



June 9<sup>th</sup>, 2022

# Rate Day 2022

**OFM**

OFFICE OF FINANCIAL MANAGEMENT

# Agenda

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Time	Agenda Item
2:00-2:10	Welcome by the Office of Financial Management
2:10-2:20	Office of Administrative Hearings
2:20-2:30	Secretary of State
2:30-2:45	Consolidated Technology Services (WaTech)
2:45-3:00	State Auditor
3:00-3:10	<b>Break</b>
3:10-3:30	Attorney General
3:30-3:45	Office of Financial Management
3:45-4:00	Labor and Industries
4:00-4:20	Department of Enterprise Services
4:20-4:30	Additional time for agency questions

# Privacy Statement

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*The law requires consent prior to recording a person's participation in an event. Your participation in this video conference equals consent to be recorded, as required by law. If you do not consent to being recorded but choose to participate, please turn your camera off and use the chat feature to interact with the other participants.*

# Housekeeping

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- All presentations and materials will be available on the OFM website on the 'Budget Related Information' page.
- Please raise your virtual hand if you have a question.
- Please keep your cameras and microphones off until called on to ask a question. (Even though we'd love to see all of your faces!)
- Please complete engagement survey afterwards to be entered into a raffle for homemade cookies from Cheri Keller. (Flavor and dietary restrictions are part of the questions!)

# What are Central Services?

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- Services that one agency provides to many agencies
  - These services are provided for a cost
    - For example:
      - Audits
      - Legal Services
      - IT infrastructure
      - Vehicle purchases
      - Mail delivery
- Services are either invoiced as an Allocation or a Fee for Service;
  - Allocation | Fixed total cost divided by agency usage
  - Fee for Service | Based on agencies usage

# The Central Services Model

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- A budgeting tool used to estimate impact to agencies
- Data elements
  - Allocation split – % for who's using the service
    - Provided by the central service provider or statewide data from OFM (FTE count, etc.)
  - Fund split – how agencies pay for services
    - Provided by each agency during biennial budget submission

# The Central Services Model

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Example: Proposal to turn Capital Lake into Chocolate Lake.

Questions
How much will it cost?
Who will pay for it?
In which funds will they pay for it?



*Swimming at Capitol Lake Park, c. 1964.*



# The Central Services Model



Name (Agency)	Usage (Allocation %)	Currency (Fund Split)	Cost (100)
Augustus	75%	Euros	€75
Mike	2%	US Dollars	\$2
Violet	5%	British Pounds	£5
Charlie	10%	Kindness	♥10
Veruca	8%	British Pounds	£8

# The Central Services Model

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Example: Proposal to turn Capital Lake into Chocolate Lake.

Questions	Answer	Where is this data point from?
How much will it cost?	\$100	Varying compilations between agency, OFM, and Legislature
Who will pay for it?	The five contestants	Allocation percentage determined by the service provider methodology
In which funds will they pay for it?	Money of country	Fund split provided by the agency

# The Central Services Model

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## Allocation examples

- DES | Campus rent
- OFM | ERP Financing (One Washington)
- WaTech | Enterprise System Rates
- DES | Real Estate Services (Lease renewals)

## Fee for Service

- Office of Administrative Hearing
- Office of the Attorney General
- Office of the State Auditor
- Office of Secretary of State

# How can I control my costs?

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- Ensure accurate FTE count
  - Check HRMS (Human Resource Management System)
- Use centralized service
- Establish business processes



# FOR MORE INFORMATION:

Tyler Lentz

360.790.0055

[Tyler.Lentz@ofm.wa.gov](mailto:Tyler.Lentz@ofm.wa.gov)

[ofm.wa.gov](http://ofm.wa.gov)

## OFM

OFFICE OF FINANCIAL MANAGEMENT



# Office of Administrative Hearings Rate Day

June 9, 2022





## **Presenter:**

Deborah M. Feinstein

Chief Financial Officer

Office of Administrative Hearings

(360) 407-2717

[Deborah.Feinstein@oah.wa.gov](mailto:Deborah.Feinstein@oah.wa.gov)



## Topics:

- Brief Overview of the Office of Administrative Hearings (OAH)
- Caseloads and Impacts of the Covid-19 Pandemic
- Current Billing Methodology and Rate Structure
- Central Service Model, Decision Packages, and Fiscal Notes



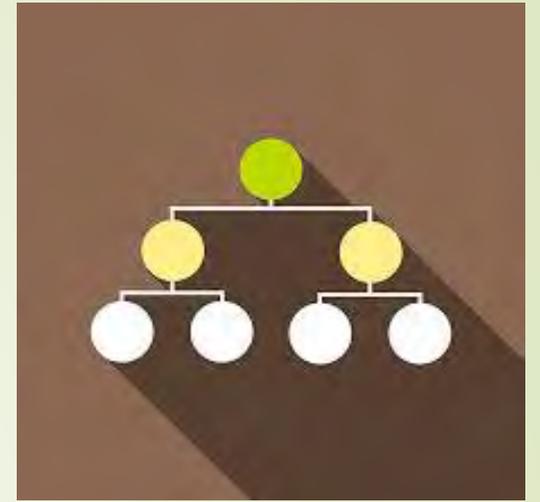
## Office of Administrative Hearings (OAH):

- History: The Legislature created OAH in 1981, adopting the recommendation of the Washington State Bar Association Administrative Law Task Force to “improve the appearance of fairness” in the administrative hearings process.
- The Legislature also intended the administrative hearings to be easily accessible to the public.



## Office of Administrative Hearings (OAH):

- Mission: To hear and independently resolve disputes between the public and state agencies with an impartial, quick, and easy to access process.
- Vision: All people of Washington can meaningfully participate in their hearing and understand the result.



## OAH Organization:

- Administrative hearings (appeals) are held by administrative law judges (ALJs) who are experienced attorneys appointed by the Chief Administrative Law Judge.
- The Chief Administrative Law Judge is appointed by the Governor and confirmed by the Senate for a 5 year term. Current Chief ALJ is Lorraine Lee. She is in her third term which ends June 30, 2025.
- OAH Staff also includes professional legal support staff, customer service specialists (call center) and other administrative staff.



## OAH Hearings:

- ALJs conduct hearings for people and businesses who disagree with actions taken by state and local government agencies.
- Most are by telephone but there are also video and in-person hearings.
- The ALJ issues a written order that upholds or reverses the agency action.
  - ❖ Hearings have relaxed rules of procedure
  - ❖ Parties are placed under oath
  - ❖ Parties do not need attorneys to adequately represent themselves
  - ❖ No filing fees for litigants



## Participants and Systems:

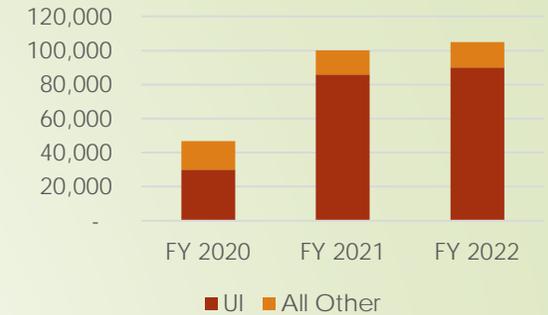
- Since other state agencies and local governments, refer appeals to OAH, they are called “referring agencies”.
- Most of the information is sent to OAH electronically and both referring agencies and appellants can access the information through OAH portals. OAH now has one case management system.
- Currently OAH hears appeals from about 30 referring agencies encompassing 160 active programs.
- Referring agencies include:
  - ESD, DSHS, HCA, DCYF, OSPI, L&I (not worker’s compensation), LCB, OIC, WSU, DFI, DOL, WSP, DFW and many others.



## Caseloads and Impacts of Covid-19 Pandemic:

- Appeals cover a wide range of topics and can take from a few hours to weeks or months to complete.
- Appeals vary from unemployment insurance to public assistance to special education to prevailing wage to licenses, etc.

OAH Intake Numbers



## Caseloads and Impacts of Covid-19 Pandemic:

- Covid-19 Pandemic-impact on appeal numbers:
  - Total Appeals Intake/Unemployment Insurance Appeals Intake:
    - FY 2020: 46,681/29,955
    - FY 2021: 100,025/86,017
    - FY 2022 Projection: 105,000/90,000
  - To meet this high demand, OAH has increased staffing, worked with ESD on streamlining procedures, implemented new hearing options, etc.



## Current Billing Methodology and Rate Structure:

- OAH has one major revolving fund that supports its operations.
- Revenue for the fund is derived from billing referring agencies.
- Billing methodology:
  - Several different methodologies over the past 40 years.
  - Need to simplify the methodology and make it as fair and transparent as possible.
  - Current methodology developed in consultation with referring agencies and approved by OFM.
  - Began January 1, 2021.



## Current Billing Methodology and Rate Structure:

- Billing Methodology - fully loaded rates:
  - One for ALJ billable hours and one for Legal Support Staff billable hours.
  - Billable hours are only the hours worked on a particular referring agency's caseload. They do NOT include time spent on leave, reading general emails, committee meetings, etc.
  - There is no overhead charge.
- Current rates are:
  - ALJ: \$180 per hour;
  - Legal Support Staff: \$110 per hour.



## Current Billing Methodology and Rate Structure:

- Advantages:
  - Each referring agency is only billed for the work done for that agency.
  - Invoices and billings are easy to understand.
  - Projected billings are based on future workload.
  - Historical billings can be quickly verified.
  - Current billing methodology and rates have enabled OAH to bring its fund and cash balance back to financially sound levels.



## Central Service Model (CSM):

- Referring agencies pay OAH for its services.
- CSM developed to estimate the amount OAH will bill each agency in order to provide referring agencies with funding to pay for those services.
  - Amount in the CSM is only an estimate.
  - Referring agencies need to pay the full amount of the billings (less or more).



## Central Service Model (CSM):

- During CSM and budget development:
  - OAH works with OFM to get approval if there is a need for a rate change due to changes in COLAs, benefits, and other budget cost drivers.
  - OAH provides OFM with its estimate of individual agency billings through the CSM.
- Good news:
  - Current projections are that the current billing rates will remain for the 2023-25 biennium.
  - \$180 per ALJ billable hour/\$110 per Legal Support Staff billable hour.



## Central Service Model (CSM):

- CSM Allocation Split is determined for each referring agency:
  - Discussions with referring agencies on any new information or caseload changes. Please let OAH know of any agency decision packages that may increase appeals.
  - OAH analyzes actuals, trends, and new information.
  - For 2023-25, attention will be paid to the change in billing methodology and rates in January 2021 and its impact on actuals and trends.
  - Any changes in projected billings from OAH or referring agency decision packages that impact only one or a few agencies will be added to those agencies only.

## Central Service Model (CSM):

- During the biennium:
  - OAH meets and works with agencies throughout the biennium to review billing actuals vs estimates.
  - Revisions to the CSM in the supplemental may be made through corresponding decision packages from both OAH and the referring agency or through minor re-distributions.





## Central Service Model (CSM):

- During the biennium:
  - Legislation may increase billings:
    - OAH and referring agencies coordinate on fiscal notes that reflect changes to billings due to proposed legislation.
    - Legislature may fund decision packages and fiscal notes in updated CSM.
  - Rates are reviewed each year.



**Thank you!**

# Central Service Rate Day

June 9, 2022

## Archives Services

**WASHINGTON**



Secretary of State

# Office of the Secretary of State

- Not just the elections agency
  - Over 300 staff in several locations across the state providing various services including
    - State Library
    - Archives
    - Corporations and Charities Registration
    - Combined Fund Drive
    - Address Confidentiality Program
    - Productivity Board (re-authorized during 2022 session)
    - And more....
- For more information visit [SOS.Wa.Gov](https://sos.wa.gov)

# Archives Division

- Preserves history for the next generation of Washingtonians and serves as a resource for professional and personal researchers and educators
- Holds essential information used in legal proceedings and secure records for public consumption
- Supports governmental effectiveness and transparency

# Archives Division

In addition to the state archives program

- **Local Government Archives and Records Management Service**
  - Separate dedicated account and revenue sources
- **Imaging fees for services**
  - Another separate dedicated account, fee for service

# Authorization/Mandate

Funding for the state archives program is authorized in [RCW 40.14.025](#)

“The secretary of state and the director of financial management shall jointly establish a procedure and formula for allocation the costs of services provided by the division of archives and records management to state agencies. The total amount allotted for services to state agencies shall not exceed the appropriation to the...account during any allotment period.”

# Allocation Formula

## Services - Agency FTEs

- 65% of the total billing
- For managing, preserving, training, and records management services

## Records Center Box Storage

- 35% of the total billing

# Services & Calculations

## Records Management

- Collecting, preserving and providing access to the state agency archival records that have been transferred to the Archives
- Provide information to state agencies on all phases of records management

## Box Charge (Records Center Storage)

- Covers all services, storage, supplies. Includes records pick-up, file retrieval, re-filing and confidential records disposition

# 2021 Archives Facts and Figures

## Records Management

- 43 webinar presentations and 20,730 self-service training presentations

## Records Center Storage

- 9,300 records requests
- 13,935 New boxes received
- 18,950 boxes destroyed

# Rate History

Biennium	Annual FTE Charge	Per Box Charge
21-23*	\$41.85	\$5.57
19-21	\$25.73	\$5.41
17-19	\$25.18	\$4.80
15-17	\$22.42	\$4.18

\*FTE rates increase resulted from an OFM/Legislative change to the FTE count at higher ed institutions. The impact was to lower the overall FTE count over which to spread OSOS costs.

# What's Next?

## 2022 Supplemental Budget Changes

- Calculating FY23 annual agency invoicing now
- Quarterly invoices – Beginning of each quarter
  - Exception – 1<sup>st</sup> qrt invoices will go out late Aug/Early September

# How Can You Influence Costs?

- Do not keep records longer than required by retention schedules (unless for litigation or audit hold, etc.)
- Do not store records in paper that you are already storing electronically
- Respond quickly to the disposition notices sent by the Records Center

# Contact Information

- Terry Badger, State Archivist [Terry.Badger@sos.wa.gov](mailto:Terry.Badger@sos.wa.gov)
- Mike Woods, Budget Manger [Michael.Woods@sos.wa.gov](mailto:Michael.Woods@sos.wa.gov)



*Washington's Consolidated Technology Services Agency*

# Rate Day June 9, 2022

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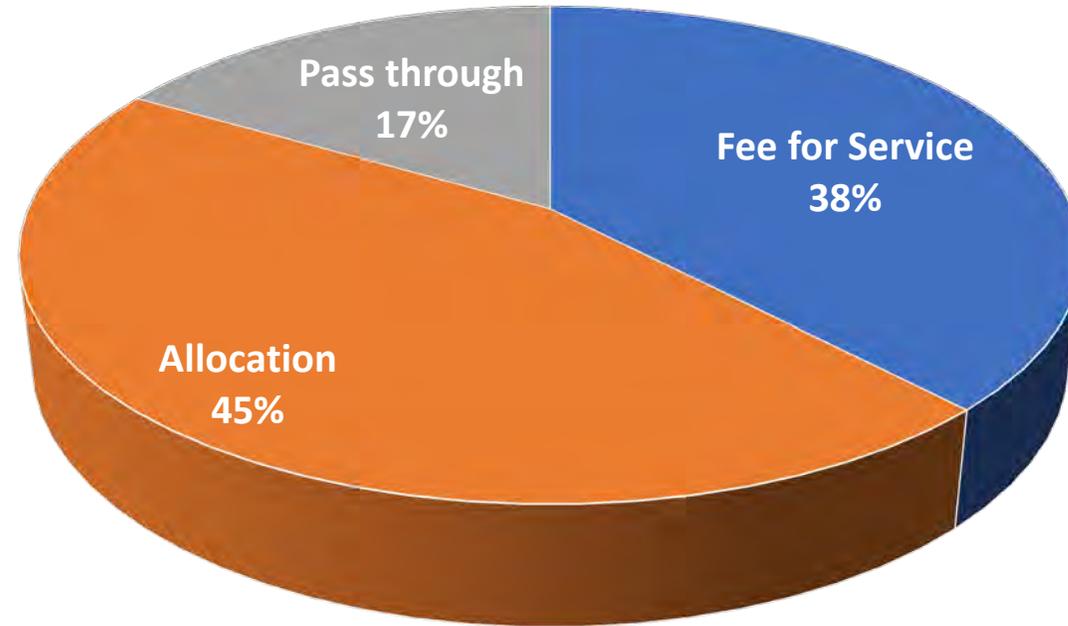
Chris Winans, WaTech Finance  
[Christina.Winans@watech.wa.gov](mailto:Christina.Winans@watech.wa.gov)  
360-407-8908

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# Mission | Vision | Values

- **Mission:** Advancing Washington's technology strategies and services.
- **Vision:** Trusted leader and technology partner of choice.
- **Guiding Principles**
  - People first
  - Customer focused
  - Service-driven
  - Deliver quality solutions
  - Lead with integrity

WaTech collects revenue from three Primary sources



# WaTech Fee For Services



Cloud



Communications &  
Collaboration



Security



Professional  
Services



Network



Legacy Services



Identity



Hosting

[See all WaTech service offerings \(https://watech.wa.gov/services\)](https://watech.wa.gov/services)

# WaTech Allocations

- ▶ State Data Center
- ▶ Geospatial Portal (aka. GIS)
- ▶ CTS Central Services\*\*
- ▶ Small Agency IT Support\*\*
- ▶ Security Infrastructure
- ▶ Office of Chief Information Officer
- ▶ Office of Cybersecurity
- ▶ State Data Network
- ▶ Enterprise Service Rates
- ▶ Security Gateway
- ▶ Microsoft M365 Licensing\*\*
- ▶ Cloud Services\*\*

*\*\* New Allocations since 2018*

# Cloud Services Allocation

2022 session, a new allocation was added, Enterprise Cloud Service, \$6,708,000

## Description:

- This allocation supports the state's cloud migration strategy and to enable efficient and secure cloud-based operations.
- Funding also supports staff to provide technical assistance to state agencies, establishing state standards for network architecture, development of cybersecurity standards, and support for agency cloud migration projects.
- Additionally, this funding also helps conduct planning activities for workforce training for cloud readiness, based on recommendations developed in the task force report submitted pursuant to Chapter 40, Laws of 2021 (E2SHB 1274).

Billing methodology: Funds are distributed to agencies based on agencies IT spending and agencies IT FTEs.

# M365 Licensing Allocation

2021 session, a new allocation was added, Microsoft Office 365, \$23,150,000

## Description:

The allocation was established so that WaTech can centrally procure, manage, and distribute Microsoft 365 licenses for state agencies to safeguard assets and achieve economies of scale and efficiencies.

Microsoft 365 is a line of subscription services launched in 2017 that includes Office 365 with enterprise licenses and other cloud -based services.

Billing methodology: based on agencies budgeted FTEs.

# CTS Central Service

2019 session, a new allocation was added, CTS Central Service, \$2,492,000

Description: Funding is provided, in addition to the refinancing of the 1500 Jefferson Building, to align the cost per square foot amount paid by tenants to the Helen Sommers Building.

Billing methodology: based on agencies budgeted FTEs.

## Central Service Model - New

2019 session, a new allocation was added, Enterprise Security Infrastructure, \$995,000

Description: Funding was provided to expand vulnerability assessment services and improve network analysis to continually identify security breaches, issues, and misconfigured/unpatched devices through the use of a hardware and software scanning platform service. This service is a cybersecurity complement to the Computer Emergency Readiness Team (CERT).

Methodology: based on agencies' budgeted FTEs.

2022 session update:

- Funding is provided for maintenance and operations costs for the Security Information and Event Management platform, which assists the state in assessing and monitoring cybersecurity threats. Additional \$10,238,000 was provided for the total of \$11,233,000.

# Small Agency IT Support

2019 session, a new allocation was added, Small Agency IT Support, \$4,375,000

## Description:

Funding was provided through a new allocation for the creation of a service tailored to meet the information technology (IT) needs of small agencies. Services include full-service desktop support, server assistance, security, and consultation.

Methodology: based on participating agencies FTEs.

# Other Central Service Model

Allocation	Description	Funding
<b>Enterprise Service Rates</b>	Access and support for most financial business processes and most recently includes secure file transfer and Access Washington.	Funding is based on agencies budgeted FTE.
<b>State Data Center</b>	There are no services associated with this allocation. The State Data Center Allocation was established solely to pay for the debt service on the state data center building. It does not pay for the rent for the office building, and does not pay for the operations of the state data center.	Funding is based on the amount each agency spends on IT (project x/y expenditures).
<b>Security Gateway</b>	Allows agencies to make their State Governmental Network (SGN)/Intergovernmental Network (IGN) web services available to the internet in a secure and reliable manner.	Allocation funding is based on the agency's number of budgeted FTEs and number of applications each agency has using the gateway. Additionally, agencies with 50+ FTEs pay a yearly base fee of \$1500.

# Other Central Service Model (continued)

Allocation	Description	Funding
<b>Office of Chief Information Officer (OCIO)</b>	Includes enterprise IT strategy, policy, oversight, enterprise architecture, and portfolio management.	Funding is based on actual agency IT FTE; For institutions of higher education (both the four-year institutions and the community and technical college system), only IT FTEs that support administrative functions of the institutions are counted.
<b>Office of Cybersecurity (OCS)</b>	Established to ensure consistent funding for cybersecurity policy and technology leadership for state government, as well as to promote cooperation and coordination between regional and national governments and corporations.	Agencies with 50+ FTEs pay a yearly base fee of \$2000. The remaining cost of the office is allocated based on the agency's number of budgeted FTEs.
<b>Location Based Services</b>	Includes Geospatial Portal which enables access to 100+ geospatial and data imagery services in one location.	The Geospatial Portal allocation is spread to agencies in the allocation based on a weighted 4-Part Index; IP addresses of agencies using the portal; a survey of FTEs of GIS-using agencies; an OCIO survey of annual investment in GIS services; and a point-based system based on agency size.

## Rates under review

- **Private Cloud:** At the beginning of fiscal year 2022, WaTech implemented a 12% temporary rate reduction for Washington State Cloud (aka Private Cloud). The rate reduction will end at the end of this biennium (June 30, 2023). However, the final decision will be made after the completion of the comprehensive rate plan.
- WaTech is planning to conduct a comprehensive review of all existing FFS services.
- Therefore, at this time, WaTech does not plan on changing any rates related to existing Fee for Service (FFS) items.

## WaTech Support

If you need help with a technology issue, please contact our support team:

360.586.1000

1.855.WaTech1 (1.855.928.3241)

support@watech.wa.gov

## Support Center Operating Hours

**Monday through Friday:**

6 a.m. - 8 p.m.

8 p.m. - 6 a.m. Automated on-call support

**Saturday/Sunday/Holidays**

Automated on-call support

WaTech Strategic Plan:

<https://watech.wa.gov/about/Strategic-Planning>

Billing and Rates Page – Includes latest news about rates, allocations and Apptio guidance

<https://watech.wa.gov/about/resources/billing-information>

List of all services:

<https://watech.wa.gov/services#az>

Customer Account Managers (by agency):

<https://watech.wa.gov/sites/default/files/public/customer-acct-mgrs-agncy-assign.pdf>

Customer resources:

<https://watech.wa.gov/about/customer-resources>

# 2022 Rate Day

Presentation by the Office of the Washington State Auditor

Jim Brownell

*Assistant Director of State Audit and  
Special Investigations*

June 9, 2022

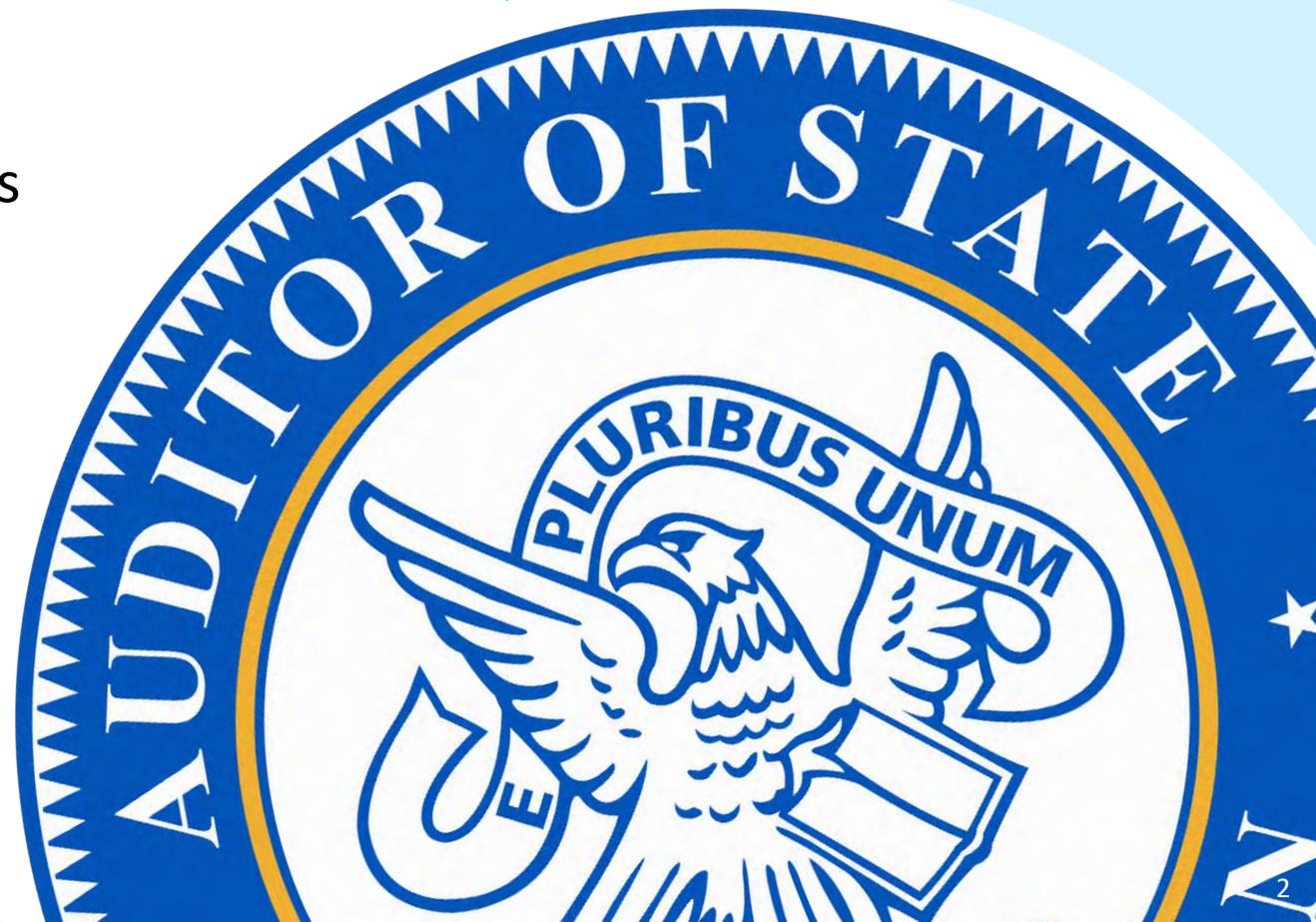


Office of the  
Washington  
State Auditor  
Pat McCarthy



# State Auditor's Office Overview

- Led by State Auditor Pat McCarthy
- Auditor of all public accounts
- We audit more than 160 state agencies and 2,150 local governments
- 41 different government types
- SAO is staffed by over 400 FTEs





# Types of State Agency Audits and Investigations

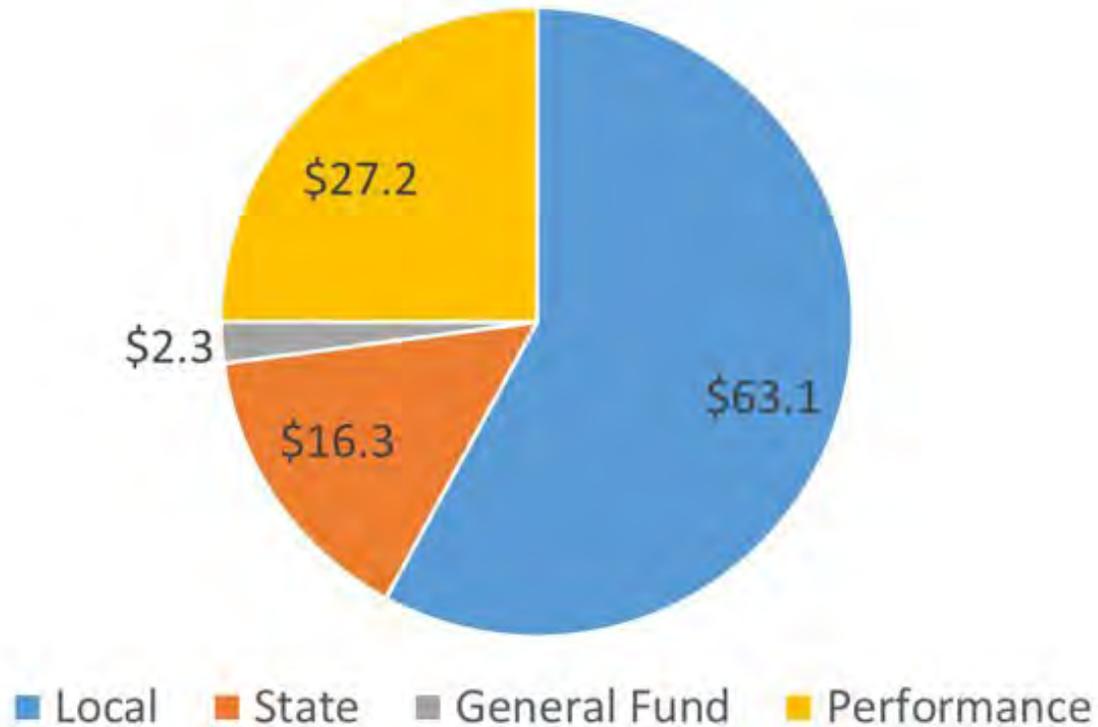
- State's Annual Comprehensive Annual Financial Report (ACFR)
- State of Washington Single Audit (SWSA)
- Accountability Audits
- Fraud and Whistleblower Investigations
- Forensic computer investigations and OCIO reviews
- Performance audits
- Use of deadly force investigation audits



# Funded Primarily by Governments We Audit



Funding by source  
2021-23 biennium  
*in millions*





## SAO is Appropriated Funding for:

- ACFR
- SWSA
- Accountability audits
- Whistleblower Investigations

The Auditing Services Revolving Account is supported 100% through billing for state agency audit services

# SAO Budget Development

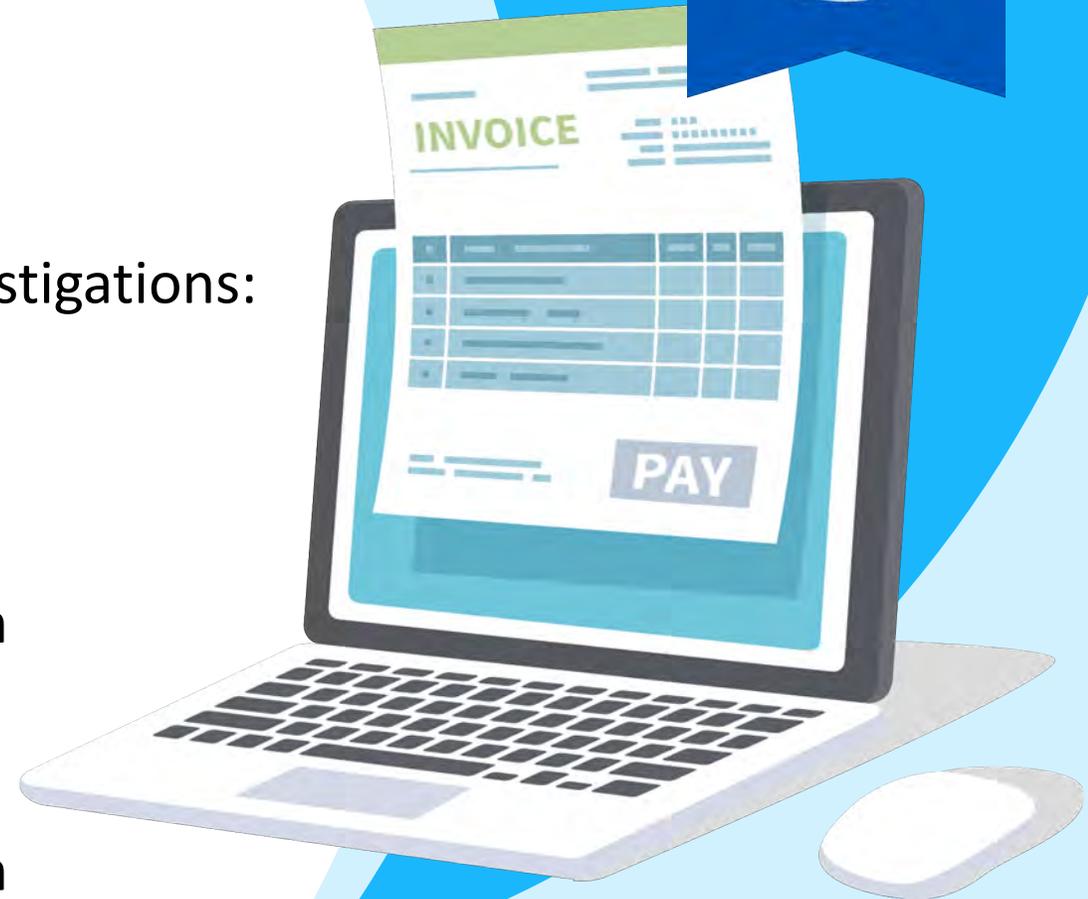
- Develop projected audits costs by agency
  - Individual agency accountability audits are based on a risk assessment
  - Whistleblower budget estimates are based on the prior three years' activity
  - ACFR and SWSA are allocations
- We present projected audit costs to OFM each biennium for inclusion in state agency budgets
- Agency funding is adjusted during the supplemental budget based on significant changes in audit plans



# Billing Methodology

**Audit work is billed using an hourly rate, multiplied by actual hours work**

- Accountability audits and Whistleblower Investigations:
  - Agency-specific and are billed monthly
- ACFR
  - Billed quarterly based on agency's allocation
- SWSA
  - Billed quarterly based on agency's allocation



# Fraud Investigations

- State law requires state agencies and local governments to immediately report known or suspected losses of public funds or assets and other illegal activity to our Office.
- At times, we open a fraud investigation regarding these matters.
- We directly bill for reviewing internal fraud investigations at state agencies, performing our own work and generating fraud reports.



# Fiscal Year 2022 Billing Rates

- Audit services billing rate
  - \$118 per hour
- Fraud investigation billing rate
  - \$210 per hour
- Billing rates are developed to cover all direct and indirect costs of the audit work and include a percentage of agency overhead based on activity.



# Questions



# How to Contact the SAO

Jim Brownell, Assistant Director  
of State Audit and Special  
Investigations

[brownelj@sao.wa.gov](mailto:brownelj@sao.wa.gov)

(564) 999-0782

Website: [www.sao.wa.gov](http://www.sao.wa.gov)

Twitter: [@WASateAuditor](https://twitter.com/WASateAuditor)

Facebook: [www.facebook.com/WASateAuditorsOffice](https://www.facebook.com/WASateAuditorsOffice)

LinkedIn: [Washington State Auditor's Office](https://www.linkedin.com/company/Washington-State-Auditor's-Office)

Charleen Patten, Financial  
Services Operations Manager

[pattenc@sao.wa.gov](mailto:pattenc@sao.wa.gov)

(564) 999-0941



***OFFICE OF THE ATTORNEY GENERAL***  
***Attorney General Bob Ferguson***

**2022 Rate Day**

**Mark Melroy**  
AGO CFO

**Edd Giger**  
AGO Budget Director

**Merdan Bazarov**  
AGO Budget Manager



# AGO Overview

The AGO represents all state agencies. More than 150 agencies, boards and commissions receive legal services every month.

## Examples of AGO Client Services

- Child dependency, guardianship & terminations (~7,145 open cases which includes 3,345 new dependency, termination, and guardianship cases in FY 2021)
- Vulnerable adult protective services
- Environmental protection & natural resources litigation
- Defend allegations filed against state agencies
- Representation in Collective Bargaining, Interest Arbitration & Labor Disputes
- Major Litigation: Opioids, Tobacco Diligent Enforcement, Monsanto, Motel 6, College System Benefits, and Amazon

# How is the AGO Funded?

- **Legal Services Revolving Account**
  - ❖ **Billing Authority is provided in the Central Service Model and One-Time funding is outside of the Model**
- **General Fund State and Federal:**
  - ❖ **Prosecution of Sexual Violent Predators**
  - ❖ **Medicaid Fraud Control**
  - ❖ **Sexual Assault Kit Initiative**
- **Misc. Other Funds/Accounts:**
  - ❖ **Anti-Trust Revolving, Charitable Asset Protection, Local Government Archives, Manufactured/Mobile Home Dispute Resolution, New Motor Vehicle Arbitration, Medicaid Fraud Penalty, Child Rescue, and Tobacco Prevention/Control**

# What Does WA State Purchase with AGO Legal Services?

- **Advice on Legal Matters:**
  - ❖ Constitutional and RCW interpretation
  - ❖ Rulemaking guidance and assistance
  - ❖ Policy advice and review
- **Lawsuit Services:**
  - ❖ Case discovery & investigation
  - ❖ Litigation defense
  - ❖ Appellate court work
- **Risk Management: Objective, comprehensive, and expert legal guidance that reduces risk of future liabilities**

*AAG rates cover the full cost of providing legal services.  
Costs include support staff (admin & legal), supplies, travel and IT .*

# What Does the Client Purchase with this Rate?

## Cost Avoidance:

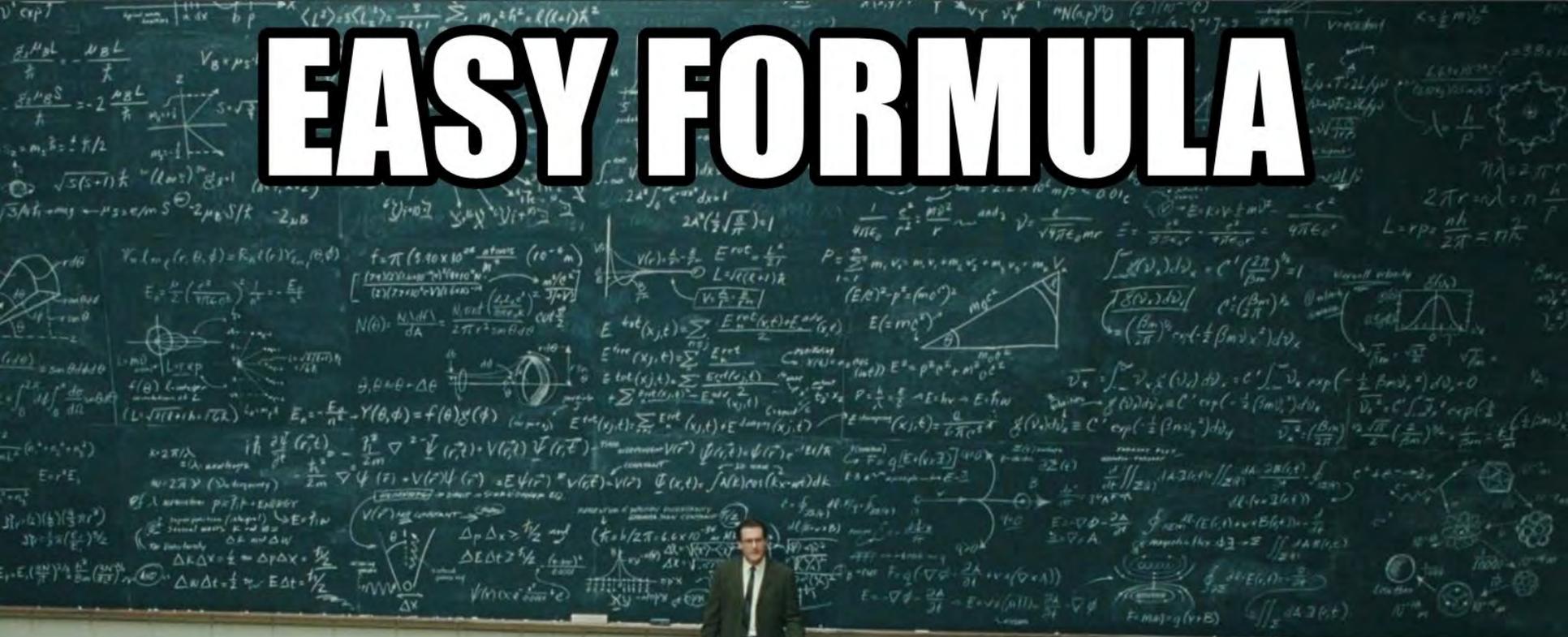
- Defending State Agencies against high dollar lawsuits.
- 47% of Tort cases resolved with zero payout.
- Expert legal services and representation
- Client needs range from 15 minutes of advice on a phone call to multi-biennial court cases (*Ride the Ducks*, *McCleary v. WA State*, & *Wahkiakum County v. WA State* (Basic Education Construction))

*Current Events: Legal services in response to the College benefit cases (Rush v. WA State and Wolf v. WA State). Multiple state agencies involved.*

# Why is the Rate at its Respective Level?

- Rates are designed to recover the costs of providing legal services to the client.
- Costs are as low as possible. (Administrative and other support staffing at minimal levels, maximizes technology to reduce travel costs, limited office supplies, reduced printing)
- Rates developed at the beginning of the biennium do not cover unanticipated or emergent needs such as the Basic Education Construction litigation or Voting Rights litigation.
- The allocation client agencies receive from the OFM Central Service Model is an estimate based on previous spending levels. A client's actual needs may exceed this estimate.

# EASY FORMULA



# FOR AAG BILLING RATE

# What is the Rate?

- **AAG billing rates are calculated individually for each AGO division.**
- **Current AAG billing rates range from \$16,100 to \$56,000 per AAG FTE per month, and averages \$23,589**
- **Paralegal billing rate: \$9,000 per PL FTE per month**
- **Investigator billing rate: \$11,200 per INV FTE per month**

*Current rates will be changing effective July 2022 to incorporate the 2022 supplemental funding changes  
(calculations & potential change drivers described later in presentation)*

# Overview of Rate Methodology

## AAG Billing Rates

**Projected AGO division expenditures**



**÷ Division's total AAG FTEs**  
*(Number of AAGs needed to meet client needs)*



**÷ Number of months**



**= Monthly billing rate per AAG**

# Overview of Rate Methodology (Cont'd)

## How Bills are Calculated

Legal services work is tracked in timesheets

↓  
Time is converted to FTE

↓  
✖ Rate per FTE

↓  
+ Direct litigation costs

↓  
= Monthly bill to client

# FTE Billing

- **Clients are not billed additional costs for time worked in excess of 174 hours a month (average based on 2088 hours per year).**
- **Clients are only billed when legal services are provided.**
- **Clients can receive legal services from more than one AGO division.**
- **All legal services are tracked to reporting categories based on client requirements, types of services provided, and legislative budget provisos.**

# Future Variables Impacting Rates & Bills

## RATES:

- Legislative increase or decrease to costs
- Central Service Model changes
- AAG Recruitment & Retention funding
- Unanticipated / Emergent costs

## BILLS:

- Changes in clients need for legal services
- Unanticipated / Emergent litigation
- Expert witnesses, Court Reporters, filing fees

# Questions

## Contact Information

Mark Melroy - AGO CFO

Edd Giger – AGO Budget Director – (360) 586-2104

Merdan Bazarov – AGO Operational Budget Manager – (360) 586-9346

Dianna Wilks – AGO Policy Budget Manager – (360) 709-6463

AGO Budget Email – [FISBudget@atg.wa.gov](mailto:FISBudget@atg.wa.gov)



June 9, 2022

# **RATE DAY PRESENTATION**

**O****F****M**

OFFICE OF FINANCIAL MANAGEMENT

# Which fees support OFM services?

OFM Central Services (CSM)

Enterprise Resource Planning (CSM)

Enterprise Applications Fee (CSM)

Personnel Service Charge

OFM Labor Relations Service Charge

\*CSM (Central Service Model)



# OFM Central Services (CSM)

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The central services model sets the fee based on an agency's budgeted FTEs. It supports the following OFM functions:



## Accounting

Provides direction through state accounting policies and supports agencies with administering those policies through training and consulting services.



## Budget

Monitors state agency activities for conformance with executive and legislative intent. Coordinates facilities oversight and planning needs for state agencies.



## Forecasting

Provides the executive branch, the Legislature, and the public with estimates, forecasts, and reports on population, demographic characteristics, the economy and state revenues.



## Policy

Works closely with stakeholders, constituents, legislators, and state and local government agencies to develop policy initiatives in support of the Governor's agenda.

# Enterprise Resource Planning (ERP) Financing (CSM)

---



One Washington, led by OFM with stakeholder input from agencies, is an enterprise-wide transformation program focused on replacing 1960s-era technology with a cloud-based solution for finance, procurement, budget, HR, and payroll processes.

The first phase of the program is in progress and includes replacement of the Agency Financial Reporting System (AFRS) with a new, cloud-based enterprise resource planning (ERP) system.

Funding for these services is based on an agency's budgeted FTEs.

# Enterprise Applications Fee (CSM)

---

This fee is based on an agency's budgeted FTEs. The funding allows OFM to maintain enterprise applications used by agencies to manage their budget, accounting, human resources, and reporting systems including:

- Agency Financial Reporting System (AFRS)
- 1099-MISC Reporting
- Capital Asset Management System (CAMS)
- Disclosure Forms Application (DF)
- Statewide Vendor/Payee Services (SVPS)
- Travel and Expense Management (TEMS)
- Agency Budget System (ABS)
- Agency Budget Requests (ABR)
- Bill Analysis and Tracking System (BATS)
- Capital Budget System (CBS)
- Fiscal Note Systems (FNS)
- Results through Performance Management System (RPM)
- Salary Projection System (SPS)
- The Allotment System (TALS)
- Facilities Portfolio Management Tool (FPMT)
- Bill Enrollment and Agency Requests System (BEARS) -- *coming in summer 2022 and will replace BATS*
- My Portal
- HRMS



# Personnel Services Charges

---

This fee allows OFM to provide state human resource policy services to both general government agencies and higher education institutions. The revenue also supports the Public Employment Relations Commission which assists parties in resolving labor-management disputes and administers eight different collective bargaining laws for public sector employees.



## General Government Rate

The statutory maximum rate for general government agencies can't exceed 1.5% of the salaries for all positions in classified service (RCW 41.06.280).

Starting in 2019, the Legislature required OFM to start billing state agencies for the total cost of administrating the employee transit pass program. Payments received from agencies must be deposited into this account. For the 2021-23 biennium, the billing rate was reduced in the enacted 2022 supplemental budget.



## Higher Education Rate

The statutory maximum rate for higher education institutions can't exceed 0.5% of the salaries for all positions in classified service (RCW 41.06.285).

# Personnel Services Charges (cont.)

---

Provides the necessary funding for OFM to:

*Administer:*

- State classification and compensation structures
- Civil service personnel rules
- State Employee Engagement Survey
- Statewide strategic HR initiatives such as diversity, equity, and inclusion
- Business and employee resource groups
- Core HR training

*Provide:*

- Leadership and support to HR governance working committees to help make the state an employer of choice
- HR analytics, analysis and monitoring of the state's workforce
- Leadership as the business owner for the state's HR information technology systems (HRMS and financial and budgeting projections for employee compensation)

*Oversee:*

- Director's Review program and Personnel Resources Board's appeal process
- Washington Management Service, Exempt Management Service and state salary surveys
- State veterans' and affirmative action-related initiatives

# OFM Labor Relations Service Fee

---

This fee allows OFM to provide labor relation services, such as contract negotiations and bargaining on grievances and other union issues.



## General Government Rate

The general government rate for agencies can't exceed 0.1% of the salaries for all bargaining unit positions in classified service in agencies subject to collective bargaining.

RCW 41.80.140



## Higher Education Rate

The higher education rate also can't exceed 0.1%, but is charged to the operations appropriations of each agency.

RCW 41.80.140



## Other Rates

Interagency agreements are used for some lines of business such as marine employees, Washington State Patrol, and non-state employees (adult family homes, childcare, home care, and language access providers).

# OFM Labor Relations Service Fee

---

Provides the necessary funding for the State Human Resources Division to:

*Conduct:*

- Planning and training sessions with representatives of agencies and institutions of higher education in preparation for collective bargaining.
- Negotiations on behalf of the governor for state agencies and on behalf of higher education institutions.

*Provide:*

- “Train-the-trainer” support to agency HR staff on executed collective bargaining agreements.
- Advice and expertise to agencies and institutions of higher education addressing matters related to contract language.
- Financial projections for all aspects of state employee collective bargaining.
- Classification, compensation and data analysis and reporting related to represented classified employees.

*Respond:*

- To all demands to bargain over changes to mandatory subjects and lead bargaining until an agreement is reached.



# FOR MORE INFORMATION:

Kathy Cody  
Fiscal and Operations  
[ofmfiscalbudget@ofm.wa.gov](mailto:ofmfiscalbudget@ofm.wa.gov)



## OFM

OFFICE OF FINANCIAL MANAGEMENT

# Workers Compensation

## June 9, 2022



# Workers Compensation Rates

<b>Fund</b>	<b>Average Rate/Hour beginning Jan. 2022</b>
<b>Accident</b>	\$ 0.323
<b>Medical Aid</b>	\$ 0.172
<b>Stay-at-Work</b>	\$ 0.005
<b>Supplemental Pension</b>	\$ 0.156
<b>Combined</b>	\$ 0.657

Class Rates are developed each year using the claim and hours data for each class from the previous five fiscal years.

Employers pay all the Accident Fund premiums and half the Medical Aid, Stay at Work, and Supplemental Pension Fund premiums.

Employees pay the rest

# Workers' Compensation Premiums

Class Rates are developed each Summer and communicated to employers in December to be used for the subsequent calendar year.

Experience factors are based on the employers' claims and hours data from the previous three fiscal years.

In FY 2021 the total premium paid by employers for all cabinet agencies was more than \$110 Million

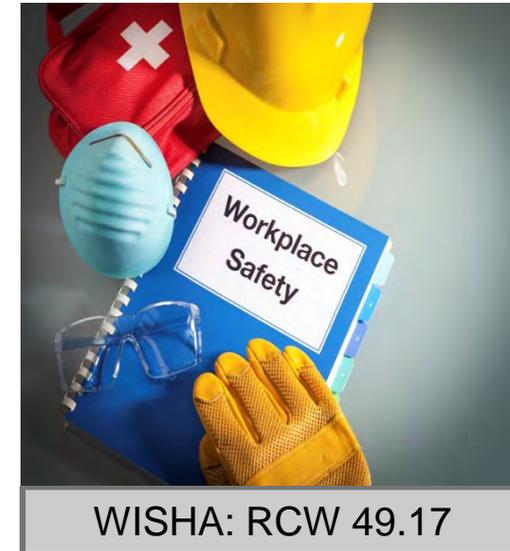
$$\text{Premium} = \text{Experience Factor} \times \text{sum} (\text{Hours}_{\text{Class}} \times \text{Rate}_{\text{Class}}) \\ + \text{SPF Rate} \times \text{sum} (\text{Hours}_{\text{Class}})$$

# How You Can Lower Your WC Costs

- Injury prevention: Safety Culture
- If injury does occur, prompt healing, Stay at Work, Preferred Worker, Return to Work, and Vocational Rehabilitation Programs help reduce workers compensation costs.
- Experience rating lowers FUTURE premiums for better than average past experience, while Retrospective Rating shares savings from better than expected PAST experience.
- State Agencies' under-represented in the stay-at-work and retro programs.

# Primary Employer Responsibilities per WISHA

- Provide a safe and healthy workplace while complying with safety and health standards
- Have an accident-prevention program
- Post a notice of employer responsibility and employee rights
  - WISHA poster (F416-081-909)
- Provide job related safety & health training
- Keep records of all job-related incidents



# DOSH Consultations

A variety of consultation services are available to help employers understand and comply with workplace safety and health rules, protect their employees, and lower workers' comp costs

Free and confidential consultation services available to employers:

1. Safety
2. Industrial Hygiene
3. Ergonomics
4. Risk Management



**Proactive is more  
than just the basics**



# Positive Safety Culture Management and Employees Involvement

- Building positive relationships and trust.
  - Front line employees.
  - Supervisors, managers, and executive leaders.
  - Provide employees with the knowledge and tools to be safe at work.
- Management and employees build an Safety Action Plan or Safety Achievement plan.
- A functional safety program remains vital to the success and effectiveness of any organization.

**Why?**  
**Because Injury Prevention is a  
WIN for Everyone**

**Request a Safety and Health  
Consultation**

**[DOSHconsultation@lni.wa.gov](mailto:DOSHconsultation@lni.wa.gov)**

# L&I Return-to-Work Incentive Programs

## Stay at Work Program

- 40 State Agencies participated
- \$15.4 million reimbursed

## Preferred Worker Program

- 4 State Agencies participated
- \$120,400 reimbursed

### **Why don't more agencies take advantage of these programs?**

- a. We don't have any claims with restrictions.
- b. It sounds too good to be true.
- c. We just don't have the time or resources.
- d. We didn't know about L&I incentive programs.

# L&I Return-to-Work Incentive Programs

## Stay at Work Program

### Temporary light duty

- **Wage reimbursement**  
50% of wages for up to 66 light-duty working days per claim
- **Expense reimbursement**  
Equipment, training & clothing required to perform the light duty job

## Preferred Worker Program

### Permanent medical restrictions

- Premium discount
- Claim protection
- Wage & expense reimbursements
- Continuous employment incentive

We can help you get started! Email us at [StayAtWork@Lni.wa.gov](mailto:StayAtWork@Lni.wa.gov).

# Comparison of Job Modification, Stay at Work, and Preferred Worker Benefits

Question	<b>Job Modification</b> <a href="http://www.Lni.wa.gov/JobModification">www.Lni.wa.gov/JobModification</a> Per Job/Work Site	<b>Stay at Work</b> <a href="http://www.Lni.wa.gov/StayAtWork">www.Lni.wa.gov/StayAtWork</a> Per Claim	<b>Preferred Worker</b> <a href="http://www.Lni.wa.gov/PreferredWorker">www.Lni.wa.gov/PreferredWorker</a> Per Certification Period
Benefit overview	\$5,000 for tools, equipment, training, and alterations to worksite.	<ul style="list-style-type: none"> <li>■ \$2,500 for tools and equipment.</li> <li>■ \$1,000 for tuition, books, training materials.</li> <li>■ \$400 for special clothing.</li> <li>■ Up to \$10,000 for up to 66 days within one consecutive 24-month period.</li> </ul>	<ul style="list-style-type: none"> <li>■ \$2,500 for tools and equipment.</li> <li>■ \$400 for special clothing.</li> <li>■ Up to \$10,000 for up to 66 days within one consecutive 24-month period.</li> <li>■ 10 percent of wages or \$10,000 after 12 months continuous employment, whichever is less.</li> <li>■ Reduced worker premiums.</li> </ul>
What types of jobs qualify?	Job of injury, modified-duty/transitional job, new job, employer of injury, new employer, self-employment.	Transitional or modified-duty job and only with the employer of injury.	Job with lasting employment that is significantly different than the job of injury. Self-employment not eligible.
Is pre-approval required?	Yes, using the <i>Job Modification Assistance Application</i> (F245-346-000): <a href="http://www.Lni.wa.gov/go/F245-346-000">www.Lni.wa.gov/go/F245-346-000</a> .	No – Equipment must be purchased <b>after the approved job is offered to the worker.</b>	Yes – For the job. No – Equipment must be purchased <b>after the approved job is offered to worker.</b>
Is the cost of a private consultation covered?	Yes, for State Fund claims.	No	No
How are the eligibility criteria similar?	<ul style="list-style-type: none"> <li>■ Request is related to the accepted condition(s) on the claim.</li> <li>■ Items needed are specific to the worker's restrictions.</li> </ul>		
Is the worker required to be off work to qualify?	Yes. The worker, at some point in the claim, is off work with time-loss and/or loss of earning power benefits paid or eligible to be off work and was kept on salary by employer.	No. Worker must be medically certified as unable to do the job of injury even if they have not actually missed any work.	No. Worker must be medically certified as unable to do the job of injury even if they have not actually missed any work.
Funding source?	Second Injury Fund	Stay at Work Fund	Second Injury Fund

# Resources

- Stay at Work Program: [www.Lni.wa.gov/StayAtWork](http://www.Lni.wa.gov/StayAtWork)
- Preferred Worker Program: [www.Lni.wa.gov/PreferredWorker](http://www.Lni.wa.gov/PreferredWorker)
- Claim and Account Center: [www.Lni.wa.gov/CAC](http://www.Lni.wa.gov/CAC)
- Sign up for a webinar: [www.Lni.wa.gov/Training](http://www.Lni.wa.gov/Training)
- Risk or Safety Consultation: [www.Lni.wa.gov/Safety](http://www.Lni.wa.gov/Safety)

# Questions?



# 2022 RATE DAY

**KEITH THUNSTEDT, MBA, CGFM**  
BUDGET DIRECTOR

**June 2022**

# DES BUSINESS LINES

- Facilities Management
- Parking
- Capitol Security and Visitor Services
- Surplus
- Printing & Imaging
- Fleet Operations
- Consolidated Mail Services
- Enterprise Contracts and Procurement
- Energy Program
- Engineering and Architectural Services
- Small Agency Financial and HR Services
- Real Estate Services
- Office of Risk Management
- Technology Leasing
- Employee Assistance Program
- Training and Development

# DES FUNDING

## DES collects revenue from two primary sources

### Central Service Model (CSM)

Fixed total cost divided among customer agencies. DES invoices based on the funding agencies are provided to incur these costs.

### Fee for Service

DES sets rates to recover the costs of providing the service. Agencies incur costs based on usage of the service.

# DES FUNDING

**DES collects revenue from two primary sources**

**Central Service Model  
(CSM)**



Several DES business lines utilize both funding strategies. Your agency may be charged for both a CSM allocation **and** a FFS charge.

**Fee for Service**

Note: DES does **not** utilize a hybrid CSM strategy

E-Statements: <https://apps.des.wa.gov/ar/eStatement.aspx>

# FACILITIES MANAGEMENT

Facilities Management provides property and building management and support services for DES owned office and public and historic spaces; provides building maintenance and operations, grounds maintenance, long range planning, historic preservation, contract management of facility services, and development and oversight of capital projects.

*These services include management of the 485-acre Capital campus, over 4.2 million square feet of office and parking facilities, and management of Sylvester, Heritage, Marathon and, Centennial parks, Capital Lake Interpretive Center and Deschutes Parkway*



# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

PHF

Campus Contracts – PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

## Fee for Service

Reimbursable Labor

Reimbursable Materials

# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

PHF

Campus Contracts PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

**Rent is allocated based on tenant occupancy.**

Rent – M&O

- Operations and maintenance of facilities.  
*Standard Services Provided*

Finance Cost Recovery

- Debt service related to the construction, renovation and occupancy of certain space managed by DES

Campus Contracts - Building

- Fire services provided by the Olympia Fire Department, and elevator maintenance.



# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

PHF

Campus Contracts – PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

## New in 21-23!

**All** DES managed facilities are now in the CSM.

Utilities was consolidated with Rent M&O.

“Campus” buildings no longer have a universal blended rate. Each building’s rent is now specific to the costs for that building.

WSP campus security and law enforcement costs were removed from Campus Contracts.

# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

Public and Historic Facilities (PHF)

Campus Contracts PHF

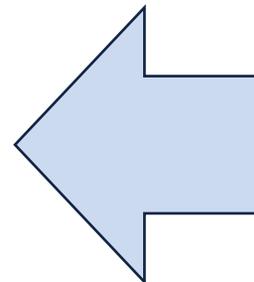
Capital Projects Surcharge

Perry Street and Capital Daycares

**PHF is allocated based on count of Thurston County FTEs.**

PHF – Maintenance and Operations of the public spaces on capitol campus and support for the Visitor Services and Civic education on the capitol campus.

Campus Contracts PHF - Fire services provided by the Olympia Fire Department, and elevator maintenance for the public spaces on capitol campus .



# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

Public and Historic Facilities (PHF)

Campus Contracts PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

**Capital Project Surcharge is allocated based on tenant occupancy.**

Capital Project Surcharge – supports the cost capital projects.



# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

Public and Historic Facilities (PHF)

Campus Contracts PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

**Under Review for 23-25:** *What buildings and what rate this surcharge is applied*

RCW 43.01.090

# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

Campus Contracts - Building

Public and Historic Facilities (PHF)

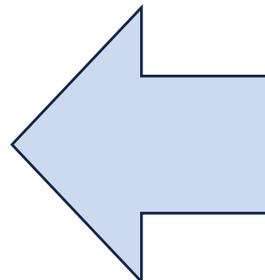
Campus Contracts PHF

Capital Projects Surcharge

Perry Street and Capital Daycares

**Daycare centers are allocated based on Thurston County FTEs.**

Daycares - maintenance of the Perry Street Daycare and Capital Campus Childcare Center.





# FACILITIES MANAGEMENT

## Central Service Model (CSM)

Rent– Maintenance and Operations

Finance Cost Recovery

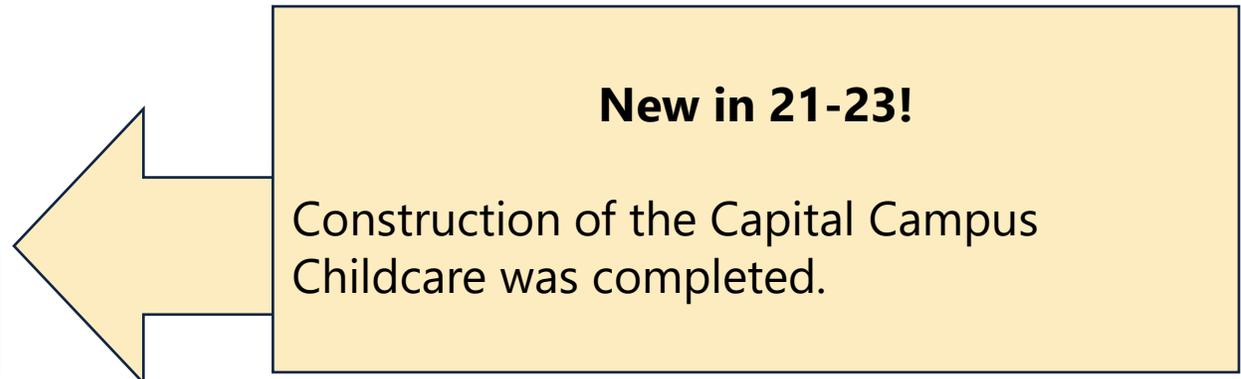
Campus Contracts - Building

Public and Historic Facilities (PHF)

Campus Contracts PHF

Capital Projects Surcharge

Perry Street and Capital Daycares



# FACILITIES MANAGEMENT

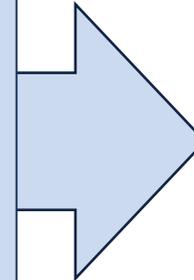
Requests for other office modifications, equipment, or support that are not included in standard services are known as reimbursable requests and can be completed on a reimbursable basis.

## Reimbursable Labor

- Billed by job at the trade rate x number of hours.
- Trade rates are:
  - Custodial: **\$52/hr.**
  - Maintenance: **\$79/hr.**
  - Grounds: **\$80/hr.**
  - Electrical, HVAC, Paint, Carpenter, Plumber, Fire and Environmental, and Security: **\$115/hr.**

## Reimbursable Materials

- Materials costs + mark-up of 1.2% (mark-up is intended to cover shipping/handling costs)



## Fee for Service

Reimbursable Labor  
Reimbursable Materials

*These can include hanging office materials, replacing locks/keys, or installing computer room cooling, dehumidifiers, or other tenant-only equipment. In addition, reimbursable services can include typical base activities requested outside the normal maintenance schedule.*

# PARKING SERVICES

The program provides operation, maintenance, regulation and enforcement of vehicle parking and parking facilities at the state owned or leased facilities.



# PARKING SERVICES

## Central Service Model (CSM)

Parking Surcharge

## Fee for Service

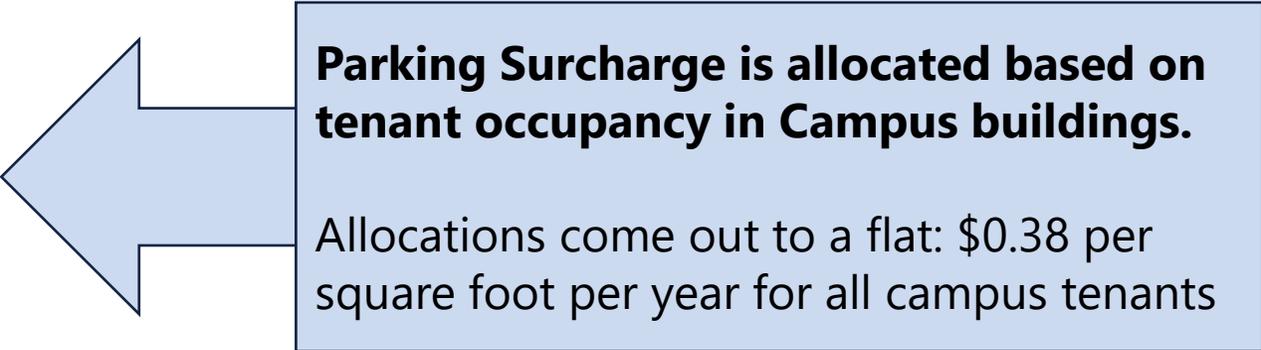
State Agency Parking

Employee Parking

Visitor Parking

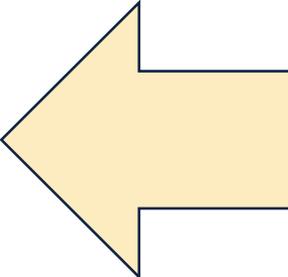
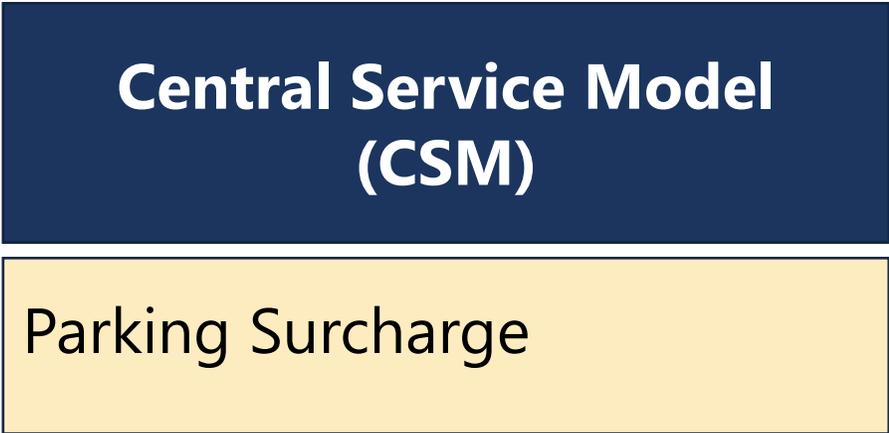
[Parking Fee Schedule](#)

# PARKING SERVICES





# PARKING SERVICES



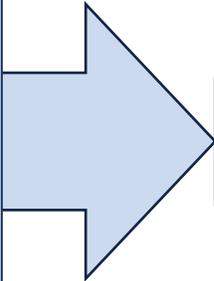
**Under Review for 23-25:**  
*What buildings and what rate this surcharge is applied*

# PARKING SERVICES

Agency Vehicle/Reserved Parking

Parking Services allocates the number of reserved stalls that are available to an agency to assign for a specific use or individual.

Agency Assigned Use Rate: **\$105 per stall per month**



**Fee for Service**

State Agency Parking

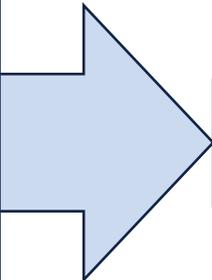
Employee Parking

Visitor Parking

# PARKING SERVICES

## Employee Parking

- Employee General Zoned: **\$35/month**
- Employee reserved areas: **\$49/month**
- Employee Day pass: **\$2.80/day**



## Fee for Service

- State Agency Parking
- Employee Parking
- Visitor Parking



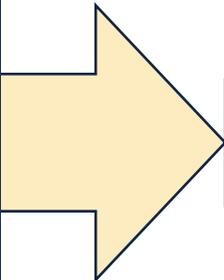
# PARKING SERVICES

## Fee for Service

### New in 21-23!

- Employee Day pass: **\$2.80/day**

The Commute Trip Reduction rate of \$2.80/day was extended to all employee parkers



State Agency Parking

Employee Parking

Visitor Parking

# PARKING SERVICES

## Fee for Service

### Visitor Parking

- Visitors, hourly metered parking: **\$2.00/hour**
- Annual Agency/Director Permit, metered parking: **\$280/year**

State Agency Parking

Employee Parking

Visitor Parking

# CAPITOL SECURITY AND VISITOR SERVICES

The Division of Capitol Security and Visitor Services is responsible for delivery of a comprehensive program of safety, emergency management, security, and visitor services for the Capitol Campus.

# CAPITOL SECURITY AND VISITOR SERVICES

## Central Service Model (CSM)

Rent– Maintenance and Operations

Security on Campus

Public and Historic Facilities (PHF)

## Fee for Service

Visitor Services Permit Fee

Visitor Services-Private and Commercial  
Event Fees

Reimbursable Labor

Reimbursable Materials

Access Issuance Fee (Card Key)

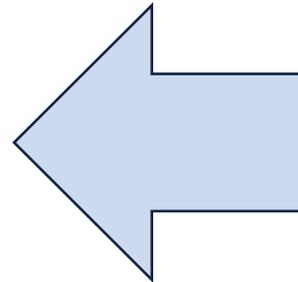
# CAPITOL SECURITY AND VISITOR SERVICES

## Central Service Model (CSM)

Rent– Maintenance and  
Operations

Security on Campus

Public and Historic Facilities  
(PHF)



**Rent is allocated based on tenant  
occupancy.**

Rent – M&O

- Operations and maintenance of facilities.  
*Standard Services Provided*



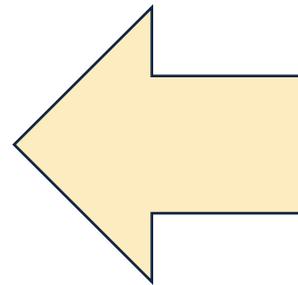
# CAPITOL SECURITY AND VISITOR SERVICES

## Central Service Model (CSM)

Rent– Maintenance and  
Operations

Security on Campus

Public and Historic Facilities  
(PHF)



### New in 21-23!

Security on Campus isolates security improvements and operations on Campus. Also includes WSP campus security and law enforcement costs (moved from Campus Contracts).

- Security on Campus – Building: **allocated based on tenant occupancy.**
- Security on Campus – PHF: **allocated on Thurston County FTEs**

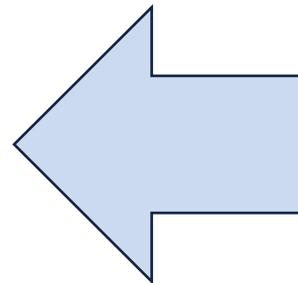
# CAPITOL SECURITY AND VISITOR SERVICES

## Central Service Model (CSM)

Rent– Maintenance and  
Operations

Security on Campus

Public and Historic Facilities  
(PHF)



**PHF is allocated based on count of  
Thurston County FTEs.**

A portion of PHF is for visitor services and  
civic education of the Capitol Campus.

# CAPITOL SECURITY AND VISITOR SERVICES

## Fee for Service

Anyone using the Capitol Campus for a display or event.

[Campus Use Rate Schedule](#)

Visitor Services Permit Fee  
Visitor Services-Private and Commercial Event Fees

Reimbursable Labor

Reimbursable Materials

Access Issuance Fee (Card Key)

# CAPITOL SECURITY AND VISITOR SERVICES

Requests for other modifications, equipment, or support that are not included in standard services are known as reimbursable requests and can be completed on a reimbursable basis.

## Reimbursable Labor

- Billed by job at the trade rate x number of hours.
- Trade rates are:
  - Electrical, HVAC, Paint, Carpenter, Plumber, Fire and Environmental, and Security **\$115/hr.**

## Reimbursable Materials

- Materials costs + mark-up of 1.2% (mark-up is intended to cover shipping/handling costs)

## Fee for Service

Visitor Services Permit Fee

Visitor Services-Private and Commercial Event Fees

Reimbursable Labor

Reimbursable Materials

Access Issuance Fee (Card Key)

# CAPITOL SECURITY AND VISITOR SERVICES

## Fee for Service

Visitor Services Permit Fee

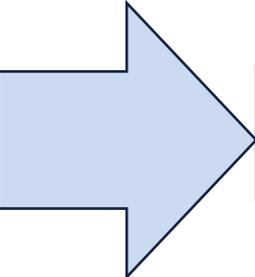
Visitor Services-Private and  
Commercial Event Fees

Reimbursable Labor

Reimbursable Materials

Access Issuance Fee (Card Key)

Fee to issue a new or updated access card.  
Per card rate from **\$7 to \$35** per card.



# SURPLUS OPERATIONS

The Surplus Program handles used goods from state and federal government programs ranging from furniture and computers to vehicles and equipment that are made available for sale to government agencies, non-profit entities and the public. Proceeds from the sales pay for the program operations and also result in financial returns to state and local government agencies.

[des.wa.gov/surplus](https://des.wa.gov/surplus)

#buyitnow

**NOW OPEN**

**VIRTUAL  
SURPLUS  
STOREFRONT**

 Washington State Department of  
**Enterprise Services**

# SURPLUS OPERATIONS

**Central Service Model  
(CSM)**

**Fee for Service**

Online Sale

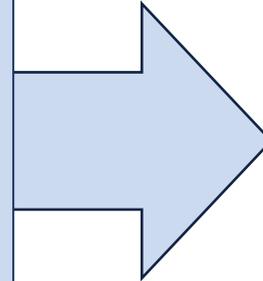
Transportation Fee

Storage Solutions

# SURPLUS OPERATIONS

Quoted or bid price of the item you purchased.

[Online Storefront](#)



**Fee for Service**

Online Sale

Transportation Fee

Storage Solutions

*Surplus Operations is funded through its sales. For some items, proceeds are shared with the donating agency. In these instances, DES maintains the greater of \$500 or 9% of the final sale.*

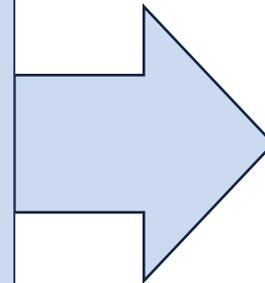
# SURPLUS OPERATIONS

An hourly charge for Surplus to transport items to or from Surplus. Exception: state agency customers are not charged for picking up surplus items to transport to Surplus.

**\$155 per hour + Fuel Surcharge**

The fuel surcharge is a pass-through cost. The program uses the US Energy Information Administration and AAA to obtain the current average fuel rates.

**Update:** Storage Solutions - We are no longer offering storage space rental as a service.



**Fee for Service**

Online Sale

Transportation Fee

~~Storage Solutions~~

# PRINTING AND IMAGING

Printing and Imaging provides a broad range of print, communication, consultation and design services, including traditional offset, bindery and digital printing; on-demand copy services; graphic design services and prepress services.

# PRINTING AND IMAGING

## Central Service Model (CSM)

## Fee for Service

Digital Print - Continuous

Digital Print - Cut Sheet

Print Production (Offset)

Envelopes

Fulfillment

Farmout

# PRINTING AND IMAGING

Digital print is based on a "click rate" per copy + plus paper (or forms) + bindery or finishing options.

Digital Continuous click rate (tiered based on volume):

B&W Tier 1: \$0.046 ea.

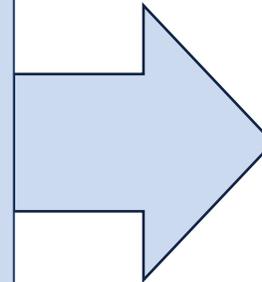
B&W Tier 2: \$0.040 ea.

B&W Tier 3: \$0.030 ea.

Digital Cut Sheet click rate:

B&W: \$0.036 ea.

Color: \$0.13 to \$0.215 ea.



## Fee for Service

Digital Print - Continuous

Digital Print - Cut Sheet

Print Production (Offset)

Envelopes

Fulfillment

Farmout

# PRINTING AND IMAGING

**Fee for Service**

Digital Print - Continuous

Digital Print - Cut Sheet

Print Production (Offset)

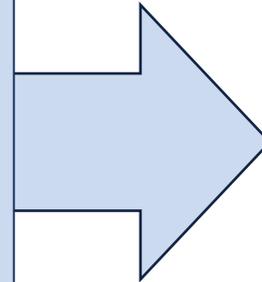
Envelopes

Fulfillment

Farmout

Traditional offset printing.

Quoted or listed per job based on specifications.



# PRINTING AND IMAGING

Fulfillment stores and ships pre-printed items.

Fulfillment user rates:

Storage - Full pallet per month: **\$15**

Storage - Half pallet per month: **\$9**

Hourly labor rate: **\$68.66**

You can also purchase pre-printed items from the [fulfillment store](#). Prices are listed.

## Fee for Service

Digital Print - Continuous

Digital Print - Cut Sheet

Print Production (Offset)

Envelopes

Fulfillment

Farmout

# PRINTING AND IMAGING

Farmout. Specialty jobs produced offsite by pre-qualified vendors.

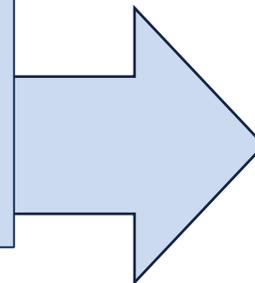
Vendor cost plus an administrative fee of:

10% for jobs between \$0 - \$999

7% for jobs between \$1,000 - \$9,999

5% for jobs between \$10,000 - \$49,999

4% for jobs above \$50,000



## Fee for Service

Digital Print - Continuous

Digital Print - Cut Sheet

Print Production (Offset)

Envelopes

Fulfillment

Farmout

# FLEET OPERATIONS

Fleet Operations manages thousands of vehicles assigned to agencies on a permanent basis and a daily trip fleet for short term rental.

# FLEET OPERATIONS

## Central Service Model (CSM)

## Fee for Service

Fleet Permanently Assigned Vehicles -  
Base Rate

Fleet Permanently Assigned Vehicles -  
Per Mile Rate

Fleet Daily Rentals - Base

Fleet Daily Rentals - Per Mile

Toll Fees

Recovery for vehicle options

Accident repairs

# FLEET OPERATIONS

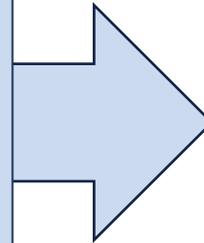
Base Vehicle costs rates have two components:

- Vehicle cost: determined on the rolling 7-year average purchase cost, plus interest, less an assumed salvage value, of that vehicle class.
- Administrative cost: \$74/month

Per Mile costs also have two components:

- variable rate based on current Fuel costs.
- maintenance costs for the vehicle class.

[Vehicle Rates](#)



## Fee for Service

Fleet Permanently Assigned Vehicles - Base Rate

Fleet Permanently Assigned Vehicles - Per Mile Rate

Fleet Daily Rentals - Base

Fleet Daily Rentals - Per Mile

Toll Fees

Recovery for vehicle options

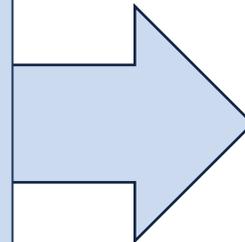
Accident repairs

# FLEET OPERATIONS

Toll Fees: Pass through cost of the non-standard options purchased.

Recovery for vehicle options: Pass through cost of the non-standard options purchased.

Accident repairs: Pass through cost of accident repairs and fees incurred by DES.



## Fee for Service

Fleet Permanently Assigned Vehicles - Base Rate

Fleet Permanently Assigned Vehicles - Per Mile Rate

Fleet Daily Rentals - Base

Fleet Daily Rentals - Per Mile

Toll Fees

Recovery for vehicle options

Accident repairs

# CONSOLIDATED MAIL SERVICES

Consolidated Mail Services (CMS) provides a full range of mail services to state agencies and local governments. Each day, CMS provides:

- Pick up and delivery service for interagency documents and packages,
- Makes over a thousand separate deliveries and pickups,
- Handles hundreds of thousands of pieces of mail, ranging from one ounce letters to 150 pound boxes,
- Offers mail design assistance for automation to achieve postal discounts, in addition to other no charge mail consultations, and
- Ensures safe delivery by x raying all incoming mail to the 98504 ZIP Code.

# CONSOLIDATE MAIL SERVICES

**Central Service Model  
(CSM)**

**Fee for Service**

Sortation (incoming)

Presort (Outgoing)

Insert (Outgoing)

Distribution

# CONSOLIDATED MAIL SERVICES

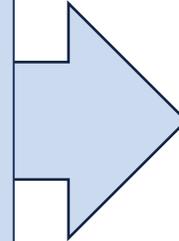
Sortation – sorting the incoming mail to your agency.

Sort Level - per month – Tiered by normal daily mixed volume

- In Town Tier 1 – slot – minimal volume – **\$ 80/month**
- In Town Tier 2 – up to 1 Tub **\$ 194/month**
- In Town Tier 3 – up to 3 Tubs/Trays **\$ 388/month**
- In Town Tier 4 – more than 3 Tubs/Trays **\$ 922/month**
- Out of Town Tier 1 – minimal volume **\$ 48/month**
- Out of Town Tier 2 – up to a Tub **\$ 116/month**

Active PO Box / Mailstop **\$ 2.50 ea/month**

Incoming Accountable mail – per piece **\$ 0.95**



## Fee for Service

Sortation (incoming)

Presort (Outgoing)

Insert (Outgoing)

Distribution

# CONSOLIDATED MAIL SERVICES

Presort – sorting and metering the outgoing mail from your agency. USPS and Small Package Services

- Metering 1st Class letters **\$ 0.05**
- Metering 1st Class flats **\$ 0.10**
- Metering 1st Class parcels **\$ 1.50**
- Priority Mail **\$ 1.50**
- Certified letters / flats **\$ 1.00**
- Certified with ERR **\$ 1.50**
- Re-metering **\$ 0.10**
- Small Package Manifesting **\$ 1.50**
- Active Account Charge - per month/account **\$ 35.00**

**Postage is always a pass-through expense**

## Fee for Service

Sortation (incoming)

Presort (Outgoing)

Insert (Outgoing)

Distribution

# CONSOLIDATED MAIL SERVICES

Insert – inserting printed items into envelopes in preparation for mailing.

- Standard Insert (base rate) **\$ 0.040**
- File-Based Insert (base rate) **\$ 0.045**
- *Additional insert – Above base rate* **\$ 0.005**
- Job Set-up - per job (1-50 pcs., 51-150 pcs., 151 + pcs.) **\$ 10.00, \$20.00, \$30.00**
- Folding **\$ 0.020**
- Insert same day **\$ 0.010**
- Insert next day **\$ 0.005**
- Insert permit mail **\$ 0.005**
- Manual Services\* - per hour (Minimum 6 minutes/.1 Hr.) **\$ 68.00**

## Fee for Service

Sortation (incoming)

Presort (Outgoing)

Insert (Outgoing)

Distribution

# CONSOLIDATED MAIL SERVICES

Distribution – Mail pickup and delivery to your locations.

## Regular Mail Distribution – Distribution Location

- In Town Delivery – Thurston County – **\$ 230/month**
- Out of Town Delivery - **\$ 410/month**
- Freight Mail Distribution – **\$ 535/month**

Regular Mail Volume – over 3-item threshold  
(Box/Tub/Tray=Item) **\$ 4.00 ea**

Oversized Item **\$12.00 ea**

Campus Mail Tracking - per piece **\$ 3.50 ea**

Special Delivery/Pick up – per stop/Day **\$ 30.00 ea**

Freight Volume – per GPC/Cage/Pallet **\$ 30.00 ea**

Special Volume – per Pallet/GPC **\$ 50.00 ea**

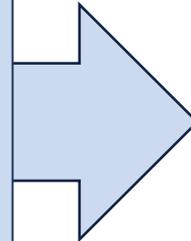
## Fee for Service

Sortation (incoming)

Presort (Outgoing)

Insert (Outgoing)

Distribution



# ENTERPRISE CONTRACTS & PROCUREMENT

Master contracts are contracts established and administered by the Department of Enterprise Services for use by state and local government entities, institutions of higher education, tribal governments and qualifying non profits. These users can purchase products and services directly from contractors without the need for additional competitive procurement activity.

DES provides a full curriculum of required and optional training on contracts and procurement laws and best practices. DES conducts biennial risk assessments of agency procurement practices which serves as the basis for delegation of procurement authority. DES also reviews sole source and emergency procurement requests, and publishes statewide contract statistics.

# ENTERPRISE CONTRACTS & PROCUREMENT

**Central Service Model  
(CSM)**

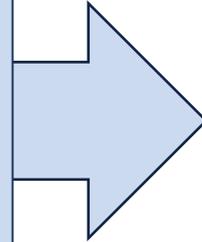
Enterprise Systems Fee

**Fee for Service**

Master Contracts fee

# ENTERPRISE CONTRACTS & PROCUREMENT

Enterprise Contracts & Procurement is primary funded through the Master Contracts Fee. This fee is charged to the **vendors** selling goods and services on Master Contracts. There are no expenses to state agencies.



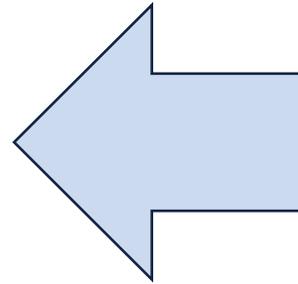
**Fee for Service**

Master Contracts fee

# ENTERPRISE CONTRACTS & PROCUREMENT

## Central Service Model (CSM)

DES Enterprise Applications



**DES Enterprise Applications is allocated on budgeted FTEs.**

Enterprise Contracts & Procurement maintains some state-wide systems needed for procurement and contracts reporting.

A portion of the IT costs to maintain those systems is funded by the DES Enterprise Applications Fee (CSM).

# ENERGY PROGRAM

The Energy Program provides comprehensive project management and other technical services to help our clients reduce energy and operational costs and reach sustainability goals. The Services are provided through interagency agreements (IAA) and project management fees which are based on the size, complexity and type of service provided.

# ENERGY PROGRAM

**Central Service Model  
(CSM)**

**Fee for Service**

Energy Project Management Fee

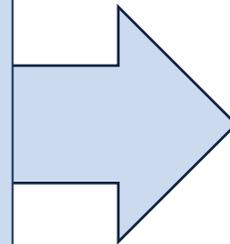
Energy Life Cycle Cost Analysis  
Fee

# ENERGY PROGRAM

The energy program charges a fee for providing project management services for energy/utility conservation projects.

The program uses a tiered fee schedule. Fees range from 1% to 6% depending on project type and cost.

Energy Life Cycle Cost Analysis Fee: \$2,000 per analysis



## Fee for Service

Energy Project Management Fee  
Energy Life Cycle Cost Analysis Fee

# ENGINEERING & ARCHITECTURAL SERVICE

Engineering and Architectural Services offers expertise on a wide range of facility issues and public works project management on behalf of public organizations throughout Washington.

We provide facility design and construction management services for projects identified in the state capital budget. Our role is to be advocates for the interests of our client agencies, and to provide subject matter expertise in Engineering, Architecture, and Public Works project delivery

# ENGINEERING & ARCHITECTURAL SERVICES

**Central Service Model  
(CSM)**

**Fee for Service**

EAS Project Manager  
Reimbursable

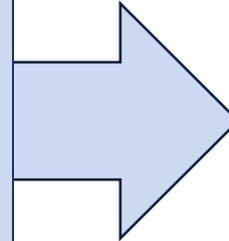
**Capital Appropriation**

Facilities Professional Services:  
Staffing

# ENGINEERING & ARCHITECTURAL SERVICES

For project management services not covered in DES's capital budget appropriation, agencies may contract with EAS for these services through an interagency agreement.

Rate is calculated based on project value and complexity.



**Fee for Service**

EAS Project Manager  
Reimbursable

# SMALL AGENCY FINANCIAL AND HR SERVICES

Small Agency Financial Services (SAFS) offers a variety of financial management services to smaller agencies who may not be able to support a full-time finance team.

Small Agency Human Resources services (SAHR) offers full HR services to smaller agencies that may not be able to support a full-time HR team.

# SMALL AGENCY FINANCIAL AND HR SERVICES

## Central Service Model (CSM)

Small Agency Financial  
Services - CSM

Small Agency HR Services -  
CSM

## Fee for Service

Small Agency Financial Services  
– non CSM

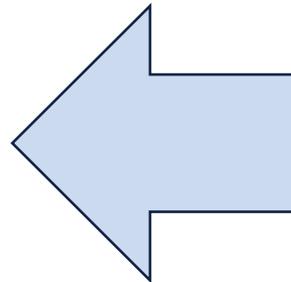
Small Agency HR Services - non  
CSM

# SMALL AGENCY FINANCIAL AND HR SERVICES

## Central Service Model (CSM)

Small Agency Financial  
Services - CSM

Small Agency HR Services -  
CSM



**Payroll:** Allocated on FTEs served

**Accounts Payable:** Allocated on  
transaction processed

**Accounts Receivable:** Allocated on  
transactions processed

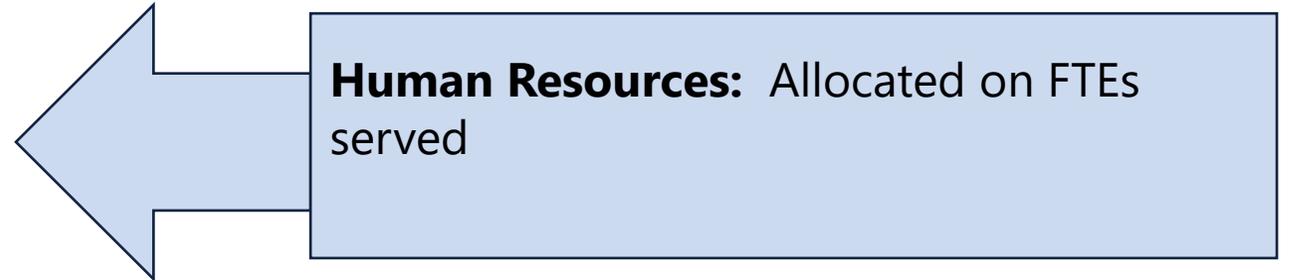
**Budget:** Allocated on budget size and  
complexity

# SMALL AGENCY FINANCIAL AND HR SERVICES

## Central Service Model (CSM)

Small Agency Financial  
Services - CSM

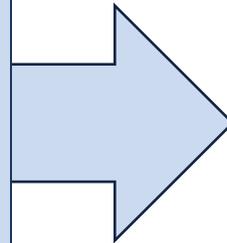
Small Agency HR Services -  
CSM



# SMALL AGENCY FINANCIAL AND HR SERVICES

SAFS and SAHR also provide services for agencies not included in the CSM, or for agencies where funding is not yet included in the CSM, through interagency agreements.

Rates are quoted for these services are set to mimic CSM allocations.



## Fee for Service

Small Agency Financial Services  
– non CSM

Small Agency HR Services - non  
CSM

# REAL ESTATE SERVICES

Real Estate Services is responsible for providing real estate services to state elected officials, state agencies, boards, commissions and educational institutions in accordance with RCW 43.82, State Agency Housing.

Our services include comprehensive leasing and architectural services, construction management, the purchase or sale of state owned properties, worksite parking program assistance and a variety of other real estate transactions.

# REAL ESTATE SERVICES

## Central Service Model (CSM)

Lease Renewal Fee

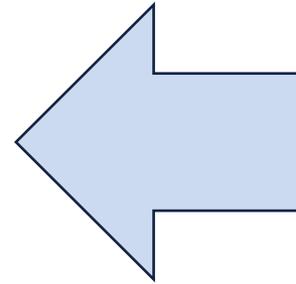
## Fee for Service

New Space Lease Commission  
Lease Acquisition and Disposal  
Design or Leasing Delegation  
Estoppel Service Fee  
Design Service Fee  
Leasing Reimbursable  
RES Attorney General fees

# REAL ESTATE SERVICES

## Central Service Model (CSM)

Lease Renewal Fee



Real Estate Services costs for lease renewal activities.

**Allocated to agencies in the CSM based on three factors:**

1. Number of leases (1/3 of fee)
2. Dollar value of leases (1/3 of fee)
3. Rentable square footage (1/3 of fee)

# REAL ESTATE SERVICES

Fee for new-lease negotiation services by the Real Estate Services Division.

Fee varies based on square footage of the building:

- 0-5,000 sq. ft- Hourly rate of \$117 X hours spent on project.
- 5,001-10,000 sq. ft- Hourly rate of \$117 X hours spent on project OR a commission rate of 2.5% of the leases total gross rent costs, whichever is less.
- 10,001 + sq. ft- Commission rate of 2.5% of the leases total gross rent cost. Note: for leases over 5 years, years 6+ are charged a reduced commission rate of 1.25%.

## Fee for Service

New Space Lease Commission

Lease Acquisition and Disposal

Design or Leasing Delegation

Estoppel Service Fee

Design Service Fee

Leasing Reimbursable

RES Attorney General fees

# REAL ESTATE SERVICES

Fee for property and building acquisition and disposal services by the Real Estate Services Division.

- Hourly rate for services: **\$117/hour**

Delegation Revenue fee collected for providing delegated Design or Leasing services.

- **\$250** per delegation transaction

Estoppel fees collected for providing confirmation of the terms of a rental agreement for current lease agreements for agencies.

- **\$400** per estoppel transaction.

## Fee for Service

New Space Lease Commission

Lease Acquisition and Disposal

Design or Leasing Delegation

Estoppel Service Fee

Design Service Fee

Leasing Reimbursable

RES Attorney General fees

# REAL ESTATE SERVICES

Real Estate design, alterations and professional/technical services.

- Hourly rate for services: **\$117/hour**

Lease renewal activities for entities not included in CSM

- Hourly rate for services: **\$117/hour**

Attorney General fees charged for specific Real Estate Services.

- **Passthrough of cost**

## Fee for Service

New Space Lease Commission  
Lease Acquisition and Disposal  
Design or Leasing Delegation  
Estoppel Service Fee

Design Service Fee  
Leasing Reimbursable  
RES Attorney General fees

# OFFICE OF RISK MANAGEMENT

The Office of Risk Management provides services to reduce harm, limit losses and fairly compensate those injured by state actors. DES assists with loss prevention, assesses insurance needs and buys insurance when cost effective, processes, investigates and resolves tort claims, pays legal fees, and maintains a central claims database as required by statute.

# OFFICE OF RISK MANAGEMENT

## Central Service Model (CSM)

Risk Administration Fee

Self Insurance Liability  
Account (SILA)

## Fee for Service

Commercial Insurance

# OFFICE OF RISK MANAGEMENT

## Central Service Model (CSM)

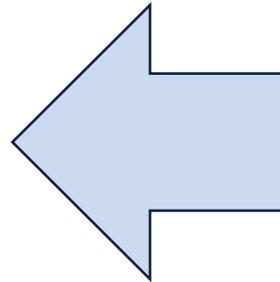
Risk Administration Fee

Self Insurance Liability  
Account (SILA)

**Risk and SILA are allocated to agencies  
based on an actuarial study**

Risk Admin: operational costs of the Office  
of Risk Management

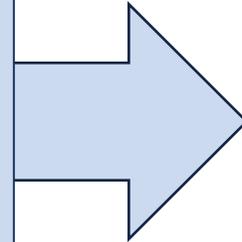
SILA: each agency's premium to fund the  
state's tort liability and defense costs



# OFFICE OF RISK MANAGEMENT

Commercial insurance purchased on behalf of state agencies.

- Insurance Premium: **Passthrough of cost** (no markup)
- Broker Fee: **passthrough of contract costs**, based on percentage of total commercial insurance purchased by agency



**Fee for Service**

Commercial Insurance

# TECHNOLOGY LEASING

Technology Leasing program leases IT hardware such as desktops, laptops, servers, backup storage units, touchpads, and networking hardware.

Technology Leasing also provides expert guidance to decision makers regarding IT hardware, IT procurement, and IT strategic deployment strategies.

# TECHNOLOGY LEASING

**Central Service Model  
(CSM)**

**Fee for Service**

Technology Lease

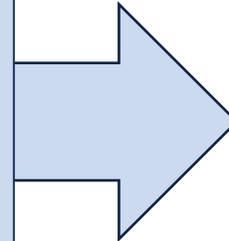
Administrative Fee

# TECHNOLOGY LEASING

Leases are a **passthrough of the equipment costs, plus financing costs**, divided by the term of the lease (typically 3-5 years), and invoiced monthly.

Administrative fee:

- Single Asset Costing \$0 - \$500 **\$0.44 per unit/month**
- Single Asset Costing \$501 - \$5,000 **\$1.75 per unit/month**
- Single Asset Costing \$5,001 - \$50,000 **\$5.75 per unit/month**
- Single Asset Costing > \$50,001 **1% of the subtotal**



**Fee for Service**

Technology Lease

Administrative Fee

# EMPLOYEE ASSISTANCE PROGRAM

The Washington State Employee Assistance Program (EAP) is a free, confidential program created to promote the health, safety and well-being of public service employees.

# EMPLOYEE ASSISTANCE PROGRAM

**Central Service Model  
(CSM)**

Personnel Service Fee

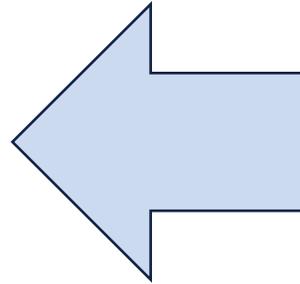
**Fee for Service**

EAP Contracts

# EMPLOYEE ASSISTANCE PROGRAM

**Central Service Model  
(CSM)**

Personnel Service Fee



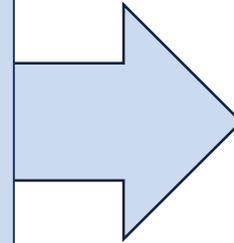
**Personnel Service Fee is allocated to executive branch agencies based on budgeted FTEs**

EAP is funded and provided to executive branch agencies through the Personnel Services Fee (CSM).

# EMPLOYEE ASSISTANCE PROGRAM

Other agencies and local municipalities can opt into the service for a contracted rate.

- Base rate: Total costs for EAP at the 3% utilization rate/total employees served/12 months (currently at \$1.44 Per Employee Per Month)
- The minimum annual fee for any entity is \$300/year.
- Higher utilization add on: The costs for 3%-5% utilization/total employees in the higher utilization organization/12 months. This is added to the base rate.



**Fee for Service**

EAP Contracts

# TRAINING AND DEVELOPMENT SERVICES

Responsible for planning, developing, providing, and monitoring training for state employees. The primary focus is professional development, risk management, and state mandatory subjects.

DES offers a variety of instructor-led training (virtual and in-person) and on-demand courses (eLearning courses and LinkedIn Learning licenses).

# TRAINING DEVELOPMENT SERVICES

## Central Service Model (CSM)

Personnel Service Fee

Enterprise Systems Fee

## Fee for Service

Training Class Course Fee

Subscription/License -  
LinkedIn Learning

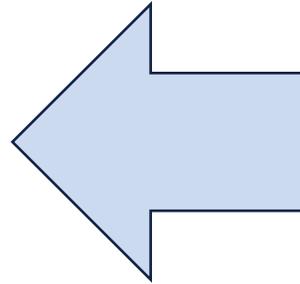
Direct Sales Materials (kits)

# TRAINING DEVELOPMENT SERVICES

**Central Service Model  
(CSM)**

Personnel Service Fee

Enterprise Systems Fee



**Personnel Service Fee is allocated to executive branch agencies based on budgeted FTEs**

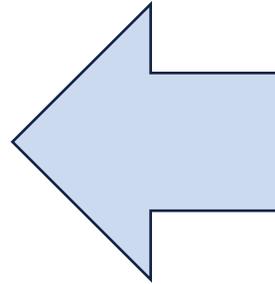
Training Development services is partially funded by the personnel services fee.

# TRAINING DEVELOPMENT SERVICES

## Central Service Model (CSM)

Personnel Service Fee

Enterprise Systems Fee



**DES Enterprise Applications is allocated on budgeted FTEs.**

Training Development Services maintains some state-wide systems needed for training and HR services.

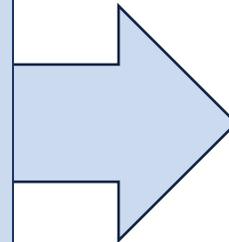
A portion of the costs to operate and maintain those systems is funded by the DES Enterprise Applications Fee (CSM).

# TRAINING DEVELOPMENT SERVICES

Training Fees are set per class. Fees have several components.

- Average instructor cost per class
- Materials cost per class (pass through)
- Administration fee

This total is divided by the average # of participants per class to obtain a per participant class fee.



## Fee for Service

Training Class Course Fee

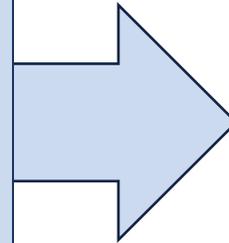
Subscription/License -  
LinkedIn Learning

Direct Sales Materials (kits)

# TRAINING DEVELOPMENT SERVICES

Cost of the subscription (passed through from the vendor) + an administration fee to cover the cost of administering the contract.

DES partners with LinkedIn Learning to offer a 90% discount of **\$45 per person** for a subscription term.



## Fee for Service

Training Class Course Fee

Subscription/License -  
LinkedIn Learning

Direct Sales Materials (kits)

# TRAINING DEVELOPMENT SERVICES

## Fee for Service

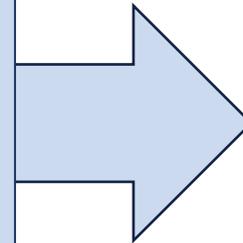
Training Class Course Fee

Subscription/License -  
LinkedIn Learning

Direct Sales Materials (kits)

Fee for training kits and course materials.

Costs of the training materials + 3% for  
service fee.



# DES BUDGET CONTACTS

Budget Director

Keith Thunstedt [keith.thunstedt@des.wa.gov](mailto:keith.thunstedt@des.wa.gov)

Budget Operations Manager

Michael Diaz [michael.diaz@des.wa.gov](mailto:michael.diaz@des.wa.gov)

Capital Budget Manager

Justin Rogers [justin.rogers@des.wa.gov](mailto:justin.rogers@des.wa.gov)

Facilities Budget Manager

Hayley Tresenriter [hayley.tresenriter@des.wa.gov](mailto:hayley.tresenriter@des.wa.gov)

Financial and Business Analytics Manager

Julie McVey [julie.mcvey@des.wa.gov](mailto:julie.mcvey@des.wa.gov)

# THANK YOU



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