

Sheriff's Child Protective Investigations

PROGRAM PERFORMANCE EVALUATION REPORT

January 31, 2007

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



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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. They include the following:

- Regarding quality performance, outcome-measure attainment, and cost efficiency;
- Be based upon criteria mutually agreed upon by the Sheriffs 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 was based on a review of child protective investigation closed records. A random sample of closed child abuse reports was selected from HomeSafenet (HSn) from a universe of those reports received on or after January 1, 2006, and closed by June 30, 2006. The number of reports to be reviewed was determined through the use of the Department of Children and Families' Sample Size Calculator utilizing a confidence level of 90 percent with an error rate of plus or minus 10 percent. Excluded from the sample were duplicate, institutional and special condition reports. Also excluded were reports where it was determined that there was no jurisdiction to investigate. The sample was

stratified so that fifty percent (50%) of the sample consisted of reports which resulted in judicial action. The remaining fifty percent (50%) were reports which were closed without judicial action between April 30, 2006, and June 30, 2006.

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's Office on-site reviews dates were: July 17-21 in Broward County; August 7-11 in Manatee County; September 11-15 in Seminole County; September 25-29 in Pinellas County; and October 16-20 in Pasco County.

The review instruments incorporated evaluation questions for the areas of initial investigative response, emergency removal and placement, and program management. The Department and Sheriffs Offices jointly established standard guidelines for the sampling methodology and the instrument scoring procedures.

OUTCOME MEASURES AND STANDARDS

Sub-paragraph 39.3065(3)(b), F.S., requires that the Sheriffs performing child protective investigations operate, at a minimum, in accordance with the performance standards and outcome measures established by the Legislature.

The General Appropriations Act sets forth three performance measures that apply to child protective investigations. These measures are referenced in the Grant Agreements with the participating Sheriff's Offices and were used to determine outcome attainment for the Sheriff's and the DCF districts/region:

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

The data for these measures is produced monthly by the Department's child-welfare information system, HomeSafenet in the form of statewide management reports. These statewide reports capture exceedingly accurate performance measures data, and served as the standard for determining outcomes.

CONCLUSIONS

QUALITY PERFORMANCE REVIEW

The results from the quality performance reviews demonstrated 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 Sheriffs Offices' program enhancements, evaluations, and planning.

OUTCOME MEASURES

The performance outcomes reported in this review confirmed 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

Broward, Manatee, Pasco, Pinellas, and Seminole County Sheriff's Offices all achieved passing ratings in the Peer Review segment on program management.

RECOMMENDATIONS

1. The Sheriff's Offices in Hillsborough, 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 that express an interest in conducting protective investigations and should work with the Legislature to secure funding for this to occur.

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 Sheriffs 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 among the staff of the Sheriffs 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 | Ten years |
| ▪ Pinellas Sheriff's Office | Seven years |
| ▪ Broward Sheriff's Office | Seven ½ years |
| ▪ Pasco Sheriff's Office | Six years, eight months |
| ▪ Seminole Sheriff's Office | Five years, seven months |

Hillsborough County Sheriff's Office assumed child protective investigations from DCF in July 2006. Because this annual review covered only Fiscal Year 2005-2006 data, this report does not address Hillsborough's operation.

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 Departments 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 Sheriffs 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 Sheriffs to perform child protective investigations in their respective counties (ss. 39.3065(3) (a), F.S.).

The long established role of law enforcement in Florida's child protection and protective investigations has continued to expand in recent years. Law enforcement personnel have always had a critical role in the detection and reporting of child abuse, abandonment, and neglect. They have also had a longstanding partnership role with DCF pursuant to statute, to receive reports where allegations of criminal conduct are alleged and a requirement to coordinate criminal investigations with Department protective investigative activities. These essential coordinated responsibilities ensure that Florida invokes proper civil child protection activities pursuant to federal and state requirements while jointly allowing for the proper, timely and appropriate course of criminal investigations to occur when warranted.

When these civil child protective investigation components were passed from DCF to the current Sheriff Offices it has been shown annually in these reviews that there has been an established enhancement in local coordination of prevention and protection services; enhanced dependency investigations for the families served; and an enhancement in applicable criminal investigations linked to crimes committed against children.

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 a slightly modified instrument used in the Peer Review of 2005. 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

In prior years, the Sheriff's peer review was based on the calendar year. This year, DCF asked that the annual review be synchronized with their fiscal year, Fiscal Year 2005-2006, which ran from July 01, 2005, through June 30, 2006. Therefore the samples excluded reports from July 01, 2005, through December 31, 2005, to avoid the possibility of duplicating work reviewed in the previous (calendar year) 2005 peer review.

The methodology for the quality performance component of the evaluation called for a review of closed investigation records. The definition of a closed (or "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. As in prior reviews it was taken into consideration that many locked judicial reports are still active in initial court dependency proceedings involving the investigator with judicial outcomes not finalized.

The total population on which the sample size was based was the number of investigations completed during the 12-month period ending June 30, 2006. A random sample of closed child abuse reports was selected from HomeSafenet from a universe of those reports received on or after January 1, 2006 and closed by June 30, 2006. The number of reports to be reviewed was determined through the use of the DCF Sample

Size Calculator utilizing a confidence level of 90 percent with an error rate of plus or minus 10 percent. Excluded from the sample were duplicate, institutional and special condition reports. Also excluded were reports where it was determined that there was no jurisdiction to investigate. The sample was stratified so that fifty percent (50%) of the sample consisted of reports which resulted in judicial action. The remaining fifty percent (50%) were reports which were closed without judicial action between April 30, 2006, and June 30, 2006.

QUALITY PERFORMANCE REVIEW

PEER REVIEW TEAMS

Sub-paragraph 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 was originally developed by the Department's Quality Assurance program. The case review instruments used by Quality Assurance were modified for this evaluation and included a program management instrument. The peer review process that was developed by Quality Assurance Unit is based upon procedures similar to those used by national accreditation organizations.

The definition of peer, as used in this performance evaluation, means Sheriff 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 program. Peer review teams consisted of 6 participants at each site, including a representative of each participating Sheriff's Office and three representatives from the Department of Children & Families, Office of Quality Management.

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. Cost data were provided by the Department of Children and Families, based upon expenditure reports provided by each Sheriff's Office for Fiscal Year 2005-2006.

REVIEW INSTRUMENTS

- **ABUSE REPORT RECORD REVIEW**

Peer reviewers assessed abuse report files individually, onsite, using an abuse report review instrument modified from that used in the calendar year 2005 review. The abuse report review instrument addresses 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 instrument contains 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, 22 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 that was developed collaboratively by all agencies. Each program was rated according to how effectively the program was implemented and directed.

ASSESSING PERFORMANCE

This year, the raters' marks for performance were modified slightly, both in the numerical selection and in the definitions. In prior reviews there was a sliding scale from zero to nine points. This review uses a four-step scale with four numerical scores. Additionally, the terminology was modified. The former terms were: "non-performance," "partial performance," "satisfactory performance," and "superior performance." The new terms used are: "not achieved," "partially achieved," "substantially achieved," and "achieved."

This revised four-step scale with categories used for each of indicator is as follows:

- 0 - Not Achieved
- 5 - Partially Achieved
- 7 - Substantially Achieved
- 9 - Achieved

Each team member was assigned a number of reports to review and rate, using the standard instrument. For each report assigned to him or her, the rater then determined the performance rating for each indicator on the standard instrument. Overall performance was based upon the sum of the indicator scores, divided by the maximum possible score, which produced 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 was based on a weighted score, where the results of the case file review carried a weight of two-thirds and the results of the program management review carried a weight of one-third. The descriptive ratings of Passing and Non-passing are used as described as above.

OUTCOME MEASURES ATTAINMENT

MEASURES AND STANDARDS

Sub-paragraph 39.3065(3) (b), F.S. requires that the Sheriffs operate in accordance with the performance standards and outcome measures established by the Legislature for protective investigations conducted by the Department.

Since Fiscal Year 2000-2001, the General Appropriations Act has contained three measures which apply to child protective investigations. The performance measures and standards used to determine outcome attainment for the Sheriffs and the comparison counties are:

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 the HomeSafenet Management Report, "Leaderboard for Investigations." The report lists performance for each DCF District/Region and Sheriff's Office that operates a child protective investigation program.
- The report period represents DCF Fiscal Year 2005-2006, 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. The algorithms are as follows:

- 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 or 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 beginning in July 2006 and ending in October 2006.

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	91.9 %	100 %	94.6 %
Pasco	94.1 %	100 %	96 %
Seminole	96.8 %	100 %	97.9 %
Broward	96 %	100 %	97.3 %
Pinellas	93.9 %	100%	95.9 %

Program Descriptions

Each of the five Sheriff's Offices 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 and are summarized on the pages that follow.

MANATEE COUNTY

Child Population: 62,835 (1.6 % of state total)

Initial and Additional Abuse Reports received 07/01/05 – 06/30/06: 3,854

Percent of statewide reports received 7/1/05 – 6/30/06: 2.1%

Averaged monthly rate of abuse reports per 1,000 child population: 5.1

Overall, the Manatee County Sheriff's Office received a **PASSING** performance rating of 94.6%. For the combined areas of initial response and emergency removal the Manatee County Sheriff's Office received a **PASSING** performance rating of 91.9%. For program management, a **PASSING** performance rating of 100% was achieved.

Manatee County Sheriff's Office Improvements or Positive Accomplishments Program year 2006

- During the past fiscal year the Manatee County Sheriff's Office placed great emphasis on internal operations enhancements within their child protective investigations division.
- Their new offices were designed to provide full access and coordination between Child Protection, Crimes Against Children detectives, and Domestic Violence personnel. During this reviewed year, they also incorporated the Sexual Offender Unit into their Child Protective Investigations Division (CPID). By adding this unit to their division, they were able to have immediate access to information relevant to offenders found in caregiver capacity in homes where a child sexual abuse allegation has been made. This also added professional expertise provided by the members of the Sexual Offender Unit to provide up to date status of offenders found in child protection investigations.
- Their division's in-house computer specialist upgraded the printers and computer equipment within this review year to improve print quality and speed for processing photos and case reports.
- Their Operations Program Specialist developed in-house PowerPoint training presentations for Photo Imaging, Institutional Abuse Case Processing, and Methamphetamine Clandestine (Clan) Lab Awareness Training. All seasoned investigators had received these trainings, and each new investigator was required to attend these trainings as part of their new employee training requirement.
- To increase recruitment potential, CPID worked with the Manatee County Sheriff's Office Public Information Department to develop a DVD presentation entitled, "Can YOU Handle Excitement in Paradise?" This video captures the day-to-day operations and fieldwork of child protective investigators while on the job. This DVD is now used to provide information to interested individuals,

statewide colleges, as well as to a selection of national colleges to introduce the “life-altering career” of child protective investigations.

- During the year their child protective investigation division procured additional space to accommodate their Child Protective Aides and a new “playroom” area to provide an intake area away from the operations center of CPID. Children are taken to the playroom for care after being removed and for the family visit prior to staffing in shelter cases. This enhanced supervision and safety of such children, by allowing care away from office equipment and furniture.
- Space was procured to house a training center for recruits and for the agency Pre-Service Training Program. Their acquired space serves as a classroom setting equipped with desktop computers, as well as affording them larger conferencing areas should the need arise for conferencing or community projects.
- The Manatee County Sheriff’s Office received a higher rating this year than in last year’s 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 closed cases at least half of which were judicial cases. It also involves an in-depth review of program management.

PASCO COUNTY

Child Population: 84,778 (2.1 % of state total)

Initial and Additional Abuse Reports received 07/01/05 – 06/30/06: 4,865

Percent of statewide reports received 7/1/05 – 6/30/06: 2.7%

Averaged monthly rate of abuse reports per 1,000 child population: 4.8

Overall, the Pasco County Sheriff's Office received a **PASSING** performance rating of 96%. For the combined areas of initial response and emergency removal the Pasco Sheriff's Office received a **PASSING** performance rating of 94.1%. For program management, a **PASSING** performance rating of 100% was achieved.

Pasco County Sheriff's Office

Improvements or Positive Accomplishments

Program Year 2006

- During this past year they consolidated their operation into one centralized location providing great benefits.
- This year they developed their own analytical unit.
- During the year, they reduced the number of children placed into foster care by enhanced diligent efforts to locate appropriate relative and non-relative caregivers.
- 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.
- The Pasco County Sheriff's Office received a higher rating this year than in last year's 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 closed cases at least half of which are judicial cases. It also involves an in-depth review of the program management.

Seminole County

Child Population: 100,253 (2.5 % of state total)

Initial and Additional Abuse Reports received 07/01/05 – 06/30/06: 3,876

Percent of statewide reports received 7/1/05 – 6/30/06: 2.2%

Averaged monthly rate of abuse reports per 1,000 child population: 3.2

Overall, the Seminole Sheriff's Office received a **PASSING** performance rating of 97.9%. For the combined areas of initial response and emergency removal the Seminole County Sheriff's Office received a **PASSING** performance score of 96%. For program management, a performance **PASSING** score of 100% was achieved.

Seminole County Sheriff's Office

Improvements or Positive Accomplishments

Program Year 2006

- Since the Department of Children and Families began its monthly statewide tracking of the 18 districts, regions, and Sheriffs on eight key performance indicators for closed child protective investigations, the Seminole County Sheriff's Office has maintained a statewide first place ranking in overall performance in the monthly summary for child protection investigations for 11 of the 12 months. They were first place statewide, overall, in total scores for the Fiscal Year 2005-2006.
- Seminole County consistently ranks 1st in the state for investigations commenced on time with 100% of its investigations commenced within 24-hours.
- The Seminole County Sheriff's Office strives to rank high in the state for *Victims Seen in 24-hours*. In November 2006, they achieved the highest percentage ever with 95.6 victims seen in 24-hours.
- The Seminole County Sheriff's Office continues to lead the state with its response time for abuse investigation commencements (from the time the report is received to commencement). For this program year, Seminole County Sheriff's Office responded to 84.78% of all reports within 12 hours or less. Statewide, 55.46% of all reports were responded to within this timeframe. For this program year, the Seminole County Sheriff's Office average response time for all investigations commenced was 4.7 hours.
- The Seminole County Sheriff's Office co-hosted its 4th Annual Seminole County Child Protection Conference in November 2006. One hundred and seventy-one child protection professionals, law enforcement officers, and substance abuse and mental health professionals attended the four-day training conference, which offered 36 different workshops by 31 individual instructors. This training is designed to augment the training these professionals receive from a variety of other venues.

Broward County

Child Population: 416,789 (10.3 % of state total)

Initial and Additional Abuse Reports received 07/01/05 – 06/30/06: 12,598

Percent of statewide reports received 7/1/05 – 6/30/06: 7.2 %

Averaged monthly rate of abuse reports per 1,000 child population: 2.5

Overall, the Broward County Sheriff's Office received a **PASSING** performance rating of 97.3 %. For the combined areas of initial response and emergency removal the Broward county Sheriff's Office received a **PASSING** performance rating of 96 %. For program management, a **PASSING** performance rating of 100% was achieved.

Broward County Sheriff's Office

Improvements or Positive Accomplishments

Program Year 2006

- The Broward Sheriff's Office (BSO) consistently scored with high rankings monthly in Fiscal Year 2005-2006 on the DCF Investigation Leaderboard. The Leaderboard is a monthly ranking of performance in meeting DCF goals on 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, etc. In Fiscal Year 2005-2006, the BSO overall score was 2nd place statewide, whereas in comparable size operations such as Palm Beach (8th place) and Miami-Dade (18th place) Counties, there were much lower scores.
- The Broward Sheriff's Office received a higher rating this year than in last year's 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 closed cases at least half of which are judicial cases. It also involves an in-depth review of the management of the program.
- During the past year the Broward Sheriff's Office greatly expanded their existing training role from in-service training programs to a large fully operational and sanctioned child welfare training academy with several certified training personnel. After their noted successful outcomes in their 1st training academy class the Department moved to have all new child protective investigators from Palm Beach, Miami-Dade and Monroe County attend BSO's pre-service academy. This BSO Child Protection Investigation Section pre-service training collaboration with DCF has been highly successful to date.
- BSO expanded their investigative partnerships in the arena of domestic violence reports, by coordinating with *Women In Distress (WID)*, the county's domestic violence facility, to have a WID clinician provide on-site consultation to child protective investigators several hours weekly.
- To enhance the coordination of joint law enforcement and child protective investigations in the county, the Broward Sheriff's Office, Child Protection

Investigative Section, in conjunction with the Child Abuse Coordinating Committee of Broward County provides Child Abuse investigative training to Law Enforcement in Broward County. Over 300 law enforcement officers attended the training in 2006. The 8-hour course has a number of professionals presenting agency components. Agencies speakers include representatives of the State Attorney's Office, School Board, Child Protection Team, Law Enforcement, Guardian Ad Litem Program, and CPIS.

- In 2006, BSO actively participated in DCF initiatives and numerous workgroups potentially affecting child protective investigations. Two principal recurring groups: DCF's study of an alternative response system for investigations, and DCF's work with CGI-AMS (an information technology consulting firm) as a systems integrator to release a federally approved Statewide Automated Child Welfare Information System (SACWIS) compliant computer system for child welfare services in 2007.
- The BSO Child Protective Investigation Section's goal of continuous improvement, "Doing it right, the first time, every time," continued to be promoted through their quality assurance program, and was fully integrated into their in-service training efforts. Their ongoing in-service training programs included formal classroom training as well as one-on-one field training and mentoring, and case file review.
- Their Analytical Unit in 2006 added yet another uniquely valuable resource for providing investigators with background information on subjects. Access was obtained to the *Florida Association of Court Clerks and Comptroller – Comprehensive Case Information System (CCIS)*, which offers a detailed report on statewide Florida civil and criminal court system databases. Similar in nature to a Florida Department of Law Enforcement criminal record report, these consolidated state court reports give investigators an enhanced view of subjects' judicial actions across the state.
- The Broward Sheriff's Office has a pivotal role with research for placement background checks for their county Community Based Care Lead Agency (CBC), ChildNet. BSO completes background checks for the CBC from a variety of data sources (i.e.: driver's licenses, civil court checks, etc), which appreciably aid in decision making of potential caregivers.

Pinellas County

Child Population: 180,319 (5.5 % of state total)

Initial and Additional Abuse Reports received 07/01/05 – 06/30/06: 10,016

Percent of statewide reports received 7/1/05 – 6/30/06: 5.4 %

Averaged monthly rate of abuse reports per 1,000 child population: 4.6

Overall the Pinellas County Sheriff's Office received a **PASSING** performance rating of 95.9%. For the combined areas of initial response and emergency removal the Pinellas county Sheriff's Office received a **PASSING** performance rating of 93.9%. For program management, a **PASSING** performance rating of 100% was achieved.

Pinellas County Sheriff's Office

Improvements or Positive Accomplishments

Program year 2006

Program accomplishments as well as initiatives implemented to increase efficiency noted within the Pinellas County Child Protective Investigation Division include:

- The Pinellas County Sheriff's Office received a higher rating this year than in last year's 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 closed cases at least half of which are judicial cases. It also involves an in-depth review of the management of the program.

Additionally, during this past year, seven positive points and/or initiatives involving child safety investigations were found in Pinellas County:

- Continued monthly statistical analysis/performance mapping (Stat-Trac).
- Expanded the number of investigators working the night/weekend units in order to allow for better 24-hr/7-day coverage.
- Contractually entered into an agreement with Dr. James Crum, child psychologist, to provide "in-house" consultation services.
- Continued coordinating and hosting bi-annual service fairs for area service providers.
- Initiated a program soliciting local congregations of faith in what is called "Churches in Partnership," to provide items of need to families in need.
- Instituted measures to enhance pre-employment recruitment and screening for investigator positions.
- Continued successful annual "Christmas Sharing Project" for various needy families served.

Outcome Measures Attainment

The performance measures used to determine outcome performance attainment for the Sheriffs and DCF districts/region are as follows:

- ✓ 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 is produced monthly by the DCF's HomeSafenet (HSn) information system, and is based on child protective investigations closed each month. The following data is for DCF's Fiscal Year 2005-2006, which runs from July 1, 2005, through June 30, 2006.

Fiscal Year 2005-2006 Outcomes for Commencements of Reports within 24 hours

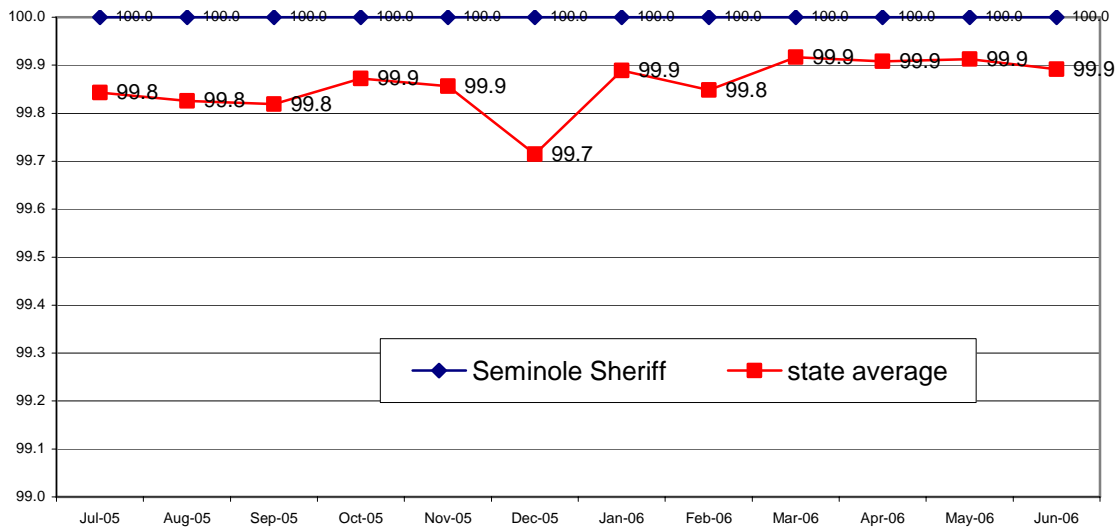
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Fiscal Year Average
District 01	99.5	99.0	99.9	99.8	100.0	99.8	100.0	99.7	100.0	99.9	99.7	99.7	99.8
District 02	100.0	99.7	99.7	100.0	99.7	99.7	99.6	99.8	99.9	99.8	100.0	100.0	99.8
District 03	99.8	99.8	99.2	99.7	100.0	100.0	100.0	100.0	99.8	100.0	99.8	100.0	99.9
District 04	99.8	99.9	100.0	100.0	99.9	100.0	100.0	100.0	99.9	99.8	100.0	100.0	99.9
District 07	99.8	99.8	99.8	99.8	99.8	99.6	99.8	100.0	99.8	99.9	100.0	99.9	99.8
District 08	100.0	100.0	99.6	100.0	100.0	99.5	100.0	100.0	100.0	100.0	100.0	99.7	99.9
District 09	99.7	99.7	100.0	99.9	99.2	98.1	100.0	100.0	100.0	99.9	99.9	99.9	99.7
District 11	99.8	99.6	99.5	99.6	99.6	99.1	99.8	99.8	99.7	100.0	100.0	99.9	99.7
District 12	100.0	100.0	99.7	99.8	99.6	99.5	99.8	99.6	99.8	100.0	99.7	99.9	99.8
District 13	99.9	99.8	99.8	99.5	100.0	100.0	99.7	99.7	100.0	99.6	99.7	99.7	99.8
District 14	100.0	100.0	100.0	99.9	99.9	99.5	99.7	99.3	100.0	100.0	100.0	99.9	99.8
District 15	100.0	100.0	100.0	100.0	99.8	100.0	100.0	99.7	100.0	100.0	100.0	100.0	100.0
Suncoast	99.7	99.6	99.9	100.0	99.9	100.0	100.0	99.8	99.8	99.9	99.9	100.0	99.9
DCF Average												99.8	
Broward	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
Manatee	99.6	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.7	100.0	99.9
Pasco	99.7	100.0	100.0	99.7	100.0	100.0	99.7	100.0	99.7	99.7	100.0	99.5	99.8
Pinellas	99.8	100.0	99.7	100.0	100.0	100.0	99.8	100.0	100.0	99.9	100.0	100.0	99.9
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
Sheriff Average												99.9	

The abuse report commencement outcomes are based on the final closed record data from the HomeSafenet monthly LEADERBOARD reports. For Fiscal Year 2005-2006, the five Sheriffs' Offices surveyed averaged 99.9% on commencement of investigations within 24 hours, as required. The average for the 13 DCF districts/region was 99.8%.

Seminole County Sheriff:

The Seminole County Sheriff's Office consistently had 100% commencement outcomes for each month in Fiscal Year 2005-2006, based on closed report outcomes.

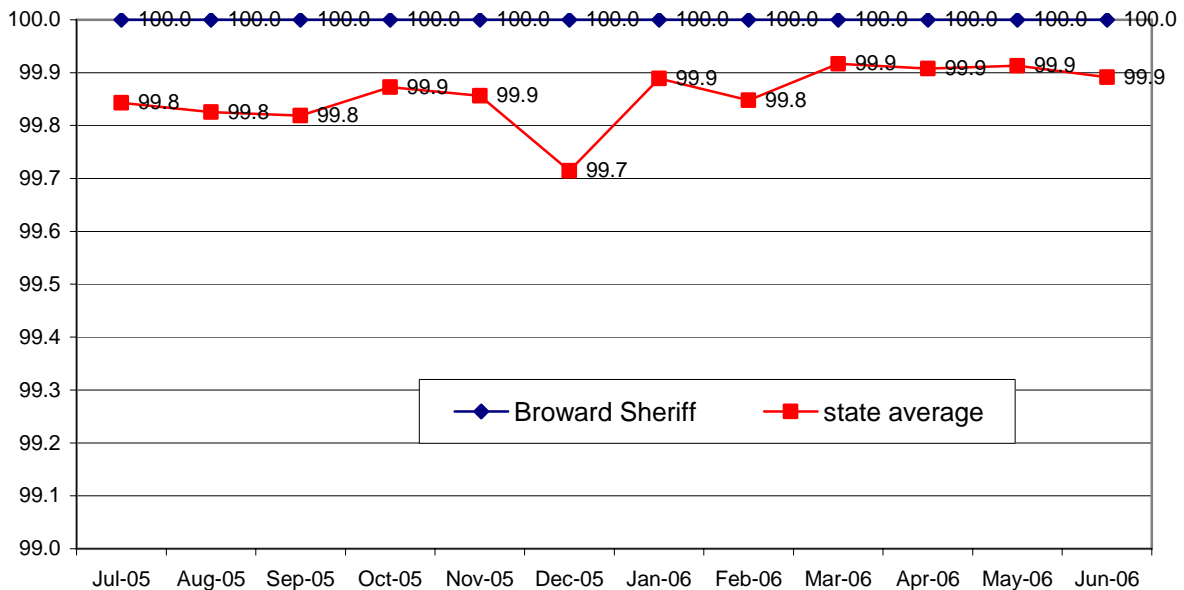
05-06 Fiscal Yr Performance Measure Outcome: 24-Hr Report Commencement
Seminole County Sheriff's Office / DCF Statewide Average



Broward County Sheriff:

The Broward County Sheriff's Office consistently had 100% commencement outcomes for each month in Fiscal Year 2005-2006, based on closed report outcomes.

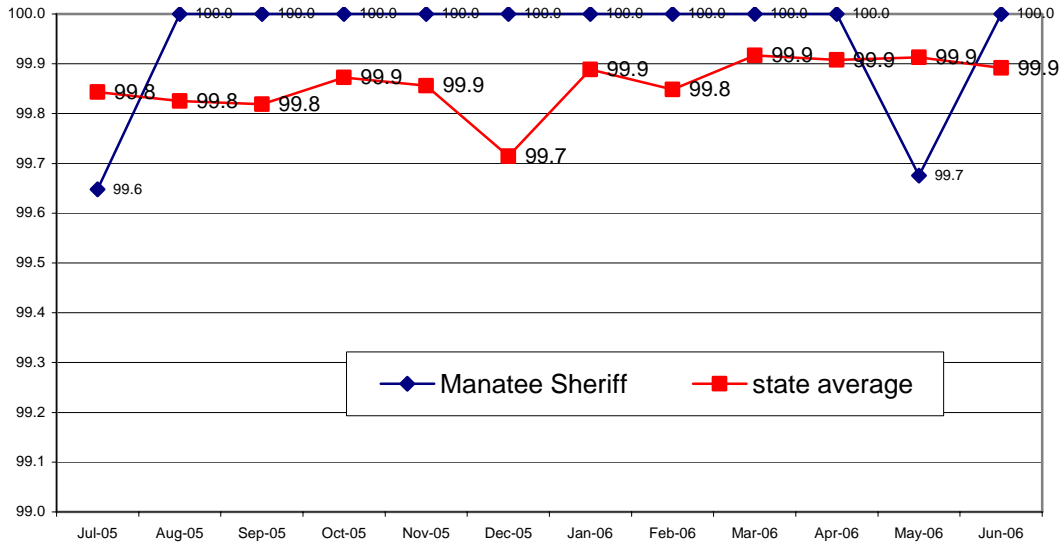
05-06 Fiscal Yr Performance Measure Outcome: 24-Hr Report Commencement
Broward County Sheriff's Office / DCF Statewide Average



Manatee County Sheriff:

The Manatee County Sheriff's Office averaged 99.9 % on commencement outcomes for each month in Fiscal Year 2005-2006, based on closed report outcomes.

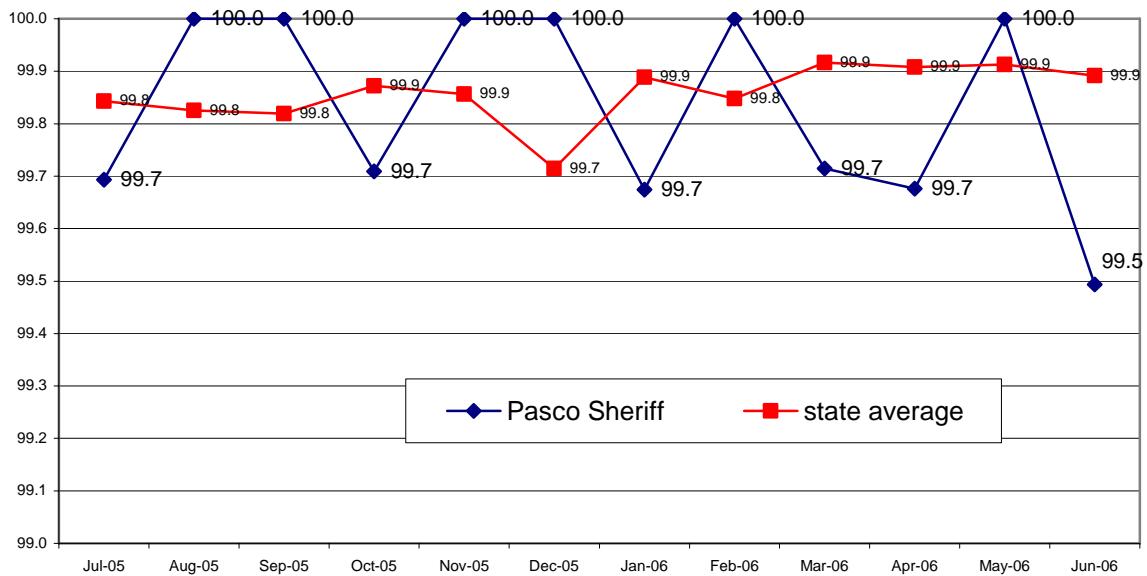
**05-06 Fiscal Yr Performance Measure Outcome: 24-Hr Report Commencement
Manatee County Sheriff's Office / DCF Statewide Average**



Pasco County Sheriff:

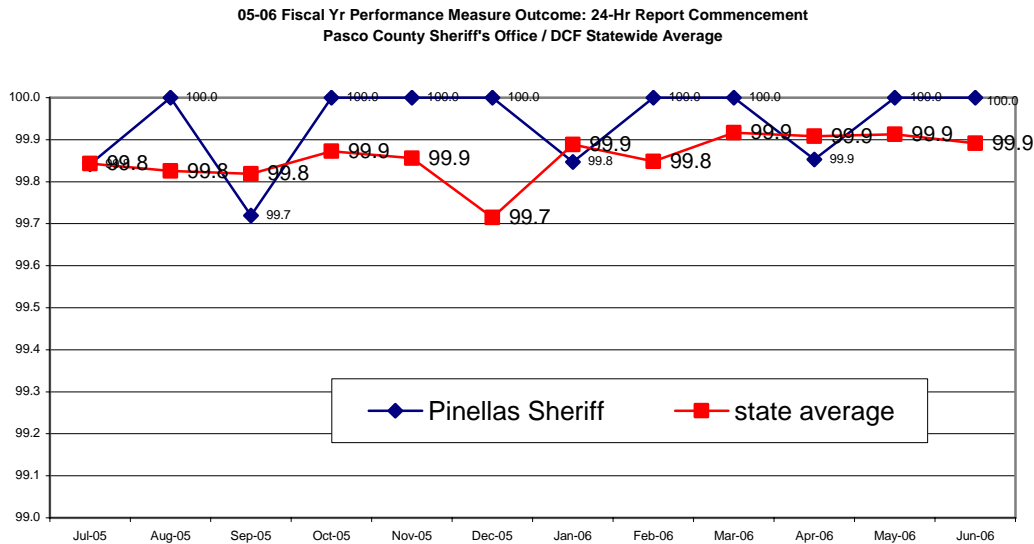
The Pasco County Sheriff's Office averaged 99.8 % on commencement outcomes for each month in Fiscal Year 2005-2006, based on closed report outcomes.

**05-06 Fiscal Yr Performance Measure Outcome: 24-Hr Report Commencement
Pasco County Sheriff's Office / DCF Statewide Average**



Pinellas County Sheriff:

The Pinellas County Sheriff's Office averaged 99.9% on commencement outcomes for each month in Fiscal Year 2005-2006, based on closed report outcomes.



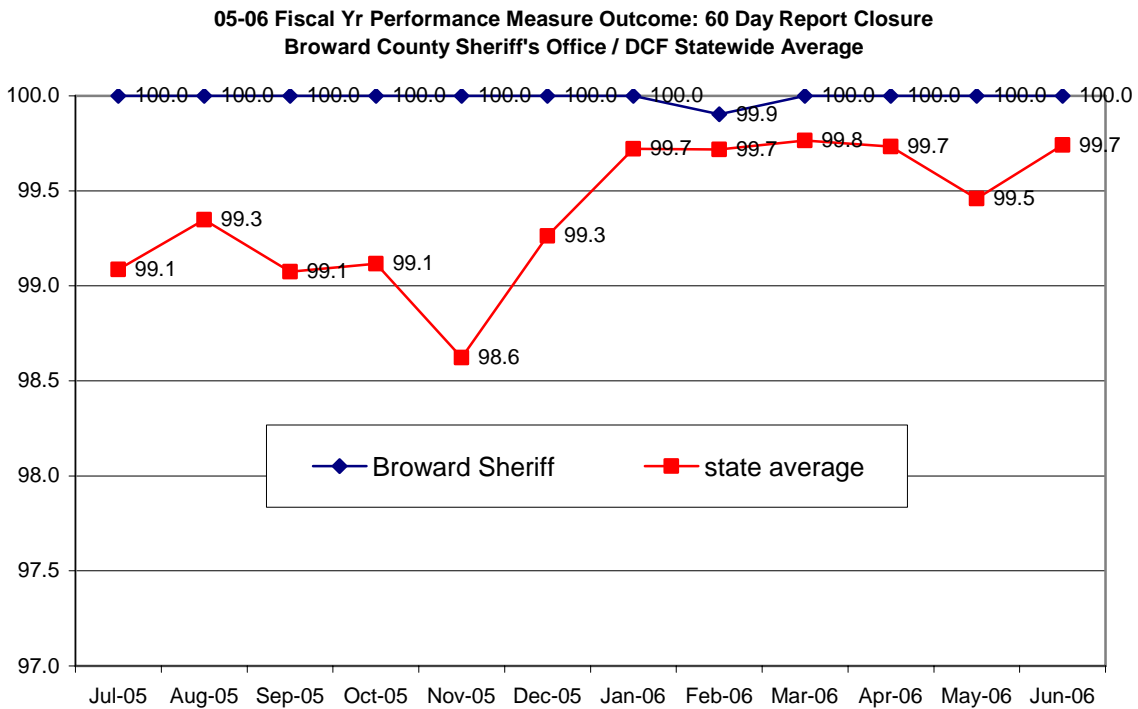
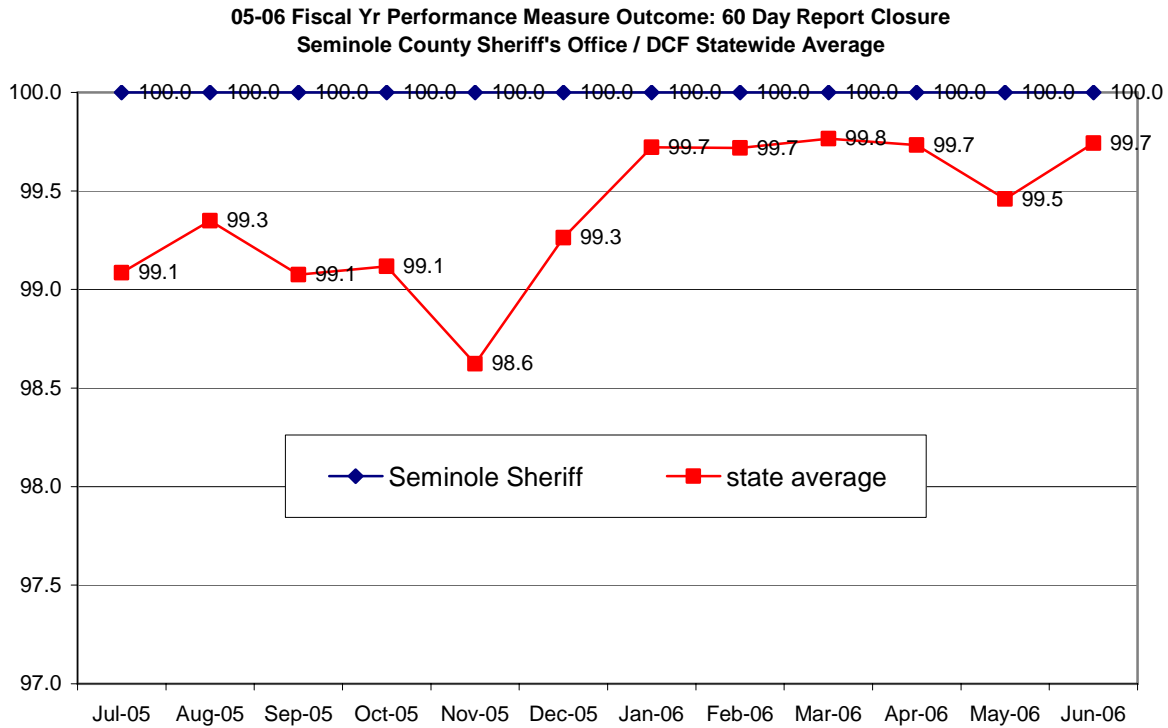
Annual Outcomes for Investigations Completed in 60 days

	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Fiscal Year Average
District 01	99.8	99.4	100.0	99.8	99.3	100.0	100.0	99.8	99.9	99.9	99.2	99.5	99.7
District 02	99.3	99.7	99.5	99.6	99.5	99.6	99.6	100.0	99.4	99.7	99.5	99.5	99.6
District 03	98.6	99.5	100.0	100.0	100.0	100.0	99.8	99.5	100.0	99.6	99.3	100.0	99.7
District 04	100.0	99.8	99.8	99.6	100.0	99.7	100.0	100.0	100.0	100.0	100.0	100.0	99.9
District 07	96.4	97.7	95.6	94.8	93.1	92.6	98.6	99.6	100.0	99.8	99.7	100.0	97.3
District 08	100.0	100.0	99.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
District 09	100.0	100.0	100.0	99.9	99.6	99.9	100.0	100.0	100.0	99.9	99.9	100.0	99.9
District 11	96.1	97.7	94.7	94.2	92.7	98.5	99.8	99.1	98.8	99.8	99.4	99.2	97.5
District 12	99.6	99.8	99.8	100.0	99.8	100.0	99.3	100.0	99.8	100.0	100.0	100.0	99.8
District 13	96.8	96.0	95.2	97.7	92.4	97.8	98.5	98.4	98.7	96.7	96.0	100.0	97.0
District 14	98.4	99.3	99.1	99.4	99.0	99.5	99.5	99.1	99.7	99.8	97.7	98.1	99.0
District 15	100.0	99.7	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Suncoast	99.0	99.7	99.7	99.7	100.0	99.8	100.0	99.7	100.0	100.0	99.8	99.8	99.8
DCF Average													99.2
Broward	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0
Manatee	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
Pasco	100.0	100.0	100.0	99.4	99.7	99.7	100.0	99.7	99.4	100.0	99.7	99.2	99.7
Pinellas	99.5	100.0	100.0	100.0	100.0	99.7	99.8	100.0	100.0	100.0	100.0	100.0	99.9
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
Sheriff Average													99.9

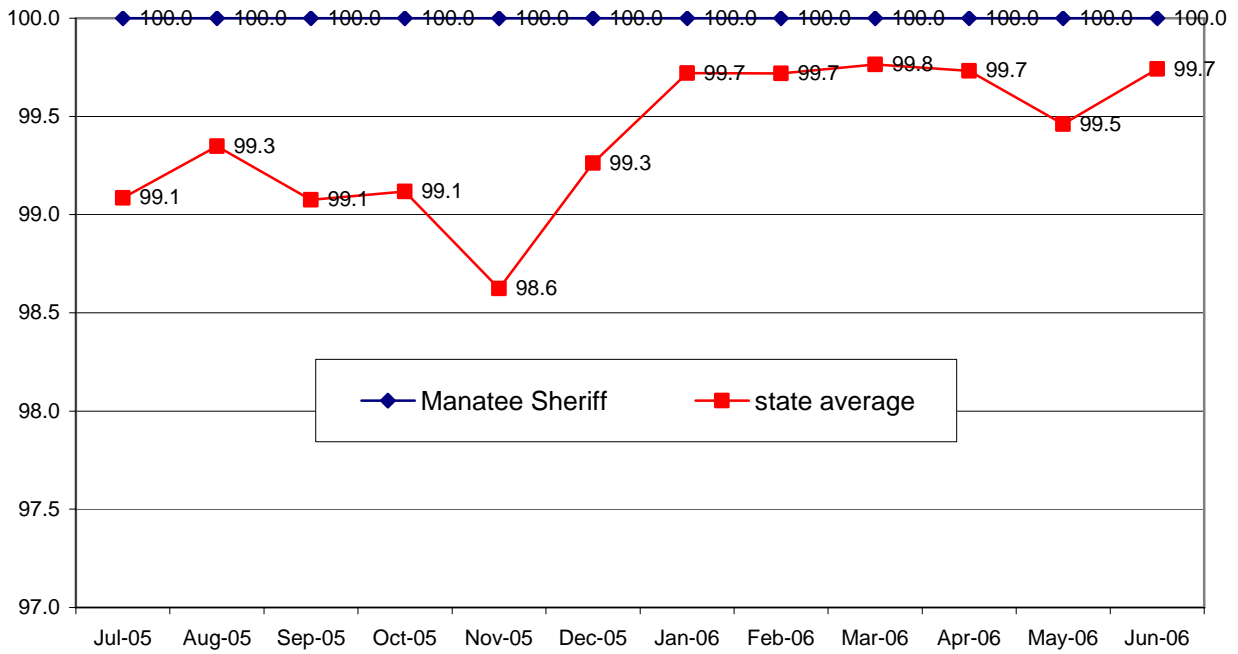
The abuse report closure outcomes based on data from HomeSafenet LEADERBOARD reports show an average annual outcome for the five Sheriffs' Offices of 99.9%, and an average annual outcome for the 13 DCF districts/region of 99.2%.

Seminole, Broward, and Manatee County Sheriff Offices:

The Seminole, Broward, and Manatee County Sheriff's Offices have averaged 99.9% on report closures within 60 days for Fiscal Year 2005-2006, according to HomeSafenet closed reports statistics.



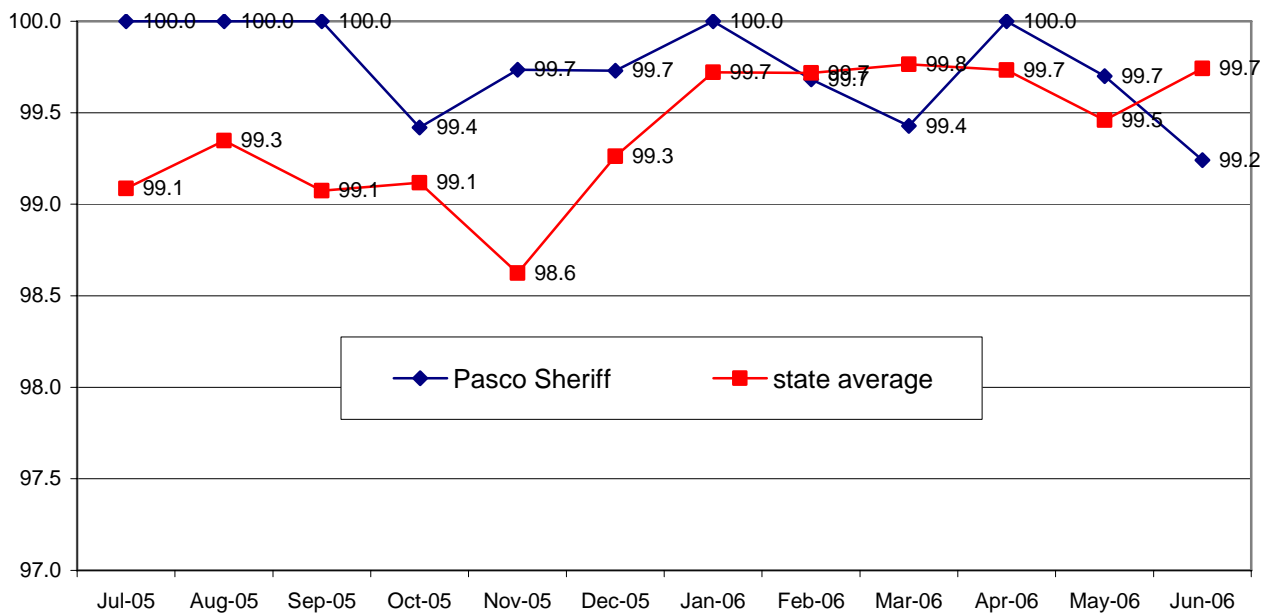
**05-06 Fiscal Yr Performance Measure Outcome: 60 Day Report Closure
Manatee County Sheriff's Office / DCF Statewide Average**



Pasco County Sheriff:

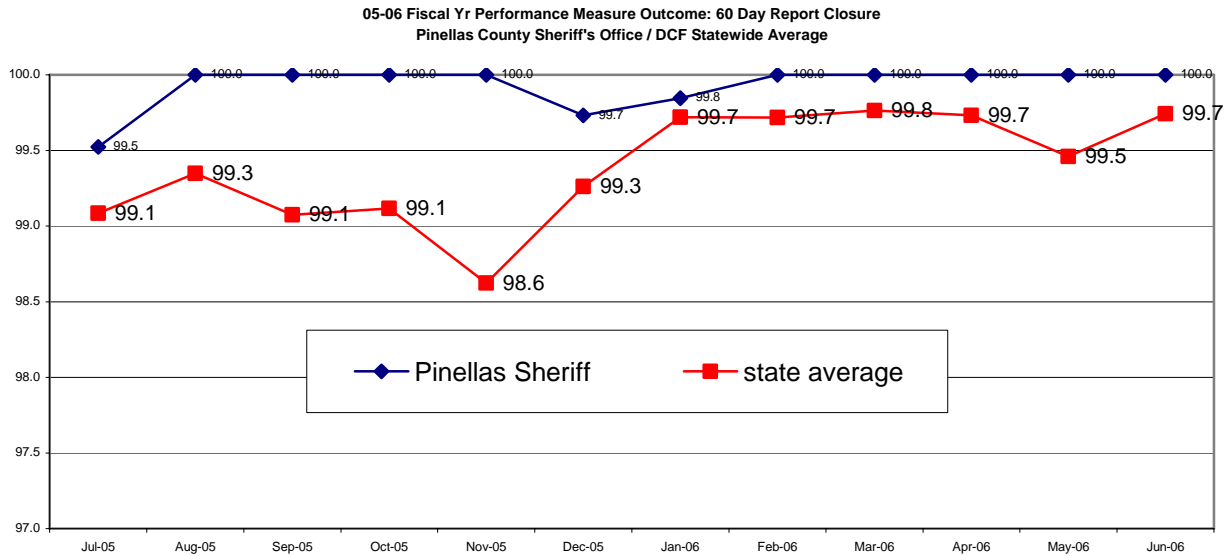
The Pasco County Sheriff Office averaged 99.7% on report closures within 60 days for Fiscal Year 2005-2006.

**05-06 Fiscal Yr Performance Measure Outcome: 60 Day Report Closure
Pasco County Sheriff's Office / DCF Statewide Average**



Pinellas County Sheriff:

The Pinellas County Sheriff Office averaged 99.1% for report closures within 60 days for Fiscal Year 2005-2006.

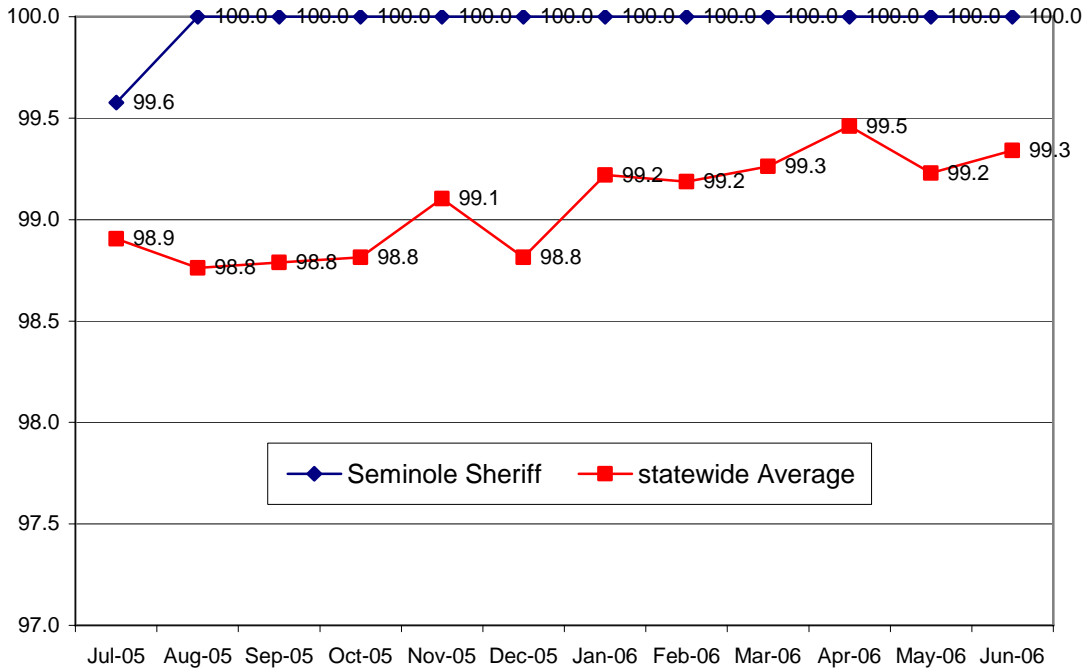


Annual Outcomes for Initial Supervisory Reviews completed within 72 hours of Risk Assessment Submission

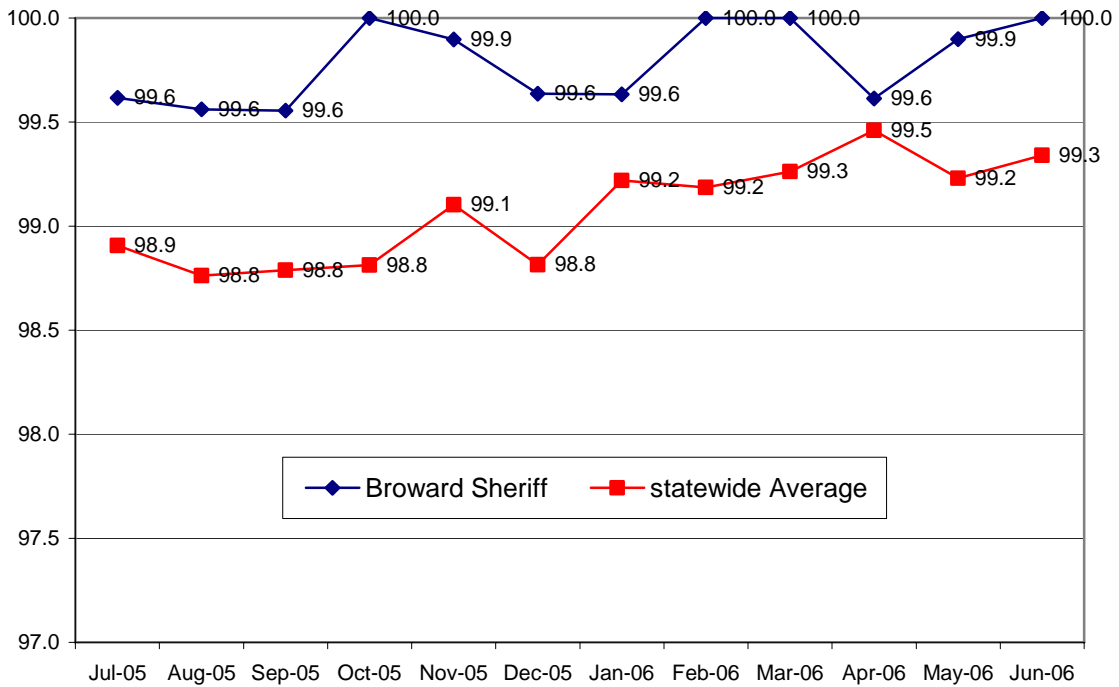
	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Fiscal Year Average
District 01	99.0	97.9	99.6	98.8	99.3	99.0	99.3	99.8	99.7	100.0	99.0	99.2	99.2
District 02	98.8	99.2	99.2	98.4	99.5	99.5	100.0	99.6	99.6	99.4	98.8	99.1	99.3
District 03	97.7	98.4	97.2	96.9	99.6	99.0	99.5	99.3	99.1	99.6	99.0	99.1	98.7
District 04	99.1	99.1	98.7	97.7	99.4	99.1	99.4	99.7	99.4	99.3	99.0	99.6	99.1
District 07	99.1	99.1	98.8	98.9	98.6	97.6	98.8	99.3	99.4	98.7	98.7	99.4	98.9
District 08	99.8	99.4	99.8	99.7	99.5	99.8	99.8	100.0	99.3	99.8	100.0	99.7	99.7
District 09	99.5	98.9	99.1	99.6	99.3	98.4	99.9	99.4	99.1	99.5	99.0	99.4	99.2
District 11	97.9	96.7	98.4	97.8	98.1	98.5	98.3	97.8	98.0	99.0	98.5	98.6	98.1
District 12	97.9	97.7	97.6	98.0	98.0	97.4	98.0	98.5	97.6	98.7	98.2	98.1	98.0
District 13	98.8	97.5	97.4	97.1	97.9	97.9	98.4	98.1	98.7	99.0	97.7	98.3	98.1
District 14	98.5	98.7	98.6	98.8	97.4	97.2	98.1	97.4	99.0	99.1	99.5	98.9	98.4
District 15	99.7	98.4	99.1	99.0	99.8	99.5	99.4	99.7	99.8	100.0	99.5	99.8	99.5
Suncoast	99.0	99.2	99.1	99.6	99.5	99.4	99.4	99.0	99.5	99.7	99.6	99.8	99.4
DCF average													98.9
Broward	99.6	99.6	99.6	100.0	99.9	99.6	99.6	100.0	100.0	99.6	99.9	100.0	99.8
Manatee	98.6	98.9	99.2	100.0	99.2	99.4	99.7	99.6	99.7	100.0	100.0	100.0	99.5
Pasco	98.8	99.7	98.3	99.7	99.7	98.7	99.0	99.0	99.7	99.4	100.0	99.7	99.3
Pinellas	98.9	99.3	98.5	98.7	99.0	98.8	99.2	99.2	99.3	99.4	99.8	99.3	99.1
Seminole	99.6	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Sheriff Average													99.5

An initial supervisory review of all reports occurs after an investigator submits the report (within 48 hours of hotline receipt). The abuse report initial supervisory review outcomes are based on data from HomeSafenet LEADERBOARD reports. Data for Fiscal Year 2005-2006 show that the five Sheriff's Offices averaged 99.5% compliance with the supervisory review measure, and that the 13 DCF districts/region averaged 98.9%.

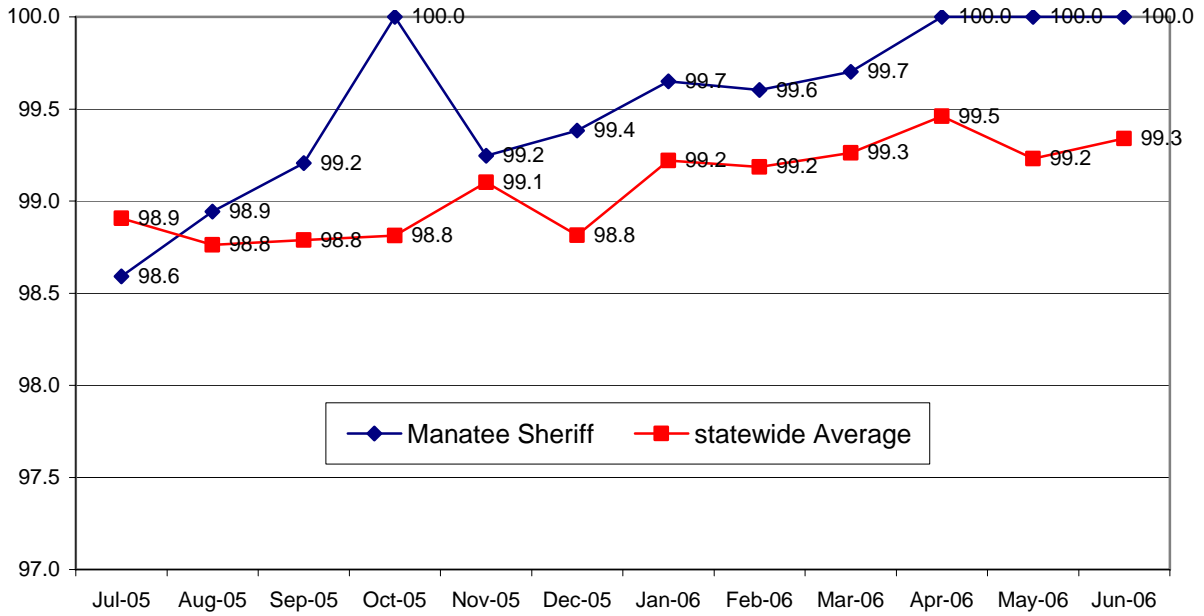
**05-06 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Seminole County Sheriff's Office / DCF Statewide Average**



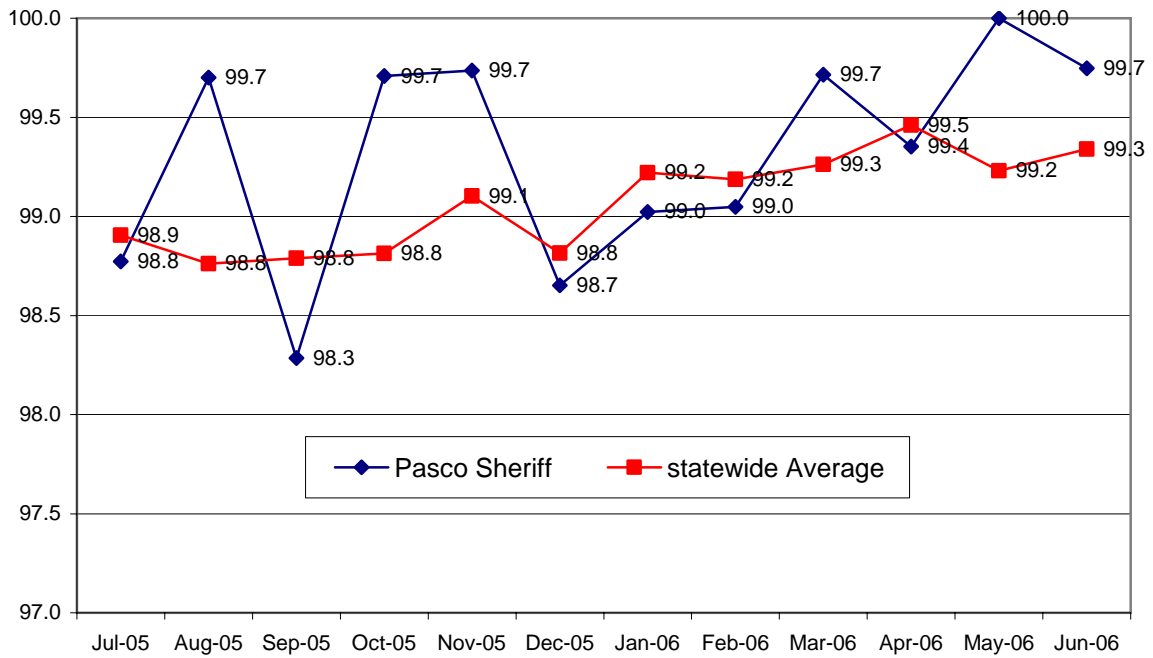
**05-06 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Broward County Sheriff's Office / DCF Statewide Average**



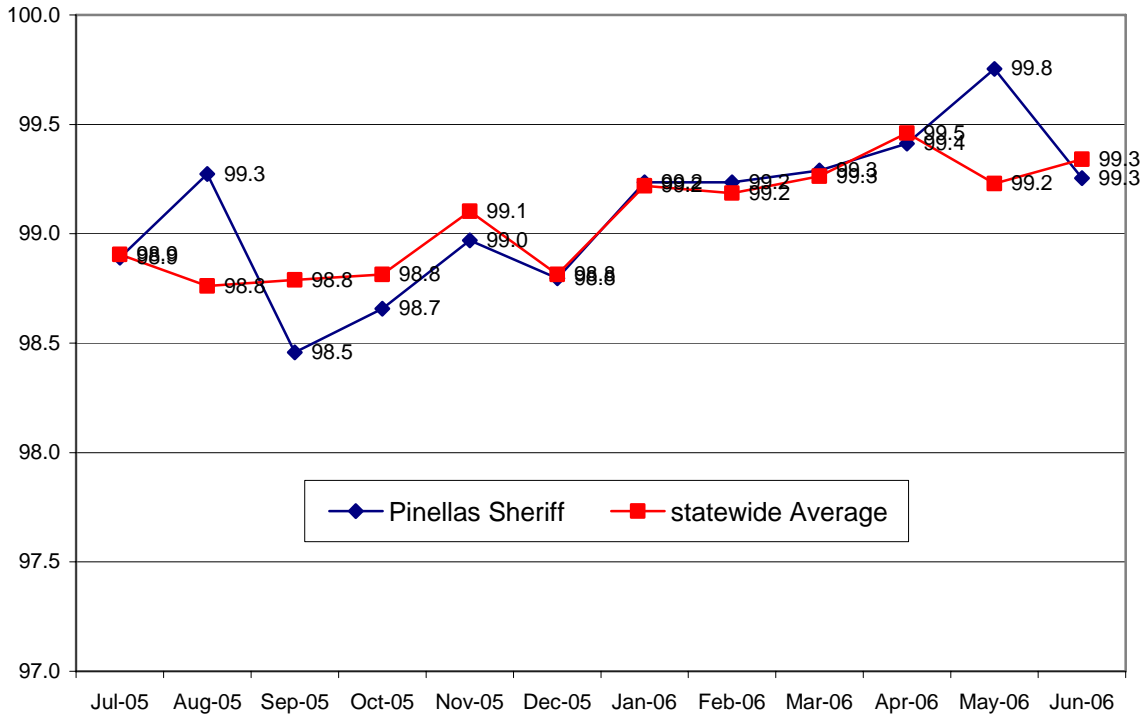
**05-06 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Manatee County Sheriff's Office / DCF Statewide Average**



**05-06 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Pasco County Sheriff's Office / DCF Statewide Average**



**05-06 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Pinellas County Sheriff's Office / DCF Statewide Average**



PROGRAM MANAGEMENT

Program Management Performance

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 24 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 of 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, several factors affect the ability to prepare a definitive unit cost analysis. These factors include such variables as: Sheriff's preference for purchasing motor vehicles versus leasing; organizational structure of the Sheriff's Office performing child protective investigations; experience in performing investigative functions, etc. Costs not reflected in either the Sheriffs' or the Department's unit cost calculations include those related to HomeSafenet, training costs paid directly by the Department, or funds allocated to the Sheriff's Offices specifically for staff training. 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. This may cause an overstatement of costs in the year such assets are purchased and an understatement of costs in the benefiting periods.

The chart on the following page provides budget and cost data for each Sheriff and for the Department for Fiscal Year 2005-2006. The "Grant Budget" amount is the amount appropriated for the fiscal year. The "Actual Cost per Report" is calculated by dividing actual expenditures (excluding expenditures for staff training) by the number of abuse and neglect reports (initial reports and additional reports) for a given fiscal year. Fiscal Year 2004-2005 actual costs per report are provided for comparison purposes.

There was an overall 5.24% increase in the number of initial and additional reports in Fiscal year 2005-2006 compared to Fiscal Year 2004-2005. Statewide, expenditures in Fiscal Year 2005-2006 for child protective investigations increased by 4.82% over the prior fiscal year. The largest increase in appropriations for the Sheriff's grants was 16.7% for the Pinellas County Sheriff. The greatest increase in the number of reports

also occurred in Pinellas County. The Statewide average cost per report investigated dropped slightly from Fiscal Year 2004-2005, largely due to the fact that Fiscal Year 2004-2005 costs included staff training allocations for Sheriff's Offices, thus slightly overstating the unit cost.

AGENCY	FY 2005-2006 GRANT BUDGET	INITIAL AND ADDITIONAL REPORTS FY 2005-2006	BUDGETED COST PER REPORT INVESTIGATED FY 2005-2006	ACTUAL COST PER REPORT INVESTIGATED FY 2005-2006	ACTUAL COST PER REPORT INVESTIGATED FY 2004-2005
Broward	\$13,337,160	12,598	\$1,058.67	\$1,055.92	\$997.02
Manatee	\$3,619,941	3,854	\$939.27	\$945.64	\$827.92
Pasco	\$4,189,840	4,865	\$861.22	\$857.09	\$825.10
Pinellas	\$10,656,488	10,016	\$1,063.95	\$1,052.73	\$963.71
Seminole	\$3,527,155	3,876	\$910.00	\$875.52	\$789.90
Sheriff Average	\$35,330,584	35,209	\$1,003.45	\$995.61	\$922.60
Department	\$117,166,516	144,850	\$808.88	\$798.33	\$817.72
Total and Statewide Average	\$152,497,100	180,059	\$846.93	\$836.91	\$840.28

NOTES:

- The following columns containing Department information include 15.9% indirect cost on the salary expenditures of \$85,838,353:
 - "FY 2005-2006 Grant Budget"
 - "Budgeted Cost Per Report Investigated FY 2005-2006"
 - "Actual Cost Per Report Investigated FY 2005-2006"
- The amount for the Department in the column "Actual Cost Per Report Investigated FY 2004/2005" includes 17.0% indirect cost on salary expenditures.
- The column "FY 2005-2006 Grant Budget" for Sheriffs excludes training allocations.
- The column "FY 2005-2006 Grant Budget" for the Department excludes training contracts and \$1,000,000 funding for Hillsborough County Sheriff's Office Start-up Grant.
- "Actual Cost Per Report Investigated FY 2004-2005" includes Sheriff's costs for staff training. For FY 2005-2006, these costs were excluded from the calculations for "Actual Cost Per Report."

RECOMMENDATIONS

1. The Sheriff's Offices in Hillsborough, 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. The 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 Sheriff's 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 Sheriffs' Offices that express an interest in conducting protective investigations and should work with the Legislature to secure funding for this to occur.