



State of Tennessee
Department of Children's Services
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Emergency Response: Department Basic Plan

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Executive Summary

The state of Tennessee's Department of Human Resources, along with a task force of 15 other agencies that includes the Department of Children's Services (DCS) works in conjunction with the Tennessee Emergency Management Agency (TEMA) to plan for disaster and manage the workforce. TEMA is also responsible for the development of the state's emergency management plan which is designed to mitigate the potential effects of various hazards and disasters that might impact Tennessee and outline responsibilities of each state agency except those which the military carry primary responsibility. Tennessee Code Annotated section 58-2-106 establishes the authority for TEMA to deem responsibilities and roles for all state agencies as determined to serve critical functions during a disaster. Two of the Department's staff serves as Emergency Services Coordinators to work in conjunction with TEMA/FEMA should a disaster occur. DCS has formed a "reserve" team to serve in a supporting role working directly with TEMA/FEMA to satisfy the responsibility of community involvement identified in the Tennessee Emergency Management Plan (TEMP). This role with emergency management serves a part of the Department's mission to support community safety and partnerships. It further serves a part of the Department's obligation to respond to emergencies and make preparations through internal agency planning and coordination with other states. Equally the Department stands steadfast on the fact that its own staff and children must be accounted for at times of disaster. Not only must custodial children be accounted for, services for them must continue whether a minor, major or catastrophic disaster has occurred. **Appendix A** provides a description of DCS's role as designated by TEMA and the role that identified staff fulfills in efforts to assure internal and external capacity in responding to disasters.

The state of Tennessee is situated in the southeastern portion of the United States. Tennessee, known as a "Mid South" state, has 95 counties and is divided into three major areas: the eastern mountain area, the middle highlands and the western lowlands. The Department has more than 150 office locations serving its 95 counties and five youth development centers. Per DCS policy all locations must have a general evacuation plan and an emergency response preparedness plan that outlines preparations, continuity of operations and recovery from disasters. The Department of Children's Services recognizes that disaster planning is not easy but very necessary. Because disasters do happen and have an impact on children, families and services, this agency is making disaster preparations one of its priorities.

Introduction

The purpose of disaster planning is to ensure the continuity of services through emergency functions should a disaster occur that impacts the delivery of services. Disaster planning for DCS is established internally through agency preparations that are based on criteria related to working with families of children in custodial care that might be displaced as the result of a disaster. The criteria for the Department's plan is stated in policies as established by authority set in the Tennessee Code Annotated section 37-5-106 and federal mandates established under Title IV-B that require states and tribes to prepare for disasters. (See the Child and Family Services Improvement Act of 2006 and Title IV-B Subpart 2 of the Social Security Act at Section 422(b)(16) – (http://www.acf.hhs.gov/programs/cb/laws_policies/policy/pi/2008/pi0803.htm)). Criteria for plans also include requirements of standard compliance developed by the Council on Accreditation, an accrediting organization founded in 1977 by the Child Welfare League of America and Alliance for Children and Families [in 1977 known as Family Services America]. Another organization, the American Correctional Association (ACA), also have standards that influence the content of DCS disaster plans. The Department of Children's Services Juvenile Justice Division follows these standards to assure that the need for planning for secured facility environments are addressed. The American Correctional Association, founded in 1870, presents standards that address services, programs, and operations essential to effective correctional management – standards suitable to support the Department's Youth Development Center environments. Both, the standards of the ACA and COA establish a framework for the delivery of higher quality services. The plan defines the role and responsibilities of all parties involved in critical functionality related to continuing operations in times of disaster and disaster recovery. This basic plan establishes the framework for the development of a comprehensive emergency response preparedness program for the staff of the Department of Children's Services and the children and families served. All of the Department's areas have written divisional plans. This basic plan presents, as a part of its appendices (**Appendix C**), all areas alternate sites and critical tasks ultimately providing one broad department-wide plan.

Scope of the plan

Both the state and federal requirements for disaster planning emphasize the need to identify essential and critical functions and assure the continuity of identified operations and functions. All divisions of DCS are to assess their area's functionality and determine what roles and functions become critical in the event of disasters and emergencies. Plans address all of these identified emergency functions. These functions include essential functions of DCS program areas, administration and training, juvenile justice, legal internal affairs, legislative constituents and internal audit offices.

The plans should address potential situations that might result from any natural or man-made disasters. The format of the plan is designed to prepare for disasters and respond to disastrous or emergency events, resume business, recover from damages and make improvements in the process through ongoing evaluation and assessment of "lessons learned". Per Department of Children's Services Policy **29.12, Emergency Response Preparedness Plans**, all areas of the Department, except for the Division of Juvenile Justice, are driven by the stated guidelines. The guidelines for plan content for the Division of Juvenile Justice are outlined in **Policy 29.5, Contingency Plans for YDCs and DCS Group Homes**. Because of the demand for security in the Juvenile Justice

environments some plan guidelines vary, such variances are identified in the plans utilized by staff of those specific offices. Policies, 29.12 and 29.5, include statements to drive annual updates and revisions to be made as necessary to all plans.

Established Plan Guidelines

The Federal Emergency Management Agency (FEMA) has established instructions for all states to provide guidance for plan development to continue operations in the event of disaster. Tennessee's Emergency Management Agency (TEMA) coordinates with state agencies to provide oversight and guidance for plan development. The Council on Accreditation has compliance standards that outline emergency plan development and response to emergency situations. The Child and Family Services Improvement Act of 2006, and Title IV-B also outline requirements of federal regulations on disaster planning. These guides, in conjunction with consultations with TEMA staff set the groundwork for the guidelines used to establish *emergency response preparedness plans* for DCS staff outside of the Juvenile Justice Division. The Juvenile Justice Division bases the guidelines for disaster planning primarily by the standards of the American Correctional Association. Separate plans are written for every office location and all separate plans become an appendix of the agency's primary plan which represents the overall functionality of the Department. Identified critical administrative functions in the area of fiscal and human resource development designated in the regional offices includes planning that link to central office functions in time of disaster and the agency's Office of Information Systems maintains additional guidelines that go beyond the scope of general planning so that the agency is in coordination with the States Office of Information Resources in the event of a disaster. Otherwise, **plans include documentation that addresses:**

- ◆ Coordinating with emergency responders
- ◆ Coordination and communication with service recipients
- ◆ Evacuation of persons with mobility challenges and other special needs
- ◆ Accounting for the whereabouts of staff and service recipients
- ◆ Options for relocating service recipients
- ◆ Situations involving harm or violence, or the threat of harm or violence
- ◆ Conducting exercises and drills
- ◆ Training staff on use of emergency response plan

Secured environments must consider situations that are not likely to happen in non-secured environments such as:

Disturbance/Riot: A disturbance in which control of the institutional may be temporarily lost, destruction of property may take place and the safety of youth and staff may be jeopardized.

Adverse job action: Action by a group of employees to remain off the job in sufficient numbers to create a situation where control of the facility may be jeopardized.

Hostage Incident: A situation in which an individual or group of individuals are being detained against their will by use of force.

Hunger strike: A situation in which all or significant portions of the youth refuse to eat.

Escape: A situation in which a youth residing in a secure facility has absconded from.

Department Essential Functions/General Responsibilities

The primary responsibility of the Department of Children's Services is always to serve its mission to empower families, support community safety and partnerships, and protect children from abuse and neglect. The Department is also responsible for providing care for children who cannot remain in their own homes. This mission cannot be accomplished without some involvement from all areas of the Department. In the event of disaster, the various areas of the Department must be able to identify those essential and critical functions that must continue under any/all disastrous conditions. *Appendix B* provides a Communication's Log/Phone List for the Commissioner's Core Leadership Group. In addition to the three primary divisions are areas of the organization that report directly to the Commissioner. These areas include the offices of Communications, Administrative Procedures and General Counsel. These are primarily areas that all report out of the Department's Central Office. Essential and critical functions are also identified in all of the Department's field offices. This totals approximately 160 locations broken down in 12 regional areas: Davidson, East, Knox, Mid Cumberland, Northeast, Northwest, Shelby, Smoky Mountains, South Central, Southwest, Tennessee Valley and Upper Cumberland. All direct services employees are housed in the field offices. Plan contents for field offices in the area of identifying critical functions generally mirror one another as the most critical and essential functions of all direct services staff are to:

- ◆ Assure that services to children and families continue for children affected by the disaster as well as those not directly affected, and
- ◆ Assure that a mechanism for receiving new referrals continue to exist.

Reports regarding allegations of abuse and neglect are made to the Department's Central Intake Division which is a part of the Department's Central Office functions that link directly to the regions. It is the responsibility of the region to coordinate with Central Intake to assure that there is a mechanism in place to receive referrals. Other critical administrative functions of all field offices that link with Central Office include:

- ◆ Staff payroll and payments for resource parents.

Table 1 highlights all of the Department's Central Office divisions and a generalization of the various divisions' responsibilities. All functions are essential when performing day-to-day tasks. For disaster planning these functions are assessed and some functions are determined not to be critical. The critical functions performed by these divisions can be found in the appendix section.

TABLE 1: Division Essential Functions and Responsibilities

Division	General Responsibilities
Protection and Prevention	Protect children from abuse and neglect and provides care for children who cannot remain in their own homes
Office of Child Safety	<ul style="list-style-type: none"> • Central Intake: Provide a child abuse and neglect 24-hour hotline, operated as a statewide system; provides a consistent measure for receiving, screening, prioritizing and dispatching reports alleging abuse or neglect • Child Protective Services: Receives, investigates, and assesses reports of child abuse and neglect. and offers services after investigations if needed • Service Integration: Integrates various assessment tools used by the Department to create a continuum of assessment information that is used throughout the life of a case • Prevention, Preservation and Support: Provides intervention through a strengths-based approach, protecting children while increasing supportive resources to prevent abuse and neglect • Relative Caregiver: Support to children who are in the care of relatives outside the formal child welfare system • Special investigations: Conducts third party CPS investigations that involve DCS staff, involves a person's employment or volunteer status, such as teachers, daycare workers, coaches, ministers, etc.
Office of Child Permanency	<ul style="list-style-type: none"> • Foster Care and Adoptions: 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 • Child Placement and Private Providers: manages 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; Provides support, information, guidance, training, coordination and oversight of residential services • Permanency Planning: Implements and Supports the Department's Child and Family Team Meeting process; Supports timely permanence for children in the custody of the state or at risk of custody • Community Partnerships and Support Services: Collaborates with the Department's regions plan, problem solve, and develop community partnerships • Centralized Permanency Service: Assure case management services in program areas that have statewide impact, such as Interstate Compact, the Adoption Registry and Post Adoption services
Office of Family and	<ul style="list-style-type: none"> • Educational Services: Provides oversight of the education services for students in state custody who reside in Youth

<p>Child Well-Being</p>	<p>Development Centers and DCS Group Homes</p> <ul style="list-style-type: none"> • Interdependent Living: Develop and maintain a statewide program in concert with the provisions of the Chafee Foster Care Independent Living Program and Education and Training Voucher Program on behalf of youth in custody between the ages 14-22 • Medical and Behavioral Services: Reviews and oversees the implementation of policies, procedures and practices related to the medical and behavioral health care of children in the care and custody of the state; oversees practice and policy change concerning protection from harm issues
<p>Office of Regional Support</p>	<ul style="list-style-type: none"> • Provides programmatic support to all 13 regions of the state • Provides technical support for any requested regional initiative
<p>Administration and Training</p>	<p>Provides all administrative supports for all staff of the Department</p>
<p>Office of Performance and Quality Improvement</p>	<ul style="list-style-type: none"> • Planning and Policy Development: Develops and coordinates the creation and distribution of departmental policy, develops and monitors strategic plans and coordinates reports required by state and federal mandates • Evaluation and Monitoring: Perform monitoring and review activities; Review monitor, and evaluate the administrative competence of the Department; Provides training and technical assistance of the Department's regional QSR process • Continuous Quality Improvement: Examine the Department's internal systems, procedures, and outcomes; provides training on Department's CQI process • Accreditation: Development and implementation of accreditation process; Provide guidance for all accreditation activities • Program Accountability Review: Planning, managing and integration of the components of performing multiple reviews on residential and non-residential programs • Licensure: Evaluate and license all programs that fall within the purview of applicable state licensing regulations
<p>Office of Human Resource Development</p>	<ul style="list-style-type: none"> • Diversity Initiatives: Handles employee complaints and leads agency activities related to EEO, affirmative action, etc. • Human Resources: Handles the Department's key personnel areas such as benefits, hiring practices, disciplinary actions, employee, classification/compensation, attendance and leave, etc. • Professional Development and Training: Trains and provides opportunities for professional development for all staff and Department resource parents • Volunteer Services: Coordinates efforts to recruit, certify and train volunteers of the Department

Office of Information Technology	<ul style="list-style-type: none"> • Data Quality: Support the Department's regional efforts to assure key system data is timely and accurate • Help Desk: Provide telephone assistance to the Department's computer users • Desktop Support: Provide technical and application support in all office locations • Security: Control access to the state network and DCS applications • Asset Management: Manages the distribution of computers and printers to DCS employees • Telecommunications: Process all orders for voice telecommunication products and services
Office of Finance and Program Support	<ul style="list-style-type: none"> • Provide fiscal services for the Department including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, eligibility services and regional fiscal services • Provides facility support services
Juvenile Justice	Coordinate statewide services to adjudicated delinquent youth and their families
Office of Program Development and Management	<ul style="list-style-type: none"> • Provides oversight for the Community Intervention Services Program • Supervises providers for intensive probation services • Oversight for Community Residential Programs • Oversight for Intensive Aftercare Programs
Office of Administration and Compliance	<ul style="list-style-type: none"> • Provides oversight and supervision of the Department's Youth Development Centers • Victim Assistance: Provides notification to individuals who request information about the release of juvenile offenders • Special Population Unit: Assists with and supports referral for delinquent youth into continuum level facilities; Supports coordination of departmental mental health transfers
Administrative Procedures	<ul style="list-style-type: none"> • Responsible for all hearings and appeals involving the Department under the Uniform Administrative Procedures Act and the Rules of the Tennessee Department of Personnel • Provides general public the opportunity to appeal Department decisions/rulings
Communications	<ul style="list-style-type: none"> • Serves as the "public face" for the Department of Children's Services; Resource for the press, researchers, and the public
General Counsel	<ul style="list-style-type: none"> • Provides legal advise and counsel to the Commissioner and the Department's employees

Common Disasters/Procedures

For purposes of this plan, emergency/disaster situations include accidents, serious illness, fire, medical emergencies, water emergencies, and natural disasters, emergencies associated with outdoor activities, hostage situations, bomb threats, unlawful intrusion, battering behavior and other life threatening situations. The following are general procedures for some common disasters provided as a part of the plan template instructions:

Tips to follow if threatened by a hurricane

1. Locate local shelters and map the route to a near-by shelter
2. Listen to the news and weather updates.
3. Have a flashlight prepared in a safe place with fresh batteries.
4. When the hurricane occurs, remain inside a room, away from windows and doors.
5. The safest place to stay during a hurricane would probably be a closet.

These tips are really important.
If your area is threatened by a hurricane, follow these safety tips!

Tips on Preparing for Tornados

1. Go to the lowest level of your building, preferably a basement. If your facility does not have a basement, stay in a room with no windows.
2. You should stay as far away as possible from doors and windows that can break or burst open.
3. Hold on to a solid, strong piece of furniture --- TIGHTLY!
4. Cover your eyes, and face, with your arm.

Tips for Preparing/Responding to Floods

To prepare for a flood, you should:

- Avoid leasing buildings in a floodplain unless reinforcements are in place to sustain potential damage.
- Elevate the furnace, water heater, and electric panel if susceptible to flooding.
- Install "check valves" in sewer traps to prevent flood water from backing up into the drains of your building.
- Construct barriers (levees, beams, floodwalls) to stop floodwater from entering the building.
- Seal walls in basements with waterproofing compounds.

If a flood is likely in your area, you should:

- Listen to the radio or television for information.
- Be aware that flash flooding can occur. If there is any possibility of a flash flood, move immediately to higher ground. Do not wait for instructions to move.
- Be aware of streams, drainage channels, canyons, and other areas known to flood suddenly. Flash floods can occur in these areas with or without such typical warnings as rain clouds or heavy rain.

If you must prepare to evacuate, you should do the following:

- Secure personal belongings in the building. Move essential items to an upper floor.
- Turn off utilities at the main switches or valves if instructed to do so. Disconnect electrical appliances. Do not touch electrical equipment if you are wet or standing in water.

If you have to leave your office site, remember these evacuation tips:

- Do not walk through moving water. Six inches of moving water can make you fall. If you have to walk in water, walk where the water is not moving. Use a stick to check the firmness of the ground in front of you.
- Do not drive into flooded areas. If floodwaters rise around your car, abandon the car and move to higher ground if you can do so safely. You and the vehicle can be quickly swept away.

Driving Flood Facts:

The following are important points to remember when driving in flood conditions:

- Six inches of water will reach the bottom of most passenger cars causing loss of control and possible stalling.
- A foot of water will float many vehicles.
- Two feet of rushing water can carry away most vehicles including sport utility vehicles (SUV's) and pick-ups.

Tips for Preparing for Earthquakes

There are a couple of tips that you should take for preparing for an earthquake. You should practice a couple of times during the year, to assure yourself that you are skilled in preparing for an earthquake.

1. Drop to the floor, in a corner of a room, against the wall, where no furniture or shelves can fall on you.
2. Cover your face tightly, with your arms, so that you don't damage your face.
3. Grasp a nearby object, with all your might! Do not let go until you are absolutely sure that all of the shaking has stopped.
4. Check to make sure that you are in good health, and are sure to check on others.

Fire Safety – Tips to Minimize Risk of Fire, Tips for Evacuation and Responsiveness

1. Install smoke detectors

Check them once a month and change the batteries at least once a year.

2. Develop and practice an escape plan. Make sure all staff knows what to do in a fire.

- Draw an evacuation plan with at least two ways of escaping from the facility.
- Choose a safe meeting place outside the building/facility.
- Practice alerting other employees. It is a good idea to keep a bell and a flashlight in various areas of the office for this purpose.
- Remember: In a real fire situation, the amount of smoke generated by a fire will most likely make it impossible to see.
- Get out as quickly and as safely as possible.
- Use the stairs to escape.
- If possible, cover mouth with a cloth to avoid inhaling smoke and gases.
- Practice staying low to the ground when escaping
- Close doors in each room after escaping to delay the spread of the fire.
- If in a room with a closed door and smoke is pouring in around the bottom of the door or it feels hot, keep the door closed.

- If there is no smoke at the bottom or top and the door is not hot, then open the door slowly.
- If there is too much smoke or fire in the hall, slam the door shut.
- Feel all doors before opening them. If the door is hot, get out another way.
- Learn to stop, drop to the ground, and roll if clothes catch fire.

3. Post emergency numbers near telephones.

However, be aware that if a fire threatens your home, you should not place the call to your emergency services from inside the home. It is better to get out first and place the call from somewhere else.

4. Make certain A-B-C type fire extinguishers are installed and ensure that staff knows how to use them.

5. Do not store combustible materials in closed areas or near a heat source.

Keep the stove area in break rooms clean and clear of combustibles such as bags, boxes, and other appliances. If a fire starts, put a lid over the burning pan or use a fire extinguisher. Be careful. Moving the pan can cause the fire to spread. Never pour water on grease fires.

6. Cooking - Check electrical wiring.

- Have wiring replaced if frayed or cracked.
- Make sure wiring is not under rugs, over nails, or in high traffic areas.
- Do not overload outlets or extension cords.
- Outlets should have cover plates and no exposed wiring.
- Only purchase appliances and electrical devices that have a label indicating that they have been inspected by a testing laboratory such as Under Laboratories (UL) or Factory Mutual (FM).

7. Contact your local fire department or American Red Cross chapter for more information on fire safety.

Emergency Public Information

1. Give first aid where appropriate.

Seriously injured or burned victims should be transported to professional medical help immediately.

2. Stay out of damaged buildings.

Return to office/facility only when local fire authorities say it is safe.

3. Look for structural damage.

Check that all wiring and utilities are safe.

Tips on Chemical Threats

1. Before a Chemical Attack

Following are guidelines for what you should do to prepare for a chemical threat:

Check your disaster supplies kit to make sure it includes:

- A roll of duct tape and scissors.
- Plastic for doors, windows, and vents for the room in which you will shelter in place. To save critical time during an emergency, pre-measure and cut the plastic sheeting for each opening.
- Choose an internal room to shelter, preferably one without windows and on the highest level.

2. During a Chemical Attack

Following are guidelines for what you should do in a chemical attack:

If you are instructed to remain in your office building, you should:

- Close doors and windows and turn off all ventilation, including furnaces, air conditioners, vents, and fans.
- Seek shelter in an internal room and take your disaster supplies kit.
- Seal the room with duct tape and plastic sheeting.
- Listen to your radio for instructions from authorities.

If you are caught in or near a contaminated area, you should:

- Move away immediately in a direction upwind of the source.
- Find shelter as quickly as possible.

After a Chemical Attack

Decontamination is needed within minutes of exposure to minimize health consequences. Do not leave the safety of a shelter to go outdoors to help others until authorities announce it is safe to do so.

A person affected by a chemical agent requires immediate medical attention from a professional. If medical help is not immediately available, decontaminate yourself and assist in decontaminating others.

Tips and Awareness for Bomb Threats

Conventional bombs have been used to damage and destroy financial, political, social, and religious institutions. Attacks have occurred in public places and on city streets with thousands of people around the world injured and killed.

Parcels that should make you suspicious:

- Are unexpected or from someone unfamiliar to you.
- Have no return address, or have one that can't be verified as legitimate.
- Are marked with restrictive endorsements such as "Personal," "Confidential," or "Do not X-ray."
- Have protruding wires or aluminum foil, strange odors, or stains.
- Show a city or state in the postmark that doesn't match the return address.
- Are of unusual weight given their size, or are lopsided or oddly shaped.
- Are marked with threatening language.
- Have inappropriate or unusual labeling.
- Have excessive postage or packaging material, such as masking tape and string.
- Have misspellings of common words.
- Are addressed to someone no longer with your organization or are otherwise outdated.
- Have incorrect titles or titles without a name.
- Are not addressed to a specific person.
- Have hand-written or poorly typed addresses.

Take Protective Measures

If you receive a telephoned bomb threat, you should do the following:

- Get as much information from the caller as possible.
- Keep the caller on the line and record everything that is said.
- Notify the police and the building management.

During an Explosion

- Get under a sturdy table or desk if things are falling around you. When they stop falling, leave quickly, watching for obviously weakened floors and stairways. As you exit from the building, be especially watchful of falling debris.
- Leave the building as quickly as possible. Do not stop to retrieve personal possessions or make phone calls.

- Do not use elevators.

Once you are out:

- Do not stand in front of windows, glass doors, or other potentially hazardous areas.
- Move away from sidewalks or streets to be used by emergency officials or others still exiting the building.

If you are trapped in debris:

- If possible, use a flashlight to signal your location to rescuers.
- Avoid unnecessary movement so you don't kick up dust.
- Cover your nose and mouth with anything you have on hand. (Dense-weave cotton material can act as a good filter. Try to breathe through the material.)
- Tap on a pipe or wall so rescuers can hear where you are.
- If possible, use a whistle to signal rescuers.
- Shout only as a last resort. Shouting can cause a person to inhale dangerous amounts of dust.

Procedures for Pandemic Outbreaks

(A Pandemic Outbreak will likely result in the ERPP going into effect)

Critical/Task Essential Functions

- Review essential positions, skills, and personnel and continue to train, identify, and as necessary, augment with back-up personnel.
- Alternate Site Location
- Ensure readiness of traditional alternate operating facility(ies) in the event of an incident concurrent to a pandemic that would necessitate relocation.
- Interoperable Communications
- Review and test communications mechanisms (i.e., laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), GETS cards) to provide relevant information to internal and external stakeholders, including but not limited to instructions for determining the status of agency operations and possible changes in working conditions and operational.
- Realign and re-issue communications resources as appropriate.
- Vital Records and Databases
- Test, review, and update vital records, databases, and systems, in particular those that will need to be accessed electronically from a remote location.
- Implement workforce guidelines (contact and transmission interventions) to prevent or minimize workplace exposure to contagious disease for affected areas.

- Implement alternative work arrangements (e.g., job sharing, flexible work schedules) available for use in the case of a pandemic health crisis as necessary for affected areas.
- Implement infection control measures.

Review and continuously update safety and health policies on, including but not limited to:

- Restriction of travel to geographic areas affected by the pandemic;
- Employees who become ill or are suspected of becoming ill while at their normal work site;
- Returning previously ill, non-infectious, employees to work;
- Social distancing;
- The dissemination and posting of educational and training materials to raise awareness about pandemic and workplace related policies (i.e., cough etiquette, hand hygiene, and social distancing strategies);
- The performance and regular updating of risk assessments based on occupational exposures and objective medical evidence, and procurement of appropriate types and quantities of infection control-related supplies (e.g., personal protective equipment (PPE), hand sanitizers, surface wipes, cleansers, and tissues);
- The implementation of infection control measures, including (if applicable) the appropriate selection and use of personal protective equipment;
- Vaccine and anti-viral prioritization information and distribution; and
- Psychological and social needs of employees.

Sample Disaster Kit Supplies

Disaster Supply Kits

Consider storing a “kit” of essential items in offices that managers can take if they are forced to leave the building during a disaster. These disaster supply kits could include employee lists, phone numbers, cell or satellite phones, a wireless portable computer, maps, and a list of media outlets. If regular and secure alternate locations are available for services during major disasters, store similar supply kits there, in case agency offices are not accessible or managers arrive at the alternative location directly from home. Update the kits regularly to ensure that contact information is accurate.

Disaster Kits could include:

- Laptop computer with extra batteries/thumb drives (with information loaded)
- Phone lists, address book, with employee and management contact information
- Disaster plans /Employee lists
- Cell phones (and car chargers for cell phones and laptops), satellite phones, radios/walkie-talkies, wireless handheld devices
- Weather radios and extra batteries
- Maps, driving directions to alternate facilities/Portable GPS devices (if available)
- Flashlight, lanterns, with extra batteries
- First aid kit
- Pocket knife or multi-tool
- Personal hygiene items

In addition, the Department might want to arrange for:• Agency vehicles with full gas tanks

Appendices

Appendix A

DCS Internal and External Role to Emergency Responsiveness and Management

*Internal Role – Per Policy 29.12 – **Designated Emergency Services Coordinators:***

The coordinator ultimately makes certain that all of the designated division's areas are prepared to respond to emergencies. While the role of some might be more critical in times of emergencies than others, the coordinator would be that person that assures that all areas, regardless of site location (Central Office, TPS, etc.) have a written plan consistent with the Department's basic plan. Plan contents include preparedness and coordination which involves keeping call trees current for all areas, knowing the critical tasks of all areas, assuring that coordination efforts are made between all of areas with internal and external stakeholders, assuring that evacuation plans are approved for all areas and assuring that emergency response plans are accessible to all staff.

All divisions should one major plan, with plan contents including the information of all locations to include evacuation routes and alternate site locations. The coordinator should be allowed to present plan information to division staff and should be encouraging drills and table top discussions in preparation for disasters. The coordinator is to make certain that all division staff are aware of the existence of the plan and aware of how the plan works. The coordinator should be supported by all staff in the division and should not be determining the contents of the division's plan alone.

*External Role – Per TCA (58-2-106 - **Emergency management responsibilities and powers**):*

Our Department is responsible for working in coordination with TEMA/FEMA when a disaster occurs that impacts Tennessee (disasters occurring in Tennessee or in a neighboring state resulting in residents of that state evacuating to Tennessee). As the state's experts in serving children and families, the Department is responsible for having an adequate representation of staff available to serve at the disposal of TEMA should the disaster result in Federal involvement. TEMA guidelines for DCS involvement is highlighted in the Tennessee Emergency Management Plan (TEMP), emergency support function (ESF) 6.

If a catastrophic event is determined as National Disaster:

- FEMA goes into our communities to assure that residents are accessing available resources, completing the application for FEMA, and also determine what federal assistance/funds will be needed, for how long, etc.
- Representatives of DCS should accompany FEMA under TEMA guidelines related to community involvement
- Staff is expected to report to the local emergency management agency where the disaster would have occurred. This means staff should be relieved of their daily duties and should work according to TEMA's schedule.
- Staff working with FEMA could be away from their daily responsibilities from 24 hours to 2 weeks.

NOTE: While staff fulfilling this role volunteers to do so, the Department is obligated to make staff available and coordinate with the efforts of TEMA/FEMA

- Staff assigned to be in the field with FEMA should be reported to the Department's Office of Human Resource Development as their pay schedule might be affected. Fiscally, any hours worked with FEMA outside of general work hours, should be addressed through the journal voucher process

Appendix B: Core Leadership Communication/Contact List

NAME	TITLE	PROGRAM AREA RESPONSIBILITY	OFFICE PHONE
O'Day, Kathryn, R.	Commissioner		615.741.9699
Pereira, Paula	Commissioner's Asst	Executive Administrative Assistant to the Commissioner	615.741.7250
Hommrich, Bonnie	Deputy Commissioner	Protection & Permanency	615.532.3591
Stribley, Leanne	Deputy Commissioner	Administration & Training	615.532.7263
Dimond, Doug (effective 4/10/2011)	General Counsel (Asst. Commissioner Equivalent)	Legal	615.741.9184
Johnson, Rob	Public Information Officer	Communications	615.532.5645
Aaron, Carla	Executive Director (Asst. Commissioner Equivalent)	Child Safety	615.741.8278
Wilson, Sandra	Acting Executive Director (Asst. Commissioner Equivalent)	Child Permanency	615.253.4359
Bowie, Michael	Executive Director (Asst. Commissioner Equivalent)	Information Systems	615.253.5744
Cole, Judy	Executive Director (Asst. Commissioner Equivalent)	Regional Services, East	615.741.9702
Vacant	Executive Director (Asst. Commissioner Equivalent)	Family & Child Well-Being	615.741-9206
NAME	TITLE	PROGRAM AREA RESPONSIBILITY	OFFICE PHONE
Swisher, Doug	Acting Executive Director (Asst. Commissioner Equivalent)	Finance & Program Support	615.741.8281

Haynes, William	Executive Director (Asst. Commissioner Equivalent)	Human Resources Development	615.741.7265
Lawhorn, Mildred	Executive Director (Asst. Commissioner Equivalent)	Regional Services, West	615.253.0071
Dawson, Albert	Acting Executive Director (Asst. Commissioner Equivalent)	Juvenile Justice	615.532-2004
Crawley-Martin, Colette	Director	Department's Liaison for Emergency Mgt. (TEMA ESC)	615.532.9444

Appendix C: Department-wide Alternative Site Locations and Continuing Operations: Critical Task Responsibility and Procedure Information

Please Note: *Should an emergency or disaster occur that results in evacuation of a regional office, not all staff will have to report to the alternate site. Staff roles and responsibilities are based upon identified critical tasks. In addition to critical tasks other considerations are given to support tasks to include but not be limited to the following:*

- *Reviewing resource parent disaster plan documents to contact and communicate with resource parents in disaster areas to confirm their whereabouts and the family's safety and stability (Regions are to also establish a means for resource parents to contact office staff should the DCS primary site be inoperable)*
- *Communication efforts which would include notifying appropriate parents and legal guardians of children and families served (resource parents and biological parents of children for non-custodial services).*
- *Communicating with Senior staff (central office)*
- *Establishing initial and ongoing communications with key staff (staff required to report to the alternate site will not all work the same shift staff designated to provide oversight for communications will keep key staff, off duty, abreast of updates and changes)*
- *Maintaining contact with staff that might be displaced as a result of the disaster and assuring that they receive information regarding assistance and resources for their families (i.e., EAP, mental health or emotional support services, etc.)*
- *Communicating with the media and the public*
- *Staff designated to document all efforts made (in preparation for recovery and lessons learned)*

Staff will also be designated to communicate and share information with other agencies collaborating with the Department on efforts of resumption and recovery.

In addition to staff designated to provide oversight for communications regarding the disaster, staff are also designated to communicate with the Department's Central Intake Division to receive new referrals. This communication might involve the use of cellular phone, if phone lines are down but cell towers are not and might involve facilitating processes with another county should a region's entire county be faced with a disaster. In instances where an entire region might be down facilitation with neighboring regions will be made.

Other staff will be designated to communicate with Central Office Human Resources to assure that appropriate processes are followed if an area is left without the means of internet access and processes for staff direct deposit or pay potentially affected.

The region's fiscal division will provide oversight of processes related to accessing goods and services during the disaster.

Central Office Divisions

Primary and Alternate Site Location for Commissioner and Core Leadership Staff

PRIMARY COMMAND CENTER	Alternate Site
Department of Children's Services 436 6 th Avenue, North Cordell Hull Building (7 th , 8 th and 9 th Floors) Nashville, TN 37243	Woodland Hills YDC (Admn. Bldg.) 3965 Stewarts Lane Nashville, TN 37243-1297 615-532-2000

The Commissioner's Deputies provide oversight and support to all area offices in the following areas:

Critical Task/Responsibility: Administration and Training

Responsibilities/Procedures: The Commissioner's office, under this area, is responsible for providing leadership and support for Fiscal/Finance Operations; Facilities and Support Services; Human Resources; Training and Staff Development; Diversity Initiatives; Information Technology; Data Quality; Records Management; Planning and Policy Development; Planning and Evaluation; Research; Council on Accreditation; Continuous Quality Improvement; Licensure; Program Accountability Review (PAR); American Correctional Association and Contract Monitoring.

Critical Task/Responsibility: Protection and Prevention

Responsibilities/Procedures: The Commissioner's office, under this area, is responsible for providing leadership and support for Child Safety: Central Intake; Investigations; Special Investigations; Assessments and Service Integration; In-Home Services; Resource Linkage and Relative Support; Child Permanency: Foster Care and Adoptions; Child Permanency Planning; Child Placement and Private Providers; Recruitment and Retention; Family & Child Well-Being; Education; Interdependent Living; Medical and Behavioral Health; Regional Services

Critical Task/Responsibility: Division of Juvenile Justice

Responsibilities/Procedures: The Commissioner's office, under this area, is responsible for providing leadership and support for all activities in Departmental Youth Development Centers, Departmental Group Homes, Community Services (Probation and Aftercare) and Treatment Services for delinquent youth.

Other areas having critical tasks that report directly to the Commissioner include:

Critical Task/Responsibility: Public Information and Communication

Responsibilities/Procedures: Providing oversight and support to the Department's regional offices relative to responding to the media and assuring that information is shared with the public and addressing questions and concerns of the media

Critical Task/Responsibility: General Counsel

Responsibilities/Procedures: Providing oversight and support to the Department's regional office and assuring that all legal matters of the Department are addressed

Break Down of Division Alternate Site Locations and Critical Tasks/Responsibilities

Office of the Administrative Judge Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site
1268 Foster Avenue, Nix 1 Nashville, TN 37243	Centralized Intake Division 1101 Kermit Drive, C-6 Nashville TN 37217

Office of the Administrative Judge Critical Tasks/Responsibilities

1. Critical Task/Responsibility: Cancel any Fair Hearing or Level IV hearing scheduled.
Responsibilities/Procedures: 1. Make contact with any Attorney, Appellant, DCS Supervisory staff member or employee whose hearing must be canceled/postponed.

Internal Affairs Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
TPS Complex 1274 Foster Ave Nix II Nashville, Tennessee 37243	Mid Cumberland Building 287 Plus Park BLVD Nashville TN 37217 (615) 360-4320 Contact person Frank Mix (615) 360-4339

Internal Affairs Critical Tasks/Responsibilities

Critical Task/Responsibility: Provide TIES information to agencies located around the state.
Responsibilities/Procedures: Essential function of the TIES program I/A will maintain a connection with the National Crime Center (NCIC) to conduct Purpose Code X III Name based Criminal background checks under exigent circumstances through the Tennessee Information Enforcement System (TIES) of the Tennessee Bureau of Investigation (TBI) I/A will conduct Purpose Code X III Name Based background Checks (Code X through the National Crime Information Center (NCIC) for prospective care providers under exigent circumstances Code X background checks may be requested only by authorized personnel for the emergency placement of children that cannot wait for the results through the routine fingerprint system.

Legislative and Constituents Services Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills Youth Development Center 3965 Stewarts Lane Nashville, Tennessee 37243-1297 Phone: 615-532-2000 Contact: Albert Dawson, Superintendent

Legislative and Constituents Services Critical Tasks/Responsibilities

<p>Critical Task/Responsibility: The Legislative and Constituent Services (LCS) Unit receives complaints, inquiries, questions and concerns regarding the Department of Children's Services.</p>
<p>Responsibilities/Procedures:</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>**In an emergency situation, LCS staff could also assist in other areas, as needed or directed by the Commissioner and/or Inspector General.</p>

Internal Audit Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
TPS Complex 1268 Foster Ave Nix I Nashville, Tennessee 37243	Office of Inspector General 436 Sixth Avenue North, 9 th Floor Nashville, Tennessee 37243 Phone: 615-741-9866 Contact: Debra Valentine, Inspector General
Jackson Office: Henderson House 235 N. Highland Ave. Jackson, TN 38301 Phone: 731-423-6654 Fax: 731-426-0533	TPS Complex 1268 Foster Ave Nix I Nashville, Tennessee 37243

Internal Audit Critical Tasks/Responsibilities

1. Critical Task/Responsibility: Essential Functions (None Critical)
Procedures:

OFFICES OF ADMINISTRATION AND TRAINING

Human Resource Development Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills Youth Development Center 3965 Stewarts Lane Nashville, Tennessee 37243-1297 Phone: 615-532-2000 Contact: Albert Dawson, Superintendent

Human Resource Development Critical Tasks/Responsibilities

1. Critical Task/Responsibility: Time Entry/Payroll

Procedures: All time entry functions are performed through the web based Edison system by the employee, timekeeper, or HR representative

- 1) If Edison is accessible time should be keyed by employee. Employee must maintain a hard copy on file
- 2) If Edison is not accessible, employee should submit a signed hard copy of time to be keyed via email, fax, phone, or hand deliver to the HR representative assigned to their region. The employee must provide a phone number where they can be reached if available. HR representative will maintain hard copy of employee signed timesheet.
- 3) In the event a region is out the region's HR representative will contact DCS Human Resources Central Office and their alternate facility as listed below to coordinate time entry process.
 - a) Northeast ⇔ East
(423) 854-5311 (865) 425-4400
 - b) Southeast ⇔ South Central
(423)296-1234 (931)380-2587
 - c) Northwest ⇔ Southwest
(731)364-3149 (731)421-2000
 - d) Knox ⇔ Upper Cumberland
(865)594-7101 (931)646-3000
 - e) Mid Cumberland ⇔ New Visions YDC
(615)217-8900 (615)532-5473
 - f) Davidson ⇔ Woodland Hills YDC
(615)253-1400 (615)532-2000
 - g) Hamilton ⇔ Taft YDC
(423)634-6412 (423)881-3201
 - h) Shelby ⇔ Wilder YDC
(901)578-4000 (901)465-7359
- 4) The HR representative at the alternate facility is to ensure there is a computer with internet service, a phone, and a fax that is accessible.
- 5) The HR representative relocating to the alternate facility is to ensure each employee's time is keyed, exceptions are managed and time is approved by end of pay period
- 6) In the event one or more counties are out in a region the HR representative for that region should be contacted to coordinate time entry process. The regions HR representative is to ensure each employee's time is keyed, exceptions are managed and time is approved by the end of pay period
- 7) In the event Central Office is out the DCS Human Resources Director will contact each region's HR representative and the Department of Human Resources to coordinate time entry process. The Central Office Human Resources staff is to ensure each employee's time is keyed and approved by end of pay period
- 8) Issues/concerns will be addressed by DCS Human Resources in Central Office.

E. Continuation Strategy: 1. Continue to work with DOHR & Edison to determine alternative to submit information. 2. Maintain complete lists of all regions contact names and phone/fax numbers. 3. Central Office Human Resources will work closely with each HR representative to ensure each employee(s) time is keyed & approved. 4. Develop a hard copy list of each DCS employee to include employee phone/fax number. 5. Develop a hard copy list of each supervisor in each region to include supervisor phone/fax number. 6. Maintain a hard copy listing of the DCS employees & supervisors phone/fax numbers.

Performance and Quality Improvement Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills YDC 3965 Stewarts Lane Nashville, TN 37243-1297 (615) 532-2000

(a) Staff Name	(b) Roles/Responsibilities
PQI staff will be contacted by immediate supervisor or designee and instructed as required. Refer to <u>Personnel Emergency Contact List</u> for contact information.	All PQI staff will available for support to the regions in the event of an emergency or disaster. Roles will be determined upon need as determined by regions.

Performance and Quality Improvement Critical Responsibilities

1. Critical Task/Responsibility: The Responsibilities of this division include: Management and Coordination of the activities of the Divisions of Policy and Planning, Performance Measurement, Continuous Quality Improvement and Council on Accreditation.

NO TASKS PERFORMED BY THIS DIVISION ARE CONSIDERED CRITICAL TO PROVIDING SERVICES TO FAMILIES AND CHILDREN.

Continuation/Coordination Strategy: To the extent possible, staff will be available at the Cordell Hull Building, Emergency Command Center or at home to provide information and assistance regarding policies and procedures, planning, CQI and COA information as needed. In the event of an emergency, the process to generate reports, plans or complete private provider performance evaluations may be slowed or hampered depending on the technology available to submit reports, etc., to the Federal Government by specific deadlines. Will communicate as needed with the Administration for Children and Families, National Child Welfare Resource Center for Organizational Improvement, Council on Accreditation and other agencies as applicable.

2. Critical Task/Responsibility: The Responsibilities of this division include: Management and Coordination of the activities of Evaluation and Monitoring that includes Licensure and Program Accountability Review (PAR).

NO TASKS PERFORMED BY THIS DIVISION ARE CONSIDERED CRITICAL TO PROVIDING SERVICES TO FAMILIES AND CHILDREN.

Continuation Strategy: To the extent possible, staff will be available at the Cordell Hull Building, Emergency Command Center or at home to provide information and assistance regarding evaluation and monitoring, Licensure and PAR activities as needed. In the event of an emergency, the process to generate reports or plans may be slowed or hampered depending on the technology available to submit reports, etc., to the Federal Government by specific deadlines. Will communicate as needed with other agencies as applicable.

Information Systems Alternate Work Site Location

PRIMARY COMMAND CENTER	Alternate Site
14 th Floor Andrew Jackson Bldg 500 Deaderick Street Nashville, TN 37243	The Oaks Towers and Gardens 1101 Kermit Drive Suite 400 Nashville, TN 37217
The Oaks Towers and Gardens 1101 Kermit Drive Suite 400 Nashville, TN 37217	14 th Floor Andrew Jackson Bldg 500 Deaderick Street Nashville, TN 37243

Information Systems Critical Tasks/Essential Functions

BUSINESS FUNCTION:

Maintain timekeeping records for state and contract employees so that payroll can be generated

1. **Task Name:** Set up new contractors on Multitrak

Procedures:

1. Team Leader ensures that a signed Memorandum of Understanding is in place
2. Team Leader enters a Remedy ROLS Request to set up contractor as a new computer user
3. Team Leader sets up Multitrak segments for the contractor
4. Contractor is trained on how to use Multitrak

C. Continuation Strategy: *In the event that new contractors cannot be added to Multitrak by the timekeeping deadline, the Support staff for the building in which the contractor is housed will maintain signed and approved originals of the contractor timesheet and the time allocation spreadsheet. The contractor will be set up on Multitrak with access to the appropriate activities as soon as possible.*

2. **Task Name:** Contractors enter time on Multitrak

Procedures:

1. Contractor accesses Attachmate TN 3270/Host On Demand
2. Contractor logs on to Multitrak
3. Contractor accesses activity segments
4. Contractor enters time worked on each activity

BUSINESS FUNCTION:

Manage the production batch processing workload for DCS computer systems

1. Task Name: Coordinate, schedule, and stage the daily production jobs and printing reports

Procedures:

1. Check scheduler on production machines to insure scheduled jobs are initializing.
2. Send daily and monthly ChiPFinS schedules to the OIR Data Center.
3. Process ChiPFinS extract on the server

The procedures are documented on

\\ei01wf01\vol1\Data\IR\ProductionSecurity\ProductionControl\Procedures

2. Task Name: Consult with AWD and Fiscal to determine which production jobs need to be run

Procedures:

1. Receive notification from customer to run “as needed” job, such as:
 - a. TRICOR downloads
 - b. Adoption remittances
 - c. Foster Care remittances
 - d. AFCARS extract
2. Confirm job schedule and variable information with customer
3. Schedule or submit the job

3. Task Name: Insure successful completion of all jobs and answer customer queries on administrative applications.

Procedures:

1. *Check nightly jobs in ROSCOEC and CA7 for successful completion.*
2. Check the ei01s01/vol1/data/download/chipfins directory and verify on CHS001, 007, 008, 010, 031, 032, and 033.
3. Send e-mail relating performance of nightly production jobs and backups of network servers.
4. Notify customers of successful completion of any “as-needed” jobs.

4. Task Name: Correct and re-run programs and jobs that do not execute properly

Procedures:

1. Coordinate restart-recovery processes with Applications Team, OIR and Mainframe personnel.

The procedures are documented on

\\ei01wf01\vol1\Data\IR\ProductionSecurity\ProductionControl\Procedures\Procedures.

5. Task Name: Insure that all reports produced are correct and are distributed appropriately

Procedures:

1. Receive printouts from each production job.
2. Hand deliver or mail printouts as indicated in the procedures documented on \\ei01wf01\vol1\Data\IR\ProductionSecurity\ProductionControl\Procedures

BUSINESS FUNCTION:

Provide timely restoration of mission-critical DCS applications that have encountered a service interruption.

1. Task Name: Purchase computer equipment (hardware/software)

Procedures:

1. Management or R&D will inform AM of quantity and type of computer hardware or software needed
2. Prepare purchase request form or (P4X form in an extreme emergency) using commodity codes, bid-information, and prices from the State's hardware contract
3. Get necessary signatures on purchase request
4. Submit the purchase request to Administrative Services for processing
5. Receive equipment according to Asset Management Procedures

Continuation Strategy: *In the event of equipment failure of currently deployed Windows workstations, Asset Management will initiate the equipment procurement process. A paper Purchase Request form will be used if the on-line form is not available. If on-line contract catalog is not available, use printed catalog or contact OIR Desktop Hardware Contract Section to get commodity codes, descriptions and pricing. If TOPS is not available, procure equipment using Emergency 'P4X'. Also contact DCS Administrative Services or General Services Purchasing for manual procedures*

2. Task Name: Load and setup computer equipment

Procedures:

1. Install image from CD to workstation or server
2. Complete the property transfer form and submit to DCS Asset Management
3. Transport workstations / servers to designated locations
4. Install workstation / server
5. Install applications
6. Verify workstation/server operation, including print capability

3. Task Name: Maintain standard PC image

Procedures:

1. Make identified changes (if any) to the current image
2. Test changes to ensure proper operation
3. Store final image on network
4. Create CD's of image and distribute to Desktop Service Engineers and Asset Management

4. Task Name: Communicate to DCS computer users regarding status of program applications

Procedures:

1. Receive communications from management or support staff regarding application status
2. Determine the audience for the communication, the time and frequency for the communication to be sent, and a contact person in case of questions
3. Proofread the communication
4. Brief Help Desk staff on communication to prepare them for any questions.
5. Send the communication via e-mail at the designated time(s) and to the designated audience
6. Desktop Services and FSA personnel will be notified of any disruptions prior to notification being sent to DCS workers in the field. This will give the DSE(s) and FSA(s) time of answer any question they may receive from the field.

5. Task Name: Maintain critical DCS applications

Procedures:

1. Assess software availability and current network infrastructure for critical DCS applications
2. Maintain critical/fatal servers at current or alternate site
3. Provide backup data and images for critical DCS applications from Iron Mountain
4. Load and setup server hardware for critical DCS applications
5. Notify Help Desk and FSA of any changes to critical DCS applications

Continuation Strategy:

Strategy#1 - If it is determined that any application or related database must be partially restored; the team will identify the file names and locations of the necessary components. These file names and locations will be communicated to DCS Production Control, R&D, OIR LAN Ops or OIR TSS for recovery and/or distribution. Once the application's operation has been restored and verified, notify the Help Desk to communicate with all users that normal processing can resume.

Strategy #2 - If it is determined that any application or related database must be fully restored, the appropriate team will identify and retrieve the backup tapes from the offsite storage locations. These tape locations will be communicated with DCS Production Control, R&D, OIR LAN Ops or OIR TSS for recovery and/or distribution. Once the application's operation has been restored and verified, notify the Help Desk to communicate with all users that normal processing can resume.

Finance and Program Support Alternate Work Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills Youth Development Center 3965 Stewarts Lane Nashville, Tennessee 37243-1297 Phone: 615-532-2000 Contact: Albert Dawson, Superintendent

Finance and Support Critical Tasks/Responsibilities

<p>1. Task Name: Continue operations for general accounting, payroll, payables, revenue maximization, cost allocation, budget and eligibility policy functions</p>
<p>Procedures: Continue operations and budget functions in:</p> <ol style="list-style-type: none"> 1. Vendor Maintenance 2. Warrant Control 3. Warrant Cancellations/Reissue 4. Information Control 5. Communications with Field Staff/Vendors 6. Intake of Paperwork 7. Verification and Coding of invoices 8. Verification and Coding of Approved Board Payments 9. Printing of disbursement registers 10. Validating disbursement registers with authorized signatures 11. Filing

Office of Juvenile Justice Alternate Work Site Location

PRIMARY COMMAND CENTER	Alternate Site
Division of Juvenile Justice 436 6 th Avenue, North Cordell Hull, 9 th Floor Nashville, TN 37243	Woodland Hills YDC (Admn. Bldg.) 3965 Stewarts Lane Nashville, TN 37243-1297 615-532-2000

**Office of Juvenile Justice Critical Tasks/Responsibilities
Planning and Policy Development**

<p>1. Critical Task/Responsibility: Manages and Coordinates the Activities within the Division of Planning and Policy Development</p>
<p>Procedures: Manages and coordinates JJ Div. Activities, , strategic planning, other reporting requirements. The division provides senior management with the information needed to make informed decisions and outcomes for Juvenile Justice programs. In addition, Div. of Juvenile Justice provides information to the Governor's office, the legislature, federal agencies, other state agencies, and public and private groups that work with juvenile justice issues.</p>

2. Critical Task/Responsibility: Support

Procedures: Performs administrative duties and coordinates special projects for the Dep. Commissioner and staff.

3. Critical Task/Responsibility: Policy Development

Procedures: Maintenance of DCS Policies and Procedures

Creates/revises departmental policies, forms and manuals; disseminates to central office and field staff for policy review; revises as needed based on feedback and submit to the Commissioner for approval; prepares policies and collateral documents for posting to the DCS Internet and announce to all DCS staff.

Administration and Compliance

1. Critical Task/Responsibility: Continue Communications with All Group Homes and YDCs

Procedures: Through telephone communications or disseminating face-to-face supports to assure that all Group Homes and Youth Development Centers are fully operational.

Office of Protection and Prevention Alternate Work Site Location

PRIMARY COMMAND CENTER	Alternate Site
Division of Protection and Prevention 436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills YDC (Admn. Bldg.) 3965 Stewarts Lane Nashville, TN 37243-1297 615-532-2000

**Offices of Protection and Prevention Critical Tasks/Responsibilities
Child Permanency Alternate Site Location**

PRIMARY COMMAND CENTER:	Alternate Site Location
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills Youth Development Center 3965 Stewarts Lane Nashville, Tennessee 37243-1297 Phone: 615-532-2000 Contact: Albert Dawson, Superintendent

**Child Permanency Critical Tasks/Responsibilities
Child Placement and Private Providers**

1. Critical Task/Responsibility: Support region(s) affected by helping with difficult placements.

Responsibilities/Procedures:

1. Contact area affected and assists as needed.
2. Dispatch available staff to location as requested as to type of placement.

2. Critical Task/Responsibility: Provide technical assistance and disseminate information to Providers

Responsibilities/Procedures:

1. Disseminate information; provide support and technical assistance to providers.

Community Partnerships & Support Services

3. Critical Task/Responsibility: Make contacts with statewide collaboratives and faith-based communities to help areas affected.

Responsibilities/Procedures:

1. Contact area affected and assists as needed.
2. Dispatch available staff to location as requested.

5. Critical Task/Responsibility: : Be accessible to help with funding for housing, transportation and necessities for basic needs.

Responsibilities/Procedures:

. Responsibilities/Procedures:

- 1 Point person for faith community.
- 2 Help with staff needs.

Foster Care & Adoptions

6. Critical Task/Responsibility: Assist regions in locating and contacting all resource parents with children in state custody placed in their homes.

Responsibilities/Procedures:

1. Contact area affected and assists as needed.
2. Dispatch available staff to location as requested.

Centralized Permanency Services

6. Critical Task/Responsibility: :In conjunction with Central Office Foster Care / Adoption Staff and provider services, serve as centralized clearinghouse for identification of / location of displaced children/ families.

Responsibilities/Procedures:

1. Man a state-wide emergency number to secure information
2. Where possible, enter data/information on designated Web site

Division of Permanency Planning

7. Critical Task/Responsibility: Ensuring the quality of the child and family teaming and planning process

Responsibilities/Procedures:

1. Contact staff in areas affected and assists as needed.
2. Dispatch available staff to location as requested and resources allow.

Child and Family Well-Being Alternate Site Location

PRIMARY COMMAND CENTER:	Alternate Site Location
436 6 th Avenue, North Cordell Hull, 7 th Floor Nashville, TN 37243	Woodland Hills Youth Development Center 3965 Stewarts Lane Nashville, Tennessee 37243-1297 Phone: 615-532-2000 Contact: Albert Dawson, Superintendent

Child and Family Well-Being Critical Tasks/Responsibilities

Critical Task/Responsibility: Provide leadership and support for all regional child well being areas as needed as identified below:
<p>Responsibilities/Procedures:</p> <p>1. EDUCATION SERVICES: The Education Division of the Tennessee Department of Children’s Services ensures that all children in DCS custody and “in-house” schools (group homes) are provided an appropriate education.</p> <p>2. Food Services:</p> <ul style="list-style-type: none"> ◆ Provide menus for the youth in DCS Youth Development Centers and Group Homes and provide technical assistance to field staff ◆ Provide contact with Tennessee Cook chill and Tricor prision Industries for possible food delivery. Other vendor contact as per statewide contract information. <p>3. Independent Living Services: The independent and transitional living program manages, coordinates, and supports the needs of the youth by assisting them in the transition to self SUFFICIENCY BY providing resources and services and making them readily accessible to the youth. We also provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between 18 and 21 years of age through a network of community based stakeholders.</p> <p>4. Medical and Behavioral Services: Medical and Behavioral Health Services manages, coordinates, and supports the halth care needs of children in custody through 12 regional health advocacy units across the state. This office assists regional units with accessing care issues as they arise. These units also provide consultation and support to the Departmental Youth Development Centers and Community Residential Facilities located throughout the state.</p> <p>5. Relative Caregiver Services: The Relative Caregiver Division develops and provides support services to children in the non-custodial care of relatives across the state.</p>

Central Intake Division – Office of Child Safety (This office assures that referrals will be received for allegations of abuse/neglect)

The Central Intake Division is not located at the 436th Avenue North site. The primary site location is below.

PRIMARY COMMAND CENTER	Alternate Site
The Oaks Towers and Gardens 1101 Kermit Drive, Suite 400 (Central Intake Training Room) Nashville, TN 37217 615 399-4940: Main Phone: 1-877-237-0004: Public 1-877-237-0026: Legal/Med 1-877-54ABUSE: Abuse hotline 1-877-237-0034: Case manager 24 hours a day/ 7 days a week	Andrew Jackson Building 14 th Floor Conference Room A 500 Deaderick Street Nashville, Tennessee 37243 Phone: 7am to 5pm M-F (615) 741-4636 Phone: Nights & Weekends (615) 741-1001

NOTE: The following are procedures to prevent a disruption in receiving and dispatching Child Protective Services Referrals during emergencies/disasters:

- A. In the event of a system interruption, the first step that Central Intake staff would take is to utilize the protocol for TFacTs System Interruptions in Application.

Section 1.04 TFacTs System Interruptions in Application
New Procedure for Case Managers

Case Managers will:

- Receive the call from the reporter
- Document the information on a CS 0680 form
- Document on the referral: 'TFacTs Unavailable due to Maintenance'
- Save the 680 to Hard Drive (Desktop or F: Drive) name the document and email subject line as follows: (Date/County/Last name of child).
- Attach 680 to an email and send to screening supervisor (with above mentioned information & pre screening decision)
- Use the number 680 as your referral number (since there's no computer generated # to use on your log sheet at this time)

The 'Re-Entry' Case Managers will:

- Receive an email from the shift supervisor with 680's that need to be entered into TFacTs
- Print off a hard copy of each 680 that they are re-entering
- Enter the referral into TFacTs using the revised FORMAT which includes information pertaining to 680's.

NOTE: You will document the exact date & time that the referral was called into Central Intake.

- Document the TFacTs generated number on the hard copy of each 680
- Return the completed hard copies to the screening supervisors (with TFacTs computer generated number documented on the 680)

(The information below must be documented in TFacTs when entering 680 information into the system):

Note: This information was initially documented on a CS 0680 form when the TFacTs system was down on (mm/dd/yy) during the TFacTs Maintenance build.

680 Taken by (name of CM) on (mm/dd/yy) @ (time)
Entered into TFACTS by (CM name) on (mm/dd/yy) @ (time)
Current referral number is:

Section 1.04 TFACTS System Interruptions in Application
New Procedure for Supervisors

Screening Supervisors will:

- Receive 680's over email from CM's
- Document the following information on the 680 prior to e-mailing it to the county:
 - *Screening decision
 - *Requests for reconsideration & supervisors decision (if applicable)
 - *Any conversations held between screening supervisor and county
 - *Attempts to contact the county and response times from the field
 - *Documentation that the 680 has been e-mailed to the county.

NOTE: All pertinent information will be documented on the 680 prior to it being e-mailed to the county.

-Save the 680 to:

- *A Group wise folder that they have created
- *Their hard drive (Preferably F: Drive)

-Attach all 680's that they've received during their shift to an email and email the information to the oncoming shift supervisor(s). **NOTE: This is for back up instead of using a disc.**

-Print off a copy of their electronic Log sheets to accompany the email to oncoming shift supervisor(s)

NOTE:

CM3's will send 680's over email to the TL or Shift Designee (In the absence of a TL, the Shift supervisor will send information to the designated supervisor handling that shift-**ie: Shift Designee**).

TL or Shift Designee is responsible for saving information to a Floppy Disc (Maximum amount: Eight-680's per disc)

Each TL or Shift Designee IS responsible for every 680 received on their shift

ONCE REFERRALS HAVE BEEN ENTERED INTO THE TFACTS SYSTEM FROM 680's:

The 'Re-Entry' Screening Supervisor will:

-Keep documentation of all 680's that have been re-entered onto their own electronic log sheets

Note: Document 'entered 680' in the Comment section of electronic log

- Manually document the TFACTS computer generated numbers that correspond with the 680's onto the paper printed log sheets (that were received from the other supervisors).

The final copies (with discs included) will be returned to the Quality Assurance Coordinator to be filed.

If the interruption lasts longer than 30 minutes and relocation to the primary ER Command Center is necessary the supervisor on duty will make that call. If for any reason the primary ER Command Center is not operational, the Supervisor on duty will contact the Director of Central Intake in preparation to relocate to the Secondary ER Command Center. At this time the Director (or designee) will enact the CIU Business Resumption Plan in accordance with the criteria set forth in Section X: **Exercising the Emergency Response Preparedness Plan**.

B. Instructions for Field Staff Notification

Personnel from Research and Development will send out a distributed email relating the current status of Central Intake Unit. The email will be sent to all **on-call** Case-Managers, Team-Coordinators, and Regional Administrators using the TelAlert application.

(The Department's Senior Management should be notified of all disasters. This should also be used when the Regions are down and contact needs to be communicated to the regions. The Regional

Administrators will be contacted directly to ascertain how they wish to receive referrals. This will be the first line of contact. The following is a list of Regional Administrators to be contacted).

Coordination of local facility telecommunications and power

- Contact Dynamic Security: (615) 360-0020
- Contact Central Intake Management Staff and inform
- Current shift supervisor will need, in hand, the following documents:
 - Business Resumption Plan
 - List of employees names and all contact information
 - RED Team list, contact information
 - List of employees EI numbers
 - Phone number listing of all support personnel

Communication of CPS Case Managers in the Field

- All DCS Case Managers that carry pagers will be notified as to the status of DCS Central Intake. (Notification instructions are listed in Section VI). Personnel from Research and Development will send out a distributed email relating the current status of Central Intake Unit. The email will be sent to all **on-call** Case-Managers, Team-Coordinators, and Regional Administrators using the TelAlert application.

Communication of Information Systems Personnel

- During business hours (8:00am to 4:30pm M-F): The Primary Contact or Alternate Contact will notify the Director of Infrastructure Support of the disruption and plan of action.
- After business hours: The Primary Contact or Alternate Contact will notify the OIR Help Desk (615-741-1001-Option #-3) and request that the On-Call DCS R&D worker be contacted. The On-Call DCS R&D worker will then contact the Director of Infrastructure Support (or Alternate Contact).

Central Intake Critical Task/Responsibilities

1. Critical Task/Responsibility:

Responsibilities/Procedures:

- Receive all reports alleging child abuse or neglect
- Insure the confidentiality of persons who report abuse or neglect
- Gather information to determine whether children may be at risk of abuse or neglect
- Document reports of abuse and neglect in TFACTS or on form CS-0680
- Screen reports of abuse and neglect to determine the appropriate level of response
- Refer reports of abuse or neglect to DCS Field Staff for follow-up investigation
- Refer reports that do not meet criteria for investigation to Family Support Services

In times of disaster, Central Intake, as deemed necessary, will provide leadership and support to regions that have determined disaster areas in investigations, Assessment and Service Integration, in-home services, resource linkage and special investigations.

Regional Office Information

While all regional offices have separate primary command centers and alternate locations the continuing operations for critical tasks are the same. Below are all regional site locations and an outline of department-wide regional office continuing operations and critical tasks.

Davidson Alternate Work Site Location Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
Davidson Regional Office 900 Second Avenue, North Nashville, TN 37243	Center for Adoption 1158 Foster Ave Nashville, TN 37243
Center for Adoption 1158 Foster Ave Nashville, TN 37243	Davidson Regional Office 900 Second Avenue, North Nashville, TN 37243
Plus Park 289 Plus Park Blvd Nashville, TN 37217	Center for Adoption 1158 Foster Ave Nashville, TN 37243
TPS Menzler 4 1278 Foster Ave Nashville, TN 37243	Davidson Regional Office 900 Second Avenue, North Nashville, TN 37243

East Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
Anderson County DCS 182 Frank L. Diggs Dr, Suite 100 Clinton, TN 865-425-4400	Loudon County DCS 485 Pine Top Street Lenoir City, TN 865-988-0398
Campbell County DCS 2221 Jacksboro Pike, Suite c19A Lafollette, TN 423-566-9600	Scott County DCS 104 Fire Hall Drive Huntsville, TN 423-663-4119
Loudon County DCS 485 Pine Top Street Lenoir City, TN 865-988-0398	Anderson County DCS 182 Frank L. Diggs Dr, Suite 100 Clinton, TN 865-425-4400
Monroe County DCS 123 Pedigo Rd. Madisonville, TN 37354 423-442-3641	Loudon County DCS 485 Pine Top Street Lenoir City, TN 865-988-0398
Morgan County DCS 1326 Knoxville Hwy Wartburg, TN 423-346-7504	Roane County DCS 795 Larry Byrd Rd Kingston, TN 865-376-3423
Roane County DCS 795 Larry Byrd Rd Kingston, TN 865-376-3423	Morgan County DCS 1326 Knoxville Hwy Wartburg, TN 423-346-7504
Scott County DCS 104 Fire Hall Drive Huntsville, TN 423-663-4119	Campbell County DCS 2221 Jacksboro Pike, Suite c19A Lafollette, TN 423-566-9600

Knox Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER:	Alternate Site
2600 Western Avenue Knoxville, TN 37921	400 Harriet Tubman Drive Knoxville, TN 37915

In the event of an emergency/disaster, the staff at the Regional office, 2600 Western Avenue would relocate to the Harriet Tubman office which would be the primary emergency command center for the region. If the Harriet Tubman office was affected by disaster, the Western Avenue office would become the alternate work site.

Knox Critical Tasks/Responsibilities

The Regional Administrator and Deputy Regional Administrator will determine who from the Regional office should report to the alternate work site when a disaster occurs. This will occur implementing the call list. Not all staff will have to report to the alternate site should full evacuation of primary site locations become necessary for an extended period of time. Staff roles and responsibilities are based upon identified critical tasks. In addition to critical tasks other considerations are given to support tasks to include but not be limited to the following:

Mid Cumberland Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
Mid-Cumberland Regional Office 287 Plus Park Blvd. Nashville, TN 37217	Center for Adoption 1210 Foster Ave Nashville, TN 37210
Cheatham County DCS 286 Frey Street Ashland City, TN 37015	Robertson County DCS 812 South Brown Street Springfield, TN 37172
Dickson County DCS 222 State Street Dickson, TN 37055	Humphreys County DCS 1207 Highway 70 West Waverly, TN 37185
Humphreys County DCS 1207 Highway 70 West Waverly, TN 37185	Dickson County DCS 222 State Street Dickson, TN 37055
Montgomery County DCS 350 Pageant Lane, Suite 401 Clarksville, TN 37040	Montgomery County Child Advocacy Center 227-A Dunbar Cave Road Clarksville, TN 37040
Robertson County DCS 812 South Brown Street Springfield, TN 37172	Cheatham County DCS 286 Frey Street Ashland City, TN 37015
Rutherford County DCS 434 Jayhawk Ct. Murfreesboro, TN 37128	Mid-Cumberland Regional Office 287 Plus Park Blvd. Nashville, TN 37217
Stewart County DCS 1011 Spring Street Dover, TN 37058	Dickson County DCS 222 State Street Dickson, TN 37055
Sumner County DCS 393 Maple Street, Suite 201 Gallatin, TN 37066	Mid-Cumberland Regional Office 287 Plus Park Blvd. Nashville, TN 37217
Williamson County DCS 1810 Columbia Highway, Suite 18 Franklin, TN 37064	Mid-Cumberland Regional Office 287 Plus Park Blvd. Nashville, TN 37217
Wilson County DCS 217 E. High Street, Suite 108 Lebanon, TN 37087	Mid-Cumberland Regional Office 287 Plus Park Blvd. Nashville, TN 37217

Northeast Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
Carter Co DCS 206 Cherokee Park Drive Elizabethton, TN 37643 (423) 547-5814	Washington Co DCS 2555 Plymouth Road Johnson City, TN 37601 (423) 854-5311
Greene Co DCS 130 Serral Dr. Greeneville, TN 37745 (423) 787-2550	Washington Co DCS 2555 Plymouth Road Johnson City, TN 37601 (423) 854-5311
Hancock Co. DCS 111 Campbell Dr, Sneedville, TN 37869 (423) 733-2795	Hawkins Co. DCS 4017 Highway 66 S, Suite 1 Rogersville, TN 37857 (423) 272-6479
Hawkins Co. DCS 4017 Highway 66 S, Suite 1 Rogersville, TN 37857 (423) 272-6479	Sullivan Co Kpt DCS Office 707 N. Eastman Road Kingsport, TN 37660 (423) 857-1220
Johnson Co DCS 150 East Main Street, Mountain City, TN 37683 (423) 727-1026	Carter Co DCS 206 Cherokee Park Drive Elizabethton, TN 37643 (423) 547-5814
Regional Annex Office 2557 Plymouth Road Johnson City, TN 37601 (423) 979-5220	Sullivan Co Kpt DCS Office 707 N. Eastman Road Kingsport, TN 37660 (423) 857-1220
Sullivan Co Kpt DCS Office 707 N. Eastman Road Kingsport, TN 37660 (423) 857-1220	Sullivan Co Blountville DCS Office 2193 Feathers Chapel Rd. Blountville, TN 37617 (423) 279-1460
Sullivan Co Blountville DCS Office 2193 Feathers Chapel Rd. Blountville, TN 37617 (423) 279-1460	Sullivan Co Kpt DCS Office 707 N. Eastman Road Kingsport, TN 37660 (423) 857-1220
Washington Co DCS 2555 Plymouth Road Johnson City, TN 37601 (423) 854-5311	Sullivan Co Kpt DCS Office 707 N. Eastman Road Kingsport, TN 37660 (423) 857-1220

Northwest Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

Primary Command Center	Alternate Site
Northwest Regional Office 8600 Highway 22 Dresden, TN 38225 Phone: (731) 364-3149 Fax: (731) 364-3673	Obion County Office P.O. Box 428, 1418 Stad Avenue Union City, TN 38261 Phone: (731) 884-1465 Fax: (731) 884-1472
Benton County Office 264 N. Hwy 641 Camden, TN 38320	Carroll County Office 20800 Main St. E. Huntingdon, TN 38344
Carroll County Office 20800 Main St. E. Huntingdon, TN 38344	Northwest Regional Office 8600 Hwy 22 Dresden, TN 38225
Crockett County Office (POP) 169 Cherry St. North Alamo, TN 38001	Dyer County Office 1979 St. John Ave. Suite F Dyersburg, TN 38024
Dyer County Office 1979 St. John Ave., Suite F Dyersburg, TN	Gibson County Office 802 Gibson Rd Trenton, TN 38382
Gibson County Office 802 Gibson Rd Trenton, TN 38382	Northwest Regional Office 8600 Hwy 22 Dresden, TN 38225
Henry County Office 1023 Mineral Wells Ave. Paris, TN 38242	Carroll County Office 20800 Main St. E. Huntingdon, TN 38344
Lake County Office (POP) 660 Carl Perkins Parkway Tiptonville, TN 38079	Obion County Office 1418 Stad Ave Union City, TN 38261
Obion County Office 1418 Stad Ave Union City, TN 38261	Dyer County Office 1979 St. John Ave., Suite F Dyersburg, TN

Shelby Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
170 N Main Donnelley J. Hill State Office Bldg. Memphis, TN 38103 901-578-4000 or 4001	1925 S 3 rd Street, Memphis, TN 38109 901-947-8800 or 1991 Corporate Avenue, Memphis, TN 38132 901-348-3997
1925 S 3 rd Street Memphis, TN 38109 901-947-8800	1991 Corporate Avenue, Memphis, TN 38132 901-348-3997 or 170 N Main, Memphis, TN 38103 901-578-4000 or 4001
1991 Corporate Avenue Memphis, TN 38132 901-348-3997	170 N Main, Memphis, TN 38103 901-578-4000 or 4001 or 1925 S 3 rd Street, Memphis, TN 38109 901-947-8800
1085 Poplar Child Advocacy Center 1085 Poplar Avenue Memphis, TN 38105 901-888-4335	1925 S 3 rd , Memphis, TN 38109 901-947-8800 or 1991 Corporate Avenue, Memphis, TN 38132 901-348-3997 or 170 N Main, Memphis, TN 38103 901-578-4000 or 4001
616 Adams Avenue Juvenile Court Memphis, TN 38105 901-405-8892	1085 Poplar Child Advocacy Center Memphis, TN 38105 901-888-4335

Smoky Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

PRIMARY COMMAND CENTER	Alternate Site
Jefferson County DCS 613 W. Hwy 11-E, Ste. 1 New Market, TN 37820 (865)475-0722	Hamblen County DCS 1108 Gateway Service Park Road Morristown, TN 37813 (423) 318-6800
Claiborne / Grainger Co, DCS 1720 Church Street Tazewell, TN 37879 (423) 526-5549	Hamblen County DCS 1108 Gateway Service Park Road Morristown, TN 37813 (423) 318-6800
Hamblen Co. DCS 1108 Gateway Service Park Road Morristown, TN 37813 (423) 318-6800	Jefferson County DCS 613 West Hwy 11E, Suite 1 New Market, TN 37820 (865) 475-0722
Cocke County DCS 355 E. Broadway Newport, TN 37825 (423)-625-0464	Hamblen Co DCS 1108 Gateway Service Park Road Morristown, TN 37813 (423) 318-6800
Sevier Co DCS 115 Allensville Road, Suite 105 Sevierville, TN 37876 (865) 429-7012	Jefferson County DCS 613 West Hwy 11E, Suite 1 New Market, TN 37820 (865) 475-0722
Blount Co DCS 305 Home Avenue Maryville, TN 37801 (865) 981-2366	Jefferson County DCS 613 West Hwy 11E, Suite 1 New Market, TN 37820 (865) 475-0722

South Central Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

Please Note: In the event of an emergency/disaster, certain staff at the Columbia Regional DCS Office, 1400 College Park Drive, would relocate to the DCS office located in the county of their residence for their alternate emergency command center. *Staff that are residents of Columbia will be notified by future communication of their alternate site location.*

PRIMARY COMMAND CENTER	Alternate Site
Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587	Maury County YMCA 1446 Oak Spring Drive Columbia, TN 38401 931-540-8320 Contact: Robin Graham
Giles County DCS Office 631 East Madison Street Pulaski, TN 38478 931-424-4004	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587
Hickman County DCS Office 108 Progress Center Plaza, Suite 102 Centerville, TN 37033 931-729-3236	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587
Lawrence County DCS Office 527 Crews Street, Suite B Lawrenceburg, TN 38464 931-766-4058	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587
Lewis County DCS Office 45 Smith Avenue Hohenwald, TN 38462 931-796-4974	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587
Tullahoma DCS Office 151 Freeman Street Tullahoma, TN 37388 931-454-1934	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587
Wayne County DCS Office 536B Highway 64, East Waynesboro, TN 38485 931-722-3839	Columbia Regional DCS Office 1400 College Park Drive, Suite A Columbia, TN 38401 931-380-2587

**Southwest Alternate Work Site Location
Primary Command Centers and Alternate Site Locations**

PRIMARY COMMAND CENTER	Alternate Site
Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305	Chester County Office 525 North Church Avenue Henderson, TN 38340
Chester County Office 525 North Church Avenue Henderson, TN 38340	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Decatur County Office 669 West Main St. Decaturville, TN 38329	Chester County Office 525 North Church Avenue Henderson, TN 38340
Fayette County Office 18125 Highway 64 East Somerville, TN 38068	Tipton County Office 230 Industrial Road Covington, TN 38019
Hardeman County Office 795 Tennessee Street P.O. Box 247 Bolivar, TN 38008	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Hardin County Office 1035 Wayne Road Savannah, TN 38372	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Haywood County Office 1199 South Dupree Brownsville, TN 38012	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Henderson County Office 37 College Drive P.O. Box 70 Lexington, TN 38351	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Lauderdale County Office 417 S. Washington Street, Suite A Ripley, TN 38063	Tipton County Office 230 Industrial Road Covington, TN 38019
McNairy County Office 855 East Poplar Selmer, TN 38375	Regional Office/Madison County Lowell Thomas Office Building 225 Dr. Martin Luther King Jr. Drive Jackson, TN 38305
Tipton County Office 230 Industrial Road Covington, TN 38019	Lauderdale County Office 417 S. Washington Street, Suite A Ripley, TN 38063

Tennessee Valley Alternate Work Site Location
Primary Command Centers and Alternate Site Locations

Primary Command Center	Alternate Site
TN Valley Regional Office 5600 Brainerd Road, Suite C-20 Chattanooga, TN 37411	Hamilton County Prevention Office Building 1304 McCallie Avenue Chattanooga, TN 37404
Hamilton County Prevention Office Building 1304 McCallie Avenue Chattanooga, TN 37404	TN Valley Regional Office 5600 Brainerd Road, Suite C-20 Chattanooga, TN 37411
Chattanooga State Office Building 540 McCallie Avenue Chattanooga, TN 37402	TN Valley Regional Office 5600 Brainerd Road, Suite C-20 Chattanooga, TN 37411
Client Services Building 311 M. L. King Blvd. Chattanooga, TN 37403	TN Valley Regional Office 5600 Brainerd Road, Suite C-20 Chattanooga, TN 37411
Bradley County DCS Office 2703 Commerce Drive Cleveland, TN 37311	McMinn County DCS Office 1008 Knight Rd. Suite A Athens TN 37303
Marion County DCS Office 4930 Main Street Jasper, TN 37347	Franklin County DCS Office 2160 Cowan Highway Winchester, TN 37398
Sequatchie County DCS Office 1845 Old York Hwy Dunlap, TN 37327	TN Valley Regional Office 5600 Brainerd Road, Suite C-20 Chattanooga, TN 37411
Rhea County DCS Office 111Fourth Ave. Dayton, TN 37321	Bledsoe County DCS Office 323 Rockford Rd. Pikeville, TN 37367

**Upper Cumberland Alternate Work Site Location
Primary Command Centers and Alternate Site Locations**

PRIMARY COMMAND CENTER	Alternate Site
Clay County: 141 East Lake Avenue, Celina, TN 38551	Clay County 911 Center, 400 West Lake Avenue, Celina, TN 38551
Jackson County: 745 South Grundy Quarles Hwy., Gainesboro, TN 38562	Jackson County 911 Center, 316 North Murray Street, Gainesboro, TN 38562
Cookeville – Regional Office: 1300 Salem Road, Cookeville, TN 38506	Cumberland Presbyterian Church, 565 East 10 th St., Cookeville, TN 38501
House of Hope (Crossville): 165 Bob Tollett Loop, Crossville, TN 38555	Cumberland County Sheriff’s Office and Justice Center, 90 Justice Center Way, Crossville, TN
Fentress County CAC: 340 West Central Avenue, Jamestown, TN 38856	Fentress County DHS Office, 240 Colonial Circle, Ste. B., Jamestown, TN
Overton County: 809 North Church St., Livingston, TN 38570	Overton County Sheriff’s Department, 1010 John T. Poindexter Drive, Livingston TN
DeKalb County: 715 Walker Drive, Smithville, TN 37166	DeKalb County Courthouse Basement, 1 Public Square, Smithville, TN 37166
Macon County, 315 Hwy 52 East Bypass, Lafayette, TN 37083	Macon County First Baptist Church, 400 Church St., Lafayette, TN
Smith County: 105 Eatherly Landing, Carthage, TN 37030	Smith County Agriculture Bldg., 159 Ag Center Lane, Carthage, TN 37030
Smith County: 117 Eatherly Landing, Carthage, TN 37030	
Warren County: 1200 Belmont Drive, McMinnville, TN 37110	Sparta Street Office, 800 Sparta Street, McMinnville, TN 37110
Warren County: 800 Sparta St., McMinnville, TN 37110	1200 Belmont Drive, McMinnville, TN 37110
White County: 620A Roosevelt Drive, Sparta, TN 38583	White County Public Library, 144 South Main Street, Sparta, TN
Cannon County: 325 Bryant Lane, Woodbury TN 37190	Cannon County Child Advocacy Ctr., 214 West Water St., Woodbury, TN 37190
Van Buren County: College St – P.O. Box 361, Spencer, TN 38585	Van Buren County Administrative Bldg. 500 College St., Spencer, TN 38585

All regions Critical Tasks/Essential Functions

1. Critical Task/Responsibility: Provide Supervision and Placement for all children in state custody or entering state custody

Responsibilities/Procedures:

1. Placement Specialist receives information via telephone and / or e-mail about child.
2. Placement Specialist & case managers make decision as to type of placement.
3. Placement Specialist contacts placements via telephone and/or mail. If files in county office are destroyed, contact the regional office placement unit to see if they have copies.
- 4 Placement Specialist locates placements.
5. Case manager transports child to placement.
6. Case manager must monitor child & foster home for possible medical needs of child.
7. Case manager must monitor child in foster home for possible behavioral needs of child.
8. Case manager must insure that the child in foster home receives all needed services to continue placement of child.
9. Maintain regular contact with foster homes and Placement Specialist to track movement of children in and out of foster homes.
10. Obtain signed contracts for each child placed in foster home.
11. Notify foster parents verbally and by letter when children are identified to be removed from foster home.
12. Enter data into computer (prior to cutoff dates) to insure foster parents receive payments.
13. Accept travel/reimbursement claims from foster parents. Review and approve or deny claims. (If approved, complete required paperwork to accompany claim).
14. If denied, return claim to foster parent and explain denial.
15. Submit approved claim and accompanying case manager forms to Regional & State Office.

2. Critical Task/Responsibility: Respond by policy to all Child Protective Services Referrals

Responsibilities/Procedures:

1. Receive referrals by either central intake, through local emergency responders, local 911 centers or any other referral source.
2. Referral to TL or designee so that case can be assigned to appropriate team member
3. Interview victim and parents
4. Interview any collateral sources
5. Interview alleged perpetrator
6. Complete home visits by policy
7. Obtain medial or psychological if needed
8. Identify risk based on information received from investigation
9. Determine what tasks need to be done to complete referral and to reduce trauma to child
10. Initiate plan to reduce risk and protect child

3. Critical Task/Responsibility: Provide supervision and services to non-custodial children and families

Responsibilities/Procedures:

Provide supervision and services to non-custodial children and families, as follows:

1. monitoring of probation and after-care requirements for delinquent children; assistance to maintain family unity;
2. Follow-up for children that have been released from custody to trial home visit; and assisting children on trial home visit in meeting their medical, physical, emotional, and behavioral needs. Many of these children are under our supervision due to a court order, which must be followed as well as DCS Policies. The purpose of services to non-custodial children is to prevent their placement in DCS custody and to enable families to function as well as they can in society.