

SHERIFF'S CHILD PROTECTIVE INVESTIGATIONS

PROGRAM PERFORMANCE EVALUATION REPORT

JANUARY 31, 2004

*Conducted by the
Broward, Manatee, Pasco, Pinellas, & Seminole County Sheriff's Offices
And
The Florida Department of Children and Families
Office of Child-Welfare and Community Based Care*



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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, 2003 through July 1, 2003, and subsequently closed after July 1, 2003 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 approach to the record review proposed by the Department and regarded acceptable to the Sheriff's representatives was a modification of a standardized quality assurance review instrument developed by the Department's Quality Assurance Division several years earlier for quality improvement intentions. It is known statewide by the designation, "*Excellence in Child Protection.*" The formal Sheriff Office reviews using this modified review instrument occurred from September 30 through October 31, 2003.

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

Paragraph 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 2000-2001, 2001-2002 and 2002-2003, 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 in accordance with Department's timeframes.

The data for these measures is produced monthly by the Department's child-welfare computer system, HomeSafenet (HSn) in 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

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

RECOMMENDATIONS

1. The Department of Children and Families should continue by Grant Agreements to utilize the Sheriff's Offices in Manatee, Pasco, Seminole, Broward, and Pinellas counties to conduct those counties respective child protective investigations.
2. That this Legislature continue recognizing that the participating Sheriff's Office models are a viable method for providing child protective investigative services, and to continue with the Peer Review process for fulfilling the requirement of an annual report to the Legislature.
3. The Department of Children and Families should continue to monitor its Grant Agreements with the Sheriff's Offices.
4. The Department of Children and Families should continue to report on the participating Sheriff's Offices with regard to achieving the legislatively mandated performance outcome standards and measures.

5. The Department of Children and Families with the collaboration of the participating Sheriff's Offices should continue in identifying appropriate practice standards, performance measures, and recommended legislative changes for child protective investigations.
6. The Department of Children and Families will accomplish the aforementioned recommendation by collaborating with a Sheriff's Advisory Board as recognized and authorized by the Legislature. This board will be made up of one or more representative members of each participating Sheriff's Office.
7. The Department of Children and Families 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.

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 Six years, eleven months
- Pinellas Sheriff's Office Four years
- Broward Sheriff's Office Four years, three months
- Pasco Sheriff's Office Three years, eight months
- Seminole Sheriff's Office Two 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 the summer of 2002. The review tool was updated to add two additional review questions following a meeting with the Department prior to Peer Review in fall of 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.

The Sheriff's Office Peer Review instrument and tools were presented to the Quality Assurance staff of the Department during a meeting in the fall of 2003. This review tool is currently being considered for inclusion into their existing Quality Assurance tool used in reviews conducted by the Department statewide.

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 cases received between April 1, 2003 and July 1, 2003. This includes cases locked after July 1, 2003 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 Florida Abuse Hotline Information System or the HomeSafenet system.

QUALITY PERFORMANCE

PEER REVIEW TEAMS

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 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 modified for this evaluation by representatives of the Department and the respective Sheriff's Offices. 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 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 56 -100 %
- Non-Passing 0 - 55 %
- (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

Paragraph 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 2000-01, 2001-02 and 2002-03 apply to child protective investigations.

The performance measures and standards used to determine outcome attainment for the Sheriff's and the comparison counties for fiscal year 2002-2003 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 child welfare and sheriff's office as a protective investigation program.
- The report period represents the last three months of performance available; October 1 through October 31, November 1 through November 30 and December 1 through 31, 2003.

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 September 30, through October 31, 2003.

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	PASS	PASS	PASS
Pasco	PASS	PASS	PASS
Seminole	PASS	PASS	PASS
Broward	PASS	PASS	PASS
Pinellas	PASS	PASS	PASS

PROGRAM DESCRIPTIONS



MANATEE COUNTY

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

Summarized observations made by the review team on performance follow:

Areas of Best Performance:

- Effective cooperative partnership with the county's foster care lead-agency is evidenced at the early service intervention (ESI) staffings held each week on Tuesday. These ESI family cases are turned over to the Safe Children Coalition (SCC) on a 10-day turnover schedule. By doing so, family intervention and services can be initiated in a more timely fashion. MSO and SCC have developed a working agreement to clearly allocate specific tasks to be completed prior to staffing to ensure that SCC has all the necessary data to begin the services process. Case plans and Predisposition Studies (PDS) are now drafted by their legal counsel at the Office of the Attorney General (OAG) with the SCC personnel resulting in the Child Protective Investigators having considerable time freed up which then can be devoted to other investigations.
- The Manatee County Sheriff's Office currently has two in-house deputies assigned to respond to child protective investigations (CPS) call-outs in an effort to reduce the impact on their road patrol. The child protective investigators request deputy time on a sign-out log. The investigative response is dually overseen by CPS supervision and the "Crimes against Children" supervising Sergeant. As a result enhancements have been evidence in initial law enforcement response time. Additionally, because these dedicated CPS deputies in Manatee County are focused on child abuse/neglect issues, the reporting and detective involvement processes have been able to be streamlined.
- The Manatee County Sheriff's Office now incorporates the functions of their Domestic Violence Unit with that of their Child Protective Investigation Section (CPS). With the inclusion of this domestic violence unit into their CPS division, they have enhanced coordinated efforts in place to ensure the safety of children in reports involving domestic violence situations. Additionally the peer review team found that information was more readily available to their child protective investigators on family situations as well as the legal injunctive process through the DVU personnel. In reports reported to the hotline involving domestic violence call-outs, their child protective investigators now have this resource along with a third deputy knowledgeable in domestic violence situations for case coordination.
- The Peer Review Team found that the Manatee County's family court in collaboration with the Manatee Sheriff's Office now provides to their child protective investigation division copies of their domestic violence injunction dismissals so that they may review and include the information in any active investigation and/or initiate further action to ensure the safety of children in those particular reports where one or both parents involved in domestic violence has reunited.
- The Manatee County Sheriff's have in-house squad meetings to enhance functionality between their road patrol personnel, domestic violence division, child protective investigation section, and their Crimes Against Children division to enclose all related statutory implications. Their in-house meetings processes have helped to educate their road deputies in the finer points of criminal child abuse and in the law enforcement reporting process.

- Due to growing needs within their child protective investigation section, they have added a receptionist. Their creation of this position has freed up more time for their clerks more time to complete upfront preliminary criminal history checks prior to CPS report commencements. By doing so, their child protective investigators and deputies have a more informed stance when responding to new abuse report call-outs.
- Each of the Manatee County Sheriff Child Protective Investigators now have been issued an upgraded digital camera for taking field photos when necessary of the home and children involved in the reports. Their upgraded digital cameras have a higher pixel capacity and provide their investigators with court quality photos for evidentiary purposes. They have procedures where the certified law enforcement deputies or municipal officers take the photos. Their child protective investigators also have been issued mag lights for nighttime response needs.



PASCO COUNTY

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

Summarized observations made by the review team on performance follow:

Areas of Best Performance:

- The Pasco Sheriff's Office Child Protective Investigation Section has first-rate guidance and direction by the supervisor for their child protective investigators. This guidance and direction is documented by the supervisor and followed through by the investigators. When the criteria were met for a second party review, they were completed in a timely manner by a law enforcement sergeant who they have functioning as a district supervisor at each of the service centers.
- During the fiscal year of the evaluation period, FY 2002-2003, their total backlog was reduced remarkably to less than 100 reports. Their backlog is now being maintained at a minimal level, even with their initiation and transitioning to a new child-welfare computer system, HomeSafenet. The Pasco County Sheriff Child Protective Investigation Section showed ongoing efforts to continue their commitment to address their backlog with continued allocation of manpower and resources to prevent current or future backlog accumulation.
- The Peer Review team found that with the Pasco Sheriff's Office detailed interviews with children and subjects of the reports were thorough and well documented. Most reports reviewed included additional observations and attention to global safety factors such as family interaction and environmental conditions.
- In Pasco County there appears to be limited community resources and services for referral purposes and the Pasco County Sheriff's child protective investigators were appropriately using these resources and services to target underlying family stressors and to mitigate child safety issues. It was evidence that their child protective investigators have ensured that all reasonable avenues were explored to avoid judicial involvement.
- The Pasco County Sheriff's Office had invested in quality laptops with high-speed air cards; computer mounts as well as external antennas for their assigned child

protective investigator vehicles. As a result of their action their child protective investigators were provided with sufficient field-based tools to comply with issues such as timeliness of their data entry and remote retrieval of data from the state's computer system, HomeSafenet.

- The review found that the Pasco Sheriff's Office continued to maintain and cultivate good working relationships with their DCF Suncoast Region Office. Members of the Sheriff's Office were also found to be involved in a number of statewide workgroups addressing issues ranging from staff retention and training, to the HomeSafenet computer system.
- There was a continued documentation in the majority of files reviewed of good communication between the CPI and their supervisory staff. Reports were frequently staffed with supervisors, Sergeants, or even Directors as warranted ensuring the most appropriate and well-informed decision was being made.



SEMINOLE COUNTY

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

Summarized observations made by the review team on performance follow:

Areas of Best Performance:

- Since July of 2003 when the Florida Department of Children began monthly statewide tracking of 18 districts, regions, and/or Sheriff's on twelve key performance milestones from closed child protective investigations reports, the Seminole County Sheriff's Office, has ranked 1st in the state overall in these monthly summaries for Child Protective Investigations.
- At the time of their on-site peer review, Seminole County ranked first in the category of *victim's seen within 24 hours*.
- At the time of their on-site peer review, the Seminole County Sheriff's Office ranked first in the state for *Investigations commenced on time* (within 24 hours).
- Since the initiation of Florida's new child-welfare computer, HomeSafenet, for handling child abuse investigations the Seminole County Sheriff's Office has had no reports exceed 60-days and they have continued to maintain this zero backlog.
- The Seminole County Sheriff's Office has statistically the shortest average response time for abuse report commencements in Florida. They averaged a response time of 5.7 hours when the peer review team reviewed statistics.
- Out of need for closer contact with families requiring community services referrals, the Seminole County Sheriff's Office established a Family Services Specialist position. Their new support function person now provides their section with and up front and post investigation referrals to their community service providers. This allows for close work with families in an effort to curtail the recidivism of abuse reports on those same families.



BROWARD COUNTY

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

Summarized observations made by the review team on performance follow:

Areas of Best Performance:

- The Broward Sheriff's Office (BSO) served as the initial Beta site for the statewide deployment of Florida's new computer, HomeSafenet, for handling child abuse Investigations. BSO identified over one hundred significant defects and/or needs for improvements prior to statewide deployment, allowing for a successful full state deployment six months later.
- At the conclusion of the Peer Review, BSO had no child abuse reports in backlog and had retained this status for over two months. Broward County, Florida's second largest county by population, accounted for over 8% of all abuse reports which BSO conducted while they reached a zero percent backlog.
- Since July of 2003 when the Florida Department of Children began monthly statewide tracking of 18 districts, regions, and/or Sheriff's on twelve key performance milestones from closed child protective investigations reports, the Broward County Sheriff's Office, had ranked 2nd statewide overall consecutively for three months prior to this peer review report.
- The DCF Statewide Performance Report for July of 2003 indicated that BSO had the lowest rate of maltreatment recurrence after six-months among all DCF Districts and Sheriffs' Offices. BSO's recurrence rate was just below 2% while the statewide average was just over 9%. The federal standard is not to exceed 6.1%. This key performance indicator reflects success in preventing the recurrence of abuse and neglect.
- BSO has maintained nearly 100% CPI staffing patterns during the past year.
- BSO's analytical unit has been modeled by other DCF districts as a most effective means for providing investigators with all relevant records and information prior to the commencement of an investigation.
- BSO served as a state test site for the deployment of high speed air cards for remote use with their HomeSafenet computer system. BSO's efforts enabled the

Department of Children and Families to establish a statewide capability of mobile communications with the HomeSafenet system.

- BSO provided intensive training in HomeSafenet, diligent search procedures, and analytical unit operations to the management and supervisory personnel of three DCF Districts covering nine counties during the past year. BSO also opened up several of their child protective investigations enhancement trainings to allow staff from other local child-welfare agencies to attend.
- The BSO Child Protective Investigation Section (CPIS) has played a leadership role in providing child abuse awareness training throughout Broward County, Florida. In addition their BSO's CPIS generously offered their training and conference room facilities which were heavily utilized by various child-welfare agencies and DCF for in-service trainings, meetings and conferences.
- The Peer Review Team found that BSO had retained excellent partnerships with DCF; their county's child-welfare lead-agency, Childnet; the county's Children's Service Council; the county's Child Protection Team (CPT), and a multiplicity of other community organizations. As a result these organizations collectively worked with BSO for assisting in the comprehensive handling of complex abuse reports through multidisciplinary staffings of all substance exposed newborns, child-on-child sexual abuse reports; and weekly CPT Staffings of all other CPT referred reports. In addition, through collaboration within the community BSO had remarkably built up a substantial computation of service agencies under formal working agreements to accept in-home referrals to dysfunctional and families in calamity when the issues would not have otherwise warranted formal DCF oversight or child protection action.



PINELLAS COUNTY

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

Summarized observations by the quality performance review team follow:

Areas of Best Performance:

- The Pinellas County Sheriff's Office for the year had maintained an exceedingly low turnover rate of child protective investigators.
- The Peer Review team found that Pinellas County Sheriff's Office had a fully developed "field training" mentoring program which secured for their program that all their CPI trainees were evaluated, based on observable behaviors, and ensured trainees demonstrated proficiency before an incremental assignment of abuse reports occurred over several weeks.
- The Pinellas County Sheriff's Office was found to have developed an internal monitoring program that they used to provide quality assurance support and feedback to staff members.
- The Pinellas County Sheriff's Office had contracted with a local psychologist with child-welfare understanding who assisted their child protective investigators well as a consultant on complex abuse reports.
- Pinellas County Sheriff's Office utilized a nationally acknowledged child qualifying dialogue system entitled, "I Told. " The system of cards enhanced their capability of ensuring consistent qualifying of children during investigations.
- The Peer Review team found that the Pinellas County Sheriff's Office had expanded and now had two qualified "diligent search analysts" assist their child protective investigators in conducting thorough diligent searches for absent parents.
- Pinellas County Sheriff's Office had an onsite drug testing system for the use with persons under investigation as warranted. Their selected system in use allowed their child protective investigator to expeditiously address drug issues during the dependency investigation.

OUTCOME MEASURES ATTAINMENT

- The report period represents the last three months of performance available; October 1 through October 31, November 1 through November 30 and December 1 through 31, 2003.

County	% of Investigations commenced on time (in 24 hours)			% of Investigations completed (closed) by supervisor in 60 days			% of Supervisor 1 st review in 72 hours of CSA initial submitted		
	Oct	Nov	Dec	Oct	Nov	Dec	Oct	Nov	Dec
Manatee	98.5	98.7	98.9	28.3	38.4	58.6	66.8	63.2	79.5
Pasco	98.2	96.3	98.3	42.6	61.9	64.4	86.7	87	90.3
Seminole	100	100	100	99.6	100	100	99.3	98.9	100
Broward	99.9	99.6	99.8	96.3	99.1	99.5	94.2	95.8	97.3
Pinellas	99	99	98.5	39.2	43	47.4	67.6	64.3	65.9
Statewide	98.3	98.3	98.2	67.6	70.2	73.6	78.6	80.1	83.1

PROGRAM MANAGEMENT

Program Management Performances

County	Percent
Manatee	PASS

Pasco	PASS
Seminole	PASS
Broward	PASS
Pinellas	PASS

Each peer review site was evaluated on their level of performance for each of twenty-four specific program management criteria. These criteria addressed training, communications, transportation, backlog reduction, victim and perpetrator contacts, 24-hour operations, working agreements with law enforcement, internal management practices, operating procedures, agency goals and objectives, personnel standards, use of voluntary services and other relevant program management activities. Each site reviewed scored a passing performance rating 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 calculation 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. Broward's unit cost increase is due primarily to receiving the balance of district protective investigation budget late in the fiscal year. Manatee expended all funds in FY 2001/2002 and 96.3% of the grant was expended in FY 2002/2003. Pasco received an increase related to the leases assumed from the Suncoast Region. Pinellas expended the grant and the related interest earnings accumulated during the fiscal year. Seminole received an increase of \$277,095 in its

grant award and reverted \$572,134. Other causes for the variances are the same as the factors listed above.

AGENCY	FY 2002/2003 GRANT BUDGET	INITIAL AND ADDITIONAL REPORTS FOR FY 2002/2003	BUDGETED COST PER REPORT INVESTIGATED FY 2002/2003	ACTUAL COST PER REPORT INVESTIGATED FY 2002/2003	ACTUAL COST PER REPORT INVESTIGATED FY 2001/2002
Broward	\$11,201,143	12,343	\$907.49	\$907.49	\$726.53
Manatee	\$2,305,714	3,663	\$629.46	\$605.94	\$650.06
Pasco	\$3,441,504	4,563	\$754.22	\$733.02	\$660.72
Pinellas	\$8,495,011	10,173	\$835.05	\$839.12	\$728.47
Seminole	\$3,122,776	3,582	\$871.80	\$712.07	\$806.42
Sheriff Average	\$28,566,148	34,324	\$832.25	\$811.46	\$714.44
* Department	\$97,099,598	145,382	\$667.89	\$687.70	\$613.00

* The following columns containing department information include 17.0% indirect cost of \$11,374,153 on the salary base of \$66,906,781: FY 2002/2003 Grant Budget; Budgeted Cost Per Report Investigated FY 2002/2003; and Actual Cost Per Report Investigated FY 2002/2003. The amount for the department in the column "Actual Cost Per Report Investigated FY 2001/2002" includes 15.8% indirect cost on the salary base. The department's budgeted cost per report investigated was based upon the July 1, 2002 initial approved operating budget. During that fiscal year, there was an initiative to reduce the backlog and several budget amendments were processed to meet the increased salary overtime costs. This resulted in the actual cost per report investigated to exceed the budgeted cost per report investigated for FY 2002/2003.

In the January 2003 peer review report, the amount for the department in the column "Actual Reported Cost Per Report Investigated FY 2000/01" included 17.4% indirect cost on the salary base for a total report cost of \$595.00. For that same fiscal year, a per report total cost of \$679.00 cost was calculated by a consulting firm (Competitive Strategies, LLC) contracted by the Department. The methodology used by the consultant cannot be replicated.

CONCLUSIONS

Peer Review Results and Outcome Measures

Seminole County Sheriff's Office	PASS
Broward County Sheriff's Office	PASS
Pasco County Sheriff's Office	PASS
Manatee County Sheriff's Office	PASS

Based on this review, it is apparent that the Sheriff's Offices currently conducting child protective investigations in Florida are satisfactorily performing child protective investigations. The participating Sheriff's Offices have established themselves as proven models for providing child protective investigations into the future.

RECOMMENDATIONS

1. The Department of Children and Families should continue to contract with the Sheriff's Offices in Manatee, Pasco, Seminole, Broward and Pinellas counties 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 monitor its contracts with Sheriff's Offices.
4. 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.
5. 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.
6. The Department of Children and Families will accomplish the aforementioned recommendation by collaborating with a Sheriff's Advisory Board as recognized and authorized by the Legislature. This board will be made up of one or more representative members of each participating Sheriff's Office.
7. The Department of Children and Families 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.

