



Our Mission

To deliver innovative business solutions and services to meet the needs of those we serve.

Our Vision

We enable government to best serve the people of Washington.

Background

Enterprise Services began operations on October 1, 2011 following legislative approval of the largest consolidation of state government agencies in more than two decades. The merger brought together whole and significant parts of five agencies: General Administration, Printing, Information Services, Office of Financial Management, and Personnel. The initial consolidation eliminated \$18 million from the combined agency budgets as an upfront savings and included layoffs of about 100 employees.

First-Year Highlights

Enterprise Services is a diverse agency with a mission to deliver innovative, responsive and integrated services. Our expertise covers a wide range of services – from information technology, contracts and financial systems to providing guidance to job seekers across the state. We manage leases for state agencies, oversee a vehicle fleet operation, supervise public works projects, deliver state mail and handle print production. We supervise public works construction and negotiate energy-efficiency projects that benefit public clients. We also take pride in the care and stewardship of the capitol grounds in Olympia and facilities at other locations in Washington.

Efficiencies Result in Lower Budget Request

After absorbing the significant costs of the consolidation, Enterprise Services has undergone numerous reviews and subsequent realignment of its programs. As a result, the department submitted an operating budget proposal for the 2013-15 biennium in which it will ask for less money than originally allocated for its initial year. This is in keeping with the expectation that combining the back-office service functions of state government result in additional efficiencies and savings beyond those assumed in creation of the agency.

Enterprise Services also made a voluntary contribution of \$27 million from various program reserves to help meet state budget concerns in 2011.

Personnel

Funded positions October 2011 – 1,089

Funded positions October 2012 – 1,045

Washington Management Service (WMS) employees October 2011 – 64

Washington Management Service (WMS) employees October 2012 – 63

The department will complete its review of all WMS positions by June 2013.

Exempt Management Services employees October 2011 – 70

Exempt Management Services employees October 2012 – 38

Statewide Projects

Rate proposal would transform billing for central services

Enterprise Services is proposing a substantial transformation in statewide budgeting and billing for central-services charges. This would include new rate structures for enterprise systems; master contracts and procurement; real estate services; personnel services; small-agency support services; [Access Washington](#); and the geospatial data portal. Rates will also be simplified for use of fleet vehicles and surplus services.

Rates and fees are expected to become easier to understand, fair and better able to support statewide goals while reducing internal administrative work.

Reforms in statewide purchasing practices begin in 2013

Enterprise Services initiated legislation that the Legislature approved in 2012 to consolidate purchasing laws under one agency and one set of rules. The [reforms](#) will make the procurement process more transparent, competitive and efficient. Most of the changes took effect Jan. 1, 2013. Enterprise Services manages purchases of more than \$1 billion annually through management of about 1,000 contracts for various goods and services, information technology and personal services.

Time, Leave, Attendance Project focuses on revamping outdated systems

Enterprise Services is working in partnership with state agencies to develop an easier and more efficient method for keeping [track of employee time and leave](#). More than 100 timekeeping systems exist across state agencies, many of which are paper-based. The goal is to automate the common business rules shared by state agencies, while balancing the unique needs of each. This project is considered the first phase in modernizing the state's core financial systems. A [request for proposals](#) from potential vendors was issued in February 2013.

Consolidation boosts efficiency of state fleet operations

Enterprise Services is nearing its goal to reduce the size of overall state vehicle fleets by 500 vehicles. Of the 14 agency fleets that are part of the statewide consolidation effort, 12 have transitioned into the vehicle management system at Enterprise Services, resulting in lower costs and greater fuel efficiency.

Study offers recommendations to bolster public works procurement

Enterprise Services worked with contractors, labor organizations, project owners and other interested parties to review the state's [public works procurement process](#). The study, requested by the Legislature in the 2012 supplemental capital budget, provides recommendations about public works procurement reform.

Efficiencies and Savings

Contracts/Purchasing

- Negotiated a [new office supplies contract](#) for state government that reduces costs by 21 percent and saves about \$6 million every two years. This contract provides a standard product list of about 3,600 of the most commonly used office supplies, ink and toner cartridges and copy paper. This is reduction from the previous list of 60,000 available items.
- Identified [\\$4 million in overcharges](#) in a master contract that a vendor returned to customer agencies.
- Creating a small team of auditors that will regularly review contracts to ensure that customer agencies receive the services and prices specified.

Finance

- Consolidated and integrated financial systems from five agencies.
- Reconciled the accounting activities of the agencies involved in the consolidation.
- Organized the Finance Division to improve service delivery to client agencies, including small agency financial support.
- Ensured appropriate revenue to support the agency and payment of bills.

Capitol Campus

- Managed successful cleaning, the first since 2004, of the [Legislative Building](#) through a \$1.148 million contract that came in \$500,000 less than expected. Contractor completed the project ahead of schedule in November 2012.
- In cooperation with the Washington State Patrol, Enterprise Services began a [notification system](#) for use on the Capitol Campus. The system sends short email messages to employees, tenants and nearby residents about emergency situations and weather-related closures of facilities.
- Managed installation of [new energy-efficient lighting system](#) in Capitol Campus parking garages to save about \$145,500 annually through lower utility bills and fewer repairs.

Information Technology

- Enterprise Services is working in partnership with the Office of the Chief Information Officer to identify methods to better track spending on information technology and develop more efficient and less costly purchases. The overarching purpose is to ensure that agencies and the state as a whole better manage IT portfolios using solid financial and technical data.
- As of December, 2012, 27 agencies implemented the automated leave management feature of the state's payroll system. This feature eliminates most of the paper related to leave requests and approvals, and provides employees and supervisors the ability to view up-to-date leave balances and plans at any time. Agencies have reported a 67 percent reduction in time needed to enter leave into their payroll records.
- Reviewed the 300 to 400 software applications that Enterprise Services inherited. The department identified at least 68 that are redundant and can be eliminated. To date, 41 of these applications have been decommissioned. Another 10 are in the process of being decommissioned.
- Established a one-stop center for agency customers to receive support for a variety of technical services. This is the result of merging a dozen technology help desks that were part of the original consolidation.

Statewide Services

- [Surplus Programs](#) at Enterprise Services assisted the Liquor Control Board's auction of liquor store rights to the public using an online site. Sales generated about \$29 million for state funds.
- Surplus Programs also assisted the Liquor Board by selling thousands of items from the closure of liquor stores across the state. The program in Tumwater made the merchandise available to the public. Sales were also promoted through Facebook and Twitter.
- Real Estate Services is working with a private broker to manage the sale of the Liquor Board's former merchandise distribution center in Seattle.
- Fleet Operations worked with state agencies to develop an approval process for the purchase of vehicles. This has helped to identify 49 sport-utility vehicles (SUVs) that can be replaced by a more fuel-efficient sedan.
- Assisted the Department of Labor and Industries in a review of its vehicle fleet, which will result in a 17 percent reduction in the use of SUVs.

- Enterprise Services' Mail program merged the Department of Social and Health Services insert production operation with its own. The partnership reduces annual costs by nearly \$416,000. The bulk of savings come from the reduction of building leases, eliminating redundant machinery and less overall maintenance.
- [Partnered with Goodwill Industries](#) of Tacoma to donate used office furniture and supplies for sale at more than a dozen Goodwill store locations. This reduces the volume of surplus goods and helps Goodwill create job opportunities.
- The Surplus Program conducted an [online auction of 1,700 pounds of antlers](#) seized from poachers. This raised \$21,000 for a state anti-poaching program at the Department of Fish and Wildlife.

Personnel Services and Human Resources

- The Enterprise Services Recruitment Team worked with the Employment Security Department, Health Care Authority, the Department of Retirement Systems and Liquor Control Board on a series of special layoff presentations for 900 workers whose jobs were lost following passage of a statewide initiative, and closures of some state facilities.
- Completed the reclassification of 91 employees at the former Department of Printing to ensure inclusion in the overall state personnel system.
- Recruiters teamed with the Office of the State HR Director and other state agencies to improve access for military veterans to state jobs. Among the new innovations are an improved veteran's page on the [Careers.wa.gov](#) site that provides access a variety of information and tools that veterans can use in searching for employment. An innovative project with Joint Base Lewis McChord also works to match veterans to jobs.
- Expanded the Learning Management System to 50 agencies, which now use it for e-learning and classroom training. The result is a closure of shadow systems at several agencies and the shutdown of a 32-year-old mainframe system.

Contracting of Services

The consolidation legislation includes a provision that allows the Office of Financial Management (OFM) to select up to six activities or services for review each biennium to determine if they may be performed more effectively in the private sector. Three services were chosen for the agency's first biennium.

- In May 2012, Enterprise Services sought vendor proposals for website and E-government services. In March 2013, [OFM decided](#) that website development and maintenance and e-government services should be managed by vendors.
- Currently evaluating proposals from vendors regarding delivery of state mail outside of Thurston County.
- The department invited bids from vendors regarding bulk printing. These are under evaluation.

OFM must decide whether these services will be contracted by June 30, 2013. This process must be repeated biennially until June 2018.

Lean: Continuous Performance Improvement

Enterprise Services is employing the Lean approach to continuously refine its operations and ensure that citizens get the most value for their tax dollars. During its first year, the department launched six Lean projects, including one in its Production Services program that will achieve an annual savings of \$80,000. Several other Lean projects are currently underway. Enterprise Services also led development of a [master contract](#) for private Lean consultants that other state agencies and local governments can hire for service.

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