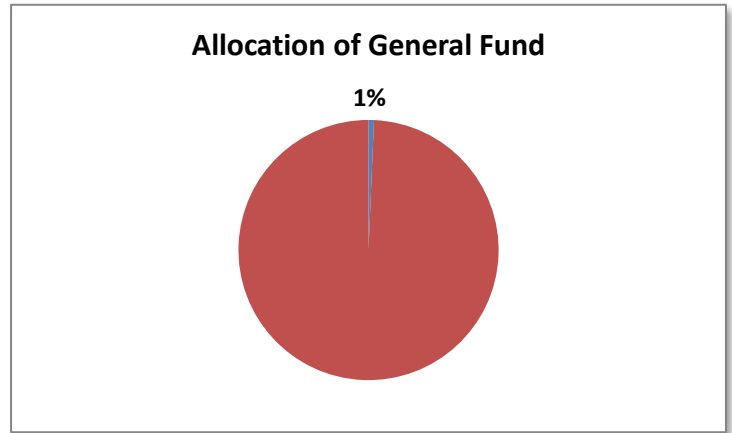
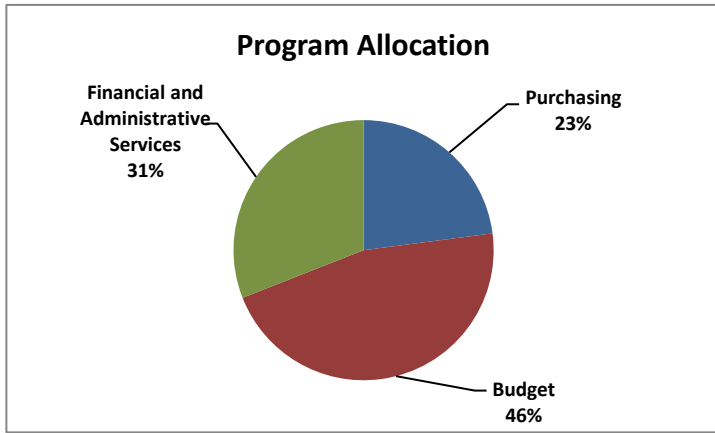
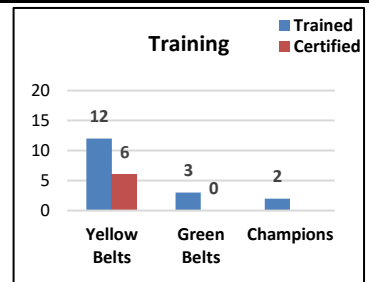
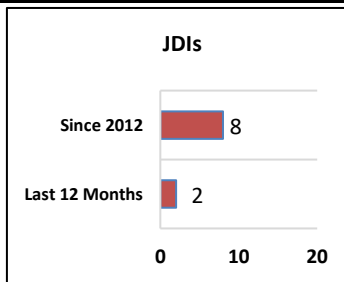
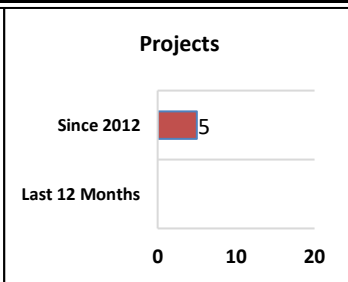




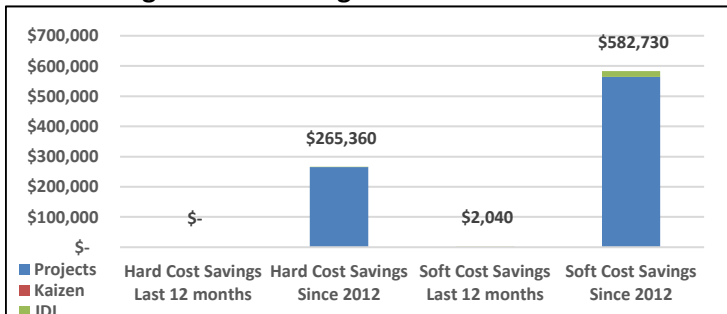
Mission: The Department of Administrative Services (DAS) consists of three General Fund divisions that operate under the Board of County Commissioners. DAS provides County departments and elected offices with centralized financial and general administrative services, thereby optimizing their services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



Revenue	2019	2020	Change
Taxes	\$0	\$0	N/A
License and Permits	\$0	\$0	N/A
Intergovernmental	\$0	\$0	N/A
Charges for Services	\$0	\$0	N/A
Fines and Forfeits	\$0	\$0	N/A
Misc/Other	\$0	\$0	N/A
TOTAL REVENUE	\$0	\$0	N/A
Expenses	2019	2020	Change
Salaries & Benefits	\$611,092	\$603,935	-1%
Supplies	\$9,250	\$9,250	0%
Services	\$36,500	\$36,500	0%
Interfund Payments	\$93,697	\$113,442	21%
Other Uses	\$0	\$0	N/A
TOTAL EXPENSES	\$750,539	\$763,127	2%
FTEs (Full Time Equivalents)	5.34	5.00	-0.34



PEAK Program Cost Savings



Key Outcomes

- Substantial Process Review during Workday Financial System Migration
- Increased utilization of Hubble software among departments and offices.
- Coordination of Hubble and PowerBI to engage users in advanced data analytics and increase access to information.



Program Title: Purchasing

Program Budget: \$175,023

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 purchase requisitions, determine appropriate purchasing methods, obtain quotes, develop standard specifications, and to solicit bids and requests for proposals. 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 will be launching new policy 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 will continue evaluating the possible implementation of a module in the financial management system which would allow for requisition entry by the user and subsequent electronic approval of the purchase after receipt.

Quality Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. % Increase in Green Purchasing (Office Depot)	20%	30%	30%	21%	64%	60%
2. Rebate from Purchasing Card Use (Office Depot)	\$2,500	\$2,000	\$1,851	\$1,982	\$2,946	\$2,803
Workload Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. # of Purchase Orders Processed	1,500	1,500	1,500	1,462	1,384	1,253
2. # of Bids Processed	100	45	40	38	33	25
3. # of RFP/RFQ's Processed	130	35	50	31	45	28

Budget Totals

	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	\$175,023	\$163,196	\$148,590	\$136,725	\$143,039	\$191,942
Difference	(\$175,023)	(\$163,196)	(\$148,590)	(\$136,725)	(\$143,039)	(\$191,942)
# of FTEs	1.30	1.30	1.20	1.20	1.70	1.97



Program Title: Budget

Program Budget: \$351,748

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 immediate focus of this office is on the replacement of the County's Financial System, which is believed to deliver improved reporting capabilities and other efficiencies.

Quality Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. Budget Analyst Training Hours	150	120	165	60	182	104
3. General Fund Reserve as a % of Total Expenditures	24%	21%	17%	21%	20%	23%
Workload Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. # of Cost Centers Monitored	200	202	203	259	244	282
2. # of Departments that Receive Direct Services	9	7	7	6	6	5
3. # of Budget Related Agenda Items Presented	24	24	25	22	22	9

Budget Totals

	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	\$351,748	\$363,297	\$390,291	\$369,593	\$369,642	\$328,516
Difference	(\$351,748)	(\$363,297)	(\$390,291)	(\$369,593)	(\$369,642)	(\$328,516)
# of FTEs	2.60	2.75	3.15	3.15	3.38	3.38



Program Title: Financial and Administrative Services

Program Budget: \$236,356

Purpose

The Financial and Administrative Services division provides payroll, accounts payable, and contract support to the departments/offices of Administrative Services, Information Services, Parks Department, Human Resources, Facilities Maintenance, Coroner, Risk Management, and the Board of County Commissioners. This division maintains the security access system for the Port Orchard & Parks campus including system access card processing and ID badge management. The Commute Trip Reduction 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.

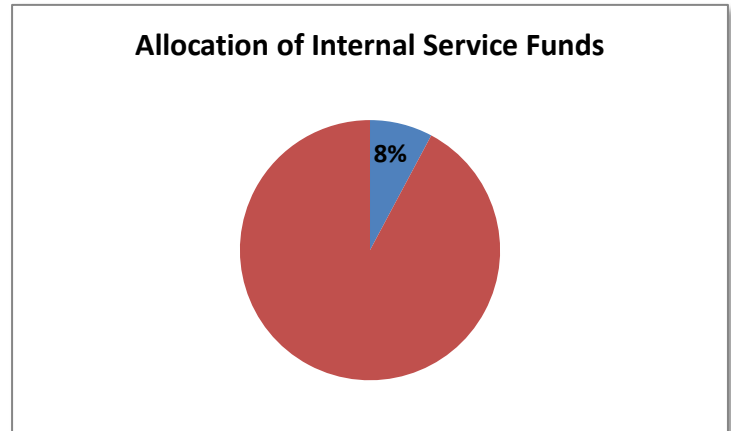
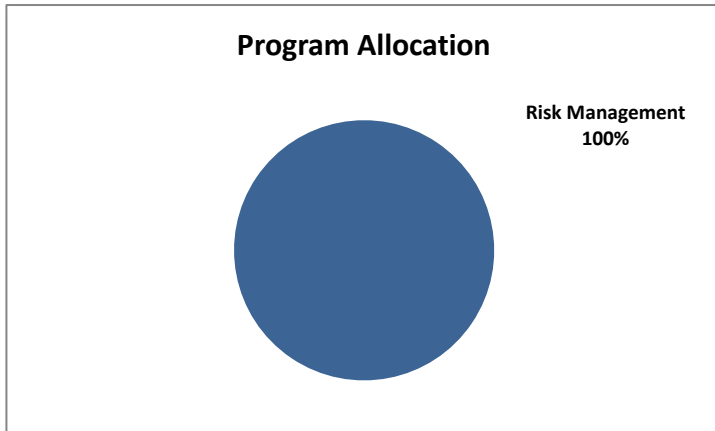
Quality Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. # FTEs Not Needed as a Result of Consolidation	6	6	6	6	6	7
2. Savings through Consolidation	\$350,000	\$340,000	\$330,000	\$335,000	\$330,000	\$385,000
Workload Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. # of A/P Vouchers Processed	9,600	8,500	6,800	8,214	7,048	6,757
2. # of Employees Processed through Payroll	220	200	185	206	179	150
3. # of Contracts Processed	85	50	65	48	51	61

Budget Totals

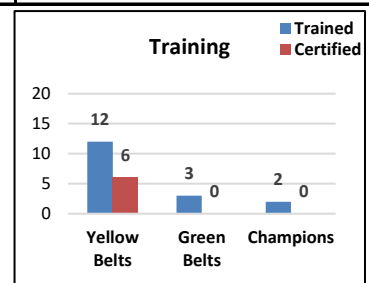
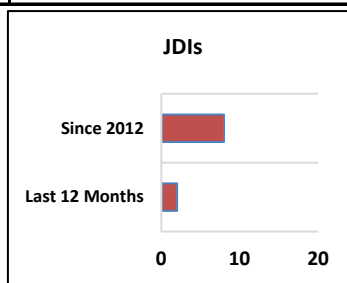
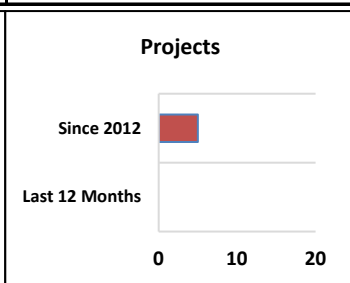
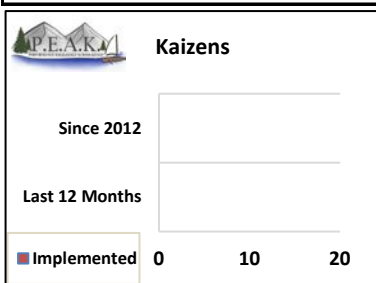
	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	\$236,356	\$224,046	\$195,489	\$165,420	\$165,582	\$174,317
Difference	(\$236,356)	(\$224,046)	(\$195,489)	(\$165,420)	(\$165,582)	(\$174,317)
# of FTEs	1.10	1.29	1.11	1.11	1.16	1.36



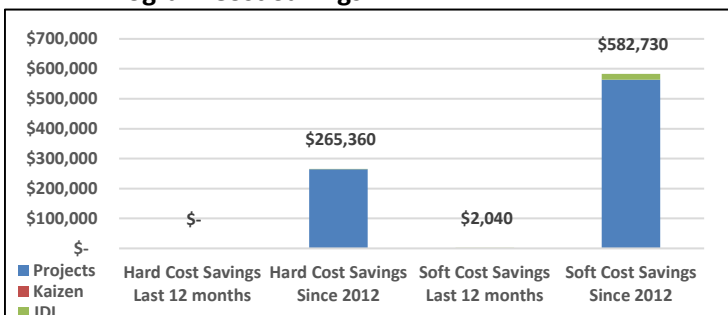
Mission: The Risk Management division's mission is to protect against the financial consequences of accidental catastrophic losses; preserve assets from destruction or depletion; minimize the long-term cost of all activities related to identification, prevention, and control of accidental losses; and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



Revenue	2019	2020	Change
Taxes	\$0	\$0	N/A
License and Permits	\$0	\$0	N/A
Intergovernmental	\$0	\$0	N/A
Charges for Services	\$0	\$0	N/A
Fines and Forfeits	\$0	\$0	N/A
Misc/Other	\$4,029,030	\$3,966,151	-2%
TOTAL REVENUE	\$4,029,030	\$3,966,151	-2%
Expenses	2019	2020	Change
Salaries & Benefits	\$1,658,403	\$1,664,707	0%
Supplies	\$39,500	\$89,500	127%
Services	\$2,253,494	\$2,133,494	-5%
Interfund Payments	\$404,087	\$419,395	4%
Other Uses	\$2,500	\$6,000	140%
TOTAL EXPENSES	\$4,357,984	\$4,313,096	-1%
FTEs (Full Time Equivalents)	7.00	7.75	0.75



PEAK Program Cost Savings



Key Outcomes

Risk Management will strive to have an additional employee complete Yellow Belt certification. Following completion of the training, Risk will review processes and practices and develop projects. Risk Management continually reviews processes and practices internally to ensure efficiency.



Program Title: Risk Management						
Program Budget: \$4,313,096						
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	Timely reporting, prompt investigation, and early claims adjusting of liability claims has resulted in lower overall rates in the self-insurance liability program over the last several years. Prompt investigation, early intervention, and utilization of the return-to-work program have helped reduce significant increases in worker's compensation costs. With increased emphasis on accident prevention and changes to the return-to-work program, worker's compensation costs should trend downward and significant time loss claims should decrease in number.					
Quality Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. Property/Casualty Claims	40	45	18	45	49	42
2. Workers Comp Claims	75	80	67	78	94	90
Workload Indicators:	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
1. Contracts Reviewed	700	700	700	987	877	665
2. Audits/Insp./Assts	12	12	10	8	10	12
3. Employees Trained	800	800	800	746	620	825
Budget Totals						
	2020 Submission	2019 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Revenues	\$3,966,151	\$4,029,030	\$3,447,375	\$3,877,693	\$4,297,529	\$4,143,421
Expenditures	\$4,313,096	\$4,357,984	\$3,621,745	\$3,589,472	\$4,142,465	\$4,064,095
Difference	(\$346,945)	(\$328,954)	(\$174,370)	\$288,221	\$155,064	\$79,326
# of FTEs	7.75	7.00	6.98	4.63	4.43	4.33