

**SITE VISIT 2 - CDSS KEY INFORMANT INTERVIEW
9.16.08**

1. Overview

1.1 What is your role in the CAP implementation?

2. Implementation Requirements

2.1 What have been the necessary implementation requirements for the CAP?

2.2 Education and Training

2.2.a What has been the process for educating State staff on the CAP?

2.2.b What has been the process for educating outside organizations on the CAP?

2.2.c Has any new training been necessary (program and/or administration/finance)?

2.3 Staffing Structure

2.3.a (Program) Has there been staffing changes required (i.e., new staff and/or restructuring)?

2.3.b (Administration/Finance) Has there been staffing changes required (i.e., new staff and/or restructuring)?

2.4 Oversight and Monitoring

2.4.a How have you supervised and monitored your CAP implementation?

2.4.b Has this differed from how you have supervised previous programs?

2.4.c What staff have you use to supervise the CAP implementation?

2.5 Problem Resolution

2.5.a Do you think the overall plans for this project are realistic and/or practical?

2.5.b Have you encountered (or anticipate)any problems during the implementation phase of the CAP?

2.5.c How did you (or plan) to solve those issues?

2.5.d Do you have a mechanism for inter-organizational problem resolution?

2.6 Attitudes

2.6.a What are the attitudes of the CDSS program staff towards the CAP?

2.6.b What are the attitudes of the CDSS administration/finance staff towards the CAP?

2.7 Leadership

2.7.a What kind of leadership has been necessary for the implementation of the CAP?

2.7.b What will be the necessary source(s) of leadership for a successful implementation of the CAP?

2.8 Are there any additional implementation requirements not previously mentioned?

3. *Expected Impacts*

3.1 What have been the impacts of the CAP implementation on the organization?

3.2 Are there concerns about the long-term viability of operating in a capped allocation environment?

4. *Contextual Factors*

4.1 Have there been any political issues that have impacted your ability to implement the CAP?

4.2 Have there been any mandated requirements that have impacted your ability to implement the CAP?

4.3 How does CDSS's relationship with the Governor's Office influence the implementation of the CAP?

4.4 Are there any other political forces that have had an impact on your ability to implement the CAP, such as organized labor, the media, or advocacy groups?

4.5 Are there any social/economic factors that have impacted your implementation of the CAP?

**INTERVIEW QUESTIONS FOR BOARD OF SUPERVISORS
12.16.08**

Planning

1. From the vantage point of the Board, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was the Board involved in the planning process for the Waiver?

Implementation

3. What is the Board's role in a project such as this one, where county departments have entered into agreements capping their access to dollars?
4. Has the nature of the new fiscal environment influenced the Board's process or decision-making in any way? How?
5. Has the Board's interaction with DCFS and Probation (administratively) regarding department operations, initiatives, direction, etc. changed as a result of the county's participation in the Waiver?
6. Does the Board monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Has there been an impact on the Board as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
8. What kinds of challenges has the Board faced in operating in this new fiscal environment?
9. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
10. From the vantage point of the Board, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
11. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
12. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

13. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR CHIEF ADMINISTRATOR OFFICER (ALAMEDA) AND
CHIEF EXECUTIVE OFFICER (LOS ANGELES)
10.16.08**

Planning

1. How does an initiative like the Waiver take shape in the county structure, given the impetus was from SSA-DCFS?
2. How was the CAO/CEO involved in the planning process for the Waiver?

Implementation

3. How does the DCFS and Probation budget interact with the county's overall budget a non-Waiver environment?
4. How has that interaction changed as a result of the county's participation in the Waiver?
5. What kind of budget monitoring structure is in place? Is it different than the previous structure?
6. Has there been an impact on the CAO/CEO as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
7. What kinds of challenges has the CAO/CEO faced in implementing the Waiver?
8. From the vantage point of the CAO/CEO, what are the contextual factors that influence the implementation of the Waiver?
9. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

10. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR CHILDREN'S COMMISSIONS/COUNCILS
12.16.08**

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for the children and families of the county? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization interacts with DCFS or Probation?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
9. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
10. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

11. Are there any other important points that the questions failed to address?

INTERVIEW QUESTIONS FOR COMMUNITY ORGANIZATIONS
12.16.08

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for the children and families of the county? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization interacts with DCFS or Probation?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
9. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
10. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

11. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR JUVENILE COURT
12.16.08**

Planning

1. From the vantage point of the Court, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was the Court involved in the planning process for the Waiver?

Implementation

3. What is the Court's role in a project such as this one, where county departments have entered into agreements capping their access to dollars, but without ultimate authority over case decision-making, etc?
4. Has the nature of the new fiscal environment influenced the Court's process or decision-making in any way? How?
5. Has the Court's interaction with DCFS and Probation (administratively) regarding department operations, initiatives, direction, etc. changed as a result of the county's participation in the Waiver?
6. Does the Court monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Has there been an impact on the Court as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
8. What kinds of challenges has the Court faced in operating in this new fiscal environment?
9. Are there things that stand out as necessary for the departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
10. From the vantage point of the Court, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
11. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
12. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

13. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR PROVIDER ORGANIZATIONS
12.16.08**

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for your organization? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization does business with DCFS or Probation? How has contracting changed?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for your organization to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
9. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
10. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
11. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

12. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR UNION REPRESENTATIVES
12.17.08**

Planning

1. How was the Union involved in the planning process for the Waiver?

Implementation

2. What is the Union's role in a project such as this one, where county departments have entered into agreements capping their access to dollars? Is it different from the role prior to the Waiver?
3. Has the nature of the new fiscal environment influenced how the Union monitors activities within the department? How it negotiates with the administration?
4. Has there been an impact on the Union as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
5. What other kinds of challenges has the Union faced in operating in this new fiscal environment?
6. From the Union's vantage point, are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
7. From the vantage point of the Union, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
8. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
9. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

0. Are there any other important points that the questions failed to address?