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Sheriff's Child Protective Investigations

# **PROGRAM PERFORMANCE EVALUATION REPORT**

January 31, 2009

Conducted by the  
Broward, Citrus, Hillsborough, Manatee, Pasco,  
Pinellas, and Seminole County Sheriff's Offices &  
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 of the Sheriff's Offices receiving general appropriations to provide child protective investigations. The annual requirements for this program performance evaluation report, found in Florida Statutes subsection 39.3065(3)(d), were modified in 2001. They include the following:

- The report must address quality performance, outcome-measure attainment, and cost efficiency;
- It must be based upon criteria mutually agreed upon by the Sheriffs and the Department;
- The evaluation must be conducted by a team of peer reviewers from the Sheriff's Offices performing child protective investigations and representatives from the Department;
- The report must be delivered to the President of the Senate, Speaker of the House, and the Governor by January 31 of each year.

These annual evaluation reports are collaborative efforts between the Sheriff's Office staff of Broward, Citrus, Manatee, Pasco, Pinellas, Seminole and Hillsborough 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 2008 Sheriff's Peer Review process was modified from previous years. This was done due to the significant personnel requirements and budgetary costs associated with personnel from both DCF and the Sheriff Offices having to travel to each site for a week. The time and costs for seven full weeks of on-site reviews was too costly and unwieldy. The modified plan for the 2008 review was developed collaboratively with representatives from each of the Sheriff's Offices and the Department of Children and Families.

The revised process continues to fully address the quality of practice standards utilizing the same standardized review tool as in years past, but added a degree of flexibility in how the reviews were carried out. The plan incorporates a case file review conducted by the site being reviewed and the introduction of a new process, a side-by-side review. The side-by-side review is similar to that adopted by the Department and Community Based Care (CBC) lead agencies in the regional quality assurance model, implemented July 1, 2008. The number of files reviewed at each site continued to be determined using a statistical 90% confidence level, with a 10% confidence interval. For all review sites, that sample size was 67 files. Based on this sample size, 57 of the files were reviewed internally by each Sheriff's office using the standardized review tool, while the other 10 files were reviewed using the side-by-side review process. These 10 files were reviewed collaboratively by a team comprised of a Sheriff's Office peer reviewer, a DCF reviewer and a reviewer from the site being reviewed.

Excluded from the sample were duplicate, institutional, special condition reports, and out of town inquiries (OTI's). 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.

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: November 03-07 for Citrus County; November 12-14 for Manatee and Pasco County; November 18-20 for Pinellas County and Seminole County; December 02-04 for Broward and Hillsborough County.

The revised process also included a change in the final scoring of the Peer Reviews conducted at each site. The overall score will include only the results of the internal case file review and the side-by-side review and be calculated using the Sheriff's Peer Review Access database with each file receiving equal weight in scoring. The Program Management component previously included in the scoring was removed for 2008, except for Citrus County as this was their first review.

This revised process significantly reduces costs and staffing burdens that were generally incurred with the former process. The revised process maintained the same focus on performance evaluation and quality assurance. The staffing allocation for each site was reduced from seven sheriff's representatives for each review to one, and from several DCF representatives to just one. Additionally the amount of time spent at each site was reduced from five days to three days. A brief overview and exit interview was still incorporated at each site to encourage open communication and constructive feedback from the review.

The review instruments remained the same and incorporated evaluation questions for the areas of initial investigative response, emergency removal and placement, and program management.

## **OUTCOME MEASURES AND STANDARDS**

Subsection 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. Ninety percent (90%) 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 computer. That system known as HomeSafenet was replaced in August 2007 by a new computer system known as Florida Safe Families Network (FSFN). The data is produced in the form of statewide management reports. These statewide reports capture performance measures data based on data entered. This data serves as the standard for determining outcomes.

When FSFN was initiated in August 2007, statewide data elements experienced significant inaccuracies for several months based on a number of factors. Statewide practice for this new computer system and data entry changed requiring personnel to learn a different system. The FSFN system had a number of identified technical problems such as lacking edit ability in some categories which did affect performance measure reporting accuracy for several months following the deployment.

## **CONCLUSIONS**

### **QUALITY PERFORMANCE REVIEW**

The results from this year's performance reviews have again confirmed that Broward, Citrus, Manatee, Pasco, Pinellas, Hillsborough and Seminole County Sheriff's Offices combined continue to have exceptionally high outcomes in the reviews. The quality of their child protective investigations remains high despite increased caseloads and additional practice requirements placed upon them. The respective review findings were of value to the respective Sheriffs Offices for quality assurance actions, program enhancement and development.

### **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, Citrus, Manatee, Pasco, Pinellas, Hillsborough and Seminole County Sheriff's Offices all achieved passing ratings in the record reviews in this year's Peer Review.

### **RECOMMENDATIONS**

1. The Sheriff's Offices in Manatee, Pasco, Seminole, Broward, Hillsborough, Pinellas, and Citrus counties should continue their grants from the Department of Children and Families to conduct child protective investigations.
2. The current economic predicament facing Florida resulted in significant legislative cuts to Sheriff Grants in July 2008 which considerably impacted these established benchmark operations. Reinstatement of former funding levels should be a priority for DCF and the legislature, to preserve the effective role law enforcement has in Florida now for over a decade conducting child protective investigations.
3. The commendable, longstanding and successful roles that Sheriff Offices have had in Florida for providing child protective investigative services should warrant DCF and the legislature to encourage more sheriff expansions and the ample funding for all of their successful operations.
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 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 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.

# 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, Citrus, Manatee, Pasco, Pinellas, Hillsborough 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	Twelve years
▪ Pinellas Sheriff's Office	Nine years
▪ Broward Sheriff's Office	Ten years
▪ Pasco Sheriff's Office	Eight years
▪ Seminole Sheriff's Office	Seven ½ years
▪ Hillsborough Sheriff's Office	Two ½ years
▪ Citrus Sheriff's Office	One year

## 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 permitted the Sheriff to subcontract with other law enforcement officials or private agencies to conduct investigations of child neglect cases. In 1999 the Florida legislature added the Broward County Sheriff's Office; then in 2000 the Seminole County Sheriff's Office. 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.). In July 2006 Hillsborough County Sheriff assumed child protective investigation services followed by Citrus County Sheriff in July 2007 for their respective counties.

The established role of law enforcement in Florida's child protection and protective investigations continues to progress and expand. Law enforcement personnel have always had a critical role in detecting and reporting 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.

There are currently seven counties out of sixty-seven in Florida that have local sheriff's overseeing child protective investigations. These counties with sheriff involvement represent 27.94% of the state's population. These seven sheriffs' handled 27.16% of all abuse reports in Florida. This accounted for 56,569 initial and additional reports for 2007/2008.

	Child Population	total population	% state's children	% state population	07/08: All Initial, Additional, Special Condition Reports	Reports: % of state's total
Broward	416,789	1,765,707	10.31%	9.45%	15,185	7.29%
Citrus	21,533	140,124	0.53%	0.75%	1,626	0.78%
Hillsborough	288,902	1,192,861	7.14%	6.39%	13,019	6.25%
Manatee	62,835	315,890	1.55%	1.69%	4,409	2.12%
Pasco	84,778	434,425	2.10%	2.33%	6,244	3.00%
Pinellas	180,319	944,199	4.46%	5.05%	11,567	5.55%
Seminole	100,253	425,698	2.48%	2.28%	4,519	2.17%
Total Sheriff	1,155,409	5,218,904	28.57%	27.94%	56,569	27.16%
State	4,043,666	18,680,367			208,289	

Sources: Florida State Office of Economic & Demographic Research / [<http://edr.state.fl.us/population.htm>] Data Chart from: County Population by Age, Race, Hispanic origin, and Gender: April 1, 2007 (Last official estimate) & Child Population for Calendar Year 2009;

## **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**

For the 2008 Review representatives from the Department and the Sheriff's Offices agreed to continuation of the review instrument used since 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**

The Sheriff's peer review in 2008 reviews investigative casework on the fiscal year versus the calendar year. The change from calendar year to state fiscal year was made in last year's report. The investigative casework and performance outcomes are based on work from July 01, 2007, through June 30, 2008.

The methodology for the quality performance component of the evaluation called for a review of closed investigation records. The definition of a closed 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 DCF SACWIS computer 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, 2008. A random sample of closed child abuse reports was selected from the DCF computer system, FSFN, from a universe of those reports received on or after July 1, 2007, and closed by March 30, 2008. The number of reports to be reviewed was determined through the use of the DCF Sample Size Calculation 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 and out of town requests (OTI's).

The sample was stratified so that fifty percent (50%) of the sample consisted of reports which resulted in judicial action and fifty percent (50%) were non-judicial in the disposition.

## **QUALITY PERFORMANCE REVIEW**

### **PEER REVIEW TEAMS**

Subsection 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 DCF Quality Assurance were modified for this evaluation and included a program management instrument. The peer review process 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. In 2008 the peer review teams were reduced to three participants at each site, including one representative from a participating Sheriff's Office; one representative from a Department of Children & Families, Regional Office; and one from the Sheriff Office being reviewed.

The peer review team did not collect or analyze cost data for the cost efficiency component of this evaluation. Cost data was provided by the Department of Children and Families, based upon expenditure reports provided by each Sheriff's Office for Fiscal Year 2007-2008, and the FY 07-08 DCF Approved Operating Budget.

### **REVIEW INSTRUMENTS**

- **ABUSE REPORT RECORD REVIEW**

Each Sheriff's Office was required to conduct 57 independent file reviews onsite, using the Sheriff's approved review instrument. The peer review team then did side-by-side reviews of the remaining 10 files. 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 agreed to go through the program management instrument with Citrus County Sheriff's Office since their program was operational for only one year and never had a prior management review. The other six Sheriff Offices were not reviewed this year in the management category, because the scores for the past several years have all been 100% in the management category for these Sheriff Offices.

## **ASSESSING PERFORMANCE**

This year, the rating on the file reviews was completed using a four-step scale with four numerical scores. Terms used were: "not achieved," "partially achieved," "substantially achieved," and "achieved."

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

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

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 %

## **OUTCOME MEASURES ATTAINMENT**

### **MEASURES AND STANDARDS**

Subsection 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. Ninety percent (90%) 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 DCF SAWIS computer 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 2007-2008, 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

The small two-member teams sent to each location for the on-site peer review began in November and ended their work in early December 2008.

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

Sheriff	Casework score	outcome
Broward	96.50%	passing
Citrus	97.01%	passing
Hillsborough	96.59%	passing
Manatee	98.32%	passing
Pasco	90.51%	passing
Pinellas	94.38%	passing
Seminole	96.83%	passing

## **Program Descriptions**

Each of the seven Sheriff's Offices provided accomplishments and improvements for the fiscal year period under review. Their replies generated as a result of this request were also noted during the on-site peer review case review by peer review representatives. These summarizes are noted on the following pages.

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### **Manatee County**

Child Population: 62,835 (1.55 % of state total)

Initial and Additional Abuse Reports received 07/08: 4,409

06/07 reports: 3,845; 07/08 had 564 report increase or 14.6% increase.

Percent of statewide reports received 07/08: 2.12%

Averaged monthly rate of abuse reports per 1,000 child population: 5.6

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### **Manatee County Sheriff's Office Improvements / Accomplishments YR 07/08**

- ❖ During the program year, the Manatee County Sheriff's Office Child Protective Investigations Division added 10-panel QuikScreen X Multidrug Plus drug screens with Adulteration Control for on-site drug testing on subjects of reports alleging or suspected of being involved in substance misuse.
- ❖ As a result of budgetary constraints and a shift in agency payroll periods, a unit team approach to on-call coverage was necessary. Child Protective Investigators were an integral part of the re-structured on-call plan which resulted in a team approach to coverage. Each unit is responsible for a week commencing on Wednesday and ending on the following Tuesday during their week of on-call. Unit members are afforded the latitude of filling primary and secondary positions during week-days and weekend days during their week. The Unit Supervisor has the ability to limit overtime to exigent circumstances and to call in other unit personnel for assistance based on available hours of staff. By utilizing time management and affording Child Protective Services (CPS) the flexibility to work out their own schedules with supervisor approval each unit knows that every five weeks their team will be responsible for after hours and weekend call outs with minimal, if any, impact on the payroll budget.
- ❖ In February 2008, CPS acquired a co-located, in-house Diversion worker to liaison between CPS and the families wherein these services could help to prevent removals. As a result of this process, shelters during the DCF fiscal year have been reduced for those situations wherein up-front in-home service provision was able to reduce risk factors and was able to provide a level of safety for the children allowing them to remain in their home. The total number of

children sheltered from January 2008 to June 2008 was 52% less than the same period January 2007 to June 2007. Not only has this reduced the legal workload involved in a shelter situation for the CPS, but it has also reduced the impact of disruption in the lives of the families we serve.

- ❖ During Early Service Intervention (ESI) staffings with the Safe Children Coalition, CPS coordinated efforts to have live Florida Safe Families Network connection which allows data input during the staffing in order to make the case transfer process more accurate and timely. By implementing this process, missing data is shared up front and questions are handled by those participants who have first-hand knowledge of the family.
- ❖ This program year, CPS administration has been involved in the newly formed Child Safety Workshop for Manatee County. This workgroup is comprised of representatives from Manatee Glens (mental health/drug treatment), Safe Children Coalition (CBC), Diversion, Child Protective Investigations and the Child Protection Team. The group discusses service needs and training programs for all entities involved to improve service provision in our county.
- ❖ During the program year, document scanning was implemented for those cases requiring legal intervention and Safe Children Coalition servicing. All investigative file contents are scanned to a secure file and transmitted to the Office of the Attorney General (our Children's Legal Services) and to the Safe Children Coalition (CBC). This process has saved staff-hours as well as reduced paper and copier resources formerly used to copy each case file for staffings.

## **Pasco County**

Child Population: 84,778 (2.10 % of state total)

Initial and Additional Abuse Reports received 07/08: 6,244

06/07 reports: 5,268; 07/08 had 976 report increase or 18.5% increase.

Percent of statewide reports received 07/08: 3%

Averaged monthly rate of abuse reports per 1,000 child population: 5.9

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### **Pasco County Sheriff's Office Improvements / Accomplishments PY 07/08**

- ❖ Pasco continued in the fiscal year to implement new policies in several different areas of Child Protection Investigations Division (CPID) to improve efficiency and the quality of investigations.
- ❖ This year CPID took over primary responsibility for implementing the Live Scan process with all necessary household members who are non-licensed caregivers. CPID piloted a procedure of completing all Live Scan requirements and completing Relative Caregiver packets within five business days from placement. Since the successful pilot CPID has implemented a new policy and procedure ensuring all Relative Caregiver paperwork requirements are completed and included in the ESI staffing packets when the case is being transferred to the CBC, Eckerd Community Alternatives (ECA).
- ❖ To aid in a more expeditious initiation of emergency services to our families, CPID did co-locate with the Family Intervention Team (FIT). When appropriate, high and intermediate risk cases can now be immediately referred to the FIT Team. Collaboration with the FIT Team and communication between the Child Protective Investigator and FIT counselor has improved, as there is no longer the obstacle of lost referrals or missed phone calls. Communication has also improved as a new thirty-day staffing has been implemented in all investigations with FIT Team Involvement.
- ❖ The Pasco Sheriff's Office assisted DCF in reducing the number of backlog cases in Circuit 20. A triage team consisting of a CPI Manager, Supervisor and Trainer went to Ft. Meyers where they reviewed backlog cases in an effort to prepare the cases for follow up and closure. The files were organized by geographical locations and prioritized by risk level. The following three weeks Pasco Sheriff's Investigators completed the necessary fieldwork and investigative tasks needed to lock the cases.

- ❖ To ensure consistency in case reviews CPID transitioned a seasoned Child Protective Investigations Supervisor to a fulltime Second Party Reviewer.
- ❖ All Child Protection Investigative staff has received Criminal Justice Information Services (CJIS) training and certification through the Department of Law Enforcement.
- ❖ CPID implemented a new system to ensure all necessary information is being forwarded to the States Attorney Office. To ensure consistency the department's analytical unit forwards all necessary intakes and investigative notes to the criminal division of the State Attorneys office within 72 hours of the report being received by the hotline. This new procedure has aided in maintaining a seamless transfer of information to our legal system.
- ❖ This year CPID assisted with the transition of a new Community Based Care partner here in Pasco County, Eckerd Community Alternatives (ECA). CPID not only was asked to score the original ITN, but was also requested to be a deciding factor in developing and carrying out the negotiation review board. The board consisted of members from both Pasco and Pinellas Counties, including community partners from each County and representatives from DCF. The negotiation team was able to determine the most appropriate agency to be awarded the contract and assist with the transition. CPID has continued to work with ECA to update our interagency working agreement and support many areas of Child Welfare within both agencies.
- ❖ The Child Protective Investigations training department underwent an internal audit with the Pasco Sheriff's Office. The audit assisted in identifying strengths and needs. Several new plans have been utilized. In-service training hours are being tracked thorough an excel program. Training files now including hiring information, in addition to training requirements and completions. The employees' Member Performance Reports are also included in the training files to ensure appropriate training needs can be identified and accomplished.
- ❖ CPID developed and implemented an internal Quality Assurance Plan. CPID began by identifying and training superior Child Protective Investigators to be field mentors to their peers and new trainees. CPID hired a training contractor through the Professional Development Center (PDC) who conducted the mentor training. The mentors who are assigned to the training unit are used to assist in field based quality assurance observations, field based training for new trainees and conducting community trainings and presentations.
- ❖ This year concluded with a department employee winning the 6<sup>th</sup> Judicial Circuit Leadership Award at the annual DCF Dependency Summit. CPID also had an employee who graduated from the DCF Child Welfare Leadership Program.

## **Seminole County**

Child Population: 100,253 (2.48 % of state total)

Initial, Additional, Special Condition Reports 07/08: 4,519

06/07 reports: 4,019; 07/08 had 500 report increase or 12.4% increase.

Percent of statewide reports received 07/08: 2.17%

Averaged monthly rate of abuse reports per 1,000 child population: 3.6

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### **Seminole County Sheriff's Office Improvements / Accomplishments YR 07/08**

- ❖ The Seminole County Sheriff's Office and the Community Based Care Provider (CBC), CBC of Seminole Inc., were selected as one of three areas within the state to participate as a pilot site for the Alternative Response System (ARS) pilot program. ARS is a differential response model for child protective investigation intervention that supports two response tracks or pathways to address the reported allegations of abuse, neglect, and/or abandonment that were received from the Hotline. One track is through a family assessment approach, and the other track is the traditional investigative approach. The response determination is based on several factors: the severity of the allegation; past history of the alleged perpetrator and/or parent named in the report; reliability of the alleged maltreatment; vulnerability of the child or children; posed threat of harm; and the prospect of future abuse, neglect or abandonment. In Seminole County, a co-response was conducted with CBC of Seminole to identify early interventions services on the front end. The pilot program was initiated in April and ended in October 2008. The Sheriff's Office processed approximately 400 reports, screened out 350, and conducted a co-response with CBC on about 50 cases. The program is now in an evaluation stage by DCF staff.
- ❖ The Seminole County Sheriff's Office co-hosted its 6<sup>th</sup> Annual Seminole County Child Protection Conference in October 2008. Over two hundred child protection professionals, law enforcement officers, and substance abuse and mental health professionals attended the four-day training conference. The conference offered 78 different workshops presented by 58 individual instructors. This training was offered at minimal cost and was designed to augment the other in-service training these professionals receive from a variety of other venues.
- ❖ Sheriff's Office staff conducted on-site training to all deputy sheriffs and communications personnel and conducted off-site training to five Seminole County municipal police departments, three schools, and three day care facilities on appropriate response to suspected abuse, definitions of abuse, and mandated reporting requirements. During the year an estimated 985 law enforcement, school, and daycare staff were trained.

- ❖ The Sheriff's Office has developed a mentoring program ("Step Up") targeting at risk Seminole County children to whom we are introduced through the child welfare system. It is designed to provide identified youth with positive role models in hopes to enhance their quality of life. The program is in its infancy and will be implemented over the course of the 2009 calendar year.

## **Broward County**

Child Population: 416,789 (10.31 % of state total)

Initial and Additional Abuse Reports received 07/08: 15,185

06/07 reports: 12,877; 07/08 had 2,308 report increase or 18% increase.

Percent of statewide reports received 07/08: 7.29 %

Averaged monthly rate of abuse reports per 1,000 child population: 2.9

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### **Broward County Sheriff's Office Improvements / Accomplishments FY 07/08**

- ❖ Broward Sheriff, Al Lamberti, adopted in fiscal year 07/08 a new agency wide team credo, "Pride In Service with Integrity" with the Child Protective Investigations Section (CPIS) personnel applying the credo for enhancing public service practice, personal pride and motivation.
- ❖ CPIS began tracking adult criminal arrests which relate to the reported allegations received for a child protective investigation. Each month closed report summaries are printed, bundled and sent to the state attorney's office for distribution to prosecuting attorneys for their information on how the civil and child protective findings were handled with the family. Broward County averages approximately sixty adult arrests monthly that correspond to reports of child abuse or neglect.
- ❖ On 2008 Memorial Day weekend BSO kicked off a large scale drowning prevention campaign. Broward has had a number of preventable drowning deaths in recent years. This important drowning prevention campaign involved all Child Protective Investigators (CPI's) providing related literature on water safety issues to families during the on-site visits as well as conducting pool safety surveys. The Sheriff's office did additional media and poster campaigns on this matter and offered free CPR courses.
- ❖ In October 2008, a countywide Domestic Violence Awareness Campaign was initiated by BSO in partnership with the local domestic violence facility, Women In Distress. The campaign was titled, "You Are Not Alone" and had a goal to reach victims and move them to take safety action. CPIS was very involved as CPI's distributed literature to over 1,000 families monthly, in the fall as they initiated child protective investigations. In recent years DCF has significantly increased the acceptance of domestic violence reports statewide. CPIS has partnered for two years with Women In Distress to be on-site at CPIS each week for case consultations with the CPI and/or mutual clients.
- ❖ The BSO Child Protective Investigation Section (CPIS) accepted the offer of two local Girl Scout troops to take a barren court yard adjacent to their office and transform it into a sitting park setting with benches, picnic table, hedges, trees,

child-friendly activities specifically designed to serve the needs of families waiting at CPIS or being interviewed. The Courtyard Project was later dedicated in July to the late Major Carol Maynard, a BSO employee instrumental in the initiation of BSO assuming investigations from DCF in 1999.

- ❖ Data released mid-2008 by DCF and also by Richard Wexler of the National Coalition for Child Protection Reform (NCCPR) in July 2007 established removal rates statewide of children. In Broward the past five years have been significantly below state averages. Additionally the five year trend shows decreases annually in removal rates by BSO. Broward is the state's 2nd largest county with 10.3% of Florida's child population; investigation caseloads increased 18% in 07/08 but removal rates in Broward decreased and accounted for only 5.6% of all children removed in Florida.
- ❖ The Broward Sheriff's Office in partnership with local community-based providers has now over 25 active executed local Memoranda of Agreement with local agencies, and over 20 with local law enforcement agencies for working in partnership.
- ❖ In 07/08 CPIS initiated an electronic weekly distribution list of local agencies providing family strengthening services to at-risk families with details of programs and their current availability for openings. The weekly distribution mail assists CPI's and other agencies.
- ❖ Broward Sheriff's Office, Child Protection Investigative Section, in conjunction with the Child Abuse Coordinating Committee of Broward County provided Child Abuse investigative training to Law Enforcement in Broward County. Several hundred attended the trainings in 2008. The 8-hour course has a number of professionals presenting their agency components.
- ❖ BSO in collaboration with Children's Service Council of Broward County (CSC) has used for several years an alternative response system for low-risk families with service needs to have follow up assessment and referral. In addition, at-risk children and their families are being provided when cooperative, voluntary in-home services from CSC providers. In 07/08, the number of families requiring emergency removal continued to decline, as over 1,000 families were provided community services and diverted from the formal dependency system.
- ❖ BSO assisted the Seminole Indian Tribe's efforts to pilot their assuming child protective investigations. Two child protective investigators hired by the tribe's police department were pre-service trained, certified, mentored and supervised by BSO in 2008. The Seminole Tribe Police Department also had a sergeant and a detective attend the two month pre-service training program at BSO.

## **Citrus County**

Child Population: 21,533 (.53 % of state total)

Initial and Additional Abuse Reports received 07/08: 1,626

Percent of statewide reports received 7/1/07 – 6/30/08: .78%

Averaged monthly rate of abuse reports per 1,000 child population: 6.0

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### **Citrus County Sheriff's Office Child Protective Investigations Section Improvements/Accomplishments FY 07/08**

- ❖ CCSO made concerted efforts to criminally prosecute individuals who called in false reports to the Florida Abuse Hotline. During this fiscal year, there were a total of three (3) arrests made by the CCSO due to false reporting. These cases were well publicized and will hopefully deter others from using the Hotline for their own personal gains.
- ❖ The CCSO utilizes the Diversion process on a weekly basis to prevent future child abuse and neglect, by ensuring that families receive the most appropriate service intervention to reduce the risk to children. There are a total of seven (7) community agencies along with the investigator and Children's Legal Services Attorney, who are also present during this staffing, who can provide a determination for legal sufficiency, as well.
- ❖ The CCSO has implemented a process to ensure that reports are commenced within three (3) hours from case assignment, which provides the investigator with additional time to see the alleged victims within the required twenty-four (24) hour time from receipt of report. The average number of hours to commence a report by investigator, as well as the average % of alleged victims seen within twenty-four (24) hours is monitored on a monthly basis during a staff performance review process. The CCSO has exceeded the targets for these process outcomes on a regular basis.
- ❖ The CCSO has implemented a policy requiring all Child Protective Investigators to drug screen all adult subjects for all reports received. The number (%) of positive drug screens on subjects with or without allegations of substance abuse, along with refusals to consent to a drug screen, is monitored on a monthly basis. The majority of the reports received involve allegations of substance abuse, and identifying these issues in the beginning of the investigation ensures that this critical child safety factor is considered when assessing for the most appropriate services intervention for the family.
- ❖ The CCSO is utilizing the Field Training Officer Program to ensure that staff who are successfully released from Pre-Service training are provided with a

structured field training component. This program is designed to provide an opportunity for new staff to observe and demonstrate all required investigative tasks, prior to being released to function in a solo capacity.

- ❖ During this fiscal year, the CCSO implemented a process of improving communication with the domestic violence shelter staff (CASA) within the county to ensure that they are engaged in the Diversion staffing to determine the most efficient services for the family. Along with substance abuse, allegations of domestic violence are also one of the most reported maltreatments in Citrus County.
- ❖ In attempts to become fully staffed, the CCSO conducts interviews of potential candidates for employment on a regular basis, so that there is a pool of qualified applicants. Upon successfully completing the interview process, the applicant will receive an offer to be sponsored by the CCSO to participate in the Pre-Service training class, with a condition of employment based upon their post-test score. The candidate who achieves the highest score will be offered the vacant or next available position.
- ❖ The CCSO also utilizes volunteers (Public Service Officers) to assist Child Protective Investigators in the transportation of children, obtaining medical records, as well as other additional duties. By using the PSO's, the CPI can concentrate on other critical investigative responsibilities.
- ❖ The CCSO has implemented a process to scan all closed case files in PDF format, to eliminate the cost of storage space. A closed case file can also be accessed in a more timely manner.
- ❖ During the first Peer Review for Child Protection Investigations, completed on 11/07/08, the CCSO achieved a 97.1% compliance rate in emergency removal and initial response cases, including the Program Management component. An internal review process has also been implemented to ensure that trends are identified, so that necessary changes to policy and procedure can be implemented in a timely manner.

## **Pinellas County**

Child Population: 180,319 (4.46% of state total)

Initial and Additional Abuse Reports received 07/08: 11,567 10,229

06/07 reports: 10,229; 07/08 had 1,338 report increase or 13% increase.

Percent of statewide reports received 07/08: 5.55%

Averaged monthly rate of abuse reports per 1,000 child population: 5.0

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### **Pinellas County Sheriff's Office Improvements / Accomplishments PY 07/08**

- ❖ In a continuous effort to maintain overall efficiency in the handing of child welfare investigations; the Pinellas Sheriff's Office Child Protective Investigation Division (CPID) realigned its investigative, support and clerical staff to a true two-shift, seven day-a week configuration. This realignment is consistent with the current receipt of calls by our agency from the Florida Abuse Hotline.
- ❖ Pinellas CPID continued in 07/08 to adapt to and facilitate all budgetary constraints imposed by the Florida Legislature. This has been no easy task and has resulted in a reduction of both staff and resources; all of this occurring in a time when case load volume has remained constant.
- ❖ On July 1, 2008, Pinellas County welcomed Eckerd Community Alternatives (ECA), the new community base care provider for both Pasco and Pinellas counties. This change was a result of the Department of Children and Families' decision not to renew their contractual agreement with the prior provider. Because of this decision, Pinellas has had to return to the negotiating table in the effort to forge a new working agreement with our new service provider. Pinellas is happy to report that the transition and subsequent negotiations with ECA have been extremely constructive. Now, with the assistance of Eckerd Community Alternatives, the Pinellas Sheriff's Office moves forward in maintaining a high level of continuous child welfare service.
- ❖ Pinellas CPID continues to participate in the ongoing development and troubleshooting of the Florida Safe Families Network (FSFN). During this past fiscal year, Pinellas CPID has allocated staff to participate in a number of pilot programs and discussion boards pertaining to FSFN's continued release and implementation.
- ❖ In addition to other similar services in the community, one of the CPID investigators showing initiative, developed and organized a "CPID Clothes Closet." The investigator solicited donations of both furniture and clothes from personnel within the Pinellas Sheriff's Office. As a result of these efforts CPID now clothes children who are in need and assist with furnishings.

## Hillsborough County

Child Population: 288,902 (7.1 % of state total)

Initial, Additional, Special Condition Reports 07/08: 13,019

06/07 total reports: 11,626; 07/08 had 1,393 report increase or 8.9% increase.

Percent of statewide reports received 7/1/07 – 6/30/08: 6.25%

Averaged monthly rate of abuse reports per 1,000 child population: 3.4

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### Hillsborough County Sheriff's Office Child Protective Investigations Division Improvements/Accomplishments FY 07/08

- ❖ A new shift deployment was implemented during FY 07/08 in order to ensure an equitable distribution of staff commensurate with incoming reports from the Hotline. More staff are working later hours when the majority of reports are received. This reallocation of staff helps to ensure investigations are commenced timely and victims are seen as soon as possible which allows for the most appropriate safety decision for the child(ren).
- ❖ The existing structured field training program for new investigators has been redesigned to model the law enforcement field training program. The new process involves a more specified curriculum to ensure that critical processes are instructed consistently regardless of the trainer. The field guide sign off sheets provide a clear description of knowledge and skills that need to be instructed by the trainer and demonstrated by the trainee.
- ❖ HCSO has developed and implemented a structured field training program for Child Protective Investigative Supervisors as a supplement to the Supervising for Excellence curriculum. A mentoring component is included to promote supervisor competence and confidence. This program is the first of its kind in Florida.
- ❖ HCSO has continued to increase diversion opportunities for our families, so that more children can safely stay in their homes with the appropriate level of services. There is staff from six community agencies, including our community based care provider, Hillsborough Kids, Inc. (HKI), co-located in our offices with the investigators. This allows for a quicker response to a family's needs for services and better communication between the investigator and service provider.
- ❖ Despite the increase in reports from FY 06/07 to FY 07/08, HCSO has experienced a decrease in the number of children removed from their homes. In FY 06/07, there were 836 shelters involving 1407 children. Through our collaborative efforts with HKI, in FY 07/08, 548 shelters occurred involving 884 children. This reflects a 63% reduction in the children placed in out-of-home care in Hillsborough County.

- ❖ Additionally, HCSO is placing more children with relatives and non-relatives than in licensed placements. Several internal policies and procedures have been implemented to exhaust all possible efforts to explore relative/non-relative placements; provide support with the completion of home studies; and to make additional efforts to obtain information regarding placement opportunities from uncooperative parents.
- ❖ HCSO participated in a regional pilot with DCF to follow a modified benefit application process intended to expedite receipt of timely financial assistance. This contributes to a stronger placement with the relative by lessening the financial burden of taking a child into their home in an already strained economy.
- ❖ HCSO is participating in a community workgroup involving both child welfare and domestic violence disciplines. As a community, we are committed to the prevention and elimination of domestic violence in our community. This workgroup will focus on increasing public awareness and community involvement while encouraging local community leaders and other key service providers to support efforts to change the conventional policies and cultural practices that perpetuate violence against men, women, and children. This group will work to ensure policy and procedures to support victims and hold offenders accountable. Thus far, a cross system training series has been developed to provide a comprehensive understanding of issues facing families impacted by child welfare and domestic violence issues.
- ❖ HCSO received a higher rating in this year's peer review which was only our second review. HCSO continues to explore new ideas, streamline processes, and improve the outcome for children and families by conducting a thorough and timely investigation.

## **Outcome Measures Attainment**

The performance measures used to determine outcome performance attainment for the Sheriffs are based on those measures listed within the Sheriffs Grant Agreements. These three measures are as follows:

1. One hundred percent (100%) of investigations commenced within 24 hours.
2. Ninety percent (90%) of investigations completed in 60 days.
3. One hundred percent (100%) of reports reviewed by supervisors within 72 hours.

The data for these measures is produced monthly by the DCF SACWIS computer information system. This data is based on closed child protective investigations for that month.

The Citrus County Sheriff's Office assumed investigations in July 2007 and therefore no closure data existed for July 2007. Their annual data is based on the eleven months, August 2007 through June 2008.

The existing HomeSafenet (HSn) computer system was replaced in August 2007 by a new system, Florida Safe Families Network (FSFN). The August 2007 changeover under Release 1 did significantly impact computer report data, specifically in time frame accuracy. This persisted for several months due to a number of issues. Consequently, longstanding statewide performance data drastically changed immediately following the FSFN release and continued for several months. DCF anticipated deficient data would exist during this initial transition period.

The following data is for DCF's Fiscal Year 2007-2008, which is from July 1, 2007, through June 30, 2008.

## Fiscal Year 2007-2008 Outcomes for Commencements of Reports within 24 hours

This performance outcome is significant as Florida Statutes requires the Department to be capable of receiving and investigating, 24 hours a day, 7 days a week, reports of known or suspected child abuse, abandonment, or neglect. In the fiscal year 2007/2008 child protective investigators handled 208,209 initial and additional reports as well as special condition referrals. All of these required an initial 24-hour or immediate response.

When the new computer system, Florida Safe Families Network (FSFN), was initiated in August 2007, the data used to determine report compliance for commencement within 24-hours changed. FSFN reports excluded those intake reports that involved special conditions referrals from this tracking. This exclusion includes: child-on-child sexual abuse referrals, foster care referrals, parent unavailable referrals, and parent in need of assistance referrals. Statewide, these special condition referrals comprise approximately 6% of all intakes accepted and handled.

If it appears that the immediate safety or well-being of a child is endangered, that the family may flee or the child will be unavailable for purposes of conducting a child protective investigation, or that the facts otherwise so warrant, the department is required to commence an investigation immediately. In all other child abuse, abandonment, or neglect cases, a child protective investigation must be commenced within 24 hours after report was received.

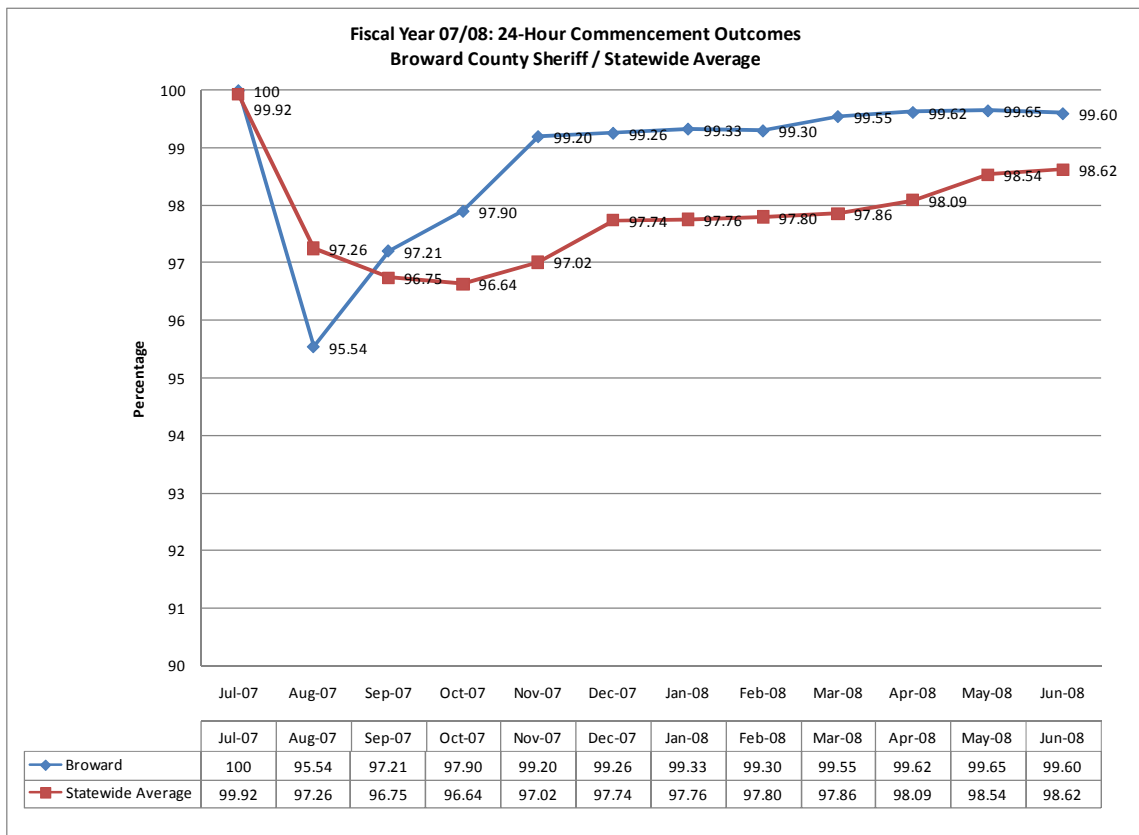
Percentage of Investigations Commenced within 24-Hours													
District / Sheriff	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Average
District 01	100.00	98.02	96.83	98.66	97.94	98.76	99.00	98.15	99.13	99.22	99.44	98.55	98.64
District 02	100.00	97.24	97.43	95.20	96.16	97.24	98.26	96.97	97.35	97.42	96.66	97.25	97.27
District 03	99.80	95.50	96.98	93.92	94.40	96.06	95.05	94.97	97.09	96.53	96.94	97.14	96.20
District 04	100.00	97.69	96.36	96.24	96.49	96.59	95.76	96.71	96.86	97.42	98.37	98.05	97.21
District 07	99.90	97.11	98.04	98.29	98.18	98.61	99.18	98.93	97.62	99.50	99.44	99.76	98.71
District 08	99.90	97.25	96.32	94.87	94.82	95.57	94.00	94.04	94.03	94.74	96.07	93.58	95.43
District 09	99.90	95.85	96.16	95.22	97.02	97.26	98.26	97.49	97.93	97.65	98.65	99.08	97.54
District 11	100.00	97.63	95.25	91.18	93.33	93.08	93.00	93.42	94.32	96.47	96.40	96.39	95.04
District 12	100.00	96.60	95.19	96.50	95.60	97.87	97.00	96.23	95.85	96.90	98.36	98.75	97.07
District 13	100.00	96.36	95.86	97.38	97.37	98.72	98.56	99.70	99.31	99.68	99.44	99.59	98.50
District 14	99.70	98.15	95.86	96.54	96.71	99.20	99.85	99.04	98.76	99.72	99.59	99.87	98.58
District 15	100.00	98.10	97.26	98.02	98.68	98.44	99.78	99.47	99.54	98.92	98.62	99.79	98.89
Suncoast	100.00	98.98	97.14	95.21	96.88	96.58	95.81	97.15	97.71	96.88	97.65	97.91	97.33
DCF Average	99.94	97.27	96.51	95.94	96.43	97.23	97.19	97.10	97.35	97.77	98.13	98.13	97.42
Broward	100	95.54	97.21	97.90	99.20	99.26	99.33	99.30	99.55	99.62	99.65	99.60	98.85
Citrus		98.31	96.47	99.08	99.28	100.00	98.00	98.86	99.17	96.49	100.00	100.00	98.70
Hillsborough	100.00	97.50	94.57	98.16	98.07	98.31	98.47	98.97	98.54	99.07	98.84	99.69	98.35
Manatee	100.00	95.48	98.36	99.35	98.13	98.25	98.72	98.08	96.87	98.45	99.39	98.98	98.34
Pasco	99.70	96.34	96.27	94.93	95.53	98.24	98.86	99.06	98.54	98.09	98.80	98.76	97.76
Pinellas	99.60	98.18	97.37	97.83	98.33	98.14	98.63	99.48	99.23	99.42	99.03	100.00	98.77
Seminole	100.00	99.39	100.00	98.37	98.30	98.66	99.70	100.00	99.73	99.62	99.43	99.69	99.41
Sheriff Average	99.88	97.25	97.18	97.95	98.12	98.69	98.82	99.11	98.80	98.68	99.31	99.53	98.60
DCF Average	99.94	97.27	96.51	95.94	96.43	97.23	97.19	97.10	97.35	97.77	98.13	98.13	97.42
Sheriff Average	99.88	97.25	97.18	97.95	98.12	98.69	98.82	99.11	98.80	98.68	99.31	99.53	98.60
Statewide Average	99.92	97.26	96.75	96.64	97.02	97.74	97.76	97.80	97.86	98.09	98.54	98.62	97.83

The abuse report commencement outcomes are based on the final closed record data from the monthly LEADERBOARD reports. The July 07 report was based on HomeSafenet system data and the other reports based on FSFN system data.

For Fiscal Year 2007-2008, the Sheriffs' Offices averaged 98.60% on commencements within 24 hours while the average for DCF Districts was 97.42%.

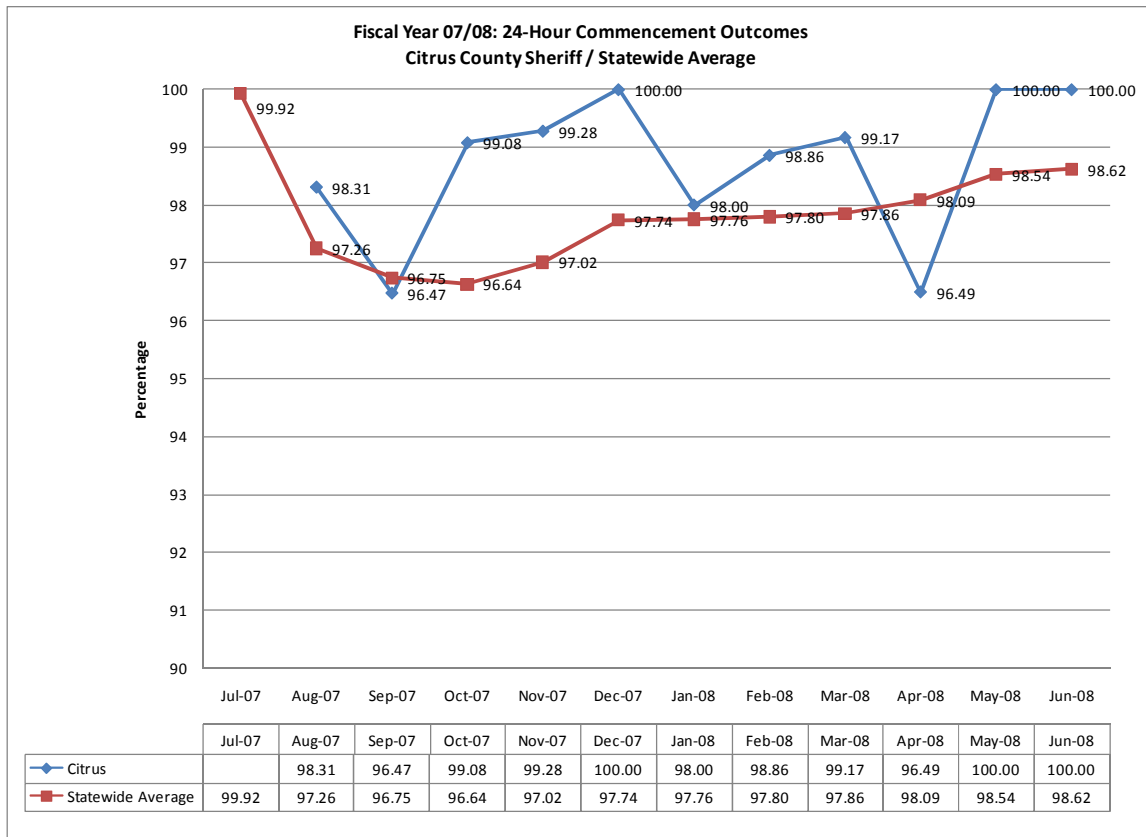
**Broward County Sheriff's Office:**

The Broward County Sheriff's Office consistently remained well above the statewide average in their compliance to documented 24-hour report commencements. BSO averaged 98.85% during the fiscal year while statewide the average was 97.83%.



## Citrus County Sheriff's Office:

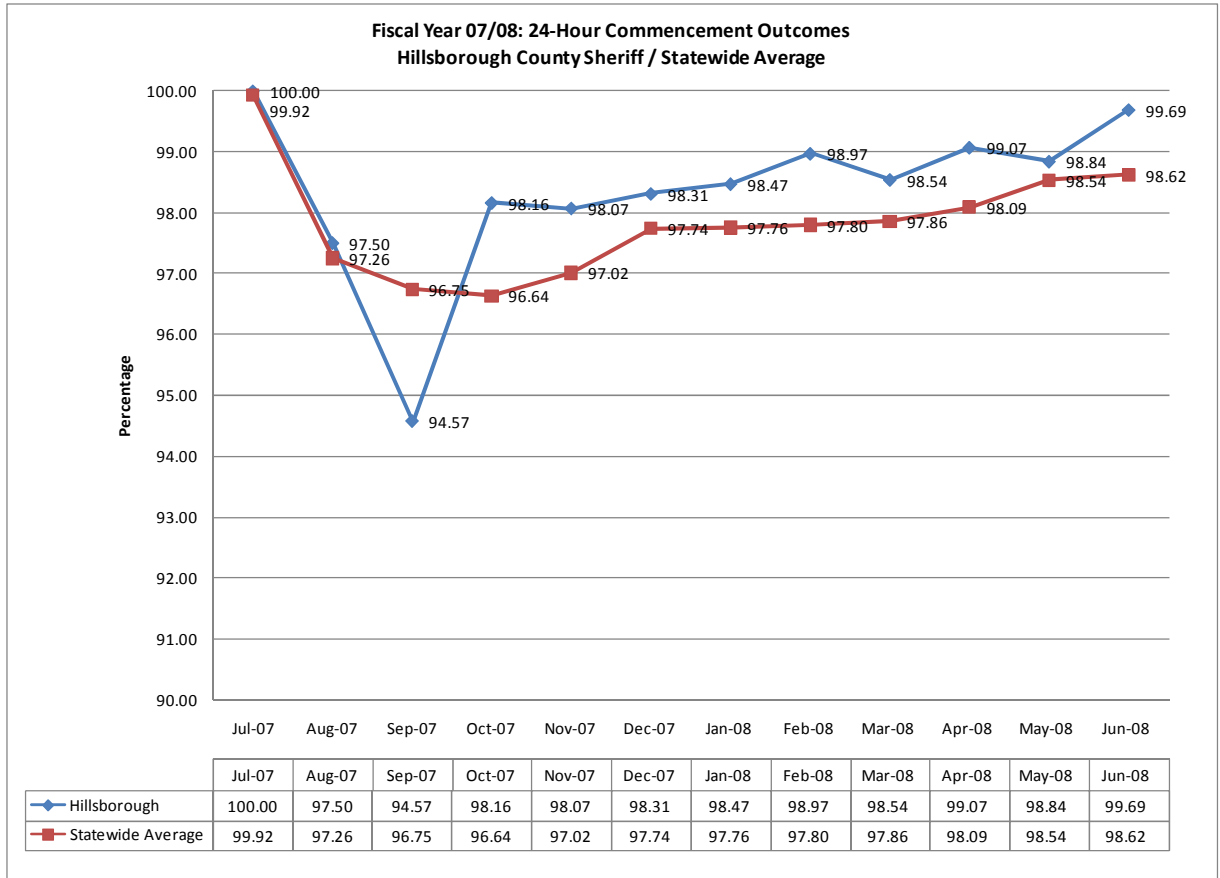
The Citrus County Sheriff's Office consistently remained well above the statewide average in their compliance to documented 24-hour report commencements. They averaged 98.70% during their first fiscal year. Statewide the average was at 97.83%. Citrus had three months of 100% compliance.



## Hillsborough County Sheriff's Office:

The Hillsborough County Sheriff's Office remained consistently above the statewide average in their compliance to documented 24-hour report commencements, except for the period immediately following the new DCF computer system initiation.

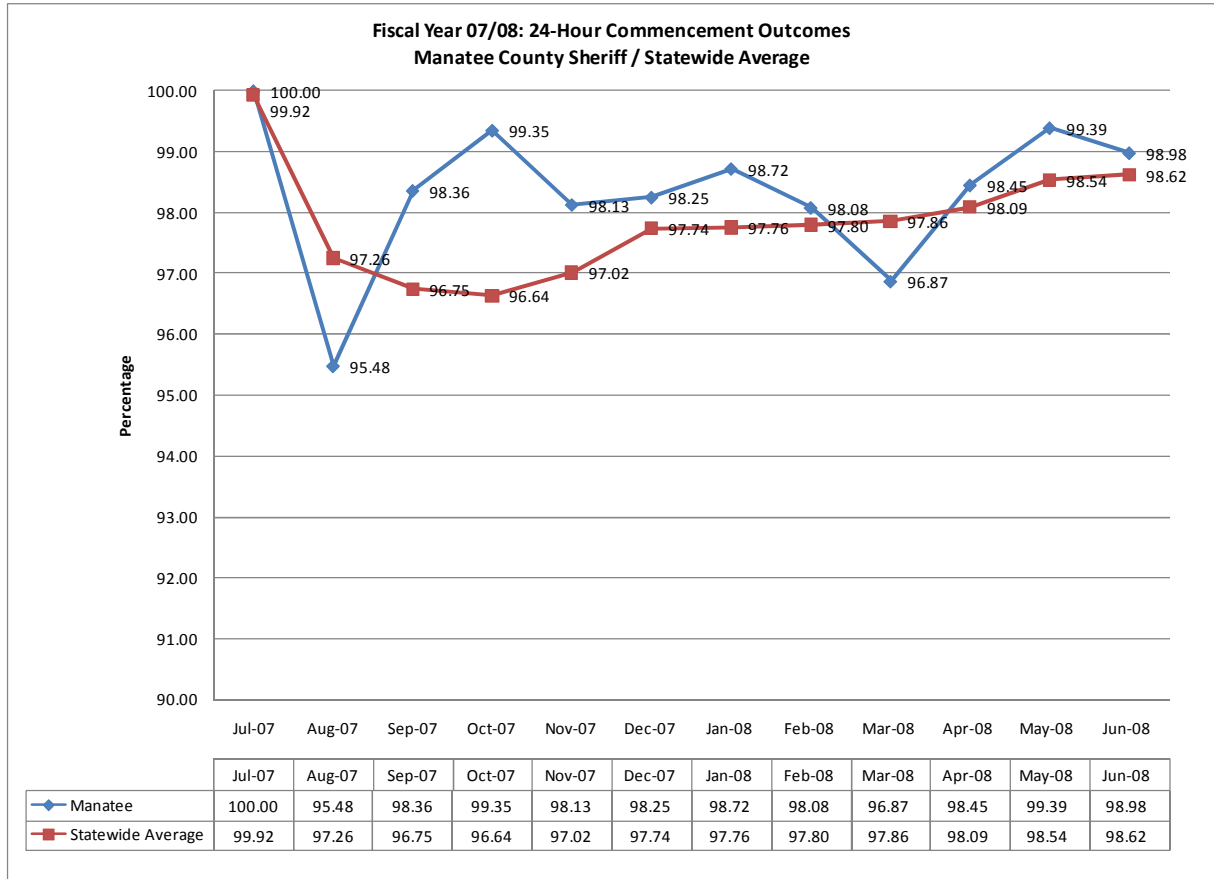
Hillsborough averaged 98.35% for the fiscal year which was above the statewide average of 97.83%.



**Manatee County Sheriff's Office:**

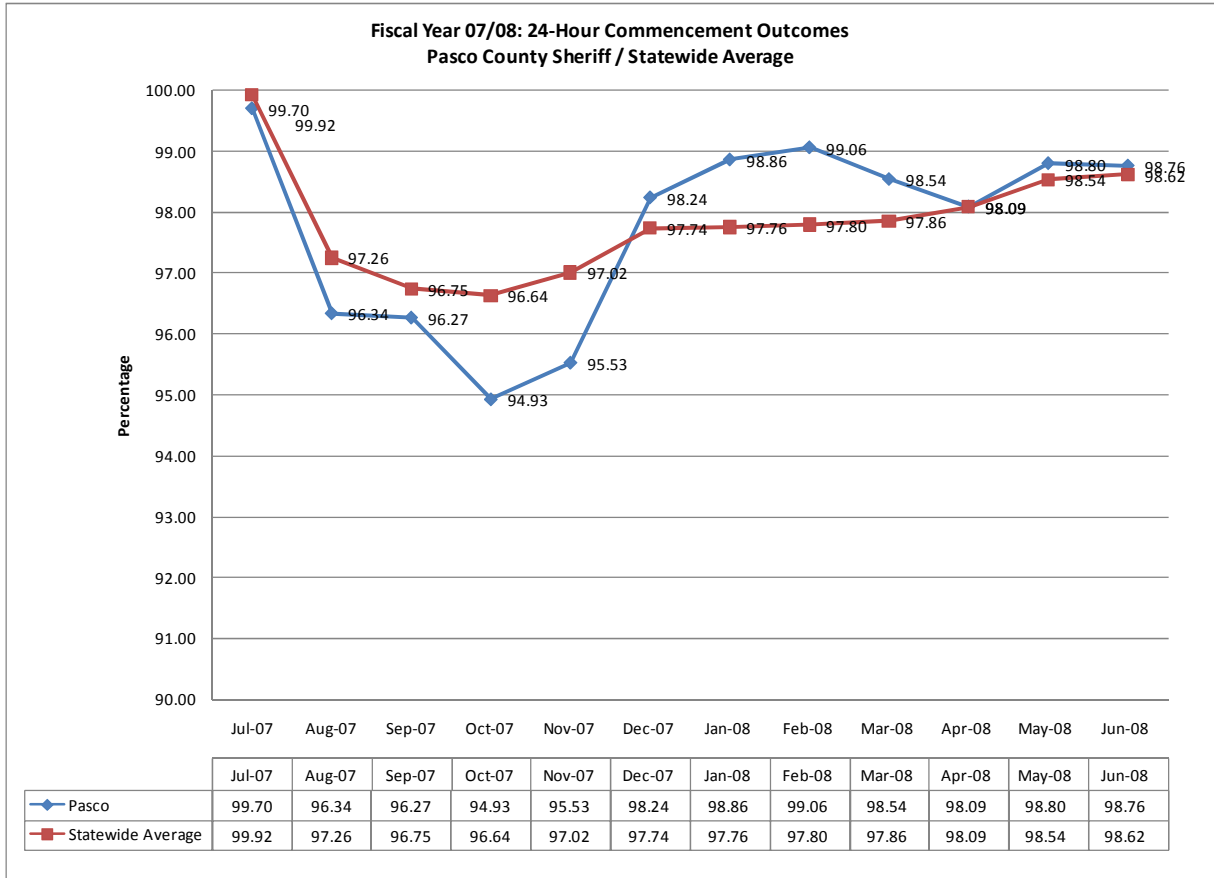
The Manatee County Sheriff's Office was consistently above the statewide average for ten of twelve months in their compliance to documented 24-hour report commencements.

For the fiscal year Hillsborough averaged 98.34% which was above the statewide average of 97.83%.



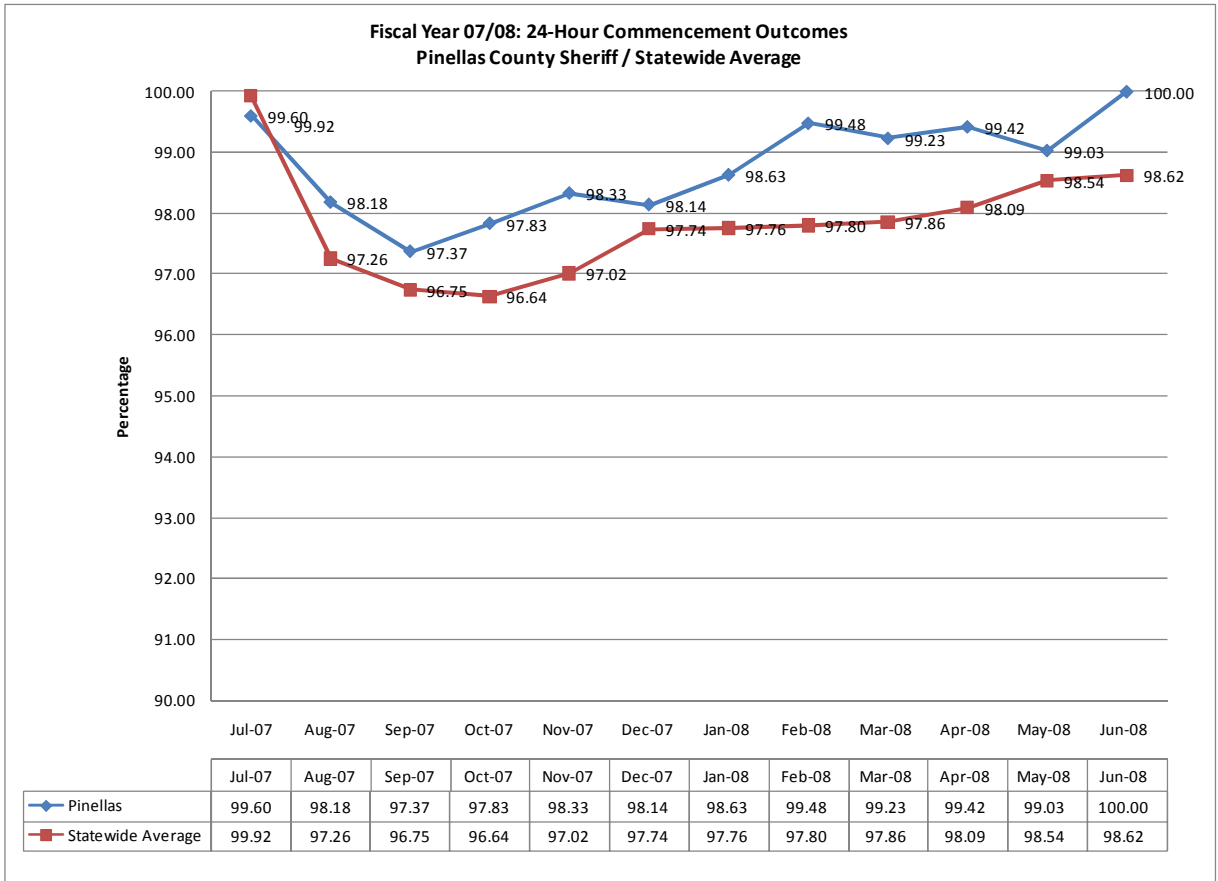
## Pasco County Sheriff:

The Pasco County Sheriff's Office averaged 97.76 % on commencement outcomes for the Fiscal Year 2007-2008, based on the monthly averages of closed report outcomes. The statewide average of 97.83%.



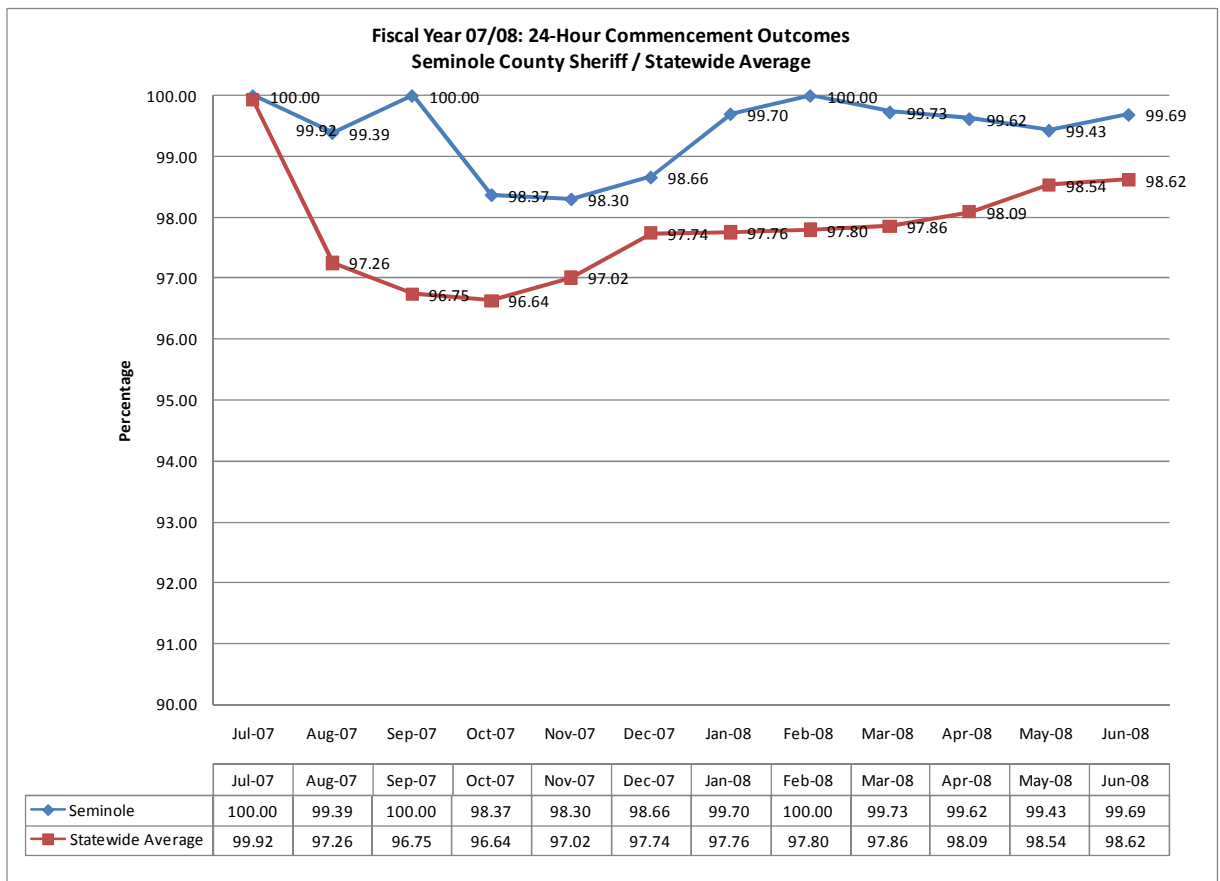
## Pinellas County Sheriff:

The Pinellas County Sheriff's Office averaged 98.77% on commencement outcomes for the fiscal year 2007-2008, based on averages of closed report outcomes. This exceeded the statewide average of 97.83%.



## Seminole County Sheriff's Office:

The Seminole County Sheriff's Office consistently remained well above the statewide average in their compliance to documented 24-hour report commencements. They averaged 99.41% during the fiscal year. Statewide the average was at 97.83%. Seminole County had the highest commencement annual average in the state.



## Annual Outcomes Investigations Closed Within 60 days

Percentage of Investigations Closed by 60th Day													
District / Sheriff	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Fiscal Yr Average
District 01	99.70	95.56	94.18	83.90	91.14	95.87	95.72	97.23	97.81	98.96	97.76	97.00	95.40
District 02	90.70	77.64	54.89	55.16	85.87	86.19	90.49	93.77	88.94	91.12	86.02	90.36	82.60
District 03	99.80	81.08	60.40	66.85	71.10	77.14	82.46	96.35	97.45	97.19	97.28	95.48	85.22
District 04	100.00	81.14	68.65	67.90	90.85	85.85	92.68	94.18	98.28	97.68	97.06	98.05	89.36
District 07	100.00	99.50	99.57	99.53	99.89	99.83	99.89	99.87	100.00	99.95	99.80	99.95	99.82
District 08	99.00	74.62	58.68	45.79	53.26	50.95	57.80	52.83	68.04	68.91	74.05	74.54	64.87
District 09	100.00	98.62	95.74	95.48	98.76	97.26	96.27	95.22	98.62	97.41	96.31	98.17	97.32
District 11	99.50	80.18	63.56	57.20	64.61	65.08	72.76	71.41	78.73	81.48	89.78	96.30	76.72
District 12	99.80	89.81	87.70	86.89	94.72	96.39	95.05	98.41	99.31	99.64	99.18	98.75	95.47
District 13	100.00	92.72	91.37	92.93	87.50	96.27	99.61	99.70	99.72	98.72	98.78	99.39	96.39
District 14	99.70	84.31	76.46	94.08	95.06	97.86	97.64	98.25	97.37	95.15	98.06	96.44	94.20
District 15	100.00	94.79	94.79	98.02	97.59	92.63	94.70	97.88	96.13	95.70	98.39	97.06	96.47
Suncoast	100.00	84.69	66.43	58.08	47.77	62.73	66.98	72.24	77.52	89.06	91.79	95.12	76.03
DCF Average	99.09	87.28	77.88	77.06	82.93	84.93	87.85	89.80	92.15	93.15	94.17	95.12	88.45
Broward	100.00	99.83	99.75	99.56	99.90	99.91	100.00	99.90	99.82	99.81	99.91	99.92	99.86
Citrus		100.00	100.00	100.00	99.28	100.00	100.00	100.00	100.00	100.00	100.00	100.00	99.93
Hillsborough	100.00	95.47	95.08	96.43	97.95	97.99	99.02	99.10	99.32	99.59	99.15	99.79	98.24
Manatee	100.00	100.00	100.00	100.00	99.69	99.30	100.00	99.45	100.00	100.00	99.70	99.66	99.82
Pasco	100.00	100.00	95.59	98.37	99.80	98.53	100.00	99.69	100.00	100.00	99.40	99.26	99.22
Pinellas	100.00	97.09	92.48	93.22	95.24	96.04	93.16	99.35	98.21	98.01	99.42	99.59	96.82
Seminole	100.00	100.00	100.00	100.00	100.00	100.00	99.70	100.00	100.00	100.00	100.00	100.00	99.98
Sheriff Average	100.00	98.91	97.56	98.23	98.84	98.82	98.84	99.64	99.62	99.63	99.65	99.75	99.12
DCF Average	99.09	87.28	77.88	77.06	82.93	84.93	87.85	89.80	92.15	93.15	94.17	95.12	88.45
Sheriff Average	100.00	98.91	97.56	98.23	98.84	98.82	98.84	99.64	99.62	99.63	99.65	99.75	99.12
Statewide Average	99.38	91.35	84.77	84.47	88.50	89.79	91.70	93.24	94.76	95.42	96.09	96.74	92.19

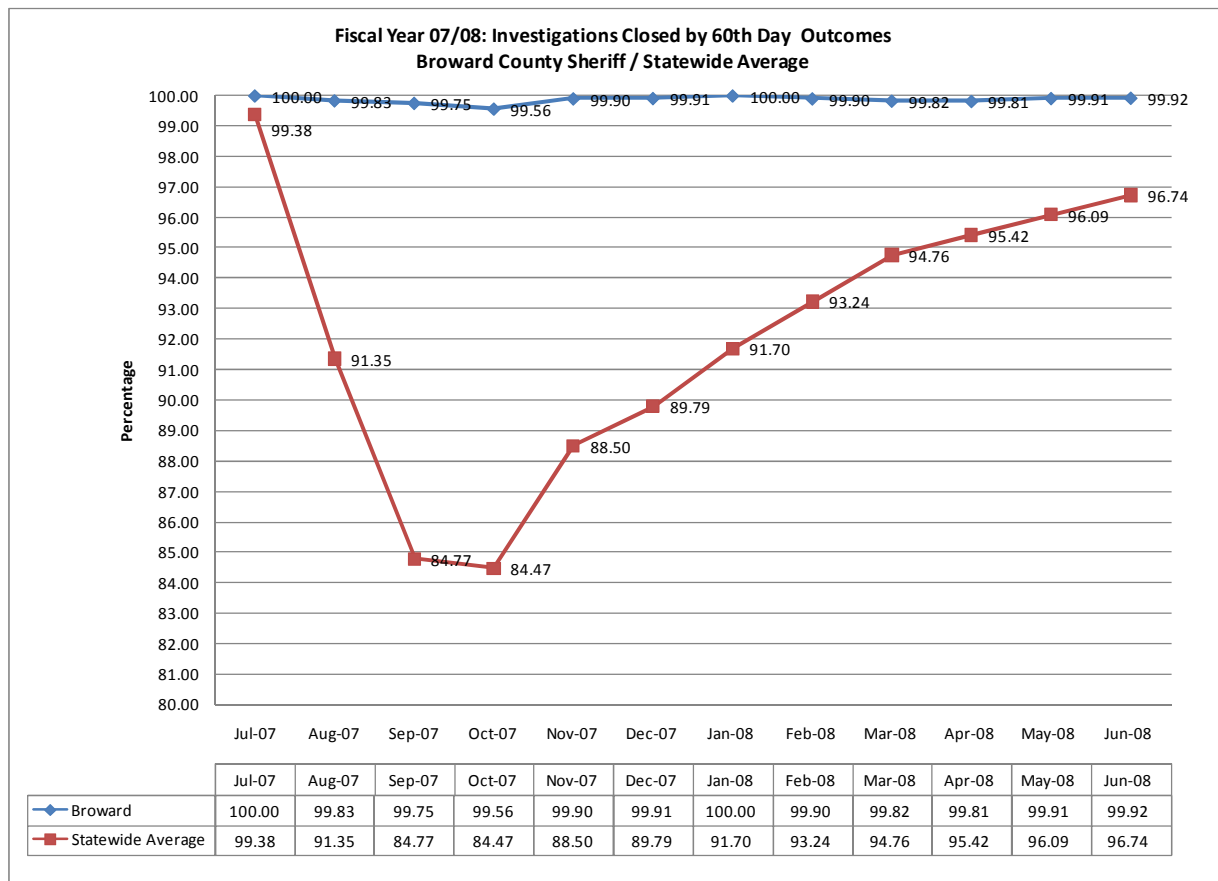
The abuse report closure outcomes based on data from DCF HomeSafenet and FSFN Leaderboard reports show an average annual outcome for the seven Sheriffs' Offices of 99.12%, and the average for DCF districts at 88.45%. DCF outcome performance measure was 10.67% below the Sheriffs' performance. The statewide combined average for both Sheriff and DCF was 92.19%.

When the new computer system, Florida Safe Families Network (FSFN), was initiated in August 2007 the data used to determine report compliance for report closure within 60 days changed. DCF with FSFN reports excluded those intake reports that involved special conditions referrals from this 60 day tracking. This exclusion includes: child-on-child sexual abuse referrals, foster care referrals, parent unavailable referrals, and parent in need of assistance referrals. Statewide these special condition referrals comprise approximately 6% of all intakes accepted and handled.

Legislation passed in 2008 that amended the sixty day closure requirement and effective July 01, 2008, will allow for investigations to remain open beyond sixty days in three specific circumstances: (1) death of a child requires medical examiner report and it is pending at the 60<sup>th</sup> day; (2) open law enforcement investigation that would be compromised by closure of investigation at 60<sup>th</sup> day; and (3) investigation involves missing child and active efforts require investigation to remain open past 60<sup>th</sup> day.

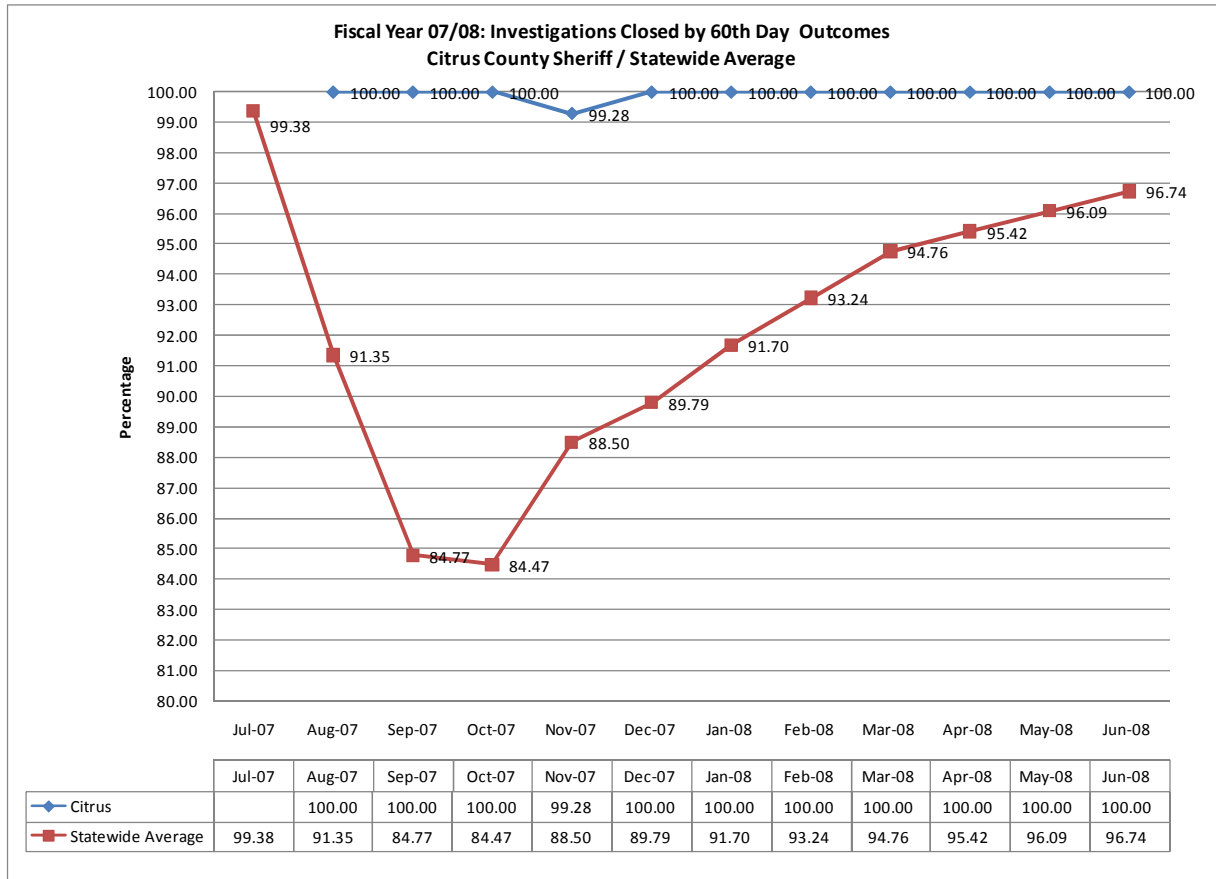
## Broward County Sheriff's Office:

The Broward County Sheriff's Office consistently remained well above the statewide average in their compliance to the statutory sixty day closure requirement set for investigations. BSO averaged 99.86% during the fiscal year while statewide the average was 92.19%.



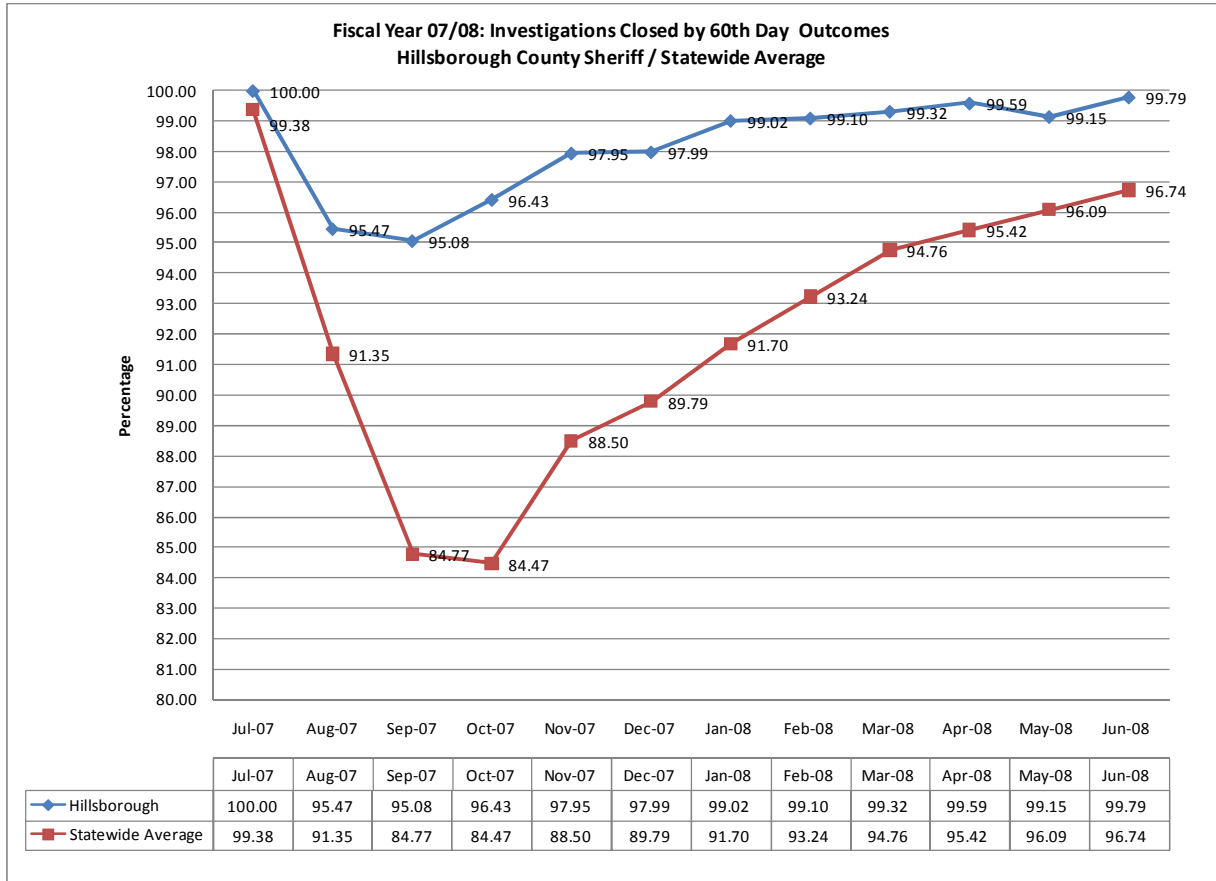
### Citrus County Sheriff's Office:

The Citrus County Sheriff's Office was the second highest in the state for their compliance to the statutory sixty day closure requirement set for investigations. They averaged 99.93% during the fiscal year while statewide the average was 92.19%.



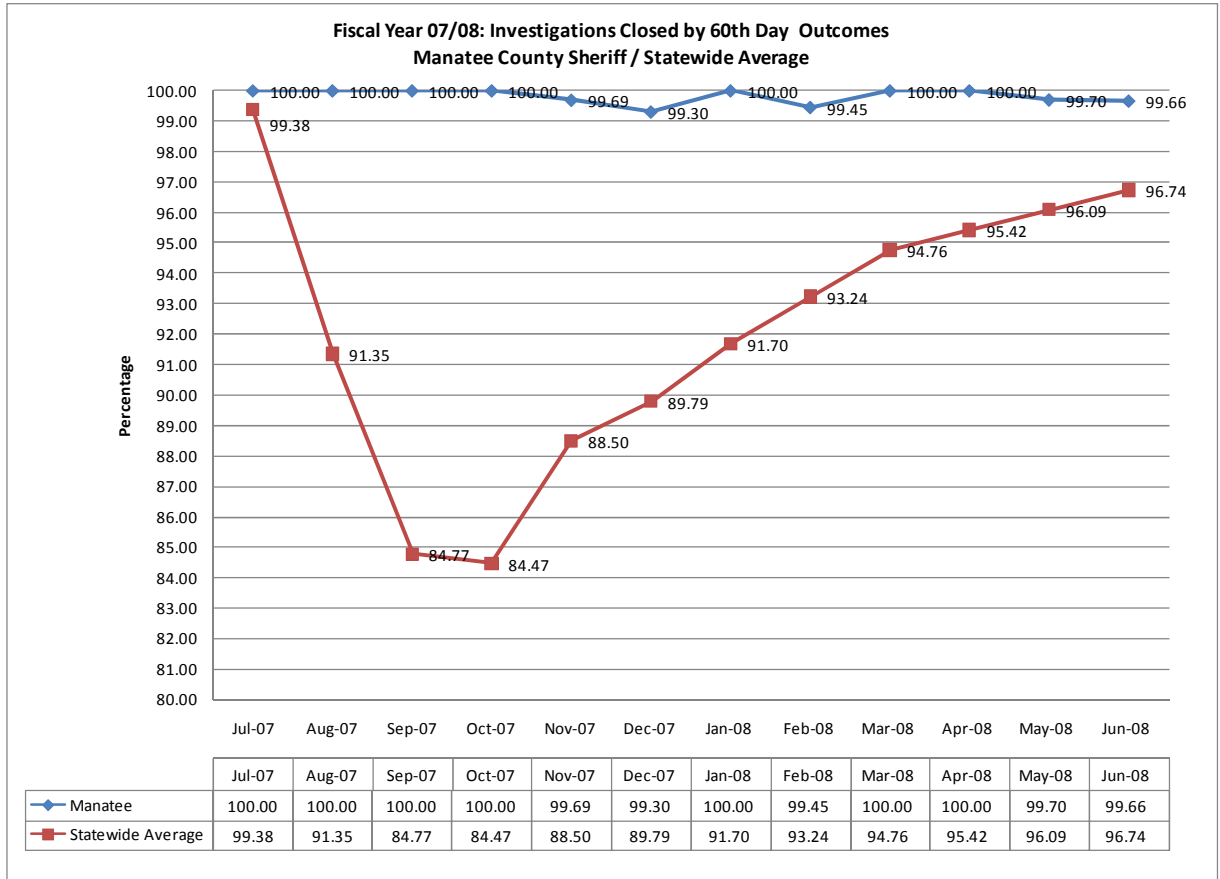
### Hillsborough County Sheriff:

Hillsborough County Sheriff averaged 98.24% on report closures within 60 days for Fiscal Year 2007-2008 exceeding the statewide average every month.



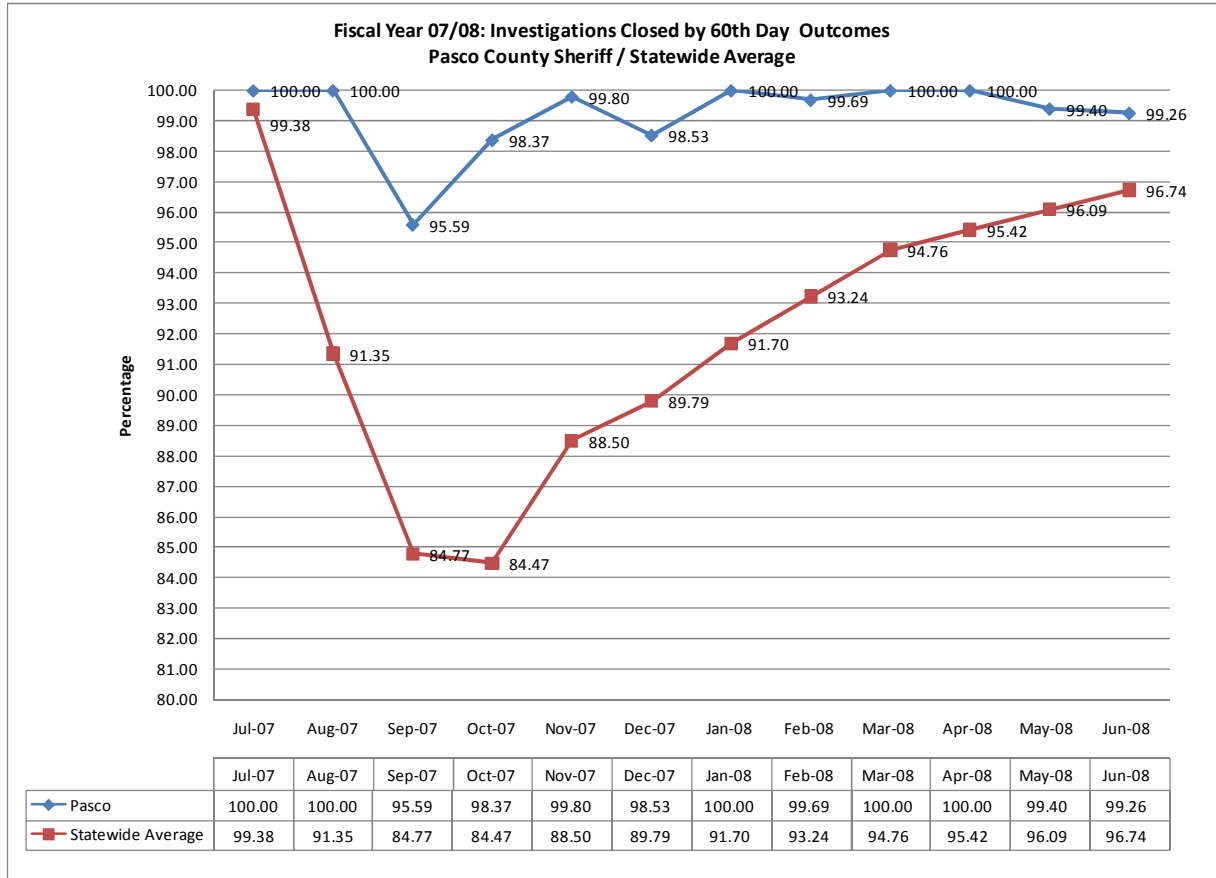
## Manatee County Sheriff:

The Manatee County Sheriff Office averaged 99.82% for report closures within 60 days for Fiscal Year 2007-2008. They exceeded each month the statewide average and had 100% for seven months in the fiscal year.



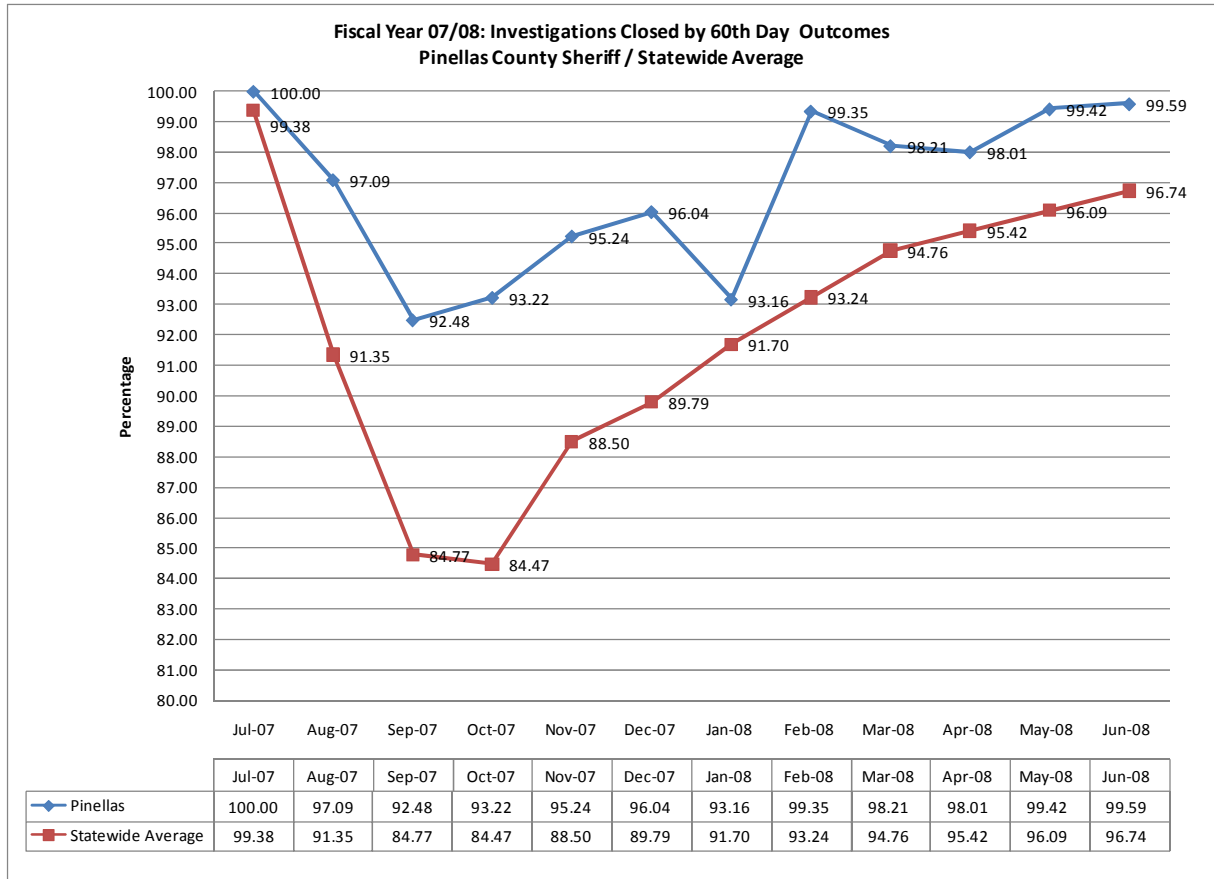
**Pasco County Sheriff:**

The Pasco County Sheriff Office averaged 99.22% for report closures within 60 days for Fiscal Year 2007-2008. They exceeded each month the statewide average and had 100% for five months in the fiscal year.



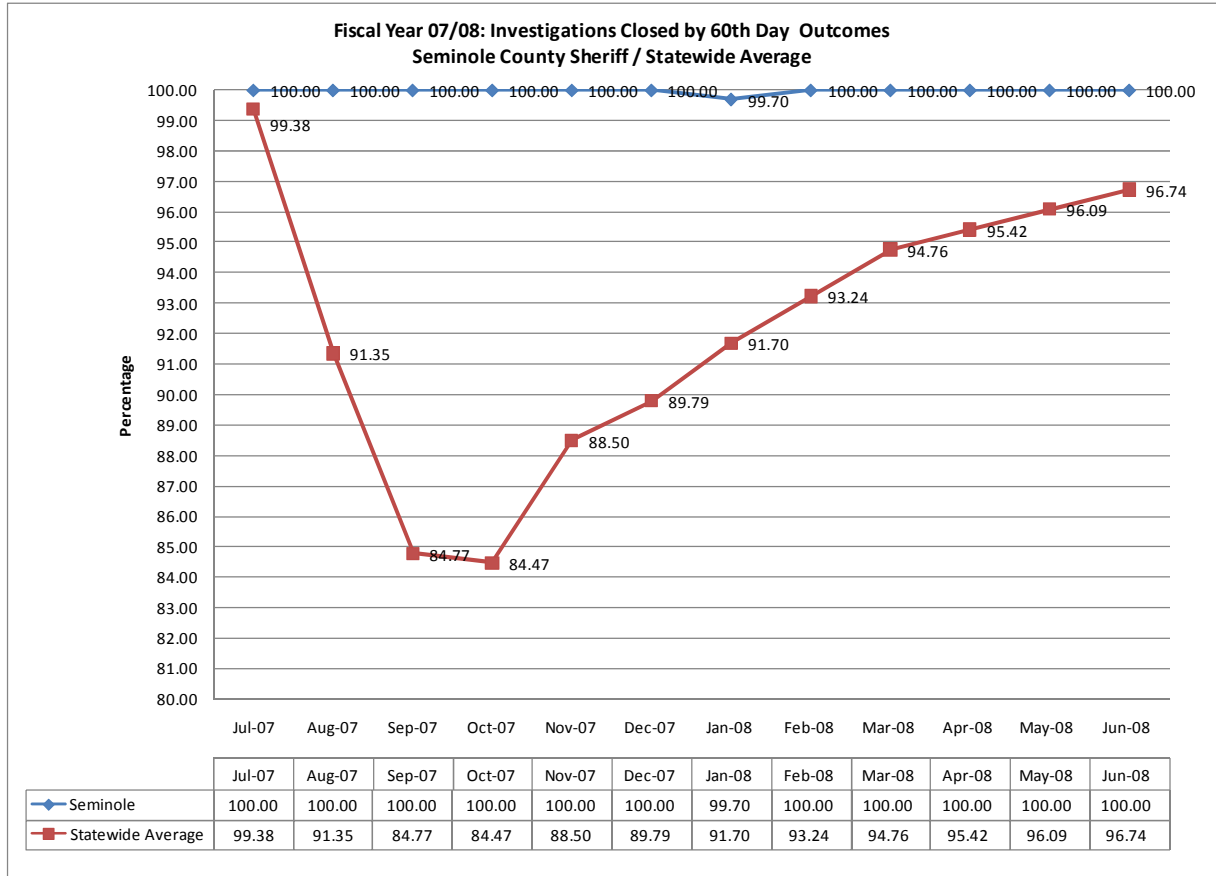
## Pinellas County Sheriff:

The Pinellas County Sheriff Office averaged 96.82% for report closures within 60 days for Fiscal Year 2007-2008. They exceeded the statewide average monthly during the fiscal year.



### Seminole County Sheriff:

The Seminole County Sheriff Office averaged 99.98% for report closures within 60 days for Fiscal Year 2007-2008. They exceeded the statewide average monthly during the fiscal year and had eleven months at 100% Seminole had the highest percentage average in the fiscal year for all sheriff and DCF districts / regions.



**Annual Outcome:  
Initial Supervisory Reviews completed within 72 hours of Submission**

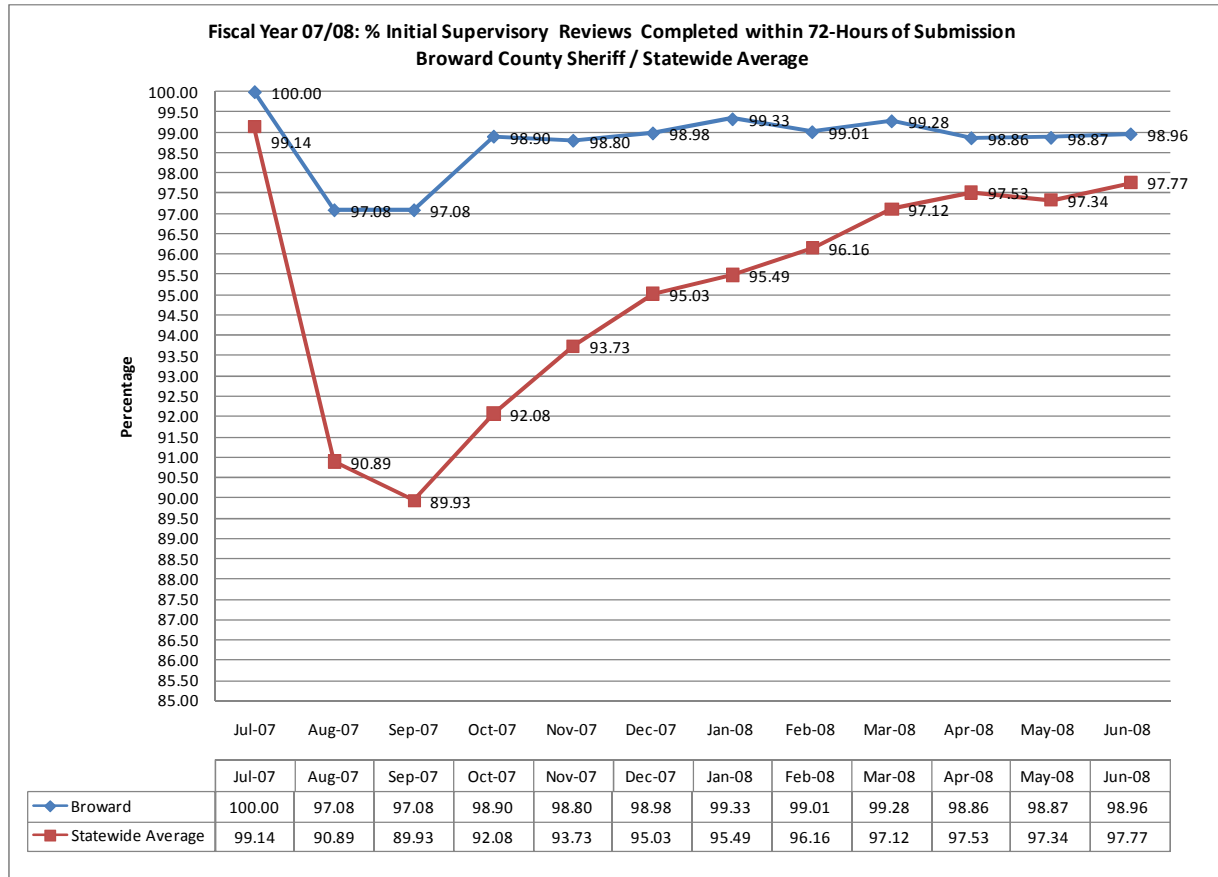
Percentage of Initial Supervisory Reviews Completed within 72-Hours													
District / Sheriff	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Fiscal Yr Average
District 01	99.50	95.31	95.24	97.56	98.67	99.04	99.43	99.38	98.98	98.70	99.16	98.44	98.28
District 02	99.30	84.42	78.04	74.67	82.44	89.92	95.40	95.79	97.20	96.99	97.72	95.87	90.65
District 03	99.00	92.79	93.62	92.63	89.71	89.36	89.06	91.67	93.62	95.71	94.40	95.33	93.08
District 04	99.20	93.05	89.29	89.86	90.69	92.58	91.06	92.11	93.88	93.56	96.82	96.88	93.25
District 07	99.90	95.42	97.46	98.91	99.36	99.44	99.45	99.62	99.54	99.39	99.03	99.07	98.88
District 08	99.90	88.38	87.11	88.03	92.99	94.30	95.88	92.12	92.76	93.94	94.89	95.32	92.97
District 09	99.40	91.32	89.13	92.38	95.78	97.02	96.77	96.65	97.93	97.41	96.92	97.59	95.69
District 11	99.30	81.31	78.17	86.25	86.96	87.53	86.61	93.52	92.97	96.47	95.98	96.22	90.11
District 12	97.20	80.75	83.96	87.76	96.13	95.24	95.40	95.44	97.24	94.54	93.62	95.02	92.69
District 13	99.50	92.44	91.19	93.98	94.63	93.94	95.92	97.89	99.17	99.14	98.66	98.67	96.26
District 14	99.00	94.46	93.60	96.10	96.56	96.51	97.79	98.25	98.30	99.17	99.03	98.98	97.31
District 15	99.70	91.94	94.52	98.02	98.03	99.11	99.12	96.83	96.36	98.28	97.02	98.32	97.27
Suncoast	95.20	90.82	81.43	78.44	77.68	83.23	87.44	82.92	92.66	94.38	91.79	96.52	87.71
DCF Average	98.93	90.19	88.67	90.35	92.28	93.63	94.56	94.78	96.20	96.74	96.54	97.09	94.17
Broward	100.00	97.08	97.08	98.90	98.80	98.98	99.33	99.01	99.28	98.86	98.87	98.96	98.76
Citrus		89.83	96.47	100.00	98.56	100.00	97.33	100.00	100.00	99.12	100.00	100.00	98.30
Hillsborough	99.20	88.24	93.89	97.93	98.31	98.84	99.02	99.48	99.55	98.76	98.73	99.16	97.59
Manatee	100.00	97.29	96.72	98.71	98.75	97.55	98.40	98.90	98.29	99.07	99.70	99.66	98.59
Pasco	100.00	84.66	73.90	81.16	87.40	92.94	93.64	98.11	98.30	98.56	96.81	96.28	91.81
Pinellas	98.40	88.36	87.78	90.23	93.18	95.11	92.70	95.56	96.42	98.48	97.86	99.17	94.44
Seminole	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	99.72	100.00	99.98
Sheriff Average	99.60	92.21	92.26	95.28	96.43	97.63	97.20	98.72	98.83	98.98	98.81	99.03	97.08
DCF Average	98.93	90.19	88.67	90.35	92.28	93.63	94.56	94.78	96.20	96.74	96.54	97.09	94.17
Sheriff Average	99.60	92.21	92.26	95.28	96.43	97.63	97.20	98.72	98.83	98.98	98.81	99.03	97.08
Statewide Average	99.14	90.89	89.93	92.08	93.73	95.03	95.49	96.16	97.12	97.53	97.34	97.77	95.18

An initial supervisory review of each report is to occur after the child protective investigator completes an initial safety assessment and submits the report. This safety assessment is submitted within 48 hours after initial contact with the victim. The abuse report initial supervisory review outcomes are based on data from the DCF SACWIS computer, LEADERBOARD reports. Fiscal Year 2007-2008 data reflects the Sheriff's Offices averaged 97.08% compliance with the supervisory review measure, and the DCF districts/regions averaged 94.17%. The statewide average (Sheriffs/DCF) was 95.18%.

When the new computer system, Florida Safe Families Network (FSFN), was initiated in August 2007 the data used to determine report compliance for 72-hour supervisory reviews changed. DCF with the FSFN system excluded those intake reports that involved special conditions referrals from this safety assessment area of tracking. This exclusion includes: child-on-child sexual abuse referrals, foster care referrals, parent unavailable referrals, and parent in need of assistance referrals. Statewide these special condition referrals comprise approximately 6% of all intakes accepted and handled.

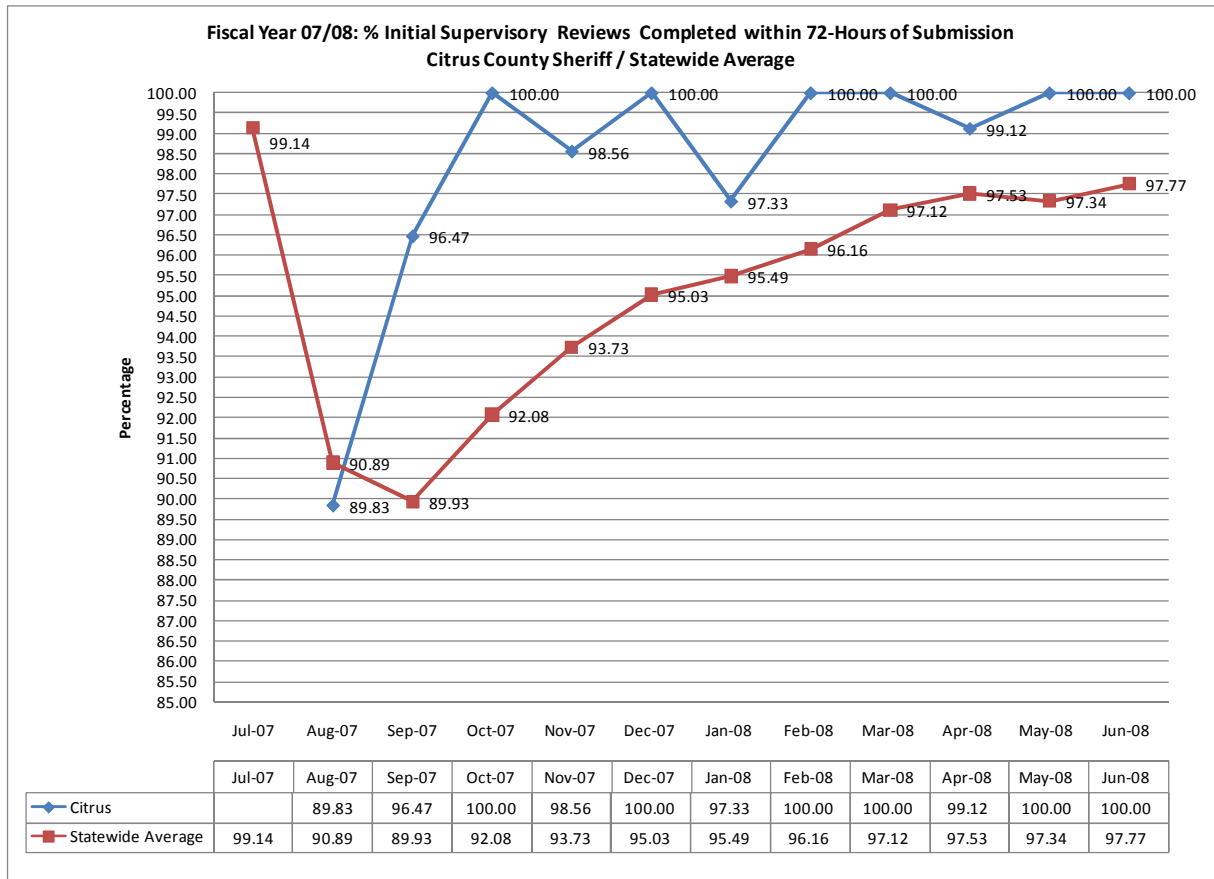
## Broward County Sheriff:

The Broward County Sheriff Office averaged 98.76% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Broward exceeded the statewide average each month during the fiscal year.



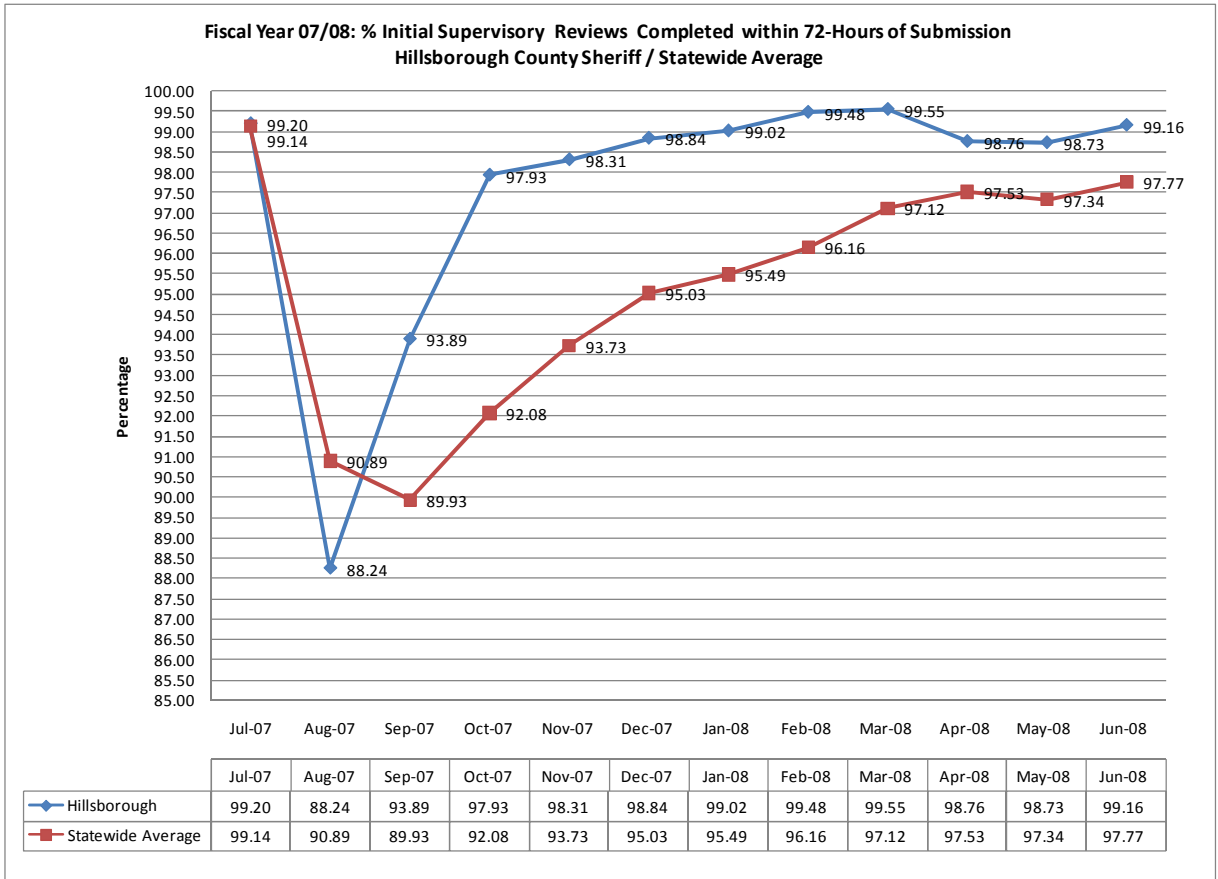
## Citrus County Sheriff:

The Citrus County Sheriff Office averaged 98.30% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Citrus had six months of 100%. Their data is based on eleven months due to their Grant initiation and data not being available until August 2007.



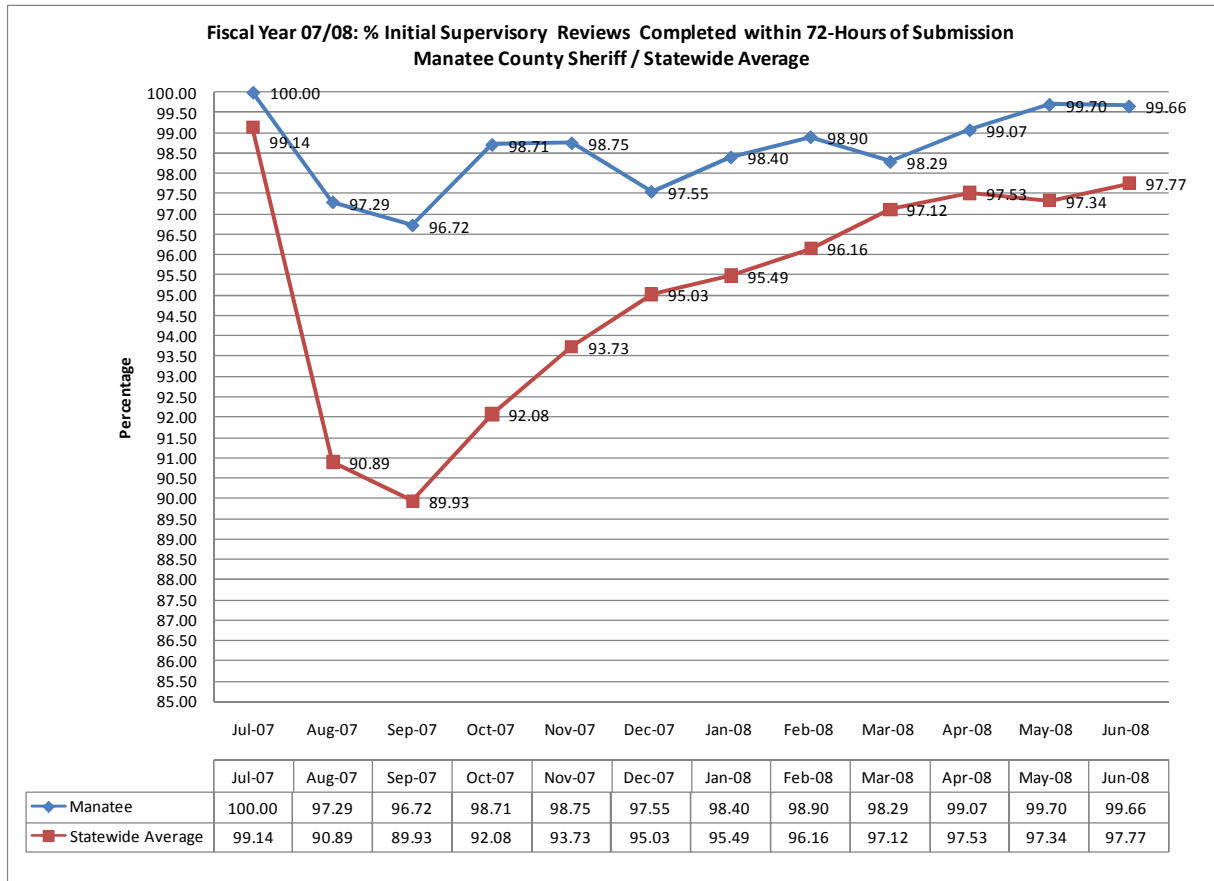
## Hillsborough County Sheriff:

The Hillsborough County Sheriff Office averaged 97.59% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Hillsborough exceeded the statewide average for eleven of twelve months in the fiscal year.



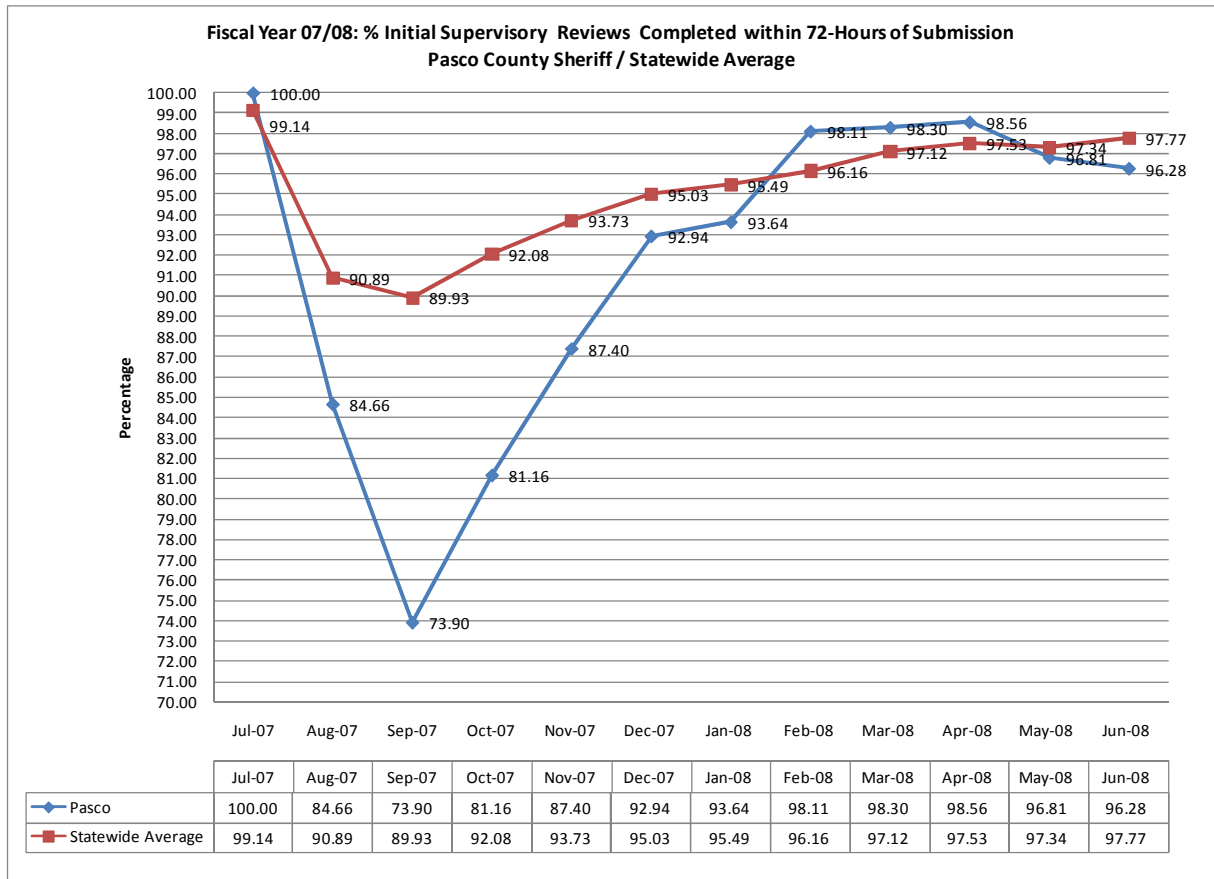
**Manatee County Sheriff:**

The Manatee County Sheriff Office averaged 98.59% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Manatee exceeded the statewide average every month of the fiscal year.



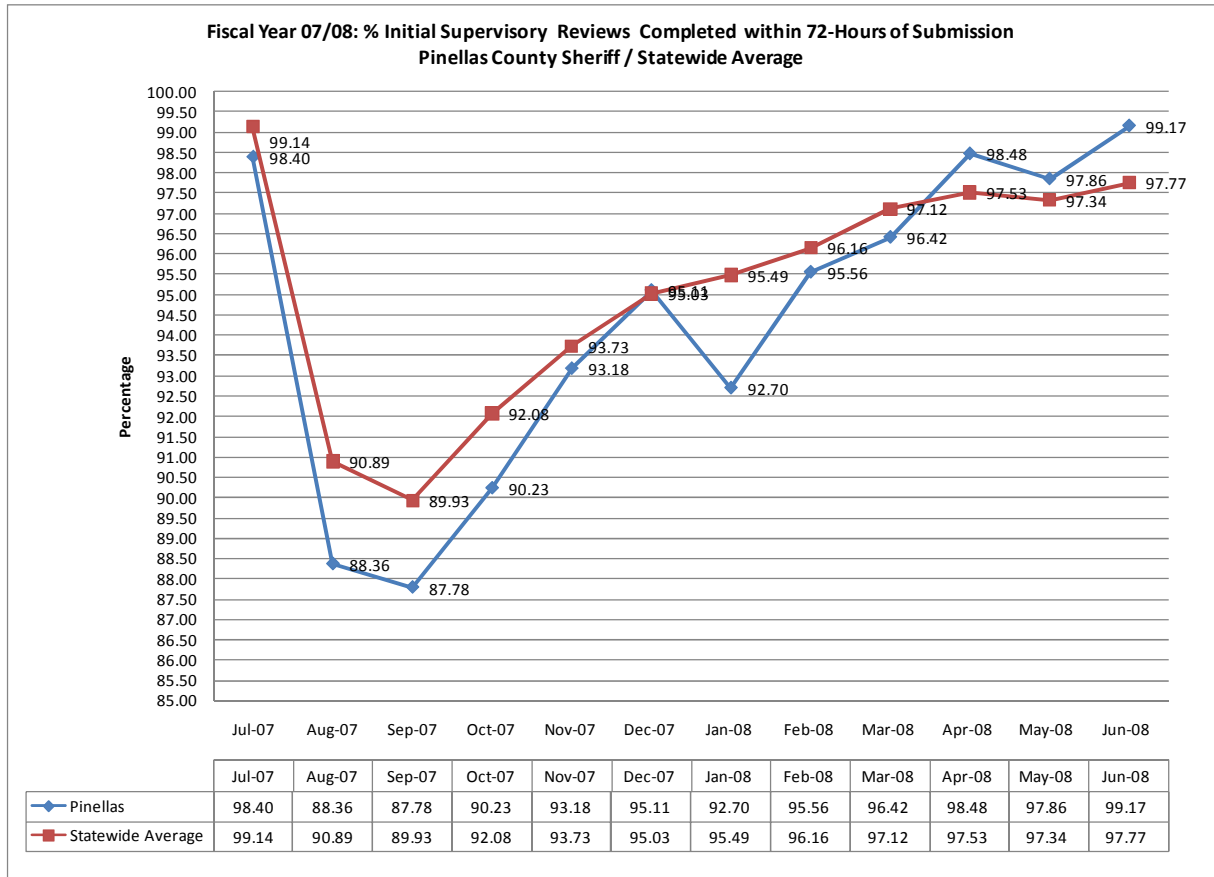
## Pasco County Sheriff:

The Pasco County Sheriff Office averaged 91.81% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Following the August 2007 FSFN computer system switch, accurate data recording experienced a drop, however Pasco did improve dramatically.



## Pinellas County Sheriff:

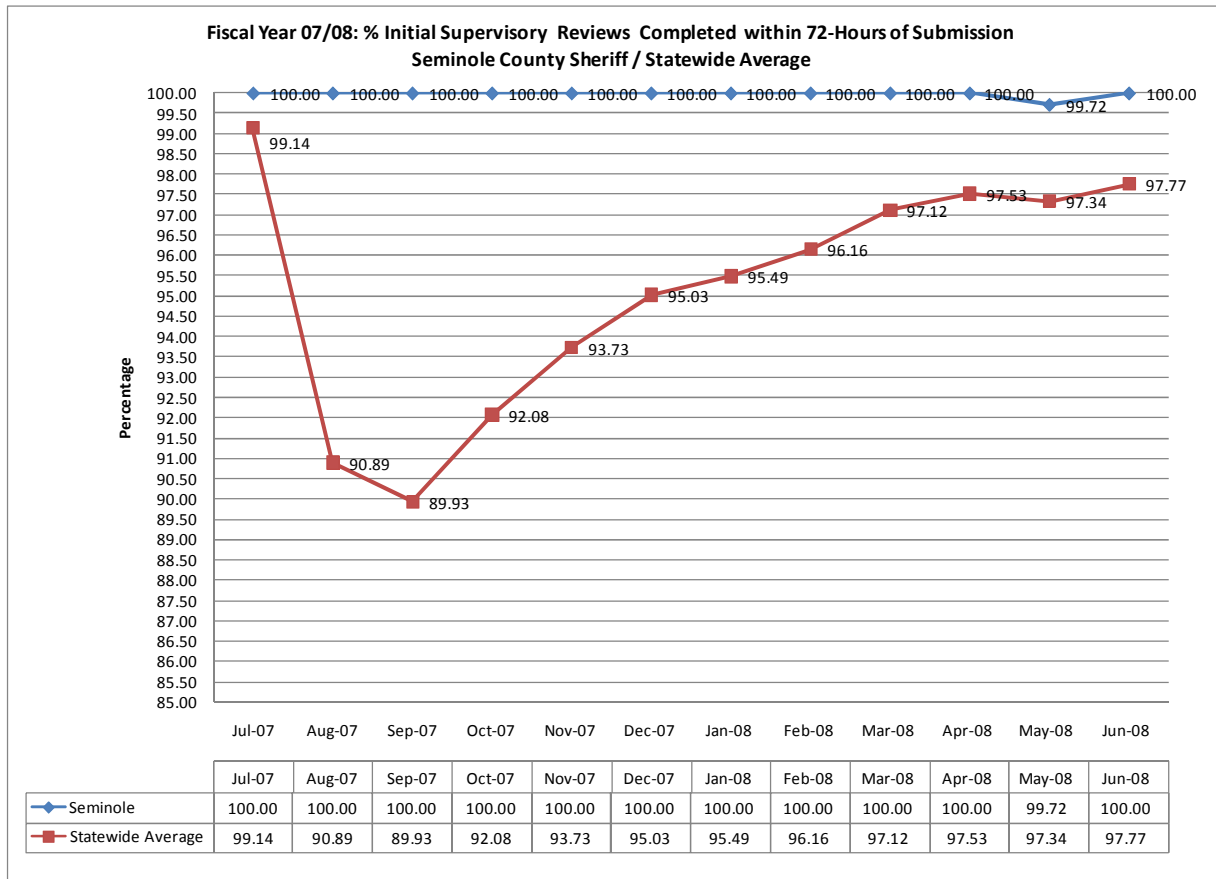
The Pinellas County Sheriff Office averaged 94.44% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%. Following the August 2007 FSFN computer system switch, accurate data recording experienced a drop, however Pinellas did improve dramatically and exceeded the statewide average for the last three months of the fiscal year.



## Seminole County Sheriff:

The Seminole County Sheriff Office averaged 99.98% for supervisory initial reviews of child safety assessments within 72-hours of submission for Fiscal Year 2007-2008 while statewide the average was 95.18%.

Seminole had eleven of twelve months at 100% and had the highest annual average of all Sheriff / DCF reporting areas.



## **PROGRAM MANAGEMENT**

The Citrus County Sheriff was provided an on-site evaluation of their program management based on twenty-four specific program management criteria used in former years with the other sheriff offices.

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.

Citrus County Sheriff's Office received 100% in the Program Management review and 95.6% for Emergency Removal Cases and Initial Responses (2/3 of Total) Total outcome was 97.1%.

## **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 the FSFN computer system, 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 below provides expenditure and cost per report investigated data for each Sheriff and for the department for FY 2007-2008. The "Expenditures per Report Investigated" is calculated by dividing actual expenditures by the number of reports investigated. FY 2006-2007 "Expenditures Per Report Investigated" is provided for comparison purposes.

The overall number of reports investigated increased 12.75% compared to FY 2006-2007. Statewide, expenditures in FY 2007-2008 for child protective investigations increased 3.07% over the prior fiscal year. The only increase in appropriations for the Sheriff grants for FY 2007-2008 was the new appropriation for the Citrus County Sheriff effective July 1, 2007. The department's indirect cost increased by \$2.9 million due to the increase in the federally approved indirect cost rate. The department's direct costs increased by \$1.9 million due to the appropriations for pay increases (annualization of the prior year appropriation) and changes to fringe benefits for state employees.

The greatest increase in the number of reports occurred in Pinellas County (16.64%) followed closely by Broward County (16.45%). Overall, excluding Citrus County, the number of reports for the sheriffs increased by 14.57%. The increase in the number of reports for the Department was 11.16%. Statewide, including DCF and Sheriff's Offices, the number of reports increased by 12.75%.

The rate of increase in the number of reports investigated exceeded the rate of increase in the department's budget compared to FY 2006-2007. Therefore, the cost per report for the Department decreased 8.9% from \$818 to \$751. While there was no increase in the budget for the Sheriffs, the number of reports increased over 14.5%. This resulted in the average cost per report for the Sheriffs decreasing 14.5% from \$1,048 to \$881.

AGENCY	FY 2007-2008			FY 2006-2007
	EXPENDITURES	REPORTS INVESTIGATED	FY 2007 -2008 EXPENDITURES PER REPORT INVESTIGATED	EXPENDITURES PER REPORT INVESTIGATED
Broward	\$13,337,160	15,185	\$878	\$1,051
Manatee	\$3,619,941	4,409	\$821	\$951
Pasco	\$4,189,840	6,244	\$671	\$805
Pinellas	\$10,656,488	11,567	\$921	\$1,082
Seminole	\$3,527,155	4,519	\$781	\$881
Hillsborough	\$13,091,844	13,019	\$1,006	\$1,217
Sheriff Subtotal	\$48,422,428	54,943	\$881	\$1,048
Citrus	\$1,984,715	1,626	\$1,221	N/A
Sheriffs (Combined)	\$50,407,143	56,569	\$891	\$1,048
Department	\$113,927,346	151,720	\$751	\$818
TOTAL	\$164,334,489	208,289	\$789	\$877

NOTES:

1. Expenditure data excludes training costs
2. FY 2007-2008 Expenditures for the Department includes \$15,564,947 in indirect costs
3. FY 2006-2007 Expenditures for the Department includes \$12,557,536 in indirect costs
4. FY 2006-2007 Expenditures and Reports Investigate

## **RECOMMENDATIONS**

1. The Sheriff's Offices in Manatee, Pasco, Seminole, Broward, Hillsborough, Pinellas, and Citrus counties should continue their grants from the Department of Children and Families to conduct child protective investigations.
2. The current economic predicament facing Florida resulted in significant legislative cuts to Sheriff Grants in July 2008 which considerably impacted these established benchmark operations. Reinstatement of former funding levels should be a priority for DCF and the legislature, to preserve the effective role law enforcement has in Florida now for over a decade conducting child protective investigations.
3. The commendable, longstanding and successful roles that Sheriff Offices have had in Florida for providing child protective investigative services should warrant DCF and the legislature to encourage more sheriff expansions and the ample funding for all of their successful operations.
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 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 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.

