

Sheriff's Child Protective Investigations

PROGRAM PERFORMANCE EVALUATION REPORT

January 31, 2008

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

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EXECUTIVE SUMMARY

INTRODUCTION

In 2000, the Florida Legislature mandated an annual report on the program performance 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, 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 methodology for the quality performance component of this evaluation was based on a review of child protective investigation closed records. A random sample of closed child abuse reports was selected from HomeSafenet (HSn) from a universe of those reports received on or after July 1, 2006, and closed by March 30, 2007. The number of reports to be reviewed (65) was determined through the use of the Department of Children and Families' Sample Size Calculator utilizing a confidence level of 90 percent

with an error rate of plus or minus 10 percent. Excluded from the sample were duplicate, institutional, 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: September 10-14 in Pasco County; September 24-28 in Seminole County; October 01-05 in Manatee County; October 15-19 in Seminole County; October 29 to November 02 in Hillsborough County; and November 05-09 in Broward County. Because Citrus County Sheriff's Office only began conducting child protective investigations on July 1, 2007, that office was not a part of this evaluation, but will be reviewed in next year's report.

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

OUTCOME MEASURES AND STANDARDS

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

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

CONCLUSIONS

QUALITY PERFORMANCE REVIEW

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

OUTCOME MEASURES

The performance outcomes reported in this review confirmed that the participating Sheriff's Office programs continue achieving the performance outcome measures established by the Legislature. Broward, Manatee, Pasco, Pinellas, Hillsborough 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, Hillsborough and Seminole County Sheriff's Offices all achieved passing ratings in the Peer Review segment on program management.

RECOMMENDATIONS

1. The Sheriff's Offices in Hillsborough, Manatee, Pasco, Seminole, Broward, Hillsborough and Pinellas counties should continue their grants from the Department of Children and Families to conduct child protective investigations.
2. This Legislature should accept the current Sheriff's models as a viable method of providing child protective investigative services and continue with the Peer Review process to fulfill the requirement for the annual report to the Legislature.
3. The Department of Children and Families should continue to report on the participating Sheriff's Offices with regard to achieving the legislatively mandated performance measures and targets.
4. The Department of Children and Families should continue involving representatives from the Sheriff's Offices in identifying appropriate practice standards and performance measures for child protective investigations.
5. The Department of Children and Families and the Sheriffs' Offices should use the results of this year's quality performance review to identify and implement improvements for pre-service and in-service training of investigators and supervisors.
6. The Department of Children and Families should continue to interact with existing Sheriffs' Offices that express an interest in conducting protective investigations and should work with the Legislature to secure funding for this to occur.

INTRODUCTION

PROGRAM PERFORMANCE EVALUATION

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

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

The report that follows is a collaborative effort among the staff of the Sheriffs of Broward, Manatee, Pasco, Pinellas, 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 | Eleven years |
| ▪ Pinellas Sheriff's Office | Eight years |
| ▪ Broward Sheriff's Office | Eight ½ years |
| ▪ Pasco Sheriff's Office | Seven years, eight months |
| ▪ Seminole Sheriff's Office | Six years, seven months |
| ▪ Hillsborough Sheriff's Office | One ½ years |

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.

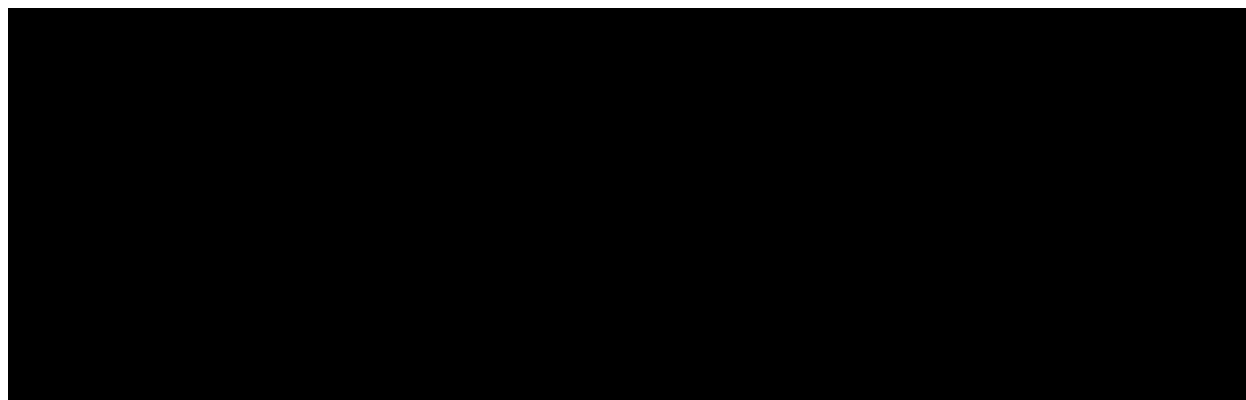
Legislation passed during the 1998 legislative session required the Department to transfer the responsibility for all child protective investigations in Manatee, Pasco, and Pinellas counties to the Sheriff's Offices by July 1999. The legislation permitted the Sheriff to subcontract with other law enforcement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

During the 2000 legislative session, child protective investigations in Seminole County were transferred to the Sheriff's Office, beginning in Fiscal Year 2000-01. The Legislature also authorized the Department to enter into grant agreements with other Sheriffs to perform child protective investigations in their respective counties (ss. 39.3065(3) (a), F.S.). In July 2006 Hillsborough County Sheriff assumed duties child protective investigation services in their county under Grant Agreement with DCF.

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

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

There are currently seven counties out of sixty-seven in Florida that have local sheriff's overseeing child protective investigations. However, because Citrus County Sheriff's office only began providing child protective investigations on July 1, 2007, this report evaluates only with the pre-existing six Sheriff's offices. These counties with sheriff involvement have over 27% of the state's population. These six sheriffs' handled 26% of all abuse reports in Florida, nearly 48,000 initial and additional reports for 2006/2007.



Population Data: FLORIDA POPULATION ESTIMATES & PROJECTIONS

Prepared by the Florida Legislature, Office of Economic and Demographic Research

Source: Demographic Estimating Conference Database, updated July 2006

Abuse Report data from DCF HomeSafenet Report: Child Investigations Received statewide County

PERFORMANCE EVALUATION PLAN AND DESIGN

PERFORMANCE EVALUATION QUESTIONS

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

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

DEVELOPMENT OF THE EVALUATION DESIGN AND PLAN

Representatives from the Department and all participating Sheriff's Offices agreed to a slightly modified instrument used in the Peer Review of 2005. The instruments included evaluation tools for the functional areas of initial response combined with emergency removal and program management. Also agreed upon were sampling methodology and instrument scoring procedures.

SAMPLING METHODOLOGY AND SIZE

The Sheriff's peer review last year was changed to reflect data based on fiscal year versus calendar year. This year, data on performance outcome measures is based on fiscal year 2006-2007, which ran from July 01, 2006, through June 30, 2007. Selected files for review also were within this 2006/2007 fiscal year.

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 HomeSafenet system. As in prior reviews it was taken into consideration that many locked judicial reports are still active in initial court dependency proceedings involving the investigator with judicial outcomes not finalized.

The total population on which the sample size was based was the number of investigations completed during the 12-month period ending June 30, 2007. A random sample of closed child abuse reports was selected from HomeSafenet from a universe of those reports received on or after July 1, 2006 and closed by March 30, 2007. The number of reports to be reviewed was determined through the use of the DCF Sample Size Calculator utilizing a confidence level of 90 percent with an error rate of plus or

minus 10 percent. Excluded from the sample were duplicate, institutional and special condition reports. Also excluded were reports where it was determined that there was no jurisdiction to investigate 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. Peer review teams consisted of 6 participants at each site, including a representative of each participating Sheriff's Office and three representatives from the Department of Children & Families Regional Quality Assurance unit...

The quality performance peer review teams were organized to reflect membership between the review parties, including a designated Sheriff's Office lead. The peer review team did not have any responsibility to collect and analyze cost data for the cost efficiency component of the evaluation. Cost data were provided by the Department of Children and Families, based upon expenditure reports provided by each Sheriff's Office for Fiscal Year 2006-2007.

REVIEW INSTRUMENTS

- **ABUSE REPORT RECORD REVIEW**

Peer reviewers assessed abuse report files individually, onsite, using the abuse report review instrument from 2006, which was modified in 2005. The abuse report review instrument addresses the statutory requirements for the investigator's initial response to the report of alleged child maltreatment and the emergency removal and placement of children, if this occurred. The instrument contains a number of statements or questions that address indicators used to determine how well essential steps in the investigation have been achieved. Indicators cover such areas as thoroughness of background

checks, timeliness of investigations, and thoroughness of child safety assessments. In all, 22 indicators compose the initial response and emergency removal and placement review form.

PROGRAM MANAGEMENT

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

ASSESSING PERFORMANCE

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

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

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

Each team member was assigned a number of reports to review and rate, using the standard instrument. For each report assigned to him or her, the rater then determined the performance rating for each indicator on the standard instrument. Overall performance was based upon the sum of the indicator scores, divided by the maximum possible score, which produced a percentage. Using the performance categories, the derived percentages translate into the following performance levels:

- | | |
|---------------|-----------|
| ▪ Passing | 70 -100 % |
| ▪ Non-Passing | 0 - 69 % |

Overall final performance was based on a weighted score, where the results of the case file review carried a weight of two-thirds and the results of the program management review carried a weight of one-third. The descriptive ratings of Passing and Non-passing are used as described as above.

OUTCOME MEASURES ATTAINMENT

MEASURES AND STANDARDS

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

SOURCES OF DATA AND ANALYSIS METHODS

- The data for all three measures come from the HomeSafenet Management Report, "Leaderboard for Investigations." The report lists performance for each DCF District/Region and Sheriff's Office that operates a child protective investigation program.
- The report period represents DCF Fiscal Year 2006-2007, broken down by month.

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

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

QUALITY PERFORMANCE

Teams of peer reviewers from the Department and the Sheriff's Offices conducted the quality performance reviews beginning in September 2007 and ending in November 2007.

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.

SHERIFF'S OFFICE	Program Management score	Casework score	Total Average
Seminole County Sheriff	100%	97.5%	98.3%
Broward County Sheriff	100%	96.1%	97.4%
Manatee County Sheriff	100%	95.9%	97.2%
Pasco County Sheriff	100%	92.2%	94.8%
Pinellas County Sheriff	100%	91.7%	94.4%
Hillsborough County Sheriff	100%	91.6%	94.4%

Peer Review Results

Program Descriptions

Each of the five Sheriff's Offices was asked to provide a list of accomplishments or improvements for the period under review. Their replies generated as a result of this request were physically noted during the Peer Review Management Audit and are summarized on the pages that follow.

MANATEE COUNTY

Child Population: 65,785 (1.57 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 3,845

Percent of statewide reports received 7/1/06 – 6/30/07: 1.71%

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

Overall, the Manatee County Sheriff's Office received a **PASSING** performance rating of 97.2%. For the combined areas of initial response and emergency removal the Manatee County Sheriff's Office received a **PASSING** performance rating of 95.9%. For program management, a **PASSING** performance rating of 100% was achieved.

Manatee County Sheriff's Office
Improvements or Positive Accomplishments
Program year 2007

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

► The offices were designed to provide full access and coordination between Child Protection, Crimes Against Children detectives, Sexual Offender deputies and Domestic Violence personnel. During this program year, they have assigned two Domestic Violence Specialists to work within a Child Protective Services unit which is focusing on family violence investigations. By being assigned within the same unit, it gives the supervisor the ability to monitor the injunctive process relating to investigations assigned to the unit.

► All analytical staff have been moved to a central location to better coordinate background history and initial file assembly. Upgraded printers were allocated so that two analysts share a high-speed/volume printer to decrease turn-around time for cases received. The team approach has been beneficial for researching histories involving investigations with multiple subjects and extensive background histories. Further, a secretarial position has been cross-trained to assist with initial file preparation as well.

► The transition from HomeSafenet to Florida Safe Families Network (FSFN) has created educational training opportunities for our in-house Child Protection Training Specialist. Ongoing pre-service training as well as in-service training sessions and one-on-one mentoring have helped Manatee County Sheriff's Office Child Protective Investigations make the transition with as little operational disruption as possible.

► Three FSFN Security Officers have been designated to ensure system integration, initial worker profile assignment and worker profile maintenance. As system problems or data integrity problems are discovered, it is their responsibility to troubleshoot and/or submit Database Change Requests (DBCR) to the designated FSFN DCF personnel for changes as a single point-of-contact for the agency.

- ▶ Given the numerous system challenges available to every user of FSFN, they have adapted to the multiple search requirements necessary to provide an accurate prior history while maintaining an efficient report processing procedure. Analysts rely on Sheriff's Office resources to augment search results available in FSFN to help ensure that investigators are given ample information to initiate on-site commencement.

- ▶ Manatee County Sheriff's Office Child Protective Investigations has been running operations with an optimistic team approach utilizing an open door policy between supervision and training with all staff members so that correcting system challenges has had minimal impact on the investigatory response.

PASCO COUNTY

Child Population: 90,163 (2.16 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 5,268

Percent of statewide reports received 7/1/06 – 6/30/07: 2.9%

Averaged monthly rate of abuse reports per 1,000 child population: 5.2

Overall, the Pasco County Sheriff's Office received a **PASSING** performance rating of 94.8%. For the combined areas of initial response and emergency removal the Pasco Sheriff's Office received a **PASSING** performance rating of 92.2%. For program management, a **PASSING** performance rating of 100% was achieved.

Pasco County Sheriff's Office
Improvements or Positive Accomplishments
Program Year 2007

As a result of the 2007 Peer Review, the Pasco County Sheriff's Office has implemented new policies in several different areas of the Child Protection Investigations Division to improve efficiency and the quality of investigations.

- All investigation files are now generated with an additional background review from the time of initiation to closure of case. This enables each Investigator to be aware of any further criminal activity since the original file was assembled (anywhere from a 2-60 day period). The Office has also implemented an additional background history form that will replace a chronological entry in each file. This creates a more efficient manner in which to track additional history requests and completion dates. As many other agencies have in place, the Pasco County Sheriff's Office continues to have additional staff cross-trained to complete analytical duties in the event they are needed.
- Pasco has created and filled a full time Child Protective Investigations Trainer position. This position will give consistency and validity to the Peer Review process as well as enhance and develop the pre-certified and certified Investigative staff. Pasco continues to provide pre-service training for Child Welfare staff. The Office has developed an outlined plan to ensure that certified staff meet or exceed the state continuing certification requirement, which includes an Excel program that tracks ongoing compliance.
- As every agency has had to adapt to the new FSFN system in the last 6 months, Pasco has enlisted two Security Officers to monitor and update the worker profiles, assignments and troubleshoot any areas that are found to be problematic. These officers are also the agency contact for addressing compliance and error issues with DCF.
- Due to the nature of the Child Welfare system, turnover seems to be an issue in many areas despite very creative ways to decrease this problem. At the

beginning of 2007 Pasco had, as many others, a turnover rate of approximately 10% for various reasons. After implementing many of the policies above and increasing awareness and support of new members, Pasco has decreased this number to zero by the year's end and thus far have reduced the turnover rate to less than 2% in the last 6 months. Many factors have assisted in this reduction such as reduced case loads, more upfront training support for trainees, more regulated schedules for each employee and additional access to background history for individual investigations.

- Pasco is now in the beginning process of implementing a weekend Investigation unit to expedite the initial contact time to children and their families during traditionally non-business hours. This will provide families with more expedient service referrals and is expected to decrease the time that is required to complete an investigation. This unit is comprised of 5 Investigators and one Supervisor. One other area Pasco is piloting is the creation and maintenance of "paperless" investigation files versus utilizing many volumes of traditional file folders.

Seminole County Sheriff's Office

Child Population: 101,636 (2.43 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 4,019

Percent of statewide reports received 7/1/06 – 6/30/07: 2.30 %

Averaged monthly rate of abuse reports per 1,000 child population: 3.3

Overall, the Seminole Sheriff's Office received a **PASSING** performance rating of 98.3%. For the combined areas of initial response and emergency removal the Seminole County Sheriff's Office received a **PASSING** performance score of 97.5%. For program management, a performance **PASSING** score of 100% was achieved.

Improvements or Positive Accomplishments Program Year 2007

- Since the Department of Children and Families began its monthly statewide tracking of circuits, regions, and sheriffs on eight key performance indicators for closed child protective investigations, the Seminole County Sheriff's Office has continued to maintain a statewide first place ranking in overall performance in the monthly summary for child protection investigations.
- Seminole County consistently ranks 1st in the state for investigations commenced on time with 100% of its investigations commenced within 24-hours.
- The Seminole County Sheriff's Office (SCSO) strives to consistently rank high in the state for *Victims Seen in 24-hours*. In May 2007, the SCSO achieved its highest percentage ever with 97.8% of victims seen in 24-hours.
- The Seminole County Sheriff's Office continues to lead the state with its response time for abuse investigation commencement times (from the time the report is received to the time it is commenced). The Sheriff's Office works 12-hour shifts, seven days a week, and it prioritizes and responds to all reports received as an immediate response (within 3 hours). This affords an opportunity for investigators to make two or more attempts to see the victim, resulting in a higher percentage of victims seen in 24 hours. For this program year, SCSO's response time averages between 4.5 and 5.0 hours for all investigations commenced.
- The Seminole County Sheriff's Office participated in the initial PI Retention Workgroup in 2004, and continued work with the Alternate Response System Design and Development Workgroup in 2006. The Sheriff's Office and CBC of Seminole Inc. have been selected as one of three areas to participate as a pilot site for the Alternative Response System (ARS) pilot program. Final preparation is being conducted and the pilot program is scheduled to begin in April 2008.

- The Seminole County Sheriff's Office co-hosted its 5th Annual Seminole County Child Protection Conference in November 2007. Two hundred and ten child protection professionals, law enforcement officers, and substance abuse and mental health professionals attended the four-day training conference. It offered 48 different workshops by 52 individual instructors. This training is designed to augment the training these professionals receive from a variety of other venues.

Broward County

Child Population: 423,531 (10.13 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 12,877

Percent of statewide reports received 7/1/06 – 6/30/07: 7.1 %

Averaged monthly rate of abuse reports per 1,000 child population: 2.6

Overall, the Broward County Sheriff's Office received a **PASSING** performance rating of 97.4%. For the combined areas of initial response and emergency removal the Broward county Sheriff's Office received a **PASSING** performance rating of 96.1 %. For program management, a **PASSING** performance rating of 100% was achieved.

Broward County Sheriff's Office

Improvements or Positive Accomplishments

Program Year 2007

- The Broward Sheriff's Office (BSO) consistently scored with high rankings monthly in Fiscal Year 2006-2007 on the DCF Investigation Leaderboard. The Leaderboard is a monthly ranking of performance in meeting DCF goals on a variety of performance measures such as commencement of investigations within 24 hours, seeing all victim children in 24 hours, timely supervisory reviews, timely management reviews, timely closing of cases, etc. In Fiscal Year 2006-2007, the BSO overall exceeded the state average in all Investigation Performance Measures.
- The Broward Sheriff's Office received a higher rating this year than in last year's Peer Review. The Peer Review is conducted by representatives of both DCF and the other Sheriffs. The Peer Review consisted of a rigorous evaluation of closed cases at least half of which are judicial cases. It also involves an in-depth review of the management of the program.
- Broward Sheriff's Office entered their second year operating a DCF sanctioned child welfare training academy. BSO handles the training of all new child protective investigators from Broward, Palm Beach, Miami-Dade and Monroe Counties. This pre-service training collaboration with DCF continues to be highly successful to date.
- 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. Hundreds of law enforcement officers attended the training in 2007. The 8-hour course has a number of professionals presenting agency components. Agencies speakers include representatives of the State Attorney's Office, School Board, Child Protection Team, Law Enforcement, Guardian Ad Litem Program, and Child Protective Investigation Services (CPIS).
- An integrated prevention framework established in Broward several years ago was greatly enhanced in 2007. A collaborative provider system network provides

resources, supports and services to assist parents and strengthen families while appropriately respecting their privacy. This array of providers connects with over a thousand CPIS-referred families annually. This prevention focuses on diverting families from escalated circumstances which lead to child maltreatment and formal government intervention. The Children's Service Council of Broward County (CSC) has funded these family strengthening programs. Henderson Mental Health Association has been contracted and funded to maintain a family response team (FRT) which receives referrals only from CPIS. This program maintains an array of culturally diverse caseworkers to respond back to families under investigation with a different focus: their emphasis is on providing family assessment, support, and assistance to engage the family and then link them to identified services and supports. This unique second alternative-response allows the CPIS investigator to focus on child maltreatment and investigation and the broader issues of family support, services and family needs assessment are directed to FRT to link the family to other community partners. Broward has approximately 1000 families monthly referred for time sensitive investigations. Approximately 150 to 200 of these families are determined following the initial investigative response to be with circumstances deemed low-risk, but with factors warranting further assistance for assessment and linkage to community services and supports. Families are generally referred by CPIS within 48 hours to this alternative track for assessment and referral. Outcomes with Henderson include checking data after six months to check on recidivism based on additional reports. Reduction in abuse recidivism for referred clients has been noteworthy in past annual audits. Initial reports are provided back to CPIS following the family's engagement and noted in the closure notes of the formal investigation. For the child protective investigations involving cooperative caregivers, but deemed intermediate to high risk based on maltreatment evidence being established and family circumstances warranting intervention, CPIS generally seeks to divert court action and route them to contracted community providers who have intensive in-home programs. These providers under contract for accepting referrals from CPIS all have a Memorandum of Agreement with BSO CPIS. These providers include but are not limited to: Achievement & Rehab Centers; Boys Town of South Florida; Children's Harbor Inc.; Children's Home Society; Family Central; Friends of Children/City of Deerfield; Gulf Coast Community Care; Healthy Mothers Healthy Babies; Henderson; Institute for Family Centered Services; Jewish Adoption & Foster Care (JAFCO); Kids in Distress; and Memorial Healthcare System. In 2007, the number of families requiring emergency removal was on the decline – as more families were provided services in the home.

- Broward Sheriff's Office continued their pivotal role with research for placement background checks for the Community Based Care Lead Agency (CBC), ChildNet. BSO completes background checks for the CBC from a variety of data sources (i.e.: driver's licenses, civil court checks, etc), which appreciably aids in decision making of potential caregivers.

Pinellas County

Child Population: 182,579 (4.37 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 10,229

Percent of statewide reports received 7/1/06 – 6/30/07: 5.5 %

Averaged monthly rate of abuse reports per 1,000 child population: 4.7

Overall the Pinellas County Sheriff's Office received a **PASSING** performance rating of 94.4%. For the combined areas of initial response and emergency removal the Pinellas county Sheriff's Office received a **PASSING** performance rating of 91.7%. For program management, a **PASSING** performance rating of 100% was achieved.

Pinellas County Sheriff's Office

Improvements or Positive Accomplishments

Program year 2007

- Established a Rapid Response Team (RRT) that handles high profile, extremely complex and/or labor intensive investigations.
- In an effort to continuously increase the division's overall efficiency, a two shift (days/evenings) configuration was implemented. This new approach eliminated the need for the "night unit" concept, which included the temporary triaging of cases before transferring the case to a more conventional day-shift investigator. Investigators now conduct child welfare investigations all seven days of a week, while maintaining custody of the case through its conclusion.
- Consistent with the above mentioned initiative, family support personnel have been realigned in an effort to assist evening shift investigators.
- Clerical staff support was increased in the Case Assignment Unit in order to meet up-front demands of case file construction.
- The transition from HomeSafenet to the Florida Safe Families Network was successfully implemented.
- In order to accomplish uniformity and improve the overall appearance of our staff, uniforms were implemented throughout our investigative staff. Uniforms consist of designated shirts with proper Sheriff's Office insignia, along with black slacks or skirts depending on preference and gender.

Hillsborough County

Child Population: 296,913 (7.1 % of state total)

Initial and Additional Abuse Reports received 07/01/06 – 06/30/07: 11,626

Percent of statewide reports received 7/1/06 – 6/30/07: 6.2%

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

Overall the Hillsborough County Sheriff's Office received a **PASSING** performance rating of 94.4%. For the combined areas of initial response and emergency removal the Pinellas county Sheriff's Office received a **PASSING** performance rating of 91.6%. For program management, a **PASSING** performance rating of 100% was achieved.

Hillsborough County Sheriff's Office Improvements or Positive Accomplishments Program year 2007

- In-house the Hillsborough County Sheriff's Office (HCSO) provided the DCF required Pre-Service curriculum to all new staff. Since transition from DCF HCSO has trained 70 Child Protective Investigator trainees with a passing rate average of 97%.
- Hillsborough Sheriff has tapped into areas of expertise within the Sheriff's Office to provide useful training to our staff, to include: Gang Identification, Methamphetamine Lab Training, and Online Child Sexual Exploitation training. HCSO child protective investigations staff will continue to partner with the SO and external providers to bring meaningful training to front line staff.
- Hillsborough Sheriff's Office has made a concerted effort to reduce the number of children entering the system by collaborating with Hillsborough Kids, Inc. (HKI), the local Community Based Care provider, and other community agencies. Representatives from HKI, Mental Health Care (MHC), Drug Abuse Coordinating Council Office (DACCO), and Northside Mental Health are collocated in the same office as HCSO Child Protective Investigators. Working together to secure and provide appropriate services to a family has diverted a number of children from coming into care. Compared to the previous year, this has resulted in approximately 600 less children entering the system in Hillsborough County. Of these children, Hillsborough County places approximately 1/3 of the sheltered children in foster care. This means that about 200 less children went into foster care in the last year in Hillsborough County. Based on a daily average cost of \$28 a day per child, this amounts to a cost savings of \$2 million a year. This is an excellent example of revenue maximization, cost savings, and how effective Community Based Care and Child Protective Investigations can work together.
- The Hillsborough Sheriff's Office has utilized technology to enhance information sharing with staff to include a Child Protective Investigations Division (CPID) Intranet which contains policy information, the most recent forms (many of which can be completed online), contact numbers for staff and other agencies, resource information, etc. Additionally, the HCSO has digital signage throughout its offices

to post important reminders, training classes, training tips, weather information, etc. Hillsborough Sheriff also has a separate display in the lobby with service information and referral opportunities for clients.

- HCSO offers a child friendly visitation room to facilitate child-parent visits for children who have been taken into protective custody. The company, “Rooms 2 Go”, donated all of the furniture and decorations for the room. It is complete with a living room area, kitchen area, child play area, and a nursery. There are also age-appropriate toys, books, and educational games.
- The Hillsborough Sheriff also has a “Love Bundle Room,” named for the Love Bundles provided by the Junior League of Tampa. The Love Bundles project provides children in foster care and protective custody with special backpacks containing essential developmental items and immediate needs. Love Bundles backpacks may offer some comfort and necessities to children who have been removed from their homes due to issues of neglect or abuse. Junior League volunteers work closely with the Sheriff’s Office and the University of South Florida Child Protection Team to determine appropriate and needed items for various age groups. They then purchase these items, and prepare and deliver the backpacks. Each year, virtually every child removed from his or her home receives a Love Bundle.
- The Hillsborough Sheriff’s Office is in the process of implementing a formal Supervisor Mentoring program to provide the needed information and support to those investigators that are promoted to the rank of Supervisor. This will be mirrored closely after the current Mentor Training program for Hillsborough CPI trainees. Additionally, HCSO has provided the Supervising for Excellence curriculum to existing Supervisors and will hold an additional class for newly promoted Supervisors in 2008.

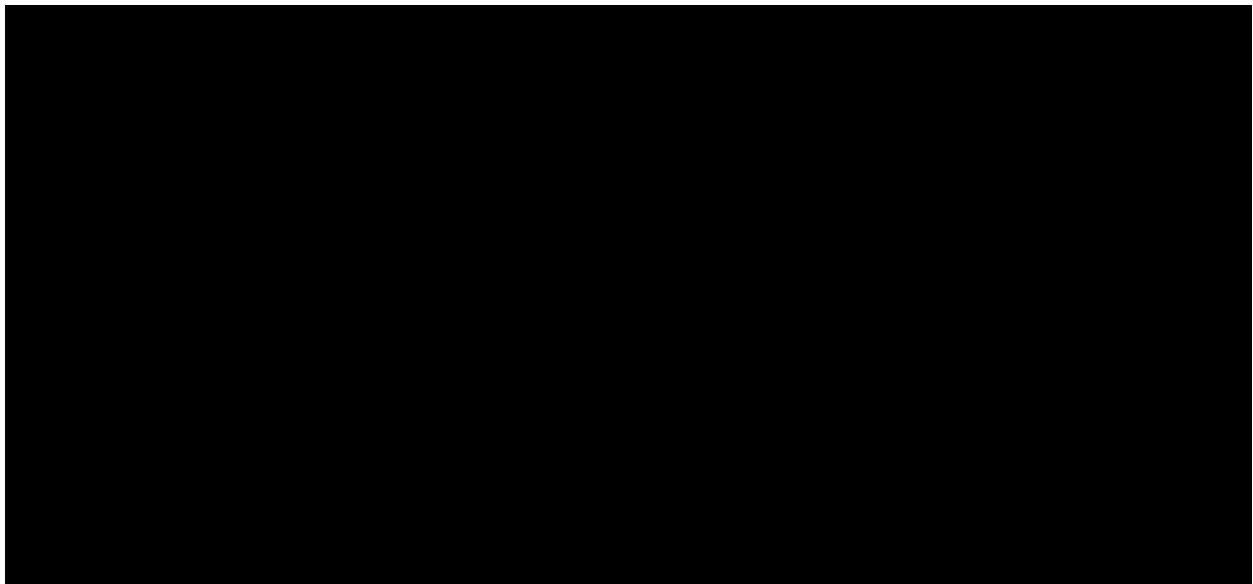
Outcome Measures Attainment

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

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

The data for these measures is produced monthly by the DCF's HomeSafenet (HSn) information system, and is based on child protective investigations closed each month. The following data is for DCF's Fiscal Year 2006-2007, which runs from July 1, 2006, through June 30, 2007.

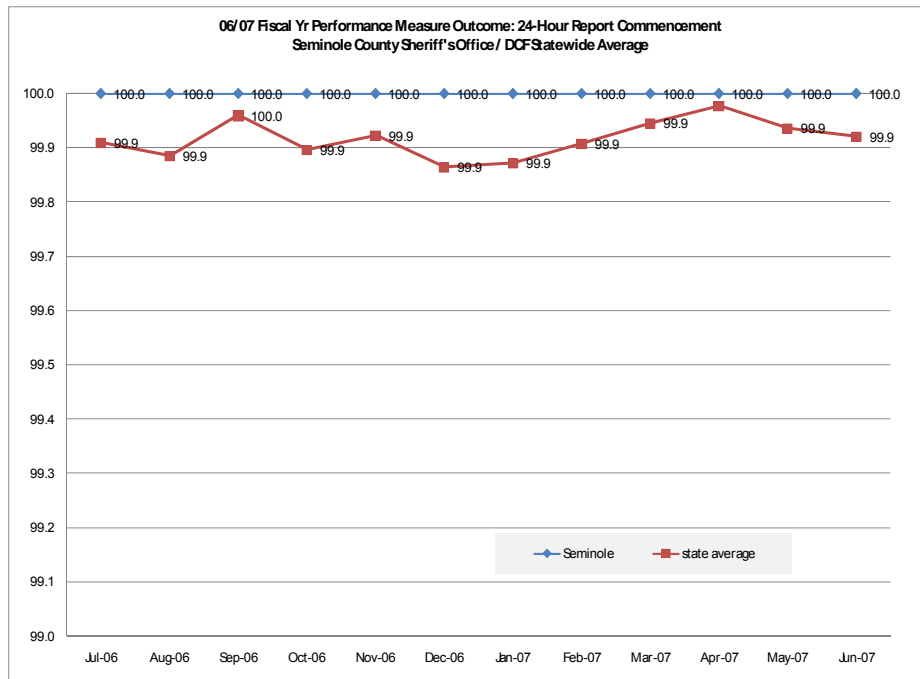
Fiscal Year 2006-2007 Outcomes for Commencements of Reports within 24 hours



The abuse report commencement outcomes are based on the final closed record data from the HomeSafenet monthly LEADERBOARD reports. For Fiscal Year 2006-2007, the six Sheriffs' Offices surveyed averaged 99.9% on commencement of investigations within 24 hours, as required. The average for the 13 DCF districts/region was 99.9%.

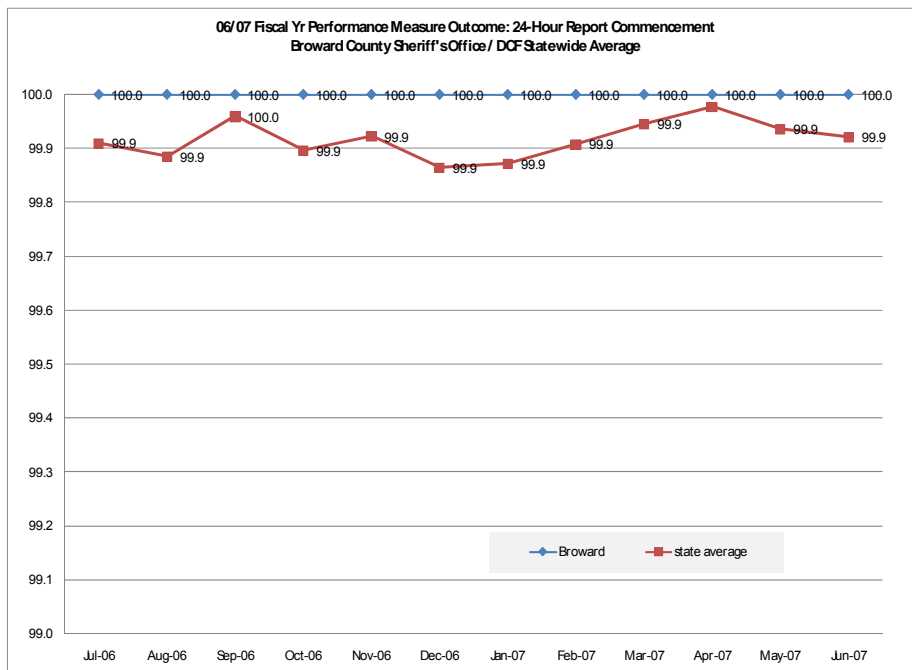
Seminole County Sheriff:

The Seminole County Sheriff's Office consistently had 100% commencement outcomes for each month in Fiscal Year 2006-2007, based on closed report outcomes.



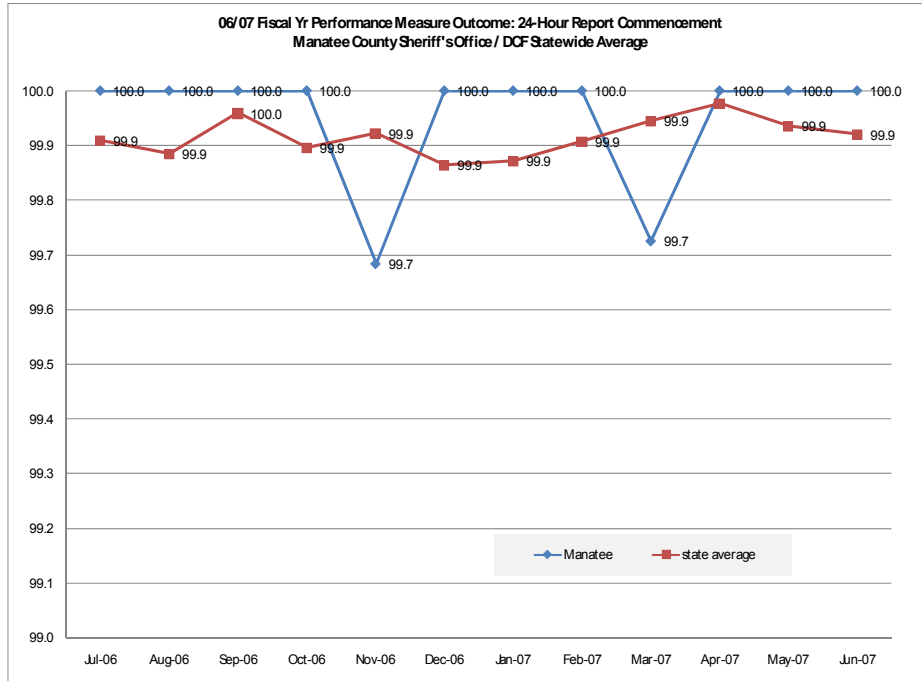
Broward County Sheriff:

The Broward County Sheriff's Office consistently had 100% commencement outcomes for each month in Fiscal Year 2006-2007, based on closed report outcomes.



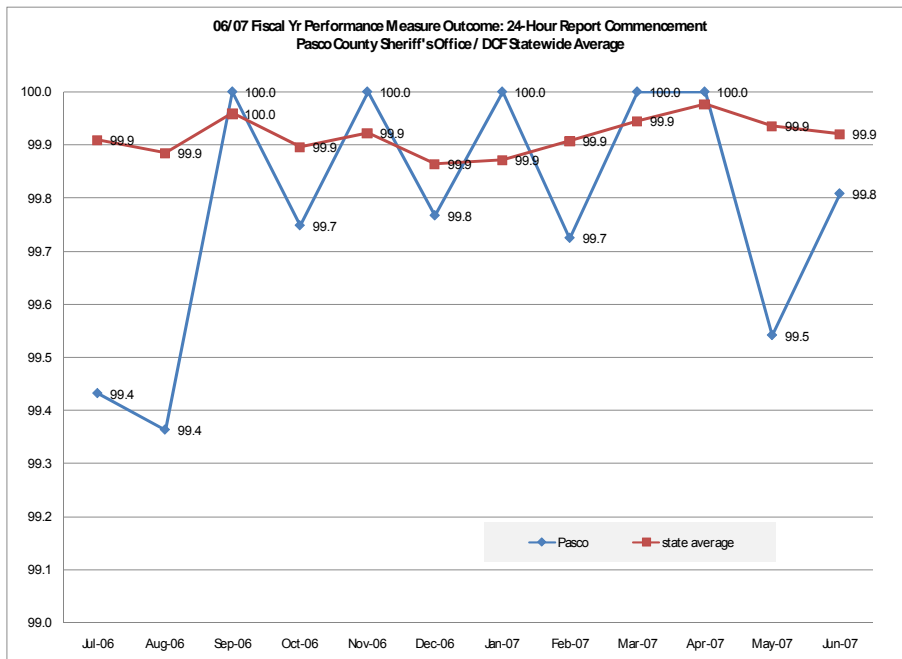
Manatee County Sheriff:

The Manatee County Sheriff's Office averaged 100 % on commencement outcomes for the fiscal Year 2006-2007, based on averages of closed report outcomes.



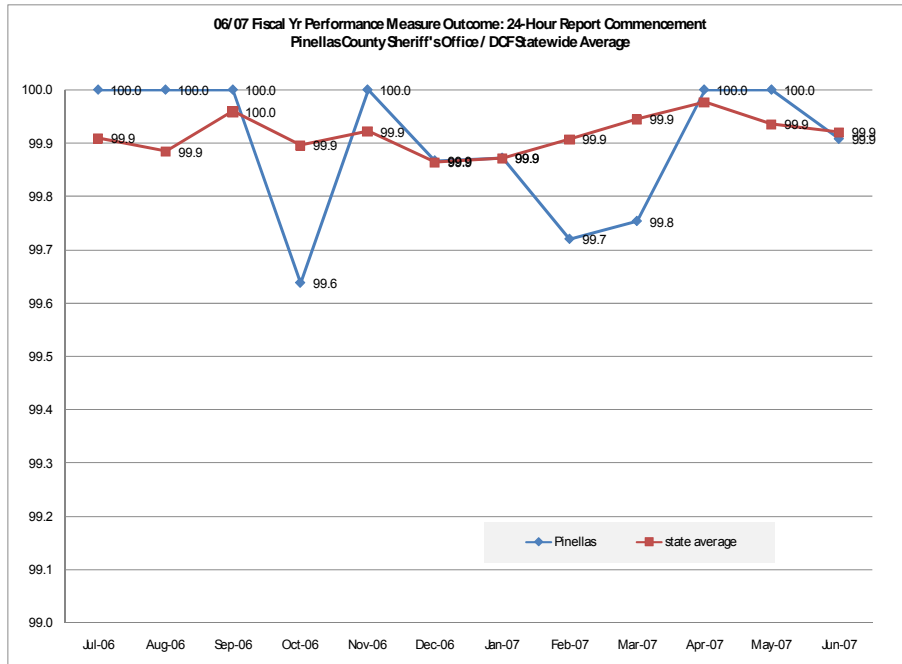
Pasco County Sheriff:

The Pasco County Sheriff's Office averaged 99.8 % on commencement outcomes for the Fiscal Year 2006-2007, based on averages of closed report outcomes.



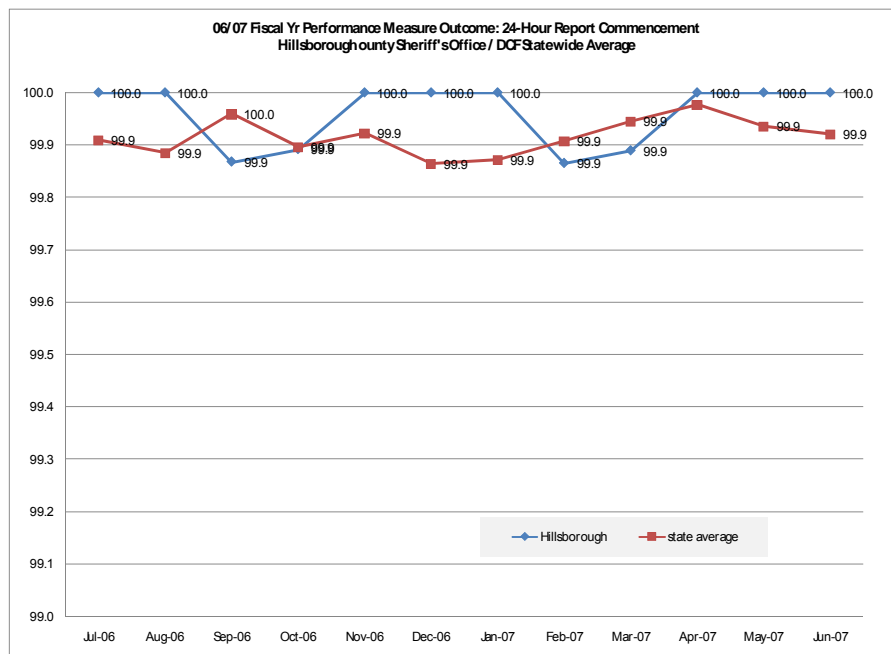
Pinellas County Sheriff:

The Pinellas County Sheriff's Office averaged 99.9% on commencement outcomes for the fiscal year 2006-2007, based on averages of closed report outcomes.



Hillsborough County Sheriff:

The Hillsborough County Sheriff's Office averaged 100% on commencement outcomes for the Fiscal Year 2006-2007, based on twelve month averages of closed report outcomes.



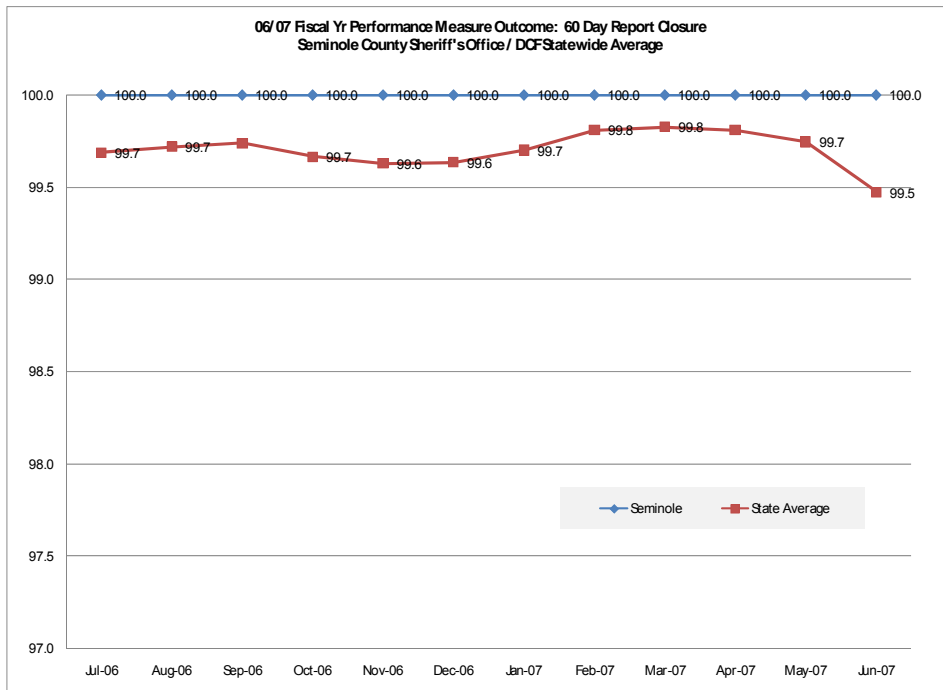
Annual Outcomes for Investigations Completed in 60 days

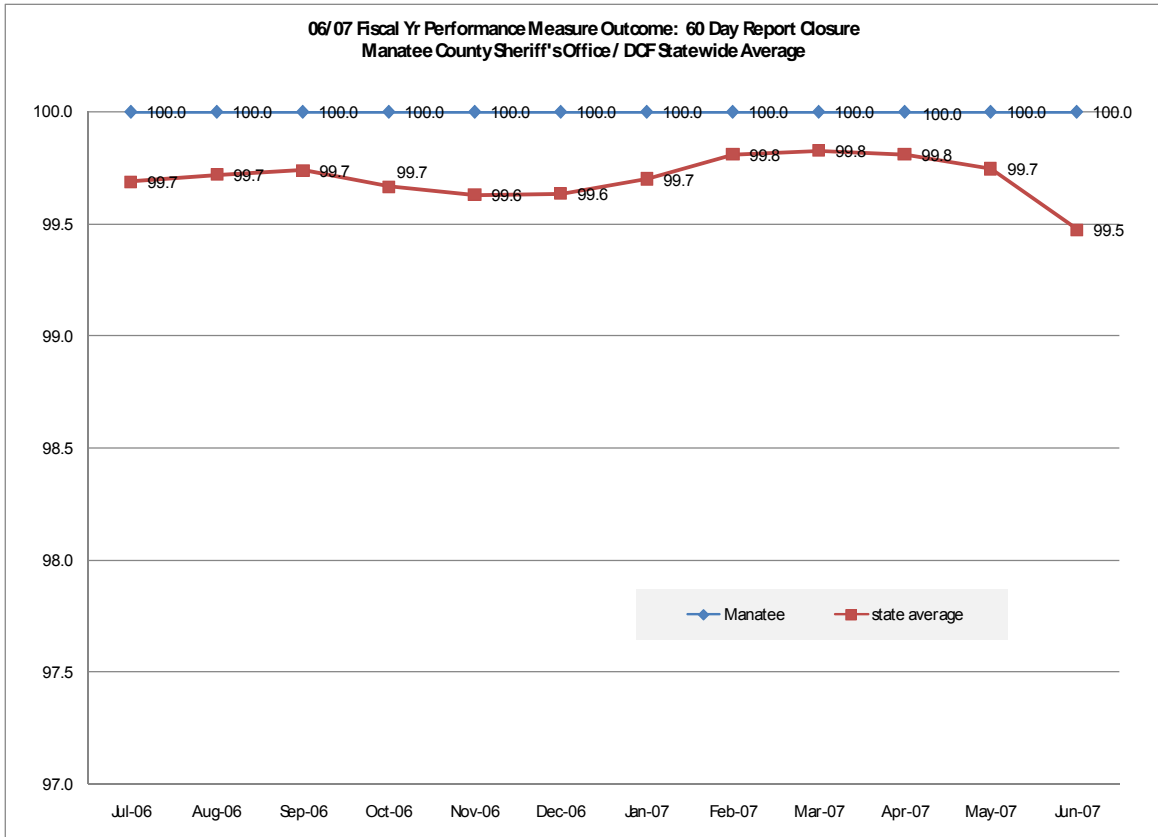
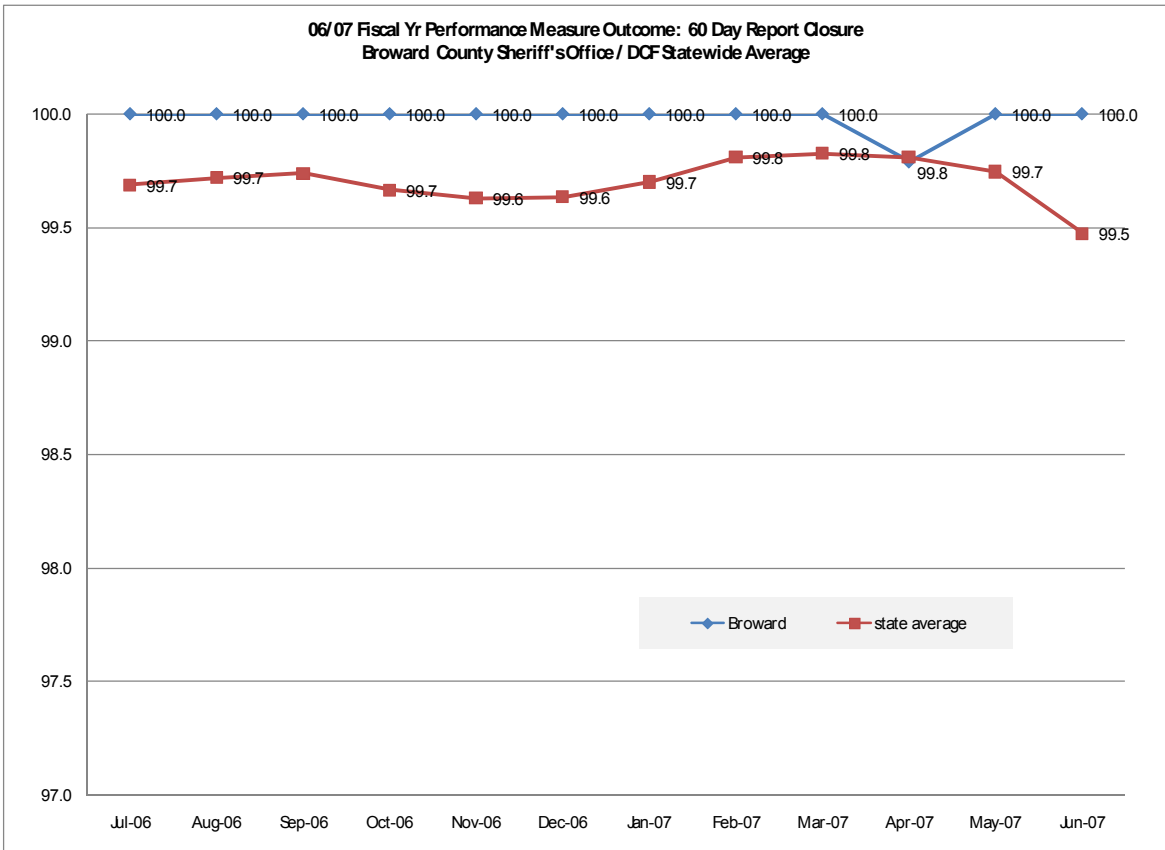
	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Fiscal Yr Average
District 01	99.8	99.3	100.0	99.4	99.7	99.9	100.0	99.8	99.9	99.9	99.7	99.7	99.8
District 02	99.8	99.4	98.8	99.7	99.7	100.0	99.8	99.2	98.9	99.0	97.9	92.2	98.7
District 03	99.7	99.6	100.0	100.0	100.0	100.0	99.8	99.8	100.0	99.8	99.6	99.7	99.8
District 04	100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	99.9	100.0
Suncoast	99.7	100.0	100.0	100.0	100.0	100.0	100.0	100.0	98.8	100.0	99.6	99.4	99.8
District 07	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
District 08	99.7	100.0	99.6	99.7	99.2	99.6	99.5	100.0	100.0	100.0	99.9	100.0	99.8
District 09	99.9	100.0	100.0	100.0	99.9	99.4	100.0	100.0	100.0	100.0	100.0	100.0	99.9
District 11	97.8	98.4	98.1	96.8	96.9	98.3	98.2	99.1	99.7	99.4	99.5	99.3	98.5
District 12	99.8	100.0	99.6	100.0	99.8	100.0	99.8	99.8	100.0	100.0	99.5	99.9	99.9
District 13	99.8	100.0	99.9	99.9	99.9	100.0	99.9	100.0	100.0	100.0	100.0	100.0	99.9
District 14	99.4	99.5	99.8	99.4	99.1	97.6	97.5	99.5	99.6	99.9	99.8	99.9	99.3
District 15	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
DCF Average													99.6
Broward	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.8	100.0	100.0	100.0
Hillsborough	99.4	99.7	99.7	99.8	99.8	99.8	99.9	100.0	100.0	99.9	99.9	99.9	99.8
Manatee	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Pasco	99.4	98.7	99.7	99.2	99.3	98.8	100.0	99.2	100.0	100.0	99.8	100.0	99.5
Pinellas	99.9	100.0	99.7	99.6	99.9	99.7	99.9	100.0	99.9	98.7	99.9	100.0	99.8
Seminole	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Sheriff Average													99.8
State Average													99.7

The abuse report closure outcomes based on data from HomeSafenet LEADERBOARD reports show an average annual outcome for the six Sheriffs' Offices of 99.8%, and an average annual outcome for the 13 DCF districts/region of 99.6%.

Seminole, Broward, and Manatee County Sheriff Offices:

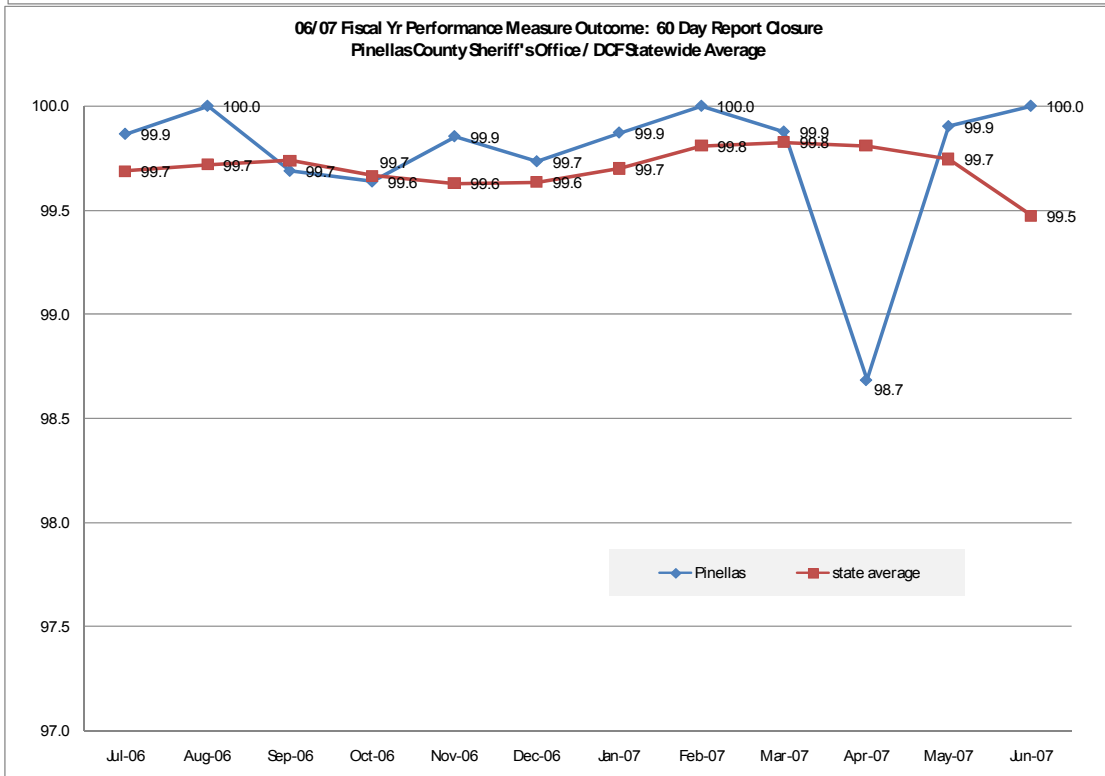
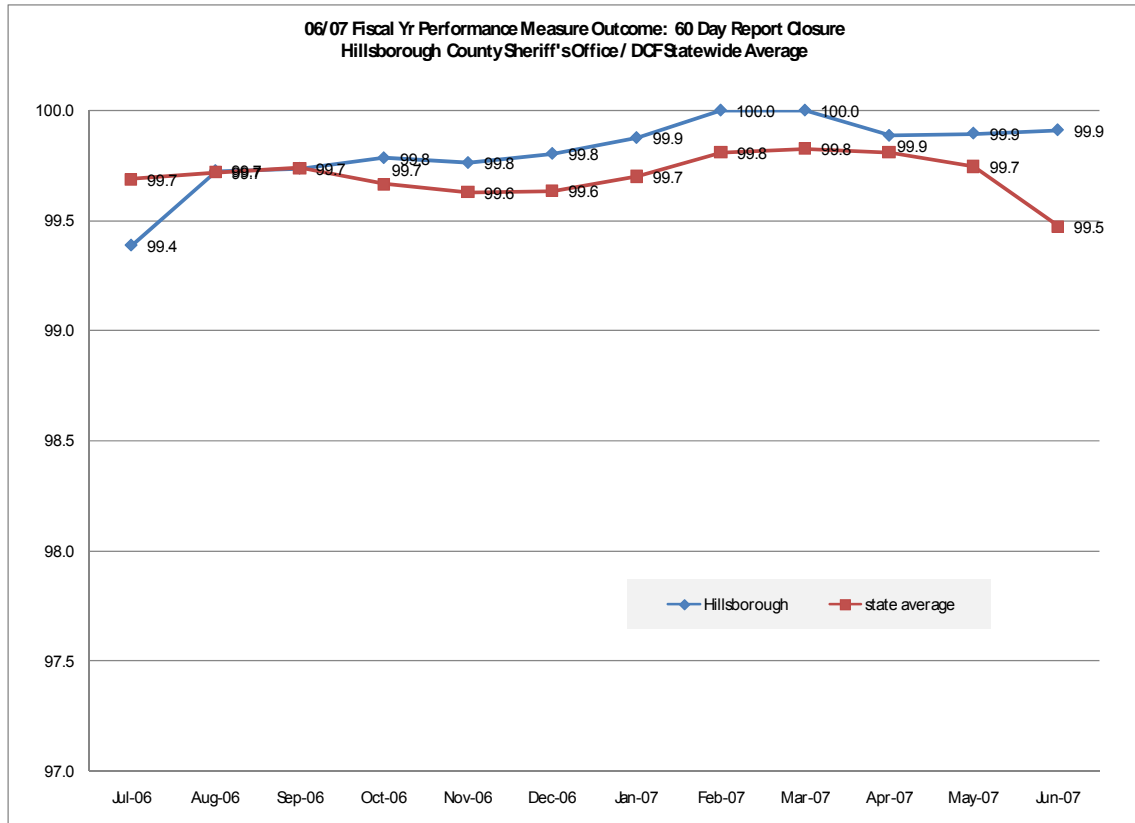
The Seminole, Broward, and Manatee County Sheriff's Offices averaged 100% on report closures within 60 days for Fiscal Year 2006-2007, according to HomeSafenet closed reports statistics.





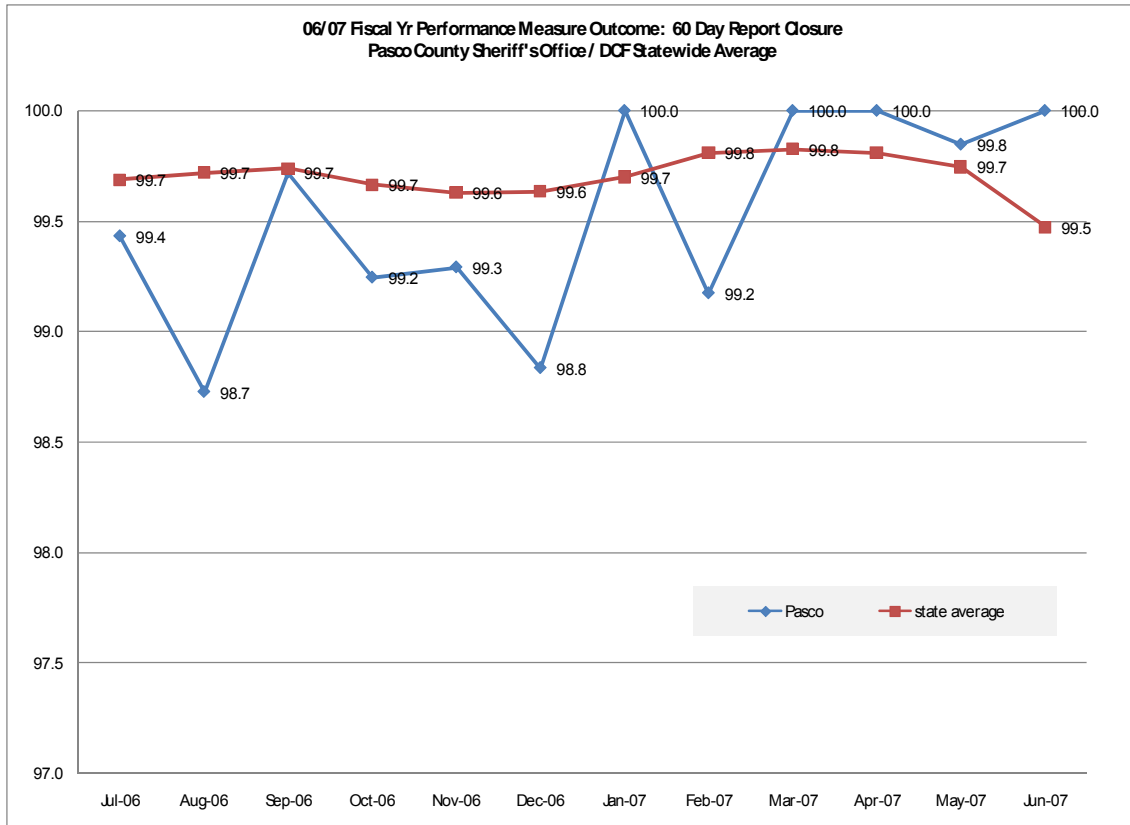
Hillsborough & Pinellas County Sheriff:

Both Hillsborough and Pinellas County Sheriff averaged 99.8% on report closures within 60 days for Fiscal Year 2006-2007.

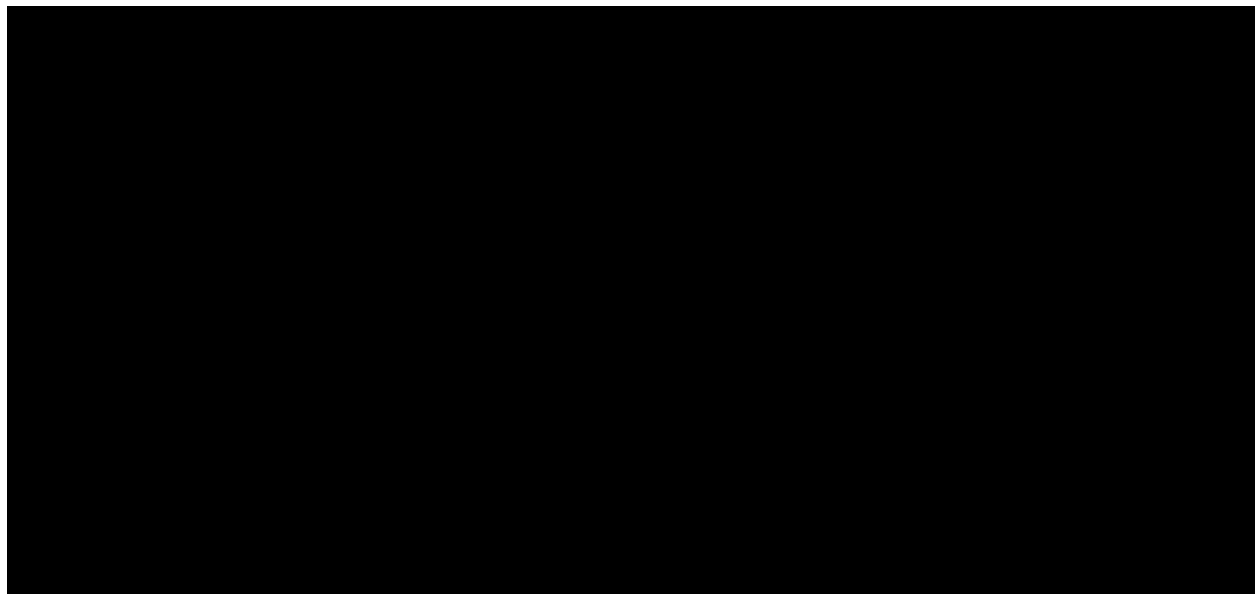


Pasco County Sheriff:

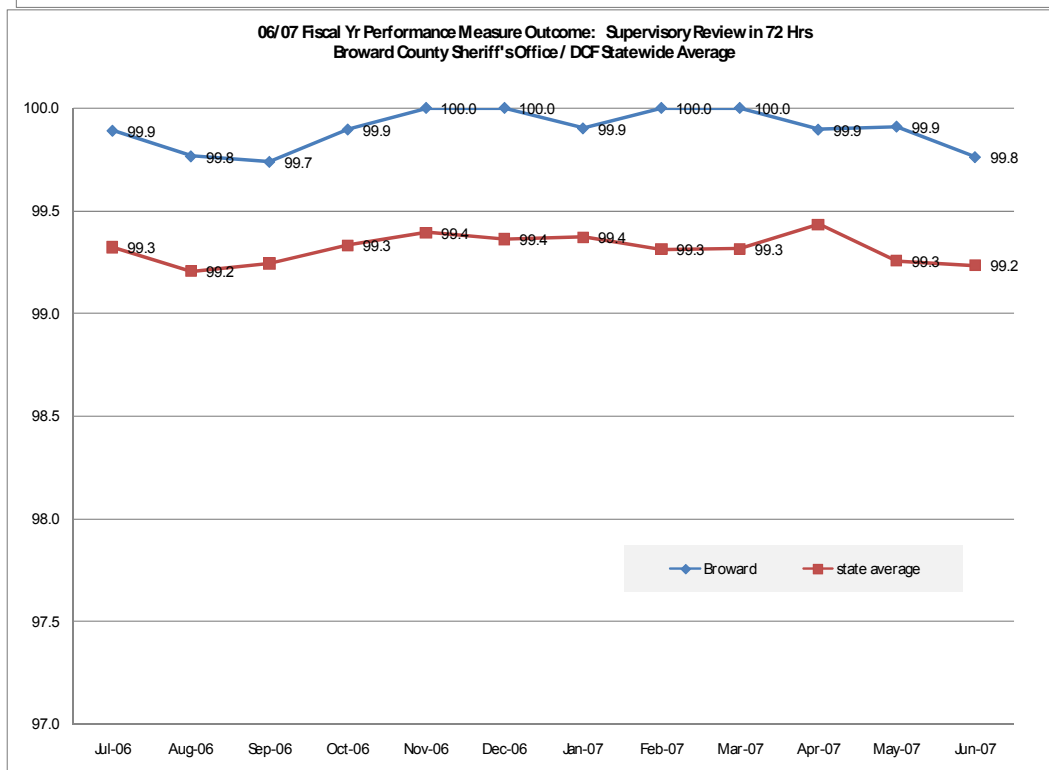
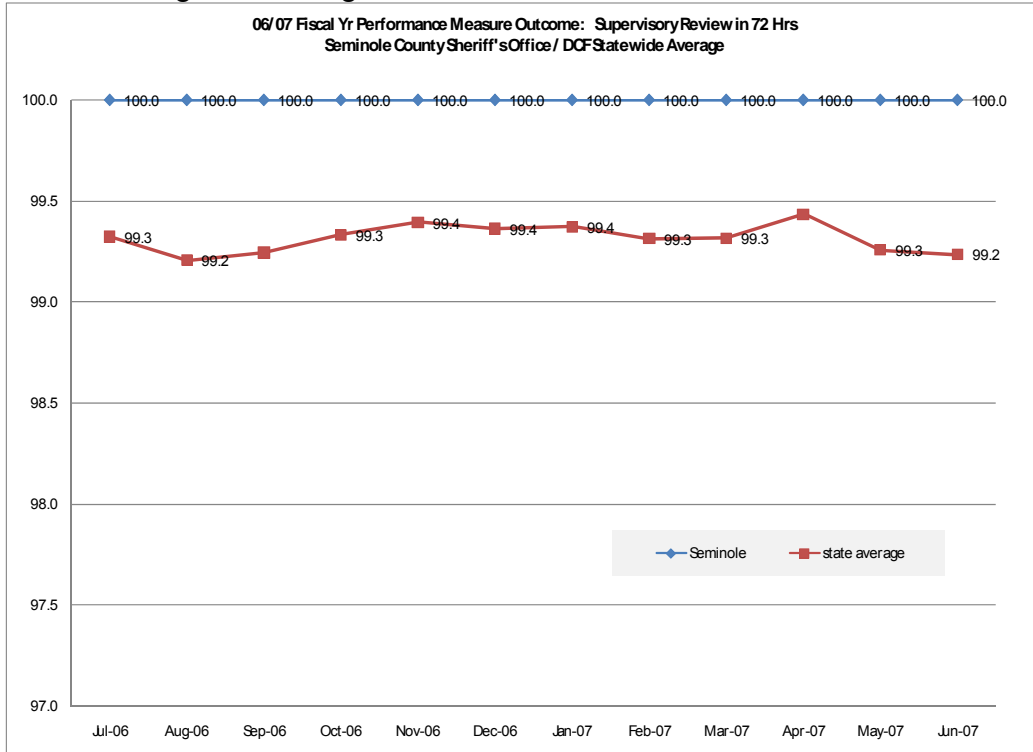
The Pasco County Sheriff Office averaged 99.5% for report closures within 60 days for Fiscal Year 2006-2007.



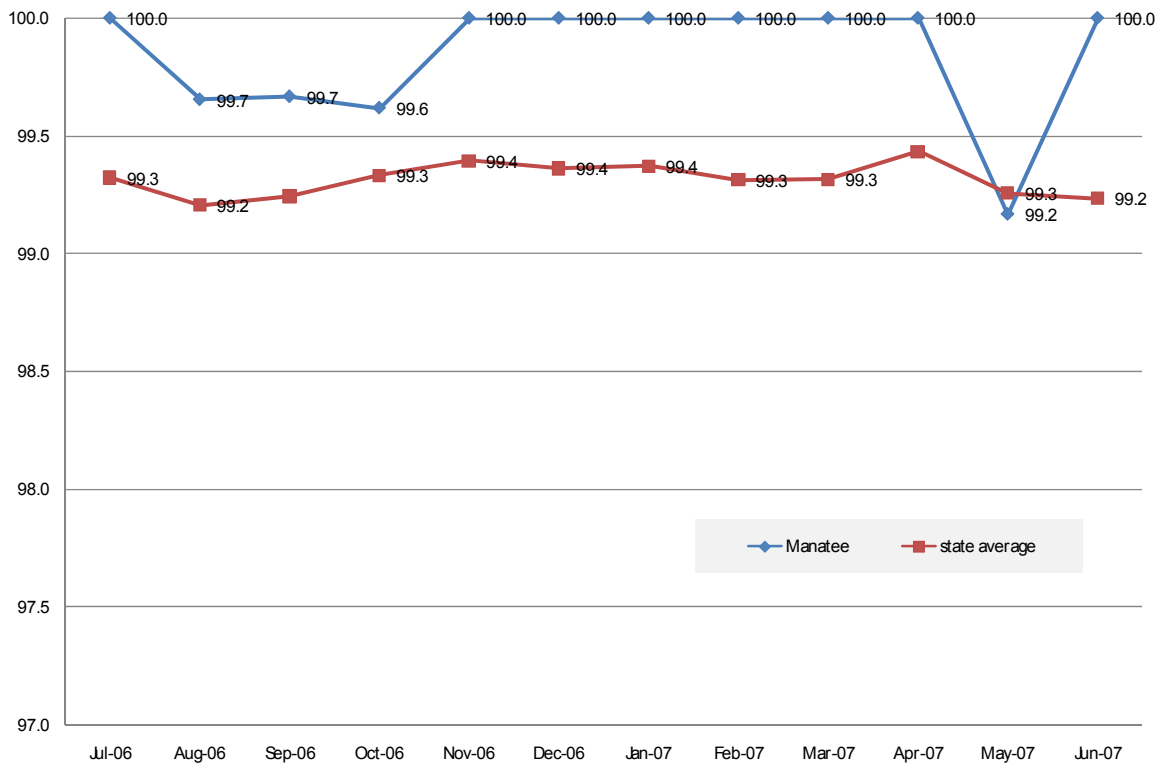
Annual Outcomes for Initial Supervisory Reviews completed within 72 hours of Risk Assessment Submission



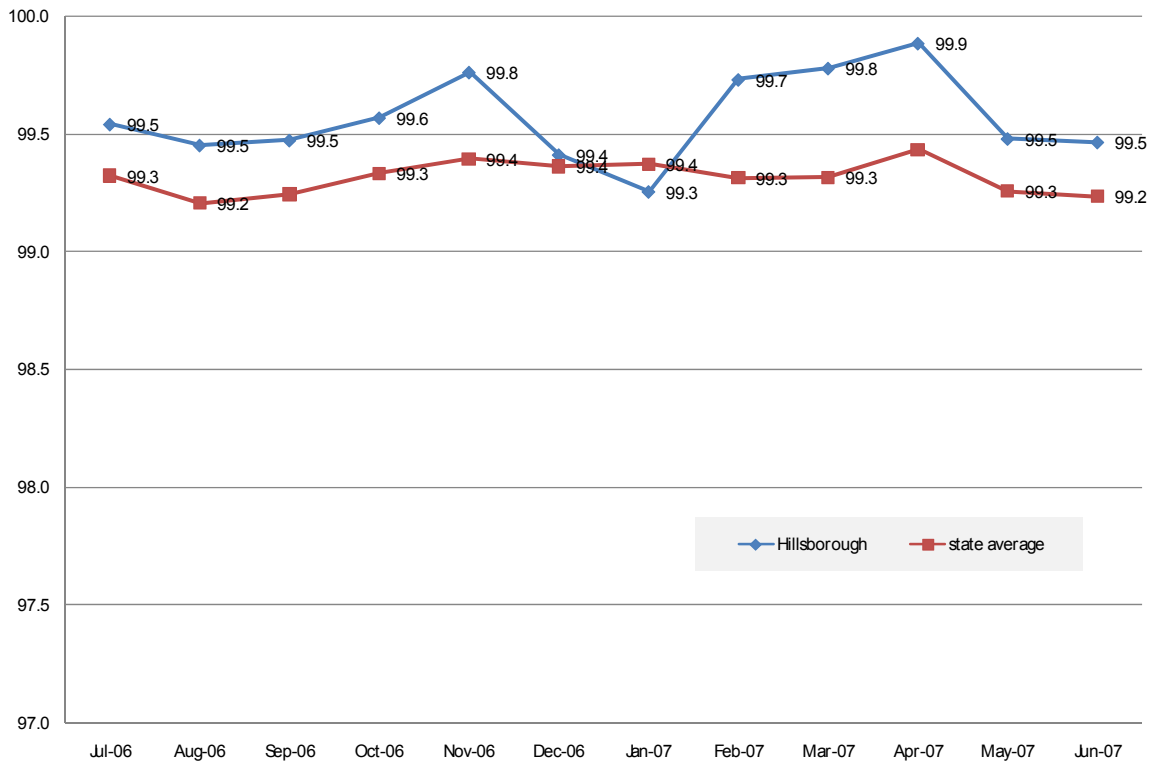
An initial supervisory review of each report occurs after the child protective investigator completes an initial safety assessment and submits the report (within 48 hours of hotline receipt). The abuse report initial supervisory review outcomes are based on data from HomeSafenet LEADERBOARD reports. Fiscal Year 2006-2007 data reflects the Sheriff's Offices averaged 99.6% compliance with the supervisory review measure, and the DCF districts/regions averaged 99.2%.



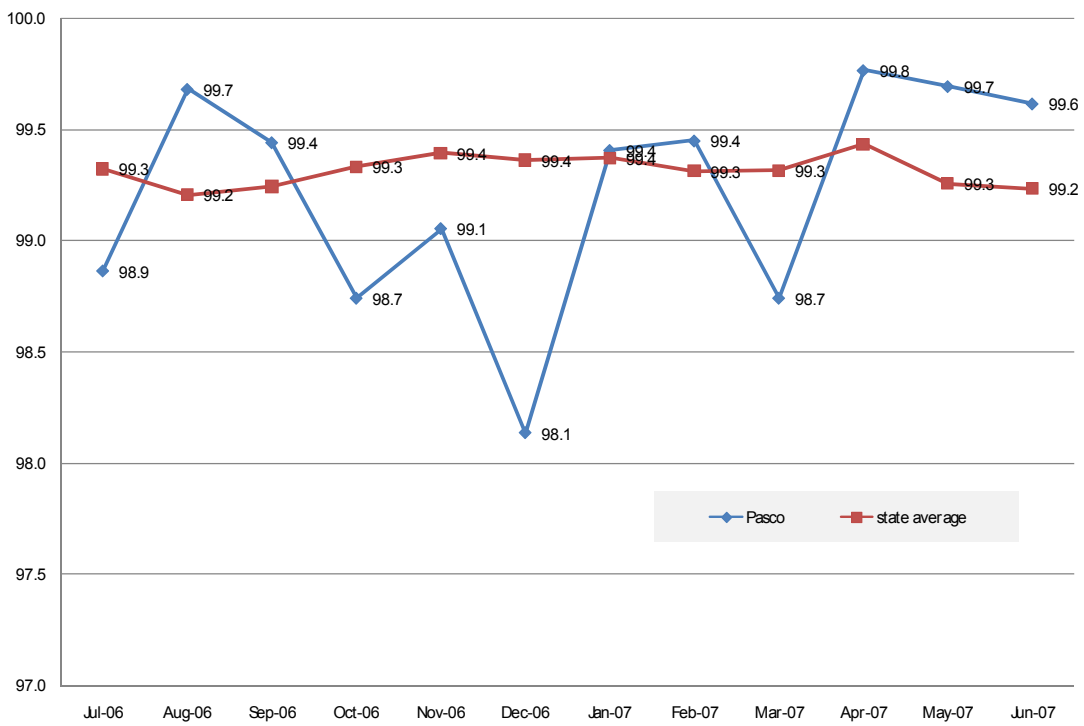
06/07 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Manatee County Sheriff's Office / DCF Statewide Average



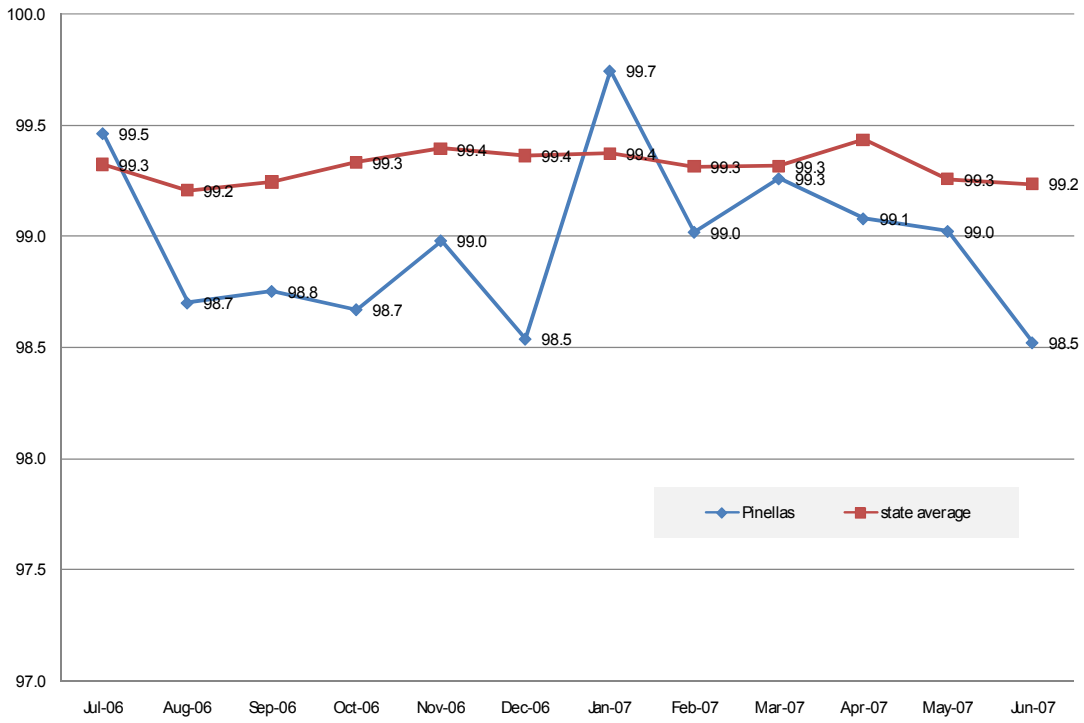
06/07 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Hillsborough County Sheriff's Office / DCF Statewide Average



06/07 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Pasco County Sheriff's Office / DCF Statewide Average



06/07 Fiscal Yr Performance Measure Outcome: Supervisory Review in 72 Hrs
Pinellas County Sheriff's Office / DCF Statewide Average



PROGRAM MANAGEMENT

Program Management Performance

County	Percent
Manatee	PASS – 100%
Pasco	PASS – 100%
Seminole	PASS – 100%
Broward	PASS – 100%
Pinellas	PASS – 100%
Hillsborough	PASS – 100%

Each peer review site was evaluated on their level of performance for each of 24 specific program management criteria.

These criteria addressed:

- i. Training
- ii. Communications
- iii. Transportation
- iv. Backlog reduction
- v. Victim and alleged person responsible contacts
- vi. 24-hour operations
- vii. Working agreements with law enforcement
- viii. Internal management practices
- ix. Operating procedures
- x. Agency goals and objectives
- xi. Personnel standards
- xii. Use of voluntary services
- xiii. Other relevant program management activities.

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

COST EFFICIENCY

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

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

In addition, several factors affect the ability to prepare a definitive unit cost analysis. These factors include such variables as: Sheriff's preference for purchasing motor vehicles versus leasing; organizational structure of the Sheriff's Office performing child protective investigations; experience in performing investigative functions, etc. Costs not reflected in either the Sheriffs' or the Department's unit cost calculations include those related to HomeSafenet, training costs paid directly by the Department, or funds allocated to the Sheriff's Offices specifically for staff training. Each Sheriff's grant is limited to reimbursement of actual expenditures incurred in one fiscal year. Therefore, costs for assets with a useful life of more than one year are not allocated across the benefiting periods. This may cause an overstatement of costs in the year such assets are purchased and an understatement of costs in the benefiting periods.

The chart on the following page provides expenditure and cost per report investigated data for each Sheriff and for the department for FY 2006-2007. The "Expenditures Per Report Investigated" is calculated by dividing actual expenditures by the number of reports investigated. FY 2005-2006 "Expenditures Per Report Investigated" is provided for comparison purposes.

The overall number of reports investigated increased just less than 1% compared to FY 2005-2006. Statewide, expenditures in FY 2006-2007 for child protective investigations increased by 4.56% over the prior fiscal year. The only increase in appropriations for the Sheriff grants for FY 2006-2007 was the inclusion of Hillsborough County Sheriff. The amount expended by that grant exceeded prior budget for that **county when the department administered that program** by \$6.1 million. The department's indirect cost decreased by \$1.1 **million due to a decrease in the federally approved indirect cost rate** and direct costs increased by about \$2 million due to the appropriations for pay increases and changes to fringe benefits for state employees.

The greatest increase in the number of reports occurred in Pasco County (6.53%) followed by Seminole and Manatee with increases of 2.4% and 1%, respectively. The decrease in the number of reports for the department decreased due to Hillsborough taking over all services effective July 1, 2006.

The increase in the funding for Hillsborough and the appropriated pay and fringe benefits for state employees caused the "Expenditures Per Report Investigated" for FY 2006-2007 for the Sheriffs Combined, the Department, and the Total, each to increase over the prior fiscal year.

AGENCY	FY 2006-2007			FY 2005-2006
	EXPENDITURES	REPORTS INVESTIGATED	EXPENDITURES PER REPORT INVESTIGATED	EXPENDITURES PER REPORT INVESTIGATED
Broward	\$13,337,160	12,687	\$1,051	\$1,056
Manatee	\$3,619,941	3,808	\$951	\$946
Pasco	\$4,189,840	5,205	\$805	\$857
Pinellas	\$10,656,488	9,848	\$1,082	\$1,053
Seminole	\$3,498,823	3,971	\$881	\$876
Hillsborough	\$13,893,491	11,419	\$1,217	NA
Sheriffs (Combined)	\$49,195,743	46,938	\$1,048	\$996
Department	\$110,248,469	134,785	\$818	\$798
TOTAL	\$159,444,212	181,723	\$877	\$837

NOTES:

1. Expenditure data excludes training costs.
2. FY 2006-2007 Expenditures for the Department includes \$12,577,536 in indirect costs.
3. FY 2005-2006 Expenditures for the Department includes \$13,651,888 in indirect costs.
4. FY 2006-2007 Expenditures and Reports Investigated for the Department includes data for Citrus County, which did not transition child protective investigation duties to the Sheriff's Office until July 1, 2007.

RECOMMENDATIONS

1. The Sheriff's Offices in Hillsborough, Manatee, Pasco, Seminole, Broward and Pinellas counties should continue to receive grants from the Department of Children and Families to conduct child protective investigations.
2. The Legislature should accept the current Sheriff's models as a viable method of providing child protective investigative services and continue with the Peer Review process to fulfill the requirement for the annual report to the Legislature.
3. The Department of Children and Families should continue to report on the participating Sheriff's Offices with regard to achieving the legislatively mandated performance measures and targets.
4. The Department of Children and Families should continue involving representatives from the Sheriff's Offices in identifying appropriate practice standards and performance measures for child protective investigations.
5. The Department of Children and Families and the Sheriff's Offices should use the results of this year's quality performance review to identify and implement improvements for pre-service and in-service training of investigators and supervisors.
6. The Department of Children and Families should continue to interact with Sheriffs' Offices that express an interest in conducting protective investigations and should work with the Legislature to secure funding for this to occur.