

**ASSOCIATED STUDENTS
UCLA**

**FINANCIAL STATEMENTS
SERVICES AND ENTERPRISES
December (11/24/19 - 12/28/19)**

**Prepared
January 14, 2020**

ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES

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**ASSOCIATED STUDENTS UCLA - SERVICES AND ENTERPRISES
INCOME AND LOSS SUMMARY - DECEMBER 2019 (\$000's)
DIVISIONS AT CONTRIBUTION LEVEL**

DECEMBER (11/24/19 - 12/28/19)										FY 18-19	
CURRENT MONTH										**	
ACTUAL		BUDGET		VARIANCE				LAST YEAR ACT			
\$	%	\$	%	ACT/BUD		ACT/LY ACT		\$	%		
				\$	%	\$	%				
3,486		3,725		(239)	(6.4%)	(113)	(3.1%)	3,599			
1,066		1,272		(206)	(16.2%)	(236)	(18.1%)	1,302			
341		404		(63)	(15.6%)	(30)	(8.1%)	371			
87		108		(21)	(19.4%)	(23)	(20.9%)	110			
4,980		5,509		(529)	(9.6%)	(402)	(7.5%)	5,382			
1,035	29.7%	1,195	32.1%	(160)		(44)	(0.3)	1,079	30.0%		
732	68.7%	885	69.6%	(153)	(0.9)	(191)	(2.2)	923	70.9%		
341	100.0%	404	100.0%	(63)	0.0	(30)	0.0	371	100.0%		
43	49.4%	46	42.6%	(3)	6.8	(2)	8.5	45	40.9%		
2,151	43.2%	2,530	45.9%	(379)	(2.7)	(267)	(1.7)	2,418	44.9%		
602	17.3%	618	16.6%	16	(0.7)	(13)	(0.9)	589	16.4%		
737	69.1%	810	63.7%	73	(5.4)	46	(9.0)	783	60.1%		
71	20.8%	74	18.3%	3	(2.5)	5	(0.3)	76	20.5%		
70	80.5%	74	68.5%	4	(12.0)	2	(15.0)	72	65.5%		
1,480	29.7%	1,576	28.6%	96	(1.1)	40	(1.5)	1,520	28.2%		
224	6.4%	204	5.5%	(20)	(0.9)	(42)	(1.3)	182	5.1%		
121	11.4%	151	11.9%	30	0.5	15	(1.0)	136	10.4%		
93	27.3%	120	29.7%	27	2.4	7	(0.3)	100	27.0%		
29	33.3%	41	38.0%	12	4.7	11	3.1	40	36.4%		
467	9.4%	516	9.4%	49	0.0	(9)	(0.9)	458	8.5%		
209	6.0%	373	10.0%	(164)	(4.0)	(99)	(2.6)	308	8.6%		
(126)	(11.8%)	(76)	(6.0%)	(50)	(5.8)	(131)	(12.2)	5	0.4%		
177	51.9%	210	52.0%	(33)	(0.1)	(18)	(0.7)	195	52.6%		
(57)	(65.5%)	(69)	(63.9%)	12	(1.6)	10	(4.6)	(67)	(60.9%)		
203	4.1%	438	8.0%	(235)	(3.9)	(238)	(4.1)	441	8.2%		
635	12.8%	646	11.7%	11	(1.1)	(11)	(1.2)	624	11.6%		
248	5.0%	274	5.0%	26	0.0	9	(0.2)	257	4.8%		
51	1.0%	64	1.2%	13	0.2	9	0.1	60	1.1%		
210	4.2%	223	4.0%	13	(0.2)	0	(0.3)	210	3.9%		
1,144	23.0%	1,207	21.9%	63	(1.1)	7	(1.6)	1,151	21.4%		
(941)	(18.9%)	(769)	(14.0%)	(172)	(4.9)	(231)	(5.7)	(710)	(13.2%)		
129	2.6%	2	0.0%	127	2.6	45	1.0	84	1.6%		
20	0.4%	20	0.4%	0	0.0	(12)	(0.2)	32	0.6%		
(26)	(0.5%)	(26)	(0.5%)	0	0.0	3	0.0	(29)	(0.5%)		
0	0.0%	(2)	0.0%	2	0.0	0	0.0	0	0.0%		
248	5.0%	248	4.5%	0	0.5	4	0.5	244	4.5%		
371	7.4%	242	4.4%	129	3.0	40	1.2	331	6.2%		
(570)	(11.4%)	(527)	(9.6%)	(43)	(1.8)	(191)	(4.4)	(379)	(7.0%)		
GROSS INCOME											
UCLA Store											
UCLA Restaurants											
Licensing & Services											
UCLA Student Union											
TOTAL											
GROSS MARGIN											
UCLA Store											
UCLA Restaurants											
Licensing & Services											
UCLA Student Union											
TOTAL											
WAGES & BENEFITS											
UCLA Store											
UCLA Restaurants											
Licensing & Services											
UCLA Student Union											
TOTAL											
OTHER CONTROLLABLES											
UCLA Store											
UCLA Restaurants											
Licensing & Services											
UCLA Student Union											
TOTAL											
CONTRIBUTION											
UCLA Store											
UCLA Restaurants											
Licensing & Services											
UCLA Student Union											
TOTAL											
ALLOCATED EXPENSES											
Admin&Support Services											
Facilities											
Utilities											
Depreciation											
TOTAL											
NET INCOME (LOSS)											
FROM OPERATIONS											
OTHER INC/(EXP)											
Non-Recurrent Inc/(Exp)											
Interest Income											
Interest (Expense)											
Income Taxes											
Student Union Fee Income											
TOTAL											
NET INCOME (LOSS)											

FISCAL YEAR 2019-2020										FY 18-19	
YTD 5 MONTHS (07/28/19 - 12/28/19)										**	
ACTUAL		BUDGET		VARIANCE				LAST YEAR ACT			
\$	%	\$	%	ACT/BUD		ACT/LY ACT		\$	%		
				\$	%	\$	%				
19,619		20,760		(1,141)	(5.5%)	(374)	(1.9%)	19,993			
6,845		7,702		(857)	(11.1%)	62	0.9%	6,783			
2,136		2,313		(177)	(7.7%)	(24)	(1.1%)	2,160			
529		615		(86)	(14.0%)	(87)	(14.1%)	616			
29,129		31,390		(2,261)	(7.2%)	(423)	(1.4%)	29,552			
6,261	31.9%	6,843	33.0%	(582)	(1.1)	(192)	(0.4)	6,453	32.3%		
4,778	69.8%	5,405	70.2%	(627)	(0.4)	(44)	(1.3)	4,822	71.1%		
2,134	99.9%	2,311	99.9%	(177)	0.0	(24)	0.0	2,158	99.9%		
319	60.3%	372	60.5%	(53)	(0.2)	(45)	1.2	364	59.1%		
13,492	46.3%	14,931	47.6%	(1,439)	(1.3)	(305)	(0.4)	13,797	46.7%		
3,122	15.9%	3,202	15.4%	80	(0.5)	(87)	(0.7)	3,035	15.2%		
3,868	56.5%	3,986	51.8%	118	(4.7)	(228)	(2.8)	3,640	53.7%		
365	17.1%	372	16.1%	7	(1.0)	(3)	(0.3)	362	16.8%		
381	72.0%	378	61.5%	(3)	(10.5)	(21)	(13.6)	360	58.4%		
7,736	26.6%	7,938	25.3%	202	(1.3)	(339)	(1.6)	7,397	25.0%		
1,283	6.5%	1,309	6.3%	26	(0.2)	(3)	(0.1)	1,280	6.4%		
768	11.2%	810	10.5%	42	(0.7)	(44)	(0.5)	724	10.7%		
681	31.9%	767	33.2%	86	1.3	23	0.7	704	32.6%		
251	47.4%	262	42.6%	11	(4.8)	(22)	(10.2)	229	37.2%		
2,983	10.2%	3,148	10.0%	165	(0.2)	(46)	(0.3)	2,937	9.9%		
1,856	9.5%	2,333	11.2%	(477)	(1.7)	(282)	(1.2)	2,138	10.7%		
142	2.1%	609	7.9%	(467)	(5.8)	(317)	(4.7)	459	6.8%		
1,088	50.9%	1,172	50.7%	(84)	0.2	(4)	0.3	1,092	50.6%		
(313)	(59.2%)	(268)	(43.6%)	(45)	(15.6)	(87)	(22.5)	(226)	(36.7%)		
2,773	9.5%	3,846	12.3%	(1,073)	(2.8)	(690)	(2.2)	3,463	11.7%		
3,293	11.3%	3,303	10.5%	10	(0.8)	(250)	(1.0)	3,043	10.3%		
1,307	4.5%	1,349	4.3%	42	(0.2)	(22)	(0.2)	1,285	4.3%		
343	1.2%	388	1.2%	45	0.0	42	0.1	385	1.3%		
1,035	3.6%	1,114	3.5%	79	(0.1)	5	(0.1)	1,040	3.5%		
5,978	20.5%	6,154	19.6%	176	(0.9)	(225)	(1.0)	5,753	19.5%		
(3,205)	(11.0%)	(2,308)	(7.4%)	(897)	(3.6)	(915)	(3.3)	(2,290)	(7.7%)		
158	0.5%	10	0.0%	148	0.5	33	0.1	125	0.4%		
108	0.4%	103	0.3%	5	0.1	(47)	(0.1)	155	0.5%		
(128)	(0.4%)	(128)	(0.4%)	0	0.0	17	0.1	(145)	(0.5%)		
0	0.0%	(10)	0.0%	10	0.0	0	0.0	0	0.0%		
1,242	4.3%	1,242	4.0%	0	0.3	20	0.2	1,222	4.1%		
1,380	4.7%	1,217	3.9%	163	0.8	23	0.1	1,357	4.6%		
(1,825)	(6.3%)	(1,091)	(3.5%)	(734)	(2.8)	(892)	(3.1)	(933)	(3.2%)		

**ASSOCIATED STUDENTS UCLA - SERVICES AND ENTERPRISES
INCOME AND LOSS SUMMARY - DECEMBER 2019 (\$000's)
DIVISIONS FULLY ALLOCATED**

DECEMBER (11/24/19 - 12/28/19)										FY 18-19		FISCAL YEAR 2019-2020										FY 18-19	
CURRENT MONTH										**		YTD 5 MONTHS (07/28/19 - 12/28/19)										**	
ACTUAL		BUDGET		VARIANCE				LAST YEAR ACT				ACTUAL		BUDGET		VARIANCE				LAST YEAR ACT			
\$	%	\$	%	ACT/BUD		ACT/LY ACT		\$	%	\$	%	\$	%	\$	%	ACT/BUD		ACT/LY ACT		\$	%		
				\$	%	\$	%									\$	%	\$	%				
3,486		3,725		(239)	(6.4%)	(113)	(3.1%)	3,599				19,619		20,760		(1,141)	(5.5%)	(374)	(1.9%)	19,993			
1,066		1,272		(206)	(16.2%)	(236)	(18.1%)	1,302				6,845		7,702		(857)	(11.1%)	62	0.9%	6,783			
341		404		(63)	(15.6%)	(30)	(8.1%)	371				2,136		2,313		(177)	(7.7%)	(24)	(1.1%)	2,160			
87		108		(21)	(19.4%)	(23)	(20.9%)	110				529		615		(86)	(14.0%)	(87)	(14.1%)	616			
4,980		5,509		(529)	(9.6%)	(402)	(7.5%)	5,382				29,129		31,390		(2,261)	(7.2%)	(423)	(1.4%)	29,552			
1,035	29.7%	1,195	32.1%	(160)		(44)	(0.3)	1,079	30.0%			6,261	31.9%	6,843	33.0%	(582)	(1.1)	(192)		6,453	32.3%		
732	68.7%	885	69.6%	(153)	(0.9)	(191)	(2.2)	923	70.9%			4,778	69.8%	5,405	70.2%	(627)	(0.4)	(44)	(1.3)	4,822	71.1%		
341	100.0%	404	100.0%	(63)	0.0	(30)	0.0	371	100.0%			2,134	99.9%	2,311	99.9%	(177)	0.0	(24)	0.0	2,158	99.9%		
43	49.4%	46	42.6%	(3)	6.8	(2)	8.5	45	40.9%			319	60.3%	372	60.5%	(53)	(0.2)	(45)	1.2	364	59.1%		
2,151	43.2%	2,530	45.9%	(379)	(2.7)	(267)	(1.7)	2,418	44.9%			13,492	46.3%	14,931	47.6%	(1,439)	(1.3)	(305)	(0.4)	13,797	46.7%		
826	23.7%	822	22.1%	(4)	(1.6)	(55)	(2.3)	771	21.4%			4,405	22.5%	4,510	21.7%	105	(0.8)	(90)	(0.9)	4,315	21.6%		
858	80.5%	961	75.6%	103	(4.9)	61	(9.9)	919	70.6%			4,636	67.7%	4,796	62.3%	160	(5.4)	(273)	(3.4)	4,363	64.3%		
164	48.1%	194	48.0%	30	(0.1)	12	(0.7)	176	47.4%			1,046	49.0%	1,139	49.2%	93	0.2	21	0.4	1,067	49.4%		
99	113.8%	115	106.5%	16	(7.3)	13	(12.0)	112	101.8%			632	119.5%	640	104.1%	8	(15.4)	(42)	(23.7)	590	95.8%		
1,947	39.1%	2,092	38.0%	145	(1.1)	31	(2.3)	1,978	36.8%			10,719	36.8%	11,085	35.3%	366	(1.5)	(384)	(1.8)	10,335	35.0%		
209	6.0%	373	10.0%	(164)	(4.0)	(99)	(2.6)	308	8.6%			1,856	9.5%	2,333	11.2%	(477)	(1.7)	(282)	(1.2)	2,138	10.7%		
(126)	(11.8%)	(76)	(6.0%)	(50)	(5.8)	(131)	(12.2)	5	0.4%			142	2.1%	609	7.9%	(467)	(5.8)	(317)	(4.7)	459	6.8%		
177	51.9%	210	52.0%	(33)	(0.1)	(18)	(0.7)	195	52.6%			1,088	50.9%	1,172	50.7%	(84)	0.2	(4)	0.3	1,092	50.6%		
(57)	(65.5%)	(69)	(63.9%)	12	(1.6)	10	(4.6)	(67)	(60.9%)			(313)	(59.2%)	(268)	(43.6%)	(45)	(15.6)	(87)	(22.5)	(226)	(36.7%)		
203	4.1%	438	8.0%	(235)	(3.9)	(238)	(4.1)	441	8.2%			2,773	9.5%	3,846	12.3%	(1,073)	(2.8)	(690)	(2.2)	3,463	11.7%		
617	17.7%	631	16.9%	14	(0.8)	(21)	(1.1)	596	16.6%			3,090	15.8%	3,137	15.1%	47	(0.7)	(146)	(1.1)	2,944	14.7%		
338	31.7%	370	29.1%	32	(2.6)	22	(4.1)	360	27.6%			1,860	27.2%	1,954	25.4%	94	(1.8)	(65)	(0.7)	1,795	26.5%		
94	27.6%	105	26.0%	11	(1.6)	7	(0.4)	101	27.2%			519	24.3%	545	23.6%	26	(0.7)	6	0.0	525	24.3%		
95	109.2%	101	93.5%	6	(15.7)	(1)	(23.7)	94	85.5%			509	96.2%	518	84.2%	9	(12.0)	(20)	(16.8)	489	79.4%		
1,144	23.0%	1,207	21.9%	63	(1.1)	7	(1.6)	1,151	21.4%			5,978	20.5%	6,154	19.6%	176	(0.9)	(225)	(1.0)	5,753	19.5%		
(408)	(8.2%)	(257)	(4.7%)	(151)	(3.5)	(122)	(2.9)	(286)	(5.3%)			(1,234)	(4.2%)	(804)	(2.6%)	(430)	(1.6)	(428)	(1.5)	(806)	(2.7%)		
(464)	(9.3%)	(447)	(8.1%)	(17)	(1.2)	(108)	(2.7)	(356)	(6.6%)			(1,718)	(5.9%)	(1,345)	(4.3%)	(373)	(1.6)	(383)	(1.4)	(1,335)	(4.5%)		
83	1.7%	105	1.9%	(22)	(0.2)	(11)	0.0	94	1.7%			569	2.0%	627	2.0%	(58)	0.0	3	0.1	566	1.9%		
(152)	(3.1%)	(170)	(3.1%)	18	0.0	10	(0.1)	(162)	(3.0%)			(822)	(2.8%)	(786)	(2.5%)	(36)	(0.3)	(107)	(0.4)	(715)	(2.4%)		
(941)	(18.9%)	(769)	(14.0%)	(172)	(4.9)	(231)	(5.7)	(710)	(13.2%)			(3,205)	(11.0%)	(2,308)	(7.4%)	(897)	(3.6)	(915)	(3.3)	(2,290)	(7.7%)		
129	2.6%	2	0.0%	127	2.6	45	1.0	84	1.6%			158	0.5%	10	0.0%	148	0.5	33	0.1	125	0.4%		
20	0.4%	20	0.4%	0	0.0	(12)	(0.2)	32	0.6%			108	0.4%	103	0.3%	5	0.1	(47)	(0.1)	155	0.5%		
(26)	(0.5%)	(26)	(0.5%)	0	0.0	3	0.0	(29)	(0.5%)			(128)	(0.4%)	(128)	(0.4%)	0	0.0	17	0.1	(145)	(0.5%)		
0	0.0%	(2)	0.0%	2	0.0	0	0.0	0	0.0%			0	0.0%	(10)	0.0%	10	0.0	0	0.0	0	0.0%		
248	5.0%	248	4.5%	0	0.5	4	0.5	244	4.5%			1,242	4.3%	1,242	4.0%	0	0.3	20	0.2	1,222	4.1%		
371	7.4%	242	4.4%	129	3.0	40	1.2	331	6.2%			1,380	4.7%	1,217	3.9%	163	0.8	23	0.1	1,357	4.6%		
(570)	(11.4%)	(527)	(9.6%)	(43)	(1.8)	(191)	(4.4)	(379)	(7.0%)			(1,825)	(6.3%)	(1,091)	(3.5%)	(734)	(2.8)	(892)	(3.1)	(933)	(3.2%)		

GROSS INCOME
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

GROSS MARGIN
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

TOTAL CONTROLLABLES
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

CONTRIBUTION
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

ALLOCATED EXPENSES
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

NET INCOME (LOSS) FROM OPERATIONS
UCLA Store
UCLA Restaurants
Licensing & Services
UCLA Student Union
TOTAL

OTHER INC/(EXP)
Non-Recurrent Inc/(Exp)
Interest Income
Interest (Expense)
Income Taxes
Student Union Fee Income
TOTAL

NET INCOME (LOSS)

ASUCLA
P/L Reconciliation
Dec-19

Financial Analysis		\$000's
		Dec-19
Budgeted Net Income/(Loss)		(527)
UCLA Store		
Gross Margin:		
Bearwear below plan: while sales are positive the offset is in cost of sales (markdowns and discounts) due to additional promotional plans that were put in place to stimulate sales		(10)
Fast Track below plan due to a downturn in sales trend in popular product line and overall foot traffic, and lack of rain negatively impacted umbrella sales		(6)
Market below plan due to shorter selling holiday period (shift in Thanksgiving) and mild weather impacted sales		(13)
E-Commerce below plan due to impact of poor athletic results and a condensed shopping season due to shift in Thanksgiving holiday, (new promotional efforts were initiated)		(29)
New Text below plan: overall impact of the expense for Fall quarter rental results and negative impact from the prior year transition to a YTD gross margin calculation		(40)
Used Text below plan: overall impact of the expense for Fall quarter rental results and negative impact from the prior year transition to a YTD gross margin calculation		(30)
CRS above plan due to more department orders		7
Bookzone below plan due to decline in library purchases, and big title releases relevant to the campus community did not occur		(8)
Custom Shop above plan due to higher department orders		10
Computer Store below plan: weaker results from One Day Sale and change in Apple's retain channel distribution, which had extended promotional activity		(12)
LuValle Books below plan: overall impact of the expense for Fall quarter rental results and negative impact from the prior year transition to a YTD gross margin calculation		(14)
Total Wages below plan		14
Other, negative controllables and various negative gross margin variances		(33)
Total Contribution		(164)
UCLA Restaurants		
Gross Margin:		
Wetzels below plan: lower average check and customer count drops primarily in Lollicup (new strategies recently introduced such as new menu, Guest Loyalty Card)		(5)
Anderson Café below plan as the sales were lower than estimated (no historical data for first year of budget)		(13)
Northern Lights below plan: continuing general downward trend of customer traffic in northern areas		(9)
CSSC below plan: decline of customer count (plans in progress for menu enhancements in Fusion)		(8)
LuValle Food Servery below plan: while customer counts have improved, average check is lower		(5)
Café 451 below plan due to decline in customer count		(5)
Jimmy's below plan: lower than plan average check, in part due to the Centennial \$.19 cent coffee refill promotion, and prior month invoices impacted cost of sales		(7)
Kerckhoff below plan: lower than plan average check, in part due to the Centennial \$.19 cent coffee refill promotion (strategies to improve focus on training for customer service)		(11)
Cooperage below plan due to lower than plan average check, and impacted by the Centennial \$.19 cent coffee refill promotion		(6)
Taco Bell below plan due to lower than plan average check		(5)
Catering below plan: overall business lower than estimated from University clients		(18)
Concessions below plan due to low attendance during men's basketball games and timing for number of games (5 budgeted but only 3 scheduled)		(50)
Total Wages below plan		44
Other, mostly positive controllables		48
Total Contribution		(50)
Licensing & Services		
Gross Margin:		
Licensing International below plan due to late start in launching new program in Korea		(9)
Licensing Domestic below plan: sustain team performance challenges over multiple years is a factor, and key licensees are experiencing lower sales		(44)
Licensing Campus Sourcing below plan due to less campus orders		(7)
Leased Ops below plan due to delay in Wescom ATM and SOLE/FSR space		(6)
Total Wages below plan		3
Other, positive controllables mostly Licensing		30
Total Contribution		(33)
UCLA Student Union		
Gross Margin:		
Event Services below plan		(2)
AU Post Office below plan due to decline in clientele		(2)
Other, various positive controllables		16
Total Contribution		12
Allocated Expenses and Other		
A&SS below plan in various controllables		11
Utilities below plan mostly due to chiller water savings (drop in consumption compared to prior year and continued efforts for more efficient air controls)		13
Maintenance below plan: lower repairs & maintenance due to less plumbing jobs issued to UCLA with new hired plumber, and less work during the campus closure		26
Depreciation lower than plan due to timing of capitals		13
Other, mostly positive non recurrent		129
Total		192
Actual Net Income/(Loss)		(570)

ASUCLA
P/L Reconciliation
Year-To-Date Through December, 2019

Financial Analysis	\$000's	
Budgeted Net Income/(Loss)		(1,091)
UCLA Store		
Gross Margin:		
Bearwear below plan: low sales of merchandise as it relates to fan enthusiasm on campus and at the Rose Bowl	(154)	
Fast Track below plan: key volume items have slowed	(22)	
Market below plan: impact of mild weather, shorter Thanksgiving holiday period and overall reduction in traffic	(18)	
Essentials below plan due to lower department sales and sales in art and basic supplies	(18)	
E-Commerce below plan as promotional efforts were negatively impacted by the athletic performance	(109)	
New Text below plan: overall impact of expense for Fall quarter rentals and transition to YTD method of calculating gross margin continues to run negative	(40)	
Used Text below plan due to lower enrollment and requisitions, and the negative impact of transition to YTD method of calculating gross margin	(109)	
CRS below plan: decline in digital reader sales and timing for department orders	(36)	
Computer Store below plan mostly due to overall decline in laptop sales	(37)	
LuValle Books below plan due to lower Law School sales and poor sell through to UCLA Extension	(50)	
HSS Dental above plan	23	
Total Wages below plan	34	
Other, positive various controllables	59	
Total Contribution		(477)
UCLA Restaurants		
Gross Margin:		
Wetzel's below plan: general traffic for restaurant location has been slowing	(24)	
Anderson Café below plan: there was no historical data for the first year of the budget and sales were lower than estimated	(96)	
Northern Lights below plan: general downward trend of customer traffic in northern areas	(34)	
North Campus Student CTR below plan due to general downward trend of customer traffic	(26)	
CSSC below plan: mostly decline in customer count	(19)	
LuValle Food Servery below plan: continuing general downward trend of customer traffic in northern areas	(52)	
Café 451 below plan: lower than plan average check, in part due to the Centennial \$.19 cent coffee refill promotion	(21)	
Jimmy's below plan: continuing general downward trend of customer traffic in northern areas (continuing marketing approach)	(44)	
Kerckhoff Coffeehouse below plan: lower average check partly due to the impact of the Centennial \$.19 cent coffee refill promotion	(68)	
Cooperage below plan: lower average check (impacted by the Centennial \$.19 cent coffee refill promotion)	(33)	
Stage Canteen below plan (business has ended)	(18)	
Catering below plan due to overall less business (two major events did not occur)	(61)	
Concessions below plan due to low attendance at games and timing of actual events (5 men's basketball games budgeted but only 8 scheduled)	(47)	
Total Wages lower than plan	78	
Other, positive controllables (\$82K) offset by various negative gross margin variances	(2)	
Total Contribution		(467)
Licensing & Services		
Gross Margin:		
Licensing Domestic below plan due to downward sales trend mainly Under Armour and Sweden (H&M)	(147)	
Licensing International above plan: mostly advance from China	39	
Licensing Campus Sourcing below plan	(28)	
Leased Ops below plan due to delay in Wescom branch, Wescom ATM and SOLE/FSR space leases	(40)	
Total Wages below plan	10	
Other, positive controllables mostly Licensing	82	
Total Contribution		(84)
UCLA Student Union		
Gross Margin:		
Event Services below plan: increased on-campus marketplace competition and less off-campus events	(48)	
AU Post Office below plan due to decline in clientele	(5)	
Total Wages above plan	(11)	
Other, mostly positive controllables	19	
Total Contribution		(45)
Allocated Expenses and Other		
A&SS below plan	10	
Facilities lower than plan mostly wages and benefits and repairs and maintenance	42	
Utilities below plan: savings due to lower consumption and energy efficient processes	45	
Depreciation lower than plan due to timing of capitals	79	
Other: mostly various positive non-recurrent	163	
Total		339
Actual Net Income/(Loss)		(1,825)

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

	Current Month December 2019	Prior Month November 2019	Prior Year July 2019
ASSETS			
CURRENT ASSETS:			
Cash and cash equivalents	\$12,809	\$11,678	\$12,951
Accounts receivable	3,657	4,639	3,819
Less: Allowance for doubtful accounts	(397)	(396)	(378)
Accounts receivable, net	3,260	4,243	3,441
Student fees receivable	0	940	104
Inventories	7,656	7,581	5,680
Prepaid expenses and other current assets	252	264	297
Total current assets	23,977	24,706	22,473
LONG TERM ASSETS			
Property, equipment and improvements	73,266	73,105	72,703
Less: Accumulated depreciation	(52,355)	(52,145)	(51,362)
Total long term assets	20,911	20,960	21,341
TOTAL ASSETS	\$44,888	\$45,666	\$43,814
LIABILITIES AND RETAINED EARNINGS			
CURRENT LIABILITIES:			
Accounts payable	\$5,993	\$8,387	\$6,986
Wages and payroll taxes payable	6,858	4,673	3,932
Sales tax payable & other liabilities	740	1,042	959
Interest payable	36	10	66
Deferred income	2,022	1,742	839
Funds held for others	172	176	140
Current portion of long term debt	908	908	908
Total current liabilities	16,729	16,938	13,830
LONG TERM DEBT:			
AU expansion loan	6,186	6,186	6,186
Total long term debt	6,186	6,186	6,186
TOTAL LIABILITIES	22,915	23,124	20,016
RETAINED EARNINGS:			
Beginning Balance	23,798	23,798	24,492
Year-to-date net income/(loss)	(1,825)	(1,256)	(694)
Ending Balance	21,973	22,542	23,798
TOTAL LIABILITIES AND RETAINED EARNINGS	\$44,888	\$45,666	\$43,814

**ASSOCIATED STUDENTS UCLA
SERVICES AND ENTERPRISES
STATEMENTS OF CASH FLOWS
December 2019
(\$000's)**

CASH FLOWS FROM OPERATING ACTIVITIES:

Net income/(loss) (\$570)
 Adjustments to reconcile net income/(loss) to net cash provided/(used) by operating activities:
 Depreciation 210
 Accounts receivable 983
 Student fees receivable 940
 Short term note receivable 0
 Inventories (75)
 Prepaid expenses and other current assets 12
Increase/(decrease) in current liabilities:
 Accounts payable (2,394)
 Sales tax payable & other liabilities (302)
 Wages and payroll taxes payable 2,186
 Interest payable 26
 Deferred Income 280
 Funds held for others (4)

Net cash provided/(used) by operating activities **1,292**

CASH PROVIDED/(USED) BY INVESTING ACTIVITIES:

Purchase of property, equipment and improvements (161)

Net cash used in investing activities **(161)**

CASH PROVIDED/(USED) BY FINANCING ACTIVITIES:

Principal payments on AU expansion loan 0

Net cash provided/(used) by financing activities **0**

NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS

CASH AND CASH EQUIVALENTS, Beginning

CASH AND CASH EQUIVALENTS, Ending

	Current Month	Year to Date	Prior Year to Date
	(\$570)	(\$1,825)	(\$933)
	210	1,035	1,040
	983	181	3
	940	104	118
	0	0	200
	(75)	(1,975)	(1,145)
	12	45	78
	(2,394)	(1,004)	(1,443)
	(302)	(219)	18
	2,186	2,927	4,027
	26	(30)	(33)
	280	1,183	1,421
	(4)	32	(119)
	1,292	454	3,232
	(161)	(596)	(366)
	(161)	(596)	(366)
	0	0	0
	0	0	0
	1,131	(142)	2,866
	11,678	12,951	13,915
	\$12,809	\$12,809	\$16,781

**ASSOCIATED STUDENTS UCLA
SERVICES AND ENTERPRISES
CASH RESERVE COMPUTATION
December 2019
(\$000's)**

	Current Month December 2019	Prior Month November 2019
CASH AND CASH EQUIVALENTS	\$12,809	\$11,678
BOARD REQUIRED CASH RESERVE	<u>6,080</u>	<u>6,237</u>
RESERVE SURPLUS (DEFICIT)	<u><u>6,729</u></u>	<u><u>5,441</u></u>

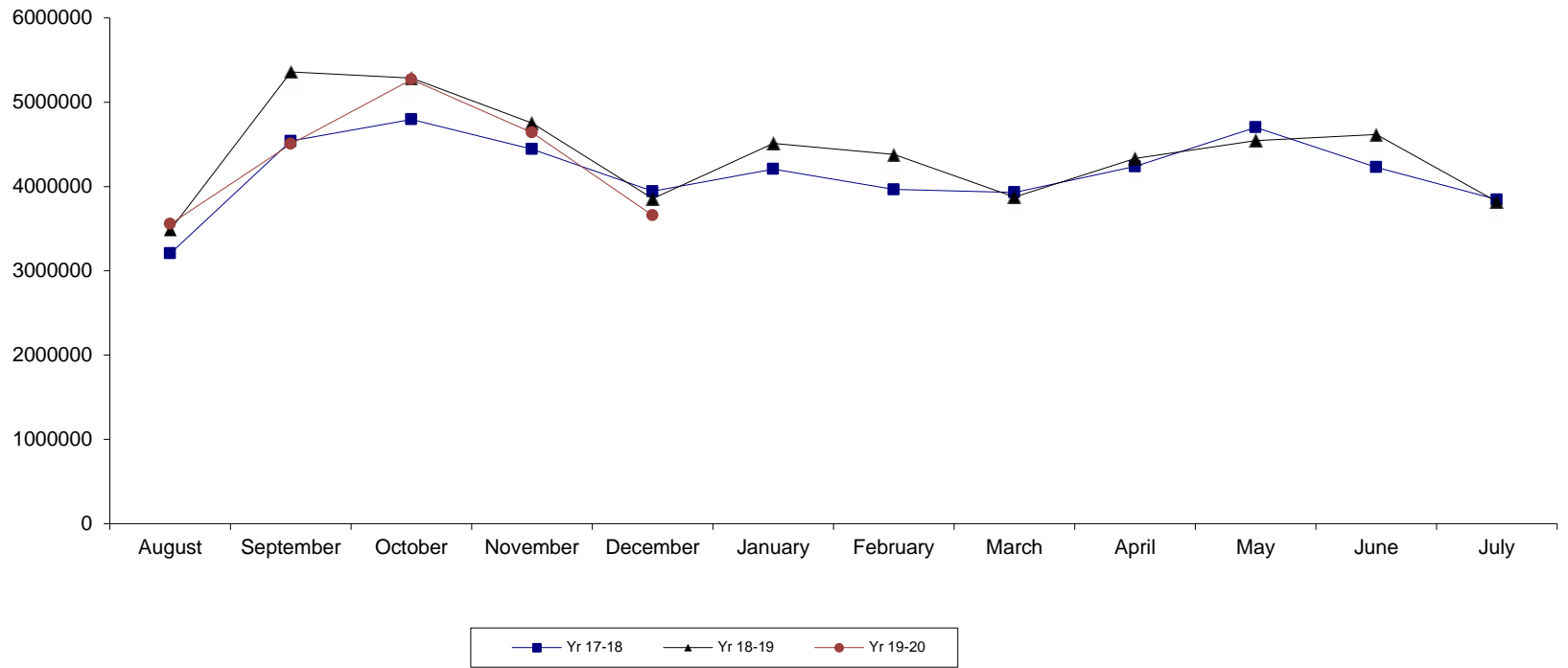
ASUCLA SERVICES AND ENTERPRISES
Capital Expenditures -Current Year Projects (\$000's)
FY 2019-2020 December 2019

PROJECT NAME	BUDGET	PROJECTED						Status
		Payments	PO's	Total	Remaining Balance	Pending	Over (Under)	
Store/Services								
2019-001 Store General Replacement	125.0	16.5	23.1	39.6	85.4		(85.4)	In Progress
2019-002 Store Copiers	25.0	0.0	0.0	0.0	25.0	25.0	0.0	Pending
2019-003 Neon Sign Replacement	10.0	0.0	0.0	0.0	10.0	10.0	0.0	Pending
Total Store/Services	160.0	16.5	23.1	39.6	120.4	35.0	(85.4)	
Food Service								
2019-004 FS Miscellaneous and Unanticipated	50.0	13.2	0.0	13.2	36.8		(36.8)	In Progress
2019-005 FS Patio Furniture Upgrade	20.0	0.0	0.0	0.0	20.0	20.0	0.0	Pending
2019-006 Patio Umbrellas	30.0	0.0	24.7	24.7	5.3		(5.3)	In Progress
2019-007 Chef Express Ovens	15.0	6.8	0.0	6.8	8.2		(8.2)	In Progress
2019-008 KCH Dining Room Upgrade	100.0	0.0	0.0	0.0	100.0	100.0	0.0	Pending
2019-009 Deep Fryer	15.0	0.0	16.8	16.8	(1.8)		1.8	In Progress
2019-010 LuValle Patio Enhancements	75.0	0.0	0.0	0.0	75.0	75.0	0.0	Pending
2019-011 LuValle Interior Lamination	25.0	0.0	0.0	0.0	25.0	25.0	0.0	Pending
2019-012 Commissary Kitchen Equipment Upgrades	35.0	0.0	0.0	0.0	35.0	35.0	0.0	Pending
2019-013 Northern Lights Lounge Furniture	10.0	0.0	0.0	0.0	10.0	10.0	0.0	Pending
2019-014 Café Synapse Cosmetic Improvements	250.0	0.0	0.0	0.0	250.0	250.0	0.0	Pending
2019-016 Printer Replacement	10.0	0.0	2.2	2.2	7.8		(7.8)	In Progress
2019-017 PC Replacement	60.0	10.0	51.6	61.6	(1.6)		1.6	In Progress
2019-018 Window Upgrade (Servers and Desktops)	195.0	74.8	21.1	95.9	99.1		(99.1)	In Progress
2019-019 Marketing Misc. Hardware/Software Upgrades	15.0	7.9	0.1	8.0	7.0		(7.0)	In Progress
2019-020 Oversize printer replacement	18.0	0.0	0.0	0.0	18.0	18.0	0.0	Pending
2019-021 Video Equipment	6.0	0.0	0.0	0.0	6.0	6.0	0.0	Pending
Total Technology	354.0	96.2	75.0	171.2	182.8	24.0	(158.8)	
Trademarks & Licensing								
2019-023 Database/Dashboard	100.0	0.0	0.0	0.0	100.0	100.0	0.0	Pending
Total; Trademarks & Licensing	200.0	0.0	0.0	0.0	200.0	200.0	0.0	
Others								
2019-024 Fac Misc. and Remodels	75.0	6.8	30.2	36.9	38.1		(38.1)	In Progress
2019-025 LVC South Entrance Waterproofing	290.0	0.0	0.0	0.0	290.0	290.0	0.0	Pending
2019-026 AU Water Regulator Heads	40.0	23.2	(0.0)	23.2	16.8		(16.8)	In Progress
2019-027 AU/KH HVAC MBC Panel Replace/Upgrade	100.0	0.0	0.0	0.0	100.0	100.0	0.0	Pending
2019-028 Retrofit CSSC Blaze Hoods	5.0	0.0	0.0	0.0	5.0	5.0	0.0	Pending
2019-029 AU A-Level Store Fire Doors	250.0	0.0	0.0	0.0	250.0	250.0	0.0	Pending
2019-030 TH Kitchen Waterproofing	55.0	0.0	0.0	0.0	55.0	55.0	0.0	Pending
2019-031 AU/KH Lighting Controls	5.0	0.0	0.0	0.0	5.0	5.0	0.0	Pending
2019-032 Replace HVAC Motors	45.0	0.0	0.0	0.0	45.0	45.0	0.0	Pending
2019-033 Custodial Replacements	10.0	20.0	0.0	20.0	(10.0)		10.0	In Progress
2019-034 SUO Mfg Rm/Venue Equipment	60.0	0.0	0.0	0.0	60.0	60.0	0.0	Pending
2019-035 SUO General Replacement	15.0	0.0	0.0	0.0	15.0	15.0	0.0	Pending
2019-036 SUO Lounge Upgrades	40.0	0.0	0.0	0.0	40.0	40.0	0.0	Pending
2019-037 SUO Coop Dining Acoustical Enhancement	35.0	0.0	0.0	0.0	35.0	35.0	0.0	Pending
2019-038 SUO Information Window and Office Remodel	30.0	0.0	0.0	0.0	30.0	30.0	0.0	Pending
2019-039 KGS Sideroom Renovation	18.5	0.0	0.0	0.0	18.5	18.5	0.0	Pending
2019-040 KGS Presentation Upgrade	10.5	0.0	0.0	0.0	10.5	10.5	0.0	Pending
2019-041 Stateroom Carpet and In-Ceiling Projection Screen	32.0	0.0	0.0	0.0	32.0	32.0	0.0	Pending
2019-042 Wireless Portable Sound Systems	8.5	0.0	0.0	0.0	8.5	8.5	0.0	Pending
2019-043 Virtual EMS	20.0	0.0	0.0	0.0	20.0	20.0	0.0	Pending
2019-044 Finance Misc. Replacements	15.0	0.0	0.0	0.0	15.0	15.0	0.0	Pending
2019-045 MCO Equipment - currency counter	30.0	0.0	0.0	0.0	30.0	30.0	0.0	Pending
2019-046 Replace Cameras	40.0	44.3	3.5	47.8	(7.8)		7.8	In Progress
2019-047 EDO Office Furniture	3.5	0.0	0.0	0.0	3.5	3.5	0.0	Pending
2019-048 EDO Lighting	8.0	0.0	0.0	0.0	8.0	8.0	0.0	Pending
2019-049 North Campus Student Center Kitchen Roof	0.0	31.7	0.0	31.7	0.0		31.7	In Progress
2019-050 Law Conceptual Design	0.0	35.0	0.0	35.0	0.0		35.0	In Progress
2019-051 AU Elevator Hoist Rope Replacement	0.0	0.0	42.0	42.0	0.0		42.0	In Progress
2019-052 Kerckhoff Elevator Work	0.0	0.0	16.0	16.0	0.0		16.0	In Progress
2019-053 Customer Feedback Kiosks	0.0	1.1	0.5	1.6	1.9		1.6	In Progress
Total Others	1,241.0	162.0	92.2	254.2	1,114.9	1,076.0	89.2	
Total Current Year Projects	2,580.0	294.7	231.9	526.6	2,181.6	1,850.0	(203.4)	

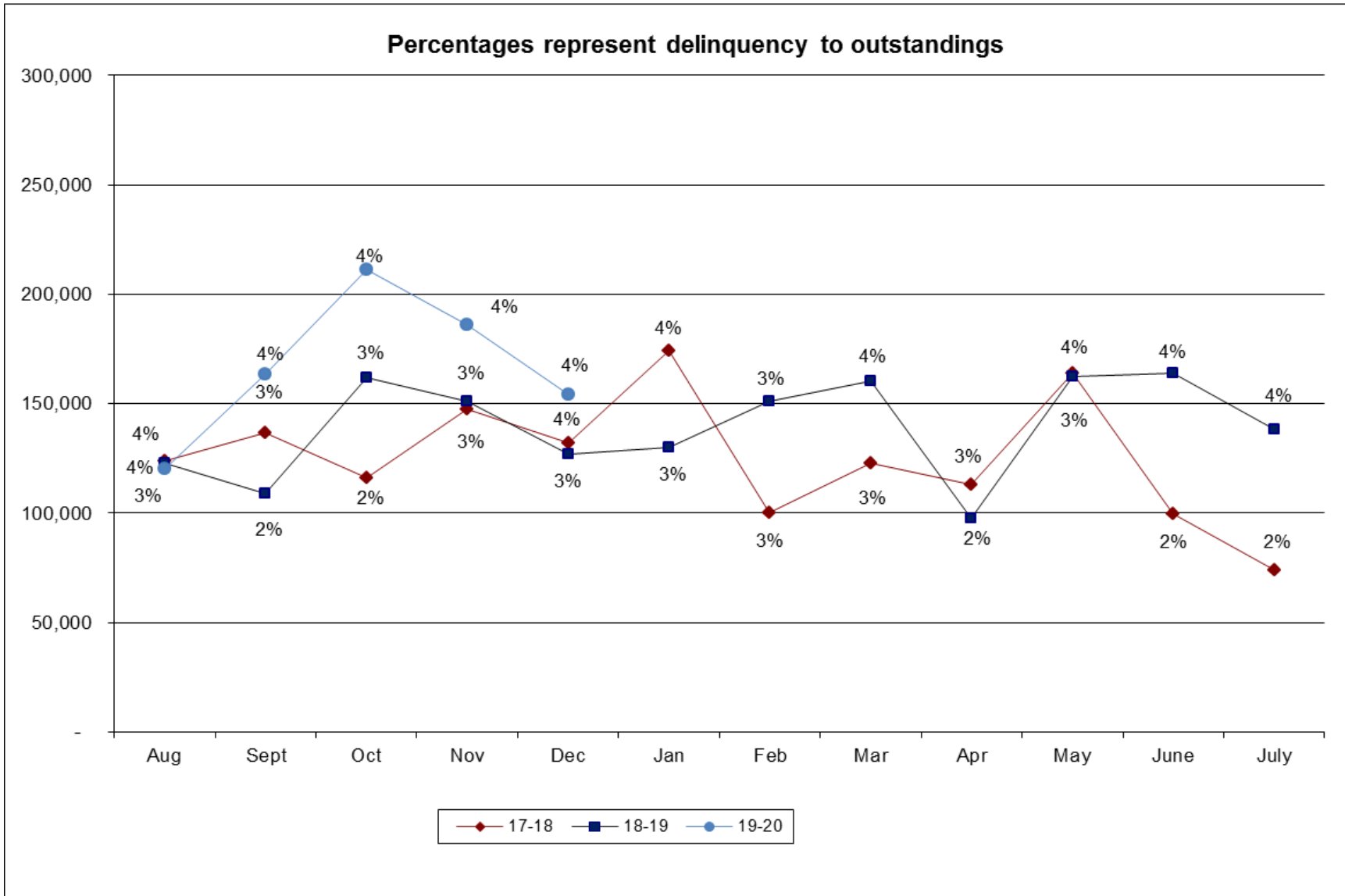
ASSOCIATED STUDENTS UCLA SERVICES AND ENTERPRISES
ACCOUNTS RECEIVABLE AGING REPORT

12/28/19	Dec	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$854,759	26%	\$71,824	45%	\$26,949	31%	\$3,274	27%	\$2,212	8%	\$3,287	14%	\$962,305	26%
ASUCLA PUBLICATIONS		\$68,784	2%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$68,784	2%
ASUCLA USA/GSA		\$122,918	4%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$122,918	3%
DUE FROM VENDORS		\$269,126	8%	\$12,236	8%	\$8,241	9%	\$3,535	29%	\$26,536	91%	\$17,691	73%	\$337,365	9%
DENTAL KITS		\$480,688	14%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$480,688	13%
OTHER		1,545,912	46%	\$76,411	47%	\$53,779	60%	\$5,307	44%	\$259	1%	\$3,006	13%	\$1,684,674	47%
TOTAL CURRENT MONTH		\$3,342,187	100%	\$160,471	100%	\$88,969	100%	\$12,116	100%	\$29,007	100%	\$23,984	100%	\$3,656,734	100%
		92%		4%		2%		0%		1%		1%		100%	
11/23/19	Nov	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$820,071	22%	\$188,204	26%	\$49,335	88%	\$64,952	84%	\$3,645	14%	\$9,834	38%	\$1,136,041	24%
ASUCLA PUBLICATIONS		\$101,118	3%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$101,118	2%
ASUCLA USA/GSA		\$134,876	4%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$134,876	3%
DUE FROM VENDORS		\$599,356	16%	\$12,729	2%	(\$672)	-1%	\$12,718	16%	\$21,537	80%	\$14,357	57%	\$660,025	14%
DENTAL KITS		\$566,864	15%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$566,864	12%
OTHER		\$1,499,720	40%	\$530,150	72%	\$7,047	13%	\$355	0%	\$1,610	6%	\$1,394	5%	\$2,040,276	45%
TOTAL CURRENT MONTH		\$3,722,005	100%	\$731,083	100%	\$55,710	100%	\$78,025	100%	\$26,792	100%	\$25,585	100%	\$4,639,200	100%
		80%		16%		1%		1%		1%		1%		100%	
10/26/19	Oct	Current	%	30+	%	60+	%	90+	%	120+	%	150+	%	Total	%
UNIVERSITY		\$948,360	19%	\$175,263	90%	\$85,308	65%	\$7,711	32%	\$10,195	32%	\$5,573	22%	\$1,232,410	23%
ASUCLA PUBLICATIONS		\$146,463	3%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$146,463	3%
ASUCLA USA/GSA		\$124,175	3%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$124,175	2%
DUE FROM VENDORS		\$313,739	6%	(\$1,227)	-1%	(\$101)	0%	\$14,052	59%	\$21,608	67%	\$14,406	58%	\$362,477	7%
DENTAL KITS		\$655,739	13%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$655,739	12%
OTHER		\$2,675,423	56%	\$19,821	11%	\$45,145	35%	\$2,099	9%	\$249	1%	\$5,055	20%	\$2,747,792	53%
TOTAL CURRENT MONTH		\$4,863,899	100%	\$193,857	100%	\$130,352	100%	\$23,862	100%	\$32,052	100%	\$25,034	100%	\$5,269,056	100%
		92%		4%		2%		0%		1%		1%		100%	

Total Accounts Receivable Balances 12 Month History Aug 17 to Dec 19



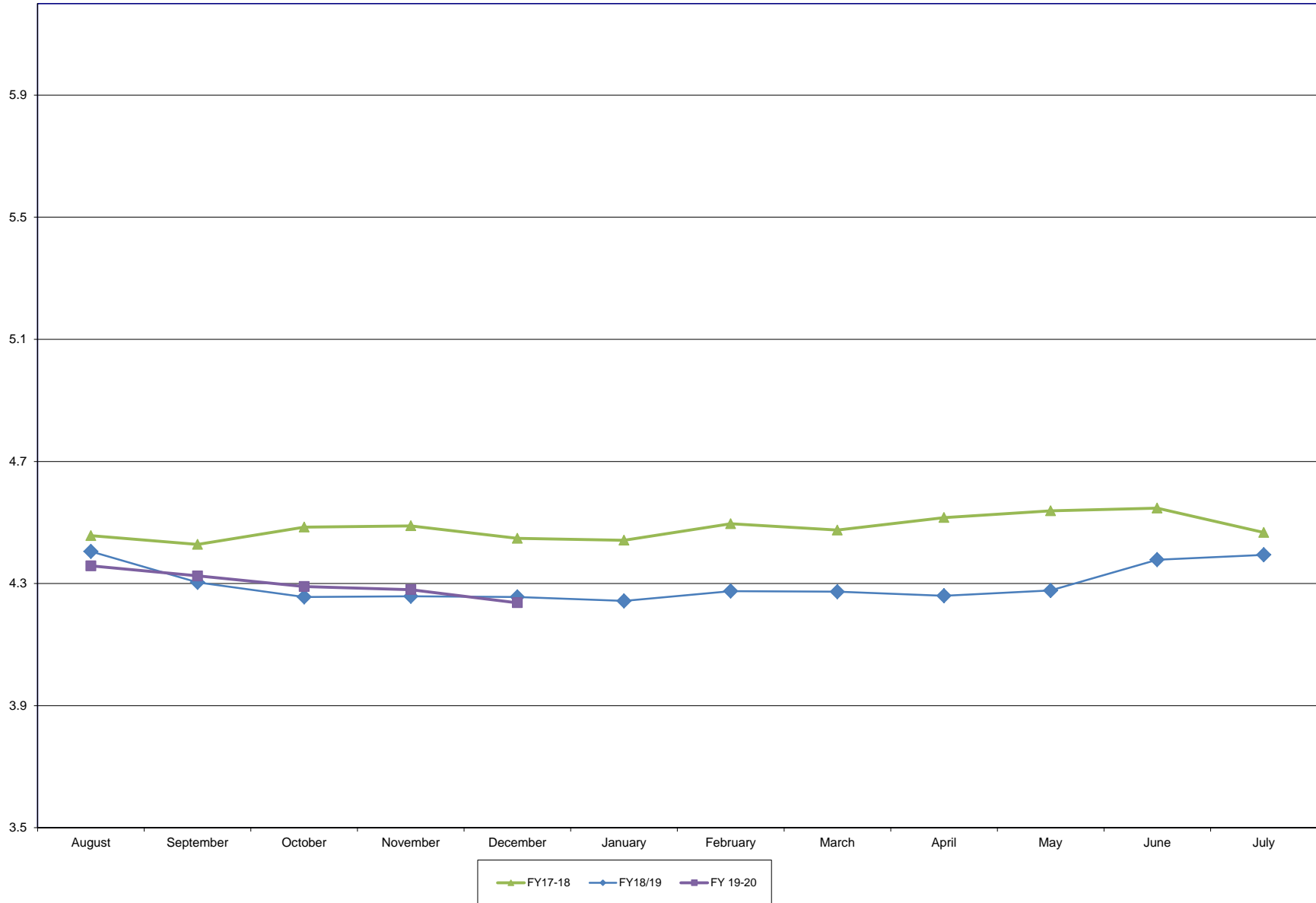
Aged Accounts Receivable Balances > 60 Days Past Due



Associated Students UCLA Store Inventory At Cost (\$'000)



Associated Students UCLA Store Inventory Turns*



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

UCLA STORE
INCOME STATEMENT

DEC. 05(11/24/19-12/28/19)			FISCAL YEAR 19-20			FISCAL YEAR 18-19	
CURRENT MONTH			YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
1,419,806	1,559,190	<139,384>	7,741,771	8,250,328	<508,557>	1,518,665	7,984,195
1,113,521	1,145,614	<32,093>	6,261,045	6,706,166	<445,121>	1,067,103	6,328,129
113,566	123,320	<9,754>	580,765	554,049	26,716	123,323	554,297
112,004	128,400	<16,396>	804,888	883,950	<79,062>	136,860	889,973
268,106	296,000	<27,894>	688,787	829,000	<140,213>	291,384	767,471
341,746	337,375	4,371	2,928,935	2,801,500	127,435	332,178	2,762,744
0	0	0	0	0	0	0	16,905
3,368,749	3,589,899	<221,150>	19,006,192	20,024,993	<1,018,801>	3,469,512	19,303,713
2,439,876	2,517,848	77,972	13,287,463	13,840,812	553,349	2,507,961	13,466,473
3,198	3,680	482	21,820	23,830	2,010	3,725	24,442
5,521	5,960	439	31,630	34,360	2,730	5,500	32,513
524	570	46	2,675	2,540	<135>	567	2,548
558	750	192	4,158	4,870	712	688	4,661
1,208	1,230	22	10,152	9,900	<252>	1,129	9,986
11,009	12,190	1,181	70,435	75,500	5,065	11,609	74,150
2,450,884	2,530,038	79,154	13,357,898	13,916,312	558,414	2,519,570	13,540,623
72.4	70.1	<2.3>	69.9	69.1	<0.8>	72.3	69.8
917,865	1,059,861	<141,996>	5,648,294	6,108,681	<460,387>	949,942	5,763,090
27.6	29.9	<2.3>	30.1	30.9	<0.8>	27.7	30.2
0.3	0.3	0.0	0.4	0.4	0.0	0.3	0.4
27.3	29.5	<2.3>	29.7	30.5	<0.8>	27.4	29.9
7.2	11.0	<3.8>	14.6	15.5	<0.9>	6.8	14.9
47.6	48.6	<1.0>	49.0	48.9	0.0	47.8	48.7
41.0	40.9	0.1	41.3	41.6	<0.3>	41.1	41.4
27.2	35.7	<8.5>	31.7	33.2	<1.5>	31.1	30.6
49.2	51.2	<2.0>	50.6	51.1	<0.5>	50.5	50.9
22.5	25.0	<2.5>	20.9	21.5	<0.5>	29.3	21.2
0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
117,249	134,651	<17,402>	612,643	734,776	<122,133>	129,146	689,640
1,035,113	1,194,512	<159,399>	6,260,937	6,843,457	<582,520>	1,079,089	6,452,731
263,739	268,093	4,354	1,306,438	1,336,121	29,683	259,498	1,294,233
350	0	<350>	10,834	0	<10,834>	0	0
205,010	215,442	10,432	1,177,540	1,192,319	14,779	195,614	1,121,400
469,100	483,535	14,435	2,494,813	2,528,440	33,627	455,112	2,415,633
13.9	13.5	<0.5>	13.1	12.6	<0.5>	13.1	12.5
132,422	134,708	2,286	626,793	673,391	46,598	133,786	619,008
13,896	12,545	<1,351>	60,485	45,824	<14,661>	13,712	52,844
17,404	9,409	<7,995>	70,632	47,045	<23,587>	7,122	34,619
23	15	<8>	97	71	<26>	16	93
692	950	258	16,293	7,500	<8,793>	3,004	10,039
897	300	<597>	2,093	1,500	<593>	598	1,620
3,643	3,940	297	33,811	30,780	<3,031>	3,935	30,856
47,899	44,529	<3,370>	118,504	137,969	19,465	43,066	129,319
600	1,000	400	4,179	5,000	821	337	4,488
0	0	0	395	0	<395>	0	0
0	0	0	0	0	0	<5>	<5>
20,962	21,790	828	142,964	153,264	10,300	23,155	164,894
<1,200>	<1,200>	<200>	<10,436>	<9,300>	1,136	0	<10,677>
10,379	2,015	<8,364>	269,871	285,075	15,204	<2,020>	273,024
0	0	0	104	0	<104>	0	0
4,616	4,830	214	23,264	18,550	<4,714>	3,817	23,563
53,066	56,345	3,279	347,865	367,745	19,880	53,318	349,390
950	0	<950>	3,212	0	<3,212>	337	4,312
5,577	0	<5,577>	6,623	0	<6,623>	2,092	5,314
0	0	0	0	0	0	0	0
1,856	300	<1,556>	3,089	2,600	<489>	279	2,528
300	300	0	300	300	0	300	300
14,376	10,765	<3,611>	64,526	53,425	<11,101>	13,696	54,719
1,446	3,340	1,894	1,814	3,340	1,526	3,208	3,556
2,586	1,650	<936>	7,018	9,100	2,082	1,571	5,657
9,905	9,905	0	60,221	59,530	<691>	100	63,192
0	2	2	0	9	9	0	0
14,390	20,818	6,428	55,985	89,304	33,319	10,686	76,589
356,885	338,256	<18,629>	1,909,702	1,982,022	72,320	316,110	1,899,242
825,985	821,791	<4,194>	4,404,514	4,510,462	105,948	771,222	4,314,874
209,129	372,721	<163,592>	1,856,423	2,332,995	<476,572>	307,867	2,137,856
35,688	40,404	4,716	199,653	221,804	22,151	34,359	203,877
162,530	163,557	1,027	784,569	798,143	13,574	154,776	765,513
84,005	79,917	<4,088>	380,590	383,804	3,214	67,283	322,008
49,856	44,662	<5,194>	239,740	217,478	<22,262>	55,548	224,928
122,269	119,520	<2,749>	625,069	587,821	<37,248>	115,459	561,509
87,178	98,895	11,717	455,894	488,193	32,299	91,140	455,490
16,455	20,453	3,998	109,853	124,500	14,647	19,175	123,462
58,897	62,929	4,032	294,468	314,645	20,177	57,859	286,604
616,878	630,337	13,459	3,089,835	3,136,388	46,553	595,600	2,943,391
<407,749>	<257,616>	<150,133>	<1,233,412>	<803,393>	<430,019>	<287,733>	<805,534>

UCLA RESTAURANTS
INCOME STATEMENT

DEC. 05(11/24/19-12/28/19)			FISCAL YEAR 19-20			FISCAL YEAR 18-19	
CURRENT MONTH			YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
127,502	124,507	2,995	901,126	899,096	2,030	144,139	861,630
166,265	202,914	<36,649>	1,077,777	1,319,698	<241,922>	157,155	869,052
125,319	138,637	<13,318>	771,126	826,596	<55,470>	154,072	790,352
187,588	204,109	<16,521>	1,084,455	1,232,944	<148,489>	229,453	1,164,438
175,651	214,931	<39,280>	1,146,806	1,371,455	<224,649>	231,795	1,280,215
137,679	221,600	<83,921>	918,795	1,030,511	<111,716>	204,281	857,093
920,005	1,106,698	<186,693>	5,900,084	6,680,300	<780,216>	1,120,896	5,822,781
334,188	387,191	53,003	2,066,695	2,296,763	230,068	378,442	1,961,031
36.3	35.0	<1.3>	35.0	34.4	<0.7>	33.8	33.7
585,817	719,507	<133,690>	3,833,389	4,383,537	<550,148>	742,454	3,861,749
63.7	65.0	<1.3>	65.0	65.6	<0.7>	66.2	66.3
62.7	66.4	<3.6>	63.9	65.9	<2.0>	65.7	66.8
64.4	64.5	<0.1>	64.7	65.0	<0.2>	65.0	65.7
67.2	68.0	<0.9>	67.6	67.1	0.6	66.5	67.9
61.2	64.3	<3.1>	65.7	67.3	<1.6>	64.8	67.4
64.5	65.4	<0.9>	64.2	64.6	<0.4>	66.1	65.4
63.3	63.6	<0.3>	64.4	64.8	<0.4>	69.4	66.4
146,323	165,266	<18,943>	944,624	1,021,705	<77,081>	180,864	960,534
732,141	884,773	<152,632>	4,778,013	5,405,242	<627,229>	923,318	4,822,283
326,149	338,614	12,465	1,573,829	1,608,172	34,344	325,958	1,524,175
1,570	2,304	734	10,244	13,824	3,580	4,486	12,543
281,520	313,320	31,800	1,646,576	1,688,574	41,998	308,330	1,516,179
<30,714>	<31,216>	<502>	<188,653>	<190,654>	<2,001>	<38,938>	<207,931>
578,526	623,022	44,496	3,041,995	3,119,916	77,921	599,836	2,844,967
62.9	56.3	<6.6>	51.6	46.7	<4.9>	53.5	48.9
158,958	187,310	28,352	826,384	866,348	39,964	182,834	794,685
1,196	1,345	149	9,975	9,220	<755>	2,499	11,166
6,111	3,785	<2,326>	25,943	18,775	<7,168>	2,627	12,821
0	1,000	1,000	0	4,000	4,000	0	0
2,420	3,000	580	12,786	16,000	3,214	<306>	6,690
44,949	50,372	5,423	276,260	301,143	24,883	51,344	255,691
4.9	4.6	<0.3>	4.7	4.5	<0.2>	4.6	4.4
7,377	5,817	<1,560>	36,691	31,033	<5,658>	7,665	33,398
<19,255>	<15,000>	4,255	<60,359>	<75,000>	<14,641>	<15,482>	<63,018>
3,298	3,875	577	24,279	18,675	<5,604>	5,109	32,854
4,562	5,135	573	26,934	32,648	5,714	6,264	30,531
1,834	1,059	<775>	18,668	9,661	<9,007>	523	11,600
3,622	4,770	1,148	25,679	30,722	5,043	1,258	22,788
0	500	500	0	2,500	2,500	0	0
25	0	<25>	126	0	<126>	57	108
11,229	8,430	<2,799>	58,438	41,023	<17,415>	7,693	43,549
27,747	29,541	1,794	191,724	214,553	22,829	29,592	184,810
1,625	1,767	142	10,396	11,236	840	1,911	10,265
602	940	338	1,933	5,304	3,371	<206>	281
58	0	<58>	88	0	<88>	22	53
748	500	<248>	1,016	500	<516>	270	5,139
0	0	0	2,205	0	<2,205>	0	0
2,037	410	<1,627>	3,357	2,050	<1,307>	888	1,841
0	0	0	640	0	<640>	625	8,783
862	2,200	1,338	2,043	2,200	157	700	5,917
19,685	41,473	21,788	98,959	133,573	34,614	33,011	108,338
279,694	338,229	58,535	1,594,163	1,676,164	82,001	318,898	1,518,289
858,219	961,251	103,032	4,636,158	4,796,080	159,922	918,734	4,363,256
<126,079>	<76,478>	<49,601>	141,855	609,162	<467,307>	4,584	459,027
44,013	52,059	8,046	243,149	271,947	28,798	45,285	239,095
49,717	55,853	6,136	288,456	312,480	24,024	55,993	276,482
25,696	27,292	1,596	141,356	149,505	8,149	24,341	114,422
15,250	15,252	2	88,278	83,926	<4,352>	20,096	81,101
37,401	40,817	3,416	230,576	226,796	<3,780>	41,769	196,910
76,765	87,096	10,331	401,439	429,946	28,507	80,254	401,083
14,489	18,011	3,522	96,732	109,644	12,912	16,885	108,715
74,268	74,027	<241>	369,914	370,135	221	75,501	376,706
337,598	370,407	32,809	1,859,900	1,954,379	94,479	360,122	1,794,513
<463,677>	<446,885>	<16,792>	<1,718,045>	<1,345,217>	<372,828>	<355,538>	<1,335,486>
217,680	246,466	<28,786>	1,360,526	1,497,752	<137,226>	266,861	1,412,686
73,122	80,064	<6,942>	466,892	506,171	<39,279>	95,273	517,276
144,558	166,402	<21,844>	893,634	991,581	<97,947>	171,588	895,410
7.08	7.15	<0.06>	7.14	7.17	<0.03>	7.11	7.05
9.63	9.52	0.11	9.65	9.55	0.10	9.16	9.08
5.79	6.00	<0.21>	5.82	5.96	<0.13>	6.06	5.98
25,716	28,212	2,496	143,500	145,276	1,776	29,343	139,854
35.78	39.17	<3.40>	41.12	45.97	<4.86>	38.20	41.63

LICENSING & SERVICES
INCOME STATEMENT

DEC. 05(11/24/19-12/28/19)			FISCAL YEAR 19-20			FISCAL YEAR 18-19	
CURRENT MONTH			YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
10,372	8,250	2,122	70,654	71,750	<1,096>	8,376	71,942
10,372	8,250	2,122	70,654	71,750	<1,096>	8,376	71,942
189	165	<24>	1,442	1,435	<7>	50	1,261
10,183	8,085	2,098	69,212	70,315	<1,103>	8,326	70,681
98.2	98.0	0.2	98.0	98.0	<0.0>	99.4	98.3
98.2	98.0	0.2	98.0	98.0	<0.0>	99.4	98.3
184,995	244,397	<59,402>	1,372,385	1,508,612	<136,227>	226,764	1,458,987
128,079	133,785	<5,707>	604,567	644,287	<39,720>	115,370	545,772
17,625	17,625	0	88,125	88,125	0	20,700	82,800
330,698	395,807	<65,109>	2,065,077	2,241,024	<175,947>	362,834	2,087,560
340,881	403,892	<63,011>	2,134,289	2,311,339	<177,050>	371,160	2,158,241
46,500	49,914	3,414	239,624	249,570	9,946	49,828	239,077
823	730	<93>	3,035	3,275	240	0	88
47,323	50,644	3,321	242,659	252,845	10,186	49,828	239,165
456.3	613.9	157.6	343.4	352.4	9.0	594.9	332.4
23,473	23,794	321	122,505	118,970	<3,535>	26,129	123,208
207	314	107	730	1,570	840	91	2,736
988	475	<513>	4,922	2,175	<2,747>	671	7,481
<1>	220	221	1,127	1,100	<27>	21	246
1,255	75	<1,180>	36,910	30,875	<6,035>	2,218	12,681
0	3,600	3,600	9,001	13,000	3,999	1,693	8,381
8,354	1,525	<6,829>	41,026	7,625	<33,401>	406	11,568
0	0	0	384	0	<384>	0	0
2,580	2,417	<163>	4,743	18,085	13,342	2,083	11,539
0	400	400	0	2,000	2,000	0	3,658
0	2,550	2,550	0	12,682	12,682	12,406	15,346
0	4,475	4,475	97,609	112,375	14,766	<16,212>	70,236
17,431	22,606	5,175	103,256	121,194	17,938	21,364	119,567
62,610	81,199	18,589	381,379	444,415	63,036	75,626	440,829
116,898	143,650	26,752	803,591	886,066	82,475	126,496	827,477
164,221	194,294	30,073	1,046,249	1,138,911	92,662	176,324	1,066,642
176,659	209,598	<32,939>	1,088,040	1,172,428	<84,388>	194,835	1,091,599
3,600	4,231	631	19,441	22,270	2,829	3,762	20,123
15,364	16,271	907	86,547	86,446	<101>	15,485	85,024
8,219	8,669	450	43,748	45,144	1,396	6,941	36,194
4,878	4,845	<33>	27,310	25,220	<2,090>	5,730	25,725
11,963	12,966	1,003	71,377	68,571	<2,806>	11,911	62,835
39,323	44,535	5,212	205,636	219,840	14,204	41,110	205,454
7,422	9,221	1,799	49,551	56,135	6,584	8,649	55,689
3,177	4,268	1,091	15,887	21,340	5,453	7,159	34,389
93,946	105,006	11,060	519,497	544,966	25,469	100,747	525,433
82,713	104,592	<21,879>	568,543	627,462	<58,919>	94,088	566,166

ADMINISTRATIVE AND SUPPORT SERVICES
EXPENSE STATEMENT

DEC. 05(11/24/19-12/28/19)			FISCAL YEAR 19-20			FISCAL YEAR 18-19	
CURRENT MONTH			YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
351,899	345,001	<6,898>	1,735,401	1,724,483	<10,918>	333,827	1,602,931
2,650	815	<1,835>	12,649	4,075	<8,574>	0	7,875
23,934	38,934	15,000	179,316	199,115	19,799	33,140	163,933
378,482	384,750	6,268	1,927,366	1,927,673	307	366,967	1,774,740
7.6	7.0	<0.6>	6.6	6.1	<0.5>	6.8	6.0
0	0	0	12,116	11,021	<1,095>	0	10,700
2,000	345	<1,655>	4,000	1,725	<2,275>	0	2,000
175,121	168,840	<6,281>	834,039	844,009	9,970	161,542	759,974
7,331	6,200	<1,131>	34,274	33,565	<709>	5,135	33,423
11,457	6,144	<5,313>	49,937	30,861	<19,076>	5,155	25,139
741	685	<56>	3,116	3,526	410	667	3,542
1,392	3,893	2,501	10,610	18,856	8,246	1,155	4,902
34	200	166	864	1,000	136	0	216
1,481	2,653	1,172	30,980	13,265	<17,715>	1,343	7,278
0	1,000	1,000	0	5,000	5,000	0	0
0	1,000	1,000	0	28,282	28,282	0	2,245
0	417	417	4,144	2,081	<2,063>	296	894
1,033	320	<713>	9,573	1,600	<7,973>	320	1,010
0	0	0	209	0	<209>	0	0
0	50	50	0	250	250	0	0
108	475	367	393	2,525	2,132	22	396
0	75	75	0	375	375	0	0
534	250	<284>	1,244	1,250	6	529	1,774
<450>	<300>	150	<94>	<1,300>	<1,206>	45	<287>
0	100	100	2,280	500	<1,780>	332	332
3,125	2,500	<625>	14,934	12,500	<2,434>	2,422	10,463
<620>	325	945	12,565	11,825	<740>	3,289	8,289
0	100	100	15,186	10,300	<4,886>	6,478	10,478
5,741	6,775	1,034	42,879	41,983	<896>	4,540	32,629
734	1,148	414	3,702	5,740	2,038	761	3,856
17,854	16,792	<1,062>	69,837	83,960	14,123	14,427	59,685
0	185	185	0	925	925	0	0
1,910	1,910	0	17,394	17,394	0	1,854	16,887
<4>	41	45	<8>	205	213	0	3
25,367	25,367	0	126,835	126,835	0	23,061	115,305
17,312	10,310	<7,002>	88,330	33,692	<54,638>	19,574	133,878
1,188	1,188	<0>	5,942	5,940	<2>	1,218	6,088
9,417	9,417	0	65,553	64,582	<971>	11,667	57,836
1,960	1,500	<460>	12,352	12,000	<352>	1,543	7,320
8,358	8,583	225	41,788	42,915	1,127	10,443	52,214
0	0	0	4,075	4,075	0	0	3,956
455	722	267	2,999	3,610	611	4,699	14,016
7,178	16,256	9,078	62,062	73,001	10,939	15,783	70,876
0	1,000	1,000	4,843	5,650	807	114	2,855
2,923	2,665	<258>	16,876	18,836	1,960	2,587	18,287
3,905	4,600	695	18,306	20,600	2,294	4,030	17,571
8,333	14,917	6,584	41,665	74,585	32,920	7,250	36,250
0	0	0	0	0	0	0	854
4,442	8,926	4,485	26,222	43,602	17,381	8,666	42,332
18,589	18,589	0	92,945	92,945	0	18,048	90,240
250	500	250	22,251	21,000	<1,251>	288	18,916
339,198	346,663	7,465	1,807,219	1,827,091	19,872	339,285	1,684,622
717,680	731,413	13,733	3,734,585	3,754,764	20,179	706,252	3,459,362
20,854	23,205	2,351	109,056	114,550	5,494	21,802	108,960
3,936	4,799	863	26,279	29,212	2,933	4,587	29,534
25,543	28,044	2,501	121,855	140,220	18,365	24,293	118,834
50,334	56,048	5,714	257,190	283,982	26,792	50,682	257,327
768,014	787,461	19,447	3,991,775	4,038,746	46,971	756,934	3,716,689
<685,051>	<702,531>	<17,480>	<3,550,531>	<3,587,266>	<36,735>	<674,721>	<3,300,191>
<41,183>	<41,183>	0	<221,184>	<221,184>	0	<40,896>	<206,460>
<3,371>	<3,371>	0	<21,886>	<21,886>	0	<3,455>	<17,461>
<38,409>	<40,376>	<1,967>	<198,174>	<208,410>	<10,236>	<37,862>	<192,577>
<768,014>	<787,461>	<19,447>	<3,991,775>	<4,038,746>	<46,971>	<756,934>	<3,716,689>
0	0	0	<0>	0	0	0	0

**FACILITIES
EXPENSE STATEMENT**

DEC. 05(11/24/19-12/28/19)			FISCAL YEAR 19-20			FISCAL YEAR 18-19	
CURRENT MONTH			YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	MONTH	YTD
137,136	146,674	9,538	689,854	703,707	13,853	153,055	673,066
6,452	7,181	729	32,297	32,426	129	6,905	31,180
443	970	527	2,228	5,334	3,106	591	1,108
<543>	<150>	393	<5,673>	<900>	4,773	<108>	<1,411>
<11,476>	<11,949>	<473>	<58,416>	<58,011>	405	<11,949>	<58,010>
<3,604>	<2,500>	1,104	<14,214>	<12,500>	1,714	<2,430>	<15,984>
128,408	140,226	11,819	646,075	670,056	23,981	146,065	629,948
72,217	88,699	16,482	413,740	421,145	7,405	86,700	381,800
444	80	<364>	1,840	588	<1,252>	120	615
1,205	731	<474>	5,948	3,584	<2,364>	564	2,845
873	0	<873>	3,982	900	<3,082>	1,149	1,170
5,452	4,802	<650>	23,003	23,645	642	4,708	23,181
8.1	5.2	<2.9>	5.4	4.7	<0.7>	5.0	4.5
6,687	4,246	<2,441>	26,689	28,170	1,481	4,122	27,349
3,834	1,245	<2,589>	11,701	8,402	<3,299>	1,245	8,402
452	422	<30>	2,128	2,768	640	457	2,041
18,067	31,120	13,053	146,197	162,161	15,964	7,649	137,393
7,047	4,650	<2,397>	22,167	23,250	1,083	936	19,493
328	400	72	1,656	1,700	44	0	28
1,610	1,700	90	2,347	8,500	6,153	1,075	10,533
641	300	<341>	6,693	1,500	<5,193>	593	1,243
3,435	3,075	<360>	19,115	20,125	1,010	9,698	69,930
8,104	9,114	1,010	48,171	55,414	7,243	8,680	52,775
3,151	2,924	<227>	21,907	16,566	<5,341>	2,839	16,082
3,401	1,275	<2,126>	5,565	6,375	810	1,107	3,222
3,600	0	<3,600>	6,600	0	<6,600>	0	0
140,548	154,783	14,235	769,448	784,793	15,345	131,641	758,101
268,955	295,009	26,054	1,415,523	1,454,849	39,326	277,706	1,388,049
24,168	34,167	9,999	114,496	170,835	56,339	27,045	135,029
24,168	34,167	9,999	114,496	170,835	56,339	27,045	135,029
293,123	329,176	36,053	1,530,019	1,625,684	95,665	304,751	1,523,078
<250,953>	<284,587>	<33,634>	<1,312,345>	<1,404,851>	<92,506>	<262,358>	<1,311,183>
<8,949>	<8,949>	0	<44,745>	<44,745>	0	<8,138>	<40,690>
<3,498>	<3,498>	0	<17,490>	<17,490>	0	<3,181>	<15,905>
<8,869>	<8,937>	<68>	<46,382>	<44,048>	2,334	<9,272>	<46,341>
<20,854>	<23,205>	<2,351>	<109,056>	<114,550>	<5,494>	<21,802>	<108,960>
<293,123>	<329,176>	<36,053>	<1,530,019>	<1,625,684>	<95,665>	<304,751>	<1,523,078>
0	0	0	<0>	0	0	0	0

UTILITIES
EXPENSE STATEMENT

DEC. 05(11/24/19-12/28/19)			
CURRENT MONTH			
ACTUAL	BUDGET	VARIANCE	
1,530	11,788	10,258	Chiller Water
41,189	42,367	1,178	Elec-Non Air Cond.
6,838	6,088	<750>	Water-Non Air Cond.
4,975	4,946	<29>	Steam-Non Air Cond.
1,867	2,425	558	Gas
0	1,551	1,551	Energy Management
56,399	69,165	12,766	TOTAL OTHER CONTROL.
56,399	69,165	12,766	TOTAL CONTROLLABLE EXP
<47,367>	<58,866>	<11,499>	Allocated-Svs and Ent
<2,460>	<2,460>	0	Allocated-USAC
<962>	<962>	0	Allocated-GSA
<1,674>	<2,079>	<405>	Allocated-Comm Board
<3,936>	<4,798>	<862>	Allocated-A & SS
<56,399>	<69,165>	<12,766>	TOTAL OTHER
0	0	0	TOTAL EXPENSE

FISCAL YEAR 19-20			FISCAL YEAR 18-19	
YTD 5 MO(07/28/19-12/28/19)			LAST YEAR ACTUAL	
ACTUAL	BUDGET	VARIANCE	MONTH	YTD
71,702	101,040	29,338	7,100	101,348
231,578	232,409	831	39,127	230,727
36,023	37,979	1,956	9,613	39,052
18,794	22,770	3,976	3,530	23,198
12,694	15,367	2,673	4,708	14,883
0	7,755	7,755	1,550	7,753
370,791	417,320	46,529	65,628	416,961
370,791	417,320	46,529	65,628	416,961
<316,226>	<358,343>	<42,117>	<55,198>	<355,401>
<12,300>	<12,300>	0	<2,799>	<13,995>
<4,810>	<4,810>	0	<1,094>	<5,470>
<11,176>	<12,658>	<1,482>	<1,951>	<12,561>
<26,279>	<29,209>	<2,930>	<4,587>	<29,534>
<370,791>	<417,320>	<46,529>	<65,628>	<416,961>
0	0	<0>	0	<0>