CONTINUITY OF OPERATIONS
(COOP) PLAN

STATE OF FLORIDA
DEPARTMENT OF CHILDREN & FAMILIES
Central Office

For Official Departmental Use Only

May 2006
FOREWORD

The State of Florida is vulnerable to a variety of hazards that threaten its residents, communities and the environment. During these incidents, it is imperative that state government continues to function in order to provide needed services for response, recovery and mitigation. Prior to September 11, 2001, the responsibility for disaster response, including Continuity of Operation Plans (COOP) was left up to individual agencies.

The release of the Governor’s Executive Order 01-262 on September 11, 2001 initiated the process that ultimately resulted in the requirement for state government agencies to prepare formal Continuity of Operation Plans (COOP). This was later codified under § 252.365, Florida Statutes.

Put simply, a COOP plan is a “good business practice” -- part of the fundamental mission of all government agencies to be responsive to the needs of the residents of Florida, particularly in times of emergency. The changing threat to the state and recent emergencies, including localized acts of nature, accidents, technological emergencies, and military or terrorist related incidents, have shifted awareness to the need for viable COOP capabilities that enable agencies to continue their essential functions across a broad spectrum of emergencies. Also, the potential for weapons of mass destruction has emphasized the need to provide the Governor of Florida a capability that ensures continuity of essential government functions across the Executive Branch.

Please give this plan your complete attention. Learn it, train to it and -- although we hope we never have to use it -- be ready to carry out its sole intent: to continue providing for the vulnerable children, families and adults we are privileged to serve during times of crises.

Lucy Hadi
Secretary,
Department of Children & Families
Table of Contents

Section 1.  Introduction        Page 3
Section 2.  Plans and Procedures Page 4
Table 1.  Tallahassee Media Outlets and Phone Numbers  Page 12
Table 2.  Central Office First Responders Staff Roster List Page 13
Table 3.  Central Office Mission Essential Function List Page 14
Table 4.  Order of Succession within the Office of the Secretary Page 15
Table 5.  Recommended items for “Drive-Away” kits Page 16
Section 1. Introduction

A. Purpose
This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the execution of the Florida Department of Children & Families’ mission-essential functions in the event that Tallahassee is threatened or incapacitated, and the relocation of selected Department of Children & Families (DCF) personnel and functions is required. This plan also addresses the Central Office response in support of an emergency affecting a DCF facility outside of Tallahassee.

   Specifically, this plan is designed to:
   1. Ensure that DCF is prepared to respond to emergencies and recover from them.
   2. Assure that DCF is prepared to provide critical services in a post-incident environment.
   3. Establish and enact time-phased implementation procedures to activate various components of the plan to provide sufficient operational capabilities relative to the event or threat thereof.

B. Applicability and Scope
   1. This document is applicable to DCF Central Office personnel.

C. Authority
   1. Sections 252.35(2)(k), 252.35(2)(n), Florida Statutes.
   2. Executive Order 80-29 (Disaster Preparedness), dated April 14, 1980.

D. References

E. Policy
   1. The DCF Secretary will maintain and identify the department’s mission-essential functions and the staff required to support them.
   2. The Emergency Coordinating Officer (ECO) is responsible for the annual review, execution and update of this plan.
   3. The ECO is responsible for scheduling and conducting periodic tests, training, and exercises in coordination with the Districts and Regions relating to the viability and execution of the DCF COOP Plan.
   4. The Assistant Secretary for Operations in conjunction with the ECO is responsible for ensuring that each region/district has a COOP Plan that is integrated into the Department’s overall plan. The Assistant Secretary for Substance Abuse and Mental Health is responsible for ensuring that each Mental Health Institution has a COOP Plan that is integrated into the Department’s overall plan. The Deputy Secretary is responsible for ensuring all CBC lead agencies and other Contracted Services providers have a COOP Plan as part of their contract (see standard contract Section I, para. AA)
5. The ECO will conduct annual site visits to all relocation sites to ensure their readiness for use by Central Office Staff.

Section 2. Plans and Procedures

A. Notification, Time-Phased Activation, and Deployment

1. Notification Procedures. Staff will be alerted to an incident as outlined below:

I. During Working Hours: Information and guidance for DCF employees for potential or actual emergencies during working hours will normally be communicated by e-mail to all Winewood and Northwood employees. Each member of the Senior Leadership Team (Direct Reports to the Secretary) will maintain a roster of employees and a phone tree to facilitate rapid notification of personnel in the event of an emergency. If e-mail is not available, each Assistant Secretary will be responsible for activating these phone trees on direction of the ECO after consultation with the Secretary or Deputy Secretary. If required, the ECO will also activate the Disaster Information Hotline at 1-800-251-7181, creating a voice recording with relevant information for employees to call in and receive. Central Office employees whose work locations are outside of Tallahassee will be advised of the status of the incident as time permits. Personnel who are not at work that day or who are out of the office at the time of notification will be contacted as time permits by phone, e-mail or other means as soon as feasible. Each member of the Senior Leadership Team will designate a member of their staff to track notifications, reporting back to the ECO within 30 minutes as to the status of their respective employees. If phones are not available, or if the situation warrants, the Director of Communications will make every attempt to get the information out to local media listed in Table 1.

II. During Non-Working Hours: On direction of the ECO (after consultation with the Secretary or Deputy Secretary), the Senior Leadership Team will activate their phone trees to provide information and guidance for DCF employees for emergencies during non-working hour emergencies. The Director of Communications will provide relevant information and instructions for employees to local media listed in Table 1. The ECO will also activate the Disaster Information Hotline at 1-800-251-7181, creating a voice recording with relevant information for employees to call in and receive. The Senior Leadership Team will designate a member of their staff to track notifications, reporting back to the ECO within one hour as to the status of their respective employees. The ECO will call Northwood Help Desk and have them initiate an e-mail to all Winewood and Northwood employees informing them of the issue and providing instructions. The intent is to get this word to mobile e-mail device users as quickly as possible.

III. When do I come to work in an emergency? DCF does not use the terms “essential personnel” and “non-essential personnel.” However, the media and others will use these terms in their broadcasts to indicate who
is being required to report for work. We will use the term “First Responders” and “Next Responders” to distinguish between those individuals required in the initial response phases to an incident and those who will be needed at a later time. If you are listed in Table 2 as a member of the Central Office First Responders Group, you will need to report for work in any emergency. The Secretary will make every attempt to rotate the First Responders to provide rest and to take care of personal and family needs. “Next Responders” will be an ad-hoc group of individuals called in based on the specific needs of the incident. All personnel should check the Disaster Information Hotline at 1-800-251-7181 regularly to see which employees are required to report. Do not assume you will not be needed. Check the number at least twice daily.

IV. Central Office First Responders Group (Incident Management Team):
When deemed necessary by the Secretary, or in the event of an incident that occurs without warning, the Central Office First Responders Group will report to the Office of the Secretary’s Large Conference Room in Building 1, Room 202 for further instructions. In the event this facility is not available, the group will assemble as soon as possible in these alternate locations, in descending order: Florida Abuse Hotline training room (Building 5, 4th floor) and DCF Northwood Centre at 1940 N. Monroe St. (Suite 80 Training Center). Note: under the National Incident Management System (NIMS) terminology, this group is called the Incident Management Team. The Director of General Services in conjunction with the Director of the Florida Abuse Hotline will ensure that all First Responders have been granted security access to the required Hotline doors. The Chief Information Officer will provide security access badges for Northwood Centre to each First Responder as well.

V. No warning possible:
If the incident does not allow for warning or notification, the Central Office First Responders should assemble as detailed above. Other employees will follow the instructions of on-scene emergency or law enforcement personnel. Employees should listen for specific instructions and should remain at their office or home until guidance is received, making every attempt to contact their supervisor. The Director of Communications will provide instructions to employees through the local media listed in Table 1 and the ECO will post the same instructions on the Disaster Information Hotline at 1-800-251-7181.

VI. Visitors:
If an incident occurs during working hours, contracted facility security staff (currently Fox Security) will notify the Director (or Assistant Director) of General Services by phone or any other means of all visitors currently in the facility. Appropriate action will be taken to remove these individuals safely from the building. No visitors will be allowed during an incident without permission from the Secretary.

VII. Reconstitution and Termination:
The Secretary, or acting Agency Head, will determine when it is practical and safe to return employees to their original working locations (reconstitution). Once the need for First Responders (and Next Responders, if applicable) is no longer required, the Secretary will dismiss the group to return to their normal duties (termination).
2. Time Phased Activation Procedures.

I. Hurricanes, Tropical Storms, Wildfires, Flooding and other incidents with warning:
In the event of an incident where sufficient warning is available, the Secretary will convene the Central Office First Responders not less than 72 hours prior to the incident affecting Tallahassee to review preparations for the continued provision of essential customer services. Preparations to implement the Central Office COOP Plan will be discussed and reviewed. Relocation of the Technology Center operations to the hot site location in Philadelphia will be considered. If the event may affect other DCF facilities around the state, preparations will be made to support the affected region, district, or institution with additional staff, material, and other support as deemed necessary. Economic Self-Sufficiency (ESS) staff shall begin preparing to request the appropriate Federal waivers for replacement benefits and for Disaster Food Stamps if directed by the Secretary. The Assistant Secretary for Operations will make preparations to provide resources and personnel from non-affected areas to assist with response and recovery in the affected areas. These meetings will continue at a frequency determined by the Secretary.

II. Other incidents (with warning):
The Secretary will convene the Central Office First Responders and determine when and at what level to activate the DCF Central Office COOP Plan. The following scenarios may require a response:

   a. Significant incident affecting one or more of our facilities in the state, but not the Central Office. The Secretary will determine what level of response is required at Central Office to support the field. Regular meetings, briefings, conference calls, and/or Video Teleconferences (VTC’s) may be required to assist with response and recovery in the affected zone or district. ESS staff will prepare to provide replacement or emergency food stamps if deemed necessary. Program staff may need to augment other services in the affected area to vulnerable adults and children.

   b. Significant incident or storm affecting the Central Office. An incident affecting the Winewood Office Complex may require relocation of part or all of the functions performed by Central Office staff.

      (1) Partial Relocation Required: If one or more of the Winewood Buildings are rendered unusable, the Secretary will determine what functions need to be relocated. Alternate space within the Winewood complex or at another local area DCF facility may be used. This plan has been coordinated with building evacuation plans maintained by the Office of General Services.

      (2) Winewood Complex Not Available -- Alternate Facilities Required: The Secretary will direct that the staff responsible for the mission-essential functions listed in Table 3 relocate to an alternate facility. The primary relocation facility for Central Office functions will be the Northwood Centre located at 1940 N. Monroe St. (Suite 80, Training Center). The point-of-contact for Northwood Centre is the Information Security Manager at 850-487-9382. All required office space, computer...
networks, communications and security equipment is available and prepositioned at Northwood. Adequate parking is also available. There are no lodging or dining facilities available, and it is assumed that First Responders would commute to and from their homes in the Tallahassee area. The Assistant Secretary for Administration will make the necessary contractual arrangements for lodging or dining if required. Secondary and tertiary facilities are Florida State Hospital in Chatahoochee and Northeast Florida State Hospital at 7487 S. State Road 121, Macclenny, respectively. Parking, lodging and dining facilities are available. The Administrators of these facilities serve as our points-of-contact and are available as follows: FSH – (850) 663-7536 and NEFSH – (904) 259-6211. In the event that relocation is required, the Director of Executive Staff assisted by the Director of General Services and the Chief Information Officer will make arrangements for transportation, switching of phone lines, notification of all affected stakeholders and employees, rerouting of mail, and other needs as required. The Director of Communications and the ECO will inform employees and customers via the media (see Table 1) and the Disaster Information Hotline at 1-800-251-7181. The Assistant Secretary for Administration shall immediately make arrangements, purchasing agreements and contracts as required in order to sustain operations at the alternate location for up to 30 days if needed. The Director of the Florida Abuse Hotline will implement the Hotline COOP plan and inform the Secretary. If the State Emergency Operations Center (EOC) activates, DCF personnel will assist with manning of Emergency Support Function Six (ESF-6), Mass Care. The ECO will coordinate the response for ESF-6. If the State EOC relocates to its alternate facility at Camp Blanding, the Deputy Secretary (or other person designated by the Secretary) will travel with the EOC group and remain on station at the new location to facilitate communications with the Governor and his staff.

3. **Order of Succession.**
   In the event the Secretary is unavailable or incapacitated, Table 4 lists the order of succession among the Central Office senior leadership. The individuals will be notified verbally, by e-mail or any means available. If the Secretary will be unable to perform his or her duties for more than three working days, the Director of Human Resources will send the appropriate paperwork to EOG formally designating a replacement. This designation will continue until the Secretary returns to work, or until the Governor appoints an interim or new permanent Secretary. The Acting Secretary shall have all authorities vested in the Secretary under Florida Law once approved by EOG. Each member of the senior leadership team (direct reports to the Secretary), Region/District Administrators, and State Mental Health Treatment Facility Administrators shall publish their own order of succession in the event they become incapacitated or are otherwise unable to perform their duties. The only limitation to this plan would be if the Deputy Secretary were required to relocate with the Governor’s staff to the alternate EOC in Camp Blanding, and, at the same time, he or she was required to assume duties as the Secretary. In that case, the Deputy Secretary would be contacted by phone or by sending a message through the EOG staff.

4. **Delegation of Authority.**
   If the Central Office and Senior Leadership Team becomes unavailable as a result of
Continuity of Operations (COOP) Plan

May 2006

Florida Department of Children & Families

8

a sudden event or due to the evacuation of the Tallahassee area, the Region Administrator of the SunCoast Region shall assume duties as Secretary until properly relieved by an individual listed in Table 4 or until instructed to do so by the Secretary or the Executive Office of the Governor (EOG). If the SunCoast leader is unable to perform these duties, the Zone Administrator of the Northeast Zone will assume the duties.

5. **Vital Records and Databases.**
   All information, policy and procedures on DCF’s vital records and databases are addressed in the IT Disaster Recovery Plan. These plans are maintained at the Northwood Centre in the Information Security Manager’s Office. The Chief Information Officer is responsible to the Secretary for this plan and its implementation and will function in coordination with the Secretary to determine when and which steps will be implemented.

6. **Interoperable Communications.**
   All alternate facilities are equipped with the DCF LAN, phones, and appropriate equipment to provide required internal and external communications. These facilities also meet the need for redundant communications equipment in the event systems at the Central Office become temporarily degraded. The Secretary, Deputy Secretary, each DCF District and Mental Health Treatment Facility all have access to satellite phones. The phone numbers are listed in Table 5.

7. **Logistics and Administration.**
   The primary DCF Central Office Headquarters relocation facility has all the required logistics available on-site. The Chief Information Officer will make appropriate office assignments available in the event the Northwood site is required for relocation. It is anticipated that sufficient IT personnel will not be at work during the initial phases of incident response and that office, network and telephone capacity will be readily available. The Director of Executive Staff will create a “drive-away” kit with office and other required supplies to support the Office of the Secretary at the alternate location. In the event that the secondary or tertiary relocation facilities are required, the Institution Administrator shall ensure adequate resources and space are available.

8. **Personnel Issues and Coordination.**
   This plan will be provided to each Central Office employee and posted on the Intranet web page. The ECO will provide each First Responder employee with phone lists, helpful material and a list of suggested additional items to have in incident “drive-away” kits (see Table 6). The ECO shall also provide each Central Office Employee with hurricane readiness educational material prior to June 1 of each year. This information will also address medical, special needs and travel issues. Provisions will be made for the health, safety and emotional well being of employees required to work during an incident and for their families. First Responders will be rotated as soon as it is practical to do so. The Assistant Secretary for Substance Abuse and Mental Health shall arrange for disaster crisis counseling for Central Office personnel as required. The Director of Human Resources shall immediately begin coordination to address pay issues during the
incident and to account for administrative leave and any personnel changes required during the incident.

9. **Security.**
   This plan is for official use only and will not be shared outside of state and local government agencies without the written permission of the Secretary. Physical security at the primary and alternate locations is provided by electronic access cards issued to DCF employees and by on-site Security personnel (currently Fox Security). Provisions for cyber security of data and networks are addressed in IT CFOP’s (CFOP 50-2 and CFOP 50-6, and within the DCF Technology Center Disaster Recovery Plan). Section 2 (A-1-IV) lists responsibilities for ensuring security access for the first responders. Other personnel requiring access to these areas will follow the normal security access procedures.

10. **Test, Training, Exercise and Program Management.**
    Central Office phone trees will be tested bi-annually, including once each May prior to hurricane season. The Central Office staff will participate in the annual Governor’s Hurricane training exercise in May of each year and will be relocated without notice to the alternate facility at Northwood not less than once per year. After each exercise and any real incidents that arise, the ECO will convene a working group to review and incorporate lessons learned. This will result in the COOP Plan being reviewed and updated at least annually.

    New staff members volunteering for work in ESF-6 will complete a three-hour orientation session held by the ECO of the Department of Business and Professional Regulation.

    All new Central Office employees will be given this COOP plan as part of their new employee orientation process with Human Resources.

    The Chief Information Officer will require the DCF Information Security Manager to develop and implement a test plan annually for the Hotsite recovery of the Technology Center systems.

    The Assistant Secretary for Administration, in conjunction with the ECO, will examine any funding requirements to properly maintain a high degree of readiness for the COOP process. This review will take place in May of each year in order to include the request in the Department’s annual Legislative Budget Request.

11. **Deployment of Central Office Personnel.**
    The Secretary may direct the deployment of certain key staff to assist with incident response and recovery. This will be on an ad-hoc basis and will be treated as normal official state travel.

12. **Disaster Cost Recovery.**
    The Office of Financial Management, Disaster Cost Recovery, shall be responsible for tracking all disaster-related expenses and making the appropriate reports to EOG and other state and federal agencies as required. Each Assistant Secretary shall
ensure that relevant costs are tracked and reported promptly. See details in the Disaster Assistance and Cost Recovery Plan for Administrative Services.

13. **Disaster Crisis Counseling.**
The Assistant Secretary for Substance Abuse and Mental Health shall expeditiously request a federal grant for disaster crisis counseling in the event of a declared emergency. The Assistant Secretary for Administration shall begin working as soon as practical to request the appropriate budget authority from the Legislative Budget Commission.

14. **Food for Florida Overview.**
The administration and delivery of the Disaster Food Stamp Program – “Food for Florida” (FFF) - is an integral part of the disaster response and recovery responsibilities of the Department of Children and Families. DCF administers the FFF program under the Federal guidance and approval of the U.S. Department of Agriculture, Food and Nutrition Service (FNS). The FFF program is intended to provide a means to supplement income for those families negatively impacted by the affects of a disaster through loss of food due to power loss, income loss or damages to residence. Regular Food Stamp program participants are not eligible for the FFF program, as they receive separate benefits.

Program eligibility is determined on a county-by-county basis, using power loss data as a guideline for approval. It is a goal of the department to begin delivering services in approved counties within 10 days of disaster. Program sites can only be operational for 5 days within an approved county. Hours of site operation are from 8 a.m. to 6 p.m., unless otherwise approved by the Secretary.

(Note: FFF services can be requested after any type of Federal Disaster declaration, this overview assumes a hurricane as the disaster)  Upon impending landfall of a hurricane, the department engages in the following activities at the Central Office level:

- Waiver requests are prepared for submittal to FNS within 3 days of disaster
- Initial coordination and communication with affected districts to begin planning for program
- Team leaders are assigned from the ACCESS Program Office (based on District or County boundaries depending on size and severity of storm). These Team Leaders will be a direct liaison with district teams to coordinate service delivery and assist with resolving issues that may arise.
- Management roles are assigned to Central Office staff in the following areas:
  - Program Policy
  - Logistics
  - Ice, Water and Food Coordination
  - Supplies
  - Technology
  - Electronic Benefits Transfer (EBT)
  - Training
• Communications
• Security
• Call Center Operations/ ARU
• ACCESS Integrity
• Mental Health Crisis Counseling
• Volunteer Coordination
• Backroom Processing

Each district delivering FFF program services must perform certain functions at the district and site level. Teams are designated for each FFF district, to include the following functions:

• District Team Leader
• Supplies and Logistics
• Fiscal Management
• Communications/Media Relations
• Training Coordination
• Vendor Relations
• Security
• Staff Coordination
• Community Volunteer Coordination
• Accommodations

At the FFF site level, each district must designate a Site Manager and Team to include the following functions:

• Site Manager and Co-Site Manager
• Site Technology Manager
• Meeter/Greeter
• Client Eligibility
• EBT
• Shipping/Batching of Applications
• Inventory Control
• Law Enforcement/Security Liaison
• ACCESS Integrity
• Crisis Counseling
• Temporary Staff Management
• Vendor Relations
• Food/Water/Ice Coordination
• Special Needs Client Liaison

More detail on specific district plans to deliver FFF can be found in the District COOP plans, which include an annex on FFF.
Table 1 (see page 1, Section 2-A-1-I and II)  
Tallahassee Media Outlets and Phone Numbers

<table>
<thead>
<tr>
<th>OUTLET</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Public Radio</td>
<td>850-487-3194 w or 850-544-0114 c</td>
</tr>
<tr>
<td>Florida Radio News Service</td>
<td>850-487-3194 w or 850-321-5924</td>
</tr>
<tr>
<td>Associated Press</td>
<td>850-224-1211 w or 850-591-5805 c</td>
</tr>
<tr>
<td>AP Television</td>
<td>850-224-3413 w or 850-251-9300 c</td>
</tr>
<tr>
<td>Capital News Service (TV)</td>
<td>850-224-5546 w or 850-445-5112 c</td>
</tr>
<tr>
<td>The Florida Channel</td>
<td>850-488-1281 w</td>
</tr>
<tr>
<td>OFFICE</td>
<td>POSITION TITLE/CURRENT INCUMBENT</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Office of the Secretary</td>
<td>Secretary/Lucy Hadi</td>
</tr>
<tr>
<td></td>
<td>Deputy Secretary/Don Winstead</td>
</tr>
<tr>
<td></td>
<td>Chief-of-Staff/Steve Holmes</td>
</tr>
<tr>
<td>Director of Communications</td>
<td>Zoraya Suarez</td>
</tr>
<tr>
<td>Assistant Secretary for Operations</td>
<td>Greg Keller</td>
</tr>
<tr>
<td>Director of Program Support</td>
<td>Steve Holmes</td>
</tr>
<tr>
<td>General Counsel (or designee)</td>
<td>John Copelan</td>
</tr>
<tr>
<td>Assistant Secretary for Substance Abuse and Mental Health</td>
<td>Ken DeCerchio</td>
</tr>
<tr>
<td>Assistant Secretary for Administration</td>
<td>Melissa Jaacks</td>
</tr>
<tr>
<td>Director and Assistant Director of General Services</td>
<td>Wayne Clotfelter and Matthew Howard</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>Kim Brock</td>
</tr>
<tr>
<td>Florida Abuse Hotline</td>
<td>Elizabeth Schlein</td>
</tr>
<tr>
<td>Director of Human Resources</td>
<td>David DiSalvo</td>
</tr>
<tr>
<td>FUNCTION</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Florida Abuse Hotline</td>
<td></td>
</tr>
<tr>
<td>Adult Protective Services Coordination and Supervision</td>
<td></td>
</tr>
<tr>
<td>Child Protective Services Coordination and Supervision</td>
<td></td>
</tr>
<tr>
<td>Command, Control and Communications to EOG and Legislature, Districts and Zones, Institutions, within Central Office, other agencies, EOC (ESF-6). Notifications of what offices/services are open, closed, or available.</td>
<td></td>
</tr>
<tr>
<td>Safety of Clients and Staff at State Mental Health Treatment Facilities</td>
<td></td>
</tr>
<tr>
<td>Essential Payments to Clients: Food Stamps, Optional State Supplements, Temporary Cash Assistance</td>
<td></td>
</tr>
<tr>
<td>Technology Center and Northwood</td>
<td></td>
</tr>
<tr>
<td>Bill Paying</td>
<td></td>
</tr>
<tr>
<td>Crisis Counseling</td>
<td></td>
</tr>
</tbody>
</table>
Table 4 (see page 7, Section 2-A-3)
Order of Succession within the Office of the Secretary

<table>
<thead>
<tr>
<th>POSITION/CURRENT INCUMBENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Secretary/Don Winstead</td>
</tr>
<tr>
<td>Assistant Secretary for Operations/Greg Keller</td>
</tr>
<tr>
<td>Assistant Secretary for Substance Abuse and Mental Health/Ken DeCerchio</td>
</tr>
<tr>
<td>Assistant Secretary for Administration/Melissa Jaacks</td>
</tr>
<tr>
<td>Chief of Staff/Steve Holmes</td>
</tr>
</tbody>
</table>
Table 5
Recommended items for “Drive-Away” kits (see page 8, Section 2-A-8)
Backpacks and basic materials will be purchased and provided. An **asterisk indicates this item is the responsibility of the individual.

<table>
<thead>
<tr>
<th>RECOMMENDED EQUIPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Laptop computer with Citrix software (with Citrix installed to allow remote dial-up to the DCF network through the firewall. Note: laptops are provided by IT and paid for by each individuals’ division budgets</strong></td>
</tr>
<tr>
<td>1 gigabit USB thumb drive (with important documents loaded prior to the disaster)</td>
</tr>
<tr>
<td><strong>Phone lists, address book, COOP plans (could all be put on the thumb drive)</strong></td>
</tr>
<tr>
<td>Maps, driving directions to alternate facilities</td>
</tr>
<tr>
<td><strong>Portable GPS device (if available)</strong></td>
</tr>
<tr>
<td>Flashlight, radio, batteries, first aid kit, pocket knife or multi-tool (“Leatherman”) and basic office supplies</td>
</tr>
<tr>
<td><strong>Car chargers for laptop and cell phone</strong></td>
</tr>
<tr>
<td><strong>Personal hygiene items</strong></td>
</tr>
</tbody>
</table>
• PROTECT THE VULNERABLE
• PROMOTE STRONG AND ECONOMICALLY SELF-SUFFICIENT FAMILIES
• ADVANCE PERSONAL AND FAMILY RECOVERY AND RESILIENCY