Date: Tuesday January 7, 2025

Time: 9:30 a.m. – 11:00 a.m.

Meeting Notes

Attended by: *Joy Adams, *Gustavo Aviles, Cynthia Garcia, *Martin Ndicu, *Bill Dowling, Cami Feek, *Lisa Kissler, *Mark Mattke, *Ish Maidadi, *Amy Martinez, *Lisa Romine, Rod Van Alyne

Guests: Anna Minor, Gasper Gulotta, Anne Buchan (scribe), Anne Goranson, Linda Kleingartner, Michael Luchini, Eric Le, Chris Barron, Emily Kok, Jack Chapman, Dave Wallace

Unable to attend: Katie Condit, Joy Emory, Miriam Halliday, Marie Kurose, Eleni Papadakis, William Westmoreland, Puneet Agrawal

*I&T Steering Committee voting members

Meeting Objectives:	• Shared understanding on the New WorkSource WA and WA Works project deliverables • Full engagement from participants on decisions and advice requested.

Decisions Made: Cynthia Garcia to replace Lisa Romine as voting member

Welcome | Cami Feek, Ismaila Maidadi & Mark Mattke opened the meeting by welcoming the Committee.

Project Update | Linda Kleingartner opened with noting the project sits in green status*. One issue remains around resourcing and keeping the backlog full. She highlighted that 2025 will be a year focused on the Steering Committee leadership, as well as supervisors and leaders that report to Steering Committee Members. Linda is asking the committee to encourage full engagement from their supervisors and leads.

Update 1/10/25- after discussing the project status with Puneet during a Steering Committee debrief, Linda has moved the schedule to yellow, given the targeted Milestone completion dates established in May 2024 have not been met. We will keep this as yellow and when Milestone 2 completes per the re-baselined timeframe (end of March), the schedule could move back to green. Note, the overall Project Status will always defer to the "lowest" dashboard color, moving the entire project to yellow.

The project will remain at risk from a resource perspective. Linda asked the Committee to be aware that the project team is fragile. The Steering Committee's assistance is needed to evaluate the project team and think about how they can support the team, as well as people in their areas as they navigate the demands on them for the year ahead.

The tagline for 2025 is: *Get ready-get set-go!* The project communications team has been doing a phenomenal job. There is high engagement on the WorkSource WA website and content review. A "launch communications plan" will be released later this month for Steering Committee review. Also be on the look-out for and email for the WA Works logo options and voting. Quick Steering Committee responses will be needed. It is necessary for Steering members to ensure their internal communication flows are working; *do you know who your communicator is? Is there a way to leverage other area and division managers and supervisors to support communications?*

Several slides were included for the Steering Committee's awareness and offline reading. Linda shared December offered some opportunities for end of year reviews (inserted below). **Please take a moment to review and specifically consider some of the Advisory Committee feedback** as it relates to overarching system governance and organization.

The Training Advisory Team completed a considerable amount of work and operates under some of the best practices Linda has ever seen. Mc Kenzie Hogan has done an amazing job leading this work.

The WorkSource I&T Advisory Committee feedback (content from slides 6 and 7 inserted below).

What's working well?

- The teamwork, camaraderie, and trust between all team members, within workgroups
- The deep technical expertise. Prioritization around items that need additional work or support
- The governance structure, organization; good sponsorship
- The project workflow, continued progress, timelines, risk reviews; well organized, makes things easier.
- Important information, project updates are succinct and timely.
- Team members high engagement and commitment, ask good questions; Positive attitude-maintaining energy despite project duration.
- Focus on training and its importance.
- Communications, Collaboration & High level of transparency.
- Month-over-month topics for decision making shared at each meeting.
- Meetings are always 100% productive.

What could be even better?

- Getting to the point there are **more regular communications**.
- **Identify desired Agenda topics that are non-WIT related**, continue high level updates at Advisory. Be clear when Advisory Committee action is needed on topics.
- Are we communicating appropriately when we don't hear enough voices?
    - Smaller bite size communications- keep to only three key points.
    - More to ensure we are meeting the needs of people who are not at the table.
- **Advisory Committee engagement**- usually hear from 3-4 people mostly.
- With WIT wrapping up in 2025, **may need to focus on some projects that were put onto back burner**.
- **Advisory Committee structure may benefit on thoughtful simplification**.
- Project to send out bits of the Sprint Reviews more broadly.

Town Halls are scheduled and will occur more frequently in 2025, with the cadence picking up to monthly as the launch date approaches. They are Fridays, 11-Noon. <mark>Two actions requested</mark>--

1. LWDB Steering "host" engagement in the Town Halls is needed in the LWDB's. Please contact Linda.
2. Please encourage WorkSource Professions to participate in viewing the Sprint Reviews as we continue to need their input and feedback. The feedback that has been received typically comes from the same small group of people.

2025 Town Hall	LWDB Steering Host	ESD Host
February 21	*Amy Martinez signed up!*	Ish
April 4,	Katie	Lisa
June 27	Bill	Cami
July 25	??	Lisa
August 22	??	Cami
September 19	??	Ish
October 17	*Mark & Amy?*	Cami, Ish & Lisa

Mark commented the communications can be overwheling and would like to see more bite-sized communications broken down into how staff will utilize the system. Ish agreed and suggested local Townhalls and engagement around WIT during his site visits in 2025.

Schedule Validation | Launch in November 2025 is planned. Linda is eager to identify a specific date (tentatively thinking release to occur between November 7th and 11th), and the WorkSource center implications will be a topic for discussion at February's Steering meeting to talk about the specific launch date and related system closure(s).
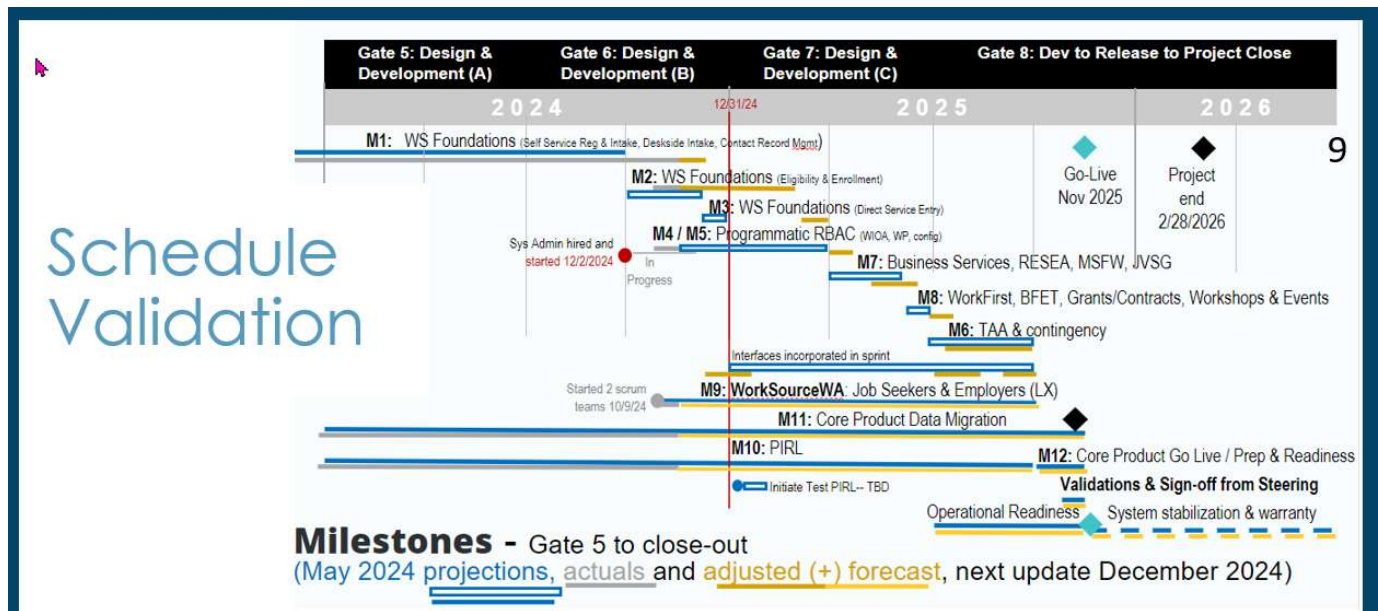
Blue lines are projections, grey lines indicate what actually occurred, and yellow is where the schedule has been adjusted.

Linda shared the updated annual calendar of project activities, and highlighted that all of these items are a reflection of the Go / No-go criteria (Objectives and Inputs) approved by the Steering Committee in 2024. The full Go / No-go deliverable we will use to measure progress is currently having the Indicators added (the way we will **measure the Objectives and Inputs** and visually display when items are completed, at risk or blocked).
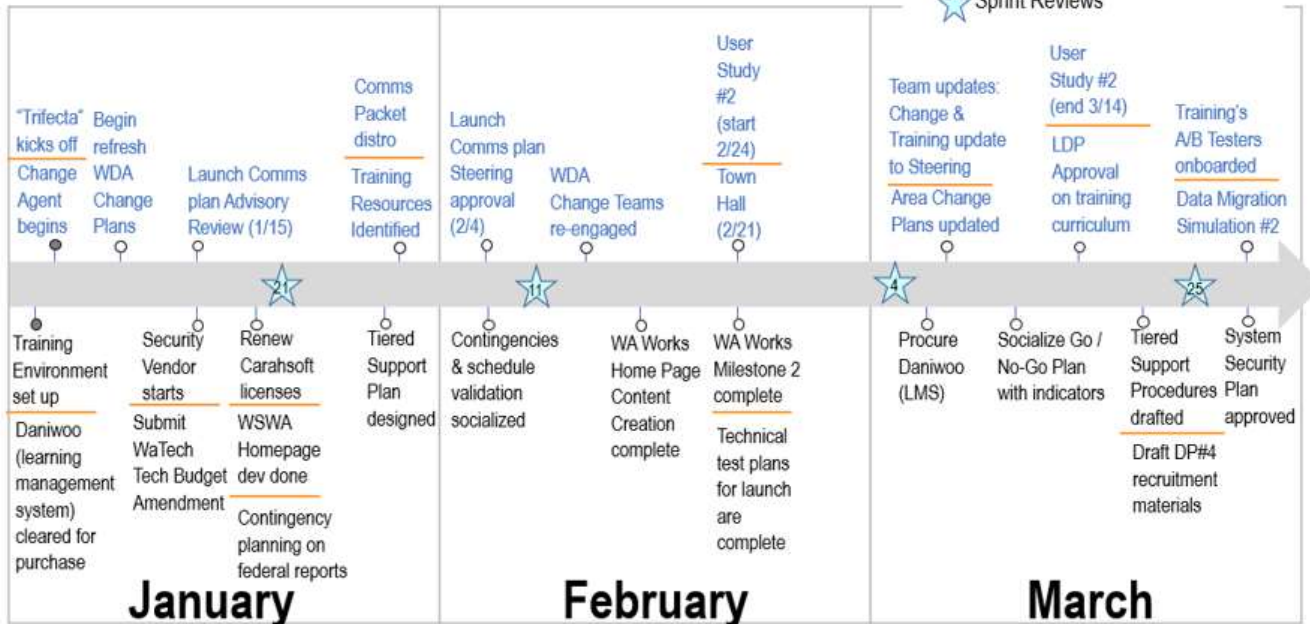
2025 – Get ready, get set, go!

○ Tasks started / In progress
● Completed Tasks
Blue font is Op. Readiness activities

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
○Area Change Plans begin refresh ●Change Agent resource starts ○Training Resources Identified ○Launch comms planning ○Renew Carahsoft licenses ○Tiered support model designed ○Security vendor starts ○WSWA Homepage complete	•Town Hall-21st •Change Teams re-engaged •Launch comms plan activated •User Study #2 •Training content design begins •Milestone 2 WA Works complete •Technical test plans for launch are complete	• Area Change Plans updated • Outreach plan complete • Steering approves Go / No-go indicators • Training's A/B Testers onboarded • Procure Daniwoo Learning Management System (LMS) • System Security plan drafted • Tiered Support materials drafted	•Town Hall-4th •Identification of Change Risks •Training content design begins •Data Migration Simulation #2 •Install Daniwoo LMS •Training environment set up and used •Document system access •Planning for legacy system shutdown •Go Live incident response plan reviews begin	•6-month Launch kick-off for operational readiness •User Study #2 •Budget request #4 decision •Training's Super Users onboarded •Legislative decision on the M&O funding •System support process reviews begin •7/1/25 Salesforce & Launchpad licensing amendment(s)	•Town Hall-27th •Start soft awareness campaign to job seekers and employers •Training's LMS Admins onboarded •Begin monthly Go / No-Go reporting •Go live incident response review begin •Ofc of Cybersecurity approval	•Town Hall- 25th •WIIFM change training ready •Crisis Comms Plan reviews begin •End-user readiness survey •Training's EO officers engaged •Secure post-launch Tier 4-system support contracts with Salesforce & Launchpad	•Town Hall-22nd •User Study #3 •Data Migration Simulation #3 •Demonstrate "top line" of PIRL report •Training's schedule & logistics team activated •LMS Admins get busy •Schedule Trainees •Contingency & roll-back plan complete •Sign-off on key interfaces are ready!	•Training Begins!! •Town Hall-19th •Resistance Management Plan done •Chat stabilization assessment tools done •Activate LWDB comms to their customers •Employer webinars begin •Superusers get busy •Near completion review (preemptive signoff) for code quality report	•Town Hall17th •Job seeker webinars begin •All training resources highly engaged and busy •Begin weekly Go / No-Go status reporting •Technical team Sign-offs: •All testing •Network segmen-tation •Monitoring tools • Stakeholder team(s) sign of status of Fed. reports	•**Steering Committee decision on Go / No-Go** •**System Release!!**	•Begin Project Closure (due 2/28/26) •Initiate Lessons Learned •Training resources shift back to routine operations •Training feedback loops begin (30, 60, 90) •Triage and notifications on system health •System stabilization underway •Begin vendor contract close activities

Linda noted, given the volume of activities, her reports will provide the annual view above, and more detailed monthly basis by quarter, pictures here for Q1.

2025 Project Quarterly Details

○ Tasks started / In progress
● Completed Tasks
Blue font is Op. Readiness activities
☆ Sprint Reviews

January

"Trifecta" kicks off — Change Agent begins ●
Begin refresh — WDA Change Plans ○
Launch Comms plan Advisory Review (1/15) ○
Comms Packet distro — Training Resources Identified ○

Training Environment set up / Daniwoo (learning management system) cleared for purchase ●
Security Vendor starts / Submit WaTech Tech Budget Amendment ○
Renew Carahsoft licenses / WSWA Homepage dev done / Contingency planning on federal reports ○
Tiered Support Plan designed ○

February

Launch Comms plan Steering approval (2/4) ○
WDA Change Teams re-engaged ○
User Study #2 (start 2/24) Town Hall (2/21) ○

Contingencies & schedule validation socialized ○
WA Works Home Page Content Creation complete ○
WA Works Milestone 2 complete / Technical test plans for launch are complete ○

March

Team updates: Change & Training update to Steering / Area Change Plans updated ○
User Study #2 (end 3/14) LDP Approval on training curriculum ○
Training's A/B Testers onboarded Data Migration Simulation #2 ○

Procure Daniwoo (LMS) ○
Socialize Go / No-Go Plan with indicators ○
Tiered Support Procedures drafted / Draft DP#4 recruitment materials ○
System Security Plan approved ○

Linda shared the budget is in a good state and the project has moved to Gate 7. The teams is working gated funding technology budget amendment for the remaining budget for the project will be submitted to WaTech in the next week.

Section	Monthly Budget Summary				Annual Projection *(includes future gate and no holdback)*			
	November 2024 Budget	November 2024 Expenditures	November 2024 Variance	Monthly Variance %	FY25 Budget	FYTD Expenditure as of November 2024	Projected[1] Expenditures June 30, 2025	Projected[2] Variance June 30, 2025
134-116 CPP WIT Gate 6- State	$623,742	$719,967	($96,308)	-15.43%	$12,414,561	$2,999,647	$11,451,535	$963,026

NOTES:
-All is on track from a budget perspective
- In process of closing Gate 6 and providing adjusted budget for Gate 7 to WaTech
-DPs for FY26 Project Completion and M&O are with Legislature / Governor for review & action

(as of 12/24/2024)

Budget / Governor's Mandate – impacts to WIT Project | Cami Feek shared the WIT project decision packet budget was included in Governor Inslee's budget bill, reflecting the WIT implementation to be funding completely. Part maintenance and operations WIT decision request was not proposed to fully fund (decrease in FTEs). Governor-elect Ferguson may also propose a budget that could come out in February. Conversations will continue. ESD can always make requests in future supplemental decision packages.

Cami also shared Gov. Inslee also announced a budget freeze in early December (hiring, contracting, procurements, travel). ESD can continue to use funds on approved projects, which WIT is, and will need to follow a process for exemptions and exceptions based on risk and impact. As expected these requests are reviewed with a high level of scrutiny.
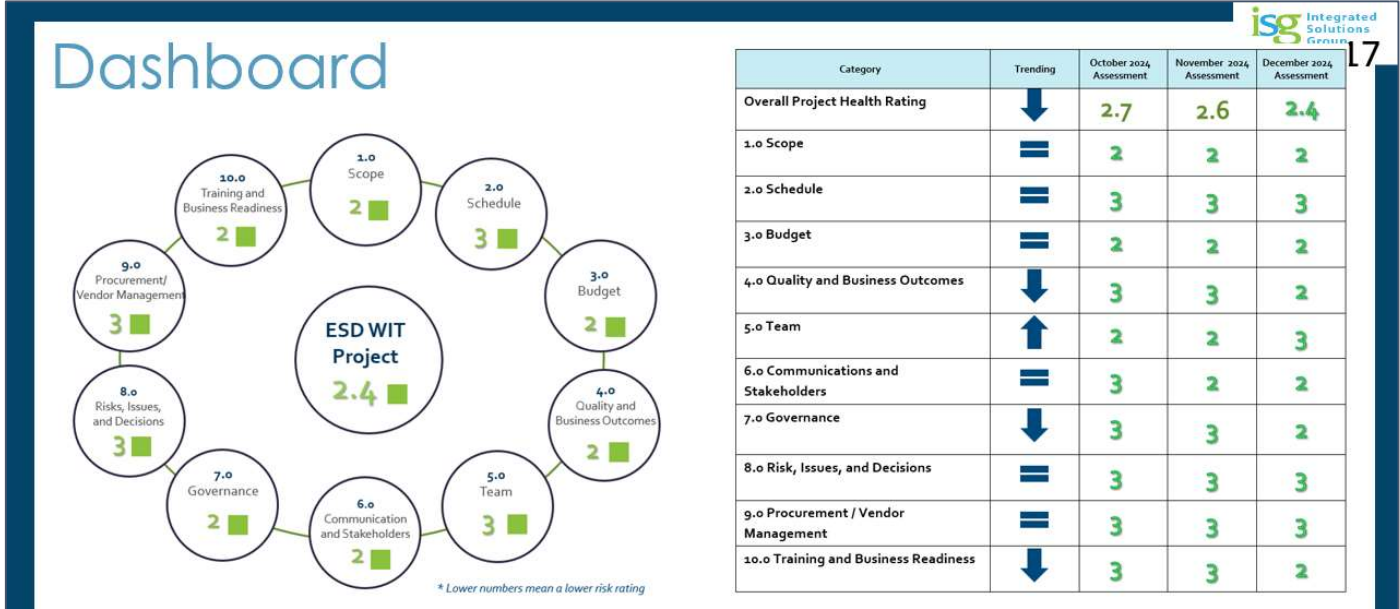
BAM (Brand and Media Group) "Role" pertaining to the WIT Project | Amy Martinez shared a summary of the conversations relating to BAM and their responsibilities pertaining to the project. These conversations started early December after Linda was invited to meet with BAM group. Amy summarized the shared understanding of the BAM's responsibility (slide snip below), and the Steering Committee was supportive.

Amy Martinez and Chris Barron agreed to meet with the BAM group and outline their expectations from the Steering Committee. Further discussion highlighted a need for an updated charter, so their scope is clear.

BAM's function	Out of Scope for BAM for WIT Project
Enforce the established brand standards pertaining to the CURRENT WorkSource in WA	The design of the new WorkSourceWA (recognizing there are hired professionals as part of this project to come up with the best usability and design of the new WorkSource WA)
Once new site is launched, the BAM will be given the design guidelines and will continue to fulfill their functional role to enforce the standards	Note: The project team, either via LDPs, Project Communications, or Product Manager can keep the BAM informed of how the site design is progressing, preferably through sprint reviews
How BAM should engage with the WIT Project:	
• Provide feedback on the product via the Sprint Review process (live or recorded) using the established feedback processes, there is no separate or distinguished process for this group	
• Invite the WIT Project Manager (Linda) periodically for general project updates via the BAM meeting facilitator	

Possible next steps are to determine if/how BAM relates to the WorkSource governance structure.

Quality Assurance | Gasper Gulotta, ISG shared the project maintains a standard for a well-run project. The risk score was reduced, and the project is operating with all work streams, including the PIRL, moving in harmony. There are two themes month: revalidating the schedule will be ongoing process. Everything related to MO is being reviewed, from communications to business readiness. Scores were lowered in the areas of *quality* (the Voice of the Customer process is outstanding), *Governance* (is robust and comprehensive; well supported and well thought out). *Business readiness* as the project has built trust and collaboration that is remarkable. The parting thought Gasper offered is that the trust did not happen overnight; he asked the Steering Committee to consider how is it maintained when the project is over?

Dashboard

Category	Trending	October 2024 Assessment	November 2024 Assessment	December 2024 Assessment
Overall Project Health Rating	↓	2.7	2.6	2.4
1.0 Scope	=	2	2	2
2.0 Schedule	=	3	3	3
3.0 Budget	=	2	2	2
4.0 Quality and Business Outcomes	↓	3	3	2
5.0 Team	↑	2	2	3
6.0 Communications and Stakeholders	=	3	2	2
7.0 Governance	↓	3	3	2
8.0 Risk, Issues, and Decisions	=	3	3	3
9.0 Procurement / Vendor Management	=	3	3	3
10.0 Training and Business Readiness	↓	3	3	2

ESD WIT Project — 2.4

* Lower numbers mean a lower risk rating

Next Steps, Project Steering Committee closing comments | Cami Feek Linda Kleingartner

Items needing Steering Committee action in January:

1. Collaborate with your division / areas "Resource" point on contact to support identification of training plan resource(s) for launch operational readiness.
2. Amplify key messages contained in the communications packet (expect end of month).
3. Vote on the WA Works logo reveal to designated communicators.
4. Review of the "launch" communications plan. Be prepared to vote on the launch communication plan in February.

As a reminder the designated "Resource", Communicator and Change Management point of contacts:

WDA	Description	Last update	CEO / steering designee	Change Mgmt	Resource requests	Communicator
1	Olympic	6/2024	Bill Dowling	Bill Dowling	Luci Bench	Alissa Durkin Luci Bench
2	PacMtn	3/6/2024	Wm. Westmoreland	Marco Hernandez	Wil Yeager	Marco Hernandez
3	Northwest		Marissa Cahill		Marissa Cahill	Malinda Bjaaland
4	Snohomish	11/2023	Joy Emory / - Jack Chapman	Jack Chapman	Cassondra Yi	Cassondra Yi
5	Sea-King		Marie Kurose	Bryan Pannell & Michael Davie	Bryan Pannell	Bryan Pannell
6	Central (Pierce)	6/28/2024	Katie Condit	Shellie Willis	Katie Condit	Shellie Willis
7	Southwest	7/3/2024	Miriam Halliday	Amy Gimlin	Amy Gimlin	Julia Maglione Cc: Amy Gimlin
8	North Central	5/31/2024	Lisa Romine	Susan Adams	Susan Adams	Aaron Parrott
9	South Central	7/1/2024	Amy Martinez	Patricia Padilla	Meranda Smith	Patricia Padilla
10	Eastern		Rod Van Alyne	Rod Van Alyne	Rod Van Alyne	Rod Van Alyne
11	Benton-Franklin	12/2023	Cynthia Garcia	Cynthia Garcia	Jessie Cardwell	Jessie Cardwell
12	Spokane		Mark Mattke	Kevin Williams	Tim Robison	Liz Laubscher Cc: Tim Robison

ESD Division / Group	Last Update	Point of Contact	Change Mgmt	Resource Requests	Communicator
Workforce Services		Ismaila Maidadi	Liane Johnson	Alberto Isiordia	Victoria Pruett
LMIR		Gustavo Aviles		Gustavo Aviles	Sam Havens
ESPI		Joy Adams		Joy Adams	Gary Kamimura
ITSD		Lisa Kissler	Greg Chilson	Lisa Kissler	Sumit Gupta
Admin Services		Aji Lemke		Aji Lemke	Doron Maniece
Equal Opportunity		Teresa Eckstein		Teresa Eckstein	n/a

**Project Part of the meeting ends here \ I&T Steering Committee continues

LWDB Voting Member Change | Mark Mattke
The Committee approved voting member change from Lisa Romine to Cynthia Garcia.

Data Share Work Group Update | Emily Kok
There is a **new page on the WPC site for data sharing agreements** (DSA's). The link takes you to a data sharing site with helpful links. At bottom there's a link to the Data Sharing Request Tracker. The tracker is updated monthly. The UI Flat file cadence will now be weekly. Mark requested a meeting as a group to get feedback from people in field on usefulness of the tracker, and to gain a deeper understanding of other DSA's the agency has. Ideally there should be a forum for ideas. <mark>Action Emily</mark> will schedule a meeting.

Off-Base Transition Training (OBTT) | Sam Mitchell
OBTT is a course designed by the Department of Labor 2 years ago. Ten states are currently participating. The course targets people who have been out of the military for some time. 26,000 people have attended the workshops in last two years. 40% of those people have been out of military at least 10 years. DOL is adding 5 states this year and ESD hopes to be one of those states. Worksource offices are a great option as host sites. These workshops are designed to be modular and tailored to the needs of the host sites. The only responsibility of the host site is to register and choose what fits the office schedule. There are multiple advantages to participation: the course supplements current training offered at WS Centers, provides a connection for customers that might not normally come to WorkSource, and can introduce other WS services and staff. DOL will also link WorkSourceWA to their scheduling site, which is great marketing. Possible next steps (Amy suggested) Sam or Ish coming to a future WWA meeting to discuss.

Portfolio Update | Eric Le, Michael Luchini
WS Site slowness: the goal is to improve network performance speed. This work is in progress and site assessment of bandwidth availability is underway. Lisa wanted to mention that bandwidth **could** be a root cause of slowness but might not be. There are a lot of variables.

JAS/JFS Workforce Modernization/P-Card Sub-Project: this work is in the discovery stages. Efforts at this time are with Tony and Chad who are conducting prep work.

RAS Phone as Last Resort: This work is a technical change to the RAS scheduler. Phone appointments should be "last resort" appointment option. This enhancement to the scheduler emphasizes in-person and virtual appointments, making phone appointments a last resort in instances where a customer can't come into an office and lacks the technological resources to attend a virtual appoint. The enhancement will allow customers to select a phone interview themselves, instead of having to contact staff or having staff contact them. Mark asked about data related to phone appointments. Ish stated that most phone appointments are because of staff preference, not customer preference. The goal is to limit staff offering phone appointments and making it a customer-initiated preference. This work is in discovery being led by Eric.