

Integrated Intake Continuum

INTEGRATED INTAKE: A VISION

A coordinated, integrated approach to intake is customer-centered. Policies, infrastructure, and training support integrated case management and tracking by allowing information collected from customers at intake to be captured once. Subsequently, customer information collected at intake can be used to seamlessly transition customers to all needed services, and to establish eligibility.

NO INTEGRATION

Policy Alignment

Separate program policies do not support integrated intake.

Staffing and Customer Flow

Staff is siloed by program or funding stream. Customers share the same information with multiple programs' staff.

Management Information System Supports

Separate management information systems incapable of data sharing.

INITIAL INTEGRATION

Policy Alignment

Some workforce programs' intake policies align.

Staffing and Customer Flow

Some inter-program staff communication across programs. Customers meet with different programs' staff for services.

Management Information System Supports

Separate management information systems with some cross-program staff sharing information.

MEDIUM INTEGRATION

Policy Alignment

Align multiple programs' policies for data warehouse use.

Staffing and Customer Flow

More inter-program staff communication. Customers may provide information once but staff still siloed.

Management Information System Supports

Data warehouse stores customer information in accordance with security protocols.

COMPLETE INTEGRATION

Policy Alignment

Align policies to share and use captured information for multiple program applications and reporting requirements

Staffing and Customer Flow

Staff no longer siloed by program. May implement functional teams or formalized information sharing. Shared customer pool.

Management Information System Supports

Single management information system for multiple programs or data linkages in existing management information systems seamlessly share customer information

KEYS FOR SUCCESSFUL IMPLEMENTATION

Leadership

Pilots & Staff Feedback

Retool MIS

Keys for Successful Implementation

The successful development and implementation of an integrated intake process depends upon several factors, including: commitment and priority from leadership; collaborative planning and implementation through piloting and obtaining staff feedback; and upgrading the capacity of management information systems to share information across programs.

Leadership

Resources:

[Utah's Development of a One-Stop Operating System](#) In 1996, Utah Governor Michael O. Leavitt and the Utah Legislature created the Department of Workforce Services (DWS). DWS integrated workforce development programs and welfare. DWS streamlined the process for customers to receive the services they need at one location. Page 2. June 2001.

[Iowa's Workforce Statewide Innovation Plan](#) House File 2699 required the Iowa Workforce Development Board, with the Association of Iowa Workforce Partners and the Employer's Council of Iowa, to design an integrated customer-focused workforce development model. Pages 11-12. January 2009.

[Texas Workforce Commission TWIST System](#) in 1995, House Bill 1863 directed the consolidation of 28 employment and training programs under one umbrella - the newly created Texas Workforce Commission (TWC). The workforce centers provide customers with all of the program services that they are eligible for through one application.

[Workforce Development in the State of Texas: An Overview](#) This paper provides an overview of the Texas workforce system. It discusses the level of integration Texas has implemented. The paper offers strengths and weakness of the integrated programs. January 2006.

[Washington WORKS: Strengthening the Workforce for Washington's Future](#) Washington Governor Christine Gregoire called on the Workforce Training and Education Coordinating Board to review the workforce development system to better serve the customers. Page 3. January 2007.

[Workforce Development in the State of Florida: An Overview, 2005](#) This paper provides an overview of the Florida workforce system. It discusses the level of integration Florida has implemented. The paper offers strengths and weakness of the integrated programs. November 2005.

[Workforce Florida, Inc.](#) The Workforce Innovation Act of 2000, led by Governor Jeb Bush and the Florida legislature, created Workforce Florida, Inc. to transition workforce and welfare program into one physical or virtual location to improve access. 2000.

[Alabama Executive Order No. 36](#) Executive order to consolidate and align workforce development programs. October 2007.

[Workforce Development Management Information Systems: An Analysis of Capacity and Use Across a Sample of Workforce Development Projects](#) The jobs initiative report notes that commitment from leadership is essential to ensure a successful outcome. Page 15. September 2001.

[Transforming State Workforce Development Systems: Case Studies of Five Leading States](#) This report includes a description of the role of leaders in reforming the workforce development system in five lead states: Indiana, Louisiana, Michigan, Pennsylvania, and Utah.

Pilots and Staff Feedback

Resources:

[Iowa's Statewide Workforce Innovation Plan: Report to the Iowa Legislature](#) Iowa created leadership teams, an advisory board, a destination integration team and Learning Labs to solicit feedback and improve the integration process. This document describes the mechanisms the state employed to solicit feedback from different stake holder groups. Pages 36-37. January 2009.

[Alabama State Plan 2009 Workforce Investment Act Wagner-Peyser Act](#) This plan describes Alabama Governor Riley's Executive Order No. 36, which reorganized the Workforce Development Planning Council to include representatives of employment services, labor market information, Trade Act, Veterans program, UI, the State Department of Education, the State Department of Postsecondary Education, the Alabama Development Office (industrial recruitment), the Department of Human Resources (welfare, food stamps), Alabama Department of Rehabilitation Services (DRS), ADECA, and the GOWD (WIA). These individuals provide feedback and direction on the proposed "streamlined" workforce development system. Page 8-9. 2009.

[Integrated Service Delivery, California Workforce System, State/Local Partnership: Framework for Implementing Integrated Service Delivery and Learning Labs](#) This document describes the California framework for Integrated Service Delivery (ISD). It suggests that reform should be implemented state wide using a learning lab approach to acquire sufficient data and address any challenges. September 2007.

[Texas Workforce Commission Integration of Workforce Services](#) The Texas Workforce Commission (TWC) piloted its integration project. From the pilots, TWC solicited feedback and addressed customer and staff concerns. The pilot projects enabled the TWC to refine its integration strategy and models. Pages 7-9. January 2005.

From Human Services:

[Improving Customer Satisfaction in the Public Sector: Lessons from Montgomery County Piccard Pilot](#) The Montgomery County Department of Health and Human Services (DHHS) provides administrative functions for all health and human services programs. DHHS began an integrated customer service pilot project in 2004. The integrated intake, screening, and referral process consisted of four stages: reception, triage, direct service delivery, and follow-up. This report discusses the first three months of the pilot stage.

Retool Management Information Systems

Resources:

[Integrated Performance Information for Workforce Development: A Blueprint for States](#) Part III of the Blueprint provides information on how to develop a data warehouse. It describes authorization and governance; purpose of the data warehouse; leadership and oversight; funding; management and operation; participating agencies/programs; scope of data links; data sharing agreements; ownership of merged database; data access; confidentiality; information reporting; editorial/review policies; system modifications; managing information flows; data documentation; quality assurance; data transmittal, storage, and archiving; and the sequence for addressing issues. Pages 41-52. February 2005.

[Texas Workforce Commission Integration of Workforce Services](#) This report identifies barriers the Texas Workforce Commission (TWC) encountered when developing its integrated workforce system and how it addressed those barriers. TWC piloted service delivery models, testing integrated intake and case management. 2005.

[Common Registration, Oregon Employment Department, Oregon Department of Community Colleges and Workforce Development, Oregon Workforce Partnership](#) Describes Oregon's process in developing a common registration for workforce development programs. It describes the WorkSource Oregon Registrant Program (WORP), the common registration program and data warehouse implemented in 2008. The report also documents challenges the state has encountered through this process. 2010.

[A Quick Look At Oklahoma Integrated Service And Co-enrollments](#) Workforce Oklahoma PowerPoint presentation shows the co-enrollment process and the screens a caseworker or self-registrant views. Information, entered once, pre-populates applications for other programs.

[Service Oriented Architecture \(SOA\) Implementation Presentation](#) This video presentation describes the New York State Department of Labor's SOA infrastructure implementation efforts. The presentation provides in-depth information on the system infrastructure. 2008.

[Enhancing Supplemental Nutrition Assistance Program \(SNAP\) Certification: SNAP Modernizations Efforts Interim Report Volume I](#) This report describes data brokering/sharing in state SNAP programs. Data brokering/sharing allows agencies to exchange client data and documentation electronically. It defines data brokering and identifies states with data brokering capabilities. Page 55. April 2010.

[Enhancing Supplemental Nutrition Assistance Program \(SNAP\) Certification: SNAP Modernization Efforts Final Report Volumes I & II](#) Urban Institute's Final Report on SNAP Modernization Initiatives. It includes case studies on several states with modernization initiatives. The report also discusses technological changes which enhance customer service and improve staff efficiency. June 2010.

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Policy Alignment

Policy alignment allows staffs from multiple programs to integrate intake, defining procedures and functions to streamline the customer experience. States and local areas use Memorandums of Understanding (MOUs), waivers, and agreements to align policy across workforce programs. These tools enable states and local areas to share customer information across workforce programs and collect the necessary information for multiple program intake and reporting requirements. If necessary, confidentiality agreements are revised to share customer information across two or more workforce programs.

[Memorandum of Understanding \(MOU\) Tool Kit](#) Workforce Oklahoma developed this tool kit as a guide to understand and structure memorandums of understanding. The tool kit is organized into the following seven steps: (1) MOU explanation; (2) identifying stakeholders; (3) local workforce system and services discussion; (4) customer sharing; (5) decisions and commitments formalized in MOU; (7) continuous improvement and feedback. June 2000.

[Iowa Integration Policies](#) Available on Workforce3One (need to register to access), this policy document describes the process Iowa developed to integrate its workforce programs. As part of the process, Iowa established leadership teams to align policies. These leadership teams also served as the coordinating body in adapting new aligned policies across multiple workforce programs. July 2010.

[Iowa's Workforce Statewide Innovation Plan](#) House File 2699 required the Iowa Workforce Development Board, with the Association of Iowa Workforce Partners and the Employer's Council of Iowa, to design an integrated customer-focused workforce development model. Pages 34-35. January 2009.

[Iowa Integration Forum PowerPoint Presentation](#) This PowerPoint was presented at the Iowa Integration Forum on April 15, 2010. The presentation describes lessons learned and strategies in integrating WIA-Adult and Wagner-Peyser. The state formed leadership teams and learning labs to test integration policies and confidentiality agreements. April 2010.

[Eastern Workforce Investment Board, Inc: Integrated Service Delivery Policy](#) This policy document from the Oklahoma Eastern Workforce Investment Board describes the functional teams employed to meet customer service needs. It also includes a customer flow chart. 2008.

[WorkSource Service Delivery System Policy](#) This policy document from the Washington WorkSource provides direction to the Workforce Development Council and the One-Stop operators on the Washington Integration Framework. July 2010.

[Capital Region Workforce Investment Area Three Year Plan Functional Alignment Addendum](#) This document describes the New York Capital Workforce Investment Area's efforts to functionally

integrate WIA and Wagner-Peyser. At the time of this document (2006) the two programs used the same OSOS application for all customers. It also describes steps the LWIA planned to take to align policies and provide professional development to staff. July 2006.

[Developing a Seamless Adult Learning and Workforce Creation System](#) This issue brief describes alignment and coordination between workforce development and adult learning. It suggests that a unified vision and clear goals promote the alignment of adult learning and workforce development programs. These objectives are best set by a state advisory council, empowered with sufficient resources, to make recommendations to the regional and local program administrators. December 2008.

[Integrated Service Delivery, California Workforce System, State/Local Partnership: Framework for Implementing Integrated Service Delivery and Learning Labs](#) This document describes the California framework for Integrated Service Delivery (ISD). It suggests that reform should be implemented state wide using a learning lab approach to acquire sufficient data and address any challenges. September 2007.

[Integrated Performance Information for Workforce Development: A Blueprint for States](#) This resource discusses the challenges states face when using personal identifiable information. It suggests states institute formal data sharing agreements for all agencies with access to the data. The blueprint includes challenges states have faced and how they have addressed these challenges. Pages 12-15, 41-52, 70. February 2005.

[Texas Workforce Commission Integration of Workforce Services](#) The Texas Workforce Commission created a Policy and Development Branch devoted to integrating workforce and unemployment insurance policies. This branch provides a check and ensures that policy development are not siloed by program expertise, rather it serves multiple programs. Page 5. January 2005.

[Reshaping Michigan's Workforce](#) This paper discusses Michigan's Action Plan to reform its workforce system. It includes an action plan for aligning policies and meeting administrative challenges. Pages 10-13. February 2004.

[Florida Federal Waiver Request](#) This document provides an example of a federal waiver request from the State of Florida. The waiver applies to measures in the following programs: Workforce Investment Act (WIA), Wagner-Peyser Act, the Jobs for Veterans Act, and the Trade Adjustment Assistance (TAA) programs. This waiver seeks to apply common measures for all of these programs, which would remove inconsistencies in the reporting process. 2007.

[Florida Federal Waivers for 2010-2011](#) This document contains all of the waivers Florida received to operate its integrated workforce development system. These waivers enable Florida to operate an integrated system that captures information once for multiple programs. They are also a tool to align multiple programs' policies and reporting requirements. 2009.

[Report of the Performance Standards and Workforce Accountability Task Force](#) The Massachusetts Performance Standards and Workforce Accountability Task Force reviewed workforce development governance and coordination policies at the state and local levels. This report recommends that the

state workforce investment board lead the alignment of policies and core workforce program measures. This document outlines the Task Force's process, research questions, and future steps.

[Dislocated Workers: Applying Integrated Solutions](#) Available on Workforce3 One, this feedback exercise allows participants to: apply program and policy updates, and principles of Integrated System Response, to current state and local policies and operations; examine community information to identify potential resources and response mechanisms; proactively plan responses to regional layoff events prior to a potential layoff event; apply program and policy knowledge for WIA, Trade, NEGs, HCTC, etc. to determine appropriate response actions; discuss and review policies and processes to determine where changes may enhance performance in layoff situations; and share information and ideas between states. 2005.

[Aligning Policies and Procedures in Benefits Programs](#) This paper offers guidance on how to align human services programs. It uses a question and answer format to suggest areas and methods of policy alignment. The paper also discusses the use of waivers to align policy. Center on Budget and Policy Priorities, 2004.

[Common Measures Refresher: System Entry and System Exit](#) Available on Workforce3One (need to register to access), this webinar clarifies policy and procedure when customer is co-enrolled in multiple workforce programs. It identifies common measures and outlines how program-specific requirements can be met when integrated intake occurs. November 2008.

[Co-Enrollment in WIA Youth, Adult, and Dislocated Worker Programs](#) This issue brief outlines the policies, regulations, and eligibility for co-enrolling WIA Youth participants in WIA Adult and Dislocated Worker programs. 2008.

[Wisconsin Trade Adjustment Assistance \(TAA\) Manual](#) This manual discusses formal coordination between the Trade Adjustment Assistance (TAA) Program, Unemployment Insurance (UI) program, and the Department of Workforce Solutions (DWS). It describes local and administrative UI and DWS staff roles. In addition, the manual includes guidance on coordination with Workforce Investment Act (WIA) activities and lists the areas required in a memorandum of understanding or agreement. 2005.

[Trade Adjustment Assistance Training Webinar](#) Available on Workforce3One (need to register for access), this webinar presents information on the 2009 amendments to the Trade Adjustment Assistance (TAA) program. As part of the discussion, the presenters discuss the need for co-enrollment with other workforce programs. April 2010.

[Developing a Seamless Adult Learning and Workforce Creation System](#) This issue brief describes alignment and coordination between workforce development and adult learning. It suggests that a unified vision and clear goals promote the alignment of adult learning and workforce development programs. These objectives are best set by a state advisory council, empowered with sufficient resources, to make recommendations to the regional and local program administrators. December 2008.

[Utah's Job Connection: Workforce Investment Act Title I and Wagner-Peyser American Recovery and Reinvestment Act Plan of 2009](#) This document outlines policy alignment with ARRA workforce

devoted funds. It describes the UWORKS integrated system, the MIS for all workforce programs and many human services programs. 2009.

[Utah's Development of A One-Stop Operating System](#) In 1996, Utah Governor Michael O. Leavitt and the Utah Legislature created the Department of Workforce Services (DWS). DWS integrated workforce development programs and welfare. DWS streamlined the process for customers to receive the services they need at one location. Page 2. June 2001.

[Simplification of Health and Social Services Enrollment and Eligibility: Lessons for California from Interviews in Four States](#) This report seeks to inform the California Health and Human Services Agency and stakeholders about the experiences other states have had with similar initiatives to simplify and streamline the enrollment and eligibility process. The report examines initiatives in Florida, Pennsylvania, Texas, and Washington, and focuses on staffing functions, policy simplification, technology, community partners, and measures of program performance. November 2010.

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Staffing and Customer Flow

Integrated intake requires that staff understands roles and responsibilities to assist customers' enrollment in multiple workforce programs. States and local areas must determine the staff organizational roles and structure. Some areas have established functional teams that define roles by the service staff provides to customers. Other areas have cross-trained staff to form an office of generalists, while others have program specialists. These determinations impact the customer flow pattern and how customers receive services at One-Stops.

[The Customer Flow Toolkit](#) This toolkit provides steps, tips, and worksheets on how to develop customer-driven services at One-Stops. It outlines the customer-driven referral process to ensure customers have access to all eligible services. The toolkit states that staff must have knowledge of, and the ability to, refer customers to the full range of services available. Worksheets and questions aid in the design of protocols and points of access identification. The New York Association of Training and Employment Professionals (NYATEP) and the New York State Department of Labor Customer Flow Work Team developed this tool kit through grant funding from the New York State Department of Labor. 2001.

[Southwest Washington: Lean and the Value Stream Mapping Model](#) This PowerPoint shows the integrated customer flow pattern employed by Southwest Washington. It describes the old service delivery model and shows the value of stream mapping. It also describes the functional areas developed at the One-Stops. June 2010.

[Integration Overview](#) Available on Workforce3One (need to register to access), this document provides an overview of Iowa's implementation of an integrated service delivery system. It describes staff functions and roles in functional unit. It also presents information on customer tracks and staff roles within each of those customer tracks. IowaWORKS, Iowa Workforce Development. January 2011.

[Integration Membership Process Cheat Sheet](#) Available on Workforce3One (need to register to access), this document provides the new customer flow for intake at Iowa Integrated One-Stop Centers. IowaWORKS, Iowa Workforce Development. May 2010.

[Skills Development Process "Cheat Sheet"](#) Available on Workforce3One (need to register to access), this document demonstrates how staff should interact with customers during the skills develop stage. IowaWORKS, Iowa Workforce Development. May 2010.

[Eastern Workforce Investment Board, Inc: Integrated Service Delivery Policy](#) This policy document from the Oklahoma Eastern Workforce Investment Board describes the functional teams employed to meet customer service needs. It also includes a customer flow chart. 2008.

[Eastern Indiana Economic Growth Region 6 Integration Plan](#) This document describes Eastern Indiana's plan to create cross-functional teams at One-Stop Centers. The One-Stop centers place customers in a common pool base. 2008. Pages 5-15.

[Service Integration in Colorado: Connecting Programs to Provide Better Services in Mesa and El Paso Counties](#) This paper describes the Mesa County Workforce Center's integrated client processes. The first point of contact assesses the client's needs, collects intake information, and refers him or her to the appropriate service. An integrated team reviews client needs weekly, comprising workers from multiple workforce programs. However, integration does not extend to the administrative systems. Case workers maintain separate case files for programs and services, which must be entered into separate management information systems. Staff has access to the separate management information systems for the various programs. November 2002.

[Strategies for Integrating the Workforce System: Best Practices in Six States](#) This report from Social Policy Research Associates analyzes how six states have consolidated, coordinated, or integrated their workforce systems. It provides steps to achieve consolidation, coordination, or integration, in addition to costs and benefit discussions. August 2006.

[Agency for Workforce Development, Training Presentations](#) This website houses training presentations for the Florida Agency for Workforce Development. The presentations provide information on Food Stamp Employment and Training, Migrant Seasonal FarmWorker, Performance Reporting and Analysis 2009, Trade Adjustment Assistance, Veterans, Wagner-Peyser, Welfare Transition, and the Workforce Investment Act. 2007-2010.

[Washington State Workforce Training and Education Coordinating Board Meeting No 125](#) This document describes findings from the Washington State Staff Cross-Raining Work Group. It identifies their work plan and suggestions of how to cross-train workforce development staff. Page 5-7. March 2008.

[Integration Indicators Guide for Workforce Programs](#) Available on Workforce3One (need to register to access), this document presents characteristics associated with different levels of integration. It serves as a self-assessment guide/checklist for state and local workforce officials to assess their systems level of integration. Organization, policy, planning, accountability, operations/staff, office layout/physical plant, funding/cost-sharing, marketing/branding, performance measures, and business and career seeker services are included. 2005.

[Managing Performance through Training and Development](#) This chapter discusses the benefits of training staff and how to measure the effectiveness of such training. It also describes different types of training models. 2010.

[Workforce Development Management Information Systems: An Analysis of Capacity and Use Across a Sample of Workforce Development Projects](#) This report states that each of the pilot sites developed training and support materials, calling them "vital parts of the process." Program staff must understand how to use intake software and how to use data for analysis. Page 15. September 2001.

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Management Information System Supports

Management Information System (MIS) supports are vital to integrating intake for the customer, staff, and administrators. The MIS system must be capable of processing large amounts of information required by multiple workforce programs. Some areas have developed a single integrated MIS system for workforce programs, while others use data warehouses or linkages between existing systems. These systems are designed to improve staff efficiency and simplify reporting requirements.

[Integrated Performance Information for Workforce Development: Framing the Issues](#) This paper surveys integrated performance measurement in workforce development programs. It outlines the key issues for consideration, including information integration or coordination. The paper suggests that data warehouses or the sharing of key data elements would advance information sharing across programs. Ray Marshall Center for the Study of Human Resources, Lyndon B. Johnson School of Public Affairs. December 2003.

[Common Registration, Oregon Employment Department, Oregon Department of Community Colleges and Workforce Development, Oregon Workforce Partnership](#) Describes Oregon's process in developing a common registration for workforce development programs. It describes the WorkSource Oregon Registrant Program (WORP), the common registration program and data warehouse implemented in 2008. The report also documents challenges the state has encountered through this process. May 2010.

[Capital Region Workforce Investment Area Three Year Plan Functional Alignment Addendum](#) This document describes the New York Capital Workforce Investment Area's efforts to functionally integrate WIA and Wagner-Peyser. At the time of this document (2006), the two programs used the same OSOS application for all customers. It also describes steps the LWIA planned to take to align policies and provide professional development to staff. July 2006.

[Texas Workforce Commission Integration of Workforce Services](#) This report identifies barriers the Texas Workforce Commission (TWC) encountered when developing its integrated workforce system and how it addressed those barriers. TWC piloted service delivery models, testing integrated intake and case management. January 2005.

[Mississippi Integrated Longitudinal Education and Workforce Performance Management System](#) This website describes the vision; mission; goals; accomplishments; benefits; data warehouse model; outcomes; and data security of the Mississippi Integrated Longitudinal Education and Workforce Performance Management System.

[Integrated Performance Information for Workforce Development: A Blueprint for States](#) This blueprint includes a shared information section. This section defines data warehouse systems, includes planning requirements, and discusses funding options. Part III of the Blueprint provides information on how to develop a data warehouse. It describes authorization and governance;

purpose of the data warehouse; leadership and oversight; funding; management and operation; participating agencies/programs; scope of data links; data sharing agreements; ownership of merged database; data access; confidentiality; information reporting; editorial/review policies; system modifications; managing information flows; data documentation; quality assurance; data transmittal, storage, and archiving; and the sequence for addressing issues. Pages 41-52. February 2005.

[Minnesota's Unified Plan for the Workforce Investment Act](#) This document describes Workforce One (WF1), Minnesota's integrated management information system. The system shares common data elements across programs. Staff has access to multiple program information. Page 224. 2007

[Client Success through Partnership, Best Use of Resources, Integrating the Work, How Systems Help](#) This PowerPoint presentation describes the Utah Department of Workforce Services. It outlines the management information systems used, all of which have the ability to share information. The system's design enables caseworkers to develop service plans and the system determines the funding stream. The customer-focused system creates a seamless process. July 2010.

[Workforce Development Management Information Systems: An Analysis of Capacity and Use Across a Sample of Workforce Development Projects](#) The Annie E. Casey Foundation produced this report on its Jobs Initiative Pilot Programs. The report includes a lessons learned section on the development on management information systems for workforce development programs. September 2001.

[A Quick Look At Oklahoma Integrated Service And Co-enrollments](#) Workforce Oklahoma PowerPoint presentation shows the co-enrollment process and the screens a caseworker or self-registrant views. Information, entered once, pre-populates applications for other programs.

[Collaborative Application Development Among New York State Agencies](#) This white paper presents software alternatives to link customer information through existing systems. The New York State Department of Labor has moved to a Service Oriented Architecture. January 2008.

[Promising Practices Research Brief 5 Integrating Data Systems](#) This issue brief highlights integrated data systems for adult education and workforce programs in Tennessee and Florida. It also describes Ohio's plan to integrate its systems. December 2008.

[Alabama State Plan 2009 Workforce Investment Act Wagner-Peyser Act](#) Alabama created an Interagency Electronic Linkage System in 2001, which allows information sharing between its workforce programs. Page 84. June 2009.

[Enhancing Supplemental Nutrition Assistance Program \(SNAP\) Certification: SNAP Modernizations Efforts Interim Report Volume I](#) This report describes data brokering/sharing in state SNAP programs. Data brokering/sharing allows agencies to exchange client data and documentation electronically. It defines data brokering and identifies states with data brokering capabilities. Page 55. April 2010.

[Enhancing Supplemental Nutrition Assistance Program \(SNAP\) Certification: SNAP Modernization Efforts Final Report Volumes I & II](#) Urban Institute's Final Report on SNAP Modernization Initiatives. It includes case studies on several states with modernization initiatives. The report also

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