

CONTINUITY OF OPERATIONS PLAN (COOP)



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This document contains information pertaining to the deployment, mobilization, and tactical operations of The Early Learning Coalition of Flagler and Volusia Counties, Inc., in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

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ELCFV COOP 2019-~~2020~~2021

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SECTION 1: INTRODUCTION

I-1 Purpose

Pursuant to Florida Statutes, Chapter 252.365: *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the continued execution of the mission-essential functions for State of Florida, Department of Education, Office of Early Learning (OEL) and the local early learning coalition in the event an emergency threatens or incapacitates operations, and requiring the relocation of selected personnel and functions of The Early Learning Coalition of Flagler and Volusia Counties, Inc. (ELCFV), whose main office location is *135 Executive Circle, Suite 100, Daytona Beach, FL 32114*.

Specifically, this plan is designed to:

- Ensure the ELCFV is prepared to respond to emergencies, recover from them, and mitigate impact.
- Ensure the ELCFV is prepared to provide critical services in an environment threatened, diminished, or incapacitated.

I-2 Applicability and Scope

This document is applicable to ELCFV which is:

1. The ELCFV is the oversight authority for the School Readiness and Voluntary Pre-Kindergarten programs in Flagler and Volusia Counties.

Primary phone number	(386) 317-3350
Contact Name	DJ Lebo
Alternate phone numbers	(386) 801-9015 – cell (386) 788-5991 – home
Email address	djlebo@elcfv.org
County	Flagler and Volusia

2. The OEL provides governance and administrative support to the ELCFV. Support from other State agencies and local governments as described herein will be coordinated with the responsible offices as applicable.

SECTION II: CONCEPT OF OPERATIONS (COO)

II-1 Objectives

The objective of this COOP is to ensure the capability exists to continue essential functions across a wide range of potential emergencies, specifically when the main coalition office or its satellite offices are either threatened or inaccessible. The objectives of this plan include:

- a. Ensuring the continuous performance of the ELCFV's essential functions/operations during an emergency;
- b. Protecting essential facilities, equipment, records, and other assets;
- c. Reducing or mitigating disruptions to operations;
- d. Providing for the safety of staff and visitors in the office, reducing loss of life, minimizing damage and losses, reducing the loss of services for children served in School Readiness and Voluntary Pre-Kindergarten programs;
- e. Identifying and designating principals and staff to be relocated;
- f. Facilitating decision-making for execution of the plan and the subsequent operations; and
- g. Achieving a timely and orderly recovery from the emergency and resumption of full service to all customers.

II-2 Planning Considerations

- a. In accordance with State guidance and emergency management principles, the coalition's COOP:
 - Will be maintained at a high-level of readiness;
 - Will be capable of implementation both with and without warning;
 - Will be operational no later than 12 hours after activation, if possible;
 - Will be capable of maintaining sustained operations for up to 30 days;
 - Will take maximum advantage of existing state or federal and local government infrastructures; and
 - Addresses protection of equipment and other ELCFV assets.

II-3 Assumptions

In the event of an emergency, it is assumed:

- All mission-essential functions provided by other State agencies in support of the ELCFV will continue in accordance with respective continuity of operations plans. This includes, but is not limited to, services provided by OEL.
- It will be determined (taking into consideration staffing and technical resources) if the mission-essential functions of the affected primary facility can feasibly be temporarily transferred to an established, unaffected state or local community facility as an alternative to physically relocating staff.

II-4 COOP Execution

- a. Emergencies or potential emergencies may affect the ability of the ELCFV to perform its mission-essential functions from any or all of its primary facilities. The following are scenarios, mandating the activation of ELCFV's COOP:
 - The coalition's administrative/fiscal offices are closed to normal business activities as a result of an event or credible threats of an event, precluding access or use of the facility and the surrounding area.
 - The facilities for eligibility, resource and referral and other required services is closed to normal business activities as a result of an event or credible threats of an event, precluding access or use of the facility and the surrounding area.
 - The offices of the City of Daytona Beach, the counties of Volusia and/or Flagler are closed to normal business activities 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, causing normal operations to be interrupted, or if such an incident appears imminent and it would be prudent to evacuate the coalition office or the City of Daytona Beach, as a precaution, the coalition's Board Chair and/or designee, may activate the coalition's COOP. The designated alternate facility will be activated, if necessary, and at the discretion of the Board Chair and/or designee.
- c. The Relocation Team (composed of subject matter experts and essential support staff) for the coalition will ensure the mission essential functions of the ELCFV are maintained and capable of being performed using the designated alternate facility until full operations are re-established at the administrative/fiscal office.
- d. Selected staff from appropriate coalition, State, County, or other agencies may supplement the ELCFV's Relocation Team. The Relocation Team will either relocate temporarily to the designated alternate facility, if necessary, or operate remotely from a predetermined secure location serving as an assembly site. The Relocation Team will be responsible for continuing mission essential functions of the ELCFV within 12 hours and for a period up to 30 days pending regaining

access to the coalition office or the full occupation of the designated alternate facility.

- e. All staff necessary to perform the mission-essential functions of the ELCFV will be contacted and advised to report to either the alternate facility, a predetermined secure location, or other location as determined by the Board Chair and/or designee. Other support staff (non-relocating staff) will be instructed to go to an alternate facility or remain home pending further instruction.
- f. Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the COOP will be executed in response to a full-range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures.
- g. It is expected, in most cases, the ELCFV will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP with a complete and orderly alert, notification of all personnel, and activation of the Relocation Team.
- h. Without warning, the process can become less routine, and potentially more serious and difficult. The ability to execute the COOP following an incident occurring with little or no warning will depend on the severity of the incident's impact on the administrative/fiscal facility, and whether the ELCFV's personnel are present in the building or in the surrounding area.

Attachment 1 provides a list of names of staff composing the Relocation Team, including contact information such as a home telephone, cell phone, etc.

Attachment 2 lists alternate site locations to ensure services continue for the ELCFV.

Attachment 3 The Board Chair has selected the Chief Executive Officer as ELCFV's designated individual responsible for activation of the COOP as the Emergency Coordinating Officer.

II-5 Disaster Magnitude Levels

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

- a. Minor Disaster. Any disaster likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance and would not necessarily require activation of the COOP.
- b. Major Disaster. Any disaster 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. In the event of a major disaster, the COOP may be activated in coordination with State and County Emergency Operations Centers.

- c. Catastrophic Disaster. Any disaster requiring massive state and federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs. In the event of a catastrophic disaster, the COOP will be activated in coordination with State and County Emergency Operation Centers.

The ELCFV will activate the COOP when either the Flagler or Volusia County Emergency Services Director issue disaster alerts or information to the citizens regarding pending or recently occurred disasters having an impact on, or will likely have an impact on, families and customers of ELCFV's program services.

II-6 Emergency Coordinating Officer

The ELCFV has a designated Emergency Coordinating Officer (**Attachment 3**). In an emergency, the Emergency Coordinating Officer will work closely with the appropriate County Emergency Operations Center and the State of Florida Emergency Operations Center to provide information and direction to the Executive Leadership Team of the Coalition and affected staff to provide immediate response capability to protect life and property and to ensure minimal disruption to the continuance of the ELCFV's mission-essential functions.

The Emergency Coordinating Officer and appropriate Executive Leadership Team Staff will review the COOP and all attachments annually to identify necessary resources to support COOP activities, to ensure the plan remains viable and compatible with [Florida's Comprehensive Emergency Management Plan](#) and is maintained at a high level of readiness. The resources necessary to ensure adequate maintenance and operation of the COOP will be considered in the ELCFV's annual budget planning process.

II-7 Executive Leadership Team

The Executive Leadership Team (**Attachment 4**) consists of the Chief Executive Officer, leadership staff, and other staff with responsibilities linked to the mission-essential functions of the ELCFV. This team has the responsibility for assessing the situation, activating the COOP, selecting alternate facilities, providing information to and from OEL and other appropriate federal, state, and local entities. The Executive Leadership Team will ensure rosters for respective staff are kept current, and staff members are informed and provided reporting instructions.

II-8 Relocation Team

ELCFV staff members responsible for relocating services under this plan to the selected alternate facility are known collectively as the Relocation Team (**Attachment 1**).

- a. The Relocation Team must be able to continue operations and the performance of mission-essential functions for up to 30 days at an alternate facility. Each alternate facility is to be equipped with telephones, computers and fax machines.

- b. Since alternate facility space and support capabilities may be limited, the membership of the Relocation Team is restricted to only those personnel who possess the skills and experience needed for the execution of mission-essential functions.
- c. ELCFV employees who are not designated Relocation Team members may be directed to move to other facilities or duty stations or may be advised to remain at or return home pending further instructions. When it is determined to be feasible, associates may be allowed to telecommute from homes until the affected facility can be reoccupied or another facility is established.
- d. COOP activation will not, in most circumstances, affect the pay and benefits of either Relocation Team members or other personnel. Employees who are required to temporarily relocate to another geographical area of the State will be compensated for travel expenses in accordance with Florida Statutes, Chapter 112.061.
- The ELCFV's server containing all financial data is backed-up daily and the backup image is stored and maintained off-site by a third-party company.
 - Child care referral services and eligibility determinations will be maintained in accordance with the Child Care Resource & Referral Standards Levels of Service and the State of Florida Rules 6M.
 - Payroll services and records will be maintained by the ELCFV in a secure vault.
 - Designated relocation staff unable to perform at the alternate service locations will telecommute from home as the Chief Executive Officer deems necessary.

II-9 Alternate Relocation Point

- a. The determination of the alternate relocation point will be made at the time of activation by the Board Chair and/or designees in consultation with the Executive Leadership Team and, if time permits, will be based on the incident, threat, risk assessments, and execution timeframe.
- b. To ensure the adequacy of assigned space and other resources, the Emergency Coordinating Officer will review all alternate facilities annually. The Board Chair and/or designee will be advised of the results of this review and of any updates to the alternate relocation point information.
- c. The designated alternate relocation point is pre-equipped with telephone, fax and internet services which have electronic access capabilities to the statewide information system databases. See **Attachment 2** for specific information regarding the six (6) potential alternative sites.

- d. The alternate relocation points have adequate parking capability to support the Relocation Team. Information on dining and lodging should be provided to the Relocation Team members as soon as possible upon COOP activation.

II-10 Mission-Essential Functions

It is important to establish priorities before an emergency to ensure the relocated staff can complete the mission-essential functions. All Relocation Team members shall ensure mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential will be deferred until additional personnel and resources become available.

In the event of an emergency, the following **primary functions** are considered mission-essential for OEL:

a. Administration of Early Learning services at the local level

- Coordinating responses to child care providers regarding activities and services which may be affected
- Ensuring contact points are maintained and communications is intact

b. Distribution of Programmatic Funds

To ensure reliable infrastructure support for the ELCFV, the following **support functions** are also considered to be mission-essential:

- Executive Direction
- Information Technology Support & Maintenance
- Finance & Accounting Services
- Programmatic Funds Distribution
- Communications
- Facilities/Property Management
- Human Resource Management

ELCFV's servers, containing all critical information, are backed-up daily and stored at a secure offsite facility and is accessible in case of emergency.

Hard-copy files of administrative/fiscal records are maintained in file cabinets, with locks, in the offices of coalition staff. If time permits, in case of a disaster, pertinent files would be boxed up, labeled and transported to a designated, secure off-site location.

If the hard copy of records (to include fiscal and programmatic) were destroyed, the coalition would determine which, if any records, remained. After this has been determined, the coalition would begin to recreate the information destroyed from computer data management systems and hard copies of data maintained by the contractor and other collaborating agencies. Records could also be recreated using older electronic data on compact disks maintained by previous vendors as well as bank statements and grantors. An additional source from which records could be recreated is OEL.

To ensure adequate reproduction of records, the ELCFV maintains on-site records storage for payroll and employee files at the main office in fire/waterproof file cabinets/safes.

The ELCFV maintains provider and client files electronically and has standard daily backup procedures for all critical information systems. OEL's Information Technology Services Unit also has standard daily backup procedures for all critical information systems at the state level.

II-11 Delineation of Mission-Essential Functions

In the event the capacity of the ELCFV is such it cannot respond to the needs of customers or deliver crucial services, the ELCFV's function will revert to OEL until alternative service providers can be established. Attached is a list of potential alternative service providers to be considered under such situations (**Attachment 5**).

II-12 Warning Conditions

- a. With Warning. It is expected, in most cases, the ELCFV will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of the Relocation Team to an assembly site or a pre-identified alternate relocation point.
- b. Without Warning. The ability to execute the COOP following an event occurring with little or no warning will depend on the severity of the emergency and the number of personnel surviving the event. If the deployment of staff to an alternate relocation point is not feasible because of the loss of personnel, temporary leadership of the ELCFV will be passed to OEL which shall implement the Coalition's COOP at the local level.
 - (1) Non-Duty Hours Affected staff should be able to be alerted and the Relocation Team activated to support operations for the duration of the emergency.
 - (2) Duty Hours If possible, the COOP will be activated immediately to support operations for the duration of the emergency.

A list of all coalition employees with contact information is included in **Attachment 6b**. OEL will be advised of any substantial changes.

II-13 Direction and Control

- a. In the event the Board Chair is incapacitated or unavailable to make decisions regarding the coalition's COOP, authorized successors to the Board Chair are specified as follows:
 - 1) ELCFV Chief Executive Officer
 - 2) ELCFV Chief Operating Officer
 - 3) ELCFV Director of Finance

The above listed successors to the Board Chair are aware of this chain of command and will be notified by the Board Chair or OEL, of the need to exercise this authority and of the specific limitations of the authority.

Lines of succession are maintained by ELCFV organizational elements to ensure continuity of mission-essential functions. ELCFV's Operating Organizational Chart is included as **Attachment 7a**. As organizational changes occur, the Operating Organizational Chart will be updated and submitted to OEL.

- b. Pursuant of Section 20.05(1)(b) and 20.50(3), Florida Statutes, the ELCFV has an official established memorandum for Delegation of Authority for directors and officers within the ELCFV (**Attachment 7b**).
- c. The Board Chair and/or designee may order activation of the ELCFV's COOP.
- d. The Emergency Coordinating Officer (Chief Executive Officer and/or designee) will be responsible for disseminating COOP guidance and direction during the activation and relocation phases.
- e. When executed, the Emergency Coordinating Officer will notify OEL, the Volusia County Emergency Operations Center. Daytona Beach Number is (386) 258-4088, the West Volusia number is (386) 736-5980; the Flagler County Emergency Services at (386) 313-4200; and the State of Florida-State Watch- Division of Emergency Management at (850) 413-9900.

II-14 Operational Hours

During COOP contingencies, the Executive Leadership Team and the Relocation Team will determine the hours of work for the staff.

II-15 Alert and Notification

- a. Alert Procedures. If the situation allows for warning, staff will be alerted prior to activation of the COOP.
 - During duty hours: The Emergency Coordinating Officer will alert the Board Chair and the Executive Leadership Team.
 - During non-duty hours: Information and guidance for ELCFV staff will normally be passed telephonically. Depending on the situation, current information may also be available via:
 - Announcements to local radio and TV stations
(See **Attachment 8b** for list of radio/TV stations)
 - Social Media and ELCFV website
(<https://www.elcfv.org>)
 - Signs/postings placed on buildings, etc.

All staff should remain at home until specific guidance is received.

The Board Chair and/or designee will direct the activation of the COOP.

b. Notification Procedures - Upon notification to activate the COOP:

- (1) The Board Chair and/or designee will notify the Executive Leadership Team and the Emergency Coordinating Officer (Chief Executive Officer) the COOP is being activated.
- (2) During duty or non-duty hours, the Chief Executive Officer is responsible for ensuring notification of staff using the telephone or other available means of communication (building paging system).
 - (a) Notification may be via personal contact, telephone, cell phone, radio and TV broadcasts, or a combination thereof.
 - (b) A second attempt will be made to contact those individuals who were not initially available. If this attempt is unsuccessful, a message will be left notifying the affected staff of the emergent situation.
 - (c) The Emergency Coordinating Officer will report the status of staff contact to the Board Chair and/or designee.
 - (d) "Canned" news releases will be disseminated to the media and required individuals (**Attachment 8a and 8b**).
- (3) The Emergency Coordinating Officer will notify the State Warning Point, and as appropriate, the Volusia County Emergency Operations Center, the Flagler County Emergency Operations Center, and the State of Florida Emergency Operations Center to an emergency relocation need.

II-16 Telecommunications and Information Systems Support

- a. Telecommunications capabilities at the potential alternate facilities have been assessed and have the capacity for the performance of mission-essential functions under the COOP. The Relocation Team will provide information systems support, mobile communications support and ensure cyber security of data and networks at the alternate facilities.
- b. ELCFV's Communication System consists of:
 - (1) Ten (10) Verizon cell phones with direct push-to-talk technology for direct communication (when feature is activated).
 - (2) Five (5) AT&T analog phone lines with remote access to voicemail service by dialing (386) 317-3389. Department of Management Services\SUNCOM is the long-distance carrier.

- (3) Florida's Early Learning Coalition Services Portal, Family Portal and Provider Portal are all web-based and are managed and maintained by OEL.
- (4) Four (4) analog fax/copiers and one (1) stand-alone fax machine.
- (5) Access to bank accounts via internet for electronic funds transfer.
- (6) Microsoft Office Outlook 365 for email communication.
- (7) All databases are stored at the ELCFV office. The workstations are all equipped with surge protectors/battery backups.
- (8) Essential and other employees are equipped with laptops with secure connections that will allow limited work activity as long as internet and network is available. All employees are expected to have laptops by the beginning of fiscal year 19/20.

II-17 Security and Access Controls

- a. The Emergency Coordinating Officer will ensure the COOP and the evacuation plans for the coalition office are complimentary and coordinated if COOP activation is required. ELCFV will ensure evacuation route plans for all areas accessed by the public and staff are posted. Exit signs are illuminated in the dark.
- b. Staff members are instructed to complete the following to secure offices:
 - Back-up essential computer files
 - Unplug electrical equipment
 - Move equipment away from windows, cover in plastic sheeting/bags
 - Move small electronic devices from the floor to the tabletops
 - Close window blinds and door to office when exiting
 - Seal documents in plastic sheeting/bags
- c. The Emergency Coordinating Officer will ensure all necessary security and access controls are provided at the alternate facility and the ELCFV administrative/fiscal facilities are secured during COOP operations.
- d. Electronic copies of the COOP are secured through limited access protocols (encrypted flash drives).

II-18 Test, Training and Exercise

- a. Test, training and exercise programs have been developed, using the State Emergency Operations Center's tools which include the following components.
 - Staff awareness
 - Leadership responsibilities
 - Alert and notification procedures

- Validation and testing of equipment and communications of selected alternate facilities.
- b. Exercise programs to test staff awareness and response capabilities are initiated by the Emergency Coordination Officer and performed annually.
- c. Training programs are evaluated to determine effectiveness and remedial action plans are used to provide continual improvement to the process.
- d. To meet the above requirements, ELCFV has implemented the following:
 - Training to administer the COOP is provided during new staff orientation and an update is provided to Coalition staff on or about June 30th by the Director of Human Resources to ensure staff awareness.
 - Components of the COOP regarding continuity of child care services, payments, realigning children to various providers, contact information, alternate site designations, etc., are provided to child care providers through ELCFV's website, provider portal, provider meetings and newsletters. Components of the COOP are provided to parents during the enrollment process and in the provider handbook.
 - As soon as services can be safely restored at the main office, and/or at any of the pre-arranged emergency sites, ELCFV initiates contact with parents and child care providers via public service announcements and telephone tree to determine impact on the provider community and to advise parents of alternative child care sites. The ELCFV will also utilize the United Way's "211" information line.

SECTION III: PHASE I – ACTIVATION PROCEDURES

The following procedures are to be followed in the execution of the ELCFV COOP. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off duty, and the extent of damage to the affected facilities and its occupants. This plan is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions. The degree to which this plan is implemented depends on the type and magnitude of the events or threats thereof.

III-1 Initial Actions

- a. Based on the situation and circumstances of the event, the Emergency Coordinating Officer and the Executive Leadership Team will evaluate the capability and capacity levels required to support the current mission-essential functions of the coalition office and determine if the situation necessitates relocation of Staff and/or other resources. If it is deemed necessary to activate the COOP, the Executive Leadership Team will select an appropriate alternate relocation point.

- b. The Board Chair and/or designee will initiate the immediate deployment of the Relocation Team to an assembly site or the designated alternate relocation point.
- c. The Emergency Coordinating Officer notifies staff and provides instructions and guidance on operations and the location of the alternate relocation point.
- d. The Emergency Coordinating Officer coordinates the immediate deployment of the Relocation Team to an assembly site of the designated alternate relocation point.
- e. The Relocation Team members assist with further COOP notification as needed. After the notification effort is complete, the results, including individuals not contacted, are reported to the Emergency Coordinating Officer.
- f. The Emergency Coordinating Officer notifies the facility contact at the designated alternate relocation point to expect the relocation of the coalition office.
- g. The Emergency Coordinating Officer will notify OEL, the State of Florida Emergency Operations Center (State Watch) (850) 815-4401 or (850-413-9900), the Volusia County Emergency Operations Center (386-258-4088 or 386-736-5980), and the Flagler County Emergency Operations Center (386-313-4200), that an emergency relocation of the coalition office is anticipated or is in progress.
- h. All personnel and sections of the ELCFV office should implement normal security procedures for areas being vacated.
- i. The Emergency Coordinating Officer should take appropriate measures to ensure security of the coalition office and equipment or records remaining in the building.
- j. The Relocation Team prepares the alternate relocation point for the continuity of the Agency's mission-essential operations.
- k. The Emergency Coordinating Officer provides daily updates to the Board Chair, OEL and the State of Florida Emergency Operations Center State Watch (850)-815-4001 or (850-413-9900) regarding COOP activation and operations.
- l. OEL will notify staff at the state level of the alternate mail service location and the ELCFV will notify the local mail delivery system of the relocation and provide mail routing instructions as appropriate.
- m. If appropriate, the Director of Community Partnerships will prepare a public press release to inform customers of alternate provisions including new work locations, phone numbers, etc.

III-2 Activation Procedures Duty Hours

- a. The Board Chair and/or designee will activate the COOP.
- b. The Board Chair and/or designee will direct the Emergency Coordinating Officer to notify the facility contact of the alternate relocation point and to begin

movement of the Relocation Team to an assembly site or to the designated relocation facility immediately.

- c. The Emergency Coordinating Officer notifies staff of COOP activation and Relocation Team deployment.
- d. The Relocation Team immediately deploys to an assembly site or the designated alternate relocation point to prepare for and assume mission-essential functions.
- e. Non-relocating personnel will be directed to move to other facilities or duty stations or may be advised to return home pending further instructions.
- f. The tasks in Section III-1 – Initial Actions are completed.

III-3 Activation Procedures Non-Duty Hours

- a. The Emergency Coordinating Officer or other local authority notifies the Board Chair and/or designee of the emergency requiring activation of the COOP.
- b. The Board Chair and/or designee activates the COOP.
- c. The Board Chair and/or designee instructs the Emergency Coordinating Officer and the Executive Leadership Team to begin notification procedures. This includes notifying all staff including the Relocation Team members and notifying the appropriate alternate relocation point facility.
- d. The Relocation Team deploys to a designated alternate relocation point facility to assume mission-essential functions.
- e. The non-relocating personnel in the affected area are directed to remain at home, pending further guidance.
- f. The tasks in Section III-1 – Initial Actions are completed.

III-4 Deployment and Departure Procedures – Time-Phased Operations

The Board Chair and/or designee will determine allowances for partial pre-deployment of any mission-essential functions critical to operations at the time the COOP activation is directed. This determination will be based on the event or the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate relocation point. Specific instructions will be provided at the time a deployment is ordered.

- a. The Board Chair and/or designee instructs the Emergency Coordinating Officer to begin deployment of the Relocation Team to the alternate relocation point.
- b. Relocation Team. The Relocation Team is instructed to either relocate to a designated assembly site or an alternate relocation point. The team will use privately owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.

- c. Other Affected Staff. Staff persons who are not selected as Relocation Team members present in the building at the time of an emergency notification will be directed to proceed to another unaffected facility or home to await further instructions.

At the time of notification, any available information regarding routes to be used to depart the facility or other appropriate safety precautions will be provided. When it is determined to be feasible, staff may be allowed to telecommute from home until the building can be reoccupied or another facility is established.

III-5 Transition to Alternate Operations

- a. Following the activation of the COOP and establishment of communication links with the Relocation team at an alternate facility, the Board Chair and/or designee orders the cessation of operations at the coalition office.
- b. The Emergency Coordinating Officer notifies the Volusia County Emergency Operations Center, Flagler County Emergency Operations Center and the State of Florida Emergency Operations Center, the emergency relocation of the ELCFV staff from the coalition office is complete and provides contact numbers.
- c. As appropriate, the Board Chair, the Chief Executive Officer or his/her designee notifies press, news media, outside customers, vendors and other service providers of the temporary relocation (including any change of ELCFV contact information). Current appropriate persons are as follows: John Birney, Interim Board Chair; DJ Lebo, Chief Executive Officer; Allison Miller, Director of Community Partnerships.

III-6 Site-Support Responsibilities

Following notification that a relocation of the ELCFV staff has been ordered or is in progress, the facility contact at the alternate relocation point will coordinate with the Emergency Coordinating Officer in preparation for the activation of the COOP and to receive the Relocation Team within 12 hours. This includes providing for the protection and movement of records.

The alternative facility sites all have connectivity or potential access to critical operation platforms. If necessary and possible, computers will be moved from the main site to the alternative facility. Otherwise the coalition laptops will be used at the alternative facility.

SECTION IV: PHASE II – ALTERNATE OPERATIONS

IV-1 Execution of Mission-Essential Functions

Upon activation of the COOP, the Executive Leadership Team will begin providing support for the following functions:

- a. Monitoring and assessing the situation requiring the relocation;
- b. Monitoring the status of contracted personnel and resources;
- c. Planning and preparing for the restoration of operations at the coalition office or other long-term facility.

IV-2 Establishment of Communications

- a. ELCFV's staff, in conjunction with OEL's Information Technology staff, will ensure all necessary and preplanned communications systems are established, adequate, and functioning properly; and will service and correct any faulty or inadequate communications systems.
- b. The alternate facility is pre-equipped with internet capability, telephone and fax lines.
- c. ELCFV will ensure continual updates are provided in the form of telephone contacts, press releases via social media and ELCFV website, in order to optimize communication efforts to both internal and external customers.

IV-3 Relocation Team

- a. Relocation Team Responsibilities. As soon as possible following arrival at the designated alternate relocation point, the Relocation Team members will begin providing support for the following functions:
 - (1) Coordinating transition of ELCFV's mission-essential functions to the alternate relocation point.
 - (2) Disseminating administrative and logistics information upon arrival. This information should generally cover the operational procedures for the next 30 days.

IV-4 Augmentation of Staff and Other Resources

- a. All efforts will be made to continue operations seamlessly to the public, while adhering to federal, state and local mandates. Functions may be performed through telework. If it becomes evident the staff cannot ensure the continuous performance of mission-essential functions, the Executive Leadership Team, in coordination with the Relocation Team and OEL, will determine the additional accommodations or positions necessary to ensure the continuous performance of mission-essential functions.

- b. The Executive Leadership Team, with assistance from OEL will then ensure the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
- c. The Executive Leadership Team and the Emergency Coordinating Officer, in cooperation with OEL, will ensure all resources needed to sustain operations for 30 days are acquired.

IV-5 Amplification of Guidance to ~~All Personnel~~ Appropriate Parties

- a. The Board Chair, or his/her designee will develop informative memoranda for dissemination to ELCFV staff, OEL and the local community to include child care providers and parents, regarding the duration of alternate operations, pertinent information on child care ~~payments~~ operations, location(s) for services, payroll, time and attendance, duty assignments, and travel authorizations/reimbursements and may include alternate accommodations to normal operations for any/all parties. The Executive Leadership Team will disseminate the information to the appropriate ~~staff~~ parties.
- b. The Executive Leadership Team has responsibility for consideration of the health and emotional well-being of ~~staff and families~~ all parties. This includes obtaining information and providing guidance on any medical or special needs.

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

- a. The Executive Leadership Team will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all ELCFV functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
- b. The Board Chair and/or designee will approve the plans and schedules prior to the cessation of operations and will submit the plan to OEL in writing as soon as is feasibly possible.
- c. The Executive Leadership Team will take the lead role in overseeing the Reconstitution and Termination process.

SECTION V: PHASE III – RECONSTITUTION AND TERMINATION

V-1 Overview

Within 24 hours of an emergency relocation, the Executive Leadership Team will initiate operations to salvage, restore, and recover the affected facilities after the approval of the local and federal law enforcement and emergency services involved. Reconstitution procedures will commence when it is ascertained the emergency has ended and is unlikely to recur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- a. Continue to perform mission essential functions at the alternate relocation point for up to 30 days.
- b. Begin an orderly return to the coalition office and reconstitute full operations.
- c. Establish operations in some other facility in the same geographical area.

V-2 Procedures

Upon a decision by the Board Chair and/or designee, that the coalition office can be reoccupied, or that a different facility will be secured for ELCFV:

- a. The Executive Leadership Team will oversee the orderly transition of all ELCFV functions, personnel, equipment, and records from the alternate relocation point to a new or restored facility.
- b. Prior to relocating back to the coalition office or another building, the Executive Leadership Team will ensure appropriate security, safety, and health assessments for suitability.
- c. The staff remaining at the alternate relocation point will transfer mission-essential functions and resume normal operations when the equipment and documents are in place at the new or restored facility.

V-3 After-Action Review and Remedial Action Plan

- a. An After-Action Review (information collection process) will be initiated prior to the cessation of operations at the alternate relocation point. The information to be collected will, at a minimum, include information from any employee working during the COOP activation and a review of the strengths and weaknesses at the conclusion of the operations.
- b. The information is incorporated into the COOP Remedial Action Plan. Recommendations for changes to the COOP and any accompanying documents will be developed and incorporated into the COOP annual review process.

SECTION VI: OFFICE PROFILE

PROFILE	
<p align="center">Coalition Office 135 Executive Circle, Suite 100 Daytona Beach, FL 32114</p>	
Office Contact for ELCFV Office:	DJ Lebo
Phone	(386) 323-2400 Ext 3350

Mission-Essential Functions performed in facility:

- Executive Direction
- Information Technology Support & Maintenance
- Finance & Accounting Services
- Programmatic Funds Distribution
- Communications
- Facilities/Property Management
- Human Resource Management

Mission-Essential Data Systems and Records:

- Accounting Information System and materials
- Coalition Records
- Internet
- R&R Databases

Alternate Facilities:

<p>The Early Learning Coalition of Flagler and Volusia Counties, Inc. 1205 S Woodland Blvd, Suite 1 Deland, FL 32720</p> <p>377 Palm Coast Parkway SW, Suite #1 Palm Coast, FL 32137</p> <p>Contact Person: Cindy Adams cadams@elcfv.org Phone No.: (386) 624-0691</p>	<p>CareerSource 329 Bill France Boulevard Daytona Beach, FL 32114 Contact Name: Robin King Phone No.: (386) 323-7001 robinking@careersourcefv.com</p> <p>Early Learning Coalition of Seminole County 280 Hunt Park Cove, Suite 1020 Longwood, FL 32750 Contact Person : Jennifer Grant jgrant@seminoleearlylearning.org Phone No. : (407) 960-2461</p>	<p>Early Learning Coalition of North Florida 2450 Old Moultrie Road, Ste 103 St. Augustine, FL 32086 Contact Person: Dawn Bell dbell@elcnorthflorida.org Phone No.: (904) 342-2267</p> <p>Early Learning Coalition of Brevard County 1018 South Florida Avenue Rockledge, FL 32955 Contact Person: Laura Gambino lgambino@elcbrevard.org Phone No.: (321) 637-1800</p>
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Note: Selected Alternate Facilities are fully functional offices with established telephone, computer and fax lines.

**Attachment 1
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP - Relocation Team**

Employee Name	Position	Work Ext – 386-323-2400	Cell Phone	Home Phone
DJ Lebo	Chief Executive Officer	3350	386-801-9015	386-788-5991
Heather DiRenzo	Chief Operating Officer	3349	386-233-0953	n/a
Melanie Barclay	Director of Finance	3355	386-627-3615	n/a
Lucy Hudgins	Purchasing & Contracts Specialist/ Facilities Specialist	3357	386-341-7898	386-677-5343
Garfield Morgan	IT Systems Technician	3360	386-383-1318	386-626-8172

Attachment 2
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Alternate Site Locations

The Early Learning Coalition of Flagler and Volusia Counties, Inc.
1205 S Woodland Blvd, Suite 1
Deland, FL 32720
Contact Person: Cindy Adams
Phone No.: (386) 624-0691

The Early Learning Coalition of Flagler and Volusia Counties, Inc.
377 Palm Coast Parkway SW, Suite 1
Palm Coast, FL 32137
Contact Person: Cindy Adams
Phone No.: (386) 624-0691

Early Learning Coalition of Seminole County
280 Hunt Park Cove, Suite 1020
Longwood, FL 32750
Contact Person : Jennifer Grant
Phone No. : (407) 960-2461

Early Learning Coalition of North Florida
2450 Old Moultrie Road, Ste 103
St. Augustine, FL 32086
Contact Person: Dawn Bell
Phone No.: (904) 342-2267

Early Learning Coalition of Brevard County
1018 South Florida Ave
Rockledge, FL 32955
Contact Person: Laura Gambino
Phone No.: (321) 637-1800

CareerSource
329 Bill France Boulevard
Daytona Beach, FL 32114
Contact Person: Robin King
Phone No.: (386) 323-7001

Attachment 3
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Emergency Coordinating Officer

Name: DJ Lebo

Title/Position: Chief Executive Officer

Home Address: 5951 Katona Drive, Port Orange, FL 32127

Home Telephone: (386) 788-5991

Office Telephone: (386) 317-3350

Cell Telephone: (386) 801-9015

Email: djlebo@elcfv.org (work)

Attachment 4
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Executive Leadership Team

Board Members

Board Chair (or designee)

Coalition Staff

Chief Executive Officer (Emergency Coordinating Officer)

Chief Operating Officer

Director of Finance

Director of Human Resources

Director of Quality and Inclusion

~~Director of Quality and Compliance~~

Director of Family Services

Director of Community Partnerships

First Response Team (in addition to Coalition Staff listed above)

Purchasing & Contracts Specialist\Facilities Specialist

IT Systems Technician

Attachment 5
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Alternate Sites/Partner Agencies

CareerSource

Early Learning Coalition of Brevard County, Inc.

Early Learning Coalition of Seminole

Early Learning Coalition of North Florida

Attachment 6a
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Leadership Team

Chief Executive Officer

DJ Lebo
5954 Katona Drive
Port Orange, FL 32127
Home # 386-788-5991
Office # 386-317-3350
Cell # 386-801-9015

Director of Finance

Melanie Barclay
6 Louisburg Lane
Palm Coast, FL 32137
Home # N/A
Office # 386-317-3355
Cell # 386-627-3615

Director of Family Services

~~Beth Freshour~~ Kim Kania
~~2549 Fern Palm~~ 14 Renmont Pl
~~Edgewater~~ Palm Coast, FL 32144-32164
Home # ~~N/A-(386)-585-0588~~
Office # 386-317-33801
Cell # ~~386-585-0531~~ 386-585-0246

Director of Quality and Compliance

~~Jenny Adams~~
~~1408 Avenue E~~
~~Ormond Beach, FL 32174~~
Home # N/A
Office # 386-317-3361
Cell # 517-262-5502

Chief Operating Officer

Heather DiRenzo
1965 Turnbull Lakes Drive
New Smyrna Beach, FL 32168
Home # n/a
Office # 386-317-3349
Cell # 386-233-0953

Director of Community Partnerships

Allison Miller
151 Greenwood Avenue
Ormond Beach, FL 32174
Home # N/A
Office # 386-317-3352
Cell # 386-547-6103

Director of Quality and Inclusion

Nancy Walsh
3 Chilham Court
Palm Coast, FL 32137
Home # N/A
Office # 386-317-3373
Cell # 386-517-9921

Director of Human Resources

Pauline DeMartin
1520 Humphrey Blvd
Deltona, FL 32725
Home # N/A
Office # 386-317-3348
Cell # 386-216-0429

Attachment 6b
The Early Learning Coalition of Flagler and Volusia Counties, Inc.

COOP - Employee Roster
(as of 4/24/194/2/2020)

Employee	Phone
ADAMS, LUCINDA	(386) 775-1870
ADAMS, RENEE L.	(317) 265-5302
ANDERSON, ASHLEY L.	(786) 865-7751
BARCLAY, MELANIE E.	(386) 627-3615
BEACRESCANT, MICHELLE D.	(407) 324-1781
BECKTON, ERIN D.	(386) 898-1085
BRANTLEY, LISA	(386) 334-1327
BURGER, KELLEY T.	(386) 475-4540
BURTON, KIMBERLY	(386) 266-5444
BUTR, ANGELES	(386) 717-0892
COPE, DELORES	(386) 313-1501
DALQUEST, KRISTIE B.	(386) 848-4248
DARTY, KATLEE	(404) 985-2517
DEHARTIS, PAULINE	(386) 216-0429
DRENDON, BEATRICE	(386) 258-0953
DUNN, NATHALIE	(386) 578-4365
FREEMAN, BETH	(386) 385-4588
GARCIA, GRACIELA	(386) 858-5349
GILBERT, LAURA	(386) 812-4761
GILBERT, MARY	(386) 766-1220
HUDGINS, LUCILLE	(386) 677-5343
KAGAN, MICHELLE A.	(386) 269-7023
KALIA, KIMIA	(386) 582-5551
KOSLIK, JULIE	(386) 366-1653
LEBO, DI	(386) 785-5961
LOPEZ, DAIRY	(386) 444-5302
MCCASKELL, VONDA K.	(407) 417-3251
MCKENZIE, MARION C.	(386) 258-9671
MCKENZIE, KAREN	(386) 323-7989
MILLER, ALLISON	(386) 347-4189
MILLER, VONNE C.	(386) 872-2471
MITCHELL, PAMELA I.	(386) 852-4851
MORGAN, GARFIELD	(386) 626-8172
MUNOZ, ROSABELA	(386) 651-1345
MURIELLO, FRIEDA	(386) 861-4545
PHILLIPS, DORIS G.	(386) 269-2961
PIPER, REBEKAH	(342) 852-4813
REINER, CARRIE L.	(386) 415-4523
ROZIER, CHRISTINA	(386) 315-5181
RODRIGO, VALERIA	(407) 242-4594
ROLAND, DIANA L.	(386) 426-7280
TURNER, BETHANY T.	(386) 255-4009
WALSH, NANCY A.	(386) 517-9921
WEST, CHRISTY L.	(386) 486-4223

<u>Last Name</u>	<u>First Name</u>	<u>Phone</u>
<u>MORGAN</u>	<u>GARFIELD</u>	<u>(386) 626-8172</u>
<u>BRANTLEY</u>	<u>LISA</u>	<u>(386) 334-1327</u>
<u>ADAMS</u>	<u>LUCINDA</u>	<u>(386) 775-1870</u>
<u>BECKTON</u>	<u>ERIN</u>	<u>(386) 898-1085</u>
<u>BUSH</u>	<u>ANGELES</u>	<u>(386) 717-0892</u>
<u>MCCASKELL</u>	<u>VONDA</u>	<u>(407) 417-3251</u>
<u>HUDGINS</u>	<u>LUCILLE</u>	<u>(386) 677-5343</u>
<u>KOSLIK</u>	<u>JULIE</u>	<u>(386) 366-1653</u>
<u>BARCLAY</u>	<u>MELANIE</u>	<u>(386) 627-3615</u>
<u>WALSH</u>	<u>NANCY</u>	<u>(386) 517-9921</u>
<u>COPE</u>	<u>DELORES</u>	<u>(386) 313-1501</u>

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<u>GUIRGUIS</u>	<u>MARY</u>	<u>(386) 760-1220</u>
<u>KANIA</u>	<u>KIM</u>	<u>(386) 585-0531</u>
<u>MUNOZ</u>	<u>ROSABELA</u>	<u>(386) 631-1345</u>
<u>REISINGER</u>	<u>CARRIE</u>	<u>(386) 451-6523</u>
<u>DEMARTIN</u>	<u>PAULINE</u>	<u>(386) 216-0429</u>
<u>DUNNING</u>	<u>NATHALIE</u>	<u>(386) 576-6365</u>
<u>GARCIA</u>	<u>GRACIELA</u>	<u>(386) 956-5349</u>
<u>MURIELLO</u>	<u>FRIEDA</u>	<u>(561) 901-4345</u>
<u>LEBO</u>	<u>DJ</u>	<u>(386) 788-5991</u>
<u>FRESHOUR</u>	<u>BETH</u>	<u>(386) 585-0588</u>
<u>MILLER</u>	<u>ALLISON</u>	<u>(386) 547-6103</u>
<u>DIRENZO</u>	<u>HEATHER</u>	<u>(386) 233-0953</u>
<u>GIMBERT</u>	<u>LAURA</u>	<u>(386) 852-0761</u>
<u>RUGERIO</u>	<u>VALICIA</u>	<u>(407) 242-9596</u>
<u>MITCHELL</u>	<u>PAMELA</u>	<u>(906) 632-4051</u>
<u>SOLANO</u>	<u>ERIKA</u>	<u>(386) 456-7280</u>
<u>LOPEZ</u>	<u>DAISY</u>	<u>(386) 444-5202</u>
<u>ADAMS</u>	<u>JENNIFER</u>	<u>(517) 262-5502</u>
<u>WEST</u>	<u>CHRISTY</u>	<u>(386) 490-6223</u>
<u>PHILLIPS</u>	<u>DIXIE</u>	<u>(386) 299-2961</u>
<u>KADAS</u>	<u>MICHELLE</u>	<u>(386) 299-7023</u>
<u>BEAUREGARD</u>	<u>MICHELE</u>	<u>(407) 324-1781</u>
<u>BURGESS</u>	<u>KELSEY</u>	<u>(386) 675-9540</u>
<u>BURROWS</u>	<u>KIMBERLY</u>	<u>(386) 290-3464</u>
<u>MCKENZIE</u>	<u>MASON</u>	<u>(386) 253-9671</u>
<u>ANDERSON</u>	<u>ASHLEY</u>	<u>(786) 863-7751</u>
<u>MILLER</u>	<u>VOSIE</u>	<u>(386) 972-2471</u>
<u>PIPER</u>	<u>SERENA</u>	<u>(386) 451-6523</u>
<u>Smith</u>	<u>Asia</u>	<u>(386) 268-3164</u>
<u>Garris</u>	<u>Erica</u>	<u>(386) 295-2490</u>

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Attachment 7a
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP - Organizational Chart
(as of 4/24/19)

Essential Functions of The Early Learning Coalition of Flagler and Volusia Counties, Inc. (ELCFV) will be maintained in an emergency through established and documented authority.

The Chief Executive Officer of the ELCFV is authorized by the Chair of the Board to delegate powers, duties, and functions within the Coalition. Delegation down to the third authority for the Coalition is as follows:

- 1.0 Chief Executive Officer
 - 1.1 Chief Operating Officer in conjunction with Board Chair or Vice Chair.
 - 1.2 Director of Finance in conjunction with Board Chair or Vice Chair
- Succession of Authority will occur when the superior authority is unable to serve.
 - It is the responsibility of the executive management team to ensure the Board Chair or designee is informed via phone, email, fax, text of employee status and ability to serve.

John Birney, Interim Board Chair

DJ Lebo, Chief Executive Officer

Attachment 8a
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Press Release Samples

PRESS RELEASE A

**Contact: Allison Miller, Director of Community Partnerships
Phone: (386) 317-3352 or (386) 547-6103**

FOR IMMEDIATE RELEASE

(DATE)

EMERGENCY CHILD CARE AVAILABLE

Parents who need immediate child care in Volusia or Flagler Counties can call The Early Learning Coalition of Flagler and Volusia Counties, Inc., the local child care resource and referral provider. Many of the child care centers in Flagler and Volusia Counties have sustained damage or are without electricity due to (insert specific information). At the same time, parents are trying to return to work and are unable to go without child care.

For the most up-to-date information on child care availability, including the transfer of children to temporary alternative child care facilities, please call the Early Learning Coalition at:

Daytona	(386) 323-2400
DeLand	(386) 323-2400
Palm Coast	(386) 323-2400
Toll Free	(877) 352-0065

The Early Learning Coalition is surveying all licensed child care providers to assess who can safely open for business beginning (insert date).

Child care facilities are also providing information concerning how many slots they have open and available for additional children.

(Insert additional information as appropriate)

**Attachment 8a (continued)
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Press Release Samples**

PRESS RELEASE B

**Contact: Allison Miller, Director of Community Partnerships
Phone: (386) 317-3352 or (386) 547-6103**

FOR IMMEDIATE RELEASE

(DATE)

**THE EARLY LEARNING COALITION OF FLAGLER AND VOLUSIA COUNTIES, INC.,
TEMPORARILY RELOCATED**

Due to (insert specific emergency event), The Early Learning Coalition of Flagler and Volusia Counties, Inc., has temporarily relocated its (insert specific information: administrative and fiscal functions or child care resource and referral and eligibility and enrollment) to an alternative facility. As of (insert date and time) the temporary location for the Early Learning Coalition is (insert address). The phone number for the Coalition is (insert phone number).

The coalition office has been closed due to (insert specific impending event and additional information as applicable).

**Attachment 8b
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Radio and Media List**

The Volusia County Government has instituted an agreement between them and WCEU-TV15 public television and Southern Stone Communications, Daytona Beach to be the official emergency public information stations.

The agreements call for WCEU and the Southern Stone Communications radio stations to be the official emergency public information television and radio stations for the County during emergencies. The Southern Stone Communications stations will broadcast public information and instruction from the County's Emergency Operations Center.

[Southern Stone Communications](#) stations include:

WNDB 1150 AM

WVYB 103.3 FM

WHOG 95.7 FM

WKRO 93.1 FM

WLOV 99.5 FM

WHOG 94.1 FM

Telephone No.: (386) 255-9300

126 W. International Speedway Blvd, Daytona Beach, FL 32114


Employees from Southern Stone Communications will be stationed at the Emergency Operations Center during disasters.

WCEU, located at Daytona State College, will make its broadcast facilities available to Emergency Management during declared emergencies. To watch Channel 15, turn your television to UHF Channel 15 or consult your cable television listings.

Attachment 9
The Early Learning Coalition of Flagler and Volusia Counties, Inc.
COOP – Business Contingency Plan

BUSINESS CONTINGENCY PLAN

(Disaster Recovery Plan)



Early Learning Coalition of Flagler & Volusia

135 Executive Circle, Suite 100
Daytona Beach, Florida 32114
386-323-2400

**The Early Learning Coalition of Flagler and Volusia Counties, Inc.
BUSINESS CONTINGENCY PLAN**

The Early Learning Coalition of Flagler and Volusia Counties, Inc. (ELCFV) is prepared to continue operations during emergency situations requiring significant changes in operations, including natural disasters and/or local emergencies. This plan includes planning to protect records and data and acquiring alternative office space and options to meet contractual obligations.

CONTINGENCY PLAN RESOURCES

Each ELCFV staff is an important resource and will complete work manually or through remote access. The Chief Executive Officer and Directors will utilize all available laptop computers for word processing, spreadsheets, and/or database functions. In the event the ELCFV building is inhabitable, alternate locations may be accessed to continue the day to day operations.

CONTINGENCY PLAN CONTACTS

DJ Lebo	Chief Executive Officer
Heather DiRenzo	Chief Operating Officer
Lucy Hudgins	Purchasing & Contracts Specialist\Facilities Specialist
Garfield Morgan	IT Systems Technician

MANAGEMENT OF INFORMATION SYSTEMS CONTINGENCY PLAN (MIS)

ELCFV acknowledges Coalition information is vital to the growth and prosperity of the Coalition and therefore requires protection. Information resources such as email, application data, networks, and databases need to be properly managed and secured to maintain confidentiality, integrity, and availability. This plan serves to recognize the importance of the information resources throughout ELCFV. The IT Department will be responsible for the following:

- Coordinate policies and procedures regarding information services
- Review and update the program as needed
- Establish compliance of the program through departmental audits
- Develop security awareness within the Coalition
- Review information security incidents to assess program's effectiveness

PURPOSE

ELCFV is dependent on computer-supported information processing and telecommunications. This dependency will continue to grow within ELCFV and throughout the business world. The increasing dependency on computers and telecommunications for operational support poses the risk that a lengthy loss of these capabilities could seriously affect the overall performance of the Coalition.

ELCFV recognizes the possibility of severe damage to data processing, telecommunications, or support services capabilities supporting the Coalition. Because of the potential impact to the Coalition, a plan for reducing the risk of damage from a disaster is vital. This Plan is designed to reduce the risk to an acceptable level by ensuring the swift restoration of mission critical applications, processes and essential operations within a reasonable amount of time.

SCOPE

The Plan identifies the critical functions of ELCFV and the resources required to support them. The Plan helps to identify and locate needed personnel and resources for both disaster preparation and response. It also serves to ensure the proper steps will be carried out to permit the timely restoration of services, whatever the cause.

The following information details critical tasks and responsibilities relating to the Coalition's information system and/or provision of services to parents and providers.

COMMUNICATIONS & FACILITIES PROCEDURES

1. Loss of electrical power to the main building

- a. Contact local electric company
 - i. Expected length of time of power interruption
 - ii. Estimated time of restoration
 - iii. Inform other locations of the power outage and eminent loss of WAN connectivity.

The Coalition phone systems, servers and selected designated critical areas will remain on, due to generator power. If the power interruption was caused by lightning, immediately contact the Purchasing & Contracts Specialist/Facilities Specialist to ascertain damage.

Mission Critical Applications

- MIP – notify network administrator, currently James Moore & Co., and have loaner servers installed; access to data by remote desktop.
- EFS Modernization servers – located at Northwest Regional Data Center (NWRDC) and fully managed by OEL.

2. Loss of Coalition phone system

- a. Loss or use of the phone system occurs due to non-availability of internet service, or the physical loss of the entire phone system.
- b. If no one can place internal or external calls, the phone system has failed. Contact phone system vendor (Mitel), phone number (800) 676-5432
- c. Initiate Emergency Voicemail by updating the main telephone greeting, stating operational status, which can be done remotely from any telephone.

3. Loss of Local Area Network (LAN) operations due to equipment failure

If ELCFV's computer systems fail, staff may not have immediate access to client, provider, and wait list files from servers. Accounting software, e-mail and other software may not be accessible from servers. ELCFV will need to restore information system functions **within 10 business days**.

- a. Local Area Network (LAN) loss can happen for a variety of reasons. Troubleshoot the issue. Verify if impact is to a single workstation or all workstations.

- b. If the LAN will be down for more than 1 hour, users may reboot workstations and have access to locally installed software only. This includes Microsoft applications such as Word, Excel, Access, and PowerPoint.
- c. ELCFV databases, network and files/folders will not be available. Outlook e-mail will only be accessible via the internet.
- d. Web Access to Office 365 allows connection to email and Microsoft Office programs from any location and device, if Internet Service is available.
- e. Assigned laptops will be utilized to assist all departments. Internet access may be utilized from staff homes in the event it is immediately unavailable.
- f. The Terminal Server will be accessible outside the domain for connectivity to network resources (MIP, shared files/folders, etc.), through any internet access.

4. Loss of ELCFV database operations

- a. Assess the level of loss and determine if a full restoration is needed.
- b. Backup retrieval from backup server and/or off-site backup.

5. Destruction or major damage of an ELCFV location

- a. Determine if ELCFV off-site is accessible for relocation of equipment (if undamaged). Locations include: Off-Site ELCFV offices – DeLand and Palm Coast.
- b. Update website to inform the public of ELCFV status.
- c. Contact IT service vendor for relocation of Internet and Phone services. The Coalition has Business Interruption Service in the event of long-term interruption and services need to be initiated at another location.

6. Deletion/Corruption/Recovery of Files requiring restoration

ELCFV's information system (DC01 – Domain Controller, FS01 - File and print server, RD01 - Terminal server, AS01 - Application server, DB01 – SQL Database) are backed up nightly on a backup server solution which also provides an image off-site.

Backup data/files are only as good as the restoration. Test restoration of backed up data is conducted once every 3 months. Critical data/files from backups are randomly targeted/selected and restored to ELCFV's production environment. Restored data/files are then accessed to verify the integrity of the data (e.g. MIP data/files are mounted in MIP production test environment and data verified).

- a. Identify the files requiring restoration
- b. Restore files from backup server

CRITICAL SERVICES

FINANCE & REIMBURSEMENT SERVICES

- Process payment for monthly provider reimbursements
 - Process and post accounts payable vouchers
 - Process checks for Coalition service providers and vendors
 - Create monthly invoices by contract due dates (grants)
 - Post monthly invoices and cash receipts
 - Prepare monthly bank reconciliations
 - Prepare monthly journal entries
 - Generate monthly Financial Statements
 - Manage cash flow
 - Verify all Enrollments and Attendance Certification Forms for accuracy
 - Calculate payments and prepare transmittal payment information
 - Process monthly reimbursements and reports for billing purposes
 - Prepare ad hoc and statistical reports as requested internally and from OEL
- a. All staff will report to work as normal
 - b. Finance Services plan is to process all payments and payroll manually (if necessary)
 - c. Emergency checks will be processed manually
 - d. Payroll will be processed manually through the utilization of employee time sheets
 - e. Payroll taxes, 401K, and insurance will be processed manually
 - f. Once all computers become available, the vouchers and checks processed manually will be input into the MIP Accounting System

ENROLLMENT SERVICES

Enrollment Services provides School Readiness and Voluntary Pre-K eligibility and enrollment services for families on all funding levels.

For all eligibility categories, specialists will have eligibility manual containing fee charts and program guidelines necessary for determining eligibility. Hard copies of all client files are available for reference. Eligibility will be completed manually. Family Service staff will utilize hard copy provider information stored by Quality and Compliance. Once all computers become available, Family Services staff will input manually processed paperwork into OEL's database. Manual tracking for reports will continue to be implemented.

CHILD CARE RESOURCE AND REFERRAL SERVICES

Child Care Resource and Referral Services (CCR&R) provides parents, child care providers, and referring agencies access to child care resource and referral services, parent support programs, provider support programs, licensing, and registration information for childcare providers.

Procedure for use of the First Call for Help Guide for any referrals to outside agencies remains. Child Care referrals will be done manually, and client information will remain on hard copies until computer services are restored. Manual tracking for reports will continue to be implemented.

Information on providers tracked in Microsoft Access will be printed on hard copies in order for this information to be available at all times during disruption of computer services. CCR&R manuals are updated daily and are available during computer failure. Once all computers become available, Family Services staff will input manually processed paperwork into the CCR&R System.

PROCEDURES

1. Department Directors have written plans approved by the Chief Executive Officer and have distributed to educate all staff.
2. Critical Documents and reports are backed up nightly on a new backup server solution which also provides an image off-site.
3. Family Services staff use a manual intake form printed from the CCR&R database to use as manual intake form for the interview process.
4. Family Services staff will interview clients and complete all necessary paperwork manually, including intake and case management.

ALL DEPARTMENTS

Information stored in databases will continue to be printed on hard copies, so information is available. All departments maintain blank hard copies of all forms to allow for manual completion. Once all computers become available, staff will input manually processed paperwork into the CCR&R system and/or appropriate databases.

All other departments shall provide critical duties including, but not limited to:

1. [Phone Tree activation](#)
2. Provide support services to other departments
3. Provide assistance to providers and families, as requested

SUMMARY

ELCFV will continue to provide critical services to our families and providers during any computer disruptions. This plan is expected to last no more than 30 days but will be extended, if necessary. Directors have written plans on how staff will conduct business in the event of computer failure, limited internet access and/or printing capabilities. Staff have copies of the written plans and are prepared to follow the instructions listed in procedures. Laptops/notebooks computers will be utilized to assist all departments. The Coalition has business interruption insurance in the event of long-term interruption.