

**Salem State University**  
**RFP 2020-03 TO MOVE STERLING STREAMLINER DINER BUILDING AT 70 LORING AVENUE, SALEM MA 01970**

**Addendum I – Questions and Answers**  
**July 30, 2019.**

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The following represents questions concerning RFP 2020-03 TO MOVE STERLING STREAMLINER DINER BUILDING AT 70 LORING AVENUE, SALEM MA 01970.

**Questions received**

**Q1: Is it possible to see the Diner's financials for the past three years? When assessing the value of the business it would be incredibly useful to have a sense of the financials of the diner these past few years.**

**A:** Yes, see attachment below.

**Q2: Has (or will) an assessment of the Diner been done to determine whether or not there is asbestos lead paint, or other environmental health hazards?**

**A:** Unknown no assessment has been performed.

**Q3: What was the Diner's EBIDTA the last three years of operations?**

**A:** Please refer to the attachment below.

**Q4: Which equipment is being sold or reclaimed (such as fridges from Pepsi, etc.)?**

**A:** All equipment comes with the property.

**Q5: Is there an estimated value of the remaining equipment?**

**A:** No.

**Q6: Are there older photos of the Diner?**

**A:** No.

**Q7: Did the Diner originally have the back section?**

**A:** Unknown.

**Q8: What are the dimensions of the Diner?**

**A:** Approximately 14' x 50'.

**Q9: Do you have records of sales reports on an average day in the off-season?**

**A:** Please refer to attachment below.

**Q10: Is there a foundation or cellar?**

**A:** Yes.

**Q11: When was the wooden structure added?**

**A:** The glass and steel entry vestibule, the gabled, wood framed kitchen and restroom were added around 1950.

**Q12: Has any assessment been done regarding asbestos and lead paint?**

**A:** Unknown, no assessment has been performed.

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Compass Group North America  
 Food P&L with Record Type 0  
 From Period 10, 2015  
 To Period 9, 2016  
 Plan Version 0 Compass Plan Data

Profit Center/Group: 28414  
 Salem Diner  
 Profile: CHLA05  
 NE Metro College P/L  
 DM: Piascik, T

	0,	10,2015	11,2015	12,2015	1,2016	2,2016	3,2016	4,2016	5,2016	6,2016	7,2016	8,2016	9,2016	TOTAL
<b>313000 Food Sales - Taxable</b>	0	10,813	12,457	11,741	11,858	12,705	12,614	10,513	10,349	11,969	13,580	13,172	11,900	143,671
<b>313479 Fd Sales NonTax</b>	0	0	0	0	0	0	0	0	0	0	4	43	16	64
Cafe Sales	0	10,813	12,457	11,741	11,858	12,705	12,614	10,513	10,349	11,969	13,584	13,216	11,917	143,736
<b>313175 Board - NonTaxable</b>	0	0	684	12,097	8,117	2,794	2,462	7,702	11,277	3,922	7,679	4,219	0	60,953
<b>313494 SnackBarPoint NonTax</b>	0	0	130	8,843	7,026	3,287	2,159	4,425	10,289	5,672	4,008	1,213	0	47,052
<b>313496 SnackBar Cash NonTax</b>	0	1,076	595	742	1,139	1,296	1,456	722	734	1,055	1,747	1,171	677	12,411
Other Food Sales	0	1,076	1,409	21,682	16,283	7,377	6,077	12,850	22,300	10,648	13,434	6,603	677	120,416
SALES	0	11,890	13,866	33,423	28,141	20,082	18,691	23,363	32,649	22,617	27,018	19,819	12,593	264,151
<b>TOTAL SALES</b>	0	11,890	13,866	33,423	28,141	20,082	18,691	23,363	32,649	22,617	27,018	19,819	12,593	264,151
<b>411054 Beverages</b>	0	4,159	4,882	11,698	9,946	7,026	6,111	8,178	11,421	7,917	9,739	7,528	4,564	93,167
<b>411090 Other Products</b>	0	0	0	0	0	111	0	0	0	0	0	0	0	111
PRODUCT COST	0	4,159	4,882	11,698	9,946	7,136	6,111	8,178	11,421	7,917	9,739	7,528	4,564	93,278
<b>411075 Paper Supplies</b>	0	237	283	529	563	337	410	467	652	452	480	484	289	5,183
<b>GROSS PRODUCT COST</b>	0	4,396	5,165	12,227	10,509	7,473	6,521	8,644	12,073	8,369	10,219	8,012	4,853	98,461
NET PRODUCT COST	0	4,396	5,165	12,227	10,509	7,473	6,521	8,644	12,073	8,369	10,219	8,012	4,853	98,461
<b>GROSS PROFIT</b>	0	7,494	8,701	21,196	17,631	12,609	12,170	14,718	20,576	14,248	16,799	11,807	7,741	165,690
<b>610700 Wages - Hourly</b>	0	6,173	6,075	7,989	8,894	7,600	6,837	9,464	13,042	10,263	12,116	8,741	7,542	104,737
<b>610849 Payroll Claims</b>	0	0	0	0	76	0	0	0	0	0	0	0	0	76
<b>611100 O/T Wages</b>	0	0	0	527	157	195	194	0	0	0	0	115	0	1,188
<b>611302 Holiday Pay Direct</b>	0	251	0	238	26	74	86	0	86	0	0	0	106	866
<b>611400 Sick Pay Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0	106	106
DIRECT LABOR	0	6,423	6,075	8,754	9,153	7,869	7,117	9,464	13,128	10,263	12,116	8,856	7,754	106,972
<b>612404 Direct Tax&amp;Ben</b>	0	2,820	2,667	3,843	4,119	3,541	3,203	4,259	5,907	4,618	5,452	3,985	3,489	47,904
DIRECT FRINGE	0	2,820	2,667	3,843	4,119	3,541	3,203	4,259	5,907	4,618	5,452	3,985	3,489	47,904
<b>TOTAL DIRECT PERSONNEL</b>	0	9,243	8,743	12,597	13,271	11,410	10,320	13,723	19,035	14,882	17,568	12,841	11,243	154,875
<b>610701 Management Labor</b>	0	3,543	3,230	3,383	3,383	3,235	3,538	3,360	2,684	3,680	4,036	3,520	3,520	41,113
SUPV/CLERK WAGES	0	3,543	3,230	3,383	3,383	3,235	3,538	3,360	2,684	3,680	4,036	3,520	3,520	41,113
<b>612454 Supv Tax&amp;Ben</b>	0	1,555	1,418	1,485	1,522	1,456	1,592	1,512	1,208	1,656	1,816	1,584	1,584	18,389
SUPV/CLERK FRINGE	0	1,555	1,418	1,485	1,522	1,456	1,592	1,512	1,208	1,656	1,816	1,584	1,584	18,389
<b>TOTAL SUPV/CK PERSONNEL</b>	0	5,098	4,648	4,869	4,906	4,690	5,131	4,872	3,892	5,336	5,852	5,104	5,104	59,502
<b>TOTAL PERSONNEL COST</b>	0	14,342	13,391	17,465	18,177	16,100	15,450	18,595	22,927	20,218	23,420	17,945	16,347	214,377
<b>642003 Location Comm - Sys</b>	0	803	936	2,256	1,899	1,356	1,262	1,577	2,204	1,527	1,824	1,338	850	17,830
<b>653703 S/T Rentals - Unit</b>	0	20	20	20	20	20	20	20	20	20	20	20	40	260
<b>655200 HrdwrOpLeaseUnit</b>	0	5	5	5	0	0	0	0	0	0	0	0	0	15
<b>655201 SoftwareOpLeaseUnit</b>	0	71	71	71	55	55	55	55	55	55	55	55	55	708
<b>665000 Sales Promotion</b>	0	72	62	72	174	146	104	97	121	170	118	140	103	1,381
<b>659000 Postage/Freight</b>	0	0	0	0	0	9	16	8	0	0	0	7	0	39
<b>612300 Outside Services</b>	0	0	0	200	0	0	0	670	247	0	0	0	0	1,117

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 DM: Piascik, T

	0,	10,2015	11,2015	12,2015	1,2016	2,2016	3,2016	4,2016	5,2016	6,2016	7,2016	8,2016	9,2016	TOTAL
612305 I9 E-Verify	0	0	0	10	0	0	15	8	0	0	0	0	8	40
645302 Maint SoftwareMid	0	0	0	0	5	5	5	5	5	5	5	5	5	45
674102 Cleaning Supplies	0	76	86	233	141	80	92	116	162	111	134	107	63	1,401
639000 Insurance Other	0	181	155	180	435	366	261	243	304	424	294	351	258	3,451
676300 Other Tax/License	0	36	34	38	44	17	18	43	44	34	49	22	18	397
674100 Laundry & Cleaning	0	0	663	442	772	442	502	352	610	664	671	732	572	6,422
628000 Over/Short Cash	0	7	(3)	7	1	(4)	(0)	1	(1)	(2)	(0)	(3)	(0)	1
612311 Recruiting	0	0	0	0	0	0	65	0	0	0	0	65	0	130
634000 Dues & Subscript	0	0	0	45	192	84	0	0	60	0	0	0	0	381
673011 Training	0	0	0	0	0	0	0	25	0	0	0	0	20	45
693012 Training	0	186	174	227	236	209	201	242	298	263	304	233	213	2,787
694000 Credit Card Disc	0	124	153	155	181	181	175	119	143	165	186	121	135	1,837
<b>TOTAL OTHER COSTS</b>	0	1,581	2,355	3,961	4,155	2,965	2,791	3,580	4,271	3,437	3,660	3,193	2,338	38,287
<b>P/L BEFORE OH/FEE</b>	0	(8,429)	(7,045)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,974)
<b>PROFIT PER CONTRACT</b>	0	(8,429)	(7,045)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,974)
<b>PROF/CONT AFTER TAX SUB</b>	0	(8,429)	(7,045)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,974)

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	0,	10,2015	11,2015	12,2015	1,2016	2,2016	3,2016	4,2016	5,2016	6,2016	7,2016	8,2016	9,2016	TOTAL
PROF/CONT AFTER TAX SUB	0	(8,429)	(7,045)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,974)
CONTRACTUAL P&L	0	(8,429)	(7,045)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,974)
912200 Personnel Cost Othr	0	0	15	0	0	0	0	0	0	0	0	0	0	15
INVALID ACCOUNTS	0	0	15	0	0	0	0	0	0	0	0	0	0	15
TOTAL OTHER COSTS	0	0	15	0	0	0	0	0	0	0	0	0	0	15
TOTAL OTHER INCOME/EXP	0	0	(15)	0	0	0	0	0	0	0	0	0	0	(15)
P B S	0	(8,429)	(7,060)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,989)
P B 0	0	(8,429)	(7,060)	(231)	(4,700)	(6,456)	(6,072)	(7,457)	(6,622)	(9,406)	(10,281)	(9,331)	(10,944)	(86,989)
TOTAL REVENUE	0	11,890	13,866	33,423	28,141	20,082	18,691	23,363	32,649	22,617	27,018	19,819	12,593	264,151

	0,	10,2016	11,2016	12,2016	1,2017	2,2017	3,2017	4,2017	5,2017	6,2017	7,2017	8,2017	9,2017	TOTAL
<b>313000 Food Sales - Taxable</b>	0	13,315	11,930	13,926	16,830	15,572	13,775	11,818	11,339	12,761	14,192	13,815	14,794	164,067
<b>313479 Fd Sales NonTax</b>	0	23	14	48	37	87	112	19	73	69	24	112	7	625
Cafe Sales	0	13,338	11,944	13,974	16,868	15,659	13,887	11,836	11,413	12,830	14,216	13,927	14,800	164,692
<b>313175 Board - NonTaxable</b>	0	5	0	11,693	9,679	3,695	1,783	7,949	10,616	3,657	3,683	3,180	0	55,941
<b>313494 SnackBarPoint NonTax</b>	0	0	41	7,852	7,473	4,577	3,219	5,618	8,898	7,097	5,746	2,045	0	52,566
<b>313496 SnackBar Cash NonTax</b>	0	1,058	713	949	1,250	1,533	1,583	273	508	837	1,166	754	512	11,135
Other Food Sales	0	1,063	754	20,494	18,401	9,806	6,585	13,839	20,022	11,591	10,595	5,979	512	119,642
SALES	0	14,401	12,698	34,468	35,269	25,464	20,472	25,676	31,435	24,422	24,811	19,906	15,312	284,334
<b>TOTAL SALES</b>	0	14,401	12,698	34,468	35,269	25,464	20,472	25,676	31,435	24,422	24,811	19,906	15,312	284,334
<b>411040 Juice</b>	0	0	0	0	0	0	0	0	13	0	0	0	0	13
<b>411048 Dairy</b>	0	0	32	0	0	0	0	0	0	0	0	0	0	32
<b>411054 Beverages</b>	0	5,144	4,453	12,103	12,497	8,956	7,348	8,986	10,988	8,668	9,105	7,437	5,947	101,631
<b>411061 Frozen/Ice Cream</b>	0	0	0	54	0	0	0	0	0	0	0	0	0	54
<b>411090 Other Products</b>	0	0	121	0	0	0	0	0	0	0	0	0	88	209
PRODUCT COST	0	5,144	4,605	12,156	12,497	8,956	7,348	8,986	11,001	8,668	9,105	7,437	6,035	101,938
<b>411075 Paper Supplies</b>	0	289	254	707	689	509	451	513	621	450	497	397	312	5,689
<b>GROSS PRODUCT COST</b>	0	5,434	4,859	12,864	13,186	9,465	7,799	9,499	11,622	9,118	9,602	7,834	6,346	107,627
<b>NET PRODUCT COST</b>	0	5,434	4,859	12,864	13,186	9,465	7,799	9,499	11,622	9,118	9,602	7,834	6,346	107,627
<b>GROSS PROFIT</b>	0	8,967	7,839	21,605	22,083	15,999	12,673	16,177	19,813	15,303	15,209	12,072	8,966	176,707
<b>610700 Wages - Hourly</b>	0	7,643	7,901	10,543	8,722	10,962	9,273	10,560	10,814	10,385	11,766	9,497	6,992	115,058
<b>611100 O/T Wages</b>	0	0	0	0	3	0	0	0	0	46	0	49	0	97
<b>611302 Holiday Pay Direct</b>	0	0	0	254	172	144	0	0	271	0	184	0	0	1,025
<b>611400 Sick Pay Direct</b>	0	106	106	106	82	0	101	0	106	330	0	0	97	1,033
<b>611601 Vacation Pay Direct</b>	0	0	0	0	0	0	0	0	0	552	0	0	0	552
DIRECT LABOR	0	7,748	8,006	10,903	8,979	11,105	9,374	10,560	11,190	11,313	11,951	9,546	7,089	117,765
<b>612404 Direct Tax&amp;Ben</b>	0	3,487	3,603	4,906	4,142	5,123	4,324	4,871	5,162	5,219	5,513	4,404	3,270	54,024
DIRECT FRINGE	0	3,487	3,603	4,906	4,142	5,123	4,324	4,871	5,162	5,219	5,513	4,404	3,270	54,024
<b>TOTAL DIRECT PERSONNEL</b>	0	11,235	11,609	15,809	13,121	16,228	13,699	15,431	16,352	16,532	17,464	13,950	10,359	171,788
<b>610701 Management Labor</b>	0	3,360	3,680	3,520	3,360	3,520	3,520	3,869	3,360	3,864	3,360	3,864	3,696	42,973
SUPV/CLERK WAGES	0	3,360	3,680	3,520	3,360	3,520	3,520	3,869	3,360	3,864	3,360	3,864	3,696	42,973
<b>612454 Supv Tax&amp;Ben</b>	0	1,512	1,656	1,584	1,550	1,624	1,624	1,785	1,550	1,782	1,550	1,782	1,705	19,704
SUPV/CLERK FRINGE	0	1,512	1,656	1,584	1,550	1,624	1,624	1,785	1,550	1,782	1,550	1,782	1,705	19,704
<b>TOTAL SUPV/CK PERSONNEL</b>	0	4,872	5,336	5,104	4,910	5,144	5,144	5,654	4,910	5,646	4,910	5,646	5,401	62,678
<b>TOTAL PERSONNEL COST</b>	0	16,107	16,945	20,913	18,031	21,372	18,842	21,085	21,262	22,178	22,374	19,596	15,760	234,466
<b>642003 Location Comm - Sys</b>	0	972	857	2,327	2,381	1,719	1,382	1,733	2,122	1,648	1,675	1,344	1,034	19,193
<b>653703 S/T Rentals - Unit</b>	0	40	40	40	40	40	40	40	40	40	40	40	40	480
<b>655201 SoftwareOpLeaseUnit</b>	0	55	55	55	0	0	0	0	0	0	0	0	0	165
<b>665000 Sales Promotion</b>	0	65	75	66	179	183	132	106	134	163	127	129	104	1,464

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	0,	10,2016	11,2016	12,2016	1,2017	2,2017	3,2017	4,2017	5,2017	6,2017	7,2017	8,2017	9,2017	TOTAL
659000 Postage/Freight	0	0	23	0	0	8	25	9	0	0	0	0	0	64
612300 Outside Services	0	0	0	0	0	0	0	140	0	0	0	0	0	140
612305 I9 E-Verify	0	0	0	8	0	0	0	0	0	0	0	0	0	8
645302 Maint SoftwareMid	0	5	5	5	5	60	60	60	60	60	60	60	60	500
674102 Cleaning Supplies	0	72	64	171	186	125	104	129	159	123	125	113	77	1,448
639000 Insurance Other	0	164	187	165	448	458	331	266	334	409	317	323	259	3,661
676300 Other Tax/License	0	30	33	72	28	31	33	48	45	42	40	21	31	453
674100 Laundry & Cleaning	0	326	572	685	715	581	572	554	745	589	748	496	509	7,092
628000 Over/Short Cash	0	(5)	(2)	(1)	(8)	(2)	1	(5)	(10)	2	(3)	(52)	(3)	(88)
612311 Recruiting	0	0	0	0	0	100	20	0	0	10	10	0	0	140
673011 Training	0	10	0	0	0	0	0	25	0	0	0	0	0	35
693012 Training	0	209	220	272	234	278	245	274	276	288	291	255	205	3,048
694000 Credit Card Disc	0	182	155	171	216	198	187	143	163	173	204	225	206	2,223
<b>TOTAL OTHER COSTS</b>	0	2,126	2,285	4,035	4,423	3,778	3,132	3,523	4,068	3,548	3,634	2,954	2,521	40,026
<b>P/L BEFORE OH/FEE</b>	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
<b>PROFIT PER CONTRACT</b>	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
<b>PROF/CONT AFTER TAX SUB</b>	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)

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 NE Metro College P/L  
**DM:** Piascik, T

	0,	10,2016	11,2016	12,2016	1,2017	2,2017	3,2017	4,2017	5,2017	6,2017	7,2017	8,2017	9,2017	TOTAL
PROF/CONT AFTER TAX SUB	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
CONTRACTUAL P&L	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
P B S	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
P B 0	0	(9,266)	(11,391)	(3,344)	(371)	(9,151)	(9,301)	(8,431)	(5,517)	(10,422)	(10,798)	(10,477)	(9,315)	(97,785)
TOTAL REVENUE	0	14,401	12,698	34,468	35,269	25,464	20,472	25,676	31,435	24,422	24,811	19,906	15,312	284,334



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Compass Group North America  
 Food P&L with Record Type 0  
 From Period 10, 2017  
 To Period 9, 2018  
 Plan Version 0 Compass Plan Data

Profit Center/Group: 28414  
 Salem Diner  
 Profile: CHLA05  
 NE Metro College P/L  
 DM: Piascik, T

	0,	10,2017	11,2017	12,2017	1,2018	2,2018	3,2018	4,2018	5,2018	6,2018	7,2018	8,2018	9,2018	TOTAL
<b>313000 Food Sales - Taxable</b>	0	15,304	10,567	18,318	18,265	14,896	13,721	9,591	10,701	12,350	13,139	12,246	12,719	161,818
<b>313479 Fd Sales NonTax</b>	0	0	139	615	61	44	29	4	34	49	28	58	(15)	1,046
Cafe Sales	0	15,304	10,707	18,933	18,326	14,941	13,751	9,595	10,735	12,399	13,167	12,304	12,705	162,864
<b>313494 SnackBarPoint NonTax</b>	0	0	0	18,772	17,118	9,322	6,589	13,727	19,209	11,519	12,914	7,922	1,608	118,699
<b>313496 SnackBar Cash NonTax</b>	0	339	209	366	273	247	145	150	185	248	213	229	644	3,248
Other Food Sales	0	339	209	19,138	17,391	9,570	6,734	13,877	19,394	11,766	13,127	8,151	2,252	121,947
SALES	0	15,643	10,915	38,070	35,717	24,510	20,485	23,472	30,129	24,165	26,294	20,455	14,957	284,811
<b>TOTAL SALES</b>	0	15,643	10,915	38,070	35,717	24,510	20,485	23,472	30,129	24,165	26,294	20,455	14,957	284,811
<b>410000 Food</b>	0	0	40	0	0	0	1	95	0	166	(66)	212	23	472
<b>411036 Coffee</b>	0	0	0	0	0	0	0	0	0	0	0	0	(135)	(135)
<b>411037 Meat/Poultry</b>	0	0	2,605	0	0	219	0	0	(987)	3,180	2,644	2,132	1,605	11,398
<b>411038 Fish</b>	0	0	98	0	0	0	0	0	0	66	(20)	47	20	212
<b>411039 Storeroom</b>	0	0	753	0	0	196	0	0	(849)	(2,181)	3,694	462	472	2,546
<b>411048 Dairy</b>	0	0	1,623	0	0	198	0	0	(381)	1,728	1,367	1,297	1,091	6,923
<b>411054 Beverages</b>	0	5,659	10,646	12,890	13,948	10,182	8,524	9,301	15,398	1,932	1,294	938	959	91,672
<b>411061 Frozen/Ice Cream</b>	0	0	384	0	0	71	0	0	(204)	679	553	377	292	2,151
<b>411072 Bakery</b>	0	0	71	0	0	0	0	0	(119)	965	994	696	584	3,191
<b>411080 Prepared Foods</b>	0	0	222	0	0	0	0	0	0	54	(96)	132	38	349
<b>411085 Fresh Produce/Salad</b>	0	0	1,183	0	0	167	24	0	(420)	1,470	1,111	892	750	5,177
Food Cost	0	5,659	17,624	12,890	13,948	11,033	8,549	9,396	12,439	8,060	11,475	7,184	5,699	123,956
<b>411179 Sundry/Other</b>	0	0	0	0	0	0	0	0	0	0	(6)	6	0	0
Other Product Cost	0	0	0	0	0	0	0	0	0	0	(6)	6	0	0
PRODUCT COST	0	5,659	17,624	12,890	13,948	11,033	8,549	9,396	12,439	8,060	11,468	7,190	5,699	123,956
<b>411075 Paper Supplies</b>	0	305	335	628	503	586	386	479	697	560	97	370	186	5,130
<b>GROSS PRODUCT COST</b>	0	5,964	17,959	13,519	14,451	11,619	8,935	9,875	13,136	8,620	11,565	7,560	5,884	129,085
<b>NET PRODUCT COST</b>	0	5,964	17,959	13,519	14,451	11,619	8,935	9,875	13,136	8,620	11,565	7,560	5,884	129,085
<b>GROSS PROFIT</b>	0	9,679	(7,044)	24,552	21,266	12,892	11,550	13,597	16,993	15,546	14,729	12,895	9,072	155,726
<b>610700 Wages - Hourly</b>	0	7,117	9,144	11,365	14,363	12,345	10,678	10,077	13,739	12,490	14,697	10,731	8,939	135,683
<b>611100 O/T Wages</b>	0	0	104	1,064	1,296	137	406	17	18	0	0	0	0	3,041
<b>611302 Holiday Pay Direct</b>	0	261	0	0	277	376	212	423	273	64	201	269	0	2,355
<b>611305 Bonus - Referral</b>	0	0	0	0	0	0	0	250	0	0	0	0	0	250
<b>611400 Sick Pay Direct</b>	0	104	0	0	0	0	305	226	0	105	215	352	225	1,530
<b>611601 Vacation Pay Direct</b>	0	0	407	354	0	0	905	0	0	0	0	0	0	1,666
DIRECT LABOR	0	7,481	9,655	12,784	15,935	12,858	12,504	10,993	14,029	12,659	15,113	11,351	9,164	144,524
<b>612404 Direct Tax&amp;Ben</b>	0	3,451	4,454	5,897	7,505	6,056	5,890	5,060	6,608	5,962	7,118	5,346	4,316	67,663
DIRECT FRINGE	0	3,451	4,454	5,897	7,505	6,056	5,890	5,060	6,608	5,962	7,118	5,346	4,316	67,663
<b>TOTAL DIRECT PERSONNEL</b>	0	10,932	14,108	18,681	23,440	18,914	18,394	16,052	20,636	18,621	22,231	16,698	13,480	212,187
<b>610701 Management Labor</b>	0	3,528	3,864	3,609	3,808	3,808	3,635	4,100	3,565	3,922	3,744	4,100	3,744	45,427
SUPV/CLERK WAGES	0	3,528	3,864	3,609	3,808	3,808	3,635	4,100	3,565	3,922	3,744	4,100	3,744	45,427
<b>612454 Supv Tax&amp;Ben</b>	0	1,627	1,782	1,665	1,793	1,793	1,712	1,931	1,679	1,847	1,763	1,931	1,763	21,289
SUPV/CLERK FRINGE	0	1,627	1,782	1,665	1,793	1,793	1,712	1,931	1,679	1,847	1,763	1,931	1,763	21,289

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Compass Group North America  
 Food P&L with Record Type 0  
 From Period 10, 2017  
 To Period 9, 2018  
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Profit Center/Group: 28414  
 Salem Diner  
 Profile: CHLA05  
 NE Metro College P/L  
 DM: Piascik, T

	0,	10,2017	11,2017	12,2017	1,2018	2,2018	3,2018	4,2018	5,2018	6,2018	7,2018	8,2018	9,2018	TOTAL
TOTAL SUPV/CK PERSONNEL	0	5,155	5,646	5,274	5,601	5,601	5,347	6,031	5,245	5,769	5,507	6,031	5,507	66,716
TOTAL PERSONNEL COST	0	16,087	19,755	23,955	29,041	24,516	23,741	22,084	25,881	24,390	27,738	22,729	18,987	278,903
642003 Location Comm - Sys	0	1,056	737	2,570	2,411	1,654	1,383	1,584	2,034	1,631	1,775	1,381	1,010	19,225
653703 S/T Rentals - Unit	0	40	40	40	40	40	40	40	40	40	40	40	40	480
665000 Sales Promotion	0	80	81	57	198	186	129	107	122	157	126	137	106	1,485
659000 Postage/Freight	0	24	0	8	0	0	0	0	0	0	0	7	0	39
612300 Outside Services	0	0	1,195	0	0	15	30	155	30	30	15	15	30	1,515
653401 Maint Building	0	0	0	0	0	0	0	0	0	983	983	983	983	3,932
645302 Maint SoftwareMid	0	60	60	60	60	60	60	60	60	60	60	60	60	720
674102 Cleaning Supplies	0	78	318	142	98	248	52	89	20	(384)	584	130	70	1,445
674130 Freight - Supplies	0	0	0	0	0	0	0	0	125	0	0	0	0	125
639000 Insurance Other	0	199	203	142	495	464	323	266	305	392	314	342	266	3,712
676300 Other Tax/License	0	20	34	47	53	47	24	49	50	26	35	31	18	434
645234 Safety Shoes	0	0	(118)	(59)	0	0	0	0	0	0	0	(71)	71	(177)
674100 Laundry & Cleaning	0	407	509	407	519	591	465	549	416	371	318	316	310	5,179
628000 Over/Short Cash	0	(1)	112	(34)	29	(93)	(10)	34	(8)	(5)	(8)	(33)	(6)	(23)
612311 Recruiting	0	0	0	155	100	40	(80)	0	0	0	0	0	0	215
673011 Training	0	0	0	0	0	0	0	0	25	0	0	0	0	25
693012 Training	0	209	257	311	378	319	309	287	336	317	361	295	247	3,626
693015 Marketing	0	0	0	0	0	0	0	112	0	0	0	0	0	112
694000 Credit Card Disc	0	224	206	197	268	233	226	168	165	204	222	204	193	2,511
<b>TOTAL OTHER COSTS</b>	0	2,397	3,635	4,042	4,648	3,804	2,951	3,501	3,720	3,822	4,824	3,836	3,397	44,578
<b>P/L BEFORE OH/FEE</b>	0	(8,805)	(30,434)	(3,446)	(12,423)	(15,428)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,311)	(167,756)
314007 Other Income Taxable	0	0	0	0	0	359	0	0	0	0	0	0	0	359
353005 Other Income	0	0	0	0	0	0	0	0	0	0	0	0	11	11
OTHER REVENUES	0	0	0	0	0	359	0	0	0	0	0	0	11	370
<b>PROFIT PER CONTRACT</b>	0	(8,805)	(30,434)	(3,446)	(12,423)	(15,069)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,386)
PROF/CONT AFTER TAX SUB	0	(8,805)	(30,434)	(3,446)	(12,423)	(15,069)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,386)

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Compass Group North America  
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Profit Center/Group: 28414  
 Salem Diner  
 Profile: CHLA05  
 NE Metro College P/L  
 DM: Piascik, T

	0,	10,2017	11,2017	12,2017	1,2018	2,2018	3,2018	4,2018	5,2018	6,2018	7,2018	8,2018	9,2018	TOTAL
PROF/CONT AFTER TAX SUB	0	(8,805)	(30,434)	(3,446)	(12,423)	(15,069)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,386)
CONTRACTUAL P&L	0	(8,805)	(30,434)	(3,446)	(12,423)	(15,069)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,386)
652006 B/L Cash Adjustment	0	0	0	0	0	(326)	0	0	0	0	0	0	0	(326)
OTHER EXPENSE B/L	0	0	0	0	0	(326)	0	0	0	0	0	0	0	(326)
TOTAL OTHER COSTS	0	0	0	0	0	(326)	0	0	0	0	0	0	0	(326)
TOTAL OTHER INCOME/EXP	0	0	0	0	0	326	0	0	0	0	0	0	0	326
P B S	0	(8,805)	(30,434)	(3,446)	(12,423)	(14,743)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,060)
P B 0	0	(8,805)	(30,434)	(3,446)	(12,423)	(14,743)	(15,142)	(11,988)	(12,608)	(12,666)	(17,833)	(13,671)	(13,301)	(167,060)
TOTAL REVENUE	0	15,643	10,915	38,070	35,717	24,870	20,485	23,472	30,129	24,165	26,294	20,455	14,967	285,181