

City of El Mirage Business Recovery

City Hall Fire
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El Mirage City Hall



ASIS International

Business Continuity Guideline -
A Practical Approach for Emergency
Preparedness, Crisis Management, and
Disaster Recovery

www.asisonline.org

ASIS International

- Readiness
- Prevention
- Response
- Recovery / Resumption

Response

- Notification
 - Criteria for Notification
 - Custody of Accurate Notification Information
- Assessment
 - Problem Assessment
 - Problem Severity

Response

- Declare a Crisis
 - Team Deployment
 - Personnel Assignments

- Execute the Plan
 - Protect Assets
 - Restore Systems and Processes

Response

- Communications
 - Internal
 - External
- Resource Management
 - Command Post
 - Payroll
 - Alternate Work Locations

Notification

- 9-1-1
- Fire / Police
- City Leaders
- Crisis Management
- Department Heads

Assessment

- Structure Fire
- North Half of Building
 - City Records
 - Accounts Receivable
 - Utility Billing
 - Technology / Data Systems

Severity of the Damage

Electrical Fire

Started in Center of Facility

Traveled North in Attic

Declare a Crisis

- On Site Command Initiated Emergency Processes
- Fire Teams were assigned tasks
- Notification to City Manager and Mayor
 - Implemented Recall of Key Personnel

Execute the Plan

■ Protect Assets

– Fire personnel were able to protect assets while assessing the event

- Fire Personnel Covered or Removed Paper Records

- Fire Personnel removed data/computer equipment

Communication

■ Internal

- Internal Emergency Response Teams
- City Leaders
- All Employees

■ External

- Media
- External Agencies

Resource Management

- Alternate Work Locations
- Payroll
- Insurance
- Transportation
 - Staff
 - Supplies
 - Data

Recovery/Resumption

- Damage and Impact Assessment
- Resumption of Critical and Remaining Processes
- Return to Normal Operations

Damage and Impact Assessment

Facility – Total Loss

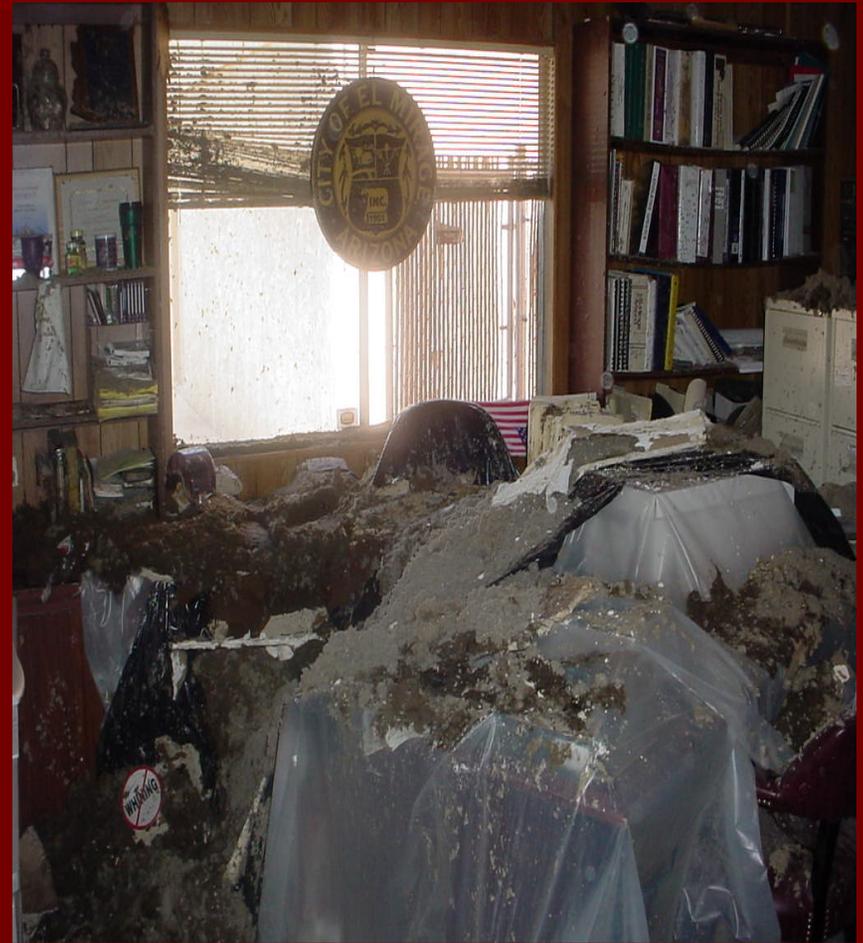
– 10 Departments

– 29 Employees

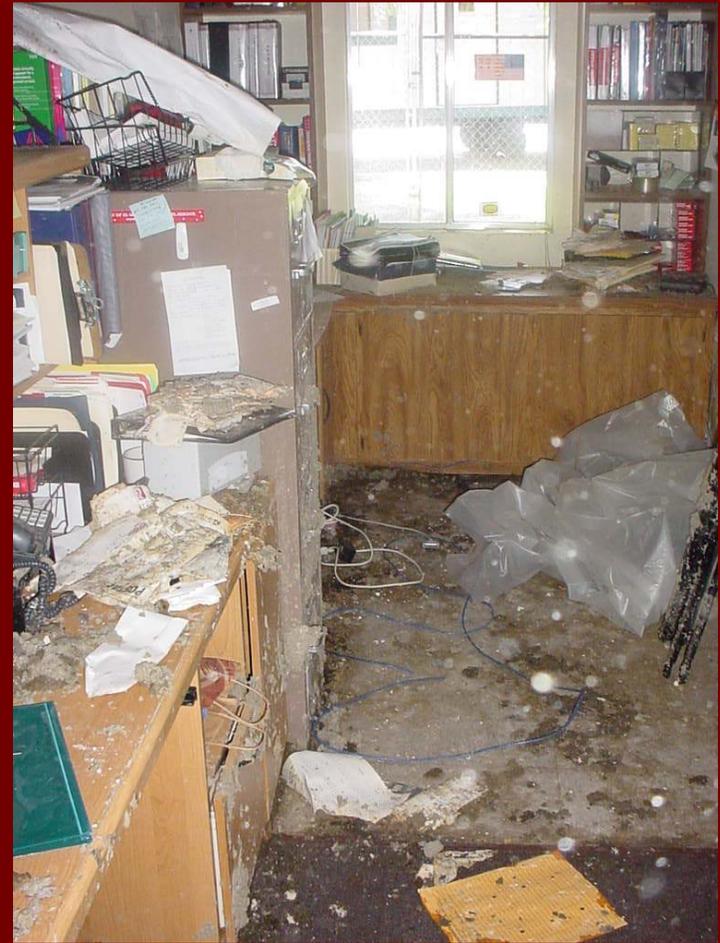
Utility Billing / Payments



City Manager



City Clerk / Admin



Information Technology



Other Affected Departments

- Human Resources
- Finance
- Payroll
- Court
- Mayor and Council

Severity

North vs. South



SEVERITY

ENVIRONMENTAL



Resumption of Critical Processes

Technology Services

- Communications

- Telecommunications

- Data

Resumption of Critical Processes

- Payroll
- Utility Billing
 - Meter Reading
 - Billing
- Accounts Payable

Resumption of Remaining Processes

- Human Resources
- City Clerk
- City Manager / Admin
- Municipal Court
- Mayor and Council

Return to Normal Operations

- Return to pre-crisis normal
- Create the “New Normal” if necessary
- Emergency processes suspended and return to productive work

Lessons Learned – Capability Maturity Model

- At *maturity level 1*, processes are usually ad-hoc, and the organization usually does not provide a stable environment. Success in these organizations depends on the competence and heroics of the people in the organization, and not on the use of proven processes. In spite of this ad hoc, chaotic environment, maturity level 1 organizations often produce products and services that work; however, they frequently exceed the budget and schedule of their projects.
- Maturity level 1 organizations are characterized by a tendency to over commit, abandon processes in the time of crisis, and not be able to repeat their past successes again.
- Level 1 software project success depends on having high quality people.

Lessons Learned – Capability Maturity Model

- The organization's set of standard processes, which are the basis for level 3, are established and improved over time. These standard processes are used to establish consistency across the organization. Projects establish their defined processes by the organization's set of standard processes according to tailoring guidelines.
- The organization's management establishes process objectives based on the organization's set of standard processes and ensures that these objectives are appropriately addressed.

Lessons Learned

- Lack of Overall Direction or Goal
- Many offices relocated frequently as plans changed
- Data network became a hodge-podge of band-aided services
- Duplicated Telecommunications Services

Lessons Learned

- Customer Confusion
- Inefficient processes
 - Duplicated processes
 - Ineffective process communication
 - Wasted efforts
- Operated under emergency procedures for up to 1 year in some instances

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QUESTIONS?