ASSOCIATED STUDENTS UCLA

FINANCIAL STATEMENTS SERVICES AND ENTERPRISES

December (11/27/16 - 12/31/16)

Prepared

January 18, 2017

ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES

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ASSOCIATED STUDENTS UCLA - SERVICES AND ENTERPRISES INCOME AND LOSS SUMMARY - DECEMBER 2016 (\$000's) DIVISIONS AT CONTRIBUTION LEVEL

\vdash		5-16 *	FY 1			1/16)		EMBER (11/ CURREN	DEC		
		AR ACT	LAST YE		NCF	VARIA			BUD	IAI	ACT
				ACT	ACT/L		ACT/		202		
		%	\$	%	\$	%	\$	%	\$	%	\$
	GROSS INCOME										
	UCLA Store		3,438	(0.9%)	(30)	4.6%	149		3,259		3,408
	UCLA Restaurants		1,116	(13.9%)	(155)	(4.5%)	(45)		1,006		961
	Services Division		289	22.8%	66	19.9%	59		296		355
	UCLA Student Union		97	(21.6%)	(21)	(28.3%)	(30)		106		76
	TOTAL		4,940	(2.8%)	(140)	2.8%	133		4,667		4,800
	GROSS MARGIN			Pts.		Pts.					
	UCLA Store	34.3%	1,178	(5.6)	(201)	(4.5)	(104)	33.2%	1,081	28.7%	977
	UCLA Restaurants	71.6%	799	1.1	(100)	1.0	(22)	71.7%	721	72.7%	699
	Services Division	100.0%	289	0.0	66	0.0	59	100.0%	296	100.0%	355
	UCLA Student Union	40.2%	39	(4.7)	(12)	(9.8)	(21)	45.3%	48	35.5%	27
_	TOTAL	46.7%	2,305	(3.8)	(247)	(3.1)	(88)	46.0%	2,146	42.9%	2,058
	WAGES & BENEFITS										
	UCLA Store	15.4%	529	(1.0)	(30)	1.3	18	17.7%	577	16.4%	559
	UCLA Restaurants	56.5%	631	(13.4)	(41)	(3.7)	(6)	66.2%	666	69.9%	672
	Services Division	18.3%	53	1.4	(7)	2.4	(3)	19.3%	57	16.9%	60
_	UCLA Student Union	57.7%	56	(25.2)	(7)	(20.6)	3	62.3%	66	82.9%	63
	TOTAL	25.7%	1,269	(2.5)	(85)	1.1	12	29.3%	1,366	28.2%	1,354
	OTHER CONTROLLABLES										
	UCLA Store	5.7%	197	0.6	22	0.3	1	5.4%	176	5.1%	175
	UCLA Restaurants		133	0.6	24	1.1	16	12.4%	125	11.3%	109
	Services Division	31.8%	92	(1.2)	(25)	(2.9)	(28)	30.1%	89	33.0%	117
	UCLA Student Union		38	(4.2)	5	(7.6)	5	35.8%	38	43.4%	33
	TOTAL	9.3%	460	0.3	26	0.2	(6)	9.2%	428	9.0%	434
	CONTRIBUTION										
	UCLA Store		452	(6.0)	(209)	(2.9)	(84)	10.0%	327	7.1%	243
	UCLA Restaurants	3.0%	34	(11.6)	(117)	(1.7)	(14)	(6.9%)	(69)	(8.6%)	(83)
	Services Division		144	0.3	34	(0.6)	28	50.7%	150	50.1%	178
	UCLA Student Union	. ,	(54)	(35.1)	(15)	(38.0)	(13)	(52.8%) 7.5%	(56) 352	(90.8%)	(69)
_	TOTAL	11.7%	576	(6.1)	(307)	(1.9)	(83)	7.5%	352	5.6%	269
	ALLOCATED EXPENSES										
	Admin&Support Services	11.3%	557	(0.1)	10	1.5	53	12.9%	600	11.4%	547
	Maintenance Division	4.4%	218	(0.3)	(8)	0.5	19	5.2%	245	4.7%	226
	Utilities	1.4%	69	(0.5)	(21)	0.2	10 9	2.1%	100	1.9%	90
-	Depreciation TOTAL		195 1,039	(0.4) (1.3)	(12) (31)	0.3 2.6	9 91	4.6% 24.9%	216	4.3% 22.3%	207 1,070
-		21.0%	1,039	(1.3)	(31)	2.0	91	24.9%	1,161	22.3%	1,070
	NET INCOME (LOSS)										
	FROM OPERATIONS	(9.4%)	(463)	(7.3)	(338)	0.6	8	(17.3%)	(809)	(16.7%)	(801)
	OTHER INC/(EXP)										
	Non-Recurrent Inc/(Exp)		(2)	0.0	2	0.0	0	0.0%	0	0.0%	0
	Interest Income		11	0.1	2	0.1	3	0.2%	10	0.3%	13
	Interest (Expense)		(37)	0.0	2	0.0	0	(0.7%)	(35)	(0.7%)	(35)
	Income Taxes	0.0%	0	0.0	0	0.0	0	0.0%	0	0.0%	0
\vdash	Student Union Fee Income		226 198	0.2 0.4	5 11	(0.1) 0.0	0	4.9% 4.4%	231 206	4.8% 4.4%	231 209
⊢	-			-			-				
	NET INCOME (LOSS)	(5.4%)	(265)	(6.9)	(327)	0.6	11	(12.9%)	(603)	(12.3%)	(592)

				R 2016-2017				FY 1	5-16
				7/31/16 - 12				**	
ACT	UAL	BUD	GET	107		ANCE	(1 OT	LAST YE	AR ACT
\$	%	\$	%	ACT/ \$	BOD %	ACT/L' \$	Y ACT %	\$	%
÷	70	Ŧ	70	Ţ.	70	Ţ	70		70
19.934		21.646		(1,712)	(7.9%)	(2,114)	(9.6%)	22.048	
6,393		6,631		(238)	(3.6%)	(304)	(4.5%)	6,697	
1.791		1.697		94	5.5%	43	2.5%	1,748	
551		562		(11)	(2.0%)	26	5.0%	525	
28,669		30,536		(1,867)	(6.1%)	(2,349)	(7.6%)	31,018	
					Pts.		Pts.		
6.463	32.4%	7.087	32.7%	(624)	(0.3)	(642)	0.2	7.105	32.2
4,594	71.9%	4,719	71.2%	(125)	0.7	(191)	0.5	4,785	71.4
1,788	99.8%	1,696	99.9%	92	(0.1)	42	(0.1)	1,746	99.9
331	60.1%	320	56.9%	11	3.2	42	5.1	289	55.0
13,176	46.0%	13,822	45.3%	(646)	0.7	(749)	1.1	13,925	44.9
2,882	14.5%	2,950	13.6%	68	(0.9)	(122)	(2.0)	2,760	12.5
3,383	52.9%	3,332	50.2%	(51)	(2.7)	(212)	(5.6)	3,171	47.3
277	15.5%	278	16.4%	1	0.9	(11)	(0.3)	266	15.2
331	60.1%	341	60.7%	10	0.6	(15)	0.1	316	60.2
6,873	24.0%	6,901	22.6%	28	(1.4)	(360)	(3.0)	6,513	21.0
1,245	6.2%	1,269	5.9%	24	(0.3)	47	(0.3)	1,292	5.9
679	10.6%	699	10.5%	20	(0.1)	28	0.0	707	10.6
592	33.1%	630	37.1%	38	4.0	53	3.8	645	36.9
251	45.6%	233	41.5%	(18)	(4.1)	(34)	(4.3)	217	41.3
2,767	9.7%	2,831	9.3%	64	(0.4)	94	(0.5)	2,861	9.2
2,336	11.7%	2,868	13.2%	(532)	(1.5)	(717)	(2.1)	3,053	13.8
532	8.3%	687	10.4%	(155)	(2.1)	(375)	(5.2)	907	13.5
919	51.3%	788	46.4%	131	4.9	84	3.5	835	47.8
(251)	(45.6%)	(255)	(45.4%)	4	(0.2)	(7)	0.9	(244)	(46.5
3,536	12.3%	4,088	13.4%	(552)	(1.1)	(1,015)	(2.4)	4,551	14.7
2,866	10.0%	2,943	9.6%	77	(0.4)	(201)	(1.4)	2,665	8.6
1,060	3.7%	1,149	3.8%	89	0.1	50	(0.1)	1,110	3.6
454	1.6%	475	1.6%	21	0.0	21	(0.1)	475	1.5
1,017	3.5%	1,078	3.5%	61	0.0	(48)	(0.4)	969	3.1
5,397	18.8%	5,645	18.5%	248	(0.3)	(178)	(2.0)	5,219	16.8
(1,861)	(6.5%)	(1,557)	(5.1%)	(304)	(1.4)	(1,193)	(4.3)	(668)	(2.2
18	0.1%	0	0.0%	18	0.1	(6)	0.0	24	0.1
61	0.2%	58	0.2%	3	0.0	(6)	0.0	67	0.2
(175)	(0.6%)	(175)	(0.6%)	0	0.0	10	0.0	(185)	(0.6
0 1,157	0.0% 4.0%	0	0.0% 3.8%	0 0	0.0 0.2	0 26	0.0 0.4	0	0.0 3.6
1,157	4.0% 3.7%	1,157 1.040	3.8% 3.4%	21	0.2	20 24	0.4 0.4	1,131 1.037	3.0
/							-		
(800)	(2.8%)	(517)	(1.7%)	(283)	(1.1)	(1,169)	(4.0)	369	1.2

ASSOCIATED STUDENTS UCLA - SERVICES AND ENTERPRISES INCOME AND LOSS SUMMARY - DECEMBER 2016 (\$000's) DIVISIONS FULLY ALLOCATED

		DEC	EMBER (11/		1/16)			FY 1	5-16						R 2016-2017	
			CURREN	I MONTH				*	*						7/31/16 - 12	
ACT	UAL	BUD	GET		VARIA	-		LAST YE	EAR ACT		ACT	UAL	BUD	GET		VAR
\$	%	\$	%	ACT/ \$	BUD %	ACT/L` \$	Y ACT %	s	%		\$	%	\$	%	ACT/ \$	BUD %
·				·		· ·				GROSS INCOME					· ·	
3,408		3,259		149	4.6%	(30)	(0.9%)	3,438		UCLA Store	19,934		21,646		(1,712)	(7.9%
961		1,006		(45)	(4.5%)	(155)	(13.9%)	1,116		UCLA Restaurants	6,393		6,631		(238)	(3.6%
355		296		59	19.9%	66	22.8%	289		Services Division	1,791		1,697		94	5.5%
76		106		(30)	(28.3%)	(21)	(21.6%)	97		UCLA Student Union	551		562		(11)	(2.0%
4,800		4,667		133	2.8%	(140)	(2.8%)	4,940		TOTAL	28,669		30,536		(1,867)	(6.1%
					Pts.		Pts.			GROSS MARGIN						Pts.
977	28.7%	1,081	33.2%	(104)	(4.5)	(201)	(5.6)	1,178	34.3%	UCLA Store	6,463	32.4%	7,087	32.7%	(624)	(0.3
699	72.7%	721	71.7%	(22)	1.0	(100)	1.1	799	71.6%	UCLA Restaurants	4,594	71.9%	4,719	71.2%	(125)	0.7
355	100.0%	296	100.0%	59	0.0	66	0.0	289	100.0%	Services Division	1,788	99.8%	1,696	99.9%	92	(0.1
27	35.5%	48	45.3%	(21)	(9.8)	(12)	(4.7)	39		UCLA Student Union	331	60.1%	320	56.9%	11	3.2
2,058	42.9%	2,146	46.0%	(88)	(3.1)	(247)	(3.8)	2,305	46.7%	TOTAL	13,176	46.0%	13,822	45.3%	(646)	0.7
										TOTAL CONTROLLABLES						
734	21.5%	754	23.1%	20	1.6	(8)	(0.4)	726	21.1%	UCLA Store	4,127	20.7%	4,219	19.5%	92	(1.2
782	81.4%	790	78.5%	8	(2.9)	(17)	(12.9)	765	68.5%	UCLA Restaurants	4,062	63.5%	4,031	60.8%	(31)	(2.7
177	49.9%	146	49.3%	(31)	(0.6)	(32)	0.3	145	50.2%	Services Division	870	48.6%	908	53.5%	38	4.9
96	126.3%	104	98.1%	8	(28.2)	(3)	(30.4)	93	95.9%	UCLA Student Union	582	105.6%	575	102.3%	(7)	(3.3
1,789	37.3%	1,794	38.4%	5	1.1	(60)	(2.3)	1,729	35.0%	TOTAL	9,641	33.6%	9,733	31.9%	92	(1.7
										CONTRIBUTION						
243	7.1%	327	10.0%	(84)	(2.9)	(209)	(6.0)	452		UCLA Store	2,336	11.7%	2,868	13.2%	(532)	(1.5
(83)	(8.6%)	(69)	(6.9%)	(14)	(1.7)	(117)	(11.6)	34		UCLA Restaurants	532	8.3%	687	10.4%	(155)	(2.1
178	50.1%	150	50.7%	28	(0.6)	34	0.3	144	49.8%	Services Division	919	51.3%	788	46.4%	131	4.9
(69) 269	(90.8%) 5.6%	(56) 352	(52.8%) 7.5%	(13) (83)	(38.0) (1.9)	(15) (307)	(35.1) (6.1)	(54) 576	()	UCLA Student Union TOTAL	(251) 3,536	(45.6%) 12.3%	(255) 4.088	(45.4%) 13.4%	4 (552)	(0.2
200	0.070	001	1.070	(00)	(1.5)	(001)	(0.1)	010	11.170	-	0,000	12.070	4,000	10.470	(002)	(
676	10.00/	010	10.00/			(00)	(0,0)	550	40.40/	ALLOCATED EXPENSES	0.047	4.4.404	0.000	40.00/	475	(0.0
575 319	16.9% 33.2%	619 350	19.0% 34.8%	44 31	2.1 1.6	(22) 25	(0.8) (2.4)	553 344		UCLA Store UCLA Restaurants	2,817 1,750	14.1% 27.4%	2,992 1,756	13.8% 26.5%	175 6	(0.3 (0.9
92	25.9%	91	30.7%	(1)	4.8	(34)	(2.4)	58	20.1%	Services Division	394	27.4%	428	20.3 <i>%</i> 25.2%	34	3.2
84	110.5%	101	95.3%	17	(15.2)	(34)	(23.9)	84		UCLA Student Union	436	79.1%	469	83.5%	33	4.4
1,070	22.3%	1,161	24.9%	91	2.6	(31)	(1.3)	1,039		TOTAL	5,397	18.8%	5,645	18.5%	248	(0.3
										NET INCOME (LOSS) FROM OPERATIONS						
(333)	(6.9%)	(292)	(6.3%)	(41)	(0.6)	(232)	(4.9)	(101)	(2.0%)	UCLA Store	(481)	(1.7%)	(125)	(0.4%)	(356)	(1.3
(401)	(8.4%)	(420)	(9.0%)	(41)	0.6	(232)	(4.3)	(310)		UCLA Restaurants	(1,218)	(4.2%)	(1,068)	(3.5%)	(150)	(1.3
86	1.8%	60	1.3%	26	0.5	(1)	0.0	87	. ,	Services Division	525	1.8%	359	1.2%	166	0.6
(153)	(3.2%)	(157)	(3.4%)	4	0.2	(14)	(0.4)	(139)	(2.8%)	UCLA Student Union	(687)	(2.4%)	(723)	(2.4%)	36	0.0
(801)	(16.7%)	(809)	(17.3%)	8	0.6	(338)	(7.3)	(463)	(9.4%)	TOTAL	(1,861)	(6.5%)	(1,557)	(5.1%)	(304)	(1.4
										OTHER INC/(EXP)						
0	0.0%	0	0.0%	0	0.0	2	0.0	(2)	0.0%	Non-Recurrent Inc/(Exp)	18	0.1%	0	0.0%	18	0.1
13	0.3%	10	0.2%	3	0.1	2	0.1	11	0.2%	Interest Income	61	0.2%	58	0.2%	3	0.0
(35)	(0.7%)	(35)	(0.7%)	0	0.0	2	0.0	(37)	. ,	Interest (Expense)	(175)	(0.6%)	(175)	(0.6%)	0	0.0
0	0.0%	0	0.0%	0	0.0	0	0.0	0	0.0%	Income Taxes	0	0.0%	0	0.0%	0	0.0
231 209	4.8% 4.4%	231 206	4.9% 4.4%	0	(0.1) 0.0	5 11	0.2	226 198	4.6% 4.0%	Student Union Fee Income	1,157	4.0%	1,157	3.8%	0 21	0.2
							0.4				1,061	3.7%	1,040	3.4%		0.3
(592)	(12.3%)	(603)	(12.9%)	11	0.6	(327)	(6.9)	(265)	(5.4%)	NET INCOME (LOSS)	(800)	(2.8%)	(517)	(1.7%)	(283)	(1.1

(2)	0.0%	Non-Recurrent Inc/(Exp)	18	0.1%	
11	0.2%	Interest Income	61	0.2%	
(37)	(0.7%)	Interest (Expense)	(175)	(0.6%)	(*
0	0.0%	Income Taxes	0	0.0%	
226	4.6%	Student Union Fee Income	1,157	4.0%	1,1
198	4.0%	TOTAL	1,061	3.7%	1,0
(265)	(5.4%)	NET INCOME (LOSS)	(800)	(2.8%)	(!

FY 15-16

**

LAST YEAR ACT

\$

22,048

6,697

1,748

31,018

7,105

4,785

1,746

13.925

4,052

3,878

911

533

9,374

3,053

907

835

(244)

4,551

2,764

1,721

291

443

5,219

290

(814)

544

(688)

(668)

24

67

0

(185)

1,131

1,037

369

289

525

%

32.2%

71.4%

99.9%

55.0%

44.9%

18.4%

57.9%

52.1%

101.5%

30.2%

13.8%

13.5%

47.8%

(46.5%

14.7%

12.5%

25.7%

16.6%

84.4%

16.8%

0.9%

(2.6%

1.8%

(2.2%)

(2.2%)

0.1%

0.2%

(0.6%)

0.0%

3.6%

3.3%

1.2%

VARIANCE

(7.9%)

(3.6%)

(2.0%)

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ACT/LY ACT

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Pts.

\$

(2,114)

(304)

43

26

(2,349)

(642)

(191)

42

42

(749)

(75)

41

(49)

(267)

(717)

(375)

84

(7)

(53)

(29)

7

(103)

(178)

(771)

(404)

(19)

(1,193)

1

(6)

(6)

10

0

26

24

(1,169)

(1,015)

(184)

ASUCLA P/L Reconciliation Dec-16

Financial Analysis	\$0)00's
	De	ec-16
Budgeted Net Income/(Loss)	<u> </u>	(603
UCLA Store	├	
Gross Margin:		
Bearwear below plan: the increase in fan enthusiasm was not enough to achieve the aggressive sales plan, and the response to the Faculty/Staff promotion was lower than prior year	(29)	
Fast Track below plan due to additional promotional markdowns taken to clear seasonal merchandise and counter the negative sales trend	(29)	
Campus Portrait Studio above plan: the online appointment system proved beneficial in making it easier to book appointments, which helped to accommodate a higher number of sittings	6	
Market below plan due to aggressive sales plan and cold weather had a negative impact on beverage sales	(6)	
E-Commerce below plan due to post Thanksgiving orders down as football fan enthusiasm has diminished and basketball fan enthusiasm was just on the rise	(52)	
New Text below plan due to lower sales during the closure period and the extended break pushed some web sales to the last week of break (fiscal January), and overall downward sales trend	(15)	
Luvalle Books below plan: lower web traffic mainly from extension and their system conversion which has impacted information on their website, and downward sales trend	(13)	
HSS Dental above plan due to due to timing of receipt of backordered kit merchandise	(8)	
Total Wages below plan	9	
Other, positive controllables	7	
Total Contribution	,	(84
UCLA Restaurants		(04
Gross Margin:		
Wetzels/RX above plan due to increased customers for the new Lollicup franchise	7	
Greenhouse below plan due to lower average check and not capturing as many of the Sbarro customers as planned	(4)	
CSSC below plan due to general declining pattern for this area and budgeted increase for pizza concept not yet executed	(4)	
Café Synapse below plan due to adjustment for prior month accrual, overly aggressive winter break and general customer count declining trend	(9)	
Kerckhoff Coffeehouse below plan due to budget error for weekend of winter break	(4)	1
Catering above plan: budget slightly less aggressive than previous months (nothing specific that indicates a new sales trend)	11	
Concessions below plan due to timing: one extra men's basketball game budgeted this month occurred in November	(16)	
Total Wages above plan	(10)	
Other, positive controllables	12	
Total Contribution	12	(14)
Services		(14)
Gross Margin:		
ě –	53	
Licensing Domestic above plan: some timing with negative future offsets (a contributing factor is expectations of declining adidas royalties as retailers prepare to discontinue this program)	7	
Leased Ops above plan mostly due to income from the transfer center (expense to fund Student Media is reported in A&SS) Other, negative controllables mostly Licensing	(32)	
Total Contribution	(32)	28
UCLA Student Union		20
Gross Margin:		
Student Union Ops. below plan due to timing of events that were budgeted in a prior period and less reoccurring events	(19)	
AU Post Office below plan due to downturn for international sales	(19)	
Total wages below plan	3	
Other, positive controllables	5	
Total Contribution	5	(13
Allocated Expenses and Other		(15
Anotare Expenses and Oner A&SS below plan in various accounts	52	
Maintenance below plan: positive career wages and employee benefits (unrealized budgeted increase for contract agreement), and lower repairs and maintenance labor charges from Facilities	21	1
Utilities lower than plan: mostly decrease in the need for chilled water due to the earlier occurrence and longer lasting rainfall/cold weather	9	
Depreciation lower than plan due to timing of capital expenditures	9	<u> </u>
Positive interest income	3	<u> </u>
		94
Total Actual Net Income/(Loss)		(592

ASUCLA P/L Reconciliation Year-To-Date Through December 2016

Financial Analysis	\$()00's
Budgeted Net Income/(Loss)		(51
UCLA Store		
Gross Margin:		
Bearwear below plan due to Rose Bowl Sales lower than anticipated, aggressive sales plan and less campus visitor traffic for the opening of the Luskin Conference Center	(169)	
Fastrack below plan due to less campus visitor traffic associated with the opening of the Luskin Conference Center	(25)	
E-Commerce below plan mostly due to weak Score Big results (overall reduced fan enthusiasm)	(89)	
New Text below plan: continued decline in sales due to competition, student usage, and content posted on course websites	(66)	
Course Reader Solutions below plan: courses shifting to content posted on course websites, several classes opted for no reader and higher shift to lower-priced digital titles	(28)	
Bookzone below plan due to lower department sales, specifically library	(18)	
Computer Store below plan due to continued decline in institutional sales and general softness in Apple Promo sales	(164)	
Luvalle Books below plan due to decline in same titles sales compared to last year in New Text for Law rush, and Used Text average unit price lower than last year	(54)	
Total Wages lower than plan	21	
Other, positive controllables mostly employee benefits, freight out and advertising	60	
Total Contribution		(53
UCLA Restaurants		
Gross Margin:		
Wetzels/RX above plan due to increased customers for the new Lollicup franchise	39	
Greenhouse below plan due to not capturing as many of the Sbarro customers as planned for this location	(12)	
CSSC below plan due to ongoing customer decline in this area and budgeted increase in sales for pizza concept not yet executed	(52)	
Café Synapse below plan due to aggressive budget around Thanksgiving and winter break and general customer count declining trend	(20)	
LuValle Food Servery below plan due to budgeting error for Thanksgiving week and small daily variances	(15)	
Taco Bell above plan due to A-level traffic rebounding from previous declines (may be capturing some of the Sbarro customers)	13	
Stage Canteen below plan due to significant traffic decline trend in this location	(12)	
Catering below plan due to aggressive budget which planned for new growth of sales	(61)	
Concessions above plan (some of this is timing)	13	
Total Wages above plan	(79)	
Other, positive controllables mostly employee benefits, advertising, paper	31	
Total Contribution		(15
Services		
Gross Margin:		
Licensing Domestic above plan due (some of this is due to timing)	119	
Licensing International below plan (revised estimates for Japan, India and the Middle East programs)	(56)	
Leased Ops above plan mostly due to income for the transfer center for rent starting 1/2 month September, (offset to fund Student Media is reported in A&SS)	26	
Photography above plan due to additional bookings	4	
Other, positive controllables mostly Licensing	38	
Total Contribution		13
UCLA Student Union		
Gross Margin:		
Student Union Ops above plan due to new clients and increased spending (budget based on historical sales understated based on prior year Special Olympics cancellations)	15	
AU Post Office below plan due mostly to downturn for international sales	(4)	
Total Wages lower than plan	9	
Other, negative controllables	(16)	
Total Contribution		
Allocated Expenses and Other	1	
A&SS below plan (mostly wages, employee benefits and professional fees)	77	
Maintenance below plan (positive wages, employee benefits and other controllables)	89	
Utilities below plan due to continuous efficiencies in running air handling units and running pumps	21	
Depreciation lower than plan due to timing of capitals	61	
Other- mostly various positive non-recurrent	21	
Total		20
Actual Net Income/(Loss)	1	(80

ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES BALANCE SHEETS (\$000)

	Current Month	Prior Month	Prior Year
	December 2016	November 2016	July 2016
ASSETS			
CURRENT ASSETS:			
Corrent ASSETS. Cash and cash equivalents	\$9,649	\$10,855	\$11,907
Accounts receivable	4,006	4,678	3,303
Less: Allowance for doubtful accounts	(479)	(472)	(423)
Accounts receivable, net	3,527	4,206	2,880
Student fees receivable	0	1,350	639
Inventories	7,468	6,662	6,303
Prepaid expenses and other current assets	285	235	331
Total current assets	20,929	23,308	22,060
LONG TERM ASSETS	000		
Long term note receivable	200	200	200
Property, equipment and improvements	70,064	69,880	69,501
Less: Accumulated depreciation	(47,118)	(46,911)	(46,101)
Total long term assets	23,146	23,169	23,600
TOTAL ASSETS	\$44,075	\$46,477	\$45,660
	<i> </i>	<i> </i>	¢ 10,000
LIABILITIES AND RETAINED EARNINGS			
CURRENT LIABILITIES:			
Accounts payable	\$4,468	\$6,070	\$5,380
Wages and payroll taxes payable	2,885	3,205	3,359
Sales tax payable & other liabilities	679	822	762
Interest payable	50	15	89
Deferred income	1,088	886	349
Funds held for others	103	90	119
Current portion of long term debt	799	799	799
Total current liabilities	10,072	11,887	10,857
LONG TERM DEBT: AU expansion loan	8,795	8,795	8,795
Total long term debt	8,795	8,795	8,795
	0,700	0,100	0,700
TOTAL LIABILITIES	18,867	20,682	19,652
			.0,002
RETAINED EARNINGS:			
Beginning Balance	26,008	26,008	26,205
Year-to-date net income/(loss)	(800)	(213)	(197)
		/	· · · /
Ending Balance	25,208	25,795	26,008
TOTAL LIABILITIES AND RETAINED EARNINGS	\$44,075	\$46,477	\$45,660

ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES STATEMENTS OF CASH FLOWS December 2016 (\$000's)

	Current Month	Year to Date	Prior Year to Date
	month	Duto	Duto
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net income/(loss)	(\$592)	(\$800)	\$369
Adjustments to reconcile net income/(loss) to net			
cash provided/(used) by operating activities:			
Depreciation	207	1,017	969
Loss (Gain) on disposal of fixed assets (Increase)/decrease in current assets:	0	0	1
Accounts receivable	680	(647)	593
Student fees receivable	1,351	639	(1,055)
Inventories	(805)	(1,164)	(1,704)
Prepaid expenses and other current assets	(50)	46	20
Increase/(decrease) in current liabilities:	()		
Accounts payable	(1,600)	(912)	(507)
Sales tax payable & other liabilities	(143)	(83)	`152 [´]
Wages and payroll taxes payable	(320)	(474)	(480)
Interest payable	35	(39)	108
Deferred Income	202	739	418
Funds held for others	13	(16)	24
Net cash provided/(used) by operating activities	(1,022)	(1,694)	(1,092)
CASH PROVIDED/(USED) BY INVESTING ACTIVITIES:			
Purchase of property, equipment and improvements	(184)	(564)	(516)
Net cash used in investing activities	(184)	(564)	(516)
CASH PROVIDED/(USED) BY FINANCING ACTIVITIES: Principal payments on AU expansion loan	0	0	0
	0	0	0
Net cash provided/(used) by financing activities	0	0	0
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(1,206)	(2,258)	(1,608)
CASH AND CASH EQUIVALENTS, Beginning	10,855	11,907	11,434
CASH AND CASH EQUIVALENTS, Ending	\$9,649	\$9,649	\$9,826

ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES CASH RESERVE COMPUTATION December 2016 (\$000's)

CASH AND CASH EQUIVALENTS Less: Committed Capital Projects	\$9,649
Ackerman A Level and First Floor Remodel	(782)
CSSC Pizza Concept	(300)
New Store POS System	(250)
KH Coffeehouse Patio Membrane	(186)
AU TFC Expansion Joint and Pavers	(170)
Subtotal	(1,688)
Adjustment for Cash Overdraft Entry	(565)
Uncommitted Cash	7,396
BOARD REQUIRED CASH RESERVE (EXC. COMM CAPITAL)	12,908
RESERVE SURPLUS (DEFICIT)	(\$5,512)

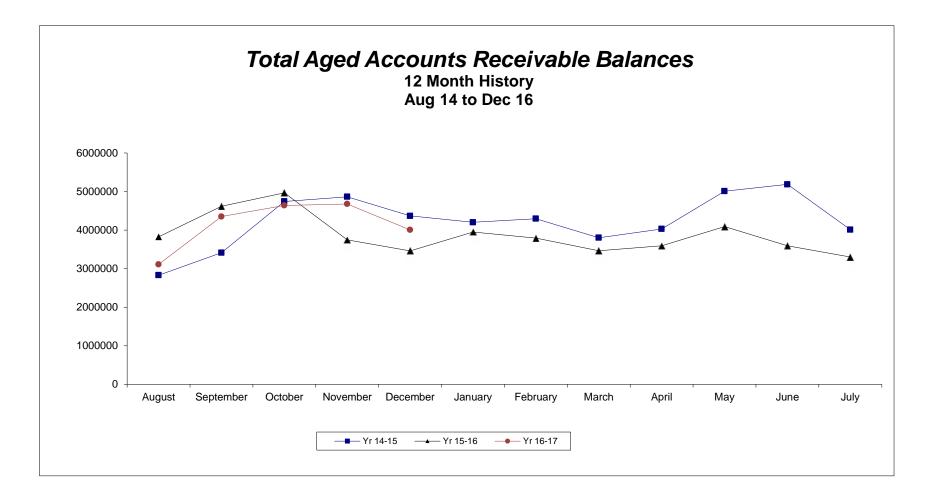
				2017 Decemb					
		DUROFT				PROJECTED			
PROJECT	NAME	BUDGET	Pavments:	DO.e		Remaining Balance	Ponding		
Store/Serv	ires		. · r avinents. ·	. 103	·······································	. Dalarice	· renama.	Tonueri	Status
2016-001	Store General Replacement	30.0	0.3	8.4	8.7	21.3		0.0	In Progress
2016-002	CRS Copier	50.0	0.0	47.6	47.6	2.4		0.0	Completed Awaiting Invoice
2016-003	Store Copiers	25.0	0.0	4.1	4.1	20.9		0.0	In Progress
2016-027	Custom Shop	0.0	48.3	10.2	58.5	1.5		60.0	In Progress
	/Services			70.3			0.0		in rogicos
Food Servi									
2016-004	FS Miscellaneous and Unanticipated	50.0	5.9	38.0	43.9	6.1		0.0	In Progress
2016-004 2016-005	FS Patio Furniture Upgrade	20.0	0.0	0.0	0.0	0.0	20.0	0.0	Pending
2016-006	CSSC Pizza Concept	300.0	0.0	0.0	0.0	0.0	300.0	0.0	Pending
2016-007	Commissary range/ oven equipment	10.0	0.0	0.0	0.0	0.0	10.0	0.0	Pending
2016-008	Coffeehouse Turbo Chef ovens	30.0	0.0	28.6	28.6	1.4	10.0	0.0	In Progress
	Services						330.0		in rogress
Technolog									
2016-009	Printer Replacement	10.0	3.5	3.6	7.1	2.9		0.0	In Progress
2016-010	Network Infrastructure Upgrade	150.0	146.3	0.0	146.3	3.7		0.0	In Progress
2016-011	New Store POS system	250.0	0.0	0.0	0.0	0.0	250.0	0.0	Pending
2016-012	UPS replacement for all data closets	30.0	31.7	0.0	31.7	0.0		1.7	Completed Awaiting Invoice
2016-013	Misc. Hardware/Software Upgrades	5.0	0.0	0.0	0.0	0.0	5.0	0.0	Pending
	nology						255.0		
Others									
2016-014	Maintenance Truck	50.0	0.0	0.0	0.0	0.0	50.0	0.0	Pending
2016-015	Fac. Misc. Remodels	60.0	8.8	0.0	8.8	51.2		0.0	In Progress
2016-016	AU Chilled Water Coil Replacement - ACS-2	100.0	0.0	0.0	0.0	0.0	100.0	0.0	Pending
2016-017	AU Grand Ballroom Door Replacement	20.0	0.0	0.0	0.0	0.0	20.0	0.0	Pending
2016-018	AU TFC Expansion Joint and Pavers	170.0	0.0	0.0	0.0	0.0	170.0	0.0	Pending
2016-019	Utility Efficiency Projects	50.0	0.0	0.0	0.0	0.0	50.0	0.0	Pending
2016-020	Custodial Replacements	10.0	0.0	0.0	0.0	0.0	10.0	0.0	Pending
2016-021	SUO General Replacement	15.0	0.0	0.0	0.0	0.0	15.0	0.0	Pending
2016-022	Cooperage TV Wall	60.0	0.0	0.0	0.0	0.0	60.0	0.0	Pending
2016-023	Finance Misc. Replacements	15.0	0.0	0.0	0.0	0.0	15.0	0.0	Pending
2016-024	MCO Equipment	10.0	0.0	0.0	0.0	0.0	10.0	0.0	Pending
2016-025	Ackerman Union Exterior Signage	5.0	0.0	0.0	0.0	0.0	5.0	0.0	Pending
2016-026	EDO Copier	7.0	0.0	8.9	8.9	0.0		1.9	Completed Awaiting Invoice
2016-028	SUO Exterior Trash/Recycling Receptacles	0.0	0.0	82.5	82.5	7.5		90.0	In Progress
2016-029	Computer Server Room Electronic Locks	0.0	0.0	11.7	11.7	0.3		12.0	In Progress
Total Othe	rs	572:0	8.8	103.1					
Total Curre	ent Year Projects	1,532.0	244.8	243.6	488.4	119.2	1,090.0	165.6	

ASUCLA SERVICES AND ENTERPRISES

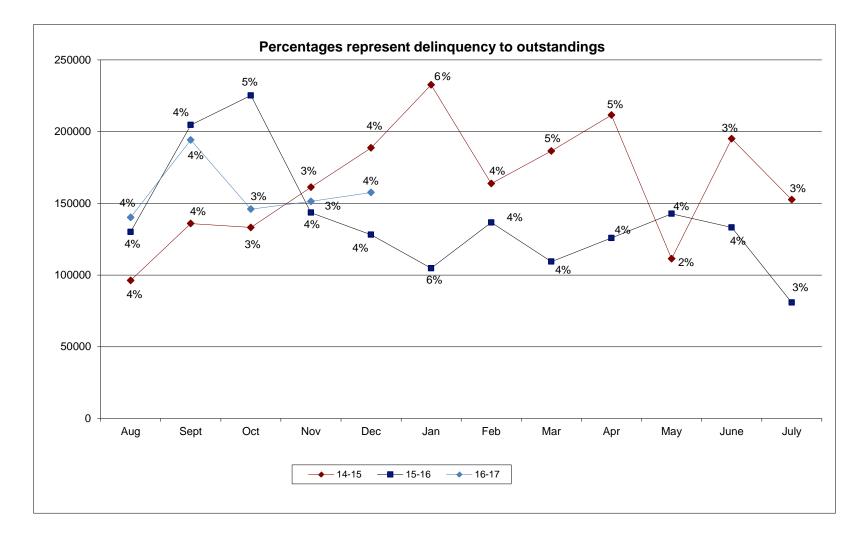
Capital Expenditures -Current Year Projects (\$000's)

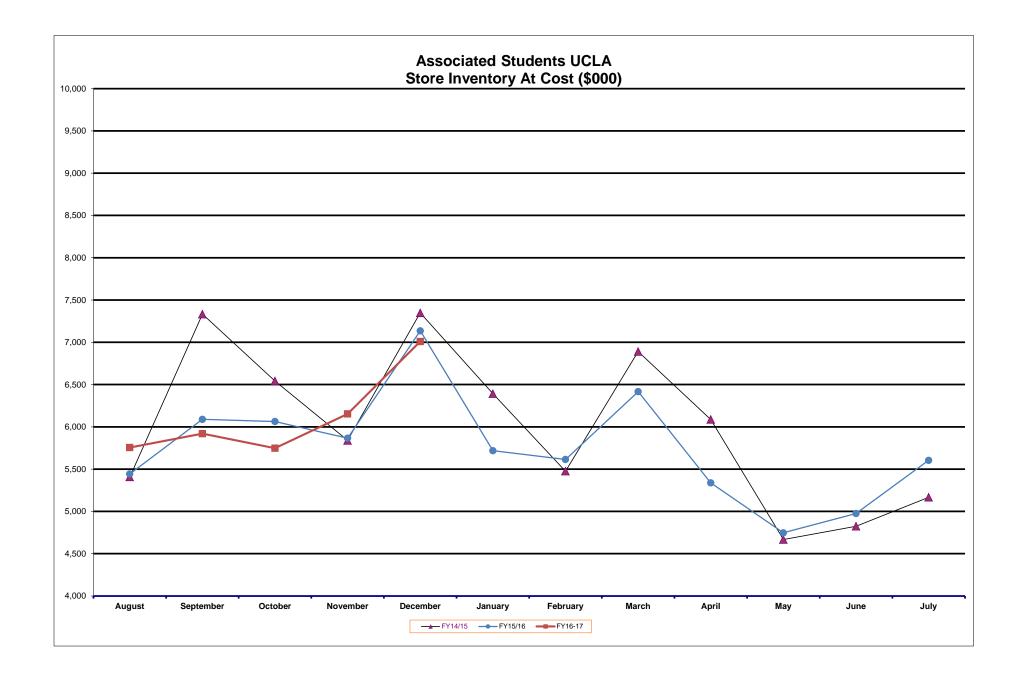
ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES ACCOUNTS RECEIVABLE AGING REPORT

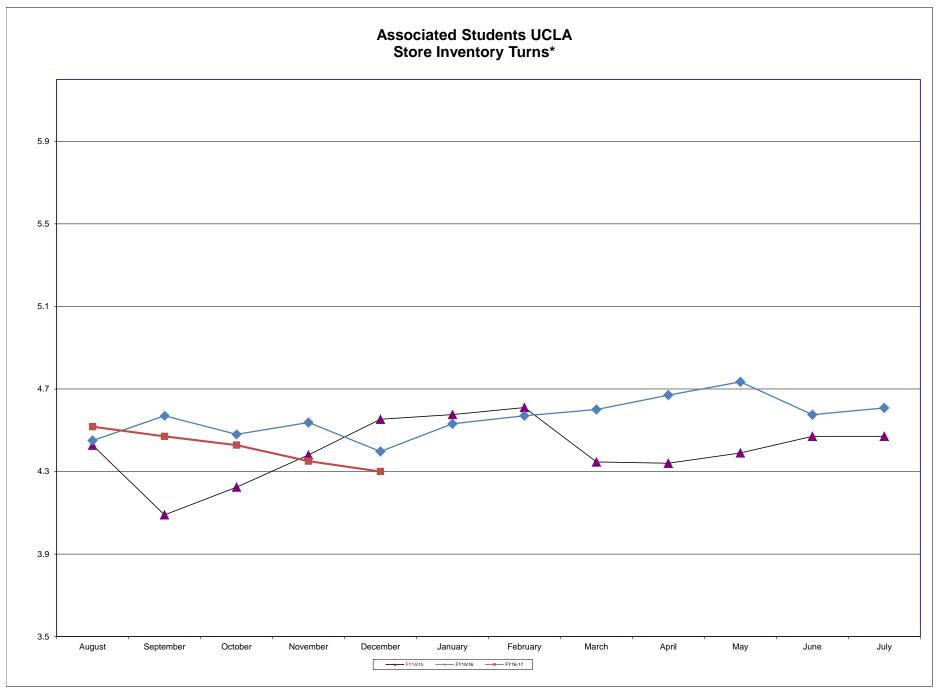
12/31/2016	Dec	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$786,879	21%	\$100,040	96%	\$30,964	81%	\$6,730	32%	\$3,844	8%	\$14,888	32%	\$943,345	24%
ASUCLA PUBLICATIONS		\$372,145	10%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$372,145	9%
ASUCLA USA/GSA		\$94,787	3%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$94,787	2%
DUE FROM VENDORS		\$363,671	10%	\$2,528	2%	\$1,649	4%	\$9,485	46%	\$47,158	92%	\$31,439	66%	\$455,930	11%
DENTAL KITS		\$338,168	9%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$338,168	8%
OTHER		\$1,789,226	47%	\$1,158	1%	\$5,723	15%	\$4,890	22%	\$0	0%	\$799	2%	\$1,801,796	46%
TOTAL CURRENT MONTH		\$3,744,876	100%	\$103,726	100%	\$38,336	100%	\$21,105	100%	\$51,002	100%	\$47,126	100%	\$4,006,171	100%
		93%		3%		1%		1%		1%		1%		100%	
11/26/2016	Nov	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$616,924	16%	\$242,395	34%	\$15,529	44%	\$5,246	16%	\$8,344	20%	\$16,490	41%	\$904,928	19%
ASUCLA PUBLICATIONS		\$346,631	9%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$346,631	7%
ASUCLA USA/GSA		\$96,822	3%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$96,822	2%
DUE FROM VENDORS		\$603,608	16%	\$6,250	1%	\$7,288	20%	\$24,967	77%	\$34,269	80%	\$22,846	56%	\$699,228	15%
DENTAL KITS		\$395,477	10%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$395,477	8%
OTHER		\$1,757,930	46%	\$461,031	65%	\$12,942	36%	\$2,348	7%	\$63	0%	\$1,021	3%	\$2,235,335	48%
TOTAL CURRENT MONTH		\$3,817,393	100%	\$709,676	100%	\$35,759	100%	\$32,561	100%	\$42,676	100%	\$40,357	100%	\$4,678,421	100%
		82%		15%		0%		1%		1%		1%		100%	
										1.0.0					
10/29/2016	Oct	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$880,934	21%	\$102,144	48%	\$13,218	54%	\$17,390	28%	\$8,487	25%	\$8,443	34%	\$1,030,616	22%
ASUCLA PUBLICATIONS		\$304,559	7%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$304,559	7%
ASUCLA USA/GSA		\$77,943	2%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$77,943	2%
DUE FROM VENDORS		\$178,145	4%	\$10,849	5%	\$2,044	8%	\$41,022	67%	\$25,687	74%	\$17,125	68%	\$274,872	6%
DENTAL KITS		\$480,615	11%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$480,615	10%
OTHER		\$2,359,162	55%	\$100,563	47%	\$9,299	38%	\$3,322	5%	\$417	1%	(\$487)	-2%	\$2,472,276	53%
TOTAL CURRENT MONTH		\$4,281,358	100%	\$213,556	100%	\$24,561	100%	\$61,734	100%	\$34,591	100%	\$25,081	100%	\$4,640,881	100%
		92%		5%		0%		1%		1%		1%		100%	



Aged Accounts Receivable Balances > 60 Days Past Due







*This value measures how quickly inventory is sold. It is defined as cost of sales for the trailing 12 months divided by month end inventory.

UCLA STORE INCOME STATEMENT

DFC.	05(11/27/16-12/3	31/16)	1
	CURRENT MONTH		
ACTUAL	BUDGET	VARIANCE	
1,755,124 917,690	1,444,562 969,014	310,562	ACADEMIC SUPPORT DIV GENERAL MDSE DIVISION
74,681	95,097		HILLTOP SHOP
118,111	159,919		LU VALLE COMMONS STORE
282,492	360,000		E-COMMERCE DIVISION
163,840	134,576	29,264	HEALTH SCIENCES STORE
3,311,938	3,163,168	148,770	TOTAL SALES
2,421,050	2,167,698	<253,352>	Less: Cost of Sales
			Less: Shrinkage
			Less. Shi li kaye
3,806	3,600	<206>	ACADEMIC SUPPORT DIV
4,677	5,120	443	GENERAL MDSE DIVISION
361	450	89	HILLTOP SHOP
564	780	216	LU VALLE COMMONS STORE
0	0	0	E-COMMERCE DIVISION
786	690	<96>	
10,193 2,431,243	10,640 2,178,338	447 <252,905>	SHRINKAGE TOTAL COST OF SALES
2,431,243	2,170,330	<232,903>	TOTAL COST OF SALLS
73.1	68.5	<4.6>	COST OF SALES %
880,694	984,830	<104,136>	GROSS MARGIN
26.9	31.5	<4.6>	GROSS MARGIN %
0.3	0.3	0.0	SHRINKAGE %
26.6	31.1	<4.5>	NET GROSS MARGIN %
10.3	13.4	~30-	ACADEMIC SUPPORT DIV
47.0	48.0		GENERAL MDSE DIVISION
38.7	39.2		HILLTOP SHOP
36.6	32.5	4.1	LU VALLE COMMONS STORE
51.1	52.9	<1.8>	E-COMMERCE DIVISION
31.7	34.5	<2.9>	HEALTH SCIENCES STORE
96,157	96,270	<113>	
976,852	1,081,100	<104,248>	GROSS MARGIN/OTHER
			Less: Controllable Exp
260,115	259,383	<732>	Career Wages
0	2,500	2,500	Limited Appointment
159,387	165,759	6,372	Student Wages
419,502	427,642	8,140	TOTAL WAGES
12.7	13.5	0.9	WAGE % TO SALES
139,137	149,815	10,678	Employee Benefits
13,764	14,178	414	Office Supplies
13,423	12,048	<1,375>	
0	0	0	Telex
19	12	<7>	
1,130	1,200	70	Trav/Trips/Conference
0	780	780	Membership Fees
3,936	3,650	<286>	
40,793 1,000	46,002 1,000	5,209 0	Freight Out Transportation
1,000	0	0	Merchandise Losses
<9>	0	9	Postage Stamp O/S
7,147	16,355	9,208	Advertising
<1,817>	<900>	917	Vendor Adv. Allowance
30	35	5	Direct Mail Adv.
6,886	6,960	74	Repairs & Maintenance
55,498 18	51,405 0	<4,093>	Bank Card Expense Overs/Shorts
2,438	0	<2,438>	Credit Card Adjustments
0	0	0	Textbook Rental Exp
<595>	0	595	Rentals-Facilities
0	0	0	Rentals-Truck
300	300	0	Taxes & Licenses
11,262	11,850	588	Professional Services
2,029 1,542	0 2,700	<2,029> 1,158	Temp Agency Service Commission Expense
1,542	2,700	1,158	Concession Expense
0	2	2	Alloc of Distr Cntr
16,395	8,648	<7,747>	
314,424	326,140	11,716	TOTAL OTHER CONTROL.
733,926	753,782	19,856	TOTAL CONTROLLABLE EXP
242.027	207.010	.04.000	GROSS CONTRIBUTION TO
242,926	327,318	<84,392>	SVCS AND ENTERPRISES
			Less: Allocated Exp
			Lange
25,972	41,456	15,484	Allocated ExpHR
152,565	150,642		Allocated Exp. Fin
67,378	87,730	20,352	Allocated Exp IS
34,526	33,133		Allocated Exp. Mktg
125,585	114,212	<11,373>	Allocated Exp Othr SA
81,116	89,745	8,629	Maintenance
29,761	33,984	4,223 9,528	Utilities
57,876 574,778	67,404 618,306	9,528 43,528	Depreciation TOTAL ALLOCATED EXP
5/4,//6	010,300	4J,JZ0	IS THE NELOUNTED EAF
<331,853>	<290,988>	<40,865>	NET INCOME (LOSS)
			•

	ISCAL YEAR 16-1			EAR 15-16
ACTUAL	MO(07/31/16-12 BUDGET	/31/16) VARIANCE	LAST YEA MONTH	R ACTUAL YTD
ACTUAL	BUDGET	VARIANCE	WONTH	TID
7,941,551	9,078,823	<1,137,272>	1,392,609	9,137,586
6,022,577	6,389,568	<366,991>	1,115,096	6,274,530
524,357	492,992	31,365	94,621	469,074
1,015,159	1,195,847	<180,688>	176,622	1,208,701
837,891	975,000	<137,109>	356,128	994,477
3,200,031	3,057,514	142,517	147,647	3,262,172
19,541,568	21,189,744	<1,648,177>	3,282,723	21,346,541
13,394,198	14,477,436	1,083,238	2,247,709	14,857,048
26,733	28,280	1,547	4,384	33,186
31,066	33,575	2,509	5,299	30,687
2,425	2,320	<105>	441	2,178
5,274	5,810	536	984	7,032
0	0	0	0	<530>
11,719	11,640	<79>	1,560	13,164
77,217	81,625	4,408	12,668	85,717
13,471,415	14,559,061	1,087,646	2,260,378	14,942,765
68.5	68.3	<0.2>	68.5	69.6
6,070,153	6,630,683	<560,530>	1,022,345	6,403,775
31.5	31.7	<0.2>	31.5	30.4
0.4	0.4	<0.0>	0.4	0.4
31.1	31.3	<0.2>	31.1	30.0
18.3	18.5	<0.2>	11.6	16.8
48.9	49.4	<0.5>	47.6	48.7
41.3	40.1	1.2	39.9	40.8
33.2	33.1	0.0	32.3	32.2
50.9 21.6	51.7 22.9	<0.8> <1.2>	52.1 33.7	51.4 22.2
392,925 6,463,078	456,238 7,086,921	<63,313> <623,843>	155,618 1,177,963	701,384 7,105,159
0,403,070	7,000,921	<023,043>	1,177,905	7,103,137
1,270,338	1,281,192	10,854	247,063	1,237,191
0	2,500	2,500	0	5,984
916,165 2,186,503	930,314 2,214,006	14,149 27,503	142,462 389,526	828,161 2,071,336
11.2	10.5	<0.7>	11.9	9.7
695,822	735,524	39,702	139,384	688,852
47,267	50,003	2,736	18,308	55,988
58,109	61,755	3,646	12,366	62,461
0 95	0 60	0 <35>	80 19	400 100
5,896	7,400	1,504	2,833	6,811
800	1,580	780	2,035	800
26,696	26,250	<446>	3,867	25,538
124,101	147,613	23,512	46,544	145,433
5,000	5,000	0	1,472	5,287
0	0	0	0	53
17	0	<17>	<480>	<487>
133,284	146,825	13,541	16,947	146,686
<15,934>	<7,200>	8,734	<751>	<9,704>
260,305 35,475	260,175 29,218	<130> <6,257>	23 9,072	260,991 38,166
339,101	332,364	<6,737>	52,644	336,388
4,516	0	<4,516>	631	6,059
13,484	0	<13,484>	506	2,282
<468>	0	468	0	<297>
1,785	1,144	<641>	547	2,208
1,779	1,200	<579>	0	1,168
300	300	0	300	300
60,324 8,123	58,750 0	<1,574> <8,123>	14,207 4,184	60,018 5,217
8,368	11,500	<8,123> 3,132	2,709	11,680
37,021	37,022	1	75	35,195
0	6	6	0	0
89,110	98,404	9,294	11,371	93,007
1,940,373	2,004,893	64,520	336,857	1,980,601
4,126,876	4,218,899	92,023	726,383	4,051,937
2,336,202	2,868,022	<531,820>	451,581	3,053,222
2,330,202	2,000,022	<331,0202	431,301	5,035,222
175,437	204,079	28,642	42,169	171,206
733,052	753,624	20,572	137,969	692,361
350,108	400,102	49,994	66,637	336,093
160,071	165,154	5,083	31,285	159,316
558,262	547,561 423 504	<10,701>	107,561 83,872	512,904 427,470
395,291 156,329	423,504 161,576	28,213 5,247	83,872 25,078	427,470 171,854
289,268	337,020	47,752	58,518	292,458
2,817,820	2,992,620	174,800	553,089	2,763,662
<481,618>	<124,598>	<357,020>	<101,508>	289,561

UCLA RESTAURANTS INCOME STATEMENT

OLDECT VEX.ULL VEX.ULL <thvex.ull< th=""> <thvex.ull< th=""> <thve< th=""><th>DFC. (</th><th>05(11/27/16-12/3</th><th>31/16)</th><th>ו</th><th>F</th><th>ISCAL YEAR 16-1</th><th>7</th><th>FISCAL YE</th><th>AR 15-16</th></thve<></thvex.ull<></thvex.ull<>	DFC. (05(11/27/16-12/3	31/16)	ו	F	ISCAL YEAR 16-1	7	FISCAL YE	AR 15-16
97.113 96.60 4.47 CENTRAL DUPUGH 77.463 99.443 27.918 100.725 645.78 10.928 110.344 -47.913 SUIL HOWSIDN 723.131 77.9297 -10.831 80.20 67.933 80.20 67.933 80.20 67.933 80.20 67.933 80.20 67.933 80.20 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 1.703.94 77.940 77.941 1.703.94 77.940 77.941 1.703.94 77.941 1.703.94 77.941 1.703.94 77.941 1.703.94 77.941 1.703.94 77.944 77.941 77.944 77.944 77.944 77.944 77.944 77.944 77.944 77.944 77.944 77.944 77.944 <th></th> <th></th> <th></th> <th>1</th> <th></th> <th></th> <th></th> <th></th> <th></th>				1					
112.920 119,131 -6.542 050110 (AMU ED DIVISION 10,210 91.224 94.422 -71.198- 10.201 145.201 87.201	ACTUAL	BUDGET	VARIANCE	1	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
112.920 119,131 -6.542 050110 (AMU ED DIVISION 10,210 91.224 94.422 -71.198- 10.201 145.201 87.201									
B 0.743 107.44 -(*)735 SUIT DUVISION (1.04.67) 423.110 728.62 (*)6.05 103.56 107.45 108.67 -(*)75 <t< td=""><td>97,153</td><td>96,680</td><td>473</td><td>CENTRAL DIVISION</td><td>724,061</td><td>696,443</td><td>27,618</td><td>100,722</td><td>643,798</td></t<>	97,153	96,680	473	CENTRAL DIVISION	724,061	696,443	27,618	100,722	643,798
10 10<	112,592	119,134	<6,542>	NORTH CAMPUS DIVISION	913,224	944,422	<31,198>	145,253	916,128
17.967 197.967 197.962 197.265 172.256 <td< td=""><td>87,693</td><td>107,444</td><td></td><td></td><td>623,110</td><td>729,622</td><td></td><td>85,201</td><td>637,959</td></td<>	87,693	107,444			623,110	729,622		85,201	637,959
17:225 180.607 -64.12 SPECULE VENDS DIVISION 88.802 972.90 -64.100 196.801 197.265 202.040 245.300 23.21 1.00 Construct Sees 1.199.266 1.99.266 242.22.22 242.232 1.99.265 316.821 1.99.2	167,432	168,627	<1,195>	LU VALLE DIVISION	1,083,569	1,113,678	< 30,109>	195,062	1,083,696
Bits Bits <th< td=""><td>177,987</td><td>187,939</td><td><9,952></td><td>COOPERAGE DIVISION</td><td>1,257,142</td><td>1,285,104</td><td><27,962></td><td>219,114</td><td>1,272,398</td></th<>	177,987	187,939	<9,952>	COOPERAGE DIVISION	1,257,142	1,285,104	<27,962>	219,114	1,272,398
26.040 28.88 21.170 Less Cont of Sales (30.97 1.179.240 112.89 316.621 1.972.240 35.97 33.3 1.00 Cost of Sales (30.97 1.00 23.97 1.01.98 23.97 1.01.98 23.97 1.01.98 23.97 1.01.98 23.97 1.01.98	172,255	180,667	<8,412>	SPECIAL EVENTS DIVISION	858,802	912,961	<54,160>	196,558	1,131,790
32.2 33.2 1.0 cost of the Succes year 657.40 66.8 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	815,112	860,491	<45,379>	TOTAL SALES	5,459,908	5,682,230	<222,322>	941,911	5,685,767
32.2 33.2 1.0 COST OF MALES % 33.0 33.7 0.7 33.6 33.7 67.8 6.6.1 1.0 GROSS MARCIN % 30.0 33.7 0.7 33.6 33.7 67.8 6.6.1 1.0 GROSS MARCIN % 30.0 66.4 0.7 66.4 0.6 67.7 65.3 3.3 CONTRA CANNUS DIVISION 66.5 66.4 0.4 66.4 0.6 68.1 64.3 65.5 SOUTH DIVISION 65.3 66.4 0.4 66.9 65.1 0.4 66.4 0.4 66.9 66.1 0.4 66.9 66.1 66.4 66.3 0.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.4 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5 66.5									
552.42 574.63 -22.20% Boost Matchini % -26.03 -26.04 -27.04 -26.44 -0.7 -66.4 -66.3 -66.6 -66.	262,660	285,830	23,170	Less: Cost of Sales	1,799,345	1,912,240	112,895	316,821	1,912,625
87.8 66.3 10 Secos MARCIN % 70 66.4 0.7 66.4 66.4 66.7 66.3 3.4 CUTRAL DIVISION 66.6 1.2 66.5 66.1 66.7 67.3 7.2 2.2 LIV VALED DIVISION 67.5 64.4 66.3 67.3 67.3 66.4 67.6 67.3 67.3 66.4 66.4 66.7 67.7 67.5 66.5 66.1 66.1 64.6 0.2 66.3 1.3 64.8 66.4 67.9 67.5 67.6 67.7 67.6 67.6 67.7 </td <td>32.2</td> <td>33.2</td> <td>1.0</td> <td>COST OF SALES %</td> <td>33.0</td> <td>33.7</td> <td>0.7</td> <td>33.6</td> <td>33.6</td>	32.2	33.2	1.0	COST OF SALES %	33.0	33.7	0.7	33.6	33.6
67.8 66.3 1.0 BOSS MARCIN % 57.0 66.4 0.7 66.4 66.4 66.2 66.3 3.3 CEMTRI CARRES DIVISION 66.6 61.3 66.6 65.7 66.7 67.5 22.1 10.4 66.6 66.7 67.5 66.7	552,452	574,661	<22,209>	GROSS MARGIN	3,660,564	3,769,990	<109,426>	625,090	3,773,142
69:2 66.8 62.3 65.8 64.4 0.4 0.6 9 65.7 66:7 67.5 2.2 10 WALE DWISION 67.5 67.4 67.3 <			1.0	GROSS MARGIN %	67.0	66.4	0.7	66.4	66.4
69:2 66.8 62.3 65.8 64.4 0.4 0.6 9 65.7 67:7 67.5 2.2 10 WALE DWISION 67.6 67.4 60.1 67.7 67.5 62.7 67.7 67.5 62.2 61.1 64.6 63.3 10.1 64.6 63.3 10.1 64.6 63.1 10.4 64.8 63.3 10.1 64.6 63.1 10.4 64.8 63.3 10.1 64.8 63.3 10.1 64.8 63.2 67.8 10.0 66.3 61.3 10.4 64.8 4.784.827 14.6.297 20.4 Correstructure 93.3.66 44.784.237 10.500.995 <28.515.5 10.500.995 <28.515.7 10.500.995 <28.515.7 10.10.441 0 0 0 0 0 0 10.10.144 10.30.95 <28.515.7 10.20.95 24.00.97 24.00.97 24.00.9 24.00.9 24.00.9 24.00.9 24.00.9 24.00.9 24.00.9 24.00.9									
66.8. 66.3. ct-ls-SUTH DIVISION 67.5. 67.4. 0.1. 0.7.9. 66.7. 66.1. 64.5. 0.6. COOPERAGE DIVISION 66.4 63.3. 0.0. 66.6 66.8. 66.1. 64.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 66.6 66.3. 0.0. 1.0.0. 66.7 66.7 720.450 -1.2.6 66.7 720.450 -1.2.6 66.7 720.450 -1.2.6 66.7 720.450 -1.2.6 66.7 720.7 66.7 720.20 720.451 -1.2.6 66.7 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.20 720.7 720.7 720.20 720.7 720.7	68.7	65.3	3.4	CENTRAL DIVISION	66.9	65.6	1.2	66.5	66.1
66.8 66.3 67.5 67.4 0.1 0.7.9 66.7 66.1 64.5 0.6 COCMPARCE DIVISION 66.4 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.6 66.3 0.0 66.4 66.3 0.0 66.4 66.3 0.0 66.7 66.7 77.0 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
97. 07.5 2.2 UVALE DIVISION 66.4 62.2 0.4 0.4 7.3 69.2 66.1 66.5 0.5 COOPERADE DIVISION 66.4 66.3 0.9 66.8 66.6 16.020 115.075 33.35 9781000000000000000000000000000000000000									
6:1 6:4 6:3 0.4 6:4 6:3 0.9 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:5 0.9 6:6 6:6 6:6 6:7 0.9 6:6 6:6 6:7 0.9 6:6 6:6 6:7 0.9 6:6 6:7 0.9 6:6 6:7 0.9 6:7 0.9 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
66.1 66.2 <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>									
146.220 146.975 354 OTHER INCOME 048.281 720.456 <21.855									
698.761 720.856 <21.855 RROS MARGIN/OTHER 4.593.929 4.778.545 <121.616- 796.688 4.784.827 310.1027 194.627 242 camtrol Algoinment 1.509.956 -28.515- 316.633 1.510.81 919.627 194.627 294 State Margin 1.509.956 -28.515- 316.503 1.510.911 93.1 194.627 294 State Margin 1.161.852 1.130.386 -28.655- 446.84 2.420.535 93.1 55.5 -4.77 VMCE % TO SALES 46.1 44.9 -23.257- 460.208.42 2.221.7 1.710.9 1.711 3.40.9 3.489.074 2.32.0 4.69.8 2.32.07 3.756 2.30.07 3.756 2.30.07 3.756 2.30.07 3.756 2.30.07 7.77 7.90 2.171.77 4.49 -2.257.056 5.56 8.20.107 2.771.71 7.171.77 4.49 2.22.20.055 5.56 8.20.107 2.23.007 7.717.171.71 7.40.071.771.71 7.40.071.771.71 7.7171.771 7	00.1	00.0	<0.5>	SPECIAL EVENTS DIVISION	00.2	00.3	0.9	00.0	00.0
698.761 720.856 <21.855 RROS MARGIN/OTHER 4.593.929 4.778.545 <121.616- 796.688 4.784.827 310.1027 194.627 242 camtrol Algoinment 1.509.956 -28.515- 316.633 1.510.81 919.627 194.627 294 State Margin 1.509.956 -28.515- 316.503 1.510.911 93.1 194.627 294 State Margin 1.161.852 1.130.386 -28.655- 446.84 2.420.535 93.1 55.5 -4.77 VMCE % TO SALES 46.1 44.9 -23.257- 460.208.42 2.221.7 1.710.9 1.711 3.40.9 3.489.074 2.32.0 4.69.8 2.32.07 3.756 2.30.07 3.756 2.30.07 3.756 2.30.07 3.756 2.30.07 7.77 7.90 2.171.77 4.49 -2.257.056 5.56 8.20.107 2.771.71 7.171.77 4.49 2.22.20.055 5.56 8.20.107 2.23.007 7.717.171.71 7.40.071.771.71 7.40.071.771.71 7.7171.771 7	146 220	145.075	254	OTHER INCOME	022.245	040 555	·1E 100×	172 500	1 011 404
318,165 318,027 742 Carcer Wages 1,529,510 1,500.995 <28,515- 316,883 1,510.841 0 0 0 1 Limited Appointment 3,919 0 <2,349-									
318.185 318.927 742 Career Wages 1.529,510 1.500,975 -28,515 316.583 1.510,841 0 <td>098,781</td> <td>/20,030</td> <td><21,855></td> <td>GRUSS MARGIN/UTHER</td> <td>4,593,929</td> <td>4,718,545</td> <td><124,010></td> <td>/98,088</td> <td>4,784,827</td>	098,781	/20,030	<21,855>	GRUSS MARGIN/UTHER	4,593,929	4,718,545	<124,010>	/98,088	4,784,827
318.185 318.927 742 Career Wages 1.529,510 1.500,975 -28,515 316.583 1.510,841 0 <td></td> <td></td> <td></td> <td>Loss Controllable Free</td> <td></td> <td></td> <td></td> <td></td> <td></td>				Loss Controllable Free					
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$				Less: Controllable Exp					
0 0 0 Limited Appointment (28,653) 3.919 (28,653) 0 0.57,645 (28,653) 0.0 <td></td> <td></td> <td></td> <td>l</td> <td></td> <td></td> <td></td> <td></td> <td></td>				l					
191,627 194,627 2,94 Student Wages -1161,852 -1136,386 <25,6455									
c 28 053- 481 79 c 43 275- c 4566- 55 c 4566- c 4566- c 440 78 c 200 843- c 4566- c 440 78 c 200 843- c 4567- c 440 78 c 420 648- c 4567- c 440 78 c 420 78- c 450 78 c 420 78- c 420 78 c 420 78-c 420 78 c 420 78-c 420 78- c 420 78 c 420 78-c 420 78- c 420 78 c 420 78-c 420 78-c 420 78- c 420 78 c 420 78-c 78-c 420 78- c 420 78 c 420 78-c 78-c 420 78- c 77-c 420 78 c 420 78-c 78-c 420 78- c 77-c 48 c 420 78-c 78-c 78-c 78- c 78 <thc 420="" 77-c="" 78-<br="" 78-c="">c 78 <thc 420="" 420<="" 77-c="" 78-c="" td=""><td>0</td><td>0</td><td>0</td><td>Limited Appointment</td><td>3,919</td><td>0</td><td><3,919></td><td>0</td><td>0</td></thc></thc>	0	0	0	Limited Appointment	3,919	0	<3,919>	0	0
481,799 471,713 <44.866 + TO TAL, WACS 2.515,095 2.436.538 <728,575 440.848 2.222,417 190,76 188,339 <2.337	191,627	194,621	2,994	Student Wages	1,161,852	1,136,386	<25,466>	177,497	1,013,641
99.1 55.5 < 3.7.9 WAGE % 10 SALES 46.1 42.9 < 3.2.9 48.9 40.0 190,676 188.339 < 2.3.37	<28,053>	<36,375>	<8,322>	Labor Recharge	<180,186>	<200,843>	<20,657>	<33,232>	<202,065>
99.1 55.5 < 3.7.9 WAGE % 10 SALES 46.1 42.9 < 3.2.9 48.9 40.0 190,676 188.339 < 2.3.37									
190.676 188.339 <2.33> Employee Benefits 807,546 895,914 28.368 170.417 849074 3.901 3.80 500 500 Training frograms 7,415 8,000 855 500 8,17 4.7 4.7 4.7 -0.1> Paper 24.670 25.3227 17,157 43.807 259,534 4.7 4.7 -0.1> Paper % 75.646 4.5 4.6 0.1 4.7 4.6 4.80 4.52 4.53 4.60 1.47 4.6 259,534 3.10 <425,233.00	59.1								
1.188 1.490 3.02 Office Supplies 7,21 7,930 209 2.178 9,187 3.901 3.800 500 Training Programs 7,415 8.000 585 500 8,175 38,549 40.276 4.7 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>									
1.188 1.490 3.02 Office Supplies 7,21 7,930 209 2.178 9,187 3.901 3.800 500 Training Programs 7,415 8.000 585 500 8,175 38,549 40.276 4.7 <td< td=""><td>190.676</td><td>188.339</td><td><2.337></td><td>Employee Benefits</td><td>867.546</td><td>895.914</td><td>28.368</td><td>170.417</td><td>849.074</td></td<>	190.676	188.339	<2.337>	Employee Benefits	867.546	895.914	28.368	170.417	849.074
3.901 3.880 < <1> relephone 19,730 19.435 <295> 3.756 20.307 30,549 40.296 17,477 Paper % to Sales 4.670 265.227 17,157 43.807 299.534 4.809 4.528 -2.213 Cleaning Supplies 29,285 23.300 <5,905> 5,558 28.162 (10,768) <10.500									
0 500 Training Programs 7,415 8,000 565 500 8,175 33,549 4,7 4,7 -0.1 Paper % 7,465 2,277 17,157 43,807 29,958 23,380 <5,005									
38.549 40.296 17.47 Paper 246.070 263.227 17.157 43.807 259.534 4.809 4.528 -c.217 Conspany 70.534 29.285 23.300 -5.905> 5.558 28.162 1.709 2.540 831 Replacements 24.447 14.035 -45.905> -46.602 -46.602 3.955 3.313 -642-1 Laundry 20.755 2.2842 2.007 2.22.42 2.01.12 0.373 1.044 980 -114-1 Unforms 12.798 6.900 -5.085 788 10.073 1.041 1.350 8 Dorm Coupons Expense 7.00-44.379 3.0405 19.016 22.424.12 2.042 2.424.12 1.043 1.62.560 1.899 Bank Card Expense 18.018 182.348 10.191 52.433 10.247 8.7175.57 1.246.61 2.6560 1.899 Bank Card Expense 8.607 5.064 2.293.57 17.57 5.63 1.442 6.638									
4.7 4.7 4.7 4.7 4.6 0.1 4.7 4.6 4.809 4.58 <281> Cleaning Supplies 29.285 23.380 <75.905> 55.88 28.162 1.7076b <10.500> 2268 Purchasing Rebates <51.775> <52.500> <725> <8.960> <46.52									
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$ \begin{vmatrix} 10.768 \\ < 10.768 \\ < 10.768 \\ < 10.768 \\ < 10.775 \\ < 3955 \\ 3.313 \\ < 0.42 \\ 3955 \\ 3.313 \\ < 0.42 \\ \\ 1.96 \\ < 100 \\ \\ 1.96 \\ 1.96 \\ 1.96 \\ \\ 1.96 \\ 1.96 \\ \\ 1.96 \\ 1.96 \\ \\ 1.96 \\ 1.96 \\ \\ 1.96 \\ 1.96 \\ \\ 1.96 $									
1,709 2,540 831 Replacements 24,447 14,035 <10,12> 3,420 20,252 1,954 980 <114> Unforms 12,788 6,990 <5,808> 788 10,373 1,161 1,550 189 Advertsing 15,069 34,085 7,848 0 224 224,129 0 8 8 Dorm Coupons Expense <0> 43 43 0 224 24,129 5,645 6,571 926 Bank Card Expense 180,018 182,348 13,388- 10,191 52,463 24,661 2,650 1,899 Bank Card Expense 8,785 8,790 145 1,447 8,718 7 938 91 Overs/Shorts 8,607 5,694 <2,913									
3 955 3.313 2.0785 22.242 2.087 2.724 20.714 1,041 1.350 189 Advertising 15.069 34.085 19.016 224 24.129 1,61 1.350 189 Advertising 15.069 34.085 19.016 224 24.129 24,661 26,560 1.899 Bank Card Expense 180.018 182.248 2.330 28.557 175.153 1.234 1.262 28 Stars Tax Expense 8.785 8.930 145 1.477 6.638 0 300 certaits 0 800 803 3.346 0 300 300 Rentaits 0 800 803 3.346 0 50 50 Taxes & Licenses 0 1.500 1.500 33.346 0 650 650 Professional Services 600 650 550 550 0 0 0 Torta contrexpense 0 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
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$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	1,094	980	<114>	Uniforms	12,798	6,990	<5,808>	788	10,373
5.645 6.571 926 Repairs & Maintenance 44.379 30.491 <13.888- 10.191 52.463 24.661 26.560 1.269 Bank Card Expense 18.00.18 18.2.348 2.330 28.557 175.153 1,234 1.262 28 Sales Tax Expense 8.785 8.930 145 1.447 8.718 7 938 0 <3> Credit Card Adjustments 6 0 <cb>2.913 1.492 6.638 0 800 Rentais-Truck 0 1500 1.550 550 550 0 650 650 Taxes & Licenses 0 125 125 50 125 0 0 0 TotAL OTHER CONTROL. 1.546.826 1.594.658 47.832 303.759 1.555.598 299.823 312.899 13.076 TOTAL OTHER CONTROL. 1.546.826 1.594.658 47.832 303.759 1.555.598 781.582 790.072 8.490 TOTAL CONTROLLABLE EXP 4.061.921 4.0</cb>	1,161	1,350	189		15,069	34,085	19,016	224	24,129
5.645 6.571 926 Repairs & Maintenance 44.379 30.491 <13.888- 10.191 52.463 24.661 26.560 1.269 Bank Card Expense 18.00.18 18.2.348 2.330 28.557 175.153 1,234 1.262 28 Sales Tax Expense 8.785 8.930 145 1.447 8.718 7 938 0 <3> Credit Card Adjustments 6 0 <cb>2.913 1.492 6.638 0 800 Rentais-Truck 0 1500 1.550 550 550 0 650 650 Taxes & Licenses 0 125 125 50 125 0 0 0 TotAL OTHER CONTROL. 1.546.826 1.594.658 47.832 303.759 1.555.598 299.823 312.899 13.076 TOTAL OTHER CONTROL. 1.546.826 1.594.658 47.832 303.759 1.555.598 781.582 790.072 8.490 TOTAL CONTROLLABLE EXP 4.061.921 4.0</cb>	0	8	8	Dorm Coupons Expense	<0>	43	43	0	2
24.661 26,560 1,999 Bain: Card Expense 180,018 182,348 2,330 28,557 175,153 1,234 1,262 28 Sales Tax Expense 8,785 8,930 1,447 8,718 3 0 <3> Credit Card Adjustments 6 0 <6-	5,645	6,571	926		44,379	30,491	<13,888>	10,191	52,463
1,234 1,262 28 Sales Tax Expense Overs/Shorts 8,785 8,930 145 1,447 8,718 7 938 0 <3> Credit Card Adjustments 6 0 < 2,913 1,492 6,638 0 800 800 Rentals 0 800 800 833 3,346 0 650 50 Taxes & Licenses 0 1,500 1,500 334 1,641 0 650 650 Transe & Licenses 0 125 125 50 550 31,999 30,044 7,045 Commission Expense 104,333 120,739 1,546,63 47,832 303,759 1,555,598 781,582 790,072 8,490 TOTAL CONTROLLINE EXP 6608,626 1,544,658 47,645 34,081 906,811 19,008 27,090 8,042 Allocated Exp HR 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,76	24,661		1.899		180,018	182,348	2,330	28,557	175,153
7 938 931 Overs/Shorts 8,607 5,694 <2,913> 1,492 6,638 3 0 <3>07cftl Card Adjustments 6 0 800 800 833 3,346 0 300 300 Rentals 0 1,500 1,500 334 1,641 0 50 50 Taxes & Licenses 0 125 725 50 125 0 650 650 Professional Services 600 650 550 550 31,999 39,044 7,045 Commission Expense 104,331 120,739 16,406 34,636 96,890 299,826 140,236 <13,365									
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31,999 39,044 7,045 Commission Expense TOTAL OTHER CONTROL. 104,333 120,739 16,406 34,636 96,890 299,823 312,899 13,076 TOTAL CONTROLLABLE EXP GROSS CONTRIBUTION TO <82,801> 8,400 TOTAL CONTROLLABLE EXP GROSS CONTRIBUTION TO <82,801> 4,061,921 4,031,196 <30,725									
299,823 312,899 13,076 TOTAL OTHER CONTROL. 781,582 790,072 8,490 TOTAL CONTROLLABLE EXP GROSS CONTRIBUTION TO <82,801> 1,546,826 1,594,658 47,832 303,759 1,555,598 82,801> <69,436> <13,365> SVCS AND ENTERPRISES 4,061,921 4,031,196 <30,725> 764,607 3,878,015 29,826 46,258 16,432 Allocated Exp Less: Allocated Exp. Fin 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated Exp. Fin 262,034 255,870 <6,164> 44,762 231,821 19,008 27,090 8,082 Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,266 <162> Allocated Exp. Mktg 57,837 56,395 <1,442> 10,611 70,704 360,356 25,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 388,604 350,281 31,677 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>									
781,582 790,072 8,490 TOTAL CONTROLLABLE EXP GROSS CONTRIBUTION TO SOCS AND ENTERPRISES 4,061,921 4,031,196 <30,725> 764,607 3,878,015 <82,801> <69,436> <13,365> SVCS AND ENTERPRISES 532,008 687,349 <155,341> 34,081 906,811 29,826 46,258 16,432 Allocated Exp Less: Allocated Exp. 532,008 687,349 <155,341> 34,081 906,811 19,008 27,090 8,082 Allocated Exp. 18 262,034 255,870 <6,164> 44,762 231,821 19,008 27,090 8,082 Allocated Exp. 15 122,242 135,073 12,831 21,619 112,938 35,428 35,266 <162> Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp. Mktg 57,837 136,498 <16,699> 34,896 170,874 25,071 27,576 2,505 Utiiitles 131,776 131,776									
<82,801> <69,436> <13,365> GROSS CONTRIBUTION TO SVCS AND ENTERPRISES 532,008 687,349 <155,341> 34,081 906,811 29,826 46,258 16,432 Allocated Exp - 532,008 687,349 <155,341> 34,081 906,811 19,088 27,090 8,082 Allocated ExpHR 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated ExpHR 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated ExpHR 200,660 224,452 23,792 49,890 193,206 43,040 40,516 3,476 Allocated Exp. HR 200,660 224,452 23,792 49,890 193,206 35,428 35,266 <162> Allocated Exp. Othr SA 203,197 18,648 <16,699									
<82,801> <69,436> <13,365> SVCS AND ENTERPRISES 532,008 687,349 <155,341> 34,081 906,811 29,826 46,258 16,432 Allocated Exp. Less: Allocated Exp. Less: Allocated Exp. 40,060 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated Exp. 122,242 135,073 12,831 12,161 112,938 9,740 10,231 491 Allocated Exp. 15 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp. Othr SA 203,197 186,498 <16,699	781,582	790,072	8,490		4,061,921	4,031,196	<30,725>	764,607	3,878,015
29,826 46,258 16,432 Allocated Exp. HR 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated Exp. Fin 262,034 255,870 <6,164> 44,762 231,821 19,008 27,090 8,082 Allocated Exp. Fin 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 25,071 27,576 2,505 Utilities 131,706 <630> 21,141 144,872 28,156 84,510 <3,646> Depreciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 221,459 226,768 <5,309>									Г
29,826 46,258 16,432 Allocated Exp. Fin 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated Exp. Fin 220,2603 255,870 <6,164> 44,762 231,821 19,008 27,090 8,082 Allocated Exp. FIS 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. VMktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp Othr SA 203,197 186,498 <16,699> 34,896 170,874 265,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> Depreciation 1,750,472 1,755,651 5,179 344,076 1,720,812 419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994><<814,001> 221,459	<82,801>	<69,436>	<13,365>	SVCS AND ENTERPRISES	532,008	687,349	<155,341>	34,081	906,811
29,826 46,258 16,432 Allocated Exp. Fin 200,660 224,452 23,792 49,890 193,206 43,040 46,516 3,476 Allocated Exp. Fin 220,2603 255,870 <6,164> 44,762 231,821 19,008 27,090 8,082 Allocated Exp. FIS 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. VMktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp Othr SA 203,197 186,498 <16,699> 34,896 170,874 265,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> Depreciation 1,750,472 1,755,651 5,179 344,076 1,720,812 419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994><<814,001> 221,459									
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43,040 46,516 3,476 Allocated Exp. Fin 262,034 255,870 <6,164> 44,762 231,821 19,008 27,990 8,082 Allocated ExpIS 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp Othr SA 203,197 186,498 <16,699> 34,896 170,874 68,335 72,834 4,499 Maintenance 333,097 343,707 10,611 70,704 360,356 25,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> Depreciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,756,472 5,179 344,076 1,720,812 221,459 226,768	29.826	46.258	16.432	Allocated ExpHR	200.660	224,452	23.792	49,890	193.206
19,008 27,090 8,082 Allocated ExpIS 122,242 135,073 12,831 21,619 112,938 9,740 10,231 491 Allocated Exp. Mktg 57,837 56,395 <1,442> 10,150 53,239 35,428 35,266 <162> Allocated Exp Othr SA 203,197 186,498 <16,699> 34,896 170,874 68,335 72,834 4,499 Maintenance 333,097 343,707 10,611 70,704 360,356 25,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> Depreciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 <<401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994><<814,001> 221,459 226,768<									
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35,428 35,266 <162> Allocated Exp Othr SA 203,197 186,498 <16,699> 34,896 170,874 68,335 72,834 4,499 Maintenance 333,097 343,707 10,611 70,704 360,356 25,071 27,576 2,505 Uilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> perciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 <401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994> <814,001> 221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975									
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25,071 27,576 2,505 Utilities 131,736 131,106 <630> 21,141 144,872 88,156 84,510 <3,646> Depreciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 <401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994> <814,001> 221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 8.18 8.07 0.11 3RD PARTY AVG CHECK 6.27 6.27 0.00 6.15 6.02									
88,156 84,510 <3,646> Depreciation 439,671 422,550 <17,121> 90,914 453,505 318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 <401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994> <814,001> 221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60						-			
318,604 350,281 31,677 TOTAL ALLOCATED EXP 1,750,472 1,755,651 5,179 344,076 1,720,812 <401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994> <814,001> 221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,									
<401,405> <419,717> 18,312 NET INCOME (LOSS) <1,218,464> <1,068,302> <150,162> <309,994> <814,001> 221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225									
221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225	318,604	350,281	31,677	TOTAL ALLOCATED EXP	1,750,472	1,755,651	5,179	344,076	1,720,812
221,459 226,768 <5,309> TOTAL CUSTOMER COUNT 1,477,515 1,498,306 <20,791> 272,157 1,568,975 75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225							Τ		
75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225	<401,405>	<419,717>	18,312	NET INCOME (LOSS)	<1,218,464>	<1,068,302>	<150,162>	< 309,994 >	<814,001>
75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225]					
75,446 77,001 <1,555> 3RD PARTY CUST COUNT 505,579 515,172 <9,593> 96,691 553,649 146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225	221,459	226,768	<5,309>	TOTAL CUSTOMER COUNT	1,477,515	1,498,306	<20,791>	272,157	1,568,975
146,013 149,767 <3,754> ASUCLA CUSTOMER COUNT 971,936 983,134 <11,198> 175,466 1,015,326 6.36 6.46 <0.10> TOTAL AVERAGE CHECK 6.27 6.27 0.00 6.15 6.02 8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225									
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8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225		,	-0,1042		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,00,104	,1702		.,510,020
8.18 8.07 0.11 3RD PARTY AVG CHECK 8.02 7.84 0.18 7.77 7.60 5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225	4.94	L AL	-0.10		4 07	∠ 27	0.00	£ 10	6.00
5.42 5.63 <0.21> ASUCLA AVERAGE CHECK 5.36 5.45 <0.09> 5.25 5.16 24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225									
24,570 25,358 788 EMPLOYEE HOURS 138,632 137,507 <1,125> 27,042 140,225									
	5.42	5.63	<0.21>	ASUCLA AVERAGE CHECK	5.36	5.45	<0.09>	5.25	5.16
				1					
33.17 33.93 <0.76> SALES/LABOR HOUR 39.38 41.32 <1.94> 34.83 40.55									
	33.17	33.93	<0.76>	SALES/LABOR HOUR	39.38	41.32	<1.94>	34.83	40.55

	DEC. 05(11/27/16-12/31/16)] [ISCAL YEAR 16-1		FISCAL YEAR 15-16		
C	URRENT MONTH] [MO(07/31/16-12/		LAST YEAR ACTUAL		
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARIANCE	MONTH	YTD	
9,943	10,600	<657>	PHOTOGRAPHY	70,922	65,600	5,322	10,432	58,211	
9,943	10,600		TOTAL SALES	70,922	65,600	5,322	10,432	58,211	
0	150	150	Less: Cost of Sales	2,612	900	<1,712>	102	1,710	
9,943 100.0	10,450 98.6	<507> 1.4	GROSS MARGIN GROSS MARGIN %	68,310 96.3	64,700 98.6	3,610 <2.3>	10,330 99.0	56,501 97.1	
100.0	90.0	1.4	GRU33 MARGIN %	90.3	90.0	<2.3>	99.0	97.1	
100.0	98.6	1.4	PHOTOGRAPHY	96.3	98.6	<2.3>	99.0	97.1	
237,739	185,333	52,406	TRADEMARKS AND LICENSING	1,187,667	1,124,665	63,002	184,938	1,197,369	
107,813	100,495	7,318	LEASED OPS	532,361	506,242	26,119	94,047	492,288	
345,553	285,828	59,725	OTHER INCOME	1,720,028	1,630,907	89,121	278,985	1,689,657	
355,496	296,278	59,218	GROSS MARGIN/OTHER	1,788,339	1,695,607	92,732	289,316	1,746,158	
			Less: Controllable Exp						
40,389	36,392	~3 997 \	Career Wages	183,931	179,221	<4,710>	34,834	176,515	
40,307	500		Limited Appointment	0	2,125	2,125	04,004	0	
121	70		Student Wages	949	810	<139>	70	836	
40,510	36,962		TOTAL WAGES	184,880	182,156	<2,724>	34,903	177,351	
407.4	348.7	<58.7>	WAGE % TO SALES	260.7	277.7	17.0	334.6	304.7	
19,314	19,620	306	Employee Popofite	92,466	95,826	3,360	18,169	89,097	
19,314	465	359	Employee Benefits Office Supplies	2,941	2,330	3,300 <611>	60	1,563	
628	485 680	52	Telephone	2,941	3,500	572	80	3,794	
028	60	52 60	Postage	435	3,500	<135>	0	3,794 57	
0	0	0	Trav/Trips/Conference	2,017	10,000	7,983	0	7,123	
0	0	0	Membership Fees	811	10,000	<811>	0	0	
3,853	2,000	-	Enforcement	9,353	7,500	<1,853>	2,000	7,499	
116	1,250	1,134	Business Promotion	1,993	6,250	4,257	2,000	8,765	
0	1,230	1,134	Repairs & Maintenance	0	816	816	0	816	
0	800	800	Bad Debt	5,678	49,200	43,522	0	0	
3,075	2,083		Professional Services	11,407	40,415	29,008	2,083	10,886	
0	550	550	Legal	3,585	2,750	<835>	1,019	4,997	
3,441	2,300		Trademark	13,079	11,500	<1,579>	2	20,667	
8,170	10,125		Intern'l Agnt Fee/Tax	90,376	128,540	38,164	10,230	113,535	
20,256	15,000		Domestic Agency Fee	93,315	81,500	<11,815>	15,160	92,773	
0	0		Misc. Bank Charges	56	01,000	<56>	0	0	
77,585	54,054		Payment to UCLA	354,395	285,309	<69,086>	60,267	372,195	
136,544	108,987		TOTAL OTHER CONTROL.	684,835	725,736	40,901	110,096	733,767	
177,055	145,949	<31,106>	4	869,715	907,892	38,177	144,999	911,119	
			GROSS CONTRIBUTION TO						
178,442	150,329	28,113	SVCS AND ENTERPRISES	918,623	787,715	130,908	144,316	835,039	
			Less: Allocated Exp						
2,508	3,583	1,075	Allocated ExpHR	14,713	16,842	2,129	3,779	14,719	
15,315	13,221		Allocated Exp. Fin	71,139	63,967	<7,172>	11,166	55,702	
7,028	7,978		Allocated ExpIS	34,452	35,079	627	5,609	28,133	
3,601	3,013		Allocated Exp. Mktg	16,306	14,599	<1,707>	2,633	13,313	
13,100	10,386		Allocated Exp Othr SA	57,051	48,080	<8,971>	9,054	42,360	
32,472	33,876	1,404	Maintenance	122,703	159,857	37,154	14,877	75,826	
11,913	12,834	921	Utilities	47,283	61,017	13,734	4,448	30,484	
6,043	5,764	<279>	Depreciation	30,192	28,820	<1,372>	6,097	30,483	
91,981	90,655	<1,326>	4 · · ·	393,839	428,261	34,422	57,663	291,019	
86,461	59,674	26,787	NET INCOME (LOSS)	524,784	359,454	165,330	86,653	544,020	

	DEC. 05(11/27/16-12/31/16)]	FISCAL YEAR 16-17			FISCAL YEAR 15-16	
	CURRENT MONTH				MO(07/31/16-12/		LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARIANCE	MONTH	YTD
22,535	38,739	~16 204 >	EVENT SERVICES OFFICE	252,567	252,616	<49>	30,626	226,745
22,555	30,737		STUDENT UNION OPERATIONS	232,307	361	<361>	0	220,743
43,340	52,781		AU POST OFFICE	182,347	202,535	<20,188>	52,422	200,740
65,875	91,550		TOTAL SALES	434,913	455,512	<20,599>	83,048	427,485
42,381	51,620	9,239	AU Post Office Cost	177,955	198,079	20,124	52,051	196,457
6,827	6,779	<48>	Facilities Costs	42,396	44,139	1,743	5,969	39,872
0	0	0	Cost of Sales GM RM	16	0	<16>	0	0
49,208	58,399	9,191	Less: Cost of Sales	220,367	242,218	21,851	58,020	236,329
74.7	63.8	<10.9>	COST OF SALES %	50.7	53.2	2.5	69.9	55.3
16,668	33,151	<16,483>	GROSS MARGIN	214,546	213,294	1,252	25,028	191,156
25.3	36.2	<10.9>	GROSS MARGIN %	49.3	46.8	2.5	30.1	44.7
(0.7	02.5	10.0		02.2	00 F	0.7	00 F	00.4
69.7 0.0	82.5 100.0		EVENT SERVICES OFFICE STUDENT UNION OPERATIONS	83.2 0.0	82.5 100.0	0.7 <100.0>	80.5 0.0	82.4 0.0
2.2	2.2	< 100.0>	AU POST OFFICE	2.4	2.2	< 100.0>	0.0	2.1
2.2	2.2	0.0	AU POST OFFICE	2.4	2.2	0.2	0.7	2.1
2,460	5,325	<2 865 \	STUDENT UNION OPS	84,294	71,103	13,191	5,607	63,482
7,658	9,292		AU POST OFFICE	32,203	35,655	<3,452>	8,311	34,106
10,119	14,617		OTHER INCOME	116,497	106,758	9,739	13,918	97,589
26,786	47,768	<20,982>	GROSS MARGIN/OTHER	331,044	320,052	10,992	38,946	288,744
			Less: Controllable Exp					
32,203	31,749		Career Wages	159,652	158,745	<907>	26,244	152,453
13,863	16,910	3,047	Student Wages	87,182	97,475	10,293	14,864	81,258
46,066	48,659	2,593	TOTAL WAGES	246,833	256,220	9,387	41,107	233,711
69.9	53.2	<16.8>	WAGE % TO SALES	56.8	56.3	<0.5>	49.5	54.7
16,556	17,084	528	Employee Benefits	84,132	84,860	728	14,491	82,344
772	3,274		Office Supplies	4,419	6,193	1,774	3,180	6,215
3,360	3,332		Telephone	14,119	16,510	2,391	2,888	14,776
3,300	0		Trav/Trips/Conference	339	1,150	811	566	566
2,377	2,428		24 Hour Study Lounge	2,377	2,428	51	2,716	2,716
250	250		Student Comm Art	714	714	0	232	696
59	0	<59>	Training Programs	5,999	4,108	<1,891>	0	2,708
103	89	<14>	Annual ASUCLA Events	21,936	22,132	196	108	22,183
1,787	2,888	1,101	Student Event Exp	49,119	38,140	<10,979>	1,406	32,349
0	0	0	Student Union Prog	97	0	<97>	0	0
1,400	0	<1,400>	Operating Supplies	2,524	0	<2,524>	55	89
0	0	0	Uniforms	229	0	<229>	0	0
34	145	111	Advertising	657	734	77	0	348
142	601	459	Business Promotion	1,404	2,981	1,577	476	2,578
1,382	575		Repairs & Maintenance	9,920	6,479	<3,441>	786	5,377
846	1,240		Bank Card Expense	4,365	4,760	395	986	4,384
167	32		Overs/Shorts	291	123	<168>	500	1,759
0	0	0	Commission Expense	0	0	0	300	575
2,654 15,417	2,950 15,417	296 0	Student Support Svcs Interaction Fund	2,654 77,083	2,950 77,085	296 2	3,206 15,417	3,206 77,083
1,914	5,000	3,086	STUDENT UNION EVENT F	77,083 52,880	47,000	2 <5,880>	4,719	39,274
49,557	55,305	5,748	TOTAL OTHER CONTROL.	335,259	318,347	<16,912>	52,031	299,224
95,623	103,964	8,341	TOTAL CONTROLLABLE EXP	582,092	574,567	<7,525>	93,138	532,936
			GROSS CONTRIBUTION TO				-,	
<68,837>	<56,196>	<12,641>	SVCS AND ENTERPRISES	<251,049>	<254,515>	3,466	<54,192>	<244,191>
			Less: Allocated Exp					
0.055				10.005	04 F05			40.000
2,853	4,417		Allocated ExpHR	19,835	21,582	1,747	4,451	19,330
3,274	5,687	2,413	Allocated Exp. Fin	21,862	21,634	<228>	3,741	17,495
1,502	3,432	1,930	Allocated ExpIS	10,773	11,943	1,170	1,879	8,851
770 2,800	1,296 4,468	526 1,668	Allocated Exp. Mktg Allocated Exp Othr SA	4,954 17,359	4,934 16,369	<20> <990>	882 3,033	4,176 13,329
44,038	4,468 46,969		Maintenance	212,066	221,645	<990> 9,579	3,033 44,199	225,268
44,038 16,157	48,989	1,628	Utilities	83,779	221,645 84,556	9,379 777	13,216	225,208 90,564
13,016	17,785	4,201	Depreciation	65,052	86,085	21,033	12,951	64,438
84,410	101,271	16,861	TOTAL ALLOCATED EXP	435,680	468,748	33,068	84,353	443,452
		,						
<153,247>	<157,467>	4,220	NET INCOME (LOSS)	<686,728>	<723,263>	36,535	<138,545>	<687,643>
			-					

ADMINISTRATIVE AND SUPPORT SERVICES EXPENSE STATEMENT

DEC. 05(11/27/16-12/31/16)]	FISCAL YEAR 16-17 YTD 5 MO(07/31/16-12/31/16)			FISCAL YEAR 15-16		
	URRENT MONTH						LAST YEAR	
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARIANCE	MONTH	YTD
307,520	312,259	4,739	Career Wages	1,497,721	1,560,643	62,922	313,288	1,468,676
0	300	300	Limited Appointment	0	1,500	1,500	0	0
24,840	32,817	7,977	Student Wages	148,162	174,862	26,700	23,758	157,437
332,360	345,376	13,016	TOTAL WAGES	1,645,883	1,737,005	91,122	337,047	1,626,112
6.9	7.4	0.5	WAGE % TO TOTAL SALES	5.7	5.7	<0.1>	6.8	5.2
0	10,300	10,300	Emp Awards, Profess.	15,178	12,215	<2,963>	10,000	11,859
0	2,060	2,060	Emp Awards, Students	4,000	4,120	120	2,000	4,000
146,024	157,283		Employee Benefits	722,439	776,088	53,649	156,946	717,508
11,899	6,785		Office Supplies	42,168	38,051	<4,117>	7,525	37,037
8,780	9,030	250	Telephone	40,001	44,752	4,751	8,680	41,583
612	893	281	Postage	3,438	4,498	1,060	624	4,021
640	2,025	1,385	Trav/Trips/Conference	5,458	11,169	5,711	164	3,438
0	0	0	Expense Allowance	446	40	<406>	0	39
4,454	6,590	2,136	Employee Relations	8,634	8,950	316	2,619	3,090
0	703	703	Fingerprinting	1,858	3,515	1,657	393	2,228
203	180	<23>	Recruitment	7,050	5,616	<1,434>	173	4,493
66	38	<28>	Operating Supplies	459	1,003	544	37	974
698	386	<312>	Uniforms	1,999	1,930	<69>	294	1,790
146	<600>	<746>	Security Expense	<459>	<2,800>	<2,341>	<50>	<2,407>
0	50	50	Security Equipment	185	250	65	0	384
2,758	2,550	<208>	Alarm Monitoring	13,309	12,750	<559>	2,525	13,592
1,061	1,311	250	Advertising	6,103	6,803	700	1,150	6,438
1,545	1,545	0	Benefits U Adv	7,725	7,725	0	1,500	7,500
4,577	6,018	1,441	Repairs & Maintenance	38,585	34,257	<4,328>	7,685	29,222
517	1,272	755	Repair-Mtce Computer	4,963	6,360	1,397	581	2,600
10,507	12,684	2,177	Repairs & Mtce-Equip	58,703	63,420	4,717	11,736	57,871
0	30	30	Printing	0	230	230	0	0
3,481	3,481	0	Bruin One Card Exp	25,071	25,071	0	3,380	24,341
10	40	30	Overs/Shorts	47	200	153	<2>	<34>
19,169	15,734		Insurance Expense	95,845	78,670	<17,175>	14,303	71,517
4,596	4,263		Professional Services	47,083	27,744	<19,339>	4,285	27,837
1,396	1,408	12	Legal	6,979	7,040	61	1,383	6,913
10,033	10,314	281	External Audit	50,639	51,566	927	9,976	50,727
1,800	350	<1,450>	Temp Agency Service	8,925	2,600	<6,325>	2,985	9,453
9,607	10,111	504	Internal Audit	48,036	50,555	2,519	9,167	45,835
0	0	0	Tax Consulting	3,729	3,729	0	0	3,620
455	13,583	13,128	PROFESSIONAL FEES PCI	2,480	19,915	17,435	1,000	15,950
16,797	11,240		Board of Directors	66,298	64,803	<1,495>	10,914	62,917
20	349	329	Special Projects	3,863	6,518	2,655	339	6,328
3,640	4,058		Misc. Bank Charges	20,682	21,304	622	3,163	19,227
3,631	3,800	169	Armored Carrier Expense	16,911	18,200	1,289	3,629	16,191
7,635	7,635	0	UCOP Payroll Services	38,175	38,175	1,209	3,629 7,635	38,175
			UC PATH CHARGES	38,175 31,480		-		38,175
<15,650>	0 0				0 0	<31,480>	0 0	0
8,050			Student Med Supp Fund	28,175		<28,175>		
13,296	13,669		UCLA Recharge Expense	66,353	68,345	1,992	13,401	67,005
50	266		Special Events	18,769	18,379	<390>	258	17,844
282,504	321,434	38,930	TOTAL OTHER CONTROL.	1,561,782	1,543,756	<18,026>	300,401	1,431,104
614,864	666,810	51,946	TOTAL CONTROLLABLE EXP	3,207,665	3,280,761	73,096	637,448	3,057,216
			Less: Allocated Exp					
19,033	20,275		Maintenance	89,662	95,678	6,016	18,055	92,021
6,983	7,677	694	Utilities	35,351	36,498	1,147	5,399	36,995
22,673	21,653	<1,020>	Depreciation	100,123	108,265	8,142	12,363	57,398
48,688	49,605	917	TOTAL ALLOCATED EXP	225,136	240,441	15,305	35,817	186,415
663,553	716,415	52,862	NET EXPENSE	3,432,801	3,521,202	88,401	673,265	3,243,631
			1					
<595,819>	<650,025>	<54,206>	Allocated-Svs and Ent	<3,091,343>	<3,183,891>	<92,548>	<593,165>	<2,851,365>
<32,454>	<32,454>	0	Allocated-USAC	<161,651>	<161,651>	0	<33,080>	<153,967>
<3,309>	<3,309>	0	Allocated-GSA	<16,483>	<16,483>	0	<3,698>	<14,375>
<31,970>	<30,627>	1,343	Allocated-Comm Board	<163,324>	<159,177>	4,147	<43,322>	<223,924>
<663,553>	<716,415>	<52,862>		<3,432,801>	<3,521,202>	<88,401>	<673,265>	<3,243,631>
			1					
0	0	0	TOTAL EXPENSE	0	0	<0>	0	0

MAINTENANCE DIVISION EXPENSE STATEMENT

DEC. (DEC. 05(11/27/16-12/31/16)		1	F	FISCAL YEAR 16-17			FISCAL YEAR 15-16		
(CURRENT MONTH		1	YTD 5 I	MO(07/31/16-12/	31/16)	LAST YEA	ACTUAL		
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARIANCE	MONTH	YTD		
129,434	134,716	5,282	Career Wages	575,748	600,877	25,129	115,740	558,521		
5,144	2,198	<2,946>	3	23,180	10,990	<12,190>	2,933	15,682		
495	600	105	Student Wages	1,409	3,000	1,591	0	209		
<632>	<580>	52	Labor Recharge	<2,616>	<2,980>	<364>	<1,009>	<3,747>		
<8,860>	<7,470>	1,390	Billed Labor Costs	<38,816>	<36,376>	2,440	<7,274>	<33,574>		
<1,053>	<4,000>	<2,947>		<33,354>	<20,000>	13,354	0	<4,520>		
124,528	125,464	936	TOTAL WAGES	525,550	555,511	29,961	110,390	532,571		
80,938	84,727	3,789	Employee Benefits	356,851	394,752	37,901	69,744	346,796		
239	78		Office Supplies	785	620	<165>	311	675		
951	622	<329>	•	3,633	3,110	<523>	609	3,420		
0	0	0	Trav/Trips/Conference	1,393	1,500	107	286	286		
4,446	3,645	<801>		23,535	24,758	1,223	4,426	24,941		
5,097	5,191	94	Cleaning Supplies	27,486	27,945	459	5,103	26,397		
699	1,093	394	Replacements	5,424	6,088	664	1,505	4,967		
400	479	79	Laundry	1,996	2,552	556	810	2,606		
10,684	22,150	11,466	Repairs & Maintenance	112,157	114,575	2,418	19,914	156,005		
2,705	4,690	1,985	Repairs & Mtce-Elevator	14,747	23,450	8,703	8,221	25,129		
0	175		Repairs & Mtce-Equip	468	525	57	0	232		
222	1,500	1,278	Painting Program	1,220	7,500	6,280	48	2,071		
368	250		Incidental Proj Exp	1,680	1,250	<430>	0	0		
2,475	3,100	625	Air Conditioning-Maint	15,338	22,774	7,436	3,345	21,435		
7,189	7,349	160	Rub Remvl/Hauling	38,025	38,728	703	4,246	31,418		
3,202	3,152	<50>	Rodent & Pest Control	15,109	15,760	651	6,339	20,403		
236	1,050	814	Rentals-Truck	4,442	5,250	808	1,050	5,679		
0	0	0	Janitorial	4,150	0	<4,150>	0	0		
119,850	139,251	19,401	TOTAL OTHER CONTROL.	628,440	691,137	62,697	125,957	672,460		
244,378	264,715	20,337	TOTAL CONTROLLABLE EXP	1,153,991	1,246,648	92,657	236,347	1,205,031		
			Less: Allocated Exp							
19,396	19,145	< 251 \	Depreciation	92,948	95,725	2,777	14,124	70,602		
19,396	19,145	<251>	TOTAL ALLOCATED EXP	92,948	95,725	2,777	14,124	70,602		
263,774	283,860	20,086	NET EXPENSE	1,246,938	1,342,373	95,435	250,471	1,275,632		
]							
<225,960>	<243,423>	<17,463>	Allocated-Svs and Ent	<1,063,157>	<1,148,714>	<85,557>	<213,652>	<1,088,920>		
<7,673>	<7,673>	0	Allocated-USAC	<38,365>	<38,365>	0	<6,994>	<34,970>		
<3,009>	<3,009>	0	Allocated-GSA	<15,045>	<15,045>	0	<2,742>	<13,710>		
<8,099>	<9,478>		Allocated-Comm Board	<40,709>	<44,563>	<3,854>	<9,028>	<46,011>		
<19,033>	<20,277>		Allocated-A & SS	<89,662>	<95,686>	<6,024>	<18,055>	<92,021>		
<263,774>	<283,860>	<20,086>	TOTAL OTHER	<1,246,938>	<1,342,373>	<95,435>	<250,471>	<1,275,632>		
<0>	0	0	TOTAL EXPENSE	0	0	0	0	0		

UTILITIES EXPENSE STATEMENT

DEC. 0	5(11/27/16-12/3	1/16)		FISCAL YEAR 16-17			
C	URRENT MONTH			YTD 5 N	/IO(07/31/16-12/	31/16)	
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARI	
6,598	12,986	6,388	Chiller Water	89,523	102,746	1	
72,158	72,667	509	Elec-Non Air Cond.	312,700	319,767		
7,224	11,051	3,827	Water-Non Air Cond.	43,832	49,479		
6,951	6,608	<343>	Steam-Non Air Cond.	23,855	22,056	<	
2,849	3,280	431	Gas	15,329	13,450	<	
1,550	1,551	1	Energy Management	7,752	7,755		
97,330	108,143	10,813	TOTAL OTHER CONTROL.	492,991	515,253	2	
97,330	108,143	10,813	TOTAL CONTROLLABLE EXP	492,991	515,253	2	
<82,902>	<92,180>	<9,278>	Allocated-Svs and Ent	<419,127>	<438,259>	<1	
<3,214>	<3,214>	0	Allocated-USAC	<16,070>	<16,070>		
<1,260>	<1,260>	0	Allocated-GSA	<6,300>	<6,300>		
<2,971>	<3,811>	<840>	Allocated-Comm Board	<16,143>	<18,120>	<	
<6,983>	<7,678>	<695>	Allocated-A & SS	<35,351>	<36,504>	<	
<97,331>	<108,143>	<10,813>	TOTAL OTHER	<492,991>	<515,253>	<2	
<0>	0	0	TOTAL EXPENSE	<0>	0		

ASUCLA Finance Office 01/17	

FISCAL YEAR 15-16

LAST YEAR ACTUAL

YTD

101,450

318,275

50,212

28,212

12,707

6,460

517,316

517,316

<437,774>

<17,275>

<6,775>

<18,497>

<36,995>

<517,316>

0

MONTH

4,731

47,529

10,032

11,503

1,704

1,292

76,791

76,791

<63,883>

<3,455>

<1,355>

<2,699>

<5,399>

<76,791>

0

VARIANCE

13,223

7,067

5,647

<1,799>

<1,879>

22,262

22,262

<19,132>

<1,977>

<1,153>

<22,262>

3

0

0

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