



SERVICES PROVIDED BY ASSOCIATION SERVICES OFFICE

(Updated 1/2017)

At the YMCA of Columbia-Willamette, our Association Services Office (ASO) consolidates business operations that are shared between our multiple branches. Most organizations have found significant cost-efficiencies in centralizing services that are duplicative between the Branches. Sharing these services eliminates redundancy and provides consistency and standardization to the organization's employees and customers served. The goal of ASO's shared services structure allows each Branch of the YMCA to focus its limited resources on activities that support its business goals rather than administration. Examples of shared services at YMCA of Columbia-Willamette are Financial Services, Human Resources, Information Technology, Digital Media, Fund Development, Executive Administration, etc. The following descriptions provide limited insight into the shared services provided for the Branches from ASO.

Human Resources

The HR department at ASO supports the full spectrum and cycle of employee needs from recruitment to hiring to on-boarding and orientation to training and development to performance, benefits, retention and departure. Our activities support and help each branch achieve its mission and purpose, along with maintaining ever-changing regulatory awareness and compliance. The following activity list provides high level examples of our HR support to branches:

Recruitment	Retention Development / Direction	Job Description Development
Compensation Policy / Guidelines	Workplace Policy / Guidelines	Regulatory Compliance
Employee Benefits / Recordkeeping	Payroll Processing and Reporting	Performance Improvement Planning
New Employee Orientation	Certification Training / Tracking	Employee Engagement

Accounting/Financial Services

The ASO's Financial Accounting Department provides the branches and departments the full spectrum of recording, summarizing and reporting the myriad of transactions from the organization, so as to provide an accurate picture of its financial performance and position in accordance with Generally Accepted Accounting Practices. Activities accomplished by this department on behalf of the branches include, but are not limited to:

Accounts Payable	Treasury Management	Fixed Assets Management
Revenue Recognition	Expense Accruals	Compilation of Financial Reports
Financing / Tax Preparation Management	Planning, Budgeting and Forecasting	Restricted Fund Management / Compliance
Auditing / Compliance	Cash Management	Financial Statement Reporting

Membership Support (Business Services)

Membership Support is closely related to our Accounting/Financial Services activities. These activities support branch and department relationships with members by providing a consistent framework for member/participant data collection and interaction. The Business Services department is responsible to support the branch and its staff in the following ways:

Membership Registration and Billings	Monthly Recurring Membership Dues / Collections	Tracking and Reporting
Deferred Revenue	Member Status Reporting	Year-end Tax Receipts
Fund Development Reporting	Membership Systems	Third-party Billing and Collections

Risk Management

Our Risk Management services include all aspects of planning, organizing, monitoring and controlling activities within the Association to minimize the effects of risk on an organization's capital, earnings and quality of work and services. Our services expand the process to include not just risks associated with accidental losses, but also financial, strategic, operational, and other risks, such as contract negotiation, regulatory awareness and safety best practices. We support each Branch and department in efforts that provide, improve and sustain staff, member, guest and participant safety. The following activity list provides examples of Risk Management services provided to Branches and departments:

Safety Cabinets / Committees	Preventative Training / Awareness	Safety / Risk Coaching
Claims Management / Reporting	Policies / Procedures Management	Regulatory Monitoring
Commercial Insurance Negotiations	Contract Review and Negotiation	Workman's Comp Insurance

Technology Support

Our IT Department provides agility that facilitates and manages the use of external cloud services, along with internal offerings designed to provide cohesive services and support to each branch operation. In a constantly changing technology environment, providing appropriate technology to the branches so that all processes are able to function effectively and efficiently is a daily task. The IT Department provides and supports each branch with the technology it needs by:

Hardware Management	Software Management	Technology Policies / Best Practices
Telecommunication Management	Technology Security Management	Branch Surveillance Management
Cloud Services Management	Technology Training / Development	Installation and Implementation
Monitoring and Remediation	Systems Integration	

Financial Development

Our Financial Development Department provides support to branches and divisions by providing communication and financial development services necessary to provide the array of financial assistance and scholarship in our vision and mission; "to put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all." Our belief in Strong Communities compels us to work tirelessly to provide services for all those who are serious about "healthy spirit, mind and body". Our Chief Development Officer, along with our entire Executive Team, works directly

with the Association's Board of Trustees, the Branches' Board of Managers, Volunteers, Civic Organizations and Business Leaders to advance the YMCA vision within the communities it serves. Additionally, our Financial Development activities focus on building strong relationships with staff, members, volunteers and donors in a manner that positively contributes to the local community and our society as a whole. Activities accomplished by this department on behalf of the branches include:

Annual Campaign	Annual Giving	Capital Campaigns
Grants Oversight / Management	Planned Giving	Event Support
Reporting and Acknowledgments	Communication Collateral	Marketing Collateral

Digital Media Marketing Support

In an environment where consumers have access to information any time and any place, we recognize the importance of digital media. Digital media is an ever-growing source of news, shopping and social interaction, and customers, parents and members of the YMCA of Columbia-Willamette look for these conveniences. In addition to our website, our digital marketing activities include Facebook, Twitter, Instagram, along with channels that do not require use of the internet (billboard marketing, post cards, etc.). Digital media marketing support activities include, but are not limited to:

Content Management Review	Brand Standardization	Brochures
Email Campaigns	Annual Report	Collateral Materials
Website Development Management	Social Media Oversight	Business Cards, Invitations, Nametags, Signage, Letterhead, etc.

Executive / Administrative Support

Our Executive leadership provides direction and coaching to our Branch leadership that builds Branch and cross-Branch cohesiveness, encourages individual and team performance and accountability, all the while growing and inspiring our next generation of leaders, influencers and game-changers. This leadership includes work with the YMCA Board of Trustees, local branch and division Boards of Management, financial institutions, key association vendors, legal affairs, business leaders and local governmental agencies/cities. Coordination between branches, facilities and Association office provides opportunity for members, program users and customers to experience a variety of services that will benefit them as families and communities. Association leadership also provides public relation and media point of contact for incidents or crisis communication for the Association. Our Executive Administration activities include, but are not limited to:

Fiscal Administration	National YUSA Management	Legal Affairs Management
Treasury Relationship Management	Corporate Affairs Management	Strategic Planning Management
Cross-Branch Development	Board of Trustees Administration	Growth Management