

STRATEGIC PLANNING FORECAST - PARKWOOD YMCA

The forecast is based on historical data collected and then projected forward through 2010. If nothing were to change internally or externally, then this is what could be expected in the future.

COMMUNITY

The primary communities served by the Parkwood YMCA are projected to have small annual increases in population between 2000 and 2010. It is estimated to top out at 96,000 people, compared to the 2000 population of 89,100 and a 1990 population of 89,300. East Lansing will show the largest growth based on its northern expansion from land annexed from Bath Township, while Williamston and the outlying areas expect a slight decline. Meridian Township will experience a 4% growth by the year 2010 from 2000 numbers. The senior citizen population will continue to increase as more baby boomers enter the 55+ age range, and stay living in their current homes longer. School districts expect little to no growth in enrollment.

FINANCIAL RESOURCES

According to the YMCA of Lansing Finance Department, Parkwood Branch revenue and expenses from 1995 to 2002 grew as listed below. The same percentage is used to forecast out to the year 2010.

	1995	2001	% growth from '95-'01	2010 projection using % growth from '95-'01
Revenue				
Membership	\$842,818	\$1,263,508	50%	\$1,895,262
Program Serve Fees	\$315,123	\$455,017	44%	\$655,224
Expenses				
Personnel	\$497,916	\$883,400	77%	\$1,563,618
Program	\$103,065	\$157,100	53%	\$240,363
Facility Occupancy	\$647,522	\$868,800	34%	\$1,164,192

Invest-In-Youth raised \$52,500 in 1997 to just over \$75,000 in 2003. The 2010 projection at the same rate of growth at 43% over the next seven years would set the goal at \$107,250. Number of donors has grown from 675 in 1997 to 808 donors in 2003, and would increase to 1000 donors in 2010. Average gift in 1997 was \$77, and is up to \$91 in 2002. By 2010 the average gift will be \$107.

PEOPLE

The current structure of 8 exempt staff has been in place for the past six years and should continue at this level until 2010. Part-time staff grows to 100 in the summer as additional summer camps are brought on-line. Only if summer program enrollment numbers warrant additional staff will we need more. The rest of the year, part-time staff holds around 75-80, and will grow by 10% over the next seven years. As the population ages and more retirees seek part-time employment, we will see a shift from primarily college students as employees to hiring more seniors as YMCA employees. Due to the proximity to MSU, students will still be the major source of labor pool for the YMCA.

The current number of Invest-In-Youth volunteers has averaged 60 per year over the last 7 years, and will need to add another division of 24 workers to keep up with the stated goal above. By 2010, Invest In Youth will involve 84 volunteers annually.

PROGRAMS

Kids Time Preschool – consistently high-low 2-year cyclical trend of enrollment will continue. Every two years program enrollment goes from average of 137 participants (maximum of 15 per day, AM and PM session for 5 days a week), to the low average of 107. Program is limited by space. By 2010, preschool will be close to 125 children based on the current trend.

Camp Hugabee – averaged 375 children each summer from 1997-2002. In 1997 there were 396 campers, and in 2002 there were 344. Since 1999, enrollment has been flat, and that trend will continue until 2010. Enrollment in 2010 will be 350 campers.

Camp Pa-Wa-Pi – is averaging 1316 each summer since 1997. In 1997, 1315 camper weeks were served. Since 1998 when 1242 campers attended camp has seen an increase to 1371 campers in 2001 and in 2002 there was 1324. The 2010 enrollment will continue to grow to 1400 campers per summer.

Aquatics – Aquatics revenue has increased from \$52,900 in 1997 to \$72,700 in 2002. Projecting out to 2010, the Aquatics department budget will grow to \$100,000. The aging population will continue to increase water aerobic classes.

Youth Sports – This department grew from 155 campers in 1997 to 612 in 2002. Based on historical growth, by 2010 we will have 750 campers due to available space at the branch, and decline in youth population. Growth in Williamson for YMCA youth sports classes will continue and teaming up with other partners will help.

MEMBERSHIP

In reviewing the branch's past six years of revenue, the branch's membership revenue is increasing on an average of 5% per year. If this trend continues, the branch can project membership revenue of \$1,774,494 in the year 2010. Membership dues over the past six years have increase on a rate of \$0.93 per year. If this increase continues an adult membership that is \$44 today would be projected at \$50.50 in 2010. The rates for additional family members (spouse/children) will be adjusted accordingly.

FIXED ASSETS

Branch Improvement funds have been used to enhance the program areas with equipment, supplies, and small capital projects. Since 1997, the branch has allocated \$219,700, and spent \$216,900 on branch improvements. If the branch continues to escrow \$36,000 annually, an additional \$252,000 will be spent by 2010. Major Maintenance funds have been used to fix and upgrade a wide variety of infrastructure areas such as HVAC, pool, and mechanical items. Since 1997, \$657,700 has been allocated. 1997 was the greatest amount due to the new pool roof repair costing \$250,000. After that year, an average of \$87,500 was escrowed, while \$69,000 a year has been expensed. From 2004 through 2010, the branch will spend a total of \$550,000 (average of \$78,600 per year).

Vehicle Replacement Fund – The reserve fund has over \$40,000 dollars and there is currently no plan to increase the fleet. No additional funds will be contributed to this account unless a new purchase is made. Plans will call for the continuation of bus transportation to Camp Pa-Wa-Pi to be provided by the Haslett School District buses. \$34,950 was spent over the last 6 years. Replacement of the van with a mini-bus between now and 2010 would likely occur at a cost of approximately \$30,000.

Equipment Replacement Fund – Established in 2000, this fund has enabled the branch to replace equipment at the branch. Currently \$37,700 is being escrowed annually into this fund. Since the inception of this fund in 2000, \$48,300 has been spent on replacing equipment. Average from 2000-2002 was \$16,100. Keeping on this pace, \$112,700 will be spent between 2004-2010.