

CONTINUITY OF OPERATIONS PLAN
(COOP)

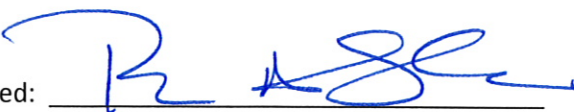
Office of Early Learning



3526 Ninth Street West, Suite 200
Bradenton, Florida 34205

Paul A. Sharff
Chief Executive Officer
(941) 757-2900
psharff@elc-manatee.org

Warning: This document contains information pertaining to the deployment, mobilization and tactical operations of the Office of Early Learning and the local Early Learning Coalition in response to emergencies and is exempt from public disclosure under the provisions of section 281.301, Florida Statutes.

Approved: 
Paul A. Sharff, Chief Executive Officer

Date: 9/12/11

Table of Contents

Section I: Introduction

I-1	Purpose	4
I-2	Applicability and Scope	4

Section II: Concept of Operations (COO)

II-1	Objectives	5
II-2	Planning Considerations	6
II-3	Assumptions	6
II-4	COOP Execution	6
II-5	Disaster Magnitude Levels	7
II-6	Emergency Coordinating Officer	8
II-7	Recovery Team	8
II-8	Alternate Recovery Point	9
II-9	Mission Essential Functions	10
II-10	Delineation of Mission Essential Functions	10
II-11	Warning Conditions	10
II-12	Direction and Control	11
II-13	Operational Hours	12
II-14	Alert and Notification	12
II-15	Telecommunications and Information Systems Support	12
II-16	Security and Access Controls	13
II-17	Test, Training, and Exercise	14

Section III: Phase I – Activation Procedures

III-1	Alert and Notification Procedures	15
III-2	Initial Actions	15
III-3	Activation Procedures Duty Hours	16
III-4	Activation Procedures Non-Duty Hours	17
III-5	Deployment and Departure Procedures – Time-Phased Operations	18
III-6	Transition to Alternate Operations	18
III-7	Site-Support Responsibilities	18

Section IV: Phase II – Alternate Operations

IV-1	Execution of Mission – Essential Functions	19
IV-2	Establishment of Communications	19
IV-3	Recovery Team	19
IV-4	Augmentation of Staff and Other Resources	19
IV-5	Amplification of Guidance to All Personnel	20
IV-6	Development of Plans and Schedules for Reconstitution and Termination	20

Section V: Phase III – Reconstitution and Termination

V-1	Overview	20
V-2	Procedures	21
V-3	After-Action Review and Remedial Action Plan	21

ATTACHMENTS

Attachment 1	Organization Chart	23
Attachment 2	Recovery Team	24
Attachment 3	Alternate Site Locations	25
Attachment 4	Emergency Coordinating Officer/Executive Committee Members	26
Attachment 5	Alternate Service Provider	27
Attachment 6	Staff Roster	28
Attachment 7	Memorandum of Delegation of Authority	29
Attachment 8	Local Radio and Television Networks	31

SECTION INTRODUCTION

I-1 Purpose

The Continuity of Operations Plan

The Early Learning Coalition of Manatee County (ELC) is part of a coordinated system of local community service agencies within Florida under contract with the Office of Early Learning (OEL). This system coordinates and administers Early Learning and Voluntary Prekindergarten programs within their respective areas. The Coalition is a local oversight, planning, and administrative entity dedicated to serving the children of Manatee County. One function of the Coalition is to serve as the coordinating body for the Early Learning and Voluntary Prekindergarten programs in preparing for and recovering after a disaster.

The scope of the Coalition's involvement in disaster relief efforts will depend greatly upon the magnitude of the disaster and the capacity of the local service providers to respond, as determined by staff as well as the availability of resources and damage and disruption caused by the disaster.

The Coalition's Continuity of Operations Plan (COOP) is based on the guidelines provided by the Office of Early Learning. The Coalition's plan will be reviewed on an annual basis.

Pursuant to Florida Statutes, Chapter 252.365; *Emergency Coordination Officers; disaster-preparedness plans*, this Continuity of Operations Plan establishes policy and guidance to ensure the continued execution of the mission-essential functions for the Office of Early Learning and the local Early Learning Coalition in the event that an emergency threatens or incapacitates operations, and requiring the recovery of selected personnel and functions of the Early Learning Coalition of Manatee County, 3526 Ninth Street West, Suite 200, Bradenton, Florida 34205.

Specifically, this plan is designed to:

- a) Ensure the ELC is prepared to respond to emergencies, recover from them, and mitigate their impact.
- b) Ensure the ELC is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.

I-2 Applicability and Scope:

This document is applicable to the Early Learning Coalition of Manatee County. The Coalition currently administers the School Readiness Program and the Voluntary Prekindergarten Program for Manatee County.


The primary contact for the Coalition is as follows:

▶ **PRIMARY CONTACT**

Paul Sharff, Chief Executive Officer

Phone: (941) 757-2900, ext. 201

Fax: (941) 757-2915




▶ **ALTERNATE CONTACTS**

Sharon Oakes, Director of Operations

Phone: (941) 757-2900, ext. 203

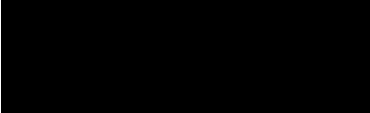
Fax: (941) 757-2915



Karen Holman, Chief Financial Officer

Phone: (941) 757-2900, ext. 205

Fax: (941) 757-2915



SECTION II: CONCEPT OF OPERATIONS (COOP)

II-1 Objectives

The objective of this COOP is to ensure that the capability exists to continue essential functions across a wide range of potential emergencies, specifically when the local Coalition's offices are either threatened or inaccessible. The objectives of this plan include:

- a) Ensuring the continuous performance of the local Coalition's essential functions and 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 to facilities, reducing loss of life, minimizing damage and losses;
- e) Identifying and designating principals and support 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

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 at all possible;
- Will be capable of maintaining sustained operations for up to 30 days;
- Will take maximum advantage of existing state, federal and local government infrastructures; and
- Address protection of equipment and other Coalition assets.

II-3 Assumptions

In the event of an emergency it is assumed that:

- a) All mission-essential functions provided by other State agencies in support of the local Coalition will continue in accordance with their respective continuity of operation plans. This includes, but is not limited to, services provided by the Office of Early Learning.
- b) 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 community based facility as an alternative to physically relocating staff.

II-4 COOP Execution

Emergencies or potential emergencies may affect the ability of the ELC to perform its mission-essential functions from any or all of its primary facilities. The following are scenarios that could mandate the activation of the Coalition's COOP:

- The ELC administrative/fiscal offices are closed to normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area;
- The City of Bradenton or County of Manatee is 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.

In an event so severe that normal operations are interrupted, or if such an incident appears imminent and it would be prudent to evacuate the facilities or the City or County, as a precaution the Coalition's Chief Executive Officer or designated employee(s), may activate the local Coalition's COOP. The designated alternate facility will be activated, if necessary, at the discretion of the Chief Executive Officer or designated employee(s) of the Coalition.

- a) The Recovery Team, composed of subject matter experts and essential support staff, will ensure the mission essential functions of the Coalition are maintained and capable of being

performed using the designated facility until full operations are re-established at the Coalition's office.

- b) Selected individuals from the Coalition, county or other agencies may supplement the Coalition's Recovery Team. The Recovery 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 Recovery Team will be responsible for continuing mission essential functions of the Coalition within 12 hours and for a period up to 30 days pending regaining access to the Coalition facility or the full occupation of the designated alternate facility.
- c) All staff necessary to perform the mission-essential functions of the Coalition will be contacted and advised to report to either the alternate facility, a predetermined secure location, or other location as determined by the Coalition's designee. Other staff (non-relocating staff) will be instructed to go home or to remain home pending further instructions.
- d) 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.
- e) It is expected that, in most cases, the Coalition 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 Recovery Team.
- f) Without warning, the process can become less routine, and potentially more serious and difficult. The ability to execute the COOP following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the Coalitions facilities, and whether the Coalition's personnel are present in the building or in the surrounding area.

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:

- **Minor Disaster:** Any disaster that is 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.
- **Major Disaster:** Any disaster that will likely 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, Office of Early Learning will be notified and the COOP may be activated in coordination with the Manatee County Emergency Operations Center. Information will be accessed from the State Emergency Operations Center.

- **Catastrophic Disaster:** Any disaster that will require 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 Operations Center.

II-6 Emergency Coordinating Officer

The ELC Manatee has designated the Coalition Chief Executive Officer to serve as Emergency Coordinating Officer (Attachment #4). 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 Recovery Team and affected staff to provide immediate response capability to protect life and property and to ensure minimal disruption to the continuance of the Coalition's mission-essential functions.

The Emergency Coordinating Officer will review the COOP and all attachments annually to identify necessary resources to support COOP activities, to ensure that the plan remains viable and compatible with Florida's Comprehensive Emergency Management Plan and that it 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 Coalition's annual budget planning process.

II-7 Recovery Team

The Recovery Team (Attachment #2) has the responsibility of assessing the situation, activating the COOP, selecting alternate facilities, providing information to and from the Office of Early Learning and other appropriate state and federal entities. The Coalition will ensure that rosters for their respective staff are kept current and that staff members are informed and provided reporting instructions.

Coalition personnel who are responsible for relocating services under this plan to the selected alternate facility are known collectively as the Recovery Team.

- a) The Recovery Team must be able to continue operations and the performance of mission-essential functions for up to 30 days at an alternate facility to ensure child care services are not disrupted. Each alternate facility is currently equipped with telephones, computers and fax machines. The Office of Early Learning may assist the Recovery Team in obtaining additional equipment, such as laptops, computers, fax machines, printers, and cell phones once the disaster and need occurs.
- b) Since alternate facility space and support capabilities may be limited, the membership of the Recovery Team is restricted to only those personnel who possess the skills and experience needed for the execution of mission-essential functions.
- c) Coalition personnel, who are not designated Recovery 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, as determined by the Coalition. When it is determined to be feasible, associates may be allowed to telecommute from their 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 Recovery Team members or other personnel. Staff members who are required to temporarily relocate to another geographical area of the State should be compensated for travel expenses in accordance with Florida Statutes, Chapter 112.061.

e) Implementation:

1. The Recovery Team shall maintain “disaster kits” which will include the forms, database information, schedules, etc. necessary to manually complete critical functions such as child care referrals, eligibility and provider payments for a period of up to 30 days. Upon notification of a potential major disaster by the Recovery Team, all necessary electronic documents to support the required activities for the next month shall be printed. Two kits will be developed for each critical function with one kit remaining in the facility and one kit taken off site by the Recovery Team member responsible for the activity.
2. In addition to the disaster kits, each Recovery Team member will be equipped with a laptop computer, printer, cell phone, charged batteries, and a fax machine which will allow the delivery of services at a remote location if necessary and if feasible.
3. Prior to the disaster, the Recovery Team will identify members of the staff necessary to perform the critical functions. All other staff members will be re-assigned as necessary to assist in the delivery of emergency child care services for critical positions providing emergency services in the community, compiling data on the child care resources available/needed after the disaster, or as otherwise needed.
4. Specific staff members may be allowed to telecommute from their homes if the facility or alternative locations are not available or suitable for service delivery, and access to the financial and accounting system including provider payments is possible from the home site. The Recovery Team will identify the approved staff members in advance and provide the necessary access to the various systems from a remote location. Staff members will be required to maintain contact with the Recovery Team to obtain assignments and to update their status. Daily briefings will be required with frequent, routine updates conducted daily.
5. Emergency payroll procedures are in place and will be instituted as necessary to ensure all staff members are compensated on a routine basis.

II-8 Alternate Recovery Point

The determination of the alternate recovery point should be made at the time of activation by the Coalition Director in consultation with the Recovery Team of the Coalition, if time permits, and will be based on the incident, threat, risk assessments, and execution timeframe.

- a. To ensure the adequacy of assigned space and other resources, the Emergency Coordinating Officer should review and confirm all alternate facilities semi-annually, within a fiscal year (July 1 – June 30). The ELC will be advised of the results of this review and of any updates to the alternate recovery point information.

- b. The designated alternate recovery point is pre-equipped with telephone, fax and computer lines which have electronic access to the Coalition's records and statewide school readiness system databases.
- c. The alternate recovery points have adequate parking capability to support the Recovery Team. Information on dining and lodging should be provided to the Recovery Team members as soon as possible upon COOP activation.

II-9 Mission-Essential Functions

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

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

- a. **Administration of School Readiness services at the local-level**
 - Coordinating responses to all child care providers regarding activities and services which may be affected
 - Ensuring contact points are maintained and communication is intact
- b. **Distribution of Programmatic Funds**

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

- a. Executive Direction
- b. Information Technology Support & Maintenance
- c. Finance & Accounting Services
- d. Communications
- e. Facilities/Property Management
- f. Human Resource Management

II-10 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 deliver crucial services, the Coalition's functions will revert to alternative providers. Those providers have been identified as the Department of Children and Families and the Early Learning Coalition of Sarasota County.

II-11 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

with a complete and orderly alert, notification, and deployment of the Recovery Team to an assembly site or a pre-identified alternate recovery point.

- b. Without Warning. The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel that survive. If the deployment of staff to an alternate recovery point is not feasible because of the loss of personnel, temporary leadership of the Coalition will be passed to the Office of Early Learning, 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 Recovery 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.

Attachment #6 is a listing of all affected employees and their contact information and contact information for service providers.

II-12 Direction and Control

- a. In the event that the CEO is incapacitated or unavailable to make decisions regarding the Coalition's COOP, authorized successors to the CEO are as follows:

ELC Manatee Officers

1. Director Pro Tem
2. Chair
3. Vice-Chair

The above-identified successors to the CEO are aware of this chain of command.

Lines of succession should be maintained by the Coalition organizational elements, to ensure continuity of mission-essential functions (Operating Organizational Chart, Attachment #1). As organizational changes occur, the Operating Organizational Chart should 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 established memorandum for Delegation of Authority for managers and officers within the local Coalition (Attachment #7).
- c. The Chief Executive Officer and/or designee may order activation of the ELC Manatee's COOP.
- d. The Emergency Coordinating Officer, which may be the same individual, will be responsible for disseminating COOP guidance and direction during the activation and recovery phases.
- e. When executed, the Emergency Coordinating Officer will notify the Office of Early Learning (850-922-4200), the Manatee County Emergency Operations Center (941-748-2241) and the State of Florida Emergency Operations Center (850-413-9900).

II-13 Operational Hours

During COOP contingencies, the Coalition's CEO and Recovery Team will determine the hours of operation for their respective staff consistent with the nature of the disaster.

II-14 Alert and Notification

The ELC will alert staff of the possible activation of COOP through the use of the internal telephone tree. If on duty, all staff will report to a short meeting to review the responsibility of staff and reporting procedures. If off duty, Chief Executive Officer will notify each Director/Program Manager and start the telephone process. Each staff will be reminded of their responsibilities at that time.

The Coalition will use a variety of communication processes to advise parents and child care providers of the activation of the COOP plan. These will include email, website, telephone, and fax communications to child care providers. Parents will be notified of important information through public service announcements through the local media (television, newspaper, radio). Additionally, the Emergency Coordinating Officer will notify the Manatee Emergency Operations Center that an emergency recovery has occurred.

The Coalition will need at least 24 hours to complete the various communication processes.

The Emergency Coordinating Officer and the Executive Recovery Team will determine when the information is to be issued and what information is to be issued.

II-15 Telecommunications and Information Systems Support

Telecommunication and information systems maintained at the local level must be assessed to determine any inconsistencies or issues, which may arise if the COOP is activated. The Coalition must ensure that there are backup plans to address disruptions in communications in the event of a disaster.

The Emergency Coordinating Officer and the Executive Recovery Team shall have available cellular telephones and a landline telephone for communication with each other. Updated contact lists shall be made available to all members of the teams when any change in information occurs. Prior to an impending disaster, the contact list shall be reviewed and forwarded again to all members electronically. The list shall include name of team members, home telephone numbers, cellular numbers, e-mail addresses and emergency contact numbers.

After the disaster in the event communication systems are not available, the Emergency Coordinating Officer and the Recovery Team will meet at 3621 Manatee Avenue West, Bradenton, Florida, 34209.

Electronic data is backed up on a daily basis through a routine, automated tape backup procedure and also via electronic backup to a secure, encrypted Internet location. We also have the ability to save all backups to an external hard drive which only requires a USB connection to restore data.

Data that is stored consists of backups of EFS, accounting systems (MIP and Quickbooks), document imaging system (SentryFile), email, coalition administrative documents, and user files. Email is hosted through an internet provider, not an onsite server, but a backup of all emails are kept locally. The IT

Administrator has the responsibility of ensuring that the automatic backups have occurred without error on a daily basis.

The Internet backup occurs every evening, 7 days a week. Data is kept 30 days before being overwritten. This backup is available to be restored from any location that has Internet access.

The tape backup is performed Monday through Friday evenings, omitting holidays. The Monday through Thursday tapes get rewritten weekly. There are separate Friday tapes corresponding to weeks 1, 2, 3, 4, and 5 of the month, which get rewritten monthly. Tapes are kept in the locked server rack of the locked ELC building server room. The last successful backup each month (month-end tape) goes to a safe deposit box at the Cortez branch of M&I Bank in Bradenton for permanent storage. This backup requires use of a LTO-4 tape drive and Symantec Backup Exec software to restore information. In the event of a pending disaster, the most recent tape backup available is stored offsite with the Information Technology Administrator or in the M&I safety deposit box, if feasible.

If a disaster occurs, a computer (workstation, server, or laptop) would be loaded with VMWare and then critical servers would be restored from backup (preferably external hard drive) as virtual servers, starting with EFS, SentryFile, and MIP.

The main phone number of the coalition (941-757-2900) automatically rolls to an alternate phone number (941) 538-6938 if Bright House loses communication with the onsite phone system. The alternate number is a Vonage account that can either A) be setup at another site with internet access, B) have a custom message recorded leaving new instructions, or C) be forwarded to any other number, like a cell phone or another coalition.

Faxes to 941-757-2916 (Family Services), 941-757-2918 (Provider Reimbursement), and 941-757-2919 (Compliance) are answered by internet fax services, so these would be undisturbed by any local disaster. Fax lines 941-757-2915 and 941-757-2917 would be unavailable if there is a loss of local phone service.

Additionally, copies of critical coalition documents such as COOP Plan, Call Tree, Master Inventory, Employee Handbook, and Vendor and Provider contacts are stored on ELC-Manatee's secure ShareFile site, which essential Leadership staff has access to.

II-16 Security and Access Controls

- a. Evacuation routes have been posted in all areas accessed by the public and employees of the Coalition. The facility also includes up to date emergency alarms, lights, sprinkler systems and lighted exits necessary to ensure the safe exit of the occupants of the facility.
- b. In the event the COOP is activated, all staff is assembled and a list of necessary actions outlined including off-site record retention, securing files and computer hardware. Copies of critical information are downloaded from the Child Care Management System. One copy is maintained at the facility and one copy is released to the program manager who is responsible for the particular activity.
- c. Critical equipment is disconnected and stored in the most secure area of the facility. The equipment is elevated and covered with plastic to prevent water infiltration.

- d. Hard copies of participant records are located in a locked file room in the ELC building. In the event of an impending disaster, the file cabinets are secured and covered in a heavy gauge plastic to protect them from water intrusion.
- e. The physical structure is boarded up as needed, locked and secured from the elements. All items that could become blown around by the wind will be secured within the facility.
- f. The Emergency Coordinating Officer will ensure all necessary security and access controls are provided at the alternative facility.
- g. Electronic copies of the COOP should be secured through limited access protocols.

II-17 Test, Training and Exercise

- a. Test, training and exercise programs 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 and performed annually.

The COOP will be reviewed during routine staff meetings at least twice a year. Quarterly fire drills will be conducted to ensure that staff members are able to leave the building in a safe orderly fashion, ensuring the safety of parents, children and other visitors located within the facility. If time permits, a staff meeting will be held upon initiation of the COOP to review procedures for securing the facility, and for notification and activities after the disaster.

A copy of the COOP will be provided to each new employee and training provided during new employee orientations.

A copy of the COOP plan will be available to child care providers on the Coalition web site. Each contract agreement with child care providers will reference the COOP and require participation in an annual training conducted by the Coalition.

At the time of enrollment or recertification, parents will be provided with a short, easily understood document titled "Disaster Communication Plan" regarding the use of child care services during disasters and the possible need to reassign children in the event of structural failures. Parents will be instructed on how to locate up to date information regarding child care services after a disaster.

SECTION III: PHASE I – ACTIVATION PROCEDURES

The following procedures are to be followed in the execution of the ELC Manatee COOP. The extent to which this will be possible will depend on the nature of the emergency, the amount of warning received,

whether personnel are on or off duty, and the extent of damage to 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. Therefore, the degree to which this plan is implemented depends on the type and magnitude of the event or threat.

III-1 Alert and Notification Procedures

- a. The ELC Manatee's notification process as related to COOP activation allows for a smooth transition of the Recovery Team to an alternate facility to continue the execution of mission-essential functions across a wide range of potential emergencies. Notification may be in the form of:
 - (1) A COOP alert to the Executive Recovery Team that recovery is imminent.
 - (2) An announcement of a COOP activation through the Executive Recovery Team that directs the Recovery Team to report to an assembly site or a designated alternate recovery point, and provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate recovery point.
 - (3) Instructions to the Recovery Team to report for departure and recovery to a designated alternate recovery point and instructions to non-relocating employees.
- b. Upon receipt of a COOP alert, the Emergency Coordinating Officer immediately notifies the Recovery Team and the Executive Committee. Staff, child care providers, and parent notification will be in accordance with Section 11-15 of this plan.
- c. The CEO or designee notifies the Office of Early Learning, the Department of Children and Family Services, and the School Board of Manatee County that an emergency recovery of the Early Learning Coalition of Manatee is anticipated or is in progress.
- d. The Emergency Coordinating Officer notifies the Manatee County Emergency Operations Center that an emergency recovery of the Early Learning Coalition of Manatee is anticipated or is in progress.

III-2 Initial Actions

- a. Based on the situation and circumstance of the event, the Coalition will evaluate the capability and capacity levels required to support the current mission-essential functions of the facilities and determine if the situation necessitates recovery of staff and/or other resources. If it is deemed necessary to activate the COOP, the Executive Recovery Team will select an appropriate alternate recovery point.
- b. The Coalition's Emergency Coordinating Officer will initiate the immediate deployment of the Recovery Team to an assembly site or the designated alternate recovery point.
- c. The Emergency Coordinating Officer will notify staff and provide instructions and guidance on operations and the location of the alternate recovery point.

- d. The Emergency Coordinating Officer will coordinate the immediate deployment of the staff to an assembly site or the designated alternate recovery point.
- e. After the initial notification effort is complete, the results, including individuals not contacted, must be reported to the Coalition's designee responsible for this activity.
- f. The Emergency Coordinating Officer will notify the Office of Early Learning, the State of Florida Emergency Operations Center (850-412-9900), and the local County Emergency Office that an emergency recovery of the local Coalition and/or the subcontractor is anticipated or is in progress.
- g. All personnel and sections of the Coalition should implement normal security procedures for areas being vacated.
- h. The Coalition's designated employee should take appropriate measures to ensure security of the offices and equipment or records remaining in the building.
- i. The Coalition will prepare the alternate recovery point for the continuity of the Coalition's mission-essential operations.
- j. The Coalition will provide daily updates to the Office of Early Learning designees and the other interested parties regarding COOP activation and operations.
- k. The Office of Early Learning will notify appropriate staff at the state level of the alternate mail service location and the Coalition will notify the local mail delivery system of the recovery and provide mail routing instructions as appropriate.
- l. If appropriate, the Coalition will prepare a public press release to inform customers of alternate provisions including new work locations, phone numbers, etc.

III-3 Activation Procedures Duty Hours

The Chief Executive Officer of the Coalition will determine the need to implement the COOP and the recovery of the Coalition. The Coalition Chief Executive Officer will then notify the Recovery Team of the implementation of the COOP and the decision to relocate.

The Coalition Chief Executive Officer will provide daily updates to the Office of Early Learning and other parties regarding COOP activities.

The Chief Executive Officer will facilitate the implementation of the public press release and other notification strategies for child care providers and parents.

Child care providers will be notified of the recovery of the administrative offices through the use of the telephone messaging system, fax and e-mail alerts, and public service announcements.

Parents will be notified of the recovery of the administrative offices through public service announcements or their child care provider. Notices will be posted on the current facility of the change in location including directions to the new location.

In the event of a pending disaster, an extra copy of electronic data from the Coalition is stored off-site with another member of the recovery team as well as the Director of Operations. The Coalition will back up all critical fiscal and administrative records and store off site with the Chief Executive Officer and another member of the staff.

A hard copy of participant records are maintained and updated with information when necessary. The records are located in locked file cabinets at the Coalition. Prior to event, the file cabinets are secured and covered in a heavy gauge plastic to protect them from water intrusion.

Critical fiscal and administrative records are copied and maintained at an alternative location routinely. These would include provider payment records, contracts, accounting records and supporting documentation and personnel information.

III-4 Activation Procedures Non-Duty Hours

- a. The Chief Executive Officer and Recovery Team will maintain emergency contact information in the event the COOP must be implemented during non-duty hours. At the time of an impending disaster the Chief Executive Officer will initiate contact with the Recovery Team to determine the need to activate the COOP. If it is deemed necessary, the Chief Executive Officer will contact the emergency number of the various members of the Recovery Team. The Chief Executive Officer will notify the recovery sites of the need to relocate and establish a timeline for completion of the process.

In the event the Chief Executive Officer is unavailable, the Director of Operations will contact the Recovery Team.

- b. Child care providers and parents will be notified of the recovery of services through the public media operating at the time of the disaster. These may include television, radio, newspaper, and the emergency management system. If possible, a notice will be posted at the regular service site and various other sites accessible to the public.
- c. Critical daily fiscal and administrative records are maintained at an alternative site routinely. In addition to critical electronic data, copies of paper records necessary to conduct business and maintain a proper audit trail will be compiled upon notification of an impending disaster regardless of whether the notification was received during work or non-work hours. It is the responsibility of the Recovery Team to compile the necessary resources during non-duty hours. At all times the ELC will maintain the necessary paperwork to conduct business manually. The documents are stored on and off site in waterproof boxes.
- d. One of the duties of the Recovery Team is to protect the facility and equipment prior to a known emergency. The process will include securing the facility and placing critical electronic equipment in the most secure area of the building with protection from water damage. Once the emergency management system has indicated that it is safe to proceed to the facility, a survey will be conducted and any damage noted. All usable and critical equipment will be removed from the facility to the recovery facility if recovery is necessary.

III-5 Deployment and Departure Procedures – Time-Phased Operations

The Director and/or designee will determine allowances for partial pre-deployment of any mission-essential functions that are 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 recovery point. Specific instructions will be provided at the time a deployment is ordered.

- a. The Chief Executive Officer instructs the Recovery Team to begin deployment to the alternate recovery point.
- b. Recovery Team. The Recovery Team is instructed to either relocate to a designated assembly site or an alternate recovery point within 12 hours. Specific instructions will be provided at the time of activation.
- c. Other Affected Staff. Staff persons who are not selected as Recovery Team members that are present in the building at the time of an emergency notification will be directed to proceed to another unaffected facility or to their homes to await further instructions. At the time of notification, any available information regarding routes that should be used to depart the facility or other appropriate safety precautions will be provided. When it is determined to be feasible, associates may be allowed to telecommute from their homes until the building can be reoccupied or another facility is established.

III-6 Transition to Alternate Operations

- a. Following the activation of the COOP and establishment of communication links at an alternate facility, the Chief Executive Officer and/or designee should order the cessation of operations at their main site.
- b. The Chief Executive Officer and/or designee will notify the Office of Early Learning, the State of Florida Emergency Operations Center, and the Manatee County Emergency Operations Center that an emergency recovery of the Coalition staff is complete and will provide new contact numbers.
- c. As appropriate, the Chief Executive Officer or his/her designee notifies press, news media, outside customers, vendors and other service providers of the temporary recovery (including any changes to Coalition contact information).

III-7 Site-Support Responsibilities

Following notification that a recovery of the Coalition staff has been ordered or is in progress, the facility contact at the alternate recovery point will coordinate with the Director and/or designee in preparation for the activation of the COOP and to receive the Recovery Team. This includes providing for the protection and movement of records. Staff from the Office of Early

Learning's statewide data system provider may assist with establishing connectivity and maintaining support for the required systems and databases.

SECTION IV: PHASE II - ALTERNATE OPERATIONS

IV-1 Execution of Mission-Essential Functions

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

- a. Monitoring and assessing the situation that required the recovery;
- b. Monitoring the status of personnel and resources;
- c. Planning and preparing for the restoration of operations at the main facilities or other long-term facility.

IV-2 Establishment of Communications

- a. The Coalition staff in conjunction with 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 correct any faulty or inadequate communications systems.
- b. The alternate facility should be pre-equipped with computer, telephone and fax lines.
- c. 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 customers.

IV-3 Recovery Team

As soon as possible following the Recovery Team's arrival at the designated alternate recovery point, the members will begin providing support for the following functions:

- a. Coordinating transition of Coalition's mission-essential functions to the alternate recovery point.
- b. Disseminating administrative and logistics information upon arrival, which must cover the operational procedures for the next 30 days.

IV-4 Augmentation of Staff and Other Resources

- a. If it becomes evident that the 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 if needed, will then 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 an informative memorandum for dissemination to its staff, the Office of Early Learning, and the local community to include child care providers and parents, regarding the duration of alternate operations, pertinent information on child care payments, location(s) for services, payroll, time and attendance, duty assignments, and travel authorizations and reimbursements. The Coalition will disseminate the information to the appropriate staff.
- b. The Coalition has responsibility for consideration of the health and emotional well being of their staff and families. This includes obtaining information and providing guidance on any medical or special needs of their staff and families.

The Coalition has an Employee Assistance Program that is available to employees and family members. In addition, resources through the American Red Cross may be accessed. Parents and child care providers are provided information when requested on how to help young children cope with disasters, and contact information is provided to parents to meet their own needs.

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

- a. The ELC will develop Reconstitution and Termination Plans and Schedules to ensure an orderly transition of all ELC functions, personnel, equipment, and records from the temporary alternate location to a new or restored facility.
- b. The ELC will approve the plans and schedules prior to the cessation of operations, and will submit the plan to the Office of Early Learning in writing, as soon as is feasibly possible.
- c. The ELC 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 recovery, the Coalition will initiate operations to salvage, restore, and recover the affected facilities after the approval of the local and federal law enforcement and emergency services, if involved. Reconstitution procedures will commence when it is ascertained that the emergency situation 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 recovery point for up to 30 days.
- b. Begin an orderly return to the main facilities affected and reconstitute full operations.
- c. Establish operations in some other facility in the same geographical area.

V-2 Procedures

Upon a decision by the Coalition that the main facility can be reoccupied or that a different facility will be secured for the Coalition:

- a. The Coalition Director or designee is responsible for notifying essential agencies of operating decisions
- b. The Coalition will oversee the orderly transition of all functions, personnel, equipment, and records from the alternate recovery point to a new or restored facility.
- c. Prior to relocating back to the main facility or another building, the Coalition will ensure appropriate security, safety, and health assessments for suitability.
- d. The staff remaining at the alternate recovery 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 recovery 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 a 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.

PROFILE

Early Learning Coalition of Manatee County

3526 9th St. West, Suite 200

Bradenton, FL 34205

Building Contact for Coalition: Paul Sharff - Phone: 941-757-2900 ext. 201

Mission-Essential Functions performed in facility:

- Executive Direction
- Communications
- Programmatic Funds Distribution
- Finance & Accounting Services
- Human Resources/Payroll
- Resource and Referral
- Information Technology Support/Maintenance
- Facilities/Property Management Services
- Program Technical Assistance and Support
- Program Oversight and Direction for School Readiness Programs
- Eligibility Determination and services to families

Mission-Essential Data Systems and Records:

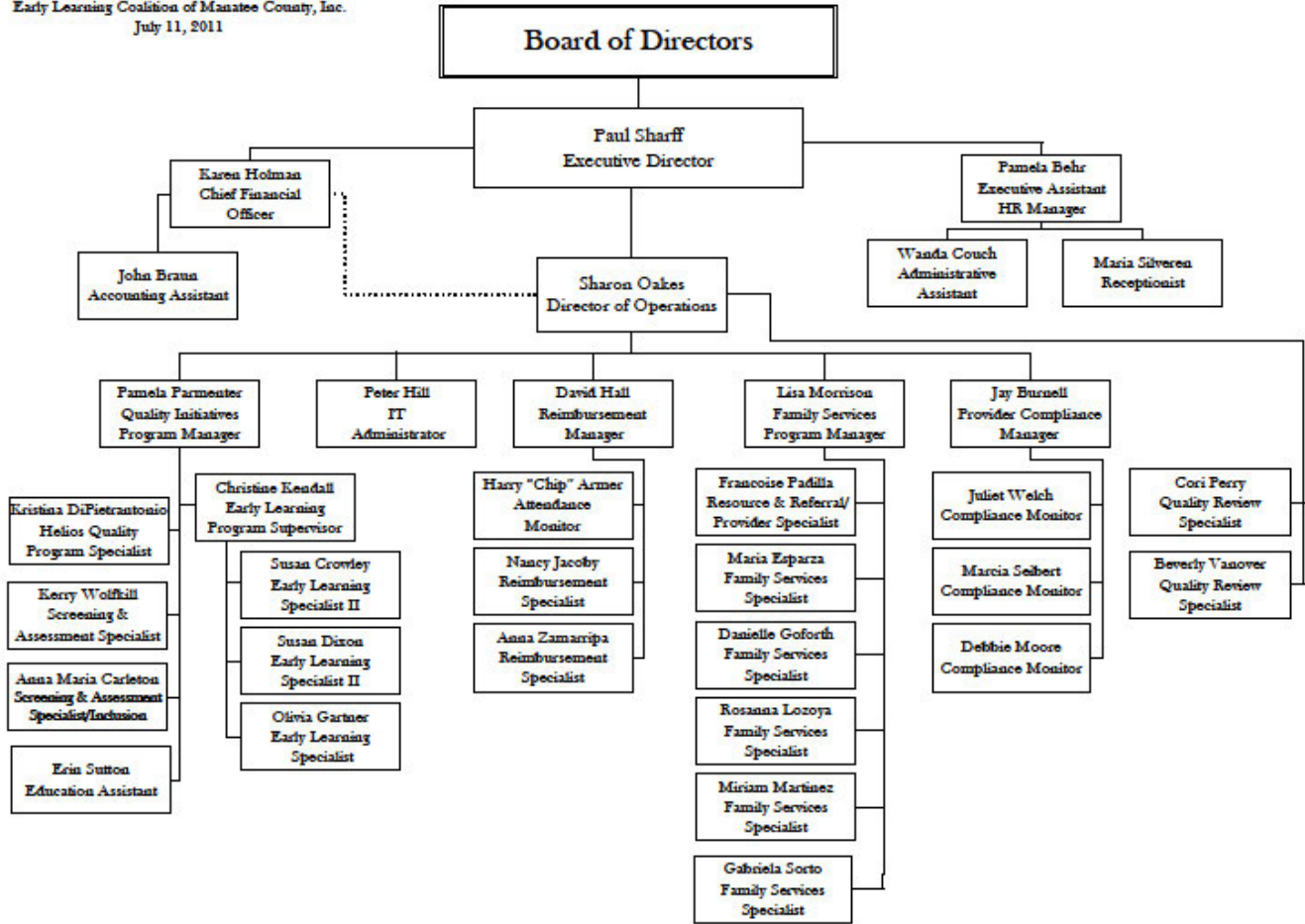
- Resource and Referral
- Document Imaging (SentryFile)
- ASQ Web Portal
- Child Care Management System (EFS)
- Financial Management Tracking System (MIP)

Alternate Facilities:

<p>3621 Manatee Avenue West Bradenton, FL 34209</p>		
---	--	--

ATTACHMENT 1

Early Learning Coalition of Manatee County, Inc.
July 11, 2011



ATTACHMENT 2

RECOVERY TEAM

NAME	Emergency Contact	HOME PHONE	CELL PHONE	E-MAIL ADDRESS
Paul Sharff, Chief Executive Officer				
Sharon Oakes Director of Operations				
Karen Holman Chief Financial Officer				
Pam Behr Executive Assistant/Human Resources				
Jay Burnell Provider Compliance Manager				
David Hall Reimbursement Manager				
Lisa Morrison Family Services Program Manager				
Peter Hill Information Technology Administrator				
Pam Parmenter Provider Services Program Manager				

ATTACHMENT 3**ALTERNATIVE SITE LOCATION**

1. 3621 Manatee Avenue West, Bradenton, Florida 34209

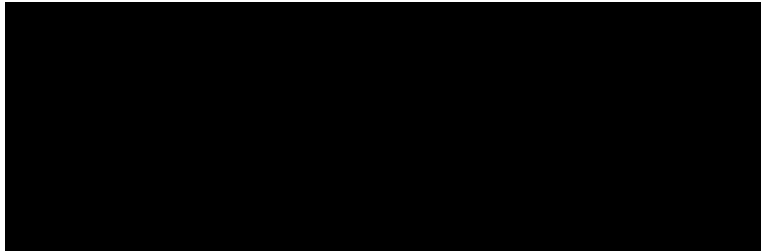
The use of an alternative location for the delivery of Coalition services will be based on the disaster, including any risk factors that would prohibit the delivery of safe services. The alternative location was chosen based on accessibility to the space and critical equipment including computers, copiers, etc. necessary for service delivery.

The Chief Executive Officer and the Recovery Team will jointly determine the need for recovery based on damage assessment conducted by the Recovery Team after the disaster. Members of the Recovery Team will provide the necessary directions to the staff within 12 to 24 hours after the disaster and when access to the area of the community is reestablished.

ATTACHMENT 4

EMERGENCY COORDINATING OFFICER

Name: Paul Sharff
Office: 3526 9th St West, Suite 200, Bradenton, FL 34205



EXECUTIVE COMMITTEE

NAME	TITLE
Paul Sharff	Coalition Chief Executive Officer
Howard Veltz	Coalition Chair
Adam Mohammadbhoy	Coalition Vice Chair
Dianne Kopczynski	Coalition Treasurer
Susan Miller	Director
Linda Guritz	Director
Dr. Kathy Stuckey	Director

ATTACHMENT 5

POTENTIAL ALTERNATIVE SERVICE PROVIDERS

1. Department of Children and Families
465 Cortez Rd. W.
Bradenton, Florida 34207
Contact:
Phone: 941-727-6521

2. Early Learning Coalition of Sarasota County
2886- C Ringling Blvd
Sarasota, Florida 34237
Contact: Janet Kahn
Phone: 941-954-4830

**ATTACHMENT 7
DELEGATION OF AUTHORITY**

For: Continuity of Operations Plan
Effective Date: May 29, 2009
Approved By: Board of Directors

1. Purpose

To establish the delegation of authority for the Early Learning Coalition of Manatee County, Inc. to ensure continuous operations in the event of an emergency

2. Authority

Early Learning Coalition of Manatee County, Inc. Board of Directors

3. Limitations on Exercise of Delegation of Authority

- a) The delegation of authority is to the Director of Early Learning Coalition of Manatee County, Inc. or designee. In the event the Director of the Early Learning Coalition is not available and unable to assume authority the delegation of authority is to the Chief Executive Officer Pro Tem.
- b) The exercise of any delegated authority shall conform with all statutes and rules applicable to the Early Learning Coalition of Manatee County, Inc.
- c) The terms "issue", "approve", "execute", "release", and "grant" inherently include the authority to "deny", "reject", or "cancel".
- d) Delegation of authority is to be exercised with a high degree of judgment and caution. If there is any doubt whether exercising a delegation of authority is inconsistent with any of the above limitations, the person to whom the authority is delegated shall not exercise the authority without first consulting with the Board of Directors.

4. Explanation of Delegation of Authority

Any authority delegated to a subordinate may also be exercised by any of the subordinate's superiors. All supervisors may designate a person to act in their capacity during their absence. Such designation must be in writing unless the supervisor's absence is due to a sudden illness or an emergency. Designation of authority to act in the absence of a supervisor conveys all authority of the supervisor unless otherwise stated herein or in the supervisor's written designation.

5. Succession

In the event that the Director is incapacitated or unavailable to make decisions regarding Early Learning Coalition of Manatee County, Inc. during an emergency, the Delegation of Authority is reassigned to the Board of Directors' officers listed below in order of appearance:

- a) Chair
- b) Vice-Chair
- c) Treasurer

6. Delegation of Authority Approval

On May 29, 2009, the Board of Directors hereby approved the Delegation of Authority for the Early Learning Coalition of Manatee County, Inc. Continuity of Operations Plan.

May 29, 2009

Date

Howard Veltz, Chairman

ATTACHMENT 8**TAMPA BAY RADIO STATIONS****AM****RADIO**

570 WTBN - Christian Talk
 620 WDAE - Sports Talk
 680 WRMD - Spanish Tropical
 760 WLCC - Spanish
 820 WMGG - Spanish
 860 WGUL - Talk Radio
 910 WTBN - Christian Talk
 970 WFLA - News / Talk Radio
 1010 WBZZ - Sports / Talk Radio
 1040 WWBA - News / Talk Radio
 1110 WTIS - Religious
 1130 WWBF - Oldies
 1150 WTMP - Adult Contemporary
 1220 WQSA - Weather (NOAA)
 1230 WONN - Adult standards / Devil Rays
 1250 WHNZ - Health & Finance Talk
 1280 WIPC - Spanish
 1280 WTMY - Health & Finance Talk
 1300 WQBN - Spanish
 1310 WAUC - Spanish
 1320 WAMR - Sports
 1330 WWAB - Urban
 1340 WTAN - News, Ethnic, Talk
 1350 WTAN - News, Ethnic, Talk
 1360 WHNR - Urban
 1380 WWMI - Children Oriented
 1400 WTAN - News, Ethnic, Talk
 1420 WBRD - Gospel
 1430 WLKF - Talk
 1450 WWJB - News / Talk Radio
 1460 WBAR - Country
 1470 WLVU - Religious
 1490 WSIR - Talk
 1490 WWPR - Oldies
 1500 WPSO - Greek
 1520 WXYB - Greek
 1550 WAMA - Spanish
 1590 WRXB - Urban
 1620 WBUL - USF Student Radio

FM**RADIO**

88.5 WMNF - Multiple Formats
 88.9 WYFE - Christian
 89.1 WSMR - Christian
 89.7 WUSE - Classical / NPR
 90.5 WBVM - Catholic / Classical
 90.9 WAQV - Christian
 91.1 WKES - Christian
 91.3 WSEB - Christian
 91.5 WJIS - Christian
 91.7 WFTI - Religious
 91.9 WXJC - Religious
 92.1 WLTO - Adult Contemporary
 92.5 WYUU - Country
 93.3 WFLZ - Dance / Top 40
 94.1 WSJT - Light Jazz
 94.9 WWRM - Adult Contemporary
 95.7 WBTP - Hip Hop / R&B
 97.1 WSUN - Progressive Rock
 97.5 WPCV - Country
 97.9 WXTB - Rock
 98.3 WWRZ - Light Adult Contemporary
 98.5 WKTK - Adult Contemporary
 98.7 WLLD - Urban
 99.5 WQYK - Country
 100.7 WMTX - Mix / Top 40
 101.5 WPOI - 80's Hits
 102.5 WHPT - Classic Rock
 102.7 WRGO - Oldies
 103.5 WTBT - Country
 104.7 WRBQ - Oldies
 105.5 WDUV - Easy Listening
 106.3 WJQB - Oldies
 106.5 WCTQ - Country
 107.3 WXGL - Classic Rock
 107.9 WSRZ - Oldies

ATTACHMENT 8

TAMPA BAY TELEVISION STATIONS

- [WEDU Channel 3 PBS](#)
- [WFLA Channel 8 NBC](#)
- [Bay News Channel 9](#)
- [WTSP Channel 10 CBS](#)
- [WTVT Channel 13 FOX](#)
- [WUSF Channel 16 USF](#)
- [WCLF Channel 22 CTN](#)
- [WFTS Channel 28 ABC](#)
- [WMOR Channel 32 Ind.](#)
- [WTTA Channel 38 WB](#)
- [WTOG Channel 44 UPN](#)