

**INSTRUMENT 4**

**LETTER TO STATE WORKFORCE ADMINISTRATORS INTRODUCING  
THE STUDY**

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## LETTER TO STATE WORKFORCE ADMINISTRATORS INTRODUCING THE STUDY

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<date>

<state workforce administrator name>

< state workforce administrator title>

<state workforce agency name>

< state workforce agency address>

Dear <Mr./Ms.> < state workforce administrator last name>:

I am writing to invite you to participate in *The Institutional Analysis of American Job Centers* (AJCs), an important study sponsored by the Chief Evaluation Office (CEO) of the U.S. Department of Labor (DOL) and conducted by Mathematica Policy Research and its partners Social Policy Research Associates, the George Washington University, and Capital Research Corporation.

As announced on <date> in Training and Employment Notice <number>, DOL is sponsoring this study to better understand the range of institutional features that shape day-to-day AJC operations and customer experiences. This study presents a tremendous opportunity for the workforce system to document the breadth of AJC services and activities on behalf of the customers we serve, and to share our findings with policymakers and key program stakeholders.

The goals of the study are to thoroughly understand and systematically document the institutional characteristics of AJCs, and to identify variations in service delivery, organizational structure, and administration across centers. In the coming months, the study team will visit 40 AJCs from around the country, including <AJCs/locations in [state]>. During the visits, the team will examine center administrative structures and partnerships, performance management, funding arrangements, and service delivery, among other things. The study team will also will conduct a survey of AJC partner agencies to learn more about how partners interact and work together.

The study team will also conduct telephone discussions with state workforce administrators in those states in which there is a study AJC in order to better understand the role that state-level factors—such as the state workforce priorities and policies—play in shaping local-level AJC institutional features and operations. In <number of weeks>, a representative from the study team will contact you to to arrange telephone discussion with the appropriate staff from your agency. If you have any questions or comments about the evaluation, please contact the study's federal project officer, Erika Liliedahl, at (202) 693-5992 or Liliedahl.Erika@dol.gov. You may also contact the study's director, Pamela Holcomb, at (202) 250-3573 or [pholcomb@mathematica-mpr.com](mailto:pholcomb@mathematica-mpr.com). The OMB control number for this project is <OMB control number>; expiration date <date>.

Thank you in advance for your willingness to participate in this important study. Your participation and support in this valuable effort will be critical to shaping future AJC policy and research.

Sincerely,

Demetra Smith Nightingale, Chief Evaluation Officer  
Office of the Assistant Secretary for Policy  
United States Department of Labor

Enclosures: Training and Employment Notice <number>; study summary

cc: Pamela Holcomb; Erika Liliedahl