

Gary Hudson, PMP

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Profile

Gary is a senior information systems professional with over 25 years of experience in private and public organizations. He has the proven ability to provide leadership and proactive communication in a team environment through challenging conditions. Gary is experienced in project management and business analysis and quality assurance. His primary expertise falls in the following areas.

- Expert Project Management
- Solution Design, Development and Implementation Management
- Quality Assurance and Project Oversight
- Management Consulting and Strategic Planning
- Business Requirements Management
- Business Process Improvement
- Feasibility Analysis
- Business Continuity / Disaster Recovery Planning

Skills and Experience

Project Management

Administrative Office of the Courts – January to June 2010

Provided management consulting services for the **Enterprise Project Management Office** initiative for the agency. Participated in the development of an enterprise strategy around IT Governance, Portfolio Management and Enterprise Project Management Office. During discovery and analysis, conducted research and interviews with various stakeholders identifying best practices and structuring them for the client. Supported the development of a five-year roadmap for each of the three streams, including operational plans to begin the build-out (including an initial IT Governance Framework). Also responsible for software evaluation for portfolio management, which included market research, review, demonstrations and software selection.

Administrative Office of the Courts – September 2009 to January 2010

Participated as a subject matter expert for the **IT Governance** initiative for the Washington State Administrative Office of the Courts. Responsibilities included working with the initial IT Governance Framework and refining it for implementation. Activities included researching and coordinating with existing policies and other projects like Portfolio Management and Enterprise Project Management Office, as well as conducting an assessment of the backlog of IT requests. Facilitated walk-through sessions with the major court stakeholder groups as part of the validation of the framework for implementation.

Los Angeles Department of Water and Power – October 2007 to June 2011

As Project Manager, was responsible for the implementation of their **eRSP Electronic Procurement System**. This multi-million dollar implementation of an electronic procurement system involved a core

team of twelve consultants and client staff. Responsible for organizing the project activities, ongoing management and status reporting. Participated in the discovery workshops and the development for the design deliverable. Worked with the software provider to clarify and elaborate the requirements for the configuration phase. Managed the testing and training activities for the implementation of the system.

Oregon Department of Administrative Services – November 2003 to October 2006

Project leader for the implementation of a state-wide e-Procurement Information Network **ORPIN**. Oregon has a total procurement spend of \$1.2 billion, which includes approximately 50,000 purchase transactions with 8,000 suppliers. Developed and managed the full project plan, which included prototype implementation, requirements, customization and deployment to approximately 5,000 users state-wide. Conducted Joint Application Design (JAD) sessions to determine business requirements. Coordinated the elaboration of business requirements into technical specifications that were later rolled out in three iterations. Managed the planning and development of all test plans and test scripts. Participated with the agency's training team in the development of training media and delivery.

Erie Insurance – September 2001 to June 2002

Managed the **Customer Relationship Management (CRM)** team for a large U.S. multi-line insurance carrier's e-Commerce Project. Implemented a web-based front-end on the policy administration systems using a messaging architecture. This was a large multi-vendor project organized into nine teams of about 170 participants and a total budget over \$100 million. The initiative included the replacement of major administration applications with a rules-engine driven, n-tier architecture. Led a team of over 30 business analysts, architects and developers through the requirements, design, construction and testing phases. Managed the project plan of more than 2,600 activities; updated progress weekly and reported on project status.

Business Analysis

Administrative Office of the Courts – September 2010 to May 2011

Engaged to develop and document an **Enterprise-Wide Resource Management (ERM)** for the agency. That entailed conducting discovery interviews and work sessions to identify their current state and their requirements for the future of ERM. Researched best practices and the current state of ERM in various other industries. Analyzed the best fit of current and industry practices and developed a complete end-to-end process for the management of resources across the enterprise. Documented the process, procedures, templates, roles and responsibilities for ERM and presented the final deliverable to the client.

Department of Corrections – October 2006 to October 2007

As Senior Business Analyst, participated in the analysis phase of the **OMNI Project**, which is their enterprise offender management system. Facilitated JAD sessions to develop use cases and requirements documentation for the complete rewrite of the departments Offender Management system. Worked with department subject matter experts and Sierra System experts to review and revise use cases, and develop screen layouts and specifications for the Bed Capacity Management and Prison Movement modules of the system.

Office of Financial Management – January to March 2006

As Senior Business Analyst, participated in the development of the **Enterprise Grants, Contracts and Loans Feasibility Study**, which looked at alternative approaches to addressing the grants, contracts and loans business needs of the Department of Ecology and Community, Trade and Economic Development (CTED), as a model for all state agencies' needs. This is one of the initial projects resulting from the OFM Roadmap initiative. As a member of a multi-disciplined team, which included participation and

interviews with multiple agencies, produced several supporting deliverables including: requirements, business case, alternatives analysis, solution conceptual design, solution work plan and solution risk management plan in a very tight timeline ahead of schedule. The overall alternatives assessment included investigation of SAP Grants Management, best-of-breed commercial “off-the-shelf” software (COTS), and custom development. The culmination of project efforts resulted in presentation of a solid business case for a recommended solution, including estimated costs, benefits and risks, and overall planning deliverables for the selected solution.

Department of Ecology – March to June 2005

Completed an engagement for the agency’s **Contracts, Grants and Loans Business Requirements**. The agency is comprised of 11 major program areas that provide funding to ecology improvement projects through grants and loans. Working with their business team of about 25 program representatives, completed interviews and documented process flows for their current operation. That was followed by preliminary requirements identification that included both current and proposed requirements. New process flows were derived from the identified requirements and documented. The final study report included vision statement, prioritized business requirements, initial use cases and project plans for the next phase.

Quality Assurance

Department of Licensing – May 1998 to February 2000

Quality Assurance Manager for the Washington State Department of Licensing’s Year 2000 Program. Worked with the Year 2000 Project Office to ensure the use of appropriate processes and goals. Conducted reviews of the projects across the organization. Worked with project managers to identify issues and deficiencies and determine the appropriate steps to remedy them. Reported to the executive committee on the findings of the reviews and presented recommendations.

Department of Social and Health Services – December 1998 to February 1999

Quality Assurance Consultant to provide independent verification and validation services to the Washington State Department of Social and Health Service’s Year 2000 Program, including 17 technical reviews across nine divisions.

Department of Licensing – February to November 1999

Provided project oversight and quality assurance services for the Washington State Department of Licensing’s **Imaging and Workflow Project**. Frequently reviewed the project activities with management for completeness, consistency and project risks.

Business Continuity / Disaster Recovery

Administrative Office of the Courts – October to December 2004

Conducted a **Disaster Recovery Planning** engagement that focused on their Data Centre and Help Desk operations. Activities included assessing the threats and vulnerabilities of the physical data centre and developing specific plans and strategies to mitigate those impacts. Conducted contingency planning sessions with the Help Desk staff to identify and document strategies in case of business interruptions. Also included was the development of an IT DRP Training Plan that identified key roles in IT and specific training topics and sources for that training.

Department of Financial Institutions – October 2002 to April 2003

Managed a **Business Continuity Planning** project for the agency. Interviewed key stakeholders, documented objectives, and developed the project charter and work plan. Conducted a Business Impact

Analysis (BIA) to determine the most critical business functions in the event of a disruption. Developed individual business contingency plans and IS recovery plans.

Department of Licensing – November 1998 to July 1999

Managed the **Disaster Recovery Planning** (DRP) effort for the Washington State Department of Licensing. Conducted a high-level Business Impact Assessment to identify the major risks to the DOL in case of disaster. Worked with DRP coordinators to design contingency plans and determine the most appropriate strategies to mitigate risk. Facilitated group workshops to prioritize major risks. Developed 189 contingency plans across 21 business units in five divisions. Conducted mock disaster tests to validate the plans.

Strategic Planning

Seaboard Life Insurance – June 1996 to December 1997

As **Vice President of Information Systems**, worked as part of the Executive Management Team, participated in executive committee meetings and strategic planning workshops; prepared presentations; developed goals, objectives and strategies; and was responsible for the implementation and execution of strategic plans.

Education

Executive Management Development Program, Simon Fraser University, 1996

Additional Courses and Certifications:

- Strategic Project Management Office (PMI), 2008
- RUP Essentials (Sierra Systems), 2005
- Use Case Essentials (Sierra Systems), 2005
- Project Management Professional (PMP), 2005
- IT Service Management ITIL Foundations Certification, 2005
- Fellow of Life Management Institute, Life Office Management Association, 1995
- Information Systems Professional (ISP), 1990
- Certificate in Data Processing (CDP), 1985
- Certified Systems Professional (CSP), 1984

Professional Activities

- PMI Olympia Chapter, Board of Directors, 2009 – Present
- Project Management Institute Member, 2003 – Present
- Canadian Information Processing Society (CIPS), Board of Directors, 1992 – 1993
- Canadian Information Processing Society (CIPS) Member, 1988 – 1997
- LOMA Canadian Systems Development Committee, 1989 – 1996