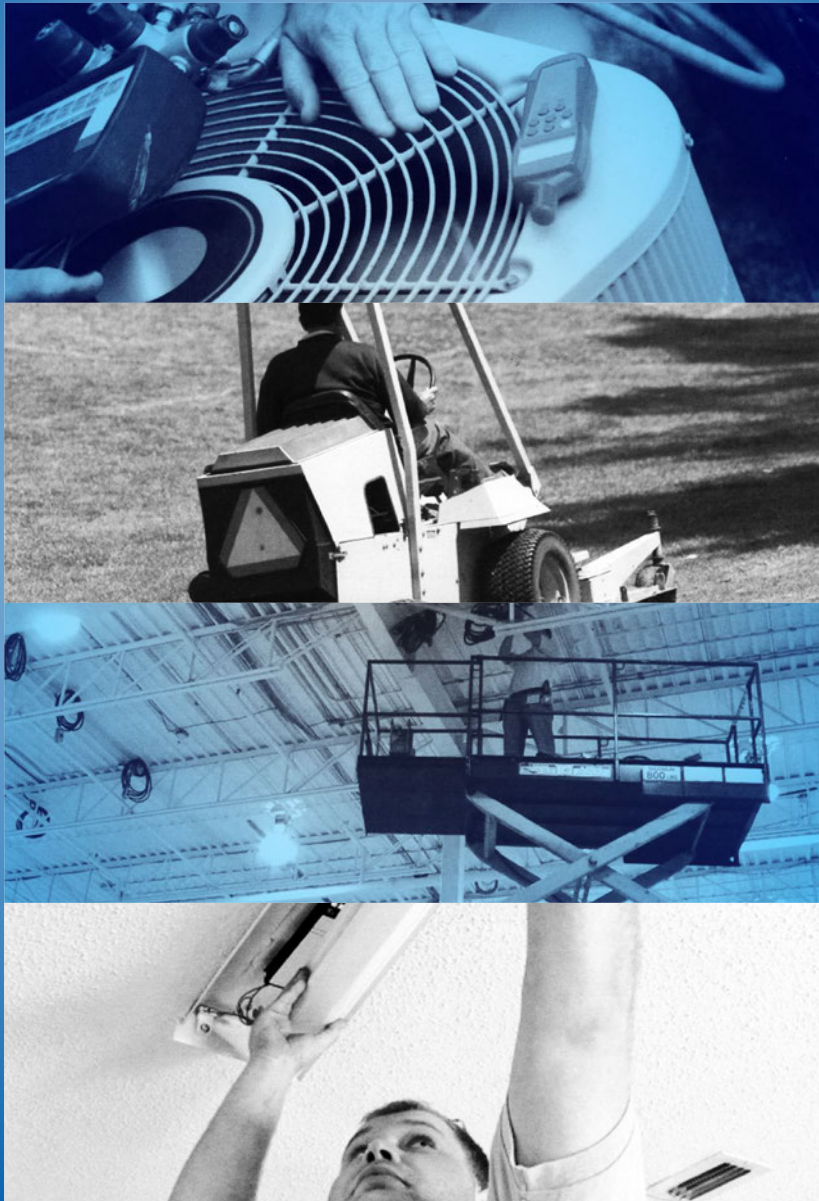


Church Executive

HELPING LEADERS BECOME BETTER STEWARDS.



Church Facility Stewardship

Presented by:
Cool Solutions Group



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I'm a firm believer that everything on earth belongs to God. Our money. Our houses. Our cars. The word of God. Our families. The people we encounter — and the facilities in which we worship. God has entrusted us with the stewarding of all these items.

For me, stewardship is less about what we give and more about taking care of what we have been given — of all that's entrusted to us.

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In our last chapter, we explored the vast contrasts between facility management and facility maintenance. The chasm has grown significantly over the past few decades. And, over the next several years, I believe it will grow at even a greater rate. Why?

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An article published by Corrigo, Inc. — specialists in work order and time-tracking solutions — shares the findings of a survey devoted to identifying the top five facility management challenges. Based on the feedback of 1,200 respondents, the results for commercial markets bear similarities to the challenges faced by church facilities managers.

By Tim Cool

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As I've studied the facilities management field and researched the cause and effect of the decay of everything we build, I'm more confused about why we, as God's stewards, do such a poor job of fulfilling those duties.

By Tim Cool

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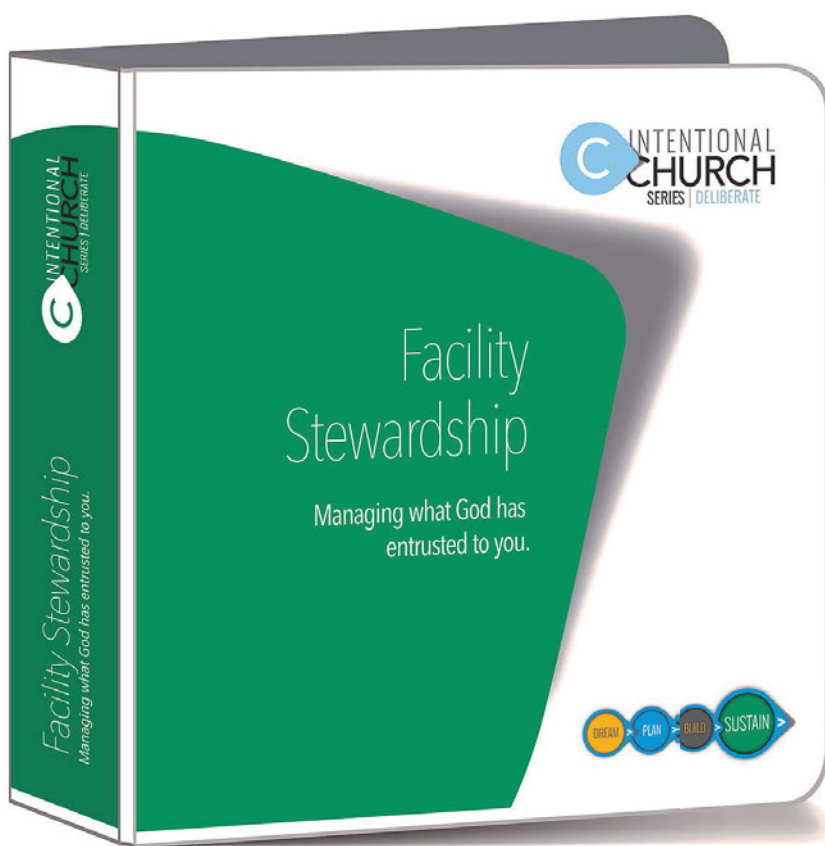
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An introduction to church facility stewardship



With the help of some of the facility management and church administration industries' best minds, series author Tim Cool and his team have compiled the first-ever resource — manual and workbook — of its kind to address the facility stewardship and management initiatives for churches: **Intentional Church Series: Facility Stewardship.**

By Tim Cool

I'm a firm believer that everything on earth belongs to God. Our money. Our houses. Our cars. The word of God. Our families. The people we encounter — and the facilities in which we worship. God has entrusted us with the stewarding of all these items.

For me, stewardship is less about what we give and more about taking care of what we have *been* given — of all that's entrusted to us.

So, how do we define "entrusted"?

According to dictionary.com, it can be defined as follows:

ENTRUST: *to charge or invest with a trust or responsibility; to commit (something) in trust to; confide, as for care, use, or performance*

What does **"entrusted"** mean to you?

To me, it means that when something (or someone) is entrusted to me, I'm responsible for it. It's my duty to watch over it, and to care for it. It sounds a lot like stewardship.

If you've grown up in the Church or been involved in it for any period of time, you've heard the term "stewardship." In almost every case, it probably referenced finances or raising money. Indeed, financial stewardship is a critical element of our spiritual lives, as well as the lives of our ministries.

But let me introduce you to a term that might not be so familiar: **facility stewardship.**

To explain what I mean by this term, let's break it down into its two root words:

FACILITY / FACILITIES — *something designed, built or installed to serve a specific function affording a convenience or service.*

STEWARDSHIP — *the act of being a steward; a person who manages another's property or financial affairs; one who administers anything as the agent of another or others.*

Clearly, stewardship isn't just about money and finances; it also refers to the care of and oversight for something belonging to someone else. It's very similar to "entrusted." Do you see the similarities?

Via the Environmental Protection Agency (EPA), even the government uses and embraces the word "stewardship." A section on its [website](#) defines "environmental stewardship" as *the responsibility for environmental quality shared by all those whose actions affect the environment.*

How the term applies to our church facilities

Do we really believe that God has entrusted our facilities to us, thus making us the stewards of their care and oversight?

I've witnessed churches and ministries spending millions of dollars in the construction and renovation of their facilities — but then fail to maintain (i.e., steward) them. The churches waved the banner of stewardship when raising money to build the facilities, but then neglected their care, management and maintenance.

To this end, another word that has become germane with this topic is *life cycle*. In general, a life cycle describes the various phases / stages in the life of a product, organization, software and any built environment, including our church facilities. One component of all life cycles is the "sustain" or "sustainability" element, which merely refers to the ability to last or continue for a long time.

A look at the *real* cost of ownership

In the case of facilities, when a regression analysis of a typical facility is conducted — factoring in the original cost of construction / development, financing costs (cost of money), and the ongoing operational costs over a 40-year period — the sustaining costs will consume between 70 percent and 85 percent of the total cost of ownership.

Calculating each element can be done as follows:

1) INITIAL COST

For this exercise, let's assume that our new ministry facility is 30,000 square feet and we built it for \$125 per square foot. Of that, the construction partner's fee was 4 percent, and we paid the design professional a fee of 7 percent of the construction value. We will also assume that the land has been paid for and is unencumbered of debt.

So, what do the numbers look like?

INITIAL COST: 30,000 square feet x \$150 / square foot = \$4,500,000 plus design fees = \$4,777,550

2) COST OF "MONEY"

Let's assume that we borrowed \$3 million to pay for the project and did so based on a 15-year loan at 6 percent, but we paid it off in seven years. In this scenario, you will have paid about \$1.1 million in interest.

3) COST OF OPERATION

Based on our research, as well as benchmarking provided by IFMA (International Facility Managers Association), the average church in America will spend \$4.50 to \$7 per square foot annually for janitorial services, utilities and general maintenance. A church will spend an additional amount in capital improvements in the \$1- to \$2-per-square foot range — and that's if the capital reserve account is started at the time construction is complete. This number grows significantly if you neglect the capital reserve account during the early years of the building's life cycle.

That would make the total cost factor between \$5.50 and \$9 / square foot. For the sake of this exercise, let's assume that we will spend \$7 / square foot for operational and capital reserve items. (This might be low, but we want the calculations to be realistic. I was recently contacted by Gary Gabriel from **CDH Partners**, who shared that in 2010 the Building Owners and Managers Association also used \$6.50 / square foot as its benchmark number. So, I think we're in good company here: 30,000 square feet x \$7 / square foot = \$210,000 / year.

COOL SOLUTIONS GROUP				LIFE CYCLE/ Capital Reserve Ca			
INFLATION FACTOR PER YEAR			3.0%	CHURCH NAME:			
Item/System	Location & other notes (bldg, room, area, etc)	Current Replacement Value	Years	Projected Total Replacement Cost (calculated)	Amount to be budgetted annually (calculated)	Installation date (m/yy) (OPTIONAL)	
Carpeting							
Sanctuary	1047 sq/yds	\$ 70,000	15	\$109,058	\$ 7,271	01-1998	
A - Rooms	378 sq/yds	\$ 25,000	13	\$36,713	\$ 2,824	01-1998	
C - Chapel	406 sq/yds	\$ 28,000	5	\$32,460	\$ 6,492	01-2009	
C - Parlor 307/309	240 sq/yds	\$ 15,000	15	\$23,370	\$ 1,558	01-1998	
C - Parlor 317/319	240 sq/yds	\$ 16,000	25	\$33,500	\$ 1,340	01-1998	
C - Nursery	836 sq/yds	\$ 58,000	25	\$121,439	\$ 4,858	01-1998	
D - Rooms	467 sq/yds	\$ 32,000	20	\$57,796	\$ 2,890	01-1998	
E - Rooms	1122 sq/yds	\$ 74,000	15	\$115,290	\$ 7,686	01-1998	
F - Office	1893 sq/yds carpet squares	\$ 68,000	20	\$122,816	\$ 6,141	01-2004	
A - Library	306 sq/yds	\$ 20,000	25	\$41,876	\$ 1,675	01-1998	
A - Hallway	526 sq/yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	
C - Hallway	622 sq/yds	\$ 41,000	20	\$74,051	\$ 3,703	01-2006	
D - Hallway	311 sq/yds	\$ 21,000	20	\$37,928	\$ 1,896	01-2006	
E - Hallway	289 sq/yds	\$ 20,000	20	\$36,122	\$ 1,806	01-2006	
F - Hallway	183 sq/yds	\$ 12,000	15	\$18,596	\$ 1,246	01-2006	
Hallway - Main	1778 sq/yds	\$ 125,000	20	\$225,764	\$ 11,288	01-2006	
Hallway - Middle School/Library	520 sq yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	
Hallway - Sanctuary Narthex	520 sq yds	\$ 35,000	20	\$63,214	\$ 3,161	01-2006	
HVAC							
Sanctuary unit 1	20 ton	\$ 45,000	15	\$ 70,109	\$ 4,674	06-2001	
Sanctuary unit 2	21 ton	\$ 45,000	15	\$ 70,110	\$ 4,674	06-2001	
Sanctuary unit 3	22 ton	\$ 45,000	15	\$ 70,112	\$ 4,674	06-2001	
Equipment							

Assume a 40-year life cycle (which is not that long) at 1.5 percent per year for inflation. Remember that operational costs are perpetual and paid for with inflated dollars; so, this is going to increase, and 1.5 percent is probably *too low*.

\$210,000 / year x 40 years = \$8.4 million + 60% (1.5% per year inflation for 40 years, without compounding) = \$13.44 million

So, let's look at what this means:

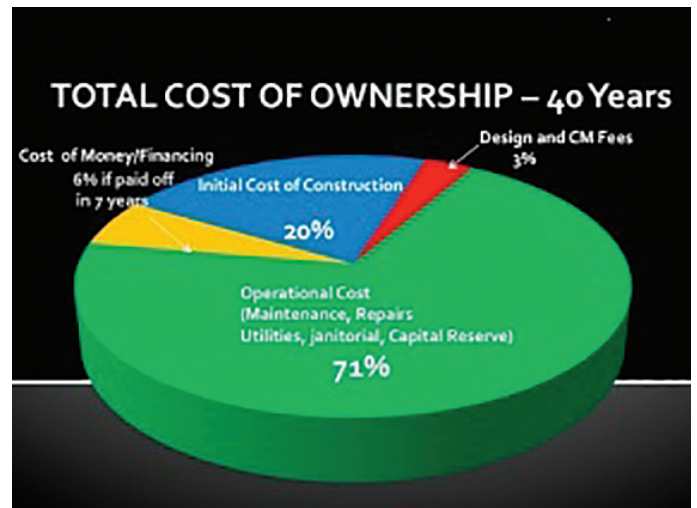
- 1) INITIAL COST, INCLUDING DESIGN: \$4,777,550
- 2) COST OF MONEY: \$1.1 million
- 3) COST OF LIFE CYCLE OPERATIONS AND CAPITAL RESERVE: \$13.44 million (That's \$448 / square foot. Ouch!)

TOTAL COST OF OWNERSHIP: \$19,317,550

Wow! That's a *big* number. (Note: Be sure to **download** a step-by-step PowerPoint calculating the Real Cost of Ownership.)

Now, here's the shocking part:

- The combined cost of the construction partner and the design professionals is only 3 percent of the total cost of ownership — but, it's the first place we try to save a few bucks.
- The construction cost (including design) is only about 22 percent of the total cost of ownership
- The interest paid is only about 6 percent of the total cost of ownership. ➡



That leaves ...

- **71 percent** of the total cost of ownership is in operation costs and capital expenditures.

As part of our analysis, we learned that State Farm Insurance had just completed a similar study on its company-owned facilities. The insurer determined it spend about 80 percent of the total cost of ownership of commercial buildings on operational costs over a 40-year period.

Further, a book was published in 1969 by The American Institute of Architects: *Life Cycle Cost Analysis 2: Using It In Practice* by David S. Haviland. In it, he states:

“The INITIAL DESIGN and CONSTRUCTION of a facility comprises about 15% of the total cost of a building over its 40-year lifespan. The remaining 85% is made up of the building’s OPERATIONS and MAINTENANCE COSTS.”

However you slice it, your facility stewardship (i.e. operational costs) are going to be the largest line item of your life cycle expenditures. The question is: What are you going to do to manage these costs?

Will you be proactive or reactive?

Will you adopt a DIY mindset or seek professional help?

When we think of facility stewardship, the “sustain” component is where we tend to focus our attention. This makes sense, given the number of existing churches that have facilities to maintain and steward. In comparison, only a very small percentage of churches are planning to build in any calendar year—usually 1 percent to 3 percent of all churches in America.

Even so, facility stewardship isn’t just for existing facilities; it actually has its origin at the planning and building facets of a facility initiative. Intentional facility stewardship starts at the point of dreaming a facility, then planning it and building it. In many instances, the time, energy and intentionality invested in these “precursor” activities will set the tone—if not the costs—of the long-term life cycle stewardship initiatives. Poorly designed and poorly built facilities generally cost more to operate, thus increasing the life cycle cost.

As you consider your facilities, are you being the best steward of these assets?

In the months to come, we’ll explore several aspects of facility stewardship in this “Church Facility Stewardship” Series and eBook. It’s our goal to help you church be intentional (read: efficient, effective) stewards of what God has entrusted to you. [CE](#)

“Church Facility Stewardship” Resources

Establishing Sustainable Facilities — Q&A with Kevin Folsom, Director of Facilities and Plant Operations at Dallas Theological Seminary (Dallas, TX)

Keeping Up Appearances: Often Overlooked, Church Maintenance is Essential to a Healthy Future — an informative whitepaper by Frank Halsey, president of Mid-Continental Restoration Co. Inc.

Dimes vs. Dollars: a compelling look at the true costs — and substantial savings — associated with regular preventive maintenance





Facility Management VS. Maintenance

By Tim Cool

Over the past 30-plus years, I have met with dozens of church business administrators, executive pastors, operations pastors / directors and facility personnel. I have observed their roles, job descriptions, budget, means and methods. As I have evaluated these experiences, I believe there to be a significant discrepancy between facilities *management* and facilities *maintenance*.



For many people, this might sound like a matter of semantics; but I think it's much, much deeper than two "words" that some would consider synonyms. In fact, I believe that many in leadership roles actually confuse the words and think they have staffed for one when in actuality they have staffed for the other.

Let me describe what I've witnessed, and then you decide if there is or isn't a difference.

Not simply semantics

First, let's explore how dictionary.com defines these two words:

man-age-ment

- 1) The act or manner of managing; handling, direction, or control
- 2) Skill in managing; executive ability
- 3) The person or persons controlling and directing the affairs of a business, institution, etc.

main-te-nance

- 1) The act of maintaining
- 2) The state of being maintained
- 3) Care or upkeep, as of machinery or property

As I've studied these definitions — and others — I see a few attributes that clearly set the terms apart:

- 1) **Management** appears to define the act of being proactive—developing a way to maintain the status quo, or just keeping things running / operating. ➤



to identify crisis before it happens, it will inevitably be able to diminish the negative consequences once it happens.

In many secular markets, the term “facility management” is often interchangeable with “asset management.” The church world, however, rarely envisions facilities as assets. In secular markets, facilities are usually an appreciable asset with depreciable tax benefits. For a church — a 501(c)3 — the buildings it builds and / or buys aren’t typically appreciable assets (although I’m seeing a shift in this line of thinking). In fact, many (if not most) church facilities are more of a liability from a value proposition, as they’re single-purpose structures, built to commercial construction standards, located in non-commercial settings. As such, they have a decreasing real estate value and many church leaders don’t consider them assets, but rather a means to an end.

Generally defined, asset management (facility management) is a strategically focused approach to making meaningful decisions related to the development, use, maintenance, repair, rehabilitation and preservation of an organization’s infrastructure — buildings, grounds systems, applications and so on.

Did you catch a critical part of that explanation? Did you see the other “m” word: *maintenance*? Management — whether of assets

2) **Management** requires a skill to lead and direct activities of an organization or team. It’s focused on the care, repair and / or upkeep of something which might be seen as reactive.

There has been much discussion and many books written about the difference between management and leadership. From a business perspective, I understand the differences. However, in this instance, I would suggest that facility management is more congruent with leadership than facility maintenance. In fact, if the industry would allow, I would change the name to “facility stewardship,” and those entrusted with these responsibilities would be “facility leaders” ... but, I rarely get my way.

What words could be used to describe management versus maintenance? Below are the word associations I suggest:

MANAGEMENT	MAINTENANCE
Proactive	Reactive
Preventive	Corrective
Lead	React
Plan	Respond
Systematic	Scramble
Save over the long term	Spend as needed
Increase life cycle	Band-aid fix

A reactive (maintenance) mindset is basically the “run it until it breaks” philosophy. It’s crisis-based by nature and denotes a tendency to come up with solutions well after problems develop. No actions or efforts are taken to maintain the equipment as the designer or manufacturer originally intended to ensure design life is reached.

Conversely, proactive management involves foresight. It involves real-time measurements that forecast the onset of system degradation, anticipating mechanical failure or end-of-life cycle deterioration. A proactive organization has contingencies in place. If a program is designed

or facilities — encompasses maintenance. Maintenance is not synonymous with management; management has a subset of maintenance. These are two very different skill sets and actionable items.

As part of the exploration of this topic, I asked for input from a number of facility (asset) management professionals. The audience I polled was a mix of church and non-church managers. Here are some of their comments:

I think there is a big difference between facility management and facility maintenance. Good facility maintenance has evolved over the past 30 years and should focus primarily on preventive maintenance. As your preventive maintenance programs evolve, you should see a decrease in reactive maintenance. Proactive, preventive (PMs), planning (maintenance planners), systematic (CMMS programs), save over the long term and increase life cycles. The facility manager not only oversees maintenance but also has tons of other responsibilities, like facility budgeting, energy, procurements — the list goes on. I know I have oversimplified the differences, and there are tons of variables based on organizational structure alone.

I agree with this respondent. The key word to consider is “oversees.” I believe that’s one of the primary differences between management and maintenance.

I think there is indeed a difference. [Facility management] can be defined as so much more than maintenance. [It] can and should be proactive in looking for ways to staff, save and service. Keeping up with the best tech ideas, security, “green uses” and more.

Also, [facility management] staff can look for ways to better set up, design and multi-use its “plant” rather than simply carrying out orders or manual instructions. In most church settings, these functions are last-minute “hiccups” and not well-thought-out or processed in to ministry systems. In short, [facility management] is working on — versus simply working in — a process, becoming a vital part of any ministry process and its total outcome!

I love that last sentence: working *on* and not *in*. When we focus on working in the maintenance issues associated with our ministry spaces, we forego the proactive part of working on. There's a huge difference.

We have been in the management business for nine years. The business thought that pops into my head is, if it gets to the maintenance stage, we haven't managed it very well.

Ouch! That one hurts – but, it's so true in so many facets of our lives and work. When working with a church during a construction project, if either party ever felt it was necessary to get an attorney involved or to submit an issue to arbitration or court, then, frankly, we didn't do our job. The same applies here.

There is definitely a difference between ["management" and "maintenance"] — mainly in the corporate world, but increasingly in the higher education area, as well. Facilities management in higher education is all-encompassing for the entire life cycle of an institution's infrastructure. By inference, this implies strategic oversight, leadership and vision.

Facilities maintenance, on the other hand — although critically important to how a campus operates — is highly tactical and usually reactive to change. Neither the management nor the maintenance side works without the other; so, the integration of strategic thinking and tactical implementation is essential to allow universities, schools and colleges to plan for the future.

Sure, there's a difference. Maintenance is just keeping what you have running smoothly and efficiently. Facilities management means planning ahead, seeking to improve, managing risks, learning what is available and so forth.

With all that said, there is maintenance that must be done. There will be emergency repairs. But, I'm convinced that the more proactive we are in our facility *management*, the less often we will be surprised and taken off point by the *maintenance* and repair issues of the day.

As you examine your facility stewardship personnel (and systems), what role do you really have on your team? Remember: if you're the church administrator or executive pastor and you have a facility maintenance person, you're the de facto facility manager.

Just one more title to add to your already lengthy list! ➡➡





Baseline Best Practices for Developing a Proactive Preventive Maintenance Program

The art of preventive maintenance involves noticing small problems and fixing them before major ones develop. A structural or mechanical breakdown is usually preceded by a long period of deterioration, which is often neglected because it is not obvious. A piece of equipment that is not lubricated on schedule, for example, will continue to function until a bearing burns out. Similarly, eroded mortar joints may be overlooked until a brick wall buckles. Preventive maintenance does not necessarily require a high degree of technical skill on the part of the Facility Manager. It is essential, however, that the manager understands what services are needed and arrange for competent service.

The following is a preliminary “checklist” of items that should be on every church’s “radar” as a minimum baseline for maintaining their facility.

PREVENTIVE MAINTENANCE CHECKLIST FOR CHURCHES

1. A regular schedule for changing Air Conditioner/Furnace filters has been established per manufacturer’s recommendation. (quarterly)

_____ Completed _____ In Progress _____ Not planned

2. A regular schedule and/or a preventive maintenance contract has been established for the air conditioner and heating. This should include an inspection of the centralized control software or other temperature control devices (quarterly)

_____ Completed _____ In Progress _____ Not planned

3. Per local codes, boiler/chiller maintenance and repair are scheduled. (quarterly)

_____ Completed _____ In Progress _____ Not planned

8-5-14



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4. Electrical outlets in public spaces, especially Children's Services, are child-proofed. (ongoing)

_____ Completed _____ In Progress _____ Not planned

5. A schedule is developed to replace batteries in devices using batteries as their primary power supply (i.e. rest room sensors, paper product dispensers, etc) (ongoing – depends on life expectancy)

_____ Completed _____ In Progress _____ Not planned

6. Domestic Water heater is inspected and drained per manufacturer recommendations (annually)

_____ Completed _____ In Progress _____ Not planned

7. A regular schedule of maintenance is determined for drinking fountains to address functional issues such as chemical build-up. (quarterly)

_____ Completed _____ In Progress _____ Not planned

8. Elevators and other lifting devices are inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

9. Fire Extinguishers are placed per local fire codes and a regular inspection schedule is established to insure proper operation. (annually)

_____ Completed _____ In Progress _____ Not planned

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10. A regular schedule is established to maintain the floor covering (carpets, tile, wood, floor mats, Etc.) (ongoing)

_____ Completed _____ In Progress _____ Not planned

11. Replacement bulbs and any equipment necessary to replace light bulbs is on-hand. (ongoing)

_____ Completed _____ In Progress _____ Not planned

12. Replacement bulbs and any equipment necessary to replace outdoor lighting is either on-hand or the source is established. (ongoing)

_____ Completed _____ In Progress _____ Not planned

13. Contracts for regular maintenance and/or materials and equipment are established for maintenance of grounds, including lawn, flowers, shrubs, trees, flag poles, yard irrigation, etc. (ongoing)

_____ Completed _____ In Progress _____ Not planned

14. Contracts and/or equipment and materials are established to maintain parking (as needed)

_____ Completed _____ In Progress _____ Not planned

15. Maintenance of exterior signage is planned. (as needed)

_____ Completed _____ In Progress _____ Not planned

16. A plan for painting of parking lot stripes is established (as needed)

_____ Completed _____ In Progress _____ Not planned

8-5-14



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17. Materials and equipment is on-hand or contracted for maintenance of restroom fixtures, including seals, valves, etc. (semi-annual)

_____ Completed _____ In Progress _____ Not planned

18. Procedures are established to repair, replace or add interior signage as necessary. (ongoing)

_____ Completed _____ In Progress _____ Not planned

19. A regular plan to inspect, clean and maintain smoke alarms and carbon monoxide detectors is established including battery replacement if necessary. (quarterly)

_____ Completed _____ In Progress _____ Not planned

20. Materials and procedures for snow and ice removal are established (as needed)

_____ Completed _____ In Progress _____ Not planned

21. A plan for regular maintenance of interior and exterior trash receptacles as well as recycling receptacles is established. (ongoing)

_____ Completed _____ In Progress _____ Not planned

22. Vendors and sources are established for repair and/or replacement of windows, doors and associated hardware (annually)

_____ Completed _____ In Progress _____ Not planned

23. A regular schedule of termite and other pests inspection and treatment is established. (monthly or as recommended by vendor)

_____ Completed _____ In Progress _____ Not planned

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24. A regular schedule of roof, mortar and foundation by a professional is established (annually).

_____ Completed _____ In Progress _____ Not planned

25. A regular cleaning maintenance schedule is established including daily, weekly, monthly and other routine tasks. (ongoing)

_____ Completed _____ In Progress _____ Not planned

26. Emergency and exit lighting is in place and a regular schedule of inspection is established to insure proper operation and battery backup. (semi annually)

_____ Completed _____ In Progress _____ Not planned

27. The facility is compliant with all electrical codes as determined by a professional (annually)

_____ Completed _____ In Progress _____ Not planned

28. A regular schedule of painting interior and exterior building components (ongoing and as needed).

_____ Completed _____ In Progress _____ Not planned

29. A regular schedule of pressure washing exterior of buildings (annually).

_____ Completed _____ In Progress _____ Not planned

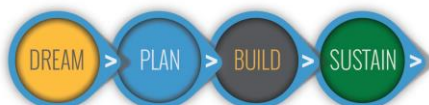
30. A regular schedule to inspect back flow preventer(s) (annually).

_____ Completed _____ In Progress _____ Not planned

31. Fire Alarm and Sprinkler Systems are inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

8-5-14



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32. Kitchen exhaust hoods should be tested regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

33. Grease interceptors/traps should be inspected regularly, per local code, and a preventive maintenance contract is established. (per manufacturer and code)

_____ Completed _____ In Progress _____ Not planned

34. Inspect and update First Aide and AED components (quarterly)

_____ Completed _____ In Progress _____ Not planned

35. Drain and test baptistery (if one exists) including the heater and auto-fill (semi-annually)

_____ Completed _____ In Progress _____ Not planned

36. Inspect and adjust playground equipment (quarterly)

_____ Completed _____ In Progress _____ Not planned

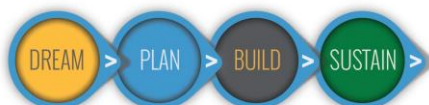
37. Perform flow and pressure tests on private fire hydrants (semi-annually)

_____ Completed _____ In Progress _____ Not planned

38. Clean gutters and down spouts (early fall and early winter as a minimum/ongoing)

_____ Completed _____ In Progress _____ Not planned

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39. Inspect, test, lubricate any pumps including but not limited to sump pump, water pumps, lift stations, circulation pumps, compressors, etc. (quarterly)

_____ Completed _____ In Progress _____ Not planned

40. Clean and inspect all building appendages and towers such as steeples and cupolas (annually)

_____ Completed _____ In Progress _____ Not planned

41. Test and run diagnostics on CCTV cameras, monitors and software (quarterly or as recommended by manufacturer)

_____ Completed _____ In Progress _____ Not planned

NOTE: This is not intended to be a comprehensive list, but rather to provide a starting point for the development of a facility specific PM program for your facility.

8-5-14



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Church - Facility Name		
Address		
Contact Person		
Phone Number		E-mail:
Date:		

	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	very Good	Good	Poor	in- operable					
Asphalt Condition									
Spaces/Stripes									
Handicapped Signs									
Park Space Bumpers									
Parking Lot Lights									
Street/Identification Signage									
Hazard Conditions									
General Accessibility including Ingress and									
Curb, Gutter and drainage Conditions									
Other									
Gates/Walls									
Concrete Pad									
Other									
Lawns									
Shrubs/beds									
Bed Slope									
Ditches, Swales and Culverts									
Detention/Retention Pond Condition									
Irrigation									
Patios/court yards									
Sidewalks									
Steps, Ramps and Stairs									
Fencing									
Other									
Equipment Condition									
Safety									
Other									

	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Roofing Elements									
Roof									
Gutters/scuppers/drains									
Steeple/Cupolas/Tower									
Awnings/Canopies									
Boxing (Fascia/Soffit/trim)									
Exterior Cladding									
Brick									
Stucco/EIFS									
CMU/Splitface									
Tilt Wall/Precast Concrete									
Siding									
Other									
Doors and Windows									
Hollow Metal Doors									
Store Front Material Doors									
Wood Doors									
Other Doors									
Operable Windows									
Fixed Windows									
Curtain Walls									
Miscellaneous									
Drive Through									
Directional Signs									
Building and General Exterior Lighting									
Other									
	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Floor Tile & Base									
Carpet and base									
Vinyl Flooring									
Athletic Flooring									
Painted Gyp Walls									
Painted CMU Walls									
Wall Paper Walls									
Other wall finishes									
Wall Finishes Restrooms									
Hard Surface Ceiling									
ACT Ceiling									
OTHER Ceiling									
Floor Mats									
Other									

	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Hollow Metal Doors									
Store Front Material Doors									
Wood Doors									
Other Doors									
Hardware									
Operable Windows									
Fixed Windows									
Curtain Walls									
Other									
	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Roof top Units									
Split systems									
Mini Splits									
Boiler/Chillers									
Vents									
Other									
	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
M - Toilet									
M - Urinal									
M - Sink									
M - Mirror									
M - Restroom Dividers									
M - Paper/trash receptacles									
W - Toilet									
W - Sink									
W - Mirror									
W - Restroom Dividers									
W - Paper/trash receptacles									
Drinking Fountains									
Janitors Sink									
Kitchen Sinks									
Hose Bibbs									

	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Overall Lighting Level									
2x Fluorescent Fixtures									
CFL Fixtures									
Recessed Incandescent									
Surface Mounted Incandescent									
Suspended/pendant Lights									
LED									
Exit Signs									
Emergency Lights									
Specialty Lights									
Theatrical Lights									
Dimming Panel(s)									
Occupancy Sensors									
Clear distance at Panels									
Panel Labeling									
Use of extension cords and power strips									
	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Smoke Detectors									
Fire Alarm Panel/system									
Fire Sprinkler System									
Fire Extinguishers									
	Condition				Needs Repair	Needs Re- placement	Est yrs of life	Does Not Apply	Comments
	Very Good	Good	Poor	In- operable					
Kitchen Equipment									
Ecclesiastical Equipment									
Conveying/Lift Equipment									
Moveable Partitions									
Athletic Equipment									
Casework/Mill Work									
Owner Reported AVL Issues									
Owner Reported FFE Issues									
Other									

[illegible]

The role of a facility manager: **THEN vs. NOW**

By Tim Cool

In our last chapter, we explored the vast contrasts between *facility management* and *facility maintenance*. The chasm has grown significantly over the past few decades. And, over the next several years, I believe it will grow at even a greater rate.

Why?

These facilities' levels of complexity require a certain level of expertise and proactive thinking. Additionally, houses of worship are being more intentional with the care and life cycle management of their facilities.

Yes, the days of the facility manager-as-lightbulb-changer are waning, and for good reason. A professional facility manager can make or break an organization's operational budget in a hurry.

Unlike some professions, facility management encompasses many different roles and skills. Not everyone in the facility or property management profession is responsible for all these roles. Some are responsible for specific functions as specialists; others are responsible for everything; others oversee all these roles through other specialists.

Regardless, it's important to have a working knowledge of each one so you can effectively deal with your colleagues, manage staff, or interface with external resources.

A pie-shaped diagram is the easiest way to represent the broad responsibilities in the facility management profession, since it includes so many different skills and responsibilities. This pie graph — which comes directly from *Managing Facilities & Real Estate* by Michel Theriault — shows the full range of facility management responsibilities.



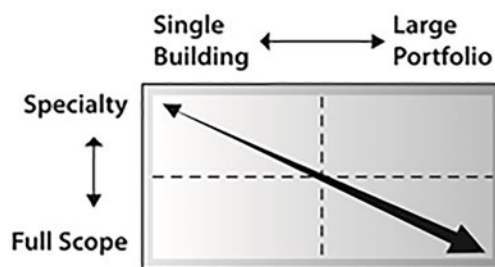
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Theriault further describes the role of the facility manager as follows:

You could categorize them or subdivide them differently, but the fundamental responsibilities are all within this diagram. Depending on your role, you may be responsible for all these elements or just a few. You may also oversee them all, but have other experts on your team who focus on a specific aspect of the role. Some of these specific areas are actually represented by their own professions when performed as a distinct, separate role. For instance, a portion of the chart covers both commercial property management and project management. The facility management profession actually encompasses both of those functions.

From this, you can see that it is impossible for any given FM to have all the knowledge and skills to perform all the roles that are frequently expected of them. In addition, many of the responsibilities are non-technical, and they are in

fact increasingly becoming strategic in nature. That's why a facility manager has to rely on other experts, whether on their staff or as contractors and consultants. The profession of facility management isn't just about the person with the facility manager title — it's also about the large supporting cast of specialists, experts and other professionals.



The facility manager's most useful skills are management- and leadership-related — particularly the ability to develop strategy, communicate, lead and manage resources. The top FMs in any large organization rose to their level because of those skills.

The issue of scope and responsibility is further expanded when you consider typical portfolios, which can range from a single building to a regional or national portfolio, and even an international portfolio of properties. Like many other professions, the larger the scope, the more people involved at different levels. Where a smaller property may have a single facility manager, a large portfolio may have a vice president of facilities, with several hundred staff under them.

The church world, however, doesn't think in these terms (as much as I believe it should). I get the sense that in most churches, the facility manager — or the operations manager — is the lowest position on the organizational chart and the first to get cut if the budget gets too tight. I have visited several church facility managers' offices (if you can really call them that) over the past several years. Some were large, caged spaces — some of them actually "fenced in" with chain link — in boiler rooms. Others were corners of leftover space, with no windows, basements, storage rooms, and so on. Is this really the way to treat someone who has been asked to steward millions of dollars' worth of Kingdom assets?

I wouldn't want my personal office to reside in one of these spaces. Maybe I'm just picky — but maybe not. Have you spent a day in the facility manager's office at your church? Did your clothes feel dirty when you got out of the chair? Probably; it's likely that that same chair had paint cans stacked on it before you sat down.

Do we think that the facility manager is less critical to the ministry's success than the youth pastor? Is this role less critical than that of the small groups minister? What about the accounting staff? If you said "no" to any of these questions, then why treat the facility manager like a second-class citizen?

Facilities represent a large part of any church's assets and expenses; yet, they don't usually receive the same attention as other parts of the organization.

While I agree that facilities are only a tool, they're a tool that requires care and stewarding.

I recently came across a blog that lists the top nine reasons why a company needs a facility management professional. I've modified it to be church-centric, but the same principles apply.

9 reasons your church needs a facilities management professional

- 1) Facilities are one of your church's largest assets.** They represent a significant cost of ongoing operations. A facility management professional has the knowledge to maximize value and minimize costs.
- 2) Facilities impact the church environment.** For staff, members and the congregation-at-large, processes and systems have a large impact on

ministry productivity. A facility management professional understands the church's mission and the interaction with the facility necessary to maximize ministry.

- 3) Facility accommodations require strategic planning to minimize costs and maximize value.** Whether the church is in growth mode or not, a facility management professional provides strategic direction and developmental guidance to achieve the results the church needs to fulfill its mission.
- 4) Sustainability is critical to the environment, the church and its members — as well as to community image.** A facility management professional provides the stewardship required to maintain leadership in the environment.
- 5) The environmental and legislative complexity of owning or leasing facilities represents a huge risk to the church.** A facility management professional navigates the requirements and mitigates the risk.
- 6) Facilities require an entire team of generalists and specialists to provide services.** A facility management professional understands how to make these resources work together to maximize value, reduce risk and minimize costs.
- 7) The facilities that house your ministry can require considerable effort to manage effectively.** A facility management professional takes on this burden and frees up other resources to fully focus on what makes the church successful in delivering its core ministry (Acts 6:1-7).
- 8) Managing facilities with an administrative resource or line manager (i.e., maintenance person) means it won't get the attention it deserves — and might put the church at risk.** A facility management professional has training, background and experience in all areas of the complex issues and services required to provide safe, effective stewardship to the church's facility assets.
- 9) A facility management professional has the experience and overall oversight for facilities issues.** This enables them to see patterns, track changes and identify risks that might have a future negative impact. Their knowledge enables them to take corrective action now to reduce your risk and costs.

Having said all that, it's not my intention to revisit the previous chapter's conversation about the difference of management versus maintenance. I haven't totally left the reservation, and I fully realize that costs and budgets are a real part of our everyday lives, both at home and at our church facilities. However, taking note of our entrusted responsibilities will make us better stewards of these tools.

As a final thought — and one that might feel contrived — let me challenge your thinking about the origin of the facility management profession: the *original facility managers were considered holy men*. Take a few minutes to read Numbers 3: 14-38.

I had never seen this before, but it jumped off the page and hit me like a ton of bricks.

God set the Levites apart and designated them as the first church facility managers. God personally assigned, consecrated and wrote the job description for the first facility managers for his house of worship. This is not just a play on words or me taking scripture out of context; this is real. Pay close attention to these verses:

25 *These two clans were responsible to care for the Tabernacle, including the sacred tent with its layers of coverings, the curtain at its entrance, 26 the curtains of the courtyard that surrounded the Tabernacle and altar, the curtain at the courtyard entrance, the ropes, and all the equipment related to their use. (NLT)*

And further down...

31 *These four clans were responsible for the care of the Ark, the table, the lampstand, the altars, the various articles used in the sanctuary, the inner curtain, and all the equipment related to their use. 32 Eleazar, son of Aaron the priest, was the chief administrator over all the Levites, with special responsibility for the oversight of the sanctuary. (NLT)*

Finally...

35 *They were assigned the area north of the Tabernacle for their camp. The leader of the Merarite clans was Zurriel son of Abihail. 36 These two clans were responsible for the care of the frames supporting the Tabernacle, the crossbars, the pillars, the bases, and all the equipment related to their use. (NLT)*

Don't miss this — not only were the Levite clans, as a whole, assigned these tasks, but God assigned leaders for each clan to oversee the performance of these holy duties. Sounds a lot like a facility manager's role.

Re-read verse 32:

Eleazar, son of Aaron the priest, was the chief administrator over all the Levites, with special responsibility for the oversight of the sanctuary.

Not only did the clans have overseers, there was a Chief Administrator (NIV = Chief Leader, KJV = Chief over the Chief of Levites). Whatever translation or version you want to reference, the point is obvious: someone needed to be in charge of the overall well-being of the sanctuary ... and that position was an elevated position in the eyes of God and the nation of Israel. This role was important enough that God personally set the ground rules for it and assigned the person he thought was best to address it. He did not instruct Moses to select slaves or the foreigners living with them. No — he picked the cream of the crop! The son of the High Priest was hand-selected to be "the man."

Think about this: Where in the scripture does it give such vivid instruction and place such honor on a role in the church for, say, the youth pastor? Singles pastor? Small groups pastor?

I can hear it now: *But Tim, those are ministers of the gospel. They are referenced all throughout scripture. You are taking this out of context. The "church" is the people, not the meeting place.*

I can hear others saying: But we are not under the law, like Moses and Aaron.

And for much of these arguments, I would agree. I would never place the importance of people's souls, lives and relationships above the designing, building or caring for *any* facility. I would never want to forego the gift of God's grace for a set of rules.

But, to use an old adage, have we become so heavenly-minded that we are of no earthly good? Have we so elevated other roles and functions in the Church that the role of those who have been entrusted to steward what God have given us is at the bottom of the organizational chart in our churches?

Think about it. ➡

Facility Manager

1.0 Function

The ministry of the Facility Manager is to bring glory to God by providing a safe, clean, efficient, hospitable environment for His people at XXXXXX to worship, serve and enjoy Christian company and fellowship. This is a full time position that requires at least 40 hours a week. Scheduling is flexible to meet the needs of the facility.

2.0 Duties & Responsibilities

The primary task of the Facility Manager is to manage the 4 areas listed. The duties & responsibilities that comprise this task are as follows:

- Safety: Initiate and monitor plans to prevent incidents resulting from negligence. (Ex: a burglary because we failed to lock doors or alarm the building)
- Schedule or conduct regular inspections of fire/burglar protection equipment and emergency exit systems.
- Assure compliance to fire codes when setting up rooms.
- Maintain lighting, plumbing, electrical and HVAC systems.
- Maintain elevator and scissor lift.
- Assure that warning signs are in place as needed.
- Support Safety Team as needed.
- As possible, provide physical presence during odd hours meetings.
- Cleanliness: Schedule work so that a consistent, noticeable level of cleanliness and order exists that reflects God's priorities. (There will be a general consensus that this is a clean church.)
- Schedule and participate in a work plan that includes vacuuming, cleaning, mopping, emptying trash, mixing chemicals safely and maintaining cleaning equipment.
- Interview and hire part-time employees consistent with budgeted hours.
- Manage trash collection service.
- Manage recycling program.
- Stay current on industry cleaning standards and trends.
- Efficiency: Target continual improvement in levels of service provided at decreasing cost. (We will be under budget yet suffer no loss in service.)

- Manage the purchasing of supplies to achieve lowest cost per use.
- Look for and suggest opportunities to decrease general facility operating costs.
- Participate in local benchmarking association.
- Hospitality: Provide accessible, comfortable, attractive grounds and building. (Reduction or elimination of valid, recurring facility complaints)
- Assure compliance to ADA regulations.
- Look for opportunities to serve disabled attendees.
- Schedule and participate in setting up rooms consistent with room type and event needs.
- Manage landscape service provider.
- Maintain irrigation system.
- Maintain church vehicles.

3.0 Accountability

The Facility Manager will report directly to the Director of Finance and Operations.

Qualifications

- XXXXXX member and XX member.
- Spiritual gift of serving.
- Physically able to perform standard janitorial and light maintenance tasks.
- Basic computer proficiency.
- Attention to detail.

Director of Operations

Reports to: Executive Pastor

Works: Monday through Friday, 40-50 hours

Direct Reports: (facility supervisor), (maintenance supervisor), (administrative assistant), (Security).

Scope

To help people do ministry better, the Director ensures a clean, safe and functional environment. The Director interacts with ministry leaders and staff to plan major events.

Schedule work—30%

- Review and plan service requests
- Purchase supplies (weekly) so that workers can stay on task
- Budget
- Plan maintenance & deferred maintenance of facilities
- Outside contractors

Reports & Meetings—30%

- Staff meetings, planning of special projects, envisioning with staff, troubleshooting with staff & volunteers

Development—10%

Staff Training & Development

- Training in particular fields (woodwork, welding). Reading on topics.
- Training meetings
- [safety meetings]

Future Planning

- Reading on motivation, training and future needs in maintenance, construction & facilities, emerging trends & technology (such as solar)

Special Projects—30%

- Implementing of special projects. Planning and scheduling with vendors. Supervision of vendors, punch lists, etc.

Position Description

Title: Facilities Manager

Reports To: Finance Manager

Position Summary

The primary purpose of this position is to oversee the maintenance and development of facilities. This is a full-time (37.5 hours) exempt position.

Major Responsibilities:

1. Insures and maintains that the church provides a safe environment (i.e. health standards, safety requirements, fire department standards, building security, etc.). Assists Finance Manager in ensuring adequate insurance coverage.
2. Develops and implements cleaning, maintenance and remodeling plans. Troubleshooter, responsible to be the point person in facility emergencies – HVAC, plumbing, landscaping, electrical, etc.
3. Supervises Receptionist, Membership Assistant, and IT Specialist.
4. Monitors the health/well-being of the campus, working

with vendors to insure that the church receives full benefit from contracts and insures all work is done according to agreement/contract.

5. Responsible for obtaining multiple quotes for purchases and contractual agreements, making recommendations to supervisor for budgetary items and preparing recommendations for OC/Board for capital expenditures that are beyond the budget.
6. Maintain fixed and capital asset file.
7. Assist Finance Manager in establishing adequate maintenance accrual and schedules for recommendation to the Elder Board.
8. Coordinate facility use of both internal and external ministries.
9. Oversee Shelby database.

Skill Set in Order of Importance

1. Communication
2. High organizational skills
3. Ability to handle multiple tasks and set realistic priorities
4. Ability to resolve conflict graciously
5. Troubleshooting

Facility Manager Job Description Summary/Objective

The facilities manager is responsible for managing the design, planning, construction and maintenance of equipment, machinery, buildings and other facilities. The position plans, budgets and schedules facility modifications, including estimates on equipment, labor materials and other related costs.

Essential Functions

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Oversees the coordination of building space allocation and layout, communication services, and facility expansion.
2. Plans budgets and schedules facility modifications, including cost estimates.
3. Inspects construction and installation progress.
4. Initiates planned maintenance programs for a variety of office equipment.
5. Manages the receiving function.
6. Manages preventive maintenance of facility equipment, including HVAC and office equipment.
7. Manages the telecommunication function.
8. Oversees the parking program.
9. Oversees the cleaning and maintenance of facility.
10. Develops and administers the annual budget.

Competencies

1. Customer/Client Focus.
2. Communication Proficiency.
3. Problem Solving/Analysis.
4. Project Management.

Supervisory Responsibility

This position supervises various contracting crews, including parking attendants, janitors and building maintenance personnel.

Work Environment

Work is regularly performed in a combination of office and shop environments and is regularly exposed to dust, odors, oil, fumes and noise.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to talk or hear. The employee is frequently required to stand; walk; use hands to finger, handle or feel; and reach with hands and arms.

Position Type/Expected Hours of Work

This is a full-time position. Standard days and hours of work are Monday through Friday, 8:30 a.m. to 5 p.m. However, the positions requires overnight on-call duty and the ability to work during nonstandard hours when the need arises.

Travel

No travel is expected for this position.

Required Education and Experience

[Indicate education based on requirements that are job-related and consistent with business necessity. See examples below.]

1. BS or associate degree with technical training in plant engineering or factory/plant maintenance.
2. Minimum of three to five years of progressive experience and responsibility in a maintenance field, two of which were holding a supervisory position directing a multifunctional maintenance staff.

Other Duties

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice. **CE**

TOP FIVE FACILITY MANAGEMENT CHALLENGES

By Tim Cool

An article published by Corrigo, Inc. — specialists in work order and time-tracking solutions — shares the findings of a survey devoted to identifying the top five facility management challenges. Based on the feedback of 1,200 respondents, the results for commercial markets bear similarities to the challenges faced by church facilities managers.

CHALLENGE #5: VENDOR MANAGEMENT — allocating work to the right vendors

Outsourcing is a big challenge; namely, companies trying to figure out their strategy for the amount of work they self-perform versus the amount they manage through vendors.

While this topic hasn't disappeared, it's not the driver behind operational change. According to the Director of Facilities at one restaurant chain: "Outsourcing work is a given — we know we're always going to do it to some degree. It's dealing with the changing amount of work, and the churn in our pool of vendors, that's the challenge."

Summary from survey: Improved vendor management increases the control you have over your operations. By implementing price controls, you can reduce your costs.

What facility managers are doing:

- Making vendor decisions based on accumulated performance feedback
- Recording and comparing information on vendor pricing
- Maintaining searchable records of vendor certifications



Conclusion for Challenge #5: There are many details to address when considering vendors and the real cost of using outside vendors, as well as staff resources. Also, be vigilant about the insurance.

CHALLENGE #4: MAKING CHANGES WITHOUT HAVING ENOUGH RELIABLE DATA

About 30 percent of survey respondents consider the capture of reliable data as one of the top two pressing needs in their organizations. This proved to be the case for both larger and smaller companies, although for somewhat different reasons.

Facility managers and directors of larger firms expressed the need to capture relevant historical data across all facilities and vendor types to make strategic decisions and to report out accurately on maintenance and repair spending.

Summary from survey: Capturing — and then using — the information associated with all your service and maintenance work equips you make informed, effective business decisions.

What facility managers are doing:

- Comparing spending trends across their organizations to target areas of waste
- Using historical repair data to inform new equipment and warranty purchase decisions
- Monitoring real-time progress on important repair work

Conclusion for Challenge #4: Historical and real-time data is critical to the understanding of past costs / trends, downtime and projection of costs for our ministry facilities. Develop or buy a system that can track this kind of data, or partner with someone who can do this for you. An Excel spreadsheet won't likely work unless you have a very small facility.

Be proactive, and don't "guess" about the past, current and future costs required to maintain the resources and tools God has provided.

CHALLENGE #3: GETTING MORE WORK DONE WITH FEWER RESOURCES

For nearly every company surveyed, increased workload was among the top three concerns. Given these belt-tightening times, it's no surprise.

One factor contributing to the increased burden on facility management teams is the reduction in field technician staffing. This might seem counterintuitive; however, as budget cuts move more work to vendors, the burden of vendor recruitment, selection and management falls to the facility management organization.

Summary from survey: Doing more with fewer resources isn't a temporary situation; in a competitive market, you'll always have pressure to keep operational costs as low as possible. To succeed in this environment, you need tools that extend your reach and productivity.

What facility managers are doing:

- Moving away from ad hoc communications by phone, fax and email
- Sharing a common platform with their clients and vendors to electronically process work requests
- Automating vendor job routing via intelligent systems

Conclusion for Challenge #3: Develop, buy or subscribe to a system that allows you to communicate with your vendors (not as the only form of communication) and tracks their ETA, pricing, insurance and performance.

Analyze how you will address the need to get more done with less — and if outsourcing is an option that can reduce cost and give you — the professional facility manager / administrator — the time to be strategic, not tactical.

Finally, don't be lulled into thinking your vendors will never go out of business or stop wanting to serve your facility. Remember: the only constant is change. Be prepared.

CHALLENGE #2: FINDING WAYS TO EXTEND THE LIFE OF EXISTING ASSETS

It's not just operational budgets that are being squeezed — capital expenditures are down substantially, as well. This translates to keeping existing equipment and assets up and running longer. For nearly 60 percent of survey participants, extending the life of existing assets was the #1 or #2 concern.

By way of analogy, consider healthcare. One could submit to a daily series of full diagnostic lab and physical tests, and this would undoubtedly help identify potential health risks as soon as they occur — but, at an untenable cost.

"The trick is to find the 'sweet spot' of how much testing and tweaking you need to do," says one facility manager from the grocery industry. For example, do you need to pay to have your HVAC drive belts checked once a month to avoid a potential expensive repair? Once a quarter? Once a year?

Summary from survey: Spending the right amount on preventative maintenance, and being able to back up that decision with accurate data, can turn a facility manager into a cost-saving hero.

What facility managers are doing:

- Comparing preventative versus repair costs on all asset types and adjusting preventive maintenance (PM) spending accordingly
- Using accumulated repair data to implement intelligent, predictive maintenance schedules
- Applying proactive maintenance on mission critical equipment

Conclusion for Challenge #2: Preventive maintenance — rather than corrective repairs — is a far better approach to caring for the resources God has entrusted to us. These are real dollars: be good stewards of these dollars and resources. This means you must be proactive to understand the facts, and not just make assumptions.

Become a wise steward of your facilities. Like anything in life worth having (like our spiritual life), it takes discipline, hard work and planning.

CHALLENGE #1: SAVING MONEY

Topping the list of concerns for this year was (without a doubt!) saving money.

When asked how they would like to accomplish this objective, the facility managers surveyed tended to fall in to one of three general categories:

1) Call avoidance — "I'm not sure how many unnecessary service calls we've paid for this year," says one facility manager. "But, the number is greater than zero, and that's too many."

The logical first place to look for repair call savings is to avoid them altogether — or, at least, as much as possible.

2) Warranty work management — This category represents "low-hanging fruit" for the facility manager looking to save money: don't pay for work that's under warranty. As simple as this sounds, tracking the warranty coverage on the large number of complex assets and equipment is a complex task.

3) Price control — While planned maintenance work, by definition, can be budgeted with some degree of accuracy — and prices can be prearranged for regularly scheduled services, such as janitorial and landscaping — it's also possible (and highly recommended) that facility managers set pricing guidelines with their reactive repair vendors.

Just because repair work is unpredictable and unscheduled, that doesn't mean you don't have control over it.

Summary from survey: Facility Management might be considered a cost center, but it also holds tremendous potential to impact a company's profitability. A dollar saved by a facility management team goes directly to the bottom line. That's why cost savings is a bottom-line concern for facility management professionals.

What facility managers are doing:

- Avoiding unnecessary repair costs through client self-help systems and knowledge bases
- Flagging all assets and equipment under warranty to prevent unnecessary payment
- Establishing and monitoring not-to-exceed pricing agreements with vendors

Conclusion for Challenge #1: In today's economy (and frankly, it should be the standard in every economy since we're stewards of something that doesn't belong to us), we're looking for ways to save money. Sometimes we can't see the obvious items that will allow us to be more efficient and effective. The principles addressed in this segment are right in front of us. They aren't rocket science, but they do require several things:

- 1) Understanding of what costs we're incurring
- 2) Tracking and maintaining records of items covered by a warranty
- 3) Being diligent to document warranties for all work when applicable
- 4) Establishing processes and procedures that will save you time and money through an NTE process.

Again, these are not rocket science — but you *do* have to be intentional! **CE**

UNPACKING THE TOP 5 FACILITY MANAGEMENT CHALLENGES

By Tim Cool

Identifying the 5 biggest facility management challenges is the first step — but now what?

What practical things can church leaders do?

What issues and considerations need to be vetted?



The following are practical thoughts and commentary related to these challenges. Let's "unpack" them together.

CHALLENGE #5: Vendor management: allocating work to the right vendors

How to unpack it:

1) Having the right vendors working on our facilities is important. Some key questions:

- Are they qualified?
- How do we qualify them?
- Where did we find them? (The phone book?)
- Do we know their fee structures?
- When was the last time we explored other vendors?

These questions should be examined on a regular basis to ensure we have the right people serving our facility's needs.

2) When was the last time we explored the "real" cost of our vendors? These include not only the invoice from the vendor, but also the cost of locating a vendor, scheduling the work, coordinating the work with your facility's scheduled events, overseeing the work, inspecting the completed work, reviewing the invoice, paying the invoice, addressing "call-back" issues with the work, and so on.

Additionally, do you know the real costs when you have on-site staff perform certain tasks? It might appear cost effective to have an on-site staff member address certain repairs or tasks, such as painting or the like — but is it, really? Or, are you only

making that leap based on *part* of the information? Consider:

- What's that person's wage?
- What's the cost of the labor burden / benefits? (Do you also provide items such as a computer, vehicle, uniform and so on?)
- How much does it cost to manage that person?
- Does the simplest of tasks take longer to get accomplished than if it was performed by a paid professional in that trade?

It's critical to understand these real costs to determine if you're actually paying more than you realize.

3) Having insurance on all vendors on your site / in your facilities is critical. It's important to know the vendor has insurance, but it's even more important to have a copy of the insurance certificate and to track the expiration dates of each. It's recommended that you obtain a Certificate of Insurance on each and every vendor, including General Liability, Workers Compensation, Vehicle, as well as an Umbrella rider. This is for the church's protection from significant expense in the case of a claim, as well as potential legal action.

Then, you should keep a record of all vendors, along with a log of expiration dates. It's recommended that you require vendors to give you a copy of an updated certificate prior to expiration.

CHALLENGE #4: Making changes without having enough reliable data

How to unpack it:

1) As a general rule — at least in my experience — most churches do a substandard job of tracking the real costs associated with their facilities. I know of some churches that retain full-time professional facility managers and have invested in Computerized Maintenance Management System (CMMS) software for tracking maintenance issues, repairs, work order management, preventive maintenance (PM) and historical data retrieval, but most don't. Rather, the majority of churches use a spreadsheet, Post-it Notes or a legal pad ... if anything at all. There's no way to stay on top of trends — or even plan for the future — without a deliberate, proactive process for tracking and projecting facilities issues.

2) Without this kind of historical data, how can we realistically project future year's budgets?

Do we just *guess*?

Do we put enough money in the budget for Band-Aid issues only, and then cross our fingers and hope for the best?

We suggest a more proactive, forward-thinking process be implemented into your budgeting process. However, you can't implement this kind of thinking without clearly knowing the life expectancy of your systems and components, or without knowing the real costs of maintaining your facilities.

3) The data needed is far more than just historical — it's also real-time. Ask:

- How long does it take our team to respond to a repair issue?
- Do we wait for the trustees or deacons to have a monthly meeting to address these issues?
- How long is the downtime caused by repairs? How do these downtimes impact our ministries?
- Do we have systems and process in place to reduce downtime?

In "church-speak," we don't often consider the costs associated with downtime. Yet, if we were operating a hotel and the air-conditioning went out — or if we owned a retail store and the plumbing flooded the building — we could determine the exact cost associated with every minute, hour and day of downtime.

And what about the "eternal" bottom line for our ministries? Is that not even *more* costly than the monetary loss of a retail store?

CHALLENGE #3: Getting more work done with fewer resources

How to unpack it:

1) Over the past several years, many churches have reduced staff. Most of these reductions have been in the areas of business / financial administration and facilities. This means the staff members left in the wake of these cuts are tasked to do more with less. Less budget = fewer resources = less money.

Yet, their organizations expect the same level of work to be accomplished, or that their facilities remain in the same (if not better) condition. This is a juggling act that's becoming very challenging.

Personally, I've met with several facility managers who are overwhelmed with the level of tactical responsibilities now on their plates. It robs them — and their organizations — of their ability to think and plan strategically. They've become "firemen," not managers. And if we need firemen, we can hire them for far less than the cost of a professional FM.

So, what do we *really* want our administrators and facility management staff to do? Each ministry needs to ask and answer this question — and face the realities and ramifications of the answers.

2) I'm a firm believer of documenting salient discussions and communications. It's far too easy to get busy and not document what was discussed, what the agreed-upon ETA for the work was, or the anticipated cost. Does the vendor have the adequate insurance? The list goes on.

Having a system for documenting vendor interactions that interfaces with your historical tracking is critical for understanding the issues associated with your vendors — their performance, costs and reliability, and insurance.

3) Vendors will come and go, particularly in today's economic environment. What's your plan for interviewing, qualifying and using new vendors? Are you merely going to let your "fingers do the walking?"

I like the quote: "Dig your well before you get thirsty." Have a plan for how you'll address vendor turnover, or even church members doing work who leave the church. Don't wait until the last minute.

CHALLENGE #2: Finding ways to extend the life of existing assets

How to unpack it:

1) In many churches and ministries, when times get tough, "non-ministry essentials" are generally cut or reduced: often, staff positions, programs or functions.

As a result, the grass might not get cut as often. The IT director might be laid off. A decision might be made to change your HVAC preventive maintenance from quarterly to biannually. Regardless of the item, these types of items get cut first.

On the other hand, when we're in an upswing and ahead of budget — and have excess cash — most churches don't stop and think about setting up a capital reserve account or reviewing their lifecycle cost projects (as if they have those, anyway), or increasing the maintenance budget. We immediately think we should add more ministry staff or look at a new building, even if our old buildings aren't well-maintained.

Again: We need to add staff, facilities and the like; but, we need to balance this with the need to maintain the tools and resources God has entrusted to us.

2) Again, most churches don't have a good system or process for tracking the real costs of preventive maintenance. If you don't track and document lifecycle costs and the costs of preventive maintenance versus repairs, how will you be able to determine if you're spending too much on repairs? How will you be able to determine if \$1,000 a year of preventive

maintenance could extend the life of an asset by, say, five years? (For example, if you could spend \$1,000 a year to extend the life of a 10-ton HVAC unit — which has a replacement cost of about \$20,000 — would that be wise stewardship?)

But, if you're not looking at your church's assets from that perspective, how will you know? I'm sure you've heard the saying, "Knowledge is power." In this case, knowledge is *more* than power — it's wise stewardship.

CHALLENGE #1: SAVING MONEY

How to unpack it:

1) How many times in this past year have you called a vendor to address an issue, only to find out later it was the wrong vendor — and, as a result, you had to call someone else? Did you have to pay both companies, even though the first vendor was the wrong one?

"We have stained ceiling tiles, so it must be a roof leak." This is a claim church leaders make far too often. While a leak in the roof is a possibility, it could also be a plumbing leak, or a fire sprinkler leak, or an HVAC condensation drain / pan leak. Knowing the right vendor to call — so you only pay for the *right* service — requires your facilities team to be able to recognize and evaluate these issues and make a determination based on that evaluation.

I'm not suggesting you (or anyone, for that matter) will get it right every time. But, if you can reduce your service calls by even one, that's real dollars saved.

"[W]hen we're in an upswing and ahead of budget — and have excess cash — most churches don't stop and think about setting up a capital reserve account or reviewing their lifecycle cost projects (as if they have those, anyway), or increasing the maintenance budget."

2) Warranty calls can be a real irritant — particularly if you have vendors that don't live up to the warranties they committed to provide; but, as above, prudence and diligence to understand what labor and materials are under warranty can save the church real dollars.

Warranty items aren't just associated with new construction or new equipment, although those are most common. Most labor performed on repair services should have some level of warranty unless expressly agreed to otherwise in writing.

When a vendor gives you a quote, and you agree to use its service, ask the vendor to include its warranty provisions on the quote you both sign. *Get it in writing!* While verbal warranties might hold up in a legal battle, written is always better and gives you the documentation to enforce the warranty with that vendor or possibly their suppliers / manufacturers. Don't just give in and pay for warrantied work because it's too much of a hassle.

There might be emergency situations when you must involve another vendor to remedy the situation. Even so, keep records of your attempts to resolve the issue with the warranted vendor — as well as your costs from the performing vendor — and work to collect these funds after the emergency has passed.

These five challenges only scratch the surface of the challenges facility managers face every day. Remember: These are resources which God has entrusted to us. It's incumbent upon our churches to not take them lightly — be intentional! **CE**

ADDITIONAL RESOURCES:

Save time and money using a Computerized Maintenance and Management System (CMMS)

7 tips for addressing high-traffic restrooms





Proactive, preventive maintenance is the way to go

Preventive maintenance
isn't rocket science!

By Tim Cool

As I've studied the facilities management field and researched the cause and effect of the decay of everything we build, I'm more confused about why we, as God's stewards, do such a poor job of fulfilling those duties. We would rather put off today what we can go into debt for tomorrow.

Hmm. Is that good stewardship? Sounds like many government officials.

I have great respect for **Kevin Folsom, director of facilities**

and plant operations at Dallas Theological Seminary. He "gets" the need to be proactive. He wrote a white paper entitled, *Sustainable facilities vs. Sustainable Facilities*. (Download it [HERE](#)) It's an excellent resource; and frankly, some of it is over my head — Kevin is one smart dude!

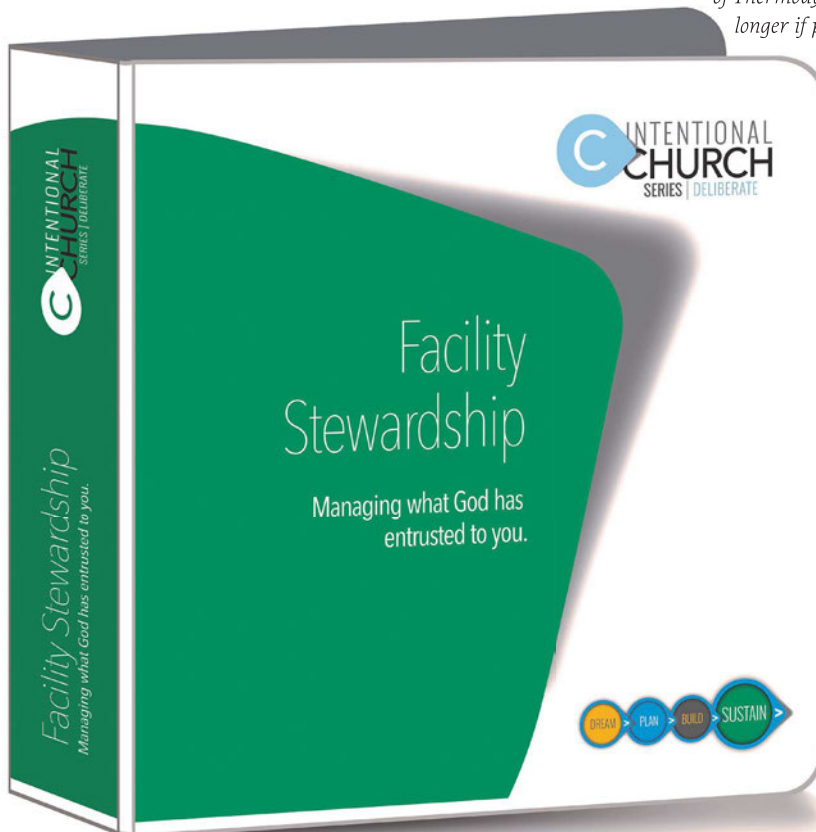
Here's a quote:



There are numerous levels that can be used to go about this, but to start we have to remember our early physics lessons in high school about the Second Law of Thermodynamics. Everything we build will decay, but it may last longer if properly maintained. So, here's a puzzling question... If we build facilities that the natural law causes them to decay at fairly predictable rates throughout its birth to burial, why do we not plan for it?

Let me share one more quote from an interview Kevin did with [facilitiesnet.com](#). (Download it [HERE](#).)

*"Let's step back and look at the big picture for a minute. An appropriate preventive maintenance program should be funded on average at 1.5% of the **CRV (Current Replacement Value)** of a facility. Using the Fram analogy, which is much like a really small facility, 1.5% of a \$20,000 car is \$300 per year. The equivalent would be to pay someone to come to your car's location to provide maintenance and inspections, while working around your schedule to prevent interruption. That sounds like a pretty good deal to me."*

So, how much is the **CRV** of your ministry facilities? How much are you budgeting each year to maintain these God-given resources? It might be time for a facilities management / maintenance audit to determine the CVR and if your capital reserve planning is adequate.



December 2015							 	
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
29 11a - 12p Family Focus	30 6p - 8p Retirement 101 AWANA Start Date: 12/27 End Date: 12/27 Setup: 6:00 Start: 6:30 End: 8:00 Teardown: 8:15 Owner: Leif Eriksen Facilities: Room 101 Services: Child Description:	1 8a - 9:30a Prime-Time Exercise Class 10:15a - 11:45a Staff Meeting 6:30p - 8p Story Time with Friends 6:30p - 8p Men's Basketball 7p - 9:30p Prayer Ministry	2 6:30p - 8p AWANA	3 8a - 9:30a Prime-Time Exercise Class 6:30p - 8p Men's Basketball 7p - 9:30p Prayer Ministry	4	5 6a - 7a Spinning Class 10a - 11:30a Divorce Care 12:30p - 3:30p UPWARD Flag Football & Cheerleading 6p - 9p Teen Talent		
6 11a - 12p Family Focus 5p - 6:30p Feed the Homeless	7 6p - 8p Retirement 101 AWANA Start Date: 12/27 End Date: 12/27 Setup: 6:00 Start: 6:30 End: 8:00 Teardown: 8:15 Owner: Leif Eriksen Facilities: Room 101 Services: Child Description:	8 8a - 9:30a Prime-Time Exercise Class 10:15a - 11:45a Staff Meeting 6:30p - 8p Men's Basketball 7p - 9:30p Prayer Ministry	9 6:30p - 8p AWANA	10 8a - 9:30a Prime-Time Exercise Class 8a - 9a Team Building Meeting 6:30p - 8p Men's Basketball 7p - 9:30p Prayer Ministry	11	12 6a - 7a Spinning Class 10a - 11:30a Divorce Care 12:30p - 3:30p UPWARD Flag Football & Cheerleading		
13 11a - 12p Family Focus	14 6p - 8p Retirement 101 7p - 9p Elder / Deacon Mtg.	15 8a - 9:30a Prime-Time Exercise Class 10:15a - 11:45a Staff Meeting	16 6:30p - 8p AWANA	17 8a - 9:30a Prime-Time Exercise Class 6:30p - 8p Men's Basketball	18	19 6a - 7a Spinning Class 10a - 11:30a Divorce Care 12:30p - 3:30p UPWARD Flag Football & Cheerleading		

Event Scheduler

But what about the day-to-day stuff?

What does it mean to be proactive versus reactive?

In the [second chapter of this series](#), we explored the significant differences between management and maintenance. Now we need to drill down another layer and look at the differences between proactive and reactive maintenance.

Recently, I was tracking a [LinkedIn](#) conversation with a Facility Management (FM) "group" of which I'm a member. I found the discussion very interesting; I think you will, too.

Keep in mind these are people providing facility management services in the "secular" arena (for example, complex commercial buildings — but wait: our ministry facilities are also complex commercial buildings. Hmm.) As you read these takeaways, substitute the word "company" with "church" or "ministry."

Here's the sequence of discussions:

- You missed a critical part of the equation to switching from reactive to proactive. FMs need time to analyze information, develop a strategy, and implement things that are proactive. Unfortunately, they're often too busy with the day-to-day issues and headaches.
- Many of them also are very hands-on, get-things-done kinds of people who don't think they're earning their pay if they spend time in the office (or somewhere else, preferably) simply thinking and planning.
- I gave a seminar at the IIDEX / Neocon conference in Toronto last year about selling FM in your company. I talked about this issue as one of the reasons the profession isn't as respected as those of the finance, HR, law, engineering and other roles in their company. (TIM COOL INSERT: ... or the "pastoral staff," or the ministry initiatives.)
- FMs need to step off the treadmill every now and then in order to switch from being reactive to proactive and strategic.

• I'm going to jump in here and say of the 6,508 members in this group I bet every single one has had show-stopping failures that grab all of your resources in a single minute. I managed 45 facilities in 33 states; over 3.5 million sq ft and I did not have a single toolbox on my staff. I have one heck of a contact database though! I totally agree that preventive maintenance is the only way to stay ahead of the curve, or "stay out of the vortex" as I like to say, but the only way to maintain your sanity is to make strong ties to project management consultants that can hit the ground running on any issues and jump right back on the sidelines (and off your payroll) as soon as issues are resolved.

- If you're like most and you are under-resourced when things are going well, there is no way you can put monitoring management in place, keep it updated and handle failures (they will happen anyway) without reaching for outside help.
- All the above are excellent points and critical to running a professional FM department. I think the difference between being considered a low-paid "necessary evil" for the company and a respected, higher-paid professional is the strategic planning and value-driven dynamic.
- In summary, I feel that a balanced approach works best with different service levels depending on what's being maintained. There's no right or wrong answer in the planned-versus-reactive debate, but one thing is certain — any FM strategy needs to be underpinned by accurate and comprehensive asset data and a detailed understanding of the underlying business need.

So, how are you doing in developing a professional, proactive and strategic facility management department (or plan) for your church and ministry? Are the facility management efforts at your church the proverbial "redheaded stepchild" of the ministry? Is FM only a necessary evil, or is it a critical part of your overall stewardship initiative? If it's the latter, I congratulate you and would covet your input on how you're accomplishing that.

I believe you're on the right track if you've embraced a *facility stewardship perspective*.

Lorrie's Dashboard

New Work Order

0 Rejected Work Orders

5 Closed Work Orders

My Requested Work Orders (2)

Export

10

WO #	Location	Description	Priority	Status	Requested On	Requested Completion
327	MainC	Pick up garbage that has been left over from trash pick-up.	Low	Approved	11/4/2015	12/11/2015
348	MainC	Tree limb broken and needs cut and removed.	Low	Approved	11/5/2015	12/18/2015

Showing 1 to 2 of 2 entries

Previous 1 Next

New Work Orders (2)

Export

10

WO #	Location	Description	Priority	Requestor	Requested Completion	
315	M	Area light over desk is flickering.	Medium	Stacey E.	12/11/2015	Print View Assign
316	M	The bus is not starting and I need for upcoming event.	Medium	Sue M.	12/11/2015	Print View Assign ?

Work Order

3 proactive tools

Let me wrap up this discussion with some practical suggestions on how to be proactive. They're all pretty simple — but can make a huge difference.

#1: Change your mindset. In her book, *Switch On Your Brain*, Dr. Caroline Leaf writes: “Your mind tells your brain what to do. It is mind over matter.” In short, our minds are the catalyst for everything that we do.

The same applies to facility stewardship. If you believe that being a good steward requires intentionality and diligence, then being proactive will come natural. However, if your mindset is based on “just-get-by” or DIY paradigms, you'll likely be playing catch-up constantly.

#2: Don't be an island. There are thousands — maybe millions — of facility managers in the country, and my guess is that there are dozens right in your backyard. I love the quote by **Ken Blanchard**: “None of us is as smart as all of us.”

Find other professionals to gain information and lessons learned. Join groups like **IFMA**, **BOMA**, **The Church Network** and **NACFM**. Don't go it alone.

#3: Use the right tools. Most facility professionals wouldn't try to scale a 30-foot-high wall with a rope; they would get a ladder or boom truck. You wouldn't use a pocketknife to cut down a tree; you'd get a chainsaw. You wouldn't drive a 16-penny nail with a calculator; you'd get a hammer.

There are tremendous “tools” and resources available to facility professionals to help you be proactive. Here are just a few:

- *Proactive facility management checklist* (See pages 10-16 of this eBook) — This is a simple, free recourse to get you started.
- *Event scheduling software* — I've been surprised how many churches still use a paper calendar or a whiteboard or Outlook / Google Calendar. If you use your facility more than one day a week, then you need a tool to help

you be proactive. “**10 Reasons to Tear-up Your Old Event Scheduler**” is an easy step for you to gain control regarding how your facility is used.

- *Work order management software* — How do you track and process work requests at your facility? Legal Pad? Excel spreadsheet? Post-it Notes? Cross your fingers, and then hope and pray? There's a better way!

There are a number of CMMs (Computerized Maintenance Management Systems) available on the market, but only one developed by church facility professionals. Check it out [HERE](#).

- *Life cycle calculator* — How much should you set aside each year for capital improvements? Check back with me in **April 2016** for my recommendation on an incredible tool.

- *HVAC integration* — For most churches, 50 percent to 75 percent of utility costs can be attributed to HVAC use. That's a big number, and one that should get your attention. If you're looking to save operational dollars, this is the most obvious place.

I suggest finding a tool that will allow you to integrate your event / room scheduling software to your HVAC system to reduce energy consumption and increase staff efficiency. [Here](#) is a great example of such a tool. **CE**

Church management without facilities = a car

By Tim Cool



Would you buy a car that doesn't have a chassis or frame? I'm sure you think I'm crazy for even asking that question, but hear me out.

Imagine walking onto a car dealership and the salesperson saying he has the perfect vehicle for you. He proceeds to list all the features this incredible vehicle has to offer, including:

- Seating for five adults
- V6 engineering that gets 35 miles per gallon
- Heated seats
- Navigational system
- Rear Backup camera
- CD player with MP3 adaptor
- Driver seat memory
- Auto Temperature sensors
- Dual fuel option
- On Star technology
- WiFi (Who doesn't want WiFi in their car?!)

Wow! You want *that* one.

It sounds perfect.

You can't wait to see it.

The salesperson invites you to join him in the showroom to view this great vehicle — the “perfect” one for you. As you walk in, you're surprised to lay your eyes on a very disturbing sight: a sparking chrome-clad engine

sitting in the middle of the floor, surrounded by five leather seats, an LCD navigational screen, a CD player, a series of really cool-looking buttons and what appears to be miles of cable, wires traps and other paraphernalia. You stand in shock. That is not a car, you think. *It's just parts and pieces of a car. How do I drive this? Where's the frame and the chassis?*

Sounds ridiculous, right?

Even if this scenario sounds ludicrous, there's a parallel to be drawn here with a lot of church management software (ChMS) on the market. We did a review of the top ChMS applications on the market and found:

- Only 35% have an event scheduling component
- Only 15% have a fixed-asset tracking component
- 0% had a work order management component

That was shocking to me. Next to staffing costs, nearly every church's second or third largest budget expenditure is related to facilities and facility operations. And yet, most ChMS applications don't provide for a means or method to appropriately steward this aspect of the church.

To me, that's like buying a car without a chassis. Get my point?

In an unscientific “survey” by **Sam Rainer** — my **publisher** and eldest son of **Thom Rainer** — and myself (OK, it was more just a conversation), we believe that 99 percent of all churches meet in a facility. Some are owned facilities; others are rented; others are schools or storefronts / retail centers; others are homes. Even if your church is Internet-based, the

nt software (ChMS) car without a chassis



servers and other IT infrastructure are likely housed in a physical facility.

Even so, I constantly hear the argument that churches don't appropriately budget for facility operations and lifecycle cost because they're "mission / ministry / outreach"-minded and can't "afford" to allocate funds for facility maintenance or long-term life cycle expenditures.

Personally, I feel that's a very short-sighted perspective. What happens to your ministry if your air-conditioning goes out in the middle of August, with 95-degree days and 90-percent humidity, and the new unit will take two weeks to be delivered? How will that impact mission and ministry?

This — and the fact that we have deep convictions that everything on earth belongs to God, and as such we're stewards of what He has entrusted to us — means we must look long and hard at the means and methods by which we steward the facilities God has blessed us with.

Here are three intentional strategies for a **facility stewardship** initiative:

#1: Use these assets. God didn't provide you with these assets and resources to have them sit idle for hours or days on end. Physical space was meant to be used to fulfill a cause — in the case of the church, to fulfill a vision and mission. Can you imagine developing an office building, but only allowing occupants to use it one day a week?

This responsibility must come with an intentional means by which to facilitate facility use. How do you create opportunities for groups, inside and out, to have **appropriate space** for assembly.

#2: Care for them. Over a 40-year life cycle of a building, the cost of operations will likely exceed 70 percent of the total cost of ownership. When you combine the cost of construction, interest and operations (utilities, general maintenance, housekeeping / janitorial and so on), the costs of interest and construction pale in comparison to the cost of operations. Again, with facility expenditures being the second- or third-largest budget line item, you need to be proactive in how you manage the physical aspects of the campus.

#3: Reduce cost and increase efficiency. There are many tools and resources available today that weren't available five, 10 or 20 years ago to help organizations reduce their energy costs, increase efficiency and be more conscious of the overall stewarding of God's creation. For most churches, power consumption will be dominated by their HVAC systems. In fact, 50 percent to 75 percent of most church utility bills can be attributed to the HVAC system use. That's too large an expenditure to not give it ample attention and consider how to reduce the cost.

If your church meets in a facility whose care and stewardship is its responsibility — and your ChMS doesn't include components (or can't integrate with another system) to assist with all three of the above — then you might have bought a car without a chassis.

It could be time to reconsider your full suite of applications and be intentional about managing every aspect of your church operations. **CE**

About the author

Tim Cool (@TLCool) is founder of **Cool Solutions Group**, and has assisted nearly 400 churches (equating to more than 4 million square feet) throughout the United States with their facility needs. He has collaborated with churches in the areas of facility needs analysis, design coordination, pre-construction and construction management, as well as life cycle planning / facility management. Cool Solutions Group is also the developer of **eSPACE software products**, including Event Scheduler, Event Registration, Work Order Management and HVAC integration.

Cool is also the author of three books: *Why Church Buildings Matter: The Story of Your Space, Church Locality* (co-authored with Jim Tomberlin) and *Plan 4 It: The 4 Essential Master Plans For Every Church*, as well as a manual series entitled *Intentional Church Series*.

Tim lives in Charlotte, NC, with his wife of 31 years, Lisa, and supports his triplet college students at Appalachian State University.

