

YMCA OPERATIONS MANUAL DEVELOPMENT

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ABSTRACT
YMCA Operations Manual Development
Devlin Stewart

Abstract.

The San Luis Obispo YMCA sports department was losing money and overworking their employees due to lack of processes and organizational issues. To address this, a plan was made with the sports director to begin organizing the sports department. This would be done by creating an operations manual for them to organize and consolidate all of their relevant information.

The project was scoped to develop a plan for the YMCA to implement an operations manual. By delivering a work breakdown structure, a gantt chart, and a plan for continuous improvement, the YMCA could use these tools to develop their operations manual and keep it up-to-date in the years to come.

Ensuring value for the YMCA sports department was critical throughout the development of the manual. Meetings were scheduled regularly to ensure that their thoughts and additions were included in the process documentation. This all helped to make sure that the sports department would get a document that they would use and find valuable.

The original plan was just to deliver the work breakdown structure and the gantt chart to the YMCA, but after those were completed the plan for continuous improvement was added to ensure there was lasting value in the project for the YMCA. The current sports director and her assistant will fill out the outline provided to them, and then pass this operations manual on to set some processes and avoid future organizational issues.

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I. Introduction

The San Luis Obispo (SLO) YMCA sports department has had quite a few problems with organization recently. The SLO YMCA's goal is, "To develop the total person, spirit, mind and body, through values-based programs that build strong kids, strong families, strong communities." [12]. They do this by offering classes in an environment where people feel comfortable. About 5 months ago, in late 2015 the previous sports director parted ways with the SLO YMCA and left the Sport's Department in disarray. The current director stepped into the position and found that there were no manuals or guides telling her how to do the job so she had to start work with little training. The problem is the YMCA sports department is in disarray, lacks processes, and needs organization. My goal for this senior project is to help the YMCA sports department to organize and begin writing their operations manual.

The objectives for this project are:

- Gather information about the YMCA sports department operations
- Create a work breakdown structure (WBS) for the manual from that information
- Develop the operations manual outline from the WBS
- Begin writing the operations manual for the YMCA sports department

To accomplish this, communication with the YMCA sports department is needed to ensure that their policies and procedures are fulfilled by the manual that is designed for them. The work breakdown structure will be developed to ensure that components are not left out of the operations manual. The engineering concepts at work here are: Best Known Method, Human Factors, Project Management, and Process improvement.

The idea for this project originated from IME 303, Project Management, from Fall quarter 2015. One of the groups organized a project to raise money for the SLO YMCA. After talking to the YMCA I knew that they could use some assistance organizing their operations.

An operations manual is a large undertaking with many components that takes an incredible amount of time and effort to complete. Because of this, the project could very easily suffer from scope creep. To combat this, the scope has been limited to deliver a project plan to the sports department to complete work on their operations manual. Should time permit, a second deliverable is a rough draft or outline of the manual. A finished operations manual is intentionally left out of the deliverables, because of how far beyond the scope of the project that would be. The report will be organized as stepping through the processes that I went through to help the YMCA research, plan, organize, and develop their operations manual.

II. Background

The SLO YMCA, sports department recently underwent a staffing transition with their sports director and hired a replacement. When the new sports director started everything was disorganized. The YMCA operates 20 to 21 different sports programs. When the new sports director started working there were no methods of inventory management for these programs. Meaning, if they lost jerseys, balls, or any other vital equipment, they wouldn't be aware until it was too late.

The previous sports director had no manuals or guides to explain any of the procedures necessary to run the sports department. This became a problem in the first few weeks, when the new director had to create flyers to advertise a new sports program. Most of the work was put into finding the information to make them in accordance with YMCA policy. She asked around the company to gather information, and when she had all the information it turned out that the YMCA needed flyers to be bilingual. Translating all flyers to Spanish added even more time to the process. A final example of the disorganization is shown as the new sports director moved into her desk. She going over what was left by the previous director, and found a stack of registration forms with the checks still attached shoved into a drawer.

The previous director was so disorganized and careless that he was cost the YMCA money and customers. The SLO YMCA supports about 3000 youth and 200 adults throughout the county. Each person must pay a registration fee for the program that can vary from 65 to 85 dollars, depending on what the program is and the time of registration. Last year, under the old sports director, these programs made around 70,000 dollars. The YMCA however lost money with around 150,000 dollars in expenses. When asked how many projects she was working on at once, the sports director replied, " So many that I literally cannot keep count. Part of this is

because I'm new to the position and my predecessor wasn't here to provide training. I didn't inherit an operations manual, and many of the systems that would make this job considerably easier aren't yet in place. I'm full time and salaried, so in reality I work on a per task basis rather than a set number of hours per week. This spring, I've got 7 programs launching and each of them requires at least a dozen components being taken care of. There are also summer programs to get ready to launch... I never have down time."

The current sports director showed me youth sports operations manuals from around the country as examples. Those, as well as the fundamentals of Industrial Manufacturing engineering will be used as a basis for the organization of the YMCA's operations manual. Many of these resources were developed by child development specialists, coaches, or teachers, but it is unclear if any engineers have examined systems like these before. Operations manuals are usually similar. However, after applying Industrial and Manufacturing Engineering principles, material may be added or taken away to streamline the processes. Finding these critical elements and ensuring that the YMCA has everything they need to organize are why this project is so important.

III. Literature Review

Fundamental Background Information

It is important to have a strong background on the fundamentals of topics that will be covered in the project. To do this multiple texts were examined on some basic principles that are important to the project. The first source I went to was Engineering Management: Creating and Managing World-class Operations. [1]. This source provides a strong background in manufacturing, companies, and global operations. This book proved to be much more focused on running a large manufacturing company. It starts by bringing up aligning of the goals and objectives of the organization and making sure they are communicated clearly. [1] Overall this source is good to refer to for generic company policies and general practice procedures. It also discusses issues like integrity, ethics, communication, and employee responsibility. These are good things to consider in the work I am doing as the YMCA is a much larger corporation than just the SLO branch.

Given that the YMCA has had many issues and organizational problems, information on risk assessment, risk mitigation, and failure analysis will be useful for this project. Cost-Effective Risk Assessment for Process Design discusses the value of risk assessment, as well as the importance of its cost effectiveness as the title would suggest. [2] This source mentions Risk acceptability, Risk mitigation, and Risk off-loading [2] which are important for an organization that takes care of people's kids. They also teach them to play sports which can be somewhat dangerous. This book is valuable not only because it keeps cost effectiveness in the forefront of its discussion of risk assessment. It also brings some human factors concerns into consideration, things like short term memory, and attention span are important when considering risks. The YMCA has volunteers that help out all the time, and these people can

sometimes not be properly trained. Keeping these in mind as well as the fact that the YMCA doesn't have a lot of extra money to spend on things like this make this book a useful reference.

The SLO branch of the YMCA is actually a smaller organization than the YMCA as a whole and has some very limited resources. This means that industrial engineering ideas like Lean and six sigma could benefit them greatly. For this I looked for a text that help with the applications of these ideas to large and small companies, *Implementing Six Sigma and Lean: A practical guide to tools and techniques* by Ron Basu succeeds in making lean and six sigma approachable in a way that is meant for large or small operations. [3] The way these topics are generalized means this reference is useful for the small organization situations I will use it in. The author starts with a history of quality practices and moves on to tools and techniques very quickly. In the tools and techniques section the author tries to provide a variety of examples outside of manufacturing to make these ideas much easier to understand and to use. [3] There is also a good section on qualitative techniques for quality. This helps to understand and organize quality even when it can be hard to quantify in some situations. This source will be very useful when going through the YMCA's operations. Keeping quality and lean in mind while designing their operations manual could help them to streamline operations and save valuable resources.

Problem Solving Approaches

One of the problems that the YMCA has had recently is their lack of inventory management system. This article goes beyond just an inventory management system, but it discusses the methods and ideas behind their stocking policy that have broader applications than just manufacturing. *Spare Parts Stocking Policy Based on Equipment Criticality* [4] discusses a method for inventory management and organization. The article's main point is that

there should always be spare parts kept for critical equipment, even if the regular equipment is malfunctioning and needs a spare. [4] The authors then go deep into some mathematical models of criticality to prove that this is in fact true. Keeping the spare parts around is essentially seen as insurance for the company and so the cost can be mitigated that way [4]. This can apply to any kind of equipment, and will be valuable to the YMCA. If they keep a few extra pieces of equipment for their teams around it could actually save them a lot of money.

The YMCA has many locations and works in many different places around the county. Because of this there should be some information about supply chains and supply chain management. Coordinated Supply Chain Management is an article about procurement, production, and distribution of goods through a company supply chain. [6] This source will be useful to help the YMCA deliver equipment and parts to their different locations around the county. By helping them keep track of equipment and better managing their supply and distribution of goods they will have less loss. This kind of information may be a little extreme for the YMCA but a simplified version of it will be very good for them to have.

Past Examples

Many other companies and organizations have worked on operations manuals in the past. So it would be a good idea to research some of these to get an idea of what works and what doesn't work in them. The YMCA sports director had a number of different youth sports operations and organization manuals which were great reference material. Sources [5], [7], [8], [9], [10], and [11] are all different sports operations manuals. Many of them touch on different topics more than others but all are relevant to what my project will be about. The Club Development Manual by Jacob Daniel talks about the development and organization of club sports as well as the environment surrounding the sports in the context of soccer. [5] The author

brings up the importance of focusing on the kids and their enjoyment and not doing things for the parents sake. This manual is also incredibly in depth going into the scheduling of the practices and the differing levels of skill between players. There are many ways to take this information and apply it to the YMCA's program. An important idea that Jacob brings up is that, Winning isn't the goal of a youth sports program, personal development is. [5] Keeping thoughts like this in mind when developing the operations for the sports program will help keep the manual focused and concise. Although these things need to be organized and maintained for the parents sake, at the end of the day this is all done for the kids and we need to make sure that they have a great time.

In contrast to some of the more in depth operations manuals, the Evendale Recreation Youth Sports Policies and Procedures Manual is a much shorter more concise document. This is a great manual to look at for the broad strokes of what a document like this needs. They very quickly go over what is necessary for general information regarding youth sports. And based on the layout I imagine they have other more specific manuals and guidelines for each specific sport. This manual is actually very nice because it has a "corner" for coaches, parents, and players. [7] This is just a section specific to that group of people on what they need to do to make sure the entire operation runs smoothly for everyone. This kind of section wasn't something that the YMCA requested, but I will likely include. Having compartmentalized information for the people who need it helps a lot, and makes sure that the important information gets across.

This manual will be used by employees and volunteers for the YMCA, so the information included needs to be relevant to them. The Navy Youth Sport and Fitness Operating Manual [8] does a very good job of this. It is written entirely for the employees of the program, with information about many situations that they will have to deal with. They have sections on parent relations, personnel management, and volunteers. [8] Information like this is very relevant to what the YMCA will be doing. They have only a few actual employees for many of the youth sports programs with

lots of parent volunteers. Ensuring to include sections on topics that might not be necessary all the time is a great idea. People won't always need the manual, but when they refer back to it there should be an answer to their issue in it.

Future Research

Some areas for further research on this project would be to look into education journals or research papers regarding setting up a youth sports program. This information would be a valuable check to see if the completed work is valuable from an education viewpoint. In this same vein looking into Michelle Obama's get active literature could provide information that would be useful to include in this project. By not only providing organization, but also providing tips to the YMCA sports department on how to get more children involved and active would help them fulfill their mission statement.

Another possible area of research is other YMCA sports departments. Looking into how other operations organize and execute their programs could provide valuable insight into the operations that will be designed in this project. It could also show the failings of other YMCA's that could be incorporated into fixing the SLO YMCA sports department's problems.

IV. Design

The design of the YMCA operations manual will be based on other operations manuals that the client wanted to use as models. However, this will differ from the norm slightly by being a modular manual. This way the manual can be designed for employees, for volunteers, and for any other people who need to use it. After completing the work breakdown structure and outlining all of the topics that need to be covered in the YMCA operations manual, the information will then be grouped into multiple different categories with some repetition for these different groups. The outline for the sports director will only have each piece of information included once going through all topics.

The second portion of the design of this manual is the design of the plan. Most information regarding the YMCA is not easy to access. So, much of the design will be an outline of the manual with the specific details to be filled in by the sports director of the YMCA. This means that along with the operations manual itself, a plan needs to be developed, kept accurate, and delivered along with the manual. This project plan will then be followed by the YMCA so they can finish their manual as quickly as possible with all of the information in it.

Once all of the information is included in the operations manual, then the modules of the manual can be used. The information will be flagged with whom it is relevant to. For example, some of the information on the financial system's inner workings wouldn't be relevant to the volunteer coaches. So, this information will not be included in their manual. By doing this, an operations manual can be developed for several different groups at a time. Which means the YMCA can have manuals with the right information ready for the right people. Having this information flagged, will also be very useful for the sports director in the future. The director will have access to the entire operations manual, and so may forget who knows what and which

groups have access to what information. Should any future person fill the position they will not only have all the information they need, but will also know who else should know what information.

As well as the manual, there will also be a process for continuous improvement included with the other deliverables. Should anything change in the needs of the YMCA in the future they need to be able to change the manual and alter the existing sections. This method of continuous improvement will ensure value to the sports department. This will need to be accessible because the manual will be distributed to any number of employees. As they run through the process they will be reminded to verify that the information in the operations manual is current and relevant. If it isn't they will be encouraged to submit any alterations to the current sports director who can make those changes. By keeping the manual current and updated as needed it will continue to be a useful tool to the sports department for years to come.

V. Methods

The methodology for the YMCA operations manual was to make sure the YMCA got value from the project. This main methodology directed everything else that was done throughout the project. The first thing that was done on the project was sitting down and talking to the YMCA sports director about the issues she was facing. With all of the issues the YMCA sports department was facing clarified, it was clear that they needed some form of organization. Along with that the YMCA needed a lasting form of documentation so that when a new sports director was brought into the company, they would be able to take over the job without needing months just to learn how the systems worked. All of these factors are what led to the creation of the operations manual for the YMCA.

The next important step in the creation of this manual was the distribution of the information after it was organized. The YMCA not only had a lack of organization, but it also lacked a way to distribute its information to its employees. When a new coach or sports director was hired, there was no set method to educate them on how the YMCA operates. This informed the project decision to make the operations manual modular. This means the manual would then have sections you could hand over to new employees, so they don't have access to unnecessary information. This breakdown of information can be seen in the WBS in Appendix A.

After completing these steps and the design process, the next thing to do was to test this design. This was done by talking to employees at the YMCA and verifying that this would be a solution to their problems. All of the employees that were asked confirmed that this was a useful solution to their problems. They were looking for a way to help organize the methods of running the YMCA, along with a way to distribute that information to new hires. Once this was confirmed

the process of developing the operations manual continued. After this point there were meetings scheduled bi-weekly to make sure that all of the goals of the YMCA were met, and they could update the manual in any way they needed to while it was being planned. Throughout this process sections of the manual that I had planned were added, and a few were cut. Most of those cut sections were the responsibilities of other departments in the YMCA.

Once all the information for the project was gathered, the gantt chart was started. This is where the project plan began to take shape with a time-frame. All of the data was inserted into the gantt chart based on the availability of resources from the YMCA sports department. This was a long process where the sports department had more input, and a few more changes were made to the operations manual. The gantt chart was made with the restrictions of the employees who could work on the operations manual. They could only spend around 2 hours per day, and there would only be 1 or 2 people working on the manual at any given time. The gantt chart can be found in Appendix B.

The final steps of the project were to create the final outline for the operations manual, and have a meeting to hand off the work to the YMCA. The outline was simply a way to organize the manual in a way that makes sense. And the meeting is a way to finalize the work and make sure that the YMCA fully understands the scope and work of the project. With the handoff meeting complete the scope of my project will be fulfilled.

VI. Results and Discussion

The YMCA sports department operations manual will hopefully be a very useful tool for them to assist with the onboarding of new employees. However, because the manual isn't complete by the end of this project, there is no way to know for sure how the manual will work. There was lots of work done upfront to make sure that the manual that was designed would be a good fit for the YMCA sports department. If something doesn't end up working that is put into the manual there are systems put into place for the YMCA to edit the plan, and change the manual. The sports director is being taught about continuous improvement, and the tools used to develop the manual. Once the sports director knows how to use the planning tools she can make adjustments to the project plan for the YMCA sports department operations manual, then the manual will always be useful for the sports department.

With continuous improvement built into the design, it should be robust. As time passes and the needs of the YMCA sports department change, their operations manual will be able to change with their needs. This also leads to the YMCA self-evaluating their own designs, which helps them keep their own operations manual on track. Forcing them to self-evaluate will lead to a better running organization in the long term. The design of the manual will now be shifting into the control of the YMCA, so the concepts that have been taught to them need to be clear. And they also need to be added into the manual so that any future employees can know what they need to without being taught by the current sports director or myself.

Most of the estimates made on this project were sound. There weren't any cost estimates, because the project is entirely based around labor. The productivity estimates for the project planning were good. The project was scoped based off of one college student who was enrolled in other classes, and the amount of work was similar to what was initially estimated.

The estimates for how long it will take to write the operations manual were made slightly longer than it would take to write those sections. This is because the staff at the YMCA is generally very busy, and things come up that they need to take care of. As for the quality estimates, those have surpassed the original design. Originally the assumption was just that there would be an operations manual plan to deliver to the YMCA. Now, along with the plan for the operations manual is a plan for continuous improvement, as well as the knowledge for the YMCA to edit and change the plan as they need to.

There were some unusual conditions present throughout this project, which slowed the progress quite a bit. Although it was expected the student developing the plan for the manual would be very busy, the planning did not account for how busy the YMCA employees would be. This led to meetings being pushed back, and deadlines being pushed out. Luckily there was enough slack in the project plan that this wasn't an issue, but what could have been 3 or 4 weeks at the end of the quarter to pass off the project plan turned into 2 weeks.

Very early on in the project planning phase it would have been very beneficial to take the time to go over every single issue the YMCA sports department faced and develop the best possible solution to their problems. However, due to time constraints, as well as resource constraints from the YMCA as well as the project these things simply could not be done. The project had to be scoped down into an undertaking that could be completed in the 20 weeks available with the resources at hand. Some other steps that would have been very valuable to take would be:

- Check with other YMCA sites in the area to see if they have had similar problems
- Ask those other YMCA sites for their operations manuals if they had them
- Reach out to similar successful organizations and see how they operate
- Gathering more data about the income of the YMCA to quantify improvement

If these other steps could have been taken, the project could have been much stronger. Adding these pieces of information would help assure that this operations manual is as effective as possible.

There are also some problems that may crop up with this operations manual project plan design. The YMCA could fall behind on the project plan, and possibly never finish the development of the manual. Another possible limit to this design is if a new employee were to take over the sports director position. This project was worked out with the current sports director, and she is a critical part of the execution of the plan. If she were to leave without passing on the information about this the operations manual would not be completed.

Although this manual was only designed for the San Luis Obispo YMCA sports department, it has applications to many sports departments. With some small modifications this same structure could have applications to any other YMCA sports department in the country. There is value in the broader applications of this design. By sharing this operations manual project plan with other YMCAs, they could compare any existing solutions they have to this model, or use this model to develop their own operations manual.

VII. Summary and Conclusions

The sports department of the San Luis Obispo YMCA had a lack of processes which led to organizational issues. These issues brought about further issues with revenue and overworking of employees. This project aimed to solve the root cause of the problems the YMCA sports department was facing by designing an operations manual. By communicating with the YMCA sports director the contents of the manual were settled on, and the plan began to be developed. After learning about the resources the YMCA had to offer, and the information that needed to be included, the gantt chart for the project was made. Keeping value for the YMCA in mind throughout the design of the project, the design for the manual includes a method for continuous improvement. By teaching the current sports director how to use the tools that were used to create the plan, she can then change the manual and plan for it as the needs of the YMCA sports department change.

Some of the most important takeaways from this project are:

- Staying in communication with the client was very important
- Developing a useful tool for the client is more valuable than the perfect engineering tool
- This operations manual could be applied to other YMCA sports departments with some minor alterations
- All of the initial objectives were met, and some further work was completed to provide a system for continuous improvement
- Next time schedule meetings so that more information can be passed off more frequently

There was a large amount of value in this project for the YMCA and for me. I learned a lot about how much work goes into making such a comprehensive document. The YMCA will get a form of process documentation that will serve them well hopefully for a very long time.

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Appendix

Appendix A: Work Breakdown Structure

Operations Manual Senior Project for the YMCA	Sections of Operations Manual	Paperwork	New Hire Packets (Sports director)	Company Information	Print out company Information
				Employee Information	Print out Employee information & benefits
				Orientation	Take new hire on facility tour
					Go over company policy
				New Hire Forms	Print off new hire forms
					Get new hire to sign forms
				Compile into Packet	Gather all the necessary papers and forms into a packet
			Get Packet off Server	Get completed packed from HR from the servers	
			Permits (SD, Assistant)	State Permits	Find which permits are necessary to follow all California Regulations
					How to Obtain the necessary permits
					Obtain permits necessary for California Regulations
					Follow guidelines from permits from California Regulations
				County Permits	Find which permits are necessary to follow all SLO County Regulations
					How to Obtain the necessary permits

					Obtain permits necessary for SLO County Regulations
					Follow guidelines from permits from SLO County Regulations
				City Permits	North County
					For Each city in these sections follow these steps
					SLO
					Find which permits are necessary to follow all city Regulations
					How to Obtain the necessary permits
					Obtain permits necessary for city Regulations
				South County	Follow guidelines from permits from city permits & regulations
			Registration Forms (SD, ASSISTANT, STAFF)	Creation	Develop Schedule for the sport/ sports season
					Write registration forms for the activity

					Possibly just update old form from last season
					Translate the registration forms to be Bilingual (Would be nice according to Leola)
				Distribution	Make Registration Forms available online
					Have registration forms available at the front desk
					Bring registration forms to first meeting to assure everyone who wants to can join
				Retrieval	Method of online receiving of registration
					Front desk location for the physical registration forms
					At the meetings of the activity have someone there who can receive forms
				Processing	Ensure all forms collected are delivered to processor
					Processor goes through forms
					Processor makes sure fees are paid
					Processor creates list of registered participants
					Processor creates a document with the paid and registration status of participants

					if there are late payments
				Filing	Store the forms properly to keep records
					File the forms and organize them for future use
			Expense Reports (SD)	Completion	Filling out expense reports according to company policies
				Submitting	Turn in expense reports to the correct person/ department
				Filing	Completing and analyzing expenses making sure it is all in order and catalogued (Similar to above if submit out of department)
			Marketing (SD, ASSISTANT)	Flyers	Print and distribute dual language flyers
				Banners	Create the banner and hang them up where they go
			Employee time cards (SD, STAFF)	Completion	Employees should complete time cards in this way specified by the YMCA (online?)
				Submitting	Employees turn in timecards to the correct location/person (online?)
		Money	Refunds (SD, ASSISTANT)	Policy	Company policy to allow for the refund
				Paperwork	Fill out daxco refund forms online
				Delivery	Give the people who asked for it the refund

					in whatever way is correct for the company
			Registration Fees (SD, ASSISTANT)	Payment Entering	Enter the payment at the time of registration in the system
				Payment Closing	Close out the payments at the end of the day
				Organization	Keep the payment with the registration forms for organization
			Skate Park Drops (SD, ASSISTANT)	Execution	Pick up the cash from the cash box at the skate park
				Record Keeping	keep track of payments from snack sales and admission fees for financials
		Correspondence	Communication Plan (SD)	Communication Plan	Develop Company Communication Plan & include upfront
			Email (SD ASSISTANT)	Company Policy	YMCA Email Policy (What communication is done over email)
				Etiquette	General Email etiquette practice in a company for good measure
			Voicemail(SD ASSISTANT)	Company Policy	YMCA voicemail policy (What communication is done over Voicemail)
				Etiquette	Etiquette and how to on leaving voicemails
			Meetings (SD ASSISTANT)	Company Policy	YMCA meeting policy (When to have meetings & what can be done)
				Etiquette	Etiquette about meetings, when to

					cancel & how to handle if they get off track
				Cancellation	What do do if a meeting falls through or is called off
			Flyers (SD ASSISTANT, STAFF)	Requirements	What a flyer needs from the YMCA to be printed and published
				Company Policy	What the YMCA wants to put on flyers and use them for
			Marketing (SD, ASSISTANT)	Flyers	Bilingual flyers to pass out at schools and at other programs to advertise upcoming sports
				Parent Email	Mailing list and email reminders about new sports programs
				Banners	Make the big Vinyl banner, and hang it where appropriate
			Marketing Program (SD ASSISTANT STAFF)	Methods	How to go about marketing for an activity or class (there will be a lot here about exact methods)
				Company Policy	How the YMCA goes about its marketing and
				Timing	When to start the marketing for a new sport club or activity timing wise
		Planning	Scheduling (SD ASSISTANT)	Timing	Make sure that schedules do not overlap and timing is possible for workers
				Verifying	Check against other schedules to make sure workers can do

					their jobs on more than one schedule
				Organization	Set up and organize the schedule
				Plan	Prepare for season. Plan 16 of 20 sports programs seasons
				Communicate	Share the schedule and make sure people know who is doing what when
			Filing (SD ASSISTANT, STAFF)	Organization	Where and how to submit and file the documents
				Record Keeping	Keep records of the files and back them up just in case
				Tracking	Make sure all members know what to keep records of and file
			Appointments (SD ASSISTANT)	Tracking	Keep track of appointments with people and use them efficiently and effectively
				Scheduling	How and when to schedule appointments and select who to meet with
			Organization (SD)	Structure	Break down the work and organize it into meaningful segments or tasks
				Project Management	Offer some project management techniques for organizing planning methods Lists and other

				Gantt Chart	Methods to show timing and other ways to stay on track
			Daxco Builds (SD)	Build	Daxco build and creating it with the timing built in for it to go live and shut down
				Upload	Making the build and uploading the build
			Curriculum (SD ASSISTANT)	Practices	Times are set by coaches, and SLO Parks & Rec
				Record keeping	Record the curriculum for possible re-use and iteration
				Games and Events	When games or other team based events will be
		Training	Daxco (SD)	Builds	How to make a build in Daxco
				System	How to make and upload a build to the System and how to use Daxco in general
			Standards ((SD ASSISTANT STAFF)	YMCA standards	information about all of the YMCA requirements and standards
				SLO Laws & standards	Requirements for SLO to be a YMCA member and operation staff
				CA and USA standards	Federal and state requirements for the YMCA to operate
			Sports Program (SD ASSISTANT)	Teaching	How to teach the kids how to play the sports
				Coaching	How to be supportive and coach the kids to do better
				Managing	How to manage the team and the

					practices for optimal fun & learning
		Miscellaneous	Vendors (SD ASSISTANT)	Contacting	How to go about finding and contacting vendors
				Negotiating	Look into group discounts and deals to negotiate and save money
				Purchasing	How to fill out expense reports and purchase material for the YMCA
	Creation of Operations Manual	Outline	Layout	Order the sections in a way that makes sense to display information	
			Groupings	Set up the different sections of manual for each group of people that need different information	
			Outline	Outline those sections with all the relevant information	
		Gather Information	Gather	Gather the information that is still needed to fill out the operations manual	
			Organize	Categorize and organize the information for each section and make it clear	
			Flag	Flag each section of information and which group it is relevant for	
		Write Manual Sections	Write	Write out each section of the manual	
			Prioritize	Focus on sections that are more relevant to get them done sooner	
			Fill In	Fill in sections that have already been written, and edit them to make sure everything is correct	
			cross-Reference	When possible copy and paste sections to not re-write things unless absolutely necessary	
		Submit, Review, Revise	Review	Look over what has already been written and make sure it is correct and quality	
			Revise	Change anything that doesn't meet standards, or doesn't make sense	

			Submit	Send the draft in for review by higher ups if necessary and if complete finish.
			Repeat	If not complete or someone notices an error or flaw, take it back and fix up any of the obvious problems.