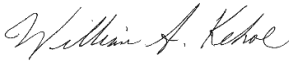




STATE OF WASHINGTON  
WASHINGTON TECHNOLOGY SOLUTIONS  
Office of the Chief Information Officer  
1500 Jefferson Street SE • Olympia, Washington 98504-1501

October 1, 2021

**TO:** Agency CIOs

**FROM:** William S. Kehoe, Director and State Chief Information Officer  
Washington Technology Solutions 

**SUBJECT:** Quarterly Best Practices Summary

We are pleased to share this report, per Section 151(1) of the 2021-23 Operating Budget:

*(ii) Consider statewide best practices from the public and private sectors, independent review and analysis, vendor management, budget and timing quality assurance and other support of current or past IT projects in at least Washington state and share these with agency IT stakeholders and legislative fiscal staff at least quarterly...*

The 2021-23 Operating Budget provided funding to the Office of the Chief Information Officer (OCIO) for master-level information technology project managers (project management partners) to provide critical support, consultation and advice to agency IT projects under OCIO oversight.

The attached report summarizes key activities and accomplishments of the project management partners. It also shares selected best practices for IT project management with state agencies, including:

- Community of practice.
- Executive sponsorship.
- Vendor relationship management.
- Contingency and management reserves for schedule and budget.

This report also provides a list of selected new lessons learned added to the online [IT Project Lessons Learned Repository](#), July 1 to September 30, 2021. This repository is a tool for project managers to learn from experiences of others to reduce project risk and reinforce positive outcomes. It is searchable by project type, project phase and lesson learned category. This repository is updated quarterly.

Please remember that our master-level project managers are available to support you. They are temporary resources who bring professional expertise and industry best practices to support state agency project managers.

Agency CIOs  
October 1, 2021  
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If you have any questions regarding this Quarterly Best Practices Summary, please contact Nicole Simpkinson, Assistant Director, Office of the Chief Information Officer (OCIO) at 360-407-8735 or via email at [Nicole.Simpkinson@ocio.wa.gov](mailto:Nicole.Simpkinson@ocio.wa.gov).

Attachment

cc: Sarian Scott, Fiscal Analyst, Senate Ways & Means Committee  
Jessica Van Horne, Fiscal Analyst, House Appropriations Committee