

**California State University, Fresno  
Association, Inc.**

**2019-20  
Annual Report  
Supplemental Information  
(Unaudited)**

**Approved by the Audit Committee  
September 15, 2020**

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
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**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
THE CALIFORNIA STATE UNIVERSITY AUXILIARY ORGANIZATION  
STATEMENTS OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2020 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2019**

	2019 TOTAL	2020 TOTAL	SAVE MART CENTER	COMMERCIAL OPERATIONS			STUDENT HOUSING	STUDENT REC CENTER	UNIVERSITY STUDENT UNION
				BOOKSTORE	DINING SERVICES	ADMIN			
Operating Activities									
<b>Revenue and Other Support:</b>									
Gross Sales	\$ 32,233,036	\$ 22,421,735	\$ 1,733,106	\$ 640,136	\$ 8,024,015	\$ 1,798,975	\$ 5,568,165	\$ 1,539,307	\$ 3,118,031
Contributions	670,745	950,630	921,463	-	-	-	-	29,167	-
SBA PPP Federal Subsidy	-	1,647,127	263,818	224,146	653,503	246,964	258,696	-	-
Other Income	925,605	852,701	759,750	-	20,203	22,432	33,025	8,451	8,840
<b>Total Revenues</b>	<b>33,829,386</b>	<b>25,872,193</b>	<b>3,678,137</b>	<b>864,282</b>	<b>8,697,721</b>	<b>2,068,371</b>	<b>5,859,886</b>	<b>1,576,925</b>	<b>3,126,871</b>
<b>Expenses and Losses:</b>									
Cost of Goods Sold	9,038,236	2,559,683	-	1,042	2,545,876	-	-	12,765	-
Salaries/Wages	7,028,662	6,394,562	-	150,167	2,426,481	1,125,129	747,295	568,507	1,376,983
Employee Benefits	2,891,100	2,206,643	-	208,063	506,834	692,725	212,998	170,543	415,480
Administration-Food Services	739,967	736,241	-	-	736,241	-	-	-	-
Advances to SMG	1,557,176	1,757,113	1,757,113	-	-	-	-	-	-
Advertising/Printing	145,240	72,397	-	300	18,183	-	51,300	2,609	5
Athletic Corporation Entitlements	220,855	141,928	141,928	-	-	-	-	-	-
Audit/Legal Expense	36,090	53,073	-	-	-	53,073	-	-	-
Bad Debt Expense	72,899	42,451	-	-	16,945	-	25,419	87	-
Bank Charges	22,430	19,092	-	-	16,355	2,737	-	-	-
Chancellor's Office Fee	12,285	17,869	-	-	17,869	-	-	-	-
Computer Supplies/Expense	143,390	146,737	-	3,368	31,884	21,012	46,906	17,895	25,672
Consulting	4,741	4,604	-	-	-	300	4,304	-	-
Contract Services	1,066,464	983,420	-	-	102,800	-	818,511	62,109	-
Credit Card Fees	304,481	164,014	1,304	3,075	91,850	-	57,429	2,860	7,496
Depreciation/Amortization	4,319,868	4,450,264	2,855,227	8,325	229,632	101,360	980,048	57,378	218,294
Dues/Memberships/Subscriptions	37,692	24,712	-	6,000	7	4,857	233	1,806	11,809
Employee Recruitment	25,540	17,748	-	-	885	15,524	525	28	786
Equipment Purchased	23,382	23,959	-	-	-	-	-	19,612	4,347
Housing Incentives	21,326	13,820	-	-	-	-	13,820	-	-
Insurance	393,311	400,783	245,246	22,819	-	8,526	101,235	7,799	15,158
Janitorial/Sanitation	149,442	103,976	-	-	55,913	-	29,354	18,709	-
Laundry	98,296	63,867	-	-	50,375	-	13,492	-	-
Licenses/Permits/Fees	168,115	198,560	227	231	39,648	157,007	1,447	-	-
Loss on Technology Investment	-	271,024	-	-	-	271,024	-	-	-
Management Services Fee	675,000	568,750	-	40,000	-	-	150,000	78,750	300,000
Miscellaneous	82,799	55,576	-	559	13,953	12,085	23,333	4,679	967
Non-Student Tax	14,296	10,492	-	-	10,492	-	-	-	-
Obsolete Merchandise	54,595	-	-	-	-	-	-	-	-
Office Supplies	108,642	90,580	-	-	12,560	31,622	39,495	923	5,980
Paper Supplies	274,900	212,223	-	-	166,441	-	22,963	-	22,819
Possessory Interest Tax	178,829	166,023	166,023	-	-	-	-	-	-
Postage/Freight	34,983	30,584	-	164	-	15,588	14,571	-	261

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
THE CALIFORNIA STATE UNIVERSITY AUXILIARY ORGANIZATION  
STATEMENTS OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2020 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2019**

	2019 TOTAL	2020 TOTAL	SAVE MART CENTER	COMMERCIAL OPERATIONS			STUDENT HOUSING	STUDENT REC CENTER	UNIVERSITY STUDENT UNION
				BOOKSTORE	DINING SERVICES	ADMIN			
Rent/Rental	124,176	81,739	-	-	49,459	11,729	14,747	5,804	-
Repairs/Maintenance	589,381	461,265	2,662	17,272	164,676	30,181	109,959	11,360	125,155
Resident Advisor Meals	198,509	197,336	-	-	112,167	-	85,169	-	-
Royalties	142,703	110,985	-	-	110,985	-	-	-	-
Save Mart Seat Licenses	300,000	300,000	-	-	-	-	-	-	300,000
Security Services	41,699	35,383	-	-	-	35,383	-	-	-
Smallwares	123,734	105,129	2,803	-	35,511	-	66,815	-	-
Student Programs	160,655	112,652	-	-	-	-	-	11,318	101,334
Telephone/Communications	35,890	41,119	-	8,716	4,706	6,190	13,417	996	7,094
Travel/Training	81,823	63,328	-	1,074	11,397	5,212	34,957	1,985	8,703
University Donations	96,600	142,957	4,482	-	30,330	50,000	-	-	58,145
USU Co-Sponsorships	2,555	1,043	-	-	-	-	-	-	1,043
Utilities	1,302,257	1,134,495	-	40,518	218,538	17,012	330,987	405,962	121,478
Warehouse Expense	5,948	3,051	-	-	3,051	-	-	-	-
Wilkinson Group Fee	180,000	180,000	180,000	-	-	-	-	-	-
<b>Total Expenses and Losses</b>	<b>33,330,962</b>	<b>24,973,250</b>	<b>5,357,015</b>	<b>511,693</b>	<b>7,814,175</b>	<b>2,686,145</b>	<b>4,010,729</b>	<b>1,464,484</b>	<b>3,129,009</b>
<b>Net Income (Loss) from Operations</b>	<b>498,424</b>	<b>898,943</b>	<b>(1,678,878)</b>	<b>352,589</b>	<b>883,546</b>	<b>(617,774)</b>	<b>1,849,157</b>	<b>112,441</b>	<b>(2,138)</b>
Nonoperating Revenues (Expenses)									
Interest and Dividend Income	764,898	696,998	(136,629)	-	-	776,936	-	2,940	53,751
Investment Return, Net	373,872	30,005	(73,328)	-	-	103,333	-	-	-
Bond Expenses	(57,403)	(45,390)	(11,394)	-	-	-	(33,996)	-	-
Capital Lease Expense	(1,694,039)	(1,664,411)	(1,664,411)	-	-	-	-	-	-
Interest Expense	(83,458)	(32,902)	-	-	-	(75)	(32,827)	-	-
Total Nonoperating Activities	(696,130)	(1,015,700)	(1,885,762)	-	-	880,194	(66,823)	2,940	53,751
<b>Total Net Income (Loss)</b>	<b>\$ (197,706)</b>	<b>\$ (116,757)</b>	<b>\$ (3,564,640)</b>	<b>\$ 352,589</b>	<b>\$ 883,546</b>	<b>\$ 262,420</b>	<b>\$ 1,782,334</b>	<b>\$ 115,381</b>	<b>\$ 51,613</b>
<b>Allocation of Income:</b>									
Auxiliary Activities Fund									
Other	\$ 2,938,704	\$ 3,280,889	\$ -	\$ 352,589	\$ 883,546	\$ 262,420	\$ 1,782,334	\$ -	\$ -
Student Recreation Center	(28,131)	115,381	-	-	-	-	-	115,381	-
University Student Union	113,632	51,613	-	-	-	-	-	-	51,613
Save Mart Center	(3,221,911)	(3,564,640)	(3,564,640)	-	-	-	-	-	-
<b>Total Amount Allocated</b>	<b>\$ (197,706)</b>	<b>\$ (116,757)</b>	<b>\$ (3,564,640)</b>	<b>\$ 352,589</b>	<b>\$ 883,546</b>	<b>\$ 262,420</b>	<b>\$ 1,782,334</b>	<b>\$ 115,381</b>	<b>\$ 51,613</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**SCHEDULE OF STUDENT FEE OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2019</b>	<b>2020</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>		
<b>REVENUES:</b>		
Amount Received from Student Body Center Fees	\$ 3,799,991	\$ 3,901,200
Revenues from Operations	972,288	802,596
Total Revenues	4,772,279	4,703,796
<b>EXPENDITURES:</b>		
Payroll	1,888,906	1,945,490
Employee Benefits	716,591	586,023
Operating Expenses:		
Advertising/Printing	5,790	2,614
Bad Debts	0	87
Computer Supplies/Expense	40,274	43,567
Contracted Services	73,960	62,109
Copier Lease	6,221	5,804
Credit Card Fees	11,899	10,356
Depreciation	219,598	275,672
Dues/Meetings/Subscriptions	10,251	13,615
Employee Recruitment	1,217	814
Equipment Purchased	23,382	23,959
Insurance	16,278	22,957
Janitorial	56,292	41,528
Laundry	148	0
Management Services Agreement Fee	375,000	378,750
Miscellaneous	13,171	13,168
Office Supplies	15,135	6,903
Over/Short	(43)	241
Postage/Freight	205	261
Repairs/Maintenance	175,046	136,515
Save Mart Seat Licenses	300,000	300,000
Student Programs	160,655	112,652
Telephone/Communications	5,982	8,090
Travel/Training	10,226	10,688
Uniforms	4,263	5,002
University Donations	0	58,145
USU Co-Sponsorships	2,555	1,043
Utilities	613,755	527,440
Total Expenditures	4,746,756	4,593,493
Operating Surplus (Deficit)	25,523	110,303
<b>NONOPERATING REVENUES (EXPENSES):</b>		
Interest Income	59,978	56,691
Total Non Operating Revenues (Expenses)	59,978	56,691
Total Surplus (Deficit)	\$ 85,501	\$ 166,994

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**SCHEDULE OF INVESTMENTS**  
**AS OF JUNE 30, 2020**

INVESTMENTS	COST	MARKET VALUE AT 6/30/20	DATE OF PURCHASE	MATURITY DATE	STATED RATE OF RETURN
<u>Money Markets:</u>					
2.1141 Citibank- Money Market	\$ 8,263,698	\$ 8,263,698			0.10%
2.1142 Local Agency Investment Fund	15,562,097	15,562,097			1.47%
Total Money Market Investments	23,825,795	23,825,795			
<u>Common Funds:</u>					
2.1505 Common Fund Multi-Strategy Equity Fund	150,000	3,050,640	10/31/86		2.58%
Common Fund Value Equity Fund	350,500	-	10/31/86		
Total Common Funds	500,500	3,050,640			
<u>Mutual Funds:</u>					
2.1501 Smith Barney Managed Government Fund	331,493	352,588	VARIOUS		2.83%
2.1508 Dodge & Cox Income Fund	424,183	525,115	6/30/99		5.98%
2.1508 Dodge & Cox Balanced Fund	424,183	987,232	6/30/99		15.53%
Total Mutual Funds	1,179,860	1,864,935			
<u>Goldman Sachs:</u>					
2.1503 Goldman Sachs Conservative Portfolio	6,000,000	7,176,167	7/28/16		4.31%
Total Long Term Investments	7,680,360	12,091,742			
Total Investments	\$ 31,506,155	\$ 35,917,537			

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**ADMINISTRATION**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>INCOME:</b>			
Management Services Agreement Fees:			
Agricultural Foundation	\$ 164,624	\$ 169,563	\$ 169,563
Associated Students	64,876	66,822	66,822
Athletic Corporation	55,000	55,000	55,000
Bookstore	150,000	80,000	40,000
Bulldog Foundation	10,000	10,000	10,000
Dining Services	150,000	300,000	150,000
Foundation	612,691	677,684	677,684
Fresno State Programs for Children, Inc.	77,017	80,868	80,868
Kenneth L. Maddy Institute	9,785	10,079	10,079
Student Recreation Center	75,000	78,750	78,750
Student Housing	150,000	300,000	150,000
University Student Union	300,000	300,000	300,000
AOCOMP Refund	7,802	0	10,924
AOUIT Refund	20,899	0	0
Insurance Refunds	20,700	67,878	10,709
Miscellaneous Income	54,682	10,000	2,609
Rental Income - ATM	8,400	8,400	8,400
SBA PPP Federal Subsidy	0	0	246,963
Total Revenue	1,931,476	2,215,044	2,068,371
<b>EXPENSES:</b>			
<b>Administration:</b>			
Payroll:			
Benefitted (Including Reimbursed)	602,616	507,619	540,690
Students/Part Time	14,355	20,000	11,988
Temporary	12,695	0	2,183
Employee Benefits	302,527	304,878	315,064
Actual Retired Employee Benefits	82,492	80,000	80,764
Accrued Retired Employee Benefits	72,911	0	(7,917)
Total Payroll	1,087,596	912,497	942,772
Audit Fees	30,495	35,000	34,430
Bank Charges	1,201	1,000	2,737
Building Association Fees	5,789	5,500	5,789
Computer Lease	7,468	7,500	9,020
Copier Lease	10,760	12,000	11,729
CSU Centrally Paid Indirect Costs	12,285	20,000	17,869
Custodial/Building Maintenance	8,606	9,000	8,589
Depreciation:			
Buildings	81,839	74,968	57,668
Equipment	6,724	50,533	25,582

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**ADMINISTRATION**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Administration (Continued):</b>			
Dues/Memberships/Subscriptions	6,874	6,500	4,668
Employee Recruitment	22,112	15,000	15,785
Equipment Maintenance/Repair	4,831	10,000	4,311
Insurance	7,174	8,887	8,526
Legal Fees	3,388	30,000	18,490
Licenses/Permits/Fees	945	1,000	558
Loss on Technology Investment	0	0	271,024
Miscellaneous	9,320	2,500	9,311
Office Supplies	17,411	18,000	14,029
Postage	15,430	12,000	15,556
Records Retention	1,558	2,000	1,447
Security - Cash Handling	39,680	43,000	33,645
Telephone/Communications	3,924	4,000	4,005
Travel/Training	4,818	7,000	659
Utilities	16,659	18,500	17,012
<b>Administration Sub-Total</b>	<b>1,406,887</b>	<b>1,306,385</b>	<b>1,535,211</b>
<b>Human Resources/Payroll:</b>			
Payroll:			
Benefitted	368,110	352,386	370,390
Student	31,330	24,000	14,517
Employee Benefits	153,559	159,629	162,363
Actual Retired Employee Benefits	24,507	25,000	24,455
Accrued Retired Employee Benefits	83,810	0	(3,021)
Total Payroll	661,316	561,015	568,704
Computer Lease	3,277	2,900	3,985
Dues/Memberships/Subscriptions	0	0	189
Employee Assistance Program	10,000	10,000	10,000
Employee Recruitment	257	200	(261)
Legal Fees	2,207	500	153
Miscellaneous	215	750	1,037
Office Supplies/Postage	8,103	8,500	17,612
Repairs/Maintenance	923	0	359
Safety Program	2,018	3,000	1,738
Software	12,743	6,500	5,503
Telephone/Communications	1,159	1,200	1,226
Travel/Training	4,222	1,000	2,782
<b>Human Resources/Payroll Sub-Total</b>	<b>706,440</b>	<b>595,565</b>	<b>613,027</b>



**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**ADMINISTRATION**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Management Information Systems:</b>			
Payroll:			
Benefitted	171,947	173,048	185,361
Student	0	12,000	0
Employee Benefits	111,612	113,934	113,479
Accrued Retired Employee Benefits	24,859	10,000	(2,462)
Total Payroll	<u>308,418</u>	<u>308,982</u>	<u>296,378</u>
Computer Hardware/Repair (minor)	3,126	4,000	1,190
Computer Lease	2,016	1,500	2,504
Computer Software/Licenses	286	1,500	301
Computer Supplies	0	500	0
Conf, Seminars, Educ	0	2,000	0
Consulting	1,766	5,000	300
Depreciation	23,838	18,110	18,110
Dues/Memberships/Subscriptions	0	50	0
Maintenance Contracts	12,313	15,000	13,984
Miscellaneous	220	500	1,737
Office Supplies/Postage	16	500	13
Software Support Fees	145,521	189,380	150,660
Telephone/Communications	868	1,000	959
Travel/Training	1,944	2,500	1,771
<b>M.I.S. Sub-Total</b>	<u>500,332</u>	<u>550,522</u>	<u>487,907</u>
<b>University Donations</b>			
Save Mart Center Suite	50,000	50,000	50,000
President's Suite-Catering	250	0	0
University Donations	1,710	0	0
<b>University Donations Sub-Total</b>	<u>51,960</u>	<u>50,000</u>	<u>50,000</u>
Total Expenses	<u>2,665,619</u>	<u>2,502,472</u>	<u>2,686,145</u>
<b>OPERATING SURPLUS (DEFICIT)</b>	<u>(734,143)</u>	<u>(287,428)</u>	<u>(617,774)</u>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	807,104	250,000	816,037
Unrealized Gains/(Loss) on Investments	450,504	150,000	101,598
Investment Fees	(35,472)	(30,000)	(37,366)
Interest Expense	0	0	(75)
<b>Total Nonoperating Activities</b>	<u>1,222,136</u>	<u>370,000</u>	<u>880,194</u>
<b>SURPLUS (DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<u>\$ 487,993</u>	<u>\$ 82,572</u>	<u>\$ 262,420</u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC**  
**BOOKSTORE**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>INCOME:</b>			
Computer/Electronics:			
Computers	\$ 1,144,837	\$ 0	\$ 0
Electronics	33,735	0	0
Software	40	0	0
Tech Accessories	76,370	0	0
Data Plans	1,600	0	0
Extended Warranty	105,912	0	0
Course Books:			
General Books	27,207	0	0
New Textbooks	2,759,187	0	694
Used Textbooks	485,890	0	0
Textbook Rental	595,115	0	6,422
Online Books	19,134	0	0
General Merchandise	988,040	0	0
Non-Merchandise	686	0	0
Soft Goods	1,027,512	0	0
Supplies	320,677	0	0
Vendor Commissions	80,697	820,000	633,020
SBA PPP Federal Subsidy	0	0	224,146
	<hr/>		
Total Sales	7,666,639	820,000	864,282
Cost of Goods Sold	5,731,461	0	1,042
<b>Gross Margin</b>	<b>1,935,178</b>	<b>820,000</b>	<b>863,240</b>
<b>EXPENSES:</b>			
Payroll:			
Benefitted	406,062	89,376	96,758
Non-Benefitted	53,205	0	162
Student	293,291	12,000	53,247
Employee Benefits	247,156	60,111	64,451
Actual Retired Employee Benefits	154,316	200,000	158,424
Accrued Retired Employee Benefits	176,607	0	(14,812)
Total Payroll	1,330,637	361,487	358,230
Advertising	2,782	0	300
Computer Lease	9,588	6,703	3,368
Credit Card Fees	80,967	0	3,075
Depreciation	10,741	8,751	8,325
Donations	4,364	0	0
Dues/Memberships/Subscriptions	19,586	0	6,000
Insurance	27,614	29,461	22,819
Licenses/Permits/Fees	1,678	6,000	231
Management Services Agreement Fee	150,000	80,000	40,000
Minor Equipment	2,462	0	0
Miscellaneous	1,395	1,000	559

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC**  
**BOOKSTORE**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Operating Expenses (Continued):</b>			
Obsolete Merchandise	54,595	0	0
Office Supplies	12,817	5,000	0
Postage/Freight	4,900	0	164
Repairs/Maintenance	22,580	25,000	17,272
Maintenance Contracts	3,884	0	0
Telephone/Communications	7,352	8,500	8,716
Travel/Training	1,848	0	1,074
Uncollectible Debt	4,215	0	0
Utilities	40,857	41,900	40,518
	1,794,862	573,802	510,651
<b>Total Operating Expenses</b>			
 <b>SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS</b>	 \$ 140,316	 \$ 246,198	 \$ 352,589
	\$ 140,316	\$ 246,198	\$ 352,589

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**BOOKSTORE - KENNEL COPY CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>OPERATING ACTIVITIES</b>			
<b>INCOME:</b>			
Copy Center Services	\$ 54,561	\$ -	\$ -
Photocopying	8,798	0	0
Syllabus	222,013	0	0
Total Income	285,372	0	0
Cost Of Goods Sold	56,757	0	0
Gross Margin	228,615	0	0
<b>EXPENSES:</b>			
Payroll:			
Benefitted	37,880	0	0
Non-Benefitted	0	0	0
Student	23,579	0	0
Employee Benefits	30,236	0	0
Total Payroll	91,695	0	0
Computer Lease	1,176	0	0
Copier Lease	7,273	0	0
Syllabus Expense	87,477	0	0
Total Expenses	187,621	0	0
<b>SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 40,994</b>	<b>\$ -</b>	<b>\$ -</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**SAVE MART CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>REVENUES:</b>			
Advertising	\$ 685,000	\$ 600,000	\$ 811,250
Donation Revenue	660,535	2,000,000	921,463
Gross Sales	1,577,158	0	621,856
Ground Lease - Campus Pointe	590,716	619,653	670,820
Insurance Refund	21,230	0	12,114
Other Income	1,025	0	1,400
Student Seat Licenses	300,000	300,000	300,000
Vendor Rebates	77,817	90,000	75,416
SBA PPP Federal Subsidy	0	0	263,818
<b>Total Revenues</b>	<b>3,913,481</b>	<b>3,609,653</b>	<b>3,678,137</b>
<b>EXPENSES:</b>			
Advances to SMG Operating	1,557,176	1,491,830	1,757,113
Advertising/Printing	3,057	2,500	0
Bad Debt Expense	17,680	0	0
Corporate Sponsor Entitlements	0	2,000	1,500
Credit Card Fees	5,339	3,000	1,304
Donor Stewardship/Cultivation	14,893	0	4,482
Insurance	242,582	245,246	245,246
License, Permits, Fees	222	500	227
Miscellaneous	300	500	0
Possessory Interest Taxes	178,828	180,000	166,023
Repairs/Maintenance	21,757	1,000	2,662
Smallwares	0	10,000	2,803
Wilkinson Group Fee	180,000	180,000	180,000
<b>Total Expenses</b>	<b>2,221,834</b>	<b>2,116,576</b>	<b>2,361,360</b>
<b>OPERATING SURPLUS (DEFICIT) BEFORE ENTITLEMENTS AND NON-CASH EXPENDITURES</b>	<b>1,691,647</b>	<b>1,493,077</b>	<b>1,316,777</b>
<b>Entitlements and Non-Cash Expenditures:</b>			
Athletic Corporation Entitlements	220,855	270,000	140,428
Depreciation:			
Building	2,583,482	2,650,802	2,582,557
Equipment	260,444	209,935	272,670
<b>Entitlements and Non-Cash Expenditures</b>	<b>3,064,781</b>	<b>3,130,737</b>	<b>2,995,655</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>(1,373,134)</b>	<b>(1,637,660)</b>	<b>(1,678,878)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**SAVE MART CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Investment Income	(118,875)	0	(136,629)
Unrealized Gain (Loss) on Investments	(24,469)	25,000	(73,328)
Bond Expenses:			
Bond Issue - 2005	(11,394)	(11,394)	(11,394)
Capital Lease Principal	0	(1,965,000)	0
Capital Lease Expense - SRB 2005 Bonds	(1,694,039)	(1,664,410)	(1,664,411)
<b>Total Nonoperating Activities</b>	(1,848,777)	(3,615,804)	(1,885,762)
 <b>SURPLUS (DEFICIT) TO RESERVE FOR</b>			
<b>SAVE MART CENTER</b>	\$ (3,221,911)	\$ (5,253,463)	\$ (3,564,640)

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT RECREATION CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>INCOME:</b>			
Student Fees Returned to Operations	\$ 1,310,000	\$ 1,350,000	\$ 1,350,000
Lease Space:			
Lyles Center	43,879	43,879	43,879
Peters Center	79,650	79,650	79,650
Memberships	55,747	60,000	27,579
Other Rental Income	31,556	22,000	20,687
Rental Income, Lockers	3,140	2,400	2,655
Retail Sales	15,299	21,500	13,692
Personal Training	775	1,000	225
Towel Service	830	1,250	940
Donations-Associated Students	10,210	10,000	29,167
Miscellaneous	11,138	6,000	8,451
Total Income	1,562,224	1,597,679	1,576,925
<b>EXPENSES:</b>			
Payroll:			
Benefitted	292,149	302,345	280,855
Non-Benefitted	22,805	24,875	21,054
Student	230,985	245,228	266,598
Employee Benefits	192,308	192,636	171,330
Accrued Retired Employee Benefits	25,184	2,000	(787)
Total Payroll	763,431	767,084	739,050
Advertising/Marketing/Promotions	2,479	5,000	2,609
Bad Debt Expense	0	0	87
Computer Expense:			
Lease	5,194	4,200	6,931
Maintenance Fees	12,267	11,000	10,964
Misc. Supplies/Software	328	500	0
Contracted Services:			
Landscape	14,330	18,500	15,679
Elevator Service	4,237	5,000	3,260
Engineering Services - HVAC	25,934	25,000	26,452
Fitness Equipment	5,985	8,000	405
Group Fitness	15,665	14,000	9,041
Pest Management	2,220	2,500	2,220
Copier Lease	6,221	6,500	5,804
Credit Card Fees	2,299	2,400	2,860
Depreciation	51,128	55,287	57,378
Dues/Memberships/Subscriptions	1,476	1,500	1,806
Employee Recruitment	28	500	28
Equipment:			
Building	1,914	7,500	6,262
Check Out	1,291	2,140	1,028
Exercise	13,436	2,500	11,746
Group Fitness	0	500	576
Personal Training	47	500	0

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT RECREATION CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>EXPENSES (CONTINUED):</b>			
Insurance	5,392	5,764	7,799
Janitorial Supplies	23,192	27,000	18,709
Laundry	148	300	0
Management Services Agreement Fee	75,000	78,750	78,750
Miscellaneous	69	200	147
Office Supplies/Postage	1,307	2,000	923
Over/Short	(18)	0	8
Program/Special Events	15,607	10,000	11,318
Repairs/Maintenance:	23,124		11,360
Building	0	15,000	0
Exercise Equipment	0	12,000	0
Retail - Cost of Goods Purchased	12,943	18,000	12,765
Telephone/Communications	3,404	1,600	2,760
Travel/Training	1,818	2,000	1,985
Uniforms	3,077	3,500	4,524
Utilities	497,973	478,000	405,962
Waste Management	3,409	3,600	3,288
Total Expenses	1,596,355	1,597,824	1,464,484
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>(34,131)</b>	<b>(145)</b>	<b>112,441</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Interest Income	6,000	500	2,940
Total Nonoperating Activities	6,000	500	2,940
<b>SURPLUS (DEFICIT) TO RESERVE FOR</b>			
<b>STUDENT RECREATION CENTER</b>	<b>\$ (28,131)</b>	<b>\$ 355</b>	<b>\$ 115,381</b>



**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT HOUSING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>REVENUES:</b>			
Rent	\$ 4,946,210	\$ 4,697,440	\$ 5,131,005
Application Fee	58,211	50,000	54,175
Assessments	25,275	20,000	22,350
ATM Commission	198	800	296
Safe Commission	13,627	4,000	0
Damage Assessments	200	8,000	100
Energy Rebate	0	0	117
Interest Income - Bond Account	0	0	0
Key Charges	7,615	12,000	8,631
Late Fees	15,400	17,000	19,800
Miscellaneous	39,106	20,000	10,817
Processing Fees	23,150	20,000	14,500
Safe Charges	0	25,500	0
Service Charges	48,240	0	0
Summer Conferences	524,289	350,000	286,475
Summer Session Rent	34,729	33,000	31,129
Vendor/Laundry Commissions	23,628	15,000	21,795
SBA PPP Federal Subsidy	0	0	258,696
	<hr/>	<hr/>	<hr/>
Total Income	5,759,878	5,272,740	5,859,886
<b>EXPENSES:</b>			
General	2,118,281	2,369,791	2,298,550
Marketing	200,242	142,960	150,106
Summer Conferences	319,590	379,435	297,010
Physical Plant	1,398,709	1,508,904	1,158,288
Resident Life	219,495	254,991	173,598
	<hr/>	<hr/>	<hr/>
Total Expenses	4,256,317	4,656,080	4,077,552
<b>SURPLUS TO RESERVE FOR STUDENT HOUSING</b>			
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	\$ 1,503,561	\$ 616,660	\$ 1,782,334

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT HOUSING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>General</b>			
Payroll:			
Benefitted	\$ 274,188	\$ 301,556	\$ 259,598
Non Benefitted	562	0	7,304
Student	175,593	180,025	160,164
Employee Benefits	140,997	158,563	157,472
Actual Retired Employee Benefits	10,744	8,000	10,780
Accrued Retired Employee Benefits	(13,287)	0	(1,188)
Total Payroll	<u>588,797</u>	<u>648,144</u>	<u>594,130</u>
Advertising and Printing	11,875	500	48
Allowance for Uncollectible Debt	30,602	30,000	25,419
Cable TV	70,758	68,000	72,069
Computer Lease	10,876	9,000	13,373
Computer Supplies	9,997	0	6,737
Consulting	2,975	0	4,304
Copier Lease	0	10,000	0
Credit Card Fees	69,598	60,000	57,429
Depreciation:			
Buildings	368,546	420,871	456,768
Equipment	516,664	514,398	523,280
Dues/Memberships/Subscriptions	575	1,000	203
Employee Recruitment	403	500	425
Housing Incentive	21,326	20,000	13,820
Insurance	99,663	101,378	101,235
Management Services Agreement Fee	150,000	300,000	150,000
Miscellaneous	31,344	17,000	18,477
Office Supplies	16,366	18,000	17,635
Over/Short	(31)	0	50
Postage	76	0	10
Repairs/Maintenance	824	0	620
Residence Advisor Meals	82,717	70,000	85,169
Safe Expense	0	58,000	54,724
Software Agreement - CBORD	8,163	9,000	16,166
Telephone/Communications	7,618	9,000	9,862
Travel/Training	18,549	5,000	9,774
<b>Total General Operating</b>	<u>2,118,281</u>	<u>2,369,791</u>	<u>2,231,727</u>
<b>NONOPERATING EXPENSES</b>			
Bond Amortization			
Bond Issue - 2020	46,009	47,890	33,996
Interest Expense			
Bond Debt	83,458	51,783	32,827
<b>Total General Nonoperating</b>	<u>129,467</u>	<u>99,673</u>	<u>66,823</u>
<b>Total General</b>	<u>2,247,748</u>	<u>2,469,464</u>	<u>2,298,550</u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT HOUSING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITIES</b>			
<b>Marketing</b>			
Payroll:			
Benefitted	\$ 23,626	\$ 22,183	\$ 21,751
Student	51,306	49,025	39,174
Employee Benefits	7,189	5,751	7,799
Total Payroll	<u>82,121</u>	<u>76,960</u>	<u>68,724</u>
Advertising/Printing	89,675	40,000	51,252
Computer Lease	2,321	2,500	2,894
Computer Supplies	2,500	1,500	3,412
Miscellaneous	181	500	59
Office Supplies	6,976	7,000	7,602
Postage	14,362	12,000	14,561
Software	46	1,000	616
Telephone/Communications	1,932	500	0
Travel/Training	128	1,000	986
	<u>\$ 200,242</u>	<u>\$ 142,960</u>	<u>\$ 150,106</u>
<b>Summer Conferences</b>			
Payroll:			
Benefitted	\$ 23,626	\$ 22,183	\$ 21,751
Non-Benefitted	-	-	-
Student	21,746	15,000	18,198
Temporary	1,500	0	0
Employee Benefits	6,696	5,751	7,890
Total Payroll	<u>53,568</u>	<u>42,935</u>	<u>47,839</u>
Advertising/Printing	0	2,000	0
Computer Lease	446	500	0
Computer Supplies	0	500	0
Contract Services:			
Housekeeping	123,955	182,000	124,360
Employee Procurement	100	0	0
Equipment Rental	0	4,000	0
Janitorial Supplies	31	6,000	0
Laundry	19,773	13,000	4,292
Miscellaneous	148	500	124
Office Supplies	280	500	0
Paper Supplies	0	5,000	0
Telephone/Communications	136	500	395
Travel/Training	1,153	2,000	0
Utilities	120,000	120,000	120,000
	<u>\$ 319,590</u>	<u>\$ 379,435</u>	<u>\$ 297,010</u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT HOUSING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Physical Plant</b>			
Payroll:			
Benefitted	\$ 50,507	\$ 79,704	\$ 75,107
Student	5,525	5,479	4,400
Part-Time/Contract Labor	23,363	0	14,112
Employee Benefits	13,869	29,020	29,127
Total Payroll	<u>93,264</u>	<u>114,204</u>	<u>122,746</u>
Contract Services:			
Exterminator	12,230	25,000	11,690
Housekeeping	573,471	516,000	464,673
Key System	345	9,000	8,334
Landscape/Grounds Maintenance	20,400	25,000	14,875
Pool Service	14,553	10,000	15,615
Refrigeration/Heating	32,064	45,000	13,042
Waste Services	28,526	25,000	25,851
Total Contract Services	<u>681,589</u>	<u>655,000</u>	<u>554,080</u>
Equipment Rental	11,822	6,000	14,296
Janitorial Supplies	24,335	15,000	29,354
Key System Maintenance	0	7,000	0
Landscape Maintenance (Non-Contract)	12,766	20,000	12,950
Laundry	10,914	15,000	9,200
Licenses/Fees	0	500	503
Miscellaneous	6,963	500	396
Office Supplies	6,224	100	3,636
Paper Supplies	33,543	50,000	22,963
Refrigeration/Heating (Non-Contract)	72,486	50,000	45,769
Repairs/Maintenance	86,798	75,000	64,003
Smallwares	70,505	50,000	66,815
Telephone/Communications	387	500	590
Travel/Training	22	100	0
Utilities	<u>287,091</u>	<u>450,000</u>	<u>210,987</u>
<b>Total Physical Plant</b>	<u>\$ 1,398,709</u>	<u>\$ 1,508,904</u>	<u>\$ 1,158,288</u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**STUDENT HOUSING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Resident Life</b>			
Payroll:			
Benefitted	\$ 49,198	\$ 44,366	\$ 5,138
Student	99,388	124,813	120,598
Employee Benefits	17,115	14,012	1,118
Total Payroll	<u>165,701</u>	<u>183,191</u>	<u>126,854</u>
Computer Lease	2,734	2,500	3,708
Dues/Memberships/Subscriptions	372	400	30
Employee Recruitment	403	0	100
Miscellaneous	5,936	5,000	4,227
Office Supplies	13,643	8,000	10,622
Parking	460	800	944
Programming	18,823	22,000	24,047
Public Safety Assistants	520	1,600	328
Repair/Maintenance	22	0	18
RHA Expense	1,484	2,000	0
Telephone/Communications	1,281	1,500	2,570
Travel/Training	8,116	12,000	150
Tuition/Fees/Books	0	16,000	0
<b>Total Resident Life Expenses</b>	<u><u>\$ 219,495</u></u>	<u><u>\$ 254,991</u></u>	<u><u>\$ 173,598</u></u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
The Bucket Grill & Pub	\$ 546,180	\$ 535,000	\$ 450,195
Catering	1,961,235	1,910,000	1,588,578
Commissions	21,382	16,300	17,136
Library Café/Starbucks	938,630	940,000	835,529
Campus Pointe/Starbucks	0	1,196,000	2,354
Mobile Food Truck	66,861	70,000	59,110
Convenience Stores	372,752	390,000	308,226
UC Food Court	323,128	300,000	255,287
University Dining Hall	4,123,800	3,758,000	4,180,521
USU Food Court	905,064	1,061,447	782,743
Union Snack Bar	241,228	255,000	171,280
Total Sales	9,500,260	10,431,747	8,650,959
Less: Cost of Goods Purchased	3,149,597	3,101,500	2,545,876
<b>Gross Profit on Sales</b>	<b>6,350,663</b>	<b>7,330,247</b>	<b>6,105,083</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	774,480	808,816	762,331
Non-Benefitted	625,811	709,731	548,510
Student	924,269	986,376	1,115,640
Employee Benefits	516,597	442,949	506,834
Total Payroll	2,841,157	2,947,873	2,933,315
Advertising/Printing	9,393	0	2,460
Advertising-Franchise	22,670	22,250	15,723
Allowance for Uncollectible Debt	20,402	20,000	16,945
Amortization	250	0	500
Bank Charges	21,229	0	16,355
Cable TV Service	2,352	2,200	2,025
Computer Lease	2,109	3,075	2,096
Computer Supplies	29,766	2,400	31,884
Contract Services	117	0	0
Contract Services - USU Building Operations	30,000	30,000	30,000
Credit Card Fees	136,678	130,200	91,850
Depreciation	247,741	218,887	229,132
Donations	25,383	0	30,330
Dues/Memberships/Subscriptions	35	75	7
Employee Recruitment	1,049	750	885
Equipment Rental	85,269	60,500	47,363
Food Service Administration Expense	739,967	912,300	689,479
Janitorial/Sanitation	101,884	81,000	55,913
Laundry	67,462	56,265	50,375
Maintenance Fees - CBORD	26,616	22,000	25,598
Miscellaneous	19,497	13,800	10,422
Non-Student Tax	14,296	15,000	10,492
Office Supplies	11,681	8,300	12,560

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Operating Expenses (Continued):</b>			
Over/Short	1,414	0	83
Paper Supplies	208,257	167,500	166,441
Repairs /Maintenance	134,636	151,500	127,884
Resident Advisor Meals	114,308	100,000	112,167
Royalties	142,703	132,260	110,985
Software	0	3,000	0
Smallwares	53,229	50,700	35,511
Telephone/Communications	5,250	5,896	4,706
Travel/Training	11,975	900	11,397
Uniforms	1,436	5,650	3,448
University Student Union Rent	72,800	75,000	72,800
Utilities	223,896	223,500	218,538
Vehicle Expense	11,351	9,500	11,194
Warehouse Expense	5,949	10,000	3,051
	5,455,355	5,514,354	5,221,537
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 895,307</b>	<b>\$ 1,815,893</b>	<b>\$ 883,546</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
UNIVERSITY DINING SERVICES  
ADMINISTRATION  
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19 ACTUAL</b>	<b>2019 - 20 BUDGET</b>	<b>2019 - 20 ACTUAL</b>
<b>INCOME:</b>			
SBA PPP Federal Subsidy	\$ 0	\$ 0	\$ 46,762
	0	0	46,762
<b>EXPENSES:</b>			
Payroll:			
Benefitted	154,205	178,916	175,541
Non-Benefitted	1,419	0	14,144
Student	12,322	13,450	13,926
Employee Benefits	83,094	105,576	106,231
Actual Retired Employee Benefits	174,436	180,000	173,540
Accrued Retired Employee Benefits	46,860	0	(15,852)
Total Payroll and Benefits	472,336	477,942	467,530
Advertising	200	0	1,120
Computer Lease	3,729	3,500	4,337
Computer Supplies	190	0	0
Copier Lease	4,218	4,600	4,582
Dues/Memberships/Subscriptions	575	560	663
Employee Recruitment	14,682	15,000	6,211
Equipment Rental	363	500	301
Insurance	32,148	31,671	39,638
Legal Fee-Settlement	0	2,700	0
License/Permits/Fees	1,832	0	1,907
Management Services Agreement Fee	150,000	300,000	150,000
Miscellaneous	2,524	5,000	1,664
Office Supplies	9,985	7,000	7,379
Postage/Freight	60	150	0
Repairs/Maintenance	6,881	5,000	4,201
Smallwares	948	3,000	408
Software	27,187	38,500	28,177
Telephone/Communications	1,867	2,200	4,118
Travel/Training	1,728	0	0
Uniforms	6,995	5,000	6,947
Vehicle Expense	1,519	10,000	7,058
<b>Total Expenses</b>	<b>739,967</b>	<b>912,323</b>	<b>736,241</b>
<b>Administration Distributed to Units</b>	<b>\$ (739,967)</b>	<b>\$ (912,323)</b>	<b>\$ (689,479)</b>

**DISTRIBUTION OF JUNE 30, 2020 AND 2019 FOOD SERVICE ADMINISTRATION EXPENSE:**

	<b>2018 - 19 ACTUAL</b>	<b>2019 - 20 BUDGET</b>	<b>2019 - 20 ACTUAL</b>
The Bucket Grill & Pub	\$ 14,782	\$ 18,200	\$ 13,755
Catering	51,773	63,900	48,293
Library Café/Starbucks	59,200	73,000	55,170
University Center Food Court	14,782	18,200	13,755
University Dining Hall	503,239	620,400	468,873
USU Food Court	81,410	100,400	75,878
Union Snack Bar	14,782	18,200	13,755
<b>Total Administration Allocated</b>	<b>\$ 739,967</b>	<b>\$ 912,300</b>	<b>\$ 689,479</b>



**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - THE BUCKET GRILL & PUB**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
Beverages - Alcoholic	\$ 47,169	\$ 35,000	\$ 33,483
Food/Beverages	497,505	500,000	379,514
Other Revenue	1,506	0	36
SBA PPP Federal Subsidy	0	0	37,163
Total Sales	<u>546,180</u>	<u>535,000</u>	<u>450,196</u>
Less: Cost of Food Purchased	<u>214,926</u>	<u>200,000</u>	<u>150,296</u>
<b>Gross Profit on Sales</b>	<b>331,254</b>	<b>335,000</b>	<b>299,900</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	33,277	43,774	35,016
Non-Benefitted	46,910	51,026	31,399
Student	83,860	94,787	117,910
Employee Benefits	20,969	19,313	20,982
Total Payroll	<u>185,016</u>	<u>208,899</u>	<u>205,307</u>
Advertising/Printing	1,447	400	186
Bank Charges	6,805	4,000	6,714
Cable TV Service	2,352	2,200	2,025
Commission	5,835	0	0
Depreciation	3,626	3,113	3,114
Food Service Administration	14,782	18,200	13,755
Janitorial/Sanitation	6,361	7,000	4,862
Laundry	3,534	3,500	2,391
Licenses/Permits/Fees	1,796	7,511	7,832
Miscellaneous	(31)	0	189
Non-Student Tax	3,666	3,000	2,784
Office Supplies	337	500	805
Over/Short	(27)	0	(85)
Paper Supplies	35,065	25,000	27,863
Repairs/Maintenance	5,279	10,000	5,636
Royalties - Me N Ed's	5,894	5,000	4,432
Smallwares	7,040	3,500	3,968
Telephone/Communications	417	400	417
Uniforms	0	500	0
Utilities	8,344	8,750	8,499
<b>Total Operating Expenses</b>	<u>297,538</u>	<u>311,473</u>	<u>300,694</u>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<u>\$ 33,716</u>	<u>\$ 23,527</u>	<u>\$ (794)</u>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - CATERING**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Sales:</b>			
Beverages - Alcoholic	\$ 24,807	\$ 15,000	\$ 19,764
Equipment Rental	122,445	80,000	73,823
General Sales	1,800,806	1,800,000	1,416,129
Miscellaneous	13,177	15,000	11,672
SBA PPP Federal Subsidy	0	0	67,191
Total Sales	1,961,235	1,910,000	1,588,579
Less: Cost of Food Purchased	627,333	601,650	524,248
<b>Gross Profit on Sales</b>	1,333,902	1,308,350	1,064,331
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	274,185	233,528	254,088
Non-Benefitted	127,689	177,623	87,637
Student	112,953	120,628	113,207
Employee Benefits	176,765	134,040	169,276
Total Payroll	691,592	665,819	624,208
Advertising/Printing	1,768	0	0
Bank Charges	270	0	256
Computer Lease	792	875	487
Computer Supplies	0	0	1,024
Contract Services	117	0	0
Depreciation	3,762	1,600	4,461
Dues/Memberships/Subscriptions	35	75	7
Equipment Rental	84,032	60,000	46,564
Food Service Administration	51,773	63,900	48,293
Janitorial/Sanitation	26,728	15,000	3,962
Laundry	33,496	25,000	21,606
Licenses/Permits/Fees	1,688	1,500	4,975
Miscellaneous	3,780	2,000	946
Office Supplies	6,350	2,500	7,114
Paper Supplies	75,938	50,000	64,909
Repairs/Maintenance	10,911	10,000	7,697
Smallwares	12,753	9,500	4,964
Software	3,150	3,000	3,150
Telephone/Communications	1,081	1,300	1,132
Travel/Training	224	0	203
Uniforms	0	1,500	1,567
Utilities	5,851	6,000	5,749
Vehicle Expense	11,351	7,500	11,194
<b>Total Operating Expenses</b>	1,027,442	927,069	864,468
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	\$ 306,460	\$ 381,281	\$ 199,863

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
UNIVERSITY DINING SERVICES - COMMISSIONS  
STATEMENT OF OPERATIONS  
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Income:</b>			
Rentals:			
Juice It Up-Ice	\$ 6,798	\$ 6,300	\$ 5,099
Vending Machines	14,584	10,000	12,037
<b>SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 21,382</b>	<b>\$ 16,300</b>	<b>\$ 17,136</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - DONATIONS**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Operating Expenses:</b>			
University Donations	\$ 25,383	\$ -	\$ 30,330
 <b>DEFICIT TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ (25,383)</b>	<b>\$ -</b>	<b>\$ (30,330)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - LIBRARY CAFÉ - STARBUCKS**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
General	\$ 938,630	\$ 940,000	\$ 777,893
SBA PPP Federal Subsidy	0	0	57,636
Less: Cost of Food Purchased	412,458	371,300	318,808
<b>Gross Profit on Sales</b>	<b>526,172</b>	<b>568,700</b>	<b>516,721</b>
<b>Operating Expenses:</b>			
Payroll:			
Hourly	0	0	0
Benefitted	46,198	44,366	40,051
Non-Benefitted	27,972	35,997	5,451
Student	182,207	189,465	228,050
Employee Benefits	24,742	15,482	22,487
Total Payroll	281,119	285,310	296,039
Advertising/Printing	1,348	1,000	307
Computer Lease	535	500	742
Credit Card Fees	25,808	26,000	17,800
Depreciation	26,096	2,400	0
Employee Recruitment	1,049	500	715
Food Service Administration	59,200	73,000	55,170
Janitorial/Sanitation	3,573	3,000	198
Laundry	3,353	3,000	2,255
Licenses/Permits/Fees	379	400	411
Miscellaneous	3,226	3,000	2,765
Office Supplies	983	1,000	1,000
Over/Short	142	0	(143)
Paper Supplies	30,501	30,000	25,622
Repairs/Maintenance	19,659	7,000	8,120
Royalties	75,276	69,000	62,130
Smallwares	15,501	4,000	2,290
Software	0	0	500
Travel/Training	0	200	0
Uniforms	402	250	0
<b>Total Operating Expenses</b>	<b>548,150</b>	<b>509,560</b>	<b>475,921</b>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ (21,978)</b>	<b>\$ 59,140</b>	<b>\$ 40,800</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - CAMPUS POINTE - STARBUCKS**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>Sales:</b>			
General	\$ 0	\$ 1,196,000	\$ 0
SBA PPP Federal Subsidy	0	0	2,354
Less: Cost of Food Purchased	0	600,000	589
<b>Gross Profit on Sales</b>	0	596,000	1,765
 <b>Operating Expenses:</b>			
Payroll:			
Benefitted	0	25,000	7,014
Non-Benefitted	0	155,000	0
Student	0	290,000	3,088
Employee Benefits	0	8,019	2,813
Total Payroll	0	478,019	12,915
Advertising/Printing	0	500	0
Amortization	0	3,000	1,500
Computer Lease	0	500	0
Computer Supplies	0	0	1,527
Credit Card Fees	0	29,900	0
Depreciation	0	31,335	0
Employee Recruitment	0	1,000	170
Janitorial/Sanitation	0	1,500	240
Laundry	0	1,500	0
Licenses/Permits/Fees	0	4,383	0
Miscellaneous	0	1,500	2,334
Office Supplies	0	1,000	133
Paper Supplies	0	15,000	186
Rent	0	25,500	0
Royalties	0	34,500	0
Smallwares	0	1,500	6,147
Uniforms	0	500	702
<b>Total Operating Expenses</b>	0	631,137	25,854
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 0</b>	<b>\$ (35,137)</b>	<b>\$ (24,089)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - MOBILE FOOD TRUCK**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
General	\$ 66,861	\$ 70,000	\$ 55,293
SBA PPP Federal Subsidy	0	0	3,816
Less: Cost of Food Purchased	35,685	34,000	32,796
	<hr/>	<hr/>	<hr/>
<b>Gross Profit on Sales</b>	31,176	36,000	26,313
<b>Operating Expenses:</b>			
Payroll:			
Non-Benefitted	1,764	0	14,041
Student	25,038	25,170	15,277
Employee Benefits	1,225	0	1,754
Total Payroll	<hr/>	<hr/>	<hr/>
Advertising/Printing	4,683	0	0
Bank Charges	2,836	2,000	2,171
Janitorial/Sanitation	712	0	0
Laundry	1,267	1,500	875
Licenses/Permits/Fees	1,385	1,000	1,149
Miscellaneous	(3)	200	145
Non-Student Tax	490	500	405
Office Supplies	200	0	131
Over/Short	36	0	32
Paper Supplies	845	1,000	683
Repairs/Maintenance	5,868	2,500	5,497
Smallwares	23	0	0
Vehicle Expense	0	2,000	0
	<hr/>	<hr/>	<hr/>
<b>Total Operating Expenses</b>	46,369	35,870	42,160
	<hr/>	<hr/>	<hr/>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ (15,193)</b>	<b>\$ 130</b>	<b>\$ (15,847)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - CONVENIENCE STORES**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
General	\$ 372,752	\$ 390,000	\$ 283,351
SBA PPP Federal Subsidy	0	0	24,875
Less: Cost of Food Purchased	216,420	234,000	167,920
<b>Gross Profit on Sales</b>	<b>156,332</b>	<b>156,000</b>	<b>140,306</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	2,467	0	0
Non-Benefitted	24,531	26,714	22,669
Student	66,377	71,206	83,988
Employee Benefits	7,630	0	5,117
Total Payroll	101,005	97,920	111,774
Computer Lease	0	600	0
Contract Services-USU Building Operations	900	900	900
Bank Charges	41	0	27
Depreciation	10,853	9,235	9,235
Janitorial/Sanitation	5,261	3,500	3,979
Laundry	1,754	1,200	1,226
Licenses/Permits/Fees	1,237	2,000	1,632
Miscellaneous	39	0	0
Office Supplies	216	0	417
Over/Short	192	0	127
Paper Supplies	5,276	2,500	1,468
Repairs/Maintenance	992	3,500	782
Smallwares	2,906	1,200	194
Telephone/Communications	590	600	596
USU-Rent for SSU	2,200	2,200	2,200
<b>Total Operating Expenses</b>	<b>133,462</b>	<b>125,355</b>	<b>134,557</b>
<b>SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 22,870</b>	<b>\$ 30,645</b>	<b>\$ 5,749</b>



**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - UNIVERSITY CENTER (TACO BELL)**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
Beverages	\$ 16,782	\$ 19,000	\$ 11,415
Taco Bell Express	306,347	281,000	207,687
SBA PPP Federal Subsidy	0	0	36,184
Total Sales	<u>323,129</u>	<u>300,000</u>	<u>255,286</u>
Less: Cost of Food Purchased	<u>97,454</u>	<u>98,000</u>	<u>68,168</u>
<b>Gross Profit on Sales</b>	<b>225,675</b>	<b>202,000</b>	<b>187,118</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	5,028	24,560	324
Non-Benefitted	35,815	36,102	27,304
Student	72,521	81,026	103,438
Employee Benefits	8,929	15,472	5,496
Total Payroll	<u>122,293</u>	<u>157,161</u>	<u>136,562</u>
Advertising/Printing	0	0	193
Bank Charges	5,676	3,200	4,133
Commissions	3,611	0	0
Depreciation	20,307	18,889	17,764
Food Services Administration	14,782	18,200	13,755
Janitorial/Sanitation	6,792	6,500	5,556
Laundry	43	0	0
Licenses/Permits/Fees	2,320	8,307	6,821
Miscellaneous	1,950	2,000	831
Non-Student Tax	2,370	2,000	1,607
Office Supplies	211	200	549
Over/Short	64	0	(11)
Paper Supplies	10,181	9,000	6,856
Repairs/Maintenance	7,395	7,000	6,446
Royalties:			
Taco Bell Express	21,442	16,500	14,537
Smallwares	2,541	2,500	1,839
Telephone/Communications	589	596	596
Uniforms	0	500	0
Utilities	8,474	8,750	8,499
<b>Total Operating Expenses</b>	<b><u>231,041</u></b>	<b><u>261,303</u></b>	<b><u>226,533</u></b>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b><u>\$ (5,366)</u></b>	<b><u>\$ (59,303)</u></b>	<b><u>\$ (39,415)</u></b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - UNIVERSITY DINING HALL**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
Contract Sales:			
Commuter Contracts	\$ 25,277	\$ 28,000	\$ 23,819
Guests	185,835	190,000	128,607
Contract Sales - Courtyard Residents	3,449,602	3,260,000	3,474,448
Summer Conferences - Non-Taxable	435,457	250,000	218,535
Summer Conferences - Taxable	27,397	30,000	26,285
Miscellaneous	233	0	490
SBA PPP Federal Subsidy	0	0	308,338
<b>Total Sales</b>	<b>4,123,801</b>	<b>3,758,000</b>	<b>4,180,522</b>
Less: Cost of Food Purchased	1,142,580	1,127,400	984,808
<b>Gross Profit on Sales</b>	<b>2,981,221</b>	<b>2,630,600</b>	<b>3,195,714</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	311,747	357,652	336,853
Non-Benefitted	260,681	279,824	281,369
Student	213,158	224,133	232,354
Employee Benefits	202,636	193,676	206,951
<b>Total Payroll</b>	<b>988,222</b>	<b>1,055,285</b>	<b>1,057,527</b>
Advertising/Printing	26	500	1,774
Allowance for Uncollectible Expense	20,402	20,000	16,945
Computer Lease	369	500	561
Computer Supplies	0	2,000	0
Credit Card Fees	106,407	90,000	74,050
Depreciation	177,054	174,351	184,969
Employee Recruitment	0	250	0
Equipment Rental	1,291	500	588
Food Service Administration Expense	503,239	620,400	468,873
Janitorial/Sanitation	47,744	40,000	32,816
Laundry	19,312	18,000	18,130
Licenses/Permits/Fees	1,248	2,000	1,213
Meal Cards	(780)	0	(410)
Miscellaneous	1,127	5,000	1,726
Office Supplies/Décor	1,330	2,000	971
Over/Short	141	0	68
Paper Supplies	19,003	20,000	25,360
Repairs/Maintenance	102,768	100,000	124,571
Resident Advisor Meals	114,308	100,000	112,167
Smallwares	8,146	20,000	10,471
Software Maintenance Fees _CBORD OPCS	26,616	22,000	25,598
Telephone/Communications	1,026	1,500	1,072
Travel/Training	400	500	0
Uniforms	337	2,000	1,541
Utilities	199,028	200,000	193,591
Warehouse Expense	5,948	10,000	3,051
<b>Total Operating Expenses</b>	<b>2,344,712</b>	<b>2,506,786</b>	<b>2,357,223</b>
<b>SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ 636,509</b>	<b>\$ 123,814</b>	<b>\$ 838,491</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - USU FOOD COURT**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
Beverages	\$ 277,820	\$ 315,000	\$ 191,686
Panda Express Commissions	29,624	165,767	114,521
Panda Express Rent	24,000	1,680	1,677
Robertito's Rent	24,000	24,000	18,000
Robertito's Commission	37,222	40,000	31,187
Subway	512,397	515,000	371,685
SBA PPP Federal Subsidy	0	0	53,986
Total Sales	<u>905,063</u>	<u>1,061,447</u>	<u>782,742</u>
Less: Cost of Food Purchased	<u>293,663</u>	<u>300,000</u>	<u>212,143</u>
<b>Gross Profit on Sales</b>	<b>611,400</b>	<b>761,447</b>	<b>570,599</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	96,667	104,936	84,772
Non-Benefitted	65,404	64,608	50,429
Student	122,632	130,658	159,888
Employee Benefits	66,388	64,966	66,385
Total Payroll	<u>351,091</u>	<u>365,168</u>	<u>361,474</u>
Advertising:			
Other	12	250	0
Subway	22,670	20,000	15,723
Amortization:			
Taco Bell Franchise Fee	250	0	500
Bank Charges	5,582	5,000	3,033
Commissions	4,463	0	0
Computer Lease	359	600	518
Computer Software	0	400	85
Contract Services-USU Building Operations	20,300	20,300	20,300
Depreciation	6,044	9,299	8,089
Food Services Administration	81,410	100,400	75,878
Janitorial/Sanitation	3,400	5,000	2,686
Laundry	4,703	4,000	3,892
Licenses/Permits/Fees	453	8,755	12,894
Miscellaneous	682	1,500	1,213
Non-Student Tax	6,001	7,000	4,550
Office Supplies	2,054	2,000	1,440
Over/Short	427	0	29
Paper Supplies	20,515	20,000	8,431
Repairs/Maintenance	18,298	10,000	5,890
Royalties:			
Subway	40,092	41,760	29,886
Smallwares	4,222	7,000	4,909
Telephone/Communications	1,190	1,000	536
Travel/Training	0	200	0
Uniforms	697	750	340
University Student Union Rent	<u>51,000</u>	<u>51,000</u>	<u>51,000</u>
<b>Total Operating Expenses</b>	<b>645,915</b>	<b>681,382</b>	<b>613,296</b>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ (34,515)</b>	<b>\$ 80,065</b>	<b>\$ (42,697)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - UNION SNACK BAR**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>Sales:</b>			
General	\$ 241,228	\$ 255,000	\$ 156,082
SBA PPP Federal Subsidy	0	0	15,198
Total Sales	<u>241,228</u>	<u>255,000</u>	<u>171,280</u>
Less: Cost of Food Purchased	<u>109,079</u>	<u>135,150</u>	<u>86,100</u>
<b>Gross Profit on Sales</b>	<b>132,149</b>	<b>119,850</b>	<b>85,180</b>
<b>Operating Expenses:</b>			
Payroll:			
Benefitted	4,911	0	4,213
Non-Benefitted	35,045	37,839	28,211
Student	45,523	49,304	58,440
Employee Benefits	7,313	0	5,573
Total Payroll	<u>92,792</u>	<u>87,143</u>	<u>96,437</u>
Advertising/Printing	108	100	0
Bank Charges	19	0	21
Contract Services-USU Building Operations	8,800	8,800	8,800
Food Services Administration	14,782	18,200	13,755
Janitorial/Sanitation	1,314	1,000	1,614
Laundry	0	65	0
Licenses/Permits/Fees	642	600	696
Miscellaneous	51	100	(30)
Non-Student Tax	1,770	2,500	1,146
Office Supplies	0	100	0
Over/Short	443	0	77
Paper Supplies	10,933	10,000	5,063
Repairs/Maintenance	1,435	1,500	37
Smallwares	98	3,000	729
Telephone/Communications	357	500	357
Uniforms	0	150	0
University Student Union Rent	<u>21,800</u>	<u>21,800</u>	<u>21,800</u>
<b>Total Operating Expenses</b>	<b>155,344</b>	<b>155,557</b>	<b>150,502</b>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS</b>	<b>\$ (23,195)</b>	<b>\$ (35,707)</b>	<b>\$ (65,322)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY DINING SERVICES - WAREHOUSE**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>EXPENSES:</b>			
Payroll:			
Employee Benefits	\$          0	\$          0	\$          0
Total Payroll	0	0	0
Inventory Variance	269	0	1,852
Janitorial/Sanitation	947	0	1,176
Repairs/Maintenance	4,733	0	23
<b>Total Expenses</b>	5,949	0	3,051
<b>Warehouse Allocated to Units</b>	5,949	0	3,051
 <b>ALLOCATIONS:</b>			
Association Accounting	0	0	0
Residence Dining Facility	5,949	0	3,051
<b>Total Warehouse Allocated</b>	\$      5,949	\$          -	\$      3,051

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY STUDENT UNION**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>INCOME:</b>			
Building Operations - Custodial	\$ 36,984	\$ 43,000	\$ 37,339
General	2,675,301	2,697,300	2,731,962
Information Center/Reservations	40,383	36,900	30,245
Union Productions	1,346	0	0
Recreation	401,828	390,350	303,716
Satellite Student Union	108,191	105,000	77,360
	<b>3,264,033</b>	<b>3,272,550</b>	<b>3,180,622</b>
<b>EXPENSES:</b>			
Building Operations	722,024	775,569	728,016
General	1,482,802	1,499,834	1,485,177
Information Center/Reservations	149,762	156,994	158,059
Union Productions	387,857	426,218	309,199
Recreation	252,619	255,778	246,839
Satellite Student Union	155,337	164,068	201,719
	<b>3,150,402</b>	<b>3,278,461</b>	<b>3,129,009</b>
<b>SURPLUS/(DEFICIT) TO RESERVE FOR</b>			
<b>UNIVERSITY STUDENT UNION</b>	<b>\$ 113,632</b>	<b>\$ (5,911)</b>	<b>\$ 51,613</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY STUDENT UNION - BUILDING OPERATIONS - CUSTODIAL/MAINTENANCE**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>INCOME:</b>			
USU Custodial Services	\$ 36,984	\$ 43,000	\$ 37,339
<b>EXPENSES:</b>			
Payroll:			
Benefitted	211,657	215,196	221,668
Non-Benefitted	51,017	63,511	45,356
Student	177,120	178,468	190,793
Employee Benefits	152,706	151,193	166,903
Total Payroll	592,500	608,369	624,720
Capital Equipment	2,862	0	0
Computer Lease	814	700	1,580
Custodial Supplies	33,101	45,000	22,819
Employee Procurement	794	1,500	549
Repairs/Maintenance	59,757	75,000	40,347
Service Contracts	32,196	45,000	38,001
Total Disbursements	722,024	775,569	728,016
<b>NET DEFICIT</b>	\$ (685,040)	\$ (732,569)	\$ (690,677)

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY STUDENT UNION - GENERAL**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>OPERATING ACTIVITY</b>			
<b>INCOME:</b>			
USU Fees Returned to Operations	\$ 2,489,991	\$ 2,551,200	\$ 2,551,200
Commercial Leased Space - Food Service	75,000	75,000	75,000
Commercial Leased Space - Pavilion	31,200	31,200	31,200
Donation-Associated Students	0	11,200	0
Miscellaneous	60	0	140
Space Rental - USU Rooms	16,372	20,000	11,971
Support Services - ATM	8,700	8,700	8,700
	<hr/>	<hr/>	<hr/>
Total Income	2,621,323	2,697,300	2,678,211
<b>EXPENSES:</b>			
Payroll:			
Benefitted	328,455	284,456	346,124
Non-Benefitted	688	0	2,535
Student-Graphics	39,493	40,000	41,506
Employee Benefits	75,807	137,432	85,869
Actual Retired Employee Benefits	26,508	30,000	26,598
Accrued Retired Employee Benefits	83,423	0	(7,893)
Total Payroll	<hr/>	<hr/>	<hr/>
	554,374	491,888	494,739
Advertising/Printing	440	3,000	5
Capital Equipment	1,936	25,000	4,347
Computer Lease	14,039	12,500	15,429
Copy Paper/Supplies	0	500	0
Co-Sponsorships	766	3,000	463
Depreciation	168,470	193,585	218,294
Dues/Memberships/Subscriptions	7,576	5,000	10,648
Employee Recruitment	394	800	237
Graphics	0	10,000	0
Insurance	10,886	11,261	15,158
License, Permits, Fees	0	5,000	0
Management Services Agreement Fee	300,000	300,000	300,000
Miscellaneous	0	1,500	102
Office Supplies	5,128	3,000	1,798
Postage	205	300	261
Professional Development	1,438	1,000	0
Repairs/Maintenance	671	0	0
Save Mart Center Student Seat Licenses	300,000	300,000	300,000
Service Contracts	0	1,000	20
Telephone/Communications	4,757	6,000	7,094
Travel/Training	0	3,000	0
Uniforms	1,186	2,500	478
Utilities	110,536	120,000	116,104
	<hr/>	<hr/>	<hr/>
Total Disbursements	1,482,802	1,499,834	1,485,177
	<hr/>	<hr/>	<hr/>
<b>OPERATING SURPLUS</b>	1,138,521	1,197,466	1,193,034
<b>NONOPERATING REVENUES (EXPENSES)</b>			
Interest Income	53,978	6,000	53,751
	<hr/>	<hr/>	<hr/>
<b>Total Nonoperating Activities</b>	53,978	6,000	53,751
	<hr/>	<hr/>	<hr/>
<b>NET SURPLUS</b>	\$ 1,192,499	\$ 1,203,466	\$ 1,246,785



**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
UNIVERSITY STUDENT UNION - INFORMATION CENTER/RESERVATIONS  
STATEMENT OF OPERATIONS  
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19 ACTUAL</b>	<b>2019 - 20 BUDGET</b>	<b>2019 - 20 ACTUAL</b>
<b>INCOME:</b>			
Support Services			
Key Control	\$ 20,000	\$ 20,000	\$ 20,000
Information Center Commissions	16,470	15,000	9,116
Packaging Suppy Revenue	146	400	79
Satellite Box Office	3,767	1,500	1,050
Total Income	40,383	36,900	30,245
<b>EXPENSES:</b>			
Payroll:			
Benefitted	45,507	43,597	45,616
Student	59,552	65,498	64,322
Employee Benefits	35,950	36,999	40,066
Total Payroll	141,009	146,094	150,004
Advertising/Printing	9	0	0
Computer Lease	2,600	2,500	2,765
Credit Card Charges	3,386	5,000	2,409
Miscellaneous	62	100	114
Office Supplies	1,391	2,000	622
Over/Short	(42)	300	265
Service Contracts	1,347	1,000	1,880
Total Disbursements	149,762	156,994	158,059
<b>NET DEFICIT</b>	<b>\$ (109,379)</b>	<b>\$ (120,094)</b>	<b>\$ (127,814)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY STUDENT UNION - UNION PRODUCTIONS**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>INCOME:</b>			
Program Activities			
Performing Arts/Center Stage	\$ 856	\$ 0	\$ 0
Special Events	490	0	0
Total Income	1,346	0	0
<b>EXPENSES:</b>			
Payroll:			
Benefitted	92,965	89,366	67,480
Student	93,073	94,186	96,382
Employee Benefits	46,293	55,566	32,408
Total Payroll	232,331	239,118	196,270
Computer Lease	3,576	3,600	3,776
Concerts/The Music Scene	70,942	80,000	32,297
Club Sports	11,614	9,000	8,967
Co-Sponsorships	1,789	5,000	580
Dues/Memberships/Subscriptions	1,139	1,500	1,161
Fresno State Welcome	10,195	10,000	9,430
Homecoming/Spirit	7,215	20,000	19,508
Leadership	29,241	30,000	27,023
Office Supplies	1,260	1,000	331
Performing Arts/Center Stage	11,585	0	1,138
Recreation/Leisure	0	0	15
Travel/Training	6,970	27,000	8,703
Total Disbursements	387,857	426,218	309,199
<b>NET DEFICIT</b>	<b>\$ (386,511)</b>	<b>\$ (426,218)</b>	<b>\$ (309,199)</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.**  
**UNIVERSITY STUDENT UNION - RECREATION CENTER**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	2018 - 19 ACTUAL	2019 - 20 BUDGET	2019 - 20 ACTUAL
<b>INCOME:</b>			
Recreation and Leisure Activities:			
Billiards	\$ 48,623	\$ 45,000	\$ 37,009
Bowling	267,081	260,000	203,879
Coin-Op Games	2,060	2,000	2,161
Locker Rentals	857	350	1,040
Pinball/Video	12,061	12,000	6,335
Promotional Events	10,413	12,000	8,274
Shoe Rentals	60,733	59,000	45,018
Total Income	401,828	390,350	303,716
 <b>EXPENSES:</b>			
Payroll:			
Benefitted	55,133	55,133	60,417
Non-Benefitted	546	0	0
Student	106,269	108,562	114,028
Employee Benefits	35,984	33,383	24,491
Total Payroll	197,932	197,078	198,936
Advertising/Printing	2,861	0	0
Billiard Supplies	925	500	465
Bowling Supplies	3,928	7,000	2,237
Capital Equipment	0	1,000	0
Computer Lease	749	800	941
Credit Card Fees	6,215	7,000	5,087
Dues/Memberships/Subscriptions	60	0	0
Miscellaneous	100	0	40
Office Supplies	1,195	900	527
Over/Short	18	0	(32)
Repairs/Maintenance	26,080	30,000	26,524
Service Contracts	8,300	7,000	9,158
Special Events-Parties/Groups	4,256	4,500	2,956
Total Disbursements	252,619	255,778	246,839
<b>NET SURPLUS</b>	<b>\$ 149,209</b>	<b>\$ 134,572</b>	<b>\$ 56,877</b>

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.  
UNIVERSITY STUDENT UNION - SATELLITE STUDENT UNION  
STATEMENT OF OPERATIONS  
FOR THE YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2018 - 19</b>	<b>2019 - 20</b>	<b>2019 - 20</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>
<b>INCOME:</b>			
Equipment Rental	\$ 26,240	\$ 24,000	\$ 19,378
Space Rental	55,488	56,000	41,808
Technicians	26,463	25,000	16,174
Total Income	108,191	105,000	77,360
<b>EXPENSES:</b>			
Payroll:			
Benefitted	59,189	59,189	60,373
Student	22,305	22,162	20,383
Employee Benefits	42,426	46,517	46,738
Total Payroll	123,921	127,868	127,494
Capital Equipment	1,896	0	0
Computer Lease	705	700	1,181
Employee Relations	0	0	300
Repairs/Maintenance	23,571	30,000	9,225
University Donations	0	0	58,145
Utilities	5,245	5,500	5,374
Total Disbursements	155,337	164,068	201,719
<b>NET DEFICIT</b>	<b>\$ (47,146)</b>	<b>\$ (59,068)</b>	<b>\$ (124,359)</b>