



Continuity of Operations Plan (COOP)

For the Farm to Family (F2F) Program of CAFB

OCTOBER 2014

Plan Updates

DATE	SECTIONS UPDATED	BY WHOM

ACKNOWLEDGEMENT

This plan was developed and written by the consultant team of Annamaria Swardenski, Margaret Melsh and Kelle Rimmel. October 2014



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Introduction

Emergencies are unplanned events that can cause significant injury, or even death, to employees, customers, or the public, disrupt or close down operations, cause physical or environmental damage, or harm the organization's public image. A Continuity of Operations (COOP) plan addresses emergencies from an all hazards approach and is designed to establish policy and guidance for execution of mission essential functions. An effective COOP plan outlines the capability of an organization to continue to operate or rapidly resume operations during an emergency or disaster situation.

Continuity of operations (COOP) activities may include

- the activation of an alternate operations site
- working or communicating with the local Emergency Operations Center (EOC)
- the evacuation of staff, volunteers or others from their operating locations
- the selection and occupation of a relocation site able to support the continuation of essential activities and
- the provision of data processing, logistics and telecommunications support by temporary use of non-standard or alternative means.

These activities could be taking place while the organization is providing support to the community in the affected area, either directly or through mutual assistance agreements. COOP planning incorporates a wide range of emergencies and events, whether natural, man-made, or technological in nature.

California Association of Food Banks (CAFB)

CAFB is a membership organization of 41 member food banks from throughout the State with a mission to create a well-nourished California and a commitment to cutting-edge leadership in the anti-hunger community. Its major programs include Farm to Family, which works with growers and packers to provide fresh produce to food banks; statewide programs for food stamp outreach and enrollment and nutrition education; state and federal policy advocacy; and member services such as special projects and technical assistance. CAFB is governed by a Board of Directors elected from among the membership and daily operations are accomplished by a staff of 16.

Challenges

CAFB's Farm to Family program is a network of food solicitors in three primary agricultural regions in California : the Central Valley, Imperial/Coachella Valleys, and the central coast region. These food solicitors work directly with growers and packers to provide cull products to food banks by capturing those crops as they are sorted in the packing sheds, where they are packed for distribution to foodbanks statewide. These methods ensure that growers have a market that yields an additional revenue stream, rather than dumping or using the crops for animal feed, and food banks have a reliable source of affordable fresh produce.

Since Farm to Family's inception in 2004, the program has grown to delivering 127 million pounds of fresh produce statewide to over 20 food banks. For a growing number of member food banks, Farm to Family provides the single largest source of food. Any disruption in Farm to Family operations would have a major impact on the food bank network's ability to serve its communities.

In the event of a regional disaster, Farm to Family would be called upon to respond to impacted member food banks and deploy food resources as quickly and efficiently as possible.

Scope of Plan

This COOP will focus on planning elements needed to continue the Farm to Family (F2F) operations of the California Association of Food Banks (CAFB).

This plan is NOT designed to be a full agency-wide COOP due to limited planning resources at the time of initial development. Should additional resources become available, this Plan may be revised to incorporate the components needed to ensure appropriate planning for all of CAFB's programs and services.

Purpose

This COOP plan is designed to provide direction to CAFB staff regarding continuation of Farm to Family (F2F) operations in the event of an emergency or disaster situation, and initiation of necessary steps for CAFB's Farm to Family restoration process.

This plan is built around the current location of CAFB administrative offices at 1624 Franklin Street, Suite 722 in Oakland, California.

Policy Statement

It shall be the policy of CAFB to provide a Continuity of Operations (COOP) plan to protect the assets, records, information, well being and safety of employees and to provide for the continuation of essential Farm to Family services to the organization and food banks in times of emergency or disaster.

Goals and Objectives

The objectives of this COOP plan are to:

- develop a system for managing a crisis
- ensure the performance of CAFB's Farm to Family program operations in the event of an emergency or disaster situation
- minimize damage and losses

- ensure the efficient succession of leadership in the event a disruptions renders key CAFB leadership and staff unable to perform their F2F related responsibilities
- reduce or mitigate disruptions to F2F operations
- ensure that CAFB has alternate facilities from which to operate the F2F program and necessary administrative support
- protect essential facilities, equipment, vital records and other assets needed to continue F2F operations
- achieve a timely and orderly recovery from a COOP situation
- develop and maintain a Testing, Training and Exercise (TT&E) program for validation of F2F continuity planning.

Situations and Assumptions

There are several critical COOP planning considerations. Namely, this COOP plan must

- be capable of implementation anytime, with or without warning, during operating and on-operating hours
- provide full operational capability for F2F's essential functions no later than twelve (12) hours after activation
- be capable of sustaining operations for up to thirty (30) days.
- Include regularly scheduled trainings and tabletop exercises to train staff and practice COOP procedures.

These trainings and exercises will help to

- 1) ensure that staff and volunteer skills remain current and
- 2) make sure that the COOP plan is appropriate and adequate to support F2F program operations.

Furthermore, equipment and communications systems must be tested periodically to ensure that they are operable

This COOP is based upon the following assumptions:

- Emergencies or threatened emergencies may adversely affect CAFB's ability to continue F2F and its essential operations
- Staff and volunteers from CAFB may themselves become disaster victims as a result of an event and may not be available to respond to provide support. This may include

members of the Board, leadership and management team, which would require invoking the succession of authority portions of this plan

- An emergency or disaster event may directly affect local community resources, rendering them unavailable or unusable by CAFB
- CAFB/F2F staff will acquire the resources necessary to sustain F2F operations for up to 30 days during an emergency.
- Staff, volunteers and other resources from CAFB and other member Food Banks outside the affected area will be made available, if required to continue essential F2F operations throughout the State.
- F2F staff will have developed and documented program operating procedures in the form of position “desk manuals” (see **Attachment A** – Farm to Family Desk Manuals)

Implementation of the Plan

This COOP may be activated by the following individuals:

Authorized Senior Official

Sue Sigler

Executive Director

510-350-9903

sue@cafoodbanks.org

Authorized Official Designee

Charlie Dible

Director of Finance and Operations

510-350-9904

charlie@cafoodbanks.org

This plan may be implemented under the following conditions:

Warning: There are some threats to F2F operations that may afford advance warning that will permit the orderly alert, notification, evacuation, and if necessary, the relocation of staff, and F2F operations. Situations that might provide such warning include a transportation accident resulting in a release of hazardous materials (HAZMAT), threat of a terrorist incident or civil disturbance, flood, winter storm or wildfires.

No warning during non-operating hours: Incidents may not be preceded by warnings (e.g. earthquakes, arson, or HAZMAT incidents) or may occur while a majority of staff members are at home (weekends and evenings). In these circumstances, staff and pre-identified members will still be able to respond to instructions, including the requirement to relocate following proper notification.

No warning during office hours: Incidents may occur without warning during normal office hours. If indicated by the circumstances of the event, the COOP will be implemented by expeditiously moving staff and others out of the building, to alternative operating locations.

Hazard and Risk Analysis / Site Vulnerability

CAFB's current location at 1624 Franklin Street in downtown Oakland is susceptible to a number of potential emergency or disaster events.

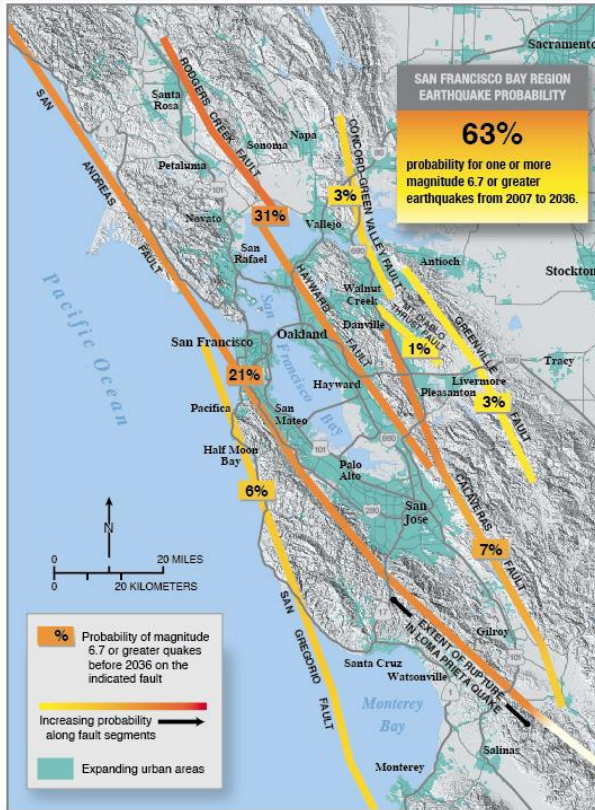
Central Oakland Risks

Central Oakland is the city's densest and most heavily populated area, with approximately 150,000 residents, and it contains well over half the city's jobs. As its name implies, the area also represents the heart of Oakland, and it houses most of the city's major landmarks, including Lake Merritt, downtown, Jack London Square, City Hall, City Center, the Alameda County Courthouse, the Oakland Museum and the Kaiser Convention Center.

Central Oakland is especially susceptible to hazardous materials exposure, a variety of seismic hazards, structural hazards and storm-induced flooding. Portions of this area are considered to have a much higher-than-average risk of exposure to hazardous materials and of industrial fires compared to the rest of the city. The fact that the area is traversed by I-880 makes it especially susceptible to transportation-related accidents involving explosions, spills and gaseous releases of hazardous materials.

Structural fires are a concern in downtown due to the concentration in the area of high rise buildings, large assembly spaces, and older buildings with little physical separation among them; damage to structures from earthquake-induced ground shaking is also a concern due to the many unreinforced masonry buildings in the area. Storm-induced flooding, while much less of a threat in recent decades (thanks to flood-control engineering measures), still has the potential to affect areas surrounding Lake Merritt. Finally, collapse of the Central Reservoir would inundate a large portion of the Central Oakland area.¹

¹ "Protect Oakland" report;
<http://www2.oaklandnet.com/oakca1/groups/ceda/documents/webcontent/oak035220.pdf>



Bay Area Risks

The Bay Area is in the heart of Earthquake Country. The Bay Area is crossed by many active faults.

This map figure shows that major active faults run through or adjacent to all nine Bay Area counties, including the downtown area of Oakland. While research by the U.S. Geological Survey (USGS) has provided more reliable probability information for future Bay Area earthquakes than for any other area of the country (63% probability of a magnitude 6.7 or larger earthquake), it has a wide error range – plus or minus 22%. Smaller earthquakes are more likely to occur and can still produce significant damage over localized areas.²

The fact that a devastating earthquake occurred in 1906 – the San Francisco earthquake – is common knowledge. Larger earthquakes generally affect larger areas; the San Francisco earthquake caused extensive damage in Oakland, San Jose and Santa Rosa.

More recently, the 1989 Loma Prieta earthquake caused extensive damage in the Santa Cruz Mountains, as well as in Oakland and San Francisco tens of miles away. But many moderate to great earthquakes (over magnitude 6.0) have affected the Bay Area. Twenty-two such events have occurred in the last 165 years – for an average of one every seven and a half years.

² Multi-Jurisdictional Local Hazard Mitigation Plan, 2010, Appendix C “Natural Hazard Risk Assessment” -- <http://quake.abag.ca.gov/wp-content/documents/ThePlan-C-2010.pdf>

Planning Elements

There are nine (9) elements of an effective COOP. They are as follows:

1. Essential Functions
2. Delegations of Authority
3. Orders of Succession
4. Alternate Facilities
5. Interoperable Communications
6. Vital Records and Databases
7. Human Capital Management
8. Tests, Training and Exercises
9. Plans for Devolution and Reconstitution

Each element is defined and described in the sections below and all elements are needed to provide a complete and effective COOP capability.

COOP Planning Team for F2F

The following individuals serve as CAFB's COOP F2F Planning Team:

- ❖ Terry Garner, Member Services Director;
- ❖ Charlie Dible, Director of Finance & Administration;
- ❖ Steve Linkhart, Director of Food Sourcing and Logistics
- ❖ Christen Gadd, Farm to Family Operations Manager

Planning Element 1 -- Essential Functions

Essential functions are the foundation for COOP programs and plans. As such, CAFB has determined that the F2F program is deemed essential and must continue with minimal or no disruption, even during an emergency or disaster. Essential functions are based on CAFB's member food banks and their needs.

The following is a **prioritized** list of essential functions within the Farm to Family (F2F) program. It also lists the staff and procedural plans needed to recover from a disaster.

Table 1 -- Farm to Family Essential Functions

Essential Function	Staff in Charge
Order Creation	F2F Coordinator
Routes – Trucking (Logistics)	Dispatcher
Product – Availability (Vendors)	F2F Coordinator
Customer's needs (Food Banks)	All F2F staff
IT/Tel-Com	Garnett Evans, Blestek
Access to Navision	All F2F staff
Billing, POD's, Invoicing	F2F Assistant
Coordination of F2F Trucks	Dispatcher

Planning Element 1 -- Essential Functions

Essential Functions are those functions that enable CAFB's Farm to Family (F2F) program to

- *Provide customer services*
- *Continue operating as a program/entity*
- *Maintain the safety of the clients and volunteers*

Planning Element 2 -- Delegations of Authority

Official/Key F2F Individual

Steve Linkhart
Director of Food Sourcing and Logistics
510-350-9916

Individual F2F Authority Delegated

Christen Gadd
Farm to Family Operations Manager
510-350-9910

The following tasks are included within these delegations of authority:

- Approving changes in Standard Operating Procedures for the F2F program
- Empowering designated representatives to act on behalf of F2F and CAFB
- Making personnel management decisions
- Approving commitment of CAFB/F2F resources

These delegations of authority are limited:

- Signing of any contracts would be done only with the review and approval of the Executive Director and/or the Director of Finance and Operations or their designee

Planning Element 3 -- Orders of Succession

Orders of succession are established as follows for the entire CAFB organization and also more specifically for the Farm to Family (F2F) program director and staff responsible for performing the previously identified F2F essential functions.

CAFB Agency Operations

Sue Sigler

*Executive Director
Logistics*

Phone number: 510-350-9903

Email: sue@cafoodbanks.org

Farm to Family Program

Steve Linkhart

Director of Food Sourcing &

Phone number: 510-350-9916

Email: steve@cafoodbanks.org

Next in line of succession (1):

Charlie Dible

*Director of Finance and Operations
Manager*

Phone number: 510-350-9904

Email: Charlie@cafoodbanks.org

Christen Gadd

Farm to Family Operations

Phone number: 510-390-9910

Email: Christen@cafoodbanks.org

Next in line of succession (2):

Stephanie Nishio

Director of Programs

Phone number: 510-350-9905

Email: Stephanie@cafoodbanks.org

Ariel Fradin

Farm to Family Coordinator

Phone number: 510-390-9913

Email: Ariel@cafoodbanks.org

Next in line of succession (3):

Andrew Cheyne

Policy Director

Phone number: 510-350-9915

Email: Andrew@cafoodbanks.org

Koji Tessien

Farm to Family Assistant

Phone number: 510-350-9907

Email: Koji@cafoodbanks.org

Planning Element 3 – Orders of Succession

Orders of succession are provisions for the assumption of senior leadership positions during an emergency when the incumbents are unable or unavailable to execute their duties. They allow for an orderly and predefined transition of leadership.

Orders of succession are different from delegation of authority

- Delegations of Authority are specific and limited – For example, they may take effect during periods of normal operation when, for instance, those in charge are unavailable due to travel.

Planning Element 4 – Alternate Facilities

Alternate facilities are locations, other than the primary facility, used to carry out essential functions.

The term alternate facility/location can include anything from a borrowed conference room for a few key people on a temporary basis, to a complete facility used to house the entire Department.

In most cases, it will probably be something in between depending on the circumstances of any given event and available resources.

Planning Element 4 -- Alternate Facilities

CAFB and the F2F program has identified locations other than their normal downtown Oakland facility to carry out essential F2F functions in a COOP situation. They are as follows:

Primary Location

California Association of Food Banks
1624 Franklin Street, Suite 722
Oakland, CA 94612
510- 272-4435
Sue Sigler, Executive Director

Charlie Dible, Director of Finance and Operations

Alternate Location 1

Alameda County Community Food Bank
7900 Edgewater Blvd
Oakland, CA 94621
510- 635-3663

Suzan Bateson, Executive Director
Erick Lovedahl, Director of Operations

Desirable characteristics for an alternate facility include

- *Located at a safe distance from and secured against worst-case and most-likely scenarios*
- *Can be operational in 12 hours or less*
- *Provide sufficient space, equipment, supplies and services to support COOP personnel in the performance of essential functions*
- *Reliable logistical support, services, and infrastructure systems, including water, electrical power, heating and air conditioning, etc*
- *Ability to sustain operations for up to 30 days*
- *Considerations for food, lodging, health, sanitation and security needs of COOP personnel on site or nearby*

Alternate Location 2

Food Bank of Contra Costa and Solano Counties
4010 Nelson Ave
Concord, CA 94520
925-676-7543

Larry Sly, Executive Director

Alternate contact
Hishma Hamdy, Operation Director

Alternate Location 3

2339 Courage Drive, Suite F
Fairfield CA 94533
707-421-9777

Larry Sly, Executive Director

Alternate contact
Hisham Hamdy, Operations Director

For additional information, see

Attachments B-- Alternate Facilities Considerations Checklist

Attachment C – Alternate Facilities MOUs.

If CAFB experiences a disaster, supplies or materials needed to support essential F2F operations include the following:

- Phone
- Knowledge of routes on the road
- Phone lists of vendors and customers (see **Attachment D – Farm to Family Vendor List**)
- Access to Navision server

Planning Element 5 – Interoperable Communication

Interoperable communications

- must support the execution of CAFB F2F essential functions
- provide capability to communicate within the organization
- provide connectivity to outside agencies and customers and;
- ensure access to data, systems, and services needed to maintain Farm to Family (F2F) critical functions

Planning Element 5 -- Interoperable Communications

Interoperable communications means that CAFB personnel must be able to communicate

- **Externally** with CAFB member food banks and vendors
 - **Internally** with CAFB leadership, co-workers and volunteers
 - **even if the primary means of communication fails**
- a) **Emergency plans will be communicated with staff in the following ways:**
- New employee orientation
 - Staff meetings
 - Trainings and exercises
- b) **In the event of a disaster effecting F2F operations, communication with staff will be accomplished by:**
- Phone or text message utilizing the CAFB Emergency Phone Tree
 - If no telecommunications exist, then staff should check the CAFB Disaster Facebook page for messages and updates.
 - If no telecommunications or internet exists, then, staff are expected to report to the CAFB main office.
 - If CAFB office in Oakland is damaged or otherwise inaccessible, staff should report to CAFB's Alternate Facility 1 -- designated as Alameda County Community Food Bank.
- c) **In the event of a disaster effecting F2F operations, communication with Food Bank member food banks will be accomplished by:**
- Phone or text message
 - Use of satellite phones,
 - CAFB Disaster Facebook page
 - Relocation of F2F staff with cellular phones to an out of impacted area to continue work via telecommute
- d) **In the event of a disaster effecting F2F operations, communications with vendors, truckers and essential suppliers will be accomplished by:**
- Phone or text message
 - Use of satellite phones,
 - Use of third party out of area contact utilizing a conference call initiated by the out of area contact
 - Relocation of F2F staff with cellular phones to an out of impacted area to telecommute

- e) **In the event of a disaster effecting F2F operations, communications with external stakeholders** (e.g. Feeding America, state or national entities) **will be accomplished by:**
- Phone or text message
 - Use of satellite phones,
 - Use of third party out of area contact utilizing a conference call initiated by the out of area contact

Table 4 - Continuity Communications Equipment

<u>Communications Equipment/System</u>	<u># Currently Available at Primary Location</u>	<u>Service Provider (may be N/A)</u>	<u># Needed to Support Essential F2F Functions</u>	<u>Available at Alt. Location 1</u>	<u>Available at Alt. Location 2</u>
Telephone Lines	18	Comcast Business	4		
Telephone Units	18	Nortel	4		
Fax Lines	1	Shamrock Office Solutions	0		
Fax/Copier	1	Shamrock Office Solutions	0		
Cell Phones	5	AT&T Sprint	3		
Satellite Phones (*to be acquired)					
Computers (Laptops, Desktops, etc.)	20	Dell	4		
Hardwire Internet Connections	n/a	Comcast Business	1		
Wireless Internet Access	N/A	Comcast Business	1		
Servers	4	Dell	2		
Radio Communications	n/a				

Planning Element 6 -- Vital Records and Databases

To the extent possible, CAFB should provide for off-site storage of F2F duplicate records, off-site (and out-of-state/out-of-area if possible) backup for electronic records and databases, and pre-positioning of vital records and databases at the alternate facility.

Table 5 – Vital Records

Name of Vital File, Record, or Database	Current Location	Primary Format	Backup Redundancy Information	Person Responsible
Accounts Payable, Contract documents Vendor backup	1624 Franklin St Suite 722 Oakland, CA 94612	Computers and filing cabinets	Back up on storage drive	Office Manager IT Consultant
Personnel/HR - Employee personnel files, including medical files. All HR related forms.	1624 Franklin St Suite 722 Oakland, CA 94612	Filing cabinets	none	Director of Finance and Operations Senior Accountant
Farm to Family Database,	1624 Franklin St Suite 722 Oakland, CA 94612	Navision software, computers	Back on storage drive	Director of Food Sourcing Logistics Farm to Family Operations Manager IT Consultant

Planning Element 6 – Vital Records

Vital records are those electronic and hard copy documents, references and records needed to support essential Farm to Family (F2F) functions.

There are two types of vital records:

*emergency operating records, and

* legal and financial records

Records Back-up and Cyber Security Planning

CAFB will protect our computer hardware through the virtualization of the two servers on the premises at 1624 Franklin, Suite 722, Oakland, CA 94612 to VMWare Cloud Services. This will be an automated ongoing back-up of all files which will protect our computer software. If our computers are destroyed CAFB will access back-up via internet at VMWare Cloud Services with a pre-designated link and pin.

Restoration of Server Resources is estimated to be completed with 4 hours from time of disruption.

VMWare Cloud Services will be responsible for backing up our critical accounting and financial records.

Payroll records are currently stored offsite by our payroll processing provider:

**ADP Payroll Services
601 Gateway Boulevard
South San Francisco, CA 94080.
Phone: 650-829-6900**

IT Support Personnel

CAFB currently contracts for external IT support for its Navision system with the following:

**Blestek
Garnett Evans
IT Consultant
Contact number(s): 510-754-5664**

Planning Element 7 – Human Capital Management

Human capital management is the sum of talent, energy, knowledge and enthusiasm that people invest in their work. Effective human capital management does the following:

- Places the right people in the right jobs to perform CAFB’s essential F2F functions most effectively
- Ensures that ALL employees have a clear understanding of what they are to do in an emergency

Planning Element 7 -- Human Capital Management

In the event of a disaster or emergency, **Farm to Family (F2F) staff members will be expected to**

- FIRST secure the well-being of family members and loved ones and then
- Report in to CAFB via Emergency Phone Tree or Disaster Facebook page.

Non-Farm to Family (F2F) staff members:

All employees need to be informed during the course of an emergency so that they can be ready to go back to work when recalled or to support CAFB’s efforts from home. In a COOP event, most employees will be expected to:

- FIRST secure the well-being of family members and loved ones and then
- Report in to CAFB via Emergency Phone Tree or Disaster Facebook page.

It is management’s responsibility to know where all employees are and how to contact them.

F2F Staffing necessary for post-disaster response:

All Farm to Family staff should plan to report to work in the event of an emergency or disaster situation.

Planning Element 8 -- Tests, Training and Exercises (TT&E)

CAFB intends to provide training on emergency plans on a regular basis and incorporate disaster/emergency expectations into CAFB Employee Handbook and orientation procedures.

Tests and exercises of the COOP plan will occur on an as needed basis as resources allow. CAFB will remain actively engaged in disaster preparedness and planning dialogues with staff at weekly management

meetings and schedule a bi-annual review of plans and procedures to ensure that staff are familiar with COOP concepts and expectations.

These bi-annual reviews will be done in conjunction with budget planning and scope of work reviews that happen each January and July.

Planning Element 9 -- Devolution and Reconstitution

As part of COOP planning, CAFB acknowledges that the following triggers may be used to devolve from COOP operations:

- Communications infrastructure has been restored
- Office facilities are restored, accessible and available for use
- Utilities (power, water, restrooms, etc) are in working order

Devolution will occur at the direction of the CAFB Executive Director and/or executive management team.