

ANNUAL REPORT

2015-2016



EXECUTIVE SUMMARY

I am pleased to present this annual report for the UMD Stores. Our department includes the on-campus and off-campus retail stores, Print Services, and the U Card office.

The Stores continued to expand on our **digital course material options** for our students. By the Spring semester of 2016, we had 12 courses with all course materials offered digitally. This was double the total number of courses from the previous year and impacted just under 2,000 students. This digital program allowed us to reduce the cost of course materials to the students in those courses. In addition to the digital model, our online price comparison tool assists students with course material affordability. It provides increased transparency by including prices from other online vendors so students can make an informed buying decision when purchasing their course materials online.

This past year was a challenging one for the Stores retail operations with the **decline in campus enrollment**. This has an even greater impact with the number of incoming Freshman being down 200 students. Students make up the largest part of our customer base, so the decline impacted our revenues in a significant way. An expense reduction plan was drafted and put into place. As we looked to reduce our expenditures, many of our staff stepped up to take on additional responsibilities and cover other areas to allow us to continue to serve our customers in the “above and beyond” manner that they have come to expect.

As the campus customer base declined, we worked diligently to expand on our external customer base. This past year we worked out an agreement with **Stauber Brothers** to provide UMD merchandise for their **Duluth Hockey Company** retail store in the Miller Hill Mall area. This expands the physical access to our merchandise with a partner who shares a similar customer base.

In addition, we participated in the **Downtown Duluth Pop-Up** program for the 3rd consecutive year. Once again we created a beautiful seasonal retail

store located in the Holiday Center on the corner of 2nd Ave West and Superior Street.

Although our revenue at this venue was down compared to the previous year, we think that our presence in the downtown community is important to the outreach part of our mission. We continue to build on our online presence as well.



EXECUTIVE SUMMARY

In FY16 we had a significant transition in our **U Card** office. A new Manager was hired and started his employment in September 2015. **Eric Phillips** has brought a positive, customer focused approach to the area. The U Card office continued to work on updating procedures and automating more of the functions. We are making progress on moving to the “Get” program for automation to provide better service to our card holders. There was discussion as well on moving the UMD Cash to Card program under the direction of the U Card office.



The printing business has been a challenging one as more people move toward digital distribution from traditional print methods. In **Print Services** we made the transition in 2015 down to one regular staff position from two. This was done to support the sales revenue that we currently generate. To make this feasible, much of the graphic design services were provided by Marketing staff of the UMD Stores. This area thrived under the direction of our one employee, **Amy Perrelli**. Amy streamlined some of the processes and procedures to encourage more student and walk-up printing jobs. This past year, Print Services continued to move toward better profitability with a positive change to our cash balance (\$13,000) for the 2nd consecutive year. This department carried a **positive cash balance** into the FY17 for the first time in 7 years, and had an **increase in revenue** for the first time in 4 years. A 20% increase in our External revenue offset a small decline in our internal sales. Most importantly we are building on a new positive above and beyond customer service attitude.

We continue to discuss the possibility of developing a “one-stop” shop in our current Print Services space to better serve our Print and U Card customers. Funding sources are currently the biggest challenge in making this happen.



GUIDING STATEMENTS

Vision Statement:

UMD Stores will be the primary source for new course material solutions, products and services, and state-of-the-art technologies, in an inviting atmosphere that fosters life-long relationships with our students, faculty, staff and the community. We support the needs of the campus, while encouraging the sustainable use of resources. We will continue to be institutionally owned and operated, self-supporting, financially viable units of UMD Student Life.

UMD Stores Core Values:

Excellence/High Quality: We offer the latest products, services and technologies, and are committed to continuous improvement.

Customer Service: We provide above and beyond customer service, because our customers are at the heart of all we do.

Integrity/Stewardship: We operate with the highest ethical standards, and a commitment to giving back.

Sustainability: We encourage the use of sustainable products and resources, and incorporate sustainable practices into all that we do.

Collaboration: We actively build and foster relationships on campus and in the community.

Diversity/Inclusiveness: We respect and celebrate the diversity of individuals, perspectives and ideas, in an inviting and inclusive atmosphere.

Learning/Teaching: We provide opportunities that support and promote student learning.

Mission Statement:

In support of the University mission, UMD Stores offers quality products and services to the campus and community while providing exceptional customer service as self-supporting units of Student Life.

STRATEGIC PLANNING

UMD Stores Goals	Mapped to Student Life	Mapped to UMD
<p>Goal 1: We will offer the latest products, services, and technology, and be the primary source for course materials, branded clothing and imprinted products.</p>	1, 3, 4	1
<p>Goal 2: We will be a model for supporting the needs of the campus through collaboration, financial support, and striving to improve the student experience.</p>	1, 4, 5	1, 5
<p>Goal 3: We will continue to improve and expand our facilities as needed, to better serve our customers and the community.</p>	3, 5	6
<p>Goal 4: We will continue to improve our reputation for value and service, by communicating and building relationships with students, faculty, staff and the community.</p>	5	2, 5
<p>Goal 5: We will create an inclusive environment by providing and promoting opportunities for our staff and students to increase their cultural competence.</p>	1, 2	2
<p>Goal 6: Sustainable practices will be incorporated into all that we do. We will continue to offer a variety of sustainable products and services.</p>	5	6
<p>Goal 7: We will continue to be institutionally owned and operated and financially viable units of UMD Student Life.</p>	5	6
<p>Goal 8: We will develop an assessment plan including program evaluation and assessment of student learning outcomes and link to divisional and campus plans.</p>	6	1, 6

OBJECTIVES & OUTCOMES

1. Continue to increase the selection of sustainable products in all of our stores. Expand on the bag free promotions in our stores to reduce the use of plastic bags, adding more events throughout the year. Continue to expand on ideas generated by the Stores Sustainability committee, and get more people involved with this group.

- This past year UMD Stores buyers continued to add sustainable products to our inventory mix. We expanded our spring bag free event to start right after spring break and ran for 2 full months, in addition to our week in November.

2. Continue to encourage staff to attend events and educational sessions related to UMD's Goal 2. Make the discussion a bigger part of our conversations at staff meetings. As people attend different sessions on different topics, have them share how we can integrate those ideas into our workplace and lives.

- Stores staff attended more events this past year. We had more than half of our staff members attend the Summit on Equity and Diversity in February 2016. At our April staff meeting, we conducted a break-out session to discuss what we all learned and how we can apply it to the UMD Stores operation.

3. Work toward identifying the impact of a significant enrollment decline and how we handle the financial impact of this change. Develop a plan to address the decline in margin and increase in expenditures.

- The Store's management team identified a number of ways to reduce expenditures to help reduce the impact of the significant decline in student enrollment, especially the 200 student decline in the Freshman class for Fall of 2015. Hourly staff was reduced and regular staff all pulled together to help work areas that needed to be covered.

4. Expand on course material "sourcing" utilizing Verba and other vendor programs that will allow us to acquire these materials at a lower cost, therefore passing on the savings to keep down the cost of course materials to our students. Increase the number of rental titles by adding Nebraska Book Co as a rental partner.

- A second vendor, Nebraska Book Co. was added as a UMD Stores rental partner. We explored the use of Verba for combined product "sourcing".

OBJECTIVES & OUTCOMES

5. Increase the number of digital offerings available to our students at UMD. Add RedShelf as an online digital partner to help with this expansion of titles. At least double the impact of our 100% digital program. Continue to work with the Library and ITSS on how to implement the Digital Course Pack program that is currently being used on the Twin Cities campus.

- The UMD Stores offered direct online digital course materials to students in 12 courses for Spring Semester 2016, with a total of more than 1,900 students participating. RedShelf was added to allow us to expand our online digital course material access. Just under 50 of our students utilized this program, but we expect the number to continue to increase. The Library/ITSS/Stores partnership did not get moved forward, but is still something we hope to take action on in FY17.

6. Continue to research ways to partner with external vendors on acceptance of the U Card. Complete the acquisition of the “Get” program that will expand the use of the “Cash to Card” program and to prepare us for our external vendor expansion.

- We had some delays in moving this forward as quickly as we hoped based on some concerns from the VCFO office related to the logistics and funding of the program. In June 2016 their Dining Services area added the Cash to Card program as a tender and started testing how this would impact the back-office system. The Stores expects to acquire the software needed to accept this tender as well, clearing the way to acquisition of the “Get” program.

7. Continue the development of a business plan for a possible off-campus store in Downtown Duluth and/or other strategic locations. Continue to look at external sales opportunities that might come up, including “pop-up” retail. Move forward with our Stauber Brothers consignment sales agreement.

- We opened and operated a successful UMD Stores holiday “pop-up” retail location in downtown Duluth during November and December of 2015.
- The UMD Stores entered into an agreement with Stauber Brothers in August of 2016 where the Stores provide merchandise to sell at their Duluth Hockey Company store in the Miller Hill Mall area. The sales of this merchandise began in October of 2015. Total retail value of merchandise sold in FY16 was nearly \$9,000. This collaboration has been a success and we expect the business to increase in FY17.

OBJECTIVES & OUTCOMES

8. Continue to explore the renovation of the Print Services area with the goal of developing a “one-stop shop” for multiple services to be offered from all UMD Stores operations and research possible funding sources.

- This project was on hold due to a concern about funding. Some funding was identified within Student Life to help to move this project forward in FY17.

9. Create and upload our 3-year assessment plan in Campus Labs, and measure how UMD Stores student employees are learning life skills that can be applied in college and beyond (SLO #9), through their employment with us.

- There was discussion about streamlining the student employee rubric so that it could be used throughout Student Life. We did not assess UMD Stores student employees in 2015-16, and are working on a new plan for FY17.

10. Complete our assessment of the campus needs for services offered through Print Services. Develop a plan for moving forward from the assessment results.

- Significant changes and reduction in staffing kept this from happening this fiscal year. Print Services is currently developing a new survey for campus to be completed in FY17.

11. Develop a plan to explore the possibility of creating a UMD Stores advisory committee.

- Due to other important issues, we did not move this item forward in FY16.

ASSESSMENT

Part of our assessment efforts in FY16 included a **survey on single-use plastic bags**. Our survey was developed and administered to a random sample of UMD Students, faculty, staff and community members to assess their attitudes and behaviors related to single-use plastic bags, reusable shopping bags and bag-free efforts. More than 80% indicated that they are aware of UMD Store’s plastic bag-free efforts. Of the 379 respondents, 42% indicated that they “never” take a plastic bag when they shop at UMD Stores. When asked how often they bring a reusable bag for purchases, 67% indicated that they never do. When asked if they would approve if UMD Stores did not offer bags, the results were split. Approximately 75% would approve, and 25% would not. When asked to explain, many commented on the diverse group of shoppers, including the public, and that a “all-or-nothing” approach would be impractical. Most of the comments focused on how to encourage bag-free behaviors rather than eliminating them entirely. We are using the results from this research to continue to refine our sustainability efforts in the next fiscal year.

EVENTS & ACTIVITIES

UMD Stores organizes and participates in events and activities throughout the year. These are some of the many from the last fiscal year:

Online Textbook Reservation is a service we offer for Fall and Spring semesters where students place their course materials order through our website. We pulled and packed over 3400 course material orders last year for pickup in our store or to be shipped directly to the customer.



Welcome Parents!

Join us at UMD Stores Tuesday, Aug. 25 for ONE-DAY specials on UMD Wear & Gifts & prize drawings!

See you at UMD Stores! Follow us on facebook & twitter

<p>BUY ONE GET ONE 50% Off UMD Adult Purses/Totes</p>	<p>25% Off Backpacks by JanSport® & Under Armour®</p>	<p>25% Off UMD Imprinted Gift Items</p>
<p>\$14.99 Case Logic® Laptop Sleeves Reg. \$24.99</p>	<p>Welcome to UMD! Sale prices valid August 25, 2015 ONE DAY ONLY. Open until 7pm!</p>	<p>\$5.99 UMD 2015/16 Planners Reg. \$8.99</p>
<p>Buy a Mac, get Beats! Headphones complete deal!</p>	<p>20% Off UMD Binders & Notebooks Large Selection!</p>	<p>BUY ONE GET ONE 50% Off UMD Youth Fleece Tops</p>

Our **Parent Event** during Bulldog Welcome Week offers special savings throughout the stores to parents. A postcard was mailed to them for the event on campus on Move-In Day.

Touchdown Tuesdays continue to be popular, and ties the success of our UMD Bulldog Football team to extra discounts at UMD Stores. On Tuesday after every home football game, customers save 5% for each Bulldog touchdown scored, up to 30% on a UMD Imprinted wear or gift item.

Over 1,000 graduating students attended the 2016 one-day **Grad Fair** event in the Kirby Ballroom. Graduating seniors get discounts on graduation regalia and more, plus campus departments and local businesses are also on hand to assist students with graduation planning needs.



EVENTS & ACTIVITIES



Sidewalk Sales occur in the Kirby Student Center hallway in the fall and spring, with the Summer Sidewalk Sale taking place in the Kirby Bus Hub atrium. Our **“Final Sale”** takes place during Finals Week in May just outside our Lower Level store and is a great way to pick up a few bargains before the school year ends.

The 2015 **UMD Stores Balloon Sale** was the largest single day sales event. Nearly a thousand balloons filled the sales floor; each one containing a purchase discount and/or free items. Customers popped their balloon at checkout to reveal the savings on their entire purchase. Students, staff, faculty and the public look forward to this event each year.



UMD Stores partnered with UMD Athletics again last year to help raise money for **Make-A-Wish**. Proceeds from the sale of our special Bulldog Football theme tee helped raise over \$500 for the local Make-A-Wish foundation.



We also participated in UMD Athletics **Military Appreciation Day**, with a special commemorative tee and cards to help Operation One Voice, a charity that supports the immediate needs of children and families of wounded and fallen Special Operations Forces.

The 10th Annual **“Hockey Day Minnesota”** traveled to Duluth’s Bayfront Park on February 6, 2016. A specially constructed ice rink featured the Twin Ports and Aerial Lift Bridge as the backdrop for several high-school hockey games. UMD Stores had a small pop-up store with a special tee and UMD wear and gifts. Organizers estimated over 6000 people attended throughout the day.



SUSTAINABILITY

This past year marked our 7th consecutive year of our **Bag-Free Spring** promotion and 2nd Bag-Free week in November. Plastic bags were removed from our stores after Spring Break in March through the end of the Spring semester. Customers were encouraged to **“Bring Your Own Bag”** or go “Bag-Free.” This event kept thousands of single-use plastic bags out of the landfill while promoting UMD’s Strategic Plan Goal #5 of Sustainability. Customers who bring their own bag or go bag-free can donate a wooden nickel to charity. Proceeds from nearly **3000 wooden nickels** benefitted Duluth’s Damiano Center, the Boys and Girls Clubs, and UMD’s Department of Sustainability.

Ann Pellant, UMD Stores Buyer Supervisor, led our UMD Stores **Student Sustainability Group**. This group of student volunteers has a passion for sustainability. Their efforts this year included raising awareness through bake sales, photos with the “Bag Monster”, designing a “Go Green” t-shirt, and hosting a table at the Campus Sustainability Fair during Earth week in April.



BYOB.

BRING YOUR OWN BAG to UMD Stores



STRATEGIC PLAN: GOAL #2

Monthly staff meetings include a conversation about **respect, diversity, and inclusion**. This past year we had a table exercise where we discussed how inclusive our stores are currently and ideas for improving the climate. We actively recruited a diverse pool of applicants for our student positions by reaching out to the leaders in the Multicultural Center.

Store Director, Jeff Romano, is a member of the **Student Life Change Team** and is leading a work group evaluating diversity in student employment.

General Book Buyer, Jim Johnson, stocked a variety of books on diversity, including Native American, GLBT, and other groups.

UMD Stores supported a number of diverse group fund-raisers with Stores donations and staff buying items from these groups.

In addition, here are some of the Goal 2 events, sessions & programs that UMD Stores staff participated in:

- Summit on Equity and Diversity
- AFA Disability and Wellness Fair
- Disability 101
- Becoming Aware of Your Own Culture
- Dream and Rude Awakening in the “Promised Land”
- OED Certification Sessions
- National Coming Out Day Luncheon
- Respectful Workplace
- Sexual Assault Prevention, Awareness, and Reporting
- Lunch on a Mission - Who are our students?
- Building Diverse Relationships Through Communication, using the CARE Model
- Diversity Lunch & Learn - Difficult Conversations

STORIES

The UMD Stores staff continues to offer **exceptional service** to our customers, both here in our campus stores and also online.

Below are just some of the comments we received this past year about the great work of our staff and student workers at UMD Stores:

From a thank you card about the great service provided to her by **Rhonda**, from our Customer Service staff: “I want to thank you for all of your help with my UMD Bulldog order and return. I can’t even begin to tell you the joy you have been. If all staff are like you, what an amazing place the University of Minnesota Duluth would be!” “Thank you Rhonda for providing such great customer service and representing UMD in such a positive manner.”

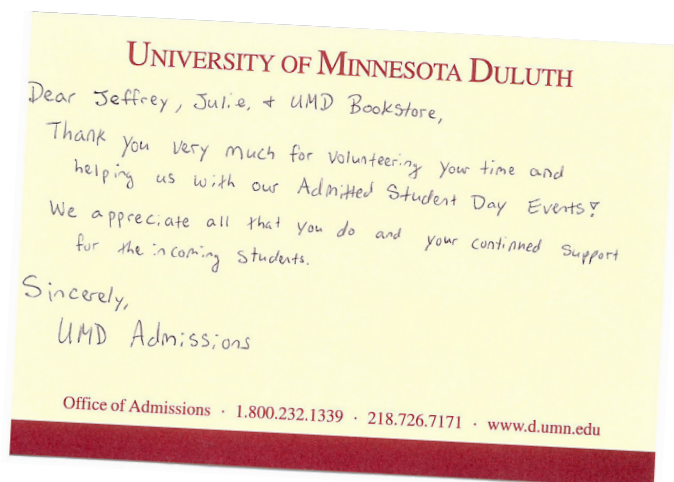
From Claudia, UMD Dining Center: “**Amy** in Print Services is pleasure to work with. She is responsive, helpful, and thorough. ”

A customer came into the store looking for a soccer shirt and student worker **Melissa C.** brought him right back to the shirts and helped find his correct size. He thought she was delightful and shared his experience with the store director.

A customer from Florida needed a graduation cap for her husband because his grad cap didn’t fit. She said we were the only store where she could find an XL cap. She called before the store opened, so **Sandy** took all of her information, and worked with **customer service** to determine the best way to help her. We were able to ship to her Next Day Air. She was thrilled to have found us online and was excited to have the right size cap for her husband on his graduation day and for the pictures that would hang on their wall!

A customer in Texas called on a Wednesday looking for 5 Bulldog baseball caps that he needed by Friday for a baseball tournament. Their team was also the “Bulldogs” and our cap was just perfect. Thanks to our **customer service, web and dock staff**, they were able to find a reasonably priced shipping option to get them there on time if it was processed immediately. He was thrilled how it all came together and couldn’t thank us enough.

Dining Services staff have shared how great it is to work with our U Card manager, **Eric Philips**. His work is accurate and he is always extremely helpful. Also, Tony from Parking Services, commented on how well Eric handled a tough situation with students with DTA issues.



FINANCIALS

UMD Stores Comparative Income Statement

	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	
Sales				
Course Materials	\$3,918,172	\$4,471,692	\$4,209,129	
Supplies	452,245	487,438	501,158	
Computers & Electronics	2,300,405	2,341,533	2,726,968	
Apparel, Gifts & Greeting Cards	1,862,315	1,924,653	1,895,696	
Convenience Items	<u>568,712</u>	<u>652,194</u>	<u>693,883</u>	
Total Sales	\$9,101,849	\$9,877,510	\$10,026,834	
Cost of Sales	<u>6,684,449</u>	<u>7,253,840</u>	<u>7,364,448</u>	
Gross Margin	\$2,442,896	\$2,623,670	\$2,662,386	
Operating Expenses				
Human Resouces	\$1,678,163	\$1,641,140	\$1,792,124	
Utilities	83,702.00	78,212.00	73,600.00	
Equipment/Depreciation/Maint	192,883.00	194,822.00	193,111.00	
Fees (inc. credit cards)	103,091.00	106,906.00	108,648.00	
Promotional/Advertising	56,187.00	60,611.00	53,886.00	
Supplies	29,850.00	21,220.00	28,654.00	
Other	<u>94,884.00</u>	<u>99,976.00</u>	<u>89,902.00</u>	
Total Operating Expenses	\$2,238,760	\$2,202,887	\$2,339,925	
University Direct Financial Contribution				
Cost Pool Assessment	313,970	335,553	343,840	a
Enterprise Assessment	<u>22,336</u>	<u>21,833</u>	<u>22,578</u>	
Total	336,306	357,386	366,418	
Other Income/Exp (includes text rental revenue)	<u>218,639</u>	<u>260,305</u>	<u>286,062</u>	
Operating Income	86,469	323,702	242,105	
Loan Payments/Campus Support	<u>174,271</u>	<u>320,258</u>	<u>372,189</u>	b
Net Income	<u>-\$87,802</u>	<u>\$3,444</u>	<u>-\$130,084</u>	

Notes:

Preliminary results for FY16

a) Approximately 3.75% of external sales.

b) Loan payment reduced; \$25K contribution to Campus Marketing efforts

FINANCIALS

University of MN Duluth Print Shop Operating Statement Comparison			
	FY2016	FY2015	FY2014
Carryforward 7/1/20XX	(\$12,892.84)	(\$29,535.06)	(\$31,023.76)
Revenues:			
Internal Sales	\$117,667.35	\$123,020.42	\$141,267.94
External Sales	38,351.93	31,748.22	31,617.72
Total Revenues	\$156,019.28	\$154,768.64	\$172,885.66
Expenses:			
Payroll / Civil Service	\$12,759.95	\$38,985.00	\$37,714.02
Payroll / Teamsters	34,961.82	13,835.76	65,453.78
Payroll / Student	13,156.66	6,149.00	3,301.94
Payroll / Administration	1,003.08	979.87	939.20
Payroll / 27th pay period accrual	127.00	235.00	333.00
Fringe Benefits / Civil Service	3,496.25	10,253.07	13,878.78
Fringe Benefits / Teamsters	9,615.05	3,656.37	15,771.57
Fringe Benefits/ Student	0.00	0.00	8.73
Fringe Benefits / Administration	338.00	331.26	315.58
Fringe Benefits / 27th pay period accrual	35.00	62.00	116.00
Materials for Resale	28,623.44	36,119.81	51,805.08
LT Leases-Equipment	14,480.16	14,480.16	14,480.16
Repairs/Maintenance Equipment	11,188.97	8,594.06	11,645.28
Capital Equipment Purchase /Cutter	5,494.19	0.00	0.00
NC Office Equipment / DAdB Copier	2,711.00	0.00	0.00
ITSS/Network Service	978.00	977.56	977.56
License/Fees	911.26	0.00	18.20
Supplies	824.06	542.99	869.11
ITSS/Telephone Service	811.00	811.00	811.00
Insurance / Property, Liability	796.00	814.00	885.00
Shipping	253.93	721.22	1,662.38
Repairs/Maintenance Bldg	199.00	262.57	23.10
Telephone	38.07	41.14	56.85
Conference Registration	10.00	0.00	0.00
Postage	3.03	24.91	28.96
ITSS	0.00	126.26	88.38
Published Materials	0.00	25.76	0.00
Other General Services	0.00	24.50	0.00
Total Expenditures	\$142,814.92	\$138,053.27	\$221,183.66
Net Gain / (Loss)	\$13,204.36	\$16,715.37	(\$48,298.00)
Transfer from UMD Stores	\$0.00	\$0.00	\$50,000.00
A/R Adjustment for Collections	\$286.45	(\$73.15)	(\$213.30)
Ending Balance as of June 30, 20XX	\$597.97	(\$12,892.84)	(\$29,535.06)

FINANCIALS

University of MN Duluth UCard Office			
Operating Statement Comparison			
	FY2016	FY2015	FY2014
Carryforward 7/1/20XX	\$29,362.62	\$31,131.57	\$28,790.53
Revenues:			
Central Support / Bank Contract/ Coke	\$0.00	\$30,000.00	\$30,000.00
Student Service Fees	17,489.40	0.00	0.00
Replacement Cards / ID Badges	23,231.00	23,650.00	31,166.88
TCF Card Stock Funding	2,470.00	2,470.00	2,470.00
MCC / 26,35 TYCTW Cards	0.00	0.00	288.00
Program, Gift Cards / Dining Svcs	1,798.00	1,264.00	1,812.00
Total Revenues	\$44,988.40	\$57,384.00	\$65,736.88
Expenses:			
Payroll / Administration	\$1,504.88	\$1,469.56	\$1,408.96
Payroll / Civil Service	23,935.54	30,235.77	34,333.14
Payroll / AFSCME	3,065.53	596.77	634.18
Payroll / Student	4,954.59	2,261.40	2,812.28
Payroll / Temp/Casual	3,332.92	4,474.35	0.00
Payroll / 27th pay period accrual	166.00	143.00	136.00
Fringe Benefits / Administration	507.21	496.76	473.44
Fringe Benefits / Civil Service	6,558.41	7,952.11	12,446.28
Fringe Benefits / AFSCME	839.96	156.95	89.14
Fringe Benefits / Temp/Casual	263.29	344.53	0.00
Fringe Benefits / Student	0.00	0.00	41.87
Fringe Benefits / 27th pay per accrual	45.00	35.00	45.00
Enterprise Tax on Payroll	641.32	680.85	685.81
UMD Printshop / Supplies / Brochures	141.80	1,973.10	654.60
Capital Equipment / Two Card Printers	11,630.42	0.00	0.00
Identisys / Ribbons, Laminate, Holders	5,480.20	3,945.44	3,258.51
Travel / NACCU / Annual Users Conf	2,583.00	0.00	0.00
IdentiSys / Printer Warranty / Maintenance	1,590.00	2,448.00	0.00
NACCU Annual Membership Fee	695.00	0.00	660.00
TC UCard / Tyvek Sleeves	440.00	0.00	360.00
ITSS / Telephone Equipment / Repair	395.00	382.00	382.00
UMD Stores / Supplies	339.49	328.53	121.52
Mailings / Postage Due	106.48	22.73	(110.59)
Insurance / Property, Liability	97.00	93.00	101.00
Bad Debt	79.26	1.26	0.00
Background check/employment verification	53.95	0.00	0.00
Twin Ports Paper/Thermal register paper	49.50	0.00	0.00
Diversity Summit Registration	10.00	10.00	0.00
ITSS / Telephone Long Distance	6.87	32.13	34.29
RF Ideas / Readers for making UCards	0.00	407.70	0.00
Innovative Office / Toners, Supplies	0.00	201.84	0.00
CBoard / Merchand ID added to Micros	0.00	150.00	0.00
Barcodes Inc / Supplies	0.00	113.68	0.00
ITSS / User Support, Labels	0.00	101.00	0.00
Envelopes.com / credit card sleeves	0.00	94.37	0.00
Catering / Tablecloth	0.00	7.00	0.00
Identisys / Custom Cards / 10,400	0.00	0.00	2,682.00
UMD Stores / HP Computers	0.00	0.00	1,244.00
Merchant Card Fees	0.00	0.00	577.28
ColorID / Ribbons, Supplies	0.00	0.00	357.00
ITSS / Computer Parts, Labor	0.00	0.00	63.13
Total Expenditures	\$69,512.62	\$59,158.83	\$63,490.84
Net Gain / (Loss)	(\$24,524.22)	(\$1,774.83)	\$2,246.04
A/R Adjustment for Collections	\$0.00	(\$19.12)	\$95.00
Credit Card Clearing	\$0.00	\$25.00	\$0.00
Ending Balance as of June 30, 20XX	\$4,838.40	\$29,362.62	\$31,131.57