



NewsLink

The leading knowledge exchange for those who design, build, use and maintain mission-critical enterprise information infrastructures, 7x24 Exchange's goal is to improve end-to-end reliability by promoting dialogue among these groups.

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Fall 2002
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2002 Spring Conference, End to End Reliability: *Learning from 911*, Shares Disaster Recovery Experiences



Spring conference attendees listen attentively to Monday presentations

The Spring 7x24 Exchange conference held at the Grand Floridian Resort on the Disney property in Orlando, Florida was an outstanding success. Overall the conference rated 5.7 on a scale of 1-poor to 7-excellent. In the aftermath of 911 and considering the stressful economic times achieving an attendance of 252 participants was quite remarkable.

Attendee comments attest to conference results:

"Excellent overall"

"Great conference with a wealth of information sharing"

"Well planned, run, and coordinated"

"Great topics! Like this venue!"

High Profile Execs share 911 Experiences

Highlighting the conference were the stories from Technology and Facility Executives who lived through the horrors of 911 and were responsible for getting their companies operational. There was a panel discussion moderated by John E. Diamond, Director of

Facilities Management, Cushman & Wakefield and a Disaster Recovery case study. 911 Panelists included: Douglas C. Dudinski, Vice President of Global Engineering, American Express; Peter Gross, CEO and Chief Technology Officer, EYP Mission Critical Facilities; Tom Moogan, Managing Director, Citigroup's CIB Real Estate and Critical Infrastructure Assurance Group; Elliot Zuckerman, Director of Building Services for the NY Mercantile Exchange and Scott Salmirs, Senior Vice President for Corporate Real Estate, Lehman Brothers. *"Best Panel in 6 Years. A follow up would be appreciated."* Thaddeus (Chip) Logan, Director of Corporate Real Estate and Facilities for the Bank of NY delivered a presentation on 911 Disaster Recovery Solutions assisted by Brian Schafer and Ron Gupta from the Carlson Group.

The conference featured Sunday Tutorials; Keynote addresses by the FBI, Intel, and Danaher Power Solutions; Concurrent sessions; a Pass the Mike session *"Always a productive session, a must do!"*, and Instant Updates.

There were 5 Hospitality suites following Monday's program and a vendor sponsored "Florida Beach Bash" on Tuesday evening featuring a DJ, face painting, and an Elvis

322 8th Avenue, Suite 1400
New York, NY 10001



Save the Date!

Fall Conference 2002

End to-End Reliability: The Infrastructure

November 17-20, 2002

The Phoenician
Scottsdale, AZ

Conference highlights expect to include presentations from:

Avaya on The World Cup Infrastructure

GE on Modeling and Analysis of High Reliability Power Systems

Charles Schwab on People and Process; Hewlett Packard on Server Cooling Technology

as well as presentations from Peoplesoft & Intel.

Don't miss the tours, hospitality suites and another

Spectacular Vendor Sponsored Event!

Visit www.7x24exchange.org in September for full program details and to register.

impression performed by none other than Tom Moogan of Citigroup. *"Thanks to the companies and individuals who made it possible!"*

Florida Beach Bash sponsors include:

- Active Power
- Hewlett Packard Company
- Russelectric Corporation
- Siemens
- S&C Electric

The highest ranking sessions were The 911 Panel – Impact & Recovery; and Thermal Trends and Inflections Influencing the IT Roadmap

"This is what I come here for"

Conference feedback tells us areas to be addressed are: increasing user participation; limiting sales overtones in presentations; and improving audiovisuals. Activities are under way to resolve these issues!

The A to Z's of Program Development by John Oyhagaray

Since a number of our members have been asking about the process behind the scenes as to how presentations wind up on the Conference program, we felt that it would be to everyone's benefit to know about the A to Z mechanics of this. Whether one is implementing six sigma, total quality management, or just plain old good business sense, metrics is the cornerstone compass for the program at 7x24Exchange.

Sound decisions are based on objective data with a broad sampling that defines what needs to be done. It would be all too easy for the 7x24Exchange Board to simply slap together some programs and have a conference. But alas, that is *not* the case. At every conference, you have heard numerous reminders to please fill out the conference evaluation form. That

one page, double-sided evaluation form is our compass and metric tool for the Board. Aside from program development, the feedback provides suggestions for future conference locations and the type of facility and tours that need to be offered. We need to know every attendee's opinion of the conference and in consideration of your feedback, we offer a raffle prize. We the Board want to know what our membership thinks. We need to know about our homeruns, doubles and

"As a first time attendee, I found fellow attendees very approachable and welcoming."

submission was then entered into a database so that we could take that pure data and output objective information that speaks for itself. We know what we did right, what we missed, and what not to do for the next conference.

Because a good number of us know each other, board members are given referrals by members for a possible topic presentation. Board members also approach member companies for a possible topic as well. At other times, the board contacts other companies that can address a topic outside the scope of our current membership. From this pool, all topic presenters submit an outline and background information for evaluation. The rest is simply a matter of matching the conference theme with the appropriate topics and balancing the mix and structure so that as broad a cross section of our members know we're doing what is asked of us. That is why the Board emphasizes that we are user driven because it is you, our membership attendees that raise the issues and topics that direct us to act upon.

"Best conference yet. High quality presentations."

Once a topic is selected, we work with the presenter to insure that they present using either a case study or in an educational format. We work diligently with the presenter so that we all succeed.

strikeouts so that our compass is pointed true North.

Over 160 attendees at the Spring Conference at the Grand Floridian submitted evaluation forms. Every



7x24 Exchange Board members gather with Mickey Mouse at the Florida Beach Bash. From left to right: Michael A. Weinstein, Vice President; David Sjogren, President; Robert J. Cassiliano, Chairman; and John Oyhagaray, Treasurer.



Conference attendees enjoy Monday Evening's hospitality suites



Tom Moogan, Managing Director, Citigroup's CIB Real Estate and Critical Infrastructure Assurance Group performs his Elvis impression at the Florida Beach Bash

The 7x24 Exchange membership communicates what needs to be done through conference evaluations and the Board executes common requests. So, if you have a program suggestion please let a board member know about it. Do not be shy, talk to us. We want to get every member organization to present on their issues. A lot of good has come from this and we hope to continue along the path you want us to take.

The Integral Role Chapters Play by David Sjogren

An integral part of the 7X24 Exchange is its chapters and the role they play. As I see it, there are two key roles in which the chapters advance the 7X24 Exchange mission statement. First they continue the dialogue of the national membership by providing additional meetings to their members and to chapter members who cannot attend a national conference. Second they provide a regional intimate setting where members are more likely to share experiences in a smaller group setting. The chapter setting also lets chapter

"In addition to the several great presentations – the organization of the meeting was excellent."

members discuss and solve regional problems, such as a utility problem, that may not arise to the same level of attention at a national conference.

As with any organization the key to its success and longevity is the people who support the organization and keep the chapter active. In order for it to succeed it must have depth, more than one or two leaders who will keep the excitement going. Presently many of the chapters are organized and run by vendors or consultants with end users serving as officers. This concept seems to work well as the vendors/consultants can use their companies' resources to supply support labor and marketing expertise. The end user officers provide direction and input to what hot issues a user is faced with.

At the Spring Conference I met with several people who are interested in starting chapters and now are presently in the process of organizing in Dallas and Chicago. With these two start ups, we will now have chapters in the process of organizing or in existence in Atlanta, Arizona, Bay Area, Boston, Carolina's, Delaware Valley, Mid-Atlantic, Midwest, New York Metro, Northwest, Ohio, Rocky Mountain and Southern California.

I urge all of you to get involved with your local chapter by attending a meeting or becoming part of the chapter staff. For more information on your local chapter visit our website at www.7x24exchange.org or contact our office at 646-486-3818.

One final note: On behalf of the National Board of Directors, thank you to all of those who have spent time organizing and running a local chapter making it possible for the continuation of dialogue and service to members.

The Impact of 9/11 by John E. Diamond

The impact of 9/11 has altered the way business is conducted in corporate America. Many organizations that previously only thought of establishing a Disaster Recovery/ Business Continuity Plan are now busy placing diverse business strategies to avoid the lessons learned on September 11th.

The following is a brief outline detailing the direct impact at ground zero, managing shutdown and evacuation on

day one and recovery operations in succeeding weeks.

9/11 – EVENT TIMELINE

8:45 AM - The first plane strikes. There are a thousand stories, but one that portrays the astonishment we all felt was from a window washer setting up his rig on a building just north of the World Trade Center. Watching as the jet airliner appeared to be heading directly towards him and mixed horror and relief as it passed within two hundred yards of his perch and into the north tower.

9:03 AM - The second plane raced in to strike the South tower allowing enough time between impacts for television crews and evacuees to assemble and stand witness.

9:10 AM - As many Americans were completing their daily commute, thousands of downtown workers evacuated mostly by foot as all transportation, access and egress paths were secured to lock down the city.

10:05 AM - The south tower collapses as the energy from the plane strike weakened and destroyed structural members supporting the floor above.

10:28 AM - The north tower suffers the same fate and collapses from the top down.

4:10 PM - 7WTC, the only building outside of the WTC plaza to suffer utter destruction, caught fire.

5:20 PM - Within 8 hours from the impact, less than the normal working day, 7 WTC collapsed without having been directly impacted by either jet plane but based solely on a fire initiated from collateral damage. Other nearby buildings in the area remain ablaze.

FACTS AND FIGURES

34.5M Sq Ft of office space in lower Manhattan was damaged or destroyed by the days end.

60% of Downtown Class A space was affected

84,000 Jobs have been affected

19,000 employees moved out of state

26,000 moved to midtown New York

and merely a third of those jobs remained in lower Manhattan

4 Electric utility substations were damaged or destroyed

The single largest central office, Verizon, lost 200,000 voice , and 100,000 PBX lines.

The utilities worked fervently to isolate 150 gas and steam feed valves to prevent fires or explosions

100 Megawatts of portable generation were trucked into the streets for hook up – requiring a constant re-supply of fuel amidst streets already congested with debris and emergency operations.

36 miles of medium voltage cable was rerouted above ground.

Over 1,000,000 million phones splices were required to restore phone service. In the case of power and phone service, cutovers were often times required on multiple occasions causing repetitive outages to key financial institutions.

MANAGING DOWNTOWN

There were two primary elements associated with the events of 9/11 managing the area of impact and managing the offsite recovery operations.

Key issues in lower Manhattan on September 11th included conducting safe evacuations, securing the building, transfer of business operations to alternative locations and supporting rescue operations and emergency personnel. Facility Managers were approached by the city to not only support emergency personnel but also triage centers and most regrettably morgues. An issue for buildings located nearby and one that would play heavily on the speed to recovery was the inability to properly secure buildings from smoke and dust infiltration. While many buildings were not directly impacted the clean up effort would prevent re-occupancy for weeks.

In 1993 after the initial World Trade Center Bombing many companies embarked upon a process that would allow them the opportunity to provide business continuation and business recovery centers in remote locations. These programs often cost millions of dollars to implement but the pay arrived

when several large corporations were able to initiate recovery with minimal business disruption.

MANAGING THE BUSINESS RECOVERY CENTER

While many of us were rushing home or watching the events unfold on TV, Critical teams were dispatched or DR was enacted to recovery centers some of which were within line of site of the towers.

Most of the recovery sites were unprepared for the acute affects of long term DR enactment. The overnight occupancy placed demands on power and cooling infrastructure. UPS systems that prior to 9/11 were less than half loaded became loaded to the design limit in a single day. With a thousand new faces showing up at the recovery facility some with badges most without, security processes were heavily challenged. And in some instances the Certificate of Occupancy did not accommodate the level of population for long term occupancy.

Businesses had several key issues in restoring their operations such as retrieving data, recovering remote data backup and establishing a Standard Operating Environment for a smooth transfer of information systems, business data and critical applications. Pre tested recovery plans allowed organizations to quickly recover from alternative locations while a redundant means of communications was essential for coordination.

Logistical issues like accommodating parking and transportation schemes, deliveries of services, technology, food and waste removal became challenging issues when piled on top of the complete business disruption.

MANAGING THE RECOVERY

How does a business deal with the loss of an key operations center, infrastructure, information.... Personnel? How do you get back to market when your competitors are already up and running or worse not even affected by a localized disaster?

In the events of September 11th every major system that supported business infrastructure was lost, transportation, telecommunications, utilities, etc. In

some instances key buildings were designed as self supporting without municipal utilities yet when integral business partners do not maintain the same robust environment the net effect is business disruption. What good is it if you are up and ready to transact business and your major business partners are not.

Conducting a recovery operation under the confines of governmental authorities represents an additional element of uncertainty. In the instance of 9/11 the federal, state and municipal authorities dictated exclusionary evacuation zones. The continuation of a business could hang in the balance of a decision by a twenty four year old National Guardsman interpreting orders. In the weeks following the event the municipal government mandated structural reviews by the Department of Buildings as well as air and water quality testing.

The continuous plume of smoke coupled with dust debris presented an environmental barrier to recovery. As the WTC burned, buildings outside the zone of immediate damage remained inaccessible for weeks. Efforts to decontaminate and clean represented not only significant delays but an enormous expense.

IMPACT ON HUMAN CAPITAL

Getting workers to return to work, the counseling essential to bring them back or relocate them to a different site. For many the dissolution of a place where they held long term commitments, presented an insurmountable barrier to recovery. Human Resource departments straining from relocation tasks were now challenged with instituting Grief Counseling. For many organizations the loss of personnel impacted their business strategically and significantly effected corporate morale.

The loss of assets and intangible support mechanisms represents a challenge to even the strongest of leaders. What happens when your base of operations with all of its resources is completely lost? How does executive leadership cope under such circumstances? The process of rebuilding an entire company... no individual can assume this level of responsibility and succeed. 9/11 was a trumpet for all businesses to reconsider recovery plans and procedures and to prepare for the unimaginable.

2002 Spring Conference Attendees
End-to-End Reliability: Learning From 9/11

Abbott Laboratories
Robert E. Hill

Active Power
Jim Balthazar
Jennifer Lozier
Fred McGoldrick
Bradley S. Walter

Aetna, Inc.
Paul Close

AL-Critical Systems
John Ciccone
Leon White

Alicomp
Arthur Kurek

American Express
Douglas Dudinski

American Power Conversion
Domenic J. Alcaro
John W. Collins
Rodger B. Dowdell, Jr.
Henry C. Lengefeld
Joseph McPartland, III
Robert Perry
Dwight Sperry

American Power Technologies
Glen Neville

Anheuser Busch
Edward M. Vagen

Apparatus Testing & Eng.
James Lawler

Archon Group/GENISUS
Prudence P. Lidbury

ASCO Power Technologies
Douglas H. Sandberg
Armand J. Visioli

AT&T Solutions
Michael A. Weinstein

Bank One
Walter Groszko
Tim Richards

Barclays Capital
Michael J. Bosco

Barco Control Rooms
Matt Krstulja

Bechtel Bettis Laboratory
Paul Henry

Bick Group
William J. Bick

William D. Davies
Steven Davis

Brad Adams Walker Arch.
Karen Smith
Brad A. Walker

BRUNS-PAK
Thomas G. Miller

Business Information Services
Robert J. Cassiliano, Jr.
Robert J. Cassiliano

C&D Technologies
Harold W. Smith

CA Data Center Design Group
Ron Hughes

California State HHSDC
Robert Caudwell

Callison Architecture
Leonard Ruff, AIA

Carlson
Ron Gupta
William R. Johnson
Gary Murphy
Brian Schafer
Paul E. Showalter

CB Richard Ellis
Neil Canady

CCG Facilities Integration, Inc.
Bruce Edwards

Charles Schwab
Donald P. Crandall
Stephen P. Mathis

Consolidated Engineering Svcs.
Dennis Mulgrew
Gregory Robinson

CRB
George Hachem

Credit Suisse/First Boston
Daniel M. Hughes
William McHenry

CS Technology
William R. Angle

Cummins South, Inc.
David C. Hagewood

Current Technology, Inc.
Dean W. Datre

Cushman & Wakefield
John Diamond

Christian Magliano

Cyberex
Michael B. Hays

Danaher Power Solutions
David W. Skeans

Data Aire, Inc.
Jeff Trower

Data Support Associates
Frank Catapano

Depository Trust & Clearing Co. Donald
J. Donahue

Disney Worldwide Services, Inc.
James P. McAlister

DFW Consulting Group
Julian Y. Rachman, PE

Dick Corporation
Richard Meehan

DLB Associates Consulting Eng.
Donald Beaty

Dolci Management Services, Inc.
Tina DiMichele
Brandon A. Dolci
Joel A. Dolci, CAE
Jeremy O'Rourke
Tara Oehlmann, EdM

Dranetz-BMI
Ross Ignall

dRay Tech, Inc. Derrick McKaughan	Edward S. Komoski Bradley Thrash
Electric Innovation Institute Bill Howe	GE Zenith Controls Thomas P. Duffy
Ellerbe Becket Peter Styx	GHT Limited Robert M. Menuet
EMCOR Technologies, Inc. Joseph Rossiter	Glumac International Glenn Claycomb
Energy User News Kevin Heslin	Goldman Sachs & Co. Ken Muller David Schirmacher
EDG Richard N. McWilliams Thomas DeVries Shadi Makarechi	Goodyear Tire Co. David Westfall
Environmental Systems Design Syed M. Akhter	Guidant Corporation Richard Kelly
EYP Mission Critical Facilities Peter Gross Brett L. Korn Andrew Nebbs Steven Shapiro	H&R Property Management Elmar Janssen William McInall
Facilities Engineering Assn. Rafiq Bulsara	Harmonics Limited Scott Simken
FBI Walter L. Wright	Hewlett Packard Co. Kenneth R. Baker
Federal Reserve Bank of Dallas Thomas Blessing	Highland Associates Gil Ben-Ami Herminio Calderon Holder Construction Co. Richard W. Morgan Tony TeVault
Fidelity Investments Ken Dodd Joseph B. Maselli Edward O'Brien	Holder Properties Timothy Bright
First Data Corp/Western Union John Oyhagaray	Honeywell Donald A. Riley
First Union National Bank Tony Evans Jerell Myers Tommy Nickolopoulos	Hood-Patterson & Dewar Donald H. Barnwell
Fleet Ronald L. Giess	INET Power Systems Louis Ferolito
Ft. McPherson Luke Wyland	Infra-Structures David B. Schwartz
Galileo International Mark E. Hample Lester J. Mullens	Inglett & Stubbs Martin R. Madert
GE Digital Energy Scott Henderson	Innovative Research Suhas V. Patankar
	Intel David De Lorenzo

Intermatic Michael Boyd
Jaros Baum & Bolles John J. Stapleton Brendan P. Weiden
JE Dunn Construction Company Jeffrey Campbell John VanAsdale
Johnson Controls, Inc. John W. Sawyer
Kajima Construction Services John Kovacs
Lockheed Martin KAPL, Inc. Dennis G. Lape
Kio Networks Sergio Rosengaus Leizgold
Kling Lindquist Gerard Murray, PE Thomas E. Reed, P.E.
L3 Communications/SPDT Saeed Mahramnia
L-3/PSCS Charles M. Sparks
LayerZero Power Systems Milind Bhanoo James M. Galm Anthony Pinkey
Lehman Brothers Scott Salmirs Gene Mianti
Liebert Thomas J. Karabinos William Campbell Frank B. Gialanella Robert J. Miller John Sears Fred Stack Michael Stoessl Kevin R. Stoll Martin L. Walsh James Zulch
Mark G. Anderson Consulting Mark Anderson Kenneth Stipcak
Master Card International Michael D. Case Frantz Vincent

Mazzetti & Associates William P. Mazzetti, Jr.
MCSi Daniel L. Knotts Robert A. Cameron
MGE UPS Systems Kevin P. Burke Kevin Dalton
Optimum Power & Environment Christopher E. Bachman
Orange & Rockland Utilities Kevin Oehlmann, P.E.
Orr Protection Systems, Inc. Brian K. Fabel, PE
Parsons Keith Rosdahl
Partners Nat'l Real Estaste Grp. Kirk A. Killian
Piller, Inc. Robert Hall Elbert L. McDaniel Gary Rackow
Power Concepts LLC John D. Mezic, P.E.
Power Distribution, Inc. John C. Day Steven J. Mazzanti David B. Mulholland
Power Management Concepts Peter M. Curtis Richard A. Realmuto
Power Measurement USA John Van Gorp William Westbrook
Powerware Corp James R. Davis Rod K. Grindle Frank P. Spruill John D. Mock, Jr.
Prince William Cnty. Econ. Dev. David A. Colvin
Rackware, Inc. Rick Berendes Michael J. Conley Justin Tocco Michael Varcoe
Reliable Power Meters Scott Ceci
Reliatech Russ A. Johnson
RTKL Associates, Inc. Douglas B. McCoach
Ruselectric, Inc. Thomas Crider Richard W. Doyle John A. Meuleman George J. Whittaker
Ryan Companies US, Inc. Peter Bourland
S&C Electric Company Bradford Roberts Douglas Stewart
Salomon Smith Barney James Carney Edward Kinsman Thomas A. Moogan
Salt River Project John D. Blevins
SBC Jeff Nahlik Phil Wood
Securitas David Gulbransen Robert McClary
Shore Microsystems Scott Bald Gary Steidl
SIAC Louis J. Clinton Paul G. Hines
Siemens Iliya Arsenovic Michael Hellmann Joseph Lovett William Reid
Sparling, Inc. Timothy L. Janof
St. Johns Consulting Group Philip Michel Gary Sheehan
Strategic Facilities, Inc. David M. DiQuinzio Michael Perelstein David Sjogren

Sure Power Corporation Whit Allen
Syncrude Canada Ltd. Robert J. Lawrence
Syska Hennessy Group Gerald Burkhardt Michael Fluegeman, P.E.
Technology Management, Inc. Joseph A. Roberts
Tecom, Inc John Coffman
Telpro, Inc. Larry F. Graf Robert O. Smith
The Bank of New York Thaddeus Logan
The Beck Group Alan Ritchie
The NY Mercantile Exchange Stuart A. Smith Elliot Zuckerman
The World Bank David Salak
Tishman Construction of NY Joseph Ryan, Jr John Wong
Trammell Crow Company Terry Rennaker
Triton Technology Systems, Inc. Dan Gollahon Leean K. McCorquodale
United Parcel Service Melvyn Foster Joseph Parrino
Uptronix, Inc. Paul Gommo
Vanderbuilt University Med. Ctr. James R. Wheeler
Vanguard Group William Leedecke
Whiting-Turner Contracting Co Ronald M. Eisenberg Murray Hestley
Worldspan Tim Cooper