



**California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Finance and Contracts Committee
September 29, 2026 | 12:00pm
Student Union North (SUN-3305)
Zoom: <https://csusb.zoom.us/j/89283580690>**

AGENDA

1. Call to Order
2. Roll Call
3. Approval of Minutes
 - a. April 23, 2026
4. Open Forum
5. Adoption of Agenda

New Business

- FC 01/27 26-27 AY Finance and Contracts Committee Charge (Informational, Del Rossi)
- FC 02/27 2026-2027 Consolidated Operating Budget Review (Discussion, Kinnally and Najera-Neri)

Announcements

Adjournment



California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Finance and Contracts Committee
April 23, 2026 – 1:00pm
Student Chambers (SUN-3305)
Zoom: <https://csusb.zoom.us/j/89283580690>

Minutes

Members Present: Kesha Bates, Sophia Garcia, Rachel Liu, Maria Elena Najera-Neri, Kimberly Rosas

Members Absent: Karyme De La Rosa

Staff Present: Vilayat Del Rossi, Elizabeth Junker.

Guests Present: No guests present

Call to Order: The meeting was called to order at 1:04p.m.

Roll Call: A verbal roll call was conducted. Quorum was met.

Approval of Minutes: M/S Bates/ Najera-Neri; motion to approve Finance and Contracts meeting minutes from March 10th, 2026 and March 17th, 2026.
Motion passed.

Open Forum: No public comments

Adoption of Agenda: M/S Bates/Liu; motion to open approval of the agenda.
Motion passed.

NEW BUSINESS:

FC 17/26 Review and Approval of SMSU Lease Renewals (Action, Najera-Neri)

M/S Najera-Neri/ Bates; motion to open item FC 17/26 Review and Approval of SMSU Lease Renewals.

Maria Elena Najera-Neri explained that both tenants were contacted regarding potential changes to their lease terms, but because no final responses had been received, the renewals were presented using their existing lease structures, with the possibility of modifying the lease length later. The proposed renewals include an increase in rental rates to align with Chancellor's Office standards, raising costs to approximately \$1.64 per square foot, including custodial and maintenance expenses. Bates noted that SMSU has not regularly increased lease rates in recent years to support campus partners, but renewals provide an opportunity to update rates to current standards. Vilayat emphasized the need for consistency with campus pricing practices while maintaining strong partnerships with tenants and noted that additional leases will be reviewed later in the year. He also informed the committee that newly retained legal counsel will review lease agreements over the summer to ensure compliance with current Chancellor's Office, state, and federal requirements, although any revisions are expected to affect only the language of the agreements rather than the lease rates or terms. The committee supported moving the lease renewals forward to the Board for final approval.

ROLL CALL VOTE: 5 In-Favor 0 Opposed 0 Abstention
Motion passed.

FC 18/26 Review and Approval of Write-Offs for 25-26 Fiscal Year (Action, Bates)

M/S Bates/ Najera-Neri; motion to open item FC 17/26 Review and Approval of SMSU Lease Renewals.

Kesha Bates presented a request to write off \$12,687.27 in outstanding invoices that have been determined to be uncollectible after extensive collection efforts. The invoices, which range from 846 to 2,566 days old, are associated with programs that no longer exist due to expired grant funding and former employees who are no longer with the university, making it difficult to identify responsible funding sources. Although SMSU policy recommends writing off balances older than 365 days, collection efforts were extended in an attempt to recover the funds. Kesha noted that the remaining outstanding balance of \$105,481.07 will continue to be actively pursued through the next fiscal year. She highlighted the success of recent collection efforts, reporting that more than \$100,000 has been recovered within the last two weeks. Current collection practices include sending follow-up notices on overdue invoices, coordinating with the scheduling department, and restricting organizations with past-due balances from booking SMSU facilities until their accounts are resolved. Kesha explained that these measures have significantly improved collections, and that older outstanding balances will continue to be reviewed before additional write-off recommendations are brought to the Finance Committee.

ROLL CALL VOTE: 5 In-Favor 0 Opposed 0 Abstention
Motion passed

FC 19/26 3rd Quarter Financial Report (Informational, Najera-Neri)

M/S Najera-Neri/Bates; motion to open item FC 19/26 3rd Quarter Financial Report.

Maria Elena Najera-Neri presented the third-quarter financial report, noting that the organization had utilized approximately 57% of its overall budget, which is below the anticipated 75% benchmark but expected due to many spring semester expenses still being processed. She explained that Shared Services, Operations, Hospitality, and Program areas were all generally operating within budget and on track to meet year-end expectations, with salaries and wages representing the largest expense category across departments. Najera-Neri addressed budget variances, including equipment expenses that appeared over budget due to purchasing classifications within the CSU Buy system, clarifying that these costs would be reallocated through expense transfers and would not result in actual over expenditures. She also noted that Operations had exceeded its overtime budget because of increased event and facility support needs and is planning staffing adjustments and higher overtime allocations for the next fiscal year. While some departments exceeded budgets in specific line of items such as supplies, services, and hospitality expenses, overall departmental spending remained within approved limits. Najera-Neri concluded that the organization remains in a strong financial position and is expected to finish the fiscal year within budget, with some areas likely ending the year with surplus funds.

Announcements

- There were not announcements from committee members.

Adjournment

M/S Rosas/ Najera-Neri; motion to adjourn meeting at 1:31 p.m.

Reviewed and respectfully submitted by:

Sophia Garcia, Committee Chair

Date



CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
Santos Manuel Student Union Board of Directors
Finance and Contracts Committee
2026-2027 Committee Charge and Tasks & Assignments

Committee Charge

SMSU Bylaws, Article IX, Standing Committees, Section 3: This committee will draft a budget for the following fiscal year and present its proposed budget to the Board of Directors for consideration and approval. This committee will consider other financial matters and proposals that may arise and recommend its position on such matters to the Board of Directors.

2026-2027 Committee Overview

The Finance and Contracts Committee supports the Board of Directors' fiscal oversight by developing the proposed annual budget, reviewing financial performance and planning assumptions, and considering contracts and other financial matters. The Controller serves as Committee Chair and presents Committee-adopted fiscal recommendations to the Board of Directors.

General Responsibilities

- Develop and review the proposed annual SMSU and Recreation & Wellness budget for recommendation to the Board of Directors.
- Review financial reports, budget assumptions, projections, investments, reserves, and other financial matters as they arise.
- Review contracts, leases/subleases, and related financial commitments brought forward for Committee consideration and make recommendations to the Board, as appropriate.

2026-2027 Tasks & Assignments

Fall Semester

- Review the 2026-2027 Committee Charge, meeting schedule, current financial performance, and budget assumptions.
- Review investments and reserves; meet annually with the auditors; and consider contracts or other financial matters as they become ready for Committee review.

Spring Semester

Review mid-year projections and develop the proposed budget for the following fiscal year for Board consideration and approval. Continue reviewing investments, contracts, leases/subleases, and other financial matters as they become ready.

2026-2027 Meeting Schedule

Fall 2026	Spring 2027
Sept. 29 Oct. 27 Nov. 24 Dec. as needed	Jan. 26 Feb. 9 Mar. 2 & 16 Apr. 6 & 20



**Santos Manuel
Student Union**

CAL STATE SAN BERNARDINO

2026-2027 Consolidated Operating Budget

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Introduction

Presented for the students, staff, and community of California State University, San Bernardino (CSUSB), this document outlines the proposed 2026–2027 Consolidated Operating Budget for the Santos Manuel Student Union (SMSU) and the Student Recreation & Wellness Center (SRWC) (collectively, “SMSU”).

The fiscal year runs July 1, 2026 through June 30, 2027. The proposed operating budget totals \$13.3 million, reflecting projected revenues and planned expenditures necessary to operate SMSU and SRWC facilities, programs, services, and student employment. As fee-supported auxiliaries with bonded facilities, annual resources are shaped by student fee collections, required systemwide assessments, and bond debt service obligations before funds are available for operations.

This budget reflects a collaborative planning process involving student leadership, professional staff, and campus partners. It is guided by the SMSU and SRWC mission to provide safe and inclusive spaces through programs, services, facilities, and student employment that foster community, promote wellness, develop leaders, and deliver enriching co-curricular experiences, while ensuring responsible stewardship of student fee resources and long-term financial sustainability.

Budget Overview: Opportunities, Challenges, and Operating Priorities

SMSU’s operating budget is shaped by student headcount (which drives fee revenue), fixed facility obligations, staffing needs, inflationary operating costs (utilities, contracts, supplies), and long-term sustainability priorities (reserves and facility renewal). The overall 2026–2027 operating budget is \$13,305,598, a .4% increase compared to 2025–2026.

Student Fee Funding and the “Gross Fee to Drawdown” Process

Student fees are collected at the University level. From those collections, fee waivers are applied, interest earnings are added, and required systemwide assessments are deducted. The remaining cash is allocated between SMSU and SRWC using the approved split. Because SMSU facilities are financed through long-term bonds, bond debt service is paid first as a fixed obligation. The remainder becomes the annual drawdown available to support year-to-year operations.

Table 1: Gross Student Fee Collections to Cash After Chancellor’s Office

Step	Amount
Student Fees Collected (Gross)	\$19,267,267.62
Less: Fee Waivers	\$(1,477,853.71)
Net Student Fees (Cash)	\$17,789,413.91
Add: Interest Earnings (per Trial Balance run 2/27/26)	\$554,089.01
Subtotal Cash Available	\$18,343,502.92
Less: CSU Chancellor’s Office Overhead	\$(19,104.46)
Cash After Chancellor’s Office	\$18,324,398.46

What this means for students: This shows how fee cash is calculated at the campus level before it is allocated to SMSU and SRWC operations.

Table 2: Less Bond Debt Service → Annual Drawdown Available & DSCR

Bond debt service is a fixed, contractual obligation associated with the Student Union and Recreation & Wellness Center facilities. In addition to making annual principal and interest payments, SMSU must maintain compliance with its required Debt Service Coverage Ratio (DSCR) under the bond requirements.

Item	SMSU	SRWC	Total
Fees After CO + Waivers	\$14,712,402.77	\$3,611,995.69	\$18,324,398.46
Less: Bond Debt Service	\$(5,519,636.76)	\$(663,993.42)	\$(6,183,630.18)
Annual Drawdown Available	\$9,192,766.01	\$2,948,002.27	\$12,140,768.28
Drawdown for Operations			\$10,890,768.28
Net Income Available for Debt Coverage			\$7,433,630.18
Annual Bond Debt Service			\$6,183,630.18
Debt Service Coverage Ratio (DSCR)			1.20

**Our DSCR needs to be 1.10*

How the Drawdown Relates to the Operating Budget

The annual drawdown shows the fee cash available after required system charges and bond debt service. The operating budget is built from a combination of:

- the portion of fee funding planned for annual operations (Fee Income), structured to remain compliant with bond covenants and DSCR requirements
- other operating revenues (leases, rentals, commissions, reimbursements, interest), plus
- planned reserve support when used to stabilize operations or fund one-time needs.

For 2026–2027, the operating budget includes Fee Income of \$10,890,768.28, plus additional non-fee revenues to reach the total operating budget of \$13,305,598.

Revenue Summary: Usable Operating Budget for 2026–2027

Table 4: Usable Operating Budget = Fee Income + Other Operating Revenues

A. Fee Income (Operating Budget)

Source	Amount
Fee Income (Operating Budget)	\$10,890,768

B. Other Operating Revenues (Non-Fee)

Revenue Source	Amount
IRA Fee	\$362,000
Interest Income	\$250,000

Revenue Source	Amount
Facility Leases	\$242,310
Facility Rental	\$100,000
Program Generated	\$179,500
Food Service Commission	\$246,839
Reimbursements (Personnel, Utilities, Misc.)	\$207,018
Reserves (planned support)	\$827,163
Total Non-Fee Revenues	\$2,414,830

C. Total Usable Operating Budget

Total	Amount
Fee Income + Non-Fee Revenues	\$13,305,598

What this means for students: Student fees remain the primary funding source, while other revenues and planned reserve support help sustain operations and reduce pressure on fee funding alone.

Table 5: 2026–27 Operating Budget by Operation (SMSU vs SRWC)

Operation	Amount	Share of Total
SMSU	\$9,815,365	~73.8%
SRWC	\$3,490,233	~26.2%
Total	\$13,305,598	100%

Operating Expenses: What the Budget Pays For

SMSU and SRWC expenses are budgeted to match total revenues (balanced budget). Costs largely reflect the staffing and infrastructure required to keep facilities open, safe, and student-ready, and to deliver programs and services throughout the year.

Personnel Services

Personnel is the largest expense category because people deliver the services students use every day—facility operations, programming, event support, engagement initiatives, and recreation services. For 2026–2027, total personnel-related costs are:

- **MPP/Staff/Overtime:** \$3,355,661
- **Student Assistants:** \$2,127,629
- **Benefits:** \$2,052,767

That totals \$7,536,057, which is about 57% of the entire operating budget. The budget reflects projected compensation adjustments necessary to maintain competitive positioning, support employee

retention, and address cost and market pressures, while remaining fiscally responsible and aligned with long-term planning. SMSU also remains a major student employer, budgeting over \$2.1M for student assistant wages to provide employment, leadership development, and hands-on experience that supports student retention and success.

Minimum Wage and Compensation Pressures

California minimum wage is projected to increase to \$17.40 per hour effective January 1, 2027. The budget includes provisions to support minimum wage adjustments and maintain internal equity for student and part-time roles where appropriate. Compensation planning also accounts for anticipated labor market conditions and operational sustainability to ensure continuity of services and organizational stability.

Operating Costs and Facility Support

Non-personnel costs support safe, reliable, student-ready buildings and services. Key expense areas in 2026–2027 include:

- **Utilities:** \$1,256,600
- **Insurance:** \$677,883
- **Programs:** \$647,460
- **Cost Allocation (shared/central services):** \$828,041
- **Supplies & Services:** \$366,435
- **Equipment:** \$114,556
- **Other General Expenses:** \$548,215

These categories reflect the practical operating needs of running major student facilities: building systems, custodial and operational supplies, contracted services, program delivery costs, and equipment refresh/replacement.

In addition, the 2026–2027 budget includes \$911,431 in planned lifecycle and facilities improvement projects funded through the Facilities Maintenance and Repairs reserve. These investments address high-use building components such as flooring replacement, lighting upgrades (including energy-efficient LED retrofits), customer service area renovations, and exterior lighting improvements. The projects are designed to reduce deferred maintenance risk, improve safety and accessibility, enhance energy efficiency, and preserve the long-term value of SMSU and SRWC facilities. Proactively funding these needs supports operational continuity, minimizes disruption to students and campus partners, and helps avoid significantly higher capital costs in future years.

Reserves and Long-Term Sustainability

Reserves help SMSU remain stable, respond to emergencies, and plan responsibly for long-term facility needs. In 2026–2027, the operating budget includes:

- **Reserves (expense/set-asides):** \$827,163 representing planned contributions or allocations to maintain long-term stability and obligations.

Reserve levels are reviewed annually and incorporated into the Board of Directors' budget approval process.

Table 6: Schedule of University Held Reserves

University Held Reserve	Current Amount	Target Amount Needed
Future Debt Service	\$6,619,681	\$6,619,681
Economic Uncertainty	\$1,000,000	\$1,000,000
Total Reserve Designation	\$7,619,681	\$7,619,681

Table 7: Schedule of Local Reserves

Local Reserve	Current Amount	Drawdown	Balance	Target Amount
Capital Improvement/Construction	\$3,040,000		\$3,040,000	\$10,000,000
Equipment Acquisition	\$1,500,000		\$1,500,000	\$2,500,000
Program Development	\$360,000		\$360,000	\$1,500,000
Facilities Maintenance and Repairs	\$1,140,700	\$159,000	\$981,700	\$9,000,000
Outstanding Commitments	\$1,000,000		\$1,000,000	\$3,996,739
Catastrophic Events	\$800,000		\$800,000	\$1,000,000
Economic Uncertainty	\$3,226,164	668,163	\$2,558,001	\$6,632,328
Total Reserve Designation	\$11,066,864	\$827,163	\$10,239,701	\$34,629,067

Conclusion

The 2026–2027 Consolidated Operating Budget of \$13.3 million reflects a balanced and disciplined financial plan aligned with projected revenues, required bond obligations, and long-term sustainability priorities. After systemwide assessments and \$6.18 million in bond debt service, fee drawdown and other operating revenues are strategically allocated to sustain core services, facility operations, and student employment.

Personnel remains the primary investment at approximately 57% of the budget, ensuring continuity of programs, operations and direct student support. Non-personnel expenses reflect the fixed and inflationary costs of operating major student facilities. The budget incorporates planned reserve support while maintaining designated reserves for debt service, economic uncertainty, capital renewal, and future obligations.

Overall, this plan sustains current service levels, meets contractual and system requirements, and preserves financial flexibility as SMSU advances its strategic planning priorities under Board oversight.

SMSU 2026-27 Total Budget Overview

	2025-26 Total	2026-27 Total	% of Change FY 25/26 & 26/27	SMSU	SRWC
Revenues:					
Fee Income	\$ 11,694,787.00	\$ 10,890,768.00	-7%	\$ 8,744,198.00	\$ 2,146,570.00
IRA Fee	\$ 354,000.00	\$ 362,000.00	2%	\$ -	\$ 362,000.00
Interest Income	\$ 199,838.00	\$ 250,000.00	25%	\$ 240,000.00	\$ 10,000.00
Facility Leases	\$ 242,310.00	\$ 242,310.00	0%	\$ 242,310.00	\$ -
Facility Rental	\$ 85,000.00	\$ 100,000.00	18%	\$ 100,000.00	
Program Generated	\$ 228,000.00	\$ 179,500.00	-21%	\$ 35,000.00	\$ 144,500.00
Vending Commission	\$ -	\$ -	0%	\$ -	\$ -
Food Service Commission	\$ 246,840.00	\$ 246,839.00	0%	\$ 246,839.00	\$ -
Reserves	\$ -	\$ 827,163.00		\$ -	\$ 827,163.00
Reimbursements:		\$ -	0%		
Personnel Services	\$ 140,518.00	\$ 141,000.00	0%	\$ 141,000.00	\$ -
Utilities	\$ 64,518.00	\$ 64,518.00	0%	\$ 64,518.00	\$ -
Misc Reimb	\$ 3,000.00	\$ 1,500.00	-50%	\$ 1,500.00	\$ -
Total Revenues	\$ 13,258,811.00	\$ 13,305,598.00	0%	\$ 9,815,365.00	\$ 3,490,233.00
Operating Expenses:					
Payroll:					
MPP/ Staff/ Overtime	\$ 3,138,459.00	\$ 3,355,661.00	7%	\$ 2,465,350.00	\$ 890,311.00
Student Assistants	\$ 1,970,806.00	\$ 2,127,629.00	8%	\$ 1,310,386.00	\$ 817,243.00
Benefits	\$ 2,393,345.00	\$ 2,052,767.00	-14%	\$ 1,499,789.00	\$ 552,978.00
Supplies & Services	\$ 340,134.00	\$ 366,435.00	8%	\$ 229,974.00	\$ 136,461.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 125,523.00	\$ 143,073.00	14%	\$ 89,808.00	\$ 53,265.00
Hospitality	\$ 37,497.00	\$ 37,895.00	1%	\$ 22,945.00	\$ 14,950.00
Programs	\$ 628,500.00	\$ 647,460.00	3%	\$ 588,560.00	\$ 58,900.00
Advertising & Promotion	\$ 23,880.00	\$ 29,780.00	25%	\$ 24,400.00	\$ 5,380.00
Insurance	\$ 822,500.00	\$ 677,883.00	-18%	\$ 644,383.00	\$ 33,500.00
Travel/Professional Dev	\$ 203,876.00	\$ 208,172.00	2%	\$ 112,256.00	\$ 95,916.00
Cost Allocation	\$ 801,296.00	\$ 828,041.00	3%	\$ 606,548.00	\$ 221,493.00
Utilities	\$ 1,207,027.00	\$ 1,256,600.00	4%	\$ 1,025,000.00	\$ 231,600.00
Other General Expenses	\$ 566,517.00	\$ 548,215.00	-3%	\$ 353,535.00	\$ 194,680.00
Equipment	\$ 77,900.00	\$ 114,556.00	47%	\$ 90,000.00	\$ 24,556.00
Reserves	\$ 921,551.00	\$ 911,431.00	-1%	\$ 752,431.00	\$ 159,000.00
Total Operating Expenses	\$ 13,258,811.00	\$ 13,305,598.00	0%	\$ 9,815,365.00	\$ 3,490,233.00
Operating Income	\$ -	\$ -		\$ -	\$ -

SMSU All Departments

	2026-27 Total	Shared Services	Operations	JEDI	Student Services
Revenues:					
Fee Income	\$ 8,744,198.00	\$8,744,198.00	\$ -		
Interest Income	\$ 240,000.00	\$ 240,000.00	\$ -		
Facility Leases	\$ 242,310.00	\$ 242,310.00	\$ -		
Facility Rental	\$ 100,000.00	\$ -	\$ 100,000.00		
Program Generated	\$ 35,000.00	\$ -	\$ 35,000.00		
Vending Commission	\$ -	\$ -	\$ -		
Food Service Commission	\$ 246,839.00	\$ 246,839.00	\$ -		
Reserves	\$ -	\$ -	\$ -		
Reimbursements:	\$ -	\$ -	\$ -		
Personnel Services	\$ 141,000.00	\$ -	\$ 141,000.00		
Utilities	\$ 64,518.00	\$ 64,518.00	\$ -		
Misc Reimb	\$ 1,500.00	\$ 1,500.00	\$ -		
Total Revenues	\$ 9,815,365.00	\$9,539,365.00	\$ 276,000.00	\$ -	\$ -
Operating Expenses:					
Payroll:					
MPP/ Staff/ Overtime	\$ 2,465,350.00	\$2,453,350.00	\$ 11,000.00	\$ 1,000.00	\$ -
Student Assistants	\$ 1,310,386.00	\$ 133,623.00	\$ 674,971.00	\$ 356,395.00	\$ 145,397.00
Benefits	\$ 1,499,789.00	\$1,448,146.00	\$ 7,210.00	\$ 7,210.00	\$ 37,223.00
Supplies & Services	\$ 229,974.00	\$ 62,228.00	\$ 132,723.00	\$ 30,000.00	\$ 5,023.00
Professional Services					
(Acctg, Audit, Campus &	\$ 89,808.00	\$ 88,808.00	\$ -	\$ -	\$ 1,000.00
Hospitality	\$ 22,945.00	\$ 9,475.00	\$ 4,170.00	\$ 4,300.00	\$ 5,000.00
Programs	\$ 588,560.00	\$ 102,000.00	\$ 4,500.00	\$ 285,430.00	\$ 196,630.00
Advertising & Promotion	\$ 24,400.00	\$ 12,300.00	\$ -	\$ 500.00	\$ 11,600.00
Insurance	\$ 644,383.00	\$ 644,383.00	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 112,256.00	\$ 39,306.00	\$ 17,750.00	\$ 40,100.00	\$ 15,100.00
Cost Allocation	\$ 606,548.00	\$ 561,548.00	\$ -	\$ -	\$ 45,000.00
Utilities	\$ 1,025,000.00	\$1,025,000.00	\$ -	\$ -	\$ -
Other General Expenses	\$ 353,535.00	\$ 279,550.00	\$ 27,940.00	\$ 20,020.00	\$ 26,025.00
Equipment	\$ 90,000.00	\$ -	\$ 45,000.00	\$ -	\$ 45,000.00
Reserves	\$ 752,431.00	\$ 610,000.00	\$ -	\$ -	\$ 142,431.00
Total Operating Expenses	\$ 9,815,365.00	\$7,469,717.00	\$ 925,264.00	\$ 744,955.00	\$ 675,429.00
Operating Income	\$ -	\$2,069,648.00	\$ (649,264.00)	\$ (744,955.00)	\$ (675,429.00)

SMSU Shared Services

	2026-27 Total	Admin	Central	Marketing	BOD
Revenues:					
Fee Income	\$ 8,744,198.00	\$ -	\$ 8,744,198.00	\$ -	\$ -
Interest Income	\$ 240,000.00		\$ 240,000.00		
Facility Leases	\$ 242,310.00		\$ 242,310.00		
Facility Rental	\$ -		\$ -		
Program Generated	\$ -		\$ -		
Vending Commission	\$ -		\$ -		
Food Service Commission	\$ 246,839.00		\$ 246,839.00		
Reserves	\$ -		\$ -		
Reimbursements:	\$ -				
Personnel Services	\$ -		\$ -		
Utilities	\$ 64,518.00		\$ 64,518.00		
Misc Reimb	\$ 1,500.00			\$ 1,500.00	
Total Revenues	\$ 9,539,365.00	\$ -	\$ 9,537,865.00	\$ 1,500.00	\$ -
Operating Expenses:					
Payroll:					
MPP/ Staff/ Overtime	\$ 2,453,350.00	\$ 1,000.00	\$ 2,452,350.00		\$ -
Student Assistants	\$ 133,623.00	\$ 47,385.00	\$ -	\$ 86,238.00	\$ -
Benefits	\$ 1,448,146.00	\$ -	\$ 1,448,146.00	\$ -	\$ -
Supplies & Services	\$ 62,228.00	\$ 17,469.00	\$ 27,000.00	\$ 15,235.00	\$ 2,524.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 88,808.00	\$ -	\$ 84,930.00	\$ -	\$ 3,878.00
Hospitality	\$ 9,475.00	\$ 3,600.00	\$ 3,000.00	\$ -	\$ 2,875.00
Programs	\$ 102,000.00	\$ -	\$ 100,000.00	\$ 2,000.00	\$ -
Advertising & Promotion	\$ 12,300.00	\$ -	\$ -	\$ 12,300.00	\$ -
Insurance	\$ 644,383.00	\$ -	\$ 644,383.00		\$ -
Travel/Professional Dev	\$ 39,306.00	\$ 16,505.00		\$ 5,813.00	\$ 16,988.00
Cost Allocation	\$ 561,548.00	\$ -	\$ 561,548.00		
Utilities	\$ 1,025,000.00	\$ -	\$ 1,025,000.00		
Other General Expenses	\$ 279,550.00	\$ 3,715.00	\$ 236,700.00	\$ 3,300.00	\$ 35,835.00
Equipment	\$ -	\$ -	\$ -		
Reserves	\$ 610,000.00	\$ -	\$ 600,000.00		\$ 10,000.00
Total Operating Expenses	\$ 7,469,717.00	\$ 89,674.00	\$ 7,183,057.00	\$ 124,886.00	\$ 72,100.00
Operating Income	\$ 2,069,648.00	\$ (89,674.00)	\$ 2,354,808.00	\$ (123,386.00)	\$ (72,100.00)

SMSU Operations

	2026-27 Total	Maintenance	Operations/ Scheduling	AV-Event/ Operations	Technology	Esports	Bowling	Concierge Services
Revenues:								
Fee Income	\$ -	\$ -			\$ -			
Interest Income	\$ -	\$ -						
Facility Leases	\$ -	\$ -						
Facility Rental	\$ 100,000.00	\$ -	\$ 100,000.00					
Program Generated	\$ 35,000.00	\$ -					\$ 35,000.00	
Vending Commission	\$ -	\$ -						
Food Service Commission	\$ -	\$ -						
Reserves	\$ -	\$ -						
Reimbursements:								
Personnel Services	\$ 141,000.00	\$ 95,000.00		\$ 35,000.00				\$ 11,000.00
Utilities	\$ -							
Misc Reimb	\$ -							
Total Revenues	\$ 276,000.00	\$ 95,000.00	\$ 100,000.00	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00	\$ 11,000.00
Operating Expenses:								
Payroll:								
MPP/ Staff/ Overtime	\$ 11,000.00	\$ 10,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
Student Assistants	\$ 674,973.00	\$ 128,498.00	\$ 59,185.00	\$ 187,502.00	\$ 16,910.00	\$ 60,665.00	\$ 73,023.00	\$ 149,190.00
Benefits	\$ 7,210.00	\$ -	\$ -	\$ -	\$ -	\$ 7,210.00	\$ -	\$ -
Supplies & Services	\$ 132,723.00	\$ 80,685.00	\$ 9,268.00	\$ 6,570.00	\$ 13,700.00	\$ 16,500.00	\$ 4,800.00	\$ 1,200.00
Professional Services (Acttg, Audit, Campus & Legal)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hospitality	\$ 4,170.00	\$ -	\$ 500.00	\$ 400.00	\$ -	\$ 3,270.00	\$ -	\$ -
Programs	\$ 4,500.00	\$ -	\$ -	\$ -	\$ -	\$ 4,500.00	\$ -	\$ -
Advertising & Promotion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 17,750.00	\$ 3,950.00	\$ 7,000.00	\$ 2,000.00	\$ 1,800.00	\$ -	\$ 500.00	\$ 2,500.00
Cost Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other General Expenses	\$ 27,940.00	\$ 11,720.00	\$ 1,000.00	\$ 1,620.00	\$ 600.00	\$ 400.00	\$ 10,700.00	\$ 1,900.00
Equipment	\$ 45,000.00	\$ 5,000.00	\$ -	\$ 19,600.00	\$ 20,400.00	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Expenses	\$ 925,266.00	\$ 239,853.00	\$ 76,953.00	\$ 218,692.00	\$ 53,410.00	\$ 92,545.00	\$ 89,023.00	\$ 154,790.00
Operating Income	\$ (649,266.00)	\$ (144,853.00)	\$ 23,047.00	\$ (183,692.00)	\$ (53,410.00)			

SMSU Justice Equity Diversity & Inclusion

	2026-27 Total	WRC	QTRC	CCC	LATIN-X	PAC	APIDA	FPC	OARC
Revenues:									
Fee Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Leases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program Generated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vending Commission	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Food Service Commission	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reimbursements:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Reimb	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses:									
Payroll:									
MPP/ Staff/ Overtime	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -
Student Assistants	\$ 356,395.00	\$ 41,982.00	\$ 44,161.00	\$ 28,246.00	\$ 44,193.00	\$ 34,488.00	\$ 61,770.00	\$ 56,000.00	\$ 45,555.00
Benefits	\$ 7,210.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,210.00	\$ -	\$ -
Supplies & Services	\$ 30,000.00	\$ 6,500.00	\$ 5,000.00	\$ 2,000.00	\$ 4,000.00	\$ 3,000.00	\$ 3,500.00	\$ 2,000.00	\$ 4,000.00
Professional Services (Actg, Audit, Campus & Legal)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hospitality	\$ 4,300.00	\$ 500.00	\$ 150.00	\$ 500.00	\$ 150.00	\$ 1,000.00	\$ 500.00	\$ 1,500.00	\$ -
Programs	\$ 285,430.00	\$ 27,800.00	\$ 24,250.00	\$ 78,000.00	\$ 33,000.00	\$ 30,000.00	\$ 28,380.00	\$ 44,000.00	\$ 20,000.00
Advertising & Promotion	\$ 500.00	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 40,100.00	\$ 7,000.00	\$ 4,400.00	\$ 9,000.00	\$ 3,900.00	\$ 5,000.00	\$ 2,800.00	\$ 7,500.00	\$ 500.00
Cost Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other General Expenses	\$ 20,020.00	\$ 2,300.00	\$ 2,250.00	\$ 5,520.00	\$ 1,650.00	\$ 2,100.00	\$ 1,600.00	\$ 2,000.00	\$ 2,600.00
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Expenses	\$ 744,955.00	\$ 86,082.00	\$ 80,211.00	\$ 123,766.00	\$ 86,893.00	\$ 75,588.00	\$ 105,760.00	\$ 114,000.00	\$ 72,655.00
Operating Income	\$ (744,955.00)	\$ (86,082.00)	\$ (80,211.00)	\$ (123,766.00)	\$ (86,893.00)	\$ (75,588.00)	\$ (105,760.00)	\$ (114,000.00)	\$ (72,655.00)

SMSU Student Services

	2026-27 Total	Program Board	PDC	FLC	GSSC
Revenues:					
Fee Income	\$ -				
Interest Income	\$ -				
Facility Leases	\$ -				
Facility Rental	\$ -				
Program Generated	\$ -				
Vending Commission	\$ -				
Food Service Commission	\$ -				
Reserves	\$ -				
Reimbursements:	\$ -				
Personnel Services	\$ -				
Utilities	\$ -				
Misc Reimb	\$ -				
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses:					
Payroll:					
MPP/ Staff/ Overtime	\$ -	\$ -			
Student Assistants	\$ 145,397.00	\$ 29,211.00	\$ 37,955.00	\$ 39,633.00	\$ 38,598.00
Benefits	\$ 37,223.00	\$ -	\$ 30,013.00	\$ 7,210.00	\$ -
Supplies & Services	\$ 5,023.00	\$ 800.00	\$ 2,000.00	\$ 1,200.00	\$ 1,023.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -
Hospitality	\$ 5,000.00	\$ 500.00	\$ 1,500.00	\$ 900.00	\$ 2,100.00
Programs	\$ 196,630.00	\$ 84,881.00	\$ 63,500.00	\$ 21,001.00	\$ 27,248.00
Advertising & Promotion	\$ 11,600.00	\$ -	\$ 11,600.00	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 15,100.00	\$ 750.00	\$ 8,050.00	\$ 5,100.00	\$ 1,200.00
Cost Allocation	\$ 45,000.00	\$ -	\$ 45,000.00	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
Other General Expenses	\$ 26,025.00	\$ 16,265.00	\$ 4,700.00	\$ 2,040.00	\$ 3,020.00
Equipment	\$ 45,000.00		\$ 45,000.00		
Reserves	\$ 142,431.00		\$ 142,431.00		
Total Operating Expenses	\$ 675,429.00	\$ 132,407.00	\$ 392,749.00	\$ 77,084.00	\$ 73,189.00
Operating Income	\$ (675,429.00)	\$ (132,407.00)	\$ (392,749.00)	\$ (77,084.00)	\$ (73,189.00)

SRWC All Departments

	2026-27 Total	Shared Services	Operations	Programs
Revenues:				
Fee Income	\$ 2,146,570.00	\$ 2,146,570.00	\$ -	\$ -
IRA Fee	\$ 362,000.00	\$ 191,427.00	\$ 106,073.00	\$ 64,500.00
Interest Income	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -
Facility Leases	\$ -	\$ -	\$ -	\$ -
Facility Rental	\$ -	\$ -	\$ -	\$ -
Program Generated	\$ 144,500.00	\$ -	\$ 38,500.00	\$ 106,000.00
Vending Commission	\$ -	\$ -	\$ -	\$ -
Food Service Commission	\$ -	\$ -	\$ -	\$ -
Reserves	\$ 827,163.00	\$ 827,163.00	\$ -	\$ -
Reimbursements:	\$ -	\$ -	\$ -	\$ -
Personnel Services	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -
Misc Reimb	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 3,490,233.00	\$ 3,175,160.00	\$ 144,573.00	\$ 170,500.00
Operating Expenses:				
Payroll:				
MPP/ Staff/ Overtime	\$ 865,336.00	\$ 863,436.00	\$ 1,900.00	\$ -
Student Assistants	\$ 842,217.00	\$ 81,210.00	\$ 292,536.00	\$ 468,471.00
Benefits	\$ 552,979.00	\$ 538,559.00	\$ -	\$ 14,420.00
Supplies & Services	\$ 136,461.00	\$ 14,900.00	\$ 59,060.00	\$ 62,501.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 53,265.00	\$ 25,065.00	\$ 27,000.00	\$ 1,200.00
Hospitality	\$ 14,950.00	\$ 2,140.00	\$ 720.00	\$ 12,090.00
Programs	\$ 58,900.00	\$ -	\$ -	\$ 58,900.00
Advertising & Promotion	\$ 5,380.00	\$ 2,550.00	\$ -	\$ 2,830.00
Insurance	\$ 33,500.00	\$ 33,500.00	\$ -	\$ -
Travel/Professional Dev	\$ 95,916.00	\$ 16,216.00	\$ 4,000.00	\$ 75,700.00
Cost Allocation	\$ 221,493.00	\$ 221,493.00	\$ -	\$ -
Utilities	\$ 231,600.00	\$ -	\$ 231,600.00	\$ -
Other General Expenses	\$ 194,680.00	\$ 42,202.00	\$ 83,728.00	\$ 68,750.00
Equipment	\$ 24,556.00	\$ -	\$ -	\$ 24,556.00
Reserves	\$ 159,000.00	\$ 150,000.00	\$ -	\$ 9,000.00
Total Operating Expenses	\$ 3,490,233.00	\$ 1,991,271.00	\$ 700,544.00	\$ 798,418.00
Operating Income	\$ -	\$ 1,183,889.00	\$ (555,971.00)	\$ (627,918.00)

SRWC Shared Services

	2026-27 Total	Admin	Office	Marketing
Revenues:				
Fee Income	\$ 2,146,570.00	\$ 2,146,570.00		\$ -
IRA Fee	\$ 191,427.00	\$ 191,427.00		
Interest Income	\$ 10,000.00	\$ 10,000.00		
Facility Leases	\$ -			
Facility Rental	\$ -			
Program Generated	\$ -			
Vending Commission	\$ -			
Food Service Commission	\$ -			
Reserves	\$ 827,163.00	\$ 827,163.00		
Reimbursements:	\$ -			
Personnel Services	\$ -			
Utilities	\$ -			
Misc Reimb	\$ -			
Total Revenues	\$ 3,175,160.00	\$ 3,175,160.00	\$ -	\$ -
Operating Expenses:				
Payroll:				
MPP/ Staff/ Overtime	\$ 863,436.00	\$ 863,436.00	\$ -	
Student Assistants	\$ 81,210.00		\$ 24,528.00	\$ 56,682.00
Benefits	\$ 538,559.00	\$ 538,559.00	\$ -	
Supplies & Services	\$ 14,900.00	\$ 4,200.00	\$ 8,900.00	\$ 1,800.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 25,065.00	\$ 25,065.00	\$ -	
Hospitality	\$ 2,140.00	\$ 2,100.00	\$ 40.00	
Programs	\$ -	\$ -	\$ -	
Advertising & Promotion	\$ 2,550.00	\$ -	\$ -	\$ 2,550.00
Insurance	\$ 33,500.00	\$ 33,500.00	\$ -	\$ -
Travel/Professional Dev	\$ 16,216.00	\$ 15,000.00		\$ 1,216.00
Cost Allocation	\$ 221,493.00	\$ 221,493.00		\$ -
Utilities	\$ -	\$ -		
Other General Expenses	\$ 42,202.00	\$ 41,117.00	\$ 335.00	\$ 750.00
Equipment	\$ -			
Reserves	\$ 150,000.00	\$ 150,000.00		
Total Operating Expenses	\$ 1,991,271.00	\$ 1,894,470.00	\$ 33,803.00	\$ 62,998.00
Operating Income	\$ 1,183,889.00	\$ 1,280,690.00	\$ (33,803.00)	\$ (62,998.00)

SRWC Operations

	2026-27 Total	Membership	Operations	Fitness
Revenues:				
Fee Income	\$ -			\$ -
IRA Fee	\$ 106,073.00		\$ 106,073.00	
Interest Income	\$ -			
Facility Leases	\$ -			
Facility Rental	\$ -			
Program Generated	\$ 38,500.00	\$ 34,000.00	\$ 4,500.00	
Vending Commission	\$ -			
Food Service Commission	\$ -			
Reserves	\$ -			
Reimbursements:	\$ -			
Personnel Services	\$ -			
Utilities	\$ -			
Misc Reimb	\$ -			
Total Revenues	\$ 144,573.00	\$ 34,000.00	\$ 110,573.00	\$ -
Operating Expenses:				
Payroll:				
MPP/ Staff/ Overtime	\$ 1,900.00	\$ -	\$ 1,900.00	
Student Assistants	\$ 292,536.00	\$ 99,364.00	\$ 193,172.00	\$ -
Benefits	\$ -	\$ -	\$ -	
Supplies & Services	\$ 59,060.00	\$ 2,060.00	\$ 49,000.00	\$ 8,000.00
Professional Services (Acctg, Audit, Campus & Legal)	\$ 27,000.00	\$ -	\$ 27,000.00	
Hospitality	\$ 720.00	\$ 200.00	\$ 340.00	\$ 180.00
Programs	\$ -	\$ -	\$ -	
Advertising & Promotion	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 4,000.00	\$ 2,000.00	\$ 2,000.00	\$ -
Cost Allocation	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 231,600.00	\$ -	\$ 231,600.00	
Other General Expenses	\$ 83,728.00	\$ 36,676.00	\$ 44,552.00	\$ 2,500.00
Equipment	\$ -			
Reserves	\$ -	\$ -		
Total Operating Expenses	\$ 700,544.00	\$ 140,300.00	\$ 549,564.00	\$ 10,680.00
Operating Income	\$ (555,971.00)	\$ (106,300.00)	\$ (438,991.00)	\$ (10,680.00)

SRWC Programs

	2026-27 Total	Group-X	PDC	Climbing Wall	Adventure	Aquatics	Intramural Sports	Sports Clubs	LCC	Wellness Center	Special Events
Revenues:											
Fee Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IRA Fee	\$ 64,500.00	\$ -						\$64,500.00			
Interest Income	\$ -	\$ -									
Facility Leases	\$ -	\$ -									
Facility Rental	\$ -	\$ -									
Program Generated	\$ 106,000.00	\$ 6,000.00			\$ 50,000.00	\$ -			\$ 50,000.00		
Vending Commission	\$ -	\$ -									
Food Service Commission	\$ -	\$ -									
Reserves	\$ -	\$ -									
Reimbursements:	\$ -	\$ -									
Personnel Services	\$ -	\$ -									
Utilities	\$ -										
Misc Reimb	\$ -										
Total Revenues	\$ 170,500.00	\$ 6,000.00	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$64,500.00	\$ 50,000.00	\$ -	\$ -
Operating Expenses:											
Payroll:											
MPP/ Staff/ Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Assistants	\$ 468,472.00	\$ 70,654.00	\$ 34,837.00	\$ 33,115.00	\$ 58,013.00	\$ 53,062.00	\$ 53,929.00	\$39,830.00	\$ 56,405.00	\$ 68,628.00	\$ -
Benefits	\$ 14,420.00		\$ 7,210.00						\$ 7,210.00		
Supplies & Services	\$ 62,501.00	\$ 10,000.00	\$ 5,250.00	\$ 3,688.00	\$ 25,553.00	\$ 1,000.00	\$ 5,900.00	\$ 380.00	\$ 8,230.00	\$ 2,500.00	\$ -
Professional Services (Acctg, Audit, Campus & Legal)	\$ 1,200.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 200.00	\$ -	\$ -
Hospitality	\$ 12,090.00	\$ 200.00	\$ 120.00	\$ 60.00	\$ 1,000.00	\$ -	\$ 350.00	\$ 100.00	\$ 120.00	\$ 140.00	\$ 10,000.00
Programs	\$ 58,900.00	\$ 500.00	\$ 5,500.00	\$ -	\$ 2,000.00	\$ -	\$ -	\$ 2,400.00	\$ -	\$ 4,500.00	\$ 44,000.00
Advertising & Promotion	\$ 2,830.00	\$ -	\$ 930.00	\$ -	\$ 500.00	\$ -	\$ 400.00	\$ -	\$ 1,000.00	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel/Professional Dev	\$ 75,700.00	\$ 2,000.00	\$ 1,000.00	\$ 1,700.00	\$ 60,000.00	\$ -	\$ 2,000.00	\$ 2,000.00	\$ 5,000.00	\$ 2,000.00	\$ -
Cost Allocation	\$ -										
Utilities	\$ -										
Other General Expenses	\$ 68,750.00	\$ 900.00	\$ 55,870.00	\$ 300.00	\$ 4,500.00	\$ 80.00	\$ 200.00	\$ -	\$ 1,500.00	\$ 1,400.00	\$ 4,000.00
Equipment	\$ 24,556.00		\$ 24,556.00								
Reserves	\$ 9,000.00								\$ 9,000.00		
Total Operating Expenses	\$ 798,420.00	\$ 84,254.00	\$ 135,273.00	\$ 38,863.00	\$ 151,566.00	\$ 55,142.00	\$ 62,779.00	\$44,710.00	\$ 88,665.00	\$ 79,168.00	\$ 58,000.00
Operating Income	\$ (627,920.00)	\$ (78,254.00)	\$ (135,273.00)	\$ (38,863.00)	\$ (101,566.00)	\$ (55,142.00)	\$ (62,779.00)	\$19,790.00	\$ (38,665.00)	\$ (79,168.00)	\$ (58,000.00)