

## **Part II**

# **Obstacles to Implementation: The Usual Suspects**

Most of the literature focuses on impediments to public policy implementation in terms of the roles and behaviors of agencies that implement those policies and on related matters such as the intricacies of intergovernmental sharing of responsibilities. This specific case involves only one agency, that being OSHPD, the state agency charged with administering the provisions of SB 1953. To be sure, a host of other state agencies were involved in one way to another and each, to some extent, had an impact on implementation. Nevertheless, analysis of the state's program administrators does not appear to corroborate any conclusions that agency behaviors are the principal impediment to the long and difficult road to SB 1953 implementation. It is necessary to look beyond the usual suspects.