

## **INTRODUCTION**

The Delt shelter is your home, and just as you respect your parents' home so should you respect the Delt house. There is nothing worse than a run-down, unmanaged fraternity house. A fraternity house is an identifiable entity of the Fraternity. A dumpy looking shelter affects the way people view your chapter. The upkeep of the house is the responsibility of all members. However it's not easy without some type of management plan. Your committee is responsible for designing and implementing this plan.

### **The Committee**

The committee's purpose is to oversee general maintenance and major repairs on the house. Although this task seems simple enough, the hard part is organizing teams and motivating members to get the jobs done. If your chapter already has a working system set up, you may only need some restructuring. In this section, you will learn the duties and responsibilities of the shelter and grounds manager and the committee. Although you may have your own ideas for organization, we suggest that each member of the committee be assigned to a specific area. We have included a few sample structures.

### **What Must Be Maintained?**

Maintaining a house requires more effort than you might think. In addition to the daily chores, maintenance involves seasonal concerns such as painting, furnace checks, window screens, and more. To help you stay organized, we have included a checklist you should review frequently.

Another area of concern involves housing regulations and laws. You must check with your house corporation to determine the laws or regulations you must follow.

### **Hiring a Professional**

When something in the shelter does need repair and no one in the house is capable of fixing the problem, you will need to hire a professional. In this section, we offer a few tips on who and where to turn for advice. Your best bet is to ask your chapter advisor or the house corporation members. Either of them can give you suggestions. If a problem arises that requires professional attention, act quickly. The last thing your chapter needs is someone getting hurt

Stay On Top Of Cleaning Being successful means not letting the regular maintenance slip for even one day. Once you get out of the routine, it is much harder to get motivated again.

## **ORGANIZATION**

### **Purpose and Necessity**

The Delt Shelter is a home. It is not a residence hall, a restaurant, a boarding house, a tavern, or a country club. Since it is a home, it should be treated as though it is your personal home. Since several Delts live in the shelter, each member has the responsibility of keeping the shelter clean and properly maintained for current and future use.

It is easy to ignore the shelter's physical needs until things start to fall apart. One of the main reasons for having a shelter and grounds manager is to ensure that the shelter's general maintenance needs and major repairs will be completed.

## **The Shelter and Grounds Manager**

The shelter and grounds manager powerfully influences the physical image, safety, and cleanliness of the chapter. A good manager only needs to know how to find the proper technical information and to delegate the "handy man" responsibilities to the qualified chapter members or professionals.

Serving the chapter as the shelter and grounds manager contains several rewards. He is in a position to influence the attitude of the chapter. His work can produce an environment where a positive attitude can be fostered.

Some chapters compensate the shelter and grounds manager, depending on the scope of his responsibilities and time requirements. He is actually in a position to save the chapter money. The amount saved on professional fees can pay for further improvements and needed supplies.

The shelter and grounds manager can take pride when he sees his chapter well represented through the physical appearance of the shelter and its grounds. After all, next to the members themselves, the shelter carries the image of the chapter more than any single entity.

### **Duties**

First, it should be noted that the job of shelter and grounds management is not a one man job. Shelter and grounds management is a chapter-wide responsibility. Of course, it will take a bit of individual coordinating of the appropriate activities and arrangements to get the regular maintenance and needed repairs performed.

Thus, the duty of coordinating shelter and grounds management needs belongs to the shelter and grounds manager.

A clear outline is important when identifying the shelter and grounds manager. Below is a sample job description for the position:

Position: Shelter and Grounds Manager

Reports to: Vice President & Administrative Committee

General Description: The shelter and grounds manager is responsible for the overall upkeep of the chapter shelter, including, but not restricted, to day-to-day maintenance, cleanliness, upkeep of shelter contents and furnishings, upkeep of the structure and systems, supervising repairs, and the general physical appearance of the interior and exterior components. He should provide for a sense of pride in the chapter members toward the shelter.

Specific Duties Include:

- Supervision of the shelter and grounds committee
- Promote a positive image through exterior maintenance of the shelter and grounds.
- Supervising and directing chapter sessions to clean and repair areas of the shelter.
- Instilling the safety of the chapter's shelter and members including fire safety, structural safety, and reasonable attention towards possible common house accidents.
- Upkeep of bathroom and plumbing facilities.
- Upkeep of electrical and comfort systems.
- Inventory supply of household tools and supplies.

- Serve as contact man to alumni house corporation regarding shelter and grounds major repair and maintenance requirements.

## Committee

One man cannot do the entire job. He needs the support of the entire chapter. A supportive committee can help distribute duties and implement special programs to keep the shelter well maintained.

**TIP** Give each member of the committee a title, i.e. Director of Safety or Staffing Coordinator. This gives each member an area of responsibility encouraging involvement. The duties of the committee are similar to those stated in the job description of the shelter and grounds manager. The members are to assist in assuring that the chapter is well maintained and repairs are swiftly made. Enlisting support is the first step. Seek out members that have a specific interest in the maintenance of the shelter. Rather than their role being that of general support, each member of the committee should have specific duties or a specific area for which to be responsible. This gives them direct ownership of the positive strides which can be made in a particular area. Below are a few possible structures to consider. Keep in mind that every chapter is different and may not be able to feasibly implement any of these structures. Determine your individual needs and assign responsibilities accordingly.

## Finances

Nothing is free, and shelter maintenance is certainly no exception. Maintaining the shelter and even making modest repairs require allotted funds. In most cases, these funds will need to come from the chapter's budget rather than the house corporation's. The house corporation generally reserves its money for permanent projects or those to be professionally completed. The shelter and grounds manager will need to work with the Treasurer ahead of time to allot sufficient funds to carry out the projects which the shelter and grounds manager feels are necessary. Here are some considerations.

Consider daily and weekly cleanups. What detergents and cleaning supplies are always needed around the shelter? Thinking ahead and buying in bulk quantities through a wholesale distributor can save a lot of money.

Consider routine projects. A fire safety system check, furnace maintenance, chimney sweep, standard plumbing repairs, a yearly heating and cooling system check, and lawn fertilizer fall into this category. These are examples of those items which you typically can anticipate with a routine schedule.

Consider projects that will need attention in the coming year. What supplies will be needed to complete them? Paint, brushes, landscaping, and lumber are some. Be prepared to budget for the tools needed to work with these supplies.

Consider bathroom supplies. Toilet paper, towels, soap and related items usually come out of the shelter and grounds budget.

The HELP section of this guide discusses recommended tools and materials that should be kept on hand.

## House Corporation

The house corporation is made up of loyal Delt alumni who volunteer their time to help provide adequate housing for the undergraduate chapter. It is organized and incorporated as a not-for-profit corporation under the laws of each state or province and serves as the legal entity that holds title to any owned property. In cases where a chapter's shelter is leased or rented, the house corporation acts as the lessor or renter for the chapter. The house corporation is responsible for acquiring the necessary insurance coverage, making permanent repairs and improvements, and purchasing major additions to the chapter's furnishings or kitchen equipment. It also builds a reserve fund to insulate the chapter against any emergencies and as a nest egg for future shelter improvements.

The house corporation acts as the landlord" for the shelter, and it expects the undergraduates as "tenants" to properly care for the property on a daily basis.

- THE CHAPTER is generally responsible for repairs that result from damage caused by the chapter or for those projects that are not capital improvements. The chapter is also responsible for the regular maintenance and cleaning of the shelter and grounds.

- THE HOUSE CORPORATION is generally responsible for permanent repairs to the electrical, plumbing, comfort systems, and kitchen equipment. It is also responsible for permanent additions to the furnishings and structure. Keep in mind that every chapter and house corporation is different, so it will be important for the undergraduate chapter and the house corporation to create a written agreement that describes their relationship. It should be updated each year and include the following:

1. The specifics of each party's financial obligations in terms of insurance, maintenance, and major repairs and rent.
2. The notification procedure which the undergraduate chapter should follow when requesting financing from the house corporation.
3. The house corporation's reimbursement guidelines to the chapter.
4. Frequency and agenda of the house corporation and undergraduate meetings.

## **UPKEEP**

The fraternity house has historically been the most identifiable entity of fraternity chapters. Our neighbors, friends, professors, and even our parents often judge the chapter by the condition and appearance of the shelter. Safety concerns and monetary investment also require that the shelter be kept clean and in repair. The responsibility for chapter shelter maintenance should be shared among all chapter members. If a member is to take advantage of the use of the shelter, he should also have the responsibility for helping with its maintenance and upkeep.

## **Clean Ups**

Pledges and actives often share different roles in this area. In fact, we continue to find chapters where pledges or freshmen are required to complete all cleaning duties throughout the year. The Fraternity's experience with this situation is very clear. It is found that very often the fundamental principle is not clearly exemplified. Too often after completing their roles as chapter janitors, freshmen relinquish their duties and in turn relinquish the respect which they had for the shelter. In essence, they are not as sensitive to the overall upkeep because they are often not the ones doing the cleanups.

The Fraternity principle reinforces that all activities are chapter activities and by pitching in, we achieve a common goal. The area of shelter maintenance could not be a clearer example.

## **Regular Maintenance**

**TIP** List all of the necessary daily maintenance jobs, and assign them to all of the members on an alternating basis. Typically, each member may only be required to perform a short duty once a week. How tough would that be? A sample of such a duty roster is on the following page. Regular maintenance must generally be executed on a daily basis. This would include bathrooms, kitchens, and common areas. In these areas, sanitation is of primary importance. All chapters have their own systems for managing this. The important point is that there is an effective system in place that ensures the shelter's cleanliness on a daily basis.

Weekly cleanups are often common throughout the Fraternity. The most familiar situation is a Saturday morning cleanup where chapter members pitch in on the weekends to shape up the shelter. Typical activities include dusting, sweeping, mopping, lawn maintenance, and other concern which generally can last a week without becoming a nuisance. Weekly cleanups can also be a time for gradual projects to take place, such as painting the shelter, cleaning grout, or patching walls. These are things that can generally be done on a weekend with a little bit of teamwork.

The following pages contain an example of a daily duty roster and a checklist that should be used by the shelter and grounds manager to make sure that the basic functions have taken place after a weekly session.

## **RULES**

Duties are to be completed by 8:00 p.m. Each area is to be generally cleaned up. That means:

Bathrooms Sweep and mop floors. clean toilets, urinals, sinks, and counter tops with disinfectant. Restock soap and paper towel dispensers. Pick up trash and empty cans.

Hallways, Stairs, Breezeways, Foyers -- Sweep, mop, and throw away any trash. Bikes don't belong in these areas.

Gamerroom -- Sweep and throw away trash. Brush the pool table, put cues, ping pong paddles and balls in their racks, and straighten things up.

Living Room, TV Room -- Vacuum and throw away trash. Straighten all furniture, and wipe off tables  
Lawn, Parking Lot -- Throw away trash in the lawn, bushes, and parking lot. Sweep the front porch.

Dining Room, Kitchen -- Clean tables, sweep and mop the dining room and kitchen floors. Put all chairs on the tables. These duties can only be done after dinner. The kitchen crew will get the pots.

If you find jackets, footballs, pillows, and other personal items that should not be in the public areas of the shelter, put them in the "IT BELONGS IN YOUR ROOM" closet.

## **Seasonal Concerns**

Major projects and seasonal concerns can often be accomplished at the term's beginning or end. Generally, after a long semester and a hectic period of exams, it is not too difficult to identify areas of the shelter which need a facelift. Projects might include painting common areas, cleaning carpet, clearing and dusting the trophy case, refinishing wood floors, cleaning the dumpster area, building new fixtures, repairing furniture, and cleaning up the woodpile. After a long term of intellectual intensity, sometimes routine and physical work around the shelter is a welcome contrast.

The terms can also bring seasonal concerns. Winterizing the shelter with storm windows, adding insulation, and repairing weather-stripping should not be forgotten. Having the furnace checked and the fuel tank filled needs to be done as well.

In the warmer months of the year, the grass will need cutting, insect control will be an issue, window screens may need to be replaced, and the cooling system should be checked. Also use the summer to do the outdoor jobs that can not be done during the winter months.

On the following page is a chart that outlines general maintenance issues and when they need to be addressed. Specific requirements and needs vary from chapter to chapter and will depend on your geographic area. Therefore, some needs may not be included on this chart, and others may need to be ignored.

## **YEARLY MAINTENANCE CHART**

### **DAILY**

- Clean bathroom toilets sinks, counters, and floors.
- Straighten furniture in common areas.
- Sweep floors in common areas.
- Sweep and mop dining room and kitchen
- Pick up trash in common areas and outside grounds.
- Restock paper items in bathrooms as needed

### **WEEKLY**

- Include all daily requirements.
- Clean windows.
- Sweep and mop all hard floors.
- Vacuum all carpeted floors.
- Scrub shower walls and floors.
- Dust furniture, fixtures, and trophies.
- Mow lawn, trim shrubs, rake leaves as needed.
- Clean dumpster area.
- Replace burned out lights.

### **MONTHLY**

- Clean air filters in heating and cooling systems.
- Wax hard floors.
- Trim hedges and landscaping.

### **SEASONAL - SPRING**

- Fertilize lawn.
- Administer insect and weed control.
- Service cooling systems.
- Clean attic.
- Clean drapes and carpeting.
- Paint exterior.

### **SEASONAL - AUTUMN**

- Service heating systems.
- Sweep fireplace chimney.
- Fill fuel tank.

- Clean gutters.
- Check door and window seals.
- Install storm windows.
- Paint indoors.

## **Housing Regulations and the Law**

In general, the shelter and grounds committee owes a duty of reasonable care to the chapter's members and guests to maintain and operate the shelter and premises in a safe manner. The typical lawsuit involves negligent injury to others, which means that it is neither intentional nor deliberate. In essence, it makes good sense to take care of the shelter and make sure it is safe. This provides a healthy environment for members to live and for parents, friends and other guests to visit.

If the shelter and grounds committee, the finance committee, or the house corporation think the budget is "too tight" to fix some faulty wiring, a defective furnace, or a broken stair step, where will these groups get money to pay for lawsuits naming the chapter, corporation, and even individual members? The chapter cannot afford to put needed repairs off. Fix it now, or be prepared to risk the consequences.

It is extremely important for the shelter and grounds committee to have a working knowledge of the laws pertaining to local fire, health, and safety regulations. The shelter and grounds committee must know the appropriate standards concerning the operation of fraternity houses as established by the different agencies; and make sure that the chapter stays above those standards.

## **Security**

Security is often overlooked in fraternity houses. A false sense of security is often present since members reside in numbers and sometime assume that someone else is always around to prevent theft and vandalism. The truth is that few members are around, except during lunch and dinner. However, during the day, a large percentage of members are at class. In the evenings they may be out studying or socializing. When there are members around, they are often in their rooms. In truth, there are times when the shelter remains virtually empty. We have been lucky that we have not been as hard hit as possible. The simple message here is that chapters should lock up. Lock the shelter when one leaves. Individual rooms should be locked. Tools, valuable items, kitchen Supplies and provisions should be locked away. Common sense is the answer. Chapters should not leave themselves an open target.

At the close of the terms, the shelter and grounds committee should take additional precautions. In many cases, members will be away for as long as a month, so it will be important that doors and windows are secure and valuables are locked away. Consider adding double keyed dead bolts for vacation times and additional locks for the windows. Enlist a local member or alumnus to stop by the shelter on a regular basis to check things out during vacations.

## **Emergency**

Emergency situations can happen at any time. Whether it is a blown fuse or a shelter fire, there are precautions which are important in all emergency situations.

As always, evacuate everyone from the shelter in case of fire or extreme potential for fire, such as a gas leak, and call the proper authorities. At right is a list of basic precautions.

## **EMERGENCY TIPS**

### **FIRE**

- Keep extinguishers filled and in their proper locations.
- Keep furnace room clean and free of flammable materials.
- Have heating system checked before each season.
- Use fireplace screens.

### **ELECTRICAL**

- Repair any exposed wiring or damaged fixtures.
- Do not overload receptacles.
- Know where the fuse or breaker box is located.

### **GAS**

- Only let a professional move any gas using equipment.
- Use gas using equipment in ventilated areas only.

### **PLUMBING**

- Insulate pipes or keep them above freezing in winter months, leave a faucet dripping, or leave plumbing areas open so heat can circulate around pipes.
- Turn water off and empty the water line when you plan to be gone from the shelter for an extended period of time.
- Know where the water main is located.

### **WEATHER**

- Be aware of and educate the members of emergency procedures in case of tornado, hurricane, blizzard, earthquake, etc.
- Keep informed of weather conditions as they develop
- Have the National Weather Service's phone number handy.
- Keep a battery operated radio for these situations.
- Conduct occasional emergency drills for the chapter.

### **BURGLARY OR VANDALISM**

- Keep windows locked at night and when members are not around.
- Keep doors locked at all times.
- Install timers on outdoor and selected indoor lights.

### **Tools and Materials**

Naturally, tools will be important for any competent shelter manager. Some standard tools should be part of the chapter's collection that can be used over the years. If chapter members are allowed to borrow chapter tools, have them sign the tool out and make them responsible for its return. We are all familiar with the times when chapter members borrow chapter tools for their own use only to never see these again.

**TIP** Locate a dry storage closet where tools and materials can be stored and locked up tight with a dead bolt lock. Only the S & G Manager should have the key. This prevents loss, theft, or members helping themselves, and simply forgetting to put things back.

Having these tools available makes chapter repairs more efficient. Too often we fall into the trap of leaving items in a bad state of repair because we do not have the necessary tools. If a chapter can gradually build its collection and keep these items secure, they will be available when the need arises.

**TIP** If expert help is being considered, take the time to research the problem and possible solutions. The shelter and grounds committee will then be able to judge the time and cost estimates. They may even get a lower quote if the S & G Manager and his committee appear knowledgeable.

## **Professional Help**

Knowing how to do a particular job or chore does not necessarily preclude the possibility that the shelter and grounds committee would rather call in a professional. Further, in some instances state or local codes may require some types of work to be done by a licensed professional. Find out what the law is in your state. In other cases, the complexity of inspection requirements for a code may make it desirable to have a professional do the job. Or, the house and grounds committee may decide a particular job is too complicated or time consuming to perform.

Use professional help with the direction and supervision of the house corporation. Many times they have the necessary knowledge and contacts. As well, consider these three factors: time, tools, and skills.

**IS THERE THE TIME?** If a repair must be made immediately to protect people and property, and the shelter and grounds committee or another brother can't do it right away, a professional must be called. When timing isn't critical, the size and scope of the work should be considered. A project that might take a professional a day or two could take the shelter and grounds committee two or three weeks to complete working in spare time. The inconvenience of living with a repair in progress against the cost of having the work done quickly should be weighed. Decide if a shelter and grounds committee member or chapter member really has the time to do the job properly.

**ARE THERE THE TOOLS?** Buying tools to complete a job can become quite an investment. The shelter and grounds committee needs to look into the cost of buying versus renting any specialized tools required for a job, particularly if the chapter doesn't expect to use those tools again. Remember, a professional's investment in the proper tools for a job is part of the fee.

**ARE THERE THE SKILLS?** The shelter and grounds committee must be realistic about their knowledge and skills. If a committee or chapter member isn't sure how to make a particular repair after researching all he can about it, it probably makes sense to have the job done by a pro. The same is true if a shelter and grounds committee or chapter member is uncomfortable in tackling a job. Further, when appearance counts, it may also pay to call a professional if a brother does not have the proper experience.

Unfortunately, fraternities sometimes tend to be easy targets for unreputable contractors or service companies. A professional may perform mediocre craftsmanship since "the work is only being performed for a 'frat'." In order to avoid any unnecessary grief when dealing with a professional contractor or service company, there are two important steps the chapter must take.

1. Make every effort to hire a well-established, reliable contractor or service company with a good reputation in the community.
2. Make sure the contractor submits a clearly written detailed estimate, and then have an equally clear contract drawn up that spells out every detail of the work to be done, the materials to be used, and the amount of money that the contractor will be paid. Never depend on oral or "handshake" agreements, no matter how friendly the chapter is with a contractor, how much of a gentleman the contractor appears to be, or how well recommended he comes.

## **Choosing a Professional**

If an assessment of time, tools, and skills convinces the chapter to hire a professional, the shelter and grounds committee must give careful consideration to its choice. There are several resources to check when seeking contractor or service company referrals.

PERSONAL RECOMMENDATIONS from alumni, friends, neighbors, relatives, or other people whose opinion you trust. Unfortunately, this is not always easy, because most homeowner's do not hire contractors that often, so many will have limited experience of their own.

TRADE ASSOCIATIONS such as the National Association of Home Builders or the Home Remodeler's Association. Membership in these organizations, or in the local Chamber of Commerce is not necessarily a guarantee of reliability or honesty, but it does indicate that the contractor or service company at least has roots in the community. They may be more interested in maintaining a solid reputation.

UNIVERSITY HOUSING AUTHORITY AND IFC may also have listings of contractors. Such a list tends to have a high rate of review. If a contracting or service company can retain a recommendation from a chapter's peers and university officials, it obviously has a good reputation in the college community.

DEALERS AND SUPPLY HOUSES know all the local contractors and will sometimes be willing to make recommendations. Still, don't follow these recommendations blindly. Each dealer will naturally favor his own customers and may even recommend an otherwise undependable firm just to get a customer some work. However, if the shelter and grounds committee compares recommendations from several different dealers and find the same name turns up several times, the chapter can be pretty sure that the firm mentioned is a good one to deal with.

THE YELLOW PAGES lists professional repair services under "Fix-it Services." For a specific repair, look under the appropriate category. Local newspapers often carry ads for individuals specializing in home repairs.

THE BETTER BUSINESS BUREAU should be contacted as a reference. This organization usually won't recommend anyone, but it can tell the chapter whether or not the names under consideration have any complaints listed against them.

From all of these sources, the house and grounds committee should compile a list of at least three contractors from whom bids can be solicited.

## **Soliciting Bids**

When the shelter and grounds committee asks for estimates or bids, it needs to make sure each contractor is bidding on the same set of plans, on the same amount of work, and on the same brands or quality of materials that will be used. The committee should always make sure to get a written estimate from each contractor, and only consider those that spell everything out clearly.

The estimate should be similar to the same document that the chapter will eventually use as the contract between the chapter and the contractor. The shelter and grounds committee will want to add such details as the schedule to be followed for making payments as work progresses, the starting and finishing dates, etc.

Contracts Once a professional is decided upon, there are several factors that should be clearly spelled out in the final contract before it is signed by both parties.

PLANS & SPECIFICATIONS should be attached to and become part of the contract.

BRANDS AND MODELS should be predetermined and specified.

APPROVAL for "equal" substitutions should be required in the contract. Substitution clauses are a common practice and they should be considered with caution.

SECOND PARTY INVOLVEMENT should be mentioned in the contract and the other parties' roles clearly spelled out, especially if it will be supervising the project. The house corporation or architectural firm are examples of second parties.

SUBCONTRACTORS are the responsibility of the contractor. If there are subcontractors to be hired, make the general contractor responsible for hiring them, paying them, and coordinating their work. Have it all spelled out in the contract.

DATES should be included. Just remember that these are not really very binding in a court of law. The time clause will be much stronger and enforceable if the wording says something like "time is of the essence" or "dates are of the essence of this contract." The chapter will have to allow for unavoidable delays, but a completion date gives the chapter something to fall back on if the contractor is deliberately stalling or leaving for another job before the chapter's is finished.

INSURANCE COVERAGE should be obtained by the contractor before he starts. Request proof of coverage including proof of such an agreement with the subcontractors. This insurance coverage will save the chapter from being held liable if a worker injures himself while working on the property. Liability insurance should also cover damage to the property.

CLEANLINESS & DEBRIS REMOVAL and who will do it should also be clearly defined in the contract. It should also clarify just what is meant by "cleaning up."

DAMAGE of lawns, plants, trees, or other shrubbery often occurs when the shelter undergoes major repairs. The contract should state who will pay for making the needed restorations or replacements.

APPROVALS may be required from the local building department as work progresses. The contract should spell out the contractor's responsibility for arranging for inspections and getting the necessary approvals by making certain his work conforms to the codes.

CHANGES requested by the chapter and house corporation, suggested by the contractor, or additions to the original contract should be written down and signed by both parties. This is probably the most frequent cause of disagreement between contractors and homeowner's.

TERMS OF PAYMENT should be spelled out. For self-protection, the chapter should always be ahead of schedule. That way, if the contractor fails to finish the chapter will have a balance in its favor. The terms should be such that the final balance isn't due until a reasonable length of time

(from 10 to 30 days) after the job is finished. The chapter and house corporation need time to check that the work has been done satisfactorily.

FINAL ARRANGEMENTS need to include insisting on an affidavit certifying that all subcontractors have been paid and all materials used in the job have been paid for. Do not sign any letter or form that says the job is finished when it really isn't no matter what kind of story you are told.

## **Directory**

Space is provided on the following pages for the shelter and grounds committee to make a listing of the most frequently used maintenance and repair contacts. This way, when a repair needs to be completed or an emergency occurs, the S & G Manager can reach for this manual, assess the situation, and be able to locate the alumni house corporation, a plumber, an electrician, a carpenter, the various servicemen for the shelter's different appliances and systems, and even the fire department and police. The directory is also a good place to keep a record of repairs done and emergencies that have arisen and how they've been dealt with in the past.