



FACILITY CLEANING AND MAINTENANCE PLAYBOOK

YMCA SAM

2.1

Serving All Members In Excellence

Offrir un service par excellence à tous les membres



Introduction

YMCA Canada's SAM 2.0 program has been updated to SAM 2.1 to remain relevant to our current YMCA context in 2015. New Best Practices for Brand, Child Protection, Program Quality and Member Service have been added and are identified by italics.

YMCA Canada first introduced SAM in 1995 as YMCA Priority: SAM a values based membership service program designed to help YMCA centres to deliver the YMCA Mission more effectively, increase the number of YMCA members through improved retention and new member acquisition, increase member satisfaction by improving/sustaining excellence in service and program delivery and to help YMCA members achieve their goals and outcomes.

The outcomes today are equally if not more important today. Experience has shown us that YMCA Leaders who succeed in satisfying their members do the following things well. They

- Take member satisfaction seriously.
- Treat staff and volunteers the same way they want their members/participants to be treated.
- Recognize that service includes every action of every person in the centre.
- Complete an annual centre self-appraisal, develop an action plan and communicate results to members.
- Communicate expectations, inspect for results and celebrate learnings and achievements.
- Train and coach daily on program quality and service delivery excellence.
- Commit to the SAM Standards.

SAM Standards

The standards are national benchmarks for service expectations for all YMCA HFA Centres.

1. YMCA experiences are **convenient**.
2. The YMCA is **clean and well maintained**.
3. YMCA experiences are **safe**.
4. YMCA experiences are **friendly and welcoming**.
5. YMCA staff and volunteers **build positive relationships** with members.
6. Members are provided opportunities to **learn and develop** in spirit, mind and body.
7. YMCA staff/volunteers are **engaged and knowledgeable**.

Playbooks

Playbooks have been updated for each Health, Fitness and Aquatics Operational Area.

Despite the difference that make each YMCA special, centres should strive to meet the intent and objective of every standard. SAM 2.1 Standards and recommended practices provide senior leaders a way to examine and evaluate their operation and determine if and where continuous improvements should be made. To achieve success, YMCA SAM Standards need to be owned and demonstrated by everyone. YMCA SAM 2.1 supports our YMCA mission delivery by helping to focus our energy and resources on serving our members and our communities better.



Facility Cleaning and Maintenance Playbook

1. YMCA experiences are convenient.

1.1. The centres cleaning and maintenance schedules are convenient to ensure no disruption to the member's experience.

- The appropriate number of staff/volunteers are scheduled to ensure cleaning requirements are met.
- Staff schedules are created and managed to deal with low/high volume periods and major project work.
- A back-up plan is in place to address staff shortages.
- All areas of the facility and program equipment used by members and participants are cleaned in preparation for and during each peak usage period.
- Schedules for cleaning are reviewed monthly to ensure appropriate coverage before and during peak usage.
- Major cleaning (stripping, waxing) is done when the building is closed.
- Regular cleaning (dusting, washing, vacuuming) is done at down times.
- Consistent cleaning occurs in all traffic areas (glass surfaces, sinks, toilets, etc.) before each peak usage period.
- Light duty cleaning (tidying, closing locker doors, general pick-ups, counters) occurs during peak times.
- Each department is provided a cleaning kit so they can perform spot cleaning and light cleaning as needed.

2. The YMCA is clean and well maintained.

2.1. A commitment to a clean and well maintained centre is demonstrated by staff and volunteer behaviour.

- Senior Leaders champion "YMCA clean culture" in their operational areas through role modelling, training, coaching, evaluation and recognition.
- All staff/volunteers receive an orientation to YMCA Clean Culture philosophy and practices within 2 weeks of hire.
- All staff/volunteers receive annual training on the importance of Clean Culture.
- There is a documented and demonstrated system in place for staff/volunteers to monitor program space and equipment daily for cleanliness and maintenance and report issues.
- All areas have assigned responsibilities for cleaning that complement facility cleaning schedules.
- Facility Director provides feedback and coaching to senior staff in each area.

2.2. A documented, up-to-date cleaning manual for the centre exists that has written cleaning standards and practices which include:

- What to clean.



- Frequency of cleaning.
- What product (s) to use for cleaning including location of Material Safety Data sheets for hazardous products.
- The cleaning procedure that meets all local and provincial codes.
- Cleaning equipment and supplies are easily available for staff/volunteers to use.
- Evidence of the cleaning schedule checklist being completed daily exists.
- Practices that do not disrupt service to members but assist in keeping the area clean during peak times.

2.3. Equipment is in good working condition and downtime is limited to 24 hours unless manufacturer's specifications or the labour required to reasonably complete the task dictates otherwise.

- Documented daily walk through inspection of equipment occurs.
- Moveable, not working equipment is removed from member area and a computer generated "out of order" sign with YMCA logo and expected date of repair is placed in its location.
- Non-moveable equipment has a computer generated "out of order" sign with YMCA logo and expected date of repair placed professionally on piece.

2.4. A documented cleaning audit is completed daily and monthly. To be considered clean, 80% of all surfaces must be judged satisfactory.

- Cleaning audits are performed daily.
- Cleaning audits are reviewed monthly and adjustments to staff schedules or projects are made to meet needs.

2.5. A documented maintenance program exists and is used to maintain and operate all facility systems and equipment safely.

- Documented preventative maintenance program for all facility systems and equipment exists and reports demonstrate that the program is being implemented.
- Historical records for each facility system and piece of major equipment (fitness, large cleaning equipment) exists and includes date of purchase and record of repairs.
- Documented daily walk-through inspection routine for facility maintenance (lighting, showers, saunas, and pool/hvac) exists.
- Evidence of consulting with other YMCA's and references are researched before investing in new systems or equipment.
- HVAC is evaluated, cleaned and balanced annually.
- Facility systems and equipment are operated in accordance with manufacturer's guidelines and conform to all applicable laws, codes and directives of authorities having jurisdiction (TSSA, Insurance requirements, etc.).
- The insurance company is notified when major equipment or systems are purchased, replaced or disposed of. (This is usually done through accounting or the CEO).
- Written operational instructions for all motorized cleaning equipment (floor polishers, pool shark, pressure washers, and Zambonis) exist and are followed.
- Tools and parts needed to service equipment are available (within 24 hours).
- Manufacturer's recommended preventative maintenance procedures are followed.

2.6. A documented annual refurbishment replacement plan exists and provides for the cosmetic renewal of all surfaces to an "as new" condition.



- Color or color scheme is vetted with a professional interior designer and follows YMCA Brand Standards (The Building Blocks of the YMCA Brand – Interior Design section) when any surface or space is being changed.
- All painted surfaces look “as new” (no more than 20% of areas visible to the public).
- Tiled surfaces visible to members and the public are unstained and look “as new” (no more than 20% of tiles are blemished or damaged).
- All tiles and grouted areas in the member and public space areas look “as new” (no more than 20% have grout worn in excess of one-half of thickness of tile).
- Upholstered furniture/equipment in the member and public space areas are free of rips, tears or frays and looks “as new” (blemished/damaged areas do not exceed 20% per piece).
- Wooden, chromed or painted metal surfaces in the member and public space areas look “as new” (damaged areas do not exceed 20%).
- All floors visible to members and the public look “as new” (blemished/damaged areas do not exceed 20%).
- Refurbishing of worn or blemished floors is done within 12 months (blemished/damaged areas do not exceed 20%).
- Refurbishment of sauna is done within 10 years.
- Pool is reconditioned every 3 years (tile, grout, pumps).
- Landscaping looks very attractive (damaged areas do not exceed 20%).
- Repair to exterior surfaces and landscaping is done within one spring season.
- Back-of-house spaces look clean, painted, repaired and tidy (blemished and damaged areas do not exceed 20%).

2.7.A documented 5 year and 25 year operational capital plan is developed and used to prioritize and manage large capital projects.

- Plan includes
 - Major areas such as gym floor replacement, locker room, pool complete retiling, new entry desks, roofing, mechanical systems (HVAC, boilers, piping, etc.).
 - Fitness equipment (3-5 years cardio, 15 years strength training).
 - Description of project to be “renewed”.
 - Anticipated time of renewal.
 - Anticipated cost.
- Plan should consider environmental upgrades to reduce the YMCA’s environmental footprint.
- *Plan should consider energy efficient upgrades to reduce energy costs and consumption.*
- *Plan should consider initiatives that would improve or enhance safety and security of children in the facility.*
- Plans are updated annually and incorporated into operating plans including operational capital and strategic capital budgets.
- Plan aligns with association strategic plan.
- YMCA Canada should be informed/consulted when large scale capital projects are being considered/implemented.
- Associations/centres should use YMCA Canada Facility Development Resources as a resource and support. (YMCA Canada Facility Development Guidelines 2009)
- *Appropriate investments and/or long term strategic planning should be present to ensure YMCA centre does not become “facility deficit” and risk not being able to serve their members and their community.*



3. YMCA experiences are safe.

3.1. The centre has an emergency response system and procedures.

- All new staff/volunteers are oriented to the emergency response system, procedures and their responsibilities.
- *All staff/volunteers receive a refresher annually on the emergency response system, procedures and their responsibilities.*
- *A documented and demonstrated system is in place for accident/incident reporting procedures including documentation, follow-up, review by GM or designate, tracking and appropriate storage for future investigation if needed.*
- Member etiquette is monitored and reinforced by YMCA staff and volunteers.

3.2. *A documented facility access practice exists, staff and volunteers are trained on it and follow it.*

Facility Access is defined as the entrance (s) into the HFA centre.

- *Only intended public entrances are accessible to the entrance.*
- *All other exterior doors are locked and where possible are alarmed to prevent unauthorized entry or exit.*
- *For safety reasons, all cleaning closets and facility systems rooms (boiler, maintenance, HVAC, laundry) will be locked when no one is present to monitor usage or access.*

3.3. A documented participation policy for children and youth exists, staff are trained on it and follow it.

- Children under the age of 10 must be attending a YMCA program or under the direct supervision of a parent or adult guardian.
- Children under the age of 10 should be signed in and out of YMCA programs by a parent or guardian.
- Children under 12 years should not be permitted access to the fitness centre unless in a supervised program.

3.4. *A documented Child Protection Policy and Procedures is in place that meets YMCA National Child Protection Standard Requirements.*

- *Staff/volunteers are able to demonstrate the required standards.*

3.5. The YMCA Centre's safety equipment shall be maintained at levels respective of standard codes of safety.

- Safety audits are conducted on a regular basis.
- First aid kits are easily accessible to all areas of the facility.
- *An automated external defibrillator (AED) is available and staff are trained on its use.*
- Facilities and equipment are maintained at levels that meet: Fire codes, Public Health Act, Occupational Health and Safety Act and Insurance regulations.

3.6. YMCA facilities environments are safe.

- Chemical balances of pool water are monitored and recorded at consistent levels to meet provincial standards.



- Water is perfectly clear in pools.
- Documented procedures are in place and staff are trained to deal with pool fouling's to limit interruption of service to members and restore pool to operating condition meeting all health regulations as required.
- The YMCA Centre will have documented Workplace Health and Safety policies and procedures in place. Association Health and Safety policies and practices are documented, trained on and managed to meet provincial and federal requirements.
- Air temperature and humidity levels are maintained and monitored so that it is consistently comfortable for the activity. (ASHRAE - American Society of Heating, Refrigeration and Air Conditioning Standards are recommended).

Area	Air Temperature	Water Temperature
Lane Pool	82-85 F 50% humidity 80-110% fresh air exchange	82-85 F
Leisure Pool	Same as lane pool	90 F
Fitness centre	68-70 F 60% humidity 60% fresh air exchange	
Studios	68-70 F 60% humidity 60% fresh air exchange	
Dry Sauna	180 F	
Steam Room	111F	
Whirlpool		104 F max

- Fresh air exchange in certain areas may vary depending on the outside temperature and humidity levels.
- Snow removal and salting procedures are monitored and maintained to ensure safe driving and walking conditions in winter.
- Cleaning and Maintenance equipment is stored appropriately and never left unattended in a program/public area.

4. YMCA experiences are friendly and welcoming.

4.1. YMCA staff/volunteers are friendly and welcoming.

- Staff/volunteers are in uniform, which includes a visible nametag and engaging smile.
- Staff/volunteers take initiative to talk to members within 15 seconds, who come within 10 feet (3 meters) of them.
- Staff/volunteers use members/guest's name in every possible interaction.
- Staff/volunteers are positive, helpful and welcoming at all times.

5. YMCA staff and volunteers build positive relationships with members.

5.1. Staff/volunteers demonstrate relationships with members.



- Staff/volunteers demonstrate YMCA Values in all interactions by delivering service responsibly, honestly, respectfully and with care.
- *Staff schedules are consistently implemented to facilitate relationship building.*
- Staff/volunteers ask members/participants about their YMCA experience.
- Staff/volunteers interact with a variety of members and introduce them to other members, staff and volunteers.
- Staff/volunteers are trained on how to handle member feedback by demonstrating YMCA Values, probing skills and active listening to provide a satisfactory resolution and follow-up within 24 hours.
- There is a system in place to consult members about changes.
- Staff/volunteers share the YMCA charitable mission (tell the Y story) with members.

6. The YMCA provides opportunities for members to learn and develop in spirit, mind and body.

6.1. Members are encouraged to volunteer and it is apparent in the centre.

- Volunteer recruitment and retention is included in supervisor's annual performance goals/reviews.
- Volunteer opportunities are promoted through different methods including: signage, newsletters, websites and staff contact.
- A process for handling inquiries about volunteering within 72 hours is in place including application form and call back process.
- Prospective volunteers participate in a selection process and receive role specific orientation and training if successful.
- Volunteers receive regular informal feedback and annual formal feedback.
- An annual volunteer recognition process is demonstrated.
- Volunteers do not receive material compensation for services provided.

7. YMCA staff/volunteers are engaged and knowledgeable.

7.1. Leadership is available to direct, support and assist staff/volunteers to ensure service excellence at all times.

- Managers and supervisors work evenings and weekends to provide leadership coverage in the centre and to their teams.

7.2. Staff and volunteers are qualified for their positions.

- Cleaning staff/volunteers have literacy level adequate to read and follow written cleaning and safety standards (written information in the staff's first language may need to be provided) and ability to complete the assigned duties to the quality level established.
- YMCA staff/volunteers have current CPR-C, Standard First Aid, and WHMIS.
- A tracking system is in place to monitor staff/volunteer qualifications.

7.3. A documented training plan for all staff/volunteers is in place, providing skills and educational information relevant to YMCA cleaning and maintenance, YMCA SAM standards and the YMCA as a charity.

- Staff/volunteers participate in training and it is linked to staff performance goals/reviews.



- *Continuous feedback (based on observed behaviours) using YMCA Behaviour Grids is formally and/or informally given to staff/volunteers on their progress.*
- A system is in place to record training.

7.4. All staff receive a formal annual performance review that is documented.

- YMCA Canada Performance Review or equivalent system is in place.
- New staff participate in a goal setting session with SMART goals within their first month of performance.
- All staff receive a performance review prior to the completion of their three month probationary period.
- Measureable objectives (SMART goals) related to member service and member satisfaction are included in the performance review.

7.5. A variety of opportunities that add value to staff/volunteer participation in the YMCA work place occurs.

- *Staff/volunteers receive regular (weekly) coaching from their supervisor.*
- *Supervisors have meaningful conversations and provides on-the-job learning opportunities.*
- *Personal and team goals and achievements are celebrated.*
- *Supervisors seek out staff/volunteers opinions.*
- *Staff/volunteers have the tools, resources and processes to do their job.*
- *Staff/volunteers are provided social opportunities to build relationships with each other.*