

Sheriff's Child Protective Investigations

PROGRAM PERFORMANCE EVALUATION REPORT

January 31, 2006

Conducted by the
Broward, Manatee, Pasco, Pinellas, & Seminole County Sheriff's Offices
& Florida Department of Children and Families, Office of Family Safety



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EXECUTIVE SUMMARY

INTRODUCTION

In 2000 the Florida Legislature mandated an annual report on the program performance evaluations of the Sheriff's Offices receiving general appropriations to provide child protective investigations. The annual requirements for this program performance evaluation report were modified in 2001 and included the following:

- Regarding quality performance, outcome-measure attainment, and cost efficiency;
- Be based upon criteria mutually agreed upon by the Sheriff's and the Department;
- Be conducted by a team of peer reviewers from the Sheriff's Offices performing child protective investigations and representatives from the Department;
- Be delivered to the President of the Senate, Speaker of the House, and the Governor by January 31 of each year (s. 39.3065[3][d], F.S.).

These annual evaluation reports are collaborative efforts between the Sheriff's Office staff of Broward, Manatee, Pasco, Pinellas, and Seminole Counties, and the Department of Children and Families (DCF).

EVALUATION PLAN AND DESIGN

The program performance evaluation questions for this evaluation were based upon language in s. 39.3065(3)(d), F.S. In summary, these questions are:

1. How does the quality of performance involving the Sheriff's Offices conducting child protective investigations comply with the requirements of Chapter 39, F.S.?
2. Have the participating Sheriff's Offices achieved the performance standards and outcome measures specified in their grant agreements, as required by the General Appropriations Act and s. 39.3065(3)(b), F.S.?
3. Are the participating Sheriff's Offices performing child protective investigations in a cost efficient manner?

Representatives from the Sheriff's Offices and the Department composed the program evaluation planning team.

QUALITY PERFORMANCE REVIEW

The methodology for the quality performance component of this evaluation necessitated a review of child protective investigation report records. To obtain the records a statistically reliable, randomly selected sample of child abuse reports was completed. The sample incorporated abuse reports received from April 1, 2005 through Sept 15,

2005, and subsequently closed after April 1, 2005 through the extract date of the sample for the five participating Sheriff's Offices. The sample size selected was calculated to realize an error rate of no more than plus or minus ten percent yielding a confidence level of at least 90 percent.

The program performance evaluation was conducted by a team of peer reviewers composed of representatives from the participating Sheriff's Offices and the Department. The formal Sheriff Office reviews occurred from October 3 through November 4, 2005.

The review instruments incorporate evaluation questions for the combined areas of initial investigative response, emergency removal and placement, and program management. The Department and Sheriff Office established standard guidelines for the sampling methodology and the instrument scoring procedures.

OUTCOME MEASURES AND STANDARDS

Section 39.3065(3)(b), F.S., requires that the Sheriff's operate, at a minimum, in accordance with the performance standards and outcome measures established by the Legislature for protective investigations conducted by the Department.

Three performance measures from the General Appropriations Act for the fiscal years 00-01, 01-02, 02-03 03-04, 04-05 and 05-06 apply to child protective investigations and are referenced in the Grant Agreements with the participating Sheriff's Offices. The performance measures used to determine outcome attainment for the Sheriff's and the comparison counties are the following:

1. One hundred percent (100%) of investigations commenced within 24 hours.
2. One hundred percent (100%) of investigations completed in 60 days.
3. One hundred percent (100%) of reports reviewed by supervisors within 72 hours.

The data for these measures is produced monthly by the Department's child-welfare computer system, HomeSafenet (HSn) in a management report. These statewide reports from HomeSafenet capture exceedingly accurate referenced performance measures data.

CONCLUSIONS

Quality Performance Review

The results from the quality performance reviews did demonstrate that the Broward, Manatee, Pasco, Pinellas, and Seminole County Sheriff's Offices continued to meet or exceed satisfactory performance ratings on the quality of their child protective investigations. The respective review findings were valuable for respective Sheriff Office program enhancements, evaluations, and planning.

Outcome Measures

The performance outcome measures illustrated from this review had confirmatory results indicating that the participating Sheriff's Office programs continue achieving the performance outcome measures established by the Legislature. Broward, Manatee, Pasco, Pinellas, and Seminole County Sheriff's Offices all achieved passing ratings in the "initial response" record reviews, and "emergency removal and placement" record reviews in this year's Peer Review.

Program Management

All five Sheriff's Offices achieved passing ratings in the program management segment.

RECOMMENDATIONS

1. The sheriff's offices in Manatee, Pasco, Seminole, Broward, and Pinellas counties should continue their grants from the Department of Children and Families to conduct child protective investigations.
2. This Legislature should accept the current sheriff's models as a viable method of providing child protective investigative services and continue with the Peer Review process to fulfill the requirement for the annual report to the Legislature.
3. The Department of Children and Families should continue to report on the participating Sheriff's Offices with regard to achieving the legislatively mandated performance measures and targets.
4. The Department of Children and Families should continue involving representatives from the Sheriff's Offices in identifying appropriate practice standards and performance measures for child protective investigations.
5. The Department of Children and Families and the Sheriffs' Offices should use the results of this year's quality performance review to identify and implement improvements for pre-service and in-service training of investigators and supervisors.
6. The Department of Children and Families should continue to interact with existing sheriffs' offices who express an interest in conducting protective investigations and should work with the legislature to secure funding for this to occur.
7. The Department of Children and Families should establish a workgroup to review the QA tools used by the Peer Reviewers in order to ensure they correlate with current laws, rules and policies, as well as with the Department's Quality Improvement initiatives.
8. Each Sheriff's office responsible for Child Protective Investigations develop and implement a continuous quality improvement process similar to the one initiated by the Broward Sheriff's Office and described in the section of this report titled "Broward County Sheriff's Office Improvements or Positive Accomplishments, 2005."

INTRODUCTION

PROGRAM PERFORMANCE EVALUATION

The 2000 Florida Legislature mandated that the Department of Children and Families submit an annual report on the performance of Sheriff's Offices receiving general appropriations to provide child protective investigations. Requirements for the program performance evaluation report include the following:

- To address quality performance, outcome attainment, and cost efficiency;
- Be based upon criteria mutually agreed upon by the Sheriff's and the Department;
- Be conducted by a team of peer reviewers from the Sheriff's Offices performing investigations and representatives from the Department; and
- Be delivered to the President of the Senate, Speaker of the House, and the Governor by January 31 of each year (s. 39.3065[3][d], F.S.).

The report that follows is a collaborative effort between the staffs of the Sheriff's of Broward, Manatee, Pasco, Pinellas, and Seminole Counties and the Department of Children and Families. At the time of the performance reviews, the Sheriff's Offices had assumed child protective investigations for the following lengths of time:

- | | |
|-----------------------------|--------------------------|
| ▪ Manatee Sheriff's Office | Nine years |
| ▪ Pinellas Sheriff's Office | Six years |
| ▪ Broward Sheriff's Office | Six years, six months |
| ▪ Pasco Sheriff's Office | Five years, eight months |
| ▪ Seminole Sheriff's Office | Four years, seven months |

SHERIFF'S HISTORICAL INVOLVEMENT IN CHILD PROTECTIVE INVESTIGATIONS IN FLORIDA

The Manatee County Sheriff's Office began conducting investigations of more serious cases of child maltreatment in February 1997, under legislation passed in 1993. This legislation allowed the Department to enter into agreements, within existing resources, with county Sheriff's Offices or local police Department to assume the lead in conducting criminal investigations of child maltreatment, as well as partial or full responsibility for conducting certain components of child protective investigations.

Legislation passed during the 1998 legislative session required the Department to transfer the responsibility for all child protective investigations in Manatee, Pasco, and Pinellas counties to the Sheriff's Offices by July 1999. The legislation permits the sheriff to subcontract with other law enforcement officials or private agencies to conduct investigations of child neglect cases. The 1999 Legislature added the Broward County Sheriff's Office to those Sheriff's authorized to conduct child protective investigations.

During the 2000 legislative session, child protective investigations in Seminole County were transferred to the Sheriff's Office beginning in fiscal year 2000-01. The legislature also authorized the Department to enter into grant agreements with other Sheriff's to perform child protective investigations in their respective counties (s. 39.3065[3][a], F.S.).

PERFORMANCE EVALUATION PLAN AND DESIGN

Performance Evaluation Questions

The program performance evaluation questions for this evaluation were based upon language in s. 39.3065(3)(d), F.S. In summary, these questions are:

1. How does the quality of performance involving the Sheriff's Offices conducting child protective investigations comply with the requirements of Chapter 39, F.S?
2. Have the participating Sheriff's Offices achieved the performance standards and outcome measures specified in their grant agreements, as required by the General Appropriations Act and s. 39.3065(3)(b), F.S.?
3. Are the participating Sheriff's Offices performing child protective investigations in a cost efficient manner?

Development of the Evaluation Design and Plan

Representatives from the Department and all participating Sheriff's Offices agreed to the instruments used in the Peer Review during 2003. The instruments included evaluation tools for the functional areas of initial response combined with emergency removal and program management. Also agreed upon were sampling methodology and instrument scoring procedures.

Sampling Methodology and Size

The methodology for the quality performance component of the evaluation called for a review of case records. A statistically reliable, randomly selected sample of all initial child maltreatment reports received between April 1, 2005 and September 15, 2005 was selected. This included cases locked after April 1, 2005 through the extract date of the samples being drawn for the five Sheriff's Offices. Extending the sampling period as close to the review date as possible was necessary to ensure that each Sheriff's Office had a sufficient number of cases referred, investigated, and locked from which to draw a reliable sample. The definition of a locked report as used in this performance review is an investigation that has been completed, reviewed, signed by the investigator and supervisor, and closed in the HomeSafenet system.

For the 2005 review, one-half of the reports selected were with judicial action, the other one-half were non-judicial reports.

QUALITY PERFORMANCE

Peer Review Teams

Section 39.3065(3)(d), F.S., requires that the program performance evaluation be conducted by a team of peer reviewers composed of representatives from the Sheriff's Offices and the Department. The approach to the peer review proposed by the Department and accepted by the Sheriff's representatives is one in use for several years by the Quality Assurance Unit for child protective services. The case review instruments used by the Quality Assurance Unit were modified for this evaluation and included a program management instrument. The peer review process used by the Quality Assurance Unit is based upon similar procedures used by national accreditation organizations.

The definition of peer, as used in this performance evaluation, means Sheriff's and Department personnel who perform protective investigations and their respective quality assurance personnel, where applicable. The criteria established for peer reviewers included experience in child protective investigations; certification or, minimally, completion of child protective investigative training; supervisory level staff or above, or a staff member of the Department's Quality Assurance Unit. Peer review teams consisted of 6 participants at each site included a representative of each participating Sheriff's Offices and three Department of Children & Families representatives.

The quality performance peer review teams were organized to reflect membership between the review parties, including a designated Sheriff's Office lead. The peer review team did not have any responsibility to collect and analyze cost data for the cost efficiency component of the evaluation.

Review Instruments

Abuse Report Record Review

Peer reviewers assessed abuse report files individually, onsite, using abuse report review instruments (Exhibit A) developed for the 2003 review. The abuse report review instruments address the statutory requirements for the investigator's initial response to the report of alleged child maltreatment and the emergency removal and placement of children, if this occurred. The instruments contain a number of statements or questions that address indicators used to determine how well essential steps in the investigation have been achieved. Indicators cover such areas as thoroughness of background checks, timeliness of investigations, and thoroughness of child safety assessments. In all, twenty-four indicators compose the initial response and emergency removal and placement review form.

Program Management

Representatives from the Peer Review Team rated each Sheriff's Office for Program Management based on an instrument (Exhibit B) that was developed by all agencies. Each program was rated according to how effectively the program was implemented and directed.

Assessing Performance

To assess performance, the reviewers used a ten-point numeric scale to rate each indicator. The scale may be divided into performance categories where nine represents the highest performance possible and zero the lowest. The performance categories are as follow:

- Superior Performance (8,9)
- Satisfactory Performance (6,7)
- Partial Performance (4,5)
- Non-Performance (0-3)

Each team member determined the performance rating on each indicator. Overall performance was then based upon the sum of the indicator scores divided by the maximum possible score to produce a percentage. Using the performance categories, the derived percentages translate into the following performance levels:

- Passing 70 -100 %
- Non-Passing 0 - 69 %
- (Overall final performance rating is based upon the value of 2/3's case file review and 1/3 value of the Program Management Review. The descriptive ratings of Passing and Non-passing will be used as described as above)

OUTCOME MEASURES ATTAINMENT

Measures and Standards

Section 39.3065(3)(b), F.S. requires that the Sheriff's operate, at a minimum, in accordance with the performance standards and outcome measures established by the Legislature for protective investigations conducted by the Department.

Three performance measures from the General Appropriations Act for the fiscal years 00-01, 01-02, 02-03 03-04, 04-05, and 05-06 apply to child protective investigations.

The performance measures and standards used to determine outcome attainment for the Sheriff's and the comparison counties for calendar year 2005 follow:

1. One hundred percent (100%) of investigations commenced within 24 hours.
2. One hundred percent (100%) of investigations completed in 60 days.
3. One hundred percent (100%) of reports reviewed by supervisors in accordance with Department's timeframes.

Sources of Data and Analysis Methods

- The data for all three measures come from HomeSafenet Management Report, “Leaderboard for Investigations”. The report lists each Family Safety and Sheriff’s Office as a protective investigation program.
- The report period represents calendar year 2005, broken down by month.

The algorithms for calculating the outcome measures are those established by the department in consultation with the Governor’s Office of Policy and Budget as well as the substantive and appropriations committees of the Legislature having jurisdiction for the department and are the following:

- The first performance measure (Investigations commenced within 24 hours), the numerator is the number of reports commenced within 24 hours of receipt of the report. The denominator is the total number of reports closed in the report period.
- The second performance measure (Investigations closed within 60 days), the numerator is the number of child protective investigations received during the period where the investigation completed date is within 60 days of the received date. The denominator is the total number of reports closed during the report period.
- The third performance measure (Child Safety Assessments (CSA) reviewed by supervisors in accordance with department’s timeframes), The numerator is the number of initial Child Safety Assessments reviewed by the supervisor within 72 hours from when the CSA was submitted for review. The denominator is the total number of reports closed in the report period.

Quality Performance

Teams of peer reviewers from the Department and the Sheriff’s Offices conducted the quality performance reviews from October 3, 2005 through November 4, 2005.

A summary of the performance findings is presented in the table below. The true percentages, if all reports rather than samples had been used, can be assumed with confidence to fall somewhere within plus or minus ten percent at the 90 percent confidence level.

Peer Review Results

| County | Initial Response/ Emergency Removal | Program Management | Overall Performance |
|-----------------|--|-------------------------------|----------------------------|
| Manatee | 81.8 % | 100 % | 87.9 % |
| Pasco | 80.1 % | 100 % | 86.8 % |
| Seminole | 88.9 % | 100 % | 92.6 % |
| Broward | 91.3 % | 100 % | 94.2 % |
| Pinellas | 86.5 % | 100% | 91 % |

Program Descriptions

Each of the five sheriffs' office was asked to provide a list of accomplishments or improvements for the period under review. Their replies generated as a result of this request were physically noted during the Peer Review Management Audit.



MANATEE COUNTY

Child Population: 62,835 (2 % of state total)
Percent of statewide reports received: 2.1%

Overall, the Manatee County Sheriff's Office received a **PASSING** performance rating of 87.9 %. For the combined areas of initial response and emergency removal the Manatee County Sheriff's Office received a **PASSING** performance rating of 81.8 %. For program management, a **PASSING** performance rating of 100% was achieved.

Manatee County Sheriff's Office Improvements or Positive Accomplishments Program year 2005

Since the last peer review, the Manatee County Sheriff's Office has worked toward improving operations within our division.

- The division relocated to the Palma Sola area of Bradenton to once again be co-located with their service partners, Safe Children Coalition. The new facility build-out plan was designed with specifications to carry them jointly into the next decade. The offices were designed to provide full access and coordination between Child Protection, Crimes Against Children detectives, and domestic violence personnel. Wall murals were furnished by an area art college to lessen the trauma impact for children in the shelter process.
- The division's in-house computer specialist designed and coordinated with the contractors of their new site location to fully integrate the office with up-to-date

equipment and connectivity technology to serve the division well into the coming years.

- Plans and procedures are under development to integrate VPN Remote Access for supervision to enable full use and access to network programs on their laptops from the field.
- The Operations Program Specialist has monitored measures within the units with a goal of increasing their compliance standards based on Leaderboard criteria. This specialist has also performed random report evaluations on closed reports to help identify strengths/weaknesses of case documentation.
- Their Intel Analyst position is responsible for more in-depth background checks when needed. This additional position has additional access to all criminal screening tools available to the Sheriff's Office.
- Selected supervisory staff has participated in local and regional job fairs and college presentations to promote recruitment for child protection investigative positions. Several PowerPoint presentations have been made to local civic organizations to explain what child protection is and how community organizations can help within the community to reduce abuse.
- The division continues to have two in-house deputies assigned to respond to CPS call-outs as well as a deputy assigned to their Domestic Violence Unit to reduce road patrol response needs.
- In-house training PowerPoint presentations have been developed to augment pre-service training as well as to provide ongoing training for seasoned CPS personnel and support staff.
- Investigators have been supplied with 400 MHz radios to provide them with direct access to dispatch for emergency situations requiring immediate assistance to provide a level of safety for our investigators and families we serve.



Pasco County

Child Population: 84,778 (2 % of state total)

Percent of statewide reports received: 2.6%

Overall, the Pasco County Sheriff's Office received a **PASSING** performance rating of 86.8 %. For the combined areas of initial response and emergency removal the Pasco Sheriff's Office received a **PASSING** performance rating of 80.1%. For program management, a **PASSING** performance rating of 100% was achieved.

Pasco County Sheriff's Office Improvements or Positive Accomplishments Program year 2005

- They have maintained a stable workforce of Child Protective Investigators and had an extremely low turnover of CPI staff. Since their inception of CPI supervisors in 2001 they have yet to have any Supervisor leave their position.
- This year this reorganized their administrative structure which resulted in an additional CPI Supervisor position and an Assistant Director position. This change still allows them to maintain a 1:5 ratio of supervisor to CPI for effective supervision.
- They are continuously upgrading equipment to keep up with the advances in technology. They are upgrading their current high-speed air cards used with laptops to even a higher speed air-card to increase the ability to access and utilize HomeSafenet while offsite.
- They continue to meet the goals established for timeliness on commencing reports on time, submitting the CSA's on time, as well as supervisor reviews being done timely. They continue to close reports all within the required sixty day timeframe, maintaining a zero backlog.
- They continue to constantly improve their outcomes in respect to finding and seeing victims within 24 hours of report receipt. One of the noted strengths is

consistency maintaining a low number of victims remaining to be seen on a daily basis.

- They have hosted several trainings this past year with subject matter experts and invited their community-based child protection partners to participate and reap the benefits of the trainings.
- They did maintain a positive working relationship with their community partners and participated in the community trainings explaining their program to the following groups: Guardian Ad Litem, school social workers, our CBC provider, law enforcement, and additional community agencies. They also participated in the “Teach In” program in several of the local schools.



Seminole County

Child Population: 100,253 (2 % of state total)
Percent of statewide reports received: 2.4%

Overall, the Seminole Sheriff's Office received a **PASSING** performance rating of 92.6 %. For the combined areas of initial response and emergency removal the Seminole County Sheriff's Office received a **PASSING** performance score of 88.9 %. For program management, a performance **PASSING** score of 100% was achieved.

Seminole County Sheriff's Office Improvements or Positive Accomplishments Program year 2005

- Since the Florida Department of Children and Families began its monthly statewide tracking of the 18 districts, regions, and sheriffs, on eight key performance milestones from closed child protective investigation reports, the Seminole County Sheriff's Office has maintained statewide a first place ranking in overall performance in the monthly summary for Child Protective Investigations.
- The Seminole County Sheriff's Office consistently ranks 1st in the state for Investigations commenced on time with 100% of its investigations commenced within 24 hours.
- On November 18, 2005, during its CPI / Hotline Performance and Review Team video / teleconference, the Department of Children and Families recognized Seminole County as its top performer for *superior sustained performance on timeliness of investigations commenced*.
- The Seminole County Sheriff's Office consistently ranks in the top two in the category of *Victims seen in 24-hours*. Each month since July 2005, Seminole County has seen been able see over 90% of it victims within 24 hours.

- The Seminole County Sheriff's Office has continued to lead the state with the shortest average response time for abuse report commencements (from the time the report is received to commenced). A review of the past twelve months reveals the Sheriff's office average response time was 4.7 hours as compared to the rest of the state, which averaged 11.02 hours for the same period.
- The Seminole County Sheriff's Office co-hosted its 3rd annual *Seminole County Child Protection Conference* in December 2005. This successful training augments the training of child protection professionals. The four-day conference had 15 different workshops conducted by 15 instructors for 175 participants made up of child protective investigators, CBC case workers, law enforcement, mental health professionals, and dependency attorneys.



BROWARD COUNTY

Child Population: 416,789 (10% of state total)
Percent of statewide reports received: 7.8%

Overall, the Broward County Sheriff's Office received a **PASSING** performance rating of 94.2 %. For the combined areas of initial response and emergency removal the Broward county Sheriff's Office received a **PASSING** performance rating of 91.3 %. For program management, a **PASSING** performance rating of 100% was achieved.

Broward County Sheriff's Office Improvements or Positive Accomplishments 2005

- The Broward Sheriff's Office consistently scored in the top 3 of 18 child protective investigations offices in the state on the DCF Leaderboard in 2005. The Leaderboard is a monthly ranking of performance in meeting DCF goal in a variety of performance measures such as commencement of investigations within 24 hours, seeing all victim children in 24 hours, timely supervisory reviews, timely management reviews, timely closing of cases, and a number of other performance measures. They consistently score higher than comparable operations in Palm Beach and Miami Dade counties.
- The Broward Sheriff's Office received the highest rating among the five sheriff's offices conducting child protective investigations for DCF on the 2005 Annual Peer Review. The Peer Review is conducted by representatives of both DCF and the other sheriffs. The Peer Review consisted of a rigorous evaluation of approximately 65 closed cases at least half of which are serious judicial cases. It also involves an in depth review of our management of the program.
- During the last 04-05 fiscal year, BSO CPIS initiated a very robust quality assurance program with a Quality Assurance Coordinator reviewing cases in depth on a daily basis. These reviews are used to counsel investigators and

identify areas where additional training or procedural improvements are needed. The section goal is continuous improvement with the investigators “doing it right, the first time, every time”. The quality assurance program is fully integrated into our training efforts. Training includes formal classroom training as well as one-on-one field training provided by experienced investigators to newly hired investigators. BSO believes their training and QA efforts, along with intensive supervisory oversight, are largely responsible for their superior performance.

- Their Analytical Unit by design continues to be a uniquely valuable resource for providing investigators with a full work-up of criminal histories, prior DCF cases, and information from many state and local databases before the investigator commences the case. Having all this information up front provides the investigator with a solid basis for making child safety decisions in the field.
- Broward County received the highest number of investigations of all counties in the state, even more than Orange and Miami-Dade Counties. Conducting these investigations in a diverse metropolitan area adds complexity and difficulties not encountered in more rural jurisdictions. (FY04/05: Broward 12,449, Miami-Dade 12,405, Orange 11,554, Hillsborough 11,243)
- The Broward Sheriff’s Office made 23% of the state’s total referrals to the Family Builders Program in FY 04/05. This model program is established in state statute for use by investigators to keep families together. A similar statutory program, Intensive Crisis Counseling Program (ICCP) received 20% of all statewide referrals from BSO in FY 04/05. They believe that this obvious emphasis on services and keeping families together is noteworthy.
- In the crucial performance measure tracking by the legislature of victims being seen timely, the Broward Sheriff’s Office continued to give this their highest priority and consistently exceeded each month in 2005 the statewide average, and DCF’s performance objective of 85% victims seen within 24 hours.
- The Broward Sheriff’s Office maintained their strong commitment to strategic alliances and partnerships with community organizations for an integrated and responsive service delivery system. For investigations: Local law enforcement agencies, Child Protection Team, and several other key agencies work strategically with CPIS on investigations of abuse reports. For services: CPIS retains partnerships with their lead agency, ChildNet and their contract providers; the local Children’s Service Counsel; to have a truly integrated and responsive service delivery system. The system of care provides rapid connection of services to high-risk families or low-risk families in a responsive fashion. Recidivism rates for abuse continue on a decline as a result.

PINELLAS COUNTY

Child Population: 180,319 (4.5% of state total)
Percent of statewide reports received: 5.3%

Overall the Pinellas County Sheriff's Office received a **PASSING** performance rating of 91 %. For the combined areas of initial response and emergency removal the Pinellas county Sheriff's Office received a **PASSING** performance rating of 86.5 %. For program management, a **PASSING** performance rating of 100% was achieved.

Pinellas County Sheriff's Office Improvements or Positive Accomplishments Program year 2005

Program accomplishments as well as initiatives implemented to increase efficiency noted with the Pinellas County child Protective Investigation Division Include:

- Stat-Trac: A statistical analysis of this division's performance as it related to meeting DCF's Leaderboard Dashboard performance measures.
- Consolidation of the County's four separate service area locations into one centralized office complex.
- Reallocation of personnel to formulate a single Case Assignment Unit to help facilitate the assignment of investigations and investigation file construction.
- Expansion of the Training Unit in anticipation of the state's announced changes relating to the training/certification of child protection investigators being dismantled from state PDC centers.
- Creation of a civilian Program Manager position to supervise the newly constructed Case Assignment Unit.
- Implementation of two "mid-shift" units (1300 hrs. to 2130 hrs.) to help alleviate overtime and be more efficient in responding to the large number of Hotline calls received during afternoon and evening hours.
- Expansion of employee recognition awards program.

Outcome Measures Attainment

The performance measures used to determine outcome performance attainment for the Sheriff's and comparison counties are for the following areas:

- ✓ One hundred percent (100%) of investigations commenced within 24 hours.
- ✓ One hundred percent (100%) of investigations completed in 60 days.
- ✓ One hundred percent (100%) of reports reviewed by supervisors within 72 hours.

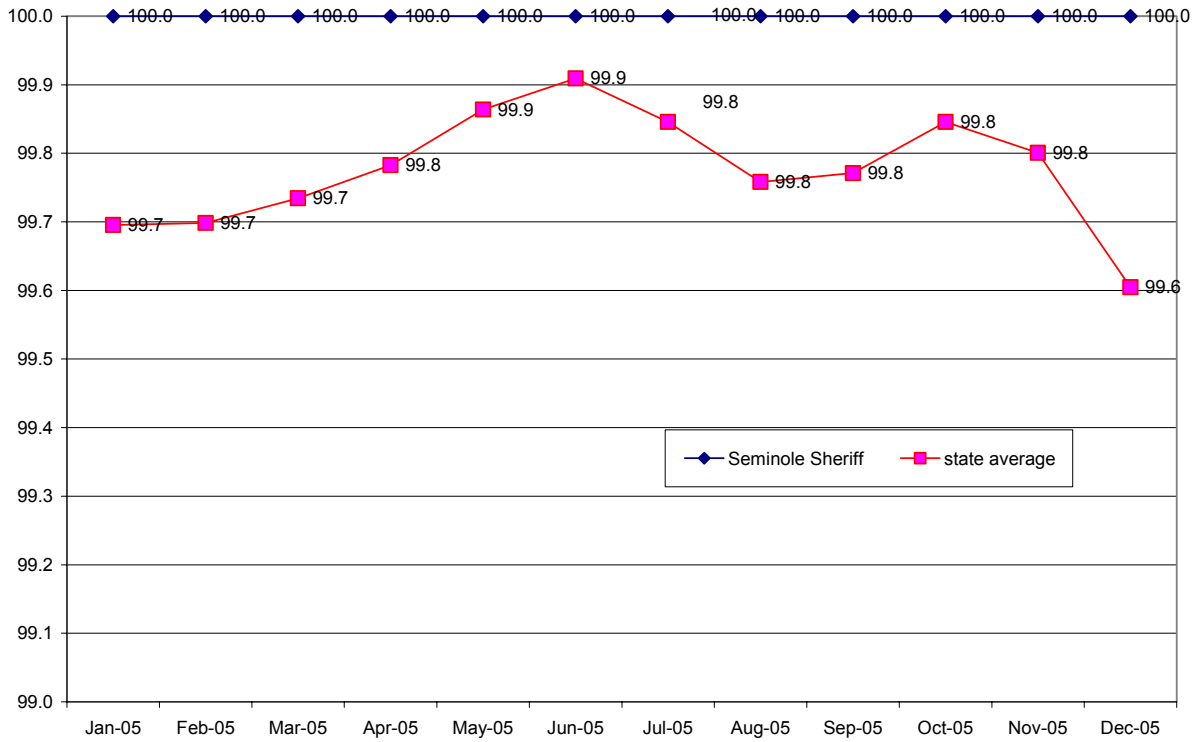
The data for these measures produced monthly by the DCF's computer system, HomeSafenet (HSn) is based on child protective investigations closed each month. The following data is for January 2005 through December 2005.

Annual Outcomes for commencements of Abuse Reports within 24 hours

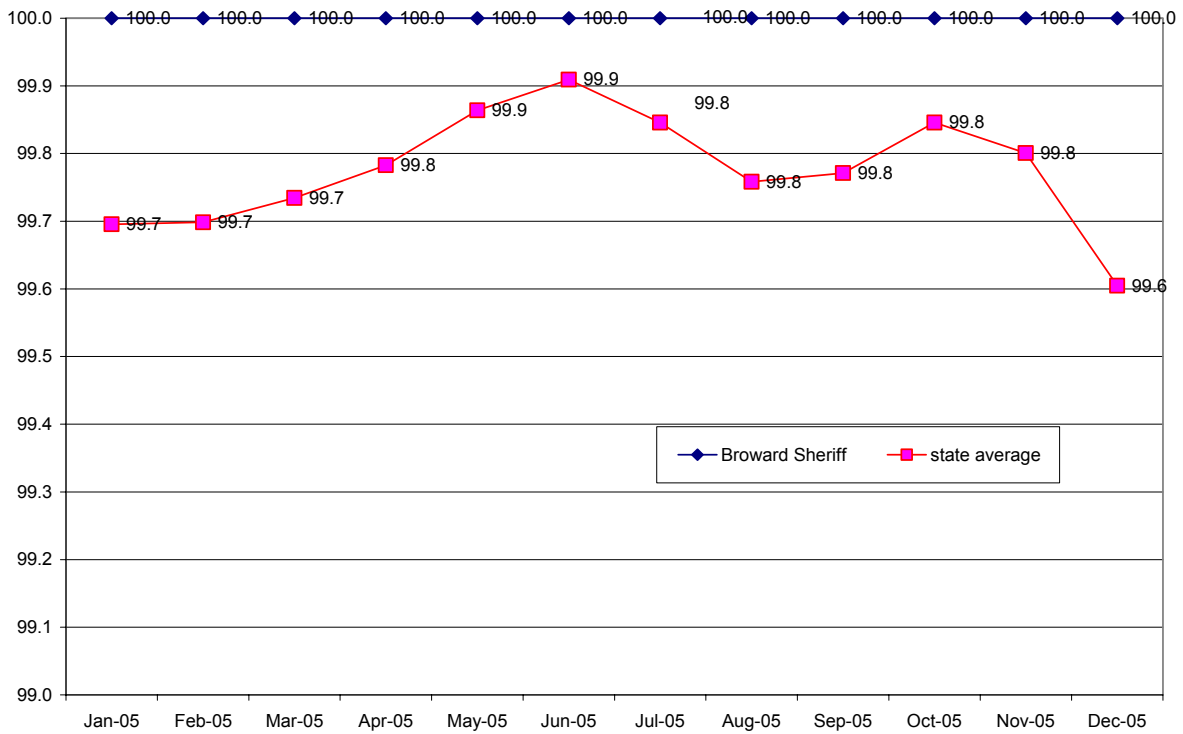
| | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 | Oct-05 | Nov-05 | Dec-05 | Yearly Average |
|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------|
| Seminole Sheriff | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Broward Sheriff | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Manatee Sheriff | 99.4 | 99.2 | 100.0 | 99.3 | 99.3 | 99.4 | 99.6 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 99.7 |
| Pasco Sheriff | 100.0 | 99.3 | 99.6 | 100.0 | 100.0 | 99.8 | 99.7 | 100.0 | 100.0 | 99.7 | 100.0 | 100.0 | 99.8 |
| Pinellas Sheriff | 99.9 | 99.4 | 99.8 | 99.9 | 100.0 | 100.0 | 99.8 | 100.0 | 99.7 | 100.0 | 100.0 | 100.0 | 99.9 |
| | | | | | | | | | | | | | Sheriff Average |
| District 01 | 100.0 | 99.8 | 100.0 | 100.0 | 99.9 | 100.0 | 99.5 | 99.0 | 99.9 | 99.8 | 100.0 | 99.8 | 99.8 |
| District 02 | 99.3 | 99.5 | 100.0 | 99.9 | 99.9 | 100.0 | 100.0 | 99.7 | 99.7 | 100.0 | 99.7 | 99.7 | 99.8 |
| District 03 | 99.6 | 99.1 | 99.3 | 99.5 | 99.8 | 100.0 | 99.8 | 99.8 | 99.2 | 99.7 | 100.0 | 100.0 | 99.7 |
| District 04 | 99.9 | 99.8 | 100.0 | 99.8 | 99.9 | 100.0 | 99.8 | 99.9 | 100.0 | 100.0 | 99.9 | 100.0 | 99.9 |
| District 07 | 100.0 | 99.8 | 99.7 | 99.6 | 99.7 | 99.7 | 99.8 | 99.8 | 99.8 | 99.8 | 99.8 | 99.6 | 99.8 |
| District 08 | 99.8 | 99.7 | 100.0 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 99.6 | 100.0 | 100.0 | 99.5 | 99.9 |
| District 09 | 100.0 | 99.9 | 99.8 | 99.9 | 100.0 | 100.0 | 99.7 | 99.7 | 100.0 | 99.9 | 99.2 | 98.1 | 99.7 |
| District 11 | 99.8 | 99.5 | 99.3 | 99.6 | 99.5 | 99.9 | 99.8 | 99.6 | 99.5 | 99.6 | 99.6 | 99.1 | 99.6 |
| District 12 | 100.0 | 100.0 | 99.7 | 99.8 | 100.0 | 99.9 | 100.0 | 100.0 | 99.7 | 99.8 | 99.6 | 99.5 | 99.8 |
| District 13 | 99.5 | 99.4 | 99.7 | 99.9 | 99.7 | 99.9 | 99.9 | 99.8 | 99.8 | 99.5 | 100.0 | 100.0 | 99.8 |
| District 14 | 99.7 | 100.0 | 99.4 | 100.0 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 99.9 | 99.9 | 99.5 | 99.8 |
| District 15 | 98.6 | 99.7 | 99.8 | 99.6 | 100.0 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 99.8 | 100.0 | 99.8 |
| Suncoast | 99.9 | 99.9 | 99.8 | 99.8 | 100.0 | 99.7 | 99.7 | 99.6 | 99.9 | 100.0 | 99.9 | 100.0 | 99.9 |
| | | | | | | | | | | | | | DCF statewide |
| | | | | | | | | | | | | | 99.8 |

The abuse report commencement outcomes are based on the final closed record data information from the HomeSafenet computer monthly LEADERBOARD reports. The combined annual outcomes for the five Sheriffs' Offices were 99.9 %, and the combined annual outcomes for the thirteen DCF districts were 99.8 %.

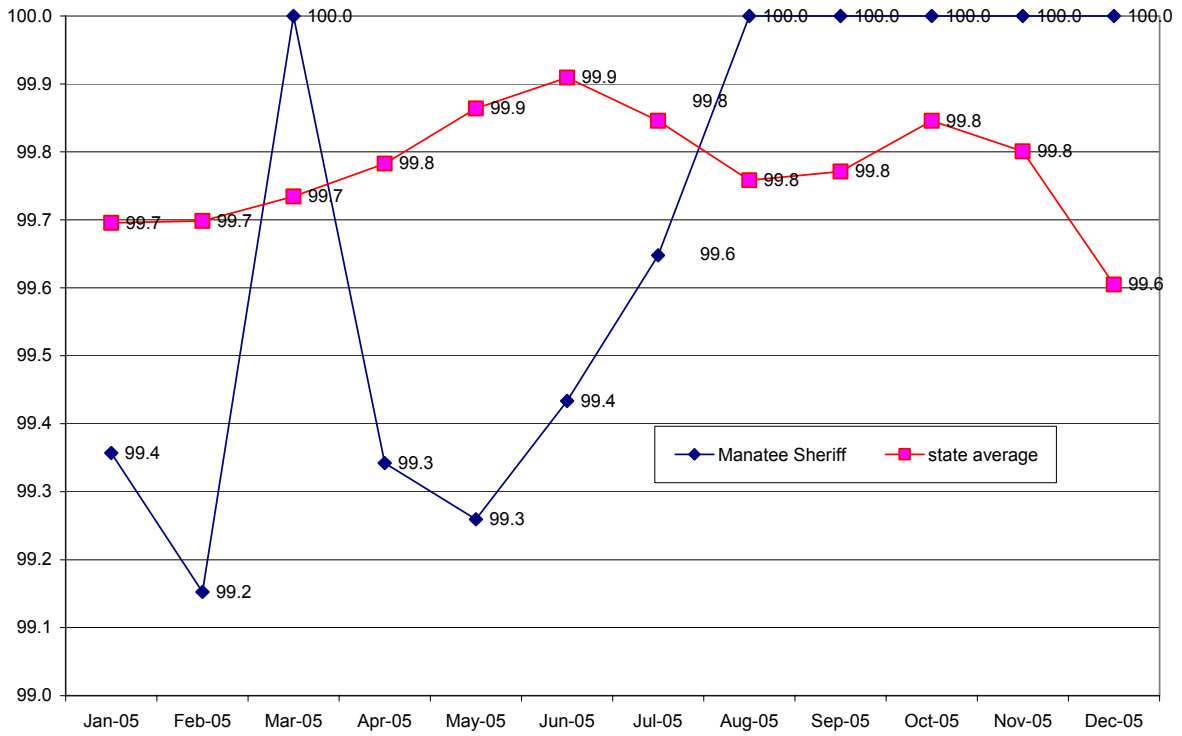
**2005 Performance Measure Outcome: Percentage of Reports commenced in 24-Hours
Seminole County Sheriff's Office compared to DCF statewide Average**



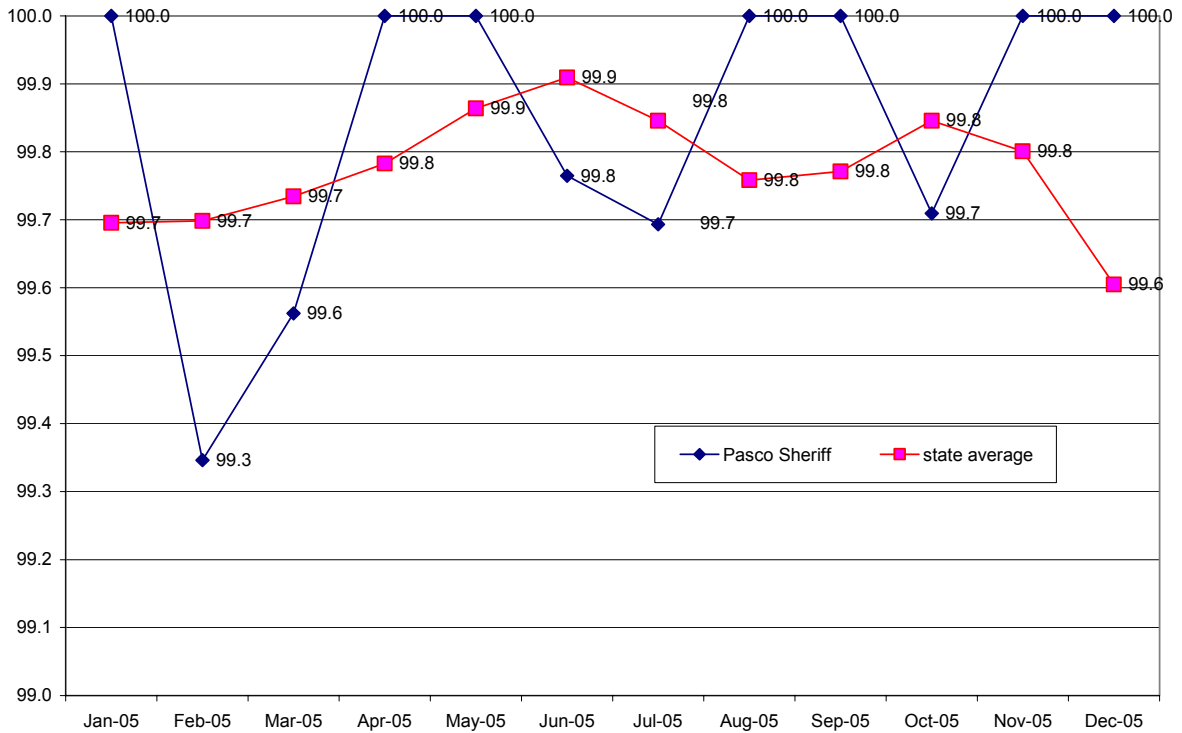
**2005 Performance Measure Outcome: Percentage of Reports commenced in 24-Hours
Broward County Sheriff's Office compared to DCF statewide Average**



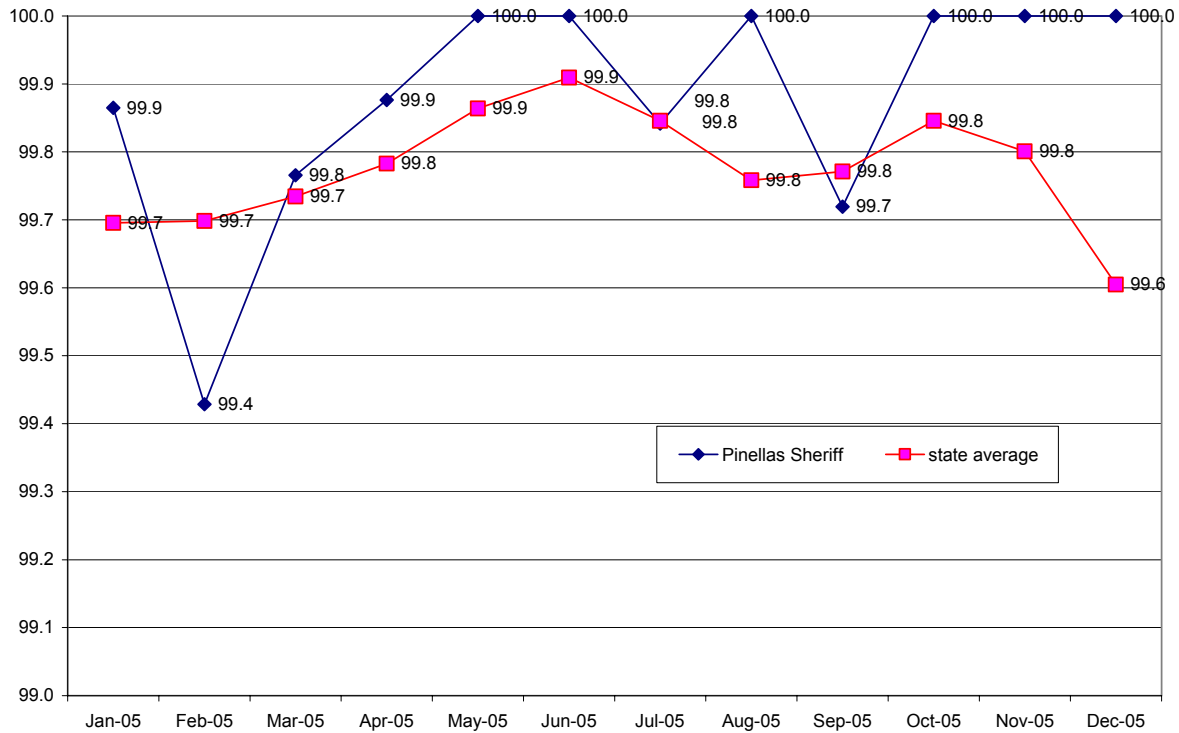
**2005 Performance Measure Outcome: Percentage of Reports commenced in 24-Hours
Manatee County Sheriff's Office compared to DCF statewide Average**



**2005 Performance Measure Outcome: Percentage of Reports commenced in 24-Hours
Pasco County Sheriff's Office compared to DCF statewide Average**



**2005 Performance Measure Outcome: Percentage of Reports commenced in 24-Hours
Pinellas County Sheriff's Office compared to DCF statewide Average**

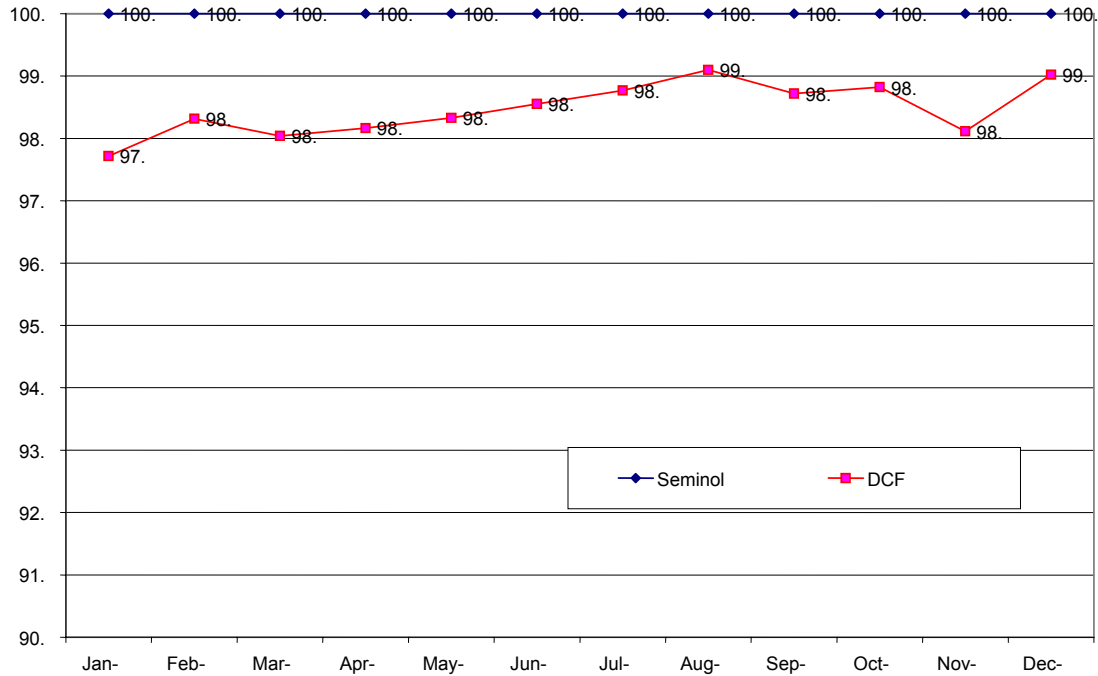


Annual Outcomes for Investigations Completed in 60 days

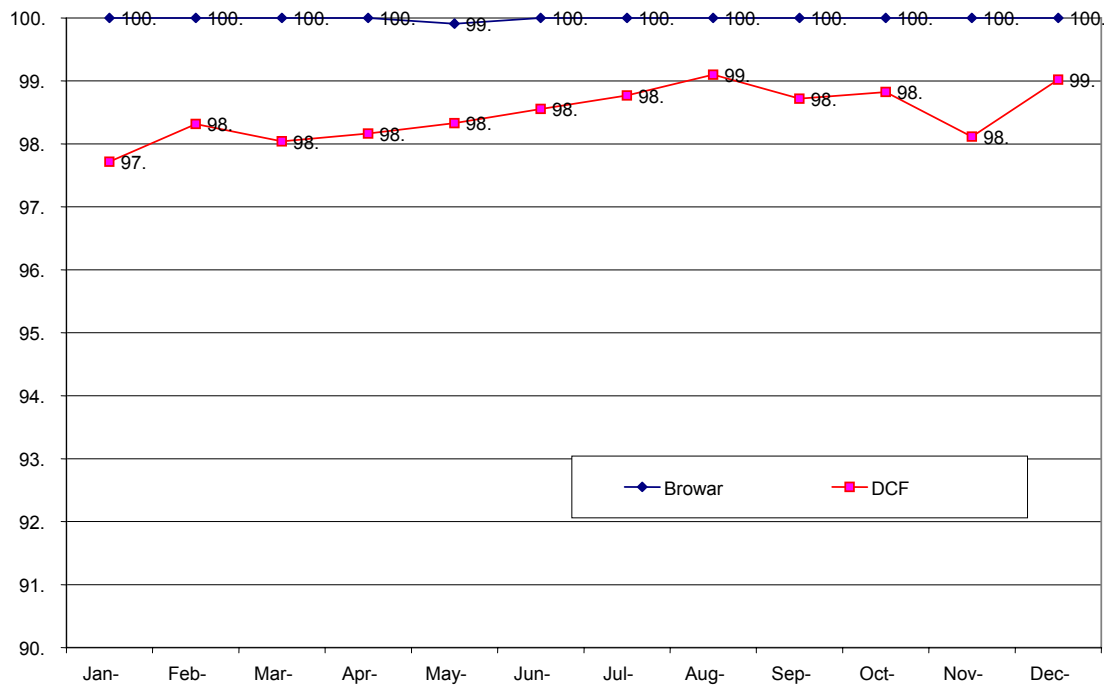
| | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 | Oct-05 | Nov-05 | Dec-05 | Yearly Average |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------|
| Seminole | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Broward | 100.0 | 100.0 | 100.0 | 100.0 | 99.9 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Manatee | 100.0 | 99.6 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Pasco | 99.4 | 99.0 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 99.4 | 99.7 | 99.7 | 99.8 |
| Pinellas | 90.5 | 99.7 | 100.0 | 99.9 | 99.9 | 99.9 | 99.5 | 100.0 | 100.0 | 100.0 | 100.0 | 99.7 | 99.1 |
| Sheriffs' average | | | | | | | | | | | | | 99.8 |
| District 01 | 98.9 | 99.5 | 99.9 | 100.0 | 99.7 | 99.3 | 99.8 | 99.4 | 100.0 | 99.8 | 99.3 | 100.0 | 99.6 |
| District 02 | 98.2 | 99.5 | 99.7 | 99.6 | 99.7 | 99.9 | 99.3 | 99.7 | 99.5 | 99.6 | 99.5 | 99.6 | 99.5 |
| District 03 | 99.8 | 100.0 | 99.7 | 99.8 | 99.8 | 98.3 | 98.6 | 99.5 | 100.0 | 100.0 | 100.0 | 100.0 | 99.6 |
| District 04 | 99.6 | 99.7 | 99.6 | 99.3 | 99.6 | 99.5 | 100.0 | 99.8 | 99.8 | 99.6 | 100.0 | 99.7 | 99.7 |
| Suncoast | 98.9 | 98.6 | 99.1 | 99.1 | 98.4 | 99.5 | 99.0 | 99.7 | 99.7 | 99.7 | 100.0 | 99.8 | 99.3 |
| District 07 | 97.1 | 95.1 | 94.6 | 94.2 | 91.4 | 93.8 | 96.4 | 97.7 | 95.6 | 94.8 | 93.1 | 92.6 | 94.7 |
| District 08 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 |
| District 09 | 100.0 | 100.0 | 99.9 | 99.8 | 99.8 | 100.0 | 100.0 | 100.0 | 100.0 | 99.9 | 99.6 | 99.9 | 99.9 |
| District 11 | 91.1 | 93.3 | 92.9 | 95.0 | 94.9 | 95.6 | 96.1 | 97.7 | 94.7 | 94.2 | 92.7 | 98.5 | 94.7 |
| District 12 | 100.0 | 99.8 | 99.7 | 100.0 | 100.0 | 100.0 | 99.6 | 99.8 | 99.8 | 100.0 | 99.8 | 100.0 | 99.9 |
| District 13 | 99.8 | 99.1 | 99.2 | 98.1 | 97.5 | 96.3 | 96.8 | 96.0 | 95.2 | 97.7 | 92.4 | 97.8 | 97.2 |
| District 14 | 98.5 | 98.5 | 95.8 | 95.2 | 98.9 | 98.9 | 98.4 | 99.3 | 99.1 | 99.4 | 99.0 | 99.5 | 98.4 |
| District 15 | 88.6 | 95.0 | 94.5 | 95.9 | 98.6 | 100.0 | 100.0 | 99.7 | 100.0 | 100.0 | 100.0 | 100.0 | 97.7 |
| DCF's average | | | | | | | | | | | | | 98.5 |

The abuse report closure outcomes based on the record data from HomeSafenet LEADERBOARD reports show combined annual outcomes for the five Sheriffs' Offices were 99.8 %, and combined annual outcomes for thirteen DCF districts were 98.5 %.

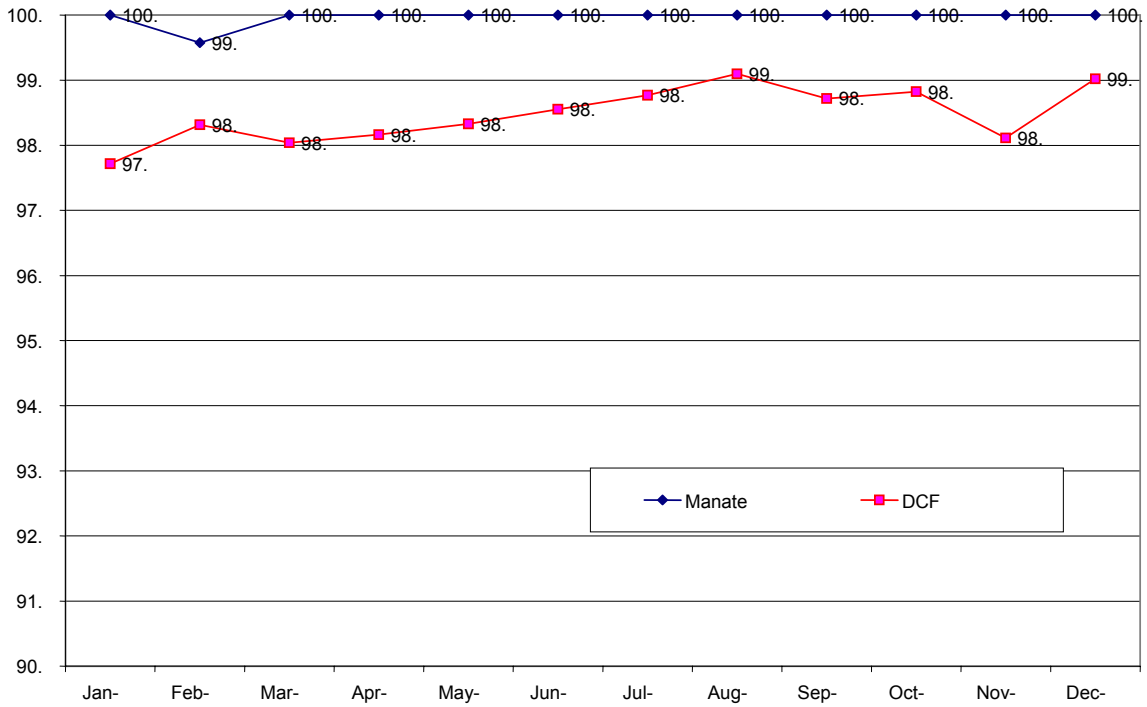
**2005 Performance Measure outcome: Percentage of Report Closures in 60 Days
Seminole County Sheriff's Office compared to DCF statewide average**



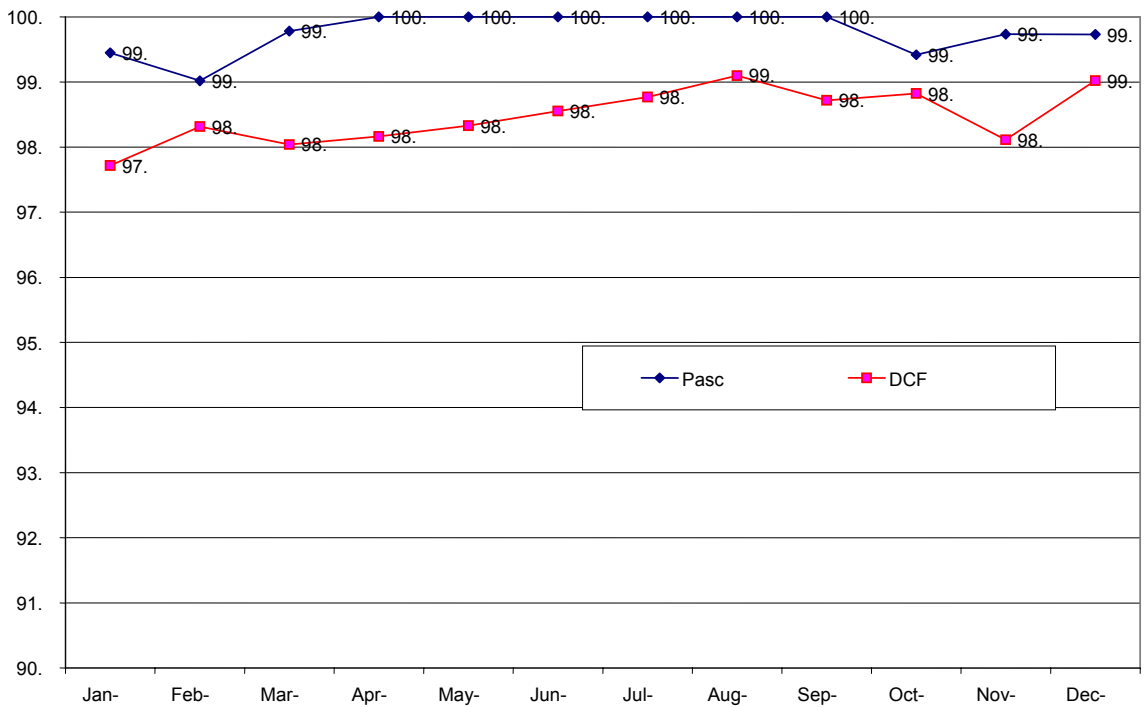
**2005 Performance Measure outcome: Percentage of Report Closures in 60 Days
Broward County Sheriff's Office compared to DCF statewide average**



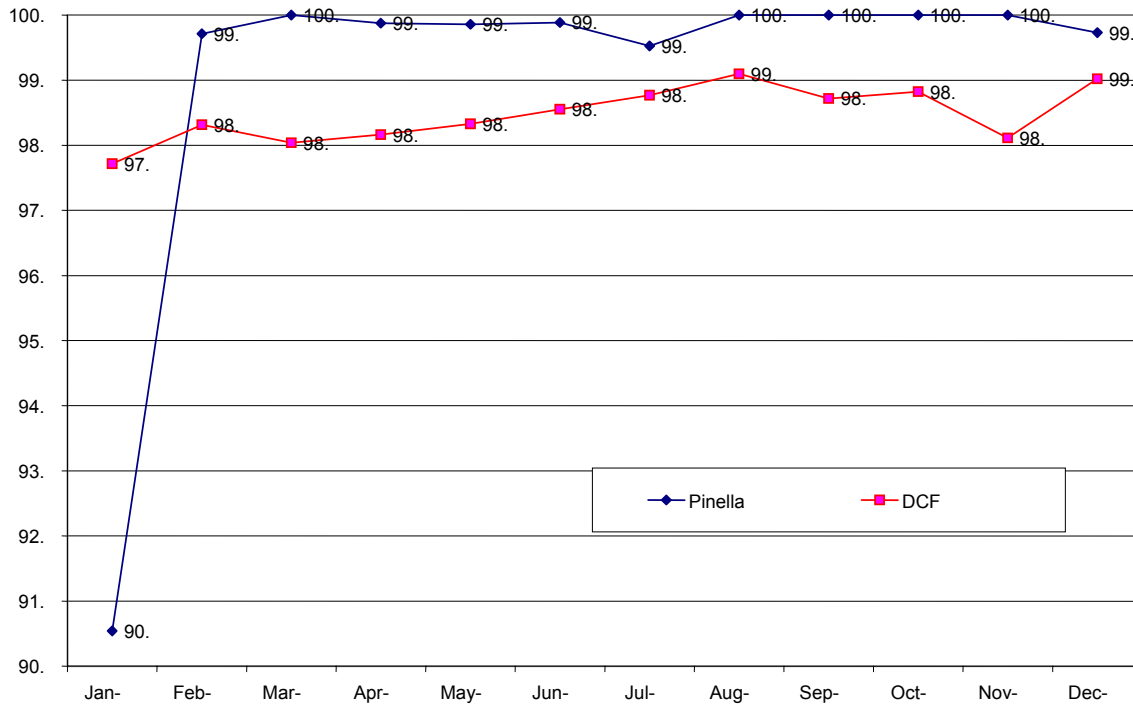
**2005 Performance Measure outcome: Percentage of Report Closures in 60 Days
Manatee County Sheriff's Office compared to DCF statewide average**



**2005 Performance Measure outcome: Percentage of Report Closures in 60 Days
Pasco County Sheriff's Office compared to DCF statewide average**



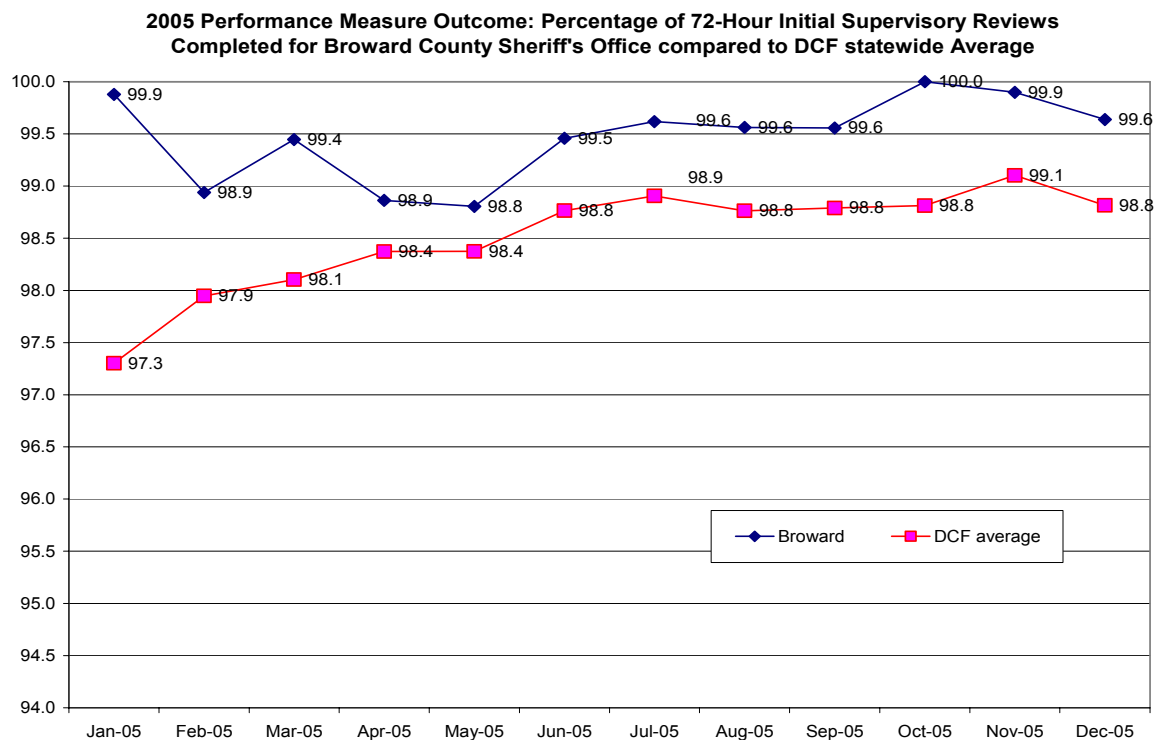
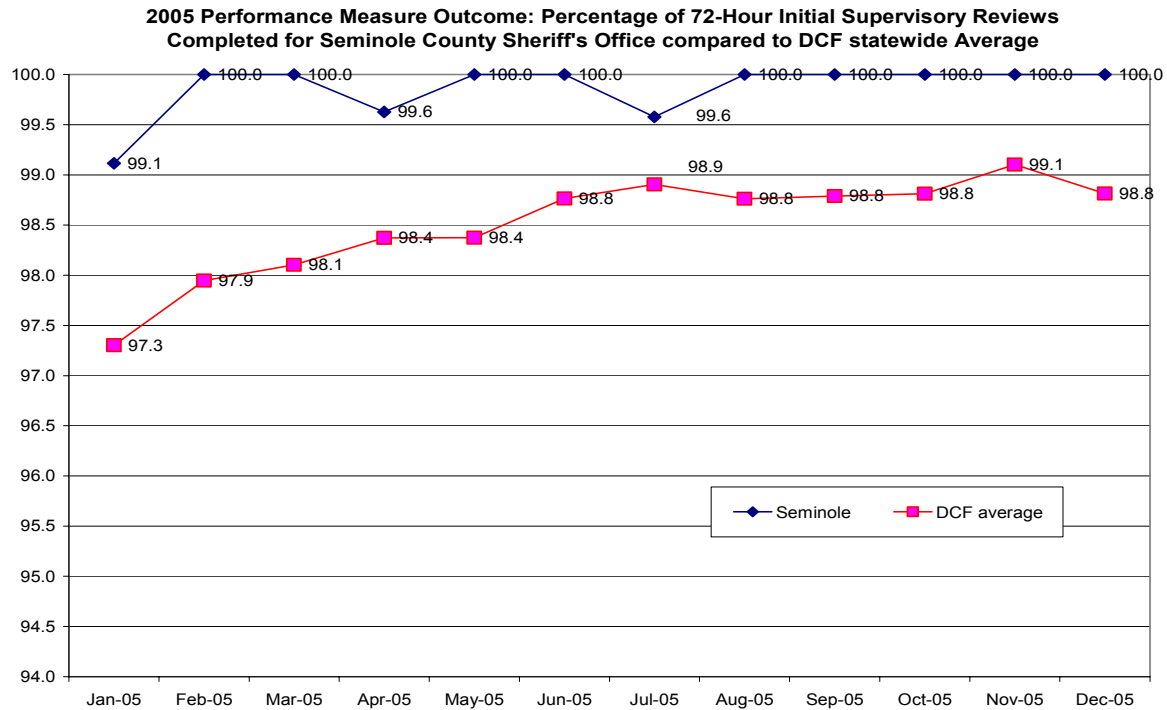
**2005 Performance Measure outcome: Percentage of Report Closures in 60 Days
Pinellas County Sheriff's Office compared to DCF statewide average**



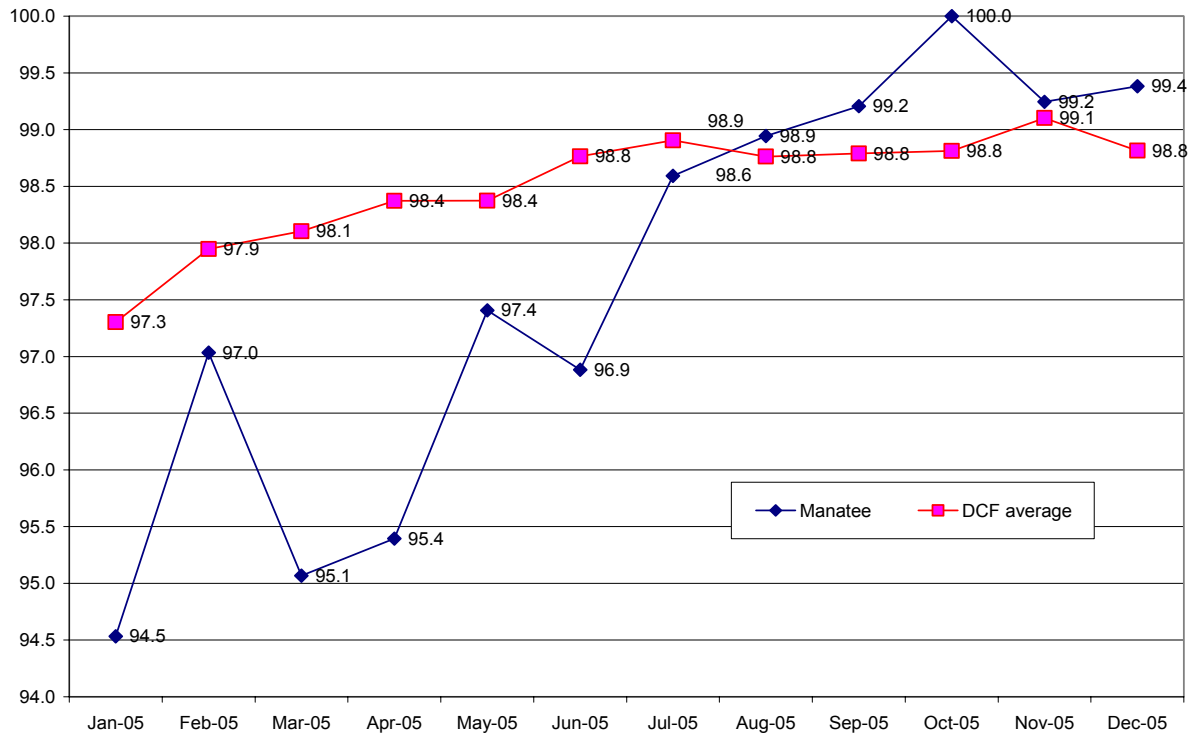
Annual Outcomes for Initial Supervisory Reviews completed within 72 hours of Risk Assessment Submission

| | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 | Oct-05 | Nov-05 | Dec-05 | Yearly Average |
|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|----------------|
| Seminole | 99.1 | 100.0 | 100.0 | 99.6 | 100.0 | 100.0 | 99.6 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 99.9 |
| Broward | 99.9 | 98.9 | 99.4 | 98.9 | 98.8 | 99.5 | 99.6 | 99.6 | 99.6 | 100.0 | 99.9 | 99.6 | 99.5 |
| Manatee | 94.5 | 97.0 | 95.1 | 95.4 | 97.4 | 96.9 | 98.6 | 98.9 | 99.2 | 100.0 | 99.2 | 99.4 | 97.6 |
| Pasco | 97.5 | 98.7 | 98.7 | 98.8 | 99.4 | 99.3 | 98.8 | 99.7 | 98.3 | 99.7 | 99.7 | 98.7 | 98.9 |
| Pinellas | 94.5 | 94.7 | 98.2 | 98.9 | 98.5 | 98.1 | 98.9 | 99.3 | 98.5 | 98.7 | 99.0 | 98.8 | 98.0 |
| | | | | | | | | | | | | Sheriffs' Average: | 98.8 |
| District 01 | 99.4 | 99.2 | 98.7 | 99.4 | 99.7 | 99.2 | 99.0 | 97.9 | 99.6 | 98.8 | 99.3 | 99.0 | 99.1 |
| District 02 | 97.3 | 97.5 | 98.8 | 99.6 | 98.9 | 99.5 | 98.8 | 99.2 | 99.2 | 98.4 | 99.5 | 99.5 | 98.8 |
| District 03 | 97.8 | 95.4 | 96.9 | 95.4 | 96.8 | 97.0 | 97.7 | 98.4 | 97.2 | 96.9 | 99.6 | 99.0 | 97.3 |
| District 04 | 98.6 | 96.8 | 97.9 | 98.4 | 99.1 | 98.4 | 99.1 | 99.1 | 98.7 | 97.7 | 99.4 | 99.1 | 98.5 |
| District 07 | 97.1 | 98.3 | 98.3 | 98.8 | 98.5 | 98.5 | 99.1 | 99.1 | 98.8 | 98.9 | 98.6 | 97.6 | 98.5 |
| District 08 | 98.7 | 99.3 | 99.3 | 99.5 | 99.0 | 99.7 | 99.8 | 99.4 | 99.8 | 99.7 | 99.5 | 99.8 | 99.5 |
| District 09 | 97.4 | 97.9 | 98.4 | 98.9 | 98.5 | 99.1 | 99.5 | 98.9 | 99.1 | 99.6 | 99.3 | 98.4 | 98.7 |
| District 11 | 96.9 | 97.3 | 97.8 | 98.1 | 97.2 | 98.5 | 97.9 | 96.7 | 98.4 | 97.8 | 98.1 | 98.5 | 97.8 |
| District 12 | 93.1 | 97.3 | 97.0 | 97.8 | 99.1 | 99.4 | 97.9 | 97.7 | 97.6 | 98.0 | 98.0 | 97.4 | 97.5 |
| District 13 | 98.4 | 98.1 | 96.5 | 98.8 | 98.2 | 98.0 | 98.8 | 97.5 | 97.4 | 97.1 | 97.9 | 97.9 | 97.9 |
| District 14 | 97.9 | 98.7 | 98.6 | 98.2 | 96.8 | 98.6 | 98.5 | 98.7 | 98.6 | 98.8 | 97.4 | 97.2 | 98.2 |
| District 15 | 94.7 | 98.5 | 97.3 | 96.9 | 95.8 | 98.6 | 99.7 | 98.4 | 99.1 | 99.0 | 99.8 | 99.5 | 98.1 |
| Suncoast | 98.7 | 99.3 | 98.9 | 99.5 | 98.9 | 99.5 | 99.0 | 99.2 | 99.1 | 99.6 | 99.5 | 99.4 | 99.2 |
| | | | | | | | | | | | | DCF average: | 98.4 |

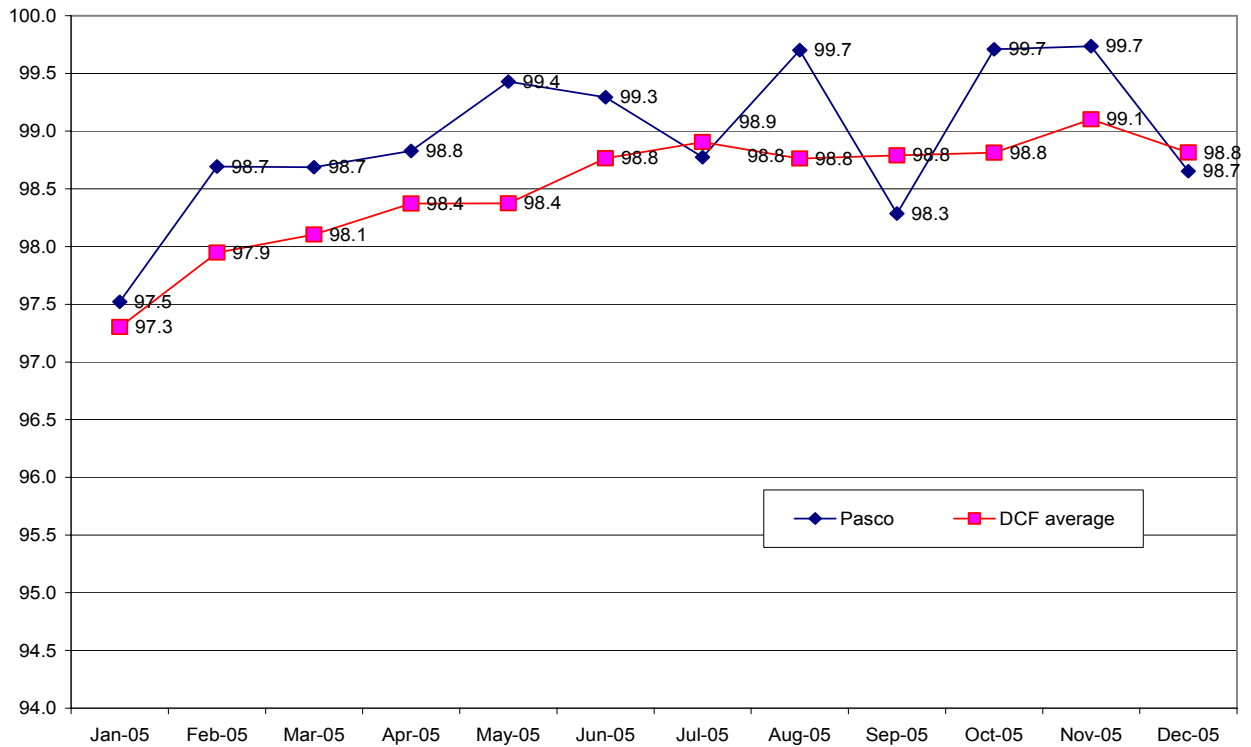
The abuse report initial supervisory reviews outcomes are based on the record data from HomeSafenet LEADERBOARD reports. The 2005 data show combined annual outcomes for the five Sheriffs' Offices were at 98.8 %, and combined annual outcomes for the thirteen DCF districts at 98.4 %. An initial supervisory review of all reports occurs 72 hours after the investigator's submits their report for an initial review.



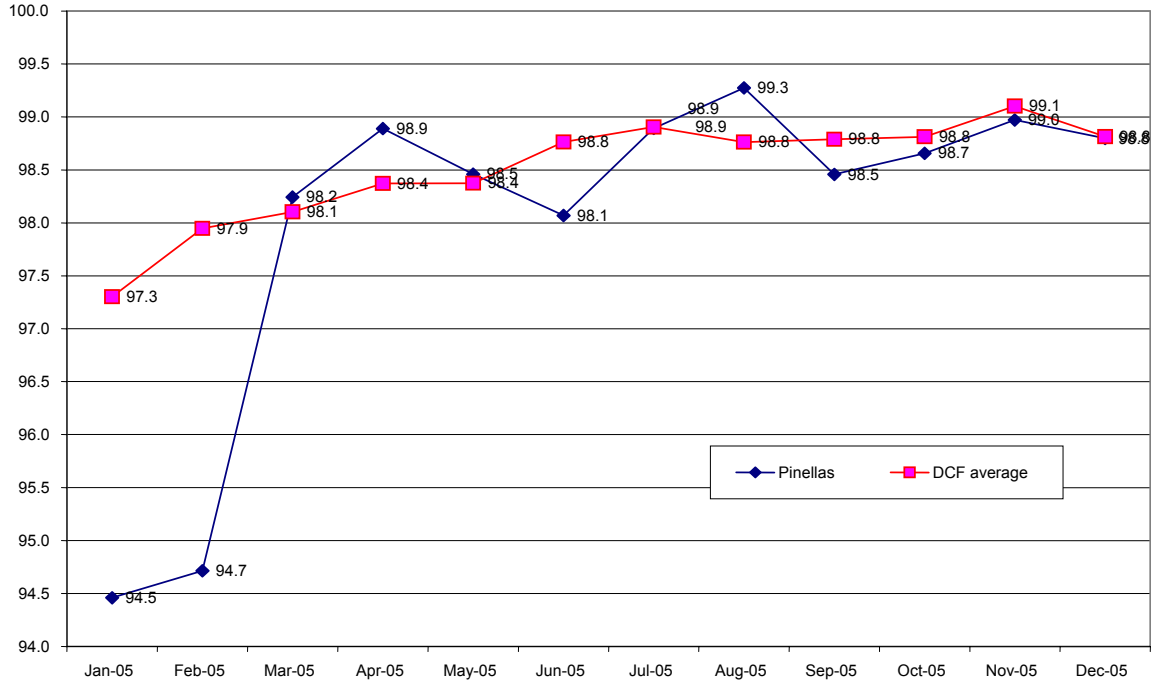
2005 Performance Measure Outcome: Percentage of 72-Hour Initial Supervisory Reviews Completed for Manatee County Sheriff's Office compared to DCF statewide Average



2005 Performance Measure Outcome: Percentage of 72-Hour Initial Supervisory Reviews Completed for Pasco County Sheriff's Office compared to DCF statewide Average



2005 Performance Measure Outcome: Percentage of 72-Hour Initial Supervisory Reviews Completed for Pinellas County Sheriff's Office compared to DCF statewide Average



PROGRAM MANAGEMENT

Program Management Performances

| County | Percent |
|----------|-------------|
| Manatee | PASS – 100% |
| Pasco | PASS – 100% |
| Seminole | PASS – 100% |
| Broward | PASS – 100% |
| Pinellas | PASS – 100% |

Each peer review site was evaluated on their level of performance for each of twenty-four specific program management criteria.

These criteria addressed:

- i. Training
- ii. Communications
- iii. Transportation
- iv. Backlog reduction
- v. Victim and alleged person responsible contacts
- vi. 24-hour operations
- vii. Working agreements with law enforcement
- viii. Internal management practices

- ix. Operating procedures
- x. Agency goals and objectives
- xi. Personnel standards
- xii. Use of voluntary services
- xiii. Other relevant program management activities.

Each site reviewed scored an exceptional performance rating (100%) in their ability to implement and direct their respective programs in a positive and cost efficient manner.

COST EFFICIENCY

As the cost information is reviewed, the following excerpt from the Senate Budget Committee Interim Project Report 2001-007, issued in November 2000, should be taken into consideration:

"This study found no documentation to suggest that the legislature mandated the transfer of child protection investigations to the sheriffs in order to save costs or achieve operational efficiencies. The stimulus for this legislative action appears to have been to test a different program model that might do a better job of protecting children from abuse and neglect."

In addition, there are several factors influencing the ability to prepare an accurate unit cost analysis. These factors include: sheriff agency preference as to purchasing motor vehicles versus leasing; varying organizational structures; status of each agency in terms of length of time and amount of experience in performing investigative functions; and costs included in some or none of the agencies. Costs not reflected in either the sheriffs' or the department's unit cost calculations include those related to HomeSafenet and contract training costs paid directly by the department. Another factor is that each sheriff's grant is limited to reimbursement of actual expenditures incurred in one fiscal year. Therefore, costs for assets with a useful life of more than one year are not allocated across the benefiting periods. The result is an overstatement of cost in the year of purchase and an understatement of cost in the benefiting periods.

The following chart provides budget and cost data for each sheriff and the department for a two-year period. The Grant Budget amount is based on the amount appropriated for the fiscal year. Actual cost per report is based on actual expenditures. There was an overall 1.3% increase in the number of additional and initial reports in FY 2004-2005 compared to those in FY 2003-2004. The overall appropriations for child protective investigations budget increased over the prior year by 1.7%. The incremental difference between the percent of increase in the amount appropriated and the number of reports resulted in a minor increase in the cost per report of .25%. The largest increase in appropriation was 15.7% for the Manatee County Sheriff. In the past, Manatee was funded approximately 20% below the average per report cost of the sheriffs. The increase in the appropriation for FY 2004-2005 (\$650,000) brings Manatee to within 10% of the average per report cost of the sheriffs. Pasco also received an increase (\$350,000) to also bring that office to within 10% of the average per report cost of the sheriffs. The cost per report for Seminole decreased in FY 2004-2005. For Seminole,

the percent increase in budget was less than the increased in the number of reports. Other causes for the variances are the same as the factors listed above.

| AGENCY | FY 2004-2005 GRANT BUDGET | INITIAL AND ADDITIONAL REPORTS FOR FY 2004-2005 | BUDGETED COST PER REPORT INVESTIGATED FY 2004-2005 | ACTUAL COST PER REPORT INVESTIGATED FY 2004-2005 | ACTUAL COST PER REPORT INVESTIGATED FY 2003-2004 |
|-----------------|---------------------------------|---|--|---|---|
| Broward | \$12,448,546 | 12,449 | \$999.96 | \$997.02 | \$966.69 |
| Manatee | \$3,156,020 | 3,812 | \$827.92 | \$827.92 | \$697.72 |
| Pasco | \$4,023,096 | 4,723 | \$851.81 | \$825.10 | \$803.16 |
| Pinellas | \$9,131,154 | 9,475 | \$963.71 | \$963.71 | \$966.82 |
| Seminole | \$3,352,671 | 3,726 | \$899.80 | \$789.90 | \$858.88 |
| Sheriff Average | \$32,111,487 | 34,185 | \$939.34 | \$922.60 | \$904.97 |
| * Department | \$112,220,951 | 136,902 | \$819.72 | \$817.72 | \$821.55 |
| | | | | | |
| Total | \$144,332,438 | 171,087 | \$843.62 | \$840.28 | \$838.15 |

* The following columns containing department information include 17.0% indirect cost of \$14,119,391 on the salary expenditures of \$83,055,241; FY 2004-2005 Grant Budget; Budgeted Cost Per Report Investigated FY 2004-2005; and Actual Cost Per Report Investigated FY 2004-2005. The amount for the department in the column "Actual Cost Per Report Investigated FY 2003/2004" includes 15.9% indirect cost on salary expenditures.

CONCLUSIONS

Peer Review case review, management review, and outcome measure review:

| Sheriff Office | Result |
|----------------------------------|--------|
| Seminole County Sheriff's Office | PASS |
| Broward County Sheriff's Office | PASS |
| Pasco County Sheriff's Office | PASS |
| Manatee County Sheriff's Office | PASS |
| Pinellas County Sheriff's Office | PASS |

Based on this 2005 review, it continues to be evident that these five Sheriff's Offices conducting child protective investigations for their respective counties are satisfactorily performing child protective investigations. These five counties oversee 20% of the state's child population and are long established within their communities as partners in child protection. They have shown that the law enforcement community has been able to effectively and proficiently assume and develop a benchmark model for providing child protective investigations.

RECOMMENDATIONS

1. The sheriff's Offices in Manatee, Pasco, Seminole, Broward and Pinellas counties should continue to receive grants from the Department of Children and Families to conduct child protective investigations.
2. This Legislature should accept the current sheriff's models as a viable method of providing child protective investigative services and continue with the Peer Review process to fulfill the requirement for the annual report to the Legislature.
3. The Department of Children and Families should continue to report on the participating Sheriff's Offices with regard to achieving the legislatively mandated performance measures and targets.
4. The Department of Children and Families should continue involving representatives from the Sheriff's Offices in identifying appropriate practice standards and performance measures for child protective investigations.
5. The Department of Children and Families and the Sheriffs' Offices should use the results of this year's quality performance review to identify and implement improvements for pre-service and in-service training of investigators and supervisors.
6. The Department of Children and Families should continue to interact with existing sheriffs' offices who express an interest in conducting protective investigations and should work with the legislature to secure funding for this to occur.
7. The Department of Children and Families should establish a workgroup to review the QA tools used by the Peer Reviewers in order to ensure they correlate with current laws, rules and policies, as well as with the Department's Quality Improvement initiatives.
8. Each Sheriff's office responsible for Child Protective Investigations develop and implement a continuous quality improvement process similar to the one initiated by the Broward Sheriff's Office and described in the section of this report titled "Broward County Sheriff's Office Improvements or Positive Accomplishments, 2005."

Exhibit A
Sheriff's Peer Review Performance Review Tool

| Question | Section | Question Title | Question Text | Requirements | Instructions & Considerations |
|----------|---------|------------------------------|---------------|---|---|
| 1 | ER | Reasonable Effort | | A child may not be removed from the home if, with the provision of appropriate and available services or intervention, the child could safely remain in the home. Cites: Section 39.402(7) | Determine whether child's safety could have been ensured without removal. |
| 2 | ER | Reason for Removal | | A child may be taken into custody when probable cause of abuse, neglect, or abandonment exists; the parent or legal custodian has materially violated a condition of placement imposed by the court or no responsible adult caretaker is immediately available. Cites: Section. 39.401(1)(b)(1)-(3) | Emergency removal should only occur when the risk in the home is so great that the children are in imminent danger of harm, and in-home interventions cannot reasonably ensure child safety. You should find the reasons for removal documented in the chronological contacts, the investigative decision summary, the emergency shelter petition or elsewhere in the file. |
| 3 | ER | Other Placement Alternatives | | A parent or responsible adult relative/non-relative shall be given priority for placement if it is in the best interest of the child. Cites: Sections 39.401(1)(b)(3) and 39.401(2)(a)(3) F.S. | Once the decision to remove has been made, it is necessary to explore alternatives to placement in a shelter home or other licensed facility. The case record should reflect efforts to identify, contact and interview adult relatives, non-custodial parents, or non-relatives before placement in shelter. |

Exhibit A
Sheriff's Peer Review Performance Review Tool

| | | | | | |
|---|----|--------------------------------------|---|---|---|
| 4 | ER | Assessment of Emergency Placement | | Any placement of a child that is not in a licensed shelter must be preceded by criminal and abuse records checks for all household members as well as an assessment of the residence to determine the child's safety in the home. Cites: Sections 39.401(3) | You must determine whether there was an informed judgment about the suitability of the prospective caregivers. Consider if the investigator completed all required background checks, a physical inspection of the home, and an evaluation of the prospective caregivers' capacity to protect the children prior to placement |
| 5 | IR | Completion of Background Checks | The case record contains documentation that all prior FAHIS reports, and required criminal checks have been completed timely. | Investigators are required to determine the immediate and long-term risk to each child by conducting DCF abuse history checks, provider history, state and federal records checks, including, when feasible, the records of the Department of Corrections, on the parents, legal custodians, or caregivers, and any other persons in the same household. Cites: 39.301(9)(c), F.S | A thorough record check provides information on individual or family issues and may identify behavioral patterns that could create risk to the child or effect family functioning. The amount of background information required to facilitate a thorough assessment is unique to each case. Timeliness is of importance to show that the information is being considered during the course of the investigation. If this was done timely (from the date of determining the demographics on the subjects - within 24 hours for prior FAHIS reports and within 72 hours for NCIC/FCIC criminal histories), the requirement would be rated as achieved. If done later in the process, the rating would be substantially or partially achieved depending on the thoroughness of the background check |

Exhibit A
Sheriff's Peer Review Performance Review Tool

| | | | | | |
|---|----|----------------------------|---|--|--|
| 6 | IR | Victim Contact w/in 24 hrs | The victim(s) was seen either immediately or within 24 hours of report receipt or, if not, diligent attempts were made during the first 24 hours to locate the victim(s) for on-site, face-to-face contact. | When a report is accepted by the Hotline as a 24 hour response the protective investigator is required to make unannounced, on-site, face to face contact with all stated victims within 24 hours of the time the report was received. If the first attempt at contact is unsuccessful, continued diligent attempts to contact must be made. Cites: Sections 39.201(5); 39.301(11); 39.302(1) | You must determine whether a face-to-face contact was made with the victim(s) either immediately or within 24 hours from the date/time of receipt of the report. If the initial attempt to contact is unsuccessful, regular attempts should be made until all victims are seen. There is no policy regarding the timeframe for responding to an immediate but the timeframe consideration should be based upon the circumstances of the particular case. |
| 7 | IR | Timely Contacts w/ Child | All of the other children named in the report and/or residing in the home were seen in a timely manner. | All other children residing in the home must be seen in a timely manner. Cites: Sections 39.301 (9) (11) and 39.302, F.S. | The investigator must see all children in the household, not just those listed as victims in the report, in order to assess risk and ensure safety. The nature of the allegations, ages of the children and proximity to the alleged perpetrator must be considered when determining "timely" response. |

Exhibit A
Sheriff's Peer Review Performance Review Tool

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|---|----|---------------------------------|---|--|---|
| 8 | IR | Interviews with all | There is documentation that an interview occurred with all victims/children, addressing each maltreatment. | An assessment must include a face-to-face interview with the child and siblings, and a determination whether there is indication that any child has been abused, abandoned or neglected. Cites: Sections 39.301 (9) (11) and 39.302, F.S. | The investigator must document that face-to-face interviews were conducted and that the allegations were addressed. If each child was interviewed, addressing the maltreatments, the rating should be an 8. If the interviews were more detailed, the rating should be a 9. If all maltreatments were not addressed, or not every child was interviewed about the maltreatments, the rating would be substantially or partially achieved, depending on the degree of compliance. If there is no documentation that the children were interviewed or attempt was made (those old enough to be verbal), the rating would be not achieved. If the child was too young to interview, or there is documentation that the PI attempted to interview the child, but the child refused to answer any questions, the rating would be not applicable. |
| 9 | IR | Documented Observation of Child | There is evidence that the investigator documented specific and relevant observations of the children during the investigation. | The investigator must determine whether there is indication that any child in the family or household has been abused, abandoned or neglected; the nature and extent of present or prior injuries, abuse, or neglect. Cites: Section 39.301(9) (b), F.S. | The case file should document relevant observations of all children in the household. The degree of documentation would depend on the elements of the investigation and age of the victims. If some but not all the victims were observed, the rating would be substantially or partially achieved. If the requirement is met, the rating would be an 8. In general, if the observations are comprehensive, the rating should be a 9 |

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| 10 | IR | Documentation of Interview with Adults | The case record reflects that the investigator interviewed the parents, caretaker responsible and other adult household members about all the maltreatments. | The assessment of risk to a child must include a face-to-face interview with the parents and other adults in the household. Cites: Sections 39.301(6), 39.301(9) and 39.302(1), F.S. | “Caretaker responsible” is defined as the person alleged to be responsible for the abuse/neglect maltreatment. The focus is the actual face-to-face contacts with the caretaker(s) responsible, parents and other adult household members. The N/A answer should be used when a law enforcement officer or attorney prohibits contact with the caretaker responsible or if this is an unable to locate case. A documented attempt, with the adults refusing to answer questions, should be rated an 8. Speaking with each adult regarding the maltreatments generally should be rated an 8. A more comprehensive interview would be rated a 9. |
| 11 | IR | Completion of ICSA by PI | The Initial Child Safety Assessment was completed by the PI within 48 hours from the time the call was received at the hotline. | Based on information obtained from available sources, the investigator must complete the risk assessment instrument within 48 hours of the initial contact to determine the immediate and long term risk to each child. Cites: Sections 39.301(9)(a)-(f), 39.301(6) F.S. | This question deals specifically with the timeframes for completing the assessment tool. Remember that initial contact is not defined in state statute and must be evaluated accordingly. Initial contact does NOT mean from the time the call was received at the hotline. If the timeframe was met, the rating should be a 9. If the PI did not meet the timeframe, the rating would be substantially or partially achieved; depending on how many days beyond the initial contact the risk assessment was completed. The timeliness of responding to all additional reports should be considered as well. |

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| 12 | IR | Completion of ICSA by Supervisor | The Initial Child Safety Assessment was reviewed by a supervisor within 72 hours of the PI's completion. | Supervisor must review the assessment within 72 hours of the PI's completion of it. Cites: Chapter 65 c 10.003 (12) F. | This question deals specifically with the timeframes for completing the assessment tool. If the timeframe was met, the rating should be a 9. If the supervisor did not meet the timeframe, the rating would be substantially or partially achieved, depending on how many days beyond the submission of the ICSA or CSA by the PI the review was completed. |
| 13 | IR | Thoroughness of ICSA | The Initial Child Safety Assessment was completed with appropriate thoroughness. | The PI must determine the immediate and long term risk to each child through the utilization of a risk assessment. Cites: Sections 39.301(9)(d), 39.301(6) F.S. | The initial child safety assessment should contain information to support the immediate safety decision that was made. The overall risk rating should be appropriate. The steps taken to ensure safety should appropriately address the level of risk identified. If these factors are met, the rating should be an 8. If the PI has provided a more comprehensive assessment, or the supervisor has contributed a particularly thorough review of the assessment, the rating should be a 9. If the assessment was completed, but the thoroughness is lacking, the rating should be substantially or partially achieved depending on the degree of quality. If there is documentation of decision-making in the case file, but the ICSA was not completed timely, that lack of timeliness should NOT be a factor in this rating. If the assessment was not done at all, the rating would be not achieved. If no one was seen (unable to locate), the rating would be not applicable. |

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| 14 | IR | Second Party Review | When a case fits the criteria, a second party review is completed. | Certain cases require that a 2nd party review be completed | The rating for this question should be a 9, 8, 0 or N/A. In general, one was either done (8), or was not (0). If the 2nd party review was exceptional, addressing areas not addressed by the PI or supervisor, or was done on a case where no 2nd party review was required, the rating could be a 9. If no 2nd party was required and was not done, the rating would be not applicable. |
| 15 | IR | Relevant Collateral Contacts | Relevant collateral contacts were made, if appropriate, to provide needed corroboration or additional information regarding the allegations. | Relevant collateral contacts are made, if applicable, with individuals who had contact with the child, caretaker responsible (as defined in Initial Response Question 6) or family and had direct knowledge or information regarding the family's situation. 39.301 (9) (b) | Collateral contacts may include a variety of professionals and other individuals who have information about the family and can assist the investigator in refuting or corroborating the allegations of the report. If the relevant collateral contacts were made for decision-making in the case, the rating should be an 8 or 9. The number of collaterals is not a criteria, but the relevancy of them for the particular case would be. If no relevant collaterals are required, the rating would be not applicable. |
| 16 | IR | CWLS | If appropriate or applicable, there is evidence the case was staffed with CWLS (DCF, Office of the Attorney General or the State Attorney's Office). | If it is determined that the child is in need of the protection and supervision of the court, the department shall file a petition for dependency. Cites: 39.301(8); 39.401(3)F.S. | The documentation can exist in staffing forms, petitions, requests for CWLS review, court orders or in the chronological case notes. If there is evidence that the case was staffed with CWLS, the rating should be achieved, despite whether or not the CWLS agreed there is legal sufficiency. |

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| 17 | IR | CPT Referral | <p>If required or indicated by the allegations or circumstances of the report, the victim(s) were referred to the Child Protection Team (CPT) or Sexual Assault Treatment Center, if appropriate.</p> | <p>The child abuse, abandonment and neglect reports that must be referred to the CPT for an assessment must include cases involving the factors enumerated in Section 39.303(2)(a)-(h); 39.303(4)(a).</p> | <p>Determine if the allegation or circumstance meets one of the criteria enumerated in the statute. Also, if CPT services were indicated, following the initial investigation, timeliness of the services should be considered.</p> |
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| 18 IR | Maltreatment Findings | The finding for each identified maltreatment is supported by the evidence documented in the case record. | <p>The following guidelines should be followed.</p> <p>Verified findings – a preponderance of the credible evidence indicates that the maltreatment (injury, harm or threatened harm) was the result of abuse/neglect. Some Indication findings – there is credible evidence, which does not meet the “preponderance” standard; to support the maltreatment was due to abuse/neglect. No indication findings – no credible evidence to support the alleged maltreatment. “Credible means offering reasonable grounds for being believed.” Preponderance means superiority in terms of weight or quality/importance. These terms are defined in the Florida Abuse Hotline Desk Reference. Information in case record should be sufficient to corroborate or refute the allegations.</p> | Consider whether information obtained from the investigative activities supports the findings for each maltreatment. Added maltreatment codes as the result of investigative findings should be considered in the scoring. |
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| 19 | IR | Appropriate Services | Based on the child/family needs, the CPI has identified the appropriate services needed and has documented appropriate referrals for those services. | The department shall determine the protective, treatment and ameliorative services necessary to safeguard and ensure the child's safety and well-being and development, and cause the delivery of those services through the early intervention of the department or its agent. Cites: Section 39.301(9)(f) | The services may be handled by independent referrals to community agencies or through staffing with the department or community based care (protective services, foster care, etc.). You must determine whether the service referrals were appropriate to address the identified problems and needs of the family and reduce the risk to the children. Neither the cooperation by the family with services nor the follow – through by the services agency, should be a consideration for the scoring. |
| 20 | IR | Communication w/ Providers | The case record documents ongoing communication and collaboration between the investigator and assigned service counselors. | The ongoing service counselor must receive timely notification of any subsequent reports on their active cases. They should be consulted about and involved in the investigation as necessary and appropriate. There should be communication between the investigator and the counselor. | There should be sufficient documentation for you to determine whether there was communication between the assigned service counselor and the investigator. Service providers may include protective services counselors, foster care counselors, adoption counselors, Family Builders, ICCP, or other community agencies and resources. |

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| 21 | IR | Appropriateness of Decision | The investigation and documentation demonstrate that the CPI took the appropriate steps to ensure child safety. | For each report received, the department shall determine the protective, treatment and ameliorative services necessary to safeguard and ensure the child's safety and well-being and development, and cause the delivery of those services through the early intervention of the department or its agent. Cites: Sections 39.301 F.S. | You must consider long-term risk, and whether the investigator's actions contributed positively to an appropriate investigative closure decision. That ultimate decision results from the collaborative efforts of the investigator, service counselors and CWLS (DCF, Office of the Attorney General and Office of the State Attorney), if applicable. |
| 22 | IR | Supervisory Review | The supervisor reviewed and signed the investigative file, and when applicable, provided supervisory guidance. | The supervisor is required to review, sign and date the investigation file. Cites: Section 39.301(4), FS | The supervisor should review the investigative file early in the course of the investigation and prior to case closure. Information substantiating supervisory review may be located in the chronological notes, on the Initial Child Safety Assessment, or in another type of documentation used by the supervisor. If the guidance was adequate, the rating should be an 8. A comprehensive review, or multiple reviews throughout the case file, should be a 9. A review that misses some key instructions would be rated accordingly (substantial or partial). A case that should have had a review but did not should be rated not achieved. If the supervisor's signature affirmed that the CPI was on the right track and no supervisory guidance was needed, the rating should be an achieves. |

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| 23 | IR | Investigator Follow-up | There is evidence of investigator follow-up on supervisory direction | The supervisor is required to review cases and provide guidance to the investigator when necessary. The investigator should complete the follow-up activities that were recommended with supervisor. | You should consider any information contained throughout the case file to determine whether or not the investigator completed the follow-up activities that were recommended by the supervisor. |
| 24 | IR | TANF Completion | The T A N F is completed and included in file. | This is a contract compliance issue. | The TANF should be included. There are no time issues involved, it is either completed and in the file, or it is not. Scoring for this question should be limited to either 9 or 0. |

Exhibit B
Peer Review Program Management Review Questions

| Question | Section | Question Title |
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| 1 | PM | The Agency provides effective communications capabilities and equipment for all investigators and supervisors. |
| 2 | PM | The agency provides for the safe and appropriate transportation of children taken into custody. |
| 3 | PM | The agency has agreements and / or effective working relationships in place with law enforcement which provide for the joint investigation of reports of abuse, neglect or abandonment. |
| 4 | PM | The agency demonstrates diligent efforts to maintain full staffing to accomplish its mission. |
| 5 | PM | The agency has a reliable system in place to provide for responding to abuse reports on a 24/7 basis. |
| 6 | PM | The agency has an effective program in place for reducing or controlling the number of cases open after 60 days. |
| 7 | PM | The agency demonstrates a consistent effort to assign and commence cases in a timely fashion. |
| 8 | PM | The agency provides training in addition to the minimum PDC requirement for newly hired investigators. |
| 9 | PM | The agency demonstrates consistent efforts to minimize the number of cases with victims and perpetrators not contacted. |
| 10 | PM | The agency has a directive program in place for dealing with complaints and allegations lodged against employees. |
| 11 | PM | The agency has a clear and well understood system of accountability in place for all levels of operational and management issues. |
| 12 | PM | The agency maintains adequate computer equipment and lines for all investigators and supervisors to have immediate access to FAHIS and Home Safe Net. |
| 13 | PM | There is evidence of frequent communication among District and agency management staff. |
| 14 | PM | The agency makes full use of available front end voluntary services. |
| 15 | PM | The agency provides analytical, data entry and other investigative support to child protective investigators. |

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| 16 | PM | Senior staff exercises regular monitoring and oversight of the agency. |
| 17 | PM | The agency holds supervisory staff meetings at least once per month. |
| 18 | PM | The agency has addressed facility and personnel security. |
| 19 | PM | The agency has prepared written job descriptions for the positions of child protective investigator and supervisors. |
| 20 | PM | The agency has developed a written standard operating procedure. |
| 21 | PM | A safe and clean space for children awaiting placement is available. |
| 22 | PM | The agency conducts criminal background checks in the screening of new employees. |
| 23 | PM | The agency has a written statement of its mission, goals and objectives. |
| 24 | PM | The agency has a uniform or dress code for investigative personnel which projects a professional image in the community and when dealing with other associated agencies. |