

An Institutional Analysis of American Job Centers

Study Highlights

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Conducted on behalf of the U.S. Department of Labor, the Institutional Analysis of American Job Centers (AJCs) documents key characteristics of AJCs. Study findings summarized here are presented in the following papers:

- Key Institutional Features of AJCs
- One-Stop Operators of the AJC System
- Resource Sharing Practices Among AJCs
- AJC Service Delivery in Rural Areas



The cornerstone of the public workforce system is the American Job Center (AJC) or one-stop local delivery system. Created by the Workforce Investment Act of 1998 (WIA) and reauthorized by the Workforce Innovation and Opportunity Act (WIOA) in 2014, AJCs bring together key workforce, education, and other providers to offer seamless services to individuals searching for jobs and hoping to build their technical and employability skills, and to employers looking for skilled workers to fill their job openings.

Building upon the efforts under WIA, WIOA reaffirms the central role that AJCs play in the workforce system and places even greater emphasis on the goal of providing AJC customers—job seekers, workers, and employers—with expanded access to seamless service delivery across multiple programs. Overall, WIOA's vision for the AJC system stresses the importance of excellent customer service, seamless service delivery, innovative and effective service design, integrated management systems, and high quality staffing.¹

The AJC service delivery system is made up of comprehensive and affiliate centers, as well as virtual access points. A comprehensive AJC is a physical location where job seekers and employers can access the programs, services, and activities of all required partner programs. Although the AJC system operates under Federal law and rules, states and local boards receive considerable latitude to translate and adapt the national vision for an integrated, customer-focused workforce system to the needs of their local areas. This local-level discretion and flexibility, combined with the involvement of numerous partner programs and agencies, have resulted in a complex service delivery system that varies widely across states, local areas, and AJCs.

To systematically document key characteristics and features of AJCs, Mathematica and its partners—Social Policy Research Associates, The George Washington University, and Capital Research Corporation—conducted the Institutional Analysis of AJCs for the U.S. Department of Labor. In the second half of 2016, as the workforce system was in the early stages of implementing WIOA, the study team visited 40 AJCs and examined a wide range of institutional features including administrative structure and One-Stop Operators, partner involvement, funding and resource sharing practices, data systems and sharing, and service delivery for job seekers and employers. The study provides a useful picture of the AJC system during the early days of WIOA. The findings offer insights into the changes and potential challenges WIOA raises for the existing AJC service delivery system in its efforts to fully implement WIOA and achieve its vision of an integrated workforce system.

Our findings are presented in a series of four papers. *Key Institutional Features of American Job Centers* draws on this examination of 40 AJCs to provide a rich picture of local one-stop service delivery. More in-depth examinations of two key features of the AJC system are the focus of (1) *One-Stop Operators of the American Job Center System* and (2) *Resource Sharing Practices Among American Job Centers*. The final paper—*American Job Center Service Delivery in Rural Areas*—considers the rural context in which many AJCs operate and takes a closer look at the characteristics and service delivery challenges for AJCs serving customers located in less populated areas.

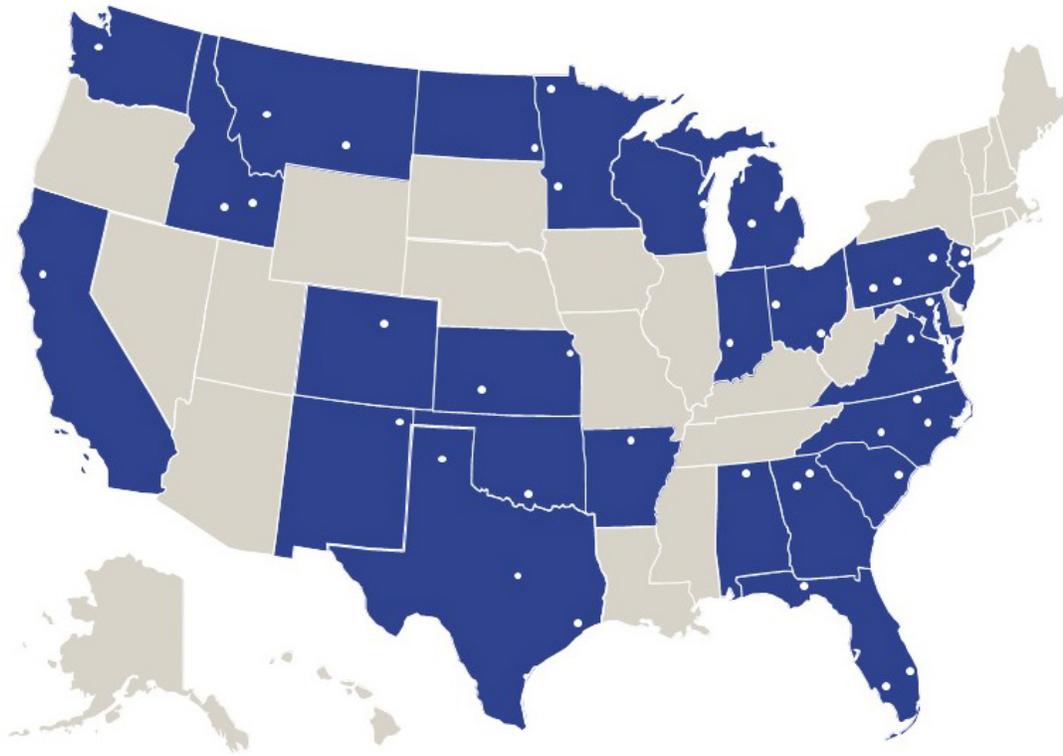
This study summary provides an overview of the study design, summarizes the key findings from each of the study papers, and concludes with some implications for the AJC system under WIOA. All four papers are available at <https://wdr.doleta.gov/research/keyword.cfm>.

Study design

WIA, and now WIOA, require certain workforce training and education programs and agencies to support and deliver AJC services and allow additional partners to participate. At a minimum, each local workforce area (“local area”) and its governing body (the local board) must establish at least one comprehensive AJC—that is, a centralized physical location through which customers can access the services and activities of all core and required partner programs, and any additional optional partners.

For this study, the study team chose 40 comprehensive AJCs located in 25 of the 48 continental states, purposively selecting them using a two-phase sampling approach to ensure that the focal AJCs varied in geographic location and urbanicity (Figure 1). Although not a site selection criteria, the team confirmed that the initial sample drawn contained a variety of different types of One-Stop Operators entities in order to ensure that a mix of organizations responsible for overseeing AJC operations and service delivery were included in the final AJC study sample. A list of the 40 comprehensive AJCs included in this study is available in Appendix A.

Figure 1. States with study AJC locations



Note: States highlighted in blue contain study AJCs. White dots are the AJC locations.

Because the study sample is not representative, the study findings apply only to the 40 comprehensive study AJCs and cannot be generalized to the nation's approximately 2,500 comprehensive and affiliate centers operating when the study AJC sample was selected in 2015.² The study design does, however, present the opportunity to provide a systematic and detailed examination of key features and variations in AJCs' structure, operations, and services. This, in turn, provides grounded information about AJC service delivery that can be useful for generating approaches to examine and assess the effects of WIOA's implementation on the AJC system.

From July through December 2016, the study team visited each selected AJC to collect information on and identify key variations in the AJC service delivery system, organizational structure, and administration. On each visit, team members interviewed the local board administrators, One-Stop Operator entity staff, the AJC manager, AJC partner managers, and frontline staff providing services to AJC job seekers and employers. The visits lasted three days, on average. Across the 40 study AJCs, site visitors interviewed over 725 people, usually individually but sometimes in small groups.

In addition to interviews, the study team conducted structured observations of each AJC's layout and operations. Site visitors used observation worksheets to collect information on topics such as: the location of the AJC (for example, in a mall, a stand-alone building, or a suite in an office building); exterior and interior signage; the physical layout and customer flow of the AJC. In addition, AJC partners in 17 sites completed a brief survey in the first half of 2017 to supplement information about partnerships collected on site. Study team members also requested documentation prior to the site visits on centers' policies and procedures to prepare for site visits and to aid in later analysis. Requested documents included memoranda of understanding between partner programs, resource sharing agreements, operating budgets, One-Stop Operator agreements, and other secondary documentation related to center policies and service delivery.

The study team analyzed the rich information collected from all sources to describe the primary institutional features of the AJCs and identify common patterns and key variations in AJC organization, administration, and service delivery. The team's analysis included the following three steps: (1) organize the qualitative data from site visit interviews; (2) use the supplemental materials collected to further document policies and procedures, including partnership arrangements and resource sharing agreements; and (3) identify themes in the data within and across AJCs. To facilitate analysis, site visit data were organized and coded by topic and by site using a qualitative data analysis computer software package.

Study highlights

The four papers developed for this study provide information on key features of the AJC system and also provide insights on issues relevant to the public workforce system as it proceeds to implement WIOA. Given the great amount of implementation activity around WIOA, it is important to emphasize that study findings should be understood within the broader context of a workforce system still in the early stages of transitioning from WIA to WIOA. At the time of the study's site visits in the latter half of 2016, state-level workforce and partner agencies were heavily engaged in planning for WIOA and had submitted their first WIOA state plans, but the local areas and AJCs in our study were still awaiting additional Federal and state guidance on key provisions. While local-level staff anticipated that WIOA could or would lead to significant changes to the current AJC system and day-to-day operations, it was largely unclear to them what these changes would entail or how they would be achieved.

Taken together, the study papers summarized below provide a point-in-time picture of AJC service delivery and offer insights into the types of changes and challenges local areas may encounter as they strive to incorporate WIOA's vision and requirements into their existing AJC systems.

Paper 1: Key Institutional Features of AJCs

This paper presents an overview of the AJC system's key institutional features that shape day-to-day operations and customer experiences. To do this, the paper identifies common patterns and variations in (1) administrative One-Stop Operator structure and AJC management, (2) AJC partner programs and staffing, (3) funding and resource sharing, (4) data systems and sharing, and (5) AJC services for job seekers and employers.

Key highlights include:

- **Administrative One-Stop Operator structure and AJC management.** Under the direction of local boards, Operators are required to coordinate the delivery of partner program services at their AJCs. Of the 40 AJCs in this study, three-quarters (30 of 40) of the Operators were single entities. The 10 consortium One-Stop Operators each included three to seven organizations. At the time of the site visits, only nine AJCs competitively selected their Operators. (More information on One-Stop Operators is presented below in the summary of Paper 2 on *One-Stop Operators of the AJC System*)
- **Partner programs.** WIA mandated more than a dozen specific organizations and programs to facilitate job seekers' and employers' access to resources; WIOA further underscores the importance of an integrated workforce system, calling for stronger partnerships and establishing a core set of six workforce and education partner programs. Staff at almost all AJCs reported strong and longstanding partnerships between Adult and Dislocated Worker programs and ES. Beyond these DOL-funded programs, however, the extent to which other core and partner programs were identified by staff as their partners varied across AJCs. No AJC listed all the core and required partner programs. On average, AJCs identified 7 of the 19 core and required partner programs; about one-quarter (9) indicated 5 or fewer of these partner programs. Overall, AJCs had an average of 10 partner programs with a full- or part-time regular

presence. The presence and collaboration between core programs at AJCs were continuing to evolve in response to WIOA. Taking into account part-time and periodic presence, about one-quarter (11 of 40) of AJCs offered all six core programs on-site at the time of the site visits.

- **Staffing.** Although the size, mix, and presence of partner program staff within AJCs varied, most staff filled a common set of responsibilities and functions. AJC staff positions included AJC managers, partner program managers or supervisors, frontline workers responsible for different programs, and greeters. The number of full time equivalent positions (FTEs) varied considerably across the study AJCs, ranging from 3.8 to 84 FTEs, with an average of 18 FTEs. More than half of the study AJCs reported needing additional staff, primarily frontline staff to work directly with customers, but were reportedly unable to open or fill these positions due to budgetary constraints, hiring freezes, or difficulty attracting and retaining staff due to the low-paying nature of those positions.

Despite the overarching goal to improve employment outcomes for job seekers and meet the needs of employers, most AJCs (29 of 40) did not have any performance data that were used for center-wide management purposes. The types of measures used by the 11 AJCs with center-wide performance measures include employer contacts; the number of services provided; the number of customers who use the AJC; and the number of jobs created or retained for job seekers. But these data were not often collected and shared on a systematic basis, and staff commonly reported that the data were not reliable or useful.

At the AJC level, most supervision tended to occur through a program-specific model in which staff reported to and were overseen by the partner program that employed them. At 29 of the AJCs, the partner program manager oversaw daily activities, hired new staff, conducted performance reviews, and managed reporting. Eleven AJCs used a cross-program model in which the AJC manager supervised all staff of on-site partner programs

- **Funding.** The three primary partner programs located on-site at the 40 AJCs were (1) Adult Program; (2) Dislocated Worker Program; and (3) Employment Service (ES). The prominence of these programs in the AJC system was also reflected in their role as the primary contributors of funding to support AJC infrastructure costs and service provision. The 20 AJCs with fairly detailed funding data had, on average, 18 funding sources (ranging from 7 to 34) used by 10 partners (ranging from 5 to 22). The number of funding sources was not associated with the size of the AJC, as defined by the number of full-time equivalent staff (FTEs) located on-site. To supplement formula funding sources, most AJCs used additional funding to support AJC operations and services, and serve specific populations. Staff of partner programs located at these AJCs typically were not responsible for pursuing additional funding opportunities; the local board or state workforce agency most often led these efforts. (Information related to AJC partner resource sharing is presented below in the summary of Paper 3 on *Resource Sharing Practices Among AJCs*.)
- **Data systems and sharing.** All AJCs used a combination of the automated data systems in tandem with homegrown “work-arounds” to collect, record, and report data and monitor customers’ services and outcomes. Most staff reported supplementing official state or local board data systems with work-arounds such as Access databases, Excel spreadsheets, and Google Docs to help them ensure accurate and timely accounting of their customers, financial information such as training costs or supportive service payments, and contact logs. Staff from partner programs at AJCs used 2 to 16 data systems for the WIOA core programs, with an average of 5.

In almost all (38 of 40) of the AJCs, at least Adult and Dislocated Worker programs and ES shared an automated data system. Limited data sharing occurred between other core partners. Partners, located on- and off-site, raised four main challenges to sharing data: (1) separate, incompatible data systems;

(2) confidentiality concerns; (3) lack of sufficient resources; and (3) cumbersome data entry and lack of user-friendliness.

- **Services to job seekers and workers.** Programs at the 40 AJCs offered an array of services for job seekers and workers looking to upgrade skills including assessments, career planning, training, education opportunities, and supportive services. All AJCs provided resource rooms that were typically staffed by ES, Adult and Dislocated Worker programs and provided job seekers access to job listings, online tools and assessments, the Internet, Labor Market Information, and other resources needed for finding employment such as printers and telephones. Because AJCs serve customers with diverse needs, AJC programs' staff often referred customers to services that could best be provided by other partner programs. The type of referral processes ranged from having no set process to follow-through of all referrals.
- **Services to employers.** In addition to services for job seekers, most study AJCs provided four types of employer services: (1) job postings, matching, and referral; (2) outreach; (3) job development; and (4) use of AJC space. WIOA encourages the adoption of an integrated and aligned business services strategy among AJC partners. At the time of the site visits, employer services at study AJCs ranged from limited or no coordination among staff across different programs (18 centers), that is the programs worked independently, to an integrated team with staff from multiple programs (13 centers). In the other nine study AJCs, particularly in some of the smaller, more rural AJCs, staff of the one-stop programs did not work together in teams, but did share with one another their employer contacts or leads. Twenty-four AJCs noted that they had increased their focus on employer engagement because of WIOA.

Paper 2: One-Stop Operators of the AJC System

This paper delves into the instrumental role of Operators in the AJC system. It provides an overview of the types of entities that served as Operators, the roles that Operators played, common supervision models, and the key activities of AJC managers in day-to-day center operations. It concludes with a description of WIOA One-Stop Operator requirements and identifies some general concerns raised about these changes as local areas prepared for their implementation.

Key highlights include:

- WIA and WIOA allow local boards to designate a single-entity or a consortium of organizations as the One-Stop Operator. A variety of different organizational entities are also allowed to serve as One-Stop Operators. Three-quarters of the AJCs had single-entity Operators and 10 had consortium Operators. Each consortium was made up of three to seven members from different organizations. The most common types of organizations that served as Operators for the study AJCs—whether as single entities or as part of a consortium—were state workforce agencies (19) and local boards (17). The least common types of Operator organizations were private for-profit organizations (4) and nonprofits (4).
- About two-thirds of Operators (27) directly oversaw day-to-day AJC management. At these sites, the Operator either directly employed a full-time AJC manager or, if the Operator was a consortium, provided joint oversight of an AJC manager employed by one consortium member. At these centers, the Operator either employed an AJC manager or provided joint oversight of an AJC manager employed by a consortium member. The other 13 Operators delegated day-to-day management for the AJC to a manager employed by a partner organization.
- Most Operators (35) also provided direct services at the AJCs, typically for the U.S. Department of Labor-funded Adult and Dislocated Worker programs and the Employment Service (ES) program. Serving as a

direct service provider enabled all but three of these Operators to leverage their program funding to support functions that supported AJC center-wide operations.

- WIOA makes several key changes related to the selection of One-Stop Operators that may lead to major changes in the structure, types, and roles of Operators. Effective July 1, 2017, all One-Stop operators were required to be selected through a competitive process whereas WIA only encouraged competitive selection of Operators. At the time of the study's data collection in 2016, only nine of the study's One-Stop Operators had been selected through a competitive request for proposal process. Because so few Operators had been selected through a competitive process, most boards were gearing up to implement this requirement.

Paper 3: Resource Sharing Practices Among AJCs

WIA and WIOA outline expectations for resource sharing among partner programs at the local level to support the AJC system. Both Acts specify that all partner programs are expected to support the costs associated with operating AJCs, including infrastructure costs and the costs of providing services that AJC partners share. This paper describes how the 40 comprehensive AJCs shared resources to support these costs. For AJCs that entered into formal resource sharing agreements, the paper analyzes resource sharing practices, including funding sources, participating partners, and cost allocation methodologies.

Key highlights include:

- Operating under WIA requirements, local board staff, One-Stop Operators, and AJC partners in the study sites overwhelmingly felt that partners should contribute resources to the center only if they had an on-site presence at the AJC. Thus, in practice, sharing AJC infrastructure costs was commonly limited to a subset of partners co-located at the AJC.
- Among the 20 AJCs that provided detailed funding data, on average, about five partners per AJC contributed resources in the form of cash contributions to support center operations. Adult and Dislocated Worker programs and ES programs were the most common contributors to resource sharing in the study AJCs as well as the most likely to be located full-time at the AJC. In addition, 11 AJCs provided some resources—most notably space at the AJC—to other partners free of charge to encourage co-location.
- For the 32 study AJCs that had formal resource sharing agreements in place, the two most common methods used to determine partner contribution amounts were square footage utilized or number of staff located at the AJC. For example, if a partner occupied 50 percent of the facility space, it might contribute 50 percent of the rental costs. Similarly, a partner that placed 5 staff members in a center with 20 co-located staff might contribute 25 percent of the facility costs.

Paper 4: AJC Service Delivery in Rural Areas

The organizations and institutions that make up the public workforce system have enormous importance for improving the livelihood of rural Americans. The needs of rural areas are of particular significance in workforce policy because many rural areas have also experienced considerable changes in their employment landscapes in recent years due to declines in the manufacturing industry (including numerous layoffs); in addition, rural areas have recovered more slowly from the Great Recession than metropolitan areas.³ The paper's findings are generally consistent with earlier studies of the workforce system in rural areas in the earlier years of WIA.⁴

Key highlights include:

- Rural areas' large workforce regions generally mean that job seekers travel long distances to access services and jobs (with limited public transit options) and that AJC partner programs, employers, and

training providers are not in close proximity to one another. Although the Internet theoretically has the potential to improve access to services, it is not consistently available at broadband speeds required for distance learning and other online service delivery options.

- Due to their smaller populations, rural AJCs operated with less funding and, therefore, fewer staff than their metropolitan counterparts. In addition, rural areas within more rural states experienced smaller funding allocations for two reasons because: (1) their states receive smaller amounts, and (2) they receive smaller amounts than more populated areas within their states. Staff noted that these smaller allocations resulted in rural AJCs employing fewer staff. Although funding reductions leading to elimination of positions of AJC-located staff are not specific to rural areas, staff from half of the rural AJCs noted that such funding cuts affected them acutely, given their already limited staff and each staff member's large contribution to the overall AJC workload.
- Due to the opioid epidemic and other social and cultural shifts, rural AJCs reported that they served more customers with barriers to employment than in the past, but had to do so with fewer staff and less access to specialized training and funding than non-rural AJCs. Staff cited the difficulty of even applying for some grants targeted to specific populations like ex-offenders, given compliance requirements that are challenging to meet in a rural area.

Looking ahead

This study of 40 comprehensive AJCs illustrates the complex and rich variation that defined and shaped the AJC service delivery system at a time when states and localities were in the early stages of transitioning from WIA to WIOA. Here, we draw on study findings to highlight key changes and challenges that AJCs and their local boards may encounter as they continue to strive to incorporate WIOA's vision and requirements into their AJC service delivery systems.

- **Competitive selection of Operators.** As about three-quarters had not competitively procured their One-Stop Operator at the time of the site visits in 2016, the implementation of WIOA's competitive procurement requirements in these local areas—and potentially across the country—could prompt changes in the types of Operators (single-entity versus consortium), the types of entities that serve as Operators, and their roles in the management and direct provision of AJC services. For example, assuming responsibility for developing and overseeing a competitive selection process for the Operator may be accompanied by a shift to fewer local boards serving as single-entity Operators. The additional requirement for competitive selection to occur at least once every four years might also spur the development of more detailed accountability metrics to gauge the performance of Operators and the AJCs for which they are responsible. This in turn could lead to the introduction of new management and service delivery processes and practices.
- **Greater involvement of partners in supporting AJC infrastructure costs.** WIOA strengthens expectations for AJC partner programs to work collaboratively to maintain the AJC service delivery system by specifying that one-stop partner programs must contribute to AJC infrastructure costs, regardless of whether they have an on-site presence. This was often not practiced among the AJCs in this study and may require partners to adopt a very different approach to resource and cost sharing. Among the AJCs in this study, some level of co-location was overwhelmingly viewed as a prerequisite for negotiating partner contributions to support infrastructure costs. Many also relied on informal resource-sharing arrangements that reflected and supported partnerships. In light of these attitudes and practices, there may be resistance from partners who have resource constraints or have not helped pay these costs in the past. Alternatively, successful implementation of resource sharing agreements that formalize and reflect

partners' contributions may heighten partners' commitment to and involvement in the AJC system, including greater partner presence and co-location at the AJCs, and more robust referral processes for linking customers to the other partners' services.

- **Achieving a seamless system of AJC service delivery.** An integrated AJC, as envisioned by WIOA, contains many different elements associated with seamless service delivery, including a common intake system, joint outreach activities and referral processes between partners, cross-trained staff organized and managed by function rather than along program lines, sharing of data and data systems, shared case management and reporting systems, and integrated performance management. Our findings suggest that many of the elements associated with seamless service delivery were already implemented by the AJCs in varying combinations and to varying degrees. However, many AJCs will need to make major changes to move toward more fully realizing WIOA's vision.
- Study AJCs were generally progressing toward this vision but most did so within a framework that maintained a program-specific approach to management, staffing, and performance and constrained greater service integration.
 - Among the 40 AJCs, most AJCs sought to foster coordination of service delivery through techniques and mechanisms that could be implemented without requiring changes in federal or state policy, funding requirements, administrative structures, data systems and reporting requirements, or other factors beyond their control. These strategies included at least part-time co-location of a variety of partners at the AJC, center-wide staff meetings, cross-training of staff, coordinated outreach efforts, and a common intake process for customers entering the AJC.
 - Structural approaches to attain greater alignment of staff and seamless services were not common among the AJCs. About three-quarters of the AJCs had not moved toward a staffing and supervision model organized by function (for example, with a skills development team, a business services team). Instead, they continued to rely on the traditional program-specific lines for organizing staff and supervision.
 - One-Stop Operators and AJC managers lacked center-wide measures or indicators to assess overall performance. Operators and managers also typically lacked access to data from partner programs (other than the data for which they were directly responsible) that might be used to better gauge performance and manage daily operations on a center-wide basis. Partners that ran different programs tended to each have their own management and supervisory hierarchies, along with separate performance measures, data systems, and data-reporting requirements.
 - Data sharing across partners was generally very limited. In general, AJC staff at all levels indicated the need for major improvements in the capacity of automated systems to share data, coupled with more robust data sharing practices and procedures, which they thought would greatly facilitate efforts to manage performance across programs and increase service coordination. For example, it was commonplace for frontline workers to have to enter the same data multiple times but not have access to data from other partners' data systems or even their own system that could enhance their ability to serve customers and manage their caseloads. Most staff at AJCs created work-arounds using spreadsheets and on-line services to store and retrieve information needed to manage performance and other job functions.

The special challenges facing AJCs in rural areas. WIOA's emphasis on partnerships and systems coordination appears to be even more challenging to operationalize for large service areas, where key actors are not in close proximity. The fact that partner programs, training providers, employers, and customers are spread widely over the service areas of most of the rural AJCs in this study underscores the importance of having clear

mechanisms and strong relationships for facilitating access to services for both job seekers and employers. Rural AJCs that exhibited successful collaboration did so by facilitating consistent access either through co-location or through managing such partnerships across the entire large service area rather than for an individual AJC. Similarly, because rural AJCs reported having fewer and more widely spread local employers and training providers, it might be more challenging for AJC partners to engage in activities around sector strategies and career pathways as emphasized under WIOA.

WIOA's implementation will unfold differently across the country, in part because of the extensive variation that exists in the system's structure, organization and service delivery. It will be important for future examinations of the AJC system to take into account these organizational and institutional differences in AJC service delivery—especially when assessing the system's overall effectiveness and its impact on outcomes for job seekers and employers.

Endnotes

- ¹ Training and Employment Guidance Letter WIOA NO: 4-15 Operating Guidance for the Workforce Innovation and Opportunity Act, August 13, 2015.
- ² As of April 2018, DOL recognizes 2,444 AJCs, which includes 1,477 comprehensive AJCs. A current listing is available at <https://www.careeronestop.org/LocalHelp/service-locator.aspx>.
- ³ Hertz, Tom, Lorin Kusmin, Alex Marré, and Tim Parker. "Rural Employment Trends in Recession and Recovery." ERR-172. Washington, DC: U.S. Department of Agriculture, Economic Research Service, August 2014.
- ⁴ Dunham, Kate, and Peter Rumble. "Rural One-Stops: Issues in WIA Implementation." Oakland, CA: Social Policy Research Associates, 2003; Dunham, Kate, Annelies Goger, Jennifer Henderson-Frakes, and Nichole Tucker. "Workforce Development in Rural Areas: Changes in Access, Service Delivery, and Partnerships." U.S. Department of Labor, Employment and Training Administration Occasional Paper 2005-07. Washington, DC: U.S. Department of Labor, 2005.

Appendix A

Table A.1. Study AJC locations

City	State
Amarillo	TX
Anaconda	MT
Ardmore	OK
Belle Glade	FL
Billings	MT
Burley	ID
Conway	SC
Decatur	AL
Decatur	GA
Denver	CO
Dodge City	KS
Donora	PA
Fredericksburg	VA
Gainesville	GA
Goldsboro	NC
Greenville	MI
Henderson	NC
Hobbs	NM
Houston	TX
Immokalee	FL
Indiana	PA
Jim Thorpe	PA
Linton	IN
Manitowoc	WI
Middleport	OH
Montevideo	MN
Mountain Home	AR
Napa	CA
New Brunswick	NJ
Overland Park	KS
Paterson	NJ
Pocatello	ID
Quincy	FL
Shelton	WA
Temple	TX
Thief River Falls	MN
Troy	OH
Wadesboro	NC
Wahpeton	ND
Westminster	MD

Full citations for study papers

Brown, Elizabeth, and Pamela Holcomb. "An Institutional Analysis of American Job Centers (AJCs): Key Institutional Features of AJCs." Washington, DC: U.S. Department of Labor, Chief Evaluation Office, 2018.

Dunham, Kate, and Deborah Kogan. "An Institutional Analysis of American Job Centers (AJCs): One-Stop Operators of the AJC System." Washington, DC: U.S. Department of Labor, Chief Evaluation Office, 2018.

English, Brittany, and Sarah Osborn. "An Institutional Analysis of American Job Centers (AJCs): Resource Sharing Practices Among American Job Centers." Washington, DC: U.S. Department of Labor, Chief Evaluation Office, 2018.

Betesh, Hannah. "An Institutional Analysis of American Job Centers (AJCs): AJC Service Delivery in Rural Areas." Washington, DC: U.S. Department of Labor, Chief Evaluation Office, 2018.

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