**Disaster Recovery**

**and**

**Business Continuity Plan**

**for**

**PACE, Inc.**

(revised 6-26-12)

APPROVED 8/9/12

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# Section I: Plan Assumptions

Disaster Recovery and Business Continuity Plans to continue operations need to be flexible to address the effects of disaster/crisis event on the organization’s operations. The following list of assumptions outlines the potential impact on an agency’s organizational capacity to continue operations.

**Assumptions:**

* The ability of the agency to carry out normal day to day functions may be impaired due to a disaster/crisis at any one of the seven sites of PACE operations.
* PACE has seven facilities and one or more may become unfit for human habitation due to a disaster/crisis.
* Due to increased reliance on technology, a technological breakdown could impair the agency from carrying out normal day to day functions.
* The fact that so many clients rely on financial assistance through PACE, fiscal operations are critical to the day to day functions of the agency.
* There will be at least one facility that is not affected by the event.
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* Some of the information and communications systems supporting operations during normal non-emergency periods may not be available.

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* 1. **Purpose**

This Disaster Recovery and Business Continuity Plan I an internal organizational effort to ensure that a viable capability exists to continue essential functions through plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; develop alternative scheduling to offset staff losses; provide staff support during emergencies; and validate the capability through tests, training and exercises.

* 1. **Applicability and Scope**

This document applies to all personnel, Board of Directors and associates at PACE Inc. of New Bedford.

* 1. **Responsibilities**

The Executive Director, Bruce Morell is responsible for the development of viable and executable contingency plans for Disaster Recovery and Business Continuity Plan for PACE, Inc. In his absence, the order of succession in Appendix B shall act as a guide.

1. Each program headquarters will develop and maintain a current critical function list that identifies its essential functions and the individuals to support them.
   1. **Definitions**

The following terms or phrases are found in this document.

***Disaster Recovery and Business Continuity Plan Plan*:** Plan that provides for the continuity of essential functions of an organization in the event an disaster/crisis that threatens the agency with a prolonged interruption of services.

***Event:*** Emergencies, potential emergencies, disasters or crisis’s that may affect a department or agency’s ability to carry out its essential functions, such as, but not limited to: epidemics or pandemic disease; natural disasters such as floods, earthquakes or tornados; terror attacks, or related emergency events.

***Essential Functions:*** Essential functions are those functions that enable PACE, Inc. to provide vital services to clients, maintain safe and quality operations, maintain the safety of employees and associates, and sustain an administrative base during an emergency.

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**3-1 Objective**

The objective of this plan is to ensure the execution of the PACE, Inc. essential functions during any crisis and to provide for the safety and well being of the employees during any emergency when a sudden or ongoing and severe reduction in staff/human resources critical to the safe and effective operation of the organization threatens to occur. Specific objectives of this plan include:

1. Ensuring the continuous performance of essential functions during an emergency;
2. Protecting the safety and productivity of working staff;
3. Reducing or mitigating disruptions to operations;
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**3-2 Concept of Execution**

Emergencies, or threatened emergencies, may adversely affect the ability of PACE, Inc. to continue to carry out essential functions and operation. PACE, Inc. may direct full or partial activation of the Disaster Recovery and Business Continuity Plan. Activation of the plan may initiate the transfer of essential functions or the deployment of pre-identified personnel and equipment/supplies. Activation of the plan may also involve significant alteration of work plans and assignments of staff to critical work areas; use of contractors; extension of overtime for workers, and similar alternatives to offset any disruption of critical services.

The Plan may be activated if a disaster/crisis has the potential to disrupt services PACE provides to the community. It should be kept in mind that the Plan is NOT an evacuation plan; rather it is a deliberate and planned deployment of pre-identified personnel and/or the transfer of essential functions. Should activation of the plan be necessary Executive Director or successor will disseminate notification of the activation of the Disaster Recovery and Business Continuity Plan with appropriate instructions, by available means including radio, television, telephone, cell phone or e-mail. Pre-identified personnel should follow the instructions given and or in accordance with the instructions contained in this Disaster Recovery and Business Continuity Plan.

If the disaster/crisis results in loss of life, a major consideration becomes reconstitution of key leadership positions with personnel drawn from surviving departmental locations and elements, in accordance with the Order of Succession (See Section 3-7).

Following the event, the primary effort will be the regeneration of the PACE, Inc offices with adequate personnel (and/or facilities) to restore complete business operations. Reconstitution activities are oriented towards the needs of the program/facility that is affected by the event.

When sufficient functions have been restored at the original work site and/or other occupied space or a reconstituted facility(s), the Executive Director or his/her designated successor can order the termination of the Disaster Recovery and Business Continuity Plan operations.

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1. Identification of critical operation points necessary for continuity of operations (e.g., management staff; specific levels of expertise, training or experience; recording or documentation requirements; health and safety concerns), that may be necessary for business to continue and for workers to provide services.
2. Plan for service reduction based on need, critical nature of function as a support for organization or local population, and other factors.
3. Evaluation of potential health and safety issues that might arise from the event.
4. Liability assessment by staff and insurance agents if appropriate.
5. Identification of contractors or other staff options that may alleviate problems resulting from the event.
6. Identification of work options available through “telecommuting” or other off-site possibilities.
7. Assessment of flexible leave options that would allow employees to address family needs while continuing to support the employing organization through a flexible work plan where feasible.
8. Assessment of union issues surrounding overtime issues and disaster support/sharing of responsibilities among workers.
9. Training of workers on an annual basis with regard to contingency planning and the need for personal back up plans for transportation, family needs, etc.

**3-4 Essential Functions**

PACE Inc. shall ensure essential function continuity or resumption as rapidly and efficiently as possible in the event of an event triggering the Disaster Recovery and Business Continuity Plan. The following functions are considered essential functions:

* Infrastructure/Administrative functions.
* Fiscal operations.
* Internet access/Technology
* Telecommunications
* Child Care services.
* Fuel Assistance Payments/Emergencies
* Human Resources
* Case Management
* Food Bank Operations

**3-5 Technology Back-up systems**

**Head Start**

Head Start uses Child Outcome Planning and Assessment, a web based software systemto track family demographic information, pupil progress and assessments in addition to a variety of measures. COPA data is stored in the server of the software manufacturer and is backed up to prevent loss of information if an event occurs. For other data for the Head Start Program, a flash drive back-up is performed daily and stored off site.

**Fuel Assistance, Housing Unit and Food Bank**

The Fuel Assistance Program, Housing Services Program and the Food Bank use the Octopia software system that is web-based. All information is backed up by the software vendor and is retrievable if there is an event that causes a technological breakdown.

**Fiscal**

Our fiscal department operates on a system and is backed up nightly to a tape drive and once a week, a tape drive back up is created of the whole system and stored off site for emergency back up protection in the case of an event that cause physical damage to the computer system or facility.

**YouthBuild**

The YouthBuild Program uses a web based reporting system to track participants process and demographic information. All information is backed up by the software vendor and is retrievable if there is an event that causes a technological breakdown.

**Child Care Works**

Child Care Works uses a web based system, developed and supported by the Commonwealth of Massachusetts Office of Early Education and Care.

All information is backed up by the Commonwealth and is retrievable if there is an event that causes a technological breakdown.

**3-7 Direction and Control**

# Succession

The following is an order of succession for the Executive Director if he/she is no longer able to carry out his/her functions. (Appendix B)

# Delegation of Authority

Delegation of Authority under Disaster Recovery and Business Continuity Plan creates continuity in the flow of authority from the Agency Head cascading to successors. Official delegations of authority are contained in Appendix C.

The agency/organization principal or his/her designated successor, will order activation of the Disaster Recovery and Business Continuity Plan.

**3-8 Hours of Operation**

During contingencies, the Executive Director or designated individual will determine the hours of work for personnel. Working hours of certain employees will vary depending on the severity of the event however, it is expected that the working hours of most staff will be similar to normal non-emergency periods.

# Section IV: Disaster Recovery and Business Continuity Plan Activation

* 1. **Disaster Recovery and Business Continuity Plan Activation**

Disaster Recovery and Business Continuity Plan will be activated upon notification of the Executive Director or his/her successor when an event happens or the threat of an event necessitates activation. Upon activation the Disaster Recovery and Business Continuity Plan, the Executive Director or his/her successor will communicate directly with senior management staff and the President of the Board of Directors.

Termination of the Disaster Recovery and Business Continuity Plan will be initiated upon determination that a) staff resources have returned to normal levels and b) notification that an imminent disease threat no longer exists.

**Section V: Disaster Recovery and Business Continuity Plan Responsibilities**

**5-1 Responsibilities of Senior Management personnel**

* Review of mission critical functions for the organization.
* Evaluation of current staffing levels and resource deployment
* Evaluation of immediate and ongoing staff needs based on existing and

predicted levels of human resources available.

* The Executive Director or successor will determine an alternative site for essential agency functions in the event of an event that makes a worksite uninhabitable. Since PACE has seven worksites, a functioning worksite within the agency will be selected as a temporary worksite for the affected program(s).
* The Executive Director or successor will contact the insurance company to initiate a claim if appropriate.
* The Executive Director or successor will immediately contact the President of the Board of Directors to inform him/her of the conditions of the agency.
* The Executive Director or successor will contact the local media outlets if appropriate.
* The Executive Director or successor will contact the appropriate technology consultant if there is a need for technological support.
* The Executive Director or successor will deploy an Emergency Staffing Plan for the affected site(s).

**5-2 Responsibilities of Professional personnel**

The responsibilities of Professional personnel will be to support critical operations at maximum feasible capacity as identified by Senior Management personnel. Professional personnel may be re-deployed to programs requiring assistance outside of their standard functional job definition.

**5-3 Responsibilities of Administrative personnel**

Administrative personnel will be responsible for providing support across the organization for key operations such as payroll, vital records maintenance, customer support, database management, and similar functions, and may be re-deployed to other programs requiring additional assistance.

**5-4 Responsibilities of Support personnel**

Support personnel will be responsible for providing services across the organization as necessary, and may be re-deployed to other programs requiring additional assistance.

**5-5 Responsibilities of contract personnel**

Contract personnel will be responsible for their assigned job function, but may be re-deployed where feasible across operations.

**Section VI: Coordinating Instructions**

* 1. **Vital Records and Databases**

Personnel will be deployed during an emergency to ensure the protection and ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions under the full spectrum of emergencies. Agency personnel will be identified before an emergency in order to have full access to use records and systems to conduct their essential functions.

* 1. **Tests, Training and Exercises**

Tests, training and exercises should be carried out regularly or at least once yearly to evaluate the Disaster Recovery and Business Continuity Plan and improve the ability of the agency/organization to execute the Disaster Recovery and Business Continuity Plan effectively. Testing will include a) Individual and team training of agency Disaster Recovery and Business Continuity Plan staff and emergency personnel to ensure currency of knowledge and integration of skills necessary for plan execution; b) Internal agency testing of Disaster Recovery and Business Continuity Plan plans and procedures to ensure the ability of the agency to perform essential and mission critical functions; c) Testing of alert and notification procedures and systems.

* 1. **Communications**

Communications systems including cell phones, email, smart phones and similar mechanisms should be evaluated for interoperability and flexible exchange of use across the agency where feasible. Cell phone numbers, email addresses, and other information should be readily available to all staff who may be re-deployed, and contact information outside the agency necessary to core operations also made available where feasible for internal use and continuity of operations.

* 1. **Security**

Security of agency facilities, records, materials and other resources will be evaluated pre-event and post-event to ensure protection of PACE property, paper and electronic files and the facilities. Steps to be taken include, depending on the severity of the event, hiring security personnel if fire/burglar alarms are not operable, out-posting staff to secure affected facilities during work hours, hiring of industrial cleaners if needed, physically moving stored files, physically removing back-up disks/tapes or any combination of needed actions.

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**Essential Functions of PACE, Inc.**

**Admisitration**

**Fiscal Operations**

**Fuel Assistance Program**

**Food Bank**

**Child Care Works Voucher Management**

**Head Start Program**

**Appendix B**

**Order of Succession Administration**

**Name: Bruce Morell, Executive Director**

**Contact Information: Telephone #’s (W) 508 999-9928 (H) 508 674-8029 (Cell) 508 971-9277** [**pacemorell@aol.com**](mailto:pacemorell@aol.com)

**Name: Lorraine Khazan, Assitant Executive Director/Human Resources Director**

**Contact Information: Telephone #’s (W) 508 999-9678 (H) 508 992-0949 (Cell) 508 951-2445** [**LFK487@MSN.COM**](mailto:LFK487@MSN.COM)

**Name: Debra Beaulieu, Director of Development**

**Contact Information: Telephone #’s (W) 508 999-9920 (H) 508 995-9348** [**DBEAULIEU@PACEINFO.ORG**](mailto:DBEAULIEU@PACEINFO.ORG)

**Name: Allen Ayers, Director of Finance**

**Contact Information: Telephone #’s (W) 508 999-9937 (H) 508 224-7287 (Cell) 508 813-1750** [**AAYERZ@AOL.COM**](mailto:AAYERZ@AOL.COM)

**Order of Succession Head Start**

**Name: Karen Surprenant, Head Start Director**

**Contact Information: Telephone #’s (W) 508-999-1286 (H) 508-991-2401 (Cell) 508-971-4777** [**ksurprenant@paceheadstart.org**](mailto:ksurprenant@paceheadstart.org)

**Name: Paula Sorenson, Director of Children’s Services**

**Contact Information: Telephone #’s (W) 508-999-1286**

**Name: Janice Roderiques, Administrative Coordinator**

**Contact Information: Telephone #’s (W) 508-999-1286 (H) 508-951-2480**

[**jroderiques@paceheadstart.org**](mailto:jroderiques@paceheadstart.org)

**Name: Jean Isabelle, Family Services Coordinator**

**Contact Information: Telephone #’s (W) 508-999-1286 (H) 508-759-8514**

[**jisabelle@paceheadstart.org**](mailto:jisabelle@paceheadstart.org)

#### ORDER OF SUCCESSION CHILD CARE WORKS

**Name: Cyndi Couto, Child Care Works Director**

**Contact Information: Telephone #’s (W) 508 999-9930 (H) 508 946-2151 (Cell) 508 561-7203** [**CCouto@paceccw.org**](mailto:CCouto@paceccw.org)

**Name: Jackie Morel, Administrative Assistant**

**Contact Information: Telephone #’s (W) 508 999-9930 (H) 508 999-6178 (Cell) 508 954-4153**

[**jmorel@paceccw.org**](mailto:jmorel@paceccw.org)

**Name: Carmen Ayres, Voucher Day Care Manager**

# Contact Information: Telephone #’s (W) 508 999-9930 (Ext. 115) (H) 508 998-8595 (Cell) 965-8327 [cmayres@paceccw.org](mailto:cmayres@paceccw.org)

#### ORDER OF SUCCESSION FINANCE

**Name: Allen Ayers, Director of Finance**

# Contact Information: Telephone #’s (W) 508 999-9937 (H) 508 224-7287 (Cell) 508 813-1750 [aayerz@aol.com](mailto:aayerz@aol.com)

**Name: Denise Silva, Financial Coordinator**

**Contact Information: Telephone #’s (W) 508 999-9937 (H) 508 763-3250 (Cell) 508 728-2474** [**spacefin1@aol.com**](mailto:spacefin1@aol.com)

# Name: Gail Costa, Financial Coordinator

**Contact Information: Telephone #’s (W) 508 999-9937 (H) 508 990-0339 (Cell) 508 951-8530**

**Name: Alicia Cook, Bookkeeper**

**Contact Information: Telephone #’s (W) 508 999-9937 (H) 508 990-7044 (Cell) 508 353-2293** [**cookie241999@aol.com**](mailto:cookie241999@aol.com)

#### ORDER OF SUCCESSION FUEL ASSISTANCE

#### Name: Fran Stubbs, Director

#### Contact Information: Telephone #’s (W) 508 999-9920 (Ext 324) (H) 508 999-0325 (Cell) 508 971-8671 [franstubbs@paceincng.com](mailto:franstubbs@paceincng.com)

#### Name: Shirley Bourque, Certification Superviser

#### Contact Information: Telephone #’s (W) 508 999-9920 (Ext 325)

**Name: Gloria Magnett, Intake Specialist**

**Contact Information: Telephone #’s (W) 508 999-9944 Ext 312 (H) 508 994-1320** [**gmag@yahoo.com**](mailto:gmag@yahoo.com)

##### Name: Gloria Pamplona, Crisis Coordinator

**Contact Information: Telephone #’s (W) 598 999-9944 Ext 312 (H) 508 993-5388** [**gloriapamplonapace@yahoo.com**](mailto:gloriapamplonapace@yahoo.com)

#### ORDER OF SUCCESSION FOOD BANK

**Name: Emma Melo, Coordinator**

**Contact Information: Telephone #’s**

**Name: Kelsie Wills, Food Bank Assistant**

**Contact Information: Telephone #’s (W) 508 999-9920**

**Name: Lorraine Khazan, Assistant Executive Director**

**Telephone #’s (W) 508 999-9678 (H) 508 992-0949 (Cell) 508 951-2445** [**LFK487@MSN.COM**](mailto:LFK487@MSN.COM)

**Appendix C**

**Delegation of Authority**

**In succession order:**

**Bruce Morell Executive Director**

**Lorraine Khazan, Assistant Executive Director**

# Debra Beaulieu, Director of Development

# Allen Ayers, Director of Finance

# RoseMarie Wills, Administrative Assistant

**Appendix D**

**Insurance Coverages**

**Comprehensive Commercial Property Coverage, Commercial General Liabilty Coverage, Commercial Crime Coverage, Professional Liability Coverage, Commercial Auto Coverage, Directors and Officeers Coverage**

**Insurance Agent :**

***Sylvia Group of Insurance Agencies***

***500 Faunce Corner Road***

***Dartmouth, MA 02747***

Account Manager responsible for coordination of all client services and claims :

Marie Monteiro 508 742-9221

[mmonteiro@sylviainsurance.com](mailto:mmonteiro@sylviainsurance.com)

Claims Executive responsible for monitoring claim status, claims investigation and claims review :

Thomas Kelleher 508 742-9214

[tkelleher@sylviainsurance.com](mailto:tkelleher@sylviainsurance.com)

**Workers Comprehensive Insurance Agent**:

***Liberty Mutual***

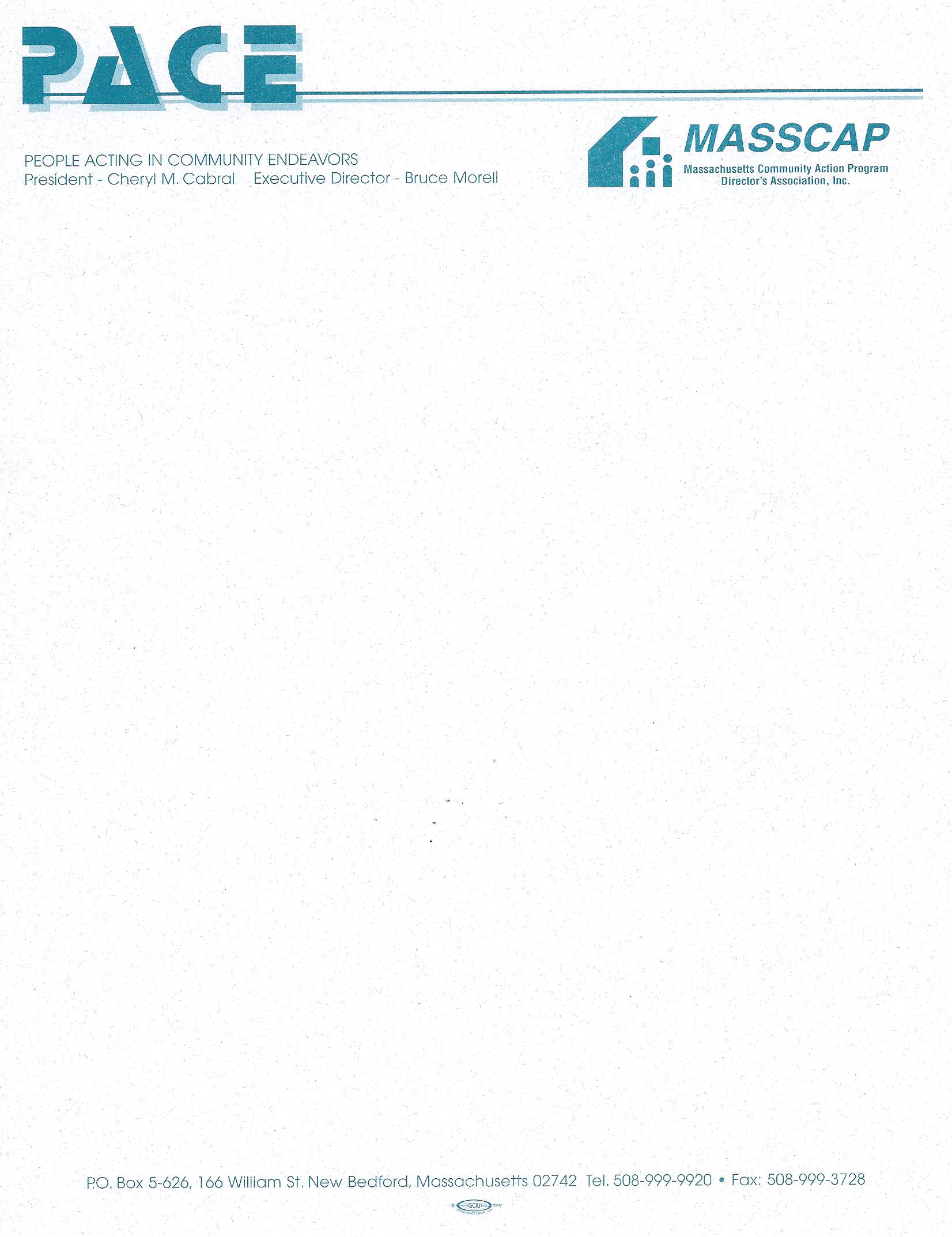
***P.O. Box 9090***

***Dover, NH 03821-9090***

***800 653-7893***

***FAX 603 334-8162***

[IMS@LibertyMutual.com](mailto:IMS@LibertyMutual.com)



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4. Liability assessment by staff and insurance agents if appropriate.
5. Identification of contractors or other staff options that may alleviate problems resulting from the event.
6. Identification of work options available through “telecommuting” or other off-site possibilities.
7. Assessment of flexible leave options that would allow employees to address family needs while continuing to support the employing organization through a flexible work plan where feasible.
8. Assessment of union issues surrounding overtime issues and disaster support/sharing of responsibilities among workers.
9. Training of workers on an annual basis with regard to contingency planning and the need for personal back up plans for transportation, family needs, etc.

**3-4 Essential Functions**

PACE Inc. shall ensure essential function continuity or resumption as rapidly and efficiently as possible in the event of an event triggering the Disaster Recovery and Business Continuity Plan. The following functions are considered essential functions:

* Infrastructure/Administrative functions.
* Fiscal operations.
* Internet access/Technology
* Telecommunications
* Child Care services.
* Fuel Assistance Payments/Emergencies
* Human Resources
* Case Management
* Food Bank Operations

**3-5 Technology Back-up systems**

**Head Start**

Head Start uses Child Outcome Planning and Assessment, a web based software systemto track family demographic information, pupil progress and assessments in addition to a variety of measures. COPA data is stored in the server of the software manufacturer and is backed up to prevent loss of information if an event occurs. For other data for the Head Start Program, a flash drive back-up is performed daily and stored off site.

**Fuel Assistance, Housing Unit and Food Bank**

The Fuel Assistance Program, Housing Services Program and the Food Bank use the Octopia software system that is web-based. All information is backed up by the software vendor and is retrievable if there is an event that causes a technological breakdown.

**Fiscal**

Our fiscal department operates on a system and is backed up nightly to a tape drive and once a week, a tape drive back up is created of the whole system and stored off site for emergency back up protection in the case of an event that cause physical damage to the computer system or facility.

**YouthBuild**

The YouthBuild Program uses a web based reporting system to track participants process and demographic information. All information is backed up by the software vendor and is retrievable if there is an event that causes a technological breakdown.

**Child Care Works**

Child Care Works uses a web based system, developed and supported by the Commonwealth of Massachusetts Office of Early Education and Care.

All information is backed up by the Commonwealth and is retrievable if there is an event that causes a technological breakdown.

**3-7 Direction and Control**

# Succession

The following is an order of succession for the Executive Director if he/she is no longer able to carry out his/her functions. (Appendix B)

# Delegation of Authority

Delegation of Authority under Disaster Recovery and Business Continuity Plan creates continuity in the flow of authority from the Agency Head cascading to successors. Official delegations of authority are contained in Appendix C.

The agency/organization principal or his/her designated successor, will order activation of the Disaster Recovery and Business Continuity Plan.

**3-8 Hours of Operation**

During contingencies, the Executive Director or designated individual will determine the hours of work for personnel. Working hours of certain employees will vary depending on the severity of the event however, it is expected that the working hours of most staff will be similar to normal non-emergency periods.

# Section IV: Disaster Recovery and Business Continuity Plan Activation

**4.1 Disaster Recovery and Business Continuity Plan Activation**

Disaster Recovery and Business Continuity Plan will be activated upon notification of the Executive Director or his/her successor when an event happens or the threat of an event necessitates activation. Upon activation the Disaster Recovery and Business Continuity Plan, the Executive Director or his/her successor will communicate directly with senior management staff and the President of the Board of Directors.

Termination of the Disaster Recovery and Business Continuity Plan will be initiated upon determination that a) staff resources have returned to normal levels and b) notification that an imminent disease threat no longer exists.

**Section V: Disaster Recovery and Business Continuity Plan Responsibilities**

**5-1 Responsibilities of Senior Management personnel**

* Review of mission critical functions for the organization.
* Evaluation of current staffing levels and resource deployment
* Evaluation of immediate and ongoing staff needs based on existing and

predicted levels of human resources available.

* The Executive Director or successor will determine an alternative site for essential agency functions in the event of an event that makes a worksite uninhabitable. Since PACE has seven worksites, a functioning worksite within the agency will be selected as a temporary worksite for the affected program(s).
* The Executive Director or successor will contact the insurance company to initiate a claim if appropriate.
* The Executive Director or successor will immediately contact the President of the Board of Directors to inform him/her of the conditions of the agency.
* The Executive Director or successor will contact the local media outlets if appropriate.
* The Executive Director or successor will contact the appropriate technology consultant if there is a need for technological support.
* The Executive Director or successor will deploy an Emergency Staffing Plan for the affected site(s).

**5-2 Responsibilities of Professional personnel**

The responsibilities of Professional personnel will be to support critical operations at maximum feasible capacity as identified by Senior Management personnel. Professional personnel may be re-deployed to programs requiring assistance outside of their standard functional job definition.

**5-3 Responsibilities of Administrative personnel**

Administrative personnel will be responsible for providing support across the organization for key operations such as payroll, vital records maintenance, customer support, database management, and similar functions, and may be re-deployed to other programs requiring additional assistance.

**5-4 Responsibilities of Support personnel**

Support personnel will be responsible for providing services across the organization as necessary, and may be re-deployed to other programs requiring additional assistance.

**5-5 Responsibilities of contract personnel**

Contract personnel will be responsible for their assigned job function, but may be re-deployed where feasible across operations.

**Section VI: Coordinating Instructions**

**6-1 Vital Records and Databases**

Personnel will be deployed during an emergency to ensure the protection and ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions under the full spectrum of emergencies. Agency personnel will be identified before an emergency in order to have full access to use records and systems to conduct their essential functions.

**6-2 Tests, Training and Exercises**

Tests, training and exercises should be carried out regularly or at least once yearly to evaluate the Disaster Recovery and Business Continuity Plan and improve the ability of the agency/organization to execute the Disaster Recovery and Business Continuity Plan effectively. Testing will include a) Individual and team training of agency Disaster Recovery and Business Continuity Plan staff and emergency personnel to ensure currency of knowledge and integration of skills necessary for plan execution; b) Internal agency testing of Disaster Recovery and Business Continuity Plan plans and procedures to ensure the ability of the agency to perform essential and mission critical functions; c) Testing of alert and notification procedures and systems.

**6-3 Communications**

Communications systems including cell phones, email, smart phones and similar mechanisms should be evaluated for interoperability and flexible exchange of use across the agency where feasible. Cell phone numbers, email addresses, and other information should be readily available to all staff who may be re-deployed, and contact information outside the agency necessary to core operations also made available where feasible for internal use and continuity of operations.

**6-4 Security**

Security of agency facilities, records, materials and other resources will be evaluated pre-event and post-event to ensure protection of PACE property, paper and electronic files and the facilities. Steps to be taken include, depending on the severity of the event, hiring security personnel if fire/burglar alarms are not operable, out-posting staff to secure affected facilities during work hours, hiring of industrial cleaners if needed, physically moving stored files, physically removing back-up disks/tapes or any combination of needed actions.

**Appendices**

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**Appendix A**

**Essential Functions of PACE, Inc.**

**Admisitration**

**Fiscal Operations**

**Fuel Assistance Program**

**Food Bank**

**Child Care Works Voucher Management**

**Head Start Program**

**Appendix B**

**Order of Succession Administration**

**Name: Bruce Morell, Executive Director**

**Contact Information: Telephone #’s (W) 508 999-9928 (H) 508 674-8029 (Cell) 508 971-9277** [**pacemorell@aol.com**](mailto:pacemorell@aol.com)

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**Name: Debra Beaulieu, Director of Development**

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**Order of Succession Head Start**

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**Name: Paula Sorenson, Director of Children’s Services**

**Contact Information: Telephone #’s (W) 508-999-1286**

**Name: Janice Roderiques, Administrative Coordinator**

**Contact Information: Telephone #’s (W) 508-999-1286 (H) 508-951-2480**

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**Name: Jean Isabelle, Family Services Coordinator**

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#### ORDER OF SUCCESSION CHILD CARE WORKS

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**Name: Carmen Ayres, Voucher Day Care Manager**

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#### ORDER OF SUCCESSION FINANCE

**Name: Allen Ayers, Director of Finance**

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**Name: Denise Silva, Financial Coordinator**

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# Name: Gail Costa, Financial Coordinator

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**Name: Alicia Cook, Bookkeeper**

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#### ORDER OF SUCCESSION FUEL ASSISTANCE

#### Name: Fran Stubbs, Director

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#### Name: Shirley Bourque, Certification Superviser

#### Contact Information: Telephone #’s (W) 508 999-9920 (Ext 325)

**Name: Gloria Magnett, Intake Specialist**

**Contact Information: Telephone #’s (W) 508 999-9944 Ext 312 (H) 508 994-1320** [**gmag@yahoo.com**](mailto:gmag@yahoo.com)

##### Name: Gloria Pamplona, Crisis Coordinator

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#### ORDER OF SUCCESSION FOOD BANK

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**(Cell) 508 451-6890** [**KWills@paceinfo.org**](mailto:KWills@paceinfo.org)

**Name: Lorraine Khazan, Assistant Executive Director**

**(W) 508 999-9678 (H) 508 992-0949 (Cell) 508 951-2445** [**LFK487@MSN.COM**](mailto:LFK487@MSN.COM)

**Appendix C**

**Delegation of Authority**

**In succession order:**

**Bruce Morell Executive Director**

**Lorraine Khazan, Assistant Executive Director**

# Debra Beaulieu, Director of Development

# Allen Ayers, Director of Finance

# RoseMarie Wills, Administrative Assistant

**Appendix D**

**Insurance Coverages**

**Comprehensive Commercial Property Coverage, Commercial General Liabilty Coverage, Commercial Crime Coverage, Professional Liability Coverage, Commercial Auto Coverage, Directors and Officeers Coverage**

**Insurance Agent :**

***Sylvia Group of Insurance Agencies***

***500 Faunce Corner Road***

***Dartmouth, MA 02747***

Account Manager responsible for coordination of all client services and claims :

Marie Monteiro 508 742-9221

[mmonteiro@sylviainsurance.com](mailto:mmonteiro@sylviainsurance.com)

Claims Executive responsible for monitoring claim status, claims investigation and claims review :

Thomas Kelleher 508 742-9214

[tkelleher@sylviainsurance.com](mailto:tkelleher@sylviainsurance.com)

**Workers Comprehensive Insurance Agent**:

***Liberty Mutual***

***P.O. Box 9090***

***Dover, NH 03821-9090***

***800 653-7893***

***FAX 603 334-8162***

[IMS@LibertyMutual.com](mailto:IMS@LibertyMutual.com)