A Summary of Internal and External Customers’ Input on the DCF Zone Family Safety Program Offices’ Products and Services
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May 25, 2006

Introduction

The Department of Children and Families has an established workgroup that will complete a comprehensive review of current tasks, activities, and resources of the Family Safety Program Offices in each of the Zones. This workgroup is charged with providing recommendations to Department leadership regarding appropriate supports, services, and functions for the FSPO’s and an analysis of staff resources necessary to accomplish these functions.

Each Zone FSPO serves both internal and external customers. Input from these entities will assist the Department in its analysis and allocation of resources that are appropriate to identified needs, and may assist in identifying new ways (innovations) to provide these supports that are more efficient and effective.

In order to provide a standardized and objective mechanism to gather this input, the Department has requested that the CBC TA/Partnership project:

- develop a standardized survey instrument;
- complete an independent survey of all CBC Lead Agencies;
- complete an independent survey of internal customers (District / Central Office);
- provide a summative report of qualitative and quantitative results that will inform decision-makers examining FSPO structure, process, and staffing needs.

Method

A standardized survey was developed and distributed electronically to entities identified as primary customers of the Zones FSPO’s: CEO’s of each of the CBC Lead Agencies statewide, DCF District Administrators for each district and region, and DCF Central Office entities/units representing Administrative Services, Provider Relations, and the Central Office Family Safety Program Office.

The survey was segregated into the following eight categorical areas of inquiry to ensure that responses were elicited for each of these key programmatic areas.

- Revenue Maximization (Federal funding)
- Training
- Data Reports & Analysis
Licensing
Adoptions
ICPC and Courtesy Supervision
Special Case Reviews
Program/Policy Procedure (Foster Care, Protective Services, Child Protective Investigations, Independent Living)

The data collected in the above categories is reported under the following Domains that correspond with Zone FSPO functions:

- Reports and Data
- Process Management and Coordination
- Training and Technical Assistance
- Case Specific Activities and Products
- Program Policy and Procedure
- Adoption Related Activities and Products

For example, if training or technical assistance needs were reported in the survey under “Revenue Maximization”, that need is reported in the Training and Technical Assistance Domain in this report.

Additionally, telephone contact was made with as many responders as possible in order to seek clarification and enhancement of their responses on the survey.

It was noted in the survey and through discussion that in many cases, multiple steps of a single activity or function were listed on the survey. In these instances, responses were collapsed into a well understood activity such as “review and processing of ICPC packets”.

For each category, responders were asked to provide information in the following areas:

- Products/services they receive as a customer that are needed for their operation. For these items, responders were also asked to provide a quality comment about timeliness, scope, and general value of each.
- Products and services that are needed but not currently received or offered.
- Products and services they currently receive that are not needed (due to duplication, or no longer relevant to their operation, for example).
- Ideas or suggestion of how to improve delivery of needed services.

Responses were received as follows:

CBC’s: 11 CBC Lead Agencies
DCF Local: 13 Districts and the SunCoast Region
DCF Central Office: Administration and related divisions
                                    Office of Provider Relations
Summary Statewide

Results from this survey indicate clear trends among internal and external customers of the Zone FSPO’s that demonstrate commonalities and differences in priorities for both. **Priority Areas** are as follows: (See Charts 1, 2, 3 on Page 5)

1) Training and Technical Assistance:

Most significant is Training and Technical assistance made available by the Zone FSPO’s to external customers and also to internal customers such as CPI staff and child welfare contract management staff. Nearly each service area reported additional training and technical assistance needs across a broad range of specific topics. Program policy interpretation, new changes to statutes and rules, Rev Max, ICPC and technical expertise with regard to specific programs such as independent living and adoptions were common topics identified in nearly all service areas responding. Use of data and state data systems were also frequently identified as technical assistance/training issues.

While overall quality of training and technical assistance was generally rated high, comments from many customers indicate that training would be more beneficial if they occurred more proactively than reactively. Many indicate that technical assistance should be available as requested based on self-identified need as opposed to in response to a issue or problem that has surfaced.

It was suggested by some that the availability of a web-based repository of child welfare policy, procedure, clarifications, best practices, and answers to commonly asked questions would be a way to accommodate many technical assistance questions and needs. The ability to access a searchable archive of policy memos, guidance, procedures (such as with ICPC) are desirable features of such a system.

If this were to occur, it’s perceived that there would be a greater ability to use staff with high expertise for more substantive training around issues where knowledge transfer best occurs through in-depth discussion, interaction, and presentation of information. Some areas cited here include topics such as Risk Assessment, Home Study training, and other skill building best practices.

2) Reports and Data

The Zone FSPO’s are relied on for coordination, analysis, interpretation, and distribution of a variety of reports by District DCF and central office DCF staff. Most District reply in large part on the FSPO for acquisition and analysis of data for performance reports, federal funding reports (Rev Max), planning, and special projects. District staff needs appear to be focused on management/administration and contract management. In the later, program expertise is cited as integral to development and review of corrective action plans and provider performance.
For external customers, special case reviews and quality assurance related reports appear to be reports most commonly needed and valued, although reports in general were not as great a priority as with the department. Many lead agencies maintain their own data and reporting capability and in these instances find department generated reports can be duplicative. For those indicating the need for performance related reports, increased frequency and transparency in methodology are cited as desirable characteristics.

The ability of the department to provide lead agencies access to additional data for ad hoc reporting was cited by several providers as a desired services.

3) Licensing and ICPC

Licensing and ICPC approval processes completed through or with the support of Zone FSPO’s is included in the domain of Process Management and Coordination. Issues specific to both service components were commonly identified in nearly every other domain in this survey; i.e. service, product, training, policy and procedure, data, reports, adoption. The priority was largely expressed in terms of the need to improve the efficiency of these necessary processes.

The ability to ensure timely coordination, communication, and completion of these processes were commonly cited as a priority by external customers. While numerous issues were identified from Zone to Zone as contributory to low satisfaction ratings, there is no real consensus on a solution. With ICPC, some offered suggestions regarding improved statewide tracking, elimination of Zone staff as “middle-persons” in this process, and/or better training and available technical assistance.

Licensing, while eliciting higher ratings for quality, elicited comments indicating that timeliness for review of packets and completion of background checks could improve outcomes.

Licensing and ICPC had the highest frequency of expressed need for training and technical assistance.
### Service Product Priorities of Districts

- **Training**: 92%
- **Data**: 54%
- **Performance Reports**: 46%
- **Funding**: 8%
- **Miscellaneous**: 15%
- **Quality Issues**: 2%

![Chart 1](image1.png)

### Service Product Priorities of CBC's

- **Training**: 75%
- **Data**: 0%
- **Performance Reports**: 0%
- **Funding**: 25%
- **Miscellaneous**: 38%
- **Licensing**: 63%

![Chart 2](image2.png)

### Service Product Priorities Combined

- **Training**: 86%
- **Data**: 38%
- **Performance Reports**: 38%
- **Funding**: 10%
- **Miscellaneous**: 5%
- **Quality Issues**: 24%
- **Licensing**: 33%

![Chart 3](image3.png)
Ideas and Suggestions for Innovative and New Product Delivery Mechanisms

*Web-Based Information Repository:*

Several individuals suggested the Department initiate and implement a searchable database of information useful to file staff, managers, and administrators. Information needs on Policy, procedures, statute, rule, etc. could be posted and available as needed. Items not typically available include copies of e-mails that clarify or explain policies or procedures, annotated steps to complete certain tasks (such as items/steps in the ICPC process), or similar procedural items. A section that includes questions that have been asked and answered would also be useful to the field and help reduce volume of call-in or e-mail requests to FSPO staff.

*ICPC Tracking:*

It was suggested that ICPC tracking data be available on the intranet and be posted behind the firewall so that child specific data, status, etc. can be accessible to authorized staff at the local level.

*Performance Data:*

It was suggested that detailed data extracts be posted on the intranet behind the firewall so that authorized providers can access and manipulate data for reports that more specifically meet their needs. As close to real-time information as possible would be more useful. This would assist in drilling down data to unit and worker level for significantly more performance types than is currently possible with existing reports or data sets. Data available following the month in question does not allow for course corrections. The ability to refresh data weekly (for example) throughout the month would be advantageous to avoiding performance shortfalls.

*ICPC Processing:*

Several providers suggested that a direct interface between HQ ICPC and each Lead Agency would be more conducive to processing and competition of ICPC approvals. Fewer interim steps at the local level would result and there would be fewer opportunities for multiple interpretations of information needs. These two issues are considered primary reasons for delays in this process.

*Communication Protocol:*

Efficient and non-duplicative communication was commonly cited as an important goal to reach by both internal and external customers. It was suggested that a statewide Master Communication Matrix or Protocol be developed and maintained by the Department. The communication matrix would require on-going maintenance and wide distribution.
Joint/Peer Participation:

Several responders mentioned the advantages of joint peer activities such as case reviews, QA reviews, etc. as mechanisms for training.

Summary Results of Service Received, Needs and Priorities by Zone:

Panhandle Zone: (1 CBC and 2 Districts responding)

CBC Perspective

ICPC/ Courtesy Supervision assistance, License Approvals and Training/TA were the 3 top priorities identified from the CBC.
Reports and Data:

ICPC and Rev Max reporting is received and needed. Ad Hoc HSn data and the capacity to generate their own case review sample list are needed but currently not available.

Process Management and Coordination:

ICPC and Courtesy Supervision are recognized needs and a service received, however concerns are expressed about feedback, timeliness, communication and interpretation inconsistencies and tracking difficulties. It is noted that a local FSPO position is helpful in navigating the current process.

Training and Technical Assistance:

Numerous current training topics are identified as needed and received from the FSPO. These include relative caregiver, medication Policy, HSn. Additional needs are identified regarding child welfare legal issues and general data analysis. Training items received were rated positively for quality and timeliness.

Case Specific Activities and Products: None identified

Program Policy and Procedure:

Policy information and interpretation received includes Rev Max policy changes, psychotropic medication policy, licensing information, and new statute/rule implementation.
Joint meetings regarding Best Practices in Rev Max is an identified additional and/or unmet need.

Duplicate rev max reports and redundant licensing packets reviews are identified as activities that are received but unnecessary.

Adoption Related Activities and Products: None identified
Training, QA Reviews, and Management Reports were the top 3 priorities listed by the Districts. Additionally specificity was included in these categories to include their relationship to CPI, business plan development and special projects.

Reports and Data:

Rev Max, Leaderboard and most other performance related reporting and data were included as needed and received products from FSPO. Backlog report was the one report item perceived as not needed any longer. All received products were rated high for quality and timeliness.

Process Management and Coordination:

ICPC was the identified process management and coordination service and was rated satisfactory on all scales in one District. Licensing is not handled through the FSPO

Training and Technical Assistance:

There were many Training and TA items listed as needed and received including safety training, CPI related training in policy, procedure, and skills specific such as interviewing. Multiple additional skills specific training was listed as an additional and/or unmet need including training for new CPIs, time management, documentation, and policy/procedures. Quality of training received was rated high.
Case Specific Activities and Products:

Administrative case reviews and CW QA reviews were listed as needed and received services. No additional case specific services were indicated as an additional and/or unmet need.

Program Policy and Procedure: The districts reported no needs or services directly in this area.

Adoption Related Activities and Products: Adoption Review Committee (ARC) participation, permanency tracking and permanency/adoption updated were identified as services received and needed by the District. These activities were rated high. There were no unmet needs identified in this area.

Northeast:

CBC Perspective: (3 CBC and 3 Districts responding)

Licensing, adoption support, and HSn reports were 3 identified priorities for the CBC’s. (One included a specialized issue relating to resolution of an outstanding issue regarding MOUs, but this is particular to this agency).
Reports and Data:

IMS and HSn reports were listed as needed and received by one Lead Agency, however the 2 other Lead Agencies listed no reporting needs form the FSPO. Those agencies indicated that many of the reports received are not needed as the agency has the capacity to produce their own reports and prefers to do so. HSn reports were not rated high for meeting the needs of the agency who uses them, although they are timely.

Process Management and Coordination: While ICPC process is needed by each, two of the three CBC’s reported poor quality and timeliness in all areas rated. There are beliefs that there is poor and uncoordinated communication, very long turnaround times, and generally more complex than it needs to be. These comments were similar for courtesy supervision coordination. For the 1 CBC who rated ICPC highly, specific staff were identified as especially helpful and diligent.

Training and Technical Assistance:

Rev Max, relative caregiver, and mater trust are areas of specific training that were identified as needed and received by one lead agency. ICPC TA was identified by one lead agency. It was noted that there is an absence of clarity about what additional training could be provided by the Zone. No specific unmet needs were identified in this area.

Case Specific Activities and Products:

One lead agency indicated a need for special case reviews to be available as needed. No other received or unmet needs were identified by the responding lead agencies.

Program Policy and Procedure:

Specific technical assistance or support around P&P’s for independent living services and cases was identified by one lead agency as being needed and received. Quality was rated very high. No other unmet needs were identified by any other agency responding in this Zone.

Adoption Related Activities and Products:

ARC participation, subsidy approval and background screening are services identified as needed and received by 2 of the 3 lead agencies. One lead agency did not rate these services high in helpfulness, detail, or meeting their needs. An additional and/or unmet need, assistance with post-adoption services, was identified by one responder.
Other:

One responder identified budget amendment and fund source information as a service that is needed and received, however comments reflected dissatisfaction with the quality and timeliness of this information.

**District DCF Perspective**

Various training, data reports, and special reviews, such as death reviews, were the common top 3 priorities among this Zone's responding districts.

**Reports and Data:**

Multiple data and performance reports were identified as needed and received. These include OPA reports, HSn error reports, TANF and IV-e reports, AFCARS, adoptions, critical few, county of placement, and drill-down reports for CPI. All but 2 of these reports were identified by one responding district. Quality and timeliness was rated high across the board from the responders. Additional and/or unmet needs included were: access to emergency Flex Funds through Rev max instead of CBC and locally housed staff to do analysis and performance review reports.
Process Management and Coordination:

ICPC and licensing services needed and received were identified by one responding district. This includes recording keeping/tracking, assistance in identification of problem areas, training support and updated to operating procedures. These services were rated high across the board.

Training and Technical Assistance:

Training services that meet current needs included CPI / CPIS new hire and on-going training, adoption policy and procedure, time log training for contract managers, ICWSIS input and analysis training, HSn data entry and analysis training, and Set Up training with the state program office. Additional and/or unmet training needs include legislative and administrative code update training and best practices.

Case Specific Activities and Products:

Death reviews and related reports are reported as a met need in each area although there were some comments related to unsatisfactory timeliness. On-site or desk review of cases as needed was also identified as a met need with satisfactory quality and timeliness.

Program Policy and Procedure:

Programmatic and policy expertise is noted as a needed service from the FSPO for numerous reasons, many of which relate to quality in identified training and technical assistance needs. Most comments are duplicative of issues cited in the training section and quality is rated very high in this area.

Adoption Related Activities and Products:

Adoption related activity was also geared primarily toward training issues.

Other:

Dispute resolution, liaison to customers and community, and liaison between CPI and CBC staff were services also listed by one responder as needed and received by the FSPO. All were rated highly.
Central: (2 CBC’s and 2 Districts Responding)

CBC Perspective

Three priority areas were identified: Services from the DORS, policy interpretation as needed, and licensing (to include background screening)

Reports and Data:

QWICA review reports, zip code analysis, and raw data were identified services that meet current needs. Quality ratings were generally high except for timeliness which seems to relate to frequency of data reports.

All performance data, at the worker level and at least monthly, were identified unmet needs in this area. It is noted that consistent and transparent measures and formulas are needed in data reports provided through FSPO.

Process Management and Coordination:

Licensing and ICPC services were identified services that are needed and received. Quality measures were high for all areas with then exception of one CBC reporting timeliness issues with ICPC home study responses.

Training and Technical Assistance:
Many training areas were identified as ones that are received and needed. These include relative caregiver, home study, Rilya Wilson act training. Additional TA topics included background screening, adoption, licensing and Rev Max. Quality ratings overall were high.

Case Specific Activities and Products:

One CBC identified specific case reviews for certain potential conflict of interest cases received and needed. There is an identified additional and/or unmet need for review, analysis and recommendation on cases resulting in significant injury or child death at the request of the CBC.

Program Policy and Procedure

Technical support on the development of P&P’s is received and needed by one responder and rated high quality.

Adoption Related Activities and Products:

Case support, technical support and policy interpretation are listed among services received. ARC participation and Zone monthly meetings are mentioned by one responder. Quality ratings for these areas are high.

Other:

One responder identified feedback on “highest Risk Cases” being a service received however expressed low satisfaction in all areas. The responder indicated that their participation in this process is an unmet need.
Training, Data analysis and special case reviews were the 3 top priorities listed.

Reports and Data:

CPI/Hotline and CW/CBC PaRT analysis, special reports and data analysis for community projects, monthly ICPC/CS logs, missing children alerts/exceptions, and zip code analysis reports were services received and needed in this area. All were rated high in quality. Incident date and re-abuse analysis reports were also identified but are not felt to be timely or sufficient in detail. Monthly reports on abuse reports received/closed performance is an identified additional and/or unmet need.

Process Management and Coordination:

Licensing services is identified in this section. There are no unmet DCF needs identified here for ICPC, licensing, or related functions. These issues are addressed in training.

Training and Technical Assistance:

ICPC, licensing, CSA, CPI home study, and missing children training are identified services needed and received. Quality was rated high in all areas. It is also noted that special technical assistance has been requested and is scheduled.
Training for CPI’s on new statute and administrative code is identified as an additional and/or unmet need.

Case Specific Activities and Products:

Special case reviews are received and needed. Most receive high quality rating although one comment suggests that case reviews are sometimes not specific enough to assist operations in decision-making.

Program Policy and Procedure:

FSPO expertise in this area is needed for review and approval of all family safety contracts, liaison work with central office and training/TA support. Better qualitative feedback from QA monitoring and follow-up training is identified as an additional and/or unmet need.

Adoption Related Activities and Products:

Training and support is listed for adoption specific services. These received a high quality rating.

SunCoast Region: (Regional DCF and one CBC responding)
The top 3 issues identified by the CBC are: increased ability to respond to needs, Data analysis training, and increased focus on joint QA and performance outcomes strategies and achievements.

Reports and Data:

QWICA reports, ICPC reports, monthly/quarterly perf reports, and the Dashboard are identified services received and needed in this section. Quality is rated generally high for many, but timeliness is not. ICPC and licensing reports are perceived to be less than valuable now due to reduced frequency and difficulty reconciling information (licensing). Children Not Seen reports are no longer necessary since these are generated by the lead agency.

Process Management and Coordination:

Activities of the Rev Max specialist are included in this area. This position is identified as serving a critical coordination and information function for the CBC. Quality was rated high. Licensing and ICPC are also listed however quality is rated low in all areas except for communication in response to specific technical assistance. Better communication and coordination in general are identified as additional and/or unmet needs. It is noted that ICPC issues appear not to be a Regional problem, but of broader scope. Licensing TA and support when requested is a listed need.

Training and Technical Assistance:

Specific training topics such as relative caregiver, background screening and home study training are identified as received and needed. Technical assistance in licensing, adoption, and ICPC are also included in this area. Quality is generally rated high across the board. Training on the CFSR tool, licensing home studies, data analysis are listed as additional and/or unmet needs.

Case Specific Activities and Products:

Licensing and special case reviews are listed here. It is noted that a standardized form could be beneficial with consistency of information requested. The ability to participate in these reviews is also identified as an additional and/or unmet need. Peer reviews used to exist and were excellent training opportunities for staff. Generally more beneficial than “independent” reviews. More technical support on meeting goals is also an additional and/or unmet need.
Program Policy and Procedure:

Support staff for Independent Living services provided a needed service. Additional unmet needs in this area include someone to answer specific policy questions regarding IL, a needs assessment for transition funds, and better communication between agencies (all in the area of IL). Unrealistic policy directives and general over-emphasis on micro-management are listed in the section regarding received but not needed.

Adoption Related Activities and Products:

Data contained in the Critical Data Reports and technical support for the AES and AAR are received and needed. The data is rated helpful, but not timely or sufficient in detail.

Region DCF Perspective

Data, Relative Caregiver information and support, and In-service training were the top 3 priorities listed for the Region.

Reports and Data:

Services received in this area are IV-E file and document reviews, liaison to federal funding unit, daily missing children report, CPI critical measures reports, and
background screening reports. Review and compilation of ICPC data and adoption program related data are also listed. Each are rated high in quality.

Process Management and Coordination:

Prior year recoupments (board payments) are a specialized function performed by this FSPO for Safe Children’s Coalition. Review and process of relative caregiver and Rep Payee applications for SSA/SSI are identified functions that are needed and received. Licensing, ARC committee participation, ICPC and courtesy supervision processing are also listed services.

Training and Technical Assistance: Numerous training and TA activities are received and needed. These include: rev max TA re: policy and procedures, AES and other adoption related trg, relative caregiver, missing child P&P, background screening, rules, statute updates and interpretation, IL Technical Assistance, and Indian CW policies TA. Quality is rated high and there are no unmet needs listed.

Case Specific Activities and Products:

High Risk Reviews, case reviews at request of management, risk assessment, system reviews (i.e. licensing), and tracker assignments (case specific) are among those services received and needed. No unmet needs are listed.

Program Policy and Procedure:

Rule, statute and OP interpretation are services received and needed in this area.

Adoption Related Activities and Products:

Processing subsidy exception requests, ARC participation, adopt homestudy denial processing, ICAMA request processing, criminal history screening, and dispute resolution are services received directly relating to the adoption program.

Other:

Monitoring Master Trust compliance, representing the Region on statewide committee for courtesy supervision mediation of disputes, monitor visits of courtesy children placed in the Region, attendance at community meetings, and coordinating policy responses to central office for the Region are additional services provided by the region’s FSPO.
Southern: (4 Districts and 3 CBC’s responding)

CBC Perspective

Licensing, adoption activities, more timely background screens, ICPC assistance, Master Trust Fund TA were identified by 2 CBC’s as top priorities.

Reports and Data:

HSn reports and licensing reports and the Dashboard are received and needed by 2 of 3 CBC’s.
Access to FMMIS and Florida systems are identified as additional and/or unmet needs by one CBC.
Duplicate information is reported as an unwanted occurrence.

Process Management and Coordination:

Licensing approvals, licensing staffings, background screening and ICPC processing are serviced received and needed. One noted that additional support to the local effort in ICPC should be developed or transfer the role to the lead agency.
ICPC staff communicating directly with case management organizations is a service that is not needed but occurs in some instances.
Training and Technical Assistance:

TA and training in rev max and licensing are identified services received and needed. Master Trust training is an additional and/or unmet need.

Case Specific Activities and Products: None identified

Program Policy and Procedure;

Rev max policy interpretation is noted as received and needed. Tech support for local P&P’s submitted for approval is also listed by one CBC.

Adoption Related Activities and Products: adoption program policy updates, input at meetings, and ARC participation are identified services provided and needed.

Other:

Master Trust fund collections, death review coordination and correspondence from SSI/SSA are listed as additional services received and needed. Each received high quality ratings.

District DCF Perspective
Assistance in gathering data and analysis, training and training for contract staffed hoc report capability, administrative support for out-posted staff, and communication coordination were top priorities listed by the District responders.

Reports and Data:

Assistance with data, analyzing data for all performance reports, and assistance with PaRT requirements are identified services received and needed. Child specific case data and a formalized role in performance reviews is also listed. Routine monthly statistical reports, ad hoc report capability and data for special assignments are listed as additional and/or unmet needs.

Process Management and Coordination:

All aspects of ICPC process, Licensing, courtesy supervision, land background screening are services received and needed. Better definition of licensing staff role and more administrative support were identified as additional and/or unmet needs.

Training and Technical Assistance:

QIC story, Fishbone, policy change, CPI pre-service and in-service trainings are all listed as services received and needed. TA services include licensing for contract staff, tracking performance measures, adoption, ICPC and report reviewing. Additional unmet needs include statute/rule/fed training, cross-training for child welfare staff, and additional CPI in-service.

Case Specific Activities and Products:

Services received and needed include participation in institutional abuse report staffings, tracker assignments, death reviews, QA reviews following IG requests, and case reviews at request of management. Additional and/or unmet needs listed are: need reports/information back following death reviews; case reviews for trends/problem areas as requested.

Program Policy and Procedure:

Policy interpretation, collaboration with contract staff resolving policy issues, assistance with RTI policy implementation, and relative caregiver liaison are services listed in this are that are received and needed. Additional and/or unmet needs include: the development of leading indicators for performance analysis, review and comments in corrective action plans, collaboration with contracts in a variety of areas including training, policy interpretation, etc., compliance reviews for IL services, and follow-up with clear guidance on policy issues.

Adoption Related Activities and Products:
ARC participation, subsidy approvals, liaison to CBC, parents, and HQ, participation in special events, participation in permanency staffings, and information and referral are services provided specific to adoptions and are needed. Professional review of adoption enhanced subsidies and on law/policy updates are listed as additional needs.

Miami: (One District One CBC responding)

The top 3 priorities listed are: statewide expertise in subject matters, role of department with retained expertise to provide best practices, analysis of national best practices and performance, notification of federal and state changes.

Reports and Data:

SSI/PASS accounts are received and needed. Data back-up and validation along with the breakdown of critical areas are also listed, but rated low for quality and timeliness. Other non-specified reports are received, but the CBC does not report awareness of importance or actions required. Many appear to be from data the CBC has.
Process Management and Coordination:
Licensing process, ICPC, sign-off on home closures and abuse report clearances, adoption subsidy approval are services received and needed. Quality and helpfulness is rated most low for each. Access to caretaker screening sheet, the ability to close homes without FSPO involvement, and active participation in special case reviews are listed as needed but not provided.

Training and Technical Assistance:
HSn and other state systems training is received and needed. Quality is rated low.
Statewide experts in systems for training and TA to CBC MIS staff is needed but not provided.

Case Specific Activities and Products:
The ability to actively participate in case reviews is a listed unmet need.

Program Policy and Procedure:
None listed receiving. CBC states that the local office does not have expertise for this area and is looking to central office for support in this area.

Adoption Related Activities and Products:
Adoption subsidy approval process as stated above.
Multiple priorities were listed by the District. The first 3 are: Timely submission of information needed for CIC reviews, training/TA on relative caregiver and CIC process, and access to licensing information.

Reports and Data:

Information reports on CIC status and related forms to complete reviews, participation in sterling reviews, monthly CPI performance reports, and special projects reports are services received and needed by the district. Additional need listed is relative caregiver tracing data

Process Management and Coordination:

ICPC, diligent search requests and maintenance of current SOPs of the district tracking system for all district P&P’s are services received in this area.

Training and Technical Assistance:

Policy procedure training, HR and PPT training, diligent search, TPR, CPI/CPIS/Admin training, and training on adoption disruptions are services received and needed. TA on unaccompanied minors repatriated was also received. Relative caregiver training along with new policy training is an identified need. early Case Specific Activities and Products
QWICA reviews and other special QA reviews were listed here as services received and needed.

Program Policy and Procedure:

None listed that were not indicated above

Adoption Related Activities and Products:

Participation in performance reviews and the provision of information on adoption status to complete reviews are services receive and needed.

DCF Central Office Summary:

![Bar Chart]

Reports and Data:

Training reports for federal reporting, recruitment and classification packages, prevention expenditure reporting statistics are reports received and needed. Data needs include ICWSIS system support and expertise, training statistics, participation in PaRT, data for federal reporting unit not yet available through automated systems, and local coordination and feedback on statewide data quality initiatives. Additional needs listed include: reports and analysis on rev max process efficiencies, participation in workgroups, routine rev max info., and sharing with PaRT of known best practices.
Process Management and Coordination:

The ICPC process at the Zone level is the identified service need that is provided.

Training and Technical Assistance:

Training is not a service received by central office from the Zones, however several areas of training were identified as being needed and received by Zone FSPO’s. These include: fund source and grant usage, TA from grant unit experts, ICPC training. Zone staff do participate in statewide training efforts. I identified needs include a systemic approach to department training that includes FSPO input/coor. and better coordination between FSPO training and HR.

Case Specific Activities and Products:

Reports from special reviews and improved, refined communication protocol were identified needs in this area.

Program Policy and Procedure:

Support for statewide information in policy areas is an identified need in this area.

Adoption Related Activities and Products:

Coordination on policies and procedures for closed adoption files, participation in monthly conference calls, assistance with adoption special trackers, local support for correction of errors, and assistance in local complaint resolution, information responses, etc.

Additional needs are participation in the AES conference calls, review/comment on administrative rule changes, monthly AFCAR monitoring, and maintenance of information for local post-adoptive services.

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