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# Principles and Standards of Asset Management

*Seek the inspiration of the Holy Ghost in all you do. The Holy Ghost will guide you to know what to do and how to do it. Pray humbly and sincerely for His direction. Carefully evaluate and think through an issue, pray earnestly about what to do, decide what action to take, and seek confirmation of the Holy Ghost about what is right. He will bring understanding to your mind and heart, revealing a knowledge of what you should do. (Basic Unit Program Guidebook, 7)*

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## 1.1 Purpose

Principles and standards are established to maximize resources in order to reduce total cost of ownership and maintain meetinghouse assets to an appropriate level of quality and dignity. "Thou shalt be diligent in preserving what thou hast, that thou mayest be a wise steward..." (D&C 136:27).

"Use it up, wear it out, make it do, or do without."  
Gordon B. Hinckley (1992).

Principles and standards of asset management create an objective approach to managing the financial and physical assets of the Church. Consideration should be given to the entire life cycle of the asset through design, construction, maintenance, repair, replacement and disposal.

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## 1.2 Principles

Provide meetinghouses in a simple and affordable way that are accessible to all.

Meetinghouses are maintained to the appropriate local level for ordinances and programs of the gospel to take place.

Meetinghouses are maintained to be long-lasting and safe.

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## 1.3 Resource Allocation

Prioritizing allocations ensure that the desired level of quality approved by presiding councils of the Church is achieved but not exceeded.

In order to make the best use of Church assets within a budget, consider the following allocations:

1. Operational costs (utilities, administration, etc.).
2. Critical repairs and replacements – projects that preserve the building envelope or critical systems, or are essential for safety. *Note: This includes budget for unscheduled projects.*
3. Preventive maintenance – extends the life of the system.
4. Low total cost of ownership (TCO) replacements, repairs and improvements – items with an optimal return on investment (ROI).
5. Furnishings and equipment – resources will be allocated in council with priesthood leaders.
6. Other repairs, replacements, or improvements.

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## 1.4 Standards

Older meetinghouses are architectural examples of their time and do not need to be remodeled to look like modern meetinghouses.

It is acceptable to have a normal amount of wear in our buildings.

Partial replacement of some items may be appropriate when not all areas are below standard. Consistency in style and color choice should be maintained. (*Note: This may apply to areas such as carpet, roofing, ceiling tile and chapel upholstery.*)

Interior finishes should be clean and orderly.

Meetinghouses and properties should be clean, free of trash and debris and in harmony with the neighborhood where the meetinghouse is located.

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## 1.5 Pre-Inspection

Review historical repair and preventive maintenance costs.

Review energy costs to help identify buildings where opportunities exist for repairs, replacements, and improvements that will produce low TCO options.

Receive feedback from priesthood leaders regarding items that should be investigated during the inspection process.

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## 1.6 Performing Inspections

When performing meetinghouse inspections, carefully consider:

How well does the item serve its originally designed purpose?

How often is this item used and how does it impact the regular activities of the units attending the meetinghouse?

Have the issues with the item become excessively or **generally** distracting to the units attending the meetinghouse?

Have all components and elements of the system been evaluated to address all issues?

Will a warranty be impacted by performing maintenance or making a replacement?

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## 1.7 Total Cost of Ownership Analysis

Through performing a TCO analysis, overall maintenance repair and replacement costs can be evaluated to maximize the life of Church assets and reduce overall costs.

Consider each component, system and the asset as a whole. Obsolete technology and energy conservation should be evaluated for greatest ROI.

When performing maintenance repairs, evaluate annual preventive maintenance costs compared to replacement costs, while analyzing the efficiencies gained or lost with the new system.

As systems are added on to, ensure that the original system elements can support the additional capacity.

Consultants, drawings, specifications and details should be used where applicable to ensure proper original installation and cost effective designs. Ensure that consultants are familiar with the Principles and Standards of Asset Management.

Ensure project scopes includes asbestos, structural, seismic and historical elements if affected by the work.

When an item reaches a point where it cannot be repaired, consider whether it needs to be replaced or can simply be removed. Consider local unit needs, local codes and other factors.

When considering landscaping, take into account the surrounding area, safety, city requirements, long-term maintenance costs of plant material, general neatness and cleanliness and create and execute a program that will **maintain the dignity** of the exterior of the building in the location of the meetinghouse **at the lowest cost possible**.

Improvements should not be made unless it will maintain the integrity of the asset, meets local code requirements, or has a proven ROI in relation to TCO.

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## 1.8 Meetinghouse Maintenance

A maintenance program which includes periodic inspections and planned maintenance will reduce costs incurred due to unscheduled repairs and premature replacements.

Ensuring proper installation will reduce the likelihood of premature failure.

Schedule maintenance and repair projects in order to maximize resources and reduce costs.

Determine how maintenance items should be acquired and when economies of scale apply.

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## 1.9 Member Care

Facility managers support priesthood leaders with member meetinghouse care and ensure that the proper materials, equipment and resources are available.

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## 1.10 Uniformity and Adaptation

Areas have the ability to best understand their conditions. Areas and regions may have varying resources available to perform work, which may require area leaders to identify additional standards that fall within the established principles to meet local needs. Areas will utilize the guiding principles and standards adapted by the Area.