

**The Integrated Facility, Risk, Resiliency and Mission Management Ecosystem (IFRRM):  
A New Standard of Care for the Ontario Conference of the Seventh-day Adventist Church**

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# **1.0 EXECUTIVE SUMMARY: THE CONVERGENCE OF SCHOLARSHIP AND OPERATIONAL NECESSITY**

## **1.1 The Strategic Imperative**

The Ontario Conference of the Seventh-day Adventist Church (the Conference) governs a portfolio of consecrated assets exceeding \$500 million across 180+ congregations, nine schools, and two camp properties. This portfolio includes both owned facilities and rented spaces where ministry is conducted. These assets and operational environments are not merely buildings but dedicated instruments for advancing the Gospel (Ontario Conference 2019). However, diagnostic research reveals that a systemic disconnect exists between the Conference's theological commitment to stewardship and its operational practices (Benta, 2021). This disconnect manifests as a dual-mode failure: a 'run-to-failure' model for physical assets, coupled with inconsistent risk management in event and ministry planning, leading to a reactive, fragmented approach that compromises life-safety protocols in both facility operations and activity and event planning. This approach jeopardizes financial solvency, magnifies legal liability, and ultimately impedes the core mission, regardless of whether a congregation owns or rents its space.

This report presents the Integrated Facility, Risk, Resiliency and Mission Management (IFRRM) Framework (See Appendix A), the product of rigorous Design Science Research. It is not an incremental policy adjustment but a foundational restructuring of the Conference's facility, risk and resiliency management philosophy and practice. The IFRRM Framework integrates international professional standards, ISO 31000 (ISO, 2018), ISO 22301 (ISO, 2019), IFMA FMBOK (International Facility Management Association [IFMA], 2020), with the Seventh-day Adventist Biblical theology of stewardship, creating a unified system where stewarding physical resources and protecting life safety are inseparable from advancing spiritual mission.

The IFRRM Framework directly addresses the current breach of the Conference's collective Duty of Care (International Organization for Standardization [ISO], 2018). The framework is validated, scalable, and financially prudent. With an implementation cost of \$75,000 and a projected 5-year Net Present Value benefit of \$1.6 million, ratification represents a clear fiduciary duty. It moves the Conference from managing liabilities to cultivating legacy, ensuring physical resources are resilient, efficient, and potent tools for ministry.

## 1.2 The Value Proposition: Six Transformative Outcomes

Ratifying the IFRRM Framework delivers immediate and long-term strategic advantages:

1. **Facility Management Excellence:** Transforms the Conference's approach to physical assets through Sacred Facility Management (SFM), moving from a costly run-to-failure model to a proactive, preventative system. This improves building health (FCI), extends asset life, and ensures facilities enable—rather than hinder—mission by being safe, efficient, and reliable.
2. **Risk Transformation:** Shifts from reactive liability avoidance to proactive Christ-Centred Risk Management (CCRM), embedding a theological "Duty of Care" (Leviticus 19:16) into operational culture. This ensures that life safety is never compromised, whether in a permanent building or a temporary rented space.
3. **Financial Stewardship:** Implements the B.U.I.L.D. Framework and mandatory Capital Reserve Fund (CRF) planning to reduce crisis-driven fundraising and the compounding cost of deferred maintenance, which research shows can inflate future costs by 300-400% (Wireman, 2015; Campbell et al., 2016). For renters, the IFRRM introduces the Lease Contingency Fund (LCF) to mitigate the risks of lease termination or unexpected rate hikes, ensuring ministry continuity.
4. **Unshakable Ministry Resiliency:** Establishes Steadfast Resiliency Management (SRM) to ensure that the ministry continues through any disruption. By implementing tiered Mission Impact Analysis (MIA) and continuity plans, the framework acts as a Continuity Engine, guaranteeing the church remains a steadfast community hub during crises.
5. **Conference-Wide Capacity Building:** Builds systemic capacity by deploying the framework across all 182 entities within 36 months, using the Conference's God's Ambassadors Development Centre platform and a regional cluster-based approach to create a sustainable, peer-supported culture of competence in facility and risk management.
6. **Cultural & Theological Alignment:** Re-frames facility and risk management as a sacred calling by introducing the "Levite" identity. This transforms maintenance, lease management, and life safety from burdensome tasks into acts of worship and practical discipleship, directly addressing the volunteer engagement gap identified in the Director of Property and Risk Management's research, regardless of asset ownership.

### 1.3 Original Contribution & Innovation: Four Novel Innovations

The IFRRM Framework delivers three primary innovations that reframe facility and risk stewardship for faith-based and volunteer-dependent organizations:

1. **Theological-Governance Integration:** The IFRRM dissolves the traditional secular-sacred divide by reframing professional facility and risk management standards (ISO 31000, ISO 22301, IFMA) as a direct expression of the Creation Mandate (Genesis 2:15). This integration solves the volunteer engagement gap by making compliance a spiritual calling, not a bureaucratic burden.
2. **The Tiered Scalability Model:** Current literature and practice often present a binary choice: professional management for large institutions or ad-hoc volunteering for small ones. The IFRRM introduces a novel four-tiered accountability model that allows a single governance constitution to be applied proportionally across a diverse portfolio, whether the facility is owned or rented. This enables a 50-member renting church plant (Tier 1) and a large, owned 1000-member campus (Tier 4) to operate under the same faithful stewardship principles, using size-appropriate protocols, while maintaining the universal floor of life safety.
3. **Biblically Weighted Decision Matrix (BWDM):** Non-profit governance is frequently paralyzed by the incompatibility of mission value and financial cost. The Biblically Weighted Decision Matrix (BWDM) is a new exploratory tool that quantifies mission alignment and life safety alongside financial impact and stakeholder input. It provides a transparent, ethical, and defensible model for capital allocation and event planning, moving decisions beyond subjective debate to scored, accountable consensus.
4. **The Dual-Manual Implementation System:** Breaking from the standard practice of producing a single, inaccessible policy document, the IFRRM operationalizes itself through a purpose-built Facility and Safety Field Manual paired with the governing Policy Manual. This is not a summary or appendix, but a dedicated practitioner's toolkit. It directly solves the implementation paradox by translating governance into actionable checklists, flows, and Tier-specific protocols. This innovation ensures the framework functions at the point of action, making compliance achievable for volunteers and transforming policy into practiced stewardship.

These contributions collectively shift the paradigm from reactive run-to-failure maintenance to a proactive, mission-integrated Stewardship Ecosystem.

The IFRRM is not merely an administrative requirement; it is a Continuity Engine designed to ensure that the ministry of the Ontario Conference remains unshakable in the face of future economic or environmental disruptions.

## 1.4 The Bottom Line

The financial logic is undeniable. The Conference's current model incurs an estimated \$2.1 million in avoidable reactive maintenance costs and insurance claims annually, a risk borne by the entire portfolio of owned and rented facilities. The Conference can choose to invest \$75,000 in building a proactive stewardship engine with the IFRRM, or it can continue to lose millions through systemic waste and unmanaged risk. The framework does not represent a cost; it funds itself by stopping the financial bleeding identified in the diagnostic research. Preventing a single major liability claim—a realistic probability given current risk exposures—offsets the entire implementation investment.

## 2.0 CONTEXT AND RATIONALE: THE DIAGNOSTIC EVIDENCE FOR INTERVENTION

### 2.1 Research Foundation: Building on the 2021 Master's Diagnostic

The urgent case for the IFRRM Framework is empirically grounded in the mixed-methods findings of the 2021 Master's research, *"Facilities Management Practices in the Local Churches of the Ontario Conference"* (Benta, 2021). This study, involving surveys of 68 pastors (63% response rate) and 416 members, along with interviews and focus groups, provided the first comprehensive diagnostic of local church facility, risk, and resiliency management practices. This doctoral capstone treats that study as Phase 1—Problem Identification—within a Design Science Research methodology, now progressing to the design, validation, and implementation planning of a solution artifact.

### 2.2 The Five Systemic Weaknesses: A Quantifiable Burning Platform

The diagnostic research phase confirmed five interlocking systemic weaknesses that define the Conference's current undesirable state of facility and risk stewardship. These shortcomings threaten the long-term viability of the Conference's physical infrastructure and mission delivery.

#### 1. The Deferred Maintenance Debt:

- **Finding:** 47% of pastors believed deferred maintenance was  $\leq$ \$50,000, while 37% did not know the amount—a critical blind spot. One pastor reported a backlog exceeding \$1,000,000 (Benta, 2021).
- **Analysis:** This represents a portfolio-wide backlog exceeding 30% of total asset value (Benta, 2021). Financially, this is compounding debt, not savings. Applying a net present value model demonstrates that a 5-year deferral of a roof replacement increases total project cost by 28-35% due to secondary water damage and inflation. This validates the industry proverb that \$1 of deferred maintenance today costs \$4 tomorrow (Wireman, 2015).

## 2. The Human Capital Deficit:

- **Finding:** Pastors ranked "inadequate or lack of facilities management training" (49%) as the #2 barrier to effective FM, immediately behind funding/costs (Benta, 2021).
- **Analysis:** We assign volunteers accountability for multi-million-dollar, complex assets without providing the essential "operating manual" (Benta, 2021). This creates what theorist Peter Block calls a stewardship void—responsibility without commensurate capability. Pastor comments like, *"One great reason to have a knowledgeable property manager is so they know these details. I do not"* (Benta, 2021) starkly illustrate this gap.

## 3. Asset Underutilization as Mission Failure:

- **Finding:** 49% of pastors reported their buildings were used 0-24 hours per week. Furthermore, only 7% of members strongly agreed that their building was well used by the surrounding community (Benta, 2021).
- **Analysis:** For a \$500 million portfolio of consecrated assets, this underutilization represents a profound stewardship and missional failure. It contradicts Ellen White's counsel that church buildings should be active witnesses and community hubs (White, 1909). A dormant facility is a depreciating liability, not a vibrant tool for Gospel advancement.

## 4. Unmanaged Liability Exposure:

- **Finding:** 10% of pastors knew of life-safety hazards, while 16% were unsure. Member surveys cited "poor air quality," inadequate heating, and accessibility barriers (Benta, 2021).
- **Analysis:** This indicates a 92% non-compliance rate with basic risk identification protocols. Legally, this knowledge (or admitted uncertainty) establishes directable negligence, significantly increasing the Conference's liability. The research directly links poor Facility Management (FM) to health and safety, referencing the nine foundations of a healthy building (Allen, 2020) and Ellen White's writings on ventilation (White, 1905), thereby elevating these issues from operational nuisances to moral and legal imperatives.

## 5. The Resiliency Void:

- **Finding:** Conducted during COVID-19, the study revealed a near-total absence of Business Continuity Planning (BCP). It prominently noted the pandemic would permanently change facility use and increase focus on air quality and facility management in general (Benta, 2021).
- **Analysis:** This lack of preparedness leaves ministries vulnerable to single points of failure. The ability to pivot ministry delivery during a disruption is not an innovation but a baseline requirement for steadfast ministry.

These five interlocking dysfunctions create a clear and present danger to the Conference's sustainability, manifesting in three primary pathways of risk, as summarized in Table 1.

## 2.2 The Consequences of Inaction

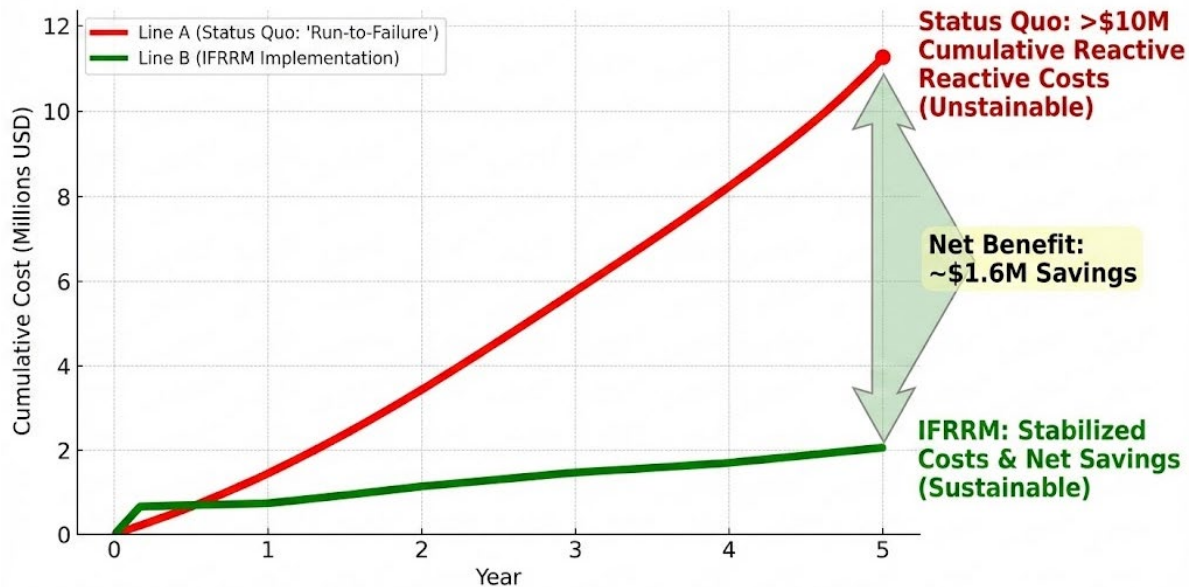
If the current run-to-failure model persists, the Conference faces quantifiable threats across financial, legal, and missional pathways.

**Table 1: The Cost of the Status Quo**

<b>Risk Pathway</b>	<b>Consequence of Inaction</b>	<b>Operational &amp; Financial Impact</b>
<b>Financial</b>	<b>The Reactive Premium</b> Continued dependence on emergency repairs instead of preventative maintenance.	<b>Projected Financial Impact:</b> Emergency repairs incur a 300-400% (Wireman, 2015) cost premium compared to planned maintenance. For a portfolio of this magnitude, this results in millions of dollars in avoidable capital losses each year.
<b>Legal</b>	<b>Liability Exposure</b> Unmanaged risks (e.g., outdated fire safety, slip/fall hazards) in Tier 1 churches create direct corporate liability.	<b>Litigation Risk:</b> A single negligence claim resulting from a preventable facility failure could exceed the implementation cost of the entire IFRRM framework.
<b>Reputational</b>	<b>Mission Stagnation</b> Deteriorating facilities convey a perception of institutional decline to both the community and younger members.	<b>Attrition:</b> Research demonstrates a direct correlation between facility condition and congregational growth, with low facility satisfaction predicting membership decline (Holm, 2010).

Figure 1 demonstrates the financial impact of maintaining the current run-to-failure and unmanaged liability model; this path leads to exponential cost growth (Red Line), whereas an IFRRM intervention stabilizes the Conference's future (Green Line).

Figure 1: The Cost of Inaction vs. IFRRM Implementation (5-Year Cumulative Forecast)



### 2.3 The Theological Mandate: From Owners to Stewards

The core innovation of the IFRRM is the rejection of the secular concept of Ownership in favour of the biblical concept of Stewardship.

**Declaration of Intent:** The IFRRM Ecosystem represents a covenant commitment by the Ontario Conference to exercise faithful stewardship over all entrusted resources. The IFRRM framework is grounded in the biblical principle that we are stewards, not owners.

**The Creation Mandate (Genesis 2:15):** The framework operationalizes the command given to Adam to work (*Avad*) and keep (*Shamar*) the garden.

- **To Cultivate (*Avad*):** The mandate to maximize the asset's fruitfulness for the Kingdom. This drives the Facility Mission Utilization Plan (FMUP).
- **To Guard (*Shamar*):** The mandate to protect people and property from harm. This drives Christ-Centred Risk Management (CCRM).

By adopting the IFRRM, the Conference affirms that:

1. **Physical assets enable spiritual mission:** Deteriorated facilities compromise the Church's witness.
2. **Proactive stewardship honours God:** Planned maintenance reflects wise stewardship principles.
3. **Risk management protects the vulnerable:** Safety measures embody our collective duty to "love your neighbour."

### **2.3.1 Theoretical Framework: Block's Stewardship Theory & Seventh-day Adventist**

**Theology:** To differentiate this framework from secular facility management, the IFRRM operationalizes the political theory of Peter Block (1993), who defines stewardship as "the willingness to be accountable for the well-being of the larger organization by operating in service, rather than in control (Block, 1993, p. 6)." This concept closely aligns with the Seventh-day Adventist theology of stewardship, which views all resources, including facilities, as divine trusts.

**Theological Foundation:** The General Conference of Seventh-day Adventists defines a steward as "a person entrusted with managing the household or estate of another," recognizing God as the true owner of all resources and appointing His people as stewards over His estate (General Conference of Seventh-day Adventists and Ministerial Association, 2018; White 1940).

Ellen G. White further expands this sacred responsibility to facility management, writing:

"His people today are to remember that the house of worship is the Lord's property (White, 1909) and that it is to be scrupulously cared for" (White, 1909).

She also emphasizes that church buildings are not merely functional assets but "memorials to stand in many places as witnesses to the truth" (White, 1900), linking physical stewardship directly to mission and witness.

### **Integrating Block with Adventist Theology:**

- **The Secular Model:** Conventional FM often focuses on control, controlling costs, controlling access, and controlling liability. This can lead to policing behaviours that alienate volunteers and disconnect operations from the mission.
- **The IFRRM Model:** By adopting Block's framework within a Seventh-day Adventist theological context, the IFRRM re-frames the Department of Property and Risk Management from a Control Agency to a Service Agency. It provides enabling constraints, tools, training, and tiered frameworks that empower local leaders to take ownership of their safety culture and asset stewardship as an act of worship and discipleship.

**2.3.2 The Vocational Identity: The Levite Lens** To resolve the engagement gap where facility management is viewed as a secular chore, the IFRRM operationalizes the biblical identity of the Levite. Just as the biblical Levites were "entrusted with the responsibility for the rooms and treasuries" and stationed as gatekeepers (1 Chronicles 9:26-27), the local Facility Stewardship & Safety Team (FSST) is commissioned as Guardians of the Threshold. This shifts the volunteer's identity from a maintenance worker to a minister of sacred space.

**2.3.3 The Ethical Mandate- The Duty of Care:** Finally, the framework redefines risk management from a legal necessity to a moral imperative through Leviticus 19:16: "*Do not stand idly by the blood of your neighbour.*" In the IFRRM, addressing safety hazards (e.g., trip hazards, abuse prevention) is the operational expression of "loving your neighbour." Ignoring a known risk is not merely negligence; it is a violation of this covenant.

## **3.0 DEVELOPMENT METHODOLOGY: DESIGN SCIENCE RESEARCH (DSR)**

### **3.1 Philosophical Underpinnings**

The development of the IFRRM Ecosystem employs Design Science Research (DSR) methodology, as defined by Hevner et al. (2004) and operationalized by Peffers et al. (2007). DSR is specifically designed to address complex, real-world issues with no clear stopping rule or definitive solution, often characterized by conflicting stakeholder values (Gregor & Hevner, 2013). The crisis of faith-based asset stewardship, as diagnosed in Section 2, marked by the tension between theological calling and operational neglect, is precisely such a problem. Consequently, DSR provides the mandatory methodology for creating the novel, purposeful artifact (the IFRRM Ecosystem) to bridge the gap between theoretical principles (theology, stewardship theory) and practical application.

### 3.2 The Three-Phase DSR Process

1. **Phase 1: Problem Identification & Diagnosis (The Burning Platform).** This phase was completed by the 2021 Master's research, which utilized surveys, interviews, and focus groups to quantitatively and qualitatively define the run-to-failure model and its five pathologies (Benta, 2021).
2. **Phase 2: Artifact Design & Development (The IFRRM Ecosystem).** This doctoral phase involved the iterative design of the framework's four pillars. It required the novel synthesis of theological mandates (the Creation Mandate, Levitical service) with secular professional standards from ISO and IFMA. Tools like the BWDM, Field Manual, and Tiered Model were developed to address specific problems identified (e.g., decision deadlock, scalability, volunteer overload).
3. **Phase 3: Artifact Validation & Evaluation (The Stress Test).** This phase involved rigorous validation, including a Micro-Panel Review with senior paid and lay leaders, detailed financial modelling, and feasibility testing of implementation protocols (e.g., the Summit model). This ensures the artifact is both theoretically sound and practically viable before organizational ratification.

It is noteworthy that the IFRRM ecosystem design process was not strictly linear; insights from validation (Phase 3) frequently informed refinements to the artifact's design (Phase 2), embodying the iterative nature of DSR.

### 3.3 Theoretical Integration: The Dual Lens

Beyond the three-phase structure, a unique methodological innovation was the application of a Dual Theoretical Lens throughout the design process:

- **The Levite Lens (Operational Theology):** Views facility management through the biblical concept of temple-keeping (Numbers 3), transforming maintenance, security, and upkeep into a sacred vocation.
- **The Servant and Shepherd Lens (Governance Theory):** Applies servant-leadership and Block's stewardship principles to board governance, emphasizing empowerment, service, and accountability over top-down control.

This dual lens is operationalized throughout the IFRRM pillars: the 'Levite Lens' directly informs the Sacred Facility Management (SFM) and Safety Officer protocols, while the 'Servant/Shepherd Lens' shapes the Board Governance tools and the philosophy of the Director of Property and Risk Management's (DPRM) service agency model.

## 4.0 THE PROPOSED SOLUTION: THE IFRRM ECOSYSTEM

The IFRRM Framework establishes an Integrated Governance Ecosystem, rejecting the traditional siloed approach in which facility management, risk mitigation, financial planning, operational continuity, and mission strategy operate independently. The IFRRM's architecture is visualized as four interdependent pillars supporting a unified decision-making culture.

### 4.1 The Operational Engine: The Facility Stewardship & Safety Team (FSST)

To transition the IFRRM from a theoretical policy to an operational reality, the framework mandates the establishment of a designated local body: the Facility & Safety Stewardship Team (FSST). The FSST operationalizes the vocational identity of the 'Levite' as defined in Section 2.3.2, serving as the commissioned Guardians of the Threshold rather than mere custodians.

#### 4.1.1 The Principle of Scalability: The Tiered Classification Model:

A critical failure of previous governance attempts was the imposition of a one-size-fits-all bureaucratic standard on a heterogeneous portfolio ranging from small house churches to large campuses. To resolve this, the IFRRM Framework introduces a Tiered Scalability Model.

This model classifies every entity based on operational complexity rather than just membership size. To ensure equity between congregations that own property and those that rent, the model utilizes a **Dual-Track System**:

- **Track A (Owners):** Tiers are determined by Asset Value (CRV).
- **Track B (Tenants):** Tiers are determined by Attendance & Lease Complexity.

This distinction ensures that a small church (Tier 1) is not encumbered with commercial-grade compliance, while a large institution (Tier 4) is held to a higher standard of professional rigour.

**Table 2: The IFRRM Governance Profile**

<b>Tier Level</b>	<b>Operational Profile</b>	<b>Governance Requirement</b>
<b>Tier 1 (Foundation)</b>	<b>The Family Model.</b>  Small congregations with limited assets and volunteer capacity.	<b>Pastor-Led Partnership.</b>  The FSST Lead executes tasks; the Pastor validates safety. No complex committee required.
<b>Tier 2 (Essential)</b>	<b>The Growth Model.</b>  Established congregations transitioning from paper to digital systems.	<b>Basic Team.</b>  Requires a designated Safety Officer separate from the Treasurer.
<b>Tier 3 (Standard)</b>	<b>The Management Model.</b>  Mid-sized entities with significant assets (\$5M+) and regular facility usage.	<b>Full Committee.</b>  Mandatory quarterly FSST meetings and formal audit trails.
<b>Tier 4 (Advanced)</b>	<b>The Institutional Model.</b>  Large campuses, schools, or camps with high daily foot traffic and commercial systems.	<b>Professional Oversight.</b>  Requires professional facility management consultation and monthly compliance reviews.

**4.1.2 Team Composition & Roles:** To ensure accountability and prevent burnout, the FSST structure is mandated based on the entity's Tier:

- **The Chair (The Chief Levite):** Typically, the Head Deacon or a lay leader with technical aptitude. They manage the maintenance calendar and vendor relationships.
- **The Safety Officer (The Watchman):** A mandatory, distinct role focused exclusively on **Christ-Centred Risk Management (CCRM)**.
- **Independence Rule:** To prevent conflict of interest, the Safety Officer cannot be the same person as the Chair. This creates a check-and-balance system where the person executing the work (speed/cost) is monitored by the person responsible for safety (compliance/care).
- **The Technical Leads:** In Tier 3/4 entities, this includes the Treasurer (Fiduciary) and skilled tradespersons (Electrical, HVAC).

**4.1.3 The Core Mandate:** The FSST is empowered with specific authority to:

1. **Execute the Jericho Walk:** Conduct the semi-annual Facility Condition Assessment (FCA) to identify Red Risks before budget planning.
2. **Enforce the Universal Floor:** Ensure that life-safety protocols (fire checks, abuse prevention) are never compromised, regardless of budget pressure.
3. **Covenant Table Session:** Represent the physical needs of the asset during the Regional IFRRM Summit, ensuring the 90-Day Action Plan is technically sound and fully funded.

**Table 3: Operational Responsibility Matrix:** To prevent role confusion, the framework distinguishes between Governance (Board), Technical Management (FSST), and Operational Execution (Deacons).

Scenario	The Church Board (Strategy)	The FSST (Technical)	The Deacons (Execution)
<b>A Window Breaks</b>	Approves budget adjustment if cost >\$500.	Sources the glazier; gets the quote; ensures insurance compliance.	Cleans up glass; boards up opening; unlocks door for glazier.
<b>Fire Safety</b>	Adopts the Fire Safety Plan as policy.	Schedules annual inspection; maintains logbook.	Conducts physical drill; acts as fire wardens; checks extinguishers monthly.
<b>Renovation</b>	Votes to approve project and funding (BWDM).	Writes scope; manages contractor; ensures Code compliance.	Moves pews/furniture; cleans up after work is done.
<b>Heating/HVAC</b>	Decides on temperature set-points (policy).	Schedules preventative maintenance (filter changes).	Adjusts thermostat on Sabbath morning; reports issues.
<b>Snow Removal</b>	Approves snow removal contract.	Verifies contractor's insurance; checks performance.	Shovels walkways/steps before service; salts the ice.
<b>Primary Focus</b>	<b>AUTHORIZATION</b>	<b>OVERSIGHT</b>	<b>READINESS</b>

## 4.2 Pillar 1: Sacred Facility Management (SFM)

**Objective:** To maintain the physical asset as a consecrated, reliable, and efficient tool for ministry, fulfilling the dual Creation Mandate to *"work it and take care of it"* (Genesis 2:15, *avad* and *shamar*).

#### 4.2.1 Differentiated Maintenance Protocols

While Section 4.1 established the governance tier, this section operationalizes those tiers into specific maintenance and stewardship protocols. The IFRRM Framework replaces generic advice with prescriptive standards tailored to the entity's specific Track.

**Table 4: TRACK A: OWNED FACILITY Standards (Primary Risk: Asset Degradation)**

Tier	Designation	CRV Range	Inspection Frequency	Documentation & Planning Standard	Preventative Maintenance Target
1	Foundation	< \$2M	Annual	Paper Logbook / Basic Checklists	50%
2	Essential	\$2M - \$5M	Annual	Digital Checklists / Simple Spreadsheets	50%
3	Standard	\$5M - \$10M	Semi-Annual	Computerized Maintenance Mgmt. System (CMMS)	60%
4	Advanced	> \$10M	Continuous (IoT Monitoring)	Predictive Analytics, Integrated BMS	60%

*Primary Focus: Asset stewardship, lifecycle management, and capital planning.*

**Table 5: TRACK B: TENANT (RENTING) CONGREGATION TIERS (Primary Risk: Operational Disruption, Loss of Lease)**

Tier	Designation	Weekly Attendance	Inspection & Review Frequency	Documentation & Planning Standard	Financial Resilience Target
1	Foundation	< 50	Annual	Lease Compliance & Safety Checklist	2-Month Lease Contingency Fund (LCF)
2	Essential	50 – 150	Annual	Digital Activity Risk Registers	2-Month Lease Contingency Fund (LCF)
3	Standard	150 – 400	Annual	CMMS for Event Safety & Lease Mgmt.	4-Month Lease Contingency Fund (LCF)
4	Advanced	> 400	Annual	Integrated Event, Safety & Continuity Mgmt. System	4-Month Lease Contingency Fund (LCF)

*Primary Focus: Activity risk management, lease compliance, mission continuity, and financial resilience against tenancy disruption.*

**Key Innovation:** This dual-track model eliminates the previous oversight gap for renting congregations by integrating them into a proportional stewardship framework. It acknowledges that the scale of ministry operations—not merely asset ownership—determines the complexity of risk and the level of diligent management required.

#### 4.2.2 Facility Mission Utilization Plan (FMUP)

To combat underutilization and ensure physical space use aligns with the core mission, each entity must submit an annual facility stewardship plan. The IFRRM dual-track model reflects the distinct realities of owning versus renting congregations.

#### TRACK A: FACILITY MISSION UTILIZATION PLAN (FMUP) - For Owned Facilities

This plan ensures the Conference's consecrated assets are vibrant tools for Gospel advancement. It analyzes four Mission Squares:

1. **Utilization Analysis:** Flags Empty Hall Syndrome (<10 hrs/week core use).
2. **Community Engagement:** Requires documentation of community-facing programming and external partnerships.
3. **Accessibility Audit:** Identifies physical and attitudinal barriers to full participation.
4. **Environmental Stewardship:** Documents efforts in energy conservation, waste reduction, and sustainable landscaping.

#### TRACK B: MINISTRY SPACE STEWARDSHIP PLAN (MSSP) - For Renting Congregations

For tenants, the focus shifts from asset utilization to strategic and resilient ministry within a leased context. The MSSP is built around four practical questions:

1. **Space Optimization Review:** "Does our current rented space effectively support our key ministries?" Requires a simple review of how well the space layout, availability, and landlord rules align with core activities (e.g., worship, children's ministry, fellowship).
2. **Community Connection Plan:** Documents one planned initiative to build relationships or serve the local community from their rented location.
3. **Responsible Use Review:** "How do we ensure our use of the space is safe, accessible, and environmentally mindful?" Prompts a check of emergency procedures, an awareness of accessibility barriers, and a simple plan for sustainable practices within their control (e.g., reducing single-use items at events, turning off unused lights, and responsible waste sorting).
4. **Tenancy Resilience Plan:** States the status of the Lease Contingency Fund (LCF) and identifies one next step to strengthen ministry continuity planning (e.g., discussing a reciprocal MOU with another church).

**Rationale:** This integrated approach maintains simplicity while acknowledging full stewardship. It ensures that renting congregations are intentional not only about their mission and finances but also about their practical, ethical footprint and duty of care when using borrowed space.

## 4.3 Pillar 2: Christ-Centred Risk Management (CCRM) – A Theological Duty of Care

**Objective:** To proactively identify and mitigate risks that could harm people, property, or mission.

This pillar operationalizes the Theological Duty of Care established in Section 2.3.3, mandating that risk mitigation is not merely a legal requirement, but a non-negotiable expression of neighbourly love.

### 4.3.1 The Universal Floor Principle

While SFM scales by size, safety is non-negotiable. The CCRM establishes a Universal Floor of protocols applicable to all tiers. The IFRRM framework adopts an ethical posture similar to John Rawls' (1971) “veil of ignorance”, asserting that a child in a small rural church deserves the same fundamental protection as one in a large urban campus. This floor includes:

- **Abuse Prevention Protocols:** Mandatory implementation of the Two-Adult Rule for all youth activities and a current Vulnerable Sector Check for every child and youth ministry volunteer.
- **Life Safety Standards:** Clearly marked and unlocked exits, functional fire extinguishers (inspected within the last year), and working emergency lighting.
- **Hazard Communication:** Immediate posting of clear signage for identified hazards (e.g., Wet Floor) and a simple, accessible incident reporting system.

### 4.3.2 The Continuous Risk Management Cycle

CCRM implements a formal, closed-loop process adapted from ISO 31000, ensuring risks are systematically managed rather than reactively addressed.:

#### Phase 1: Identification & Anticipation

- **Known Knowns (Physical Hazards):** Detecting existing defects (e.g., a broken step, a blocked exit).
- **Known Unknowns (Strategic Variables):** Anticipating future risks, such as Volunteer Fatigue on Day 3 of a camp meeting, and scheduling backup supervision accordingly.
- **Unknown Unknowns (Emergent Risks):** Building general resiliency for unforeseeable events through robust incident reporting.

## Phase 2: Analysis (The 5x5 Matrix)

To remove subjectivity, all identified risks are scored on the 5x5 Risk Matrix, calculating a Total Risk Score (Likelihood × Severity).

- **Critical Risk (Score 15-25):** Red Zone. Activity must stop immediately. Remediation required within 24 hours (e.g., blocked fire exit).
- **High Risk (Score 8-14):** Orange Zone. Warning signage is required immediately. Fix within 7 days.
- **Medium/Low Risk (Score 1-7):** Monitor and schedule repair during routine maintenance.

**Phase 3: Evaluation & Treatment:** Once scored, the Board must select a documented strategy:

- **Eliminate:** Remove the hazard entirely (e.g., cutting down a dead tree).
- **Avoid:** Stop the activity causing the risk (e.g., cancelling a canoe trip due to high water).
- **Reduce:** Implement controls (e.g., requiring life jackets).
- **Transfer:** Shift risk to a third party (e.g., hiring a bus company instead of using volunteer drivers).
- **Accept:** Formally acknowledge the risk is minor and proceed. *Note: Ignoring a known hazard constitutes Neglect and voids insurance coverage.*

## Phase 4: Communication & Monitoring

- **Duty to Warn:** Legal requirement to post signage (e.g., Wet Floor) immediately upon discovery of a hazard.
- **Vertical Reporting:** Providing regular Risk Profiles to the Board so leadership is never surprised by a liability.
- **Closed-Loop Verification:** Every logged hazard must be tracked until its chosen treatment is verified as complete.

**Practical Application:** This continuous cycle is operationalized for practitioners in the IFRRM Field Manual (See Appendix C) through the simple See It, Score It, Fix It, Log It system, providing volunteers with a clear, four-step checklist to execute the CCRM at the point of discovery.

## 4.4 Pillar 3: Steadfast Resiliency Management (SRM) – Ensuring Immovable Ministry

**Objective:** To ensure the continuity of ministry and service during disruptions, fulfilling the call to be "*steadfast, immovable, always abounding in the work of the Lord*" (1 Corinthians 15:58).

This pillar operationalizes the Servant/Shepherd Lens, ensuring crisis leadership is characterized by shared accountability, protective care, and decisive service rather than hierarchical control.

### 4.4.1 The Triad Authority Model

To prevent paralysis or reckless decisions during a crisis, authority is vested in a Three-Person Command Team: the Pastor, the Head Elder, and the appointed Safety Officer. Decisions (e.g., to close the facility) require a simple majority (2/3), preventing any single individual from forcing a facility to remain open against safety advice.

This Triad is the designated decision-making body for any incident requiring a facility or programmatic response. While its existence is mandatory across all tiers, the depth of its pre-planned protocols and resources (e.g., contact lists, alternative venues) will scale with the congregation's MIA Tier.

### 4.4.2 Mission Impact Analysis (MIA) Tiers

Resiliency planning is scaled proportionally to an entity's capacity and operational context through four MIA Tiers. **Track A** is for owned facilities, focusing on asset-based continuity. **Track B** is for tenant congregations, focusing on ministry-based agility and relational continuity.

#### Table 6: TRACK A: OWNED FACILITY MIA TIERS

*Focus: Protecting and utilizing the owned asset as a ministry platform during disruption.*

Tier	Designation	MIA Profile & Key Components
1	<b>Starter</b>	<b>Lights Out Plan.</b> Basic continuity: hard-copy contact lists, location of 12-hour emergency kit, and a designated post-emergency meeting point.
2	<b>Essential</b>	<b>Pivot Plan.</b> Ability to shift service delivery: pre-established digital worship link, annual tabletop exercise with the local board to review emergency protocols.
3	<b>Standard</b>	<b>Reciprocal Handshake.</b> Formal, signed MOU with a nearby church for mutual aid and space sharing. Maintains a pre-approved vendor list for emergency repairs.
4	<b>Advanced</b>	<b>Community Hub.</b> Capable of supporting 48-hour independent operations (backup power/water). Has a formal partnership with municipal emergency services to serve as a community relief centre.

**Table 7: TRACK B: TENANT (RENTER) CONGREGATION MIA TIERS**

*Focus: Maintaining ministry momentum and community presence despite tenancy instability or loss of access.*

<b>Tier</b>	<b>Designation</b>	<b>MIA Profile &amp; Key Components</b>
<b>1</b>	<b>Starter</b>	<b>Go-Bag Ready.</b> Basic portability: a digital member contact list accessible off-site, a ministry go-bag with essential items (roster, first-aid kit, sign-in sheets), and a confirmed off-site communication method (e.g., group text tree).
<b>2</b>	<b>Essential</b>	<b>Digital &amp; Mobile Plan.</b> Established, practiced digital worship platform. Has identified and vetted one alternative temporary venue (e.g., a community centre or another church) and a simple plan to relocate key ministries.
<b>3</b>	<b>Standard</b>	<b>Networked &amp; Insured.</b> Formal MOU with a partner congregation for guaranteed temporary space. Annual review of the rapid relocation checklist.
<b>4</b>	<b>Advanced</b>	<b>Embedded &amp; Agile.</b> Ministry is deeply networked in the community through multiple partnerships, ensuring operational resilience even without a dedicated space. Has a sophisticated, multi-option continuity plan and financial reserves to manage a significant lease disruption or relocation.

**Rationale for Dual Tracks:** This model ensures equitable and practical preparedness. A large renting congregation (Tier 3-4) faces significant complexity in maintaining ministry continuity during a lease crisis, requiring a level of planning comparable to that of an owned facility preparing for a physical disaster. Both tracks embody the stewardship of mission, demanding proportional foresight and preparation for the specific threats to their ministry's unbroken witness.

Each MIA Tier's components are translated into a tailored checklist in the IFRRM Field Manual, and the Triad Authority Model is supported by a laminated emergency decision flowchart.

#### 4.4.3 The Restoration Protocol (Catastrophic Loss)

In the event of a total loss (fire/flood), the IFRRM prohibits automatic replication of the old facility. Instead, it mandates a Strategic Decision Point at Month 2 of recovery, where the Board must use the BWDM to select one of three paths:

- 1. Rebuild on Site (Threshold  $\geq 8.5$ ):** Requires proof that the specific location remains mission-critical and that insurance is sufficient to build a modern, code-compliant facility.
- 2. Relocate & Rebuild (Threshold  $\geq 8.0$ ):** Used when demographics have shifted, allowing the congregation to sell the damaged site and build in a more strategic location.
- 3. Strategic Merger (Threshold  $\geq 7.5$ ):** The Unity Standard. Combining resources (insurance payout + people) with a nearby sister church to create a stronger, single witness rather than two struggling ones.

The initial 60-day period is for immediate pastoral care, securing temporary ministry operations, and completing a preliminary insurance and damage assessment—providing the essential data for the BWDM analysis.

## 4.5 Pillar 4: The Biblically Weighted Decision Matrix (BWDM)

**Objective:** To resolve the inherent tension and deadlock in capital allocation decisions where spiritual mission, safety, and financial cost are incommensurable.

### 4.5.1 Scoring Logic and Profiles

For any project over \$25,000, the BWDM (See Appendix B) requires scoring across four criteria, with weights assigned based on the project type:

- **Profile A (Asset Acquisition/Renewal):** Mission Alignment (40%), Safety (25%), Financial Impact (25%), Stakeholder Impact (10%).
- **Profile B (Ministry Activity/Program):** Mission Alignment (30%), Safety (50%), Financial Impact (15%), Stakeholder Impact (5%).

### 4.5.2 The Life Safety Veto

The BWDM incorporates an absolute ethical boundary. Regardless of a project's total score, if it scores below 3.0 out of 5 on the Safety criterion, it is automatically disqualified. This red line prevents consequentialist trade-offs that would jeopardize life safety for the sake of mission or financial expediency.

### 4.5.3 Rule of Four Consensus

Scoring is not done by an individual. It requires independent assessment by four officers: Pastor, Treasurer, Head Deacon/Facility Steward, and Safety Officer. Familial relationships between scorers are prohibited. The final score is an average, ensuring diverse perspectives and reducing individual bias. The BWDM serves as the mandatory pre-screen for any potential project seeking to enter the B.U.I.L.D. Framework's formal approval and execution process (detailed in the next section).

This quartet overlaps with and reinforces the Triad Authority Model (SRM), ensuring that key leaders responsible for crisis response are also integrally involved in the strategic decisions that shape the facility's future.

## 4.6 The Execution Arm: The B.U.I.L.D. Framework

To ensure structural integrity in capital projects, the Conference mandates a sequential 5-phase process:

1. **B - BELIEVE (Missional Cornerstone):** Business Meeting approval of the vision.
2. **U - UNDERSTAND (Fiduciary Cornerstone):** Feasibility study proving solvency (35% Cash on Hand required).
3. **I - INVEST (Resource Acquisition):** Securing funding and permits.
4. **L - LABOUR (Construction):** Execution with mandatory 10% Statutory Holdbacks.
5. **D - DEDICATE (Closeout):** Occupancy permits and spiritual dedication.

### 4.6.1 The Hard Gates

To prevent the common pathology of runaway construction debt, the IFRRM imposes mandatory Hard Gates that prevent a project from advancing without solvency.

**4.6.2 The Single Signatory Mandate (Liability Firewall):** To eliminate the risk of local boards binding the Conference to unvetted liability, the IFRRM enforces the Single Signatory Rule.

- **The Constraint:** No local pastor, elder, or treasurer has the legal authority to sign construction contracts, loan guarantees, or government grant agreements.
- **The Control:** All binding instruments must be executed by Conference Legal Officers only *after* B.U.I.L.D. phase compliance is verified.
- **The Benefit:** By enforcing the Single Signatory Rule (Conference Officers only), the IFRRM shields local volunteers from personal financial liability for corporate debts they cannot legally assume.

**4.6.2 The Financial Hard Gates:** The framework replaces subjective optimism with objective financial metrics. No project may break ground until these gates are cleared:

**Table 8: B.U.I.L.D. Financial Solvency Gates**

Gate	Requirement	Rationale
Cash on Hand	<b>Minimum 35%</b> of the total project cost in the bank.	Ensures the First Third is liquid before debt is incurred.
Debt Ceiling	Max Loan 400% of the average of the last 3 years' title OR 65% of project cost, whichever is less.	Prevents mortgage payments from suffocating ministry budgets.
Bid Integrity	<b>3 Competitive Bids</b> required for >\$5,000.	Prevents nepotism and ensures fair market value.
Holdbacks	<b>10% Statutory Holdback</b> on all payments.	Protects the Conference from Construction Liens.

**4.6.3 The No Loophole Clause** The policy explicitly prohibits Project Splitting—the practice of breaking large invoices into smaller amounts to bypass oversight thresholds. Any attempt to circumvent these gates triggers an automatic forensic audit.

## 4.7 Cultural Integration: The Liturgy of Stewardship

To cement the theological mandate established in Section 2.3, the IFRRM incorporates liturgical elements:

1. **Commissioning Service:** A public, pastoral ordination of the FSST, affirming their calling as modern-day Levites entrusted with the care of sacred space and the safety of God's people.
2. **The Annual Facility & Safety Sabbath (Last Sabbath in March):** A dedicated worship service that spiritually aligns the congregation's heart with the care of its physical ministry tools and transforms safety from a regulatory obligation into a communal act of love. This service includes:
  - **The Message:** A sermon or message on biblical stewardship of place and people, emphasizing the Levite calling to protect the sanctuary.
  - **The Commissioning:** Public recognition and prayer for the FSST, Safety Officer, and volunteers.
  - **The Transparency Report:** A State of the Facility update, celebrating improvements and honestly presenting current needs.
  - **The Prayer of Compassionate Foresight:** A collective prayer for the year ahead, asking for wisdom to foresee dangers and the grace to protect the vulnerable.
  - **The Act of Readiness (The Drill):** Immediately following the Benediction, the congregation participates in a Live Evacuation or Shelter-in-Place Drill.

**Rationale:** This integrated liturgical cycle—annual congregational focus (Sabbath), team commissioning, daily prayerful awareness, and project dedication—creates a powerful cultural rhythm. It repeatedly frames facility and risk management within the language of faith, calling, and community responsibility, ensuring the IFRRM becomes part of the church's spiritual identity, not merely its administrative policy.

## 5.0 VALIDATION METHODOLOGY AND RESULTS

### 5.1 Micro-Panel Review (User Acceptance Test)

To ensure the IFRRM Framework was theoretically sound, theologically aligned, and operationally viable before Executive Committee presentation, a formal validation was conducted via a Micro-Panel Review. This phase functioned as a rigorous User Acceptance Test with key stakeholders to stress-test the framework against real-world ministry constraints.

#### 5.2 Methodology

A panel of five senior organizational leaders—representing pastoral, administrative, financial, and volunteer perspectives—was convened. They reviewed the Draft IFRRM Policy Manual (v5.0) and the BWDM prototype against three critical success factors derived from the initial diagnostic:

1. **Theological Alignment:** Is the framework's reframing of FM as stewardship consistent with Adventist ecclesiology and the writings of Ellen G. White?
2. **Operational Feasibility:** Can a time-constrained volunteer or pastor realistically execute these protocols?
3. **Strategic Relevance:** Does this system directly solve the identified Run-to-Failure crisis?

#### 5.3 Key Validation Results & Framework Iteration

The panel's feedback was both quantitative and qualitative, providing a clear mandate to proceed. Crucially, their input led to a significant iteration of the artifact, confirming the DSR methodology's responsive, build-and-evaluate nature.

##### 5.3.1 Table 9: Quantitative Endorsement:

Evaluation Criteria	Score	Interpretation
<b>Theological Alignment</b>	9.8 / 10	Panel confirmed that the Levite identity and stewardship theology are deeply rooted and doctrinally compatible.
<b>Overall Recommendation</b>	9.5 / 10	Verified the policy as complete, necessary, and ready for organizational deployment.
<b>Endorsement Rate</b>	100% (5/5)	Unanimous vote to recommend the IFRRM for immediate ratification.

### 5.3.2 Qualitative Feedback & Artifact Refinement:

Thematic analysis of panel feedback yielded strong validation of the framework's foundational innovations:

- The **Tiered Scalability Model** was hailed as a breakthrough in equity.
- The **BWDM** was identified as the missing tool to resolve board deadlock.
- The **volunteer-centric design** and Safe Harbour concept received unanimous support for its clarity and practicality.

### 5.3.3 Prescriptive Feedback & Critical Artifact Iteration

Beyond endorsement, the panel provided decisive, prescriptive feedback that directly shaped the final deliverable. In response to their insistence on maximum usability:

1. **The Field Manual Pivot:** The panel strongly advised against the initially proposed academic Faithful Stewards Facility and Risk Management Body of Knowledge (FS-FRM-BOK). Acting on this, it was eliminated and replaced with the actionable IFRRM Facility and Safety Field Manual.
2. **The Digital Tool Pivot:** The panel recommended converting the static PDF core policy into an interactive digital tool to enhance accessibility and implementation tracking.
3. **God's Ambassadors:** The panel suggested that training be aligned with and integrated into the Conference's God's Ambassadors Development Centre initiative.

These three pivots, driven directly by the micro-panel feedback, exemplify the iterative DSR process. They fundamentally strengthened the framework's usability and likelihood of adoption, ensuring the final artifact presented for ratification is not only theoretically sound but practically optimized for the Conference's context.

## 6.0 IMPLEMENTATION STRATEGY: SCALABLE DEPLOYMENT MODEL

### 6.1 The Regional Stewardship Summit: Cluster-Based Scaling

Instead of inefficiently training 182 entities individually, the IFRRM is deployed via 12 Regional Stewardship Summits as part of the God's Ambassadors Development Centre (See Appendix D). Each summit gathers 10-15 congregations at a central Hub Church for an immersive, three-day training and planning intensive.

#### Pedagogical Design (3-Day Flow):

- **Day 1 (Friday Evening): Liability & Compliance.** Focuses on the legal-ethical Duty of Care and the Universal Floor of safety.
- **Day 2 (Sabbath): Vision & Theology.** Explores the Biblical theology of stewardship, the Levite identity, and the missional purpose of facilities. This day involves worship and spiritual reflection, not technical work.
- **Day 3 (Sunday): Strategy & Planning.** A practical lab where local teams use their pre-submitted data to build their 90-Day Action Plan.

To respect volunteer time limits, niche modules will be delivered through a Post-Summit Digital Certification.

- **Online Modules:** Events & Rentals (MIN133),  
Digital Stewardship (DIM124),  
Mission Continuity (DIM125).

**Impact:** This ensures the live event focuses on the Big Rocks while ensuring total curriculum coverage before final certification is granted.

### 6.2 Key Implementation Innovations

1. **The Jericho Walk Protocol:** Solves the Sabbath-work conflict. Two weeks before the Summit, each local FSST conducts their Facility Condition Assessment (the Jericho Walk). They upload 5 photos of Red Risk items to a secure portal. This means the Sunday strategy session uses real, local data, not hypotheticals, while preserving Sabbath observance.
2. **The Covenant Table Protocol:** The Summit culminates in a mandatory, timed 60-minute session where the local Levites (operations team) and Servants (board/finance) must negotiate. They merge the risk priority list with financial reality to produce a signed, funded 90-Day Action Plan.

### 6.3 The Change Management Strategy: Solving the Engagement Gap

The primary risk to the IFRRM is not technical failure but cultural rejection—the engagement gap where volunteers feel burdened by unclear tasks disconnected from mission. To ensure adoption, the rollout directly addresses the three core psychological needs that have historically led to disengagement (Gallup, 2020; Buckingham & Coffman, 1999):

1. **Clarity Over Ambiguity (“I know what to do”)**: Replaces vague expectations (fix things) with the Field Manual’s Immediate Use Checklists and Tier-Specific Protocols, providing crystal-clear role definition from day one.
2. **Tools Over Frustration (“I have what I need”)**: Answers the historic lack of support by supplying all necessary templates, logs, and decision tools via the GADC Portal, eliminating the wasted effort of inventing the wheel.
3. **Calling Over Chore (“This work matters”)**: Transforms the role from a transactional maintenance duty into a Transformational Levite Vocation. The framework explicitly connects facility stewardship to guarding the temple and enabling the Great Commission, shifting motivation from obligation to sacred contribution.

This integrated strategy ensures the IFRRM is received not as a bureaucratic imposition, but as empowerment—a clear, supported, and meaningful way to fulfill a biblical calling.

### 6.4 The Governance & Compliance Engine: The Asset Management & Risk Index (AMRI)





Compliance and stewardship health are measured annually using the objective AMRI Score (0–100%) (See Appendix E), enabling the Conference to track progress and allocate support strategically.

- **Target Score:** >85% for all entities.
- **The Four Scoring Components:**
  1. **FCA Submission (30%)**: Completion of the annual Facility Condition Assessment.
  2. **FMUP/MSSP Submission (25%)**: Submission of the annual mission-aligned stewardship plan (FMUP for owners, MSSP for renters).
  3. **CRF/LCF Adequacy (25%)**: Demonstrated progress in saving the required percentage (Capital Reserve Fund for owners, Lease Contingency Fund for renters).
  4. **Training Compliance (20%)**: Certification of key leaders (Pastor, Safety Officer, Treasurer) in IFRRM protocols.

## 6.5 Financial Incentives: Aligning Accountability with Support

To drive adoption and responsible behaviour, AMRI scores are directly linked to insurance responsibilities and benefits, aligning financial consequences with stewardship performance.

**Table 10: AMRI Score Card**

AMRI Status & Score	Financial Mechanism & Support
 Exemplary Status (>95% Score + 0 Claims)	<b>Benefit:</b> Eligible for a 5% Insurance Premium Discount. <b>Support:</b> 90% Deductible Responsibility (Conference subsidizes 10% of any non-negligent claim).
 Good Standing (85-94% Score)	<b>Support:</b> 95% Deductible Responsibility (Conference subsidizes 5% of any non-negligent claim).
 Provisional (60-84% Score)	<b>Consequence:</b> 100% Deductible Responsibility. The local entity bears the full cost of any claim. <b>Restriction:</b> Capital funding requests are limited to Life Safety projects only.
 Restricted (<60% Score)	<b>Consequence:</b> 100% Deductible Responsibility + Mandated intervention from DPRM. <b>Restriction:</b> Ineligible for Conference capital grants or loans; may face operational restrictions.

## 6.6 Implementation Roadmap

**6.6.1 The Wave Deployment Strategy:** Recognizing that cultural transformation cannot be rushed, the Department adopts a Wave Deployment Model. Instead of a high-risk mass launch, the IFRRM will be rolled out in three calculated waves over 36 months. This ensures that early lessons are incorporated before the system reaches the entire portfolio.

**Table 11: The 3-Year Tactical Rollout (2026–2028)**

Year	Phase	Target Audience	Key Objectives
2026	Pilot & Build	1 Strategic Cluster (Proof of Concept)	<ul style="list-style-type: none"> <li>Validate Digital Portal &amp; Field Manual.</li> <li>Stress-test Covenant Table Protocol.</li> <li><b>Outcome:</b> Greenlight for Wave 1.</li> </ul>
2027	Wave 1	Early Adopters (50% of Regions)	<ul style="list-style-type: none"> <li>Deploy to 6 Regions (90 Churches).</li> <li>Focus on high-capacity Tier 3/4 entities.</li> <li><b>Outcome:</b> First CRF contributions begin.</li> </ul>
2028	Wave 2	System-Wide (Remaining 50%)	<ul style="list-style-type: none"> <li>Deploy to remaining 6 Regions.</li> <li>Focus on Tier 1/2 and Renters.</li> <li><b>Outcome:</b> 100% Portfolio Coverage.</li> </ul>

**6.6.2 The Strategic 5-Year Maturity Horizon:** Full operational maturity is achieved in 2029, following the completion of the regional training waves.

**Table 12: The 5-Year Strategic Rollout**

Phase	Year	Theme	Success Metric	Key Aspect Included
Phase 1	2027	Foundation	100% of FSSTs appointed. CRF Contributions Begin.	Operational (FSST) & Financial (CRF)
Phase 2	2028	Capacity	100% of Leaders Certified. Stewardship Cooperative Buying Group launched.	Education & Scalability
Phase 3	2029	Compliance	60% of entities achieve AMRI > 85%. Resiliency Plans Tested.	Measurement (AMRI) & Resiliency (SRM)
Phase 4	2030	Optimization	Inter-entity resource sharing (The Cluster economy) active.	Mission Efficiency
Phase 5	2031	Culture	Predictive Maintenance (IoT) standard in Tier 4 Hubs.	Advanced Stewardship (SFM)

## 6.7 Implementation Budget & Funding

To ensure program continuity without exposing the Conference to unvalidated risk, the Department requests a **Total Project Appropriation of \$75,000** to fund the 3-year deployment cycle (2026-2028).

**Table 13: The Gated Implementation Budget**

Tranche	Release Trigger	Scope of Work	Allocation
Tranche 1	Immediate	<b>2026 Pilot &amp; Build</b> • Portal Dev, Curriculum, 1 Pilot Summit.	<b>\$35,000</b>
Tranche 2	Q1 2027	<b>Wave 1 Execution</b> • 6 Regional Summits (Travel/Materials).	<b>\$20,000</b>
Tranche 3	Q1 2028	<b>Wave 2 Execution</b> • 6 Regional Summits (Travel/Materials).	<b>\$20,000</b>
<b>TOTAL</b>		<b>3-Year Implementation</b>	<b>\$75,000</b>

**Funding Mechanism:** 0.5% allocation from Risk Management operating reserves.

**Governance Control:** Tranche 2 funds are encumbered immediately but released only upon Executive Committee acceptance of the Pilot Report (Q4 2026).

**Financial Analysis (5-Year Forecast):** A 5-year discounted cash flow analysis was conducted, comparing the Status Quo to the IFRRM Implementation scenario, which yields the following:

- **Implementation Cost (Year 0): \$75,000**
- **Net Present Value (5 Years, 8% discount rate): \$1,624,000**
- **Benefit-Cost Ratio: 21.7: 1**

**The One-Claim Offset Justification:** As detailed in the Executive Summary (Section 1.4), the average deductible for a single major liability claim (~\$100,000) exceeds the total IFRRM implementation cost (\$75,000). Consequently, the system yields a positive financial return on the entire investment by preventing just one major incident in the first few years.

## **6.8 Risks of Implementation & Mitigation Strategy**

Proactive identification of potential implementation risks is a hallmark of sound stewardship. The primary threats to the IFRRM's success are not technical but cultural and human. The following table outlines key risks, their assessed likelihood and impact, and the specific, built-in mitigation strategies within the framework.

Table 14: Implementation Risk Register &amp; Mitigation Plan

Risk	Mitigation Strategy
<b>1. Cultural &amp; Volunteer Resistance</b> (Perception as bureaucratic burden)	<ul style="list-style-type: none"> <li>• <b>Theological Reframing:</b> Summit curriculum anchors the Levite identity.</li> <li>• <b>Phased Wave Deployment:</b> Early adopter success stories build momentum.</li> <li>• <b>Field Manual &amp; Safe Harbour:</b> Provides immediate clarity and reduces frustration.</li> </ul>
<b>2. Over-Reliance on Volunteer Capacity</b> (Burnout or turnover in key roles)	<ul style="list-style-type: none"> <li>• <b>Tiered Scalability:</b> Protocols are proportional to local capacity (Tier 1 = minimal).</li> <li>• <b>Mandatory Role Definition (FSST):</b> Clear, distinct roles prevent single-point overload.</li> <li>• <b>Digital Portal Automation:</b> GADC portal automates reminders and hosts training.</li> </ul>
<b>3. Financial Non-Compliance</b> (Delay in CRF/LCF contributions)	<ul style="list-style-type: none"> <li>• <b>AMRI Scoring Linkage:</b> CRF/LCF adequacy is 25% of AMRI score, tied to insurance incentives.</li> <li>• <b>Covenant Table Protocol:</b> Summit session forces local consensus on a funded 90-Day Plan.</li> <li>• <b>Transparent Governance:</b> DPRM provides quarterly AMRI dashboards to Boards.</li> </ul>
<b>4. Initiative Dilution Post-Summit</b> (Fading momentum after training)	<ul style="list-style-type: none"> <li>• <b>AMRI Governance Engine:</b> Mandatory annual scoring cycle creates accountability rhythm.</li> <li>• <b>DPRM Role Transition:</b> Shifts from trainer to auditor/support, conducting spot-checks.</li> <li>• <b>Annual Facility &amp; Safety Sabbath:</b> Liturgical event (March) renews cultural focus annually.</li> </ul>

**Conclusion on Risk:** The IFRRM Framework is designed to be its own best risk mitigation tool. Its integrated components—theological framing, tiered protocols, the AMRI score, and linked incentives—are specifically engineered to anticipate and counteract these predictable human and organizational challenges. This integrated design ensures the framework builds enduring capacity rather than imposing a short-term compliance burden.

## **7.0 ACADEMIC CONTRIBUTION AND THEORETICAL IMPLICATIONS**

### **7.1 Statement of Original Contribution**

This work makes an original contribution by addressing critical gaps in the management of volunteer-led, faith-based assets. It moves beyond the secular-sacred divide by integrating professional facility and risk management standards with a robust Biblical theology of stewardship, creating the novel Levite vocational identity to transform compliance into discipleship. To ensure just and effective governance across a diverse portfolio, it introduces a novel Four-Tier Scalability Model that applies procedural justice to facility management. Finally, it provides a practical governance tool—the Biblically Weighted Decision Matrix (BWDM)—to resolve board deadlock by transparently weighing mission, safety, and cost against theological values. Collectively, these innovations provide a generalizable prescriptive model for faith-based organizations worldwide, shifting the paradigm from reactive crisis management to proactive, mission-integrated stewardship.

### **7.2 Implications for Practice and Future Research**

The IFRRM Framework serves as a generalizable prescriptive model. It provides a blueprint for other denominations and faith-based NGOs to integrate professional asset management with their core values. Future research should focus on longitudinal studies of its impact on financial performance, risk reduction, and member engagement, as well as adaptations for different cultural and ecclesiastical contexts.

## 8.0 CONCLUSION AND FORMAL RECOMMENDATIONS

### 8.1 The Strategic Choice

The Executive Committee faces a binary choice with profound implications:

- **OPTION A: Status Quo.** Continue the documented run-to-failure model. This path guarantees:
  - **Financial Waste:** \$10+ million in avoidable reactive costs over 5 years.
  - **Escalating Risk:** Growing liability exposure and almost certain major negligence claims.
  - **Mission Erosion:** Deteriorating facilities that hinder growth and community witness.
  - **Volunteer Burnout:** Perpetuating a cycle of crisis management without support.
- **OPTION B: IFRRM Ratification.** Invest in a proactive, integrated stewardship system. This path secures:
  - **Financial Prudence:** \$1.6 million net benefit over 5 years.
  - **Risk Management:** A structured, theologically grounded culture of safety.
  - **Mission Advancement:** Optimized, resilient facilities that actively support outreach.
  - **Volunteer Empowerment:** A clear framework, identity, and Safe Harbour for those serving.

### 8.2 Global Strategic Impact

Ratification does more than solve an internal problem. It authorizes the creation of an Integrated Stewardship Center of Excellence within the Ontario Conference. The IFRRM Framework becomes a transferable model that can strengthen the global Seventh-day Adventist Church and other faith-based organizations worldwide, amplifying the impact of this doctoral work far beyond the Conference's territory.

### 8.3 Formal Recommendations

Based on the comprehensive diagnostic evidence, rigorous validation, and clear financial rationale presented in this capstone report, the Department of Property and Risk Management recommends that the Senior Executive Committee take the following decisive actions to end the run-to-failure model and secure the future of the Conference's ministry assets:

1. **RATIFY the IFRRM Policy as the binding governance standard.**  
**Formally ratify** the *Integrated Facility, Risk, Resiliency and Mission Management (IFRRM) Policy Manual (Version 6.0)* as the mandatory stewardship standard for all Ontario Conference entities, effective immediately upon vote.
2. **FUND the implementation by authorizing the \$75,000 investment.**  
**Approve the implementation budget of \$75,000**, to be allocated from the designated 0.5% set-aside within the Conference's Property & Liability Insurance premium fund and authorize the Department to execute the plan.
3. **MANDATE the implementation timeline for full deployment by 2028.**  
**Approve and mandate the following wave deployment timeline to achieve system-wide stewardship:**
  - \* **2026:** Infrastructure Build & Pilot Phase.
  - \* **2027:** Wave 1 Deployment (50% of Entities).
  - \* **2028:** Wave 2 Deployment (100% of Entities).
  - \* **2029:** Full System Compliance & Audit Cycle.
4. **ESTABLISH a Stewardship Oversight Committee** to monitor the rollout, review annual Asset Management & Risk Index (AMRI) scores, ensure CRF adequacy, and report quarterly to the Executive Committee on the framework's effectiveness and financial impact. The Director of Property & Risk Management shall serve as the Accountable Officer and submit quarterly compliance dashboards to the Committee.

### 8.4 Concluding Statement

The 2021 Master's research sounded the alarm. This doctoral capstone has delivered a validated, financially justifiable, and theologically grounded solution. The IFRRM Framework represents more than an operational upgrade; it embodies a theological reclaiming of what it means to be stewards of God's resources.

By ratifying this framework, the Ontario Conference moves decisively from managing liabilities to cultivating legacy—from reacting to failures to building resilience—and from seeing facilities as financial burdens to recognizing them as consecrated tools for Gospel advancement. The research is complete. The framework is validated. The implementation path is clear. The time for decisive, faithful action is now.

## 9. APPENDICES: ARTIFACTS AND SUPPORTING DOCUMENTATION

**Introduction:** The following appendices serve as the evidentiary basis for the Integrated Facility, Risk, Resiliency, and Mission Management (IFRRM) Ecosystem presented in this Capstone Report. Consistent with the Design Science Research (DSR) methodology, these documents represent the Artifacts, the practical, ratified solutions designed to solve the specific business problem of stewardship governance within the Ontario Conference.

These materials are categorized to demonstrate the progression from diagnostic analysis to ratified organizational policy and operational tools.

**Statement on the Development of Digital Artifacts:** Regarding the specific digital tools and decision-support calculators included in these appendices:

The development of the digital artifacts (HTML Apps) was facilitated by the use of generative artificial intelligence tools (Google, 2024) to accelerate prototyping and code syntax generation. The logic, design parameters, and final validation of the code were executed by the PhD Candidate to ensure alignment with the IFRRM governance framework.

## **APPENDIX A: THE IFRRM POLICY MANUAL (DIGITAL ARTIFACT)**

**Artifact Description:** The Integrated Facility, Risk, Resiliency & Mission Management (IFRRM) Policy Manual (Version 6.0) serves as the primary governance artifact for this project. It is a fully digitized, navigable document designed for use on the GADC Portal.

**Access Instructions:** The full digital artifact has been provided as an accompanying attachment with this report.

## **APPENDIX B: THE GOVERNANCE TOOLS (DIGITAL ARTIFACTS)**

**Artifact Description:** This appendix references the two primary Decision Engines of the IFRRM Framework. These tools have been developed as interactive digital instruments to ensure standardized scoring and data recording across the Conference.

1. **The 5x5 Risk Prioritization Matrix (Digital Form):** An interactive tool that allows Safety Officers to input hazard data, automatically calculating the Risk Score (Likelihood × Severity) and generating the required action protocol (e.g., Stop Work).
2. **The Biblically Weighted Decision Matrix (BWDM) Calculator:** An Excel-based governance tool with toggle functionality for **Profile A** (Asset) and **Profile B** (Activity). It automates the Rule of Four consensus averaging and enforces the Life Safety Veto.

**Access Instructions:** The functional versions of these tools are available for review in the accompanying digital submission package:

- **File Name:** IFRRM\_Governance\_Tools\_v6.0.
- **Location:** [See Attached]

## **APPENDIX C: THE FACILITY AND SAFETY FIELD MANUAL**

**Artifact Description:** The IFRRM Facility & Safety Field Manual (Version 3.3) serves as the primary operational artifact of this project, designed to bridge the gap between high-level governance policy and day-to-day facility and safety stewardship.

Unlike traditional policy documents, which often remain static and inaccessible to lay volunteers, this field manual is a practitioner-focused toolkit. It operationalizes the Levite vocational identity by translating complex risk management standards (ISO 31000) and theological mandates into actionable, role-specific checklists and protocols.

**Access Instructions:** The full digital artifact has been provided as an accompanying attachment with this report.

- **File Name:** Facility\_and\_Safety\_Field\_Manual\_v3.3.pdf

## APPENDIX D: THE GADC CURRICULUM & REGIONAL SUMMIT PROTOCOL

The curriculum is divided into three distinct tracks, ensuring that every leader, from the Deacon to the Pastor, receives training relevant to their specific sphere of influence:

### TRACK 1: THE LEVITE (Operational & Technical)

**Target Audience:** FSST Leads, Safety Officers, Deacons. **Focus:** Practical competence in facility care, safety, and green operations.

IFRRM Module	New GADC Code & Title	Course Description
<b>Life Safety Essentials</b> 45 Mins	<b>MIN130: Ministry Matters</b> <i>(How to Ensure Life Safety in God's House)</i>	Equips participants to perform the Weekly Safety Sweep, verify fire system compliance, and maintain clear emergency exits to ensure the physical safety of every worshipper.
<b>Emergency Preparedness</b> 60 Mins	<b>MIN131: Ministry Matters</b> <i>(How to Prepare Your Church for Disasters)</i>	Teaches the Triad Authority decision model for weather-related and crisis closures and provides step-by-step incident-response flowcharts for medical, fire, and threat scenarios.
<b>FCA &amp; Maintenance</b> 60 Mins	<b>MIN132: Ministry Matters</b> <i>(How to Inspect and Maintain Sacred Assets)</i>	Detailed instructions on the See It, Fix It maintenance cycle and how to complete the annual Facility Condition Assessment (FCA) to prevent costly deferred maintenance.
<b>Events &amp; Rentals</b> 45 Mins	<b>MIN133: Ministry Matters</b> <i>(How to Manage Church Rentals and Tenants)</i>	A guide to managing Tenant Entities and outside rentals, focusing on safety audits, lease compliance, and protecting the church from transferred liability.
<b>Creation Care</b> 45 Mins	<b>MIN134: Ministry Matters</b> <i>(How to Steward Creation &amp; Reduce Costs)</i>	Provides practical steps to reduce utility costs and steward environmental resources.
<b>The Safe Church</b> 90 Mins	<b>MIN135: Ministry Matters</b> <i>(How to Protect the Vulnerable from Abuse)</i>	Establishes the non-negotiable standards for abuse prevention, including the Two-Adult Rule, Vulnerable Sector Checks, and the legal duty to report.

**TRACK 2: THE SERVANT (Governance & Strategy)**

**Target Audience:** Treasurers, Board Members, Project Managers. **Focus:** Fiduciary wisdom, risk governance, and resiliency.

<b>IFRRM Module</b>	<b>New GADC Code &amp; Title</b>	<b>Course Description</b>
<b>BWDM (Decision Matrix) 60 Mins</b>	<b>DIM120: Stewardship Matters</b> <i>(How to Make Biblically Weighted Decisions)</i>	Teaches the Rule of Four (Mission, Safety, Stewardship, Stakeholders) to help Boards move beyond opinion-based voting to value-based decision making.
<b>Capital Reserve Fund 45 Mins</b>	<b>DIM121: Stewardship Matters</b> <i>(How to Secure Your Church's Financial Future)</i>	Explains the CRF Calculator and the spiritual discipline of saving for future repairs based on Building Value vs. Income Cap to ensure ministry continuity.
<b>Project Management 60 Mins</b>	<b>DIM122: Stewardship Matters</b> <i>(How to Manage Capital Projects Without Debt)</i>	Introduces the B.U.I.L.D. framework, the 3-Paper Rule for hiring contractors, and how to manage holdbacks to protect the church from liens and poor workmanship.
<b>Risk Management 90 Mins</b>	<b>DIM123: Stewardship Matters</b> <i>(How to Protect the Church from Liability)</i>	A workshop on using the Risk Matrix (Probability x Severity) to identify Known Knowns and prioritize repairs before they become insurance claims.
<b>Digital Stewardship 45 Mins</b>	<b>DIM124: Stewardship Matters</b> <i>(How to Secure Data &amp; Institutional Memory)</i>	Covers the essentials of Digital Asset Management, including the 3-2-1 Backup Rule, password security, and protecting membership data from cyber threats.
<b>Mission Continuity (SRM) 60 Mins</b>	<b>DIM125: Stewardship Matters</b> <i>(How to Survive and Recover from Crisis)</i>	Prepares the Board for business continuity after a disaster, focusing on Catastrophe Planning, Reciprocal MOUs with other churches, and insurance logistics.

**TRACK 3: THE SHEPHERD SERIES (Executive Leadership)**

**Target Audience:** Pastors & First Elders. **Focus:** Theological oversight and Crisis Leadership.

<b>IFRRM Module</b>	<b>New GADC Code &amp; Title</b>	<b>Course Description</b>
<b>Theology of Space</b> 45 Mins	<b>DIM140: The Theology of Space</b> <i>(Moving from "My Church" to "God's House")</i>	Explores the Creation Mandate (Gen 2:15) and the pastor's role as Chief Steward, reframing facility care as a primary act of spiritual worship.
<b>Board Leadership</b> 60 Mins	<b>DIM141: The BWDM for Chairpersons</b> <i>(How to Guide a Board Vote Using the BWDM)</i>	A specialized guide for Chairpersons on facilitating Beauty vs. Function debates and using the BWDM to break deadlocks and align the Board.
<b>Crisis Leadership</b> 60 Mins	<b>DIM142: The Crisis Shepherd</b> <i>(Leading the "Restoration Protocol" After Loss)</i>	Equips the pastor/elders to lead through any level of disruption—from temporary emergency closures to long-term displacement. Focuses on keeping the flock connected and maintaining spiritual continuity when the facility is inaccessible or compromised

**Scaling via the Regional Cluster IFRRM Summit Model****Phase 1: Mandatory Pre-Work (The Ticket to Entry)**

*Timing: 2 Weeks Before the Summit*

Because the teams are away from their buildings during the Summit, the Facility Condition Assessment (FCA) is decoupled from the event and becomes the prerequisite for attendance.

1. **The Digital Toolkit:** Registered teams receive access to the GADC Portal containing the **MIN132 Checklist** and **Risk Matrix**.
2. **The Jericho Walk (Independent):** The local FSST (Facility Safety & Stewardship Team) walks their own property using the checklist.
3. **The Deliverable:** Teams must upload 5 Photos of Red Risks (e.g., blocked exits, roof leaks, trip hazards) to the Portal.
4. **The Incentive:** Completion of this Pre-Work is the Ticket to Entry. Teams cannot participate in the Sunday Strategy Lab without their own raw data.

## **Phase 2: The Summit Schedule (At the Regional Hub)**

### **FRIDAY NIGHT – THE UNIVERSAL FLOOR**

*Focus: Mandatory Liability Training & Legal Duty. Time: 6:30 PM – 9:30 PM*

- **6:30 PM – Registration:** Verification of Pre-Work completion.
- **7:00 PM – MODULE 1: The Safe Church (MIN135):**
  - **Topic:** Abuse Prevention, Two-Adult Rule, and Duty to Report.
  - **Format:** Mass training lecture for all attendees.
- **8:30 PM – MODULE 2: Life Safety Essentials (MIN130):**
  - **Topic:** Fire codes, exits, and the Weekly Sweep.
  - **Activity:** The Pre-Work Audit. The presenter displays anonymous Red Risk photos submitted by the churches to highlight common failures (e.g., Note the blocked exit in this photo—this is a \$5,000 fine).

### **SABBATH – THE VISION & LEADERSHIP**

*Focus: Theology, Culture, and Governance (Soft Skills). Time: 9:30 AM – 5:00 PM (Lunch Included)*

- **9:30 AM – SABBATH SCHOOL: The Theology of Space (DIM140):**
  - **Topic:** Genesis 2:15. Moving from Janitor to Levite.
  - **Format:** Panel discussion with Pastors and Head Deacons from the region.
- **11:00 AM – DIVINE SERVICE: The Resurrection Protocol (DIM142):**
  - **Sermon:** Leading through disruption. The Crisis Shepherd mindset.
- **1:00 PM – Fellowship Lunch:** Structured networking where Tier 1 (Small) Treasurers sit with Tier 4 (Large) Treasurers for mentorship.
- **3:00 PM – LEADERSHIP WORKSHOP: Board Dynamics (DIM141):**
  - **Topic:** How to facilitate a vote and manage Beauty vs. Function conflict.
  - **Activity:** Role-playing a contentious board meeting.
- **4:30 PM – VESPERS: Vision Casting:**
  - **Activity:** The 5-Year Horizon. Teams sit together to pray over the Red Risks identified in their Pre-Work, reframing them as ministry opportunities.

**SUNDAY – THE STRATEGY LAB**

*Focus: Hard Skills & Integrated Planning (Using Pre-Work Data). Time: 9:00 AM – 2:30 PM (Extended Duration)*

**9:00 AM – TRACK BREAKOUTS**

<b>Time</b>	<b>TRACK A: LEVITES (Ops Team)</b>	<b>TRACK B: SERVANTS (Board Team)</b>
<b>09:00</b>	<p><b>MIN132: Maintenance Planning (60m)</b></p> <p><i>Using Pre-Work Data. Teams prioritize their Red Risks and plot them onto the 12-Month Maintenance Calendar.</i></p>	<p><b>DIM123: The Risk Audit (90m)</b></p> <p><i>Using Pre-Work Data. The Board plots hazards on the Risk Matrix. This session integrates <b>DIM120 (Decision Matrix)</b> to vote on which risks to fix first.</i></p>
<b>10:00</b>	<p><b>MIN131: Emergency Preparedness (60m)</b></p> <p>Establishing the Triad Authority and reviewing medical/fire response flowcharts.</p>	<p><i>(Risk Audit Continues)</i></p>
<b>10:30</b>	<p><i>(Emergency Prep Continues)</i></p>	<p><b>DIM121: Capital Stewardship (90m)</b></p> <p>Calculating the <b>CRF Target</b> based on building value and drafting the <b>B.U.I.L.D.</b> budget for the chosen repairs.</p>
<b>11:00</b>	<p><b>MIN134: Creation Care (60m)</b></p> <p><i>Using Pre-Work Utility Bills. Calculating the ROI for LED upgrades and simple energy savings.</i></p>	<p><i>(Capital Stewardship Continues)</i></p>

**12:15 PM – WORKING LUNCH (The Setup)**

- Teams grab lunch and sit together (Pastor + Treasurer + Head Deacon).
- **The Task:** Review the morning's worksheets individually before the negotiation begins.

**12:45 PM – THE COVENANT TABLE (Integrated Planning)**

- **The Facilitation:** The **Shepherds (Pastors)** call the meeting to order and mediate the dialogue, ensuring that every financial decision aligns with the mission.
- **The Merge:** Levites present the Must-Fix list; Servants present the Available Budget.
- **The Consensus:** Using the BWDM, the team aligns the budget with the priorities to agree on exactly what will get done in the next 90 days.
- **The Output:** The 90-Day Action Plan (signed by the Pastor, Head Elder and Treasurer).

### 1:45 PM – COMMISSIONING SERVICE

- **Dedication:** Prayer of dedication over the FSST teams.
- **Certification:** Presentation of **Phase 1 Certificates**.
- **Next Steps:** Teams are instructed to complete the remaining 3 modules (Rentals, Digital Stewardship, SRM) via the online GADC portal to achieve Full Certification.

### 2:30 PM – DISMISSAL

#### **Phase 3: Post-Summit Certification (The Digital Tail)**

*Timing: 30 Days Post-Summit*

To achieve **Full GADC Certification**, the team must complete the remaining three specialized modules via the GADC Online Portal. This ensures that niche but critical topics are covered without overcrowding the live summit.

1. **MIN133: Events & Rentals** (45 Mins Online)
  - *Required for:* Ops Team.
  - *Focus:* Lease agreements, insurance certificates, and wedding/funeral liability.
2. **DIM124: Digital Stewardship** (45 Mins Online)
  - *Required for:* Board Team.
  - *Focus:* Data privacy, cloud backups, and password security.
3. **DIM125: Mission Continuity / SRM** (60 Mins Online)
  - *Required for:* Board Team.
  - *Focus:* Reciprocal MOUs and business continuity planning.

**Final Milestone:** Upon completion of these digital quizzes, the church is awarded the Official 2026 Facility Stewardship Shield and full AMRI points.

**The 90-Day Action Plan Rubric (Form GADC-R1)**

**User:** Hub Facilitator / Researcher **Timing:** Completed Sunday at 1:30 PM (Post-Commissioning) **Passing Score:** 75/100 (Required for Certification)

Criteria	Exemplary (25 Points)	Proficient (20 Points)	Developing (10 Points)	Incomplete (0 Points)
<b>1. Risk Prioritization</b>  <i>(Source: DIM123 &amp; Pre-Work)</i>	<b>Safety First.</b> The plan explicitly targets the Red Risks identified in the Pre-Work photos (e.g., blocked exits, trip hazards). Safety liability is prioritized over aesthetic upgrades.	<b>Balanced.</b> Addresses at least one major safety risk, but also includes some aesthetic/non-urgent items.	<b>Misaligned.</b> Focuses primarily on cosmetic issues (e.g., painting, carpet) while ignoring documented safety hazards.	<b>Ignored.</b> The plan does not address any of the risks identified in the Pre-Work.
<b>2. Financial Feasibility</b>  <i>(Source: DIM121 &amp; Budget)</i>	<b>Fully Funded.</b> Every action item has a specific dollar amount attached <i>and</i> an identified funding source (e.g., from existing maintenance budget or approved CRF withdrawal).	<b>Partially Funded.</b> Costs are estimated, but funding sources are vague (e.g., "We will fundraise for this").	<b>Unfunded Wishlist.</b> Items are listed without cost estimates or budget allocations.	<b>Missing.</b> No financial data provided.
<b>3. Operational Clarity</b>  <i>(Source: MIN132 Calendar)</i>	<b>Who &amp; When.</b> Every task has a specific Owner (Name) and a Deadline (Date) within the 90-day window. (e.g., "Bro. John fixes the railing by Feb 15."	<b>Vague Assignment.</b> Tasks have dates but are assigned to generic groups (e.g., "Deacons will fix it") rather than individuals.	<b>ASAP Syndrome.</b> Tasks lack specific dates (e.g., Spring, Soon) or specific owners.	<b>Empty.</b> No timeline or assignments listed.
<b>4. Consensus &amp; Authority</b>  <i>(Source: Covenant Table Negotiation)</i>	<b>United Front.</b> Signed by <b>Pastor, Treasurer, and Head Deacon.</b> All three were present for the negotiation.	<b>Majority.</b> Signed by two of the three key leaders.	<b>Unilateral.</b> Signed by only one leader (e.g., just the Treasurer or just the Pastor).	<b>Unsigned.</b> Draft submitted without leadership sign-off.

### Scoring Guide for Evaluators

- **Total Score 90–100 (Gold Standard):** These churches are high-performing stewards. They are prime candidates to become future Hub Churches.
- **Total Score 75–89 (Certified):** The plan is solid and actionable. The church receives Phase 1 Certification.
- **Total Score <75 (Provisional):** The plan is unrealistic or unsafe. The Facilitator must sit with the team *immediately* to revise the plan before they leave the Summit.

## APPENDIX E: THE AMRI SCORECARD (DASHBOARD MOCKUP)

**1.0 Dashboard Overview:** The **Asset Management & Risk Index (AMRI)** is the central governance metric for the IFRRM Framework. This scorecard is generated annually for every entity, providing a single, objective Health Score (0–100%) that determines insurance incentives and grant eligibility.

**2.0 Sample Entity Scorecard** Below is a sample visualization of the AMRI Dashboard for a Tier 3 Standard Congregation.

### ONTARIO CONFERENCE PROPERTY & RISK MANAGEMENT

**OFFICIAL AMRI STATUS REPORT Entity: Grace Community SDA Church**  
(Sample) | Tier: 3 (Owned) | Period: Q1 2027

**OVERALL SCORE: 88%**

**STATUS: ✔ GOOD STANDING** (Target: >85%)

#### PART I: PERFORMANCE BREAKDOWN

Metric Component	Weight	Score	Status	Notes
<b>1. Facility Condition (FCA)</b>	30%	25 / 30	⚠	Jericho Walk complete, but 2 Red Risks remain open > 90 days.
<b>2. Stewardship Plan (FMUP)</b>	25%	25 / 25	✔	Annual FMUP submitted on time. Community Hub plan active.
<b>3. Financial Resilience (CRF)</b>	25%	18 / 25	⚠	Capital Reserve Fund at 2% of Income (Target is 3%). Contribution missed in Feb.
<b>4. Training Compliance</b>	20%	20 / 20	✔	Pastor, Treasurer, & Safety Officer fully certified (GADC Phase 1).
<b>TOTAL SCORE</b>	<b>100%</b>	<b>88%</b>	<b>PASS</b>	<b>Eligible for Standard Support.</b>





#### PART II: FINANCIAL IMPLICATIONS

- **Insurance Premium: Standard Rate** (No Discount).
  - *Improvement Incentive:* Reach **95% (Exemplary)** to unlock a **5% Premium Rebate** (\$1,200/year savings).
- **Deductible Responsibility: 95% Coverage.**
  - *Conference covers 5% of non-negligent claims.*
- **Capital Grant Eligibility: ELIGIBLE.**
  - *Entity may apply for B.U.I.L.D. matching funds.*

**PART III: REQUIRED ACTIONS (90-DAY PLAN)**

1. **Close Red Risks:** Repair the uneven pavement at the north entrance (Risk ID #402) by **June 30**.
2. **Catch Up CRF:** Deposit \$500 to the Capital Reserve Fund to meet the 3% target.
3. **Upcoming Audit:** Prepare for the random Spot Check scheduled for **August 15**.

**3.0 The AMRI Governance Scale:** The AMRI score triggers automatic governance consequences to ensure accountability.

Status Icon	Score Range	Designation	Financial Consequence
	95 – 100%	<b>Exemplary</b>	<b>5% Premium Discount.</b> 90% Deductible Support.
	85 – 94%	<b>Good Standing</b>	Standard Rate. 95% Deductible Support.
	60 – 84%	<b>Provisional</b>	<b>No Grants.</b> 100% Deductible Responsibility.
	< 60%	<b>Restricted</b>	<b>Mandatory Supervision.</b> Board loses facility voting rights.

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