

Salem State University FY 2027																											
SALES*	Marsh Anytime Dining/Social Engagement Commons		Lower North Anytime Dining/Social Engagement Commons		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab 'n Go		Marsh Hall Grab 'n Go		Catering		Camps & Conferences		Concessions		Total		
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
Meal Plan Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Cash Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Declining Balance Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Caterings	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Camps & Conferences	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Concessions	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
TOTAL SALES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
COST OF SALES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Gross Margin	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Commissions Paid to Salem	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Operating Profit	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
PAYROLL	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Management Salaries	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Hourly Wages	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Total Salaries and Wages	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Non-Payroll Benefits	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Worker's Compensation	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Insurance Premiums	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Pension/Retirement	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Payroll Taxes	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Other Benefits**	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Subtotal	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Hourly Employee Benefits	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Worker's Compensation	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Insurance Premiums	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Pension/Retirement	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Payroll Taxes	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Other Benefits**	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Subtotal	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Total Benefit Cost	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
TOTAL PAYROLL COST	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
OPERATING EXPENSES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Utilities	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Laundry	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Postoffice Supplies	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Direct Op. Expenses (Subcontract)	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
CCA	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Total Operating Expenses	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Subcontracted Salaries (See Surplus Split if applicable)	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
GRAND TOTAL EXPENSE	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
NET SURPLUS/LOSS	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!

1 As a percentage of Sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Student Balance Split
 * Sales are defined as "Net Sales" - total receipts reduced by dollar value of any applicable sales tax
 ** Sick Pay, Vacation Pay, etc.
 *** Cleaning, Insurance, General Disposables, License and Permits, Recruitment/Event Ads, Telephone/Data Processing, Marketing & Promotions, Smallwares/Start-up Costs, etc.

List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
0	0.00	8/30/2018	Thursday	
1	1.00	8/31/2018	Friday	Board Plan opens at Marsh Breakfast
2	1.00	9/1/2018	Saturday	(added 2 days)
3	1.00	9/2/2018	Sunday	
4	1.00	9/3/2018	Monday	Labor Day
5	1.00	9/4/2018	Tuesday	Convocation
6	1.00	9/5/2018	Wednesday	All Retail and Lower North Open
7	1.00	9/6/2018	Thursday	
8	1.00	9/7/2018	Friday	
9	1.00	9/8/2018	Saturday	
10	1.00	9/9/2018	Sunday	
11	1.00	9/10/2018	Monday	
12	1.00	9/11/2018	Tuesday	
13	1.00	9/12/2018	Wednesday	
14	1.00	9/13/2018	Thursday	
15	1.00	9/14/2018	Friday	
16	1.00	9/15/2018	Saturday	
17	1.00	9/16/2018	Sunday	
18	1.00	9/17/2018	Monday	
19	1.00	9/18/2018	Tuesday	
20	1.00	9/19/2018	Wednesday	
21	1.00	9/20/2018	Thursday	
22	1.00	9/21/2018	Friday	
23	1.00	9/22/2018	Saturday	
24	1.00	9/23/2018	Sunday	
25	1.00	9/24/2018	Monday	
26	1.00	9/25/2018	Tuesday	
27	1.00	9/26/2018	Wednesday	
28	1.00	9/27/2018	Thursday	
29	1.00	9/28/2018	Friday	
30	1.00	9/29/2018	Saturday	
31	1.00	9/30/2018	Sunday	
32	1.00	10/1/2018	Monday	
33	1.00	10/2/2018	Tuesday	
34	1.00	10/3/2018	Wednesday	
35	1.00	10/4/2018	Thursday	
36	1.00	10/5/2018	Friday	
37	1.00	10/6/2018	Saturday	
38	1.00	10/7/2018	Sunday	
39	1.00	10/8/2018	Monday	Columbus day Holiday
40	1.00	10/9/2018	Tuesday	
41	1.00	10/10/2018	Wednesday	
42	1.00	10/11/2018	Thursday	
43	1.00	10/12/2018	Friday	
44	1.00	10/13/2018	Saturday	

List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
45	1.00	10/14/2018	Sunday	
46	1.00	10/15/2018	Monday	
47	1.00	10/16/2018	Tuesday	
48	1.00	10/17/2018	Wednesday	
49	1.00	10/18/2018	Thursday	
50	1.00	10/19/2018	Friday	
51	1.00	10/20/2018	Saturday	
52	1.00	10/21/2018	Sunday	
53	1.00	10/22/2018	Monday	
54	1.00	10/23/2018	Tuesday	
55	1.00	10/24/2018	Wednesday	
56	1.00	10/25/2018	Thursday	
57	1.00	10/26/2018	Friday	
58	1.00	10/27/2018	Saturday	
59	1.00	10/28/2018	Sunday	
60	1.00	10/29/2018	Monday	
61	1.00	10/30/2018	Tuesday	
62	1.00	10/31/2018	Wednesday	
63	1.00	11/1/2018	Thursday	
64	1.00	11/2/2018	Friday	
65	1.00	11/3/2018	Saturday	
66	1.00	11/4/2018	Sunday	
67	1.00	11/5/2018	Monday	
68	1.00	11/6/2018	Tuesday	
69	1.00	11/7/2018	Wednesday	
70	1.00	11/8/2018	Thursday	
71	1.00	11/9/2018	Friday	
72	1.00	11/10/2018	Saturday	
73	1.00	11/11/2018	Sunday	
74	1.00	11/12/2018	Monday	Veterans Day Holiday
75	1.00	11/13/2018	Tuesday	
76	1.00	11/14/2018	Wednesday	
77	1.00	11/15/2018	Thursday	
78	1.00	11/16/2018	Friday	
79	1.00	11/17/2018	Saturday	
80	1.00	11/18/2018	Sunday	
81	1.00	11/19/2018	Monday	
82	1.00	11/20/2018	Tuesday	Board Plans Close after Dinner
	0.00	11/21/2018	Wednesday	Thanksgiving
	0.00	11/22/2018	Thursday	Thanksgiving
	0.00	11/23/2018	Friday	Thanksgiving
	0.00	11/24/2018	Saturday	Thanksgiving
83	1.00	11/25/2018	Sunday	Board Plan Opens Marsh with Brunch
84	1.00	11/26/2018	Monday	
85	1.00	11/27/2018	Tuesday	

List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
86	1.00	11/28/2018	Wednesday	
87	1.00	11/29/2018	Thursday	
88	1.00	11/30/2018	Friday	
89	1.00	12/1/2018	Saturday	
90	1.00	12/2/2018	Sunday	
91	1.00	12/3/2018	Monday	
92	1.00	12/4/2018	Tuesday	
93	1.00	12/5/2018	Wednesday	
94	1.00	12/6/2018	Thursday	
95	1.00	12/7/2018	Friday	
96	1.00	12/8/2018	Saturday	
97	1.00	12/9/2018	Sunday	
98	1.00	12/10/2018	Monday	
99	1.00	12/11/2018	Tuesday	Classes End- Day School
100	1.00	12/12/2018	Wednesday	Reading Day
101	1.00	12/13/2018	Thursday	Final Exams
102	1.00	12/14/2018	Friday	Final Exams
103	1.00	12/15/2018	Saturday	Final Exams
104	1.00	12/16/2018	Sunday	Final Exams
105	1.00	12/17/2018	Monday	Final Exams
106	1.00	12/18/2018	Tuesday	Final Exams
107	1.00	12/19/2018	Wednesday	Final Exams
108	1.00	12/20/2018	Thursday	Final Exams/Board Plans close after dinner
	0.00	12/21/2018	Friday	Winter Recess
	0.00	12/22/2018	Saturday	Winter Recess
	0.00	12/23/2018	Sunday	Winter Recess
	0.00	12/24/2018	Monday	Winter Recess
	0.00	12/25/2018	Tuesday	Winter Recess
	0.00	12/26/2018	Wednesday	Winter Recess
	0.00	12/27/2018	Thursday	Winter Recess
	0.00	12/28/2018	Friday	Winter Recess
	0.00	12/29/2018	Saturday	Winter Recess
	0.00	12/30/2018	Sunday	Winter Recess
	0.00	12/31/2018	Monday	Winter Recess
	0.00	1/1/2019	Tuesday	Winter Recess
	0.00	1/2/2019	Wednesday	Winter Recess
	0.00	1/3/2019	Thursday	Winter Recess
	0.00	1/4/2019	Friday	Winter Recess
	0.00	1/5/2019	Saturday	Winter Recess
	0.00	1/6/2019	Sunday	
	0.00	1/7/2019	Monday	(removed 2 days)
109	1.00	1/8/2019	Tuesday	First Feeding Day of Semester
110	1.00	1/9/2019	Wednesday	
111	1.00	1/10/2019	Thursday	First Completed Teaching Day
112	1.00	1/11/2019	Friday	

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List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
113	1.00	1/12/2019	Saturday	
114	1.00	1/13/2019	Sunday	
115	1.00	1/14/2019	Monday	
116	1.00	1/15/2019	Tuesday	
117	1.00	1/16/2019	Wednesday	
118	1.00	1/17/2019	Thursday	
119	1.00	1/18/2019	Friday	
120	1.00	1/19/2019	Saturday	
121	1.00	1/20/2019	Sunday	
122	1.00	1/21/2019	Monday	Martin Luther King Jr. Day Holiday
123	1.00	1/22/2019	Tuesday	
124	1.00	1/23/2019	Wednesday	
125	1.00	1/24/2019	Thursday	
126	1.00	1/25/2019	Friday	
127	1.00	1/26/2019	Saturday	
128	1.00	1/27/2019	Sunday	
129	1.00	1/28/2019	Monday	
130	1.00	1/29/2019	Tuesday	
131	1.00	1/30/2019	Wednesday	
132	1.00	1/31/2019	Thursday	
133	1.00	2/1/2019	Friday	
134	1.00	2/2/2019	Saturday	
135	1.00	2/3/2019	Sunday	
136	1.00	2/4/2019	Monday	
137	1.00	2/5/2019	Tuesday	
138	1.00	2/6/2019	Wednesday	
139	1.00	2/7/2019	Thursday	
140	1.00	2/8/2019	Friday	
141	1.00	2/9/2019	Saturday	
142	1.00	2/10/2019	Sunday	
143	1.00	2/11/2019	Monday	
144	1.00	2/12/2019	Tuesday	
145	1.00	2/13/2019	Wednesday	
146	1.00	2/14/2019	Thursday	
147	1.00	2/15/2019	Friday	
148	1.00	2/16/2019	Saturday	
149	1.00	2/17/2019	Sunday	
150	1.00	2/18/2019	Monday	Presidents' Day Holiday
151	1.00	2/19/2019	Tuesday	
152	1.00	2/20/2019	Wednesday	
153	1.00	2/21/2019	Thursday	
154	1.00	2/22/2019	Friday	
155	1.00	2/23/2019	Saturday	
156	1.00	2/24/2019	Sunday	
157	1.00	2/25/2019	Monday	

List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
158	1.00	2/26/2019	Tuesday	
159	1.00	2/27/2019	Wednesday	
160	1.00	2/28/2019	Thursday	
161	1.00	3/1/2019	Friday	
162	1.00	3/2/2019	Saturday	
163	1.00	3/3/2019	Sunday	
164	1.00	3/4/2019	Monday	
165	1.00	3/5/2019	Tuesday	
166	1.00	3/6/2019	Wednesday	
167	1.00	3/7/2019	Thursday	
	0.50	3/8/2019	Friday	Board Plan Closes after Lunch
	0.00	3/9/2019	Saturday	Spring Break
	0.00	3/10/2019	Sunday	Spring Break
	0.00	3/11/2019	Monday	Spring Break
	0.00	3/12/2019	Tuesday	Spring Break
	0.00	3/13/2019	Wednesday	Spring Break
	0.00	3/14/2019	Thursday	Spring Break
	0.00	3/15/2019	Friday	Spring Break
	0.00	3/16/2019	Saturday	Spring Break
168	0.50	3/17/2019	Sunday	Board Plan Opens Dinner only Marsh
169	1.00	3/18/2019	Monday	
170	1.00	3/19/2019	Tuesday	
171	1.00	3/20/2019	Wednesday	
172	1.00	3/21/2019	Thursday	
173	1.00	3/22/2019	Friday	
174	1.00	3/23/2019	Saturday	
175	1.00	3/24/2019	Sunday	
176	1.00	3/25/2019	Monday	
177	1.00	3/26/2019	Tuesday	
178	1.00	3/27/2019	Wednesday	
179	1.00	3/28/2019	Thursday	
180	1.00	3/29/2019	Friday	
181	1.00	3/30/2019	Saturday	
182	1.00	3/31/2019	Sunday	
183	1.00	4/1/2019	Monday	
184	1.00	4/2/2019	Tuesday	
185	1.00	4/3/2019	Wednesday	
186	1.00	4/4/2019	Thursday	
187	1.00	4/5/2019	Friday	
188	1.00	4/6/2019	Saturday	
189	1.00	4/7/2019	Sunday	
190	1.00	4/8/2019	Monday	
191	1.00	4/9/2019	Tuesday	
192	1.00	4/10/2019	Wednesday	
193	1.00	4/11/2019	Thursday	

List of Feeding Days				
From September 2018 through May 2019				
# of Days	Billing Day	Date	Day	Notes
194	1.00	4/12/2019	Friday	
195	1.00	4/13/2019	Saturday	
196	1.00	4/14/2019	Sunday	
197	1.00	4/15/2019	Monday	Patriots' Day Holiday
198	1.00	4/16/2019	Tuesday	
199	1.00	4/17/2019	Wednesday	
200	1.00	4/18/2019	Thursday	
201	1.00	4/19/2019	Friday	
202	1.00	4/20/2019	Saturday	
203	1.00	4/21/2019	Sunday	
204	1.00	4/22/2019	Monday	
205	1.00	4/23/2019	Tuesday	
206	1.00	4/24/2019	Wednesday	
207	1.00	4/25/2019	Thursday	
208	1.00	4/26/2019	Friday	
209	1.00	4/27/2019	Saturday	
210	1.00	4/28/2019	Sunday	
211	1.00	4/29/2019	Monday	
212	1.00	4/30/2019	Tuesday	
213	1.00	5/1/2019	Wednesday	Classes End- Day School
214	1.00	5/2/2019	Thursday	Reading Day
215	1.00	5/3/2019	Friday	Final Exams
216	1.00	5/4/2019	Saturday	Final Exams
217	1.00	5/5/2019	Sunday	Final Exams
218	1.00	5/6/2019	Monday	Final Exams
219	1.00	5/7/2019	Tuesday	Final Exams
220	1.00	5/8/2019	Wednesday	Final Exams
221	1.00	5/9/2019	Thursday	Final Exams
222	1.00	5/10/2019	Friday	Final Exams/Board Plans close after dinner
	222.00	Total Board Billing Days Fall 18'-Spring 19'		

Blue Cells

are input prompts for Bidders to enter data. All calculations are automatic that are fed into the pro forma statements.

FOODSERVICE PRO FORMA WORKSHEETS OF INCOME AND EXPENSE

PKC has prepared an Excel based set of worksheets and pro forma to aid the bidders in collecting, calculating and presenting their data. The bidders shall be completely responsible for the numbers and calculations as shown on the worksheet and will ultimately be used as the basis for all financial calculations and projections associated with this bid.

The bidder is expected to complete the pro forma workbook provided . This pro forma workbook covers a ten (10) year period. The workbook includes the following worksheets:

- Instructions
- Meal Plan Revenue Worksheet
- A la Carte Revenue Worksheet
- Catering & Conferences Revenue Worksheet
- Concessions Worksheet
- One-time Dining Staffing Worksheets
- Retail Staffing Worksheets
- Pro Forma Worksheets

Instructions: Bidders are to submit their financial bids by filling out the worksheets provided in this Excel model. Bidders are to enter figures into the worksheets where prompted by blue cells. All related calculations are prepared by the program. Bidders are to include a hard copy of their pro forma worksheets within their Tender submittal.

Meal Plan Revenue Worksheet: Follow Blue-celled prompts. Please provide hard copy of all necessary back-up calculations and assumptions.

A la Carte Revenue Worksheet: Follow Blue-celled prompts. Please provide hard copy of all necessary back-up calculations and assumptions.

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All job positions required to staff each area must be listed on the Staffing Schedule under the proper category. According to the headings at the top of the chart, the following information is requested:

Identify main category, then list job positions. Each employee should be included; however, employees with the same job title and hourly rate may be entered in the same line of the worksheet. Refer to example shown below:

Position:

Hourly Employees

- Job Category 1
- Job Category 2
- Job Category 3

Rate:

Note employee compensation by hourly rate or annual salary.

Status:

Identify full - (F) or part-time (P) status

Hours:

Block out expected daily shifts. Place a "1" in a box to indicate **each** ("2" to represent two workers, etc.) employee working for the full hour. If the employee starts on the half hour, (i.e. 6:30am enter a "0.5" in the 6:00am box.)

Calculate the yearly benefit cost for each area and indicate a separate total for the total Employee Benefits section of the pro forma. Please provide hard copy of all necessary back-up calculations and assumptions.

Bidders should also note that additional detailed charts, reflecting employees who work in more than one job category or functional capacity, may be requested by Salem State University if additional clarity is needed.

1. Pro Forma worksheet: Follow Blue-celled prompts. Please provide hard copy of all necessary back-up calculations and assumptions.

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2. **Authorized Operating Expenses:** In preparing their responses, Salem State University has provided a list of authorized and unauthorized operating expenses that may be included in their pro forma bids. Customary expenses, attributable directly to the operation of Salem State University's food services, shall be paid for by the Contractor as a cost of business to be offset by revenues and reimbursed services (conference and catering food service). Expenses are considered to be usual food service net operating expenses derived after deducting trade discounts, rebates, etc. Expenses which are authorized are:

- Cost of food and beverages
- Salaries and wages
- Payroll taxes
- Employee benefits (including worker's compensation insurance)
- Uniforms
- Garbage removal
- Extermination
- Laundry (includes linen replacement)
- Paper supplies
- Telephone and computer/data lines provided by Salem State University
- Cleaning supplies
- Fire suppression system inspection and service
- Office supplies (e.g., postage, first aid supplies, etc.)

- Direct operating supplies (e.g., replacement of china, glass, flatware, trays, and miscellaneous kitchen wares)
- Administrative and general (e.g., telephone, permits/licenses, credit card service fees, and others that apply only to onsite expenses)
- Transportation costs (previously approved by Salem State University) involved in moving goods, equipment, and supplies between locations on campus)
- Cost of subcontracted services approved by Salem State University (e.g., service contracts, bank service)
- Insurance coverages specified herein
- Armored car service
- Miscellaneous pre-approved expenses such as employee recruiting and menu printing
- Depreciation charges for any equipment purchased by the Contractor (with prior approval from Salem State University) and brought on site
- Equipment maintenance and service contracts

3. **Unauthorized Items of Expense:** Expenses which are to be paid by the Contractor and are not to be included on Contractor's statements or used to offset revenues include but are not limited to:

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Dining Services RFP

- The expense of payroll computations and the disbursement of the payroll
- Wages, salaries, employee benefits, and bonuses of home office employees and general administrative, executive, and management officers
- Accounting expenses including costs of producing financial reports
- Home office management costs such as general management over-head, transportation of management personnel, and any other indirect management costs as related to this agreement
- Repairs necessary as the result of the acts or omissions of the Contractor or its employees
- Monies or other property, lost or stolen, either on or off University premises
- Express delivery charges of any type, except those with prior approval by Salem State University
- Inventory interest or carrying cost, except those authorized in this agreement
- Excessive overtime pay (limits to be determined)
- Legal expenses
- All taxes, except for payroll and property taxes
- Relocation expenses of any of the Contractor's employees
- Interest charges on any loans incurred by the Contractor, unless specifically authorized by Salem State University
- Modem/T1/Internet charges and any extra telephone lines
- Memberships in local or national groups of any type
- Costs for any Contractor employee to attend seminars or conferences of any type
- Anything else not expressly set forth herein
- Travel expenses of all personnel above the Food Service Director
- Contractor's personal use of the facilities

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Sliding Scale

Dining Dollars are not included in the daily rate (invoiced separately)

All operating days are projections and are subject to change. The operating day estimates are for planning purposes and are not a contractual guarantee. Days may be added or deleted based on the University's needs and may include partial service days.

Salem State University FY 2020 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants	Cost Per Person Per Day	Total Anytime Dining Days	Total Dining Revenue
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff	Total		Total	Total
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
Summer Plans								Total cost per person per plan		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -
		Marsh Anytime Dining/Social Engagement Commons	Lower North Anytime Dining/Social Engagement Commons	Total %						
	%			0%						
Amount Per Venue	\$	-	\$	-						

Salem State University FY 2021 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants	Cost Per Person Per Day	Total Anytime Dining Days	Total Dining Revenue
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff	Total		Total	Total
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
Summer Plans								Total cost per person per plan		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -
		Dining/Social Engagement	Dining/Social Engagement	Total %						
	%			0%						
Amount Per Venue	\$	-	\$	-						

Salem State University FY 2022 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants	Cost Per Person Per Day	Total Anytime Dining Days	Total Dining Revenue
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff	Total		Total	Total

Salem State University
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Sliver Plan							0		222	\$	-
Gold Plan							0		222	\$	-
Platinum Plan							0		222	\$	-
Block Plan 1							0		1	\$	-
Block Plan 2							0		1	\$	-
Block Plan 3							0		1	\$	-
								Cost Per Person Per Day			
One Week							0		1	\$	-
Half Summer Plan							0		1	\$	-
Full Summer Plan							0		1	\$	-
Totals							0			\$	-
	Dining/Social Engagement	Dining/Social Engagement	Total %								
	%		0%								
Amount Per Venue	\$	-	\$	-							

Salem State University FY 2023 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants Total	Cost Per Person Per Day	Total Anytime Dining Days Total	Total Dining Revenue Total
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -
	Dining/Social Engagement	Dining/Social Engagement	Total %							
	%		0%							
Amount Per Venue	\$	-	\$	-						

Salem State University FY 2024 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants Total	Cost Per Person Per Day	Total Anytime Dining Days Total	Total Dining Revenue Total
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -

Salem State University
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	Dining/Social Engagement	Dining/Social Engagement	Total %
%			0%
Amount Per Venue	\$ -	\$ -	

Salem State University FY 2025 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants Total	Cost Per Person Per Day	Total Anytime Dining Days Total	Total Dining Revenue Total
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -
	Dining/Social Engagement	Dining/Social Engagement	#REF!	Total %						
%				0%						
Amount Per Venue	\$ -	\$ -	\$ -							

Salem State University FY 2026 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants Total	Cost Per Person Per Day	Total Anytime Dining Days Total	Total Dining Revenue Total
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -
	Dining/Social Engagement	Dining/Social Engagement	Total %							
%			0%							
Amount Per Venue	\$ -	\$ -								

Salem State University FY 2027 Meal Plan Enrollment Worksheet										
Meal Plan Revenue	Demographic						Plan Participants Total	Cost Per Person Per Day	Total One-time Dining Days Total	Total Dining Revenue Total
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -

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Gold Plan							0		222	\$	-
Platinum Plan							0		222	\$	-
Block Plan 1							0		1	\$	-
Block Plan 2							0		1	\$	-
Block Plan 3							0		1	\$	-
								Cost Per Person Per Day			
One Week							0		1	\$	-
Half Summer Plan							0		1	\$	-
Full Summer Plan							0		1	\$	-
Totals							0			\$	-

	Dining/Social Engagement	Dining/Social Engagement	Total %
%			0%
Amount Per Venue	\$ -	\$ -	

Salem State University FY 2028
Meal Plan Enrollment Worksheet

Meal Plan Revenue	Demographic						Plan Participants	Cost Per Person Per Day	Total Anytime Dining Days	Total Dining Revenue
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -

	Dining/Social Engagement	Dining/Social Engagement	#REF!	Total %
%				0%
Amount Per Venue	\$ -	\$ -	\$ -	

Salem State University FY 2029
Meal Plan Enrollment Worksheet

Meal Plan Revenue	Demographic						Plan Participants	Cost Per Person Per Day	Total Anytime Dining Days	Total Dining Revenue
	Freshman	Soph.	Junior	Senior	Graduate Student	Faculty/Staff				
Sliver Plan							0		222	\$ -
Gold Plan							0		222	\$ -
Platinum Plan							0		222	\$ -
Block Plan 1							0		1	\$ -
Block Plan 2							0		1	\$ -
Block Plan 3							0		1	\$ -
								Cost Per Person Per Day		
One Week							0		1	\$ -
Half Summer Plan							0		1	\$ -
Full Summer Plan							0		1	\$ -
Totals							0			\$ -

	Dining/Social Engagement	Dining/Social Engagement	Total %
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Salem State University
Dining Services RFP

Amount Per Venue	%				0%
	\$	-	\$	-	

Salem State University
Dining Services RFP

	A	B	C	D	E	F	G	H
1	<p>All operating days are projections and are subject to change. The operating day estimates are for planning purposes and are not a contractual guarantee. Days may be added or deleted based on the University's needs and may include partial service days. For more detail regarding the current academic calendar and service days refer to Appendix 2 of the RFP.</p>							
2	Salem State University FY 2020							
3	Dining Sales Worksheet							
4	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
5								
6	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
7		Declining balance			\$ -		\$ -	
8	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
9		Declining Balance			\$ -		\$ -	
12	North Dining Food Court	Cash Sales			\$ -		\$ -	
13		Declining Balance			\$ -		\$ -	
14	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
15		Declining Balance			\$ -		\$ -	
18	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
19		Declining Balance			\$ -		\$ -	
20	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
21		Declining Balance			\$ -		\$ -	
22	South Campus Bagels	Cash Sales			\$ -		\$ -	
23		Declining Balance			\$ -		\$ -	
24	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
25		Declining Balance			\$ -		\$ -	
26	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
27		Declining Balance			\$ -		\$ -	
50	Totals		0		\$ -		\$ -	
51								
52	Salem State University FY 2021							
53	Dining Sales Worksheet							
54	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
55								

Salem State University
Dining Services RFP

	A	B	C	D	E	F	G	H
56	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
57		Declining balance			\$ -		\$ -	
58	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
59		Declining Balance			\$ -		\$ -	
62	North Dining Food Court	Cash Sales			\$ -		\$ -	
63		Declining Balance			\$ -		\$ -	
64	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
65		Declining Balance			\$ -		\$ -	
68	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
69		Declining Balance			\$ -		\$ -	
70	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
71		Declining Balance			\$ -		\$ -	
72	South Campus Bagels	Cash Sales			\$ -		\$ -	
73		Declining Balance			\$ -		\$ -	
74	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
75		Declining Balance			\$ -		\$ -	
76	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
77		Declining Balance			\$ -		\$ -	
100	Totals		0		\$ -		\$ -	

102	Salem State University FY	2022
103	Dining Sales Worksheet	

	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales
106	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
107		Declining balance			\$ -		\$ -
108	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
109		Declining Balance			\$ -		\$ -
112	North Dining Food Court	Cash Sales			\$ -		\$ -
113		Declining Balance			\$ -		\$ -
114	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -
115		Declining Balance			\$ -		\$ -
118	Dunkin' Donuts	Cash Sales			\$ -		\$ -
119		Declining Balance			\$ -		\$ -
120	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -
121		Declining Balance			\$ -		\$ -
122	South Campus Bagels	Cash Sales			\$ -		\$ -

Salem State University
Dining Services RFP

	A	B	C	D	E	F	G	H
123		Declining Balance			\$ -		\$ -	
124	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
125		Declining Balance			\$ -		\$ -	
126	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
127		Declining Balance			\$ -		\$ -	
150	Totals		0		\$ -		\$ -	
151								
152	Salem State University FY 2023							
153	Dining Sales Worksheet							
154	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
155								
156	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
157		Declining balance			\$ -		\$ -	
158	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
159		Declining Balance			\$ -		\$ -	
162	North Dining Food Court	Cash Sales			\$ -		\$ -	
163		Declining Balance			\$ -		\$ -	
164	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
165		Declining Balance			\$ -		\$ -	
168	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
169		Declining Balance			\$ -		\$ -	
170	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
171		Declining Balance			\$ -		\$ -	
172	South Campus Bagels	Cash Sales			\$ -		\$ -	
173		Declining Balance			\$ -		\$ -	
174	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
175		Declining Balance			\$ -		\$ -	
176	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
177		Declining Balance			\$ -		\$ -	
200	Totals		0		\$ -		\$ -	
201								
202	Salem State University FY 2024							
203	Dining Sales Worksheet							
204	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
205								

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	A	B	C	D	E	F	G	H
206	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
207		Declining balance			\$ -		\$ -	
208	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
209		Declining Balance			\$ -		\$ -	
212	North Dining Food Court	Cash Sales			\$ -		\$ -	
213		Declining Balance			\$ -		\$ -	
214	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
215		Declining Balance			\$ -		\$ -	
218	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
219		Declining Balance			\$ -		\$ -	
220	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
221		Declining Balance			\$ -		\$ -	
222	South Campus Bagels	Cash Sales			\$ -		\$ -	
223		Declining Balance			\$ -		\$ -	
224	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
225		Declining Balance			\$ -		\$ -	
226	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
227		Declining Balance			\$ -		\$ -	
250	Totals		0		\$ -		\$ -	

252	Salem State University FY	2025
253	Dining Sales Worksheet	

	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales
254							
255							
256	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
257		Declining balance			\$ -		\$ -
258	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
259		Declining Balance			\$ -		\$ -
262	North Dining Food Court	Cash Sales			\$ -		\$ -
263		Declining Balance			\$ -		\$ -
264	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -
265		Declining Balance			\$ -		\$ -
268	Dunkin' Donuts	Cash Sales			\$ -		\$ -
269		Declining Balance			\$ -		\$ -
270	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -
271		Declining Balance			\$ -		\$ -
272	South Campus Bagels	Cash Sales			\$ -		\$ -

Salem State University
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	A	B	C	D	E	F	G	H
273		Declining Balance			\$ -		\$ -	
274	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
275		Declining Balance			\$ -		\$ -	
276	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
277		Declining Balance			\$ -		\$ -	
300	Totals		0		\$ -		\$ -	
301								
302	Salem State University FY 2026							
303	Dining Sales Worksheet							
304	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
305								
306	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
307		Declining balance			\$ -		\$ -	
308	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
309		Declining Balance			\$ -		\$ -	
312	North Dining Food Court	Cash Sales			\$ -		\$ -	
313		Declining Balance			\$ -		\$ -	
314	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
315		Declining Balance			\$ -		\$ -	
318	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
319		Declining Balance			\$ -		\$ -	
320	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
321		Declining Balance			\$ -		\$ -	
322	South Campus Bagels	Cash Sales			\$ -		\$ -	
323		Declining Balance			\$ -		\$ -	
324	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
325		Declining Balance			\$ -		\$ -	
326	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
327		Declining Balance			\$ -		\$ -	
350	Totals		0		\$ -		\$ -	
351								
352	Salem State University FY 2027							
353	Dining Sales Worksheet							
354	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
355								

Salem State University
Dining Services RFP

	A	B	C	D	E	F	G	H
356	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
357		Declining balance			\$ -		\$ -	
358	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
359		Declining Balance			\$ -		\$ -	
362	North Dining Food Court	Cash Sales			\$ -		\$ -	
363		Declining Balance			\$ -		\$ -	
364	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
365		Declining Balance			\$ -		\$ -	
368	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
369		Declining Balance			\$ -		\$ -	
370	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
371		Declining Balance			\$ -		\$ -	
372	South Campus Bagels	Cash Sales			\$ -		\$ -	
373		Declining Balance			\$ -		\$ -	
374	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
375		Declining Balance			\$ -		\$ -	
376	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
377		Declining Balance			\$ -		\$ -	
400	Totals		0		\$ -		\$ -	
401								

402	Salem State University FY	2028	
403	Dining Sales Worksheet		

	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales
406	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
407		Declining balance			\$ -		\$ -
408	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -
409		Declining Balance			\$ -		\$ -
412	North Dining Food Court	Cash Sales			\$ -		\$ -
413		Declining Balance			\$ -		\$ -
414	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -
415		Declining Balance			\$ -		\$ -
418	Dunkin' Donuts	Cash Sales			\$ -		\$ -
419		Declining Balance			\$ -		\$ -
420	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -
421		Declining Balance			\$ -		\$ -
422	South Campus Bagels	Cash Sales			\$ -		\$ -

Salem State University
Dining Services RFP

	A	B	C	D	E	F	G	H
423		Declining Balance			\$ -		\$ -	
424	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
425		Declining Balance			\$ -		\$ -	
426	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
427		Declining Balance			\$ -		\$ -	
450	Totals		0		\$ -		\$ -	
451								
452	Salem State University FY 2029							
453	Dining Sales Worksheet							
454	Outlet	Payment Method	Customer Counts	Check Average / Door Rate	Daily Sales	Operating Days	Net Annual Sales	
455								
456	Marsh Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
457		Declining balance			\$ -		\$ -	
458	Lower North Anytime Dining/Social Engagement Commons	Cash Sales			\$ -		\$ -	
459		Declining Balance			\$ -		\$ -	
462	North Dining Food Court	Cash Sales			\$ -		\$ -	
463		Declining Balance			\$ -		\$ -	
464	Starbucks (Viking Hall)	Cash Sales			\$ -		\$ -	
465		Declining Balance			\$ -		\$ -	
468	Dunkin' Donuts	Cash Sales			\$ -		\$ -	
469		Declining Balance			\$ -		\$ -	
470	Faculty/Staff Dining Room	Cash Sales			\$ -		\$ -	
471		Declining Balance			\$ -		\$ -	
472	South Campus Bagels	Cash Sales			\$ -		\$ -	
473		Declining Balance			\$ -		\$ -	
474	Library Grab 'n Go	Cash Sales			\$ -		\$ -	
475		Declining Balance			\$ -		\$ -	
476	Marsh Hall Grab 'n Go	Cash Sales			\$ -		\$ -	
477		Declining Balance			\$ -		\$ -	
500	Totals		0		\$ -		\$ -	

Salem State University
Dining Services RFP

Salem State University FY 2020 Catering Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
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Total Catering Sales			\$ -		\$ -

Salem State University FY 2021 Catering Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
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Total Catering Sales			\$ -		\$ -

Salem State University FY 2022 Catering Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
			\$ -		\$ -

Salem State University
Dining Services RFP

			\$ -		\$ -
			\$ -		\$ -
Total Catering Sales			\$ -		\$ -

Salem State University FY	2027
Catering Sales Worksheet	

Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
			\$ -		\$ -
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			\$ -		\$ -
Total Catering Sales			\$ -		\$ -

Salem State University FY	2028
Catering Sales Worksheet	

Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
			\$ -		\$ -
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			\$ -		\$ -
Total Catering Sales			\$ -		\$ -

Salem State University FY	2029
Catering Sales Worksheet	

Salem State University
Dining Services RFP

Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Conference Sales
			\$ -		\$ -
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			\$ -		\$ -
Total Catering Sales			\$ -		\$ -

Salem State University
Dining Services RFP

Salem State University FY 2020 Camps and Conferences Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Days Per Year	Net Annual Conference Sales
			\$ -		\$ -
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Total Camps and Conferences Sales			\$ -		\$ -

Salem State University FY 2021 Camps and Conferences Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Days Per Year	Net Annual Conference Sales
0			\$ -		\$ -
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0			\$ -		\$ -
Total Camps and Conferences Sales			\$ -		\$ -

Salem State University FY 2022 Camps and Conferences Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Days Per Year	Net Annual Conference Sales

Salem State University
Dining Services RFP

Salem State University FY 2029 Camps and Conferences Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Days Per Year	Net Annual Conference Sales
0			\$ -		\$ -
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Total Camps and Conferences Sales			\$ -		\$ -

Salem State University
Dining Services RFP

Salem State University FY 2020 Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concessions Sales
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Total Concessions Sales	0		\$ -	-	\$ -

2021 Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
			\$ -		\$ -
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Total Concessions Sales	0		\$ -	-	\$ -

2022 Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
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Salem State University
Dining Services RFP

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Total Concessions Sales		0	\$ -	-	\$ -

2023					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
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Total Concessions Sales		0	\$ -	-	\$ -

2024					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
			\$ -		\$ -
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Total Concessions Sales		0	\$ -	-	\$ -

Salem State University
Dining Services RFP

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Total Concessions Sales	0		\$ -	-	\$ -

2025					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
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Total Concessions Sales	0		\$ -	-	\$ -

2026					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concessions Sales
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Total Concessions Sales	0		\$ -	-	\$ -

2027					
Concessions Sales Worksheet					

Salem State University
Dining Services RFP

Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
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Total Concessions Sales	0		\$ -	-	\$ -

2028					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
			\$ -		\$ -
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Total Concessions Sales	0		\$ -	-	\$ -

2029					
Concessions Sales Worksheet					
Event Type	Customer Counts	Average Check	Event Sales	Number of Events Per Year	Net Annual Concession Sales
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Salem State University
Dining Services RFP

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Total Concessions Sales		0	\$ -	-	\$ -

Marsh Anytime Dining/Social Engagement Commons			FY 2020		Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost					
Position	Rate	Status (FT/PT)	4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am								
Management																															0		0	\$ -
																															0		0	\$ -
																															0		0	\$ -
																															0		0	\$ -
Subtotal Management																												0		0	\$ -			
TOTAL																												0		0	\$ -			

Marsh Anytime Dining/Social Engagement Commons			FY 2021		Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost						
Position	Rate	Status (FT/PT)	4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00a	11:00a	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00p	11:00p	12:00am	1:00am	2:00am	3:00am									
Management									m	m																					0		0	\$ -	
																																0		0	\$ -
																																0		0	\$ -
																																0		0	\$ -
Subtotal Management																												0		0	\$ -				
TOTAL																												0		0	\$ -				

Marsh Anytime Dining/Social Engagement Commons			FY 2022		Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost						
Position	Rate	Status (FT/PT)	4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00a	11:00a	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00p	11:00p	12:00am	1:00am	2:00am	3:00am									
Management									m	m																					0		0	\$ -	
																																0		0	\$ -
																																0		0	\$ -
																																0		0	\$ -
Subtotal Management																												0		0	\$ -				
TOTAL																												0		0	\$ -				

Marsh Anytime Dining/Social Engagement Commons			FY 2023		Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost								
Management																																		0		0	\$ -

Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost	
			4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am						
Management																												0		0	0	\$ -
																												0		0	\$ -	
																												0		0	\$ -	
																												0		0	\$ -	
																												0		0	\$ -	
Subtotal Management																		0		0	0	\$ -										
TOTAL																		0		0	0	\$ -										

Lower North Anytime Dining/Social Engagement Comr FY 2027

Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost
			4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am					
Management																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
Subtotal Management																		0		0	0	\$ -									
TOTAL																		0		0	0	\$ -									

Lower North Anytime Dining/Social Engagement Comr FY 2028

Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost
			4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am					
Management																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
																												0		0	\$ -
Subtotal Management																		0		0	0	\$ -									
TOTAL																		0		0	0	\$ -									

Lower North Anytime Dining/Social Engagement Comr FY 2029

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF					
268																													0		0		\$	-			
269																													0		0		\$	-			
270																													0		0		\$	-			
271																													0		0		\$	-			
272																													0		0		\$	-			
273																													0		0		\$	-			
274																													0		0		\$	-			
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286																													0		0		\$	-			
287																																		\$	-		
288																																		\$	-		
289	Starbucks (Viking Hall)	FY	2029																																		
290	Position	Rate	Status (FT/PT)	Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost									
291	Management			4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am			0		0	\$	-			
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299	Hourly																																				
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Dunkin' Donuts		FY 2020		Scheduled Hours																				Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost				
Position	Rate	Status (FT/PT)	4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am						
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Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost																																			
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Subtotal Management																																																													0		0	\$	-	
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Faculty/Staff Dining Room		FY 2027		Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost																																
							4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am																																					
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Faculty/Staff Dining Room		FY 2028		Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost																																
							4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am																																					
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Faculty/Staff Dining Room		FY 2029		Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost																																
							4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am																																					
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Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost
			4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am					
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Subtotal Hourly																			0	\$ -											
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Faculty/Staff Dining Room		FY	2030	Position	Rate	Status (FT/PT)	Scheduled Hours																								Hours per Day	Days per Week	FTEs*	Number of Weeks per Year	Annual Direct Cost
							4:00am	5:00am	6:00am	7:00am	8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am	3:00am					
				Management																								0			0	\$ -			
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Subtotal Hourly																			0	\$ -															
TOTAL																			0	\$ -															

Part	Line	Amount	Assets	Liabilities	Net Worth
I	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
II	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
III	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
IV	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
V	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
VI	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
VII	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
VIII	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
IX	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Part	Line	Amount	Assets	Liabilities	Net Worth
X	1				
	2				
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
	11				
	12				

Salem State University FY 2020																											
SALES*	Marsh Anytime Dining/Social Engagement Common		Lower North Anytime Dining/Social Engagement Common		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab 'n Go		Marsh Hall Grab 'n Go		Catering		Camps & Conferences		Concessions		Total		
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
Meal Plan Sales	1	5																									
Cash Sales	1	5																									
Declining Balance Sales	1	5																									
Cashier	1	5																									
Camps & Conferences	1	5																									
Concessions	1	5																									
TOTAL SALES	1	5																									
COST OF SALES	1	5																									
Direct Costs	1	5																									
Commissions Paid to Salem	1	5																									
Operating Profit	1	5																									
PAYROLL	1	5																									
Management Salaries	1	5																									
Hourly Wages	1	5																									
Total Salaries and Wages	1	5																									
Management Benefits	2																										
Workers' Compensation	2																										
Insurance Premiums	2																										
Pension/Retirement	2																										
Payroll Taxes	2																										
Other (Specify)**	2																										
Subtotal	2																										
Hourly Employee Benefits	3																										
Workers' Compensation	3																										
Insurance Premiums	3																										
Pension/Retirement	3																										
Payroll Taxes	3																										
Other (Specify)**	3																										
Subtotal	3																										
Total Benefits Cost	4																										
TOTAL PAYROLL COST	1	5																									
OPERATING EXPENSES	1	5																									
Utilities	1																										
Laundry	1																										
Paper/Office Supplies	1																										
Direct Op. Expenses (Specify)**	1																										
Other	1																										
Total Operating Expenses	1	5																									
Subtotal (if applicable)	1	5																									
Subtotal	1	5																									
GRAND TOTAL EXPENSE	1	5																									
NET SURPLUS/LOSS	1	5																									

1 As a percentage of Sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Subtotal Before Split
 ** Sales are defined as "Net Sales" - total receipts reduced by dollar value of any applicable sales tax
 *** Sick Pay, Vacation Pay, etc.
 **** Cleaning, Insurance, General Decorations, Linens and Permits, Recruitment/Staffing, Telephone/Data Processing
 Marketing & Promotions, Smenhausen/Start-up Costs, etc.

Salem State University FY 2021

	Marsh Anytime Dining/Social		Lower North Anytime Dining/Social		North Dining Food Court		Starbucks/Village Hall		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bases		Library Grab 'n Go		Marsh Hall Grab 'n Go		Cafeteria		Games & Conferences		Concessions		Total		
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
SALES*																											
Meal Plan Sales	1	\$																									
Cash Sales	1	\$																									
Declining Balance Sales	1	\$																									
Catering	1	\$																									
Games & Conferences	1	\$																									
TOTAL SALES	1	\$																									
COST OF SALES	1	\$																									
Direct Costs	1	\$																									
Commissary Prod. to Salem	1	\$																									
Operating Profit	1	\$																									
PAYROLL	1	\$																									
Management Salaries	1	\$																									
Hourly Wages	1	\$																									
Total Salaries and Wages	1	\$																									
Management Benefits	1	\$																									
Worker's Compensation	2	\$																									
Insurance Premiums	2	\$																									
Pension/Retirement	2	\$																									
Payroll Taxes	2	\$																									
Other (SocSec)**	2	\$																									
Salaries	3	\$																									
Hourly Employee Benefits	3	\$																									
Worker's Compensation	3	\$																									
Insurance Premiums	3	\$																									
Pension/Retirement	3	\$																									
Payroll Taxes	3	\$																									
Other (SocSec)**	3	\$																									
Salaries	3	\$																									
Total Benefit Cost	4	\$																									
TOTAL PAYROLL COST	1	\$																									
OPERATING EXPENSES	1	\$																									
Utilities	1	\$																									
Laundry	1	\$																									
Paper/Office Supplies	1	\$																									
Direct Op. Expenses (SocSec)**	1	\$																									
Total Operating Expenses	1	\$																									
Surplus/Loss Before Split	1	\$																									
Surplus Split (if applicable)	1	\$																									
Surplus/Profit	1	\$																									
NET TOTAL EXPENSE	1	\$																									
NET SURPLUS/LOSS	1	\$																									

1 As a percentage of sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Surplus Before Split
 * Sales are defined as "Net Sales" (total receipts reduced by dollar value of any applicable sales tax)
 ** Sick Pay, Vacation Pay, etc.
 *** Cleaning, Insurance, Seasonal Decorations, License and Permits, Recruitment/Rec'd Ads, Telephone/Data Processing, Marketing & Promotions, Smoothies/Startup Costs, etc.

Salem State University FY 2022		Marsh Anytime Dining/Social Engagement Commons		Lower North Anytime Dining/Social Engagement Commons		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab 'n Go		Marsh Hall Grab 'n Go		Catering		Camps & Conferences		Concessions		Total			
		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%		
SALES*																													
Meal Plan Sales	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Cash Sales	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Discount Balance Sales	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Catering	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Camps & Conferences	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Concessions	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
TOTAL SALES																													
COST OF SALES																													
Direct Costs	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Concessions Paid to Salem	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Operating Profit																													
PAYROLL																													
Management Salaries	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Hourly Wages	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Salaries and Wages	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Management Benefits																													
Worker's Compensation	2	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums	2	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Retirement	2	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes	2	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other (Spacity)**	2	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal																													
Hourly Employee Benefits																													
Worker's Compensation	3	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums	3	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Retirement	3	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes	3	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other (Spacity)**	3	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal																													
Total Benefits Cost																													
TOTAL PAYROLL COST																													
OPERATING EXPENSES																													
Utilities	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Laundry	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Paper/Office Supplies	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Direct Op. Expenses (Spacity)**	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
SEA	1	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Operating Expenses																													
Surplus/Loss Before Sale																													
Surplus/Loss (if applicable)																													
Grand Total Expense																													
NET SURPLUS/LOSS																													

1 As a percentage of sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Surplus Before Sale
 * Sales are defined as "Net Sales" - total receipts reduced by any applicable sales tax
 ** Sick Pay, Vacation Pay, etc.
 *** Cleaning, Insurance, General Donations, License and Permits, Recruitment/Staff Ads, Telephone/Data Processing, Marketing & Promotions, Smallwares/Startup Costs, etc.

Salem State University FY 2023																																								
		Marsh Anytime Dining/Social Engagement Commons			Lower North Anytime Dining/Social Engagement Commons			North Dining Food Court			Starbucks (Viking Hall)			Dunkin' Donuts			Faculty/Staff Dining Room			South Campus Bagels			Library Grab 'n Go			Marsh Hall Grab 'n Go			Catering			Camps & Conferences			Concessions			Total		
		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%		\$	%	
SALES*																																								
Meal Plan Sales																																								
Cash Sales																																								
Declining Balance Sales																																								
Caterers																																								
Camps & Conferences																																								
Concessions																																								
TOTAL SALES																																								
COST OF SALES																																								
Gross Margin																																								
Commissions Paid to Salem																																								
Operating Profit																																								
PAYROLL																																								
Management Salaries																																								
Hourly Wages																																								
Total Salaries and Wages																																								
Nonpersonnel Benefits																																								
Worker's Compensation																																								
Insurance Premiums																																								
Pension/Retirement																																								
Payroll Taxes**																																								
Other (Specified)**																																								
Subtotal																																								
Hourly Employee Benefits																																								
Worker's Compensation																																								
Insurance Premiums																																								
Pension/Retirement																																								
Payroll Taxes**																																								
Other (Specified)**																																								
Subtotal																																								
Total Benefit Cost																																								
TOTAL PAYROLL COST																																								
OPERATING EXPENSES																																								
Utilities																																								
Laundry																																								
Paper/Office Supplies																																								
Direct Op. Expenses (Specified)**																																								
C&A																																								
Total Operating Expenses																																								
Surplus/Loss Before Split																																								
Split to Support																																								
Split to Support																																								
GRAND TOTAL EXPENSE																																								
NET SURPLUS/LOSS																																								

* As a percentage of sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Service Before Split
 ** Sales are defined as "Net Sales" - total receipts reduced by dollar value of any applicable sales tax
 *** Split Pay: Vacation Pay, etc.
 **** Cleaning Services, Operational Consultants, License and Permits, Recruitment/Shift Aids, Telephone/Data Processing, Marketing & Promotions, Smartboard/Start-up Costs, etc.

Salem State University FY 2024		Marsh Anytime Dining/Social Engagement Commons		Lower North Anytime Dining/Social Engagement Commons		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab N Go		Marsh Hall Grab N Go		Catering		Camps & Conferences		Concessions		Total	
SALES*		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Meal Plan Sales		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Cash Sales		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Declining Balance Sales		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Catering		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Camps & Conferences		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Concessions		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
TOTAL SALES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
COST OF SALES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Gross Margin		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Commissions Paid to Salem		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Operating Profit		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
PAYROLL		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Management Salaries		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Hourly Wages		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Salaries and Wages		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Management Benefits		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Worker's Compensation		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Retirement		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other (Health)**		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Hourly Employee Benefits		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Worker's Compensation		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Retirement		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other (Health)**		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
TOTAL Benefit Cost		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
TOTAL PAYROLL COST		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
GENERAL EXPENSES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Utilities		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Laundry		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Paper/Office Supplies		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Direct Op. Expenses (Subcontractor)		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
CCA		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Operating Expenses		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Surplus Split (if applicable)		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Salem Portion		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
GRAND TOTAL EXPENSE		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
NET SURPLUS/LOSS		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	

* As a percentage of Sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Service Before Staff
 ** Sales are defined as "Net Sales" - total receipts reduced by dollar value of any applicable sales tax
 *** Sick Pay, Vacation Pay, etc.
 **** Cleaning Services, Sanitation/Disinfection, Linen and Permits, Recruitment/Shift Aid, Telephone/Data Processing, Marketing & Promotions, Smallbusiness/Startup Costs, etc.

Salem State University FY 2025																											
SALES*	Marsh Anytime Dining/Social Engagement Commons		Lower North Anytime Dining/Social Engagement Commons		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab 'n Go		Marsh Hall Grab 'n Go		Catering		Camps & Conferences		Concessions		Total		
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
Meal Plan Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Cash Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Declining Balance Sales	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Catering	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Camps & Conferences	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Concessions	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
TOTAL SALES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
COST OF SALES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Direct Costs	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Commissions Paid to Salem	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Operating Profit	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
PAYROLL	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Management Salaries	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Hourly Wages	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Total Salaries and Wages	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Management Benefits	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Worker's Compensation	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Insurance Premiums	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Pension/Retirement	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Payroll Taxes***	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Other Expenses****	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Subtotal	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Hourly Employee Benefits	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Worker's Compensation	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Insurance Premiums	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Pension/Retirement	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Payroll Taxes	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Other Expenses****	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Subtotal	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
TOTAL PAYROLL COST	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
OPERATING EXPENSES	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Utilities	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Laundry	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Phone/Office Supplies	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Direct Op. Expenses (Socachi)***	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
GA	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Total Operating Expenses	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Supplies/Exp Before Sell	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Supplies/Exp (Socachi)	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
Salem Portion	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
GRAND TOTAL EXPENSE	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!
NET SURPLUS/LOSS	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!	\$	-	#DIV/0!

1 As a percentage of sales
 2 As a percentage of Management Salaries
 3 As a percentage of Employee Wages
 4 As a percentage of Total Salaries and Wages
 5 As a percentage of Staff Before Sall
 * Sales are defined as "Net Sales" - total receipts reduced by dollar value of any applicable sales tax
 *** Sick Pay, Vacation Pay, etc.
 **** Cleaning, Insurance, Student Organization, License and Permits, Recruitment/Event Adm., Telephone/Data Processing, Marketing & Promotions, Smartphone/Startup Costs, etc.

Salem State University FY 2026		Marsh Anytime Dining/Social Engagement Commons		Lower North Anytime Dining/Social Engagement Commons		North Dining Food Court		Starbucks (Viking Hall)		Dunkin' Donuts		Faculty/Staff Dining Room		South Campus Bagels		Library Grab 'n Go		Marsh Hall Grab 'n Go		Catering		Camps & Conferences		Concessions		Total	
SALES*		\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Meal Plan Sales		\$																									
Cash Sales		\$																									
Declined Balance Sales		\$																									
Catering		\$																									
Camps & Conferences		\$																									
Concessions		\$																									
TOTAL SALES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
COST OF SALES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Stamps Marsh		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Commissions Paid to Salem		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Operating Profit		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
PAYROLL		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Management Salaries		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Hourly Wages		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Salaries and Wages		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Management Benefits		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Worker's Compensation		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Roth/Retiree		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other Expenses**		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Hourly Employee Benefits		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Worker's Compensation		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Insurance Premiums		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Pension/Roth/Retiree		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Payroll Taxes		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other Expenses**		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Benefits Cost		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
TOTAL PAYROLL COST		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
OPERATING EXPENSES		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Utilities		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Laundry		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Posters/Office Supplies		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Direct Op. Expenses (Subcontractors)		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Other		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Total Operating Expenses		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Supplies/Loss Before Sale		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Subtotal		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
Salem Portion		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
GRAND TOTAL EXPENSE		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	
NET SURPLUS/LOSS		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	

1. As a percentage of Sales
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