

# **Semi-Structured Interview Guide**

## **Implementation Evaluation of EnVision Centers**

### **Center Leadership**

*Administration:* FRD will ask questions related to: Staffing; outreach; data collection and intake.

- How does your center reach potential participants, or perform outreach?
- Does the center have on-site staff dedicated to intake and referrals?
- What is the intake and referral process like? How do participants connect with services and resources?
- Does your EnVision Center utilize a centralized intake form? How is data of participants collected?
- How is participant data tracked? Does the center use an electronic database?
- What is the overall leadership and staff structure of the center?
- How many dedicated, on-site staff are assigned to the center? What are their roles? Who do they report to?
- What are the successes and challenges of managing and staffing an EnVision Center?

*EnVision Center Designation:*

- What made you decide to apply for EnVision Center designation?
- What was the process like to apply? Did you feel you had all the information and guidance you needed for that?
- Have you used any of HUD's provided guidance, and if so, what was your experience like?
- Going into the program, what expectations did you have?
- Do you feel those initial expectations have been met?
- Do you feel being an EnVision Center has changed your organization, in terms of services offered or operations?
- What additional support could be offered as part of this program that would have an impact on your organization?
- Is there anything HUD has been doing that hasn't been helpful?
- What has been most helpful about working with HUD on this initiative?
- What advice would you give to centers considering applying for the program?

*Services & Partnerships:*

- Overall, how would you describe the philosophy of the center, in regards to the services you offer?
- Can you walk us through the services offered at this center?
- How does the community provide input on the services that are offered?
- Are all services offered on-site or are some off-site? For those off-site, does the center offer any kind of transportation or facilitate participation in some way?
- How are services integrated?
- Are there services you want to offer but haven't had the chance to yet?
- Does your center have a relationship with the city or local government/other entities? What do those relationships bring to the center?
- Are you part of any partnerships with federal agencies that were facilitated through HUD or the EnVision Center program? What do those partnerships bring to the center?
- Do you partner with other organizations in the community? Which partnerships are key? Are there any partnerships you plan to pursue? How does the center cultivate these relationships?
- How has the EnVision Center designation encouraged new services and partnerships that did not exist prior to designation?

#### *Challenges & Successes:*

- What challenges do you see as the most significant for meeting the needs of your job and for the organization as a whole?
- What do you feel your organization needs in order to overcome those challenges?
- What successes do you feel are the most significant for your job or the organization as a whole?
- In terms of challenges the organization has worked through, what do you feel you or the organization as one entity has learned?
- Overall, how do you feel your community has benefited from the EnVision Center designation?

#### *Populations/Community Served:*

- Can you share a little about the community this center serves?
- What do you see as the key needs unique to the populations you serve and to the city that your center is meeting?
- Are there any challenges you see for members of the community to access your services? Transportation, for example.

#### *COVID-19*

- Can you share a little about the local restrictions that went into place that had an impact on operations?

- What challenges were immediate, and have any developed over time?
- How did operations shift in response to the pandemic? Did the center continue offering all services, or were some shifted online or shut down? Were any new services added?
- Were physical changes made to the space in response to restrictions, such as social distancing measures?
- Based on your interactions, did you feel the center was broadly meeting its organizational goals and mission during the pandemic?

## **Front Line Staff**

### *Operations:*

- Are you aware of the EnVision Center program?
- In your position, do you feel the designation has changed how you work or the role of the organization in the community?
- In terms of location, are there any benefits or challenges you've noticed?
- Do you feel the physical space meets the needs of your organization?
- From your perspective, does the overall staffing structure work for the center's needs?

### *Services:*

- Based on your experience, are there services that are more heavily used than others?
- Do you feel the services are integrated effectively with one another? How has the collocation of services impacted the integration of services?
- Are there services you feel would be beneficial for the community that aren't currently being offered?
- How have services and partnerships changed since the designation of an EnVision Center?
- What is the intake and referral process like? How do participants connect with services and resources?
- Does your EnVision Center utilize a centralized intake form? How is data of participants collected?
- How is participant data tracked? Does the center use an electronic database?
- Do you feel the intake and data collection process is effective? Does it meet the needs of the center?
- What improvements do you feel would be beneficial to the process? What has the center implemented that has worked particularly well?

### *Challenges & Successes:*

- What challenges do you see as the most significant for your organization? What successes do you see as the most significant?
- Are there any challenges you encounter in fulfilling your role?
- What do you feel your organization needs in order to overcome those challenges?
- In terms of challenges the organization has worked through, what do you feel you or the organization as one entity has learned?
- In terms of successes the organization has achieved, what do you feel made those possible?

### *Populations/Community Served:*

- Can you share a little about the community this center serves?
- What do you see as the key needs unique to the populations you serve and to the city that your center is meeting?
- Are there any challenges you see for members of the community to access your services? Transportation, for example.

### *COVID-19*

- Can you share a little about the impact of the pandemic on your job and how you carried out your duties?
- Were there physical requirements – such as social distancing – that impacted your ability to carry out your job or the ability of the public to participate in services?
- Was the community supportive of measures taken in response to the pandemic? Did you observe any pushback to any measures taken?
- Did the community express any needs that the center was able to or unable to meet?
- Based on your interactions, did you feel the center was broadly meeting its organizational goals and mission during the pandemic?

### **Partners**

#### *Operations:*

- Are you aware of the EnVision Center program?
- If so, did the designation influence the decision to partner with this center?
- How long have you partnered with the center?
- In your position, do you feel the designation has changed how you work or the role of the organization in the community?
- In terms of location, are there any benefits or challenges you've noticed?

- Do you feel the physical space meets the needs of your organization? Are there any features that would significantly benefit your organization?

#### *Services:*

- Based on your experience, are there services that are more heavily used than others?
- Do you feel the services are integrated effectively with one another?
- Are there services you feel would be beneficial for the community that aren't currently being offered?

#### *Challenges & Successes:*

- What challenges do you see as the most significant for your organization? What successes do you see as most significant?
- Are there any challenges you encounter in fulfilling your role?
- What do you feel your organization needs in order to overcome those challenges?
- In terms of challenges the organization has worked through, what do you feel you or the organization as one entity has learned?
- In terms of successes the organization has achieved, what do you feel made those possible?
- What are the successes and challenges of the EnVision Center Demonstration that were not previously addressed?

#### *Populations/Community Served:*

- Can you share a little about the community this center serves?
- What do you see as the key needs unique to the populations you serve and to the city that your center is meeting?
- Are there any challenges you see for members of the community to access your services? Transportation, for example.

#### *COVID-19*

- How did the pandemic impact the services you offer or other collaboration with the center?
- What changes were made in how services were delivered? Have those changes persisted?

### **Program Participants**

#### *Services & Accessibility:*

- Are you aware of the EnVision Center initiative? What do you think is the purpose of the EnVision Center initiative?
- How did you learn about this center? When do you begin receiving services here?
- Have services at the center changed since it officially became an EnVision Center [or, if participant not aware of program, the month/year the designation occurred]? How so?
- What services do you receive at this center?
- Do you think the services offered are effective or meet your needs?
- What makes the services offered at the center unique compared to other services offered in the community?
- How accessible are services at the center compared to services within the community that are outside of the center?
- Are there services that aren't currently offered that you think would be helpful, either for you or for your community?
- How often do you visit the center?
- Do you get any services through the center at a different location?
- How do you access the center? Do you walk, drive, use public transportation, transportation offered by the center or some other method?
- Have you experienced any challenges accessing the center? If so, could you describe these challenges?
- Is there a wait to receive services?

### *Successes & Challenges*

- Overall, what are some general challenges you've experienced at the center that we have not discussed? How could the center improve?
- Overall, what are the successes and benefits of the center that we have not discussed?

### *COVID-19*

- Did the pandemic impact the services you receive at the center? Did it impact the frequency of your visits?
- For services that changed how they were delivered, did it make it easier or harder for you to participate?
- Was there anything the center started offering that was beneficial for you? Was there anything you hoped the center might offer that it didn't? Were there any needs you saw in the community that the center might have been able to meet?
- Overall, did you feel the center helped you during the pandemic?

### **Contingency Questions - Applicable During Phone/Video Interviews**

- Leadership

- o Can you describe the layout of the space? What is the check-in/reception area like? How many rooms are there in the building? Is it multi-story? What kind of signage is used to guide visitors?
- Front-Line Staff
  - o What is the space in which you work like? What is the layout? Do you feel it meets your needs? Have participants indicated any concerns about the space? Do you find management responsive to maintenance needs or other issues?
- Partners
  - o What is the space in which you work like? What is the layout? Do you feel it meets your needs? Have participants indicated any concerns about the space? Do you find management responsive to maintenance needs or other issues?
- Participants
  - o Can you describe your impressions of the center's physical layout? Is it easy or hard to find where you need to go? Are staff helpful and able to direct you as needed? Is there anything the space could use that would make it easier to get services, or make it more pleasant to navigate and be there?