

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

**2025-26
Annual Report
Supplemental Information
(Unaudited)**

**Approved by the Board of Directors
September 17, 2026**

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, 2026 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2025**

				COMMERCIAL OPERATIONS			STUDENT HOUSING	STUDENT REC CENTER	STUDENT UNIONS
	2025 TOTAL	2026 TOTAL	SAVE MART CENTER	CAMPUS STORES	DINING SERVICES	ADMIN			
Operating Activities									
Revenue and Other Support:									
Gross Sales	\$ 32,222,768	\$ 33,850,454	\$ 1,748,855	\$ 711,074	\$ 12,560,328	\$ 2,279,396	\$ 8,577,008	\$ 2,124,016	\$ 5,849,777
Contributions	7,483,176	2,395,676	2,133,034	-	-	-	-	188,867	73,775
SBA PPP Federal Subsidy	-	-	-	-	-	-	-	-	-
Other Income	1,102,380	1,151,556	1,046,962	-	1,157	39,824	53,158	700	9,755
Total Revenues	40,808,324	37,397,686	4,928,851	711,074	12,561,485	2,319,220	8,630,166	2,313,583	5,933,307
Expenses and Losses:									
Cost of Goods Sold	3,699,902	3,954,574	-	-	3,930,922	3,913	-	19,739	-
Salaries/Wages	8,575,748	8,970,545	-	-	3,612,789	1,435,848	1,283,909	631,425	2,006,574
Employee Benefits	3,893,786	2,993,791	-	429,751	597,020	1,012,713	242,736	164,742	546,829
Administration-Food Services	1,546,304	1,483,020	-	-	1,483,020	-	-	-	-
Advances to SMG	2,186,889	2,941,463	2,941,463	-	-	-	-	-	-
Advertising/Printing	122,902	61,103	-	-	21,152	-	38,194	237	1,520
Ag Foundation - Campus Pointe Rent	-	265,539	265,539	-	-	-	-	-	-
Athletic Corporation Entitlements	250,855	30,000	30,000	-	-	-	-	-	-
Audit/Legal Expense	99,800	63,407	-	-	-	63,407	-	-	-
Bad Debt Expense	51,323	(30,638)	-	-	(12,846)	-	(17,792)	-	-
Bank Charges	(871)	(6,466)	-	-	(12,611)	6,145	-	-	-
Chancellor's Office Fee	21,947	24,790	-	-	-	24,790	-	-	-
Computer Supplies/Expense	123,537	133,483	-	230	11,563	6,412	91,110	10,907	13,261
Consulting	4,950	-	-	-	-	-	-	-	-
Contract Services	1,251,150	1,552,289	-	-	71,300	-	1,407,821	73,168	-
Credit Card Fees	20,643	16,144	2,970	-	44	-	569	3,823	8,738
Depreciation/Amortization	4,836,033	5,641,371	3,524,077	4,758	365,698	50,245	1,320,635	111,564	264,394
Dues/Memberships/Subscriptions	24,245	18,887	-	-	1,003	5,172	6,829	1,013	4,870
Employee Awards/Development	20,104	17,178	-	-	-	17,178	-	-	-
Employee Recruitment	4,184	4,431	-	-	395	434	1,718	781	1,103
Equipment Purchased	19,961	25,121	-	-	-	-	-	21,017	4,104
Housing Incentives	2,010	3,734	-	-	-	-	3,734	-	-
Insurance	1,311,956	1,348,589	916,778	14,380	-	21,244	336,268	13,119	46,800
Janitorial/Sanitation	202,908	225,636	-	-	177,785	-	23,704	24,147	-
Laundry	90,618	79,919	-	-	78,152	-	1,695	72	-
Licenses/Permits/Fees	256,938	251,396	-	600	63,537	174,401	12,663	-	195
Management Services Fee	730,000	805,000	-	100,000	-	-	300,000	80,000	325,000
Miscellaneous	75,702	70,692	-	800	21,949	8,154	23,810	5,682	10,297
Non-Student Tax	18,776	19,048	-	-	19,048	-	-	-	-
Office Supplies	107,405	138,663	-	-	9,171	31,616	85,067	808	12,001
Paper Supplies	278,005	292,163	-	-	172,104	-	79,124	-	40,935
Possessory Interest Tax	201,065	125,027	125,027	-	-	-	-	-	-
Postage/Freight	47,282	33,642	-	-	19,310	13,851	481	-	-
Rent/Rental	142,411	82,999	-	-	41,510	9,462	31,711	316	-
Repairs/Maintenance	1,228,973	1,000,074	-	31,678	266,672	19,800	217,719	63,078	401,127
Resident Advisor Meals	251,707	287,159	-	-	122,894	-	164,265	-	-
Royalties	193,219	237,883	-	-	237,883	-	-	-	-

**CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
THE CALIFORNIA STATE UNIVERSITY AUXILIARY ORGANIZATION
STATEMENTS OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2026 WITH SUMMARIZED COMPARATIVE TOTALS FOR 2025**

				COMMERCIAL OPERATIONS			STUDENT HOUSING	STUDENT REC CENTER	STUDENT UNIONS
	2025 TOTAL	2026 TOTAL	SAVE MART CENTER	CAMPUS STORES	DINING SERVICES	ADMIN			
Save Mart Seat Licenses	300,000	300,000	-	-	-	-	-	-	300,000
Security Services	37,800	38,759	-	-	-	38,759	-	-	-
Smallwares	61,610	82,637	-	-	40,463	-	42,174	-	-
Student Programs	175,895	506,944	-	-	-	-	259,940	23,647	223,357
Telephone/Communications	35,221	36,125	-	3,060	2,700	5,630	18,741	3,542	2,452
Travel/Training	73,003	105,362	-	-	4,560	6,517	82,856	1,853	9,576
University Donations	95,218	58,957	8,105	-	50,852	-	-	-	-
USU Co-Sponsorships	-	529	-	-	-	-	-	-	529
Utilities	2,392,940	2,385,500	-	155,024	301,862	25,763	764,739	543,489	594,623
Warehouse Expense	22,696	28,095	-	-	28,095	-	-	-	-
Wilkinson Group Fee	180,000	180,000	180,000	-	-	-	-	-	-
Total Expenses and Losses	35,266,750	36,884,564	7,993,959	740,281	11,727,996	2,981,454	6,824,420	1,798,169	4,818,285
Net Income (Loss) from Operations	5,541,574	513,122	(3,065,108)	(29,207)	833,489	(662,234)	1,805,746	515,414	1,115,022
Nonoperating Revenues (Expenses)									
Interest and Dividend Income	1,232,651	1,039,981	148,799	-	-	891,182	-	-	-
Investment Return, Net	984,718	1,173,676	27,505	-	-	1,146,171	-	-	-
Gain on Refinance of Bond	-	2,721,236	2,721,236	-	-	-	-	-	-
Bond Expenses	(11,394)	(3,742)	(3,742)	-	-	-	-	-	-
Capital Lease Expense	(409,233)	(640,136)	(640,136)	-	-	-	-	-	-
Interest Expense	(7,681)	(127)	-	-	-	(127)	-	-	-
Total Nonoperating Activities	1,789,061	4,290,888	2,253,662	-	-	2,037,226	-	-	-
Total Net Income (Loss)	\$ 7,330,635	\$ 4,804,010	\$ (811,446)	\$ (29,207)	\$ 833,489	\$ 1,374,992	\$ 1,805,746	\$ 515,414	\$ 1,115,022
Allocation of Income:									
Auxiliary Activities Fund									
Other	\$ 1,950,856	\$ 3,985,020	\$ -	\$ (29,207)	\$ 833,489	\$ 1,374,992	\$ 1,805,746	\$ -	\$ -
Student Recreation Center	199,971	515,414	-	-	-	-	-	515,414	-
University Student Union	1,615,927	1,115,022	-	-	-	-	-	-	1,115,022
Save Mart Center	3,563,881	(811,446)	(811,446)	-	-	-	-	-	-
Total Amount Allocated	\$ 7,330,635	\$ 4,804,010	\$ (811,446)	\$ (29,207)	\$ 833,489	\$ 1,374,992	\$ 1,805,746	\$ 515,414	\$ 1,115,022

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
SCHEDULE OF STUDENT FEE OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2025	2026
	ACTUAL	ACTUAL
OPERATING ACTIVITIES		
REVENUES:		
Amount Received from Student Body Center Fees	\$ 6,543,200	\$ 6,718,200
Revenues from Operations	1,203,394	1,528,690
Total Revenues	7,746,594	8,246,890
EXPENDITURES:		
Payroll	2,436,046	2,637,999
Employee Benefits	516,440	711,571
Operating Expenses:		
Advertising/Printing	609	1,757
Bad Debts	0	0
Computer Supplies/Expense	19,154	24,168
Consulting	4,950	0
Contracted Services	71,679	73,168
Copier Lease	278	316
Credit Card Fees	11,263	12,561
Depreciation	278,804	375,958
Dues/Meetings/Subscriptions	5,483	5,883
Employee Recruitment	1,853	1,884
Equipment Purchased	19,961	25,121
Insurance	67,496	59,919
Janitorial	60,288	65,082
Laundry	51	72
License, Permits, Fees	0	195
Management Services Agreement Fee	405,000	405,000
Miscellaneous	21,929	25,044
Office Supplies	11,416	12,809
Over/Short	(1,519)	2,012
Postage/Freight	6	0
Repairs/Maintenance	389,790	464,205
Save Mart Seat Licenses	300,000	300,000
Security Services	0	0
Student Programs	175,895	247,004
Telephone/Communications	5,922	5,994
Travel/Training	9,184	11,429
Uniforms	5,866	8,662
University Donations	0	0
USU Co-Sponsorships	0	529
Utilities	1,112,855	1,138,112
Total Expenditures	5,930,700	6,616,454
Operating Surplus (Deficit)	1,815,894	1,630,436
NONOPERATING REVENUES (EXPENSES):		
Interest Income	0	0
Total Non Operating Revenues (Expenses)	0	0
Total Surplus (Deficit)	\$ 1,815,894	\$ 1,630,436

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
SCHEDULE OF INVESTMENTS
AS OF JUNE 30, 2026

INVESTMENTS	COST	MARKET VALUE AT 6/30/26	DATE OF PURCHASE	MATURITY DATE	STATED RATE OF RETURN
<u>Money Markets:</u>					
2.1141 Citibank- Money Market	\$ 3,414,155	\$ 3,414,155			2.25%
2.1142 Local Agency Investment Fund	10,746,434	10,746,434			4.34%
Total Money Market Investments	14,160,589	14,160,589			
<u>Common Funds:</u>					
2.1505 Common Fund Multi-Strategy Equity Fund	500,500	7,193,278	10/31/86		18.31%
Common Fund Value Equity Fund	0	0	10/31/86		
Total Common Funds	500,500	7,193,278			
<u>Mutual Funds:</u>					
2.1501 Smith Barney Managed Government Fund	331,493	263,432	VARIOUS		4.40%
2.1508 Dodge & Cox Income Fund	424,183	580,019	6/30/99		0.77%
2.1508 Dodge & Cox Balanced Fund	424,183	1,885,242	6/30/99		3.47%
Total Mutual Funds	1,179,859	2,728,693			
<u>Goldman Sachs:</u>					
2.1503 Goldman Sachs Conservative Portfolio	6,000,000	8,777,578	7/28/16		3.77%
Total Long Term Investments	7,680,359	18,699,549			
Total Investments	\$ 21,840,948	\$ 32,860,138			

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Management Services Agreement Fees:			
Agricultural Foundation	\$ 177,927	\$ 186,823	\$ 186,823
Associated Students	80,427	82,840	82,840
Athletic Corporation	61,398	65,308	65,308
Bookstore	100,000	100,000	100,000
Bulldog Foundation	10,710	10,710	10,710
Dining Services	200,000	225,000	225,000
Foundation	686,000	782,863	786,525
Fresno State Programs for Children, Inc.	90,767	97,121	97,121
Kenneth L. Maddy Institute	10,796	11,119	11,120
LEAD California	15,450	0	0
Student Recreation Center	80,000	80,000	80,000
Student Housing	225,000	300,000	300,000
Student Unions	325,000	325,000	325,000
Miscellaneous Income	8,145	2,000	39,824
Rental Income - ATM	8,400	8,400	8,950
Total Revenue	2,080,020	2,277,184	2,319,221
EXPENSES:			
Administration:			
Payroll:			
Benefitted (Including Reimbursed)	691,420	774,432	814,174
Students/Part Time	21,338	20,000	16,851
Temporary	26,986	0	24,037
Employee Benefits	377,729	450,747	475,506
Actual Retired Employee Benefits	86,333	95,795	104,249
Accrued Retired Employee Benefits	581,827	0	(3,375)
Total Payroll	1,785,633	1,340,974	1,431,442
Audit Fees	46,350	41,700	45,060
Bank Charges	8,827	7,325	6,145
Building Association Fees	7,847	7,673	10,654
Computer Lease	1,107	0	1,392
Copier Lease	3,416	8,074	9,463
CSU Centrally Paid Indirect Costs	21,947	24,790	24,790
Custodial/Building Maintenance	9,818	9,500	9,295
Depreciation:			
Buildings	0	29,866	0
Equipment	34,024	0	34,055

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Administration (Continued):			
Dues/Memberships/Subscriptions	8,794	7,500	4,972
Employee Awards/Development	20,104	17,500	17,178
Employee Recruitment	310	0	160
Equipment Maintenance/Repair	15,744	7,500	7,829
Insurance	18,991	19,582	21,244
Legal Fees	53,450	10,000	17,633
Licenses/Permits/Fees	3,689	3,500	5,947
Miscellaneous	6,633	5,000	7,430
Office Supplies	21,024	17,000	17,772
Postage	23,736	12,500	13,851
Records Retention	1,255	1,500	0
Security - Cash Handling	37,248	35,000	37,630
Telephone/Communications	3,525	2,700	3,240
Travel/Training	2,380	0	2,744
Utilities	27,114	26,000	25,763
Administration Sub-Total	2,162,966	1,635,184	1,755,689
Human Resources/Payroll:			
Payroll:			
Benefitted	320,620	446,669	389,829
Temporary	18,818	0	0
Employee Benefits	178,581	246,044	225,007
Actual Retired Employee Benefits	36,012	40,665	37,046
Accrued Retired Employee Benefits	(58,204)	0	(656)
Total Payroll	495,827	733,378	651,226
Employee Assistance Program	10,000	20,000	20,000
Employee Recruitment	56	500	274
Legal Fees	0	2,500	714
Miscellaneous	1,399	750	285
Office Supplies/Postage	9,608	13,000	13,844
Repairs/Maintenance	102	0	717
Safety Program	553	1,500	1,129
Software	5,424	5,000	5,020
Telephone/Communications	1,800	1,620	1,850
Travel/Training	45	0	1,352
Human Resources/Payroll Sub-Total	524,814	778,498	696,411

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
ADMINISTRATION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Auxiliary Information Technology:			
Payroll:			
Benefitted	174,223	185,617	190,957
Employee Benefits	108,685	124,717	124,334
Actual Retired Employee Benefits	27,545	30,028	31,623
Accrued Retired Employee Benefits	168,047	0	(1,020)
Total Payroll	478,500	340,362	345,894
Computer Hardware/Repair (minor)	2,601	5,000	764
Computer Software/Licenses	314	1,000	277
Computer Supplies	0	500	0
Conf, Seminars, Educ	2,443	1,500	775
Consulting	0	2,500	0
Cost of Goods Sold	1,231	0	3,913
Depreciation	6,171	42,900	16,189
Dues/Memberships/Subscriptions	0	0	200
Maintenance Contracts	8,378	0	920
Miscellaneous	325	500	445
Office Supplies/Postage	0	150	0
Postage/Freight	36	0	0
Software Support Fees	177,189	157,533	157,800
Telephone/Communications	540	540	540
Travel/Training	1,209	0	1,646
A.I.T. Sub-Total	678,937	552,485	529,363
Total Expenses	3,366,717	2,966,167	2,981,463
OPERATING SURPLUS (DEFICIT)	(1,286,697)	(688,983)	(662,242)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	1,160,716	500,000	958,898
Unrealized Gains/(Loss) on Investments	857,524	250,000	1,117,916
Investment Fees	(34,624)	(26,000)	(39,461)
Interest Expense	0	0	(124)
Total Nonoperating Activities	1,983,616	724,000	2,037,229
SURPLUS (DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 696,923	\$ 35,017	\$ 1,374,991

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC
KENNEL BOOKSTORE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Vendor Commissions	\$ 524,784	\$ 580,000	\$ 566,384
Vendor Grant	0	500,000	0
Total Sales	524,784	1,080,000	566,384
Cost of Goods Sold	0	0	0
Gross Margin	524,784	1,080,000	566,384
EXPENSES:			
Payroll:			
Non-Benefitted	0	0	0
Student	0	0	0
Employee Benefits	281,847	319,369	219,174
Actual Retired Employee Benefits	191,263	206,657	215,474
Accrued Retired Employee Benefits	447,146	0	(4,868)
Total Payroll	920,256	526,026	429,780
Depreciation	0	30,200	4,758
Insurance	26,957	14,094	14,380
Licenses/Permits/Fees	320	500	600
Management Services Agreement Fee	100,000	100,000	100,000
Miscellaneous	0	0	800
Repairs/Maintenance	27,681	40,000	31,678
Maintenance Contracts	0	0	0
Telephone/Communications	3,060	4,140	3,060
Utilities	147,112	168,385	155,022
Total Operating Expenses	1,225,386	883,345	740,308
SURPLUS TO RESERVE FOR			
COMMERCIAL OPERATIONS	\$ (700,602)	\$ 196,655	\$ (173,924)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC
KENNEL MARKETPLACE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
OPERATING ACTIVITIES					
INCOME:					
Vendor Commissions	\$ 97,686	\$	140,892	\$	144,690
Total Income	97,686		140,892		144,690
EXPENSES:					
Payroll:					
Benefitted	0		0		0
Non-Benefitted	0		0		0
Student	0		0		0
Employee Benefits	0		0		(29)
Actual Retired Employee Benefits	0		0		0
Accrued Retired Employee Benefits	0		0		0
Total Payroll	0		0		(29)
Minor Equipment	0		0		0
Miscellaneous	0		0		0
Total Operating Expenses	0		0		(29)
SURPLUS TO RESERVE FOR					
COMMERCIAL OPERATIONS					
	\$ 97,686	\$	140,892	\$	144,719

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.

SAVE MART CENTER

STATEMENT OF OPERATIONS

FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
OPERATING ACTIVITIES			
REVENUES:			
Advertising	\$ 1,741,438	\$ 1,517,500	\$ 1,448,855
Donation Revenue	579,133	1,905,223	(34,453)
Gross Sales	6,881,528	0	2,167,488
Ground Lease - Campus Pointe	949,410	1,011,042	1,015,539
Other Income	0	0	10,450
Student Seat Licenses	300,000	300,000	300,000
Vendor Rebates	32,537	30,000	20,973
Total Revenues	10,484,046	4,763,765	4,928,852
EXPENSES:			
Advances to SMG Operating	2,186,889	2,000,000	2,941,463
Advertising/Printing	0	15,000	0
Agricultural Foundation - Campus Pointe	0	0	265,539
Audit/Legal Fees	0	0	0
Credit Card Fees	3,004	3,000	2,970
Donor Stewardship/Cultivation	29,999	1,000	2,273
Insurance	883,138	787,280	916,778
License, Permits, Fees	0	500	0
Miscellaneous	0	500	0
Possessory Interest Taxes	201,065	230,000	125,027
Repairs/Maintenance	7,986	25,000	0
Wilkinson Group Fee	180,000	180,000	180,000
Total Expenses	3,492,081	3,242,280	4,434,050
OPERATING SURPLUS (DEFICIT) BEFORE			
ENTITLEMENTS AND NON-CASH EXPENDITURES	6,991,965	1,521,485	494,802
Entitlements and Non-Cash Expenditures:			
Athletic Corporation Entitlements	250,855	250,855	30,000
Depreciation:			
Building	2,213,728	2,425,764	3,177,258
Equipment	755,039	315,814	346,819
Entitlements and			
Non-Cash Expenditures	3,219,622	2,992,433	3,554,077
OPERATING SURPLUS (DEFICIT)	3,772,343	(1,470,948)	(3,059,275)
NONOPERATING REVENUES (EXPENSES)			
Investment Income	148,758	0	148,799
Unrealized Gain (Loss) on Investments	84,995	0	27,505
Gain on Refinance of Bond	0	0	2,721,236
Bond Expenses:			
Bond Issue - 2005	(11,394)	(11,394)	(3,742)
Capital Lease Principal	0	(2,870,000)	0
Capital Lease Expense - SRB 2005 Bonds	(409,233)	(299,635)	(640,136)
Total Nonoperating Activities	(186,874)	(3,181,029)	2,253,662
SURPLUS (DEFICIT) TO RESERVE FOR			
SAVE MART CENTER	\$ 3,585,469	\$ (4,651,978)	\$ (805,613)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT RECREATION CENTER
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
OPERATING ACTIVITIES			
INCOME:			
Student Fees Returned to Operations	\$ 1,640,000	\$ 1,815,000	\$ 1,815,000
Lease Space:			
Lyles Center	43,879	43,879	43,879
Peters Center	79,650	79,650	79,650
Memberships	55,724	37,000	73,967
Other Rental Income	68,391	45,000	79,891
Rental Income, Lockers	1,965	2,000	2,535
Retail Sales	23,567	19,000	28,384
Towel Service	680	1,000	710
Donations-Associated Students	22,516	20,000	22,460
University - IRA Funds	0	0	166,407
Miscellaneous	1,185	1,750	700
Total Income	1,937,557	2,064,279	2,313,583
EXPENSES:			
Payroll:			
Benefitted	320,275	345,757	328,773
Non-Benefitted	18,518	18,000	15,047
Student	220,722	277,000	287,606
Employee Benefits	157,478	164,211	165,104
Accrued Retired Employee Benefits	69,508	0	(362)
Total Payroll	786,501	804,968	796,168
Advertising/Marketing/Promotions	609	1,000	237
Computer Expense:			
Lease	0	0	0
Maintenance Fees	12,288	14,500	10,001
Misc. Supplies/Software	0	300	906
Contracted Services:			
Landscape	24,202	35,000	22,526
Elevator Service	4,733	5,000	6,527
Engineering Services - HVAC	31,013	35,000	28,674
Fitness Equipment	2,961	5,000	5,333
Group Fitness	0	0	3,074
Pest Management	2,400	2,500	2,400
Copier Lease	278	350	316
Credit Card Fees	3,230	5,000	3,823
Depreciation	64,066	109,786	111,564
Dues/Memberships/Subscriptions	632	250	1,013
Employee Recruitment	55	100	781
Equipment:			
Building	5,816	30,000	17,071
Check Out	655	2,500	1,578
Exercise	5,375	10,000	966
Group Fitness	410	5,000	1,403
Insurance	14,451	12,383	13,119
Janitorial Supplies	19,117	35,000	24,147
Laundry	51	500	72

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT RECREATION CENTER
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
EXPENSES (CONTINUED):			
Management Services Agreement Fee	80,000	80,000	80,000
Miscellaneous	149	5,000	0
Office Supplies/Postage	532	1,000	808
Over/Short	(65)	0	(60)
Program/Special Events	2,590	30,000	23,647
Repairs/Maintenance:	43,461		63,078
Building	0	65,000	0
Exercise Equipment	0	15,000	0
Retail - Cost of Goods Purchased	15,730	20,000	19,739
Telephone/Communications	4,770	7,160	3,542
Other Communications	0	5,000	249
Travel/Training	1,031	3,000	1,853
Uniforms	2,911	5,000	5,742
Utilities	602,521	700,000	543,489
Waste Management	5,115	5,500	4,383
Total Expenses	1,737,588	2,055,797	1,798,169
OPERATING SURPLUS (DEFICIT)	199,969	8,482	515,414
NONOPERATING REVENUES (EXPENSES)			
Interest Income	0	0	0
Total Nonoperating Activities			
	0	0	0
SURPLUS (DEFICIT) TO RESERVE FOR STUDENT RECREATION CENTER			
	\$ 199,969	\$ 8,482	\$ 515,414

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
REVENUES:			
Rent	\$ 7,333,377	\$ 8,060,215	\$ 7,809,866
Application Fee	1,127	60,000	625
Assessments	91,041	20,000	124,497
ATM Commission	609	300	377
Damage Assessments	11,515	8,000	11,845
Key Charges	16,500	11,000	15,425
Late Fees	15,350	10,000	24,275
Miscellaneous	20,801	15,000	15,455
Processing Fees	71,230	25,000	71,750
Summer Conferences	411,286	250,000	432,900
Summer Session Rent	74,575	40,000	85,825
Vendor/Laundry Commissions	66,371	15,000	37,326
University Contributions	0	0	0
Total Income	8,113,782	8,514,515	8,630,166
EXPENSES:			
General	3,282,603	3,606,205	3,541,448
Marketing	170,829	175,809	130,575
Summer Conferences	705,632	625,804	519,390
Physical Plant	2,249,102	2,874,657	2,260,028
Resident Life	286,180	415,076	372,981
Total Expenses	6,694,346	7,697,550	6,824,421
SURPLUS TO RESERVE FOR STUDENT HOUSING	<u><u>\$ 1,419,436</u></u>	<u><u>\$ 816,965</u></u>	<u><u>\$ 1,805,745</u></u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
OPERATING ACTIVITIES			
General			
Payroll:			
Benefitted	\$ 277,155	\$ 321,475	\$ 312,343
Non Benefitted	0	0	2,180
Student	465,314	215,000	401,678
Employee Benefits	130,256	144,202	161,783
Actual Retired Employee Benefits	13,097	11,916	12,520
Accrued Retired Employee Benefits	178,305	0	(711)
Total Payroll	1,064,127	692,594	889,793
Advertising and Printing	20,555	30,000	112
Allowance for Uncollectible Debt	32,360	45,000	(17,792)
Cable TV	64,415	81,000	65,207
Computer Lease	0	0	0
Computer Supplies	11,542	15,000	1,353
Copier Lease	686	0	4,178
Credit Card Fees	6,330	2,500	569
Depreciation:			
Buildings	497,556	1,447,158	497,149
Equipment	657,186	0	823,486
Dues/Memberships/Subscriptions	3,058	4,000	1,397
Employee Recruitment	1,478	500	1,718
Hotel Rental Expense	51,600	75,000	0
Housing Incentive	2,010	0	3,734
Insurance	315,374	287,289	336,268
Management Services Agreement Fee	225,000	300,000	300,000
Maxine McDonald Program Support	0	272,544	259,941
Miscellaneous	22,362	10,000	21,479
Office Supplies	19,437	40,000	49,717
Over/Short	(20)	0	0
Postage	0	0	0
Repairs/Maintenance	11,057	5,000	2,367
Residence Advisor Meals	113,379	133,620	116,896
Safe Expense	61,074	72,000	71,750
Software Agreements	71,342	75,000	89,624
Telephone/Communications	15,226	15,000	8,990
Travel/Training	7,786	3,000	13,510
Total General Operating	3,274,920	3,606,205	3,541,446
NONOPERATING EXPENSES			
Bond Amortization			
Bond Issue - 2020	0	0	0
Interest Expense			
Bond Debt	7,681	0	0
Total General Nonoperating	7,681	0	0
Total General	\$ 3,282,603	\$ 3,606,205	\$ 3,541,448

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
OPERATING ACTIVITIES			
Marketing			
Payroll:			
Benefitted	\$ 21,594	\$ 22,945	\$ 22,300
Student	44,158	54,000	57,635
Employee Benefits	7,543	7,864	7,986
Accrued Retired Employee Benefits	0	0	0
Total Payroll	73,295	84,809	87,921
Advertising/Printing	81,456	60,000	38,081
Computer Lease	0	0	0
Computer Supplies	0	3,000	133
Dues/Memberships/Subscriptions	120	0	0
Miscellaneous	1,797	7,000	608
Office Supplies	5,514	8,000	2,631
Postage	8,109	10,000	481
Software	0	1,000	0
Telephone/Communications	538	1,000	720
Travel/Training	0	1,000	0
Total Marketing	\$ 170,829	\$ 175,809	\$ 130,575
Summer Conferences			
Payroll:			
Benefitted	\$ 21,594	\$ 22,945	\$ 22,300
Non-Benefitted	134,149	0	0
Student	49,313	40,000	59,519
Temporary	8,050	0	0
Employee Benefits	8,122	7,864	8,333
Total Payroll	221,228	70,809	90,152
Contract Services:			
Housekeeping	208,989	209,574	143,603
Janitorial Supplies	5,676	10,000	9,300
Laundry	16,517	40,000	1,695
Miscellaneous	0	1,000	1,698
Office Supplies	5,733	5,000	499
Paper Supplies	0	15,000	0
Postage	47,282	0	0
Software	0	0	0
Telephone/Communications	637	600	988
Travel/Training	650	3,000	630
Utilities	246,202	270,822	270,825
Total Summer Conferences Expenses	\$ 705,632	\$ 625,804	\$ 519,390

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
Physical Plant					
Payroll:					
Benefitted	\$ 99,908	\$	98,550	\$	86,543
Non-Benefitted	14,586		17,581		16,065
Student	11,503		1,027		8,575
Part-Time/Contract Labor	80,491		80,000		82,738
Employee Benefits	40,898		40,033		32,555
Total Payroll	<u>247,386</u>		<u>237,191</u>		<u>226,476</u>
Contract Services:					
Exterminator	13,737		18,000		50,469
Housekeeping	445,223		650,000		662,729
Key System	35,417		45,000		6,794
Landscape/Grounds Maintenance	20,000		30,000		26,000
Pool Service	34,760		27,000		37,145
Refrigeration/Heating	97,557		315,000		289,465
Waste Services	43,274		38,000		36,815
Total Contract Services	<u>689,968</u>		<u>1,123,000</u>		<u>1,109,417</u>
Equipment Rental	32,183		27,000		27,533
Janitorial Supplies	16,745		50,000		14,405
Key System Maintenance	8,329		15,000		0
Landscape Maintenance (Non-Contract)	62,775		50,000		16,351
Laundry	0		0		0
Licenses/Fees	0		500		12,663
Miscellaneous	1,390		3,000		3,383
Office Supplies	21,423		30,000		16,122
Paper Supplies	66,088		84,000		79,124
Refrigeration/Heating (Non-Contract)	371,824		150,000		123,252
Repairs/Maintenance	124,866		200,000		92,100
Smallwares	32,159		90,000		42,174
Telephone/Communications	934		2,500		3,111
Utilities	<u>571,948</u>		<u>812,465</u>		<u>493,917</u>
Total Physical Plant	<u>\$ 2,249,102</u>	\$	<u>2,874,657</u>	\$	<u>2,260,028</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT HOUSING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
Resident Life					
Payroll:					
Benefitted	\$ 40,182	\$	49,440	\$	50,000
Student	153,120		197,454		162,034
Employee Benefits	18,908		18,681		20,270
Total Payroll	212,210		265,576		232,304
Computer Lease	0		0		0
Dues/Memberships/Subscriptions	5,927		400		5,433
Employee Recruitment	0		100		0
Miscellaneous	886		6,000		(3,360)
Office Supplies	4,794		25,000		16,096
Parking	0		1,000		0
Programming	42,955		60,000		66,201
Public Safety Assistants	1,721		2,000		1,492
Repair/Maintenance	0		0		0
RHA Expense	16,040		5,000		47,369
Telephone/Communications	447		11,000		4,932
Travel/Training	1,200		15,000		2,514
Tuition/Fees/Books	0		24,000		0
Total Resident Life Expenses	\$ 286,180	\$	415,076	\$	372,981

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
The Bucket Grill & Pub	\$ 396,958	\$ 444,000	\$ 413,460
Catering	1,446,424	1,951,008	1,604,186
Commissions	23,598	25,138	26,534
Library Café/Starbucks	1,298,410	1,300,000	1,206,471
Campus Pointe/Starbucks	0	0	0
Convenience Stores	266,997	250,000	280,262
Dunkin'	0	854,000	462,901
RSU Café	110,639	110,000	106,989
Taco Bell	428,555	0	436,546
University Dining Hall	5,978,906	6,696,958	6,300,759
Smart Fridge	38,540	45,000	66,511
RSU Beverages	67,539	90,000	63,024
RSU Food Court	0	1,408,000	
The Habit	621,305	0	531,329
Toss-N-Chop	222,360	0	242,618
USU Food Court	861,183	963,000	819,895
Total Sales	11,761,414	14,137,104	12,561,485
Less: Cost of Goods Purchased	3,682,941	4,630,000	3,930,922
Gross Profit on Sales	8,078,473	9,507,104	8,630,563
Operating Expenses:			
Payroll:			
Benefitted	985,366	1,117,394	1,272,280
Non-Benefitted	680,328	671,032	765,476
Student	1,799,486	2,072,704	1,575,033
Employee Benefits	543,407	461,473	597,020
Total Payroll	4,008,587	4,322,603	4,209,809
Advertising/Printing	1,521	21,600	1,562
Advertising-Franchise	18,760	0	19,590
Allowance for Uncollectible Debt	18,964	15,000	(12,846)
Amortization	500	11,000	500
Bank Charges	(9,698)	0	(12,611)
Cable TV Service	1,067	332	1,071
Computer Lease	0	0	0
Computer Supplies	14,968	0	11,563
Contract Services - USU Building Operations	20,300	20,300	20,300
Credit Card Fees	46	0	43
Depreciation	393,026	364,927	365,198
Donations	43,630	0	50,853
Dues/Memberships/Subscriptions	863	0	1,003
Employee Recruitment	487	100	395
Equipment Rental	54,247	29,500	41,510
Food Service Administration Expense	1,546,304	1,407,423	1,483,020
Janitorial/Sanitation	161,370	129,200	177,786
Laundry	74,050	66,400	78,151
Legal/Audit	0	0	0
Licenses/Permits/Fees	66,827	83,560	62,466
Maintenance Fees - CBORD	7,932	5,000	7,700

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Operating Expenses (Continued):			
Miscellaneous	22,776	9,500	17,061
Non-Student Tax	18,776	19,264	19,048
Office Supplies	8,454	7,150	9,171
Over/Short	4,239	0	2,350
Paper Supplies	170,746	191,100	172,103
Postage/Freight	15,395	14,350	19,310
Rent	0	0	0
Repairs /Maintenance	245,879	196,250	254,769
Resident Advisor Meals	122,288	103,620	122,894
Royalties	193,219	297,576	237,883
Security Services	0	0	0
Software	0	8,500	0
Smallwares	29,451	37,300	40,463
Telephone/Communications	2,593	4,350	2,700
Travel/Training	4,080	3,500	4,560
Uniforms	3,370	8,580	2,538
University Center	0	0	0
University Student Union Rent	61,900	51,000	51,000
Utilities	287,695	356,386	301,861
Vehicle Expense	3,744	5,000	4,203
Warehouse Expense	22,696	10,081	28,097
Total Operating Expenses	7,641,053	7,800,451	7,797,077
SURPLUS/(DEFICIT) TO RESERVE FOR			
COMMERCIAL OPERATIONS	\$ 437,420	\$ 1,706,653	\$ 833,486

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES
ADMINISTRATION
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
EXPENSES:			
Payroll:			
Benefitted	307,151	313,081	307,955
Non-Benefitted	66	0	7,836
Student	18,957	15,000	15,991
Employee Benefits	386,458	428,988	383,192
Actual Retired Employee Benefits	177,731	191,631	198,706
Accrued Retired Employee Benefits	140,507	0	(4,448)
Total Payroll and Benefits	1,030,870	948,700	909,232
Computer Lease	0	0	0
Copier Lease	2,409	2,732	2,467
Credit Card Fees	154,720	150,000	174,177
Dues/Memberships/Subscriptions	2,214	2,700	1,407
Employee Recruitment	7,652	13,050	12,281
Equipment Rental	0	0	0
Insurance	81,342	73,624	77,465
License/Permits/Fees	2,943	0	6,128
Management Services Agreement Fee	200,000	225,000	225,000
Miscellaneous	1,425	2,000	1,216
Office Supplies	6,377	6,000	5,971
Postage/Freight	0	0	5
Repairs/Maintenance	14,354	5,000	13,760
Smallwares	26	0	0
Software	38,045	33,000	48,646
Telephone/Communications	1,007	1,260	900
Uniforms	1,693	500	207
Vehicle Expense	1,227	2,500	4,158
Total Expenses	1,546,304	1,466,065	1,483,020
Administration Distributed to Units	\$ (1,546,304)	\$ (1,466,065)	\$ (1,483,020)

DISTRIBUTION OF JUNE 30, 2026 AND 2025 FOOD SERVICE ADMINISTRATION EXPENSE

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
The Bucket Grill & Pub	\$ 52,482	\$ 47,794	\$ 50,362
Catering	255,610	210,087	221,371
Library Café/Starbucks	121,124	102,625	108,137
Starbucks CP	0	0	0
University Center Food Court	32,002	29,321	30,896
University Dining Hall	902,998	797,686	840,532
The Habit Burger	86,083	58,643	61,793
Toss-N-Chop	32,002	29,321	30,896
Dunkin'	0	44,872	77,240
USU Food Court	64,003	58,643	61,793
Total Administration Allocated	\$ 1,546,304	\$ 1,378,992	\$ 1,483,020

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - THE BUCKET GRILL & PUB
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Beverages - Alcoholic	\$ 22,816	\$ 24,000	\$ 21,719
Food/Beverages	374,142	420,000	391,741
Total Sales	396,958	444,000	413,460
Less: Cost of Food Purchased	152,202	150,000	142,087
Gross Profit on Sales	244,756	294,000	271,373
Operating Expenses:			
Payroll:			
Benefitted	35,019	58,252	56,892
Non-Benefitted	74,236	70,000	53,965
Student	47,821	60,000	48,606
Employee Benefits	28,006	25,831	30,188
Total Payroll	185,082	214,083	189,651
Advertising/Printing	150	300	365
Bank Charges	48	0	43
Cable TV Service	1,067	332	1,071
Computer Supplies/Lease	634	0	0
Depreciation	3,369	3,369	3,369
Dues	73	0	83
Food Service Administration	52,482	47,794	50,362
Janitorial/Sanitation	12,785	4,300	13,495
Laundry	4,120	2,500	4,342
Licenses/Permits/Fees	1,450	7,805	4,394
Miscellaneous	1,752	0	884
Non-Student Tax	2,865	3,142	2,998
Office Supplies	303	200	771
Over/Short	197	0	250
Paper Supplies	25,593	28,000	20,720
Repairs/Maintenance	21,070	4,000	18,819
Royalties - Me N Ed's	4,650	5,200	5,197
Smallwares	261	500	117
Telephone/Communications	17	150	0
Uniforms	0	350	166
Utilities	14,182	16,434	13,647
Total Operating Expenses	332,150	338,459	330,744
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (87,399)	\$ (44,459)	\$ (59,376)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - CATERING
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Beverages - Alcoholic	\$ 24,550	\$ 34,000	\$ 24,510
Equipment Rental	95,038	90,000	78,944
General Sales	1,316,069	1,815,008	1,489,370
Miscellaneous	10,767	12,000	11,361
Total Sales	1,446,424	1,951,008	1,604,185
Less: Cost of Food Purchased	340,898	674,000	380,726
Gross Profit on Sales	1,105,526	1,277,008	1,223,459
Operating Expenses:			
Payroll:			
Benefitted	279,192	362,477	299,559
Non-Benefitted	11,175	31,560	38,762
Student	136,558	168,020	86,306
Employee Benefits	143,073	168,230	169,084
Total Payroll	569,998	730,287	593,711
Advertising/Printing	94	0	303
Bad Debt	(2,610)	0	(984)
Computer Lease	0	0	0
Computer Supplies	1,178	0	0
Depreciation	59,812	59,172	61,937
Employee Recruitment	161	0	1
Equipment Rental	53,107	28,000	40,298
Food Service Administration	255,610	210,087	221,371
Janitorial/Sanitation	12,801	10,000	14,748
Laundry	25,524	25,000	24,553
Legal/Professional Fees	0	0	0
Licenses/Permits/Fees	6,275	5,000	6,007
Miscellaneous	6,596	500	6,831
Office Supplies	3,800	3,500	3,012
Paper Supplies	34,913	37,000	38,290
Postage/Freight	512	0	637
Repairs/Maintenance	8,430	8,000	17,454
Smallwares	1,797	2,500	7,541
Software	3,610	3,500	3,863
Telephone/Communications	512	720	720
Travel/Training	410	500	357
Uniforms	725	1,500	485
Utilities	3,987	6,000	4,983
Vehicle Expense	3,670	5,000	4,200
Total Operating Expenses	1,050,912	1,136,266	1,050,318
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	<u>\$ 54,615</u>	<u>\$ 140,742</u>	<u>\$ 173,142</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - COMMISSIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
Income:					
Rentals:					
Juice It Up-Ice	\$ 7,138		\$ 7,138		\$ 7,352
Vending Machines	16,460		18,000		19,182
SURPLUS TO RESERVE FOR					
COMMERCIAL OPERATIONS	\$ 23,598		\$ 25,138		\$ 26,534

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - DONATIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
Operating Expenses:					
University Donations	\$ 43,630	\$	-	\$	50,852
DEFICIT TO RESERVE FOR					
COMMERCIAL OPERATIONS	<u>\$ (43,630)</u>	<u>\$</u>	<u>-</u>	<u>\$</u>	<u>(50,852)</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - LIBRARY CAFÉ - STARBUCKS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
General	\$ 1,298,410	\$ 1,300,000	\$ 1,206,471
Less: Cost of Food Purchased	507,254	488,000	470,910
Gross Profit on Sales	791,156	812,000	735,561
Operating Expenses:			
Payroll:			
Benefitted	93,372	71,513	72,805
Non-Benefitted	23,547	30,000	71,153
Student	316,404	338,000	259,692
Employee Benefits	50,306	26,430	40,485
Total Payroll	483,629	465,943	444,135
Advertising/Printing	652	0	0
Amortization	0	3,000	0
Computer Supplies	469	0	0
Credit Card Fees	46	0	44
Depreciation	2,009	0	2,009
Employee Recruitment	72	100	395
Food Service Administration	121,124	102,625	108,137
Janitorial/Sanitation	4,656	4,800	5,297
Laundry	4,294	4,200	5,023
Licenses/Permits/Fees	15,305	11,788	15,556
Miscellaneous	3,931	5,000	3,214
Office Supplies	704	500	913
Over/Short	28	0	201
Paper Supplies	32,391	36,000	30,382
Postage/Freight	13,427	13,350	14,195
Repairs/Maintenance	8,447	8,000	8,619
Royalties	117,643	117,000	102,374
Smallwares	5,814	5,000	2,961
Software	0	5,000	0
Telephone/Communications	17	180	180
Uniforms	128	200	284
Utilities	0	0	0
Total Operating Expenses	814,786	782,685	743,919
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (23,630)	\$ 29,315	\$ (8,358)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - STARBUCKS AT CAMPUS POINTE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
General	\$ -	\$ -	\$ -
Less: Cost of Food Purchased	0	0	0
Gross Profit on Sales	0	0	0
Operating Expenses:			
Payroll:			
Benefitted	0	0	1,018
Non-Benefitted	0	0	0
Student	0	0	0
Employee Benefits	0	0	188
Total Payroll	0	0	1,206
Advertising/Printing	0	0	0
Amortization	6,000	3,000	6,000
Bank Charges	0	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	0	0	0
Laundry	0	0	0
Licenses/Permits/Fees	0	0	0
Miscellaneous	0	0	0
Office Supplies	0	0	0
Paper Supplies	0	0	0
Postage/Freight	0	0	0
Rent	0	0	0
Repairs/Maintenance	0	0	0
Royalties	0	0	0
Smallwares	0	0	0
Software	0	0	0
Telephone/Communications	0	0	0
Uniforms	0	0	0
Utilities	9,741	0	7,055
Total Operating Expenses	61,963	49,222	60,483
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (61,963)	\$ (49,222)	\$ (60,483)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - SMART FRIDGE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
General Sales	\$ 38,540	\$ 45,000	\$ 66,511
Total Sales	38,540	45,000	66,511
Less: Cost of Food Purchased	15,975	20,000	28,955
Gross Profit on Sales	22,565	25,000	37,556
Operating Expenses:			
Payroll:			
Student	0	2,500	0
Employee Benefits	0	0	0
Total Payroll	0	2,500	0
Advertising	0	0	553
Bank Charges	11	0	18
Depreciation	3,807	4,881	4,881
Janitorial/Sanitation	60	0	32
Laundry	0	0	54
Licenses/Permits/Fees	5,921	5,000	8,901
Miscellaneous	196	0	109
Non-Student Tax	295	0	511
Office Supplies	0	0	0
Over/Short	171	0	46
Paper Supplies	487	500	406
Repairs/Maintenance	0	500	395
Smallwares	29	0	0
Total Operating Expenses	10,977	13,381	15,906
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 11,587	\$ 11,619	\$ 21,649

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - RSU BEVERAGES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
Food	\$ 67,539	\$ 90,000	\$ 63,024
Beverage	0	0	0
Total Sales	67,539	90,000	63,024
Less: Cost of Food Purchased	33,923	31,000	30,913
 Gross Profit on Sales	 33,616	 59,000	 32,111
 Operating Expenses:			
Payroll:			
Benefitted	0	17,675	0
Non-Benefitted	18,012	6,800	18,587
Student	14,744	10,500	8,427
Employee Benefits	2,363	8,123	2,236
Total Payroll	35,119	43,098	29,250
Advertising	0	0	0
Computer Supplies	0	0	0
Dues	146	0	0
Janitorial/Sanitation	10,528	7,500	10,035
Miscellaneous	724	0	590
Non-Student Tax	516	0	483
Office Supplies	90	0	0
Paper Supplies	14,272	8,000	12,797
Repairs/Maintenance	3,107	500	4,802
Sanitation	0	0	0
Smallwares	0	0	0
Uniforms	0	0	0
 Total Operating Expenses	 64,502	 59,098	 57,957
 SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	 \$ (30,886)	 \$ (98)	 \$ (25,846)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - THE HABIT
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Food	\$ 621,109	\$ 694,000	\$ 531,314
Beverage	0	0	0
Other Revenue	196	0	15
Total Sales	621,305	694,000	531,329
Less: Cost of Food Purchased	174,802	195,000	147,395
Gross Profit on Sales	446,503	499,000	383,934
Operating Expenses:			
Payroll:			
Benefitted	92,981	60,394	75,273
Non-Benefitted	47,086	45,000	13,411
Student	161,137	140,000	126,467
Employee Benefits	41,587	16,719	36,878
Total Payroll	342,791	262,113	252,029
Advertising/Printing	40	0	0
Amortization	3,500	3,500	3,500
Bank Charges	51	0	61
Computer Supplies	0	0	0
Depreciation	34,350	34,491	34,491
Employee Recruitment	32	0	0
Food Services Administration	86,083	58,643	61,793
Janitorial/Sanitation	6,674	2,500	7,020
Laundry	6,862	3,000	7,042
Licenses/Permits/Fees	35,886	10,132	5,509
Miscellaneous	5,726	250	1,255
Non-Student Tax	4,754	5,000	4,065
Office Supplies	191	400	561
Over/Short	1,464	0	156
Paper Supplies	14,403	15,000	9,961
Postage/Freight	7	0	186
Repairs/Maintenance	19,253	2,500	21,241
Royalties	7,576	37,070	26,270
Sanitation	1,254	0	1,145
Smallwares	106	500	215
Uniforms	244	500	165
Total Operating Expenses	571,247	435,598	436,665
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (124,744)	\$ 63,402	\$ (52,731)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - TOSS N CHOP
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Food	\$ 222,360	\$ 275,000	\$ 242,618
Total Sales	222,360	275,000	242,618
Less: Cost of Food Purchased	101,767	102,000	112,546
Gross Profit on Sales	120,593	173,000	130,072
Operating Expenses:			
Payroll:			
Benefitted	15,512	13,261	12,848
Non-Benefitted	14,524	18,000	3,399
Student	72,091	53,000	73,053
Employee Benefits	9,728	8,252	9,875
Total Payroll	111,855	92,513	99,175
Advertising	0	0	123
Bank Charges	36	0	36
Depreciation	32,002	27,680	30,896
Food Services Administration	27,540	29,321	27,680
Janitorial/Sanitation	1,184	1,500	3,568
Laundry	5,620	1,000	6,714
Licenses/Permits/Fees	14	10,555	738
Miscellaneous	(1,023)	250	189
Non-Student Tax	1,702	1,760	1,858
Office Supplies	265	100	260
Over/Short	(139)	0	38
Paper Supplies	13,889	10,000	12,744
Postage/Freight	0	0	11
Repairs/Maintenance	8,398	2,500	8,956
Sanitation	1,145	0	1,177
Smallwares	57	500	1,242
Software	68	0	0
Uniforms	0	250	167
Total Operating Expenses	202,613	177,930	195,572
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (82,020)	\$ (4,930)	\$ (65,500)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - DUNKIN'
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
Food	\$ -	\$ 834,000	462,901
Beverage	0	20,000	0
Total Sales	0	854,000	462,901
Less: Cost of Food Purchased	0	299,000	115,551
 Gross Profit on Sales	 0	 555,000	 347,350
 Operating Expenses:			
Payroll:			
Benefitted	0	26,523	44,321
Non-Benefitted	0	16,000	53,347
Student	0	197,000	166,092
Employee Benefits	0	9,996	31,392
Total Payroll	0	249,519	295,152
Advertising	0	1,000	0
Amortization	0	1,000	0
Depreciation	0	26,829	0
Food Services Administration	0	73,303	77,240
Janitorial/Sanitation	0	5,000	8,227
Laundry	0	4,000	2,532
Licenses/Permits/Fees	0	7,233	2,650
Miscellaneous	0	0	363
Non-Student Tax	0	0	678
Office Supplies	0	500	713
Over/Short	0	0	14
Paper Supplies	0	19,200	10,451
Postage/Freight	0	0	2,785
Repairs/Maintenance	0	5,000	3,481
Royalties	0	71,736	38,658
Sanitation	0	500	1,347
Smallwares	0	0	2,069
Uniforms	89	1,500	824
Utilities	0	15,802	13,120
 Total Operating Expenses	 89	 482,122	 460,304
 SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	 \$ (89)	 \$ 72,878	 \$ (112,954)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - CONVENIENCE STORES
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
Sales:					
General	\$ 266,997		\$ 250,000		\$ 280,262
Less: Cost of Food Purchased	159,449		135,000		155,652
Gross Profit on Sales	107,548		115,000		124,610
Operating Expenses:					
Payroll:					
Non-Benefitted	11,831		12,000		12,236
Student	36,181		45,000		41,710
Employee Benefits	2,351		0		2,377
Total Payroll	50,363		57,000		56,323
Advertising/Printing	0		0		0
Bank Charges	16		0		22
Computer Supplies	137		0		1
Depreciation	5,421		0		0
Janitorial/Sanitation	45		400		140
Laundry	1,857		2,000		2,041
Licenses/Permits/Fees	0		4,875		1,606
Miscellaneous	141		0		96
Office Supplies	218		200		113
Over/Short	28		0		15
Paper Supplies	670		1,500		1,815
Postage/Freight	28		0		38
Repairs/Maintenance	998		750		732
Security Services	0		0		0
Smallwares	2,291		0		108
Telephone/Communications	182		540		359
Uniforms	90		180		0
Total Operating Expenses	62,485		67,445		63,409
SURPLUS TO RESERVE FOR					
COMMERCIAL OPERATIONS	\$ 45,064		\$ 47,555		\$ 61,201

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - TACO BELL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Beverages	\$ -	\$ -	\$ -
Taco Bell Express	428,555	439,000	436,546
Total Sales	428,555	439,000	436,546
Less: Cost of Food Purchased	130,969	131,000	132,324
Gross Profit on Sales	297,586	308,000	304,222
Operating Expenses:			
Payroll:			
Benefitted	13,384	13,261	27,665
Non-Benefitted	53,213	36,000	51,796
Student	147,159	142,000	111,573
Employee Benefits	18,367	8,252	19,626
Total Payroll	232,123	199,513	210,660
Bank Charges	168	0	43
Depreciation	44,387	44,527	44,527
Food Services Administration	32,002	29,321	30,896
Janitorial/Sanitation	12,254	3,500	9,788
Licenses/Permits/Fees	727	5,541	13,466
Miscellaneous	0	500	0
Non-Student Tax	3,277	3,362	3,341
Office Supplies	771	500	726
Over/Short	122	0	49
Paper Supplies	7,926	7,400	7,395
Repairs/Maintenance	26,680	5,000	13,127
Royalties:			
Taco Bell Express	29,999	30,730	30,558
Smallwares	806	500	1,781
Telephone/Communications	17	180	0
Uniforms	244	500	169
Utilities	1,346	1,400	0
Total Operating Expenses	392,849	332,475	366,526
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	<u>\$ (95,261)</u>	<u>\$ (24,475)</u>	<u>\$ (62,302)</u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - RSU CAFÉ
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
General Sales	\$ 110,639	\$ 110,000	\$ 106,989
Total Sales	110,639	110,000	106,989
Less: Cost of Food Purchased	66,409	54,500	63,620
Gross Profit on Sales	44,230	55,500	43,369
Operating Expenses:			
Payroll:			
Non-Benefitted	5,727	6,500	2,755
Student	19,168	24,500	22,761
Employee Benefits	1,352	0	893
Total Payroll	26,247	31,000	26,409
Advertising/Printing	123	0	0
Depreciation	3,369	3,369	3,171
Dues/Memberships	146	0	0
Janitorial/Sanitation	82	200	0
Licenses/Permits/Fees	0	349	349
Non-Student Tax	0	0	20
Over/Short	8	0	0
Paper Supplies	(162)	500	295
Repairs/Maintenance	933	1,000	412
Smallwares	274	300	0
Uniforms	0	0	0
Total Operating Expenses	31,020	36,718	30,656
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 13,210	\$ 18,782	\$ 12,713

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - UNIVERSITY DINING HALL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Sales:			
Contract Sales:			
Commuter Contracts	\$ 65,712	\$ 35,000	\$ 122,046
Guests	282,899	210,000	360,555
Contract Sales - Housing Residents	5,217,780	6,121,958	5,508,840
Summer Conferences - Non-Taxable	371,449	300,000	279,407
Summer Conferences - Taxable	41,066	30,000	29,911
Total Sales	5,978,906	6,696,958	6,300,759
Less: Cost of Food Purchased	1,768,686	2,050,000	1,955,451
Gross Profit on Sales	4,210,220	4,646,958	4,345,308
Operating Expenses:			
Payroll:			
Benefitted	382,280	401,914	383,494
Non-Benefitted	395,754	385,620	458,399
Student	605,024	622,184	594,496
Employee Benefits	206,458	157,331	213,759
Total Payroll	1,589,516	1,567,049	1,650,148
Advertising/Printing	233	300	96
Allowance for Uncollectible Expense	21,573	15,000	(11,861)
Computer Lease	0	0	0
Credit Card Fees	0	0	0
Depreciation	141,106	94,520	109,472
Donations	0	0	0
Dues/Memberships/Subscriptions	498	0	920
Employee Recruitment	223	0	0
Equipment Rental	1,141	1,500	1,212
Food Service Administration Expense	902,998	797,686	840,532
Janitorial/Sanitation	88,856	85,000	92,737
Laundry	21,067	20,000	20,719
Licenses/Permits/Fees	1,056	1,064	1,964
Meal Cards	(502)	0	(785)
Miscellaneous	3,161	2,500	2,408
Office Supplies/Décor	786	500	1,012
Over/Short	3	0	289
Paper Supplies	15,530	15,000	16,288
Postage/Freight	1,066	1,000	1,348
Repairs/Maintenance	141,140	150,000	159,175
Resident Advisor Meals	122,288	103,620	122,894
Smallwares	9,851	25,000	19,372
Software Maintenance Fees _CBORD OPCS	7,932	5,000	7,700
Telephone/Communications	1,501	1,500	720
Travel/Training	0	3,000	0
Uniforms	1,719	3,000	1,182
Utilities	258,439	316,750	263,054
Vehicle Expense	74	0	0
Warehouse Expense	22,696	10,081	28,096
Total Operating Expenses	3,353,950	3,219,070	3,328,692
SURPLUS TO RESERVE FOR COMMERCIAL OPERATIONS	\$ 856,270	\$ 1,427,888	\$ 1,016,616

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - USU FOOD COURT
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
Sales:			
Beverages	\$ 156,932	\$ 200,000	\$ 106,716
Miscellaneous	0	0	1,038
Panda Express Commissions	159,867	175,000	151,405
Student Union Snack Bar	132,033	140,000	127,132
Subway	412,351	448,000	433,606
Total Sales	861,183	963,000	819,897
Less: Cost of Food Purchased	230,609	300,500	194,791
Gross Profit on Sales	630,574	662,500	625,106
Operating Expenses:			
Payroll:			
Benefitted	73,624	92,123	78,968
Non-Benefitted	25,223	13,552	41,013
Student	243,200	270,000	201,942
Employee Benefits	39,819	32,310	40,043
Total Payroll	381,866	407,985	361,966
Advertising:			
Other	229	0	123
Subway	18,760	20,000	19,590
Amortization:	500	500	500
Bank Charges	(10,027)	0	(12,834)
Computer Lease	0	0	0
Computer Software	940	0	0
Contract Services-USU Building Operations	20,300	20,300	20,300
Depreciation	12,133	19,868	17,939
Food Services Administration	64,003	58,643	61,793
Janitorial/Sanitation	9,042	4,500	9,024
Laundry	4,706	4,700	5,133
Licenses/Permits/Fees	193	14,218	1,326
Miscellaneous	475	500	708
Non-Student Tax	5,367	6,000	5,094
Office Supplies	1,327	750	1,090
Over/Short	3,771	0	1,500
Paper Supplies	10,834	13,000	10,561
Postage/Freight	356	0	110
Repairs/Maintenance	19,026	8,500	9,458
Royalties:			
Subway	33,351	35,840	34,826
Security Services	0	0	0
Smallwares	8,165	2,000	5,056
Telephone/Communications	347	1,080	720
Uniforms	311	600	88
University Student Union Rent	61,900	51,000	51,000
Total Operating Expenses	647,875	669,983	605,071
SURPLUS/(DEFICIT) TO RESERVE FOR COMMERCIAL OPERATIONS	\$ (17,301)	\$ (7,483)	\$ 20,035

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
UNIVERSITY DINING SERVICES - WAREHOUSE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
EXPENSES:			
Depreciation	3,511	3,511	5,007
Inventory Variance	8,805	0	19,932
Janitorial/Sanitation	1,057	1,153	1,153
Miscellaneous	0	417	0
Repairs/Maintenance	9,323	5,000	2,003
Total Expenses	19,185	10,081	23,088
Warehouse Allocated to Units	19,185	10,081	23,088
ALLOCATIONS:			
Residence Dining Facility	19,185	10,081	23,088
Total Warehouse Allocated	\$ 19,185	\$ 10,081	\$ 23,088

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
INCOME:			
Building Operations - Custodial	\$ 97,118	\$ 20,300	\$ 105,200
General	5,267,662	5,133,487	5,314,716
Information Center/Reservations	1,570	1,500	1,825
Union Productions	17,000	181,000	12,675
Recreation	354,262	282,100	395,921
Satellite Student Union	71,425	60,000	102,972
Total Income	5,809,037	5,678,387	5,933,309
EXPENSES:			
Building Operations	1,036,496	1,074,909	1,106,133
General	2,153,321	2,718,171	2,561,944
Resnick Student Union	0	0	0
Information Center/Reservations	201,989	235,905	245,752
Union Productions	350,975	756,968	429,297
Recreation	303,063	281,366	318,215
Satellite Student Union	147,270	149,999	156,945
Total Expenses	4,193,114	5,217,319	4,818,286
SURPLUS/(DEFICIT) TO RESERVE FOR			
UNIVERSITY STUDENT UNION			
	\$ 1,615,925	\$ 461,069	\$ 1,115,025

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - BUILDING OPERATIONS - CUSTODIAL/MAINTENANCE
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
INCOME:			
USU Custodial Services	\$ 97,118	\$ 20,300	\$ 105,200
	<u>97,118</u>	<u>20,300</u>	<u>105,200</u>
EXPENSES:			
Payroll:			
Benefitted	175,415	172,836	184,810
Non-Benefitted	69,010	100,000	74,110
Student	362,711	310,000	388,247
Employee Benefits	95,171	70,273	95,742
Total Payroll	<u>702,307</u>	<u>653,109</u>	<u>742,909</u>
Capital Equipment	496	75,000	0
Computer Lease	0	0	31
Custodial Supplies	41,171	65,000	40,935
Employee Procurement	743	1,500	348
Miscellaneous	661	300	661
Repairs/Maintenance	117,753	100,000	91,453
Service Contracts	<u>173,365</u>	<u>180,000</u>	<u>229,796</u>
	<u>1,036,496</u>	<u>1,074,909</u>	<u>1,106,133</u>
Total Disbursements	<u>1,036,496</u>	<u>1,074,909</u>	<u>1,106,133</u>
NET DEFICIT	<u><u>\$ (939,378)</u></u>	<u><u>\$ (1,054,609)</u></u>	<u><u>\$ (1,000,933)</u></u>

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - GENERAL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	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	51,000	51,000
Donation-Associated Students	0	0	864
Miscellaneous	13,334	2,000	0
RSU Conference Space	237,240	125,000	231,336
Space Rental - Student Union Rooms	42,000	42,000	45,650
Support Services - ATM	9,697	10,287	9,264
University - IRA Funds	0	0	72,911
Total Income	5,267,371	5,133,487	5,314,225
EXPENSES:			
Payroll:			
Benefitted	456,389	411,867	507,595
Non-Benefitted	10,269	30,000	0
Student-Graphics	121,467	140,210	70,842
Student - Marketing Assistants	13,544	85,000	60,888
Employee Benefits	302,787	288,124	323,640
Actual Retired Employee Benefits	36,997	39,261	40,904
Accrued Retired Employee Benefit	(218,729)	0	(1,564)
Total Payroll			
Advertising/Printing	0	2,000	0
Capital Equipment	7,208	20,000	4,104
Computer Lease	0	0	0
Consultant	4,950	0	0
Depreciation	214,738	238,393	264,394
Dues/Memberships/Subscriptions	3,406	10,000	3,355
Employee Recruitment	1,055	3,000	756
Graphics	6,676	15,000	13,040
Insurance	53,045	39,077	46,800
License, Permits, Fees	0	7,500	195
Management Services Agreement Fee	325,000	325,000	325,000
Miscellaneous	391	1,000	1
Office Supplies	2,939	3,500	1,879
Postage	6	500	0
Professional Development	0	7,500	1,099
Repairs/Maintenance	4,614	40,000	10,107
Save Mart Center Student Seat License	300,000	300,000	300,000
Security Services	0	2,000	0
Service Contracts	0	1,000	0

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - GENERAL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
Telephone/Communications	2,406	7,740	2,452
Travel/Training	2,751	7,500	979
Uniforms	2,956	8,000	2,917
Utilities	498,456	685,000	582,561
Total Disbursements	2,153,321	2,718,171	2,561,944
OPERATING SURPLUS	3,114,050	2,415,316	2,752,281
NONOPERATING REVENUES (EXPENSES)			
Interest Income - Leases	291	0	491
Total Nonoperating Activities	291	0	491
NET SURPLUS	\$ 3,114,341	\$ 2,415,316	\$ 2,752,772

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - WELCOME CENTER/RESERVATIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
INCOME:					
Support Services					
Information Center Commissions	\$ 1,302	\$	1,500	\$	1,825
Packaging Supply Revenue	0		0		0
Satellite Box Office	268		0		0
Total Income	1,570		1,500		1,825
EXPENSES:					
Payroll:					
Benefitted	52,505		78,240		78,973
Student	124,794		116,981		125,505
Employee Benefits	23,394		34,884		32,568
Total Payroll					
200,693	200,693		230,105		237,046
Advertising/Printing	0		1,000		0
Computer Lease	190		0		190
Credit Card Charges	779		1,000		819
Miscellaneous	0		200		0
Office Supplies	57		2,500		892
Over/Short	(12)		100		85
Service Contracts	282		1,000		6,720
Total Disbursements	201,989		235,905		245,752
NET DEFICIT	\$ (200,419)	\$	(234,405)	\$	(243,927)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - BULLDOG BOWL
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25	2025-26	2025-26
	ACTUAL	BUDGET	ACTUAL
INCOME:			
Recreation and Leisure Activities:			
Billiards	\$ 47,217	\$ 35,000	\$ 57,254
Bowling	245,910	200,000	268,012
Coin-Op Games	7,896	6,000	9,076
Locker Rentals	60	100	415
Promotional Events	4,007	1,000	13,332
Shoe Rentals	49,172	40,000	47,832
Total Income	354,262	282,100	395,921
EXPENSES:			
Payroll:			
Benefitted	48,490	45,890	48,384
Non-Benefitted	38,762	25,000	53,894
Student	151,771	140,000	130,448
Employee Benefits	28,045	22,876	29,345
Total Payroll			
Advertising/Printing	0	500	0
Billiard Supplies	595	2,000	828
Bowling Supplies	5,668	6,000	8,224
Capital Equipment	0	500	0
Computer Lease	0	0	0
Credit Card Fees	7,254	7,000	7,918
Dues/Memberships/Subscriptions	0	2,000	0
Miscellaneous	0	500	0
Office Supplies	835	1,000	177
Over/Short	(1,441)	100	1,987
Repairs/Maintenance	13,667	15,000	27,841
Service Contracts	8,930	12,000	8,923
Special Events-Parties/Groups	487	1,000	246
Total Disbursements	303,063	281,366	318,215
NET SURPLUS			
	\$ 51,199	\$ 734	\$ 77,706

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - UNION PRODUCTIONS
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25 ACTUAL	2025-26 BUDGET	2025-26 ACTUAL
INCOME:			
Program Activities			
Club Sports	\$ -	\$ 175,000	\$ -
Productions	0	0	6,675
Homecoming	17,000	6,000	6,000
Total Income	17,000	181,000	12,675
EXPENSES:			
Payroll:			
Benefitted	0	102,878	30,480
Non-Benefitted	20,339	0	1,076
Student	140,968	140,000	151,895
Employee Benefits	4,214	38,090	7,026
Total Payroll	165,521	280,968	190,477
Computer Lease	0	0	0
Signature Programs	90,049	100,000	112,089
Club Sports	11,174	175,000	27,804
Co-Sponsorships	0	15,000	529
Dues/Memberships/Subscriptions	1,445	5,000	1,515
Esports	1,542	15,000	0
Fresno State Welcome	18,865	20,000	24,232
General Programming	815	10,000	219
Homecoming/Spirit	38,799	40,000	44,667
Leadership	11,544	40,000	14,103
Marketing/Promotions	0	15,000	1,520
Office Supplies	788	3,000	0
Performing Arts/Center Stage	30	0	0
Student Board	0	15,000	0
Travel/Training	5,403	8,000	7,498
USU Board	5,000	15,000	4,644
Total Disbursements	350,975	756,968	429,297
NET DEFICIT	\$ (333,975)	\$ (575,968)	\$ (416,622)

CALIFORNIA STATE UNIVERSITY, FRESNO ASSOCIATION, INC.
STUDENT UNIONS - SATELLITE STUDENT UNION
STATEMENT OF OPERATIONS
FOR THE YEARS ENDED JUNE 30, 2026 AND 2025

	2024-25		2025-26		2025-26
	ACTUAL		BUDGET		ACTUAL
INCOME:					
Equipment Rental	\$ 18,130	\$	15,000	\$	21,200
Space Rental	36,923		30,000		60,564
Technicians	16,372		15,000		21,208
Total Income	71,425		60,000		102,972
EXPENSES:					
Payroll:					
Benefitted	66,067		58,359		61,724
Student	24,031		19,675		37,703
Employee Benefits	17,575		17,365		19,168
Total Payroll	107,673		95,399		118,595
Capital Equipment	0		15,000		0
Computer Lease	0		0		0
Equipment Rental	1		8,000		1
Repairs/Maintenance	27,718		25,000		26,287
Utilities	11,878		6,600		12,062
Total Disbursements	147,270		149,999		156,945
NET DEFICIT	\$ (75,845)	\$	(89,999)	\$	(53,973)