Washington County Consolidated Communications Agency

Approved Budget Document
Fiscal Year 2020-21

Approved June 18, 2020

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Washington Co. Consolidated Communications Agency

Oregon

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

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INTRODUCTION

- Agency Overview
- Position Summary
- Organizational Chart
- Mission Statement
- Core Services
- Goals
- Board of Commissioners
- Budget Committee
- Chief Executive Board
- Executive Management

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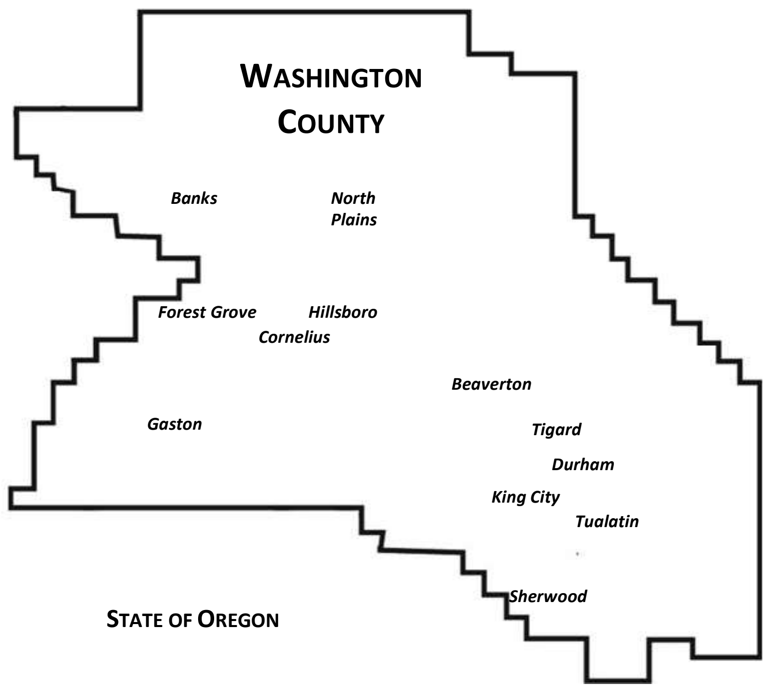
AGENCY OVERVIEW

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

WCCCA is governed by a Board of Commissioners consisting of one appointed official from each participating jurisdiction. The Board is responsible for appointing the Agency Director, establishing Agency service levels, adopting the annual budget, reviewing financial information, and approving personnel rules. A Chief Executive Officers Board consisting of the Chair of the Board of Commissioners, the representatives of the two largest participating agencies and two at-large members appointed by the Board meet monthly to address more timely issues, including contracting, policy changes, audit and financial reports and labor negotiations.



The Agency serves an area of 798 square miles and a population of approximately 632,083. This includes the areas of Newberg and Dundee in Yamhill County.

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

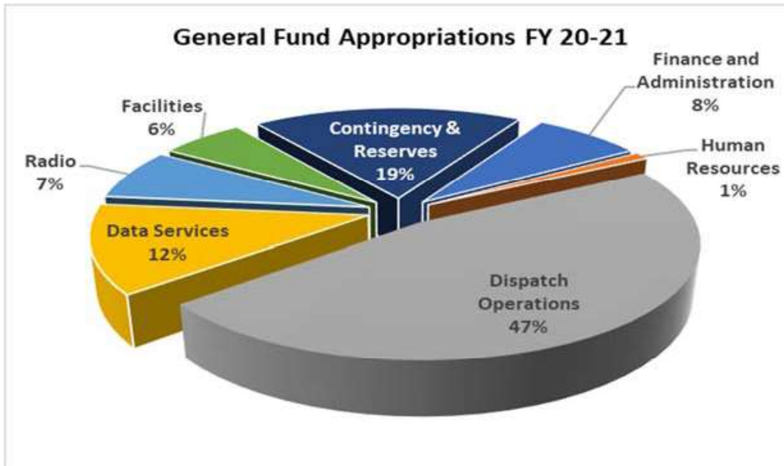
The Agency is funded by user fees from the participating jurisdictions, State 9-1-1 excise taxes, contract revenues from

Clackamas County's C800 Radio Group (a governmental partnership formed under Oregon Revised Statutes Chapter 190), the City of Newberg, and other smaller contracts. The Agency provides radio, paging and data infrastructure maintenance and development services to Clackamas 800 Radio Group (C800) and currently shares a CAD system (both hardware and software) with Clackamas County, Lake Oswego Communications (LOCOM) and Columbia County 911 District. These unique arrangements comprise the partnership by agreement of Metropolitan Area Joint CAD System ("MAJCS").

The Agency is operated by a dedicated staff of 100.42 full time equivalent positions; its budget is organized on a department basis, consisting of Administration & Finance, Dispatch Services, and Technical Services.

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

This chart represents the General Fund's proposed appropriations for Fiscal Year 2020-21.



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

Washington County Consolidated Communications Agency
Principal Taxpayers within the County
Most Recent Year and Nine Years Prior

	2019			2010		
	Rank	Assessed valuation	Percent of total	Rank	Assessed valuation	Percent of total
Private Enterprises						
Intel	1	$ 2,078,052	3.20 %	1	$ 1,053,478	2.32 %
Nike, Inc.	2	1,093,542	1.68	3	429,873	0.95
Comcast Corporation	4	393,579	0.61	6	294,193	0.65
Pacific Realty Associates	6	256,677	0.40	7	212,605	0.47
Verizon Communications	7	235,898	0.36	2	436,478	0.96
Genentech	8	212,360	0.33			
Lam Research Corporation	9	169,942	0.26			
PPR Washington Square LLC	10	149,777	0.23			
Maxim Integrated Products, Inc.				8	155,112	0.34
Tektronix, Inc.				9	132,746	0.29
PS Business Parks				10	104,442	0.23
Utilities						
Portland General Electric	3	562,421	0.87	4	355,704	0.78
Northwest Natural Gas	5	363,828	0.56	5	300,944	0.66
All other taxpayers		59,458,237	91.50		41,923,908	92.35
Total		$ 64,974,313	100.00 %		$ 45,399,483	100.00 %

Source: Washington County Consolidated Annual Financial Report

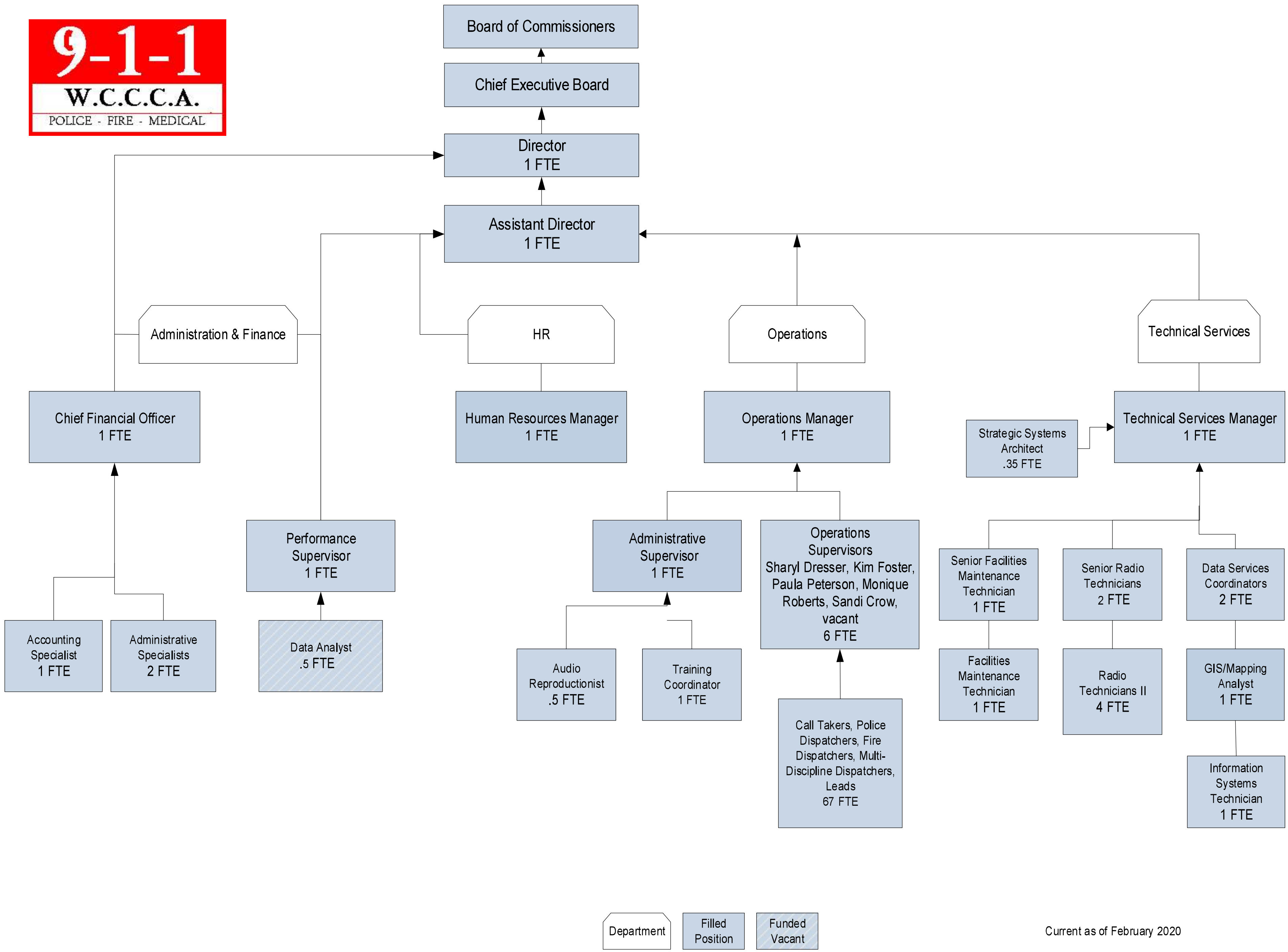
Washington County Consolidated Communications Agency
Major Employment Sectors
Most Recent Year and Nine Years Prior

For Washington County, Oregon	As of June, 2019 Sector Total	As of June, 2019 Pct. of Total	As of June, 2010 Sector Total	As of June, 2010 Pct. of Total
Private				
Natural resources and Mining	3,093	1.0 %	3,258	1.4 %
Construction	17,390	5.7	10,477	4.5
Manufacturing	52,013	17.1	41,054	17.5
Trade, transportation and utilities	50,846	16.8	46,579	19.9
Information	7,742	2.6	7,825	3.3
Financial activities	15,069	5.0	13,669	5.8
Professional and business services	57,201	18.8	33,985	14.5
Education and health services	37,813	12.5	28,514	12.1
Leisure and hospitality	27,714	9.1	19,425	8.3
Other services	10,740	3.5	7,302	3.1
Unclassified	148	0.0	70	0.0
Government				
Federal government	921	0.3	993	0.4
State government	2,084	0.7	2,642	1.1
Local government	20,898	6.9	18,919	8.1
Total non-farm employment	303,672	100.0 %	234,712	100.0 %

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

Fiscal Year 2020-21 Full Time Equivalent Positions

	FY17/18	FY18/19	FY19/20	FY20/21	Change/ prior FY
Administration					
Director	1.00	1.00	1.00	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-
Chief Financial Officer	1.00	1.00	1.00	1.00	-
Accounting Specialist	1.00	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	2.00	2.00	-
Business Analyst	-	-	0.50	0.50	-
Performance Supervisor				1.00	1.00
Background Investigator	0.07	-			-
Total Administration	5.07	5.00	6.50	7.50	1.00
Human Resources					
Human Resources Manager	-	-	-	1.00	1.00
Sr. HR Analyst	-	-	1.00		(1.00)
Background Investigator	-	-	0.07	0.07	-
Total Human Resources	-	-	1.07	1.07	-
Performance Management					
Performance Manager	1.00	1.00	1.00	-	(1.00)
Program Coordinator	1.00	1.00	1.00	-	(1.00)
Human Resources Generalist	1.00	1.00	-	-	-
Training Coordinator	1.00	1.00	1.00	-	(1.00)
Audio Recording Specialist	0.50	0.50	0.50	-	(0.50)
Background Investigator	-	0.07	-	-	-
Total Performance	4.50	4.57	3.50	-	(3.50)
Operations					
Operations Manager	1.00	1.00	1.00	1.00	-
Assistant Operations Manager	-	-	-	1.00	1.00
Administrative Supervisor				1.00	1.00
Operations Supervisors	6.00	6.00	6.00	7.00	1.00
Dispatchers/MDDs/Call Takers (Rep)	64.00	64.00	67.00	67.00	-
Training Coordinator				1.00	1.00
Audio Recording Specialist				0.50	0.50
Total Operations	71.00	71.00	74.00	78.50	4.50
Radio Services					
Technical Services Manager	-	-	0.60	0.60	-
Strategic Systems Architect	0.35	0.35	0.35	0.35	-
Radio Systems Supervisor	1.00	1.00	-		-
Radio Technicians (I, II and Senior)	6.00	6.00	6.00	6.00	-
Senior Facilities Maintenance Tech	1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech I	0.60	1.00	1.00	1.00	-
Total Radio Services	8.95	9.35	8.95	8.95	-
Data Services					
Techincal Services Manager	-	-	0.40	0.40	-
Data Services Supervisor/CAD Mgr	1.00	1.00	-	-	-
Data Services Coordinator	1.00	2.00	2.00	2.00	-
Info Systems Analyst	1.00	-	1.00	1.00	-
Info Systems Technician	1.00	1.00	-	-	-
GIS/Mapping Analyst	1.00	1.00	1.00	1.00	-
Total Data Services	5.00	5.00	4.40	4.40	-
Total FTE	**94.52**	**94.92**	**98.42**	**100.42**	**2.00**



Current as of February 2020

Mission Statement

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

Core Services

Emergency Call-Taking and Dispatching

Radio Services

Data Services

Fiscal Responsibility

~Excellence in Emergency Communications~

GOALS

Call-Taking/Dispatching

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

Technical Services

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

Data Services

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

Fiscal Responsibility

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

Board of Commissioners

Participating Agency	Board Representative
City of Beaverton	Mayor Dennis Doyle, Chair
City of Cornelius	Fire Chief Michael Kinkade
Washington County	Sia Lindstrom, Interim County Administrator
Tualatin Valley Fire & Rescue	Bob Wyffels, Board of Directors
City of Hillsboro	Fire Chief David Downey
City of Tualatin	Councilor Maria Reyes
City of Tigard	Police Chief Kathy McAlpine
City of Sherwood	Captain Ty Hanlon
City of Forest Grove	Mayor Pete Truax
City of Gaston	Mayor Jerry Spaulding
City of King City	Police Chief Ernie Happala
City of North Plains	Councilor Robert Kindel, Jr.
City of Durham	Councilor Chuck Van Meter
City of Banks	Councilor Mark Gregg
Banks Fire Protect. Dist. #13	Fire Chief Rodney Linz
Cornelius Rural Fire District	Vacant
Gaston Rural Fire District	Vacant

Citizen Representatives

Appointed By	Representative	Terms
TVF&R	Don Haynes	2/2017 – 12/2019
City of Forest Grove	Cleo Howell	1/2016 – 12/2019
City of Sherwood	Keith Mays	1/2016 – 12/2019
City of Beaverton	Abigail Elder	1/2019 – 12/2021
City of North Plains	Michele McCall Wallace	1/2019 – 12/2021
Banks Fire District	Tonya Witham	1/2019 – 12/2021
City of Cornelius	Ralph Brown	1/2019 – 12/2021

Chief Executive Officers Board

Participating Agency	Board Representative
City of Beaverton	Mayor Dennis Doyle, Board Chair
City of Tigard	Marty Wine, City Manager
Washington County	Erin Calvert, Deputy County Administrator
Tualatin Valley Fire & Rescue	Fire Chief Deric Weiss
City of Forest Grove	Fire Chief Michael Kinkade

Executive Management

Kelly Dutra	Director/Budget Officer
Jennifer Reese	Assistant Director
Michael Stout	Chief Financial Officer, Budget Officer
Gina Hensley	Operations Manager
Ron Polluconi	Technical Services Manager
Jennifer Kilcoin	Human Resources Manager

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POLICIES & PROCESS

- Financial Policies
- Budget Process
- Budget Calendar

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FINANCIAL POLICIES

I. **Balanced Budget**: The budget shall be presented in balance as to total projected resources and requirements, and shall operate as such throughout the fiscal year. The levels of expenditure control for each fund shall be established as Personnel Services, Materials and Services, Capital Outlay and Fund Transfers. No expenditures are allowed directly from Contingency. In anticipation of deviations from the adopted budget at these levels, or in total resources, staff shall make recommendations to the Board of Commissioners to bring the budget back into balance.

II. **Implementation of Service Levels**: The budget process will aim ultimately for the implementation of the coordinated directives of its contracting entities in fulfilling service priorities and service levels. Ideally, these service priorities and service levels should be identified and agreed upon well in advance of the release of the Proposed Budget Document. A gap between the current services levels/corresponding funding levels and new demands/corresponding funding from the users should be clearly identified along with the full cost impacts and options associated with filling those gaps.

III. **Budget Emphasis**: In accordance with the service level discussion above, the budget will identify the resources needed to meet current service priorities and levels identified by its users. The budget will attempt to balance the need to minimize user fee increases with the need to fulfill current service priorities, maintain quality of services and meet demands identified by its users. If there is a need to move beyond current service levels because of a user-identified demand or a public demand (e.g. population increase), options for responding to those demands will be presented. Examples of potential options include: a) creative approaches to service delivery to increase efficiency and maintain quality; b) the erosion of the existing service level, or c) user-approved funding of the new service demand.

IV. **Staffing Levels**: Staff will continue to assess staffing levels to ensure the necessary number of employees to meet the service standards established by user agencies. New staff will be considered at the request of users, and in accordance with goals established by the Board, and in the context of the processes outlined in II and III above.

V. **Materials and Services**: Staff will develop a budget that will allow for adequate maintenance and growth, while striving for efficiencies and cost-reduction measures. Actual expenditures shall be compared to budget periodically, and any significant variations justified. If necessary, staff shall recommend a course of action to bring the budget back into balance along with the implications to the long term financial plan.

VI. **Unpredictable Revenues**: The budget shall avoid the use of one-time revenues to fund ongoing expenditures. Any new programs/projects that will have ongoing expenditures shall be established in accordance with II and III above. Regarding unpredictable revenues, staff shall conservatively estimate revenues, using historical collection trends and advance knowledge of future changes. If during the adopted budget cycle, it becomes apparent that estimated revenues will be significantly less than budgeted, staff shall recommend a course of action to the Board of Commissioners.

VII. **Financial Planning**: Staff will present annually for Board consideration an updated five year financial forecast using current economic indicators and projections of growth (or decline) to maintain a long term perspective of the financial health of the Agency and predicted impacts upon user fee rates.

VIII. **Pursuit of New Revenues**: Staff shall continue to pursue new revenues from contract users and other revenue sources wherever and whenever possible as long as new users are assigned a fair portion for infrastructure and overhead development costs of the 9-1-1 system where applicable. New users should not be allowed onto the system if long-term capacity for current members under contract is impacted, or if system depreciation or inefficiency is accelerated.

IX. **Strategic Investments**: Staff will continue to identify for Board consideration, opportunities to make strategic investments in training, technology, and other infrastructure aimed at modernizing or enhancing the efficiency of the Agency.

X. **Reserves and Contingencies**: The Agency will continue to maintain a contingency fund for unforeseen expenditures. The goal for the General Fund contingency is for it to be maintained at not less than 12% of operating expenditures. Additionally, WCCCA shall maintain a prudent level of financial reserves to protect against the need to reduce service levels and/or raise fees due to temporary revenue shortfalls or unpredicted one-time expenditures.

XI. **Purchasing**: The Agency shall maintain a Purchasing Manual that complies with State Law, including ethics and fair and full competition in the expenditure of public funds, and which delineates the dollar amount thresholds of authorities for purchasing and contracting, and defines procedures for complying with state statutes, federal regulations and Agency policy.

XII. **Capital Projects Fund:** The Agency shall maintain a separate fund to account for the restricted revenue of shared Local Option Levy tax funds from Washington County, together with other revenue associated with large capital funding, interest and Board authorized expenditures. This fund is considered a major fund for financial reporting purposes for qualitative reasons.

BUDGET PROCESS

The accounting reflected in this Approved Budget for Fiscal Year 2020-21 conforms to generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board. The Agency's finances are organized on a fund basis, each of which is considered a separate budgetary and accounting entity. The Agency uses the modified accrual basis of accounting for budgeting as well as for accounting as all funds are governmental fund types, which require the modified accrual basis of accounting under GAAP.

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

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

A draft Fiscal Year 2020-21 budget was reviewed by the CEO Board on February 20, 2020 and recommended to the Budget Committee as the Proposed Budget. The Budget Committee met to review and deliberate upon the Proposed Budget on March 19,2020, and then approved the proposed budget to move forward to the Board of Commissioners. On June 18 of 2020, the Board of Commissioners is scheduled to hold a public hearing regarding the Approved Budget and to adopt the budget.

Calendar for the FY21 Budget Build

***December 19*:** Board of Commissioners (BOC) approves FY 20/21 budget calendar, approves new appointment recommendations to the Budget Committee, if needed.

January 16: CEO reviews FY 20/21 draft Budget, Financial Forecast and proposed User Fees.

***January 30*:** Budget and Fees Presentation to Users and Users' Finance Departments

***February 20*:** CEO Board to consider any changes submitted to the proposed budget; recommends Proposed Budget to the Budget Committee; reviews user and non-member costs to recommend to Board of Commissioners.

February 20: Board of Commissioners meets to review and approve user and non-member costs.

February 20: ***Budget Committee:*** Budget Committee meets to review and recommend proposed budget to the Board of Commissioners.

March 19: Budget Committee meeting for budget approval, TBD.

***June 18*:** CEO Board meeting and Board of Commissioners meeting to adopt FY 20/21 Budget.

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

December, 2019

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

January, 2020

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, 2020

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

March, 2020

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, 2020

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				

BUDGET MESSAGE

- Budget Snapshot
- Financial Planning
- General Fund
- Capital Project Fund
- FY19 Accomplishments
- Initiatives
- Acknowledgements
- Budget Assumptions
- Forecasts
- Member User Fees

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April 15, 2020

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

I am pleased to present the Fiscal Year 2020-21 Proposed Annual Budget of the Washington County Consolidated Communications Agency (WCCCA or the Agency). The Proposed Budget before you is a collaborative, strategic financial effort involving WCCCA Staff and our Members to address the Agency's financial challenges, identify cost saving measures and provide the resources necessary to ensure that WCCCA continues to provide excellence in emergency communications through its 9-1-1 call-taking, emergency services dispatching and access to a robust and reliable emergency communications radio system for all of our Users and Citizens.

The following is a consolidated picture of all Agency funds for a three year comparative view. In consolidating, inter-fund transfers (an equal amount of revenue and expense) are eliminated. The percentage changes compare the Proposed Budget for Fiscal Year 2020-21 (FY 2020-21 or FY21) to the current year's budget.

All Funds Consolidated	FY 2018-19 Adopted Budget	FY2019-20 Adopted Budget	FY 2020-21 Approved Budget	% Change FY21 vs. FY20
Beginning Working capital	$ 4,747,054	$ 5,430,728	$ 8,871,295	63.4 %
Revenues				
Wash. Co. Bond Distribution	19,156,215	17,000,000	13,600,000	-20.0
Member Contract Fees	10,213,071	10,677,325	10,384,550	-2.7
911 Telephone Taxes	2,880,000	3,100,000	3,600,000	16.1
All other revenues	1,566,461	1,484,541	1,997,846	34.6
TOTAL RESOURCES	38,562,801	37,692,594	38,453,691	2.0
Expenditures/Appropriations				
Personnel Services	12,427,766	13,897,379	14,516,046	4.5
Materials & Services	2,293,316	2,124,559	4,360,532	105.2
Capital Outlay	19,724,532	19,943,000	14,133,000	-29.1
Contingency & Reserves	2,306,650	3,311,657	3,277,687	-1.0
TOTAL REQUIREMENTS	36,752,264	39,276,595	36,287,265	-7.6
Unappropriated Ending Fund Bal.	1,510,537	600,000	2,166,426	261.1
TOTAL BUDGET	$ 38,262,801	$ 39,876,595	$ 38,453,691	-3.6 %

Financial Planning

Each year the Agency develops a 5-year financial forecast to guide the budget plan for the coming fiscal year. The forecast only includes the General Fund which encompasses all of the operations of the Agency. This annual financial forecasting provides the Boards and management with a long term view of the financial health of the Agency, and offers strategic approaches to planning for service levels and predictability of the costs to the member governments that comprise the Agency. The budget is based on operational needs of the Agency, as guided by the needs of our public and our member agencies. For the FY21 budget, work began in December of 2019 and was completed in February. Trends and assumptions from the current year's financial forecast are used to establish anticipated costs. In February of 2020, this forecast and budget work was presented to the financial staff and public safety users of each member government to provide understanding of WCCCA's needs, elicit feedback, and discuss the proposed member rate increases.

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

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

For FY21, the aggregate annual membership rate decreases 2.7% from the previous year's budgeted membership fees. Because the Agency has a relatively small membership base, the gap between 9-1-1 tax funding and operational expenses exponentially effects the membership fees. The Agency partners strategize with the us to determine fiscal directions and plans to maintain the Agency's services to the public and our members, keeping in mind the potential for funding fluctuations that may impact service levels.

Traditionally 9-1-1 Tax revenue received by the Agency has remained consistent, with a slight increase each year over the previous year. This revenue is generated from landline, wireless and pre-paid devices which can access the 9-1-1 system. As a result of a legislative increase in the excise tax assessment for 2020 and 2021, the Agency has increased the budgeted revenue for 9-1-1 taxes in FY21 by over 16.1%. The tax represents roughly a quarter of the operating revenue needed as illustrated in the shifting funding sources identified below:

General Fund Revenue

	FY 2018-19	FY 2019-20	FY 2020-21
Member Contract Fees	71%	70%	68%
911 Telephone Taxes	20%	20%	24%
All other revenues	9%	10%	8%
	$13,889,848	$14,299,744	$15,198,072

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

Agency management is very much aware and continually mindful of the financial constraints all government partners face. Staff has scrutinized expenses through budget development and financial forecast monitoring and continues to encourage the exploration of further efficiencies and cost savings.

General Fund (Operating Fund)

The General Fund comprises 58.8% of the Agency's expenditures and as the sole operating fund for the Agency accounts for all personnel, materials and services expenses in support of Agency operations.

Overall, the operational expenses (the combined Personnel Services, Materials & Services and Capital Outlay categories) for the General Fund will increase 13.3% from the prior fiscal year's budget. Discretionary expenses are few and small, if any.

The following are the significant budget changes in this Fiscal Year 2020-21 Approved Budget for the General Fund, as compared to the current year's budget:

Personnel Services (3.4% increase over prior year's budget):

- Salaries and wages will increase by $379,317 in FY21 over current budgeted expense, a 4.4% increase. This increase includes the addition of two positions in Operations, an Assistant Operations Manager and an additional Operations Supervisor. The new Operations Supervisor will be the 7th supervisor for purposes of round the clock supervision to the dispatch floor 7 days per week, providing opportunities for supervisory overlap, time for project work and vacation relief within the supervisor team. It also provides for a more reasonable span of control of personnel for oversight. An Assistant Operations Manager will provide management support to the Operations Manager, assisting the Operations Supervisors, assist in guiding project and meeting involvement and work with the Operations Manager in planning and strategizing. The addition of these two positions will bring the Agency to a total of 100.45 FTE.
- Salary and wage budgets are built with a projected cost of living increase of 3.7% for represented employees and 2.7% for non-represented employees. The current labor contract will expire June 30, 2020. Negotiations of a new contract have

begun with WCCCA's labor group, under the umbrella of IAFF Local 1660. Due to delays brought about by COVID-19 practices, negotiations are expected to continue on past the June 30 expiration of the current contract.

- The Agency continues to experience significant vacancy savings, but has committed to filling positions in FY20. Because of the learning curve associated with new hires, the overtime expenses currently being experienced are anticipated to be maintained in FY21. In addition, the Agency intends to physically relocate during FY21, which will drive overtime for the technical and facilities staff who will be immersed in the move. Agency-wide overtime will be $603,300 for FY21, a 13.0% increase above the current budget, but more reflective of the Agency's actual expenses in the current year.

- Benefits are budgeted at an increase of just 1.8% over FY20. This is the result of a more conservative methodology used to project benefit costs, despite the increase in FTE, anticipated COLA and the rising cost of the pension program and healthcare. Primary drivers of benefits costs are healthcare expense and Agency contributions to the Oregon Public Employees Retirement System (PERS). Overall Healthcare expense is forecasted to increase 5.0% in FY21. The aggregate PERS increase is roughly the same, however the Agency remains confident there is sufficient budget to cover these increases in FY21.

Materials and Services:

The category of Materials and Services increased in next year's proposed budget by $1,262,973, a 40.7% increase over the prior year budget. This is primarily due to two factors.

- Budget for pass through expenditures of $784,324 has been identified and budgeted in the services budgets. An offsetting amount has been budgeted as pass through revenue. The expenditures are for technology-related costs which are shared with other partner agencies. This accounts for over half of the increase from the prior year.
- The remaining cost increases are Facilities and Data Services costs. The largest new cost in Facilities is $300,000 to relocate the zone controller, the brain of our emergency communications system, and related equipment. $172,000 is budgeted for new Computer Aided Dispatch (CAD) system data storage costs in Data Services.

Capital Outlay:

Capital Outlay is budgeted at $533,000 for FY21. A bond passed by Washington County in 2016 will pay for the new facility where the Agency intends to relocate in Hillsboro, Oregon. This budget is entirely for capital costs related to the relocation, but which are not part of the construction.

Capital Projects Fund

The Capital Projects Fund primarily functions as a pass-through for Washington County's Public Safety Bond for WCCCA, which funds the continued work toward implementation of a new digital emergency communications radio system and a new seismically structured 9-1-1 facility. Washington County is managing the construction of the new facility while on the emergency communications side, WCCCA manages and reviews expenses, provides that information to Washington County who transfers the funds from the bond to WCCCA for payment. This Fund has budgeted $13,600,000 for the continued and final work on the emergency communications system. The work will conclude the construction of 9 communication shelters and towers throughout Washington County, upgrade 13 existing radio tower sites, prepare the system to transfer from analog to digital around December, 2020, and finalize programming of radios for use by WCCCA's Users. The new facility construction is estimated to be completed by late spring or early summer of 2021.

Fiscal Year 2019-20 Accomplishments

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

WCCCA is an accredited Agency through the Oregon Accreditation Alliance (OAA) and has been granted it's 4th re-accreditation based on an OAA site visit and review process in January, 2020. WCCCA's Performance Supervisor is responsible for accreditation management for the Agency and has been closely involved on the OAA Board and as the Board Chair, representing both WCCCA and the State Chapter of the Association of Public-Safety Communications Officials (APCO). In this capacity, she continues in assisting the OAA in their focus, research and further development of the accreditation standards for 9-1-1 dispatch centers.

Work continues on the implementation of the digital Emergency Communications System, which is expected to go live around December, 2020. So much planning, work, coordination, expertise and skill has gone into every phase of this project, it's truly been a joint effort between WCCCA, Washington County and our system partners and demonstrates what working together can accomplish.

Additionally, the new WCCCA Facility in Hillsboro celebrated its groundbreaking in November, 2019 and work is in progress on foundational elements of the building and site at this time. With the impacts of COVID-19 creating some slight delays, it is anticipated that move-in will take place around September of 2021, after testing of all facility systems is complete.

During this past year, efforts have been made to study the immediate needs of the Agency and positions that would best serve those needs. It is Operations that is in most need of some assistance and to that end, staff has been engaged in several areas. HR conducts continuous recruitment to identify and hire successful dispatcher candidates regularly in an attempt to mitigate shortfalls in staffing. Management staff has identified the need for 1 additional operations supervisor and an assistant operations manager to share the load of the very dynamic and demanding 9-1-1 operation. The Agency also achieved the following benchmarks in the last year:

- Received the Certificate of Achievement for Excellence in Financial Reporting
- Received the Distinguished Budget Presentation Award
- WCCCA's 9-1-1 Operations Staff was involved in 22 dispatcher-assisted CPR saves in 2019. On each of those calls, the call taker received a Washington County Life Saver Coin that recognizes their role in the cardiac arrest chain of survival. In order for a call to qualify as a "dispatcher-assisted CPR save", the patient must have survived neurologically intact and the call taker must have identified the need for CPR and/or provided life-saving instructions to the caller.
- WCCCA 9-1-1 Operations Staff answered 576,093 9-1-1 and non-emergency phone calls in 2019.
- WCCCA 9-1-1 Operations Staff handled 574,700 incidents involving police, fire and EMS response in 2019.

Initiatives for the Year and for the Future

WCCCA's new CFO will be working with agency staff to enhance policies and procedures that speak to the future fiscal and capital planning of the Agency. With change in the governance of our County, the ever-evolving technological world around us, the as yet unknown financial impacts of the COVID-19 Pandemic, we will remain closely involved with our members and partners in rising to the challenges that we anticipate ahead. The future is exciting but potentially costly.

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

As the state of Oregon works toward funding and building Next Generation 9-1-1 infrastructure to which we will connect, we are looking toward the changes that will be upon us in the Next Generation 9-1-1 Center. It's likely that in the next few years 9-1-1 dispatching will look different than it does today. Data will become a focal element of the 9-1-1 function and as one of our Members recently observed, we may be an information center, or a crime information center or even something that resembles a fusion center. Those changes could bring about a work force that is comprised of new skill sets, necessitating reorganization, strategizing in new ways and new avenues of partnership with our public safety neighbors. Through networking locally, at the state level and nationally as well, we strive to educate ourselves and prepare for the capabilities that will be made possible to us in voice and data transmissions. Information transfer and dissemination is going to become a "larger than ever" portion of what we do at WCCCA and we'll be ready, providing excellence in emergency communications to our citizens, our members and partner agencies.

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

Across the country, there are efforts being made state by state to recognize the 9-1-1 professionals as Public Safety Professionals, rather than clerical workers. They are the "first" first responders. In the coming year WCCCA will work with others affiliated with our profession in an attempt to bring this to the attention of our State Representatives and Senators to bring Oregon in line with recognizing that our 9-1-1 professionals provide direct help and life safety in the public safety chain.

WCCCA will see the beginning of several long tenured personnel retirements this year. With that in mind, we are conducting some analysis of current positions, whether there are opportunities for change in the organizational structure and looking at succession plans and staffing deployments.

The Budget Document

The Agency matches the processes of its partners by following State of Oregon Local Budget Law to a large extent. It fully complies with the Council of Governments budget law which is required of it as an organization formed under Oregon Revised Statutes (ORS), Chapter 190. The Agency follows Generally Accepted accounting Principles (GAAP) as prescribed by the Oregon Revised Statutes (ORS). This Approved Budget is structured on a fund basis, which the Governmental Accounting Standards Board (the promulgating authority for GAAP for governments) requires.

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

Conclusion

With the demands on public safety and the finite dollars available to fund those services and related personnel and technologies, WCCCA recognizes the need to plan strategically, partner where costs can be streamlined, work with legislators and the public to educate and encourage a more realistic vision of funding the 9-1-1 function in Oregon. Our Membership understands and supports WCCCA's commitment to service and accountability and the staff it takes to maintain both.

WCCCA staff members have begun work on reviewing our vision and mission as a foundation for our planning for the future of WCCCA. The Agency of today may not look nor be the same in a few years and we must prepare for how we may look and the types of services that we may provide. Fortunately, we have a strong team, comprised of the right people in the right roles, who will strategize with our user agencies, solicit new ideas and feedback, continue to build a smart and successful 9-1-1 Communications Agency and lead through the challenges we will face.

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

Sincerely,

Kelly M Dutra

Kelly Dutra, Executive Director

FY 2020-2021 General Fund Budget Assumptions
COMPARED TO PRIOR YEAR BUDGET WITH NOTABLE DRIVERS MENTIONED

Revenues: 4.7% increase

9-1-1 Telephone Tax	16.1% increase for expected receipts
Member User Costs	2.7% decrease due to fund balance
C800 Radio Contract	9.4% decrease due to lower admin costs
Maintenance Svc.	23.5% decrease in repair review due to new radios
Interest Income	no change
Misc. Revenue	no change
Pass Through	increase 100% for shared expense reimbursement

Expenses: 13.3% increase

Staffing increase 2.0%
Add 2.0 FTE in Operations

Salaries increase 4.4%
Cost of living increase 3.7% - represented*
Cost of living increase 2.7% - non-represented*
Overtime increase 13.0%
Staffing increase

Benefits increase 1.8%
Change in benefits budgeting methodology

Materials decrease 2.3%
Fewer one-time expenses compared to prior budget

Services increase 88.0%
$784,324 shared tech expense passed through to partners
$300,000 relocation of zone controller
$172,000 CAD storage costs

Cap Outlay decrease 43.5%
$110,000 additional new facility
$72,0000 vehicle replacements

Fund Balance

Beginning fund balance, offsetting member user costs, increased 63.4%
Projected spend down of existing fund balance $3,427,183
Projected ending fund balance increase 7.2%

* Pending Board approval

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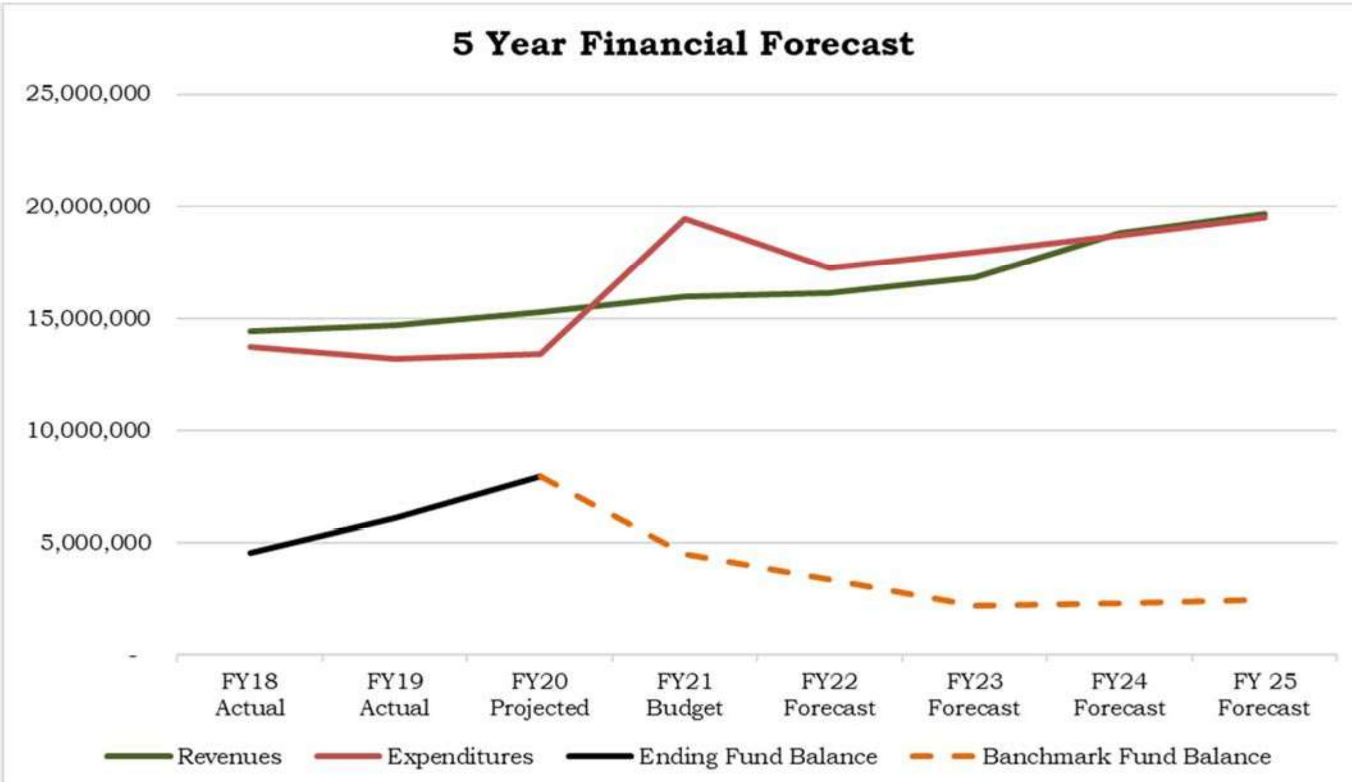
FINANCIAL FORECAST



The above graph depicts the Agency's "Financial Forecast" for FY 2017-18 through FY 2024-25. The Agency customarily uses the terminology "Forecast" because of the dynamic nature of this planning, particularly for the second and ensuing years. The first year of each forecast, however, is used to develop the upcoming year's budget, and the member agencies place some reliance upon the ensuing years unfolding as planned.

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BUDGET SUMMARY

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

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INTRODUCTION

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

Below is the consolidated view of the Agency budget for the Agency's two funds. (A "fund" is an accounting entity which has its own set of revenues, expenditures and balance sheet accounts.) The Agency uses the modified accrual basis of accounting for budgeting purposes and for the Agency's audited financial statements for all funds.

In the presentation below, the combined funds include the General Fund and the Capital Projects Fund. Both are Major Funds. Both Funds are appropriated.

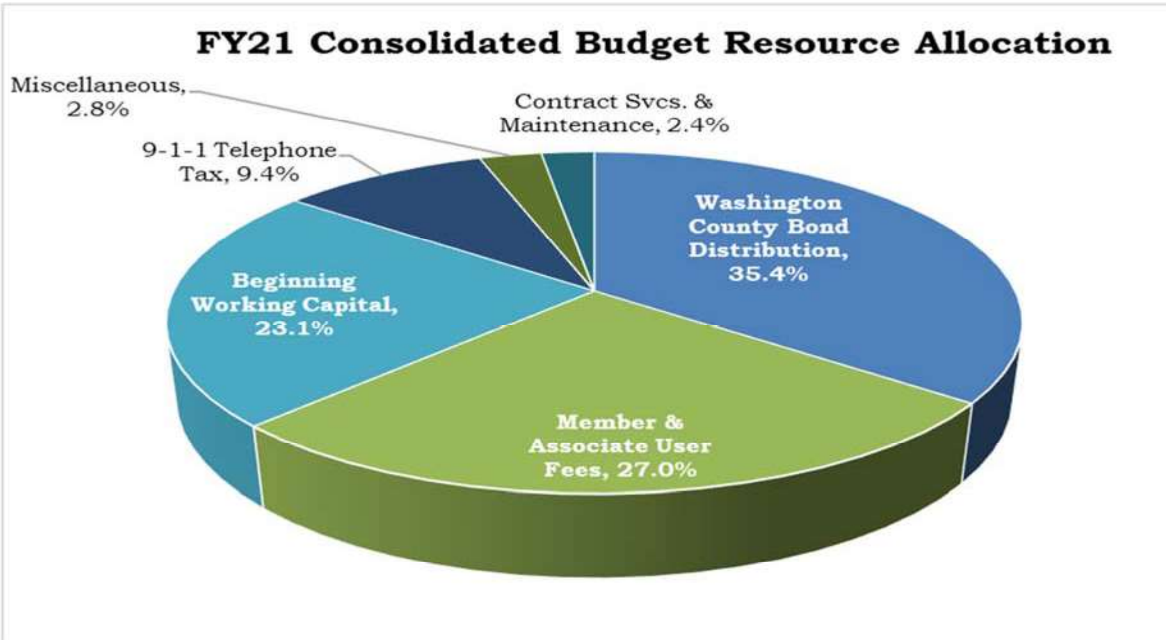
All Funds Combined

	Actual FY19	FY20 Adopted Budget	FY20 Estimated to June 30	Approved Budget FY21
RESOURCES				
Beginning Working Capital	5,338,070	5,430,728	6,993,930	8,871,294
Revenues				
9-1-1 Telephone Tax	3,092,690	3,100,000	3,100,000	3,600,000
Interest Income	165,150	100,000	120,000	100,000
Member & Associate User Fees	10,216,618	10,677,324	10,677,324	10,384,550
Contract Svcs. & Maintenance	1,022,878	1,172,372	1,160,372	919,659
Rental Revenue	109,490	112,168	112,168	93,863
Miscellaneous	93,796	109,000	145,000	884,324
Wash. Co. Bond Distribution	13,955,265	19,000,000	11,500,000	13,600,000
Interfund Transfer	150,000			
Intergovt. Contract Revenue	268,688	175,000		
Total Revenues	29,074,575	34,445,864	26,814,864	29,582,396
TOTAL RESOURCES	34,412,645	39,876,592	33,808,794	38,453,690
REQUIREMENTS				
Personnel Services	11,431,395	13,897,379	11,737,500	14,516,046
Materials & Services	2,030,145	2,124,559	1,700,000	4,360,532
Capital Outlay	13,957,175	19,943,000	11,500,000	14,133,000
Contingency		3,311,654		3,277,688
TOTAL REQUIREMENTS	27,418,715	39,276,592	24,937,500	36,287,266
Fund Balance (UEFB)		600,000		2,166,424
Fiscal Year End Fund Balance	6,993,930		8,871,294	
TOTAL BUDGET	34,412,645	39,876,592	33,808,794	38,453,690

FISCAL YEAR 2019-20 BUDGETED RESOURCES – ALL FUNDS

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

Total budgeted Resources for all funds for FY 2020-21 are as follows:



The following is a narrative regarding the major Resources budgeted for FY 2020-21, but first, the components of "Miscellaneous Income" are described.

Miscellaneous income as illustrated above totals $1,078,187 and is comprised of the following:

- $784,324 (72.7%) is reimbursement for certain shared expenses incurred with WCCCA partners. The largest of these reimbursed expenses include portions of CAD maintenance expenses ($394,295), CAD data storage costs ($195,442) and CAD management services ($80,317).

- $100,000 (9.3% of the total) is miscellaneous revenue. This includes fees for reproducing 9-1-1 call recordings, investment earnings, mapping time reimbursement and pass through revenue.

- $100,000 (9.3% of the total) is an estimate of investment income.

- $93,863 (8.7% of the total) is from radio tower space which WCCCA rents to cell phone and internet companies

BEGINNING WORKING CAPITAL AS A BUDGET RESOURCE – ALL FUNDS

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

General Fund

Fund Balance

	Actual 2017-18	Actual 2018-19	Estimate 2019-20	Budget 2020-21
Beginning	3,901,819	4,567,180	6,065,392	7,922,756
Changes	665,361	1,498,212	1,857,364	(3,427,183)
Ending	4,567,180	6,065,392	7,922,756	4,495,573
% Change	17.1%	32.8%	30.6%	-43.3%

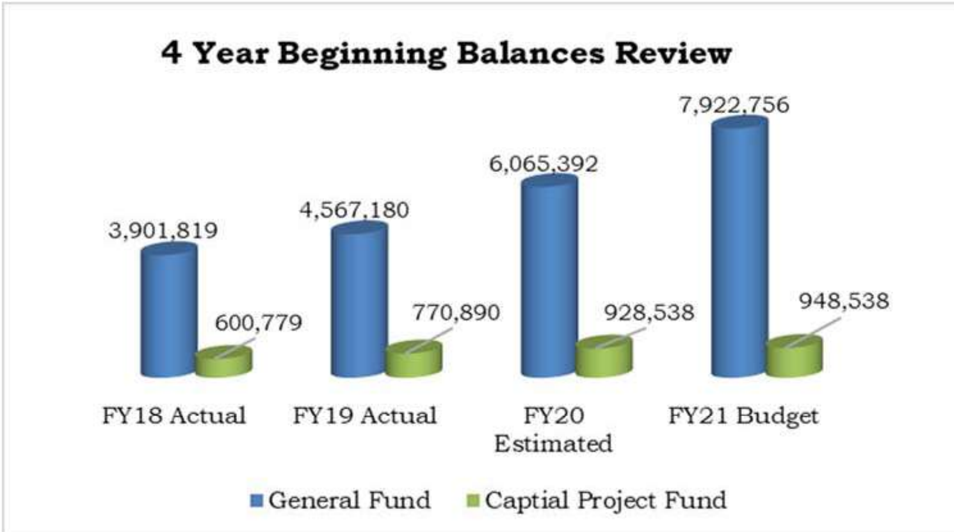
Fiscal year 2020-21 General Fund ending balance is expected to reduce by 43.3%. The additional fund balance at the end of FY19 and holding through FY20 is largely the result of savings the Agency experienced through vacant positions. The Agency intends to be fully staffed in FY21. The FY21 budget draws down excess fund balance.

Capital Projects Fund

Fund Balance

	Actual 2017-18	Actual 2018-19	Estimate 2019-20	Budget 2020-21
Beginning	600,779	770,890	928,538	948,538
Changes	170,111	157,648	20,000	-
Ending	770,890	928,538	948,538	948,538
% Change	28.3%	20.5%	2.2%	0.0%

The ending fund balance for the Capital Projects fund is estimated to increase by 2.2% due to investment income at the end of FY20. No investment income is budgeted for FY21 and the fund balance is anticipated to remain stable.



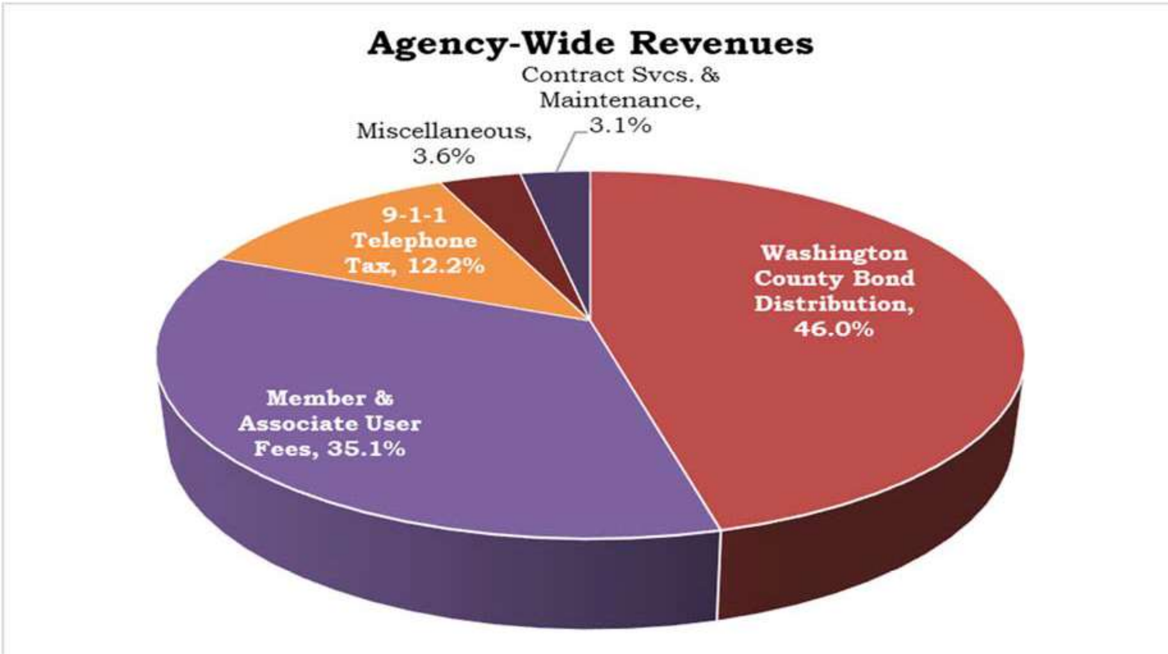
The beginning working capital for all funds combined has increased over the last four years due to staffing vacancies in the General Fund. It is expected to decline in future years, in accordance with the Board of Commissioners' long-term financial planning. On an annual basis, the Agency's Board of Commissioners reviews its plans towards a financially sustainable future, which includes the General Fund's beginning working capital as level of reserves deemed prudent for operations.

- The General Fund accounts for all Agency operations. While this fund is experiencing increasing salary and benefit expenses for personnel, the cost increases have not outpaced staffing vacancies created by a tight labor market, retirements and a long training curve for operations personnel. In FY21 member fees are set lower to begin slowly draw down working capital.

- The Capital Projects Fund is used to fund radio equipment replacement in order to maintain the radio system's operating effectiveness. Transfers were made in years prior to FY20 from the General Fund to help sustain the fund balance. No transfers are scheduled for the remainder of FY20 nor for FY21. The Agency continues to develop a life cycle replacement plan to forecast capital expenditures and ensure an adequate fund balance for the future.

REVENUE – ALL FUNDS

The following graph depicts Agency-wide revenues (General Fund and Capital Projects Fund combined) excluding Beginning Working Capital.



The Capital Project Fund revenues account for 46.0% of the Agency-wide operating revenues shown in the graph above. The Capital Projects Fund's revenue is almost exclusively funded from the Washington County bond to replace the Emergency Communication System. For FY21, this amount is $13,600,000. The funds will be used for new equipment as well as upgrading existing communication equipment.

The General Fund comprises the remainder (54.0%) of the above graph. A significant part of this remaining portion 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.

Member user fees are the primary source of operational revenue to the Agency established under an intergovernmental agreement (IGA). These annual fees are paid by the governmental partners that formed the Agency. These fees account for 35.1% of the revenues of the Agency as a whole and 65.0% 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 12.2% of the total Agency revenues and 22.5% of the General Fund revenues. Please see the Budget Message for further discussion. Together, these two sources of revenue account for 37.3% of the Agency's estimated revenues in the FY 2020-21 Proposed Budget and 87.5% of the General Fund.

Intergovernmental Agreement and Fee Methodology

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

The Agency uses two different fee models. Fees for radio usage is developed based on the Radio Department budget and an allocation of administrative expenses. These expenses are divided between WCCCA and its radio partners, with WCCCA's responsibility amounting to $1,816,183 in FY21, 69.7% of the total cost of the program. This remaining amount is allocated to users based on the number of radios used.

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

Dispatch staffing is entirely within Agency management's control and judgement for safe and efficient operational needs. As a result, the use of staffing as an allocation base creates a driver of member costs which are not directly visible nor controllable by members. The resulting cost split based on Agency dispatch staffing has proven to add an element of volatility to Agency user costs which has not been tolerable for some members. As a result, since the adoption of this operations fee model, the staffing allocation portion has been frozen, pending further review and discussion of the Agency's CEO Board.

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

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

Member Governments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget
Washington County (Sheriff's Office)	2,576,068	2,600,358	2,653,102	2,609,443
Tualatin Valley Fire & Rescure	2,169,446	2,257,118	2,379,498	2,239,261
City of Hillsboro (Police & Fire)	1,811,990	1,848,603	1,914,016	1,866,105
City of Beaverton (Police)	1,357,830	1,382,501	1,488,897	1,455,831
City of Tigard (Police)	630,122	661,407	715,576	690,930
City of Forest Grove (Police & Fire)	485,210	490,145	511,123	506,225
City of Tualatin (Police)	354,220	370,828	378,512	361,368
City of Sherwood (Police)	209,830	207,175	218,390	219,075
City of Cornelius (Police & Fire)	166,250	196,942	200,761	191,185
Banks Fire District No. 13	31,267	32,205	33,171	33,171
City of King City (Police)	22,536	23,212	23,908	23,908
Gaston Rural Fire District	20,722	21,344	21,984	21,984
City of Durham (Police)	14,389	11,384	11,384	11,384
City of North Plains (Police)	13,573	13,980	14,399	14,399
City of Banks (Police)	7,832	8,067	8,309	8,309
City of Gaston (Police)	6,505	3,981	4,100	4,100
Public Safety Member Contract Fees	9,877,790	10,129,250	10,577,130	10,256,679
Member Government Radio (only) Fees	89,747	83,823	100,192	127,871
Total Member Contract Fees	9,967,537	10,213,073	10,677,322	10,384,550

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

In prior years the Agency had charged a higher rate to non-members for radio system access. Due to declining non-member participation, radio fees for members and non-members are harmonized beginning in FY21 at $451.84 per radio per month.

9-1-1 Telephone Excise Taxes

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

The 9-1-1 telephone excise tax revenue comprises 22.5% of the revenues budgeted in the Agency's General Fund for FY 2020-21. In the chart below, the tax amounts reported by the Agency for financial reporting purposes vary somewhat from amounts reported by the State of Oregon due to the need to estimate the final quarter of each fiscal year.

9-1-1 Tax Revenues

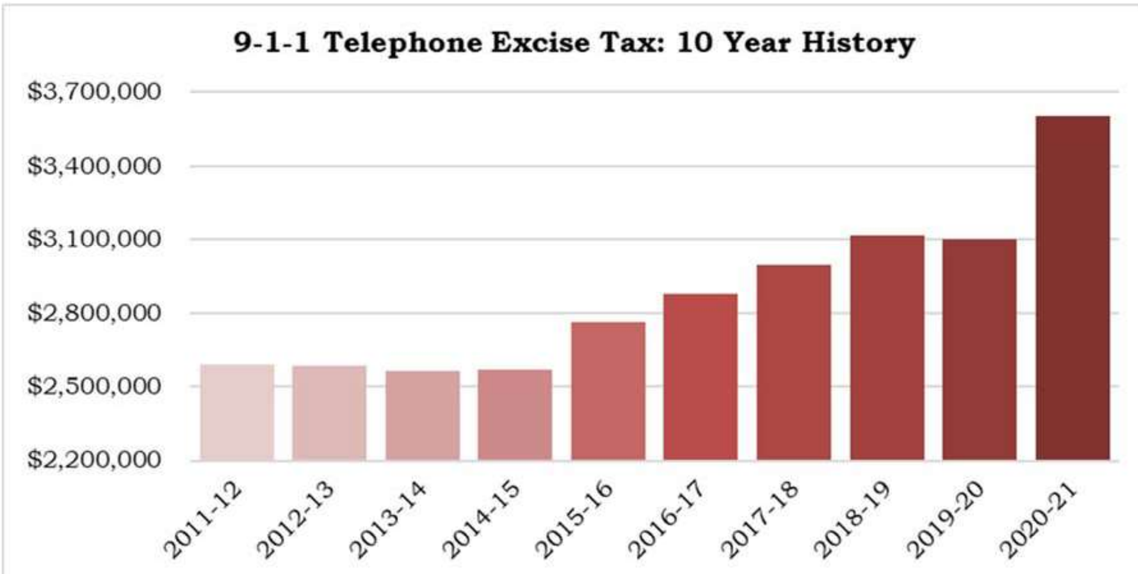
Fiscal Year	Amount		Pct. Change
2020-21	3,600,000	(A)	16.1%
2019-20	3,100,000	(B)	-0.5%
2018-19	3,116,690		4.1%
2017-18	2,995,198		4.1%
2016-17	2,876,401		4.2%
2015-16	2,760,760		7.6%
2014-15	2,566,276		0.2%
2013-14	2,560,815		-1.0%
2012-13	2,585,911		0.0%
2011-12	2,587,085		-3.3%

(A) Budgeted amount
(B) Projected amount

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

9-1-1 Telephone Excise Taxes (continued)

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



Emergency Communications System Bond Measure

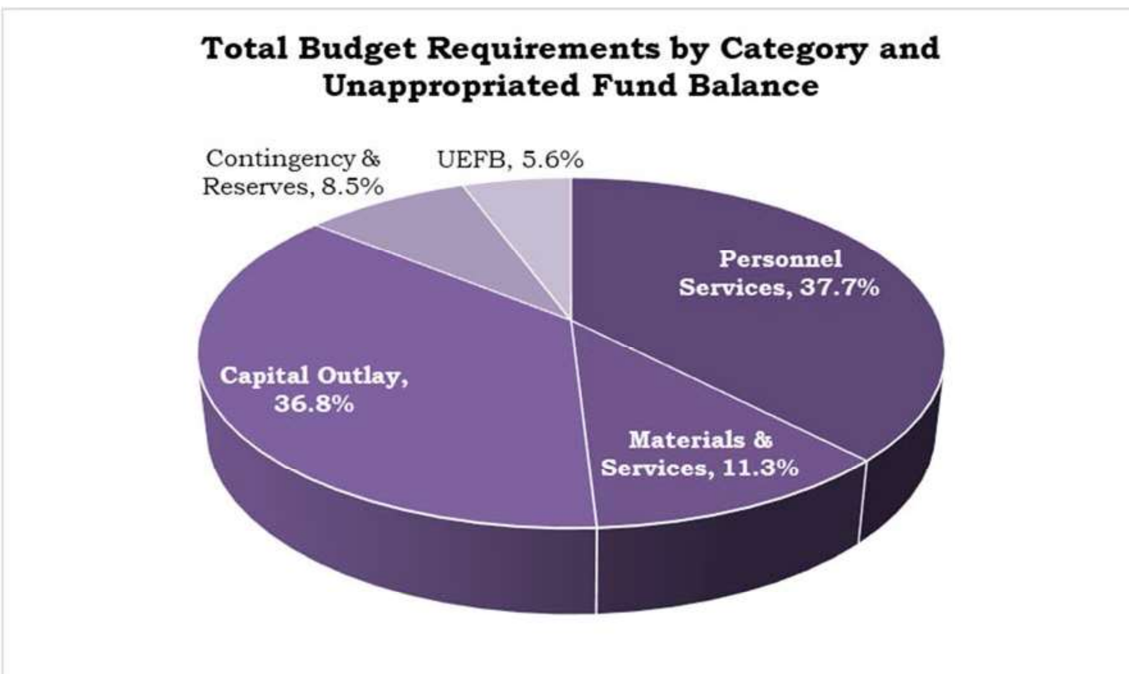
On May 17, 2016, Washington County went to the voters for funding replacement of the Emergency Communications System which WCCCA operates for its member agencies. Measure 34-243 was passed by the voters in Washington County to issue $77 million in general obligation bonds by Washington County to fund the replacement of the Emergency Communications System including capital equipment and facilities. The Emergency Communication System (ECS) upgrade and replacement project has a $60,548,870 budget. The difference in the balance to the bond amount relates to facilities replacement which falls under Washington County, who owns the building in which WCCCA operates. WCCCA estimates $13.6 million in expenditures for the fourth year of the ECS project.

BUDGET REQUIREMENTS AND UNAPPROPRIATED ENDING FUND BALANCE – ALL FUNDS

Under State of Oregon Local Budget Law, governments are required to present budgets showing all expenditures authorized to be spent (appropriated) along with any amounts estimated to be reserved for emergency or unforeseen appropriations needs during the year (Contingency). Expenditure appropriations plus Contingency are the "Budget Requirements" for the new fiscal year. Finally, governments may also estimate an amount to be formally reserved for use in future years, which is scheduled as "Unappropriated Ending Fund Balance". Unappropriated Ending Fund Balance may not be spent.

Oregon State Law defines the expenditure categories to be presented in a government's budget: Personnel Services (salaries, wages, overtime and all payroll expenses); Materials and Services (supplies, operational materials, small equipment and fixtures, contracted services, utilities and repairs), and Capital Outlay (those purchases or projects that will become an asset to be used in future years of operations of the government). Other Requirements include Contingency, while Unappropriated Ending Fund Balance (UEFB) is a separate category.

Total Budget Requirements by budget category and Unappropriated Ending Fund Balance for both funds of the Agency for FY 2020-21 are shown as follows:



Contingency is presented in the graph above at 8.5% of the total. This is calculated as a percent of the total amounts scheduled in the FY21 Budget. The minimum level of Contingency is set at the Board policy of a target of 12% (which approximates 45 days) of operating expenditures. It is calculated on total operating appropriations which includes Personnel Services and Material and Services annual costs.

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 $478,747 (3.4%), despite budgeted cost of living increases and the addition of 2.0 FTE. Cost of living increases for represented employees is budgeted for a 3.7% increase, while non-represented is budgeted for a 2.7% increase. The two additional positions added to staff are in Operations, an Assistant Operations Manager and an additional Dispatch Supervisor.

Total salaries for FY21 will increase by $379,317 or 4.4% compared to FY20, however benefits are budgeted to increase $99,430 (1.8%), despite anticipated cost increases in pension and health care expense. This is the direct result of a more conservative methodology used in budgeting benefits for FY21. Previous methodologies were more aggressive and in conjunction with vacancy savings, combined to drive the end of year unassigned fund balance in FY19. There is projected to be a savings in FY20 also for similar reasons. The tighter budgeting of benefits in FY21 is the prime driver of the 3.4 percent personnel services increase, despite the additional costs.

Of the $14,516,047 total personnel services expense in the FY 2020-21 Proposed Budget, $9,017,238 is for salaries, wages and overtime. $5,498,808 is budgeted for benefits and payroll expenses. The largest portion of these benefits and payroll costs is comprised of Public Employees Retirement System (PERS) required contributions of $2,406,648 (43.8% of all benefit costs) and health insurances at $2,103,383 (38.3% of all benefit costs). Employees pay a share of their health insurance premiums and the Agency pays for the employees' 6.0% PERS contribution.

Materials and Services

After Personnel Services costs, the largest cost drivers for the Agency relate to its technology. Total Materials and Services (M&S) in the General Fund increased $1,262,973 (40.8%) in FY21 compared to FY20. An increase of $1,021,377 in Data Services expenses drives this increase. Of this $1,021,377, 76.7% ($784,324) are expenses shared with WCCCA partners and is budgeted separately as pass through revenue. The largest part of the Data Services shared expenses is TriTech CAD maintenance expense ($741,295), followed by new CAD storage costs ($172,000) and CAD management costs ($70,683). Beyond Data Services, the largest new expense in Materials and Services that is not budgeted as capital is an expense for the Facilities Department to relocate the zone controller and related equipment ($300,000).

Capital Outlay

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

Most of the Agency's Capital Outlay budget for FY21 relates to the replacement of the Emergency Communication System (ECS). This replacement is completely funded by bond proceeds passed through to WCCCA from Washington County. The project is primarily related to acquiring and building new radio tower sites and upgrading existing sites as part of the conversion from analog technology to P25 digital technology and new radio equipment technology. The new radio tower sites will preserve and improve radio coverage for emergency personnel in Washington County. These capital expenditures do not impact the current operating budget.

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 ECS bond, Washington County is working with WCCCA to replace the current dispatch facility. As the current building is owned by Washington County and leased to WCCCA for a nominal amount per year, Washington County plans to continue the relationship by using bond funds and proceeds from the sale of the current facility to construct a new facility to meet the Agency's future needs. The County is administering all financial oversight of the project.

For FY21 the amount budgeted in the Capital Projects fund for ECS is $13,600,000, a 28.4% decrease versus the budgeted amount in FY20. The FY21 amount reflects specific work that is projected to be done on the project in the fiscal year.

The General Fund has a capital outlay budget of $533,000 for FY21. $74,000 of this amount is related to vehicle replacement costs in Radio Services. $430,000 relates to soft costs anticipated in relation to the relocation of the WCCCA facilities scheduled to occur in FY21.

Significant Expenditure Appropriation Changes (continued)

Interfund Transfers

Interfund transfers between funds over recent years are as follows:

INTERFUND TRANSFERS	Actual FY18	Actual FY19	Actual FY20	Budget FY21
From				
General Fund	150,000	150,000	-	-
Total	**150,000**	**150,000**	**-**	**-**
To				
Capital Projects Fund	150,000	150,000	-	-
Total	**150,000**	**150,000**	**-**	**-**

The Agency has, with Board approval, transferred from the General Fund to the Capital Projects Fund in years pass to maintain a sufficient reserve for capital projects. There are no transfers scheduled in the current fiscal year and no transfer is budgeted for FY21. The Agency is currently reviewing its fund balance policies and developing an equipment life cycle replacement plan, identifying specific funding needs for future transfers.

Contingency and Unappropriated Ending Fund Balance

Reserves of the Agency are comprised of the total amount of Fund Balance (which can also be called Working Capital) that the Agency holds. While Beginning Working Capital, the amount of Fund Balance at July 1, 2020 is scheduled as a resource in the budget, the Ending Fund Balance (the amount anticipated at June 30, 2020) is scheduled as Contingency and Unappropriated Ending Fund Balance. Total Reserves for the Agency (both funds combined) for FY2020-21is $5,444,112. Of this amount, $2,329,149 is Contingency.

Other

Grant Revenues

No Grants have been applied to support any project funding.

Debt

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

BUDGET ADOPTION

In compliance with the State of Oregon Local Budget Law, the FY21 proposed budgets for the Agency were presented to the Budget Committee at its March 19,2020 meeting, where the Budget Committee deliberated and approved the budget. On June 18, 2020, the Approved budget will be presented to the Board of Commissioners for its consideration and adoption. A public hearing on the Approved budget will be held by the Board. The Board adopts the FY2020-21 budgets by resolution.

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

INDIVIDUAL FUNDS

- General Fund
- Radio Sites Map
- Capital Projects Fund

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THE GENERAL FUND

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

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

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

The Board approved the current policy for the amount of Contingency in the General Fund to be no less than 12% of operating expenditures. This Contingency is for unforeseen events of significant cost and operational emergencies. Contingency is an operational reserve and is not intended as a reserve for large capital needs. In accordance with Board policy, $2,329,149 is appropriated as contingency in FY 2020-21. The estimated ending fund balance, $2,166,425 is scheduled as Unappropriated Ending Fund Balance.

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

General Fund

	Actual FY19	FY20 Adopted Budget	FY20 Estimated to June 30	Approved Budget FY21
RESOURCES				
Beginning Working Capital	4,567,180	4,575,704	6,065,392	7,922,756
Revenues				
9-1-1 Telephone Tax	3,092,690	3,100,000	3,100,000	3,600,000
Interest Income	148,726	100,000	100,000	100,000
Member & Associate User Fees	10,216,618	10,677,324	10,677,324	10,384,550
C800 Contract Revenue	746,600	866,769	866,769	785,217
Non-member Contract Revenue	259,183	288,603	288,603	121,442
Contract Svcs. & Maintenance	17,095	17,000	5,000	13,000
Rental Revenue	109,490	112,170	112,168	93,863
Miscellaneous	93,796	100,000	125,000	100,000
Intergovt. Contract Revenue			20,000	784,324
Total Revenues	14,684,198	15,261,866	15,294,864	15,982,396
TOTAL RESOURCES	19,251,378	19,837,570	21,360,256	23,905,152
REQUIREMENTS				
Personnel Services	11,431,395	13,897,379	11,737,500	14,516,046
Materials & Services	1,604,591	2,124,559	1,700,000	4,360,532
Capital Outlay	150,000	943,000		533,000
Contingency		2,272,632		2,329,149
TOTAL REQUIREMENTS	13,185,986	19,237,570	13,437,500	21,738,727
Fund Balance (UEFB)		600,000		2,166,425
Fiscal Year End Fund Balance	6,065,392		7,922,756	
TOTAL BUDGET	19,251,378	19,837,570	21,360,256	23,905,152

Total FY21 Budget by Department

	Personnel Services	Materials & Services	Capital Outlay	Total Requirements
Departmental				
Administration & Finance	1,280,046	527,403	-	1,807,449
Human Resources	202,377	45,666	-	248,043
Operations	10,898,244	306,360	-	11,204,604
Data Services	669,508	1,880,664	439,000	2,989,172
Radio Services	1,465,872	216,526	74,000	1,756,398
Facilities	-	1,383,913	20,000	1,403,913
Total Operational Expenditures	14,516,047	4,360,532	533,000	19,409,579
Non-Departmental				
Contingency				2,329,149
Unapp. Ending Fund Bal.				2,166,425
Total Budget				23,905,153

Administration & Finance Department

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

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

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

This department is staffed with an administrative specialist, an accounting specialist, a chief financial officer, a receptionist, part-time data analyst, a performance supervisor, an assistant director and the Director of the Agency (7.5 FTE), all of whom work with the other employees, departments, member agencies, and community to ensure that WCCCA's services meet the high professional standards of its Board and Members.

Department Goals:

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

- Financial planning , accurate and timely financial reporting
- Ensuring that the necessary staff, equipment, and maintenance are available
- Hire a part-time Data Analyst to run key data and trending reports
- Hire an Administrative Specialist for cross-training in accounting, executive and HR assistance and provide board support
- Prepare an annual budget document that complies with Oregon Budget Law and the Agency's internal policies
- Prepare the Agency's Comprehensive Annual Financial Report (CAFR) in compliance with GASB and GAAP requirements
- Submit online annual IRS 1096 report via TCC code received
- Encourage electronic vendor payments
- Prepare and distribute monthly budget to actual financial reports by the 12th 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 employees, providing for the needs of our members, our citizens and our partners
- Maintaining and building state and regional relationships
- Legislative strategizing
- Support to internal departments and external partners
- Actively participate in the planning and construction of the new WCCCA facility

Accomplishments and Performance Measures:

- Submitted the FY2018-19 CAFR for the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Prepared monthly financial dashboard for the Board of Commissioners; demonstrates budgetary compliance, stats of staff levels, overtime trends, notes to financials
- Distribute 12 month trending detailed financials to department managers
- Improve and streamline CAFR and budget building processes
- Full use of the Fixed Assets database within financial software
- Added a new CFO in November of 2019

ADMINISTRATION

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES	495,063	510,642	525,734	660,865	822,305
5015	VACATION PAYOUT	1,051	9,979			
5120	OVERTIME PAY	411	250		1,000	2,000
5121	COMP TIME	593	2,032	1,295		1,200
5201	PERS CONTRIBUTION	104,244	125,211	131,585	180,129	243,524
5203	FICA/MEDICARE	36,072	38,370	38,250	45,945	60,592
5206	WORKERS COMP	1,054	1,514	1,063	3,834	2,807
5207	TRIMET TAX	2,019	2,201	2,792	3,657	4,375
5210	HEALTH INSURANCES	75,581	71,241	57,641	116,644	115,571
5230	DEFERRED COMPENSATION MATCH	4,694	5,495	6,567	8,704	13,208
5240	LIFE/DISABILITY/VEBA	2,549	2,356	4,139	5,852	7,264
5250	UNEMPLOYMENT INSURANCE	2,135	10,508	182	10,000	
5295	VEHICLE ALLOWANCE	7,300	7,200	7,200	7,200	7,200
Total Personnel Services		**732,766**	**786,999**	**776,448**	**1,043,830**	**1,280,046**
Materials and Services						
5300	OFFICE SUPPLIES	9,827	10,319	8,425	10,000	10,000
5303	UNIFORMS	(113)	787	(13)	2,400	750
5323	FOOD/REFRESHMENTS	7,990	2,608	66	350	1,500
5330	NONCAPITAL FURNITURE & EQUIP	259	395	698	900	2,000
5367	LEASED/RENTED EQUIPMENT	1,561	21,120	8,772	3,752	9,000
5368	MAINTENANCE AGREEMENTS	15,810	7,140	7,760	7,500	8,000
5400	INSURANCE	8,138	84,050	92,391	99,511	110,000
5410	LEGAL SERVICES	79,821	55,883	62,359	60,000	65,000
5412	AUDIT FEES	45,338	27,775	20,391	29,071	32,000
5413	CONTRACTED SERVICES	27,522	73,955	20,613	27,120	
5414	PROFESSIONAL SVC CONTRACTS	46,912		29,269	71,406	216,000
5430	TELEPHONE	1,341	10,702	6,910	6,550	6,550
5431	ADMIN. TELEPHONE	8,187	2,706	2,400	2,200	2,400
5461	TRAINING	3,554	4,488	5,957	6,998	7,420
5462	TRAVEL EXPENSE	11,876	12,486	15,723	18,000	18,950
5472	EMPLOYEE RECOGNITION/AWARDS	4,152	10,387	8,263	8,600	10,500
5481	COMMUNITY EDUCATION	2,357	1,870			3,500
5500	SUBSCRIPTIONS	11,448	11,917	10,742	1,310	800
5505	MEMBERSHIP DUES				5,605	7,433
5510	SHIPPING & POSTAGE			1,275	1,600	1,600
5515	FEES & SVC CHARGES			5,599	6,000	6,000
5569	BAD DEBT EXPENSE	5,081				
5570	BUSINESS EXPENSE	5,044	3,805	365	5,300	5,300
5572	ADVERTISING/PUBLIC NOTICES	2,493	2,306	2,130	2,635	2,700
Total Materials and Services		**298,598**	**344,701**	**310,096**	**376,808**	**527,403**
Capital Outlay						
5660	COMPUTER EQUIPMENT	10,075				
Total Capital Outlay		**10,075**	**-**	**-**	**-**	**-**
Total Administration		**1,041,439**	**1,131,699**	**1,086,543**	**1,420,638**	**1,807,449**

Human Resources

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

The Human Resources Department is responsible for:

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

Department Goals:

- Continued recruitment and training to ensure talent resources are available to cover attrition and retirements
- Maintain dispatcher new hire retention rate of 75% or greater
- Obtain full authorized staffing in dispatch by end of fiscal year
- Implement NeoGov recruitment software by end of calendar year 2020
- Complete Pay Equity Study by end of fiscal year
- Complete labor negotiations by early 2021

Accomplishments and Performance Measures:

- WCCCA has retained 80% of dispatchers hired since January 1, 2016 after one year – this is outstanding for the industry.
- Our retention rate for dispatchers hired in 2019 is 75% - 6 out of 8 hired in 2019 are still employed
- Our retention rate for dispatchers hired in 2018 is 67% - 4 out of 6 hired in 2018 are still employed
- Our retention rate for dispatchers hired in 2017 is 67% - 8 out of 12 hired in 2017 are still employed
- Managed 16 recruitments (5 internal positions and 11 external positions)
- Managed compensation studies to ensure salary ranges are within comparable market range
- Assisted with review of management responsibilities and revamping of organization needs and positions

HUMAN RESOURCES

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES				79,545	127,000
5120	OVERTIME PAY				500	-
5121	COMP TIME					
5201	PERS CONTRIBUTION				20,424	31,750
5203	FICA/MEDICARE				6,124	9,715
5206	WORKERS COMP				242	381
5207	TRIMET TAX				429	1,016
5210	HEALTH INSURANCES				25,243	29,845
5230	DEFERRED COMPENSATION MATCH				745	1,270
5240	LIFE/DISABILITY/VEBA				800	800
5296	CELL PHONE STIPEND					600
Total Personnel Services					**134,052**	**202,377**
Materials and Services						
5300	OFFICE SUPPLIES				200	200
5303	UNIFORMS				300	300
5310	BACKGROUND INVESTIGATIONS				1,350	1,350
5313	EMPLOYMENT TESTING				14,521	10,000
5323	FOOD/REFRESHMENTS				636	1,636
5368	MAINTENANCE AGREEMENTS				2,700	17,000
5413	CONTRACTED SERVICES				1,968	-
5414	PROFESSIONAL SVC CONTRACTS				9,000	9,000
5461	TRAINING				3,245	3,245
5462	TRAVEL EXPENSE				750	750
5472	EMPLOYEE RECOGNITION/AWARDS				600	1,100
5505	MEMBERSHIP DUES				200	200
5572	ADVERTISING/PUBLIC NOTICES				885	885
Total Materials and Services					**36,355**	**45,666**
Total Human Resources					**170,407**	**248,043**

Operations Department

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

The Operations Department is authorized for 67 Dispatchers (an increase of 3 FTEs in FY19-20), 6 Operations Supervisors and an Operations Manager, and an Ops manager assistant. 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.

Starting in the 19-20 budget cycle Operations began providing oversight of some of the processes previously under the now defunct Performance Management department. Operations now oversees a part time Audio Reproduction Specialist and a Training Coordinator (1.5 FTE).

Department Goals:

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

Accomplishments and Performance Measures:

- Operations personnel to include trainees, completed 2,610 training hours and met all DPSST Telecommunications, Emergency Medical Dispatch and APCO training and certification requirements for 2019. In 2019, the Agency processed 2,130 audio and CAD information requests which is a 17% increase over 2018.
- Agency went through reaccreditation in February of 2020 and continues to be used as a model for other communications agencies to achieve accreditation. Agency awarded 29 lifesaving coins to operations staff.
- The Training Division facilitated the following certifications:
  - 3 - Basic DPSST Telecommunications certifications
  - 3 - Basic DPSST Emergency Medical Dispatcher (EMD) certifications
  - 4 - Intermediate DPSST Telecommunications certifications
  - 3 – Advanced DPSST certifications

- 1 – Executive DPSST certification
- 7 – LEDS Inquiry (initial) certifications
- 3 – APCO CTO certifications
- 1 – APCO EMD Restricted Instructor recertification
- 3 – Completion of Multi-Discipline (Fire Dispatch) training

OPERATIONS

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES	689,880	707,863	663,046	741,709	1,120,374
5002	UNION-SALARIES & WAGES	4,005,078	4,084,075	4,148,246	5,058,894	5,122,938
5015	VACATION PAYOUT	29,806	103,629	42,589	10,000	
5120	OVERTIME PAY	374,828	440,472	495,688	475,000	500,000
5121	COMP TIME	75,475	61,162	95,363		
5201	PERS CONTRIBUTION	1,037,009	1,191,944	1,241,497	1,707,928	1,777,537
5203	FICA/MEDICARE	385,999	401,882	406,270	480,085	502,377
5206	WORKERS COMP	15,205	17,275	12,069	18,962	20,230
5207	TRIMET TAX	31,026	30,053	29,799	33,547	40,460
5210	HEALTH INSURANCES	1,331,813	1,347,772	1,135,881	1,495,194	1,685,828
5230	DEFERRED COMP MATCH	43,776	45,881	45,875	62,762	58,667
5240	LIFE/DISABILITY/VEBA	33,120	30,349	50,952	59,725	67,433
5295	VEHICLE ALLOWANCE	2,400	2,400	2,400	2,400	2,400
Total Personnel Services		**8,055,415**	**8,464,757**	**8,369,675**	**10,146,205**	**10,898,244**
Materials and Services						
5300	OFFICE SUPPLIES	9,744	8,746	6,057	11,205	11,000
5303	UNIFORMS	18,088	20,084	21,833	22,700	23,600
5315	TUITION REIMBURSEMENT		1,000	1,000	2,000	1,000
5323	FOOD/REFRESHMENTS	792	871	326	1,000	1,875
5330	NONCAPFURNITURE & EQUIP	3,341	3,906	10,567	12,400	17,650
5332	OFFSITE STORAGE			6,180	7,200	8,640
5364	M & R COMMUNICATIONS		2,115	1,676	3,000	5,000
5367	LEASED/RENTED EQUIPMENT	4,265		-		-
5368	MAINTENANCE AGREEMENTS		10,750	10,523	12,121	-
5413	CONTRACTED SERVICES	4,920	630	6,600		
5414	PROF SVC CONTRACTS	1,335		3,341		51,500
5430	TELEPHONE	73,200	81,180	81,450	83,166	103,957
5431	ADMIN. TELEPHONE	4,325	4,247	4,200	4,200	4,410
5461	TRAINING	3,984	2,127	4,967	14,359	9,958
5462	TRAVEL EXPENSE	8,125	6,482	4,462	7,840	11,190
5472	EMPLOYEE RECOG/AWARDS		668	37	300	800
5500	SUBSCRIPTIONS	480	480	360		
5505	MEMBERSHIP DUES				670	1,280
5571	RETREAT EXPENSE	197	175	216	500	1,000
5630	OFFICE FURN & EQUIP			80,521	90,000	53,500
Total Materials and Services		**132,796**	**143,462**	**244,315**	**272,661**	**306,360**
Capital Outlay						
5700	CAPITAL OUTLAY	86,131				
Total Capital Outlay		**86,131**	**-**	**-**	**-**	**-**
Total Operations		**8,274,342**	**8,608,219**	**8,613,990**	**10,418,865**	**11,204,604**

TECHNICAL SERVICES

DATA SERVICES DEPARTMENT

Data Services 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. There are three primary functional disciplines;
Computer Aided Dispatch (CAD) - One full time staff dedicated to the deployment, upgrades, maintenance and improving the CAD and supports the mobile data system users.
Geographical Information Services (GIS) – One full time staff dedicated to the development, deployment, upgrades/updates and maintenance of critical mapping and geospatial information. This service is necessary in order to accurately deploy/route emergency responders in real time.
Information Technology (IT) – One full time staff dedicated to the deployment of Data Technology services and equipment in support of Call Taking, Dispatch, Technical Staff and Administrative personnel at WCCCA.

The Data Services Team work as a team to provide WCCCA and its members the core services, as requested by WCCCA Members. The Data Services Team analyze the data to produce weekly and monthly reports on volume of calls for service and related functions within both dispatch and the user community.
The Data Services Team develops and supports Web based informational sites, including WCCCA's web presence and web based asset management and work order systems.

This division is staffed by a CAD Administrator, a GIS/Mapping Analyst, two Information Systems Technicians, and a shared Technical Services Manager. (4.4 FTE).

Department Goals:

- Maintain support and assistance to our public safety partners with CAD related mobile product support and enhancements
- Assist the larger Portland Dispatch Center Consortium (PDCC) in the build out of the new Tellus regional CAD to CAD communication link connecting a dozen public safety dispatch centers to share vital information in a near real time environment.
- Administrate MAJCS Inform CAD system for WCCCA and its users
- Participate in the MAJCS Technical Team to ensure systems and process meet the operational needs of our dispatchers and responders
- Update and expand Geographical Information System (GIS), Master Street Address Guide (MSAG), and aerial pictography databases for efficient operation of the dispatch center and assurances of quick responses for first responders and the citizens we support
- Maintain the Agency's public facing and WCCCA/user facing web site(s)
- Actively participate in the planning and construction of the new WCCCA facility, ensuring long term pathways to emerging technological function that best serves the Agency and its customers

Accomplishments and Performance Measures:

- For the past 13 months, in partnership with three neighboring 9-1-1 centers, WCCCA has successfully upgraded and maintained the existing CAD system as a key member of the MAJCS CAD Team
- Participated in the design, layout, and technological uplift in support of the design and implementation of systems for the new building.
    - Critical to this is the planning for parallel operations of the two centers during the testing/proving of technologies, Call Taking, and Dispatch operations in preparation for Cut Over day.

DATA SERVICES

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES	344,424	431,059	330,706	425,266	379,253
5015	VACATION PAYOUT			5,096		10,000
5120	OVERTIME PAY	789	12,443	2,751	1,000	18,963
5121	COMP TIME		577	3,164		2,500
5201	PERS CONTRIBUTION	63,484	98,063	77,991	116,010	117,054
5203	FICA/MEDICARE	26,104	33,542	25,718	32,610	31,173
5206	WORKERS COMP	1,112	1,326	890	2,675	1,314
5207	TRIMET TAX	818	1,855	1,847	2,443	2,341
5210	HEALTH INSURANCES	73,959	89,502	55,757	75,847	99,106
5230	DEFERRED COMPENSATION MATCH	1,783	2,514	3,360	4,263	4,107
5240	LIFE/DISABILITY/VEBA	2,255	2,213	3,290	3,696	3,696
Total Personnel Services		**514,728**	**673,094**	**510,570**	**663,810**	**669,508**
Materials and Services						
5300	OFFICE SUPPLIES	20	488	71	600	
5303	UNIFORMS	772	1,094	921	1,200	1,200
5323	FOOD/REFRESHMENTS		256		250	250
5330	NONCAPITAL FURNITURE & EQUIP	13,018	6,903	26,829		
5335	COMPUTER HARDWARE & SUPPLIES			20,490	44,300	15,500
5336	MAJCS CAD Technology			5,627	380,620	1,241,166
5340	SOFTWARE UPGRADES		642	32,265	2,000	1,200
5367	LEASED/RENTED EQUIPMENT			16,430	17,430	19,173
5368	MAINTENANCE AGREEMENTS	436,757	627,907	169,782	89,810	193,185
5413	CONTRACTED SERVICES	41,134	52,230	36,678	82,200	78,000
5414	PROFESSIONAL SVC CONTRACTS				70,683	290,770
5431	ADMIN. TELEPHONE	2,802	1,800	1,200	1,200	1,500
5461	TRAINING	2,510	723	2,602	4,480	7,300
5462	TRAVEL EXPENSE	6,752	5,170	6,290	12,300	12,300
5472	EMPLOYEE RECOGNITION/AWARDS				300	300
5500	SUBSCRIPTIONS	219	707	2,753	18,796	18,700
5505	MEMBERSHIP DUES				120	120
5515	FEES & SVC CHARGES			8		
Total Materials and Services		**503,984**	**697,921**	**321,945**	**726,289**	**1,880,664**
Capital Outlay						
5660	COMPUTER EQUIPMENT		245,784	59,830	759,000	
5700	CAPITAL OUTLAY					439,000
Total Capital Outlay		**-**	**245,784**	**59,830**	**759,000**	**439,000**
Total Data Services		**1,018,712**	**1,616,799**	**892,345**	**2,149,099**	**2,989,172**

TECHNICAL SERVICES

RADIO SERVICES

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

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

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

Department Goals:

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

Accomplishments and Performance Measures:

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

RADIO SERVICES

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Personnel Services						
5001	ADMIN-SALARIES & WAGES	668,744	643,793	724,096	799,872	823,369
5015	VACATION PAYOUT	31,347	1,826	2,245		
5120	OVERTIME PAY	61,713	73,066	73,235	55,991	82,337
5121	COMP TIME	5,482	2,358	2,698		5,000
5201	PERS CONTRIBUTION	134,665	146,495	172,499	232,927	236,784
5203	FICA/MEDICARE	57,048	53,200	59,817	65,474	67,848
5206	WORKERS COMP	19,692	22,038	15,029	26,959	54,642
5207	TRIMET TAX	5,221	4,743	5,336	5,687	6,193
5210	HEALTH INSURANCES	150,114	126,369	125,313	190,102	173,034
5230	DEFERRED COMPENSATION MATCH	6,170	6,003	7,630	7,484	8,652
5240	LIFE/DISABILITY/VEBA	3,867	3,185	6,488	8,349	8,014
Total Personnel Services		**1,144,063**	**1,083,077**	**1,194,387**	**1,392,845**	**1,465,872**
Materials and Services						
5300	OFFICE SUPPLIES	3,238	1,760	1,171	1,541	1,280
5301	RADIO SUPPLIES	18,069	11,595	11,411	12,000	12,500
5303	UNIFORMS	2,920	2,793	2,293	3,750	3,150
5323	FOOD/REFRESHMENTS	87	519	258	250	600
5330	NONCAPITAL FURNITURE & EQUIP	5,977	2,904		3,356	
5340	SOFTWARE UPGRADES	8,209		1,345	2,700	3,200
5350	FUEL	7,248	8,521	8,130	9,120	9,300
5360	RADIO INFRASTRUCTURE MATERIALS	49,793	27,455	61,475	73,018	68,850
5363	M & R VEHICLES	6,406	6,328	11,344	12,000	9,600
5368	MAINTENANCE AGREEMENTS	120,402	75,785	100,543	127,100	85,250
5430	TELEPHONE	7,475	95	92	96	96
5431	ADMIN. TELEPHONE	4,614	3,631	4,800	5,200	4,800
5461	TRAINING	350	513	410	3,145	2,600
5462	TRAVEL EXPENSE	2,275	3,404	6,615	6,900	3,160
5472	EMPLOYEE RECOGNITION/AWARDS				300	300
5500	SUBSCRIPTIONS	390	440	568		-
5505	MEMBERSHIP DUES				590	590
5510	SHIPPING & POSTAGE			688	500	500
5515	FEES & SVC CHARGES			9		100
5570	MISC BUSINESS EXPENSE			-		
5572	ADVERTISING/PUBLIC NOTICES				500	650
5615	VEHICLES			31,954	74,000	
5630	OFFICE FURNITURE & EQUIPMENT			-		10,000
Total Materials and Services		**237,453**	**145,743**	**243,106**	**336,066**	**216,526**
Capital Outlay						
5615	VEHICLES	64,832				
5700	CAPTIAL OUTLAY	22,235				74,000
Total Capital Outlay		**87,067**	**-**	**-**	**-**	**74,000**
Total Radio Services		**1,468,583**	**1,228,820**	**1,437,493**	**1,728,911**	**1,756,398**

Technical Services

Facilities Services

The Facilities Services Department is responsible for administration, maintenance, contractor management, and repairs of WCN communication sites, WCCCA Facilities, and WCCCA vehicle fleet implementing and maintaining the Agency's communications systems infrastructure and microwave backbone, as well as communications equipment for user agencies and Agency facilities. The Technical Services Division is also responsible for designing, implementing, and maintaining Clackamas County (C800 Group) and the City of Newberg's communications systems and related infrastructure, as well as its user radio equipment through an intergovernmental contractual arrangement. The Radio Services Division consists of a Manager and staffing for FY19-20 with two (2) Facilities Technicians and .3 FTE Technical Services Supervisor.

The Facilities Division employs a Work Order and Accounting mechanism that eases managerial oversight for WCCCA facilities and WCN communications sites.

Department Goals:

- Maintain the WCCCA Dispatch Center to an operational performance and readiness of 99.9%
- Maintain grounds, physical security, vehicle access, Fire breaks, pest control, generators, and fuel for all WCN communications sites
- Administrate contracts/contractors for;
    - Electrical maintenance, repair and upgrades. calibrate and repair on an emergency and periodic basis
    - HVAC maintenance, repair and upgrades. calibrate and repair on an emergency and periodic basis
    - Fleet Vehicle maintenance, repair and upgrades. calibrate and repair on an emergency and periodic basis
    - Fuel delivery and quality for WCCCA Dispatch Center and all WCN sites.

Accomplishments and Performance Measures:

- Contributor to new Communications site designs/upgrades
- Maintained all communications sites to an operational readiness of 100%
- Maintained the WCCCA vehicle fleet to an operational readiness of 98.2%
- Negotiated contracts renewals with only one increase in regular fees
- Upgraded the WCCCA site access control/security system to current revision with no interruption to personnel or general building access.
- Developed and implemented inspection criteria for upgraded/new emergency power systems located at all communications sites.

FACILITIES

Object	Account Name	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY21 Budget
Materials and Services						
5300	OFFICE SUPPLIES	327	414	550	1,000	
5330	NONCAPITAL FURNITURE & EQUIP	677	1,431	1,269	2,600	18,000
5350	FUEL	15,214	15,056	9,534	25,000	14,950
5361	M & R BUILDING	29,770	80,212	31,018	105,800	776,300
5362	M & R TOWER SITE FACILITIES	48,716	14,832	47,833	16,300	12,800
5368	MAINTENANCE AGREEMENTS			8,717	72,500	-
5413	CONTRACTED SERVICES	39,592	38,318	11,781	6,500	161,200
5416	BUILDING MAINTENANCE	52,170	41,104	41,902		45,000
5432	HEAT/ENERGY	4,868	4,327	4,148	4,500	5,000
5433	ELECTRICITY	127,312	130,819	133,641	145,000	228,000
5434	WATER/SEWER	10,675	11,468	13,403	18,000	24,000
5436	GARBAGE	2,536	2,450	2,842	2,800	4,600
5445	RENT FOR SITE LEASES	43,610	68,169	64,428	120,000	93,863
5510	SHIPPING & POSTAGE				200	200
5515	FEES & SVC CHARGES			8		-
Total Materials and Services		**375,467**	**408,600**	**371,074**	**520,200**	**1,383,913**
Capital Outlay						
5610	Facilities Improvements				20,000	-
5700	Capital Outlay	330,614				20,000
Total Capital Outlay		**330,614**	**-**	**-**	**20,000**	**20,000**
Total Facilities		**706,081**	**408,600**	**371,074**	**540,200**	**1,403,913**

GENERAL FUND CAPITAL OUTLAY

For FY21 in the General Fund, $533,000 is budgeted for Capital Outlay. The largest part of this is $430,000 budgeted in Data Services for the new facility soft costs of implementation and equipment costs for duplicating dispatch centers for parallel operations until the new center is fully operational. $9,000 is budgeted in Data Services for an Email gateway and a message archiver.

$38,000 is budgeted in Radio Services for one new vehicle replacing the 2010 Escape with a Ford Explorer. $20,000 is budgeted in Facilities for emergency battery replacement (emergency repair as may be needed).

Capital Projects Fund

The Capital Projects Fund is designated to account for large capital replacement needs, and in past years has tracked radio system equipment, major office computer equipment and the Computer Aided Dispatch (CAD) replacement projects.

The primary use of this fund, for three consecutive fiscal years, is the Emergency Communications System Upgrade project funded by the Washington County 2016 General Obligation Bond.

The Capital Projects Fund is reported as a major fund by the Agency as a matter of policy, for qualitative reasons. This fund's Contingency of $948,539 is reserved for future capital needs, including a future life cycle replacement plan.

Capital Projects Fund

	Actual FY19	FY20 Adopted Budget	FY20 Estimated to June 30	Approved Budget FY21
RESOURCES				
Beginning Working Capital	770,890	855,024	928,538	948,538
Revenues				
Interest Income	16,424	9,000	20,000	
Wash. Co. Bond Distribution	13,955,265	19,000,000	11,500,000	13,600,000
Intergovernmental Revenue	268,688	175,000		
Interfund Transfers	150,000			
Total Revenues	14,390,377	19,184,000	11,520,000	13,600,000
TOTAL RESOURCES	15,161,267	20,039,024	12,448,538	14,548,538
REQUIREMENTS				
Materials & Services	275,894			
Capital Outlay	13,956,835	19,000,000	11,500,000	13,600,000
Contingency		1,039,024		948,538
TOTAL REQUIREMENTS	14,232,729	20,039,024	11,500,000	14,548,538
Fund Balance (UEFB)		-		-
Fiscal Year End Fund Balance	928,538		948,538	
TOTAL BUDGET	15,161,267	20,039,024	12,448,538	14,548,538

In FY19, the Agency made the final payment of $275,553 for its Zone Controller for the CAD system. The remaining $14 million in expenditures from the Capital Projects fund were for the ECS project, reimbursed by the county bond. These expenditures continued construction and upgrades of tower sites plus the construction of a new facility which will be owned by Washington County and occupied by the Agency. The ECSU work continues through FY20. The project is expected to conclude in FY21, with approximately $10 million expected to be spent on radio technology, $2 million on site construction and the remainder on support projects.

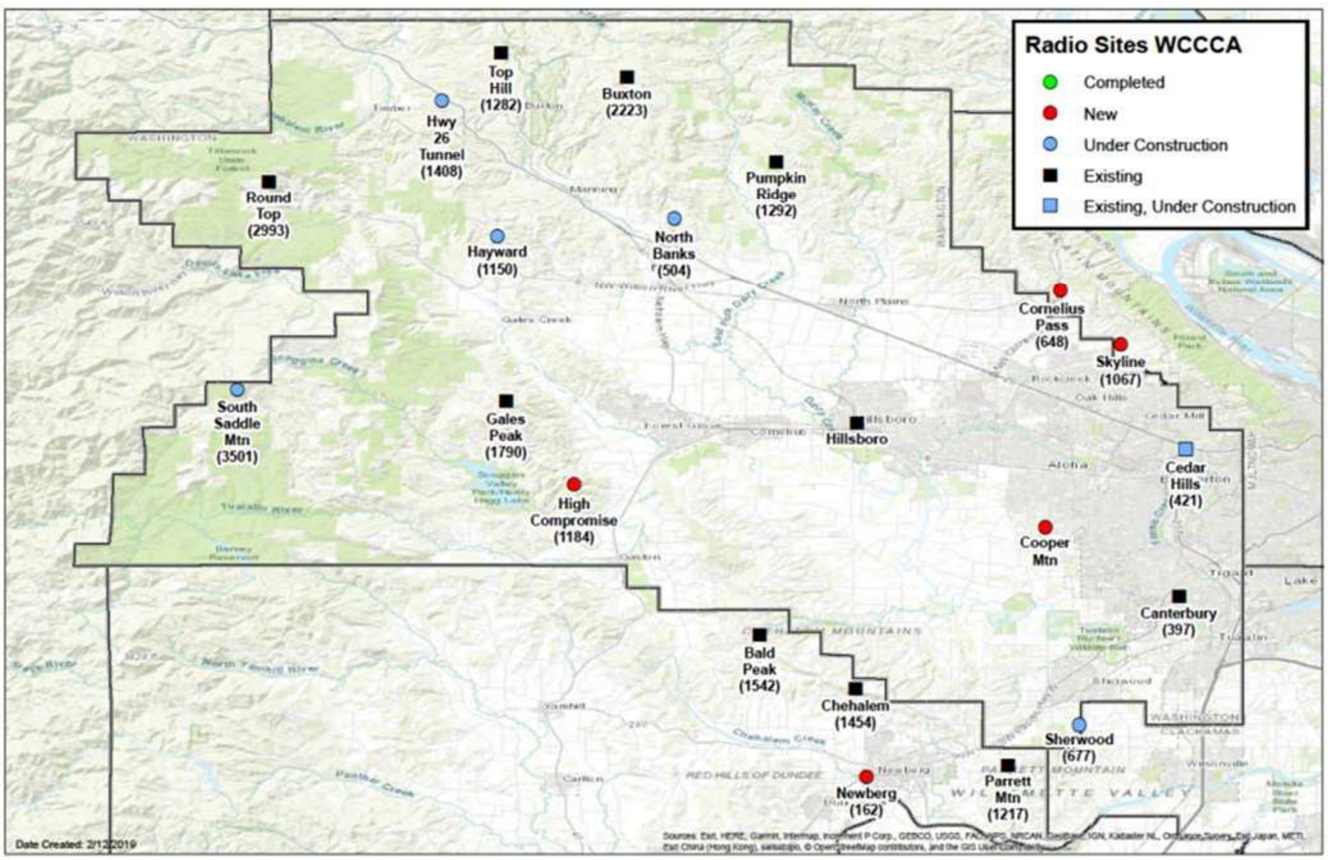
SIGNIFICANT NON-RECURRING CAPITAL EXPENDITURES

The Capital Outlay, General Fund, budget in Data Services for the next fiscal year is primarily funding to new facility soft costs of implementation and equipment costs for duplicating dispatch centers. This is to set up parallel operations until the new center is fully operational. $750,000, or 80%, of Capital Outlay in Data Services is budgeted.

The Capital Projects Fund includes funding from the $77 million Washington County Emergency Communications System Bond for the emergency communications system. This will be the third year and final of this project and anticipate $13.6 million to complete the building of the new towers and implementing the digital radio technology. The County distributes the bond funds as the invoices for services and equipment are received and approved.

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

RADIO SITES



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APPENDIX

- Member Fees
- Glossary

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FISCAL YEAR 2020-21 MEMBER FEES

WASHINGTON COUNTY CONSOLIDATED COMMUNICATIONS AGENCY

FY 2020/21 WCCCA Member User Costs by Agency

Prior Year	Agency	Dispatch Services	Radio System	Subtotal Costs		3% Cap Adjustment	FY21 Approved	% Incr. after 3% Adj.
$ 2,653,102	Sheriff's Office	$ 2,116,675	$ 446,418	$ 2,563,093		$ 46,350	$ 2,609,443.18	-1.6%
1,488,897	Beaverton Police	1,285,383	144,589	1,429,972		25,859	$ 1,455,830.75	-2.2%
1,410,258	Hillsboro Police	1,214,097	145,492	1,359,590		24,586	$ 1,384,176.00	-1.8%
715,576	Tigard Police	593,712	84,946	678,658		12,273	$ 690,930.20	-3.4%
378,512	Tualatin Police	313,831	41,117	354,949		6,419	$ 361,367.66	-4.5%
218,390	Sherwood Police	193,043	22,140	215,183		3,891	$ 219,074.58	0.3%
327,557	Forest Grove Police	284,492	32,532	317,025		5,733	$ 322,757.52	-1.5%
147,508	Cornelius Police	135,482	-	135,482		2,450	$ 137,931.76	-6.5%
23,908	King City Police	48,746	6,778	55,524	*	(31,615)	$ 23,908.36	0.0%
14,399	North Plains Police	27,513	-	27,513	*	(13,114)	$ 14,399.40	0.0%
11,384	City of Durham	10,526	-	10,526	*	350	$ 11,384.35	0.0%
8,309	Banks Police	10,914	-	10,914	*	(2,605)	$ 8,309.01	0.0%
4,100	Gaston Police	5,148	-	5,148	*	(1,048)	$ 4,100.43	0.0%
$ 7,401,902	**Total Police Costs**	$ 6,239,562	$ 924,013	$ 7,163,575		$ 79,530	**$ 7,243,613.18**	
$ 2,379,498	TVFR	$ 1,839,822	$ 359,665	$ 2,199,486		$ 39,775	$ 2,239,261.05	-5.9%
503,758	Hillsboro Fire	401,978	71,391	473,369		8,560	$ 481,929.13	-4.3%
183,566	Forest Grove Fire	135,477	44,732	180,209		3,259	$ 183,467.56	-0.1%
53,253	Cornelius Fire	47,297	29,370	76,666	*	(23,413)	$ 53,253.06	0.0%
33,171	Banks Fire District #13	21,667	35,695	57,363	*	(24,192)	$ 33,171.15	0.0%
21,984	Gaston Fire	79,297	26,207	105,503	*	(83,519)	$ 21,984.32	0.0%
$ 3,175,231	**Total Fire Costs**	$ 2,525,537	$ 567,059	$ 3,092,596		$ (79,530)	**$ 3,013,066.27**	

* *= subject to a cap of 3% increase*

10,577,133	**Combined Police & Fire member fees, above:**				**Agency Members**	**$ 10,256,679**
100,192	Member Dispatch	Member Radio	Total		**+Associate Members**	**127,871**
$ 10,677,325	$ 8,765,099	$ 1,618,943	$ 10,384,042		**Total**	**$ 10,384,550**
Prior year						

GLOSSARY OF TERMS

Account

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

Appropriation

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

Audit

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

Balanced Budget

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

Budget

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

Budget Message

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

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

Budgetary Control

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

CAD

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

CAD Incident

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

Call for Service

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

Capital Expenditures

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

Capital Projects Fund

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

Beginning Working Capital /Beginning Fund Balance

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

CEO Board

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

Contract Users

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

Debt

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

Ending Fund Balance

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

Expenditures

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

Fiscal Year

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

FTE

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

Fund

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

Fund Balance

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

General Fund

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

Governmental Funds

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

IGA

Intergovernmental Agreement –a written contract among governmental entities.

Interfund Transfers

Transfers of resources between funds.

Levy

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

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

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

Long Term Capital Plan:

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

Major Fund

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

M&R: Maintenance and Repair.

Materials and Services

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

Modified Accrual Basis

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

OPSRP

Oregon Public Service Retirement Plan. A State of Oregon defined contribution/defined benefit pension plan to which members make contributions; employers may or may not also make contributions. OPSRP members are employees hired by a public employer participating in the 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 (or 9-1-1) communications center.

Radio Infrastructure

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

Requirements

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

Resources

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

Revenue

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

Segment

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

Self-Initiated Activity

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

Tower Site

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

Unappropriated Ending Fund Balance

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

Users

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

WCCCA

An acronym for Washington County Consolidated Communications Agency.

WCDA

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

Sources cited:

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