



Tennessee Department of Children's Services

Annual Report

Fiscal Year
July 1, 2006-June 30, 2007

Dear Governor Bredesen,

The Department of Children's Services' continues its efforts to ensure the safety, stability and permanency in the lives of those we serve and address issues of community safety. The Department is proud of its accomplishments over the past year and looks forward to continued success in the foreseeable future. Below are listed a few of the Department's more memorable accomplishments during the past year:

- We have reduced the number of children entering state custody by engaging families on the front end, thus preventing initial or even further court involvement by placing services into the home which support a more stable environment. The Multiple Response System (MRS), a program through which services can be made available to families, is proving to be a major factor in the reduction of the number of children entering state custody. MRS has been implemented in half the state making the statutory requirement of full, statewide implementation by 2010 a realistic goal.
- The Department's work around issues such as Adoption Incentives and Adoption Support Services in 2005 has resulted in the State of Tennessee being ranked second nationally in the area of adoption improvement. Timeliness in adoptions is up 25% and finalized adoptions are up by 37%. In 1996, Tennessee finalized 195 adoptions; during the last fiscal year Tennessee finalized 1,225 adoptions - a record number for DCS. Our success with finalized adoptions would suggest that our state is in line to continue to be top in the nation.
- In 2005, Tennessee became the first state in the Southeast to complete the Performance Improvement Plan requirement mandated as a part of the first round Child and Family Services Review. Tennessee is diligently preparing the Statewide Assessment required for the CFSR second round site visit. This visit is anticipated to take place August 25 -29, 2008 and will include three counties.
- Fiscal planning and financial management by the Department continue to improve. Prior year short-falls have been effectively eliminated, revenues maximized, and provider payment systems continue to demonstrate maturity. Before the printing of this report, the department was notified of an impending Centers for Medicare and Medicaid Services Interim Final Rule that if it takes effect without legislative intervention, will result in an annual loss of \$73.3 million in annual Medicaid revenues historically claimed under provisions of Targeted Case Management. The department's Office of Finance and Program support has led the way in several initiatives to address the issue both in FY2008 and future years.



- The Council on Accreditation (COA) initiative to become COA accredited as reported in last year's report continues to be on schedule and is expected to be completed in 2009.
- Additionally, DCS showed a 19% reduction in custodial numbers, average length of stay is down by 15%; placement stability is up 19%, exits from custody to permanency increased by 15%, 91.4% of custodial children were placed within 75 miles of their home community and 51% were placed in their home community. The Youth Development Centers (YDC) staff has increased capacity to better serve the needs of the youth and community. AWOL numbers have been reduced by 51%. Tennessee ranked #1 nationally in child exits to permanency and #3 nationally in timeliness of adoptions.

Service to the children and families of the state of Tennessee is a sometimes difficult but highly rewarding task. Although there is so much yet to be done, clearly much has been accomplished. The following report will give you a much more detailed snapshot of where we are as a Department and public service entity.

Respectfully,
Commissioner Viola P. Miller

Table of Contents

From Commissioner Miller	2	Office of Human Resource Development.....	26
Table of Contents	3	Diversity Initiatives.....	26
Vision, Mission, Goals	6	Human Resources Division	26
Organizational Chart.....	7	Training and Professional Development	27
Protection and Permanency	8	Volunteer Services	27
Office of Child Safety	9	Office of Finance and Program Support.....	28
Intake and Investigations	9	Fiscal Services	28
Child Protective Services	11	Expenditures	28
Prevention and Preservation.....	11	Administrative.....	28
Relative Caregiver.....	12	Family Support Services	28
Service Integration	13	Custody Services	28
Special Investigations Unit.....	13	Needs Assessment	28
Child Advocacy Centers.....	14	Adoption Services	28
Child Abuse Prevention Grants.....	14	Child and Family Case Management ...	28
Indicated Victims by Age, Race and Gender (Table 1).....	15	Youth Development Centers	28
Investigations of Child Abuse/Neglect/ Completed in FY 06 by Region and Status as of June 30, 2007 (Table 2).....	16	Community Treatment Centers	28
Office of Child Permanency	16	Revenue	29
Foster Care and Adoption.....	17	Expenditures for Fiscal Year July 1, 2006 –June 30, 2007 (Figure 1)	29
Child Placement and Private Providers.....	17	Revenue for Fiscal Year July 1, 2006- June 30, 2007 (Figure 2)	30
Permanency Planning	17	Division of Juvenile Justice	31
Community Partnerships.....	18	Office of Program Development And Management	32
Centralized Permanency Services	18	Community Intervention Services	32
Family and Child Well-Being Division	19	Community Residential Programs.....	32
Educational Services.....	19	Intensive Aftercare Programs.....	32
Interdependent Transitional Living Program	19	Juvenile Courts Grants.....	33
Medical and Behavioral Health	19	Office of Administration and Compliance	33
Office of Regional Support.....	20	Youth Development Centers	33
Administration and Training	21	Victim’s Assistance Program.....	33
Office of Performance and Quality Improvement.....	22	Special Populations.....	34
Planning and Policy Development	22	Reporting Directly to the Commissioner	35
Evaluation and Monitoring.....	23	Administrative Procedures	35
Continuous Quality Improvement.....	23	Blue Ribbon Committee	36
Accreditation	24	Communications	37
Program Accountability Review	24	General Counsel	37
Licensure.....	25	Office of Inspector General	38
Office of Information Technology	26	Internal Audit	38
		Internal Affairs	38
		Legislative and Constituent Services ...	38
		Special Projects	39

Departmental Data	40	Regional Overviews	58
Map of Regions	40	Davidson	
Children in Custody by Region (Figure 3).....	40	Population	58
Children Entering and Exiting Custody By County of Commitment FY 07 (Table 3).....	41	Placement Settings for Children in Care (Table 12)	58
Children Remaining in Custody by County of Commitment on June 30, 2007 (Table 4).....	44	Children in Care by Age Groups (Figure 15).....	59
Length of Time to Adoption (Figure 4)	47	Children in Custody by Gender (Figure 16).....	59
Length of Time to Reunification (Figure 5).....	47	Children in Custody by Race/Ethnicity (Figure 17).....	60
Of All Children Who Entered Care During the Year, What Percentage Reentered Within 12 Months of a Prior Foster Care Episode? (Figure 6).....	48	Length of Stay by Adjudication (Figure 18).....	60
Of the Children in Foster Care for Less Than 12 months, What Percentage Had No More Than 2 Placements Settings? (Table 5).....	49	East	
Children in Custody by Age, Gender and Race (Table 6)	49	Population	61
Children in Custody Statewide by Age and Adjudication (Figure 7).....	50	Placement Settings for Children in Care (Table 13)	61
Children in Custody Statewide by Placement Setting on June 30, 2007 (Table 7).....	50	Children in Care by Age Groups (Figure 19).....	62
Discharge Reasons for Children Exiting Custody (Table 8).....	51	Children in Custody by Gender (Figure 20).....	62
Children in Custody by Region and Age on June 30, 2007 (Table 9).....	51	Children in Custody by Race/ Ethnicity (Figure 21)	63
Children in Custody by Race/Ethnicity on June 30, 2007 (Figure 8).....	52	Length of Stay by Adjudication (Figure 22).....	63
Children in Custody Statewide by Gender and Adjudication (Figure 9).....	52	Hamilton	
Sole and Concurrent Goals of Adoption on June 30, 2007 and the Number of Finalized Adoptions (Figure 10)	53	Population	64
Children (Dependent/Neglect or Unruly) in Custody Statewide by Permanency Goal (Table 10).....	54	Placement Settings for Children in Care (Table 14)	64
Children in Custody on the Last Day of Each Fiscal Year (Figure 11)....	55	Children in Care by Age Groups (Figure 23).....	65
Length of Stay in Care by Adjudication (Figure 12).....	55	Children in Custody by Gender (Figure 24).....	65
Children Entering and Exiting Custody by Month (Figure 13).....	56	Children in Custody by Race/ Ethnicity (Figure 25)	66
Children Exiting to Finalized Adoption (Figure 14)	56	Length of Stay by Adjudication (Figure 26).....	66
Direct Service Staff Vacancies on June 30, 2007 (Table 11).....	57	Knox	
		Population	67
		Placement Settings for Children in Care (Table 15)	67
		Children in Care by Age Groups (Figure 27).....	68
		Children in Custody by Gender (Figure 28).....	68
		Children in Custody by Race/ Ethnicity (Figure 29)	69
		Length of Stay by Adjudication (Figure 30).....	69
		Mid-Cumberland	
		Population	70

Placement Settings for Children in Care (Table 16).....	70	Children in Care by Age Groups (Figure 47).....	83
Children in Care by Age Groups (Figure 31).....	71	Children in Custody by Gender (Figure 48).....	83
Children in Custody by Gender (Figure 32).....	71	Children in Custody by Race/ Ethnicity (Figure 49).....	84
Children in Custody by Race/ Ethnicity (Figure 33).....	72	Length of Stay by Adjudication (Figure 50).....	84
Length of Stay by Adjudication (Figure 34).....	72	Southeast	
Northeast		Population	85
Population	73	Placement Settings for Children in Care (Table 21)	85
Placement Settings for Children in Care (Table 17).....	73	Children in Care by Age Groups (Figure 51).....	86
Children in Care by Age Groups (Figure 35).....	74	Children in Custody by Gender (Figure 52).....	86
Children in Custody by Gender (Figure 36).....	74	Children in Custody by Race/ Ethnicity (Figure 53)	87
Children in Custody by Race/ Ethnicity (Figure 37).....	75	Length of Stay by Adjudication (Figure 54).....	87
Length of Stay by Adjudication (Figure 38).....	75	Southwest	
Northwest		Population	88
Population	76	Placement Settings for Children in Care (Table 22)	88
Placement Settings for Children in Care (Table 18).....	76	Children in Care by Age Groups (Figure 55).....	89
Children in Care by Age Groups (Figure 39).....	77	Children in Custody by Gender (Figure 56).....	89
Children in Custody by Gender (Figure 40).....	77	Children in Custody by Race/ Ethnicity (Figure 57)	90
Children in Custody by Race/ Ethnicity (Figure 41).....	78	Length of Stay by Adjudication (Figure 58).....	90
Length of Stay by Adjudication (Figure 42).....	78	Upper Cumberland	
Shelby		Population	91
Population	79	Placement Settings for Children in Care (Table 23)	91
Placement Settings for Children in Care (Table 19).....	79	Children in Care by Age Groups (Figure 59).....	92
Children in Care by Age Groups (Figure 43).....	80	Children in Custody by Gender (Figure 60).....	92
Children in Custody by Gender (Figure 44).....	80	Children in Custody by Race/ Ethnicity (Figure 61)	93
Children in Custody by Race/ Ethnicity (Figure 45).....	81	Length of Stay by Adjudication (Figure 62).....	93
Length of Stay by Adjudication (Figure 46).....	81	Glossary	94
South Central		Acronyms	100
Population	82	Addendum I:	
Placement Settings for Children in Care (Table 20).....	83	Annual Licensing Report FY2007	101

Vision, Mission and Values

Vision

Leading the way for safety and permanency in the lives of children and families by championing excellence in service.

Mission

Our mission is to empower families, and support community safety and partnerships, to help ensure safety, permanency and well-being for children.

Values

Integrity - The Department values honor, respect, trustworthiness and principled action.

Commitment to Excellence - The Department expects peak performance from all levels of staff, every day, in every degree.

Diversity - The Department respects, celebrates and seeks to maintain the integrity of all cultures.

People - The Department values all people, promoting partnerships between staff, families and community partners in order to create a comprehensive network of services.

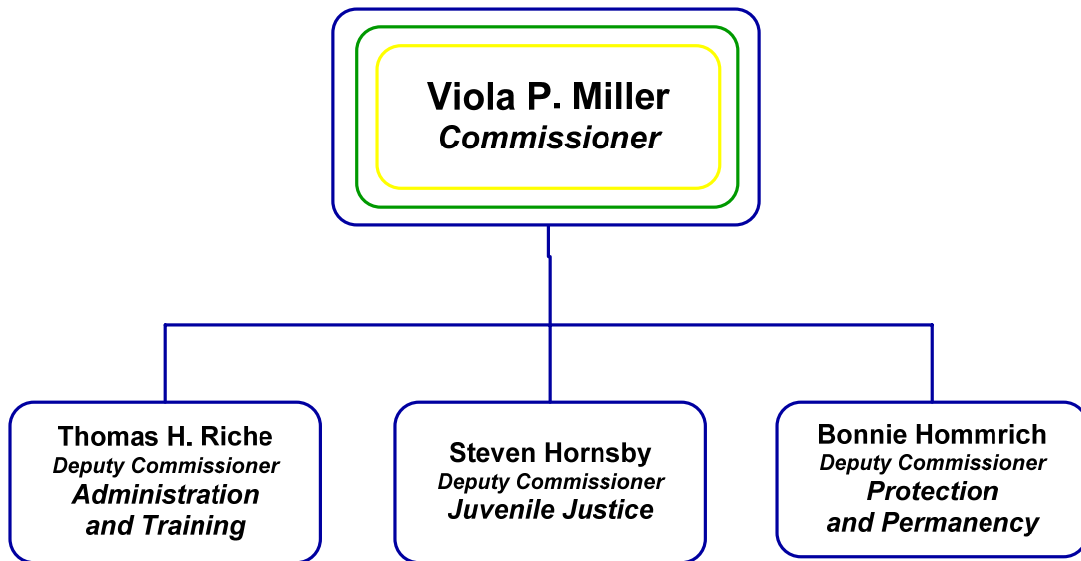
Family-Focused - The Department takes a strengths-based service approach, coordinating with family members as well as professionals and others to form an all-inclusive team promoting stability and permanence for children.

Community Partnerships - The Department actively engages community stakeholders.

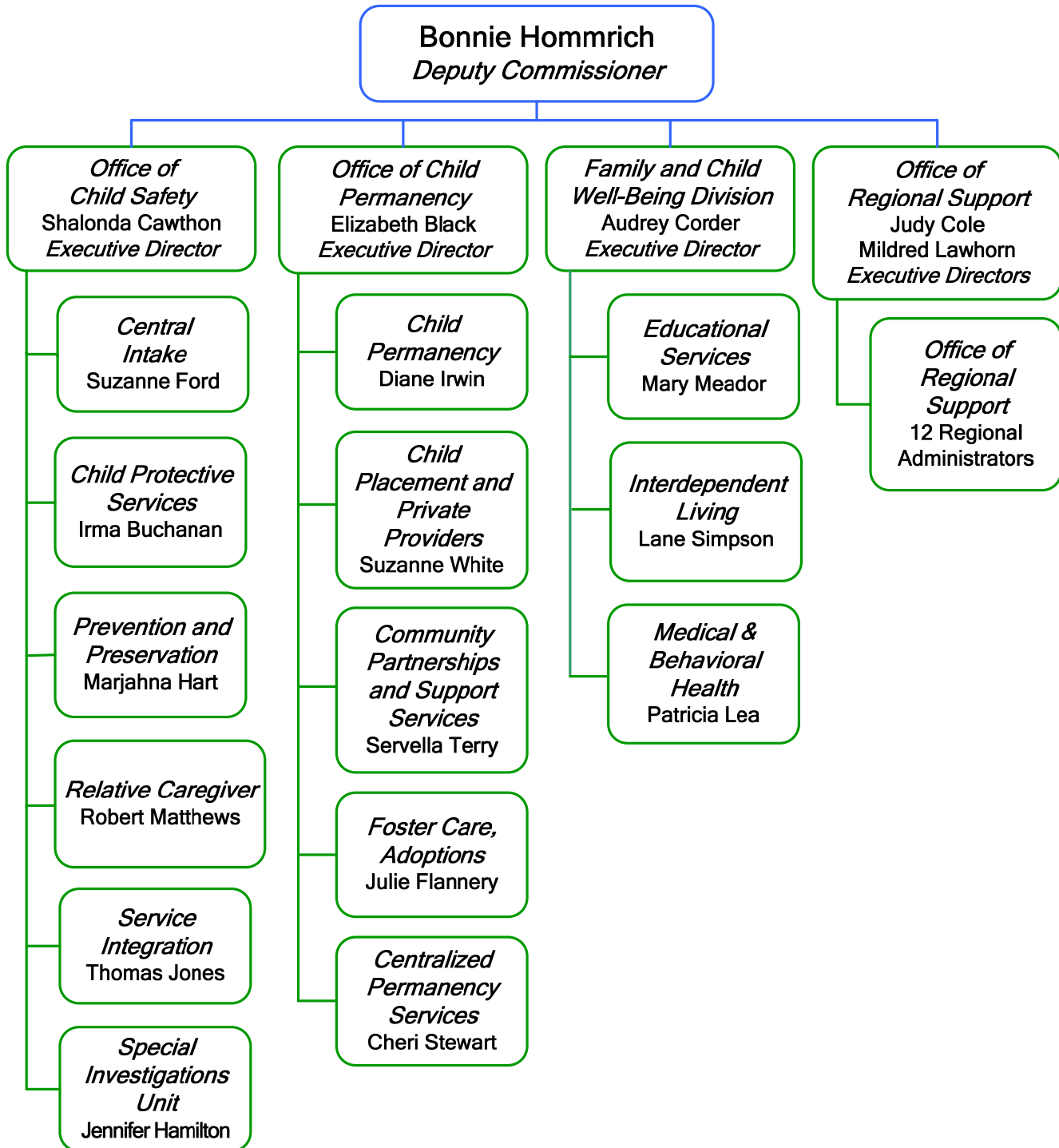
Safety - The Department makes every effort to ensure the safety of children, families, staff and the community.

Employees - The Department strives to create a work environment that allows for personal and professional growth, affording each employee a high quality of life. The Department will also respect and promote each staff member's personal family interests recognizing that we must have the opportunity for safety and stability in our own lives before we can adequately and appropriately serve others.

DCS Organization Chart



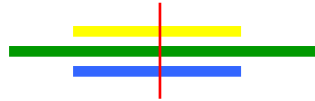
Protection and Permanency



The Department's primary responsibility is always to protect children from abuse and neglect. In order to uphold this responsibility, DCS staff investigate reports of abuse and neglect, working with families to resolve issues that may threaten the safety or well-being of children. DCS also works to maintain children in their own homes whenever safe and appropriate.

The Department is also responsible for providing care for children who cannot remain in their own homes. This includes temporary out-of-home care for children whose safety is in jeopardy. The Department works with families and other involved parties to achieve permanency and stability in the child's living situation. When it has been determined that a child cannot safely return home, the Department strives to provide a nurturing permanent home through placement with relatives, friends or adoption.

Protection and Prevention also encompasses the Department's Interdependent and Transitional Living Program. This program offers important opportunities expanding the competencies, resiliency and self-confidence of youth transitioning from foster care to independence. An estimated five hundred (500) young adults leave foster care at age 18 or 19 each year in Tennessee without a formal connection to family. These youth are typically in need of services and support to assist with their education, physical health, mental health, employment, housing and personal support needs. This program seeks to help these young adults through the provision of such services.



Office of Child Safety

Shalonda Cawthon, Executive Director

The Office of Child Safety is the division of the Department that focuses on the front-end work of receiving reports of child abuse and neglect, assessing the strengths and needs of families, responding to families based on their individualized needs, investigating cases of child abuse and neglect, preventing the occurrence and reoccurrence of abuse or neglect, and supporting children and families to help preserve familial connections when at all possible. It should be noted that Tennessee is implementing a Multiple Response System (MRS) that will reform the method of service delivery and allow the Department to respond to reports alleging abuse and neglect based on the severity of those reports and the individual needs of the children and families involved. This reform will also foster development of stronger community partnerships in an effort to protect and support children and families.

There are six program areas under the umbrella of the Office of Child Safety: 1) Child Protective Services, 2) Central Intake, 3) Service Integration, 4) Prevention, Preservation and Support, 5) Relative Caregiver, and 6) Special Investigations Unit.

Central Intake

Suzanne Ford, Program Director

This division is the Department's child abuse and neglect 24-hour hotline, which is operated as a centralized statewide system. The services originally became operational statewide in May of 2005. Central Intake provides a consistent measure for receiving, screening, prioritizing and dispatching reports alleging child abuse and neglect. The following

information was obtained starting with May 2006. From 2002 to April 2006, the Wygent Platform was utilized to record telephone conversations at Central Intake. Stat Vu was the Automatic Call Distribution (ACD) software used which displayed information, such as the number of available agents and the number of calls holding. Centralized Intake deployed a new telephone-computer interface system in April 2006 which utilizes the "Interaction Client" system also referred to as

"I-3". Interaction Client is a powerful desktop interaction and communication manager. It offers more functionality than a regular office telephone and is currently used to manage Central Intake electronic communications including telephone calls, voice mail, speed dial directories, and conference interactions. Several types of reports can be produced to track call production and efficiency, such as an analysis of Number of Calls Received by period, graphs showing call volume increase and decrease with specified parameters, and family service worker (formerly called case manager) availability to receive calls. Reports can also be run to analyze interactions, user performance, data queues, and lines. Reports of this detail were not available prior to the I-3 system.

When reviewing the data below, "abandon rates" and "abandoned calls" refer to calls that are disconnected by the caller prior to being answered by a family service worker at Centralized Intake. The abandoned call percentage is the percentage of total calls that were abandoned in a specific period.

- In May of 2006 the abandon call percentage was 23.83%. For the month of August 2007 the percentage was 5.69%.
- The average number of calls from May 2006 through December 2006 was 12,025 with an average abandon rate of 7.94% and a maximum hold time average of 41 minutes.
- The average number of calls from January 2007 through August 2007 were 12,122 with an average monthly abandoned call rate of 5.53% and maximum hold time average of 23 minutes.
- In February 2007, a web-based referral system was placed on the internet as a tool to be used by professionals in the communities for reporting non-emergency

allegations of child maltreatment. This is submitted through the telephone - computer system and entered into TNKIDS by family service workers.

- Comparing averages from May 2006-December 2006 and January 2007-August 2007, the average amount of calls received has increased by approximately 100 calls, the abandon call rates have decreased over 2%, and the average maximum hold time has decreased by 18 minutes.

Prior to Central Intake utilizing the I-3 telephone system, family service workers were handling approximately 5 to 6 calls daily. Presently family service workers receive approximately 10-15 calls daily depending upon populating report and submission speed. On average, family service workers are receiving and processing approximately 8-14 referrals a day, with a small percent of family service workers exceeding these numbers.

On May 14, 2007, the internet web-based application for child abuse or neglect reporting was made available to the public. According to information provided by the Web Development Team, there were no web-based referrals received in May 2007. There were 12 referrals received in June, 59 in July, and 61 in August 2007. Central Intake expects this number to increase with public awareness of this application and continued public education regarding abuse and neglect reporting requirements. The web-based application for child abuse or neglect can be visited at <http://reportabuse.state.tn.us/>.

Below are comparison statistics from April 2006 to September 2007, the months/years that the I-3 system has been functional for receiving calls of abuse/neglect. In the month of April 2006, statistics were not available due to the system being new and family service workers receiving training at that

time. Also during that month, tests were being performed on the system. April 2006 was Central Intake's peak "trial and error" month. During the last 17 months, it has been taken into consideration that statistics also reflect when the I-3 system experiences system malfunctions that contribute to "dropped or abandoned call" rates.

Month	No. of Calls Answered	No. of Calls Abandoned
May 2006*	11,384	3,565
May 2007**	13,788	732
June 2006	10,956	1,017
June 2007***	11,900	421
July 2006	11,380	1,012
July 2007***	12,342	604
Aug 2006†	13,620	773
Aug 2007***	14,791	827
Sept 2006	12,549	650

*Summer break begins mid to late May

**no web-based referrals received

***includes web-based referrals

†Summer break ends mid to late August

Central Intake continues to position itself within the Office of Child Safety as a front-line partner in the prevention, assessment and investigation of child abuse and neglect. In 2007, plans were underway to relocate Central Intake to a state of the art facility. This will bring physical infrastructure, technology and support under one roof thereby enhancing the Department of Children's Services' response to child abuse and neglect, and our mission to strive for safety, permanency and well-being for the children of this state.

Child Protective Services Irma Buchanan, *Director* Investigations

This Division strives to ensure that children under the age of 18 are safe and protected from child abuse. The CPS program receives, investigates, and assesses reports of child abuse and neglect. CPS offers services after investigations if:

- children are not immediately safe from abuse or neglect; or,
- a reasonable likelihood exists that children will be abused or neglected in the foreseeable future, and families demonstrate that they cannot control factors placing children at risk of abuse or neglect.

If needed, services are offered to parents to help them solve their problems and learn how to care for and discipline their children in ways that do not harm or place them at risk of abuse or neglect. Services can include counseling, daycare, homemaker, evaluation and treatment, and parenting training.

A child fatality review team has been formed and reviews all child deaths that meet its criteria for review.

CPS also has a Continuous Quality Improvement team that includes representatives from across the state.

Prevention and Preservation Marjahna Hart, *Program Director* Multiple Response System

The implementation of a Multiple Response System (MRS) allows for intervention with families from a less adversarial approach than the traditional Child Protective Investigation. MRS moves away from solely investigating in the traditional incident-based

manner and moves toward a more strengths-based, family-focused approach to protect the child and increase supportive resources. It encourages families and communities to see local departments of social services as a source of support and to help at the earliest opportunity to prevent abuse/neglect or unruly behaviors and therefore minimize future commitments of children to state custody. Combined with the assessment track and the resource linkage track, investigations will move from a "one style" way of investigating allegations of abuse/neglect to a form of practice that allows for more than one approach in response to abuse/neglect reports.

The Assessment Track Approach is used to respond to lower risk referrals. This style generally leads to gathering more information up front and more cooperation later on. The CPS Assessor has a greater opportunity to work in coordination with community agencies to develop consistent and focused service plans for families. Many families can be helped to work out their problems in minimally intrusive ways that strengthen family-functioning, increase supportive resources, and reduce the likelihood of out-of-home placement without endangering the lives of children. Families and CPS staff have reported improved partnerships due to the family involvement through family service team meetings. The family is involved with the plan of action that will impact the child and family.

The Resource Linkage Track partners with community stakeholders to develop and connect available resources to assist children and families in need of services without intervention of the formal child welfare system. Resource Linkage is a track that links families with existing resources in their community in order to keep their child/children safe. The goal of Resource Linkage is to improve the quality of life for the family and the community. Through the Resource Linkage Track, community advisory boards are devel-

oped to identify both formal and informal resources that exist within the community. The function of these boards is to communicate issues, concerns, gaps of services and needs within the community and report to the State Advisory Board.

Since the implementation of Multiple Response System (MRS) in the pilot regions of Northwest, Southeast, and Upper Cumberland, MRS has been implemented in several rural and urban areas across Tennessee. The completion of the Internal Readiness Assessment Tool provides regions with a means of measuring levels of preparation before implementing MRS. The tool has proven to be critical in helping regions to determine training needs and communication gaps, as well as identifying the needs to coordinate with internal and external stakeholders and community partners.

DCS is working to finalize the State Advisory Board for MRS. Several meetings have occurred, and future meetings are planned to establish goals and ways to enhance their network to improve the quality of lives for children and their families.

DCS has partnered with the Tennessee Center for Child Welfare (TCCW) to create an external evaluation of MRS. TCCW is also assisting DCS with training field staff on advanced engagement and investigative skills.

Relative Caregiver Program **Robert Matthews, *Program Manager***

The goal of the Relative Caregiver Program is to support children who are in the care of relatives outside the formal child welfare system when appropriate and to support efforts to prevent entry and re-entry into foster care.

Eligible persons include relatives by blood, marriage, or adoption who are caring for children (ages 0-18) informally.

Support Services are available through the Relative Caregiver Program by private agency staff (i.e. support groups, short term case management, respite/enrichment services, information and referral, educational workshops, children/teen groups, emergency one-time financial/start-up assistance, material assistance, whole family enrichment and community service learning (youth and teens)).

- The total number of caregivers served during Fiscal Year 2006/2007 was 1,781.
- The total number of children served during Fiscal Year 2006/2007 was 2,391.

Families First Kinship Care Program

The goal of the program is to encourage placements with relatives for children who are at risk of removal from their home and placement in state custody. The FFKC pilot program allows DCS to prevent children from entering or re-entering state custody by offering eligible relative families an additional payment to supplement the Families First Child-Only grant offered by DHS. The program is currently available in the following four regions: Davidson, Shelby, East and Upper Cumberland.

Service Integration

Thomas Jones, Program Director

Family Functional Assessment, being utilized across the state, has a clear focus on developing quality family assessments of family needs.

This Division works with integrating various assessment tools used by the Department to create a continuum of assessment information that is used throughout the life of the case. Children and their families are assessed around issues such as safety, well-being, permanency and resource availability. The strengths and needs of families are continually assessed until the family has

achieved permanency and is no longer involved with the Department.

Special Investigations Unit (SIU)

Jennifer Hamilton, Program Director

The Special Investigations Unit was moved from the Office of the Inspector General to The Office of Child Safety in April 2007. This change was made to strengthen the program, to ensure the safety of custodial children, and to ensure consistency within the Child Protective Services program.

SIU staff work closely with regional staff as well as Foster Care staff to ensure children in state custody receive quality care and all allegations of child abuse or neglect are investigated according to policy and procedure. The Special Investigations Unit conducts investigations on reported allegations of child abuse and neglect regarding custodial children. Referrals are received, screened and referred through the Child Protective Services Central Intake Division.

SIU conducts third party investigations that involve a person's employment or volunteer status, such as teachers, daycare worker, coaches, ministers, etc.

SIU also conducts investigations of DCS employees when there are allegations of abuse or neglect against the employee regarding their biological children.

SIU has four teams strategically placed across the state to provide statewide coverage: Davidson County, Knox County, Hamilton County and Shelby County.

SIU has 24 family service workers, four team leaders, three team coordinators and a director in Nashville. One of the team coordinators is responsible for conducting the case file reviews and due process reviews for SIU cases.

SIU developed a workgroup in June 2007 consisting of Central Office staff, SIU staff and regional staff to work on improving the quality of SIU investigations and improving communications with all parties involved.

SIU strives to provide quality investigations to ensure the safety and well-being of all children.

Child Advocacy Centers

The Department provides grant funds to thirty (30) Child Advocacy Centers (CACs) across the state and to the Tennessee Chapter of Child Advocacy Centers. Child Advocacy Centers provide mental health services, which include crisis counseling and follow-up counseling for child abuse victims and their family members, as well as forensic medical examinations. Services are provided in a child-friendly setting to help children feel safe. The CACs work with the Department, local law enforcement and the district attorney's office to locate staff and to address the needs of the children in their communities. The funding to CACs also supports training opportunities for the multi-disciplinary Child Protection Investigation Team (CPIT) and the collection of data that is reported annually to the legislature.

Child Abuse Prevention Grants

The marriage license tax created from the Family Violence Shelter and Shelter Services and Child Abuse Prevention Act of 1984 allows revenue generated from that tax to be used in the form of Child Abuse Prevention grants. These grants are awarded by DCS to outside agencies. Child Abuse Prevention grants provide funding to programs that offer prevention services through education, counseling, and parenting skills training to high-risk populations as well as to the community as a whole. These programs include early prevention services to first-time parents, teen parents, disabled parents, parents of disabled children, and parents who were abused as children.

Prevention education services are often geared toward children and may include life skills classes, puppeteering, and stage productions. Education services may also include media campaigns. The more intensive prevention services are typically home-based and may include parent training, parent support groups, parent help hotlines, and counseling focused on empowering both parents and children.

Table 1: Indicated Victims by Age, Race and Gender -
Fiscal Year July 1, 2006 – June 30, 2007

Race / Ethnicity	Gender	Age Category						Total
		0 to 2	3 to 5	6 to 9	10 to 13	14 to 17	Invalid*	
White	F	1,206	895	1,183	1,031	1,076	34	5,425
	M	1,204	863	992	791	606	20	4,476
Black/African American	F	480	374	437	464	439	10	2,204
	M	521	360	440	291	238	8	1,858
Hispanic	F	89	68	72	58	52	0	339
	M	117	72	52	40	28	1	310
Multiracial	F	36	33	40	25	15	2	151
	M	49	29	33	17	12	0	140
Asian	F	0	0	1	0	6	0	7
	M	5	0	6	1	2	0	14
American Indian/ Native Alaskan	F	0	2	4	0	2	0	8
	M	1	0	2	1	0	0	4
Native Hawaiian/Other Pacific Islander	F	2	2	0	0	1	0	5
	M	0	1	2	1	0	0	4
Unable to Determine**	F	101	87	54	69	57	0	368
	M	109	77	71	48	33	1	339
Unknown***	F	41	48	69	48	27	1	234
	M	33	55	55	30	18	4	195

*Invalid, Age range of child is outside 0-17 or data is missing.

**Family service worker unable to make race determination.

***No information provided in TNKids.

Table 2: Investigations of Child Abuse/Neglect Completed in FY07 by Region and Status as of June 30, 2007

Region	Assigned for Assessment	%	Indicated	%	Unfounded	%	No Finding	%	Total
Davidson	6	0.1%	1235	20.2%	4,098	67.2%	761	12.5%	6,100
East Tennessee	526	6.1%	1,729	20.2%	5,875	68.6%	431	5.0%	8,561
Hamilton	874	32.5%	231	8.6%	1,298	48.3%	283	10.5%	2,686
Knox	212	5.7%	605	16.4%	2,633	71.3%	241	6.5%	3,691
Mid-Cumberland	21	0.3%	1,436	17.8%	6,011	74.6%	595	7.4%	8,063
Northeast	62	1.0%	1,121	18.9%	4,449	75.2%	285	4.8%	5,917
Northwest	1,493	50.1%	240	8.1%	1,162	39.0%	84	2.8%	2,979
Shelby	0	0.0%	1,670	21.6%	5,046	65.2%	1,025	13.2%	7,741
South Central	192	4.4%	1,069	24.3%	2,851	64.7%	294	6.7%	4,406
Southeast	1,980	56.8%	338	9.7%	1,066	30.6%	102	2.9%	3,486
Southwest	58	1.6%	1,013	28.1%	2,398	66.6%	132	3.7%	3,601
Upper Cumberland	734	18.8%	533	13.6%	2,464	63.1%	174	4.5%	3,905
Statewide	6,158	10.1%	11,220	18.4%	39,351	64.4%	4,407	7.2%	61,136
SIU	1	0.0%	377	14.5%	2,135	82.3%	80	3.1%	2,593

Due to rounding, percentages may not equal 100.

**No Finding (includes administrative closure, allegation indicated sexually reactive child, and anonymous abandonment of infant)



Office of Child Permanency

Elizabeth Black, Executive Director

The mission of the Office of Child Permanency is to ensure the provision of adoption, foster care and permanency planning services for children and families throughout Tennessee. The goal is to ensure that every child in state custody returns to his or her own family or becomes a member of a new family in a timely manner. The Office of Child Permanency has five primary divisions: Foster Care and Adoptions, Child Placement and Private Providers, Permanency Planning, Community Partnerships and Support Services, and Centralized Permanency Services.

Foster Care and Adoptions Division **Julie Flannery, Program Director**

The Foster Care and Adoption Division develops policy and oversees services aimed at providing training and ongoing support for resource parents and custodial caregivers to assist them in meeting the unique needs of children and youth in state custody. This Division assures that the Department of Children's Services uses a model of resource parenting consistent with the DCS Practice Model. This model encourages resource parents to support birth families and encourage reunification, provide a nurturing and stable placement for children in state custody, and offer or assist in finding a permanent family relationship for children who are not able to return to their own parents. This Division also oversees the development of effective and child-focused placement practices and performs centralized operations necessary to the regions in order to support and maintain resource homes for children. This Division strives to support the efforts of resource families caring for children in the state's custody while working to achieve permanency for each child in care.

Adoption Services offers child-focused services based on the philosophy that every child has the right to a loving, nurturing and safe family. Some of the children served have significant physical, emotional or educational challenges. Most range from early school-age to teenage years. Some have one or more siblings.

The Division of Foster Care and Adoption is also responsible for recruitment and to ensure all children in state custody have the option to be placed in family-like settings and develop statewide pools of resource parents who reflect the type of children in care through engaging diverse communities in a respectful partnership, and the communities from which these children come.

Child Placement and Private Providers Division **Suzanne White, Program Director**

The mission of the Child Placement and Private Providers Division is to forge an open, honest and collegial partnership between private provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to our children. This Division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to the children.

This Division currently manages approximately two hundred one (201) contracts with public and private agencies to provide out-of-home care and services to children in the care of the Department and their families. A significant number of the contracts are out-of-home Continuum contracts, which allows both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual basis.

This Division is responsible for providing support, information, guidance, training, coordination and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Permanency Planning Division **Diane Irwin, Program Director**

The mission of the Permanency Planning Division is to model, coach and employ team decision-making in all aspects of child welfare practice. This Division has the primary responsibility for supporting the implementation of the Child and Family Team Meeting (CFTM) process as well as a high quality permanency planning process. The CFTM is to be the primary tool for making all placement

decisions for and with children and ensuring timely permanency for children. This Division is also responsible for supporting timely permanence for children in the custody of the state and those at risk of state custody.

Community Partnerships and Support Services Division **Servella Terry, Program Manager**

Each region has engaged community partners to plan, problem solve, and develop community partnerships where none are active. DCS is currently engaging community partners to help in several efforts to promote permanency for older youth, recruit resource homes, develop and implement regional implementation plans, implement a Family-to-Family model, support juvenile justice youth, and keep children and youth within their own families and communities.

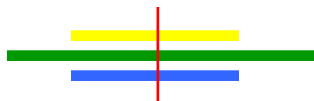
The Division of Community Partnerships and Support Services is helping DCS to embrace a standard approach for maximizing the benefits of this process. The mission of the Community Partnerships and Support Services Division is to ensure that our community work is done efficiently, respectfully and with maximum benefit for the children and families we serve. The focus is on improving the quality of the community teaming proc-

ess, on providing technical assistance to DCS staff who work with community partners and on providing technical assistance directly to the community teams.

Centralized Permanency Services **Cheri Stewart, Program Director**

The Division of Centralized Permanency Services is responsible for assuring high quality performance through individual case management in program areas which have state-wide impact on permanency for children and families served by the Department and community partners, as well as impact on persons who have secured adoptions in TN. These programs include the Interstate Compact on the Placement of Children, the Adoption Registry, the Putative Father Registry, and the Post-Adoption Services.

Annually, the Interstate Compact on the Placement of Children manages over 2,500 new referrals for placement; the Adoption Registry accepts approximately 1,100 records for preservation and sealing; the Putative Father Registry processes approximately 5038 requests for clearances and the Post-Adoption Services receives over 500 requests for access to records which results in over 5,000 search activities.



Family and Child Well-Being Division

Audrey Corder, Executive Director

The Department of Children's Services aspires to ensure safety for all children in Tennessee. The welfare of our children and their families is important to us; therefore, we make every attempt to support those we serve. We are committed to making sure our families are secure, healthy and happy. Our efforts to empower families help us build stronger communities that are critical to society. We strive to provide our children with appropriate services to meet their educational, physical, and mental health needs.

Educational Services

Mary Meador, Director

The Education Division of the Department of Children's Services oversees education services for students in state custody who reside in Youth Development Centers (YDCs) or DCS group homes, and is recognized by the Tennessee Department of Education as a Local Education Agency (LEA) for the schools in these facilities. In addition, the Education Division, primarily through its regional education specialists, provides technical assistance to contract facilities with on-site schools. The Division staff also advocates for students in state custody who attend public school.

All youth committed to the Department of Children's Services are screened by a community or facility classification/assessment team to determine their educational needs. A treatment team develops an Individual Program Plan (IPP) for each student. An Individual Education Program (IEP) is developed for students eligible for special education services.

Interdependent Living

Lane Simpson, Program Manager

The purpose of the Interdependent/Transitional Living Program is to build a network of relevant supports and services for participating youth. This network is designed

in such a way that these youth will have ongoing connections with caring adults, be productive individuals within their community, and obtain and maintain employment, as well as obtain educational goals. Under this program, participating youth may receive financial assistance and skills training, as well as other resources to facilitate their transition to adulthood.

Interdependent/Transitional Living is responsible for developing a statewide program in concert with the provisions of the Chafee Foster Care Independent Living Program (CFCILP) and the Education and Training Voucher (ETV) Program. These programs allow the state to increase its capacity to engage the community and provide culturally sensitive and developmentally age-appropriate services. These services are strengths-based, family-focused and child-centered, serving youth and young adults ages 14-22 (up to their 23rd birthday), who are likely to remain in care and/or age out with interdependent living services.

Medical and Behavioral

Patricia Lea, Director

The Division of Medical and Behavioral Services was created in 2002 in response to the Brian A. Settlement Agreement and is responsible for reviewing and overseeing the implementation of policies, procedures and

practices related to the medical and behavioral health care of children in the care and custody of the Department of Children's Services. This Division oversees practice and policy change concerning protection from harm issues, which include the use of psychotropic medication, as well as the use of seclusion and restraint methods for children in care. This Division also functions as the health advocacy area of the Department and promotes improved access to medical and behavioral services for children in state custody or who are at risk of coming into state custody. This Division serves as a liaison for other state agencies, as well as TennCare

managed care organizations (MCOs), and behavioral health organizations (BHOs). It also aids in departmental implementation of compliance with TennCare issues and assists in developing policies and procedures related to health services for children in custody. Support and technical assistance to the regional health advocacy units is also accomplished through this division. Additionally, the Division provides oversight of health services and technical assistance for the departmental residential treatment facilities and group homes as well as the Youth Development Centers.

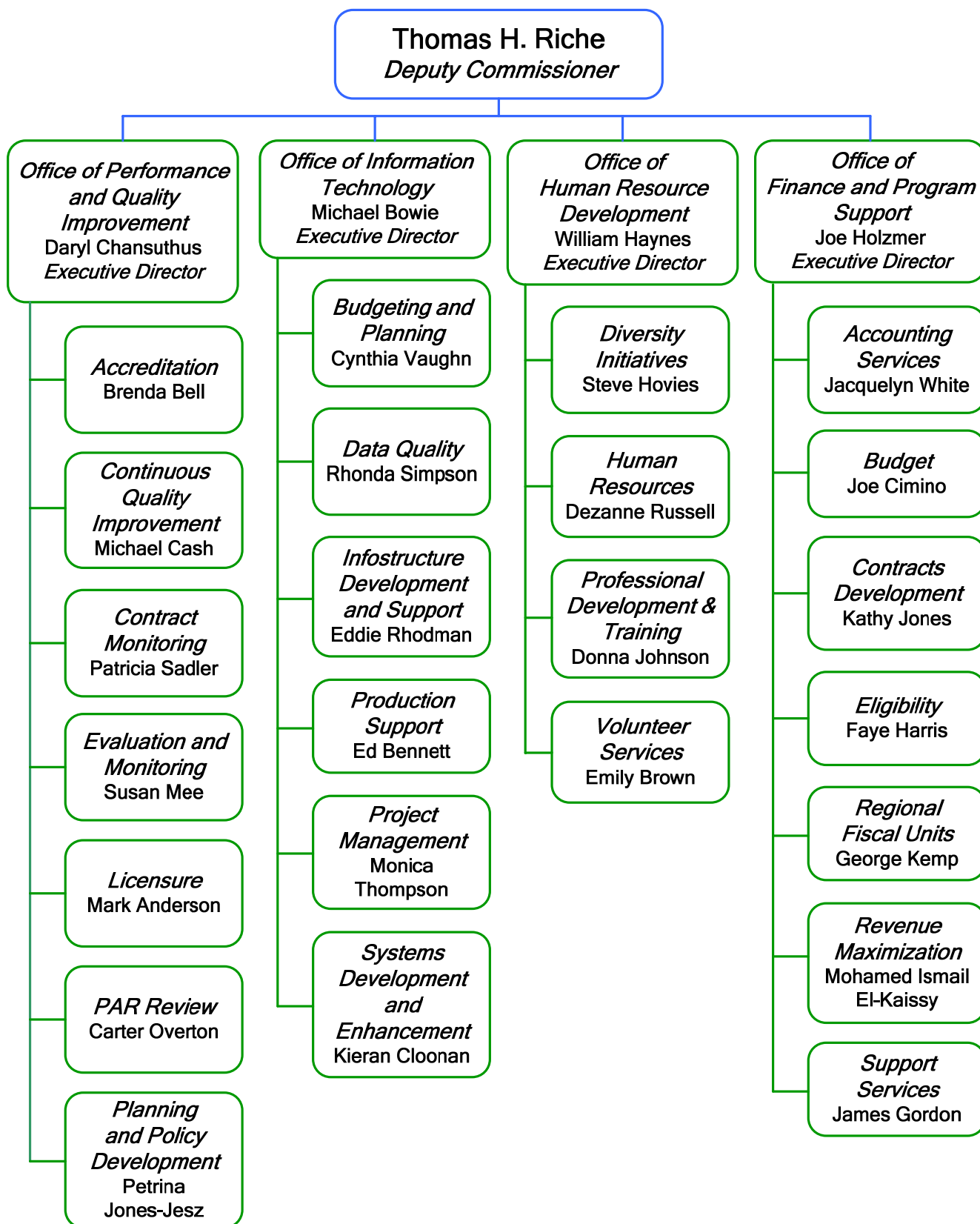


Office of Regional Support

Judy Cole and Mildred Lawhorn, *Executive Directors*

The Office of Regional Support provides programmatic support to all twelve (12) regions of the state. It is the goal of Regional Support to assist regions with adhering to Best Practice and providing technical support for any requested regional initiative, while also working with each region to improve their outcomes for children and families.

Administration and Training



The Division of Administration and Training supports all staff of the Department by providing training and educational opportunities for professional development and enhancement including management, technical, division and program-specific skills. The Unit is also responsible for identifying training needs, implementation of appropriate curricula, coordinating enrollment and tracking staff attendance at training courses. The Division oversees and coordinates with private service providers who contract with the Department to ensure their staff training is comparable to that of DCS. Training is provided through in-house staff members as well as through contracts with the University Consortium, other state departments and private sector service providers.

The Department of Children's Services is dedicated to continuous innovation and improvement. In order to provide quality services, the Department must have the capacity to support the provision of services on a systemic level. This systemic support includes monitoring and measuring outcomes for children and families to evaluate and improve services; developing and maintaining service resources and providers; developing and delivering extensive, ongoing training for foster/adoptive parents, and relative caregivers; and maintaining a fiscal structure to ensure payment for services and maximize funding.



Office of Performance and Quality Improvement

Daryl Chansuthus, *Executive Director*

Within this office are housed divisions key to the development of a big picture view and to communicating that view Department-wide.

Divisions include Planning and Policy Development, Evaluation and Monitoring, Continuous Quality Improvement, Accreditation, Program Accountability Review, and Licensure. This structure provides a holistic approach to performance and quality improvement through the linking under one umbrella of activities related to performance management and improvement, quality improvement, and organizational learning.

Planning and Policy Development **Petrina Jones-Jesz, *Director***

The Planning and Policy Development Division is responsible for various policy development and planning activities. This

Division develops and coordinates the creation and distribution of departmental policy, develops and monitors strategic plans and coordinates reports required by state and federal mandates.

- Develop the Department's Strategic Plan and other plans required by state law.
- Develop the Title IV-B and Title IV-E Plans for submission to the federal government.
- Develop the Department's Annual Report.
- Coordinate and monitor the submission of Emergency Response Plans to Central Office.
- Identify ongoing trends and patterns and emerging needs and issues and develop strategic plans to address.
- Recommend and implement improvements to the DCS policy and planning process.

- Improve integration of planning and policy development into DCS's budget process.
- Identify and disseminate, through research, best practices and innovative approaches to service delivery.
- Design and administer surveys.
- Develop and distribute forms related to policy.
- Request and track National Child Welfare Resource Center TA.

Evaluation and Monitoring

Susan Mee, *Director*

This Unit performs a wide array of monitoring and review activities. Through these reviews and by synthesizing and analyzing quantitative and qualitative information from a variety of services, Evaluation and Monitoring supports the Agency's capacity to improve services and outcomes for children and families.

- Develop and test performance management and evaluation tools.
- Create and manage databases and reports production.
- Provide training and technical assistance statewide to strengthen self-assessment capacity.
- Review, monitor and evaluate provider competence, as well as provider compliance with licensing standards, policy and contract requirements.
- Synthesize information and facilitate decision making related to provider issues.
- Review, monitor, and evaluate administrative competence and DCS/provider service delivery practices.
- Develop and implement a balanced scorecard approach to tracking DCS and provider performance.
- Evaluate process, performance, and/or impact of various DCS pilot programs and

other program initiatives.

- Provide program administrators and policymakers with information about promising practices observed in the programs under review.
- Disseminate program evaluation findings to policymakers, to practitioners in the field, to the public, and to program staff in order to assist with the continuous improvement of existing programs and the successful development and implementation of new programs.
- Provide training and technical assistance to strengthen regional QSR and integration of results of QSR into regional planning and practice improvements.
- Collaborate with TCCY and TCCW to manage state level QSR training, planning, logistics, and implementation.
- Monitor the quality of QSR coaching and mentoring activities.
- Provide training and technical assistance to strengthen the quality of state level QSR reviewers and coaches.
- Analyze QSR results and develop regional summaries and annual reports that compare results over time for dissemination to key decision makers and stakeholders.
- Coordinate and lead self assessment for federal CFSR.
- Coordinate and serve as state lead for CFSR onsite.
- Participate in development and monitoring of CFSR Program Improvement Plan (PIP).

Continuous Quality Improvement

Michael Cash, *Director*

Continuous Quality Improvement (CQI) is a process by which all staff have the opportunity to be involved in the evaluation of the efficiency and effectiveness of services provided to children and families. Evaluation

involves the examination of the Department's internal systems, procedures, and outcomes; the examination of input from participants, and the examination of relationships and interactions between DCS and other stakeholders.

- Provide training and technical assistance to Central Office CQI teams and regional CQI coordinators.
- Analyze CQI notes statewide to identify cross-team, cross-regional, and/or emergent issues and provide quarterly summary to key DCS decision makers and stakeholders.
- Facilitate timely response to and coordination of CQI referrals.
- Facilitate and coordinate quarterly State CQI Team meeting, as well as preparation, dissemination, and tracking of meeting results.
- Review data for trends and patterns and conduct targeted reviews to explore data anomalies.
- Provide annual report on the status of CQI statewide.
- Liaise with the National Child Welfare Resource Center for Organizational Improvement to strengthen CQI processes and activities.
- Facilitate the preparation of materials on CQI related to COA accreditation and CFSR preparations.

Accreditation

Brenda Bell, Director

The Accreditation Division promotes the establishment of standards of best practice that will result in the Department of Children's Services achieving accreditation through the Council on Accreditation (COA).

The Accreditation Division facilitates: a thorough self assessment of policies, systems and practices; coordinates accreditation

review processes; and provides oversight for the maintenance of accreditation standards of best practice.

- Develop and implement an effective accreditation process.
- Develop and implement a marketing strategy that increases awareness of and interest in accreditation among key stakeholders.
- Provide guidance for all accreditation activities.
- Maintain current information about accreditation programs.
- Serve as an effective advocate and liaison for accreditation across the state.
- Coordinate on site reviews.
- Communicate with members of the accreditation council, other program volunteers, and accreditation program applicants.
- Facilitate and evaluate a departmental self assessment review
- Develop a self study for submission to the Council and organize other documents required for onsite review by COA
- Serve as the liaison between the COA and DCS regional offices for site visit scheduling, review responses and technical assistance needs.
- Submit all required reports and paperwork in a timely manner according to program deadlines.

Program Accountability Review

Carter Overton, Program Director

Plans, manages, and integrates the components of performing multiple reviews on residential and non-residential programs.

- Performs special targeted reviews, giving specific attention to program effectiveness, operational efficiency, and compliance with state and federal policies, rules, and regulations.

- Monitors agency or program budget including revenues, expenditures and budget projections.
- Monitors agency contract services.
- Implements controls and standards to monitor the processing and review of contracts.
- Makes recommendations for improvement based on evidence-based practice.
- Advises senior management of review results and the Department's recommendations for improvement.
- Follows up on recommendations for improvement to assure implementation.
- Reports aggregate findings to the Core Leadership Team.
- Provides information and recommendations to the Core Leadership Team on issues of accountability and processes improvement.

Licensure

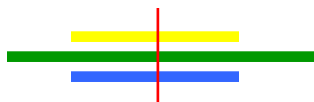
Mark Anderson, Program Director

The DCS Division of Licensing is a regulatory authority governed by statute and promulgated rules and is responsible for the evaluation and licensing of all programs that fall within the purview of applicable state licensing regulations. These programs

include Family Boarding Homes, Group Care Homes, Child Placing Agencies, Residential Child Care Agencies, Juvenile Detention Centers, Temporary Holding Resources, Runaway Houses, Child Abuse Prevention Agencies and Maternity Homes.

The DCS Division of Licensing :

- Monitors implementation of procedures in keeping with Department policy and state and federal laws.
- Reviews legislation to determine impact on the operation of an agency or the state. Gives recommendations regarding implementation of passed legislation.
- Participates in public hearings concerning agency issues, rules, regulations and/or compliance standards.
- Ensures compliance with applicable federal and/or state laws, regulations, and/or Department rules, standards, and guidelines.
- Makes recommendations on compliance-related issues and provides follow up on corrective action plans.
- Reviews, investigates, documents and processes grievances, complaints, and/or implements disciplinary actions.



Office of Information Technology

Michael Bowie, Executive Director

The Department relies on technology to achieve its business goals. The Office of Information Systems (OIS) provides that technology, supporting more than 5,600 DCS computer users and sixty (60) applications. The primary application is the TNKids child welfare system, which helps the Department attain safety, permanency and well-being for those children who are in state custody, or at risk of entering custody, and their families. Requests for new projects are reviewed by the Department's Core Leadership Team to determine if the benefits justify the costs. Approved projects are forwarded to OIS, which is responsible for analysis, development or procurement, testing, implementation and ongoing support of all applications. The Data Quality Unit works with the regions to

support conversion efforts and to ensure that key system data is timely and accurate.

OIS operates the DCS Help Desk, which provides telephone assistance to departmental computer users. OIS also has at least two employees in each region to provide technical and application support in the field. The Security Team controls access to the state network and DCS applications, while the Asset Management Team manages the distribution of computers and printers to DCS employees. OIS replaces the equipment every three to four years. Additionally, OIS provides records management services and processes all orders for voice telecommunication products and services.



Office of Human Resource Development

William Haynes, Executive Director

The Office of Human Resource Development (HRD) includes the divisions of Diversity Initiatives, Human Resources, Training and Professional Development, and Volunteer Services. The Executive Director of HRD is also responsible for the activities of the Committee on Multi-Cultural Affairs, which was created in 2004 to act as a change agent for the Department in the area of cultural competency.

Diversity Initiatives

Steve Hovies, Director

The Division of Diversity Initiatives is responsible for agency activities related to EEO, Affirmative Action, and compliance with Titles VI and VII of the Civil Rights Act of 1964, Contract Compliance, Recruitment (Career/Job Fairs), Community Outreach, Training in EEO/Diversity and Support Division for the Committee on Multi-cultural Affairs. Diversity Initiatives handles employee complaints, often in cooperation with other units within

the Department such as the Legislative and Constituent Services Division, Internal Affairs, or the Office of General Counsel.

Human Resources Division

Dezanne Russell, HR Director

The Human Resources Division is responsible for several key areas. These areas are as follows:

- Disciplinary Actions – Reviews and

processes all disciplinary action across the state including: oral, written, suspension, disciplinary demotions and/or terminations.

- Benefits – Administers all medical, dental, life, and vision insurance, deferred compensation, 401K, 457K, etc. for all employees statewide.
- Transactions – Handles all transactions related to hiring, separating, promoting, transferring or demoting of employees statewide.
- Attendance and Leave – Handles all issues related to attendance and leave including sick, annual and compensatory leave accrual, Family Medical Leave, Worker’s Compensation, Assault Injury, etc.
- Classification/Compensation – Handles all lateral, downward and upward reclassifications of positions, position establishments, equity increases, working out of class issues, pay differentials and position number changes statewide.
- Reporting – Handles all reporting for various key issues such as turnover, separations, appointments, job postings, vacancy report, etc. for the Department statewide.
- Personnel files – Responsible for procedures/protocols regarding the maintenance of personnel files as well as requests for personnel file information from auditors, etc. statewide.

Central Office Human Resources functions as the HR office for the approximately 900

Central Office employees, as well as directing the HR work of the multiple local HR offices (12 Regional and 5 YDC) across the state. Central Office HR is also responsible for all direct interaction and communication with the Department of Human Resources.

Professional Development and Training

Donna Johnson, Program Director

The Division of Professional Development and Training is responsible for ensuring that all DCS staff and resource parents are trained and have opportunities for professional development. The Division of Professional Development and Training works in collaboration with the fourteen-member Tennessee Social Work Education Consortium to provide training opportunities for all staff and resource parents. This Division is responsible for identifying training needs, developing appropriate curricula, coordinating enrollment, and tracking staff attendance at training courses. An additional responsibility is the coordination of training with private service providers who contract with the DCS to ensure that their staff training is comparable to that of DCS staff.

Volunteer Services

Emily Brown, Director

The Division of Volunteer Services is responsible for the coordination of efforts to recruit, certify and train volunteers for the Department.



Office of Finance and Program Support

Joe Holzmer, *Executive Director*

Fiscal Services

Expenditures

The Office of Finance and Program Support (OFPS) provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, eligibility services, regional fiscal services, procurement, and facility support services. Supported through OFPS are an array of Child Welfare and Juvenile Justice programs.

In FY 2007, the Department of Children's Services managed a total of \$660,145,900 in budgeted resources. Figure one (1) summarizes these expenditures by category.

Resource Utilization

Administrative - \$56,286,300 (8.6%). Administrative expenditures cover DCS services provided by Central Office Administrative and Training, Protection and Prevention, and Juvenile Justice Divisions as well as administrative functions of the Offices for Communications, General Counsel, Performance and Quality Improvement, and a Blue Ribbon Team, all of which serve at the pleasure of the Commissioner, Deputy Commissioners, and Executive Directors.

Family Support Services - \$49,460,200 (6.0%). Family Support Services include purchase of non-custodial intervention/prevention services, family preservation services, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.

Custody Services - \$205,529,400 (33.9%). These expenditures cover residential con-

tract services, individual resource home care and other custody support services, primarily to meet treatment needs and enhance reunification efforts.

Needs Assessment - \$6,125,000 (.7%). Needs Assessment expenditures represent payments for services directed to the Brian A. Class child in custody or in danger of coming into custody due to dependency, neglect, or abuse.

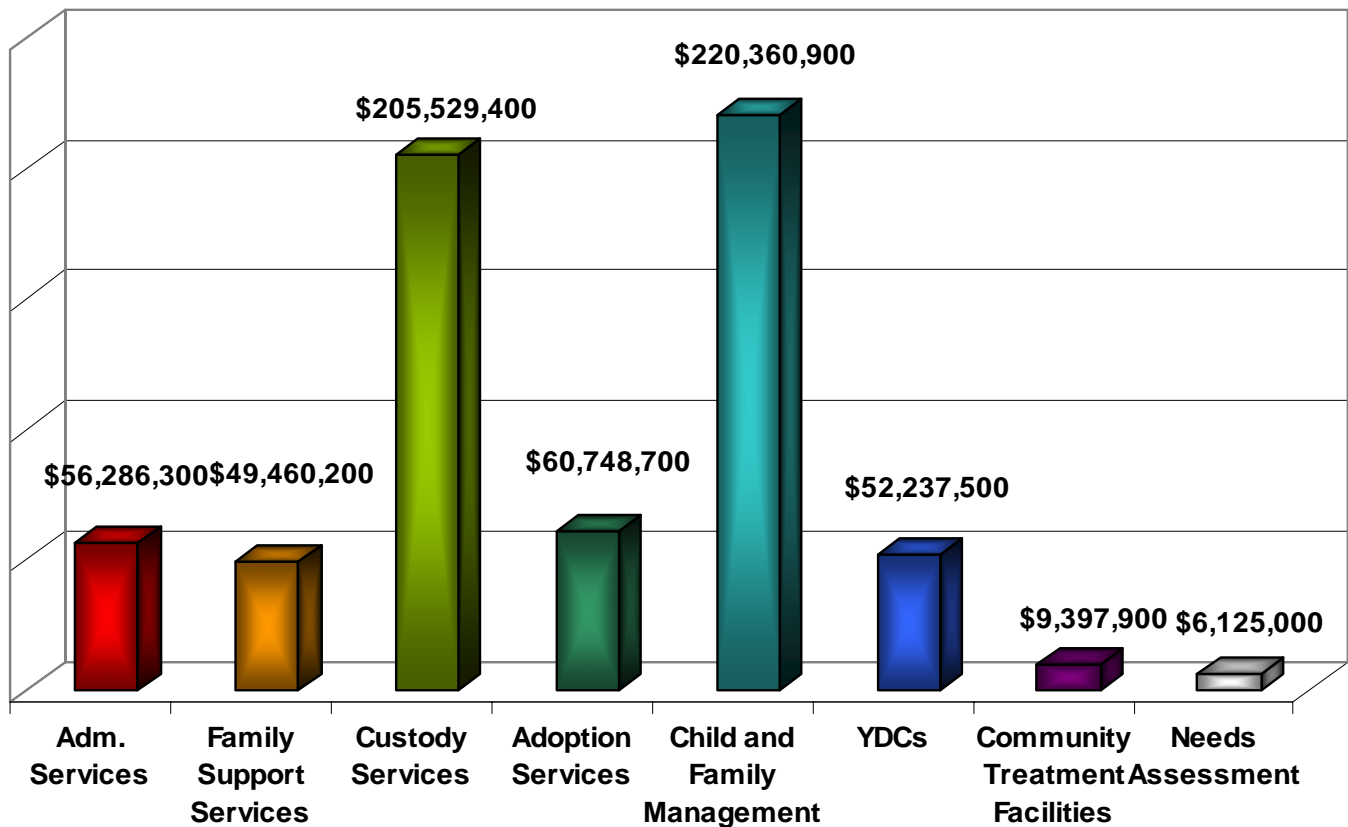
Adoption Services - \$60,748,700 (9.0%). Adoption Services expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and pre and post adoption support services.

Child and Family Case Management - \$220,360,900 (32.6%). This category primarily represents expenditures for the twelve (12) DCS regional offices and field staff providing case management services to custodial children, adoption services, non-custodial case management, and child protective services investigations.

Youth Development Centers - \$52,237,500 (7.8%). These are expenditures for the operation of the Department's five (5) secure Youth Development Centers for delinquent youth (Mountain View, New Visions, Taft, Wilder, and Woodland Hills).

Community Treatment Centers - \$9,397,900 (1.4%). Expenditures for Community Treatment Centers provide for the operation of the Department's ten (10) group homes and a residential observation and assessment center for delinquent youth.

Figure 1: Expenditures for Fiscal Year July 1, 2006 – June 30, 2007.



Revenue

Figure two (2) illustrates the sources of funding for the department in 2007. State appropriations of \$333,087,700 made up 50.5% of total funding. The major funding sources were Education (\$7,871,500 or 1.2%), Child Support (\$2,627,800 or .4%), Federal Title IV-B (\$14,040,100 or 2.1%), Federal Title IV-E (\$73,135,400 or 11.1%), and Federal Social Services Block Grants (\$21,625,600 or 3.3%). TennCare funds equaling \$196,382,100 represented 29.7% of all funding. The remaining \$11,375,700 which represented 1.7% of expenditures came from other sources.

Educational funds represent a combination of formulary interdepartmental state and federal dollars.

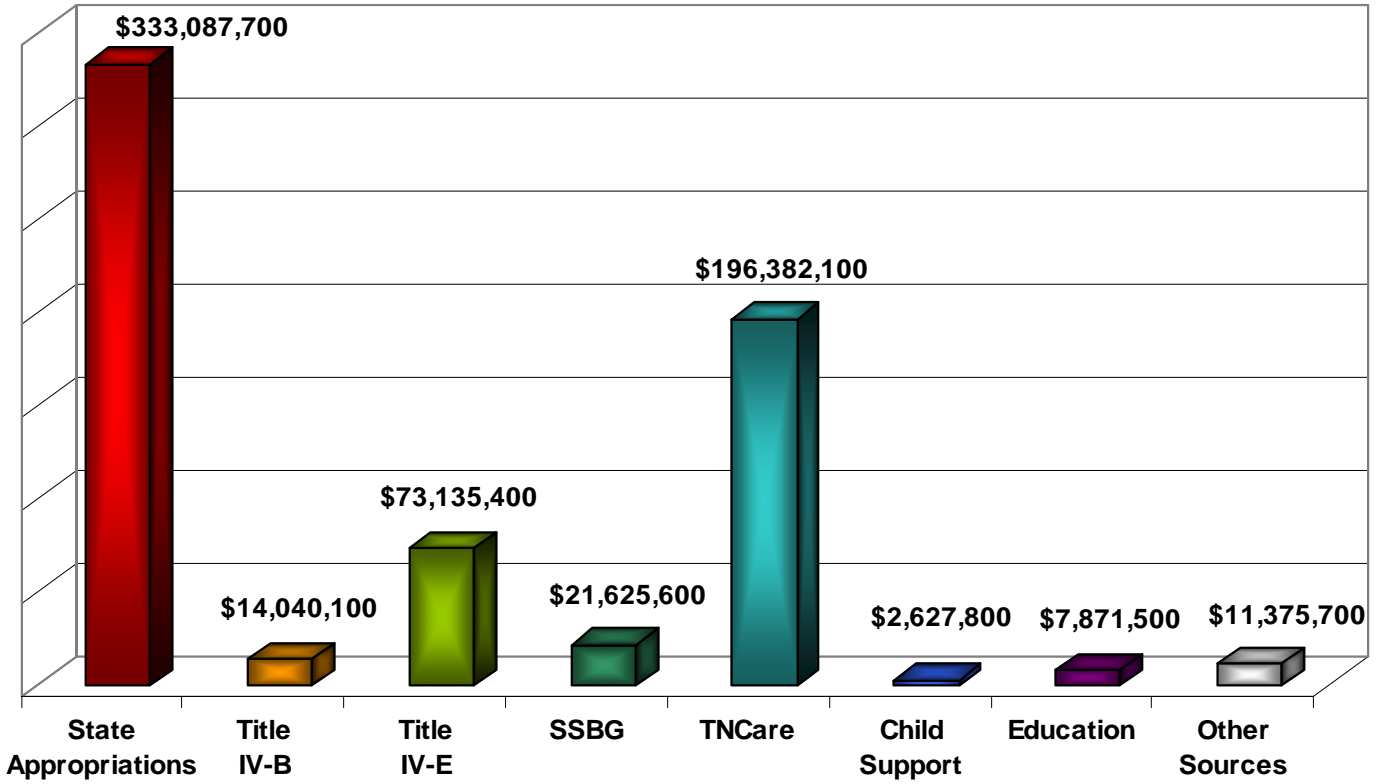
Title IV-E is a federal entitlement program. Federal guidelines require that DCS earn

reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver through which Tennessee operates its Medicaid program.

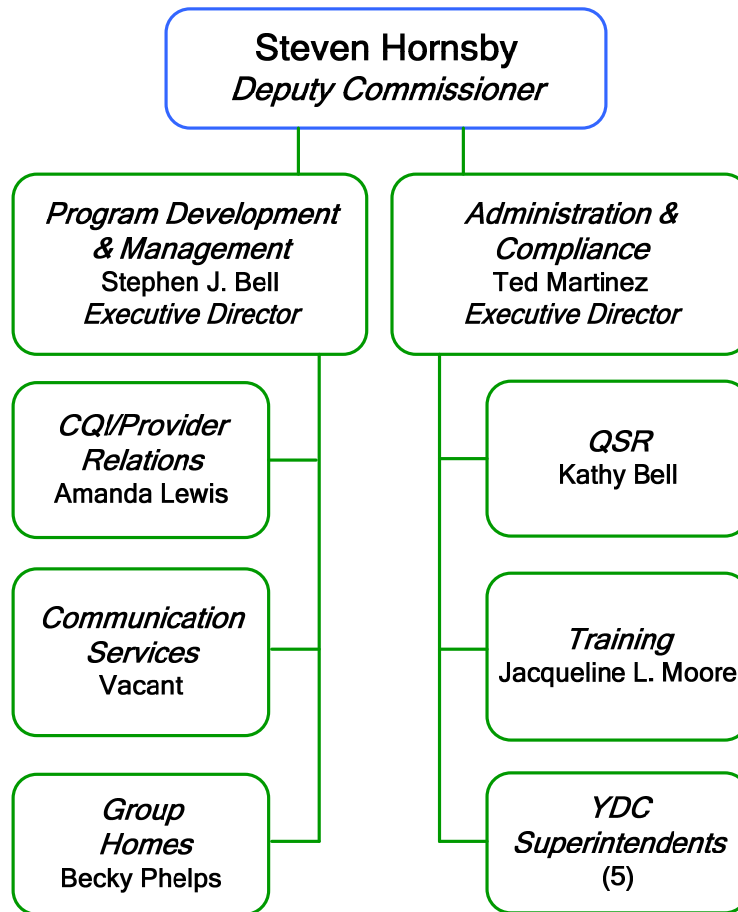
TennCare functions as a capped health care entitlement program. Reimbursement earned by DCS is also based upon eligibility criteria for each child served. TennCare funds are used to reimburse treatment and administration, while Title IV-E funds reimburse maintenance and care of children in foster care and adoption assistance, training, and administration.

Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse the State for child welfare services provided to children and families.

Figure 2: Revenue for Fiscal Year July 1, 2006 – June 30, 2007.



Juvenile Justice



Division of Juvenile Justice Steven Hornsby, Executive Director

The Division of Juvenile Justice (DJJ) was created by an act of the legislature during the 2006 legislative session to coordinate statewide services to adjudicated delinquent youth and their families. The Division's programs consist of probation and aftercare services, five (5) Youth Development Centers serving youth with more serious delinquent offenses, nine community-based group homes serving youth with less serious offenses, a residential treatment facility for developmentally challenged youth, and an observation and assessment center. The Division of Juvenile Justice, including staff in all twelve (12) DCS regions and its residential facilities, serves approximately nine thousand (9,000) youth annually. Non-custodial services include probation and aftercare supervision and monitoring, family engagement and resource linkage.

Fiscal Year 2006 - 2007 has seen a number of new initiatives begin to take shape:

- Statewide implementation of the Youth Level of Service/Case Management Inventory (YLS-CMI), a comprehensive assessment instrument for delinquent youth was completed in November. The YLS-CMI is a research-based instrument that will allow family service workers to very effectively assess the specific criminogenic factors in a child's life that contribute to delinquency. It also identifies protective factors that can be put in place to reduce the chance of reoffending. Use of the YLS/CMI will greatly improve case management practices, placement decisions and the child's progress through the system.
- Standardizing services and programs within residential facilities. Our youth in state facilities deserve to receive the best in residential care regardless of where they may be placed. Basic programming, education, and treatment should share a common philosophy and application. A uniform approach allows for program portability should a change in placement be necessary. This provides a measure of assurance that moving to a new facility will not delay the youth's progress. Specialized programs for special needs youth will remain as well.
- Twelve (12) regional juvenile justice coordinators are being added to serve as regional "experts" to ensure that regional practices reflect current national models. Probation, custodial, and aftercare services will be monitored, data will be analyzed and reports made to regional and Central Office leadership. These positions will be stationed in the regional offices but will report to Central Office.
- Balanced and Restorative Justice (BARJ) is a promising concept that promotes individual accountability, community

responsibility and motivational change. Two pilot sites – Northeast Tennessee and West Tennessee – have been identified and training is underway.

Office of Program Development and Management

J. Stephen Bell, *Executive Director*

Community Intervention Services (CIS)

Creating a system of improved graduated sanctions in all Tennessee counties is an important DJJ goal. The CIS grants have allowed for the expansion of graduated sanctions in the counties where they exist. The CIS programs are community-based programs providing intensive probation services for delinquent youth and their families. The Division of Juvenile Justice supervises ten (10) service providers across the state providing intensive probation services in fifty-two (52) counties. The CIS programs serve youth who would most likely otherwise enter state custody due to their delinquent behavior.

Community Residential Programs

The Division of Juvenile Justice operates nine (9) community residential programs located throughout the state. Each residential program has a capacity of eight (8) youth. The facilities are designed as minimum security facilities and youth are carefully assessed and evaluated prior to placement. The community residential programs focus on providing a structured program of education, work experience, counseling, and community service. Each youth has an Individual Program Plan intended to help guide the youth toward total re-integration into their home community and family.

Intensive Aftercare Program

DJJ contracts with three (3) private agencies to provide intensive aftercare supervision

programs. Services have been expanded to include the Knox, East, Davidson regions, and Madison County of the Southwest region. The Exit Program serves the Knox and East regions and is administered by the Helen Ross McNabb Mental Health Center. The Reunion Program, administered by the Quinco Mental Health Center, is located in Jackson, Tennessee and serves Madison County. The Youth Villages Intercept Program provides intensive aftercare services in the Davidson region. All programs begin while a youth is incarcerated in a Youth Development Center. We continue to support the youth upon their return home. Agency staff members act as liaisons with educational programs, employment programs, and facilitate the delivery of other services including mental health services. The primary goal of the intensive aftercare program is to decrease the number of youth re-entering the juvenile justice system.

Juvenile Court Grants

DJJ provides funding for twenty three (23) juvenile court based grant programs. Funding is for programs addressing youth that are at high risk of entering the juvenile justice system. Funding is in three (3) major areas: custody prevention, truancy prevention, and the provision of child and family intervention services. These programs strive to reduce the number of children committed to state custody, reduce the number of youth having an initial contact with the juvenile justice system, and improve parents' ability to parent their children.

Office of Administration and Compliance

Ted Martinez, Executive Director

Youth Development Centers (YDCs)

DJJ operates five (5) YDCs. Each YDC is a hardware secure residential facility that

provides treatment for delinquent youth ages 13 thru 18. Upon admission, each youth receives a comprehensive assessment from which an Individualized Program Plan is developed. Within the context of a behavioral management program, each YDC provides special and regular education, GED preparation, pre-vocational education, medical and dental services, recreational programs, and programs to help youth develop independent living skills. Specialty services include therapy for a broad range of needs, alcohol and drug treatment, and speech therapy.

The DJJ Youth Development Centers are:

- Mountain View Youth Development Center
809 Peal Lane
Dandridge, TN 37725
- New Visions Youth Development Center
3981 Stewarts Lane
Nashville, TN 37218
- Taft Youth Development Center
900 State Route 301
Pikeville, TN 37367
- Wilder Youth Development Center
13807 Highway 59
Post Office Box 639
Somerville, TN 38068
- Woodland Hills Youth Development Center
3965 Stewarts Lane
Nashville, TN 37243

Victim's Assistance Program

The Victim's Assistance Program provides notification to individuals who make a formal request for information regarding the release of juvenile offenders from DJJ facilities and other contract facilities or programs. The Victim's Assistance Program also works with local and statewide victim's service organizations in order to educate the individual vic-

tims and the general public about the DJJ release process. The Program maintains a registry of organizations in Tennessee that provide services and advocacy for victims of crime.

Special Population Unit

The Special Population Unit (SPU) assists with and supports timely and correct level referral, based on current functioning, for youth adjudicated delinquent proposed to be placed at the following statewide facilities:

- First Hospital Corporation (FHC) in Chattanooga.
- Peabody Residential Treatment Center (PRTC).
- Observation and Assessment Center

The Special Population Unit supports coordination of departmental emergency and standard mental health transfers between the Department of Mental Health and Develop-

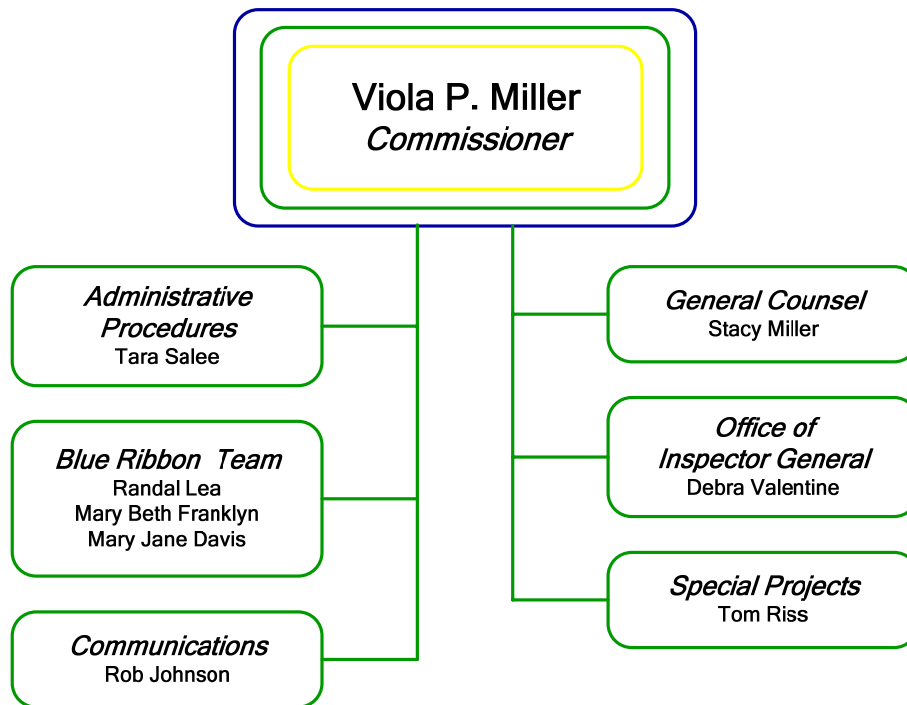
mental Disabilities and DCS to the regional mental health facility. SPU staff duties include performing services designed to identify placement trends and supports for youth placed in YDC on waivers identified with special service needs.

SPU responsibilities include:

- Participation in Special Service Staffing for the mildly mentally retarded population and transfer hearing for mental health population at YDC.
- Provision of technical assistance and staff consultation for staff who address special population needs.
- Working closely with the Division of Mental Retardation Services (DMRS) to ensure timely coordination and transition from DCS to adult services in DMRS.
- Supporting COA accreditation efforts for Peabody (Residential Treatment) and Observation and Assessment (O&A) (Short-term Diagnostic Center).



Reporting Directly to the Commissioner



Administrative Procedures

Tara Sallee

The Administrative Procedures Division expanded in November of 2006 and added two new attorneys to sit as Administrative Judges/Administrative Hearing Officers. Tara L. Sallee, Attorney IV, handles cases in the regions of Davidson, Mid Cumberland, Upper Cumberland and Hamilton. Carol Marcum, Attorney III, handles cases in the regions of Knoxville, East, Northeast and Southeast. Brent Rose, Attorney III, handles cases in the regions of Shelby, Southwest, Northwest and South Central. Lisa Myers, Administrative Services Assistant II, provides support for all three attorneys.

The Administrative Procedures Division is responsible for all hearings and appeals involving the Department under the Uniform Administrative Procedures Act and the Rules of the Tennessee Department of Personnel.

This Office provides the general public an opportunity to appeal and have a fair hearing on issues related to denial, reduction or termination of adoption assistance; the denial access to closed adoption records; the removal of foster children from resource homes after more than twelve (12) months of residency in a particular resource home; and due process proceedings for release of records regarding perpetrators of child abuse and neglect. The Administrative Procedures Division also conducts hearings to address employee disciplinary actions and grievances and conducts reviews of performance evaluations and written warnings as defined by state law and the Tennessee Department of Personnel.



Blue Ribbon Committee

Mary Jane Davis, Mary Beth Franklyn and Randal Lea

Mary Jane Davis—*Legal Counsel, Class Actions*

This specialized legal counsel role provides legal advice and counsel to the Commissioner, Core Leadership Team, and Program Directors regarding compliance with departmental consent decrees.

The duties include:

- Assisting in development of exit strategies.
- Communicating and coordinating with Governor's legal counsel, Attorney General's office, and outside counsel on litigation activities or other consent decree matters.
- Providing training as requested to promote understanding and implementation of the Department's consent decree requirements.
- Reviewing and assisting with preparation of documents for court submission
- Reviewing consent decree-related policies and contracts to ensure compliance with court orders.

Mary Beth Franklyn—*TennCare Program Issues*

The TennCare Programming Unit serves as the liaison with the Bureau of TennCare, coordinates with TennCare managed care companies assigned to provide services for DCS children, and provides support for all DCS program areas regarding TennCare matters.

TennCare funding supports DCS case management activities, residential and continuum services. Virtually all of the children in state custody will qualify for TennCare, and obtain medical and behavioral health services through the managed care networks.

The DCS Blue Ribbon TennCare Unit meets regularly with the managed care companies to develop processes to enhance access to TennCare services and support care coordination for children in state custody. During this calendar year, improvements for Behavioral Health Organizations (BHOs) care coordination include expansion of immediate eligibility for children in custody to include behavioral health services, increased communication regarding inpatient psychiatric discharge planning, and a BHO phone referral system for use by DCS regarding behavioral health services. Coordination with the medical health Managed Care Organizations (MCOs) continues. The MCO provides specific customer service availability for DCS, two identification cards, a specialized report for children who are AWOL, a specialized report for pharmacy services related to DCS, as well as Teen Newsletters and outreach materials.*

Quarterly reports are provided to the Bureau of TennCare regarding DCS TennCare activities, which include eligibility, outreach, and percentages of EPSDT screening appointments met. In addition, this Unit coordinates the reporting required under the Grier and John B. class action lawsuits.

Technical assistance about TennCare is provided to the DCS regional Well-Being Units through telephone conferences, meetings, trainings, and educational materials. Information about accessing TennCare services is developed and provided to family service workers, foster parents, and DCS providers.

**The BHO serving children in state custody is Magellan Health Care. The MCO serving children in state custody is TennCare Select.*

Randal Lea—*Provider and Clinical Issues*

Working across divisions and disciplines, this Unit places its focus on provider issues such as performance-based contracting, quality of service delivery, and incorporation into the private sector of any issue relating to permanency, safety, and well-being. A private sector assessment tool has been developed to be standard across regions that will cap-

ture the needs of children and their families in a strengths-based, family-focused, and culturally competent manner. Mr. Lea represents the Department on the Steering Panel for the Governor's Office of Children's Care Coordination, Tennessee Association of Mental Health Organizations, Child Welfare League of America, Tennessee Association for Child Care and Tennessee Voices for Children.



Communications

Rob Johnson

The Communications Office serves as the public face of the Department of Children's Services.

The three-person Communications Office is the first place that the press, researchers, and the public turn to find information and answers.

The Communications Office serves as an internal clearinghouse working closely with the web developers in the Office of Information Systems.



General Counsel

Stacy Miller

This Office provides legal advice and counsel to the Commissioner and the Department's employees. The seventy-six (76) attorney positions and sixteen (16) legal assistants who staff the Office of General Counsel are located in twenty-two (22) offices across the state. One attorney in each of the twelve (12) DCS regions specializes in educational issues faced by children in state custody.



Office of Inspector General Debra Valentine, Executive Director—OIG

In March 2004, Commissioner Viola Miller established at DCS, the first **Office of Inspector General (OIG)** among Tennessee State Government agencies. This Office currently has oversight of agency investigations and compliance audits, all of which support departmental initiatives for child safety and quality service delivery to children and families in the State of Tennessee.

The DCS Office of Inspector General is currently responsible for auditing agency and Risk Management Planning, compliance with state and federal policy, investigating public complaints and allegations of employee misconduct malfeasance and misfeasance, and fraud.

There are three Division Units performing specialized functions in accordance with their area of expertise within the OIG. They are *Internal Audit*, *Internal Affairs*, and *Legislative and Constituent Services*.

Internal Audit Vivian Bollinger, *Director*

The Division of Internal Audit provides independent and objective audits and assessments of the Department's activities, operations, financial systems, and internal controls to ensure that the resources entrusted to the Department are used efficiently, effectively, and properly. All audits are performed to ensure compliance with Departmental policies and procedures, accounting standards, and state and federal laws and regulations. The Division of Internal Audit provides management with recommendations and suggestions to improve internal controls.

serves as the primary liaison with local, state and federal law enforcement agencies.

- The Absconder Recovery Program that facilitates the apprehension of custody children who abscond from approved placements. This is accomplished through a close liaison with law enforcement and DCS agencies across the state.
- The processing of background information on employees, foster/adoptive parents, contract agency employees, and volunteers. This includes a connection with the Tennessee Information Enforcement System (TIES) to facilitate background information for the emergency placement of children.

Internal Affairs Steven Holmes, *Director*

The Internal Affairs Division (IAD) is divided into three major areas of responsibility:

- Conducting fair, impartial, prompt and professional investigations of a confidential administrative nature dealing with misconduct within the Department of Children's Services. In addition, IAD

Legislative and Constituent Services – (LCS)

Tammy Feldman, *Director*

The Legislative and Constituent Services Unit (LCS) listens to concerns, answers questions and addresses a variety of problems for the benefit of children each year. The LCS Unit also responds to executive and legislative inquiries as well as inquiries from

both private and public sources. The LCS Unit conducts investigative research and serves as an internal/external liaison and agency representative. The LCS Unit works diligently with DCS Regional and Central Office staff on these inquiries.

The purpose of the Legislative and Constituent Services (LCS) Unit is to review and respond to concerns of and/or inquiries by clients, parents, foster and adoptive parents, advocates, legislators, and other concerned

citizens regarding all areas within DCS, such as child protective services, foster care, adoption, agency programs, DCS policies and procedures or service delivery.

The LCS Unit provides objective and neutral analysis of data, while maintaining confidentiality and working cooperatively with others. The LCS Unit is focused on providing timely, thorough, and accurate responses to inquires and complaints that come into the Department.



Special Projects

Tom Riss

A comprehensive workload and caseload analysis of field services has been coordinated by this area. In concert with the DCS Personnel Director, a complete staff position report was generated for each of the twelve (12) regions and subsequently reviewed with each Regional Administrator. The objective for this ongoing initiative is to improve service delivery through the careful re-allocation of field staff positions into areas that are experiencing a shortage of workers, thereby reducing caseload sizes.

This area also serves on the DCS Legislative Liaison Team that analyzes bills, testifies before legislative committees, and works directly with the legislators to pass legislation important to the Department. During each session, the Legislative Liaison Team serves an important role as an advocate for the children and families of Tennessee, ever vigilant that rights are protected and the health and safety of children is preserved.

In the interim between the 2006 and 2007 legislative sessions, this area helped facilitate a thorough analysis of CPS data collection as it is currently required by law. This included detailed discussions with the many stakeholders identified by legislation, an analysis of the several statutes that pertain to this requirement, and the drafting of a study report to the legislature that was to be completed and submitted during the 2007 legislative session. The purpose of this “summer study” committee was to ensure that the legislature was receiving a complete picture of the many facets of child protective service activities through data collection and reporting, and to identify (if any) critical gaps in this reporting structure.

Map of Regions

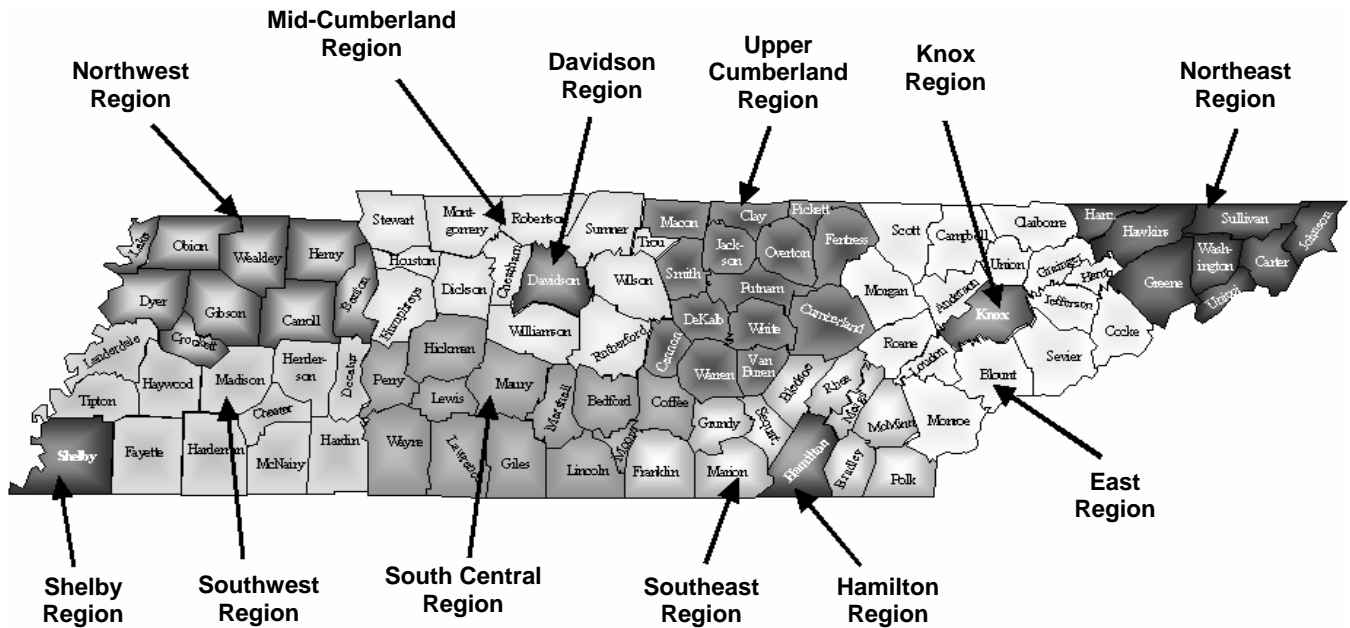
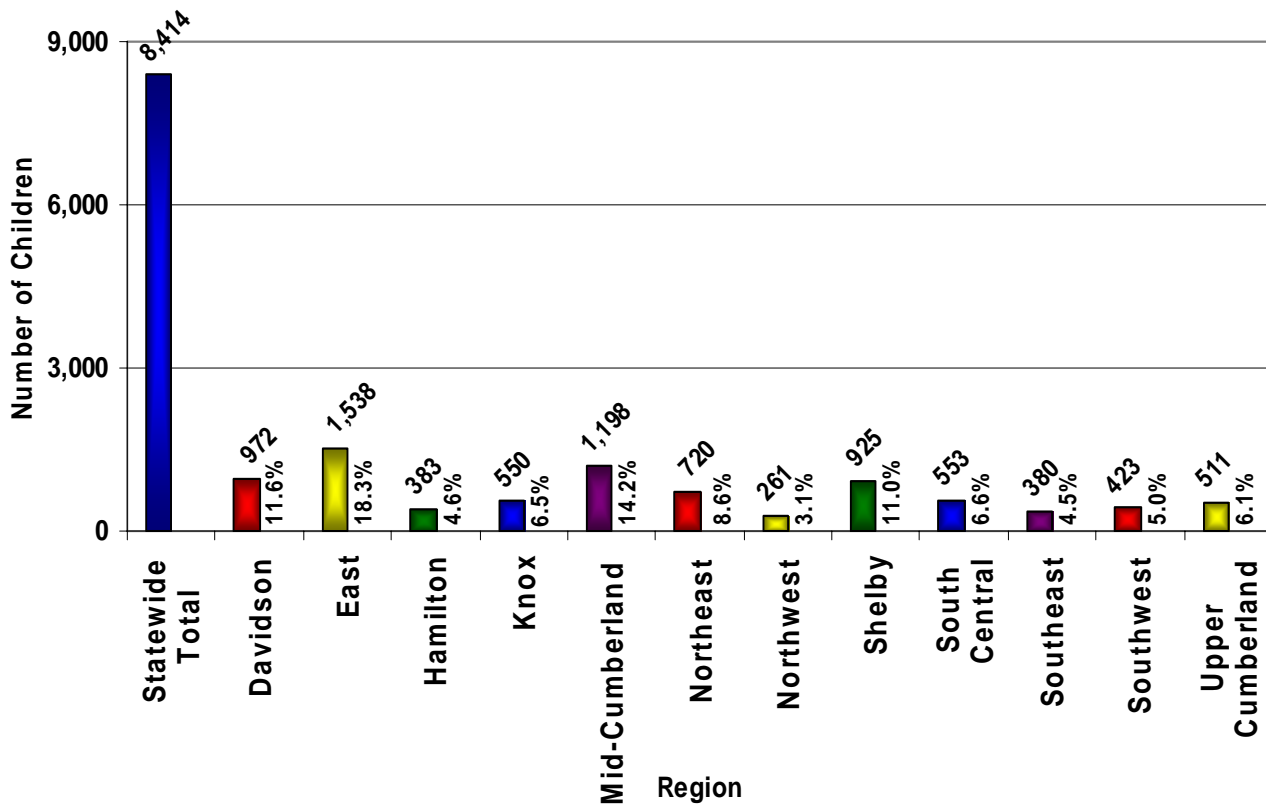


Figure 3: Number of Children in Custody as of June 30, 2007.



Departmental Data

Table 3: Children Entering and Exiting Custody by County of Commitment FY07

County of Commitment	2007 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Anderson	18,111	17.2	60	251	0	311	195	116
Bedford	12,553	4.6	31	24	3	58	69	(11)
Benton	4,015	5.5	8	14	0	22	18	4
Bledsoe	3,393	6.2	3	18	0	21	17	4
Blount	28,611	6.4	6	176	1	183	153	30
Bradley	25,413	3.1	20	60	0	80	115	(35)
Campbell	10,112	7.4	2	72	1	75	48	27
Cannon	3,821	5.0	3	14	2	19	24	(5)
Carroll	7,641	2.0	3	12	0	15	11	4
Carter	13,935	6.6	18	73	1	92	90	2
Cheatham	11,755	2.8	15	16	2	33	30	3
Chester	5,061	1.0	1	4	0	5	9	(4)
Claiborne	7,791	6.0	7	40	0	47	49	(2)
Clay	1,895	5.3	1	9	0	10	11	(1)
Cocke	8,741	15.2	23	107	3	133	147	(14)
Coffee	13,811	7.7	32	63	12	107	68	39
Crockett	4,332	1.6	3	4	0	7	19	(12)
Cumberland	11,548	4.6	13	33	7	53	79	(26)
Davidson	148,517	5.3	211	576	1	788	872	(84)
Decatur	2,786	3.9	3	8	0	11	15	(4)
DeKalb	4,744	3.6	5	11	1	17	47	(30)
Dickson	13,536	8.1	28	55	4	87	95	(8)
Dyer	10,779	2.6	7	15	0	22	40	(18)
Fayette	8,381	2.2	8	2	0	10	18	(8)
Fentress	4,506	2.6	9	15	4	28	26	2
Franklin	10,878	5.4	30	42	0	72	105	(33)
Gibson	13,266	10.1	28	53	0	81	77	4
Giles	8,024	3.6	18	9	2	29	45	(16)
Grainger	5,653	6.5	4	33	0	37	43	(6)
Greene	16,397	9.1	22	115	13	150	166	(16)
Grundy	4,103	3.2	1	11	1	13	15	(2)

Table 3 Continued

County of Commitment	2007 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Hamblen	15,789	6.3	20	77	3	100	136	(36)
Hamilton	78,327	3.2	90	154	3	247	367	(120)
Hancock	1,676	9.5	7	8	1	16	19	(3)
Hardeman	7,924	10.0	45	34	0	79	80	(1)
Hardin	6,765	2.7	6	12	0	18	20	(2)
Hawkins	14,521	4.5	22	34	10	66	108	(42)
Haywood	5,998	7.3	24	18	2	44	46	(2)
Henderson	7,181	4.7	7	24	3	34	37	(3)
Henry	7,628	3.4	6	20	0	26	36	(10)
Hickman	6,897	4.3	6	24	0	30	37	(7)
Houston	2,312	1.3	1	2	0	3	2	1
Humphreys	4,865	7.0	6	18	10	34	35	(1)
Jackson	2,879	4.2	5	4	3	12	18	(6)
Jefferson	13,310	5.9	15	59	5	79	67	12
Johnson	3,950	4.1	10	6	0	16	17	(1)
Knox	102,490	4.4	56	399	0	455	455	0
Lake	1,690	5.3	5	3	1	9	8	1
Lauderdale	7,856	6.9	19	35	0	54	81	(27)
Lawrence	11,776	6.0	15	53	3	71	70	1
Lewis	3,403	5.6	2	17	0	19	21	(2)
Lincoln	8,573	5.2	24	20	1	45	57	(12)
Loudon	9,716	3.2	5	26	0	31	44	(13)
Macon	6,296	4.6	7	22	0	29	66	(37)
Madison	27,799	4.0	67	43	0	110	132	(22)
Marion	7,149	3.8	6	20	1	27	26	1
Marshall	8,060	4.2	19	14	1	34	53	(19)
Maurry	21,196	4.3	18	54	19	91	98	(7)
McMinn	14,164	4.0	23	28	5	56	67	(11)
McNairy	6,625	1.8	5	7	0	12	17	(5)
Meigs	3,400	2.9	2	7	1	10	9	1
Monroe	11,713	7.3	16	70	0	86	91	(5)
Montgomery	45,695	5.3	51	188	2	241	251	(10)
Moore	1,586	2.5	2	2	0	4	2	2
Morgan	5,286	4.2	0	22	0	22	26	(4)

Table 3 Continued

County of Commitment	2007 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Obion	8,861	3.2	12	16	0	28	37	(9)
Overton	5,396	4.1	2	20	0	22	31	(9)
Perry	2,066	3.4	1	6	0	7	11	(4)
Pickett	1,205	5.8	2	5	0	7	15	(8)
Polk	4,260	5.4	8	12	3	23	11	12
Putnam	17,376	2.3	14	25	1	40	106	(66)
Rhea	7,535	2.9	4	18	0	22	15	7
Roane	13,474	5.9	9	71	0	80	62	18
Robertson	17,119	2.7	20	16	11	47	100	(53)
Rutherford	62,077	2.9	20	159	0	179	104	75
Scott	6,422	4.7	2	28	0	30	45	(15)
Sequatchie	3,446	3.8	8	4	1	13	13	0
Sevier	19,403	7.3	31	109	1	141	106	35
Shelby	285,144	2.1	45	566	1	612	790	(178)
Smith	5,387	4.1	1	18	3	22	19	3
Stewart	3,672	4.6	5	12	0	17	17	0
Sullivan	37,176	5.1	62	115	14	191	225	(34)
Sumner	41,321	4.1	66	93	9	168	212	(44)
Tipton	17,564	3.4	19	40	0	59	58	1
Trousdale	2,031	4.9	5	5	0	10	5	5
Unicoi	4,087	12.0	21	27	1	49	54	(5)
Union	6,376	8.9	1	56	0	57	59	(2)
Van Buren	1,533	7.2	5	6	0	11	11	0
Warren	10,779	8.8	27	65	3	95	93	2
Washington	27,434	5.0	68	67	2	137	176	(39)
Wayne	4,112	4.9	4	16	0	20	37	(17)
Weakley	10,121	3.6	5	31	0	36	35	1
White	6,213	6.9	10	33	0	43	49	(6)
Williamson	47,252	1.5	15	55	3	73	109	(36)
Wilson	28,688	3.7	40	56	9	105	98	7
Total	1,636,134	4.4	1767	5209	194	7170	8020	(850)

*2007 Population Projections Age under 19 taken from Tennessee Department of Health Population Projections 2000-2010. TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Table 4: Children Remaining in Custody by County of Commitment on June 30, 2007

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Anderson	82	26%	225	72%	4	1%	311
Bedford	41	58%	28	39%	2	3%	71
Benton	7	25%	21	75%	0	0%	28
Bledsoe	3	0%	12	0%	1	0%	16
Blount	10	5%	198	95%	1	0%	209
Bradley	24	18%	107	82%	0	0%	131
Campbell	5	5%	86	93%	1	1%	92
Cannon	2	13%	12	75%	2	13%	16
Carroll	5	17%	25	83%	0	0%	30
Carter	13	18%	60	82%	0	0%	73
Cheatham	17	45%	19	50%	2	5%	38
Chester	3	60%	2	40%	0	0%	5
Claiborne	6	11%	50	89%	0	0%	56
Clay	0	0%	8	100%	0	0%	8
Cocke	22	14%	131	84%	3	2%	156
Coffee	37	31%	74	61%	10	8%	121
Crockett	1	33%	2	67%	0	0%	3
Cumberland	11	18%	45	73%	6	10%	62
Davidson	272	28%	683	71%	5	1%	960
Decatur	3	21%	11	79%	0	0%	14
DeKalb	5	14%	29	83%	1	3%	35
Dickson	34	24%	101	73%	4	3%	139
Dyer	11	55%	9	45%	0	0%	20
Fayette	7	100%	0	0%	0	0%	7
Fentress	5	19%	18	67%	4	15%	27
Franklin	21	46%	25	54%	0	0%	46
Gibson	24	27%	66	73%	0	0%	90
Giles	27	61%	16	36%	1	2%	44
Grainger	3	9%	29	91%	0	0%	32
Greene	31	19%	116	72%	15	9%	162
Grundy	1	6%	14	88%	1	6%	16
Hamblen	30	22%	105	76%	4	3%	139
Hamilton	120	32%	254	67%	6	2%	380
Hancock	3	38%	4	50%	1	13%	8
Hardeman	37	59%	26	41%	0	0%	63
Hardin	8	38%	13	62%	0	0%	21
Hawkins	16	24%	43	63%	9	13%	68

Table 4 Continued

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Haywood	19	36%	32	60%	2	4%	53
Henderson	9	27%	19	58%	5	15%	33
Henry	11	41%	16	59%	0	0%	27
Hickman	4	15%	22	85%	0	0%	26
Houston	2	29%	5	71%	0	0%	7
Humphreys	8	20%	21	51%	12	29%	41
Jackson	3	30%	6	60%	1	10%	10
Jefferson	14	16%	71	80%	4	4%	89
Johnson	7	54%	5	38%	1	8%	13
Knox	51	9%	492	90%	2	0%	545
Lake	2	50%	1	25%	1	25%	4
Lauderdale	22	46%	26	54%	0	0%	48
Lawrence	9	13%	60	83%	3	4%	72
Lewis	1	10%	9	90%	0	0%	10
Lincoln	16	40%	23	58%	1	3%	40
Loudon	6	19%	26	81%	0	0%	32
Macon	6	13%	41	85%	1	2%	48
Madison	61	51%	58	49%	0	0%	119
Marion	4	14%	24	83%	1	3%	29
Marshall	18	44%	20	49%	3	7%	41
Mauzy	20	19%	67	64%	18	17%	105
McMinn	30	45%	35	52%	2	3%	67
McNairy	5	36%	9	64%	0	0%	14
Meigs	1	6%	14	88%	1	6%	16
Monroe	14	17%	70	83%	0	0%	84
Montgomery	66	25%	196	74%	2	1%	264
Moore	2	67%	1	33%	0	0%	3
Morgan	0	0%	15	100%	0	0%	15
Obion	10	56%	8	44%	0	0%	18
Overton	1	4%	24	96%	0	0%	25
Perry	2	12%	14	82%	1	6%	17
Pickett	2	20%	8	80%	0	0%	10
Polk	8	38%	11	52%	2	10%	21
Putnam	14	18%	63	79%	3	4%	80
Rhea	6	30%	14	70%	0	0%	20
Roane	11	14%	66	85%	1	1%	78
Robertson	18	31%	32	54%	9	15%	59

Table 4 Continued

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Rutherford	25	11%	192	88%	1	0%	218
Scott	0	0%	38	100%	0	0%	38
Sequatchie	7	50%	5	36%	2	14%	14
Sevier	34	20%	139	80%	1	1%	174
Shelby	77	8%	844	91%	2	0%	923
Smith	3	6%	42	84%	5	10%	50
Stewart	5	28%	13	72%	0	0%	18
Sullivan	62	24%	187	72%	10	4%	259
Sumner	74	33%	138	61%	14	6%	226
Tipton	19	41%	27	59%	0	0%	46
Trousdale	5	29%	12	71%	0	0%	17
Unicoi	10	36%	16	57%	2	7%	28
Union	6	16%	32	84%	0	0%	38
Van Buren	3	30%	7	70%	0	0%	10
Warren	26	29%	62	70%	1	1%	89
Washington	27	24%	82	73%	4	4%	113
Wayne	2	22%	7	78%	0	0%	9
Weakley	6	14%	36	86%	0	0%	42
White	14	34%	25	61%	2	5%	41
Williamson	21	29%	48	66%	4	5%	73
Wilson	37	34%	66	61%	5	5%	108
Total	1,893	22%	6,309	75%	212	3%	8,414

TN KIDS is a "live" database with on-going additions and updates being made to data in the system.

Due to this continual process, results may vary based on the time a report is generated.

Figure 4: Length of Time to Adoption Fiscal Year July 1, 2006 – June 30, 2007.

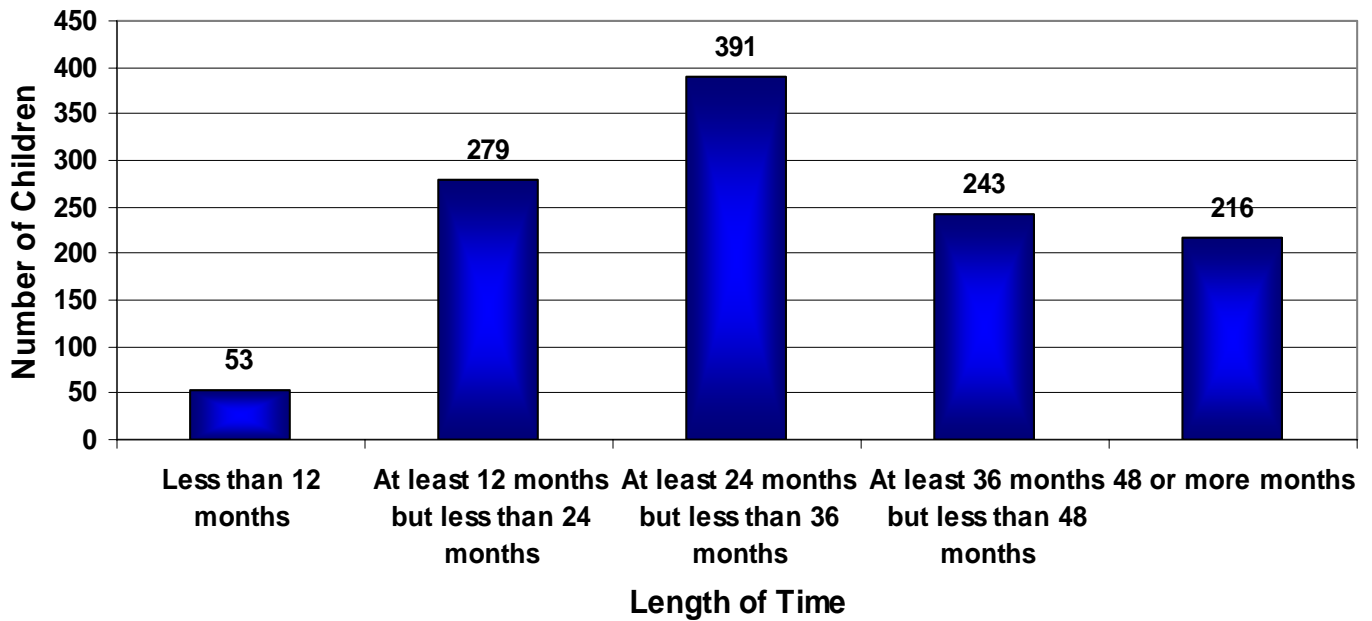


Figure 5: Length of Time to Reunification Fiscal Year July 1, 2006 – June 30, 2007.

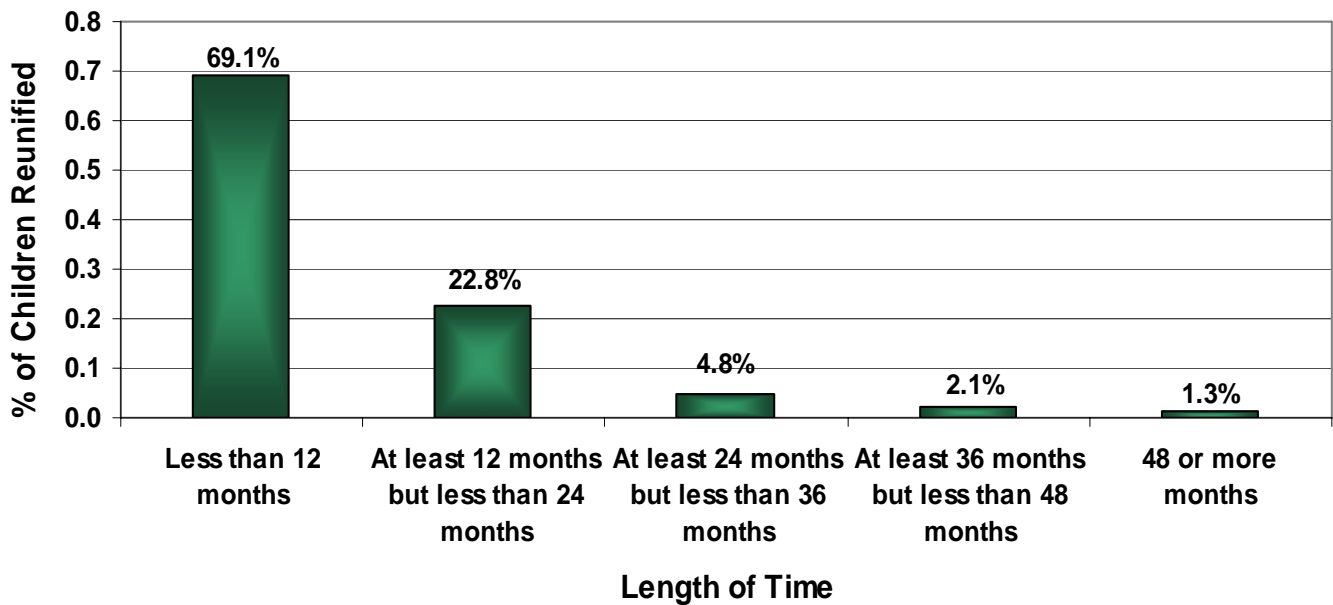


Figure 6: Of All Children Who Entered Care During the Year, What Percentage Re-entered Within 12 Months of a Prior Foster Care Episode? (National Standard $\leq 8.6\%$)

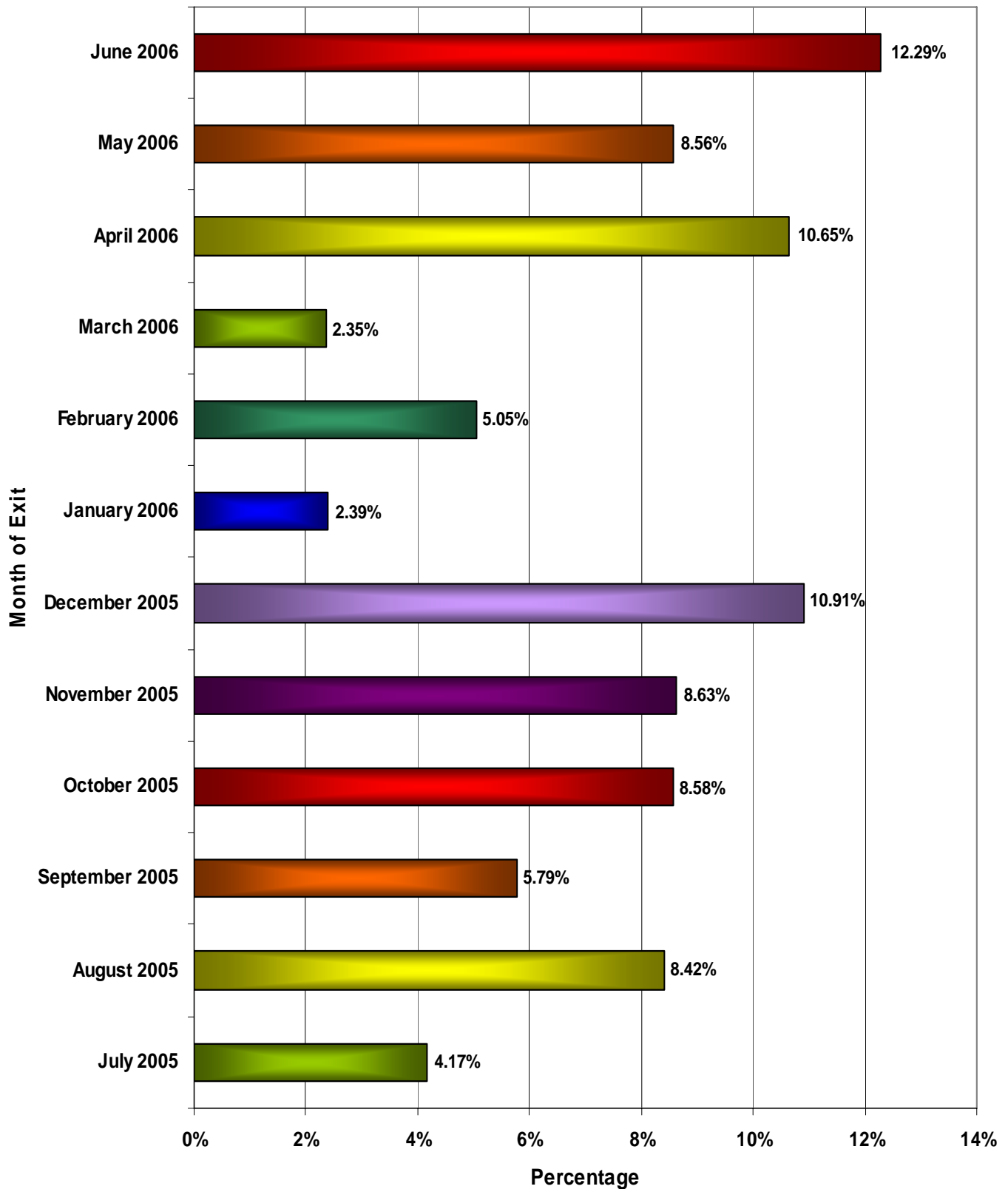


Table 5: Of the Children in Foster Care for Less Than 12 months, What Percentage Had No More Than 2 Placement Settings? (National Standard ≥ 86.7)

Movement Frequency *			Placement Frequency **		
Number of Movements	Number	Percent	Number of Placements	Number	Percent
One - Two	5,729	64.6%	One - Two	6,620	76.0%
Three - Five	2,529	28.5%	Three - Five	1,827	21.0%
Six - Eight	430	4.8%	Six - Eight	220	2.5%
Nine - Ten	101	1.1%	Nine - Ten	29	0.3%
More than Ten	85	1.0%	More than Ten	12	0.1%
Total	8,874	100.0%	Total	8,708	100.0%

*Temporary breaks in placement are counted here. This includes In-Home and Trial Home Visit placements as well as children on runaway status. Also, In-Patient Psychiatric Care and Medical/Surgical Hospital stays of less than 10 days.

**Temporary breaks in placement are excluded from these counts.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system.

Due to this continual process, results may vary based on the time a report is generated.

Table 6: Children in Custody Statewide by Age, Gender and Race on June 30, 2007

Race / Ethnicity	0 - 1		2 - 4		5 - 12		13 - 18		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
White Non-Hispanic	255	237	329	286	659	671	1,552	1,041	5,030
Black/African American Non-Hispanic	106	96	149	142	304	269	1,059	517	2,642
Hispanic	26	21	25	26	40	28	62	44	272
Multi-Race Non-Hispanic	14	10	24	24	39	44	50	26	231
Asian	0	0	0	0	1	2	3	10	16
American Indian/ Alaska Native	1	1	0	1	1	0	2	2	8
Native Hawaiian/ Pacific Islander	0	0	0	0	0	0	2	0	2
Unable to Determine	31	17	18	12	24	27	56	28	213
Total	433	382	545	491	1,068	1,041	2,786	1,668	8,414

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 7: Children in Custody Statewide by Age and Adjudication on June 30, 2007

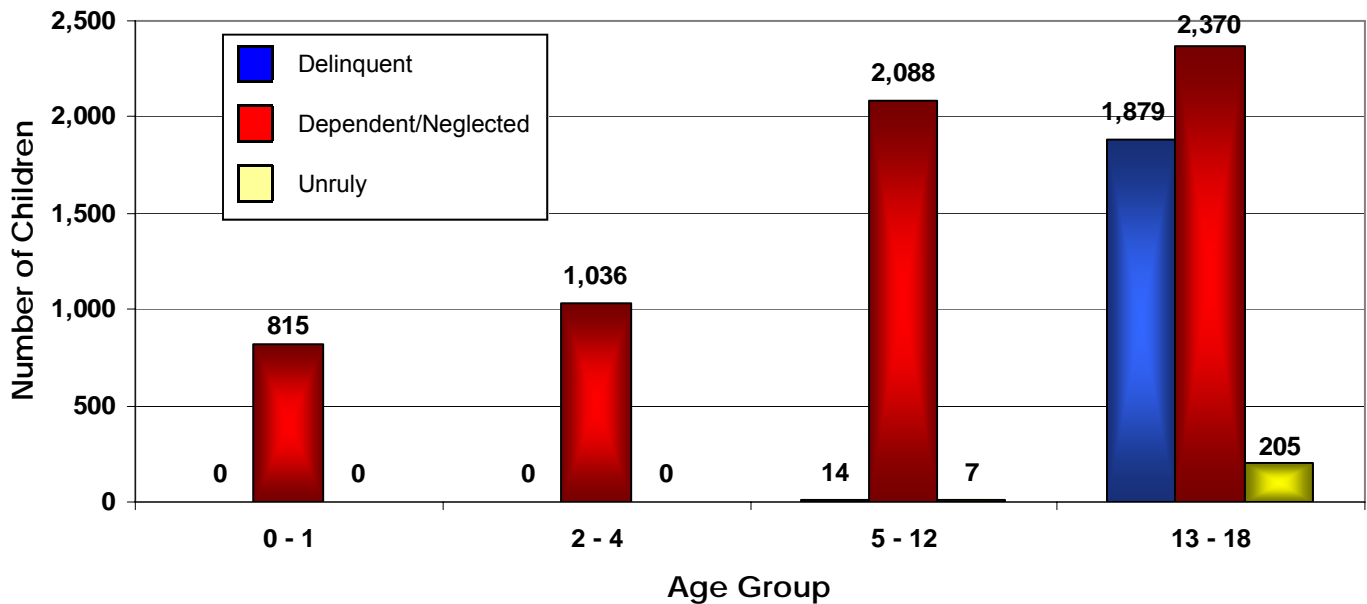


Table 7: Children in Custody Statewide by Placement Settings on June 30, 2007

Placement Level	Frequency	%
Acute	40	0.5%
Adoptive Home	2	0.0%
Contract Resource home	922	11.0%
DCS Resource home (Authorized, Expedited)	3,226	38.4%
DCS Group Home	77	0.9%
DCS Youth Development Center	547	6.5%
Emergency Services	180	2.1%
Foster Care Medically Fragile	66	0.8%
In-Home	134	1.6%
Level 2	1,440	17.1%
Level 3	971	11.5%
Level 4	70	0.8%
Runaway	255	3.0%
Transitional/Independent Living	5	0.1%
Trial Home Visit 30/60/90	469	5.6%
Missing	4	0.0%
Total	8,408	100.0%

Table 8: Discharge Reasons for Children Exiting Custody – Fiscal Year 2006 through 2007

Discharge Reason	Number of Children	Percent
Reunification with Parents or Primary Caretakers	4,176	52.1%
Living with Other Relatives	1,474	18.4%
Adoption	1,182	14.7%
Emancipation	785	9.8%
Guardianship	188	2.3%
Transfer to Another Agency	109	1.4%
Runaway	94	1.2%
Death of Child	12	0.1%
Total	8,020	100.0%

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Table 9: Children in Custody by Region and Age on June 30, 2007

Region of Assignment	Age Group				Total
	0 - 1	2 - 4	5 - 12	13 - 18	
Davidson	80	91	195	606	972
East Tennessee	166	197	447	728	1,538
Hamilton	45	43	75	220	383
Knox	85	82	155	228	550
Mid Cumberland	112	154	294	638	1,198
Northeast	78	95	200	347	720
Northwest	21	26	59	155	261
Shelby	73	119	241	492	925
South Central	41	70	112	330	553
Southeast	37	50	90	203	380
Southwest	28	38	87	270	423
Upper Cumberland	49	71	154	237	511
Total	815	1,036	2,109	4,454	8,414
Total Percent	9.7%	12.3%	25.1%	52.9%	100.0%

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 8: Children in Custody by Race/Ethnicity on June 30, 2007

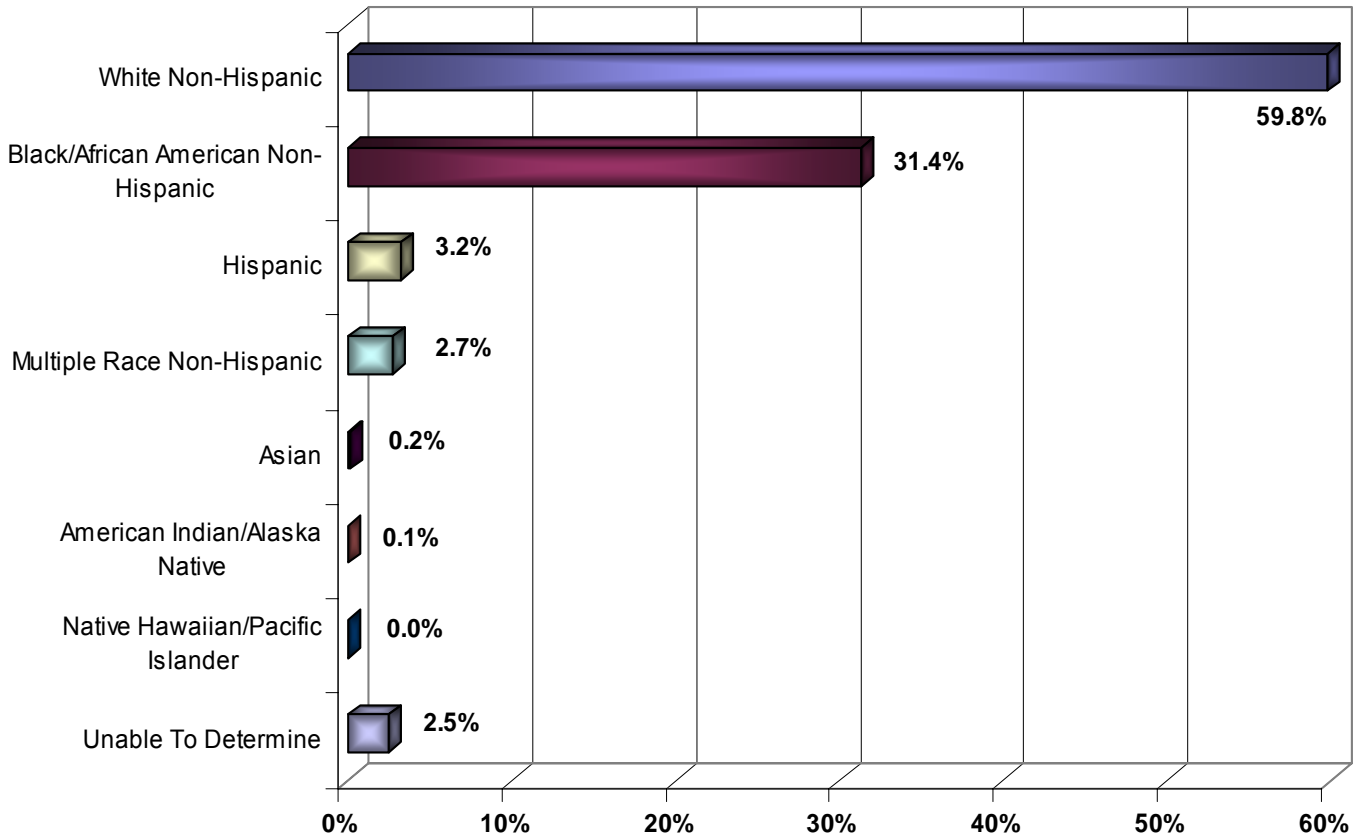


Figure 9: Children in Custody Statewide by Gender and Adjudication on June 30, 2007

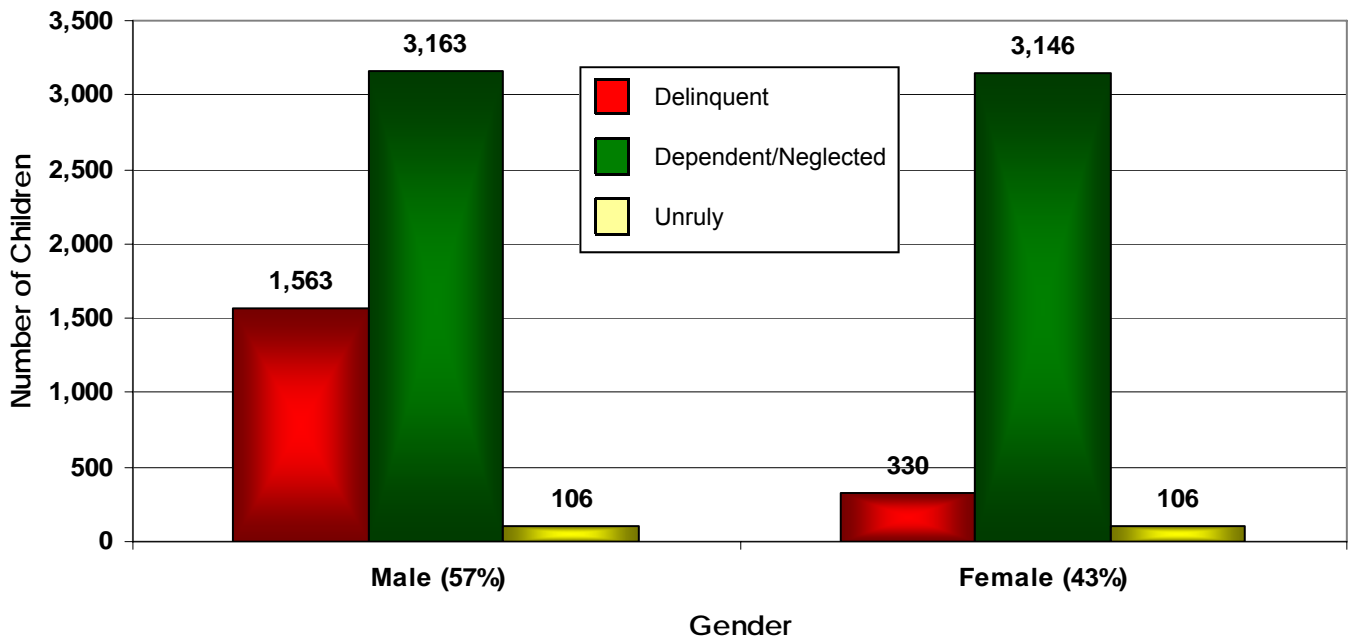


Figure 10: Sole and Concurrent Goals of Adoption on June 30, 2007 and the Number of Finalized Adoptions in FY06-07

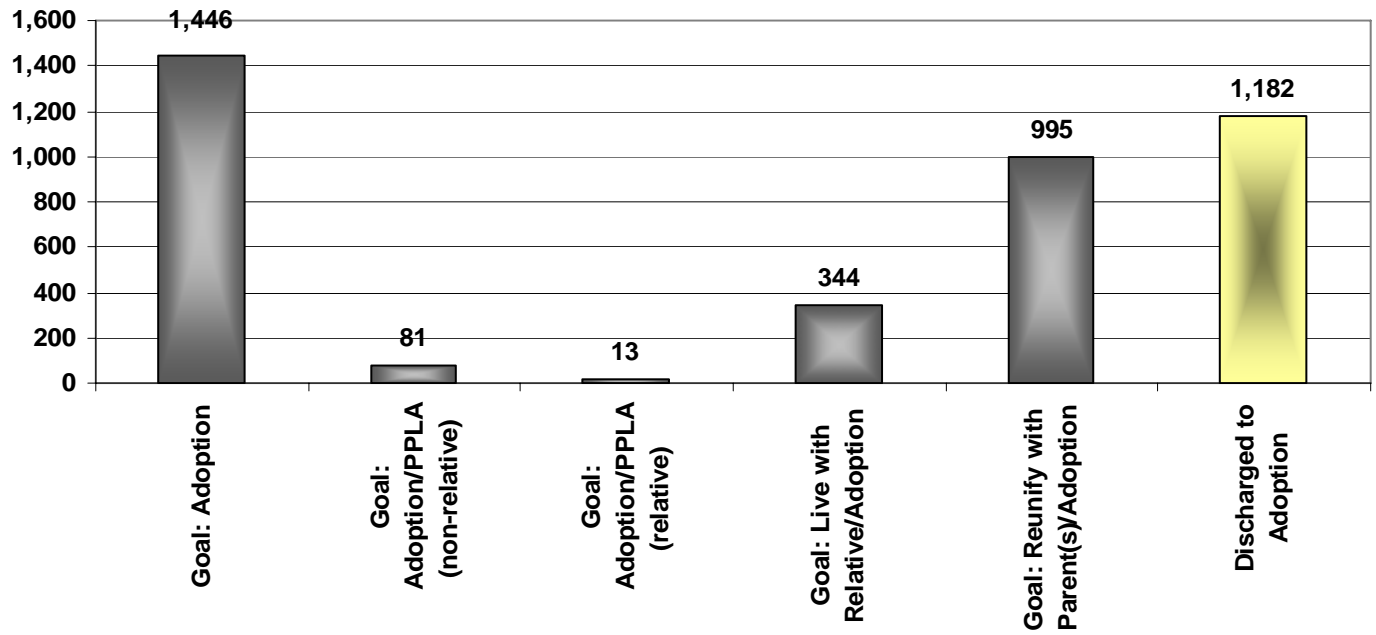


Table 10: Children (Either Dependent/Neglect or Unruly) in Custody Statewide on June 30, 2007 by Type of Permanency Goal Assigned*

Permanency Plan Goals	Number of Children	Percent
Adoption	1,446	23.76%
Adoption / Planned Permanent Living Arrangement with Non-Relative(s)	81	1.33%
Adoption / Planned Permanent Living Arrangement with Relative(s)	13	0.21%
Exit Custody to Live with Relative(s)	190	3.12%
Exit Custody to Live with Relative(s) / Adoption	344	5.65%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Non-Relative(s)	14	0.23%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Relative(s)	5	0.08%
Planned Permanent Living Arrangement with Non-Relative(s)	45	0.74%
Planned Permanent Living Arrangement with Relative(s)	5	0.08%
Reunify with Parent(s)	1,096	18.01%
Reunify with Parent(s)/ Adoption	995	16.35%
Reunify with Parent(s)/ Exit Custody to Live with Relative(s)	1,821	29.93%
Reunify with Parent(s)/ Planned Permanent Living Arrangement with Non-Relative(s)	22	0.36%
Reunify with Parent(s)/ Planned Permanent Living Arrangement with Relative(s)	3	0.05%
Missing	5	0.08%
Total	6,085	100.00%

Note: As of June 30, 2007, 5 records, or 0.1%, did not have permanency data recorded.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system.

Due to this continual process, results may vary based on the time a report is generated.

Figure 11: Children in Custody on the Last Day of Each Fiscal Year
Fiscal Years 1997 – 2007

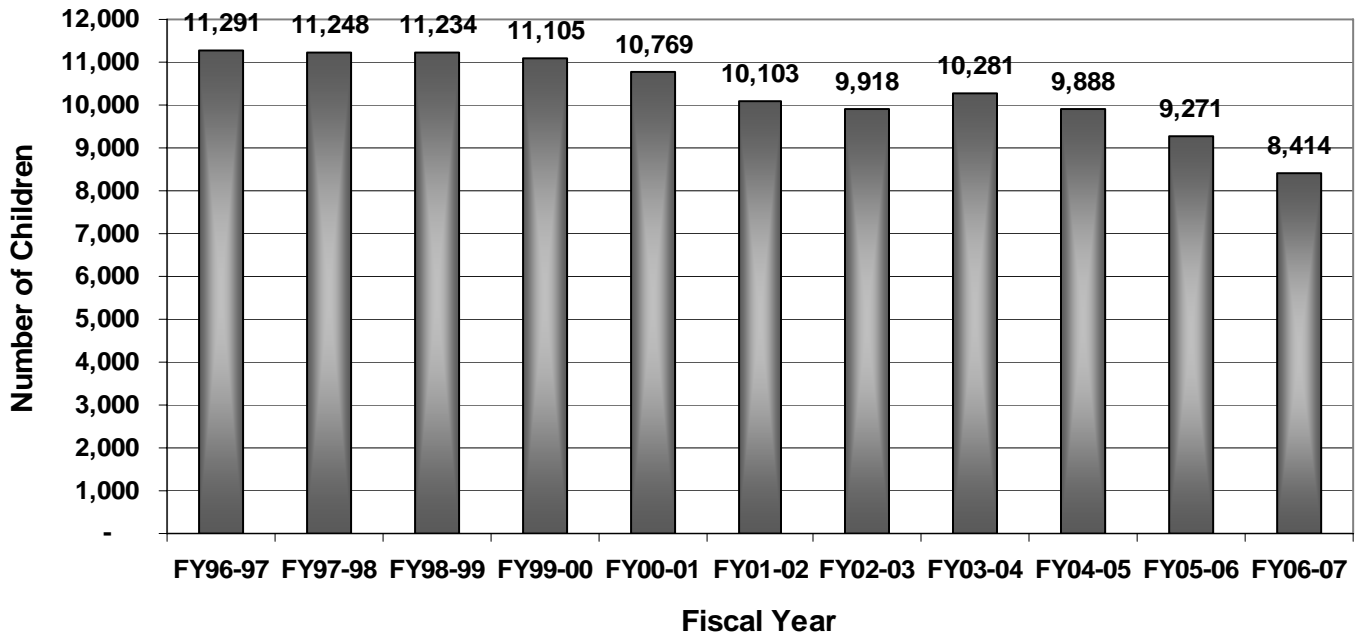


Figure 12: Length of Stay in Care by Adjudication Fiscal Year 2007

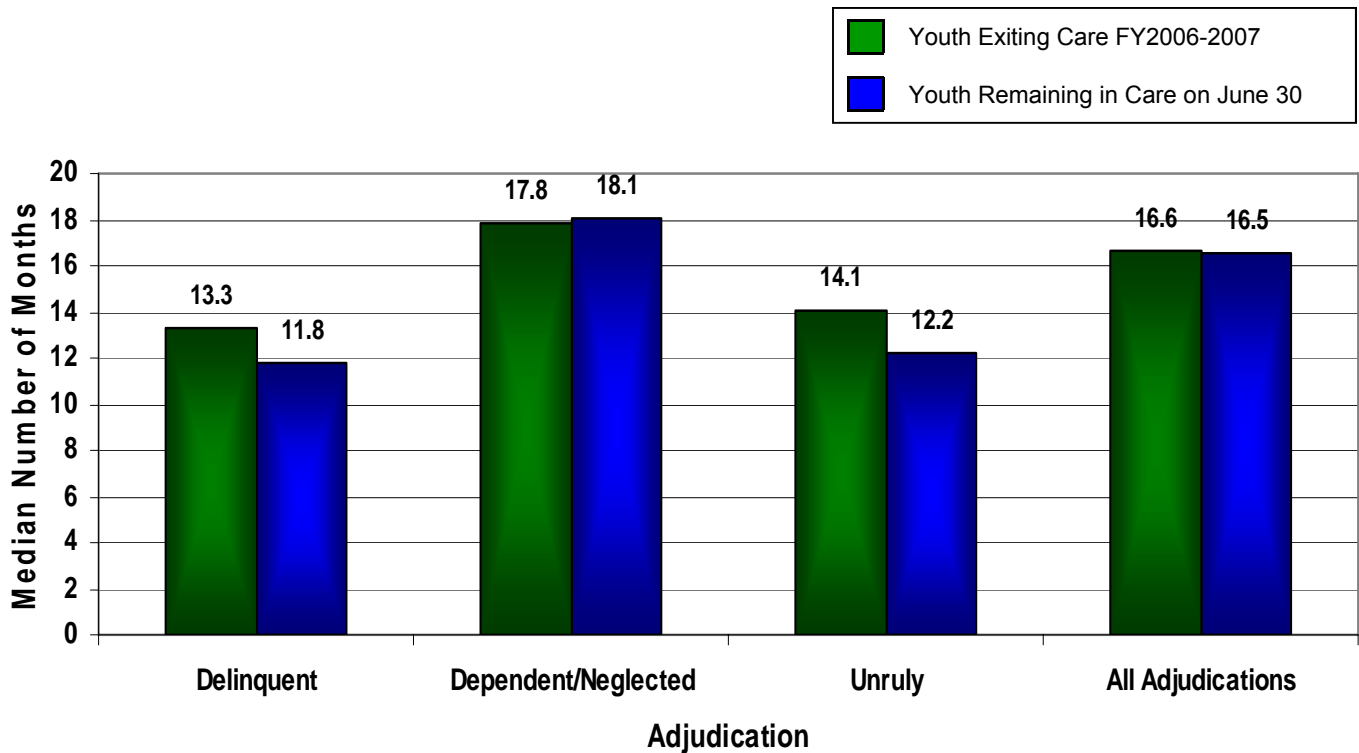


Figure 13: Children Entering and Exiting Custody by Month – Fiscal Year 2007

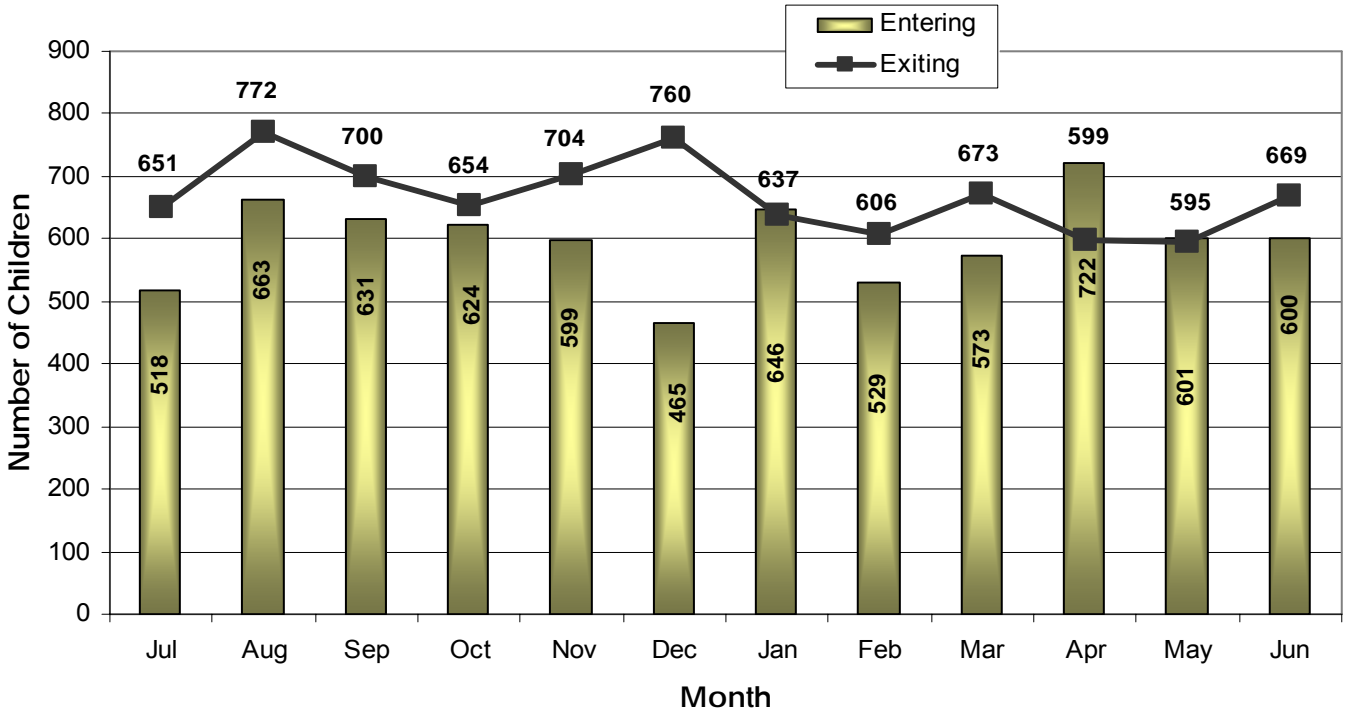


Figure 14: Children Exiting to Finalized Adoption – Fiscal Year 1997– 2007

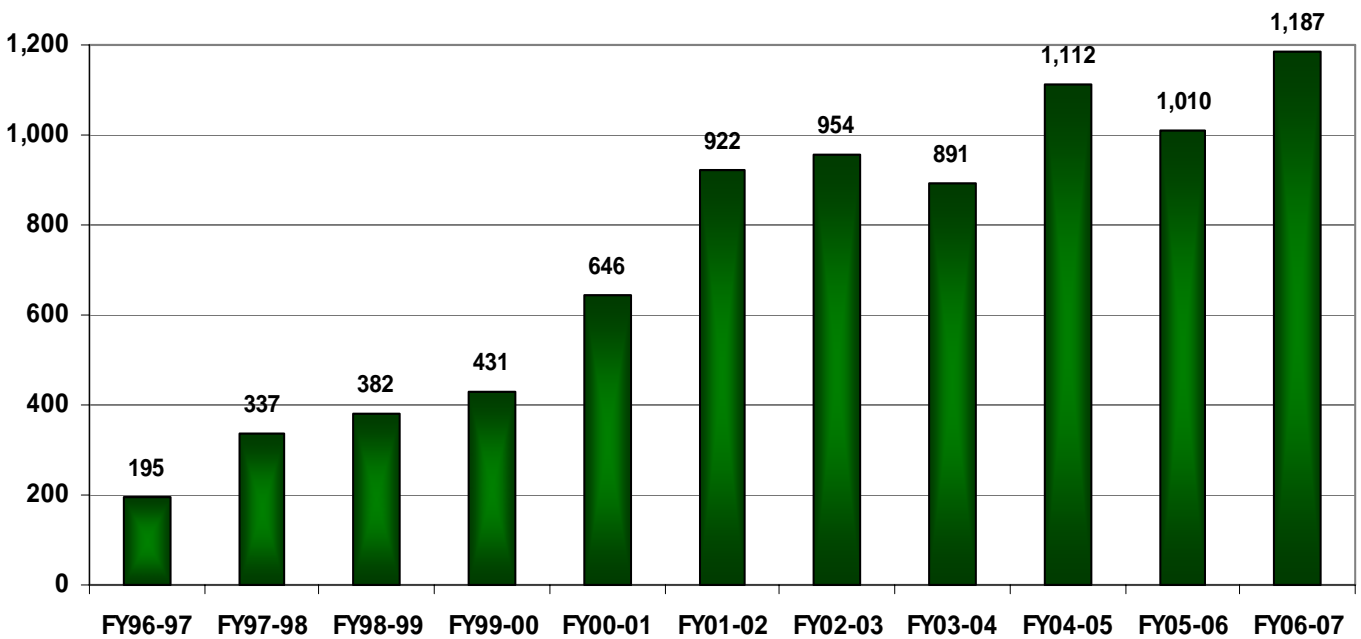


Table 11: Direct Service Staff Vacancies on June 30, 2007

	CS Family service worker 1* - \$30,965**		CS Family service worker 2 - \$34,480**	
	Total Vacant	Total Positions	Total Vacant	Total Positions
Davidson	0	74	17	194
East TN	0	61	26	276
Hamilton	0	15	7	91
Knox	0	25	1	103
Mid-Cumberland	0	69	15	258
Northeast	0	29	6	168
Northwest	0	7	2	82
Shelby	0	32	24	265
South Central	0	39	5	146
Southeast	0	20	5	108
Southwest	0	24	11	147
Upper Cumberland	0	44	8	143
	CS Family service worker 3 - \$37,606**		CS Family service worker 4 - \$42,960**	
	Total Vacant	Total Positions	Total Vacant	Total Positions
Davidson	2	10	0	27
East TN	0	19	0	50
Hamilton	2	22	0	20
Knox	0	16	0	22
Mid-Cumberland	1	23	0	51
Northeast	2	22	0	35
Northwest	1	13	0	17
Shelby	1	27	0	58
South Central	2	11	0	27
Southeast	1	17	0	21
Southwest	0	17	0	31
Upper Cumberland	2	19	0	28

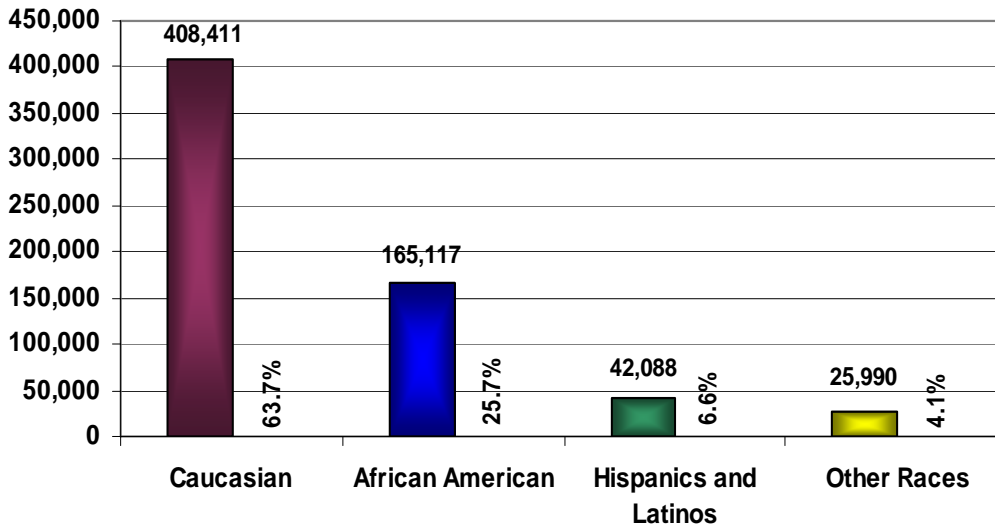
*These positions are "flex" positions and are filled on an as needed basis. As such, there are not vacancies per se.

**These dollar amounts are average yearly salaries.

Davidson Region



Total Population— 641,606*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 12: Placement Settings for Children In Care In the Davidson Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	5	0.5%
Contract Resource home	125	12.9%
DCS Resource home (Authorized, Expedited)	289	29.8%
DCS Group Home	9	0.9%
DCS Youth Development Center	137	14.1%
Emergency Services	25	2.6%
Foster Care Medically Fragile	5	0.5%
In-Home	6	0.6%
Level 2	140	14.4%
Level 3	124	12.8%
Level 4	7	0.7%
Runaway	48	5.0%
Transitional/Independent Living	2	0.2%
Trial Home Visit 30/60/90	46	4.7%
Missing	1	0.1%
Total	969	100.0%

Population ages 18 & under as of June 30, 2007— 148,517

Number of children in care as of June 30, 2007—972

The Davidson Region is a single-county region located in Middle Tennessee. It includes the city of Nashville where the regional office is located. The region has a staff of 304 who assist in the provision of services to the children and families of Davidson County. Davidson County is the third largest region in the state based on the number of 972 children in custody.

(Data Source: TN KIDS)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 15: Children in Custody in the Davidson Region
By Age Group Compared with Statewide Totals as of June 30, 2007

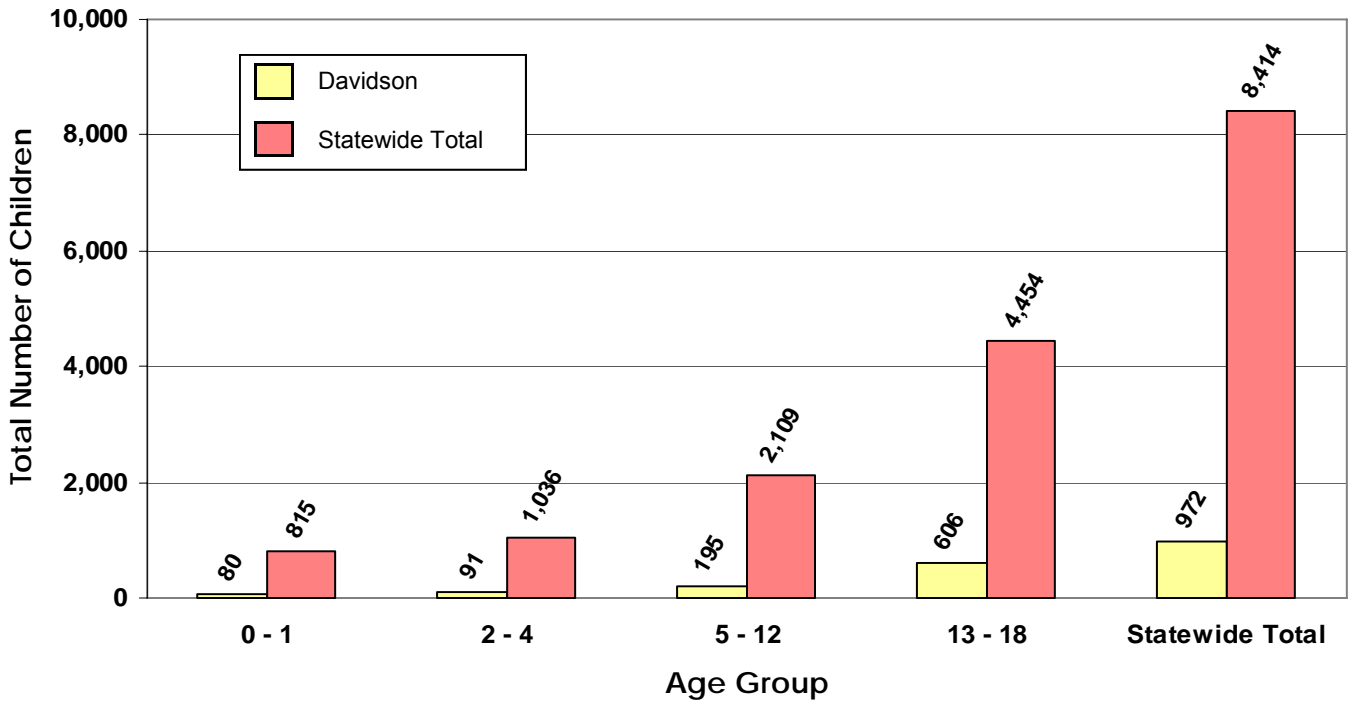
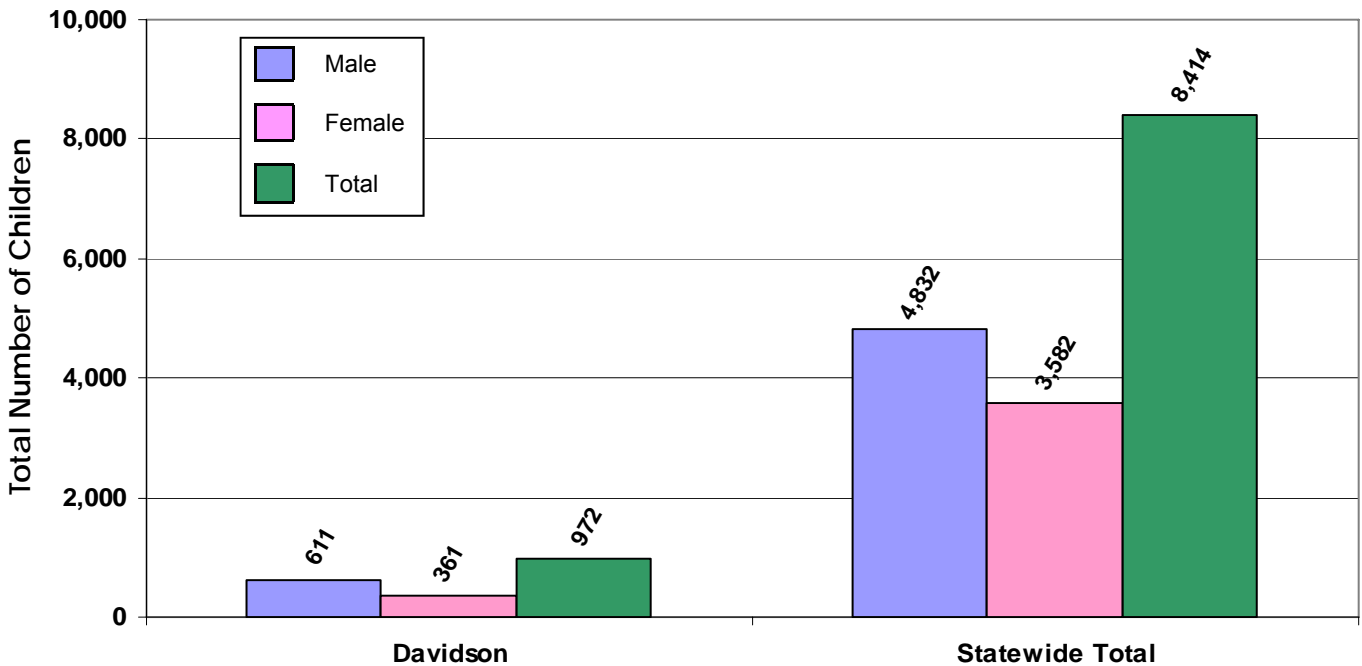
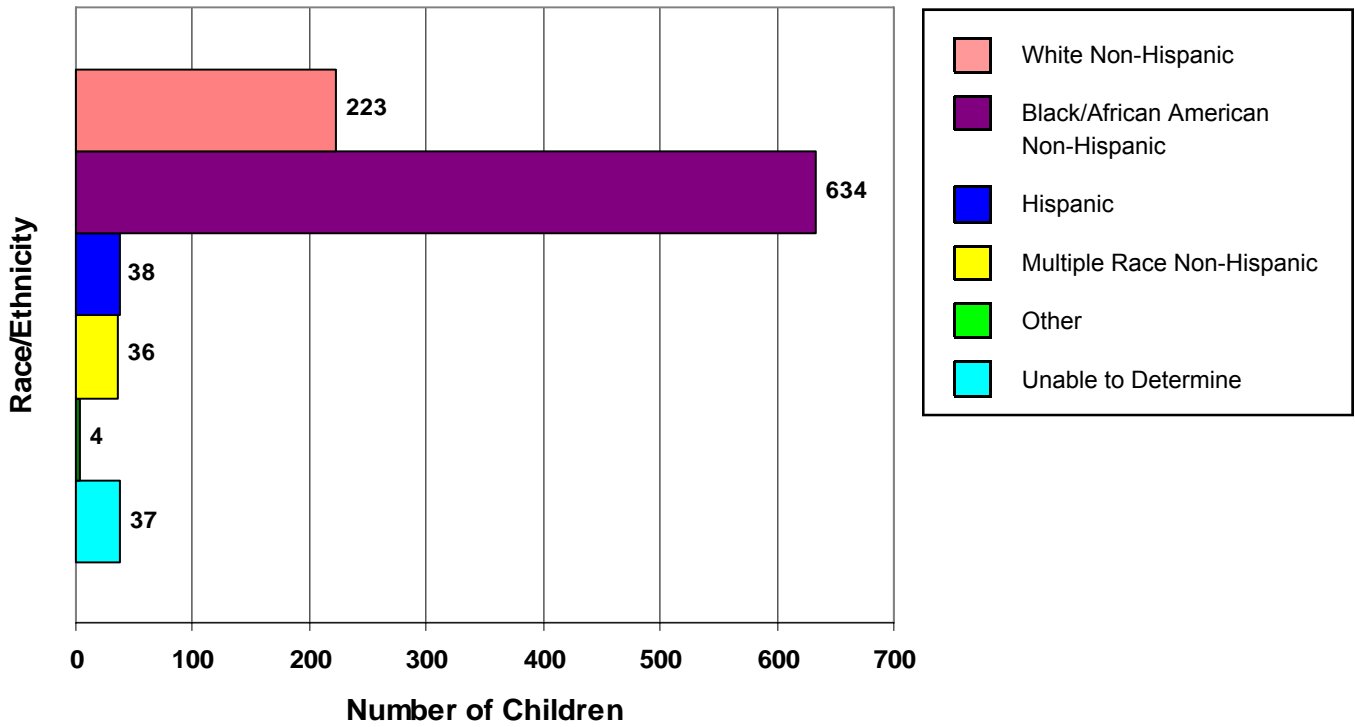


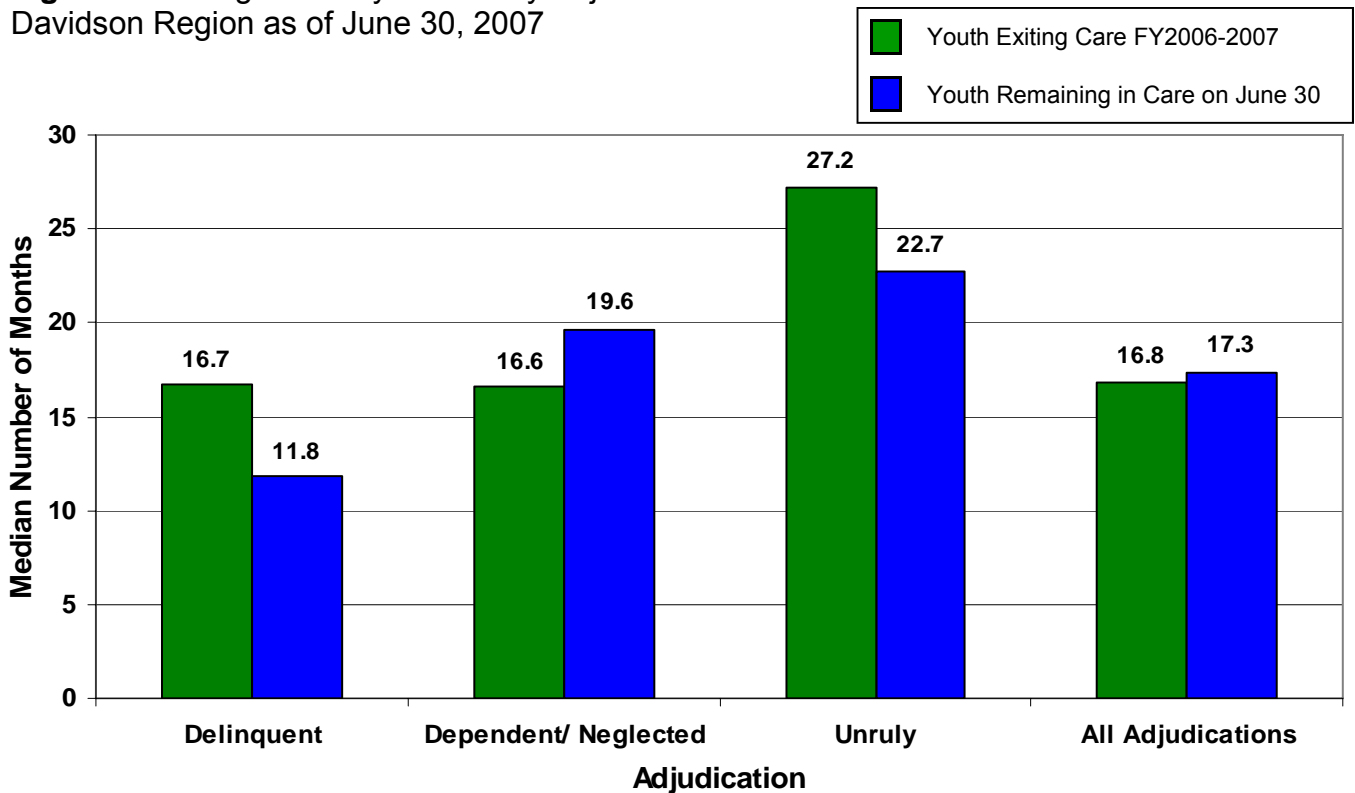
Figure 16: Children in Custody in the Davidson Region
By Gender as of June 30, 2007



**Figure 17: Children in Custody in the Davidson Region
By Race/Ethnicity as of June 30, 2007**



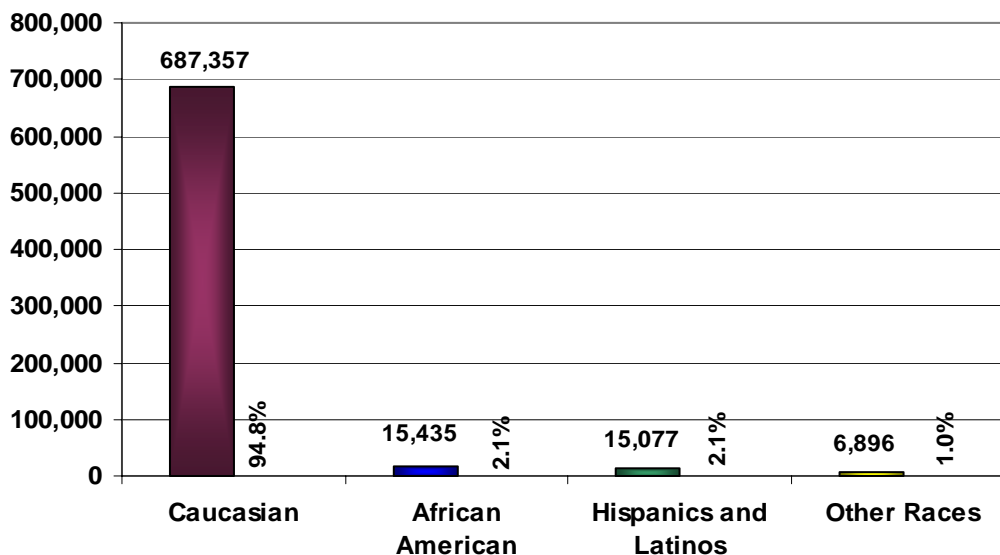
**Figure 18: Length of Stay in Care by Adjudication in the
Davidson Region as of June 30, 2007**



East Region



Total Population—724,765*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 13: Placement Settings for Children In Care In the East Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	8	0.5%
Adoptive Home	2	0.1%
Contract Resource home	69	4.5%
DCS Resource home (Authorized,Expedited)	761	49.5%
DCS Group Home	17	1.1%
DCS Youth Development Center	46	3.0%
Emergency Services	32	2.1%
Foster Care Medically Fragile	5	0.3%
In-Home	20	1.3%
Level 2	314	20.4%
Level 3	117	7.6%
Level 4	6	0.4%
Runaway	54	3.5%
Transitional/Independent Living	3	0.2%
Trial Home Visit 30/60/90	83	5.4%
Total	1,537	100.0%

Population ages 18 & under as of June 30, 2007—180,508

Number of children in care as of June 30, 2007—1,538

The East Region includes 15 counties with the regional office located in Clinton. There are 319 staff members who support service delivery. The 15 counties in the East Region are: Anderson, Blount, Campbell, Clairborne, Cocke, Grainger, Hamblen, Jefferson, Loudon, Monroe, Morgan, Roane, Scott, Sevier and Union.

In Fiscal Year 2006, East was the largest region based on 1538 children in custody.

(Data Source: TN KIDS)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 19: Children in Custody in the East Region
By Age Group Compared with Statewide Totals as of June 30, 2007

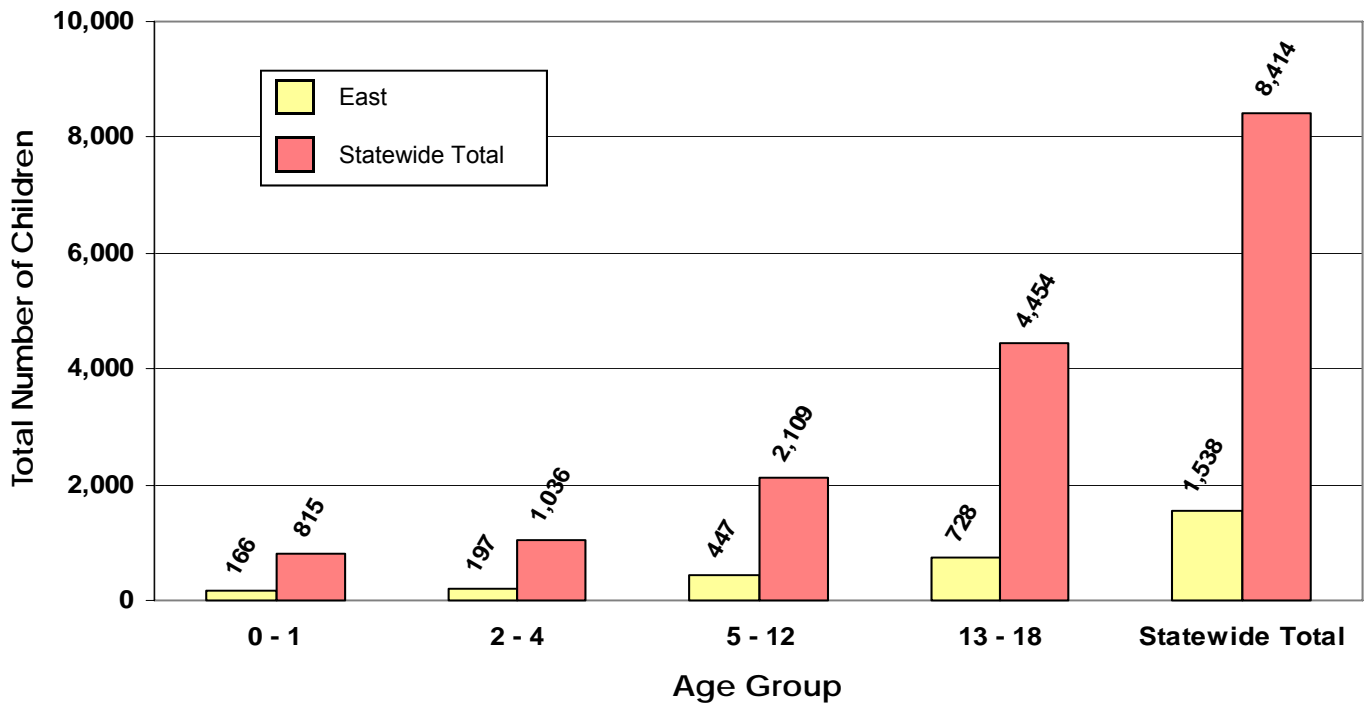
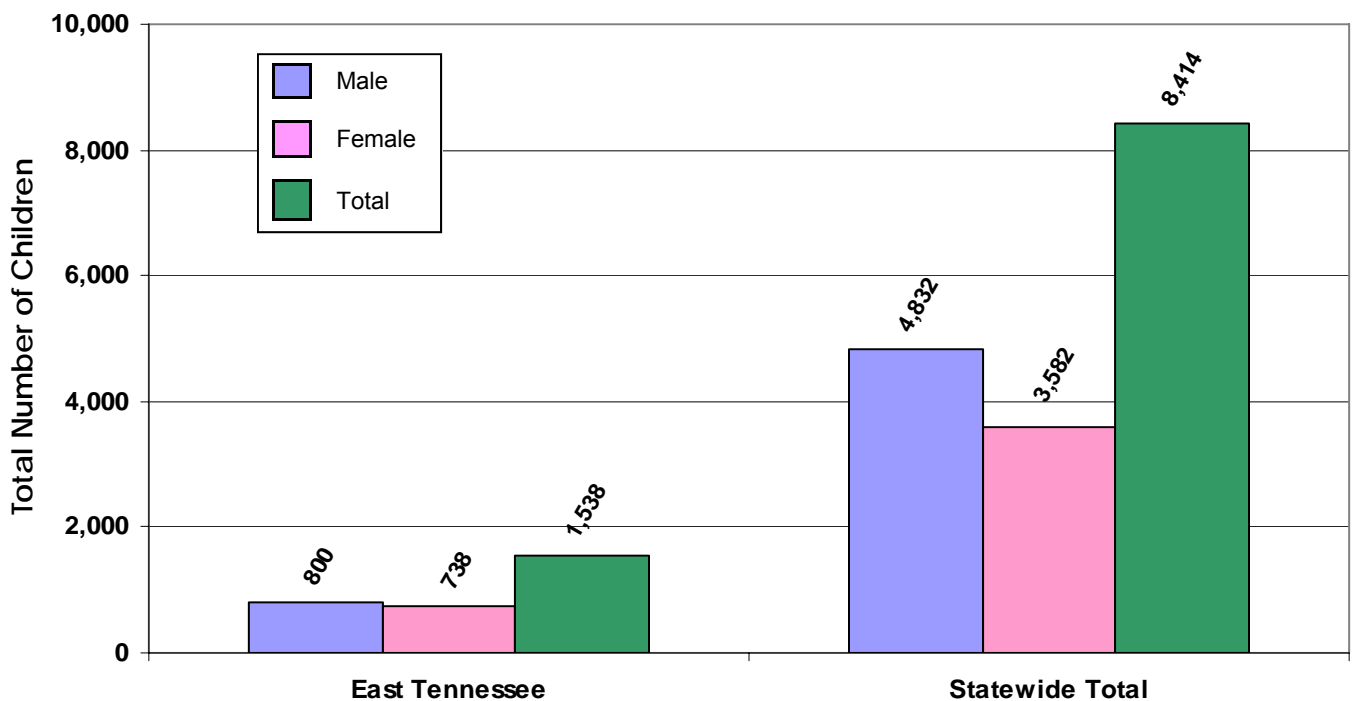
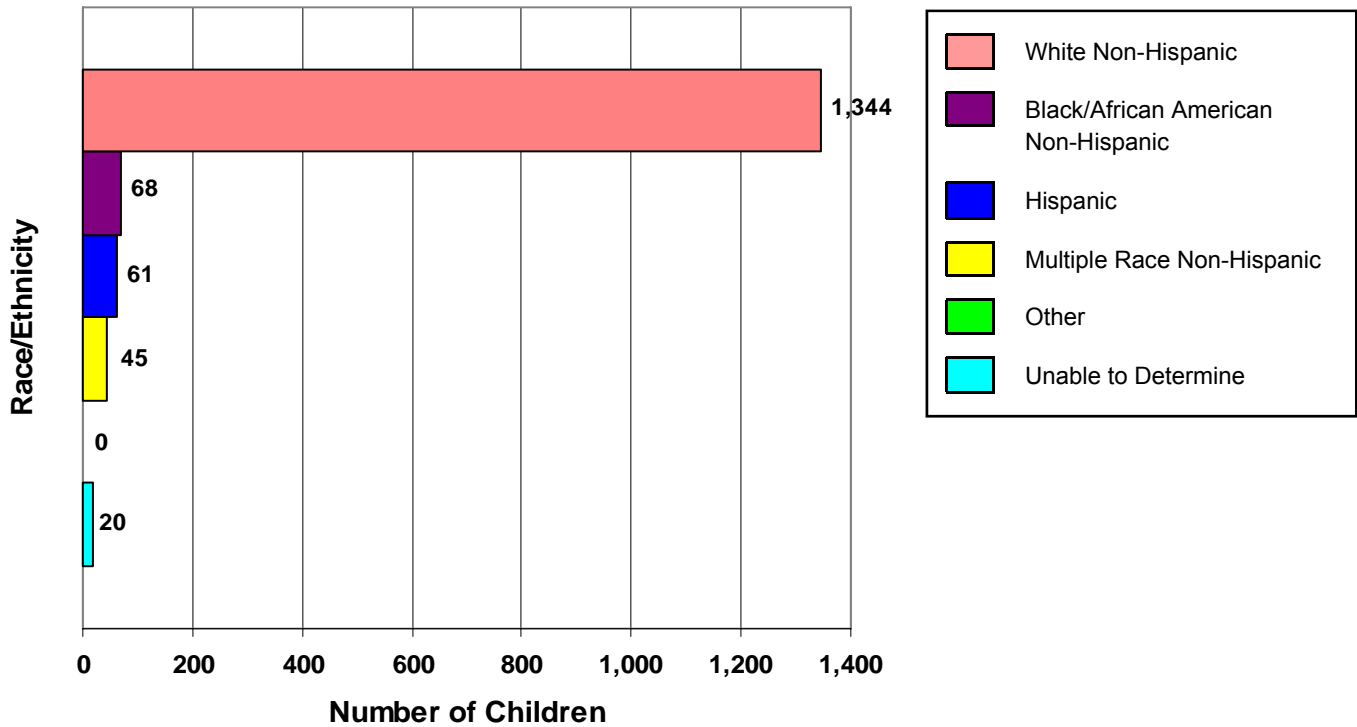


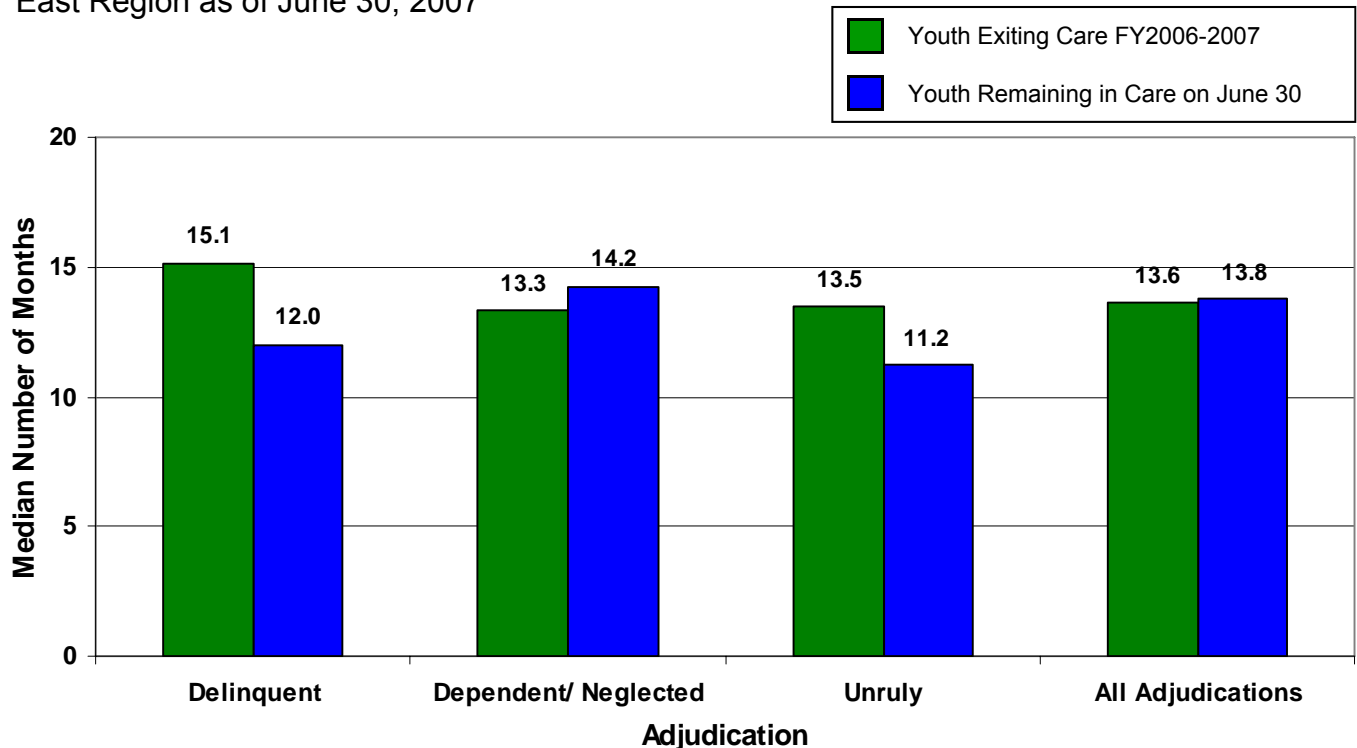
Figure 20: Children in Custody in the East Region
By Gender as of June 30, 2007



**Figure 21: Children in Custody in the East Region
By Race/Ethnicity as of June 30, 2007**



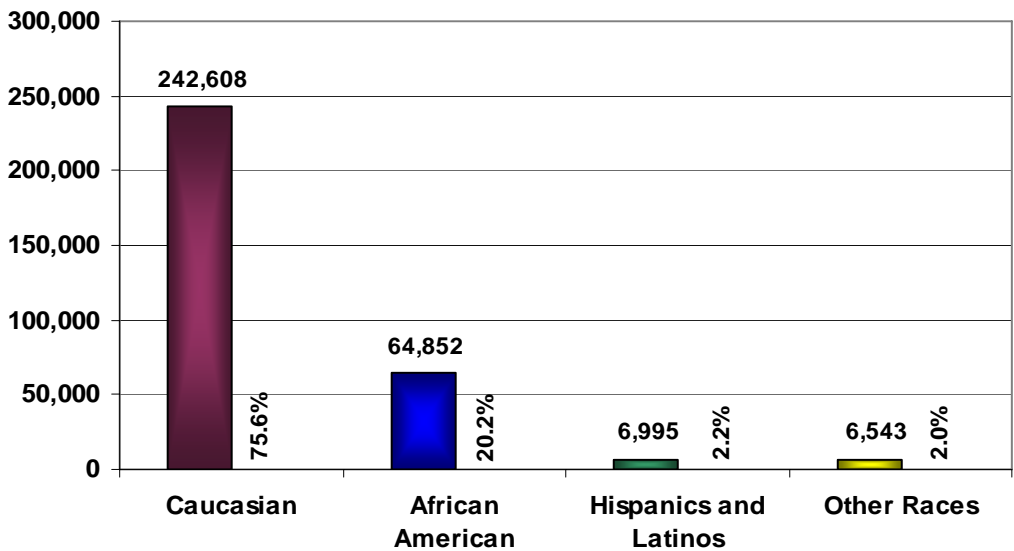
**Figure 22: Length of Stay in Care by Adjudication in the
East Region as of June 30, 2007**



Hamilton Region



Total Population— 320,998*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 14: Placement Settings for Children In Care In the Hamilton Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	2	0.5%
Contract Resource home	52	13.6%
DCS Resource home (Authorized, Expedited)	120	31.3%
DCS Group Home	8	2.1%
DCS Youth Development Center	50	13.1%
Emergency Services	13	3.4%
Foster Care Medically Fragile	4	1.0%
In-Home	7	1.8%
Level 2	71	18.5%
Level 3	31	8.1%
Level 4	9	2.3%
Runaway	6	1.6%
Trial Home Visit 30/60/90	10	2.6%
Total	383	100.0%

Population ages 18 & under as of June 30, 2007—78,327

Number of children in care as of June 30, 2007—383

Hamilton Region is a single-county region located in central Tennessee and is surrounded by the Southeast Region. It includes the county seat of Chattanooga as well as all other cities and municipalities within the county's geographic boundaries. The region employs 170 staff.

Based on the number of children in custody, Hamilton County ranks tenth among the twelve regions with 383 children.

(Data Source: TN KIDS)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 23: Children in Custody in the Hamilton Region
By Age Group Compared with Statewide Totals as of June 30, 2007

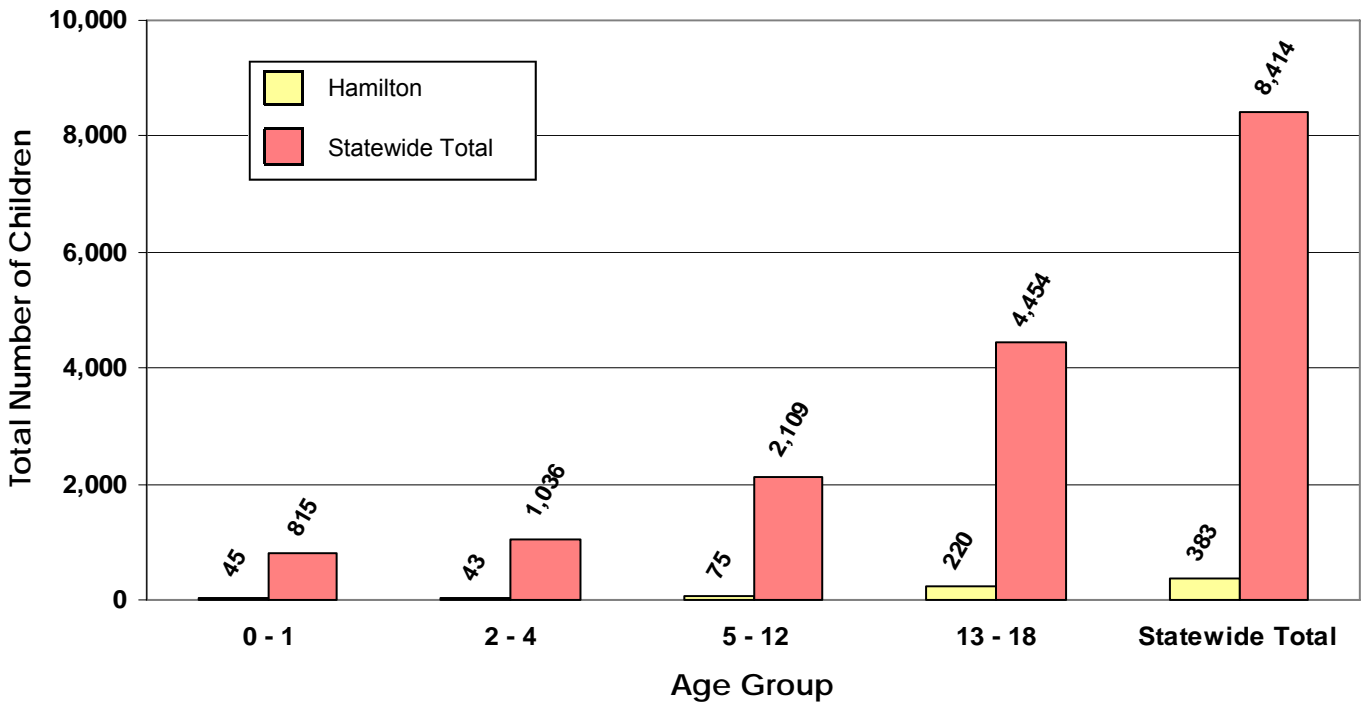
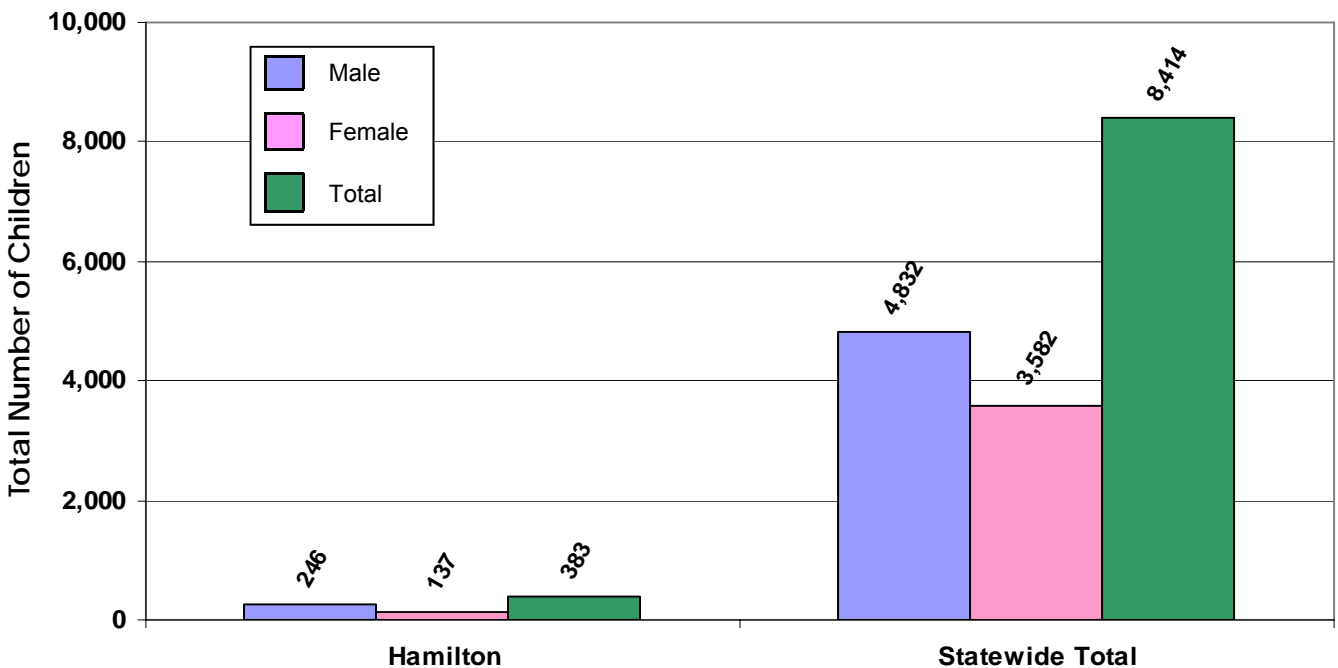
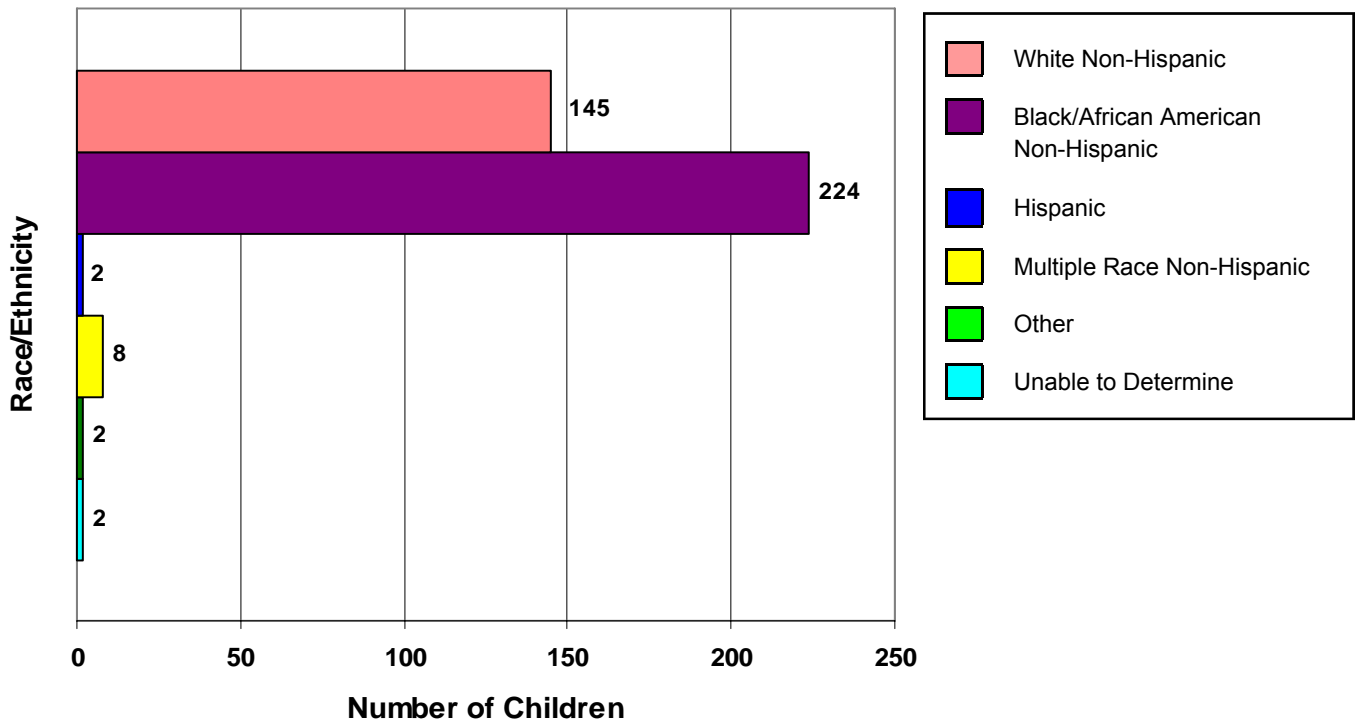


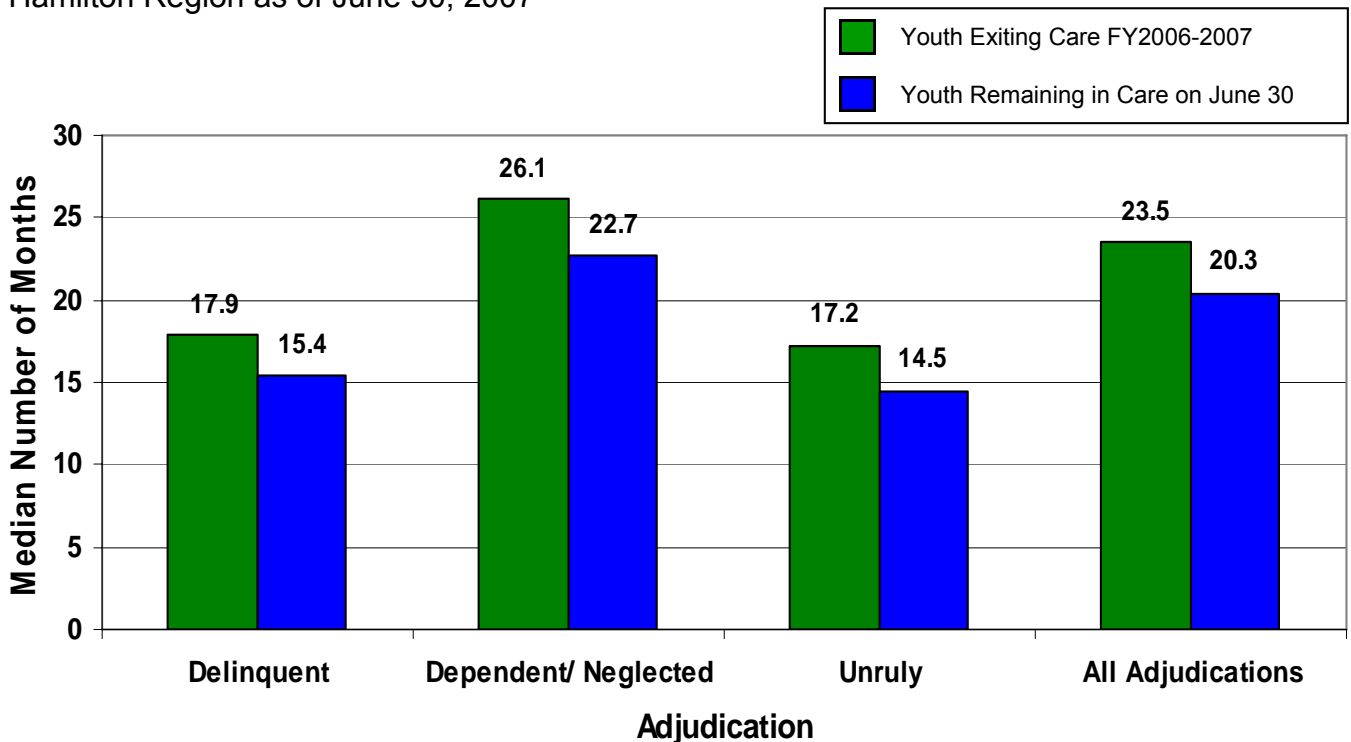
Figure 24: Children in Custody in the Hamilton Region
By Gender as of June 30, 2007



**Figure 25: Children in Custody in the Hamilton Region
By Race/Ethnicity as of June 30, 2007**



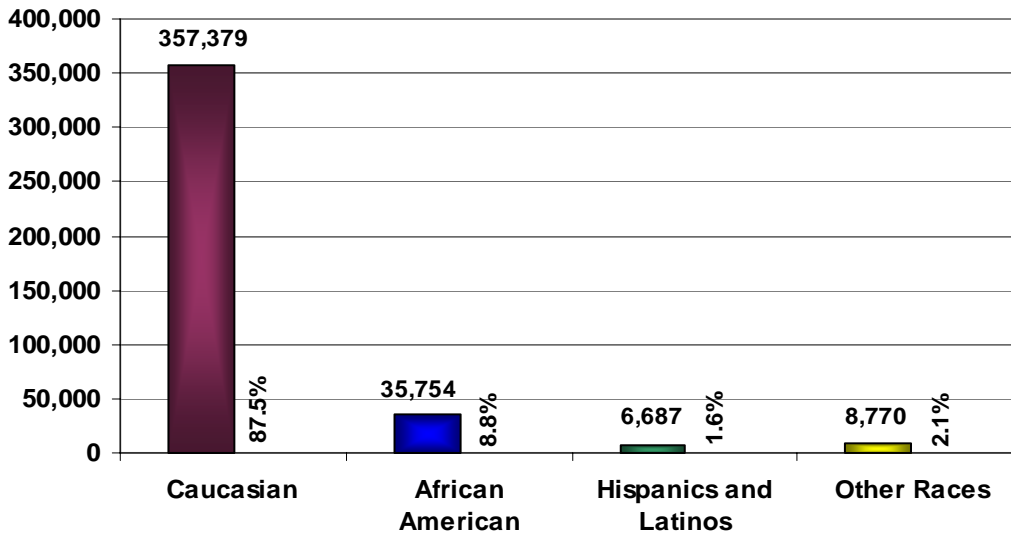
**Figure 26: Length of Stay in Care by Adjudication in the
Hamilton Region as of June 30, 2007**



Knox Region



Total Population— 408,590*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under as of June 30, 2007—102,490

Table 15: Placement Settings for Children In Care In the Knox Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	4	0.7%
Contract Resource home	120	21.8%
DCS Resource home (Authorized,Expedited)	174	31.6%
DCS Group Home	1	0.2%
DCS Youth Development Center	21	3.8%
Emergency Services	4	0.7%
Foster Care Medically Fragile	3	0.5%
In-Home	5	0.9%
Level 2	115	20.9%
Level 3	49	8.9%
Level 4	7	1.3%
Runaway	16	2.9%
Trial Home Visit 30/60/90	31	5.6%
Total	550	100.0%

Number of children in care as of June 30, 2007—550

Knox Region, which includes the city of Knoxville, is the sixth largest metropolitan area in Tennessee. It is located in the Tennessee Valley of East Tennessee between the Cumberland Mountains and the Great Smoky Mountains National Park. The county is a mixture of suburban and rural areas. The regional office is located in Knoxville. There are 188 DCS staff located throughout the region.

Based on the number of children in care, Knox County is the seventh largest region in the state with 550 children in custody.

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 27: Children in Custody in the Knox Region
By Age Group Compared with Statewide Totals as of June 30, 2007

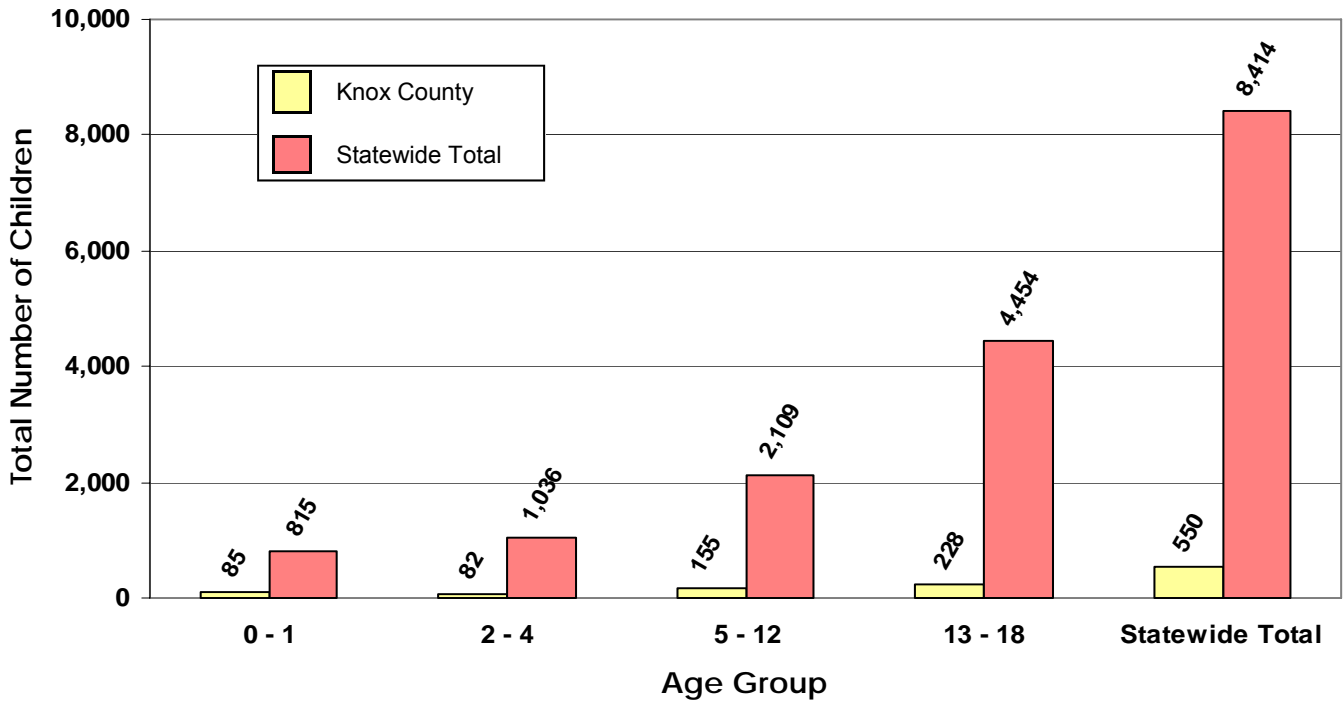


Figure 28: Children in Custody in the Knox Region
By Gender as of June 30, 2007

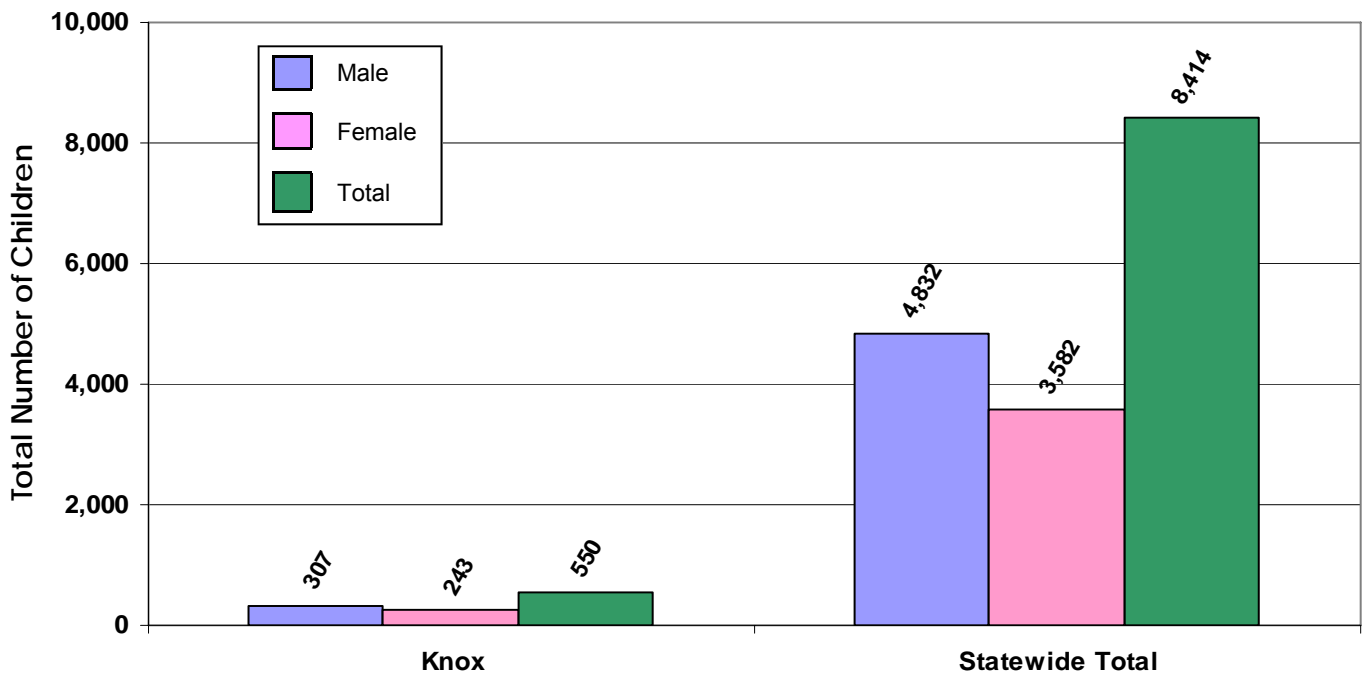


Figure 29: Children in Custody in the Knox Region
By Race/Ethnicity as of June 30, 2007

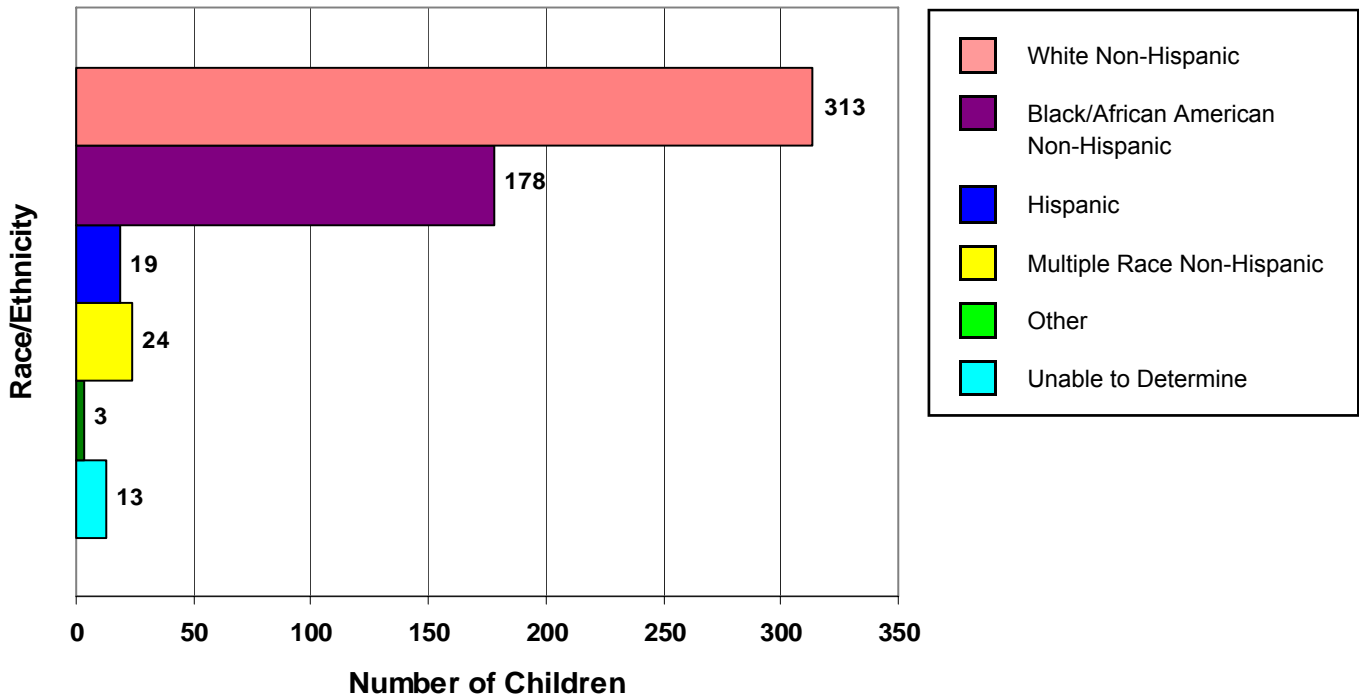
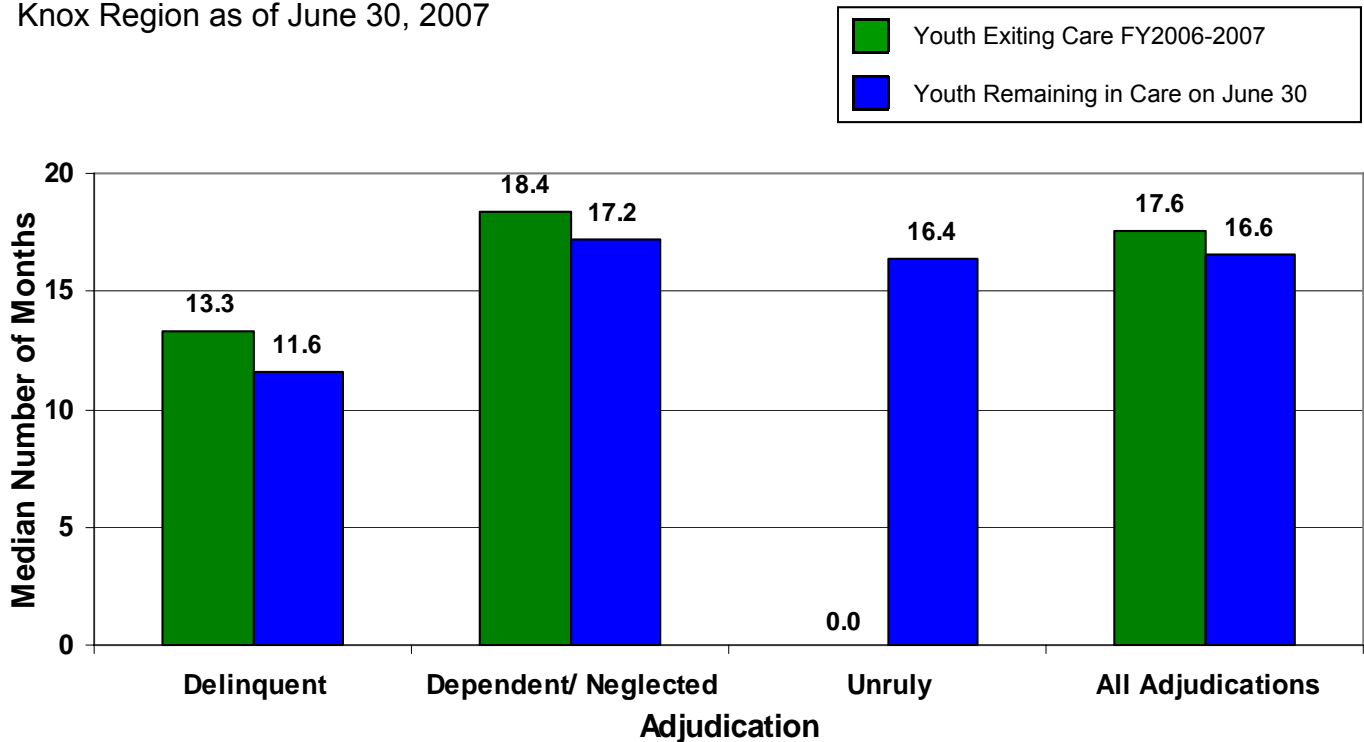


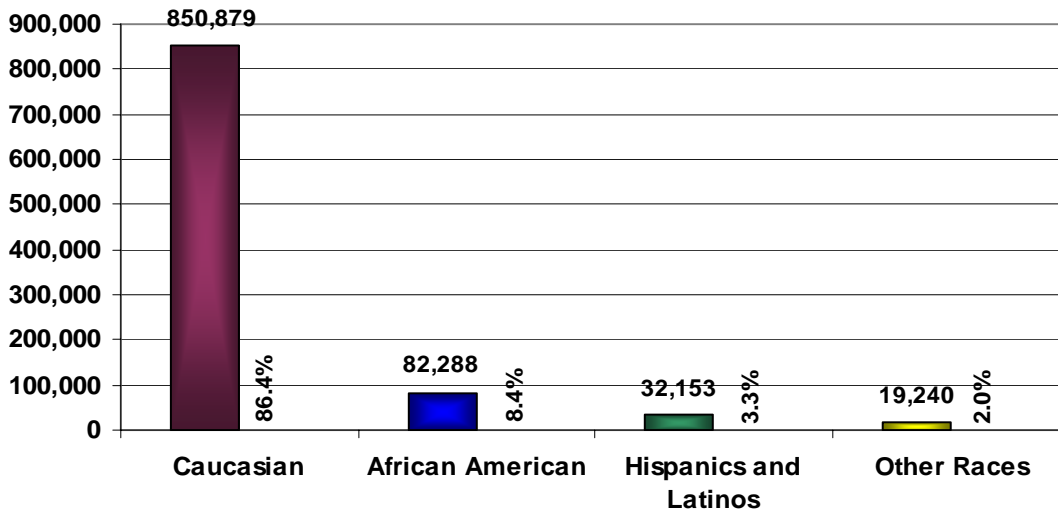
Figure 30: Length of Stay in Care by Adjudication in the
Knox Region as of June 30, 2007



Mid-Cumberland Region



Total Population— 984,560*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 16: Placement Settings for Children In Care In the Mid-Cumberland Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	8	0.7%
Contract Resource home	172	14.4%
DCS Resource home (Authorized,Expedited)	443	37.0%
DCS Group Home	9	0.8%
DCS Youth Development Center	67	5.6%
Emergency Services	20	1.7%
Foster Care Medically Fragile	2	0.2%
In-Home	33	2.8%
Level 2	179	14.9%
Level 3	163	13.6%
Level 4	7	0.6%
Runaway	27	2.3%
Transitional/Independent Living	0	0.0%
Trial Home Visit 30/60/90	65	5.4%
Missing	3	0.3%
Total	1,198	100.0%

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Population ages 18 & under as of June 30, 2007—280,323

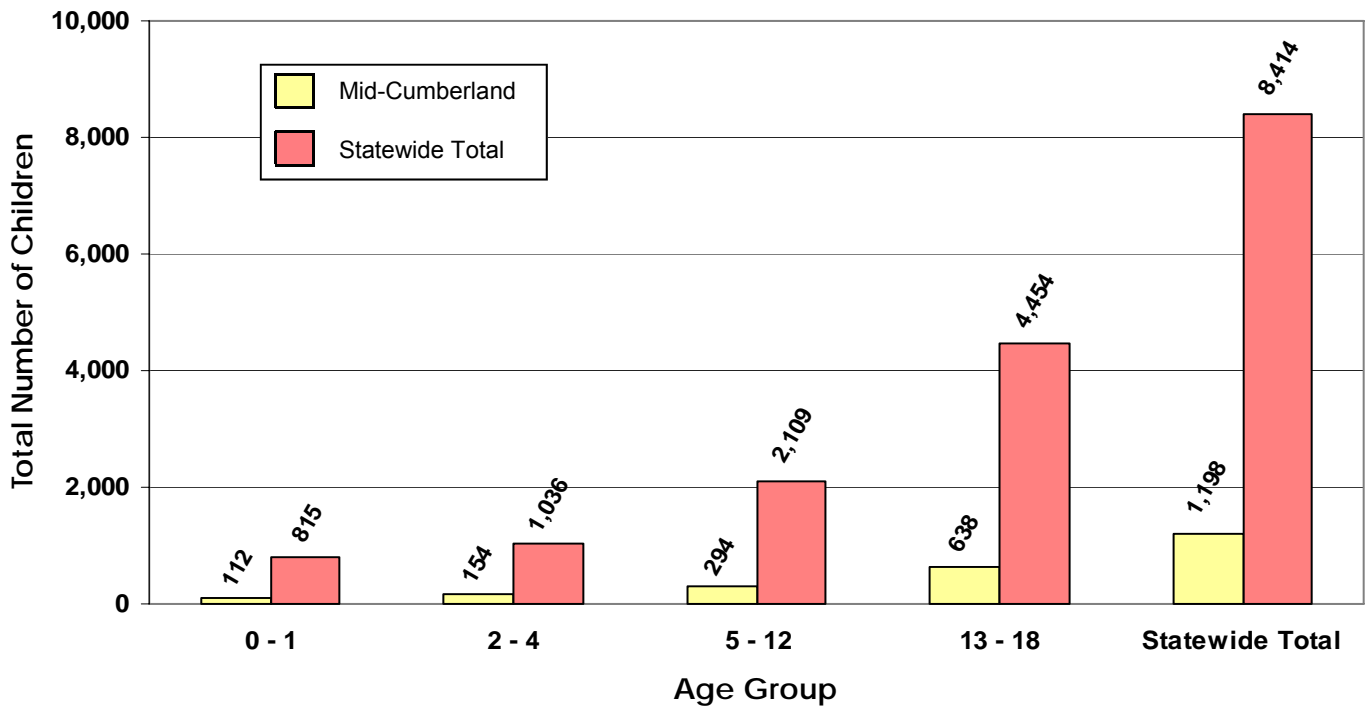
Number of children in care as of June 30, 2006—1,198

The Mid-Cumberland Region makes up the largest geographic area in the state. It consists of the urban and rural counties surrounding Metro Nashville. The 12 counties are: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson and Wilson. The regional office is located in Murfreesboro. The U.S. military installation, Ft. Campbell, spans Montgomery and Stewart counties in Tennessee and Kentucky. Child Protective Services, Social Services and Juvenile Justice staff all deal with military families in this area. Their caseloads are unique because of military protocol. The region has 410 employees.

Based on the number of children in custody, Mid-Cumberland is the second largest of the twelve regions with 1,198 children.

(Data Source: TN KIDS)

**Figure 31: Children in Custody in the Mid-Cumberland Region
By Age Group Compared with Statewide Totals as of June 30, 2007**



**Figure 32: Children in Custody in the Mid-Cumberland Region
By Gender as of June 30, 2007**

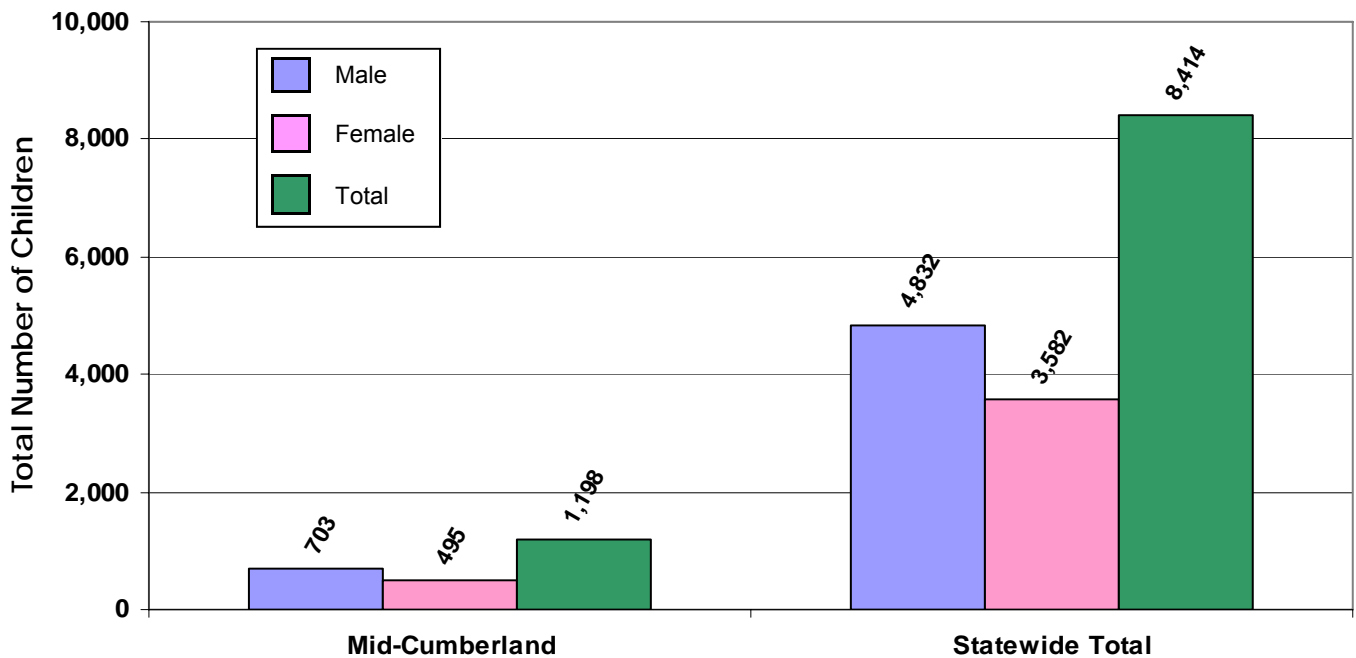


Figure 33: Children in Custody in the Mid-Cumberland Region By Race/Ethnicity as of June 30, 2007

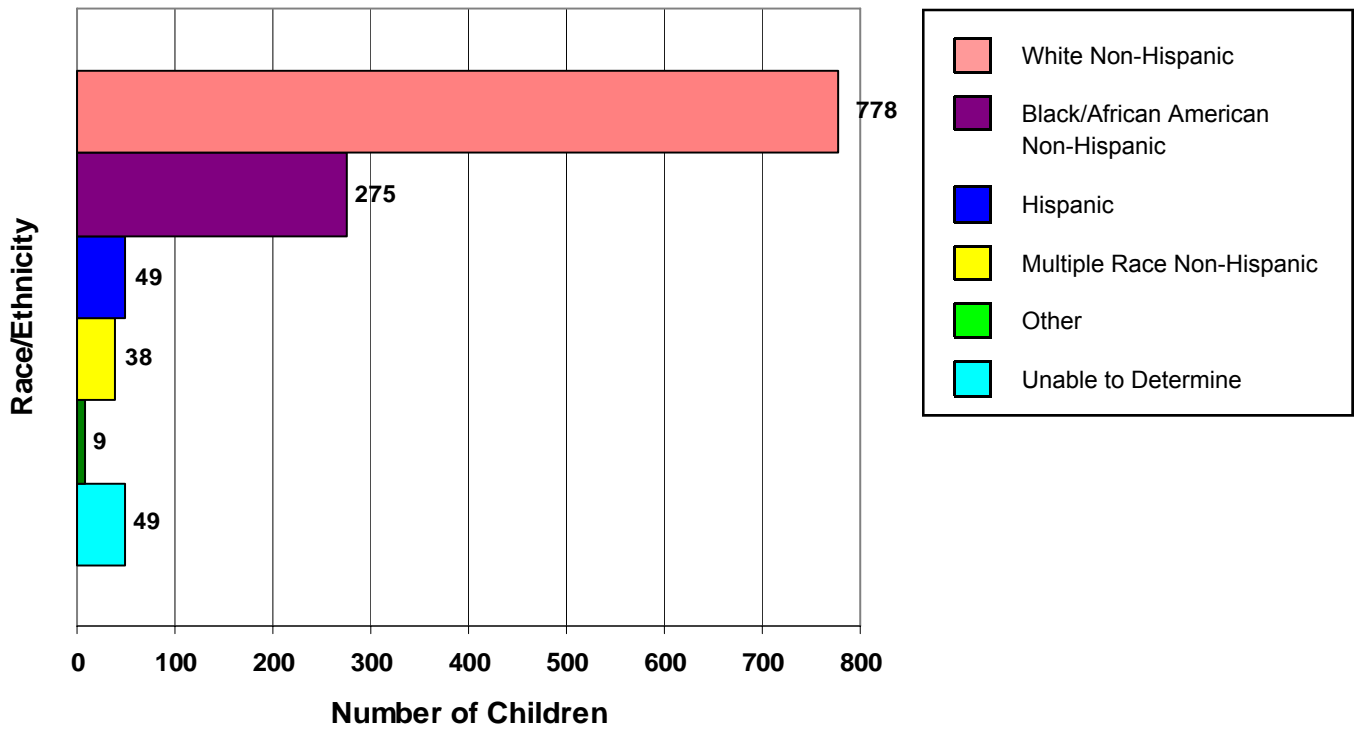
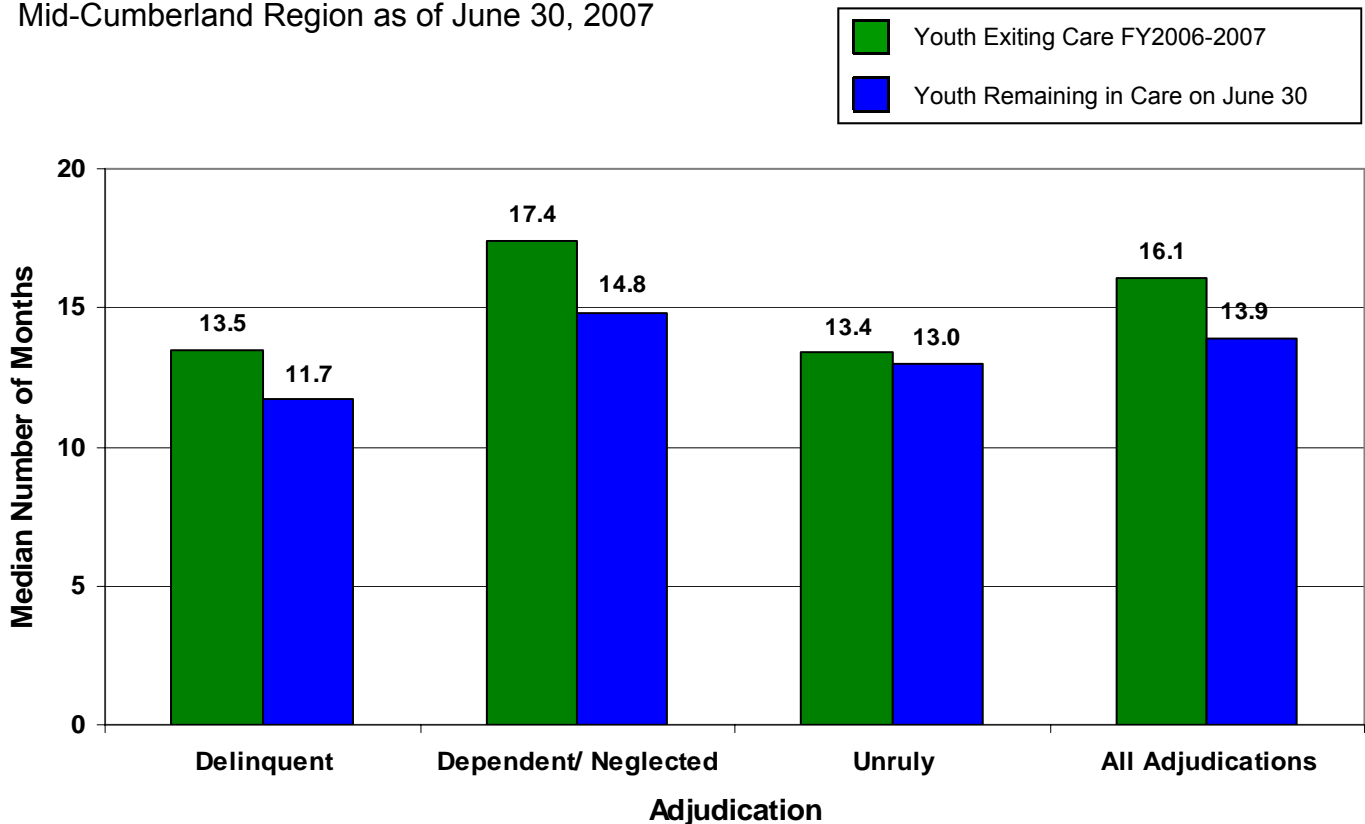


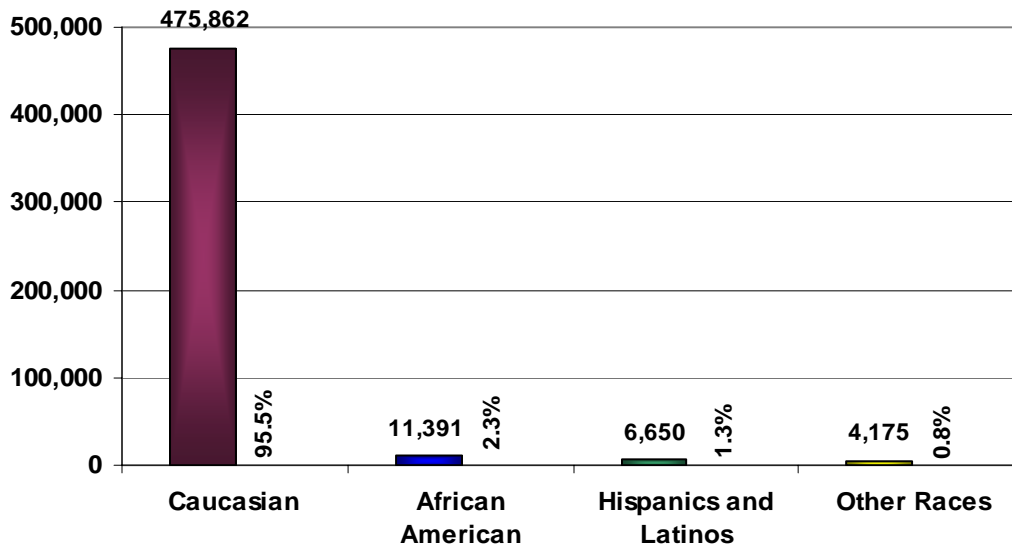
Figure 34: Length of Stay in Care by Adjudication in the Mid-Cumberland Region as of June 30, 2007



Northeast Region



Total Population— 498,078*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 17: Placement Settings for Children In Care In the Northeast Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	3	0.4%
Adoptive Home	0	0.0%
Contract Resource home	50	6.9%
DCS Resource home (Authorized,Expedited)	288	40.0%
DCS Group Home	12	1.7%
DCS Youth Development Center	45	6.3%
Emergency Services	28	3.9%
Foster Care Medically Fragile	6	0.8%
In-Home	6	0.8%
Level 2	139	19.3%
Level 3	74	10.3%
Level 4	0	0.0%
Runaway	14	1.9%
Trial Home Visit 30/60/90	55	7.6%
Total	720	100.0%

Population ages 18 & under as of June 30, 2007—119,176

Number of children in care as of June 30, 2007—720

The Northeast Region is located in the extreme northeastern part of the state with the regional office in Johnson City. The region comprises eight counties and has 286 staff providing services. The eight counties are: Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington.

Based on the number of children in custody, the Northeast Region is the fifth largest with 720 children in custody.

(Data Source: TN KIDS)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 35: Children in Custody in the Northeast Region
By Age Group Compared with Statewide Totals as of June 30, 2007

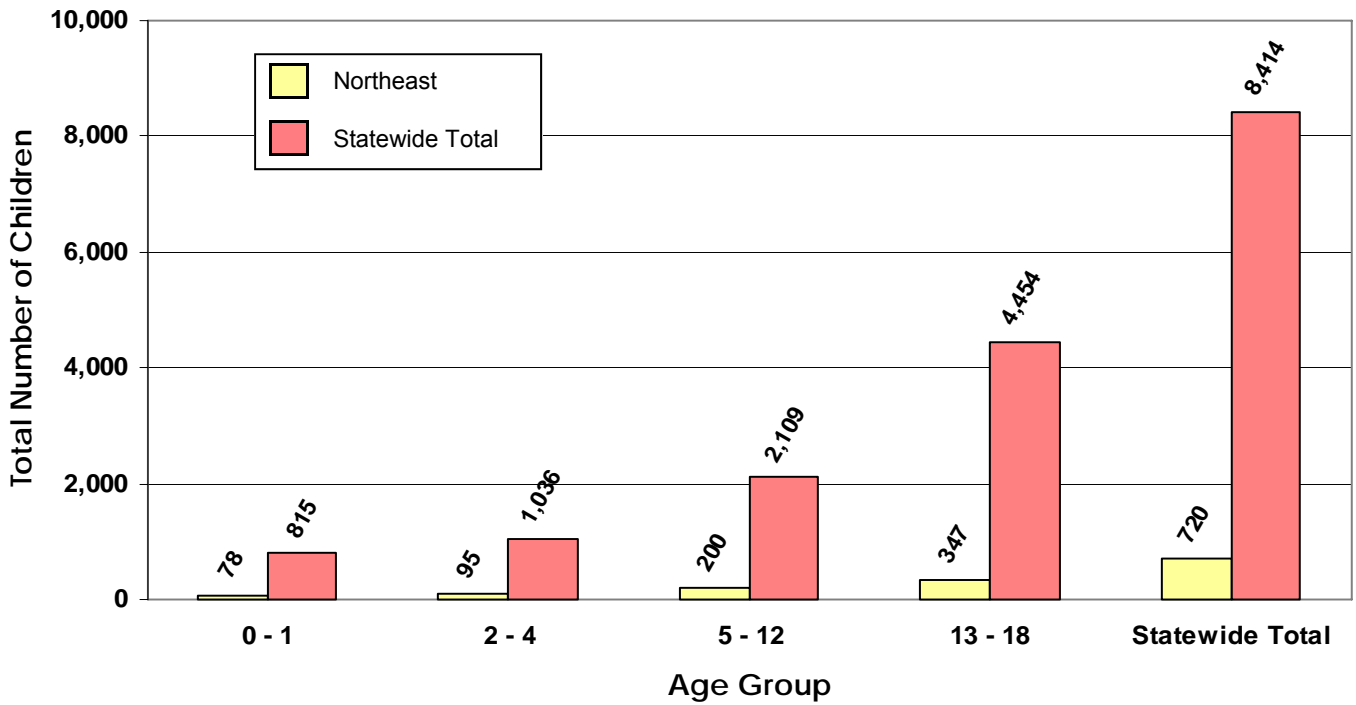
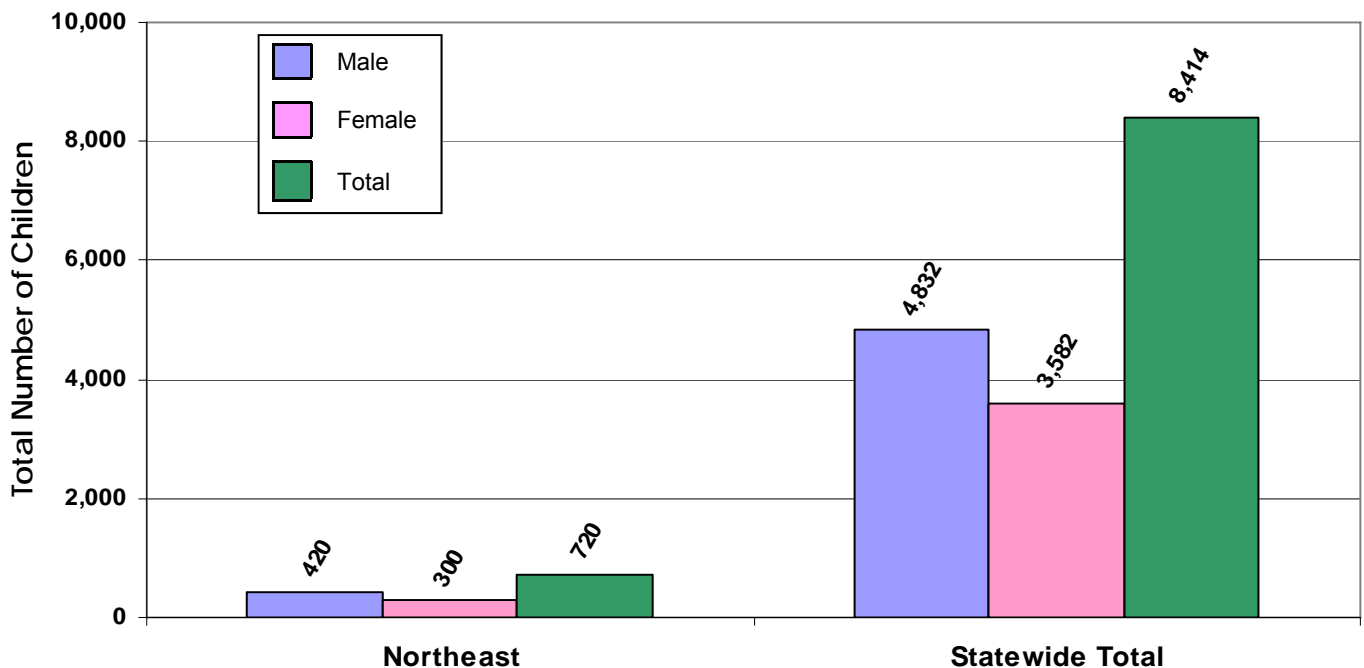
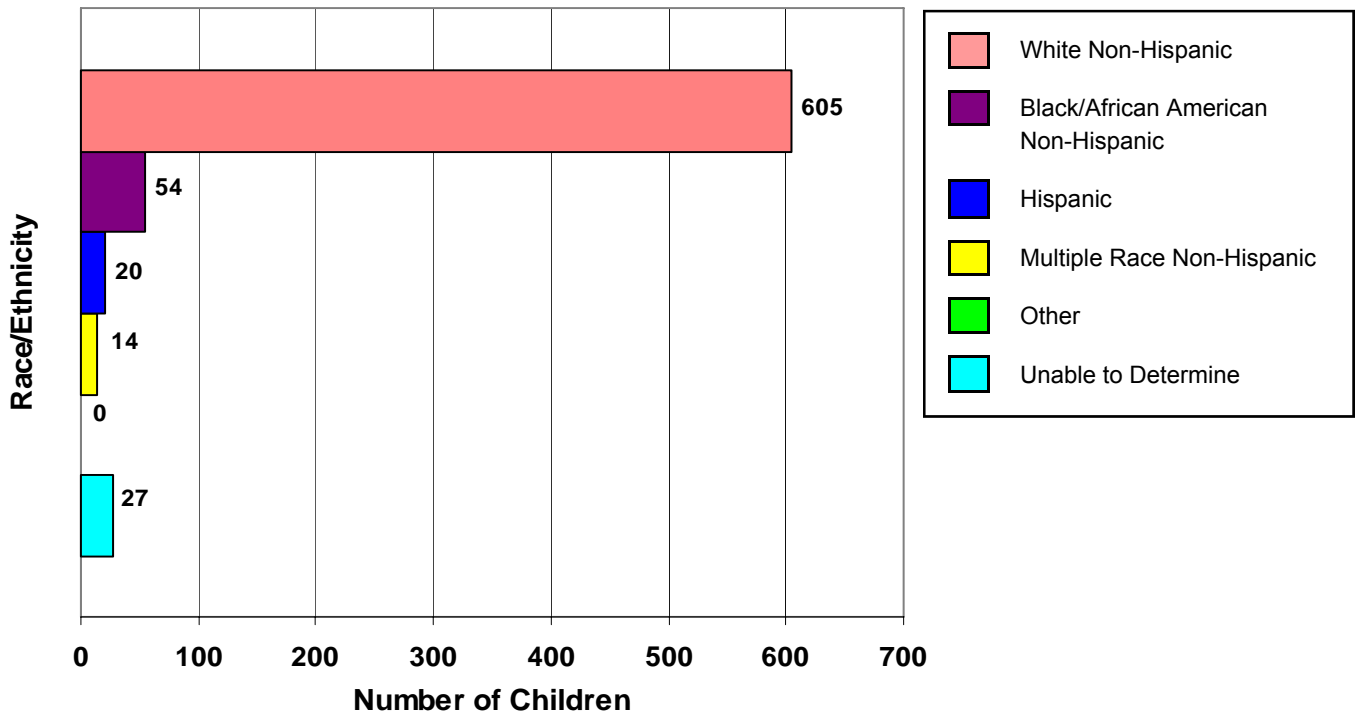


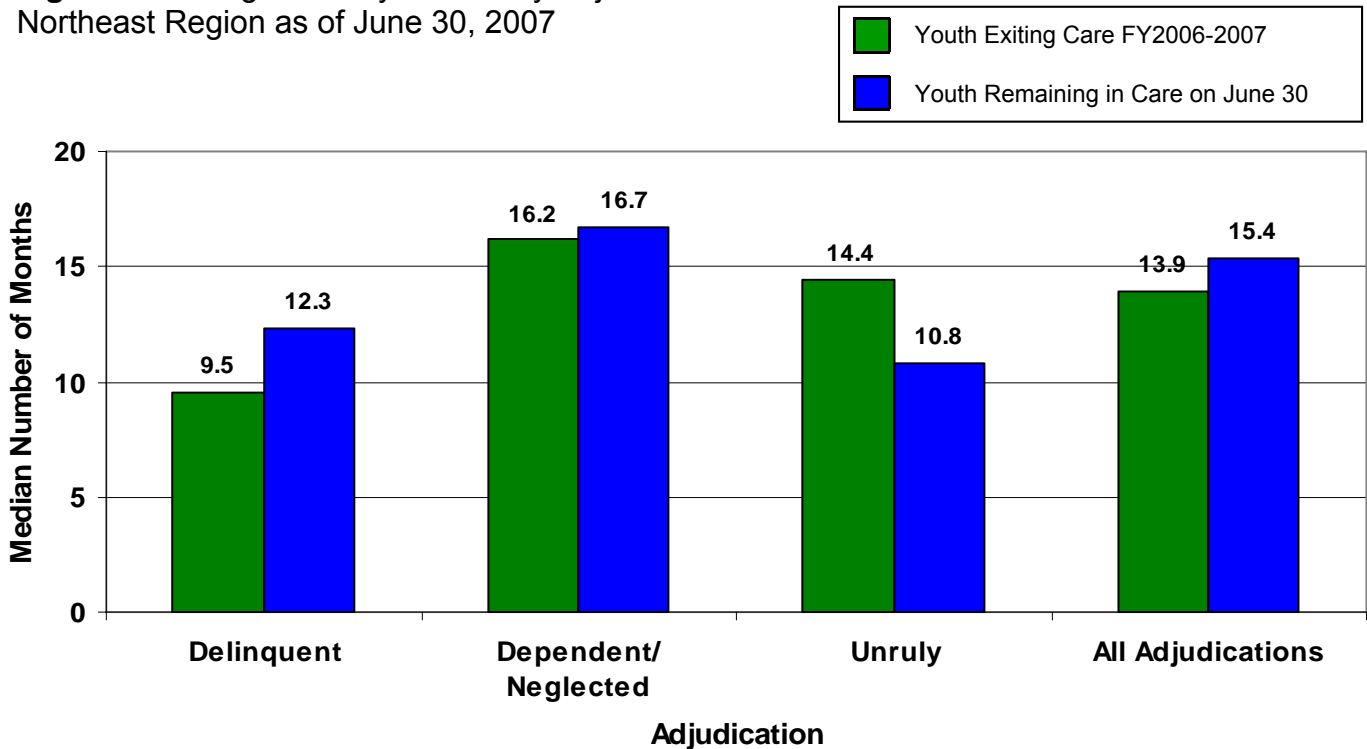
Figure 36: Children in Custody in the Northeast Region
By Gender as of June 30, 2007



**Figure 37: Children in Custody in the Northeast Region
By Race/Ethnicity as of June 30, 2007**



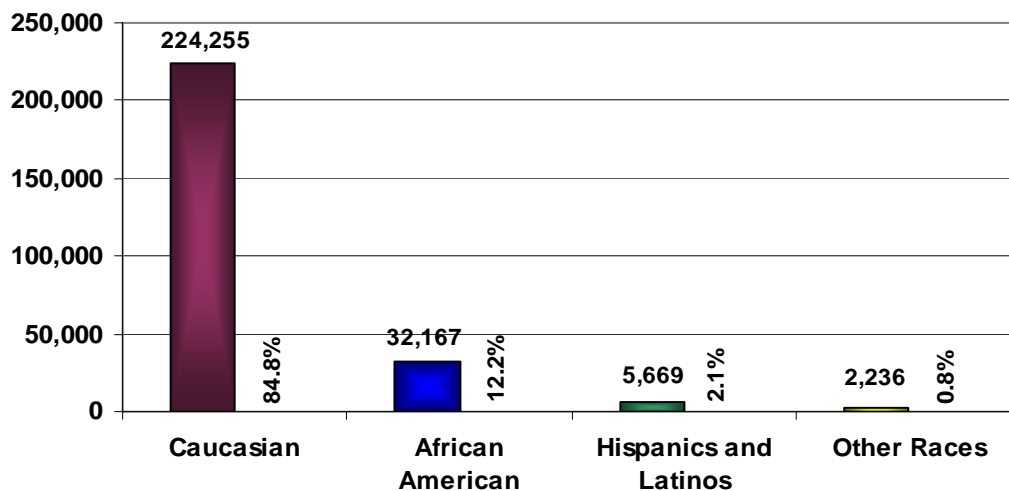
**Figure 38: Length of Stay in Care by Adjudication in the
Northeast Region as of June 30, 2007**



Northwest Region



Total Population— 264,327*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 18: Placement Settings for Children In Care In the Northwest Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	1	0.4%
Adoptive Home	0	0.0%
Contract Resource home	17	6.5%
DCS Resource home (Authorized,Expedited)	113	43.5%
DCS Group Home	0	0.0%
DCS Youth Development Center	19	7.3%
Emergency Services	4	1.5%
Foster Care Medically Fragile	1	0.4%
In-Home	6	2.3%
Level 2	36	13.8%
Level 3	48	18.5%
Level 4	1	0.4%
Runaway	2	0.8%
Transitional/Independent Living	0	0.0%
Trial Home Visit 30/60/90	12	4.6%
Total	260	100.0%

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Population ages 18 & under as of June 30, 2007—68,333

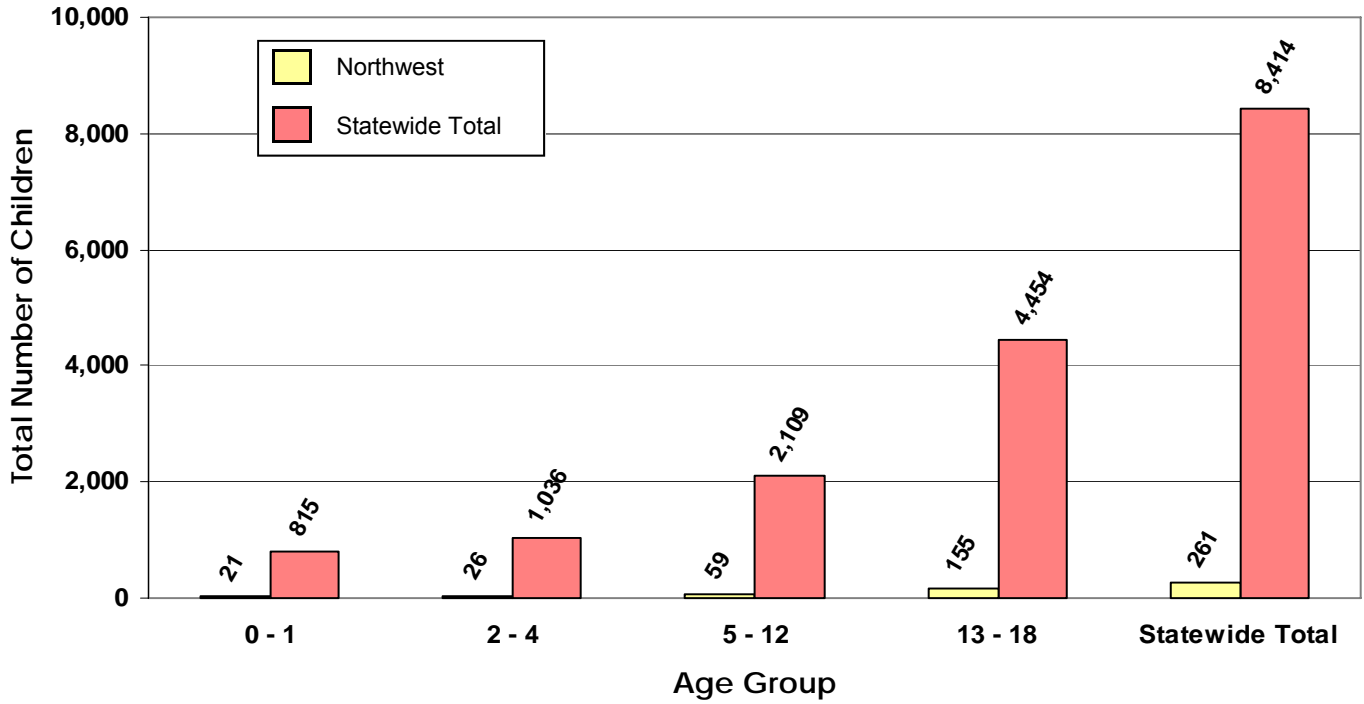
Number of children in care as of June 30, 2007—261

The Northwest Region includes the nine counties of Northwest Tennessee. The nine counties are: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion and Weakley. It is bounded on the west by the Mississippi River, on the north by the state of Kentucky, and on the east by the Tennessee River. It covers 4,222 square miles. The regional office is located in Trenton. One hundred forty two staff support service delivery in the region.

The Northwest Region ranks twelfth among the 12 regions with 261 children in custody.

(Data Source: TNKids)

**Figure 39: Children in Custody in the Northwest Region
By Age Group Compared with Statewide Totals as of June 30, 2007**



**Figure 40: Children in Custody in the Northwest Region
By Gender as of June 30, 2007**

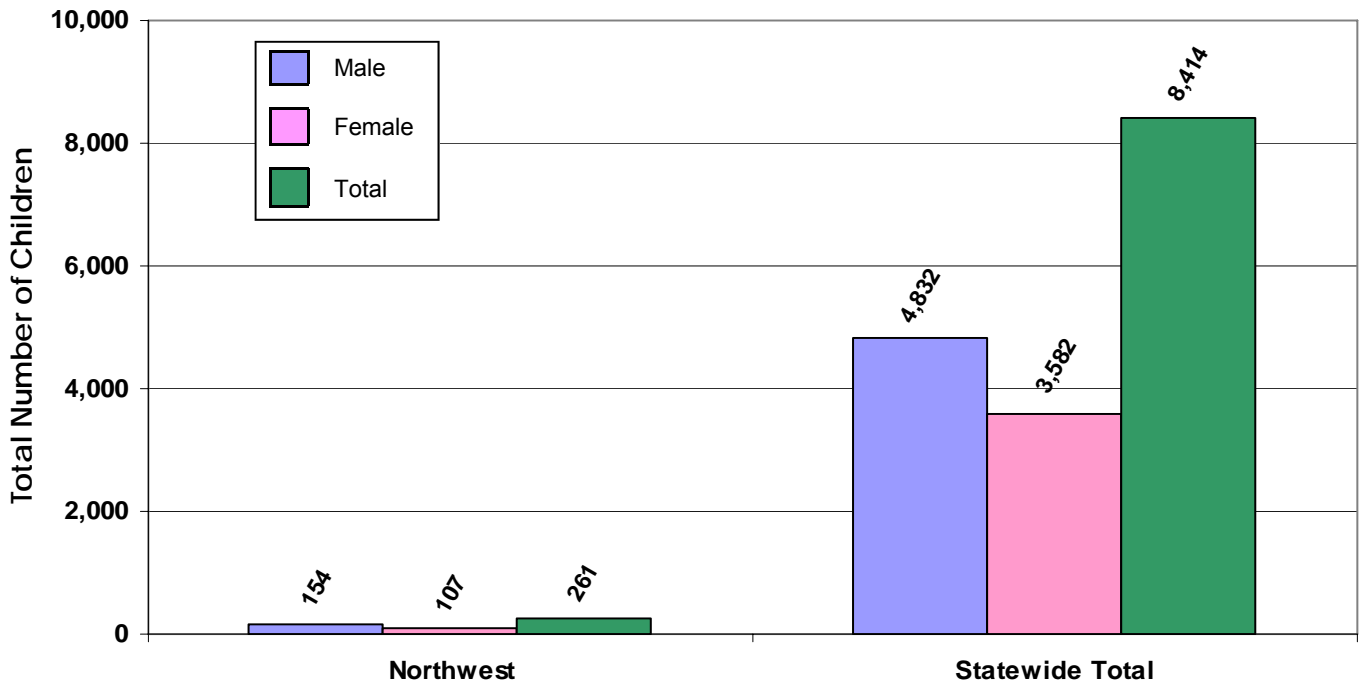


Figure 41: Children in Custody in the Northwest Region By Race/Ethnicity as of June 30, 2007

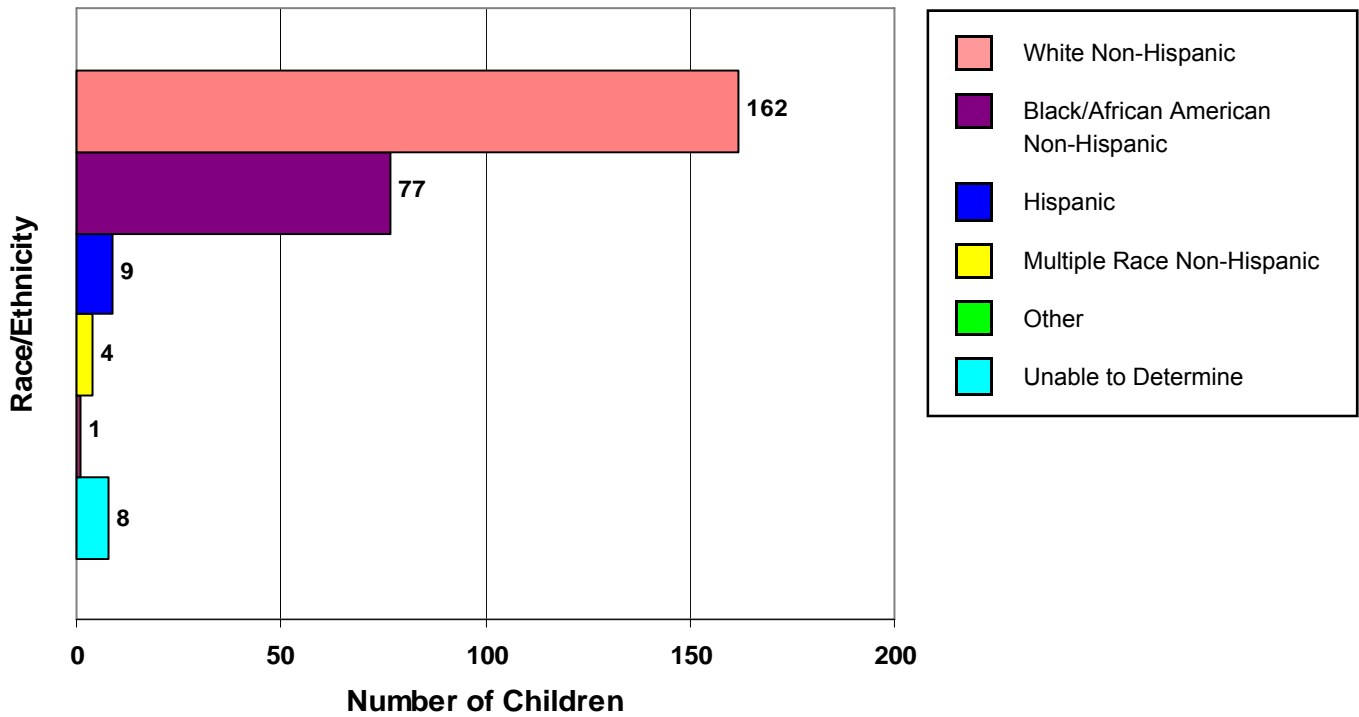
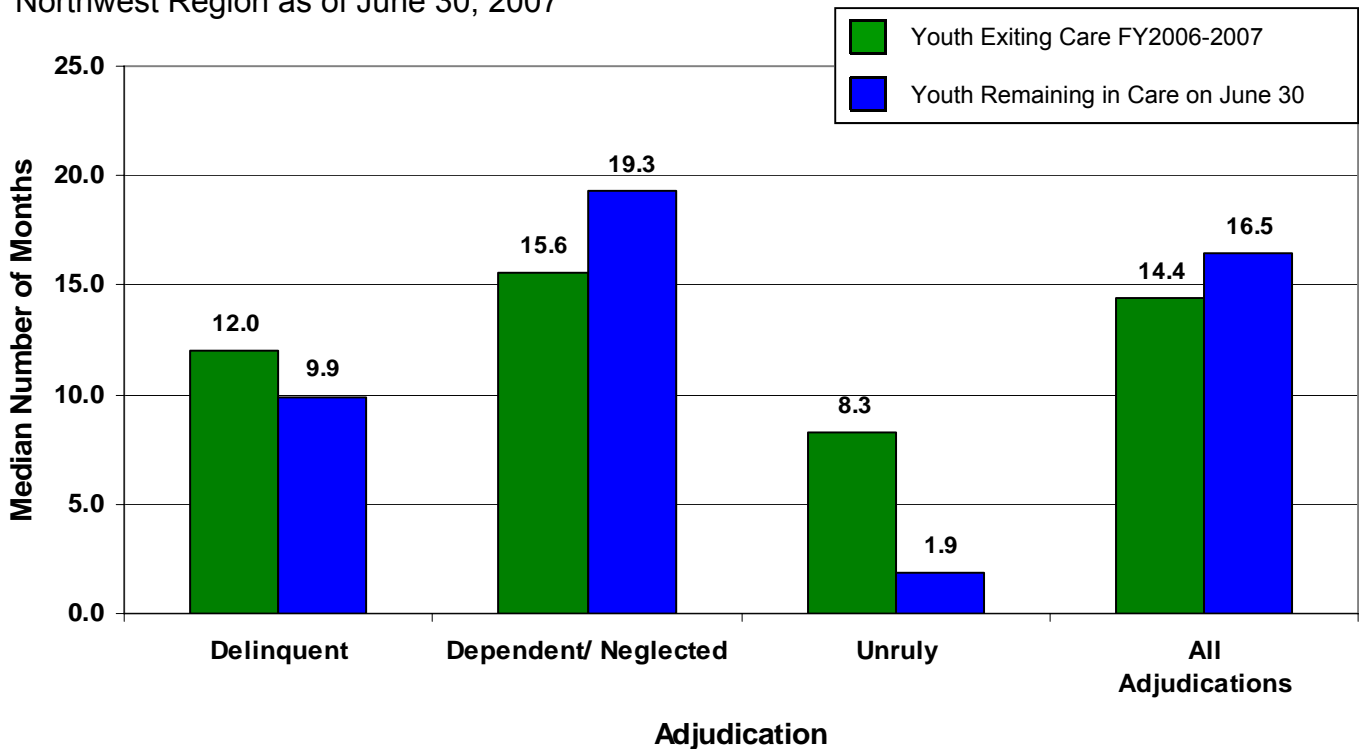


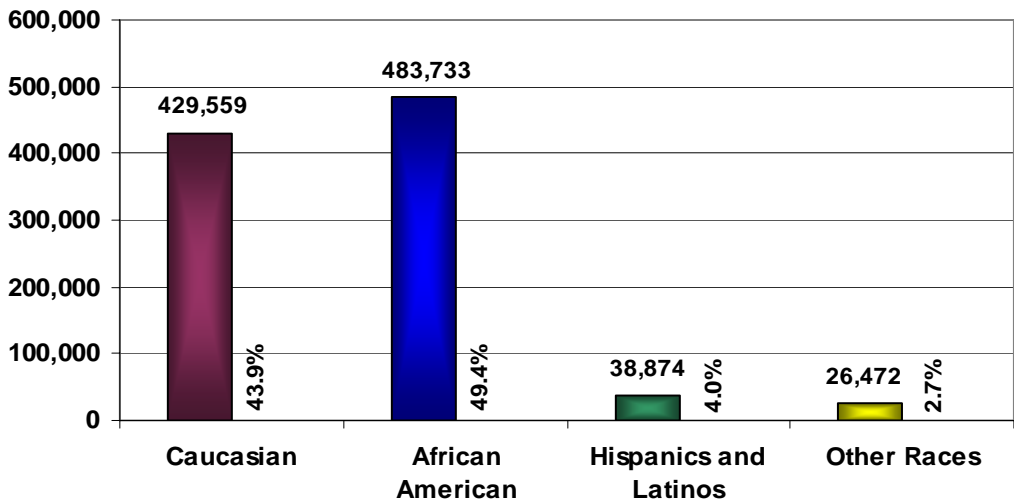
Figure 42: Length of Stay in Care by Adjudication in the Northwest Region as of June 30, 2007



Shelby Region



Total Population— 978,638*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 19: Placement Settings for Children In Care In the Shelby Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	5	0.5%
Contract Resource home	244	26.4%
DCS Resource home (Authorized,Expedited)	201	21.7%
DCS Group Home	1	0.1%
DCS Youth Development Center	23	2.5%
Emergency Services	15	1.6%
Foster Care Medically Fragile	25	2.7%
In-Home	20	2.2%
Level 2	163	17.6%
Level 3	142	15.4%
Level 4	15	1.6%
Runaway	56	6.1%
Trial Home Visit 30/60/90	15	1.6%
Total	925	100.0%

Population ages 18 & under as of June 30, 2007—285,144

Number of children in care as of June 30, 2007—925

Shelby Region is one of four single-county regions. It is the largest metropolitan area in the state and is located in the extreme southwestern part of Tennessee. The county shares a border with Arkansas and Mississippi. The regional office is located in Memphis. There are 442 staff members in the Shelby Region.

Shelby is the fourth largest region based on the number of children in custody, 925.

(Data Source: TN Kids)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 43: Children in Custody in the Shelby Region
By Age Group Compared with Statewide Totals as of June 30, 2007

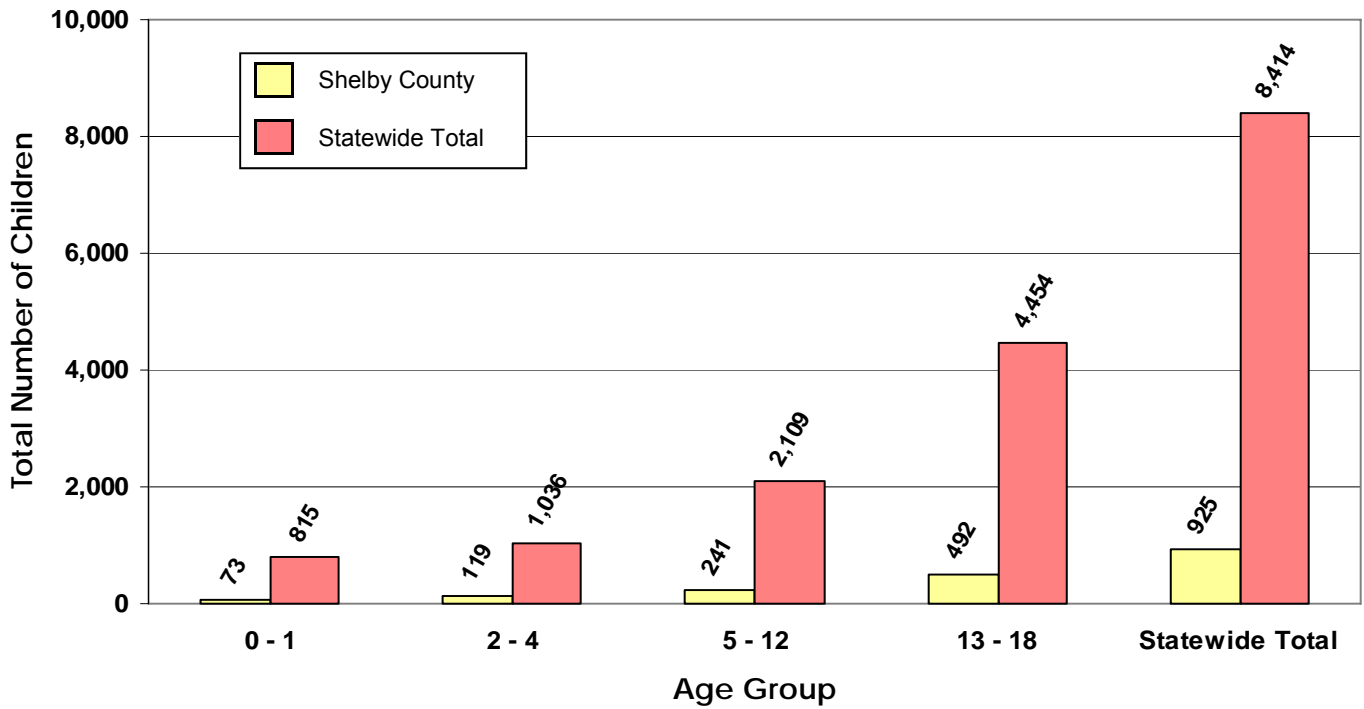
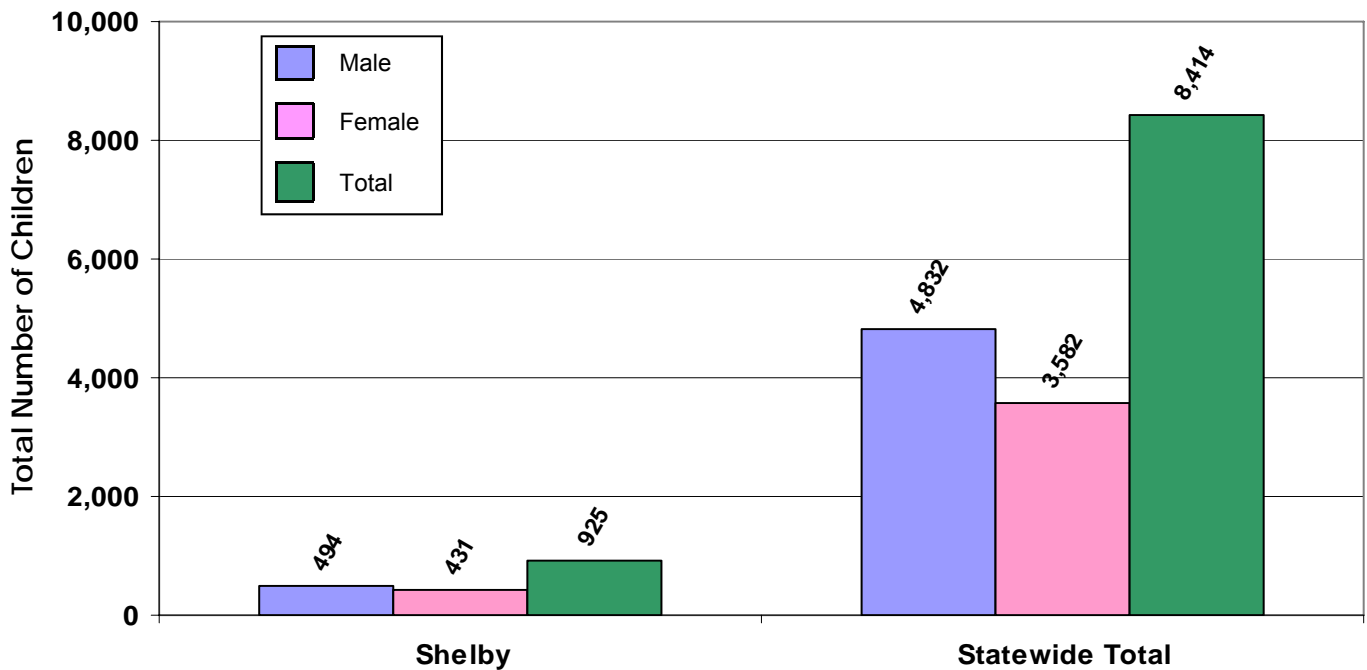
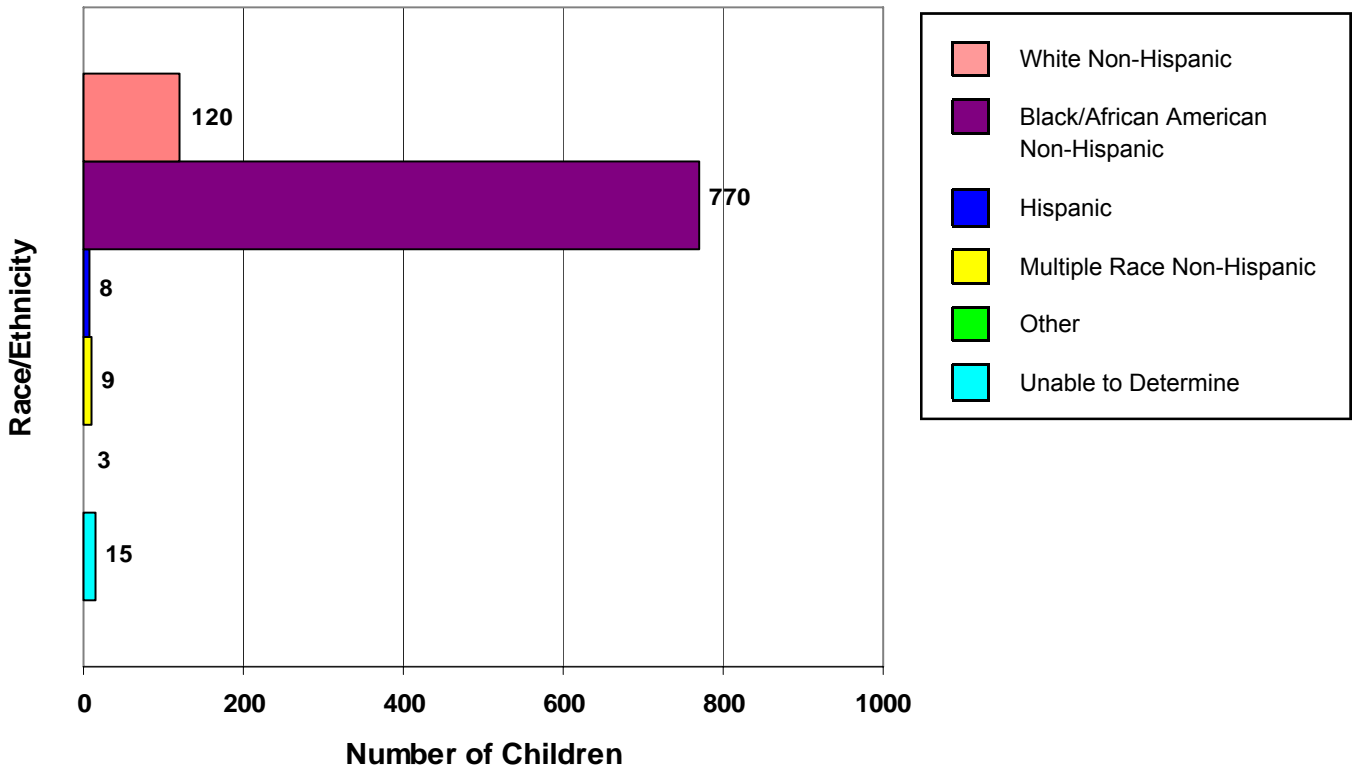


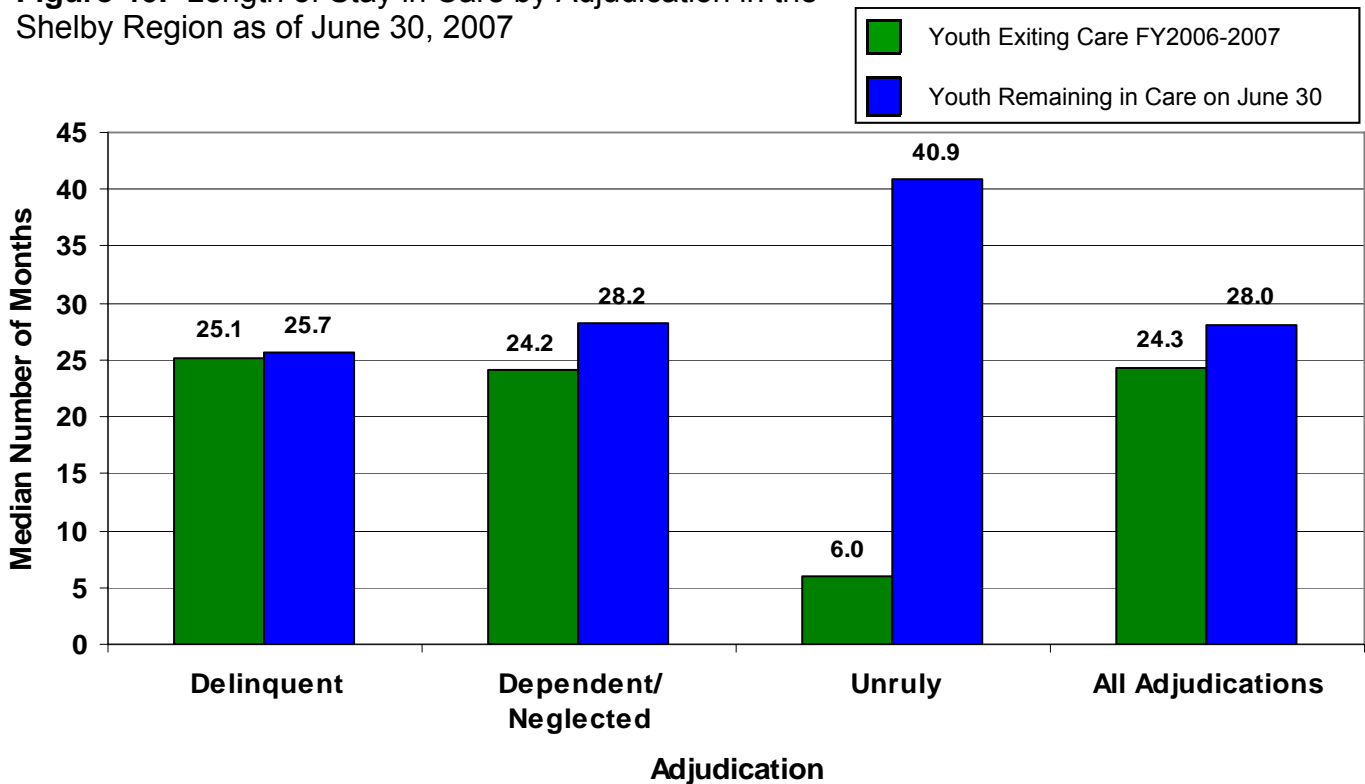
Figure 44: Children in Custody in the Shelby Region
By Gender as of June 30, 2007



**Figure 45: Children in Custody in the Shelby Region
By Race/Ethnicity as of June 30, 2007**



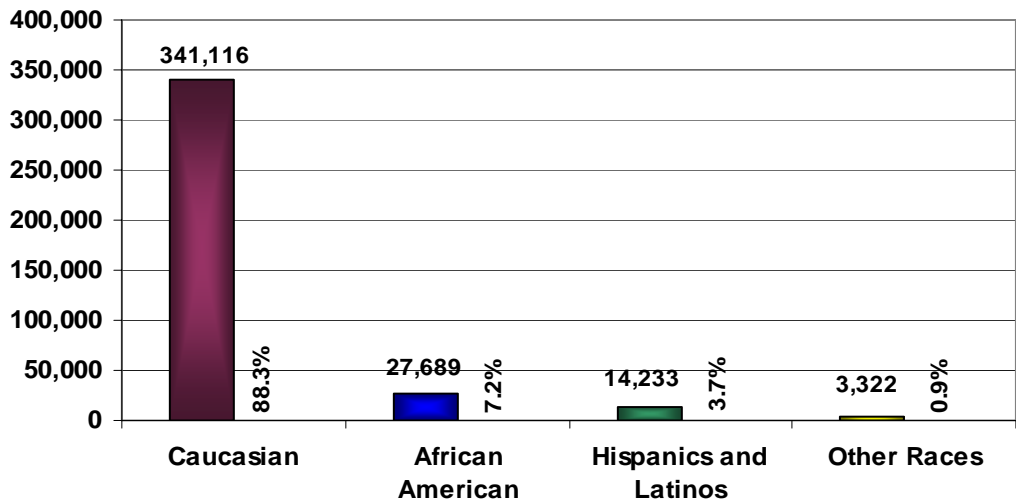
**Figure 46: Length of Stay in Care by Adjudication in the
Shelby Region as of June 30, 2007**



South Central Region



Total Population— 386,360*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 20: Placement Settings for Children In Care In the South Central Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	1	0.2%
Contract Resource home	33	6.0%
DCS Resource home (Authorized,Expedited)	239	43.2%
DCS Group Home	5	0.9%
DCS Youth Development Center	23	4.2%
Emergency Services	16	2.9%
Foster Care Medically Fragile	4	0.7%
In-Home	9	1.6%
Level 2	90	16.3%
Level 3	85	15.4%
Level 4	4	0.7%
Runaway	6	1.1%
Trial Home Visit 30/60/90	38	6.9%
Total	553	100.0%

Population ages 18 & under as of June 30, 2007—93,590

Number of children in care as of June 30, 2007—553

The South Central Region provides services to 12 counties of central Tennessee. The 12 counties are: Bedford, Coffee, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry and Wayne. There are 226 staff in the region with a regional office in Columbia.

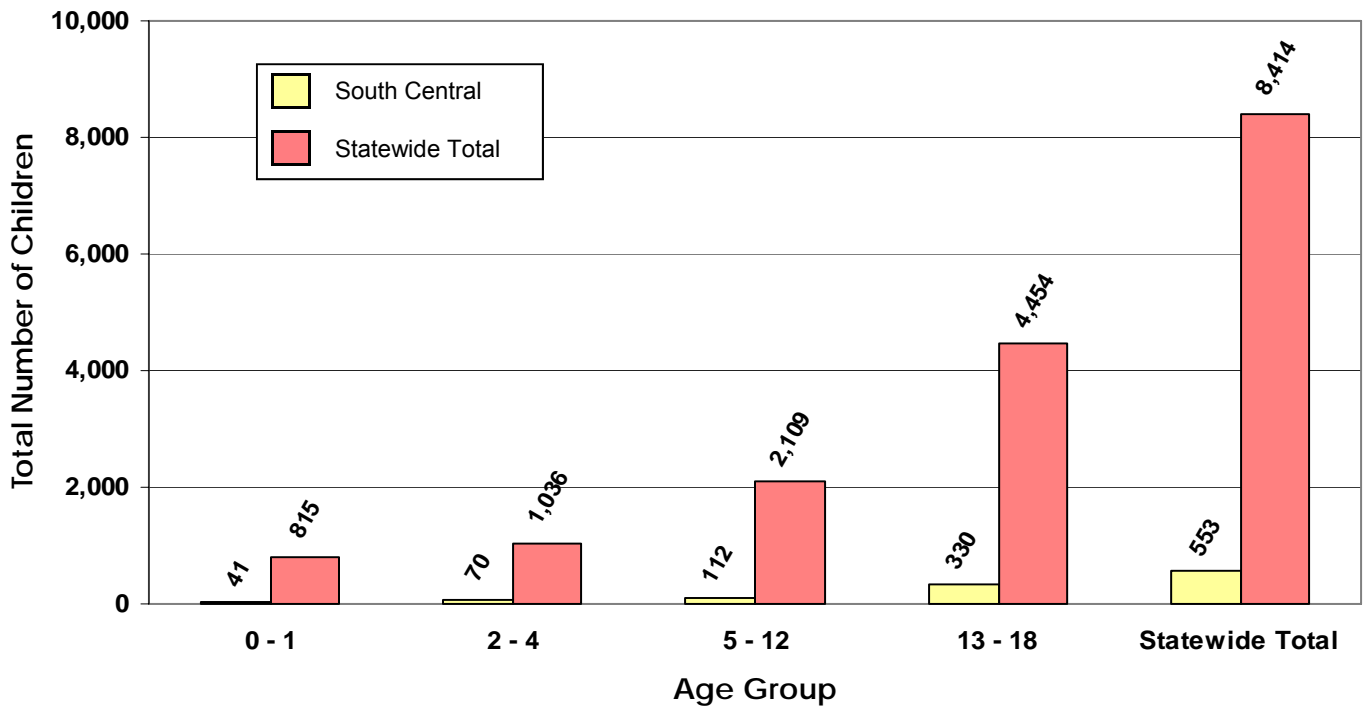
Based on the number of children in custody, the South Central Region ranks sixth with 553 children.

(Data Source: TN Kids)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

**Figure 47: Children in Custody in the South Central Region
By Age Group Compared with Statewide Totals as of June 30, 2007**



**Figure 48: Children in Custody in the South Central Region
By Gender as of June 30, 2007**

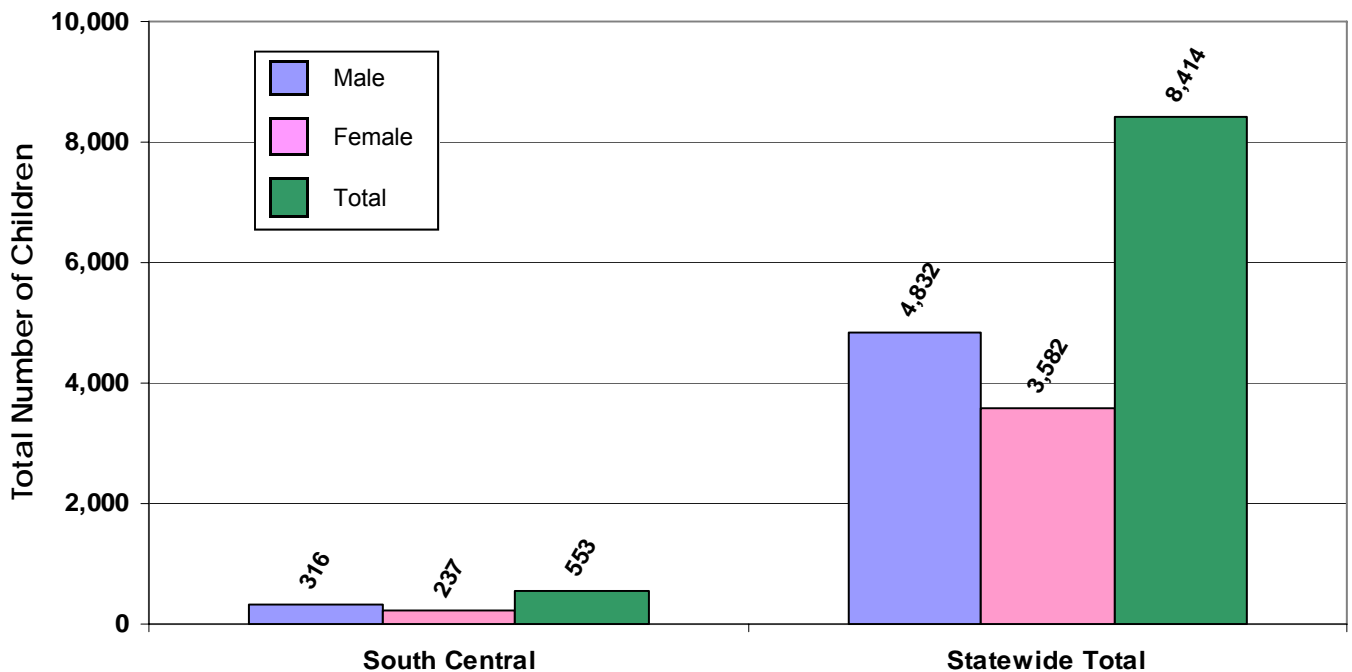


Figure 49: Children in Custody in the South Central Region By Race/Ethnicity as of June 30, 2007

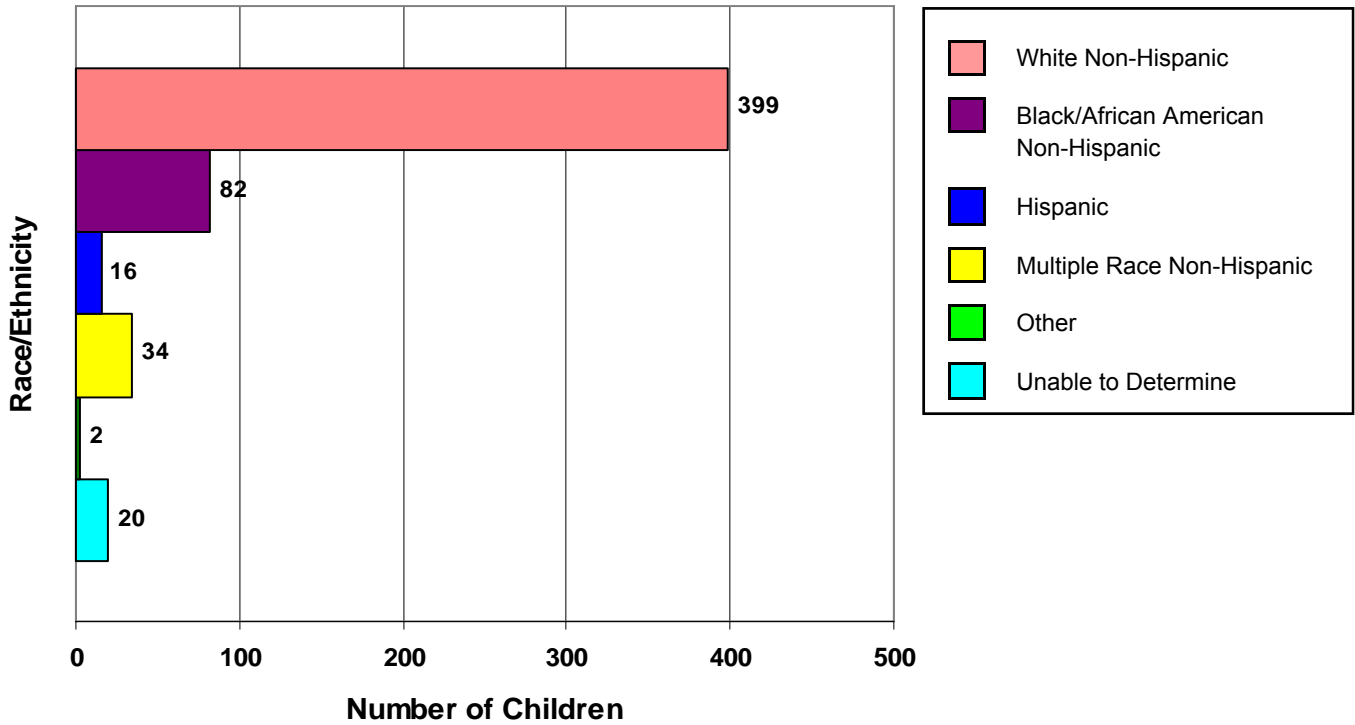
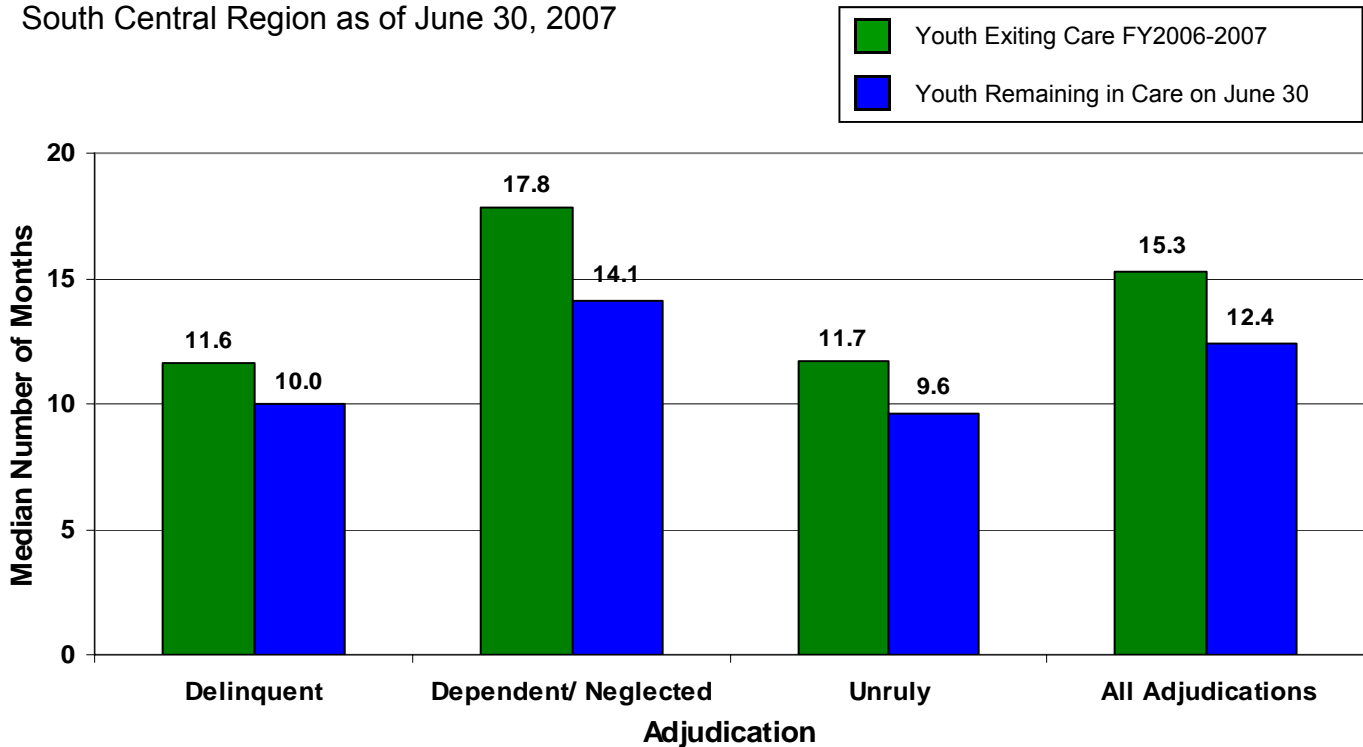


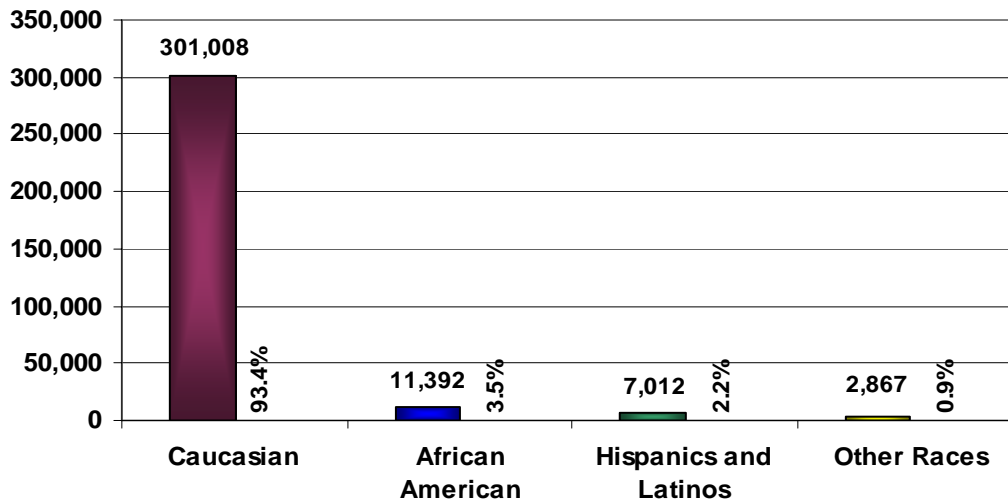
Figure 50: Length of Stay in Care by Adjudication in the South Central Region as of June 30, 2007



Southeast Region



Total Population— 322,279*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 21: Placement Settings for Children In Care In the Southeast Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	2	0.5%
Adoptive Home	0	0.0%
Contract Resource home	12	3.2%
DCS Resource home (Authorized,Expedited)	156	41.2%
DCS Group Home	6	1.6%
DCS Youth Development Center	39	10.3%
Emergency Services	8	2.1%
Foster Care Medically Fragile	5	1.3%
In-Home	3	0.8%
Level 2	65	17.2%
Level 3	40	10.6%
Level 4	8	2.1%
Runaway	10	2.6%
Trial Home Visit 30/60/90	25	6.6%
Total	379	100.0%

Population ages 18 & under as of June 30, 2007—89,920

Number of children in care as of June 30, 2007—380

The Southeast Regional office is located in Chattanooga. The region is responsible for ten counties spanning two time zones. The ten counties are: Bledsoe, Bradley, Franklin, Grundy, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. It has 12 offices, which cover ten courts, and has 183 staff members.

The Southeast Region has 380 children in custody. It ranks eleventh among the 12 regions based on the number of children in custody.

(Data Source: TN Kids)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 51: Children in Custody in the Southeast Region
By Age Group Compared with Statewide Totals as of June 30, 2007

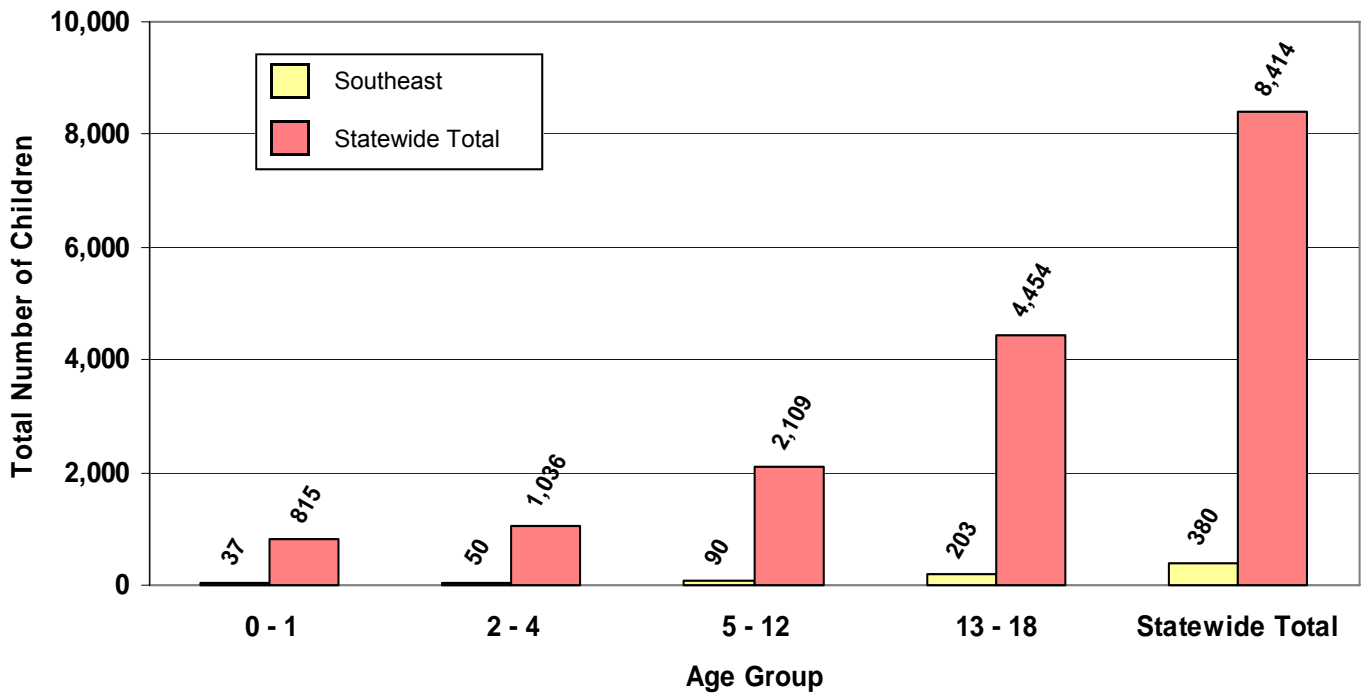


Figure 52: Children in Custody in the Southeast Region
By Gender as of June 30, 2007

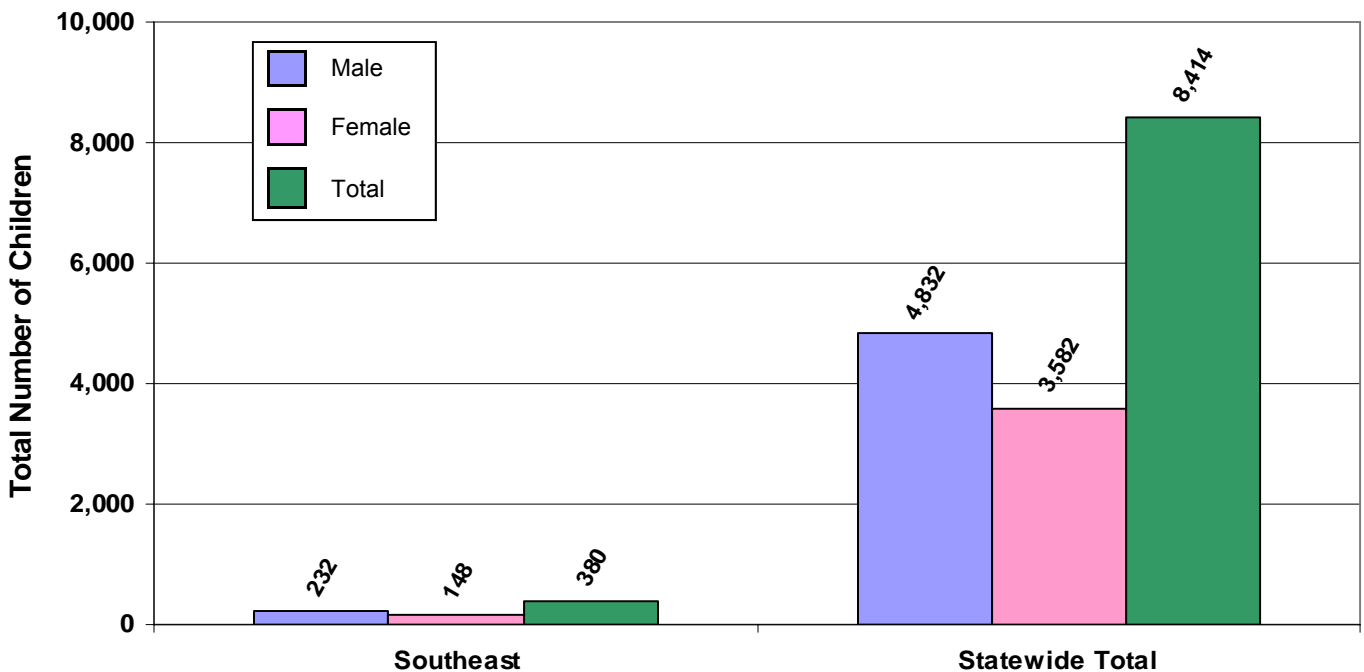


Figure 53: Children in Custody in the Southeast Region By Race/Ethnicity as of June 30, 2007

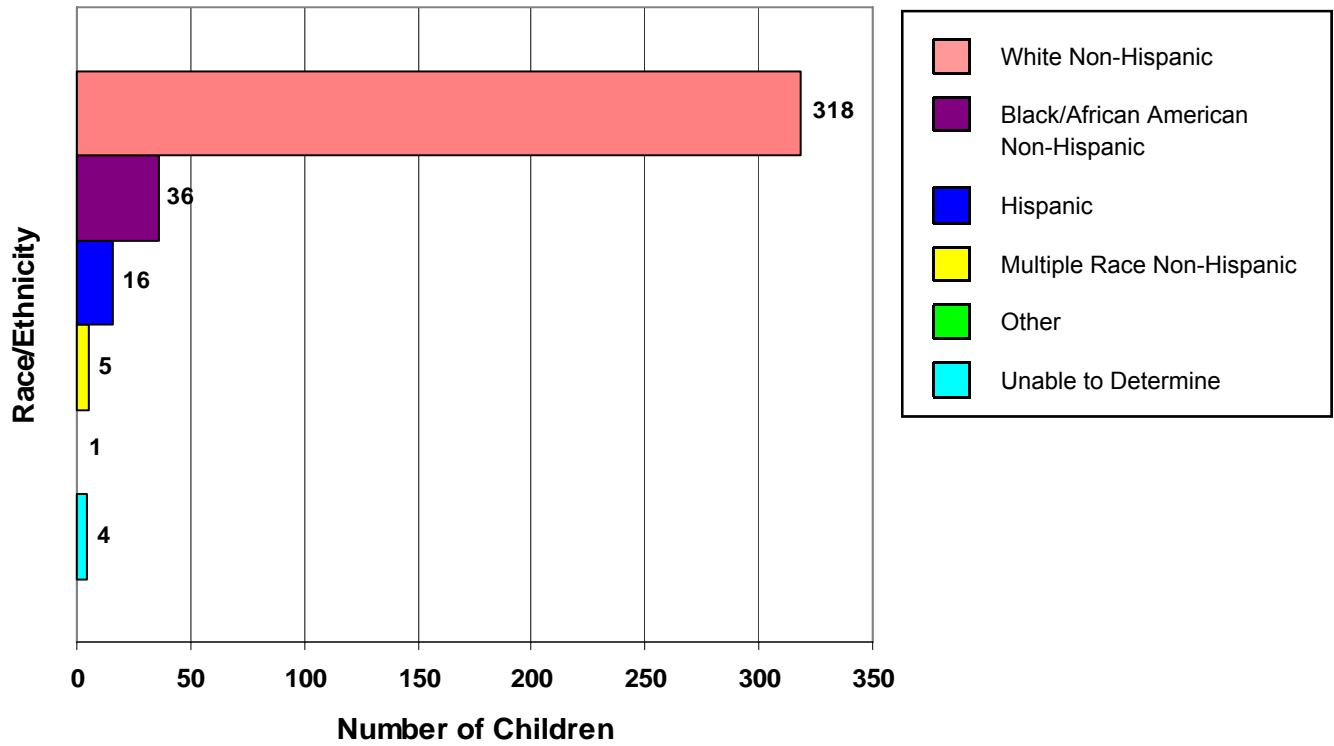
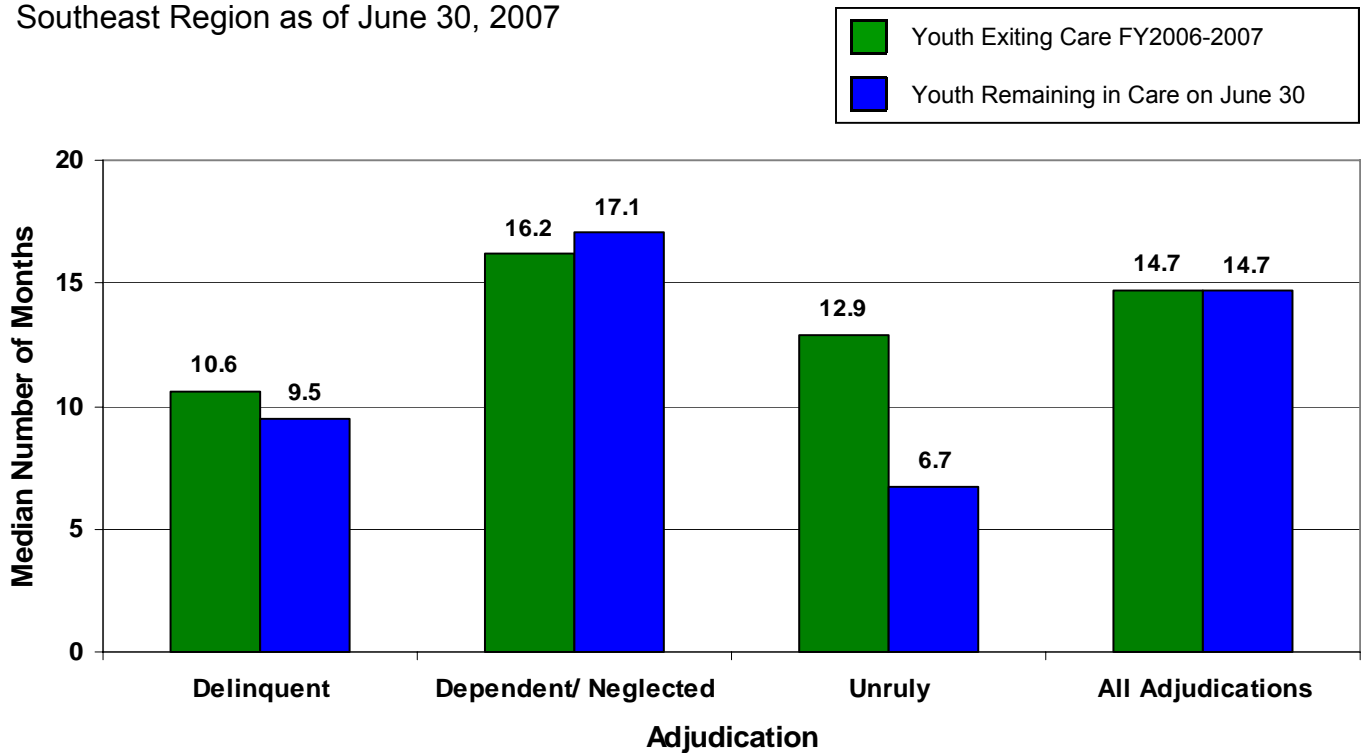


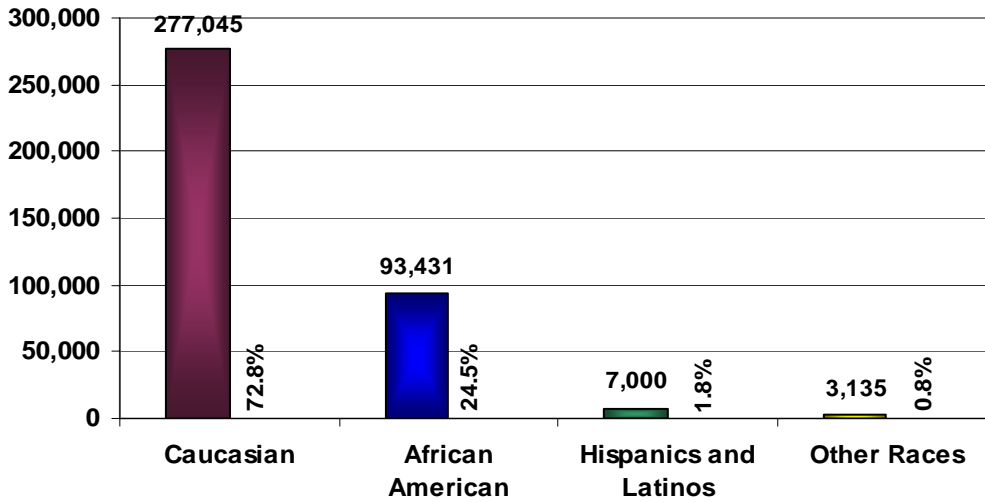
Figure 54: Length of Stay in Care by Adjudication in the Southeast Region as of June 30, 2007



Southwest Region



Total Population— 380,611*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under as of June 30, 2007—105,375

Table 22: Placement Settings for Children In Care In the Southwest Region as of June 30, 2007

Placement Level**	Frequency	%
Contract Resource home	10	2.4%
DCS Resource home (Authorized, Expedited)	161	38.1%
DCS Group Home	7	1.7%
DCS Youth Development Center	64	15.1%
Emergency Services	10	2.4%
Foster Care Medically Fragile	4	0.9%
In-Home	8	1.9%
Level 2	46	10.9%
Level 3	47	11.1%
Level 4	1	0.2%
Runaway	9	2.1%
Trial Home Visit 30/60/90	56	13.2%
Total	423	100.0%

Number of Children in care as of June 30, 200—423

The Southwest Region encompasses 11 counties with the regional office located in Jackson. The 11 counties are Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy and Tipton. There are 246 staff that provide services to children and families in the region.

The Southwest Region has 423 children in custody and ranks ninth in the state.

(Data Source: TN Kids)

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 55: Children in Custody in the Southwest Region
By Age Group Compared with Statewide Totals as of June 30, 2007

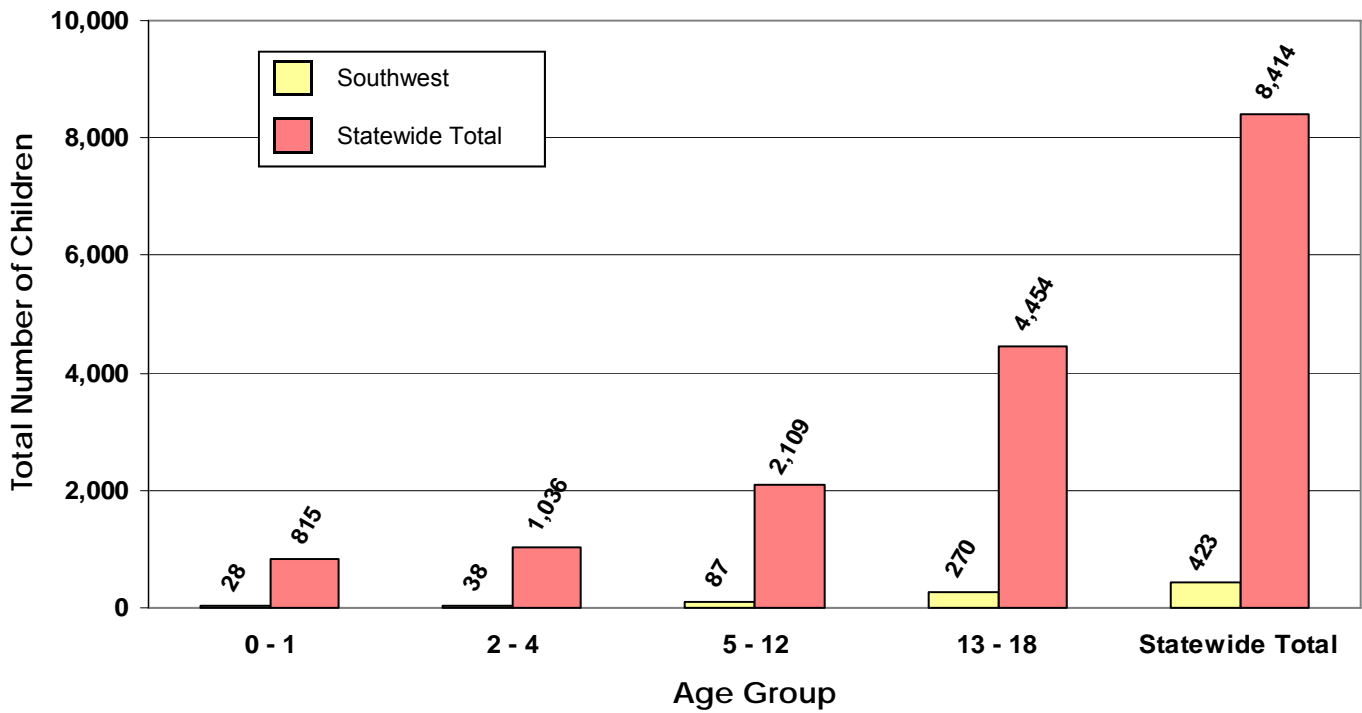


Figure 56: Children in Custody in the Southwest Region
By Gender as of June 30, 2007

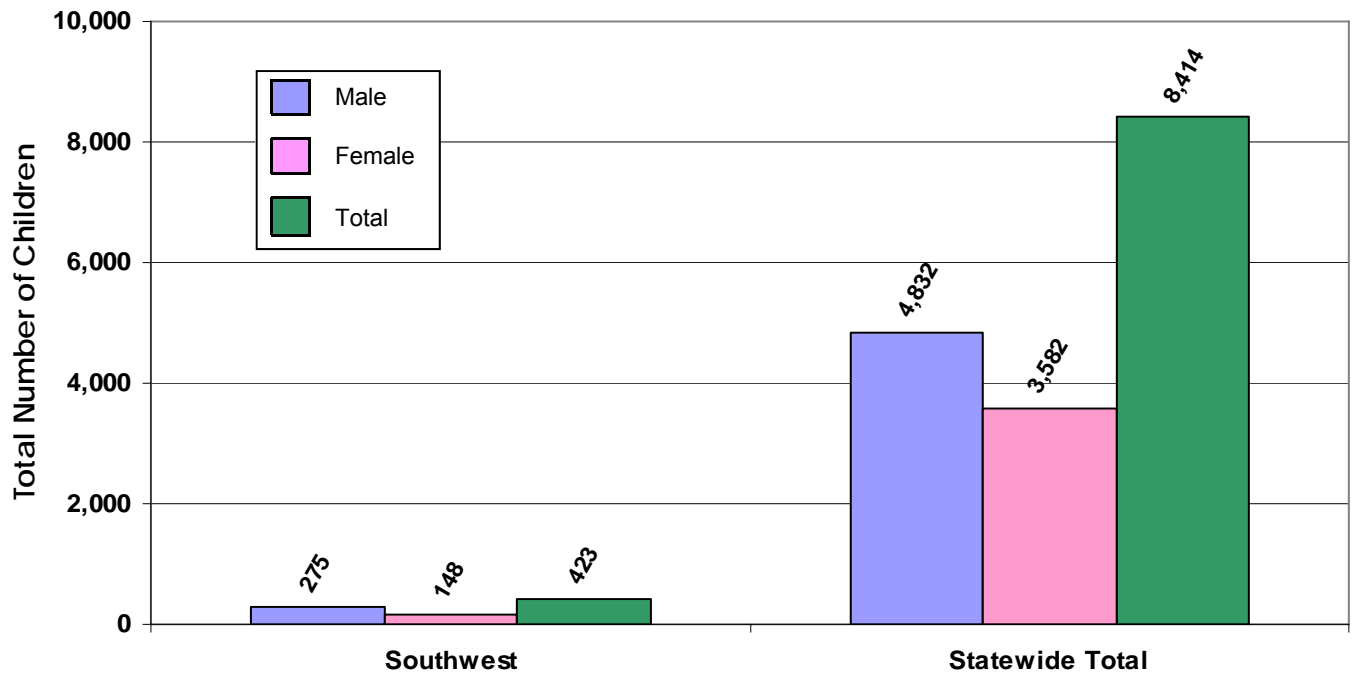


Figure 57: Children in Custody in the Southwest Region By Race/Ethnicity as of June 30, 2007

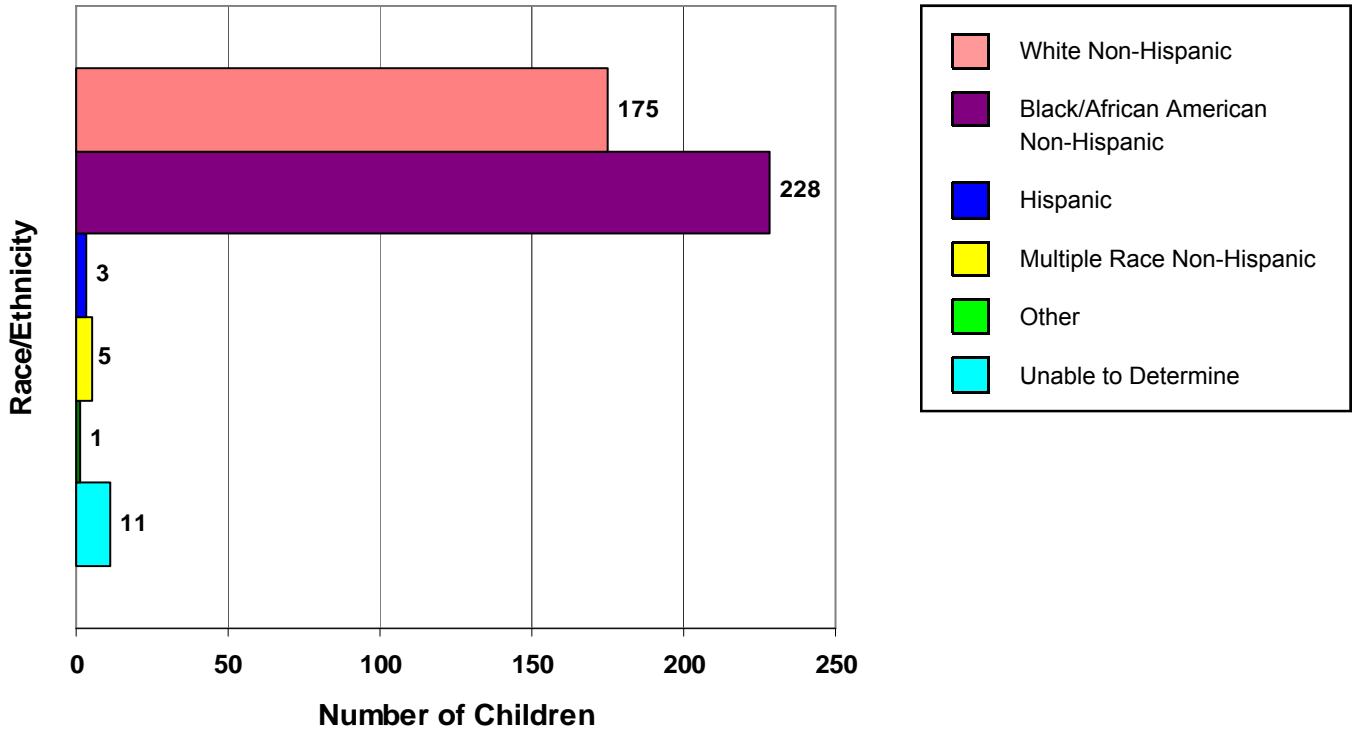
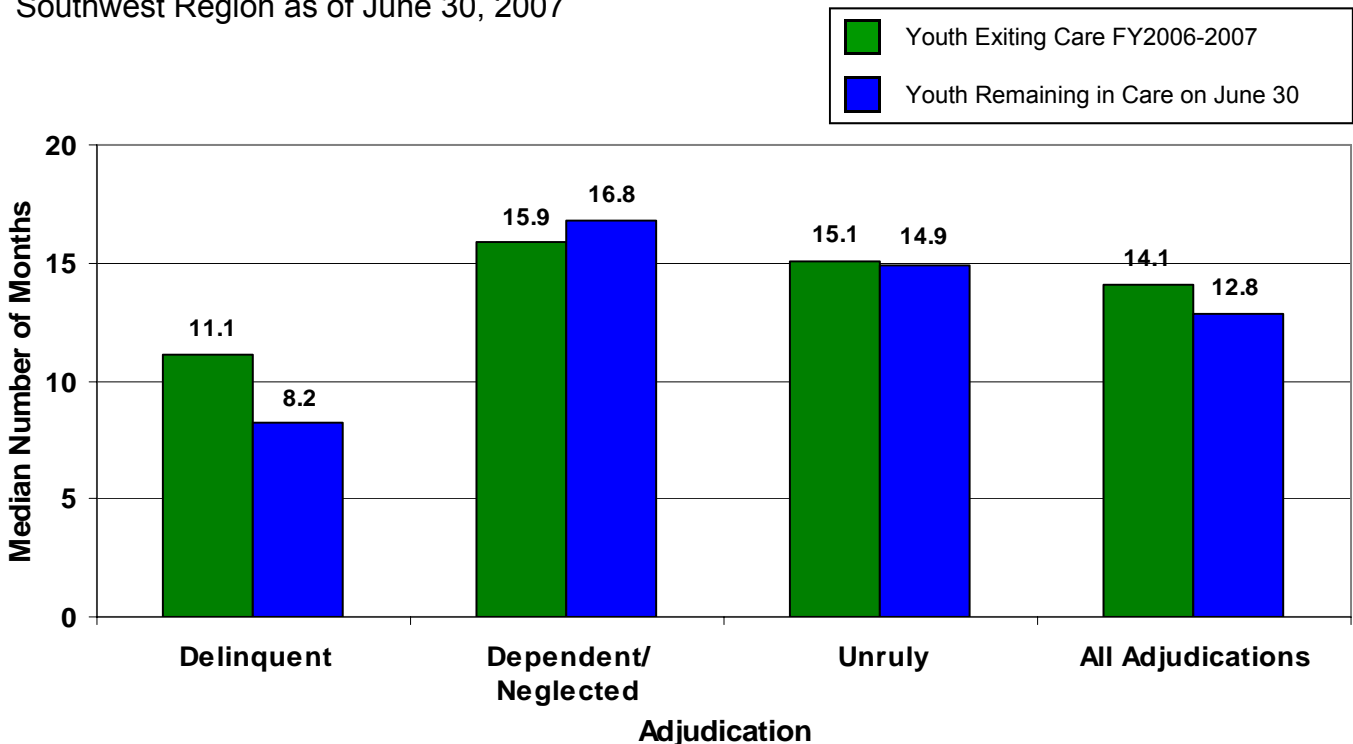


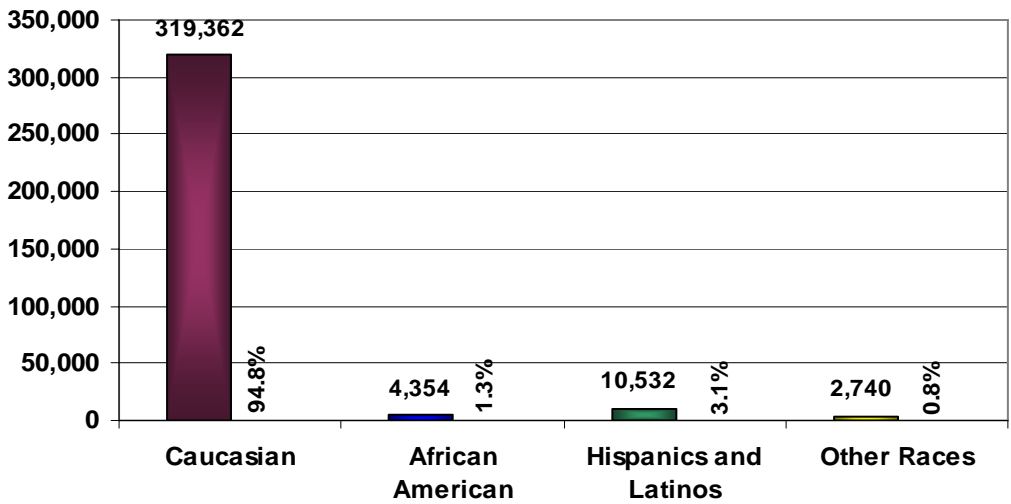
Figure 58: Length of Stay in Care by Adjudication in the Southwest Region as of June 30, 2007



Upper Cumberland Region



Total Population— 336,988*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Table 23: Placement Settings for Children In Care In the Upper Cumberland Region as of June 30, 2007

Placement Level**	Frequency	%
Acute	1	0.2%
Contract Resource home	18	3.5%
DCS Resource home (Authorized, Expedited)	281	55.0%
DCS Group Home	2	0.4%
DCS Youth Development Center	13	2.5%
Emergency Services	5	1.0%
Foster Care Medically Fragile	2	0.4%
In-Home	11	2.2%
Level 2	82	16.0%
Level 3	51	10.0%
Level 4	5	1.0%
Runaway	7	1.4%
Trial Home Visit 30/60/90	33	6.5%
Total	511	100.0%

**See glossary for complete definitions of terms used in this table.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Population ages 18 & under as of June 30, 2007—84,431

Number of children in care as of June 30, 2007—511

The Upper Cumberland Region covers 14 counties in Middle Tennessee. The 14 counties are: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville. There are 234 DCS employees that serve the region.

Based on children in custody, the Upper Cumberland Region is the eighth largest with 511 children.

(Data Source: TN Kids)

Figure 59: Children in Custody in the Upper Cumberland Region
By Age Group Compared with Statewide Totals as of June 30, 2007

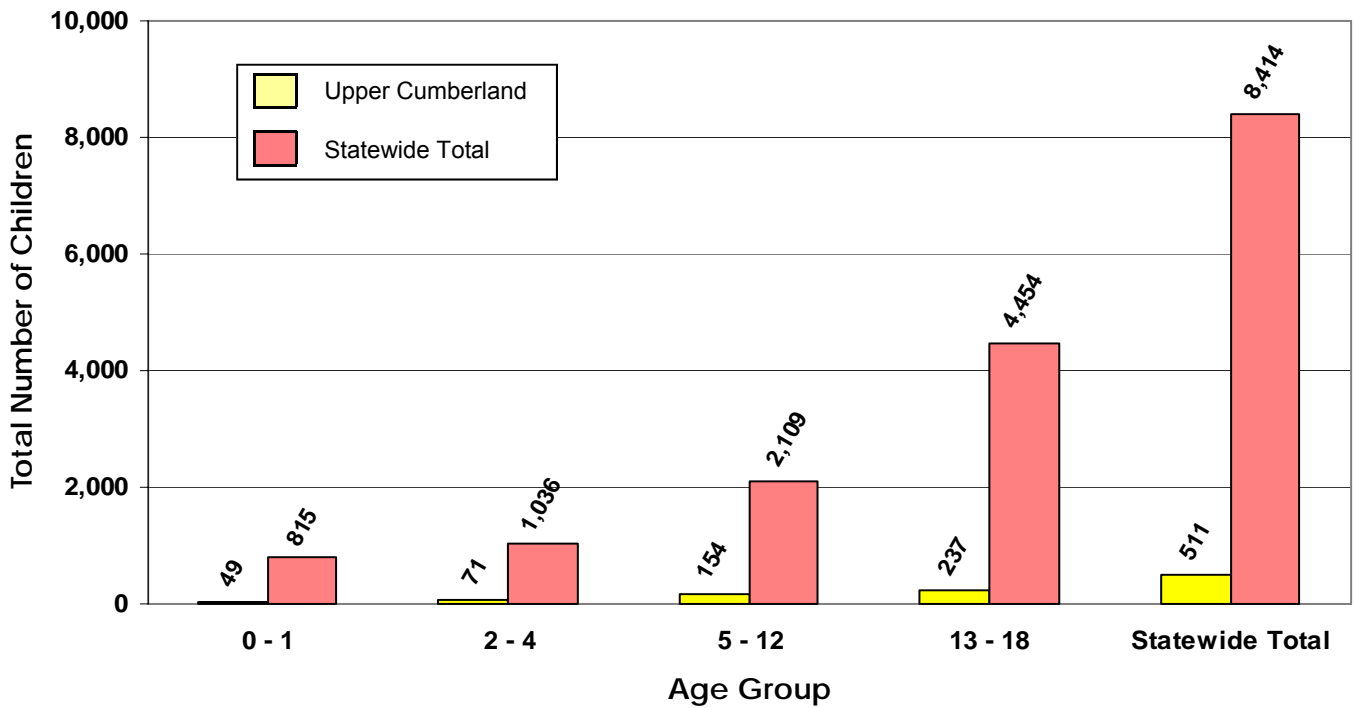
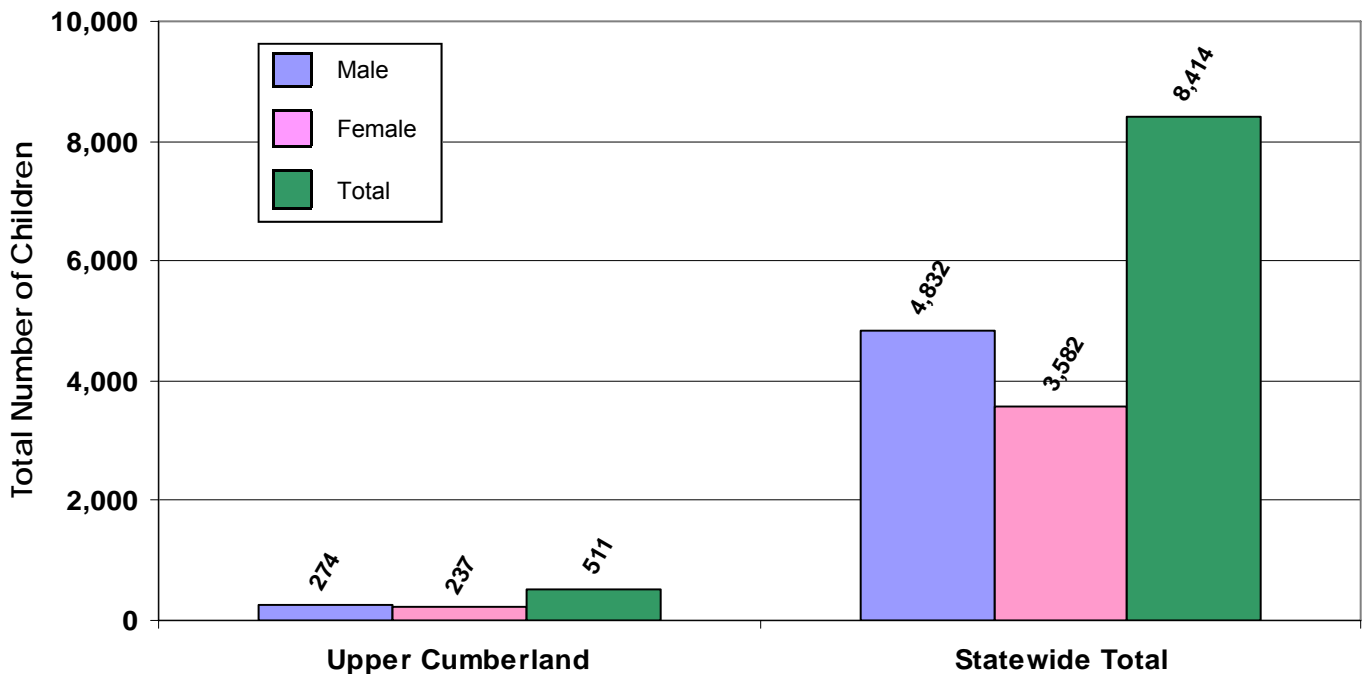
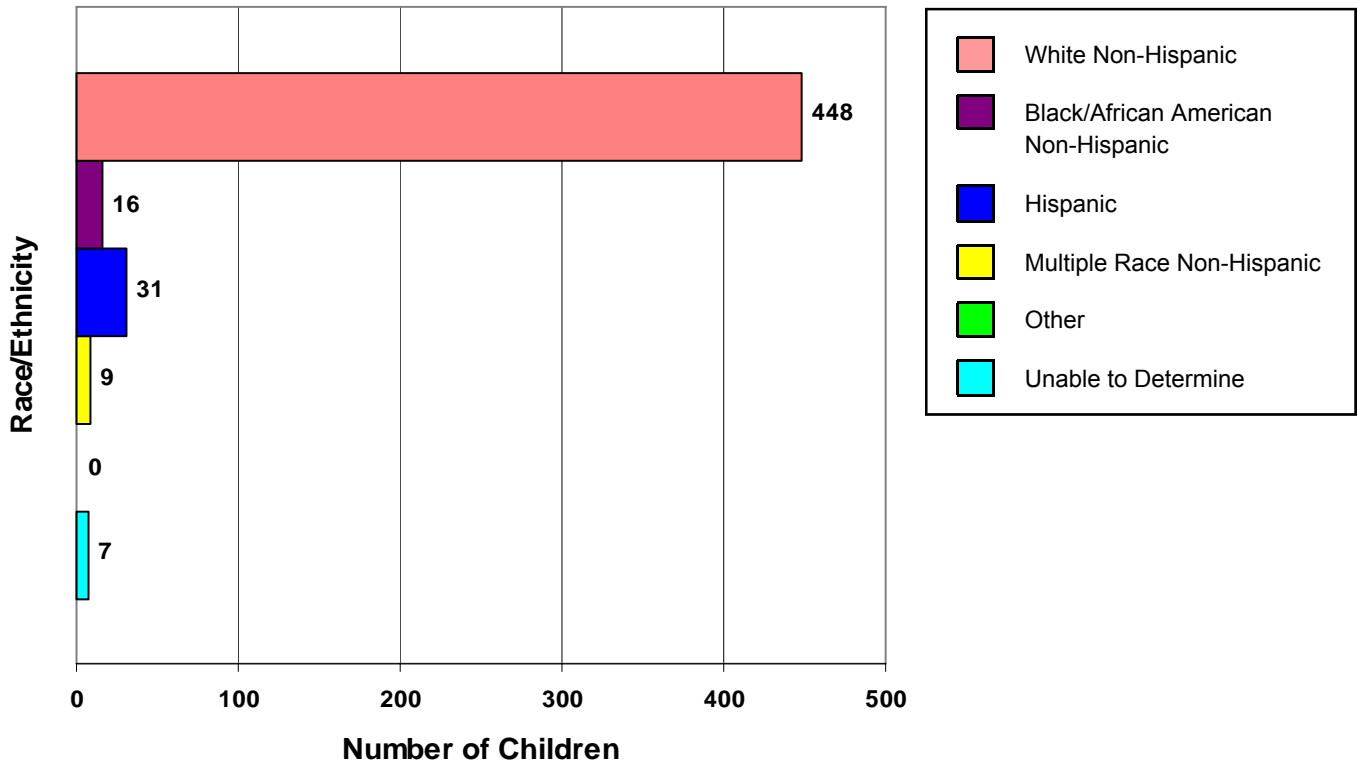


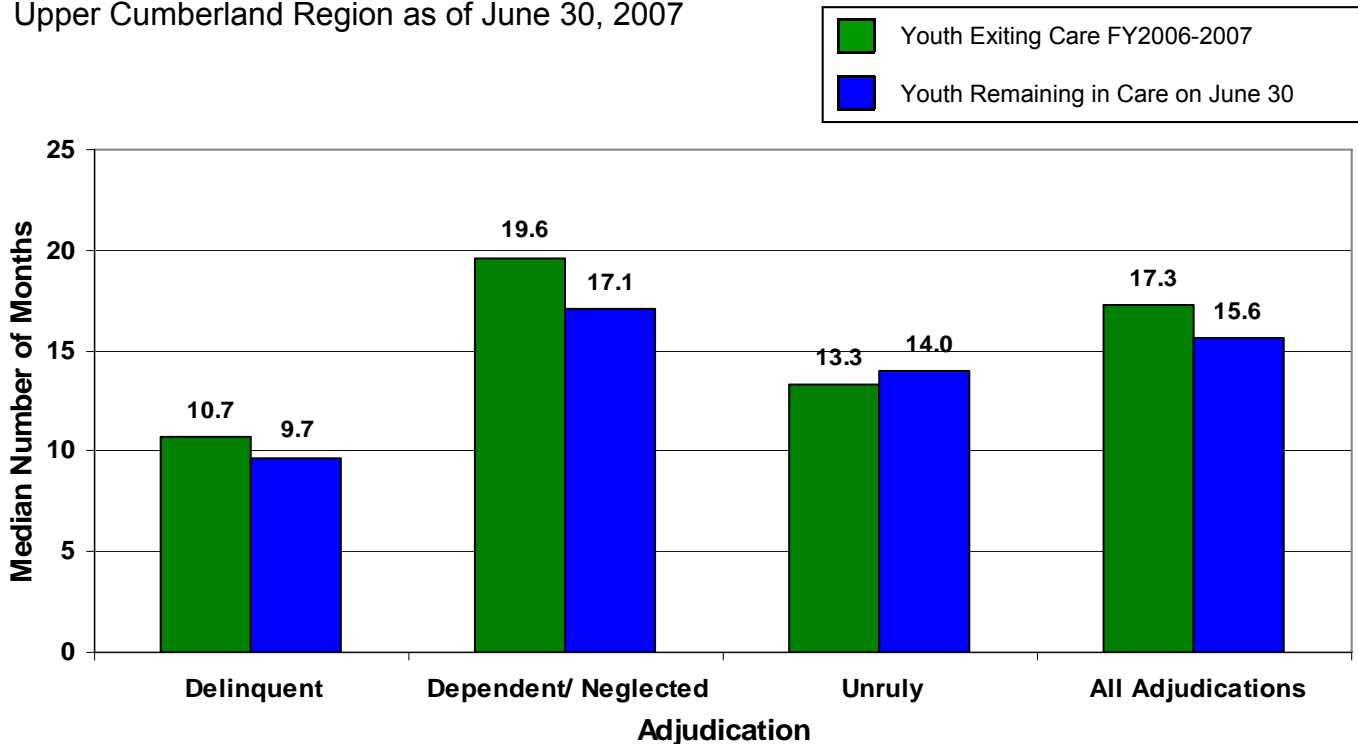
Figure 60: Children in Custody in the Upper Cumberland Region
By Gender as of June 30, 2007



**Figure 61: Children in Custody in the Upper Cumberland Region
By Race/Ethnicity as of June 30, 2007**



**Figure 62: Length of Stay in Care by Adjudication in the
Upper Cumberland Region as of June 30, 2007**



Glossary

Absconder: A delinquent offender who hides, conceals, or absents him/herself from a non-secure setting with the intent to avoid custody or supervision by DCS. (For the purposes of DCS - A JJ child/youth that leaves a non-secure placement or a probation or aftercare case whose location is unknown.)

Adjudication: The outcome of the court's process to determine the validity of allegations made in a petition or complaint. The process consists of the presentation of witnesses and evidence by oral testimony or written statements, and arguments by counsel or the parties.

Adjudication of Delinquency: A juvenile court has found beyond a reasonable doubt that a child has committed a delinquent act. (TCA 37-5-103)

Adoption Assistance: The federal or state programs available to adoptive parent(s) adopting special needs children to enable them to meet the child's maintenance, medical, psychological, or other needs.

Allegation: A charge or claim of fact in a report of child abuse or neglect or in a petition. It must be proven if the report or petition is to be found true. The abuse report lists specific events, injuries, or threats (such as physical abuse, neglect, sexual abuse, or emotional abuse) as an introduction to the report's specific allegations.

Assessment: The ongoing process that is the foundation for all case management decisions made for families and children relative to the intensity of their level of care services and type of placement, if out of home placement is warranted.

Block Grant: A system of disbursing funds to meet health, education and social welfare

needs while permitting the recipient organization(s) to determine how best to distribute the money.

Board Payments: Board payments financially support children in DCS custody or receiving services voluntarily past 18 years of age. There are 3 types of board payments: standard, special circumstances, and negotiated rates. Board payments are made to the foster parents caring for children.

Case File Review: A paper review of an indicated perpetrator's case file by DCS Commissioner (or designee) without the legal representation of either the department or the perpetrator.

Case Recordings: The ongoing chronological narrative written by a family service worker in a case file that serves to document each contact or to document any activity related to the case.

Child Advocacy Centers: Agencies or organizations that champion the rights of children to be free from abuse or exploitation, and to have opportunities to develop toward their full potential.

Child Protective Investigation Team (CPIT): A legally mandated, multi-disciplinary team that conducts investigations of alleged sexual abuse or other severe child abuse. A CPIT includes one DCS family service worker, one District Attorney's office representative, one juvenile court officer or investigator, one properly trained law enforcement officer with county-wide jurisdiction, the Child Advocacy Center director/designee, and one mental health profession representative (optional). (TCA 37-1-607)

Child Protective Services (CPS): A program division of DCS whose purpose is to

investigate allegations of child abuse and neglect and provide and arrange preventive, supportive, and supplementary services.

Civil Service Register: The document or record containing the names of the highest-ranking eligible candidates available for a class of positions for consideration by an appointing authority in filling a vacancy.

Commitment: The legal placement of a child/youth in the care and custody of the Tennessee Department of Children's Services.

Community After-care: Supervision of a youth who has been released from custody and who is subject to conditions imposed by the courts and the Department of Children's Services.

Concurrent Planning: In child welfare services the casework approach that focuses on timely, appropriate implementation for achieving permanence for children, whether it is reunification, relative placement, or termination of parental rights.

Contract Providers: Individuals and organizations, which have entered into a legal agreement to perform services for the Department.

Custody: The control of actual physical care of the child, including the rights and responsibility to provide for the physical, mental and moral well being of the child.
[TCA 37-1-102 (b) (8)].

Delinquent Act: means an act designated a crime under the law, including local ordinances of this state, or of another state if the act occurred in that state, or under federal law; excluding traffic offenses other than those classified as a felony (i.e., failure to stop when involved in an accident, driving under the influence, vehicular homicide, etc.). (TCA 37-1-102)

Dependent and Neglected Child: A child who is without a parent, guardian, or legal custodian or whose parent, guardian, or person with whom the child lives, is unable to properly care for the child, or neglects or refuses to protect the child.
[TCA 37-1-102(b)(12)].

Detention: The temporary confinement of a child, who has been adjudicated delinquent, in a secure area.

Early Periodic Screening, Diagnosis & Treatment (EPSDT): The preventive health care services provided under TennCare (Tennessee's Managed Care Medicaid program) to children under the age of 21.

Entitlement Grant: A transfer of funds from one organization or individual to a group of people who belong to a specified class.

Family Service Worker (FSW): A DCS employee responsible for providing case management services to children under the State's supervision, in State custody, or at risk of State custody and their families.

Flexible Funding: Monetary resources made available for the purpose of acquiring additional services or goods that can be used to prevent the need for state custody or to return a child home who is in state custody.

Foster Care Review Board: An advisory body appointed by a juvenile court judge(s), which reviews the status of each neglected and dependent, and unruly child's case in DCS custody at least once within the first 90 days of initial placement in DCS custody and within every 6 months thereafter.

Resource Parent: A person who has been trained and approved by the department or a licensed child-placing agency to provide full-time temporary out-of-home care in a private residence for children who, for various reasons, can no longer remain in their own homes.

Guardianship: The legal status of a child when all parental rights to the child have been terminated by surrender, court order or clearing the Putative Father Registry and DCS has guardianship of the child with the right to consent to the child's adoption.

In-Home Services: The process of providing services to a child and his/her family within their home or place of residence, rather than in an outside service setting.

Independent Living: Consists of a series of developmental activities that provide service opportunities for young people to gain the skills required to live healthy, productive, and responsible lives as self-sufficient adults. The provision of Independent Living Services is required for any child in DCS custody age 16 years of age or older.

Intake (CPS): The process DCS family service workers follow in accepting oral or written complaints, reports or allegations of child abuse or neglect for investigation which includes gathering the information needed to determine if a Child Protective Services investigation is warranted, determining the urgency of the situation and then initiating the appropriate response.

Interstate Compact on Juveniles: An agreement between all fifty states, the District of Columbia, Guam and the Virgin Islands authorizing out-of-state supervision of delinquent juveniles who are eligible for aftercare (parole) or probation; provides for the return to their home state of absconders, escapees and non-delinquent runaways; and includes the cooperative institutionalization of delinquent juveniles.

Interstate Compact on the Placement of Children: A uniform law enacted by all fifty states, the District of Columbia, and the Virgin Islands that establishes orderly procedures for the placement of children across state lines into other party states for the purpose of foster care or preliminary to an

adoption and fixes responsibility for those involved in placing the child.

Investigation: A fact-finding and emergency service engagement process with the preliminary goal of protecting children from abuse or neglect.

Least Restrictive Placement: An out of home placement alternative that best preserves the family, or minimizes the impact of separation. Placement may involve brief stays with relatives, a shelter, or temporary foster care.

Neglect: Acts of commission or failure to provide for basic needs of a child including but not limited to food, medical care, and safe living conditions.

Parental Rights: The legally recognized rights and responsibilities to act as a parent, to care for, to name, and to claim custodial rights with respect to a child.

PATH (training): Training for foster care, kinship care, and adoption, entitled **Parents as Tender Healers**

Permanency Planning: The process of intervention and decisive case work on the part of the family service worker, focusing on choosing the least restrictive permanent outcome for the child, i.e., return to parent, relative placement, adoption, or independent living in a timely manner.

Placement Levels of Care:

Acute—Same as Level 4 but for children that are MR or low functioning.

Foster Care—Foster Care is a program for children, youth, and their families whose special needs can be met through services delivered primarily by foster parents trained, supervised, and supported by agency staff with the goal of permanency based on the best interest of the child.

Foster Care Medically Fragile—Foster Care Medically Fragile program provides recruitment, training, and support services to foster parents trained to meet the needs of youth who are appropriate for family-based care but require a higher level of medical support, intervention, and case coordination. Foster parents are specially trained to care for children with extreme medical needs, which cannot be provided in their family homes.

Foster Care Therapeutic—Therapeutic Foster Care Services include recruitment, training, and support services to foster parents trained to meet the needs of youth who are appropriate for family based care but require behavioral intervention, case coordination, and/or counseling services. Foster parents require more frequent respite and support services and training in behavioral intervention.

Level 1—Foster Care is a program for children, youth, and their families whose special needs can be met through services delivered primarily by foster parents trained, supervised, and supported by agency staff with the goal of permanency based on the best interest of the child.

Level 2—Level II Residential Treatment is designed to meet the needs of children who are unable to live at home or in a resource home and require temporary care in a group or residential setting. The residential treatment program provides structure, counseling, behavioral intervention and other services identified in a child's permanency plan for children with moderate clinical needs. Children in this program type attend public school in the community.

Level 2 Continuum—Continuum of Care is a service model with a focus on achieving the outcome of successful perma-

nency for children in a family setting. Continuums have flexibility to design services, in coordination with a Child and Family Team, which are individualized for children and families and the ability to customize the delivery of services to each child and family in the least restrictive manner. A Level II Continuum is an array of services for children with moderate mental health and behavioral issues and their families, which includes residential services, resource homes with wrap-around services, in-home services, and support and services to the child's family. The goal of all continuum services is timely permanency and well being for the children served.

Level 2 Special Needs—Level II Special Needs is a structured group home or residential treatment facility specializing in treatment of youth with both developmental delays and behavioral and/or emotional disorders. The program provides structure, counseling, behavioral intervention, and other needs identified in a child's permanency plan. Children and youth may, if appropriate, attend an on-site school approved by the Department of Education and the Department of Children's Services Educational Division.

Level 2 Special Population—Level II Special Population is a structured group home, residential treatment facility, or Wilderness program that provides structure, counseling, behavioral intervention, and other needs identified in a child's permanency plan for youth with moderate clinical needs. The youth do not attend public school in the community for specified treatment reasons.

Level 3—LEVEL III **Residential** Treatment provides an interdisciplinary psychotherapeutic treatment program in a 24-hour a day facility for children and youth with serious emotional and/or

psychological treatment needs and in need of intensive residential treatment facility. The agency provides intensive day treatment and an educational program. A Level III **Continuum** is an array of services for children with moderate mental health and behavioral issues and their families, which includes residential services, resource homes with wrap-around services, in-home services, and support and services to the child's family.

Level 3 Continuum—Continuum of Care is a service model with a focus on achieving the outcome of successful permanency for children in a family setting. Continuums have flexibility to design services, in coordination with a Child and Family Team, which are individualized for children and families and the ability to customize the delivery of services to each child and family in the least restrictive manner. A Level III Continuum is an array of services for children with moderate mental health and behavioral issues and their families, which includes residential services, resource homes with wrap-around services, in-home services, and support and services to the child's family. The goal of all continuum services is timely permanency and well being for the children served.

Level 3 Continuum Special Needs—A Level III Special Needs Continuum is an array of services for children with serious mental health and behavioral issues and their families, which includes residential services, resource homes with wrap-around services, in-home services, and support and services to the child's family.

Level 4—Level IV programs provide psychiatric hospitalization, which is a physician-directed level of care focused on establishing the behavioral and emotional prerequisites for functioning in less restrictive, non-hospital environments. It

is a transitional level of care that a child may enter as a step-down from an acute admission or as a temporary admission from a lower level of care for the purpose of emotional and/or behavioral stabilization. All admissions to Level IV programs meet the criteria for voluntary admission subject to the availability of suitable accommodations as defined by the hospital. The child's treatment team under the leadership of the physician makes decisions regarding which clinical issues are addressed on the plan of care, the sequence in which they are addressed and discharge recommendations. The use of seclusion or restraint in Level IV programs shall be directed by a physician (licensed independent practitioner) and must be in compliance with applicable statutory Department of Children's Services, licensure, CMS and JCAHO requirements. The regional psychologist must approve all admissions of children in custody to a Level IV program.

Probation: Supervision of a youth who has been adjudicated delinquent by a court and who is subject to conditions imposed by the court and probation division.

Surrender of Parental Rights: The legal document whereby the birth parent(s) or guardian(s) of the child voluntarily relinquish his/her rights or rights of guardianship and responsibilities directly to DCS, a child-placing agency or directly to the prospective adoptive parent(s) for the purpose of adoption.

Targeted Case Management: The process of focusing on a particular aspect or aspects of a case in order to bring about specific change(s).

Temporary Custody: The legally ordered status of a child when an adult or an agency receives physical care, control, and supervision of a child for a limited time. Temporary

custody is subject to the remaining rights and duties of the parent or guardian and to any limitations in the court's order.

TennCare: A managed healthcare program for Tennesseans who are either eligible for Medicaid, or are uninsured or uninsurable.

Title IV-E: A section of the Social Security Act that provides funding for the maintenance of children in foster care who meet certain Temporary Assistance for Needy Families (TANF) eligibility criteria and who meet certain legal requirements, e.g., best interests, reasonable efforts.

TN KIDS: A statewide database application developed by the TN Department of Children's Services to provide efficient access to information about children and families served by DCS.

Unruly Child/Youth: A child in need of treatment and rehabilitation who habitually and without justification is truant from school while subject to compulsory schools attendance under TCA 49-6-3007; or is habitually disobedient of the reasonable and lawful commands of parents/guardians or other legal custodians to the degree that such child's health and safety are endangered; or commits an offense which is applicable only to a child; or is a runaway.

Wraparound Funds: Funds used to provide appropriate support for living arrangements that will lead towards permanency for children and youth in DCS custody.

Acronyms

A

A&D – alcohol and drug
ACA – American Correctional Association
ADD – attention deficit disorder
ADHD – attention deficit disorder with hyperactivity
AFDC – Aid to Families with Dependent Children
AG – attorney general
ASFA – Adoption and Safe Families Act
AWOL – absent without leave

B

BHO – behavioral health organization
BIP – behavior intervention plan
BPR – Board of Professional Responsibility

C

CAPTA – Child Abuse Prevention and Treatment Act
CART – child abuse review team
CASA – court appointed special advocate
CBT – computer-based training
CFSR – child and family service review
CFTM – child and family team meeting
CM – case manager
CIP – court improvement program
CIT – crisis intervention team
CLE – continuing legal education
CLT – Core Leadership Team
CMV – cytomegalovirus
CO – Central Office
COA – Council on Accreditation
CPIT – child protective investigative team
CPS – Child Protective Services
CQI – continuous quality improvement
CRI – Children’s Rights, Inc.
CRP – community residential program
CSA – Community Services Agency
CSLA – children in special living arrangements
CSO – Children’s Services Officer
CWB – child welfare benefits
CWLA – Child Welfare League of America
CY – calendar year

D

DA – district attorney
D&N – dependent and neglected
D&E – diagnostic and intervention
DEA – Drug Enforcement Agency
DHS – Department of Human Services
DMHDD – Department of Mental Health
and Developmental Disabilities
DMRS – Division of Mental Retardation Services
DNA – deoxyribonucleic acid
DNR – do not resuscitate

DOC – Department of Correction
DOE – Department of Education
DPA – direct purchase authority
DMS-IV – Diagnostic and Statistical Manual for
Mental Disorders

E

ED – emotionally disturbed
EAP – Employee Assistance Program
EPSDT – early periodic screening, diagnosis and
treatment

F

F&A – Department of Finance and Administration
FAPE – free appropriate public education
FAQ – frequently asked questions
FBA – functional behavior assessment
FCIP – family crisis intervention program
FCRB – foster care review board
FF – flex funds
FHACP – Resource home and Child Placement
FLSA – Fair Labor Standards Act
FSA – field system administrator
FSS – family support services
FSW – Family Service Worker
FTT – failure to thrive
FY – fiscal year
FYI – for your information

G

GAF – Global Assessment of Functioning
GH – group home

H

HCCM – home county case manager
HIPAA – Health Insurance Portability and
Accountability Act of 1996

I

IA – Internal Affairs
IAP – individualized accommodation plan
ICE – Immigration and Customs Enforcement
ICJ – Interstate Compact on Juveniles
ICPC – Interstate Compact on the Placement of
Children
ICWA – Indian Child Welfare Act
IDEA – Individuals with Disabilities Act
IEP – individualized education plan/program
IEPA – Inter-Ethnic Place Act
IPP – individual program plan
IR – information resources
IS – information systems

ISM – information systems management
IV-D – section of federal Social Security Act
IV-E – section of federal Social Security Act

J

JJ – juvenile justice
JCCO – juvenile court commitment order
JJDPA – Juvenile Justice and Delinquency Prevention Act

L

LDI – legally defensible interviewing
LEA – local education agency
LRE – least restrictive environment
LTPA – long-term placement agreement

M

MCO – managed care organization
MD – manifestation determination
MEPA – Multi-Ethnic Placement Act of 1994
MR – mentally retarded
MRS – Multiple Response System

N

NACC – National Association of Counsel for Children
NCAC – National Child Advocacy Centers

O

O&A – observation and assessment
OIG – Office of the Inspector General
OIR – Office of Information Resources
OJJDP – Office of Juvenile Justice and Delinquency Prevention
OJT – on-the-job training
OT – occupational therapy

P

P2E – Path to Excellence
PAR – program accountability review
PATH – Parents as Tender Healers
PCP – primary care provider
PD – public defender
PER – placement exemption request
POA – power of attorney
PPLA – planned permanency living arrangement
PT – physical therapy
PTSD – post-traumatic stress disorder

R

RA – regional administrator
RAC – residential appeals committee
RAD – reactive attachment disorder

REACT – Resource Exchange for Adoptable Children in Tennessee

RFP – request for proposals

RGC – regional general counsel

R/O – rule out

ROCM – risk-oriented case management

RSV – respiratory syncytial virus

S

SACWIS – State Automated Child Welfare Information System

SAT – services and appeals tracking

SDM – Structured Decision Making

SEA – State Education Agency

SED – seriously emotionally disturbed

SIR – serious incident report

SIU – Special Investigations Unit

SPMI – seriously and persistently mentally ill

SSA – Social Security Act

SSI – supplemental security income

T

TAC – Technical Assistance Committee

TANF – Temporary Assistance for Needy Families

TBI – Tennessee Bureau of Investigation

TC – team coordinator

TCA – Tennessee Code Annotated

TCCY – Tennessee Commission on Children and Youth

TCSSES – Tennessee Child Support Enforcement System

TDM – team decision making

TEIS – Tennessee Early Intervention Services

THP – trial home placement

THV – trial home visit

TIPS – Tennessee Infant Parent Services

TL – team leader

TRCP – Tennessee Rules of Civil Procedure

TRJP – Tennessee Rules of Juvenile Procedure

U

UAPA – Uniform Administrative Procedures Act

UCCJEA – Uniform Child Custody Jurisdiction and Enforcement Act

UPP – Unified Placement Program

V

VAP – voluntary acknowledgement of paternity

VPM – Viola P. Miller

VVCO – violation of a valid court order

Y

YDC – youth development center

YSO – youth services officer

Addendum I



STATE OF TENNESSEE
DEPARTMENT OF CHILDREN'S SERVICES
OFFICE OF EVALUATION AND MONITORING
Division of Licensing
1272 Foster Avenue, Nix 3
Nashville, TN 37243-1290
(615) 532-5598

Annual Licensing Report FY2007

The DCS Division of Licensing is a regulatory authority governed by statute and is responsible for the evaluation of all programs making application for licensure that fall within the purview of applicable state licensing regulations. The DCS Division of Licensing develops and promulgates applicable rules; issues conditional and annual licenses; reviews, investigates, documents and processes grievances, complaints, and implements disciplinary actions; ensures compliance with applicable federal and/or state laws, regulations, and/or department rules, standards, and guidelines; reviews and makes recommendations on applicable legislation; coordinates annual adoption fees scheduling and compiles annual data on the activities of the entities it licenses.

The following information is based on annual self-reported data collected from all agencies licensed by the Tennessee Department of Children's Services (DCS) during the 2007 fiscal year. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those DCS-licensed agencies contracting with the department for residential and/or foster care.

Please also note that the scope of the annual licensing reporting was changed dramatically during this fiscal year and therefore there is no relevant comparative data to provide from the FY2006 annual licensing report. Comparative data will once again be available for the FY2008 report.

Summary

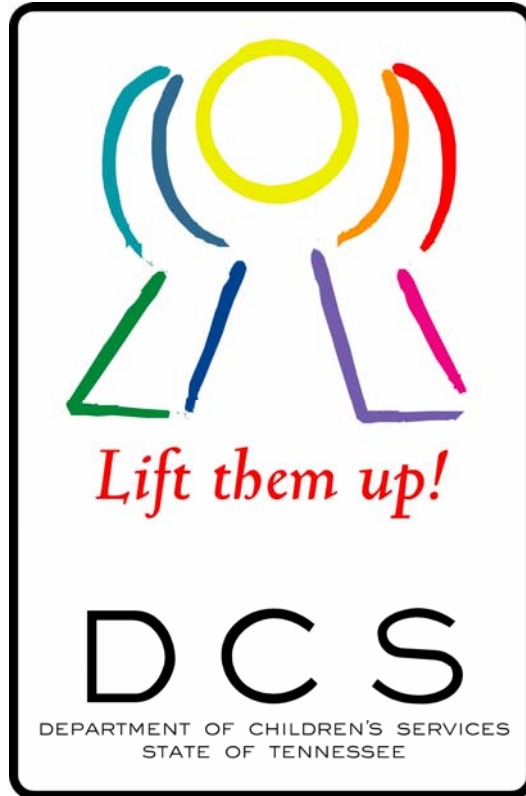
Private and public agencies licensed or approved by the Department of Children's Services providing residential child-care served 9,897 children during the 2007 fiscal year (July 1, 2006 through June 30, 2007). Agencies served a total of 9,305 children whose cases were subject to foster care review law. This included 6,312 cases subject to review through the Department of Children Services for those children residing in custodial foster care; and 2,993 children for whom the agencies themselves were responsible for foster care review. Children served by the agencies, but not subject to foster care review, totaled 592.

The number of children placed for adoption by the licensed private agencies or approved public agencies totaled 652. Of this total, 257 were in the age range of infant to two years; 85 were in the range of 2 through 6 years; and 310 were aged 7 or older.

**TENNESSEE DEPARTMENT OF CHILDREN'S SERVICES
ANNUAL REPORT (JULY 1, 2006 THRU JUNE 30, 2007)**

(Compiled from annual reports submitted by licensed and approved agencies providing childcare.)

	2007
Total number of children in your care this fiscal year (July 1-June 30)	9897
Number of children in care as of June 30, 2007	3802
Number of children terminated from care this year	6095
Number of children placed by your agency for adoption this year	652
Infant to 2 years of age	257
Age 2-6	85
Age 7 and older	310
Number of children in care subject to Foster Care Review Law (Legal Custody DCS):	6312
Number of children in previous question for whom DCS completed the plan and/or report during the fiscal year:	6200
Number of children in care subject to Foster Care Review Law (Legal Custody Program):	2993
Number of children in previous question for whom your agency completed the plan and/or report	1535
Average length of stay (mean days) for children in care :	239.25



7th Floor, Cordell Hull Building
436 Sixth Avenue North
Nashville, TN 37243-1290
[Http://www.state.tn.us/youth/](http://www.state.tn.us/youth/)

Phil Bredesen, Governor

Viola P. Miller, Commissioner



Department of Children's Services, Publication Authorization No. 359117, June 2008, 14 copies. This public document was promulgated at a cost of \$5.54 each.