



Adopted Budget Fiscal Year 2017-18

***Draft Budget Approved by Chief Executive Officers Board
February 16, 2017***

***Proposed Budget Submitted to the Budget Committee & Approved
February 16, 2017***

***Approved Budget Adopted by the Board of Commissioners
June 15, 2017***

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BUDGET COMMITTEE

BOARD OF COMMISSIONERS

<u>Participating Agency</u>	<u>Board Representative</u>
<i>City of Beaverton</i>	Mayor Dennis Doyle, <i>Chair</i>
<i>City of Cornelius</i>	Fire Chief Michael Kinkade
<i>Washington County</i>	Don Bohn, Assistant County Administrator
<i>Tualatin Valley Fire and Rescue</i>	Bob Wyffels, Board of Directors
<i>City of Hillsboro</i>	Robby Hammond, Assistant City Manager
<i>City of Tualatin</i>	Councilor Joelle Davis
<i>City of Tigard</i>	Marty Wine, City Manager
<i>City of Sherwood</i>	Police Captain Mark Daniel
<i>City of Banks</i>	Councilor Mark Gregg
<i>City of Forest Grove</i>	Councilor Tom Johnston
<i>City of Gaston</i>	Mayor Rick Lorenz
<i>City of King City</i>	Police Chief Chuck Fessler
<i>City of North Plains</i>	Councilor Robert Kindel, Jr.
<i>City of Durham</i>	Councilor Chuck Van Meter
<i>Cornelius Rural Fire District</i>	Vacant
<i>Gaston Rural Fire District</i>	Vacant
<i>Banks Fire Protection District #13</i>	Fire Chief Rodney Linz

CITIZEN REPRESENTATIVES

<u>Representative</u>	<u>Appointed by:</u>	<u>Terms</u>
Michael Riedel	<i>City of Beaverton</i>	<i>1/2015 - 12/2018</i>
Don Haynes	<i>Tualatin Valley Fire and Rescue</i>	<i>2/2017 - 12/2019</i>
Keith Mays	<i>City of Sherwood</i>	<i>1/2016 - 12/2019</i>
Cleo Howell	<i>City of Forest Grove</i>	<i>1/2016 - 12/2019</i>
Monte Akers, Chair	<i>City of Hillsboro</i>	<i>1/2015 - 12/2018</i>

MEMBERS OF BOARDS

BOARD OF COMMISSIONERS

<i>City of Beaverton</i>	Mayor Dennis Doyle, <i>Chair</i>
<i>City of Cornelius</i>	Fire Chief Michael Kinkade
<i>Washington County</i>	Don Bohn, Assistant County Administrator
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<i>Cornelius Rural Fire District</i>	Vacant
<i>Gaston Rural Fire District</i>	Vacant
<i>Banks Fire Protection District #13</i>	Fire Chief Rodney Linz

CHIEF EXECUTIVE OFFICERS BOARD

<i>City of Beaverton</i>	Mayor Dennis Doyle, <i>Board Chair</i>
<i>City of Tigard</i>	Marty Wine, City Manager
<i>Washington County</i>	Don Bohn, Assistant County Administrator
<i>Tualatin Valley Fire and Rescue</i>	Fire Chief Mike Duyck
<i>City of Forest Grove</i>	Fire Chief Michael Kinkade



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington Co. Consolidated Communications Agency
Oregon**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Washington County Consolidated Communications Agency, Oregon for its annual budget for the fiscal year beginning July 1, 2016

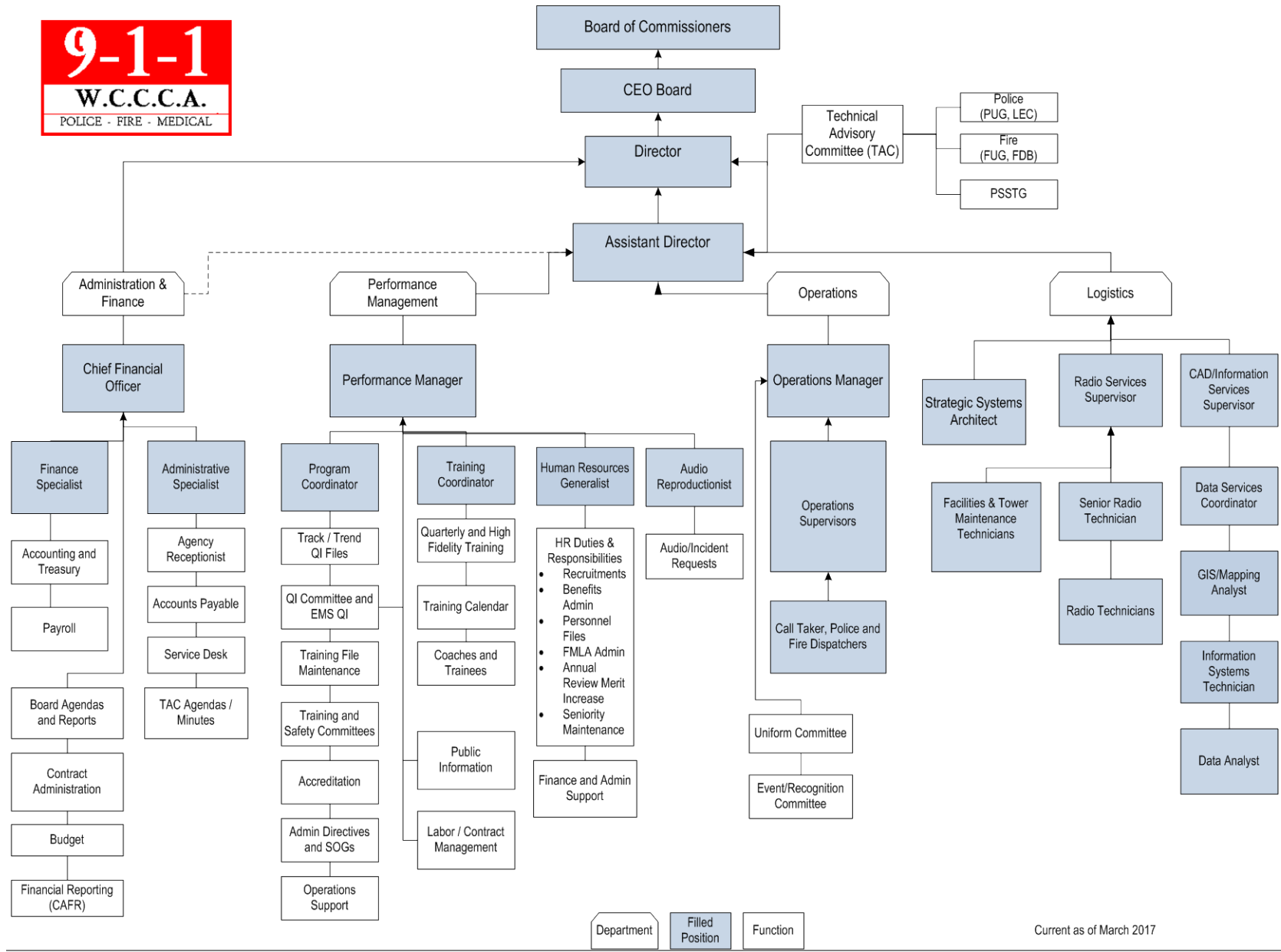
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. The Agency believes this current budget continues to conform to the program requirements, and will be submitting it to the GFOA to determine its eligibility for another award.

Adopted Budget
Fiscal Year 2017-2018

AGENCY OVERVIEW

ORGANIZATIONAL CHART



Department Filled Position Function

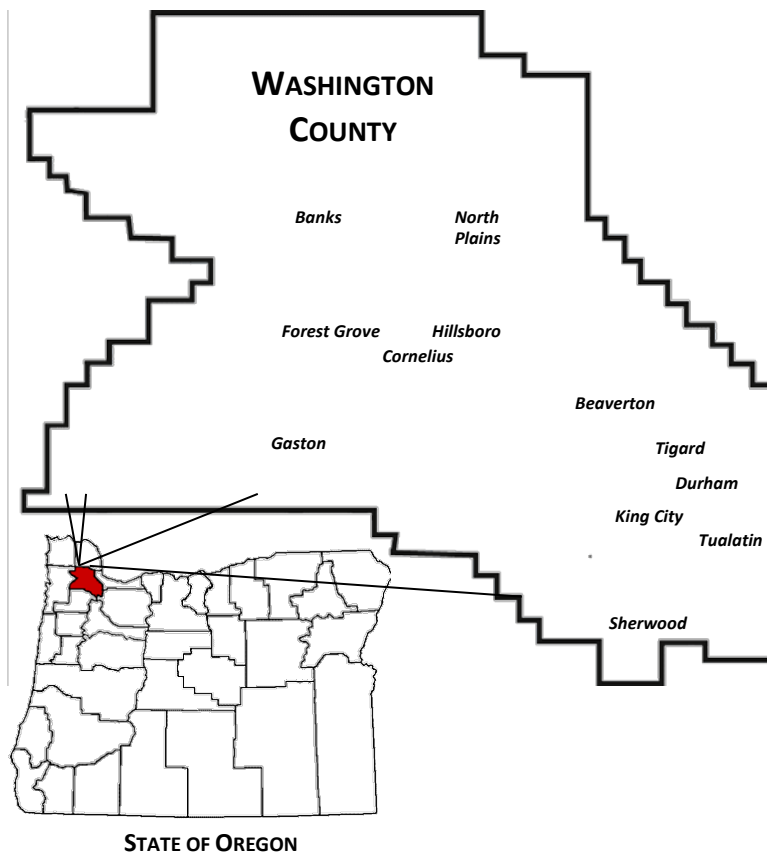
Current as of March 2017

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 570,500.



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.

AGENCY OVERVIEW

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 C800 and currently shares a CAD system (both hardware and software) with Clackamas County. These unique arrangements comprise the partnership with Clackamas County by contract.

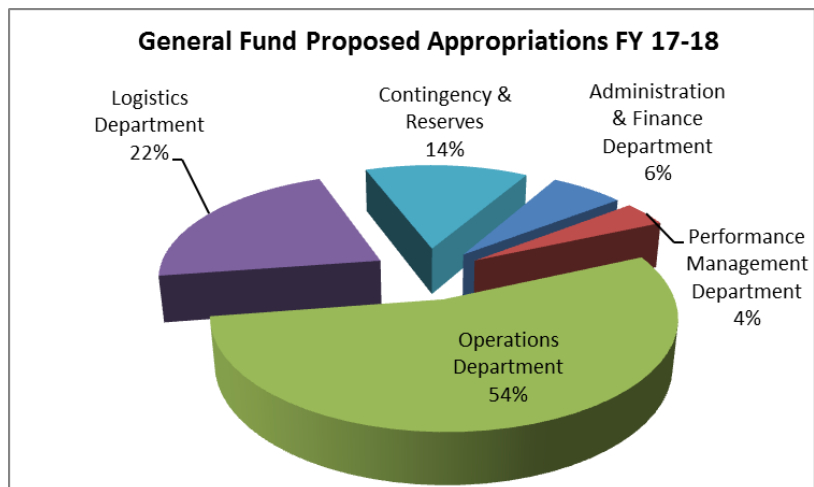
In March of 2014 the Agency entered into an intergovernmental agreement with Clackamas County and the City of Lake Oswego to form the Metropolitan Area Joint CAD System (“MAJCS”). The purpose of the agreement was to share resources under a jointly operated and managed CAD system. In April of 2014 the group entered into a contract with Tiburon, the current CAD provider, to upgrade from Stratus CAD to Tiburon’s CommandCAD system. A significant effort was put forth in planning for the new system and uniting the MAJCS group under one CAD platform. On February 6, 2015, TriTech Software Systems (“TriTech”) announced that they had purchased Tiburon, Inc. and although they would support CommandCAD there would be no enhancements to the product and no new systems would be sold under Tiburon’s CommandCAD product line. MAJCS determined that the best course of actions was to work under the existing Tiburon/TriTech contract but amend it to move to TriTech’s flagship product, Inform CAD. Inform CAD had been a top rated product when looking at CAD systems but previously it had been cost prohibitive to move to that platform. The Agency expects to go live with the Inform CAD system in the Spring of 2018.

The Agency is operated by a dedicated staff of 93.52 full time equivalent positions; its budget is organized on a department basis, consisting of Administration & Finance, Performance Management, Operations, and Logistics.

The Agency’s organizational units are departments that provide different functions in support of the Agency’s mission and goals.

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 2017-18.



AGENCY OVERVIEW

On an ongoing basis, 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.

Proposed Fiscal Year 2017-18 Full Time Equivalent Positions

	Adopted FY13/14	Adopted FY14/15	Adopted FY15/16	Adopted FY16/17	Proposed FY 17/18	Change from prior FY
Administration						
Director	1.00	1.00	1.00	1.00	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	1.00	-
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	-
Finance Specialist	-	1.00	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	1.00	1.00	-
Background Investigator	0.07	0.07	0.07	0.07	0.07	-
Total Administration	4.07	5.07	5.07	5.07	5.07	-
Performance						
Performance Manager	1.00	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	1.00	-
Audio Recording Specialist	0.50	0.50	0.50	0.50	0.50	-
Total Performance	2.50	4.50	4.50	4.50	4.50	-
Operations						
Operations Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Supervisors	6.00	6.00	6.00	6.00	6.00	-
Dispatchers/MDDs/Call Takers (Represented)	64.00	64.00	64.00	64.00	64.00	-
Total Operations	71.00	71.00	71.00	71.00	71.00	-
Radio Services						
Strategic Systems Architect	0.35	0.35	0.35	0.35	0.35	-
Radio Systems Supervisor	1.00	1.00	1.00	1.00	1.00	-
Radio Technicians (I, II and Senior)	4.00	4.00	4.00	5.00	6.00	1.00
Senior Facilities Maintenance Tech		1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech I	1.50	0.60	0.60	0.60	0.60	-
Total Radio Services	6.85	6.95	6.95	7.95	8.95	1.00
Data						
CAD Supervisor	1.00	1.00	1.00	1.00	1.00	-
Data Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
Info Systems Analyst	1.00	1.00	1.00	1.00	1.00	-
Info Systems Technician	1.00	1.00	1.00	1.00	1.00	-
GIS/Mapping Analyst	1.00	1.00	1.00	1.00	1.00	-
Total Data	5.00	5.00	5.00	5.00	5.00	-
TOTAL FTE	89.42	92.52	92.52	93.52	94.52	1.00

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Adopted Budget
Fiscal Year 2017-2018

BUDGET MESSAGE

BUDGET MESSAGE

February 16, 2017

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 2017-18 Proposed Annual Budget to the Budget Committee of the Washington County Consolidated Communications Agency (the Agency). Members of the Budget Committee, which includes the Board of Commissioners, know the continued financial challenges facing this Agency and the governments each of them represents. The Agency continues to look for cost saving measures to ensure that 9-1-1 call-taking, emergency services dispatching and maintenance of the radio system to public safety system standards are maintained.

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 2017-18 (FY 2017-18) to the current year's budget.

All Funds Consolidated	FY 2015-16 Adopted Budget	FY 2016-17 Adopted Budget	FY 2017-18 Proposed Budget	% Change FY 18 over FY 17
Beginning Working Capital	4,426,236	4,256,547	4,248,306	-0.2%
Revenues				
Wash.Co. Bond Distribution	-	12,103,643	41,000,000	238.7%
Member Contract Fees	8,833,742	9,202,195	9,967,538	8.3%
911 Telephone Taxes	2,590,000	2,672,000	2,820,000	5.5%
All other revenues	2,186,124	1,536,151	1,645,588	7.1%
TOTAL RESOURCES	18,036,102	29,770,536	59,681,432	100.5%
Expenditures/Appropriations				
Personnel Services	11,522,455	11,874,137	12,521,039	5.4%
Materials & Services	2,216,509	2,107,249	2,245,104	6.5%
Capital Outlay	1,705,460	13,150,194	41,540,599	215.9%
Contingency & Reserves	2,135,636	2,286,243	2,612,058	14.3%
TOTAL REQUIREMENTS	17,580,060	29,417,823	58,918,800	100.3%
Unappropriated Ending Fund Balance	456,042	352,713	762,632	116%
TOTAL BUDGET	18,036,102	29,770,536	59,681,432	100%

BUDGET MESSAGE

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 is then presented to the financial staff and public safety users of each member agency for understanding WCCCA's needs, eliciting feedback, and discussion of 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. 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.

- Continuing forward, member fees to be determined by the budget which WCCCA will have completed in January of the new calendar year;
- Inclusive sessions involving all member agencies' Command Staff Personnel and Finance representatives to elicit input during both forecasting and budgeting processes;
- Establishing a benchmark of 45 days' operating expenses;
- Capital needs continued from prior year
 - Progress on procurement of Computer Aided Dispatch System (CAD) which is expected to be implemented Spring of 2018
 - Emergency Communications System Replacement Plan, including facility plans – utilizing funds through a Washington County general obligation bond approved by the voters of Washington County in May of 2016
- Small capital replacement savings;
- Partnerships that create revenue and economies of scale;
- Strategic planning that keeps us focused on the future and planning ahead to keep costs controlled

Annual membership rate increase is estimated to be 7% above projected year end 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.

BUDGET MESSAGE

9-1-1 taxes received by the Agency had been on the decline over the past several years and we now are experiencing leveled out annual revenue with the addition of the tax on prepaid wireless devices. While this major source of revenue has stabilized, 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:

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>
Member Contract Fees	69%	71%	72%
911 Telephone Taxes	21%	21%	20%
All other revenues	10%	8%	9%
	12,817,409	12,961,657	13,889,848

The above chart excludes one time revenues such as transfers from closing funds 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. Even with the 9-1-1 tax on prepaid wireless communication devices enacted by the legislature, revenue levels from this source are uncertain with only minimal expected amounts included in the proposed budget.

Discretionary expenses are few and small, if any. At this point, reducing operating expenses sufficiently to reduce membership fees can only be achieved through a reduction in personnel which will impact service levels, unless significant efficiencies or bolstered revenues are realized.

General Fund (Operating Fund)

The General Fund comprises 29% of the Agency's finances shown in the chart on page 11, and as the sole operating fund for the Agency accounts for all personnel and material 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 3.2% from the prior fiscal year's budget.

The revenues of the General Fund include 9-1-1 taxes, the only major source of funding other than member fees. 9-1-1 taxes have trended downward for the past several years but appear to be stabilizing with the collections from prepaid wireless

BUDGET MESSAGE

communication devices. The Agency will continue to monitor the impact on the Agency and its Members.

The following are the significant budget changes in this Fiscal Year 2017-18 Proposed Budget for the General Fund, as compared to the current year budget:

Personnel Services (5% increase over prior year's budget):

- Salaries and wages will increase by \$257,308 over budgeted expense, a 3.4% increase. Projected is 5% below budget due to staffing vacancies. (see the Line Item Budget, page 2, line 12). The increase includes a proposed 2.0% cost of living increase, employees earning merit increases within their salary range or promoting upward, and expected turnover of employees during the year.
- 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 \$183,149 increase over expected year-end expense (page 5, line 35). The amount in the budget for health insurance reflects an increase of 2% 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 \$351,888, which is a 23% increase over the prior year budget (page 5, line 31). The blended PERS rate, which includes the 6% employee portion, is 23.72%. The blended rate combines Tier 1/Tier 2 employees and OPSRP (employee hires after 2007). The significant increase in PERS for FY17/18 comes from several employees with over 15 year of service with higher salaries, and the bi-annual rate increase of 3% from PERS.

Materials and Services:

The category of Materials and Services increased in next year's proposed budget by \$137,855, an 8% increase (see page 2, line 13) 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 in the Facility Department Material and Services.

Capital Outlay:

Capital Outlay decreased \$322,426, a 37% decrease (see page 2, line 14) over the prior year budget. This reduction is due to the completion of several one-time purchases in the previous fiscal year: project installment payment for the new computer aided dispatch system, replacement of the security and fire alarm systems, replacement of two radio services vehicles and 9 replacement dispatch workstations. The coming year's proposed budget includes 4 additional dispatch workstations, training for the new computer aided dispatch system and final installation payment, a new technician's vehicle, and an emergency backup communication site battery replacement.

BUDGET MESSAGE

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 Funds also is the pass-through for the Washington County Bond dollars to WCCCA. Staff is managing the 800mhz 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 member's radio options needs.

This Fund has amounts budgeted for:

- The sixth of seven annual \$275,554 payments to Washington County for the lease of the radio system zone controller. The C800 Radio Group of Clackamas County is participating in this payment at a rate of 34.0% which correlates to its use of the radio system's zone controller. The \$93,688 from C800 is shown as Intergovernmental Revenue in this fund.
- \$41,000,000 is budgeted for continued work on the new emergency communications system funded through a Washington County Bond. In the FY 17/18 the work will include the construction of 9 communication shelters and towers throughout Washington County.

Fiscal Year 2016-17 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. Ongoing attention to its Quality Improvement processes is at the foundation of learning, improving and ultimately succeeding in carrying out the Agency's goal of "Excellence in Emergency Communications." To that end, WCCCA involves dispatch personnel as well as representatives from the police and fire services with whom it works to analyze root causes, pursue answers to the issues raised and ultimately advance training recommendations and tools from the results learned through these processes.

WCCCA is an accredited Agency through the Oregon Accreditation Alliance (OAA) and in the Spring of 2017 was successfully re-accredited for the 3rd consecutive term. In addition, WCCCA's Program Coordinator who works to manage WCCCA's accreditation also holds the position as 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.

With the wave of technology and technological advancements moving toward WCCCA in every facet of our business, we are looking out toward the horizon and bringing our stakeholders together to strategize through our current and future capital needs,

BUDGET MESSAGE

including the associated funding of capital projects. There are inevitable changes that will take place with the advent of Next Generation 9-1-1 statewide network and its expanded capabilities; these changes to 9-1-1 centers are currently being studied with implementations locally, statewide and nationally. One of the related technological advancements for WCCCA during this time was Text to 9-1-1. This service allows those in emergency situations, where a call is not feasible, to text the emergency to our 9-1-1 call center.

Another accomplishment in the FY 16/17 is the beginning of the implementation of a new Computer Aided Dispatch (CAD) system. The new CAD will connect WCCCA with other 9-1-1 Centers in the region to work together in call processing, using consistent technology in all of the centers. The CAD replacement project, combining 4 Public Safety Answering Points (PSAP) into one system, is underway with scheduled “go-live” in the Spring of 2018. Significant work, led by 6 committees, involves aligning operational practices, establishing technical infrastructure and software configuration, development of Police/Fire Mobile products, coordinating training for 9-1-1 staff and user agencies and administrative governance to ensure the project delivers promised capabilities within contracted schedule and budgeted parameters.

Additionally, the fire and security systems were replaced bringing the building to a higher code of safety, both physically and in security for the staff. An improved biometric system was placed into service which provided for a renewed set up of authorized users and higher security of access to staffed areas.

Over the past several years, work has been done to assess reasonable options in addressing numerous issues with our current aging facility and its infrastructure. Most notable, as we have considered our capital needs, has been the replacement of our emergency communications (radio) system technology from analog to digital. This will also include a lifecycle plan that will provide for ongoing updates that keep the system up to date with the current technology for years to come. Given the technical work ahead, we anticipate growth in the demands upon WCCCA’s Radio Services and Data Services departments, in addition to the myriad changes that will take place within the 9-1-1 center.

Additional accomplishments:

- Received both the Government Finance Officers Association Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting
- Ongoing process to update administrative directives and standard operating guidelines to support and/or maintain Agency accreditation through the Oregon Accreditation Alliance
- WCCCA’s Operations staff was involved in 33 dispatcher-assisted CPR saves in 2016. 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

BUDGET MESSAGE

have survived neurologically intact and the call taker must have identified the need for CPR and/or provided life-saving instructions to the caller.

- Began work on a comprehensive staffing formula for the 9-1-1 Center as part of the strategic operational deployment planning that will be part of the Agency Strategic Plan
- Employee driven efforts to define WCCCA's internal culture and identify actionable goals in enhancing and maintaining an attractive work environment for all
- Maintained the treadmill program at the dispatch work stations to promote physical and mental well-being
- Lead Dispatcher recipient of this year's "Lead/Supervisor of the Year" Award from the Oregon Chapter of the Association of Public-Safety Communications Officials (APCO)
- Dispatch Team recipients of a "Critical Incident Award" from the Oregon chapter of APCO
- Through the efforts of the new chief financial officer the Board of Commissioners receives monthly a complete financial report which includes a dashboard, balance sheet, statement of activities by quarter and a five-year period comparison look back.
- WCCCA has retained 89% of dispatchers hired since January 1, 2015 – 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.
- Handled 507,291 various phone calls; involved in 516,049 CAD incidents
- Completed the replacement of the main generator, the backup power source for the WCCCA operations building
- The addition of Columbia County 9-1-1 to the Metro Area Joint CAD System (MAJCS) Executive Team as we continue forward in the implementation of the new regional Computer Aided Dispatch system schedule to go live in the Spring of 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 in the coming year 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

BUDGET MESSAGE

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 to build Next Generation 9-1-1 infrastructure that we will eventually connect into, we contemplate the changes that will be upon us in the Next Generation 9-1-1 Center. 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.

A way to demonstrate how we are preparing and the steps taken to ensure WCCCA remains at the leading edge of technology and communication within our partnerships and communities will be through an annual report. This report will mimic the budget message in showcasing our accomplishments and the initiatives of WCCCA annually.

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 Proposed 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.

BUDGET MESSAGE

Conclusion

The support we receive from the WCCCA members is immeasurable in our ability to successfully meet our mission of Excellence in Emergency Communications. Over this past year they have joined us in bringing their Finance Departments to the financial planning and budgeting table seeking to understand fiscal impacts to several key areas. These areas include service levels, operational needs internally and externally, looking ahead to future costs, and means to smooth them. Their partnership provides opportunity in offering specific financial perspectives from across the membership spectrum. Our members strategize with us in daily operations, ensuring a shared understanding of procedures and expectations in the 9-1-1 Center and in the field. They work beside us in the ever changing world of technology that is so much a part of all of our realms. We offer our sincere gratitude to them for their leadership, resources and commitment to the success of WCCCA in delivering call-taking, dispatching and communications services to our public and our responders.

We appreciate the citizens of Washington County for their interest in WCCCA and their support as well. The WCCCA Public Education team takes every opportunity to join communities in their celebrations and career fairs, providing our citizens with a peek into what 9-1-1 public safety call-taking and dispatching is all about, its availability to them, and our desire to answer their call and provide the assistance they need. Our public demonstrated their faith in us when they approved a \$77 million bond on our behalf in May, 2016, to improve our emergency communications system and the stability of our facility. We are fortunate to serve the citizens of Washington County.

WCCCA's success in service to others comes from the committed, skilled, cohesive teams that make up the Agency. We are truly blessed with a 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.

I would especially like to recognize our skilled and specialized team of Public Safety Telecommunicators who are at the ready, day and night, to answer the call and aid in protecting the life and safety of the citizens of Washington County. They are the voices of WCCCA's "Excellence in Emergency Communications."

Respectfully submitted,


Kelly Dutra, Director
Budget Officer

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*Adopted Budget
Fiscal Year 2017-2018*

**MISSION STATEMENT
& GOALS**

MISSION STATEMENT & GOALS

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~

MISSION STATEMENT & GOALS

GOALS

Call-Taking/Dispatching

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

Radio 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.”

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Adopted Budget
Fiscal Year 2017-2018

FINANCIAL SUMMARY

CONSOLIDATED BUDGET SUMMARY

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 for all funds.

All Funds Combined

	Actual FY 2015-16	Fiscal Year 2016-17		Adopted Budget FY2017-18
		Adopted Budget	Estimated To June 30	
RESOURCES				
Beginning Working Capital	4,560,320	4,256,547	4,528,614	4,248,306
Revenues				
9-1-1 Telephone Tax	2,760,760	2,672,000	2,803,080	2,820,000
Member & Associate User Fees	8,852,471	9,202,195	9,315,456	9,967,538
Contract Svcs & Maintenance	975,765	941,224	904,401	938,871
Rental Revenue	137,713	126,237	124,972	128,721
Miscellaneous	200,387	125,000	180,470	159,308
Wash.Co. Bond Distribution	350,000	12,103,643	12,103,643	41,000,000
Interfund Transfer	250,000	250,000	250,000	150,000
Intergovernmental Revenue	218,688	93,690	268,688	268,688
Total Revenues	13,745,784	25,513,989	25,950,710	55,433,126
TOTAL RESOURCES	18,306,104	29,770,536	30,479,324	59,681,432
REQUIREMENTS				
Personnel Services	10,590,910	11,874,137	11,196,049	12,521,039
Materials & Services	1,977,035	2,107,249	1,910,913	2,245,104
Capital Outlay	1,129,572	13,150,194	12,874,056	41,540,599
Interfund Transfers	250,000	250,000	250,000	150,000
Contingency	-	2,036,243		2,462,058
TOTAL REQUIREMENTS	13,947,517	29,417,823	26,231,018	58,918,800
Fund Balance (UEFB)		90,000	776,553	762,632
Fiscal Year End Fund Balance	4,358,587	262,713	3,471,753	-
TOTAL BUDGET	18,306,104	29,770,536	30,479,324	59,681,432

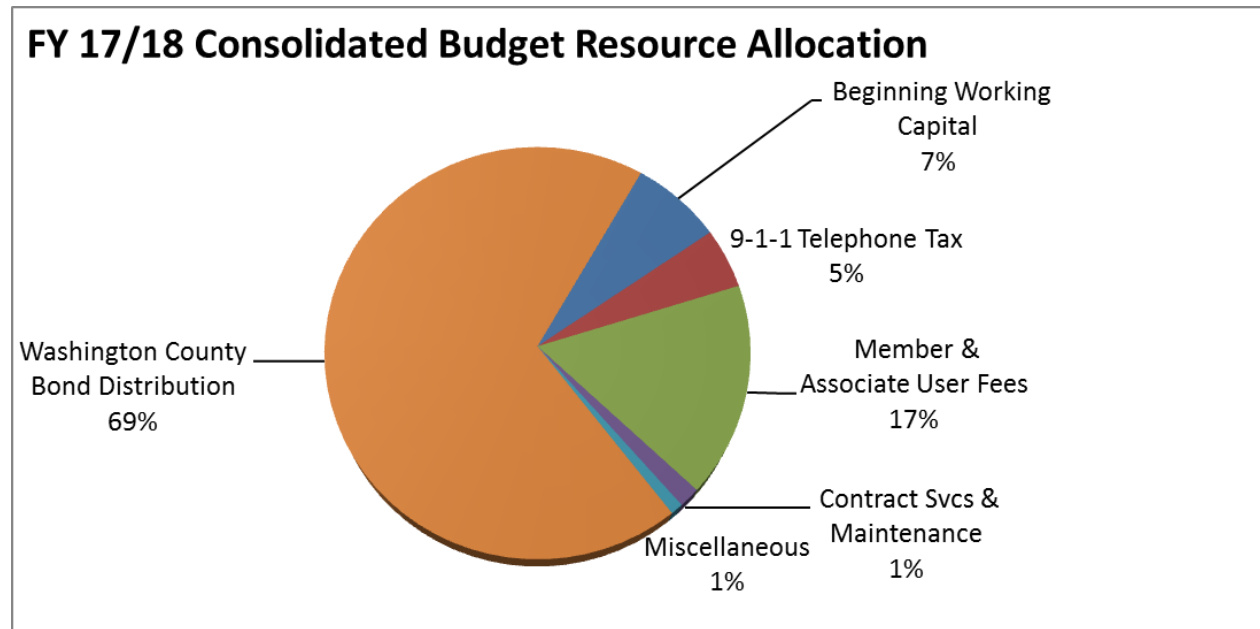
In the presentation above, the combined funds include the General Fund and the Capital Projects Fund.

CONSOLIDATED BUDGET SUMMARY

FISCAL YEAR 2017-18 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 2017-18 are as follows:



The following is a narrative regarding the major Resources budgeted for FY2017-18, but first, the components of “Miscellaneous Income” are described.

Miscellaneous Income totals \$556,717 and is comprised of the following:

- \$159,306 (28.6% of the total) is miscellaneous revenue; contracting out an employee; fees for reproducing 9-1-1 call recordings, and interest.
- \$93,690 (17% of the total) is from the C800 Radio Group for its portion of the Zone Controller for the radio system.
- \$175,000 (31.4% of the total) is for Levy proceeds from Washington County, a 7 year funding commitment for Public Safety needs.
- \$128,721 (23% of the total) is from radio tower space which WCCCA rents to cell phone and internet companies.

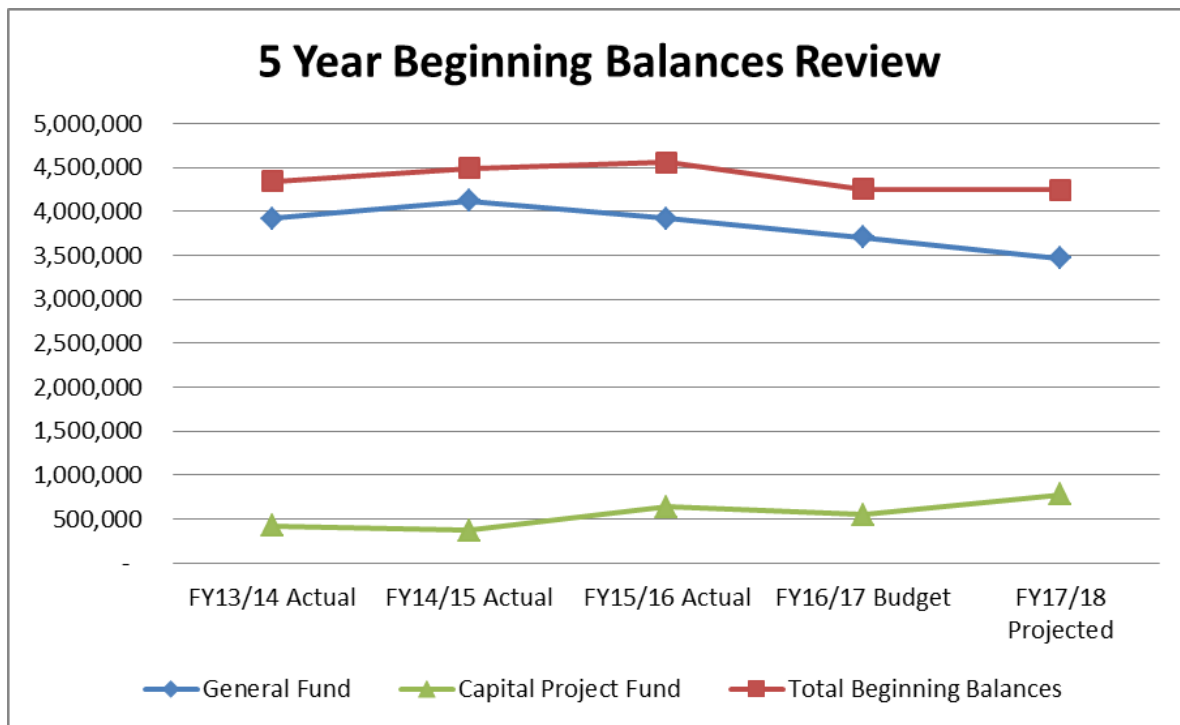
CONSOLIDATED BUDGET SUMMARY

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.

Five years of Beginning Working Capital are shown below. The amounts for FY 2016-17 and FY 2017-18 are as estimated and budgeted; all prior year numbers are actual and audited.

All funds combined: **\$4.3M** **\$4.5M** **\$4.6M** **\$4.3M** **\$4.2M**



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 FY2013 through FY2016. Additionally, the Board of Commissioners has approved non-member radio contract and other fee increases.

CONSOLIDATED BUDGET SUMMARY

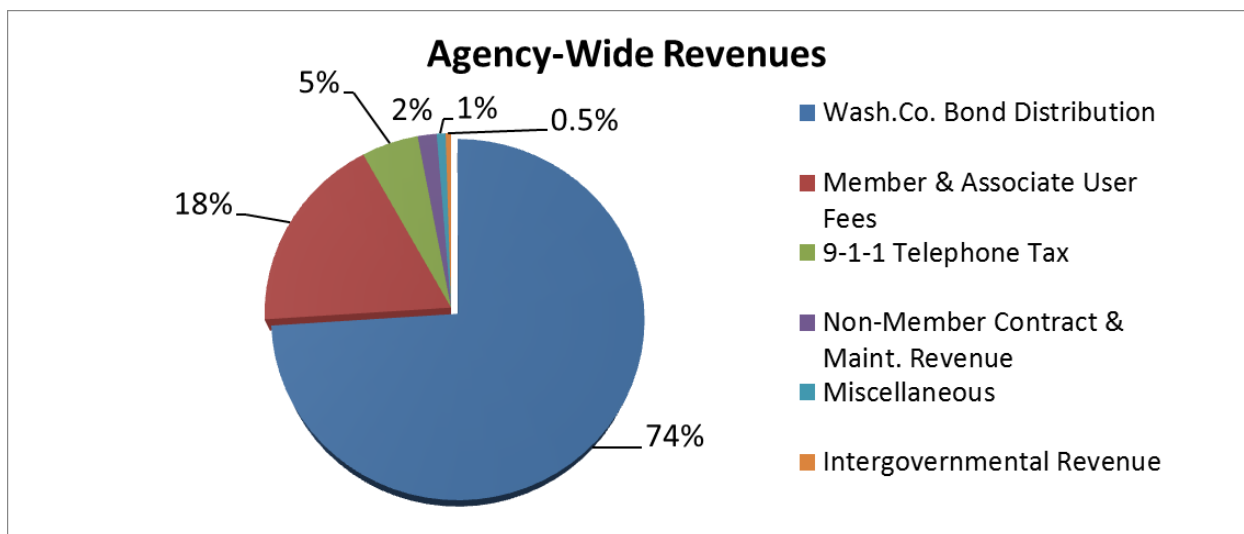
BEGINNING WORKING CAPITAL AS A BUDGET RESOURCE – ALL FUNDS (CONTINUED)

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 is budgeted for FY 2017-18 to fund the replacement of the radio equipment following the upgrades and new equipment installed in the next fiscal year.

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 75% of the Agency-wide operating revenues shown in the graph above. The Capital Projects Fund’s revenue includes \$41,000,000, which is reimbursed 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 (25%) of which a significant portion (71%) 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.

CONSOLIDATED BUDGET SUMMARY

REVENUE – ALL FUNDS (CONTINUED)

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 18% of the revenues of the Agency as a whole and 71% 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 5% 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 23% of the Agency's estimated revenues in the FY 2017-18 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.

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 as the 9-1-1 state telephone excise taxes declined. 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 WCCA. 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. Now in the second fiscal year, 2017-2018, utilizing the new member fee formula based on use allocation it appears that fluctuations have normalized and are consistent with usage of the Agency's resources.

CONSOLIDATED BUDGET SUMMARY

Intergovernmental Agreement and Fees (continued)

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

Member Governments:	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget
Washington County (Sheriff's Office)	2,086,956	2,266,353	2,396,513	2,576,068
Tualatin Valley Fire & Rescue	1,664,264	1,772,440	1,870,718	2,169,446
City of Hillsboro (Police & Fire)	1,642,972	1,614,167	1,688,433	1,811,990
City of Beaverton (Police)	1,199,416	1,252,225	1,296,460	1,357,830
City of Tigard (Police)	600,057	578,949	576,537	630,122
City of Forest Grove (Police & Fire)	370,718	428,847	434,740	485,210
City of Tualatin (Police)	326,281	328,121	330,352	354,220
City of Sherwood (Police)	223,437	186,122	190,425	209,830
City of Cornelius (Police & Fire)	155,692	152,160	158,621	166,250
Washington Co. Fire Dist. No. 2(Svc by TVFR)	62,445	64,318	66,248	-
Banks Fire District No. 13	28,614	29,472	30,356	31,267
City of King City (Police)	20,624	21,243	21,880	22,536
Gaston Rural Fire District	18,963	19,532	20,118	20,722
City of Durham (Police)	13,168	13,563	13,970	14,389
City of North Plains (Police)	12,421	12,794	13,178	13,573
City of Banks (Police)	7,168	7,383	7,604	7,832
City of Gaston (Police)	5,953	6,132	6,316	6,505
Public Safety Member Contract Fees	8,439,149	8,753,821	9,122,469	9,877,791
Member Government Radio (only) Fees	54,835	79,921	79,726	89,747
Total Member Contract Fees	8,493,984	8,833,742	9,202,195	9,967,538

Intergovernmental contract fees are billed quarterly to member governments, and are due and payable in advance of each 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 56% higher than the radio access fees for members (\$541.09 vs. \$341.24). 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.

CONSOLIDATED BUDGET SUMMARY

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 2016-17 and budgeted for FY 2017-18 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.

The 9-1-1 telephone excise tax revenue comprises 20% of the revenues budgeted in the Agency’s General Fund for FY 2017-18. 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 2017-18 is estimated from historical experience. A slight increased amount in 9-1-1 tax revenue is anticipated in next year’s Proposed Budget.

9-1-1 Tax Revenues		
<u>Fiscal Year</u>	<u>Annual \$</u>	<u>% Change</u>
FY 2017-18	2,820,000 (A)	1%
FY 2016-17	2,803,080 (B)	1.5%
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%
FY 2009-10	2,543,855	-6.6%
FY 2008-09	2,724,400	0.5%

Chart Notes:

(A) Budgeted amount

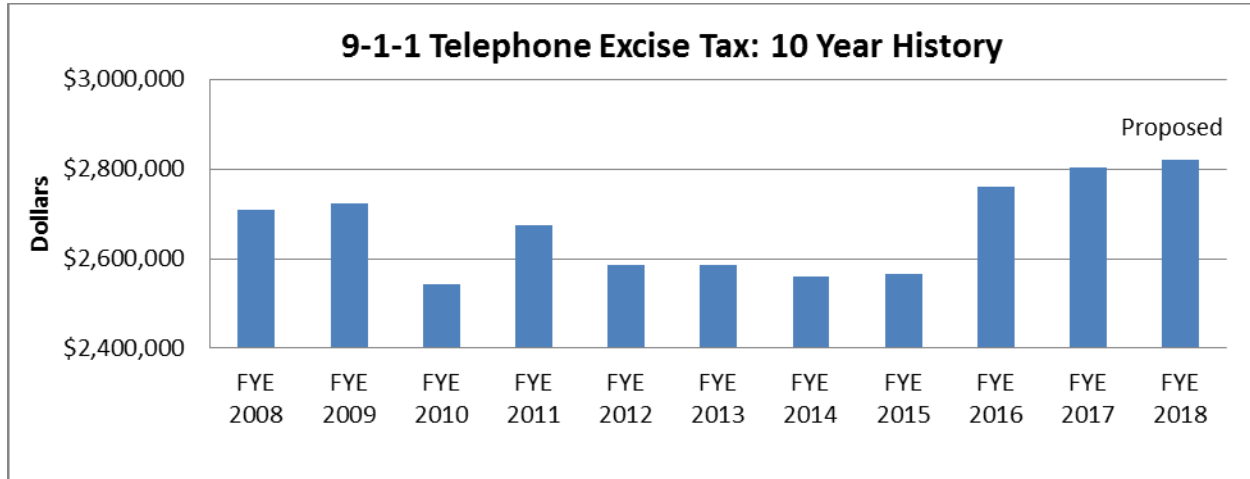
(B) Projected amount

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

CONSOLIDATED BUDGET SUMMARY

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 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 the yearly distribution requests from Washington County related to the Emergency Communications System project to be approximately \$41 million in the second year and \$12 million in the third year of the project.

BUDGET REQUIREMENTS AND UNAPPROPRIATED ENDING FUND BALANCE – ALL FUNDS

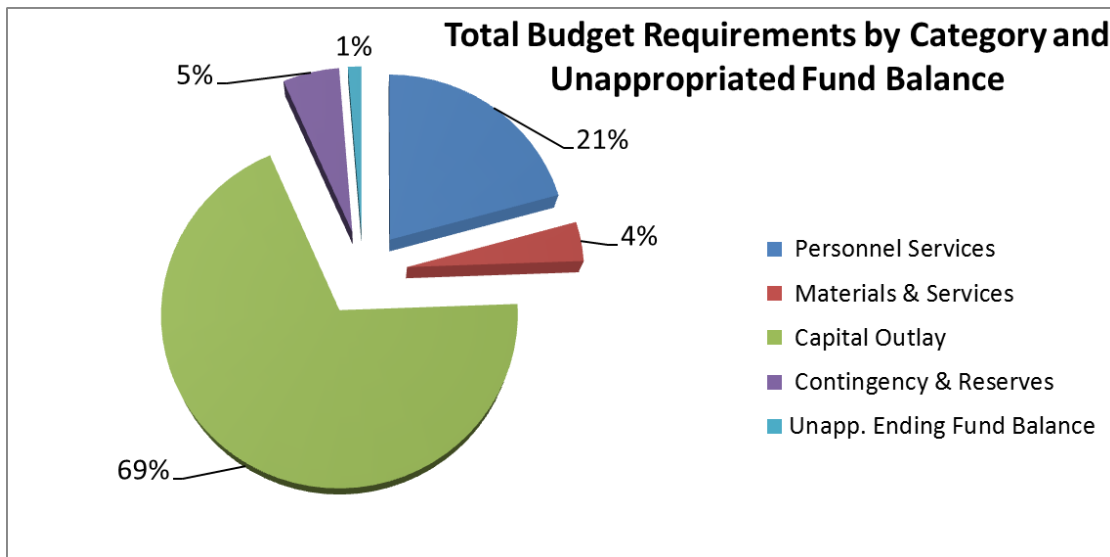
Under State of Oregon Local Budget Law, governments are required to present budgets showing all expenditures authorized to be spent (appropriated) along with any amounts estimated to be reserved for emergency or unforeseen appropriations needs during the year (Contingency). Expenditure appropriations plus Contingency are the “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 except by official resolution of the Board of Commissioners.

CONSOLIDATED BUDGET SUMMARY

BUDGET REQUIREMENTS AND UNAPPROPRIATED ENDING FUND BALANCE – ALL FUNDS (CONTINUED)

Oregon State Law defines the expenditure categories to be presented in a government’s budget: Personnel Services (accounting for salaries, wages, overtime and all payroll expenses); Materials and Services (accounting for supplies, operational materials, small equipment and fixtures, contracted services, utilities and repairs), and Capital Outlay (accounting for 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 2017-18 are shown as follows:



Contingency is presented in the graph above at 5% of the total. This is calculated as a percent of the total amounts scheduled in the FY 2017-18 Budget (including Contingency and Unappropriated Ending Fund Balance). The 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.

CONSOLIDATED BUDGET SUMMARY

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 \$646,902 (5%). A cost of living increase of 2.1% is budgeted for most employees, as are 5% merit increases for approximately 30% of the employees who are expected to continue to advance through their salary ranges. Health insurance premiums are budgeted to increase by \$34,373, a 2% average increase, though a 5.5% increase to premiums. 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 \$12,521,039 total Personnel Services in the FY 2017-18 Proposed Budget, \$7,926,641 (63%) is for salaries, wages and overtime. \$4,594,399 (37%) is budgeted for benefits and payroll expenses. The largest portion of these benefits is comprised of Public Employees Retirement System (PERS) required contributions of \$1,878,828 (15%) and health insurances at \$1,918,385 (15% of total Personnel Services). 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 increased by \$137,855 (7.5%) as compared to the prior year's budget. The majority of this increase is from the expected rise, \$95,566 (187%), in tower site lease expense in the General Fund. This increase in operational costs is due to the increased number of sites needed for the upgraded Emergency Communication System. The second largest increase anticipated is in training, \$14,591 (48%). The installation of the new CAD will require additional trainings on site and regionally.

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 as outlined below. For FY 2017-2018, WCCCA is budgeted to spend \$41,000,000 million primarily related to acquiring and building new radio tower 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. These capital expenditures do not impact current the operating budget.

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

CONSOLIDATED BUDGET SUMMARY

SIGNIFICANT EXPENDITURE APPROPRIATION CHANGES (CONTINUED)

See below chart for emergency communication system budget breakout.

Capital Outlay	
Emergency Communications System Budget:	
Simulcast Equipment	\$ 13,823,851
Member Radios	12,184,000
Dispatch center upgrade	10,000,000
Additional Radio Sites	8,363,810
Master Site Equipment	4,910,567
System Refresh/Upgrade	4,134,200
Generator/Commercial Power	3,831,430
Microwave Backhaul	2,137,081
Console Equipment	1,907,807
Fire Station Alerting Systems	1,839,876
Site Alarms and Monitoring	1,246,096
Spare and Materials	893,200
48 VDC Power System	832,776
Contingency Equipment	455,532
Backup Dispatch	451,256
Test Equipment	393,000
Paging	284,998
Unified PTT (mobile dev)	246,550
Logging Recorder	231,568

Excluding the increase in Capital Outlay due to the emergency communications system bond discussed above, Capital Outlay for all funds combined in the FY 2017-18 Adopted Budget will decrease by \$595,952 (down 52.4%) from the prior year's budget, amounting to \$1,136,551. Reasons for this decrease are primarily due to the several one-time expenses including the completion of the fire and security system. Next fiscal year is primarily the progress payments for the CAD system, dispatch consoles, and one technical services vehicle.

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 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 as well as incorporate synergies by collocating operations facilities. Please see the Budget Message for discussion of capital planning.

CONSOLIDATED BUDGET SUMMARY

SIGNIFICANT EXPENDITURE APPROPRIATION CHANGES (CONTINUED)

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, communications equipment and computers, and 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 13-14	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Budget FY 17-18
<u>From:</u>					
General Fund	-	250,000	250,000	250,000	150,000
Total	-	250,000	250,000	250,000	150,000
<u>To:</u>					
Capital Projects Fund	-	250,000	250,000	250,000	150,000
Total	-	250,000	250,000	250,000	150,000

The Interfund transfer was reduced in FY17-18 in anticipation of the upcoming implementation of the upgraded and new emergency communication system. These funds will support life-cycle replacements in future years.

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, 2017, is scheduled as a resource in the budget, the Ending Fund Balance (the amount anticipated at June 30, 2018) is scheduled as Contingency and Unappropriated Ending Fund Balance.

Total Reserves for the Agency (both funds combined) for FY2017-18 is \$3,374,690. Of this amount \$2,612,058 is in Contingency and \$762,632 in Unappropriated Ending Fund Balance.

CONSOLIDATED BUDGET SUMMARY

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 FY17-18 proposed budgets for the Agency were presented to the Budget Committee at its February 16, 2017 meeting, where the Budget Committee deliberated and approved the budget. On June 15, 2017, the Approved budget was presented to the Board of Commissioners for its consideration. A public hearing on the Approved budget was held by the Board. The Board then adopted the FY2017-18 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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*Adopted Budget
Fiscal Year 2017-2018*

INDIVIDUAL FUNDS

BUDGET SUMMARIES – INDIVIDUAL FUNDS

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, \$1,738,871 is appropriated as Contingency in FY 2017-18. The estimated ending fund balance (\$562,632) 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).

CAPITAL PROJECTS FUND

The Capital Projects Fund is designated for large capital replacement needs, and in past years has provided radio system equipment, major office computer equipment and the Computer Aided Dispatch (CAD) replacement project. 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 \$723,187 is reserved for future capital needs. The estimated ending fund balance (\$200,000) is scheduled as Unappropriated Ending Fund Balance, reserving it for a future year.

The Agency, with the assistance of its largest partner, Washington County, arranged for the purchase of a \$2.3 million Zone Controller for the radio system, for which \$630,000 in grant funds was secured in FY 2011-12 (\$130,000 of these grant funds were received in FY 2012-13). \$1.8 million of the purchase has been financed through Washington County, with the Agency funding the \$500,000 down payment and the annual \$275,554 lease payment. The Local Option Levy tax funds from Washington County will be used to pay a portion of this annual expense, as will the C800 Radio Group's 34% share of the annual payment. The financial arrangement with Washington County resulted in no asset and no indebtedness on the Agency's books.

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

BUDGET SUMMARIES – INDIVIDUAL FUNDS

General Fund	Actual FY 2015-16	Fiscal Year 2016-17		Adopted
		Adopted Budget	Estimated To June 30	Budget FY2017-18
RESOURCES				
Beginning Working Capital	3,924,404	3,704,674	4,001,423	3,471,753
Revenues				
9-1-1 Telephone Tax	2,760,760	2,672,000	2,803,080	2,820,000
Member & Associate User Fees	8,852,471	9,202,195	9,315,456	9,967,538
C800 Contract Revenue	530,384	567,120	567,120	584,133
Non-Member Contract Revenue	304,401	259,104	258,138	271,045
Maintenance Services	140,980	115,000	79,143	83,693
Rental Revenue	137,713	126,238	124,972	128,721
Miscellaneous Income	195,699	125,000	174,242	155,808
Total Revenues	12,922,408	13,066,657	13,322,151	14,010,938
TOTAL RESOURCES	16,846,812	16,771,331	17,323,574	17,482,691
REQUIREMENTS				
By Category				
Personnel Services	10,590,910	11,874,137	11,196,049	12,521,039
Materials & Services	1,701,481	1,831,695	1,635,359	1,969,550
Capital Outlay	298,026	863,025	770,413	540,599
Interfund Transfers	250,000	250,000	250,000	150,000
Contingency	-	1,689,760	-	1,738,871
TOTAL REQUIREMENTS	12,840,417	16,508,617	13,851,821	16,920,059
Unappropriated Ending Fund Balance (UEFB)		262,713		562,632
Fiscal Year End Fund Balance	4,006,396		3,471,753	
TOTAL BUDGET	16,846,813	16,771,330	17,323,574	17,482,691

TOTAL FY 2017-18 BUDGET BY DEPARTMENT:

	Personnel Services	Materials & Services	Capital Outlay	Total Requirements
By Department:				
Administration & Finance	794,715	299,486	-	1,094,201
Performance Management	595,302	75,962	-	671,264
Operations	9,250,578	144,855	80,000	9,475,433
Data Services	672,539	574,278	352,599	1,599,416
Radio Services Division	1,207,906	874,968	108,000	2,190,874
Total Operational Expenditures	12,521,040	1,969,549	540,599	15,031,188
Nondepartmental:				
Transfer to Other Funds				150,000
Contingency				1,738,871
Unappropriated Ending Fund Balance				562,632
TOTAL BUDGET				17,482,691

BUDGET SUMMARIES – INDIVIDUAL FUNDS

Capital Projects Fund

	Actual FY 2015-16	Fiscal Year 2016-17		Adopted Budget FY2017-18
		Adopted Budget	Estimated To June 30	
RESOURCES				
Beginning Working Capital	635,916	551,873	527,191	776,553
Revenues				
Interest	4,687	-	6,228	3,500
Miscellaneous Income	-	-	-	-
Wash.Co. Bond Distribution	350,000	12,103,643	12,103,643	41,000,000
Intergovernmental Revenue	207,688	93,690	268,688	268,688
Interfund Transfers	250,000	250,000	250,000	150,000
Total Revenues	812,375	12,447,333	12,628,559	41,422,188
TOTAL RESOURCES	1,448,291	12,999,206	13,155,750	42,198,741
REQUIREMENTS				
By Category				
Materials & Services	275,554	275,554	275,554	275,554
Capital Outlay	831,547	12,287,169	12,103,643	41,000,000
Contingency	-	346,483	-	723,187
TOTAL REQUIREMENTS	1,107,101	12,909,206	12,379,197	41,998,741
Unappropriated Ending Fund Balance (UEFB)	-	90,000	-	200,000
Fiscal Year End Fund Balance	352,191	-	776,553	-
TOTAL BUDGET	1,459,292	12,999,206	13,155,750	42,198,741

BUDGET SUMMARIES – INDIVIDUAL FUNDS

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.

With change comes opportunity to review current standards and practices to ensure we are functioning optimally. Over this past year, WCCCA experienced a change in the role of Chief Financial Officer, which afforded just such an opportunity to see the Agency through fresh eyes and new perspectives. Because 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've changed our financial planning and budgeting process and timelines to more adequately include member input, provide timely information and very importantly – transparency. The WCCCA budget for 17/18 was approved by our Budget Committee upon their first review, with support from our members, one month earlier than in the past.

The budget process was redesigned in FY2016/17. The emphasis is now to create and work with the forecast model projecting the first 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.

This year has seen significant forward motion in each of our capital projects;

CAD – Computer Aided Dispatch System funded through WCCCA's budget at a savings realized through partnering with other CAD system users in the region. The system has been built and building of the back-up server and entry of data is in process. Monthly updates are presented to the Boards and Stakeholders through verbal and written reports providing timelines, challenges and group insights to

BUDGET SUMMARIES – INDIVIDUAL FUNDS

arrive to the goal of a successful implementation. Training is scheduled for Jan/Feb 2018 with implementation Feb/March.

ECS – Emergency Communications System – funded by the generous support of Washington County Citizens in May, 2016, through a Washington County General Obligation (G.O.) Bond. Work is being done to secure 9 communications tower sites, architecture and engineering is in progress to build the towers/structures. Contractual negotiations are moving forward with Motorola to provide the communications system.

WCCCA Facility Needs – also funded by the citizens of Washington County through the G.O. Bond – efforts have been made over the past 18 months to determine how best to address the seismic needs of our facility, in addition to aging systems and lack of proper security for our essential services operation. With the help of staff at Washington County, a new location has been identified and the land has been purchased for the construction of a new facility that will take us 20 years into the future, with consideration to seismic sustainability, meeting national security standards and with growth potential as we plan for impacts of technological evolution and potential future partnerships. An architectural team has been selected and that team brings with it experience in the construction of many 9-1-1 centers and public safety facilities.

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, a Finance Specialist, part-time Background Investigator, Chief Financial Officer, Assistant Director and the Director of the Agency (5.07 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 many partners and users.

Department Goals:

- *Administration will maintain the Agency’s health and sustainability through:*
 - *Financial Planning*
 - *Accurate and timely financial reporting*
 - *Ensuring that the necessary staff, equipment, and maintenance are available.*
 - *Analysis of “data driven” staff deployment plans*

BUDGET SUMMARIES – INDIVIDUAL FUNDS

- Continued recruitment and training to ensure talent resources are available to cover attrition and retirements
- 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.
- 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.

Accomplishments and Performance Measures:

- Received the GFOA Budget Award for Fiscal Year FY2016/17
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY2015/16 CAFR
- Created a Financial Dashboard for the Board of Commissioners; demonstrates budgetary compliance, stats of staff levels, overtime trends, notes to financials, and an EFT payment target to achieve.
- Created and distributed 12 month trending detailed financials to department managers
- Successful implementation of updated financial software, Incode by Tyler Technologies. The improvements include updated reporting, accounts payable process streamlined, fixed asset data base, electronic payment notification and billing process and automatic software updates
- Implemented Fixed Assets database within financial software
- Implemented online banking and electronic bill pay

Departmental Budget:

General Fund	FY15/16	FY16/17	FY17/18
<i>Administration & Finance Department</i>	Actual	Estimated to June 30	Adopted Budget
Personnel Services	716,951	737,499	794,715
Materials & Services	330,097	288,522	299,486
Capital Outlay	-	-	-
Total Expenditures / Appropriations	1,047,048	1,026,021	1,094,201
<i>Non-Departmental</i>			
Interfund Transfers	250,000	250,000	150,000
Contingency			1,738,871
Unappropriated Ending Fund Balance			562,632
Fiscal Year Ending Fund Balance	4,006,396	3,471,753	
Total	4,256,396	3,721,753	2,451,503

BUDGET SUMMARIES – INDIVIDUAL FUNDS

PERFORMANCE MANAGEMENT

Performance Management is staffed by a part time Audio Reproduction Specialist, Human Resources Generalist, Program Coordinator, Training Coordinator and the Performance Manager (4.5 FTE).

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;
- Managing the human resources function of the Agency;
- Managing updates to administrative directives and standard operating guidelines;
- Managing the Agency's role in EMS;
- Maintaining all Agency employee records in accordance with State law, including training and certification records;
- Managing the Quality Improvement processes, conducting systemic cause analyses of sentinel events and providing recommendations for training, equipment changes and system improvements.
- Public information and education, including information dissemination;
- Maintaining Agency accreditation.

Department Goals:

- *Maintain Agency Accreditation*
- *Human Resources: Maintain dispatcher new hire retention rate of 75% or greater.*
- *Public Education: Host or attend 20 events/classroom sessions per year.*
- *Acknowledge all public records requests within 5 business days.*
- *Process audio/CAD information requests that are not waiting on DA clearance or medical releases within 10 business days.*

Accomplishments and Performance Measures:

- *Agency was re-accredited in 2017 and is used as a model for other communications agencies to achieve accreditation.*
- *The Public Education Team hosted 19 events in 2016.*
- *WCCCA has retained 89% of dispatchers hired since January 1, 2015 – this is outstanding for the industry.*
 - *Our retention rate for dispatchers hired in 2015 is 100% - 6 out of 6 hired in 2015 are still employed*
 - *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 85% - 6 out of 7 hired in 2017 are still employed.*
- *In 2016 audio and CAD information requests took 4 business days to process 90% of the time.*

BUDGET SUMMARIES – INDIVIDUAL FUNDS

Departmental Budget:

General Fund	FY15/16	FY16/17	FY17/18
<i>Performance Management Department</i>	Actual	Estimated to June 30	Adopted Budget
Personnel Services	532,061	567,798	595,302
Materials & Services	30,696	28,345	75,962
Capital Outlay	-	-	-
Total Expenditures / Appropriations	562,757	596,143	671,264



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 64 Dispatchers, 6 Operations Supervisors and an Operations Manager (71 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:

- *Answer 90% of all 9-1-1 calls in 20 seconds or less*
- *Provide professional, prompt and accurately detailed service to our police, fire, emergency medical services field users and citizens.*

BUDGET SUMMARIES – INDIVIDUAL FUNDS

Accomplishments and Performance Measures:

- A Lead will receive the APCO State “Supervisor/Lead of the year award”
- A Dispatch Team will receive the APCO “Critical Incident Award”

Departmental Budget:

General Fund	FY15/16	FY16/17	FY17/18
<i>Operations Department</i>	Actual	Estimated to June 30	Adopted Budget
Personnel Services	7,850,682	8,206,727	9,250,578
Materials & Services	129,031	131,837	144,855
Capital Outlay	-	78,133	80,000
Total Expenditures / Appropriations	7,979,713	8,416,697	9,475,433

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 that has been fully engaged in building the new system and will continue to maintain the current CAD system software and programs until go live of the new CAD in March of 2018. Data Services works in tandem with counterparts in Metro Area CAD partner agencies to ensure that across our region, our new CAD system will serve our citizens and responders well.

One of WCCCA’s core services, as identified by our Members, is the providing of data to our Members and when appropriate, to our public as well. Data Services staff ensures that information pertinent to responder reporting is available to all agencies. The Data Services supervisor 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 the administration side of the technology for WCCCA including all networking, data services (finance, email, work order / maintenance software) and audio visual needs of the agency.

Within the Data Services Division, in direct support of Operations, is WCCCA’s GIS Specialist, a unique and vital role not only to the 9-1-1 operations, but to our member agency end users as well. The GIS Specialist builds, maintains and assists with all fire and law enforcement response plans; builds and updates all Mobile Data Terminals’ (MDTs) mapping programs found in all police and fire apparatus in the county, as well as supporting the WCCCA Radio Services division in building site maps for the emergency communications system.

In addition to all of these important functions, another productive role in Data Services is that of the Data Analyst, who besides producing various reports for various needs, provides value to our Members, partners and public by developing

BUDGET SUMMARIES – INDIVIDUAL FUNDS

software applications and enhancing our web presence to match the public expectations of a 21st century 9-1-1 answering center.

This division is staffed by a GIS/Mapping Analyst, an Information Systems Technician, a Data Analyst, a Data Services Coordinator, and one CAD/ Data Services Supervisor (5 FTE).

Goals:

- *Conclude the building of the new regional CAD system.*
- *A successful implementation of the new CAD system (scheduled for March 2018).*
- *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 a new regional CAD to CAD communication link connecting a dozen public safety dispatch centers to share information within the next 18 months.*
- *Manage the Agency's portion of the 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:

- *Maintenance of the current (Tiburon) CAD system resulted in no unplanned outages.*
- *For the past 18 months, in partnership with 3 neighboring 9-1-1 centers, WCCCA has successfully worked on building the new TriTech CAD platform.*
- *Led the process leading to agreement between CAD vendor, TriTech, and CAD to CAD link vendor, FATPOT, 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.*

BUDGET SUMMARIES – INDIVIDUAL FUNDS

Departmental Budget:

General Fund	FY15/16	FY16/17	FY17/18
<i>Data Services Division</i>	Actual	Estimated to June 30	Adopted Budget
Personnel Services	514,728	591,917	672,539
Materials & Services	503,983	410,890	574,278
Capital Outlay	32,913	260,304	352,599
Total Expenditures / Appropriations	1,051,624	1,263,111	1,599,416

BUDGET SUMMARIES – INDIVIDUAL FUNDS

Radio Services Division

The Radio Services Division is responsible for maintaining the Agency's communications systems infrastructure and microwave backbone, as well as communications equipment for user agencies and Agency facilities. The Radio Services Division is also responsible for 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. This Division is staffed for FY17-18 by five Communications Technicians, 1.6 Facilities Maintenance Technicians (Senior and I, 1.0 & 0.6 FTE, respectively), one Radio Services Supervisor, and a 0.35 FTE Systems and Architect (7.95 FTE). A new Technician will be added mid-year to assist with the increased number of communications sites and related equipment as the system expands over the next two years.

This Division includes a segment for facilities maintenance and repairs and upgrade projects. This includes the 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 ease 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:

- *Maintain voice and data communication systems to achieve 99.98% or better overall reliability*
- *Ensure paging and notification systems achieve 99.00% 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:

- *Performed preventative maintenance services for 22 user agencies' communications equipment. The majority of the work was performed on agency premises.*
- *Cleaned up and enhanced the database used to track and manage user radio equipment.*
- *Optimized All WCCCA an C800 simulcast and trunked repeater site equipment*
- *Completed the upgrade of all Microwave equipment and implemented automated tracking and management of this system.*
- *Completed the New (P25) Land Mobile Radio Voice and Data systems design.*

BUDGET SUMMARIES – INDIVIDUAL FUNDS

- *Upgraded CCOM/LOCOM telephone system interfaces to their console systems.*
- *Qualified Motorola as the equipment and services provider for the upgrade to a P25 Land Mobile Radio system via an RFQ/RFP process.*

Departmental Budget:

General Fund	FY15/16	FY16/17	FY17/18
<i>Radio Services Division</i>	Actual	Estimated to June 30	Adopted Budget
Personnel Services	976,488	1,092,108	1,207,906
Materials & Services	707,675	775,764	874,968
Capital Outlay	186,980	411,509	108,000
Total Expenditures / Appropriations	1,871,143	2,279,381	2,190,874

BUDGET SUMMARIES – INDIVIDUAL FUNDS

SIGNIFICANT NON-RECURRING CAPITAL EXPENDITURES

Over the past few years, the Agency has been in a period of time where capital expenditures were set to a level that maintained operational effectiveness but did not prepare the Agency for the inevitable end of life issues with some of its radio infrastructure and facilities equipment. With restrictions on funding, capital expenditures were budgeted to meet the minimal annual operational needs. Due to the Washington County Emergency Communication System Bond for upgrading and replacing current radio system equipment and the addition of new system equipment, the FY 2017-18 Capital budget is now focused on radio infrastructure and facilities. The Capital budget for the next fiscal year is primarily allocated to the new CAD system implementation and equipment costs (\$352,599 or 65% of Capital Outlay budget).

General Fund

In the Operations department, \$80,000 (15%) is designated for console replacements. This will be year three of a four-year plan to replace the dispatch workstation furniture for call takers and dispatchers. 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 Radio Services Division, a total of \$108,000 is budgeted as capital expenditures. \$73,000 is allocated to add a Service Monitor, portable radio and new 4-WD for the new radio technician. \$35,000 is designated for communication site battery replacements as needed.

In the Radio Services Division is also the Facilities Department. In this section a total of \$35,000 is budgeted as capital expenditures for a communication site battery replacement.

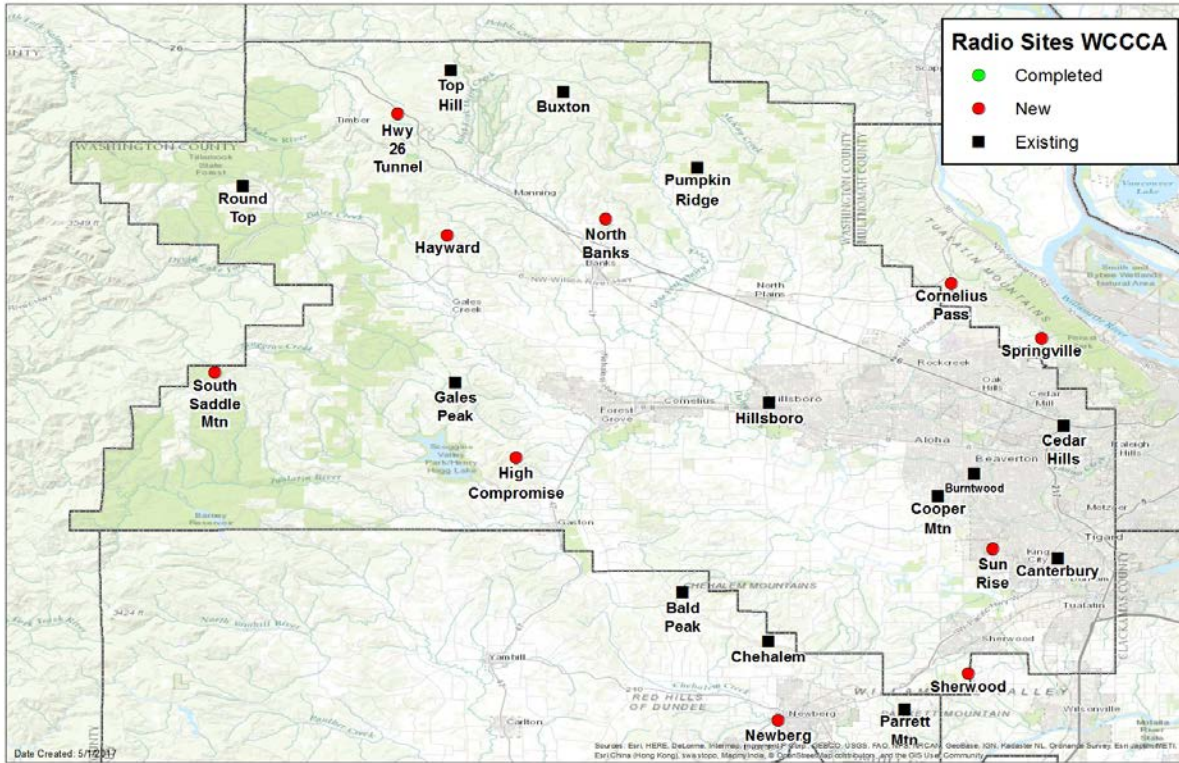
In the Data Services Division a total of \$352,599 is budgeted as capital expenditures. This is the final installation payment of the Computer Aided Dispatch system (CAD).

Capital Projects Fund

The Capital Projects fund is used to budget for large capital expenditures. FY 2017-18 includes funding from the \$77 million dollar Washington County Emergency Communications Bond for the emergency communication system. This will be the second year of this project and anticipating \$41,000,000 spent towards the building on the new towers and implementing the digital radio technology. The County distributes the bond funds as the invoices for services and equipment are received.

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

BUDGET SUMMARIES – INDIVIDUAL FUNDS



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*Adopted Budget
Fiscal Year 2017-2018*

BUDGET POLICIES & PROCESS

BUDGET & 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. Gaps between the current service 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 #2 and #3 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.

BUDGET & FINANCIAL POLICIES

- 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 #2 and #3 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 AND CALENDAR

The accounting reflected in this Adopted Budget for Fiscal Year 2017-18 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 and Inter-fund Transfers are the budgetary category levels for expenditure appropriations and budgetary control for each fund. Amounts are also scheduled for Contingency and 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 2017-18 budget was reviewed by the CEO Board on February 16, 2017 and recommended to the Budget Committee as the Proposed Budget. The Budget Committee met to review and deliberate upon the Proposed Budget on February 16, 2017. On June 15, 2017, the Board of Commissioners held a public hearing regarding the Approved Budget and adopted the budget.

BUDGET PROCESS AND CALENDAR

November 17: Chief Executive Officer (CEO) Board reviews FY 17/18 budget policies, budget calendar and preliminary calculation of member fees by Agency.

November 30: Financial Forecast presentation to members' financial staff

December 15: Board of Commissioners approves financial forecast FY 17/18, budget policies and calendar. Any further appointments to the Budget Committee to be considered.

January 19: CEO Previews FY 17/18 Budget

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

February 10: CEO Board packets issued with draft budget document. Budget Committee packets issued with Board of Commissioners' December, 2016 Financial Forecast and CEO Board's draft budget.

February 16: CEO Board to consider FY 17/18 draft line item Budget; recommends Proposed Budget to the Budget Committee; consider any FY 16/17 Budget adjustments for recommendation to Board of Commissioners. Approves Budget.

Budget Committee Work Session: Orientation and overview; financial forecast; member fees; major issues (911 taxes; fees).

March 16: CEO Board, Board of Commissioners and Budget Committee meetings. Budget Committee deliberates towards an Approved Budget. (TBD)

June 15: Board of Commissioners adopts FY 17/18 Budget.

Calendar Color Key Code
CEO Board Meeting
CEO & Board of Commissioners Meeting
Both Boards & Budget Committee Meeting

January, 2017						
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, 2017						
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, 2017						
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, 2017						
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	

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Adopted Budget
Fiscal Year 2017-2018

MEMBER FEES

MEMBER FEES

WASHINGTON COUNTY CONSOLIDATED COMMUNICATIONS AGENCY

FY 2017/18 WCCCA Member User Fees by Agency

FY 16/17 Budget Fees by Agency	Agency	Dispatch Services	800 Radio System Services	Subtotal Member Fees	Amount over Prior Year Fee	% Increase % above capped fee*	3% Cap Adjustment	Total \$ Increase over prior year	FY 17/18 Projected	% Inc. after 3% Adj.
\$ 2,396,513	Sheriff's Office	\$ 2,247,178	\$ 304,726	\$ 2,551,904	\$ 155,390	6.5%	\$ 24,010	\$ 179,401	\$ 2,575,914	7.5%
1,296,460	Beaverton Police	1,232,124	112,950	1,345,074	48,613	3.7%	12,656	61,269	1,357,729	4.7%
1,227,880	Hillsboro Police	1,202,975	103,395	1,306,370	78,490	6.4%	12,291	90,782	1,318,662	7.4%
576,537	Tigard Police	558,700	65,518	624,218	47,681	8.3%	5,873	53,554	630,091	9.3%
330,352	Tualatin Police	321,210	29,688	350,898	20,546	6.2%	3,302	23,847	354,199	7.2%
190,425	Sherwood Police	191,229	17,062	208,291	17,866	9.4%	1,960	19,826	210,251	10.4%
268,532	Forest Grove Police	280,017	23,545	303,563	35,031	13.0%	2,856	37,887	306,419	14.1%
109,887	Cornelius Police	113,600	1,365	114,965	5,078	4.6%	1,082	6,160	116,047	5.6%
21,880	King City Police	41,476	5,460	46,936	25,056	114.5%*	(24,399)	656	22,536	3.0%
13,178	North Plains Police	23,352	6,484	29,835	16,657	126.4%*	(16,262)	395	13,573	3.0%
13,970	City of Durham	6,834		6,834	(7,136)	-51.1%*	7,556	419	14,389	3.0%
7,604	Banks Police	6,452		6,452	(1,152)	-15.2%*	1,380	228	7,832	3.0%
6,316	Gaston Police	2,326	3,071	5,397	(919)	-14.5%*	1,108	189	6,505	3.0%
\$ 6,459,535	Total Police Costs	\$ 6,227,473	\$ 673,264	\$ 6,900,736	\$ 441,201		\$ 33,412	\$ 474,614	\$ 6,934,149	7.3%
\$ 1,870,718	TVFR	\$ 1,867,702	\$ 281,522	\$ 2,149,224	\$ 278,506	14.9%	\$ 20,222	\$ 298,727	\$ 2,169,445	16.0%
460,553	Hillsboro Fire	431,657	56,987	488,643	28,090	6.1%	4,598	32,688	493,241	7.1%
166,208	Forest Grove Fire	143,665	33,441	177,107	10,899	6.6%	1,666	12,564	178,772	7.6%
48,734	Cornelius Fire	54,850	22,181	77,031	28,297	58.1%*	(26,835)	1,462	50,196	3.0%
30,356	Banks Fire District #13	23,924	26,617	50,540	20,184	66.5%*	(19,274)	911	31,267	3.0%
20,118	Gaston Fire	14,719	19,792	34,511	14,393	71.5%*	(13,790)	604	20,722	3.0%
\$ 2,662,935	Total Fire Costs	\$ 2,536,517	\$ 440,539	\$ 2,977,056	\$ 380,369		\$ (33,412)	\$ 346,955	\$ 2,943,642	10.5%

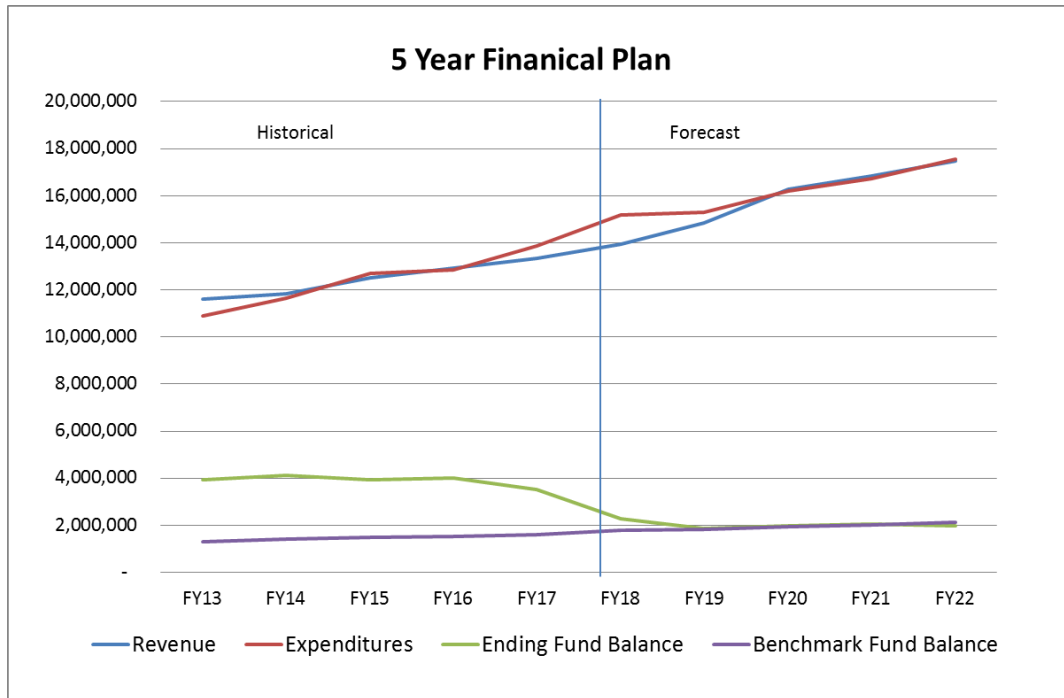
* = subject to a cap of 3% increase

Combined Police & Fire member fees, above:	\$ 9,877,791
Associate members (Wash Co Dept.; Hillsboro & Sherwood PWks):	<u>89,747</u>
Total	<u>\$ 9,967,538</u>

Adopted Budget
Fiscal Year 2017-2018

GENERAL FUND
5 YEAR FINANCIAL PLAN

GENERAL FUND – FIVE YEAR FINANCIAL PLAN



The above graph depicts the Agency’s “Financial Forecast” for FY 2017 through FY 2022. 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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Adopted Budget
Fiscal Year 2017-2018

GLOSSARY

Account

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

Appropriation

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

Budget

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

Budget Message

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

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

Budgetary Control

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

CAD

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

CAD Incident

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

Call for Service

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

Capital Expenditures

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

Capital Projects Fund

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

Beginning Working Capital /Beginning Fund Balance

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

CEO Board

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

Contract Users

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

Debt

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

Ending Fund Balance

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

Expenditures

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

Fiscal Year

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

FTE

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

Fund

A distinct financial accounting entity with a self-balancing set of accounts for resources set aside for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. A fund’s accounts include revenues, expenditures and “equity” accounts, the latter of which is referred to as “fund balance”.

Fund Balance

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

General Fund

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

Governmental Funds

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

IGA

Intergovernmental Agreement –a written contract among governmental entities.

Interfund Transfers

Transfers of resources between funds.

Levy

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

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

Line Item: An account used for budget and accounting purposes.

Long Term Capital Plan:

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

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 measurable and available and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).”²

OPSRP

Oregon Public Service Retirement Plan. A State of Oregon defined contribution/defined benefit pension plan to which members make contributions; employers may or may not also make contributions. OPSRP members are

employees hired by a public employer participating in the OSPRP 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 communications (or 9-1-1) 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.

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

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.