2026 SUPPLEMENTAL BUDGET DECISION PACKAGE

Agency: Workforce Training and Education Coordinating Board

DP code/title: WF – No Wrong Door WF Service Efficiency

Budget period: FYs 2027-2029

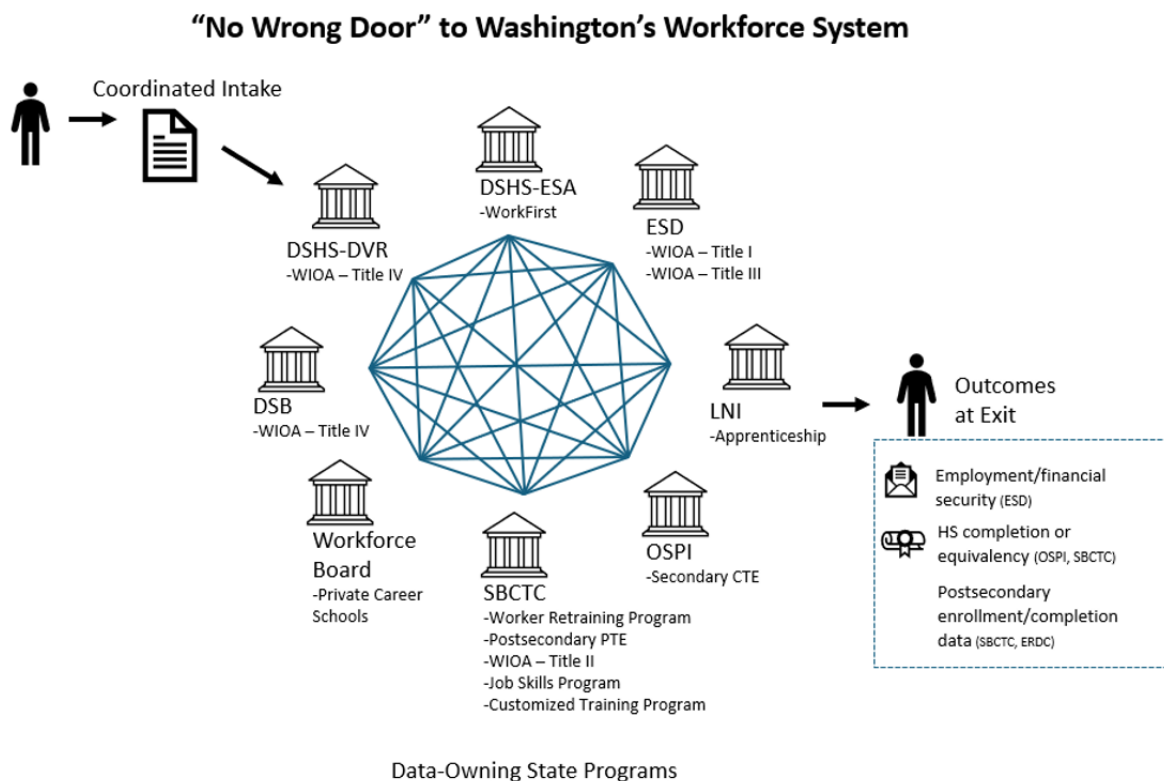**Budget level:** PL

Agency RecSum text:

Disconnected workforce service delivery has resulted in negative experiences and disengagement for job seekers, ultimately affecting retraining, employment, and economic outcomes. With new work requirements for Medicaid and SNAP resulting from federal budget actions (2025), the need for aligned service delivery is even more urgent. The Workforce Board and partners seek to leverage modern and innovative IT solutions to meaningfully address these long-standing challenges. Through the "no wrong door" approach, shared information across the full lifecycle of service delivery will help job seekers find meaningful work, connect employers with skilled workers, and strengthen economic stability and quality of life in Washington.

Fiscal detail

Operating Expenditures	FY 2026	FY 2027	FY 2028	FY 2029
Fund 001-1	0	379,000	559,000	400,000
Total Expenditures	**0**	**379,000**	**559,000**	**400,000**
Staffing	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**
FTEs	0.4	0.4	0.4	0.4
Average Annual	0.4		0.4	
Object of Expenditure	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**
Obj. A	0	52,000	52,000	52,000
Obj. B	0	17,000	17,000	17,000
Obj. C	0	134,000	254,000	254,000
Obj. E	0	42,000	42,000	42,000
Obj. N	0	95,000	175,000	25,000
Obj. T	0	39,000	19,000	10,000
Revenue	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**
N/A	0	0	0	0
Total Revenue	0	0	0	0
Biennial Totals	$0		$0	

Overview

Figure 1 Integrated Data from Entry to Exit

"No Wrong Door" to Washington's Workforce System

Coordinated Intake

- **DSHS-DVR** -WIOA – Title IV
- **DSHS-ESA** -WorkFirst
- **ESD** -WIOA – Title I, -WIOA – Title III
- **DSB** -WIOA – Title IV
- **LNI** -Apprenticeship
- **Workforce Board** -Private Career Schools
- **SBCTC** -Worker Retraining Program, -Postsecondary PTE, -WIOA – Title II, -Job Skills Program, -Customized Training Program
- **OSPI** -Secondary CTE

Outcomes at Exit
- Employment/financial security (ESD)
- HS completion or equivalency (OSPI, SBCTC)
- Postsecondary enrollment/completion data (SBCTC, ERDC)

Data-Owning State Programs

The Challenge

Washington's workforce system serves more than 531,000 customers through approximately 20 programs across seven state agencies. The system's ability to efficiently and effectively deliver a coordinated and streamlined experience is dramatically hindered by operational silos, including limited information coordination across agencies. Navigating these disparate agencies and processes poses a challenge—particularly for individuals with multiple or significant barriers to education and employment. Those participants who may have the greatest need to leverage bundled services are also those that often experience undue hardship in navigating a fragmented system. Customers must often start over at each stage of service delivery. They must not only share their personal and, often, difficult stories to multiple providers but also repeat processes for each service, creating "intake fatigue" and even cases of participants walking away from services. Among federally designated workforce programs operated by state agencies, the percentage of program exiters that discontinued services or could no longer be reached is around 30%, with variability by program and region.

Case managers lack the information they need to serve customers that are multi-barriered and receiving services across agencies. This leads to lost time in manual processes or inability to coordinate across the system, such as identifying gaps in services or knowing what services are already being provided. Businesses struggle to navigate a diverse network to create or tap into the education and training pipelines necessary to connect with skilled talent. State leaders don't have a complete picture of worker and employee needs, limiting the system insights and continuous cycle of improvement gained through holistic service delivery and evaluation. There is a growing need for nimbleness and responsiveness to changing federal policies and economic landscape. As workforce performance thresholds are enforced and work requirement changes for programs like SNAP and Medicaid are expected, the need for a streamlined workforce system is needed more than ever to ensure there are no gaps in services.

The Solution

Following national best practices, the No Wrong Door project pursues a federated system that connects existing and modern technologies on the back end, instead of building new and costly systems from scratch. This will entail lower investments and fewer disruptions to service. The technology infrastructure is directly supported by WaTech to promote the **highest data security and privacy, which has been at the forefront of project design**. Additionally, access to sensitive, personally identifiable information (PII) remains unchanged from current practices. To ensure the highest protection to constituents, only non-PII enrollment data needed to support service delivery will be shared—linkable through a newly created but deidentified ID. Data security and privacy are cornerstones of project success and will be instituted with high fidelity throughout development and operations.

This project is **directly aligned to Governor Ferguson's Executive Order 25-06** (released Sept. 2025) to transform customer experience and service delivery of state government operations, including the project plans for onboarding onto WA.Gov's centralized portal, centralized customer navigation hubs, and more transparent insights into service delivery.

The No Wrong Door effort has received legislative funding since FY 2022 to improve workforce system efficiency. Major progress has been made in that time, with commitment across the full workforce coalition in the next phase of work. This request scales the continuing work to respond to the financial and policy contexts at the state and federal levels, while balancing program needs for a robust and responsive state workforce system.

> "Too often, our customers face barriers caused by different elements of our system not working in alignment with one another. 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."
>
> -Mark Mattke, CEO
> Spokane Workforce Council

Figure 2 Workforce Populations Served

ACCESS & IMPACT

"The folks who need us most—**vets**, **homeless**, **youth**—don't have time to wait while we figure [referral processes] out."-Regional Director

"We're trying to target **out-of-school youth,** but if we don't align case management or intake processes, we lose them before they even get in the door."-Regional Board Staff

"Most of my **veterans** are over 40, often service-connected or **homeless**. They don't want to ask for help in the first place—then we make them go through multiple systems just to get what they need." – Veterans Case Manager

"Many of these **young adults** are disconnected from school, housing, and stable family support. Asking them to navigate a fragmented set of applications is setting them up to fail." – Regional Board Staff

"The reality is: if you expect someone who just got out of the **military** to understand four different intake processes, you're going to lose them." – Regional Board Staff

"We can't track where people go after we refer them—especially if they're **unhoused** or **unstable**. It would be so helpful to see that someone actually got picked up by DVR or BFET or whoever." – Navigation Team

"People experiencing **homelessness** don't have time to be bounced around to different appointments—they need help that day." – WIOA Case Manager

"If we had a shared intake database with DVR, foster care, and even K-12, we could catch **homeless youth** a lot earlier and do a better job preventing dropouts or failed enrollments."– WIOA Youth Provider

"If we had a unified system, we could reduce the trauma, especially for people experiencing **homelessness** or **leaving incarceration**." – Intake Worker

"People experiencing **homelessness** don't follow linear paths. They bounce between agencies. We don't always know what supports they've gotten unless someone calls us. Without shared info, we miss the opportunity to build on what someone else already started." – Case Manager

"A centralized database would help a lot—especially with **youth** who move often or don't have consistent contact info. It's hard to keep tabs on where they're at if we don't have access to DSHS or school data." - WIOA Youth Case Manager

"[A lack of a centralized eligibility tool] is still a huge issue because our **blind customers** often get bounced around or have to retell their story multiple times."– Regional WIOA Staff

"We… can't see what BFET or WIOA is doing unless someone emails it to us. That's a big deal for our clients who are dealing with **multiple barriers** and need seamless service."- VR Counselor

The state workforce system serves communities across the state – urban and rural. The system provides support to individuals that are often marginalized or need help the most. These populations include at-risk communities, like veterans, justice-impacted, and foster care youth, and those that have experienced systemic barriers preventing access to job stability and economic security. By federal law, these groups include, but are not limited to:

- Underrepresented Minorities
- Displaced Homemakers
- Low-Income Individuals
- Individuals with Disabilities
- Older Individuals
- Undereducated Adults

- Justice-Impacted Individuals
- Homeless Individuals
- Youth in, or formerly in, Foster Care
- English Language Learners

- Single Parents/Pregnant Individuals
- Long-Term Unemployed
- Veterans
- Dislocated Workers

System leaders frequently hear that the workforce system can fail the individuals that need state support services the most. Sentiments include job seekers feeling overwhelmed, being confused, getting "bounced around," or reintroducing trauma by having job seekers reshare their experiences multiple times. **About 1 in 5 jobseekers are enrolled in multiple programs, with the average between 2-3 programs (with the maximum going as high as 6 programs).** As noted by a Disabled Veterans' Outreach Program (DVOP) Case Manager, frontline staff don't have access to the needed information and need to "guess" what services are already being received and where gaps in service remain. In the worst case, job seekers walk away from services completely and disengage from the process due to these challenges.

Figure 3 Community and Stakeholder Feedback

Surveys, community forums, focus groups, and administrative data review have reaffirmed these challenges for efficient and effective service delivery (see Figure 3). In a comprehensive system integration research study for the Workforce Board, nearly all frontline staff identified data sharing as a challenge and need, and 58 percent of respondents said they don't receive any referral information at all. A third of respondents specifically suggested a common data system is needed to address these ongoing challenges. As stated by a survey participant, "Knowing not only where a customer is receiving services but **what services they are receiving would make my limited time much more effective, as I wouldn't need to redo work someone else had already done**. I could also be more effective in assisting customers by identifying service gaps."

> **"This initiative embodies a forward-thinking, people-centered approach to delivering services. We are confident that the No Wrong Door project will not only transform Washington's workforce service delivery but also serve as a model of effective, resident-centered innovation nationwide."**
>
> *-Irene Vidyanti, State Chief Data Officer*
> *WA Technology Solutions (WaTech)*

Efforts to address these challenges have consistently identified technology solutions and data sharing as a needed step towards an integrated workforce development system. Integrated data sharing would remove redundancies that occur at intake and allow information to follow customers across agencies for needed services. It would also enhance visibility of the full spectrum of services a customer has or needs to be receiving for effective service planning and coordination. These challenges can be addressed by realizing a whole, integrated workforce system in the state—working as a unified body to best serve jobseekers and employers. This project represents the collective multi-agency state workforce system. Current partners include:

1) Department of Services for the Blind (DSB)
2) Department of Social and Health Services (DSHS)
   a. Division of Vocational Rehabilitation (DVR)
   b. Economic Services Administration (ESA)
3) Employment Security Department (ESD)
4) Department of Labor and Industries (LNI)
5) State Board for Community and Technical Colleges (SBCTC)
6) Office of Superintendent of Public Instruction (OSPI)
7) Workforce Training & Education Coordinating Board (Workforce Board)

The state is also facing new challenges with federal changes, under H.R. 1, related to Medicaid and SNAP work requirements. We are in discussion with additional state partners for future alignment, including the direct support the No Wrong Door project can provide in connecting these programs and participants to the full workforce system to meet those work requirements. A potential change in the funding (and in turn program) administration of federal workforce programs administered in the state may necessitate more blending and bundling of resources and services, accelerating the need for an integrated service delivery model. Additionally, federal performance thresholds are now being developed, signaling a start to heightened performance accountability, potential sanctions, and impacts to funding. The landscape of workforce and support services is changing, which requires more nimbleness and adaptability among programs to operate efficiently and cohesively. This effort is closely tied to the shared strategic priority under Washington's Talent and Prosperity for All (TAP) state workforce plan to realize Washington's mission for a "no wrong door" approach for a seamless and coordinated workforce service delivery.

Proposed Scope of Work

The workforce system is invested in supporting the experience and needs of job seekers, case managers, and program administrators (see Figure 4 for the goals, pain points, and benefits to each user persona). It is these stakeholders in mind that governed the implementation strategy for future work. Following a successful Phase I of planning (refer to the "Expansion, Reduction, Elimination or Alteration of a Current Program or Service" section), the No Wrong Door project has four primary technology components:

Figure 4 User Personas

JOB SEEKER	CASE MANAGER	PROG. ADMINISTRATOR
Goals • Find needed resources to have employment or livable wages • Achieve job quality • Achieve self-sufficiency **Pain Points** • Navigating workforce system is confusing and frustrating; may walk away from services • System is siloed, creating redundancies and "intake fatigue" • May have significant barriers and accessibility may be a deterrent **Benefits** • Streamline access to relevant workforce services through "no wrong door" approach • Be able to easily move between programs, bundling services • Achieve better educational and employment outcomes	**Goals** • Effectively meet the needs of job seekers • Efficiently carry out responsibilities in resource-constrained environment **Pain Points** • Don't have access to all relevant information to support job seeker • Systems not in place to support service delivery (e.g., robust referral system) • Manual processes require more time from case manager, creating strain on staff **Benefits** • Have systems and tools in place to refer customers to partner programs • Access needed information to bundle services and collaborate more intentionally with partner programs • Automate processes that are manual and time-intensive (e.g., eligibility)	**Goals** • Meet state and federal mandates • Achieve impactful service delivery • Conduct continuous cycle of improvement for programs **Pain Points** • Data access limits ability to make programmatic insights • Data sharing is inefficient, with varied approaches to work around system limitations (e.g., data matching) • Not meeting federal guidelines for a unified data and workforce system **Benefits** • Have full view of services program participants are receiving in workforce system to carry out program evaluation and impacts assessment • Use findings to identify strengths, challenges, and best practices towards a continuous cycle of improvement
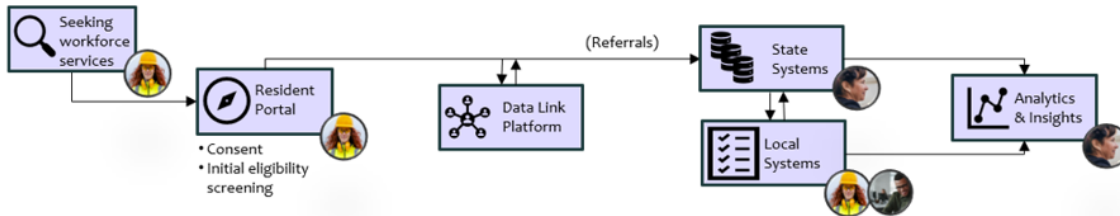
1. **Data & analytics platform**: The No Wrong Door project is partnering with WaTech's Enterprise Data Platform (EDP) to connect information across disparate agency systems. Cloud-based and modern technology allows connecting existing systems on the back end, minimizing resourcing needs, disruptions to service delivery, and risk. This federated approach will be the vehicle to connect relevant program data to support co-enrollment, referrals, or collective workforce system impacts.

2. **Data matching tool**: All state partner agencies have their own data systems, and insular IDing for participants. Matching data across systems to identify co-enrollment is inconsistent and limited. Implementing a secure data matching tool to link data between service providers will address challenges for frontline staff in service delivery and provide a clearer picture of system impacts for job seekers. Staff are exploring cloud-based solutions as well as seeking a potential partnership with the Health and Human Services (HHS) Coalition's Master Person Index (MPI).

3. **Navigation tool**: The No Wrong Door project is partnering with WaTech's WA.Gov Portal to prototype and implement a navigation tool to help constituents easily identify and access relevant workforce and education services in a one-stop shop; this tool will enable the "no wrong door" approach to the state workforce system and ensure processes, like automated referrals, can be systematized for the first time.

4. **Data lookup portal**: The majority of agencies look to have bi-directional data sharing with the data platform, so that connected data can be used in their agency's native systems. However, a couple of agencies have legacy systems that limit that ability. Developing a data lookup portal (like DSHS' Benefits Verification System) enables access to relevant data without undue costs and work to agency and local partners.

The Workforce Board, on behalf of the state workforce system, submitted a similar proposal to the Legislature for the 2025-2027 Biennium. In WaTech's annual recommendations on IT Decision Packages, this proposal ranked in the top 20 percent (38 of 204 submitted) with a recommendation to fund in the 2025 Legislative Session. However, due to the monumental shifts in the budget, both state and federally, the decision package did not move forward with funding.

This revised decision package is a continuation of that request but prioritizes a staggered implementation timeline, scaled scope, and leveraged strong in-kind partnerships to notably bring costs down. While there are growing fiscal constraints in the state, the import of this work is heightened even more in the current context. As funding for programs dwindles, there is even more need to collaborate and stretch services and dollars across the workforce system to meet the needs of job seekers at a time of growing economic and job instability across the nation. **This project leans on existing state efforts to meet workforce system needs instead of building new systems**, which are costly and risky. This proposal is measured and informed by best practices to efficiently and effectively deliver on the "no wrong door" workforce system.

Phase II: Data Coordination (FY 2027-2029)

Figure 5 Phase II Roadmap
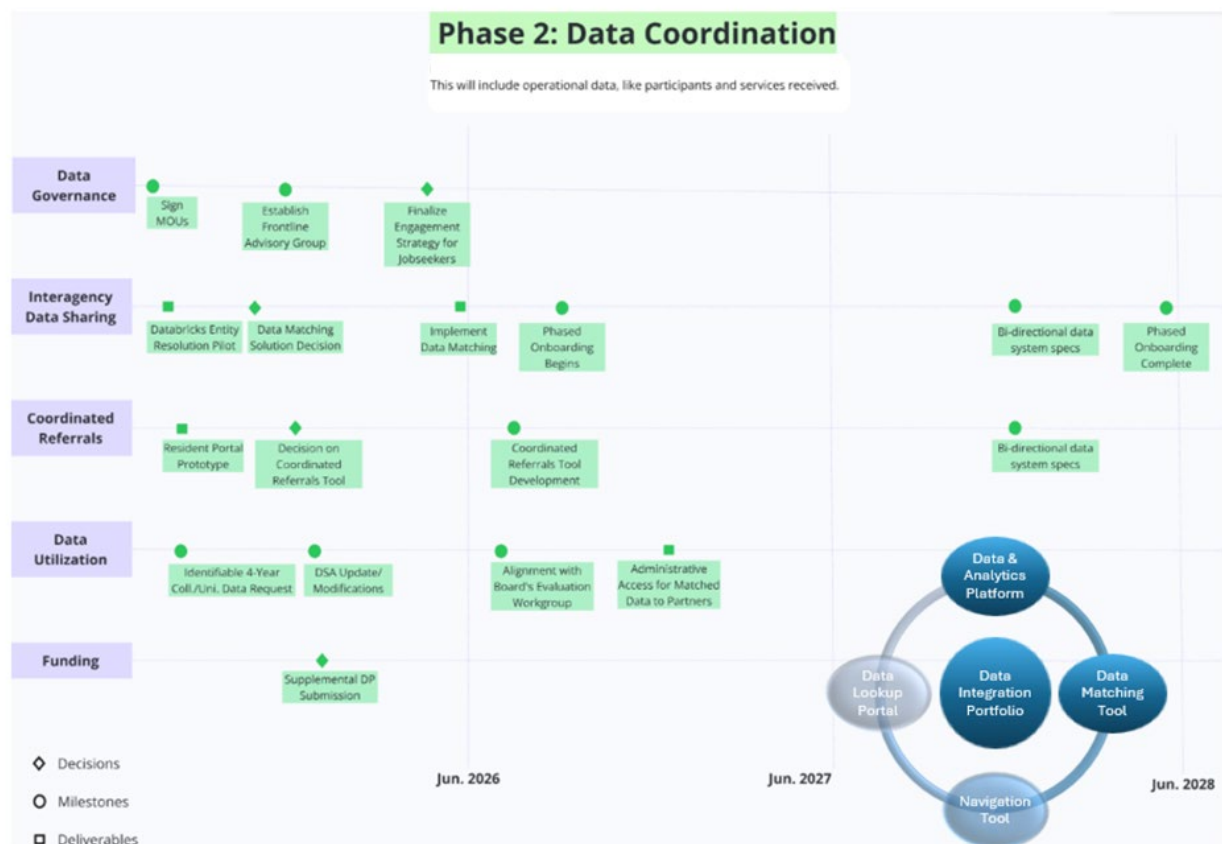
The proposed Phase II will primarily focus on the data matching tool and the data and analytics platform. In the first year of Phase II, a final data matching tool will be selected and implemented for the state workforce system data repository. Modifying data sharing agreements (DSAs) to capture expanded and near real-time

data sharing will also occur, with phased onboarding occurring in the second and third years of Phase II. Additionally, prerequisite steps towards finalizing a navigation tool will be completed. Prerequisite work to develop the navigation tool will also occur, preparing for the local implementation efforts in Phase III (see below). Governance efforts will continue into Phase II, with expanded representation of frontline staff and job seekers in the Data Governance Council, a formalized memorandum of understanding (MOU) among workforce system partners, and collaboration with the interagency Evaluation Workgroup on data use towards system evaluations.

Phase III: Local Implementation (2029 onwards)

Phase III implementation will focus on agencies' data systems receiving data back from the data and analytics platform and the navigation portal. In limited cases, some agencies have opted for an external data lookup portal if their native data system does not have the capability of receiving external data on a real-time basis. In those cases, a data lookup portal will (if needed) be developed as a part of this phase. This phase will result in the public launch of both the navigation tool for the public and data access to frontline staff. Phase III funding will be updated closer to the start date to allow for the most accurate projections.

Additional Considerations

The chosen technology and implementation design anchored to several factors: meeting legislatively mandated needs, best practices observed through comparable efforts within and across states, and cost effectiveness.

Business needs for the No Wrong Door project stem from both state and federal mandates for the Workforce Board. This includes RCW 28C.18.060 and 28C.18.110 to establish a reliable database for workforce education and training program data as well as to support in the collective coordination, efficiency, and access across the workforce system. The federal Workforce Innovation and Opportunity Act (WIOA) also includes federal mandates and guidelines that reinforce these requirements, adding additional details on the need for integrated technology and data systems, developing a unique workforce identifier across programs, and consolidated reporting and performance metrics.

Figure 6 State and Federal Mandates and Guidelines

Executive Order 99-02: The Workforce Board is tasked with establishing a "state unified plan... to simplify [universal access to employment and training programs] so that state employment and training customers can better obtain these services".

RCW 28C.18.110: The Workforce Board, in collaboration with operating agencies, will identify policies to minimize administrative barriers, improve operational efficiency, and improve coordination across the workforce development system.

RCW 28C.18.060: The Board is tasked with establishing a "consistent and reliable" database of vocational education enrollments, costs, program activities, and job placements from publicly funded vocational education programs in the state.

WIOA 102(b)(2)(C): Have lead state agencies administering core programs to "align and integrate available workforce and education data on core programs, unemployment insurance programs, and education through post-secondary education."

WIOA 116: Enable the unified performance accountability system, including supporting performance reporting requirements (Sec. 116[d]) and carrying out evaluation of state programs (Sec. 116[e]).

TEGL 39-11: DOL provides guidance to pursue a unique workforce system identifier that moves away from the reliance of social security numbers as one of the key identifiers for participants.

WIOA 101(d)(3)(A): The state workforce board is responsible for the continuous improvement of the state workforce system, including identification of barriers and means for removing barriers to "better coordinate, align, and avoid duplication among the programs and activities carried out through the system."

WIOA 101(d)(8): Federal requirements task the state workforce board to "align technology and data systems across one-stop partner programs" and consolidate reporting on performance and accountability measures across workforce programs—moving away from isolated program reporting.

These business needs were matched against best practices observed across the country for similar data sharing efforts. A comprehensive review of other states' initiatives to integrate workforce data informed procedural and implementation decisions for the No Wrong Door project. This landscape analysis culminated in 44

closely related state data integration efforts; these models and early adopters of integrated systems reveal shared problem spaces and a means to learn from their implementation strategies. **This analysis affirmed the technological and governance benefits of a federated system, connecting existing data systems instead of trying to consolidate under a single, shared system.** This will not only entail lower investments and fewer disruptions to service but minimizes the risks associated with building new technologies from the ground up. It will promote a strong coalition model whereby data-owning agencies will be able to continue in their chosen data management systems and retain data ownership through this federated data model.

The No Wrong Door project intentionally leverages existing efforts and resources in the state, including partnerships with WaTech. Leaning on WaTech supported infrastructure promotes the highest data security and privacy, which has been at the forefront of the project design. Data access and sharing are designed to maintain full privacy of the constituent. Information would only be shared through a newly created deidentified ID, and only non-identifiable service participation data is shared using those deidentified IDs. **Identifiable data is not shared directly; authorization to access identifiable data remains unchanged across the workforce system partner agencies.** Data security and privacy are a cornerstone of project success and will be instituted with high fidelity throughout development and operations.

The project team is continuing to pursue a partnership with additional aligned state initiatives, such as the HHS Coalition's MPI, and are awaiting possible next steps. There is support from Workforce Board members, system partners, and the managing entity to leverage existing technology products and efforts, and the Workforce Board will continuously prioritize alignment with peer state efforts to reduce duplication, be aligned with state direction, and be good stewards of public funding. The No Wrong Door project receives technical assistance as a network site of the University of Pennsylvania's Actionable Intelligence for Social Policy (AISP), a center dedicated to supporting state and local governments in responsibly using and sharing data to improve the lives of constituents.

> **"This initiative is not only timely—it is essential. It reflects national best practices in data governance, interagency collaboration, and human-centered design."**
>
> *-Deja Kemp, Dir. of Legal Policy*
> *University of Pennsylvania - AISP*

Expansion, Reduction, Elimination or Alteration of a Current Program or Service

The Workforce Board has completed the first phase of the No Wrong Door initiative through legislative funding received for FYs 2023, 2024, and 2025 (with some continuing funds) and is well positioned to move from planning to implementation. The Workforce Board carried out a comprehensive feasibility study and established a shared governance and commitment towards strengthened integration across the state workforce system during this planning phase. Pivotal milestones have been accomplished in the last three years, including prototyping and building the technological architecture needed for the next implementation phase. The work is poised to advance to the second phase as scoped within this funding request.

In Phase I, the Workforce Board formalized the Data Governance Council to accompany the data and technology integration efforts needed to address ongoing system integration priorities for Washington's workforce system. The Data Governance Council structure is represented in Figure 7. The Steering Committee and subcommittees of subject-matter experts (SME) have overseen and made major decisions relevant to the No Wrong Door project. Partnership-building extended outside the state workforce system, with the No Wrong Door project establishing partnerships with WaTech's EDP and WA.Gov Portal, as well as serving as a use case/pilot for the state's IT Enterprise Strategic Plan. WaTech has a presence on the Data Governance Council, as an ex-officio member.

Figure 7 Data Governance Council
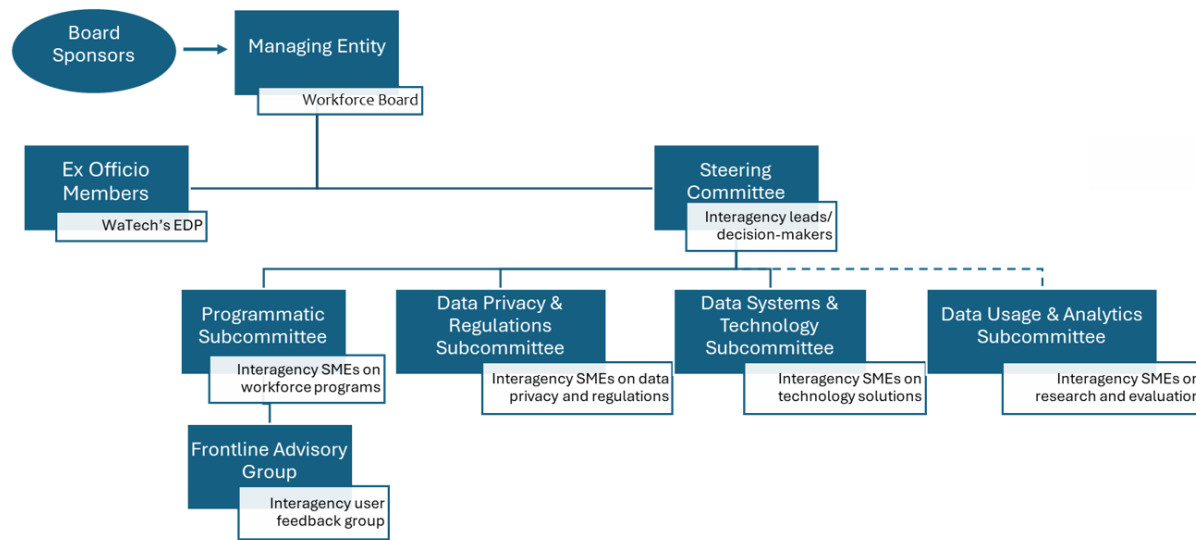
Additionally, in the first year of the project (see Figure 8), the Workforce Board completed a comprehensive feasibility study that guided the implementation design. This feasibility study captured a landscape analysis of comparable efforts across the country—identifying 44 closely related state data integration efforts. The study investigated resourcing needs, governance models, technical solutions, regulatory considerations, other challenges, and best practices. The feasibility study also captured the regulatory landscape that governs education and workforce data from the agency, state, and federal levels. All of this information, combined with the identified business and constituent needs, culminated in an implementation strategy for the next project phase (Phase II).

A notable deliverable from Phase I also included a critical prototyping phase for the No Wrong Door project, made possible through a competitive grant through WaTech's Innovation & Modernization (IM) Program. The supplemental funding from the IM Program enabled the No Wrong Door project to transition from planning to pilot implementation, and the pilot accomplished the following milestones and deliverables:

Figure 8 Phase I Milestones and Deliverables

- Built the data pipelines for automated ingestion, normalization/transformation, and warehousing.
- Conducted model testing and validation for a data matching software solution. Validation results are approaching 90 percent accuracy, with additional model testing continuing.

- Completed a stakeholder assessment and garnered recommendations towards organizational change management.
- Prepared a MOU and DSA template as a guiding framework for the next phase of work.

Detailed Assumptions by Lead Entity and State Partners

Lead Entity: Workforce Training & Education Coordinating Board

This collection of work is the implementation plan to realize the service efficiency and integration mandates and priorities of the state workforce system. The No Wrong Door project has received extensive in-kind support from partner agencies. The most notable are the partnerships with WaTech's EDP as well as WA.Gov Portal. Through these partnerships, EDP offers tiered support, particularly for small agencies with limited resources. These supports include resources for integrating into and utilizing the platform as well as platform features, like entity resolution. Similar resource sharing is occurring with WA.Gov Portal; notable cost savings are occurring by leaning on a state enterprise tool to prototype the navigation tool towards future implementation.

Several assumptions underpin the multi-year project estimates. These are enumerated below.

1. This decision package is a **collective funding request for the state workforce system**, including partner agencies. These partner costs have been estimated directly by each of the partner agencies for FY 2027-2028 based on the scope of work based on their agency systems, internal processes, and vendor costs. Costs for FY 2029 have been extrapolated accordingly to provide the best estimate of forecasted work for partner agencies but will be reevaluated again leading up to the next biennium request.

2. The No Wrong Door initiative is a use case and partner for Goals 1 and 2 under the state's IT Enterprise Strategic Plan. The lift to support full onboarding and integration onto these platforms on WaTech's side is assumed as in-kind through their respective funding sources. No supplemental partner costs between the Workforce Board and WaTech are captured in this decision package.

3. The capital and contracted service expenses for the identity resolution vendor are calculated under the assumption of a software-as-a-solution (SaaS) service being utilized. Under the HHS Coalition, the MPI effort supports the identity resolution process and matches information across agency data systems. The MPI group is considering expansion of the tool to agencies outside of coalition members, and the Workforce Board is awaiting a determination on its request to subscribe to the tool. These costs included in this decision package encompass the costs needed to onboard to an existing state tool like the MPI or an alternative SaaS solution.

4. The model for the data lookup portal is aligned with similar tools in the state, such as DSHS' benefit verification system. The cost to develop a data lookup portal is estimated based on prior, similar website development efforts. A refined cost estimate will be procured leading up to FY 2028 following a request for proposals (RFP).

5. Project Management Office (PMO) supports include Quality Assurance (QA) and Organizational Change Management (OCM) and are required and/or strongly recommended for initiatives under WaTech oversight. These costs include eight hours/week for QA, OCM, and general PMO support. If WaTech requirements for projects under oversight require more (or fewer) resources, this estimate may be adjusted.

Additional resources are requested for the following items. First year costs are slightly higher than subsequent years to account for implementation start-up costs and early administrative and project support.

- **Data matching solution** - $50,000 in FY 2027 and $25,000/year in FYs 2028 and 2029: Funding for a service provider to onboard agency systems in FY 2027 and maintain data matching and unique ID generation on behalf of the workforce system thereafter. As described more in the Proposed Scope of Work section, interoperability is enabled through the ability to link information across disparate systems. An existing in-state initiative that addresses this need is the HHS Coalition's MPI. Conversations seeking a partnership with this group are ongoing in order to align with existing state efforts, streamlining technology investments, and not creating redundancies across state solutions.

- **Pass-through funds to partner agencies** - Each agency requires resources to connect to the coordinated data platform, including sharing of data on a near real-time basis as well as receiving data back into their native agency systems. This is a pass-through cost that supports the fiscal needs of partner agencies, including vendor costs, though notable in-kind resources are also being provided. Onboarding is phased, with a total of $45,000 needed for FY 2027 and $150,000 for FY 2028. No funds are requested for FY 2029.

- **IT Program Lead (0.4 FTE)** - $97,000/year: The technical program lead is responsible for overseeing all aspects of the multi-year, interagency initiative. The position blends a unique combination of skills across technology, research, program management, and stakeholder management. The Board received some ongoing funding for this work, but this key position is currently underfunded at 0.6 FTE.

- **Required expert consultation** – As the initiative traverses interagency technological coordination and compliance across federal, state, and agency regulations regarding privacy and data sharing, this initiative requires legal consultation and (as mandated by WaTech) quality assurance, and organizational change management for programs under IT oversight. Additionally, time towards general project management office support is needed to supplement the demands on the single program staff. These costs total $152,000 for FY 2027, $142,000 for FY 2028, and $138,000 for FY 2029. These hours are conservative and may benefit from additional hours if WaTech oversight requirements necessitate more contractor support.

- **Data lookup portal** - This product may be needed for specific agencies whose native system cannot readily receive data in Phase III. The cost to develop a data lookup portal is approximately $320,000 based on prior, similar website development efforts. A discovery period in FY 2027 ($35,000) will be followed by implementation across FYs 2028 ($145,000) and 2029 ($140,000). This cost may be updated in a subsequent biennium if estimated vendor costs shift.

State Partners

State partners were asked to estimate resources needed to engage as key users and data-owning partners for the workforce system's No Wrong Door project. Below are the estimates provided by each agency, with rationale for resourcing needs.

Department of Services for the Blind (DSB)
Budget Requested – $150,000 (one-time in FY 2028)

- DSB's case management system, AWARE, is developed and operated by a third-party vendor. It is a long-standing, off-the-shelf case management application specifically developed for the requirements and needs for vocational rehabilitation agencies. As this is an established commercial product, any system modifications require additional costs for the vendor to support. The budget request captures two items: 1) the creation of scheduled extracts for inclusion in the workforce data warehouse; 2) two additional fields for data ingestion into the AWARE system. These are direct vendor estimates to incorporate these changes into the off-the-shelf case management system. As a small agency, the funds are needed to carry out the proposed scope of work for the No Wrong Door project.

DSHS' Division of Vocational Rehabilitation (DVR)
Budget Requested – $20,000 (one-time in FY 2027)

- The level of effort to provide data requires $20,000 of vendor costs. Phase III will additionally include automated reingestion of data back to source agency systems. An updated estimate will be provided should estimates shift for Phase III.

DSHS' Economic Services Administration (ESA)
Budget Requested – to submit in 27-29 Biennium

- ESA is responding to urgent demands related to federal implementation requirements for H.R. 1. While the No Wrong Door effort is a shared strategic priority, immediate focus and resources must be directed toward implementation of recent federal policy changes. Prioritized work for this decision package is anticipated in FY 2028, with incremental progress occurring through current data sharing in the interim; estimates for resources needs will occur closer to ESA's full onboarding.

Employment Security Department (ESD)
Budget Requested – in-kind

- The scope of sharing outcomes data for ESD is already captured under state and agency mandates. Therefore, the efforts to support this component of the project will be completed as in-kind resources. The sharing of service-level data and the expanded scope of Phase III is directly impacted by the completion of the WIT Replacement project, which serves as the data source for the additional requested data. Estimating the resources needed for this will be completed following the launch of the WIT Replacement project, where more informed estimates may be provided.

Department of Labor and Industries (LNI)
Budget Requested – $25,000 (one-time in FY 2027)

- The level of effort to engage in the specifications for the project is estimated at 250 hours. This is reflected as $25,000, assuming the most senior designation for IT personnel. Phase III will additionally include automated reingestion of data back to source agency systems. An updated estimate will be provided should estimates shift for Phase III.

State Board for Community and Technical Colleges (SBCTC)
Budget Requested – in-kind

- Data sharing will continue through existing DSAs and will be potentially supplemented through the Education Research & Data Center (ERDC). The scope of data and the frequency of file sharing will remain largely unaffected. No additional funding is requested at this time.

Office of Superintendent of Public Instruction (OSPI)
Budget Requested – in-kind

- Data sharing will continue through ERDC. The scope of data and the frequency of file sharing will remain largely unaffected. No additional funding is requested at this time.

Workforce Assumptions

Through past legislative funding, an ongoing $124,000 is currently provided to the Workforce Board to continue the work of this interagency effort. The IT Program Lead position is supported through these funds but only covers 0.6 FTE—**reduced from 1.0 FTE in prior years**. A full-time role for this lead staff keeps the focus on maintaining interagency governance; overseeing the full operations as the lead entity; continuing

the work of service integration; retaining the skills and expertise needed across technology, data management, analytics, and stakeholder management; and ensuring there is no interruption to project implementation and delivery. The IT Program Lead is not only critical to the scope of this initiative, but the position also provides direct support in the maintenance of existing agency efforts and meeting federal and state mandates regarding system integration and technology systems. The responsibilities of this role are extensive and include:

- Serving as the privacy officer for the organization pertaining to protecting personally identifiable participant information.
- Serving as the regulatory expert and navigating DSAs to reflect this scope of work.
- Developing the project roadmap for this intricate portfolio of technology projects, bridging business needs, technology solutions, and user experience.
- Designing the user experience design for the application/service portal.
- Developing the model testing tools for pilot and prototype technology products, including validation and robustness testing, synthetic data modeling, etc.
- Overseeing the technical design and implementation of analytics, including econometric, psychometric, and machine learning (ML) modeling for program insights and impact.
- Helming the project communications, including reports, charters, MOUs, planning documents, stakeholder management documents, and other project planning materials including risk logs, infographics, etc.
- Manage a complex network of over 55 contributors across seven workforce partner agencies and two WaTech partners—with additional partnerships and collaborations growing.
- Overseeing vendors and project budget management.

The No Wrong Door project also dedicates internal Workforce Board resources and staff toward this effort. These staff support the work of the project but are not included in this decision package. Agency staff that support this work are listed below:

- IT Administrator: The IT Administrator provides technology systems oversight and planning, serving as a key liaison with WaTech's Small Agency IT Support team and providing the direction, design, and implementation of the agency's internal cloud data system to meet the needs of this initiative.
- Database Manager: The Database Manager implements the data pipelines and data processing, including for strategic efforts like the No Wrong Door project. This position will implement integration of partner data and execution of the data matching results into the agency database.
- Workforce Policy Associate: As a part of the workforce system's strategic priority, service integration fulfills long-standing needs of the state workforce system. The Policy Associate will lead in discussions on business need alignment as well as ongoing engagement and feedback with frontline and job seekers.

Alignment with Section 701—Gated IT Funding Requirements
This project is expected to have some degree of WaTech oversight, including gated funding. Per Section 701 of Engrossed Substitute Senate Bill 5187 (2023), "key project functions that are deemed 'critical' must be retained by state personnel and not outsourced, to ensure that knowledge is retained within state government and that the state can self-sufficiently support the system and make improvements without long-term dependence on a vendor." To ensure full compliance with the 701 requirement and to support the necessary maintenance and operations of the interagency data sharing efforts as noted previously, the Workforce Board is requesting funding for rounding out a complete IT program lead FTE to provide ongoing management through and following the completion of this project, as mandated in this provision.

Historical funding

Available funding for this current program or service in the 2025-27 Biennium. For ML decision packages, include all funding through CFL. For PL decision packages, include all funding through ML.

BUDGET SOURCE	FY 23	FY 24	FY 25	TOTAL
GENERAL FUND-STATE	$216,000	$216,000	$216,000	$648,000
WATECH'S INNOVATION & MODERNIZATION PROGRAM			$142,700	$142,700
TOTAL	$216,000	$216,000	$358,700	$790,700

The No Wrong Door project has received two cycles of legislative funding, including a proviso in the 2022-2023 supplemental budget and an update through the 2023-2025 Biennium budget. The Workforce Board received $216,000 for each of the last three fiscal years as well as supplemental funding through WaTech's Innovation & Modernization Program. The total investment for this initiative over three years is $790,700.

Ongoing funds include $124,000/year to support a 0.6 IT program lead FTE.

FY 2026
- FTE = 0.6 FTE

FY 2027
- FTE = 0.6 FTE

Strategic Framework

This initiative directly aligns to Governor Ferguson's Executive Order 25-06: Transforming Customer Experience and Service Delivery in State Government Operations. This initiative reinforces the core mission and goals of the mandate to establish a comprehensive approach to improve the customer experience, strengthening cross-agency collaboration to have accessible, efficient, effective, and accountable workforce service delivery. The No Wrong Door project is aligned with state enterprise priorities for improved customer experience and accessibility, including serving as an early use-case for the WA.Gov centralized online portal under Your Washington (superseding Results Washington). The unprecedented insights on workforce system impact, health, and operations enables the ability to provide rich information on state workforce programs to promote transparency, accountability, and a continuous cycle of improvement.

The service integration effort is also strongly aligned to the priorities of WaTech and the State Enterprise IT Strategic Plan. The Workforce Board received funds from WaTech's Innovation and Modernization Program as one of the agencies selected for the second cohort to innovate and modernize the state workforce system's service integration efforts. This initiative is also a use case for both WaTech's WA.Gov Portal and WaTech's EDP initiatives—under Goal #1 and #2 of the Enterprise IT Strategic Plan. This effort supports developing better ways of delivering services and supporting state employees to be data-driven and technology literate (Goal #4) and leverages modern and innovative technologies (Goal #3) to provide better services and experiences to Washingtonians.

Service integration has also been identified as a core priority to achieve true workforce system integration—a longstanding priority of the state and a key direction from federal guidelines and mandates. This priority is reflected in the 2024-2028 Talent and Prosperity for All (TAP) Strategic Plan on behalf of the state workforce system (see Figure 9).

Figure 9 Talent and Prosperity for All (TAP) Strategic Plan
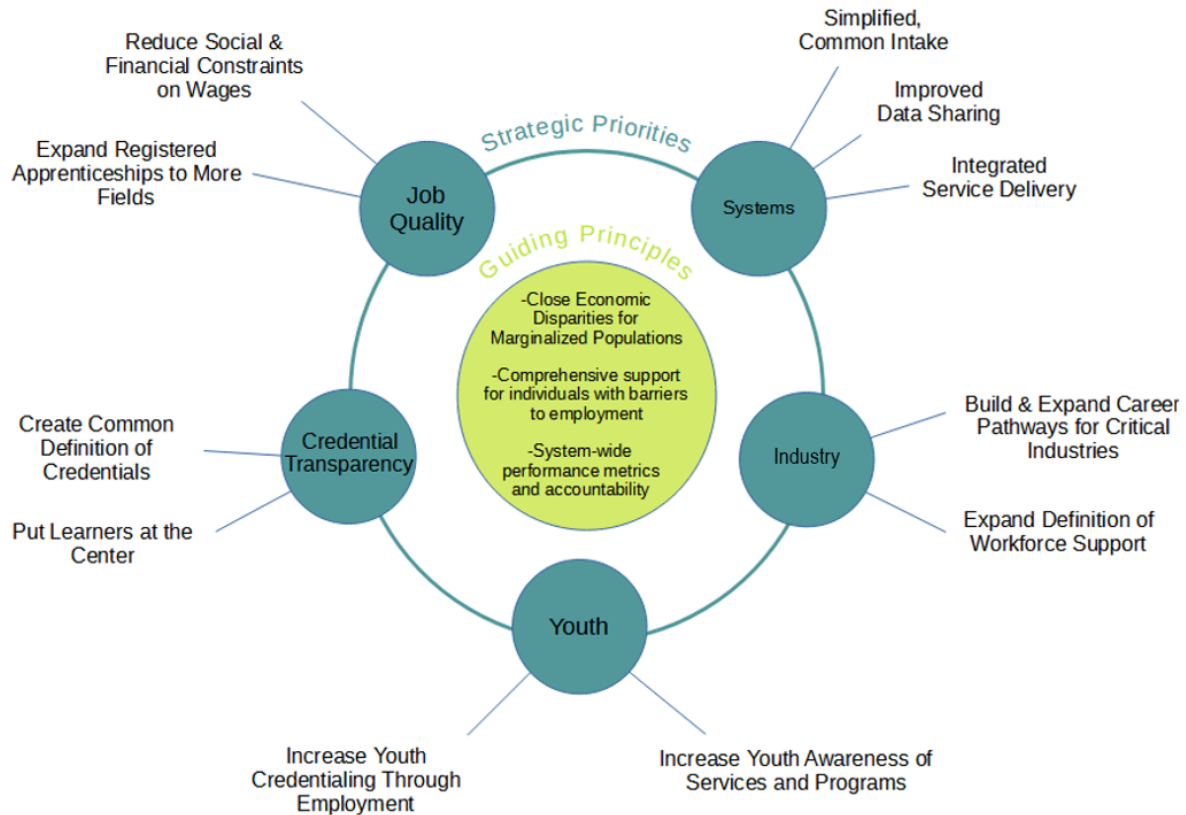
This approach will align objectives and strategies for workforce system integration, providing the needed tools and technology to streamline the state workforce system. Washington's workforce development system is at a pivotal crossroads, grappling with the dual challenges of economic shifts and technological advancements. The improvements to service delivery and customer experience will lead to a reduction in unemployment rates, increased wages/earnings, and job quality by building an innovative economy where workers, businesses, and communities thrive. In response, the Workforce Board, in collaboration with public state workforce agencies and partners, is spearheading a move towards systemic integration and enhancing customer experiences and impacts.

Performance outcomes

The No Wrong Door project has an intentional waterfall design and will incorporate performance measures and outcomes towards iterative development and a continuous cycle of improvement. Below are the key measures in which this effort will be benchmarked. As implementation begins, these measures will continuously be evaluated, and measures may be added or modified to best reflect the impact of this project.

- **Customer Experience**
  Qualitative data collection is built into project governance and the implementation design. Through the Frontline Advisory Group, customers will be solicited to inform ideation, provide feedback, and assess development pilots. Baseline information will be gathered to reflect current service delivery and experiences, and improvements will be assessed at key iterations of development launches.
- **Intake**
  Complete information is unavailable to understand the full extent of job seekers walking away from services. Building a technological infrastructure that can provide a complete understanding of individuals seeking and pursuing employment and/or training services will provide insights into

improvements that can be made in navigating services and programs during the intake process. Metrics on the number of constituents seeking services and the rate of individuals that successfully complete the intake process will measure improvements in accessibility and engagement with the workforce system.

- **Referral Rate**
  Examining the rates and documentation of referrals between agencies over time will signal improvements to interagency coordination and processes for co-enrollment customers. This metric will first capture a baseline for current referral processes and rates, with a caveat that current data limitations may make this baseline rate imprecise. The Workforce Board will systematically examine referral practices following implementation of the No Wrong Door project and analyze trends pre and post development.

- **Service Delivery**
  An examination of frontline staff usage will measure the extent that the service integration platform will be used during intake and service delivery. A combination of logins to data systems, examining improved rates for program completion, as well as qualitative feedback from the Frontline Advisory Group will help evaluate utility and impact for improving timeliness and efficiency in the service delivery process.

- **Streamlined Reporting**
  An intentional information sharing cadence will be coordinated within current reporting requirements, such as federal reporting requirements for WIOA. An expressed challenge has been underreporting measurable skill gains or other placement outcomes due to being unable to reach job seekers post-exit with 100 percent success. Measuring the improvement to mandatory reporting will reflect value add of this initiative.

- **Program Evaluation and Insights**
  The unprecedented sharing of key information across the state workforce system will enable more evaluation and insights of the state workforce system. The utilization of data towards more robust and more frequent statewide workforce system evaluations will be used as a key performance indicator.

Community Outreach and Engagement

The workforce system's system integration priority, which can only fully be accomplished through data sharing, has prioritized local and community outreach at multiple phases. The feedback received was incorporated into the project to give guidance to workforce development efforts. Through extensive community discussions during the development of the TAP Plan, the state workforce system determined that improving and streamlining service delivery must be a top priority for directly and positively impacting these groups.

Ongoing feedback will also come from two community voices: frontline staff and job seekers. One advisory group will capture the needs of frontline staff and case managers in effectively carrying out service delivery. The second is to represent the voices of job seekers and those with lived experience, to ensure that system needs are anchored to the experiences and needs of its constituents. The No Wrong Door project has engaged with the Economic Justice Alliance's Advisory Council for early feedback on implementation design; discussion will continue looking at opportunities for additional engagement or identifying a dedicated space for advisory feedback. The benefits of addressing these systemic challenges are wide-reaching. Workforce participants are represented across the state (including notable representation in rural communities). The scope of this initiative is customer-centered in design and addresses the long-standing challenge of the workforce system in supporting easy access to needed services and improving the operations throughout service delivery to improve impacts and equity for the job seeker.

Disproportional Impact Considerations

The Workforce Board does not expect any negative or disproportional impacts from this request. Our workforce system customers face a wide range of barriers connecting with and/or retaining jobs. Barriers to

employment can include homelessness, disability, being of an underrepresented minority group, under-education, being in or having been in foster care, court-involvement, limited English-proficiency, veteran status, or experiencing economic disadvantages. For these individuals there is often greater need for multiple services across administering agencies that don't currently share client service information. In addition to job search assistance and education and training, individuals may need support for housing, nutrition, childcare, transportation, civil legal aid, healthcare or behavioral healthcare, and other resources.

If a workforce customer with employment barriers makes it through the multiple time-consuming processes of intake, eligibility determination, and skills and language assessments, their next step is developing an individual service plan outlining how they will reach personal economic and employment goals. That includes determining which education or training pathway they will take and how they will build that into their lives. This project addresses populations with significant barriers who require comprehensive, coordinated resources to help them access resources and move forward with education and employment opportunities.

Target Communities and Populations

The workforce system serves the most vulnerable populations that are in need for immediate support for economic stability and self-sufficiency. For the 2023 program cohort, the workforce system served the following subpopulations:

- 16 percent of participants are served across three local workforce areas *exclusively* serving rural communities; an additional 29 percent of participants are served across five local workforce areas that serve one or more rural counties.
- 52 percent of participants are women.
- 53 percent of participants have a high school degree or less and 26 percent of participants have some college or an associate's degree.
- 5 percent of participants are ages 19 or under, 13 percent are ages 20-24, and 12 percent are ages 55 and older.
- 49 percent of participants are racial or ethnic minorities.
- At least 8 percent of participants report having a disability.

When receiving services from multiple organizations, the customer is entirely responsible for coordinating these services into a single service plan and usually must repeat the intake and planning processes at multiple locations. For individuals facing significant barriers, this process can become so onerous or complex that they forgo services or leave services early before they see positive results. The No Wrong Door project will ensure ease, access, and inclusivity for individuals that most need training and education supports to better their economic stability and quality of life.

Community Inputs and Incorporation

Feedback from job seekers and communities has been a hallmark of this initiative. The Workforce Board has carried out interviews and surveys with local system partners in the past couple of years (refer to Figure 3 for excerpts). A commonly cited challenge is that the workforce system is too siloed from an administrative, funding, and programmatic perspective, creating structural barriers for the communities served. Silos of data systems further create challenges for program management, including creating burdens for applicants and limitations in assessing program impact. Customer experience is also negatively impacted as it is difficult in the current system for customers to know where to get the right information or who to contact. Limited and lack of systemic information sharing negatively affects cohesive, seamless, and collaborative offering of services for customers.

Additional interviews and focus group at local workforce development boards from 2025 echo these sentiments. Continued frustrations and challenges of the workforce system to function cohesively and efficiently are reiterated in the feedback in Figure 2 and reinforce the continued and unaddressed challenges for job seekers – particularly those that are experiencing multiple barriers to employment – in navigating the

workforce system and getting the right services at the right time. These needs are consistent and remain top priorities for the workforce system.

Other collateral connections

Puget Sound recovery. If this request is related to Puget Sound recovery efforts, see Chapter 14 of the budget instructions for additional instructions.

N/A

State workforce impacts. Describe in detail all impacts to existing collective bargaining agreements or statewide compensation and benefits policy.

N/A

Intergovernmental. Describe in detail any impacts to tribal, regional, county or city governments or any political subdivision of the state. Provide anticipated support or opposition. Impacts to other state agencies must be described in detail.

This is an interagency state effort to better use data to strengthen the workforce system and to provide the best support and experience to Washingtonians. The impact of work to listed state partners is captured in the scope of work and will entail engagement in shared governance, data sharing (compliant with regulations and data-sharing agreements), and integration of shared data to improve service delivery outcomes. The coalition partners of all seven workforce service-administering agencies are aligned on the direction and purpose of the No Wrong Door project and have submitted signed letters of commitment supporting this multi-year initiative. We are in frequent communication with other data-owning partners about the opportunity to engage other groups as needs arise.

Additional state collaborators include agencies like WaTech and OFM's ERDC. WaTech is an active partner in the implementation of this work, leveraging both existing state technology supports such as Small Agency IT Support and Washington State Cloud. Additionally, as noted previously, the Workforce Board has been serving as a use case for two WaTech strategic initiatives, supporting Goal 1 and Goal 2 of the Enterprise IT Strategic Plan. ERDC has been engaged as a data partner, primarily as a facilitator with data owners and provider of educational outcomes data for customers engaging in the workforce system. Workforce Board member sponsors include Gary Chandler (Board Co-Chair), Spokane Workforce Council CEO Mark Mattke, and ESD Commissioner Cami Feek.

Stakeholder impacts. Agencies must identify non-governmental stakeholders impacted by this proposal. Provide anticipated support or opposition.

This multi-year project works towards operational data and information sharing; this includes a flow of information at the state level to local workforce development boards that partner and provide services locally. As noted, Mark Mattke, the CEO of the Spokane Workforce Council and designated as the Board member representing local government, also serves as a Board Sponsor and is actively engaged in project design and governance. Local needs and support have been reinforced through strategy meetings and survey feedback. The findings reveal strong support and an ongoing need for this work on behalf of local service providers and customers. Continued engagement with local workforce development boards, broader frontline staff, and job seekers will continue through an advisory group for the Data Governance Council.

State facilities impacts. Describe in detail all impacts to facilities and workplace needs (see Chapter 9 - Leases and Maintenance). Describe in detail all impacts to capital budget requests.

N/A

Changes from current law. Except for appropriations acts, describe in detail any necessary changes to existing statutes, rules, or contracts. Where changes in statute are required, cabinet agencies must provide agency request legislation as an attachment to this DP *and* submit the request through BEARS.

N/A

Legal or administrative mandates. Describe in detail if this proposal is in response to litigation, an audit finding, executive order or task force recommendations.

N/A

Governor's salmon strategy. If this request is related to implementing the Governor's salmon strategy, see Chapter 14 of the budget instructions for additional instructions.

N/A

Other supporting materials. Attach or reference any other supporting materials or information that will help analysts, policymakers and the public understand and prioritize your request.

N/A

Information technology (IT). Does this DP include funding for any IT-related costs including hardware, software (to include cloud-based services), contracts or staff? If the answer is yes, you will be prompted to attach a complete IT addendum. (See Chapter 10 for additional requirements.)

Yes; attachments included.

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,

Mark Mattke
Chief Executive Officer

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

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

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