Expect the Best, Plan for the Worst and Prepare to be Surprised

A Real World Example of Resilience in Action

By Maureen Roskoski, Facility Engineering Associates

What is resilience?

Resilience is the ability to rapidly adapt and respond to disruptions. A great example of resilience is tennis player, Novak Djokovic. After almost five hours and five sets, he remained resilient as the game evolved and ended up the Wimbledon champion. However, when you start to apply the concept of resilience to an organizational level, it begins to take on an even larger definition, since resilience then involves maintaining the health and safety of people, protecting assets and all of the many moving parts involved in continuing business operations.

How do you start to develop resilience for your organization?

Organizational resilience is more than having an Emergency Plan. The emergency plan covers the first 24 hours, while business continuity covers the days and weeks after the emergency response phase is over. Careful business resilience planning can mitigate the impacts of a disruption and allow your business to continue to function or return to normal more quickly.

The process to organizational resilience can be broken down into the following five key areas:

1. Business Impact Analysis
2. Risk Assessment
3. Business Continuity Plan
4. Resilience Procedures
5. Training & Exercises

Committee Member Spotlight

Karen Adams, Senior Systems Consultant, NOS

Please provide a description of your current role and company.

I am Senior Systems Consultant at National Office Systems, Inc. (NOS). I have spent my career as a solutions specialist, working with clients to solve unique problems within their business environments. I pride myself on being responsive and providing excellent service and support to my clients. I am an advocate, always striving to focus on what is best for my clients’ needs and requirements. For my 20 years at NOS, I tell people that what I love most about my job is the amazing variety of business scenarios I have the pleasure of seeing and experiencing. The business of storage provides me with fascinating opportunities to experience unique collections and, in many cases, rare, “one of a kind” artifacts.

As NOS has evolved into providing technology solutions, I am involved in very interesting projects relating to tracking assets utilizing RFID technology and helping clients reduce their “real estate” footprint through digitization. The “after” is always rewarding!
From the President

The end of the year is fast approaching, and it’s been a mad rush to get things done or funded before the clock runs out or the new fiscal year starts, you name it. There’s so much going on that you’ve barely had time to come up for air. I keep asking for extra hours to my day. Well, at least, that’s how it has felt for me in the last month or two. Anyone else? In simpler times, facility management was all about running the building, making sure the lights were on, there was water, and people could get their work done without the inconvenience of things not working in their building. Today, there is so much more to worry about. Budgets and funding, space management and how it relates to alternative work places, even emergency planning and business continuity. We’ve seriously become a jack of all trades. Some of us have learned on the job, others through continuing education, and for our young professionals, they may have gotten this education primer already because the FM curriculum has evolved to include these issues. We’ve managed to keep those lights on and met those demands for more information and increased responsibilities. But do you feel like you’ve got all you need for doing the job of a facility manager?

I probably ask myself that question at the end of each week. What am I missing, what can I do better? You? Have you assessed your capabilities lately? Identified some gaps? If so, what are you doing to fill that gap? At the Capital Chapter we aim to provide educational content through our programs that will help our members fill that cup. Another way to fill the FM knowledge cup is through our FM Forums. Ever been to one? The FM Forums are meant for facility managers to get together in roundtable discussions. Discussions can be pre-structured around a topic, or just open discussion on what’s impacting facilities right now. They are a great way to share experiences with one another, share solutions to issues, or better yet, troubleshoot something together. Imagine if we could build a strong network of FMs to gather around a table to just talk shop. Think of all you could learn and the headaches that could be avoided if you just took some time to discuss current FM issues. I’m already seeing some success in this department, but don’t see enough FMs attending these forums. Perhaps you didn’t know about them, or don’t think you have the time, or don’t think you’ll know anyone there… you owe it to yourself to open up to this great networking opportunity. Interested? Can’t get away for a few hours in the morning? Why not host it at your facility? We’ll come to you! If you are an FM and want to learn more about this, contact us at staff@ifmacap.org.

Another great opportunity to build up your skills is to pursue a credential -- Facility Management Professional Credential (FMP), the Sustainability Facility Professional (SFP), and the Certified Facility Manager (CFM). We've got a great contingent of IFMA qualified Instructors in the Capital Chapter. We've partnered with schools like George Mason University (GMU) to offer the FMP, with other chapters to offer the SFP online, and have held CFM reviews on an annual basis. Don’t know where to start? Perhaps you know of others who are looking to get their credentials, but can’t seem to find an instructor led course that’s convenient? Or perhaps your company wants to have a group of employees go through one of these certifications, but would rather have someone come to your facility to do the teaching? Let’s talk! As an IFMA instructor myself, I enjoy the aspect of teaching, but more so connecting with others and helping people reach their full potential. I’m always happy to help and talk professional development with anyone who needs the advice.

So if you’ve not started to think about what’s next, I invite you to check out this free self-assessment tool (SF Tool) by GSA. The tool not only identifies education gaps, but also provides continuing education resources to fill those gaps. Hope to see you investing some of your New Year’s resolutions into your future through FM Forum participation and pursuing continuing education.

Wishing you and yours a wonderful holiday season!

Mayra

Mayra Portalatin, SFP
President Capital Chapter of IFMA 2018-2019
Facility managers have no shortage of options to choose from when selecting a technology solution. Between CMMS, CAFM, EAM and IWMS, there is a solution for every task and level of sophistication that relates to FM. Although the use of technology in FM in general is increasing across the board, the use of Integrated Workplace Management Systems (IWMS) software in particular is making a significant impact on the industry and is expected to continue to grow substantially. The current environment for new IWMS implementations is booming. According to a report by Verdantix, in 2018 alone, IWMS vendors grew their revenues from 15 to 20%, on average.

Although not every organization will need the most robust system, software solutions that fall under the category of IWMS are uniquely meeting the demands of the FM industry. It helps to look at the breakdown of what is covered in each category and some of the overlaps in functionality:

**Computerized Maintenance Management System (CMMS):** Tracks service requests, equipment records and spare parts

**Computer Aided Facility Management (CAFM):** Tracks data related to personnel, space and assets and generally links to visual floor plans

**Enterprise Asset Management (EAM):** Tracks the whole life cycle of assets from acquisition to maintenance and decommissioning

**Integrated Workplace Management System (IWMS):** Tracks everything from real estate portfolios to maintenance and building sustainability and links to visual floor plans

One clear difference between IWMS software and the other categories is the inclusion of real estate data. This brings the unique opportunity to track multiple properties and leases in combination with detailed space, asset, maintenance, and personnel data. A few market research studies published recently gives additional insight into why the market is trending towards IWMS. The results of the studies can be summarized into the following features that are unique to IWMS solutions:

- Ability to manage data through an integrated platform
- Option to use the solution alongside other software using open APIs
- Continued product development and increase in functionality

**Ability to manage data through an integrated platform**

Many firms have a long-term vision to centralize their real estate, asset and personnel data in a platform from a single vendor. Focusing on one integrated system helps to simplify reporting, provides a consistent user interface, and decreases the complexity of managing multiple applications.

**Option to use the solution alongside other software using open APIs**

Even though IWMS solutions integrate a lot of different FM tools into one interface, other departments across the organization will likely have their own dedicated system to carry out their own specialized tasks. Another benefit of using an IWMS is that many solutions are designed to work alongside third-party software using open application programming interfaces (APIs). An API is a set of communication protocols that specifies how the software components should interact so users can access and exchange data across independent software solutions, through a user-friendly interface.

**Continued product development and increase in functionality**

According to the Verdantix report, on average, IWMS solution vendors are reinvesting 20% to 25% of their annual revenue into product development. This trend is resulting in more functionality and automation in tracking data. For example, many space management solutions are now incorporating sensors and data from badge swipe systems to gain detailed insight into utilization.

These features of IWMS solutions, combined with the increase of IoT in general are bringing more capabilities that FMs can take advantage of. As the solutions continue to improve and become more accessible across verticals, the use of technology will continue to infiltrate the FM industry. The IWMS market alone is projected to grow from $2.3 billion in 2019 to $4.6 billion by 2024. With the demand for more sophisticated solutions and the supply of more advanced technology, it will be interesting to see how IWMS providers will continue to innovate and advance over the next few years.
Operation ENGAGE Capital Chapter of IFMA

Are you ready to accept a high-stakes mission? Join us for an evening of intrigue as we lift the veil of secrecy and expose the value of the Capital Chapter of IFMA. Start by taking a deeper dive into the world of intelligence and go undercover and test your spy skills on a mission as you travel through the International Spy Museum. Operation Engage begins as you discover ways to increase your FM knowledge, network, and professional development. As you work through an interactive maze to measure your skills and determine ways to enhance your career. More information

January 23, 2020
Pre-event Tours starting at 4:30
6:00 PM - 8:30 PM
International Spy Museum
700 L’Enfant Plaza, SW, Washington, DC 20024

Annual Golf Outing

Save the Date!

May 18, 2020
International Country Club
13200 Lee Jackson Memorial Hwy, Fairfax, VA

Haworth makes it. Price Modern makes it happen.
Holiday Party Celebration at The Yard House

On December 3rd, Capital Chapter of IFMA members and guests gathered to celebrate another successful year during the annual Holiday Party and Silent Auction. This year’s party was held at The Yard House in Washington, DC and included over 100 of our members and friends. Those in attendance had the chance to mingle, enjoy some food and drinks, and celebrate the holiday season. Thank you to our sponsors for their continued support, we could not have had such a successful event without them!

And a special thank you to our ‘Pint of No Return’ sponsor: Kimball

The silent auction raised approximately $2342 which will be donated to So Others Might Eat (SOME). SOME is a community-based organization that exists to help and support residents of Washington, DC who are experiencing homelessness and poverty. This donation will help support the SOME programs which include counseling, addiction treatment, and job training. SOME also helps to provide food, clothing and healthcare to those in need. Thank you to all of our members for their support in helping out those in need during the holiday season.

Thank you to everyone for your continued support of the Capital Chapter and Happy Holidays!
Expect the Best, Plan for the Worst and Prepare to be Surprised  

Continued from page 1

Business continuity plans

Whether it is wildfires in California, tornadoes in the Midwest, hurricanes on the East Coast, or security incidents throughout the country, disruptive events will happen, and they carry a significant cost, especially to organizations that are unprepared. There is evidence in the numbers. Think about what one hour of downtime means for your organization and how that will impact your ability to recover. The Business Continuity Institute (BCI) Horizon Scan Report of 2019 provided an analysis of 28 organizations that suffered financial losses of more than 7% of their annual turnover from disruptions in the last 12 months. The financial implications were significant:

- Health and safety incidents were the costliest event for organizations in this analysis, with losses of $1.2 billion, followed by reputation damage at $1.04 billion.
- Non-physical disruptions resulted in a combined loss of more than $450 million between cyber-attacks ($145 million) and IT and telecom outages ($308 million).
- The introduction of new technology, such as blockchain or artificial intelligence, amounted to $97 million.
- Developing a business continuity plan following a risk assessment can help you identify the highest priorities in which to focus your continuity plan.

Continued on page 7
Expect the Best, Plan for the Worst and Prepare to be Surprised

Although it is difficult to think of every situation you need to prepare for, you can conduct a risk assessment to identify which threats would have the largest impact on your organization based on likelihood and impact. A risk assessment identifies and analyzes business risks and associated threats. Prioritizing business functions through a formal risk assessment can lead to a better understanding of risk and help you identify strategies to respond. To help illustrate common risks and their impact on organizations, the BCI Horizon Scan Report provided a risk assessment based on disruptions that occurred in the last year. Respondents of the survey were asked to provide a score for both the frequency and the impact of disruptions:

**Figure 1. Risk and Threat Assessment from the Business Continuity Institute Horizon Scan Report of 2019**

---

**Communications protocols**

One very important part of the business continuity plan is the communications plan and protocols. The process of developing communication protocols involves identifying roles for each employee in the organization so everyone understands their part in the event. The number one question everyone should know the answer to is, "Who is in charge?" During an incident, it is critical that one person be in charge. It is also important to have one designated spokesperson who will communicate with your employees and the media. Having these roles clearly defined and communicated to everyone can help set expectations and keep employees calm during emergency situations. Developing communication protocols is a critical step in resilience planning. Effective communication during an incident can minimize chaos and miscommunications. It is also a good idea to identify backup employees for every role, in case the main employee is out of the office during the event.

*Continued on page 10*
Get the Most from Your Membership with CFM, FMP and SFP Designations

A key benefit of IFMA membership is maintaining professional growth through the facility management professional program which offers three designations: Certified Facility Manager (CFM), Facility Management Professional (FMP) and the Sustainability Facility Professional (SFP).

The CFM credential sets the industry standard for continuing the knowledge and abilities of practicing facility managers.

You can also earn the Facility Management Professional (FMP) designation, a knowledge-based credential demonstrating a proven comprehension of the basics of facility management. The FMP designation can be completed in approximately 12 months, and FMP candidates may customize their training to build the specific knowledge they need to meet individual goals.

The following individual recently earned FMP credentials: Nicholas Atwell, FMP, FRB

IFMA's SFP is an assessment-based certificate program delivering a specialty credential in sustainability. By earning your SFP credential, you will develop and gain recognition for your expertise in sustainable FM practices while impacting your organization's economic, environmental and social bottom lines.
IFMA Capital Chapter Scholarship Recipient Cailyn Poschner wins IFMA Foundation “Ignite FM! Student Challenge” at World Workplace 2019

Ignite FM!: The Student Challenge

Now in its second year, Ignite FM! is designed to showcase FM students and catapult their IFMA conference experiences throughout the world. This year, the Capital Chapter of IFMA scholarship recipient, Cailyn Poschner, was one of four team members to win this competition. Cailyn, an FM Student at Conestoga College and her team members Mohammad Aldaaja (ASU), Yujin Kim (ASU), and Victoria Smikowski (MIAD) were given three hours to solve a complex FM challenge. The FM problem was posed to the students by the Foundation’s Global Workforce Initiative Advisor and competition sponsor FM:Systems. In the audience judging the competition and eager to hire these talented students were Foundation GWI Advisors, Sodexo and ABM. The IFMA community supported these future FM super stars by watching the student scholarship winners present their team’s solutions with the goal of winning a US $1,000 prize. The audience was standing room only and they cheered on the students as they shared their innovative solutions. Their support helped ignite the future of our field!

The FM Adventure: The Napa Experience, February 8-9, 2020

Experience the passion for the profession and join the IFMA Foundation for an FM Adventure in Napa, California. What better way to spend the weekend than with industry friends or surprise a loved one with a holiday gift?

Help ignite the future of our profession by joining the IFMA Foundation Board of Trustees and the IFMA Board of Directors at the Silverado Resort. The event includes education, wine tasting and vineyard tours in support of the mission of the IFMA Foundation – to make FM a Career of Choice. Click here for more information.

Engaging students in a team competition fueled what will probably be lifetime friendships and the beginning of their IFMA global network. Students were thankful for the experience and the chance to work with other future FMs from different schools around the US, Asia and Europe. They learned how to compromise with globally diverse colleagues and make collective decisions.

SIP | SAVOR | LEARN

Join the IFMA Board of Trustees and the IFMA Board of Directors for the FM Experience and support the mission of the IFMA Foundation – to make FM a career of choice.
Training exercises

Conducting training and exercises can help organizations prepare for emergencies in several ways. Exercises help employees develop muscle memory of the processes. As you practice procedures and go through the motions, you build that muscle memory. It also helps employees have a better understanding of how they might react during an actual emergency. It takes frequent and effective training to build muscle memory. The goal for emergency response training and exercises is to prevent unwanted knee jerk reactions when it counts. Training exercises also help determine if your procedures work and identify new ideas. By acting out the scenarios, you may discover something new from employees interacting with one another.

When deciding which events to prepare for with exercises, refer to your risk assessment to identify high priority risks. The assessment can help identify where to spend your time in curriculum development and implementation. For example, many organizations do spend some time providing exercises for weather related events, but don’t have any plans in place for events like cyber attacks or health and safety incidents, two of the risks that were classified as an “orange alert” in the BCI risk assessment.

Bringing it all together with a real-world example

FEA has gone through the process of implementing these key features of resilience planning while on the journey to becoming ISO 22301 Certified (Fairfax Headquarters location). The process of becoming certified and building their business continuity management system put the foundation in place for FEA to respond to real emergencies in their Santa Rosa office. In October 2017, the FEA team put their planning to the test during the California wildfires:

- Sonoma Wildfires, October 2017
- Most destructive fire in California history (at the time)
- 6,810 acres burned
- 5,643 structures (Santa Rosa)
- 2,800 homes (Santa Rosa)
- $1.2 billion estimated damages
- 5% housing stock destroyed

Since FEA had both an emergency plan and a business continuity plan, they were prepared to react. Everyone knew their role and what to do in the immediate aftermath. As the incident progressed, the Santa Rosa employees were able to keep working during the disaster based on plans. During the 2017 wildfires, the FEA Santa Rosa office was closed for two weeks and employees were evacuated from their homes for most of that time. Our planning allowed us to continue operations and meet the needs of our clients.

We faced a similar situation again this past October:

- Kincade Fire, October 2019
- 80% contained as of November 4th
- 78,000 acres burned
- 374 buildings destroyed
- 180,000 residents evacuated
- FEA office and employees evacuated for 4 days

During this wildfire event, FEA was still able to continue operations and found the process went smoother than in 2017. We learned a lot about communication in the first event and streamlined our communication protocols to ensure consistent communications. This allowed all employees across the organization to understand how they would be notified about decisions and updates, which helped to ease anxiety and set clear expectations. By applying lessons learned from their previous experience, employees knew what to expect and were prepared. One lesson learned: having one alternative site is not enough. Our proposed alternate site burned to the ground.

Keep resilience planning fresh and relevant with roundtable discussions

To help FMs start to think about resilience planning, this information was presented at the CCIFMA Resilience Workshop held on November 13th. The workshop was a modified tabletop exercise where attendees were put in groups and each given the same emergency scenario to think through how they would react to the situation. The scenario progressed with new updates throughout the workshop to simulate a real-world situation. The scenario started in January and walked attendees through updates into March, an excerpt from the workshop illustrates the situation:

- 2000 Corporate Street is a 6-story, 50 year old urban office building in Arlington, Virginia. It has one basement level and three levels of garage parking below. There is minimal ground level open areas. Your firm has owned the building for 10 years and getting ready to relocate in late 2021. The building has been sold to a developer and is slated for a full demolition and construction of a new building. The building has aging mechanical systems with gas fired equipment that is reaching the end of its useful service life.
- When the crews enter the work area at 10:20, they smell gas. At the time they recognize the leak, an ignition of the gas causes an explosion and fire in the room adjacent to where the crews were working.
- The mechanical systems and the main electrical power has been heavily damaged. Sections of the basement sprinkler system have been destroyed. There is some damage to the structure limited to the rooms at and adjacent to the initial explosion. Fire Department command personnel have notified Fire Investigations, OSHA, Building Inspections and various public agencies to head to the scene due to the severity of the incident.

How would you respond to the incident? What communication protocols and training exercises would help you through this? Although each table was presented with the same scenario, the attendees had different ideas and perspectives to bring to the discussion. That is a unique benefit of attending workshops like this one, roundtable discussions bring multiple perspectives to the table and allows all attendees to consider how each person would react. From there, you can decide what might be a better approach for your organization and consider various approaches. You can (and should) develop tabletop exercises like this one to hold at your office, to get your employees thinking about these situations and start building that critical muscle memory.

Some interesting ideas that came up during the discussion include:
- Planning for evacuating disabled personnel
- Working with first responders
- Understanding your essential business functions
- Planning for your alternate site based on actual business needs

Looking at these examples both real world and fictional, you can begin to see how planning is essential. Although developing robust resilience programs involves the investment of time and money upfront, the cost of being unprepared is significant and unpredictable. Start by taking the first steps towards resilience and begin to identify how you will plan, react and communicate.
Committee Member Spotlight
Continued from page 1

How did you get involved with CCIFMA?
Many years ago, NOS realized the importance of facility managers and their impact and involvement with the products and services NOS provides. Initially, NOS only participated in several functions a year, later realizing that more involvement would be beneficial. I then became an Associate Member and have worked on the Partnership Committee for four years. NOS has been a corporate partner for four years and our affiliation with CCIFMA is 10+ years.

What is your current role within the Committee? What are your goals for this year?
As a member of the Partnership Committee, I work with the chairs to strategize on efforts to secure additional partners and event sponsorships. Our committee this year is focused on increasing annual partnership commitments by 10%.

What is your favorite part of working with the Committee?
It is always challenging to ask for money, or continue to “go to the well.” I understand and appreciate that the funds raised through our partners, contribute to professional development and help the association and the Professional Members.

What advice would you give to others who are interested in getting more involved?
CCIFMA is a fantastic organization full of wonderful people! Get involved to help others and hopefully develop meaningful relationships to ultimately help your firm.

What do you like to do in your free time?
I am a third generation Washingtonian and in my time away from work, I enjoy being with family engaging in outdoor fun, specifically near the water. As a true Marylander, I love crabs. I am a huge “dog lover” and enjoy putzing in my garden.

We offer a variety of move services to help manage your workload.

END-TO-END RELOCATION SERVICES

We offer:
- Project Management
- Daily or project relocation services
- IT technical services
- Recycling/purging services

Contact us today to lower your stress!
703.574.6754 | commercial@jkmoving.com

FM STUDIOS
ARCHITECTURE • INTERIOR DESIGN
www.fmstudios.com 703.563.0380

PEOPLE FOCUSED DESIGN
Looking for a Job? Looking for a great candidate to fill a vacancy? Visit the Capital Chapter’s Career Center and access jobs and candidates in the metro-DC area. The most recent job postings are listed below:

**Title:** Operations Manager  
**Company:** RSVP Catering  
**Location:** Fairfax, VA  
**Posted:** 12/4/19

The Operations Manager is responsible for overseeing and leading the work of a group of people in many instances. The manager is also responsible for planning and maintaining work systems, procedures, and policies that enable and encourage the optimum performance of its people and other resources within the company. Responsibilities and duties: Ensure all deliveries are made timely and complete; motivate and lead team; work in a high paced environment, driven by tight deadlines; effectively resolve conflicts; make difficult decisions in a timely manner; prioritize work and effectively at all levels of the company and vendors.

**Title:** Operations Manager  
**Company:** Jacobs Engineering  
**Location:** Alexandria, VA  
**Posted:** 12/4/19

Jacobs is currently seeking a full time Information Technology (IT) Infrastructure Operations Manager to provide full time, onsite support to a Federal client located in Alexandria, VA. We are in search of an effective and innovative individual to join our team, whose goal is to assist the agency in furthering their strategic mission, maintaining their IT enterprise and infrastructure, and supporting modernization of their platform and services, while providing excellent levels of customer service.

**Title:** Operations Manager  
**Company:** CVS Health  
**Location:** Reston, VA  
**Posted:** 12/4/19

The Operations Manager is a member of the store management team, and as such, fulfills the company purpose of helping people on their path to better health by driving store execution and performance while building consumer loyalty to CVS/pharmacy through a focus on excellent customer service. Under the supervision of the Store Manager, the Operations Manager will maintain an engaged, productive store team through strong leadership, demonstrating initiative and leading by example.
Special Thanks to Our Capital Chapter Partners

<table>
<thead>
<tr>
<th>PLATINUM</th>
<th>JK Moving</th>
</tr>
</thead>
</table>
| GOLD | FM Studios  
Siemens  
Spacesaver Interior |
| SILVER | Able Moving and Storage  
BRAVO! Facility Services  
CORT  
Eighth Day Design  
Haworth/PriceModern  
Kimball  
Miller’s Supplies at Work  
My Guys Moving & Storage  
NOS, Inc.  
Office Liquidation Solutions  
Procon Consulting  
Tarkett  
The Blue Book Network |
| BRONZE | Avitecture  
Facility Engineering Associates, P.C.  
Meridian  
milliCare by EBC Carpet Services |
Capital Chapter Upcoming Events…

Jan. 23: Operation ENGAGE Capital Chapter of IFMA
International Spy Museum, Washington, DC 20024

Feb. 11: DC's BEPS and Strategic Energy Management Planning for Facility Managers
Gensler, Washington, DC

May 18: Annual Golf Outing
International Country Club, Fairfax, VA

Sept. 30 - Oct. 2: World Workplace 2020
McCormick Center, Chicago, IL

For more information, or to register, visit the Capital Chapter website or call 703-691-IFMA.