

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

**2024-25
Annual Report
Supplemental Information
(Unaudited)**

**Approved by the Board of Directors
September 17, 2025**

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, 2025 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2024**

	2024	2025	SAVE MART	COMMERCIAL OPERATIONS			STUDENT	STUDENT	STUDENT
	TOTAL	TOTAL	CENTER	CAMPUS	DINING	ADMIN	HOUSING	REC	UNIONS
				STORES	SERVICES			CENTER	
Operating Activities									
Revenue and Other Support:									
Gross Sales	\$ 30,153,269	\$ 32,222,768	\$ 2,041,438	\$ 622,470	\$ 11,761,413	\$ 2,071,875	\$ 8,026,001	\$ 1,913,856	\$ 5,785,715
Contributions	2,664,113	7,483,176	7,460,660	0	0	0	-	22,516	-
SBA PPP Federal Subsidy	-	0	0	0	0	0	0	0	0
Other Income	934,344	1,102,380	981,947	0	-	8,145	87,781	1,185	23,322
Total Revenues	33,751,726	40,808,324	10,484,045	622,470	11,761,413	2,080,020	8,113,782	1,937,557	5,809,037
Expenses and Losses:									
Cost of Goods Sold	3,959,422	3,699,902	0	0	3,682,941	1,231	0	15,730	0
Salaries/Wages	7,956,164	8,575,748	0	0	3,465,180	1,253,405	1,421,117	559,515	1,876,531
Employee Benefits	2,489,156	3,893,786	0	920,256	543,407	1,516,553	397,129	226,986	289,454
Administration-Food Services	964,285	1,546,304	0	0	1,546,304	0	0	0	0
Advances to SMG	1,409,460	2,186,889	2,186,889	0	-	0	0	0	0
Advertising/Printing	82,240	122,902	-	0	20,281	0	102,012	609	-
Athletic Corporation Entitlements	250,855	250,855	250,855	0	0	0	0	0	0
Audit/Legal Expense	50,370	99,800	0	0	0	99,800	0	0	0
Bad Debt Expense	(19,046)	51,323	-	0	18,964	0	32,360	0	0
Bank Charges	95,349	(871)	0	0	(9,698)	8,827	0	0	0
Chancellor's Office Fee	19,023	21,947	0	0	0	21,947	0	0	0
Computer Supplies/Expense	168,984	123,537	0	0	14,968	6,532	82,883	12,288	6,866
Consulting	-	4,950	0	0	-	-	0	0	4950
Contract Services	1,280,350	1,251,150	0	0	82,200	0	1,097,271	71,679	0
Credit Card Fees	60,219	20,643	3,004	0	46	0	6,330	3,230	8,033
Depreciation/Amortization	4,170,794	4,836,033	2,968,766	-	393,526	40,195	1,154,741	64,066	214,738
Dues/Memberships/Subscriptions	15,564	24,245	0	0	863	8,794	9,104	632	4,851
Employee Awards/Development	18,938	20,104	0	0	0	20,104	0	0	0
Employee Recruitment	4,913	4,184	0	0	487	366	1,478	55	1,798
Equipment Purchased	14,804	19,961	0	0	0	0	0	12,256	7,705
Housing Incentives	1,630	2,010	0	0	0	0	2,010	0	0
Insurance	959,323	1,311,956	883,138	26,957	0	18,991	315,374	14,451	53,045
Janitorial/Sanitation	158,448	202,908	0	0	161,370	0	22,421	19,117	-
Laundry	112,991	90,618	0	0	74,050	0	16,517	51	0
Licenses/Permits/Fees	270,272	256,938	0	320	67,894	188,725	-	0	0
Management Services Fee	630,000	730,000	0	100,000	0	0	225,000	80,000	325,000
Miscellaneous	325,690	75,702	0	-	30,385	8,352	26,418	2,994	7,553
Non-Student Tax	11,073	18,776	0	0	18,776	0	0	0	0
Office Supplies	126,816	107,405	-	0	8,454	30,632	56,903	532	10,884
Paper Supplies	351,285	278,005	0	0	170,746	0	66,088	0	41,171
Possessory Interest Tax	252,647	201,065	201,065	0	0	0	0	0	0
Postage/Freight	34,365	47,282	0	0	15,395	23,772	8,109	0	6
Rent/Rental	1,008,262	142,411	0	0	54,247	3,416	84,469	278	0
Repairs/Maintenance	1,368,134	1,228,973	7,986	27,681	257,555	38,214	507,747	43,461	346,329
Resident Advisor Meals	264,801	251,707	0	0	122,288	0	129,419	0	0
Royalties	179,880	193,219	0	0	193,219	0	0	0	0
Save Mart Seat Licenses	300,000	300,000	0	0	0	0	0	0	300,000

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
THE CALIFORNIA STATE UNIVERSITY AUXILIARY ORGANIZATION
STATEMENTS OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2025 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2024**

				COMMERCIAL OPERATIONS			STUDENT HOUSING	STUDENT REC CENTER	STUDENT UNIONS
	2024 TOTAL	2025 TOTAL	SAVE MART CENTER	CAMPUS STORES	DINING SERVICES	ADMIN			
Security Services	76,409	37,800	0	0	0	37,800	0	0	0
Smallwares	97,400	61,610	0	0	29,451	0	32,159	0	0
Student Programs	181,180	175,895	0	0	0	0	0	2,590	173,305
Telephone/Communications	20,244	35,221	0	3,060	2,593	5,865	17,782	3,516	2,406
Travel/Training	65,516	73,003	0	0	4,080	6,063	53,675	1,031	8,153
University Donations	45,374	95,218	51,588	0	43,630	0	0	0	0
USU Co-Sponsorships	-	0	0	0	0	0	0	0	0
Utilities	2,316,676	2,392,940	0	147,112	287,695	27,128	818,150	602,521	510,334
Warehouse Expense	58,064	22,696	0	0	22,696	0	0	0	0
Wilkinson Group Fee	180,000	180,000	180,000	0	0	0	0	0	0
Total Expenses and Losses	32,388,324	35,266,750	6,733,291	1,225,386	11,323,993	3,366,712	6,686,666	1,737,588	4,193,112
Net Income (Loss) from Operations	1,363,402	5,541,574	3,750,754	(602,916)	437,420	(1,286,692)	1,427,116	199,969	1,615,925
Nonoperating Revenues (Expenses)									
Interest and Dividend Income	1,405,874	1,232,651	148,758	0	0	1,083,893	0	0	0
Investment Return, Net	1,034,357	984,718	84,995	0	0	899,723	0	0	0
Extinguishment of Capital and Bond Obligations	-	-	-	0	0	0	0	0	0
Bond Expenses	(18,842)	(11,394)	(11,394)	0	0	0	-	0	0
Capital Lease Expense	(384,376)	(409,233)	(409,233)	0	0	0	0	0	0
Interest Expense	(26,960)	(7,681)	0	0	0	-	(7,681)	0	0
Total Nonoperating Activities	2,010,053	1,789,061	(186,874)	0	0	1,983,616	(7,681)	-	-
Total Net Income (Loss)	\$ 3,373,455	\$ 7,330,635	\$ 3,563,880	\$ (602,916)	\$ 437,420	\$ 696,924	\$ 1,419,435	\$ 199,969	\$ 1,615,925
Allocation of Income:									
Auxiliary Activities Fund									
Other	\$ 3,220,442	\$ 1,950,863	\$ -	\$ (602,916)	\$ 437,420	\$ 696,924	\$ 1,419,435	\$ -	\$ -
Student Recreation Center	(165,112)	199,969	0	0	0	0	0	199,969	0
University Student Union	1,836,747	1,615,925	0	0	0	0	0	0	1,615,925
Save Mart Center	(1,518,622)	3,563,880	3,563,880	0	0	0	0	0	0
Total Amount Allocated	\$ 3,373,455	\$ 7,330,637	\$ 3,563,880	\$ (602,916)	\$ 437,420	\$ 696,924	\$ 1,419,435	\$ 199,969	\$ 1,615,925

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
SCHEDULE OF STUDENT FEE OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2024	2025
	ACTUAL	ACTUAL
OPERATING ACTIVITIES		
REVENUES:		
Amount Received from Student Body Center Fees	\$ 6,253,426	\$ 6,543,200
Revenues from Operations	1,384,851	1,203,394
Total Revenues	7,638,277	7,746,594
EXPENDITURES:		
Payroll	2,327,918	2,436,046
Employee Benefits	659,004	516,440
Operating Expenses:		
Advertising/Printing	386	609
Bad Debts	0	0
Computer Supplies/Expense	34,376	19,154
Consulting	0	4,950
Contracted Services	74,861	71,679
Copier Lease	1,023	278
Credit Card Fees	12,142	11,263
Depreciation	174,737	278,804
Dues/Meetings/Subscriptions	4,803	5,483
Employee Recruitment	1,776	1,853
Equipment Purchased	14,803	19,961
Insurance	62,680	67,496
Janitorial	60,810	60,288
Laundry	202	51
License, Permits, Fees	0	0
Management Services Agreement Fee	380,000	405,000
Miscellaneous	16,215	21,929
Office Supplies	14,248	11,416
Over/Short	67	(1,519)
Postage/Freight	40	6
Repairs/Maintenance	468,487	389,790
Save Mart Seat Licenses	300,000	300,000
Security Services	0	0
Student Programs	181,180	175,895
Telephone/Communications	2,489	5,922
Travel/Training	4,893	9,184
Uniforms	4,996	5,866
University Donations	0	0
USU Co-Sponsorships	0	0
Utilities	1,162,402	1,112,855
Total Expenditures	5,964,538	5,930,700
Operating Surplus (Deficit)	1,673,739	1,815,894
NONOPERATING REVENUES (EXPENSES):		
Interest Income	0	0
Total Non Operating Revenues (Expenses)	0	0
Total Surplus (Deficit)	\$ 1,673,739	\$ 1,815,894

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
SCHEDULE OF INVESTMENTS
AS OF JUNE 30, 2025

INVESTMENTS	COST	MARKET VALUE AT 6/30/25	DATE OF PURCHASE	MATURITY DATE	STATED RATE OF RETURN
<u>Money Markets:</u>					
2.1141 Citibank- Money Market	\$ 8,309,952	\$ 8,309,952			3.00%
2.1142 Local Agency Investment Fund	12,264,342	12,264,342			4.40%
Total Money Market Investments	20,574,294	20,574,294			
<u>Common Funds:</u>					
2.1505 Common Fund Multi-Strategy Equity Fund	500,500	6,042,281	10/31/86		15.76%
Common Fund Value Equity Fund	0	0	10/31/86		
Total Common Funds	500,500	6,042,281			
<u>Mutual Funds:</u>					
2.1501 Smith Barney Managed Government Fund	331,493	266,313	VARIOUS		2.41%
2.1508 Dodge & Cox Income Fund	424,183	554,158	6/30/99		1.42%
2.1508 Dodge & Cox Balanced Fund	424,183	1,734,795	6/30/99		3.56%
Total Mutual Funds	1,179,859	2,555,266			
<u>Goldman Sachs:</u>					
2.1503 Goldman Sachs Conservative Portfolio	6,000,000	8,458,377	7/28/16		4.83%
Total Long Term Investments	7,680,359	17,055,924			
Total Investments	\$ 28,254,653	\$ 37,630,218			

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Management Services Agreement Fees:			
Agricultural Foundation	\$ 169,454	\$ 177,927	\$ 177,927
Associated Students	75,000	80,427	80,427
Athletic Corporation	56,100	62,198	61,398
Bookstore	100,000	100,000	100,000
Bulldog Foundation	10,200	10,710	10,710
Dining Services	150,000	200,000	200,000
Foundation	651,386	680,750	686,000
Fresno State Programs for Children, Inc.	82,515	90,767	90,767
Kenneth L. Maddy Institute	10,281	10,795	10,796
LEAD California	15,000	15,450	15,450
Student Recreation Center	80,000	80,000	80,000
Student Housing	150,000	225,000	225,000
Student Unions	300,000	325,000	325,000
Cobra Admin	7	0	0
Insurance Refunds	52	0	0
Miscellaneous Income	9,532	2,500	8,145
Rental Income - ATM	8,400	9,988	8,400
Total Revenue	1,867,927	2,071,512	2,080,020
EXPENSES:			
Administration:			
Payroll:			
Benefitted (Including Reimbursed)	641,813	691,402	691,420
Students/Part Time	18,068	20,000	21,338
Temporary	0	0	26,986
Employee Benefits	432,899	399,101	377,729
Actual Retired Employee Benefits	74,331	73,184	86,333
Accrued Retired Employee Benefits	(3,601)	0	581,827
Total Payroll	1,163,510	1,183,687	1,785,633
Audit Fees	53,350	40,400	46,350
Bank Charges	3,118	8,500	8,827
Building Association Fees	7,673	7,673	7,847
Computer Lease	5,432	0	1,107
Copier Lease	7,794	7,635	3,416
CSU Centrally Paid Indirect Costs	19,023	21,947	21,947
Custodial/Building Maintenance	9,210	10,500	9,818
Depreciation:			
Buildings	51,287	30,101	0
Equipment	30,105	0	34,024

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Administration (Continued):			
Dues/Memberships/Subscriptions	7,376	5,000	8,794
Employee Awards/Development	18,938	17,500	20,104
Employee Recruitment	0	0	310
Equipment Maintenance/Repair	15,811	7,000	15,744
Insurance	23,678	14,733	18,991
Legal Fees	(4,674)	15,000	53,450
Licenses/Permits/Fees	26,023	3,500	3,689
Miscellaneous	5,641	5,000	6,633
Office Supplies	21,364	16,500	21,024
Postage	16,930	10,000	23,736
Records Retention	1,244	1,500	1,255
Security - Cash Handling	74,713	35,000	37,248
Telephone/Communications	1,035	3,000	3,525
Travel/Training	1,487	0	2,380
UBIT Income Taxes	211,370	0	0
Utilities	25,541	23,000	27,114
Administration Sub-Total	1,796,979	1,467,176	2,162,966
Human Resources/Payroll:			
Payroll:			
Benefitted	325,223	366,784	320,620
Temporary	30,410	0	18,818
Employee Benefits	157,138	204,302	178,581
Actual Retired Employee Benefits	29,759	29,224	36,012
Accrued Retired Employee Benefits	(1,374)	0	(58,204)
Total Payroll	541,156	600,310	495,827
Computer Lease	5,733	0	0
Dues/Memberships/Subscriptions	0	250	0
Employee Assistance Program	10,000	10,000	10,000
Employee Recruitment	1,290	500	56
Legal Fees	1,674	2,500	0
Miscellaneous	1,610	750	1,399
Office Supplies/Postage	11,056	12,000	9,608
Repairs/Maintenance	22	0	102
Safety Program	1,696	1,750	553
Software	5,090	5,000	5,424
Telephone/Communications	120	900	1,800
Travel/Training	765	0	45
Human Resources/Payroll Sub-Total	580,212	633,960	524,814

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Auxiliary Information Technology:			
Payroll:			
Benefitted	170,372	178,131	174,223
Employee Benefits	107,324	111,863	108,685
Actual Retired Employee Benefits	24,136	23,707	27,545
Accrued Retired Employee Benefits	(1,119)	0	168,047
Total Payroll	300,713	313,701	478,500
Computer Hardware/Repair (minor)	2,099	5,000	2,601
Computer Lease	1,353	0	0
Computer Software/Licenses	599	1,000	314
Computer Supplies	0	500	0
Conf, Seminars, Educ	650	1,500	2,443
Consulting	0	2,500	0
Cost of Goods Sold	10,454	0	1,231
Depreciation	6,729	27,232	6,171
Dues/Memberships/Subscriptions	0	0	0
Maintenance Contracts	10,546	0	8,378
Miscellaneous	312	500	325
Office Supplies/Postage	450	150	0
Postage/Freight	0	0	36
Software Support Fees	186,836	145,240	177,189
Telephone/Communications	0	0	540
Travel/Training	1,160	0	1,209
A.I.T. Sub-Total	521,901	497,323	678,937
 Total Expenses	2,899,092	2,598,459	3,366,717
 OPERATING SURPLUS (DEFICIT)	(1,031,165)	(526,947)	(1,286,697)
 NONOPERATING REVENUES (EXPENSES)			
Investment Income	1,377,597	425,000	1,160,716
Unrealized Gains/(Loss) on Investments	894,400	200,000	857,524
Investment Fees	(26,000)	(30,000)	(34,624)
Interest Expense	(10,542)	0	0
Total Nonoperating Activities	2,235,455	595,000	1,983,616
 SURPLUS (DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 1,204,285	\$ 68,053	\$ 696,923

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC
KENNEL BOOKSTORE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Vendor Commissions	\$ 500,678	\$ 1,075,000	\$ 524,784
Total Sales	500,678	1,075,000	524,784
Cost of Goods Sold	0	0	0
Gross Margin	500,678	1,075,000	524,784
EXPENSES:			
Payroll:			
Non-Benefitted	0	0	0
Student	0	0	0
Employee Benefits	16,488	277,225	281,847
Actual Retired Employee Benefits	166,087	162,817	191,263
Accrued Retired Employee Benefits	(6,736)	0	447,146
Total Payroll	175,839	440,042	920,256
Depreciation	1,566	29,500	0
Insurance	4,463	17,815	26,957
Licenses/Permits/Fees	258	950	320
Management Services Agreement Fee	100,000	100,000	100,000
Miscellaneous	246	0	0
Repairs/Maintenance	53,644	35,000	27,681
Maintenance Contracts	0	0	0
Telephone/Communications	0	2,000	3,060
Utilities	143,129	181,931	147,112
Total Operating Expenses	479,145	807,238	1,225,386
SURPLUS TO RESERVE FOR			
COMMERCIAL OPERATIONS	\$ 21,533	\$ 267,762	\$ (700,602)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC
KENNEL MARKETPLACE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Vendor Commissions	\$ 140,719	\$ 175,732	\$ 97,686
Total Income	<u>140,719</u>	<u>175,732</u>	<u>97,686</u>
EXPENSES:			
Payroll:			
Benefitted	0	0	0
Non-Benefitted	0	0	0
Student	0	0	0
Employee Benefits	0	0	0
Actual Retired Employee Benefits	0	0	0
Accrued Retired Employee Benefits	0	0	0
Total Payroll	<u>0</u>	<u>0</u>	<u>0</u>
Minor Equipment	0	500	0
Miscellaneous	0	500	0
Total Operating Expenses	<u>0</u>	<u>1,000</u>	<u>0</u>
SURPLUS TO RESERVE FOR			
 COMMERCIAL OPERATIONS	<u><u>\$ 140,719</u></u>	<u><u>\$ 174,732</u></u>	<u><u>\$ 97,686</u></u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.

SAVE MART CENTER

STATEMENT OF OPERATIONS

FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
OPERATING ACTIVITIES			
REVENUES:			
Advertising	\$ 910,000	\$ 1,710,000	\$ 1,741,438
Donation Revenue	631,271	1,565,218	579,133
Gross Sales	1,320,217	0	6,881,528
Ground Lease - Campus Pointe	841,196	1,000,750	949,410
Insurance Refund	14,800	0	0
Student Seat Licenses	300,000	300,000	300,000
Vendor Rebates	40,985	40,000	32,537
Total Revenues	4,058,469	4,615,968	10,484,046
EXPENSES:			
Advances to SMG Operating	1,409,460	2,000,000	2,186,889
Advertising/Printing	1,964	2,000	0
Audit/Legal Fees	50,370	0	0
Bad Debt Expense	0	0	0
Computer Expense	0	0	0
Corporate Sponsor Entitlements	0	1,500	0
Credit Card Fees	2,757	5,000	3,004
Donor Stewardship/Cultivation	607	500	29,999
Insurance	634,835	789,798	883,138
Interest Expense - 2002 Series Bonds	0	0	0
License, Permits, Fees	0	500	0
Miscellaneous	0	500	0
Possessory Interest Taxes	252,647	252,000	201,065
Repairs/Maintenance	20,887	5,000	7,986
Smallwares	0	2,500	0
Wilkinson Group Fee	180,000	180,000	180,000
Total Expenses	2,503,157	3,239,298	3,492,081
OPERATING SURPLUS (DEFICIT) BEFORE ENTITLEMENTS AND NON-CASH EXPENDITURES	1,555,312	1,376,670	6,991,965
Entitlements and Non-Cash Expenditures:			
Athletic Corporation Entitlements	250,855	250,855	250,855
Depreciation:			
Building	2,364,909	2,425,764	2,213,728
Equipment	256,635	247,063	755,039
Entitlements and Non-Cash Expenditures	2,872,399	2,923,682	3,219,622
OPERATING SURPLUS (DEFICIT)	(1,317,087)	(1,547,012)	3,772,343
NONOPERATING REVENUES (EXPENSES)			
Investment Income	101,365	0	148,758
Unrealized Gain (Loss) on Investments	92,869	0	84,995
Bond Expenses:			
Bond Issue - 2005	(11,394)	(11,394)	(11,394)
Capital Lease Principal	0	(5,085,000)	0
Capital Lease Expense - SRB 2005 Bonds	(384,376)	(409,233)	(409,233)
Total Nonoperating Activities	(201,536)	(5,505,627)	(186,874)
SURPLUS (DEFICIT) TO RESERVE FOR SAVE MART CENTER	\$ (1,518,623)	\$ (7,052,639)	\$ 3,585,469

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT RECREATION CENTER
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Student Fees Returned to Operations	\$ 1,350,226	\$ 1,640,000	\$ 1,640,000
Lease Space:			
Lyles Center	43,879	43,879	43,879
Peters Center	79,650	79,650	79,650
Memberships	56,446	37,000	55,724
Other Rental Income	71,832	40,000	68,391
Rental Income, Lockers	2,205	1,500	1,965
Retail Sales	21,637	16,000	23,567
Summer Camp	80	0	0
Towel Service	780	1,000	680
Donations-Associated Students	0	10,000	22,516
Miscellaneous	1,065	2,300	1,185
Total Income	1,627,800	1,871,329	1,937,557
EXPENSES:			
Payroll:			
Benefitted	321,094	332,566	320,275
Non-Benefitted	17,625	12,404	18,518
Student	217,303	243,392	220,722
Employee Benefits	237,469	156,310	157,478
Accrued Retired Employee Benefits	(358)	0	69,508
Total Payroll	793,133	744,672	786,501
Advertising/Marketing/Promotions	80	750	609
Computer Expense:			
Lease	3,544	0	0
Maintenance Fees	13,655	14,500	12,288
Misc. Supplies/Software	44	300	0
Contracted Services:			
Landscape	28,282	27,000	24,202
Elevator Service	5,027	5,000	4,733
Engineering Services - HVAC	28,072	30,000	31,013
Fitness Equipment	4,868	8,000	2,961
Group Fitness	0	0	0
Pest Management	2,310	2,500	2,400
Copier Lease	314	350	278
Credit Card Fees	3,727	2,500	3,230
Depreciation	57,172	120,483	64,066
Dues/Memberships/Subscriptions	125	250	632
Employee Recruitment	0	0	55
Equipment:			
Building	647	2,500	5,816
Check Out	730	1,000	655
Exercise	35	1,550	5,375
Group Fitness	541	2,000	410
Insurance	12,954	10,099	14,451
Janitorial Supplies	19,911	25,000	19,117
Laundry	202	350	51

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT RECREATION CENTER
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
EXPENSES (CONTINUED):			
Management Services Agreement Fee	80,000	80,000	80,000
Miscellaneous	0	3,000	149
Office Supplies/Postage	776	1,000	532
Over/Short	(101)	0	(65)
Program/Special Events	11,072	5,000	2,590
Repairs/Maintenance:	61,778		43,461
Building	0	40,000	0
Exercise Equipment	0	35,260	0
Retail - Cost of Goods Purchased	15,928	15,000	15,730
Telephone/Communications	3,781	5,000	4,770
Travel/Training	1,242	1,000	1,031
Uniforms	2,863	2,000	2,911
Utilities	636,287	674,306	602,521
Waste Management	3,914	3,900	5,115
Total Expenses	1,792,913	1,864,270	1,737,588
OPERATING SURPLUS (DEFICIT)	(165,114)	7,059	199,969
NONOPERATING REVENUES (EXPENSES)			
Interest Income	0	500	0
Total Nonoperating Activities			
	0	500	0
SURPLUS (DEFICIT) TO RESERVE FOR			
STUDENT RECREATION CENTER			
	\$ (165,114)	\$ 7,559	\$ 199,969

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
REVENUES:			
Rent	\$ 7,003,568	\$ 7,560,745	\$ 7,333,377
Application Fee	1,259	40,000	1,127
Assessments	89,207	40,000	91,041
ATM Commission	416	300	609
Damage Assessments	9,953	8,000	11,515
Key Charges	13,025	7,000	16,500
Late Fees	12,925	10,000	15,350
Miscellaneous	12,465	10,000	20,801
Processing Fees	29,900	25,000	71,230
Summer Conferences	540,226	250,000	411,286
Summer Session Rent	63,675	150,000	74,575
Vendor/Laundry Commissions	2,386	15,000	66,371
University Contributions	556,342	0	0
Total Income	8,335,347	8,116,045	8,113,782
EXPENSES:			
General	3,529,761	2,873,873	3,282,603
Marketing	162,524	166,286	170,829
Summer Conferences	381,921	591,458	705,632
Physical Plant	2,362,824	2,611,270	2,249,102
Resident Life	243,949	392,953	286,180
Total Expenses	6,680,981	6,635,840	6,694,346
SURPLUS TO RESERVE FOR STUDENT HOUSING	<u><u>\$ 1,654,369</u></u>	<u><u>\$ 1,480,205</u></u>	<u><u>\$ 1,419,436</u></u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
OPERATING ACTIVITIES			
General			
Payroll:			
Benefitted	\$ 293,773	\$ 313,235	\$ 277,155
Non Benefitted	40,487	0	0
Student	187,534	181,006	465,314
Employee Benefits	184,381	133,519	130,256
Actual Retired Employee Benefits	13,065	12,793	13,097
Accrued Retired Employee Benefits	(317)	0	178,305
Total Payroll	718,923	640,553	1,064,127
Advertising and Printing	664	20,000	20,555
Allowance for Uncollectible Debt	(9,019)	45,000	32,360
Cable TV	76,801	79,000	64,415
Computer Lease	7,765	0	0
Computer Supplies	7,830	15,000	11,542
Copier Lease	0	3,000	686
Credit Card Fees	1,641	2,500	6,330
Depreciation:			
Buildings	499,591	1,236,992	497,556
Equipment	546,036	0	657,186
Dues/Memberships/Subscriptions	2,351	1,500	3,058
Employee Recruitment	938	500	1,478
Hotel Rental Expense	922,308	0	51,600
Housing Incentive	1,630	0	2,010
Insurance	233,666	284,983	315,374
Management Services Agreement Fee	150,000	225,000	225,000
Minor Equipment	0	0	0
Miscellaneous	52,364	10,000	22,362
Office Supplies	37,870	30,000	19,437
Over/Short	(1,250)	0	(20)
Postage	0	0	0
Repairs/Maintenance	3,497	0	11,057
Residence Advisor Meals	113,915	118,680	113,379
Safe Expense	58,544	65,000	61,074
Software Agreements	70,287	68,000	71,342
Telephone/Communications	2,299	15,000	15,226
Travel/Training	7,243	3,000	7,786
Total General Operating	3,505,894	2,863,708	3,274,920
NONOPERATING EXPENSES			
Bond Amortization			
Bond Issue - 2020	7,448	2,483	0
Interest Expense			
Bond Debt	16,419	7,681	7,681
Total General Nonoperating	23,867	10,164	7,681
Total General	\$ 3,529,761	\$ 2,873,873	\$ 3,282,603

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
OPERATING ACTIVITIES			
Marketing			
Payroll:			
Benefitted	\$ 21,792	\$ 22,281	\$ 21,594
Student	60,835	48,466	44,158
Employee Benefits	6,564	7,039	7,543
Accrued Retired Employee Benefits	(223)		0
Total Payroll	88,968	77,786	73,295
Advertising/Printing	48,275	60,000	81,456
Computer Lease	4,897	0	0
Computer Supplies	0	3,000	0
Dues/Memberships/Subscriptions	0	0	120
Miscellaneous	15,202	5,000	1,797
Office Supplies	3,200	8,000	5,514
Postage	0	10,000	8,109
Software	0	1,000	0
Telephone/Communications	1,982	500	538
Travel/Training	0	1,000	0
Total Marketing	\$ 162,524	\$ 166,286	\$ 170,829
Summer Conferences			
Payroll:			
Benefitted	\$ 21,792	\$ 22,281	\$ 21,594
Non-Benefitted	957	0	134,149
Student	33,540	38,657	49,313
Temporary	10,505	0	8,050
Employee Benefits	7,018	7,039	8,122
Total Payroll	73,812	67,977	221,228
Contract Services:			
Housekeeping	133,360	203,680	208,989
Janitorial Supplies	0	10,000	5,676
Laundry	38,901	40,000	16,517
Miscellaneous	0	1,000	0
Office Supplies	868	5,000	5,733
Paper Supplies	0	15,000	0
Postage	34,365	0	0
Software	11,733	0	0
Telephone/Communications	1,982	600	637
Travel/Training	1,265	2,000	650
Utilities	120,000	246,202	246,202
Total Summer Conferences Expenses	\$ 381,921	\$ 591,458	\$ 705,632

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Physical Plant			
Payroll:			
Benefitted	\$ 53,618	\$ 91,520	\$ 99,908
Non-Benefitted	15,852	17,581	14,586
Student	12,268	11,027	11,503
Part-Time/Contract Labor	78,968	45,309	80,491
Employee Benefits	23,883	37,862	40,898
Total Payroll	184,589	203,299	247,386
Contract Services:			
Exterminator	15,822	18,000	13,737
Housekeeping	624,686	579,168	445,223
Key System	23,490	45,000	35,417
Landscape/Grounds Maintenance	24,625	25,000	20,000
Pool Service	18,225	18,000	34,760
Refrigeration/Heating	93,384	100,000	97,557
Waste Services	34,539	27,000	43,274
Total Contract Services	834,771	812,168	689,968
Equipment Rental	22,010	27,000	32,183
Janitorial Supplies	21,228	40,000	16,745
Key System Maintenance	0	30,000	8,329
Landscape Maintenance (Non-Contract)	18,942	20,000	62,775
Laundry	0	0	0
Licenses/Fees	6,545	500	0
Miscellaneous	861	3,000	1,390
Office Supplies	13,643	20,000	21,423
Paper Supplies	74,620	84,000	66,088
Refrigeration/Heating (Non-Contract)	359,973	400,000	371,824
Repairs/Maintenance	177,079	152,000	124,866
Smallwares	56,466	80,000	32,159
Telephone/Communications	1,982	700	934
Utilities	590,115	738,605	571,948
Total Physical Plant	\$ 2,362,824	\$ 2,611,270	\$ 2,249,102

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
Resident Life					
Payroll:					
Benefitted	\$ -		\$ 48,000		\$ 40,182
Student	175,252		197,454		153,120
Employee Benefits	2,034		17,399		18,908
Total Payroll	177,286		262,853		212,210
Computer Lease	2,030		0		0
Dues/Memberships/Subscriptions	473		400		5,927
Employee Recruitment	147		100		0
Miscellaneous	1,965		6,000		886
Office Supplies	11,640		20,000		4,794
Parking	0		1,000		0
Programming	38,491		50,000		42,955
Public Safety Assistants	873		1,600		1,721
Repair/Maintenance	87		0		0
RHA Expense	0		4,000		16,040
Telephone/Communications	7,959		11,000		447
Travel/Training	2,998		15,000		1,200
Tuition/Fees/Books	0		21,000		0
Total Resident Life Expenses	\$ 243,949		\$ 392,953		\$ 286,180

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
The Bucket Grill & Pub	\$ 417,892	\$ 422,500	\$ 396,958
Catering	2,122,246	2,057,000	1,446,424
Commissions	23,200	24,300	23,598
Library Café/Starbucks	1,180,008	1,207,500	1,298,410
Campus Pointe/Starbucks	34,075	35,000	0
Convenience Stores	232,190	220,000	266,997
Dunkin'	0	555,000	0
RSU Café	87,555	85,000	110,639
Taco Bell	193,447	0	428,555
University Dining Hall	5,273,812	6,348,088	5,978,906
Smart Fridge	17,714	58,000	38,540
RSU Beverages	47,684	88,000	67,539
The Habit	430,632	0	621,305
Toss-N-Chop	122,228	0	222,360
USU Food Court	1,027,625	1,023,250	861,183
Total Sales	11,210,308	12,123,638	11,761,414
Less: Cost of Goods Purchased	3,933,040	4,458,000	3,682,941
Gross Profit on Sales	7,277,268	7,665,638	8,078,473
Operating Expenses:			
Payroll:			
Benefitted	928,353	1,171,917	985,365
Non-Benefitted	641,382	726,068	680,328
Student	1,865,453	2,024,998	1,799,487
Employee Benefits	588,416	458,712	543,407
Total Payroll	4,023,604	4,381,695	4,008,587
Advertising/Printing	5,154	20,600	1,521
Advertising-Franchise	25,797	0	18,760
Allowance for Uncollectible Debt	(10,027)	20,000	18,964
Amortization	500	11,500	500
Bank Charges	92,231	0	(9,698)
Cable TV Service	875	292	1,067
Computer Lease	5,341	0	0
Computer Supplies	12,457	0	14,968
Contract Services - USU Building Operations	20,300	23,000	20,300
Credit Card Fees	43,680	0	45
Depreciation	238,699	459,889	393,026
Donations	44,766	0	43,631
Dues/Memberships/Subscriptions	561	0	863
Employee Recruitment	763	1,000	487
Equipment Rental	49,787	36,500	54,247
Food Service Administration Expense	964,285	1,335,488	1,546,304
Janitorial/Sanitation	117,308	90,250	161,371
Laundry	73,889	63,500	74,049
Legal/Audit	20	0	0
Licenses/Permits/Fees	42,062	56,241	66,827
Maintenance Fees - CBORD	7,493	5,000	7,932

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Operating Expenses (Continued):			
Miscellaneous	25,967	7,750	22,708
Non-Student Tax	11,073	10,500	18,776
Office Supplies	12,527	9,050	8,454
Over/Short	(1,720)	0	4,307
Paper Supplies	235,767	250,000	170,745
Postage/Freight	17,346	15,000	15,395
Rent	0	0	0
Repairs /Maintenance	231,707	172,000	245,879
Resident Advisor Meals	150,886	98,680	122,288
Royalties	179,880	244,385	193,219
Security Services	0	0	0
Software	0	5,800	0
Smallwares	40,934	27,750	29,451
Telephone/Communications	395	2,550	2,593
Travel/Training	6,563	500	4,080
Uniforms	5,664	9,050	3,370
University Center	0	0	0
University Student Union Rent	61,900	61,900	61,900
Utilities	275,490	328,559	287,694
Vehicle Expense	5,751	5,000	3,744
Warehouse Expense	58,064	7,061	22,696
Total Operating Expenses	7,077,740	7,760,490	7,641,053
SURPLUS/(DEFICIT) TO RESERVE FOR			
COMMERCIAL OPERATIONS	\$ 199,529	\$ (94,852)	\$ 437,420

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
ADMINISTRATION
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
EXPENSES:			
Payroll:			
Benefitted	313,179	304,440	307,151
Non-Benefitted	0	0	66
Student	11,382	11,818	18,957
Employee Benefits	180,780	390,710	386,458
Actual Retired Employee Benefits	159,595	156,968	177,731
Accrued Retired Employee Benefits	(7,209)	0	140,507
Total Payroll and Benefits	657,727	863,936	1,030,870
Computer Lease	3,162	0	0
Copier Lease	3,430	2,031	2,409
Credit Card Fees	176	150,000	154,720
Dues/Memberships/Subscriptions	1,381	200	2,214
Employee Recruitment	15,171	14,000	7,652
Equipment Rental	321	0	0
Insurance	75,514	55,221	81,342
License/Permits/Fees	1,177	0	2,943
Management Services Agreement Fee	150,000	200,000	200,000
Miscellaneous	2,091	3,000	1,425
Office Supplies	5,934	4,000	6,377
Postage/Freight	0	100	0
Repairs/Maintenance	8,158	5,000	14,354
Smallwares	218	0	26
Software	35,593	33,000	38,045
Telephone/Communications	0	0	1,007
Uniforms	0	0	1,693
Vehicle Expense	4,230	5,000	1,227
Total Expenses	964,283	1,335,488	1,546,304
Administration Distributed to Units	\$ (964,283)	\$ (1,335,488)	\$ (1,546,304)

DISTRIBUTION OF JUNE 30, 2025 AND 2024 FOOD SERVICE ADMINISTRATION EXPENSE

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
The Bucket Grill & Pub	\$ 33,674	\$ 43,804	\$ 52,482
Catering	160,651	213,344	255,610
Library Café/Starbucks	88,136	101,096	121,124
Starbucks CP	14,371	0	0
University Center Food Court	38,639	26,710	32,002
University Dining Hall	486,581	753,683	902,998
The Habit Burger	72,515	71,849	86,083
Toss-N-Chop	40,789	26,710	32,002
Dunkin'	0	44,872	0
USU Food Court	28,929	53,420	64,003
Total Administration Allocated	\$ 964,283	\$ 1,335,488	\$ 1,546,304

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - THE BUCKET GRILL & PUB
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
Beverages - Alcoholic	\$ 19,929	\$ 22,500	\$ 22,816
Food/Beverages	397,963	400,000	374,142
Total Sales	417,892	422,500	396,958
Less: Cost of Food Purchased	163,760	138,000	152,202
Gross Profit on Sales	254,132	284,500	244,756
Operating Expenses:			
Payroll:			
Benefitted	7,107	56,555	35,019
Non-Benefitted	97,893	70,000	74,236
Student	88,907	65,000	47,821
Employee Benefits	18,548	21,860	28,006
Total Payroll	212,455	213,415	185,082
Advertising/Printing	1,654	400	150
Bank Charges	10,360	0	48
Cable TV Service	875	292	1,067
Computer Supplies/Lease	0	0	634
Depreciation	2,527	4,522	3,369
Dues	0	0	73
Food Service Administration	33,674	43,804	52,482
Janitorial/Sanitation	8,866	4,500	12,785
Laundry	3,769	2,500	4,120
Licenses/Permits/Fees	2,317	4,899	1,450
Miscellaneous	1,474	0	1,752
Non-Student Tax	3,044	3,000	2,865
Office Supplies	590	200	303
Over/Short	263	0	197
Paper Supplies	28,003	30,000	25,593
Repairs/Maintenance	15,037	4,500	21,070
Royalties - Me N Ed's	4,560	4,800	4,650
Smallwares	1,353	750	261
Telephone/Communications	0	150	17
Uniforms	0	500	0
Utilities	11,304	15,802	14,182
Total Operating Expenses	342,125	334,034	332,150
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (87,998)	\$ (49,534)	\$ (87,399)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - CATERING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Sales:			
Beverages - Alcoholic	\$ 24,060	\$ 25,000	\$ 24,550
Equipment Rental	87,060	72,000	95,038
General Sales	1,997,100	1,950,000	1,316,069
Miscellaneous	14,026	10,000	10,767
Total Sales	2,122,246	2,057,000	1,446,424
Less: Cost of Food Purchased	687,087	730,000	340,898
Gross Profit on Sales	1,435,159	1,327,000	1,105,526
Operating Expenses:			
Payroll:			
Benefitted	292,610	293,076	279,192
Non-Benefitted	47,292	67,704	11,175
Student	212,760	219,962	136,558
Employee Benefits	186,752	128,337	143,073
Total Payroll	739,414	709,079	569,998
Advertising/Printing	0	0	94
Bad Debt	(3,229)	0	(2,610)
Computer Lease	1,353	0	0
Computer Supplies	1,058	0	1,178
Depreciation	1,343	86,500	59,812
Employee Recruitment	0	0	161
Equipment Rental	49,002	35,000	53,107
Food Service Administration	160,651	213,344	255,610
Janitorial/Sanitation	13,067	10,000	12,801
Laundry	30,398	30,000	25,524
Legal/Professional Fees	20	0	0
Licenses/Permits/Fees	6,927	5,000	6,275
Miscellaneous	4,369	500	6,596
Office Supplies	6,709	5,000	3,800
Paper Supplies	72,150	65,000	34,913
Postage/Freight	273	0	512
Repairs/Maintenance	13,325	7,500	8,430
Smallwares	5,426	2,500	1,797
Software	3,374	3,150	3,610
Telephone/Communications	0	300	512
Travel/Training	806	500	410
Uniforms	942	1,500	725
Utilities	8,334	6,000	3,987
Vehicle Expense	5,751	5,000	3,670
Total Operating Expenses	1,121,463	1,185,873	1,050,912
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	<u>\$ 313,697</u>	<u>\$ 141,127</u>	<u>\$ 54,615</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - COMMISSIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
Income:					
Rentals:					
Juice It Up-Ice	\$ 6,798		\$ 6,300		\$ 7,138
Vending Machines	16,402		18,000		16,460
SURPLUS TO RESERVE FOR					
COMMERCIAL OPERATIONS	\$ 23,200		\$ 24,300		\$ 23,598

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - DONATIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
Operating Expenses:					
University Donations	\$ 44,816	\$	-	\$	43,630
DEFICIT TO RESERVE FOR					
COMMERCIAL OPERATIONS	<u>\$ (44,816)</u>	<u>\$</u>	<u>-</u>	<u>\$</u>	<u>(43,630)</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - LIBRARY CAFÉ - STARBUCKS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
General	\$ 1,180,008	\$ 1,207,500	\$ 1,298,410
Less: Cost of Food Purchased	478,515	453,500	507,254
Gross Profit on Sales	701,493	754,000	791,156
Operating Expenses:			
Payroll:			
Benefitted	88,027	69,430	93,372
Non-Benefitted	7,707	18,500	23,547
Student	285,618	335,000	316,404
Employee Benefits	45,652	24,507	50,306
Total Payroll	427,004	447,437	483,629
Advertising/Printing	24	0	652
Amortization	0	3,000	0
Computer Lease	1,317	0	0
Computer Supplies	0	0	469
Credit Card Fees	32,940	0	46
Depreciation	335	0	2,009
Employee Recruitment	763	1,000	72
Food Service Administration	88,136	101,096	121,124
Janitorial/Sanitation	2,722	4,500	4,656
Laundry	3,861	3,500	4,294
Licenses/Permits/Fees	12,327	11,416	15,305
Miscellaneous	4,908	3,500	3,931
Office Supplies	410	500	704
Over/Short	330	0	28
Paper Supplies	47,112	40,000	32,391
Postage/Freight	16,345	15,000	13,427
Repairs/Maintenance	10,844	13,000	8,447
Royalties	108,176	99,900	117,643
Smallwares	9,590	5,000	5,814
Telephone/Communications	0	0	17
Uniforms	200	200	128
Utilities	20	0	0
Total Operating Expenses	767,364	749,049	814,786
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (65,871)	\$ 4,951	\$ (23,630)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - STARBUCKS AT CAMPUS POINTE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
General	\$ 34,075	\$ 35,000	\$ -
Less: Cost of Food Purchased	15,891	0	0
Gross Profit on Sales	18,184	35,000	0
Operating Expenses:			
Payroll:			
Benefitted	301	0	0
Non-Benefitted	1,515	0	0
Student	22,141	0	0
Employee Benefits	1,256	0	0
Total Payroll	25,213	0	0
Advertising/Printing	0	0	0
Amortization	6,000	3,000	6,000
Bank Charges	1,134	0	0
Computer Lease	0	0	0
Computer Supplies	0	0	0
Credit Card Fees	0	0	0
Depreciation	46,222	46,222	46,222
Dues/Memberships/Subscriptions	0	0	0
Employee Recruitment	0	0	0
Food Service Administration	0	0	0
Janitorial/Sanitation	398	0	0
Laundry	1,031	0	0
Licenses/Permits/Fees	0	0	0
Miscellaneous	1,112	0	0
Office Supplies	47	0	0
Paper Supplies	1,058	0	0
Postage/Freight	382	0	0
Rent	0	0	0
Repairs/Maintenance	726	0	0
Royalties	2,752	0	0
Smallwares	0	0	0
Software	0	0	0
Telephone/Communications	0	0	0
Uniforms	0	0	0
Utilities	16,214	0	9,741
Total Operating Expenses	102,289	49,222	61,963
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (84,105)	\$ (14,222)	\$ (61,963)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - SMART FRIDGE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
General Sales	\$ 17,714	\$ 58,000	\$ 38,540
Total Sales	17,714	58,000	38,540
Less: Cost of Food Purchased	8,549	26,000	15,975
Gross Profit on Sales	9,165	32,000	22,565
Operating Expenses:			
Payroll:			
Student	408	6,000	0
Employee Benefits	12	0	0
Total Payroll	420	6,000	0
Advertising	895	0	0
Bank Charges	1	0	11
Depreciation	2,804	2,875	3,807
Janitorial/Sanitation	30	0	60
Licenses/Permits/Fees	1,333	3,000	5,921
Miscellaneous	15	0	196
Non-Student Tax	0	0	295
Office Supplies	42	0	0
Over/Short	22	0	171
Paper Supplies	(60)	1,000	487
Repairs/Maintenance	1,467	500	0
Smallwares	180	0	29
Total Operating Expenses	7,149	13,375	10,977
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 2,016	\$ 18,625	\$ 11,587

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - RSU BEVERAGES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
Food	\$ 47,684	\$ 88,000	\$ 67,539
Beverage	0	0	0
Total Sales	47,684	88,000	67,539
Less: Cost of Food Purchased	27,963	29,000	33,923
 Gross Profit on Sales	 19,721	 59,000	 33,616
 Operating Expenses:			
Payroll:			
Benefitted	433	16,640	0
Non-Benefitted	0	0	18,012
Student	7,940	0	14,744
Employee Benefits	779	7,596	2,363
Total Payroll	9,152	24,236	35,119
Advertising	1,268	0	0
Computer Supplies	69	0	0
Dues	0	0	146
Janitorial/Sanitation	6,623	7,500	10,528
Miscellaneous	2,063	0	724
Non-Student Tax	0	0	516
Office Supplies	143	0	90
Paper Supplies	13,836	7,500	14,272
Repairs/Maintenance	770	500	3,107
Sanitation	180	0	0
Smallwares	1,292	0	0
Uniforms	174	0	0
 Total Operating Expenses	 35,570	 39,736	 64,502
 SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	 \$ (15,851)	 \$ 19,264	 \$ (30,886)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - THE HABIT
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Sales:			
Food	\$ 430,551	\$ 650,000	\$ 621,109
Beverage	0	95,099	0
Other Revenue	81	0	196
Total Sales	430,632	745,099	621,305
Less: Cost of Food Purchased	112,193	243,000	174,802
 Gross Profit on Sales	 318,439	 502,099	 446,503
 Operating Expenses:			
Payroll:			
Benefitted	116,938	102,315	92,981
Non-Benefitted	29,229	40,000	47,086
Student	113,861	123,000	161,137
Employee Benefits	56,235	31,297	41,587
Total Payroll	316,263	296,612	342,791
Advertising/Printing	0	0	40
Amortization	3,500	3,500	3,500
Bank Charges	8,798	0	51
Computer Supplies	462	0	0
Depreciation	2,805	48,696	34,350
Employee Recruitment	0	0	32
Food Services Administration	72,515	71,849	86,083
Janitorial/Sanitation	3,950	2,000	6,674
Laundry	6,420	2,500	6,862
Licenses/Permits/Fees	12,520	4,899	35,886
Miscellaneous	2,002	250	5,726
Non-Student Tax	0	1,000	4,754
Office Supplies	705	500	191
Over/Short	1,101	0	1,464
Paper Supplies	9,155	20,000	14,403
Postage/Freight	22	0	7
Repairs/Maintenance	8,266	1,000	19,253
Royalties	11,608	29,585	7,576
Sanitation	859	0	1,254
Smallwares	854	1,000	106
Uniforms	480	500	244
 Total Operating Expenses	 462,285	 483,891	 571,247
 SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	 \$ (143,846)	 \$ 18,208	 \$ (124,744)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - TOSS N CHOP
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Sales:			
Food	\$ 122,228	\$ 325,000	\$ 222,360
Total Sales	122,228	325,000	222,360
Less: Cost of Food Purchased	64,879	120,000	101,767
Gross Profit on Sales	57,349	205,000	120,593
Operating Expenses:			
Payroll:			
Benefitted	23,032	56,555	15,512
Non-Benefitted	11,387	9,660	14,524
Student	68,747	38,693	72,091
Employee Benefits	14,366	25,721	9,728
Total Payroll	117,532	130,629	111,855
Advertising	692	0	0
Bank Charges	8,014	0	36
Depreciation	40,789	37,104	32,002
Food Services Administration	2,237	26,710	27,540
Janitorial/Sanitation	907	1,000	1,184
Laundry	3,880	1,000	5,620
Licenses/Permits/Fees	1,031	7,549	14
Miscellaneous	457	500	(1,023)
Non-Student Tax	0	0	1,702
Office Supplies	289	250	265
Over/Short	101	0	(139)
Paper Supplies	6,661	9,000	13,889
Repairs/Maintenance	1,411	500	8,398
Sanitation	859	0	1,145
Smallwares	1,672	500	57
Software	0	0	68
Uniforms	174	500	0
Utilities	0	1,500	0
Total Operating Expenses	186,706	216,742	202,613
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (129,357)	\$ (11,742)	\$ (82,020)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - DUNKIN'
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Sales:			
Food	\$ -	\$ 525,000	\$ -
Beverage	0	30,000	0
Other Revenue	0	0	0
Total Sales	0	555,000	0
Less: Cost of Food Purchased	0	164,000	0
 Gross Profit on Sales	 0	 391,000	 0
 Operating Expenses:			
Payroll:			
Benefitted	0	25,750	0
Non-Benefitted	0	6,400	0
Student	0	153,600	0
Employee Benefits	0	9,485	0
Total Payroll	0	195,235	0
Amortization	0	1,500	0
Depreciation	0	26,829	0
Food Services Administration	0	44,872	0
Janitorial/Sanitation	0	3,500	0
Laundry	0	2,000	0
Licenses/Permits/Fees	0	4,899	0
Office Supplies	0	500	0
Paper Supplies	0	16,000	0
Repairs/Maintenance	0	2,500	0
Royalties	0	44,100	0
Sanitation	0	500	0
Smallwares	0	2,650	0
Uniforms	0	500	89
Utilities	0	15,802	0
 Total Operating Expenses	 0	 361,387	 89
 SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	 \$ -	 \$ 29,613	 \$ (89)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - CONVENIENCE STORES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
Sales:					
General	\$ 232,190		\$ 220,000		\$ 266,997
Less: Cost of Food Purchased	161,678		104,500		159,449
Gross Profit on Sales	70,512		115,500		107,548
Operating Expenses:					
Payroll:					
Non-Benefitted	158		10,000		11,831
Student	41,036		50,000		36,181
Employee Benefits	1,258		0		2,351
Total Payroll	42,452		60,000		50,363
Advertising/Printing	328		0		0
Bank Charges	12,605		0		16
Computer Supplies	0		0		138
Depreciation	8,426		7,727		5,421
Janitorial/Sanitation	247		500		45
Laundry	1,857		2,000		1,857
Licenses/Permits/Fees	1,769		2,000		0
Miscellaneous	66		0		140
Office Supplies	109		0		218
Over/Short	(29)		0		28
Paper Supplies	1,112		2,000		670
Postage/Freight	10		0		28
Repairs/Maintenance	895		1,000		998
Security Services	0		0		0
Smallwares	0		0		2,291
Telephone/Communications	0		200		182
Uniforms	0		200		90
Total Operating Expenses	69,847		75,627		62,485
SURPLUS TO RESERVE FOR					
COMMERCIAL OPERATIONS	\$ 665		\$ 39,873		\$ 45,064

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - TACO BELL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
Beverages	\$ -	\$ 32,000	\$ -
Taco Bell Express	193,447	400,000	428,555
Total Sales	193,447	432,000	428,555
Less: Cost of Food Purchased	72,772	135,000	130,969
Gross Profit on Sales	120,675	297,000	297,586
Operating Expenses:			
Payroll:			
Benefitted	8,880	56,555	13,384
Non-Benefitted	21,677	35,000	53,213
Student	116,638	100,000	147,159
Employee Benefits	10,748	22,800	18,367
Total Payroll	157,943	214,355	232,123
Bank Charges	5,133	0	168
Depreciation	3,641	43,037	44,387
Food Services Administration	38,639	26,710	32,002
Janitorial/Sanitation	8,809	1,500	12,254
Licenses/Permits/Fees	1,031	4,899	727
Miscellaneous	210	500	0
Non-Student Tax	1,479	1,500	3,277
Office Supplies	626	500	771
Over/Short	(203)	0	122
Paper Supplies	4,951	8,000	7,926
Repairs/Maintenance	17,831	5,000	26,680
Royalties:			
Taco Bell Express	13,540	28,000	29,999
Smallwares	277	500	806
Telephone/Communications	0	0	17
Uniforms	174	500	244
Utilities	1,577	1,500	1,346
Total Operating Expenses	255,658	336,501	392,849
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (134,983)	\$ (39,501)	\$ (95,261)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - RSU CAFÉ
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
General Sales	\$ 87,555	\$ 85,000	\$ 110,639
Total Sales	87,555	85,000	110,639
Less: Cost of Food Purchased	56,664	40,500	66,409
Gross Profit on Sales	30,891	44,500	44,230
Operating Expenses:			
Payroll:			
Non-Benefitted	0	0	5,727
Student	24,260	23,743	19,168
Employee Benefits	717	0	1,352
Total Payroll	24,977	23,743	26,247
Advertising/Printing	0	0	123
Bank Charges	5,578	0	0
Depreciation	3,369	3,369	3,369
Dues/Memberships	0	0	146
Janitorial/Sanitation	570	250	82
Licenses/Permits/Fees	377	400	0
Office Supplies	55	100	0
Over/Short	0	0	8
Paper Supplies	474	500	(162)
Repairs/Maintenance	3,601	1,000	933
Smallwares	519	0	274
Uniforms	0	150	0
Total Operating Expenses	39,520	29,512	31,020
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (8,629)	\$ 14,988	\$ 13,210

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - UNIVERSITY DINING HALL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Sales:			
Contract Sales:			
Commuter Contracts	\$ 58,934	\$ 30,000	\$ 65,712
Guests	267,153	175,000	282,899
Contract Sales - Housing Residents	4,604,246	5,735,088	5,217,780
Summer Conferences - Non-Taxable	317,462	380,000	371,449
Summer Conferences - Taxable	26,017	28,000	41,066
Total Sales	5,273,812	6,348,088	5,978,906
Less: Cost of Food Purchased	1,750,113	1,940,000	1,768,686
Gross Profit on Sales	3,523,699	4,408,088	4,210,220
Operating Expenses:			
Payroll:			
Benefitted	291,505	370,240	382,280
Non-Benefitted	408,685	428,804	395,754
Student	611,795	625,000	605,024
Employee Benefits	215,523	144,032	206,458
Total Payroll	1,527,508	1,568,076	1,589,516
Advertising/Printing	129	200	233
Allowance for Uncollectible Expense	(6,798)	20,000	21,573
Computer Lease	677	0	0
Credit Card Fees	10,740	0	0
Depreciation	148,203	142,669	141,106
Donations	(50)	0	0
Dues/Memberships/Subscriptions	561	0	498
Employee Recruitment	0	0	223
Equipment Rental	695	1,500	1,141
Food Service Administration Expense	486,581	753,683	902,998
Janitorial/Sanitation	63,766	50,000	88,856
Laundry	17,788	15,000	21,067
Licenses/Permits/Fees	1,231	500	1,056
Meal Cards	(860)	0	(502)
Miscellaneous	6,705	2,000	3,160
Office Supplies/Décor	1,195	1,000	786
Over/Short	(799)	0	3
Paper Supplies	35,983	33,000	15,530
Postage/Freight	255	0	1,066
Repairs/Maintenance	161,669	130,000	141,140
Resident Advisor Meals	150,886	98,680	122,288
Smallwares	17,589	15,000	9,851
Software Maintenance Fees _CBORD OPCS	7,493	5,000	7,932
Telephone/Communications	395	1,500	1,501
Uniforms	2,936	3,500	1,719
Utilities	238,041	287,954	258,439
Vehicle Expense	0	0	74
Warehouse Expense	58,064	7,061	22,696
Total Operating Expenses	2,931,310	3,136,323	3,353,950
SURPLUS TO RESERVE FOR			
COMMERCIAL OPERATIONS	\$ 592,394	\$ 1,271,765	\$ 856,270

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - USU FOOD COURT
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
Sales:			
Beverages	\$ 235,873	\$ 200,000	\$ 156,932
Panda Express Commissions	172,058	170,000	159,867
Student Union Snack Bar	145,171	145,000	132,033
Subway	474,524	508,250	412,351
Total Sales	1,027,626	1,023,250	861,183
Less: Cost of Food Purchased	332,975	334,500	230,609
Gross Profit on Sales	694,651	688,750	630,574
Operating Expenses:			
Payroll:			
Benefitted	70,289	124,800	73,624
Non-Benefitted	45,068	40,000	25,223
Student	271,342	285,000	243,200
Employee Benefits	36,573	43,074	39,819
Total Payroll	423,272	492,874	381,866
Advertising:			
Other	164	0	229
Subway	25,797	20,000	18,760
Amortization:	500	500	500
Bank Charges	40,608	0	(10,027)
Computer Lease	1,353	0	0
Computer Software	0	0	940
Contract Services-USU Building Operations	20,300	20,300	20,300
Depreciation	7,286	10,339	12,133
Food Services Administration	28,929	53,420	64,003
Janitorial/Sanitation	5,457	5,000	9,042
Laundry	4,885	5,000	4,706
Licenses/Permits/Fees	1,200	6,780	193
Miscellaneous	1,976	500	475
Non-Student Tax	6,550	5,000	5,367
Office Supplies	1,606	500	1,327
Over/Short	(1,385)	0	3,771
Paper Supplies	15,330	18,000	10,834
Postage/Freight	59	0	356
Repairs/Maintenance	9,108	5,000	19,026
Royalties:			
Subway	39,244	38,000	33,351
Security Services	0	0	0
Smallwares	2,181	2,000	8,165
Telephone/Communications	0	400	347
Uniforms	932	1,000	311
University Student Union Rent	61,900	61,900	61,900
Total Operating Expenses	697,252	746,513	647,875
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (2,601)	\$ (57,763)	\$ (17,301)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - WAREHOUSE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
EXPENSES:			
Depreciation	2,341	3,511	3,511
Inventory Variance	38,157	0	8,805
Janitorial/Sanitation	1,153	1,050	1,057
Miscellaneous	397	0	0
Repairs/Maintenance	16,006	2,500	9,323
Total Expenses	55,713	7,061	19,185
Warehouse Allocated to Units	55,713	7,061	19,185
ALLOCATIONS:			
Residence Dining Facility	55,713	7,061	19,185
Total Warehouse Allocated	\$ 55,713	\$ 7,061	\$ 19,185

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
INCOME:			
Building Operations - Custodial	\$ 99,825	\$ 20,300	\$ 97,118
General	5,418,098	5,143,642	5,267,662
Information Center/Reservations	2,019	1,500	1,570
Union Productions	20,000	0	17,000
Bulldog Bowl	392,408	305,600	354,262
Satellite Student Union	78,129	55,000	71,425
Total Income	6,010,479	5,526,042	5,809,037
EXPENSES:			
Building Operations	1,013,689	1,123,804	1,036,496
General	2,189,988	2,657,511	2,153,321
Information Center/Reservations	216,688	267,376	201,989
Union Productions	314,218	508,800	350,975
Bulldog Bowl	280,345	272,217	303,063
Satellite Student Union	158,585	136,702	147,270
Total Expenses	4,173,513	4,966,410	4,193,114
SURPLUS/(DEFICIT) TO RESERVE FOR UNIVERSITY STUDENT UNION	\$ 1,836,970	\$ 559,632	\$ 1,615,925

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - BUILDING OPERATIONS - CUSTODIAL/MAINTENANCE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
INCOME:			
USU Custodial Services	\$ 99,825	\$ 20,300	\$ 97,118
	<u>99,825</u>	<u>20,300</u>	<u>97,118</u>
EXPENSES:			
Payroll:			
Benefitted	161,850	200,000	175,415
Non-Benefitted	80,756	100,000	69,010
Student	313,184	320,000	362,711
Employee Benefits	83,585	82,004	95,171
Total Payroll	<u>639,375</u>	<u>702,004</u>	<u>702,307</u>
Capital Equipment	2,484	75,000	496
Computer Lease	2,030	0	0
Custodial Supplies	40,899	65,000	41,171
Employee Procurement	833	1,500	743
Miscellaneous	770	300	661
Repairs/Maintenance	135,513	100,000	117,753
Service Contracts	191,785	180,000	173,365
Travel/Training	65,516	0	73,003
	<u>1,013,689</u>	<u>1,123,804</u>	<u>1,036,496</u>
Total Disbursements			
	<u>1,013,689</u>	<u>1,123,804</u>	<u>1,036,496</u>
NET DEFICIT	<u>\$ (913,864)</u>	<u>\$ (1,103,504)</u>	<u>\$ (939,378)</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - GENERAL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITY			
INCOME:			
SU Fees Returned to Operations	\$ 4,903,200	\$ 4,903,200	\$ 4,903,200
Commercial Leased Space - Food Serv	61,900	61,900	61,900
Commercial Leased Space - Pavilion	0	0	0
Donation-Associated Students	0	0	0
Equipment Donation	156,283	0	0
Miscellaneous	1,750	0	13,334
RSU Conference Space	224,043	125,000	237,240
Space Rental - Student Union Rooms	61,225	43,554	42,000
Support Services - ATM	9,697	9,988	9,697
Total Income	5,418,098	5,143,642	5,267,371
EXPENSES:			
Payroll:			
Benefitted	449,910	397,643	456,389
Non-Benefitted	349	30,000	10,269
Student-Graphics	153,476	140,210	121,467
Student - Marketing Assistants	0	85,000	13,544
Employee Benefits	224,147	276,866	302,787
Actual Retired Employee Benefits	35,290	35,612	36,997
Accrued Retired Employee Benefit	(3,590)	0	(218,729)
Total Payroll	859,582	965,331	722,724
Advertising/Printing	306	2,000	0
Capital Equipment	10,369	20,000	7,208
Computer Lease	8,894	0	0
Consultant	0	0	4,950
Depreciation	117,565	218,176	214,738
Dues/Memberships/Subscriptions	3,273	10,000	3,406
Employee Recruitment	943	3,000	1,055
Graphics	6,019	15,000	6,676
Insurance	49,726	31,297	53,045
License, Permits, Fees	0	7,500	0
Management Services Agreement Fee	300,000	325,000	325,000
Miscellaneous	287	1,000	391
Office Supplies	2,749	3,500	2,939
Postage	40	800	6
Professional Development	0	7,500	0
Repairs/Maintenance	14,729	40,000	4,614
Save Mart Center Student Seat License	300,000	300,000	300,000
Security Services	0	2,000	0

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - GENERAL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
Service Contracts	0	1,000	0
Telephone/Communications	1,095	5,000	2,406
Travel/Training	1,401	7,500	2,751
Uniforms	2,133	8,000	2,956
Utilities	511,102	683,907	498,456
Total Disbursements	2,190,213	2,657,511	2,153,321
OPERATING SURPLUS	3,227,885	2,486,131	3,114,050
NONOPERATING REVENUES (EXPENSES)			
Interest Income - Leases	0	0	291
Total Nonoperating Activities	0	0	291
NET SURPLUS	\$ 3,228,110	\$ 2,486,131	\$ 3,114,341

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - INFORMATION CENTER/RESERVATIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
INCOME:					
Support Services					
Information Center Commissions	\$ 2,015	\$	1,500	\$	1,302
Packaging Supply Revenue	4		0		0
Satellite Box Office	0		0		268
Total Income	2,019		1,500		1,570
EXPENSES:					
Payroll:					
Benefitted	75,046		112,840		52,505
Student	112,595		106,765		124,794
Employee Benefits	21,393		35,971		23,394
Total Payroll	209,034		255,576		200,693
Advertising/Printing	0		3,000		0
Computer Lease	190		0		190
Credit Card Charges	706		3,000		779
Miscellaneous	0		200		0
Office Supplies	774		2,500		57
Over/Short	(57)		100		(12)
Service Contracts	6,041		3,000		282
Total Disbursements	216,688		267,376		201,989
NET DEFICIT	\$ (214,669)	\$	(265,876)	\$	(200,419)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - BULLDOG BOWL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24	2024-25	2024-25
	ACTUAL	BUDGET	ACTUAL
INCOME:			
Recreation and Leisure Activities:			
Billiards	\$ 46,840	\$ 35,000	\$ 47,217
Bowling	261,928	200,000	245,910
Coin-Op Games	31,718	30,000	7,896
Locker Rentals	364	300	60
Promotional Events	876	300	4,007
Shoe Rentals	50,682	40,000	49,172
Total Income	392,408	305,600	354,262
EXPENSES:			
Payroll:			
Benefitted	49,025	44,554	48,490
Non-Benefitted	17,563	19,480	38,762
Student	137,332	127,198	151,771
Employee Benefits	45,221	21,886	28,045
Total Payroll			
Total Payroll	249,141	213,118	267,068
Advertising/Printing	0	1,000	0
Billiard Supplies	1,103	2,000	595
Bowling Supplies	7,625	3,000	5,668
Capital Equipment	0	500	0
Computer Lease	0	0	0
Credit Card Fees	7,709	6,000	7,254
Dues/Memberships/Subscriptions	0	2,000	0
Miscellaneous	0	500	0
Office Supplies	1,196	1,000	835
Over/Short	225	100	(1,441)
Repairs/Maintenance	11,262	28,000	13,667
Service Contracts	2,084	12,000	8,930
Special Events-Parties/Groups	0	3,000	487
Total Disbursements	280,345	272,218	303,063
NET SURPLUS			
	\$ 112,063	\$ 33,382	\$ 51,199

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - UNION PRODUCTIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24 ACTUAL	2024-25 BUDGET	2024-25 ACTUAL
INCOME:			
Program Activities			
Homecoming	20,000	0	17,000
Total Income	20,000	0	17,000
EXPENSES:			
Payroll:			
Benefitted	0	49,941	0
Non-Benefitted	1,967	0	20,339
Student	136,778	120,000	140,968
Employee Benefits	346	17,859	4,214
Total Payroll	139,091	187,800	165,521
Computer Lease	0	0	0
Signature Programs	74,191	100,000	90,049
Club Sports	13,338	20,000	11,174
Co-Sponsorships	0	15,000	0
Dues/Memberships/Subscriptions	1,405	5,000	1,445
Esports	0	15,000	1,542
Fresno State Welcome	17,769	20,000	18,865
General Programming	2,744	20,000	815
Homecoming/Spirit	47,489	30,000	38,799
Leadership	13,785	40,000	11,544
Marketing/Promotions	0	15,000	0
Office Supplies	26	3,000	788
Performing Arts/Center Stage	792	0	30
Student Board	0	15,000	0
Travel/Training	2,250	8,000	5,403
USU Board	1,338	15,000	5,000
Total Disbursements	314,218	508,800	350,975
NET DEFICIT	\$ (294,218)	\$ (508,800)	\$ (333,975)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - SATELLITE STUDENT UNION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2025 AND 2024

	2023-24		2024-25		2024-25
	ACTUAL		BUDGET		ACTUAL
INCOME:					
Equipment Rental	\$ 20,785	\$	15,000	\$	18,130
Space Rental	36,935		25,000		36,923
Technicians	20,409		15,000		16,372
Total Income	78,129		55,000		71,425
EXPENSES:					
Payroll:					
Benefitted	62,431		56,659		66,067
Student	19,634		19,675		24,031
Employee Benefits	15,501		15,767		17,575
Total Payroll	97,566		92,101		107,673
Capital Equipment	0		15,000		0
Computer Lease	0		0		0
Equipment Rental	710		8,000		1
Repairs/Maintenance	45,296		15,000		27,718
Utilities	15,013		6,600		11,878
Total Disbursements	158,585		136,701		147,270
NET DEFICIT	\$ (80,456)	\$	(81,701)	\$	(75,845)