

## Oakledge Long Range Plan Detail 2023

|                                 | 2019 Act         | 2020 Act         | 2021 Act         | 2022 Act         | 2023 Fore        | 2024 Fore          | 2025 Fore        | 2026 Fore        | 2027 Fore         | 2028 Fore          | 2029 Fore          | Actual Last<br>5 yr CAGR | Forecasted<br>5 yr CAGR |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|------------------|------------------|-------------------|--------------------|--------------------|--------------------------|-------------------------|
|                                 | Dues +           |                  |                  | Dues +           | Dues +           | Dues +             | Dues +           | Dues +           | Dues +            | Dues +             | Dues +             |                          |                         |
| <b>Income</b>                   | 11%              | 0%               | 3%               | 21%              | 10%              | 14%                | 13%              | 11%              | 10%               | 10%                | 10%                |                          |                         |
| Assessment income               | 156,000          | 156,000          | 161,200          | 195,210          | 214,720          | 244,000            | 274,500          | 305,000          | 335,500           | 369,050            | 405,955            | 6.5%                     | 11.4%                   |
| Dues income                     | 3,000            | 3,000            | 6,150            | 6,100            | 6,100            | 6,100              | 6,100            | 9,150            | 9,150             | 9,150              | 9,150              | 14.5%                    | 8.4%                    |
| Interest income                 | 892              | 2,526            | 1,276            | 223              | 1,599            | 2,221              | 1,046            | 1,506            | 1,581             | 569                | (332)              | 69.4%                    | -18.7%                  |
| Membership fees                 | 15,000           | 45,000           | -                | -                | 8,500            | 19,000             | 9,500            | 19,000           | 9,500             | 19,000             | 9,500              | NM                       | NM                      |
| Other income                    | -                | -                | -                | 10               | 248,000          | -                  | -                | -                | -                 | -                  | -                  | NM                       | NM                      |
| Waterfront income               | 17,375           | 20,380           | 20,200           | 18,782           | 18,782           | 21,600             | 21,600           | 21,600           | 21,600            | 21,600             | 24,840             | 2.6%                     | 2.8%                    |
| <b>Total income</b>             | <b>\$192,267</b> | <b>\$226,906</b> | <b>\$188,826</b> | <b>\$220,325</b> | <b>\$497,702</b> | <b>\$292,921</b>   | <b>\$312,746</b> | <b>\$356,256</b> | <b>\$377,331</b>  | <b>\$419,368</b>   | <b>\$424,273</b>   | <b>4.3%</b>              | <b>10.9%</b>            |
| <b>Expenses</b>                 |                  |                  |                  |                  |                  |                    |                  |                  |                   |                    |                    |                          |                         |
| Total general business expe     | 611              | 969              | 1,025            | 3,191            | 3,351            | 3,518              | 3,694            | 3,879            | 4,073             | 4,277              | 4,490              | 60.2%                    | 5.0%                    |
| Insurance                       | 8,068            | 8,828            | 12,636           | 17,670           | 10,500           | 10,815             | 11,139           | 11,474           | 11,818            | 12,172             | 12,538             | 19.7%                    | 3.0%                    |
| Repairs / general maintenance   |                  |                  |                  | 24,177           | 27,385           | 33,207             | 34,203           | 35,229           | 36,286            | 37,375             | 38,496             |                          | 6.4%                    |
| Capital projects                | 48,014           | 77,542           | 8,973            | -                | 294,500          | 212,500            | 22,500           | 52,500           | 207,500           | 292,500            | 372,500            |                          | NM                      |
| Clubhouse cleaning              | 20,886           | 22,399           | 22,520           | 7,433            | 7,804            | 8,038              | 8,280            | 8,528            | 8,784             | 9,047              | 9,319              |                          | 3.0%                    |
| Flowers                         |                  |                  |                  | 908              | 935              | 963                | 992              | 1,021            | 1,052             | 1,084              | 1,116              |                          | 3.0%                    |
| Maintenance contract            | 83,100           | 85,800           | 88,606           | 92,211           | 105,000          | 110,250            | 113,558          | 116,964          | 120,473           | 122,883            | 125,340            | 3.0%                     | 3.2%                    |
| Roads                           | 16,116           | 14,404           | 26,524           | 24,372           | 22,372           | 23,043             | 23,734           | 24,446           | 25,180            | 25,935             | 31,713             | 13.4%                    | 3.0%                    |
| Total repairs / general maint   | 168,116          | 200,145          | 146,623          | 149,100          | 457,996          | 388,001            | 203,266          | 238,689          | 399,275           | 488,823            | 578,484            | -1.7%                    | 1.3%                    |
| Social committee expenses       | 4,388            | 109              | 5,706            | 7,008            | \$7,358          | \$7,542            | \$7,730          | \$7,924          | \$8,122           | \$8,325            | \$8,533            | 49.9%                    | 2.5%                    |
| Utilities, other                |                  |                  |                  | 275              | 289              | 299                | 310              | 320              | 332               | 343                | 355                |                          | 3.5%                    |
| Comcast, security               | 1,395            | 1,739            | 2,303            | 1,450            | 2,522            | 2,085              | 2,137            | 2,191            | 2,245             | 2,302              | 2,359              | 5.9%                     | -1.8%                   |
| Electricity                     | 7,077            | 7,201            | 6,752            | 6,579            | 6,908            | 7,150              | 7,401            | 7,660            | 7,928             | 8,205              | 8,492              | 3.4%                     | 3.5%                    |
| Total utilities                 | 8,472            | 8,940            | 9,055            | 8,304            | 9,720            | 9,535              | 9,847            | 10,171           | 10,505            | 10,850             | 11,207             | 4.5%                     | 2.2%                    |
| Waterfront expenses             | 9,866            | 8,443            | 15,403           | 14,826           | \$15,567         | \$15,956           | \$16,355         | \$16,764         | \$17,183          | \$17,612           | \$18,053           | 11.4%                    | 2.5%                    |
| <b>Total Expenses</b>           | <b>\$199,521</b> | <b>\$227,434</b> | <b>\$190,448</b> | <b>\$200,098</b> | <b>\$504,491</b> | <b>\$435,367</b>   | <b>\$252,033</b> | <b>\$288,900</b> | <b>\$450,975</b>  | <b>\$542,060</b>   | <b>\$633,305</b>   |                          |                         |
| <b>Net Income</b>               | <b>(\$7,254)</b> | <b>(\$528)</b>   | <b>(\$1,622)</b> | <b>\$20,227</b>  | <b>(\$6,790)</b> | <b>(\$142,446)</b> | <b>\$60,714</b>  | <b>\$67,356</b>  | <b>(\$73,644)</b> | <b>(\$122,691)</b> | <b>(\$209,032)</b> |                          |                         |
| Non-capital operating expenses  | 151,507          | 149,892          | 181,475          | 200,098          | 209,991          | 222,867            | 229,533          | 236,400          | 243,475           | 249,560            | 260,805            | 8.4%                     | 3.5%                    |
| Year/Year % increase            | -9.8%            | -1.1%            | 21.1%            | 10.3%            | 4.9%             | 6.1%               | 3.0%             | 3.0%             | 3.0%              | 2.5%               | 4.5%               |                          |                         |
| Net Income Pre Capital Project: | 40,760           | 77,014           | 7,351            | 20,227           | 287,710          | 70,054             | 83,214           | 119,856          | 133,856           | 169,809            | 163,468            |                          |                         |
| <b>Assets</b>                   |                  |                  |                  |                  |                  |                    |                  |                  |                   |                    |                    |                          |                         |
| Expenditures                    | (64,504)         | (68,379)         | 90               | -                | (287,000)        | (205,000)          | (15,000)         | (45,000)         | (200,000)         | (285,000)          | (365,000)          |                          |                         |
| Contingency                     | (9,818)          | (9,164)          | (9,063)          | (4,825)          | (7,500)          | (7,500)            | (7,500)          | (7,500)          | (7,500)           | (7,500)            | (7,500)            |                          |                         |
| Dues fund transfer              |                  |                  |                  | 200              | -                | -                  | -                | 7,000            | -                 | -                  | -                  |                          |                         |
| Interest                        | 838              | 2,483            | 1,256            | 223              | 1,331            | 1,916              | 703              | 1,125            | 1,162             | 107                | (840)              |                          |                         |
| Membership fees                 | 15,000           | 45,000           | -                | -                | 8,500            | 19,000             | 9,500            | 19,000           | 9,500             | 19,000             | 9,500              |                          |                         |
| Operating fund transfer         | 10,000           | 32,042           | 2,964            | (236)            | 248,000          | 40,000             | 60,000           | 20,000           | 60,000            | 150,000            | 200,000            |                          |                         |
| Waterfront fund transfer        | 7,000            | 8,000            | 6,000            | (8)              | 10,000           | -                  | 5,000            | 10,000           | 5,000             | 5,000              | 5,000              |                          |                         |
| Beginning balance               | 301,070          | 259,587          | 269,568          | 270,815          | 266,169          | 239,500            | 87,916           | 140,619          | 145,244           | 13,406             | (104,987)          |                          |                         |
| Bar Harbor - Reserve Fund       | 259,587          | 269,568          | 270,815          | 266,169          | 239,500          | 87,916             | 140,619          | 145,244          | 13,406            | (104,987)          | (263,827)          |                          |                         |
| Receipts                        | 3,000            | 3,000            | 6,150            | 6,100            | 6,100            | 6,100              | 6,100            | 9,150            | 9,150             | 9,150              | \$9,150            | 14.5%                    | 8.4%                    |
| Disbursements                   | (4,388)          | (109)            | (5,706)          | (7,008)          | (5,000)          | (5,000)            | (5,000)          | (5,500)          | (5,500)           | (5,500)            | (6,000)            | NM                       | NM                      |
| Reserve fund transfer           | -                | -                | -                | (200)            | -                | -                  | -                | (7,000)          | -                 | -                  | (10,000)           |                          |                         |
| Beginning balance               | 2,876            | 1,488            | 4,380            | 4,824            | 3,716            | 4,816              | 5,916            | 6,516            | 3,166             | 6,816              | 10,466             |                          |                         |
| Sugar River - Dues              | 1,488            | 4,380            | 4,824            | 3,716            | 4,816            | 5,916              | 6,516            | 3,166            | 6,816             | 10,466             | 3,616              | 3,457                    | 5,446                   |
| Receipts                        | 17,375           | 20,380           | 20,200           | 18,782           | 20,200           | 21,700             | 21,700           | 21,700           | 23,870            | 23,870             | 23,870             | 2.6%                     | 4.9%                    |
| Disbursements                   | (9,866)          | (8,443)          | (15,403)         | (14,826)         | (15,567)         | (15,956)           | (16,355)         | (16,764)         | (17,183)          | (17,612)           | (18,053)           | 11.4%                    | 3.0%                    |
| Reserve fund transfer           | (7,000)          | (8,000)          | (6,000)          | 8                | (10,000)         | -                  | (5,000)          | (10,000)         | (5,000)           | (5,000)            | (5,000)            |                          |                         |
| Beginning balance               | 2,230            | 2,739            | 6,676            | 5,474            | 9,439            | 4,072              | 9,816            | 10,161           | 5,097             | 6,784              | 8,042              |                          |                         |
| Sugar River - Waterfront        | 2,739            | 6,676            | 5,474            | 9,439            | 4,072            | 9,816              | 10,161           | 5,097            | 6,784             | 8,042              | 8,859              |                          |                         |
| Receipts                        | 156,892          | 158,526          | 162,476          | 195,443          | 464,319          | 246,221            | 275,546          | 306,506          | 337,081           | 369,619            | 405,623            | 6.5%                     | 11.5%                   |
| Disbursements                   | (137,253)        | (141,340)        | (160,366)        | (178,265)        | (187,067)        | (199,369)          | (205,447)        | (211,712)        | (218,170)         | (223,622)          | (234,219)          | 7.6%                     | 4.1%                    |
| Reserve fund transfer           | 16,308           | (32,042)         | (2,964)          | 236              | (248,000)        | (40,000)           | (60,000)         | (50,000)         | (60,000)          | (150,000)          | (200,000)          |                          |                         |
| Beginning balance               | (5,963)          | 29,983           | 15,127           | 14,273           | 31,688           | 60,940             | 67,792           | 77,891           | 122,685           | 181,596            | 177,593            |                          |                         |
| Sugar River - Operating         | 29,983           | 15,127           | 14,273           | 31,688           | 60,940           | 67,792             | 77,891           | 122,685          | 181,596           | 177,593            | 148,996            |                          |                         |
| <b>Total Assets</b>             | <b>\$293,797</b> | <b>\$295,752</b> | <b>\$295,387</b> | <b>\$311,012</b> | <b>\$309,328</b> | <b>\$171,440</b>   | <b>\$235,188</b> | <b>\$276,193</b> | <b>\$208,603</b>  | <b>\$91,114</b>    | <b>(\$102,355)</b> |                          |                         |