



STATE OF WASHINGTON

WASHINGTON TECHNOLOGY SOLUTIONS  
Office of the Chief Information Officer

1500 Jefferson Street SE ▪ Olympia, Washington 98504-1501

December 31, 2019

**TO:** Select Agency Directors  
Select Agency Deputy Directors

**FROM:** Sue Langen, Deputy Director of Strategy and Management  
Office of the Chief Information Officer

A handwritten signature in blue ink that reads "Sue Langen".

**SUBJECT: Expert Project Managers Available for Gated Funding Projects**

Four expert-level project managers have joined the Office of the Chief Information Officer (OCIO) team, to assist agencies navigate the information technology (IT) project *gated funding* process. If you have IT projects subject to the gated funding provisions, you can access these resources to assist with selecting tasks and deliverables. Our goal is to deliver value, efficiency and strategic assistance to our agency partners.

**Background:**

In the 2019-21 biennium operating budget, the OCIO was provided funding for four expert-level project managers. The statutory requirements for the positions are to provide expert project management guidance to agencies, and to identify and share best practices with agencies. The team will work *exclusively* with projects subject to financial gating.

The newly formed expert project manager team will work closely with the project oversight consultants to support projects currently encountering challenges or at risk for encountering challenges. These are a *temporary* resource to provide expert guidance and support.

Services include:

- Review and provide input on key project management deliverables.
- Technology budget feedback.
- Investment plan feedback.
- Expert-level advice and consultation.
- Templates with best practices and real-life examples.
- Identifying synergies and cost-saving opportunities.
- Coaching and mentoring.
- Evaluation assistance with requests for proposals (RFPs), quality assurance providers, project manager hiring, etc.

**Meet the team:**

- **Richelle Glascock** is a Project Management Institute (PMI) certified Project Management Professional (PMP) who brings experience as both project manager and independent quality assurance on state IT projects. Hired July 2019, Richelle works with the state's smaller agencies providing hands-on coaching support to set up a project management framework and navigate the gated funding process.
- **Marcus Bailey** is a seasoned executive with 34 years of large-scale project management experience in federal, state and city government. He is a Project Management Institute (PMI) certified Project Management Professional (PMP). A former CIO at the Department of Licensing, Marcus also enjoys teaching and is currently a project/program management instructor at South Puget Sound Community College. Marcus recently delivered a \$22 million cloud-based solution for the Department of Health's Women, Infants and Children Nutrition Program (WIC). He is currently assisting with projects at several different agencies.
- **Shelley McDermott** is a master-level project manager with a BA in business from The Evergreen State College and PMP certification from the PMI. Shelley's background includes assessment and implementation of complex business initiatives, program and project leadership and strategic planning. Shelley excels at managing high-risk, high-visibility projects and leading teams. She has successfully delivered results in both public- and private-sector organizations. Shelley is currently assigned to projects at the Department of Labor and Industries.
- **Stacy Steck** is a PMP and holds an MBA. She has served the state on several successful, long-term projects (Healthier Washington and VoteWA) and brings more than 25 years of experience in project and program management. Stacy was a leader in the health care industry and had a major role in implementing electronic health records in over 30 hospitals and more than 500 clinics. Additionally, she has a certification in enterprise resource planning (ERP) solution configuration and has implemented ERP modules (HR and Budgeting) as part of her consulting career. Stacy is currently assigned to OneWa and to WaTech projects.

**Understanding the key players:**

The table below shows the differences between an expert project manager, an OCIO oversight consultant and external quality assurance contractors.

<p><b>Expert project manager</b></p>	<p><b>Role summary:</b> A <i>temporary</i> resource to provide expert project management guidance and expedite projects through the oversight process with support for high-quality deliverables. An expert project manager is a coach, mentor, teacher and resource.</p> <p><b>Focus:</b> Risk management and critical project support on gated funding projects.</p> <p><b>Reports to:</b> OCIO Leadership</p>
<p><b>Oversight consultant (OC)</b></p>	<p><b>Role summary:</b> An OCIO-assigned resource to provide ongoing monitoring and assessment of projects, including:</p> <ul style="list-style-type: none"> <li>• Monitoring a project from start to finish to enhance project success.</li> <li>• Consult with project executives, leaders and project managers on an ongoing basis with a focus on risk management.</li> <li>• Review, approve, reject and propose modifications to proposed investments.</li> <li>• Escalate/intervene with agency leaders and/or agency CIOs when necessary.</li> <li>• Gated funding subject matter experts.</li> <li>• Identify and report risk/apply conditions.</li> <li>• Liaison with authorizing environment (Legislature, Office of Financial Management).</li> </ul> <p><b>Focus:</b> Independent assessment of project health and progress.</p> <p><b>Reports to:</b> OCIO Assistant Director</p>
<p><b>External quality assurance (QA) role</b></p>	<p><b>Role summary:</b> A resource contracted by the agency to provide ongoing, independent assessment of project management processes and activities on a specific project.</p> <p>Project QA services provide the executive sponsor, project leadership, the OCIO and other oversight entities with independent insight into how well project activities are going and where corrections might be needed.</p> <p>Services include:</p> <ul style="list-style-type: none"> <li>• Support for the project manager and project stakeholders.</li> <li>• Ensures deliverables meet specifications.</li> <li>• Helps manage risk to improve project success rates.</li> </ul> <p><b>Focus:</b> Independent risk forecasting and evaluation of effective project management practices.</p> <p><b>Reports to:</b> Agency Project Sponsor and OCIO</p>

To request support for your gated funding project or any questions about this new program, please contact me at [sue.langen@ocio.wa.gov](mailto:sue.langen@ocio.wa.gov) or 360-407-8686.

cc: Select Agency Chief Financial Officers  
 Select Agency Chief Information Officers  
 Select Agency Project Managers