



CONTINUITY OF OPERATIONS PLAN (COOP)

Tennessee Department of Children's Services

June 2020

State of Tennessee
Department of Children's
Services
UBS Building, 10th Floor
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Nashville, TN 37243



Department of
Children's Services

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Annual Review Table

Element(s) Reviewed	Date of Review	Individual(s) Conducting Review
Continuity Plan	June 8, 2018	Shawn Howard, Julie Rotella, and Commissioner Hommrich
Continuity Plan		Michael Flanery-Gray, Commissioner Nichols

Document Change Table

Change #	Section	Date of Change	Individual Making Change	Description of Change
1	Entire Plan	June 8, 2018	Shawn Howard	Conversion from old plan
2	Appendix B	Sept. 20, 2018	Michael Flanery	Updated MEF Contact information
3	Appendix B	April 15, 2019	Michael Flanery-Gray	Updated MEF and Contact Information with new personnel
4	Appendix B	June 2020	Michael Flanery-Gray	Updated MEF and Contact Information with new personnel

Document Transmittal Record

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BASIC PLAN

I. PROMULGATION STATEMENT

The Department of Children's Services' mission is to ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community. To accomplish this mission, Department of Children's Services must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Department of Children's Services Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

Key Department of Children's Services personnel who are relocated under this plan are collectively known as the Emergency Relocation Group (ERG). Upon plan activation, these members will deploy to Athens Way or South Central Regional Office. Upon arrival, continuity personnel will establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30-day period or until normal operations can be resumed.

This plan is developed in accordance with guidance in the *National Continuity Policy Implementation Plan*; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 2013; Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Governments*, dated October 2013; Emergency Management Accreditation Program (EMAP), *Emergency Management Standard*, dated April 2016; and other related Directives and guidance.

Jennifer Nichols
Commissioner
Department of Children's Services

II. PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

A. PURPOSE

The Department of Children's Services' mission is to ensure forever families for children and youth by delivering high-quality, evidence-based services in partnership with the community. To accomplish this mission, the Department of Children's Services must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Department of Children's Services Continuity Plan and programs to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the Department of Children's Services missions, personnel, and facilities.

The overall purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies. These conditions have increased the importance of having continuity programs that ensure continuity of essential functions across all levels of government.

B. SCOPE

This Continuity Plan applies to the functions, operations, and resources necessary to ensure the continuation of Department of Children's Services' essential functions in the event its normal operations are disrupted or threatened with disruption and that Department of Children Services is capable of conducting its essential missions and functions under all threats and conditions, with or without warning. This plan applies to all Department of Children's Services personnel, unless specified otherwise. Department of Children's Services staff should be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

C. SITUATION OVERVIEW

According to the National Continuity Policy Implementation Plan, it is the policy of the United States to maintain a comprehensive and effective continuity capability. To that end, by continuing the performance of essential functions through a catastrophic emergency, Department of Children's Services supports the ability of the State of Tennessee to perform the Tennessee Essential Functions (TNEFs) and ensure that essential services are provided to the State's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our state security posture and enable a more rapid and effective response to, and recovery from, an emergency. Continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency.

The Department of Children's Services continuity facilities were selected based on a review of hazard considerations, capability assessments and accessibility requirements. All

facilities within Tennessee are vulnerable to a number of hazard and threat events. The State of Tennessee identifies thirteen hazards of prime concern which all state government continuity plans should consider: drought, earthquake, extreme temperature, wildfire, flood, geologic, severe weather, tornado, communicable disease, dam/levee failure, hazardous materials release, terrorism, and infrastructure incidents. The State of Tennessee Hazard Mitigation Plan provides a complete risk assessment of the thirteen hazards of prime concern along with hazard assessments for state government owned and/or leased properties. The Department of Children's Services Continuity Plan is designed to be capable of continuing essential functions with minimal or no disruption during all types of hazard and threat events.

D. PLANNING ASSUMPTIONS

This Continuity Plan is based on the following assumptions:

- The Department of Children's Services continuity operations must be implementable for emergency events with or without warning.
- Successful implementation of continuity operations requires senior leadership support, tested procedures, and effective communications.
- An emergency condition may require the relocation of the Department of Children's Services' Emergency Relocation Group (ERG) to a designated continuity facility.
- The continuity facility will support the ERG and the continuation of the Department of Children's Services essential functions by available communications and information systems within 12 hours from the time the Continuity Plan is activated, for potentially up to a 30-day period or until normal operations can be resumed
- The Department of Children's Services regional operations, if unaffected, will be available to support actions as directed by the Commissioner, or a successor. However, in the event that ERG deployment is not feasible due to the loss of personnel, the Department of Children's Services will devolve in accordance with the devolution guidelines set forth in this plan.

E. OBJECTIVES

The Department of Children's Services continuity objectives are as follows:

1. Ensuring that an organization can perform its essential functions under all conditions.
2. Reducing the loss of life and minimizing property damage and loss.
3. Executing a successful order of succession with accompanying authorities in the event a disruption renders that organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
4. Reducing or mitigating disruptions to operations.
5. Ensuring there are facilities from where organizations can perform essential functions.
6. Protecting personnel, facilities, equipment, records, and other assets critical to the performance of essential functions in the event of a disruption.
7. Achieving the organization's timely and orderly recovery and reconstitution from an emergency.

8. Ensuring and validating continuity readiness through dynamic and integrated continuity testing, training, exercising, and operational capability.

F. SECURITY AND PRIVACY STATEMENT

This document is “For Official Use Only.” Portions of the Plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act (see 5 United States Code §552, 41 Code of Federal Regulations Part 105-60). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with departmental policies and is not to be released without prior approval of the Commissioner to the public or other personnel who do not have a valid “need to know.”

Some of the information in this Plan, if made public, could endanger the lives and privacy of employees. In addition, the disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the Department of Children’s Services or otherwise impair its ability to carry out essential functions. Distribution of the Continuity Plan in whole or part is limited to those personnel who need to know the information in order to successfully implement the plan.

The Department of Children’s Services’ Office of Communications will distribute copies of the Continuity Plan on a need to know basis. The ERG will be provided both a hard-copy and an electronic version of the plan. The Continuity Plan will also be placed in a folder on a network drive for viewing purposes only. In addition, copies of the Plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated inter-organization continuity effort. Further distribution of the plan is not permitted without approval from the Communications Director or the Commissioner.

The Department of Children’s Services’ Office of Communications will distribute updated versions of the Continuity Plan when applicable, or as critical changes occur. An updated copy of the plan will be provided to the Tennessee Emergency Management Agency (TEMA) on an annual basis, or as needed.

III. CONCEPT OF OPERATIONS

A. PHASE I: READINESS AND PREPAREDNESS

The Department of Children’s Services will participate in a full spectrum of readiness and preparedness activities to ensure personnel can continue essential functions in an all-hazard/threat environment.

- The Department of Children’s Services personnel will familiarize themselves with the contents of this plan and, where applicable, their specific roles and responsibilities. Organizational readiness and preparedness will be maintained by all Department of Children’s Services staff, including training and exercise involvement.
- The Department of Children’s Services personnel will prepare for a continuity event and plan in advance for what to do in an emergency. The www.ready.gov website

provides guidance for developing a Family Support Plan and includes a “Get Ready Now” pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements.

- Alternate continuity facilities will be tested for operational capability annually to ensure the availability of radio, digital and phone line communications.
- The COOP will be integrated into an operation or exercise to test the elements of the plan.
- A specific COOP exercise, as a collective whole, will be conducted on a five (5) year cycle.

B. PHASE II: ACTIVATION

To ensure the ability to attain operational capability at continuity facilities, with minimal disruption to operations, the Department of Children’s Services will execute activation plans as described in the following sections.

Decision Process

Continuity Plan activation is a scenario-driven process that allows flexible and scalable responses to the full spectrum of all-hazards/threats that could disrupt operations with or without warning and during work or non-work hours. Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate. The decision to activate the Department of Children’s Services Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and severity that may occur with or without warning.

In the event that normal operations are interrupted, or if such an incident appears imminent that it becomes necessary to evacuate the Department of Children’s Services facility, the Department of Children’s Services Continuity Plan may be activated by one of the following methods, including the designation of a COOP coordinator if needed:

1. The state governor, or governor’s designee, may initiate continuity activation.
2. The Commissioner, or a designated successor, may initiate the Continuity Plan activation for the entire organization, based on an emergency or threat directed at the organization.

As the decision authority, the Commissioner will be kept informed of the threat environment using all available means, including the State Watch Point within TEMA, regional notification processes, local operations and State and local reporting channels and news media. The Commissioner will evaluate all available information relating to:

1. Direction and guidance from higher authorities
2. The health and safety of personnel
3. The ability to execute essential functions
4. Changes in threat advisories
5. Intelligence reports
6. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
7. The expected duration of the emergency situation

Alert and Notification Procedures

The Department of Children's Services maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

Personnel in the Department of Children's Services will monitor advisory information. In the event normal operations are interrupted or an incident appears to be imminent, the Department of Children's Services will take the necessary steps to communicate the organization's operating status with all staff. Notifications of Continuity Plan activation will be made based on the current Department of Children's Services Organizational Chart via phone tree, mass email notification and Everbridge notification system. The Department of Children's Services personnel will notify their respective family members, next of kin, and/or emergency contacts, as applicable.

Upon the decision to activate the Continuity Plan, the Department of Children's Services will notify all Department of Children's Services personnel, as well as affected and interdependent entities with information regarding continuity activation status, operational and communications status, and the anticipated duration of relocation. These entities include, but are not limited to:

- State Watch Point (615-741-0001)
- All Department of Children's Services employees with instructions and guidance regarding the continuity activation

Notifications to the public will also be made by the Department's Public Information Officer (PIO) to instill a sense of confidence and ease concerns.

Relocation Process

Once the Continuity Plan is activated and personnel are notified, the Department of Children's Services will relocate continuity personnel and Essential Records to the Department of Children's Services continuity facilities if necessary. The Department of Children's Services continuity personnel will deploy/relocate to the continuity facilities to perform the Department of Children's Services' essential functions and other continuity-related tasks. A map and directions to the continuity facility is located in [APPENDIX I/Operational Procedures](#).

Emergency procedures will be implemented as follows:

1. The ERG must move immediately to establish operations to perform the mission. The ERG will move the minimum equipment necessary to begin emergency operations and establish the alternate facility within 12 hours.
2. Continuity personnel, including advance team personnel, if applicable, will depart to the designated continuity facility from the primary operating facility or current location.
3. Non-continuity personnel present at the primary operating facility or another location will receive instructions from the Commissioner. In most scenarios, non-continuity personnel will be directed to proceed to their homes or other Department of Children's Services facilities to wait for further guidance.
4. At the time of notification, if available, information will be provided regarding safety precautions and routes to use when leaving the primary operating facility.

Non-continuity personnel may be required to replace or augment continuity personnel during activation. These activities will be coordinated by the ERG, the Commissioner, and the Regional Administrator with the replacement staff on a case-by-case basis. Non-continuity personnel will remain available to replace or augment continuity personnel, as required or until further notice.

In the event of an activation of the Continuity Plan, the Department of Children's Services may need to procure necessary personnel, equipment, and supplies that are not already in place for continuity operations on an emergency basis. The Assistant Commissioner of Finance & Budget maintains the authority for emergency procurement. Instructions for these actions are found in [APPENDIX G/Logistics and Resources](#).

C. PHASE III: CONTINUITY OPERATIONS

Upon activation of the Continuity Plan, the Department of Children's Services will continue to operate at its primary operating facility until ordered to cease operations by the Commissioner. At that time, essential functions will transfer to the continuity facility. The Department of Children's Services should ensure that the continuity plan can be operational within 12 hours of plan activation.

The ERG will be first to arrive at the continuity facility to prepare the site for the arrival of the continuity personnel. Upon arrival at the continuity facility, the ERG will:

1. Ensure infrastructure systems, such as power and heating, ventilating, and air conditioning are functional
2. Establish communications
3. Establish internet services
4. Establish warning systems
5. Secure facility and establish safety and security systems as needed (fire extinguishers, security cameras, locks, etc....)
6. Establish any additional operational and mission-related functions
7. Establish administrative and fiscal support systems

As continuity personnel arrive, the ERG will conduct in-processing to ensure accountability. In-processing procedures are conducted in a central location of the continuity facility, to be determined by the ERG. This location will be clearly labeled and procedures will include, at a minimum: Name, Organization, Position, Phone Number, and Email. In addition, the office will identify all organization leadership available at the continuity facility.

Upon arrival at the continuity facility, and after check-in/in-processing, the Department of Children's Services continuity personnel will:

- Receive all applicable instructions and equipment
- Report to their respective workspace as identified in Appendix D or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of Department of Children's Services' personnel and resources
- Continue Department of Children's Services' essential functions
- Prepare and disseminate instructions and reports, as required
- Comply with any additional continuity reporting requirements within the Department of Children's Services
- If applicable, notify family members, next of kin, and emergency contacts of preferred contact methods and information

A requirement of continuity personnel is to account for all Department of Children's Services personnel. Continuity personnel will utilize the most current Department of Children's Services Organizational Chart/List to account for all personnel. In the event that the primary facility is impaired or evacuated without warning, Department of Children's Services personnel will utilize the phone tree method to check-in with their respective departments.

During continuity operations, the Department of Children's Services may need to acquire necessary personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. The Assistant Commissioner of Finance & Budget maintains the authority for emergency acquisition. Instructions for these actions are found in [APPENDIX G/Logistics and Resources](#).

D. PHASE IV: RECONSTITUTION OPERATIONS

Within 48 hours of an emergency relocation, a Reconstitution Manager/Team will be designated as needed. After receiving approval from the appropriate State and local law enforcement and emergency services, steps will be taken to initiate and coordinate operations to salvage, restore, and recover the Department of Children's Services primary operating facility. Each Department of Children's Services subcomponent will designate a reconstitution point-of-contact (POC) to work with the Reconstitution Team and to update office personnel on developments regarding reconstitution. Names of reconstitution POCs will be provided to the ERG and Commissioner within 48 hours of the Continuity Plan activation

Reconstitution will commence when the Commissioner or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. These reconstitution plans are viable regardless of the level of disruption that originally prompted implementation of the Continuity Plan. Once the appropriate Department of Children's Services authority has made this determination in coordination with other State, local and/or other applicable authorities, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the continuity facility
- Reconstitute the Department of Children's Services primary operating facility and begin an orderly return to the facility
- Begin to establish a reconstituted Department of Children's Services in another facility or at another designated location

Before relocating to the primary operating facility or another facility, appropriate security, safety, and health assessments will be conducted to determine building suitability. In addition, all systems, communications and other required capabilities will be verified and that the Department of Children's Services is fully capable of accomplishing all essential functions and operations at the new or restored primary operating facility.

Upon a decision by the Commissioner, or other authorized person, that the Department of Children's Services primary operating facility can be reoccupied, or that Department of Children's Services will be reestablished in a different facility, the Office of Human Resources and the Office of Finance & Budget, or authorized authority, will:

- Notify the Stakeholders/Partners when available, and other applicable operations centers with information regarding continuity activation status, the Department of Children's Services continuity facility, operational and communication status, and anticipated duration of relocation.
- Develop space allocation and facility requirements.
- Notify all personnel that the emergency or threat of emergency has passed and actions required of personnel in the reconstitution process.
- Coordinate with the applicable facility management group to obtain office space for reconstitution, if the primary operating facility is uninhabitable.
- Develop procedures, as necessary, for restructuring staff

The Department of Children's Services will continue to operate at its continuity facility until ordered to cease operations by the Commissioner, or other authorized person. Essential functions, records and other critical elements will return to the original facility in the same order as displacement.

An After Action Review (AAR) will be held after all elements have been reconstituted to capture corrective actions. The AAR will address the effectiveness of the continuity plans and procedures, identify areas for improvement, document these in the Department of Children's Services corrective action program (CAP), and then develop a remedial action plan as soon as possible after the reconstitution. This is to be completed and maintained by the Emergency Services Coordinator (*see Tennessee Code Annotated 58-2-108*).

E. DEVOLUTION OF CONTROL AND DIRECTION

The Department of Children's Services will be prepared to transfer all of its essential functions and responsibilities to personnel at a different location should emergency events render leadership or staff unavailable to support the execution of Department of Children's Services' essential functions. If deployment of continuity personnel is not feasible due to the unavailability of personnel, temporary leadership of the Department of Children's Services will devolve to its Regional Administrators, as applicable.

The ERG maintains responsibility for ensuring the currency of the Department of Children's Services devolution planning.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Key staff positions within the Department of Children's Services, to include individual continuity members, those identified in the orders of succession and delegation of authority, the Department of Children's Services Continuity Coordinator, continuity managers, and others possess additional continuity responsibilities. The Department of Children's Services has identified the below roles and responsibilities for continuity preparation in advance of a COOP activation. The responsibilities and assignments of all continuity personnel are delineated and can be found in [APPENDIX B/Continuity Personnel](#).

Position	Responsibilities
Commissioner	<ul style="list-style-type: none"> • Provide strategic leadership and overarching policy direction for the continuity program • Implement the Continuity Plan when necessary, or when directed by a higher authority • Update and promulgate orders of succession and delegations of authority • Ensure adequate funding is available for emergency operations • Ensure all organization components participate in continuity exercises
COOP Manager/Coordinator	<ul style="list-style-type: none"> • Coordinate COOP Planning process • Serve as the COOP program point-of-contact • Coordinate with leadership personnel on policy, development, approval, and maintenance of the COOP and integration of other emergency plans • Provide departmental information on essential functions, systems, personnel, and records for COOP planning • Conduct reviews of COOP documents, materials, and the plan • Update Continuity Plan annually
Records Manager	<ul style="list-style-type: none"> • Review status of Essential Records, files, and databases
Emergency Services Coordinator (ESC)	<ul style="list-style-type: none"> • Implement Emergency Support Function (ESF), if applicable
Communications/IT Manager(s)	<ul style="list-style-type: none"> • Update telephone rosters monthly • Conduct alert and notification tests

Position	Responsibilities
Continuity Personnel	<ul style="list-style-type: none"> • Be prepared to deploy and support organization essential functions in the event of Continuity Plan implementation • Provide current contact information to manager • Be familiar with continuity planning and know individual roles and responsibilities in the event of Continuity Plan activation • Participate in continuity training and exercises as directed • Have a telework agreement for position, if applicable

The Department of Children’s Services COOP Manager/Coordinator will coordinate with the TEMA COOP Manager for continuity guidance, training and development, to ensure continuity preparation.

V. DIRECTION, CONTROL, AND COORDINATION

During activation of the Continuity Plan, the Commissioner maintains responsibility for control and direction of the Department of Children’s Services. Should the Commissioner become unavailable or incapacitated; the organization will follow the order of succession laid out in [APPENDIX F/Orders of Succession/Delegations of Authority](#).

This plan is reviewed and vetted by the Commissioner to ensure vertical integration within the Department of Children’s Services.

VI. DISASTER INTELLIGENCE

During a continuity event, the Department of Children’s Services will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, information that would be collected and reported regardless of incident type can be found in the Essential Elements of Information (EEI) guide, maintained by TEMA. Disaster intelligence will be collected and disseminated from the State Watch Point, State Emergency Operations Center, or local staff by the Emergency Services Coordinator or by the Office of Communications, as applicable.

VII. COMMUNICATIONS

Available and redundant critical communications systems have been identified at both the primary operating and continuity facilities. The Department of Children’s Services

maintains fully capable continuity communications that support organization needs during all hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. All Department of Children's Services' necessary and required communications and IT capabilities should be operational within 12 hours of continuity activation.

Additional detailed information on the Department of Children's Services' communications systems and requirements is found in [APPENDIX E/Continuity Communications](#).

VIII. PLAN DEVELOPMENT AND MAINTENANCE

The ERG is responsible for maintaining the Department of Children's Services Continuity Plan. Development, maintenance and annual review of continuity capabilities will be carried out in accordance with Department of Children's Services policies and procedures.

Plan Review

The Continuity Plan, Department of Children's Services essential functions, and supporting activities, will be reviewed by the Commissioner and updated annually in the Annual Review Table from the date of publication, as part of the maintenance of continuity plans and procedures. Revision of the plan will be conducted on a five (5) year cycle. The ERG is responsible for the plan review and update.

Non-Headquarters' components of the COOP should be reviewed annually by their respective organization. Updated components will be submitted to Department of Children's Services Central Office.

This plan will be updated or modified when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures and will be revised on a five (5) year cycle. Comments or suggestions for improving this plan may be provided to the Department's COOP Manager.

An updated copy of the plan will be provided to TEMA annually for review.

Record of Changes

Any changes occurring outside of the regular review cycle will be tracked and recorded in the Document Change Table.

Record of Distribution

The Department of Children's Services will maintain records of distribution of the COOP to other agencies and/or stakeholders that do not have regular access in the Document Transmittal Record Table.

IX. AUTHORITIES AND REFERENCES

- 1) The Department of Children's Services Policies and Procedures

- 2) Tennessee Code Annotated
 - a. TCA 37-5 Department of Children’s Services
 - b. TCA 58-2-106 Emergency Management Responsibility and Powers
 - c. TCA 58-2-107 Emergency powers of the Governor
 - d. TCA 58-2-108 Designation of Emergency Services Coordinators
- 3) Homeland Security Presidential Directive 8, *National Preparedness*, dated December 2003.
- 4) Homeland Security Presidential Directive 20, *National Continuity Policy*, dated May 2007.
- 5) Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 2013.
- 6) Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Governments: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions)*, dated September 2013.
- 7) FEMA National Preparedness Directorate’s Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*, dated November 2010.
- 8) Emergency Management Accreditation Program (EMAP), *Emergency Management Standard*, dated April 2016.

APPENDIX A. ESSENTIAL FUNCTIONS

Identification of Essential Functions

The Department of Children's Services has completed the Mission Essential Functions (MEFs) process as identified in CGC 2 to identify those functions that the Department of Children's Services must continue. The Department of Children's Services' MEFs are based on its mission and role in support of the State of Tennessee and the continued performance of the Tennessee Essential Functions (TNEFs), enabling a more rapid and effective response, and recovery from, an incident.

Mission Essential Functions

Organization MEFs are a limited set of their organizational functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities. Using CGC 2 guidance, the Department of Children's Services implemented the MEF identification process to identify and prioritize their organizational MEFs. The Department of Children's Services' MEFs, as validated and approved by the Commissioner, are listed below in priority order.

Department of Children's Services Mission Essential Functions (MEFs)

MEF 1: *Maintain Operations of the Department's Youth Development Centers (YDCs).* Ensure the safety of the youth and the surrounding communities by maintaining a secured facility that operates around the clock, providing essential services, medical attention, and meals to the youth at the facilities, and securely transport the youth, if necessary, to alternate locations. (TNEFs 1, 2, 5, & 8)

MEF 2: *Maintain Operations of the Department's Child Abuse Hotline and Online Reporting.* Provide methods of communication around the clock to the general public to report child abuse or neglect via telephone and/or website. (TNEFs 1, 2, 4 & 5)

MEF 3: *Verify the Safety and Location of Youth in Foster Care, Adoption and/or CPS Assessment.* Social Services/Foster Care Case Managers locate all youth on their caseload, determine the safety of the youth, respond based on level of urgency and need, and ensure appropriate placements are maintained. (TNEFs 1, 2, 4, 5, 6, & 8)

MEF 4: *Verify the Safety and Location of Custodial Youth.* Juvenile Justice Case Managers locate all custodial youth on their caseload, determine the safety of the youth, respond based on level of urgency and need, and ensure appropriate placements are maintained. (TNEFs 1, 2, 4, 5, 6, & 8)

MEF 5: *Maintain Level of Investigations of Child Abuse and/or Neglect.* Child Protective Services Case Managers will continue responding to priority responses to ensure the safety of children while giving PIs the highest priority and working with local law enforcement as needed. (TNEFs 1, 2, 4 & 5)

State of Tennessee Essential Functions

The Tennessee Essential Functions (TNEFs) are comprised of a subset of state government functions representative of the overarching responsibilities of the State of Tennessee, enabling a more rapid and effective response, and recovery from, an incident. The following TNEFs are established and defined for the purpose of the State of Tennessee Continuity of Government (COG) Plan.

Tennessee Essential Functions (TNEFs)
<p>TNEF 1: <i>Maintain Continuity of Government.</i> Ensure the continued functioning of state government and critical government leadership elements, including: succession to key offices; organizational communications (with a priority on emergency communications); leadership and management operations; situational awareness; personnel accountability; and functional and judicial organizations (as necessary).</p>
<p>TNEF2: <i>Provide Visible Leadership.</i> Visible demonstration of leaders effectively dealing with crisis and leading response efforts.</p>
<p>TNEF3: <i>Defend the Constitution of Tennessee.</i> Uphold the legal and governing frameworks established within the State's constitution.</p>
<p>TNEF4: <i>Maintain Effective Relationships with Neighbors and Partners.</i> Maintain relationships and cooperative agreements with federal, state, local, and tribal governments, and private sector and non-profit partners.</p>
<p>TNEF5: <i>Maintain Law and Order.</i> Maintain civil order and public safety (protect people and property and the rule of law), by ensuring basic civil rights, preventing crime, and protecting critical infrastructure.</p>
<p>TNEF6: <i>Ensure Availability of Emergency Services.</i> Provide and/or assist local and tribal governments in providing critical emergency services, including emergency management, police, fire, ambulance, medical, search and rescue, hazmat, shelters, emergency food services, recovery operations, and other services as necessary.</p>
<p>TNEF7: <i>Maintain Economic Stability.</i> Manage the overall economy of the State of Tennessee by managing Tennessee's finances and ensuring solvency.</p>
<p>TNEF8: <i>Ensure Availability of Basic Essential Functions.</i> Provide and/or assist in the provision of basic services, including water, power, health care, communications, transportation services, sanitation services, environmental protection, commerce, and other services deemed necessary for life sustainment, economic viability and public safety. These are critical services necessary to sustain the population and that must continue or be restored quickly to provide for basic needs.</p>

APPENDIX B. CONTINUITY PERSONNEL

The Department of Children’s Services has identified and designated those positions and personnel judged to be critical to organization operations in any given emergency situation as continuity personnel. Those designated as continuity personnel possess the skill sets necessary to perform the Department of Children’s Services’ MEFs and supporting tasks.

In order to continue its essential functions, the Department of Children’s Services has determined the staff positions necessary to relocate under Continuity Plan activation. The Office of Human Resources is responsible for maintaining roster currency and ensuring personnel are matched against needed positions.

Each continuity member is selected based upon:

- The predetermined essential functions that must be performed, regardless of the operational status of the Department of Children’s Services’ primary operating facility
- The member’s knowledge and expertise in performing these essential functions
- The member’s ability to rapidly deploy to the relocation site in an emergency situation

Function	Title/ Position
MEF 1 <i>Maintain Operations of the Department’s Youth Development Centers (YDC)</i>	1. Deputy Commissioner of Juvenile Justice
	2. Executive Director of Juvenile Justice
	3. Superintendent
	4. Administrator on Duty

Function	Title/ Position
MEF 2 <i>Maintain Operations of the Department’s Child Abuse Hotline and Online Reporting.</i>	1. Deputy Commissioner of Child Safety
	2. Program Director 3
	3. Team Coordinators

Function	Title/ Position
MEF 3 <i>Verify the Safety and Location of Youth in Foster Care, Adoption and/or CPS Assessments.</i>	1. Deputy Commissioner of Child Programs
	2. Regional Administrators
	3. Deputy Regional Administrators
	4. Team Coordinators

Function	Title/ Position
MEF 4 <i>Verify the Safety and Location of Custodial Youth.</i>	1. Deputy Commissioner of Juvenile Justice
	2. Executive Director of Juvenile Justice
	3. Juvenile Justice Program Director-West
	4. Juvenile Justice Program Director-Middle
	5. Juvenile Justice Program Director-East

Function	Title/ Position
MEF 5 <i>Maintain Level of Investigations of Child Abuse and/or Neglect.</i>	1. Deputy Commissioner of Child Safety
	2. Executive Director of Child Safety
	3. State Director Of Investigations and Special Investigations Unit
	4. Deputy Director of Investigations
	5. Regional Investigations Director

Continuity Personnel			
Title/ Position	Name	Phone Number & Email	Additional Information
Commissioner	Jennifer Nichols	Jennifer.Nichols@tn.gov 615-741-9701	MEFs 1-5
Deputy Commissioner of Child Safety	Dimple Dudley	Dimple.Q.Dudley@tn.gov 731-286-8304	MEFs 2 & 5
Deputy Commissioner of Child Programs	Sandra Wilson	Sandra.X.Wilson@tn.gov 615-253-4359	MEF 3
Deputy Commissioner of Juvenile Justice-Interim	David McGriff	David.McGriff@tn.gov 615-253-7350	MEFs 1 & 4
Assistant Commissioner of Finance & Budget	Mohamed El-Kaissy	Mohamed.El-Kaissy@tn.gov 615-532-8340	MEFs 1-5
Executive Director of Child Safety	Carla Aaron	Carla.Aaron@tn.gov 615-351-3396	MEFs 2 & 5
Executive Director of Juvenile Justice	Misty Neeley	Misty.Neeley@tn.gov 615-202-5098	MEFs 1 & 4
Juvenile Justice Program Director-West	Tyran Copeland	Tyran.Copeland@tn.gov 615-557-3869	MEF 4
Juvenile Justice Program Director-Middle	Lisa Earls	Lisa.L.Earls@tn.gov 615-210-9493	MEF 4
Juvenile Justice Program Director-East	Shannon Romans	Shannon.Romans@tn.gov 615-636-8688	MEF 4
YDC Superintendent	Michael Peeler	Michael.Peeler@tn.gov 901-466-3268	MEF 1
Administrator on Duty	Amy Barcroft	Amy.Barcroft@tn.gov 901-466-3267	MEF 1

Child Abuse Hotline Program Director 3	Heather Ray	Heather.Ray@tn.gov 615-741-8458	MEF 2
Child Abuse Hotline Team Coordinator	Jamie Sloan	Jamie.Sloan@tn.gov 615-741-8645	MEF 2
Child Abuse Hotline Team Coordinator	Shavonne Westerfield	Shavonne.Westerfield@tn.gov 615-741-8771	MEF 2
State Director of Investigations	Amy Koslick	Amy.Koslick@tn.gov 615-741-9918	MEF 5
Deputy Director Of Investigations	Pierce Beckham	Pierce.Beckham@tn.gov 615-741-1135	MEF 5
CPS Statewide Director	Jamie Greene-Lamb	Jamie.Greene-Lamb@tn.gov 615-761-7209	MEF 5
CPS Statewide Director	Mary Duke	Mary.Duke@tn.gov 731-343-2280	MEF 5
CPS Statewide Director	DeShawn Harris	Deshawn.Harris@tn.gov 901-201-0319	MEF 5
CPS Statewide Director	Kim Garland	Kim.Garland@tn.gov 423-430-7795	MEF 5
CPS Statewide Director	Angel Miller	Angel.Miller@tn.gov 931-472-8437	MEF 5
Regional Administrator-Knox	Charles Baumgardner	Charles.R.Baumgardner@tn.gov 865-201-2463	MEF 3
Deputy Regional Administrator-Knox	Ashley Westaway	Ashley.Westaway@tn.gov 865-323-5302	MEF 3
Regional Administrator-Mid-Cumberland	Lisa Brookover	Lisa.Brookover@tn.gov 615-476-7185	MEF 3

Deputy Regional Administrator-Mid-Cumberland	Carol Beech	Carol.Beech@tn.gov 615-206-6617	MEF 3
Regional Administrator-Tennessee Valley	Joseph Combs	Joseph.Combs@tn.gov 423-973-1001	MEF 3
Deputy Regional Administrator-Tennessee Valley	Elleni Dimopoulos	Elleni.Dimopoulos@tn.gov 423-443-6295	MEF 3
Regional Administrator-Smoky Mountain	Wendy Forster	Wendy.Forster@tn.gov 423-312-9748	MEF 3
Deputy Regional Administrator-Smoky Mountain	Antonia Zimmer	Antonia.Zimmer@tn.gov 865-201-6375	MEF 3
Regional Administrator-Shelby	Merlene Hyman	Merlene.Hyman@tn.gov 901-569-3432	MEF 3
Deputy Regional Administrator-Shelby	Angela Johnson	Angela.L.Johnson@tn.gov 901-603-1734	MEF 3
Deputy Regional Administrator-Shelby	Tammie Williams	Tammie.Williams@tn.gov 901-229-3855	MEF 3
Regional Administrator-Northeast	Sherri Lawson	Sherri.Lawson@tn.gov 423-534-9978	MEF 3
Deputy Regional Administrator-Northeast	April Osborne	April.Osborne@tn.gov 423-202-4032	MEF 3
Regional Administrator-Northwest	Bret Brooks	Bret.Brooks@tn.gov 731-621-9447	MEF 3
Deputy Regional Administrator-Northwest	Donna Lorhorn	Donna.Lorhorn@tn.gov 731-289-5106	MEF 3
Regional Administrator-East	Marcy Martin	Marcy.Martin@tn.gov 865-250-5029	MEF 3
Deputy Regional Administrator-East	Renick Colson	Renick.Colson@tn.gov 865-250-5019	MEF 3

Regional Administrator-Upper Cumberland	Cheri Richards	Cheri.Richards@tn.gov 931-252-8083	MEF 3
Deputy Regional Administrator-Upper Cumberland	Rebecca Adcock	Rebecca.Adcock@tn.gov 931-434-1184	MEF 3
Regional Administrator-South Central	Tammy Dixon	Tammy.Dixon@tn.gov 931-797-5954	MEF 3
Deputy Regional Administrator-South Central	Jamie Brown	Jamie.Brown@tn.gov 931-212-8794	MEF 3
Regional Administrator-Davidson	Kerelynn Davis	Kerelynn.Davis@tn.gov 615-636-2336	MEF 3
Deputy Regional Administrator-Davidson	Tiwana Woods	Tiwana.Woods@tn.gov 615-804-2801	MEF 3
Regional Administrator-Southwest	Roger Webster	Roger.Webster@tn.gov 731-514-5343	MEF 3
Deputy Regional Administrator-Southwest	Margaret White	Margaret.White@tn.gov 731-343-5477	MEF 3
Team Coordinator-Knox	Greg Freeman	Gregory.Freeman@tn.gov 865-617-9718	MEF 3
Team Coordinator-Knox	Heather Schad	Heather.Schad@tn.gov 865-307-2927	MEF 3
Team Coordinator-Knox	Jeff Olkowski	Jeffrey.Olkowski@tn.gov 865-207-9357	MEF 3
Team Coordinator-Mid-Cumberland	Kathy Shannon	Kathy.Shannon@tn.gov 615-879-1334	MEF 3
Team Coordinator-Mid-Cumberland	Heather Wyatt	Heather.Wyatt@tn.gov 931-401-0393	MEF 3
Team Coordinator-Mid-Cumberland	Sherrita Grayson	Sherrita.Grayson@tn.gov 615-626-7151	MEF 3

Team Coordinator-Mid-Cumberland	Taminko Amuzu	Taminko.Amazu@tn.gov 615-351-4176	MEF 3
Team Coordinator-Mid-Cumberland	Brandon Galloway	Brandon.Galloway@tn.gov 615-626-8016	MEF 3
Team Coordinator-Mid-Cumberland	Ericka Lewis	Ericka.Lewis@tn.gov 615-218-4136	MEF 3
Team Coordinator-Mid-Cumberland	Leann Smith	Leann.Smith@tn.gov 615-969-8367	MEF 3
Team Coordinator-Tennessee Valley	Shaye Rogers	Shaye.Rogers@tn.gov 423-358-3649	MEF 3
Team Coordinator-Tennessee Valley	Lisa Starkey	Lisa.Starkey@tn.gov 423-762-5401	MEF 3
Team Coordinator-Tennessee Valley	Nikki Harris	Nikki.Harris@tn.gov 423-718-8496	MEF 3
Team Coordinator-Tennessee Valley	Tara Torbett-McNelley	Tara.Torbett-McNelley@tn.gov 423-702-1331	MEF 3
Team Coordinator-Tennessee Valley	Tina Mercer Brown	Tina.MercerBrown@tn.gov 423-240-0686	MEF 3
Team Coordinator-Smoky Mountain	Sukanda Langley	Saukanda.Langley@tn.gov 865-410-2811	MEF 3
Team Coordinator-Smoky Mountain	Laura Dockery	Laura.Dockery@tn.gov 865-206-6866	MEF 3
Team Coordinator-Smoky Mountain	Amanda Dunn	Amanda.Dunn@tn.gov 423-318-6020	MEF 3
Team Coordinator-Smoky Mountain	Aimee Jackson	Aimee.Jackson@tn.gov 865-696-7151	MEF 3
Team Coordinator-Smoky Mountain	Jaclyn Anderson	Jaclyn.Anderson@tn.gov 865-318-4583	MEF 3

Team Coordinator-Shelby	Tawanna Leland	Tawanna.Leland@tn.gov 901-229-0966	MEF 3
Team Coordinator-Shelby	Terri Davis-Waller	Terri.Davis-Waller@tn.gov 901-208-5008	MEF 3
Team Coordinator-Northeast	Pamela Winters	Pamela.Winters@tn.gov 423-202-2679	MEF 3
Team Coordinator-Northeast	Pam Harr	Pam.Harr@tn.gov 423-341-1194	MEF 3
Team Coordinator-Northwest-Vacant			MEF 3
Team Coordinator-Northwest	Stephanie Coleman	Stephanie.M.Coleman@tn.gov 731-621-3817	MEF 3
Team Coordinator-Northwest	Michelle Cash	Michelle.Cash@tn.gov 731-446-3351	MEF 3
Team Coordinator-East	Rebecca Woods	Rebecca.Woods@tn.gov 865-206-6875	MEF 3
Team Coordinator-East	Donna Valandingham	Donna.Valandingham@tn.gov 423-494-5049	MEF 3
Team Coordinator-East	Patricia Trentham	Patricia.Trentham@tn.gov 865-250-5026	MEF 3
Team Coordinator-East	Jay Cash	Jay.Cash@tn.gov 865-271-8533	MEF 3
Team Coordinator-Upper Cumberland	Tonya Scott	Tonya.Scott@tn.gov 931-265-2345	MEF 3
Team Coordinator-Upper Cumberland	Jennifer Friel	Jennifer.Friel@tn.gov 931-267-3873	MEF 3
Team Coordinator-Upper Cumberland	Doris Denton	Doris.Denton@tn.gov 931-854-7125	MEF 3

Team Coordinator-Upper Cumberland	Felicia Harris	Felicia.Harris@tn.gov 931-260-5204	MEF 3
Team Coordinator-South Central	Tish Barkley	Lacretia.Barkley@tn.gov 931-797-5935	MEF 3
Team Coordinator-South Central	Lawanda Meneese	Lawanda.Meneese@tn.gov 931-797-5976	MEF 3
Team Coordinator-South Central	Melissa Lowe	Melissa.Lowe@tn.gov 931-698-4540	MEF 3
Team Coordinator-South Central	Rosalind Crockett	Rosalind.Crockett@tn.gov 931-698-5867	MEF 3
Team Coordinator-Davidson	Maria Pinson	Maria.Pinson@tn.gov 615-517-1735	MEF 3
Team Coordinator-Davidson	Carla Tucker	Carla.Tucker@tn.gov 615-218-6132	MEF 3
Team Coordinator-Davidson	Courtney Ford	Courtney.Ford@tn.gov 615-390-0285	MEF 3
Team Coordinator-Davidson-Vacant			
Team Coordinator-Davidson	Tonya Christensen	Tonya.Christensen@tn.gov 615-218-6399	MEF 3
Team Coordinator-Southwest	Kiszey Golden	Kiszey.Golden@tn.gov 731-225-0460	MEF 3
Team Coordinator-Southwest	Shilana Gant	Shilana.Gant@tn.gov 731-343-2326	MEF 3
Team Coordinator-Southwest	Mendy Harmon	Mendy.Harmon@tn.gov 731-234-3524	MEF
Investigation Coordinator-Northwest	Christy Epsey	Christy.Epsey@tn.gov 731-363-0618	MEF 5

Investigation Coordinator-Knox	Jacque Schultz	Jacque.Schultz@tn.gov 423-774-6092	MEF 5
Investigation Coordinator-Mid-Cumberland	Christina Moody	Christina.Moody@tn.gov 615-351-4334	MEF 5
Investigation Coordinator-Mid-Cumberland	Karmen Davis	Karmen.Davis@tn.gov 931-444-0966	MEF 5
Investigation Coordinator-Northeast	Alisha Singley	Alisha.Singley@tn.gov 865-599-3330	MEF 5
Investigation Coordinator-Smoky	Charles Arms	Charles.Arms@tn.gov 423-921-2649	MEF 5
Investigation Coordinator-East	John Norris	John.Norris@tn.gov 865-816-7690	MEF 5
Investigation Coordinator-Knox	Tracy Davis	Tracy.Davis@tn.gov 865-283-1176	MEF 5
Investigation Coordinator-South Central	Kellie Lusk	Kellie.Lusk@tn.gov 931-212-3781	MEF 5
Investigation Coordinator-Davidson	Christy Blazer	Christy.Blazer@tn.gov 615-917-9369	MEF 5
Investigation Coordinator-Southwest	Marcie Thornton	Marcie.Thornton@tn.gov 731-225-9147	MEF 5
Investigation Coordinator-Tennessee Valley	Joye Layman	Joye.Layman@tn.gov 423-280-5927	MEF 5
Investigation Coordinator-Shelby	Regina Finnie	Regina.Finnie@tn.gov 901-590-9285	MEF 5
Investigation Coordinator-Shelby	Kathy Perry	Kathy.Perry@tn.gov 901-590-6589	MEF 5
Investigation Coordinator-Shelby	Pat Green	Pat.Green@tn.gov 901-305-4368	MEF 5

Investigation Coordinator-Shelby	Latasha Sloan	Latasha.Sloan@tn.gov 901-233-7032	MEF 5
Investigation Coordinator-Shelby	Lisa Davis	Lisa.R.Davis@tn.gov 901-233-7727	MEF 5
Investigation Coordinator-SIU-West	Kirsten Turner	Kirsten.Turner@tn.gov 901-212-5171	MEF 5
Investigation Coordinator-East	Joe Pinkerton	Joseph.Pinkerton@tn.gov 865-228-2766	MEF 5
Investigation Coordinator-Upper Cumberland	James Payne	James.L.Payne@tn.gov 615-289-5156	MEF 5
Investigation Coordinator-Upper Cumberland	Stephanie Elliot	Stephanie.Elliot@tn.gov 901-482-5796	MEF 5

APPENDIX C. ESSENTIAL RECORDS MANAGEMENT

“Essential Records” refers to information systems and applications, electronic and hard copy documents, references, and records, to include classified or sensitive data, needed to support MEFs during a continuity event. This includes:

- Identification and protection those records that specify how the organization will operate in an emergency or disaster
- Identification of those records necessary to the organization’s continuing operations
- Identification of those records needed to protect the legal and financial rights of the organization

Identifying Essential Records

The Strategic Technology Solutions is responsible for the transfer and protection of the Department of Children’s Services’ electronic databases, including adequate backup when necessary. Within 12 hours of activation, continuity personnel at the continuity facility should have access to the appropriate media for accessing Essential Records, including:

- A local area network
- Electronic versions of Essential Records
- Supporting information systems and data
- Internal and external email and email archives
- Paper copies of Essential Records

The Department of Children’s Services maintains an Essential Records Plan (ERP) packet/collection that will be maintained and updated to ensure continuity if the primary operating facility is damaged, destroyed, or unavailable. The packet includes, at a minimum:

- List of the Department of Children’s Services’ ERG members with up-to-date phone numbers
- An Essential Records inventory, including updates to the Essential Records
- Necessary keys or access codes
- The Department of Children’s Services continuity facility locations
- A copy of the Department of Children’s Services’ COOP

Maintenance and Protection of Essential Records

The protection of Essential Records is essential to ensuring the records are available during a continuity event, thus enabling an organization to perform their MEFs. Appropriate protections for Essential Records will be provided by the Office of Finance & Budget’s Division of Records and will include dispersing those records to other organization locations, or storing those records offsite. The Office of Finance & Budget’s Division of Records, Strategic Technology Solutions, and Facilities are responsible for providing access requirements and lists of sources of equipment necessary to access the records (this may include hardware and software, Internet access, and/or dedicated telephone lines).

When determining and selecting protection methods, the Department of Children's Services has taken into account the specific protections needed by different kinds of storage media. Essential Records will be maintained in the following:

- On/At the Regional Drive
- On external hard drive
- At the Primary and Alternate Continuity Locations

The ERP, and any additional applicable records, will be maintained and reviewed annually by the ERG Members. Deputy Commissioners and Assistant Commissioners shall provide updates to their respective documents to the ERG members when modified/updated. These records, and any copies, will be securely maintained and updated so it is easily accessible to appropriate personnel when needed.

The Department of Children's Services has identified the following as vital to its operations:

Vital File, Record	Description	Form of Record	Storage/Transport Method	Maintenance Frequency
Delegations of Authority	Directive	Paper and/or Electronic	Pre-positioned	Annually
Electronic Data	Online Drive	Paper and/or Electronic	Pre-positioned	Quarterly
Emergency Plans	Directive	Paper and/or Electronic	Pre-positioned	Annually
Fiscal, Budget, and Grant Data	Directives and Reports	Paper and/or Electronic	Hand Carried	Annually
Forms	Online Drive	Paper and/or Electronic	Pre-positioned	Quarterly
Legal and Regulatory Authorities	Directives	Electronic and/or Books	Pre-positioned	Annually
Letters and Memoranda	Online Drive and Office Files	Paper and/or Electronic	Hand Carried	Annually
Memorandum of Understanding and Memorandum of Agreements	Online Drive and Office Files	Paper and/or Electronic	Hand Carried	Annually
Systems Manuals	Operating Guides	Paper and/or Electronic	Prepositioned	As needed
Telephone Directories and Listings	Online Drive	Paper and/or Electronic	Hand Carried	Quarterly

Vital File, Record	Description	Form of Record	Storage/Transport Method	Maintenance Frequency
Working Documents	Online Drive and Office Files	Paper and/or Electronic	Hand Carried	Quarterly

APPENDIX D. CONTINUITY FACILITIES

The Department of Children's Services has designated continuity facilities as part of its Continuity Plan and has prepared continuity personnel for the possibility of unannounced relocation to the site(s) to continue performance of essential functions.

The Department of Children's Services continuity facilities is/are designated based on consideration of mission essential functions and the ability to accommodate personnel and equipment. To avoid disruption to operations, the following alternate facilities will be utilized:

1. Plaza Tower (Athens Way)

A map of the surrounding area, including directions and route from the primary operating facility, is found in [APPENDIX I/Operational Procedures](#). Additional facility details are as follows:

a. Location: 200 Athens Way, Nashville, TN. 37243

Facility Amenities: The alternate site includes the following amenities:

Suite A, 2nd Floor – Mid-Cumberland Regional Office.

6 Offices

2 Enclaves

1 Large & 1 Small Conference Room

1 Training Room with Storage Closet & 1 Projector

2 Storage Rooms & 3 File Rooms

1 Waiting Room

Suite B, 2nd Floor – Admin Procedures

3 Offices

2 Client Restrooms & 2 Closets

Small Breakroom with 1 Microwave and 1 Fridge

1 Hearing Room

1 Waiting Room Appellant 1 Waiting Room Victim

Receptionist Room

Suite C, 2nd Floor – Davidson

3 Offices

1 Waiting Room

1 Viewing Room & 1 Visitation Room

3 Enclaves

1 File Room & 3 Storage Rooms & 1 Mailroom

1 Large Conf. Room

Receptionist Room

Large Training Room with Projector and Storage Room

Suite D, 2nd floor, SIU

2 Offices

Waiting Room

1 Interview Room

1 File Room & Copy Room

1 Conference Room

Suite E, 2nd Floor, Hotline

1 Waiting Room

1 Training Room with Projector

Large Men & Women Restrooms

1 Breakroom with 2 Microwaves & 2 Fridges

1 Workroom & 1 Storage Room

3 Offices & 2 Interview Room

1 Large and Small Conference Room

Sleeping Bags and Pillow for emergencies

Suite C, 3rd Floor Training

1 Waiting Room with 1 Vending Machine

Tech Room is now GTI Training Room

1 File Room & Supply Room & 1 Workroom

2 Conf. Rooms

8 Offices

2 Enclaves

4 Training Rooms and Projectors

1 breakroom with 1 Microwave and 1 Fridge

2 shared Vending Machine inside entrance to Freight Elevator

Shared with DHS Men and Women Restrooms

Shared spaces on the 2nd Floor

1 Large, Medium, & Small Conference

1 Large Breakroom with 3 Microwaves, 2 Fridges and 2 Vending Machines

1 Wellness Room

Large Men and Women's Restroom

1 Storage Room

29 Reserved Parking spaces in the garage

More the adequate parking behind the building for staff
All suites have Secure Door Access, Wi-Fi, & First Aid Kits.

Building extra features

1 hour parking for visitor at the entrance to the building

There are showers in the building basement

Building has and onsite vendor that sell Coffee, Smoothies & Pastries etc.

ATM is located in the Deli of the adjoining building.

- b. Facility Management: This facility is rented by the Department of Children's Services. For facility coordination needs, contact:

Mike Boshers – DCS Facility Director
Coordinator

Pat Braden- EAP Statewide

Phone: 615- 354-3049

Phone: 615-727-3391

Email: Mike.Boshers@tn.gov

Email: Pat.Braden@tn.gov

- c. Security Management: Security at the alternate site is provided by Walden Security. During a continuity event site security will be provided Monday to Friday from 7:30am to 6:00pm. For security needs, contact:

Security Office

Phone: 615-782-8491

Pager: 615-272-0035

- d. Medical Support: In case of a medical emergency, the closest hospital is St. Thomas – Midtown at 2000 Church Street, Nashville, TN 37236. This is an approximately 4.0 mile and 10 minute drive from the alternate site.

2. South Central Regional Office

A map of the surrounding area, including directions and route from the primary operating facility, is found in APPENDIX I/*Operational Procedures*. Additional facility details are as follows:

- a. Location: 1400 College Park Drive, Suite A, Columbia, TN 38401.

Facility Amenities: The alternate site includes the following amenities:

- # of rooms – (3) Maintenance, (1) Janitorial, (2) Visitation, (1) Viewing, (6) Conference (large & small), (2) File (large & small), (13) Hard wall Offices
- # of restrooms – (1) Men w/3 stalls, (1) Women w/4 stalls, (1) Drug Testing Room, the building entrance has 1 men's restroom & 1 women's restroom for the public
- # of refrigerators – DCS has 2 refrigerators
- Kitchen area – 1 breakroom we share with DHS
- Vending machines – (2) Drink, (1) Snack
- Secure door access – DCS has 2
- Wi-Fi access - yes
- Projectors – DCS has 2
- Reserved parking lot – The whole building has 8 handicapped parking spaces
- Sleeping quarters - None
- First aid kits – these are housed in 2 different areas of the building

- ATM - None
- Showers - None
- b. **Facility Management:** This facility is rented by the Department of Children’s Services. For facility coordination needs, contact:

Mike Boshers – DCS Facility Director Coordinator Phone: 615- 354-3049 Email: Mike.Boshers@tn.gov	Pat Braden- EAP Statewide Coordinator Phone: 615-727-3391 Email: Pat.Braden@tn.gov
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- c. **Security Management:** Security at the alternate site is not provided. During a continuity event site security will be provided as needed per request. For security needs, contact:

Mike Boshers – DCS Facility Director Coordinator Phone: 615- 354-3049 Email: Mike.Boshers@tn.gov	Pat Braden- EAP Statewide Coordinator Phone: 615-727-3391 Email: Pat.Braden@tn.gov
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- d. **Medical Support:** In case of a medical emergency, the closest hospital is Maury Regional Medical Center at 1220 Trotwood Avenue, Columbia, TN 38401. This is an approximately 2.4 mile and 5 minute drive from the alternate site.

Continuity Facility Information

The Department of Children’s Services’ continuity facilities provide the following in sufficient quantities to sustain operations for up to 30 days or until normal business activities can be resumed:

- (1) Space and equipment, including computer equipment and software. Facility floor plans and equipment inventory are maintained by Strategic Technology Solutions and Facilities.
- (2) Capability to perform MEFs within 12 hours of plan activation for up to 30 days or until normal operations can be resumed.
- (3) Reliable logistical support, services, and infrastructure systems. Details on these infrastructure systems are available in the Essential Records Plan and provided by Strategic Technology Solutions and Facilities.
- (4) Consideration for health, safety, security, and emotional well-being of personnel.
- (5) Interoperable communications for effective interaction. Additional information on continuity communications is found in [APPENDIX E/Continuity Communications](#) in this plan.
- (6) Capabilities to access and use Essential Records. Additional information on accessing Essential Records is found in [APPENDIX C/Essential Records Management](#) in this plan.
- (7) Systems and configurations that are used in daily activities. IT support at the continuity facility is established and maintained by Strategic Technology Solutions. Details on the systems and configurations are available upon request.
- (8) Emergency/back-up power capability. Details on the power capability are available upon request from Facilities.

Continuity Facility Logistics

The Department of Children's Services' continuity facilities maintain pre-positioned or detailed site preparation and activation plans in order to achieve full operational capability within 12 hours of notification. Further details can be found in [APPENDIX G/Logistics and Resources](#).

The Department of Children's Services does maintain MOAs/MOUs and reviews the MOAs/MOUs annually, as applicable. An MOA/MOU is necessary because the Department of Children's Services has to provide a secured facility in the case one of our Youth Development Centers becomes uninhabitable. A copy of the MOA/MOU is included in the Emergency Records Plans and maintained by the Office of Juvenile Justice.

Continuity Facility Orientation

The Department of Children's Services regularly familiarizes its continuity personnel with its continuity facilities. The Department of Children's Services accomplishes this orientation through site visits, training and deployment exercises, as necessary. This familiarization training is conducted on an annual basis, in accordance with the COOP maintenance schedule.

APPENDIX E. CONTINUITY COMMUNICATIONS

The Department of Children’s Services has identified available and redundant critical communication systems at the continuity facility. Further, the Department of Children’s Services maintains fully capable continuity communications that could support organization needs during all hazards/threats, to include pandemic and other related emergencies, and give full consideration to supporting social distancing operations including telework and other virtual offices. These systems provide the ability to communicate within and outside the organization and are maintained by Strategic Technology Solutions.

Should communication capabilities be affected by an emergency event, the Department of Children’s Services has assigned a high and low priority level to each communication capability. High priority capabilities are the primary communication method assigned to complete the MEFs and low priority capabilities can act as a backup when necessary.

Communication Capability	Supports Mission Essential Function	Current Provider	Priority	Additional Notes
Landline Phones	MEFs 1 & 2	AT&T	High	
Cell Phones	MEFs 1-5	Verizon	High	
Fax Machines	MEFs 1-5	AT&T	Low	
Email	MEFs 1-5	STS	High	
Edison	MEFs 1-5	STS/F&A	Low	
Shared Drives	MEFs 1-5	STS	High	

All of the Department of Children’s Services’ necessary and required communications and IT capabilities should be operational within 12 hours of activation, including communications capabilities to support the organization’s senior leadership while they are in transit to continuity facilities.

APPENDIX F. LEADERSHIP AND STAFF

Orders of Succession

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority. The Office of Human Resources retains a copy of these orders and is responsible for ensuring orders of succession are up- to-date.

The Department of Children's Services' orders of succession are:

- At least three positions deep, where possible, ensuring sufficient depth to ensure the Department of Children's Services' ability to manage and direct its essential functions and operations
- Described by positions or titles, rather than by names of individuals holding those offices
- Included as an essential record, with copies accessible and/or available at both the primary operating facility and continuity facilities.

The Department of Children's Services has identified successors for key leadership positions within the organization:

Position	Designated Successors
Commissioner	1. Deputy Commissioner of Office of Child Safety
	2. Deputy Commissioner of Juvenile Justice
	3. Deputy Commissioner of Child Programs
Deputy Commissioner of Office of Child Safety	1. Executive Director of Office of Child Safety
	2. Director of Office of Child Safety
	3. Program Director 3 – Child Abuse Hotline
Deputy Commissioner of Juvenile Justice	1. Executive Director of Juvenile Justice
	2. Program Director 3 – Juvenile Justice-West
	3. Program Director 3 – Juvenile Justice-Middle
	4. Program Director 3-Juvenile Justice-East
Deputy Commissioner of Child Programs	1. Executive Director 2 of Child Programs
	2. Executive Director 1 of Child Programs
	3. Program Director 3 of Child Programs
Assistant Commissioner of Finance and Budget	1. Fiscal Director 3
	2. Fiscal Director 2
	3. Fiscal Director 2
Chief Information Officer	1. Deputy Director of Communications

In the event of a change in leadership status, the Department of Children’s Services must notify the successors, as well as internal and external stakeholders. In the event the Department of Children’s Services leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the Office of Human Resources will initiate a notification of the next successor in line. Internal and external stakeholders will be notified of the change in leadership, as applicable.

All personnel designated as a successor will be familiar with the authorities and responsibilities associated with the position they are to fill. Successors will obtain the necessary training to meet the required duties and responsibilities of the position. All training is reflected in the Department of Children’s Services training records, maintained by the Office of Human Resources.

Delegations of Authority

Generally, the Department of Children’s Services pre-determined delegations of authority will take effect when normal channels of direction are disrupted and terminate when these channels have resumed.

The Department of Children’s Services has identified the following delegations of authority:

- Orderly succession of officials to the position of Commissioner in the case of the Commissioner absence, a vacancy at that office, or the inability of the Commissioner to act during an emergency or national security emergency.

Chain of Command / Line of Succession	
Order	Title
1	Commissioner
2	Deputy Commissioner of Office of Child Safety
3	Deputy Commissioner of Juvenile Justice
4	Assistant Commissioner of Finance and Budget

The Department of Children's Services' delegations of authorities:

1. Are included as Essential Records
2. Are written in accordance with applicable laws and organization policy, ensuring that the organization's MEFs are performed
3. Outline explicitly, in a statement, the authority of an official to re-delegate functions and activities, as appropriate
4. Delineate the limits of and any exceptions to the authority and accountability for officials

The Department of Children's Services has informed those officials who might be expected to assume authorities during a continuity situation. Those officials who might be expected to assume authorities during a continuity situation will obtain the necessary training to meet the required duties and responsibilities of the position, including authorities for making policy determinations. All training is reflected in the Department of Children's Services training records, maintained by the Office of Human Resources.

APPENDIX G. LOGISTICS AND RESOURCES

The responsible parties for each mission essential function must identify and maintain equipment, supplies, and other necessary resources either at an alternate facility, or with the capability of being relocated quickly in an emergency, to an alternate facility. Pre-positioning and off-site storage should be utilized where feasible.

Examples of resources that must be considered include computer equipment and connections, software, file cabinets, desks, chairs, office supplies, vehicles, telecommunications, information technology support, copies of critical data, and parking accommodations.

The ERG is responsible for moving of equipment and supplies to an alternate location and assisting in set-up as needed. Where feasible and applicable, 'drive-away' kits should be considered, prepared and pre-positioned so that staff will have the basic essential resources needed to conduct essential business.

Budgeting and Acquisition of Resources

The Department of Children's Services budgets for and acquires those resources and capabilities essential to continuity operations. In accordance with applicable directives, the budget will provide for the acquisition of those resources necessary for continuity operations on an emergency basis for up to 30 days, or until normal operations can be resumed.

As part of the continuity budget process, the Department of Children's Services uses a risk management methodology to identify, prioritize, and justify the allocation of budgetary resources. During a continuity event, the budget will be linked directly to the objectives and metrics set forth by the Department of Children's Services leadership, based on the emergency situation. Procurement of resources to fulfill continuity resource requests and capabilities will be fulfilled by the Office of Finance & Budget, or designee.

For those contracts vital to the support of organization essential functions, the Department of Children's Services has identified statewide contracts to include provisions to provide staffing, services, and resources during emergency conditions. Vital contracts, budgetary documentation and policies/directives are maintained by the Assistant Commissioner of Finance and Budget, Assistant Commissioner of Quality Control, and the Commissioner, respectively.

Continuity Facilities

The Department of Children's Services' continuity facilities maintain pre-positioned or detailed site preparation and activation plans in order to achieve full operational capability within 12 hours of notification. These site preparation and activation plans, including the need for housing near the continuity facility, are maintained by the Office of Finance & Budget, Office of Human Resources, Strategic Technology Solutions, the Emergency Services Coordinator, and the Commissioner.

The Department of Children's Services maintains the following procedures for no-warning and with-warning events:

- During a no-warning event, the ERG and continuity personnel are transported to the continuity facility via personal or state vehicle, whichever is applicable.
- During a with-warning event, the ERG team and continuity personnel are transported to the continuity facility via personal or state vehicle, whichever is applicable.

The Strategic Technology Solutions and the Office of Finance & Budget will ensure, at a minimum, that the continuity facilities are equipped with the following resources for all continuity personnel:

- Computer/laptop with internet access
- Phone access (landline and/or cell)
- Adequate workspace
- Necessary Office Supplies

Continuity Personnel

People are critical to the operations of any organization. Selecting the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, emergency employees and other special categories of employees will be activated by the Department of Children's Services to perform assigned response duties. In respect to continuity personnel, the Department of Children's Services has:

- Identified and designated those positions and personnel they judge to be critical to organization operations in any given emergency situation as continuity personnel. A roster of continuity positions is maintained by the Commissioner and the Office of Human Resources and is found in [APPENDIX B/Continuity Personnel](#).
- Identified and documented its continuity personnel. Continuity personnel possess the skills necessary to perform essential functions and supporting tasks. A roster of continuity personnel is maintained by the Commissioner and the Office of Human Resources and is found in [APPENDIX B/Continuity Personnel](#).
- Officially informed all continuity personnel of their roles or designations by providing documentation in the form of a Continuity Roster (see [APPENDIX B/Continuity Personnel](#)) to ensure that continuity personnel know and accept their roles and responsibilities.
- Ensured continuity personnel participate in the organization's continuity testing, training and exercises, as reflected in training records. Training records are maintained by the Office of Human Resources.
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a continuity event.

All Staff

It is important that the Department of Children's Services keeps all staff, especially individuals not identified as continuity personnel, informed and accounted for during a

continuity event. The Department of Children's Services has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- The Department of Children's Services' employees are expected to remain in contact with their respective Supervisor/Branch/Division during any facility closure or relocation situation. Personnel will utilize the phone tree method to check-in with their respective departments.
- The Department of Children's Services ensures staff are aware of and familiar with Human Resources guidance in order to continue essential functions during an emergency. Guidance is provided by the Office of Human Resources.

Accounting for all personnel during a continuity event is of utmost importance. In order to account for all staff, the Department of Children's Services will contact personnel based on the current Department of Children's Services Organizational Chart via phone tree or mass email notification. The Office of Human Resources has the responsibility of attempting contact with those individuals who are unaccounted for. Accountability information is reported to the Emergency Services Coordinator and the Commissioner at one (1) hour increments.

An event that requires the activation of the Continuity Plan may personally affect the Department of Children's Services staff. Therefore, the Office of Human Resources has the responsibility to create any provisions and procedures necessary to assist all staff, especially those who are disaster victims, with special Human Resources concerns following a catastrophic disaster.

Human Resources Considerations

The Department of Children's Services' continuity program, plans, and procedures incorporate existing organization-specific guidance and direction for human resources management, including guidance on pay, leave/time off, work scheduling, benefits, telework, hiring, authorities, and flexibilities. The Office of Human Resources has the responsibility for the Department of Children's Services human resources issues. A copy of these policies and guidance is maintained by the Department of Human Resources (DOHR).

The Department of Children's Services Continuity Coordinator/Manager works closely with the Executive Director of Human Resources to resolve human resources issues related to a continuity event. The Office of Human Resources serves as the Department of Children's Services' Human Resources liaison to work with the Continuity Coordinator or Continuity Manager when developing or updating the organization's emergency plans.

DOHR maintains guidance and direction for personnel on human resources issues, including:

- Additional Staffing
- Work Schedules and Leave/Time Off
- Employee Assistance Program
- Special Needs Employees
- Telework
- Benefits

- Premium and Annual Pay Limitations

Further, DOHR communicates Human Resources guidance for emergencies (pay, leave/time off, staffing, work scheduling, benefits, telework, hiring authorities and other human resources flexibilities) to managers in an effort to help continue essential functions during an emergency.

APPENDIX H. TESTS, TRAINING AND EXERCISES

The Department of Children’s Services has established an effective Testing, Training and Exercise (TT&E) program to support the organization’s preparedness and validate the continuity capabilities, program, and ability to perform essential functions during any emergency. Details on the program can be found in the following documents:

- Department of Children’s Services Training Policy
- Department of Children’s Services Exercise Plan

The testing, training, and exercising of continuity capabilities is essential to demonstrating, assessing, and improving the Department of Children’s Services’ ability to execute continuity programs, plans, and procedures.

- Training familiarizes continuity personnel with their roles and responsibilities in support of the performance of an organization’s essential functions during a continuity event.
- Tests and exercises serve to assess, validate, or identify for subsequent correction, all components of continuity plans, policies, procedures, systems, and facilities used in response to a continuity event. Periodic testing also ensures that equipment and procedures are kept in a constant state of readiness.

The Department of Children’s Services performs the following continuity events at regular intervals:

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test and validate equipment to ensure internal and external interoperability and viability of communications systems	☑			
Test alert, notification, and activation procedures for all continuity personnel	☑			
Test primary and back-up infrastructure systems and services at continuity facilities			☑	
Test capabilities to perform essential functions			☑	
Test plans for recovering Essential Records, critical information systems, services, and data		☑		
Test and exercise of required physical security capabilities at continuity facilities			☑	

Continuity TT&E Requirements	Monthly	Quarterly	Annually	As Required
Test internal and external interdependencies with respect to performance of essential functions			☑	
Train continuity personnel on roles and responsibilities				☑
Conduct continuity awareness briefings or orientation for the entire workforce				☑
Train organization’s leadership on essential functions				☑
Conduct exercise that incorporates the deliberate and preplanned movement of continuity personnel to continuity facilities			☑	
Conduct assessment of organization’s continuity plans and programs and report to findings to the Planning Branch			☑	
Conduct successor training for all organization personnel who assume the authority and responsibility of the organization’s leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation				☑
Train on the identification, protection, and ready availability of electronic and hardcopy documents, references, records, information systems, and data management software and equipment needed to support essential functions during a continuity situation for all staff involved in the Essential Records program				☑
Test capabilities for protecting classified and unclassified Essential Records and for providing access to them from the continuity facility		☑		
Conduct personnel briefings on continuity plans that involve using or relocating to continuity facilities, existing facilities, or virtual offices				☑

The Department of Children's Services formally documents and reports all conducted continuity TT&E events, including the event date, type, and participants. Documentation can also include test results, feedback forms, participant questionnaires, and other documents resulting from the event. Continuity TT&E documentation for the Department of Children's Services is managed by the Emergency Services Coordinator. Further, the Department of Children's Services conducts a comprehensive debriefing or hotwash after each exercise, which allows participants to identify systemic weaknesses in plans and procedures and recommend revisions to the organization's continuity plan.

The Department of Children's Services has developed a Corrective Action Program (CAP) to assist in documenting, prioritizing, and resourcing continuity issues identified during TT&E activities, assessments, and emergency operations. The Department of Children's Services CAP incorporates evaluations, AARs, and lessons learned from a cycle of events into the development and implementation of its CAP and the maintenance and updating of the Department of Children's Services continuity plan. The Department of Children's Services CAP is maintained by the Emergency Services Coordinator.

APPENDIX I. OPERATIONAL PROCEDURES

Operational procedures serve to provide additional information on sections presented in this plan. Attached are tools that will ensure all required tasks are accomplished so that the Department of Children's Services can continue operations at an alternate location.

TABS

- A. Department of Children's Services Policies and Procedures**
- B. Continuity Checklists**
- C. Department of Children's Services Organizational Chart**
- D. Department of Children's Services Personnel Roster & Call List**
- E. Maps and directions to the Continuity Facility**

TAB A.

*Department of Children's Services Policies &
Procedures*

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The Department of Children's Services Policies and Procedures can be found on the Department's Intranet Site and included in the Emergency Records Plan.

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TAB B.

ERG CONTINUITY CHECKLISTS

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All applicable ERG Continuity Checklists are included in the
Emergency Records Plans.

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TAB C.

DEPARTMENT OF CHILDREN'S SERVICES

ORGANIZATIONAL CHART

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The Department of Children's Services Organizational Chart can be found on the Department's Intranet Site and is included in the Emergency Records Plans.

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TAB D.

*DEPARTMENT OF CHILDREN'S SERVICES PERSONNEL
ROSTER & CALL LIST*

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The Department of Children's Services Personnel Roster & Call List is included in the Emergency Records Plans.

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TAB E.

MAPS AND DIRECTIONS TO THE CONTINUITY FACILITIES

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The maps and directions to the Continuity Facilities are included in the Emergency Records Plans.

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APPENDIX J. GLOSSARY

Activation – Once a continuity of operations plan has been implemented, whether in whole or in part, it is considered “activated.”

Organization Head – The highest-ranking official of the primary occupant organization, or a successor or designee who has been selected by that official.

All-Hazards – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

Alternate Facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. “Alternate facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

Business Impact Analysis (BIA) – A method of identifying the effects of failing to perform a function or requirement.

Business Process Analysis (BPA) – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, and facilities inherent in the execution of a function or requirement.

Communications – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, territorial, tribal, and local governments, and the private sector) as necessary to perform their Mission Essential Functions (MEFs).

Continuity – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

Continuity Facilities – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity situation. “Continuity facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

Continuity of Operations – An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions and Primary Mission Essential

Functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Continuity Event – Any event that causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions.

Continuity Personnel – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations

Corrective Action Program – An organized method to document and track improvement actions for a program. The Corrective Action Program (CAP) system is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized After Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

Delegation of Authority – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

Devolution – The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

Essential Functions – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: National Essential Functions, Primary Mission Essential Functions, and Mission Essential Functions.

Facilities – Locations where an organization's leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

Interoperable Communications – Communications that provide the capability to perform essential functions, in conjunction with other organizations/entities, under all conditions.

Leadership – The senior decision makers who have been elected (i.e., the President, State governors) or designated to head a branch of government or other organization.

Memorandum of Agreement/Memorandum of Understanding – Written agreement between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mission Essential Functions – The limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

Orders of Succession – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

Primary Operating Facility – The site of an organization's normal, day-to-day operations;

the location where the employee usually goes to work.

Reconstitution – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

Risk Analysis – The process by which risks are identified and evaluated.

Risk Assessment – The identification and assessment of hazards.

Risk Management – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are fraught with uncertainty.

Telework – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

Testing, Training, and Exercises – Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity situation.

Virtual Offices – An environment where employees are not collocated and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations.

Essential Records – Electronic and hardcopy documents, references, and records that are needed to support essential functions during a continuity situation. The two basic categories of Essential Records are (1) emergency operating records and (2) rights and interests records.

APPENDIX K. ACRONYMS

AAR	After Action Report
BIA	Business Impact Analysis
BPA	Business Process Analysis
CAP	Corrective Action Program
CEP	Comprehensive Exercise Plan
CGC	Continuity Guidance Circular
EMAP	Emergency Management Accreditation Program
ERG	Emergency Relocation Group
ERP	Essential Records Plan
IT	Information Technology
MEF	Mission Essential Function
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MYTEP	Multi-Year Training & Exercise Program
SOP	Standard Operating Procedures
STS	Strategic Technology Solutions
STTEF	State, Territorial, and Tribal Essential Function
TEMA	Tennessee Emergency Management Agency
TEMP	Tennessee Emergency Management Plan
TNEF	Tennessee Essential Function
TT&E	Test, Training, and Exercise