

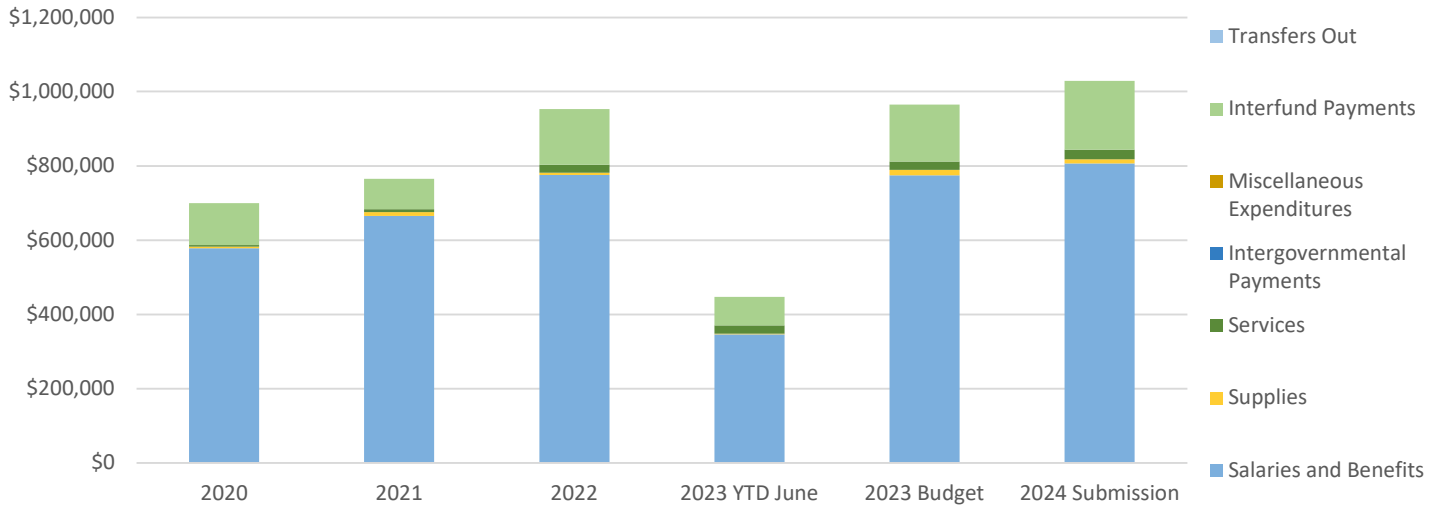
Administrative Services

Appointed Official: Amber Dunwiddie

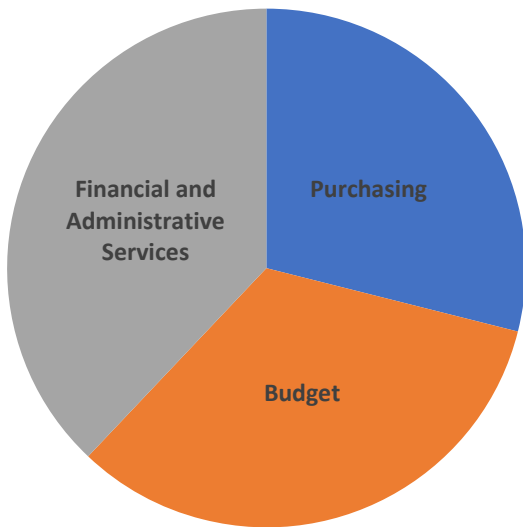
Mission: The Department of Administrative Services (DAS) consists of three General Fund divisions that operate under the Board of County Commissioners. DAS provides County departments and elected offices with centralized financial and general administrative services, thereby optimizing their services in a cost-effective and efficient manner.

Total Revenue	\$0.02 M
Total Expense	\$1.03 M
Total Budget Change	\$0.06 M
Total FTE	5.95

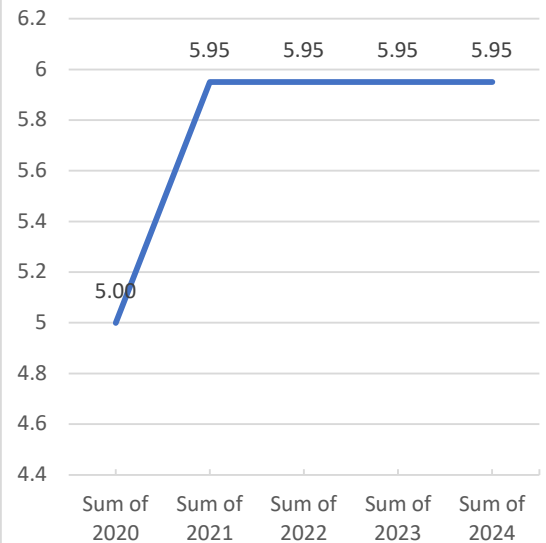
Summary of Expenses



Programs



Total FTE



	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission	Change
Salaries and Benefits	\$577,737	\$664,904	\$775,228	\$346,710	\$774,199	\$806,588	\$32,389
Discretionary Spend	\$8,910	\$18,542	\$28,038	\$23,650	\$37,300	\$37,300	\$0
Other	\$112,787	\$81,967	\$150,099	\$76,735	\$153,470	\$184,575	\$31,105

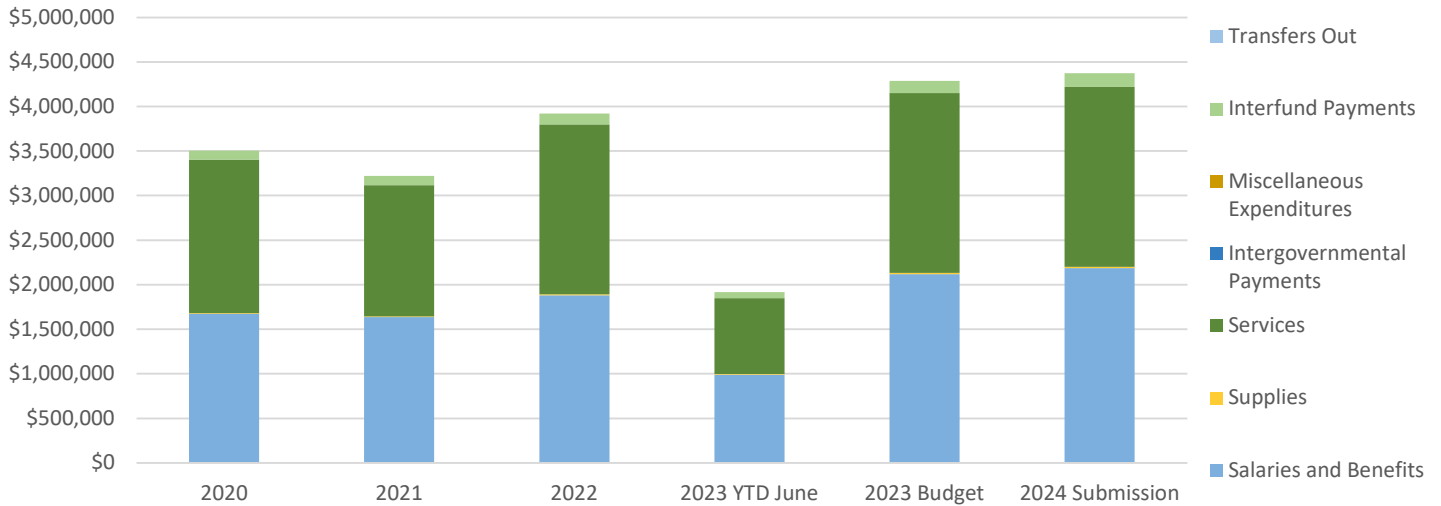
Public Defense

Appointed Official: Amber Dunwiddie

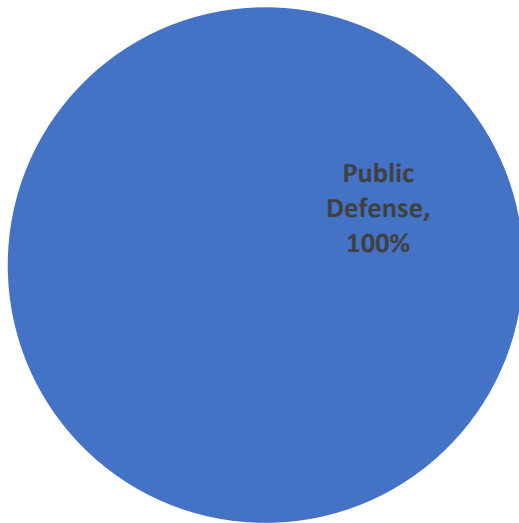
Mission: The primary and most fundamental responsibility of the Office of Public Defense is to promote and protect the best interests of the indigent and near indigent clients that we serve. The Office of Public Defense provides effective defense counsel through a mixed system of in-house and contract attorneys who embody the highest standards of excellence, integrity and skill.

Total Revenue	\$0.33 M
Total Expense	\$4.37 M
Total Budget Change	\$0.09 M
Total FTE	17.10

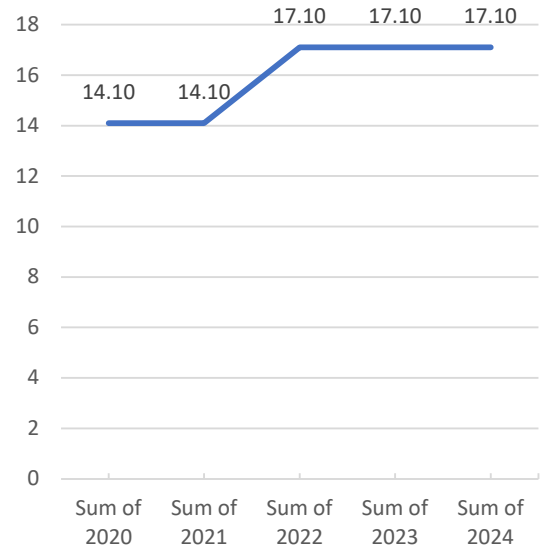
Summary of Expenses



Programs



Total FTE



	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission	Change
Salaries and Benefits	\$1,673,958	\$1,637,468	\$1,880,965	\$991,929	\$2,117,269	\$2,187,143	\$69,874
Discretionary Spend	\$1,728,705	\$1,478,461	\$1,916,595	\$857,513	\$2,032,857	\$2,032,857	\$0
Other	\$102,375	\$104,162	\$121,492	\$69,152	\$138,304	\$153,470	\$15,166

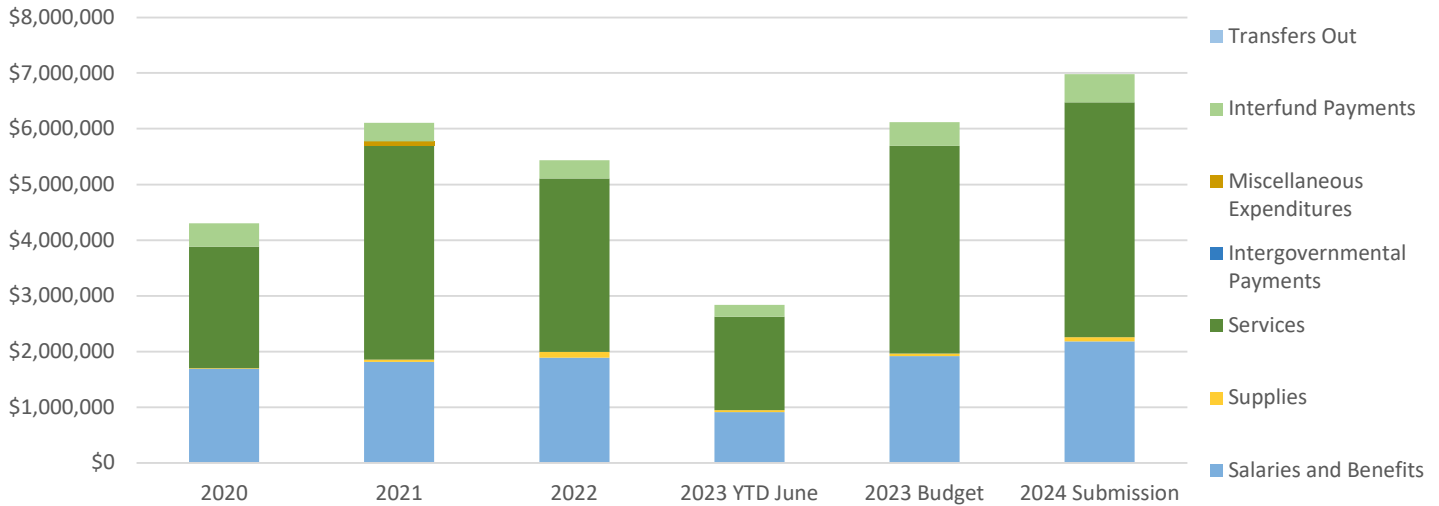
Risk Management

Appointed Official: Amber Dunwiddie

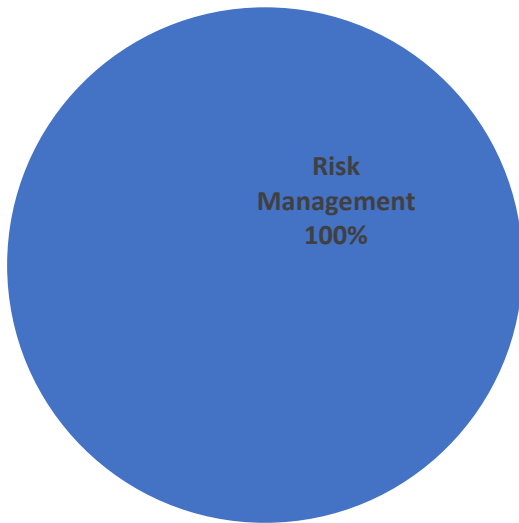
Mission: The Risk Management division’s mission is to protect against the financial consequences of accidental catastrophic losses; preserve assets from destruction or depletion; minimize the long-term cost of all activities related to identification, prevention, and control of accidental losses; and to assist in the establishment of a safe work environment.

Total Revenue	\$6.98 M
Total Expense	\$6.98 M
Total Budget Change	\$0.86 M
Total FTE	7.55

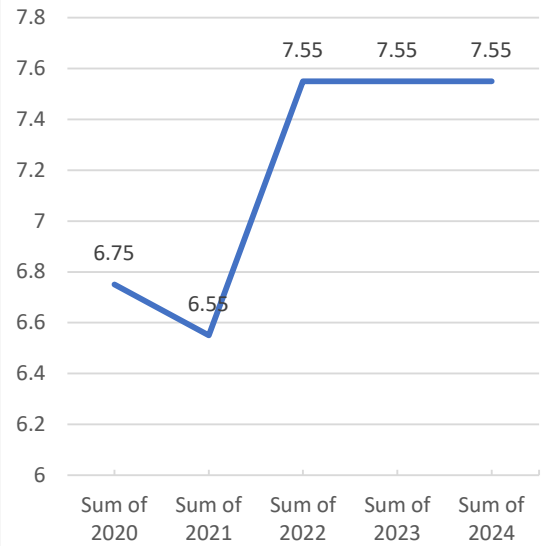
Summary of Expenses



Programs



Total FTE



	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission	Change
Salaries and Benefits	\$1,685,676	\$1,817,479	\$1,888,633	\$910,168	\$1,916,364	\$2,180,819	\$264,455
Discretionary Spend	\$2,198,257	\$3,957,737	\$3,220,505	\$1,712,707	\$3,777,725	\$4,291,100	\$513,375
Other	\$419,187	\$329,138	\$326,664	\$211,869	\$423,738	\$505,163	\$81,425

Risk Management - Budget Request

		2023	2024		
Summary	Type	Budget	Change	Submission	Description
Salaries and Benefits	Salaries and Benefits	\$1,916,364			
			\$64,455		Status Quo Salaries & Benefits
			\$200,000		Time Loss and WA State Assessment
				\$2,180,819	
Discretionary Spend	Supplies	\$46,500			
			\$28,850		Software Maintenance
				\$75,350	
Discretionary Spend	Services	\$3,731,225			
			\$484,525		Insurance Premiums
				\$4,215,750	
Discretionary Spend	Intergovernmental Payments	\$0			
				\$0	
Discretionary Spend	Miscellaneous Expenditures	\$0			
				\$0	
Other	Interfund Payments	\$423,738			
			\$2,914		IS Rates
			\$370		Insurance Services
			\$78,141		Indirect Cost Allocation
				\$505,163	
Other	Transfers Out	\$0			
				\$0	
Grand Total		\$6,117,827	\$859,255	\$6,977,082	

Administrative Services

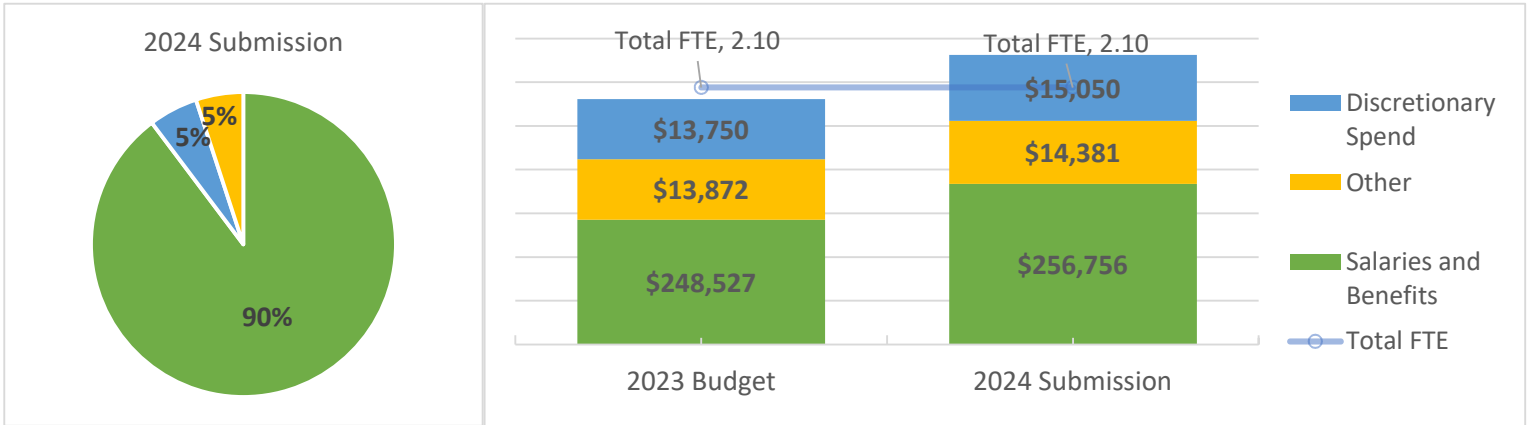
Fund Type: General Fund

\$0.29 M

Purchasing

Budget Change:

\$10,038



Purpose

The Purchasing division assists departments and offices in securing goods, services, and public works projects through ethically competitive purchasing methods. This division works with departments and offices to process to determine appropriate purchasing methods are used, obtain quotes, develop standard specifications, and solicit bids, process master contracts and manage the credit and travel card program. The division interacts with vendors to resolve problems, expedite orders, facilitate bid openings and evaluation committees, and make recommendations for bid awards. The division also assists with the administration and negotiation of contracts for a wide range of services and launched new policies and procedures for a surplus program in 2020. The mission of Purchasing is to provide excellent service to its customers toward the completion of departmental and office missions, and to facilitate countywide cost control by securing quality goods and services in a timely fashion utilizing legally compliant and economical methods.

Strategy

The services provided to all departments and offices facilitate the meeting of their program goals by enabling cost-efficiency through a competitive purchasing process designed to not only comply with legal and ethical requirements, but to maximize the County's purchasing power. As resources continue to diminish, it has become increasingly important to the financial health of the County to employ innovative purchasing techniques – such as the use of electronic commerce and purchasing card programs. These innovations reduce administrative processing times and accomplish the minimum requirements of the program for as little cost as possible.

Results

The Purchasing division has updated County Ordinance and hosts trainings to reflect recent changes in state law and has successfully administered bids and requests for proposal with no protests. Purchasing has successfully implemented the purchasing module in the financial management system to streamline the purchasing process and allow more transparency. The Master contract list is continually growing and will help aid departments/offices in their purchasing needs.

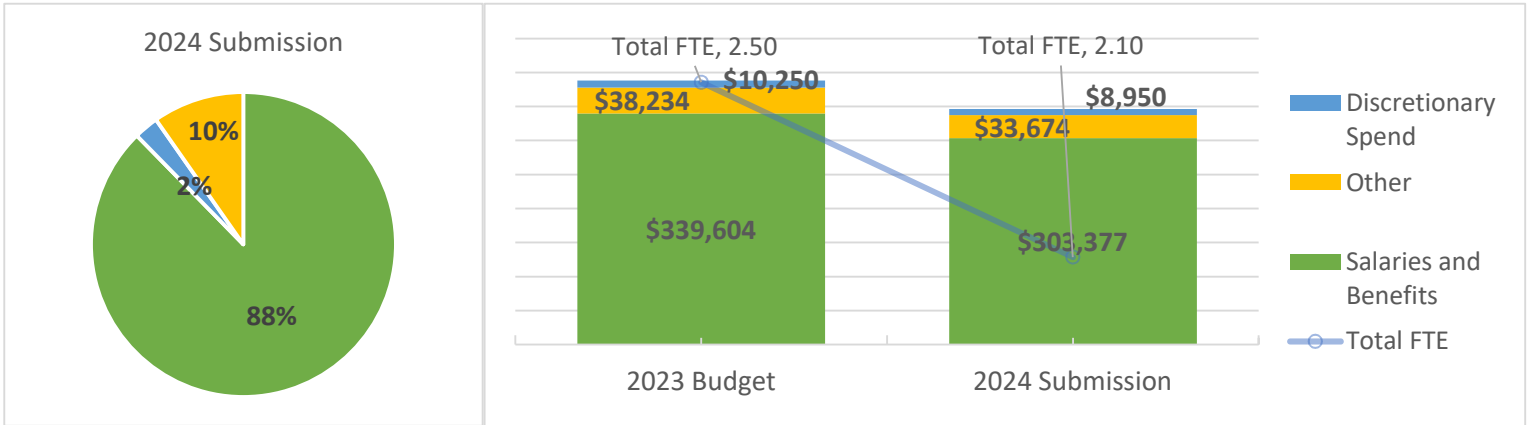
	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ -	\$ -	\$ 3,590	\$ 12,621	\$ 16,000	\$ 16,000
Expense	\$ 159,601	\$ 232,042	\$ 277,093	\$ 128,579	\$ 276,149	\$ 286,187
Total FTE	1.30	2.30	2.10		2.10	2.10

Administrative Services

Fund Type: General Fund **\$0.35 M**

Budget

Budget Change: -\$42,087



Purpose

The Budget division manages the budget process and provides financial analysis to the Board of County Commissioners, all departments, and elected offices. Staff monitor and support all funds including the General Fund, special revenue funds, debt service funds, capital project funds, and internal service funds.

Strategy

The Budget division provides a streamlined and transparent process for the allocation of funds each calendar year by providing analytical information to the Board of County Commissioners for fiscal decision-making. This program supports the strategic goals of the Board specifically in the areas of Inclusive Government and Effective and Efficient County Services.

Results

This division has improved many areas of the budget process over the last several years. Through attrition, process improvement, and technology the budget staff have absorbed additional workload and also decreased staff. The office provides complete financial management responsibilities for several smaller departments such as the Medical Examiner's Office, Emergency Management, Facilities and few others. Staff challenge and qualify budget submissions from employing officials to ensure that the County efficiently utilizes its resources. The Budget Office develops central reporting systems and trains County staff to effectively utilize the systems in order to make decisions.

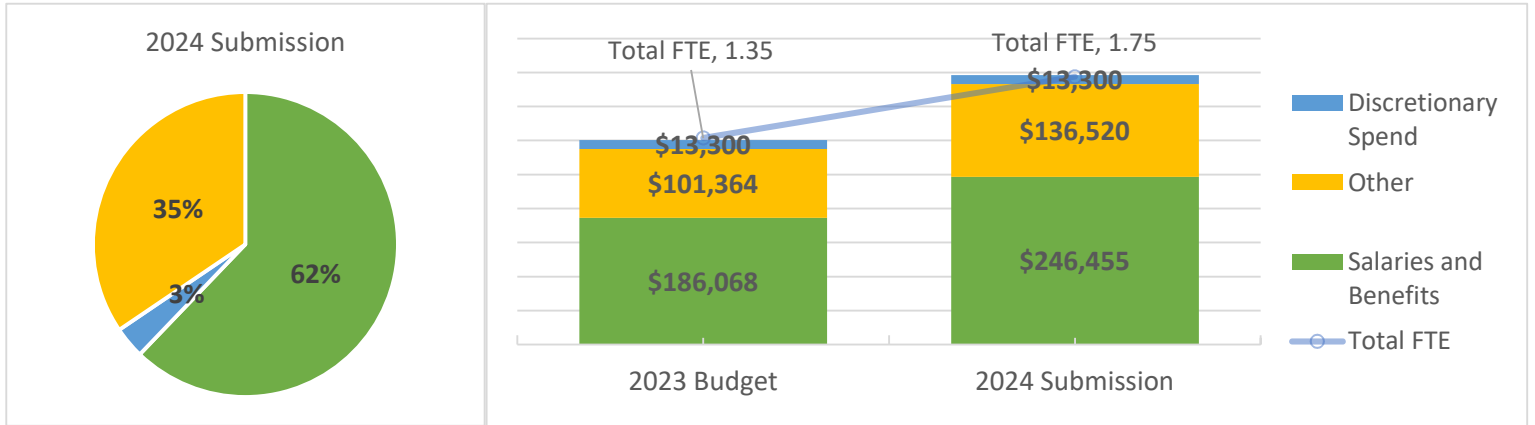
	2020		2021		2022		2023 YTD June		2023 Budget		2024 Submission	
Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Expense	\$	330,475	\$	343,562	\$	374,535	\$	170,422	\$	388,088	\$	346,001
Total FTE		2.60		2.60		2.50				2.50		2.10

Administrative Services

Fund Type: General Fund **\$0.40 M**

Financial and Administrative Services

Budget Change: \$95,543



Purpose

The Financial and Administrative Services division provides payroll, accounts payable, and contract support to the departments/offices of Administrative Services, Information Services, Human Resources, Facilities Maintenance, Coroner, Risk Management, and the Board of County Commissioners. This division maintains the security access system for Kitsap County (with exception to DEM and Juvenile Detention) including system access card processing and ID badge management. The Commute Trip Reduction and employee parking program is administered by this division - including the maintenance of parking assignments and other related responsibilities.

Strategy

The Financial and Administrative Services division provides a consolidated approach to the accounting and payroll functions provided to departments/offices through legally compliant and ethical financial practices. This program supports the strategic goals of the Board of County Commissioners specifically in the areas of Inclusive Government and Effective and Efficient County Services.

Results

It is estimated that the consolidation of A/P, payroll, and contract services with the above listed departments and offices has saved over \$2.5 Million since 2009 and further opportunities for consolidation are being explored.

	2020		2021		2022		2023 YTD June		2023 Budget		2024 Submission	
Revenue	\$	-	\$	-	\$	313	\$	-	\$	-	\$	-
Expense	\$	209,359	\$	189,809	\$	301,737	\$	148,094	\$	300,732	\$	396,275
Total FTE		1.10		1.05		1.35				1.35		1.75

Department of Administrative Services

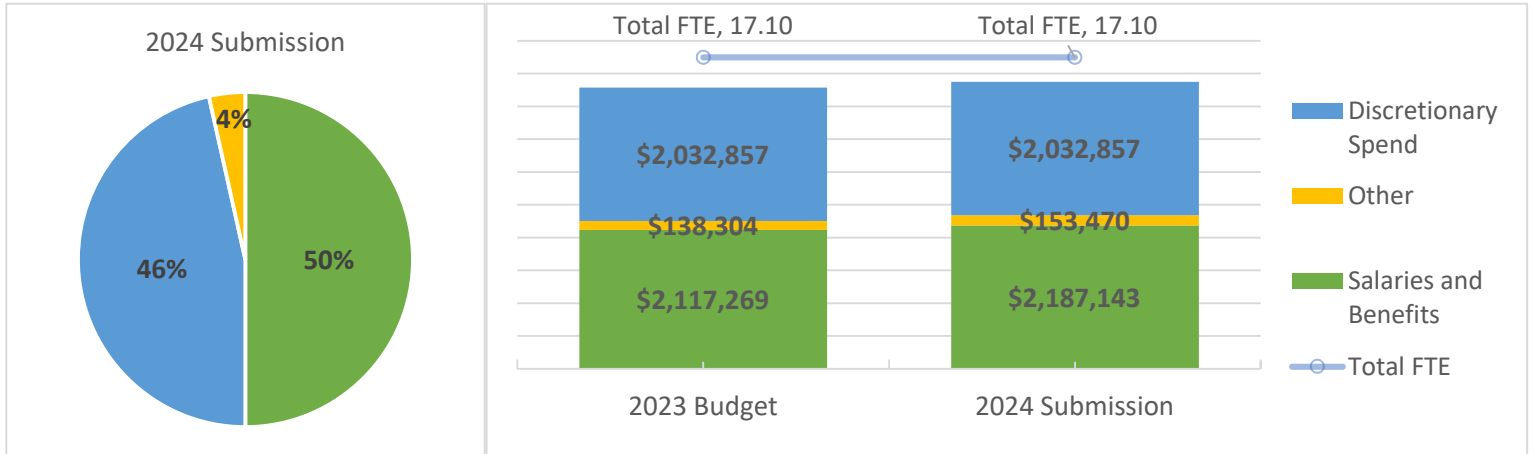
Fund Type: General Fund

\$4.37 M

Public Defense

Budget Change:

\$85,040



Purpose

All persons determined to be indigent are entitled to an attorney at all stages of criminal legal proceedings. The United States Supreme Court, through legal precedent, has given the responsibility for providing counsel to the indigent accused to the states. Here in Washington, this responsibility has been passed through to local jurisdictions as an unfunded mandate. The State assumes only a small part of the cost of this responsibility through annual grants from the State Office of Public Defense. Kitsap County provides these constitutionally mandated services to indigent and near indigent (by county code) through a mixed system of contract attorneys and in-house staff attorneys. Our in-house staff attorneys perform services at the felony and misdemeanor levels at a substantial cost savings to the County.

Strategy

This program is constitutionally mandated by law. The Office of Public Defense provides effective assistance of counsel through a mixed system of in-house staff attorneys and contract attorneys whom maintain the ethical and performance standards set by the Washington Supreme Court. In-house staff attorneys are able to provide this service in a more cost effective manner than contract attorneys, thus saving the County substantial money annually. Additionally, providing public defense services through in-house staff attorneys enables the county greater ability to address circumstances that can arise unexpectedly yet require prompt responses.

Results

Bringing public defense services partially in-house, including investigations, has resulted in substantial cost savings to the County while maintaining a high quality of service. Each felony attorney hired can handle up to 150 felony cases per year at a starting cost of approximately \$130,000 per attorney. If those 150 cases were farmed out to contract attorneys alone, the cost is \$1350 per case which would amount to \$202,500 for that full caseload – for a savings of around \$70,000 per full case load.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 233,002	\$ 322,278	\$ 350,348	\$ 280,195	\$ 331,763	\$ 331,763
Expense	\$ 3,505,039	\$ 3,220,091	\$ 3,919,052	\$ 1,918,594	\$ 4,288,430	\$ 4,373,470
Total FTE	14.10	14.10	17.10		17.10	17.10

Administrative Services

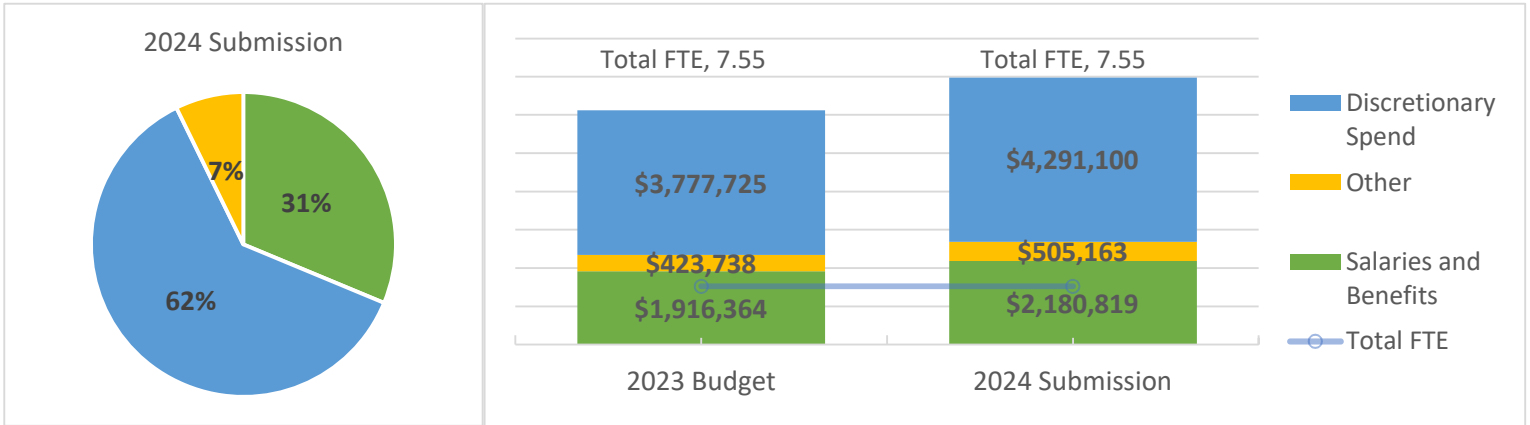
Fund Type: Internal Service Fund

\$6.98 M

Risk Management

Budget Change:

\$859,255



Purpose

The Risk Management division (Risk) preserves Kitsap County's resources through the transfer, mitigation, financing, and segregation of risks. Risk administers County property and casualty, self-insured worker's compensation, the LEOFF 1 insurance program, and records management and public disclosure. Risk Management consults, trains, and advises Kitsap County departments, elected offices, and employees regarding liability exposure reduction - operational, contractual, loss control, and accident/illness prevention. Risk works closely with departments to identify measures to reduce risks.

Strategy

The mission of the Risk Management division is to protect the County against the financial consequences of accidental catastrophic losses; to preserve County assets and public service capabilities from destruction or depletion; to minimize the total long-term cost to the County of all activities related to the identification, prevention, and control of accidental losses and the consequences; and to assist departments in the establishment of a safe work environment in which employees, as well as members of the general public, can enjoy safety and security.

Results

The self-insurance liability program rates have increased in recent years and will continue to increase to offset increases in excess insurance premiums. Prompt investigation, early intervention, and utilization of the return-to-work program have helped minimize increases in internal worker's compensation costs despite ongoing increases in the cost of medical services. Internal worker's comp rates will continue to increase to offset increases in both medical services and time loss payments. An greater emphasis on accident prevention and the return-to-work program should help stabilize future worker's compensation costs and reduce significant time loss claims.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 3,865,451	\$ 3,593,592	\$ 4,726,299	\$ 3,040,057	\$ 6,023,615	\$ 6,981,860
Expense	\$ 4,303,121	\$ 6,104,354	\$ 5,435,802	\$ 2,834,745	\$ 6,117,827	\$ 6,977,082
Total FTE	6.75	6.55	7.55		7.55	7.55

Performance Measures	2020	2021	2022	2023	2024
General Fund Reserve as Percentage of Operating Revenues	26%	28%	30%	26%	24%
Budget Amendments & Workload – Change in General Fund Spending Authority	\$4.4M	\$3M	\$2.5M	\$7.1M	\$3M
General Fund Actual Revenue vs Forecast – Planning Efficiency	97.5%	112%	103%	107%	TBD
Change in Fund Balance – General Fund	<p>\$9.5M added to the reserve since 2020. There is a forecasted spend down of \$1.76M in 2023 driven by specific policy decisions on project funding including land acquisition for affordable housing; courthouse renovations and planning; building maintenance; other opportunities such as limited term position funding, retention and recruitment incentives, and technology improvements. 2024’s forecast includes an anticipated spend of reserves totaling \$2.5M-\$3M. This highlights an advanced warning of potential reduced budgets and services. The forecast’s main drivers include the County’s ability to absorb changes in compensation and labor market conditions including professional services contracts. The County’s main revenue sources, Property Tax & Sales Tax are not expected to support this forecasted change.</p>				
Average # of Employees Processed for Payroll	196	205	189	194	197
Employee ID Badges				600	650
Supplier Invoices Created		4,500	5,370	7,200	6,400
Contracts Processed	85	90	120	146	210
Procurement Programs	<p>Administrative Services manages the credit card program for Kitsap County. The rebate for services from US Bank is estimated to be \$12,620 for 2024. The punchout capabilities in our financial system also allow for tracking of diverse spending. Year-to-date spending suggests that the County will have procured \$100,000 in goods from certified OWMBE organizations, small businesses, and minority owned businesses.</p>				
Property/Casualty Claims	38	50	46	35	35
Workers Comp Claims	65	70	120 (51 COVID)	50	50
Contracts Reviewed – Risk Management	926	900	900	800	800
Audits/Inspections/Assts	12	16	10	12	12
Employees Trained – Risk Management	400	800	807	400	400
Felony Cases			1,209	TBD	TBD
Cost per Felony Case	\$1,200	\$1,200	\$1,200	\$1,350	\$1,350
Cost per Misdemeanor Case	\$260	\$260	\$285	\$300	\$350

How does the organization measure its performance toward the County's strategic goals?

The Department of Administrative Services encompasses mostly internal services, however we strive to ensure transparent access to records and financial information, as well as effectively and efficiently conduct the business of the county's budget. The Risk Management arm of the County exists for the protection of County assets, both property and monetary, as well as ensuring safe work environments for all employees and properly maintained and safe public facilities. The Office of Public Defense with DAS strives to ensure every citizen has equal access to a high quality defense within the legal system, adhering to State mandated caseload limits to maintain quality standards. DAS commitment to inclusive, efficient, effective and safe County services can be seen across all of our divisions.

How has the organization's staffing changed in the last five years and why? Please discuss vacancy, turnover and overtime if applicable.

The primary impact on the staffing levels in DAS involve external forces. The implementation of the Workday system has required an increase in staff due to the increase in processes involved in the normal work we do (accounts payable processing, payroll, budgeting, purchasing). Additionally, code changes around procurement and contracting have increased workload. Contracts are required now for things not previously needed, and this means lengthier and more labor intensive processing. In Public Defense, there has been an increase in staff (12 total attorneys now), but conversely, there has been a notable drop in available and/or willing contractors. We have lost nine contracts in the last few years and this is becoming a critical issue. We can continue to add in house staff, pending space issues, but some contract attorneys are required for special instances and conflicts of interest. Regarding difficulties in retaining and recruiting, there have been instances of employees leaving for higher paying jobs in neighboring jurisdictions. We have had some difficulty in attracting qualified candidates during our recruitments. Many potential candidates are interested in telecommuting and flexible work schedules which we can offer in a limited manner for some positions, but we have been insistent on requiring at least a part time physical presence in the office.

How does the organization monitor remote employee productivity and ensure accountability?

As supervisors of teleworking staff, we have maintained frequent check-ins, milestones, due dates, and performance monitoring when necessary. Decidedly more supervision is required for teleworking employees and this does occasionally present challenges. We also have required employees to be flexible and considerate of ensuring adequate in person coverage when vacations are scheduled. Although DAS does not provide direct customer service to the public, our internal customers occasionally require the services or assistance of staff in office. While it can be challenging, a hybrid teleworking schedule seems to be very popular with employees, can be used as a good recruitment/retention tool, and is functional if there is proper and adequate supervision.

What changes would the organization need to make if it were necessary to implement budget reductions of 10% in 2025?

For the office of Public Defense, we are beholden to the workload created by the filings of the Prosecutor's office. With State mandated caseload limits, cutting staff would require an increase in contract dollars and actually be less cost effective. We are sort of stuck with the work requirements presented to us, unless the State agrees to more adequately fund this function they have pushed down to the Counties. For the AP/Purchasing/Payroll function, if we had to cut staff, the consolidated work we do for other departments would be pushed back out to them to handle, thereby requiring a cost increase for them. Under the current model, we are able to provide these services to departments for less than they could afford themselves because we can utilize one FTE for multiple departments. Within Risk/Records - we could perhaps attempt to reduce insurance premiums by reducing our coverage or increasing our self insured retention levels. As we really only have one person per function (workers comp claims, liability claims, workplace safety and training) it would be difficult to ensure these jobs successfully complete with fewer people. On the records management side, we are already buried with requests and any staff reduction would exacerbate that. The only potential area for reductions within the Budget office, would be staff cuts.

Please discuss any non-essential functions that the organization provides beyond mandated services?

The office of Public Defense is 100% mandated and cannot be altered, save for a change of heart at the state level around more adequately funding this function. For purchasing, we must adhere to a variety of procurement laws and this function supports every other department's ability to accomplish their work. With regards to Risk Management, the County must have a plan in place to provide insurance and manage exposure. We are nothing without our assets. Some non-mandated programs we manage include the 1% for the Arts Board, employee parking, credit and travel cards, ID cards and electronic building access.

Are there any initiatives in place to enhance employee engagement and satisfaction, and/or retention strategies to reduce turnover and associated hiring costs?

The hybrid working schedules involving some days in office and some days working from home, as well as flexible working hours, is something DAS employees really seem to enjoy and appreciate. With other competing agencies offering this, it is something we could easily lose employees over otherwise. We also encourage and support professional development opportunities such as training and conferences for our staff. Several of our job classifications have pathways for promotion (attorney, financial analyst, and fiscal specialist classifications). We also work hard to ensure open communication with our employees, hoping they feel heard and have their issues addressed if needed.

What emerging challenges do you expect the organization to face in the next three years?

We are struggling with the prospect of several key staff retirements looming ahead. There is a labor shortage in the moment for public defenders and contract attorneys which has proven very difficult. The anticipated legislature re-criminalization of drug possession will drive an increase in filings which will likely render us unable to keep up. We are also finding the contractor market across the County to be turning increasingly unfavorable due to expansive liability. Some vendors are not interested in working with us because they can't afford the insurance or aren't willing to assume to risk of doing so. This particular issue is extremely worrisome related to things like inmate medical services in our Jail, as an example.

