



FACILITY MANAGEMENT TOOLKIT

IAFE Graduate Track



Institute of
Fair Management

INTRODUCTION

As part of the 2022 Graduate Track through IAFE Institute of Fair Management program the following team member assembled a Tool Kit for use by the membership to help guide them through Facilities Management. The IAFE Institute of Fair Management (IFM) Certification Tracks are specialized, continuing education programming for IFM graduates. This senior level coursework is presented through varying methods of instruction Cyber-Seminar, Instructor-led, Case Study and Service-Learning Projects.

SUMMARY

Maintaining again facilities and developing a user-friendly campus continues to be an industry challenge. Fairs are limited in their ability to financially support their infrastructure and have not adopted a master plan to help guide them in their development efforts. How do you approach developing a master plan project? This toolkit will help guide you through some of the areas you should focus on to ensure you have a positive experience for your guests, you know how to financially sustain projects you have on your grounds as well as how to ensure your contracts are legal and secure.

TEAM MEMBERS

Brandon Bird	Eastern Idaho State Fair
Courtny Conkle	Wyoming State Fair and Rodeo
Fran Crone	Southwest Florida and Lee County Fair
Amanda Frigon	Explore Edmonton Corporation, K-Days Fair
Melody Hill	State Fair of Virginia
Suzanne Holcomb	Greater Hillsborough County Fair
Karen Klug	Berrien County Youth Fair
Steve Patterson	Hendricks County 4-H & Agricultural Fair
Jo Reynolds	Warren County Agricultural Association
Amanda Weber	Sac County Fair
Andrea Wiesenmeyer	Jerome County Fair and Rodeo
Andrea Peachey	Buffalo County Fair

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Master Plan Projects – How to Approach

Prepared By: Jo Reynolds & Brandon Bird

A Master Plan is a carefully crafted document that provides data and a layout for guiding future growth and development. A plan considers data on recommendations from stakeholders, analysis of the economy, population, other community facilities, transportation, and best land use. You should consider the past, present, and future practical, functional, and economic realities. This plan should address facilities' needs for the next 20 years.

Why have a Master Plan? The plan gives decision-makers a point of reference for action. There is the ability to make informed decisions because the plan provides facts on existing conditions and trends, enabling decision-makers to understand their decisions' impact better. The Master Planning process should improve the use of limited resources to maximize their ability to meet strategic goals and objectives.

When done right, a Master Plan should provide a physical plan that will guide stakeholders and funding sources to achieve the plan's objectives. A Master Plan will provide documents, maps, and drawings to help communicate these goals and generate public support for these projects.

WHY MASTER PLAN

1. Outcomes Create a Shared Vision

- a. A master plan increases team communication to make the project easier to achieve. The plan is the initial step in the design phase and outlines the scope of the work. The architect works with the team to create success.
- b. A master plan can take any form the team desires because there is no formal process. Avoid limiting your visioning process by comparing it to other Fairs. All Fairs are similar in their purposes, but rarely do they have all of the uniqueness of your Fair and its opportunities, weaknesses, and future potential.
- c. Remember, the plan is aspirational. Imagine, propose, changing the path to achieve goals
- d. A shared vision will help create a predictable and orderly decision-making process

2. Works Hand in Hand with your Strategic Business Plan

- a. Don't have a Strategic Plan? A Strategic Business Plan should be a predecessor to Master Planning. Strategic planning is an ongoing process by which an organization sets its forward course by bringing all of its stakeholders together to examine current realities and define its vision for the future.

- b. Strategic Plans examine its strengths, weaknesses, resources available, and opportunities. Strategic planning seeks to anticipate future industry trends. During the process, a Fair can create a vision, articulates its purpose, and set strategic goals that are long-term and forward focused.

3. Pictures Help Tell a Story of Where We Are Going to Get Stakeholders Support

- a. Take photos of existing facilities that may show rust or repairs needed to strengthen support
- b. Show the type of events that can be done in the proposed facility
- c. What is the versatility of the facility
- d. What will it be called, naming rights

4. Deliverables of a Master Plan and How to Use Them

- a. Cost estimates with phases for implementation get you going in the right direction and will keep you on target.
- b. Drawings and Maps can be excellent marketing tools to communicate the Fairs vision and help generate support for future projects.

USE THE MASTER PLAN AS A LIVING DOCUMENT

1. Update the Master Plan Annually as Projects are Completed or Delayed

- a. Use a form that keeps track of your progress and milestones met. Make this document simple enough that it can be shared with stakeholders and sponsors.

2. Update as Unexpected Future Visions Really Happens and Project How It Will Impact the Future Vision of the Master Plan

- a. This isn't a one-and-done activity.
- b. Track the plan's progress to make sure the plan is going in the right direction.
- c. Establish a set of criteria to measure your performance.
- d. Send a report of progress to constituents to keep them apprised of the milestones reached or the changes made.

STEPS TO ACHIEVING SUCCESS WITH A MASTER PLAN

1. *Initial/Defining Phase*

- a. The preparatory phase involves drawing the main goals and objectives of the project. What are the priorities of the project?
- b. Clearly outline the project by looking at the viability of the main project.
- c. Be analytical and ask many questions.
- d. Do you have a feasibility study of the project?
- e. The plan usually covers 10 to 15 years into the future.
 - This is intended to guide a Fairs growth from a high-level perspective.
 - Focus on preserving the Fairs, unique characteristics
 - Ensure diversity
 - Support investments from stakeholders
 - Promote the desired change
 - Enhance community service

2. *Testing*

- a. This phase is equally crucial.
- b. Check land use distribution and relationships between the concepts the team has outlined.
- c. Discussion should include ingress/egress, is the space ample for the concept, the parking and access layout, and how weather affects the project.

3. *Strategy*

- a. Are there several models to choose from? What are the best attributes of each?

4. *Define the Design*

- a. Refine the plan by checking the main concepts. How effectively does the architecture blend with other structures, what will the landscape look like, and what direction will it face? Can it be seen or readily identified, does it interfere with streets, and can the public access the facility? Is it ADA-compliant?

GETTING STARTED

1. *Funding a Master Plan* ([Covered in How to Fund your Master Plan and facility Improvements](#))

2. *Checklist for Getting Started*

- a. Define Goals
- b. What do we have?
- c. What does it look like?
- d. Where does it go?
- e. What does it affect?
- f. What are the cost estimates and maintenance costs?
- g. What opportunities do we have to become a cultural or tourism destination?
- h. Use "napkin drawings" to determine how a project will fit
- i. How much room is needed for gates/entry/ticketing?
- j. How much room for security, bag check, and wand for security?
- k. What architectural styles are acceptable?
- l. Does the building code require a fire safety system?
- m. How will animal waste be handled?
- n. How will stormwater drainage be addressed?
- o. How many parking spaces are needed, regular and ADA?
- p. What area is required to have access to emergency vehicles?
- q. How to make visitors feel welcome
- r. What is the maintenance budget and timeline?
- s. Prioritize the phases of progress

3. *Data Gathering (Pre-Master Planning Preparation)*

This data-gathering process should be completed before any formal planning process begins. The purpose of Data Gathering is to provide a solid foundation on which to build your Master Planning from, and it will help provide critical information to make solid decisions.

- a. Typical Site Information Checklist contains:
 - Regional Access (Federal, State, and County Highway Systems)
 - City Street System maps
 - Property Limits and Ownership
 - What are the restrictions that determine where we build?
 - Zoning and any Comprehensive Plan Implications from local Governing Bodies
 - Zoning requirements can impact your future plans. Be sure to understand and involve permitting departments
 - Are there Building Codes to abide by?

- Site Expansion Potential
 - Are there accessibility issues?
 - What are the restrictions that determine where we build?
 - Adjacent Land Uses and Neighborhood Relation Issues
 - Vehicle Circulation, Parking, Ticket Gates
 - Service Access and Circulation
 - Pedestrian Circulation
 - Animal Movements
 - Site Topography
 - Easement Restrictions
 - Vegetation & Landscaping
 - Views/Vistas
 - Solar Orientation/wind
 - Utility Conditions and Capacities
 - What is underground currently for infrastructure? Use city or county master map
 - Architectural Themes
 - Fair Use Zones
 - Non-Fair Use Zones
 - Opportunities and Constraints
 - Significant Issues (unique user issues not covered in the above items)
- b. How can we affect customer experience?
- c. Building analysis
- What do we have now?
 - What issues do we have?
 - What can be postponed or what needs to be done yesterday? Evaluate exterior, interior, structure, and fire safety
 - What is deficient, what is the cost to fix, and how do you prioritize?

4. How Did We Get There - The Historical Perspective

By looking at the past, you can identify why things are what they are today. The past is built on tradition and shared history that can energize and unify stakeholders and funding sources.

- a. Gather data that might influence the priorities and projects identified in the master plan.
- b. Consider Fair financials, facility operations, condition of current assets, increased attendance, best land use, capital improvements

5. Evaluate the Current Situation Before the Visioning Process

- a. What has been learned going through the data-gathering process?
- b. Does a better understanding of the historical perspective of the grounds help identify changes in facilities purposes and the need for additional facilities?
- c. What will influence the priorities and projects in the master plan?

6. *Who to Involve? Selecting the Right Stakeholders & Movers, and Shakers*

- a. Use a variety of sources to ensure diverse opinions to avoid missing critical concerns or components of your plan.
- b. Contact local attorneys for input with possible estate planning involvement—does someone they work with that has a shared vision within the community?
- c. Ask the public, city council, supervisors, commissioners, developers
 - Engaging citizens to support the project plan and be satisfied with the outcome will make investors feel secure.
 - Public support is crucial. Reach the broadest possible audience and encourage participation. Several methods are best and can include:
 - Online surveys, public visioning meetings, telephone surveys, direct mail surveys, requests for text message responses, and open-house events
 - Ask questions such as: What are the Fair's strengths, what are its shortcomings, what concerns do you have concerning expansion or development, what should be discouraged, and how does the project support a vision? Answer the question, "In the future, I want my fair to be...."
 - This step aims to create community-supported vision statements, goals, and objectives that will help guide the development of your master plan
 - Involve any historical, environmental, or cultural groups—investors with historical preservation and environmentally friendly development that will see value in the long-term vision.
 - Private contractors can bring knowledge to the table

7. *Project Where the Fair Is Going and How to Meet the Future Needs*

The goal is to minimize development and operational costs while maximizing event and revenue opportunities.

- b. Identify and narrow down the options
 - Using what was learned about the Fair's current state, future projections, land ownership, and community input start considering various plans.
 - Compare the advantages and disadvantages of each and how the land can be best used to encourage your project use.
 - Develop a set of criteria to measure each scenario against.
 - Choose one development plan at a time and devise a strategy for how, when, and by whom the recommendations should be implemented.
- c. Ensure your development plan aligns with the project's goals to drive it forward.
 - List the main points and prioritize
 - Play out the scenarios against each plan

Experience Planning

Prepared By: Courtney Conkle & Steve Patterson

WHAT IS EXPERIENCE PLANNING?

Experience planning is your organization's strategy that comprises the plans you put in place to provide positive experiences at each guest touchpoint along the visitor's journey, and the purposeful ways to measure those experiences - while this can be both online and offline, we are talking about your organization's physical infrastructure and how it relates to the guest experience in this toolkit. A well-executed experience planning strategy creates meaningful and positive experiences that can improve customer loyalty and improve the overall impression of your brand.

WHY IS IT IMPORTANT?

Experience planning is a collaborative and constantly evolving effort to enhance the guest experience at your event. Experience planning can benefit an organization by;

- Improving guest experience
- Increasing and positive attitudes towards your organization
- Improved experience planning can be done at any budget

WHERE DO WE START WHEN WE ARE EXPERIENCE PLANNING?

Points of Entry:

- Start by envisioning your guest's path of travel and how it impacts the total experience. Ask yourself the following questions.
Where do our guests enter from? -This can include parking lots, ticketing areas, and drop off zones. Focus on these touchpoints first. You only get one chance to make a first impression. All too often as event producers we unintentionally overlook these initial impression zones because we may not experience them first-hand the way our guests do.

Points of Exit:

- Much like our points of entry, exit points serve as a valuable final brand impression for us to interact with our guests. This can be as simple as making sure that you have signage on your points of egress thanking guests for visiting, or advertising future event dates.

Various “Zones” throughout your event:

- Determining the different areas throughout your property (i.e., livestock areas, vendors, food court, static, etc.)
- Once you have identified the zones that already naturally exist throughout your event, focus on how you can highlight those zones' unique attributes. This should be the fun part! If you have an organization that has a defined mission or core values, you can use this part of the process to help interweave your brand's personality in various zones. An example would be if you manage an organization that abides by a mission of sustainability; you would be able to communicate this throughout your agricultural zone through educational signage and programming communicating sustainable farming practices. This same message of sustainability could then be used within your food court zone via recycling and composting programs that serve both a utilitarian purpose as well as educate your guests.
- By showcasing what your brand stands for throughout the entirety of your event, you can help to build your brand integrity and create a stronger overall impression of your brand.

Know who your fans are:

- Identify who your guests are - cultural and age demographics can help to determine what the unique needs of your guests are

Know your brand:

- Experience planning can be a great tool for telling your organization's story and sharing messages that are important to you. You can tell your stories through guest experience and share your history in a way that strengthens your brand perception.

Facilities that Create a Safe Environment

Prepared By: Andrea Peachey & Fran Crone

Each facility should be tailored to meet the general guidelines of a safety program. These guidelines are in place for a reason and the goal is to create a safer workplace. Strong communication is necessary to implement a safe environment. This will help strengthen the facility and individuals who work with this daily.

ONSITE EXPERT:

- You and your employees are the experts
- Collaborate with your team as well as other fairgrounds and facilities to share ideas on challenges and how to improve your facilities safety concerns

AREAS TO ADDRESS

Safety Signage

- By law signage to post – know what you are required to post
- Use Barricades & Barriers to protect patrons from harmful areas
- Identify & Address Trip Hazard Areas – have your employees be aware and communicate concerns they may have
- Signage! – create appropriate signage that assists your patron with knowledge and concerns of the area
 - Evacuation Routes Posted

Equipment

- Grounds PA System
- Fire Extinguishers & Fire Alarm Systems
- AED's
- Handwashing Stations: Permanent & Temporary
- Lighting
- Ground Elevation Change Markers
 - Paint the curbs
 - Use bright colored tape to visually enhance an area of concern
- Traffic Equipment
- Text or Email notification system
- Cameras

Crowd & Exhibitor Flow

Always be aware of where your patrons are walking and be able to keep them out of harmful areas

- Ingress & Egress:
 - Grounds
 - Buildings
- Appropriate size walkways & accessibility to accommodate any situation
 - Consider a fire engine being able to drive into any area
- Awareness of Herd Effect
 - Where one goes, plan on more following
- Know your trouble areas and create a plan for control
- Have a plan for ease of access & evacuation for disabled patrons
- Keep walkways and drives accessible, do not crowd with displays or acts
- Use barricades, barriers, or cones to block off areas that should not be accessed by patrons
 - This includes health protections for Animals and People
- Monitor the flow of people as much as possible
 - Use of cameras, crow's nest or elevated positions

Inspections

Although you have a plan in place, be prepared for it to fail at some point, in some capacity. Be ready to react and modify your plan and have the right people in place to be responsive.

- Have a plan and be ready to modify if there are failure areas
- Verify the plan and have additional people check these areas as well
- Checklist
- Perform multiple checks a day
 - Day Crowd, Night Crowd, Concert Crowd, Livestock Crowd, etc.
- Availability to be contacted by Inspectors
- React & address issues that are reported
- Keep staff & inspectors informed of new items
- Check with leaders throughout the day
- Keep records of reported issues so the same issues do not recur year after year

Staff

Keep in mind the better the staff and staff training, the better your event will function.

- Have the right people in place
- Your staff are familiar with the grounds, create responsibilities they can aid with
- Staff with Leadership abilities should be put in key roles, so they are able to react to a situation
- Bring in additional people when your events are larger and have them trained and prepared for your grounds and facilities

- Communicate with your staff
- Have daily meetings, as necessary, to ensure all day activities are communicated and addressed
- Know, Train & Involve your staff in the planning
- Bring in people who know more than you – they can provide insight on areas that you may overlook
- Use 3rd party contractors to review your practices
- Ensure staff and promoters have accurate information and are equipped to do their job

Safety Maintenance

- Safety is an ongoing task. Everyone should be looking daily as they go about their day and concerns should be addressed.
- It is important for organizations to establish on-site safety teams who meet regularly and address and evaluate the concerns and guidelines that are in place.
- Implement an Emergency Action Plan

Creating guidelines to address a safe environment for your facilities will help minimize issues in an emergency. You cannot fully eliminate safety issues, but you can be prepared and have a plan in place to react to emergencies. A key place to start is at your structures and build a plan out to address other key areas. Start with the basics we have outlined above and create an environment that is safe for your patrons.

Meeting the Cleanliness Needs of Event Goers and More

Prepared By: Amanda Weber & Melody Hill

DIFFERENCE BETWEEN CLEANING TERMINOLOGY

When implementing cleaning procedures for an event and facility, it is important to know the difference between cleaning, sanitizing, and disinfecting. The Environmental Protection Agency (EPA) defines these as follows:

- Cleaning simply removes dirt, in general these products are less hazardous.
- Sanitizers work to remove specific microorganisms like bacteria and viruses.
- Disinfectants then destroy or inactivate microorganisms that cause these infections.
- Cleaning should always be done prior to disinfecting. (OSHA Safety Training)

High- touch areas such as door handles and counters should be cleaned regularly. Cleaning and disinfecting help prevent pest infestations and the spread of infection.

PROFESSIONALISM SCIENCE AND ENGINEERING WORK TOGETHER

Professionalism, Science and Engineering all make up the three-legged stool of cleaning. (IAFE Meeting the Cleanliness Needs of Our Eventgoers and More!)

- Engineering is standardization, simplification, best practices, and bench marking.
- Science is the validation of engineering elements; documents cleaning for health, improving safety, pollution reduction, workplace topophilia.
- Professionalism is treating the staff as high value employees.
- Training programs, skill validation and recognition programs.

CUSTOMERS VIEW CLEANLINESS

It is important to communicate your cleaning protocols with event organizers and attendees, especially after the 2020 Coronavirus Pandemic. A 2020 Harris Poll discovered that 81% of Americans believe employees are more likely to value their job when “luxury” restroom products are supplied. (GSF USA). These include no-touch dispensers, cleaning services, and mats. GSF states that it is more affordable to retain current customers and employees by making small investments that promote cleanliness and hygiene. Super Office conducted a survey of 1,920 business professionals to share their number one priority for the next five

years. Customer Experience was the number one priority (45.9%). A good customer experience increases spending. 86% of customers are willing to pay more for a wonderful customer experience. (Niklas Stattin. Super Office. November 15, 2022.

<https://www.superoffice.com/blog/customer-experience-statistics/>)

TRAINING STAFF

According to the CDC, it is important to develop training programs for workers to help protect them from chemical hazards. Improper training can lead to irritation of the eyes and skin, difficulty breathing resulting in asthma attacks, and even severe lung damage or death.

(OSHA Safety Training)

- Training should include the proper PPE necessary, how to wear it and how to dispose of it. Areas should have proper ventilation to protect workers during cleaning and disinfecting. All hazardous cleaning products should be labeled, and workers taught how to read them and properly store the products. Using a color-coded system for tools and chemicals is a great way to simplify the Safety Data Sheet should also be available to all workers about the cleaning products and chemicals used at the facility. As the employer, it is your responsibility to follow all applicable OSHA standards, PPE standards, and State standards. Employers should keep information readily available to employees and have an SDS (safety data sheet) binder. The SDS binder will hold all chemical sheets for products used at the facility.
- HAZCOM safety training and safety data sheet posters are great resources to continue reminding employees about proper safety. Training kits can be downloaded or be done through online training modules. HAZCOM SDS informs employees which chemicals are the safest, their ingredients, potential health problems, and procedures for spills or exposures. (OSHA Safety Training) The National Safety Compliance also offers a variety of training resources.

CLEANING REQUIRMENTS FROM STATE, OSHA, ETC

When implementing cleaning procedures, it is important to be aware of public health code requirements. Below are general guidelines for cleaning procedures. Please check with your local health department and state/territory/province as guidelines may vary.

Exhibition Halls

Always wear proper PPE and take proper precautions when using cleaning/disinfecting chemicals.

1. Clean hard surfaces with soap and water or cleaning products approved or the surface. (CDC)
2. Clean, soft surfaces such as carpets, rugs, and curtains with products containing detergent or other cleaners designed for the material. If

possible, launder items according to label's instructions. Dry items completely. Vacuum carpets and rugs and dispose of dirt safely. HEPA filter vacuums are ideal. (CDC)

3. When laundering items such as tablecloths and napkins use the warmest appropriate water and completely dry items. Clean the hamper or basket where dirty items were stored in with the appropriate cleaner for the hamper/basket surface. (CDC)
4. For electronics such as remotes, tablets, vending machines and ATM machines, consider adding a wipeable cover for easier cleaning. Follow the manufacturer's instructions for safely cleaning and disinfecting the device. (CDC)
5. When cleaning restrooms, EBP Supply Solutions recommends the following procedures:
 1. Pre-Clean toilets and urinals.
 2. Clean and Disinfect toilets, urinals, sinks, dispensers, door handles.
 3. Apply a bowl treatment.
 4. Dust from top to bottom the above-the-floor surfaces.
 5. Refill dispensers and empty trash receptacles.
 6. Clean bathroom walls and stalls of any visible dirt.
 7. Polish any meta fixtures.
 8. Wipe mirrors and glass areas.
 9. Clean Floor Drains. Enzyme drain cleaners are safe for daily use.
 10. Mop floors.
6. Commercial Kitchens – The below cleaning procedures are meant to be done in between events, monthly, or yearly according to Central Restaurant Products.
 1. In between events:
 - a. Delime sinks and faucets
 - b. Wash and sanitize reach-in refrigerators
 - c. Clean coffee machines
 - d. Clean oven and microwave
 2. Monthly:
 - a. Clean freezers
 - b. Empty and sanitize ice machines
 - c. Wash behind ovens, stoves, and fryers
 - d. Wash walls and ceilings
 - e. Wipe down storage areas
 - f. Change pest traps
 3. Yearly:
 - a. Clean pilot lights on gas kitchen equipment
 - b. Clean hoods twice a year
 - c. Check fire suppression systems and fire extinguishers

Barns/Livestock Dwellings

Always wash your hands with soap and water after touching animals or anything in their dwelling. Children younger than 5, people with weakened immune systems and people 65 years or older are more like to contract diseases spread between animals and people. (CDC). Pregnant women are also at a higher risk for certain diseases transmitted by animals. Consult with local and state/territory/province animal health experts when implementing cleaning procedures for livestock dwellings.

1. **Hog Barns** – Michigan State University (MSU) Extension states that a 10% bleach/water mixture combined with detergent is a good disinfectant. Dirt and manure should be removed prior to disinfecting.
 - a. Scales should be disinfected between trailers of pigs, or every 6-8 pigs handled. Focus should be given to areas with direct contact of pig noses. Scales should be cleaned daily when in use. Any other equipment used during weigh-in should be disinfected. (MSU)
 - b. Sorting boards should be disinfected between classes after dirt and manure removal. Avoid contact with pig noses when possible. (MSU)
 - c. Wash areas should be disinfected daily after dirt and manure removal. Nightly cleaning is recommended. (MSU)
2. **Poultry Barns** – The following procedures is from Cornell College of Agriculture and Life Sciences. All birds and equipment such as feeders and waterers should be removed prior to cleaning the barns.
 - a. Sweep and dust building
 - b. Use a lower pressure sprayer on heavily soiled areas
 - c. Wash the building with warm or hot water and a neutral detergent
 - d. Thoroughly air-dry the building
 - e. Disinfect the building after everything has been cleaned and thoroughly dried.
3. **Dairy Barns** – According to Cornell University College of Veterinary Medicine, the below procedures should be followed. If your facility has a milking parlor, please follow all local, state, territory, and province regulations.
 - a. Milking parlors should be disinfected twice daily. Milking machines should also receive daily cleaning and rinsed after each milking.
 - b. Hand and boot disinfectants should be used before and during milking.
4. **Horse Barns** – The following procedures are recommended by American Stalls.
 - a. Remove all bedding, manure and objects such as mats, buckets, etc. Removable objects should be cleaned with hot water and dish detergent. Use a 10% solution of bleach after rinsing. Items should be cleaned a third time with warm water and detergent. Items should be completely dried before putting them back.

- b. Clean the horse stall with warm water and detergent before spraying a 10% solution of bleach then disinfecting. Stalls should be completely dry before disinfection. Walls should also be cleaned during this stage.

FACILITIES ON THE PROPERTY THAT NEED CLEANED

Restrooms

Event Goers can tell all they need to know about your facility by the condition of the restrooms. This is often an area that will make or break a come back to your event. Restrooms should be on a regular cleaning/maintenance schedule to also help prevent the spread of viruses.

Barns

Barns are not expected to be “sterilized” but do need to present as clean, neat, and orderly. Clean walkways and designated animal waste areas are a must. Clean barns also prevent bacteria and pathogens from being spread to both humans and other livestock. Handwashing stations or signage locating handwashing stations when exiting the barns is necessary. (As well as Petting Zoos or any other hands-on animal experience.) Also refer to information presented in Consumer Protection Workshop presented by Technical Solutions International in association with the IAFE.

Exhibit Halls

Show and venue management exhibitors, and attendees will need to work together to make sure the hall is a clean and safe place to be. Exhibit Halls should have plenty of options for trash receptacles and have a cleaning schedule in place as well. These areas should also be kept tripping hazard free at all times.

Offices

Employees should assist with keeping their areas tidy and free of trash and clutter as much as possible. Disinfecting of handles, phones, community common areas, etc. on a daily basis is a good idea. Offices should always be ready to accept guests, business partners, etc.

THE DIFFERENCE BETWEEN SUPPLIES AND EQUIPMENT

According to [*upcouncil.com](http://upcouncil.com), equipment is classified as a long-term asset and usually refers to items that will last and be used longer than a year. It is usually referred to as tangible property. Supplies are items that will be used once and replaced often; such as chemicals, tissues, soap, PPE (Personal Protective Equipment), etc. Materials also play a role. These are items that are used over and over but will need to be replaced at some point in its lifespan such as mop heads, microfiber clothes, buckets etc.

A list of general supplies may include but not be limited to:

Toilet Paper	Tissue	Multi Surface Cleaner
Paper Towels	Soap	Disinfectant Wipes
Toilet Cleaner	Detergent	Glass Cleaner
Disinfectant/Sanitizer	Disposable Gloves	Odor Eliminator
Face Shield/Mask	Floor Cleaner	Floor Dry
Trash Bags		

Equipment Items that would be beneficial for:

Restrooms:

- Microfiber Mop along with an organized Restroom Cart
- Contactless soap/sanitizer dispensers
- Paper towel dispensers or air-dry machines
- Caution: Wet Floor Signs
- Squeegee

Barns:

- A designated waste storage area
- Waste removal equipment such as tractors, bins, trash cans, wheelbarrows and other storage equipment labeled for waste management removal
- Temporary waste storage containers located in isolated areas away from guest and visitors and covered when possible
- Dust reduction practices as necessary such as spraying high traffic areas and bedding after waste removal
- Signage for traffic flow, waste areas, handwashing
- Handwashing stations
- Power washer for cleaning off gates/fencing between move in dates

Exhibit Halls:

(This will vary depending on type of flooring and square footage of area)

- Lightweight or backpack vacuum
- Microfiber mop or floor cleaning machine
- Cart to hold/organize supplies
- Microfiber cloth for cleaning windows/railings/display cases
- Caution: Wet Floor signs
- Squeegee
- Broom/Dust Pan with Long Handle (To avoid bending over)

Offices:

- Lightweight or backpack vacuum
- Microfiber mop or floor cleaning machine
- Cart to hold/organize supplies
- Microfiber cloth for cleaning windows/railings

CARE OF AND STORING SUGGESTIONS FOR EQUIPMENT AND SUPPLIES

Environmental cleaning supplies and equipment quickly become contaminated during their use. Regularly reprocess all reusable items (i.e., thoroughly clean, disinfect, and dry).

These are the best practices for reprocessing reusable cleaning supplies and equipment:

- Send all reusable supplies and equipment (e.g., buckets, rubber gloves) for reprocessing:
 - directly after use in a transmission-based precaution area
 - when soiled with blood or body fluids
- Thoroughly clean, disinfect, and rinse equipment such as buckets and containers whenever solution is replaced and daily. Store them upside down to allow complete drying.
- Launder mop heads, floor cloths, and soiled cleaning cloths at least daily (e.g., at the end of the day) and allow them to fully dry before storage and reuse.
- Reprocess all reusable supplies and equipment in a dedicated area that is not used for other purposes (i.e., reprocessing of cleaning equipment should never be conducted in handwashing sinks).
- Reprocess (e.g., launder) all reusable supplies and equipment according to manufacturer's instructions.

Manual Reprocessing Steps

If manufacturer's instructions are not available, use this general process to manually reprocess reusable supplies, equipment, and PPE:

1. Immerse in detergent solution and use mechanical action (e.g., scrubbing) to remove soil.
2. Disinfect by:
 - fully immersing the items in boiling water or
 - fully immersing the items in disinfectant solution for the required contact time and rinsing with clean water to remove residue
3. Allow to fully dry
 - Lay items to dry in a clean and dry area to prevent recontamination.
 - Position mops with the head up to allow the mop head to fully dry.



Do not use chlorine-based disinfectants to disinfect microfiber cloths.

Use laundry services with hot water (70–80°C x 10 min) [158–176°F] to reprocess cloths and mop heads, if they are available. Similarly, a commercial dryer can be used for these items, if available (if not, these items are reprocessed as above).

Always launder mop heads and cleaning cloths separately from other soiled hospital textiles. All reusable supplies and equipment should be well maintained, clean, and in good repair. Regularly inspect and replace or repair all reusable equipment when needed. Develop a facility monitoring and maintenance schedule that clearly documents reusable supplies and equipment, frequency of inspection, and responsible staff.

Certain equipment, such as floor polishers, might require maintenance checks by qualified people according to the manufacturer's instructions. Keep a service record and make it available for inspection by the cleaning program manager and the IPC Team.

ENVIRONMENTAL CLEANING SERVICES AREA

Designate at least one environmental cleaning services area within the facility for preparation, storage, and reprocessing of reusable cleaning equipment and supplies. This area should not be used for any other purposes. For multistory facilities, it is best practice to have one of these areas on each floor.

The designated environmental cleaning services area should:

- be well-ventilated and illuminated (lighting or window access)
- be labeled with a biohazard sign on the door
- have an appropriate water supply (hot and cold-water access, if feasible)
- have a utility sink/floor drain for safe disposal of used solutions
- be designed so that, whenever possible, buckets can be emptied into utility sink/floor drains without lifting them or creating splashes
- have a dedicated handwashing sink, used only for handwashing
- have access to an eyewash station
- have appropriate PPE available
- have enough space to keep reprocessing (dirty areas) separate from storage areas for cleaned equipment
- be easily accessible in relation to the areas it serves (i.e., easily accessible throughout the facility)
- be appropriately sized to the amount of materials, equipment, and chemicals stored in the room/area
- have printed copies of the SDS for all environmental cleaning products, manufacturer's instructions, and job aids for preparation of cleaning and disinfectant solutions
- never contain personal clothing or grooming supplies, food or beverages
- there should be a separate area for cleaning staff to store these items
- have safe chemical storage and access
- have locks fitted to all doors to restrict access only to cleaning staff
- be free from clutter
- have washable surfaces (floors, walls, shelves)

Content source:

[Centers for Disease Control and Prevention,
National Center for Emerging and Zoonotic Infectious Diseases \(NCEZID\),
Division of Healthcare Quality Promotion \(DHQP\)](#)

TOOLS/RESOURCES FOR TRACKING THE CLEANLINESS OF EACH AREA OF THE FACILITY.

Attendees/Fair Goers look for cleaners at venues, so it is important to be transparent and visible. They may take note of cleaning checklists that are visible throughout the venue that alert them to a regular cleaning schedule. This will also help you track efficacy and efficiency. This allows you to always be improving. Also, make sure your cleaning tracker includes a contact number for event goers to reach someone in the event of an emergency or if immediate action needs to be taken.

Attached are some possibilities for you to adapt to the needs of your venue. There are also some software options available for larger venues or cleaning companies as well.

ACCREDITATION PROGRAMS FOR THE ORGANIZATION AS A “CLEAN” PARTNER

Cleaning Management Institute

<https://cmi.issa.com/>

International Janitorial Cleaning Services Association

<https://www.ijcsa.org/cleaning-certifications>

Global Biorisk Advisory Council Gold Star Facility Certification

info@globalexhibitmanagement.com

Green Seal

<http://www.greanseal.org>

SOURCES

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- <https://www.superoffice.com/blog/customer-experience-statistics/>
- <https://www.successfulmeetings.com/Strategy/Meetings-Events/How-to-Properly-Clean-and-Disinfect-Event-Venue-Meeting-Space-Covid19>
- <https://dynastycommercialcleaning.com/blog/hiring-entertainment-venue-cleaning-service/>
- <https://medlineplus.gov/cleaningdisinfectingandsanitizing.html#:~:text=To%20prevent%20the%20spread%20of,switches%2C%20remotes%2C%20and%20toys.>
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- <https://osha-safety-training.net/safe-disinfecting-procedures/>
- <https://www.cdc.gov/hygiene/cleaning/facility.html>
- <https://www.ebpsupply.com/blog/commercial-restroom-cleaning-guide>
- <https://www.cdc.gov/hygiene/animals.html>
- <https://www.canr.msu.edu/ingham/uploads/files/Cleaning%20and%20Disinfecting%20Pig%20Barns.pdf>
- <https://resources.centralrestaurant.com/restaurant-cleaning-checklist/>
- <https://www.vet.cornell.edu/animal-health-diagnostic-center/programs/nyschap/modules-documents/disinfectionDairyFarm>
- <https://www.healthyagriculture.org/prevent/sanitation/cleaning-disinfection/>
- <https://thehorse.com/17176/how-to-disinfect-your-farm/>
- <https://americanstalls.com/how-to-disinfect-a-horse-stall/>
- [https://smallfarms.cornell.edu/2014/04/cleaning-and-disinfecting-your-poultry-house/#:~:text=A%20good%20rule%20of%20thumb,per%20gallon%20of%20boiling%20water\).](https://smallfarms.cornell.edu/2014/04/cleaning-and-disinfecting-your-poultry-house/#:~:text=A%20good%20rule%20of%20thumb,per%20gallon%20of%20boiling%20water).)

SAMPLE A - OFFICE DAILY CHECK LIST

Kitchen

- Clean appliances, counters, cabinets, table, and chairs.
- Clean, scrub, and sanitize sinks, countertops, and backsplashes.
- Clean range top and wipe out inside of oven.
- Clean appliance exteriors, including the inside of toaster and coffee maker.
- Clean inside and outside of refrigerator and microwave oven.
- Wash floor.
- Empty dishwasher, and quickly organize cupboards.
- Restock auto dish detergent, liquid dish soap, coffee filters, and trash bags.
- Put out 2 clean dishtowels, and a new dish rag/sponge.

Living Room

- Clean, dust, and vacuum.
- Dust windowsills and ledges.
- Dust furniture, blinds, picture frames, knickknacks, ceiling fans, and lamps.
- Vacuum carpets or wash floor.
- Vacuum furniture, including under seat cushions.
- Check sofa bed for dirty linens.
- Wash windows on sliding glass doors.
- Empty and clean wastebaskets.
- Be sure to leave clean linens for the sofa bed.

Bedrooms

- Change sheets and pillowcases
- Vacuum floor and under beds.
- Check for personal belongings left in drawers and closets.
- Dust furniture and clean mirrors.
- Check windows for fingerprints.
- Make sure lightbulbs are not burnt out.
- Check for wear & tear or stains on sheets and blankets.
- Wash blankets and comforters after every 10 rentals.

Bathrooms

- Clean, scrub and sanitize showers, bathtubs, vanity, sinks, and backsplashes.
- Clean mirrors.
- Clean and sanitize toilets.
- Polish chrome.
- Wash floors and tile walls.
- Empty wastebasket.
- Replenish liquid hand soap.
- Supply clean linens, # hand towels, # washcloths, # bath towels, and 1 shower mat.

Other areas

- Be sure washer and dryer are empty; clean out lint trap.
- Check light bulbs, change if necessary.
- Once per month, change furnace filter.
- Wipe off patio set, clean barbeque grill.
- Notify owner immediately if you notice any damages, missing items, or if the home was left excessively dirty.

SAMPLE B - FINAL INSPECTION CLEANING CHECKLIST

final inspection CLEANING CHECKLIST



This cleaning checklist will assist you to prepare the property for final inspection. We recommend you retrieve your signed condition report and use as a guide.

INSIDE HOUSE

- Walls/ceilings/skirting boards/doors wiped clean and free of marks
- Windows and window tracks, mirrors wiped clean
- Light fittings/light switches, powerpoints, ceiling fans/air-conditioning and heating vents dusted and wiped clean
- Blinds/curtains clean and free of marks and dust
- All cupboards/wardrobes/drawers/shelves to be wiped clean
- All hard floor surfaces to be mopped clean and swept
- Carpets to be cleaned (particularly if stains evident or approval for a pet has been given). Receipt to be handed in when vacating.

KITCHEN

- Rangehood/exhaust fan covers to be removed and cleaned (soak in hot soapy water)
- Oven/grill/stovetop thoroughly cleaned of all grease and grime (spray and leave overnight for best result)
- Dishwasher cleaned inside and out (run cycle whilst empty)
- All surfaces, sinks and wall tiles to be wiped clean

BATHROOM

- Shower screen/recess to be cleaned free of mildew/mould/soap build-up/rust marks (shower curtain to be washed - if applicable)
- Exhaust fan/heating to be cleaned thoroughly
- Sink, vanity and bath to be wiped out/cleaned

GENERAL AREAS

- All light globes replaced and working
- Garage/carport swept free of rubbish and cobwebs, oil stains removed
- All cobwebs to be removed inside and outside
- Lawns mowed and edged /gardens to be weeded
- All belongings/rubbish to be removed from shed/storage areas and removed from the property
- Bins emptied and washed out

6939 7177 138 baylis street wagga wagga fitzpatrick's.com.au



NOTE:

All final inspections will be conducted using the condition report relating to the condition of the premises at the commencement of the lease.

- To assist in a speedy bond refund, Fitzpatrick's Real Estate require the property to be returned in the same condition, if not better, than what was given.
- Particular attention needs to be given to windows, window tracks and light fittings.
- Lawns and edges are to be freshly cut and edged, weeds in the garden beds removed, and all rubbish and grass clippings removed also.
- Under no circumstances should you patch walls where picture hooks have been placed. If this occurs you could be up for a full paint of the affected areas. If you do choose to patch, the full wall needs to be painted in the right colour, rolled and patched correctly to pass inspection.
- If you have hired a cleaner directly, please ensure you check the work. If any items are highlighted by our office as missed it is up to you to contact the cleaner directly to resolve, not Fitzpatrick's Real Estate.
- We encourage a tenant to attend the final inspection with a bucket and wipe cloth so that any minor items found can be resolved on the spot.

If you have any further queries or need to seek advice about your pending final inspection, please don't hesitate to contact your tenancy manager by email at *their first name@fitzpatrick's.com.au*

PREFERRED CLEANERS GUIDE

Super Clean Professionals (cleaning and gardening)	0413 987 088
Cleaning Elves	0428 720 727
Bizzie Bees Professional Cleaning	0422 923 456
Stainbusters Carpet Cleaning (stain removal specialists, grout and tile cleaning, pest control)	1300 078 246

These services need to be paid by yourself, directly to the supplier.

SAMPLE C - OFFICE WASHROOM CHECKLIST



EVANS VANODINE



WASHROOM CLEANING CHECKLIST

Date	CHECK STOCK <small>AS REQUIRED</small>						CLEAN & TIDY <small>HOURLY</small>					MOP <small>AS REQUIRED</small>	Signed by
	Toilet Paper	Paper Towels	Soap	Hand Lotion	Feminine Hygiene	Air Freshener	Wipe Sink & Fittings	Wipe Mirror	Check / Wipe Toilets	Pick Up Litter	Empty Bins	For Clean Floors	
Supervisor Inspection													
9am													
10am													
11am													
Supervisor Inspection													
12pm													
1pm													
2pm													
Supervisor Inspection													
3pm													
4pm													
5pm													
Deep Cleaning													

Tick box only if an item has been restocked or completed

Report any faulty or broken items to your supervisor as soon as possible



EVANS VANODINE INTERNATIONAL PLC Brierley Road, Walton Summit, Preston, Lancashire. PR5 8AH England
 Tel: 01772 322200 Fax: 01772 626000 email: sales@evansvanodine.co.uk web: www.evansvanodine.co.uk

SAMPLE D - OFFICE CLEANING CHECKLIST

OFFICE CLEANING CHECKLISTDAILY CLEANING**Offices, Lobby, Conference Room**

- Empty all trash receptacles and replace liners as needed. Remove trash to a collection point
- Vacuum carpeting
- Clean and polish drinking fountain/water cooler
- Thoroughly dust all horizontal surfaces, including desktops, files, windowsills, chairs, tables, pictures and all manner of furnishings
- Damp wipe all horizontal surfaces to remove coffee rings and spillage
- Dust telephones
- Dust mop hard surface floors with a treated dust mop
- Damp mop hard surface floors to remove any spillage from soiled areas
- Damp wipe entryway and clean fingerprints from entrance glass
- Spot clean partition glass
- Inspect and pick up, as needed, building entrance area

Restrooms

- Stock towels, tissue, and hand soap
- Empty sanitary napkin receptacles and wipe with a disinfectant
- Empty trash receptacles and wipe
- Clean and polish mirrors
- Wipe towel cabinet covers
- Toilets and urinals to be cleaned and sanitized inside and outside. Polish bright work
- Toilet seats to be cleaned on both sides using a disinfectant
- Scour and sanitize all basins. Polish bright work
- Dust partitions, top of mirrors and frames
- Remove splash marks from walls around basins
- Mop and rinse restroom floors with a disinfectant

Lunch/ Breakroom

- All trash receptacles are to be emptied and trash removed to a collection point
- Dust mop hard surface floors with a treated dust mop
- Damp mop hard surface floors to remove spillage from soiled areas
- Clean and wipe tables and chairs
- Spot clean walls near trash receptacles
- Clean fronts, tops, and sides of trash receptacles with a disinfectant
- Clean and polish drinking fountain/water cooler
- Damp wipe countertops to remove coffee rings and spillage
- Clean and sanitize sink
- Spot clean cabinets and exterior of appliances to present a neat appearance

WEEKLY CLEANING**Offices, Lobby, Lunchroom, Conference Room**

- Dust all vertical surfaces of desks, file cabinets, chairs, tables and other office furniture
- Thoroughly vacuum all carpeting, taking care to get into corners, along edges and beneath furniture
- Damp mop hard surface floors, taking care to get into corners, along edges and beneath furniture
- Buff hard surface floors if needed

MONTHLY CLEANING**Offices, Lobby, Lunchroom, Conference Room**

- Complete all high dusting not reached in the above-mentioned cleaning
- Top scrub or machine scrub, rinse, and apply finish to composition floor covering in those areas that show excessive wear
- Remove fingerprints and marks from around light switches and doorframes
- Vacuum all upholstered furniture
- Damp wipe telephones using a disinfectant

INITIAL CLEAN OPTION – for a detailed start-up of new account

Floors

- Hard Surface - machine scrub, rinse and apply new finish to all hard surface flooring, exercising care to get into corners and along edges
- Carpet - extract all carpeting, taking care to get into corners and along edges

Offices

- Thoroughly damp wipe vertical and horizontal surfaces, including desks, files, windowsills, tables, chairs and telephones
- Perform all high dusting of light fixtures, air diffusers and doorframes
- Wash trash receptacles with disinfectant

Restrooms

- Scour and sanitize all basins, toilets, urinals and showers, inside and out
- Polish all bright work, attempting to remove lime and mineral deposits
- Wash all partitions with an industry standard disinfectant
- Wash trash receptacles using a disinfectant

SAMPLE E - DAILY RESTROOM CLEANING CHECKLIST

 **TRIPLE S** Daily Restroom Cleaning Checklist

Building: _____

Supervisor: _____

Room: _____

Week: _____

Tasks	Mon		Tues		Weds		Thurs		Fri		Sat		Sun	
	Staff Initials	Time												
1. Apply disinfectant inside toilets and to all touchpoint surfaces														
2. Check/fill towels/ soap/ air care/ seat covers/ toilet paper														
3. Pick up all trash/sweep floor/empty trash														
4. Clean countertops/ sinks/ dispensers														
5. Clean inside toilets and urinals Wipe outside toilets and urinals														
6. Spot clean walls														
7. Clean all brightwork and mirrors														
8. Clean the floor														
9. Treat any restroom odors														
10. Inspect all areas														

SAMPLE F - FORMAL OFFICE CLEANING CHECKLIST

CLEANING CHECKLIST FOR YOUR OFFICE							
OFFICES AND RECEPTION AREA	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Remove rubbish and replace bin liners							
Dust all horizontal surfaces of desks, chairs, tables and other furniture							
Dust all corners and ceilings. Remove any spider webs							
Vacuum all carpets and mats							
Vacuum all hard floors							
Vacuum under all cushions							
Clean all horizontal surfaces with damp cloth and appropriate detergent							
Mop all hard floors with disinfectant							
Remove fingerprints and marks from light switches and door frames							
Clean automatic glass doors inside and out							
Spot clean all glass							
Spot clean walls and painted surface							
Ensure all areas are clean & arranged in a tidy fashion							
TOILETS	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Dust partitions, tops of mirrors and frames							
Check stock toilet tissue, hand towels, facial tissues and hand soap							
Empty rubbish bins and wipe if needed and replace bin liners							
Clean and polish mirrors							
Wipe hand towel cabinet covers/hand dryers							
Wipe down door sills - remove all dust							
Clean toilets and urinals with disinfectant on both sides and wiped dry							
Clean and sanitize basins.							
Clean splash marks from walls around basins							
Clean restroom floors with Mop with disinfectant							
OTHER AREAS	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Remove rubbish from all areas							
Polish all brass and bright work							
Vacuum all hard floors							
Mop all hard floors with disinfectant							
Spot clean interval glass in lifts							
AD HOC CLEANING	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Polish all hard floors. Once a week.							
Clean windows inside & outside with squeegee and cloth. Once a week							

SAMPLE G - OFFICE CLEANING CHECKLIST

Office Cleaning Checklist

<i>Daily</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thur</i>	<i>Fri</i>
Dust furniture, desks, chairs, credenzas and cabinets					
Empty waste containers and remove trash to the designated area					
Spot Clean entrance and interior glass and doors					
Vacuum designated carpeted areas					
Dust mop ceramic and resilient floor areas					
Weekly					
Dust window ledges, tops of partitions					
Dust and remove debris from metal entrance thresholds					
Clean and sanitize telephones					
Fully damp mop ceramic and resilient floors					
Monthly					
Dust high reach areas including shelves, ledges, vents and HVAC grills					
Dust venetian blinds					
Remove cobwebs					
Clean baseboards, carpet edges and corners					
Vacuum/Clean upholstered furniture					
KITCHEN AND OR LUNCH ROOM AREA:					
Daily to Weekly					
Damp wipe table tops, counters, and exteriors of cabinets					
Empty trash containers and remove trash to the designated areas					
Damp wipe exterior and interior microwave ovens					
Vacuum carpeted areas					
Sweep or dust mop and damp mop resilient flooring					
Clean and sanitize sinks					
Wipe exterior refrigerator					
RESTROOM AREAS:					
Daily to Weekly					
Restock toilet paper, paper towels, hand soap, and other supplies					
Empty trash containers and remove trash to the designated areas					
Sweep or dust mop, and wet mop and sanitize floors					
Clean and sanitize restrooms					
Clean and polish mirrors, glass and chrome					

Vanguard Cleaning Systems of the Southern Valley
 Bakersfield: (661) 395-3009
 Fresno: (559) 473-1790
<https://www.vanguardsv.com>

How to Fund Your Master Plan & Facility Improvements

Prepared By: Amanda Frigon & Andrea Wiesenmeyer

INTRODUCTION

There are several things that need to be considered before you start any project and some of the most important ones are ensuring you have the money available to pay for it, and then tracking the cash flow of our money in some way. In this chapter we will outline how to create efficiencies by using tools, to track your project timelines and budget, as well as different approaches and financial opportunities to fund you project.

CONFIRMATION OF PROJECT

Prior to starting any project, you need to identify several crucial aspects of the project that include your project start date and end date, materials needed, contractors required, how will you track your projects work and timelines, as well as what your cash flow will need to look like in order to fund every step of the project.

By not preparing properly it will lead to communication breakdowns, wasted money and resources and ultimately the failure of your project. The following are some of the financial aspects you should consider as well as tools available to use in your planning on how to fund your master plan as they will help support the work and the success of your project.

We will use the following as an example in this chapter to help us identify some of the requirements needed for a project such as this.

The fairgrounds have aged infrastructure that have been condemned and they are looking to redevelop it and create a multi-use space that can be used year-round not just during fair time. There is no money to pay for it so they will need to look at sources of funding for it.

PROJECT CONSIDERATIONS

Once you have identified your project there are some important factors you may want to consider while planning for your project such as:

- How long will the project take, does it need to be completed in a specific time period, or is the project completed when the work is done. If you have a set timeline this may affect how much money you need as typically rush work can be more expensive if you have not contracted, planned for or made preparations with contractors in advance.
- Do you have a predetermined budget that you want to stay in, or has already been set?
- Have the funds been allocated within an existing budget, or do you need to source the funds by other means, such as grants, loans, or fundraising. Also, who is responsible for managing the funds.
- Who needs to be involved in the decisions making. Delayed decisions can stall your project and lead to increased costs.
- Who will manage your project from start to finish, this step is crucial in your planning process, as they would be responsible for managing the budget and coordinating with contractors, managing RFP's etc.

PROJECT MANAGEMENT

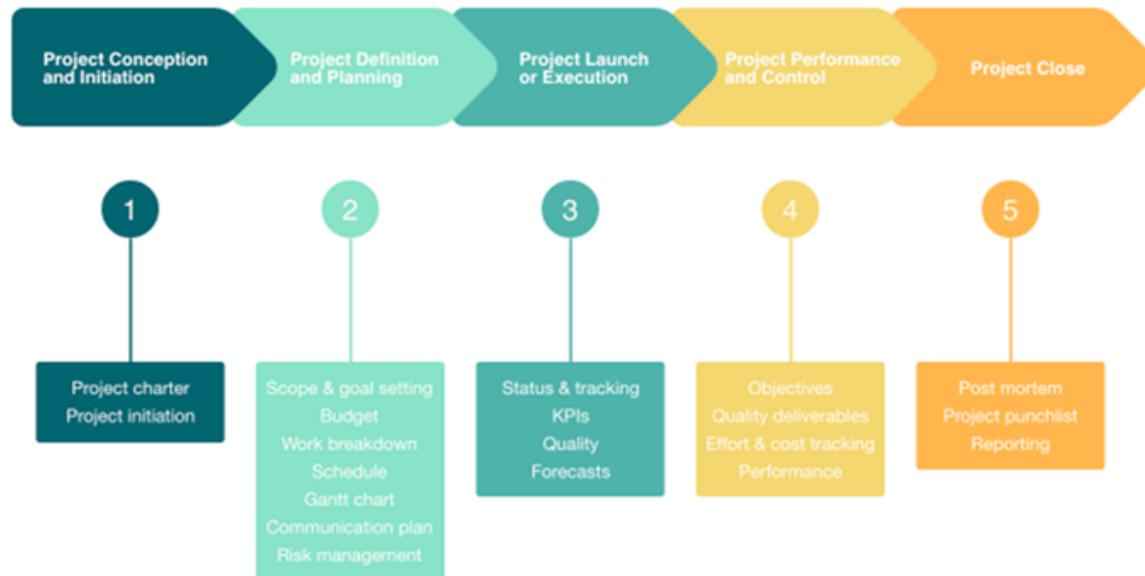
Project Management is the process of leading a team to achieve the goals and successfully meeting the criteria outlined in the specific time and budget. It is also how you manage the resources and use the tools available to complete it. When looking at project management you have the ability to apply many different methods and utilize your knowledge to achieve your project goals which are usually constrained by things such as time, budget and people.

One of the biggest advantages of using project management is that it will allow you to clearly define all the stakeholders' roles and ensures that they are held accountable for their work. The assignment of a leader for the overall project is essential as they are then able to share the project's accomplishments or challenges and are able to pivot, make decisions and adjust plans as needed. They are also responsible for cash flow management of the fund needs for the project, but does not eliminate the needs for others to support the sourcing of the funds and the actual management of the funds

Stages of Project Management

Your project manager should help guide you through the stages of the project, which will include the financial aspects of the project such as estimates, contracting, managing cash flow and financial wrap up. We will not cover all the stages of project management in this chapter but here is an example of the stages of project management.

Phases of Project Management



Source: [The 5 steps of the project management lifecycle](#)

Project Management Tools

In order to keep your project on time and budget it is essential that you consider using a tool to help you manage the work. Some examples could be the use of a Gantt chart

Gantt charts

- Gantt charts are commonly used in project management, and they are one of the most popular ways of tracking the activities, they show you what must be done, and when they will help allow you stay on track with your project with timelines and budgets

Workback timelines

- When creating your Gantt chart, it will help to create workback timeline, in essence you begin at the end of your project and work your way forward this will help you determine when to start and then you can identify your timeline for resourcing the funds you need for your project along the way.

Here are some other examples of online tools you can use to manage your project.

- [Best Gantt Chart Software & Tools for Project Management 2023 \(project-management.com\)](#)
- [Online Project Management Software - Zoho Projects](#)
- [Project Management Software | monday.com](#)
- [55 Best Project Management Tools for 2023: ProofHub](#)
- [Project Management Tool | Smartsheet](#)

Project Estimates

Once your project has been identified and you have a project manager, you will want to create an estimate of how much your project will cost. This will help identify the cash flow required, and timelines of when it is needed. You will need to consider every aspect of the project in terms of needs to execute it. What will require a financial investment, such as labour, contractors, materials, risk, etc. The following is a list of things you will may to consider when building your estimates, based on the example project identified:

- Identification of the direct and indirect costs. Fixed costs could include the labour costs, material and equipment and indirect costs could be things like utilities.
- Project Manager Fees, are they paid hourly or a contract amount, are there bonuses for finishing the project on time and on budget, or perhaps any penalties for the same
- What season will the project be taking place in, typically you might see higher fees in winter and longer time periods needed which means more budget required
- Fees for a contractor for the demolition of the aged infrastructure
- Contractor fee for the removal of the items/debris from demolition, if not included in the quote from the demolition contractor
- Are there any historical pieces that needs to be preserved or saved, where do they go, how are they preserved, do you need extra fund for the preservation, storage and or removal of the by a preservationist, archivists etc.
- Are any of the buildings and or areas contaminated that need to be approached differently, asbestos or biohazards materials that needs to be disposed of separately, or are there areas that need to be contained during the demolition
- Once the demolition has been completed, are there any areas of the space that need time to
- Engineers to design the new space
- What will the final project look like, are there buildings, seating, or any landscaping required
- Will there be any elements kept in the area, do they need to be updated in the plan, or secured during demolition or construction, and what will those costs be
- Construction contractor fees, as well as any materials needs for the construction of buildings, etc.
- Landscaping Contractor fees and the fees for the actual landscaping; trees, grass, paving, etc.
- What services are required in the area:

- Do you need, power, water, or sewer
- Are there already existing services, or do you need to invest in them
- Fees for the Trades contractors for power, water, and sewer
- Permits for all the work to be completed
- In your contracting process are you advertising the work, do you need to set aside money to pay for marketing. This could also include advertising the project completion if you need to answer to any funders.
- Consider what are some of risks as part of your estimate.
- If you have several changes made throughout the project, timelines have been delayed, or a contractor's work was not satisfactory and you need to contract someone else to fix the mess left, do you have contingency for these factors

Identification of Funding Resources

The next step is understanding how you plan to pay for your project. Have you already identified where will the money come from, or do you need to source it. You will want to explore the options available and what will be the best for your project. Some available options will want to consider are;

- Capital Investments internally
- Taking out a loan from a bank
- Available grants
- Fundraising

Later in this chapter we identify all the resources to look into.

RFP, Quotes

You have already identified an estimate cost for your project so you can start to look at resourcing the funds and now you want to get concrete numbers before the work begins. In order to do so you will want to source materials and contractors for the work. You will want to send out Request For Proposals and get quotes at this stage. The next chapter covers this area in more depth.

Managing Cash Flow

Managing your cash flow is crucial to the success of your project. For example, if you bounce a cheque or are late in paying for work or materials because you don't know how much you have in the bank it could set you back financially with potential penalties, extra fees and possibly having to source another contractor which may be difficult if the word on the street is you don't pay your bills.

By outlining the required cash flow required, this will help you determine how much money you need to have in the bank at any stage of your project. How much you need should be based on the total cost of your project. It is recommended that you have at least 30% before

you start the work and have a solid plan on how the rest will be acquired, also taking into consideration the risk factors and planning for contingency.

How to build your cash flows involves for easy steps.

1. Determine your timelines

- a. Decide if you are planning a cash flow for the entire project or breaking in down into multiple smaller projects.
- b. If breaking it down into smaller projects, they will each have their own timelines you need to consider.
- c. If planning for the entire project your cash flow may change over the course of the project and this is ok, it should as you get exact costs, and you can update it accordingly.

2. Revenue

- a. Outline all the income or revenue sources you will have available such as Tax refunds, loans, grants, sponsorship
- b. List the month or week they are expected
- c. This may include revenues from your fair if you are funding all or portions of the project

3. Expenses

- a. Now you can outline all the cash you have going out each month.
- b. This is where all the accepted RFP's and quotes will be outlined, and the Project Management timeline will come in handy so you know what work will be completed when and when you need to pay for what materials or contractor.
- c. The expenses may also include any rent or utilities, permits, salaries, marketing you have for the project.

4. Cash Flow

- a. For each week or month, you will now have a running total of your incoming revenue and outgoing expenses and will help you determine if you are spending more than you have.
- b. Too many weeks or months with a negative cash flow could suspend or be a disaster for your project.
- c. This will give you an opportunity to change timelines if needed to correspond to cash flow.
- d. It will

Source: [Preparing a cash flow forecast: Simple steps for vital insight \(pwc.com\)](https://www.pwc.com/us/en/audit-tax-services/audit-tax-services-articles/preparing-a-cash-flow-forecast-simple-steps-for-vital-insight.html)

Here is an example of a project Cash Flow that you can create on your own to track your ins and outs of all the money on the project.

Project Cash Flow Example

Company Name	Start Date	End Date	Date of Last Update			
Johnson Construction	Tuesday, September 1, 2020	Sunday, February 28, 2021	Friday, August 14, 2020			

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Fiscal Year Totals
Beginning Balance Cash on Hand	\$10,000	\$7,500	\$(2,000)	\$5,500	\$(7,500)	\$5,000	
(+) Cash Receipts							
Client Payments	\$13,000	\$ -	\$20,000	\$ -	\$20,000	\$30,000	\$83,000
Other Cash Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Loan Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Owner Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Receipts	\$13,000	\$ -	\$20,000	\$ -	\$20,000	\$30,000	\$83,000

(-) Cash Payments							
Payments for Materials	\$7,000	\$ -	\$ -	\$4,500	\$ -	\$2,000	\$13,500
Payments to Subcontractors	\$ -	\$5,000	\$6,000	\$4,000	\$3,000	\$3,000	\$21,000
Down Payment & Monthly Payments for Purchase of Equipment for Project	\$7,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$15,000
Rental of Equipment	\$ -	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$7,500
Payroll for Temporary Office Staff	\$1,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$8,500
Other Project Expenses	\$ -	\$ -	\$2,000	\$ -	\$ -	\$ -	\$2,000
Total Cash Payments	\$15,500	\$9,500	\$12,500	\$13,000	\$7,500	\$9,500	\$67,500
Net Cash Change Cash Receipts - Cash Payments	\$(2,500)	\$(9,500)	\$7,500	\$(13,000)	\$12,500	\$20,500	\$15,500
Month Ending Cash Position Beginning Balance + Net Cash Change	\$7,500	\$(2,000)	\$5,500	\$(7,500)	\$5,000	\$25,500	

Source: [Project-Based Cash Flow Analysis Guide | Smartsheet](#)

Other Sources

[Project Financing - Definition Stages, Features and Benefits \(bankbazaar.com\)](#)

[What Is Cost Estimation in Project Management? \(wrike.com\)](#)

FUNDING TYPES

Grants (Government)

An amount of money that a government or other institution gives to an individual or to an organization for a particular purpose.

*Four main types of Grants:

Competitive Grant – Based on the Merits

Also known as “discretionary” funding, this type of grant is awarded based on a competitive process, which includes proposal selection based on a single reviewer or a team of reviewers. Financing of this type is determined by the merits of the application and is not predetermined.

Examples of competitive grants can include funding for arts and humanities grants, some tuition programs available to students, and scientific research.

Here, it is crucial to understand the grant’s criteria to ensure your application is as competitive as possible. In some cases, you may communicate with the organization awarding the funding to have any questions resolved.

Formula Grant – Based on Predetermined Award

Unlike a competitive grant, formula grants are awarded to recipients who are predetermined, and the term “formula” refers to the way the grant funding is allocated to recipients. Formula grants, in contrast, are non-competitive.

Legislation and regulations set the formula for this type of funding, so funders must adhere to that formula when awarding grants. Normally, the funds from formula grants are awarded among the States by a specific formula. Next, the choices of which projects to support are made on the local level and funding is recurring. All eligible applicants who meet the minimum requirements stated in the application process are entitled to receive funding.

Examples of formula grants include the Federal governments’ contributions to State and local governments for programs such as Medicaid health insurance, education, and transportation infrastructure.

So, what does the formula include?

In short, it is different for every program. This means it’s essential that you research the different government agency websites and the authorizing legislation.

Continuation – Renewal Grants

Like its name implies, continuation grants offer current award recipients the option of an extension or renewal of existing program funding. This can apply to one or more additional budget period(s) renew grants that would otherwise expire, according to Grants.gov. Depending on the grant program, some can be restricted to existing grantees only, whereas some encourage applications from both new applicants and current grantees.

Because continuing applications often receive priority for continuation funding grants, it's good to keep in mind that if you're a new application, entering into a partnership with the currently funded entity could be beneficial.

Pass-Through Grants – Issued by a Federal Agency

Federal agencies issue pass-through grants to a State agency or institution. From there, they transfer the funds to other State agencies, units of local government, or other eligible groups per the award eligibility terms. [source]

Under this funding structure, States have the option to distribute these funds as competitive or non-competitive, based on terms and authorizing legislation of the primary award. This gives the State governments both flexibility and autonomy over the use of Federal grant funds.

That said, prospective applicants must keep in mind that they'll need to search and apply through their state's grants office for pass-through grants.

The terms and audit regulations are established by the initial authorizing agency or institution, often referred to as the "prime recipient," whereas the secondary recipients are referred to as "sub-recipients." The prime recipient then issues the sub-awards as either competitive or non-competitive awards dictated by the initial terms and authorizing legislation.

Fundraising/Capital Campaign (Non-Profit)

Intense fundraising efforts designed to raise a specific amount of money within a defined time period to build an organization's assets and capacity.

** In some cases, campaigns are initiated to fund extraordinary expenditures of a capital nature, such as an expensive piece of equipment.

In cases where a capital campaign is for a new building or expansion of an existing facility, consideration should always be given to adding an endowment portion to the campaign goal.

Setting and Tracking Fundraising Efforts

SETTING GOALS

Before you finalize and announce fundraising plans it is important to know whether your overall goal is to fund a specific project or to reach a certain donation level. When setting your goal, three things to remember:

- Have a clear and measurable end result in mind.
- Decide how you will define success
- Check that your goals pass the **SMART** test (Specific, Measurable, Achievable, Realistic, and Time-bound.)

Below is a list of questions that may help you to more specifically define your goal:

- What are you trying to accomplish? Picture what your ideal end result will be.
- Who are you trying to reach? Decide on your key audiences before planning your campaign.
- What do I want them to do? Have a clear call to action for your supporters. Will they be asked to donate a specific amount or pledge a recurring gift? Make sure this is baked into your planning and communications.
- What is the best way to reach my audience? Once you've identified your audience and calls to action, think about the best way to reach and activate your supporters.

The Rule of Thirds

A campaign is likely to reach its goal if the largest gift equals 10% or more of the goal and it, along with the next nine gifts, total one-third of the goal... AND the next 90 gifts equal one-third of the goal.

The 80/20 Rule

In Major Donor Fundraising, about 80% of your individual donor revenue will come from 20% of those donors.

TRACKING GOALS

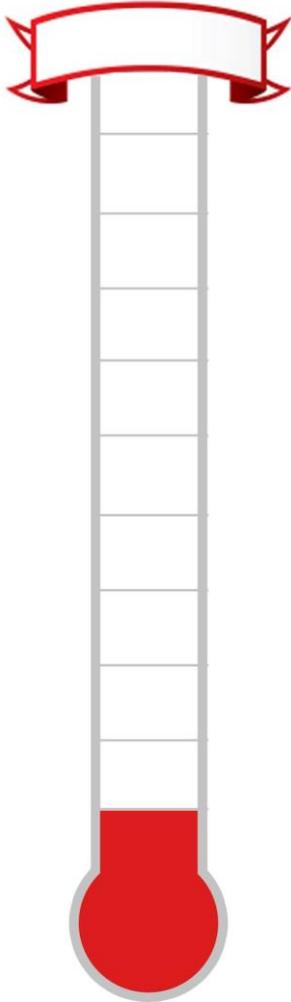
It is beneficial when setting your goals to break them in to some sort of trackable method, both internally and externally. Although this could be a ledger or spreadsheet, the best fundraising trackers are visual. Common fundraising trackers include charts, graphs, or the popular "thermometer" graphics. Community goal trackers are appealing because they're fun, catch supporters' eyes, and can provide an engaging photo opportunity for your supporters.

Below are some samples of trackers.

Gifts Table

NUMBER OF GIFTS	GIFT RANGE	TOTAL AMOUNT	CUMULATIVE AMOUNT	PERCENT OF GOAL
5	\$100,000	\$ 500,000	\$ 500,000	45%
2	\$50,000	\$ 100,000	\$ 600,000	54%
4	\$25,000	\$ 100,000	\$ 700,000	63%
8	\$15,000	\$ 120,000	\$ 820,000	74%
19	\$15,000-\$100,000	\$ 820,000		
15	\$10,000	\$ 150,000	\$ 970,000	88%
20	\$5,000	\$ 100,000	\$ 1,070,000	97%
40	\$2,000	\$ 80,000	\$ 1,150,000	104%
40	\$1,500	\$ 60,000	\$ 1,210,000	110%
40	\$1,000	\$ 40,000	\$ 1,250,000	113%
155	\$1,000-\$14,999	\$ 430,000		
MANY GIFTS	UNDER \$1,000	\$ 100,000	\$ 1,350,000	122%
TOTAL		\$ 1,350,000		





Endowments

***An endowment is a donation of money or property to a nonprofit organization, which uses the resulting investment income for a specific purpose.

There are four different types of endowments: **unrestricted, term, quasi and restricted.**

- **Unrestricted Endowment** – This consists of assets that can be spent, saved, invested, and distributed at the discretion of the institution receiving the gift.
- **Term Endowment** – This setup usually stipulates that, only after a period of time or a certain event, can the principal be expended.
- **Quasi Endowment** – This is a donation made by an individual or institution and given with the intent of having that fund serve a specific purpose. The principal is typically retained, while the earnings are expended or distributed per specifications of the donor. These endowments are usually started by the institutions that benefit from them via internal transfers or by using unrestricted endowments already given to the institution.

- **Restricted Endowment** – This has its principal held in perpetuity, while the earnings from the invested assets are expended per the donor’s specifications.

Why an endowment?

Organizations need to remember that a larger facility will almost always involve increased operating expenses.

It is also important to remember that the focus of the campaign should not be on the building or amassing a large endowment fund, but on the benefits to the community that this facility or endowment will provide through expanded, increased, or more efficient programming.

Capital Campaign Focus

For many people, the emphasis in a capital campaign may be on the “pain.” Campaigns do tend to disrupt the routine of the development office and the entire organization may feel the strain of the extra effort required for a year, two years, or more, depending on the size of the campaign.

However, campaigns have several great benefits, which for many organizations offset the work involved. Some of these benefits include:

- Raising the money to fund a one-time need for the organization—in most cases having a building that meets the needs of the community served by the organization.
- Strengthening the organization’s infrastructure—working on a campaign requires that the organization evaluate its readiness for a campaign, and subsequently build an infrastructure to run a campaign including staffing, board commitment, software to manage the campaign, gift acceptance policies, etc. This stronger infrastructure will leave the organization in a much better position to do ongoing fundraising.
- Volunteer involvement—most campaigns are very volunteer intensive often involving hundreds of volunteers in the organization’s vision. A good campaign organization will include a post-campaign plan for retaining the involvement of volunteers.
- Increased public awareness—during a campaign, there will be a great deal of publicity and cultivation efforts to help raise awareness of the organization in the community. These efforts, like the strengthened infrastructure, will help the organization’s future fundraising efforts.

Municipal Bond

Municipal bonds (or “munis” for short) are debt securities issued by states, cities, counties and other governmental entities to fund day-to-day obligations and to finance capital projects such as building schools, highways or sewer systems.

****How Municipal Bonds Work

While municipal bonds are available in both taxable and tax-exempt formats, the tax-exempt bonds tend to get the most attention because the income they generate is, for most investors, exempt from federal and, in many cases, state and local income taxes.

Investors subject to the alternative minimum tax (AMT) must include interest income from certain munis when calculating the tax and should consult a tax professional prior to investing.

KEY TAKEAWAYS

- Municipal bonds are good for people who want to hold on to capital while creating a tax-free income source.
- General obligation bonds are issued to raise funds right away to cover costs, while revenue bonds are issued to finance infrastructure projects.
- Both general obligation bonds and revenue bonds are tax-exempt and low-risk, with issuers very likely to pay back their debts.
- Buying municipal bonds is low-risk, but not risk-free, as the issuer could fail to make agreed-upon interest payments or be unable to repay the principal upon maturity.

Types of Municipal Bonds

Municipal bonds come in the following two varieties:

- **General obligation bonds**, issued to raise immediate capital to cover expenses, are supported by the taxing power of the issuer.
- **Revenue bonds**, which are issued to fund infrastructure projects, are supported by the income generated by those projects. Both types of bonds are tax-exempt and particularly attractive to risk-averse investors due to the high likelihood that the issuers will repay their debts.

Sources/References:

<https://www.amplifund.com/blog/federal-grant-funding>

<https://bloomerang.co/blog/what-is-a-capital-campaign-and-when-do-you-need-one/>

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Contracts, Request for Proposal, Qualifications, Contract Administration

Prepared By: Suzanne Holcomb & Karen Klug

CONTRACT MANAGEMENT

Definition of Contract Management – a process that involves the systematic and efficient management of:

- **Contract Development** – the procurement phase including evaluation and contractor selection.
- **Contract Execution** – activities leading up to the final execution of the contract including negotiation and approval of the final statement of work.
- **Contract Monitoring** – activities used to track and monitor the contract from date of execution to contract completion.

CONTRACT DEVELOPMENT

What makes a contract:

- *Competent Parties* – individuals, corporations, LLCs, partnerships, H&W
 - need to make sure to deal with someone with authority to sign
 - need correct spelling of competent party
 - need to check with Secretary of State in state of incorporation
- *Legal and proper subject matter* – state statutes, local ordinances, and policies
 - Is it legal in your state? Court will throw out your contract if it is not legal
 - Look at your corporate documents and confine your activities to those defined
- *Offer* – manifestation of willingness to enter into a bargain
 - must be communicated – verbal or by actions
 - must have a reasonable period of time to be valid
- *Acceptance* – offeror is the master of the offer and can revoke it at anytime
- *Consideration* – “bargained-for exchange”
- *Reasonably Certain Terms*
 - Number the paragraphs – one subject=one paragraph
 - Specific description of goods/services/real property
 - Timing of payment, delivery of goods and/or services, and/or possession
 - Parties’ obligations prior to, during and after performance
 - Warranties, indemnifications, force majeure, insurance
 - Default and remedies for defaults

- *Statutes of Frauds* – contracts that violate are unenforceable
 - Greater than \$500 in goods must be in writing to be enforceable
 - Contracts taking greater than one year to perform must be in writing
- *Absence of Misrepresentations* (assertions not in accord with fact)
 - Fraud is knowingly making a false representation
 - Contract is voidable if both parties make a mistake
 - If only one party makes a misrepresentation, the court will look to see if that party was trying to take advantage of the other party

CONTRACT EXECUTION

- *Request for Proposal (RFP)*
 - Document should include:
 - Introduction – who/what your organization is – brief statement of goals
 - Background – history of how your organization got where it is today
 - Deliverables – listing of specific items
 - Deadline for submission
 - Submission requirements
 - Selection criteria
 - Point of contract
 - Budget
 - Proposal review/interview/selection – process & timetable
 - Two “best practices” paragraphs
 - “The fair reserves the right to reject any and all proposals in whole or in part; the right to waive any technical requirements or formalities; to withdraw this request for (proposals or quotations) as may best serve the interests of the fair.”
 - “A successful offeror shall be required to compete a sample agreement which is attached. No changes to the agreement will be considered.”
- *The “Art” of Negotiating* – ability to gracefully compromise
 - Determining goals – what do you want – what do you have to have
 - Price
 - Expectation of value in return for price
 - Forecast of long-term benefits and potential liabilities from the deal
 - Regulatory and/or licensing issues implicated – know regulations
 - Scope of due diligence - learn as much as you can
 - Expense of due diligence
 - Structure of the deal (cash, percentage, flat fee, front money, etc)
 - Financing
 - Timing of the deal – when do you have to have it
 - Outlining Major Substantive Issues – get it right the first time
 - Timing of payments and delivery of goods and/or services

- Nature of the transaction – purchase of supplies, licensing property
- Nation of relationship to be established
- Prior liabilities or debt – clean up old before you start a new deal
- Future performance
- Liquidated damages and other remedies
- Addressing your weaknesses – in order of priority
 - Be realistic
 - Be sensible
 - Check your ego at the door
- Choosing a style – cooperative vs. confrontive
 - Be yourself – firm and straight forward
 - Gauge the other side
 - Be consistent
 - Be flexible
- Identify important timelines
 - Closing date
 - Date by which to secure financing
 - Payment schedules
 - Dates by which conditions precedent must be met
 - Effective dates for pertinent insurance policies
 - Period during which interest rates remain available from lenders
 - Period during which offer remains open
- Effective Openers
 - Letter of intent – learn about your buyer personally
 - Draft agreement
 - Show your preparedness
 - Define parameters – “make it or break it” matters
- Utilizing the Information Exchange Phase
 - Listen for understanding
 - Don’t show all your cards at once
 - Timing is everything
 - Provide enough information to persuade
 - Avoid surprises
- Practical Tips for Moving Beyond Impasse
 - Reassess your priorities and goals
 - Can you give a “little”
 - Can the other side give a “little”
 - Take a breather and reevaluate
- Negotiation Mistakes to Avoid
 - Being unprepared
 - Being too eager
 - Being unrealistic
 - Being inflexible
 - Being unwilling to listen
- What to do When Negotiations Fail
 - Stop without burning bridges
 - Regroup
 - Reassess

- Reflect – learn
- Reengage
- Find a new deal

CONTRACT MONITORING

- *Key Components*
 - Track delivery of goods and services
 - Track contractors' responsibilities
 - Track milestones and deliverables
 - Track budget and approve payments
 - Validate conformance to contract requirements
 - Monitor performance and metrics
 - Manage contractor relationship
- *Best Practices of Contract Monitoring*
 - Periodic contract reporting – have the contractor submit progress reports detailing deliverables, adherence to the contract, degree of progress
 - On-site reviews and observations – discuss with contractor program goals, review key systems and service documentation, personnel records to insure staff has appropriate credentials, fiscal records, etc.
 - Invoice reviews – compare billings and invoices with contract terms
 - Audit report reviews – review any required audit reports to assure that the contractor is taking appropriate and timely corrective action
 - Periodic contact with contractor – periodic meetings scheduled and unscheduled to review progress and mitigate problems
 - Make a written record