Top Five YMCA Best Practices

Al Tursi, Y-USA Property Development Specialist

• Preventive Maintenance
• Capital Renewal
• Safety & Risk Management
• Energy Management
• Maximizing Cleanliness

Members tell us that the FACILITY Keys to member satisfaction are:

- Clean and well-maintained facility
- Equipment in top condition
- Proper space allocation (right-sizing)
- Reasonable accommodation
- Pleasing and appropriate image

BUDGET IMPACT

The performance of your building affects your bottom line!

- Facility Occupancy: Salaries, Benefits, Utilities, repair & replacement of equipment, supplies, insurance, etc. = 1/3 of total operating budget
- Facility Occupancy Costs are the second largest budgetary line item next to HR / Staffing costs

Top Five YMCA operational best Practices

• Significant savings can be realized by incorporating efficient and effective property management techniques
• Building appearance/cleanliness is one of the top 3 factors in member satisfaction and retention. It costs less to retain a member than to acquire a new one.
• Buildings must be designed correctly for the intended programmatic needs and population.

PROPERTY DEVELOPMENT BEST PRACTICES

1. PLANNING AND DEVELOPMENT
YMCA understands that their facility, equipment, and property decisions are powerful opportunities to align with their strategic plan and to advance the Y’s cause of strengthening community.

1.1 BOARD ROLE: The board understands its responsibility to effectively manage the physical assets of the organization and has embedded asset-management and capital-planning practices into strategic planning.

1.2 DATA-BASED PLANNING: Community needs assessments, market research, and supporting member data are used to help determine current and future facility requirements.

1.3 CAPITAL PROJECTS: Capital projects are carefully planned and budgeted prior to board approval, with attention to timing of cash expenses (often immediate) and funding source (often delayed); analysis of impact, project payback, and net present value and sufficient debt coverage if debt is part of the funding mix.

1.4 STRATEGIC RELATIONSHIPS: Opportunities to develop strategic relationships are regularly examined to support appropriate facility development, provided other groups are aligned with the mission and cause of the Y.
PROPERTY DEVELOPMENT
BEST PRACTICES

2. OPERATIONS AND BUDGET
In keeping with their position as trusted community leaders committed to youth development, healthy living, and social responsibility, YMCAs are careful stewards of their resources, ensuring that funds are used responsibly to support their mission, advance the YMCA’s cause, and achieve organizational goals.

2.1 REPLACEMENT PLANNING: A minimum 10-year plan for asset replacement is in place and assessments or quality checks are regularly conducted of the care and maintenance of facilities and grounds.

2.2 FINANCIAL PLANNING: Fiscal Management Best Practices for Financial Planning are followed and careful consideration is given to occupancy costs, maintenance, capital, and utilities costs; opportunities for energy conservation; preventive maintenance and replacement costs, and property staff training and development costs.

2.3 SUFFICIENT RESERVES: Reserves are budgeted, funded, and grown to amounts set by board policy to support the organization’s short- and long-term facility-related needs.

2.4 STAFF CERTIFICATION: The certification of all property staff is supported and annually audited to ensure appropriate levels for their jobs and functions.

2.5 BRAND STEWARDSHIP: Brand assets are safeguarded and used appropriately by adhering to all brand standards, including YMCA of the USA graphic standards for signage throughout and on the facility.

Furniture and Equipment Contracts and

BEST PRACTICES IN YMCA FACILITY OPERATIONS

YMCA Property Development can assist in all areas of building...

The management of these facilities depends on how effectively administration and the facility manager can handle all the different responsibilities.

Over $22 Billion in assets with many aspects.

Success or failure reflects on management...

Housekeeping and maintenance are other areas which need to be effective as well.

Many Aspects of Facility Management
BEST PRACTICES IN YMCA FACILITY OPERATIONS

- Other areas of responsibility
  - Staff Development & Recognition
  - Capital Development
    - New
    - Renovation

BEST PRACTICES IN YMCA FACILITY OPERATIONS

- Requirements
  - Coordination
  - Management
  - Talent/Skill
  - Training
  - Organizational skills

Best Practices

- Provide the best and most efficient facilities
- We (Administration) need to ensure systems are in place including adequate and trained staff
- This is the responsibility of both volunteer and staff

Preventive Maintenance

- Keeps equipment operating and at peak efficiency
- Ensures continuous operation
- Identifies substandard performance
- Predicts imminent failure
- Consists of a range of activities with a range of priorities

Preventive Maintenance

- Can be achieved by using something as simple as a month-at-a-glance calendar
- Software and web-based programs are available
- First step is to catalog all equipment
Preventive Maintenance

WHAT PM IS NEEDED?
Control Systems Require Calibrations & Adjustments
Combat Sensor Drift Scheduling

WHAT PM IS NEEDED?
Structural Systems Require Periodic Maintenance
Roof Flashing, Seals, Seams Masonry Expansion Joints
Interior & Exterior Finishes

WHAT PM IS NEEDED?
Buildings Require Seasonal Adjustments
Adjustments to shift from winter to summer conditions need to be planned on a seasonal basis. Pre-season preparations for heating & cooling seasons, etc.

WHAT ARE THE BENEFITS OF PM?
Maintain Operational Efficiency
The effectiveness & performance of systems and buildings are impacted by wear and tear as well as general use. As systems age the demand for PM increases. PM protects against unexpected failures & poor performance.

WHAT ARE THE BENEFITS OF PM?
Protect and Prolong the Life of Assets
Wear & tear and general use take their toll on buildings and equipment. Damage can result and greatly shorten equipment life

BEST PRACTICES IN YMCA FACILITY OPERATIONS

2. Capital Renewal
- Develops a baseline
- Catalogues all major equipment
- Importance to Association
- Leads to a well defined mechanism for developing a Maintenance Reserve Fund
- Needs based approach
**Capital Renewal**

- YMCA Best Practice
- Participation needed
  - cover vs. uncover
- Responsibility for future
- Property Committee
- Several types of programs

**How to Assess Your Facility & Develop a Building Reserve Plan**

What are the factors that are important for a successful YMCA?

Of these, what are the most important factors for a successful YMCA?

**How to Assess Your Facility & Develop a Building Reserve Plan**

**Important Factors to a YMCA's Success:**
- Clean Facilities
- Maintenance Standards
- Housekeeping
- Building Operations
- Building Reserves

**How to Assess Your Facility & Develop a Building Reserve Plan**

Developing Building Reserves is a....

"Needs Based Approach"

1. Determine if the facility is meeting the community need
2. Calculating how much is needed for renovation, repair, replacement
3. Creating adequate reserves to cover it

**How to Assess Your Facility & Develop a Building Reserve Plan**

After 50+ years or sooner, the building systems:
- May be obsolete
- Require much deferred maintenance
- May be meeting the original purpose for which the building was designed, which has changed

**How to Assess Your Facility & Develop a Building Reserve Plan**

"If you don't make the decisions for your building, the building will make the decision for you."
How to Assess Your Facility & Develop a Building Reserve Plan

- Don’t let your facility deteriorate to the point where the only option is closing it
- Be proactive in assessing the community needs
- Be proactive in assessing the building needs

FACILITY ASSESSMENT

Why?
- Changes in community need
- What are the community needs and how will the YMCA respond to those needs in the form of programs and services?
- Deferred maintenance
  - Have a trusted third party evaluate equipment/systems
  - Acquire a comprehensive report
  - Association can set priorities and develop a Long Range Plan

Absence of such a report
- Does not allow a YMCA to uncover potential problems
- Does not allow staff to validate operational practices

Factors that go into a YMCA’s success include:
- Cleanliness – number 1 reason people leave the Y
- Housekeeping & maintenance standards
- Healthy finances – old 3% rule

Benefits gained from a Facility Assessment include:
- More knowledgeable volunteers
- Increased member satisfaction
- Improved staff morale
- Validated practices
- Improved system reliability
- Extended equipment useful life
- Increased operating efficiency
Keys to Member Satisfaction

- Clean the place up
- Keep the equipment running
- Make the YMCA membership a good value for the money

Only 38% of members at a typical YMCA rate it excellent for cleanliness. What could the other 62% be thinking?

Lack of cleanliness is the number one reason why members leave!

Keys to Member Satisfaction

- When they enter the building, do members see:
  - Clean floors, walls and furniture
  - Modern decorating
  - Well-designed venues/spaces
  - Well-illuminated spaces
  - Good / consistent signage
  - Operational equipment
  - Friendly staff

Needs-Based Approach

- Determining if the facility meets the needs of the community in its current configuration or with renovations.
- Calculating how much is needed for renovation, repair, replacement
- Creating adequate reserves to cover the need

All lead to an "ongoing system replacement plan"

How to Assess Your Facility & Develop a Building Reserve Plan

Definition of Property Management

- Property Management can be defined as the practice of coordinating the physical aspect of the YMCA with the people and mission through the interpretation of the principles of business administration, architecture, behavioral and engineering sciences.
- Simplified…Being “good stewards” of our assets

What are the first things to ascertain in assessing your facility?
How to Assess Your Facility & Develop a Building Reserve Plan

What are the first things to ascertain in assessing your facility?
- Determine if your facility meets the community need
- What are your programmatic goals and aspirations to meet those community needs?

What facilities are needed to meet the needs?
Examples:
- Child Care – 100 children
- Before/after school care – 50 children
- Teen/senior activity center
- Family fun center
- Six lane 25 yard pool
- Climbing wall
- Sufficient locker rooms
- Sufficient parking

Planning – a needs based approach

Community Needs
YMCA Goals & Programs
Facilities

Program Efficiency/Facility Design

• Form follows function
• Facility design is based on programmatic need
• Renovations can make a facility more member-friendly
• New technology
• Property Development can help!
How to Assess Your Facility & Develop a Building Reserve Plan

- What tools do you have at your disposal to assist you in the repositioning of program venues within your older facility?
  - Microsoft Excel to develop a scaled schematic floor plan
  - Visio
  - Google Sketch Up

Step Two - Ascertain the Condition of Key Building Systems
How to Assess Your Facility & Develop a Building Reserve Plan

Building Components

• Electrical Equipment
  – Transformer vault
  – Main switchboard
  – Main feeders
  – Distribution panel
  – Light and appliance panels
  – Branch circuit wiring

How to Assess Your Facility & Develop a Building Reserve Plan

Building Components

• Plumbing Equipment
  – Main water supply
  – Water lines
  – Heat exchangers
  – Safety devices
    • Mixing valves
    • Priming Valves
  – Fixtures
  – Sewer/drains

How to Assess Your Facility & Develop a Building Reserve Plan

Building Components

• Major Mechanical Systems
  – Boiler/heating systems/cooling systems
  – Boiler – steam or hot water
  – Rooftop package units
    • Heat and air condition
    • HVAC
  – Pool filtration systems

How to Assess Your Facility & Develop a Building Reserve Plan

Building Components

Structural Systems

• Columns & beams
• Roofs
• Facade
• Parking lot
• Walkways

How to Assess Your Facility & Develop a Building Reserve Plan

Step Three – Assess Your Facility

• Look at facility assessment and equipment/system replacement as an ongoing “fact of life”

• Everything has a useful life
• Older existing facility
  – A baseline assessment needs to be made
    • Determines the general condition and remaining useful life of the facility and equipment
    • Local contractors and engineers
    • Lists facility components and outlines a schedule of expected replacement and costs
    • Assists in the development of future replacement projections and the necessary funds
### Replacement Timing

**General Building**
- Roof: 25 years
- Major Roof Maintenance: 5 years
- Major repairs and partial replacement of window, doors and frames: 15 years
- Masonry repairs: 10 years
- Re-caulking: 5 years
- Painting exposed structural elements: 5 years

### Replacement Timing (cont.)

**Building Systems**
- Light Fixtures: 20 years
- Electrical distribution: 20 years
- Unit heaters: 15 years
- Pool filter systems, pumps, distribution piping: 15 years
- Domestic plumbing fixtures: 20 years
- Hot water heaters: 15 years
- HVAC system: 20 years
- Cooling tower: 15 years
- Boilers: 20 years
- Sprinkler, wet & dry: 30 years
- Elevators: 20 years
- Fire alarms: 20 years
- Telephone: 15 years

### Replacement Timing (cont.)

**Finishes**
- Replace carpet: 5-10 years
- Replace tile or wood floors: 10-20 years
- Repair walls: 5 years
- Repair, replace or paint ceilings: 10 years

**Occupant Safety**
- Upgrade due to code changes: 20 years
- Fencing, chain link: 20 years

### Other Considerations:
- Utilize engineers to design new systems or alterations to existing systems
- Take into account venue size and participant numbers
- Don’t use one contractor’s proposal as a model or specification for other bids
Procedures for Single Unit Ys
• Spending for major emergencies (over $1,000) generally requires Executive Director approval along with authorization required by the Association expenditure approval policies.
• Planned replacement and renovations must be submitted and approved as part of the normal budgeting cycle.
• The relevant volunteer committees (Facility and Finance) should be part of the approval process.

Procedures for Metro Ys
• Spending for major emergencies (over $10,000) generally requires CEO/Executive Director approval along with authorization required by the Association expenditure approval policies.
• Planned replacement and renovations must be submitted and approved as part of the normal budgeting cycle through the Facility and Finance Committees.
• Association funds may be expended by action of the Property Committee and Finance Committees.
• The branch should spend its own funds before requesting Association funds.

How do Building Reserves work at your Y?
What are the “strengths” and “weaknesses” of your policies?

Risk Management – Two aspects
Staff Safety
Member Safety

Risk Management through good facility design
• Finishes
• Good design
• Y-USA Property Development can help
Pools and Pool Pump Rooms

• An eye wash station and safety shower in the pool chemical room
  • (Rule of Thumb, the eye wash station should provide a minimum of 15 minutes of free flowing water. Clear plastic bottles generally are insufficient)

Staff Safety

Federal OSHA

• Bloodborne Pathogen Standards; Universal Precautions
• Hazard Communication Program; Right to know
• Location of Safety Data Sheets (SDS)
  • (formerly MSDS)
• Lockout-Tag Out Procedures
• Workplace Violence Prevention
• Workplace Ergonomics; Safe working area

OSHA cont.

• Training requirements/ Annual Trainings
• Safe conditions
• Investigations in the event of an accident that results in injury to 3 or more employees or a fatality
• Record keeping (if required by OSHA)
What Training Is Required?

- Bloodborne Pathogens (universal precautions)
- Confined Space (if applicable)
- Emergency Procedures
- Evacuation/Emergency Drills
- Fire Extinguishers (if expected to be used)
- Hazardous Conditions of the specific job
- Hazard Communication (Right to Know)
- Lock out/Tag out
- Personal Protective Equipment (PPE)

Outdoor Safety

- Power Equipment
- Heat Protection
- Snow and Ice Protection
- Vehicle Safety
- Roof Safety

Indoor Safety

- Chemical Storage
- Ladder Safety
- Safe Lifting
- PPE
- Eye Wash Stations

In Case of Emergency
In Case of Emergency

- Emergency procedures
- How to Summon Aid
- Fire Department Connections
- Auto Sprinkler Heads
- Hazcom

BEST PRACTICES IN YMCA FACILITY OPERATIONS

4. ENERGY CONSERVATION
   - Begin by concentrating on the basics
   - Benchmark energy usage
     - develops a baseline
     - based on BTU
     - provides leadership with information to make decisions

Energy Management

- When discussing Energy Conservation, we used to talk about it as a way to save money operate more efficiently and be environmentally conscious
- However, today it is the law!

Energy Management

- August 8, 2005
  - Energy Policy Act (EPAct) was signed into law
  - Estimated to cost about $14.5 billion over 10 years, EPAct 2005 is the biggest overhaul of national energy policy since 1992

Energy Management

- EPAct Cont’
  - Reason
    - older technologies were hanging on and were less efficient
    - each year the demand for energy increases and the cost of producing energy gets higher and higher
    - we are forced to burn more fossil fuels contributing to the “green house” effect and required us to rely on more foreign oil

Energy Management

- EPAct Cont’
- This is a broad ranging attempt to promote energy efficiency
  - Bill regulates lamps, light fixtures, office equipment, windows, appliances, electric motors and plumbing products
Energy Management

- **EPAct Cont’**
  - T-8 & T-5 fluorescent bulbs w/electronic ballasts
  - LED
  - Induction - An electrodeless lamp or induction light is a light source in which the power required to generate light is transferred from outside the lamp envelope to inside via electromagnetic fields

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Energy Management

- **Benefits of Induction Lighting**
  - Extended lamp life, because the electrodes are usually the limiting factor in lamp life.
  - The ability to use light-generating substances of higher efficiency that would react with metal electrodes in normal lamps.
  - Improved collection efficiency because the source can be made very small without shortening life, a problem in lamps with electrodes

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Energy Management

- **EPAct Cont’**
  - Change our way of thinking
  - Think in term of lumens (light output) as opposed to wattage (power input) a 20 watt compact fluorescent bulb can produce as much light as a 75 watt incandescent lamp

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Energy Management

- **EPAct Cont’**
  - As systems deteriorate, replace with energy efficient models
    - motors - premium energy efficient
    - plumbing fixtures
    - toilet fixtures
    - flush-o-meters
    - faucets, showers (1.5 - 2.5 GPM) etc.

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Energy Management

- **Buildings can be an asset or a liability**
  - Liability
    - cost to operate
    - energy costs are not stable today
    - equipment becomes obsolete and inefficient as it ages
Energy Management

- **As an Asset**
  - Our buildings are an ideal place to program
    - unique areas - gyms and pools
    - cost of operating the building can be managed if attention is paid

- **Ways to reduce energy Consumption**
  - Utilize resource persons on Facility Committee
  - Utility company representatives
    - natural gas
    - electric
  - Architect - evaluate building design - windows, insulation factors, equipment etc.

- Local mechanical engineer to conduct assessment
  - make equipment operate efficiently
  - Engineering Groups - ASHRAE - American Society of Heating Refrigeration and Air Conditioning Engineers
  - Local Inspectors

- Know where you are today with your energy usage
  - read utility bills and record usage
  - utilize interruptible gas service
  - conduct energy usage audit - use resource person
  - take daily usage readings - read meters - water, gas, oil level

- Adjust and maintain equipment for optimal performance
  - ~ amperage levels, Freon levels (certification required), dirt, EER Rating
  - ~ add second layer of glass on single glazed systems
  - ~ factory recommended lubrication levels
  - ~ change filters as needed - PM Program

- adjust and maintain equipment for optimal performance - Cont’
  - ~ clean heat/cooling transfer surface
  - ~ coils, ventilator cabinets radiators
  - ~ clean coils on refrigerators, water coolers etc.
  - ~ disconnect light bulbs and ballasts in vending machines
Energy Management
- adjust and maintain equipment for optimal performance - Cont’
~ purchase less expensive energy oil, electric generation, natural gas
~ group purchase
~ turn systems off
  - least expensive BTU is unused BTU
  - time clocks/EMS
  - night setback thermostats
  - computer equipment

Energy Management
- purchase more efficient systems
~ lighting
  more efficient - - - - - - - - - - less efficient
  low/high pressure sodium, T-5 & T-8 fluorescent, induction, metal halide, fluorescent, halogen, incandescent, mercury, quartz
~ concentrate on lamps that operate the most amount of time
~ appliances - refrigerators, dish washers, etc.

Energy Management
- purchase more efficient systems
~ heating
  • steam heat requires more maintenance than hot water and is more efficient
~ boiler blow-down
~ condensate return pipes
  - deteriorate faster than steam lines

Energy Management
- Equipment Efficiency
~ Primary strategy - keep 'em clean
~ Boilers/burners
  - annual cleaning - professional
~ Air handling systems
  - filters clean
  - coils clean
  - vacuum cabinets
  - proper fan speed - belts, sheaves etc.

Energy Management
- Equipment Efficiency
~ Thermostats
  - night set-back
  - proper setting
~ 68 degrees in occupied areas
~ humidity levels - 50-60%
~ exhaust systems - waste energy
~ shut down exhausts during unoccupied times
~ natatorium is exception
~ reduce exhaust air during occupied times - speed controls
Energy Management

- Water Systems
  ~ large energy user
  ~ holding tank temperature - 120 degrees F.
  ~ mixing valves - 110 degrees
  ~ pipes insulated
  ~ repair leaky faucets and shower controls
  ~ flush water heaters to remove scale
  ~ repair leaky circulating pumps - packing

Energy Management

- Water Systems Cont’
  ~ reduce amount of water used
    ~ water saving shower heads - 1.5 – 2.5 gpm
  ~ self closing faucets
  ~ circulating pump system – locker rooms showers

Energy Management

- Water Systems Cont’
  ~ supplemental water meters
    - pools if drain water goes to storm sewer
    - spas if drain water goes to storm sewer
    - lawn sprinkler systems

Energy Management

- Cooling systems
  ~ maintain condenser and evaporator coils
  ~ maintain system Freon charge (certification) recommend contractor do this work
  ~ eliminate cooling unoccupied areas
  ~ use outdoor air for cooling – economizer cycle
  ~ control thermostats
  ~ reduce solar gain with drapes, window film, shades, blinds, roof overhangs

Energy Management

- Lighting
  ~ reduce light levels
    ~ lower wattage - reduces usage and heat
    ~ use 50 foot-candles as a rule – Y-USA Property Development recommendations
    ~ use daylight for illumination as much as possible
    ~ use motion detectors, timers and photocells as much as possible

Energy Management

- Power
  ~ Know your utility rates
  ~ Paying tax?
  ~ Demand Load
    ~ pay on highest peak load
    ~ stagger loads to reduce peaks
  ~ Watch for unusual consumption
  ~ Study usage reports
Energy Management

- **Other Systems**
  ~ Dry heat rooms - sauna
  - set as low as possible
  - timers to cycle off
  ~ Steam Generator
  - timers to cycle off

- **Energy Wasters**
  ~ scale
  ~ excessive boiler blow-down
  ~ soot in stack
  ~ low boiler efficiency
  ~ leaky steam traps
  ~ too much ventilation
  ~ over-sizing systems

Energy Management

- **Energy Helpers**
  ~ double doors - air locks
  ~ timers
  ~ EMS – Energy Management System
  ~ interruptible gas service
  ~ use of smaller units in summer
  ~ domestic hot water
  ~ pool heater
  ~ solar energy?
  - may not be worth the investment

- **Areas to beware of**
  ~ auto systems vs. manual systems
  - keep systems simple

- **Energy Conservation**
  ~ it's worth the time investment
  ~ energy dollars saved are dollars for program

- Geothermics & Cogeneration
  ~ Expensive to install especially when retrofitting
  ~ Difficult to work with
  ~ Time consuming

Best Practice – 5 - Housekeeping

**DEFINITION OF PROPERTY MANAGEMENT**

- What is YOUR definition of Property Management?

**DEFINITION:**
- Property Management can be defined as the practice of coordinating the physical aspect of the YMCA with the people and mission through the interpretation of the principles of business administration, architecture, behavioral and engineering sciences.
- Simplified...Being “good stewards” of our assets.
COMPONENTS OF A GOOD MAINTENANCE PROGRAM

• There are two classifications of maintenance:
  – Soft Maintenance, which is custodial/housekeeping, and
  – Hard Maintenance, which is preventive and deals with predictable repair

COMPONENTS OF A GOOD MAINTENANCE PROGRAM

– Recognizing the importance of a clean, well-maintained building, we know that all YMCA staff members need to work to maintain the cleanliness of the YMCA.

– Remember, cleanliness and operating equipment are the most important issues to our members.

COMPONENTS OF A GOOD MAINTENANCE PROGRAM

– What do you think about the impression people have of your building(s) (curb appeal) as they drive by?
  • Windows, Façade, Landscape, Lighting
  • Parking lot, Walkways, Dumpsters

– When they enter the building, do they see:
  • Clean floors, walls and furniture
  • Modern decorating/fresh paint
  • Good/consistent signage
  • Well illuminated spaces
  • Friendly staff

– When they use the facilities, do they experience:
  • Well maintained, clean and good operating equipment?
  • Depending on the season, warm or cool spaces?
  • Clear water in the swimming pool?
  • Undamaged and clean wall surfaces?

– Would they want to come into the building after observing it from the outside?

COMPONENTS OF A GOOD MAINTENANCE PROGRAM

– Well trained, recognized and rewarded staff and volunteers
– Housekeeping standards
– Proper scheduling
– Choosing the right product for the job
– Daily inspections
– Financial resources to get the job done
– Work smarter, not harder. Have the right equipment in proper working order.
– A commitment from all staff and volunteers to be a part of the clean and well maintained culture

COMPONENTS OF A GOOD MAINTENANCE PROGRAM

YMCA CLEANLINESS

More than 50,000 Membership Satisfaction Surveys

• What are three blocks or challenges that the YMCA must overcome that prevent us from improving the level of cleanliness at our Ys?
KEYS TO MEMBER SATISFACTION

• Clean the place up.
• Keep the equipment running.
• Whatever the price, make YMCA membership a good value for the money.

COMMENTS FROM YMCA STAFF

We are a Team!
“Cleanliness, for our YMCA, is the most important issue. We start there. It’s my job. It’s everybody’s job in this Y to keep all of our facilities clean.”
YMCA CEO

The Importance of Keeping Your Facility Shining Brightly
No member has ever yet complained.
“This place is too clean.”
YMCA Staff Member

ACTIVITY #2

• Purpose: To determine actions you must take
  • Discuss as a group.
  • What do you need to do so that each staff member understands what their role is in supporting facility cleanliness, maintenance, operational upkeep and even design at your YMCA?
  • How can you work with the Y’s policy volunteers to create those same goals?

WHAT’S HAPPENING IN THE CLEANING INDUSTRY?

CONSOLIDATION OF SUPPLY CHANNEL
Challenging economic environment
– Putting stress on the financial condition of many cleaning and hygiene distribution companies
– Weaker distributors
  • Considering exiting the business
  • Companies with strong balance sheets and good banking relationships will look to acquire smaller competitors during this downturn.
– Cleaning and hygiene distributors in the United States have dropped by more than 20 percent in the past ten years.

OUTSOURCING TRENDS
– From Commercial & Residential Cleaning Services Industry Trends:
  • Cleaning services industry - $46 billion industry
  • Industry grew 5.5%/year through 2009; trends toward outsourcing and purchasing
  • Industry segment expected to create most new jobs
  • Employment expected to grow at least as fast as average overall employment through 2014
WHAT’S HAPPENING IN THE CLEANING INDUSTRY?
- Cost reduction pressure: 7.7% unemployment, reduced revenue generation, Y’s under pressure to reduce costs: staff, equipment, supplies
- Multi-cultural work force population: Asian, Latino, Bosnian, Others?
- Lower cleaning standards resulting from cost reduction pressure, reduced staff, less capital replacement-renovation, cleaning equipment
- High turnover due to lower pay, low self esteem, unmotivated, unappreciated
- Procurement influence for vendor selection: “buy cheap,” price
- Technology/internet—research, training, purchasing/procurement

WHAT IMPACT DO THESE TRENDS HAVE ON YOU?
- Fewer sources of supply
- Management alternatives
- Accountability
- Communication and training barriers
- Lower quality
- Self-esteem, low morale
- High turnover, high cost
- Facility manager’s influence is diminished
- World of information, sometimes too much

WHAT DRIVES CLEANING DEPARTMENT SUCCESS?
- Positive attitude and morale
- Clearly defined expectations
- Training resources aligned with expectations
- Resources
- Process standardization
- Open communication
- Documentation

WHY DO CUSTODIAL DEPARTMENTS GET CUT FIRST AND DEEPEST?
- Large departments
- Upper management’s inability to measure overall value and performance
- Easy to pass on budget cuts
- Low value placed on cleaning

HOUSEKEEPING SUCCESS
- Internal resources—budget dollars and capital dollars—essential for high quality outcomes
- Clean Manager—understanding and managing expectations
- Task and labor costs—under control
- Mechanization needs and costs—for most efficiency
- Consumables managed—to maintain budget control

BUDGET CUTS
- How has the budget process changed?
  - Greater scrutiny on internal resource justification
- How do you handle budget cuts?
  - Prioritize cleaning frequencies
  - Reduce cleaning frequencies
  - Mechanization
  - Eliminate ready to use products
- What else?
  - Document value
  - Acquire capital dollars
  - Efficiency—low level mechanization vs. high level mechanization
  - Capital replenishment plan
  - Mechanization opportunities
HANDLING BUDGET CUTS—MORE OPPORTUNITIES

- More opportunities:
  - Ride-on equipment
  - Backpack vacs
  - Battery operated sweep systems
  - Touch free practices
  - High solids seals and finishes
  - Floor finish procedures and programs
  - Dilution control
  - Standardize

HANDLING BUDGET

Too often we choose products that are cheap to buy but expensive to use.

What are examples of that?

BEST PRACTICES IN YMCA FACILITY OPERATIONS

- Resources
  - Y-USA Property Development Specialists
  - Property Development Web-site
  - On-Line Community
  - Y-USA Trainings and Presentations
  - FacilityDude.com
  - Redwoods
  - Hillyard Corporation
  - Martin Company
  - Cintas

THANK YOU

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