4 Shannon Road - Unit B Bar Harbor, ME 04609

		2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24	2024/25
		Actual	Actual	Actual	Actual YTD	Budget	Strat Plan	Strat Plan	Strat Plan	Strat Plan	Strat Pla
lance Sheet:											
Cash and investments		\$ 173,745 \$	151,817	\$ 143,315	\$ 137,580	\$ -	\$ 109,893				
Other current assets			-	-	-	-	31,220				
Fixed assets, net		470 745	454.047	- 440.045	107.500		17,011				
Total assets		173,745	151,817	143,315	137,580		158,124	-	-	-	
Total Liabilities		24.204	(04.000)	(44.470)	(0.054)	_		_			
		21,204	(24,899)	(11,473)	(6,054)	-	04.400	-			
Fund balance - restricted		84,276	84,276 92,441	84,276 70,513	84,276 59,358	-	34,430 123,694				
Fund balance - unrestricted Total liabilities and fun	nd halanaa	68,265 173,745	151,817	143,315	137,580	-	158,124	_			
Total liabilities and fun	u balance	173,743	101,017	143,313	137,300		100,124		-		
apital Expenditures			_	_		_	4,000				
		-	-	-	-	-	4,000				
crease/(Decrease) in Restricted Res	serves	-	-	-	-	-					
Statement											
come Statement:											
Revenues		45.000	44.040	5.754	1.001	44.000	04.004	0.077	0.500	4.075	
Other Revenue		15,686	11,910	5,754	1,901	14,800	21,831	2,877	3,596	4,675	6,
Fundraising Revenue		- 04.750	400.007		-	404.005	400.050	40.405	00.000	00.400	00
Meet Revenues		94,759	103,307	36,270	499	101,065	100,650	18,135	22,669	29,469	38,
Registration Fees, net		18,380	16,921	17,233	2,767	15,000	19,669	8,617	10,771	14,002	18,
Total Income		128,825	132,138	59,257	5,167	130,865	142,150	29,629	37,036	48,146	62,
F											
Expenses											
Direct program expens		00.540	70 500	40.500		00.400	40.000	F 00F	0.000	8.587	
Swim Meet Expens	es	29,519	72,568	10,569	-	63,430	48,000	5,285	6,606		11,
Club Support		3,300	-	2,400	-	14,200	2,982	1,200	1,500	1,950	2,
Athlete Support		14,899	18,643	11,008	-	28,000	16,451	5,504	6,880	8,944	11,
All Star Team Expe		23,522	7,447	250	-	8,300	27,865	125	156	203	
Coaches Training 8		1,241	1,062 8,988	200	4 500	1,000	1,093	100	125	163	-
Other program exp	enses	5,000	0,900	5,634	1,500	17,750	3,872	2,817	3,521	4,578	5,
Operating expenses Personnel related of	nonto	11,640	14,603	15,844	E 111	16,877	18,576	17,215	17,559	18,086	18,
Board & committee		6,197	8,243	6,236	5,444	9,000	19,842	3,118	3,898	5,067	6,
Other operating exp		5.300	22.778	19.539	1.439	9,000	4.064	6,766	8,458	10.995	14,2
Total expe		100,618	154,332	71,679	8,382	168,032	142,745	42,130	48,702	58,572	71,:
Total expe	11303	100,010	104,002	71,075	0,302	100,032	142,743	42,130	40,702	30,372	7 1,
Investment income		150	266	1,267	132	1,250	3,352	400			
invocanioni incomo		100	200	1,201	.02	1,200	0,002	.00			
Excess (Deficiency) of Revenues	s Over Expenses	\$ 28,357	(21,928)	\$ (11,155)	\$ (3,083)	\$ (35,917)	\$ 2,757	\$ (12,101)	\$ (11,667)	\$ (10,426)	\$ (8,
rategic Plan - Key Assumptions	Unit of	2017/18	2018/19	2019/20	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24	2024/2
rategic 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	
rategic 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	
rategic Plan - Key Assumptions	measure	Actual	Actual	Actual	Actual YTD	Budget	Strat Plan	Strat Plan	Strat Plan		Strat Pla
rategic Plan - Key Assumptions										Strat Plan	2024/29 Strat Pla
	measure	Actual	Actual	Actual	Actual YTD	Budget	Strat Plan	Strat Plan	Strat Plan	Strat Plan	Strat Pla
mbership growth	measure %	Actual	Actual	Actual	Actual YTD	Budget	Strat Plan	Strat Plan	Strat Plan 3.0%	Strat Plan 3.0%	Strat Pla
mbership growth neral inflation	measure %	Actual	Actual	Actual	Actual YTD	Budget	Strat Plan	Strat Plan	Strat Plan 3.0%	Strat Plan 3.0%	Strat Pla
mbership growth neral inflation rit increase	measure % %	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0%	3.0% 2.0% 3.0%	Strat Pla
mbership growth	measure % %	Actual 1.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0%	3.0% 2.0% 3.0%	Strat Pl
mbership growth neral inflation rit increase al depreciation expense	measure % % % \$	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0%	3.0% 2.0% 3.0%	Strat Pl
mbership growth neral inflation it increase al depreciation expense	measure % % % \$	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0% \$ - \$ 1,000	3.0% 2.0% 3.0% 3.0%	Strat Pl
mbership growth neral inflation it increase al depreciation expense n inflation/merit related increases (decrease Meet revenue	measure % % % \$	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0% \$ - \$ 1,000	3.0% 2.0% 3.0% \$ - \$ 2,000	Strat P
mbership growth neral inflation it increase al depreciation expense n inflation/merit related increases (decrease	measure % % % \$ ses) in:	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0% \$ - \$ 1,000 \$ 4,000 \$ (1,500)	3.0% 2.0% 3.0% \$ - \$ 2,000 \$ -	\$ 1 \$ (1
mbership growth neral inflation rit increase al depreciation expense n inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses	measure	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ (1,500) \$ (300)	\$ 2,000 \$ - \$ (1,000) \$ (200)	\$ 1 \$ (1
mbership growth neral inflation it increase al depreciation expense i inflation/merit related increases (decrease Meet revenue Other revenue	Measure	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ 1,500 \$ (1,500) \$ (300)	\$ 2,000 \$ - \$ (1,000) \$ (200)	\$ 1 \$ 1 \$ \$ (1 \$ \$)
nbership growth neral inflation iit increase al depreciation expense inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses Club Support	### ### ##############################	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ 4,000 \$ 1,500 \$ (1,500) \$ (300) \$ 5	\$ 2,000 \$ - \$ (1,000) \$ (200)	\$ \$ 1 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
mbership growth heral inflation it increase al depreciation expense i inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses Club Support Alt IStar Team Expenses	## ## ## ## ## ## ## ## ## ## ## ## ##	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 1,500 \$ 1,500 \$ (3,000 \$ 1,500 \$ (3,000 \$ 2,000 \$ 3,000 \$ 3,000 \$ 3,000 \$ 4,000 \$ 1,500 \$ 1,	\$ 2,000 \$ (1,000) \$ (200) \$ (200) \$ (200) \$ 2,000	\$ 1 \$ \$ (1 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
nbership growth neral inflation it increase al depreciation expense inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses Club Support Athlete Support All Star Team Expenses Coaches Training & Support	### ### ##############################	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ 4,000 \$ 4,000 \$ (1,500) \$ (300) \$ - \$ -	\$ 2,000 \$ 2,000 \$ 2,000 \$ - \$ 2,000 \$ 2,000 \$ 2,000 \$ 2,000 \$ - \$ -	\$ \$ 1 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
mbership growth heral inflation it increase al depreciation expense l inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses Club Support Athlete Support All Star Team Expenses Coaches Training & Support Other program expenses	## ## ## ## ## ## ## ## ## ## ## ## ##	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0% \$ - \$ 1,000 \$ 4,000 \$ (1,500) \$ (300) \$ - \$ - \$ 1,500 \$ (300) \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500)	\$ 2,000 \$ 2,000 \$ 2,000 \$ - \$ 2,000 \$ 2,000 \$ 2,000 \$ 2,000 \$ -	\$ 1 \$ \$ (1 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
mbership growth neral inflation rit increase al depreciation expense Meet revenue Other revenue Swim Meet Expenses Club Support Athlete Support All Star Team Expenses Coaches Training & Support Other program expenses Personnel related costs	### ### ##############################	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500) \$ (1,500)	\$ 2,000 \$ 2,000 \$ - \$ 2,000 \$ (1,000) \$ (200) \$ 2,000 \$ - \$ - \$ - \$ -	\$ 1 \$ \$ (2 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
mbership growth neral inflation rit increase al depreciation expense n inflation/merit related increases (decrease Meet revenue Other revenue Swim Meet Expenses Club Support Athlete Support All Star Team Expenses Coaches Training & Support Other program expenses Personnel related costs Board & committee expenses	## ## ## ## ## ## ## ## ## ## ## ## ##	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	\$ 1,000 \$ 4,000 \$ (1,500) \$ (1,500) \$ (2,500) \$ (2,500) \$ (3,000) \$ (1,500) \$ (2,500) \$ (2,500) \$ (2,500) \$ (3,500) \$ (3,500) \$ (3,500) \$ (4,500) \$ (4,500)	\$ 2,000 \$ (1,000) \$ (2,000) \$ (2,000	\$ 1 \$ \$ (1 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$
mbership growth neral inflation rit increase al depreciation expense Meet revenue Other revenue Swim Meet Expenses Club Support Athlete Support All Star Team Expenses Coaches Training & Support Other program expenses Personnel related costs	### ### ##############################	1.0% 3.0%	-1.0% 3.0%	3.0% 3.0%	-5.2% 3.0%	-5.2% 3.0%	1.0% 3.0%	1.0% 3.0%	3.0% 2.0% 3.0% \$ - \$ 1,000 \$ 4,000 \$ (1,500) \$ (300) \$ - \$ - \$ 1,500 \$ (1,500) \$ (3,500) \$ - \$ - \$ (1,500) \$ - \$ - \$ (1,500) \$ - \$ - \$ (1,500) \$ - \$ (3,000)	\$ 2,000 \$ 2,000 \$ - \$ 2,000 \$ - \$ (1,000) \$ 2,000 \$ 2,000 \$ 2,000 \$ - \$ - \$ (1,000)	\$ 1 \$ (2 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$

Instructions:

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