



FLORIDA POLYTECHNIC  
UNIVERSITY

## Executive Committee Meeting

Monday, April 13, 2020

4:00 pm – 5:00 pm

TELE-CONFERENCE MEETING

Dial In Number: 415-655-0001 | Access Code: 611 341 192#

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Don Wilson, Chair  
Gary C. Wendt  
Frank Martin

Cliff Otto, Vice Chair  
Rear Admiral Philip Dur

Mark Bostick  
Dr. Adrienne Perry

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| I. Call to Order   | Don Wilson, Chair                   |
| II. Roll Call  | Kris Wharton                        |
| III. Public Comment  | Don Wilson, Chair                   |
| IV. Review and Approval of 2020-2021 University<br>Accountability Plan<br><b>*Action Required*</b>                                 | Dr. Randy K. Avent, President       |
| V. <a href="#">Food Service Refunds to Students, Use of Carryforward<br/>and Amendment to Contract</a><br><b>*Action Required*</b> | Mark Mroczkowski, VP & CFO          |
| VI. <a href="#">Waiver of Student Fees</a><br><b>*Action Required*</b>   | Dr. Terry Parker<br>EVP and Provost |
| VII. Closing Remarks and Adjournment   | Don Wilson, Chair                   |

Florida Polytechnic University  
Executive Committee  
Board of Trustees  
Monday, April 13, 2020

**Subject: Food Service Refunds to Students, Use of Carryforward and Amendment to Contract**

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**Proposed Committee Action**

At the request of the Board of Governors, the University went to online learning, closed the teaching facilities, and encouraged students to leave campus and return home. For those students who left campus, the University is refunding unused meal plans and prepaid card balances for food services.

To ease the burden on the Universities, the BOG has ruled that Universities may use carryforward funds for housing and dining refunds as a COVID-19 one-time expense. This temporary authority was granted in March and ends on August 31, 2020. A copy of that guidance is included herein. Normally, Education & General (E&G) funds cannot be used to support auxiliary services.

Additionally, Chartwells, the University's food service provider, has agreed to refund to the University the revenue it would have earned from April 1 to May 2, less the cost to feed the remaining students to May 2, and certain fixed costs from April to July 2020.

We believe that the University may be able to recover some of these losses from the current or future federal relief acts.

To avoid any additional hardship to students, the University seeks Board approval to make these refunds now, and to the extent permissible, use carryforward funds for his purpose.

We currently estimate refunds as follows:

Estimated Student refunds	\$361,853
Less Chartwell's contribution	<u>219,272</u>
Net funds from carryforward	<u><u>\$142,581</u></u>

The final number will be determined this week, and refunds sent as soon as practicable. To allow for estimate error, we request the authority to use \$145,000 from carryforward.

We recommend approval from the Board of Trustees to refund unused prepaid dining services to students in the approximate amount of \$362,000 and to use carryforward to fund approximately \$145,000 of that amount.

Secondly, we recommend approval of an amendment to the Chartwell's agreement that embodies their proposal.

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**Supporting Documentation:**

Guidance from the Board of Governors dated March 17, 2020

Proposal from Chartwell's dated April 1, 2020

**Prepared by:** Mark Mroczkowski, Vice President Administration, and CFO



## **State University System Guidance on Housing and Dining Contracts**

On March 17, 2020, the State University System extended the requirement for state universities to provide remote instruction to their students through the end of the Spring semester. To minimize the economic burdens that the COVID-19 emergency may place on students, we encourage each state university to develop a plan for providing a refund, rebate, or credit to students who may no longer be able to utilize their university residence hall and/or dining plan contracts.

We recognize that each university will need flexibility in developing and implementing a plan appropriate for its students. To assist in providing this flexibility, we note that available sources of funds, depending upon the contract and the availability of funds at each state university, may include:

(A) Unencumbered surplus funds in housing that are not required for maintaining prudent debt service coverage.

(B) End of year balance funds in university carry forward accounts that can be used for any purpose as specified by each university board of trustees pursuant to section 1011.45(3)(f), Florida Statutes. In light of the emergency circumstances, utilizing these funds for purposes of providing students refunds, rebates, or credits for unutilized portions of housing and/or dining plan contracts is hereby authorized through August 31, 2020. Any amounts expended from this fund should be managed centrally at each university and reported to the Chancellor of the Board of Governors by September 30, 2020.

(C) Unencumbered surplus funds in any state university auxiliary.

(D) Proceeds from any applicable business insurance policy.

Finally, we recognize the financial condition of each state university varies and that such plans, if developed, will have to be tailored so as to not jeopardize a university's financial condition or adversely impact ongoing university operations and the provision

of essential services.



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Syd Kitson, Chair  
Florida Board of Governors



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Marshall Criser, III, Chancellor  
State University System of Florida

# Florida Poly Recovery Plan

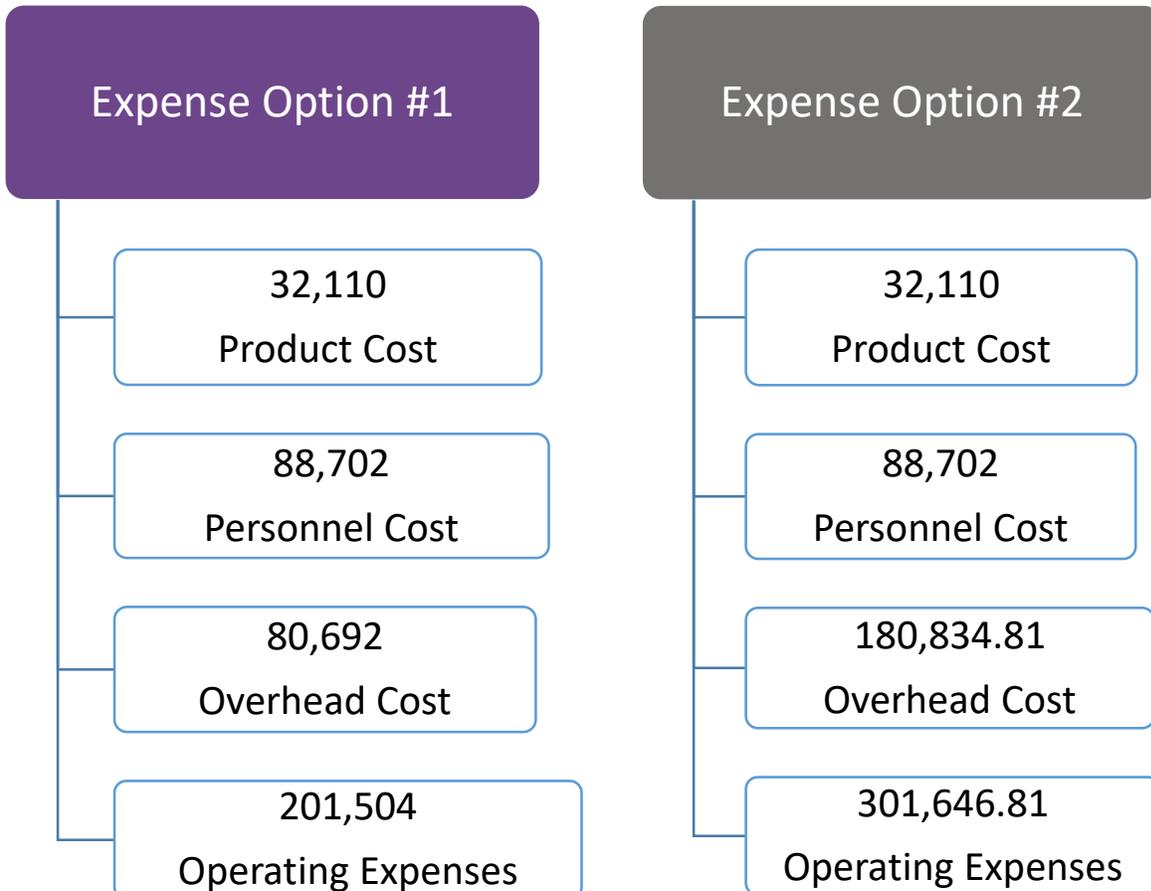
Florida Poly has already been billed for 90% of Spring Semester Meal Plans. The amount of meal plan funds to be booked to Meal Books for April 1-May 3<sup>rd</sup> is \$282,009. As of March 26<sup>th</sup> The unused declining balance amount was \$138,767. Below is outlined two financial models that show our expenses from April 1<sup>st</sup> to July 31<sup>st</sup>

## Option 1:

Chartwells pays back Florida Poly for meal plan sales from April 1- May 3 including unused block meals and declining balance. Commission payments and utility & maintenance fund payments would be suspended.

## Option 2:

Chartwells will bill Florida Poly the full amount for all meals plans and continue to pay commissions and make payments to maintenance & utility funds.



## Option 1

DESCRIPTION	April	May	June	July	TOTAL
Board Plan			\$0	\$0	
Other Sales	\$13,000	\$0	\$0	\$0	
Total Sales	\$13,000	\$0	\$0	\$0	\$13,000
Total Product Cost	\$30,940	\$1,170	\$0	\$0	\$32,110
Total Hourly	\$9,184				\$9,184
Total Salary	\$17,219	\$15,575	\$6,309	\$22,410	\$61,511
Total T&B	\$1,085	\$5,950	\$2,410	\$8,560	\$18,005
Total Personnel	\$27,488	\$21,525	\$8,719	\$30,970	\$88,702
Total Other Expenses					
Location Comm (P/L contract)	\$0	\$0	\$0	\$0	
Fran Royalty Exp					
Expend Replacement					
Short Term Rentals					
Lease Vehicle ARI					
Rent (Real Estate / Property Only)					
Rent Other					
Lease Other (Rev Reduction, Fee ONLY)					
Depr Kitchen & Bar	\$297	\$297	\$297	\$297	\$1,188
Amort Client Invest	\$9,937	\$9,937	\$9,937	\$9,937	\$39,748
Depr Lease Improve					
Depr Office Equip	\$152	\$152	\$152	\$152	\$608
Depr Vehicles, Carts	\$462	\$462	\$462	\$462	\$1,848
Amort Franchise	\$347	\$347	\$347	\$347	\$1,388
Advertising					
Sales Promotion / Merchandising	\$521	\$521	\$521	\$521	\$2,084
Merchandising Materials (Warehouse)					
Merchandising (0.52% of Revenue)	\$1,421	\$113	\$0	\$0	\$1,534
Other Vehicle Exp					
Vehicle Genl Repair					
Gas & Oil					
Travel & Lodging					
Meals/Entertainment					
Postage/Freight					
Telephone	\$360	\$360	\$360	\$360	\$1,440
YOU FIRST Program					
IT + MyStaff charges	\$203	\$203	\$203	\$203	\$812
Monthly PC + Webtrition Charge	\$1,013	\$1,013	\$1,013	\$1,013	\$4,052
Outside Services					
Professional Fees					
Maint Building					
Exterminate Service	\$1,441	\$1,441	\$1,441	\$1,441	\$5,764
Utilities					
Electricity					
Custodial Service					
Security					
Garbage Removal	\$600	\$600	\$600	\$600	\$2,400
Maint Parts & Equip	\$0	\$0	\$0	\$0	\$0
Kitchen Supplies					
Equip Under 750					
Office Supplies				\$450	\$450
Printing				\$500	\$500
Insurance Other	\$1,562	\$1,562	\$1,562	\$1,562	\$6,248
Other Tax/License					
Personal Prop Tax					
Laundry & Cleaning				\$834	\$834
Supplies Cleaning	\$300	\$25	\$25	\$100	\$450
Linen					
Uniforms				\$4,000	\$4,000
POS related charges					
Recruiting				\$4,500	\$4,500
Dues & Subscriptions					
Contributions Amort (P/L Contracts)					
Amort Sign Bonus (P/L Contract)					
Amort Sign Bonus/Contributions (Fee Contract)					
Flowers					
Armored Car					
Bank Charges					
Training (Corporate charge at 1.30% of Labor)	\$357	\$114	\$82	\$291	\$844
Meal Card System					
CHAT & other Training					
Credit Card Disc					
Investment Charge					
Miscellaneous					
Innovation Funds not covered above					
Refresh Funds not covered above					
TOTAL OTHER EXPENSES	\$18,973	\$17,147	\$17,002	\$27,570	\$80,692
NET PROFIT	(\$69,101)	(\$35,091)	(\$30,421)	(\$63,240)	(\$197,853)

## Option 2

DESCRIPTION	April	May	June	July	TOTAL
Board Plan	\$260,316	\$21,693	\$0	\$0	\$282,009
Other Sales	\$13,000	\$0	\$0	\$0	\$13,000
Total Sales	\$273,316	\$21,693	\$0	\$0	\$295,009
Total Product Cost	\$30,940	\$1,170	\$0	\$0	\$32,110
Total Hourly	\$9,184				\$9,184
Total Salary	\$17,219	\$15,575	\$6,309	\$22,410	\$61,513
Total T&B	\$1,085	\$5,950	\$2,410	\$8,560	\$18,005
Total Personnel	\$27,488	\$21,525	\$8,719	\$30,970	\$88,702
Location Comm (P/L contract)	\$46,463	\$3,688			\$50,151
Fran Royalty Exp					
Expend Replacement					
Short Term Rentals					
Lease Vehicle ARI					
Rent (Real Estate / Property Only)					
Rent Other					
Lease Other (Rev Reduction, Fee ONLY)					
Depr Kitchen & Bar	\$297	\$297	\$297	\$297	\$1,188
All Other Amortization	\$9,937	\$9,937	\$9,937	\$9,937	\$39,748
Depr Lease Improve					
Depr Office Equip	\$152	\$152	\$152	\$152	\$608
Depre Vehicles, Carts	\$462	\$462	\$462	\$462	\$1,848
Amort Franchise	\$347	\$347	\$347	\$347	\$1,388
Advertising					
Sales Promotion / Merchandising	\$521	\$521	\$521	\$521	\$2,084
Merchandising Materials (Warehouse)					
Merchandising (0.52% of Revenue)	\$1,421	\$113	\$0	\$0	\$1,534
Other Vehicle Exp					
Vehicle Genl Repair					
Gas & Oil					
Travel & Lodging					
Meals/Entertainment					
Postage/Freight					
Telephone	\$360	\$360	\$360	\$360	\$1,440
YOU FIRST Program					
IT + MyStaff charges	\$203	\$203	\$203	\$203	\$812
Monthly PC + Webtrition Charge	\$1,013	\$1,013	\$1,013	\$1,013	\$4,052
Outside Services					
Professional Fees					
Maint Building					
Exterminate Service	\$1,441	\$1,441	\$1,441	\$1,441	\$5,764
Utilities	\$7,798	\$7,798	\$7,798	\$7,798	\$31,192
Electricity					
Custodial Service					
Security					
Garbage Removal	\$600	\$600	\$600	\$600	\$2,400
Maint Parts & Equip	\$4,700	\$4,700	\$4,700	\$4,700	\$18,800
Kitchen Supplies					
Equip Under 750					
Office Supplies				\$450	\$450
Printing				\$500	\$500
Insurance Other	\$1,562	\$1,562	\$1,562	\$1,562	\$6,248
Other Tax/License					
Personal Prop Tax					
Laundry & Cleaning				\$834	\$834
Supplies Cleaning	\$300	\$25	\$25	\$100	\$450
Linen					
Uniforms				\$4,000	\$4,000
POS related charges					
Recruiting				\$4,500	\$4,500
Dues & Subscriptions					
Contributions Amort (P/L Contracts)					
Amort Sign Bonus (P/L Contract)					
Amort Sign Bonus/Contributions (Fee Contract)					
Flowers					
Armored Car					
Bank Charges					
Training (Corporate charge at 1.30% of Labor)	\$357	\$114	\$82	\$291	\$844
Meal Card System					
CHAT & other Training					
Credit Card Disc					
Investment Charge					
Miscellaneous					
Innovation Funds not covered above					
Refresh Funds not covered above					
TOTAL OTHER EXPENSES	\$77,934	\$33,333	\$29,500	\$40,068	\$180,835
NET PROFIT	\$136,954	(\$24,884)	(\$38,219)	(\$71,038)	\$2,813

### **Salary Personnel**

The expenses in April - July are for essential personnel. Marketing Manager has already been put on furlough. This model shows Chef and Assistant Director placed on Furlough beginning May 8 and ending July 6 with all vacation time being paid out. All managers will need to be back to prepare for interviewing, hiring, meal plan sales, menu building and marketing plans for the fall.

### **Product Cost and Other Expenses**

Product cost is forecasted at \$4.50 CPM due to the use of paper products.

Product cost for other sales has been calculated at 40%

Other expenses – Chartwells has already taken measures to lower overhead expenses such as discontinued armored car service, suspended linen/uniform service and cancel knife service.

Please note: a cost model can be created for any retail establishment that may be required to open.

### **Pre-Opening expenses**

Chartwells have requested additional pre-opening expenses in the amount of \$65,000 to be spread over the life of the contract. If the clients agree, Chartwells will use these funds for recruiting new associates. Training all associates over a 2 week period in the areas below

#### Week 1

Customer Service

Quality Assurance

Culinary Training

Onboarding

#### Week 2

In-Unit Training

“You-First” Recognition

# MARCH 2018

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	1,310	0.5%	0	0.0%	1,310
313435 Retail Taxable	30,358	12.0%	35,694	10.9%	(5,336)
Cafe Sales	31,668	12.5%	35,694	10.9%	(4,026)
313023 Catering Taxable	80	0.0%	0	0.0%	80
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	5,753	2.3%	7,905	2.4%	(2,152)
Catering Sales	5,833	2.3%	7,905	2.4%	(2,072)
313175 Board NonTax	168,580	66.4%	230,221	70.5%	(61,641)
313493 Declining Bal NonTax	51,784	20.4%	52,666	16.1%	(902)
Other Food Sales	220,324	86.8%	282,887	86.6%	(62,563)
Total Food Sales	257,825	101.6%	326,486	100.0%	(68,661)
Gross Sales	257,825	101.6%	326,486	100.0%	(68,661)
353017 Sales Tax	(4,007)	(1.6%)	0	0.0%	(4,007)
Sales Tax	(4,007)	(1.6%)	0	0.0%	(4,007)
Sales	253,818	100.0%	326,486	100.0%	(72,668)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	16,058	6.3%	0	0.0%	16,058
411038 Fish	1,930	0.8%	0	0.0%	1,930
411039 Storeroom	15,159	6.0%	0	0.0%	15,159
411048 Dairy	5,396	2.1%	0	0.0%	5,396
411054 Beverages	14,775	5.8%	87,055	26.7%	(72,280)
411061 Frozen/Ice Cream	12,410	4.9%	0	0.0%	12,410
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	629	0.2%	0	0.0%	629
411080 Prepared Foods	1,910	0.8%	0	0.0%	1,910
411085 Fresh Produce/Salad	5,969	2.4%	0	0.0%	5,969
411090 Other Products	4,404	1.7%	0	0.0%	4,404
Food Cost	78,640	31.0%	87,055	26.7%	(8,415)
411058 Books/Newspapers	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	78,640	31.0%	87,055	26.7%	(8,415)
411075 Paper Supplies	3,383	1.3%	3,356	1.0%	27
Paper Cost	3,383	1.3%	3,356	1.0%	27
Gross Product Cost	82,023	32.3%	90,411	27.7%	(8,388)
Net Product Cost	82,023	32.3%	90,411	27.7%	(8,388)
Gross Profit	171,795	67.7%	236,075	72.3%	(64,280)
610700 Wages - Hourly	49,123	19.4%	55,204	16.9%	(6,081)
611100 O/T Wages	852	0.3%	0	0.0%	852
611120 Temporary Services	734	0.3%	0	0.0%	734
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	250	0.1%	0	0.0%	250
611400 Sick Pay Direct	109	0.0%	0	0.0%	109
611601 Vacation Pay Direct	975	0.4%	0	0.0%	975
Direct Wages	52,043	20.5%	55,204	16.9%	(3,161)
612404 Direct Tax&Ben	20,347	8.0%	21,988	6.7%	(1,641)
Direct Fringe	20,347	8.0%	21,988	6.7%	(1,641)
Direct Labor	72,390	28.5%	77,192	23.6%	(4,802)
610701 Management Labor	13,231	5.2%	21,265	6.5%	(8,035)
Supv/Clerk Wages	13,231	5.2%	21,265	6.5%	(8,035)
612454 Supv Tax&Ben	5,273	2.1%	8,482	2.6%	(3,209)
Supv/Clerk Fringe	5,273	2.1%	8,482	2.6%	(3,209)
Supv/Clerk Labor	18,504	7.3%	29,747	9.1%	(11,244)
Labor Cost	90,893	35.8%	106,939	32.8%	(16,046)
642001 Comm Exp %	57,240	22.6%	62,766	19.2%	(5,526)
642030 Fran Royalty Exp	0	0.0%	1,167	0.4%	(1,167)
Commissions	57,240	22.6%	63,933	19.6%	(6,693)
645201 Expend Replacemt	0	0.0%	288	0.1%	(288)
Equipment Replacement	0	0.0%	288	0.1%	(288)
653703 One Time Rental-Unit	659	0.3%	0	0.0%	659
Rent Expense	659	0.3%	0	0.0%	659
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.0%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	3.7%	(12,072)
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
Depreciation	103	0.0%	12,072	3.7%	(11,969)
651029 ATL CFA Amort Manual	(2,155)	(0.8%)	0	0.0%	(2,155)
651033 CFA Amort	11,114	4.4%	0	0.0%	11,114
651039 IU Amort (A/L)	819	0.3%	0	0.0%	819
Amortization	9,778	3.9%	0	0.0%	9,778
621017 Production	0	0.0%	172	0.1%	(172)
665000 Sales Promotion	1,603	0.6%	1,912	0.6%	(309)
665005 Merchandising	0	0.0%	288	0.1%	(288)
Advertising	1,603	0.6%	2,372	0.7%	(769)
626200 Other Vehicle Exp	0	0.0%	220	0.1%	(220)
626201 Vehicle Genl Repair	0	0.0%	168	0.1%	(168)
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	353	0.1%	0	0.0%	353
681010 Meals/Entertainmnt	0	0.0%	0	0.0%	0
Travel	353	0.1%	388	0.1%	(36)
659000 Postage/Freight	39	0.0%	100	0.0%	(61)
678000 Telephone	321	0.1%	520	0.2%	(199)
Communication Costs	360	0.1%	620	0.2%	(260)
612300 Outside Services	1,584	0.6%	0	0.0%	1,584
Outside Services	1,584	0.6%	0	0.0%	1,584

653401 Maint Bldg	0	0.0%	1,252	0.4%	(1,252)
653402 Exterminate Service	0	0.0%	0	0.0%	0
653800 UTILITIES	7,350	2.9%	7,352	2.3%	(2)
672901 Custodial Service	0	0.0%	668	0.2%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	7,350	2.9%	9,272	2.8%	(1,922)
645200 Maint Parts & Equip	4,789	1.9%	3,264	1.0%	1,525
645208 Kitchen Supplies	521	0.2%	1,384	0.4%	(863)
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	835	0.3%	820	0.3%	15
645260 POS/IT Equip Maint	202	0.1%	0	0.0%	202
645302 Maint SoftwareMid	345	0.1%	104	0.0%	241
674102 Cleaning Supplies	993	0.4%	1,869	0.6%	(876)
674700 Office Supplies	710	0.3%	312	0.1%	398
674701 Printing	468	0.2%	236	0.1%	232
Parts and Supplies	8,864	3.5%	7,989	2.4%	875
636000 Insurance Other	4,608	1.9%	4,792	1.5%	116
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	594	0.2%	4,146	1.3%	(3,552)
Taxes and Insurance	5,502	2.2%	8,938	2.7%	(3,436)
645206 Linen	0	0.0%	1,185	0.4%	(1,185)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Program	(249)	(0.1%)	0	0.0%	(249)
674100 Laundry & Cleaning	1,348	0.5%	331	0.1%	1,017
674104 Uniforms	0	0.0%	819	0.3%	(819)
Laundry and Cleaning	1,099	0.4%	2,335	0.7%	(1,236)
628000 Over/Short Cash	9	0.0%	0	0.0%	9
Over and Short	9	0.0%	0	0.0%	9
612311 Recruiting	80	0.0%	0	0.0%	80
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	173	0.1%	(173)
673000 Miscellaneous	47	0.0%	0	0.0%	47
673001 Armored Car	255	0.1%	0	0.0%	255
673006 Bank Charges	0	0.0%	108	0.0%	(108)
673011 Training	528	0.2%	92	0.0%	436
693012 Training	1,172	0.5%	1,389	0.4%	(217)
693015 Marketing	53	0.0%	0	0.0%	53
694000 Credit Card Disc	1,421	0.6%	784	0.2%	637
Other Direct Costs	3,557	1.4%	2,546	0.8%	1,011
Other Operating Costs	98,060	38.6%	110,753	33.0%	(12,693)
Semi-Variable Costs	116,564	45.9%	140,500	43.0%	(23,937)
Profit Before Fee and Admin	(17,158)	(6.8%)	18,383	5.6%	(35,541)
353005 Other Income	(1,862)	(0.7%)	0	0.0%	(1,862)
Other Revenues	(1,862)	(0.7%)	0	0.0%	(1,862)
Profit/Loss Per Contract	(19,020)	(7.5%)	18,383	5.6%	(37,403)
Profit/Loss Per Contract After Tax	(19,020)	(7.5%)	18,383	5.6%	(37,403)
Contractual P/L	(19,020)	(7.5%)	18,383	5.6%	(37,403)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	0.5%	(1,752)
699903 B/L Expense Trnsfr	10	0.0%	0	0.0%	10
Other Expenses B/L	10	0.0%	1,752	0.5%	(1,742)
912200 Personnel Cost Othr	15	0.0%	0	0.0%	15
Invalid Accounts	15	0.0%	0	0.0%	15
Other Costs	25	0.0%	1,752	0.5%	(1,727)
Other Income/Expense	(25)	(0.0%)	(1,752)	(0.5%)	1,727
PBS	(19,045)	(7.5%)	16,831	5.1%	(35,876)
PBO	(19,045)	(7.5%)	16,831	5.1%	(35,876)
Total Revenue	251,956	99.3%	326,486	100.0%	(74,530)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	12		0		12
Customer Count	26,638		0		26,638
Avg # of Customers/Day	2,220		0		2,220
Avg Sales Less Cater/Day	20,999		0		20,999
Avg Check Less Cater/Cust	9		0		9
Avg P&L Contribution/Cust	(1)		0		(1)
Avg Sales + Subsidy/Day	20,999		0		20,999
Avg Sales + Subsidy/Cust	9		0		9

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Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	1,749	0.6%	0	0.0%	1,749
313435 Retail Taxable	40,406	12.9%	42,690	10.9%	(2,284)
Cafe Sales	42,155	13.4%	42,690	10.9%	(535)
313023 Catering Taxable	4,735	1.5%	0	0.0%	4,735
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	4,588	1.5%	7,575	1.9%	(2,987)
Catering Sales	9,323	3.0%	7,575	1.9%	1,748
313175 Board NonTax	209,953	66.8%	276,264	70.8%	(66,311)
313493 Declining Bal NonTax	57,904	18.4%	63,750	16.3%	(5,846)
Other Food Sales	267,857	85.2%	340,014	87.1%	(72,157)
Total Food Sales	319,335	101.6%	390,279	100.0%	(70,944)
Gross Sales	319,335	101.6%	390,279	100.0%	(70,944)
353017 Sales Tax	(4,901)	(1.6%)	0	0.0%	(4,901)
Sales Tax	(4,901)	(1.6%)	0	0.0%	(4,901)
Sales	314,434	100.0%	390,279	100.0%	(75,845)
410000 Food	(74)	(0.0%)	0	0.0%	(74)
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	23,413	7.4%	0	0.0%	23,413
411038 Fish	1,772	0.6%	0	0.0%	1,772
411039 Storeroom	16,679	5.3%	0	0.0%	16,679
411048 Dairy	12,850	4.1%	0	0.0%	12,850
411054 Beverages	16,002	5.1%	103,238	26.5%	(87,236)
411061 Frozen/Ice Cream	13,515	4.3%	0	0.0%	13,515
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	2,174	0.7%	0	0.0%	2,174
411080 Prepared Foods	5,201	1.7%	0	0.0%	5,201
411085 Fresh Produce/Salad	8,384	2.7%	0	0.0%	8,384
411090 Other Products	950	0.3%	0	0.0%	950
Food Cost	100,866	32.1%	103,238	26.5%	(2,372)
411056 Books/Newspapers	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	100,866	32.1%	103,238	26.5%	(2,372)
411075 Paper Supplies	4,275	1.4%	3,964	1.0%	311
Paper Cost	4,275	1.4%	3,964	1.0%	311
Gross Product Cost	105,141	33.4%	107,202	27.5%	(2,061)
Net Product Cost	105,141	33.4%	107,202	27.5%	(2,061)
Gross Profit	209,293	66.6%	283,077	72.5%	(73,784)
610700 Wages - Hourly	56,583	18.0%	63,196	16.2%	(6,613)
611100 O/T Wages	2,199	0.7%	0	0.0%	2,199
611120 Temporary Services	10,240	3.3%	0	0.0%	10,240
611302 Holiday Pay Direct	754	0.2%	1,677	0.4%	(924)
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	335	0.1%	541	0.1%	(206)
611601 Vacation Pay Direct	296	0.1%	0	0.0%	296
Direct Wages	70,406	22.4%	65,414	16.8%	4,992
612404 Direct Tax&Ben	23,976	7.6%	26,064	6.7%	(2,088)
Direct Fringe	23,976	7.6%	26,064	6.7%	(2,088)
Direct Labor	94,382	30.0%	91,478	23.4%	2,904
610701 Management Labor	11,966	3.8%	20,299	5.2%	(8,333)
Supv/Clerk Wages	11,966	3.8%	20,299	5.2%	(8,333)
612454 Supv Tax&Ben	4,769	1.5%	8,094	2.1%	(3,325)
Supv/Clerk Fringe	4,769	1.5%	8,094	2.1%	(3,325)
Supv/Clerk Labor	16,735	5.3%	28,393	7.3%	(11,658)
Labor Cost	111,117	35.3%	119,871	30.7%	(8,754)
642001 Comm Exp %	70,012	22.3%	75,216	19.3%	(5,204)
642030 Fran Royalty Exp	0	0.0%	1,422	0.4%	(1,422)
Commissions	70,012	22.3%	76,638	19.6%	(6,626)
645201 Expend Replacemt	0	0.0%	338	0.1%	(338)
Equipment Replacement	0	0.0%	338	0.1%	(338)
Equipment Replacement	0	0.0%	338	0.1%	(338)
653703 One Time Rental-Unit	625	0.2%	0	0.0%	625
Rent Expense	625	0.2%	0	0.0%	625
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.0%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	3.1%	(12,072)
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
Depreciation	103	0.0%	12,072	3.1%	(11,969)
651029 ATL CFA Amort Manual	2,155	0.7%	0	0.0%	2,155
651033 CFA Amort	6,804	2.2%	0	0.0%	6,804
651039 IU Amort (A/L)	819	0.3%	0	0.0%	819
Amortization	9,778	3.1%	0	0.0%	9,778
621017 Production	0	0.0%	172	0.0%	(172)
665000 Sales Promotion	1,331	0.4%	1,700	0.4%	(369)
665005 Merchandising	0	0.0%	342	0.1%	(342)
Advertising	1,331	0.4%	2,214	0.6%	(883)
626200 Other Vehicle Exp	(49)	(0.0%)	220	0.1%	(269)
626201 Vehicle Genl Repair	0	0.0%	168	0.0%	(168)
681000 Travel & Lodging	(61)	(0.0%)	0	0.0%	(61)
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	17	0.0%	0	0.0%	17
Travel	(94)	(0.0%)	388	0.1%	(482)
669000 Postage/Freight	94	0.0%	100	0.0%	(6)
678000 Telephone	214	0.1%	520	0.1%	(306)
Communication Costs	309	0.1%	620	0.2%	(311)
612300 Outside Services	3,301	1.0%	0	0.0%	3,301

Outside Services	3,301	1.0%	0	0.0%	3,301
653401 Maint Bldg	0	0.0%	1,252	0.3%	(1,252)
653402 Exterminate Service	942	0.3%	0	0.0%	942
653800 UTILITIES	7,350	2.3%	7,352	1.9%	(2)
672901 Custodial Service	0	0.0%	668	0.2%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,292	2.6%	9,272	2.4%	(980)
645200 Maint Parts & Equip	4,500	1.4%	3,294	0.8%	1,236
645208 Kitchen Supplies	99	0.0%	1,650	0.4%	(1,551)
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645260 Computer Expense	595	0.2%	820	0.2%	(225)
645260 POS/IT Equip Maint	202	0.1%	0	0.0%	202
645302 Maint SoftwareMid	458	0.1%	104	0.0%	354
674102 Cleaning Supplies	2,722	0.9%	2,169	0.6%	553
674700 Office Supplies	678	0.2%	362	0.1%	316
674701 Printing	0	0.0%	287	0.1%	(287)
Parts and Supplies	9,255	2.9%	8,656	2.2%	599
630000 Insurance Other	4,231	1.3%	4,245	1.1%	(14)
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	684	0.2%	4,146	1.1%	(3,462)
Taxes and Insurance	4,915	1.6%	8,391	2.2%	(3,476)
645206 Linen	0	0.0%	1,435	0.4%	(1,435)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	48	0.0%	0	0.0%	48
674100 Laundry & Cleaning	955	0.3%	329	0.1%	626
674104 Uniforms	0	0.0%	968	0.2%	(968)
Laundry and Cleaning	1,003	0.3%	2,732	0.7%	(1,729)
628000 Over/Short Cash	(159)	(0.1%)	0	0.0%	(159)
Over and Short	(159)	(0.1%)	0	0.0%	(159)
612311 Recruiting	40	0.0%	0	0.0%	40
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	166	0.0%	(166)
673000 Miscellaneous	365	0.1%	0	0.0%	365
673001 Armored Car	226	0.1%	0	0.0%	226
673006 Bank Charges	0	0.0%	108	0.0%	(108)
673011 Training	23	0.0%	62	0.0%	(69)
693012 Training	1,311	0.4%	1,560	0.4%	(249)
693015 Marketing	627	0.2%	0	0.0%	627
694000 Credit Card Disc	1,697	0.5%	784	0.2%	913
Other Direct Costs	4,289	1.4%	2,710	0.7%	1,579
Other Operating Costs	112,960	35.0%	124,031	31.8%	(11,071)
Semi-Variable Costs	129,694	41.2%	152,424	39.1%	(22,729)
Profit Before Fee and Admin	(14,783)	(4.7%)	39,175	10.0%	(53,958)
353005 Other Income	1,349	0.4%	0	0.0%	1,349
Profit/Loss Per Contract	(13,434)	(4.3%)	39,175	10.0%	(52,609)
Profit/Loss Per Contract After Tax	(13,434)	(4.3%)	39,175	10.0%	(52,609)
Contractual P/L	(13,434)	(4.3%)	39,175	10.0%	(52,609)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	0.4%	(1,752)
699903 B/L Expense Tmsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	1,752	0.4%	(1,752)
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	1,752	0.4%	(1,752)
Other Income/Expense	0	0.0%	(1,752)	(0.4%)	1,752
PBS	(13,434)	(4.3%)	37,423	9.6%	(50,857)
PBO	(13,434)	(4.3%)	37,423	9.6%	(50,857)
Total Revenue	315,783	100.4%	390,279	100.0%	(74,496)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	30,986		0		30,986
Avg # of Customers/Day	3,099		0		3,099
Avg Sales Less Cater/Dust	31,001		0		31,001
Avg Check Less Cater/Dust	10		0		10
Avg P&L Contribution/Cust	(0)		0		(0)
Avg Sales + Subsidy/Day	31,001		0		31,001
Avg Sales + Subsidy/Cust	10		0		10

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Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	756	1.3%	0	0.0%	756
313435 Retail Taxable	11,186	20.0%	19,007	24.8%	(7,821)
Cafe Sales	11,941	21.3%	19,007	24.8%	(7,066)
313023 Catering Taxable	0	0.0%	0	0.0%	0
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	2,793	5.0%	7,206	9.4%	(4,413)
Catering Sales	2,793	5.0%	7,206	9.4%	(4,413)
313175 Board NonTax	31,493	56.2%	41,441	54.0%	(9,948)
313493 Declining Bal NonTax	10,569	18.9%	9,050	11.8%	1,520
Other Food Sales	42,062	75.1%	50,491	65.8%	(8,428)
Total Food Sales	56,796	101.4%	76,704	100.0%	(19,907)
Gross Sales	56,796	101.4%	76,704	100.0%	(19,907)
353017 Sales Tax	(797)	(1.4%)	0	0.0%	(797)
Sales Tax	(797)	(1.4%)	0	0.0%	(797)
Sales	55,999	100.0%	76,704	100.0%	(20,705)
410000 Food	(124)	(0.2%)	0	0.0%	(124)
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
410908 Chemi/Pesticide Supp	0	0.0%	0	0.0%	0
411037 Meat/Poultry	5,418	9.7%	0	0.0%	5,418
411038 Fish	155	0.3%	0	0.0%	155
411039 Storeroom	4,809	8.8%	0	0.0%	4,809
411048 Dairy	1,903	3.4%	0	0.0%	1,903
411054 Beverages	4,564	8.1%	22,924	29.9%	(18,360)
411061 Frozen/Ice Cream	2,720	4.9%	0	0.0%	2,720
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	487	0.9%	0	0.0%	487
411080 Prepared Foods	1,035	1.8%	0	0.0%	1,035
411085 Fresh Produce/Salad	1,189	2.1%	0	0.0%	1,189
411090 Other Products	503	0.9%	0	0.0%	503
Food Cost	22,659	40.5%	22,924	29.9%	(265)
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	22,659	40.5%	22,924	29.9%	(265)
411075 Paper Supplies	946	1.5%	999	1.3%	(123)
Paper Cost	946	1.5%	999	1.3%	(123)
Gross Product Cost	23,505	42.0%	23,893	31.1%	(388)
Net Product Cost	23,505	42.0%	23,893	31.1%	(388)
Gross Profit	32,494	58.0%	52,811	68.9%	(20,317)
610700 Wages - Hourly	7,814	14.0%	27,420	35.7%	(19,606)
611100 O/T Wages	1,183	2.1%	0	0.0%	1,183
611120 Temporary Services	1,154	2.1%	0	0.0%	1,154
611302 Holiday Pay Direct	104	0.2%	3,982	5.2%	(3,878)
611305 Bonus - Referral	250	0.4%	0	0.0%	250
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611601 Vacation Pay Direct	5,088	9.1%	5,615	7.3%	(527)
Direct Wages	15,593	27.8%	37,017	48.3%	(21,424)
612404 Direct Tax&Ben	5,654	10.1%	14,732	19.2%	(9,078)
Direct Fringe	5,654	10.1%	14,732	19.2%	(9,078)
Direct Labor	21,247	37.9%	51,749	67.5%	(30,501)
610701 Management Labor	12,304	22.0%	15,993	20.8%	(3,688)
Supv/Clerk Wages	12,304	22.0%	15,993	20.8%	(3,688)
612454 Supv Tax&Ben	4,903	8.8%	6,375	8.3%	(1,472)
Supv/Clerk Fringe	4,903	8.8%	6,375	8.3%	(1,472)
Supv/Clerk Labor	17,207	30.7%	22,368	29.2%	(5,160)
Labor Cost	38,455	68.7%	74,116	96.6%	(35,662)
642001 Comm Exp %	11,392	20.3%	11,902	15.5%	(510)
642030 Fran Royalty Exp	0	0.0%	411	0.5%	(411)
Commissions	11,392	20.3%	12,313	16.1%	(921)
645201 Expend Replacemnt	0	0.0%	94	0.1%	(94)
Equipment Replacement	0	0.0%	94	0.1%	(94)
653703 One Time Rental-Unit	441	0.8%	0	0.0%	441
Rent Expense	441	0.8%	0	0.0%	441
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.2%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	15.7%	(12,072)
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
Depreciation	103	0.2%	12,072	15.7%	(11,969)
651029 ATL CFA Amort Manual	(4,237)	(7.6%)	0	0.0%	(4,237)
651033 CFA Amort	8,959	16.0%	0	0.0%	8,959
651039 IU Amort (A/L)	819	1.5%	0	0.0%	819
Amortization	5,541	9.9%	0	0.0%	5,541
621017 Production	0	0.0%	172	0.2%	(172)
665000 Sales Promotion	1,668	3.0%	2,032	2.6%	(364)
665005 Merchandising	0	0.0%	125	0.2%	(125)
Advertising	1,668	3.0%	2,329	3.0%	(661)
628200 Other Vehicle Exp	177	0.3%	220	0.3%	(43)
628201 Vehicle Genl Repair	0	0.0%	168	0.2%	(168)
628233 Distribution Surchrg	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	4	0.0%	0	0.0%	4
Travel	181	0.3%	388	0.5%	(207)
659000 Postage/Freight	70	0.1%	100	0.1%	(30)
678000 Telephone	305	0.5%	520	0.7%	(215)
Communication Costs	375	0.7%	620	0.8%	(245)
612300 Outside Services	0	0.0%	0	0.0%	0
Outside Services	0	0.0%	0	0.0%	0

653401 Maint Bldg	0	0.0%	1,252	1.6%	(1,252)
653402 Exterminate Service	0	0.0%	0	0.0%	0
653800 UTILITIES	7,350	13.1%	7,352	9.6%	(2)
672901 Custodial Service	0	0.0%	668	0.9%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	7,350	13.1%	9,272	12.1%	(1,922)
645200 Maint Parts & Equip	4,500	8.0%	3,264	4.3%	1,236
645208 Kitchen Supplies	11	0.0%	295	0.4%	(284)
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	595	1.1%	820	1.1%	(225)
645260 POS/IT Equip Maint	203	0.4%	0	0.0%	203
645302 Maint SoftwareMid	345	0.6%	104	0.1%	241
674102 Cleaning Supplies	615	1.1%	698	0.9%	(83)
674700 Office Supplies	25	0.0%	118	0.2%	(93)
674701 Printing	21	0.0%	43	0.1%	(22)
Parts and Supplies	6,316	11.3%	5,342	7.0%	974
630000 Insurance Other	5,058	9.0%	5,073	6.6%	(15)
666001 Sales Tax	0	0.0%	0	0.0%	0
678300 Other Tax/License	100	0.2%	4,142	5.4%	(4,042)
Taxes and Insurance	5,157	9.2%	9,215	12.0%	(4,058)
645206 Linen	0	0.0%	213	0.3%	(213)
645233 Transp/Parking Fee	160	0.3%	0	0.0%	160
645234 Safety Shoes	0	0.0%	0	0.0%	0
674100 Laundry & Cleaning	767	1.4%	329	0.4%	438
674104 Uniforms	0	0.0%	231	0.3%	(231)
Laundry and Cleaning	927	1.7%	773	1.0%	154
628000 Over/Short Cash	19	0.0%	0	0.0%	19
Over and Short	19	0.0%	0	0.0%	19
612311 Recruiting	0	0.0%	0	0.0%	0
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	159	0.2%	(159)
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	235	0.4%	0	0.0%	235
673006 Bank Charges	0	0.0%	108	0.1%	(108)
673011 Training	163	0.3%	92	0.1%	71
693012 Training	485	0.9%	961	1.3%	(476)
693015 Marketing	(612)	(1.1%)	0	0.0%	(612)
694000 Credit Card Disc	617	1.1%	784	1.0%	(167)
Other Direct Costs	888	1.6%	2,104	2.7%	(1,216)
Other Operating Costs	40,358	72.1%	54,522	71.1%	(14,164)
Semi-Variable Costs	57,565	102.8%	76,890	100.2%	(19,325)
Profit Before Fee and Admin	(46,319)	(82.7%)	(75,828)	(98.9%)	29,509
353005 Other Income	417	0.7%	26,772	34.9%	(26,355)
Other Revenues	417	0.7%	26,772	34.9%	(26,355)
Other Revenues	417	0.7%	26,772	34.9%	(26,355)
Profit/Loss Per Contract	(45,902)	(82.0%)	(49,056)	(64.0%)	3,154
Prof/Loss Per Contract After Tax	(45,902)	(82.0%)	(49,056)	(64.0%)	3,154
Contractual P/L	(45,902)	(82.0%)	(49,056)	(64.0%)	3,154
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	2.3%	(1,752)
699903 B/L Expense Tmsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	1,752	2.3%	(1,752)
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	1,752	2.3%	(1,752)
Other Income/Expense	0	0.0%	(1,752)	(2.3%)	1,752
PBS	(45,902)	(82.0%)	(50,808)	(66.2%)	4,906
PBO	(45,902)	(82.0%)	(50,808)	(66.2%)	4,906
Total Revenue	56,415	100.7%	103,476	134.9%	(47,060)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	2,983		0		2,983
Avg # of Customers/Day	298		0		298
Avg Sales Less Cater/Day	5,400		0		5,400
Avg Check Less Cater/Cust	18		0		18
Avg P&L Contribution/Cust	(15)		0		(15)
Avg Sales + Subsidy/Day	5,400		0		5,400
Avg Sales + Subsidy/Cust	18		0		18

# JUNE 2018

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	711	4.8%	0	0.0%	711
313113 Other Meals Taxable	0	0.0%	0	0.0%	0
313436 Retail Taxable	6,782	48.1%	20,013	91.1%	(13,231)
Cafe Sales	7,493	51.0%	20,013	91.1%	(12,520)
313023 Catering Taxable	884	5.9%	0	0.0%	884
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	7,372	50.1%	1,945	8.9%	5,427
Catering Sales	8,236	56.0%	1,945	8.9%	6,291
313175 Board NonTax	0	0.0%	0	0.0%	0
313493 Declining Bal NonTax	0	0.0%	0	0.0%	0
Other Food Sales	0	0.0%	0	0.0%	0
Total Food Sales	15,730	107.0%	21,958	100.0%	(6,228)
Gross Sales	15,730	107.0%	21,958	100.0%	(6,228)
353017 Sales Tax	(1,025)	(7.0%)	0	0.0%	(1,025)
Sales Tax	(1,025)	(7.0%)	0	0.0%	(1,025)
Sales	14,704	100.0%	21,958	100.0%	(7,254)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
410908 Chemi/Pestioide Supp	0	0.0%	0	0.0%	0
411037 Meat/Poultry	1,935	13.2%	0	0.0%	1,935
411038 Fish	46	0.3%	0	0.0%	46
411039 Storeroom	840	5.7%	0	0.0%	840
411048 Dairy	642	4.4%	0	0.0%	642
411054 Beverages	838	5.7%	9,295	42.3%	(8,457)
411061 Frozen/Ice Cream	1,599	10.9%	0	0.0%	1,599
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	341	2.3%	0	0.0%	341
411080 Prepared Foods	1,165	7.9%	0	0.0%	1,165
411085 Fresh Produce/Salad	740	5.0%	0	0.0%	740
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	8,145	55.4%	9,295	42.3%	(1,150)
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	8,145	55.4%	9,295	42.3%	(1,150)
411075 Paper Supplies	104	0.7%	446	2.0%	(342)
Paper Cost	104	0.7%	446	2.0%	(342)
Gross Product Cost	8,249	58.1%	9,741	44.4%	(1,492)
Net Product Cost	8,249	58.1%	9,741	44.4%	(1,492)
Gross Profit	6,456	43.9%	12,217	55.8%	(5,761)
610700 Wages - Hourly	3,099	21.1%	20,467	93.2%	(17,368)
611100 O/T Wages	0	0.0%	0	0.0%	0
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611801 Vacation Pay Direct	0	0.0%	0	0.0%	0
Direct Wages	3,099	21.1%	20,467	93.2%	(17,368)
612404 Direct Tax&Ben	1,235	8.4%	8,156	37.1%	(6,921)
Direct Fringe	1,235	8.4%	8,156	37.1%	(6,921)
Direct Labor	4,334	29.5%	28,623	130.4%	(24,289)
610701 Management Labor	9,134	62.1%	16,106	73.3%	(6,971)
Supv/Clerk Wages	9,134	62.1%	16,106	73.3%	(6,971)
612454 Supv Tax&Ben	3,640	24.8%	6,420	29.2%	(2,780)
Supv/Clerk Fringe	3,640	24.8%	6,420	29.2%	(2,780)
Supv/Clerk Labor	12,774	86.9%	22,526	102.6%	(9,751)
Labor Cost	17,108	116.3%	51,149	232.9%	(34,040)
642001 Comm Exp %	14,815	100.8%	279	1.3%	14,536
642030 Fran Royalty Exp	0	0.0%	345	1.6%	(345)
Commissions	14,815	100.8%	624	2.8%	14,191
645201 Expend Replacemt	0	0.0%	46	0.2%	(46)
Equipment Replacement	0	0.0%	46	0.2%	(46)
653703 One Time Rental-Unit	210	1.4%	0	0.0%	210
Rent Expense	210	1.4%	0	0.0%	210
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.7%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	55.0%	(12,072)
651032 IP Amort A/L (Manual	0	0.0%	0	0.0%	0
Depreciation	103	0.7%	12,072	55.0%	(11,969)
651029 ATL CFA Amort Manual	(2,655)	(18.1%)	0	0.0%	(2,655)
651033 CFA Amort	8,959	60.9%	0	0.0%	8,959
651036 IU Amort (A/L)	819	5.6%	0	0.0%	819
Amortization	7,123	48.4%	0	0.0%	7,123
621017 Production	0	0.0%	172	0.8%	(172)
665000 Sales Promotion	298	2.0%	536	2.4%	(238)
665005 Merchandising	0	0.0%	86	0.4%	(86)
Advertising	298	2.0%	794	3.6%	(496)
626200 Other Vehicle Exp	247	1.7%	220	1.0%	27
626201 Vehicle Genl Repair	0	0.0%	168	0.8%	(168)
626233 Distribution Surchrg	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmt	0	0.0%	0	0.0%	0
Travel	247	1.7%	388	1.8%	(141)
669000 Postage/Freight	42	0.3%	100	0.5%	(58)
678000 Telephone	161	1.1%	520	2.4%	(359)
Communication Costs	203	1.4%	620	2.8%	(417)
612300 Outside Services	113	0.8%	0	0.0%	113
Outside Services	113	0.8%	0	0.0%	113

653401 Maint Bldg	0	0.0%	1,252	5.7%	(1,252)
653402 Exterminate Service	471	3.2%	0	0.0%	471
653800 UTILITIES	7,350	50.0%	7,352	33.5%	(2)
672901 Custodial Service	0	0.0%	668	3.0%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	7,821	53.2%	9,272	42.2%	(1,451)
645200 Maint Parts & Equip	4,500	30.6%	3,264	14.9%	1,236
645208 Kitchen Supplies	0	0.0%	37	0.2%	(37)
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	595	4.0%	820	3.7%	(225)
645260 POS/IT Equip Maint	202	1.4%	0	0.0%	202
645302 Maint SoftwareMid	345	2.3%	104	0.5%	241
674102 Cleaning Supplies	28	0.2%	411	1.9%	(383)
674700 Office Supplies	138	0.9%	70	0.3%	68
674701 Printing	228	1.6%	0	0.0%	228
Parts and Supplies	6,036	41.1%	4,706	21.4%	1,330
639000 Insurance Other	1,619	11.0%	1,346	6.1%	273
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	47	0.3%	4,105	18.7%	(4,058)
Taxes and Insurance	1,666	11.3%	5,451	24.8%	(3,785)
645206 Linen	0	0.0%	0	0.0%	0
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	0	0.0%	0	0.0%	0
674100 Laundry & Cleaning	362	2.7%	307	1.4%	55
674104 Uniforms	0	0.0%	71	0.3%	(71)
Laundry and Cleaning	362	2.7%	378	1.7%	14
628000 Over/Short Cash	181	1.2%	0	0.0%	181
Over and Short	181	1.2%	0	0.0%	181
612311 Recruiting	400	2.7%	0	0.0%	400
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	44	0.2%	(44)
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	211	1.4%	0	0.0%	211
673008 Bank Charges	0	0.0%	108	0.5%	(108)
673011 Training	23	0.2%	92	0.4%	(69)
693012 Training	222	1.5%	665	3.0%	(443)
693015 Marketing	0	0.0%	0	0.0%	0
694000 Credit Card Disc	248	1.7%	784	3.6%	(536)
Other Direct Costs	1,105	7.5%	1,693	7.7%	(588)
Other Operating Costs	40,313	274.2%	36,044	164.1%	4,269
Semi-Variable Costs	53,087	361.0%	58,570	266.7%	(5,482)
Profit Before Fee and Admin	(50,966)	(346.6%)	(74,976)	(341.5%)	24,010
353005 Other Income	412	2.8%	0	0.0%	412
Other Revenues	412	2.8%	0	0.0%	412
Profit/Loss Per Contract	(50,554)	(343.8%)	(74,976)	(341.5%)	24,422
Profit/Loss Per Contract After Tax	(50,554)	(343.8%)	(74,976)	(341.5%)	24,422
Contractual P/L	(50,554)	(343.8%)	(74,976)	(341.5%)	24,422
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	8.0%	(1,752)
699903 B/L Expense Tmsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	1,752	8.0%	(1,752)
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
973000 Other Expense	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	1,752	8.0%	(1,752)
Other Income/Expense	0	0.0%	(1,752)	(8.0%)	1,752
PBS	(50,554)	(343.8%)	(76,728)	(349.4%)	26,174
PBO	(50,554)	(343.8%)	(76,728)	(349.4%)	26,174
Total Revenue	15,117	102.8%	21,958	100.0%	(6,841)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	1,229		0		1,229
Avg # of Customers/Day	123		0		123
Avg Sales Less Cater/Day	749		0		749
Avg Check Less Cater/Cust	6		0		6
Avg P&L Contribution/Cust	(41)		0		(41)
Avg Sales + Subsidy/Day	749		0		749
Avg Sales + Subsidy/Cust	6		0		6

# JULY 2018

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	171	1.1%	0	0.0%	171
313113 Other Meals Taxable	0	0.0%	0	0.0%	0
313435 Retail Taxable	6,046	38.1%	17,154	82.1%	(11,108)
Cafe Sales	6,217	39.2%	17,154	82.1%	(10,937)
313023 Catering Taxable	0	0.0%	0	0.0%	0
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	9,740	61.4%	3,752	17.9%	5,988
Catering Sales	9,740	61.4%	3,752	17.9%	5,988
313175 Board NonTax	0	0.0%	0	0.0%	0
313493 Declining Bal NonTax	0	0.0%	0	0.0%	0
Other Food Sales	0	0.0%	0	0.0%	0
Total Food Sales	15,957	100.6%	20,908	100.0%	(4,949)
Gross Sales	15,957	100.6%	20,908	100.0%	(4,949)
353017 Sales Tax	0	0.0%	0	0.0%	0
660000 Sales Tax	(90)	(0.6%)	0	0.0%	(90)
Sales Tax	(90)	(0.6%)	0	0.0%	(90)
Sales	15,867	100.0%	20,908	100.0%	(5,039)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
410908 Chemi/Pesticide Supp	0	0.0%	0	0.0%	0
411037 Meat/Poultry	1,292	8.1%	0	0.0%	1,292
411038 Fish	23	0.1%	0	0.0%	23
411039 Storeroom	361	2.3%	0	0.0%	361
411048 Dairy	453	2.9%	0	0.0%	453
411054 Beverages	1,181	7.4%	8,758	41.9%	(7,577)
411061 Frozen/Ice Cream	603	3.8%	0	0.0%	603
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	254	1.6%	0	0.0%	254
411080 Prepared Foods	198	1.2%	0	0.0%	198
411085 Fresh Produce/Salad	540	3.4%	0	0.0%	540
411090 Other Products	842	5.3%	0	0.0%	842
Food Cost	5,747	36.2%	8,758	41.9%	(3,011)
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	5,747	36.2%	8,758	41.9%	(3,011)
411075 Paper Supplies	353	2.2%	424	2.0%	(71)
Paper Cost	353	2.2%	424	2.0%	(71)
Gross Product Cost	6,101	38.4%	9,182	43.9%	(3,081)
Net Product Cost	6,101	38.4%	9,182	43.9%	(3,081)
Gross Profit	9,766	61.6%	11,724	56.1%	(1,958)
610700 Wages - Hourly	2,799	17.6%	19,701	94.2%	(16,902)
611100 O/T Wages	0	0.0%	0	0.0%	0
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611801 Vacation Pay Direct	0	0.0%	0	0.0%	0
Direct Wages	2,799	17.6%	19,701	94.2%	(16,902)
612404 Direct Tax&Ben	1,115	7.0%	7,840	37.5%	(6,725)
Direct Fringe	1,115	7.0%	7,840	37.5%	(6,725)
Direct Labor	3,914	24.7%	27,541	131.7%	(23,627)
610701 Management Labor	6,654	41.9%	17,344	83.0%	(10,690)
Supv/Clerk Wages	6,654	41.9%	17,344	83.0%	(10,690)
612454 Supv Tax&Ben	2,652	16.7%	6,914	33.1%	(4,262)
Supv/Clerk Fringe	2,652	16.7%	6,914	33.1%	(4,262)
Supv/Clerk Labor	9,306	58.6%	24,258	116.0%	(14,952)
Labor Cost	13,220	83.3%	51,798	247.8%	(38,578)
642001 Comm Exp %	51,067	321.8%	459	2.2%	50,608
642030 Fran Royalty Exp	0	0.0%	296	1.4%	(296)
Commissions	51,067	321.8%	755	3.6%	50,312
645201 Expend Replacemt	0	0.0%	48	0.2%	(48)
Equipment Replacement	0	0.0%	48	0.2%	(48)
653703 One Time Rental-Unit	426	2.7%	0	0.0%	426
Rent Expense	426	2.7%	0	0.0%	426
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.7%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	57.7%	(12,072)
651032 IP Amort A/L (Manual	0	0.0%	0	0.0%	0
Depreciation	103	0.7%	12,072	57.7%	(11,969)
651029 ATL CFA Amort Manual	(5,874)	(37.0%)	0	0.0%	(5,874)
651033 CFA Amort	8,959	56.5%	0	0.0%	8,959
651039 IU Amort (A/L)	819	5.2%	0	0.0%	819
Amortization	3,084	24.6%	0	0.0%	3,084
621017 Production	0	0.0%	172	0.8%	(172)
665000 Sales Promoton	84	0.5%	116	0.6%	(32)
665005 Merchandising	0	0.0%	84	0.4%	(84)
Advertising	84	0.5%	372	1.8%	(288)
626200 Other Vehicle Exp	240	1.5%	220	1.1%	20
626201 Vehicle Genl Repair	0	0.0%	168	0.8%	(168)
626233 Distribution Surchrng	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	2	0.0%	0	0.0%	2
Travel	242	1.5%	388	1.9%	(146)
659000 Postage/Freight	0	0.0%	100	0.5%	(100)
678000 Telephone	360	2.3%	520	2.5%	(160)
Communication Costs	360	2.3%	620	3.0%	(260)
612300 Outside Services	44	0.3%	1,706	8.2%	(1,662)
Outside Services	44	0.3%	1,706	8.2%	(1,662)

653401 Maint Bldg	0	0.0%	1,262	6.0%	(1,262)
653402 Exterminate Service	942	5.9%	0	0.0%	942
653800 UTILITIES	7,571	47.7%	7,352	35.2%	219
672901 Custodial Service	0	0.0%	668	3.2%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,512	53.6%	9,272	44.4%	(760)
645200 Maint Parts & Equip	4,600	29.0%	3,264	15.6%	1,336
645208 Kitchen Supplies	0	0.0%	42	0.2%	(42)
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	595	3.7%	820	3.9%	(225)
645260 POS/IT Equip Maint	202	1.3%	0	0.0%	202
645302 Maint SoftwareMid	345	2.2%	104	0.5%	241
674102 Cleaning Supplies	375	2.4%	422	2.0%	(47)
674700 Office Supplies	58	0.4%	72	0.3%	(14)
674701 Printing	0	0.0%	0	0.0%	0
Parts and Supplies	6,175	38.9%	4,724	22.6%	1,451
639000 Insurance Other	1,077	6.8%	285	1.4%	792
696001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	131	0.8%	4,118	19.7%	(3,987)
Taxes and Insurance	1,207	7.6%	4,403	21.1%	(3,196)
645206 Linen	0	0.0%	0	0.0%	0
645233 Transp/Parking Fee	25	0.2%	0	0.0%	25
645234 Safety Shoes	113	0.7%	0	0.0%	113
674100 Laundry & Cleaning	263	1.7%	315	1.5%	(52)
674104 Uniforms	292	1.8%	1,028	4.9%	(736)
Laundry and Cleaning	663	4.2%	1,343	6.4%	(681)
628000 Over/Short Cash	1	0.0%	0	0.0%	1
Over and Short	1	0.0%	0	0.0%	1
612311 Recruiting	120	0.8%	0	0.0%	120
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	82	0.4%	(82)
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	202	1.3%	0	0.0%	202
673008 Bank Charges	0	0.0%	108	0.5%	(108)
673011 Training	23	0.1%	92	0.4%	(69)
693012 Training	172	1.1%	673	3.2%	(501)
693015 Marketing	0	0.0%	0	0.0%	0
694000 Credit Card Disc	159	1.0%	784	3.8%	(625)
Other Direct Costs	677	4.3%	1,739	8.3%	(1,062)
Other Operating Costs	73,465	463.0%	37,442	179.1%	36,023
Semi-Variable Costs	82,771	521.7%	61,700	295.1%	21,071
Profit Before Fee and Admin	(76,919)	(484.8%)	(77,516)	(370.8%)	598
353005 Other Income	61	0.4%	0	0.0%	61
Other Revenues	61	0.4%	0	0.0%	61
Profit/Loss Per Contract	(76,858)	(484.4%)	(77,516)	(370.8%)	659
Profit/Loss Per Contract After Tax	(76,858)	(484.4%)	(77,516)	(370.8%)	659
Contractual P/L	(76,858)	(484.4%)	(77,516)	(370.8%)	659
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	8.4%	(1,752)
699903 B/L Expense Trnsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	1,752	8.4%	(1,752)
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
973000 Other Expense	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	1,752	8.4%	(1,752)
Other Income/Expense	0	0.0%	(1,752)	(8.4%)	1,752
PBS	(76,858)	(484.4%)	(79,268)	(379.2%)	2,411
PBO	(76,858)	(484.4%)	(79,268)	(379.2%)	2,411
Total Revenue	15,928	100.4%	20,908	100.0%	(4,978)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	963		0		963
Avg # of Customers/Day	96		0		96
Avg Sales Less Cater/Day	622		0		622
Avg Check Less Cater/Cust	6		0		6
Avg P&L Contribution/Cust	(80)		0		(80)
Avg Sales + Subsidy/Day	622		0		622
Avg Sales + Subsidy/Cust	6		0		6

# AUGUST 2018

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	845	0.5%	0	0.0%	845
313113 Other Meals Taxable	0	0.0%	0	0.0%	0
313435 Retail Taxable	21,856	12.5%	35,413	15.1%	(13,557)
Cafe Sales	22,702	13.0%	35,413	15.1%	(12,711)
313023 Catering Taxable	0	0.0%	0	0.0%	0
313083 Catering Taxable	25	0.0%	0	0.0%	25
313775 Catering NonTax	15,291	8.8%	10,385	4.4%	4,906
Catering Sales	15,316	8.8%	10,385	4.4%	4,931
313175 Board NonTax	119,776	68.7%	150,676	64.2%	(30,900)
313493 Declining Bal NonTax	23,654	13.6%	38,398	16.3%	(14,744)
Other Food Sales	143,430	82.2%	186,074	80.5%	(42,644)
Total Food Sales	181,448	104.0%	234,872	100.0%	(53,424)
Gross Sales	181,448	104.0%	234,872	100.0%	(53,424)
353017 Sales Tax	0	0.0%	0	0.0%	0
660000 Sales Tax	(7,059)	(4.0%)	0	0.0%	(7,059)
Sales Tax	(7,059)	(4.0%)	0	0.0%	(7,059)
Sales	174,389	100.0%	234,872	100.0%	(60,483)
410000 Food	(69)	(0.0%)	0	0.0%	(69)
410904 Janitorial Supplies	351	0.2%	0	0.0%	351
410908 Chemi/Pesticide Supp	0	0.0%	0	0.0%	0
411037 Meat/Poultry	11,855	6.8%	0	0.0%	11,855
411038 Fish	1,207	0.7%	0	0.0%	1,207
411039 Storeroom	7,472	4.3%	0	0.0%	7,472
411048 Dairy	6,902	4.0%	0	0.0%	6,902
411054 Beverages	6,484	3.7%	64,968	27.7%	(58,484)
411061 Frozen/Ice Cream	9,250	5.3%	0	0.0%	9,250
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	1,101	0.6%	0	0.0%	1,101
411074 Desrt/Pastry/IceCrm	0	0.0%	0	0.0%	0
411080 Prepared Foods	913	0.5%	0	0.0%	913
411085 Fresh Produce/Salad	6,980	4.0%	0	0.0%	6,980
411090 Other Products	228	0.1%	0	0.0%	228
Food Cost	52,684	30.2%	64,968	27.7%	(12,284)
410035 Paper Products	0	0.0%	0	0.0%	0
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	52,684	30.2%	64,968	27.7%	(12,284)
411075 Paper Supplies	4,811	2.8%	2,603	1.1%	2,208
Paper Cost	4,811	2.8%	2,603	1.1%	2,208
Gross Product Cost	57,495	33.0%	67,571	28.8%	(10,076)
Net Product Cost	57,495	33.0%	67,571	28.8%	(10,076)
Gross Profit	116,894	67.0%	167,301	71.2%	(50,407)
610700 Wages - Hourly	19,771	11.3%	46,940	20.0%	(27,169)
610849 Payroll Claims	0	0.0%	0	0.0%	0
611100 O/T Wages	3,736	2.1%	0	0.0%	3,736
611120 Temporary Services	413	0.2%	0	0.0%	413
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611601 Vacation Pay Direct	0	0.0%	0	0.0%	0
Direct Wages	23,920	13.7%	46,940	20.0%	(23,020)
612404 Direct Tax&Ben	9,367	5.4%	18,674	8.0%	(9,307)
Direct Fringe	9,367	5.4%	18,674	8.0%	(9,307)
Direct Labor	33,287	19.1%	65,614	27.9%	(32,327)
610701 Management Labor	14,610	8.4%	20,984	8.9%	(6,374)
Supv/Clerk Wages	14,610	8.4%	20,984	8.9%	(6,374)
612454 Supv Tax&Ben	5,822	3.3%	8,368	3.6%	(2,546)
Supv/Clerk Fringe	5,822	3.3%	8,368	3.6%	(2,546)
Supv/Clerk Labor	20,431	11.7%	29,352	12.5%	(8,920)
Labor Cost	53,719	30.8%	64,968	27.7%	(11,247)
642001 Comm Exp %	51,067	29.3%	42,059	17.9%	9,008
642030 Fran Royalty Exp	0	0.0%	1,099	0.5%	(1,099)
Commissions	51,067	29.3%	43,158	18.4%	7,909
645201 Expend Replacemt	0	0.0%	518	0.2%	(518)
Equipment Replacement	0	0.0%	518	0.2%	(518)
653703 One Time Rental-Unit	464	0.3%	0	0.0%	464
Rent Expense	464	0.3%	0	0.0%	464
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.1%	0	0.0%	103
651030 Amort Client Invest	0	0.0%	12,072	5.1%	(12,072)
651032 IP Amort A/L (Manual	0	0.0%	0	0.0%	0
Depreciation	103	0.1%	12,072	5.1%	(11,969)
651029 ATL CFA Amort Manual	(3,191)	(1.8%)	0	0.0%	(3,191)
651033 CFA Amort	13,033	7.5%	0	0.0%	13,033
651039 IU Amort (A/L)	819	0.5%	0	0.0%	819
653500 Amort Franchise	347	0.2%	0	0.0%	347
Amortization	11,008	6.3%	0	0.0%	11,008
621000 Advertising	0	0.0%	0	0.0%	0
621017 Production	0	0.0%	172	0.1%	(172)
665000 Sales Promotion	83	0.0%	108	0.0%	(25)
665005 Merchandising	0	0.0%	285	0.1%	(285)
Advertising	83	0.0%	565	0.2%	(482)
626200 Other Vehicle Exp	(943)	(0.5%)	220	0.1%	(1,163)
626201 Vehicle Genl Repair	0	0.0%	168	0.1%	(168)
626233 Distribution Surchrng	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	1	0.0%	0	0.0%	1

Travel	(942)	(0.5%)	388	0.2%	(1,330)
659000 Postage/Freight	207	0.1%	100	0.0%	107
678000 Telephone	361	0.2%	520	0.2%	(159)
Communication Costs	569	0.3%	620	0.3%	(51)
612300 Outside Services	0	0.0%	426	0.2%	(426)
Outside Services	0	0.0%	426	0.2%	(426)
653401 Maint Bldg	0	0.0%	1,252	0.5%	(1,252)
653402 Exterminate Service	214	0.1%	0	0.0%	214
653800 UTILITIES	7,571	4.3%	7,352	3.1%	219
672901 Custodial Service	0	0.0%	668	0.3%	(668)
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	7,785	4.5%	9,272	3.9%	(1,488)
645200 Maint Parts & Equip	4,615	2.6%	3,264	1.4%	1,351
645208 Kitchen Supplies	1,619	0.9%	941	0.4%	678
645228 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	565	0.3%	820	0.3%	(255)
645260 POS/IT Equip Maint	202	0.1%	0	0.0%	202
645302 Maint SoftwareMid	345	0.2%	104	0.0%	241
674102 Cleaning Supplies	1,207	0.7%	1,403	0.6%	(196)
674700 Office Supplies	271	0.2%	236	0.1%	35
674701 Printing	268	0.2%	158	0.1%	110
Parts and Supplies	9,122	5.2%	6,926	2.9%	2,196
639000 Insurance Other	1,148	0.7%	272	0.1%	876
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	841	0.5%	4,164	1.8%	(3,323)
Taxes and Insurance	1,989	1.1%	4,436	1.9%	(2,447)
645206 Linen	0	0.0%	785	0.3%	(785)
645233 Transp/Parking Fee	180	0.1%	0	0.0%	180
645234 Safety Shoes	250	0.1%	0	0.0%	250
674100 Laundry & Cleaning	1,403	0.8%	341	0.1%	1,062
674104 Uniforms	255	0.1%	593	0.3%	(338)
Laundry and Cleaning	2,087	1.2%	1,719	0.7%	368
628000 Over/Short Cash	(7)	(0.0%)	0	0.0%	(7)
Over and Short	(7)	(0.0%)	0	0.0%	(7)
612311 Recruiting	197	0.1%	0	0.0%	197
631002 Safety Program	0	0.0%	0	0.0%	0
672900 Flowers	0	0.0%	229	0.1%	(229)
673000 Miscellaneous	582	0.3%	0	0.0%	582
673001 Armored Car	203	0.1%	0	0.0%	203
673006 Bank Charges	0	0.0%	108	0.0%	(108)
673011 Training	68	0.0%	92	0.0%	(24)
693012 Training	693	0.4%	1,235	0.5%	(542)
693015 Marketing	65	0.0%	0	0.0%	65
694000 Credit Card Disc	631	0.4%	784	0.3%	(153)
Other Direct Costs	2,439	1.4%	2,448	1.0%	(9)
Other Operating Costs	85,786	49.2%	82,548	35.1%	3,238
Other Operating Costs	85,786	49.2%	82,548	35.1%	3,238
Semi-Variable Costs	106,198	60.9%	111,900	47.6%	(5,702)
Profit Before Fee and Admin	(22,591)	(13.0%)	(10,213)	(4.3%)	(12,378)
353005 Other Income	(631)	(0.4%)	0	0.0%	(631)
Other Revenues	(631)	(0.4%)	0	0.0%	(631)
Profit/Loss Per Contract	(23,222)	(13.3%)	(10,213)	(4.3%)	(13,009)
Profit/Loss Per Contract After Tax	(23,222)	(13.3%)	(10,213)	(4.3%)	(13,009)
Contractual P/L	(23,222)	(13.3%)	(10,213)	(4.3%)	(13,009)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
673002 B/L Other Expense	0	0.0%	1,752	0.7%	(1,752)
699903 B/L Expense Trnsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	1,752	0.7%	(1,752)
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
973000 Other Expense	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	1,752	0.7%	(1,752)
Other Income/Expense	0	0.0%	(1,752)	(0.7%)	1,752
PBS	(23,222)	(13.3%)	(11,965)	(5.1%)	(11,257)
PBO	(23,222)	(13.3%)	(11,965)	(5.1%)	(11,257)
Total Revenue	173,758	99.6%	234,872	100.0%	(61,114)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	12		0		12
Customer Count	12,978		0		12,978
Avg # of Customers/Day	1,082		0		1,082
Avg Sales Less Cater/Day	13,844		0		13,844
Avg Check Less Cater/Cust	13		0		13
Avg P&L Contribution/Cust	(2)		0		(2)
Avg Sales + Subsidy/Day	13,944		0		13,944
Avg Sales + Subsidy/Cust	13		0		13

# MARCH 2019

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	635	0.2%	0	0.0%	635
313435 Retail Taxable	27,708	10.2%	32,608	10.8%	(4,900)
Cafe Sales	28,343	10.4%	32,608	10.8%	(4,265)
313023 Catering Taxable	128	0.0%	0	0.0%	128
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	6,112	2.2%	5,890	2.0%	222
Catering Sales	6,240	2.3%	5,890	2.0%	350
313054 Food Bev Taxable	0	0.0%	18,000	6.0%	(18,000)
313154 SnackBar/Cash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	180,799	66.4%	182,893	60.6%	(2,094)
313493 Declining Bal NonTax	56,987	20.9%	62,307	20.7%	(5,320)
Other Food Sales	237,786	87.3%	263,200	87.2%	(25,414)
Total Food Sales	272,369	100.0%	301,698	100.0%	(29,329)
Gross Sales	272,369	100.0%	301,698	100.0%	(29,329)
353017 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	272,369	100.0%	301,698	100.0%	(29,329)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	16,325	6.0%	0	0.0%	16,325
411038 Fish	1,184	0.4%	0	0.0%	1,184
411039 Storeroom	15,981	5.9%	0	0.0%	15,981
411048 Dairy	9,589	3.5%	0	0.0%	9,589
411054 Beverages	11,757	4.3%	85,971	28.5%	(74,214)
411061 Frozen/Ice Cream	9,887	3.6%	0	0.0%	9,887
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	5,017	1.8%	0	0.0%	5,017
411080 Prepared Foods	4,816	1.8%	0	0.0%	4,816
411085 Fresh Produce/Salad	7,768	2.9%	0	0.0%	7,768
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	82,324	30.2%	85,971	28.5%	(3,647)
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	85	0.0%	0	0.0%	85
Other Product Cost	85	0.0%	0	0.0%	85
Product Costs	82,409	30.3%	85,971	28.5%	(3,562)
411075 Paper Supplies	4,517	1.7%	3,622	1.2%	895
Paper Cost	4,517	1.7%	3,622	1.2%	895
Gross Product Cost	86,926	31.9%	89,593	29.7%	(2,667)
Net Product Cost	86,926	31.9%	89,593	29.7%	(2,667)
Gross Profit	185,443	68.1%	212,105	70.3%	(26,662)
610700 Wages - Hourly	54,186	19.9%	63,435	21.0%	(9,249)
611100 O/T Wages	861	0.3%	0	0.0%	861
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	623	0.2%	0	0.0%	623
611601 Vacation Pay Direct	1,728	0.6%	0	0.0%	1,728
Direct Wages	57,368	21.1%	63,435	21.0%	(6,066)
612404 Direct Tax&Ben	23,332	8.6%	25,786	8.5%	(2,454)
Direct Fringe	23,332	8.6%	25,786	8.5%	(2,454)
Direct Labor	80,731	29.6%	89,221	29.6%	(8,490)
610701 Management Labor	18,471	6.8%	17,110	5.7%	1,362
Supv/Clerk Wages	18,471	6.8%	17,110	5.7%	1,362
612454 Supv Tax&Ben	7,509	2.8%	6,955	2.3%	554
Supv/Clerk Fringe	7,509	2.8%	6,955	2.3%	554
Supv/Clerk Labor	25,880	9.5%	24,065	8.0%	1,915
Labor Cost	106,711	39.2%	113,285	37.5%	(6,575)
642001 Comm Exp %	61,488	22.6%	55,531	18.4%	5,957
642030 Fran Royalty Exp	3,781	1.4%	1,885	0.6%	1,896
Commissions	65,269	24.0%	57,416	19.0%	7,853
645201 Expend Replacemt	0	0.0%	106	0.0%	(106)
Equipment Replacement	0	0.0%	106	0.0%	(106)
626303 Lease Vehicle Exp	5	0.0%	0	0.0%	5
653703 One Time Rental-Unit	572	0.2%	236	0.1%	336
Rent Expense	577	0.2%	236	0.1%	341
626100 Depr Vehicle	462	0.2%	0	0.0%	462
639034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.0%	104	0.0%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(1.2%)	3,593
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	168	0.1%	(168)
Depreciation	565	0.2%	(3,321)	(1.1%)	3,886
651029 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	2.8%	13,033	4.3%	(5,314)
651036 CFA Mobilization Amo	1,413	0.5%	0	0.0%	1,413
651039 IU Amort (A/L)	819	0.3%	0	0.0%	819
653500 Amort Franchise	347	0.1%	0	0.0%	347
Amortization	10,298	3.8%	13,033	4.3%	(2,735)
621017 Production	0	0.0%	100	0.0%	(100)
665000 Sales Promotion	1,695	0.6%	1,836	0.6%	(141)
665005 Merchandising	0	0.0%	1,473	0.5%	(1,473)
Advertising	1,695	0.6%	3,409	1.1%	(1,714)
626200 Other Vehicle Exp	(169)	(0.1%)	0	0.0%	(169)
626201 Vehicle Genl Repair	(23)	(0.0%)	0	0.0%	(23)
626202 Gas & Oil Expense	59	0.0%	0	0.0%	59
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	0	0.0%	0	0.0%	0
Travel	(134)	(0.0%)	0	0.0%	(134)
650000 Postage/Freight	129	0.0%	288	0.1%	(159)
678000 Telephone	292	0.1%	300	0.1%	(8)
Communication Costs	422	0.2%	588	0.2%	(166)

612300 Outside Services	1,628	0.6%	0	0.0%	1,628
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	1,628	0.6%	0	0.0%	1,628
653402 Exterminate Service	645	0.2%	600	0.2%	45
653800 UTILITIES	7,571	2.8%	7,352	2.4%	219
672901 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,215	3.0%	7,952	2.6%	263
645200 Maint Parts & Equip	4,745	1.7%	4,500	1.5%	245
645208 Kitchen Supplies	1,128	0.4%	600	0.2%	528
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	591	0.2%	598	0.2%	(5)
645260 POS/IT Equip Maint	207	0.1%	0	0.0%	207
645302 Maint Software/Mid	423	0.2%	524	0.2%	(101)
674102 Cleaning Supplies	1,527	0.6%	1,160	0.4%	367
674700 Office Supplies	476	0.2%	332	0.1%	144
674701 Printing	0	0.0%	0	0.0%	0
Parts and Supplies	9,097	3.3%	7,712	2.6%	1,385
639000 Insurance Other	5,328	2.0%	5,497	1.8%	(169)
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	742	0.3%	320	0.1%	422
676301 Sale Tax On Comm	4,304	1.6%	0	0.0%	4,304
Taxes and Insurance	10,375	3.8%	5,817	1.9%	4,557
645206 Linen	0	0.0%	58	0.0%	(58)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	0	0.0%	0	0.0%	0
674100 Laundry & Cleaning	1,310	0.5%	1,324	0.4%	(14)
674104 Uniforms	0	0.0%	0	0.0%	0
Laundry and Cleaning	1,310	0.5%	1,382	0.5%	(72)
628000 Over/Short Cash	25	0.0%	0	0.0%	25
Over and Short	25	0.0%	0	0.0%	25
612311 Recruiting	0	0.0%	0	0.0%	0
631002 Safety Program	117	0.0%	0	0.0%	117
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	244	0.1%	236	0.1%	8
673011 Training	23	0.0%	423	0.1%	(400)
693012 Training	1,601	0.6%	1,703	0.6%	(102)
693015 Marketing	2,104	0.8%	0	0.0%	2,104
694000 Credit Card Disc	1,021	0.4%	1,850	0.6%	(829)
Other Direct Costs	5,108	1.9%	4,212	1.4%	896
Other Operating Costs	114,448	42.0%	98,542	32.7%	15,906
Semi-Variable Costs	140,428	51.6%	122,607	40.6%	17,821
Profit Before Fee and Admin	(35,716)	(13.1%)	277	0.1%	(35,993)
353005 Other Income	189	0.1%	0	0.0%	189
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	189	0.1%	0	0.0%	189
Profit/Loss Per Contract	(35,527)	(13.0%)	277	0.1%	(35,804)
Profit/Loss Per Contract After Tax	(35,527)	(13.0%)	277	0.1%	(35,804)
Contractual P/L	(35,527)	(13.0%)	277	0.1%	(35,804)
652006 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652008 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Trnsfr	10	0.0%	0	0.0%	10
Other Expenses B/L	10	0.0%	0	0.0%	10
912200 Personnel Cost Othr	15	0.0%	0	0.0%	15
Invalid Accounts	15	0.0%	0	0.0%	15
Other Costs	25	0.0%	0	0.0%	25
Other Income/Expense	(25)	(0.0%)	0	0.0%	(25)
PBS	(35,552)	(13.1%)	277	0.1%	(35,829)
PBO	(35,552)	(13.1%)	277	0.1%	(35,829)
Total Revenue	272,558	100.1%	301,698	100.0%	(29,139)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	28,787		0		28,787
Avg # of Customers/Day	2,879		0		2,879
Avg Sales Less Cater/Day	26,613		0		26,613
Avg Check Less Cater/Cust	9		0		9
Avg P&L Contribution/Cust	(1)		0		(1)
Avg Sales + Subsidy/Day	26,613		0		26,613
Avg Sales + Subsidy/Cust	9		0		9

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Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	1,045	0.3%	0	0.0%	1,045
313435 Retail Taxable	42,437	12.4%	40,887	11.1%	1,550
Cafe Sales	43,482	12.7%	40,887	11.1%	2,595
313023 Catering Taxable	598	0.2%	0	0.0%	598
313083 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	7,793	2.3%	8,550	2.3%	(757)
Catering Sales	8,389	2.5%	8,550	2.3%	(161)
313054 Food Bev Taxable	0	0.0%	22,500	6.1%	(22,500)
313154 SnackBarCash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	225,999	66.2%	228,813	62.1%	(2,814)
313493 Declining Bal NonTax	63,439	18.6%	67,722	18.4%	(4,283)
Other Food Sales	289,438	84.6%	318,835	86.6%	(29,397)
Total Food Sales	341,309	100.0%	368,272	100.0%	(26,963)
Gross Sales	341,309	100.0%	368,272	100.0%	(26,963)
353017 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	341,309	100.0%	368,272	100.0%	(26,963)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	23,485	6.9%	0	0.0%	23,485
411038 Fish	1,219	0.4%	0	0.0%	1,219
411039 Storeroom	22,555	6.6%	0	0.0%	22,555
411048 Dairy	10,633	3.1%	0	0.0%	10,633
411054 Beverages	17,628	5.2%	104,410	28.4%	(86,782)
411061 Frozen/Ice Cream	11,212	3.3%	0	0.0%	11,212
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	5,597	1.6%	0	0.0%	5,597
411080 Prepared Foods	7,277	2.1%	0	0.0%	7,277
411085 Fresh Produce/Salad	9,367	2.7%	0	0.0%	9,367
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	108,973	31.9%	104,410	28.4%	4,563
410035 Paper Products	827	0.2%	0	0.0%	827
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	(9)	(0.0%)	0	0.0%	(9)
Other Product Cost	819	0.2%	0	0.0%	819
Product Costs	109,792	32.2%	104,410	28.4%	5,382
411075 Paper Supplies	3,811	1.1%	4,382	1.2%	(571)
Paper Cost	3,811	1.1%	4,382	1.2%	(571)
Gross Product Cost	113,603	33.3%	108,792	29.5%	4,811
Net Product Cost	113,603	33.3%	108,792	29.5%	4,811
Gross Profit	227,706	66.7%	259,480	70.5%	(31,773)
610700 Wages - Hourly	67,642	19.8%	76,830	20.8%	(9,187)
611100 OT Wages	2,054	0.6%	0	0.0%	2,054
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	2,242	0.7%	2,100	0.6%	142
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	272	0.1%	0	0.0%	272
611601 Vacation Pay Direct	40	0.0%	0	0.0%	40
Direct Wages	72,249	21.2%	78,729	21.4%	(6,480)
612404 Direct Tax&Ben	29,369	8.6%	32,005	8.7%	(2,636)
Direct Fringe	29,369	8.6%	32,005	8.7%	(2,636)
Direct Labor	101,618	29.8%	110,734	30.1%	(9,116)
610701 Management Labor	19,528	5.7%	17,924	4.9%	1,604
Supv/Clerk Wages	19,528	5.7%	17,924	4.9%	1,604
612454 Supv Tax&Ben	7,938	2.3%	7,287	2.0%	651
Supv/Clerk Fringe	7,938	2.3%	7,287	2.0%	651
Supv/Clerk Labor	27,466	8.0%	25,211	6.8%	2,255
Labor Cost	129,084	37.8%	135,946	36.9%	(6,861)
642001 Comm Exp %	75,372	22.1%	68,400	18.6%	6,972
642030 Fran Royalty Exp	3,399	1.0%	2,135	0.6%	1,264
Commissions	78,771	23.1%	70,535	19.2%	8,236
645201 Expend Replacemt	0	0.0%	132	0.0%	(132)
Equipment Replacement	0	0.0%	132	0.0%	(132)
626303 Lease Vehicle Exp	5	0.0%	0	0.0%	5
653703 One Time Rental-Unit	1,009	0.3%	236	0.1%	773
Rent Expense	1,013	0.3%	236	0.1%	777
626100 Depr Vehicle	462	0.1%	0	0.0%	462
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.0%	104	0.0%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(1.0%)	3,593
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	168	0.0%	(168)
Depreciation	565	0.2%	(3,321)	(0.9%)	3,886
651029 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	2.3%	13,033	3.5%	(5,314)
651036 CFA Mobilization Amo	1,413	0.4%	0	0.0%	1,413
651039 IU Amort (A/L)	819	0.2%	0	0.0%	819
653600 Amort Franchise	347	0.1%	0	0.0%	347
Amortization	10,297	3.0%	13,033	3.5%	(2,735)
621017 Production	0	0.0%	600	0.2%	(600)
665000 Sales Promotion	1,417	0.4%	1,588	0.4%	(151)
665005 Merchandising	0	0.0%	1,743	0.5%	(1,743)
Advertising	1,417	0.4%	3,911	1.1%	(2,494)
626200 Other Vehicle Exp	(176)	(0.1%)	0	0.0%	(176)
626201 Vehicle Genl Repair	302	0.1%	0	0.0%	302
626202 Gas & Oil Expense	165	0.0%	0	0.0%	165
626209 AUTO EXPENSE	15	0.0%	0	0.0%	15
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmt	0	0.0%	0	0.0%	0
Travel	305	0.1%	0	0.0%	305
650000 Postage/Freight	2,539	0.7%	288	0.1%	2,251
678000 Telephone	367	0.1%	300	0.1%	67
Communication Costs	2,907	0.9%	588	0.2%	2,319

612300 Outside Services	2,134	0.6%	2,000	0.5%	134
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	2,134	0.6%	2,000	0.5%	134
653402 Exterminate Service	970	0.3%	600	0.2%	370
653800 UTILITIES	7,571	2.2%	7,352	2.0%	219
672601 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,540	2.5%	7,952	2.2%	588
645200 Maint Parts & Equip	4,600	1.3%	4,500	1.2%	100
645208 Kitchen Supplies	2,205	0.6%	0	0.0%	2,205
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	591	0.2%	596	0.2%	(5)
645260 POS/IT Equip Maint	207	0.1%	0	0.0%	207
645302 Maint SoftwareMid	588	0.2%	636	0.2%	(48)
674102 Cleaning Supplies	1,631	0.5%	1,391	0.4%	240
674700 Office Supplies	343	0.1%	332	0.1%	11
674701 Printing	0	0.0%	1,000	0.3%	(1,000)
Parts and Supplies	10,164	3.0%	8,455	2.3%	1,709
638000 Insurance Other	4,836	1.4%	4,826	1.3%	(10)
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	707	0.2%	320	0.1%	387
676301 Sale Tax On Comm	5,276	1.5%	0	0.0%	5,276
Taxes and Insurance	10,619	3.1%	5,146	1.4%	5,472
645208 Linen	0	0.0%	85	0.0%	(85)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	91	0.0%	0	0.0%	91
674100 Laundry & Cleaning	1,491	0.4%	1,324	0.4%	167
674104 Uniforms	43	0.0%	0	0.0%	43
Laundry and Cleaning	1,625	0.5%	1,409	0.4%	216
628000 Over/Short Cash	(3)	(0.0%)	0	0.0%	(3)
Over and Short	(3)	(0.0%)	0	0.0%	(3)
612311 Recruiting	0	0.0%	0	0.0%	0
631002 Safety Program	0	0.0%	0	0.0%	0
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	221	0.1%	236	0.1%	(15)
673011 Training	23	0.0%	23	0.0%	0
693012 Training	1,936	0.6%	2,043	0.6%	(107)
693015 Marketing	798	0.2%	0	0.0%	798
694000 Credit Card Disc	1,450	0.4%	2,104	0.6%	(654)
Other Direct Costs	4,428	1.3%	4,406	1.2%	22
Other Operating Costs	132,784	38.9%	114,482	31.1%	18,301
Semi-Variable Costs	160,250	47.0%	139,694	37.9%	20,556
Profit Before Fee and Admin	(34,162)	(10.0%)	9,052	2.5%	(43,214)
353005 Other Income	(573)	(0.2%)	0	0.0%	(573)
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	(573)	(0.2%)	0	0.0%	(573)

Profit/Loss Per Contract	(34,735)	(10.2%)	9,052	2.5%	(43,787)
Prof/Loss Per Contract After Tax	(34,735)	(10.2%)	9,052	2.5%	(43,787)
Contractual P/L	(34,735)	(10.2%)	9,052	2.5%	(43,787)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Trmsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	0	0.0%	0
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	0	0.0%	0
Other Income/Expense	0	0.0%	0	0.0%	0
PBS	(34,735)	(10.2%)	9,052	2.5%	(43,787)
PBO	(34,735)	(10.2%)	9,052	2.5%	(43,787)
Total Revenue	340,736	99.8%	368,272	100.0%	(27,536)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	36,643		0		36,643
Avg # of Customers/Day	3,664		0		3,664
Avg Sales Less Cater/Day	33,292		0		33,292
Avg Check Less Cater/Cust	9		0		9
Avg P&L Contribution/Cust	(1)		0		(1)
Avg Sales + Subsidy/Day	33,292		0		33,292
Avg Sales + Subsidy/Cust	9		0		9

# MAY 2019

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	364	0.8%	0	0.0%	364
313435 Retail Taxable	7,885	16.3%	9,775	22.4%	(1,890)
Cafe Sales	8,249	17.1%	9,775	22.4%	(1,526)
313023 Catering Taxable	1,573	3.3%	0	0.0%	1,573
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	4,319	8.9%	495	1.1%	3,824
Catering Sales	5,891	12.2%	495	1.1%	5,396
313054 Food Bev Taxable	0	0.0%	2,625	6.0%	(2,625)
313154 SnackBarCash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	26,367	54.5%	26,672	61.1%	(305)
313493 Declining Bal NonTax	7,830	16.2%	4,102	9.4%	3,728
Other Food Sales	34,197	70.7%	33,399	76.5%	798
Total Food Sales	48,337	100.0%	43,669	100.0%	4,668
Gross Sales	48,337	100.0%	43,669	100.0%	4,668
353017 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	48,337	100.0%	43,669	100.0%	4,668
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	4,268	8.8%	0	0.0%	4,268
411038 Fish	222	0.5%	0	0.0%	222
411039 Storeroom	2,894	6.0%	0	0.0%	2,894
411048 Dairy	1,728	3.6%	0	0.0%	1,728
411054 Beverages	3,778	7.8%	11,907	27.3%	(8,129)
411061 Frozen/ice Cream	2,223	4.6%	0	0.0%	2,223
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	866	1.8%	0	0.0%	866
411080 Prepared Foods	1,727	3.6%	0	0.0%	1,727
411085 Fresh Produce/Salad	1,881	3.9%	0	0.0%	1,881
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	19,576	40.5%	11,907	27.3%	7,669
410035 Paper Products	0	0.0%	0	0.0%	0
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	60	0.1%	0	0.0%	60
Other Product Cost	60	0.1%	0	0.0%	60
Product Costs	19,636	40.6%	11,907	27.3%	7,729
411075 Paper Supplies	1,587	3.3%	506	1.2%	1,081
Paper Cost	1,587	3.3%	506	1.2%	1,081
Gross Product Cost	21,222	43.9%	12,413	28.4%	8,809
Net Product Cost	21,222	43.9%	12,413	28.4%	8,809
Gross Profit	27,114	56.1%	31,256	71.6%	(4,142)
610700 Wages - Hourly	7,100	14.7%	11,711	26.8%	(4,610)
611100 O/T Wages	1,367	2.8%	0	0.0%	1,367
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	316	0.7%	483	1.1%	(167)
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611501 Vacation Pay Direct	4,614	9.5%	0	0.0%	4,614
Direct Wages	13,397	27.7%	12,194	27.9%	1,204
612404 Direct Tax&Ben	5,446	11.3%	4,957	11.4%	489
Direct Fringe	5,446	11.3%	4,957	11.4%	489
Direct Labor	18,843	39.0%	17,151	39.3%	1,692
610701 Management Labor	20,254	41.9%	18,739	42.9%	1,515
Supv/Clerk Wages	20,254	41.9%	18,739	42.9%	1,515
612454 Supv Tax&Ben	8,233	17.0%	7,617	17.4%	616
Supv/Clerk Fringe	8,233	17.0%	7,617	17.4%	616
Supv/Clerk Labor	28,487	58.9%	26,356	60.4%	2,131
Labor Cost	47,330	97.9%	43,507	99.6%	3,823
642001 Comm Exp %	9,551	19.8%	8,068	18.5%	1,483
642030 Fran Royalty Exp	239	0.5%	567	1.3%	(328)
Commissions	9,790	20.3%	8,635	19.8%	1,155
645201 Expend Replacemt	0	0.0%	15	0.0%	(15)
Equipment Replacement	0	0.0%	15	0.0%	(15)
626303 Lease Vehicle Exp	(294)	(0.6%)	0	0.0%	(294)
653703 One Time Rental-Unit	497	1.0%	236	0.5%	261
Rent Expense	203	0.4%	236	0.5%	(33)
626100 Depr Vehicle	462	1.0%	0	0.0%	462
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.2%	104	0.2%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(8.2%)	3,593
651032 IP Amort A/L (Manual	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	169	0.4%	(169)
Depreciation	565	1.2%	(3,321)	(7.6%)	3,886
651029 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	16.0%	13,033	29.8%	(5,314)
651036 CFA Mobilization Amo	1,413	2.9%	0	0.0%	1,413
651039 IU Amort (A/L)	819	1.7%	0	0.0%	819
653500 Amort Franchise	347	0.7%	0	0.0%	347
Amortization	10,297	21.3%	13,033	29.8%	(2,735)
621017 Production	0	0.0%	100	0.2%	(100)
665000 Sales Promotion	1,772	3.7%	1,916	4.4%	(144)
665005 Merchandising	0	0.0%	318	0.7%	(318)
Advertising	1,772	3.7%	2,334	5.3%	(562)
626200 Other Vehicle Exp	304	0.6%	0	0.0%	304
626201 Vehicle Genl Repair	(23)	(0.0%)	0	0.0%	(23)
626202 Gas & Oil Expense	130	0.3%	0	0.0%	130
626209 AUTO EXPENSE	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	776	1.6%	0	0.0%	776
681010 Meals/Entertainmnt	8	0.0%	0	0.0%	8
Travel	1,194	2.5%	0	0.0%	1,194

658000 Postage/Freight	28	0.1%	288	0.7%	(260)
678000 Telephone	180	0.4%	300	0.7%	(120)
Communication Costs	208	0.4%	588	1.3%	(380)
612300 Outside Services	1,430	3.0%	0	0.0%	1,430
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	1,430	3.0%	0	0.0%	1,430
653402 Exterminate Service	535	1.1%	600	1.4%	(65)
653800 UTILITIES	7,571	15.7%	7,352	16.8%	219
672901 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,105	16.8%	7,952	18.2%	153
645200 Maint Parts & Equip	4,600	9.5%	4,500	10.3%	100
645208 Kitchen Supplies	50	0.1%	0	0.0%	50
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	563	1.2%	596	1.4%	(33)
645260 POS/IT Equip Maint	207	0.4%	0	0.0%	207
645302 Maint Software/Mid	423	0.9%	524	1.2%	(101)
674102 Cleaning Supplies	365	0.8%	203	0.5%	162
674700 Office Supplies	364	0.8%	332	0.8%	32
674701 Printing	0	0.0%	0	0.0%	0
Parts and Supplies	6,572	13.6%	6,155	14.1%	417
639000 Insurance Other	5,508	11.4%	5,691	13.0%	(184)
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	136	0.3%	320	0.7%	(184)
676301 Sale Tax On Comm	690	1.4%	0	0.0%	690
Taxes and Insurance	6,312	13.1%	6,011	13.8%	301
645206 Linen	0	0.0%	5	0.0%	(5)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	(28)	(0.1%)	0	0.0%	(28)
674100 Laundry & Cleaning	363	0.8%	566	1.3%	(193)
674104 Uniforms	(22)	(0.0%)	0	0.0%	(22)
Laundry and Cleaning	313	0.6%	561	1.3%	(248)
628000 Over/Short Cash	(524)	(1.1%)	0	0.0%	(524)
Over and Short	(524)	(1.1%)	0	0.0%	(524)
612311 Recruiting	0	0.0%	0	0.0%	0
631002 Safety Program	0	0.0%	0	0.0%	0
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	17	0.0%	0	0.0%	17
673001 Armored Car	236	0.5%	236	0.5%	0
673011 Training	117	0.2%	23	0.1%	94
693012 Training	710	1.5%	663	1.5%	57
693015 Marketing	182	0.4%	0	0.0%	182
694000 Credit Card Disc	436	0.9%	107	0.2%	329
Other Direct Costs	1,699	3.5%	1,019	2.3%	680
Other Operating Costs	47,936	99.2%	43,218	99.0%	4,718
Semi-Variable Costs	76,423	158.1%	66,574	150.3%	6,849
Profit Before Fee and Admin	(68,151)	(141.0%)	(55,469)	(127.0%)	(12,683)
353005 Other Income	(158)	(0.3%)	0	0.0%	(158)
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	(158)	(0.3%)	0	0.0%	(158)
Profit/Loss Per Contract	(68,309)	(141.3%)	(55,469)	(127.0%)	(12,840)
Prof/Loss Per Contract After Tax	(68,309)	(141.3%)	(55,469)	(127.0%)	(12,840)
Contractual P/L	(68,309)	(141.3%)	(55,469)	(127.0%)	(12,840)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Tmsfr	5	0.0%	0	0.0%	5
Other Expenses B/L	5	0.0%	0	0.0%	5
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	5	0.0%	0	0.0%	5
Other Income/Expense	(5)	(0.0%)	0	0.0%	(5)
PBS	(68,314)	(141.3%)	(55,469)	(127.0%)	(12,845)
PBO	(68,314)	(141.3%)	(55,469)	(127.0%)	(12,845)
Total Revenue	48,179	99.7%	43,669	100.0%	4,510

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	12		0		12
Customer Count	4,082		0		4,082
Avg # of Customers/Day	341		0		341
Avg Sales Less Cater/Day	3,537		0		3,537
Avg Check Less Cater/Cust	10		0		10
Avg P&L Contribution/Cust	(17)		0		(17)
Avg Sales + Subsidy/Day	3,537		0		3,537
Avg Sales + Subsidy/Cust	10		0		10

# JUNE 2019

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	262	2.3%	0	0.0%	262
313435 Retail Taxable	4,218	36.7%	12,000	75.0%	(7,782)
Cafe Sales	4,479	39.0%	12,000	75.0%	(7,521)
313023 Catering Taxable	1,870	16.3%	0	0.0%	1,870
313053 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	5,150	44.8%	3,990	25.0%	1,160
Catering Sales	7,021	61.0%	3,990	25.0%	3,031
313054 Food Bev Taxable	0	0.0%	0	0.0%	0
313154 SnackBarCash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	0	0.0%	0	0.0%	0
313493 Declining Bal NonTax	0	0.0%	0	0.0%	0
Other Food Sales	0	0.0%	0	0.0%	0
Total Food Sales	11,500	100.0%	15,990	100.0%	(4,490)
Gross Sales	11,500	100.0%	15,990	100.0%	(4,490)
353017 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	11,500	100.0%	15,990	100.0%	(4,490)
410000 Food	0	0.0%	0	0.0%	0
410094 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	803	7.0%	0	0.0%	803
411038 Fish	0	0.0%	0	0.0%	0
411039 Storeroom	583	5.1%	0	0.0%	583
411048 Dairy	51	0.4%	0	0.0%	51
411054 Beverages	72	0.6%	5,076	31.7%	(5,004)
411061 Frozen/Ice Cream	245	2.1%	0	0.0%	245
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	244	2.1%	0	0.0%	244
411080 Prepared Foods	47	0.4%	0	0.0%	47
411085 Fresh Produce/Salad	426	3.7%	0	0.0%	426
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	2,471	21.5%	5,076	31.7%	(2,605)
410035 Paper Products	0	0.0%	0	0.0%	0
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	0	0.0%	0	0.0%	0
Other Product Cost	0	0.0%	0	0.0%	0
Product Costs	2,471	21.5%	5,076	31.7%	(2,605)
411075 Paper Supplies	158	1.4%	280	1.6%	(102)
Paper Cost	158	1.4%	280	1.6%	(102)
Gross Product Cost	2,629	22.9%	5,336	33.4%	(2,707)
Net Product Cost	2,629	22.9%	5,336	33.4%	(2,707)
Gross Profit	8,871	77.1%	10,654	66.6%	(1,783)
610700 Wages - Hourly	1,671	14.5%	2,033	12.7%	(362)
611100 O/T Wages	37	0.3%	0	0.0%	37
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611801 Vacation Pay Direct	391	3.4%	0	0.0%	391
Direct Wages	2,099	18.3%	2,033	12.7%	66
612404 Direct Tax&Ben	853	7.4%	825	5.2%	28
Direct Fringe	853	7.4%	825	5.2%	28
Direct Labor	2,953	25.7%	2,858	17.9%	95
610701 Management Labor	16,655	144.8%	11,401	71.3%	5,254
Supv/Clerk Wages	16,655	144.8%	11,401	71.3%	5,254
612454 Supp Tax&Ben	6,770	58.9%	4,635	29.0%	2,135
Supv/Clerk Fringe	6,770	58.9%	4,635	29.0%	2,135
Supv/Clerk Labor	23,425	203.7%	16,036	100.3%	7,389
Labor Cost	26,378	229.4%	18,894	118.2%	7,484
642001 Comm Exp %	926	8.1%	760	4.8%	166
642030 Fran Royalty Exp	0	0.0%	720	4.5%	(720)
Commissions	926	8.1%	1,480	9.3%	(554)
645201 Expend Replacemt	0	0.0%	0	0.0%	0
Equipment Replacement	0	0.0%	0	0.0%	0
626303 Lease Vehicle Exp	5	0.0%	0	0.0%	5
653703 One Time Rental-Unit	272	2.4%	236	1.5%	36
Rent Expense	277	2.4%	236	1.5%	41
626100 Depr Vehicle	462	4.0%	0	0.0%	462
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.9%	104	0.7%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(22.5%)	3,593
651032 IP Amort A/L (Manual	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	168	1.1%	(168)
Depreciation	565	4.9%	(3,321)	(20.8%)	3,886
651023 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	67.1%	13,033	81.5%	(5,314)
651036 CFA Mobilization Amo	1,413	12.3%	0	0.0%	1,413
651038 IU Amort (A/L)	819	7.1%	0	0.0%	819
653500 Amort Franchise	347	3.0%	0	0.0%	347
Amortization	10,297	89.5%	13,033	81.5%	(2,735)
621017 Production	0	0.0%	100	0.6%	(100)
665000 Sales Promotion	251	2.2%	224	1.4%	27
665005 Merchandising	0	0.0%	160	1.0%	(160)
Advertising	251	2.2%	484	3.0%	(233)
626200 Other Vehicle Exp	(255)	(2.2%)	0	0.0%	(255)
626201 Vehicle Genl Repair	27	0.2%	0	0.0%	27
626202 Gas & Oil Expense	133	1.2%	0	0.0%	133
626206 AUTO EXPENSE	0	0.0%	0	0.0%	0
681000 Travel & Lodging	(431)	(3.7%)	0	0.0%	(431)
681001 Air Travel	(313)	(2.7%)	0	0.0%	(313)
681010 Meals/Entertainmt	76	0.7%	0	0.0%	76
Travel	(763)	(6.6%)	0	0.0%	(763)
656000 Postage/Freight	24	0.2%	288	1.8%	(264)

678000 Telephone	330	2.9%	300	1.9%	30
Communication Costs	354	3.1%	588	3.7%	(234)
612300 Outside Services	0	0.0%	0	0.0%	0
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	0	0.0%	0	0.0%	0
653402 Exterminate Service	440	3.8%	600	3.8%	(160)
653800 UTILITIES	7,571	65.8%	7,352	46.0%	219
672901 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,010	69.7%	7,952	49.7%	58
645200 Maint Parts & Equip	5,017	43.6%	4,500	28.1%	517
645208 Kitchen Supplies	0	0.0%	0	0.0%	0
645228 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	563	4.9%	596	3.7%	(33)
645260 POS/IT Equip Maint	469	4.1%	0	0.0%	469
645302 Maint SoftwareMid	423	3.7%	524	3.3%	(101)
674102 Cleaning Supplies	30	0.3%	120	0.8%	(90)
674700 Office Supplies	0	0.0%	332	2.1%	(332)
674701 Printing	0	0.0%	0	0.0%	0
Parts and Supplies	6,502	56.5%	6,072	38.0%	430
639000 Insurance Other	1,691	14.7%	1,470	9.2%	221
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	29	0.3%	320	2.0%	(291)
676301 Sale Tax On Comm	65	0.6%	0	0.0%	65
Taxes and Insurance	1,785	15.5%	1,790	11.2%	(5)
645206 Linen	0	0.0%	40	0.3%	(40)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	0	0.0%	0	0.0%	0
674100 Laundry & Cleaning	0	0.0%	300	1.9%	(300)
674104 Uniforms	0	0.0%	0	0.0%	0
Laundry and Cleaning	0	0.0%	340	2.1%	(340)
628000 Over/Short Cash	(1)	(0.0%)	0	0.0%	(1)
Over and Short	(1)	(0.0%)	0	0.0%	(1)
612311 Recruiting	84	0.7%	0	0.0%	84
631002 Safety Program	0	0.0%	0	0.0%	0
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	306	2.7%	0	0.0%	306
673001 Armored Car	187	1.6%	236	1.5%	(49)
673011 Training	23	0.2%	23	0.1%	0
693012 Training	396	3.4%	283	1.8%	113
693015 Marketing	253	2.2%	0	0.0%	253
694000 Credit Card Disc	164	1.4%	140	0.9%	24
Other Direct Costs	1,413	12.3%	682	4.3%	731
Other Operating Costs	29,616	257.5%	29,336	183.5%	280
Semi-Variable Costs	53,041	461.2%	45,373	283.8%	7,668
Profit Before Fee and Admin	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
353005 Other Income	0	0.0%	0	0.0%	0
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	0	0.0%	0	0.0%	0
Profit/Loss Per Contract	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
Profit/Loss Per Contract After Tax	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
Contractual P/L	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Trnsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	0	0.0%	0
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	0	0.0%	0
Other Income/Expense	0	0.0%	0	0.0%	0
PBS	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
PBO	(47,123)	(409.8%)	(37,577)	(235.0%)	(9,547)
Total Revenue	11,500	100.0%	15,990	100.0%	(4,490)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	1,036		0		1,036
Avg # of Customers/Day	104		0		104
Avg Sales Less Cater/Day	448		0		448
Avg Check Less Cater/Cust	4		0		4
Avg P&L Contribution/Cust	(45)		0		(45)
Avg Sales + Subsidy/Day	448		0		448
Avg Sales + Subsidy/Cust	4		0		4

# JULY 2019

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	229	1.8%	0	0.0%	229
313435 Retail Taxable	6,765	52.7%	10,800	73.0%	(4,035)
Cafe Sales	6,994	54.5%	10,800	73.0%	(3,806)
313023 Catering Taxable	0	0.0%	0	0.0%	0
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	5,844	45.5%	3,990	27.0%	1,854
Catering Sales	5,844	45.5%	3,990	27.0%	1,854
313054 Food Bev Taxable	0	0.0%	0	0.0%	0
313154 SnackBar/Cash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	0	0.0%	0	0.0%	0
313493 Declining Bal NonTax	0	0.0%	0	0.0%	0
Other Food Sales	0	0.0%	0	0.0%	0
Total Food Sales	12,837	100.0%	14,790	100.0%	(1,953)
Gross Sales	12,837	100.0%	14,790	100.0%	(1,953)
353017 Sales Tax	0	0.0%	0	0.0%	0
666000 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	12,837	100.0%	14,790	100.0%	(1,953)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	1,808	14.1%	0	0.0%	1,808
411038 Fish	1	0.0%	0	0.0%	1
411039 Storeroom	1,125	8.8%	0	0.0%	1,125
411048 Dairy	579	4.5%	0	0.0%	579
411054 Beverages	997	7.8%	4,728	32.0%	(3,731)
411061 Frozen/Ice Cream	471	3.7%	0	0.0%	471
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	301	2.3%	0	0.0%	301
411080 Prepared Foods	520	4.0%	0	0.0%	520
411085 Fresh Produce/Salad	296	2.3%	0	0.0%	296
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	6,098	47.5%	4,728	32.0%	1,370
410035 Paper Products	0	0.0%	0	0.0%	0
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	1	0.0%	0	0.0%	1
Other Product Cost	1	0.0%	0	0.0%	1
Product Costs	6,099	47.5%	4,728	32.0%	1,371
411075 Paper Supplies	706	5.5%	242	1.6%	464
Paper Cost	706	5.5%	242	1.6%	464
Gross Product Cost	6,805	53.0%	4,970	33.6%	1,835
Net Product Cost	6,805	53.0%	4,970	33.6%	1,835
Gross Profit	6,032	47.0%	9,820	66.4%	(3,788)
610700 Wages - Hourly	2,969	23.3%	2,033	13.7%	936
611100 O/T Wages	17	0.1%	0	0.0%	17
611120 Temporary Services	0	0.0%	0	0.0%	0
611302 Holiday Pay Direct	293	2.3%	0	0.0%	293
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	0	0.0%	0	0.0%	0
611601 Vacation Pay Direct	221	1.7%	0	0.0%	221
Direct Wages	3,521	27.4%	2,033	13.7%	1,488
612404 Direct Tax&Ben	1,431	11.1%	826	5.6%	605
Direct Fringe	1,431	11.1%	826	5.6%	605
Direct Labor	4,952	38.6%	2,859	19.3%	2,093
610701 Management Labor	19,811	154.3%	15,632	105.7%	4,179
Supv/Clerk Wages	19,811	154.3%	15,632	105.7%	4,179
612454 Supv Tax&Ben	8,053	62.7%	6,355	43.0%	1,698
Supv/Clerk Fringe	8,053	62.7%	6,355	43.0%	1,698
Supv/Clerk Labor	27,864	217.1%	21,987	148.7%	5,877
Labor Cost	32,816	255.6%	24,846	168.0%	7,970
642001 Comm Exp %	934	7.3%	700	4.7%	234
642030 Fran Royalty Exp	0	0.0%	648	4.4%	(648)
Commissions	934	7.3%	1,348	9.1%	(414)
645201 Expend Replacemt	0	0.0%	0	0.0%	0
Equipment Replacement	0	0.0%	0	0.0%	0
626303 Lease Vehicle Exp	5	0.0%	0	0.0%	5
653703 One Time Rental-Unit	396	3.1%	236	1.6%	160
Rent Expense	401	3.1%	236	1.6%	165
626100 Depr Vehicle	462	3.6%	0	0.0%	462
638034 Contractual/Ppd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.8%	104	0.7%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(24.3%)	3,593
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	168	1.1%	(168)
Depreciation	565	4.4%	(3,321)	(22.5%)	3,886
651029 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	60.1%	13,033	88.1%	(5,314)
651036 CFA Mobilization Amo	1,279	10.0%	0	0.0%	1,279
651039 IU Amort (A/L)	819	6.4%	0	0.0%	819
653500 Amort Franchise	347	2.7%	0	0.0%	347
Amortization	10,164	79.2%	13,033	88.1%	(2,869)
621017 Production	0	0.0%	100	0.7%	(100)
665000 Sales Promotion	60	0.5%	84	0.6%	(24)
665005 Merchandising	0	0.0%	160	1.1%	(160)
Advertising	60	0.5%	344	2.3%	(284)
626200 Other Vehicle Exp	(291)	(2.3%)	0	0.0%	(291)
626201 Vehicle Genl Repair	222	1.7%	0	0.0%	222
626202 Gas & Oil Expense	192	1.5%	0	0.0%	192
626209 AUTO EXPENSE	0	0.0%	0	0.0%	0
681000 Travel & Lodging	1,270	9.9%	0	0.0%	1,270
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	0	0.0%	0	0.0%	0
Travel	1,393	10.8%	0	0.0%	1,393
659000 Postage/Freight	0	0.0%	288	1.9%	(288)
678000 Telephone	429	3.3%	300	2.0%	129
Communication Costs	429	3.3%	588	4.0%	(159)

612300 Outside Services	0	0.0%	1,000	6.8%	(1,000)
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	0	0.0%	1,000	6.8%	(1,000)
653402 Exterminate Service	1,194	9.3%	600	4.1%	594
653800 UTILITIES	7,798	60.7%	7,352	49.7%	446
672901 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	8,992	70.0%	7,952	53.8%	1,040
645200 Maint Parts & Equip	4,740	36.9%	4,500	30.4%	240
645208 Kitchen Supplies	925	7.2%	0	0.0%	925
645226 Supplies	0	0.0%	0	0.0%	0
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	563	4.4%	596	4.0%	(33)
645260 POS/IT Equip Maint	207	1.6%	0	0.0%	207
645302 Maint SoftwareMid	423	3.3%	524	3.5%	(101)
674102 Cleaning Supplies	527	4.1%	108	0.7%	419
674700 Office Supplies	250	1.9%	332	2.2%	(82)
674701 Printing	0	0.0%	0	0.0%	0
Parts and Supplies	7,635	59.5%	6,060	41.0%	1,575
639000 Insurance Other	1,211	9.4%	1,111	7.5%	99
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	129	1.0%	320	2.2%	(191)
676301 Sale Tax On Comm	65	0.5%	0	0.0%	65
Taxes and Insurance	1,405	10.9%	1,431	9.7%	(26)
645206 Linen	0	0.0%	40	0.3%	(40)
645233 Transp/Parking Fee	0	0.0%	0	0.0%	0
645234 Safety Shoes	68	0.5%	0	0.0%	68
674100 Laundry & Cleaning	0	0.0%	300	2.0%	(300)
674104 Uniforms	603	4.7%	0	0.0%	603
Laundry and Cleaning	671	5.2%	340	2.3%	331
628000 Over/Short Cash	0	0.0%	0	0.0%	0
Over and Short	0	0.0%	0	0.0%	0
612311 Recruiting	801	6.2%	2,500	16.9%	(1,699)
631002 Safety Program	0	0.0%	0	0.0%	0
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	195	1.5%	236	1.6%	(41)
673011 Training	23	0.2%	623	4.2%	(600)
673050 Other Income/Exp	(75,000)	(584.2%)	0	0.0%	(75,000)
693012 Training	492	3.8%	374	2.5%	118
693015 Marketing	461	3.6%	0	0.0%	461
694000 Credit Card Disc	167	1.3%	134	0.9%	33
Other Direct Costs	(72,860)	(567.6%)	3,867	26.1%	(76,727)
Other Operating Costs	(40,212)	(313.2%)	32,878	222.3%	(73,091)
Semi-Variable Costs	(12,348)	(96.2%)	54,865	371.0%	(67,214)
Profit Before Fee and Admin	13,429	104.6%	(47,904)	(323.9%)	61,333
353005 Other Income	0	0.0%	0	0.0%	0
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	0	0.0%	0	0.0%	0
Profit/Loss Per Contract	13,429	104.6%	(47,904)	(323.9%)	61,333
Profit/Loss Per Contract After Tax	13,429	104.6%	(47,904)	(323.9%)	61,333
Profit/Loss Per Contract After Tax	13,429	104.6%	(47,904)	(323.9%)	61,333
Contractual P/L	13,429	104.6%	(47,904)	(323.9%)	61,333
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Trnsfr	0	0.0%	0	0.0%	0
Other Expenses B/L	0	0.0%	0	0.0%	0
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	0	0.0%	0	0.0%	0
Other Income/Expense	0	0.0%	0	0.0%	0
PBS	13,429	104.6%	(47,904)	(323.9%)	61,333
PBO	13,429	104.6%	(47,904)	(323.9%)	61,333
Total Revenue	12,837	100.0%	14,790	100.0%	(1,953)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	10		0		10
Customer Count	1,072		0		1,072
Avg # of Customers/Day	107		0		107
Avg Sales Less Cater/Day	699		0		699
Avg Check Less Cater/Cust	7		0		7
Avg P&L Contribution/Cust	13		0		13
Avg Sales + Subsidy/Day	699		0		699
Avg Sales + Subsidy/Cust	7		0		7

# AUGUST 2019

Level Name	Actual	Actual %	Budget	Budget %	Variance
313000 Food Sales Taxable	926	0.5%	0	0.0%	926
313435 Retail Taxable	19,033	10.5%	32,328	16.3%	(13,295)
Cafe Sales	19,959	11.0%	32,328	16.3%	(12,369)
313023 Catering Taxable	524	0.3%	0	0.0%	524
313063 Catering Taxable	0	0.0%	0	0.0%	0
313775 Catering NonTax	2,771	1.5%	7,750	3.9%	(4,979)
Catering Sales	3,295	1.8%	7,750	3.9%	(4,455)
313054 Food Bev Taxable	0	0.0%	6,750	3.4%	(6,750)
313154 SnackBarCash Taxable	0	0.0%	0	0.0%	0
313175 Board NonTax	131,248	72.6%	114,824	58.0%	16,424
313493 Declining Bal NonTax	26,198	14.5%	36,154	18.3%	(9,956)
Other Food Sales	157,446	87.1%	157,728	79.7%	(282)
Total Food Sales	180,699	100.0%	197,806	100.0%	(17,107)
Gross Sales	180,699	100.0%	197,806	100.0%	(17,107)
353017 Sales Tax	0	0.0%	0	0.0%	0
666000 Sales Tax	0	0.0%	0	0.0%	0
Sales Tax	0	0.0%	0	0.0%	0
Sales	180,699	100.0%	197,806	100.0%	(17,107)
410000 Food	0	0.0%	0	0.0%	0
410904 Janitorial Supplies	0	0.0%	0	0.0%	0
411037 Meat/Poultry	17,835	9.9%	0	0.0%	17,835
411038 Fish	(726)	(0.4%)	0	0.0%	(726)
411039 Storeroom	9,464	5.2%	0	0.0%	9,464
411048 Dairy	7,032	3.9%	0	0.0%	7,032
411054 Beverages	6,239	3.5%	62,013	31.4%	(55,774)
411061 Frozen/Ice Cream	6,833	3.8%	0	0.0%	6,833
411071 Meat & Cheese	0	0.0%	0	0.0%	0
411072 Bakery	3,419	1.9%	0	0.0%	3,419
411080 Prepared Foods	1,590	0.9%	0	0.0%	1,590
411085 Fresh Produce/Salad	8,635	4.8%	0	0.0%	8,635
411090 Other Products	0	0.0%	0	0.0%	0
Food Cost	60,322	33.4%	62,013	31.4%	(1,691)
411083 Wine	480	0.3%	0	0.0%	480
Liquor Cost	480	0.3%	0	0.0%	480
410035 Paper Products	0	0.0%	0	0.0%	0
411056 Books/Newspapers	0	0.0%	0	0.0%	0
411058 Candy/Gum	176	0.1%	0	0.0%	176
Other Product Cost	176	0.1%	0	0.0%	176
Product Costs	60,978	33.7%	62,013	31.4%	(1,035)
411075 Paper Supplies	2,865	1.6%	2,400	1.2%	465
Paper Cost	2,865	1.6%	2,400	1.2%	465
Gross Product Cost	63,862	35.3%	64,413	32.6%	(551)
Net Product Cost	63,862	35.3%	64,413	32.6%	(551)
Gross Profit	116,837	64.7%	133,393	67.4%	(16,556)
610700 Wages - Hourly	40,302	22.3%	66,888	33.8%	(26,586)
611100 O/T Wages	2,509	1.4%	0	0.0%	2,509
611120 Temporary Services	733	0.4%	0	0.0%	733
611302 Holiday Pay Direct	0	0.0%	0	0.0%	0
611305 Bonus - Referral	0	0.0%	0	0.0%	0
611400 Sick Pay Direct	243	0.1%	0	0.0%	243
Direct Wages	44,220	24.5%	66,888	33.8%	(22,668)
612404 Direct Tax&Ben	17,677	9.8%	27,189	13.7%	(9,512)
Direct Fringe	17,677	9.8%	27,189	13.7%	(9,512)
Direct Labor	61,897	34.3%	94,077	47.6%	(32,180)
610701 Management Labor	18,696	10.3%	17,924	9.1%	772
Supv/Clerk Wages	18,696	10.3%	17,924	9.1%	772
612454 Supv Tax&Ben	7,600	4.2%	7,286	3.7%	314
Supv/Clerk Fringe	7,600	4.2%	7,286	3.7%	314
Supv/Clerk Labor	26,296	14.6%	25,210	12.7%	1,085
Labor Cost	88,193	48.8%	119,287	60.3%	(31,094)
642001 Comm Exp %	28,093	15.5%	35,498	17.9%	(7,405)
642030 Fran Royalty Exp	0	0.0%	1,608	0.8%	(1,608)
Commissions	28,093	15.5%	37,106	18.8%	(9,013)
645201 Expend Replacemt	7	0.0%	67	0.0%	(60)
Equipment Replacement	7	0.0%	67	0.0%	(60)
626303 Lease Vehicle Exp	5	0.0%	0	0.0%	5
653703 One Time Rental-Unit	578	0.3%	236	0.1%	342
Rent Expense	583	0.3%	236	0.1%	347
626100 Depr Vehicle	462	0.3%	0	0.0%	462
638034 ContractualPpd Amort	0	0.0%	0	0.0%	0
651010 Depr Kitchen & Bar	103	0.1%	104	0.1%	(1)
651030 Amort Client Invest	0	0.0%	(3,593)	(1.8%)	3,593
651032 IP Amort A/L (Manual)	0	0.0%	0	0.0%	0
668000 Depr Shop Equip	0	0.0%	168	0.1%	(168)
Depreciation	565	0.3%	(3,321)	(1.7%)	3,886
651029 ATL CFA Amort Manual	0	0.0%	0	0.0%	0
651033 CFA Amort	7,719	4.3%	13,033	6.6%	(5,314)
651036 CFA Mobilization Amo	1,399	0.8%	0	0.0%	1,399
651039 IU Amort (A/L)	819	0.5%	0	0.0%	819
653500 Amort Franchise	347	0.2%	0	0.0%	347
Amortization	10,284	5.7%	13,033	6.6%	(2,749)
621017 Production	0	0.0%	100	0.1%	(100)
665000 Sales Promotion	67	0.0%	76	0.0%	(9)
665005 Merchandising	0	0.0%	853	0.4%	(853)
Advertising	67	0.0%	1,029	0.5%	(962)
626200 Other Vehicle Exp	(303)	(0.2%)	0	0.0%	(303)
626201 Vehicle Genl Repair	(23)	(0.0%)	0	0.0%	(23)
626202 Gas & Oil Expense	(36)	(0.0%)	0	0.0%	(36)
626209 AUTO EXPENSE	0	0.0%	0	0.0%	0
681000 Travel & Lodging	0	0.0%	0	0.0%	0
681001 Air Travel	0	0.0%	0	0.0%	0
681010 Meals/Entertainmnt	11	0.0%	0	0.0%	11
Travel	(351)	(0.2%)	0	0.0%	(351)
659000 Postage/Freight	217	0.1%	288	0.1%	(72)
678000 Telephone	480	0.3%	300	0.2%	180
Communication Costs	697	0.4%	588	0.3%	109

612300 Outside Services	803	0.4%	1,000	0.5%	(197)
661000 Professional Fees	0	0.0%	0	0.0%	0
Outside Services	803	0.4%	1,000	0.5%	(197)
653402 Exterminate Service	1,584	0.9%	600	0.3%	984
653800 UTILITIES	7,798	4.3%	7,352	3.7%	446
672901 Custodial Service	0	0.0%	0	0.0%	0
672911 Catering Costs Op	0	0.0%	0	0.0%	0
Occupancy Costs	9,382	5.2%	7,952	4.0%	1,430
645200 Maint Parts & Equip	4,738	2.6%	4,500	2.3%	238
645208 Kitchen Supplies	795	0.4%	0	0.0%	795
645226 Supplies	12	0.0%	0	0.0%	12
645235 Janitorial	0	0.0%	0	0.0%	0
645250 Computer Expense	563	0.3%	596	0.3%	(33)
645260 POS/IT Equip Maint	207	0.1%	0	0.0%	207
645302 Maint SoftwareMid	423	0.2%	524	0.3%	(101)
674102 Clearing Supplies	942	0.5%	787	0.4%	155
674700 Office Supplies	1,009	0.6%	332	0.2%	677
674701 Printing	206	0.1%	0	0.0%	206
Parts and Supplies	8,896	4.9%	6,739	3.4%	2,157
639000 Insurance Other	1,224	0.7%	1,095	0.6%	128
666001 Sales Tax	0	0.0%	0	0.0%	0
676300 Other Tax/License	543	0.3%	320	0.2%	223
676301 Sale Tax On Comm	1,967	1.1%	0	0.0%	1,967
Taxes and Insurance	3,733	2.1%	1,415	0.7%	2,318
645206 Linen	0	0.0%	79	0.0%	(79)
645233 Transp/Parking Fee	320	0.2%	0	0.0%	320
645234 Safety Shoes	(39)	(0.0%)	0	0.0%	(39)
674100 Laundry & Cleaning	1,792	1.0%	1,324	0.7%	468
674104 Uniforms	0	0.0%	2,000	1.0%	(2,000)
Laundry and Cleaning	2,072	1.1%	3,403	1.7%	(1,331)
628000 Over/Short Cash	(26)	(0.0%)	0	0.0%	(26)
Over and Short	(26)	(0.0%)	0	0.0%	(26)
612311 Recruiting	1,137	0.6%	0	0.0%	1,137
631002 Safety Program	309	0.2%	0	0.0%	309
634000 Dues & Subscript	0	0.0%	0	0.0%	0
673000 Miscellaneous	0	0.0%	0	0.0%	0
673001 Armored Car	179	0.1%	236	0.1%	(57)
673011 Training	23	0.0%	323	0.2%	(300)
673050 Other Income/Exp	0	0.0%	0	0.0%	0
693012 Training	1,312	0.7%	1,789	0.9%	(477)
693015 Marketing	928	0.5%	0	0.0%	928
694000 Credit Card Disc	594	0.3%	1,144	0.6%	(550)
Other Direct Costs	4,482	2.5%	3,492	1.8%	990
Other Operating Costs	69,288	38.3%	72,739	36.8%	(3,451)
Semi-Variable Costs	95,584	52.9%	97,950	49.5%	(2,366)
Profit Before Fee and Admin	(40,644)	(22.5%)	(58,634)	(29.6%)	17,989
353005 Other Income	0	0.0%	0	0.0%	0
353030 Other Inc NonTax	0	0.0%	0	0.0%	0
Other Revenues	0	0.0%	0	0.0%	0
Profit/Loss Per Contract	(40,644)	(22.5%)	(58,634)	(29.6%)	17,989
Profit/Loss Per Contract After Tax	(40,644)	(22.5%)	(58,634)	(29.6%)	17,989
Contractual P/L	(40,644)	(22.5%)	(58,634)	(29.6%)	17,989
652005 B/L Credit Card Adj	0	0.0%	0	0.0%	0
652006 B/L Cash Adjustment	0	0.0%	0	0.0%	0
699903 B/L Expense Tmsfr	20	0.0%	0	0.0%	20
Other Expenses B/L	20	0.0%	0	0.0%	20
912200 Personnel Cost Othr	0	0.0%	0	0.0%	0
Invalid Accounts	0	0.0%	0	0.0%	0
Other Costs	20	0.0%	0	0.0%	20
Other Income/Expense	(20)	(0.0%)	0	0.0%	(20)
PBS	(40,664)	(22.5%)	(58,634)	(29.6%)	17,969
PBO	(40,664)	(22.5%)	(58,634)	(29.6%)	17,969
Total Revenue	180,699	100.0%	197,806	100.0%	(17,107)

Food Stats	Actual	Actual %	Budget	Budget %	Variance
Operating Days	12		0		12
Customer Count	19,445		0		19,445
Avg # of Customers/Day	1,620		0		1,620
Avg Sales Less Cater/Day	14,784		0		14,784
Avg Check Less Cater/Cust	9		0		9
Avg P&L Contribution/Cust	(2)		0		(2)
Avg Sales + Subsidy/Day	14,784		0		14,784
Avg Sales + Subsidy/Cust	9		0		9

<b>Fee</b>	<b>Amount</b>	<b>Comment</b>
<b>Tuition</b>	\$105.07	Remain as is
<b>Financial Aid Fee</b>	\$5.25	Remain as is
<b>Capital Improvement fee</b>	\$4.76	Remain as is
<b>Transportation Fee</b>	\$3.00	Propose to waive for summer
<b>Activity &amp; Service Fee</b>	\$17.62	Consulting with students, perhaps only collect 2/3 of fee
<b>Athletic Fee</b>	\$14.12	Maintain, see note below
<b>Health Fee</b>	\$9.58	Maintain, pays for mental health
<b>Technology Fee</b>	\$5.25	Remain as is

**Athletic Fee** is used to fund staff salary and we are pulling up intramurals in an online environment, and esports. There is also cost in having lifeguards at the pool and front desk workers, when we open the campus.

**A & S**—SGA typically does not provide student activities in the summer. We would like to work with SGA to determine if they think it is appropriate to only charge 2/3 of the A&S fee.