



EARLY LEARNING COALITION OF BREVARD COUNTY, INC.



MINUTES: Executive/Finance Committee Meeting

DATE/TIME: Wednesday, September 20, 2017 at 11:00 am

LOCATIONS: Meeting conducted via conference call; Sky Beard and Alan Bergman in attendance at Melbourne office (2080 W. Eau Gallie Blvd, Melbourne)

MEMBERS PRESENT: Alan Bergman, Chairperson, Beth Mills, Vice Chairperson, Mark Broms, Treasurer, and Jeffrey Harrison, Secretary

EXCUSED ABSENT MEMBERS: N/A

UNEXCUSED ABSENT MEMBERS: N/A

STAFF PRESENT: Sky Beard, Executive Director, Jessica Beecham, Executive Coordinator, and Cathie Odom, Director of Business Operations

GUEST/PUBLIC: N/A

START TIME: September 20, 2017 at 11:05 am

AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Approval of meeting minutes	Minutes: Approval of August 14, 2017: No changes were made to the meeting minutes.	Beth Mills motioned for the minutes to be approved. Jeffrey Harrison seconded the motion. The motion passed unanimously by all Executive Committee members.
Community Development Block Grant (CDBG) Resolutions	The Committee reviewed the Community Development Block Grant (CDBG) resolutions that were emailed to them before the call. Sky explained the purpose of the letters which allow the Executive Director to apply for and accept local match funds and the Director of Business Operations to submit the invoices and reports.	Beth mill motioned to approve all three cities' resolutions. Mark Broms seconded the motion. The motion passed unanimously by all Executive Committee members. Once approved, Alan Bergman and Jeffrey Harrison signed the letters as required.
Continuity of Operations Plan Approval	The purpose of the Continuity of Operations Plan (COOP) was reviewed. The COOP is required to be submitted to the Office of Early Learning by October 1 of each year. Sky informed the Committee that all the Coalitions will be reviewing all the COOPs in order to share lessons learned after Hurricane Irma.	Jeffrey Harrison motioned for the Continuity of Operations Plan to be approved. Beth Mills seconded the motion. The motion passed unanimously by all Executive Committee members.
Annual Meeting Planning	Sky discussed the plans for the Annual Meeting scheduled for October 17, 2017. The Executive/Finance Committee officer positions will be voted on during the Annual Meeting. Sky discussed with the committee the possibility of a discussion around the status of enrollments, the waiting list and Quality vs. Quantity. With the waiting list not moving at this time, there is a need for out of the box	No follow up needed at this time

	<p>thinking of how to help families while on the waiting list with other needs other than helping with child care assistance.</p> <p>The Committee was advised that at the time of the Annual meeting the OEL Accountability review will be happening on-site.</p>	
Coalition Merger Update	Sky reminded that Committee about the legislative mandate that OEL submit a report to the House, Senate and Office of the Governor by September 1 that identifies how the early learning coalitions could be reduced from 30 to 25. Sky discussed the report submitted by OEL.	No follow up needed at this time
Meeting Start Time Survey Results	Sky reviewed with the Committee the results of the Board meeting start time survey. Eleven responses have been received. The Committee discussed the responses to date and the topic will be discussed at the October meeting.	No follow up needed at this time
Public Comment	Beth Mills requested that flyers for the Parenting in Today's World be sent out.	Sky will email flyers to Board of Directors for distribution.
Adjournment	The meeting was adjourned at 11:31 am	Jeffrey Harrison motioned for the adjournment of the Board meeting. Beth Mills seconded the motion. The motion passed unanimously by all Board members.
Next Meeting	October 9, 2017 at 3:30pm	

September 2017 Executive/Finance Committee Minutes Approved:

Respectfully Submitted,

Approved

Signature

Date

Executive Coordinator

Signature

Date

Executive Director



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Executive/Finance Committee Meeting

September 20, 2017 11:00 am
Meeting Held Via Conference Call

Approval of August 14, 2017 Minutes

Community Development Block Grant (CDBG) Resolutions

Continuity of Operations Plan Approval

Annual Meeting Plan

Coalition Merger Update

Meeting Start Time Survey Results

Next Committee meeting: October 9, 2017

LAUNCHING A CHILD'S FUTURE!



EARLY LEARNING COALITION OF BREVARD COUNTY, INC.



MINUTES: Executive/Finance Committee Meeting
DATE/TIME: Monday, August 14, 2017 at 3:30 pm
LOCATIONS: Early Learning Coalition of Brevard County, 1018 Florida Ave, Rockledge, FL 32955
MEMBERS PRESENT: Alan Bergman, Chairperson, Beth Mills, Vice Chairperson, Mark Broms, Treasurer, and Jeffrey Harrison, Secretary
EXCUSED ABSENT MEMBERS: N/A
UNEXCUSED ABSENT MEMBERS: N/A
STAFF PRESENT: Sky Beard, Executive Director, and Jessica Beecham, Executive Coordinator
GUEST/PUBLIC:
START TIME: August 14, 2017 at 3:33 pm

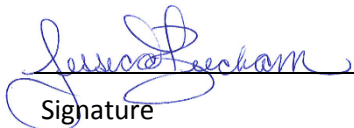
AGENDA ITEM	SUMMARY/DISCUSSION	ACTION/FOLLOW-UP
Approval of meeting minutes	Minutes: June 12, 2017: No changes were made to the meeting minutes.	Jeffrey Harrison motioned for the minutes to be approved. Mark Broms seconded the motion. The motion passed unanimously by all Executive Committee members.
Revised FY 17.18 Budget	The Committee reviewed the revised FY 17.18 Budget; the revisions were necessary due to OEL providing additional funding information following the initial budget approval. The following revisions were made: <ul style="list-style-type: none">• An increase in School Readiness funds• PFP funding finalized• VPK OAMI funding increased slightly due to decrease not being as much as anticipated• CCFPP funding was awarded based on the Coalition's full request• Anticipated match lowered due to finalization of CDBG awards There was no effect on the Operating Budget.	Mark Broms motioned to accept the FY 17.18 Budget as revised and to bring to the full Board for approval. Jeffrey Harrison seconded the motion. The motion passed unanimously by all Executive Committee members.
Melbourne Office Lease	The Committee engaged in a follow-up discussion regarding South Brevard office space. The Coalition has been discussing and considering a variety of factors (use of Portals; 12 month eligibility, etc) when determining office space and staffing needs. Coalition staff has been in discussions with the current Melbourne office landlord about potential development of new office space. The Committee reviewed current and proposed rent figures (see attached). The Committee discussed a variety of factors and directed Coalition staff to continue discussions with the developer regarding proposed costs.	

Travel Policy Updates	Due to revisions in the OEL Grant Agreement, the travel policy was revised. The Committee reviewed the updates as well as a crosswalk identifying areas of compliance and where they could be located in the revised travel policy.	Beth Mills motioned to approve the revised travel policy. Mark Broms seconded the motion. The motion passed unanimously by all Executive Committee members.
Raising of America	Sky gave the Committee and update on the Raising of America event. Coalition staff is in discussions with a venue to host the viewing and scheduling will occur prior to the next legislative session. The Committee will be kept informed as planning continues.	
Public Comment	N/A	No Action/Follow-up needed
Adjournment	The meeting was adjourned at 4:36 pm	Jeffrey Harrison motioned for the adjournment of the Board meeting. Beth Mills seconded the motion. The motion passed unanimously by all Board members.
Next Meeting	September 11, 2017 at 3:30pm	

August 2017 Executive/Finance Committee Minutes Approved:

Respectfully Submitted,

Approved


Signature

9/20/2017

Date

Executive Coordinator


Signature

9/20/2017

Date

Executive Director



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RESOLUTION NO. 1718-01

The Early Learning Coalition of Brevard County's Board of Director's having met this 20th day of September 2017, authorizes Sky Beard, Executive Director, to execute the contract for the City of Cocoa's CDBG funding, on its behalf. It also authorizes, Cathie Odom, Director of Business Operations, to submit all necessary invoices and reports for said contract.

The Governing Body

Approved:

By: _____
Alan Bergman, Board Chair

Attest: _____
Jeff Harrison, Board Secretary

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RESOLUTION NO. 1718-02

The Early Learning Coalition of Brevard County's Board of Director's having met this 20th day of September 2017, authorizes Sky Beard, Executive Director, to execute the contract for the City of Titusville's CDBG funding, on its behalf. It also authorizes, Cathie Odom, Director of Business Operations, to submit all necessary invoices and reports for said contract.

The Governing Body

Approved:

By: _____
Alan Bergman, Board Chair

Attest: _____
Jeff Harrison, Board Secretary

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RESOLUTION NO. 1718-03

The Early Learning Coalition of Brevard County's Board of Director's having met this 20th day of September 2017, authorizes Sky Beard, Executive Director, to execute the contract for the City of Melbourne's CDBG funding, on its behalf. It also authorizes, Cathie Odom, Director of Business Operations, to submit all necessary invoices and reports for said contract.

The Governing Body

Approved:

By: _____
Alan Bergman, Board Chair

Attest: _____
Jeff Harrison, Board Secretary

LAUNCHING A CHILD'S FUTURE!

CONTINUITY OF OPERATIONS (COOP) PLAN

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: _____ Date: _____

Sky Beard
Executive Director
Early Learning Coalition of Brevard

This document contains information pertaining to the deployment, mobilization, and tactical operations of the Early Learning Coalition of Brevard County, Inc. in response to the disruption of normal operations and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

TABLE OF CONTENTS

Definitions

SECTION I: INTRODUCTION

- I-1 Purpose
- I-2 Relevant Information and Scope
- I-3 Policy

SECTION II: CONCEPT OF OPERATIONS

- II-1 Objectives
- II-2 Planning Considerations
- II-3 Assumptions
- II-4 COOP plan Implementation
- II-5 Disaster Magnitude Levels
- II-6 Emergency Coordinating Officer
- II-7 Executive Leadership Team
- II-8 Implementation Team
- II-9 Relocation Site(s)
- II-10 Mission-Essential Functions
- II-11 Delineation of Mission-Essential Functions
- II-12 Warning Conditions
- II-13 Delegation of Authority and Orders of Succession
- II-14 Operational Hours
- II-15 Alert and Notification
- II-16 Telecommunications and Information Systems Support
- II-17 Security and Access Controls
- II-18 COOP plan Maintenance

SECTION III: ADMINISTRATION AND LOGISTICS

- III-1 Time-Phased COOP plan Implementation
- III-2 Activation and Relocation
- III-3 Alternate Location/Work Site Operations
- III-4 Reconstitution

SECTION IV: RESPONSIBILITIES AND PROCEDURES

- IV-1 Implementation of COOP plan
- IV-2 Establishment of Communications
- IV-3 Implementation Team Responsibilities
- IV-4 Augmentation of Staff and Other Resources
- IV-5 Amplification of Guidance to All Personnel

- IV-6 Development of Plans and Schedules for Reconstitution and Termination
IV-7 After-Action review and Remedial Action Plan

SECTION V: COALITION PROFILE

ATTACHMENTS

Attachment 1	COOP Plan Implementation Team
Attachment 2	Alternate Facilities (Relocation Sites)
	Alternate Provider
Attachment 3	Emergency Coordinating Officer
Attachment 4	Executive Leadership Team
Attachment 5	Organizational Chart
Attachment 6	Leadership Team
Attachment 7	Memorandum of Delegation of Authority
Attachment 8	ELCB Emergency Management Contingency Plan

EXHIBITS

Exhibit 1	Sample Press Release
Exhibit 2	COOP plan Support Directory

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)
2080 W. Eau Gallie Blvd., Ste. A, Melbourne, FL 32935 (Satellite Office)
5650 S. Washington Ave., Titusville, FL 32780 (Co-located Office Suite)
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 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 Human Resources, Director of Business Operations, Director of Program Initiatives and Director of Information Technology. 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 Business Operations 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 Operating 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">▪ Notify relocation site(s) contact(s) of impending activation and relocation requirements.▪ Notify requisite local, regional and state agencies.▪ Activate plans to transfer to relocation site(s).▪ Notify Coalition staff, contracted early learning providers, contractors, vendors and sub recipients regarding activation of COOP plan.▪ Assemble documents and equipment required for mission-essential functions at relocation site(s).▪ Order needed equipment/supplies.▪ Transport documents, equipment and designated communications to relocation site(s).▪ Secure and prepare the relocation site(s) for the continuation of the mission-essential operations.▪ Continue mission-essential functions at normal facility, if available, until relocation is complete.▪ Activate advance, operations, and support teams, as necessary.
Phase II- Alternate Location/Work Site Operations	12 Hours - Termination of COOP plan event	<ul style="list-style-type: none">▪ Establish authority and orders of succession.▪ Assign tasks.▪ Provide guidance to Implementation Team and support staff.▪ Provide information regarding the Coalition's operational status to the public.▪ Commence full execution of operations supporting mission-essential functions.
Phase III- Reconstitution	Termination of COOP plan event	<ul style="list-style-type: none">▪ Inform all stakeholders that the disruption no longer exists.▪ Supervise return to normal or replacement operating facility.▪ Conduct a review of COOP plan execution and effectiveness. Update COOP plan to correct deficiencies and/or incorporate best practices.

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 Human Resources (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 Information Technology 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 Information Technology 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

<i>PRIMARY CONTACT</i>	Sky Beard, Executive Director Office Phone: (321) 637-1800 ext. 2010 Cell phone: (321) 223-7695 Alternate phone: (321)795-3240
<i>MAIN LOCATION</i>	Physical Address: 1018 S. Florida Avenue, Rockledge, FL 32955 Mailing Address: P.O. Box 560692, Rockledge, FL 32956
<i>SATELLITE LOCATIONS</i>	2080 W. Eau Gallie Blvd., Ste. A, Melbourne, FL 32935 (Satellite Office) 5650 S. Washington Avenue, Titusville, FL 32780 (Co-located Office Suite) 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**

Name	Position	Contact Number
Sky Beard	Executive Director	321-223-7695 321-795-3240 (alternate)
Cathie Odom	Director of Business Operations	321-508-4265
Tina Snyder	Director of Human Resources	321-961-1940
Gina Sousa	Director of Program Initiatives	772-418-0102
Emily Orndorff	Director of Information Technology	321-243-0403

ALTERNATE FACILITIES (Relocation Sites)

The Children's Center

Address: 5650 S. Washington Ave, Titusville, FL 32780

Primary Contact: Lori Duester, Center Manager

Phone: 321-264-0855

Email: lori.duester@parrishmed.com

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

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. 340

Email: sylvester.marilyn@Brevardschools.org

ATTACHMENT 3

EMERGENCY COORDINATING OFFICER

Name, Title	Sky Beard, Executive Director
Contact Number	W: 321-637-1800; Ext. 2010
Alternate Contact Number	C: 321-223-7695

EXECUTIVE LEADERSHIP TEAM

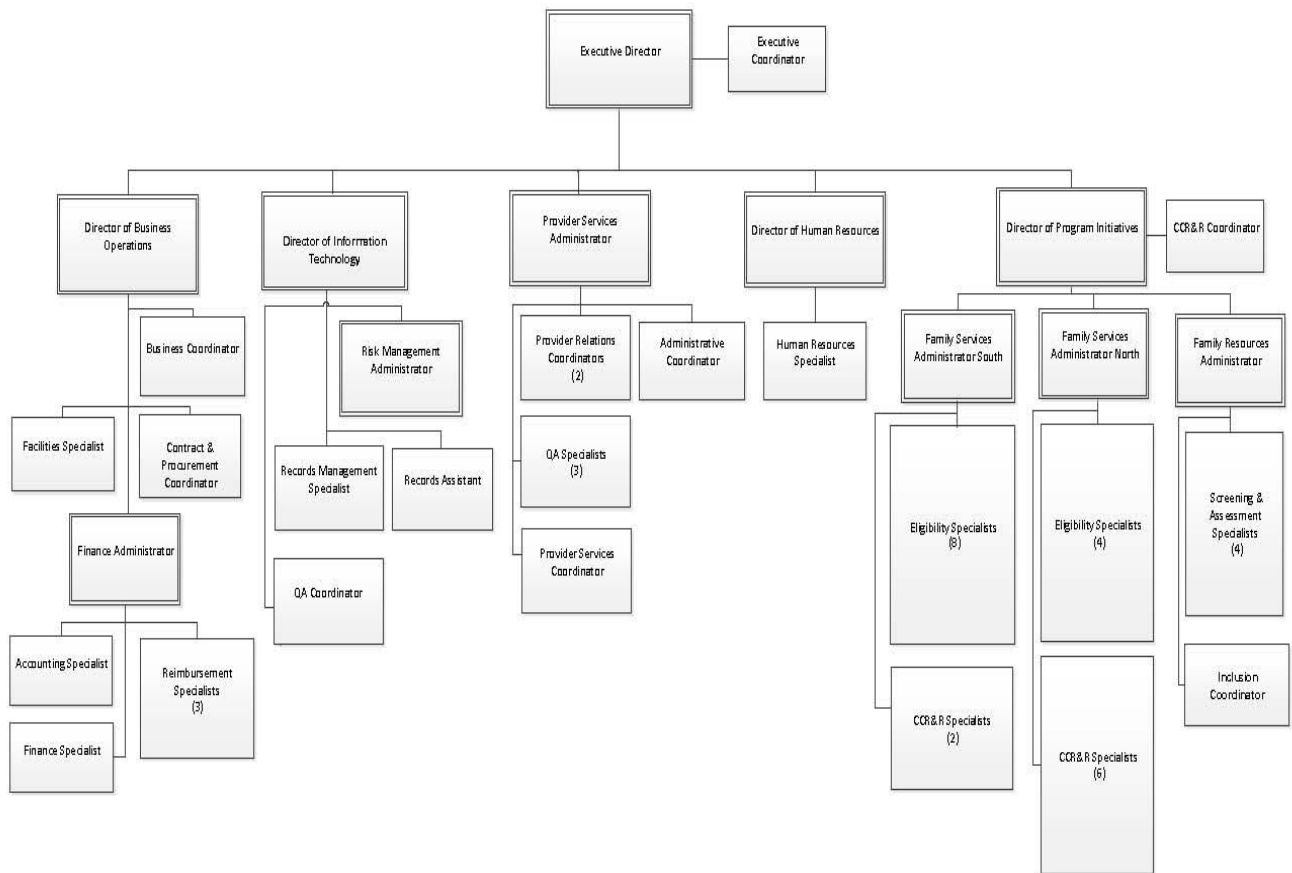
Name Title	ORG	Address	Phone	Email
Alan Bergman, Chairperson	Consultant	171 Diane Circle, Indiatlantic, Florida 32955	321-536-7652 (C) 321-779-9209 (H)	alstock3@gmail.com
Mark Broms, Treasurer	Gestre, Inc.	3679 Whisper wood Circle, Melbourne, FL 32901	321-652-2737	mbromsg@gmail.com
Jeffrey Harrison, Secretary	Brevard Computer & Technology Services	668 West Eau Gallie Blvd, Melbourne, FL 32940	321-254-4120	jharrison@brevardcomputer. com
Beth Mills, Vice Chairperson	Brevard Public Schools	2700 Judge Fran Jamieson Way, Viera, Florida 32940	321-633-1000, ext. 362	mills.elizabeth@brevardscho ols.org
Sky Beard, Executive Director	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-637-1800 ext. 2010	sbeard@elcbrevard.org
Cathie Odom, Director of Business Operations	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-637-1800 ext. 2012	codom@elcbrevard.org
Tina Snyder, Director of Human Resources	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-637-1800 ext. 2016	tsnyder@elcbrevard.org
Gina Sousa, Director of Program Initiatives	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-637-1800 ext. 2061	gsousa@elcbrevard.org
Emily Orndorff, Director of Information Technology	ELCB	P.O. Box 560692 Rockledge, FL 32956	321-637-1800 ext. 2045	eorndorff@elcbrevard.org

ATTACHMENT 5

ORGANIZATIONAL CHART

Early Learning Coalition of Brevard County, Inc.
Organizational Chart

Updated 05/30/17



ATTACHMENT 6

LEADERSHIP TEAM

Name	Position	Contact Number(s)
Sky Beard	Executive Director	C: 321-223-7695
Tina Snyder	Director of Human Resources	C: 321-961-1940
Cathie Odom	Director of Business Operations	C: 321-508-4265
Gina Sousa	Director of Program Initiatives	C: 772-418-0102
Emily Orndorff	Director of Information Technology	C: 321-243-0403
Dennise Milan	Family Services Administrator – South	C: 321- 890-5450
Sharlene Humphrey	Family Services Administrator – North / Central	C: 321-626-7239
Sue Falcioni	Finance Administrator	H: 321-452-7741 C: 321-514-4889
Kevin Carraro	Family Resource Administrator	H: 321-952-8368 C: 321-544-7684
Jennifer Shields	Provider Services Administrator	C: 321-848-1596

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 Business Operations
Director of Program Initiatives
Director of Human Resources
Director of Information Technology

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

Sky Beard, Executive Director

ATTACHMENT 8

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 Business Operations (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 Business Operations (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 Information Technology (or designee), will take an inventory of hardware that needs to be repaired or replaced. The Director of Information Technology (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

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.

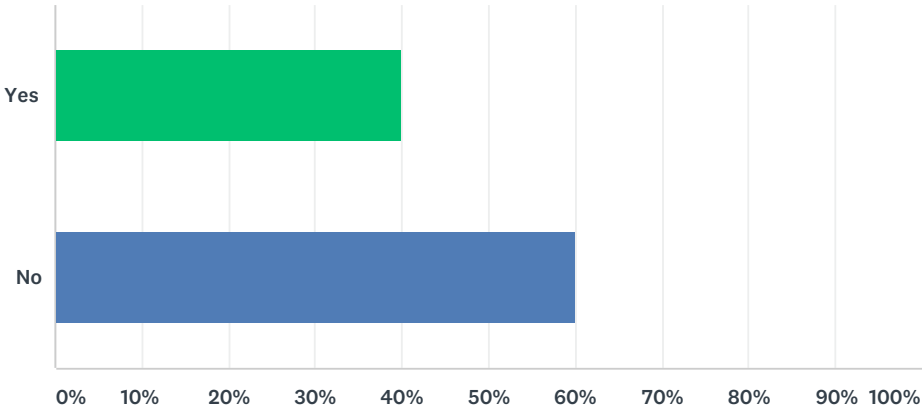
Exhibit 2

Early Learning Coalition of Brevard County COOP plan Support Directory

Brevard Public Schools: 321-633-1000	Florida Office of Early Learning: 866-357-3239
FEMA (Federal Emergency Management Agency): 1-800-621-3362	Florida Division of Emergency Management: 850-413-9969
Brevard County Office of Emergency Management: 321-637-6670	United Way– Community Resources Information: 211
Salvation Army Donation Helpline: 1-800-725-2769	American Red Cross Disaster Assistance: 1-800-733-2767
Florida Department of Financial Services Hurricane Helpline: 1-800-227-8676	Florida Emergency Information Line (FEIL): 1-800-342-3557
Florida City Gas: 1-800-993-7546	Florida Power and Light: 1-800-468-8243
AT&T (Bellsouth) Repair: 611 or 1-877-737-2478	Agricultural and Consumer Services Price Gouging Hotline: 1-800-435-7352
North Brevard Charities Sharing Center (Port St. John, Titusville, Mims): 321-269-6555 Central Brevard Sharing Center (Cocoa, Rockledge, Viera, Merritt Island, Port. St. John): 321-631-0306 South Brevard Sharing Center (Melbourne, Palm Bay): 321-727-8581	Office of Reemployment Assistance: 1-800-204-2418
	Water and Sewer Service Brevard County: 321-633-2091 City of Cocoa: 321-433-8400 City of Melbourne: 321-608-7100 City of Titusville: 321-383-5791 City of Palm Bay: 321-952-3420

Q1 Would you prefer to keep the current meeting start time of 4:00 pm on the third Tuesday of each month?

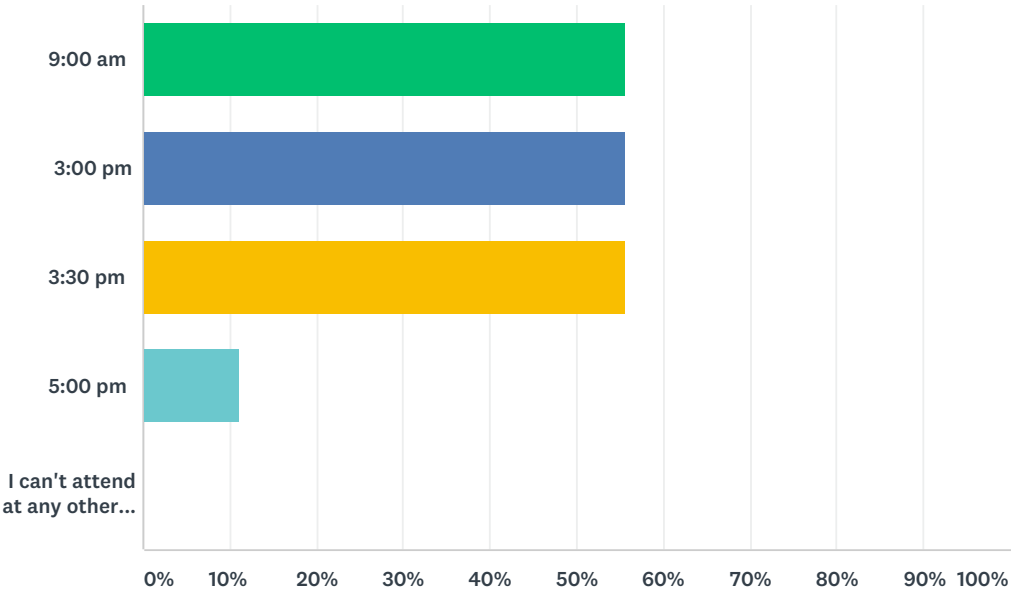
Answered: 10 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	40.00%	4
No	60.00%	6
TOTAL		10

Q2 If no, which start time on the third Tuesday of each month works for you? (please check all that apply)

Answered: 9 Skipped: 2



ANSWER CHOICES	RESPONSES	
9:00 am	55.56%	5
3:00 pm	55.56%	5
3:30 pm	55.56%	5
5:00 pm	11.11%	1
I can't attend at any other time other than 4:00 pm	0.00%	0
Total Respondents: 9		

Q3 Is there anything else about the ELC Board of Directors meeting start time you would like to share?

Answered: 6 Skipped: 5

#	RESPONSES	DATE
1	My reasoning for a morning time is that is less opportunity to have the crisis of the day to interfere with attendance.	9/15/2017 1:11 PM
2	If others are looking for a change in the meeting time I not opposed to a change.	8/18/2017 6:43 PM
3	I will make it work whatever we decide...Beth :)	8/18/2017 11:41 AM
4	No... but I love you all :)	8/17/2017 3:48 PM
5	I cannot attend later than 4:00 PM because I have class after the meeting. However, if we start in the morning I can change time for the evening class in the future! Thank you,	8/17/2017 2:24 PM
6	I do like the 9:00 schedule, I am not sure how it may interfere with some of my other Dept meetings. If we move to this time and note an overall drop in attendance, can we revisit schedule.	8/17/2017 9:05 AM