



BUDGET

2018 -2019

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS FOUNDATION

FY 2017-18 OPERATING BUDGET

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**CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS FOUNDATION
FY 2018-19 OPERATING AND CAPITAL BUDGET
HIGHLIGHTS**

I. Overview

The proposed California State University, Dominguez Hills Foundation FY 2018-19 operating and capital budget reflects operating revenue projections totaling \$24.9 million, which is a 2% increase from operating revenue forecast for the prior year.

Projected revenue increases are derived from several sources, including a reduction in net revenue loss in some dining operations (1910 and the Chargers pre-game Fan Experiences) combined with increased revenue from the replacement of two vendor-operated dining operations to better align dining delivery with student, faculty, and staff dining needs. Of the two, one will be replaced with a different vendor-operated dining operation and the other will be replaced with a self-operated dining operation.

The increase in projected operating revenue is offset by projected expenditures totaling \$24.05 million, yielding projected net income in FY 2018-19 of approximately \$847K.

Expenditure increases primarily are due staff salary and benefit adjustments as well as increases in the cost of goods sold and the addition of an Executive Director to the FY 2018-19 budget. Additional information regarding these increases is reflected in the information provided below.

During FY 2018-19, Foundation management will assess staff time and effort reporting for Foundation staff to more accurately understand and allocate staff salaries and benefits to individual Foundation operations. This has been requested by the Executive Committee of the Board of Directors and will allow the Foundation to better understand profit and losses associated with the multiple enterprises overseen by the Foundation. In addition, this analysis is critical in ensuring the cost of services provided to other entities is understood and fully recovered by the Foundation.

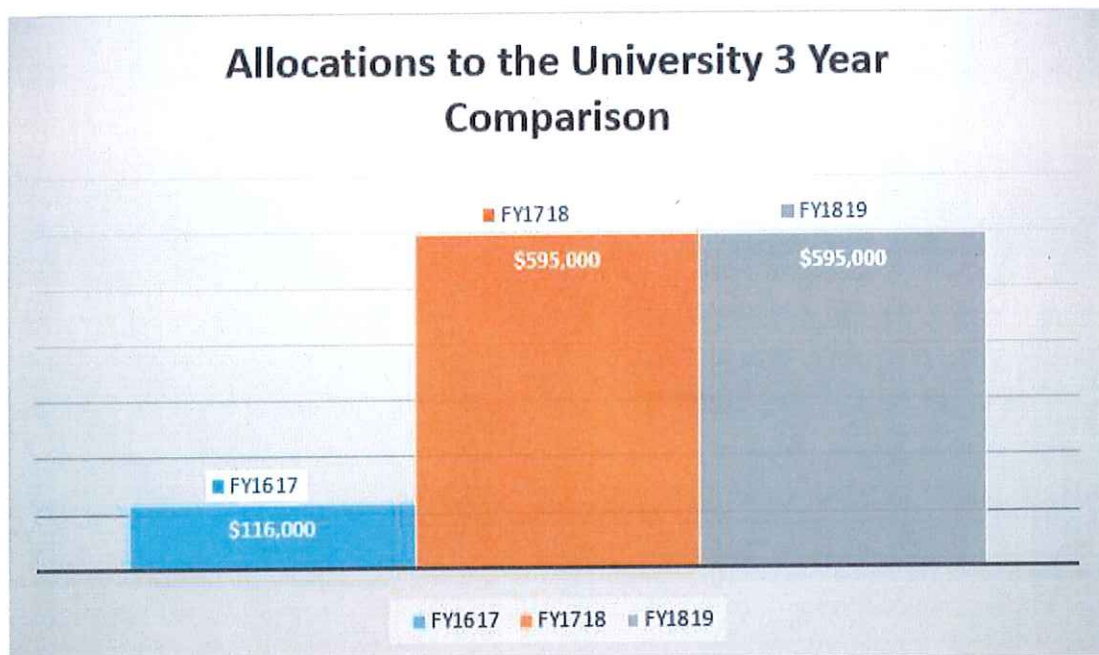
II. Financial Return to the University

As a public charity formed to provide support to the University, the Foundation allocates revenue to the University in support of priority programs and initiatives.

During FY 2018-19, allocations to the University of approximately \$595K are proposed for approval by the Foundation Board of Directors, including a \$30K to the University's President's Scholars Program to support student scholarships; \$100K in discretionary support to the University President, Vice Presidents, and Deans as a means of advancing the University in areas in which use of state funds are restricted; and \$465K in funds distributed to the University from the StubHub! Center ground lease.

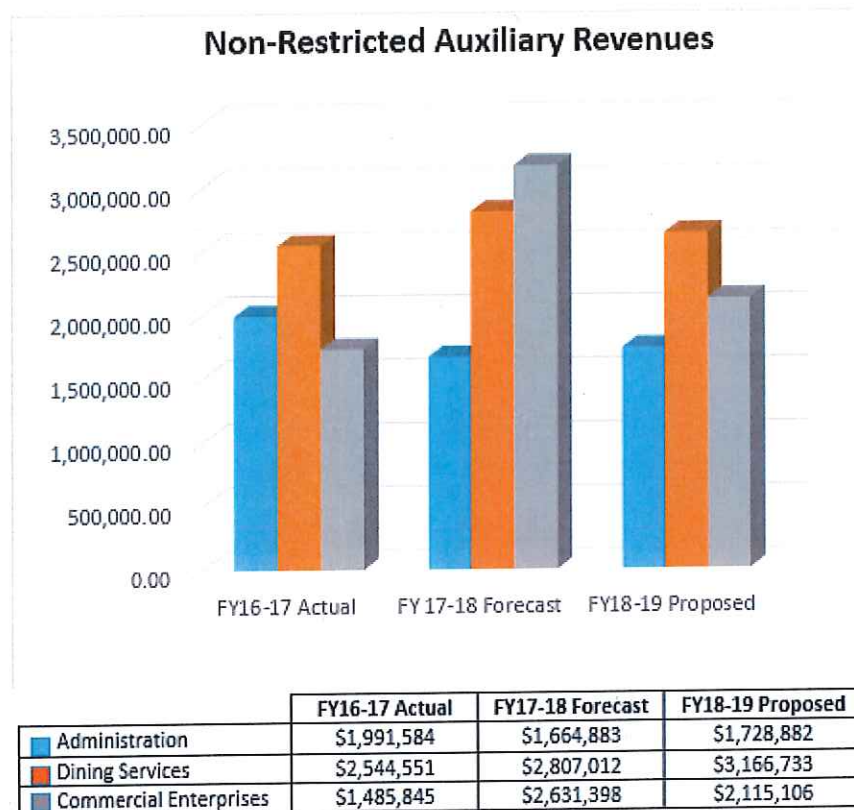
Proposed FY18-19 Allocations	Total University Distribution: \$595,000.
University Support	\$100,000. 00
President's Scholarship Account	\$30,000.00
StubHub University Distribution	\$465,000.00

Contingent upon the approval of FY 2018-19 allocations to the University by the Board of Directors, over the three-year period from July 1, 2016 to June 30, 2019, the Foundation will have allocated \$1.31 million in direct support to the University.



III. Non-Restricted Revenue

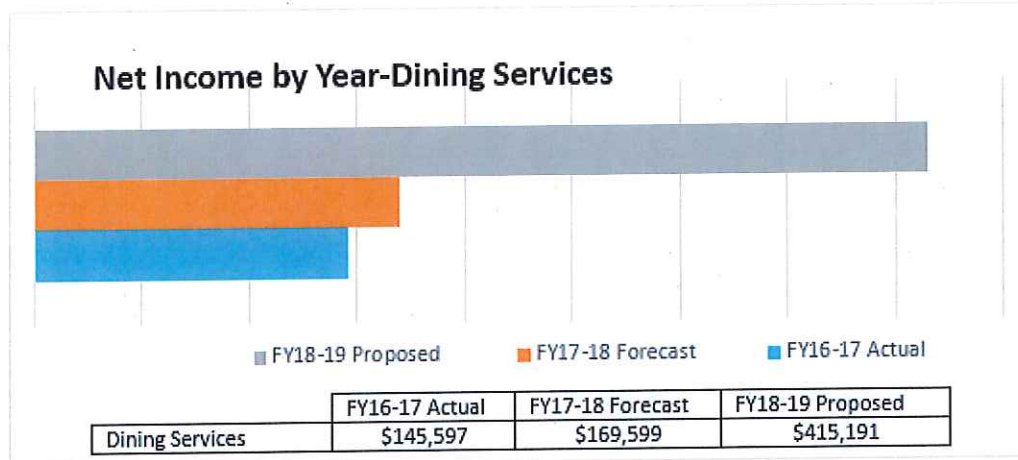
Non-restricted functions of the Foundation currently fall into four major categories: Dining Services, Commercial Enterprises, Infant Toddler Development Center (ITDC), and Administration. Projected non-restricted revenue for these core Foundation operations during 2018-19 is \$7.2 million, which is a decrease in revenue of 1% from the prior year forecast.



Expenses in Foundation operations are projected to increase during FY 2018-19, with personnel costs anticipated to increase as a result of compensation and benefit cost increases impacting all areas of operations. The proposed budget includes a 1.5-3% general salary increase (GSI) for qualified staff and a personnel salary pool reserve of 2-2.5% of the total proposed personnel cost to provide the Executive Director with resources to authorize salary and adjustments based on equity and/increased duties.

Dining Services

Dining Services includes externally-operated locations (Subway, Panda Express, Taco Bell, and Vending Services, and Green Olive opening in Fall 2018), as well as internally-operated venues (1910 Café and Lounge, University Catering, DH Sports, Toro Take Out, Union Grind Coffee, Green Mountain Coffee, Grab N Go and Starbucks opening in Spring 2019). Also reflected in the budget for this area are administrative dining office expenses in support of cash management, catering administration, and marketing.



Revenues in Dining Services include commissions from externally-operated venues, which are projected at \$345K during 2018-19, and sales from internally-operated dining locations of \$2.82 million. Operating expenditures in Dining Services of \$2.75 million are projected and primarily are attributed to the cost of goods sold, salaries and benefits, and administrative support expenses such as banking fees, credit card processing fees, operating supplies, repairs/maintenance, and depreciation.

Noteworthy assumptions and changes from the prior year Dining Services budget include:

- \$360K increase in revenue is anticipated from Dining Services. It is projected that Starbucks will open for the spring 2019 semester and Green Olive will open in Fall 2018, with a net profit of \$208K. Catering is projected to realize an additional \$85K due to increase events sponsored by the incoming University President. Forecasted revenue for 1910 Café and Lounge shows an increase of \$70K based on increased special events programming and/or changes to the facility and dining program delivery.
- \$114K increase in expenses due to cost of goods sold associated to sales increase and the closure of two venues: Jamba Juice and Johnnie's Pizza.

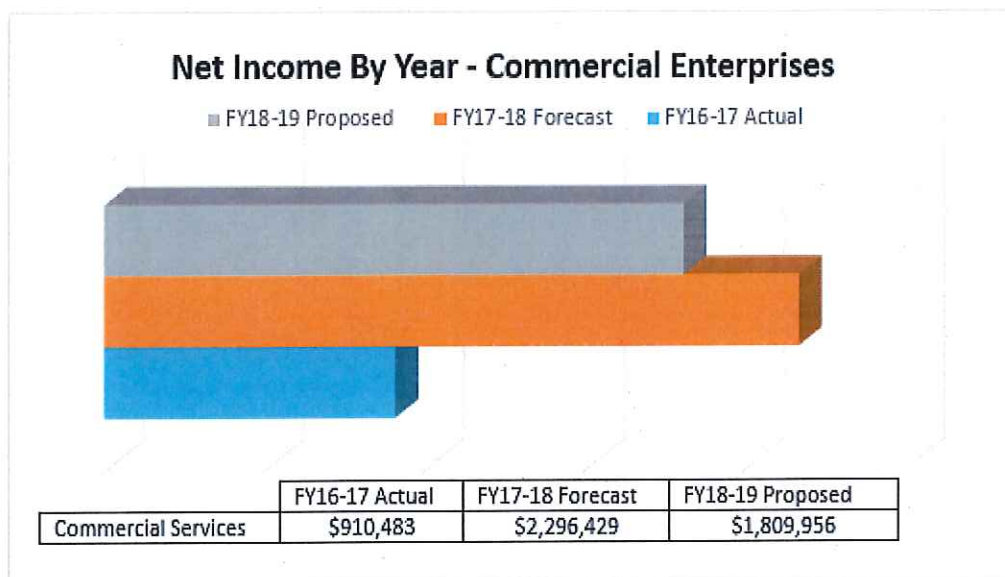
In order to best position the Foundation and the University to respond to changing customer demands and expectations, the Foundation is actively engaged in evaluating innovative service methods, such as: online, mobile app, and kiosk ordering and new concepts for Dining Services delivery, including evaluating and renegotiating expiring externally-operated leases and potential replacement of current internally-operated dining (Toro Take Out). These evaluations and potential changes reflect input from students, faculty, and staff gathered via student surveys and focus groups, dining mix analysis, and financial performance assessment.

Commercial Enterprises

Commercial Enterprises includes a variety of revenue-generating activities, including: StubHub Center University ground lease and property subleases, cell phone tower leases, real estate management of the University House, campus banking services, commercial filming, LiveScan fingerprint and background services, and operation of the University Bookstore.

Revenues in the Commercial Enterprises include rental income from Foundation-managed land assets of \$1.48 million, commissions of \$520K, and other activities of \$123K.

Operating expenses of approximately 14% of gross revenue in Commercial Enterprises are consistent with historical performance in this area and include administrative service chargebacks, rental expenses, and repairs and maintenance. Combined with increased revenue from the StubHub and warehouse ground leases previously referenced along with efficient operations and controlled expenses, net revenue of approximately \$1.81M in Commercial Enterprises is projected.



Noteworthy assumptions and changes from the prior year forecast:

- \$516K decrease in revenue from Commercial Enterprises is anticipated. The non-operating decrease is due to one-time revenue realized in FY 2017-18 from the sales of the University President's house.

IV. Restricted Revenue

FY 2018-19 projected operating revenue of \$24.90 million includes approximately \$14.5 million in grant and contract revenue and \$3.2 million in revenue in support of designated educational activities and services. Each of these revenue sources are off-set by corresponding expenditures specific to the grant/contract or activity and are restricted in use. Revenues and expenses associated with these activities are recognized on the Foundation's financial statements as they are earned and incurred, respectively.

Grants and Contracts

The Foundation serves as the designated recipient for all externally-awarded grants and contracts for the University, managing, on behalf of the University, financial transactions, payroll, and other business functions for several hundred grants and contracts at any given time. Post-Award salary and benefit costs, including business services for grants and contracts by the Foundation is allocated via indirect cost reallocation to the Foundation based on grant agreements with federal, state, and local agencies for grant management and is reflected in the Foundation's Administration budget. While the approved indirect cost recovery rate for the University for Federal and State grant awards is approximately 47%, actual indirect cost recovery for University grants averages approximately 5%, significantly limiting indirect cost recovery to colleges and academic departments.

Revenue and expenditures of grant and contract awards are directed by principal investigators designated for each grant and contract and overall oversight and responsibility for post award management of grants and contracts rests with the Dean of Graduate Studies and Research in the Division of Academic Affairs.

Other Educational Activities and Services

The Foundation, upon the request of the University, administers, as a trust agent, educational activities and services on behalf of the campus, e.g., academic projects with school districts, such as Project REACH, which provides tutoring in the STEM fields to Compton Unified School District, and Project RISE, which provides a laboratory school focused on the STEM fields within Compton Unified. Other educational activities and services include accounting and financial management of student club and organization accounts and oversight.

Similar to grants, revenue and expenditures of educational activities are directed by designated project directors and, minimally, must operate on a break-even basis. Should a project fail to meet its break-even objective, the Foundation is legally liable. Fund balances for these activities are restricted based on the agreements with project sponsors.

V. Administration

Administration of the Foundation includes the Office of the Executive Director, the Associate Executive Director/Director of Commercial Operations, and the Office of Business and Financial Services Department, and Post Award Administration Services.

Revenues captured in the Administration budget include revenue from administrative services provided to departments and organizations on a cost reimbursement basis of \$877K and indirect cost recovery revenue of \$832K for business and administrative services in support of grants and contracts, including hiring and payroll, and budget and expenditure tracking and reporting. Proposed operating expenditures of \$3.0 million primarily include salaries and benefits along with centralized support expenses for the Foundation such as insurance, information systems, and audit.

Administrative services revenue includes:

- Services provided to other CSUDH 501c3 auxiliary organizations, including the Associated Students, Inc., Loker Student Union, and the Philanthropic Foundation in support of administering auxiliary expenditures, salaries, and benefits.
- Administrative services provided to Post-Award.
- Administrative services in support of specific projects, such as Project Reach and CAMS.

Noteworthy assumptions and changes from the prior year forecast include:

- A significant increase in expense of \$314K is due to a new position of Executive Director; general salary increases and establishing a personnel salary pool reserve; ADP-online payroll system implementation.

The Executive Director of the Foundation has been vacant for approximately 10 years, with former and current Vice Presidents of Administration and Finance doing double-duty as interim Executive Director during this period. While this approach enabled the Foundation to continue to add value to the University, maximizing the Foundation's to the University and supporting academic and student life programs and initiatives has been constrained. A full-time Executive Director is needed to provide leadership, strategic direction, and day-to-day oversight of the Foundation. In addition, in support of the efforts of the Executive Director.

Implementation of an online Payroll system is planned during FY 2018-19 and will increase efficiency and accuracy of time and attendance reporting. The Foundation supports four different auxiliary organizations, each with specific demands and regulatory needs in addition to more than 150 grants and contracts annually. In addition, the Foundation provides human resources and payroll support for more than 900 employees, including approximately 200 employees of other auxiliary organizations and more than 600 employees at any given time hired through grants and contracts. Turnover in grants and contracts positions occurs routinely based on the temporary nature of grant funding and, unlike the University, the Foundation is required to process payroll for all Foundation employees on a semi-monthly basis.

VI. Planned Capital Expenditures

The Foundation will fund two capital projects during FY 2018-19: a redesign of the space currently known as the 1910 Café and Lounge and renovation of space in the Loker Student Union in space previously occupied by Jamba Juice to accommodate a self-operated Starbucks operation. The redesign of 1910 is anticipated to occur during fall 2018 with an opening date of January 2019 and has an estimated cost \$150,000. The cost of the renovation project for Starbucks is estimated at \$550,000.00 and will consist of a new Starbucks space design, and construction. The anticipated opening date for Starbucks also is January 2019. These capital projects are funded primarily from revenue generated via the sale of two University properties: a rental townhouse in FY 2016-17 and the University President's house in FY 2018-19.

After accounting for these investments in capital expenditures in addition to allocating \$585K to the University, the Foundation is projected to realize net profit of \$60,725.

VII. Long-Term Investment

Approximately \$354K in expenditures are anticipated in FY 2018-19 using Board-approved funding allocated from the Foundation's long-term investment portfolio during FY 2017-18 in support of the University Village development. These expenses include costs associated with the Environmental Impact Review process, which are a shared expense with the University.

VII. Future Revenue-Generation

The Foundation is actively engaged in evaluating and advancing additional revenue generating opportunities to best meet the financial, service, and programmatic needs of the University.

- A University Village concept is continuing to be developed.
- Renegotiation of existing agreements as terms expire for externally-operated concepts in Dining Services to increase commission revenue and meet student, faculty, and staff demands;
- Implementation of declining balance meal-plans for students living on campus and evaluation of summer conference opportunities to leverage existing and planned student housing with dining services operations;
- Evaluation and replacement of self-operated dining operations operating at a deficit with commission-based operations aligned with student, faculty, and staff dining needs and demands producing positive net income.

The proposed FY 2018-19 Foundation operating and capital budget includes staffing and organizational investments necessary to meet current service-level expectations while also positioning the Foundation to effectively develop and implement revenue enhancement strategies. Assumptions, estimates, and forecasts reflect judgments of Foundation managers. Variables such as increased cost of goods, directives of the University; changes in enrollment; and regulatory mandates, including potential labor and employment law requirements, may impact projected outcomes.

BUDGET SUMMARY

California State University, Dominguez Hills Foundation
Summary of Proposed Budget - Fiscal Year 18-19

Budget Area Description	REVENUES		EXPENSES		SURPLUS/(DEFICIT)	
	FY 17-18 Forecast	FY 18-19 Proposed	FY 17-18 Forecast	FY 18-19 Proposed	FY 17-18 Forecast	FY 18-19 Proposed
Dining Services						
Subway	\$ 55,802	\$ 56,000	\$ 21,232	\$ 23,300	\$ 34,570	\$ 32,700
Jamba Juice	\$ 17,093	\$ -	\$ 8,789	\$ -	\$ 8,304	\$ -
Panda Express	\$ 54,165	\$ 58,000	\$ 17,102	\$ 20,500	\$ 37,063	\$ 37,500
Taco Bell	\$ 35,000	\$ 35,500	\$ 14,368	\$ 17,000	\$ 20,632	\$ 18,500
Johnnie's Pizza	\$ 30,287	\$ -	\$ 15,156	\$ -	\$ 15,131	\$ -
Green Olive	\$ -	\$ 55,758	\$ -	\$ 3,500	\$ -	\$ 52,258
University Vending	\$ 129,071	\$ 140,000	\$ 4,151	\$ 6,000	\$ 124,920	\$ 134,000
Starbucks	\$ -	\$ 153,125	\$ -	\$ 124,798	\$ -	\$ 28,327
1910 Café and Lounge	\$ 36,105	\$ 120,000	\$ 126,426	\$ 180,260	\$ (90,321)	\$ (60,260)
University Catering	\$ 798,995	\$ 904,600	\$ 752,141	\$ 816,741	\$ 46,854	\$ 87,859
CAMS	\$ 130,042	\$ 140,000	\$ 105,377	\$ 110,688	\$ 24,665	\$ 29,312
DH Sports Lounge	\$ 373,118	\$ 392,000	\$ 349,628	\$ 361,701	\$ 23,490	\$ 30,299
Toro Take Out	\$ 152,917	\$ 160,000	\$ 193,903	\$ 206,387	\$ (40,986)	\$ (46,387)
Grab N Go I	\$ 178,001	\$ 200,000	\$ 180,017	\$ 189,992	\$ (2,016)	\$ 10,008
Grab N Go II	\$ 195,530	\$ 210,000	\$ 183,746	\$ 188,966	\$ 11,784	\$ 21,034
Union Grind	\$ 310,765	\$ 183,750	\$ 267,722	\$ 148,467	\$ 43,043	\$ 35,283
Green Mountain Coffee	\$ 178,270	\$ 188,000	\$ 178,720	\$ 186,762	\$ (450)	\$ 1,238
Fan Experience	\$ 131,851	\$ 170,000	\$ 218,935	\$ 166,480	\$ (87,084)	\$ 3,520
Total Dining Services	\$ 2,807,012	\$ 3,166,733	\$ 2,637,413	\$ 2,751,542	\$ 169,599	\$ 415,191
Commercial Enterprises						
StubHub! Center Rental	\$ 1,121,525	\$ 1,119,200	\$ 33,053	\$ 39,600	\$ 1,088,472	\$ 1,079,600
Cell Phone Towers	\$ 165,127	\$ 165,000	\$ 101	\$ 600	\$ 165,026	\$ 164,400
Just Pushing Dirt	\$ 18,000	\$ 18,000	\$ 101	\$ 500	\$ 17,899	\$ 17,500
University House	\$ 487,143	\$ -	\$ 46,206	\$ -	\$ 440,937	\$ -
Wells Fargo	\$ 14,012	\$ 14,012	\$ 8,621	\$ 9,500	\$ 5,391	\$ 4,512
Commercial Filming	\$ 150,144	\$ 80,000	\$ 27,807	\$ 26,500	\$ 122,337	\$ 53,500
Garden View	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LiveScan	\$ 122,569	\$ 123,000	\$ 121,662	\$ 125,650	\$ 907	\$ (2,650)
University Bookstore	\$ 476,984	\$ 520,000	\$ 96,740	\$ 101,600	\$ 380,244	\$ 418,400
Warehouse	\$ 75,894	\$ 75,894	\$ 678	\$ 1,200	\$ 75,216	\$ 74,694
Total Commercial Enterprises	\$ 2,631,398	\$ 2,115,106	\$ 334,969	\$ 305,150	\$ 2,296,429	\$ 1,809,956
Infant Toddler Center	\$ 181,944	\$ 185,000	\$ 197,094	\$ 227,367	\$ (15,149)	\$ (42,367)

California State University, Dominguez Hills Foundation
Summary of Proposed Budget - Fiscal Year 18-19

Administration													
Business Central Office, ED Office and OPEB	\$	868,883	\$	896,000	\$	1,994,105	\$	2,299,420	\$	(1,125,222)	\$	(1,403,420)	
Post Award	\$	796,000	\$	832,882	\$	755,770	\$	764,900	\$	40,230	\$	67,982	
Total Administration	\$	1,664,883	\$	1,728,882	\$	2,749,875	\$	3,064,320	\$	(1,084,992)	\$	(1,335,438)	
Grants and Contracts	\$	14,000,000	\$	14,500,000	\$	14,000,000	\$	14,500,000	\$	-	\$	-	
Other Educational Activities and Services	\$	3,110,664	\$	3,200,000	\$	3,110,664	\$	3,200,000	\$	-	\$	-	
GRAND TOTALS before Foundation Distributions	\$	24,395,901	\$	24,895,721	\$	23,030,015	\$	24,048,379	\$	1,365,886	\$	847,342	
										\$	(595,000)	\$	(595,000)
										\$	770,886	\$	252,342
Non-Operating Item													
		FY 17-18 Forecast	FY 18-19 Proposed			FY 17-18 Forecast	FY 18-19 Proposed			FY 17-18 Forecast	FY 18-19 Proposed		
Long Term Investment Fund		\$	492,959	\$	589,746	\$	153,213	\$	354,000	\$	339,746	\$	235,746
Total Long Term Investment Fund													

Footnotes:

1. Discretionary accounts for President, Vice Presidents, and Deans are funded at beginning of fiscal year.
2. President's Scholarship Support is funded at the third quarter of fiscal year from Pepsi contract funds.
3. StubHub University Distribution is funded for capital projects at the ending of fiscal year from StubHub Center.

Foundation Contributions from Operations:	FY 17-18 Forecast	FY 18-19 Proposed
University Support	\$ (100,000)	\$ (100,000) ¹
President's Scholarship Support	\$ (30,000)	\$ (30,000) ²
StubHub University Distribution	\$ (465,000)	\$ (465,000) ³
NET SURPLUS/(DEFICIT)	\$ (595,000)	\$ (595,000)

CAPITAL PROJECTS REQUEST

California State University, Dominguez Hills Foundation
FY 2018-19 Capital Outlay Request

Administration

No Requests

	Estimated Cost	Useful Life	Annual Depreciation
Dining Services			
1910 Café	\$150,000	10	\$15,000
Starbucks	\$550,000	10	\$55,000
Subtotal Dining Services	\$700,000		\$70,000

Commercial Enterprises

No Requests

Grants and Contracts

No Requests

Other Educational Activities and Services

No Requests

Total Capital Requests	\$700,000		\$70,000
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SOURCES AND USES OF CASH

California State University, Dominguez Hills Foundation
Summary of Sources and Uses of Cash

Sources of Cash	FY 17-18 Forecast	FY18-19 Proposed
OPERATING ACTIVITIES		
Administration	\$ (1,084,992)	\$ (1,335,438)
Dining Services	\$ 169,599	\$ 415,191
Commercial Enterprises	\$ 2,296,429	\$ 1,809,956
Infant Toddler Center	\$ (15,149)	\$ (42,367)
Grants and Contracts	\$ -	\$ -
Other Educational Activities and Services	\$ -	\$ -
TOTAL CASH FROM OPERATING ACTIVITIES	\$ 1,365,886	\$ 847,342
NON-CASH TRANSACTIONS		
Depreciation	\$ 73,497	\$ 58,383
Post Retirement Health Benefits	\$ 469,405	\$ 450,000
TOTAL NON-CASH TRANSACTIONS	\$ 542,902	\$ 508,383
TOTAL SOURCES OF CASH	\$ 1,908,788	\$ 1,355,725
Uses of Cash		
CAPITAL OUTLAY		
Administration	\$ 22,628	\$ -
Dining Services	\$ 134,913	\$ 700,000
Commercial Enterprises	\$ -	\$ -
Grants and Contracts	\$ -	\$ -
Other Educational Activities and Services	\$ -	\$ -
TOTAL CASH FOR CAPITAL OUTLAY	\$ 157,541	\$ 700,000
TOTAL CASH FOR BOARD ALLOCATIONS	\$ 595,000	\$ 595,000
TOTAL USES OF CASH	\$ 752,541	\$ 1,295,000
NET SOURCES AND (USES) OF CASH	\$ 1,156,247	\$ 60,725

DINING SERVICES BUDGET DETAIL

UNIVERSITY DINING SERVICES OPERATING BUDGETS

Subway

	Forecast 17-18		Proposed 18-19	
Revenues				
Commissions	\$	55,802	\$	56,000
Total Revenues	\$	55,802	\$	56,000
Expenses				
Operating Expenses	\$	21,232	\$	23,300
Total Expenses	\$	21,232	\$	23,300
Surplus/(Deficit)	\$	34,570	\$	32,700

Jamba Juice

	Forecast 17-18		Proposed 18-19	
Revenues				
Commissions	\$	17,093	\$	-
Total Revenues	\$	17,093	\$	-
Expenses				
Operating Expenses	\$	8,789	\$	-
Total Expenses	\$	8,789	\$	-
Surplus/(Deficit)	\$	8,304	\$	-

Panda Express

	Forecast 17-18		Proposed 18-19	
Revenues				
Commissions	\$	54,165	\$	58,000
Total Revenues	\$	54,165	\$	58,000
Expenses				
Operating Expenses	\$	17,102	\$	20,500
Total Expenses	\$	17,102	\$	20,500
Surplus/(Deficit)	\$	37,063	\$	37,500

Taco Bell

	Forecast 17-18		Proposed 18-19	
Revenues				
Commissions	\$	35,000	\$	35,500
Total Revenues	\$	35,000	\$	35,500
Expenses				
Operating Expenses	\$	14,368	\$	17,000
Total Expenses	\$	14,368	\$	17,000
Surplus/(Deficit)	\$	20,632	\$	18,500

Johnnie's Pizza

	Forecast 17-18	Proposed 18-19
Revenues		
Commissions	\$ 30,287	\$ -
Total Revenues	\$ 30,287	\$ -
Expenses		
Operating Expenses	\$ 15,156	\$ -
Total Expenses	\$ 15,156	\$ -
Surplus/(Deficit)	\$ 15,131	\$ -

Pouring and Vending

	Forecast 17-18	Proposed 18-19
Revenues		
Commissions	\$ 129,071	\$ 140,000
Total Revenues	\$ 129,071	\$ 140,000
Expenses		
Operating Expenses	\$ 4,151	\$ 6,000
Total Expenses	\$ 4,151	\$ 6,000
Surplus/(Deficit)	\$ 124,920	\$ 134,000

Green Olive

	Forecast 17-18	Proposed 18-19
Revenues		
Commissions	\$ -	\$ 55,758
Total Revenues	\$ -	\$ 55,758
Expenses		
Operating Expenses	\$ -	\$ 3,500
Total Expenses	\$ -	\$ 3,500
Surplus/(Deficit)	\$ -	\$ 52,258

1910 Café and Lounge

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 36,105	\$ 120,000
Total Revenues	\$ 36,105	\$ 120,000
Expenses		
Operating Expenses	\$ 32,489	\$ 60,260
Salaries & Benefits	\$ 93,937	\$ 120,000
Total Expenses	\$ 126,426	\$ 180,260
Surplus/(Deficit)	\$ (90,321)	\$ (60,260)

University Catering

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 798,995	\$ 904,600
Total Revenues	\$ 798,995	\$ 904,600
Expenses		
Operating Expenses	\$ 392,141	\$ 388,200
Salaries & Benefits	\$ 360,000	\$ 428,541
Total Expenses	\$ 752,141	\$ 816,741
Surplus/(Deficit)	\$ 46,854	\$ 87,859

CAMS

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 130,042	\$ 140,000
Total Revenues	\$ 130,042	\$ 140,000
Expenses		
Operating Expenses	\$ 80,233	\$ 82,188
Salaries & Benefits	\$ 25,144	\$ 28,500
Total Expenses	\$ 105,377	\$ 110,688
Surplus/(Deficit)	\$ 24,665	\$ 29,312

DH Sports Lounge

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 373,118	\$ 392,000
Total Revenues	\$ 373,118	\$ 392,000
Expenses		
Operating Expenses	\$ 191,628	\$ 202,490
Salaries & Benefits	\$ 158,000	\$ 159,211
Total Expenses	\$ 349,628	\$ 361,701
Surplus/(Deficit)	\$ 23,490	\$ 30,299

Toro Take Out

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 152,917	\$ 160,000
Total Revenues	\$ 152,917	\$ 160,000
Expenses		
Operating Expenses	\$ 74,693	\$ 81,387
Salaries & Benefits	\$ 119,211	\$ 125,000
Total Expenses	\$ 193,903	\$ 206,387
Surplus/(Deficit)	\$ (40,986)	\$ (46,387)

Grab N Go I

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 178,001	\$ 200,000
Total Revenues	\$ 178,001	\$ 200,000

Expenses

Operating Expenses	\$ 114,314	\$ 121,287
Salaries & Benefits	\$ 65,703	\$ 68,705
Total Expenses	\$ 180,017	\$ 189,992

Surplus/(Deficit) \$ (2,016) \$ 10,008

Grab N Go II

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 195,530	\$ 210,000
Total Revenues	\$ 195,530	\$ 210,000

Expenses

Operating Expenses	\$ 118,746	\$ 120,261
Salaries & Benefits	\$ 65,000	\$ 68,705
Total Expenses	\$ 183,746	\$ 188,966

Surplus/(Deficit) \$ 11,784 \$ 21,034

Union Grind

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 310,765	\$ 183,750
Total Revenues	\$ 310,765	\$ 183,750

Expenses

Operating Expenses	\$ 159,835	\$ 92,180
Salaries & Benefits	\$ 107,887	\$ 56,287
Total Expenses	\$ 267,722	\$ 148,467

Surplus/(Deficit) \$ 43,043 \$ 35,283

Green Mountain Coffee

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 178,270	\$ 188,000
Total Revenues	\$ 178,270	\$ 188,000

Expenses

Operating Expenses	\$ 94,720	\$ 100,212
Salaries & Benefits	\$ 84,000	\$ 86,550
Total Expenses	\$ 178,720	\$ 186,762

Surplus/(Deficit) \$ (450) \$ 1,238

Fan Experience

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 131,851	\$ 170,000
Total Revenues	\$ 131,851	\$ 170,000

Expenses

Operating Expenses	\$ 129,435	\$ 74,373
Salaries & Benefits	\$ 89,500	\$ 92,107
Total Expenses	\$ 218,935	\$ 166,480

Surplus/(Deficit) \$ (87,084) \$ 3,520

Starbucks

<u>Starbucks</u>		Forecast 17-18		Proposed 18-19	
Revenues					
Sales	\$	-	\$	153,125	
Total Revenues	\$	-	\$	153,125	
Expenses					
Operating Expenses	\$	-	\$	51,798	
Salaries & Benefits	\$	-	\$	73,000	
Total Expenses	\$	-	\$	124,798	
Surplus/(Deficit)	\$	-	\$	28,327	
TOTAL SURPLUS/(DEFICIT)	\$	169,599	\$	415,191	

COMMERCIAL ENTERPRISES BUDGET DETAIL

COMMERCIAL ENTERPRISES OPERATING BUDGETS

StubHub! Center

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 1,121,525	\$ 1,119,200
Total Revenues	\$ 1,121,525	\$ 1,119,200
Expenses		
Operating Expenses	\$ 33,053	\$ 39,600
Total Expenses	\$ 33,053	\$ 39,600
Surplus/(Deficit)	\$ 1,088,472	\$ 1,079,600

Cell Phone Towers

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 165,127	\$ 165,000
Total Revenues	\$ 165,127	\$ 165,000
Expenses		
Operating Expenses	\$ 101	\$ 600
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 101	\$ 600
Surplus/(Deficit)	\$ 165,026	\$ 164,400

Just Pushing Dirt

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 18,000	\$ 18,000
Total Revenues	\$ 18,000	\$ 18,000
Expenses		
Operating Expenses	\$ 101	\$ 500
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 101	\$ 500
Surplus/(Deficit)	\$ 17,899	\$ 17,500

University House

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 487,143	\$ -
Total Revenues	\$ 487,143	\$ -
Expenses		
Operating Expenses	\$ 46,206	\$ -
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 46,206	\$ -
Surplus/(Deficit)	\$ 440,937	\$ -

Wells Fargo

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 14,012	\$ 14,012
Total Revenues	\$ 14,012	\$ 14,012
Expenses		
Operating Expenses	\$ 8,621	\$ 9,500
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 8,621	\$ 9,500
Surplus/(Deficit)	\$ 5,391	\$ 4,512

Commercial Filming

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 150,144	\$ 80,000
Total Revenues	\$ 150,144	\$ 80,000
Expenses		
Operating Expenses	\$ 27,807	\$ 26,500
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 27,807	\$ 26,500
Surplus/(Deficit)	\$ 122,337	\$ 53,500

LiveScan

	Forecast 17-18	Proposed 18-19
Revenues		
Other	\$ 122,569	\$ 123,000
Total Revenues	\$ 122,569	\$ 123,000
Expenses		
Operating Expenses	\$ 83,214	\$ 80,150
Salaries & Benefits	\$ 38,449	\$ 45,500
Total Expenses	\$ 121,662	\$ 125,650
Surplus/(Deficit)	\$ 907	\$ (2,650)

University Bookstore

	Forecast 17-18	Proposed 18-19
Revenues		
Sales	\$ 476,984	\$ 520,000
Total Revenues	\$ 476,984	\$ 520,000
Expenses		
Operating Expenses	\$ 96,740	\$ 101,600
Salaries & Benefits	\$ -	\$ -
Total Expenses	\$ 96,740	\$ 101,600
Surplus/(Deficit)	\$ 380,244	\$ 418,400

Warehouse

<u>Warehouse</u>			
	Forecast 17-18		Proposed 18-19
Revenues			
Other	\$ 75,894	\$	75,894
Total Revenues	\$ 75,894	\$	75,894
Expenses			
Operating Expenses	\$ 678	\$	1,200
Salaries & Benefits	\$ -	\$	-
Total Expenses	\$ 678	\$	1,200
Surplus/(Deficit)	\$ 75,216	\$	74,694
TOTAL SURPLUS/(DEFICIT)	\$ 2,296,429	\$	1,809,956

INFANT TODDLER CENTER BUDGET DETAIL

<p align="center">INFANT TODDLER CENTER</p>
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<u>Infant Toddler Center</u>		<table><tr><th>Forecast 17-18</th><th>Proposed 18-19</th></tr></table>		Forecast 17-18	Proposed 18-19
Forecast 17-18	Proposed 18-19				
Revenues					
Other	\$	181,944	\$	185,000	
Total Revenues	\$	181,944	\$	185,000	
Expenses					
Operating Expenses	\$	29,751	\$	50,700	
Salaries & Benefits	\$	167,343	\$	176,667	
Total Expenses	\$	197,094	\$	227,367	
Surplus/(Deficit)	\$	(15,149)	\$	(42,367)	

ADMINISTRATION BUDGET DETAIL

ADMINISTRATION OPERATING BUDGETS

Executive Director

Forecast 17-18	Proposed 18-19
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Expenses

Operating Expenses	\$ 10,373	\$ 8,700
Salaries & Benefits	\$ 125,731	\$ 229,906

Total Expenses \$ 136,103 \$ 238,606

Surplus/(Deficit) \$ (136,103) \$ (238,606)

Business and Financial Services

Forecast 17-18	Proposed 18-19
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Revenues

Administrative Services	\$ 825,000	\$ 877,000
Interest/Investment Income	\$ 15,000	\$ 12,000
Other	\$ 28,883	\$ 7,000

Total Revenues \$ 868,883 \$ 896,000

Expenses

Operating Expenses	\$ 526,430	\$ 555,000
Salaries & Benefits	\$ 1,062,000	\$ 1,227,614

Total Expenses \$ 1,588,430 \$ 1,782,614

Surplus/(Deficit) \$ (719,547) \$ (886,614)

Central Post Retirement Benefits Pool

Forecast 17-18	Proposed 18-19
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Expenses

Operating Expenses	\$ 269,572	\$ 278,200
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Total Expenses \$ 269,572 \$ 278,200

Surplus/(Deficit) \$ (269,572) \$ (278,200)

Post Award Management

Forecast 17-18	Proposed 18-19
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Revenues

Indirect Cost Recovery	\$ 796,000	\$ 832,882
Total Revenues	\$ 796,000	\$ 832,882

Expenses

Operating Expenses	\$ 468,770	\$ 468,900
Salaries & Benefits	\$ 287,000	\$ 296,000

Total Expenses \$ 755,770 \$ 764,900

Surplus/(Deficit) \$ 40,230 \$ 67,982

TOTAL SURPLUS/(DEFICIT) \$ (1,084,992) \$ (1,335,438)

SCHEDULE OF ADMINISTRATIVE SERVICES CHARGED BY FOUNDATION BUSINESS AND FINANCIAL SERVICES
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Auxiliary Organizations	2017-18 Actual Annual Fee	2018-19 Budget Annual Fee
Associated Students, Inc.	\$ 25,000.00	\$ 30,000.00
Loker University Student Union	\$ 85,000.00	\$ 90,000.00
Philanthropic Foundation	\$ 95,000.00	\$ 95,000.00
SUBTOTAL	\$ 205,000.00	\$ 215,000.00

Projects	Annual Fee	Annual Fee
Project Reach	\$ 150,000.00	\$ 152,000.00
CAMS Contract Administration	\$ 45,000.00	\$ 60,000.00
SUBTOTAL	\$ 170,000.00	\$ 212,000.00

Post Award	Annual Fee	Annual Fee
Post Award	\$ 450,000.00	\$ 450,000.00
TOTAL	\$ 825,000.00	\$ 877,000.00

LONG-TERM INVESTMENT FUND BUDGET DETAIL

<p align="center">LONG TERM INVESTMENT FUND NON-OPERATING BUDGET</p>

Long Term Investment Fund Spending	Forecast FY 2017-18	Proposed Budget FY 2018-19
Fund Transfer from LT Investment		
LTIF Transfer	\$ 541,291	\$ 250,000
Total Fund	\$ 541,291	\$ 250,000
 UNIVERSITY VILLAGE DEVELOPMENT		
Total	\$ 153,213	\$ 354,000
 LTIF Balance	\$ 339,746	\$ 235,746

FUND BALANCES PROJECTION

Report on Fund Balances FY 2018-19

Fund	Description	Forecast Bal FY 2017-18 Amount	Proposed Bal FY 2018-19 Amount
Fund 10 - General Fund	Working Capital Reserve	\$ 500,000	\$ 500,000
	Unrestricted Fund Balance	\$ 2,106,095	\$ 1,278,290
	Subtotal:	\$ 2,606,095	\$ 1,778,290
Fund 30 - Designated Fund	Unrestricted Fund Balance	\$ 411,589	\$ 626,589
	Designated Fund Balance	\$ 1,259,662	\$ 1,285,662
	Subtotal:	\$ 1,671,251	\$ 1,912,251
Fund 40 - Enterprise Fund	Unrestricted Fund Balance	\$ 1,353,134	\$ 1,612,087
	Restricted Fund Balance/Capital Assets	\$ 118,726	\$ 748,726
	Subtotal:	\$ 1,471,860	\$ 2,360,813
Fund 48 - Commercial Fund	Unrestricted Fund Balance	\$ 2,641,058	\$ 3,382,252
	Subtotal:	\$ 2,641,058	\$ 3,382,252
Total Fund Balance		\$ 8,390,264	\$ 9,433,606

Report on Reserved Balances - Ending of FY 2018-19

Reserve Designation	Target Amount	Funded Amount	Percent Funded
Working Capital Reserve	\$ 500,000	\$ 500,000	100%
Current Operating Reserve	\$ 5,000,000	\$ 5,000,000	100%
Venture Capital/Opportunity Reserve*			
Post Retirement Medical Benefits Reserve	\$ 4,387,760	\$ 445,110	10%
Other Reserves*			
Unallocated Reserves		\$ 3,488,495	
Total Reserves	\$ 9,887,760	\$ 9,433,606	95%

* Designates an optional reserve category not required by Reserve Policy to be funded