

Tennessee Department of Children's Services

Annual Report

Fiscal Year
July 1, 2005-June 30, 2006

Dear Governor Bredesen,

The Department of Children's Services' continues its efforts to ensure the safety, stability and permanency in the lives of those we serve. The Department is proud of its accomplishments throughout the past year and looks forward to continued improvement in the foreseeable future. Much progress has been realized and work surrounding a variety of issues is ongoing in order to streamline and focus our efforts. Below are listed a few of the Department's more memorable accomplishments during the past year:

- We have made great strides in reducing the number of children entering state custody by engaging families on the front end, thus preventing initial or even further court involvement by introducing services into the home. While these declining numbers are certainly encouraging, we feel that this movement has yet to reach a stabilization point and we will continue our diligence in applying appropriate and timely prevention and intervention services to those children at risk of coming into custody as well as their families.
- The Department's work around issues such as Adoption Incentives and Adoption Support Services in the year 2005 has resulted in the state of Tennessee being ranked second nationally in the area of adoption improvement.
- Tennessee became the first state in the Southeast to complete the federally mandated Child and Family Services Review (CFSR). Work has now begun on the Statewide Assessment; this is in preparation for the final phase of the CFSR, the site visit. This visit is anticipated to take place in the fall of 2008.
- Fiscal planning and financial management by the Department have been greatly improved. As recently as 2004, DCS had a budget shortfall of \$2 million. However, for the past two years DCS has closed out the year within budget.



- The Department has undertaken efforts to become accredited through the nationally recognized Council On Accreditation (COA). DCS has officially made application for accreditation and Departmental work groups are currently in the process of a comprehensive self-study in order to revise policy, procedure and practice in order to meet all COA program requirements. This process continues and is expected to be completed sometime in 2009.

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

Respectfully,

Commissioner Viola P. Miller

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Vision, Mission and Goals



Vision

Tennessee will be a place where all children and families can grow in nurturing communities, in safety, in good health and with hope.



Mission

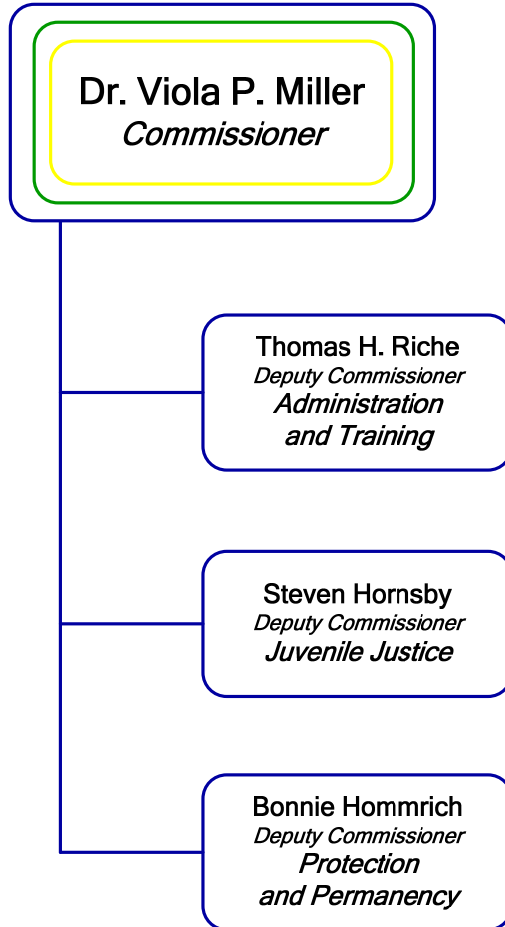
The Department of Children's Services, in cooperation with families, local communities, juvenile courts and schools will provide timely, appropriate, and cost-effective services for children in state custody and at risk of custody; so, these children can strive to reach their full potential as productive, competent and healthy adults.



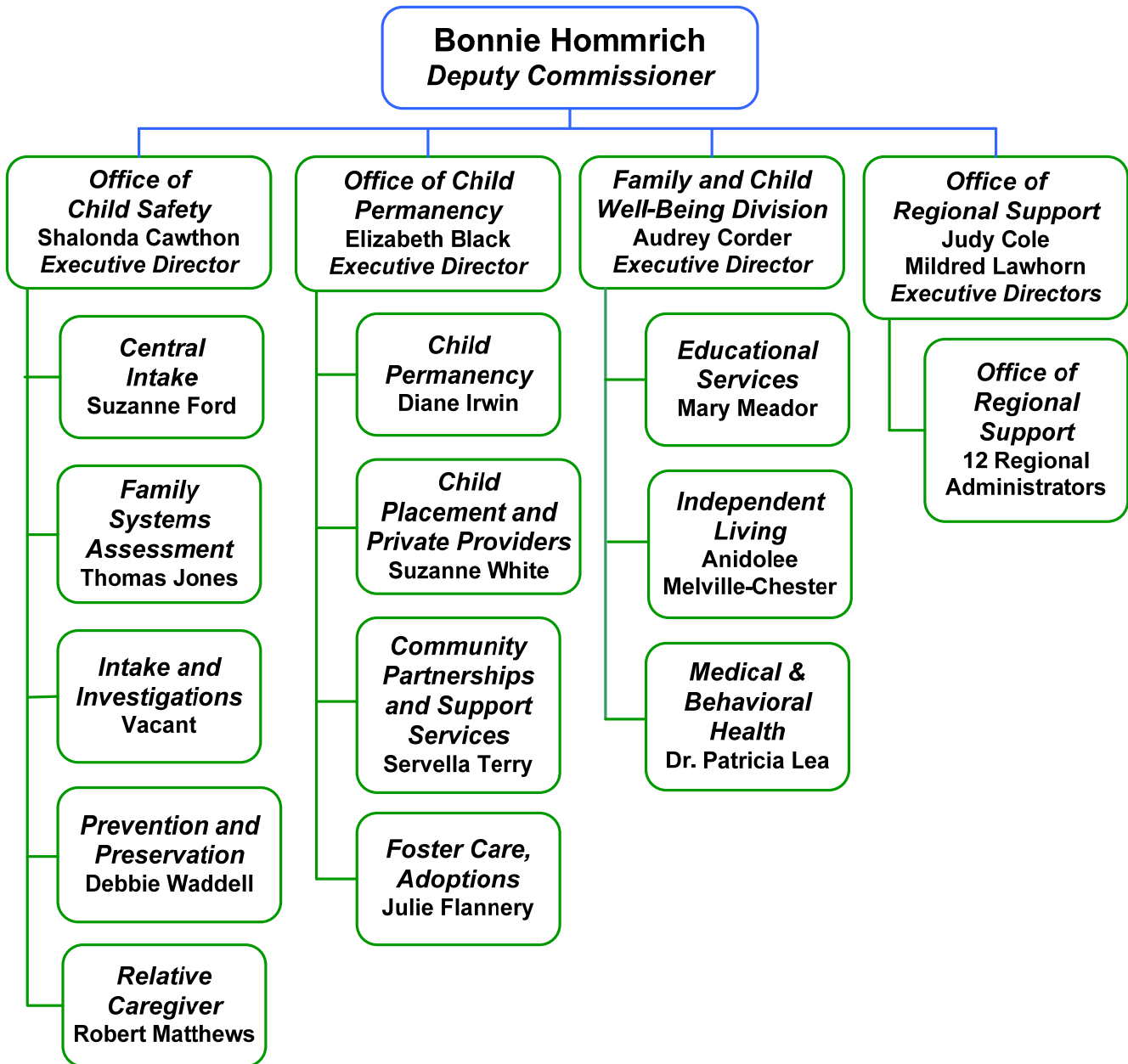
Goals

- Provide appropriate care for children and youth in state custody, in close proximity to their homes and return them to their families or provide for permanency in a timely manner.
- Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders.
- Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner.

DCS Organization Chart



Protection and Prevention



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

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

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



Office of Child Safety

Shalonda Cawthon, *Executive Director*

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

There are five program areas under the umbrella of the Office of Child Safety: 1) Family Assessment, 2) Family Preservation and Support, 3) Central Intake, 4) Child Protective Services and 5) Relative Caregiver Program.

Intake and Investigations

Child Protective Services

This division strives to ensure that children, under the age of 18, are safe and protected from child abuse and neglect. Staff within this division are responsible for investigating allegations of abuse and neglect, assessing factors that brought the child and family to the attention of the department, working with the family to identify strengths and needs, connecting families with services and determining whether the family can remain intact or if out-of-home placement is necessary.

- Timeliness of completing investigations has been improved.
- A Child Fatality Review Team was formed.
- A Continuous Quality Improvement team has been developed, with representatives from across the state.

Central Intake

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

The Percentage of abandoned calls fell 20% within the last year; the current rate is 4.18%.

Family Systems Assessment

Family Assessment

This program division provides a family-based assessment which is documented in a web application. Children and their families

are assessed around issues such as safety, well-being, permanency and resource availability. The strengths and needs of families are continually assessed until the family has achieved permanency and is no longer involved with the department.

Family Functional Assessment is being utilized across the state with a clear focus on developing quality family assessments.

Prevention and Preservation

Prevention, Preservation and Support

This program division is responsible for developing non-custodial support services and engaging the community in preventing child abuse and neglect, preserving the family unit when possible and appropriate, and ensuring that the child and family receives adequate support services to meet their individualized needs.

The implementation of a Multiple Response System (MRS) to reports of child abuse and neglect will allow intervention with families from a less adversarial approach than the traditional Child Protective Investigation.

The Multiple Response System piloted in January 2006 provides prevention services to low-risk families. Combined with the assessment track and the community response track, investigations will move toward not just substantiating whether the incident really happened, but toward building on parent and family strengths to protect the child. It will encourage families and communities to see local departments of social services as a source of support and help at the earliest opportunity to prevent abuse/neglect or unruly behaviors and therefore minimize future commitments of children to state custody. The MRS structured response to reports of suspected abuse/neglect will provide an opportunity to address the needs of low-risk families and possibly prevent the removal of children from their home.

Statewide roll-out of the Multiple Response System began in April 2006 and the pilot has been initiated in three regions. Readiness assessments are being completed within the other regions.

Relative Caregiver Program

This division is responsible for working with community providers and the Department of Human Services to develop non-custodial services to support children who are placed with relatives. These services include the Relative Caregiver Program and Families First Kinship Care, which is a pilot program currently operating in the Shelby, Davidson and Upper Cumberland regions. The goals of these programs are to prevent entry and re-entry into care by providing needed supports to children and their relative caregivers.

- A Relative Caregiver Program has been rolled out statewide.
- The Families First Kinship Care Pilot has expanded to the East region.

Child Advocacy Centers

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

Child Abuse Prevention Grants

The marriage license tax created from the

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

parents of disabled children, and parents who were abused as children.

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

Table 1: Indicated Victims by Age, Race and Gender - Fiscal Year July 1, 2005 – June 30, 2006

Race/Ethnicity	Gender	Age Category					Invalid*	Total
		0 to 2	3 to 5	6 to 9	10 to 13	14 to 17		
White	F	1,562	1,234	1,361	1,412	1,317	10	6,896
	M	1,599	1,156	1,325	1,050	716	4	5,850
Black/African American	F	604	406	514	481	440	2	2,447
	M	658	358	423	376	284	2	2,101
Multiracial	F	54	34	33	26	17	0	164
	M	76	35	33	13	14	0	171
American Indian/ Alaska Native	F	3	2	5	5	2	0	17
	M	4	1	3	3	1	0	12
Asian	F	3	7	8	4	5	0	27
	M	6	4	5	2	1	0	18
Native Hawaiian/ Other Pacific Islander	F	2	1	3	2	1	0	9
	M	0	1	4	0	0	0	5
Unable to Determine**	F	188	93	126	111	78	0	596
	M	178	101	110	63	49	0	501
Unknown***	F	72	99	91	75	64	1	402
	M	64	63	60	50	24	0	261

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

**Case Manager unable to make race determination.

***No information provided in TNKids.

Table 2: Investigations of Child Abuse/Neglect Completed in FY05 by Region and Status as of June 30, 2006

Region	Indicated	%	Unfounded	%	No Finding**	%	Total
Davidson	1,267	19.2%	4,415	66.8%	931	14.1%	6,613
East Tennessee	1,970	22.6%	6,140	70.4%	612	7.0%	8,722
Hamilton	368	14.1%	1,891	72.3%	356	13.6%	2,615
Knox	560	16.7%	2,641	78.6%	158	4.7%	3,359
Mid Cumberland	1,631	18.8%	6,312	72.6%	747	8.6%	8,690
Northeast	1,146	21.6%	3,866	72.9%	290	5.5%	5,302
Northwest	509	18.8%	2,081	77.0%	112	4.1%	2,702
Shelby	1,674	24.4%	4,409	64.3%	774	11.3%	6,857
South Central	1,026	25.4%	2,787	69.1%	219	5.4%	4,032
Southeast	898	27.6%	2,213	68.0%	142	4.4%	3,253
Southwest	1,173	31.3%	2,414	64.4%	162	4.3%	3,749
Upper Cumberland	655	16.8%	3,079	78.9%	168	4.3%	3,902
Statewide Total	12,877	21.5%	42,248	70.7%	4,671	7.8%	59,796
SIU	331	14.9%	1,855	83.3%	41	1.8%	2,227

Due to rounding, percentages may not equal 100.

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

Office of Child Permanency

Elizabeth Black, Executive Director

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

Foster Care, Adoptions

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

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

The Division of Foster Care and Adoption is also responsible for recruitment and to ensure all children in state custody have the op-

tion to be placed in family-like settings and develop statewide pools of resource parents who reflect the type of children in care through engaging diverse communities in a respectful partnership, and the communities from which these children come.

Staff provides support, information, guidance, training, coordination and oversight of residential services to ensure an adequate supply of residential resources that are delivered expeditiously and efficiently.

Child Placement and Private Providers

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

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

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

Permanency Planning

The mission of the Permanency Planning is to model, coach and employ team decision making in all aspects of child welfare practice. This division has the primary responsibility for supporting the implementation of the Child and Family Team Meeting (CFTM) process. The CFTM is to be the primary tool for making all placement decisions for and with children and ensuring timely permanency for children. This Division is also responsible for supporting timely permanence for children in the custody of the state and those at risk of state custody.

Community Partnerships and Support Services

Each region has been asked to engage with

community partners to plan and problem solve and to develop community partnerships if none are currently active. DCS is currently engaging community partners to help in several efforts to promote permanency for older youth, recruit resource homes, develop and implement Regional Implementation Plans, implement a Family to Family model, support juvenile justice youth, and keep children and youth within their own families and communities. The Division of Community Partnerships and Support Services is helping DCS to embrace a standard approach for maximizing the benefits of this process.

The mission of the Community Partnerships and Support Services Division is to ensure that our community work is done efficiently, respectfully and with maximum benefit for the children and families we serve. The focus is on improving the quality of the community teaming process, on providing technical assistance to DCS staff who work with community partners and on providing technical assistance directly to the community teams.



Family and Child Well-Being Division

Audrey Corder, Executive Director

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

Educational Services

The Education Division of the Department of Children's Services oversees education services for students in state custody who reside in Youth Development Centers (YDCs) or DCS group homes. It is recognized by the Tennessee Department of Education as a Local Education Agency (LEA) for the schools in these facilities. In addition, the

Education Division, primarily through its regional Education Specialists, provides technical assistance to contract facilities with on-site schools. The Division staff also advocates for students in state custody who attend public school.

All youth committed to the Department of Children's Services are screened by a com-

munity or facility classification/assessment team to determine their educational needs. A treatment team develops an Individual Program Plan (IPP) for each student. An Individual Education Program (IEP) is developed for students eligible for special education services.

Independent Living

The purpose of the Independent/Transitional Living Program is to build a network of relevant supports and services for participating youth. This network should be designed in such a way that these youth will have ongoing connections with a caring adult, be productive individuals within their community, and obtain and maintain employment, as well as obtain educational goals. Under this program, participating youth may receive financial assistance and skills training, as well as other resources to facilitate their transition to adulthood.

Independent/Transitional Living is responsible for developing a statewide program in concert with the provisions of the Chafee Foster Care Independent Living Program (CFCILP) and the Education and Training Voucher (ETV) Program. This program allows the state to increase its capacity to engage the community and provide culturally sensitive and developmentally age-appropriate services. These services are strengths-based, family-focused and child-centered, serving youth and young adults ages 14-21 up to their 23rd birthday, who are likely to remain in care and/or age out with independent living services.

Medical and Behavioral

The Division of Medical and Behavioral Services was created in 2002 in response to the Brian A. Settlement Agreement and is responsible for reviewing and overseeing the implementation of policies, procedures and practices related to the medical and behavioral health care of children in the care and custody of the Department of Children's Services. This division oversees practice and policy change concerning protection from harm issues, which include the use of psychotropic medication, as well as the use of seclusion and restraint methods for children in care. This division also functions as the health advocacy area of the Department and promotes improved access to medical and behavioral services for children in state custody or at risk of coming into state custody. This division serves as a liaison for other state agencies and TennCare managed care organizations (MCOs), as well as behavioral health organizations (BHOs). It also aids in departmental implementation of compliance with TennCare issues, and assists in developing policies and procedures related to health services for children in custody. Support and technical assistance to the regional health advocacy units is also accomplished through this division. Additionally, the division provides oversight of health services and technical assistance for the departmental residential treatment facilities and group homes as well as the Youth Development Centers.

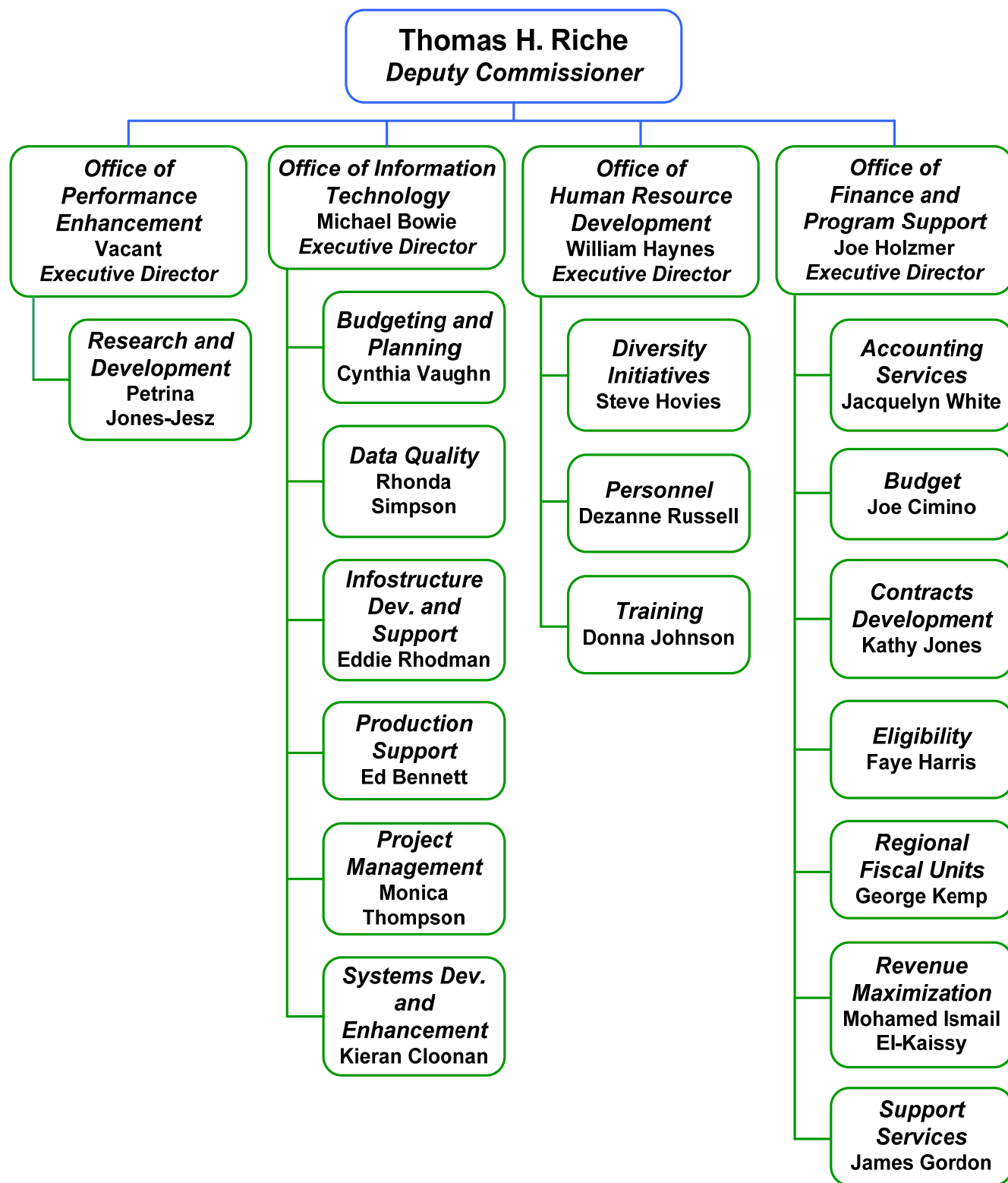


Office of Regional Support

Judy Cole and Mildred Lawhorn, Executive Directors

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

Administration and Training



The Division of Administration and Training supports all staff of the Department by providing training and educational opportunities for professional development and enhancement includ-

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

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



Office of Performance Enhancement

Vacant position, Executive Director

Research and Development

The Research and Development (R&D) Division coordinates policy development, strategic planning and research and evaluation activities for the Department. The Division provides senior management with

the data and analysis needed to make informed decisions about DCS programs. R&D also assists in coordinating the review of research proposal requests from external researchers in academic institutions or other organizations.



Office of Information Technology

Michael Bowie, Executive Director

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

Approved projects are forwarded to OIS, which is responsible for analysis, development or procurement, testing, implementation and ongoing support of all applications. The Data Quality Unit works with the regions to support conversion efforts and to ensure that key system data is timely and accurate.

OIS operates the DCS Help Desk, which provides telephone assistance to departmental computer users. OIS also has at least two employees in each region to provide technical and application support in the field. The

Security Team controls access to the state network and DCS applications, while the Asset Management Team manages the distribution of computers and printers to DCS employees. OIS replaces the equipment

every three to four years. Additionally, OIS provides records management services and processes all orders for voice telecommunication products and services.



Office of Human Resource Development

William Haynes, Executive Director

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

Diversity Initiatives

The Division of Diversity Initiatives is responsible for agency activities related to EEO, affirmative action, and compliance with Titles VI and VII of the Civil Rights Act of 1964. Diversity Initiatives handles employee complaints, often in cooperation with other units within the department such as the Ombudsman's Office, Internal Affairs, or the Legal Division.

Personnel Division

The Personnel Division is responsible for the following: 1) transactions related to the hiring, separating, promoting, transferring, or demoting of employees; 2) the administration of employee benefits; 3) the administration of employee leave and attendance; and 4) the maintenance of employee personnel records. The Personnel Division also conducts Workers Compensation and Assault Injury case reviews and provides oversight for these cases within DCS.

Training and Professional Development

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

Volunteer Services

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



Office of Finance and Program Support

Joe Holzmer, Executive Director

Fiscal Services

Expenditures

During FY 2006, the Department of Children's Services spent a total of \$600,646,700. Figure 2 on the following page summarizes these expenditures by category.

Administrative - \$51,754,300 (8.6%). Administrative expenditures cover DCS central office administrative operations which include the Commissioner, Deputy Commissioners and all Assistant Commissioners; the TNKids information system; DCS divisions of Legal Services, Fiscal Services, Personnel, and Research and Development; provider support; institution support; and program support.

Family Support Services - \$36,288,600 (6.0%). Family Support Services include purchase of non-custodial intervention/prevention services, family preservation services, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.

Custody Services - \$203,506,100 (33.9%). These expenditures cover residential contract services, individual foster home care and other custody support services, primarily to meet treatment needs and enhance reunification efforts.

Needs Assessment - \$4,308,800 (.7%). Needs Assessment expenditures represent

payments for services directed to the Brian A. Class child in custody or in danger of coming into custody due to dependency, neglect, or abuse.

Adoption Services - \$53,846,600 (9.0%). Adoption Services expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and adoption support services.

Child and Family Case Management - \$195,529,500 (32.6%). This category primarily represents expenditures for the twelve (12) DCS regional offices and field staff providing case management services to custodial children, adoption services, non-custodial case management, and child protective services investigations.

Youth Development Centers - \$46,781,800 (7.8%). These are expenditures for the operation of the Department's five (5) secure Youth Development Centers for delinquent youth (Mountain View, New Visions, Taft, Wilder, Woodland Hills).

Community Treatment Centers - \$8,631,000 (1.4%). Expenditures for Community Treatment Centers provide for the operation of the Department's thirteen (13) group homes, a residential observation and assessment center, and a community educational academy, primarily for delinquent youth.



Revenue

Figure 3 on the following page illustrates the sources of funding for the department in 2004. State appropriations of \$274,283,200 made up 45.7% of total funding. The major federal funding sources were Child Support (\$16,819,900 or 2.8%), TANF (\$16,099,500 or 2.7%) (Title IV-B (\$15,562,200 or 2.6%), Title IV-E (\$66,543,900 or 11.1%), and Social Services Block Grants (\$18,348,700 or 3.1%). TennCare funds equaling \$178,712,300 represented 29.8% of all funding. The remaining \$14,277,000 which represented 2.4% of expenditures came from a variety of other sources.

Temporary Assistance for Needy Families (TANF) is a block grant created by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. In FY06 DCS received a direct allocation of \$6,099,500 plus an inter-departmental allocation of \$10,000,000 from DHS. Title IV-E is a federal entitlement program.

Federal guidelines require that DCS earn reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver through which Tennessee operates its Medicaid program.

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

Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse CAPTA, the Chafee Foster Care Independence Program (CFCIP) and Education and Training Vouchers (ETV).

Figure 2: Expenditures for Fiscal Year July 1, 2005 – June 30, 2006.

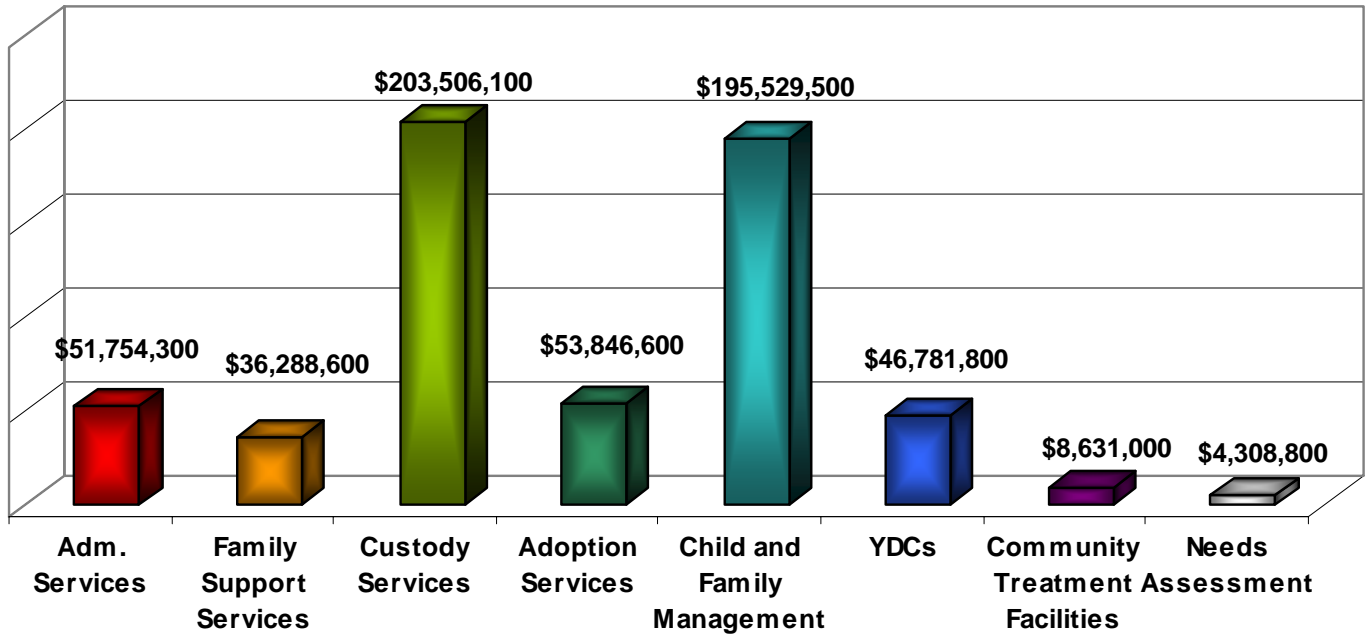
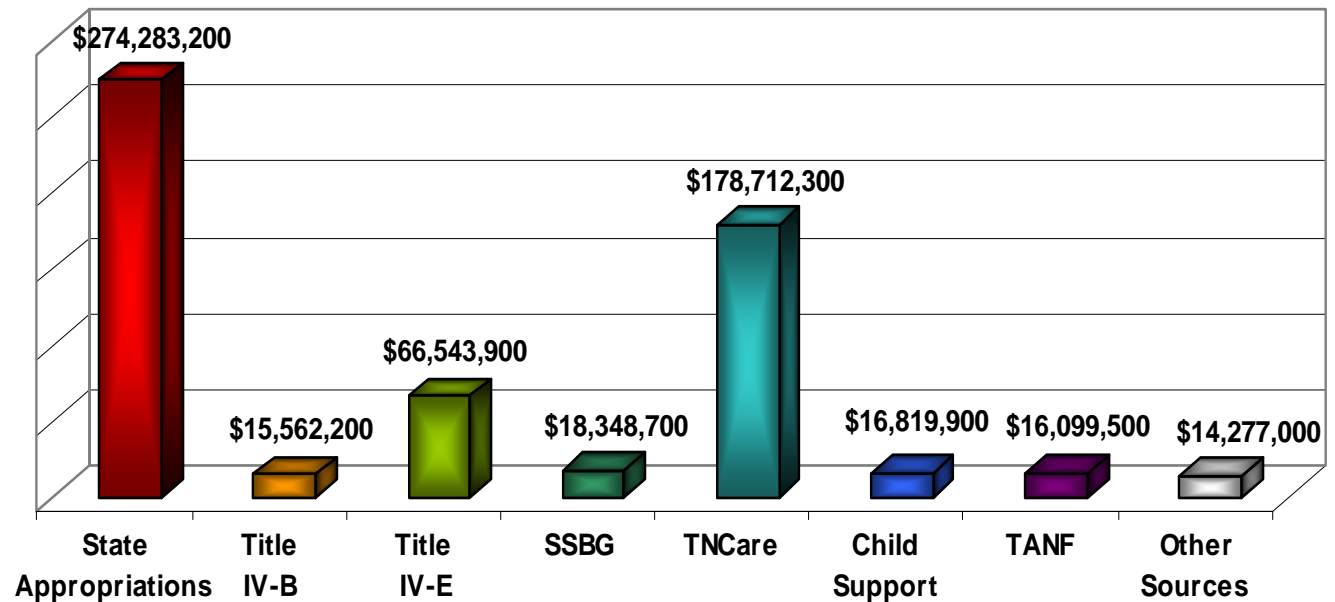
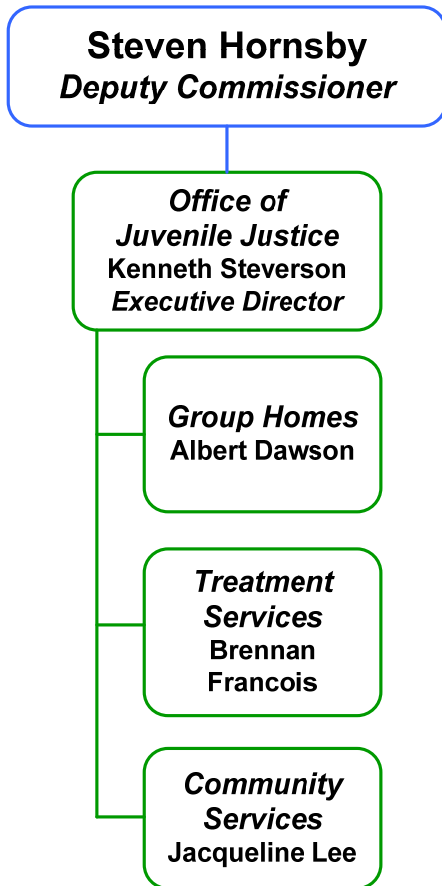


Figure 3: Revenue for Fiscal Year July 1, 2005 – June 30, 2006.



Juvenile Justice



Division of Juvenile Justice Kenneth Steverson, Executive Director

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

Community Intervention Services (CIS)

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

Community Residential Programs

The Division of Juvenile Justice operates

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

Intensive Aftercare Program

DJJ contracts with three (3) private agencies to provide intensive aftercare supervision programs. Services have been expanded to include the Knox, East, Davidson regions,

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

Juvenile Court Grants

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

Probation and Aftercare Services

Family Service Workers in all twelve (12) DCS regions provide probation and aftercare services to youth that have been adjudicated delinquent and are living at home. Probation and aftercare services include supervision, monitoring, case management, and resource linkage. DJJ is in the development stages of a balanced and restorative justice philosophical approach with the outcome of providing

inclusive participation between communities, families, victims and youth in rehabilitative efforts.

Youth Development Centers (YDCs)

DJJ operates five (5) YDCs. Each YDC is a hardware secure residential facility that provides treatment for delinquent youth ages 13 thru 18. Upon admission each youth receives a comprehensive assessment from which an individualized program plan is developed. Within the context of a behavioral management program, each YDC provides special and regular education, GED preparation; pre-vocational education, medical and dental services, recreational programs, and programs to help youth develop independent living skills. Specialty services include therapy for a broad range of needs, alcohol and drug treatment, and speech therapy.

The DJJ Youth Development Centers are:

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

Victim's Assistance Program

The Victims Assistance program provides notification to individuals who make a formal

request for information regarding the release of juvenile offenders from DJJ facilities and other contract facilities or programs. The Victim's Assistance program also works with local and statewide victim's service organizations in order to educate the individual victims and the general public about the DJJ release process. The program maintains a registry of organizations in Tennessee that provide services and advocacy for victims of crime.

Special Population Unit

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

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

The Special Population Unit supports coordination of departmental emergency and standard mental health transfers between Mental Health and Developmental Disabilities and DCS to the regional mental health facility. SPU staff duties include performing

services designed to identify placement trends and supports for youth placed in YDC on waivers identified with special service needs.

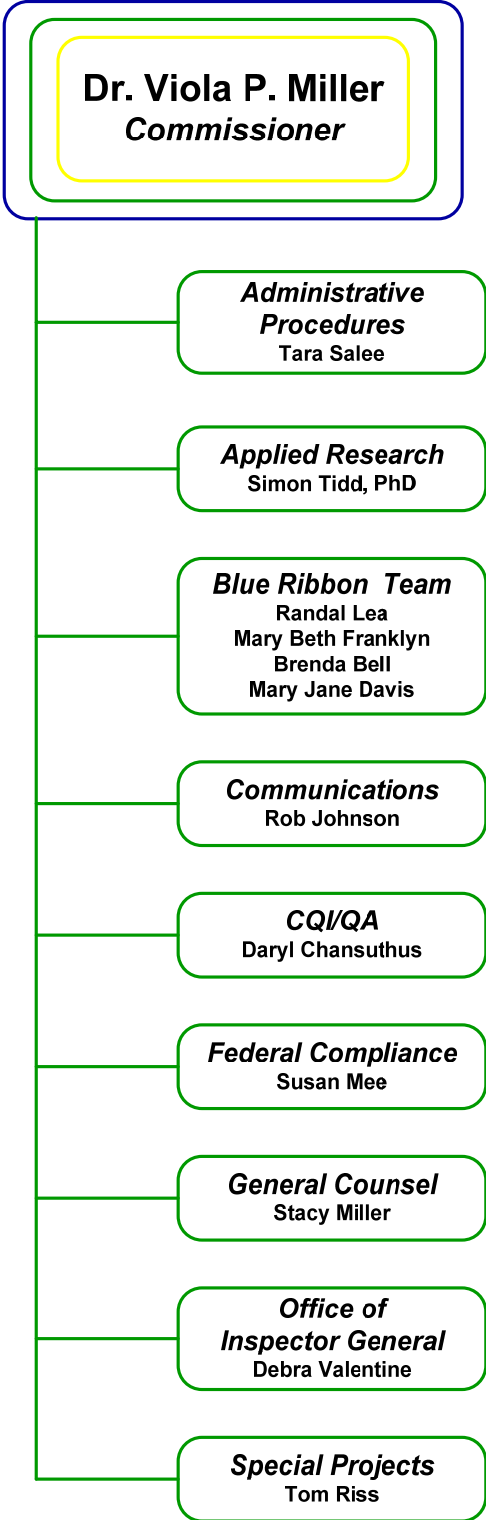
SPU responsibilities include:

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

New Initiatives

- Training and implementation of YLS-CMI (Youth Level of Service-Case Management Inventory) – a specialized risks/needs assessment tool for delinquent youth. Measures criminogenic factors proven to indicate risk to community.

Reporting Directly to the Commissioner



Administrative Procedures

Tara Sallee

The Administrative Procedures Division of the Tennessee Department of Children's Services is responsible for all hearings and appeals involving the Department under the Uniform Administrative Procedures Act and the Rules of the Tennessee Department of Personnel. This office provides the general public an opportunity to appeal and have a fair hearing on issues related to denial of applications for adoption assistance or access to closed adoption records; removal of foster children from foster homes after more than twelve (12) months of residency in a particular foster home; and due process proceedings for release of records regarding perpetrators of child abuse and neglect. The Administrative Procedures Division also conducts hearings to address employee disciplinary actions, performance evaluations and grievances defined by State law and the Tennessee Department of Personnel.



Applied Research

Simon Tidd, PhD

Applied Research conducts applied research for DCS focused on improving the functioning and performance of the Department.



Blue Ribbon Committee

Brenda Bell, Mary Jane Davis, Mary Beth Franklyn and Randal Lea

Brenda Bell—Accreditation

This area is responsible for coordinating accreditation efforts through the Council on Accreditation (COA). COA accredits human service agencies in the United States and Canada. The accreditation process will cause the department to closely examine both organizational management and program service delivery under eighteen (18) standards.

Mary Jane Davis—Legal Counsel, Class Actions

This specialized legal counsel role provides legal advice and counsel to the Commis-

sioner, Core Leadership Team, and Program Directors regarding compliance with departmental consent decrees.

The duties include:

- Assisting in development of exit strategies
- Communicating and coordinating with Governor's legal counsel, Attorney General's office, and outside counsel on litigation activities or other consent decree matters
- Providing training as requested to promote understanding and implementation of the department's consent decree requirements

- Reviewing and assisting with preparation of documents for court submission
- Reviewing consent decree-related policies and contracts to ensure compliance with court orders

Mary Beth Franklyn—TennCare Program Issues

The TennCare programming unit collaborates with all program areas within the department regarding TennCare matters.

Key elements regarding the relationship between DCS and TennCare include funding received by DCS to administer services, and the TennCare health services received by children in DCS’s custody.

Funding is also received for some residential and continuum services through its inter-agency agreement with the Bureau of TennCare. The overwhelming majority of children in DCS custody are eligible for TennCare, and receive Early Periodic Screening Diagnosis and Treatment (EPSDT) screening and services for their health needs.

Quarterly reports are provided to the Bureau of TennCare regarding DCS TennCare activities, which include eligibility, outreach, and percentages of EPSDT screening appointments met. In addition, this unit coordi-

nates the reporting required under the Grier and John B class action lawsuits, implements special projects and provides consultative support for the Well-Being section and the central office Health Advocacy division.

Technical assistance is provided to the Health Advocacy units through phone conferences, meetings, trainings, and educational materials. Information is provided in the education materials about TennCare services to case managers, foster parents, and DCS providers.

Randal Lea—Provider Issues

Working across divisions and disciplines, this unit places its focus on provider issues such as performance based contracting, quality of service delivery, and incorporation into the private sector of any issue relating to permanency, safety, and well being. A private sector assessment tool has been developed to be standard across regions that will capture the needs of children and their families in a strengths-based, family focused, and culturally competent manner. He represents the Department on the Steering panel for the Governor’s Office of Children’s Care Coordination, Tennessee Association of Mental Health Organizations, Child Welfare League of America, Tennessee Association for Child Care and Tennessee Voices for Children.



Communications

Rob Johnson

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

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

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

Assistance is provided to regional offices in preparing brochures, flyers and public-affairs notices that are needed to carry out their work around the state. All documents that are intended for distribution outside the department are reviewed. Caseworkers, team leaders and top management regularly call on the communications department when faced with matters involving public information and media relations.

Communications also collaborates with DCS legislative liaisons as they work with lawmakers who request materials that are needed to understand precisely what the department is doing to serve Tennessee's children and families.



Continuous Quality Improvement/Quality Assurance (CQI/QA)

Daryl Chansuthus

This office evaluates the effectiveness of services provided to children in state custody. Through the CQI and Quality Assurance Reviews, reports generated are able to pinpoint not only the effectiveness of services but identify areas where improvement is needed. Regions are able to develop plans to address their unique needs.



Federal Compliance

Susan Mee

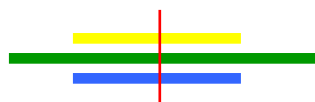
Federal compliance is focused on the agency's work related to the Child and Family Services Review (CFSR) and the related Program Improvement Plan (PIP).



General Counsel

Stacy Miller

This office provides legal advice and counsel to the Commissioner and the Department's employees. The seventy one (71) attorney positions and fourteen (14) legal assistants who staff the Office of General Counsel are located in twenty two (22) offices across the state. One attorney in each of the twelve (12) DCS regions specializes in educational issues faced by children state custody.



Office of Inspector General

Debra Valentine

In March 2004, Commissioner Viola Miller established the first Office of Inspector General (OIG) among Tennessee State Government agencies. This Office has oversight of facility and program monitoring and investigation functions, all of which support departmental initiatives in child safety and quality service delivery to children and families in the State of Tennessee.

The DCS Office of Inspector General is currently responsible for licensing child care facilities operating in this state, evaluating Provider Performance in contract and policy compliance, auditing agency financial practices and fitness, investigating allegations of child abuse and neglect as well as investigating gross misconduct among agency employees.

There are seven sections performing specialized functions in accordance with their area of expertise under OIG: Contract Monitoring Division, Division of Internal Audit, Internal Affairs Division, Licensure Division, Ombudsman Unit, Program Accountability Review Unit, and Special Investigations Unit.

Contract Monitoring Division

The Contract Monitoring Division provides oversight on quality of care in contract agencies by following up on the implementation of corrective action plans, reviewing/trending of statewide incident reports, responding to stakeholder concerns/requested on-site visits, and, conducting routine critical compliance and performance measures reviews. Contract Monitoring conducts monthly Serious Incident Reports trending meetings which monitors and reviews various critical incidents including seclusion and restraint, allegations of abuse/neglect, self-harm, and other client and staff safety issues. Contract Monitoring has recently assumed oversight of credentialed service contracts for which a monitoring tool and protocol is under development. Although Contract Monitoring does not function as an enforcement agent, the objective monitoring duties are essential in the prevention and management of risks to the department as well as the provider, the consumer, and the community they serve.

Internal Audit

The Division of Internal Audit (DIA) ensures departmental fiscal compliance in accordance with all applicable statutes and regulations of law.

Internal Audit serves as the liaison to the Office of the Comptroller of the Treasury, and notifies the Comptroller's office of lost or stolen departmental property after a thorough investigation is completed. This division is also responsible for notifying the Comptroller's office of any misappropriation of state property or monies through employee malfeasance and misfeasance.

The division audits program services, facilities, assets and liabilities, as well as other areas within the department. Internal Audit also assists management in evaluating and strengthening internal controls - conducting audits on DCS group homes and Youth Development Centers every three (3) years. Additionally, Internal Audit division performs audits on an as needed basis. Risks assessed include Trust Fund Accounts, Adoption Assistance Payments (for which an Audit Program is currently being developed), Foster Care Payments, and findings cited by the State of Tennessee Comptroller's Office.

Internal Affairs

Internal Affairs (IAD) is the division responsible for conducting impartial and prompt professional investigations, administrative reviews, and for ensuring timely adjudication

of all allegations of misconduct by the agency and its employees. The division conducts sensitive departmental investigations and background verifications regarding employees, foster parents and adoptive parents. In addition to conducting fingerprint and background searches on contract provider agency employees, the division also includes an Absconder Unit charged with risk management of runaway youth and is the department's primary liaison with federal, state and local law enforcement agencies.

Licensure

Licensure conducts internal assessments of risk via annual Licensing Reviews and the license renewal process on DCS Group Homes as well as DCS contracted service providers (i.e., child abuse prevention, maternity homes, runaway houses, group care homes, residential child care agencies, foster care, adoption services, family boarding homes, juvenile detention centers, and temporary holding resource centers). Licensure oversees licensing regulation of child-care agencies that provide for children's basic health, safety, and well-being and conducts annual and unannounced visits of DCS and aforementioned DCS contracted provider facilities (Level I and II programs) as it applies to enforcement and monitoring of compliance with eight (8) sets of licensure standards.

Ombudsman Unit

The Ombudsman Unit responds to executive

and legislative inquiries as well as inquiries from both private and public sources. The unit conducts investigative research and serves as an internal/external liaison and agency representative. The unit receives, processes, and tracks the resolution of all complaints against DCS foster homes, group homes, residential rehabilitation facilities, and other DCS county offices. On a routine basis, the unit assists the Commissioner's office in employee due process as well as administrative and operational management efforts.

Program Accountability Review (PAR)

Program Accountability Review monitors compliance to DCS expectations as expressed by the department's Provider Policy Manual for Residential Services and includes contractual compliance regarding the program's fiscal solvency and scope of services as well as applicable state and federal laws and regulations.

Special Investigations Unit (SIU)

The Special Investigations Unit conducts investigations on reported allegations of child abuse and neglect by DCS staff, foster homes, and treatment/rehabilitation facilities received, screened, and referred through the Child Protection Services Central Intake Division. SIU focuses on incidents of abuse and neglect that occur in a DCS and/or contracted agency program as well as any state operated/ regulated facility or institution.



Special Projects

Tom Riss

Statewide transition of the seven hundred thirteen (713) Community Services Agency (CSA) positions to state positions was coordinated by this area. Evolving from this transition was the coordination of \$14 million of services rendered under the Child and Family Delegated Purchase Authority. Scope of Services was developed as well as contractual language, a method of timely payment to vendors, and a tool for contract monitoring. Standards for service providers have resulted in a vendor credentialing process.

This area serves on the DCS legislative liaison team that analyzes bills, testifies before legislative committees, and works directly with the legislators to pass legislation important to the Department.



Map of Regions

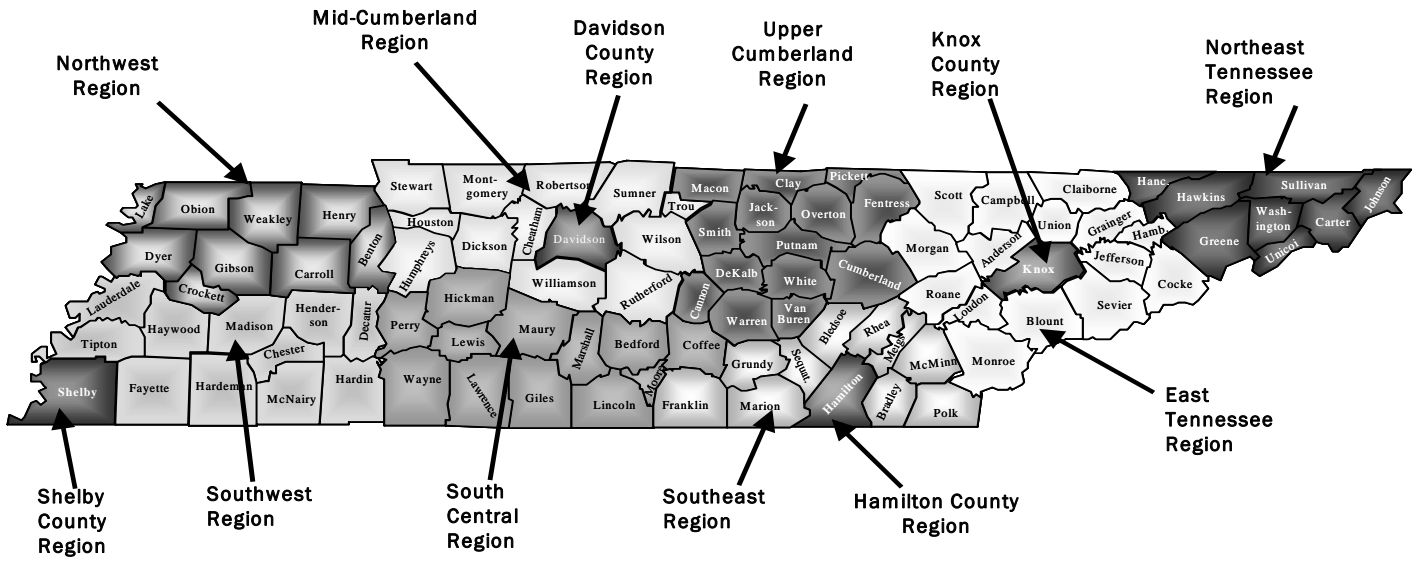
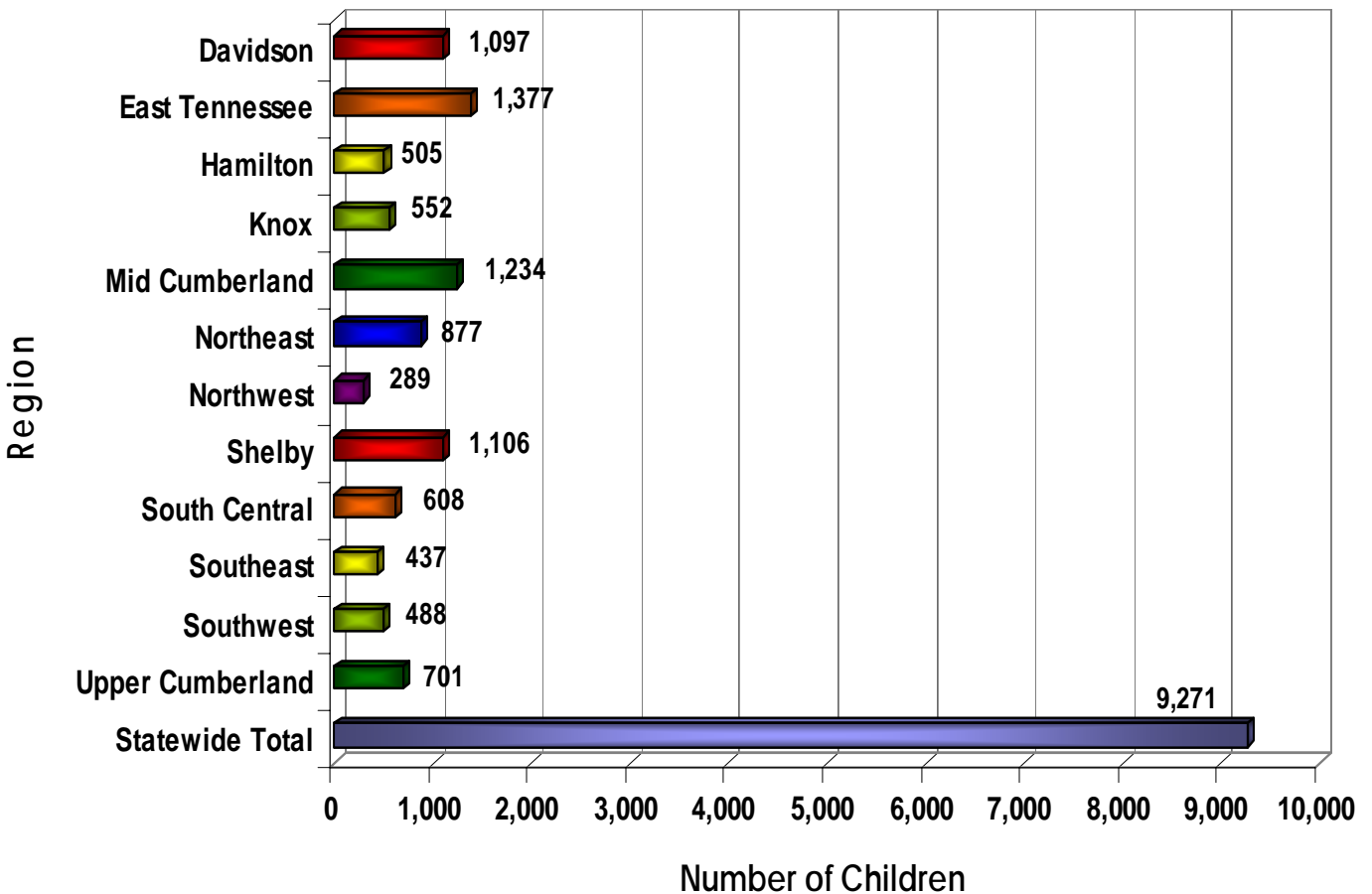


Figure 1: Number of Children in Custody as of June 30, 2006.



Departmental Data

Table 3: Children Entering and Exiting Custody by County of Commitment FY06

County of Commitment	2006 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Anderson	18,599	8.0	40	103	6	149	111	38
Bedford	9,702	7.5	36	37	0	73	84	(11)
Benton	3,936	2.8	3	8	0	11	17	(6)
Bledsoe	2,848	0.0	0	0	0	0	2	(2)
Blount	25,063	5.9	9	138	0	147	123	24
Bradley	21,993	3.8	11	73	0	84	143	(59)
Campbell	10,097	5.2	4	46	3	53	37	16
Cannon	3,213	4.7	4	10	1	15	28	(13)
Carroll	7,582	2.9	2	20	0	22	20	2
Carter	13,369	3.2	20	21	2	43	42	1
Cheatham	9,572	2.3	13	8	1	22	55	(33)
Chester	4,052	1.5	3	3	0	6	12	(6)
Claiborne	7,806	5.5	7	33	3	43	60	(17)
Clay	1,905	3.1	1	4	1	6	13	(7)
Cocke	8,204	12.2	20	79	1	100	105	(5)
Coffee	12,488	4.2	25	27	0	52	72	(20)
Crockett	3,749	5.1	5	14	0	19	13	6
Cumberland	10,109	7.0	22	43	6	71	74	(3)
Davidson	141,730	6.1	217	649	4	870	864	6
Decatur	2,739	3.7	0	10	0	10	9	1
DeKalb	4,145	11.8	8	38	3	49	45	4
Dickson	11,432	8.0	22	63	6	91	100	(9)
Dyer	10,176	3.7	14	24	0	38	49	(11)
Fayette	7,685	2.3	16	1	1	18	22	(4)
Fentress	4,384	9.4	12	29	0	41	32	9
Franklin	10,206	11.3	36	78	1	115	90	25
Gibson	12,694	7.0	34	49	6	89	120	(31)
Giles	7,847	7.3	35	21	1	57	53	4
Grainger	4,898	9.8	3	45	0	48	41	7
Greene	14,677	9.9	34	94	17	145	106	39
Grundy	4,039	4.5	0	18	0	18	22	(4)

Table 3 Continued

County of Commitment	2006 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/ Neglected	Unruly			
Hamblen	14,414	8.3	36	81	3	120	132	(12)
Hamilton	79,918	3.5	81	181	14	276	366	(90)
Hancock	1,853	1.6	2	1	0	3	2	1
Hardeman	7,485	9.8	41	32	0	73	65	8
Hardin	6,453	3.7	6	14	4	24	24	0
Hawkins	12,782	10.1	44	74	11	129	138	(9)
Haywood	6,196	8.6	18	35	0	53	45	8
Henderson	6,385	7.4	14	31	2	47	40	7
Henry	7,426	4.8	12	24	0	36	36	0
Hickman	5,169	5.4	1	24	3	28	39	(11)
Houston	2,078	1.9	0	4	0	4	12	(8)
Humphreys	4,488	8.7	5	21	13	39	46	(7)
Jackson	2,471	6.9	6	9	2	17	16	1
Jefferson	9,915	7.6	14	59	2	75	92	(17)
Johnson	3,807	3.4	8	4	1	13	20	(7)
Knox	95,454	3.6	51	292	2	345	413	(68)
Lake	1,837	4.4	1	7	0	8	11	(3)
Lauderdale	7,432	9.6	26	45	0	71	87	(16)
Lawrence	11,059	4.8	13	38	2	53	48	5
Lewis	3,043	4.9	2	13	0	15	20	(5)
Lincoln	7,921	5.2	13	28	0	41	50	(9)
Loudon	8,818	5.8	6	45	0	51	49	2
Macon	5,015	12.0	13	40	7	60	56	4
Madison	25,447	5.7	50	95	0	145	200	(55)
Marion	7,353	6.1	12	31	2	45	46	(1)
Marshall	6,990	6.6	26	18	2	46	52	(6)
Maury	18,604	5.6	33	47	24	104	90	14
McMinn	12,375	4.7	32	22	4	58	70	(12)
McNairy	6,208	2.4	3	12	0	15	17	(2)
Meigs	2,626	0.8	0	2	0	2	7	(5)
Monroe	9,488	10.8	21	81	0	102	95	7
Montgomery	36,342	7.0	60	193	1	254	240	14
Moore	1,422	0.7	0	1	0	1	3	(2)
Morgan	5,066	3.8	1	18	0	19	22	(3)

Table 3 Continued

County of Commitment	2006 Population Projections Age under 19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Obion	8,641	2.4	11	8	2	21	27	(6)
Overton	4,784	8.2	2	36	1	39	47	(8)
Perry	1,924	7.8	0	15	0	15	11	4
Pickett	1,192	15.9	2	16	1	19	10	9
Polk	3,788	1.8	0	7	0	7	22	(15)
Putnam	15,223	3.9	15	40	5	60	97	(37)
Rhea	7,430	1.7	8	4	1	13	16	(3)
Roane	12,667	4.3	7	47	0	54	74	(20)
Robertson	14,102	6.7	49	45	1	95	99	(4)
Rutherford	45,970	3.3	13	135	3	151	105	46
Scott	5,998	10.2	5	56	0	61	56	5
Sequatchie	2,732	8.4	7	15	1	23	29	(6)
Sevier	15,886	6.1	19	78	0	97	87	10
Shelby	270,826	2.1	72	498	0	570	647	(77)
Smith	4,293	8.9	2	33	3	38	24	14
Stewart	2,759	5.4	5	10	0	15	27	(12)
Sullivan	36,917	7.0	74	169	14	257	266	(9)
Sumner	34,775	5.0	86	76	12	174	208	(34)
Tipton	14,558	4.1	16	44	0	60	69	(9)
Trousdale	1,759	2.3	1	3	0	4	2	2
Unicoi	3,997	8.5	18	13	3	34	55	(21)
Union	4,547	10.6	2	46	0	48	55	(7)
Van Buren	1,467	6.8	2	7	1	10	11	(1)
Warren	9,798	8.0	26	46	6	78	85	(7)
Washington	24,890	7.0	60	99	16	175	176	(1)
Wayne	4,065	8.1	8	25	0	33	32	1
Weakley	9,007	5.9	8	45	0	53	66	(13)
White	5,633	5.7	12	18	2	32	67	(35)
Williamson	31,973	3.8	50	61	12	123	121	2
Wilson	22,716	6.1	38	97	4	139	158	(19)
Total	1,478,596	5	1,925	5,200	250	7,375	7,962	-587

*2006 Population Projections Age under 19 taken from Tennessee Department of Health Population TN KIDS is a "live" database with on-going additions and updates being made to data in the system.

Table 4: Children Remaining in Custody by County of Commitment on June 30, 2006

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Anderson	60	33%	116	63%	8	4%	184
Bedford	37	42%	50	57%	1	1%	88
Benton	6	25%	18	75%	0	0%	24
Bledsoe	0	0%	0	0%	0	0%	0
Blount	9	5%	160	95%	0	0%	169
Bradley	19	12%	145	88%	0	0%	164
Campbell	6	9%	55	85%	4	6%	65
Cannon	6	24%	18	72%	1	4%	25
Carroll	2	9%	21	91%	0	0%	23
Carter	16	23%	51	73%	3	4%	70
Cheatham	15	43%	18	51%	2	6%	35
Chester	3	50%	2	33%	1	17%	6
Claiborne	10	17%	49	82%	1	2%	60
Clay	0	0%	6	67%	3	33%	9
Cocke	25	15%	141	84%	1	1%	167
Coffee	23	28%	58	72%	0	0%	81
Crockett	5	36%	9	64%	0	0%	14
Cumberland	16	16%	77	78%	6	6%	99
Davidson	267	25%	802	74%	14	1%	1083
Decatur	0	0%	8	100%	0	0%	8
DeKalb	9	15%	50	82%	2	3%	61
Dickson	29	19%	115	75%	9	6%	153
Dyer	14	37%	24	63%	0	0%	38
Fayette	15	88%	2	12%	0	0%	17
Fentress	9	29%	21	68%	1	3%	31
Franklin	24	29%	57	70%	1	1%	82
Gibson	29	33%	57	66%	1	1%	87
Giles	35	60%	22	38%	1	2%	58
Grainger	4	10%	36	90%	0	0%	40
Greene	33	18%	129	71%	20	11%	182
Grundy	0	0%	18	100%	0	0%	18
Hamblen	51	28%	126	70%	2	1%	179
Hamilton	125	25%	355	71%	21	4%	501
Hancock	0	0%	1	100%	0	0%	1
Hardeman	24	37%	41	63%	0	0%	65
Hardin	6	30%	13	65%	1	5%	20
Hawkins	36	29%	69	56%	19	15%	124

Table 4 Continued

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Haywood	19	35%	35	65%	0	0%	54
Henderson	10	24%	27	66%	4	10%	41
Henry	13	42%	18	58%	0	0%	31
Hickman	4	12%	27	79%	3	9%	34
Houston	0	0%	5	100%	0	0%	5
Humphreys	5	11%	25	57%	14	32%	44
Jackson	3	17%	13	72%	2	11%	18
Jefferson	16	20%	63	79%	1	1%	80
Johnson	5	33%	9	60%	1	7%	15
Knox	60	11%	486	89%	2	0%	548
Lake	1	33%	2	67%	0	0%	3
Lauderdale	28	39%	43	61%	0	0%	71
Lawrence	12	17%	56	78%	4	6%	72
Lewis	2	17%	10	83%	0	0%	12
Lincoln	12	27%	33	73%	0	0%	45
Loudon	6	12%	43	88%	0	0%	49
Macon	11	12%	78	82%	6	6%	95
Madison	51	36%	91	64%	0	0%	142
Marion	7	21%	24	73%	2	6%	33
Marshall	34	54%	27	43%	2	3%	63
Maury	34	31%	56	52%	18	17%	108
McMinn	35	39%	50	56%	4	4%	89
McNairy	3	16%	16	84%	0	0%	19
Meigs	0	0%	2	100%	0	0%	2
Monroe	21	26%	60	73%	1	1%	82
Montgomery	68	25%	202	75%	0	0%	270
Moore	0	0%	1	100%	0	0%	1
Morgan	2	9%	20	91%	0	0%	22
Obion	8	40%	11	55%	1	5%	20
Overton	2	6%	31	94%	0	0%	33
Perry	1	5%	20	91%	1	5%	22
Pickett	2	12%	14	82%	1	6%	17
Polk	1	7%	12	86%	1	7%	14
Putnam	13	10%	113	86%	5	4%	131
Rhea	6	60%	3	30%	1	10%	10
Roane	10	16%	52	83%	1	2%	63
Robertson	50	45%	60	54%	2	2%	112

Table 4 Continued

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Rutherford	15	11%	121	87%	3	2%	139
Scott	3	6%	47	94%	0	0%	50
Sequatchie	6	38%	9	56%	1	6%	16
Sevier	26	19%	112	81%	0	0%	138
Shelby	100	9%	1004	91%	3	0%	1107
Smith	3	6%	40	82%	6	12%	49
Stewart	7	41%	10	59%	0	0%	17
Sullivan	69	23%	212	71%	16	5%	297
Sumner	85	34%	141	57%	21	9%	247
Tipton	18	36%	31	62%	1	2%	50
Trousdale	0	0%	6	100%	0	0%	6
Unicoi	15	44%	17	50%	2	6%	34
Union	8	20%	33	80%	0	0%	41
Van Buren	2	25%	5	63%	1	13%	8
Warren	30	36%	47	57%	6	7%	83
Washington	29	19%	110	72%	14	9%	153
Wayne	6	21%	22	79%	0	0%	28
Weakley	5	13%	34	87%	0	0%	39
White	13	24%	39	71%	3	5%	55
Williamson	36	33%	62	57%	11	10%	109
Wilson	35	34%	66	63%	3	3%	104
Total	2034	22%	6946	75%	291	3%	9271

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

Figure 4: Length of Time to Adoption Fiscal Year July 1, 2005 – June 30, 2006.

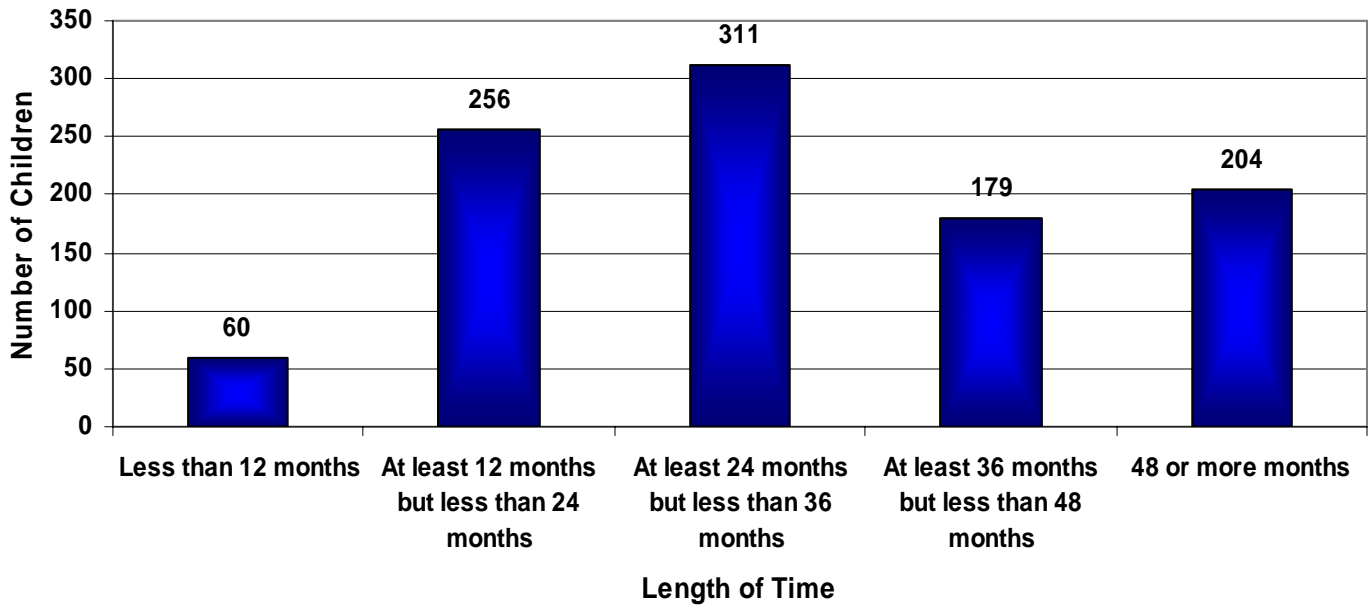


Figure 5: Length of Time to Reunification Fiscal Year July 1, 2005 – June 30, 2006.

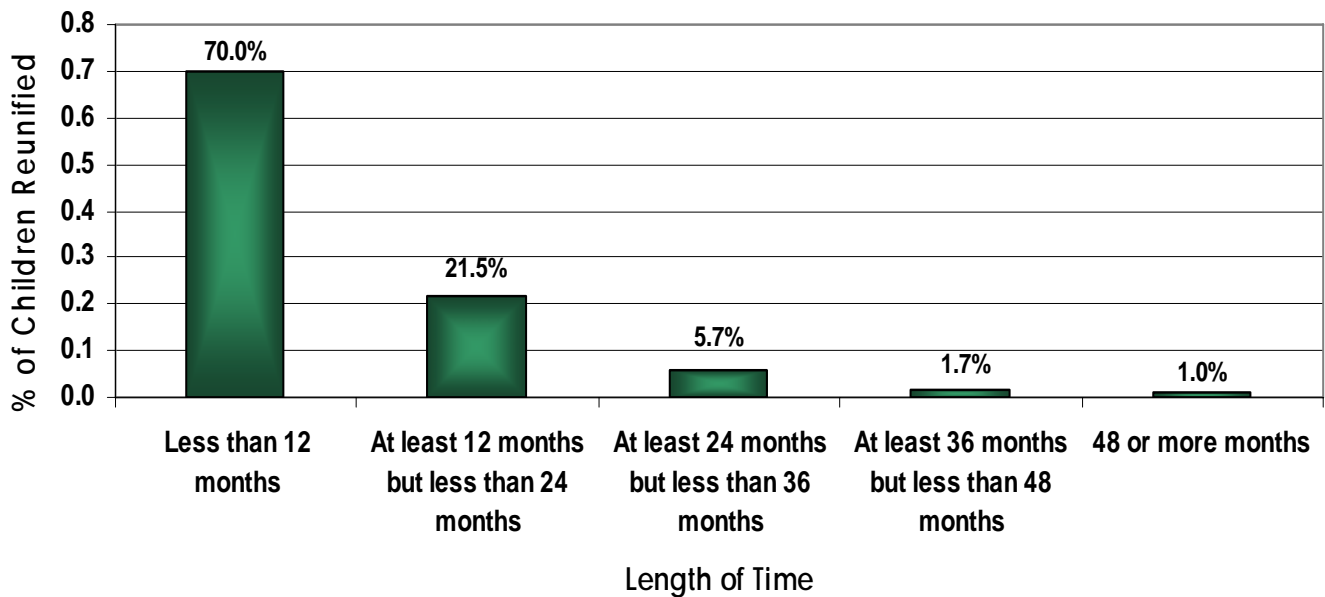


Figure 6: Of All Children Who Entered Care During the Year, What Percentage Reentered Within 12 Months of a Prior Foster Care Episode? (National Standard $\leq 8.6\%$)

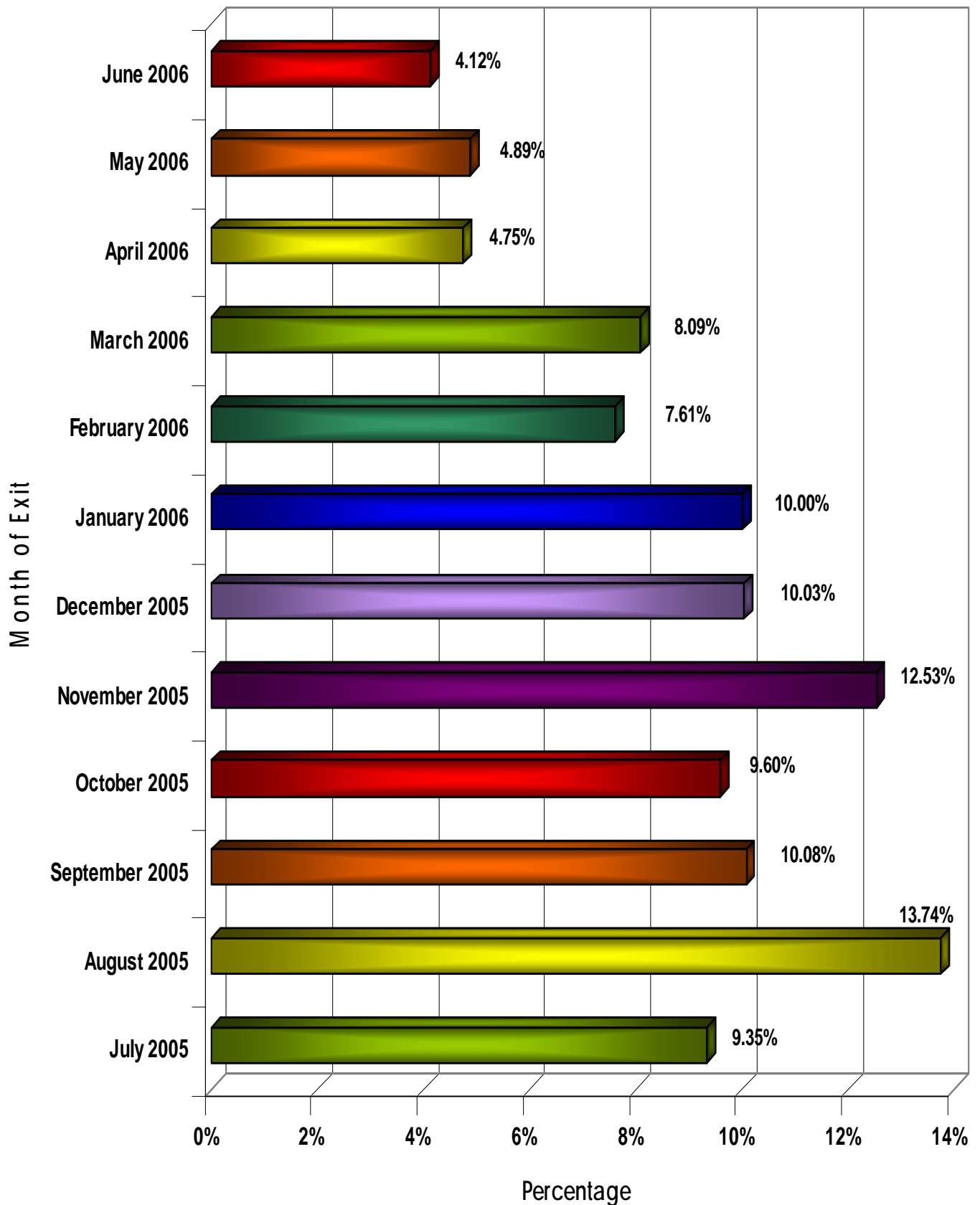


Table 5: Of the Children in Foster Care for Less Than 12 months, What Percentage Had No More Than 2 Placement Settings? (National Standard ≥ 86.7)

Movement Frequency *			Placement Frequency **		
Number of Movements	Number	Percent	Number of Placements	Number	Percent
One - Two	5658	62.6%	One - Two	6602	74.8%
Three - Five	2779	30.7%	Three - Five	1934	21.9%
Six - Eight	409	4.5%	Six - Eight	238	2.7%
Nine - Ten	99	1.1%	Nine - Ten	35	0.4%
More than Ten	96	1.1%	More than Ten	17	0.2%
Total	9041	100.0%	Total	8826	100.0%

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

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

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

Table 6: Children in Custody Statewide by Age, Gender and Race on June 30, 2006

Race / Ethnicity	0 - 1		2 - 4		5 - 12		13 - 18		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
White Non-Hispanic	258	232	321	313	744	670	1,745	1,206	5,489
Black/African American Non-Hispanic	120	121	170	152	377	326	1,131	602	2,999
Hispanic	23	20	26	33	43	37	73	49	304
Multi-Race Non-Hispanic	18	11	15	25	41	44	49	27	230
Asian	0	0	0	2	0	1	4	6	13
American Indian/ Alaska Native	1	1	0	0	1	3	2	1	9
Native Hawaiian/ Pacific Islander	0	0	0	0	0	0	1	0	1
Unable to Determine	20	20	24	18	25	29	64	26	226
Total	440	405	556	543	1,231	1,110	3,069	1,917	9,271

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

Figure 7: Children in Custody Statewide by Age and Adjudication on June 30, 2006

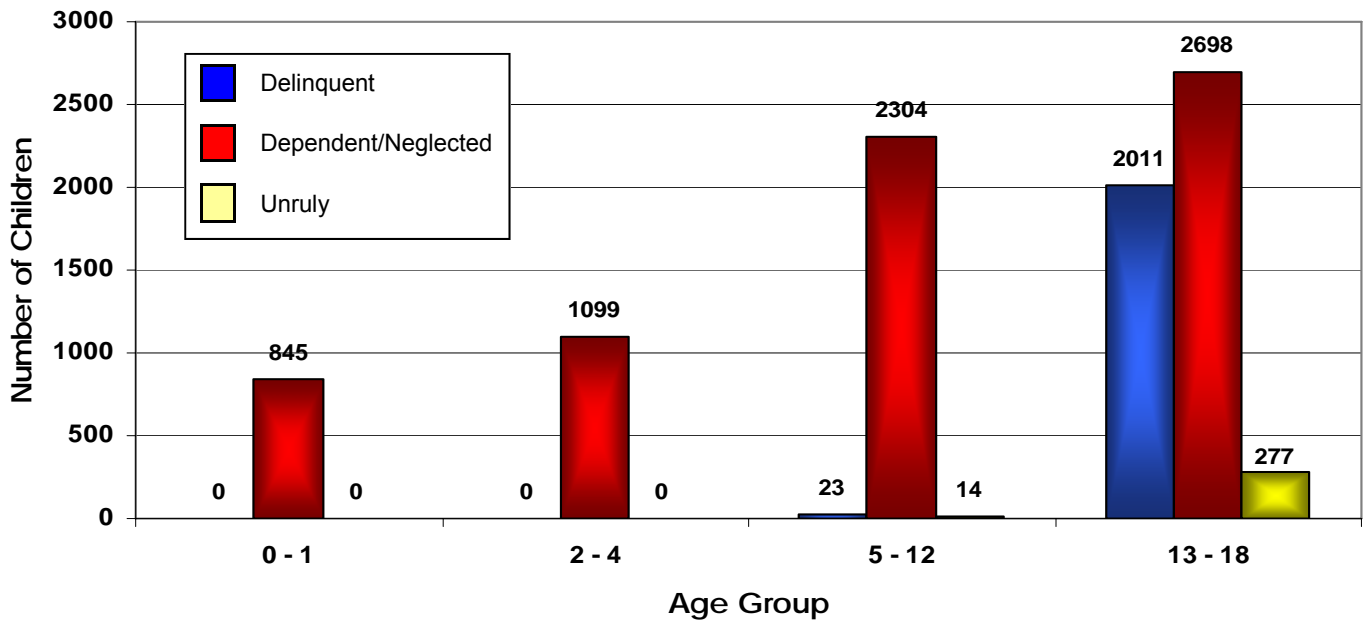


Table 7: Children in Custody Statewide by Placement Settings on June 30, 2006

Placement Level	Frequency	%
Acute	67	0.7%
Adoptive Home	220	2.4%
Contract Foster Home	994	10.7%
DCS Foster Home (Authorized, Expedited)	3,568	38.5%
DCS Group Home	66	0.7%
DCS Youth Development Center	495	5.3%
Emergency Services	248	2.7%
Foster Care Medically Fragile	67	0.7%
In-Home	204	2.2%
Level 2	1,543	16.6%
Level 3	842	9.1%
Level 4	75	0.8%
Runaway	383	4.1%
Transitional/Independent Living	21	0.2%
Trial Home Visit 30/60/90	477	5.1%
Missing	1	0.0%
Total	9,271	100.0%

Table 8: Discharge Reasons for Children Exiting Custody – Fiscal Year 2005 through 2006

Discharge Reason	Number of Children	Percent
Reunification with Parents or Primary Caretakers	4,441	55.8%
Living with Other Relatives	1,546	19.4%
Adoption	1,010	12.7%
Emancipation	714	9.0%
Guardianship	30	0.4%
Transfer to Another Agency	118	1.5%
Runaway	90	1.1%
Death of Child	13	0.2%
Total	7,962	100.0%

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

Table 9: Children in Custody by Region and Age on June 30, 2006

Region of Assignment	Age Group				Total
	0 - 1	2 - 4	5 - 12	13 - 18	
Davidson	75	116	225	681	1,097
East Tennessee	137	166	365	709	1,377
Hamilton	49	47	116	293	505
Knox	74	74	158	246	552
Mid Cumberland	111	153	275	695	1,234
Northeast	103	102	236	436	877
Northwest	14	24	70	181	289
Shelby	98	135	311	562	1,106
South Central	50	63	128	367	608
Southeast	37	49	127	224	437
Southwest	34	72	103	279	488
Upper Cumberland	63	98	227	313	701
Total	845	1,099	2,341	4,986	9,271
Total Percent	9.1%	11.9%	25.3%	53.8%	100.0%

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

Figure 8: Children in Custody by Race/Ethnicity on June 30, 2006

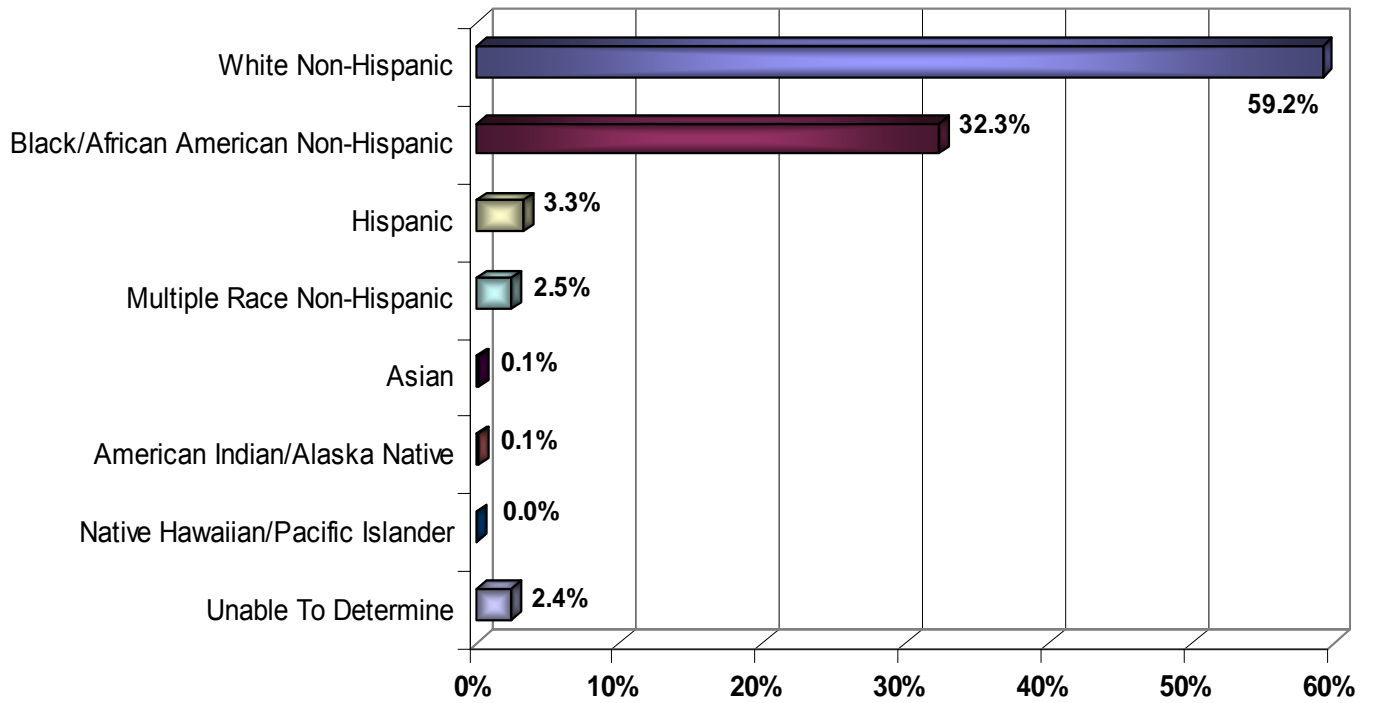


Figure 9: Children in Custody Statewide by Gender and Adjudication on June 30, 2006

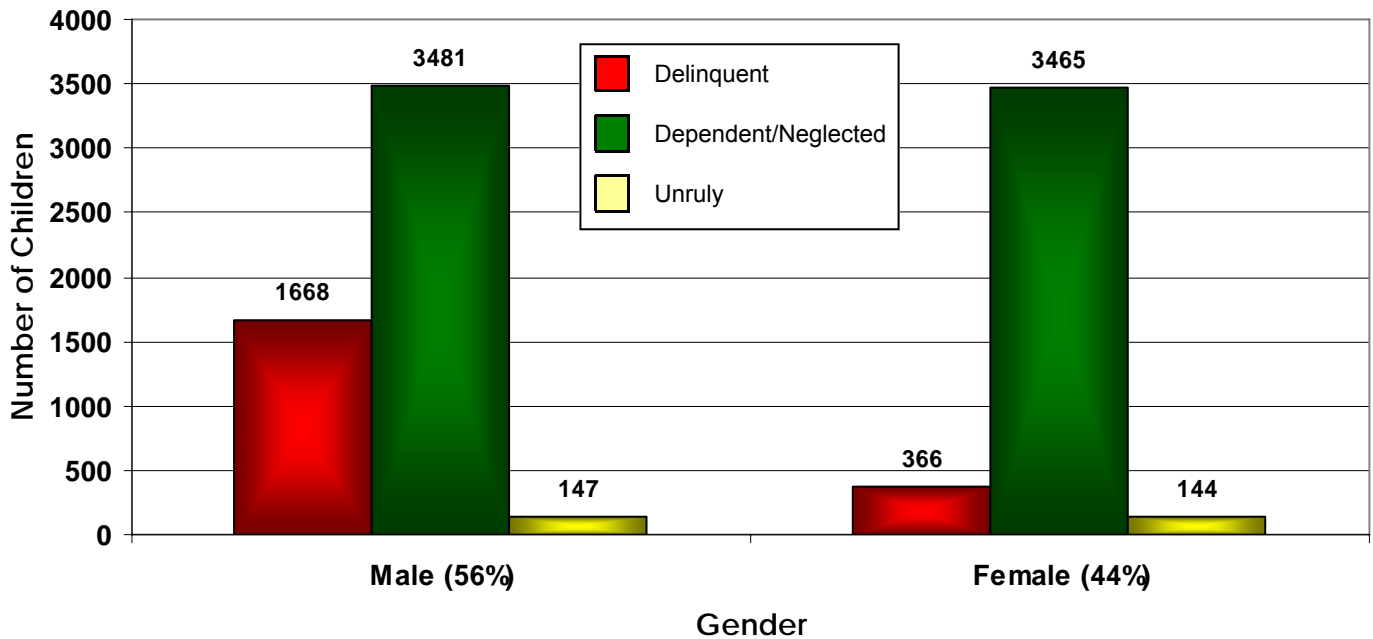


Figure 10: Sole and Concurrent Goals of Adoption on June 30, 2006 and the Number of Finalized Adoptions in FY05-06

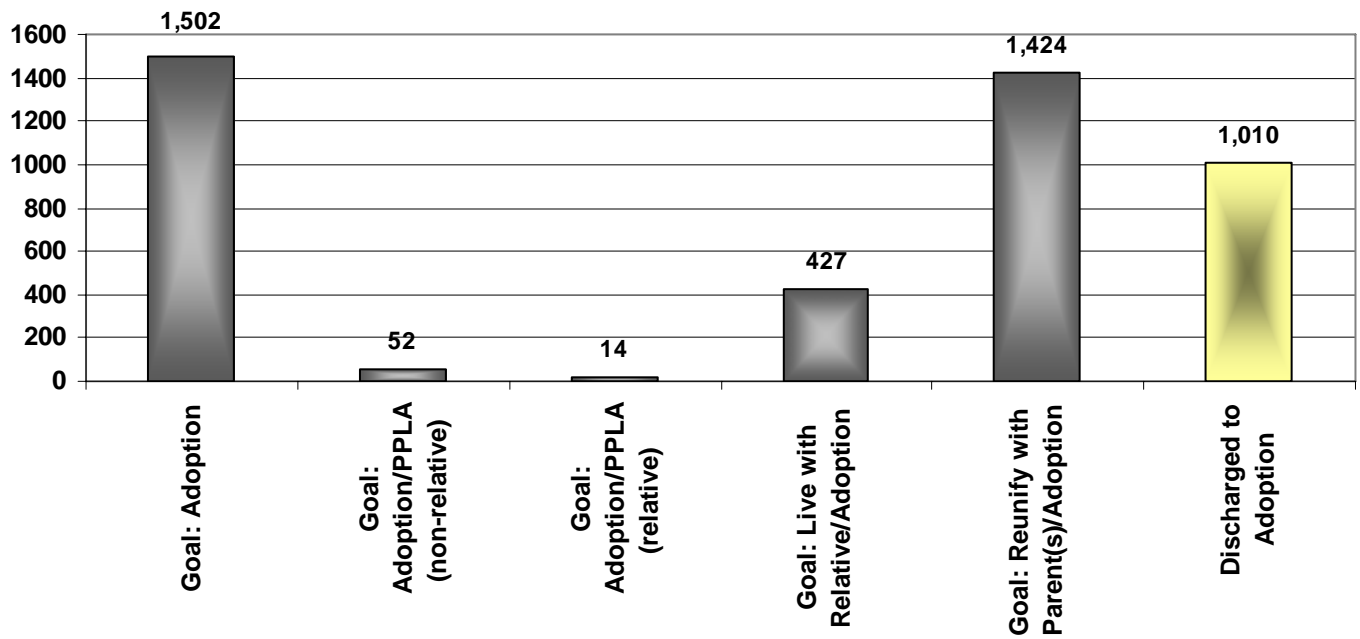


Table 10: Children (Either Dependent/Neglect or Unruly) in Custody Statewide on June 30, 2006 by Type of Permanency Goal Assigned*

Permanency Plan Goals	Number of Children	Percent
Adoption	1,502	21.9%
Adoption / Planned Permanent Living Arrangement with Non-Relative(s)	52	0.8%
Adoption / Planned Permanent Living Arrangement with Relative(s)	14	0.2%
Exit Custody to Live with Relative(s)	263	3.8%
Exit Custody to Live with Relative(s) / Adoption	427	6.2%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Non-Relative(s)	15	0.2%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Relative(s)	7	0.1%
Planned Permanent Living Arrangement with Non-Relative(s)	29	0.4%
Planned Permanent Living Arrangement with Relative(s)	26	0.4%
Reunify with Parent(s)	1,270	18.5%
Reunify with Parent(s)/ Adoption	1,424	20.8%
Reunify with Parent(s)/ Exit Custody to Live with Relative(s)	1,785	26.1%
Reunify with Parent(s)/ Planned Permanent Living Arrangement with Non-Relative(s)	14	0.2%
Reunify with Parent(s)/ Planned Permanent Living Arrangement with Relative(s)	7	0.1%
Reunify with Parent(s)/Caretaker(s)	1	0.0%
Reunify with Parents(s)/Caretakers(s)Adoption	1	0.0%
Reunify with Parents(s)/Caretakers(s)/Exit Custody to Live with Relative(s)	0	0.0%
Reunify with Parent(s)/Caretaker(s)/Planned Permanent Living Arrangement with Non-Relative(s)	0	0.0%
Reunify with Parent(s)/Caretaker(s)/Planned Permanent Living Arrangement with Relative(s)	0	0.0%
Missing	13	0.2%
Total	6,850	100.0%

*Note: As of June 30, 2006, 13 records, or 0.2%, did not have permanency data recorded.

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

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

Figure 11: Children in Custody on the Last Day of Each Fiscal Year
Fiscal Years 1997 – 2005

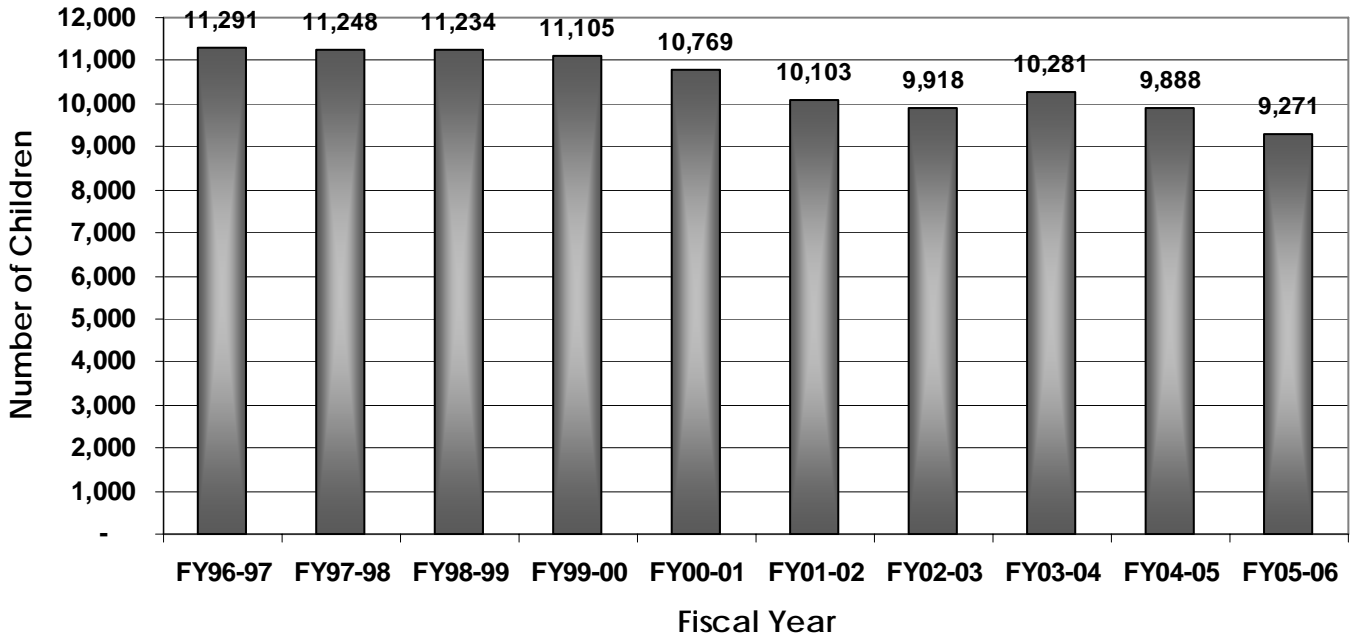


Figure 12: Length of Stay in Care by Adjudication Fiscal Year 2006

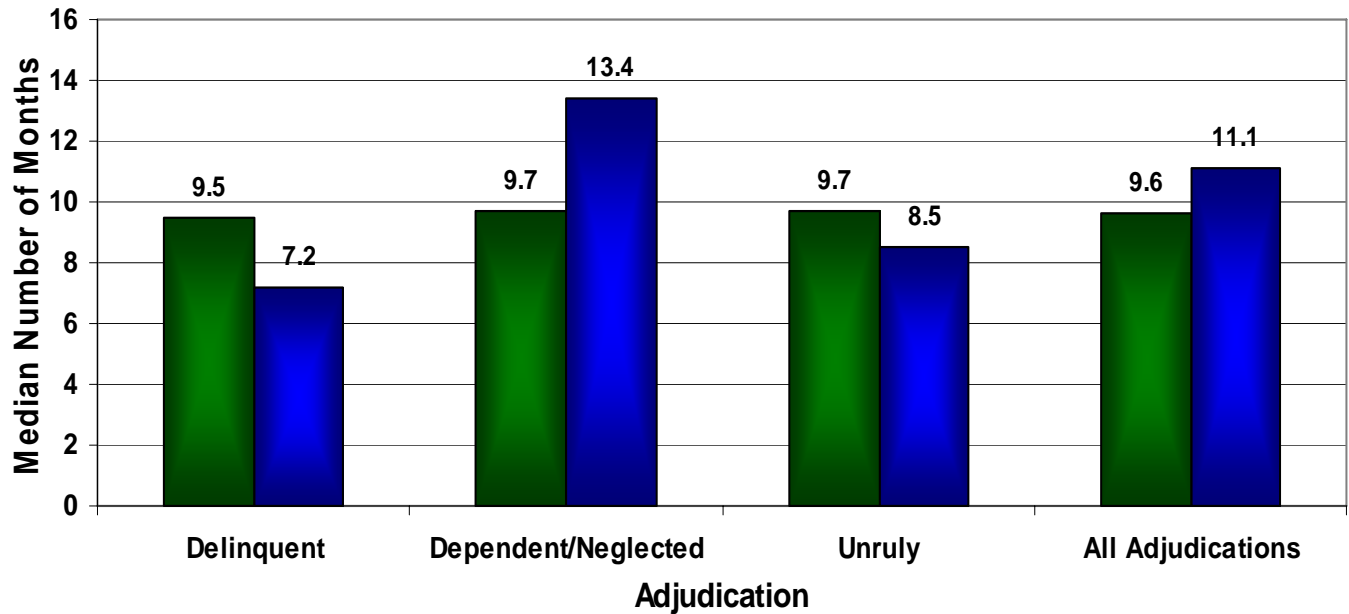


Figure 13: Children Entering and Exiting Custody by Month – Fiscal Year 2006

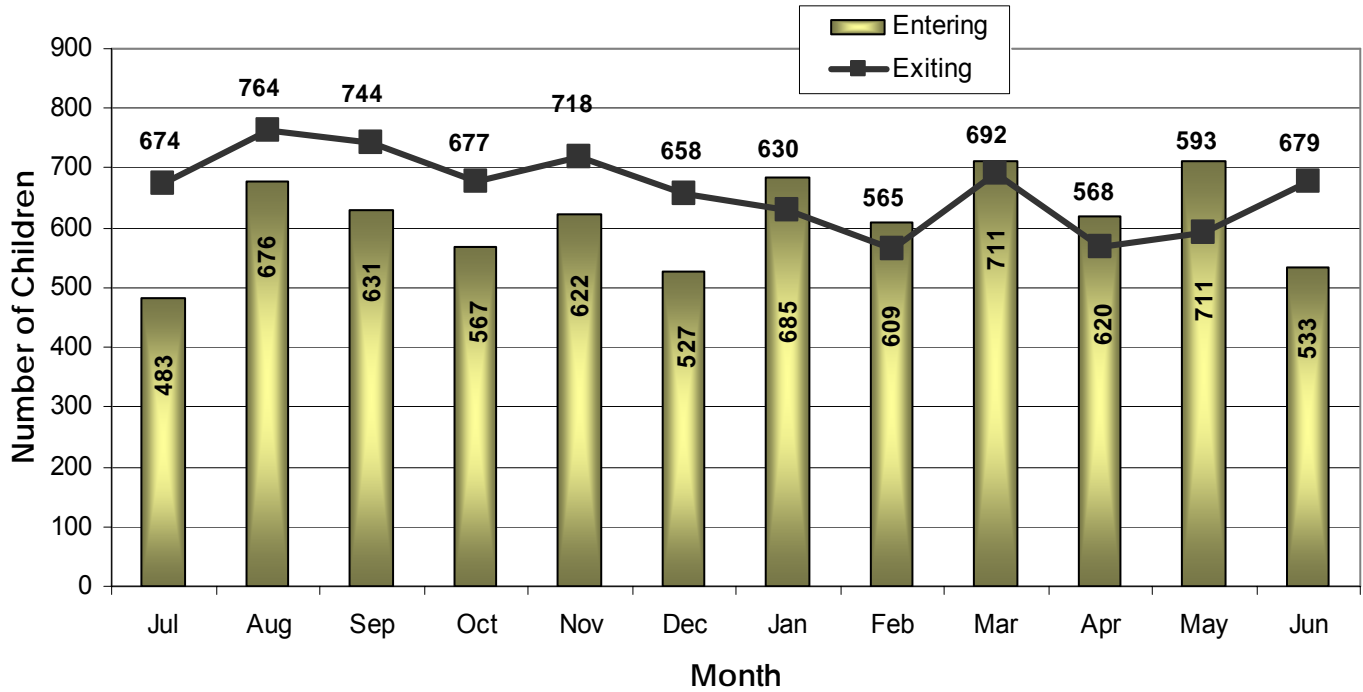


Figure 14: Children Exiting to Finalized Adoption – Fiscal Year 1997– 2006

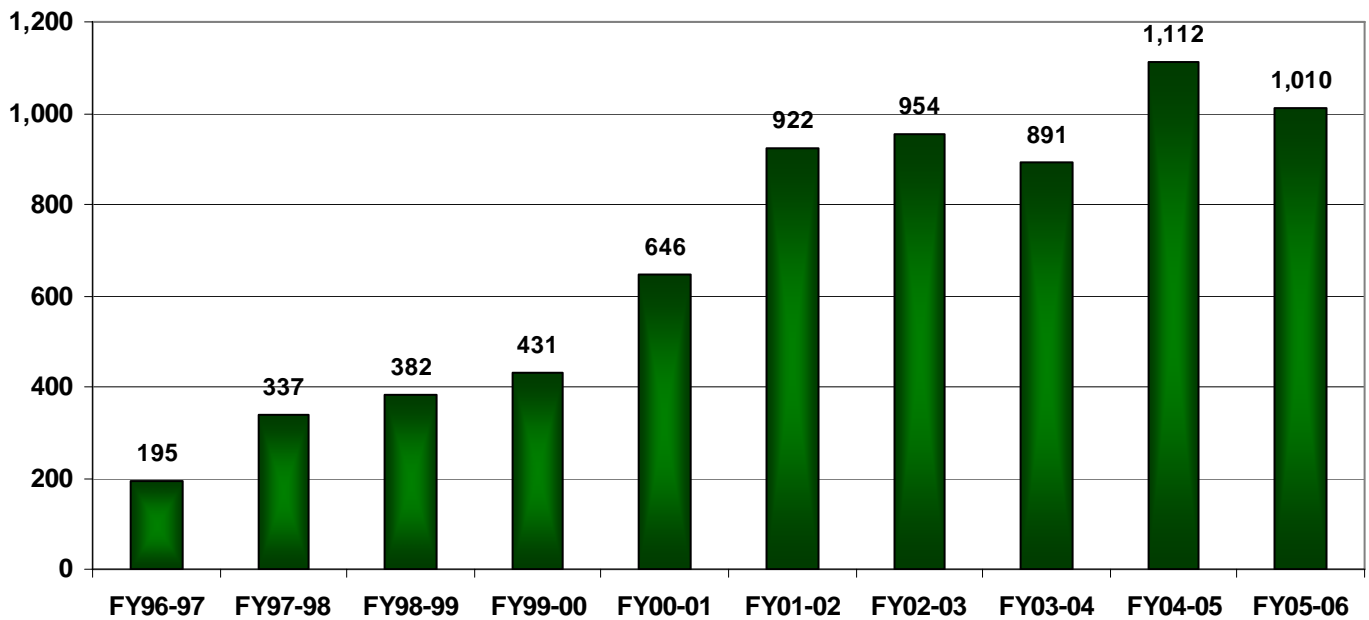


Table 11: Direct Service Staff Vacancies on June 30, 2006

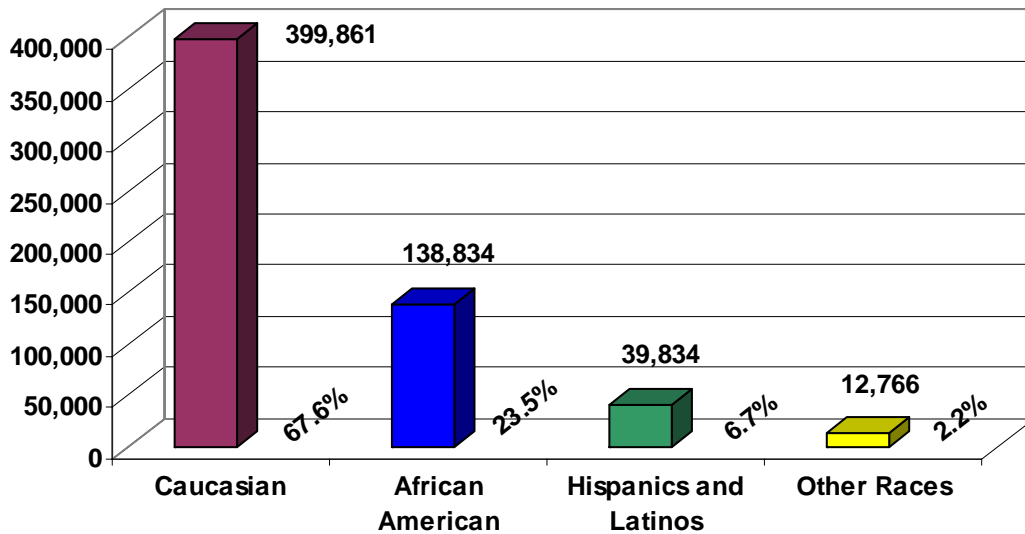
	CS Case Manager 1*			CS Case Manager 2		
	Average Salary	Total Vacant	Total Positions	Average Salary	Total Vacant	Total Positions
Davidson	\$27,816.00	0	74	\$32,232.00	5	124
East TN	\$27,684.00	0	61	\$32,064.00	30	235
Hamilton	\$27,660.00	0	15	\$32,040.00	7	79
Knox	\$27,804.00	0	25	\$31,776.00	1	79
Mid-Cumberland	\$28,248.00	0	69	\$31,692.00	36	195
Northeast	\$27,660.00	0	29	\$32,184.00	22	153
Northwest	\$27,540.00	0	7	\$32,580.00	1	77
Shelby	\$27,720.00	0	32	\$32,004.00	14	245
South Central	\$27,636.00	0	39	\$31,548.00	6	107
Southeast	\$27,660.00	0	20	\$31,440.00	3	91
Southwest	\$28,092.00	0	24	\$31,932.00	16	128
Up. Cumberland	\$27,936.00	0	44	\$31,908.00	7	108
	CS Case Manager 3			CS Case Manager 4		
	Average Salary	Total Vacant	Total Positions	Average Salary	Total Vacant	Total Positions
Davidson	\$34,356.00	4	20	\$39,840.00	4	37
East TN	\$34,368.00	2	22	\$37,764.00	4	51
Hamilton	\$36,660.00	0	22	\$40,956.00	1	20
Knox	\$34,836.00	1	17	\$39,672.00	2	24
Mid-Cumberland	\$34,632.00	5	34	\$38,736.00	2	40
Northeast	\$35,856.00	5	23	\$40,296.00	1	35
Northwest	\$34,356.00	1	11	\$43,968.00	0	17
Shelby	\$33,732.00	2	26	\$39,684.00	1	58
South Central	\$33,852.00	1	12	\$38,340.00	1	26
Southeast	\$33,432.00	1	15	\$38,832.00	0	21
Southwest	\$33,852.00	3	18	\$38,748.00	2	31
Up. Cumberland	\$33,924.00	0	19	\$39,648.00	0	28

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

Davidson County Region



Total Population— 591,295*



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

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

Table 12: Placement Settings for Children In Care In the Davidson County Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	3	0.3%
Adoptive Home	28	2.6%
Contract Foster Home	135	12.3%
DCS Foster Home (Authorized, Expedited)	369	33.6%
DCS Group Home	5	0.5%
DCS Youth Development Center	101	9.2%
Emergency Services	29	2.6%
Foster Care Medically Fragile	4	0.4%
In-Home	14	1.3%
Level 2	172	15.7%
Level 3	113	10.3%
Level 4	7	0.6%
Runaway	72	6.6%
Transitional/Independent Living	2	0.2%
Trial Home Visit 30/60/90	43	3.9%
Total	1,097	100.0%

Population ages 18 & under as of June 30, 2006— 141,730

Number of children in care as of June 30, 2006—1,097

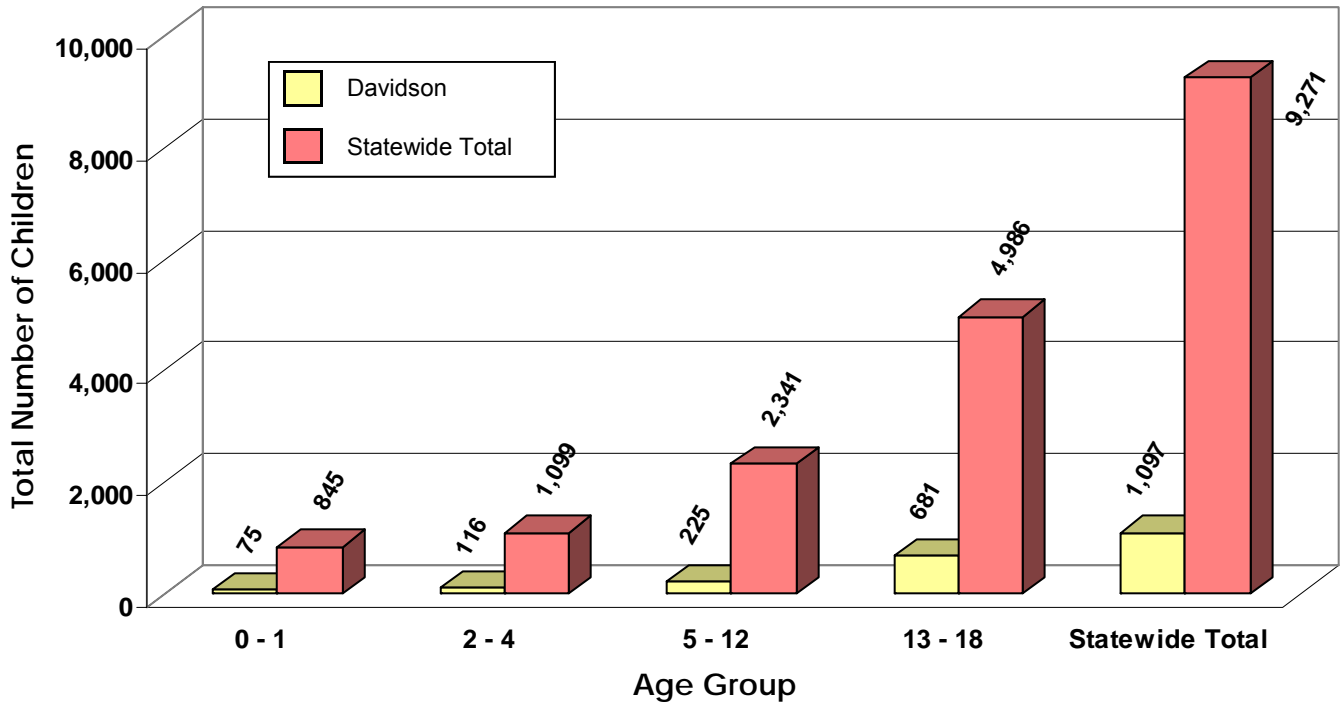
The Davidson County Region is a single-county region located in Middle Tennessee. It includes the city of Nashville where the regional office is located. The region has a staff of 304 who assist in the provision of services to the children and families of Davidson County. Davidson County is the fourth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

(Data Source: TN KIDS)

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

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

**Figure 15: Children in Custody in the Davidson County Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



**Figure 16: Children in Custody in the Davidson County Region
By Gender as of June 30, 2006**

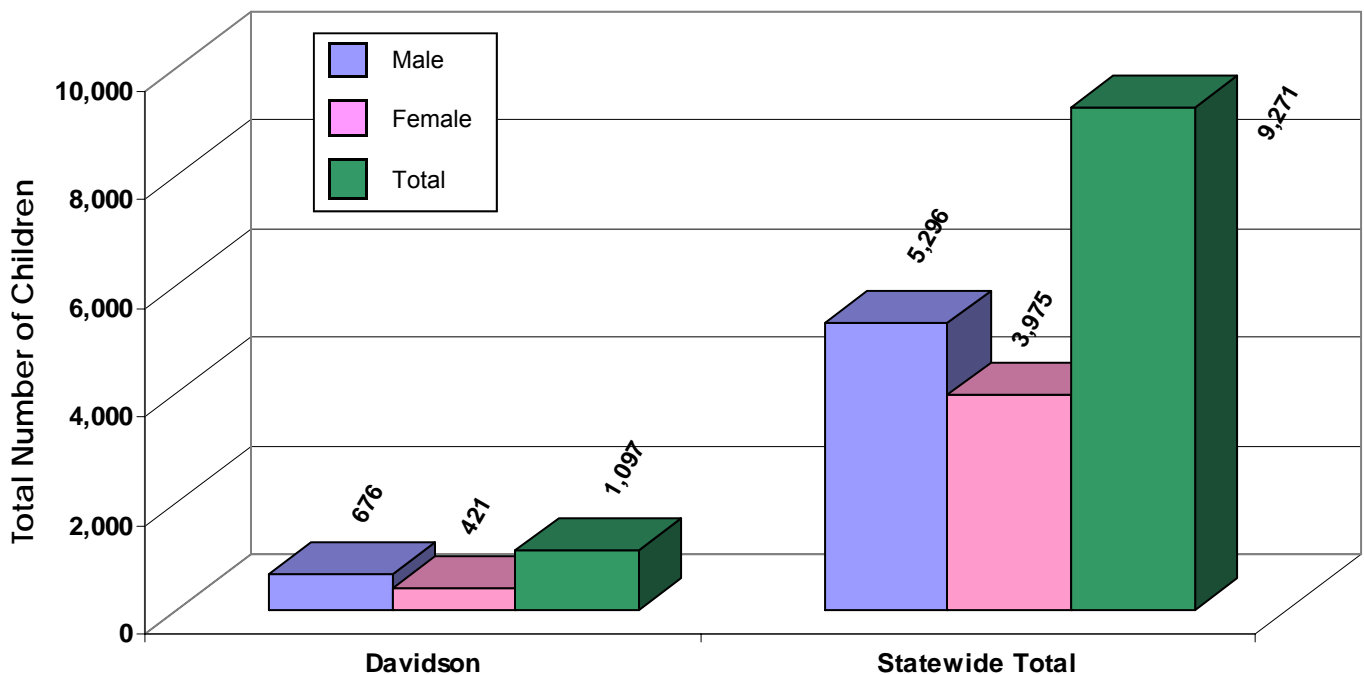


Figure 17: Children in Custody in the Davidson County Region By Race/Ethnicity as of June 30, 2006

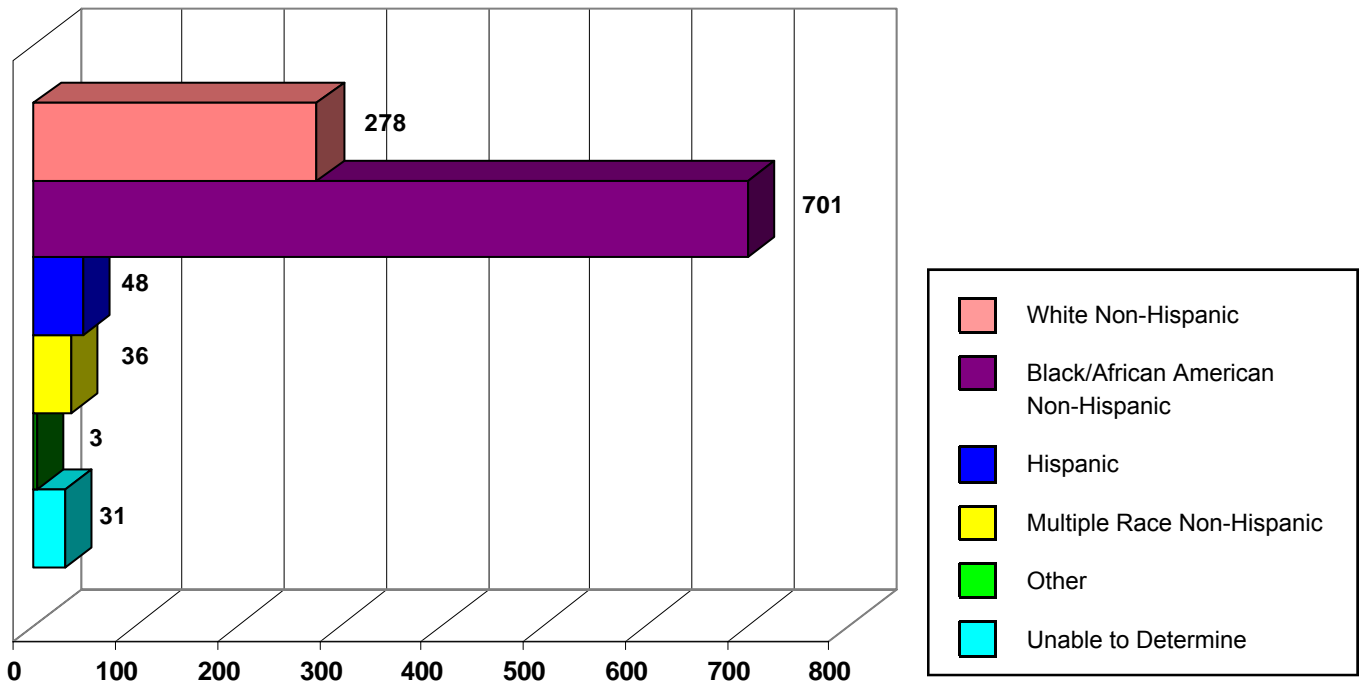
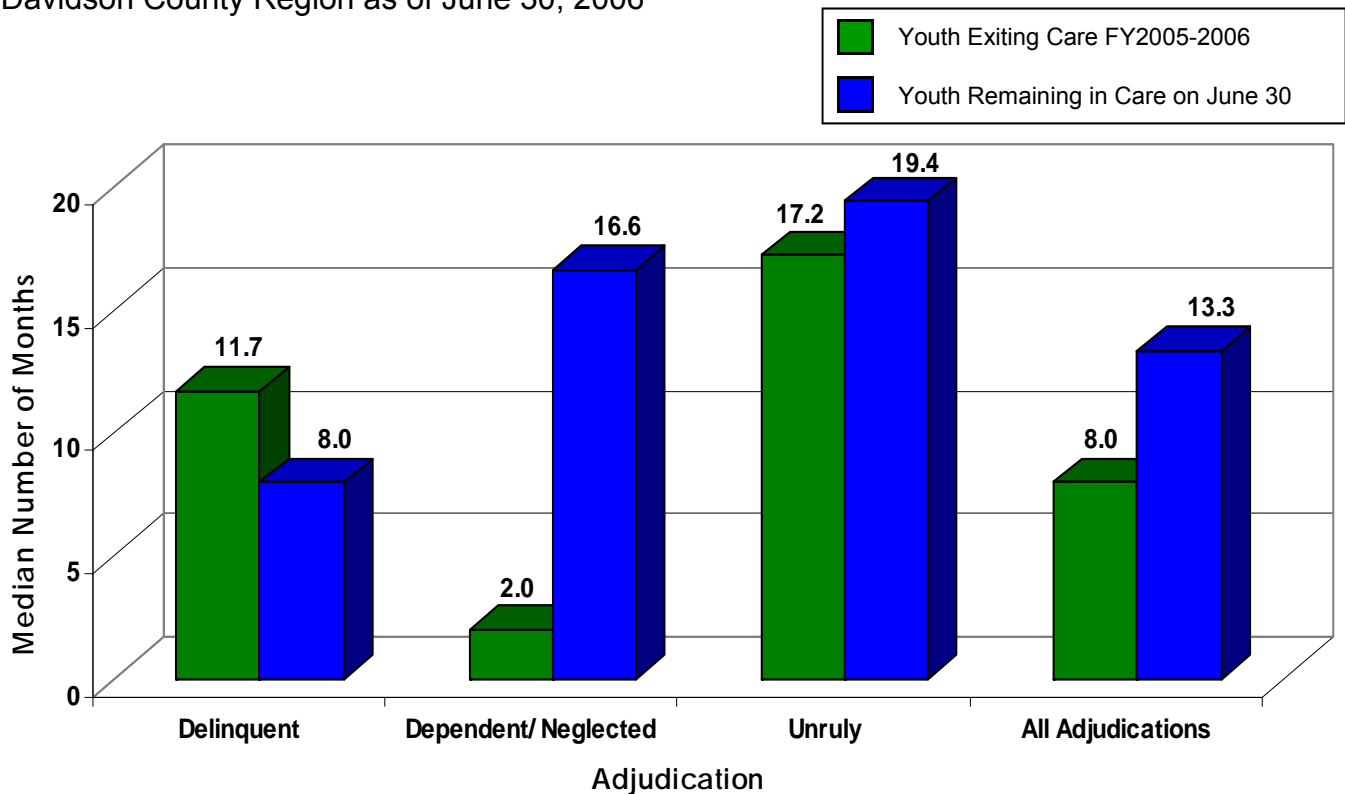


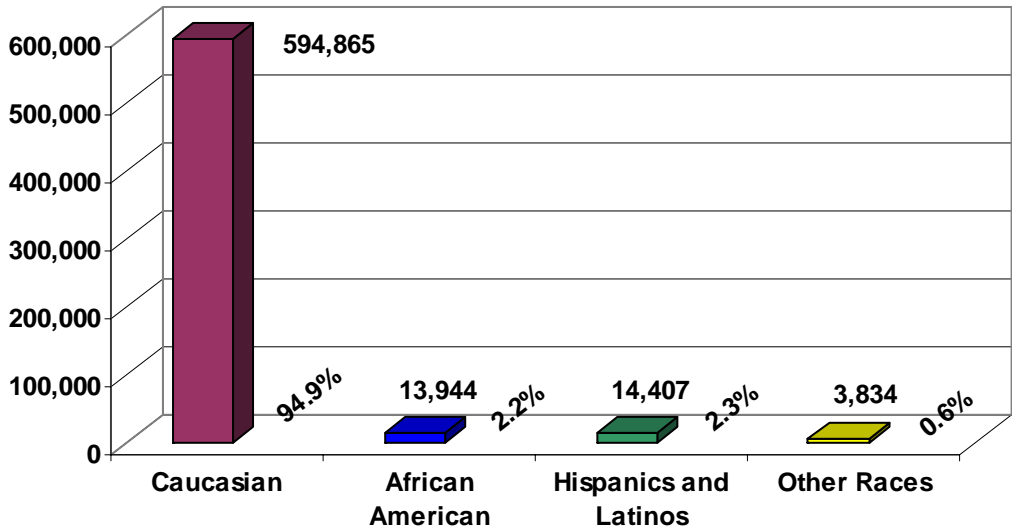
Figure 18: Length of Stay in Care by Adjudication in the Davidson County Region as of June 30, 2006



East Region



Total Population—627,050*



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

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

Table 13: Placement Settings for Children In Care In the East Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	5	0.4%
Adoptive Home	19	1.4%
Contract Foster Home	51	3.7%
DCS Foster Home (Authorized, Expedited)	642	46.6%
DCS Group Home	19	1.4%
DCS Youth Development Center	43	3.1%
Emergency Services	34	2.5%
Foster Care Medically Fragile	4	0.3%
In-Home	28	2.0%
Level 2	302	21.9%
Level 3	94	6.8%
Level 4	7	0.5%
Runaway	57	4.1%
Transitional/Independent Living	7	0.5%
Trial Home Visit 30/60/90	64	4.6%
Missing	1	0.1%
Total	1,377	100.0%

Population ages 18 & under as of June 30, 2006—161,466

Number of children in care as of June 30, 2006—1,337

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

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

(Data Source: TN KIDS)

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

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Figure 19: Children in Custody in the East Region
By Age Group Compared with Statewide Totals as of June 30, 2006

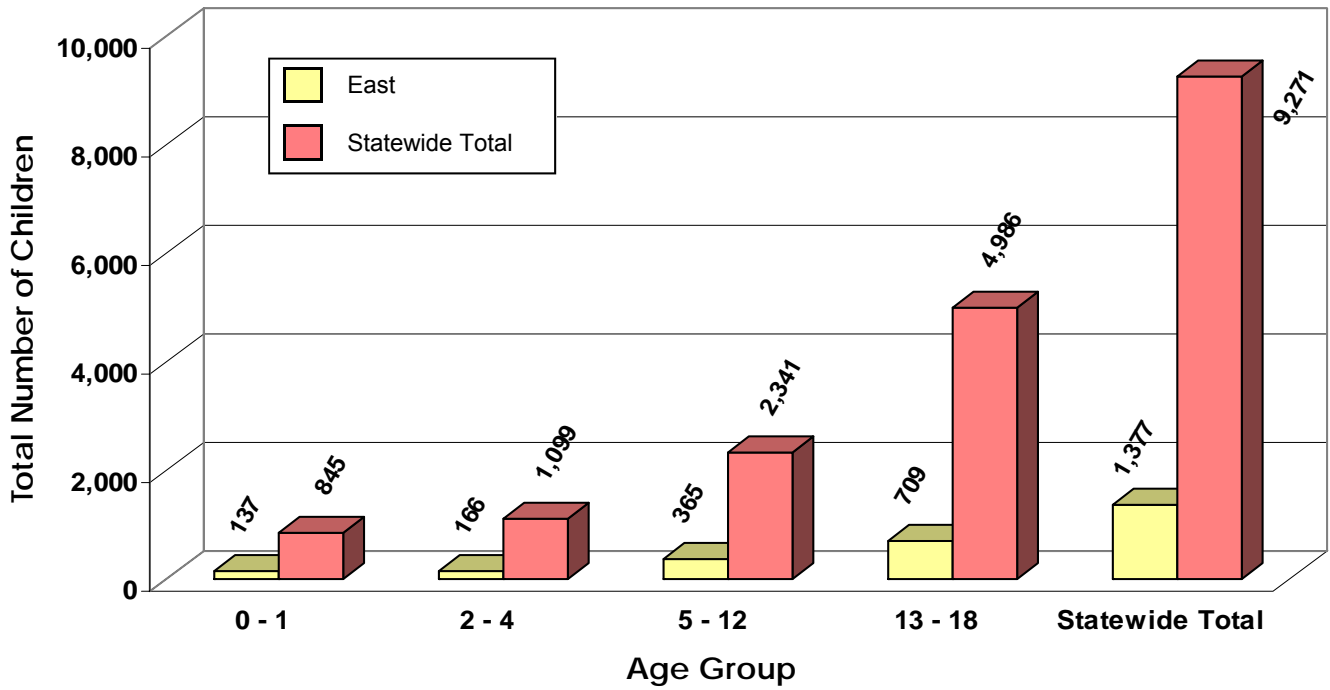
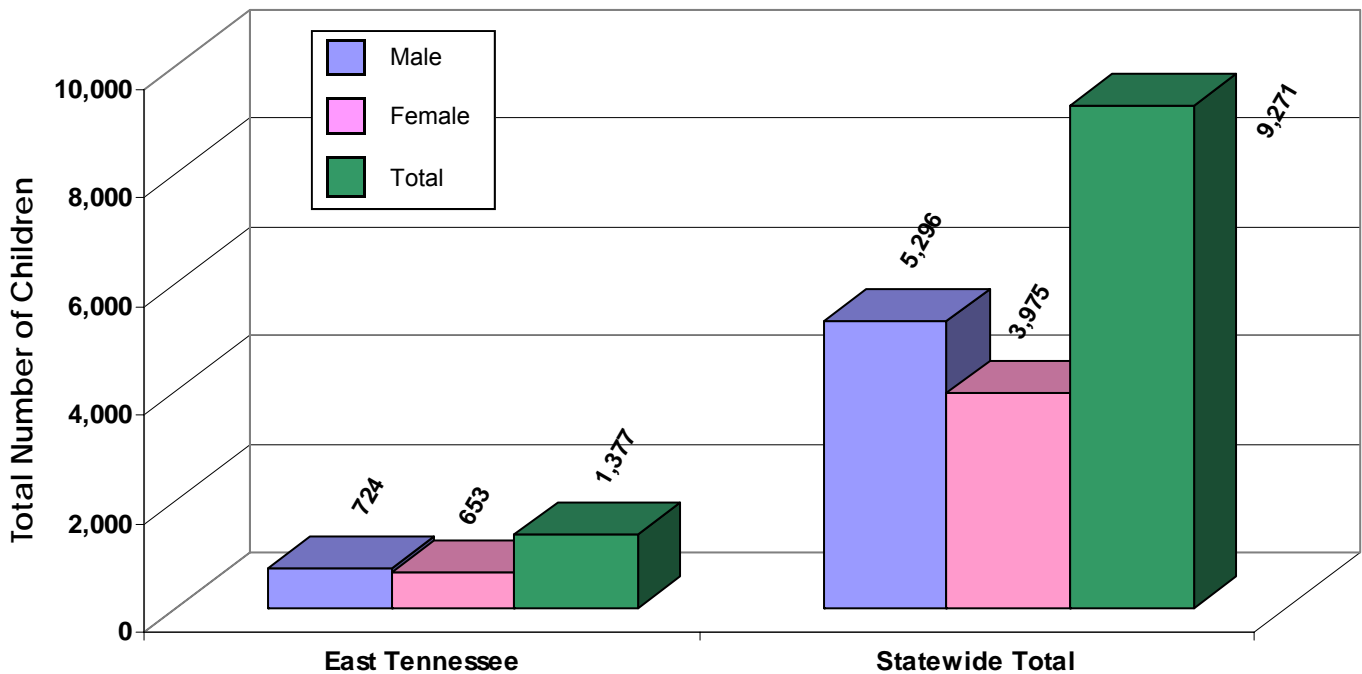
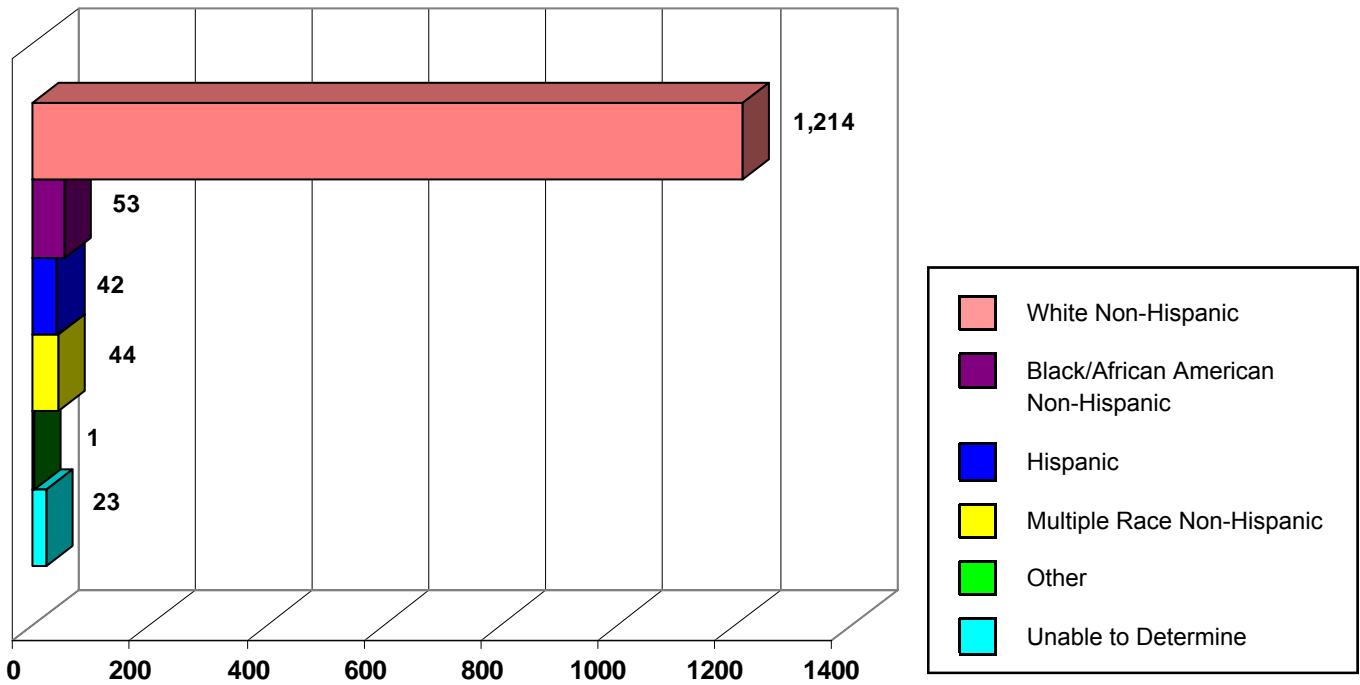


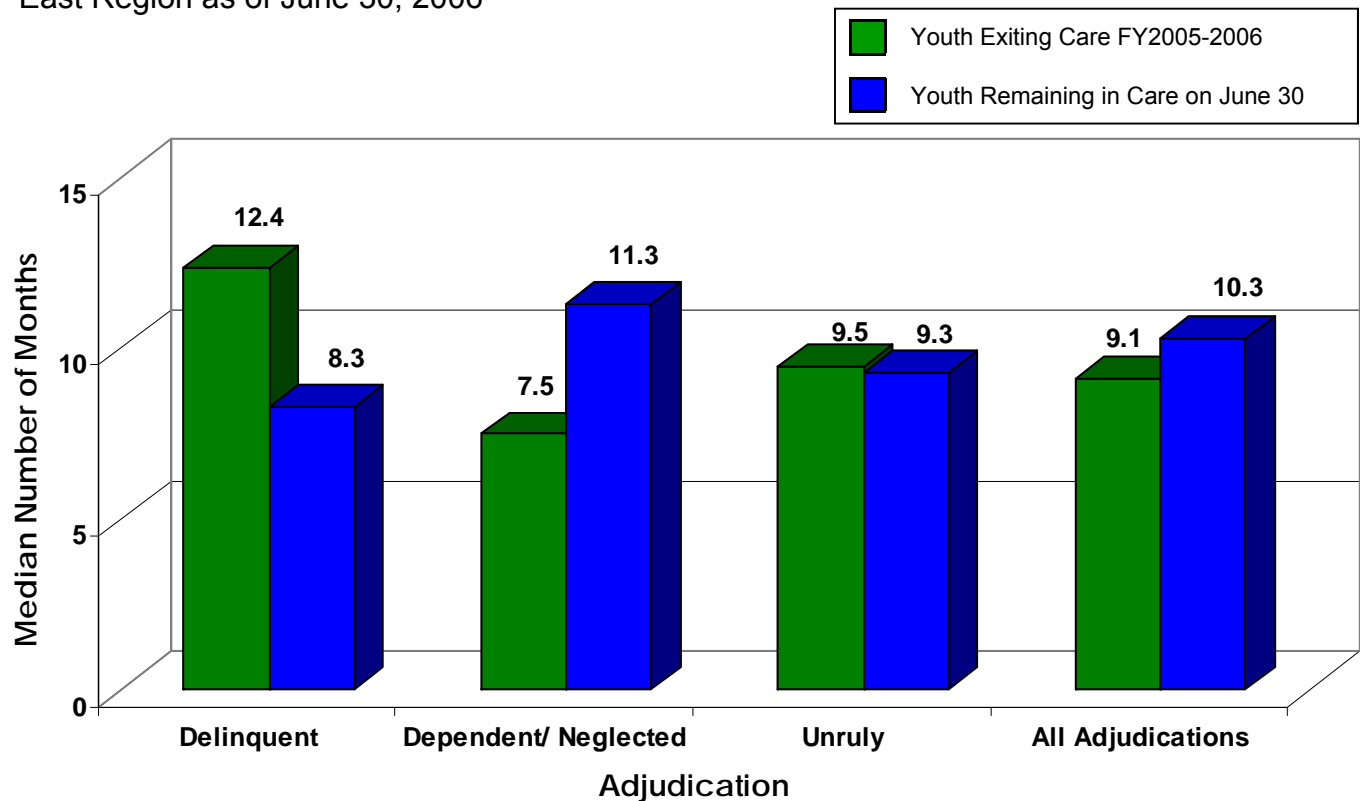
Figure 20: Children in Custody in the East Region
By Gender as of June 30, 2006



**Figure 21: Children in Custody in the East Region
By Race/Ethnicity as of June 30, 2006**



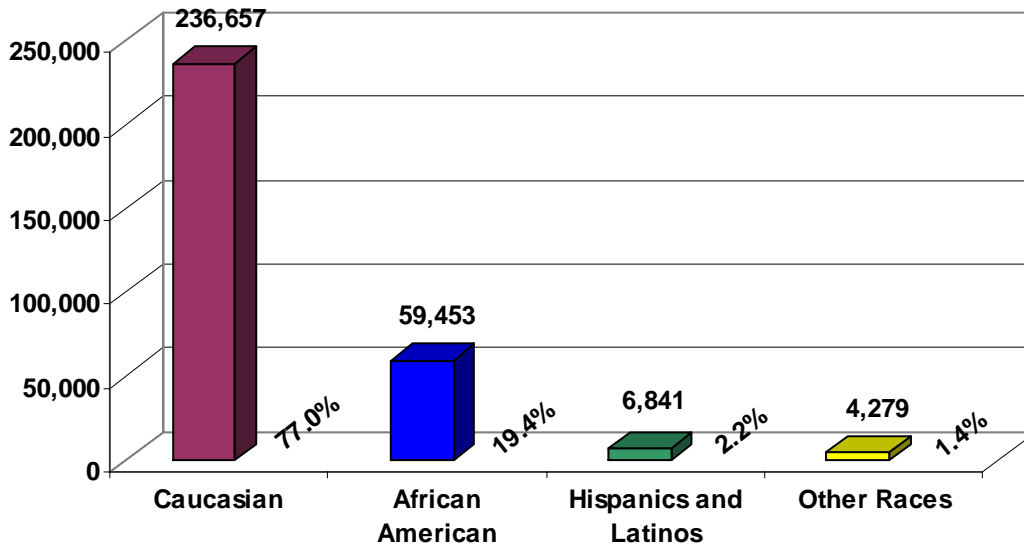
**Figure 22: Length of Stay in Care by Adjudication in the
East Region as of June 30, 2006**



Hamilton County Region



Total Population— 307,230*



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

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

Table 14: Placement Settings for Children In Care In the Hamilton County Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	4	0.8%
Adoptive Home	12	2.4%
Contract Foster Home	81	16.0%
DCS Foster Home (Authorized, Expedited)	142	28.1%
DCS Group Home	4	0.8%
DCS Youth Development Center	44	8.7%
Emergency Services	21	4.2%
Foster Care Medically Fragile	1	0.2%
In-Home	24	4.8%
Level 2	79	15.6%
Level 3	49	9.7%
Level 4	1	0.2%
Runaway	26	5.2%
Transitional/Independent Living	1	0.2%
Trial Home Visit 30/60/90	16	3.2%
Total	505	100.0%

Population ages 18 & under as of June 30, 2006—79,918

Number of children in care as of June 30, 2006—505

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

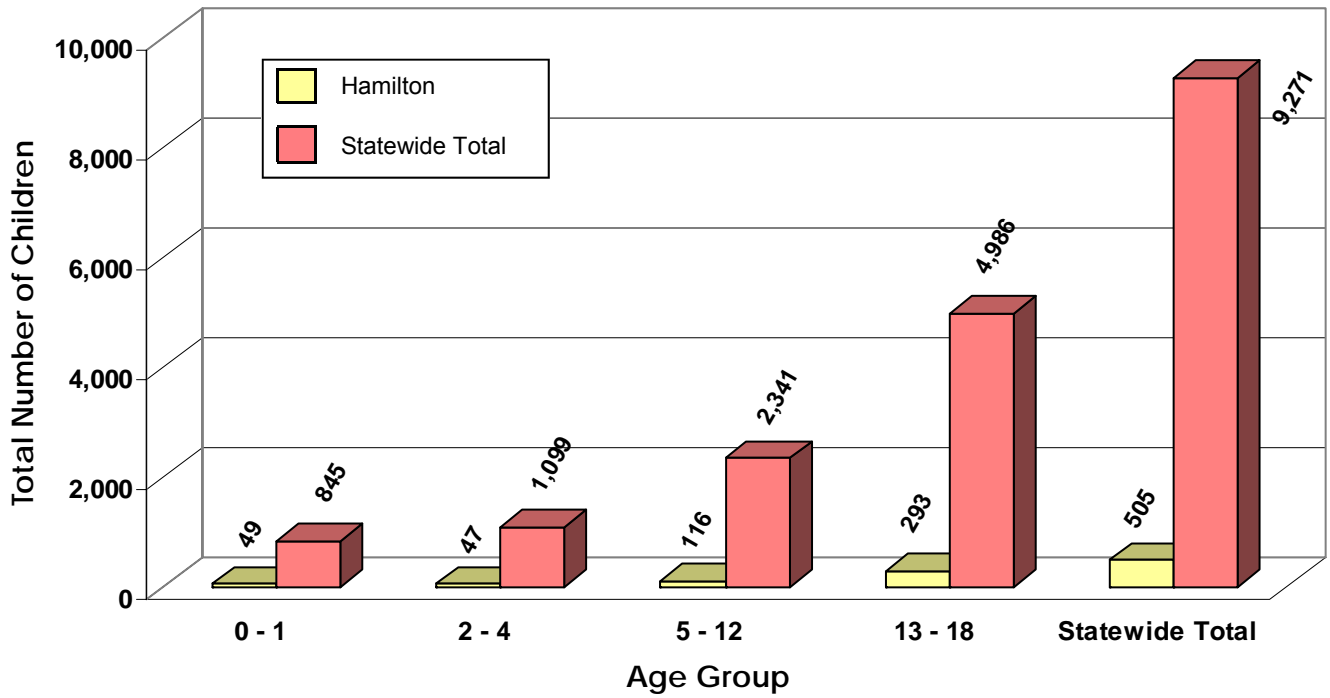
Based on the number of children in custody, Hamilton County ranks ninth among the twelve regions with 505 children.

(Data Source: TN KIDS)

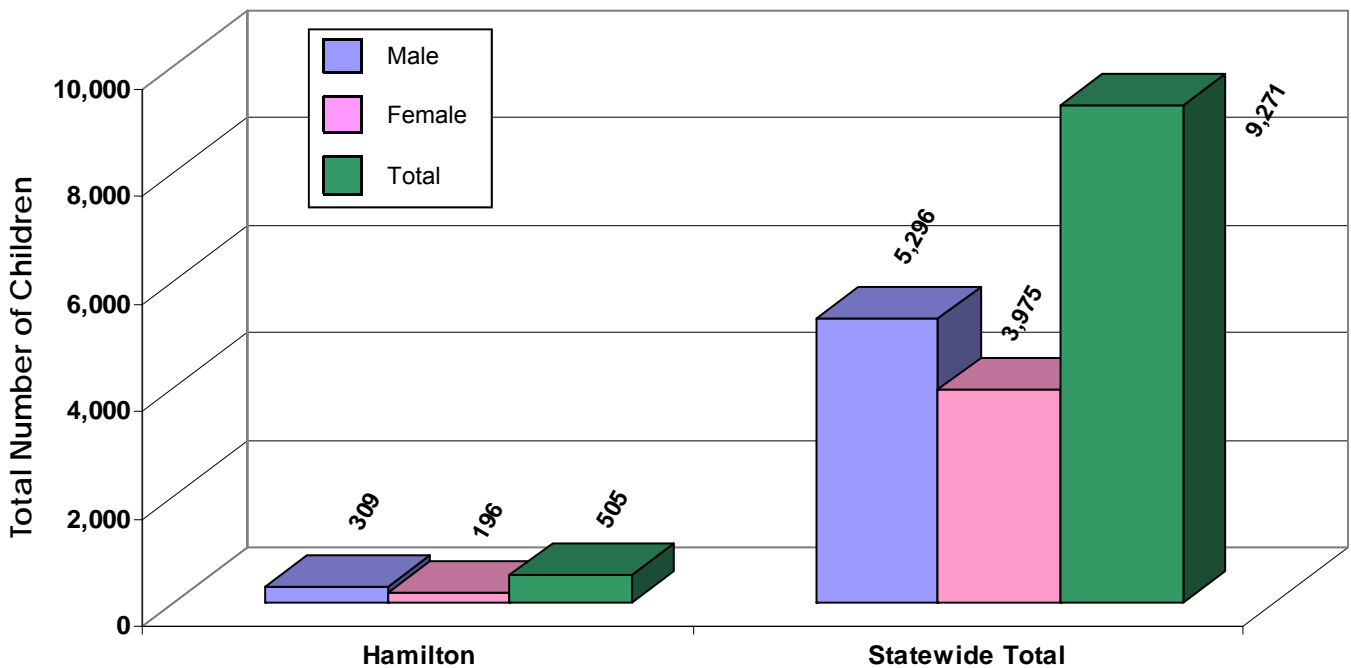
**See glossary for complete definitions of terms used in this table.

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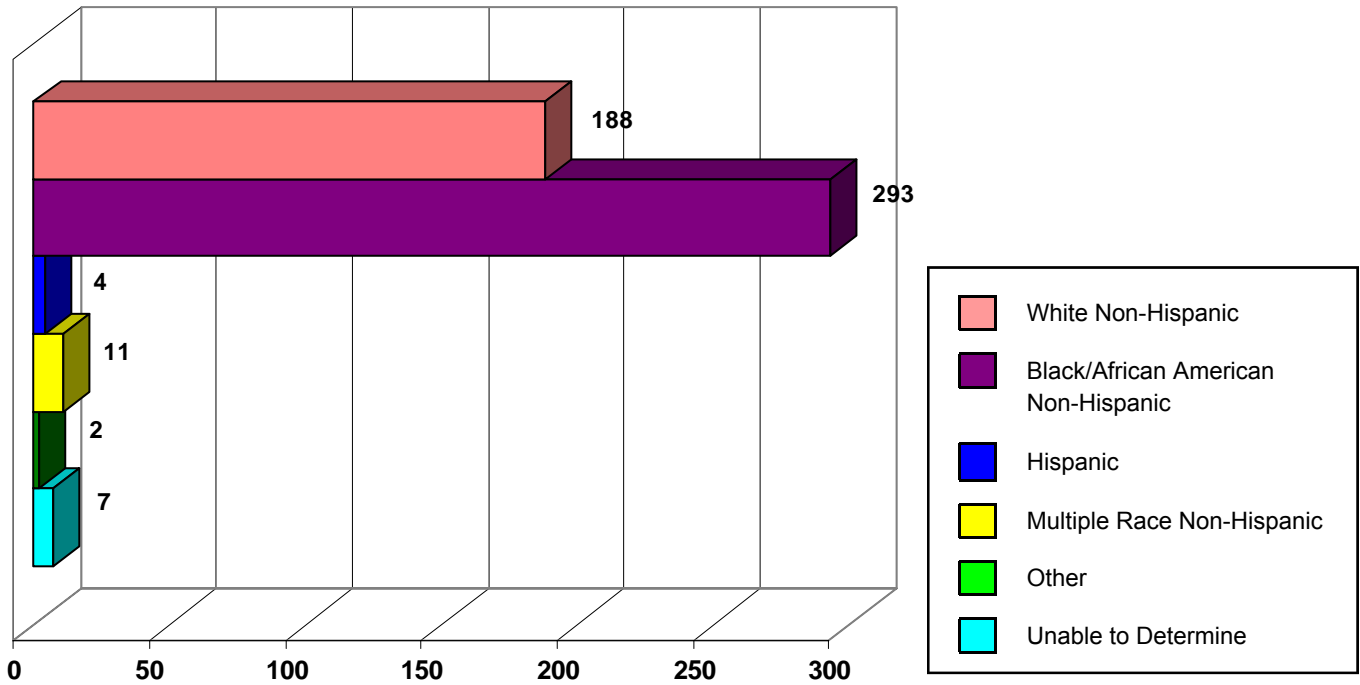
**Figure 23: Children in Custody in the Hamilton County Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



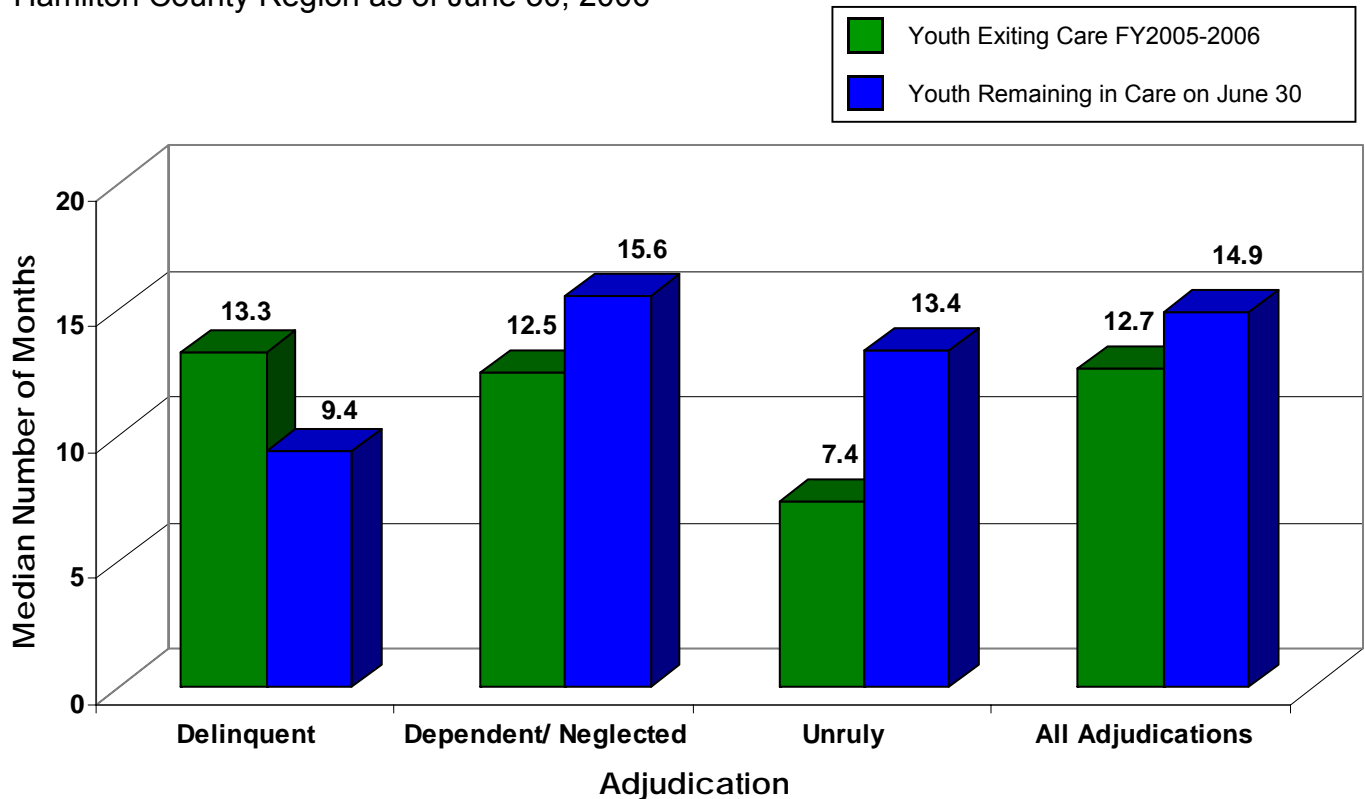
**Figure 24: Children in Custody in the Hamilton County Region
By Gender as of June 30, 2006**



**Figure 25: Children in Custody in the Hamilton County Region
By Race/Ethnicity as of June 30, 2006**



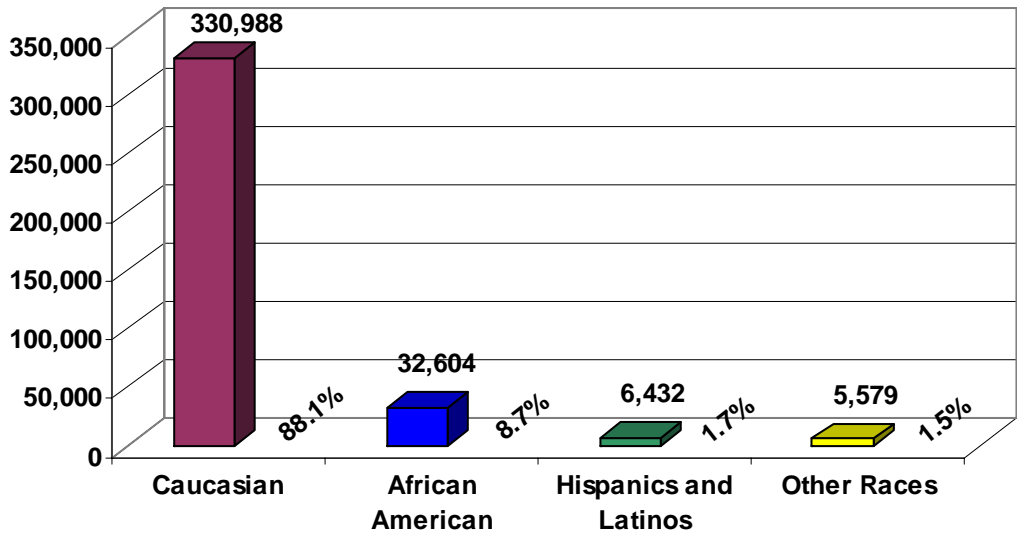
**Figure 26: Length of Stay in Care by Adjudication in the
Hamilton County Region as of June 30, 2006**



Knox County Region



Total Population— 375,603*



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

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

Population ages 18 & under as of June 30, 2006—95,454

Table 15: Placement Settings for Children In Care In the Knox County Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	9	1.6%
Adoptive Home	16	2.9%
Contract Foster Home	135	24.5%
DCS Foster Home (Authorized, Expedited)	150	27.2%
DCS Youth Development Center	1	0.2%
Emergency Services	27	4.9%
Foster Care Medically Fragile	12	2.2%
In-Home	5	0.9%
Level 2	6	1.1%
Level 3	96	17.4%
Level 4	35	6.3%
Runaway	5	0.9%
Transitional/Independent Living	25	4.5%
Trial Home Visit 30/60/90	2	0.4%
Missing	28	5.1%
Total	552	100.0%

Number of children in care as of June 30, 2006—552

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

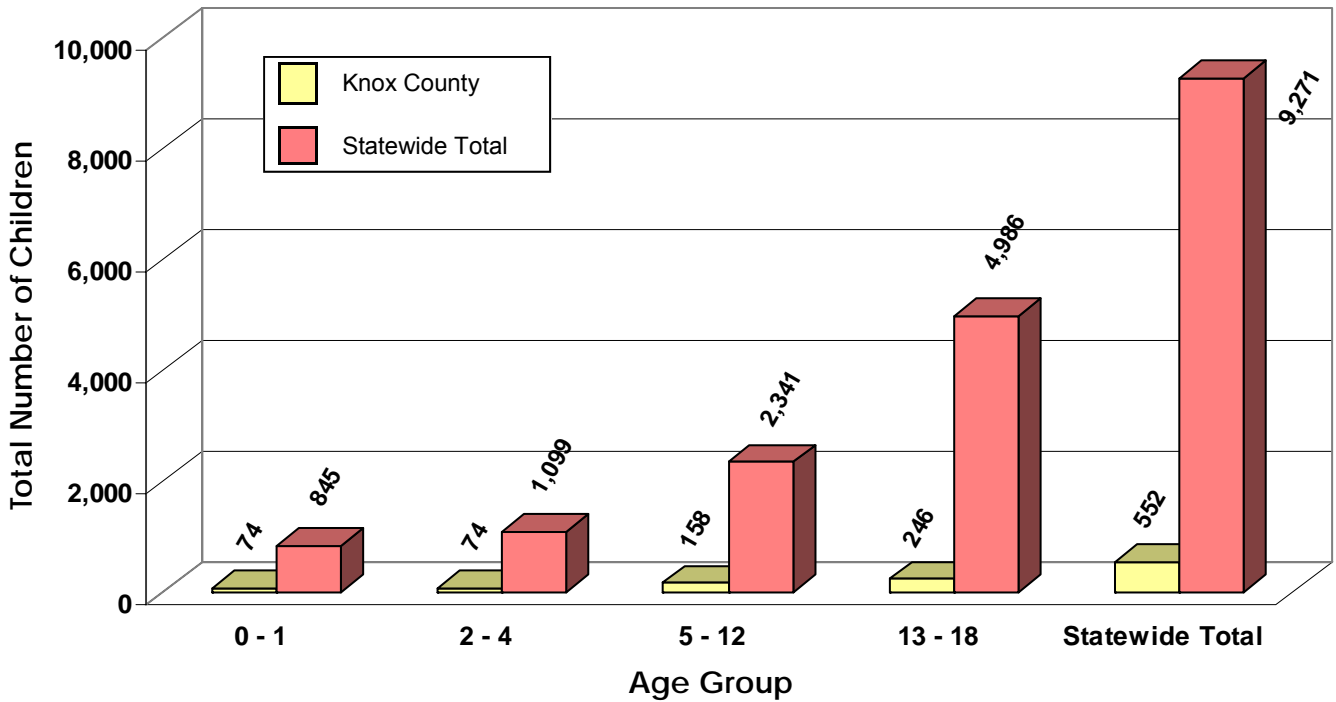
Based on the number of children in care, Knox County is the eighth largest region in the state.

(Data Source: TN KIDS)

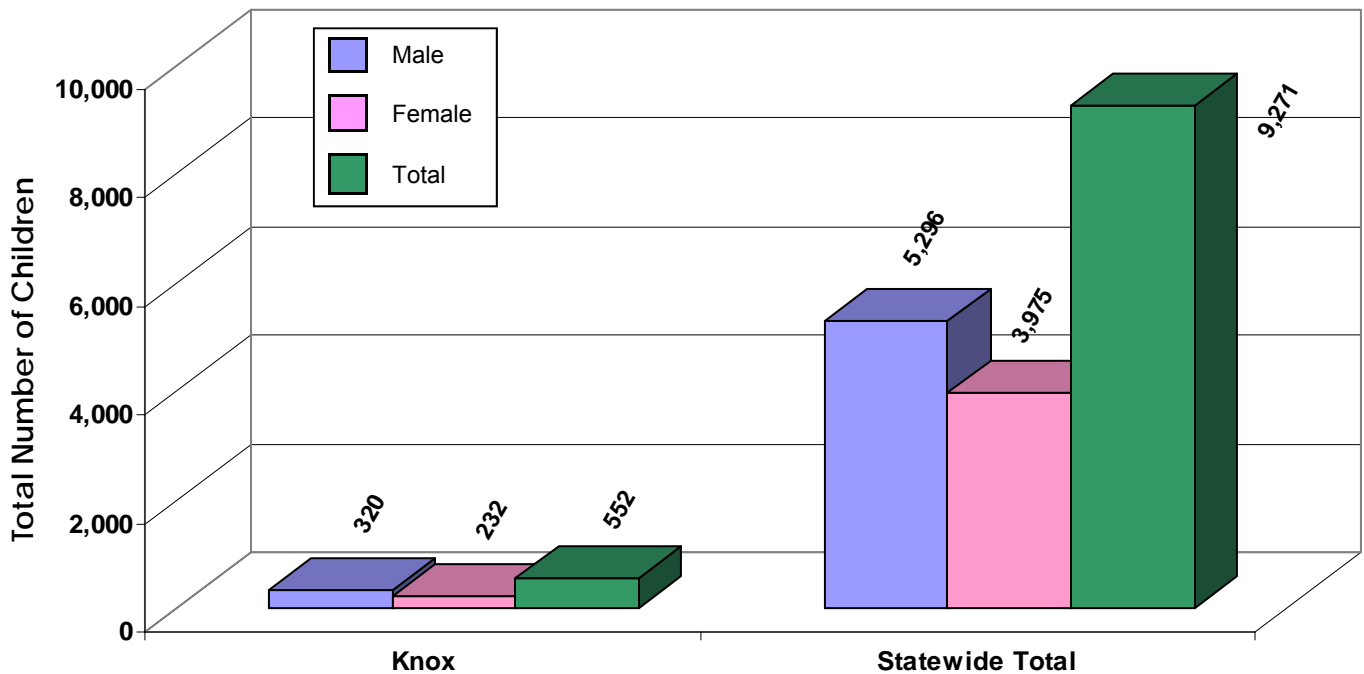
**See glossary for complete definitions of terms used in this table.

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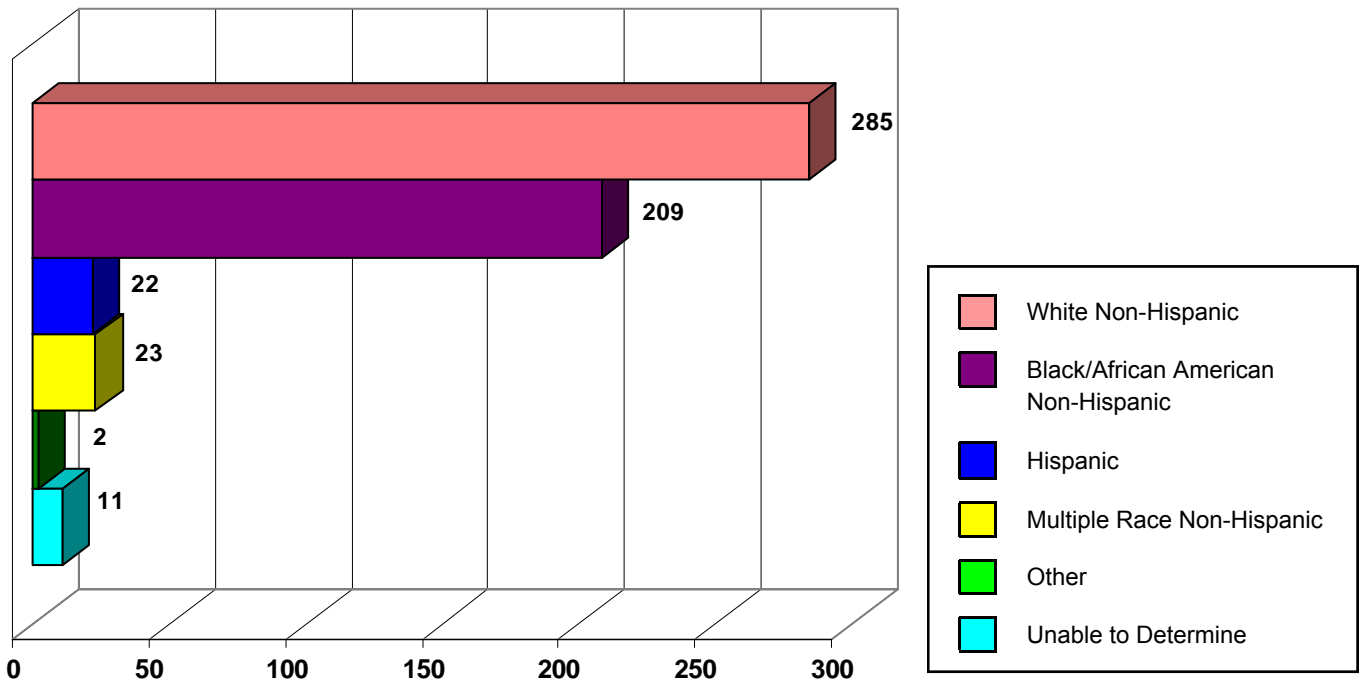
**Figure 27: Children in Custody in the Knox County Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



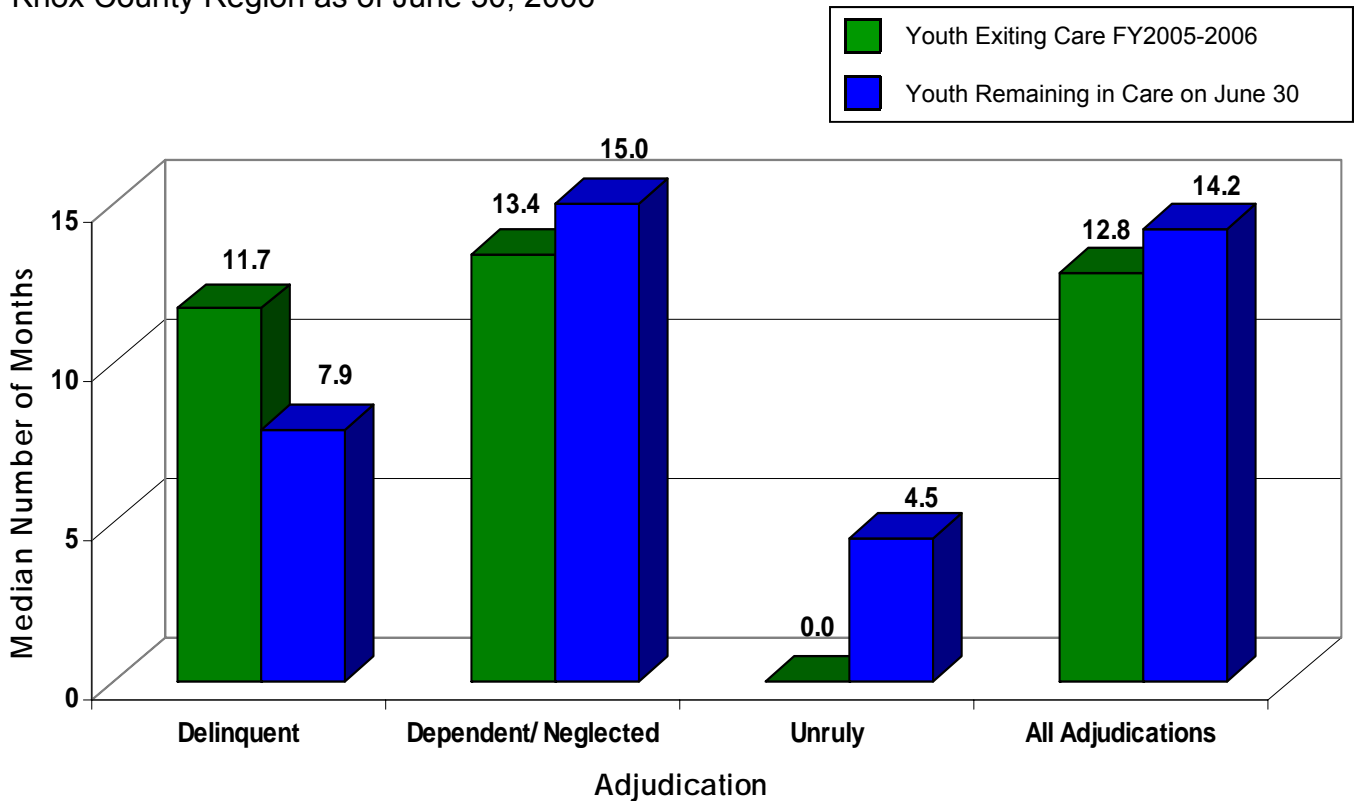
**Figure 28: Children in Custody in the Knox County Region
By Gender as of June 30, 2006**



**Figure 29: Children in Custody in the Knox County Region
By Race/Ethnicity as of June 30, 2006**



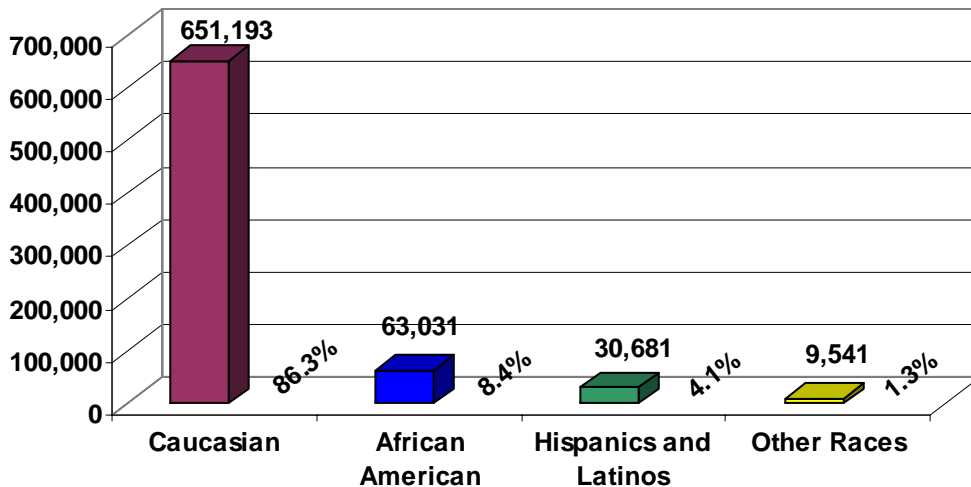
**Figure 30: Length of Stay in Care by Adjudication in the
Knox County Region as of June 30, 2006**



Mid-Cumberland Region



Total Population— 754,446*



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

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

Table 16: Placement Settings for Children In Care In the Mid-Cumberland Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	13	1.1%
Adoptive Home	31	2.5%
Contract Foster Home	139	11.3%
DCS Foster Home (Authorized, Expedited)	439	35.6%
DCS Group Home	6	0.5%
DCS Youth Development Center	61	4.9%
Emergency Services	30	2.4%
Foster Care Medically Fragile	1	0.1%
In-Home	32	2.6%
Level 2	220	17.8%
Level 3	146	11.8%
Level 4	8	0.6%
Runaway	32	2.6%
Transitional/Independent Living	2	0.2%
Trial Home Visit 30/60/90	74	6.0%
Total	1,234	100.0%

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

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Population ages 18 & under as of June 30, 2006—217,966

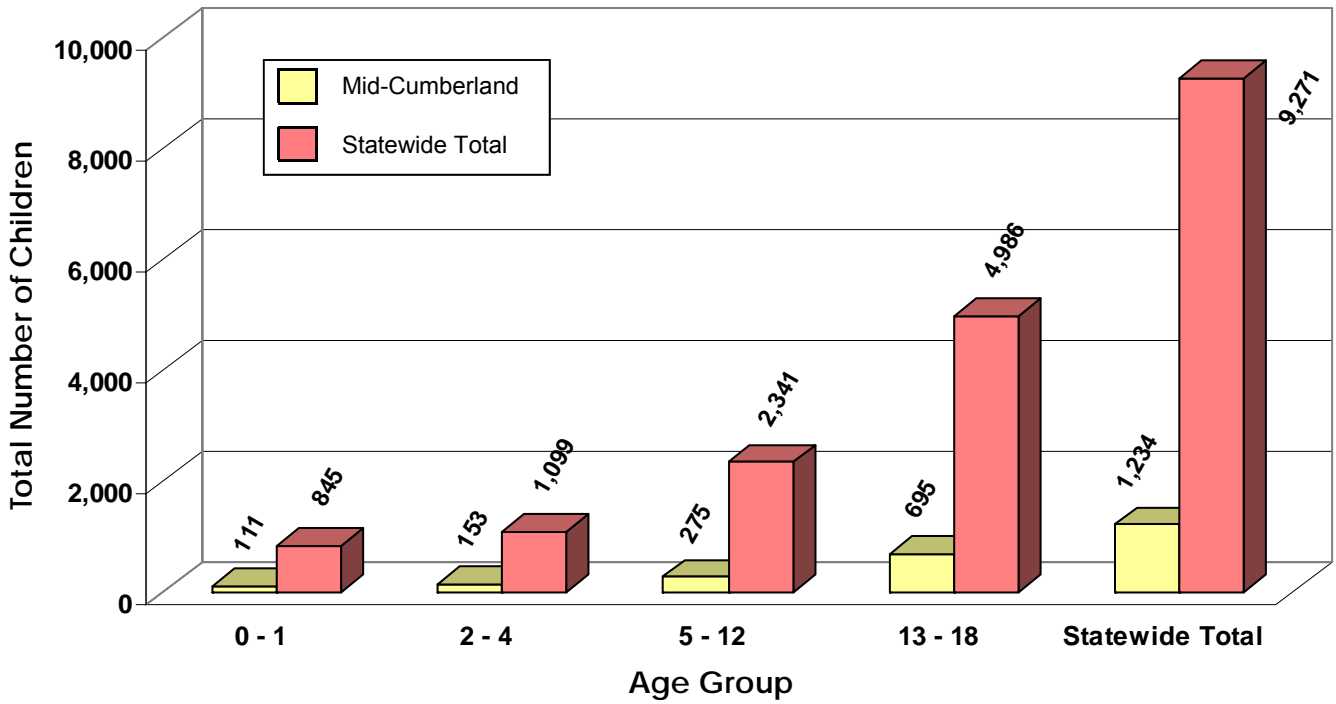
Number of children in care as of June 30, 2006—1,234

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

Based on the number of children in custody, Mid-Cumberland is the second largest of the twelve regions with 1,234 children.

(Data Source: TN KIDS)

**Figure 31: Children in Custody in the Mid-Cumberland Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



**Figure 32: Children in Custody in the Mid-Cumberland Region
By Gender as of June 30, 2006**

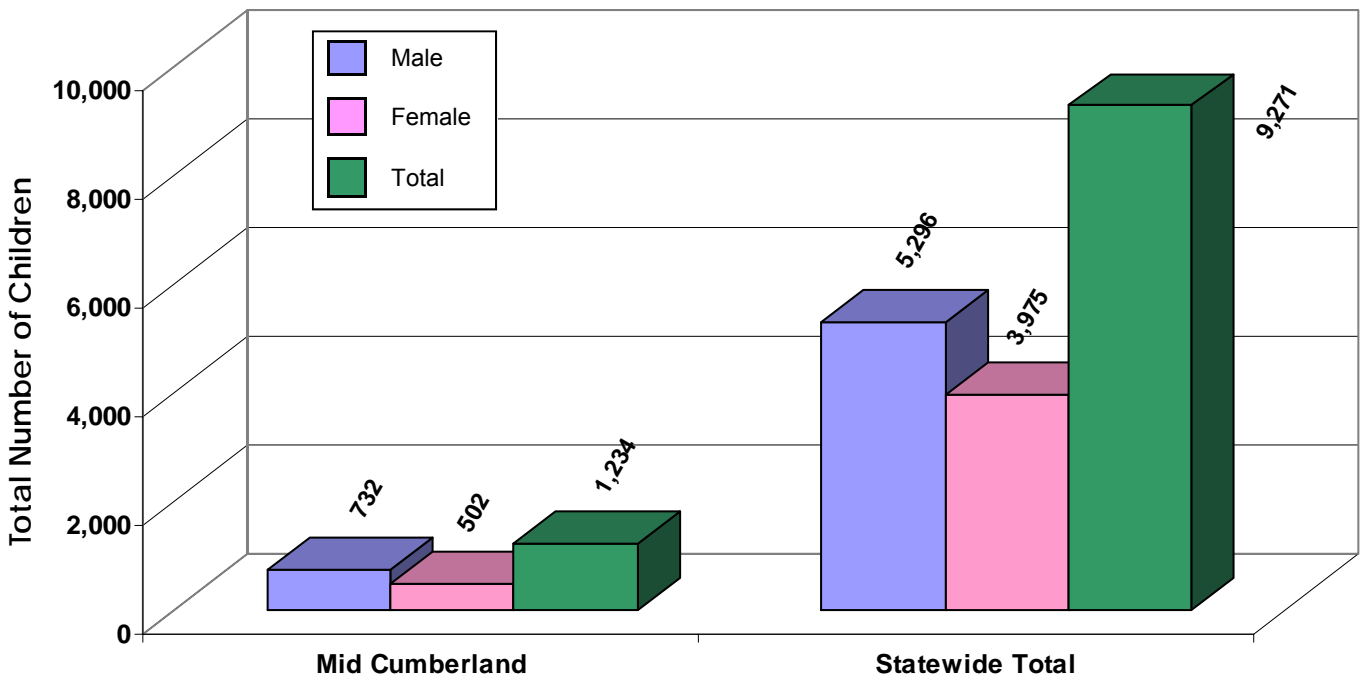


Figure 33: Children in Custody in the Mid-Cumberland Region By Race/Ethnicity as of June 30, 2006

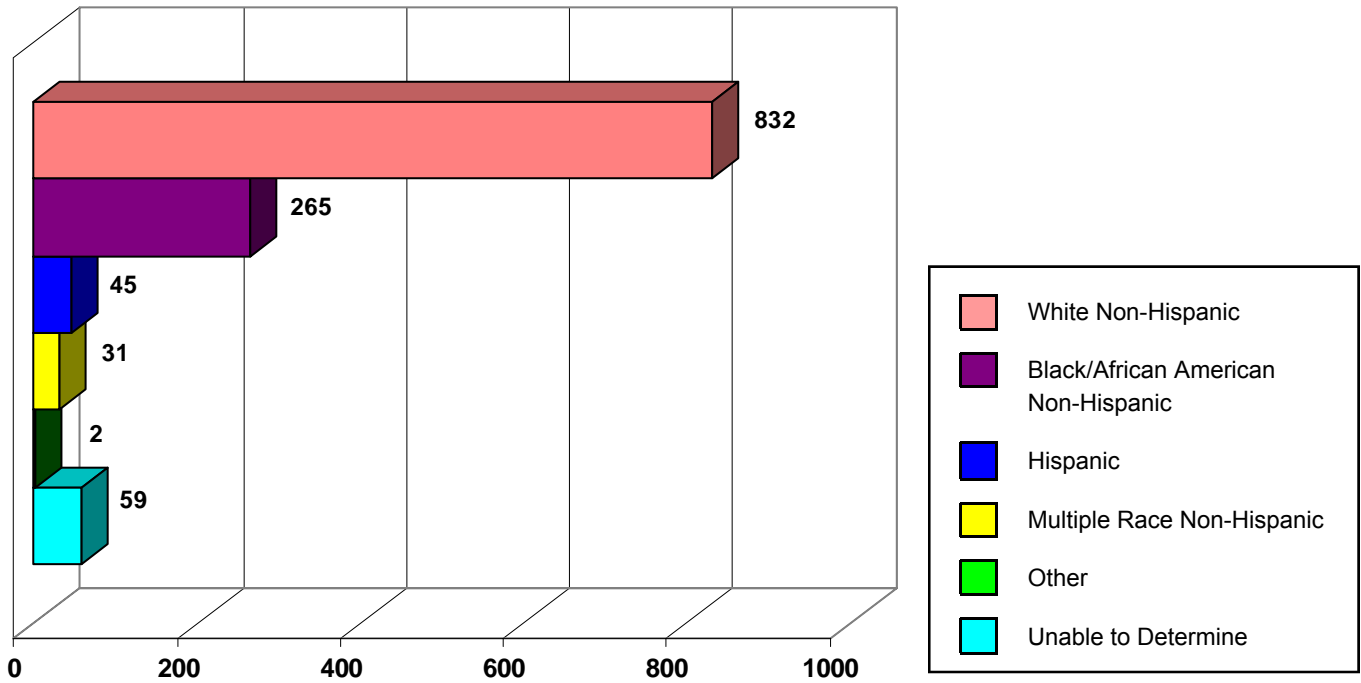
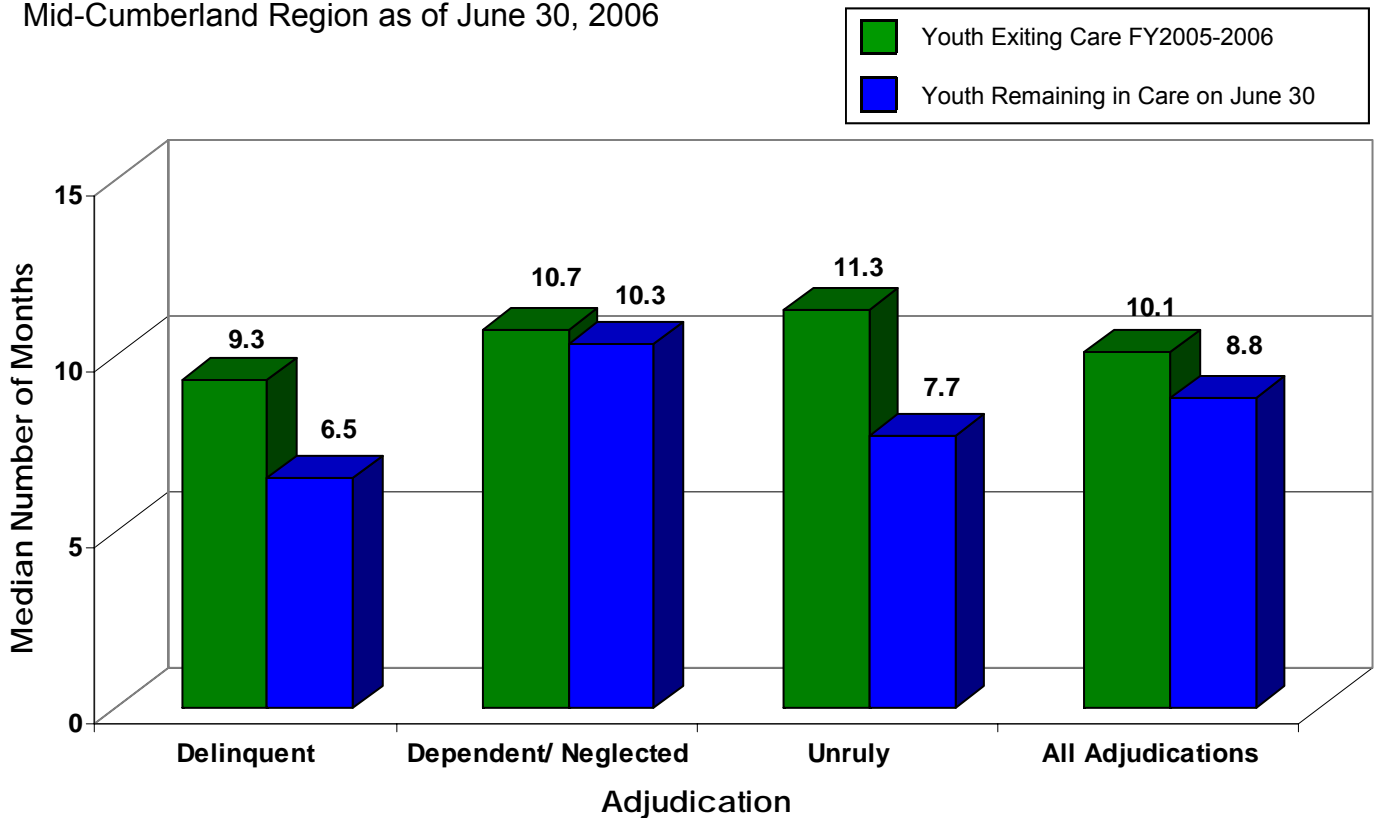


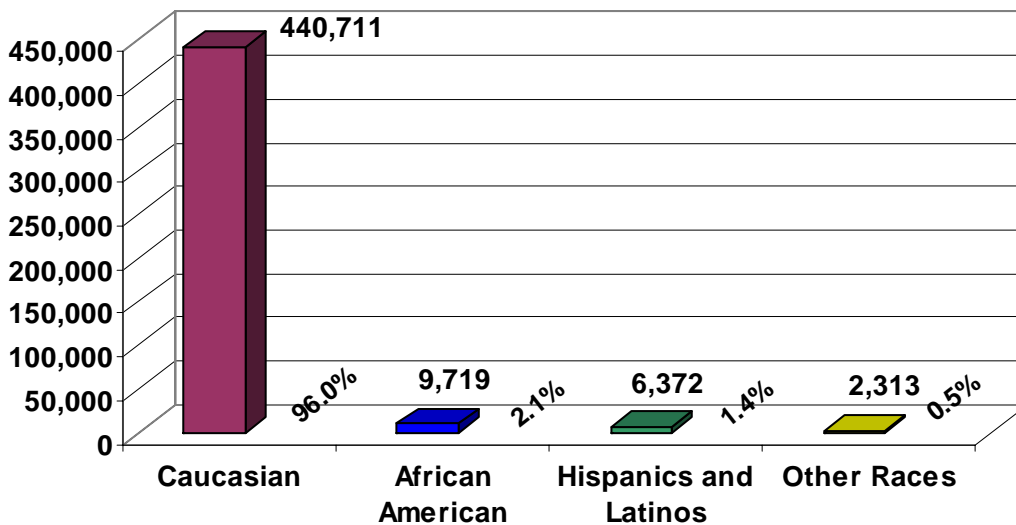
Figure 34: Length of Stay in Care by Adjudication in the Mid-Cumberland Region as of June 30, 2006



Northeast Region



Total Population— 459,115*



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

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

Table 17: Placement Settings for Children In Care In the Northeast Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	8	0.9%
Adoptive Home	12	1.4%
Contract Foster Home	74	8.4%
DCS Foster Home (Authorized, Expedited)	344	39.2%
DCS Group Home	14	1.6%
DCS Youth Development Center	42	4.8%
Emergency Services	32	3.7%
Foster Care Medically Fragile	2	0.2%
In-Home	14	1.6%
Level 2	182	20.8%
Level 3	76	8.7%
Level 4	7	0.8%
Runaway	30	3.4%
Trial Home Visit 30/60/90	40	4.6%
Total	877	100.0%

Population ages 18 & under as of June 30, 2006—112,292

Number of children in care as of June 30, 2006—877

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

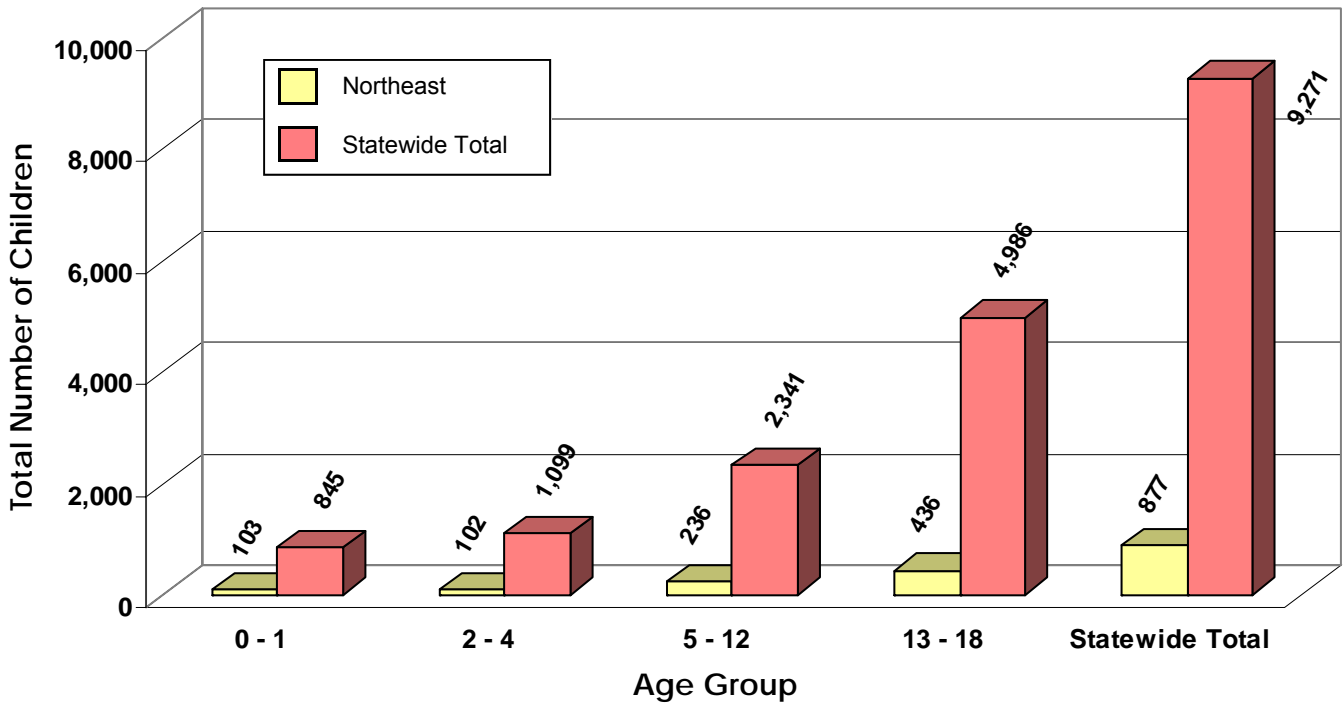
Based on the number of children in custody, the Northeast Region is the fifth largest with 877 children in custody.

(Data Source: TN KIDS)

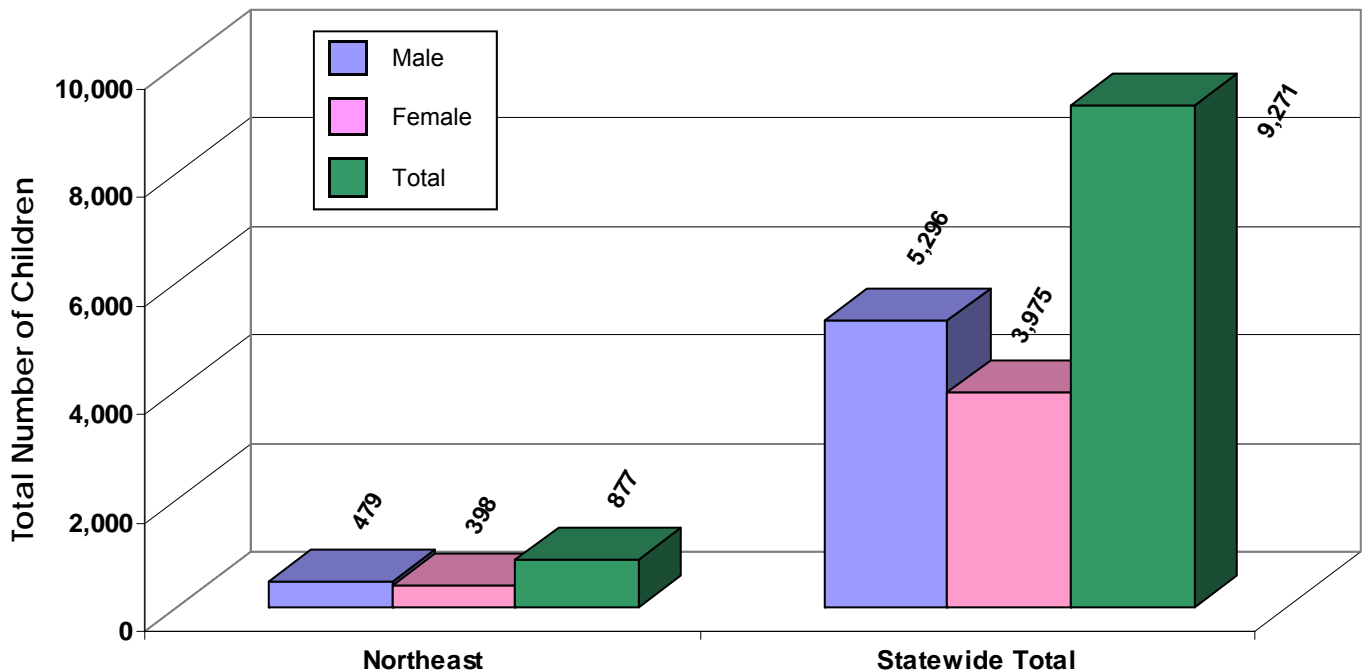
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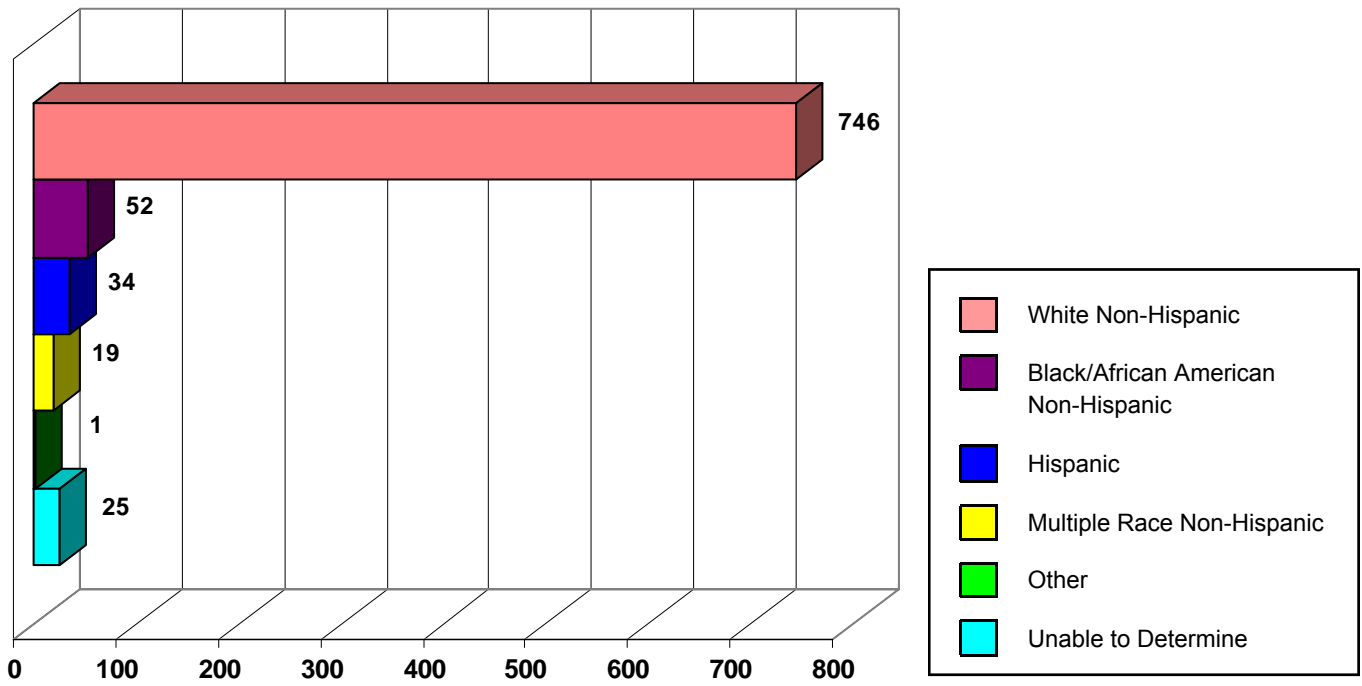
**Figure 35: Children in Custody in the Northeast Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



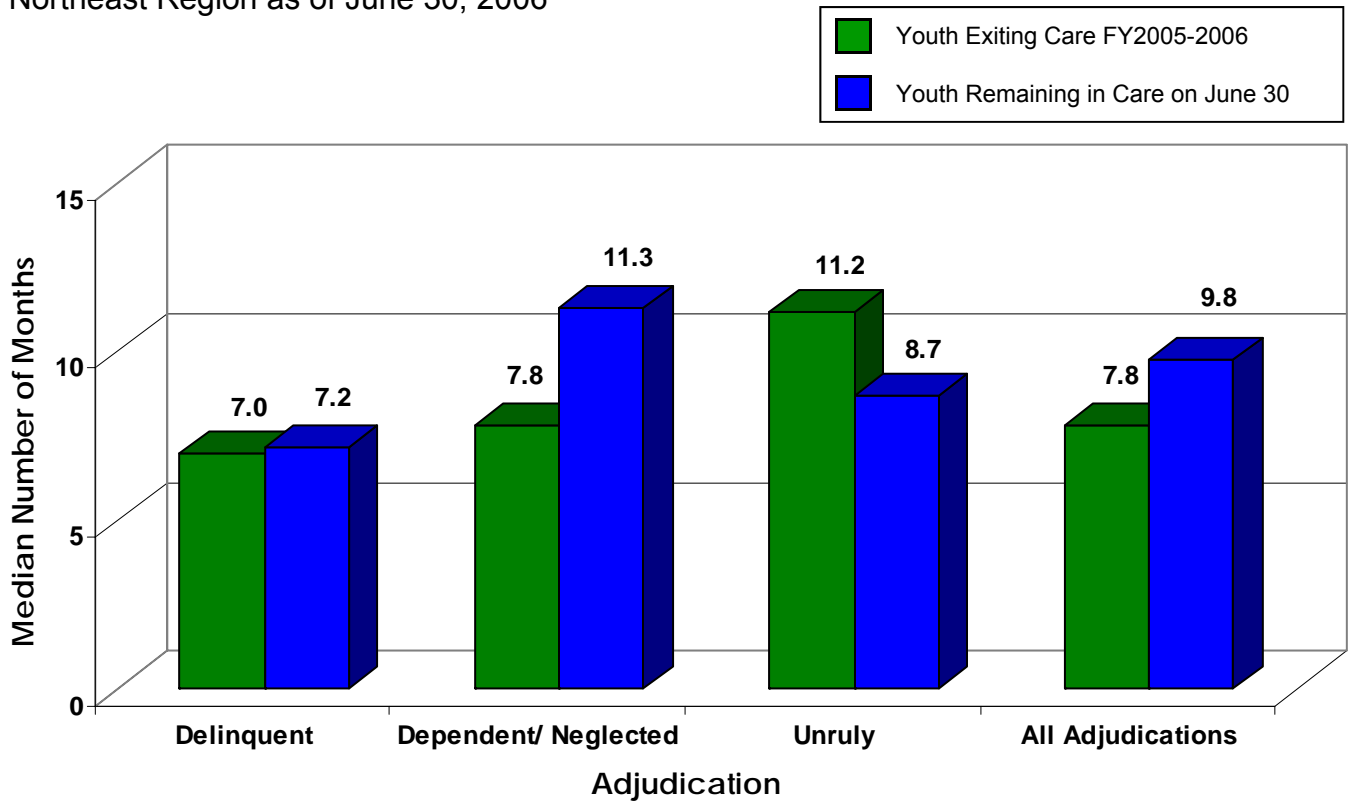
**Figure 36: Children in Custody in the Northeast Region
By Gender as of June 30, 2006**



**Figure 37: Children in Custody in the Northeast Region
By Race/Ethnicity as of June 30, 2006**



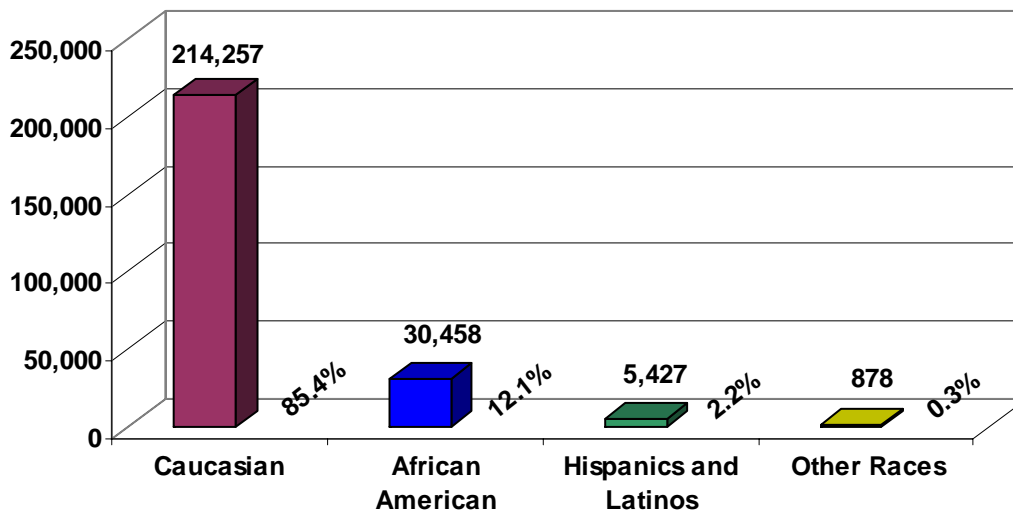
**Figure 38: Length of Stay in Care by Adjudication in the
Northeast Region as of June 30, 2006**



Northwest Region



Total Population— 251,020*



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

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

Table 18: Placement Settings for Children In Care In the Northwest Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	2	0.7%
Adoptive Home	14	4.8%
Contract Foster Home	11	3.8%
DCS Foster Home (Authorized, Expedited)	110	38.1%
DCS Group Home	1	0.4%
DCS Youth Development Center	28	9.7%
Emergency Services	11	3.8%
In-Home	2	0.7%
Level 2	43	14.9%
Level 3	32	11.1%
Level 4	3	1.0%
Runaway	11	3.8%
Transitional/Independent Living	1	0.4%
Trial Home Visit 30/60/90	20	6.9%
Total	289	100.0%

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

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Population ages 18 & under as of June 30, 2006—65,048

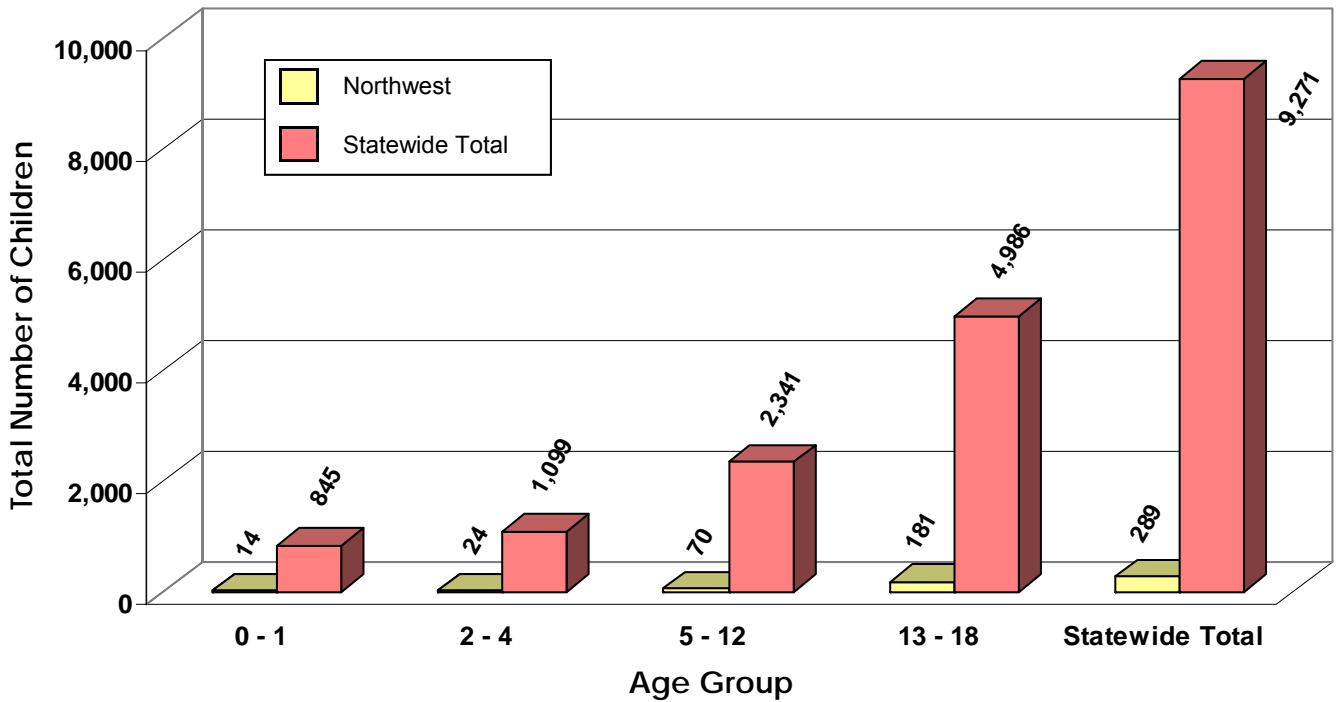
Number of children in care as of June 30, 2006—289

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

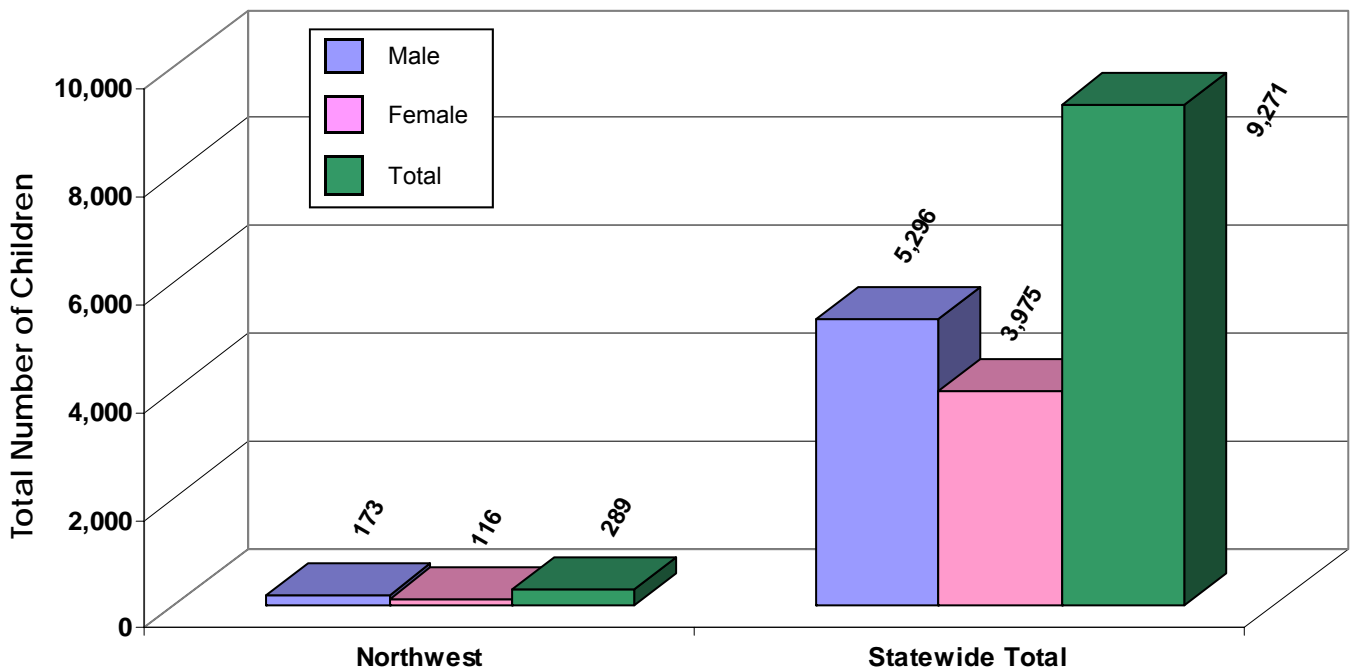
The Northwest Region ranks twelveth among the 12 regions with 289 children in custody.

(Data Source: TNKids)

**Figure 39: Children in Custody in the Northwest Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



**Figure 40: Children in Custody in the Northwest Region
By Gender as of June 30, 2006**



**Figure 41: Children in Custody in the Northwest Region
By Race/Ethnicity as of June 30, 2006**

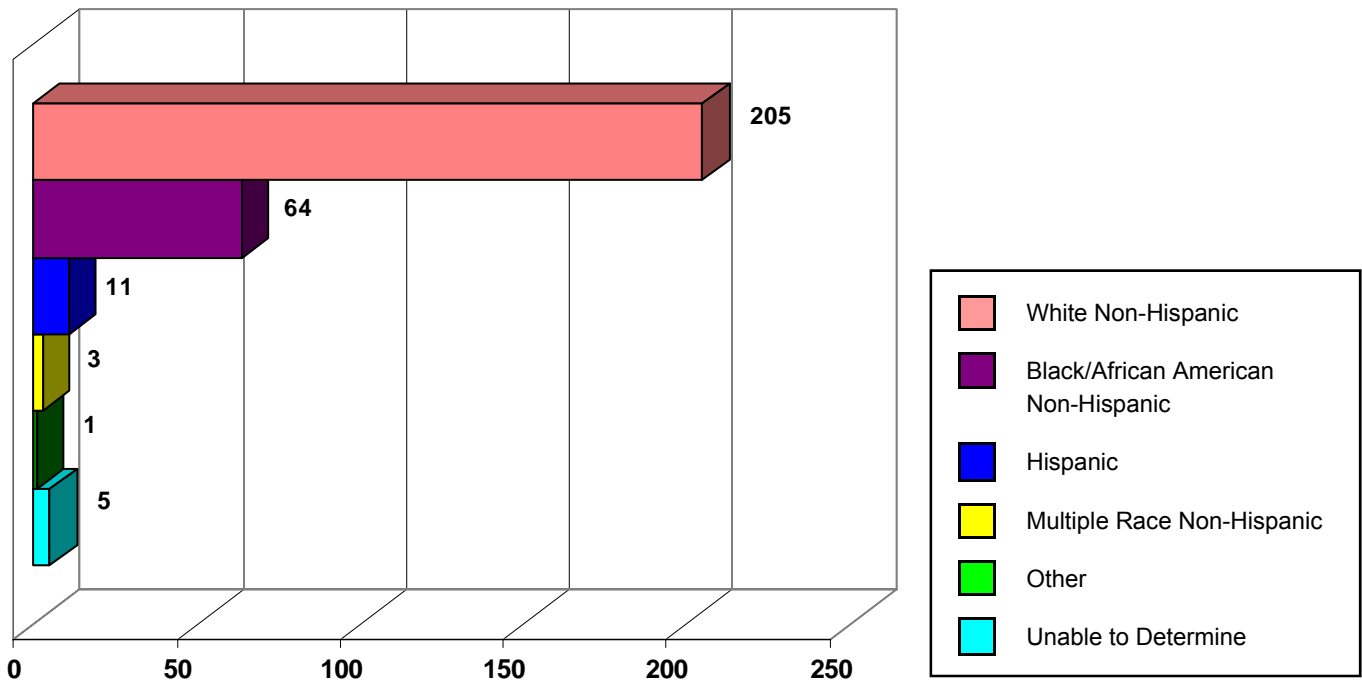
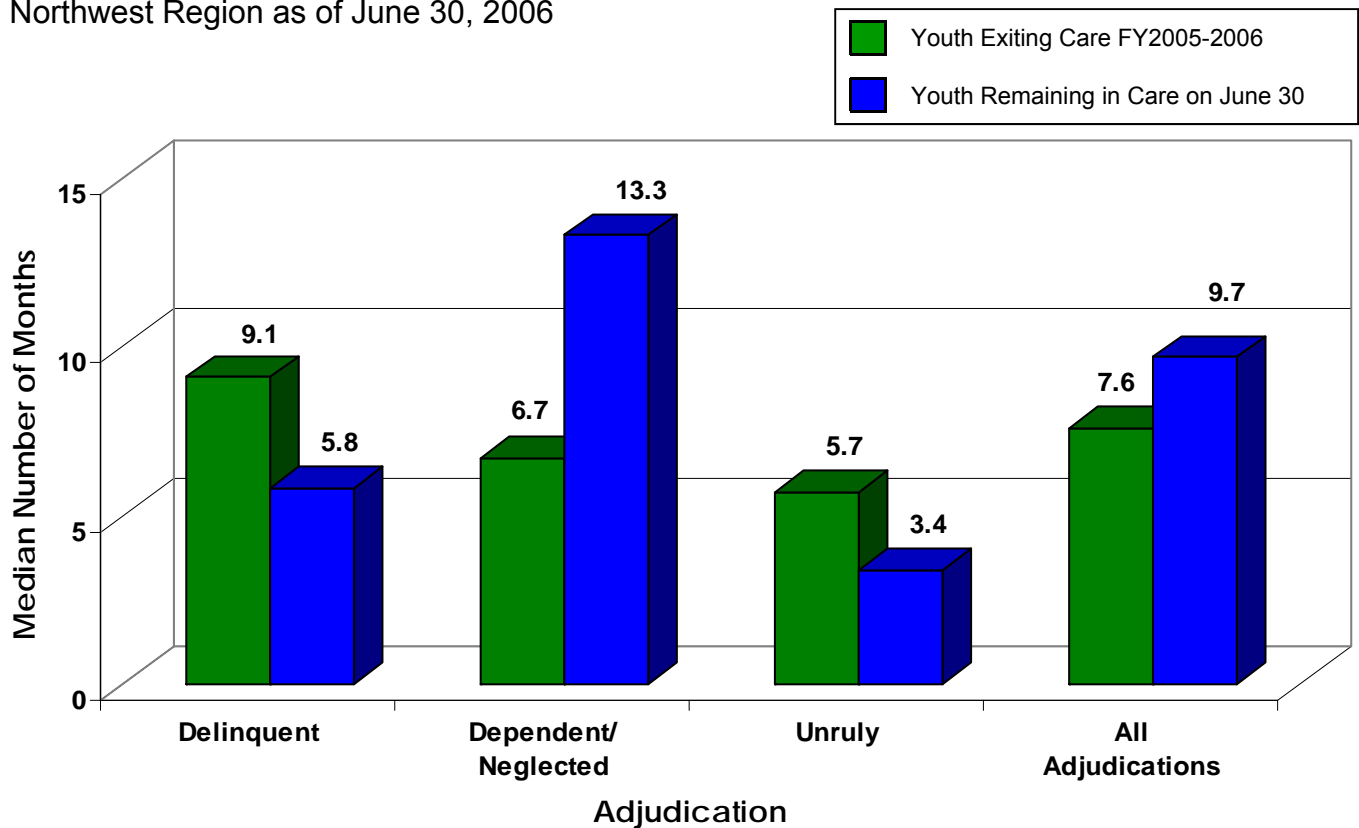


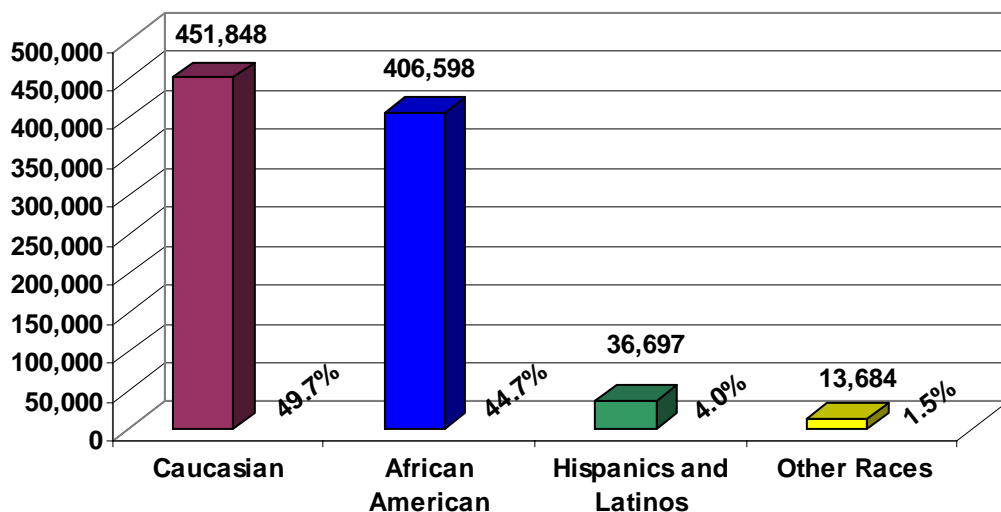
Figure 42: Length of Stay in Care by Adjudication in the Northwest Region as of June 30, 2006



Shelby County Region



Total Population— 908,827*



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

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

Table 19: Placement Settings for Children In Care In the Shelby County Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	9	0.8%
Adoptive Home	15	1.4%
Contract Foster Home	300	27.1%
DCS Foster Home (Authorized, Expedited)	292	26.4%
DCS Group Home	4	0.4%
DCS Youth Development Center	14	1.3%
Emergency Services	20	1.8%
Foster Care Medically Fragile	37	3.3%
In-Home	37	3.3%
Level 2	147	13.3%
Level 3	118	10.7%
Level 4	19	1.7%
Runaway	78	7.1%
Trial Home Visit 30/60/90	16	1.4%
Total	1,106	100.0%

Population ages 18 & under as of June 30, 2006—270,826

Number of children in care as of June 30, 2006—1,106

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

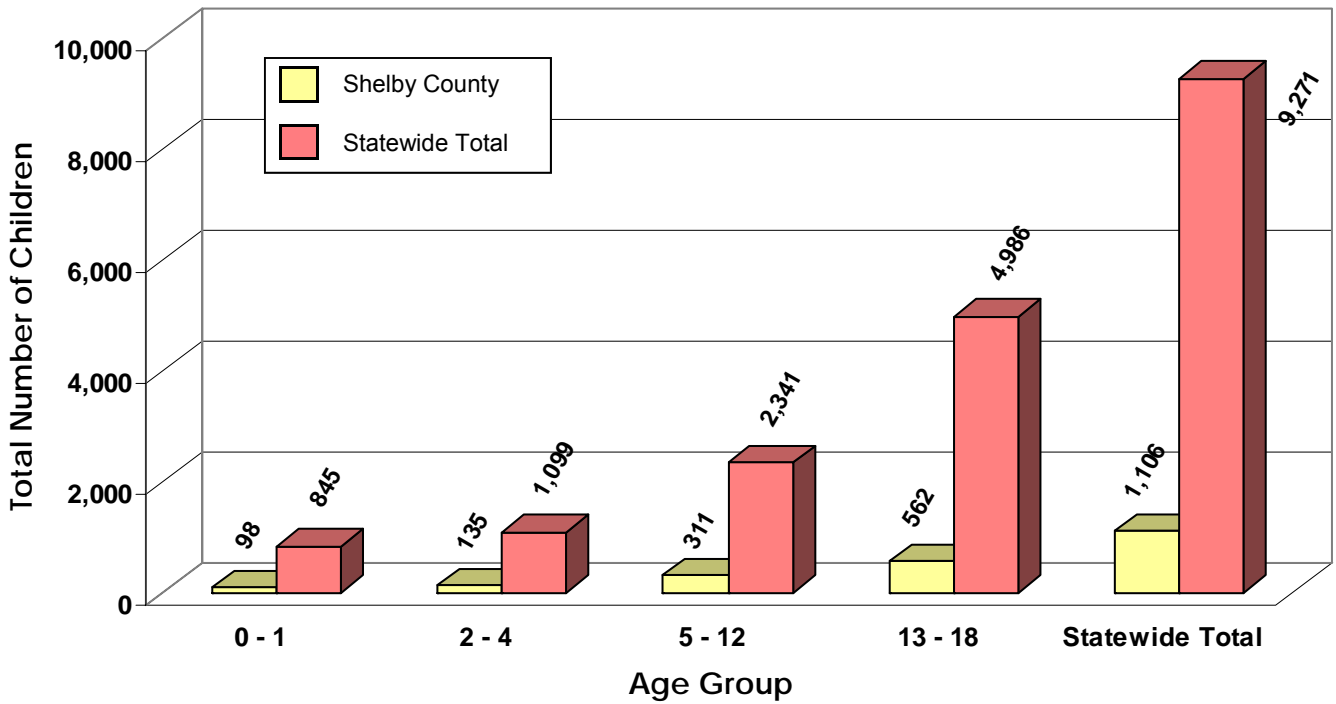
Shelby County is the third largest region based on the number of children in custody, approximately 1,106.

(Data Source: TN Kids)

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

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**Figure 43: Children in Custody in the Shelby County Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



**Figure 44: Children in Custody in the Shelby County Region
By Gender as of June 30, 2006**

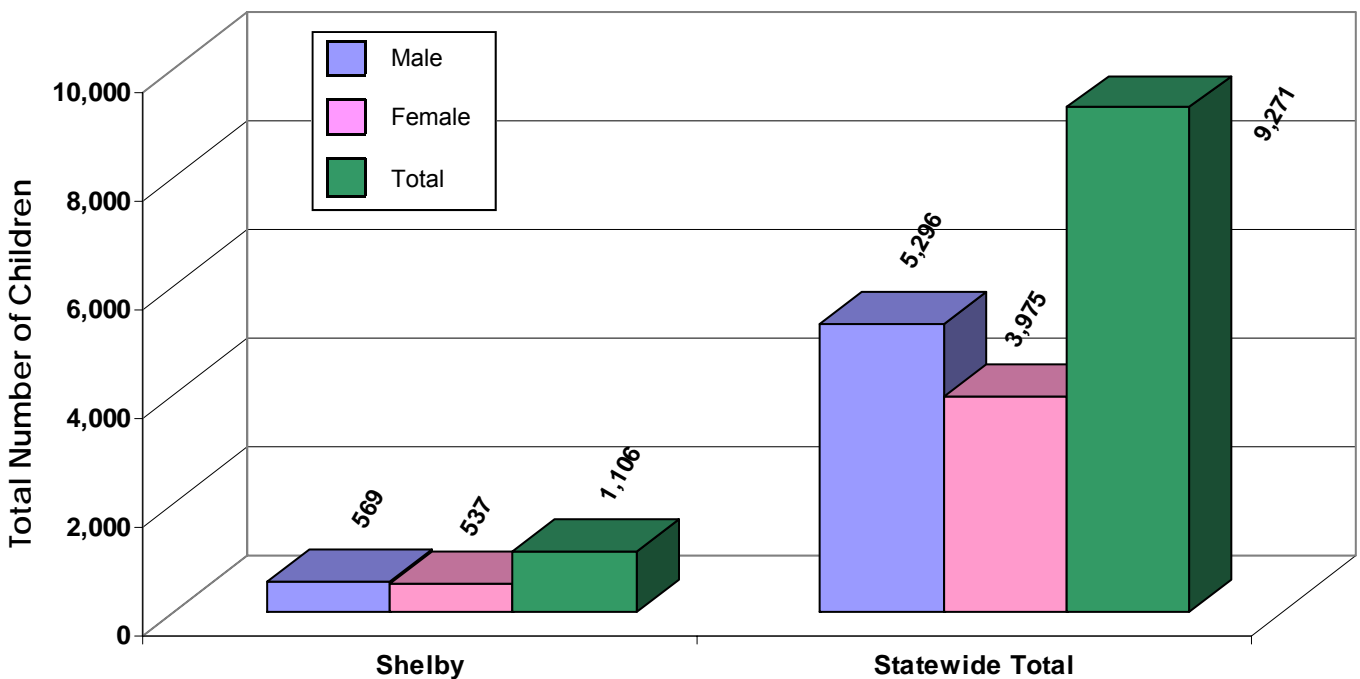


Figure 45: Children in Custody in the Shelby County Region By Race/Ethnicity as of June 30, 2006

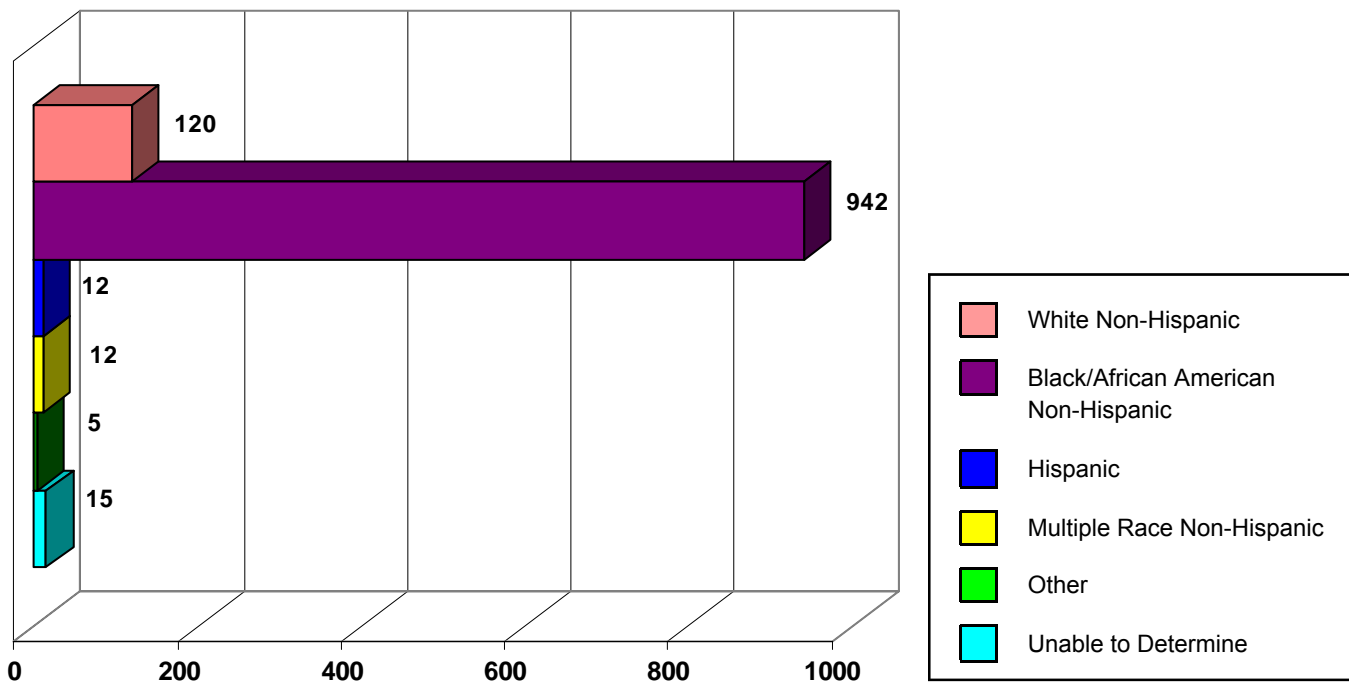
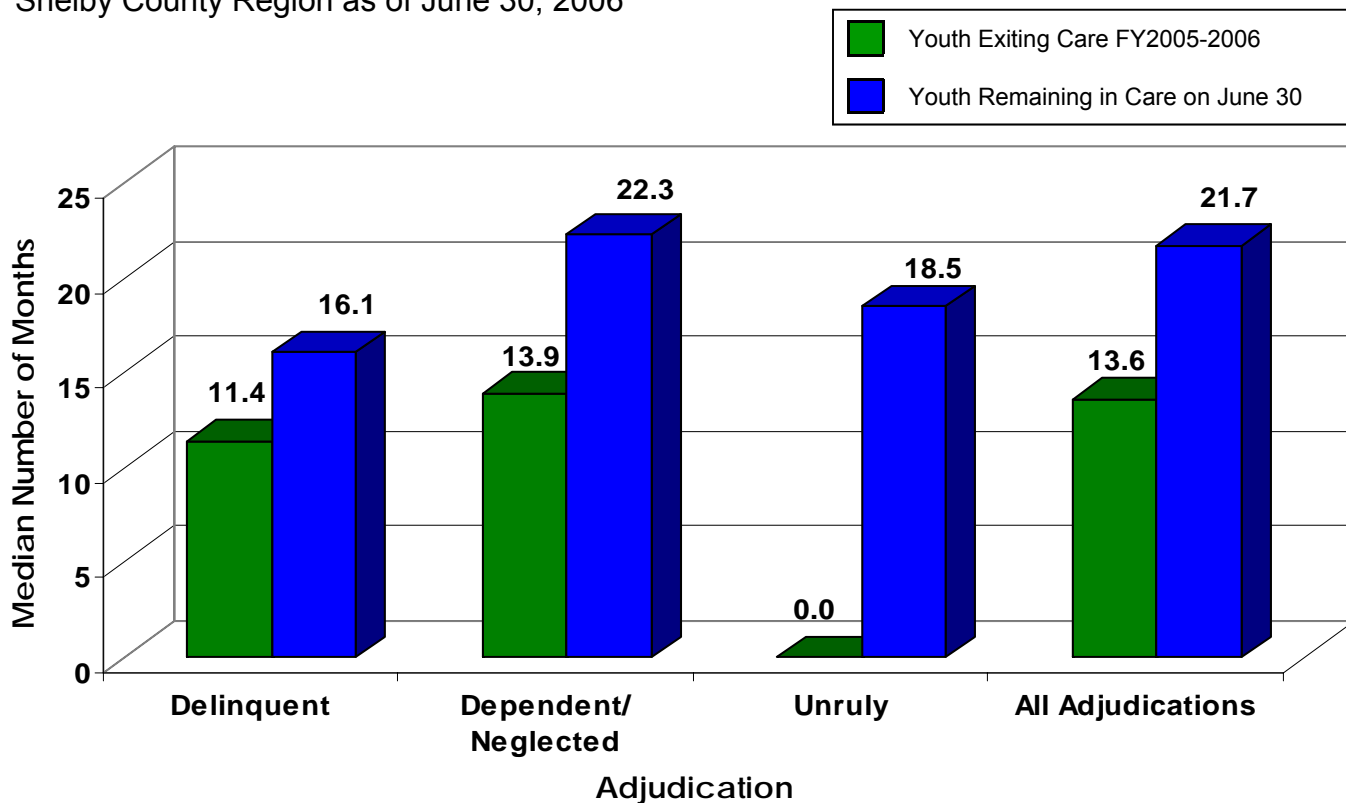


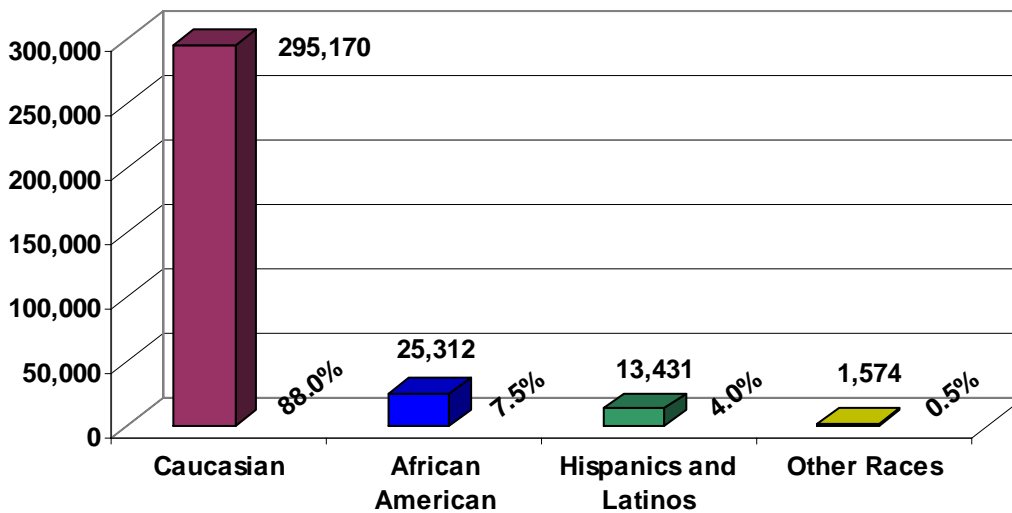
Figure 46: Length of Stay in Care by Adjudication in the Shelby County Region as of June 30, 2006



South Central Region



Total Population— 335,487*



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

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

Table 20: Placement Settings for Children In Care In the South Central Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	3	0.5%
Adoptive Home	14	2.3%
Contract Foster Home	33	5.4%
DCS Foster Home (Authorized, Expedited)	277	45.6%
DCS Group Home	4	0.7%
DCS Youth Development Center	29	4.8%
Emergency Services	24	4.0%
Foster Care Medically Fragile	2	0.3%
In-Home	18	3.0%
Level 2	93	15.3%
Level 3	54	8.9%
Level 4	1	0.2%
Runaway	14	2.3%
Transitional/Independent Living	2	0.3%
Trial Home Visit 30/60/90	40	6.6%
Total	608	100.0%

Population ages 18 & under as of June 30, 2006—90,234

Number of children in care as of June 30, 2006—608

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

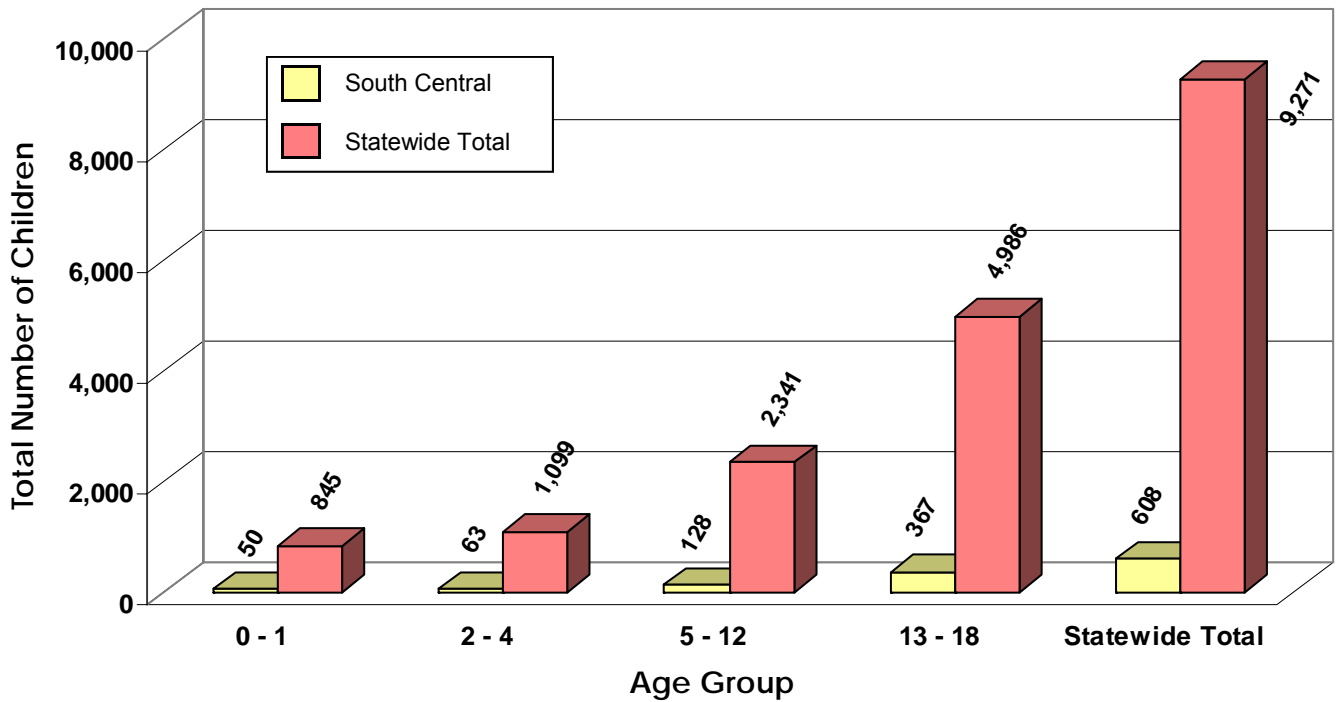
Based on the number of children in custody, the South Central Region ranks seventh with 608 children.

(Data Source: TN Kids)

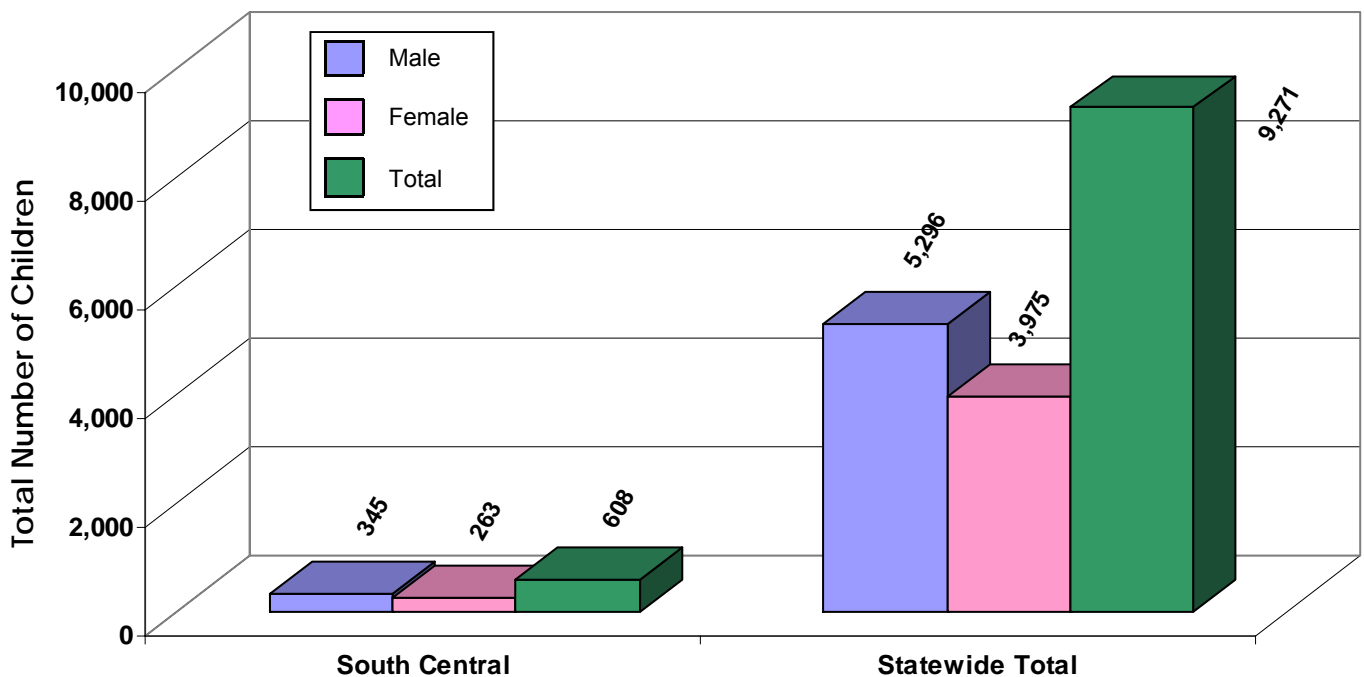
**See glossary for complete definitions of terms used in this table.

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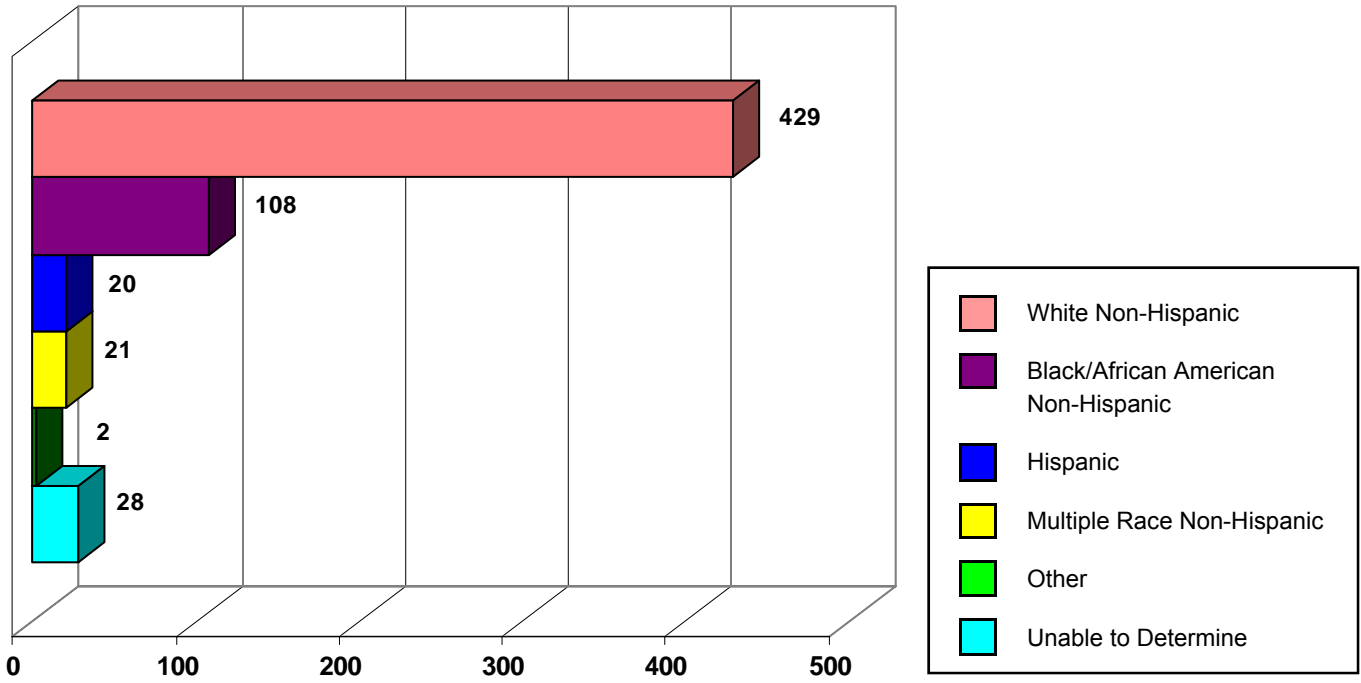
**Figure 47: Children in Custody in the South Central Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



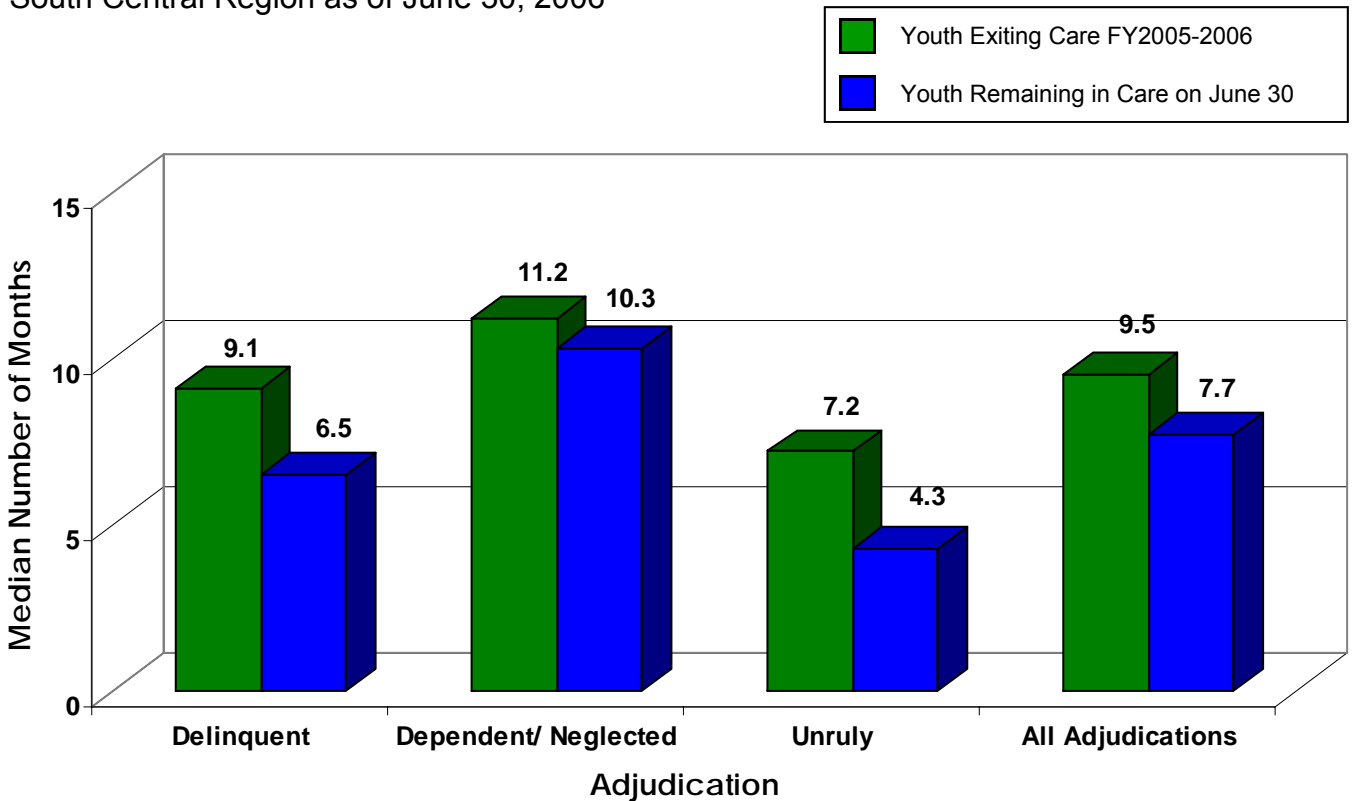
**Figure 48: Children in Custody in the South Central Region
By Gender as of June 30, 2006**



**Figure 49: Children in Custody in the South Central Region
By Race/Ethnicity as of June 30, 2006**



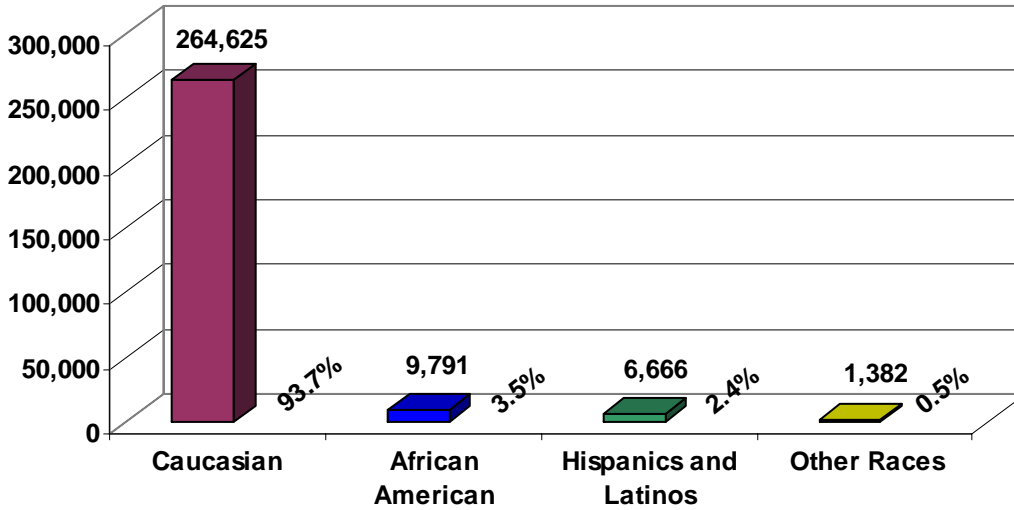
**Figure 50: Length of Stay in Care by Adjudication in the
South Central Region as of June 30, 2006**



Southeast Region



Total Population— 282,464*



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

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

Population ages 18 & under as of June 30, 2006—75,390

Table 21: Placement Settings for Children In Care In the Southeast Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	7	1.6%
Adoptive Home	22	5.0%
Contract Foster Home	15	3.4%
DCS Foster Home (Authorized, Expedited)	167	38.2%
DCS Group Home	1	0.2%
DCS Youth Development Center	34	7.8%
Emergency Services	6	1.4%
Foster Care Medically Fragile	5	1.1%
In-Home	6	1.4%
Level 2	69	15.8%
Level 3	41	9.4%
Level 4	11	2.5%
Runaway	11	2.5%
Trial Home Visit 30/60/90	42	9.6%
Total	437	100.0%

Number of children in care as of June 30, 2006—437

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

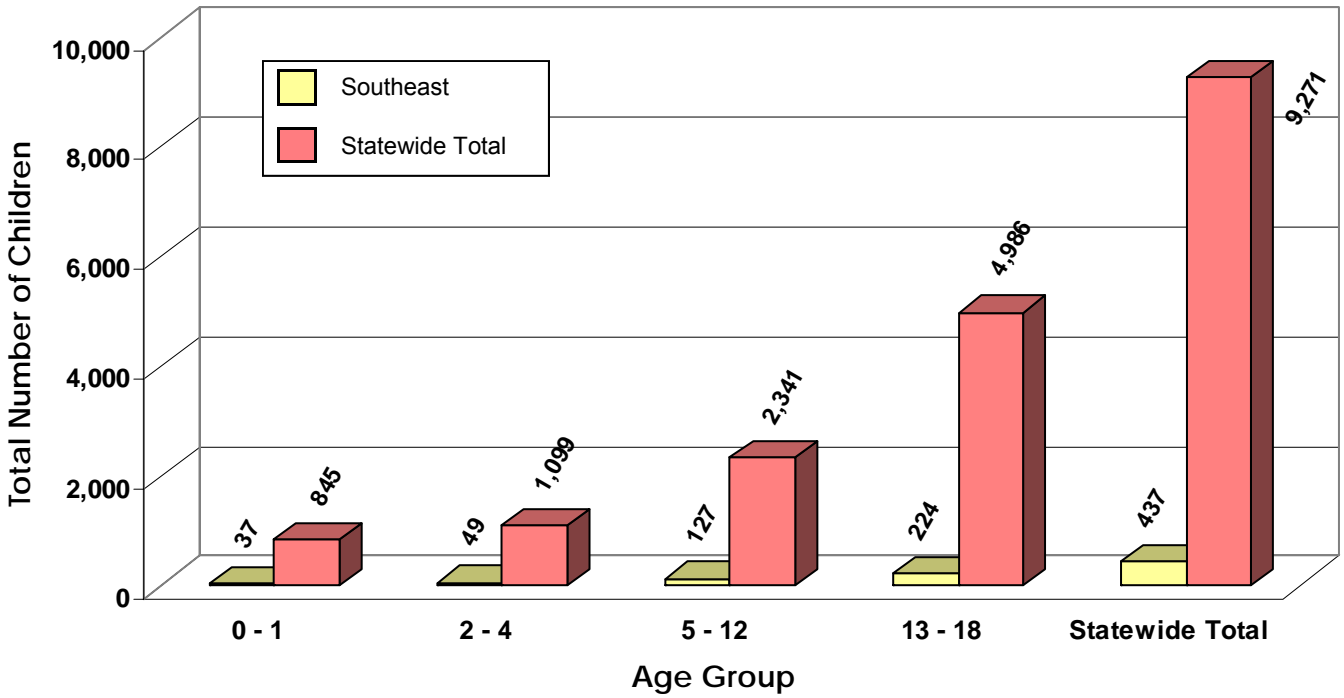
The Southeast Region has 437 children in custody. It ranks eleventh among the 12 regions based on the number of children in custody.

(Data Source: TN Kids)

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

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

**Figure 51: Children in Custody in the Southeast Region
By Age Group Compared with Statewide Totals as of June 30, 2006**



**Figure 52: Children in Custody in the Southeast Region
By Gender as of June 30, 2006**

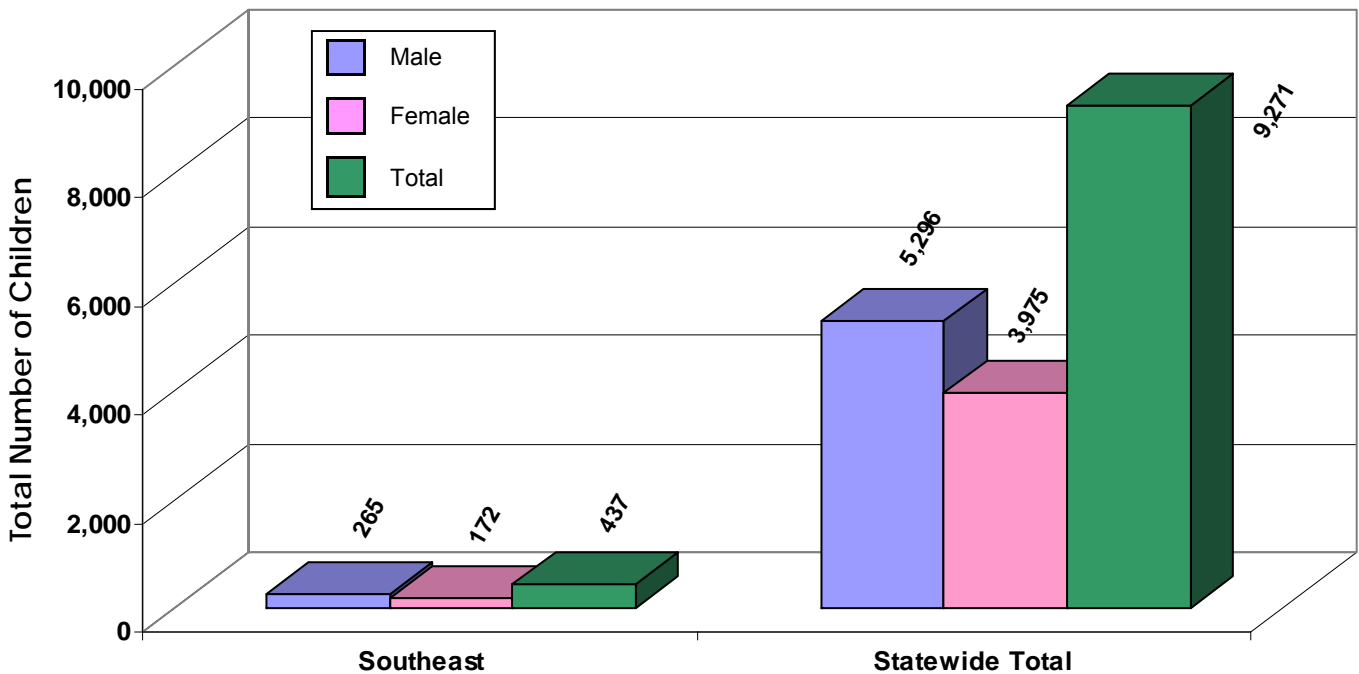


Figure 53: Children in Custody in the Southeast Region By Race/Ethnicity as of June 30, 2006

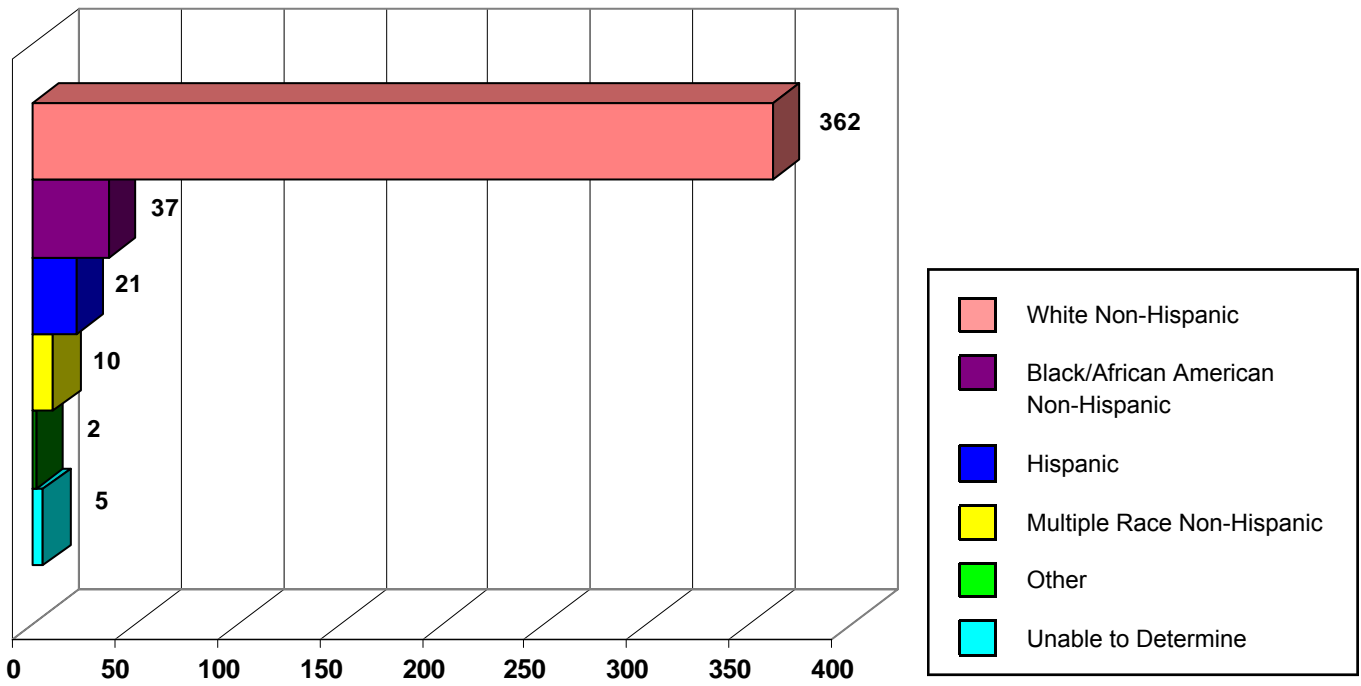
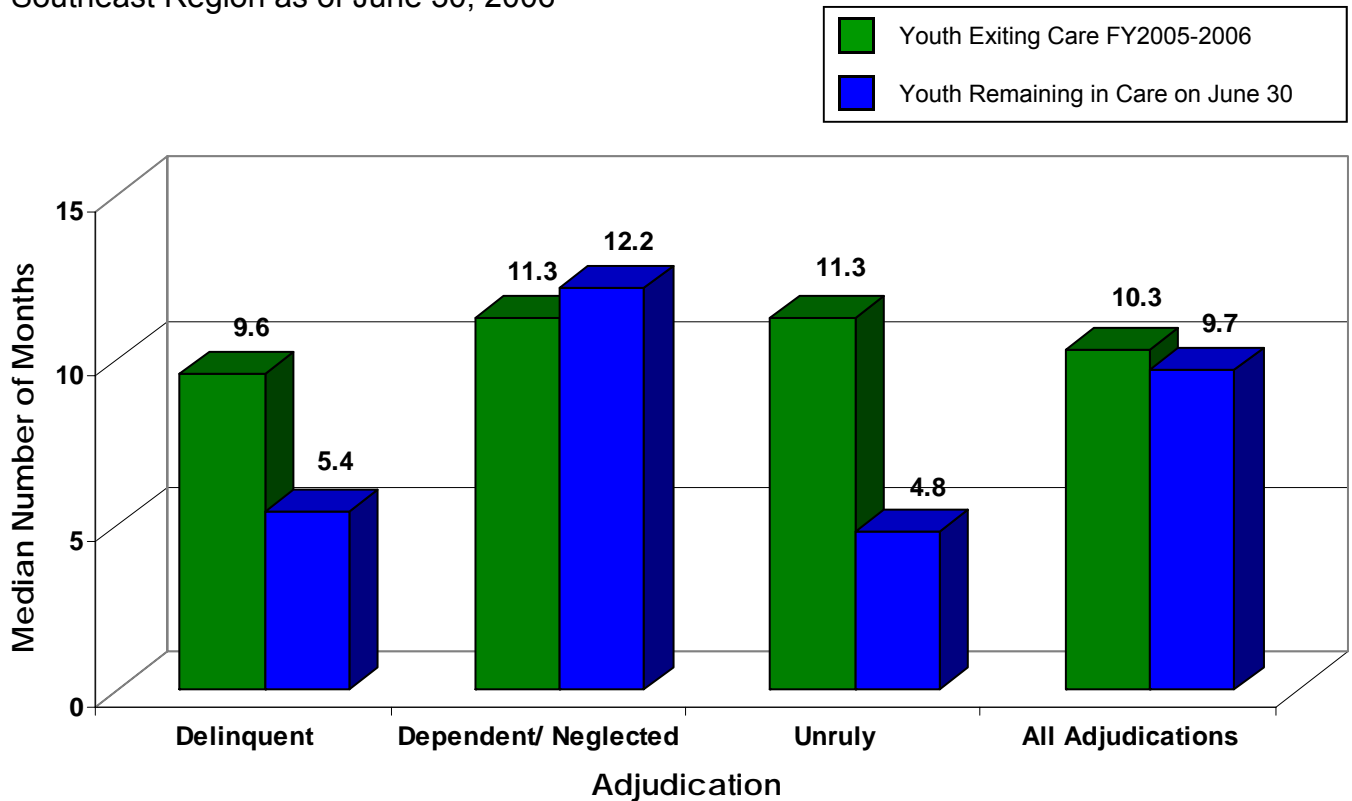


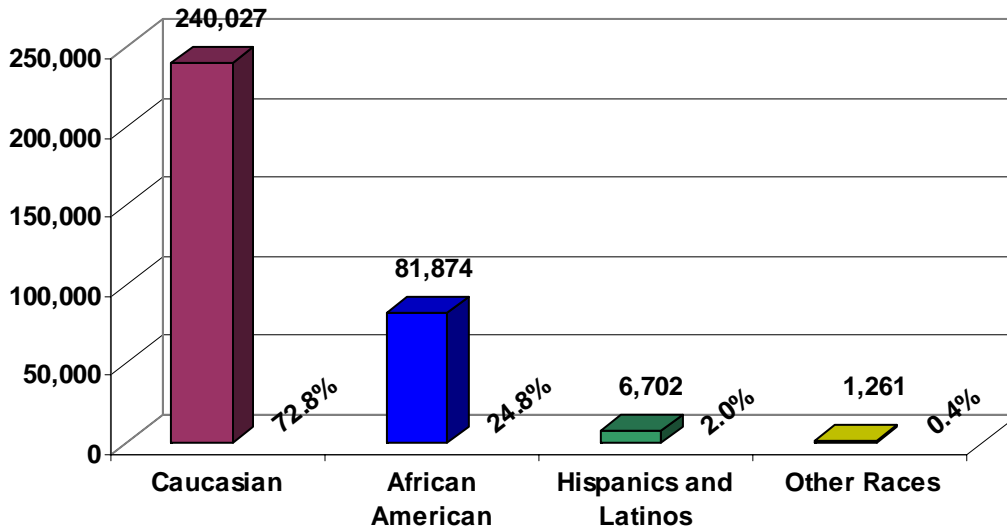
Figure 54: Length of Stay in Care by Adjudication in the Southeast Region as of June 30, 2006



Southwest Region



Total Population— 329,864*



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

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

Population ages 18 & under as of June 30, 2006—94,640

Table 22: Placement Settings for Children In Care In the Southwest Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	1	0.2%
Adoptive Home	15	3.1%
Contract Foster Home	15	3.1%
DCS Foster Home (Authorized, Expedited)	209	42.8%
DCS Group Home	4	0.8%
DCS Youth Development Center	52	10.7%
Emergency Services	16	3.3%
Foster Care Medically Fragile	4	0.8%
In-Home	13	2.7%
Level 2	52	10.7%
Level 3	46	9.4%
Level 4	4	0.8%
Runaway	17	3.5%
Trial Home Visit 30/60/90	40	8.2%
Total	488	100.0%

Number of Children in care as of June 30, 2006—488

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

The Southwest Region has 488 children in custody and ranks tenth in the state.

(Data Source: TN Kids)

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

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Figure 55: Children in Custody in the Southwest Region
By Age Group Compared with Statewide Totals as of June 30, 2006

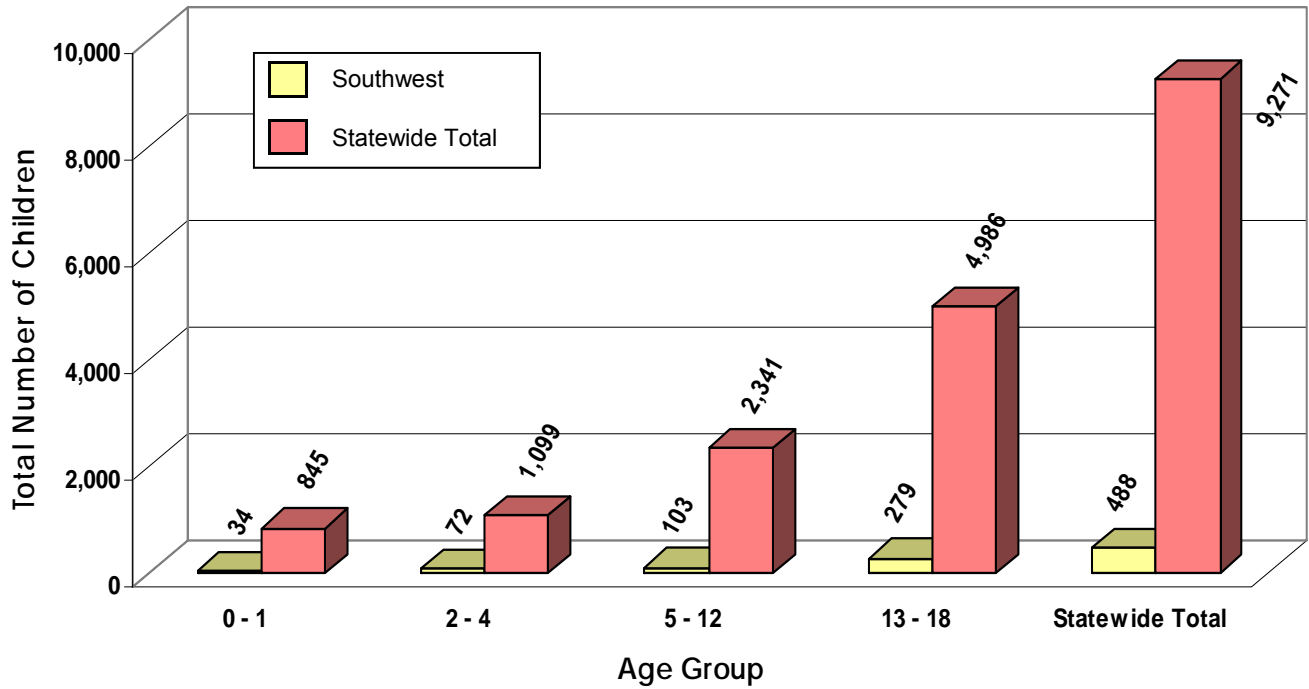


Figure 56: Children in Custody in the Southwest Region
By Gender as of June 30, 2006

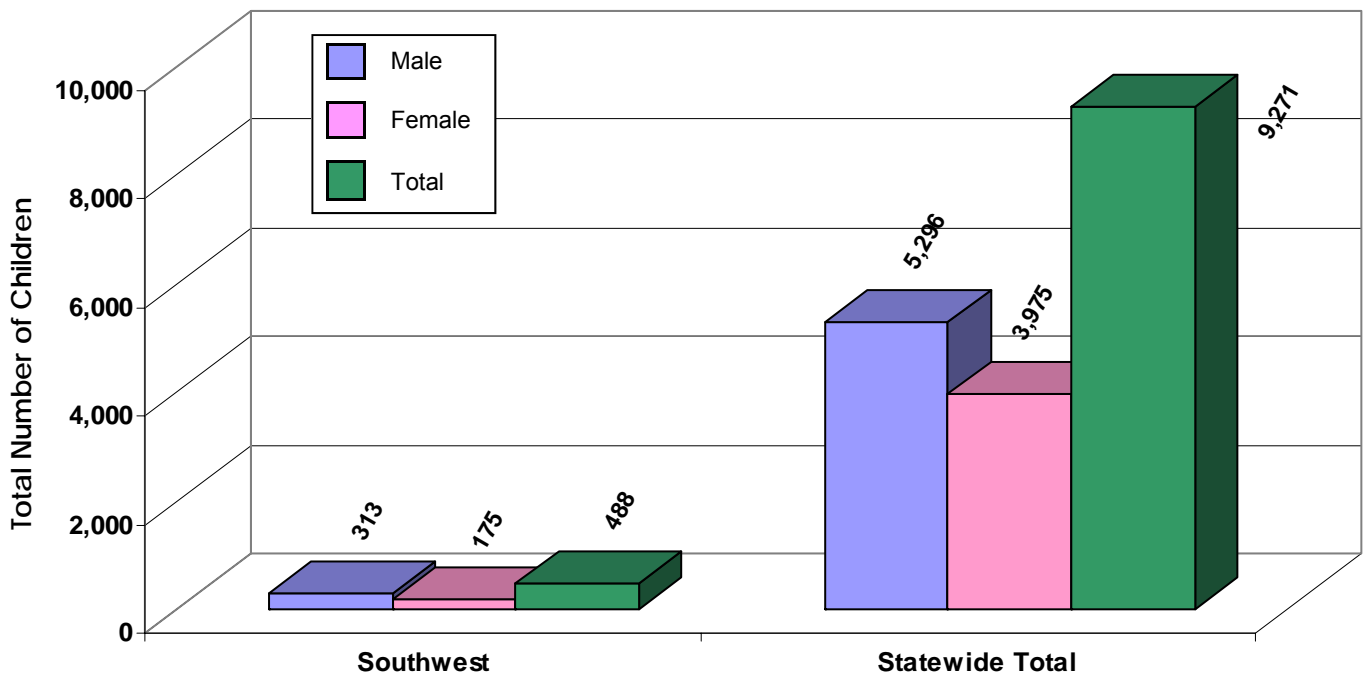


Figure 57: Children in Custody in the Southwest Region By Race/Ethnicity as of June 30, 2006

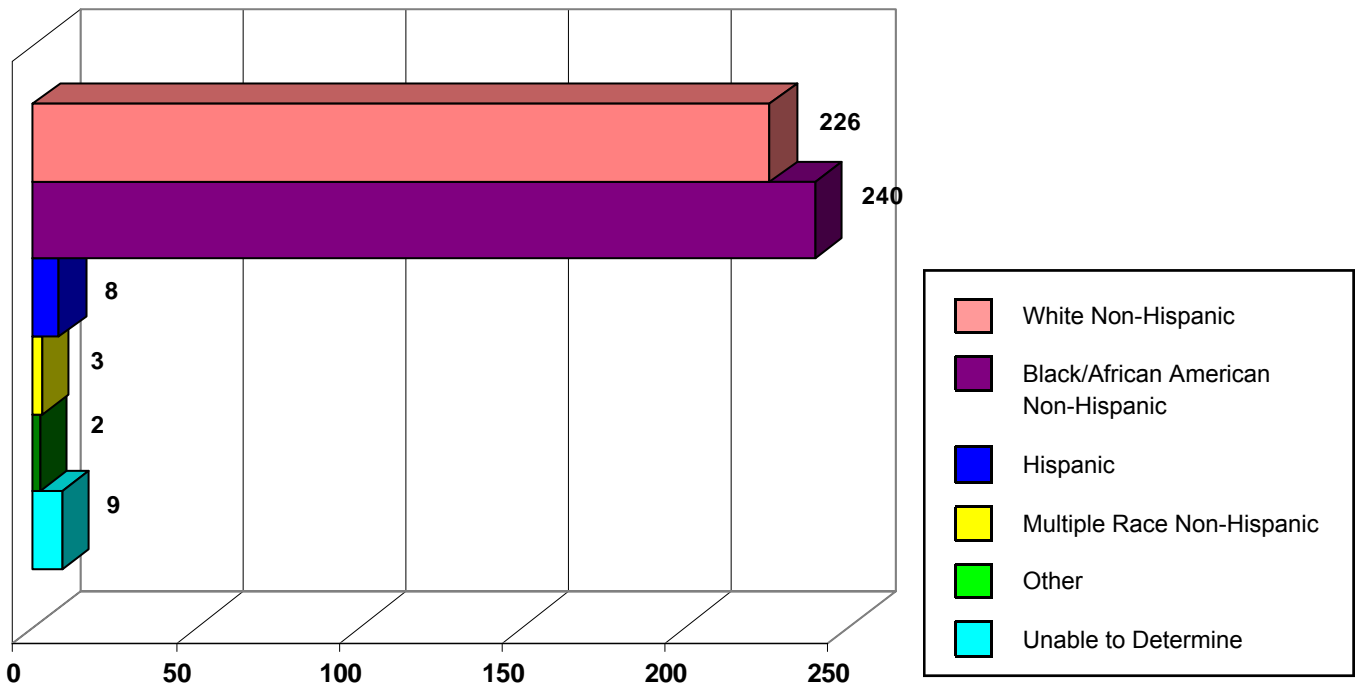
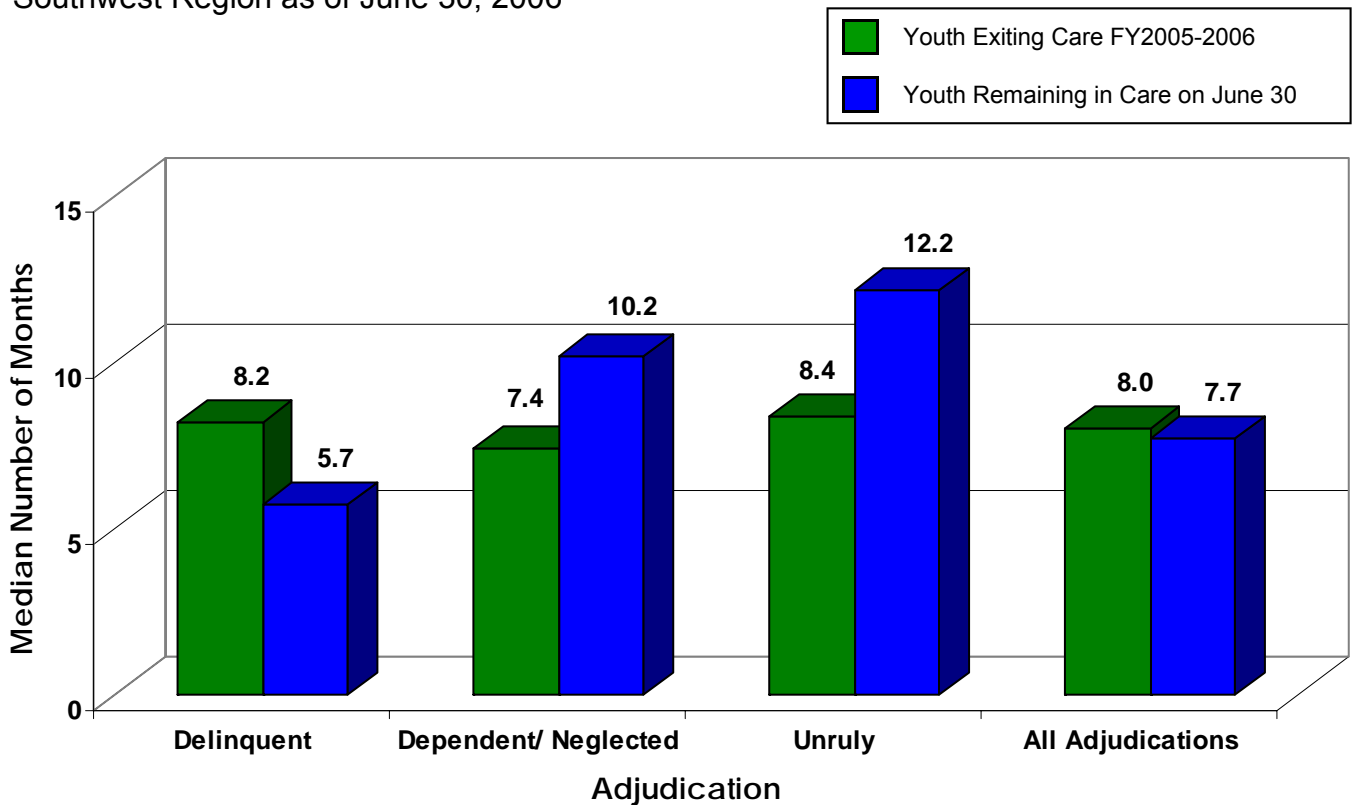


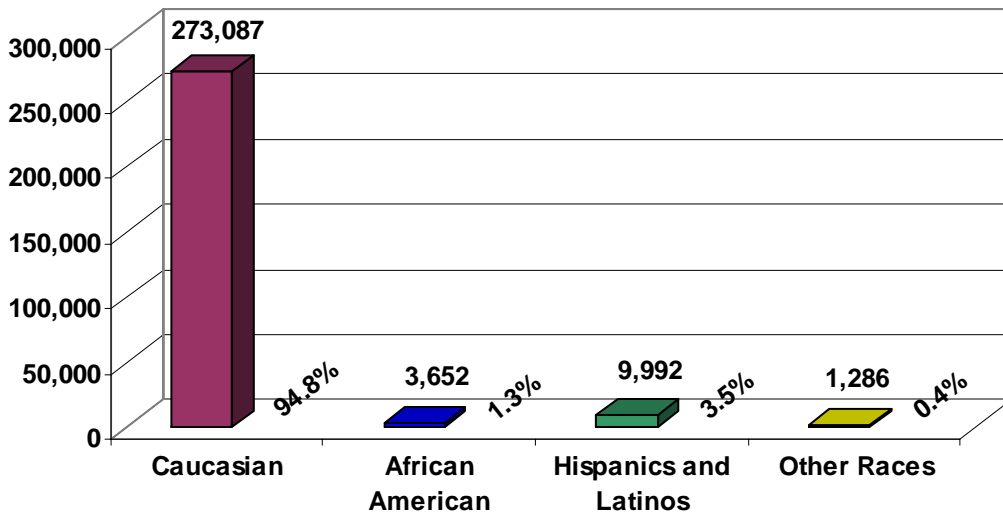
Figure 58: Length of Stay in Care by Adjudication in the Southwest Region as of June 30, 2006



Upper Cumberland Region



Total Population— 288,017*



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

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

Table 23: Placement Settings for Children In Care In the Upper Cumberland Region as of June 30, 2006

Placement Level**	Frequency	%
Acute	3	0.4%
Adoptive Home	22	3.1%
Contract Foster Home	5	0.7%
DCS Foster Home (Authorized, Expedited)	427	60.9%
DCS Group Home	3	0.4%
DCS Youth Development Center	20	2.9%
Emergency Services	13	1.9%
Foster Care Medically Fragile	2	0.3%
In-Home	10	1.4%
Level 2	88	12.6%
Level 3	38	5.4%
Level 4	2	0.3%
Runaway	10	1.4%
Transitional/Independent Living	4	0.6%
Trial Home Visit 30/60/90	54	7.7%
Total	701	100.0%

Population ages 18 & under as of June 30, 2006—73,632

Number of children in care as of June 30, 2006—701

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

Based on children in custody, the Upper Cumberland Region is the sixth largest with 701 children.

(Data Source: TN Kids)

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

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Figure 59: Children in Custody in the Upper Cumberland Region
By Age Group Compared with Statewide Totals as of June 30, 2006

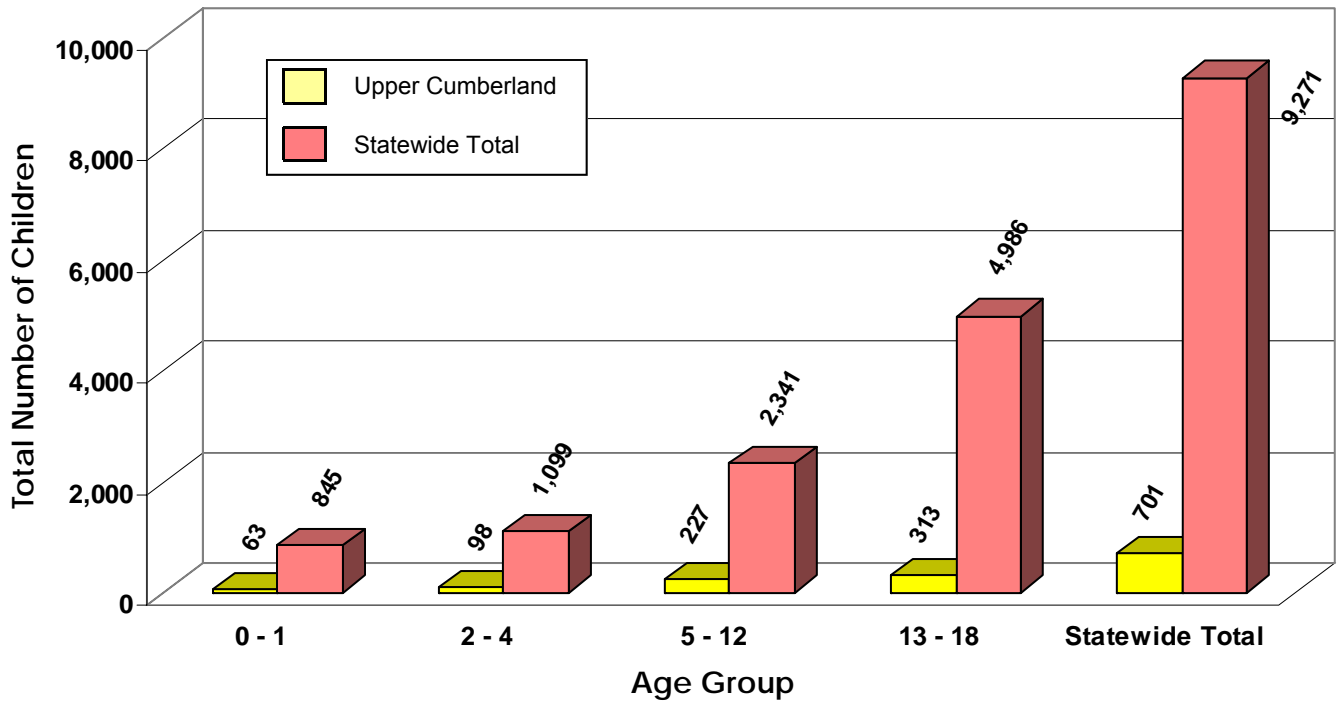


Figure 60: Children in Custody in the Upper Cumberland Region
By Gender as of June 30, 2006

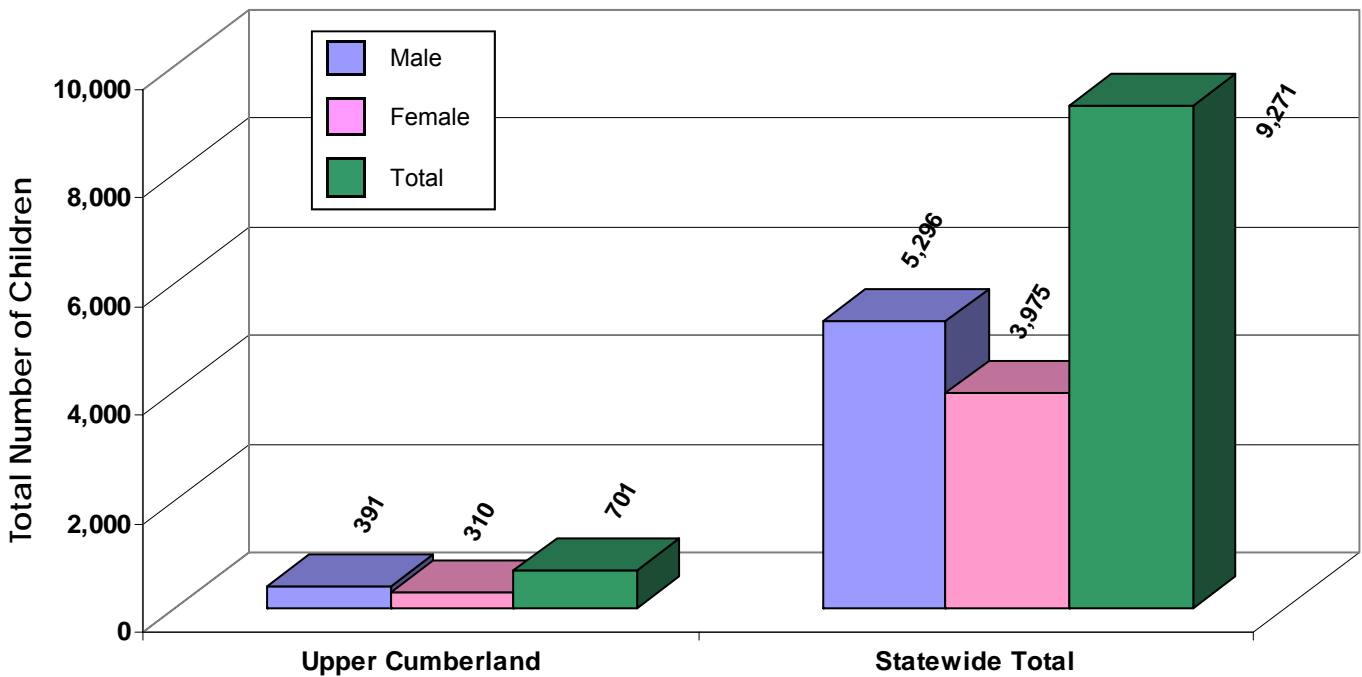


Figure 61: Children in Custody in the Upper Cumberland Region By Race/Ethnicity as of June 30, 2006

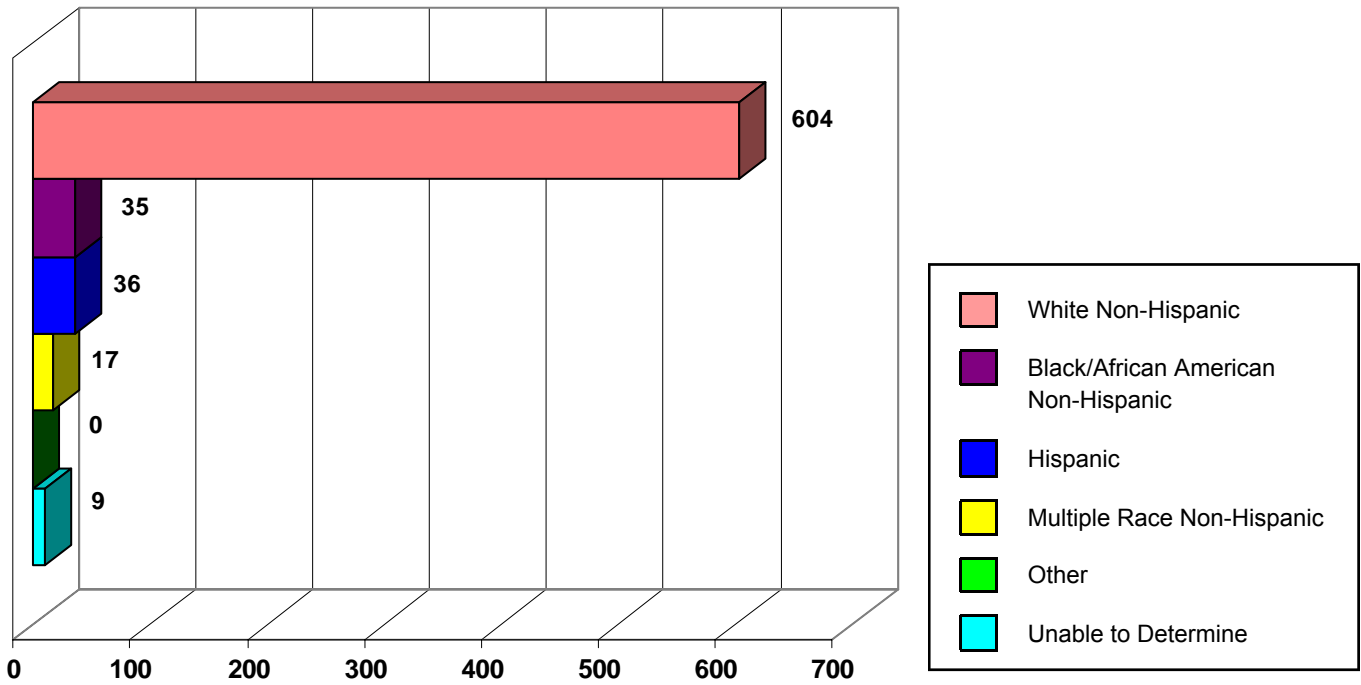
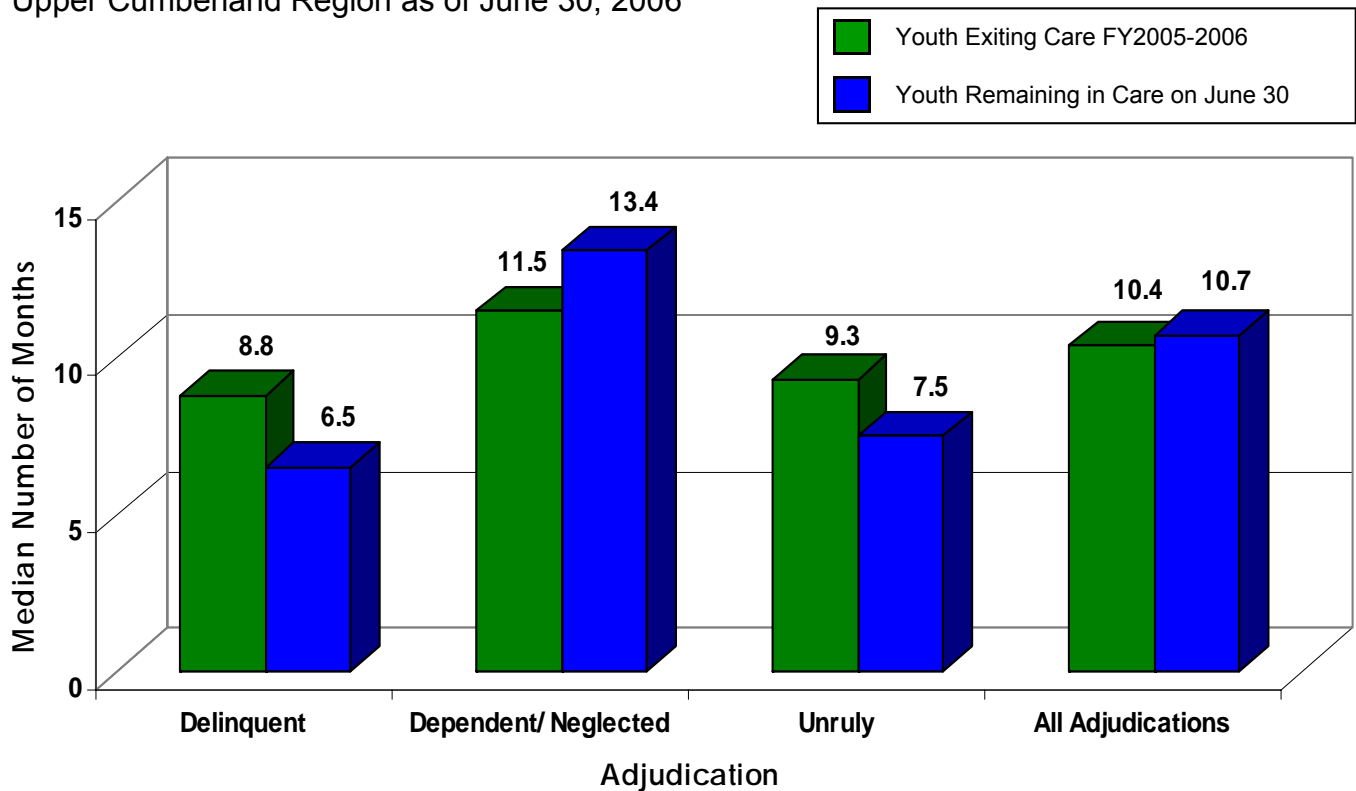


Figure 62: Length of Stay in Care by Adjudication in the Upper Cumberland Region as of June 30, 2006



Glossary

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

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

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

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

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

Block Grant: A system of disbursing funds to meet health, education and social welfare needs while permitting the recipient organization(s) to determine how best to distribute the money.

Board Payments: Board payments financially support children in DCS custody or receiving services voluntarily past 18 years of age. There are 3 types of board payments:

standard, special circumstances, and negotiated rates. Board payments are made to the foster parents caring for children.

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

Case Manager: A DCS employee responsible for providing case management services to children under the State's supervision, in State custody, or at risk of State custody and their families.

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

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

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

Child Protective Services (CPS): A program division of DCS whose purpose is to investigate allegations of child abuse and neglect and provide and arrange preventive,

supportive, and supplementary services.

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

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

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

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

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

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

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

Dependent and Neglected Child: A child

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

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

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

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

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

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

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

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

right to consent to the child's adoption.

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

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

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

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

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

Investigation: A fact-finding and emergency

service engagement process with the preliminary goal of protecting children from abuse or neglect.

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

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

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

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

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

Placement Levels of Care:

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

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

Foster Care Medically Fragile—Foster Care Medically Fragile program provides

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

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

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

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

Level 2 Continuum—Continuum of Care is a service model with a focus on achieving the outcome of successful permanency for children in a family setting. Continuums have flexibility to design

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

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

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

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

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

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

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

Level 4—Level IV programs provide psychiatric hospitalization, which is a physician-directed level of care focused on establishing the behavioral and emotional prerequisites for functioning in less restrictive, non-hospital environments. It is a transitional level of care that a child may enter as a step-down from an acute

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

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

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

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

Temporary Custody: The legally ordered status of a child when an adult or an agency receives physical care, control, and supervision of a child for a limited time. Temporary custody is subject to the remaining rights and duties of the parent or guardian and to any

limitations in the court's order.

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

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

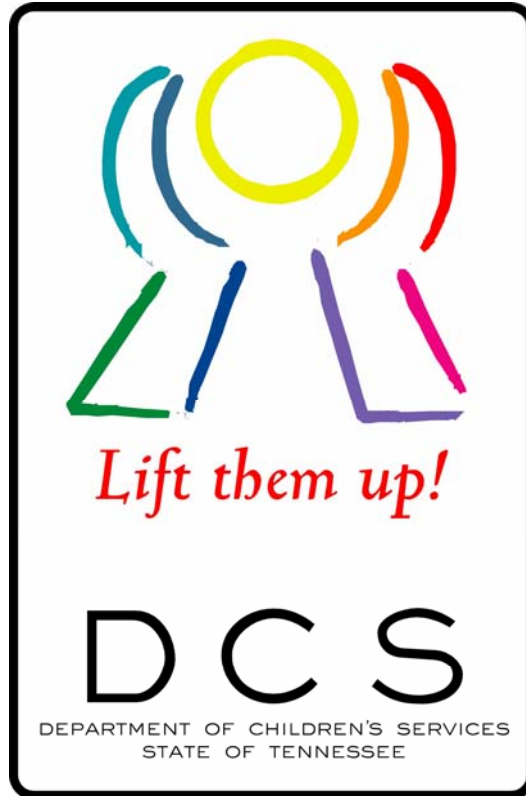
TN KIDS: A statewide database application developed by the TN Department of Children's Services to provide efficient access to information about children and families served by DCS.

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

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

Acronyms

AFCARS	Adoption and Foster Care Analysis Reporting System	IEPA	Inter-ethnic Placement Act
ASFA	Adoption and Safe Families Act	MCO	Managed Care Organization
BHO	Behavioral Health Organization	MEPA	Multi-ethnic Placement Act
CA/N	Child Abuse/Neglect	MHDD	Tennessee's Department of Mental Health and Developmental Disabilities
CAPTA	Child Abuse Prevention and Treatment Act	NCANDS	National Child Abuse and Neglect Data System
CASA	Court Appointed Special Advocate	PAR	Program Accountability Review
CCFR	Commissioner's Case File Review	PATH	Parents as Tender Healers (training course for foster and adoptive parents)
CFSR	Child and Family Services Review	PCP	Primary Care Physician
ChiPFInS	Children's Plan Financial Information System	PPLA	Planned Permanent Living Arrangement
COE	Centers of Excellence	R&D	DCS Division of Research and Development
CPIT	Child Protective Investigation Teams	QA/CQI	Quality Assurance/Continuous Quality Improvement
CPORT	Children's Program Outcome Review Teams	REACT	Resources for Adoptable Children in Tennessee
CPS	Child Protective Services	SACWIS	Statewide Automated Child Welfare Information System
CSA	Community Services Agencies	SIU	Special Investigative Unit
CWLA	Child Welfare League of America	SSBG	Social Service Block Grant
DCDC	Detailed Case Data Component	STARS	Tennessee's state accounting system
DCS	Department of Children's Services	TFCA	Tennessee Foster Care Association
DHHS	U.S. Department of Health and Human Services	TANF	Temporary Assistance for Needy Families
DOE	Tennessee's Department of Education	TCA	Tennessee Code Annotated
DOH	Tennessee's Department of Public Health	TCCY	Tennessee Commission on Children and Youth
EPSDT	Early Periodic Screening, Diagnosis and Treatment	TCFPT	Tennessee Child Fatality Prevention Teams
FCIP	Family Crisis Intervention Program	TennCare	Tennessee's version of Medicaid
FSA	Field System Administrators	TN	Tennessee
FSS	Family Support Services	TNKids	DCS's SACWIS
FY	Fiscal Year	TPR	Termination of Parental Rights
GED	General Education Development Diploma		
ICPC	Interstate Compact on the Placement of Children		
IDEA	Individuals with Disabilities Education Act		



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Viola P. Miller, Commissioner



Department of Children's Services, Publication Authorization No. 359074 , April 2007;