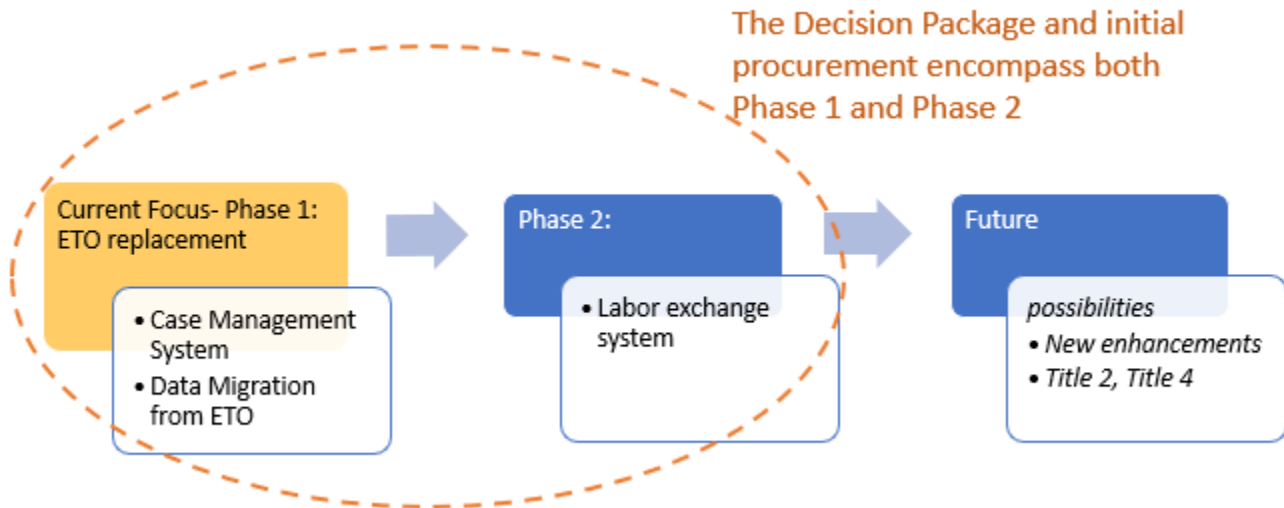


WIT ETO Replacement Project- Phase 1

Updated 2/1/2022

PURPOSE | GOAL & OBJECTIVES

Project Phase 1-Statement of Work- Acquire new case management solution(s) for tracking re-employment services and outcomes to replace the existing WorkSource Integrated Technology (WIT) case management system (current system is referred to as Effort-to-Outcomes, ETO, and Case Management System).



Business Case: The Monster Government Solutions (MGS) initial contract was for a 5-year term (2015-2020) and has two, one-year extensions for a maximum term of seven years. The contract with MGS has been extended through May 2023. Early configuration decisions had unexpected downstream consequences that impair some pieces of ETO functionality. This is a summary of the current 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 and reconciling multiple data sources such as NGTS, AFRS, and WSWA 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.

This project will be implemented honoring the WorkSource I&T Steering Approach (listed here) 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.

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

The project also supports [ESD Priorities](#) and [ESD Value Lens](#):

Priorities

- Organizational Excellence** (we make the best use of our resources and we work together...)
- Customer Satisfaction** (...to better serve customers with easy and equitable access to services.)

Values Lens

- **Integrity** – Acting with honesty and truthfulness and are good stewards of our resources
- **Innovation** – thinking outside the box and applying process improvement tools to optimize efficiency

Project Assessment: Level 3

Project / Initiative Levels- Assessment

Step 1: EFFORT					Step 2: EFFORT RATING	Step 3: LEVEL OF CONFIDENCE				
Cost, \$K	Duration (Schedule, Mos)	Playbook Goal / Strategy	Scale	Exposure		Very High-certain on impact	High-pretty sure on most of impact	Neither High or Low-easy	Low-not sure on some of the impact	Very Low-big guess on impact
>500	> 12	Key goal	Inter-Agency	Publicly noted, Governor reported	Very High	3	3	3	3	3
200- 500	6 to 12	Playbook goal / Key Strategy	Cross ESD	Substantial stakeholder impact	High	2	2	2	3	3
50 – 200	3 to 6	Playbook strategy	Cross-Division	Moderate stakeholder impact	Medium	1	2	2	2	3
5 – 50	1 to 3	Playbook Initiative	2-3 workstreams Within Division	Minor stakeholder impact	Low	1	1	1	2	2
< 5	< 1	Tactic, Efficiency, Lean	Within workstream	Little stakeholder impact	Very Low	1	1	1	1	1

Project Level: Level 1 Level 2 Level 3

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BACKGROUND

Current system background and solution deficiency

In May 2016, ESD went live with technology provided by Monster Government Solutions (MGS) that provided two main business functions: a job-matching public portal to connect job seekers and employers (referred to as Worksourcewa.gov, WSWA, WorkSourceWA, labor exchange, LX) and a case management system to track re-employment services and outcomes (ETO). 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.

The case management functionality of the system implemented in May 2016 has not met either the case management needs of WorkSource offices (as described in the business case above) or federal reporting requirements. 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.

Prioritization of vulnerable populations

The labor exchange process and case management programs are designed to address, specifically, populations that are more vulnerable and lack access to employment connection services. The case management system needs to accommodate WIOA priorities along with any priorities identified by the Governor.

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BUDGET OVERVIEW

The following table reflects the budget for the WIT project that was included in the Governor's proposed 2022 supplemental budget. Funding authority is pending approval with the legislative enacted budget.

Fiscal detail

Operating Expenditures	FY 2022	FY 2023	FY 2024	FY 2025
Fund 134-01	\$0	\$4,843,000	\$7,510,000	\$5,827,000
Total Expenditures	\$0	\$4,843,000	\$7,510,000	\$5,827,000
Biennial Totals	\$4,843,000		\$13,337,000	
Staffing	FY 2022	FY 2023	FY 2024	FY 2025
FTEs	0.0	6.0	6.0	6.0
Average Annual	3.0		6.0	
Object of Expenditure	FY 2022	FY 2023	FY 2024	FY 2025
Obj. A - Salaries	\$0	\$459,444	\$459,444	\$459,444
Obj. B - Benefits	\$0	\$183,778	\$183,778	\$183,778
Obj. C – Professional Service Contracts	\$0	\$1,700,000	\$4,366,666	\$2,183,334
Obj. E – Goods and Services	\$0	\$2,376,004	\$2,376,338	\$2,876,670
Obj. T – Intra-agency Reimbursements	\$0	\$123,774	\$123,774	\$123,774
Revenue	FY 2022	FY 2023	FY 2024	FY 2025
Fund 134-01	\$0	\$4,843,000	\$7,510,000	\$5,827,000
Total Revenue	\$0	\$4,843,000	\$7,510,000	\$5,827,000
Biennial Totals	\$4,843,000		\$13,337,000	

This does not account for in-kind services that support this project. Full budget details will be available once the OCIO technology budget has been submitted and approved. Monthly budget reporting will begin once the technology budget has been approved.

HIGH-LEVEL REQUIREMENTS**In Scope:**

- Collaborate with the twelve Local Workforce Development Boards (LWDBs), state agencies (e.g. DSHS, Labor & Industries) and ESD.
- Design and document the WorkSource OneStop System Product Roadmap (includes all four types of the OneStop: Comprehensive ("full service"), Affiliate, Specialized and Connection).
- Meet the defined Minimum Viable Product (MVP) - 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).
- Successful procurement of an IT Vendor for an "Off the Shelf" (COTS) 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 including but not limited to:
 - Data normalization and migration
 - Stakeholder engagement

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- 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
 - 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 (OCIO, 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 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 OCIO (Policy 188) and certification application for One-Stop System requirements for accessibility.
 - 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).

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Not included in the scope of work for Phase I (*Denotes strong dependency/connection in the success of ETO replacement):

- PIRL Validation Project* (dependency because before we can turn on new system, we must have tested that we have the capacity to generate a clean PIRL in an automated fashion)
- Interim management of the quarterly performance federal reporting* (important parallel effort, dependency similar to the PIRL Validation Project)
- 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)
- Updating the I&T Advisory Committee Charter, recurring Advisory Committee meetings
- Recurring business meetings & deliverables of the Intake & Analysis Team
- Labor Exchange System (this is Phase 2)
- 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
- Changes and updates to [WorkSourceWA](#), the public-facing website
- Re-branding or refreshing the brand for WorkSource

DELIVERABLES (IN NO PARTICULAR ORDER)

- WIT Replacement- Phase 1 Project Charter
- Resource Management plan (including contracted and project positions)
- Delegated authority for contracting/procurement from DES
- WorkSource OneStop System Product Roadmap
 - Defined Minimum Viable Product (MVP)
 - Refined backlog for ETO
- OFM & Legislative Decision Package(s)
- Monthly Status Reports
- Information & Technology Steering Committee updates
- Technical & business requirements
 - Data (normalization) migration strategy
- Procurement & selection of the technical vendor(s) for the Case Management system
 - Vendor contract/statement of work
 - Request for proposals or official solicitations for bids
- Procurement & selection of the quality assurance vendor(s) for the WIT Replacement Project
 - Vendor contract/statement of work
 - Request for proposals or official solicitations for bids
- Project Schedule
- Project Management Plan (which includes governance policy, roles & responsibilities, decision, RACI & escalation structure, risk & issue management, communications plan and stakeholder registry)

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

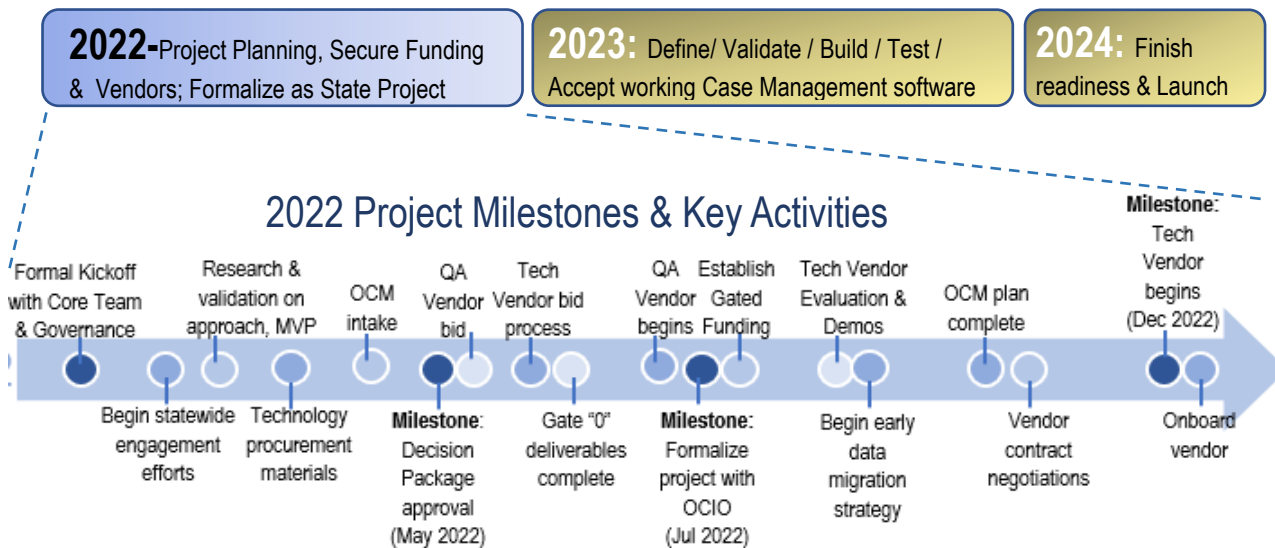
WIT ETO Replacement Project- Phase 1

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- Organizational Change Management Plan
- Decision Log
- Risk & Issue Log
- Change Request Log
- Data Sharing Agreements
- Training Plan(s)
- Go / No-Go criteria checklist
- OCIO IT Project materials (IT Project Assessment, Project Concept Review, Approval, subsequent IT Project Dashboard updates)
- OCIO Gated Funding deliverables (Investment Plan, Funding Application & Budget workbook)
- Close out activities (Lesson's Learned, OCIO Post Implementation Review)

PROJECT MILESTONES & DEPENDENCIES

The core objective is to deliver scope related to the milestones on-time, on budget and with quality that ensures a positive customer experience. Phase 1, WIT ETO 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 will focus on the technical configuration of the procured COTS 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 2024 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.



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WIT ETO Replacement Project- Phase 1

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Critical Dependencies / Connections to Project Success

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 ETO Replacement - why
PIRL Validation Project	Brian Mark	High – ability to generate a clean version of the PIRL report
(Internal) Data Policies and Agreements	Aji Lemcke	High- foundation to establish data sharing agreements and responsibilities
ETO Prioritized enhancements	Michael Luchini (interim)	Medium- Current User experience / Operations
Quarterly Report Analysis	Ismaila Maidadi & Brian Mark	Medium- Current User experience / Operations
Cloud-computing Initiatives	Rob Allred	High – Affects contract conditions

PLANNING TEAM ROLES & RESPONSIBILITIES

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 will be outlined in the project management plan.

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

- The Project's Business Owner is Jairus Rice,
- ESD Chief Information Officer is Maribeth Sapinoso
- Two Business Sponsors representing the LWDBs- Mark Mattke and Amy Martinez.

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

Role	Responsibility
Project Owner, Nona Mallicoat (Supported by Management Analyst, Anne Buchan)	<ul style="list-style-type: none"> - 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 issued 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.
Project Manager, Linda Kleingartner (Lead) IT Project Manager, TBD	<ul style="list-style-type: none"> - 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, TBN; interim Michael Luchini	<ul style="list-style-type: none"> - 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.

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Role	Responsibility
	<ul style="list-style-type: none"> - Develop and maintain the WorkSource one-stop system Product Roadmap - Manage the WorkSource one-stop system portfolio
Solution Architect / Principal Engineer , Chad Stoker	<ul style="list-style-type: none"> - Accountable for the delivery of the technical implementation - Develop statewide & agency-wide business solution architecture. - Support/promote best practices and standards for the internal & external platforms, solution interoperability, and modernization.
Organizational Change Manager , Liane Johnson (supported by Sara Crosby)	<ul style="list-style-type: none"> - 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
Contracts Manager , Wendy Walker	<ul style="list-style-type: none"> - Develops WIT RFP and contract - Acquires additional contracted support as needed (QA, BA, etc.) - Participates in discovery and requirements gathering meetings - Engages AGO - Secures additional delegated authority from DES
Division's Contract Manager , TBN; interim Nona Mallicoat	<ul style="list-style-type: none"> - Responsible for ensuring vendor adherence to the contract (performance). - Monitors and approves contract expenses. - Works with Contracts Office on any change requests or amendments.

IMPLEMENTATION TEAM (CORE TEAM) ROLES & RESPONSIBILITIES**Core Implementation Team Responsibilities and Expectations**

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 Core 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 Core Team.
- Maintain project documentation.

Team Member expectations:

- Participate in recurring Core 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.

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- Schedule and status reporting.

Core Implementation Team Membership

Those demarked with an * will be in more of a consultative role, serving the project for defined pieces, and intermittently engaged with the Core Implementation Team as needed. Note the participant names may change over the course of the project, but the functional role remains.

Role on Team	Function	Participant(s)
Business Analyst(s)*	Identify, organize and document the business requirements for the WorkSource one-stop system	(1) Contract BA hired by ITSD (2) Mary MacLennan
(New) System Administrator* ¹	Manage the system operations readiness activities, system integration and ongoing system support.	Rebecca McGinnis ¹ (within ITSD)
Internal Quality Assurance* ¹	Heavily engaged in user acceptance practices, conduct periodic quality checks on the technical solution; summarize observations, strategize with Planning Team on any blockers, concerns and risks.	TBD (within ITSD) ¹
Data & Migration SMEs*	Heavily engaged in the data migration activities, early engagement to develop a readiness plan and work closely with the IT Vendor	Brian Mark (within DATA) Medina Williams (Product Manager within PPP)
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	Madeline Veria-Bogacz and Katherine Bodnar (within ASD)
Product Analyst	Working closely with the LWDB 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, non-perm within PPP) Matt LaPalm (Supervisor, within PPP)
Product-General*	Provide expert consultation and supervisory support to the Product activities	Joel Getzendanner (within PPP)
Division-assigned Organizational Change Managers	Provide OCM expertise within the Division to inform the organizational change management plan; provide coaching as needed. Works closely with OCM Lead (on Planning Team) to integrate OCM activities	EC: Liane Johnson (non-perm, within PPP) ITSD / LWDB: Kelly Ziesemer (within PPP)
Contracts & Procurement Coordinator	Develops procurement & contract documents. Works with SMEs to refine requirements and evaluation questions. Works with SMEs/Program to develop contract deliverables, vendor performance expectations, and a statement of work. Collaborates with AAG on procurement and contract documents. Coordinates Bidder communication during procurement phase. Creates evaluation process, trains evaluators, and facilitates the Bidder evaluation and selection process. Part of the negotiation team.	Kirsten Taylor (within Finance)
Contract Manager	Responsible for vendor management and change request / amendments if needed. Identifies and monitors success factors.	TBN (within EC); Nona interim

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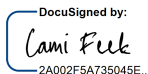

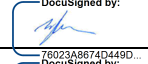

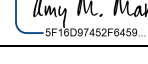
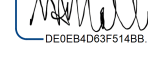
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Role on Team	Function	Participant(s)
WorkSource Budget Manager*	Monitoring and track the project expenses, working closely with the Project Owner and Project Manager	Lisa Henderson (within Finance)
WorkSource Programs Trainer* ¹	Create and implement the Project training plans	TBD (within ITSD) ¹
Policy Manager*	Provide policy guidance and clarification when needed with the WIOA program and the Washington (One-Stop) System	Gary Kamimura (within Policy)
Communications Management	Develop and deliver project communications to the LWDB and internal Employment Connections staff.	Emily Persky (within Central Comms) Jordyn Johnsen (within EC)
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	Ismaila (Ish) Maidadi (within ESPI) Elizabeth Court (within EC)

¹ There are 5 positions outlined in the Decision Package, to be funded after 7/1/2022 (Database Administrator, Staging/Testing System Administrator, Local workflow Administrator, Web Services Developer and ITSD WorkSource Programs Trainer). Specific responsibilities and role will be determined after the personnel are secured.

GOVERNANCE - APPROVAL OF THE CHARTER

Signature below indicates approval to proceed with the above described actions and resources for this project.

Role	Name	Signature	Date
Executive Sponsor / WA State Workforce Administrator, ESD Commissioner	Cami Feek	 2A002F5A735045E...	2/28/2022
Business Owner / I&T Steering Committee co-chair	Jairus Rice	 E9ADEC928856462...	2/1/2022
Business Sponsor / I&T Steering Committee co-chair	Mark Mattke	 76023A8674D449D...	2/1/2022
ESD CIO / I&T Steering Committee Vice co-chair	Maribeth Sapinosa	 8D5172934EE5475...	2/3/2022
Business Sponsor / I&T Steering Committee Vice co-chair	Amy Martinez	 5F16D97452F6459...	2/1/2022
Project Owner	Nona Mallicoat	 DE0E84D63F514BB...	2/28/2022