

Business Continuity Plan
Version 14.0
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Purpose of This Plan

The primary purpose of this plan is to present our strategy for dealing with a disaster that would disrupt the normal operations of PG Calc's main offices in Cambridge and/or its hosting facilities, either permanently or temporarily. This plan contains, for example, direction in the case of fire or flood that ruined PG Calc's office space, or some other disaster that denies us access to our building, our files, and our servers.

This plan does not lay out details for how we would handle the myriad of lesser problems, such as temporary power loss, the crash of one server, the loss of some phone lines, or minor vandalism or theft. Instead, it focuses on specifying an implementable plan to resuming business operations in the case of a disaster. While we will use this plan as a guide should a disaster occur, there are no representations or guarantees that this plan will be successful.

Much of this plan was tested during the COVID-19 pandemic and as a result we switched to operating entirely remote and not dependent on working from our Cambridge office. This experience not only helped refine our strategies for the future, but also proved the robustness of our procedures.

Communication with Employees

A list with names and contact information of all employees, including cell phone numbers, are posted on the PG Calc Intranet (password protected but available from any computer or phone with Internet access) and are also printed and stored with other critical documents off-site in Belmont, MA. They are also printed and stored at each of the Director's (see below) houses.

In the case of a disaster, a phone tree would be initiated by the CFO, CTO, or the President to the Directors. The Directors would call the remaining employees in their departments to pass on any news.

In the event of limited availability of staff, we feel we would still be able to provide adequate client support. We routinely deal with Snow Emergencies and have recently dealt with the COVID-19 pandemic. We have demonstrably proven during these events that we can continue to provide high quality client support despite lower than typical staffing levels and/or all staff off site.

During the Pandemic, the first and most important step we took was to encourage staff to stay at home if they even suspect they may have contracted the flu or other infectious diseases. We then shutdown the PG Calc offices completely. PG Calc provides a generous sick leave policy providing staff with adequate sick time. This prevents the spread of the disease to other staff members. Our staff has worked from home since the beginning of the pandemic and continued to perform their work-related duties. We also have had 14 days of inventory and supplies on hand throughout the pandemic.

PG Calc has staff in MA, WA, MN, OH, PA, FL, RI, NH, VT, and ME. As a result of having staff in multiple geographical locations, we feel prepared for any regional business disruptions. We can easily re-route support calls to staff at any of these locations.

In the event of an emergency, a message would be also added to our automated phone system on PG Calc's main phone number of 617-497-4970. Employees know to call this number if they have reason to think that someone is trying to contact them. In addition, an e-mail message will be sent to all employees. Employees are encouraged to call the manager of their department at his or her house or cell phone, or to contact the president of the company directly, and to check their e-mail



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accounts from where they are should they receive no answer at PG Calc's main number and have reason to believe that this plan is being put into effect. With an office staff of our size this is a straightforward proposition.

Communication with Customers/Vendors/Third Party Service Providers

A message would be left on the voicemail system for all of PG Calc's phone numbers. We can change this message remotely by accessing our Telephone account settings via the Internet. We also have the capability to retrieve voicemail messages remotely. We can and would also re-direct the ringing of our company phones to different locations and as needed to certain cell phone numbers.

Our main web page, www.pgcalc.com, is co-located by an outside, independent company (AWS); whether the office is functional or not, we would edit that page to communicate with customers who are looking for information. Numerous PG Calc employees can do such editing from their company issued device.

This plan also includes a list of our key vendors/third party service providers. Our Chief Financial Officer (David Kelly), Chief Technology Officer (Warren Bailey), and Senior Technical Administrator (Jonathan DiRusso) will be responsible for coordinating contacting these key vendors, if necessary.

In the event of a disaster, which impacts our ability to service our customers, a notification will be sent to all customers via email with an overview of the situation we are experiencing. This will be initiated by our Client Services group, who will maintain a list of critical customers including primary and backup contact information for each client. The Vice President of Client Services (Tina Yelle) will be responsible for organizing calls made to these clients.

Physical Relocation

If the need were to arise, PG Calc can and would utilize staff in other parts of the country, including for Gift Administration purposes, employees in PA who maintain an adequate inventory of supplies needed to continue operations until a more permanent MA location is established or our existing location is restored.

In addition, PG Calc Cambridge-based staff could relocate to a backup off-site location (Belmont, MA) we have readily available and/or work remotely from home. The location is 10 minutes from PG Calc's offices, but in a separate town served by separate telephone, electric and water supply from Cambridge. At this location there is 200-watt electrical service and sufficient facilities. A 100 MBPS FIOS connection, and 25 port hub that could accommodate 34 simultaneous phone and computer connections (including servers). All major delivery services, such as U.S. Mail, UPS and FedEx pickup and delivery are accessible.

With our post-COVID return to our office anticipated to be a hybrid work environment, all employees have PG Calc issued computers at their homes. We may not need to go to the Belmont off-site location and, in fact, did not during the COVID pandemic, but if it were necessary, all staff would bring their company-issued computers and phones from their homes.

Any personal machines that might potentially need to be employed would be scanned for viruses and hardened to PG Calc standards prior to usage. New servers would be purchased as needed. We would have our mail held and collect it from Cambridge's main Post Office in Central Square



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or arrange to have PG Calc's mail forwarded to Belmont. PG Calc's bank has a branch less than 1 mile from the backup location.

We estimate we could work under these physical conditions indefinitely, pending restoration or relocation of our offices. The longer the stay, the more the accommodations would be modified over time.

Resumption of Operations

After relocating, our highest priority will be resuming our regular business operations, providing customer support services, and software development. Marketing and sales would continue as possible, but naturally would be curtailed in any environment of scarce resources.

If we lost normal telephone service, customer support would be performed through callbacks with messages received as described above until all our lines were operational. Our software and CRM system is web based and hosted in world class data centers built to reasonably withstand weather, fire, and other physical events.

Gift Administration would continue as soon as our electronic records were available (see below for file system restoration). If a disruption occurred during or near a regular payment period, we would move quickly to reorder our check stock by activating a plan with NAG forms to send replacement check stock within a week. All other activities (including ACH payments) are done via Bank of America CashPro (zero footprint web-based applications) and would not need any materials from the office to be active (only a PC with a browser and an internet connection). Sufficient check stock for one quarter's production, MICR toner, and a printer are available at the off-site location on a permanent basis.

Backup and Redundancy

Our File Server and Primary Domain Controller are housed in a locked and surveilled server room in our Cambridge office location. We run an on-demand backup system called Carbonite. Anytime a file is changed an automatic backup takes place. We also have a Secondary Domain Controller, which is physically housed at AWS's North Virginia data center location in US-East Zone 1. Should a recovery be needed from backup, the following three options are available:

1. We have a list of 15 GB of critical data that we would be needed for us to get up and running. We would logon remotely from any internet connection to Carbonite and we could start the process of restoring that data to a new server box. (Approx. time for download would vary based on bandwidth available at the download location but is estimated to take about 10-12 hours.)
2. Carbonite has a site located in Marlboro, MA, which is about 40-50 minutes away from our Cambridge location. We could call Carbonite and have them prepare a hard drive with all our data for us to use in a new server. (Approx. time that Carbonite requires to prepare and obtain the hard drive is about 48 hours.)
3. In the event we could not obtain a hard drive from Carbonite, all our data could be restored from an internet connection located anywhere. (Approx. time for a full download of our data would be about a week.)

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Our email service is a shared resource through Microsoft directly and is also located off site. Microsoft has levels of redundancy with servers that kick in automatically and hold messages for a long period of time. We would anticipate having normal incoming and outgoing email available to all employees within 2 hours of a breakdown.

Remote employees make use of our shared resources using a Virtual Private Network served by a server in Cambridge. With a loss of the Cambridge Office, we would rely on AWS VPN access to the Secondary Domain Controller.

Due to the geographically diverse location of our primary locations and our disaster recovery locations, we do feel it is highly unlikely that a natural disaster or man-made environmental hazard (we are not in an earthquake or flood zone or near an airport) will cause a significant disruption in ability to continue to support our business needs.

In Summary:

Within 24 hours:

- Relocation of employees to backup off-site location (which includes switching and power adequate for 35 computers and appropriate firewall capabilities) in Belmont, MA.
- Key data from file servers restored to an alternate server or to workstations at contingency site or available remotely via Carbonite. All essential personnel have or have access to laptops.

Within 1 week

- One new server and one new firewall purchased to replace damages/destruction, delivered, and operational. Location would be on site with PG Calc employees (contingency site or back at PG Calc).

Within 2 weeks

- If we also lost all the workstations at our office, within 2 weeks we would need to have replacement workstations purchased, delivered, and operational for all core/essential staff.

Within 4 weeks

- If we also lost all the workstations, within 4 weeks we would need to have replacement workstations purchased, delivered, and operational for all remaining staff.

Evacuation Plan

In the event we need to evacuate the building, all employees and visitors would proceed to their nearest exit. The meeting point will be at 124 Mount Auburn Street, which is directly across from our location at 129 Mount Auburn Street. The president (Gary Pforzheimer) will be responsible for taking a head count to ensure everyone made it out of the building safely. An evacuation drill will be conducted annually.

Critical Document Availability

Original contracts with our customers are not kept off-site, but their value is such that the logistics warrant them as the same information that is in our customer database. In addition, copies of customer contracts are kept in electronic format in our Sugar CRM system. Copies of our marketing arrangement documents can be requested from our marketing partners, if necessary. Documents

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related to Gift Administration are kept on-site, but the information from them is transferred to our databases, which are backed up off-site (see above).

Preparedness and Other Implementation Details

This plan has been read by the employees at PG Calc and we have discussed it during staff meetings. We have solidified the commitments of Pioneer Telephone, AWS and NAG Forms as key vendors that would need to assist us. Otherwise, we will be self-sufficient, using only our usual vendors from their sites and possibly using additional municipal services of Belmont. This plan is reviewed, updated, and approved by senior management, at a minimum, annually (typically each January) or when changes to technology or processes directly impact our Business Continuity Plan. The review of the plan will include considering making changes based on organizational, technological, environmental, and regulatory factors

Confidentiality of This Plan

This plan is considered confidential information and should not be shared outside PG Calc without the specific permission of an authorized employee of PG Calc. In the event this plan is so specifically shared, its contents are to be considered confidential by those reading it and should not be shared beyond those for whom the permission was granted without further written permission.

Conclusion

PG Calc is prepared to weather disasters and keep our commitments to our customers with minimum interruption. We do not consider it an option to fail to overcome the hardship associated with resuming business after a disaster. To that end, we have created this plan and lined up the necessary critical resources. This plan and associated documentation will be tested, reviewed, updated, and approved by senior management at least annually, or when there are changes to the technology or processes that support services to our clients. All employees will be made aware of any changes and trained, if necessary. Also, at least annually, a Business Impact Analysis (BIA) will be performed by senior management. The results from the annual BCP review and BIA or other risk assessment programs will be followed up on to ensure that gaps, threats, and vulnerabilities are mitigated in a timely manner. Those include:

- Fully incorporating VOIP processes
- Activating the Secondary Domain Controller
- Mail server off site use if needed.
- Distribute work to geographically dispersed offices

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APPENDIX

Important Vendors and Other Contacts

Company Name	Contact Name	Phone Number	Email Address
Amazon Web Services (AWS)		https://console.aws.amazon.com/support	
Comcast Business		(800) 391-3000	
Coastal Telephone	George McDonald	(207) 229-3391	
Pioneer Telephone	Mary Young Daytime Support	(207) 573-5408	myoung@pioneertelephone.com
Pioneer Telephone	Evening Technician On Call	(207) 766-2827	
IxConnect	Moe Hamdan	(708) 790-5551	mhamdan@ixconnect.net
Fundriver	Aaron Dotson	(513) 618-8718 Ext. 1004	adotson@fundriver.com
CDW Rep	Justin Albrecht	(312) 705-6902	justalb@cdw.com
PrivoIT	Dominic Brown	(781) 365-8164	dbrown@privoit.com
RWS Moravia	Neena Thakur	+91 (07) 3147-56164	neena.thakur@rws.com
Trigent	Anand Suryavanashi	(508) 779-6743 +91 (80) 2226-3000	anand_s@trigent.com
PG Calc	Gary Pforzheimer	(617) 285-2970	gpforzheimer@pgcalc.com
PG Calc	Warren Bailey	(508) 308-8424	wbailey@pgcalc.com
PG Calc	Nick Tango	(781) 799-9282	ntango@pgcalc.com
PG Calc	Jonathan DiRusso	(781) 605-8108	jdirusso@pgcalc.com
PG Calc	Matthew Miller	(508) 245-7778	mmiller@pgcalc.com
PG Calc	Winston Jones	(617) 388-3497	wjones@pgcalc.com
PG Calc	Ellen Rakatansky	(617) 877-4258	erakatansky@pgcalc.com



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Core/Essential Staff

- Gary Pforzheimer
- Warren Bailey
- David Kelly
- Tina Yelle
- Julia Boerth
- Jonathan DiRusso
- Nick Tango

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