

## **APPENDIX B**

### **PROTOCOLS FOR TELEPHONE INTERVIEWS WITH STATE OFFICIALS**



## **INTERVIEW PROTOCOL FOR STATE OFFICIALS**

Describe the purpose of the interview.

### **CERC GOALS**

What goals did the state establish for the CERCs?

Did the state aim to achieve service co-location at the CERCs? To what extent?

Did the state intend for the CERCs to offer information about available community services, or opportunities to actually apply for needed services and benefits?

Did the state intend to achieve service integration or coordinated case management?

### **CERC PLANNING AND DEVELOPMENT**

What was the state's rationale for establishing the CERCs?

Who made the decision to establish the CERCs? When was the decision made?

What factors led to this decision?

How did the state decide which CERC to open first? Are there specific criteria for when a CERC should be opened in a particular community? If so, what are they?

Why did the state decide to establish the CERCs as temporary, rather than permanent, offices?

How long did planning for implementation of the CERCs take? How long did it take for the first CERC to open once the initiative was announced?

Who were the key state-level VEC staff involved in developing the CERCs? What were their roles?

Were staff from other agencies involved in developing the CERCs? If so, who were they and what roles did they play?

What was the division of labor for CERC planning activities between state-level and local VEC staff?

What kinds of support did the state provide to local VEC offices during the planning and development phase? Training or technical assistance? Logistical support? Staff? Funding?

### **CERC ORGANIZATION AND OPERATIONS**

Why does primary responsibility for operating the CERCs rest with the VEC? How was this decision made?

Who supervises the work of the CERCs at the state level? VEC staff? Strike Force members?

How much direction do state-level VEC staff give to the CERC managers? For example, do state-level staff provide guidance on whether needs assessments should be conducted, what services should be offered, which partners should be recruited, or other issues?

How are the CERCs funded? By the VEC, or by multiple agencies? State funds? If by multiple programs, how are costs allocated across programs? Across overhead and staff costs? How were decisions about CERC funding made?

What are the main costs of operating the CERCs? Staff? Overhead costs such as rent and utilities? Equipment?

What is the state's policy on when CERCs are closed?

## **CERC PARTNERS**

Who are the main partners who have participated in the CERCs?

Did the state mandate participation of specific agencies? If so, which ones? Why?

How do the various state agencies involved in the CERCs coordinate at the state level? What kinds of issues are addressed through state-level coordination?

To what extent are the services offered by partners integrated? What factors have influenced the level of service integration achieved?

## **REPORTING SYSTEM**

How did the VEC develop its data collection and reporting system for the CERCs? What factors led to this design? Did the VEC consult with other state agencies in planning this system?

How are the CERC referral and outcome data used? Who receives these reports?

How has implementation of this system gone? Have there been difficulties collecting outcome information on referrals?

How much has this increased burden on local and state-level VEC staff?

## **LESSONS**

To what extent have the initial goals set for the CERCs been met? What factors have aided or impeded the CERCs in meeting these goals?

What are the main successes of the CERCs? Customer outcomes? Coordination across service providers? Rapid start-up? Convenience and accessibility? Service co-location? Service integration? Other?

What has been most challenging about operating the CERCs? Recruitment of partners? Coordination across partners? Information sharing? Start-up time? Sufficient resources? Other operational difficulties?

What strategies have you tried at the state level for overcoming those challenges?

Were the resources available to operate the CERCs sufficient to meet the CERCs' goals? If not, what was lacking? Were facilities, equipment, and staff for the CERCs sufficient?

How useful do you think the CERCs have been for customers? Are they convenient? Are services more accessible?

Do you think customers accessed services they would not otherwise have received if they were not co-located in the CERCs?

Has the level of referrals to non-VEC services been what you expected, higher, or lower? What factors do you think contributed to the level of referrals reported by the CERCs?

Has service co-location enhanced case management? In what way?

If you could, would you want to continue operating the CERCs on a longer-term basis? Why or why not?

If you could change any aspect of the CERCs, what would you change? The planning process? The reporting system? Partner recruitment? Other? Do you have other recommendations for improvement?

Would waivers of any specific requirements of federal or state programs have improved the CERCs' ability to serve customers? Do you have suggestions for ways that federal and state programs could better support the mission of the CERCs?

Would training, technical assistance, or other resources have helped local offices implement the CERCs more successfully? If yes, what would have helped?

Are there any services that would be helpful to have in CERCs that are not available?

What advice would you give to other states and communities that are considering implementing similar initiatives?

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