
SUPPORT SERVICES JOB AID

NAF Financial Management Analyze AIMS Financial Statements

DO THIS TASK WHEN

- The Accounting and Information Management System (AIMS) end-of-month financial data is available.
- Preparing to brief your immediate supervisor, FFR director/site manager, or higher-level representatives about your Program's or Cost Center's financial condition.
- The Program's / Cost Center's financial position is suddenly skewed or is shifting.
- Budget cuts are announced.
- Year-end money becomes available.
- Projects/emergencies create un-budgeted requirements.
- You receive the NAF budget call, or when preparing the next fiscal year budget, or when conducting a mid-year review.

REFERENCES

- DoD 7000.14-R, Department of Defense Financial Management Regulations.
 - CNICINST 1710.3, Operation of Morale, Welfare, and Recreation MWR Programs.
 - DoD 5500.7 (series), Standards of Conduct Joint Ethics Regulation.
 - SAP AIMS Activity Managers' Reporting Manual.
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RESOURCES/ SUPPLIES

- Computer hardware and software specified for AIMS by Navy FFR Headquarters (N946 and N948).
 - Access to and authorization to use AIMS.
 - NAF 101 Training
 - APF budget. (Operating Target [OPTAR].)
 - AIMS Chart of Accounts.
 - Applicable AIMS financial reports.
 - Applicable subsidiary records.
 - Financial Analysis Worksheets.
 - Program competition data.
 - Calculator, ruler/straight edge, and typical office supplies.
 - Enclosure, Using Your AIMS Plan & Financials.
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THIS TASK IS DONE CORRECTLY WHEN

- Applicable, *current-month* AIMS financial data and reports are reviewed.
- Year-to-date (YTD) financial data is compared to YTD budget. (*How are you doing compared to where you planned to be?*)
- Year-to-date (YTD) financial data is compared to prior period YTD data. (*How are you doing now compared to last year?*)
- Positive, neutral, and negative trends are identified and the accounting data are examined to determine cause(s).
- Unexpected dollar figures and/or percentage figures are identified, investigated, and justified by you or the FFR Business Office.

**THIS TASK
IS DONE
CORRECTLY
WHEN (cont.)**

- Subsidiary records are reviewed, as needed.
 - Corrective action is taken and/or management action plans are developed to resolve problems, as applicable.
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NOTES

This task details financial analysis procedures using the Navy MWR Accounting and Information Management System (AIMS). AIMS integrates and automates the FFR Program, department, region and headquarters' budgets and financial statement processes.

To accomplish this task, you need a computer system equipped and configured with the hardware and software specified by the Navy FFR Information Technology Branch (N946). Access to AIMS requires specialized LAN connections; installed and configured SAP software; and headquarters' authorization for you to use AIMS.

You also need skill and knowledge in:

- Business mathematics.
- Microsoft® Windows™.
- Microsoft® Excel™.

Managers constantly make decisions that affect their staff and their Program's activities, events, products, and services. Many of these decisions affect the financial performance of the Program or Cost Center. AIMS data can help you make sound, effective, and informed operational decisions to improve the quality, effectiveness, and "bottom line" of your Program and Cost Centers.

The illustration of the AIMS Reports Hierarchy on page 49 of the enclosure, Using Your AIMS Plan & Financials, lists the AIMS reports you can use to examine your Cost Center's financial data.

**NOTES
(cont.)**

- This task will show you how to locate, interpret and use cost center data.
- The illustration of the AIMS reports hierarchy will be similar to the AIMS screen that lists the cost center reports.

The table, USE OF AIMS REPORTS, found on page 49 at the end of this task, shows what information can be located in each of these reports.

AIMS reports can be produced at a variety of levels. Depending on how your FFR department or the region configured the SAP software, you will review AIMS information as either a *Cost Center Group* or an individual *Cost Center* and at the *account level*.

- As a **Cost Center Group** the financial data of related cost centers are merged. This level shows how similar cost centers or an overall Program is performing. (e.g., all of the data of a command's golf Program, all of the golf Programs in a region, etc.)
- At the **Cost Center level** managers see how all of the accounts in a specific cost center are performing. This level shows how an FFR Program department (Cost Center) is performing. (e.g., a snack bar, a pro shop, bowling lineage, G&A, etc.)
- At the **account level** managers find information about specific accounts. This level shows how any account at any level is performing. (e.g., Salaries and Wages, Entertainment, Awards and Prizes, etc.)

Which reports and report-levels you use will depend on your program, your area of responsibility, and the purpose of your analysis. You, your supervisor, the Business Office, and/or the FFR director/site manager will decide which reports are most relevant and useful for managing your Program or Cost Center.

**NOTES
(cont.)**

FFR Program managers typically use one or more of these four reports:

- Budget Performance Activity Report - New
- Plan/Actual Departmental Operations
- Summary Operations Statement
- Executive Summary Report

This task uses the Budget Performance Activity Report - New to demonstrate an analysis method. We chose this report because it combines budget data with a traditional profit and loss (P&L) statement; it compares budget to actual; it lists performance as variance percentages; and it displays prior year actuals. (All references in this task to this report are relative to the report labeled, Budget Performance Activity – New report.)

You should be able to access, read, and analyze most AIMS reports in the manner we demonstrate in this task.

As you examine your financial data, print and highlight the data you need/want to justify or explain. We also suggest that you record notes about any favorable/unfavorable numbers, percentages or trends for which you will take action.

There are many ways to analyze financial data. This task shows “*a way*” used by successful managers. Whatever method you use, it is important to review your financial data regularly. A monthly review is recommended, or more often as operational and financial needs dictate.

PREPARATION

See the AIMS training handout, Activity Manager’s Reporting Manual, before proceeding. If you don’t have a copy, contact your local/regional Business Office or N948. A copy may also be downloaded from the online training, APF & NAF Financial Analysis.

**FINANCIAL
ANALYSIS**

When you look at a Profit and Loss (P&L) Statement, you are looking at all income, all expenses, and the resulting net profit/loss for a specified period. However, P&L data *alone* does NOT show **how** you are doing.

From P&L data only, you shouldn't make a decision to give the manager a pay raise because net profit looks good, nor should you terminate the manager because the profit looks bad. Based on P&L data only, you simply don't know. It is only by comparing income and expenses to a Plan (budget) and to prior periods that you can identify trends and draw conclusions about how you are doing. (*The AIMS system uses the word "Plan" instead of "Budget" most of the time, but you will find "Budget" used in some reports and other data areas.*)

This task provides a systematic (step-by-step) procedure to complete this comparison, which we call financial analysis. It shows how to compare your financial performance to your Plan (budget) and prior periods.

Warning -- formulating business decisions based on financial performance compared to Plan (Budget) will only be effective if your Plan is *realistic, accurate* and *achievable* for your FFR Program/Cost Centers.

In addition to comparing Actual to Plan, you need to compare current performance to your Program's/Cost Center's historical data. (i.e., prior month(s), prior month in the prior year, year-to-date, and overall to the prior year.)

These analysis methods highlight changes from prior periods, help identify both positive and negative trends (including those beyond your control), and serve as a validity check on your original Plan.

**INFORMATION
ENCLOSURE**

The enclosure that accompanies this task is titled, Using Your AIMS Plan & Financials.

The enclosure explains the purpose of the Budget Performance Activity Report - New report and its fields, source of data in various fields, how accounts/elements totals or calculations are derived, what to look for in certain fields as good or not so good news, and management actions to consider.

It also includes other information about AIMS and FFR financials.

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YOUR ROLE IN FINANCIAL STATEMENT DEVELOPMENT

Your Program combined with other FFR Programs are the sources of data that make up the various financial reports.

The primary input documents, what happens to them, and their impact on your financial statement are shown in the following table.

INPUTS/ SOURCE DOCUMENT	PROCESSES/ BUSINESS OFFICE ACTIONS	OUTPUTS SHOWN ON THE FINANCIAL STATEMENTS/REPORTS
KRONOS® automated time tracking output, time sheets/work schedules, time cards, etc.	Paychecks Payroll Summary	Salaries & salary related expenses (e.g., leave, FICA, benefits, etc.)
DARs (e.g., cash, checks, credit, commissions, amusement machine income, customer sales, payments/deposits, etc.)	DAR Summary	All Sales/Income (e.g., Resale, Program, Other Income, etc.)
Purchases requests, purchase orders, receiving documents, requisitions, base billings, etc.	Accounts Payable Checks	Cost of Sales, Other Operating Expenses (e.g., supplies, repairs, phone, etc.)
End-of-month Inventory, certificates of disposition, etc.	Close out/ Allocation of Operating/ Headquarters Downloaded expenses, etc.	Calculation of Cost of Sales, Operating/Other Operating Expenses (e.g., depreciation, utilities, etc.)

The local/regional Business Office inputs your financial data (apply debits and credits). These are called financial transactions.

PROCEDURE

PREPARATION, Steps 1- 6

Step 1 Ensure you have a current copy of the AIMS Chart of Accounts. (Contact your Business Office or print a Chart of Accounts from AIMS. See directions at the end of the sample Chart of Accounts in your information enclosure, Using Your AIMS Plan & Financials.)

NOTE: You need the Chart of Accounts to identify line items on your financial statement.

The following explains and provides examples of how the AIMS Chart of Accounts classifies/displays daily financial transactions on the AIMS financial statements/reports.

AIMS formats your account numbers using six digits: XXXXXX

The first three digits are codes representing the core AIMS account number.

Example: 301-Resale Revenue, 151-Resale Inventory, etc.

The last three digits are usually 000.

For instance, an AIMS account coded 501000 translates to Program Revenue (501000).

In all cases, an additional three digits are added to give greater specificity to the purpose of the account.

Example: **601000 – Salary & Wages**
 601001 – Payroll Overtime Expense

All UFM accounts end in X89, with the exception of payroll related accounts (601000 - 634000 range).

Example: **701089 – Supplies UFM**

All Navy Flying Club accounts end in 999.

Example: **646999 – Aircraft Maintenance Overhaul**

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Step 2 Plan to brief your immediate supervisor, the FFR director/site manager, or higher-level managers as applicable about the current financial status of your Program /Cost Center(s).

- Use the following checklist while analyzing your financials.
- Plan to use your Financial Analysis Worksheets, AIMS reports, and your notes to brief the financial condition of your Program /Cost Center(s).

Be prepared to:

- Review the financial goals for the accounting period.
- Discuss Actual and Plan (Budget) Profit/Loss or self-sufficiency.
- Discuss the variance between Plan and Actual Revenue.
 - Explain any variable trends.
 - Explain reasons for any unfavorable trends.
 - Outline any actions taken or planned to reverse unfavorable trends.
- Discuss the variance between Plan and Actual Expenses.
 - Explain any variable trends.
 - Explain reasons for any unfavorable trends.
 - Outline any actions taken or planned to reverse unfavorable trends.
- Discuss what support you will need to implement your planned actions/changes, such as:
 - Personnel actions/staffing.
 - Fees, prices, or charges.
 - Operating scope or hours/days.
 - Consolidations, expansions, or closures.
 - Local policy changes.
- Review capital expenditure needs, if any.
- Review training requirements, if any.

Step 3 Log on to AIMS and navigate to the Cost Center Reports menu.

NOTE: Logon and navigation procedures are explained in the AIMS training manuals. Contact your local Business Office for assistance.

- Following the AIMS procedures provided in the AIMS training manuals, enter the transaction code Y_DV3_24000506 in the Command Field and press enter or click on the “enter button” (green circle with a check mark).

This will take you to the Budget Performance Activity – New report

NOTE: Clicking the plus (+) symbol in any of the folder icons will expand the reports in that folder. Clicking the minus (-) symbol in any of the folder icons will collapse the reports into that folder.

Typically, you will use the reports in the Cost Center Reports hierarchy titled, Month-end Reports.

Step 4 Select the Budget Performance Activity Report - New from the AIMS Cost Center Reports hierarchy.

NOTE: Because AIMS is dynamic, statements/reports are being added, deleted and changed regularly. Therefore, your hierarchy may look different.

- This report gives you Actual, Plan, Variance, and Variance Percentage information for each account used by a Cost Center for:
 - Current Month
 - Current Year to Date
 - Prior Year Actuals

- This data will indicate:
 - How well your operation is performing. (Are you showing a net profit or loss?)
 - The results of all accounts in your Cost Centers compared to the budget and to the prior year's actuals for both the current month and YTD.
 - How well revenue and expenses are performing against budget and prior year actuals for the current month and YTD.
 - What accounts need further review.
 - Where to take action that may improve profitability, sales, or revenue, or lower Cost of Goods, labor, and other department expenses.
 - Need for possible budget revision.

NOTE: AIMS provides many ways to examine your financial and performance data. This Task uses the Budget Performance Activity Report - New to examine financial data because the variance and variance percentages are already calculated. (You don't have to do math☺.)

This report also displays *prior year information*, which you use to determine trends.

Activity managers typically use one or more of the following reports:

- Budget Performance Activity Report - New
- Plan/Actual Departmental Operations
- Summary Operations Statement
- Executive Summary Report

In reality, you only need to use the Budget Performance Activity Report - New or the Plan/Actual Departmental Operations report, because these perform the analysis for you.

Step 5 Print copies of your Budget Performance Activity Report – New

- Print one copy of the group-level report for your Cost Center Group. (e.g., an overall bowling operation by its actual business name.)
- Print one copy of every Cost Center level report that make up your Cost Center's group. (e.g., the bowling operation's Program [lineage], Snack Bar, merchandise [Pro Shop], etc.)
- Print one copy of your Program's G&A Cost Center level report.
- Print/gather any subsidiary records you need. (e.g., the monthly KRONOS® reports, end-of-month inventory, vendor invoices, DARs, etc.)

NOTE:

In the past, you probably started an examination of your financials at the higher levels and worked down through the departmental details to determine how the Program was performing and to locate sources of problems, as applicable.

Because the AIMS reports show performance and variance to Plan, it is easier and more useful to begin an examination of the financials at the Cost Center level by looking for significant variances in key accounts.

FFR directors/site managers, business offices, region managers and headquarters will use this and other AIMS reports. They will probably use the traditional financial analysis approach starting with Group level reports. Group Level data shows how the various Cost Centers are performing *overall* and suggests which Cost Centers may require further examination.

Step 6 Make copies of the Financial Analysis Worksheets for your group level Cost Center and each Cost Center that make up your Cost Center Group, including G&A.

- The blank form is located at the end of this task.

ANALYZING AIMS FINANCIAL STATEMENTS, Steps 7 - 13

NOTE: The remaining steps in this task give you an “easy” way to use the AIMS data to improve your Program, business or office. AIMS does the math – you just locate applicable dollar and variance percentage numbers to determine how your Program, business, or office is performing against your Plan (budget).

You look for the variances marked with minus signs! These require further investigation. You identify only the dollar and variance percentages that indicate *significant, unfavorable* performance. It’s too much work and unnecessary to analyze every variance for every account.

This task uses “**above +10%**” and “**below –10%**” variance comparisons to “*signal*” a need for further analysis. Therefore, you do **NOT** need to examine dollar and variance percentage figures within the range of +/-10%. Variances **between** –10% and +10% are indicative of acceptable business operations – you are performing as you planned.

Additionally, this task has you compare current data to prior year data as another “*signal*” for further analysis.

You may decide to use a different percentage or time periods based on your business or local guidance. It’s your process – you can examine and record as little or as much as you need to be comfortable with your financials.

Some account lines may have no data in **PLAN** and others lines may have no data in **ACTUALS**. Either of these will cause misleading variance and variance percent indicators. You don’t need to over-react to these, but you should examine your budgeting and accounting processes.

To determine how well you are (or are not) doing, this task helps you examine your four major Cost Center elements: **REVENUE, EXPENSE, PROFIT/LOSS, and SELF SUFFICIENCY**. The task ends with you deciding what management actions you need to take/recommend to increase revenue, decrease costs, or to reinforce and reward your staff for staying on Plan.

The task focuses only on unfavorable data and negative trends about which you should take action. It does not have you identify/highlight favorable financial data or trends. As a good manager, you should always mentally note and provide positive feedback to your staff on favorable account data and positive trends.

Profit/Loss and Self Sufficiency:

- When revenue exceed costs you are both profitable and self-sufficient. ☺
- When costs exceed revenue you are neither profitable nor self-sufficient. ☹

The outcome of the next five steps helps you identify which of your accounts are unfavorable with regard to your Plan (budget) and which are performing worse than last year.

Step 7

Locate, under the Current Year To Date header on the Budget Performance Activity Report - New printouts, all *unfavorable* performance variance percentages that are greater than 10%.

- Start with any one of your Cost Center printouts from Step 5, *other than your Group report*, which rolls up all your Cost Center Reports.
- Work on the Revenue Elements first.

REVENUE ELEMENTS

- Under the column **CURRENT YEAR TO DATE**, highlight the variance percentage for all line items that are preceded by one asterisk (*) and are greater than 10% **below** Plan. Remember, ***variance below Plan is unfavorable***. (The figures will be trailed by a minus sign, e.g., **13-**. See note below for the *contra accounts*.)

NOTE: AIMS does not include dollar signs or percent signs throughout its reports.

Line items preceded by an asterisk (*) are an accumulation of related accounts. You may need to look into these contributing accounts later.

Some of the AIMS statements/reports do not provide or calculate variance or variance percentage. Do the following to determine variance and variance percent.

Variance = Plan minus (-) Actual.
 Variance percent = Variance divided (÷) by Plan x 100

Within the Revenue Elements the Sales Discounts 303000 and Other Sales Discounts 503000 are *contra accounts*. These will have the opposite indicator. If the condition of these accounts is unfavorable, it will not have a trailing minus sign.

- Under the column **CURRENT YEAR TO DATE**, highlight the *****REVENUE** line if it has a variance percentage greater than 10% **below** Plan. (This line is the total of all **REVENUE ELEMENTS** on the report.)
- Continue with the same Cost Center printout.
- Work on the Cost Elements.

**Step 7
(cont.)**

COST ELEMENTS

- Under the column **CURRENT YEAR TO DATE**, highlight the variance percentage for all line items that are preceded by one asterisk (*) and are greater than 10% **above** Plan. Remember: **variance above Plan is unfavorable**. (The figures will be trailed by a minus sign, e.g., **13-**. See note below for the *contra accounts*.)

- Under the column **CURRENT YEAR TO DATE**, highlight the *****EXPENSE** line if it has a variance percentage greater than 10% **above** Plan. (This line is the total of all expense elements on the report. See note below for the *contra accounts*.)

NOTE: Within the Cost Elements, the UFM Offset Accounts (747000 through 759999) are contra accounts. These will have the opposite indicator. If the condition of these accounts is unfavorable it will not have a trailing minus sign.

When you look at the Variance % Column, Net Loss is treated as a contra asset, also. However, Net Profit is not.

REVENUE / COST ELEMENTS

- Under the column **CURRENT YEAR TO DATE**, highlight the items **PROFIT/LOSS** and **SELF SUFFICIENCY** if they have a variance percentage more than 10% **below** Plan.

NOTE: The formulas for profitability and self sufficiency are:

Profitability:

Income – expenses = net profit/loss.

Self Sufficiency:

Income ÷ expenses x 100 = self sufficiency percentage.

Step 8 Transcribe highlighted percentages and dollar figures to the Financial Analysis Worksheet.

- Transcribe all highlighted variance percentages from the **VAR %** column under **CURRENT YEAR TO DATE** to the **VAR %** column on the Financial Analysis Worksheet.
- Transcribe the dollar figures from the **VARIANCE** column that are next to the highlighted variance percentage figures. (These dollar figures are unfavorable.)

<p>NOTE: Everything you highlighted and transcribed indicates unfavorable performance against Plan for which you should take corrective action.</p> <p>Each month's review will identify favorable indicators for which you should at least make a mental note and take action as applicable. (See the top half of the decision table in Step 13.)</p>

Step 9 Locate, on the Budget Performance Activity Report - New printouts, the current year to date performance that is *worse* than the prior year to date performance.

REVENUE ELEMENTS

- Do these comparisons using the **REVENUE ELEMENTS** account line items preceded by a single asterisk (*).
- Compare **ACTUAL** (dollar figures) under the heading **CURRENT YEAR TO DATE** to the **YTD** (dollar figures) under the heading **PRIOR YEAR ACTUALS** in the last column on the report.

IF	THEN
The current actual is lower than the prior year	Record the word " Worse " in the applicable space on the worksheet.
The current actual is approximately same or better than the prior year	This is favorable. Leave the applicable space on the worksheet blank because our worksheet focus is on unfavorable.

COST ELEMENTS

- Do these comparisons using the **COST ELEMENTS** account line items preceded by a single asterisk (*).
- Compare **ACTUAL** (dollar figures) under the heading **CURRENT YEAR TO DATE** to the **YTD** (dollar figures) under the heading **PRIOR YEAR ACTUALS** in the last column on the report.

IF	THEN
The current actual is higher than the prior year	Record the word " Worse " in the applicable space on the worksheet.
The current actual is approximately the same or lower than the prior year	This is favorable. Leave the applicable space on the worksheet blank because our worksheet focus is on unfavorable.

**Step 9
(cont.)**

REVENUE / COST ELEMENTS -- Profit/Loss and Self Sufficiency

- Do these comparisons for the **PROFIT/LOSS** and **SELF SUFFICIENCY** account line items.
- For the **PROFIT/LOSS** line, compare **ACTUAL** (dollar figures) under the heading **CURRENT YEAR TO DATE** to the **YTD** (dollar figures) under the heading **PRIOR YEAR ACTUALS** in the last column on the report.
- For the **SELF SUFFICIENCY** line, compare **ACTUAL** (percent figure) under the heading **CURRENT YEAR TO DATE** to the **YTD** (percent figure) under the heading **PRIOR YEAR ACTUALS** in the last column on the report.

IF	THEN
The current actual "profit" figure in the Profit/Loss or the "percent" figure in the Self Sufficiency line is lower than the prior year	Record the word " Worse " in the applicable space on the worksheet.
The current actual "profit" figure in the Profit/Loss or the "percent" figure in the Self Sufficiency line is approximately same or better than the prior year	This is favorable. Leave the applicable space on the worksheet blank because our worksheet focus is on unfavorable.

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Step 10 Locate and highlight, on the Budget Performance Activity Report - New printouts, all questionable variance dollar figures in current year to date.

- Scan down the report noting variances between **ACTUAL** and **PLAN**.
- Consider the materiality of the dollar variance between the recommended +/- 10%. Your judgement will be based on the account's relative importance and amount.

Example: Plan = \$100; Actual \$50; Variance \$50; Variance Percent = 50%... Even though much greater than 10%, don't bother with this small dollar variance. It's probably not worth several hours of researching to determine the cause of the problem.

On the other hand...

Example: Plan = \$100,000; Actual \$95,000; Variance \$5,000; Variance Percent = 5%... You better find this problem! (That's materiality.)

- Look for accounts that have either dollar figures in the plan, but no actuals, or vice versa.
- In addition to noting unfavorable numbers and questionable numbers, identify any "way out" dollar figures or percentages. (e.g., way more revenue in an account than you expect or a cost figure that is unrealistically lower than expected.)
- Record these questionable dollar variances to the Financial Analysis Worksheet.

Step 11 Decide what action to take for any unexpected dollar and variance figures on any element of the Budget Performance Activity Report - New that you noted in Step 10.

Record these elements and your decisions on the Financial Analysis Worksheet.

IF:	AND:	THEN:
Dollar figures in the PLAN column	Dollar figures in the ACTUAL column are approximately as expected	Great! This is okay.
	No dollar figures in the ACTUAL column	The variance will be 100%. Either the planning process (budgeting) or the posting process (accounting) needs attention. Go to Step 13.
No dollar figures in the PLAN column	Dollar figures in the ACTUAL column are approximately as expected	There will be a dollar variance but no figure in the VAR% Column. Go to Step 13.
	No dollar figures in the ACTUAL column	Great! This is okay.

Step 12 Repeat Steps 7 through 11 for all the remaining Cost Centers reports, including the Group-level report you printed in Step 5.

WHAT TO DO NEXT	<p>NOTE: So far you have reviewed copies of your Budget Performance Activity Report - New for each of your Cost Centers and your Group Report. You identified highlighted and transcribed unfavorable variances and variance percentages and year to date financial performance that is worse than the prior year. Hopefully you mentally noted favorable financial trends and account performance that met or exceeded your budget (Plan).</p> <p>Depending on what you discovered as you analyzed the account balance of your Cost Center reports, you will take appropriate action as explained in Steps 13-19.</p>
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Step 13 Decide what action to take for the *significant, unfavorable* performance variances and/or current YTD financial performance that is worse than prior YTD.

- This is the information you recorded on your worksheet for **REVENUE, COSTS, PROFIT/LOSS, and SELF SUFFICIENCY** including your Cost Center’s group level report, G&A, and the individual Cost Center reports.

IF:	THEN:
Your Cost Center’s accounts are performing according to or better than PLAN and PRIOR YTD.	<ol style="list-style-type: none"> 1. Congratulations. 2. Reinforce and reward your staff. 3. Prepare to brief your immediate supervisor. 4. Stop here. Everything looks good for the month.
You recorded any “unfavorable” variances or any “worse” trends on the Financial Analysis Worksheet	<ol style="list-style-type: none"> 1. Verify original Plan (budget) was valid. (i.e., you started with good historical information, considered competition, inflation and other impact factors, used higher level management input, considered necessary Program/staff changes, etc.) 2. Determine if changes to Plan have occurred recently. 3. “Drill down” in AIMS for each unfavorable variance to ensure no administrative errors. (e.g., revenue and costs posted incorrectly, posted to wrong accounts or Cost Centers, or not posted at all, etc.). See your AIMS Activity Manager’s Reporting Manual and <u>Monitor NAF & APF Budget Execution</u>. 4. Verify findings with the local/regional FFR Business Office. Record results on your Financial Analysis Worksheet. 5. Continue with Step 14.

NOTE: All **REVENUE** and **COST** elements influence your profit/loss and your self sufficiency numbers. **PROFIT/ LOSS** and **SELF SUFFICIENCY** are the results of a formula.

You can’t drill down in AIMS to examine the P/L and Self Sufficiency numbers. When your P/L and/or Self Sufficiency are more than 10% below Plan, you have to investigate the Revenue and Cost elements to determine the cause(s) of the variance(s).

DETERMINE APPROPRIATE MANAGEMENT ACTIONS, Steps 14 - 19

Step 14 Locate possible management actions to correct the unfavorable performance variances and/or poor current YTD financial performance indicators recorded on your Financial Analysis Worksheet.

IF DATA IS UNFAVORABLE OR WORSE IN:	THEN GO TO:
REVENUE	
* Resale Revenue	Step 15
* Program Revenue	
* Commissions	
* Other Revenue	
COST	
* Cost of Goods Sold	Step 16
* Salaries & Benefits	Step 17
* Alloc. Empl. Benefits/Ins Cost	
* Supplies	Step 18
* Depreciation-Local	
* Maintenance	
* Contractual	
* Utilities	
* Advertising and Promotions	
* Awards & Prizes	
* Entertainment & Tickets	
* Other Expense	
* Total UFM Exp. Offset	
* PROFIT/LOSS	Step 19
* SELF SUFFICIENCY	

NOTE: To make this table easier to use, the Allocated Employee Benefit/Insurance Cost (Alloc. Empl. Benefits/Ins Cost) is located differently than on your worksheets.

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Step 15 To improve **Resale Revenue, Program Revenue, Commissions, and Other Revenue**, consider the following. (Record applicable actions on your Financial Analysis Worksheet.)

- Use a performance problem-solving tool to identify probable causes and select appropriate solutions. Consult with N947 or your Regional Trainer.
- Periodically assess your competition to discover what the competitor does that draws your customer from your Program/business to theirs.
- Systematically assess your customers' needs and wants through focus groups, comment cards, individual interviews, brief surveys, and reviews of local and FFR-wide data.
- Develop effective, interesting, and varying programs (themes, activities, special events, etc.). Refer to your Program Standards for type and frequency of programs.
- Look at each of your existing and recurring programs to identify ways to make the Program:
 - Different (adds a new twist).
 - Better (more interesting, informational, developmental, educational, and FUN!).
 - Have more perceived value.
 - Involve more staff (both numbers and commitments).
 - Have more or different customer involvement.
- Develop effective promotions and advertising. (See tasks related to Marketing and Promoting Your Program)
- Improve appearance and image of facility, Program environment, and staff.
- Look for additional sources of income applicable to your Program. (Consider these and other ways to increase Commission and Other Revenue.)
 - Amusement machines.
 - Concessions.
 - Sponsorship.
 - Dues.
 - Branded concepts.
 - Commissions.
 - Service charges.
 - Recycling income only.
 - Memberships.
 - Cover charges.
 - Broker for value-added services relevant to the Program, event. (e.g., flower vendor, caricaturist, photographer, entertainment, etc.)
 - Co-location and/or partnering with other FFR Programs, businesses, offices, and the Navy Exchange. (e.g., kiosks, ITT sales booths, etc.)
 - Use of local area media for publicity.
- Add/expand/change days/hours of operation.

**Step 15
(cont.)**

- Strategize, develop and implement ways to increase how much each customer spends.
- Strategize, develop, and implement customer perceived, value-oriented, fees, prices, and charges. (See Evaluate Fees, Prices, and Charges.)
 - Pricing is an ART (perceived values, etc.) as well as a SCIENCE (break-even analysis, etc.).
- Strategize, develop and implement ways to increase the number of customers.
 - Frequency of use.
 - Adding new customers.
 - Expanding the eligible customer base.
 - Reaching new markets/demographics (age groups, single/married, family groups, retirees, ethnic groups, special interest groups, contractors, DoD civilians, etc.).
- Use industry professionals, vendors, and the Exchange staff for assistance and ideas for retail operations:
 - Best use of shelf/floor space.
 - Effective environment/decor/music, etc.
 - Automation.
 - Pro Shop, product, services, sales and promotions training.
 - Sales methods and techniques training.
 - Pro Shop items/stock, lessons and product mixes.
 - Product display.
 - Pricing.
- Use Navy FFR Star Service, process improvement and other initiatives to ensure customer loss and dissatisfaction is minimized!
 - Exceptional customer care.
 - Quality of products and services that customers want.
 - Professional staff.
 - Attractive, clean, up-to-date, well maintained facilities and equipment.
 - User friendly systems.
 - Effective signage.
 - Value as perceived by the customer, NOT solely by management.
 - Effective and visible customer feedback systems.
- Network with your FFR Director/site manager, FFR regional representative, FFR and Exchange colleagues, staff, and professional organizations.
- Brainstorm, ideate, problem-solve then develop a plan of action to improve revenue.
- Record applicable actions on your Financial Analysis Worksheet.

SUPPORT SERVICES JOB AID

Step 16 To improve **COGS**, consider the following. (Record applicable actions on your Financial Analysis Worksheet.)

- Use a performance problem-solving tool to identify probable causes and select appropriate solutions. Consult with N947 or your Regional Trainer.
- Ensure a process exists for daily/weekly documentation of COGS whether actual or estimated.
- Ensure existence of standard operating procedures (SOPs) for all elements affecting critical daily operations. (Internal controls, record keeping, inventory control, separation of functions, cash handling, customer complaints, etc.) Ensure these SOPs are:
 - Easily accessed by entire staff.
 - Reviewed and updated annually.
 - Developed with staff input.
 - Recurring reviews by staff are required and documented.
- Ensure prices paid for products and services are competitive with regard to value - CHEAP is often just cheap, NOT better or more economical.
 - Follow procurement policy regarding obtaining competitive price quotes.
 - Take advantage of AFNAFPO, NEX, government sources, contracts and prime vendor processes. (Remember...Quality!).
 - Take advantage of the buying power in collective purchasing with your like-business area colleagues. (e.g., golf, bowling, childcare, youth, outdoor recreation, etc.)
- Ensure you know your TOTAL cost before calculating and setting fees, prices, and charges. Your total costs include:
 - Actual cost of item, ingredient, material, product, etc.
 - Freight charges.
 - Packaging/shipping and handling charges.
 - Yield from a raw product.
 - Production methods that cause waste/loss of product.
 - Update costs whenever basic input figures change at least 10%. Review and adjust fees, prices, and charges at least semi-annually.
 - Impact of "mark-downs".
- Ensure your SOPs explain how to "mark-down".
- Ensure price to the customer is set high enough to achieve required or desired standards and financial goals.

**Step 16
(cont.)**

- Minimize waste by controlling/ensuring:
 - Storage areas.
 - Receiving methods and policy.
 - Preparation methods.
 - Use of portion control tools and SOPs.
 - Production through forecasting (usage/customer counts, etc.).
 - Access to supplies, equipment, products and materials.
 - First products in - first products out (FIFO).

- Minimize loss by preventing/controlling:
 - Staff and customer theft.
 - Accidental/intentional damage.
 - Non-promotional giveaways.
 - Products and materials through regularly scheduled and spot inventories.
 - Sensitive/high cost/desired products and materials through daily spot inventories or physical control(s).
 - Undocumented movement of products within and between departments.

- Ensure effective "Returns" policy from customers and to vendors.

- Ensure proper controls of cash and near cash. Follow guidelines for Cash Handling – see Learner Workbooks. Ensure the following controls are performed:
 - Separation of function.
 - Proper use of cash registers.
 - Control and use of cash bags.
 - Surprise/unannounced cash counts.
 - Using sales receipts for high cost items.
 - Controls on ticket sales and staff purchases.
 - Ensuring use of Daily Activity Records (DARs).
 - Receipted returns.
 - Use of over/under ring slips.
 - Check cashing policy (including bad debts/checks).
 - Credit/bank card policy.
 - Collection of accounts receivable.
 - Use of surveillance equipment.
 - Use of mystery shoppers.

<p>NOTE: Actual COGS should remain stable (+/- 2% of goals and/or standards) from month-to-month.</p>
--

SUPPORT SERVICES JOB AID

Step 16 (cont.)

- Reduce waste/loss through control and effective use of your inventory (merchandise/products sold).

NOTE: Suggested On-Hand Inventory Guidelines:

- Maintain 30-90 day (CONUS) inventories.
- Maintain 5-7 month (OCONUS – FAR EAST) inventories.
- Maintain 8-11 month (OCONUS – EUROPE) inventories.

Ensure inventories are appropriately adjusted for seasonal demands/impacts.

- Consider the following to improve inventory usage.

- Identify what sells and what sits.
- Monitor retail value of the inventory items against rate of sales.
- Justify the need for the inventory.
- Justify need for the retail outlet.

(See the enclosure, Using Your AIMS Plan & Financials.)

- Consider the following to reduce inventory levels to maintain suggested inventory level standards.

- Sell inventory at cost.
- Sell merchandise to another station.
- Return merchandise to distributor or manufacturer.
- Advertise merchandise as a promotional item.
- Transfer merchandise to other FFR Programs on installation or regionally.
- Dispose of property using Certificate of Disposition.
- Revise procurement procedures to maintain minimum stock levels.
- Consider seasonal requirements/levels.

- Brainstorm, ideate, problem-solve then develop a plan of action to reduce COGS.

- Record applicable actions on your Financial Analysis Worksheet.

Step 17 To improve **Salaries & Benefits** and **Alloc. Empl. Benefits/Ins Cost**, consider the following. (Record applicable actions on your Financial Analysis Worksheet.)

- Use Task 4.3, Solve Performance Problems to identify probable causes and select appropriate solutions.
- Ensure your Program is organized to minimize labor cost and still provide quality, skilled, knowledgeable staff to accomplish the Program mission, goals, objectives, and responsibilities.
- Ensure you have up-to-date position descriptions.
- Ensure you have a staffing strategy - a way to determine what staffing (position levels and numbers) is required to handle the workload as specified by:
 - Regulation/law.
 - Industry and Navy FFR standards.
 - Guidance from FFR regional program managers.
 - Historical perspectives (what staff mix works and what doesn't).
- Ensure that you staff within budget by applying standards or other local criteria. (See Task 2.2 Apply Program Standards and Metrics)
 - Calculate cost of the work schedule for the work period.
 - Minimize labor costs by:
 - Using minimum staff numbers relative to the scope of work.
 - Balancing number of staff to ensure customer needs are met without "burning out" staff members.
 - Adjusting staff numbers relative to work fluctuations (i.e., seasonal demands, daily/hourly demands, etc.).
 - Minimizing scheduling/use of overtime.
 - Ensuring responsible use of Annual Leave, Sick Leave, Family Medical Leave Act (FMLA), Federal Employees Friendly Family Leave Act (FEFFLA), Comp time, Furlough, Military Leave, Court Leave, Admin Absence and LWOP.
 - Scheduling to avoid/minimize payment of premiums/differentials.
 - Cross-training staff.
 - Ensuring all staff members are fully trained and qualified.
 - Using automation and state-of-the-art equipment and tools.
 - Using incentive programs.
 - Developing competent, problem-solving, positive, enthusiastic, empowered supervisors.
 - Developing continuous process improvement methods to evaluate worth of products and services and simplification of procedures.
 - Eliminating unnecessary staff/supervisory layers.
 - Eliminating unnecessary duplication of work.
 - Use regional employee pools, if established. (e.g., a pool of mechanics, life guards, front desk staff, etc.)

SUPPORT SERVICES JOB AID

Step 17 (cont.)

- Review staff/billet composition and standards (where applicable) to ensure it is efficient, legal, cost-effective and authorized through the use of:
 - APF billets.
 - Interns.
 - Volunteers.
 - Active duty personnel.
 - Flexible employees.
 - Part-time employees.
 - Full-time employees.

- Ensure downloaded benefits costs are posted correctly. (You will need a printout of all employee benefits entitlements, enrollments, and elections.)

- Health.
- Disability.
- Workers Compensation. (Workers' Comp)
- Unemployment Compensation.
- Retirement.

- Ensure you are proactive in managing and containing these expenses.

- Responding to all unemployment information requests within the allotted time frame to ensure only entitled and justified expenses are paid to claimants.
- Attend unemployment case hearings, if scheduled.
- Develop active "return-to-work" program for Workers' Comp claimants.
- Don't use claims for Workers' Comp, Disability, etc., as a convenient means to get rid of "problem" employees -- this just wastes money! Place them where they can do something useful. If necessary, get rid of them correctly, LATER! See Task 6.14, Discipline Staff.
- Work with your local personnel office/Program Administrator if you are aware of or suspect abuse of Workers' Comp, Disability, sick leave, etc.

<p>NOTE: Downloaded expenses are system-wide expenses charged to CNIC that are subsequently allocated to all Navy FFR NAFIs. Consequently, it's in the entire system's best interest to effectively manage and contain these expenses.</p>

- Refer to the Tasks in Duty 6.0, Manage Staff for details about staff management, effective staff mix/balance/ratios, rewards and incentives, discipline, etc.

- Brainstorm, ideate, problem-solve then develop a plan of action to reduce costs.

- Record applicable actions on your Financial Analysis Worksheet.

Step 18 To improve all remaining Cost Elements, consider the following for **Supplies, Depreciation-Local, Maintenance Equipment, Contractual, Utilities, Advertising and Promotion, Awards and Prizes, Entertainment and Tickets, Other Expenses, UFM Offsets [labor and non-labor]**. (Record applicable actions on your Financial Analysis Worksheet.)

- Use Task 4.3, Solve Performance Problems to identify probable causes and select appropriate solutions.

Supplies (includes minor property and smallwares)

- Ensure your supplies are used for the purpose intended.
- Use only the quantity of supplies needed for the job, shift, period, etc.
 - Use proper mixtures/amounts.
 - Use correct supplies for the job.
- Ensure your supplies are being controlled to prevent waste, loss, theft, etc.
- Ensure staff is trained and frequently reminded to use supplies conservatively.
- Use APF where authorized.

<p>NOTE: See AIMS handout, <u>Reading AIMS Financial Report</u> for information about controlling your costs through effective and efficient management of retail merchandise.</p>

Depreciation-Local

- Confirm useful life and salvage value, if any.
- Compare depreciation data to applicable depreciation schedule.
- Confirm any change affecting depreciation with the Business Office.

SUPPORT SERVICES JOB AID

Step 18 (cont.)

Maintenance

- Use preventive maintenance schedules and procedures on facilities and equipment.
- Confirm/justify all maintenance costs.
- Monitor equipment aging, useful service life remaining, and develop a re-capitalization plan.
- Assure most cost-effective and efficient maintenance services whether in-house, Public Works, contractors, etc. Improve maintenance value through competitive services.
- Control maintenance supplies.

Contractual

- Adhere to contracting and procurement rules, regulations and best practices.
- Maintain a list of all contracts used by your Program/Cost Center.
- Confirm worth/Return On Investment.
- Justify need to sustain/continue contracts – is there a more cost-effective solution?
- Don't lock into automatic contract rollovers.
- Monitor all deliveries and pickups.
- Minimize additional contract charges through effective controls of contractor supplies and equipment. (i.e., prevent loss/theft of uniform items, towels, linen, etc.)
- Work with/get assistance from your contracting/procurement officials.

Utilities

- Conservation.
- Investigate all Base Operating Support (BOS) utility and similar bills for your Program/Cost Center.
- Identify what APF can and cannot cover for your Program/Cost Center.

**Step 18
(cont.)**

Advertising & Promotion

- Ensure you attain at least "break-even" on all advertising and promotional efforts.
- Evaluate the value, impact and effectiveness of your advertising and promotional efforts. See Evaluate Advertising/Promotion Effectiveness.
- Advertise, promote, and program cooperatively and in conjunction with other FFR Programs/businesses.
- Use commercial sponsorship.

Awards & Prizes

- Ensure you attain at least "break-even" on all awards and prizes.
- Ensure cost of Bingo Program awards and prizes are within standards specified in CNICINST 1710.3 (series).
- Justify value of awards and prizes (compare cost to perceived value/desired affect).
- Determine what your competition provides in the way of awards and prizes.

Entertainment & Tickets

- Ensure you attain at least "break-even" on all entertainment through systematic evaluation.
- Use CNIC entertainment grants.
- Coordinate cooperative opportunities with USO, Armed Forces Entertainment, CNIC, etc.
- Investigate lower cost alternatives. (e.g., use local entertainment, recorded music vs., live entertainment, etc.)
- Use door/cover charges, entertainment surcharges, dues/memberships, etc.
- Use commercial sponsorship.
- Use ticket and patron controls.
- Monitor guest controls.

Step 18 (cont.) Other Expenses or UFM Offsets.

- Don't gaff this off as "APF is not real money" – it is "real" money – use it as wisely as you do your NAF funds.
- Use UFM Offset for Salaries before other expenses.
- As needed, obligate the majority of your authorized APF during the first 3 quarters of the Fiscal Year. This practice can reduce your risk of APF cuts and increase the probability you can maintain the same APF budget base and perhaps receive "fallout" money. APF regulations restrict the last two-month's of the 4th quarter obligation to 20% of the yearly APF budget or actual, whichever is less.
- During the year-end budget cycle and reviews, validate/justify continuing need for UFM Offset/APF budget. Look at your continuing need to use APF to fund any high cost, low usage (or minimal value) salaries, Program activities, and other *authorized* expenses.
- When possible and authorized, use UFM offset or APF to fund fixed assets. APF funded assets are not on your NAF depreciation schedule.

NOTE: Ask the FFR Business Manager to explain all entries in any "Miscellaneous" account line.

- Network often with the Business Office manager, your immediate supervisor, the FFR director/site manager, and regional rep to get as much UFM offset and APF as possible.

Overall for the Cost Elements in this Step:

- Brainstorm, ideate, problem-solve then develop a plan of action to reduce costs.
- Record applicable actions on your Financial Analysis Worksheet.

Step 19 To improve **Profit** and **Self Sufficiency**, consider the following. (Record applicable actions on your Financial Analysis Worksheet.)

NOTE: Profitability and Self Sufficiency is affected by the following items and most of the management items listed in Steps 15-18.

- Use a performance problem-solving model to identify probable causes and select appropriate solutions. Consult CNIC N947 or your Regional Trainer for assistance.

**Step 19
(cont.)**

- Look for other sources of income that are applicable to your Program/Cost Center. (Look at these as ways to increase profitability and/or to improve Self Sufficiency.
 - Amusement Machines.
 - Concessions.
 - Sponsorship.
 - Dues.
 - Lessons.
 - Branded concepts. (franchise-like)
 - Commissions.
 - Service Charges.
 - Recycling Commissions.
 - Memberships.
 - Pro Shop items.
 - Cover charges.
 - Broker for value-added services relevant to the Program, activity, or event. (i.e., flower vendor, caricaturist, photographer, entertainment, etc.).
 - Co-location and/or partnering with other FFR Programs, businesses, offices and the Navy Exchange. (e.g., kiosks, ITT sales booths, etc.)

- Look for ways to reduce the expense elements of your Program/Cost Center.
 - Days of operation.
 - Low usage services.
 - Overall budget.
 - Use of volunteers.
 - Use of APF.
 - Correct staffing mix FT, PT, and FLEX.
 - Marketing plan objectives (Program goals).
 - Consolidate Programs/businesses.
 - Hours of operation.
 - High cost services.
 - Individual department budgets.
 - Use of interns.
 - Use of active duty.
 - Competitive-sourcing.
 - Regionalization.
 - Close losers.
 - Co-locate Programs/businesses into single locations.

- Network with your FFR director/site manager, FFR regional representative, FFR and Exchange colleagues, staff, and professional organizations.

- Brainstorm, ideate, problem-solve then develop a plan of action to improve profitability and Self Sufficiency.

- Record applicable actions on your Financial Analysis Worksheet.

NOTE: Ensure your cost reduction strategies don't cost you customer business and revenue loss through negative word-of-mouth advertising. (The cost of a control (business strategy) should not exceed the value/savings of the control.)

**DEVELOP & IMPLEMENT PLAN OF ACTION & MILESTONES (POA&M),
Steps 20 - 29.**

NOTE:

The preceding steps helped identify possible financial problems within your Program/Cost Center, explore possible causes, and consider solutions.

The remaining steps help you:

- Review and use your Financial Analysis Worksheet and AIMS Reports.
- Develop a plan of action and milestones (POA&M) to improve these problem areas.

Developing a POA&M should only be done when your proposed actions are significant. e.g., the action will be resource or time intensive, require personnel actions such as grade changes, RIFs, BBAs, etc., need policy change, etc.

- Brief your financials and proposed management actions.
- Implement and evaluate applicable actions to improve your operational, administrative, or fiscal areas.

The problem solving, planning, accountability model that follows in this section can be used for ALL performance problems, not just those related to financial performance.

Step 20 Record the proposed actions that you identified during the analysis.

- Review all recorded notes on all worksheets and/or the AIMS reports you used.
- Decide what management actions you will recommend/take to improve your operational, administrative, or fiscal areas.

Step 21 Validate your proposed management actions.

- Compare your proposed management actions to the following list of issues to consider.
- Based on your reactions to the list, adjust your proposals on your briefing notes.

Issues to consider. Will your proposed management action(s) result in?

- Significant expense for renovation, refit, or new equipment?
- One or more adverse personnel actions?
- Improved or disrupted operations?
- Increased or decreased patronage?
- Increased or reduced services or products?
- Customer needs being met or not?
- Support or opposition from the FFR director/site manager, Command, or region?
- A benefit or worth that is greater or less than customer opposition?
- A maintenance or utility increase or decrease?
- An increase/decrease in budget, resources, supplies or labor?
- Other?

Step 22 Identify opposition to each proposed management action(s) and develop strategies to overcome the opposition.

- Who will oppose the action? (Write this down.)
 - Region?
 - CO or other authority?
 - Your immediate supervisor, other FFR Program Managers or the FFR director/site manager?
 - Command Master Chief/Senior Enlisted Personnel?
 - Boards/Councils?
 - Customers? Demographic segments? (Women/men, age, retired/active duty, members, etc.)
 - Staff--In house opposition?
- What will be their opposition? (Write this down.)
- How broad-based is this opposition? (Write this down.)
- What are the alternatives? (Write this down.)
- What strategies will overcome opposition? (Write this down.)

Step 23 When appropriate, develop POA&M for completing each selected action.

Your POA&M should include:

- Date of POA&M.
- Name of the FFR Program, business or office, or the author.
- Purpose/problem statement with a desired outcome.
- What has to be done, including subordinate tasks/steps.
- Resources requirements.
- Supplies requirements.
- Procurement/contracting requirements.
- People assigned to accomplish various tasks/steps.
- Sequential and/or critical path (simultaneous) order of tasks/steps.
- What are the milestones? When are critical path tasks/steps due? (i.e., project/task/step prerequisites.)
- What measures/standards MUST be met?
- How will progress and success be evaluated?

Write out this plan!

Step 24 Obtain input, buy-in, approval from the following, as appropriate:

- Region.
- Your immediate supervisor, other Program Managers, and the FFR director/site manager.
- Command Master Chief.
- Senior enlisted personnel.
- Customers, members, etc.
- Appropriate advisory boards/councils.
- Commanding Officer and/or higher authority, if needed.
- Opinion leaders on your base.
- Your staff.

SUPPORT SERVICES JOB AID

- Step 25** Using the outline in Step 2, brief your immediate supervisor, the FFR director/site manager, higher-level managers, or region as applicable about the current financial status of your Program/Cost Center.
- Step 26** Implement your finalized POA&M.
- Step 27** Monitor progress of management action(s).
- Set up informal communication with support staff and your key staff members.
 - Keep customers and staff members apprised of actions taken.
 - Keep the Command, Command Master Chief, senior enlisted personnel, vested FFR senior managers, appropriate Command advisory boards/councils, and special interest groups up to speed on actions taken.
 - Schedule status meetings with support staff and your key staff members.
 - Review and monitor financial reports.
 - Monitor customer usage figures and comments.
 - Monitor/address advisory board/council comments.

Step 28 Evaluate management actions.

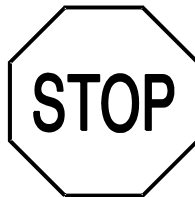
- Compare accomplishments and milestones with POA&M.
- Identify and resolve discrepancies between the POA&M and actual accomplishments.
- Compare your current financial results and expectations with the financial condition(s) that caused you to take this/these management action(s).

NOTE: As much as 30 days may pass before you see results.
--

Step 29 Repeat this task at least monthly.

THANK EVERYONE!

Especially when your Program's financials look great.



Congratulations! You've completed this task.

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USE OF AIMS REPORTS

The following tables suggest which reports to use based on the type financial information you may need.

IF YOU WANT TO KNOW:	THEN REVIEW:
P&L comparison between Actual and Plan for cost centers or cost center groups.	P&L Comparison Cost Centers
P&L variance and variance percentage (%) for cost centers or cost center groups.	
P&L comparison for each cost element (account) between actual and Plan.	P&L Comparison CEs/CCTrs
Variance and variance percentage (%) for each cost element (account) between actual and Plan.	
Executing the budget.	P&L Current Month/Cumulative
Variance between budget and actual for a period.	
Amount of budget still available in dollars and as a percentage (%) of total budget.	
Comparison between different versions of the Plan (budget).	Plan Comparative Reports
Variance between different versions of the Plan.	
Actual input for any account or series of accounts for any period for a cost center or cost center group.	Cost Centers: Actual Line Items
Plan for any account or series of accounts for any period for a cost center or cost center group.	Cost Centers: Plan Line Items
How your cost center/group is performing -- a quick, concise review.	Executive Summary Report
How current results are doing against Plan or prior period results.	
Net cash flow from operations.	
What income or expense accounts need further review.	

SUPPORT SERVICES JOB AID

**USE OF AIMS
REPORTS, cont:**

IF YOU WANT TO KNOW:	THEN REVIEW:
Sources and uses of cash. (Cash Flow Statement)	Executive Summary Cash Flow Statement
Available Funds.	
Measures of cash liquidity. (Acid Test)	
Ability of fund to pay bills. (Current Ratio)	
How well you are achieving self-sufficiency goals.	Self Sufficiency Summary
How well you are achieving self-sufficiency goals both with and without UFM.	Self Sufficiency UFM Report
How well you are executing UFM for current month, YTD, and prior year by each expense element.	UFM APF Support Expense Report
What accounts may require further analysis.	
Total UFM Offset totals by labor or non-labor for current month, YTD, and Previous year.	UFM APF Offset Report
How well your Food and Beverage, Bowling, and Golf Activities are meeting Navy Published Operating and Financial standards.	Operating and Financial Standards
Which activities are not meeting standards and its financial impact.	
Status of fund's assets, liabilities and equity.	Balance Sheet/P&L Statement
Changes to the Balance Sheet accounts from a prior period.	
Comparison of current and prior period accounts (P&L and Balance Sheets).	
How well your cost center/group is performing -- a detailed review.	Summary Operations Statement
How current results are doing against prior period results.	
Net cash flow from operations.	
What income or expense accounts need further review.	

**USE OF AIMS
REPORTS, cont:**

IF YOU WANT TO KNOW:	THEN REVIEW:
How well your overall program (cost center group), your G&A, or a particular operating department cost center is performing against Plan for current month or YTD.	Plan/Actual-Departmental Operations
Your current month actual variance and variance percentage (%) against Plan.	
What accounts require further analysis.	
Actions needed to correct negative trends.	
How well your overall program (cost center group), your G&A, or a particular operating department cost center is performing against Plan for current month or YTD and prior year actual.	Budget Performance Activity
Your current month actual variance and variance percentage (%) against Plan.	
What accounts require further analysis.	
Actions needed to correct negative trends.	
What your sales, cost of goods, and cost of goods percentages (%) are.	Cost of Goods Sold
Financial results for each month of the fiscal year and total for the year.	Executive Summary 12 Months
Beginning balance of an account, total of all increases and decreases during the period, and account ending balance.	G/L Account Balances by Cost Center

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Record your proposed management actions from Steps 13-18 in the right hand column – Proposed Management Actions/Briefing Items.

FINANCIAL ANALYSIS WORKSHEET Cost Center _____				
Period _____				
REVENUE ELEMENTS	Variance	Var %	Current YTD/ Prior YTD	Proposed Management Actions/Briefing Items:
Resale Revenue				
Program Revenue				
Commissions				
Other Revenue				
*** REVENUE				
COST ELEMENTS	Variance	Var %	Current YTD/ Prior YTD	Proposed Management Actions/Briefing Items:
Cost of Goods Sold				
Salaries & Benefits				
Supplies				
Depreciation—Local				
Maintenance				
Entertainment				
Contractual				
Utilities				
Advertising & Promotions				
Awards & Prizes				
Alloc. Empl. Benefits/Ins Cost				
Other Expenses				
Total UFM Exp. Offset Labor				
Total UFM Exp. Offset Non-Labor				
***EXPENSE				
REVENUE / COST ELEMENTS	Variance	Var %	Current YTD/ Prior YTD	Proposed Management Actions/Briefing Items:
PROFIT/LOSS				
SELF SUFFICIENCY				
Notes				

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Notes:

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USING YOUR AIMS PLAN & FINANCIALS



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USING YOUR AIMS PLAN & FINANCIALS

INTRODUCTION:

Related Resources: In order to make sense of the AIMS financial data, you may need some basic information about financial statements and basic accounting. It is designed as an information resource for the following:

- The Support Services Job Aid .
 - Prepare NAF Budget Projections
 - Prepare APF Budget Input
 - Monitor NAF & APF Budget Execution
 - Analyze AIMS Financial Statements
- The SAP/AIMS initial training for FFR managers.
 - The Manager's Reporting Guide/Training Module.
 - The AIMS Planning (Budgeting) Guide/Training Module.

Assistance: Specific help for using AIMS on-the-job is available from your local/regional FFR Business Office and the Navy FFR Finance Branch, N948.

Application: This applies to all FFR Program, business, or office managers and supervisors using AIMS data.

Reference: The AIMS report we discuss in the Support Services Job Aid, the Budget Performance Activity Report - New, is comparable to a traditional business profit and loss (P&L) statement, also known as the operating statement. The flow of income and expense resulting from your Program's activities, events, products and services are represented on your Budget Performance Activity Report - New.

USING YOUR AIMS PLAN & FINANCIALS

INTRODUCTION, cont:

This report was selected because it compares the results of all business transactions to Plan (budget) for a period specified by the AIMS user. (e.g., current month, current year to date and prior year for the Fiscal Year.)

Terms and Accounts: Operating or Profit & Loss (P&L) statements are composed of two types of accounts -- *income* and *expense*.

A typical statement includes the following four parts:

- **Part 1 – Sales:** In AIMS, this is revenue/income -- that is, all money received from sales, rentals, commissions, services provided, distributions, grants, etc. AIMS records this financial data in the 3xxxxx, 5xxxxx and 8xxxxx series accounts per the AIMS Chart of Accounts.
- **Part 2 – Cost of Goods Sold (COGS) and Gross Profit:** Cost of Goods Sold is the price paid for products sold. AIMS records Cost of Goods Sold data in the 4xxxxx series accounts per the AIMS Chart of Accounts.

Note: Gross Profit is determined by subtracting COGS from sales. Net and Gross Profit do not have account numbers on the statement, they are the results of accounting calculations.

- **Part 3 – Operating Expenses:** These are the costs of doing business such as payroll, employee expenses, travel, transportation, assessments, communication, utilities, property, facilities, insurance, and other operating expense. AIMS records this data in the 6xxxxx, 7xxxxx and 9xxxxx series accounts per the AIMS Chart of Accounts. Operating Expenses do not include COGS.
- **Part 4 – Net Profit:** The money left from gross profit after paying all expenses.
 - When expenses are less than gross profit, you have a net profit.
 - When expenses are greater than gross profit, you have a net loss.

Note: Net Profit is the result of an accounting calculation, there are no AIMS account numbers for Net Profit or Net Loss.

USING YOUR AIMS PLAN & FINANCIALS

INTRODUCTION, cont:

- **Income Accounts:** These show revenue, income, sales, and any other money you receive in the 3xxxxx, 5xxxxx & 8xxxxx series accounts.
 - **Expense Accounts:** These show all costs associated with operating your business such as Cost of Goods, supplies, salaries, etc. in the 4xxxxx, 6xxxxx, 7xxxxx, & 9xxxxx series accounts.
 - **Debits & Credits:** The accounting terms for showing increases and decreases in these accounts are “debits” and “credits”.
 - Expense accounts are increased with debits and decreased with credits.
 - Income accounts are the opposite of expense accounts -- they are increased with credits and decreased with debits.
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PLANS, BUDGETS, COST CENTERS

The following information describes various terms used in the MWR Accounting Information Management System (AIMS).

Costs and Revenue: Every FFR Program, business or office has expenses/costs (liabilities that must be paid) and income/revenue (money with which to reduce or eliminate the liabilities).

Most of the AIMS reports and data screens use the words *revenue* and *cost*, but you will find *revenue/income* used interchangeably. The same is true for *cost/expense*.

Budget vs. Plan: To maximize resources, every FFR Program, business or office *should* operate using a budget – in AIMS parlance, a “**Plan**”. Most of the time AIMS uses the word “Plan” in place of “budget”, but you will find “budget” used in some reports and data screens.

Budgeting/Funding Sources: AIMS gives you budget management functions and capabilities. Many of the AIMS reports compare variance and variance percentages between actual performance and Plan (budget). No matter what type or size Program, business or office you manage, or what your funding source is, you *should* operate using an annual budget.

- If you manage a Category “A” Program, business or office you are authorized funding with appropriated funds (APF). APF come from the taxes and other revenues collected and disbursed by the US Treasury.
- If you manage a Category “B” Program, business or office you are funded by a mix of appropriated funds (APF) and non-appropriated funds (NAF). The authorized funding mix or goal is a minimum of 65% APF, 35% NAF. NAF come from the sales of activities, events, products and services provided by Morale, Welfare and Recreation (MWR). NAF also come from authorized sponsorship and a formula-based distribution process from the Navy Exchange system. There are other sources of NAF, but the sources and details of these distributions are beyond the scope of this document.
- If you manage a Category “C” Program, business or office you are funded by non-appropriated funds (NAF).
- There are specific expense elements that are authorized to be paid by APF, whether the Program, business or office is a Cat “A”, Cat “B”, or Cat “C”. Refer to the enclosure at the end of Prepare APF Budget Input.

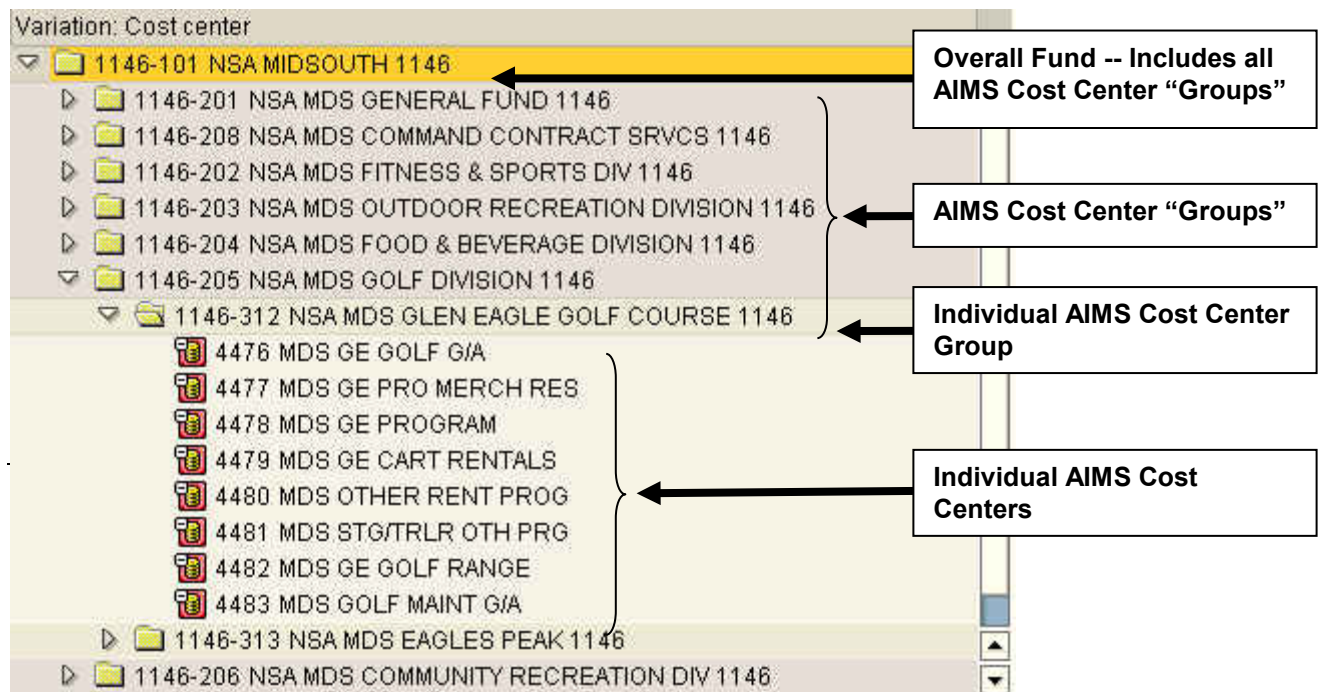
PLANS, BUDGETS, COST CENTERS, cont.

Revenue and Cost Elements: AIMS usually refers to the individual accounts in the Chart of Accounts as “elements”. Many of the AIMS reports and data screens use “Revenue Elements” and “Cost Elements” as title headers of applicable data columns. However, you will find the word “account” used interchangeably with “element”. The word account is also used when referring to a customer’s, vendor’s, or other type account number.

Cost Center: An MWR financial and operating entity equivalent to a department within an “MWR Program” or “MWR Activity” such as Program, Rentals, Resale, G&A, etc.

Cost Center Group: A group of related or similar Cost Centers or an overall Cost Center. (E.g., all Golf Programs in a region or all departments of a single Golf Program within a region.)

Example Group and Cost Center Hierarchy:



AIMS CHART OF ACCOUNTS

Purpose: The AIMS Chart of Accounts establishes a standardized, MWR-wide list of account numbers and account names (short titles).

Use: As an FFR manager you will use the Chart of Accounts to identify line items on your various AIMS financial statements and reports.

Format: The AIMS Chart of Accounts classifies and displays financial transactions on financial statements/reports using a six-digit numerical code and short title format.

The first three digits are codes representing the core AIMS account number.

Example: 301-Resale Revenue, 151-Resale Inventory, etc.

The last three digits are usually 000 or XXX. For instance, an AIMS account coded 501000 translates to Program Revenue (501000).

In all cases, an additional three digits are added to give greater specificity to the purpose of the account.

Example: The AIMS account 601000 translates to Salary & Wages while 601001 is the account number for Payroll Overtime Expense.

All UFM accounts end in X89, except payroll related accounts (601000 - 634000 range).

Example: 701089 – Supplies UFM

All Navy Flying Club accounts end in 999.

Example: 646999 – Aircraft Maintenance Overhaul

Every new Chart of Account number (element) needed by a user and approved by CNIC FFR N948 adds a new element to the Chart of Accounts for all users.

A sample AIMS Chart of Accounts follows. *(Do not use the following example to work with your AIMS data or reports.)*

SUPPORT SERVICES JOB AID**AIMS CHART OF ACCOUNTS, cont.**

Sample Chart of Accounts: It is imperative that you use the *most current* Chart of Accounts, which you can access in AIMS or get from your local Business Office. (*Do not use the following example to work with your AIMS data or reports.*)

G/L Acct	Long Text
101000	Centralized Cash Reconciled Items
101001	Centralized Cash
101002	Restricted Cash Transfer
101005	Inter-Company Cash
101006	Inter-Company Cash (Manual Posting)
101010	Payables Checks Reconciled Items
101011	Payables Checks
101020	Direct Deposit Payroll Reconciled Items
101021	Direct Deposit Payroll
101030	ADP Payroll Tax Reconciled Items
101031	ADP Payroll Tax
101040	EFT Payables Reconciled Items
101041	EFT Payables
101050	ADP Payroll Checks Reconciled Items
101051	ADP Payroll Checks
101060	POS/Dar Clearing
101061	POS Voucher Clearing
101062	POS Clearing
101070	Local Depository Reconciled Items
101071	Local Depository
101100	1287 KITSAP Reconciled Items
101101	1287 KITSAP
101110	1287 Pacific Northwest Reconciled Items
101111	1287 Pacific Northwest
101120	8172 Pacific Northwest Reconciled Items
101121	8172 Pacific Northwest
101130	1287 Grays Harbor Reconciled Items
101131	1287 Grays Harbor
101140	1287 Seafirst Reconciled Items
101141	1287 Seafirst
101150	1287 USBANK Reconciled Items
101151	1287 USBANK
101160	1287 Bank One Reconciled Items
101161	1287 Bank One
101170	1287 Frontier Reconciled Items
101171	1287 Frontier Bank
101180	8172 USBANK Reconciled Items
101181	8172 USBANK
101190	8172 KITSAP Reconciled Items

Sample Chart of Accounts: _____

G/L Acct	Long Text
101191	8172 KITSAP
101200	1353/8042 ABNB Reconciled Items
101201	1353/8042 ABNB FCU
101210	1015 North Trust Bank Reconciled Items
101211	1015 North Trust Bank
101220	8094 Fleet Bank Reconciled Items
101221	8094 Fleet Bank
101230	1094 Fleet Bank Reconciled Items
101231	1094 Fleet Bank
101240	1094 KEYBANK Reconciled Items
101241	1094 KEYBANK
101250	1094 PNC Bank Reconciled Items
101251	1094 PNC Bank
101260	1163 First Hawaiian Reconciled Items
101261	1163 First Hawaiian Bank
101270	1353/8042 NWS FCU Reconciled Items
101271	1353/8042 NWS FCU
101280	6510 Wachovia Bank Reconciled
101281	6510 Wachovia Bank
102000	Restricted Cash Capital Outlays
102001	Restricted Cash Whole Room Concept VQ
102002	Restricted Cash Supplies & Amenities VQ
102003	Restricted Cash Linens, Bedding, Toweling VQ
102004	Restricted Cash NABE Employee Uniforms VQ
102005	Restricted Cash Fund Reserves
103000	Restricted Cash Local National
104000	Restricted Cash BRAC/Special Op Outlays
104001	Restricted Cash BOS Contracts VQ
104002	Restricted Cash Contract Labor VQ
104003	Restricted Cash Operations Contract Services VQ
105000	Local Payroll
105010	Local Arc Reconciled Items
105011	Local Arc
105030	1287 KITSAP Arc Reconciled Items
105031	1287 KITSAP Arc
105040	1287 W Fargo Arc AULT Field Reconciled Items
105041	1287 Wells Fargo Arc AULT Field Ticket Office
105050	1287 Wells Fargo Arc Seaplane Reconciled Items
105051	1287 Wells Fargo Arc Seaplane Ticket Office
105060	1287 Us Bank Reconciled Items
105061	1287 USBANK Arc
105070	1287 KITSAP Arc Reconciled Items
105071	1287 KITSAP Arc
106000	Local Foreign Currency Account
107000	Local Credit Card Account

SUPPORT SERVICES JOB AID**Sample Chart of Accounts, cont.**

G/L Acct	Long Text
108000	Change Funds
109000	Petty Cash
110000	Credit Card Clearing Account
119000	Restricted Cash Capital Replacement (VQ Only)
120000	Certificates Of Deposit
120001	Treasury Notes
120002	Repurchased Securities
120003	Agency Securities
120004	Mortgage Backed Securities
120999	NFC Investments
131000	Accounts Receivable General
131001	Accounts Receivable In-house Guests
131002	Accounts Receivable City Ledger IND Billing VQ
131003	Accounts Receivable Fair Market Rental VQ
131005	Accounts Receivable General RECON
131010	Accounts Receivable Fleet Vouchers
131050	POS Anon Customer Clearing
132000	Accounts Receivable Returned Checks
133000	Accounts Receivable Other
133001	Accounts Receivable City Ledger VQ
133002	Accounts Receivable City Ledger Group Billing VQ
133003	Accounts Receivable Operations Contract SER VQ
133004	Accounts Receivable Employee Advances
133005	Accounts Receivable Other RECON
133006	Interest Receivable
134000	Accounts Receivable Credit CRD
135000	Accounts Receivable Gift CERT
136000	Accounts Receivable UFM APF Sup
137000	Accounts Receivable CNRSW Travel
151000	Department Resale Inventories
151001	Sundry Inventories VQ
151002	Resale Inventories (Sap)
151003	Sundry Inventories VQ (Sap)
152000	Central Storeroom Inventories
152001	Storeroom Inventory VQ
152002	Central Storeroom Inventories (Sap)
152003	Storeroom Inventory VQ (Sap)
161000	Prepaid Supplies
161001	Prepaid Minor Property VQ
161002	Prepaid Non-consumables Amenities VQ
161003	Prepaid Consumable Amenities VQ
161004	Prepaid Cleaning Tools & Supplies VQ
161005	Prepaid Linen, Towel, & Bedding VQ
161006	Prepaid NABF Employee Uniforms VQ

Sample Chart of Accounts, cont.

G/L Acct	Long Text
161007	Prepaid Supplies (Sap)
161009	Prepaid Non-consumables Amenities VQ (Sap)
161010	Prepaid Consumable Amenities VQ (Sap)
161011	Prepaid Consumable Cleaning Supplies VQ (Sap)
161012	Prepaid Linen, Towel, & Bedding VQ (Sap)
161013	Prepaid NAF Employee Uniforms VQ (Sap)
161996	Prepaid Fuel (Sap)
161997	Prepaid Parts Supplies (Sap)
161998	Prepaid Fuel
161999	Prepaid Parts Supplies
162000	Prepaid Contracts
162001	Prepaid BOS Contracts
162002	Prepaid Contractual Labor
162003	Prepaid Contractual Services
163000	Prepaid Tickets
163001	Prepaid Tickets (Sap)
165000	Prepaid Minor Property
168000	Prepaid Other Expense
168001	Goods In Transit
168002	Prepaid Marketing Supplies
168003	Prepaid Insurance
169000	Suspense Account
171000	Vehicles
172000	MWR Centrally Funded Vehicles
173000	Furniture, Fixtures & Equipment
174000	MWR Centrally Funded FF&E
175000	Buildings And Facilities
176000	MWR Centrally Funded Buildings
177000	Buildings And Facilities Improvements
178000	MWR Centrally Funded Building & FAC Improvements
179000	Construction In Progress
179001	FF&E Installation In Progress VQ
179200	Central Funded Construction In Progress
179500	Proceeds On Sale Of Fixed Assets
181000	Accumulated Depreciation Vehicles
182000	MWR CF Accumulated Depreciation CF Vehicles
183000	Accumulated Depreciation FF&E
184000	MWR CF Accumulated Depreciation CF FF&E
185000	Accumulated Depreciation BLDGS & FACIL
186000	MWR CF Accumulated Depreciation CF Buildings
187000	Accumulated Depreciation BLDGS & FAC Improvements
188000	MWR CF Accumulated Depreciation CF BLDG IMPROV
191000	Loans Receivable
191001	Loans Receivable (Sap)

SUPPORT SERVICES JOB AID**Sample Chart of Accounts, cont.**

G/L Acct	Long Text
191002	Loans Receivable 50/50 ROI
191003	Loans Receivable-Construction
192000	Loans Receivable – NEX Distribution
193000	Float Loan REC (RAMCAS Only)
195000	Prepaid Pension Costs (Net)
201000	Trade Payables
201001	Overseas Purchases Payable VQ
201002	Contracts Payable VQ
201010	Goods Receipt/Invoice Receipt Clearing
201012	Freight Clearing
202000	Accrued Payables
202001	Arc Liability
202002	Collections Payable Telephone VQ
202003	Collections Payable Fair MKT Rent Shelter VQ
202004	Collections Payable Fair MKT Rent Utilities VQ
202005	Collections Payable Lost Damaged APF Property
202006	Collections Payable Cable TV VQ
202007	Collections Payable Operations Contract SERV VQ
202008	Accounts Payable Project Transfers
202009	Line Of Credit Loans Payable
202010	Accrued Payables (SB/SC Only)
202011	Vet Service Fees Payable
203000	Deposits Payable
203001	Deposits Payable Reconciliation Account
204000	Gratuities Due Employees
205000	Services Charges Due Employees
206000	Consignment Items Payable
206001	Consignment Tickets Payable (Sap)
206002	Consignment Items Clearing
210000	Comp Time Payable
211000	Wages Payable
212000	Annual Leave Payable
213000	Federal Tax Payable
214000	Social Security Payable
215000	State Taxes Payable
216000	Savings Bonds Payable
217000	Retirement Payable
217001	Retirement Payable – Civilian NAFI
218000	Life Insurance Payable
219000	Medical Insurance Payable
220000	Health Maintenance Payable
220100	Workers Compensation Payable
220200	Unemployment Compensation Payable
221000	Disability Insurance Payable
222000	Savings Investment Plan Payable

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
223000	Civil Service Retirement Payable
224000	Federal Employees Retirement Payable
225000	Bonuses Payable
226000	Foreign National Payable
227000	Civil Service Thrift Payable
228000	TSP Loan Payable
229000	Payroll Deductions Other
230000	Gs CSRS Offset Retirement Plan Payable
251000	Unearned Income
251001	Unearned Income Reconciliation Account
251002	Unearned Income Guest Advance Payment Vq
271000	CNIC Long Term Loans Payable
271001	CNIC Long Term Loans Payable (Sap)
271004	Field Project LT Contributions
271005	ROI Field LT Project Deposits
271006	ROI Pool Deposits
272000	Other Long Term Loans Payable
272002	NEX Profits To RAMCAS (10100)
281000	Long Term Retirement & Severance Allowance
281001	Pension Cost Liability
281002	Post Retirement Benefit Obligation
291000	Retained Earnings Begin Of FY
292000	MISC Equity Transactions
292001	Trans In-Disestablished Fund
292002	Trans Out-Disestablished Fund
292003	Restricted Self Insurance
292004	NEXCOM Distributions (10103)
292005	Restricted Workers Comp
292006	Restricted Foreign NAT'L Severance
292007	Restricted Base Realign/Close
292008	Equity Transfers To Field
293000	BRAC Residual Balances
294000	Intra-System Transfers
295000	Central Fund Capital Grants
296000	Echelon Capital Grants
296001	Echelon II Capital Projects
296002	Echelon II Project Collateral EQ
298000	Assets Transferred From CFAS
301000	Resale Revenue
301001	Sundry Revenue
302000	Catering Resale Revenue
303000	Sales Discount Resale Revenue
401000	Cost Of Goods Sold
401001	Cost Of Sundries Sold

SUPPORT SERVICES JOB AID

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
401002	Cost Of Goods Sold (Sap)
401003	Cost Of Sundries Sold VQ (Sap)
401004	Inventory Price Differences (Sap)
401005	Inventory Count Differences (Sap)
501000	Program Revenue
501001	Guest Revenue (Room Only)
501002	Housekeeping Services (Perm Party) VQ
501003	Telephone Revenue VQ
501004	VQ Conference Room Revenue VQ
501005	VQ Conference Room Refreshments VQ
502000	Rental Revenue
502001	Rental Revenue Video VQ
502002	Conference Room Rental Revenue – Equipment VQ
502003	Conference Room Rental Revenue Linen VQ
503000	Other Sales Discount Program
503999	Ground School Instruction Revenue
504999	Flight Hours Sales
505999	In Flight Instruction
531000	Common Support Services
531001	Assessment Revenue VQ Sales
531002	Assessment Revenue Health/Disability
531003	Assessment Revenue Life Ins
531004	Assessment Revenue Retirement
531005	Assessment Revenue Worker Comp
531006	Assessment Revenue Unemployment Comp
531007	Assessment Revenue Prop/Liability Ins
531008	Assessment Revenue Retire Benefits
531009	Assessment Revenue Central Support
531010	Assessment Rev VQ Benefits/Insurance
531011	Other Assessment - CIV/SANNO
532000	Dues
532999	Initiation/Transfer Fee
533000	Echelon II Assessment
558000	NEX Ship Store Profit Distribution
559000	NEX Div FDSRV Concessionaire
560001	VQ Telephone Revenue
562000	Central Fund Operating Grants
563000	Echelon Operating Grants
564000	Other Operating Grants
565000	NEX Distribution Direct
565001	NEXCOM Dividend Operations
566000	NEX Distribution Amusement Machines
567000	NEX Distribution CNIC Subsidy
568000	NEX Distribution Echelon II

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
569000	Other Revenue
569001	Advertising Revenue
569002	Operations Contracted Services VQ
569003	Bad Debt Fees
569004	Lost Damaged NAF Property
569005	Telephone Revenue VQ
569006	Navy Motion Picture Rentals
571000	Commercial Sponsorship Revenue
581000	Central Stores Overage
581001	Storeroom Overage
591000	Leisure Travel Commissions
592000	Amusement Vending Machine Commissions
593000	Recycling Commissions
594000	Other Commissions
594001	Telephone Service Commissions
594002	Rental Commissions
595000	CRS Incentive
596000	CNRSW Travel Distribution
601000	Salaries & Wages
601001	Payroll Overtime Expense
601089	Salaries & Wages UFM
602000	Salaries & Wages Local National
602089	Salaries & Wages Local Nat UFM
603000	Bonus / Incentive
603089	Bonus / Incentive UFM
604089	Payroll Overtime Expense UFM
605000	Foreign National Payroll Offset
606000	Comp Time Expense
621000	Employer's Share Of FICA
621089	Employer's Share Of FICA UFM
622000	Annual Leave Expense
622089	Annual Leave Expense UFM
623000	Sick Leave Expense
623089	Sick Leave Expense UFM
624000	Employee Meals
624089	Employee Meals UFM
625000	Employee Benefits Local National
625089	Employee Benefits Local National UFM
626000	Employee Benefits Other
626001	Tuition Reimbursement
626002	Professional Development
626003	Professional Membership Fees
626004	DOD Travel Subsidy
626089	Employee Benefits Other UFM
629000	Health / Disability Insurance

SUPPORT SERVICES JOB AID

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
629001	Health/Disability Plan Premiums
629002	Health/Disability Plan Claims
629003	Health/Disability Plan EE Contribution
629004	Health/Disability Plan Admin Fees
629005	DOD Uniform Health Cost Share
629089	Health / Disability Insurance UFM
630000	Employers Life Ins Cost
630001	Life Insurance Premiums
630002	Life Insurance Claims
630003	Life Insurance EE Contribution
630004	Life Insurance Admin Fees
630089	Employers Life Ins Cost UFM
632000	Other Benefit Cost
632001	Retirement FERS ER Contributions
632002	Retirement CSRS EE Contributions
632003	Retirement NAF ER Contributions
632004	Periodic Pension Costs (Net)
632005	401k Employer Match
632006	401k Admin Fees
632007	Post Retirement Benefit Costs
632008	Thrift Savings Plan – Employer
632089	Other Benefit Cost UFM
633000	Workers Compensation
633001	Worker's Compensation Premium
633002	Worker's Compensation Claims
633003	Worker's Comp Assessment Fees
633004	Worker's Comp Adjusters Fees
633089	Workers Compensation UFM
634000	Unemployment Compensation
634001	Unemployment Comp Adjuster Fee
634089	Unemployment Compensation UFM
635000	Property Liability Insurance
635001	Prop/Liability Self Insurance Claims
635089	Property Liability Insurance UFM
641000	Utilities
641089	Utilities UFM
642000	Rentals
642001	Equipment Rental DP
642002	MOPIC Rental
642089	Rentals UFM
643999	Storage & Tie-down
644999	Gasoline, Oil & Parts
645999	Aircraft Maintenance Routine
646999	Aircraft Maintenance Overhaul
647999	NFC Insurance Expense

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
648999	Aircraft Lease-Backs Offset (FY 04)
660001	VQ Telephone Expense
661000	Telephone & Postage
661001	Postage
661002	Telephone/Telegraph
661089	Telephone & Postage UFM
662000	Cable/Satellite Service
662089	Cable/Satellite Service UFM
681000	Repairs & Maintenance Vehicles
681089	Repairs & Maintenance Vehicles UFM
682999	Aircraft Maintenance Overhaul
683000	Repairs & Maintenance FF&E
683089	Repairs & Maintenance FF&E UFM
685000	Repairs & Maintenance BLDG & FACIL
685089	Repairs & Maintenance BLDG & FACIL UFM
686000	Minor Property
686001	Minor Property VQ
686089	Minor Property UFM
687000	Smallwares
701000	Supplies
701001	USDA Offset
701002	USDA Program Expense
701003	Office Supplies VQ
701004	Linen, Towels, Bedding Supplies VQ
701005	Cleaning Tools And Supplies VQ
701006	Uniforms For NABF Employees VQ
701007	Supplies-DP
701008	Supplies-MOPIC
701009	Supplies-Film Replacement
701010	Supplies-Training Material
701089	Supplies UFM
702000	Consumable Amenities VQ
702001	Non-consumable Amenities VQ
702002	Hospitality Amenities Distinguished VQ
703000	Laundry
703001	Dry Cleaning VQ
703089	Laundry UFM
704000	Film Expense
705000	Ticket Expense
705002	Ticket Expense (Sap)
705005	Tickets Inventory Count Differences (Sap)
706000	USDA Offset (Fy04)
707000	USDA Program Expense (Fy04)
708000	CDH Subsidy Expense
708089	CDH Subsidy Expense UFM

SUPPORT SERVICES JOB AID

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
721000	Travel And Per Diem
721001	Per Diem
721002	Travel
721003	Car Rental
721089	Travel And Per Diem UFM
724000	Employee Relocation Expense
724001	Employee Relocate EXP HH Goods
725000	Catering/Meal Provision
731000	Freight & Transportation
731089	Freight & Transportation UFM
741000	Support Services Expense
741089	Support Services Expense UFM
742000	MWR Internal Services Rend/Recd
742001	VQ Internal Services Rend/Recd
742002	Regional Support Services Personnel Payroll SERV
742003	Regional Support Services Acquisition SERV
743000	CNRSW Services Rend/Recd
747000	UFM APF Offset CDH Subsidy EXP
748000	USA Headquarters 1
749000	USA Headquarters 2
750000	UFM APF Offset Minor Property
751000	UFM APF Offset Labor Cost
752000	UFM APF Offset Supplies Cost
753000	UFM APF Offset Contractual Cost
754000	UFM APF Offset Maintenance Cost
755000	UFM APF Offset Other Ops Cost
756000	UFM APF Offset Outsourcing
757000	UFM APF Offset Communications
758000	UFM APF Offset Travel & Per Diem
759000	UFM APF Offset Transportation
759999	Aircraft Lease-Backs Offset
761000	DEPR Expense Vehicles
762000	MWR CF Depreciation Expense CF Vehicles
763000	Depreciation Expense FF&E
764000	MWR CF Depreciation Expense CF FF&E
765000	Depreciation Expense BLDG & FACIL
766000	MWR CF Depreciation Expense CF Buildings
767000	Depreciation Expense BLDG & FACI Improvements
768000	MWR CF Depreciation Expense CF BLDG Improvements
771000	MWR Field Accounting Services Costs
772000	MWR Central Support Costs
773000	MWR Echelon II/III Costs
780000	Discounts Lost
780001	Discounts Taken

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
781000	Advertising And Promotion
781001	Marketing Expense VQ
781002	Concerts & Tours Expense
781003	Project Right Start
781004	MWR Bucks Reimbursement
781089	Advertising And Promotion UFM
782000	Conference & Training
782001	Training Expense
782002	Recruiting Expense
782089	Conference & Training UFM
783000	Contractual Expense
783001	Custodial Expense
783002	Instructor Expense
783003	Operations Contracted Services VQ
783004	Audit/Accounting Expense
783005	Professional Business Services
783006	Project Validation Assessments
783007	Payroll Processing Contract
783089	Contractual Expense UFM
783998	Instructor Contract Ground
783999	Instructor Contract In-flight
784000	Credit Card Sales Expense
785000	Awards And Prizes
785001	Bingo Awards/Prizes Expense
786000	Unit Allocation
786001	Unit Allocation Naval Reserve Center
786002	Unit Allocation Naval Recruiting District
786003	Unit Allocation Naval & MC Reserve Center
786004	Unit Allocation Naval Reserve Officer TR CR
786005	Unit Allocation Other (Shore)
786006	Unit Allocation Other (Sea)
787000	Entertainment / Tickets
788000	VQ Echelon Expense
789000	VQ / FFR HQ Expense
791000	Central Stores Shortage
791001	Spillage/Spoilage EXP
791002	Storeroom Shortage VQ
792000	Special Echelon Assessment
793000	Ombudsman Expense
793089	Ombudsman Expense UFM
794000	Line Of Credit Bank Fees
794001	Broker's Fees
794002	Bank Service Fees-All Other
794003	Credit Card Allocations

SUPPORT SERVICES JOB AID

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
799000	Miscellaneous Expense
799001	Capital Funding Grants
799002	Facility Grants
799003	50/50 ROI Grant To Field
799004	Field Support Grants
799005	Field Support Grants – Equip
799006	Quick Hitter Grants
799007	Pre-Commissioning Grants
799008	Commissioning Grants
799009	Diplomatic Duty Grants
799010	Midshipmen Grants
799011	Ship's Without Ship Store
799012	Shipyard Grants-No Carriers
799013	Forward Group Grants
799014	Shipyard Grants-Carriers
799021	Supplemental Grants
799022	Decommissioned Ships EXP
799023	Training Camp All Navy
799024	Equip/SUPP Armed Forces
799025	Tournaments Travel
799026	Navy Pro Rata Share CISM/AFS
799027	Subscriptions/Publications
799028	Youth Programs/Memberships
799029	DOD Wage Fixing
799030	Recycling Expense
799089	Miscellaneous Expense UFM
800100	Interest Income CFAS
800101	Interest Income CD
800102	Interest Income TREAS & AGEN
800103	Interest Income REPO
800104	Discounts – Trade
800999	Interest Income
812000	Cash Overage
813000	Gain On DISP Of Fixed Assets
813001	Proceeds On Sale Of Fixed Assets
814000	Prior FY Income Adjustment
819000	Bonus Merchandise
820000	Dividend Income CIV NAFI
820001	Gain On Sale Of Securities
830000	BRAC Expense Reimbursement
851000	Fisher House Contributions
851001	Training Income
851002	Intern Travel Offset
851003	Sponsorship Income

Sample Chart of Accounts, cont.

G/L Acct	Long Text
851004	Concerts & Circuit Tour Income
851005	Navy Sports Income Offset
891000	MISC Income Extraordinary
900100	Loss On Sale Of Securities
900101	Interest Expense
912000	Cash Shortage
913000	Loss On DISP Of Fixed Assets
914000	Prior FY Expense Adjustment
915000	Bad Check Expense
916000	Bad Debt Expense
930000	BRAC Severance Pay Expense
931000	BRAC Annual Leave Payoff Expense
932000	BRAC PCS Expense
933000	BRAC Outplacement Assist Expense
934000	BRAC Asset Transportation Expense
935000	BRAC Base Closure Team Expense
936000	BRAC Other Personnel Expense
937000	BRAC Other None Personnel Expense
950000	Interest Expense Late Payment
991000	MISC Expense Extraordinary
999101	Conversion Account Cash
999102	Conversion Account Restricted Cash
999105	Conversion Account Local Payroll/Airline Travel
999110	Conversion Account Credit Card Clearing Act
999131	Conversion Account AR
999132	Conversion Account Returned Checks
999133	Conversion Account AR Other
999136	Conversion Account AR APFSUP
999151	Conversion Account Resale Inventories
999152	Conversion Account Central Storeroom Inventories
999161	Conversion Account Prepaid Non-Consumables
999162	Conversion Account Prepaid Contracts
999163	Conversion Account Prepaid Ticket
999165	Conversion Account Prepaid Minor Properties
999167	Conversion Account Goods In Transit
999168	Conversion Account Prepaid Other Expense
999171	Conversion Account Vehicles
999172	Conversion Account CF Vehicles
999173	Conversion Account FF&E
999174	Conversion Account MWR CF FF&E
999175	Conversion Account Buildings & Facilities
999176	Conversion Account CF Buildings
999177	Conversion Account Building & Facility Improvements
999178	Conversion Account CF Buildings & Improvements

Sample Chart of Accounts, cont. _____

G/L Acct	Long Text
999179	Conversion Account Construction In Progress
999191	Conversion Account Loans Receivable
999201	Conversion Account AP
999202	Conversion Account AP Collections
999203	Conversion Account Deposits Payable
999204	Conversion Account Gratuities Due Employees
999205	Conversion Account Service CHGS Due Employees
999206	Conversion Account AP Other
999211	Conversion Account Wages Payable
999213	Conversion Account Federal Taxes Payable
999214	Conversion Account Social Security Payable
999215	Conversion Account State Taxes Payable
999216	Conversion Account Savings Bonds Payable
999229	Conversion Account Payroll Deductions Other
999251	Conversion Account Unearned Income
999271	Conversion Account ROI Field Project
999292	Conversion Account Equity Transfers To Field
999298	Conversion Asset Transfers From CFAS
999999	Interface Document Clearing Account

Finding the Current Chart of Account: You can access the current AIMS Chart of Accounts in AIMS as follows.

1. Following the AIMS procedures provided in the [AIMS Manager's Reporting Guide](#), start AIMS and log on. *(To log on, you must know your client number, user ID, and password.)*
 2. In the SAP Easy Access – User Menu select FI GL Reports (previously F.97) and click on the drop down arrow to expand its folders.
 3. Select General Ledger Reports and click on the drop down arrow to expand its folders.
 4. Select Master Data and click on the drop down arrow to expand its contents.
 - 5.
 6. Double click the Chart of Accounts transaction code.
 7. If you only want to see a range of account numbers, enter these in the applicable fields next to the G/L Account. If you want all of the account numbers, click the clock and checkmark button.
 8. Use the Chart of Accounts as needed.
 9. If you need a hard copy, select List from the menu bar at the top left of the screen then click on Print. If your printer is available, click the “Continue” button. (You may need to have your IT Department configure your printer to work with SAP.)
-

AIMS ACCOUNT ELEMENTS

Accounts and Account Categories: The following information describes the make-up of the AIMS elements (accounts and account categories).

Things to Remember:

- (1) The Accounting Information Management System (AIMS) typically uses the term *elements* instead of *accounts*.
 - (2) Only the Revenue and Cost elements used by your Cost Center will show on your statements/reports.
 - (3) Revenue and Cost *Categories* are preceded by an asterisk (*), indicating that the Revenue or Cost element is a subtotal of the elements listed immediately above it.
 - (4) The double-asterisk rows (**) are *category totals* of the categories preceded by a single-asterisk (*).
 - (5) A triple-asterisk row (***) is the total of the preceding double-asterisk (**) rows.
-

Revenue (Income) Elements:

The first group of accounting elements on most AIMS reports is the **Revenue** elements. Only those revenue accounts used in your Cost Center will show on your statements.

Most of the AIMS revenue elements below provide an explanation of how the account totals are determined. Revenue is calculated by adding and subtracting all the revenue element totals in the 3xxxxx, 5xxxxx, & 8xxxxx series. See the example AIMS Chart of Accounts on pages 12-26 for a list of elements included in the **Revenue Elements**.

1. The first group of revenue elements, **Resale Revenue** is calculated by adding and subtracting all the elements included in this category, Series 301000-303000.
2. The next group of revenue elements, **Program Revenue** is calculated by adding and subtracting all the elements included in this category, Series 501000-505999.
3. The next group of revenue elements, **Commissions** is calculated by adding and subtracting all the elements included in this category, Series 591000-596000.

AIMS ACCOUNT ELEMENTS

Revenue (Income) Elements, cont:

4. The next group of revenue elements, **Other Revenue**, is calculated by adding and subtracting all the elements included in this category, Series 531000-596000. **Other Revenue** does not include NEX income or distributions, which are included in the NEX Distributions below.
 5. The next revenue element, **Operating Revenue**, is calculated by adding and subtracting all the (*) revenue elements included in this category. This element is identified with a double asterisk (**) which indicates it is a subtotal of the single asterisk (*) revenue elements above.
 6. The next group of revenue elements, **NEX Distribution – Direct**, is calculated by adding and subtracting all the elements included in this category, Series 565000-568000.
 7. The next revenue element, **NEX DIV FDSRV/Concessionaire**, represents the amount posted to account 559000.
 8. The next group of revenue elements, **** NEX Dividends**, is calculated by adding and subtracting the single asterisk (*) NEX revenue accounts above.
 9. The next group of revenue elements, **Extra-Ordinary Revenue Items**, is calculated by adding and subtracting all the accounts included in this category, Series 800999-891000.
 10. The next group of revenue elements, **** Extra-Ordinary Income**, is calculated by adding and subtracting the single asterisk (*) **Extra-Ordinary Revenue Items** revenue accounts above.
 11. The last revenue element, ***** Revenue**, is the total of all your revenue accounts. It is calculated by adding and subtracting all the Revenue elements.
-

AIMS ACCOUNT ELEMENTS

Cost (Expense) Elements:

The **Expense** elements are the next group of accounts on the AIMS reports. Like the revenue accounts, AIMS uses the term “elements” instead of accounts. Only those expense accounts used in your Cost Center will show on your statements. Most of the AIMS expense elements below provide an explanation of how the account totals are determined.

Like the revenue account *categories*, expenses are also grouped into related categories. Each of the expense categories identified with a single-asterisk (*), indicates it is the subtotal of the preceding group of accounts.

The expense totals are calculated by adding and subtracting all the cost elements in the 4xxxxx, 6xxxxx, 7xxxxx, & 9xxxxx, series. See the example Chart of Accounts on pages 12-26 for the elements (accounts) included in the **Cost Elements**.

1. The first group of cost elements is ****Cost of Goods Sold**. This subtotal is calculated by adding and subtracting all of the elements included in this category, Series 401000-401005.

If you use a Point of Sales System, Cost of Goods Sold are calculated by AIMS. If not, the Business Office will use traditional inventory accounting methods to calculate your Cost of Goods Sold.

2. The next group of cost elements, **Salaries & Benefits**, are calculated by adding and subtracting all of the elements included in this category, Series 601000-626089.
3. The next group of cost elements, **Supplies**, are calculated by adding and subtracting all of the elements included in this category, Series 686000-702002.
4. The next group of cost elements, **Depreciation-Local**, are calculated by adding and subtracting all of the accounts included in this category, Accounts 761000, 763000, 765000 and 767000. It does not include CF Depreciation, which is included in the **Depreciation-Cen. Funded F/A** group below.
5. The next group of cost elements, **Depreciation-Cen. Funded F/A**, are calculated by adding and subtracting all of the elements included in this category, Accounts 762000, 764000, 766000 and 768000.

AIMS ACCOUNT ELEMENTS

Cost (Expense) Elements, cont:

6. The next group of cost elements, **Maintenance**, are calculated by adding and subtracting all of the elements included in this category, Series 681000-685089.
7. The next group of cost elements, **Entertainment**, are calculated by adding and subtracting all of the elements included in this category, Series 705000 and 787000.
8. The next group of cost elements, **Contractual**, are calculated by adding and subtracting all of the elements included in this category, Series 662000, 741000, and 783000.
9. The next group of cost elements, **Utilities**, are calculated by adding and subtracting all of the elements included in this category, Series 641000-641089.
10. The next group of cost elements, **Advertising and Promotions**, are calculated by adding and subtracting all of the elements included in this category, Series 781000-781089.
11. The next group of cost elements, **Awards & Prizes**, are calculated by adding and subtracting all of the elements included in this category, Series 785000-785001.
12. The next group of cost elements, **Alloc. Empl. Benefits/Ins Cost**, are calculated by adding and subtracting all of the elements included in this category, Series 629000-635089. (*Alloc. Empl. Benefits/Ins Cost is an abbreviation for Allocated Employee Benefits and Insurance Costs.*)
13. The next group of cost elements, **Other Expense**, are calculated by adding and subtracting all of the elements included in this category, Series 642000-661089, 701001-701002, 703000-704000, 708000, 721000-731089, 780000, 782000, 784000, 786000, and 788000-799089.
14. The next cost element, **Total UFM Exp. Offset – Labor**, are the amount indicated in element 751000.
15. The next group of cost elements, **Total UFM Exp. Offset – Non-Labor**, are calculated by adding and subtracting all of the elements included in this category, Series 752000-759999.

AIMS ACCOUNT ELEMENTS

Cost (Expense) Elements, cont:

16. The next group of cost elements, ****Total UFM Exp. Offset**, are calculated by adding and subtracting the *** Total UFM Exp. Offset (Labor and Non-labor)** cost elements above.
17. The next group of cost elements, *****Operating Expenses**, are calculated by adding and subtracting all of the expense account group subtotals (indicated by **) above.
18. The next group of cost elements, **Extra-Ordinary Expense Items**, are calculated by adding and subtracting all of the elements included in this category, Series 912000-950000.
19. The next group of revenue elements, **** Extra-Ordinary Expense**, are calculated by adding and subtracting the *** Extra-ordinary Expense Items** expense elements above.
20. The last expense element, ****** Expense**, is the total of all your expense accounts. It is calculated by adding and subtracting all the Expense elements.

Revenue / Cost Elements

The **Revenue / Cost Elements** is the final group of accounts on some of the AIMS reports. This group includes your Profit/Loss and your Self Sufficiency percentage calculations.

1. **Profit/Loss** is calculated by subtracting Total Expenses from Total Revenue.
 2. **Self Sufficiency %** is calculated by dividing Total Revenue by Total Expenses.
-

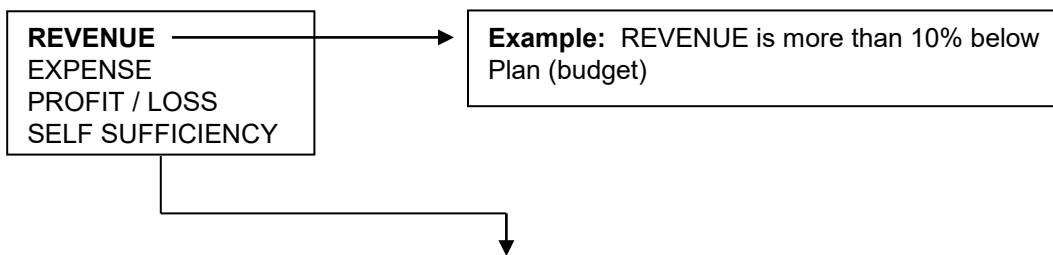
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AIMS MANAGEMENT REPORT RELATIONSHIPS: _____

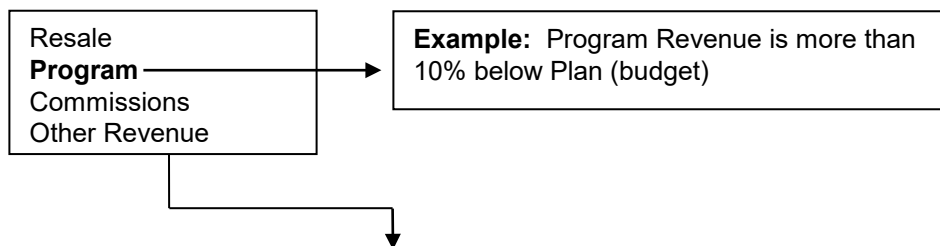
Locating Financial Data in Group Level Reports: The chart below illustrates how you can locate the source(s) of possible problems in a *Group-Level* AIMS report and decide what type management action is appropriate. While examining your monthly financial data you may identify a higher-level indicator that suggests that you need to “drill down” through the lower level reports.

The illustration suggests a problem in the Bowling Program’s revenue. After examining the accounts that contribute to revenue, program revenue is determined to be below budget. At this point, you would have to examine your program numbers in the *Cost Center* reports. Examining the contributing accounts indicates program revenue (lineage) is down (below Plan). From here, you could refer to the Support Services Job Aid, Analyze AIMS Financials, Step 15, for possible improvement solutions.

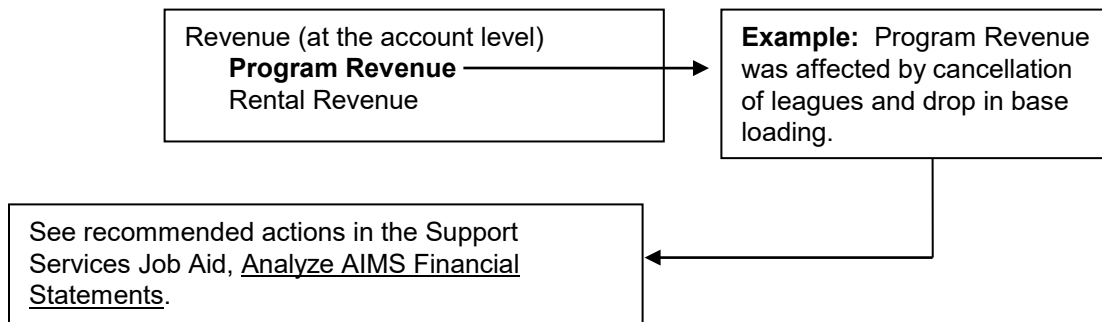
GROUP LEVEL ANALYSIS (e.g., Bowling Program)



COST CENTER ACCOUNTS THAT COMPRISE THE KEY INDICATOR



COST CENTER REVENUE ELEMENTS (for PROGRAM)



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READING AIMS REPORTS

Budget Performance Activity Report - New: The following information and examples use the Budget Performance Activity Report - New to demonstrate how to read and use an AIMS Financial Report.

- The Budget Performance Activity Report - New used in this document is a *Group Report*. This example report was used because Group Reports use many of the revenue and cost elements from the AIMS Chart of Accounts.
 - It was also chosen because it is one of the AIMS reports you should use to determine the financial condition of your Program, business or office.
-

Key Information: The Budget Performance Activity Report - New contains the following key information:

- The performance of all accounts of a Cost Center. (Program, business, office, department, group, etc.)
 - How income and expenses are performing against current month and YTD Plan (budget) and to the prior year's actuals for current month and YTD.
 - How a Cost Center is performing, overall. Is it showing a net profit or loss? Is it attaining its Self Sufficiency goals?
 - Account elements that need further review.
 - Indicators where you may need to improve profitability, sales or income.
 - Indicators where you may need to lower cost of sales, labor, and other expenses.
 - Where you may need to revise the Plan (budget).
-

READING AIMS REPORTS

Budget Performance Activity Report - New Header:

Reading top-to-bottom, left-to-right, the Budget Performance Activity Report - New header provides the following report information:

- Report identification code.
- Title of the Report.
- Page number and number of pages on the report.
- Name (name code) of the manager who is using or printing the report.
- Period of the report (1-12).
- Ending month of the report.
- Fiscal Year of the report.
- Date Report was compiled/printed.
- Cost Center or Group identification ID #. (e.g., 1287-101. Each identifier number is unique to a Cost Center/Group.)
- Location of the operation (Program, business, office, department, group).
- RAMCAS Activity range included in the report.

The headers are the same on all the pages of a report.

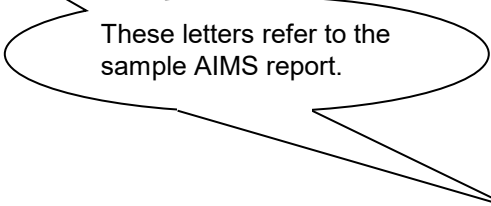
Understanding the Budget Performance Activity Report -New layout, format and functions will make your recurring financial analysis easier and more effective. You should be able to read and use all of the AIMS reports and financial statements. They are all similar in layout, format, content, purpose and function.

READING AIMS REPORTS

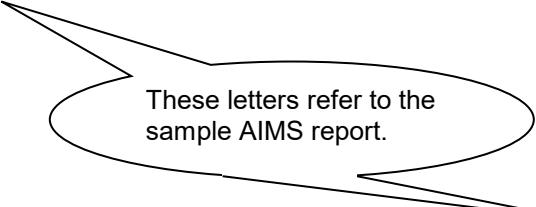
Column Headings:

Refer to the sample Budget Performance Activity Report- New starting on page 39.

The Budget Performance Activity Report - New has the following column headings.

- A. **REVENUE or COST ELEMENTS** Located in the middle of the report, the **ELEMENTS** column lists all of the account elements used by the Cost Center or Group named at the top of the report. AIMS refers to accounts as “elements”. The major report groupings found down this column are:
- 
- A1 REVENUE ELEMENTS** – all of the revenue accounts (elements) used by the Cost Center/Group
 - A2 REVENUE** – the grand total of the revenue elements
 - A3 COST ELEMENTS** – all of the cost/expense accounts (elements) use by the Cost Center/Group
 - A4 EXPENSES** – the grand total of the cost elements
 - A5 REVENUE / COST ELEMENTS:**
 - Profit / Loss numbers
 - Self Sufficiency numbers

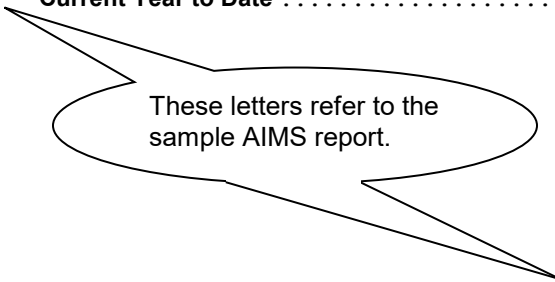
Note: There is no significance to revenue or cost elements that are in bold type. This characteristic is a function of how SAP/AIMS moves data to this report.

- B. **Current Month** The **CURRENT MONTH** column, located to the left of the **REVENUE ELEMENTS** column displays *current month* revenue and costs as follows:
- 
- B1 ACTUAL** – the actual performance for the current month period.
 - B2 PLAN** - the Plan (budget) for the current month period.
 - B3 VAR** - the amount of variance in dollars between the Plan and actual. (Actual minus Plan.) A dash (minus sign) indicates actual performance is worse than Plan/ Budget.
 - B4 VAR %** - the amount of variance as a percentage between the Plan and actual. (VAR divided by Plan.) A dash (minus sign) indicates actual performance is worse than Plan/Budget.
 - B5 PRIOR YEAR** displays your financial performance for the current month period in prior period.

Note: AIMS calculates budget variance – you no longer need to do these calculations, but you will use them for your analysis.

READING AIMS REPORTS

C. **Current Year to Date**



The **CURRENT YEAR TO DATE**, located to the right of the **REVENUE ELEMENTS** column displays current year to date revenue and costs as follows:

- C1 ACTUAL** – the actual performance, year to date (YTD), up to and including the current month period.
- C2 PLAN** - the Plan (budget) for the YTD.
- C3 VAR** - the amount of variance in dollars between the Plan and actual, YTD. (Actual minus Plan.) A dash (minus sign) indicates actual performance is below Plan/ Budget.
- C4 VAR %** - the amount of variance as a percentage between the Plan and actual, YTD. (VAR divided by Plan.) A dash (minus sign) indicates actual performance is worse than Plan/Budget.
- C5 PRIOR YTD** displays your financial performance for the year to date (YTD) in the prior period.

See Example Budget Performance Activity Report - New on the next four pages.

You may notice what appear to be minor arithmetic errors in the sub-totals and totals of your various AIMS report. This is due to the way SAP/AIMS drops decimals and rounds. These SAP/AIMS processes should not create significant variances. Also, disregard the fiscal year and dates of the reports; the reports are current in the format and information presented.

SUPPORT SERVICES JOB AID

Report: ZVK/ZC01B		BUDGET PERFORMANCE ACTIVITY REPORT				Page: 1 of 4				
Name: HQ_Johnson		Period 9		Ended June		FY 2003		Date: 7/12/2003		
Cost Center or Group: 1287-101		NAS Blue Sky								
RAMCAS Activity: 00..ZZ										
CURRENT MONTH					CURRENT YEAR TO DATE					
ACTUAL	PLAN	VAR	VAR %	PRIOR YR	REVENUE ELEMENTS	ACTUAL	PLAN	VAR	VAR %	PRIOR YTD
508,235	450,730	57,505	13	563,387	301000 RESALE REVENUE	3,475,383	4,013,383	338,000	13	1,146,096
154,471	132,015	22,456	17	70,929	302000 CATERING RESALE REVENUE	913,326	1,148,485	235,159	20	711,344
11,190	5,351	5,839	109	9,636	303000 SALES DISCOUNTS	85,541	51,809	33,732	65	57,612
651,516	577,394	74,121	13	624,680	* Resale Revenue	4,303,168	5,110,059	806,891	16	4,799,828
839,486	847,656	8,170	1	766,376	501000 PROGRAM REVENUE	5,939,733	6,767,959	828,226	12	5,854,235
69,875	85,684	15,809	18	71,237	502000 RENTAL REVENUE	520,760	575,329	54,569	9	483,436
4,623	4,623				503000 OTH SALES DISCOUNT P	24,276		24,276		
904,739	933,340	28,601	3	837,612	* Program Revenue	6,436,217	7,343,288	907,071	12	6,337,671
					591000 LEISURE TRAVEL COMMISSIONS					1,198
5,232	11,977	6,745	56	9,768	592000 AMUSE/VEND MACH	51,463	100,991	49,528	49	87,251
66,096	62,750	3,346	5	58,412	593000 RECYCLING COMMISSIONS	656,233	564,750	91,483	16	579,904
1,963	4,800	2,837	59	10,397	594000 OTHER COMMISSIONS	19,344	33,100	13,756	42	68,093
73,292	79,527	6,236	8	78,577	* Commissions	727,040	698,841	28,199	4	736,446
22,766	26,667	3,901	15	59,481	531000 COMMON SUPPORT SERVICES	213,279	240,000	26,721	11	309,251
4,022	3,200	822	26	17,447	532000 DUES	88,589	63,500	25,089	40	129,750
1,250	375	875	233	76,752	562000 C F OPERATING GRANTS	197,886	13,375	184,511	1,380	191,524
	16,667	16,667	100		563000 ECHELON OPERATING GRANTS	15,000	150,000	135,000	90	251,000
66,932	51,184	15,748	31	71,033	569000 OTHER REVENUE	387,396	342,589	44,807	13	485,566
	458	458	100		569001 ADVERTISING REVENUE	447	4,125	3,679	89	500
50	292	242	83	4,700	571000 COMM SPONSORSHIP	26,592	2,925	23,667	809	28,795
95,020	98,842	3,822	4	229,412	* Other Revenue	929,187	816,514	112,673	14	1,396,385
1,724,566	1,689,104	35,463	2	1,770,281	** Operating Revenue	12,395,612	13,968,702	1,573,090	11	13,270,330
66,563	66,563	0	0	97,268	565000 NEX DISTRIBUTION - DIRECT	599,067	599,068	1	0	875,412
66,563	66,563	0	0	97,268	* NEX Distribution - Direct	599,067	599,068	1	0	875,412
3,698	2,550	1,148	45	2,577	559000 NEX DIV FDSRV/CON	10,790	23,350	12,560	54	26,923
3,698	2,550	1,148	45	2,577	* NEX DIV FDSERV/Concession	10,790	23,350	12,560	54	26,923
70,261	69,113	1,148	2	99,845	** NEX Dividends	609,857	622,418	12,561	2	902,335
17,395		17,395		18,869	812000 CASH OVERAGE	172,284		172,284		190,986
					814000 PRIOR FY INCOME ADJUSTMENT	9,892		9,892		88,462
20,697	25,470	4,773	19	25,395	891000 MISC INCOME-EXTRAORDINARY	395,347	232,875	162,472	70	122,795
38,092	25,470	12,622	50	44,264	* Extra-Ordinary Revenue Items	577,523	232,875	344,648	148	402,243
38,092	25,470	12,622	50	44,264	** Extra-Ordinary Income	577,523	232,875	344,648	148	402,243
1,832,920	1,783,687	49,233	3	1,914,389	*** REVENUE	13,582,992	14,823,995	1,241,003	8	14,574,908

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SUPPORT SERVICES JOB AID

Report: ZVK/ZC01B		BUDGET PERFORMANCE ACTIVITY REPORT					Page: 2 of 4				
Name: HQ_Johnson		Period 9		Ended June		FY 2003		Date: 7/12/2003			
Cost Center or Group: 1287-101		NAS Blue Sky									
RAMCAS Activity: 00..ZZ											
ACTUAL	CURRENT MONTH			PRIOR YR	COST ELEMENTS A3	ACTUAL	CURRENT YEAR TO DATE				
	PLAN	VAR	VAR %				PLAN	VAR	VAR %	PRIOR YTD	
	103,027	103,027	100		401000 COST OF GOODS SOLD		923,152	923,152	100	20,522	
51,080	14,623	36,457-	249-	52,324	401002 COST OF GOODS SOLD (SAP)	374,267	153,299	220,968-	144-	236,916	
12,101		12,101-		1,615	401004 INV PRICE DIFF (SAP)	13,169		13,169-		166,054	
294,415	114,714	179,701-	157-	235,795	401005 INV COUNT DIFF (SAP)	1,855,258	1,024,089	831,169-	81-	2,370,609	
357,596	232,364	125,232-	54-	289,734	* Cost of Goods Sold	2,242,694	2,100,540	142,154-	7-	2,794,102	
1,129,920	1,209,654	79,735	7	1,074,615	601000 SALARIES & WAGES	9,793,333	10,356,528	563,196	5	9,575,781	
16,020		16,020-		14,582	601001 PAYROLL OVERTIME EXPENSE	103,586		103,586-		149,117	
13,975	25,000	11,025	44	28,020	603000 BONUS / INCENTIVE	129,318	225,000	95,682	43	166,791	
2,618		2,618-			606000 COMP TIME EXPENSE	7,447		7,447-			
92,062	92,064	1	0	87,448	621000 EMPLOYER'S SHARE OF FICA	810,038	805,358	4,681-	1-	800,284	
48,010	54,006	5,996	11	46,563	622000 ANNUAL LEAVE EXPENSE	464,669	488,236	23,567	5	452,055	
23,032		23,032-		26,748	623000 SICK LEAVE EXPENSE	222,146		222,146-		206,799	
2,797		2,797-			626000 EMPLOYEE BENEFITS-OTHER	5,850		5,850-		5,973	
1,328,434	1,380,724	52,290	4	1,277,976	* Salaries & Benefits	11,536,387	11,875,122	338,735	3	11,356,800	
6,124-	9,949	16,073	162	17,472	686000 MINOR PROPERTY	99,602	134,632	35,030	26	199,141	
1,040	504	536-	106-	3,051	687000 SMALLWARES	8,491	4,239	4,252-	100-	27,443	
171,480	184,590	13,110	7	200,058	701000 SUPPLIES	1,361,344	1,703,263	341,920	20	2,022,890	
166,397	195,044	28,647	15	220,580	* Supplies	1,469,436	1,842,134	372,698	20	2,249,474	
17,963	16,082	1,881-	12-	20,570	761000 DEPR EXP-VEHICLES	165,730	144,738	20,992-	15-	174,882	
45,392	41,500	3,893-	9-	49,865	763000 DEPR EXP-F.F.&E.	410,281	373,262	37,019-	10-	419,749	
2,932	3,408	476	14	2,979	765000 DEPR EXP-BLDG & FAC	26,766	30,675	3,909	13	26,813	
32,127	35,000	2,873	8	32,880	767000 DEPR EXP-BLDG IMP	275,872	315,000	39,128	12	303,428	
98,414	95,990	2,424-	3-	106,294	* Depreciation-Local	878,649	863,675	14,974-	2-	924,872	
46,320	5,300	41,020-	774-	5,150	764000 MWR CF DEPR F F & E	318,031	47,700	270,331-	567-	41,920	
44,743	38,200	6,543-	17-	38,170	766000 MWR CF DEPR BLDGS	394,101	343,800	50,301-	15-	343,529	
10,358	7,800	2,558-	33-	8,033	768000 MWR CF DEPR BLDG IMP	93,219	70,200	23,019-	33-	64,751	
101,421	51,300	50,121-	98-	51,353	* Depreciation-Cen Funded F/A	805,352	461,700	343,652-	74-	450,199	
5,348	5,447	99	2	1,904	681000 REPAIRS & MAINT-VEH	30,905	49,797	18,892	38	23,600	
5,358	16,177	10,819	67	12,741	683000 REPAIRS & MAINT-FF&E	128,217	149,019	20,802	14	165,101	
29,008	4,667	24,341-	522-	8,577	685000 REPAIRS & MAINT-BLDG	91,720	56,124	35,595-	63-	75,556	
39,714	26,290	13,424-	51-	23,222	* Maintenance	250,841	254,940	4,099	2	264,256	
18,252	159,607	141,355	89	7,567	705000 TICKET EXPENSE	159,765-	1,307,198	1,466,963	112	96,174	
190,974	3,800	187,174-	4,926-	166,752	705002 TICKET EXPENSE (SAP)	1,313,769	49,610	1,264,159-	2,548-	785,138	
6,077-		6,077		15,097-	705005 TICKET CNT DIF (SAP)	733-		733		363,300	
12,064	13,107	1,042	8	23,073	787000 ENTERTAINMENT / TICKETS	168,798	159,585	9,213-	6-	217,691	

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SUPPORT SERVICES JOB AID

Report: ZVK/ZC01B **BUDGET PERFORMANCE ACTIVITY REPORT** Page: 3 of 4
 Name: HQ_Johnson Period 9 Ended June FY 2003 Date: 7/12/2003
 Cost Center or Group 1287-101 NAS Blue Sky
 RAMCAS Activity: 00..ZZ

CURRENT MONTH					COST ELEMENTS	CURRENT YEAR TO DATE				
ACTUAL	PLAN	VAR	VAR %	PRIOR YR		ACTUAL	PLAN	VAR	VAR %	PRIOR YTD
215,213	176,514	38,699-	22-	182,296	* Entertainment	1,322,069	1,516,393	194,324	13	1,462,304
					742000 MWR INTNAL SERV R/R					
2,995	2,757	238-	9-	2,117	662000 CABLE/SATELLITE SERVICE	20,375	25,965	5,590	22	16,471
169,100	116,740	52,359-	45-	114,480	783000 CONTRACTUAL EXPENSE	1,401,599	1,047,238	354,360-	34-	933,851
	2,540	2,540	100		783002 INSTRUCTOR EXPENSE	2,585	5,360	2,775	52	1,235
172,095	122,038	50,058-	41-	116,597	* Contractual	1,424,559	1,078,563	345,996-	32-	951,557
31,554	46,285	14,731	32	32,932	641000 UTILITIES	317,660	398,215	80,555	20	321,316
31,554	46,285	14,731	32	32,932	* Utilities	317,660	398,215	80,555	20	321,316
14,420	17,572	3,153	18	27,490	781000 ADVERTISING AND PROMOTION	135,374	181,158	45,784	25	191,866
14,420	17,572	3,153	18	27,490	* Advertising & Promotions	135,374	181,158	45,784	25	191,866
18,650	14,370	4,280-	30-	11,119	785000 AWARDS AND PRIZES	98,654	140,067	41,412	30	111,500
18,650	14,370	4,280-	30-	11,119	* Awards & Prizes	98,654	140,067	41,412	30	111,500
59,571	73,106	13,535	19	75,688	629000 HEALTH/DISAB INS	547,777	652,437	104,659	16	646,121
4,592	3,439	1,154-	34-	2,871	630000 EMPLOYERS LIFE INS COST	43,697	30,942	12,755-	41-	25,135
11,404	24	11,381-	47,757-	5,335	632000 OTHER BENEFIT COST	77,334	215	35,953-		86,948
25,296	20,363	4,933-	24-	19,584	633000 WORKERS COMPENSATION	225,954	180,059	45,895-	25	174,751
8,432	10,144	1,712	17	7,215	634000 UNEMPLOY COMPENSATION	75,318	90,391	15,073	17	64,382
7,642		7,642-		8,912	635000 PROP/LIAB INSUR	55,339		55,339-		67,842
116,938	107,075	9,863-	9-	119,606	* Alloc Empl Benefits/Ins Cost	1,025,419	954,043	71,376-	7-	1,065,179
11,150	6,144	5,007-	81-	8,366	642000 RENTALS	78,102	66,506	11,596-	17-	62,878
17,725	19,207	1,482	8	11,621	661000 TELEPHONE & POSTAGE	148,120	163,005	14,885	9	146,258
9,549-	7,800-	1,749	22-	7,669-	701001 USDA OFFSET	80,437-	70,200-	10,237	15-	84,324-
23,923	22,037	1,886-	9-	19,889	701002 USDA PROGRAM EXPENSE	195,013	196,768	1,755	1	71,412
3,672	3,018	654-	22-	7,191	703000 LAUNDRY	33,398	31,251	2,148-	7-	59,278
43,590		43,590-			708000 CDH SUBSIDY EXPENSE	181,403		181,403-		
6,168	17,068	10,900	64	15,624	721000 TRAVEL AND PER DIEM	142,086	202,619	60,533	30	186,591
511	920	409	44	459	731000 FREIGHT & TRANSPORTATION	3,639	6,780	3,141	46	5,723
					780000 DISCOUNTS LOST					271
252-		252-		506-	780001 DISCOUNTS TAKEN	2,387-		2,387		3,677-
4,389	7,282	2,892	40	5,470	782000 CONFERENCE & TRAINING	52,393	95,590	43,197	45	55,684
9,380	5,543	3,837-	69-	7,646	784000 CREDIT CARD SALES EXPENSE	71,767	50,412	21,355-	42-	58,630
4,095	6,667	2,572	39	4,476	786000 UNIT ALLOCATION	72,867	60,000	12,867-	21-	69,771
					791000 CENTRAL STORES SHORTAGE					
					791001 SPILLAGE SPOILAGE EXPENSE	12,116		12,116-		
981		981-		595	793000 OMBUDSMAN EXPENSE	6,148		6,148-		3,761

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SUPPORT SERVICES JOB AID

Report: Z+B30VK/ZC01B BUDGET PERFORMANCE ACTIVITY REPORT Page: 4 of 4
 Name: HQ_Johnson Period 9 Ended June FY 2003 Date: 7/12/2003
 Cost Center or Group: 1287-101 NAS Blue Sky
 RAMCAS Activity: 00..ZZ

CURRENT MONTH					COST ELEMENTS	CURRENT YEAR TO DATE				
ACTUAL	PLAN	VAR	VAR %	PRIOR YR		ACTUAL	PLAN	VAR	VAR %	PRIOR YTD
19,950	2,795	17,155-	614-	41,626	799000 MISCELLANEOUS EXPENSE	152,534	26,654	125,881-	472-	354,942
135,733	82,879	52,854-	64-	114,790	* Other Expense	1,066,763	829,385	237,378-	29-	987,196
43,590		43,590-			747000 UFM APF CDH SUBSIDIES	181,403		181,403-		
574,248-	582,263-	8,016-	1	652,013-	751000 UFM APF OFFSET LABOR COST	5,075,070-	4,908,367-	166,703	3-	5,352,109-
84,590-	96,070-	11,480-	12	97,535-	752000 UFM APF SUPPLIES	665,465-	891,528-	226,063-	25	903,334-
73,258-	61,658-	11,600	19-	84,711-	753000 UFM APF CONTRACTUAL	859,037-	519,337-	339,700	65-	570,696-
24,635-	11,505-	13,131	114-	7,701-	754000 UFM APF MAINTENANCE	90,133-	112,367-	22,234-	20	110,114-
4,861-	1,490-	3,372	226-	35,424-	755000 UFM APF OTHER OPS	35,255-	28,101-	7,153	25-	179,943-
482-	1,265-	783-	62	4,292-	756000 UFM APF OFFSET OUTSOURCING	18,069-	17,155-	914	5-	19,953-
6,258-	5,862-	396	7-	7,294-	757000 UFM APF COMMUNICAT	53,220-	45,007-	8,213	18-	82,920-
1,500-	6,496-	4,996-	77	11,346-	758000 UFM APF TRAVEL&PD	95,139-	104,426-	9,287-	9	117,540-
	250-	250-	100		759000 UFM APF TRANSPORT		750-	750-	100	
9,376	1,306-	10,681-	818	8,666-	750000 UFM APF MINOR PROP	52,502-	67,414-	14,912-	22	144,168-
804,046-	768,163-	35,883	5-	908,983-	* Total UFM Exp Offset	7,125,293-	6,694,453-	430,840	6-	7,480,778-
1,992,531	1,780,281	212,250-	12-	1,665,006	** Operating expenses	15,448,564	15,801,481	352,918	2	15,649,843
16,870		16,870-		15,991	912000 CASH SHORTAGE	151,557		151,557-		166,262
					913000 LOSS ON DISP OF FA	7,992		7,992-		59
1,684		1,684-		3,960	914000 PRIOR FY EXPENSE	225,630		225,630-		272,195
				126	915000 BAD CHECK EXPENSE	1,632		1,632-		7,157
	500	500	100	186	916000 BAD DEBT EXPENSE	8,457	4,500	3,957-	88-	9,094
					950000 INTEREST EXPENSE	394		394-		5
					991000 MISC EXPENSE-EXTRA	618		618-		140
18,554	500	18,054-	3,611-	20,263	* Extra-Ordinary Expense Items	396,280	4,500	391,780-	8,706-	454,911
18,554	500	18,054-	3,611-	20,263	** Extra-Ordinary Expenses	396,280	4,500	391,780-	8,706-	454,911
2,011,085	1,780,781	230,304-	13-	1,685,269	*** EXPENSE A4	15,844,844	15,805,981	38,863-	0	16,104,754
ACTUAL	PLAN	VAR	VAR %	Prior Year	REVENUE / COST ELEMENTS A5	ACTUAL	PLAN	VAR	VAR %	Prior YTD
178,165	2,906	181,071-	6,231	229,120	* PROFIT / LOSS	2,261,852-	981,986-	1,279,866-	130	1,529,846-
91	100	9-	9-	114	* SELF SUFFICIENCY %	86	94	8-	9-	91

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SUPPORT SERVICES JOB AID

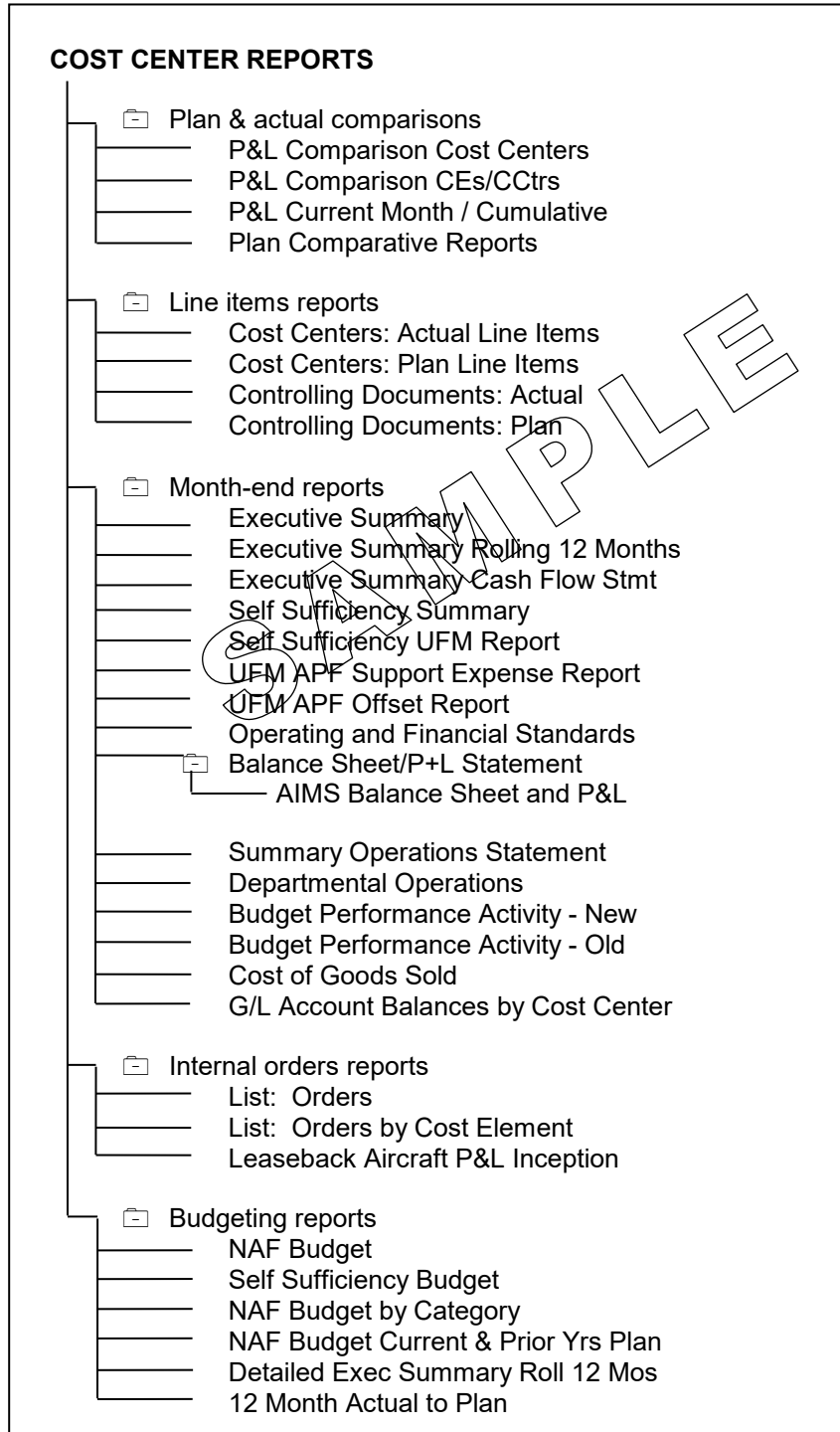
Report 1VK/ZSLK-001			P&L CURRENT MONTH AND CUMULATIVE				Page: 1 of 1			
Name: HQ_P654C			Period 9 Ended June 2003				Date: 07/20/2004			
Cost Center or Group: 1287-4019			WS BLUE SKY LANES 1287							
Act. period 9	Plan period 9	Variance in period 9	Cost elements	Act., per. 1-9	Plan per. 1-9	Variance per. 1-9	Plan total year	Available 9	in %	
438.25	400.00	38.25	301000 RESALE REVENUE	5,885.09	4,200.00	1,685.09	5,700.00	185.09-	3.25	
			303000 SALES DISCOUNTS	114.09-		114.09-		114.09		
9,323.16	9,422.82	99.66-	501000 PROGRAM REVENUE	133,101.07	126,684.56	6,416.51	156,000.00	22,898.93	14.68-	
24.75-		24.75-	503000 OTH SALES DISCOUNT	588.25-		588.25-		588.25		
			569000 OTHER REVENUE	29.00		29.00		29.00-		
855.29	1,100.00	244.71-	592000 AMUSE/VEND MACH COM	10,259.23	9,900.00	359.23	13,200.00	2,940.77	22.28-	
70.21		70.21	812000 CASH OVERAGE	1,834.79		1,834.79		1,834.79		
10,662.16	10,922.82	260.66-	* Revenue	150,406.84	140,784.56	9,622.28	174,900.00	24,493.16	14.00-	
	130.00	130.00-	401000 COST OF GOODS SOLD		1,410.00	1,410.00-	1,920.00	1,920.00	100.00	
86.37		86.37	401002 COGS (SAP)	911.14		911.14		911.14-		
104.52		104.52	401004 INV PRICE DIFF (SAP)	113.07		113.07		113.07-		
328.62		328.62	401005 INV COUNT DIFF (SAP)	893.31		893.31		893.31-		
10,301.16	8,798.00	1,503.16	601000 SALARIES & WAGES	89,850.36	78,822.00	11,028.36	105,216.00	15,365.64	14.60	
			601001 PAYROLL OVERTIME	257.56		257.56		257.56-		
			606000 COMP TIME EXPENSE	2,103.68		2,103.68		2,103.68-		
656.91	574.00	82.91	621000 EMPRS SHARE OF FICA	7,430.43	5,094.00	2,336.43	6,816.00	614.43-	9.01-	
383.46	243.00	140.46	622000 ANNUAL LEAVE	3,615.70	2,156.00	1,459.70	2,885.00	730.70-	25.33-	
			623000 SICK LEAVE EXPENSE	1,041.24		1,041.24		1,041.24-		
119.56	114.00	5.56	629000 HEALTH/DISAB INS	1,297.64	1,026.00	271.64	1,368.00	70.36	5.14	
37.33	40.00	2.67-	630000 EMPRS LIFE INS	435.07	360.00	75.07	480.00	44.93	9.36	
332.00		332.00	632000 OTHER BENEFIT COST	1,364.10		1,364.10		1,364.10-		
219.29	69.17	150.12	633000 WORKERS COMP	2,091.63	622.50	1,469.13	830.00	1,261.63-	152.00-	
73.11	62.67	10.44	634000 UNEMPLOYMENT COMP	697.22	564.00	133.22	752.00	54.78	7.28	
1,048.37	1,300.00	251.63-	641000 UTILITIES	12,349.14	11,700.00	649.14	15,600.00	3,250.86	20.84	
31.50		31.50	642000 RENTALS	283.50		283.50		283.50-		
27.48	100.00	72.52-	661000 TELEPHONE & POSTAGE	318.35	900.00	581.65-	1,200.00	881.65	73.47	
24.00		24.00	681000 REPAIRS & MAINT VEH	620.25		620.25		620.25-		
	300.00	300.00-	683000 REPAIRS & MAINT FF&	51.00	2,700.00	2,649.00-	3,600.00	3,549.00	98.58	
			685000 REPAIRS & MAINT BLD	1,999.10	500.00	1,499.10	500.00	1,499.10-	299.82-	
978.91	775.00	203.91	701000 SUPPLIES	12,925.85	6,975.00	5,950.85	9,300.00	3,625.85-	38.99-	
1,480.09		1,480.09	721000 TRAVEL & PER DIEM	1,575.00		1,575.00		1,575.00-		
	75.00	75.00-	731000 FREIGHT & TRANSPORT		675.00	675.00-	900.00	900.00	100.00	
	75.00	75.00-	781000 ADVERTISING & PROMO	381.31	675.00	293.69-	900.00	518.69	57.63	
37.18		37.18	784000 CREDIT CARD SALES	401.99		401.99		401.99-		
			785000 AWARDS AND PRIZES	423.00		423.00		423.00-		
	500.00	500.00-	787000 ENTERTAINMENT/TICKE	6,359.00	4,500.00	1,859.00	6,000.00	359.00-	5.98-	
10.60		10.60	799000 MISC EXPENSE	388.01		388.01		388.01-		
141.50		141.50	912000 CASH SHORTAGE	848.15		848.15		848.15-		
			914000 PRIOR FY EXPENSE	12.00-		12.00-		12.00		
16,421.96	13,155.84	3,266.12	* Expenses	151,013.80	118,679.50	32,334.30	158,267.00	7,253.20	4.58	
5,759.80-	2,233.02-	3,526.78-	** Profit & Loss	606.96-	22,105.06	22,712.02-	16,633.00	17,239.96	103.65-	

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HIERARCHY OF AIMS REPORTS

The AIMS Reports Hierarchy: AIMS provides the following hierarchy of financial statements and reports. *(This illustration is similar to the AIMS screen that lists the Cost Center Reports.)*



The next section – *Selecting AIMS Reports*, shows what information can be located in each of these

reports.

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SELECTING AIMS REPORTS

AIMS Reports Selection Table: The following tables suggest which reports to use based on the type financial information you may need.

IF YOU WANT TO KNOW:	THEN REVIEW:
P&L comparison between Actual and Plan for cost centers or cost center groups.	P&L Comparison Cost Centers
P&L variance and variance percentage (%) for cost centers or cost center groups.	
P&L comparison for each cost element (account) between actual and Plan.	P&L Comparison CEs/CCTrs
Variance and variance percentage (%) for each cost element (account) between actual and Plan.	
Executing the budget.	P&L Current Month/Cumulative
Variance between budget and actual for a period.	
Amount of budget still available in dollars and as a percentage (%) of total budget.	
Comparison between different versions of the Plan (budget).	Plan Comparative Reports
Variance between different versions of the Plan.	
Actual input for any account or series of accounts for any period for a cost center or cost center group.	Cost Centers: Actual Line Items
Plan for any account or series of accounts for any period for a cost center or cost center group.	Cost Centers: Plan Line Items
How your cost center/group is performing -- a quick, concise review.	Executive Summary Report
How current results are doing against Plan or prior period results.	
Net cash flow from operations.	
What income or expense accounts need further review.	
Sources and uses of cash. (Cash Flow Statement)	Executive Summary Cash Flow Statement
Available Funds.	
Measures of cash liquidity. (Acid Test)	
Ability of fund to pay bills. (Current Ratio)	

SELECTING AIMS REPORTS, cont:

IF YOU WANT TO KNOW:	THEN REVIEW:
How well you are achieving self-sufficiency goals.	Self Sufficiency Summary
How well you are achieving self-sufficiency goals both with and without UFM.	Self Sufficiency UFM Report
How well you are executing UFM for current month, YTD, and prior year by each expense element.	UFM APF Support Expense Report
What UFM accounts may require further analysis.	
Total UFM Offset totals by labor or non-labor for current month, YTD, and Previous year.	UFM APF Offset Report
How well your Food and Beverage, Bowling and Golf Activities are meeting published Operating and Financial standards.	Operating and Financial Standards
Which activities are not meeting standards and its financial impact.	
Status of fund's assets, liabilities and equity.	Balance Sheet/P&L Statement
Changes to the Balance Sheet accounts from a prior period.	
Comparison of current and prior period accounts (P&L and Balance Sheets).	
How well your cost center/group is performing -- a detailed review.	Summary Operations Statement
How current results are doing against prior period results.	
Net cash flow from operations.	
What income or expense accounts need further review.	
How well your overall program (cost center group), your G&A, or a particular operating department cost center is performing against Plan for current month or YTD.	Plan/Actual-Departmental Operations
Your current month actual variance and variance percentage (%) against Plan.	
What accounts require further analysis.	
Actions needed to correct negative trends.	

SELECTING AIMS REPORTS, cont: _____

IF YOU WANT TO KNOW:	THEN REVIEW:
How well your overall program (cost center group), your G&A, or a particular operating department cost center is performing against Plan for current month or YTD and prior year actual.	Budget Performance Activity
Your current month actual variance and variance percentage (%) against Plan.	
What accounts require further analysis.	
Actions needed to correct negative trends.	
What your sales, cost of goods, and cost of goods percentages (%) are.	Cost of Goods Sold
Financial results for each month of the fiscal year and total for the year.	Executive Summary 12 Months
Beginning balance of an account, total of all increases and decreases during the period, and account ending balance.	G/L Account Balances by Cost Center

INVENTORY MANAGEMENT

Challenge: FFR Program managers/supervisors are always challenged to use their resources effectively and efficiently. In some FFR Programs, businesses, and offices the investment in “retail inventory” is significant and requires effective inventory management.

The following terms apply to retail inventory management:

- **Inventory Balance:** The dollar value of your goods on hand.
- **Inventory Turns:** A measure of how fast your merchandise is moving. This number tells you how many times your inventory is replaced during a period. (i.e., month and year.) Inventory turns is calculated as the COGS divided by the Inventory Balance.
- **Inventory on hand – months:** This is another way to portray your inventory turns. This ratio tells you how many months of inventory is on hand. “Inventory on hand – months” is calculated as the number one (1) divided by the Inventory Turns. The greater the inventory turns, the less inventory you have on-hand.

Effective management of retail inventories require that you establish and maintain a system and procedures to determine your inventory variance and variance percentages between the current month and the previous month inventories.

Your inventory management system should provide the following three categories of inventory balance information: (1) Inventory for the current month, (2) for the previous month, and (3) for the same month in the previous year. (AIMS does not track any of this data as a report.)

The goals in effective and efficient retail inventory management include:

- Stocking items that will meet the majority of your customers'/patrons' “mainstream” needs – you can't be everything for everybody.
- Buying wisely, but don't over-stock.
- Selling profitably.
- Cutting your losses. Get rid of stock that isn't moving.
- Using effective marketing and promotion methods.
- Adjusting for seasonal demands/impacts.

Recommended Inventories: You should use the following on-hand inventory standards:

- 30-90 day (CONUS).
- 5-7 month (OCONUS - FAR EAST).
- 8-11 month (OCONUS - EUROPE).

INVENTORY MANAGEMENT

Manage Inventory: The following table helps decide what to do with your inventory based on examining variance percentages.

IF YOUR:	AND THE VARIANCE PERCENTAGE IS:	AND:	YOUR INVENTORY IS:	
Inventory Balance or Inventory on Hand or Inventory Turns	More than 10% above previous month	→	Too High	
	Between 10% above and 10% below previous month	→	Okay. (See note below.)	
	More than 10% below previous month	Receiving Complaints OR Affecting Operations		Too Low Stock up!
		NOT Receiving Complaints OR Affecting Operations		Okay. This is a desirable condition.
	Between 10% above and 10% below previous month	→	Okay. (See note below.)	
	More than 10% below previous month	Receiving Complaints or Affecting Operations		Too Low Stock up!
		NOT Receiving Complaints or Affecting Operations		Okay. This is a desirable condition.

NOTE: Inventory variance between 10% above and 10% below that of the previous month assumes that your historical inventory levels (previous month's) are effective! That is to say, the inventory turns are high and inventory levels are low, but NOT affecting operations or customer satisfaction.

Inventory that is more than 10% above the previous month is okay if part of planned seasonal stocking.

INVENTORY MANAGEMENT

Manage Inventory, cont:

Each time you examine your inventory levels, you should determine if your current month inventory levels are higher or lower than the same month last year. This comparison is useful when briefing/explaining this year's inventory levels.

Improving Retail Inventories: Consider the following to improve inventories.

- What sells and what is sitting?
- What is the value of the inventory items?
- What is the need for the inventory?
- What is the need for the retail outlet?

Reducing Retail Inventories: Consider the following to lower inventory levels to maintain suggested inventory level standards.

- Sell inventory at cost.
 - Sell merchandise to another station.
 - Return merchandise to distributor or manufacturer.
 - Advertise merchandise as a promotional item.
 - Transfer merchandise to other FFR Programs.
 - Dispose of property using Certificate of Disposition.
 - Revise procurement procedures to maintain minimum stock levels.
 - Consider seasonal requirements/levels.
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