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WIT Replacement Project
Project Communications Plan
Updated September 2025
This is a "living document" and will continue to be updated
Approved by WIT Steering Committee Officers on 6/7/2022

The WIT Replacement Project is made up of a variety of project documents that traditionally would be outlined in an ESD communication plan.

- The "Situation" and "Key Dates" which encompasses the background, scope, schedule, and project objectives can be found in the **Project Charter** (link on the WPC Project Site).
- The "Audiences" are outlined in the **Stakeholder Register, Appendix A** within the Stakeholder Plan (link on WPC Project site).
- The "Employer Outreach and Engagement Strategy" was developed as part of the go-live communications plan (Go-live communications plan, updated September 2025) in conjunction with the WIT Project Owner and Communications Manager.
- The "Post go-live marketing strategy" was drafted as part of the go-live communications plan, merely for consideration (it is out of scope for the WIT Replacement Project).
- The "Vendor and Contract Strategy" is outlined in the **Project Management Plan** (link on the WPC Project site).
- The "Key Dates" are tracked by the WIT Replacement Project Management Team and summarized on an Annual Timeline.
- The "Key Messages" by audience are listed in the table below (Section 7).
- The "Deliverables" are tracked by the WIT Project's Communications Manager (located on an internal to ESD Communications planning tool, "Monday").

The project also has comprehensive change management support by the Change Teams, led by a contracted LWDB Change Agent and the ESD Change Leader, and details can be found on the Organizational Change Management Plans (link on the WPC Project site).

1. Project Communication Plan Objectives

The objectives of the Communications Plan are to:
- Create awareness and visibility into the WIT Replacement project.
- Solicit participation and engagement with stakeholders with implementation responsibility.
- Influence and promote organizational readiness for the implementation.

2. Project Communications Strategies

Below are four communication strategies and supporting tactics:

- **STRATEGY: This project communications audience represents One Team:** All communications should represent the WorkSource system as a whole - not be ESD specific or LWDB specific, to acknowledge the partnership and interdependency of the whole system.
  - Tactic: Produce simplified content combined with the best timing to serve the audience.
  - Tactic: Leverage the Advisory Committee's Communications Advisory Team to plan, review, and edit project communications and plan Town Halls.

- **STRATEGY: Share information across key communications channels in a predictable and repeatable way.**
  - Tactic: Leverage the use of the **designated "Communicators"** as the persons responsible to disseminate information about from the project to the LWDB or the representative's ESD Division. They will discern what messages need to go to which internal LWDB/ESD Division audiences, adjust/tailor proposed messages and time the communications as they possess the knowledge/understanding.
  - Tactic: Incorporate consistent messaging by utilizing the communications packets as the primary method to distribute information related to project direction and updates.
  - Tactic: Keep the WPC WIT Project webpage current with project status and information, to be the "self-serve" source of truth on project status.
  - Tactic: The Project's Team (e.g., Implementation Team, Communication Advisory Team and Change Team) members are provided recurring "key messages" to share back to their teams in supporting the implementation.

- **STRATEGY: Produce relevant, interesting, and visually appealing content to build and sustain employee engagement.**
  - Tactic: Highlight the WIT Replacement (new technology system) benefits and remedies; along with what it won't do.
  - Tactic: Recognizing skepticism will prevail until working software is shared, promote opportunities for staff to engage in the system build and training.
  - Tactic: Incorporate fun and informative graphics and text into communications.

- **STRATEGY: Promote and maintain feedback loops on the project from WorkSource staff.**
  - Tactic: Establish feedback mechanisms (e.g. WPC WIT Project webpage feedback form).
  - Tactic: Host interactive and engaging Sprint Review forums.
  - Tactic: Leverage the Change Teams to monitor individual area feedback loops.

3. Project Communications Approach

The overarching project communications approach will be to deliver the:

- **Right message** (credible content, results and good stories) communicated in the
- **Right form** (approach as to be relevant and appropriate) to the
- **Right person** (identifying and tailoring for the target audience) using the
- **Right channel** (suitable and diverse range of tools and channels) being mindful of the
- **Right context** (take into account relevant external and internal trends) with the
- **Right support** (ensuring required skills, knowledge and understandings)

The WorkSource Advisory Communications team and ESD Communications team will partner to drive the communication efforts and work closely with the noted "by whom" (point-of-contact) to implement the plan.

Definition of the audiences:

- "External" is outside of the WorkSource system.
- "Internal" is all staff, regardless of hiring organization, within the WorkSource system (e.g., ESD, LWDBs, WorkSource contractors, and Project Vendors).

The communication audiences (both external and internal) have been identified and assessed per the Stakeholder Matrix. Please refer to the Stakeholder Engagement plan for more information on the master list and associated process definitions.

This plan is a living document and will be updated accordingly through the course of the project.

4. Responsibility Assignment Matrix for Project Communications

(New Section added August 2022). A responsibility assignment matrix describes the participation by various roles in completing tasks or deliverables for a project or business process. There are four levels within the "CARS" matrix:

Code	CARS	Description
C	Communicate	Covers RACI "consult" and "inform" to identify anyone who should be communicated about the task; 2-way communication
A	Approve	aka Decider- reviewed of proposal / recommendation **when needed**
R	Responsible	The person doing the work (just like R in RACI), main point of contact
S	Support	Person(s) helping / assisting with the task, but not overall responsible; "in coordination with"

The table below outlines the CARS Responsibility Assignment Matrix for the Project Communications working in conjunction with the Change Management team.

Deliverable / Activity	Project Manager	Project Owner	Change Leader	Project Communications Manager	Brand & Media Group	Project Change Team	Advisory - Communications Team
Scheduling & Distribution | lists & methods	-	-A	S	R	C	R	S
External Communication Materials	-	R	-	R	A	-	C
Producing / Project Communications artifacts	-	S	C	R	C	C	A
Strategic Comms Planning	S	S	S	R	-	-	A
Town Halls	S	A	S	R	-	C	S
Steering Talking Points	-	-	-	S	-	-	-
Feedback Loops	S	S	A	C	-	R	C
Plans- Comms & Stakeholder	S	R	S	R	-	C	R
Change Plans	S	S	R	C	-	R	C
Communication processes	S	A	S	R	C	-	R
Design, video, esd.wa.gov	-	C	-	R	-	-	C
Manage Project Communications Packets (Kit)	-	A	S	R	C	C	S
WorkSource system-wide messages	-	A	S	R	C	C	S
Legislative Materials		-AS	-	R	C	-	S
Training Materials	S	R	S	S	-	C	C
GovDelivery		--		-R	-	C	S
Publicity	C	C	-	R	A	-	C

5. Implementing the details of the Communications plan

(New Section added August 2022). The Communications Plan has an array of activities in the table that are stated as "intentions" for the project communications and collaboration. This section outlines the legend of the status marker for each line item.

Recurring Activities with an assigned project member's role and does not need any further activation or monitoring. Examples are status reports, risk reports, committee meetings, newsletters, department updates.

Completed activities. No further action is needed (usually occurs with a one-time event, or shorter duration activity).

Next up activity to get onto a routine, or scheduled event

Some element of action is needed in order to fully close the activity or keep it on track. Usually notes as to specific action is highlighted yellow.

This communications piece is in jeopardy or at risk of becoming an issue. Immediate attention is needed.

6. Project Communications Plan "by whom" Responsibilities

The following are the responsibilities of the individuals listed in the "by whom" column in the table below.
- Include project details in the planned meetings / communications as noted.
- Inform Project Manager of any changes in the intended communications noted in the table below.
- Alert the Project Manager, ESD Communications Manager and the Project Owner of any communications risks or issues.
- Provide feedback to the Project Manager and Project Owner to improve the stakeholder engagement.

7. Communication tasks, message, objective, ownership & existing mechanisms

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
"Work Together " (Type 1)						
ESD Leadership Team	Project state / prioritization ●	The WIT project's prioritization in ESD; Commissioner's expectations and resourcing	Clarification within ESD leadership about the project and clear expectations	Cami	Ad-hoc	Started Jan 2022
	Project status updates- via status report or division ● meetings	What is happening with project in past month and planned for next month	Keep apprised of the project activities	By Implementation team member	Monthly through various standing forums	Started March 2022
	Project highlight and risks ●	What is happening with the project, status update	Keep the ESD portfolio of projects visible; and updates to the ESD Risk	Anne G	TOPPPR meeting	Started Mar 22
Mechanisms:	*Monthly TOPPPR meeting; Enterprise Risk Register*					
Project Executive Steering Committee (includes the I&T Steering Committee and all LDWB Directors)	Project status & decisions ●	What is happening with project in past month and what for next month; and specific needs of project has of leadership	Keep apprised of the project activities and high risks; tracking where executive sponsorship engagement is needed	WIT PM (Linda)	Monthly ESC meeting	On track: Started 1/4/22
	OCIO Consultant Insights ●	Highlights of the Office of the Chief Information Officer / WA Tech views of the project and gated-funding.	Alignment of understanding of Project's health and gate-funding status.	OCIO Consultant (Puneet)	Monthly ESC meeting	Started Apr-22
	Monthly Quality Assurance reporting ●	Highlights of the QA vendor's project assessment on key risk areas	Independent QA vendor to provide independent analysis of project risk to meet the OCIO policy 132.	QA Vendor (ISG)	Monthly ESC meeting	Started Aug-22
	Change Management Insights / Executive support ●	Key insights into organizational change management. Project change risks and opportunities for potential Steering Committee engagement	Promote visibility into OCM insights and themes; and coordination around key organizational change risks and opportunities	WIT OCM (Liane & Luci)	Ad-hoc: key milestones	On track: Started 10/28/21
	Budget -vs- Actual reporting ●	Monthly update (as close to current as possible) on the project costs (planned, actual)	Promote visibility into the project's budget to actual spend. Build understanding of OCIO Gated funding process	WIT PM (Linda)	Monthly ESC meeting	Started Oct 2022
	Awareness of High Level Risks & Issues ●	Context around the risk and its mitigation plan; or issue and its action plan	Promote visibility to project risks and issues per the Project Management Plan; escalate and engage as needed	WIT PM (Linda)	Ad-hoc for issues; +17 Risk Rating	Started May 2022
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
Mechanisms:	*Meets 1ˢᵗ Tuesday of the Month, 9-10:30 am; Draft Status Report produced for meeting; published 5ᵗʰ of the month; the LWDB "Advisory/ Steering" group meets monthly on Thursdays 2-3:30pm- contact Luci Bench*					
WorkSource I&T Advisory Committee	Monthly project report out	Build operations wide awareness of the project activities and seek engagement in the planning and implementation	Promote visibility into the planned activities; seek buy-in and engagement of the operational managers	Anne G & Linda	Monthly Advisory Meeting	Started 1/24/22

To Whom	Types of Communication ●	Message	Objective	By Whom	When / where	Status
	Developing RFP recommendations "small packages" ●	Email of the resulting information from the RFP teams and their suggestions for RFP requirements, expectations and vendor qualifications	Advisory Committee to develop a recommendation for the IT Vendor RFP to Steering	Nona	Via email; only on agenda if needed	Done
	Awareness of Steering decision / topics ●	Communication of decisions that are going to Steering Committee at the next meeting;	Build awareness of the decisions for and made by the Steering Committee	Anne B	Monthly advisory mtg.	Started Apr-22
	Visibility into the Product backlog via Product Roadmap ●	The requests of adding features into the system(s)	Both ETO and the new system	Michael	At least quarterly	Started July 2022
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Michael	End of Sprint-every 3 weeks	Started Dec 2023
	Advisory-Communications team meetings ●	Working session to ensure cross-section of partners, project and communications experts are attending to the project communications.	Plan and suggest the **desired project communications**—targeting "internal" audiences (meaning LWDB staff, field staff, program staff, WorkSource Offices) and WorkSource contractors and partners	Latasha	Recurring monthly meeting	Started Feb 2022
	Advisory- Change Team meetings / Community of Practice ●	Working session to ensure cross-section of partners, project and change management experts are attending to the "people side" of the project.	Plan and suggest the **desired project change supports**—targeting "internal" audiences (meaning LWDB staff, field staff, program staff, WorkSource Offices) and WorkSource contractors and partners	Liane & Luci	Recurring meeting; Qtrly 2024	Started June 2022
	Advisory- Training Team meetings ●	Working session to ensure cross-section of partners, project and EC management are attending to the delivery and mechanism around system training.	Plan and suggest the **desired project training**—targeting "internal" audiences and WorkSource contractors and partners	McKenzie	Recurring monthly meeting	Started May 2023
	Advisory-Data Migration Team meetings ●	Work sessions- with ESD tech SMEs—deep dive on strategy & approach; and targeted collaboration with business SMEs	Small team of cross-represented stakeholders to engage, plan approach, and recommend system Data considerations	Sri	Recurring weekly meetings	Started Aug-22
	Advisory-RFP teams (6 groups) meetings ●	Working sessions to ensure cross-section of partners, project and EC management are discussing and recommending IT Vendor requirements	**Plan and suggest the desired RFP requirements**—targeting "internal" audiences (meaning LWDB staff, field staff, program staff, WorkSource Offices) and WorkSource contractors and partners	Various owners	Recurring through April 2022	Done

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
	Advisory-IT RFP Evaluation group ●	Training on the evaluation process; proposal reviews (independent and group); vendor interviews and system demos	Small team of cross-represented stakeholders to engage, evaluate, and recommend IT Vendor	Greg, Nona (R)	Varies (hosted by Procurement)	Done July-22, finish Oct-22
Mechanisms:	*Meets the 3rd Wednesday of the month, 1-2:30pm; the LWDB "Advisory/ Steering" group meets monthly on Thursdays 2-30pm- contact Luci Bench*					
ESD Internal Teams responsible for implementation (Implementation Team)	Schedule coordination ●	Per Advisory Team's Work Plan and Project Management to coordinate schedule activities	Promote visibility into the planned activities to become organizationally ready for implementation	ESD PMs	Every 2-4 week 1:1 check in	Started May-22
	"Top 3" Talking Points to share ●	Top 3 key messages regarding project	Building respective team's awareness and knowledge about project to share as ambassadors with consistent messaging	Anne G	In weekly I Team notes	Started April-22
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
	Recurring Team Meeting ●	Open forum for two-way dialog; project updates; Q&A	Building understanding amongst the team so that they fulfill their project responsibilities	Linda	Thursdays 10-11	Started Jan-22
	Project "Tools" Training ●	Topic to vary- Implementation Team information and training	Build knowledge and ability around key project tools (e.g., Risk management; QA processes, Agile, Gated Funding)	Varies by topic – Linda	Will vary	Started with Risk Apr-22
	Risk Review ●	Context around the risk and its mitigation plan; or issue and its action plan	Promote visibility to project risks and issues per the Project Management Plan; escalate and engage as needed	Linda & Jeff M.	Monthly through 2022; then bi-weekly	Started May-22
	Customer Journey Maps ●	High-level diagram from the "customer" lens on how they experience the case management	Keeping the customer perspective clear- and working closely with SME representation	Product- Marissa	Various groups	Started Mar 2023
	Internal Business Process Flows ●	Diagrams of the business workflow	Promote visibility into operations, cross-functional dependencies, worker responsibilities	Product (Mei Ling) & BAs	Product Design Sessions	Started Mar-23
	Go / No-Go organizational readiness	Per defined criteria, here is the progress I have made in my organizational readiness	Promote visibility and coordination into the collective work that is being done	Anne G	bi-weekly moving to weekly	Start Jan 26
Mechanisms:	*Weekly Team meeting, Tuesdays 2:30-3*					
ESD Employment Connections – administered program staff	Business Validation (program specific) ●	We want end-user feedback on usability	Customer direct interaction and feedback on what is built before it is in production	Michael via LDPs	At key check points	Start Oct 2025
	Detailed design-setting sessions (program specific) ●	We want end-user input on system design and processes(e.g. business, technical flows)	Customer interface (and dreaming) around the system design	LDPs	Discovery Mtgs	Started Feb 2023

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
	Staff Training of system ●	See training plan (May 2024)	Objectives per training plan (May 2024)	McKenzie	in training plan	Start Mar 26
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
	Newsletter	Evolving key messages and updates regarding project	Building divisions awareness and knowledge about project	Anne G	Monthly via "The Connection"	On track; Started 4/6/22
Mechanisms:	*Email newsletter updates; All-staff meetings*					
WIOA Title I-B service delivery contractor staff	Business Validation (program specific) ●	We want end-user feedback on usability	Customer direct interaction and feedback on what is built before it is in production	Michael via LDPs	At key check points	Oct 2025
	Detailed design-setting sessions (program specific) ●	We want end-user input on system design and processes (e.g. business, technical flows)	Customer interface (and dreaming) around the system design	LDPs	TBD- agile ceremonies	Started Mar-23
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
Mechanisms:	*Varies office to office*					
WIOA Title 1 Migrant and Seasonal Farm Worker Program / National Farm Worker Jobs Program staff	Staff Training of system	See training plan (May 2024)	Objectives per training plan (May 2024)	McKenzie	TBD- in training plan	Start Mar 26
	Business Validation (program specific) ●	We want end-user feedback on usability	Customer direct interaction and feedback on what is built before it is in production	Michael via LDP (Maria Maravilla)		TBD
	Detailed design-setting sessions (program specific) ●	We want end-user input on system design and processes (e.g. business, technical flows)	Customer interface (and dreaming) around the system design	LDPs	TBD- agile ceremonies	Started Mar-23
	Sprint Reviews (Invitation) ●	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
	OIC targeted updates (contracted partners) ●	Evolving key messages and updates regarding project	Periodic and recurring intentional update to share about the project and share Town Hall materials	Maria Maravilla (WP PO)	Following the townhalls	Started June 2024
Mechanisms:	*varies*					
ESD LMIR Division	Project update ●	Progress, resource needs and asks, timeline updates, capture Q and A to bring back to the WIT Implementation team or Planning Team.	Break down silos and ensure most recent information is shared. Create a state of change readiness and plan for potential future resource needs proactively.	Barb Arnott	Weekly	Started Active
Mechanisms:	• *Standing meetings*					

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
Local One-Stop Operators	Project status & decisions made 🟢	Progress report on the project since the last meeting, and upcoming milestones and decisions made	Stakeholder engagement, organizational alignment	LWBD Directors	Varies	
Mechanisms:	• *Email communication is optimal*					
LWDB Peer-to-Peer (Meranda Smith/LWDB)	Change Management messaging 🟢	Will depend. Want Peer-to-Peer to be consulted as a means to increase project communications	amplify OCM messages and project communications	Luci & LDPs	Ad-Hoc	See Change Plans
	Feedback 🟢	Will depend. Want Peer-to-Peer to be consulted as a means to increase project coordination	validate project assumptions and vet ideas or approaches	Linda, Michael	Ad-hoc	
Mechanisms:	• *Group meets every 2 weeks, Thursdays 2-3:30--- contact Meranda Smith who establishes the agenda*					
IT Vendor / Launchpad	Contract Negotiations ⚫	Clear shared understanding of what is the scope of work and project's contractual obligations	Documented and clear expectations supported with binding agreement	Sumit Gupta	Nov-Dec 2022	**Done**
	Contract management 🟢	Deal with contract changes, clarifications and address performance concerns and responsibilities	Keep ESD and Vendor aligned with the best practices with government contract management	Sumit Gupta	Jan 2023-recurring meetings	Started/Ongoing
	Project Kick-off meeting ⚫	Formal meeting to welcome and introduce IT vendor to project resources	Meet and greet; understand roles and responsibilities, review contract terms; scope clarity	Contract manager with PMs	Jan 2023	**Done**
	General On-boarding ⚫	Here are established processes, groups, point of contact and resources	Ensure the vendor has access to key systems; aware of project deliverables	Contract Manager with PMs	Jan 2023	**Done**
	Team Agile Processes 🟢	Utilize agile teams to identify implementation solutions (more detailed discussions)	Gathering detailed business requirements, define solution, obtain stakeholder buy-in, developing actual requirements, including testing, QA	Miriam Lamaute, Venu Chenchu	Team scrum ceremonies	Started Sept-23
	Architectural Review 🟢	Here are the significant technical system changes underway	Promote awareness for security, significant architectural and reporting	IT Vendor & ESD Architects	Arch. Reviews	Started Sept-23
	Scrum Meetings 🟢	Utilize agile process / ceremonies to align all scrum teams towards a common goal and direction of the project (high level project goals)	Keep stakeholders engaged, organizational alignment and identification of dependencies across scrum teams, including testing, QA	Miriam Lamaute, Venu Chenchu	Scrum at Scale ceremonies	Started Sept-23
	Sprint completion Report 🟢	Here is what was completed during this sprint	Ensure Technical Leadership at ESD and Launchpad are aware of what was completed so that acceptance / payment of sprint can be	PMO (created by LP PM)	Friday following Sprint Review	Started Jan-24
	Close of contract / transition to maintenance & support	Transition plan combined with socialization of information and documents	When project is at maintenance & operations, system is stable- ensure a clean hand-off between build to ongoing system supports	Contract Manager	At project close	

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
	Technical & Project Lessons Learned	Overview of what worked well, what was challenging and considerations for future	The vendors view and analysis of the project's success and challenges both technical and soft skills	Launchpad PM	At project close	
Mechanisms:	*Standing meetings and agile ceremonies*					
ESD Equal Opportunity Office (EOO)	RFP requirements & base contract language	Specific and minimum level of EOO requirements and expectations for any technology procurement	Create baseline expectations that will serve as the minimum boilerplate for technology procurements	Greg / Teresa	WIT RFP done	Done
	Sprint Planning & Review	We want EOO input on system design and processes and feedback to ensure the product is acceptable	Outline and inform what the feature looks like (e.g. determinations) and EOO input on trade-off decisions	Michael	At key check points	Start Feb 2023
	Bidder demos and workshops	We want EOO input on the scenarios for the IT Bidders to demo and workshop on	Seek EOO feedback on the scenarios so that we can evaluate the bidder's system and capability to address EOO items	Michael	Aug – Sep 2022	Done Aug-Oct 2022
	Staff Training of system	We want EOO input on how to plan and design the staff training	Objectives per training plan (May 2024)	McKenzie	TBD- in training plan	Start Mar 26
Mechanisms:	*1:1 meetings with the EOO designee / or team with WIT Project's Planning Team representative(s)*					
ESD Administrative Services Division	Project updates- email	Updates on project status	Keep ASD units informed on relevant and key activities underway	Emily & Maddie		
	Enterprise Risk Reporting	Context around the risk and its mitigation plan; or issue and its action plan	Highlight project risks & Issues (risk rating 15+) to Enterprise Risk Manager	Anne G	Monthly email	Started May 2022
Mechanisms:	*Monthly ALL ASD meeting*					
ESD Employment System Policy & Integrity Division	Project update	Progress report on the project since the last meeting, and upcoming milestones. Collect feedback and identify concerns from ESPI's Managers to share with WIT Implementation team or Planning Team.	To ensure that ESPI managers with a vested interest in the project success are aware of the status, ask questions, and have an opportunity to voice, concerns.	Gary	Weekly ESPI Managers' meeting	Started
Mechanisms:	• *Weekly ESPI Manager's meeting*					
"Consult" (Type 2)						
State Workforce Development Board / Workforce Training & Education Coordinating Board (WTECB) including all WIOA-affiliated	**Bi-weekly update for** WIOA Policy Manager WTECB	Progress report on the project since the last meeting, and upcoming milestones.	Satisfy WTECB's directive that it be informed of project status and assured that progress is being made in addressing the DOL finding	Gary	Standing bi-weekly virtual meeting with Elizabeth Court	Started
	Updates for Marina Parr, Comms Director	Information to liaison with groups such as Washington Student Achievement Council; Council of Presidents; Independent Colleges of	To inform other educational partners of the WIT replacement status	Anne G	Ad-hoc	Started Sep 2025

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
agencies (SBCTC, DVR, DSB, L&I, Commerce, and OSPI) **AND** State agencies that administer WIOA one-stop partner programs that will not use WIT replacement **AND** US Dept. of Education **AND** Washington Student Achievement Council; Council of Presidents; Independent Colleges of Washington; OSPI, state Board of Education; Educational Service Districts-Vocational ed staff		Washington; OSPI, state Board of Education; Educational Service Districts- Vocational ed staff				
	WTECB board meeting - Project Update 🟢	Progress report on the project since the last meeting, and upcoming milestones.	Share updates with the other state agencies during WTECB board meeting's bi-monthly AND To inform other WIOA One-Stop state partner agencies of the WIT replacement status	Gary	Ad-hoc; Standing Bi-monthly w/ WTECB board	On Track: Started in Dec 2021
	Milestone Announcements	Announcement of completed high-level Milestones for the Project (e.g. the IT Vendor selected; System ready)	Leverage the WTECB communication channels for announcements	Ish or Cami (via ESD Comms)	Ad-Hoc	Start fall 2025
	WTECB demo	Share what to expect in new system	System awareness for staff and/or board	Michael	TBD	
Mechanisms:	• _Standing bi-weekly virtual meeting for updates to Eric; and WIOA Title 1 Coordination Meetings that includes Directors and Managers from ESPI, DATA, ITSD, FSD and WTECB who are responsible for the state administration of Title 1B._					
Governor's Office / OFM / DES	Gov's Office updates 🟢	Targeted updates on specific topics for the authorizing environment; "head's up" on project success and challenges	Keep authorizing environment informed and prepared around project	Josh Dye/ Chris Barron;	Ad hoc- as needed	started
	DES Updates ⚫	Project requests for delegated authority & updates per DES conditional response	Keep authorizing environment informed during the IT Vendor procurement process	Greg Grahn	Ad-hoc as needed	Done Mar 22
	OFM Updates with Ana Minor 🟢	Targeted updates on specific topics for the authorizing environment; "head's up" on project success and challenges	Keep authorizing environment informed and prepared around project	Lisa & CFO (TBN)	Weekly-recurring	started
	If needed- Budget adjustment (for more $) 🟢	The rational and details around any additional budget requests	To follow the state process, if the funds are insufficient; earlier notification as much as possible	CFO (TBN) Lisa H, Anne G	Timing follows the budget cycle	Started DP#4 Aug-24
Mechanisms:	_Existing Agency-to-ESD point-to-point contacts_					
"Inform" (Type 3)						
US Dept. of Labor-region 6, TAA, Vets, Titles 1B & 3	Updates to DOL Region 6 Title 1B FPO / DOL Vets Region 🟢	Keep DOL appraised of the WIT replacement status What is happening with project in past month and what for next month	Satisfy DOL's directive that it be informed of project status and assured that progress is being made in addressing the DOL Title 1B findings	Gary, Ish	Monthly/ Ad-hoc	Started
	Monthly Status Update during 🟢	Keep DOL appraised of the WIT replacement status	Satisfy DOL's directive that it be informed of project status and assured that	Gary, Ish	Monthly/ Ad-hoc	Started

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
	standing meeting and Ad hoc meetings with DOL Region 6 FPO	What is happening with project in past month and what for next month	progress is being made in addressing the DOL Title 1B findings			
	Status Report – as requested ●	What is happening with project in past month and what for next month	Promote transparency into the Project and visibility on the project timeline	Linda	Monthly	Started Jun 2022
	State DVet Update (Shannon) ●	Keep DOL appraised of the WIT replacement status What is happening with project in past month and what for next month	Keeping the DVet apprised on the project progress	Sam Mitchell	Monthly / ad-hoc	May 2022
Mechanisms:		• *Monthly standing meeting with DOL Region 6*				
QA Vendor | ISG-NW (Gaspar Gulotta & Jeff Pearson	Contract Negotiations ●	Clear shared understanding of what is the scope of work and project's contractual obligations	Documented and clear expectations supported with binding agreement	Nona	June 2022	Done
	Vendor mgmt / Project Coordination Meetings ●	Discuss initial and current findings; address any vendor management concerns	Keep ESD and Vendor aligned with the best practices with project quality management	Contract manager with PMs	June 2022- with recurring meetings	Started June 2022
	Project Kick-off meeting ●	Formal meeting to welcome and introduce QA vendor to project resources	Meet and greet; understand roles and responsibilities, review contract terms; scope clarity	Contract manager with PMs	June 2022	Done
	General On-boarding ●	Here are established processes, groups, point of contact and resources	Ensure the vendor has access to key systems; aware of project deliverables	Contract Manager with PMs	June 2022	Done
	QA's project Lessons Learned	Overview of what worked well, what was challenging and considerations for future	The vendors view and analysis of the project's success and challenges	ISG	Due by 6/30/26	
	Close of contract	Transition plan combined with socialization of information and documents	Facilitate project closure with QA vendor	Anne G.	Due by 6/30/26	
Mechanisms:		*Established standing meetings at key monthly QA deliverable deadlines (initial findings, current report as of Steering)*				
OCIO / WaTech	Gated Funding Kickoff & subsequent Coordination Meetings ●	Keep OCIO appraised of the project specifics and understand what is required to complete the Gated Funding Technology Budget.	Discuss the project specifics, as well as the Concept Briefing document and Technology Budget	WIT PM (Linda)	Start 5/2 thru scheduled gates	Done; only meet as needed
	Monthly project status ●	Project dashboard updates for scope, schedule, budget and overall; posting of the status report	Keep the State's IT Project dashboard current with project information for the public	WIT PM (Linda)	Monthly web update (by the 5th)	Started Mar-22
	Project budget reporting- Gated Funding	Project dashboard update on gated funding project details	Keep the State's IT Project dashboard current with project information for the public	WIT PM (Linda)	Monthly ESC meeting	Started Aug-22

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
	Steering Committee Meeting participation	What is happening with project in past month and what for next month; and specific needs of project; risk & issue reporting; QA Vendor report	Keep apprised of the project activities and high risks; tracking project health to inform OCIO assessment	WIT PM (Linda)	Monthly ESC meeting	On track: Started 2/1/22
	Opportunity to review vendor procurements	Here is the procurement for your review and feedback	Provide authorizing environment the opportunity to review and provide feedback	PM (Linda)	As needed	Done
	OCIO Deliverables	Using OCIO formatted deliverables, the project response around project concept and state investment	Initiate the project with the OCIO; Provide authorizing environment the opportunity to review and provide feedback (Investment Plan requires formal approval)	PM (Linda)	only amendments at this time	Done
	Sprint Reviews (Invitation)	Please join in the sprint review to provide constructive comments and feedback about what the team has accomplished.	Awareness of the progress and system design. The review provides a place where the scrum team presents the work they completed for the project.	Product Manager (Michael)	End of Sprint- every 3 weeks	Started Dec 2023
	Post Implementation Review	Here is the project's formal report due to the OCIO	Provide the OCIO, State Agencies and public summarize report of project compared to the Investment Plan	PM (Linda)	Due 9/30/2026	
Mechanisms:	OCIO IT Project Dashboard too (search by WIT..); Steering Committee meetings; ad-hoc coordination meetings					
Technology Services Board / Portfolio / Policy Subcommittee	Project Overview or Quarterly status report (if requested)	High level of project objectives, status and information sharing; QA vendor and OCIO assessments	Provide TSB Committee / authorizing environment the opportunity to hear about project, ask questions.	Project Sponsor & PM (Linda)	Upon request by WaTech OCIO	Started 7/2025
Mechanisms:	Upon OCIO Request- standing TSB Committee Quarterly Meeting					
ESD Communications Office	Team project updates	Here is what is happening with the project	Awareness of the project	Latasha	Milestones per Comms calendar; weekly awareness	Started
Mechanisms:	Tuesday Tactical, Thursday huddles, existing check-ins, editorial calendar; weekly public affairs team meeting					
State Legislature	Legislative updates	Targeted updates on specific topics for the authorizing environment; "head's up" on project success and challenges	Keep authorizing environment informed and prepared around project	Josh Dye	Ad hoc	Support DP request
	Leg Fiscal Staff (with OFM)	Targeted updates on specific topics for the authorizing environment; "head's up" on project success and challenges	Keep authorizing environment informed and prepared around project	CFO (TBN) & Lisa cc: Josh	Bi-Weekly recurring	Started
	Stakeholder Update	Email to share significant milestones; heads up on potential pitfalls	Keep authorizing environment informed and prepared around project	Cami	Ad hoc	As needed
Mechanisms:	Government Relations team and Cami provide emails and schedules meetings to meet with them 1:1 as needed					
Brand and Media Group (BAM)	Project updates	High level of project objectives, status and information sharing	Provide BAM the opportunity to hear about project, ask questions.	Anne G/ Chris Barron	Monthly meeting	Start May 2022

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
Mechanisms:	*Monthly meeting; Annual retreat*					
"Monitor" (Type 4)						
Washington Workforce Association (WWA)	Project Updates – when requested	High level of project objectives, status and information sharing	Provide WWA the opportunity to hear about project, ask questions.	Project Sponsor & PM (Linda)	Upon request by WWA	Started
	Monthly verbal updates-new	High level of project objectives, status and information sharing	Provide WWA the opportunity to hear about project, ask questions.	Anne G	Standing meeting	Started May-24
	Monthly status report to Director (John Traugott & Amy Martinez)	Courtesy Email of the published monthly status report	Build awareness of the progress made and planned for the project	Linda	Email when status report is published	Started Apr-22
Mechanisms	*Monthly WWA Meeting*					
SBCTC, Commerce & DSHS- (primarily WorkFirst Partner State Agencies)	Recurring status update	highlights from the monthly status report, published on 5th of the month	Keep Workfirst Partner informed on project's progress using short, brief easy-to-consume interest articles	Sandy Crews	Via Comms packets	Start Oct-25
	Semi-annual Recurring meeting update	Promote the project activities and highlights, future plans or ideas for future engagement	Keep partners on the periphery aware of the WIT project and open to the possibilities of future integrations	Anne G	Local or statewide LPA meetings	Start in 2026
	Annual Recurring meeting update	Promote the project activities and highlights, future plans or ideas for future engagement	Keep partners on the periphery aware of the WIT project and open to the possibilities of future integrations	Anne G	TBD	Start in 2026
Mechanisms	*Standing LPA meetings; DSHS statewide meetings or annual conference*					
Other WIOA Title I Programs (Native American Program, Job Corps, YouthBuild)	Oral Project Update- as needed	Here is what is happening with the project	Awareness of the project	LWDB Directors, Preston Parish	Ad-hoc	
Mechanisms:	*Via standing meetings with these groups via the LWDB Director(s); WPC page for Tribes*					
WorkSource Customers	Probably not an active communication audience, however is something specific comes out that would impact them		Awareness of something that would impact the customer	BAM (via Anne G /Chris B /Latasha)		June 2026
Mechanisms:	*Via BAM group and established processes*					
Local community organizations (e.g., Associate Development Organizations; Economical Development offices / councils; chambers of	Oral Project Update- as needed	Here is what is happening with the project	Awareness of the project	LWDB Directors	Ad-hoc	

To Whom	Types of Communication	Message	Objective	By Whom	When / where	Status
commerce; council of government)						
Mechanisms	*LWDB Meeting 1x month- as needed*					
Governor's Office of Indian Affairs	Recurring status update meeting 🔵	Formal highlights about the project and what is happening	Awareness of the project key milestones	Preston Parish	Semi-annual; ad-hoc	Start Oct-25
Mechanisms	*Via 1:1 organization to agency point of contacts*					
[ASWS Advisory Committee](#)	Recurring status update meeting 🔵	Formal highlights about the project and what is happening	Awareness of the project key milestones	Bertha Clayton	Quarterly -New 2022	Start Oct-25
Mechanisms	*Meets monthly*					
Washington State Apprenticeship and Training Council (WSATC)	Field any WIT Project questions (if ever) 🟢	No message- this is a "receiving channel"	Open to fielding questions, if ever, that the WSATC would have	Sue Keltner	Ad-hoc	Ad-hoc
Mechanisms	*Quarterly meetings, Sue proxy for Commissioner*					
ESD Promoting Equity and Anti-Racism (PEAR) Team	Recurring status update meeting 🟢	Formal highlights about the project and what is happening	Awareness of the project key milestones	Linda or Anne G to Martin McMurry	Monthly email	Started Aug 2022
Mechanisms	*Weekly meeting to include ESD representatives, ESD Commissioner and Community Partners and Action Groups*					