

Charter: WIT Replacement Project

Updated January 2026

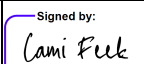
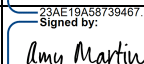
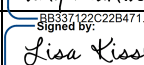
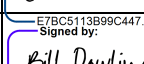
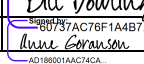


Agency	Employment Security Department	
Project Name	WIT Replacement Project	
Project Manager	Linda Kleingartner	linda.kleingartner@esd.wa.gov
Executive Sponsor	Cami Feek	Cami.feek@esd.wa.gov
Business Owner	Ismaila Maidadi	Ismaila.maidadi@esd.wa.gov
Technology Sponsor	Lisa Kissler	Lisa.kissler@esd.wa.gov
OCIO Consultant	Puneet Agrawal	Puneet.agrawal@watech.wa.gov
Project Start	8/1/2021	Project End: 9/30/2026
Project Tier	Tier 3	
Total Project Planned Spend	\$40,003,731	Technology Budget Approval Date 11/14/2025
Estimated Annual Maintenance Costs	\$5,996,655	Project Budget Code 1891

Date	Change Log
2/1/2022	Approved Project Charter by Steering Committee
11/30/2022	Updated with Planning & Implementation Team member names and roles; updated Critical Dependencies / Connections to Project Success table; updated project scope to reflect 11/7/22 Steering Committee Decision
6/1/2023	Phase 1 & 2 consolidated; updated with names, reflect current budget allocation and plans
12/8/2023	Updated with decision package information (budget update) and elongated launch timeline; staff names and linkage to the Project Resource excel workbook; technical team roles and responsibilities
10/16/2024	Jan 2024 updates through October 2024 reflecting team changes, WATech name change from OCIO, Decision Package #4 and addition of clarifying language (doesn't change the intent or scope)
January 2026	Moved format to WA Tech preferred charter format; Added summary table (above). Added details pertaining to project funding and delegated authority. Linked to project feasibility study. Provided project description to reflect how the technical solution was selected. Added Project Roadmap. Updated names of project names.

Governance – Charter Approvals

The Project Charter was signed and significantly updated as of 6/1/2023. Subsequent updates (12/8/23, 10/16/24) didn't require formal signatures as there were no significant changes to the project scope.

Role	Name	Signature	Date
Executive Sponsor / WA State Workforce Administrator, ESD Commissioner	Cami Feek	 Signed by: Cami Feek	2/4/2026
Business Owner / I&T Steering Committee Chair	Ismaila Maidadi	 Signed by: Ismaila Maidadi	2/5/2026
Business Sponsor / I&T Steering Committee Co-chair	Amy Martinez	 Signed by: Amy Martinez	2/5/2026
ESD IT Sponsor / I&T Steering Committee Vice Chair	Lisa Kissler	 Signed by: Lisa Kissler	2/5/2026
Business Sponsor / I&T Steering Committee Co Vice chair	Bill Dowling	 Signed by: Bill Dowling	2/9/2026
Project Owner	Anne Goranson	 Signed by: Anne Goranson	2/9/2026

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PROJECT OVERVIEW

Description

A multi-year project to replace the Washington State WorkSource technology solutions.

Business Problem / Opportunity

In May 2016, ESD went live with technology provided by Monster Government Solutions (MGS). The Monster Government Solutions (MGS) initial contract was for a 5-year term (2015-2020) and had two, one-year extensions for a maximum term of seven years. The contract with MGS was extended through June 30, 2026. Early configuration decisions had unexpected downstream consequences that impaired pieces of ETO functionality. This is a summary of the system issues:

- Insufficient data validation and normalization.
- Insufficient federal reporting capacity and capability.
- Challenges managing employers with multiple locations utilizing the same tax ID numbers, reconciling multiple data sources which all provide employer data.
- No grant management functionality including contract management
- Creation of new and additional systems integrations are cost prohibitive.
- Based on the modules purchased at contract execution, workflow automation was not included but is a highly sought after function.

Due to the solution deficiencies, in 2020 the State Auditor (SAO) issued the finding / recommendation below and identified future audits will explore whether the findings have been resolved.

"Finding:

- The Department did not have adequate internal controls over and did not comply with requirements to ensure quarterly performance reports submitted for the WIOA grant were complete and accurate.
- The Department did not establish an effective review process to ensure data elements of PIRL quarterly reports were accurate and complete before the reports were submitted to DOL. The Department also did not have written data validation procedures required by DOL."

"Recommendations:

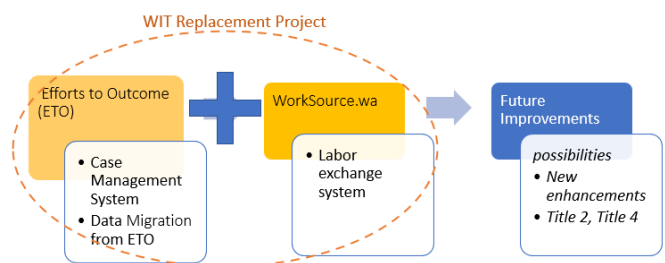
- Establish written validation procedures as required by the DOL
- Establish a review process to ensure quarterly PIRL reports are submitted completely and accurately
- Ensure all required elements are completed for participants listed in the PIRL reports before being submitted to DOL"

Also, the USDOL Data Element Validation (DEV) while completed, was not to USDOL's standards (note: USDOL standards were not defined clearly). Given this USDOL feedback, a team was convened to focus on the PIRL Validation efforts and as of 1/2022, the DEV policy is now complete, implemented, and ESD completed DEV per USDOL specifications.

Vision

Provide a technology solution supporting two main business functions:

- a job-matching public portal to connect job seekers and employers (referred to as Worksourcewa.com, WSWA, WorkSourceWA, labor exchange, LX), and
- a case management system to track re-employment services and outcomes.



The case management system generates the data summary for the federally required reporting on a quarterly and annual basis. Performance data are transmitted through the Participant Individual Record Layout (PIRL), which is basically a large data file.

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Goal & Objectives

WIT Project- Goals:

- Avoid the scenario where the successful vendor directs all system enhancements, bug fixes, and integration efforts through their own staff at a premium cost that ESD is unable or unwilling to pay.
- Develop a system that has the basic “core” functionality that supports Title I, Title III, other ESD-delivered reemployment and training programs, PIRL reporting and validation and program service delivery so all necessary data is compiled for compliance with Department of Labor standards.
- Expand the number of technical partners / vendors that ESD can leverage to augment the team now, and in the future, to assist in implementing the solution and enhancing it in the future. Select a vendor that pushes to support a partner ecosystem and knowledgebase that is widely known and supported by the technology industry.
- Select a vendor that will enable WorkSource partners to contract with independent consulting firms described above, at their own discretion and without directing their money through the ESD's existing contract, to build out additional program-specific functionality that may be needed in the future.
- Ensure the platform will reduce the number of IT applications partners and staff have come to rely on because of the shortcomings of current technology choices, by enabling teams to build out or integrate those applications into the new platform independently of ESD's vendor.
- Replace the current labor exchange providing job seekers and employers a user-friendly self-service event(s) (in alignment with the WIOA standards).

Funding

In ESSB 5693, Section 225 (24), ESD was directed, in collaboration with its WorkSource partners, to acquire a new case management solution(s) for tracking re-employment services and outcomes to replace the existing WorkSource Integrated Technology (WIT) case management system. The WIT case management system supports case management, and the labor exchange will provide services for employers to link potential job applicants with opportunities. The project was approved via the 2022 supplemental budget (#1), and funds appropriated via the 2023-2025 request.

Decision package #2 was submitted in September 2022 (during the IT Vendor procurement period to update the financial request, and clarify the scope of work to reflect the additional information that was gathered as part of the IT technology solution procurement process.

This original approach did not account for in-kind services that support this project. In June 2023, Employment Security updated the funding strategy and submitted a 2024 Supplemental Budget Request in September 2023 (#3). The approved supplemental request extended the funding for the 18 project positions, added 9 new project staff (some backfill) along with updated contract costs of \$24.4 million and extended the existing project staff into February 2026.

In September 2024, another decision package (#4) was submitted to cover ongoing annual costs, beginning March 2026, Tiered support staffing, licensing costs, learning management system licensing, and the FTE (transition from Project funding) to support continuous improvement and maintenance of the system.

The last decision package (#5) was submitted in September 2025 for the 2025-27 Supplemental Budget to extend the project date to September 2026 (includes three months of stabilization), and additional \$3M for project costs.

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Delegated Authority

In April 2022 the Department of Enterprise Services authorized ESD's request for additional delegated authority in the amount of \$16,000,000 to obtain a technology vendor for the replacement of the WorkSource Integrated Technology (WIT) System.

PROJECT DESCRIPTION AND SCOPE

Link to the Concept Briefing document (March 2022): https://waado.my.salesforce.com/sfc/p/#/U0000000YQ0Q/a/4U000000EAGI/KipesE1wK94qioWhkijghIboHdk5AY5dm8tD3_nYQ

The WIT Replacement Project procured IT Vendor(s) with a workforce development case management system and labor exchange to replace the existing legacy system. Selected in late fall 2022, Launchpad is a Salesforce based solution that has been used in approximately 50% of the Local Workforce Development Boards (LWDB) for Employer Services. Launchpad's leverages the reporting functionality on Salesforces well-known low-code platform. The project has enabled the ESD staff to maintain and operate the system post-release by integrating the ESD technical team into the project scrum teams. The approach has allowed early exposure to technical capabilities (and limitations) with the new WIT technology.

The project must integrate strong training, communications and change management to help the business users adopt the new technology and improved technical workflows to ensure better data entry and case management practices. Also, the project has secured a Learning Management System for trainings and reference materials. Through careful collaboration with the LWDBs there will more distributed responsibility to handily local area service administration and expertise in the areas of data migration, training, communications and change management.

In Scope:

The scope of this project includes:

- Collaborate with the twelve Local Workforce Development Boards (LWDBs), state agencies (e.g. DSHS, Labor & Industries) and ESD to participate in all aspects of the project including but not limited to training, communications, development partners, data readiness, change management and all things related to operational readiness for a legacy system replacement.
- Design and document the WorkSource OneStop System Product Roadmap (includes all four types of the OneStop: Comprehensive ("full service"), Affiliate, Specialized and Connection).
- Define and deliver the program management and operational needs of all WIOA partners to ensure equitable access for job seekers and employers, including reporting (e.g. pre-built, custom, ad hoc) and plan/execute for operational readiness (communications, tip sheets, webinars).
- Successful procurement of an IT Vendor for a low-code/no code solution; along with corresponding DES approval for delegation authority to facilitate procurement.
- Data normalization to prepare for new system migration
- Any activities that are required to successfully implement the WIT Case Management System and WorkSourceWA (aka labor exchange) including but not limited to:
 - Data normalization and migration
 - Stakeholder engagement
 - External Research for Key potential benchmarks and lessons learned
 - Communications & outreach (e.g. Communities of Practice, recurring open forums)
 - Organizational change management
 - Operational processes to facilitate and track re-employment services and outcomes

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- Training & education resources for customer assistance network
 - Fiscal and accounting practices
 - ESD funding model to resource the project
 - IT capacity planning
 - Governance and change control process
 - Policy validation
 - Working with oversight agencies (WaTech, OFM, DES) to get supporting contracts in place (e.g. Quality Assurance).
- Implement a new case management system that can:
 - Meet local and state case management and reporting requirements for WIOA and other federal and state grants (refer to be outputs from the PIRL Validation Project).
 - Accommodate Training and Employment Guidance Letters (TEGLs) published by the US DOL Employment and Training administration. TEGLs align and streamline performance indicators and requirements across WIOA programs.
 - Flexible enough to adjust to future compliance requirements from the Department of Labor and/or state law (e.g., new law, ICRs, etc.)
 - Accommodate the other grant programs that serve clients in WorkSource Offices with unique requirements, such as Reemployment Services and Eligibility Assessment Grants (RESEA), Migrant and Seasonal Farmworker (MSFW), Veterans State Grant (JVSG), and National Farmworker Jobs Program; along with various short-term grants, such as Opioid, EcSA and NDWG grants.
 - Provide the Application Programming Interface(s) and integration(s), **including but not limited to** interface with AFRS and DSHS's eJAS system, labor exchange (new or existing WorkSourceWA), **and many others that will be outlined in the technical requirements.** Forward and backwards compatible with ESD IT systems of record.
 - Facilitate tracking of required activities for those receiving unemployment assistance and provide services to employers to link potential job applicants with opportunities.
 - Create support service vouchers and obligate/de-obligate funds for program participants in programs; ability to create expenditure reports.
 - Provides system of record data that can successfully inform reporting requirements such as state plan data requirements and to inform statistical modeling for performance negotiations.
 - Support reporting capabilities with pre-built reports, and allow for customized and ad hoc reporting.
 - Meet WaTech (formerly OCIO) Policy 188 and certification application for One-Stop System requirements for accessibility.
- WorkSource WA (Labor Exchange System)
- Changes and updates to [WorkSourceWA](#), the public-facing website
- Capture all the data elements necessary to manage the program participation records and information necessary to develop performance data required for the PIRL (system of record for WIOA Title I-B services provided and summary of WIOA Title I-B funds expended) and other mandated reporting requirements).

Out of Scope

The scope of this project DOES NOT include (*Denotes strong dependency/connection in the success of WIT replacement):

- PIRL Validation Project* (described on page 14, formal ESD Project completed in 2022)
- Interim management of the quarterly performance federal reporting* (important parallel effort, dependency similar to the PIRL Validation Project)

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- Creating and establishing data sharing agreement policies* (dependency to the required data sharing agreements, important parallel effort)
- Ongoing operations & maintenance of the ETO technical solution; including the ETO system enhancements* (important parallel effort to mitigate the customer / user impacts from the existing system); also referred to as Intake & Analysis Team and its process / deliverables
- Cloud Projects* (important parallel effort; there are several concurrent efforts and initiatives within the ESD. PIRL Validation Project is not part of WIT Replacement MVP)
- Recurring business meetings & deliverables of the Intake & Analysis Team
- PALMS (Data Lake) efforts
- RIPL Project (unfunded effort, provides a longer term approach to get data to LWDBs)
- Technology Improvement Committee and its process / deliverables
- Shadow systems owned by the local workforce development boards
- Re-branding or refreshing the brand for WorkSource

Project Roadmap

The project outlined all the elements to be included as the project scope and sequence (aka roadmap)in the “Product Framework” which was an exhibit in the technical vendor solicitation, as well as the vendor contract. The Product Managers maintain a product roadmap in MIRO and continue to keep the document updated as discovery is completed through the project. The ESD Product Managers are part of the Workforce Services Division (WSD)Portfolio team, and review the WorkSource problems / opportunities for improvement on a regular basis. These efforts work in tandem with the formal project structures. The WSD Portfolio Manager briefs the project’s governing bodies at least monthly on the work in progress.

KEY MILESTONES & DELIVERABLES

The core objective is to deliver scope related to the milestones with quality that ensures a positive customer experience. The WIT replacement is a multi-year project. 2022 will secure / confirm key resources (Legislature Decision Package funding, Project Vendors, allocated staff) to set up this project for success. 2023 through early 2026 will focus on the technical configuration of the procured technology system and mobilize all the necessary operational planning & coordination for a smooth Launch. Significant progress on the data migration strategy will be underway. As we roll into Spring 2026 the final project activities of end-to-end testing, quality validations, Go/No-Go checklist reviews will ensure the WorkSource OneStop System is ready for the technical and operational launch in May 2026.



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The following table identifies the key milestones and deliverables for the project. A detailed work plan and schedule was developed as part of the project planning phase.

Milestone / Deliverable	(Target) Completion Date
WIT Replacement Project Charter	February 2022, updates September 2022, June & December 2023, October 2024, October 2025
Resource Management Plan	Started September 2022; updates December 2023, October 2025
DES Delegated Authority	April 2022
WorkSource OneStop System Product Roadmap	June 2022
OFM & Legislative Decision Package(s)	5 requests as of January 2026 (2021, 2022, 2023, 2024, 2025)
Monthly Status Reports	Started January 2022
I&T Steering Committee updates	Started January 2022
Technical & business requirements	June 2022
Data (normalization) migration strategy	July 2024
Procurement & selection of the technical vendor(s) for the Legacy systems replacement	December 2022, Reset October 2023
Procurement & selection of third-party quality assurance vendor	May 2022
Project Schedule	November 2022, reset December 2023, rebaselined July 2025, January 2026
Project Management Plan	March 2022, updates September 2022, June & December 2023, October 2024, October 2025
Organizational Change Management Plans	March 2023; updates June 2025
Decision Log	Started April 2022
Risk & Issue Log	Started May 2022
Change Request Log	Started June 2023
Training Plan(s)	May 2024, updates October 2024
Go / No-Go criteria checklist	May 2024, Reporting began December 2025
WaTech IT Project materials (IT Project Assessment, Project Concept Review, Approval)	August 2022
WaTech Gated Funding deliverables (Investment Plan, Funding Application & Budget workbook)	Tech Budget Established June 2022 Updates: January & July 2023, February & July 2024, April & October 2025, (March 2026)
Close out activities (Lesson's Learned, WaTech Post Implementation Review)	(June 2026 – September 2026)

PROJECT ORGANIZATION

Project Governance (Sponsors, Steering)

The WorkSource system has an existing Governance Structure through the Information & Technology Steering Committee. This reporting structure, roles and responsibilities and how it relates to the project governance is outlined along with an illustration in [the project management plan](#) (Section 3- Project Governance and Structure).

The Project's Executive Sponsor is Cami Feek. Other Project Sponsorship is provided by:

- The Project's Business Owner is Ismaila Maidadi.
- The Technology Sponsor is Lisa Kissler.
- Two Business Sponsors representing the LWDBs- Amy Martinez and Bill Dowling.

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Planning Team roles & responsibilities

This section outlines the Planning Team members and their responsibility to the project.

Role	Responsibility
Project Owner, Anne Goranson (started 2/24) (Supported by Management Analyst, Anne Buchan)	- Collaborates with Implementation Team to meet objectives - Ensures the implementation team members are connected and coordinating with the I&T Advisory Teams - Oversee and assist in resolution of issues associated with quality, scope, risk, schedule and budget. - Update the Project Sponsorship as needed. - Provide active and visible support to the Planning and Implementation teams. - Serves as the main point of contact for the stakeholders and general questions. - Contract Manager / vendor management duties on assigned vendors, including: - o Responsible for ensuring vendor adherence to the contract (performance). - o Monitors and approves contract expenses. - o Works with Contracts Office on any change requests or amendments. - o Identifies and monitors success factors.
Project Manager, Linda Kleingartner (Lead) IT Project Manager, Jeff Mortensen, (started 2/25)	- Responsible for day-to-day management of the project - Facilitate project tracking & reports project scope, budget, schedule and quality status. - Conduct risk and issue management process. - Working with Project and Business Owners, plan and organize project related meetings, team meetings, Executive Steering Committee meetings, planning meetings (including agenda, meeting materials, decision documentation, follow up actions). - Prepares, monitors and maintain project plans & materials on project SharePoint site. - Escalate as appropriate to the Project Owner.
Product Manager, Workforce Development Michael Luchini (Supported by E. Le, R. McGinnis)	- Accountable for the delivery of the MVP feature set - Supply data-driven decision to WorkSource one-stop system backlog - Postpone or cancel initiatives based on strategic priority, risk and product road map. - Develop and maintain the WorkSource one-stop system Product Roadmap - Manage the WorkSource one-stop system portfolio
Organizational Change Manager, Liane Johnson, contractor Luci Bench	- Provide OCM expertise to conduct change readiness assessment(s) to inform the organizational change management plan. - Champions the team of OCMs and Division Change Agents to support the project. - Provide executive coaching as needed. - Works closely with Project Manager to integrate OCM activities
WIT Contract Admin (MA4), Taiyler Pyle (started 10/24)	- Responsible for tracking procurement and contracting efforts. - Monitors and facilitates Invoice approvals and payments. - Assists Contract Manager in tracking efforts with Contracts Office on any change requests or amendments, and administrative paperwork (EMS690).
Communications Manager,	- Develop and deliver project communications to the WorkSource Development professionals.

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Role	Responsibility
Latasha Hudson (started 8/24) Supported by A. Mountjoy (started 10/24)	- Leads the Communications Advisory Team and leverages identified Communicators to facilitate project awareness and knowledge. - Provides the content expertise for development and product teams. - Responsible for the WorkSource WA content creation and editing.
Technology Delivery Manager , Venkat Ammisetty Solution Architect Luke Hansen	<i>Refer to Technical Team Roles and Responsibilities below</i>
WIT Trainer , McKenzie Hogan (started 5/23) Supported by S. Campeau (started 9/24)	- Conduct Training Needs Assessment to inform the training strategy, approach, and plan(s). - Create and implement the Project training plans - Leads the Training Advisory Team to support the project training initiatives. - Works closely with Project Manager to integrate Training activities. - Works closely with IT vendor to design and develop training curriculum.

Implementation Team roles & responsibilities

Each member will have specific functions they provide to the Implementation Team (see list below).

The Implementation Team is responsible for:

- Facilitate the development of the project planning documents.
- Resolve issues and escalate when needed.
- Coordinates activities between the workstreams.
- Provides status updates to the Business Owner and Project Manager(s).
- Liaison about their workstream's "work" to the Implementation Team.
- Share project updates to their workstream.
- Take ownership around a key goal and activate the goal.
- Identify the overlaps, dependencies and barriers.
- Do the work with their own teams.
- Accountable to each other on the Implementation Team.
- Maintain project documentation.

Team Member expectations:

- Participate in recurring Implementation Team Meetings.
- Meeting attendance- send a backup if you are unable to attend.
- Complete assigned task work, including assigned Risk/Issue status, assigned Decision tracking.
- Adhere to the project organization outlined in the Project Management Plan.
- Maintain Project Documents following established file organizational structure.
- Facilitate Project Communications.
- Schedule and status reporting.

Implementation Team Membership

The Planning Team covered above is part of the Implementation Team. The Implementation Team meetings and activities are hosted by the WIT Project Manager. Those demarked with an * will be in more of a consultative role, serving the project for defined pieces, and intermittently engaged with the

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Implementation Team as needed. They will not need to attend the recurring Implementation Team meetings, unless agenda requires their participation.

Note the participant names may change over the course of the project, but the functional role remains.

Role on Team	Function	ESD Participant(s)
Scrum Lead	Accountable for establishing Scrum; Builds understanding of the project's agile framework and practice, both inside the Scrum Team itself and outside the team. Provides coaching as needed. Accountable for the Scrum Team's effectiveness via continuous improvement. Helps remove impediments, assist the teams focus, and plan to create high-value increments that meet the Definition of Done. Establish empirical product and project planning.	Miriam LaMounte (within OMod)
Data Migration Team *	<i>Refer to Technical Team Roles and Responsibilities below</i> NOTE: this is a formal subproject of the WIT, with Anne Goranson (business) and Sumit Gupta (tech) serving as sponsors (link to the Data Migration strategy / charter (internal link))	Doug McCabe* (Lead); Sri Sivasankaran* (BA Lead); Rebecca McGinnis* (Product Manager), Ashok Vallapenini*, Kevin Persell*, Elise McKnight* + Data Integrity Team
Data Sharing and the Records Office*	Lead the effort to establish data sharing policies. Create, execute and monitor of the ESD's data sharing agreements	Maddie Veria-Bogacz* (within ASD)
Product Team	Working closely with the WorkSource community establish criteria from a customer, end-user point of view. Use Customer Journeys to align solutions to customer and end-user needs. Conduct usability testing to ensure alignment across products.	Marissa Meyer (CX) & Mei Ling Chin* (UX designer, within PPP) Wole Olarewaju* (Business Analyst)
Technical Team	WIT specific technology supports of development, business analysis, quality, testing, dev ops (refer to organizational chart and responsibility matrix within Resource Planning_CARS_workbook (linked here))	<i>Refer to Technical Team Roles and Responsibilities below</i>
WorkSource Budget Manager*	Monitoring and track the project expenses, working closely with the Project Owner and Project Manager	Connie Riker* (within Finance)
Policy Manager*	Provide policy guidance and clarification when needed with the WIOA program and the Washington (One-Stop) System	Greg Ferland* (within ESPI)
DOL Program Managers	Ensure the existing monitoring and compliance activities for DOL is facilitated (extends beyond Title 1-B). Liaison the DOL MVP requirements of the current and future systems	Greg Ferland (within ESPI) Sandy Crews (within WSD)

These positions noted below included on the Implementation Team's meeting distribution list as a means to keep them informed on the project, but are not formal Implementation Team members, and do not have the noted responsibilities or expectations noted above.

- Other Product Managers (e.g., Internal Platforms within PPP)

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Technical Team roles & responsibilities

The project's technical leads and their respective teams are part of the Implementation Team. These autonomous teams will work closely alongside the IT Vendor and project management office during the implementation so that they have the knowledge and ability to support and enhance the technology solution and have developed the agile processes for maintenance and operations.

Role	Responsibility
Technical Delivery Manager , Venkat Ammisetty Supported by IT Project Manager Jeff Mortensen (working in close partnership with IT Vendor PM)	- Accountable for all technical delivery of the product / tools and services. - Facilitate or lead project meetings, including product management interactions with application development. - Recruit, direct and assign staff on development, project, and operational tasks following best practices, processes and procedures. - Leads engagement with the product team and delivery architects supplying feedback on design and solution concepts prior to intake of work into application development. - Monitors agile ceremonies, quality assurance / peer review, and quality processes, contributing input and enforcing standards, policies, and right level of detail. Provides feedback. - Monitors team's (contracted and ESD staff) performance and reports on inputs into and outputs from development, identifying gaps, and correcting impediments to performance. - Coordinate security assurance activities in partnership with project and agency security experts.
WSS IT Operations Supervisor Ardriel Galvan	- Manages operations after completion of the project and provides operational support during the project. - Partners with Project Leads to transition project work to ongoing operations - Identifies and addresses operational problems and opportunities. - Develops and maintains operational policies and procedures.
Solution Architect Luke Hansen	- Design the overall architecture and technical solution for the WorkSource Launchpad application on the Salesforce platform. - Collaborate with the Project Leads, Vendor, and stakeholders to understand requirements and translate them into a technical solution. - Provide guidance and support to the project team throughout the implementation process.
DevOps Engineer Morgan Drake	Work with vendor to: - o Set up and configure the development, testing, and production environments on the Salesforce platform. - o Implement CI/CD pipelines and automation processes to streamline the deployment of code changes. - Monitor and maintain system performance, availability, and security. - Collaborate with the Solution Architect, Application Developers, Project Leads to ensure smooth deployment and operation of the application.
Data Management Engineers Doug McCabe & Engg Ashok Vallapaneni	- Define data migration strategies, integration points, analyze /understand the data structure and requirements of the ETO database. - Develop and execute an effective data migration strategy, ensuring the integrity and accuracy of the migrated data. - Identify and address any data quality issues during the migration process. - Collaborate with the Solution Architect and Application Developers to integrate the migrated data into the WorkSource Launchpad application.
Data Management Specialists	- Collaborate with internal /external ESD stakeholders on identifying and validating data for migration, to understand data mapping requirements

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Role	Responsibility
Byron Mukai, David Galloway, Kevin Persell	and objectives; and develop plans to migrate WorkSource databases to new system. - Create data mapping specifications, considering data types, structures, formats and relationship between source and target system. - Develop and implement data transformation rules and logic to ensure accurate and consistent transformation of data (mapping processes). - Utilize data mapping tools and software to perform data mapping processes and ensure data accuracy and integrity, identify, testing, validation and resolve data mapping issues (e.g., data inconsistencies, missing mappings, or data quality problems) with technical teams. - Maintain comprehensive documentation of data mapping processes, mapping rules and any changes made to the mapping configurations. - Identify and analyze system data inputs and outputs writing/using Microsoft SQL scripts to retrieve data from multiple data tables. - Identify risks and resolve issues, to include mitigation strategies.
Lead App Development Specialist Josh Triance	Leads the development of the project solution to include: - Design and implement scalable and efficient solutions that meet business requirements and best practices. - Collaborate with the Solution Architect to ensure the technical design aligns with the overall architecture. - Mentor/guide Application Developers in coding standards and best practices.
Application Developers Quyen Troung, Gayathri Nuthalapati (joined 12/25), and Eric Sheng	Work with the vendor to: - Understand, develop and implement code changes. - Write scalable and efficient code that meets industry best practices and coding standards. - Collaborate with the Project Leads to ensure the technical design and implementation align with requirements. - Participate in code reviews and provide feedback to improve code quality and maintainability.
Quality Assurance Specialists- Barry Doyle, Paul Martin (joined 6/25), & Soumya Banerjee	Work with the vendor to: - Develop the overall QA strategy and test plans for the project. - Execute testing activities, including regression testing, to validate the functionality and performance of the application. - Define test cases, scenarios, and test data for functional and integration testing. - Identify and report any defects or issues found during testing and coordinate with the development team to resolve them.
System Administration – Woody Anderson	- Designs, implements, and maintains an organization's IT infrastructure, including networks and storage systems. - Collaborates with both ESD and IT Vendor teams to integrate new technologies. - Facilitates system access through a combination of technical controls and policy enforcement to ensure security and efficiency. - Proactively monitors system performance and troubleshoot complex issues to ensure high availability and security.

Key Customers / Stakeholders / Others

The [Project Management Plan](#) has a comprehensive project communications management plan (Section 12) and Stakeholder and Engagement plan (Section 13).

Guiding Principles: Customer Centric • Integrity • Accountability • Openness • Commitment

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PROJECT CONSIDERATIONS

The [Project Management Plan](#) has the comprehensive project considerations and the section is referenced for each.

Assumptions

Section 16 of the Project Management Plan.

Risks

Section 10 of the Project Management Plan.

Dependencies

In order to deliver the project, there are several initiatives that are outside the scope of this project that are major dependencies or have significant connection to the Project.

Initiative / Project	Point of Contact	Impact Level to WIT Replacement – and why
PIRL Validation Project- Done in 2022	Brian Mark	High – ability to generate a clean version of the PIRL report
(Internal) Data Policies and System Access Agreements	Emily Kok	High- foundation to establish data sharing agreements and responsibilities
Enterprise Data management	Medina Williams	High- establishes the procedures, management strategies around how the data moves around the systems of record
Service Catalogs—Done	Elise McKnight Byron Mukai	High – The accuracy and statewide buy-in on the Service Catalog will inform the build of the WIT Replacement system
ETO Portfolio of Project (requested enhancements in the backlog)	Michael Luchini	Medium- Current User experience / Operations
Quarterly Report Analysis	Elise McKnight	Medium- Current User experience / Operations
IT MOD / Data estate (Cloud-computing Initiatives)	Lisa Kissler, CIO	High – Affects contract conditions

Constraints

Section 16 of the Project Management Plan.

This project will be implemented honoring the WorkSource I&T Steering Approach (listed below) and Guiding Principles (noted in the document's footer):

- **Strategic Alignment:** Manage and align the WorkSource portfolio resources and policy with state, agency, and workforce system priorities.
- **Customer Centricity:** Embed the experience and perspective of community members impacted by the workforce system...
- **Workforce Analysis:** Understand current local and regional labor market and economic information and trends.
- **Transparency:** Decisions and actions made with full transparency, and clearly communicated to sponsors and stakeholders.
- **Value Delivery:** Continuously assess the value proposition of the WorkSource portfolio.
- **Resource Impact:** Consider the impact on WorkSource enterprise resources (human, financial, facility, equipment, etc.)
- **Risk Management:** Consider and account for risks as related to WorkSource I&T strategic initiatives.

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- **Performance Measures:** Review portfolio performance against strategic priorities of the WorkSource enterprise.
- **Innovation:** Identify and assess innovation opportunities across the WorkSource enterprise.