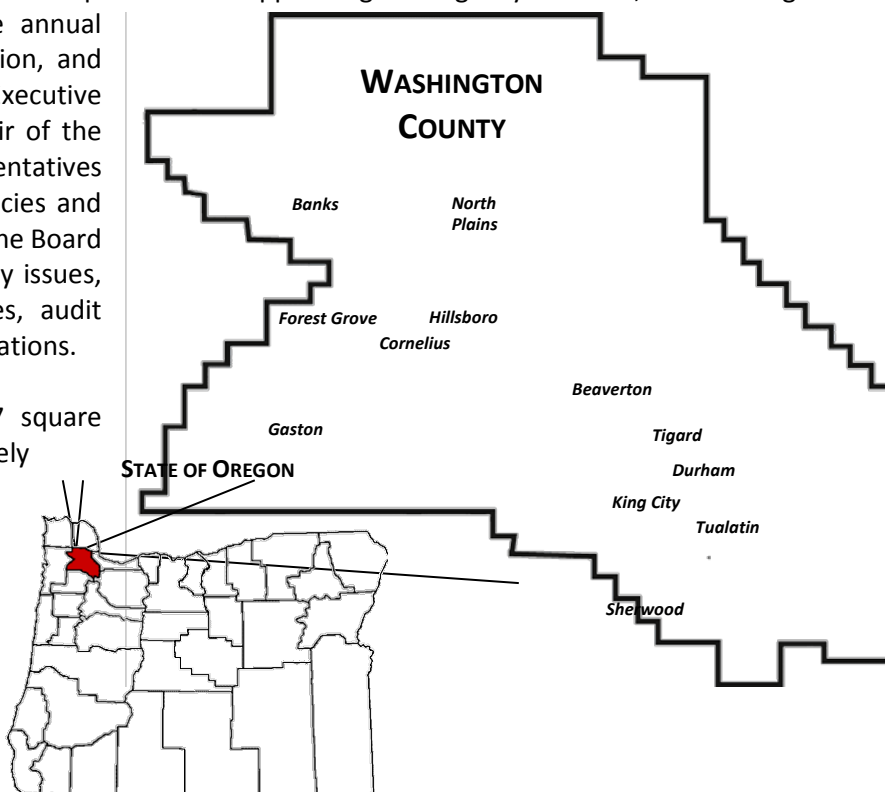
## AGENCY OVERVIEW

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 727 square miles and a population of approximately 588,957.

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



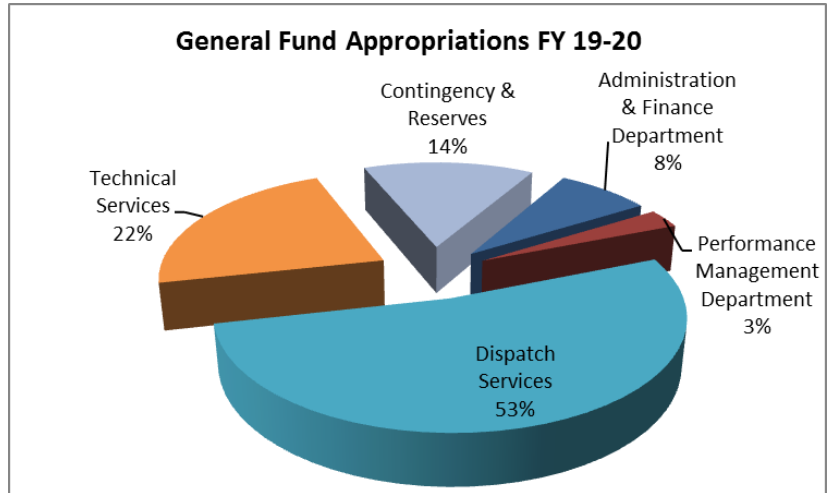
The Agency is funded by user fees from the participating jurisdictions, State 9-1-1 excise taxes, contract revenues from Clackamas County's C800 Radio Group (a governmental partnership formed under Oregon Revised Statutes Chapter 190), the City of Newberg, and other smaller contracts. The Agency provides radio, paging and data infrastructure maintenance and development services to Clackamas 800 Radio Group (C800) and currently shares a 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 98.42 full time equivalent positions; its budget is organized on a department basis, consisting of Administration & Finance, Performance Management, Dispatch Services, and Technical Services.

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 2019-20.



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.

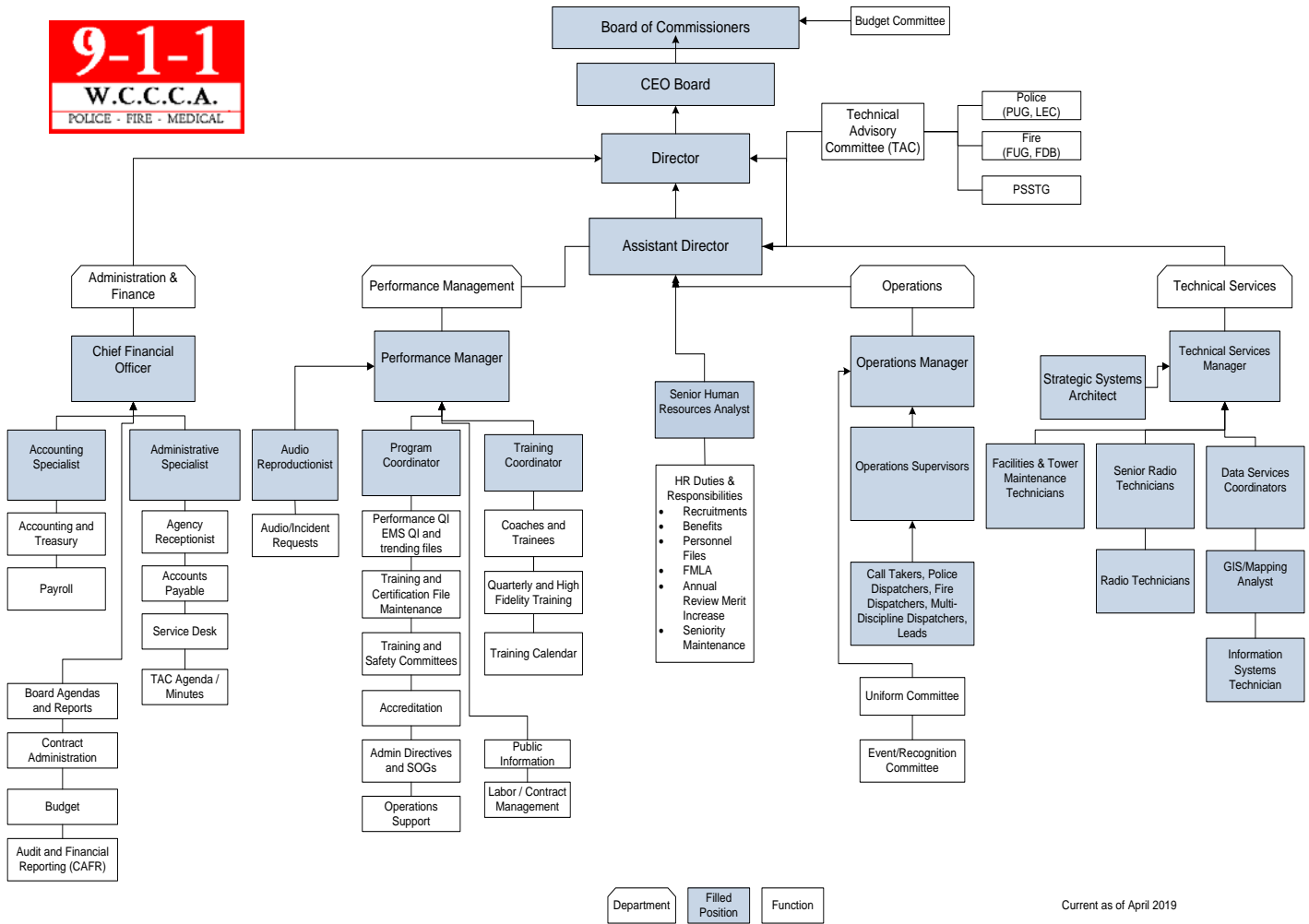


<b>Washington County Consolidated Communications Agency</b>						
Principal Taxpayers Within the County						
Current Year and Nine Years Ago						
	<b>As of June, 2018</b>			<b>As of June, 2009</b>		
	Rank	Assessed Value (in thousands)	Percent of total	Rank	Assessed Value (in thousands)	Percent of total
Private enterprises:						
Intel	1	\$ 2,387,794	35.3%	1	\$ 1,101,357	26.2%
Nike, Inc.	2	876,939	13.0%	3	411,843	9.8%
Comcast Corporation	4	462,372	6.8%			
Pacific Realty Associates	5	379,445	5.6%	6	283,367	6.7%
Verizon Communications	7	214,438	3.2%	2	438,549	10.4%
Genentech, Inc.	9	189,957	2.8%			
Frontier Communications	8	191,382	2.8%			
PPR Washington Square LLC	10	151,425	2.2%			
Maxim Integrated Products				7	171,437	4.1%
Tektronix, Inc.				8	135,300	3.2%
Erp Operating LP				9	115,413	2.7%
PS Business Parks				10	102,806	2.4%
Public utilities:						
Portland General Electric	3	521,188	7.7%	4	343,428	8.2%
Northwest Natural Gas	6	355,967	5.3%	5	286,150	6.8%
All other taxpayers		1,031,567	15.3%		815,496	19.4%
Total		<u>\$ 6,762,474</u>	<u>100.0%</u>		<u>\$ 4,205,146</u>	<u>100%</u>
Source: Washington County						



## Fiscal Year 2019-20 Full Time Equivalent Positions

	FY16/17	FY 17/18	FY 18/19	FY 19/20	Change/ prior FY
<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	1.00	1.00	1.00	1.00	-
Administrative Specialist				1.00	1.00
Business Analyst				0.50	0.50
Background Investigator	0.07	0.07	-	-	-
Total Administration	5.07	5.07	5.00	6.50	1.50
<b>Human Resources</b>					
Sr. HR Analyst				1.00	1.00
Background Investigator				0.07	0.07
Total Human Resources				1.07	1.07
<b>Performance Management</b>					
Performance Manager	1.00	1.00	1.00	1.00	-
Program Coordinator	1.00	1.00	1.00	1.00	-
Human Resources Generalist	1.00	1.00	1.00	-	(1.00)
Training Coordinator	1.00	1.00	1.00	1.00	-
Audio Recording Specialist	0.50	0.50	0.50	0.50	-
Background Investigator			0.07	-	(0.07)
Total Performance	4.50	4.50	4.57	3.50	(1.07)
<b>Operations</b>					
Operations Manager	1.00	1.00	1.00	1.00	-
Operations Supervisors	6.00	6.00	6.00	6.00	-
Dispatchers/MDDs/Call Takers (Rep)	64.00	64.00	64.00	67.00	3.00
Total Operations	71.00	71.00	71.00	74.00	3.00
<b>Radio Services</b>					
Technical Services Manager				0.60	0.60
Strategic Systems Architect	0.35	0.35	0.35	0.35	-
Radio Systems Supervisor	1.00	1.00	1.00	-	(1.00)
Radio Technicians (I, II and Senior)	5.00	6.00	6.00	6.00	-
Senior Facilities Maintenance Tech	1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech I	0.60	0.60	1.00	1.00	-
Total Radio Services	7.95	8.95	9.35	8.95	(0.40)
<b>Data Services</b>					
Technical Services Manager				0.40	0.40
Data Services Supervisor/CAD Mgr	1.00	1.00	1.00	-	(1.00)
Data Services Coordinator	1.00	1.00	2.00	2.00	-
Info Systems Analyst	1.00	1.00	1.00	1.00	-
Info Systems Technician	1.00	1.00	-	-	-
GIS/Mapping Analyst	1.00	1.00	1.00	1.00	-
Total Data	5.00	5.00	5.00	4.40	(0.60)
<b>TOTAL FTE</b>	<b>93.52</b>	<b>94.52</b>	<b>94.92</b>	<b>98.42</b>	<b>3.50</b>



Department    Filled Position    Function

Current as of April 2019

## **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.”

## BUDGET COMMITTEE MEMBERS

### BOARD OF COMMISSIONERS

#### Participating Agency

City of Beaverton  
 City of Cornelius  
 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  
 City of King City  
 City of North Plains  
 City of Durham  
 City of Banks  
 Banks Fire Protection District #13  
 Cornelius Rural Fire District  
 Gaston Rural Fire District

#### Board Representative

Mayor Dennis Doyle, Chair  
 Fire Chief Michael Kinkade  
 Don Bohn, Assistant County Administrator  
 Bob Wyffels, Board of Directors  
 Police Chief Lee Dobrowolski  
 Councilor Joelle Davis  
 Police Chief Kathy McAlpine  
 Commander Ty Hanlon  
 Councilor Tom Johnston  
 Mayor Jerry Spaulding  
 Police Chief Ernie Happala  
 Councilor Robert Kindel, Jr.  
 Councilor Chuck Van Meter  
 Councilor Mark Gregg  
 Fire Chief Rodney Linz  
 Vacant  
 Vacant

### CITIZEN REPRESENTATIVES

#### Appointed By:

TVF&R  
 City of Forest Grove  
 City of Sherwood  
 City of Beaverton  
 City of North Plains  
 Banks Fire District  
 City of Cornelius

#### Representative

Don Haynes  
 Cleo Howell  
 Keith Mays  
 Abigail Elder  
 Michele McCall Wallace  
 Tonya Witham  
 Ralph Brown

#### Terms

2/2017-12-2019  
 1/2016-12/2019  
 1/2016-12/2019  
 1/2019-12/2021  
 1/2019-12/2021  
 1/2019-12/2021  
 1/2019-12/2021

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**CHIEF EXECUTIVE OFFICERS BOARD****Participating Agency**

City of Beaverton

City of Tigard

Washington County

Tualatin Valley Fire &amp; Rescue

City of Forest Grove

**Board Representative**

Mayor Dennis Doyle, Board Chair

Marty Wine, City Manager

Don Bohn, Assistant County Administrator

Fire Chief Mike Duyck

Fire Chief Michael Kinkade

**EXECUTIVE MANAGEMENT**

Kelly Dutra

Jennifer Reese

Elizabeth Comfort

Gina Hensley

Ron Polluconi

Laurie Taylor

Director/Budget Officer

Assistant Director

Chief Financial Officer

Operations Manager

Technical Services Manager

Interim Performance Manager





## POLICIES & PROCESS

- *Financial Policies*
- *Budget Process*
- *Budget Calendar*

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**FINANCIAL POLICIES**

- I. **Balanced Budget:** The budget shall be presented in balance as to total projected resources and requirements, and shall operate as such throughout the fiscal year. The levels of expenditure control for each fund shall be established as Personnel Services, Materials and Services, Capital Outlay and Fund Transfers. No expenditures are allowed directly from Contingency. In anticipation of deviations from the adopted budget at these levels, or in total resources, staff shall make recommendations to the Board of Commissioners to bring the budget back into balance.
- II. **Implementation of Service Levels:** The budget process will aim ultimately for the implementation of the coordinated directives of its contracting entities in fulfilling service priorities and service levels. Ideally, these service priorities and service levels should be identified and agreed upon well in advance of the release of the Proposed Budget Document. A gap between the current services levels/corresponding funding levels and new demands/corresponding funding from the users should be clearly identified along with the full cost impacts and options associated with filling those gaps.
- III. **Budget Emphasis:** In accordance with the service level discussion above, the budget will identify the resources needed to meet current service priorities and levels identified by its users. The budget will attempt to balance the need to minimize user fee increases with the need to fulfill current service priorities, maintain quality of services and meet demands identified by its users. If there is a need to move beyond current service levels because of a user-identified demand or a public demand (e.g. population increase), options for responding to those demands will be presented. Examples of potential options include: a) creative approaches to service delivery to increase efficiency and maintain quality; b) the erosion of the existing service level, or c) user-approved funding of the new service demand.
- IV. **Staffing Levels:** Staff will continue to assess staffing levels to ensure the necessary number of employees to meet the service standards established by user agencies. New staff will be considered at the request of users, and in accordance with goals established by the Board, and in the context of the processes outlined in II and III above.
- V. **Materials and Services:** Staff will develop a budget that will allow for adequate maintenance and growth, while striving for efficiencies and cost-reduction measures. Actual expenditures shall be compared to budget periodically, and any significant variations justified. If necessary, staff shall recommend a course of action to bring the budget back into balance along with the implications to the long term financial plan.
- VI. **Unpredictable Revenues:** The budget shall avoid the use of one-time revenues to fund ongoing expenditures. Any new programs/projects that will have ongoing expenditures shall be established in accordance with II and III above. Regarding unpredictable revenues, staff shall conservatively estimate revenues, using historical collection trends and advance knowledge of future changes. If during the adopted budget cycle, it becomes apparent that estimated revenues will be significantly less than budgeted, staff shall recommend a course of action to the Board of Commissioners.

- VII. **Financial Planning:** Staff will present annually for Board consideration an updated five year financial forecast using current economic indicators and projections of growth (or decline) to maintain a long term perspective of the financial health of the Agency and predicted impacts upon user fee rates.
- VIII. **Pursuit of New Revenues:** Staff shall continue to pursue new revenues from contract users and other revenue sources wherever and whenever possible as long as new users are assigned a fair portion for infrastructure and overhead development costs of the 9-1-1 system where applicable. New users should not be allowed onto the system if long-term capacity for current members under contract is impacted, or if system depreciation or inefficiency is accelerated.
- IX. **Strategic Investments:** Staff will continue to identify for Board consideration, opportunities to make strategic investments in training, technology, and other infrastructure aimed at modernizing or enhancing the efficiency of the Agency.
- X. **Reserves and Contingencies:** The Agency will continue to maintain a contingency fund for unforeseen expenditures. The goal for the General Fund contingency is for it to be maintained at not less than 12% of operating expenditures. Additionally, WCCCA shall maintain a prudent level of financial reserves to protect against the need to reduce service levels and/or raise fees due to temporary revenue shortfalls or unpredicted one-time expenditures.
- 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 for Fiscal Year 2019-20 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.

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

Original budgets may be modified by the use of appropriation transfers between the budgetary categories only upon adoption of a resolution by the Board of Commissioners. If it becomes necessary to amend the budget during the fiscal year to increase a fund by more than 10%, a supplemental budget is prepared and published pursuant to state law. Staff presents the supplemental budget to the CEO Board, who makes a recommendation to the Board of Commissioners regarding adoption. A public hearing is held, and the supplemental budget is considered for adoption.

A draft Fiscal Year 2019-20 budget was reviewed by the CEO Board on February 21, 2019 and recommended to the Budget Committee as the Proposed Budget. The Budget Committee met to review and deliberate upon the Proposed Budget on February 21, 2019, and then approved the proposed budget to move forward to the Board of Commissioners. On June 20, 2019, the Board of Commissioners will hold a public hearing regarding the Approved Budget and to adopt the budget.

**FISCAL YEAR 2019/20 BUDGET CALENDAR**

**November 15:** Chief Executive Officer (CEO) Board reviews FY 19/20 budget calendar and financial policies.

**December 20:** Board of Commissioners approves FY 19/20 budget calendar and financial policies. New appointments may be considered to the Budget Committee.

**January 17:** CEO Previews FY 19/20 Budget, Financial Forecast and proposed User Fees.

**January 25:** Budget and Fees Presentation to Users and Users' Finance Departments

**February 21:** CEO Board to consider FY 19/20 draft line item Budget; recommends Proposed Budget to the Budget Committee; reviews user and non-member costs to recommend to Board of Commissioners.

**February 21:** Board of Commissioners meets to review and approve user and non-member costs.

**February 21: Budget Committee:** Budget Committee meets to review and recommend proposed budget to the Board of Commissioners.

**March 21:** Budget Committee meeting for budget approval, TBD

**June 20:** CEO Board meeting and Board of Commissioners meeting to adopt FY 19/20 Budget.

November, 2018							December, 2018						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3							1
4	5	6	7	8	9	10	2	3	4	5	6	7	8
11	12	13	14	15	16	17	9	10	11	12	13	14	15
18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	28	29	30			28	29	30	31			

January, 2019						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February, 2019						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March, 2019						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June, 2019						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
28	29	30				

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



## BUDGET MESSAGE

- *Budget Snapshot*
- *Financial Planning*
- *General Fund*
- *Capital Project Fund*
- *FY2018-19 Accomplishments*
- *Initiatives*
- *Acknowledgements*
- *Budget Assumption*
- *Forecasts*
- *Member User Fees*

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February 21, 2019

TO: Budget Committee Members  
Board of Commissioners  
Chief Executive Officers Board Members  
Sheriff, Chiefs and City Managers of WCCCA Participating Agencies  
Citizens of Washington County

FROM: Kelly Dutra, Director/Budget Officer

I am pleased to present the Fiscal Year 2019-20 Proposed Annual Budget of the Washington County Consolidated Communications Agency (WCCCA or the Agency). The Proposed Budget before you is a collaborative, strategic financial effort involving WCCCA Staff and our Members to address the Agency's financial challenges, identify cost saving measures and provide the resources necessary to ensure that WCCCA continues to provide excellence in emergency communications through its 9-1-1 call-taking, emergency services dispatching and access to a robust and reliable emergency communications radio system for all of our Users and Citizens.

The following 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 Proposed Budget for Fiscal Year 2019-20 (FY 2019-20) to the current year's budget.

<b>All Funds Consolidated</b>	FY 2017-18 Adopted Budget	FY 2018-19 Adopted Budget	FY 2019-20 Approved Budget	% Change FY 20 over FY 19
<b>Beginning Working Capital</b>	4,248,306	4,747,054	5,430,728	14.4%
<b>Revenues</b>				
Wash.Co. Bond Distribution	41,000,000	19,156,215	17,000,000	-11.3%
Member Contract Fees	9,967,538	10,213,071	10,677,325	4.55%
911 Telephone Taxes	2,820,000	2,880,000	3,100,000	7.6%
All other revenues	1,645,588	1,566,461	1,749,541	11.7%
<b>TOTAL RESOURCES</b>	<b>59,681,432</b>	<b>38,562,801</b>	<b>37,957,594</b>	<b>-1.6%</b>
<b>Expenditures/Appropriations</b>				
Personnel Services	12,521,039	12,427,766	13,897,379	11.8%
Materials & Services	2,245,104	2,293,316	2,124,559	-7.4%
Capital Outlay	41,540,599	19,724,532	19,943,000	1.1%
Contingency & Reserves	2,612,058	2,306,650	3,311,657	43.6%
<b>TOTAL REQUIREMENTS</b>	<b>58,918,800</b>	<b>36,752,264</b>	<b>39,276,595</b>	<b>6.9%</b>
<b>Unappropriated Ending Fund Balance</b>	<b>762,632</b>	<b>1,510,537</b>	<b>600,000</b>	<b>-60%</b>
<b>TOTAL BUDGET</b>	<b>59,681,432</b>	<b>38,262,801</b>	<b>39,876,595</b>	<b>4%</b>

### **Financial Planning**

Each year the Agency develops a 5-year financial forecast to develop the budget 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 budget is based on operational needs of the Agency, as guided by the needs of our public and our member agencies. Budget work begins in October of each year and is completed in January. Trends and assumptions from the current year's financial forecast are used to establish anticipated costs. At the end of January, this forecast and budget work was presented to the financial staff and public safety users of each member government to provide understanding of WCCCA's needs, elicit feedback, and discuss the proposed member rate increases.

Following this presentation of the budget to the membership, and allowing time for questions and follow up with them, it was presented to the Chief Executive Officers (CEO) Board and Budget Committee (which includes WCCCA's Board of Commissioners) in February for review and discussion. The CEO Board recommended the budget, as presented, to the Budget Committee. It was determined at that meeting that the budget was complete, addressing capital needs, impacts on fees to WCCCA's member agencies and the elements of the financial forecast. The Budget Committee chose to approve the budget as presented at that meeting.

The budget can be amended under 10% with a supplemental budget and adopted by resolution by the Board of Commissioners. Over 10% the budget change additionally requires changes published including a notice for a public hearing.

The annual membership rate increase is 4.55% above previous year budgeted membership revenue. Because the Agency has a relatively small membership base, the gap between 9-1-1 tax funding and operational expenses exponentially affects the membership fees.

In general, 9-1-1 taxes received by the Agency leveled out, with a slight increase each year over the previous year, including landline, wireless and pre-paid devices which can access the 9-1-1 system. While this major source of revenue has stabilized, it still only represents about 20% of the revenue needed for the dispatch operating budget, thus, Agency partners have continued their commitment to this Agency's services and one another, and increased their funding levels to ensure that the Agency can maintain service levels.

The chart below outlines the shift in the funding sources of the Agency:

General Fund Revenue	FY 2017-18	FY 2018-19	FY 2019-20
Member Contract Fees	72%	71%	70%
911 Telephone Taxes	20%	20%	20%
All other revenues	8%	9%	10%
	13,889,848	14,299,744	15,261,866

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

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 talents of staff in exploring efficiencies and cost savings. Revenue levels from the 9-1-1 tax are uncertain with only minimal expected amounts included in the proposed budget.

With the 2019 legislative session upon us, there has been interest in the 9-1-1 tax among several legislators who have proposed HB2449, which includes an increase in the tax itself, from the 24 year old \$.75 per line to \$1.50 per line which can access 9-1-1. Work continues on this bill as it moves from committee to committee. If this bill were to pass, it could mean a substantial increase to WCCCA's revenue, providing for sustainability of operations for the Agency and a much needed financial reprieve for our Members' budgets.

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

The General Fund comprises 48% of the Agency's finances and as the sole operating fund for the Agency accounts for all personnel and materials and services expenses in support of Agency operations.

Overall, the operational expenses (the combined Personnel Services, Materials & Services and Capital Outlay categories) for the General Fund increased 11% from the prior fiscal year's budget. Discretionary expenses are few and small, if any.

The following are the significant budget changes in this Fiscal Year 2019-20 Approved Budget for the General Fund, as compared to the current year budget:

#### **Personnel Services (11.8% increase over prior year's budget):**

- Salaries and wages will increase by \$651,303 over budgeted expense, an 8.2% increase. Projected year end is 2.4% below budget due to staffing vacancies. The salary increase includes: a proposed 3.5% cost of living increase, employees earning merit increases within their salary range, upward promotions, expected turnover of employees during the year and an additional 4.5 FTEs.

WCCCA provides three core services to its Members: 9-1-1 call-taking/dispatch services, Emergency Communications Radio Services and Data services. To cover population growth, service needs, and fluctuations of staffing three additional dispatcher positions will be added. Tracking and trending statistics can illustrate areas of Agency accountability, areas of operational interest and need, staffing needs, growth indicators and aid in planning for the future. With this in mind, as well as the data analytics needs that will present themselves with the evolution of next generation technologies, the Agency included a part-time Business Analyst to focus on these Agency needs. Additionally, a support staff position was added to Administration in order to allow for cross-training in accounting, assist with executive and board support as well as areas in human resources.

In Technical Services one FTE is projected to be filled. This position was added two fiscal years earlier. However, the Communications project has had delays which delayed the need to hire the additional Radio Technician.

In the Data Services department, within Technical Services, the Data Services Supervisor position is not filled and will be eliminated. The net additional FTEs is 4.5.

- Health insurance premiums are increased for an average of 5.5% for the second half of the fiscal year on the Agency's two medical plans, a \$223,847 increase over expected year-end expense. The amount in the budget for health insurance reflects an increase of 4.9% over the prior year's budget amount. This is less than 5.5% due to understaffing in dispatch services. This increase is calculated using the actual expense for each employee and their specific coverage, rather than using an overall average rate.
- Public Employees Retirement System (PERS) contributions are projected to increase \$564,786, which is a 31.7% increase over the prior year budget. The blended PERS rate, which includes the 6% employee portion, is 27.22%. The blended rate combines Tier 1/Tier 2 employees and OPSRP (employee hires after 2007). The significant increase in PERS for FY19/20 comes from several employees with over 15 years of service with higher salaries, and the biennial rate increase of 5% from PERS, and the addition of new employees.

#### Materials and Services:

The category of Materials and Services increased in next year's proposed budget by \$106,797, a 5.3% increase over the prior year budget. This is primarily due to new communication tower land leases and operating costs. The ongoing costs for the addition of 9 tower sites are accounted for in the Facility Department Material and Services.

#### Capital Outlay:

Capital Outlay increased \$261,000, a 38% increase, over the prior year budget. This increase is due to the funding soft-costs for the new facility technology needs not covered in the Bond. Also in Capital Outlay are new technician vehicles and software.

#### **Capital Projects Fund**

The Capital Projects Fund is continuing to receive funds from Washington County's Public Safety Local Option Tax Levy. The levy was renewed by the voters in November, 2015. This fund will receive \$175,000 per year through Fiscal Year 2020-21.

The Capital Projects Fund is also the pass-through for the Washington County Bond dollars to WCCCA. Staff is managing the 800 mhz radio tower and radio replacements, and has the oversight for the vendor selections and quality product selection in the continuing upgrade and building of the radio towers. The staff also will implement new radios; handhelds and vehicle installations to the members based on the members' radio options needs.

This Fund has budgeted \$19,000,000 for the continued and final work on the new emergency communications system funded through a Washington County Bond. In the FY19-20 the work will conclude the construction of 9 communication shelters and towers throughout Washington County.

**Fiscal Year 2018-19 Accomplishments**

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 citizens 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. Wellness is a growing focus at WCCCA. Our Agency has become a dog-friendly environment which provides stress relief among personnel. This year we began creating a Peer Support Team with the assistance of our Chaplain and a contracted psychologist whose expertise includes 9-1-1 Dispatch and Law Enforcement. Both our Chaplain and the psychologist offer avenues of comfort and guidance to everyone within our Agency. As a learning organization, 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 we will be preparing this year for our 4<sup>th</sup> re-accreditation in early 2020. WCCCA's Program Coordinator, who is responsible for accreditation management for the Agency, also holds the position of Chair on the OAA Board, representing both WCCCA and the State Chapter of the Association of Public-Safety Communications Officials (APCO). In this capacity, she is assisting the OAA in their focus, research and further development of the accreditation standards for 9-1-1 dispatch centers. She is in her 3<sup>rd</sup> term of service as Board Chair.

In March of 2018, WCCCA was one of four 9-1-1 Centers in three counties to go-live on a new shared Computer Aided Dispatch (CAD) system through the Metro Area Joint CAD System (MAJCS) agreement. This implementation was several years in the making and was the vendor's largest project at that time, bringing together over 50 Dispatchers, Supervisors, Managers/Directors and Technology Experts to plan and build the system with the vendor. Because of their outstanding efforts on this huge implementation, the entire team was recognized at the national level by the Association of Public-Safety Communications Officials (APCO) with the Technology Leadership Award for a Large Communications Center in August of 2018. The Team also received both Technology and Commitment to Excellence Awards from the Oregon APCO Chapter in September of 2018. This technical partnership enhances communication sharing between the four 9-1-1 Centers while providing economic efficiencies with shared costs across the partners.

This year has been a year of progress as we continue our work on building and transitioning to a new digital emergency communications radio system. We are approximately two-thirds of the way through the site acquisition, upgrading and construction of radio sites that will ensure continuity of communications in the digital environment for our Center and our Field Users. The switch from analog to digital technology will take place early to mid-2020.

Additionally, the Agency has worked hard with Washington County in the planning of a new seismically and technologically sound facility to be located in the City of Hillsboro. The design is 95% complete and the request for proposals will be posted around the end of May 2019. It is anticipated that the facility will be completed by Fall of 2020. It is through the support of the Washington County Administrative Office and the citizens residing within Washington County that these critical projects have been made possible.

With continuous improvement in mind, Agency Staff have been engaged in a white board study of the practical and efficient use of personnel positions to manage costs while providing enough resources to ensure WCCCA's mission of service is met. Beginning with a review of two management vacancies, staff has begun to identify changes to be made in the Agency's organizational structure. Data Services and Radio Services have been joined together under the umbrella of Technical Services with an existing supervisor promoted to Technical Services Manager. A vacancy in Performance Management is providing some options for a more robust staffing solution within the Operations Department, while still maintaining attention to Quality processes which ensure Agency accountability. Without adding new positions in 9-1-1 Operations, Information Technical Services or Administration for the past 9 years, the personnel strategy developed for the next fiscal year includes three 9-1-1 Dispatcher positions to meet service deployment goals, one administrative position to provide back up to Finance and Executive Staff and cross training and one part-time Business Analyst to focus on statistics and trends that will inform our direction and needs for the future and enhance our transparency and accountability in all facets of Agency business and service. This represents 4.5 additional personnel positions with an actual cost of 3.5 FTE with savings from not filling a vacated management position.

- Received the Certificate of Achievement for Excellence in Financial Reporting.
- WCCCA's 9-1-1 Operations Staff was involved in 22 dispatcher-assisted CPR saves in 2018. On each of those calls, the call taker received a Washington County Life Saver Coin that recognizes their role in the cardiac arrest chain of survival. In order for a call to qualify as a "dispatcher-assisted CPR save", the patient must have survived neurologically intact and the call taker must have identified the need for CPR and/or provided life-saving instructions to the caller.
- WCCCA 9-1-1 Operations Staff answered 563,485 9-1-1 and non-emergency phone calls in 2018.
- WCCCA 9-1-1 Operations Staff handled 512,962 incidents involving police, fire and EMS response in 2018.

### **Initiatives for the Year and for the Future**

The Agency capital planning process has been underway for several years and will continue into the foreseeable future as part of the WCCCA Strategic Plan, which will be produced with input from internal and external stakeholders. We have seen success in the areas of contracting jointly with other dispatch centers for a new vendor for a Computer Aided Dispatch system, and have seen much collaboration between WCCCA, Washington County and our member agencies in producing a plan to replace the aged and nearly obsolete emergency communications system. Now the creation of a strategic plan utilizing these synergies that envisions our future and defines the path forward will ensure WCCCA's continued preparedness for Agency operational issues, emerging technologies, equipment life cycles, staffing and capital needs.

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 other 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 toward 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 as one of our Members recently observed, we may be an information center, or a crime information center or even something that resembles a fusion center. Those changes could bring about a work force that is comprised of new skill sets, necessitating reorganization, strategizing in new ways and 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 citizens, our members and partner agencies.

Oregon's legislature is contemplating an increase to the 9-1-1 excise tax, the first in 24 years. Whether the legislature approves an increase this year or not, there will be continued discussion across the state about the rising costs of technology, the financial burden to our Members' budgets to provide the lion's share of the 9-1-1 Center budgets, consolidation of 9-1-1 Centers or consolidation of 9-1-1 call answering into regional centers. Next generation technology does not currently exist in any budget at the State level creating the question of where the money will come from to keep Oregon 9-1-1 Centers, including WCCCA, moving forward to meet public safety demands. The future is exciting but costly.

### **The Budget Document**

The Agency matches the processes of its partners by following State of Oregon Local Budget Law to a large extent. It 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.

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.

### **Conclusion**

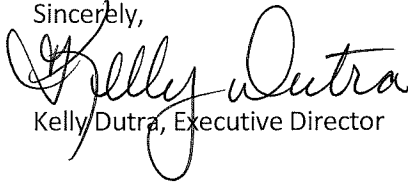
With the demands on public safety and the finite dollars available to fund those services and related personnel and technologies, WCCCA recognizes the need to plan strategically, partner where costs can be streamlined, work with legislators and the public to educate and encourage a more realistic vision of funding the 9-1-1 function in Oregon. With this budget it is clear that our membership, in spite of the costs they bear on our behalf, understand and support WCCCA's commitment to service and accountability and the staff it takes to maintain both. WCCCA continues to work at the State level in pursuit of a long overdue increase in the 9-1-1 tax and if something doesn't come from current efforts, we will join the 9-1-1 Centers around the State to pursue funding assistance with the legislature in future sessions. It is unreasonable to expect local law and fire agencies to fund their own operations and fund 9-1-1 as well. The burden has become untenable.

This year has seen advancement in the Emergency Communications Radio System Project and the completed design and subsequent request for proposals for the new WCCCA facility. Washington County

continues as our partner in accomplishing these capital needs, administering bond funds but also listening to us, providing guidance and resources and ensuring that WCCCA is successful in the completion of these critical projects. WCCCA takes the stewardship of these citizen approved funds seriously and we work with Washington County to provide the best possible utilization of those in a robust Emergency Communications System and a seismically solid facility that will remain standing and functional in the aftermath of a major disaster. WCCCA's citizens and stakeholders will benefit greatly from the assistance and support we have received from Washington County.

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

Sincerely,

A handwritten signature in black ink that reads "Kelly Dutra". The signature is fluid and cursive, with the first name "Kelly" and last name "Dutra" clearly legible.

Kelly Dutra, Executive Director



**FY 2019-2020 GENERAL FUND BUDGET ASSUMPTIONS****Resources: 9.4%**

Beginning Balance increase 22% compared to 18/19 budget (Change to actual: .2%)

Proposed Ending Fund Balance reduced by \$1,703,071 (-37%)

Revenues: 6.1%

9-1-1 Telephone Tax increase 7.6%

Member User Costs increase 4.55%

C800 Radio Contract increase 13.7%

Maintenance Service reduction -48.5%

Interest 108.3% (interest rate increased to 2.75%)

Miscellaneous 16.8%

**Expenses: 11%**Cost of Living

3.5% wage adjustment for non-represented employees (subject to Board approval)

2% July 1<sup>st</sup> and 3% January 1<sup>st</sup> wage adjustment for members of the Dispatchers Association

Personnel increase 11.8%

## Salaries: 8.2%

Administration: 1.0 FTE Administrative/Finance

0.5 FTE Business Analyst

Operations: 3.0 FTE Dispatchers = 67 approved Dispatcher FTE

Data Services: 0.6 FTE Reduction of Data Manager, add shared Technical Services Manager

Radio Services: 1.0 FTE Technical Staff (previously approved position)

0.3 FTE Overlap retirement w/ replacement Facility Tech

0.4 FTE Reduction - shared Technical Services Manager w/Data Services

## Payroll Expenses &amp; Benefits: 18.4%

PERS Tiers I/II 25.28% + 6% employer pickup

PERS OPSRP General Employee 19.29% + 6% employer pickup

Health Insurance 5.5%

Material & Services 5.3%

Maintenance Agreements: 3.5%

Property & Liability /Tank Coverage Insurance: 8.2%

Legal 20% to \$60,000 (Bargaining planning, labor, unique needs)

Utilities (Electric, Water/Sewer, and Garbage): average 11.5% increase over budget to tie to actuals

Training 9% PEER Support and CISM added.

Capital Outlay 38%

Vehicle replacement of 2004 F350 and an additional Radio Tech \$74,000

Dispatch Consoles 4<sup>th</sup> installment of new equipment \$90,000

Facility Battery reserve \$20,000

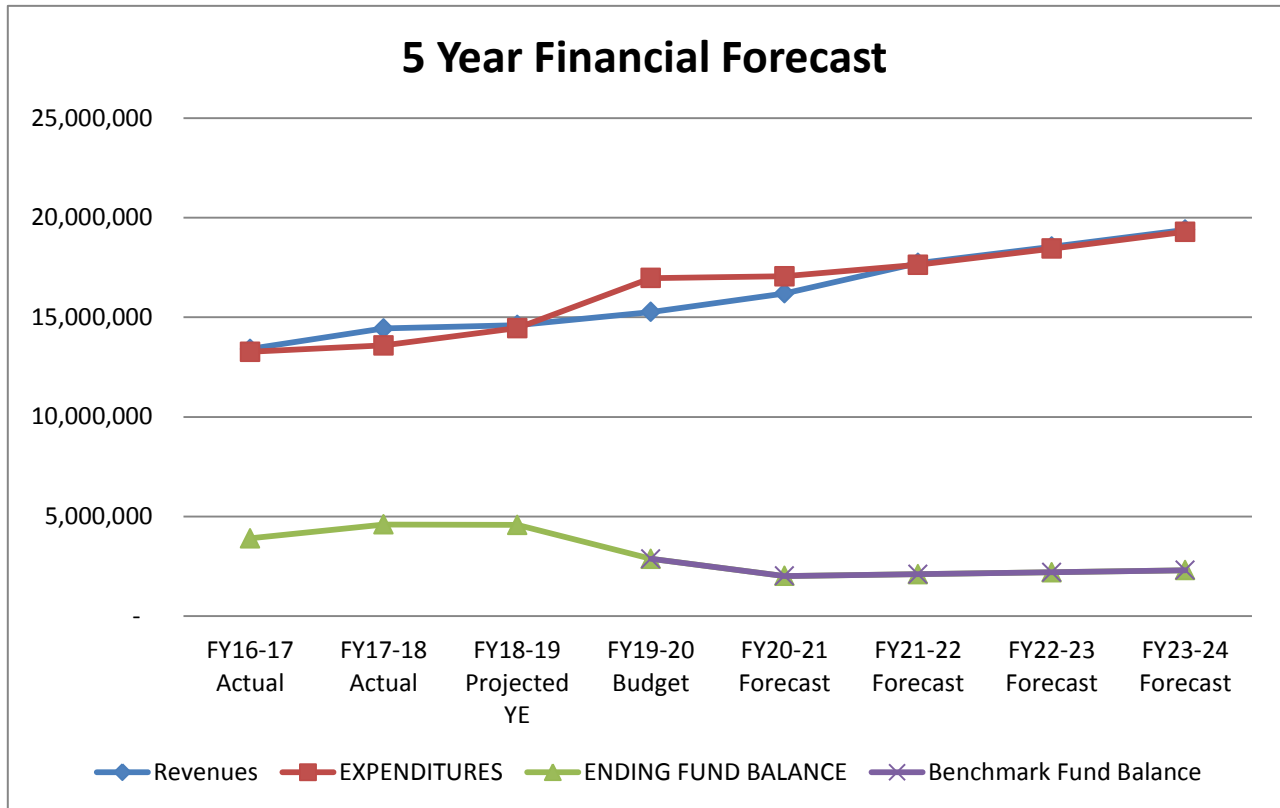
New Facility soft costs reserve \$750,000 (plus \$350,000 in carryover from 18/19 budget. Total \$1.1m need)

Eliminated Capital Projects transfer of \$150,000

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**FINANCIAL FORECAST**



The above graph depicts the Agency’s “Financial Forecast” for FY 2019 through FY 2023. 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.

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## BUDGET SUMMARY

- *Consolidated Budget*
- *Resources*
- *Working Capital*
- *Revenue*
- *Requirements*
- *Significant Expenditures*
- *Other*

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**INTRODUCTION**

The Agency is a partnership formed by an intergovernmental agreement under State of Oregon law, and as such, it is a unique government: it levies no property taxes; charges no fees to the public (except small amounts for reproducing 9-1-1 calls and related information) 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. Both Funds are appropriated.

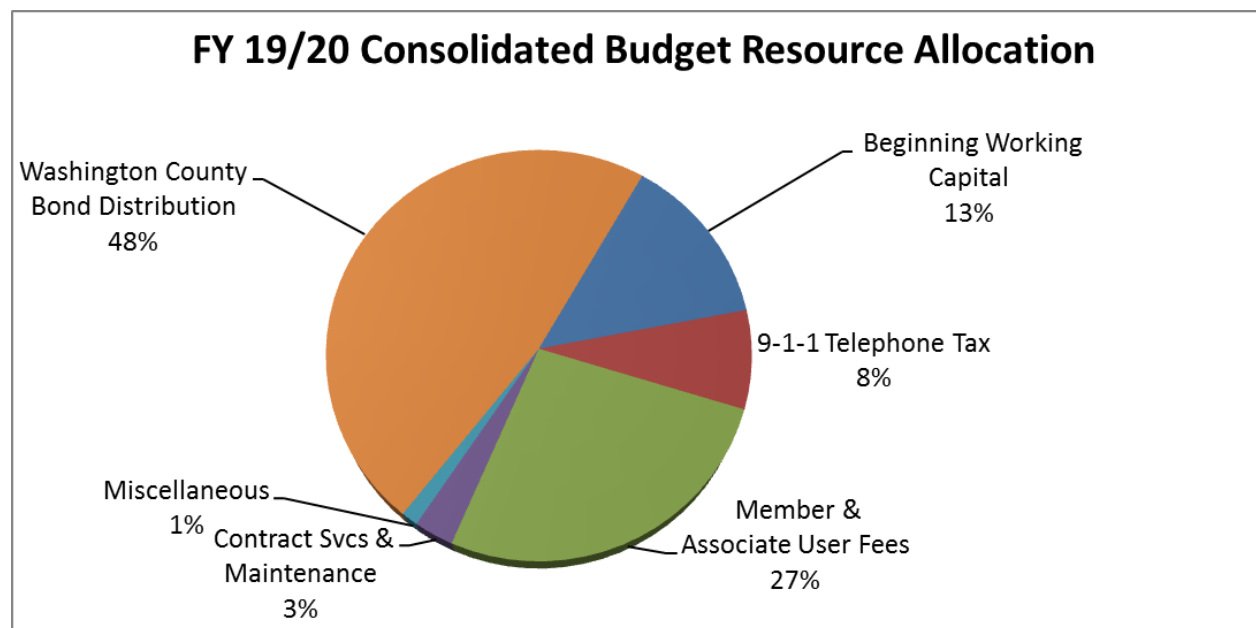
**All Funds Combined**

	Actual FY 2017-18	Fiscal Year 2018-19		Approved Budget FY2019-20
		Adopted Budget	Estimated To June 30	
<b>RESOURCES</b>				
Beginning Working Capital	4,502,597	4,747,054	5,338,070	5,430,728
Revenues				
9-1-1 Telephone Tax	2,995,198	2,880,000	3,000,000	3,100,000
Member & Associate User Fees	10,031,653	10,213,071	10,213,071	10,677,324
Contract Svcs & Maintenance	983,959	1,045,373	1,036,373	1,172,372
Rental Revenue	134,418	113,300	108,900	112,168
Miscellaneous	292,393	139,100	266,000	209,000
Wash.Co. Bond Distribution	22,543,997	19,156,215	17,000,000	19,000,000
Interfund Transfer	150,000	150,000	150,000	-
Intergovernmental Revenue	268,688	268,688	268,688	175,000
Total Revenues	37,400,306	33,965,747	32,043,032	34,445,864
<b>TOTAL RESOURCES</b>	<b>41,902,903</b>	<b>38,712,801</b>	<b>37,381,102</b>	<b>39,876,592</b>
<b>REQUIREMENTS</b>				
Personnel Services	11,560,736	12,427,766	12,118,104	13,897,379
Materials & Services	2,081,707	2,293,316	2,374,749	2,124,557
Capital Outlay	22,772,390	19,724,532	17,307,521	19,943,000
Interfund Transfers	150,000	150,000	150,000	-
Contingency	-	2,606,650	-	3,311,656
<b>TOTAL REQUIREMENTS</b>	<b>36,564,833</b>	<b>37,202,264</b>	<b>31,950,374</b>	<b>39,276,592</b>
Fund Balance (UEFB)		1,125,000	-	600,000
Fiscal Year End Fund Balance	5,338,071	385,537	5,430,728	-
<b>TOTAL BUDGET</b>	<b>41,902,904</b>	<b>38,712,801</b>	<b>37,381,102</b>	<b>39,876,592</b>

**FISCAL YEAR 2019-20 BUDGETED RESOURCES – ALL FUNDS**

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

Total budgeted Resources for all funds for FY 2019-20 are as follows:



The following is a narrative regarding the major Resources budgeted for FY 2019-20, but first, the components of “Miscellaneous Income” are described.

Miscellaneous Income totals \$496,168 and is comprised of the following:

- \$209,000 (42% of the total) is miscellaneous revenue; fees for reproducing 9-1-1 call recordings \$18,000; interest \$109,000; mapping time reimbursement \$18,000
- \$175,000 (35% of the total) is for Levy proceeds from Washington County, a 7 year funding commitment for Public Safety needs
- \$112,168 (23% 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 2016-17</b>	<b>Actual 2017-18</b>	<b>Estimate 2018-19</b>	<b>Budget 2019-20</b>
Beginning	4,006,397	3,901,819	4,567,180	4,575,704
Changes	(104,578)	665,361	8,524	(1,703,071)
Ending	3,901,819	4,567,180	4,575,704	2,872,633
% Change	-3%	17%	0%	-37%

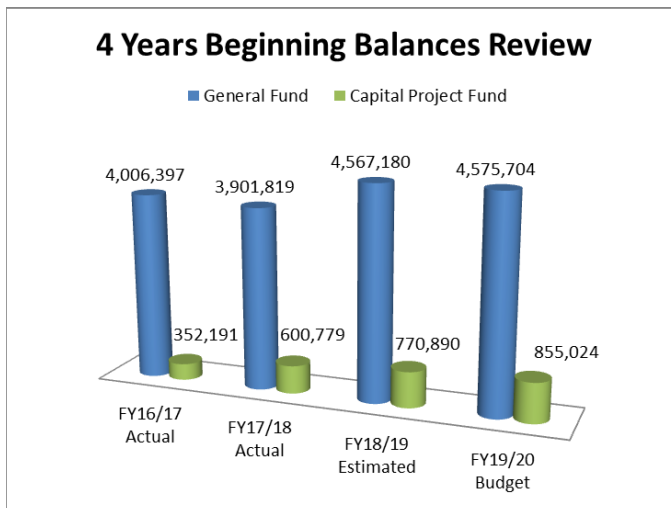
Fiscal year 19-20 General Fund ending balance is expected to reduce by 37%. The reduction is funding to three additional dispatch employees, which will reduce the ending funding balance.

**Capital Projects Fund**

Fund Balance

	<b>Actual 2016-17</b>	<b>Actual 2017-18</b>	<b>Estimate 2018-19</b>	<b>Budget 2019-20</b>
Beginning	352,191	600,779	770,890	855,024
Changes	248,588	170,111	84,134	184,000
Ending	600,779	770,890	855,024	1,039,024
	71%	28%	11%	22%

The ending fund balance for the Capital Projects fund is budgeted to increase by 22%. No additional spending is budgeted to offset the Levy Funds from Washington County in this budget year.



The Beginning Working Capital for all funds combined had increased in prior years due primarily to low staffing levels and is projected to decline in future years, in accordance with the Board of Commissioners' long term financial planning.

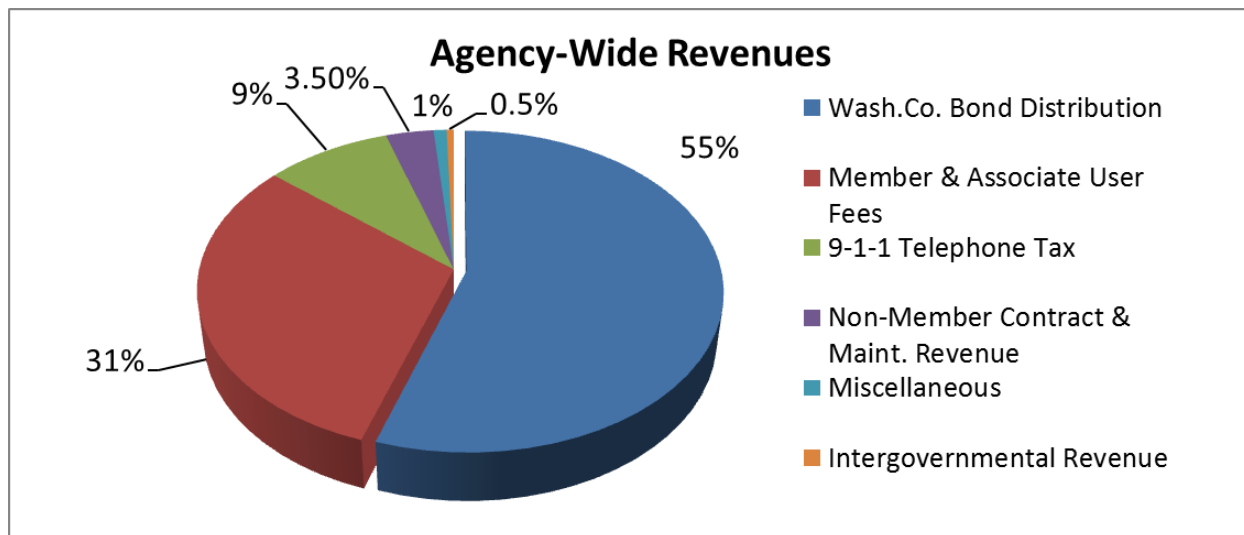
- The General Fund accounts for all Agency operations. This fund is experiencing increasing expenses for personnel, primarily for health insurance premiums and required PERS contributions. On the revenue side, while member fees are set annually to slowly draw down working capital in subsequent years, this draw down has not been consistent because of the number of vacancies in operations during the recent fiscal years. Additionally, the Board of Commissioners has approved non-member radio contract and other fee increases.

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 Capital Projects Fund is used to fund radio equipment replacement in order to maintain the radio system's operating effectiveness. Transfers of \$250,000 were made in Fiscal Years 2014-15, 2015-16, and 2016-2017 and \$150,000 was budgeted for FY 2017-18 to fund the life cycle replacement plan following the upgrades and new equipment installed in the next fiscal year. In fiscal year 19-20, no transfers are scheduled. Upon completion of the life cycle replacement plan a developed fiscal study will show the annual amount needed. Other considerations for the beginning balance are unanticipated capital expenses for the Agency.

**REVENUE – ALL FUNDS**

The following graph depicts Agency-wide revenues (General Fund and Capital Projects Fund combined) excluding Beginning Working Capital. In the consolidation of funds, the activity of transfers between funds is typically eliminated.



It should be noted that the Capital Project Fund revenues account for 55% of the Agency-wide operating revenues shown in the graph above. The Capital Projects Fund’s revenue includes \$19,000,000, which is funded from the Washington County bond, to replace the Emergency Communication System. This System will be new equipment as well as upgrading existing communication equipment. The General Fund comprises the remainder (46%) of which a significant portion (70%) is member user fees for Dispatch and Radio System services.

A discussion of the Agency’s two primary sources of revenue for operations, Member Contract Fees and 9-1-1 Telephone Tax, follows.

The primary source of operational revenue to the Agency is the member intergovernmental agreement (IGA) user fees. These annual member fees are paid by the governmental partners that formed the Agency. These fees account for 31% of the revenues of the Agency as a whole and 70% 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 9% of the total Agency revenues and 20% of the General Fund revenues. Please see the Budget Message for further discussion. Together, these two sources of revenue account for 40% of the Agency’s estimated revenues in the FY 2019-20 Proposed Budget and 91% of the General Fund.

**Intergovernmental Agreement and Fees**

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.

**REVENUE – ALL FUNDS (continued)****INTERGOVERNMENTAL AGREEMENT AND FEES (CONTINUED)**

When any 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. This has been the partnership's experience with the 9-1-1 state telephone excise taxes revenue. Additionally, the rate of increase to make up for these revenues is exacerbated by the limited number of partners funding the Agency's operations.

In 2013, under the direction of the CEO Board, the Agency organized a group to study alternatives to this distribution mechanism. The group put forth a cost distribution model that includes population, airtime and public calls for service for police and population and calls for service for fire. In 2014, a revised IGA was adopted to incorporate these changes and allow changes to the fee formula without the need to amend or modify the IGA. The FY 2015-16 budget was the first year of the "new" member fee formula, where membership fees are no longer set by console but based on relevant inputs that impact WCCCA. During this conversion away from the console based fee formula to a strictly input based allocation, one of the uncapped agencies' experienced a very large increase in their net fee for police and fire service. This significant change was due to the agency being grouped with a very large agency on a console which made their portion of the console cost under the old formula relatively small as compared to similarly sized agencies on other consoles. This caused a significant amount of discussion but it was ultimately determined to move forward with the new fee formula as proposed for FY 2015-16. In the subsequent years, fluctuations continue and middle-sized entities are impacted more in their rate increase compared to the larger and smaller entities when one of the inputs shifts.

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).

	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>
<b>Member Governments:</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Washington County (Sheriff's Office)	2,396,513	2,576,068	2,600,358	2,653,102
Tualatin Valley Fire & Rescue	1,870,718	2,169,446	2,257,118	2,379,498
City of Hillsboro (Police & Fire)	1,688,433	1,811,990	1,848,603	1,914,016
City of Beaverton (Police)	1,296,460	1,357,830	1,382,501	1,488,897
City of Tigard (Police)	576,537	630,122	661,407	715,576
City of Forest Grove (Police & Fire)	434,740	485,210	490,145	511,123
City of Tualatin (Police)	330,352	354,220	370,828	378,512
City of Sherwood (Police)	190,425	209,830	207,175	218,390
City of Cornelius (Police & Fire)	158,621	166,250	196,942	200,761
Washington Co. Fire Dist. No. 2(Svc by TVFR)	66,248	-	-	-
Banks Fire District No. 13	30,356	31,267	32,205	33,171
City of King City (Police)	21,880	22,536	23,212	23,908
Gaston Rural Fire District	20,118	20,722	21,344	21,984
City of Durham (Police)	13,970	14,389	11,384	11,384
City of North Plains (Police)	13,178	13,573	13,980	14,399
City of Banks (Police)	7,604	7,832	8,067	8,309
City of Gaston (Police)	6,316	6,505	3,981	4,100
Public Safety Member Contract Fees	9,122,469	9,877,791	10,129,250	10,577,130
Member Government Radio (only) Fees	79,726	89,747	83,823	100,192
<b>Total Member Contract Fees</b>	<b>9,202,195</b>	<b>9,967,538</b>	<b>10,213,073</b>	<b>10,677,322</b>

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

In regards to a separate source of revenue (not listed above): Non-member Contract Fees for radio system access are set 48% higher than the radio access fees for members (\$641.25 vs. \$431.86). This is due to "external" radio contract fees including recovery of a portion of the cost of the radio system assets (depreciation) in their rates, the assets of which member governments have funded. Fees for members' use of the radio system are based upon annual operational expense, excluding depreciation expense.

### 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 at a rate of \$0.75 per communication device per month in accordance with authorizing Oregon Revised Statutes (403.200 - 403.250).

Annual tax revenues for the FY 2018-19 and budgeted for FY 2019-20 are anticipated to increase slightly as compared to the prior year. In FY 2015-16 the Oregon legislature enacted a 9-1-1 tax on prepaid wireless devices through point-of-sale. The Agency was able to realize a positive “dollar” impact on revenues of 7.6% to fund operations during the FY 2015-16. However, 9-1-1 tax collections are subject to economic effects and challenges in collection and the agency remains conservative in revenue projections.

In 2018 HB 2449 was proposed to Oregon State Legislature an increase of 100%, raising the Public Safety fee on phone bills to \$1.50 per line. The Staff and Board are watching this HB very closely and in June 2019 it will be voted on. If the increase passes the Agency will look at how to utilize the additional funding best serving our members. The timing of any additional funding could be two fiscal years out.

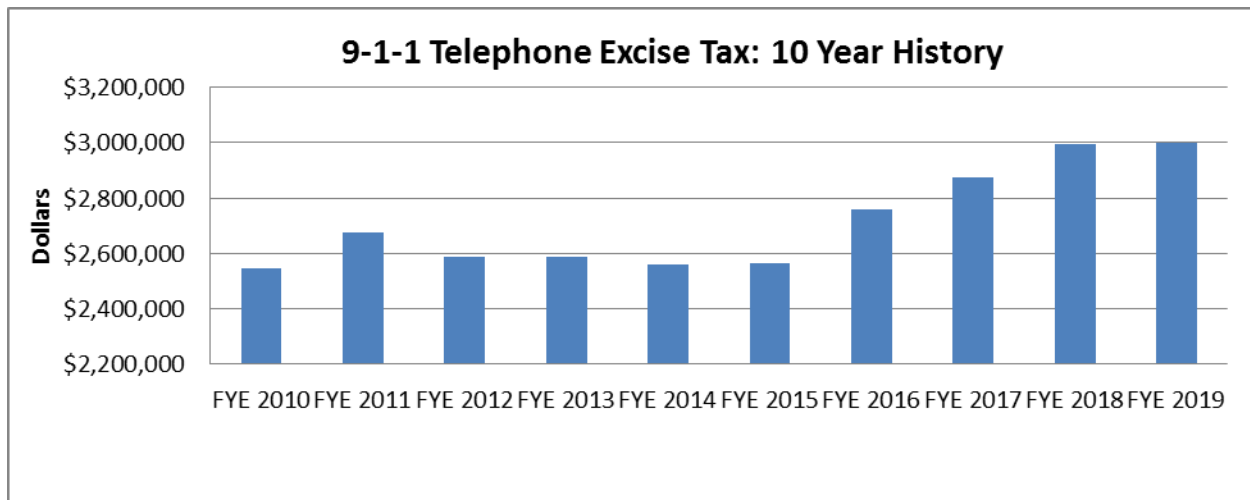
The 9-1-1 telephone excise tax revenue comprises 20% of the revenues budgeted in the Agency’s General Fund for FY 2019-20. In the chart below, the tax amounts reported by the Agency for financial reporting purposes vary somewhat from amounts reported by the State of Oregon due to the need to estimate the final quarter of each fiscal year.

The budgeted amount for FY 2018-19 is estimated from historical experience. A slight increased amount in 9-1-1 tax revenue is anticipated in next year’s Approved Budget.

9-1-1 Tax Revenues			
<u>Fiscal Year</u>	<u>Annual \$</u>	<u>% Change</u>	Chart Notes:
FY 2019-20	3,100,000 (A)	3%	(A) Budgeted amount
FY 2018-19	3,000,000 (B)	0%	(B) Projected amount
FY 2017-18	2,995,198	4%	All other amounts shown are actual, per the Statement of Activities in the Comprehensive Annual Financial Report, which accounts for tax revenues on a full accrual basis of accounting (most nearly matching state reports).
FY 2016-17	2,876,401	4.2%	
FY 2015-16	2,760,760	7.6%	
FY 2014-15	2,566,276	0.2%	
FY 2013-14	2,560,815	-1.0%	
FY 2012-13	2,585,911	0.0%	
FY 2011-12	2,587,085	-3.3%	
FY 2010-11	2,674,076	5.1%	

**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**

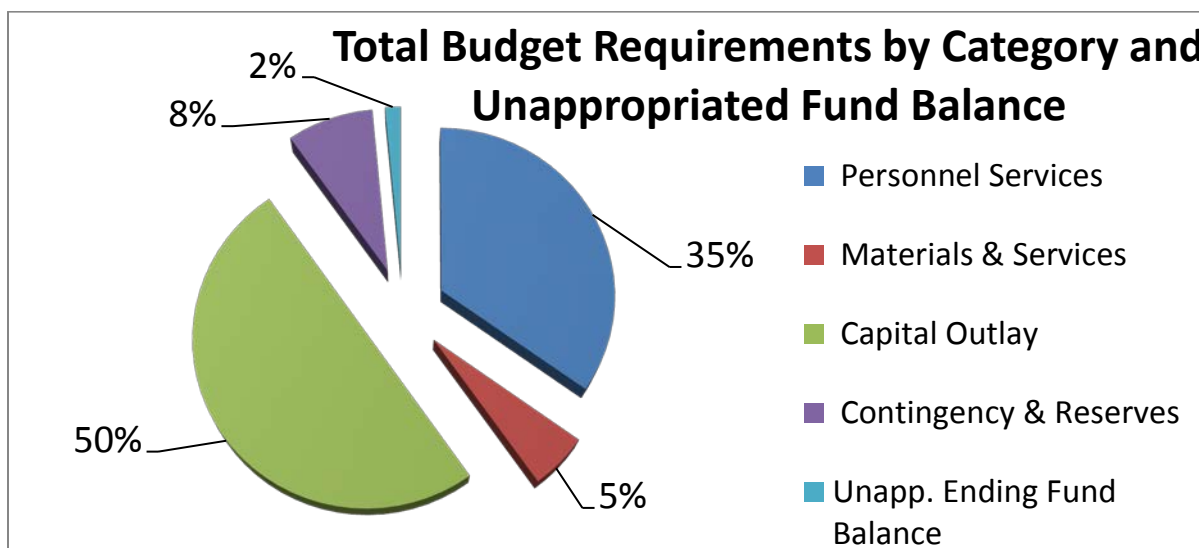
On May 17, 2016, Washington County went to the voters for funding replacement of the Emergency Communications System which WCCCA operates for its member agencies. Measure 34-243 was passed by the voters in Washington County to issue \$77 million in general obligation bonds by Washington County to fund 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 \$19 million in the third year of the ECS project for completion.

**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 “Budget 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.

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 is a separate category.

Total Budget Requirements by budget category and Unappropriated Ending Fund Balance for both funds of the Agency for FY 2019-20 are shown as follows:



Contingency is presented in the graph above at 8% of the total. This is calculated as a percent of the total amounts scheduled in the FY 2019-20 Budget. The minimum level of Contingency is set at the Board policy of a target of 12% (which approximates 45 days of operating expenditures), and is calculated on total operating appropriations which includes Personnel Services and Material and Services annual costs.



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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 expenditure category. All of the Agency's personnel are accounted for in the General Fund.

Compared to the prior year budget, total Personnel Services increased by \$1,469,612 (11.8%). A total of 5.5 FTEs are added to the FY19-20 budget. They are in administration (1.5), radio services (1) and dispatch services (3). A cost of living increase of 3.5% is budgeted for most employees, as are 5% merit increases for approximately 43% of the employees who are expected to continue to advance through their salary ranges. Health insurance premiums are budgeted to increase by \$223,847, a 4.9% average increase, though a 5.5% increase to premiums January 1, 2020. The percent rate increase of health insurance premiums is calculated specifically by each employee's coverage for next year's budget rather than using historical averages in an effort to create a more accurate budget.

Of the \$13,897,379 total Personnel Services in the FY 2019-20 Proposed Budget, \$8,637,922 (62%) is for salaries, wages and overtime. \$5,259,456 (38%) is budgeted for benefits and payroll expenses. The largest portion of these benefits and payroll costs is comprised of Public Employees Retirement System (PERS) required contributions of \$2,346,761 (44.6%) and health insurances at \$1,964,503 (37.4%). Employees pay a share of their health insurance premiums and the Agency pays for the employees' 6.0% PERS contribution.

**Materials and Services**

Total Materials and Services (M&S) for both funds of the Agency decreased by \$168,757 (-7.4%) as compared to the prior year's budget. This decrease is largely from the elimination of the annual lease payment for the Zone Controller, \$275,554. The final lease payment was made in FY18/19. Costs projected to increase are Legal services, (20%, \$10,000) for the upcoming represented union contract negotiation, insurance increase of (8.2%, \$7,500), and maintenance agreement escalated costs 3 to 5%.

**Capital Outlay**

By far the most significant impact on Capital Outlay going forward will relate to the replacement of the Emergency Communications System. This replacement is completely funded by bond proceeds passed through to WCCCA from Washington County. FY 2019-20 will be the third and final year of the project and bond funding expenditures. WCCCA is budgeted to spend \$19,000,000 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. These capital expenditures do not impact the current operating budget.

The above significant capital outlay expenditure will impact future operating budgets through routine equipment maintenance and additional annual tower site lease expense.

**SIGNIFICANT EXPENDITURE APPROPRIATION CHANGES (CONTINUED)**

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

Excluding the cost in Capital Outlay for the Emergency Communications System discussed above, Capital Outlay for the General Fund in the FY 2019-20 Approved Budget increases by \$261,000 (38%) from the prior year for a budget of \$943,000. The main reason for this increase is due to a one-time expense identified as \$850,000 for the new facility soft costs. These costs are for new cabling and duplicating dispatch centers for parallel operations until the new center is fully up and running for approximately nine months.

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

**INTERFUND TRANSFERS**

Interfund transfers between funds over recent years are as follows:

**INTERFUND TRANSFERS**

	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Budget FY 19-20
<u>From:</u>				
General Fund	250,000	150,000	150,000	-
Total	<u>250,000</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>
<u>To:</u>				
Capital Projects Fund	250,000	150,000	150,000	-
Total	<u>250,000</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>

The Interfund transfer was reduced in FY17-18 in anticipation of implementing a new/upgraded digital emergency communication system. There is no transfer budgeted in the FY19-20, however, the Agency will develop 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 amount of Fund Balance at July 1, 2019, is scheduled as a resource in the budget, the Ending Fund Balance (the amount anticipated at June 30, 2020) is scheduled as Contingency and Unappropriated Ending Fund Balance.

Total Reserves for the Agency (both funds combined) for FY2019-20 is \$3,911,656. Of this amount \$3,311,656 is in Contingency and \$600,000 in Unappropriated Ending Fund Balance.

**OTHER****Grant Revenues**

No Grants have been applied to support any project funding.

**Debt**

The Agency is a Chapter 190 organization under Oregon Revised Statutes. Under the current state statutes, bonded indebtedness and other debt is allowable, if the formation agreement authorizes debt. However, the Chapter 190 law in effect when this Agency's partnership was formed did not include the authority to issue debt. Therefore, the Agency's formation papers could not authorize it to indebt itself.

The Agency has issued no debt and has no debt service requirements.

**BUDGET ADOPTION**

In compliance with the State of Oregon Local Budget Law, the FY19-20 proposed budgets for the Agency were presented to the Budget Committee at its February 21, 2019 meeting, where the Budget Committee deliberated and approved the budget. On June 20, 2019, 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 the FY2019-20 budgets by resolution.

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

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## Individual Funds

- *General Fund*
  - *Admin & Finance*
  - *Human Resources*
  - *Performance*
  - *Operations*
  - *Technical Services*
    - *Data Services*
    - *Radio Services*
    - *Facilities*
  - *Capital Outlay*
- *Capital Projects Fund*
- *Radio Sites Map*

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**THE GENERAL FUND**

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

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

The General Fund is organized by departments correlating to the various functions provided by the Agency, as described earlier.

The Board approved the current policy for the amount of Contingency in the General Fund to be no less than 12% of 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, \$2,272,632 is appropriated as Contingency in FY 2019-20. The estimated ending fund balance, \$600,000 is scheduled as Unappropriated Ending Fund Balance, reserving it for a future year.

The General Fund of governmental entities is always disclosed as a major fund for the Comprehensive Annual Financial Report (CAFR).

Individual Funds

General Fund

General Fund	Actual FY 2017-18	Fiscal Year 2018-19		Approved
		Adopted Budget	Estimated To June 30	Budget FY2019-20
<b>RESOURCES</b>				
Beginning Working Capital	3,901,819	3,750,647	4,567,180	4,575,704
Revenues				
9-1-1 Telephone Tax	2,995,198	2,880,000	3,000,000	3,100,000
Member & Associate User Fees	10,031,653	10,213,071	10,213,071	10,677,324
C800 Contract Revenue	695,404	762,118	762,118	866,769
Non-Member Contract Revenue	233,323	250,255	250,255	288,603
Maintenance Services	55,232	33,000	24,000	17,000
Rental Revenue	134,418	113,300	108,900	112,170
Miscellaneous Income	282,805	133,600	250,000	200,000
Total Revenues	14,428,033	14,385,344	14,608,344	15,261,866
<b>TOTAL RESOURCES</b>	<b>18,329,852</b>	<b>18,135,991</b>	<b>19,175,524</b>	<b>19,837,570</b>
<b>REQUIREMENTS</b>				
By Category				
Personnel Services	11,560,736	12,427,766	12,118,104	13,897,379
Materials & Services	1,806,153	2,017,762	2,099,195	2,124,559
Capital Outlay	245,784	682,000	232,521	943,000
Interfund Transfers	150,000	150,000	150,000	-
Contingency	-	1,733,463	-	2,272,632
<b>TOTAL REQUIREMENTS</b>	<b>13,762,673</b>	<b>17,010,991</b>	<b>14,599,820</b>	<b>19,237,570</b>
Unappropriated Ending Fund Balance (UEFB)		1,125,000		600,000
Fiscal Year End Fund Balance	4,567,180		4,575,704	
<b>TOTAL BUDGET</b>	<b>18,329,853</b>	<b>18,135,991</b>	<b>19,175,524</b>	<b>19,837,570</b>

**TOTAL FY 2019-20 BUDGET BY DEPARTMENT:**

By Category:	Personnel Services	Materials & Services	Capital Outlay	Total Requirements
<b>By Department:</b>				
Administration & Finance	1,043,830	346,808	-	1,390,638
Human Resources	134,052	36,355	-	170,407
Performance Management	516,637	50,180	-	566,817
Operations	10,146,205	182,661	90,000	10,418,866
Data Services	663,810	726,289	759,000	2,149,099
Radio Services Division	1,392,845	782,266	94,000	2,269,111
Total Operational Expenditures	13,897,379	2,124,559	943,000	16,964,938
<b>Nondepartmental:</b>				
Transfer to Other Funds				-
Contingency				2,272,632
Unapprop. Ending Fund Balance				600,000
<b>TOTAL BUDGET</b>				<b>19,837,570</b>



**ADMINISTRATION & FINANCE DEPARTMENT**

The Administration and Finance Department handles the business of WCCCA which includes financial planning; budget creation; payroll; accounts payable and receivable; working with our Boards, Technical Advisory Committee (TAC) and Stakeholders; Agency health and risks; business continuity planning; Agency accountability; Agency reception; management of a service desk which serves internal and external customers; management of work orders; overall oversight of personnel morale and wellness; 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. To ensure the long term overall health and financial sustainability of the Agency, the primary objective in our focus is the completion of an Agency strategic plan, including a long term capital plan that envisions funding alternatives which contemplate the impacts of annual WCCCA fee increases on our members.

We are a learning organization, we value inputs and ideas brought to us by those with a variety of experiences and to that end, we changed our financial planning and budgeting process and timelines to more adequately include member input, provide timely information and very importantly – transparency. These changes which started the fiscal year 16-17 bringing in the member's financial support, and then timeline changes the following year, allowed for streamlined budget meetings. The FY19-20 Agency budget was approved by our Budget Committee upon their first review, with support from our members.

The emphasis is to create and work with the forecast model projecting the first year of the five-year plan using six-month actuals. This pushed the timing of announcing rate increases to our membership to the end of January rather than in late fall, however the benefit is the numbers are stable and more realistic. This improved process combines forecasting, staff proposed budget and rate increase information with a consistent message of the organization. This complete package is presented to the membership leaders and financial team representatives to review, ask questions and offer input. Following this process and any changes that may come out of this session, the package is then presented to the budget committee in February.

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 Specialist, an Accounting Specialist, Chief Financial Officer, part-time Business Analyst, Assistant Director and the Director of the Agency (5.5 FTE), all of whom work with the other employees, departments, member agencies, and community to ensure that WCCCA's services meet the high professional standards of its Board and Members.

## Department Goals:

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

- Financial planning , accurate and timely financial reporting
- Ensuring that the necessary staff, equipment, and maintenance are available
- Hire a part-time Data Analyst to run key data and trending reports for Agency and members by fall of 2019
- Hire an Administrative Specialist for cross-training in accounting, executive and HR assistance, board support and oversee Agency annual reports by fall of 2019
- Prepare an annual budget document that complies with Oregon Budget Law and the Agency's internal policies
- Prepare the Agency's Comprehensive Annual Financial Report (CAFR) in compliance with GASB and GAAP requirements
- Submit online annual IRS 1096 report via TCC code received
- Electronic vendor payments via ACH 50%
- Prepare and distribute monthly budget to actual financial reports by the 10th business day of the month
- Reliable, accurate, transparent and timely information shared with our Boards and TAC
- Maintaining WCCCA as a premier 9-1-1 Agency, attractive to current and potential excellent employees, providing for the needs of our members, our citizens and our partners
- Maintaining and building State and Regional relationships
- Legislative strategizing
- Support to internal departments and external partners
- Actively participate in the planning and construction of the new WCCCA facility

## Accomplishments and Performance Measures:

- Submitted the FY2017-18 CAFR for the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Prepared monthly financial dashboard for the Board of Commissioners; demonstrates budgetary compliance, stats of staff levels, overtime trends, notes to financials
- Distribute 12 month trending detailed financials to department managers
- Continual integration of the financial software: Implemented the 1099 application for printing and distribution of the IRS 1099 form to recipients
- Full use of the Fixed Assets database within financial software
- Implemented online banking and electronic bill pay
- 98% electronic invoicing from 0% in 12 months
- New Agency copier contract at 50% cost savings of \$7,200 annually
- Evaluated, defined and added additional general ledger accounts for clarity and management of Agency funds
- Assistant Director achieved Certified Public Safety Executive certification through Association of Public Safety Communications Officials
- Organizational roles exercise

<b>ADMINISTRATION - LINE ITEM</b>						
Account #	Account Description	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Approved Budget
<b>Personnel Services (6.5 FTE)</b>						
5001	Admin Salary & Wages	483,587	495,063	510,642	538,524	660,865
5015	Vacation Payout	-	1,051	9,979	-	-
5120	Overtime	10	411	250	300	1,000
5121	Comp Time	190	593	2,032		
5201	PERS	99,045	104,244	125,211	122,884	180,129
5203	FICA	35,187	36,072	38,370	35,856	45,945
5206	Workers Comp.	1,282	1,054	1,514	1,649	3,834
5207	Tri-Met Tax	1,542	2,019	2,201	3,000	3,657
5210	Health Ins	78,929	75,581	71,241	76,770	116,644
5230	Deferred Comp Match	5,146	4,694	5,495	8,335	8,704
5240	Life/Disability Ins./VEBA	2,843	2,549	2,356	2,990	5,852
5250	State Unemployment	1,990	2,135	10,508	10,000	10,000
5295	Vehicle Allowances	7,200	7,300	7,200	7,200	7,200
<b>Total Personnel Services</b>		<b>716,951</b>	<b>732,766</b>	<b>786,999</b>	<b>807,508</b>	<b>1,043,830</b>
<b>Materials and Services</b>						
5300	Office Supplies	11,496	9,827	10,319	10,000	10,000
5303	Uniforms	697	(113)	787	-	2,400
5313	Employment Tests	6,049	7,990	-	-	-
5323	Food	349	259	2,608	350	350
5330	Non Capital Furn & Equip	495	1,561	395	900	900
5367	Leased /Rented Equipment	14,662	15,810	21,120	12,000	3,752
5368	Maintenance Agreements	10,644	8,138	7,140	7,500	7,500
5400	Insurance	74,543	79,821	84,050	92,000	99,511
5410	Legal Services	48,822	45,338	55,883	50,000	60,000
5412	Audit Fees	31,065	27,522	27,775	28,225	29,071
5413	Contracted Services	72,261	46,912	73,955	88,700	27,120
5414	Professional Services					41,406
5430	Telephone	1,281	1,341	10,702	3,000	6,550
5431	Admin Telephone	8,030	8,187	2,706	3,000	2,200
5461	Training	5,547	3,554	4,488	9,904	6,998
5462	Travel Expenses	11,709	11,876	12,486	19,300	18,000
5472	Employee Recognition & Awards	8,586	4,152	10,387	9,500	8,600
5481	Community Education	1,779	2,357	1,870	-	
5500	Subscriptions	12,344	11,448	11,917	11,620	1,310
5505	Membership					5,605
5510	Shipping & Postage					1,600
5515	Fees & Service Charges					6,000
5569	Bad Debt Expense		5,081	-	-	
5570	Business Expense	6,150	5,044	3,805	5,000	5,300
5571	Retreat Expense	759	-	-	-	
5572	Advertising/Public Notices	2,828	2,493	2,306	3,000	2,635
<b>Total Material and Services</b>		<b>330,097</b>	<b>298,599</b>	<b>344,701</b>	<b>353,999</b>	<b>346,808</b>
<b>Capital Outlay</b>						
5660	Computer Equipment	-	10,075		-	-
<b>Total Capital Outlay</b>		<b>-</b>	<b>10,075</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Administration Department</b>		<b>1,047,048</b>	<b>1,041,440</b>	<b>1,131,699</b>	<b>1,161,507</b>	<b>1,390,638</b>

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**HUMAN RESOURCES**

Human Resources is staffed by a Senior Human Resources Analyst and Background Investigator (1.07 FTE).

The Human Resources Department is responsible for:

- Managing the human resources function of the Agency
- Recruitment of dispatch and non-dispatch personnel
- Compliance with employment laws and human resources best practices
- Labor relations and negotiations
- Administration of benefits

Department Goals:

- Continued recruitment and training to ensure talent resources are available to cover attrition and retirements
- Maintain dispatcher new hire retention rate of 75% or greater
- Obtain full authorized staffing in dispatch by end of fiscal year
- Complete at least 5 recruitment related events by end of fiscal year
- Prepare for labor negotiations in early 2020
- Actively participate in the planning and construction of the new WCCCA facility

Accomplishments and Performance Measures:

- WCCCA has retained 77% of dispatchers hired since January 1, 2016 – this is outstanding for the industry.
- Our retention rate for dispatchers hired in 2016 is 75% - 3 out of 4 hired in 2016 are still employed
- Our retention rate for dispatchers hired in 2017 is 67% - 8 out of 12 hired in 2017 are still employed
- Our retention rate for dispatchers hired in 2018 is 67% - 4 out of 6 hired in 2018 are still employed
- Established a Call Taker staffing model to assist with dispatcher staffing levels
- Established open recruitment process to help fulfill authorized dispatcher staffing levels
- Developed a Peer Support Team to support Operations personnel
- Review of managerial roles and responsibilities for staffing and organizational needs
- Manage compensation studies to ensure salary ranges are within comparable market range

<b>HUMAN RESOURCES</b>					
Acct #	Account Description	FY16/17 Actual	FY17/18 Actual	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget
<b>Personnel Services (1 FTE)</b>					
5001	Admin Salary & Wages				79,545
5120	Overtime				500
5201	PERS				20,424
5203	FICA				6,124
5206	Workers Comp.				242
5207	Tri-Met Tax				429
5210	Health Ins				25,243
5230	Deferred Comp Match				745
5240	Life/Disability Ins./VEBA				800
<b>Total Personnel Services</b>		-		-	<b>134,052</b>
<b>Materials and Services</b>					
5300	Office Supplies				200
5303	Uniforms				300
5310	Background Investigations				1,350
5313	Employment Tests				14,521
5323	Food				636
5330	Non Capital Furn & Equip				-
5340	Software /Upgrades				-
5368	Maintenance Agreements				2,700
5413	Contracted Services				1,968
5414	Professional Services				9,000
5461	Training				3,245
5462	Travel Expenses				750
5472	Employee Recognition & Awards				600
5505	Membership				200
5572	Advertising/Public Notices				885
<b>Total Material and Services</b>		-	-	-	<b>36,355</b>
<b>Total Human Resources Department</b>		-	-	-	<b>170,407</b>

**PERFORMANCE MANAGEMENT**

Performance Management is staffed by a part time Audio Reproduction Specialist, Program Coordinator, Training Coordinator and the Performance Manager (3.5 FTE). The FY19-20 Budget shows the Human Resources Department broken out from Performance Management as a stand-alone department.

The Performance Management Department is responsible for:

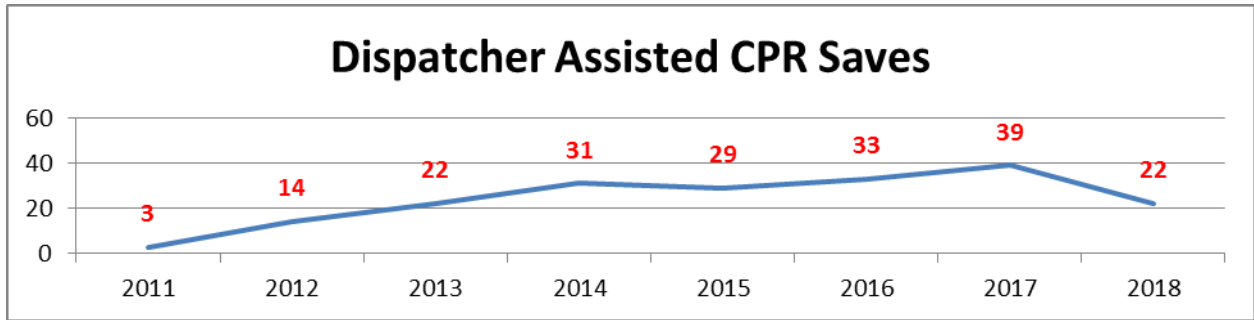
- Developing, implementing and maintaining quality training materials and programs that enhance the knowledge base and skills of the Agency's dispatch and supervisory personnel
- Maintaining training and certification records for all dispatch and supervisory personnel in accordance with the Association of Public Safety Communications Officials (APCO) and the Department of Public Safety Standards and Training (DPSST)
- Managing the Quality Improvement (QI) processes, conducting systemic cause analyses of sentinel events and providing recommendations for training, equipment changes and system improvements
- Managing the Agency's role in EMS
- Responding to public records requests and audio reproduction
- Maintaining Agency accreditation
- Managing updates to administrative directives and standard operating guidelines

Department Goals:

- Meet established state telecommunications and emergency medical dispatch training standards
- Hold monthly QI meetings
- Process audio and CAD information requests in accordance with established guidelines
- Maintain Agency Accreditation status
- Actively participate in the planning and construction of the new WCCCA facility

Accomplishments and Performance Measures:

- Operations personnel completed 5,268 training hours and met all state and APCO training and certification requirements for 2018. Non-Operations staff completed a documented 405 training hours
- In 2018, the Agency processed 1,820 audio and CAD information requests. System users comprised 59% of all requests (42% of the 59% were requests from the District Attorney's office). Non-member requests comprised 41% of all requests
- Agency was re-accredited in 2017 and is used as a model for other communications agencies to achieve accreditation. Third reaccreditation will be due in 2020
- Agency awarded 22 lifesaving coins to operations staff



**LIFE SAVING COIN – FRONT & BACK**





<b>PERFORMANCE MANAGEMENT - LINE ITEM</b>						
Account #	Account Description	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Approved Budget
	<b>Personnel Services (3.5 FTE)</b>					
5001	Admin Salary & Wages	343,230	361,733	380,011	406,825	327,780
5015	Vacation Payout	-	9,346	-		
5120	Overtime	1,126		31	500	500
5121	Comp Time	698	708	285		
5201	PERS	68,434	81,528	71,314	86,052	89,343
5203	FICA	26,073	28,243	28,669	28,413	25,113
5206	Workers Comp.	923	952	1,102	1,230	991
5207	Tri-Met Tax	1,633	2,278	2,271	3,070	2,506
5210	Health Ins	82,632	87,965	60,815	94,461	61,473
5230	Deferred Comp Match	2,944	3,462	3,786	3,769	3,278
5240	Life/Disability Ins./VEBA	2,769	2,382	2,125	2,863	3,254
5295	Vehicle Allowances	1,600	2,300	2,400	2,400	2,400
	<b>Total Personnel Services</b>	<b>532,061</b>	<b>580,898</b>	<b>552,810</b>	<b>629,583</b>	<b>516,637</b>
	<b>Materials and Services</b>					
5300	Office Supplies	2,083	2,191	1,694	2,000	1,000
5302	Training Supplies	99	-	-		1,000
5303	Uniforms	831	195	625		1,050
5310	Background Investigations			839	8,596	
5313	Employment Tests			8,702	5,850	
5323	Food	155	288	361	650	1,350
5330	Non Capital Furn & Equip	400	746	-	450	-
5368	Maintenance Agreements	1,278	1,278	1,278	1,249	299
5413	Contracted Services	15,092	12,635	9,898	24,000	-
5414	Professional Services					19,500
5431	Admin Telephone	1,200	1,214	1,200	1,200	600
5461	Training	5,513	5,529	8,704	6,801	12,664
5462	Travel Expenses	3,684	3,987	5,399	7,200	7,616
5472	Employee Recognition & Awards			681	200	500
5481	Community Education			-	3,000	3,000
5500	Subscriptions	360	360	497	1,703	1,004
5505	Membership					497
5510	Shipping & Postage					100
5572	Advertising/Public Notices			594	650	
	<b>Total Material and Services</b>	<b>30,696</b>	<b>28,423</b>	<b>40,471</b>	<b>63,549</b>	<b>50,180</b>
	<b>Total Performance Mgmt Depart</b>	<b>562,757</b>	<b>609,321</b>	<b>593,281</b>	<b>693,132</b>	<b>566,817</b>

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**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 Dispatchers (an increase of 3 FTEs in FY19-20), 6 Operations Supervisors and an Operations Manager (74 FTE). Dispatchers handle over 493,000 calls and over 533,000 radio dispatch requests each year, and are the Agency's front-line service providers for citizens, police officers, firefighters and emergency medical responders alike. They continually strive to accomplish the mission to provide timely, efficient and compassionate communications services to all.

## Department Goals:

- Staffing and deployment to achieve answering 90% of all 9-1-1 calls in 10 seconds or less (wireless, landline and text)
- Provide professional, prompt and accurately detailed service to our police, fire, emergency medical services responders and citizens
- Full staffing at 67 dispatchers
- Implement Citizen Survey program
- Actively participate in the planning and construction of the new WCCCA facility

## Accomplishments and Performance Measures:

- 22 dispatchers received CPR lifesaver coins for successful CPR work
- Received Oregon Chapter of Association of Public-Safety Communications Officials (APCO)
  - Telecommunicator of the Year 2018 Award
  - Hearts of 911 Award
  - Commitment to Excellence Award
  - Technology Achievement Award
- Received National APCO Technology Leadership Award for Large Communications Center
- Received Department of Public Safety Standard & Training (DPSST)
  - Carol Fagan Academic Achievement Award (2)
  - Victor G. Atiyeh Outstanding Student Award

By far the chief accomplishment for the Operations Department was to integrate complete system changes to the two (2) critical technological tools used by dispatchers. The phone system upgrade occurred in the last quarter of 2017 and in January 2018, training began for the transition to a new regional computer-aided-dispatch (CAD) system. The new system links Clackamas County Communications (CCOM), Lake Oswego Communications (LOCOM), Columbia County 911 (C911) and WCCCA in one (1) live, real-time system.

The new computer aided dispatch system incorporates real-time AVL (Auto Vehicle Locator) for both fire and police vehicles in an integrated mapping system. CAD also allows dispatchers from all four (4) centers to be able to see all incidents and unit activity. Changes of this nature are complex, multi-faceted and on-going – the operations team truly embodies our mission in “excellence in emergency communications.”

<b>OPERATIONS - LINE ITEM</b>						
Acct #	Account Description	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Adopted Budget
<b>Personnel Services (74 FTE)</b>						
5001	Admin Salary & Wages	691,119	689,880	707,863	719,259	741,709
5002	Union Wages	3,845,190	4,005,078	4,084,075	4,577,907	5,058,894
5015	Vacation Payout	63,961	29,806	103,629	43,000	10,000
5120	Overtime	416,631	374,828	440,472	475,000	475,000
5121	Comp Time	60,135	75,475	61,162		
5201	PERS	1,021,594	1,037,009	1,191,944	1,293,596	1,707,928
5203	FICA	377,082	385,999	401,882	397,053	480,085
5206	Workers Comp.	14,775	15,205	17,275	16,980	18,962
5207	Tri-Met Tax	30,372	31,026	30,053	35,000	33,547
5210	Health Ins	1,251,138	1,331,813	1,347,772	1,456,813	1,495,194
5230	Deferred Comp Match	41,950	43,776	45,881	50,145	62,762
5240	Life/Disability Ins./VEBA	34,334	33,120	30,349	42,458	59,725
5295	Vehicle Allowances	2,400	2,400	2,400	2,400	2,400
<b>Total Personnel Services</b>		<b>7,850,682</b>	<b>8,055,416</b>	<b>8,464,757</b>	<b>9,109,611</b>	<b>10,146,205</b>
<b>Materials and Services</b>						
5300	Office Supplies	8,873	9,744	8,746	11,205	11,205
5303	Uniforms	18,898	18,088	20,084	20,825	22,700
5315	Tuition Reimbursement	-		1,000	1,000	2,000
5323	Food	529	792	871	1,000	1,000
5330	Non Capital Furn & Equip	2,213	3,341	3,906	13,000	12,400
5332	Offsite Storage					7,200
5340	Software /Upgrades	-		-	500	-
5364	M & R Communications	5,295	4,265	2,115	3,500	3,000
5367	Leased /Rented Equipment	1,148		-	500	-
5368	Maintenance Agreements	5,940	4,920	10,750	11,200	12,121
5413	Contract Services	2,080	1,335	630	4,500	-
5430	Telephone	72,199	73,200	81,180	75,000	83,166
5431	Admin Telephone	4,408	4,325	4,247	4,300	4,200
5461	Training	1,778	3,984	2,127	9,499	14,359
5462	Travel Expenses	4,534	8,125	6,482	6,500	7,840
5472	Employee Recognition & Awards	100		668	300	300
5500	Dues & Subscriptions	743	480	480	630	-
5505	Membership					670
5571	Retreat Expense	108	197	175	350	500
5572	Advertising/Public Notices				-	-
<b>Total Material and Services</b>		<b>128,845</b>	<b>132,796</b>	<b>143,462</b>	<b>163,809</b>	<b>182,661</b>
<b>Capital Outlay</b>						
5630	Office Furniture & Equip	78,133	86,131	-	90,000	90,000
<b>Total Capital Outlay</b>		<b>78,133</b>	<b>86,131</b>	<b>-</b>	<b>90,000</b>	<b>90,000</b>
<b>Total Operations Department</b>		<b>8,057,660</b>	<b>8,274,342</b>	<b>8,608,219</b>	<b>9,363,420</b>	<b>10,418,865</b>

**TECHNICAL SERVICES DEPARTMENT****Data Services Division**

The Data Services Division is critical to the successful business and operations within WCCCA. This small but specialized team provides for a variety of technological needs for the Agency and for our members and partners. The Computer Aided Dispatch (CAD) system is of primary focus among the Data Services staff who have been fully engaged in maintaining and improving the Inform CAD system as well as Mobile Data Terminals (MDTs) for our responders for the past year. Geographical Information Services (GIS) has evolved into a unique and vital role of this department particularly given the need for location accuracy within the CAD system. Data Services works in tandem with counterparts in Metro Area CAD partner agencies to ensure that across our region, our Inform CAD system will serve our citizens and responders well.

One of WCCCA's core services, as identified by our Members, is providing data to them and when appropriate, to our public as well. Data Services staff ensures that information pertinent to responder reporting is available to all agencies. Data Services oversees weekly and monthly reports on volume of calls for service and related functions within both dispatch and responder realms. Web based informational sites, including WCCCA's web page are created and maintained by Data Services staff as well. Other areas of responsibility include administration of technology for WCCCA including all networking, data services, and audio visual needs of the agency.

This division is staffed by a GIS/Mapping Analyst, an Information Systems Technician, Data Services Coordinators, and a Technical Services Manager shared with Radio Services. (4.4 FTE).

**Department Goals:**

- Maintain support and assistance to our public safety partners with CAD related mobile product support and enhancements
- Assist the larger Portland Dispatch Center Consortium (PDCC) in the build out of the new Tellus regional CAD to CAD communication link connecting a dozen public safety dispatch centers to share information within the next 18 months
- Manage the MAJCS Inform CAD system to ensure it meets the operational needs of our dispatchers and responders
- Maintain necessary Geographical Information System (GIS) and Master Street Address Guide (MSAG) databases for efficient operation of the dispatch center and assurances of quick responses to citizens in need
- Maintain the Agency's public and private web presence
- Actively participate in the planning and construction of the new WCCCA facility, ensuring long term pathways to emerging technological function that best serves the Agency and its customers

**Accomplishments and Performance Measures:**

- For the past 13 months, in partnership with three neighboring 9-1-1 centers, WCCCA has successfully implemented and maintained the existing Inform CAD system

- Led the process leading to agreement between CAD vendor, TriTech, and CAD to CAD link vendor, Tellus, to plan, build and replace the current PDCC CAD to CAD communication link (which soon will be out of support). This new link will tie together all of the UASI region's 9-1-1 communications centers allowing for advantages in seamless transferring of emergency and operational requests for assistance as well as added benefits in agency to agency situational awareness.

<b>DATA SERVICES - LINE ITEM</b>						
Account #	Account Description	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Approved Budget
<b>Personnel Services (4.4 FTE)</b>						
5001	Admin Salary & Wages	344,424	393,321	431,059	460,496	425,266
5120	Overtime	789	1,720	12,443	600	1,000
5121	Comp Time	-		577		
5201	PERS	63,484	75,003	98,063	105,158	116,010
5203	FICA	26,104	29,868	33,542	32,276	32,610
5206	Workers Comp.	1,112	1,054	1,326	1,392	2,675
5207	Tri-Met Tax	818	1,558	1,855	2,500	2,443
5210	Health Ins	73,959	84,066	89,502	84,771	75,847
5230	Deferred Comp Match	1,783	2,203	2,514	2,591	4,263
5240	Life/Disability Ins./VEBA	2,255	2,454	2,213	2,990	3,696
<b>Total Personnel Services</b>		<b>514,728</b>	<b>591,247</b>	<b>673,094</b>	<b>692,773</b>	<b>663,810</b>
<b>Materials and Services</b>						
5300	Office Supplies	20	999	488	878	600
5303	Uniforms	772	736	1,094	1,375	1,200
5323	Food	-	26	256	100	250
5330	Non Capital Furn & Equip	13,018	8,354	6,903	21,100	
5335	Computer Hardware & Supplies				-	44,300
5340	Software /Upgrades	-	2,160	642	30,000	2,000
5367	Leased/Rented Equipment					17,430
5368	Maintenance Agreements	436,757	220,870	627,907	529,211	470,430
5413	Contracted Services	41,134	42,643	52,230	70,200	82,200
5414	Professional Services					70,683
5431	Admin Telephone	2,802	2,008	1,800	1,800	1,200
5461	Training	2,510	2,689	723	11,880	4,480
5462	Travel Expenses	6,752	13,482	5,170	15,300	12,300
5472	Employee Recognition & Awards					300
5500	Subscriptions	219	120	707	707	18,796
5505	Membership					120
<b>Total Material and Services</b>		<b>503,983</b>	<b>294,108</b>	<b>697,921</b>	<b>682,551</b>	<b>726,289</b>
<b>Capital Outlay</b>						
5660	Computer Equipment	32,913	194,069	245,784	472,000	759,000
<b>Total Capital Outlay</b>		<b>32,913</b>	<b>194,069</b>	<b>245,784</b>	<b>472,000</b>	<b>759,000</b>
<b>Total Data Services Department</b>		<b>1,051,624</b>	<b>1,079,424</b>	<b>1,616,799</b>	<b>1,847,324</b>	<b>2,148,978</b>

**TECHNICAL SERVICES DEPARTMENT****Radio Division**

Since the fall of 2016 the Technical Services Division has been engaged in the design and deployment of a replacement Emergency Communications System known as the WCN (WCCCA, C800, Newberg) Communications Network. This will be an ongoing task through the fall of 2020. This work is in addition to our regular responsibilities as follows:

The Technical Services Department is responsible for designing, implementing and maintaining the Agency's communications systems infrastructure and microwave backbone, as well as communications equipment for user agencies and Agency facilities. The Technical Services Division is also responsible for designing, implementing, and maintaining Clackamas County (C800 Group) and the City of Newberg's communications systems and related infrastructure, as well as its user radio equipment through an intergovernmental contractual arrangement. The Radio Services Division consists of a Manager and staffing for FY19-20 with six (6) Communications Technicians, two (2) Facilities Maintenance Technicians, a .6 FTE Technical Services Supervisor, and a 0.35 FTE Systems and Architect (8.95 FTE).

This Division includes a sub-division that supports facilities maintenance, repairs and upgrade projects. This includes the main facility as well as the communications sites buildings, HVAC systems, generators/fueling, grounds, access roads and physical security for each communications site in Washington/Clackamas Counties and the City of Newberg. It is separately budgeted within the General Fund and has no personnel.

Also included in the Radio Services Division is a segment which provides a Work Order and Accounting mechanism that eases managerial oversight for all radios and services delivered to Members and Non-Members on a direct bill basis. The Radio Services Division provides programming and repair services for all subscriber equipment, communications site infrastructure repair, communications design and upgrade services as well as other related services as required.

**Department Goals:**

- Design and implement an upgrade to the WCN Communications Systems to provide High Resilience systems which include but are not limited to:
  - Radio Communications infrastructure
  - IP based Microwave interconnect Systems
  - Backup Power Systems
  - Fire Station Alerting and Paging systems
  - 10 additional Communications Sites to enhance coverage and overall system performance
  - 100% replacement or upgrade of all User Radios
  - Personnel Accountability for Fire Services
  - Location and messaging services for all WCN System users
- Maintain voice and data communication systems to achieve 99.98% or better overall reliability
- Ensure paging and notification systems achieve 98.60% or better reliability
- Maintain microwave transport systems to achieve 99.999% reliability

- Maintain, calibrate and repair member and non-member communications equipment on a periodic basis

Accomplishments and Performance Measures:

- Planned and administrated the WCN design and implementation of the replacement Communications Systems, Radios and related equipment and services
- Developed new cut over radio templates to support both the existing and new radios for WCCCA, C800 and the City of Newberg (WCN) system subscribers
- Developed and implemented a WCCCA supported user agency personnel Single Point of Contact (SPOC) process for project communication
- Completed Design and Land Use on 6 new communications sites
- Revised and enhanced the database used to track and manage user radio equipment
- Performed preventative maintenance services for 14 user agencies' communications equipment, with the majority of the work performed at each agency's premise
- Optimized all WCCCA and C800 simulcast and trunked repeater site equipment
- Completed Preventative Maintenance (PM) of all microwave equipment and enhanced the automated performance and management systems
- Completed the MPLS/Microwave Design for fully redundant system operation



<b>RADIO SERVICES - LINE ITEM</b>						
Acct #	Account Description	FY15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Adopted Budget
	<b>Personnel Services (8.95 FTE)</b>					
5001	Admin Salary & Wages	597,223	668,744	643,793	721,435	799,872
5015	Vacation Payout	-	31,347	1,826		
5120	Overtime	40,275	61,713	73,066	42,774	55,991
5121	Comp Time	3,951	5,482	2,358	-	-
5201	PERS	126,558	134,665	146,495	174,285	232,927
5203	FICA	48,114	57,048	53,200	50,348	65,474
5206	Workers Comp.	20,097	19,692	22,038	24,026	26,959
5207	Tri-Met Tax	3,462	5,221	4,743	4,500	5,687
5210	Health Ins	127,394	150,114	126,369	159,182	190,102
5230	Deferred Comp Match	5,690	6,170	6,003	6,261	7,484
5240	Life/Disability Ins./VEBA	3,723	3,867	3,185	5,382	8,349
	<b>Total Personnel Services</b>	<b>976,488</b>	<b>1,144,063</b>	<b>1,083,077</b>	<b>1,188,193</b>	<b>1,392,845</b>
	<b>Materials and Services</b>					
5300	Office Supplies	658	3,238	1,760	2,300	1,541
5301	Radio Supplies - Shop	8,510	18,069	11,595	13,000	12,000
5303	Uniforms	1,750	2,920	2,793	3,500	3,750
5323	Food	142	87	519	250	250
5330	Non Capital Furn & Equip	21,813	5,977	2,904	2,800	3,356
5340	Software /Upgrades	-	8,209	-	2,700	2,700
5350	Fuel	8,200	7,248	8,521	9,000	9,120
5360	Radio Supplies - Infrastructure	42,821	49,793	27,455	40,000	73,018
5363	M & R Vehicles	8,055	6,406	6,328	13,000	12,000
5368	Maintenance Agreements	91,497	120,402	75,785	120,000	127,100
5413	Contract Services	14,768	7,475	-	4,500	-
5430	Telephone			95	122	96
5431	Admin Telephone	4,051	4,614	3,631	4,950	5,200
5461	Training	1,087	350	513	3,100	3,145
5462	Travel Expenses	4,529	2,275	3,404	3,900	6,900
5472	Employee Recognition & Awards					300
5500	Subscriptions	340	390	440	500	-
5505	Membership					590
5510	Shipping & Postage					500
5572	Advertising/Public Notices			-	-	500
	<b>Total Material and Services</b>	<b>208,221</b>	<b>237,452</b>	<b>145,743</b>	<b>223,622</b>	<b>262,066</b>
	<b>Capital Outlay</b>					
5615	Vehicles	-	64,832	-	-	74,000
5650	Communications Equipment	81,773	22,235	-	-	-
	<b>Total Capital Outlay</b>	<b>81,773</b>	<b>87,067</b>	<b>-</b>	<b>-</b>	<b>74,000</b>
	<b>Total Radio Services Dept</b>	<b>1,266,482</b>	<b>1,468,581</b>	<b>1,228,820</b>	<b>1,411,815</b>	<b>1,728,911</b>

<b>FACILITIES - LINE ITEM</b>						
Account #	Account Description	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual	FY18/19 Adopted Budget	FY 2019/20 Approved Budget
	<b>Materials and Services</b>					
5300	Office Supplies	189	327	414	450	1,000
5330	Non Capital Furn & Equip	1,217	677	1,431	4,600	2,600
5350	Fuel	9,996	15,214	15,056	26,000	25,000
5361	M & R Building / Facility	84,953	29,770	80,212	57,900	105,800
5362	M & R Tower Site Facilities	39,734	48,716	14,832	23,500	16,300
5368	Maintenance Agreements					72,500
5413	Contract Services	39,097	39,592	38,318	86,600	6,500
5416	Building Maintenance	51,421	52,170	41,104	50,000	
5432	Heat/Energy	5,535	4,868	4,327	4,600	4,500
5433	Electricity	125,128	127,312	130,819	132,000	145,000
5434	Water/Sewer	7,892	10,675	11,468	16,000	18,000
5436	Garbage	2,494	2,536	2,450	2,500	2,800
5445	Tower Site Lease Expenses	36,383	43,610	68,169	126,082	120,000
5510	Shipping & Postage					200
	<b>Total Material and Services</b>	<b>404,038</b>	<b>375,466</b>	<b>408,600</b>	<b>530,232</b>	<b>520,200</b>
	<b>Capital Outlay</b>					
5610	Facilities Improvements	105,207	330,614		20,000	20,000
	<b>Total Capital Outlay</b>	<b>105,207</b>	<b>330,614</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>
	<b>Total Facilities Department</b>	<b>509,245</b>	<b>706,080</b>	<b>408,600</b>	<b>550,232</b>	<b>540,200</b>

**GENERAL FUND CAPITAL OUTLAY**

In the Operations Department, \$90,000 (10%) is designated for console replacements. This will complete the four-year plan to replace the dispatch workstation furniture for call takers and dispatchers in the new facility. The existing consoles were purchased and installed in and around 2002 and are now to the point where mechanical parts are beginning to fail and replacement parts are not available to make repairs.

In the Data Services Division \$9,000 is budgeted for an upgraded server security system and \$750,000 for the new facility soft costs of implementation and equipment costs for duplicating dispatch centers for parallel operations until the new center is fully operational.

In the Radio Services Division a total of \$74,000 is budgeted for two new technician vehicles.

In the Facilities Division \$20,000 is budgeted for a communications site battery replacement.

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**CAPITAL PROJECTS FUND**

The Capital Projects Fund is designated for large capital replacement needs, and in past years has provided for radio system equipment, major office computer equipment and the Computer Aided Dispatch (CAD) replacement projects. This fund continues to receive funding from the Washington County Public Safety Local Option Tax Levy, approval of which was renewed by the voters to extend through FY 2020-21. As part of the renewal in 2015, the Agency's allocation of the levy was increased from \$125,000 to \$175,000. This fund's Contingency of \$1,039,024 is reserved for future capital needs, including a future life cycle replacement plan.

The primary use of this fund, for three consecutive fiscal years, is the emergency communications system expense funded by the Washington County 2016 General Obligation Bond.

The Capital Projects Fund is reported as a major fund by the Agency as a matter of policy, for qualitative reasons.

**Capital Projects Fund**

	Actual FY 2017-18	Fiscal Year 2018-19		Adopted Budget FY2019-20
		Adopted Budget	Estimated To June 30	
<b>RESOURCES</b>				
Beginning Working Capital	600,778	996,407	770,890	855,024
Revenues				
Interest	9,588	5,500	16,000	9,000
Miscellaneous Income	-	-	-	-
Wash.Co. Bond Distribution	22,543,997	19,156,215	17,000,000	19,000,000
Intergovernmental Revenue	268,688	268,688	268,688	175,000
Interfund Transfers	150,000	150,000	150,000	-
Total Revenues	22,972,273	19,580,403	17,434,688	19,184,000
<b>TOTAL RESOURCES</b>	<b>23,573,051</b>	<b>20,576,810</b>	<b>18,205,578</b>	<b>20,039,024</b>
<b>REQUIREMENTS</b>				
By Category				
Materials & Services	275,554	275,554	275,554	-
Capital Outlay	22,526,606	19,042,532	17,075,000	19,000,000
Contingency	-	873,187	-	1,039,024
<b>TOTAL REQUIREMENTS</b>	<b>22,802,160</b>	<b>20,191,273</b>	<b>17,350,554</b>	<b>20,039,024</b>
Unappropriated Ending Fund Balance (UEFB)	-	-	-	-
Fiscal Year End Fund Balance	770,891	385,537	855,024	-
<b>TOTAL BUDGET</b>	<b>23,573,051</b>	<b>20,576,810</b>	<b>18,205,578</b>	<b>20,039,024</b>





## Appendix

- *Member Fees*
- *Glossary*

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**FISCAL YEAR 2019-2020 MEMBER FEES**

**WASHINGTON COUNTY CONSOLIDATED COMMUNICATIONS AGENCY  
FY 2019/20 WCCCA Member User Costs by Agency**

FY 18/19 Budget Costs by Agency	Agency	Dispatch Services	Radio System	Subtotal Costs	3% Cap Adjustment	FY 19/20 Approved	% Inc. after 3% Adj.
\$ 2,600,358	Sheriff's Office	\$ 2,234,317	\$ 380,038	\$ 2,614,355	\$ 38,747	\$ 2,653,102	2.0%
1,382,501	Beaverton Police	1,319,887	147,265	1,467,152	21,745	1,488,897	7.7%
1,361,549	Hillsboro Police	1,248,444	141,218	1,389,662	20,596	1,410,258	3.6%
661,407	Tigard Police	622,640	82,485	705,126	10,451	715,576	8.2%
370,828	Tualatin Police	332,389	40,595	372,984	5,528	378,512	2.1%
207,175	Sherwood Police	194,903	20,297	215,201	3,189	218,390	5.4%
315,810	Forest Grove Police	291,679	31,094	322,773	4,784	327,557	3.7%
145,240	Cornelius Police	145,354	-	145,354	2,154	147,508	1.6%
23,212	King City Police	49,110	6,910	56,019	*(32,111)	23,908	3.0%
13,980	North Plains Police	42,024	11,660	53,684	*(39,284)	14,399	3.0%
11,384	City of Durham	11,034	-	11,034	350	11,384	0.0%
8,067	Banks Police	11,196	-	11,196	*(2,887)	8,309	3.0%
3,981	Gaston Police	4,929	-	4,929	*(829)	4,100	3.0%
<b>\$ 7,105,492</b>	<b>Total Police Costs</b>	<b>\$ 6,507,907</b>	<b>\$ 861,562</b>	<b>\$ 7,369,469</b>	<b>\$ 32,433</b>	<b>\$ 7,401,902</b>	
\$ 2,257,118	TVFR	\$ 1,968,164	\$ 376,583	\$ 2,344,746	\$ 34,751	\$ 2,379,498	5.4%
487,054	Hillsboro Fire	429,031	67,370	496,401	7,357	503,758	3.4%
174,335	Forest Grove Fire	138,131	42,754	180,885	2,681	183,566	5.3%
51,702	Cornelius Fire	52,192	28,071	80,263	*(27,010)	53,253	3.0%
32,205	Banks Fire District #1	29,950	33,685	63,635	*(30,464)	33,171	3.0%
21,344	Gaston Fire	16,685	25,048	41,733	*(19,748)	21,984	3.0%
<b>\$ 3,023,758</b>	<b>Total Fire Costs</b>	<b>\$ 2,634,153</b>	<b>\$ 573,511</b>	<b>\$ 3,207,664</b>	<b>\$ (32,433)</b>	<b>\$ 3,175,231</b>	

\* = subject to a cap of 3% increase

10,129,250	<b>Combined Police &amp; Fire member fees, above:</b>			<b>Agency Members</b>	<b>\$ 10,577,133</b>	
83,823	Member Dispatch	Member Radio	Total	<b>+Associate Members</b>	<b>100,192</b>	
<b>\$ 10,213,073</b>	\$ 9,142,059	\$ 1,535,265	\$10,677,324	<b>Total</b>	<b>\$ 10,677,324</b>	4.55%
FY 2018-2019					FY 2019-2020	

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**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.

**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.

**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 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.