

**Site Visit 5—Child Welfare Key Informant Interview****17. Operations***17.e Implementation of the Department's Project Plan (program)*

- 17.e.1 What is the status of the current sequence of service programs to be implemented?
- 17.e.2 Is reinvestment savings being used for things beyond the stated programs (one-time costs)?
- 17.e.3 What have been some of the barriers to getting those programs implemented and how has the agency responded?
- 17.e.4 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?
- 17.e.5 What has been the role of the union in this process?

*17.a The Waiver and Other DCFS activities.*

- 17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by DCFS?

*17.b Monitoring the Waiver*

- 17.b.1 Describe the structure and the process for monitoring the operations of the Waiver.
- 17.b.2 How are external groups involved in the monitoring process of the Waiver project?

*17.d Decision-Making*

- 17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?
- 17.d.2 What is the process for arriving at those decisions?

*17.c Management Information System*

- 17.c.1 What is the status of the data system or systems in the department?
- 17.c.2 Are the information sources integrated and linked to outcomes?
- 17.c.3 Are there plans for changes in MIS capacity?

*17.f Fiscal Implementation*

- 17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.
- 17.f.2 What expenditures have been claimed for expanded services to date under the Waiver?

17.f.3 What expenditures are claimed under Program code 701?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

## **11. Revenue**

11.a How has the department worked to maximize its revenue?

11.b Has the department had access to non-categorical funds in the last three years: levy, donations, etc.?

11.b.1 What has the DCFS been able to do with the funds?

### *17.g Implementation Inputs*

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)

17.g.2 What kinds of technical assistance have been necessary to implement the Waiver.

17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?

17.g.4 Are there other kinds of “inputs” necessary for a successful implementation (e.g., other waivers)

### *17.h Implementation Barriers and Facilitators (internal or within the professional community)*

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

### *17.i Leadership*

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

### *17.j Contextual Factors*

17.j.1 What community factors affect the implementation?

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

## **Site Visit 5—Probation Key Informant Interview**

## 17. Operations

### *17.e Implementation of the Department's Project Plan (program)*

- 17.e.1 What is the status of the current sequence of service programs to be implemented?
- 17.e.2 Is reinvestment savings being used for things beyond the stated programs (one-time costs)?
- 17.e.3 What have been some of the barriers to getting those programs implemented and how has the agency responded?
- 17.e.4 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?
- 17.e.5 What has been the role of the union in this process?

### *17.a The Waiver and Other Probation activities.*

- 17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by Probation?

### *17.b Monitoring the Waiver*

- 17.b.1 Describe the structure and the process for monitoring the operations of the Waiver.
- 17.b.2 How are external groups involved in the monitoring process of the Waiver project?

### *17.d Decision-Making*

- 17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?
- 17.d.2 What is the process for arriving at those decisions?

### *17.c Management Information System*

- 17.c.1 What is the status of the data system or systems in the department?
- 17.c.2 Are the information sources integrated and linked to outcomes?
- 17.c.3 Are there plans for changes in MIS capacity?

### *17.f Fiscal Implementation*

- 17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.
- 17.f.2 What expenditures have been claimed for expanded services to date under the Waiver?
- 17.f.3 What expenditures are claimed under Program code 701?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

## **11. Revenue**

11.a How has the department worked to maximize its revenue?

11.b Has the department had access to non-categorical funds in the last three years: levy, donations, etc.?

11.b.1 What has Probation been able to do with the funds?

### *17.g Implementation Inputs*

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)

17.g.2 What kinds of technical assistance have been necessary to implement the Waiver.

17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?

17.g.4 Are there other kinds of “inputs” necessary for a successful implementation (e.g., other waivers)

### *17.h Implementation Barriers and Facilitators (internal or within the professional community)*

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

### *17.i Leadership*

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

### *17.j Contextual Factors*

17.j.1 What community factors affect the implementation?

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

## County Department Strategy/Intervention Description Template

### 1. Problem Addressed by the Strategy

- a. What specific need is the strategy intended to meet?
- b. How was this need determined (e.g., anecdotal evidence, data, other)?
- c. Why is the need important (i.e., why address this need versus any other need)?

### 2. Description of the Strategy

- a. How is the target population defined (i.e., criteria) and included (i.e., referral strategy)?
- b. Who does what to whom, where, when, and how?
- c. How does this strategy fit into the larger organizational structure?
- d. Where changes required in other strategies as a result of this strategy?

### 3. Explanation of the Strategy Theory

- a. What is the explicit or implicit rationale underlying the program?
- b. Why do program staff believe that the strategy should have any effect on the problem the strategy is intended to address?
- c. Is this theory derived from some behavioral, social, or economic theory; what theory?

### 4. Program Objectives

- a. What are the implementation objectives, measures (e.g., staffing level, contracts initiated, numbers served, timelines met, etc.), and timeframes?
- b. What are the outcome objectives, measures, and timeframes?

### 5. Cost, Savings, and Funding Sources

- a. What are the annual costs associated with the strategy? By categories?
- b. What are the annual costs associated with ancillary strategies? By categories?
- c. What are the sources of funding for the strategy?
- d. Are there any savings associated with the strategy?

6. Staffing

- a. What is the staffing criteria necessary for the strategy (i.e., numbers, qualifications)
- b. How are staff recruited and/or selected?

7. Training/Consultation/Coaching

- a. What kinds of pre-service training/consultations/coaching was necessary?
- b. What kinds of in-service training/consultation/coaching was necessary?
- c. Are the training/consultation/coaching provided by department staff or outside providers?

8. Management Information Systems (MIS)

- a. Has it been necessary to develop a separate MIS for the strategy?
- b. How is the standing MIS (i.e., the department's data system) used to assist the strategy?
- c. How are data used for monitoring and to inform decision-making about the strategy?

9. Facilitative Administrative Support

- a. Have contracts been necessary to implement the strategy (obtain copies)?
- b. Have policy changes (internal or external) been necessary to implement the strategy?

10. Timeline of Implementation

- a. What is the timeline for implementation?