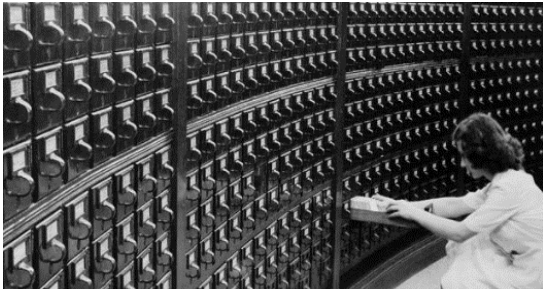


Department of County Assets



Internal Services: Rates, Fees and Allocations Guide

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Introduction

This is a general guide on internal service rate (ISR) development by the Department of County Assets (DCA). It identifies the services provided by DCA, the funding methodology, and the rationale for our process.

Multnomah County's budget process is complex, and the intention of this guide is to provide information that can be referenced, making it easier to anticipate and interpret the annual internal service rate information. Although this guide is meant to be comprehensive, requests for new information, changes in direction, and adjustments to deadlines should be expected.

DCA Overview

DCA provides County staff with the mobility, communication, technology, and the space needed to serve the residents of Multnomah County. We manage computer systems and software, buildings and property, mobile devices and telephones, a fleet of vehicles, mail, parcels and archives. We also provide administrative services such as budget, finance, human resources, and contracting and purchasing services. In short, we serve the people who serve the people.

Divisions in the department include:

- Information Technology provides support and services for approximately 285 business applications and manages telecommunication, network, and hardware support for more than 8,500 PCs, laptops, and tablets, 8,200 phone numbers, 123 network circuits, and 529 virtual servers.
- Facilities and Property Management (FPM) supports the county mission by acquiring, maintaining and managing over 3.6 million square feet of leased and owned space in over 130 locations to support the large diversity of County programs.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing acquires, maintains and manages fleet and motor pool vehicles, maintains and archives county records, provides pickup and delivery of mail and other items, and initiates and manages the county's strategic sourcing initiatives.
- Business Services provides human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the Non-Departmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and promote innovative county business tools and processes. The long-range goals for DCA are driven by the county's efforts to focus scarce financial resources on the delivery of direct services and include:

- Creating financial accountability for the County's assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, client-focused infrastructure and business services.

County Assets				
Director's Office	Business Services	Information Technology	Fleet Motor Pool Distribution and Records Management	Facilities and Property Management

People Are the Focus of Our Strategy

Though our work is often technical - engineers, analysts, trades people, software developers, accountants, procurement specialists, and technicians of all sorts - it is our people who get things done, and it is our people who create teamwork and a positive attitude. We work for the common good and for the residents of Multnomah County. This is what it means to be public servants.

Allocation & Rate Creation Guiding Principles

- Our goal is to have models which achieve the proper balance between simplicity and equity.
- We are committed to providing our internal customers with flexibility and control of rates whenever possible.
- We operate like a business regarding internal service funds
 - o 100% Cost Recovery
 - o Build projected division costs into allocation and/or rates
- Our focus is providing the highest level of customer service, a think yes attitude.
- Our ultimate responsibility is to support and uphold [the County's Mission, Vision and Values](#).

Working with Customers

DCA promotes comprehensive understanding of ISR by each of the county departments we serve (our clients). Customer service and a think yes attitude is at the forefront as we collaborate and engage with our clients.

This is demonstrated by:

- Ensuring our customers and colleagues know we are on their side, and we support them to do their best work.
- Continuous process improvement driven by budget process survey results.
- Annual customer meetings are held in the November/December timeframe to review rates and year over year changes.
- ISRs are released and published on the Budget Office's website in mid-December.
- The budget team is available to answer questions and review rates throughout the year.
- Thinking in terms of positive win-win outcomes and working collaboratively to achieve them.
- Anticipating our customers' business needs and employing innovative solutions to help solve their problems.

Components of Internal Service Rate

- **Fixed Charges** incorporate expenses that are difficult to discharge once they are added due to contractual requirements. There are two methods employed to allocate these expenses to county departments.
- A **flat annual allocation** is used to equitably spread fixed charges across each department based on past and anticipated future usage.
 - Examples include:
 - IT - ERP Support Services: Allocations to departments based on percent-to-total counts of county staff.
 - Records - Allocation for records services: Allocations to departments based on percent-to-total of prior year usage stats equally weighted across actions, accessions, and storage.
 - Motor Pool - Overhead costs: Allocations to departments on percent-to-total summation of prior year Motor Pool usage.
- A **fixed rate** is employed when mid-year adjustments to departmental usage is possible. In these cases, it is important to know the cost per unit.

- Examples include:
 - Facilities - Capital charge: cost per square foot.
 - Distribution - Stop point charge: cost per stop point.
 - Fleet - Base rate: cost per vehicle assigned.
 - IT - Mobile Devices: cost per device.

Controllable Charges incorporate expenses that are no longer charged to a department once the decision to stop using the service has been made.

Pass through charges are those expenses requested by a department that are managed by DCA but provided by an outside vendor.

- Examples include:
 - Facilities - Enhanced Services, Lease Payments, Utilities, Debt Services
 - IT - International Long Distance
 - Fleet - Fuel costs for vehicles categorized as “Actual”
 -

ISR Development Timeline

- August: DCA sends drivers to Clients
- Early September: Drivers are returned to DCA
- Early September: Drivers are “locked down”
- October: DCA inputs drivers into ISR rate models
- Early November: DCA develops annual budgets and inputs them into ISR rate models
- November: DCA meets with clients to present ISR rates
 - Works with clients to make adjustments when appropriate
- Mid-December: DCA publishes ISR rates as a part of the Central Budget Office’s “Big Release”

Information Technology

Department Director and CIO: Tracey Massey
Deputy Chief Information Officer: Tracey Massey
Budget Analyst Senior: Joel Juve

Information Technology Mission Statement

We are professionals that leverage technology to drive innovation, efficiency, cost-savings, and helping government respond effectively to community needs.

Cost Allocation Components

By Portfolio:

- Application Services
- Help Desk Services
- Network Services
- Security Services
- Enterprise Application Services
- Desktop Services
- ERP Support Services
- GIS Services
- Project Management Services
- Servers and Technical Services
- Telecommunications
- Wireless Services
- IT Business Services

By Driver Metric:

- Direct allocation of resources (personnel)
- Desktop / laptop device counts
- Distributed allocation of network circuits
- Department staff counts (as a percentage of total county staff)
- Department phone number counts (as a percent of total count)

Application Services

What: Support and development of custom software, third party products, analysis of business needs, delivery of projects.

Why: Department-specific new requests and existing software product costs are borne directly by the departments using the software.

How Funded: Allocation to Departments of personnel, project, and support costs tied to applications used directly by the Department. Rates confirmed annually to actual costs of allocated personnel and non-personnel expenses.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Help Desk Services

What: Provides single point of contact to get assistance with technical issues ranging from troubleshooting applications to hardware issues. Available 24 x 7 x 365, with remote connection ability.

Why: Provide incident and problem management, escalate issues to 2nd level support, and direct requests to the right teams.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of desktops and laptops. Rates confirmed annually based on agreement with Departments of number of devices in use by the Department, per ServiceNow.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Network Services

What: Provides voice, video, and data network connectivity to all locations where services to the public are provided.

Why: In response to objectives to provide high performance and high availability of the technology needed to provide services to the public.

How Funded: Allocations to Departments based on number of network circuits connected to each facility. For shared facilities, a distributed cost share based on percent of total activity by Department at the facility being connected.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Security Services

What: A suite of services that together help ensure that data is secure. Formulate strategies and policies to minimize threats and vulnerabilities that could endanger information assets.

Why: Protecting the confidentiality, integrity, and availability of the data entrusted to the County is key to maintaining public trust of government.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of desktops and laptops. Rates confirmed annually based on agreement with Departments of number of devices in use by the Department, per ServiceNow.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Enterprise Application Services

What: Support and development of custom software, third party products, analysis of business needs, and the delivery of projects that support the overall Enterprise such as public and internal websites and collaboration tools like Google.

Why: Distinct from Application Services that are attributed directly to a Department, these solutions support the County enterprise, overall.

How Funded: Allocations to Departments of personnel, tools, licenses, and other costs by attributing key cost components based on use by the Departments. Rates calculated annually.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Desktop Services

What: A managed device service to provide consistent and reliable computing equipment and base device software. Procurement, configuration, installation, and management of devices needed to access applications and data used by Departments.

Why: To create a managed, configurable individual device solution, and provide assistance, support, and security protections.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of desktops and laptops. Rates confirmed annually based on agreement with Departments of number of devices in use by the Department, per ServiceNow.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

ERP Support Service

What: Support, configuration, and development of workflows and solutions for the County's Enterprise Resource Planning (ERP) software suite.

Why: Provide a centralized approach to managing the costs, and costs of development, of the tool with an enterprise perspective.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of County staff. Rates confirmed annually based on agreement with Departments of number of staff in each Department, per Human Resources.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Data and Reporting

What: Integrate data sources, combine data elements, and extract usable data into tables and other sources. Support self-service needs so Departments can create reports, charts, and visualizations.

Why: To take data and turn it into usable information that can be consumed by the Departments for decision-making and analysis.

How Funded: Allocations to Departments of personnel, tools, licenses, and other costs by attributing key cost components based on use by the Departments. Rates calculated annually.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

GIS

What: Capture, store, manipulate, analyze, manage, and present all types of geographic reference data for informed decision-making.

Why: Provide a centralized approach to managing the costs, and costs of development, of the tool with an enterprise perspective.

How Funded: Allocations to Departments of personnel, tools, licenses, and other costs by attributing key cost components based on use by the Departments. Rates calculated annually.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Project Management

What: Oversee the grouping and sequencing of projects to best achieve the County's business goals. Deliver project management best practices to ensure on schedule, on cost, and on quality results for each project.

Why: To ensure the key projects funded by the Departments have the discipline necessary to predict success of the project. To ensure the business outcomes identified for the project can be achieved.

How Funded: Allocations to Departments of personnel, tools, licenses, and other costs by attributing key cost components based on use by the Departments. Rates calculated annually.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Servers and Technical Services

What: A robust, adaptive, and cost-effective computing environment on which applications function. Create a pooled, virtualized resource solution for hosting web, database, and application solutions.

Why: To create economies of scale to enable rapid delivery of cost-effective, fully managed operating platforms with high availability in both on-premise and off-site locations.

How Funded: Allocations to Departments of personnel, tools, licenses, and other costs by attributing key cost components based on use by the Departments. Rates calculated annually.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Telecommunications

What: Create a state-of-the-art and cost effective communications infrastructure on high performance and high availability components to enable voice communications through the network from virtually anywhere data connections can be made.

Why: To support a broad range of voice communications capabilities that enable Departments to stay in touch with their clients, patrons, business partners, and the community.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of phone numbers. Rates confirmed annually based on agreement with Departments of counts of phone numbers in use by the Department.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Wireless Services

What: Providing accessibility to County communications and work through a mobile platform, and through managing countywide data plans.

Why: To support a broad range of mobile communications and connectivity capabilities that enable Departments to stay in touch with their clients, patrons, business partners, and the community.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of phone numbers. Rates confirmed annually based on agreement with Departments of counts of phone numbers in use by the Department.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

IT Business Services

What: Strategic planning, technology service management, architecture and standards, service portfolios, disaster preparedness, and the administrative services for budget and planning, finance, human resources, and procurement and contracts for the IT division.

Why: Provide vision, leadership, and innovation in developing countywide strategies for leveraging technology to advance the delivery of services to the community.

How Funded: Allocations to Departments of personnel and tool costs based on percent-to-total counts of County staff. Rates confirmed annually based on agreement with Departments of number of staff in each Department, per Human Resources.

- **Controllable Mid-Year:** No
- **Rate or Allocation:** Allocation

Facilities and Property Management

Department Director and CIO: Tracey Massey

Division Director: Dan Zalkow

Budget Analyst Senior: Becky Zou

Fiscal Analyst: Jen Unruh

Facilities and Property Management Mission Statement

Partner with our clients to support the delivery of their programs to county residents by providing them with high-functioning facilities.

Cost Allocation Components

- Operations
- Asset Preservation
- Capital Improvements
- Debt
- Lease and Related Lease Admin
- Utilities
- Enhanced Services
- FPM/Vacant Space Allocation
- External Lease Under/Over Recovery Reallocation

By Driver Metric:

- Square Footage
- Space Type

Operations

What: Property management, preventive maintenance, repairs, safety & compliance, dispatch, professional services, and building data management are covered in Base services. Includes overhead costs of operating FPM.

Why: Standard Operations and Maintenance of our buildings to keep them working properly for our clients and their programs.

How Funded: Allocation to Departments on a cost per square foot basis based upon level of services required for the type of space.

- **Controllable Mid-Year:** No (exceptions made for material changes)
- **Rate vs Allocation:** Allocation

Asset Preservation

What: Asset Preservation fund is a Capital fund for Tier 1 County owned buildings that focuses on major building systems.

Why: Capital reinvestment to keep existing building systems in good working order over the long term for the programs that occupy them. Example: Boiler Replacement.

How Funded: Departments pay into the Countywide Asset Preservation fund for future large facility capital improvements.

- **Controllable Mid-Year:** No (exceptions made based on materiality)
- **Rate vs Allocation:** Rate

Capital Improvements

What: Capital Improvement fund is a Capital fund for Tier 2 and Tier 3 County owned buildings that focuses on major building systems.

Why: Capital reinvestment to keep existing building systems in good working order over the long term for the programs that occupy them. Example: Roofing replacement.

How Funded: Departments pay into the Countywide Capital fund for future large facility capital improvements.

- **Controllable Mid-Year:** No (exceptions made based on materiality)
- **Rate vs. Allocation:** Rate

Debt

What: Ongoing payments of debts incurred on behalf of a Program. Example: mortgage payments.

Why: Allows Departments to spread debt over multiple fiscal years.

How Funded: Payments are a pass-through cost to the Department based on actual payments.

- **Controllable Mid-Year:** No (exceptions made for material changes)
- **Rate vs. Allocation:** Allocation

Lease and Related Lease Admin

What: The County enters into Leases to augment the County's real property portfolio to meet the programmatic needs of the departments. Also includes lease management services and some property management services.

Why: Provides an ability to meet short and intermediate term space needs.

How Funded: Payments are passed-through to the Department. A cost per square foot is added for lease management and property management services.

- **Controllable Mid-Year:** No (exceptions based on lease terms)
- **Rate vs. Allocation:** Allocation

Utilities

What: Utility costs include electricity, natural gas, water, sewer, refuse, and recycling.

Why: Provides clients with the necessary utilities for County services.

How Funded: Facilities manage all utility accounts with payments as a direct pass-through to Departments.

- **Controllable Mid-Year:** Yes (based on usage)
- **Rate vs. Allocation:** Allocation

Enhanced Services

What: Ongoing services that are beyond the scope of Base services. Example: security or extra janitorial services.

Why: Allows Programs to tailor the level of services provided.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Yes (pass through)
- **Rate vs. Allocation:** Fixed charge (allocated across departments in building - i.e. security guard at a building is allocated across tenants by square foot.)

FPM/Vacant Space Allocation

What: Allocate costs associated with FPM and Vacant Space

Why: Allows DCA to recover costs associated with FPM and Vacant Space

How Funded: Allocation to Departments on a cost per square foot basis

Controllable Mid Year: No

Rate vs. Allocation: Allocation

External Lease Over/Under Recovery Reallocation

What: Reallocate any cost/revenue variances between leased space charges and related lease revenues

Why: Allows DCA to recover costs associated with spaces leased to external tenants

How Funded: Allocation to Departments on a cost per square foot basis

- **Controllable Mid Year:** No
- **Rate vs. Allocation:** Allocation

Fleet, Records, Motor Pool and Distribution

Department Director and CIO: Tracey Massey

Fleet Manager: Garret Vanderzanden

Record Management and Archives Manager: Lauren Kelly

Motor Pool and Distribution Services Manager: Edward Reed

Budget, Planning and Records Manager: Lisa Whedon

Budget Analyst: Chris Brower

Fleet Division

Fleet Mission Statement

Fleet Services' mission is to provide our customers with safe, dependable vehicles and equipment in a cost-effective and environmentally responsible manner, by focusing on our customers' service profile and the best Fleet fit for delivering those services.

Cost Allocation Components

Mileage

- Base
- Mileage Over Base

Actual Costs

- Repairs and Maintenance
- Fuel/Oil
- Accident and Damage
- Other/Miscellaneous

Administrative

- Overhead

Asset Replacement

- Replacement
- Capital
- Replacement Admin

Base Mileage Rate

What: The Mileage Rate Charge is made on a per mile basis for every mile driven. The charge covers the cost of fuel, oil, tires, maintenance, and mechanical repair. The charges are based on the average per mile cost by asset class (subcompact car, compact pickup, cargo van, etc.) looking across a multiple year cycle.

Why: This charge provides a mechanism to average costs, preventing significant cost fluctuations year over year and subsequent budgeting impacts to Fleet customer base.

How Funded: Monthly rate charges to Fleet customer base, reflecting a minimum charge of 500 miles per month.

- **Controllable Mid-Year:** Yes (Equipment Count)
- **Rate vs. Allocation:** Fixed Rate

Mileage Over Base

What: Mileage Rate Charge for any miles traveled over 500 in any given month.

Why: The Base Mileage Rate does not account for costs from usage over 500 miles (extra fuel, oil, accelerated wear of components).

How Funded: Monthly rate charges to Fleet customers using the Mileage Rate Charge per mile for any miles traveled over 500 in a given month.

- **Controllable Mid-Year:** Yes (Miles Driven)
- **Rate vs. Allocation:** Fixed Rate

Repair and Maintenance

What: The Repair and Maintenance Cost Charge is based on actual labor and material costs of any work done on an asset for which a Mileage Rate is not applied. The costs include labor, material and internal markups.

Why: This method is used for asset classes that have a small complement within that class, such as larger and specialized vehicles and equipment. The lack of a large data sample in these classes makes it difficult to predict costs.

How Funded: Monthly charges based on work performed on Fleet customer assigned assets. Costs associated are labor hours and associated Shop Rate, costs of parts used in completing work, as well as any subcontracted work required.

- **Controllable Mid-Year:** Yes (Equipment Count)
- **Rate vs. Allocation:** Fixed Rate

Fuel/Oil

What: Fuel and oil consumption for an individual asset for which a Mileage Rate Charge is not applied. The costs include material costs and internal markups.

Why: This method is used for asset classes that have a small complement within that class, such as larger and specialized vehicles and equipment. The lack of a large data sample in these classes makes it difficult to predict costs.

How Funded: Monthly charges based on actual consumption of fuel and oil by Fleet customer assigned assets.

- **Controllable Mid-Year:** Yes (Miles Driven)
- **Rate vs. Allocation:** Variable (pass through)

Accident and Damage

What: Accident & Damage charges are incurred when an asset requires repair work not associated with normal wear and tear, such as accidents or damage caused during operation. The costs include labor, material, and internal markups.

Why: Accidents and incidents where assets are damaged while being operated are unpredictable. When appropriate, such as another driver causing damage to a Fleet asset, subrogation is pursued and the Fleet customer is not charged for any repair costs.

How Funded: Monthly charges based on work performed on Fleet customer assigned assets. Costs associated are labor hours and associated Shop Rate, costs of parts used in completing work, as well as any subcontracted work required.

- **Controllable Mid-Year:** Yes (Safe Driving)
- **Rate vs. Allocation:** Variable (pass through)

Other Miscellaneous

What: Charges for work not associated with normal wear and tear, such as winter studded tire installs and subsequent removals. The costs include labor, material and internal markups.

Why: Charges are not covered by other cost types.

How Funded: Monthly charges based on work performed on Fleet customer assigned assets. Costs include labor hours, associated Shop Rate, and costs of parts used in completing work.

- **Controllable Mid-Year:** Yes (Number of vehicles requiring special service)
- **Rate vs. Allocation:** Variable (pass through)

Overhead

What: The Overhead Charge is a monthly charge per asset that covers asset administrative costs. This includes cost accounting and service reimbursement billing, Fleet Management Software maintenance, vehicle registrations, gas cards, vehicle washing, and other fleet related administrative costs.

Why: Recover operations costs essential to managing Fleet customer assigned assets.

How Funded: Monthly rate charges to Fleet customer base.

- **Controllable Mid-Year:** Yes (Equipment Count)
- **Rate vs. Allocation:** Fixed Rate

Replacement Charge

What: The Replacement Charge is a monthly charge per asset that is collected to fund the eventual replacement of that asset. The charge varies by asset and is based on the current contract acquisition cost divided by the anticipated number of years the asset will be in service. Replacement charges are applied to all assets that are included in the Fleet Replacement Program.

Why: The Replacement Charge ensures that funding is available for replacing assets on a regular schedule. This mitigates spikes in repair costs as an asset ages, provides opportunity to reevaluate programmatic needs to ensure operational fit, and ensures ability to take advantage of new technology developments in areas such as fuel economy and alternate fuels that further carbon emission reduction goals.

How Funded: Monthly rate charges to Fleet customer base.

- **Controllable Mid-Year:** Yes (Equipment Count)
- **Rate vs. Allocation:** Fixed Rate

Capital

What: The Capital Charge is based on actual labor and material costs of any work done on an asset when preparing it for deployment, adding equipment during the asset's life, and preparing it for disposal. The costs include labor, material, and internal markups.

Why: Specifications required to deploy an asset can vary widely from customer to customer, i.e. lighting or cargo storage specifications.

How Funded: Monthly charges based on work performed on Fleet customer assigned assets. Costs associated are labor hours and associated Shop Rate, costs of parts used in completing work, as well as any subcontracted work required.

- **Controllable Mid-Year:** Yes (Equipment needing additional work for deployment)
- **Rate vs. Allocation:** Controllable (pass through)

Replacement Administration

What: The Replacement Admin Charge is a monthly charge per asset that covers administrative costs associated with asset acquisition. These costs include specification development, Replacement Fund Management, Contract Management and other related procurement activities.

Why: Recover operations costs essential to managing Fleet customer assigned asset acquisitions.

How Funded: Monthly rate charges to Fleet customer base.

- **Controllable Mid-Year:** Yes (Equipment Count)
- **Rate vs. Allocation:** Fixed Rate

Records Division

Records Mission Statement

The Records Management Program operates Multnomah County's Archives and Records Center, making County administrative and historical records accessible to the public and County employees for research and inspection in accordance with Oregon's public records laws. The program sets record retention and preservation policies and guidelines, administers the County's electronic records management system, serves as the County expert on records issues, and provides services to help County employees manage their electronic and physical records.

Cost Allocation Components:

Record Actions
Items Accessioned
Items Stores

Records Actions

What: File requests and interfiles.

Why: To recover the Administrative overhead of the Records Program.

How Funded: Allocates to Departments on a percentage of the prior fiscal year's usage. The Department will pay a fixed monthly allocation.

- **Controllable Mid-Year:** No
- **Rate vs. Allocation:** Allocation

Items Accessioned

What: New items brought into the Record's Division.

Why: To recover the Administrative overhead of the Records Program.

How Funded: Allocates to Departments on a percentage of the prior fiscal year's usage. The Department will pay a fixed monthly allocation.

- **Controllable Mid-Year:** No
- **Rate vs. Allocation:** Allocation

Items Stored

What: Items stored in Records Division

Why: To recover the Administrative overhead of the Records Program.

How Funded: Allocates to Departments on a percentage of the prior fiscal year's usage. The Department will pay a fixed monthly allocation.

- **Controllable Mid-Year:** No
- **Rate vs. Allocation:** Allocation

Shredding

What: Destruction of records

Why: Pass-through cost managed within the Records Division

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Yes (pass through)
- **Rate vs. Allocation:** Fixed charge (allocated across departments by number of bins)

Distribution Division

Distribution Mission Statement

Distribution Services provide County agencies pickup and delivery of mail and select supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts. We aim to provide cost-effective distribution and mailing services in a manner that balances the needs of our direct customers with those of the taxpayers. We do this with our professional and knowledgeable employees that provide technical support to other Multnomah County departments, programs, and staff with their distribution and mailing needs.

Cost Allocation Components

Fixed Costs

- Stop Point

Pass-Through

- Metered Postage
- Permit Postage
- BRM/CAPs Postage
- UPS
- Special Delivery

Stop Point

What: This is the base charge for Distribution Service; 1 stop point equals 1 stop a day, 5 days a week (Mon-Fri).

Why: Methodology use to recover costs.

How Funded: Allocations to Departments on a stop point basis based upon level of services required.

- **Controllable Mid-Year:** No
- **Rate vs. Allocation:** Fixed Rate

Metered Postage

What: Postage for outgoing U.S. mail run through Distribution's mail machines.

Why: Efficient way to handle outgoing mail that would typically go out as first-class mail and does not qualify for permit mailing.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Controllable (pass through - number of qualifying mailings)
- **Rate vs. Allocation:** Rate pass through

Permit Postage

What: Qualifying mailings are made into "permit mailings" to save on ink cost on the mail metering machines and labor costs. Departments must qualify for a permit and have it added to envelopes at the time of printing. The postage will be paid via our CAPs account (main postage account for the County). Postage cost are the same, but permit mail streamlines the process.

Why: Efficient way to handle outgoing mail that would typically go out as first-class mail.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Controllable (pass through - number of qualifying mailings)
- **Rate vs. Allocation:** Rate Pass Through

BRM/CAPs Postage

What: These charges are for our Business Reply Mail (BRM) and Postage-due accounts. These accounts are pre-established and are mailing tools to assist County Programs with mailing needs. These charges are pulled from the CAPs account.

Why: To support and streamline mailing needs for County programs.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Controllable (pass through - number of qualifying mail)
- **Rate vs. Allocation:** Rate Pass Through

UPS

What: These charges are mailings that go out via UPS. Typically used for mailings needing tracking information or return to vendors on parcels not needed by the County. Having UPS on contract gives Distribution options to shop for the best postage rate for parcels.

Why: To support and streamline mailing needs for County programs.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Controllable (pass through - number of qualifying mail)
- **Rate vs. Allocation:** Rate Pass Through

Special Delivery

What: Special Delivery is an on-demand service. This is an hourly fee that Distribution Services charge to support your logistical needs.

Why: To support and streamline logistical needs for County programs.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Yes (Number of Deliveries)
- **Rate vs Allocation:** Fixed Rate

Motor Pool

Motor Pool Mission Statement

Motor Pool (MP) vehicles are located around the County, and are available to meet your short-term business transportation needs. The MP allow vehicles to be shared by a variety of programs and allow for increased vehicle utilization and reduced vehicle costs.

Cost Allocation Components

Fixed:

Percent of Use in prior fiscal year

Pass-Through

County MP Single Hours

Car Rental (Enterprise)

CarShare (Enterprise)

Percentage of Use in prior fiscal year

What: A one fiscal year look back for a department's total percentage of MP usage.

Why: To recover the Administrative overhead of the MP Program.

How Funded: Allocates to Departments on a percentage of the prior fiscal year's usage. The Department will pay a fixed monthly allocation.

- **Controllable Mid-Year:** No
- **Rate vs Allocation:** Allocation

County MP Single Hours

What: To meet the short-term business transportation needs the County own MP vehicles are located in three locations; Multnomah Building, Yeon Building and Blanchard Building.

- Day Rate is from 6 am - 8 pm
- Maximum Day Charge is 8 hours
- Minimum Day Charge is 2 hours
- Charge per hour is \$7.50 per hour
- Rounding is to the next quarter hour

Why: MP allows vehicles to be shared by a variety of programs and allow for increased vehicle utilization and reduced vehicle costs.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Yes (pass through - number of reservation hours)
- **Rate vs Allocation:** Rate Pass Through

Enterprise Car Rental

What: County programs have access to use Enterprise Car Rental to supplement their transportation needs. Car Rental is a daily rate for every 24 hours the vehicle is rented, plus the cost of fuel.

Why: Car rentals are best for out of town travel, passenger van rentals and for rentals more than 48 hours in length.

How Funded: Payments are passed-through to the Department.

- **Controllable Mid-Year:** Yes (pass through - number of reservation hours)
- **Rate vs Allocation:** Rate Pass Through

Enterprise CarShare

What: This is a dedicated fleet of vehicles located in the Downtown Portland area that are contracted through Enterprise. Employees must sign up to be a member before given access the CarShare pool.

- Day is a 24 hour period
- Max Day Charge is 6.5 hours
- Min Day Charge is 1 hour
- Charge per hour is \$7.50
- Rounding is to the next quarter hour

Why: Enterprise CarShare allow vehicles to be shared by a variety of programs and allow for increased vehicle utilization and reduced vehicle costs.

- **Controllable Mid-Year:** Yes (pass through- number of reservation hours)
- **Rate vs Allocation:** Rate Pass Through