



EARLY LEARNING COALITION OF  
BREVARD COUNTY, INC.  
PO BOX 560692  
ROCKLEDGE, FL 32956-0692  
PHONE: (321) 637-1800  
FAX: (321) 637-7244

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**Board of Directors Meeting**  
**Tuesday, May 18, 2021**  
**4:00 p.m.**  
**Agenda**

- |                                                                                     |                           |
|-------------------------------------------------------------------------------------|---------------------------|
| I. Call to Order                                                                    | Alan Bergman, Board Chair |
| II. Pledge of Allegiance and Mission Moment                                         | Precious Lamb Academy     |
| III. Public Comment                                                                 |                           |
| IV. Chairman's Update                                                               |                           |
| V. Priscilla DeNino, Brevard Public Schools – VPK Transition to Kindergarten update |                           |
| VI. Policy Review                                                                   | ACTION ITEM               |
| <ul style="list-style-type: none"><li>• By-Laws (revised)</li><li>• COOP</li></ul>  |                           |
| VII. Minutes: Board meeting, April 20, 2021                                         | ACTION ITEM               |
| VIII. Informational Reports                                                         |                           |
| 1. Minutes: Finance/Executive Committee, February 16, 2021                          |                           |
| 2. Executive Director's Report/Finance Report                                       |                           |
| IX. New Business                                                                    |                           |
| X. Adjourn                                                                          |                           |

Next Board meeting June 15, 2021

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PROUDLY SUPPORTED BY:





# EARLY LEARNING COALITION OF BREVARD COUNTY, INC.

**MINUTES:** Board of Directors Meeting

**DATE/TIME:** Tuesday, April 20, 2021 at 4:00 pm

**LOCATION:** Early Learning Coalition of Brevard, Conference Room, 2671 w Eau Gallie Blvd. Suite 102, Melbourne FL 32937

**MEMBERS PRESENT:** Alan Bergman, Khaled Jarrah, Vince DeNato, Dee Helbig, Don Lusk, Caitlin Rice (TEAMS), Bill Drexler (TEAMS), , Natalie Jackson (TEAMS), Terri Barlow (TEAMS), Henry Perez (TEAMS), Robin Buckmaster (TEAMS), Priscilla DeNino (TEAMS), Althea Puzio (TEAMS), Linda Halpin (Teams), Linda Graham (TEAMS),

**EXCUSED ABSENT**

**STAFF PRESENT:** Patrick Cullhane  
Laura Gambino, Jeannie Williams, Jodi Ammons, Harriet Paredes, Eneida Colon, Kristen Johnson, Dennise Milan, Sylvia Thomas

**GUEST/PUBLIC:** Tina Snyder, Gertrude Freeman Ford

**CALLED TO ORDER:** Alan Bergman called the meeting to order and quorum was established 4:02 p.m. Pledge of Allegiance took place.

AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Mission Moment	Children from Coral Reef (NASA) performed for the Board	No Action
Congratulations/Recognition	Congratulations and recognition was given to Joanne Largie - Owner, The Learning Tree and Evette Busby - Owner, Precious Lamb for graduating from the Business Leadership of Early Learning which teaches providers how to take their business to a new level. Special thanks to Gertrude Freeman Ford – Owner, Fords All Star Academy for mentoring these two women	No Action
Minutes	February 16, 2021 Board meeting minutes were approved	Don Lusk makes the motion to approve. Khaled Jarrah seconded. The motion passed unanimously.
Executive Directors report	Laura Gambino reports: (See March Executive Director Report) Verbal additions; <ul style="list-style-type: none"> <li>Fiscal monitoring</li> <li>ELCB is in the process of terminating a Provider (2 locations)</li> <li>United Way is rolling out their app based “Bright By Text” initiative</li> <li>Finance Updates</li> <li>Desk Review for expenditures Jan-June received complete and with no findings. Desk Review July-</li> </ul>	There is discussion about why ELCB is terminating Providers when there is a lack of Providers. Harriet Paredes explained the process and all that had been done to bring the Provider back into compliance. To no avail.



	<p>Dec is complete and submitted for review.</p> <ul style="list-style-type: none"> <li>• OEL Fiscal Monitoring report – waiting for Draft Report for response.</li> <li>• Single Audit process begins with Interim Finance Director in contact with auditors and has submitted initial request for finance statements.</li> <li>• We are in process of termination of a provider with two locations in Merritt Island and Melbourne.</li> <li>• 2018-2019 SR Reconciliation and Repayments are beginning to be processed for all providers. .</li> <li>• Mike Hallenstein will join ELC Brevard as the new Finance Director June 1, 2021.</li> <li>• UW Bright by text roll out</li> <li>• Rise up event, will send link</li> <li>• Budget projections start next week.</li> </ul>	
New Business	<ul style="list-style-type: none"> <li>• The Board would like to explore the option of getting out of our Rockledge office Lease. They have asked the E.D to have a lawyer look at the lease for his opinion.</li> <li>• I Space Station Project (Alan)</li> </ul>	No Action
Adjourn	The meeting was adjourned at 4:42	Khaled Jarrah motioned for the adjournment of the board meeting. Vince DeNato seconded the motion. The motion passed unanimously

April 20, 2021 Board minutes were approved at the May 18, 2021 meeting:





# EARLY LEARNING COALITION

OF BREVARD COUNTY, INC.

**MINUTES:** Executive/Finance Committee Meeting  
**DATE/TIME:** Tuesday, April 20, 2021 at 3:00 p.m.  
**LOCATION:** 2671 W Eau Gallie Blvd Melbourne, FL 32935  
**MEMBERS PRESENT:** Alan Bergman, Khaled Jarrah, Caitlin Rice (Virtual), Terri Barlow (Virtual)  
**ABSENT:**  
**STAFF PRESENT:** Laura Gambino, Jeannie Williams, Harriet Paredes  
**GUEST/PUBLIC:**  
**START TIME:** 3:02 p.m.

AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Welcome and Call to Order	Alan Bergman called the meeting to order at 3:05 p.m.	No Action
Approval of Meeting Minutes	March 23, 2021, minutes were approved	Caitlin Rice makes a motion to approve the February 16, 2021 minutes. Terri Barlow seconded. Unanimous
Executive Director	<ul style="list-style-type: none"> <li>Fiscal monitoring</li> <li>ELCB is in the process of terminating a Provider (2 locations)</li> <li>United Way is rolling out their app based "Bright By Text" initiative</li> <li>Finance Updates</li> <li>Desk Review for expenditures Jan-June received complete and with no findings. Desk Review July-Dec is complete and submitted for review.</li> <li>OEL Fiscal Monitoring report – waiting for Draft Report for response.</li> <li>Single Audit process begins with Interim Finance Director in contact with auditors and has submitted initial request for finance statements.</li> <li>We are in process of termination of a provider with two locations in Merritt Island and Melbourne.</li> <li>2018-2019 SR Reconciliation and Repayments are beginning to be processed for all providers. .</li> <li>Mike Hallenstein will join ELC Brevard as the new Finance Director June 1, 2021.</li> <li>UW Bright by text roll out</li> <li>Budget projections start next week.</li> <li>United Way grant has been submitted. We will be participating in the virtual tour and presentation to the committee on Friday, April 23<sup>rd</sup>. We increased the grant request by \$50,000 to include additional technology and virtual learning opportunities with Footsteps2Brilliance program.</li> <li>2021.2022 Annual Agency Budget and Operations Budget analysis and preparation begins with Finance and Operations staff by month end.</li> </ul>	





	<ul style="list-style-type: none"> <li>Chicago Rise Up event featuring Michelle Obama (will send link)</li> <li>American Recovery Act 2.5 Billion dollars will be distributed, more to come on this.</li> </ul>	
<b>New Business/Comments</b>	<ul style="list-style-type: none"> <li>The Board would like to explore the option of getting out of our Rockledge office Lease. They have asked the E.D to have a lawyer look at the lease for his opinion.</li> </ul>	
<b>Adjournment</b>	Meeting was Adjourned at 3:45	Khaled Jarrah motioned for the adjournment of the Executive/Finance Committee meeting. Terri Barlow seconded the motion. The motion passed Unanimously.

April 20, 2021 Exec/Finance Committee Meeting Minutes Approved at May 18, 2021 Exec/Finance Meeting



School Readiness					Earmark/ Restrictions
Category of Spending	FY 20-21 Award	Actual thru 3/31/2021	Current %		
Award Amount	\$ 25,656,236				
Direct Services Cost	\$ 20,714,355	\$ 14,358,192	86.70%	Minimum	78%
Non-Slot Dollars:					
Admin Cost	\$ 1,282,813	805,738	4.87%	Maximum	5%
Non-Direct Cost	2,156,786	638,177	3.85%		
Quality Cost	2,204,779	758,991	4.58%	Minimum	4%
Total Non-Slot Dollars	\$ 5,644,378	\$ 2,202,906	13.30%	Maximum	22%
PDG Grant Services	\$ 127,314	\$ -	0.00%		
SR Program Assessment*	\$ 0	\$ -	0.00%		

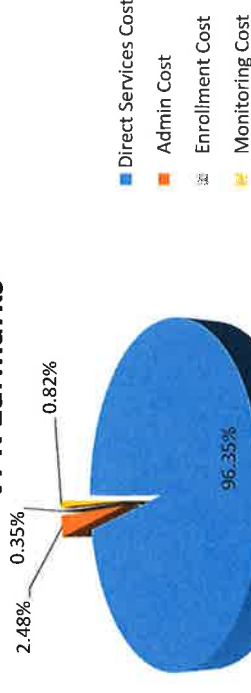
\* Award dollars not allocated by OEL Note: no separate allocation FY 20-21 (included in Quality dollars)

## School Readiness Earmarks



*					Earmark/ Restrictions
Category of Spending	FY 20-21 Award	3/31/2021	Current %		
Award Amount	\$ 11,766,833				
Direct Services Cost	\$ 11,314,311	\$ 6,628,936	96.35%	Minimum	96%
Non-Slot Dollars:					
Admin Cost	\$ 258,327	\$ 170,744	2.48%		
Enrollment Cost	112,319	23,853	0.35%	Maximum	4%
Monitoring Cost	81,927	56,288	0.82%		
Total Non-Slot Dollars	\$ 452,572	\$ 250,885	3.65%		

## VPK Earmarks





# **Early Learning Coalition of Brevard County, Inc.**

## **BYLAWS**

### **Article I**

#### **Name and Location of Organization**

##### **Section 1.1. Name of the Coalition**

The name of the organization shall be the Early Learning Coalition of Brevard County, Inc. hereinafter sometimes referred to as the Coalition.

##### **Section 1.2. Location of the Coalition**

The principal office of the organization shall be located in Brevard County. The Coalition may have offices within the county as the members may determine or as the affairs of the organization may require.

### **Article II**

#### **Purpose, Intent and Responsibilities**

##### **Section 2.1. Purpose of the Coalition**

It shall be the purpose of the Coalition to diligently and efficiently carry-out the intent of the School Readiness Act, the enabling legislation, originally set forth in Section 411.01 Florida Statute and House Bill 1A enrolled during the 2004 Legislative session, creating Part V of Chapter 1002, Florida Statute (as may be amended from time to time. As further defined in Chapter 1002.84, Florida Statute, the Coalition administers the School Readiness program which enhances the cognitive, social, and physical development of children to achieve the performance standards. The role of the Coalition related to the administration of the Voluntary Prekindergarten (VPK) program is outlined in Chapter 1002.75, Florida Statute.

##### **Section 2.2. Not for Profit Corporation**

The Coalition shall promote and pursue its purpose and other lawful business through the exercise of powers permitted to not for profit corporations under chapter 617 of the Florida Statutes; provided however, that this corporation, in exercising it's purpose shall do so as a tax exempt organization in accordance with Section 501 (c) (3) of the Internal Revenue Code of 1986, as amended.

## Article III

### Membership

#### Section 3.1. Number of Members

The Early Learning Coalition of Brevard shall have at least 15 members but no more than 30 members

#### Section 3.2. Membership

Members of the Coalition are mandated through the Florida Statute noted in section 2.1. With the exception of the private for profit child care provider and faith based child care provider, **these individuals serve continuously while they are in their respective positions.** A member who no longer represents his/her constituency shall notify the chair in writing and their seat shall remain vacant until the organization or group they represent identifies a new representative. Selection of members ***shall be addressed by the Nominating Committee*** in accordance with the requirements set forth in Florida Statute.

##### Section 3.2.1 Mandated Members

- a. Regional Administrator or designee, Department of Children and Families, who is authorized to make decisions on behalf of the department
- b. Superintendent or designee, Brevard County Public Schools, who is authorized to make decisions on behalf of the district.
- c. Executive Director or designee, CareerSource Brevard
- d. Director or designee, Brevard County Health Department
- e. Children's Services Council or Juvenile Welfare Board Chair or Executive Director, if applicable
- f. Agency Head of a local licensing agency, if applicable.
- g. Head Start Director
- h. A representative of private for-profit child care providers, including private for-profit family child care homes
- i. A representative of faith based child care providers
- j. A representative of programs for children with disabilities under the Federal Individuals with Disabilities Education Act
- k. President or designee of Eastern Florida State College
- l. One member appointed by the Brevard County Board of County Commissioners or the governing board of a municipality
- m. A central agency administrator, where applicable
- n. The Governor shall appoint the chair and two additional members, who shall meet the same qualifications as private sector business members

##### Section 3.2.2 Private Sector Business Members

The Coalition will have more than 1/3 of its members from the private business sector as defined in Chapter 1002.83, Florida Statutes.

#### Section 3.3. Tenure of Coalition Members

Members shall be elected so that there are always three classes of approximately equal size, with the term of each class ending in consecutive years in order to achieve the required consecutive three-year terms, with the exception of the Governor's appointees who may serve 4-year terms. The initial members shall be elected for initial terms of three years, each which shall be considered one term. Members elected after the initial terms shall be elected for a term of three years. Members elected after March 1, 2006 shall be elected for a term of four years.

### Section 3.4. Membership duties

Serving on the Coalition will require a commitment of time including regular coalition meetings, committee involvement, reading and becoming educated about many aspects of early childhood development and school readiness.

3.4.1 Representatives not appointed by the Governor who are elected prior to March 1, 2006 may serve a maximum of two consecutive three-year terms. Representatives elected after March 1, 2006 may serve a maximum of two consecutive four-year terms. A representative elected to fill a position for one year or less will be eligible to serve two additional terms as described above. ~~Members may be nominated to serve additional terms after a one-year break in service.~~

3.4.2 Any representative may be removed by a two-thirds (2/3) vote of a quorum of the members whenever, in their judgment, the best interest of the organization would be served. The Chair prior to the next Coalition meeting shall give notice of removal in writing to the members.

3.4.3 Any member may resign by giving written notice to the Chair and the Executive Director of the Coalition. Such resignation shall take effect at the acceptance of such resignation by the Coalition.

3.4.4 Members will not receive any compensation for their services. The Coalition may approve reimbursement for expenses related to authorized Coalition business upon meeting.

3.4.5 Members of the Coalition are subject to the Ethics Provisions in Chapter 112, (Part III of the Florida Statutes).

3.4.6 Attendance at Board meetings is an expectation of membership. When circumstances arise that prevent a member from attending, it is expected that the member notify the Executive Director and/or Executive Coordinator prior to the start of the meeting time. This is considered an excused absence. Notification after the meeting or the absence of any notification constitutes an unexcused absence. Telephonic and virtual attendance may be arranged at the request of the member or the Coalition.

3.4.7 For private sector members, unexcused absences from two (2) consecutive meetings or four (4) total absences (excused or unexcused) from regularly scheduled meetings within a fiscal year (July-June) is equivalent to resignation from the Coalition. After the third missed meeting, the Chair will provide written notification to the member regarding their status.

3.4.8 Mandated members absent from two (2) consecutive meetings or four (4) total absences (excused or unexcused) from regularly scheduled meetings within a fiscal year (July-June) without due cause will be notified by the Chair that their membership is not in good standing. In addition, the Chair will send notification to the mandated member's appointing authority.

3.4.9 Attendance concerns related to private sector members appointed by the Office of the Governor will be addressed according to the established processes of the Appointments Office.

3.4.10 Absences due to exceptional circumstances are to be addressed by the Executive/Finance Committee. The Executive/Finance Committee has the authority to waive resignations due to lapses in attendance based on the

circumstances presented.

## **Article IV**

### **Voting**

#### **Section 4.1. Voting**

All members of the Coalition shall have equal voting rights and equal privileges.

4.2.1. Fifty-one percent (51%) of the **voting members** shall constitute a quorum for the transaction of business at any meeting of the Coalition. If less than fifty-one percent (51%) of the members are present at said meeting, a majority of the Coalition present may adjourn the meeting without further notice.

4.2.2. A quorum could be met by the use of a conference call, providing that the public is given proper notice of a telecommunications meeting and reasonable access to observe and, when appropriate, participate. All recording requirements must be met.

#### **Section 4.3. Meetings**

Regular meetings shall be held at a time and place to be decided by the members. The Coalition will meet as needed in order to conduct the coalition's business. The date of any regular meeting may be changed by the Executive Committee in a scheduled meeting where a quorum of members is present. Notification of changes to a regularly scheduled meeting shall be publicly noticed within a reasonable amount of time.

4.3.1. The annual meeting of the Coalition will be held each year in the first quarter after the end of the fiscal year.

4.3.2. Special meetings of the membership may be called by or at the request of the Chairman or Executive Committee. The person or persons authorized to call special meetings may fix any place within Brevard County as the place for holding any special meetings called by them.

#### **4.3.3. Agenda and Order of Business**

The Coalition Chair and Staff will establish an agenda and order of business to include a financial report and public comment for each meeting held by the Coalition.

4.3.4. Minutes of all Coalition meetings shall be kept. These minutes shall be provided to members at least five (5) days prior to the next scheduled meeting.

4.3.5. Meeting of the Coalition shall be open to the public and comply with Chapter 286, Florida Statutes (Florida Government-in-the Sunshine Law).

#### **Section 4.4. Parliamentary Authority**

All meetings will be conducted in general accordance with the current edition of the Modern Rules of Order.



## Article V Officers

### Section 5.1. Election of Officers

A voting member shall be eligible for nomination and election to any elective office in the Coalition.

5.1.1. A Nominating Committee shall be elected by the Coalition members, and shall convene for the purpose of certifying the eligibility of **member** candidates for office and to prepare an official slate of nominees. Nominations may be made from the floor.

5.1.2. Each elected officer shall take office at the ~~end of the annual meeting~~convenience of the Board where they will be installed and shall serve for a term of one year or until a successor is duly qualified and elected. Officers may serve in the same position for a maximum of two consecutive years.

5.1.3. If an office is vacated prior to the scheduled expiration of the term the Chair shall call for voluntary appointments to the vacated office. If more than one member volunteers, the Chair shall call for a ballot vote. If there are no voluntary appointments, the Chair may appoint a member to the office. The appointment will be approved by the members to fill the vacancy until the term ends.

### Section 5.2. Officers of the Coalition

5.2.1. The Chairman shall preside at all meetings of the Coalition and perform the duties, which are usually executed by the Chief Executive Officer. The Chair shall call for voluntary chairpersons appointments of all committees and may appoint a chairperson if there are no volunteers and perform such other duties as prescribed by the Coalition.

5.2.2. The Vice-Chairman shall perform the duties of the Chairman when the Chair is absent and have such other responsibilities as may be designated by the Chairman.

5.2.3. The Treasurer shall keep an account of moneys received and expended for the use of the Coalition and should make a report at all regularly scheduled Coalition meetings.

5.2.4. The Secretary shall ensure that notice required by these bylaws is given and shall keep records of all proceedings of the Coalition. The Secretary may perform any other duties incident to the Office of Secretary.

5.2.5 In the event that any office of the Executive/Finance Committee (Chairman, Vice-Chairman, Treasurer, Secretary) becomes vacant and is seated with an interim position, the interim position is to be maintained as an officer until the next annual election, or until deemed necessary by a majority vote of the full board when a quorum is established, at which time a new member may be elected.

5.2.6 The Executive/Finance Committee has final authority in situations where emergency action is necessary. The Executive/Finance Committee may make decisions on behalf of the full board of directors in between regularly scheduled board meetings.

### Section 5.3 Election of Provider Representatives

5.3.1 In the event that a vacancy of a Provider Representative seat becomes vacant on the board, the Executive Director will send notification to all currently contracted early learning providers regarding the vacancy. The notification will include information about the nomination or application process, the specified timeline for submitting documentation and contact information for further information.

5.3.2 Candidates with a minimum of two unique nominations will be placed on a ballot and submitted to all currently contracted early learning providers for a vote. Votes may be submitted to the Coalition via mail, office drop off, fax or email.

5.3.3. The Coalition will tally all votes received by the advertised due date and time. Any votes received after that time will not be counted in the final tally. The nominee with the majority vote (over 50%) will be established as the incoming Provider Representative. In the event of a tie or if no nominee receives a majority vote, the Coalition will submit an additional ballot containing the names of the top two nominees to all currently contracted providers for the purpose of a secondary vote. Written communication of the outcome of the vote will be provided to all currently contracted early learning providers.

5.3.4 The Executive Director will notify the Nominating Committee the outcome of the vote. The Chair of the Nominating Committee will announce the outcome at the next scheduled meeting of the board of directors.

5.3.5 The elected Provider Representative will take membership at the end of the next scheduled meeting of the of directors. Provider Representatives (private and faith based) are elected for a 4 year term. A maximum of two consecutive terms may be served.

#### Section 5.4 Role of the Executive Director

The Executive Director works in partnership with the board of directors and implements the policies and directives as established by the board. The Executive Director assists with the board meeting agenda and ensures Coalition staff is available to assist the board as needed.

### **Article VI** **Committees**

#### Section 6.1. Committee Membership

The Chair or Executive/Finance Committee may establish special committees as deemed necessary. The Chair will appoint the Committee Chair.

6.1.2. Each committee shall meet as necessary at meeting times designated by the committee Chair.

6.1.3. The committee Chair shall submit a written report to the members before the next regularly scheduled meeting if official action is required by the Coalition.

6.1.4 Notice of all committee meetings will be made pursuant to Florida Statute 286.011.

#### Section 6.2. Standing Committees

The Early Learning Coalition of Brevard establishes the following standing committees:

- Nominating Committee
- Executive/Finance Committee
- Strategic Planning Committees

## **Section 6.3 Nominating Committee**

The members shall elect the Nominating Committee each year. The Nominating Committee Chair will be appointed by the Chair of the Coalition from among the nominating committee members.

6.2.1. Officers are to be elected during the Coalition's Annual Meeting. At the prior meeting, the Nominating Committee Chair shall call for nominations to be submitted prior to the Annual Meeting.

6.2.2. The Nominating Committee Chair shall submit a written slate of officers 30 days prior to the next meeting. Nominations may be made from the floor.

6.2.3 The Coalition shall elect officers through the use of a ballot vote.

## **Article VII**

### **Conflict of Interest**

#### **Section 7.1. Conflict of Interest**

The Coalition members and officers recognize their responsibility to protect the Coalition's interests and avoid potential conflicts arising between the private interests of a Member, Officer, or Management Staff Member and his or her responsibilities. The Coalition members shall establish a conflict of interest policy designed to identify circumstances that would fail to serve the best interests of the Coalition. Such policy shall be reviewed at least annually as to its effectiveness and revised if necessary. A conflict of interest is a circumstance, condition, or situation in which the (a) personal interest of a Coalition member or officer, or (b) the interests of any principal by which he or she is retained or (c) the parent organization or subsidiary of a corporate principal by which he or she is retained, may result in personal, financial, professional, and political gain at the expense of or to the detriment of the Coalition and its purposes.

## **Article VIII**

### **Record Keeping, Fiscal Year, & Audits**

#### **Section 8.1. Record keeping**

Correct and complete books and records of the proceedings of the Coalition and its committees are the responsibility of the elected Secretary. Records of the coalition's financial accounts are the responsibility of the Treasurer.

#### **Section 8.2. Fiscal Year**

The fiscal year shall commence on July 1 of each year.

#### **Section 8.3 Annual Audit**

The Coalition members shall be responsible for providing for an annual certified audit of the Coalition's annual financial statements and any required compliance audits. Such audits shall be conducted by an independent firm of certified public accountants with demonstrated expertise in the area of publicly funded not for profit organizations.

## **Article IX**

### **Governance**

#### **Section 9.1 Governance Document**

The Coalition shall adopt a governance document. The Coalition's interpretation of the governance document shall be considered the correct interpretation when reached by majority vote.

## **Article X**

### **Bylaws**

#### **Section 10.1. Implementation**

These Bylaws shall become effective immediately upon adoption. The Coalition's interpretation of the bylaws shall be considered the correct interpretation when reached by majority vote.

#### **Section 10.2. Amendments**

These Bylaws may be altered, amended, or repealed and new Bylaws may be adopted by a 2/3 vote of the members present at any regular meeting or at any called meeting of the members, if at least fourteen (14) days written notice is given of an intention to alter, amend, or repeal these Bylaws at such meeting. These bylaws are a part of the Coalition's early learning plan. Any amendment to them constitutes an amendment to the plan.

Original Date: 08/26/99

1<sup>st</sup> Revision: 09/21/99

2<sup>nd</sup> Revision: 09/29/99

3<sup>rd</sup> Revision: 08/22/00

4<sup>th</sup> Revision: 05/06/02

5<sup>th</sup> Revision: 01/06/03

6<sup>th</sup> Revision: 05/05/03

7<sup>th</sup> Revision: 08/01/05

8<sup>th</sup> Revision: 01/09/06

9<sup>th</sup> Revision: 03/06/06

10<sup>th</sup> Revision: 10/21/08

11<sup>th</sup> Revision: 01/19/10

12<sup>th</sup> Revision: 9/21/10

13<sup>th</sup> Revision: 3/11/13

14<sup>th</sup> Revision: 3/18/14

15<sup>th</sup> Revision: 5/20/14

16<sup>th</sup> Revision: 6/8/15

17<sup>th</sup> Revision: 1/19/16

18<sup>th</sup> Revision: 10/17/17

19<sup>th</sup> Revision: 03/23/2021

# CONTINUITY OF OPERATIONS (COOP) PLAN AND ADDENDUM

## Early Learning Coalition of Brevard County, Inc.

1018 S. Florida Ave.  
Rockledge FL 32955



This Continuity of Operations (COOP) plan was prepared by The Early Learning Coalition of Brevard County (ELCB) to develop, implement and maintain a viable sustainability of operations.

This COOP plan complies with applicable internal agency policies, state and local regulations and supports recommendations provided by the Federal Emergency Management Agency.

This COOP plan has been distributed internally within ELCB and with external agencies that may be affected by its implementation.

The undersigned acknowledges review of this COOP plan and agrees with the information presented within this document. Changes to the COOP plan will be coordinated with, and approved by the undersigned, or a designated representative.

Approved: **Laura Gambino** Digitally signed by Laura Gambino  
Date: 2021.04.29 15:35:10 -04'00'

Laura Gambino, Executive Director  
Early Learning Coalition of Brevard, Inc.

Date: \_\_\_\_\_

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### **EXHIBITS**

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### **Pandemic Plan Addendum**

## DEFINITIONS

**COOP plan:** Continuity of Operations plan

**COOP plan Implementation Team:** Coalition personnel responsible initiating mission-essential functions at an alternate facility

**Coalition:** Early Learning Coalition of Brevard County, Inc.

**Contractor:** Any entity that has entered a legally binding agreement with the Coalition

**EFS:** Enhanced Field System

**EFS Modernization:** Project to modernize the legacy EFS system to provide a centralized statewide information system allowing real-time access to critical program and financial data at both the state and local-level

**ELCB:** Early Learning Coalition of Brevard County, Inc.

**Executive Committee:** Coalition Chair, Coalition Vice-Chair, Coalition Treasurer, and Coalition Secretary

**Executive Leadership Team:** Coalition Directors and Executive Committee

**Leadership Team:** Coalition Directors and Administrators

**Mission-essential:** Functions, operations and activities that allow the Coalition to provide services whose failure will result in the inability to continue business operations

**OEL:** Florida's Office of Early Learning

**Provider:** A child care or early childhood education entity that has entered a legally binding agreement with the Coalition

**Sub recipient:** Any entity that has entered a legally binding agreement with the Coalition

**Vendor:** Any entity that supplies goods or services to the Coalition.



## SECTION I: INTRODUCTION

### I-1 Purpose

The Early Learning Coalition of Brevard County (ELCB) has mission-essential functions that must be performed or rapidly and efficiently resumed during or following a disruption of normal operations. While the impact of a disruption cannot be predicted, planning for operations under disruptive conditions can mitigate the impact of the disruption on staff, facilities and the organization's mission. To that end, ELCB has prepared a Continuity of Operations (COOP) plan.

Pursuant to Florida Statutes, Chapter 252.365: *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations (COOP) plan establishes guidance to ensure the continued execution of the mission-essential functions for the Early Learning Coalition of Brevard County in the event a disruption at the Coalition or in its service area threatens or incapacitates operations, and/or requires the relocation of selected staff and functions.

This plan will be executed in conjunction with the Coalition's Emergency Management Contingency Plan (**Attachment 8**) and will be activated to facilitate the recovery and resumption of critical or essential functions following a disruption that results in the loss of administrative capacity at any Coalition office listed below.

**1018 S. Florida Ave., Rockledge, FL 32955 (Main office)**  
**2671 W. Eau Gallie Blvd., Ste. 102, Melbourne, FL 32935 (Satellite Office)**  
**5275 Babcock St., Palm Bay, FL 32905 (Co-located Office Suite)**

The capability to prepare for, respond to and recover from disruptions affecting Coalition operations is dependent upon the proficiency and well-being of its employees and the clarity of its leadership. The purpose of the COOP plan is to ensure capability to support employees, contractors, sub recipients, system users, emergency responders, local and regional emergency management agencies, and the general public during or following a disruption of normal operations.

This COOP plan is intended to facilitate the continuation of mission-essential functions during and/or after the disruption of internal operations whether caused by severe weather, other natural or man-made disasters, or malevolent attack. Specifically, this plan is designed to:

- A. ensure the performance of mission-essential functions/operations;
- B. minimize damage and losses;
- C. establish succession of authority in the event a disruption renders agency leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office;
- D. reduce or mitigate disruptions to operations;
- E. ensure that alternate facilities are established to accommodate the continuation of mission-essential functions;
- F. protect essential facilities, equipment, vital records, and other assets;

- G. achieve timely and orderly reconstitution and resumption of full service to both internal and external stakeholders; and
- H. validate the COOP plan readiness through a dynamic, integrated test, training, and exercise program to support the implementation of the COOP plan.

## I-2 Relevant Information and Scope

ELCB oversees school readiness and voluntary pre-kindergarten services for Brevard County, Florida. The main office is located at 1018 S. Florida Ave., Rockledge, FL 32955. The primary phone number for ELCB is (321) 637-1800. The facsimile number is (321) 637-7244. The main contact for this COOP plan is the Executive Director. The Executive Director is supported by the following: Director of Quality Assurance, Director of Operations and Administration, Director of Finance, Director of Family Services and Director of Community Outreach. Refer to **Attachment 1**. The Coalition is its own fiscal agent.

## I-3 Policy

It is the policy of ELCB to respond quickly at all levels in the event of a disruption or threat in order to continue mission-essential functions and operations; and, to provide support to clients, staff, contractors, sub recipients, emergency management and response agencies, and other agencies or services that may be affected by the disruption.

A viable COOP plan identifies mission-essential functions and consists of protocols, alternate facilities, and interoperable communications and data support systems reinforced by comprehensive training, orientation, and exercise programs. COOP plan capabilities must be maintained at a high level of readiness- capable of being activated both with and without warning, ready to achieve operational status no later than 12 hours after activation; and, able to maintain sustained operations for up to 30 days.

## **SECTION II: CONCEPT OF OPERATIONS**

### **II-1 Objectives**

The primary objective of this COOP plan is to ensure the continuity of mission-essential functions in the event of disruptions that prevent the normal operations and/or occupancy of an established ELCB office. The purpose of the COOP plan is to ensure:

- A. safety of the public;
- B. continuity of business operations;
- C. continuity of support operations;
- D. continuity of interdependencies with government and private partners;
- E. fulfillment of legal responsibilities;
- F. safety of Coalition personnel;
- G. security of physical infrastructure; and
- H. protection of Coalition assets and interests.

### **II-2 Planning Considerations**

In accordance with State guidance and emergency management principles, to the greatest extent possible, the COOP plan will:

- A. be maintained at a high-level of readiness;
- B. be capable of implementation both with and without warning;
- C. be operational no later than 12 hours after activation when circumstances permit;
- D. be capable of maintaining sustained operations for up to 30 days;
- E. take maximum advantage of existing local, state or federal government infrastructures;
- F. address protection of equipment and other Coalition assets;
- G. be reviewed annually to ensure that it is consistent with Florida's Comprehensive Emergency Management Plan and current operational processes; and
- H. be made available to all Coalition stakeholders.

This COOP plan supports the performance of mission-essential functions from alternate (continuity) locations due to the primary facility, or satellite facilities, becoming inoperable or inaccessible and provides for continuity of management and decision-making, in the event that senior management or technical personnel are unavailable, incapable of performing assigned duties, or lost to the organization.

### **II-3 Assumptions**

The Plan is predicated on the validity of the following assumptions:

- A. Upon official activation of the COOP plan, staff will be advised of their individual duties and responsibilities during the activation and relocation (when applicable) phases of the COOP plan.

- B. Disruptions or threatened disruptions can adversely impact the Coalition's ability to continue to support mission-essential functions and to provide support to clients and external agencies.
- C. Appropriate resources and funding shall be available for the planning, implementation and sustainment of the COOP plan. Required resources shall be dedicated in a timely fashion following activation of the COOP plan.
- D. When a COOP plan event is declared, the Coalition shall implement a predetermined plan using trained and equipped staff.
- E. Staff and resources located outside the area affected by the disruption shall be available as necessary to continue mission-essential functions.
- F. The Coalition shall provide operational capability within 12 hours of the event and be able to continue mission-essential operations for 30 days, or until termination of the event, whichever is earlier.
- G. Coalition staff members may be rendered unavailable by a disruption or its aftermath, or may be otherwise unable to participate in the recovery.
- H. Recovery of a critical subset of the Coalition's operations and application systems shall occur to allow for the continuity of mission-essential functions.
- I. A disruption may require staff, clients and local agencies to function with limited automated support and some degradation of service until full recovery is made.
- J. The situation that causes the disruption is of a magnitude that reasonably allows the Coalition to attempt continuity of mission-essential functions.
- K. The restoration of mission-essential services to the community will take precedence over the recovery of this individual organization.
- L. All mission-essential functions provided by other state agencies in support of the Coalition will continue in accordance with their respective continuity of operations plans.
- M. It will be determined (taking into consideration staffing and technical resources) if mission-essential functions can feasibly be temporarily transferred to an established unaffected state or community based facility as an alternative to physically relocating staff.
- N. This plan is a systematic guide from disruption to recovery. While implementing and sustaining the plan, it may be in the best interest of the Coalition to modify directions. All alternative actions will be documented and the approved plan will be resumed or amended as soon as administratively feasible.
- O. Management will exercise prudent judgment in activating the COOP plan.

#### II-4 COOP plan Implementation

The Executive Director (or authorized successor or designee) will oversee the implementation of the COOP plan. The COOP plan is implemented based on known or anticipated disruptions that may occur with or without warning.

- A. The following scenarios have been identified by ELCB as the most likely to trigger COOP plan activation and implementation:

1. Coalition office(s) closed and/or normal business operations suspended because of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.
  2. Sub recipient office(s) closed and/or normal business operations suspended because of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.
  3. City/town/county closed and/or normal business operations suspended as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military attacks.
- B. In an event so severe that normal operations are interrupted, or if such an event appears imminent and it would be prudent to evacuate the facilities or the city/town/county, as a precaution, the Coalition's designated employee, may activate the COOP plan. A designated alternate facility may be occupied, if necessary and feasible, at the discretion of the Executive Director (authorized successor or designee).
  - C. The Implementation Team will ensure that mission-essential functions are maintained and capable of being performed using an authorized alternate facility until full operations are re-established at ELCB offices.
  - D. Designated staff from the Coalition, or other community agencies, may supplement the Coalition's official Implementation Team. The Implementation Team will either relocate temporarily to an alternate facility, if necessary, or operate remotely from a secure location. The Implementation Team will be responsible for establishing mission-essential functions of the Coalition within 12 hours and for a period up to 30 days pending regaining access to Coalition offices or the full occupation of an alternate facility.
  - E. Staff assigned to perform mission-essential functions will be contacted and advised to report to the alternate facility (or another secure location as determined by the Coalition's authorized designee). Other staff (unassigned staff) will be instructed to go or remain home pending further instructions.
  - F. The COOP plan may be executed in response to a full-range of events to include emergencies, natural disasters, terrorist threats and incidents, and technological disruptions and failures. Incidents could occur with or without warning during duty or non-duty hours.
  - G. The ability to execute the COOP plan following an incident that occurs with little or no warning will depend on the severity of the event's impact on Coalition and/or sub recipient facilities, and staff availability.
    1. *Known Threats and Emergencies (With Warning):* There are some threats to operations that may afford advance warning that shall permit the orderly alert, notification, evacuation, and relocation of Coalition staff. Situations that might provide such warning include inclement weather, seasonal activities, transportation accidents, a threat of a release of hazardous material (HAZMAT) and a threat of a terrorist incident.
    2. *Unanticipated Threats and Emergencies (No Warning) During Non-Business Hours:* Incidents may not be preceded by warning, e.g., natural disaster, arson, HAZMAT, or terrorist incidents, and may occur while a majority of the staff is not at work. In these circumstances, while operations from the primary facilities may be

impossible, the majority of staff should still be able to respond to instructions, including the requirement to relocate following proper notification.

3. *Unanticipated Threats and Emergencies (No Warning) During Business Hours:* Incidents may also occur with no warning during normal office hours. In these circumstances, execution of the COOP plan, if indicated by the circumstances of the event, would begin with implementation of building evacuation and safe assembly procedures, continuing until reconstitution of normal operations.

## II-5 Disaster Magnitude Levels

The following Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP plan. These levels of disaster are defined as:

- A. **Level 1-** Likely to be within the response capabilities of local government, results in only minimal need for state or federal assistance, and would not necessarily require activation of the COOP plan.
- B. **Level 2-** Likely to exceed local capabilities and require a broad range of state and federal assistance. The Federal Emergency Management Agency (FEMA) will be notified and potential federal assistance will be predominantly recovery-oriented.
- C. **Level 3-** Likely to exceed local capabilities and require massive state and federal assistance, including immediate military involvement. The Federal Emergency Management Agency (FEMA) will be notified and federal assistance will involve response as well as recovery needs.

The ELCB Leadership Team will assess the situation based on local, state, or national reports; the intensity of the event; and, the impact on Coalition operations. Following an official assessment, the disaster level will be determined and all or part of the Emergency Management Contingency Plan will be initiated. Refer to **Attachment 8**.

## II-6 Emergency Coordinating Officer

The Emergency Coordinating Officer will work with the Brevard County Emergency Management Office, Florida Division of Emergency Management and Federal Emergency Management Agency, as needed, to provide information and direction regarding Coalition operations, protect life and property and ensure minimal disruption to mission-essential functions. Refer to **Attachment 3**.

## II-7 Executive Leadership Team

The Executive Leadership Team will be composed of Coalition Directors and Executive Committee members. It may also include administrators and other Board members if warranted. The team will review the COOP plan and all attachments annually to identify necessary resources to support COOP plan activities; assess viability of the plan and compatibility with Florida's Comprehensive Emergency Management Plan; and, ensure the plan is maintained at a high level of readiness. Additionally, resources necessary to ensure adequate maintenance and

sustainability of the COOP plan will be considered in the Coalition's financial and strategic planning processes. Refer to **Attachment 4**.

As the Executive Leadership Team consists of staff with ultimate accountability for the mission-essential functions of the Coalition, this team is responsible for assessing disruptive situations; COOP plan activation and implementation; selecting relocation facilities; and, communicating information to and from the OEL and other appropriate state and federal entities. The team is also responsible for ensuring that rosters for Coalition staff are adequately maintained and that staff members are educated on the COOP plan and relevant protocols.

## II-8 Implementation Team

Coalition staff responsible for establishing services at an alternate facility, in accordance with the COOP plan, are known collectively as the Implementation Team. Refer to **Attachment 1**.

The Implementation Team must be able to facilitate the continuity operations and the performance of mission-essential functions for up to 30 days at an alternate facility. Each alternate facility must be equipped with telephones, computers and fax machines. If Coalition staff no longer have access to equipment such as laptops, computers, FAX machines, printers, cell phones, the Coalition will request OEL to assist in obtaining equipment as needed. The Implementation Team should be able to work from a remote facility to ensure the administration of school readiness and voluntary pre-kindergarten services are not disrupted.

Since alternate facility space and support capabilities may be limited, the Implementation Team will only consist of staff with the skill set and experience needed for the execution of mission-essential functions.

Coalition staff not assigned to the Implementation Team may be directed to move to other facilities; telecommute until impacted offices can be reoccupied or another facility is established; or, remain/return home pending further instructions.

- A. COOP plan activation should not, in most circumstances, effect the pay and benefits of Implementation Team members or other Coalition staff.
- B. Employees required to temporarily relocate to another geographical area of the State shall be reimbursed in accordance with Florida Statutes, Chapter 112.061.
- C. The Coalition will assess each situation on a case-by-case basis and allow employees to telecommute from their homes when practicable. Employees who incur travel expenses while telecommuting shall be reimbursed in accordance with Chapter 112.061 and the Coalition's Travel Policy.

## II-9 Relocation Sites

- A. The determination of the relocation site shall be made at the time of activation by the Coalition's Executive Director (authorized successor or designee) in consultation with the

Executive Committee, if time permits, and will be based on the nature of the disruption, real or perceived threat, risk assessments, and execution timeframe.

- B. To ensure the adequacy of assigned space and other resources, the Emergency Coordinating Officer (authorized successor or designee) will review all relocation sites annually, within a fiscal year (July 1 – June 30) and make any necessary modifications.
- C. Relocation sites shall be pre-equipped with telephone, fax and computer lines that provide electronic access to local and statewide information systems.
- D. Relocation sites shall have parking to safely accommodate the Implementation Team. Information on dining and lodging should be provided to the Implementation Team as soon as possible upon COOP plan activation. Refer to **Attachment 2**.
- E. The Emergency Coordinating Officer (authorized successor or designee) will notify the Implementation Team via phone, text, email or other appropriate communication immediately upon selection of the relocation site and commence relocation.

## II-10 Mission-Essential Functions

The Coalition has identified functions required by statute, regulation, rule or executive order as mission-essential. When confronting events that disrupt normal operations, the Coalition is committed to ensuring the continuity of mission-essential functions even under the most challenging circumstances.

During activation of the COOP plan, all other services may be suspended to concentrate on continuing mission-essential functions and building the internal capabilities necessary to increase and eventually restore normal operations. Appropriate communications with regular or expected stakeholders shall be a priority.

Mission-essential business functions and their supporting critical processes and services, support personnel, and resources shall be reviewed and updated on an as-needed basis or, at minimum, on an annual basis if there are no major programmatic or consumer-related changes within the organization.

ELCB has identified and prioritized mission-essential business functions as:

- A. Administration of school readiness and voluntary pre-kindergarten services at the local-level will do the following:
  - 1. Assess the extent of damages to all Coalition offices and determine a course of action.
  - 2. Contact all sub recipients and contracted early learning providers to inquire about their current operational status. Establish contacts at partner and support agencies and maintain communication.
  - 3. Report damages and any potential or realized closures to OEL. This would include both coalition offices and provider locations.
  - 4. Ensure provider payments are processed as timely as possible without endangering staff.



B. Support Functions are considered mission-essential and consist of the following reliable infrastructure:

1. Executive Direction
2. Finance & Accounting Services
3. Communications
4. Administrative Services
5. Facilities/Property Management
6. Human Resource Management
7. Information Technology Support & Maintenance
8. Contract Administration

C. Records Protection

To ensure adequate reproduction of records and databases, the Coalition must maintain off-site record storage. The Office of Early Learning Information Technology Services Unit has standard daily backup procedures for all critical information systems at the state level.

The Coalition's critical (operating) files shall be secured in a fire/waterproof portable safe during times of evacuation.

All ELCBC electronic data resides in a secure data hosting facility in Delaware. Data is backed up at least once daily and is sent to three additional geographically independent hosting centers in Michigan, Colorado and Georgia. Additionally the entire server system is replicated daily and can be accessed from the Colorado hosting center within an hour if the main system suffers catastrophic failure.

Hard copies of vital records to include insurance policies, inventory lists, financial paper work, legal documents, contractor/sub recipient/vendor contact information and pictures or video recordings of the facility to include equipment are placed into a secured fire/waterproof portable safe. The safe is taken with the Executive Director (authorized successor or designee) during a relocation.

Before an announced disaster all staff will:

1. lock and move file cabinets, desks, furniture and supplies away from windows and doors;
2. unplug computers and equipment and move them off the floor;
3. place protective covering over computers and equipment;
4. close all doors, windows and blinds;
5. obtain an Employee Emergency Contact List; and
6. participate in a COOP plan awareness briefing.

D. Inventory

Following a disruption of normal operations, an inventory of Coalition-owned property will be conducted to assess financial/value loss and identify items that are damaged, no longer serviceable or in a state of disrepair. The Director of Operations and Administration will coordinate and oversee the repair or replacement of damaged equipment.

- E. Risk Assessment / Disaster Levels  
Refer to **Attachment 8**.

#### II-11 Delineation of Mission-Essential Functions

In the event the capacity of the Coalition is such that it cannot respond to the needs of customers or perform mission-essential functions, the Coalition will make arrangements with other community-based and/or government agencies to facilitate the provision of program services. Refer to **Attachment 2**.

#### II-12 Warning Conditions

- A. With Warning. It is expected that, in most cases, the Coalition will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP plan with a complete and orderly alert, notification, and deployment of key personnel to an assembly site or pre-identified deployment location. Notification will occur through email and telephonic methods using standard operating procedures.
- B. Without Warning. The ability to execute the COOP plan following an event that occurs with little or no warning will depend on the severity of the event and the impact on personnel. Staff members may be rendered unavailable or may be otherwise unable to participate in the execution of the COOP plan. If the deployment of staff to an alternate location point is not feasible because of insufficient personnel, temporary leadership of the Coalition will be passed to the Office of Early Learning, which shall implement the Coalition's COOP plan at the local level in consultation with the ELCB Executive Committee.
  - 1. Non-Business Hours. In these circumstances, while operations from primary facilities may be impossible, the majority of Coalition employees might possibly be able to respond to instructions, including the requirement to relocate following proper notification. The COOP plan Implementation Team will be alerted and activated to support operations for the duration of the event. Notification will occur through email and/or mobile communication devices using standard operating procedures.
  - 2. Business Hours. In these circumstances, execution of the COOP plan will begin with evacuation and safe assembly procedures and continue until reconstitution of normal operations. If possible, the COOP plan will be activated and available members of the COOP plan Implementation Team will be deployed as directed to support operations for the duration of the event. Depending on the status of communications, notification will be made by email, text, telephone, in-person at facilities, and using designated notification procedures.
- C. ELCB has identified key positions to provide management and technical assistance necessary to establish mission-essential functions within 12 hours after the event. Refer to **Attachment 6**. If this changes, the attachment will be revised and submitted to the Office of Early Learning. Coalition staff retain a full employee roster.

## II-13 Delegation of Authority and Orders of Succession

If/when the executive leadership or key management personnel are unavailable during a COOP plan event, ELCB has developed a set of procedures to govern both orders of succession and delegation of authority.

- A. Lines of succession will be established to ensure continuity of mission-essential functions and to facilitate both interim and long-term leadership due to unavailability of the Executive Director. As significant organizational changes occur, the Organizational Chart will be updated and submitted to the Office of Early Learning.
- B. Pursuant to Sections 20.05 (1) (b) and 20.50 (3), Florida Statutes, the Coalition has an official memorandum pertaining to Delegation of Authority within the ELCB that details the chain of command and decision making authority for the Coalition should the Executive Director and/or Chair be unavailable. Refer to **Attachment 7**.
- C. The Executive Director (authorized successor or designee) may order activation of the Coalition's COOP plan.
- D. The Emergency Coordinating Officer (or designee) will be responsible for disseminating COOP plan guidance and direction during the activation and relocation phases.
- E. The Emergency Coordinating Officer (or designee) will ensure communication with the Office of Early Learning, the appropriate County Emergency Operations Center and the State of Florida Emergency Operations Center.

## II-14 Operational Hours

During activation of the COOP plan, the Executive Director (authorized successor or designee) will determine ELCB operating hours.

## II-15 Alert and Notification

- A. If the situation allows, staff, sub recipients, contractors, clients and contracted early learning providers will be notified prior to activation of the COOP plan. Notification will commence after determining the Level of Disaster. Notification will occur through email and/or mobile communication devices using standard operating procedures.
- B. The Coalition will develop standardized notifications as well as press releases that can be easily disseminated to the media and required individuals. An emergency greeting explaining the situation and methods of contacting Coalition staff will be recorded on the telephone system. An additional comment will be made on the Coalition home page.

## II-16 Telecommunications and Information Systems Support

Telecommunication and information systems maintained at the local level will be assessed to identify and resolve any inconsistencies or issues that may arise if the COOP plan is activated. The Coalition will follow its Emergency Management Contingency Plan to ensure that there are backup plans to address disruptions in communications and administrative and fiscal services can be restored timely. The Emergency Management Contingency Plan provides details on the

Coalition's current system and any backup strategies that will be implemented should normal operating systems fail or become disabled. An annual test of the back-up and restore system will be conducted to ensure access to mission-essential tools and data. Refer to ***Attachment 8***.

#### II-17 Security and Access Controls

The Coalition will implement processes and procedures (within the constraints of time, cost, and operational effectiveness) to provide an optimal level of protection to staff, clients, sub recipients, and any other individuals who come into contact with the Coalition either during normal operations or during COOP plan events; and, ensure security of Coalition facilities to protect property, records, equipment, etc., in the event the COOP plan is activated. Refer to ***Attachment 8***.

#### II-18 COOP plan Maintenance

ELCB will perform an annual review of the COOP plan to ensure that COOP plan capability remains viable. Additionally, testing, training and exercise programs to assess staff awareness and response capabilities will be performed at minimum annually to familiarize Coalition employees with their roles and responsibilities during COOP plan events; ensure that systems and equipment are maintained in a constant state of readiness; and validate aspects of the COOP plan.

### SECTION III: ADMINISTRATION AND LOGISTICS

#### III-1 Time-phased COOP plan implementation

When confronting events that significantly disrupt normal operations, the Coalition shall implement its COOP plan utilizing the following time-phased approach:

Phase	Time Frame	Activity
Phase I- Activation and Relocation	0-12 Hours	<ul style="list-style-type: none"><li>▪ Notify relocation site(s) contact(s) of impending activation and relocation requirements.</li><li>▪ Notify requisite local, regional and state agencies.</li><li>▪ Activate plans to transfer to relocation site(s).</li><li>▪ Notify Coalition staff, contracted early learning providers, contractors, vendors and sub recipients regarding activation of COOP plan.</li><li>▪ Assemble documents and equipment required for mission-essential functions at relocation site(s).</li><li>▪ Order needed equipment/supplies.</li><li>▪ Transport documents, equipment and designated communications to relocation site(s).</li><li>▪ Secure and prepare the relocation site(s) for the continuation of the mission-essential operations.</li><li>▪ Continue mission-essential functions at normal facility, if available, until relocation is complete.</li><li>▪ Activate advance, operations, and support teams, as necessary.</li></ul>
Phase II- Alternate Location/Work Site Operations	12 Hours - Termination of COOP plan event	<ul style="list-style-type: none"><li>▪ Establish authority and orders of succession.</li><li>▪ Assign tasks.</li><li>▪ Provide guidance to Implementation Team and support staff.</li><li>▪ Provide information regarding the Coalition's operational status to the public.</li><li>▪ Commence full execution of operations supporting mission-essential functions.</li></ul>
Phase III- Reconstitution	Termination of COOP plan event	<ul style="list-style-type: none"><li>▪ Inform all stakeholders that the disruption no longer exists.</li><li>▪ Supervise return to normal or replacement operating facility.</li><li>▪ Conduct a review of COOP plan execution and effectiveness. Update COOP plan to correct deficiencies and/or incorporate best practices.</li></ul>

### III-2 Activation and Relocation

- A. Based on the situation and circumstance of any disruption to normal operations, the Coalition will evaluate the capability and capacity levels required to support mission-essential functions and determine if activation of the COOP plan is warranted.
- B. If it is deemed necessary, an appropriate relocation site will be identified and established for the relocation of staff and/or other resources.
- C. The Coalition's Executive Director (authorized successor or designee) will serve as the Emergency Coordinating Officer.
- D. The Emergency Coordinating Officer (or designee) will coordinate the immediate deployment of Coalition employees to an assembly site or the designated relocation site.
- E. After the initial notification effort is complete, the Executive Director (authorized successor or designee) will either develop or be provided a status report to include staff who has not been reached.
- F. The Emergency Coordinating Officer (or designee) will notify the contact at the designated relocation site and initiate the immediate deployment of the Implementation Team.
- G. The Emergency Coordinating Officer (or designee) will notify the Office of Early Learning, the State of Florida Emergency Operations Center, and the local County Emergency Office that an emergency relocation of the local Coalition is anticipated or is in progress.
- H. The Emergency Coordinating Officer (or designee) will coordinate and oversee security procedures for areas being vacated to ensure security of the administrative/fiscal offices and equipment or records remaining in the building.
- I. The Implementation Team will prepare the relocation site for the continuation of the mission-essential operations.
- J. The Implementation Team will notify contingency staff and provide instructions and guidance on operations and the location of the relocation site.
- K. The Director of Operations and Administration (or designee) will coordinate guidance to other staff regarding deployment status, duration of alternate operations, and pertinent information on payroll, time and attendance, duty assignments, etc.
- L. The Executive Director (authorized successor or designee) will provide periodic updates to the Office of Early Learning and the other involved parties regarding COOP plan activation and operations.
- M. The Implementation Team will provide OEL, the post office, other applicable carriers and vendors with mail and delivery routing instructions as appropriate.
- N. If appropriate, a public press release to inform customers of alternate provisions including temporary office locations, contact phone numbers, etc. will be prepared and released.

### III-3 Alternate Location/Work Site Operations

- A. During activation of the COOP plan the Executive Director (authorized successor or designee) will determine ELCB operating hours. Operating hours will be adjusted as mission-essential functions are provided and additional services come on line.

- B. A greeting will be recorded on the phone system to provide information on the status of programs and services, alternate locations, and hours of operation. The message will be updated as new or essential information becomes available. A designee will be assigned to respond to messages as resources and conditions permit.
- C. A notice will be posted on ELCB website to provide information on the status of programs and services, alternate locations and hours of operation. The announcement will be updated as new or essential information becomes available.
- D. The Coalition will notify clients and providers per Section II-15 (Alert and Notification) as soon as conditions permit, so that services are not disrupted more than is necessary during activation of the COOP plan.
- E. Facilities, property, equipment, client records, fiscal records, and other pertinent information will be secured per Section II-10 (Mission-Essential Functions). The Coalition will ensure that sensitive and confidential information is locked in an approved container and handled and transported in a manner that ensures protection and security of the information at all times.
- F. To the extent possible, the Coalition will re-establish normal lines of communication within the agency, to other agencies, and to the public.
- G. To the extent possible, the Coalition will execute any functions determined to be mission-essential to operations from an alternate location.
- H. Responsibilities will be assigned to personnel to perform mission-essential functions. As the situation comes under control, additional staff will be activated to provide other services and functions, as necessary.
- I. The Director of Operations and Administration (or designee) will work with contractors and/or vendors to re-establish communications and computer access. This may include using laptop back-up systems and accessing off-site records and/or back-up systems that have stored data available.
- J. The Director of Operations and Administration (or designee) will work with contractors and/or vendors to facilitate the transfer of electronic records, which may include administrative, fiscal and programmatic records/data, to the relocation site(s).
- K. Designated staff will attempt to contact (call/visit) contracted early learning providers/sub recipients on the first regular day of business. Initial contacts will be completed over the course of the next two (2) working days (Days 1 and 2). Contact results will then be compiled and analyzed during the following two (2) working days (Days 3 and 4).
- L. A preliminary provider/sub recipient status report will be available to the Emergency Coordinating Officer (or designee) by the close of business on the 4th working day (Day 4) and a copy will be submitted to the Office of Early Learning. Note: The three-day period allows for utilities/communication services to be restored to affected areas.
- M. Follow-up calls to those providers/sub recipients that were not reached during the initial call cycle shall be completed by the seventh working day (Day 7).
- N. A final report will be available by the close of business the eight working day (Day 8) and will be shared with the Office of Early Learning and appropriate state or local agencies.

#### III-4 Reconstitution

- A. Preparation for transferring mission-essential operations and other activities and functions back to the main and/or satellite Coalition office/s will begin as soon as feasibly possible. Note: Circumstances may dictate that a new Coalition office space be designated and subsequently occupied.
- B. The Coalition will ensure a timely and efficient transition of Coalition property (i.e. communications, records, databases, equipment, and supplies) to Coalition facilities.
- C. The Leadership Team will assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern.



## **SECTION IV: RESPONSIBILITIES AND PROCEDURES**

### **IV-1 Implementation of COOP plan**

Upon COOP plan activation, the Coalition will begin providing support for the following functions:

- A. Monitoring and assessing the situation that required the relocation.
- B. Monitoring the status of personnel and resources.
- C. Planning and preparing for the restoration of operations at regular facilities or other long-term facilities.

### **IV-2 Establishment of Communications**

- A. Coalition staff in conjunction with the Office of Early Learning Information Technology staff will ensure all necessary and preplanned communications systems are established, adequate, and functioning properly; and will service and attempt to correct any faulty or inadequate communications systems.
- B. Coalition staff will ensure relocation sites are equipped with serviceable computer, telephone and fax lines.
- C. Once a communications assessment has been completed, the Executive Director (authorized successor or designee) will communicate a plan of action to Coalition staff, the Executive Committee, funding agencies, stakeholders, clients and the media.
- D. To the extent possible, the Coalition will ensure continual updates are provided in the form of telephone contacts, press releases and web page updates in order to optimize communication efforts to both internal and external stakeholders.
- E. Within two days all Coalition staff will either be directed to work from home (telecommute) or report to the designated relocation site.
- F. Voicemail and/or hand-written messages for call requests will be completed and processed as conditions permit.
- G. Pending reports will be generated with priority processing status given to any past-due reports as conditions permit.

### **IV-3 Implementation Team Responsibilities**

As soon as possible following their arrival at the designated relocation site, the Implementation Team members will begin providing support for the following functions:

- A. Coordinating transition of mission-essential functions to the alternate location.
- B. Disseminating administrative and logistics information to include operational procedures for the next 30 days.

### **IV-4 Augmentation of Staff and Other Resources**

- A. If it becomes evident that Coalition staff cannot ensure the continuous performance of mission-essential functions, the Coalition, in coordination with the Office of Early

Learning, will determine the additional positions necessary to ensure the continuous performance of mission-essential functions.

- B. The Coalition, with assistance from the Office of Early Learning, when warranted, will ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- C. The Coalition, in cooperation with the Office of Early Learning, will ensure that all resources needed to sustain operations for 30 days are acquired.

#### IV-5 Amplification of Guidance to All Personnel

- A. The Coalition will develop and disseminate an informative memorandum to employees, clients, providers, contractors, sub recipients, the Office of Early Learning, and the local community regarding alternate operations, pertinent information on child care payments, location(s) for services, payroll, time and attendance, duty assignments, travel authorizations and reimbursements.
- B. The Coalition has responsibility for consideration of the health and emotional well-being of Coalition staff and their families.
- C. Coalition staff may be allowed to telecommute at the discretion of the Emergency Coordinating Officer (authorized successor or designee).
- D. Coalition staff will have access to appropriate assistance to deal with the COOP plan event and its aftereffects such as extended leave (upon approval), special accommodations, utilization of services provided through the employee assistance program; and, other community-based support services as needed.

#### IV-6 Development of Plans and Schedules for Reconstitution and Termination

- A. The Leadership Team will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all Coalition functions, personnel, equipment, and records from relocation sites to a new or restored facility.
- B. The Executive Director (authorized successor or designee) will approve the plans and schedules prior to the cessation of operations, and will submit the plan to pertinent parties in writing, as soon as is feasibly possible.
- C. The Leadership Team will take the lead role in overseeing the Reconstitution and Termination process.
- D. Reconstitution procedures will commence when it is ascertained that the COOP plan event has ended. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:
  - 1. Continue to perform mission essential functions at relocation sites for up to 30 days.
  - 2. Begin an orderly return to Coalition facilities and reconstitute full operations.
  - 3. Establish operations in some other facility in the same geographical area.
- E. Once the reconstitution location has been established:
  - 1. The Leadership Team will ensure appropriate and suitable security, safety, and health conditions at restored Coalition facilities.

2. The Leadership Team will ensure appropriate and suitable security, safety, and health conditions at restored Coalition facilities.
3. The Leadership Team will oversee the orderly transition of all functions, personnel, equipment, and records from relocation sites to restored Coalition facilities (or at new facility).
4. Coalition staff will transfer mission-essential functions and resume normal operations when the equipment and documents are in place at either restored facilities or newly established facilities.

#### IV-7 After-Action Review and Remedial Action Plan

The Coalition will develop a review committee to assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern.

- A. The information to be collected will, at a minimum, include feedback from any staff that worked during the COOP plan activation.
- B. The results of the assessment and subsequent recommendations will be incorporated into a COOP plan Remedial Action Plan.
- C. Recommendations for changes to the COOP plan and any accompanying documentation will be documented and incorporated into the COOP plan annual review process.

## SECTION V: COALITION PROFILE

<b>PRIMARY CONTACT</b>	Laura Gambino, Executive Director Office Phone: (321) 637-1800 ext. 2010 Cell phone: (321) 423-4268 Alternate phone: (561)-315-6595
<b>MAIN LOCATION</b>	Physical Address: 1018 S. Florida Avenue, Rockledge, FL 32955 Mailing Address: P.O. Box 560692, Rockledge, FL 32956
<b>SATELLITE LOCATIONS</b>	2671 W. Eau Gallie Blvd., Ste. 102, Melbourne, FL 32935 (Satellite Office) 5275 Babcock St., Palm Bay, FL 32905 (Co-located Office Suite)

### ***Mission-Essential Functions:***

- Executive Direction
- Programmatic Funds Distribution
- Information Technology Support/Maintenance
- Communications
- Contract Administration
- Finance & Accounting Services
- Facilities/Property Management Services
- Program Technical Assistance and Support
- Program oversight and direction for all school readiness and voluntary pre-kindergarten services
- Financial Management Tracking System (EFS)

### ***Mission-Essential Data Systems and Records:***

- Unified Waiting List
- EFS or Approved Statewide Information Management System
- Financial Management Tracking System (EFS)
- Single Point of Entry
- Eligibility and Enrollment
- Security and Restoration
- Resource and Referral

### ***Alternate Facilities:***

ELCB recognizes that normal operations may be disrupted and that there may be a need to perform mission-essential business functions at alternate facilities. Through memoranda of understanding, the Coalition has access to alternate facilities that could support mission-essential business functions. Refer to **Attachment 2**.

***Alternate Providers:***

ELCB recognizes that normal operations may be disrupted and that there may be a need to transfer mission-essential business functions to an alternate provider. In the event the Coalition is such that it cannot respond to the needs of customers or deliver crucial services, mission-essential functions will need to revert to an alternate service delivery provider. See **Attachment 2**.

***Coalition Management:***

Coalition Management is responsible to:

- A. Develop the Coalition's continuity of operations plan.
- B. Submit reports to the Board of Directors and Office of Early Learning (OEL).

***Coalition Fiscal Staff:***

Coalition Fiscal Staff is responsible to:

- A. Generate monthly financial statements.
- B. Prepare monthly bank reconciliation and other accountability measures.
- C. Process bi-weekly timesheets.
- D. Payment of monthly invoices and cash receipts.
- E. Issue timely provider payments.

***Executive Committee:***

Executive Committee is responsible to:

- A. Review of the COOP plan annually to ensure plan is up to date.
- B. Place personnel and resources to ensure continuity of essential operations.

***Leadership Team:***

Leadership Team is responsible to:

- A. Revise COOP plan and distribute to all staff.
- B. Train coalition staff on protocols and procedures.

**ATTACHMENT 1****COOP PLAN IMPLEMENTATION TEAM**

<b>Name</b>	<b>Position</b>	<b>Contact Number</b>
Laura Gambino	Executive Director	321-423-4268 561-315-6595 (alternate)
Jeannie Williams	Executive Administrator	321-626-6286 610-428-9100
Vacant	Director of Finance	
Kristen Johnson	Director of Operations and Administration	321-626-3179 407-310-9866
Harriet Paredes	Director of Provider Services	321-210-6595 321-305-2634
Dennise Milan	Director of Family Services	321-626-8003 321-890-5450
Eneida Colon	Director of Community Outreach	321-626-4485 321-424-3340
Jodi Ammons	Director of Quality Assurance	321-626-7313 321-544-4337

**ALTERNATE FACILITIES (Relocation Sites)**

**Early Learning Coalition of Flagler Volusia**

**Address:** 135 Executive Circle, Ste. 100, Daytona Beach, FL 32114

**Primary Contact:** DJ Lebo, Chief Executive Officer

**Phone:** 386-323-2400, Ext. 193

**Email:** [djlebo@elcfv.org](mailto:djlebo@elcfv.org)

**ALTERNATE PROVIDER**

**Brevard County Public Schools**

**Address:** 2700 Judge Fran Jamieson Way, Viera, FL 32940

**Primary Contact:** Marilyn Sylvester, Director,  
Elementary Leading and Learning

**Phone:** 321-633-1000, ext. 11340

**Email:** [sylvester.marilyn@Brevardschools.org](mailto:sylvester.marilyn@Brevardschools.org)

**ATTACHMENT 3**

**EMERGENCY COORDINATING OFFICER**

<b>Name, Title</b>	Laura Gambino, Executive Director
<b>Contact Number</b>	W: 321-637-1800; Ext. 8567 or 2506
<b>Alternate Contact Number</b>	C: 321-423-4268 C: 561-315-6595

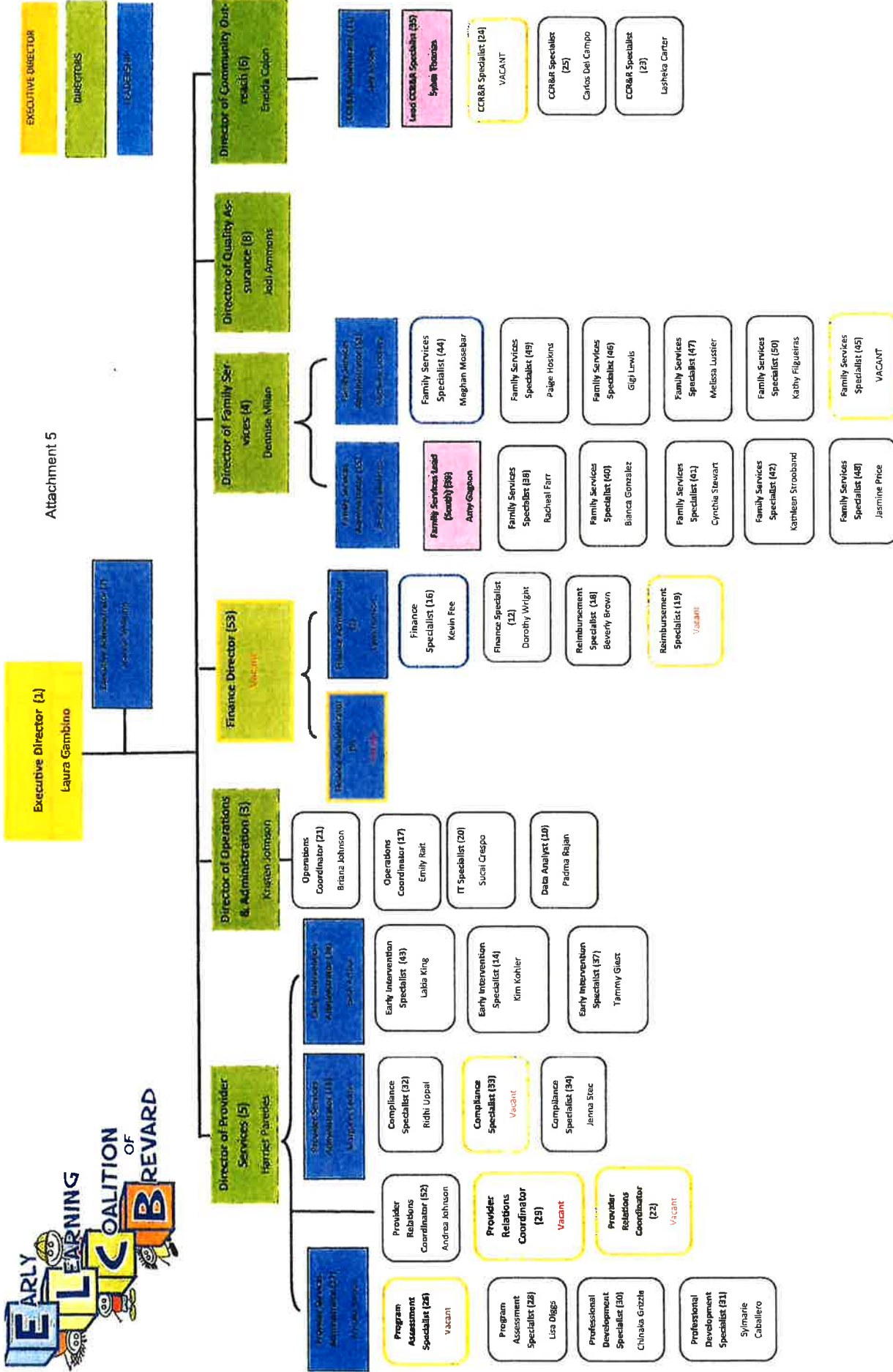


**ATTACHMENT 4****EXECUTIVE LEADERSHIP TEAM**

<b>Name Title</b>	<b>ORG</b>	<b>Address</b>	<b>Phone</b>	<b>Email</b>
Alan Bergman, Chairperson	Consultant	171 Diane Circle, Indiatlantic, Florida 32955	321-536-7652 (C) 321-779-9209 (H)	alstock3@gmail.com
Khaled Jarrah, Vice Chairperson	Owner, For Profit Child Care Provider	4945 Stack Blvd, Melbourne, FL 32901	321-728-8895	info@mycoralreefacademy.com
Caitlin Rice, Treasurer	Founder, CEO	Not disclosed	414-722-2620 (C)	caitlin@caitlinricepr.com
Terri Barlow, Secretary	Brevard Public Schools	2725 Judge Fran Jamieson Way, Bldg. B, Viera, Florida 32940	321-633-1000, ext. 390	Barlow.terri@brevardschools.org
Laura Gambino, Executive Director	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-423-4268	lgambino@elcbrevard.org
Jeannie Williams, Executive Administrator	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-626-6286 610-428-9100	jwilliams@elcbrevard.org
Director of Finance	VACANT			
Kristen Johnson, Director of Operations and Administration	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-626-3179 407-310-9866	kjohnson@elcbrevard.org
Harriet Paredes, Director of Provider Services	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-210-6595 321-305-2634	hparedes@elcbrevard.org
Dennise Milan, Director of Family Services	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-626-8003 321-890-5450	dmilan@elcbrevard.org
Eneida Colon, Director of Community Outreach	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-626-4485 321-424-3340	ecolon@elcbrevard.org
Jodi Ammons, Director of Quality Assurance	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-626-7313 321-544-4337	jammons@elcbrevard.org



# Attachment 5



**ATTACHMENT 6****LEADERSHIP TEAM**

<b>Name</b>	<b>Position</b>	<b>Contact Number(s)</b>
Laura Gambino	Executive Director	321-423-4268
Jeannie Williams	Executive Administrator	321-626-6286 610-428-9100
VACANT	Director of Finance	
Kristen Johnson	Director of Operations and Administration	321-626-3179 407-310-9866
Harriet Paredes	Director of Provider Services	321-210-6595 321-305-2634
Dennise Milan	Director of Family Services	321-626-8003 321-890-5450
Eneida Colon	Director of Family Engagement and Community Outreach	321-626-4485 321-424-3340
Jodi Ammons	Director of Quality Assurance	321-626-7313 321-544-4337
VACANT	Finance Administrator	
Lynn Hudson	Finance Administrator	321-626-9310 321-403-9518
Priscilla Ramos	Provider Services Administrator	321-423-7439 321-298-4029
Margaret Leddin	Provider Services Administrator	321-604-1583 321-752-4520
Beth Arthur	Early Intervention Administrator	321-482-3445 321-258-1019
Jessica Taliaferro	Family Services Administrator	321-626-3748 561-281-5870
Michelle Dockery	Family Services Administrator	321-626-2878 321-626-7239
Sally Mobley	Family Resource Administrator	321-626-5378 321-368-7746

*Note: Members of the Leadership Team will serve as the primary contact and liaison for their direct reports.*

## Memorandum of Delegation of Authority

### Early Learning Coalition of Brevard County Order of Succession and Delegation of Authority

Mission-Essential functions of the Early Learning Coalition of Brevard (ELCB) will be maintained during a disruption to normal operations through established and documented authority. The Executive Director of the ELCB is authorized by the Board Chair to delegate powers, duties, and functions within the Coalition.

The order of succession for the Coalition is as follows:

Executive Director  
Director of Finance  
Director of Operations and Administration  
Director of Provider Services  
Director of Family Services  
Director of Community Outreach  
Director of Quality Assurance

Succession of Authority will occur when the superior authority is unable to serve. It is the responsibility of the Leadership Team to ensure that the Executive Director (authorized successor or designee) is informed via phone, e-mail, fax, or pager, of employee status and ability to serve.



Alan Bergman, Board Chairperson

Laura Gambino

Digitally signed by Laura Gambino  
Date: 2021.04.29 15:34:14 -04'00'

Laura Gambino, Executive Director

**ELCB EMERGENCY  
MANAGEMENT CONTINGENCY PLAN**

**DEFINITIONS:**

**Contingency Plan-** Planned actions(s) to eliminate or reduce the impact of a risk/threat at or after the time of failure.

**Current Business Process-** Standard operating procedures and functions under normal or non-disruptive conditions.

**Impact-** The ability to continue services once a disruption occurs; considering the degree of failure of business operation and how it will affect clients and staff.

**Recovery Strategies-** The action to eliminate the disruption that impacts the agency's ability to continue operations.

**Risk or Threat-** Event or non-event having a negative impact on or endangering a core business function or a critical system of the organization.

**Risk Assessment-** Performed to identify risk(s) and assess or estimate the probability and impact of their occurrence.

**PURPOSE**

The Early Learning Coalition of Brevard County has continuously increased its use of computer-supported information processing to support financial and administrative services. Similarly, telecommunications has become a vital tool for accomplishing the Coalition's mission. The dependence on computers and telecommunications poses the risk that even temporary loss of these capabilities could adversely impact or interrupt operational support systems of the Coalition. Three levels of risk have been identified, based on the type of threats, impact of disruptions, and duration of impacts and difficulty of implementing recovery strategies. The Coalition's business continuity plan is designed to reduce the risk to an acceptable level by insuring the restoration of essential business functions within 72 hours and all less critical services within one to two weeks.

The plan identifies the essential functions of ELCB and the resources required to support them. The plan provides guidelines for ensuring that needed personnel and resources are available to ensure continuity of essential operations if a disruption occurs, and that proper steps will be carried out to permit the timely restoration of services.

## **OBJECTIVES**

Objectives of this plan are to:

- A. Provide for the safety and well-being of Coalition staff and the general public.
- B. Ensure prompt and orderly response to disruptive situations.
- C. Minimize financial and business losses; maintain legal and regulatory compliance.
- D. Protect and minimize losses of property, assets and data.
- E. Ensure resumption of critical business functions following an interruption of normal operations.
- F. Establish overall management responsibility, and coordination of recovery.

## **PLANNING CONSIDERATIONS:**

Time Horizon to Disruption: Actual or anticipated date risk/threat will first have impact.

Validation: The process of evaluating a system or a component during or at the end of the development process to determine whether it satisfied the specified requirements.

## **ASSUMPTIONS**

The plan is predicated on the validity of the following assumptions:

- A. The situation that causes the disruption is of a magnitude that reasonably allows the Coalition to attempt continuity of essential functions.
- B. The restoration of essential services to the community will take precedence over the recovery of this individual organization.
- C. Personnel have had instruction and practice in emergency response and evacuation.
- D. Support required from vendors, utilities, communications, emergency responders, etc. would be provided within a reasonable time frame.
- E. Management will exercise prudent judgment in activating the contingency plan.
- F. Insurance or other funds will be adequate, and repair, replacement, and restoration will be completed within a reasonable time frame.
- G. The existence and availability of substantial surrounding infrastructure and resource/service/support providers.

## **DISASTERS**

A disaster may involve a single facility or multiple sites and may be internal or external. Notify the proper officials and staff as to the extent and type of disaster. The direction(s) of authorities will be followed once they assume control of a situation.

Internal disasters are incidents within the facility or in the immediate area, such as fire, explosion, extended power outage, internal water break, etc. External disasters are situations arising from outside the facility, such as hurricanes, hazardous materials spills, tornado, flood waters, etc. General guidelines for each are provided in this plan. For additional guidance, please refer to the approved protocols for each disaster type.

- A. **Flooding:** Flood watches, warnings and/or evacuation orders are issued by authorities through the local media, and must be closely monitored and heeded. If/when threatening or emergency flood conditions exists, the Executive Director (authorized

- successor or designee) will initiate the appropriate announcements concerning the flood threat and the instructions for preparation and/or evacuation when and if necessary.
- B. **Hazardous Materials:** The Coalition will comply with all applicable federal and state health and safety rules and provide a safe and healthful workplace. Unsafe or unhealthy conditions may result in mandatory evacuation.
  - C. **Fire-Explosion:** In every instance, if an alarm sounds, all building occupants are expected to respond as through it is a real emergency. Fire alarm systems provide the important function of warning occupants of a possible fire in the building. While false alarms may occur, all alarms are to be heeded and the absence of an emergency be verified.
  - D. **Severe Weather:** Severe weather watches, warnings and/or evacuation orders are issued by authorities through the local media, and must be closely monitored and heeded. If/when threatening or severe weather conditions exists, the Executive Director (authorized successor or designee) will provide directions for immediate action.
  - E. **Power Outage:** Prolonged outage, failure, unsafe or unhealthy conditions might require evacuation. If severe cold or severe heat is a probability, power outages and/or air conditioning failure during such occurrences could cause a disaster.
  - F. In the event of prolonged hot or cold weather, appropriate action will be taken to ensure the safety of staff and the general public; protect property; and, maintain safe and proper business operations. The Executive Director (authorized successor or designee) will determine if it is necessary to suspend or cancel services whenever critical utilities (i.e. power, water, heating, ventilation and/or air conditioning) are not available.
  - G. **Crime – Civil Disturbances:** Any suspicion of criminal activity and/or awareness of a civil disturbance or the likelihood of a civil disturbance at/or within a Coalition facility or officially occupied space must be reported to the proper authorities as soon as is practicable. The Executive Director (authorized successor or designee) will work with local authorities to assess the situation and initiate an appropriate response.
  - H. **Bomb Threats:** All bomb threats will be taken seriously and might result in mandatory evacuation. The Executive Director (authorized successor or designee) may suspend business operations as necessary to ensure the safety of staff and the general public.

#### **RISK ASSESSMENT/DISASTER LEVELS**

**Level 1:** Threats involve the lowest level of risk; mainly technical/computer disruptions that could be addressed over a period of up to two weeks after disruption as loss of functions and services impacted could be accommodated without disruption of critical and essential functions

A	Length of Time	1-3 DAYS
	Impact	Inability to access data to operate accounting system; inability to process payments for services rendered; inability to pay bills; inability to meet deadlines for proper reporting to local, state, federal agencies
	Recovery Strategy	Use manual check register until access is restored; Staff will process reports manually, using calculators, carbon copies, and copier paper. If the disaster occurs before the required reports have been processed and it is reasonable to expect that the computers will be functional within a three-

		day period, reports will be submitted to OEL once the computers are serviceable
B	Length of Time	4-7 DAYS
	Impact	same as Level 1A
	Recovery Strategy	In addition to Level 1A, use hardcopy backup or laptop computers to generate reports; Staff will process reports manually, using calculators, carbon copies, and copier paper. If the disaster occurs before required reports have been processed, and it is not reasonable to expect that the computer will be functional within a three-day period, submission of the reports will be delayed until the information can be retrieved via back up files.
C	Length of Time	8-14 DAYS
	Impact	same as Level 1A
	Recovery Strategy	In addition to Level 1B, Executive Director (authorized successor or designee) will review the situation and develop an extended recovery plan; Staff will process reports manually. Data for OEL reports will be tracked manually. Laptops will be used, if available, to track and retain essential data. Once computers are serviceable, data that was previously tracked manually will be entered into the system and reports generated for immediate submission to OEL.

**Level 2:** Threats are mostly related to lack of power to the building; building is accessible but without power.

A	Length of Time	1-3 DAYS
	Impact	Inability to operate computers, lights or air conditioning system; Inability to access data to operate accounting system; inability to process payments for services rendered; inability to pay bills; inability to meet deadlines for proper reporting to local, state, federal agencies
	Recovery Strategy	The Executive Director (authorized successor or designee) notifies Coalition staff, Executive Committee, providers, sub recipients, vendors and contractors about a temporary interruption in services; cell phones will be utilized to maintain communication; The Director of Operations and Administration (or designee) will retrieve office supplies and will manually keep records. In an effort to conserve power, printers and laptops will be used only when absolutely necessary. Calculators powered by batteries will be used for calculating records. Statistical reporting will be completed manually. The Director of Operations and Administration (or designee) will manually create reports that cannot be generated by back-up files and save them on a laptop (if available). The assumption is that manually processing these payments will require a lengthier processing period. Therefore, staff may be required to work overtime and/or temporary help hired.
B	Length of Time	4-7 DAYS
	Impact	same as Level 2A
	Recovery Strategy	The Executive Director (authorized successor or designee) notifies Coalition staff, Executive Committee, providers, sub recipients, vendors and contractors the Coalition is resuming mission essential functions
C	Length of Time	8-14 DAYS
	Impact	same as Level 2A
	Recovery Strategy	In addition to Level 2B, Executive Director (authorized successor or designee) will review the situation and develop an extended recovery plan



**Level 3:** Threats constitute major or long-term risks (no power, no communication, building inaccessible) that should be mitigated only after lower level risks are ameliorated to the extent possible.

A	Length of Time	1-3 DAYS
	Impact	Inability to perform normal operations at established office locations; inability to access data to operate accounting system; inability to process payments for services rendered; inability to pay bills; inability to meet deadlines for proper reporting to local, state, federal agencies
	Recovery Strategy	Relocate and establish operations at an alternate work site
B	Length of Time	4-7 DAYS
	Impact	same as Level 3A
	Recovery Strategy	The Executive Director (authorized successor or designee) will assess the situation and modify the relocation plan as needed.
C	Length of Time	8-14 DAYS
	Impact	same as Level 3A
	Recovery Strategy	If at the end of 14 days, the building is still inoperable, Executive Director (authorized successor or designee) will review the situation and develop an extended recovery plan

## **PLAN IMPLEMENTATION**

### **Emergency Equipment and Supplies**

If Coalition offices are usable and their contents are relatively undamaged, the following items may be needed to supplement existing supplies, especially if there is a power outage.

- First-aid kit
- Battery-powered radio
- NOAA Weather Radio
- Battery-powered flashlights
- Whistles (to signal for help)
- Basic tool kit (to include a wrench or pliers to turn off utilities)
- Cell phone with charger (inverter or solar)
- Local maps
- Plastic sheeting and duct tape
- Three-day supply of non-perishable food and water (gal/person/day)
- Manual can opener
- 1 twin florescent lantern with replacement tubes
- Batteries
- Garbage bags
- Wipes/moist towelettes and plastic bags for personal sanitation
- Laptops (with batteries charged)
- Portable printers

Emergency equipment and supplies are inventoried and inspected on a regular basis to ensure adequate quantities and serviceability.

#### **Employee Notification**

1. Identify the type of disruption.
2. Review the official report or most up-to-date information regarding the disruption.
3. The Executive Director (authorized successor or designee) will make a decision regarding evacuation, suspension of services and/or relocation.
4. The Executive Director (authorized successor or designee) will determine if it is necessary to activate the COOP plan.

#### **Building Security**

1. Lock and move file cabinets, desks, furniture and supplies away from windows and doors.
2. Unplug computers and equipment and move them off the floor.
3. Place protective covering over computers and equipment
4. Close all doors, windows and blinds before leaving the building.
5. Lock all exterior access doors and set the alarm system.

#### **Emergency Contacts**

1. ELCB Emergency Phone List
2. Emergency contact information for service providers
3. OEL Directory/Phone List
4. COOP plan Support Directory

#### **Record Protection**

All ELCBC electronic data resides in a secure data hosting facility in Delaware. Data is backed up at least once daily and is sent to three additional geographically independent hosting centers in Michigan, Colorado and Georgia. Additionally the entire server system is replicated daily and can be accessed from the Colorado hosting center within an hour if the main system suffers catastrophic failure.

Hard copies of vital records to include insurance policies, inventory lists, financial paper work, legal documents, contractor/sub recipient/vendor contact information and pictures or video recordings of the facility to include equipment are placed into a secured fire/waterproof safe. The safe is taken with the Executive Director (authorized successor or designee) during a relocation.

As soon as possible after a disruption the Director of Operations & Administration (or designee), will take an inventory of hardware that needs to be repaired or replaced. The Director of Operations & Administration (or designee) will oversee the repair or replacement of the damaged hardware.

**Reimbursement to Providers during emergency closures**

The Coalition shall maintain a Continuation of Operations (COOP) plan to be implemented when there is a disruption to normal operations. The Coalition will review reimbursement to providers during activation of the COOP plan based on the impact of the disruption and funding availability.

**SAMPLE PRESS RELEASE**

**Early Learning Coalition of Brevard County,  
Inc.**

P.O. Box 560692 Rockledge FL 32956-0692  
321-637-1800 Office 321-637-7244 Fax

FOR IMMEDIATE RELEASE

**EMERGENCY SERVICES/INFORMATION FOR BREVARD COUNTY  
EARLY LEARNING PROVIDERS AND PROGRAM PARTICIPANTS**

Contact Person: *Name, Title*  
Contact Number: *(xxx) xxx-xxxx*  
Contact Email: *xxx@xxx.xxx*  
Web Address: [www.elcbrevard.org](http://www.elcbrevard.org)

Rockledge, FL – Early Learning Coalition of Brevard County, Inc. will assist and coordinate emergency child care services through the Early Learning Coalition offices for contracted early learning providers and Coalition clients affected by COOP plan event.

Coalition offices will be completely operational and staff will be available to see clients and providers as of *DATE*. Please direct all questions and/or concerns to call the Early Learning Coalition at *PHONE NUMBER*.

Donations of food, water, children's clothing, diapers and baby formula are appreciated and can be dropped off at *LOCATION/ADDRESS*.

For continued updated information regarding child care services visit [www.elcbrevard.org](http://www.elcbrevard.org).

## Exhibit 2

### Early Learning Coalition of Brevard County COOP Support Directory

<b>Brevard Public Schools:</b> 321-633-1000	<b>Florida Office of Early Learning:</b> 866-357-3239
<b>FEMA (Federal Emergency Management Agency):</b> 1-800-621-3362	<b>Florida Division of Emergency Management:</b> 850-413-9969
<b>Brevard County Office of Emergency Management:</b> 321-637-6670	<b>United Way– Community Resources Information:</b> 211
<b>Salvation Army Donation Helpline:</b> 1-800-725-2769	<b>American Red Cross Disaster Assistance:</b> 1-800-733-2767
<b>Florida Department of Financial Services:</b> 1-800-227-8676	<b>Florida State Assistance Information Line:</b> 1-800-342-3557
<b>Florida City Gas:</b> 1-800-993-7546	<b>Florida Power and Light:</b> 1-800-468-8243
<b>AT&amp;T (BellSouth) Repair:</b> 1-800-288-2747	<b>Agricultural and Consumer Assistance Center:</b> 1-800-435-7352
<b>North Brevard Charities Sharing Center</b> <b>(Port St. John, Titusville, Mims):</b> 321-269-6555  <b>Central Brevard Sharing Center</b> <b>(Cocoa, Rockledge, Viera, Merritt Island,</b> <b>Port. St. John):</b> 321-631-0306  <b>South Brevard Sharing Center</b> <b>(Melbourne, Palm Bay):</b> 321-727-8581	<b>Office of Reemployment Assistance:</b> 1-800-204-2418
	<b>Utility Services</b> <b>Brevard County:</b> 321-633-2091 <b>City of Cocoa:</b> 321-433-8400 <b>City of Melbourne:</b> 321-608-5000 <b>City of Titusville:</b> 321-567-3855 <b>City of Palm Bay:</b> 321-952-3420

# PANDEMIC PLAN Addendum

## **Introduction**

Since the threat to an organization's continuity of operations is great during a pandemic outbreak; it is important for ELC to have a Pandemic Influenza Continuity of Operations addendum in place to ensure it can carry out its essential functions and services.

## **Concept of Operations**

ELC will monitor the severity of the pandemic and establish continuity activation triggers to address the unique nature of the pandemic threat. This plan is to be read in conjunction with ELC's Continuity of Operations Plan (COOP), as appropriate. It supplements the COOP by addressing considerations and elements specific to pandemic events and emerging infectious diseases.

## **Continuity Planning**

1. All organization personnel are to be informed regarding protective actions and/or modifications related to this plan.
2. Messaging and risk communications during an emerging infectious disease or pandemic will be conducted by the Executive Director.
3. Guidance and instructions on established infection control measures such as social distancing, personnel protective equipment, and telework programs are provided to assist in limiting the spread of influenza as the primary and alternate worksite.
4. Within the workplace, social distancing measures could take the form of:
  - modifying the frequency and type of face-to-face employee encounters
  - establishing flexible work hours or worksite
  - promoting social distancing between employees and customers to maintain three feet spatial separation between individuals
  - implementing strategies that request and enable employees with influenza to stay home at the first sign of symptoms

## **Organizational Assumptions**

ELC will be provided with guidance and/or direction by Federal, State, local governments regarding current influenza pandemic status in its area. ELC will have actionable plans and procedures to assist in the ability to remain operational during a pandemic that may include social distancing, personal protection equipment (PPE), and temporary suspension of some non-essential activities.

### **Delegations of Authority**

At the height of a pandemic wave, absenteeism may be significant, as such, ELC has established delegations of authority that are at least three deep to take into account the expected rate of absenteeism and regional nature of the outbreak to help assure continuity of operations over an extended period of time. The ELC Delegations of Authority for the senior leadership are as follows:

1. Executive Director
2. Director of Finance
3. Director of Operations & Administration
4. Director of Provider Services
5. Director of Family Services
6. Director of Community Outreach
7. Director of Quality Assurance

### **Continuity Communications**

Workplace risk can be minimized through implementation of systems and technologies that facilitate communication without person-to-person contact. ELC has identified communication systems needed to perform essential functions that include: access to a **telephone, e-mail, and Zoom**.

The following template will be utilized as a guide to post on ELC's website/FB:

#### ***CRITICAL INFORMATION FOR FAMILIES:***

*With the heightened concern around (PANDEMIC), the ELC will be implementing a telework policy (work from home) for our entire workforce effective, (DATE).*

*Starting (DATE), the office will be closed to staff and visitors until further notice. We expect this to be temporary (hopefully no longer than two weeks) and will keep you posted on when our staff are back in the office.*

*While our physical location will be closed and we are closed for walk-in appointments, we are open for business. We realize that this is a difficult and unpredictable time and we regret any inconvenience this may cause you. The health and safety of our employees and the children and families we serve is paramount. While we are migrating our staff to work from home, our goal is to make this a seamless transition.*

### **Reconstitution**

Reconstitution is the process whereby an organization has regained the capability and physical resources necessary to return to normal (pre-disaster) operations. The objective during reconstitution is to effectively manage, control, and with safety in mind, expedite the return to normal operations. ELC has established reconstitution plans, in conjunction with local public health authorities, to ensure facilities/buildings are safe to return.

## Resources

Pandemic influenza related information (e.g., signs and symptoms of influenza, modes of transmission, developing individual and family plans, etc.). <http://www.pandemicflu.gov>

Centers for Disease Control and Prevention provides the most up-to-date information regarding a pandemic and provides recommendations relating to emergency preparedness. <https://www.cdc.gov/>

Brevard County official website for Brevard County Government provides information relating specifically to actions encompassing Brevard County.

<https://www.brevardfl.gov/CountyCommission/CountyCommissionersHome>

Employee Emergency Contact List

Continuously updated employee emergency contact list for ELC Brevard.





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## Executive Director's Report - Laura Gambino Executive/Finance Committee and Board of Directors May 17, 2021

### State and Office of Early Learning (OEL) Updates

- OEL Executive Director update calls - weekly
- AELC Board of Directors calls – weekly
- Wipfli Finance Training – OEL endorsed May 11-13
- Florida Chamber of Commerce Prosperity Initiative Summit – May 26th

### Coalition Update:

- OEL additional CARES funding potential (CRRSAA) for Coronavirus Response and Relief Supplemental Appropriations Act is approved and Phase V grants to providers is in process; American Rescue Plan (ARP) funding being monitored for statewide award amounts for childcare relief. The additional funding is prescriptive to childcare stabilization and support.
- Legislative Activity – highlights of House Bill (HB) 419 is attached from the most recent OEL weekly call. It is a high level, outline-format of changes that identify implementation strategies for governance, provider support, VPK and kindergarten readiness and Gold Seal.
- Finance Updates
  - OEL Fiscal Monitoring report – staff developing the monitoring report and corrective action plan items.
  - Single Audit is in process with auditing firm. Draft of Tax Return (990) signed.
  - Experienced Finance Director, Mike Hallenstein, will start June 1<sup>st</sup>. He brings over 7 years of direct ELC experience as well as fifteen years in finance, accounting and auditing. In addition, we will be hiring a finance specialist with children's services experience.
  - Fiscal year 20.21 year end approaching; budget projections for 21.22 start.
- Provider termination as previously reported (Merritt Island) is proceeding and moving through legal and due process.
- 2018-2019 SR Reconciliation and Repayment. All notifications have been sent to providers of their status for repayment. Any providers with balance due to them have been paid and providers with zero (hold harmless) balance have been notified and updated in our system. Delays may incur grant non-compliance status; working to update within the OEL system. Repayment plans and tracking submitted to OEL.

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- United Way grant has been submitted and initial feedback from presentation was excellent. United Way Funding committee and Board meeting are at the end of May with hopeful notification of grant award by early June. Video segment on the agenda! 😊😊
- Governance and policy review beginning for Board of Directors starting May 2021. As per our OEL grant agreement and in accordance with governance, we will present updated and revised policies over the next few months. Our monitoring and independent reviews have issued findings regarding outdated policies specifically in the finance and human resources areas of operations. Policy updates are presented on today's agenda for Board review and approval.
- Initial research conducted regarding the ELC Rockledge office lease. Comprehensive cost benefit and operational analysis will be presented to the Board in June.
- Developing internal team/leadership/culture training and employee relations assistance with Krizner Group from Tallahassee. Key lead with Krizner is helping with human resources policy development, leadership coaching, fostering culture and workplace initiatives.
- ELC Provider meeting on May 6<sup>th</sup> and recognition of all providers on May 7<sup>th</sup>. Our Director of Provider Services and team did an excellent job with three separate sessions in-person and virtual to update, inform and share great news with providers. We held a drawing and gave away pizza party to two providers per session and all the party deliveries were received on Provider Appreciation Day!
- Director and Officers Liability Insurance quotes have been received. Board Chair requested and presented here for Board review and approval. Policy renewal is July 1.
- Professional Development – completed Wipfli (finance and uniform guidance on all federal code regulation) training and completed USF Diversity Equity and Inclusion Certificate. Continuing Harvard Graduate Studies Certificate in Early Education (CEEL).
- Recognizing radio station Beach 98 and Two Men and Truck for our 10<sup>th</sup> year partnership for our annual Toy Drive; working to build the EXP Realty fund development for this year event and drafting Rise UP event with community leaders/national speakers for Fall 2021.
- **Additional priority items OEL:**
  - Statewide workgroup on Time Reporting for all ELC's
  - Child Care Deserts – mapgap project with UF to utilize mapping and zip code for capacity and fulfilling local child care desert accessibility
  - Completed Transition to Kindergarten Regional Summit
  - Summer VPK programming ongoing

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EARLY LEARNING COALITION OF  
BREVARD COUNTY, INC.  
PO BOX 560692  
ROCKLEDGE, FL 32956-0692  
PHONE: (321) 637-1800  
FAX: (321) 637-7244

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