Maine Swimming, Inc.

4 Shannon Road - Unit B

Bar Harbor, ME 04609

Link to Instructions below:

Strategic Plan

	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual YTD	2020/21 Budget	2020/21 Strat Plan	2021/22 Strat Plan	2022/23 Strat Plan	2023/24 Strat Plan	2024/25 Strat Plan
Balance Sheet:										
Cash and investments	$ 173,745	$ 151,817	$ 143,315	$ 137,580	$ -	$ 109,893				
Other current assets		-	-	-	-	31,220				
Fixed assets, net		-	-	-	-	17,011				
Total assets	173,745	151,817	143,315	137,580	-	158,124	-	-	-	-
Total Liabilities	21,204	(24,899)	(11,473)	(6,054)	-	-	-			
Fund balance - restricted	84,276	84,276	84,276	84,276	-	34,430				
Fund balance - unrestricted	68,265	92,441	70,513	59,358	-	123,694				
Total liabilities and fund balance	173,745	151,817	143,315	137,580	-	158,124	-	-	-	-
Capital Expenditures	-	-	-	-	-	4,000				
Increase/(Decrease) in Restricted Reserves	-	-	-	-	-					
Income Statement:										
Revenues										
Other Revenue	15,686	11,910	5,754	1,901	14,800	21,831	2,877	3,596	4,675	6,078
Fundraising Revenue	-	-	-	-	-	-				
Meet Revenues	94,759	103,307	36,270	499	101,065	100,650	18,135	22,669	29,469	38,310
Registration Fees, net	18,380	16,921	17,233	2,767	15,000	19,669	8,617	10,771	14,002	18,202
Total Income	128,825	132,138	59,257	5,167	130,865	142,150	29,629	37,036	48,146	62,590
Expenses										
Direct program expenses										
Swim Meet Expenses	29,519	72,568	10,569	-	63,430	48,000	5,285	6,606	8,587	11,164
Club Support	3,300	-	2,400	-	14,200	2,982	1,200	1,500	1,950	2,535
Athlete Support	14,899	18,643	11,008	-	28,000	16,451	5,504	6,880	8,944	11,627
All Star Team Expenses	23,522	7,447	250	-	8,300	27,865	125	156	203	264
Coaches Training & Support	1,241	1,062	200	-	1,000	1,093	100	125	163	211
Other program expenses	5,000	8,988	5,634	1,500	17,750	3,872	2,817	3,521	4,578	5,951
Operating expenses										
Personnel related costs	11,640	14,603	15,844	5,444	16,877	18,576	17,215	17,559	18,086	18,629
Board & committee expenses	6,197	8,243	6,236	-	9,000	19,842	3,118	3,898	5,067	6,587
Other operating expenses	5,300	22,778	19,539	1,439	9,475	4,064	6,766	8,458	10,995	14,293
Total expenses	100,618	154,332	71,679	8,382	168,032	142,745	42,130	48,702	58,572	71,261
Investment income	150	266	1,267	132	1,250	3,352	400			
Excess (Deficiency) of Revenues Over Expenses	**$ 28,357**	**$ (21,928)**	**$ (11,155)**	**$ (3,083)**	**$ (35,917)**	**$ 2,757**	**$ (12,101)**	**$ (11,667)**	**$ (10,426)**	**$ (8,670)**

Strategic Plan - Key Assumptions

	Unit of measure	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual YTD	2020/21 Budget	2020/21 Strat Plan	2021/22 Strat Plan	2022/23 Strat Plan	2023/24 Strat Plan	2024/25 Strat Plan
Membership growth	%	1.0%	-1.0%	3.0%	-5.2%	-5.2%	1.0%	1.0%	3.0%	3.0%	3.0%
General inflation	%								2.0%	2.0%	2.0%
Merit increase	%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total depreciation expense	$	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Non inflation/merit related increases (decreases) in:											
Meet revenue									$ 1,000	$ 2,000	$ 1,000
Other revenue	$								$ 4,000	$ -	$ -
Swim Meet Expenses	$								$ (1,500)	$ (1,000)	$ (1,000)
Club Support	$								$ (300)	$ (200)	$ (100)
Athlete Support	$								$ -	$ 2,000	$ (2,000)
All Star Team Expenses	$								$ -	$ -	$ -
Coaches Training & Support	$								$ -	$ -	$ -
Other program expenses	$								$ (1,500)	$ -	$ -
Personnel related costs	$								$ -	$ -	$ -
Board & committee expenses	$								$ (3,000)	$ (1,000)	$ -
Other operating expenses	$								$ (1,500)	$ -	$ -
Average income (loss) on investments	%	3.0%	8.6%	2.4%	2.4%	2.4%	3.0%	3.0%	3.0%	3.0%	3.0%

Instructions:

1. Customize the asset/liability and income/expense line items to the LSC's needs
2. Customize the columns to suit the planning periods;
3. Fill in the yellow cells with actual data;
4. Complete the light blue cells with key assumptions and,
5. Do NOT enter data in non-colored cells (other than customizing the line items)

Key planning assumptions would include:

- Percent membership growth,
- General inflation,
- Merit increases for staff,
- Total depreciation expense,
- Estimated non inflation/merit increases (decreases) in the income/expense categories,
- Average percent income (loss) on investments