



University of Pennsylvania  
School of Social Policy & Practice  
3701 Locust Walk  
Philadelphia, PA 19104

[aisp.upenn.edu](http://aisp.upenn.edu)

September 8, 2025

Re: Letter of Support

Dear Policymakers,

On behalf of the Actionable Intelligence for Social Policy (AISP) initiative at the University of Pennsylvania, I am writing in strong support of the Washington Workforce Training and Education Coordinating Board's request for state funding. This transformative effort aims to modernize and integrate Washington's workforce development system to better serve residents across the state.

Washington's workforce system is currently administered across seven different state agencies, resulting in fragmented service delivery, duplicated intake processes, and unnecessary barriers for job seekers—particularly those facing economic hardship. The “No Wrong Door” initiative will directly address these longstanding challenges by leveraging integrated technologies, data-sharing frameworks, and resident-facing tools to create a more efficient person-centered system.

AISP is proud to support Washington in this work as part of our broader national network of cross-sector data collaborations. The Workforce Board's efforts exemplify the core principles of our mission: using data responsibly and ethically to improve outcomes for individuals and communities. We believe this initiative is not only timely—it is essential. It reflects national best practices in data governance, interagency collaboration, and human-centered design, and it has the potential to become a model for other states working to improve the accessibility and impact of public services. We are proud to support this proposal and urge your strong consideration of this investment in Washington's workforce infrastructure and in the residents it serves.

Best,

Deja Kemp  
Director of Legal Policy



## SPOKANE WORKFORCE COUNCIL

Dear Policymakers:

The Spokane Workforce Council in Washington State is affirming our support and participation for the Workforce Training and Education Coordinating Board's *"No Wrong Door" Workforce System Efficiency* decision package. This is a shared, interagency effort to create a more accessible, responsive, cost-effective, and modern service delivery model that meets the needs of Washingtonians.

The Spokane Workforce Council is the state and federally authorized local workforce development board for Spokane County. We are a business-led board, working in concert with local elected officials, whose mission is to elevate local workforce efforts with researched guidance, innovative funding, and strategic partnerships – so that we can identify and fill gaps in our local workforce and cultivate a flourishing regional economy.

The deliverables of this decision package will directly benefit all customers of the workforce system in Washington state, including youth, historically underserved populations, justice-involved individuals transitioning from incarceration into communities, laid off workers, refugees, and immigrants, and the businesses who benefit from robust talent pipelines to fuel their growth. Too often, our customers face barriers caused by different elements of our system not working in alignment with one another. We need to better leverage technology, streamline processes, and share customer data more effectively among the various partners in our workforce system. This project will allow our state to take quantum leaps forward in understanding and engaging with our customers and then aligning our collective efforts to achieve outcomes more quickly and efficiently. This is a timely request, as changes in the federal landscape require nimbleness and coordination in the workforce system to adapt to rapidly changing program requirements.

As a partner in this project, the Spokane Workforce Council commits to local collaboration and supporting the needed tools for streamlined service delivery, improved customer experience, and ultimately positive economic outcomes for businesses, workers, and their families. We believe the changing policy landscape and recent economic hardships for Washingtonians accelerate the need for this decision package and kindly request support for these system improvements.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark Mattke".

Mark Mattke  
Chief Executive Officer



STATE OF WASHINGTON  
**WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD**

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Phone: (360) 709-4600 • Fax: (360) 586-5862 • Web: [www.wtb.wa.gov](http://www.wtb.wa.gov) • Email: [workforce@wtb.wa.gov](mailto:workforce@wtb.wa.gov)

September 8, 2025

Dear Policymakers,

We are writing to you to express strong support for the “No Wrong Door” Workforce Service Efficiency effort led by Washington’s Workforce Training and Education Coordinating Board. This effort has received three years of legislative funding with a small provision for ongoing funds. Dedicated state funds are requested for this project to improve lives by enabling a new approach to a decades-long challenge facing our state’s workforce system.

This project seeks to transform service delivery for job seekers and employers as they interact with the workforce system. This system is currently administered across seven state agencies, which too often results in siloed and disconnected services for job seekers. Many people must share their personal and often difficult stories to multiple providers and endure redundant processes as they seek help to improve their futures. This can lead to “intake fatigue” and customers giving up on seeking help altogether.

Staff at the Workforce Board and a strong coalition of partner agencies seek to leverage modern technology and innovative practices to create a “no wrong door” approach. This coordinated effort will allow job seekers to effectively and efficiently connect with education, training and support services no matter where they connect with the workforce system. This strategy will also improve efficiencies for frontline staff and program administrators, allowing for a better use of resources.

The No Wrong Door effort will help more Washingtonians access living wage jobs when they need them the most. We also believe it will support employer needs for a more skilled workforce and help our state’s workforce system become more effective.

Thank you for your consideration of this request. Please contact Executive Director Eleni Papadakis in Olympia at (360) 709-4600 with any questions.

Sincerely,

Gary Chandler  
Business Co-Chair

Cherika Carter  
Acting Labor Co-Chair

Workforce Training and Education Coordinating Board