FOCUS on FACILITIES
Diocese of Cleveland Facilities Services Corporation

From Asset Management to Facility Management

The Diocese of Cleveland owns a diversified range of building assets that they are responsible to preserve through asset management within the eight counties of the Diocese. These properties responsibilities include preservation and management of parishes, pastoral centers, missions, educational institutions starting at pre -school up to high school, parish schools of religion, and health and human service institutions.

Established in 1847, the Diocese of Cleveland continues today to oversee the management, preservation, and growth of these assets. When does asset management shift its focus to deferred maintenance and/or replacement of these assets?

From a deferred maintenance point-of-view there is a logical facility assessment and scoring system available to those responsible for asset management. This process also provides an analytical approach to replacement of assets. We discussed facility condition indexing (FCI) in last June's **Asset Management-Focus on Facilities** article and so to continue on with this topic we want to address how this FCI approach can be used when evaluating a building as a whole, and not just the mechanical or electrical systems within the building. This is one of two topics that help asset management oversee these properties while recognizing at some point in time each of these buildings will require annual planned maintenance followed by deferred, forecasted additional maintenance repair and/or replacement.

With more than 900 buildings throught the Diocese, it's important for each facility business manager to keep all their assets on their management radar. Each building should receive a "let's see" assessment for funding deferred maintenance projects or possible consideration to renovate or replace a specific building at a future anticipated time.

Following the FCI benchmark below, the facility business manager can categorize each building as follows:

FCI Benchmark (Categorization)

- <0.05 = Showpiece Facility (Historical Buildings)
- Between 0.05 and 0.15 = Comprehensive Stewardship
- (Buildings Up To 15-Years Old)
- Between 0.15 and 0.29 = Managed Care (Buildings Over 15-Years Old)
- Between 0.29 and 0.49 = Reactive Management (Buildings with Annual Chronic Problems)
- >0.50 = Crisis Management (Buildings with Major Chronic Problems)

Historical buildings such as the Diocese's stone gothic structure St. Stephen Roman Catholic Church founded in 1869 and recognized and listed on the National Register of Historic Places on November 11, 1977, is an asset that can be considered to be a "showpiece facility" with all its history to the Diocese that simply can't be replaced due to the materials, craftsmanship, etc. that differentiates itself from newer, more modern churches. Aside from

the preservation of history of the Diocese through the proactive facility management of historical sites there isn't a lot of need to try and maintain buildings to this "showpiece" level of facility condition. Buildings with their associated infrastructure and building systems are there to serve a need e.g., school facility is programmed and constructed to educate students. This school's exterior and interior do not justify the cost requirements to be a showpiece site. These assets are part of "support services" contributing to the building's purpose making sure the structure will be a safe, healthy environment for occupants, and with reliable equipment and systems to achieve the design intent of the building application.

At the other end of the spectrum, there will always be buildings older than 15-years that will need special assessment as it pertains to have these facilities receive the managed care they require both within each structure and outside the facility. At some point in time, building codes change and while an existing facility may be "grandfathered in" while not being up to current codes the asset management group will need to evaluate whether a deferred maintenance of the building is a cost effective solution or should the building receive a major renovation inside and out or should the facility be torn down. The asset management for such a building should determine when a facility assessment be implemented and the financial impact on the building's operating budget based on the resulting assessment/findings report and possibly proceed forward with an approved deferred maintenance plan and implementation.

As a rule, deferred maintenance implementation can be executed in sync with an energy conservation implementation program that will provide return-on-investment opportunities along with investing in maintenance repair and/or replacement costs to keep the building in "managed care" operating condition. Note: Refer to this month's **Facility Management-Focus on Facilities** for more information on the energy conservation program process.

Deciding on a major renovation or replacement of the building will require a different type of study than deferred maintenance planning. This will initiate a need for a master plan to be authorized, produced, and approved based on its contents and the cost to proceed with renovation or replacement of the building via this program findings. If the decision is to tear down a building because of increasing operating costs and liability issues then a third type of study will need to be completed by a committee to determine when to rebuild, leave the site empty, or sell off the land before or after the facility has been torn down.

Except for the decision to tear a building down, asset management will eventually defer to facility management for the continuation and enhancement of each building and its infrastructure to maximize and/or rejuvenate the useful service life of the building.

For assistance evaluating the condition of your building assets, and creating a five year capital plan, the Diocese of Cleveland Facilities Services Corporation offers facility condition assessments to all properties owned by the Diocese, at no cost to the facility. This assessment can be used to evaluate overall facility condition, answer questions regarding maintenance practices, and assist in the creation of a site master plan.

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