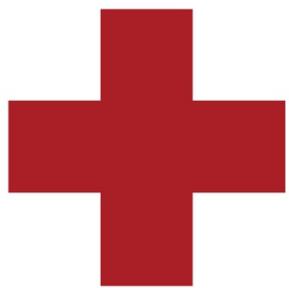


United Way of Salt Lake

BUSINESS CONTINUITY &



DISASTER RESPONSE GUIDE 2016



United Way of Salt Lake

TABLE OF CONTENTS

Overview and Responsibilities

United Way of Salt Lake Information	2
Executive Summary	2
Emergency Action Plan Overview.....	3
Disaster Response Team Leaders	4
Disaster Response Team Responsibilities.....	5-7
Key Person Continuity Plan.....	8
Call-In Instructions	9
Emergency Procedures.....	9-12
Outside Disaster Relief Coordination	12

Re-Entrance and Alternate Location

Re-entrance	12-13
Alternate Location	13
Alternate Location Staff.....	13-14

Information Technology

Information Technology Overview.....	14
Internet Access.....	15
Telephone Lines/Voicemail.....	15-16
Email/Calendar/Contacts	16
Service Point/InContact Call Center Software.....	16-17
Convio Luminare Online.....	17
Blackbaud Financial Edge Software	18
Andar Fundraising Software	18-19
Network File Access	19
Equipment Requirements	20-21
Paper Document Salvage	21

Appendix I

External Contacts and Building Information	22
--	----

Appendix II

Disaster Recovery Checklist	23
-----------------------------------	----

Appendix III

Workstation Software and Asset Inventory	24
--	----

2-1-1 Information and Incident Response Plan

2-1-1 Information.....	25
2-1-1 Disaster Response Team	25
Overview.....	26
2-1-1 Disaster Response Team Responsibilities.....	26-28

Evacuation Map

Evacuation Map of the 3 rd Floor	29
Evacuation Map of the 4 th Floor	30

UNITED WAY of SALT LAKE INFORMATION

Organization Name:	United Way of Salt Lake
Address:	257 East 200 South, Suite 300
City/State/Zip:	Salt Lake City, Utah 84111
Phone:	801-736-8929
Fax:	801-736-7800
Web Site:	www.uw.org

EXECUTIVE SUMMARY

The primary purpose of the United Way of Salt Lake Disaster Response Guide is to ensure the safety of our employees and business continuity to mitigate the impact on our daily operations. The guide details your role as an employee, and the procedures for maintaining and restoring United Way of Salt Lake's operations in emergency or disaster situations.

Disasters and emergencies can arise from a variety of unpredictable sources and cause an unexpected interruption of business. Initial, immediate response is the responsibility of all United Way of Salt Lake employees. It is important for employees to know how to react and whom to contact when emergencies occur. A Disaster Response Team (DRT) has been established to manage emergency and disaster situations. The DRT will delegate authority to act and list actions to take so damage can be minimized by a swift and appropriate response. The plan is organized according to the chain of events a disaster would trigger; beginning with the initial response, followed by damage assessment, preliminary action, salvage procedure, and sources of supplies and services.

Potential emergencies that could disrupt United Way of Salt Lake operations include, but are not limited to: Fire, severe weather, earthquakes, terrorism, illness or injury, explosions, or power outages.

Emergencies and disasters will be managed from our main office, unless the situation requires our operations to relocate to one of the two designated alternate locations.

United Way of Salt Lake's role in the community is substantial, and often individuals and organizations look to us for help. If United Way of Salt Lake is called to assist with disaster relief efforts anywhere in the state or nation, it is important all staff is available to support those communities.

All employees should understand their responsibilities outlined in this plan, and the Disaster Response Team should keep a copy of the plan easily accessible at work and at home.

EMERGENCY ACTION PLAN OVERVIEW

Respond to emergency situation
If necessary, call 9-1-1



CEO will assess the situation and determine if the calling tree should be activated



If activated, follow the appropriate emergency procedure for the emergency



If not activated, the emergency is containable by the CEO or Disaster Response Coordinator (DRC)



Evacuate the building if instructed by the Disaster Response Coordinator or emergency personnel



Re-enter the building if determined safe by Disaster Response Coordinator or emergency personnel



If building is no longer a safe workplace, CEO or DRC to contact alternate locations



Disaster Response Teams to meet and assume team responsibilities. DRT Leaders to evaluate systems, and impact of the emergency/disaster



Disaster Response Team Leaders and Alternate Location Staff relocate to primary alternate location



- Immediate Impact:**
- Internet Access
 - Telephone/Voicemail
 - Email/Calendar/Contacts
 - 2-1-1



- Delayed Impact:**
- Andar Fundraising Software
 - Network File Access
 - Donor Files & Paper Document Salvage



If the disaster renders the building and the primary alternate location inaccessible, Disaster Response Team Leaders and Alternate Location Staff relocate to United Way of Utah County



In relocation situations, all employees must call the emergency line daily for updates. Employees must be accessible via telephone. Employees will be assigned tasks to perform at home, or within the community, to aid in a full recovery of United Way of Salt Lake business operations, which may include ongoing work in support of the broader community.

DISASTER RESPONSE TEAM LEADERS

Position	Name	Cell Phone	Alternate Phone
President & CEO	Bill Crim	801-455-9138	801-641-4293 (Diane)
VP, Marketing & Communications	Jerilyn Stowe	801-243-5764	801-243-5765 (Chris)
Operations Director & Disaster Response Coordinator (DRC)	Stacey Earle	801-671-9994	801-755-7796 (Tim)
VP, Collective Impact Partnerships	Scott McLeod	801-856-3886	801-897-6080 (Geordie)
VP, Collective Impact Operations	Chris Bray	801-230-8818	801-815-6275 (Mark)
Chief Financial Officer	Scott Banks	435-241-2654	435-840-5171 (LuAnne)
2-1-1 Director & 2-1-1 Incident Commander	Chiara Cameron	419-733-2110	801-380-5513 (Bryant Thacker)
Chief Financial Officer	Scott Banks	435-241-2654	435-840-5171 (LuAnne)
VP, Resource Development			

Overall responsibilities of the Disaster Response Team:

- Update/review the plan bi-annually
- Ensure that key people are trained and knowledgeable
- Conduct initial damage assessment and take preliminary action
- Inform the CEO of the nature and extent of damage
- Determine what commercial recovery services and supplies are needed
- Organize, train, and supervise employees and recovery volunteers
- Coordinate communications among staff with the public and media
- Keep records of all decisions and activities undertaken during an emergency or disaster
- Keep emergency supplies in working order

In emergencies involving a specific department, the department head will be involved in all decisions made by the Disaster Response Team (DRT), if he/she is not already a DRT member.

DISASTER RESPONSE TEAM RESPONSIBILITIES

Disaster Response Teams are made up of employees and their supervisors. Each team has a specific set of responsibilities and tasks to fulfill in the event of an emergency or disaster. DRT Leaders will manage the responsibilities defined below and assign tasks to employees on their teams. If an employee's supervisor is unavailable, the employee should report to the next person listed on the Key Person Continuity plan. Employees may be asked to form a specialized team to take on the required or additional responsibilities/tasks.

President and CEO, Vice President of Strategy and Learning

- Assume command and assess the situation
- Determine and implement emergency response strategies
- Oversee all incident response activities
- Execute and plan tactical measures
- Determine whether outside assistance is needed
- Activate resources
- Relay requests for internal resources or outside assistance
- Call department heads, board members, and, if necessary, United Way Worldwide
- Declare that the incident is over

Staff Safety & Evacuation

Team Leader- Operations Director, Senior Executive Assistant

Team- Administrative

- Provide support to the CEO
- Order an evacuation if necessary
- Maintain staff safety
- Provide staff with necessary emergency supplies
- Update staff with current status of disaster
- Manage the front-line of the incident
- Relay information between the CEO and internal teams
- Assist team leaders with instructions and guidance Assist, CEO with calls to board members, department heads, and staff

Business Continuity

Team Leader- Chief Financial Officer

Team- Finance

- Close doors and windows, if needed
- Shut down, cover and secure equipment
- Move undamaged equipment to a safe location
- Coordinate IT contractor(s) to set up new voicemail
- Coordinate IT contractor(s) to forward lines to new location
- Secure important financial information and maintain continuous back-up of all computer systems to an off-site, cloud-based back-up system
- Contact insurance companies
- Activate Relief Fund
- Process incoming contributions

Collective Impact

Team Leaders – VP of Collective Impact Partnerships and VP of Collective Impact Operations

Teams- Data, Partnership, School Directors, Public Policy Director, CI Administrative Assistant

- Contact community partners, if possible, to identify needs (including for volunteers):
 - Overall Coordination: Collective Impact Vice Presidents
- Davis School District / Clearfield City: VP CI Partnerships, Collective Impact
- Canyons School District / Midvale City: Partnership Director, Promise Midvale
- Granite School District: VP CI Partnerships, Collective Impact
- South Salt Lake (including schools): Director, Community School Partnerships
- West Valley City (including school(s)): Director, Community School Partnerships
- Salt Lake County Government / Kearns (including schools): Director, Community School Partnerships
- Park City School District (including schools) / Park City: Partnership Director, Promise Park City
- Guadalupe: Director, Community School Partnerships
- Basic Needs Partners: Continuous Improvement Manager, Partnership Directors, Director, Government Relations, Administrative Assistant

Resource Development

Team Lead – VP of Resource Development

Team- Principal Gifts Director, Corporate Relations Director, Leadership Giving Directors, Community Investment Advisors, Database Administrator, Resource Development Assistants

- Form primary resource development disaster response sub-team, including Leadership Giving Directors, Community Investment Advisors and department Administrative Assistants
- Work with Collective Impact and 2-1-1 to determine financial/other resource needs
- Work with Financial Services department to ensure collection system for disaster relief contributions is in place Communicate with UWW to ensure their awareness of local disaster resource development efforts and for resource development assistance, if necessary
- Contact top investors, including: top 200 accounts (initially), all Tocqueville Society members, Women's Leadership Council, Young Leaders, Leadership Circle and select corporate and private foundation contacts, and government sources, to:
 - Determine status of companies/organizations and their employees
 - Communicate how to contribute to UW disaster relief fund
 - Work with top investors to develop special fundraising activities, if needed
 - Communicate other ways to provide assistance, including volunteer opportunities, etc.
- Secure, if possible, UW investor/account paper files and move off-site to continue business
- Investigate financial resources for recovery efforts
- Activate emergency fund and work with Marketing for communication efforts

Marketing

Team Leader – VP, Marketing and Communications

Team- Content, Creative, Events, Volunteer and Marketing Administrative Assistant

- Work with 2-1-1 to assess community need and activate volunteer resources – Volunteer & Community Engagement Director, Corporate Volunteer Engagement Coordinator, Volunteer Events & Trainings Coordinator
- Contact VOAD Community Crisis Response to identify resources and areas of need – Volunteer & Community Engagement Director, Volunteer Center Coordinator
- Coordinate communications among staff and with the public and news media
- Create and activate media/PR plan
- Post a statement about United Way of Salt Lake's response to the disaster on the website and other social media networks

- Prepare information for 2-1-1 to share with callers
- Publicize opportunities to contribute to disaster relief or offer immediate help through the website, 2-1-1, social media, and news media outlets
- Post on website and inform news media outlets of any relocation, new contract information (temporary and long-term)
- For large-scale disasters, prepare responses for national news media outlets
- Publicize and document relief efforts throughout United Way of Salt Lake's service area
- Prepare statement for news media outlets in case there is loss of employees, including the CEO, and office space/major collateral loss
- Post needs for communities and individuals on the website and other social media networks
- Continuously communicate with public, media, and other stakeholders
- Engage Love Communications for assistance, as needed

2-1-1 Information

Team Leader – 2-1-1 Director

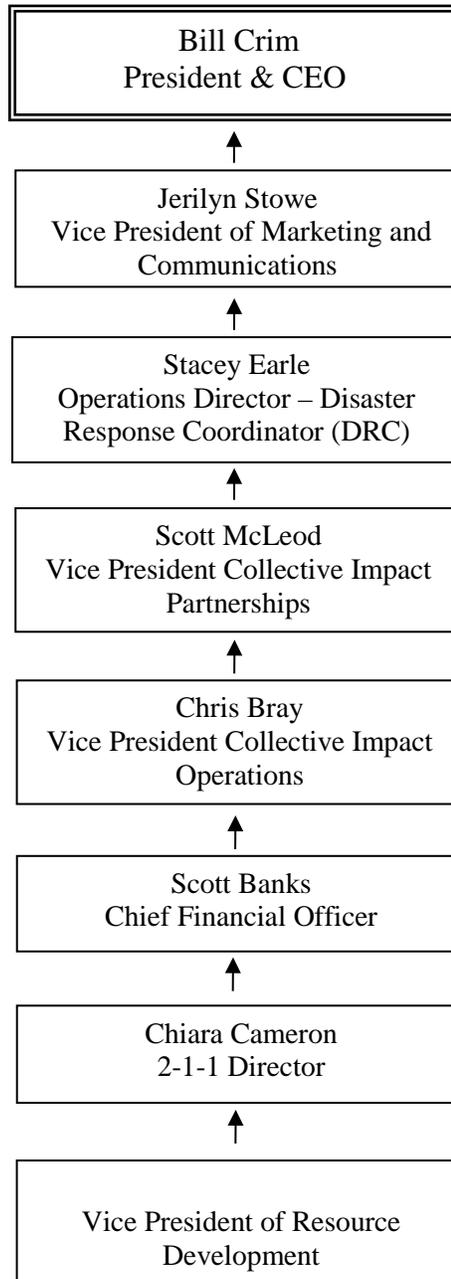
Teams – Outreach, Projects, Operations and Resource

- Assess scope of back-up required for 2-1-1 call center
- Transfer calls to United Way of Greater Kansas City until it is determined how best to provide services locally
- Evaluate technological needs to support call center including power and internet availability
- Activate volunteer hotline, and/or 2-1-1 back-up location(s), as needed
- Open lines of communication with national, state, county and city points of contact and open access to the State Web EOC
- Activate staff and volunteers and begin planning shifts according to available personnel
- Provide ongoing updates and information to volunteer hotline/2-1-1 back-up location
- Provide information and referral services which may include, but are not limited to: disaster-related emergency public information, general assistance, information regarding shelters, roadway information, local assistance center locations, mental health resources, food banks and donation/volunteer opportunities
- Activate donation and in-kind referral plan utilizing state website AID Matrix
- Notify the Marketing department of individual and community needs

Depending on scope of disaster, United Way 2-1-1 will have four levels of contingency (see page 29) plans that will be implemented upon evaluation by the 2-1-1 Director.

KEY PERSON CONTINUITY PLAN

In the event of an emergency or disaster and if a key person is no longer able to perform his or her responsibilities, United Way of Salt Lake will follow the chain of command below to ensure leadership and authority is maintained.



CALL-IN INSTRUCTIONS

In the event of an emergency or disaster:

- Assess the situation and, if necessary, call 911
- The CEO or Key Person will make an initial assessment to determine the level of disaster and if the Response Team leads need to be contacted
- Staff should call UWSL's emergency number, 801-410-0652, for general information and updates
- If you do not have a special assignment from your Disaster Response Team lead, staff should call the emergency line, 801-410-0652, every 4 hours for instructions

If out of cell phone coverage range, employees should provide an alternate contact number in their voicemail message. If phone coverage is not possible please send information to emergency@uw.org.

EMERGENCY PROCEDURES

WINTER STORMS

When a storm consists of harsh winds blowing snow that reduces visibility to less than ¼ mile, you should:

1. Contact your supervisor and he/she will authorize remote work if necessary
2. Call in each day until the visibility has improved

BOMB THREAT

In the event of a phoned in bomb threat, you should:

1. Remain calm, listen carefully and try to get as much information as possible from the caller (try to complete 'Bomb Threat Checklist')
2. Remind caller that the building is occupied and the bomb might cause the deaths of innocent people
3. Call 911 immediately, or have someone else call 911 if you are still on the line
4. Notify Response Coordinator

EARTHQUAKE

Please adhere to the following safety procedures in an earthquake:

1. Turn away from glass and seek protection under tables, desks or other objects that offer shelter from flying glass and debris; stay clear of bookcases, filing cabinets or other heavy objects
2. Do not leave your sheltered area or exit the building until the quake is over
3. Do not dash for exits – stairwells and elevators may be unsafe
4. If possible, turn off electrical equipment

After an earthquake:

1. Stay alert and be prepared for aftershocks

2. Check for injured persons. DO NOT attempt to move seriously injured persons unless they are in immediate danger (dial 911 if an injury requires immediate medical attention)
3. Inspect your area for damage, fire, or wires that are shorting out
4. Replace phone receivers to restore communications. DO NOT turn on electrical switches or appliances
5. If you smell gas, evacuate the building and contact the Fire Department (911)
6. DO NOT use matches or lighters – locate emergency kit and use flashlights provided

EXPLOSION

If an explosion occurs:

1. Immediately report the explosion to Building Management (801-322-1984), and provide the following information:
 - Your name, company name, location in the building and phone number
 - Exact location of explosion
 - Cause of explosion (if known)
 - Whether explosion caused a fire, and, if so, location of fire
2. Evacuate all persons from area, if necessary
3. If someone is injured, follow ILLNESS/INJURY instructions

EVACUATION

In the event of a building evacuation, all UWSL staff should be familiar with evacuation and exit procedures. The meeting location for UWSL staff is on the top floor of the 151 Parking Lot, north of the main building.

1. Wait until the Emergency Response Team has indicated it is safe and appropriate to evacuate the building
2. Remain calm and follow the instructions of the Emergency Response Team
3. Do not exit via the elevators
4. Exit via stairwells only after the Stairwell Monitor has deemed it safe to do so
5. Use safe stairwell exit procedures including:
 - Remain calm and quiet
 - Remove high heeled shoes
 - Exit single file and keep to the right, using hand rails
 - Move quickly but do not run
 - Assist those who may have trouble on the stairs or who have been injured
6. Once outside the building, meet on the upper level of the 151 Parking Lot

FIRE

In the event of a fire, you should:

1. Advise others and move everyone away from the fire
2. Confine the fire by closing all doors in the area
3. Notify the Fire Department (911) and provide the following information
 - Building Name – 257 Tower
 - Building Address – 257 E 200 S
 - Nearest Cross Street (200 East)
 - Exact Location of fire
 - Your call back number (*Do not hang up until the Emergency Operator does so*)
4. Notify the Response Coordinator
5. Attempt to extinguish the fire ONLY under the following conditions:

- If the fire is small and can easily be extinguished
- You are familiar with the operation of an extinguisher and it can be done safely
- You have someone with you
- You have your back facing an exit

(Fire extinguishers are located: 3rd floor breakroom & 4th floor breakroom)

6. Proceed to the nearest exit to evacuate. Exit via stairwells; **DO NOT USE ELEVATORS**
7. Once outside the building, meet on the upper level of the 151 Parking Lot

If the fire is in the building corridor and you are unable to exit:

1. Notify the Fire Department (911)
2. Close as many doors possible between you and the fire
3. If smoke enters the office from below doors, seal the areas with a jacket
4. If smoke in the office becomes unbearable, break a window for additional oxygen and stay low to the ground

MEDICAL ILLNESS/INJURY

In the event that an employee or visitor should become seriously injured or ill in our office:

1. Stay with the individual and call 911
2. Remain calm and provide the following information
 - Nature of medical emergency
 - Building name and address
 - Exact location and name of sick or injured person
3. Notify one of the UWSL employees trained in CPR/First Aid
 - a. See Emergency Booklet
4. Designate someone to contact Building Management (801-322-1984)
5. Designate someone to direct on-lookers away from the area of the individual and clear the area of any objects that might impede rescue or interfere with emergency personnel

HOSTAGE/SUSPICIOUS SITUATIONS

1. Immediately notify Salt Lake City Police by dialing 911
2. Wait for instructions from the DRC, emergency personnel, or building management
3. Do not evacuate the building unless instructed
4. Be vigilant when entering/exiting the building, parking lot, etc.
5. Trust your instincts. If you feel uncomfortable with an individual or a situation that feels out of the ordinary anywhere in the building, do not dismiss your feelings
6. Remain calm
7. If you are alone with an individual you deem suspicious, excuse yourself to another room and call police dispatch (801-799-3000)
8. If you cannot leave the situation inconspicuously, text or email a co-worker to call dispatch
9. If a situation is an emergency, always call 911

TORNADO

There are two designations placed on a Tornado: a WATCH and a WARNING. A WATCH indicates weather conditions are right for a tornado. A Tornado WARNING indicates a tornado has been sighted in the immediate area.

Tornado WATCH:

1. Notify the Response Coordinator and Building Management

2. Close blinds near your desk
3. Remain at workstation until further notice from Response Coordinator or Building Management
4. If possible, remain in the building until the weather has cleared

Tornado WARNING:

1. Move away from the perimeter and towards the center of the building, closing doors behind you
2. The Emergency Response Team will direct you towards corridors, stairwells and the lobby
3. Do not exit these designated areas or use elevators
4. Protect yourself by placing your head close to your knees, covering your face with your hands
5. If you cannot reach the designated areas, the next safest place is under a desk, table or chair
6. Remain in designated area until an announcement has been made by the Response Coordinator, emergency personnel or Building Management that it is safe to return to your workstation

OUTSIDE DISASTER RELIEF COORDINATION

The community depends on United Way to coordinate, network, and organize resources to improve lives. In times of disasters, these United Way skills become even more critical. United Way of Salt Lake may be asked to coordinate with local emergency planners and other disaster relief organizations to develop, or provide assistance to, recovery plans and unmet needs of our communities or states.

In the case of a large scale or wide-spread incident or disaster, United Way 2-1-1 will partner with the state or other local emergency responders and disaster coordinators to provide critical disaster-related emergency public information and referral services, rumor control, and to identify unmet needs for information and services. Staff may be required to answer calls, or to supplement and support our 2-1-1 Information Specialists. Each situation is evaluated case-by-case, and staff support may be required outside normal working hours.

To prepare for outside disaster relief coordination, all staff members are required to complete a 2-1-1 Disaster Response Training.

In disaster/relocation situations, all employees must be accessible via telephone and contact their Disaster Response Team Leaders daily.

RE-ENTRANCE

When re-entering the building after an evacuation following a disaster, the Disaster Response Team will make an initial assessment of damage to materials based on the questions below. In addition, a detailed visual record (photographs, video) of the damage and the recovery process should be kept.

- What types of materials have been damaged?
- What is the nature of the damage?

- How extensive and severe is the damage? While it is not appropriate to inspect every item at this point, select samples and examine them closely.

If the DRC determines that immediate re-entrance into the building is unsafe or that the workspace is unusable for more than 48 hours, the Alternate Location procedure will be activated.

ALTERNATE LOCATION

If the CEO and Disaster Response Coordinator (DRC) determine that the building is inaccessible or the working conditions are unsafe, business activities will be resumed at an alternate location. Alternate Location Staff will relocate to the alternate site and remaining employees will work from home.

Upon determining that relocation is necessary, the DRC will immediately contact IT Kinetics.

If a disaster is contained within the United Way of Salt Lake building or immediate surrounding area, the primary alternate location will be at Questar **through June 30, 2018**. Questar will provide employees with workspace, and IT Kinetics will produce the equipment needed in a timely manner. The Questar alternate location is located at:

100 S 1000 W
Salt Lake City, Utah 84104
Contact Joe Greene: 801-201-8908

If the downtown area or Salt Lake valley is affected by a disaster, United Way of Salt Lake will relocate to United Way of Utah County. United Way of Utah County will provide space for employees to work, and IT Kinetics will produce the equipment needed in a timely manner. United Way of Utah County is located at:

148 N 100 W
Provo, Utah 84603
(801) 374-6400

ALTERNATE LOCATION STAFF

When an alternate location is activated, only designated employees will need to relocate. For this situation, the following outlines which employees in each department will be relocated:

Administrative Department

- For any period of time: President and CEO, Operations Director, Senior Administrative Assistant
- For a long period of time: The entire department staff would need to be relocated

Marketing/Communications Department

- For a short period of time: VP of Marketing, Marketing Events Director

- For a long period of time: The entire department staff would need to be relocated

Finance Department

- For a short period of time: Chief Financial Officer
- For a long period of time: The entire department staff would need to be relocated

Resource Development Department

- For a short period of time: VP of Resource Development, Principal Gifts Director and Corporate Relations Director
- For a long period of time: The entire department staff would need to be relocated

Collective Impact Department

- For a short period of time: VP of Collective Impact Operations and VP of Collective Impact Partnerships, and Community School Partnerships Directors
- For a long period of time: The entire department staff would need to be relocated

2-1-1 Department

- For a short period of time: 2-1-1 Director, Outreach & Disaster Coordinator, Operations Manager and Database Administrator
- For a long period of time: The entire department staff would need to be relocated

INFORMATION TECHNOLOGY OVERVIEW

In the event of a disaster that damages United Way of Salt Lake's information technology, the CFO will contact Scott Daw at IT Kinetics 801-712-5432 for assistance.

Although Scott Daw is the primary service person for United Way of Salt Lake, any IT Kinetics employee is sufficient. In the event that Scott Daw is unavailable, his phone is automatically forwarded to another IT Kinetics employee.

In the event that IT Kinetics becomes unavailable, another IT consultant with a working knowledge of Microsoft Windows 8.1, Windows 7, Microsoft Server 2003, Microsoft Server 2008, Microsoft SQL Server 2008, Microsoft Exchange Server 2010, and an understanding of computer networking (TCP/IP, DHCP, DNS, and SMTP) must be located by United Way of Salt Lake. This knowledge is necessary to complete the steps of bringing United Way of Salt Lake IT systems online. However, this is contingent on the necessary hardware, software, and data back-ups described in this document being available.

The IT systems listed on the following pages are listed in order of necessity. The systems that will have an immediate impact to business operations if they are down are listed first, with the systems that could potentially be down for a day or two without causing severe impact to business operations listed next. These are referenced as delayed impact.

INTERNET ACCESS

Impact: Immediate

Internet access is critical to many business processes and must be restored as soon as possible. Internet access is provided via cable service provided by Comcast that connects to a router in the server room. The router shares the Internet connection to all the workstations throughout the office.

The CFO will contact Comcast, 801-746-2000, to assist with troubleshooting in the event that Internet access is down in the office.

- Identify the severity of the problem:
- Contact Comcast to assist with troubleshooting
- Check for hardware damage
- Router – Sonicwall
- Switches
- Patch Panels

Recommendations:

- Establish cellular MiFi internet access for key individuals as a back-up to the Comcast line
- Activate back-up router. United Way of Salt Lake's back-up router is located in the server room, in a fire-safe cabinet. It is recommended the router be stored at an offsite location.

TELEPHONE LINES/VOICEMAIL

Impact: Immediate

Telephone lines and voicemail are critical to many of our business processes and must be restored as soon as possible.

Telephone service is provided through CenturyLink. Additional hardware is required for voicemail and is provided/serviced by Protel Networks (801-485-1107). Voicemail programming is backed up offsite by Protel.

Telephone service for the 2-1-1 Call Center is cloud- based and provided through InContact. The phone number is 800-826-8028

- Telephone lines are down:
 - A secondary source of communication exists (i.e. cell phones)
 - Short-term, everything is OK
 - Contact appropriate person to fix problem (CenturyLink, InContact, building maintenance)

- Voicemail hardware is damaged and/or data are lost
 - Contact Protel Networks to replace/repair hardware (if necessary) and then restore current voicemail programming back-up

Recommendations:

- If the hardware is damaged and cannot be replaced, contact CenturyLink and request to have the phone service forwarded to employee cell phones or to InContact.

EMAIL/CALENDAR/CONTACTS

Impact: Immediate

Email is set up with Microsoft Office365 Hosted Exchange Server and is dependent on Internet access. All email, calendar, and contact information are backed up in real time by Microsoft.

- Identify the severity of the problem:
 - If necessary, restore most recent available back-up from Microsoft’s online back-up
 - If data has been lost or corrupted, restore most recent back-up from Microsoft’s online back-up

SERVICE POINT DATABASE/INCONTACT CLOUD TELEPHONY SOFTWARE

Impact: Immediate

Service Point Database and InContact Telephony is accessible anywhere we have Internet. In the event of an Internet outage, 2-1-1 would follow the same protocols outlined above with the following modifications to provide continuity of services:

Calls are routed using InContact software directed to hardline phones. If Internet service is lost while agents are logged in, the calls will automatically and continually route to the associated landline until an offsite, designated 2-1-1 staff person can log the agents off and/or redirect calls. If service is lost when there are no agents logged in, the central command system can be accessed offsite by 2-1-1 management personnel or by the emergency contact at InContact, who can divert calls to the correct locations.

In the event of an outage, 2-1-1 services will respond in the following way:

- 2-1-1 calls would temporarily be diverted to United Way of Utah County until the time of restoration was determined
- 2-1-1 staff with Internet connection would be asked to take calls from home until service is restored

- If the outage is widespread or long term, 2-1-1 operations would relocate to one of three alternate locations with Internet access:
 - United Way of Utah County Offices
 - United Way of Kansas City
 - An offsite location assigned to us by the state Department of Emergency Management

Emergency Contact at InContact:

Julie Wynhof

855-840-2135

julie.wynhof@incontact.com

CONVIO LUMINATE ONLINE

Convio Luminate Online is United Way of Salt Lake's marketing software, which houses the uw.org and uw.org/211 websites. This platform is also the tool used for distributing email campaigns, creating event registration, and constructing online donation and survey forms.

In the case of a disaster or an emergency, communication to the public can be quickly accomplished through updating the website and sending mass emails. To accomplish this community outreach, contact the following positions in descending order.

For Email Campaigns:

- Digital Marketing Director
- Community and Advocacy Engagement Coordinator
- Marketing Administrative Assistant

For Website Updates:

- Website and Email Marketing Manager
- Marketing Administrative Assistant

In the case that any of the individuals are unavailable, attempt to access Convio Luminate Online, visit the link provided below. Login credentials should match employee Intranet login.

Convio Administrative Login: <https://secure3.convio.net/uwsl/admin/AdminLogin>

If login is not successful or the necessary permissions are not available:

- Contact Meredith Cohen, Luminate Online Sr. Customer Success Manager for United Way of Salt Lake (Based in Austin, Texas)
 - meredith.cohen@blackbaud.com
 - 512-807-3833

Customer Support 888-528-9501 ext. 3

BLACKBAUD FINANCIAL EDGE SOFTWARE

Impact: Delayed

The Blackbaud Financial Edge software is used to manage general ledger, accounts payable, bank reconciliation and project tracking functions for United Way of Salt Lake.

The database portion of the Blackbaud Software is hosted and backed up by Blackbaud and is not saved locally. Blackbaud Financial Edge can be accessed by any internet connection and would be able to be used as soon as internet access is available.

The database portion of the Blackbaud Software is hosted in the cloud by Blackbaud. It is dependent on the Internet. The database is redundantly hosted across multiple servers spread out around the country. If one hosting center is impacted by a disaster the remaining centers immediately are made available to server UWSL's database. Blackbaud takes and maintains daily backups of UWSL's database.

The database is not necessary to have working in the first 48 hours following a disaster, though local disasters would not affect the hosted database. Only a nationwide catastrophe would bring down the database long term.

- Identify severity of the problem:
 - Contact Blackbaud for an update on the status of the incident

ANDAR FUNDRAISING SOFTWARE

Impact: Delayed

The Andar fundraising software is an IT solution for donors to make donations via the internet, and, for employees of United Way of Salt Lake to manually enter donor information and/or donations. The information is stored and managed using Microsoft SQL Server 2008 running on Windows Server 2008. Users access the data from their workstations using the Andar client software. The system currently is running on a DELL server with dual Intel Zeon processors, 32 gigabytes of RAM, and an 1100 gigabyte hard disc storage array configured using RAID 10. The disk array provides a basic level of data redundancy, where if one storage drive in the server fails, it can be replaced without any data loss occurring.

The database portion of the Andar Software is backed up online at the end of each business day using iBackup.com. As a redundancy measure, all data is also backed up to a local external hard drive each day. This hard drive is taken offsite by Perpetual Storage to a granite vault each Friday and the previous week's backup drive is then returned onsite and is stored in a fire resistant cabinet inside the computer server room.

The database is not necessary to have working in the first 48 hours following a disaster, but if the problem is severe (i.e. hardware damage), there could be immediate actions required to begin the process of bringing the database back online so it is up and ready in 48 hours (the time when the impact of it being unavailable becomes unacceptable).

Identify severity of the problem:

- Is there damage to hardware?
- Immediately contact IT Kinetics to order replacement hardware and/or repair existing hardware

If hardware was replaced resulting in software/data loss, proceed to next set of steps:

- Is there damage to software/data?
- Reinstall/repair SQL Server 2008 if necessary
- Reinstall/repair Andar database server software and restore most recent backup from tape

NETWORK FILE ACCESS

Impact: Delayed

All important business documents are saved to a network file server. The current file server has dual Intel Zeon processors, 32 gigabytes of RAM, and an 1100 gigabyte hard disc storage array configured using RAID 5. The disk array provides a basic level of data redundancy, where if one storage drive in the server fails, it can be replaced without any data loss occurring.

All files on the file server are backed up online at the end of each business day using iBackup.com. As a redundancy measure, all data is also backed up to a local external hard drive each day. This hard drive is taken offsite by Perpetual Storage to a granite vault each Friday and the previous week's backup drive is then returned onsite and is stored in a fire resistant cabinet inside the computer server room.

Identify severity of the problem:

- Is there damage to hardware?
- Immediately contact IT Kinetics to order replacement hardware and/or repair existing hardware

If hardware was replaced resulting in software/data loss, proceed to next set of steps:

- Is there damage to software/data (i.e. virus)?
- Reinstall/repair Windows Server SBS2011 OS if necessary
- Recover any lost data from most recent back-up tape.

EQUIPMENT REQUIREMENTS

Hardware: (minimum)

Two Servers

Server 1

- Dual Intel Zeon processor configuration
- 16 gigabytes of physical RAM
- A 500 gigabyte storage array configured with RAID 5
- CD/CD-RW/DVD ROM Drive

Server 2

- Dual Intel Zeon processor configuration
- 16 gigabytes of physical RAM
- A 500 gigabyte storage array configured with RAID 10
- CD/CD-RW/DVD ROM Drive

10 workstations

- Intel i3 Processor
- 30 gigabyte hard drive
- 2 GB of physical RAM
- CD/CD-RW/DVD ROM Drive

Miscellaneous

- Fax Machine
- Copy machine
- Color printer

Software:

Server 1

- Windows SBS Server 2011 Operating System
- Email (Microsoft Exchange Server)
- DNS/ /DHCP Server Configuration
- Print Server Configuration
- File Share Access (Network shared drives and files)

Server 2

- Windows Server 2008 Operating System
- Microsoft SQL Server 2008 Database
- Andar database server software
- Blackbaud financial software

Workstations

- Windows 7 Operating System
- Microsoft Office 2010

- Andar database client
- The Blackbaud Financial Edge Client (Finance users only)
- Adobe Suite; Photoshop, Reader, etc. (Marketing only)
- Iris 2-1-1 call center software (2-1-1 users only)

Telephone systems

- New phone hardware
- Physical phone receivers
- Phone controllers & Voicemail hardware
- Phone lines
- Additional external phone lines

Network Equipment

- 75 port 1000/100 megabit switch
- Network cabling

Setting salvage priorities is not necessary for disasters in which the extent of damage is small and all damaged items can be salvaged. If damage is widespread, however, it is useful to have pre-established guidelines indicating the order of priority in which various parts of United Way of Salt Lake should receive attention.

Severe fire damage is generally irreversible; salvage is not possible. Water-damaged materials can usually be salvaged, but the process is expensive, labor-intensive, and time-consuming. Replacement is most appropriate for readily-available items. Materials that are to be withdrawn should be set aside rather than discarded immediately. This will allow efforts to be concentrated on materials that can be saved and permit a second evaluation when time allows.

If salvage of water-damaged materials is to be undertaken, decide what method(s) to use and begin making appropriate outside contacts.

- Air-drying is the simplest and least expensive option, and it can be conducted entirely in-house if sufficient space and staff can be made available. Treatment of all items must begin within 48 hours in order for air-drying to succeed. Designate a work area with plenty of space and work tables and arrange for staff to be contacted and trained.

Salvage of damaged materials is not possible without a substantial contribution of staff time. The following precautions should be observed when recruiting and training salvage volunteers:

- Staff with mold sensitivity should not volunteer for salvage work
- Salvage work involves moving and lifting boxes, as well as less strenuous tasks
- Volunteers should be assigned to activities appropriate to their physical capacity
- Salvage work may take place in wet, dirty, burned and cold surroundings; volunteers should be instructed to dress accordingly
- Food and drink should be provided for volunteers, if possible
- Volunteers should also be encouraged to take breaks as needed, rather than working to the point of exhaustion

Volunteers should be kept informed about the progress of the salvage effort so that they will feel assured that their efforts are meaningful.

APPENDIX I: EXTERNAL CONTACTS & BUILDING INFORMATION

Fire Department	911 or 801-799-4103 (non-emergency)
Police Department	911 or 801-799-3000 (non-emergency)
Advanced Systems Group (Alternate IT Service)	801-656-1134
Beehive Insurance	Star Morgan, 801-685-6886
Blackbaud Financial Software	800-468-8996
CBRE (Building Manager, Lease Information, Blueprints)	801-322-1984
CenturyLink	801-485-1107
Comcast	1-800-266-2278
Convio Luminate Support	888-528-9501 ext. 3 Meredith Cohen, 512-807-3833 meredith.cohen@blackbaud.com
Helix Ltd. (Andar 360)	877-479-3780 Ext.314
InContact	<u>Julie Wynchof</u> <u>855-840-2135</u> <u>julie.wynchof@incontact.com</u>
Integra Telacom (telephone hardware)	801-485-1107
IT Kinetics	Scott Daw, 801-712-5432
Questar Gas (24 hour)	800-767-1689
Questar (Alternate Location)	Jarod Yeager, 801-324-1929 Joe Greene, 801-201-8908
Rocky Mountain Power (24 hour)	888-221-7070
Salt Lake City Corporation (Business Hours)	801-535-7704
United Way of Utah County	801-374-6400
United Way Worldwide	703-836-7112

APPENDIX I: EXTERNAL CONTACTS & BUILDING INFORMATION

Notify the Disaster Response Team	
As a team, determine if the organization function the next day	
YES: If the organization can function, have calls been made to replace damaged equipment, remove debris, etc.	
NO: Activate calling tree and give instructions on status, when to return to site, or alternate site	
DRT - Determine continuity strategy (e.g., vendor for cleanup, repairs, alternate site)	
DRT - Determine time frame to move alternate location	
DRT - Implement alternate site plan	
Notify clients/customers	
Notify suppliers	
Contact insurance carrier	
Contact regulatory agencies	
Contact counsel	
Prepare statement for media	
Contact vendors for facility repairs/cleanup	
Contact vendors for equipment repairs	
Remove vital equipment/records	
Restore operations	
Return to main facility or reopen	
RESPONSE REVIEW:	
Assess emergency response	
Revise plan as necessary	

APPENDIX III: WORKSTATION SOFTWARE & ASSET INVENTORY

- Microsoft Office 2010 Professional: 75 licenses
- Adobe CS6: 6 license
- Adobe Acrobat 8.0 Pro: 6 licenses
- Adobe Acrobat 9.0 Pro: 8 licenses
- Adobe Acrobat X Std: 6 licenses
- Adobe Acrobat XI Pro: 9 licenses
- Symantec Anti-Virus Endpoint Protection 12: 75 licenses

2-1-1 INFORMATION AND INCIDENT RESPONSE PLAN

Organization Name:	United Way of Salt Lake 2-1-1
Address:	257 East 200 South, Suite 480
City/State/Zip:	Salt Lake City, Utah 84111
Phone:	801-978-3333
Fax:	801-736-7800
Web Site:	www.uw.org/211/

2-1-1 DISASTER RESPONSE TEAM

Position	Name	Cell Phone	Alternate Phone
Incident Commander (2-1-1 Director)	Chiara Cameron	419-733-2110	419-733-2110 (Bryant Thacker)
Information/Database Section Chief (Database Administrator)	Anna Fannesbeck	801-652-4328	801-808-4110 (Ryan Kratzer)
Public Affairs and Liaison Officer (2-1-1 Outreach & Disaster Coordinator)	Juan Villanueva	254-624-9700	801-809-3902 (Albert)
Information/Database Section Deputy (Lead Resource Specialist)	Gloria Castaneda	801-380-4301	801-367-6540 (Roberto)
Operations and Planning Section Chief Team(2-1-1 Operations Manager)	Sandra Carpio	801-259-3139	801-635-5112 (Gaby Carpio)
(2-1-1 Lead Operations Specialist)	Kay Bailey	801-707-8301	801-931-1397 (Brandy Bailey)
Operations and Planning Section Deputy Team (2-1-1 Projects Manager)	Boo Reiser	801-541-5091	435-421-9840 (Abby Elieson)
(2-1-1 ACA Information Specialist)	Minerva Garcia	801-347-2780	317-997-1417 (Bradford Bright)
Deputy Incident Commander	John Rokich	801-870-1671	801-455-7668 (Paula)
Delys Velasquez Public Affairs and Liaison Officer Assistant (2-1-1 Senior Outreach Specialist)	Delys Velasquez	702 -994 -5123	801-618-7002 (Adriana Velazquez)

OVERVIEW

UWSL 2-1-1 **is not** a first-response organization, but operates within a multi-agency coordination system based on NIMS and ICS concepts to provide critical disaster-related emergency public information and referral services, rumor control, and to identify unmet needs for information and services in cooperation with the Joint Information Center (JIC) established by the affected local and state first responders.

The NIMS categorizes disasters and threats under three tiers:

Level 3

Level 2

Level 1

A Level 2 or Level 1 emergency or disaster requiring increased participation and activity from UWSL 2-1-1, UWSL may be required to send a representative to the JIC to provide face-to-face interaction to relay information back to UWSL 2-1-1.

When a disaster threatens or occurs the 2-1-1 management team will convene to assess the situation and activate this plan as required. When a small emergency occurs outside of normal office hours that is not likely to escalate 2-1-1 operations, the 2-1-1 Director in consultation with 2-1- Outreach and Disaster Coordinator, UWSL's CEO and Operations Director/Disaster Response Coordinator.

In disasters requiring full team activation the UWSL 2-1-1 staff will organize using ICS titles (as assigned by the Incident Commander) and terms during disaster operations to facilitate effective communication with outside organizations for specific functions and resources.

If UWSL operations are compromised by disaster, UWUC will augment, support, and assume all 2-1-1 operations, if necessary, for a temporary period. Likewise, if UWUC operations are compromised due to disaster, UWSL will augment, support, and assume all 2-1-1 operations, if necessary, for a temporary period.

2-1-1 DISASTER RESPONSE TEAM RESPONSIBILITIES

2-1-1 Steering Council (Policy Group)

- Provide overall guidance and support to the 2-1-1 Director
- Determine strategic and financial situation and provide recommendations Secure additional funding sources, if necessary
- Be prepared to provide executive leadership, if needed

Incident Commander/Deputy Incident Commander (2-1-1 Director/Arbitrary Assignment)

- Provide overall guidance and priorities for 2-1-1 emergency operations in full consultation with UWSL CEO

- Activate Emergency Operations Plan
- Determine scope and increase in services
- Maintain coordination with UWSL CEO and 2-1-1 Steering Council
- Conduct regular staff briefings and on the situation
- Maintain coordination with affected County EOCs, JICs, and government representatives
- Maintain contact and coordination with non-profit service provider agencies
- Prepare and review all non-routine media releases and materials, in consultation with the VP of Marketing and Communications
- Serve as UWSL 2-1-1's external spokesman
- Declare end of emergency operations and return to normal business operations
- Ensure that UWSL/2-1-1 and JIC websites are monitored
 - Provide information to Website and Email Marketing Manager to ensure that UWSL/2-1-1 website is updated
- Ensure close collaboration with the local/state EOC(s) and JIC via online resources and Public Affairs and Liaison Officer
- Coordinate to with UWSL DRT for personnel, supply, communications, and facility support and financial recommendations

Public Affairs and Liaison Officer/Assistant (2-1-1 Outreach & Disaster Coordinator/2-1-1 Outreach Senior Specialist)

- Report to the JIC in Level 3 or Level 2 disasters if the local or state Joint Information system is activated
- Report in person to the JIC, if requested by the lead Public Information Officer, on a Level 1 activation of the local/state JIC or EOC
- Represent UWSL 2-1-1 and/or UWSL in the JIC
 - Provide information on JIC and EOC priorities, requests, and activities to the Incident Commander
- Draft media releases for approval by the Incident Commander
- Maintain distribution of routine 2-1-1 media materials
- Monitor rumors or information that suggest trends in unmet community information needs
 - Report all suspected rumors and trends to Incident Commander

Operations and Planning Section Chief Team/ Deputy Team (2-1-1 Operations Manager, 2-1-1 Operations Lead, 2-1-1 Projects Manager, 2-1-1 Projects Lead)

- In absence of Incident Commander, activate the Emergency Operations Plan (EOP)
 - Oversee all emergency activities in accordance with the EOP

Immediate Actions

- Account for staff and volunteers in the event of facility evacuation or relocation
- Manage operations of call center; specify Logistic Section Chief assignments
- Rearrange shifts from 8 to 12 hours and balance staff for anticipated volume, based on event
- Assign staff, as needed, as rumor control agents
- Implement all activities, policies, and priorities as outlined by Incident Commander
- Maintain ICS and NIMS compliant organizational structures and operations concepts
- Maintain close coordination and consultation with Incident Commander and provide recommendations on scope of activities, priorities, use and augmentation of resources, and demobilization
- Ensure close collaboration with the local/state EOC(s) and JIC via online resources and Public Affairs and Liaison Officer

- Oversee the preparation of an “After Action Report” following the emergency/disaster, including subsequent updates of this plan
- Assess immediate organizational needs, objectives and priorities and make recommendations to Incident Commander on additional ICS positions to be activated Review and update objectives, priorities, and safety considerations
- Respond to client requests for 2-1-1 staff
- In coordination with the UWSL Operations Director, check employee call-in to emergency line and document messages (see page 9)

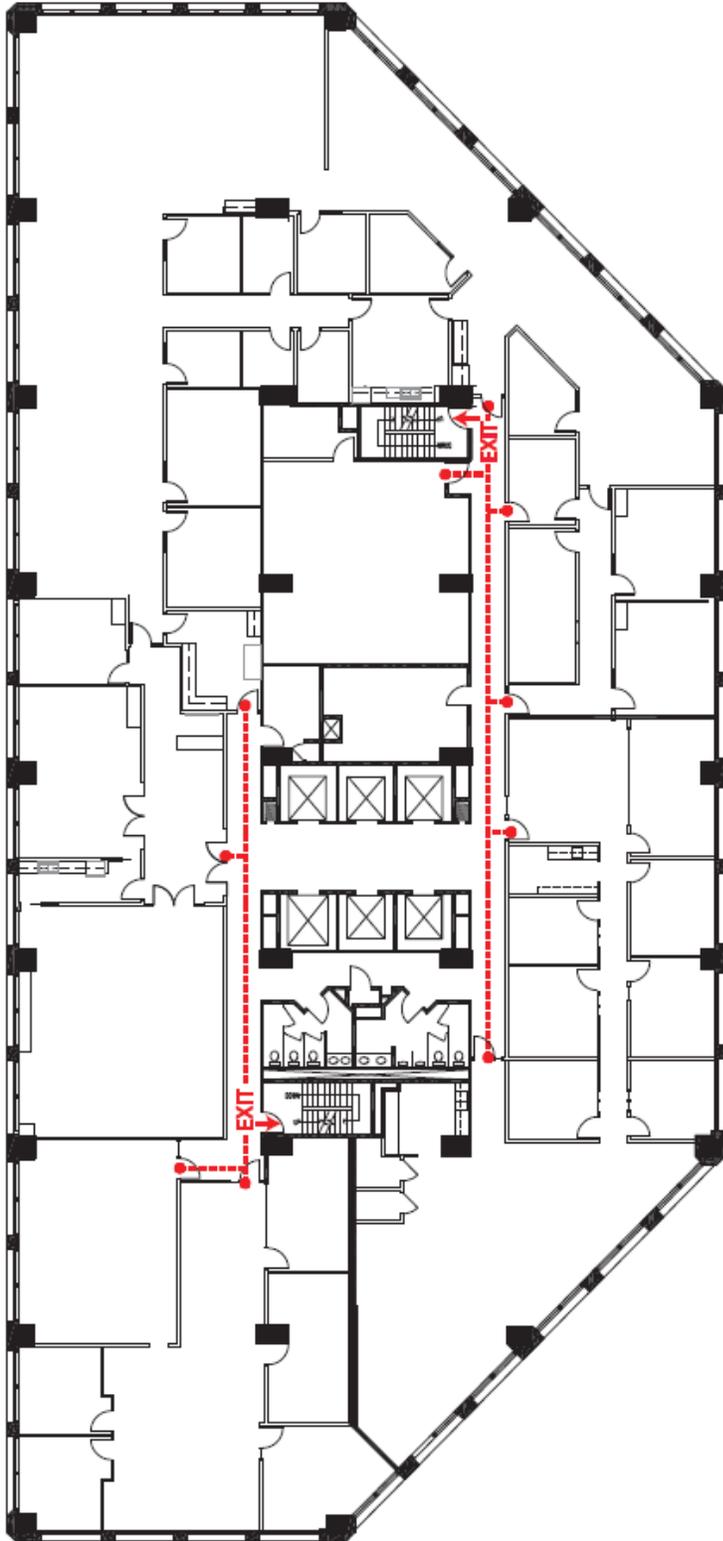
Database and Information Section Chief/Deputy (2-1-1 Database Administrator/ 2-1-1 Database Lead Resource Specialist)

- Vet, organize, and disseminate information to phone agents
- Establish and maintain database of spontaneous and other emergency related services
- Survey all service partner agencies to establish and maintain listings and levels of service
- Continue coordination with service provider organizations to update information
- Communicate resource information to IC and PIO

IT & Communications Unit Leader (Network Administrator)

- Support all activities of the Logistics Section Chief
- Maintain telephone and data networks
- Locate additional sources of equipment
- Supervise setup of telephone and data portions of workstations for additional support volunteers
- Coordinate with UWSL Website & Email Marketing Manager and external network/communications providers

3rd FLOOR EVACUATION MAP



4th FLOOR EVACUATION MAP

