Interview Guide for Project Management and Staff

Evaluation Questions

- What is the capacity of the CPPW sites to conduct PSE changes related to tobacco and obesity, and how does it change over time? (Capacity includes history/experience, infrastructure, partnerships, etc.)
- How do CPPW sites engage in program planning (including development of CAPS and selection of MAPPS strategies)?
- How does the implementation process of PSE development, enactment, execution, and evaluation unfold?
- What outcomes and lessons learned have the CPPW sites generated?
- What associations can we see between capacity and program planning and implementation?
- What associations can we see between program planning and implementation and outcomes?

Domain	Sub-Domain
Capacity	Context
	Program Identity
	Administrative Infrastructure
	Partnerships/ Collaboration
	Evaluation
	Communication
	Budget
Planning	Context
	Program Planning (CAPs and MAPPS)
Implementation	Development
	Enactment (enacting, adopting, or passing a PSE)
	Execution – implementation, application and enforcement of policies passed and social and environmental changes adopted
	Enforcement - enforcement of policies passed an social and environmental changes enacted
	Evaluation
Outcomes	Key Outcomes
	Sustainability
	Lessons Learned

Case Study Questions

<p align="center">**CPPW Project Management and Staff Interview Guide**</p>

Domain	Sub-Domain	Questions	Probes
Capacity	**Context**	1. Prior to obtaining the CPPW funding, what was your community/state doing to address policy, systems and environment related to tobacco and/or obesity?	• What types of efforts to address Policy, Systems and Environment to support tobacco and obesity prevention and control were 'in process' when your community/state received CPPW funding? • What tobacco/obesity related PSEs were in place? • How long have they been in place? • How well are these PSEs supported and enforced?
		2. Prior to CPPW, what gaps or needs existed in improving your community/state's ability to address tobacco and obesity?	• How does your community/state envision CPPW addressing these gaps or needs? • How does CPPW 'fit' with existing tobacco and obesity prevention and control efforts?
	Program Identity	3. What are the goals of your CPPW effort?	
		4. What do you believe are the strengths of your CPPW effort?	• What makes you say that?
		5. What do you believe are the weaknesses of your CPPW effort?	• What makes you say that?
	Administrative Infrastructure	6. Please tell us about the key staff on this effort	• Titles and responsibilities • % time on CPPW effort • Related experience in PSE change
		7. Please tell us about any consultants involved in the administration of your CPPW effort.	• Names • Organizational affiliation • Titles and responsibilities • % time on CPPW effort • Related experience in PSE change

Domain	Sub-Domain	Questions	Probes
		8. Please tell us about your Leadership Team.	• What is the purpose of your leadership team? • How is your leadership team organized? • Who is on your team? (name , role on the team and role outside of the team) • Why were members recruited/selected? • How were members recruited/selected? • Are they compensated in any way? • What facilitators helped to make this team more effective? (e.g. had members worked together previously, did this group develop from a previous advisory group?) • What challenges has this group encountered?
		9. Who would you consider as your primary CPPW team, responsible for implementation of this effort?	• Does this include coalition, state program, and leadership?
		10. What impact has turnover had on the CPPW efforts?	• Probe for turnover in leadership team, consultants, or on project staff.

Domain	Sub-Domain	Questions	Probes
	Partnerships/ Collaboration	11. Please describe your coalition and its members.	• What are the goals of your coalition? • How is your coalition organized? • Who is on your coalition? (individual/organization name , role on the coalition and role outside of the coalition) • How and why were members recruited/selected? • Are the roles of coalition members formalized in any way (e.g. MOUs)? • Did this group exist in some way before the CPPW? Describe. (purpose, focus, funding source, how it became focused on CPPW) • In what ways has this coalition been successful in supporting the CPPW project? • What facilitators helped to make this coalition more effective? (e.g. had members worked together previously, did this group develop from a previous advisory group?) • What challenges has this group encountered? • Is this coalition working with other coalitions or groups looking to change tobacco/obesity PSEs? • If so, how? • If not, why not?
		12. Please describe your experience with the coalition.	• Why did you choose to join the coalition? • Is your participation a part of your job responsibilities or is this in addition to your job? • What is your role on the coalition? • How has the coalition contributed to the success of the CPPW effort? • What are the strengths of this coalition? • What have the challenges been? • How has your involvement in this coalition changed your thinking about PSEs related to tobacco/obesity?

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	Evaluation	13. Please describe your evaluation team.	• (if internal) What is the mix of skills and experience on your evaluation team? • (If external) How did you decide to work with an external evaluator? • What skills did you seek?
		14. How is the local evaluation being coordinated and implemented?	• Does your site have a formal evaluation plan? • How are you working to implement aspects of your evaluation plan?
	Communication	15. How are you communicating within your internal team?	• Are there regular team meetings? • If so, how frequent are they and who typically attends? • Do you use different strategies to communicate with each team member? • Has this been sufficient? • How could this be improved?
		16. How are you communicating with external partners and stakeholders?	• Has this been sufficient? • How could this be improved? • Is there a formal communication plan? • How are you working to implement your communication plan?
	Budget	17. Can you briefly describe how your funding was appropriated to the different strategies/activities?	• What factors influenced your decision in how to allocate funding?
		18. Is the funding received sufficient to address the priorities identified in your CAP?	• Why/why not? • What would you do with more funding? • What would you do if you had less funding?

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Planning	**Context**	19. Please describe the community setting(s) in which your CPPW effort is being implemented.	
		20. How are you addressing disparities?	• What types of disparities exist with regard to obesity and tobacco policy, systems and environment within your community? • How did you select the disparate populations of focus/interest?
		21. Are there any community/ environmental barriers that impact your ability to implement PSEs and the corresponding objectives/strategies?	• What characteristics of your community have made it easier to address tobacco and obesity through PSEs? • What characteristics of your community have made it more difficult to address tobacco and obesity through PSEs? • What external community or national events have occurred during implementation of your CPPW effort? • What influence has this had on your effort? • How have you responded to these events?
	Program Planning (CAPs and MAPPS)	22. How did your community/state/ organization determine what priorities to address through the CPPW effort?	• Was a needs assessment conducted? • If this work builds upon previous work, please explain how so.
		23. Who was involved with key decision making at the planning stage?	• What role did these individuals/organizations play? • On what issues were these decision makers most critical? • At what stage in planning were these decision makers most critical? • Was there anyone noticeably absent from the planning process?

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		24. Describe the process your community used to develop your CAP.	• What role did community partners or members play in development of the CAP? • Why did your community/state select the MAPPS strategies in your Community Action Plan? • What were some of the major decisions made during the development stage? (trade-offs that had to be made) • Did your community choose to implement a broad range of PSE strategies (breadth) or a few select activities more deeply (depth)? • Who made this decision? • Why was this decision made? • What were the trade-offs?
Implementation (note on language: PSEs is the approach through which CPPW is being implemented. MAPPS strategies are the specific evidence based actions that they are taking to create PSE change)	**Development**	25. How have key partners/stakeholders have been involved with the development of the PSEs or MAPPS strategies in your community effort?	• Which partners have been especially key? • What roles have they played? • When did they become involved? • Why did they become involved? • How does communication work between these partners? • What are their strengths as partners? • What have the challenges been? • Who were the most critical partners or team members in developing the PSEs or MAPPS strategies in your CAP? • What roles have these partners played?
		26. How do the various PSEs or MAPPS strategies work or fit together to work towards your common goal? (synergy)	• Are there any gaps?

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	Enactment (enacting, adopting, or passing a PSE**)**	27. What PSEs have been successfully enacted thus far?	• What PSEs have been 'easier' to enact thus far and why? • What facilitators have assisted with the enactment of policies, systems and environmental changes? • How has media been used to facilitate enactment of policies, system and environmental change? • How did you select these methods? o Evidence based? o Cost? o Reach? o Availability? • What PSEs have been particularly challenging to enact and why? • What has worked well? What hasn't?
		28. What PSEs have yet to be successfully enacted thus far?	• What do you think accounts for that? • What barriers to enacting policies, systems change, and the corresponding strategies did your community encounter? • Were the barriers primarily internal or external? • How did you work to overcome these barriers? Did you attempt to remove the barrier, or navigate around it? How did you modify/adapt your strategies and activities to overcome barriers?
		29. What other key partners/stakeholders have been involved with the enactment of your community efforts?	• Who were the most critical partners or team members in enacting the strategies in your CAP? • What roles have they played? • When did they become involved? • Why did they become involved? • How does communication work between these partners? • What are their strengths as partners? • What have the challenges been?

Domain	Sub-Domain	Questions	Probes

	Execution – implementation, application and enforcement of policies passed and social and environmental changes adopted	30. What PSEs have been successfully implemented thus far?	• What PSEs have been 'easier' to implement thus far and why?
			• What facilitators have assisted with the implementation of policies, systems and environmental changes?
			• How has media been used to facilitate implementation of policies, system and environmental change?
			• How did you select these methods?
			  o Evidence based?
			  o Cost?
			  o Reach?
			  o Availability?

		31. What PSEs have yet to be successfully implemented thus far?	• What do you think accounts for that? • What PSEs have been particularly challenging to implement and why? • What has worked well? What hasn't? • What barriers to implementing policies, systems change, and the corresponding strategies did your community encounter? • Were the barriers primarily internal or external? • How did you work to overcome these barriers? Did you attempt to remove the barrier, or navigate around it? How did you modify/adapt your strategies and activities to overcome barriers?
		32. Which PSE strategies would you consider to be the most time/labor intensive?	• Probe for most time/labor intensive to develop and enact, as well as implement. • What do you think accounts for that?

Domain	Sub-Domain	Questions	Probes
		33. What other key partners/stakeholders have been involved with the execution of your community efforts?	- Who were the most critical partners or team members in executing the strategies in your CAP? - What roles have they played? - When did they become involved? - Why did they become involved? - How does communication work between these partners? - What are their strengths as partners? - What have the challenges been?
		34. What types of TA has your community needed to implement the PSE strategies in your CAP? (asked broadly to address unique needs for policy, systems or environmental changes but not at the strategy level)	- Were these TA needs met? - From who have you received TA? - Were you mentored by any other community programs? - How satisfied have you been with the timeliness and quality of the TA received? - What unmet TA need still exist? - What additional TA do you anticipate in the future?
		35. Did you provide TA to any other CPPW programs?	- On what topics did you provide TA ? - How did it help them? How did it help you?
	Enforcement (PSEs enacted)	36. How are the policies, systems and environmental changes passed or adopted being enforced?	- Who is responsible for enforcement? - What challenges have been encountered with enforcement?
	Evaluation	37. In addition to your participation in national evaluation efforts, what additional local evaluation activities has your community engaged in?	How have your media campaign and efforts been evaluated?
		38. Who has been involved with conducting your internal evaluation?	What role have community partners played in your local evaluation?

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		39. What methods have you used to identify whether strategies reach their intended target audience?	• Are you conducting interviews with stakeholders? • Have you conducted focus groups to obtain public opinion regarding support of your policy or systems change?
		40. How are you defining short, medium, and long-term outcomes?	• How have you measured them?
		41. What were the key challenges your community has faced when conducting its local evaluation?	
		42. How is your CPPW program utilizing evaluation findings?	• How are they being used to inform program development and improvement?
Outcomes	**Key Outcomes**	43. What were the intended short, medium, and long-term outcomes of your CPPW activities?	• Probe for each policies, systems, or environmental change outcomes • To what extent have you achieved them? • If you are not currently measuring outcomes, have you discussed ways to monitor or measure outcomes in the future?
		44. What action(s) have CPPW partners or partner organizations taken to support PSEs related to tobacco/obesity?	• How have partners involved in this effort changed their thinking about PSEs related to tobacco/obesity?
		45. What were the most successful aspects of implementation of your CAP to date?	
		46. What were the least successful aspects of implementation of your CAP to date?	

Domain	Sub-Domain	Questions	Probes
		47. How well did your PSE strategies work together (synergy) to achieve your desired outcomes?	• Were there gaps that you were unable to address? • How could the strategies have worked together better?
		48. How is your organization better prepared or able to address PSE related to obesity and tobacco use as a result of the CPPW initiative?	
		49. What outcomes, if any, was the coalition critical in achieving?	• What makes you say that? • Would these outcomes have occurred without the coalition?
	Sustainability	50. How are you planning to sustain your efforts beyond CPPW funding?	• Have you thought about long-term funding? • Which partners are key for long-term sustainability? • Are there certain roles/organizations that are necessary to maintain CPPW activities?
		51. If this program were no longer funded, what strategies/activities/goals would continue beyond the project?	• Why would these be sustained and not others?
	Lessons Learned	52. During your CPPW experience, were there any unexpected issues or challenges encountered that you did not anticipate?	• Please describe them. • How were they addressed or overcome?
		53. What are some of the things (or lessons learned) you may have done differently with regards to accomplishing your CPPW goals (including different processes you may have followed, different strategies for implementation, etc.)? Why would you have done this differently?	• What advice would you give to other communities who may want to implement a CPPW program?

Domain	Sub-Domain	Questions	Probes
		54. Is there anything that you hoped would happen, but did not?	• What barriers/factors influenced your ability (or inability) to achieve this goal?
		55. Has your CPPW work resulted in any unintended benefits or spin-off projects?	
		56. What advice would you give to other communities planning efforts similar to CPPW?	
		57. What advice would you give to CDC/federal government when planning efforts similar to CPPW?	
		58. Is there anything else about your work on CPPW that you think would be important for us to know at this time?	• If so, please describe